



Date: August 7, 2023

To

The Manager Listing Department <b>BSE Limited</b> P.J. Towers, Dalal Street, Mumbai – 400001  <b>Scrip Code: 543283</b>	The Manager Listing & Compliance Department <b>National Stock Exchange of India Limited</b> Exchange Plaza, Bandra Kurla Complex, Bandra East, Mumbai – 400051  <b>Scrip Symbol: BARBEQUE</b>
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Dear Sirs,

**Subject: Earnings Presentation on Unaudited Financial Results of the Company for the First Quarter ended June 30, 2023**

*Ref.: Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015*

Please find enclosed a copy of the Earnings Presentation on Unaudited Financial Results of the Company for the first quarter ended June 30, 2023 which will be circulated to the Investors/Analysts for the Earnings Conference Call scheduled today i.e. on Monday, August 7, 2023 at 5:00 PM (IST).

This is for your information and records.

Thanking you.

Yours faithfully,

**For Barbeque-Nation Hospitality Limited**

**Nagamani C Y**  
**Company Secretary and Compliance Officer**  
**M. No.: A27475**

*Encl.: As above*

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**BARBEQUE-NATION HOSPITALITY LIMITED**

**Registered & Corporate Office:** "Saket Callipolis", Unit No. 601 & 602, 6th Floor, Doddakannalli Village, Varthur Hobli, Sarjapur Road, Bengaluru-560035, Karnataka, India. **T:** +91 80 69134900,

**E-mail:** [corporate@barbequenation.com](mailto:corporate@barbequenation.com), **CIN:** L55101KA2006PLC073031 **www.barbequenation.com**



BARBEQUE NATION HOSPITALITY LTD.

Earnings  
Presentation  
Q1 FY24





This presentation contains statements that contain “forward looking statements” including, but without limitation, statements relating to the implementation of strategic initiatives, and other statements relating to Barbeque-Nation Hospitality Ltd (“Barbeque Nation” or the Company) future business developments and economic performance.

While these forward-looking statements indicate our assessment and future expectations concerning the development of our business, a number of risks, uncertainties and other unknown factors could cause actual developments and results to differ materially from our expectations.

These factors include, but are not limited to, general market, macro-economic, governmental and regulatory trends, movements in currency exchange and interest rates, competitive pressures, technological developments, changes in the financial conditions of third parties dealing with us, legislative developments, and other key factors that could affect our business and financial performance. Barbeque Nation undertakes no obligation to publicly revise any forward-looking statements to reflect future / likely events or circumstances.

All the number are on consolidated basis and without adjustment for the minority interest of 17.57% in Red Apple Kitchen, unless otherwise mentioned. All margin calculation are on Revenue from operations, unless otherwise mentioned.

# Q1 FY24 Key highlights



## Revenue from Operations

₹ 3,239 mn

+15.6% Q-o-Q/+2.9% y-o-y

## Dine-in Revenue

₹ 2,755 mn

+14.5% Q-o-Q/+1.3% y-o-y

## Delivery Revenue

₹ 473 mn

+21.0% Q-o-Q/+12.6% y-o-y

## Reported EBITDA

₹ 476 mn

13.1% Q-o-Q/(35.1)% y-o-y  
Margin: 14.7%

## SSSG (%)

(7.7)%

Q1 FY23: 182%

## New Restaurant Additions

4

Q1 FY23: 11

## Revenue Mix (%) (BN India dine-in/Others)

72.6% / 27.4%

Q1 FY23:  
75.7% / 24.3%

## Own Digital Assets Contribution (%)

25.6%

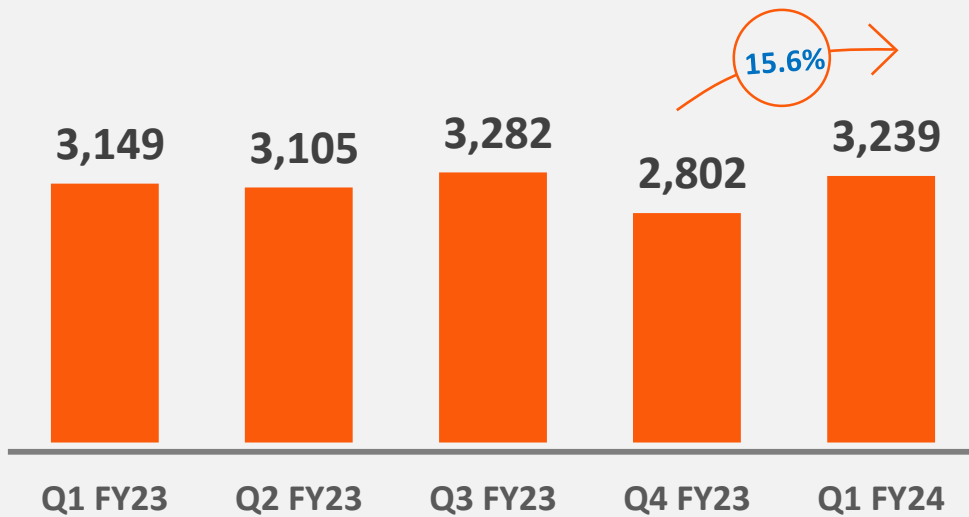
Q1 FY23: 24.6%

# Sequential growth of 15.6% ; Y-o-Y Revenue growth of 2.9%

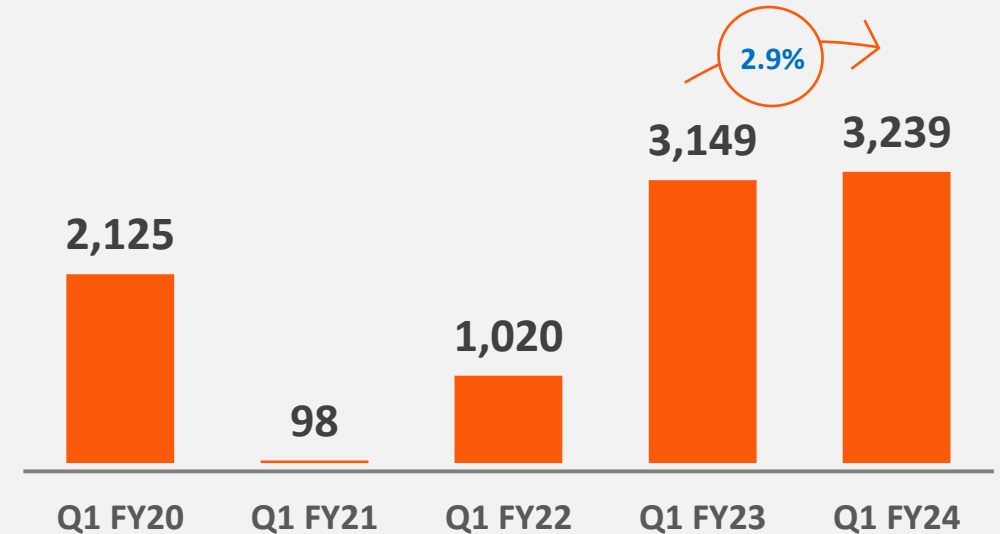


## Consolidated Revenue from Operations (₹ million)

### Sequential Trend (₹ million)



### Y-o-Y Trend (₹ million)

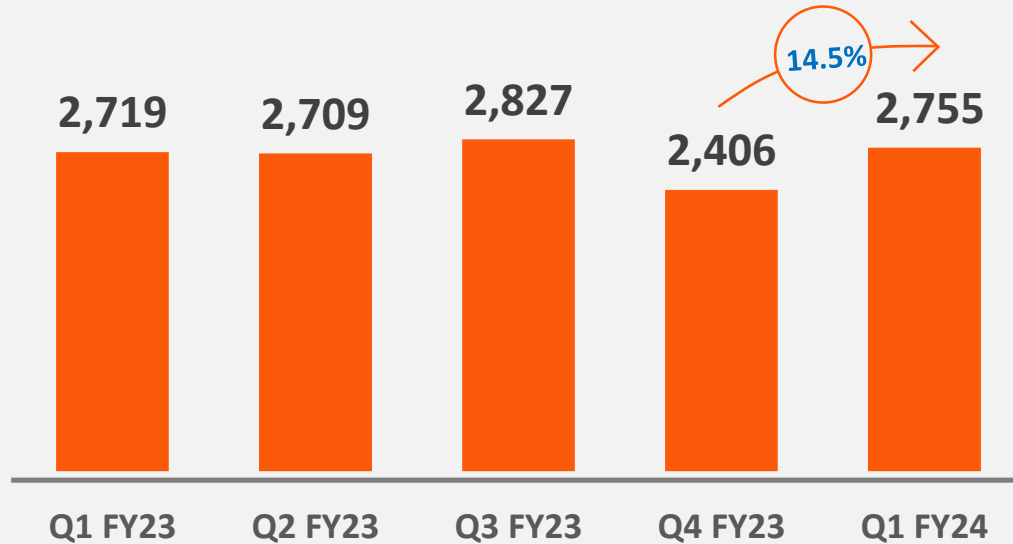


- Q1 FY24 revenues grew 15.6% sequentially supported by strong growth in dine-in and delivery business
- Y-o-Y growth of 2.9% led by network expansion
- SSSG: (7.7)% in Q1 FY24

# Dine-in: Sequential growth of 14.5% ; Y-o-Y Revenue growth of 1.3%



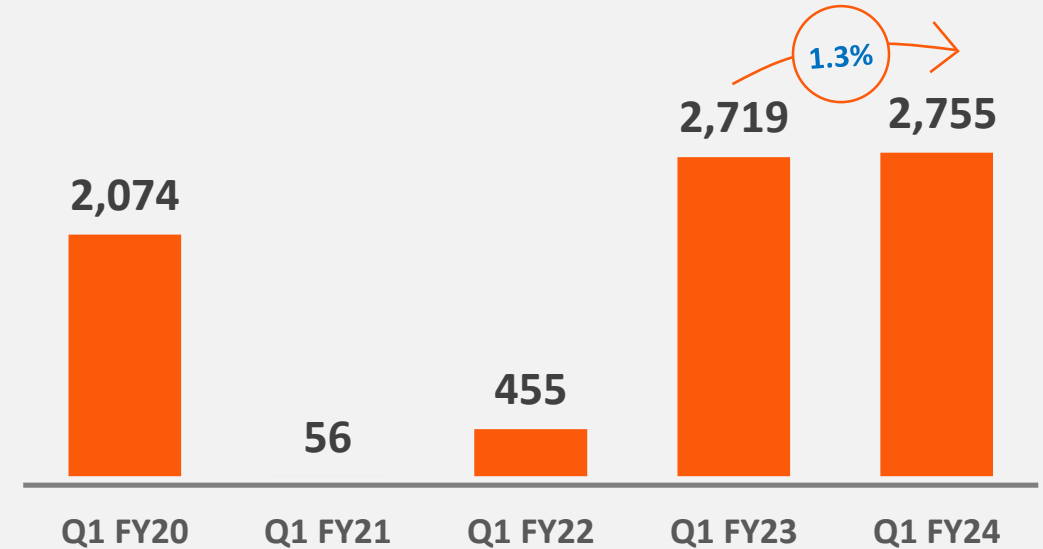
Q-o-Q Dine – in Sales (₹ million)



Share of business (%)

86.4%	87.2%	86.1%	85.8%	85.1%
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Y-o-Y Dine – in Sales (₹ million)



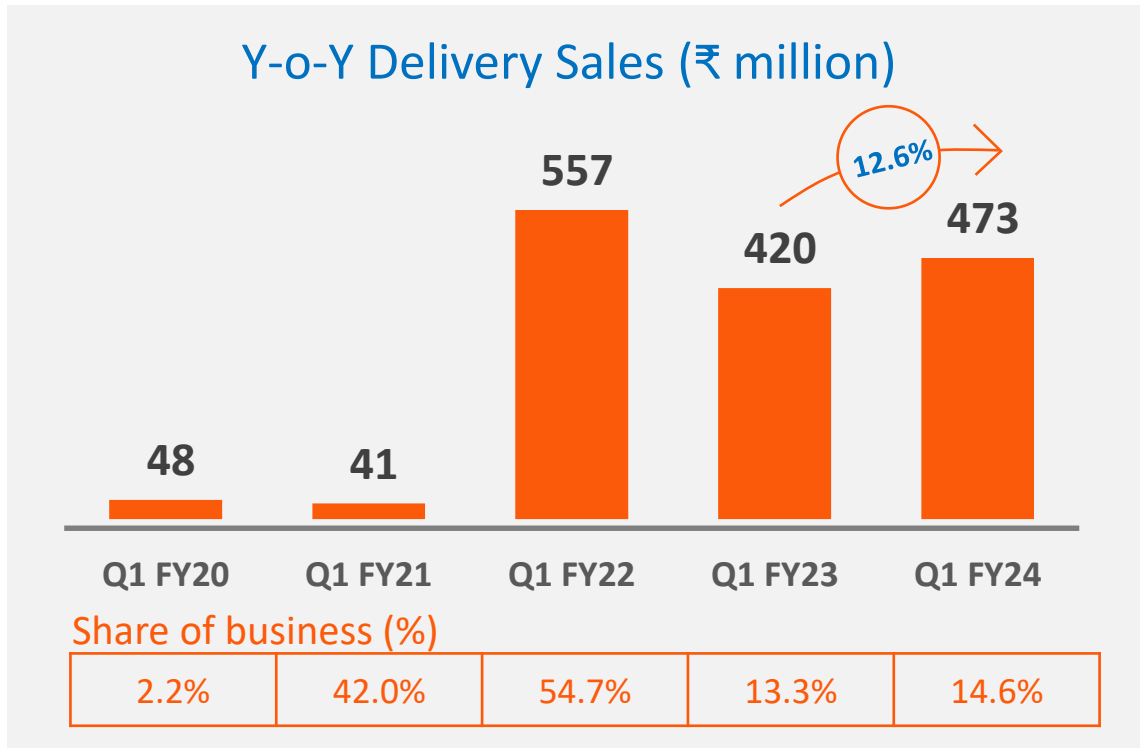
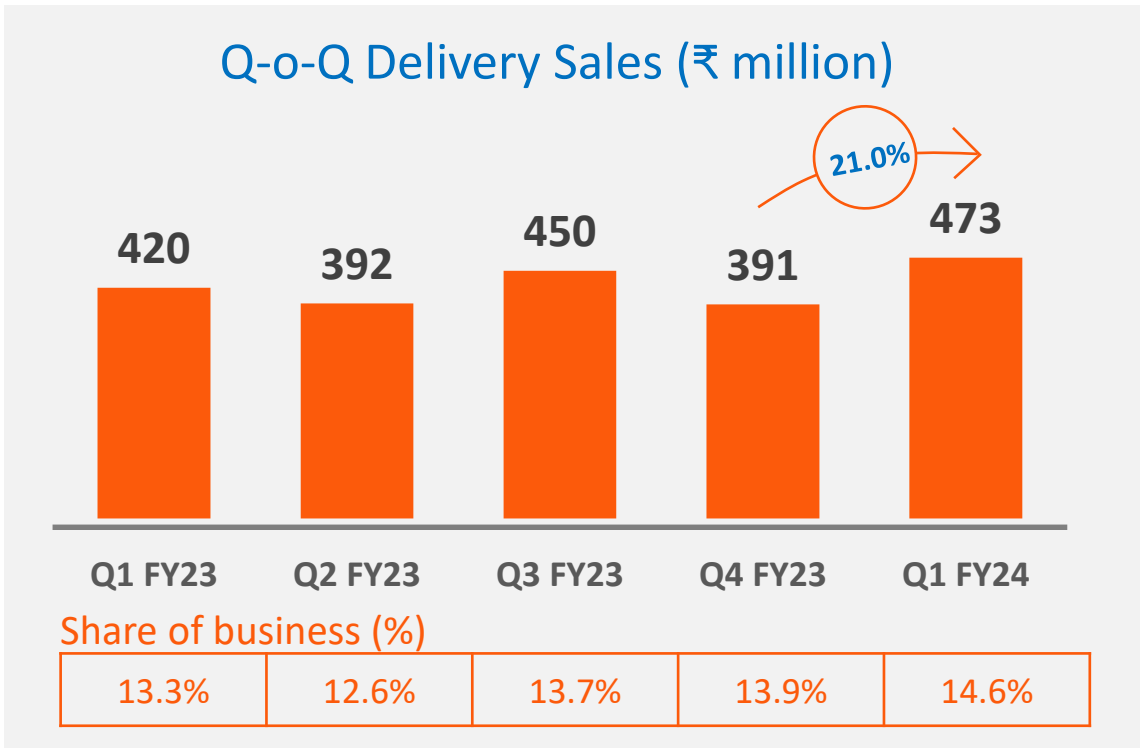
Share of business (%)

97.6%	57.0%	44.6%	86.4%	85.1%
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- Q1 FY24 dine-in volume growth of 20% & revenue growth of 14.5% on Q-o-Q basis
- Dine-in revenue growth of 1.3% on Y-o-Y basis



# Delivery: Sequential growth of 21.0% ; Y-o-Y Revenue growth of 12.6%



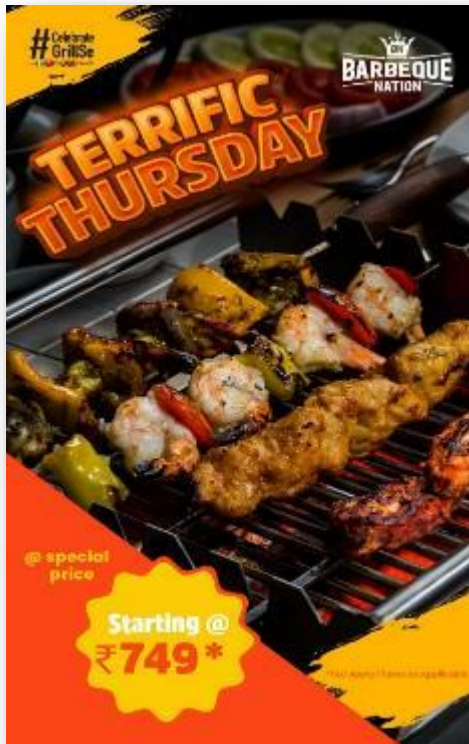
- Strong volume driven sequential and Y-o-Y growth in delivery revenues
- Net average realized order value stable



## Targeted promotions to increase weekday sales

## Beverage driven promotions

### Promotions



### Beverage Promotions

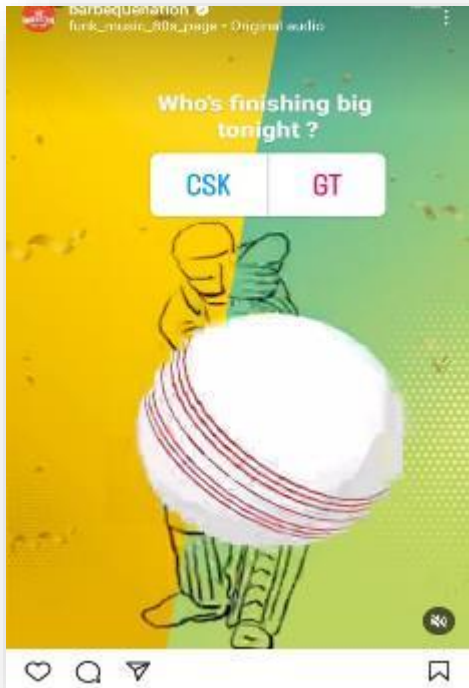




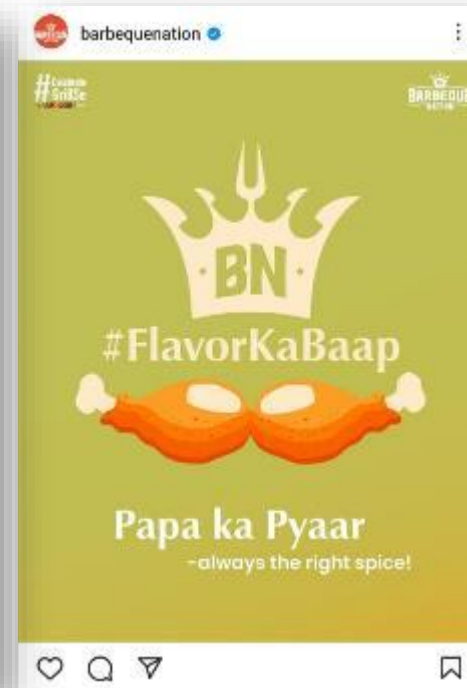
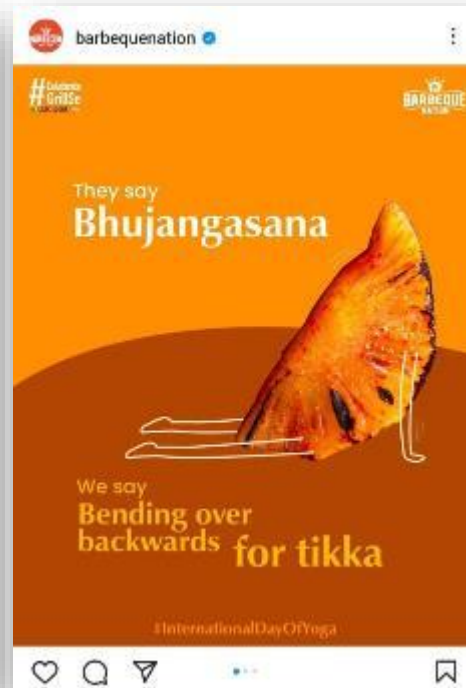


## Active occasion based Social media engagements

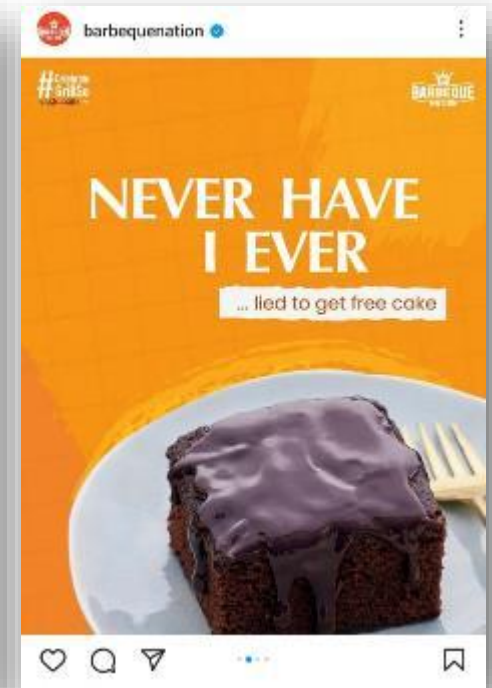
### IPL Interactions



### Special occasions



### Themed Banter





**Make IT GRAND WITH LE GRAND...**  
 20th July, Thursday | 7PM onwards  
 Muscare Road  
 For Enquiries: +91 7619220575  
 FEE ₹ 1050 +

**Unlock THE SECRETS OF PERFECT SOUFFLES WITH CHEF TARUN AND CHEF ROHIT**  
 18th May | 6PM to 10PM  
 Muscare Road  
 +91 7619220575  
 FEE Rs. 1250

**Let's MIX THINGS UP!**  
 SIGN UP AND LEARN THE ART OF COCKTAIL MAKING AND TRICKS OF THE TRADE WITH OUR MASTER MIXOLOGIST MANOJ ALPHONES  
 28th MAY 2023, THURSDAY | 4PM TO 7PM  
 VENUE - TOSCANO, KAREGAON PARK  
 Limited Seats  
 TO BOOK YOUR SEAT CALL US  
 +91 7619220575  
 REGISTRATION FEE Rs. 750

**The Summer HENKELL TROCKEN HOLIDAY BRUNCH**  
 28th May 2023  
 Muscare Road  
 For Reservations: +91 7619220575

**Sunday BRUNCH JUST GOT MEAD-ELICIOUS**  
 30th July, Sunday | 12 PM onwards  
 Muscare Road  
 For Enquiries: +91 7619220575  
 FEES ₹ 1395 +

**Gnocchi KNOWLEDGE IN SESSION**  
 15th July | 12 Noon onwards  
 Muscare Road  
 +91 7619220575  
 ₹ 1195 +

**Catch THEM YOUNG!**  
 WITH OUR MASTER MIXOLOGIST MANOJ ALPHONES AND LEARN THE ART OF COCKTAIL MAKING  
 24th JUNE 2023, SATURDAY | 4PM TO 6PM  
 VENUE - TOSCANO, JAYANAGAR  
 CALL OR WHATSAPP ON: +91 944681181  
 REGISTRATION FEE Rs. 849

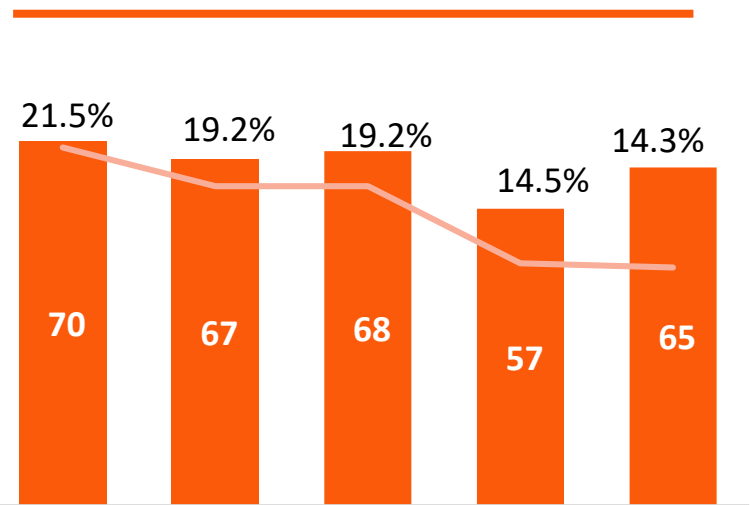




# Sequential recovery across both matured and new portfolio

## Average Annual Revenue/Outlet (₹ Mn) and Restaurant Operating Margin (%)

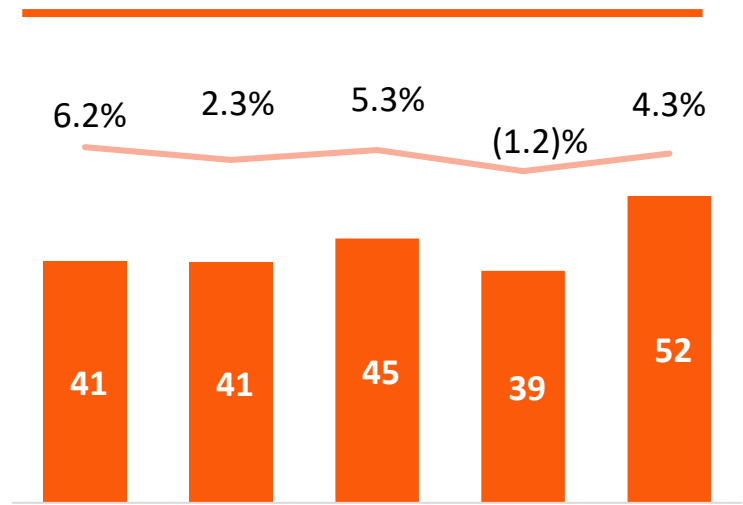
### Matured



Q1 FY23 Q2 FY23 Q3 FY23 Q4 FY23 Q1 FY24

- Revenue/Outlet grew 13.9% on Q-o-Q basis in Q1 FY24
- Delivered Avg. Annual Revenue/Outlet run rate of ₹ 65 Mn

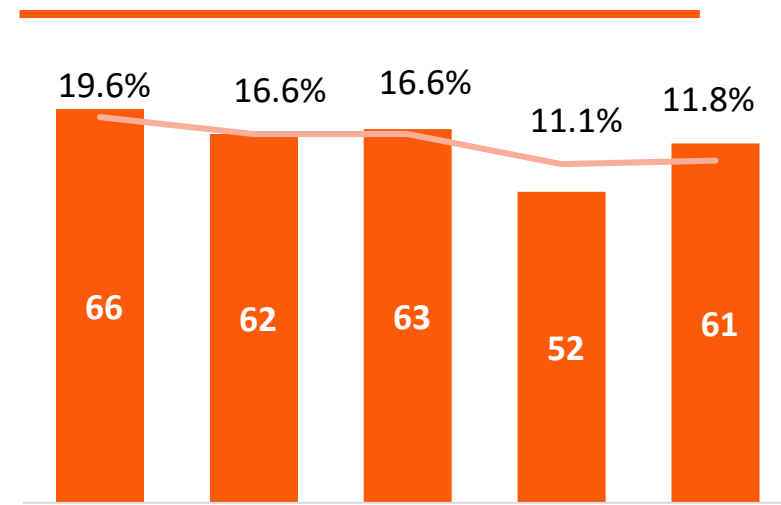
### New



Q1 FY23 Q2 FY23 Q3 FY23 Q4 FY23 Q1 FY24

- Revenue/Outlet grew 32.4% on Q-o-Q basis in Q1 FY24
- Delivered Avg. Annual Revenue/Outlet run rate of ₹ 52 Mn

### Total



Q1 FY23 Q2 FY23 Q3 FY23 Q4 FY23 Q1 FY24

- Strong Q-o-Q recovery in revenue/outlet
- Y-o-Y margin impact due to lower gross margins and operating leverage

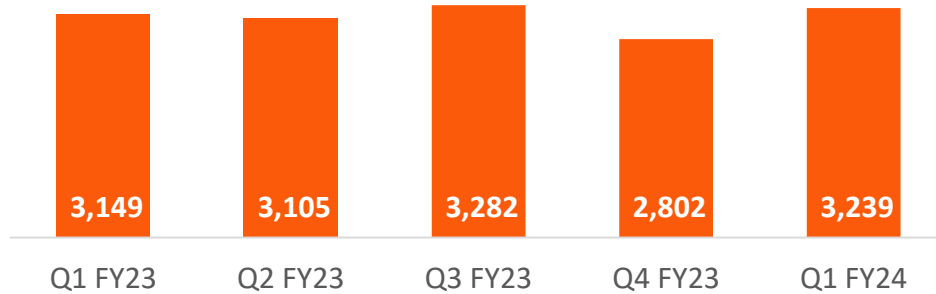
Note: Revenues are annualized basis the respective quarterly revenue



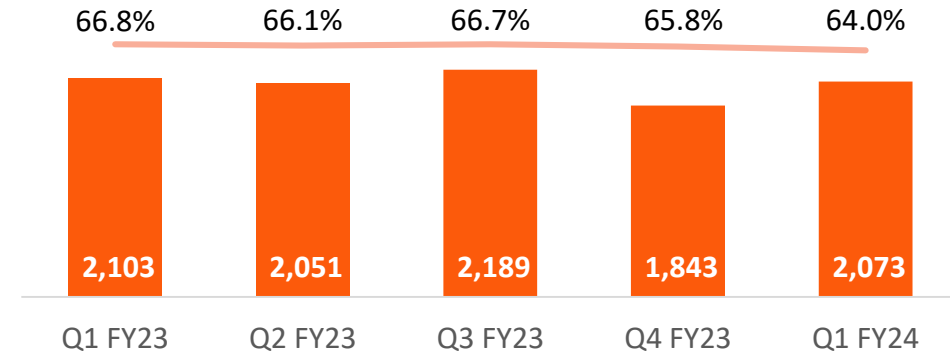
# Quarterly revenue and margin trend



## Revenue from Operations (₹ Mn)

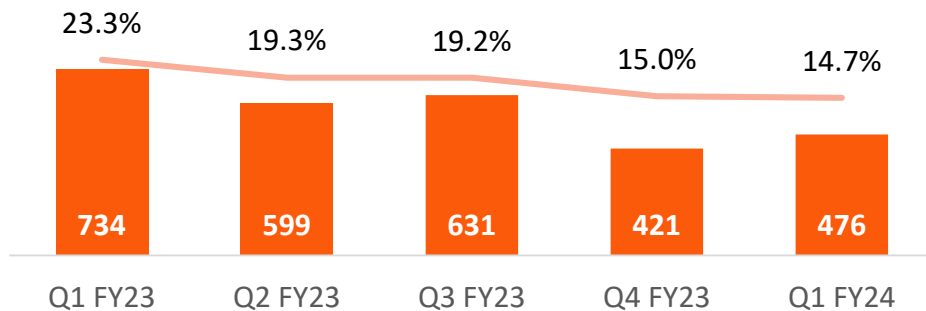


## Gross Profit (₹ Mn) and Margin (%)

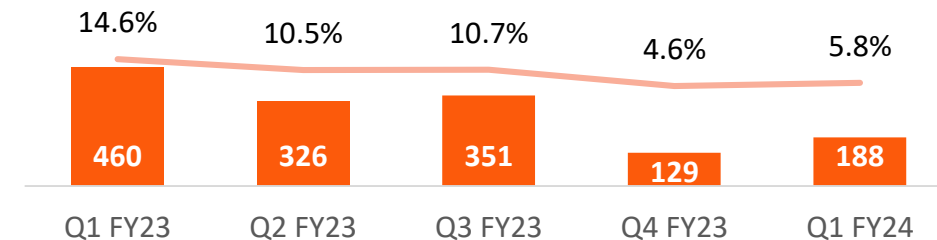


Impacted by lower APC in Q1 FY24; Recovered in July

## Reported EBITDA (₹ Mn) and Margin (%)



## Adjusted EBITDA\* (₹ Mn) and Margin (%)



\*Adjusted EBITDA is EBITDA without IND AS 116 adjustments and excludes non cash ESOP provisions. All margins are calculated as % of Revenue from operations.

# Consolidated P&L



₹ Millions	Q1 FY24	Q1 FY23	Y-o-Y Gr%	Q4 FY23	Q-o-Q Gr%
Revenue from operations	3,239	3,149	2.9%	2,802	15.6%
Other Income	9	30	(70.4)%	22	(60.4)%
<b>Total Revenue</b>	<b>3,248</b>	<b>3,179</b>	<b>2.2%</b>	<b>2,825</b>	<b>15.0%</b>
Cost of food and beverages consumed	1,166	1,046	11.5%	959	21.6%
Employee related expenses	717	640	12.0%	669	7.2%
Occupancy and other expenses	888	758	17.2%	775	14.5%
<b>EBITDA</b>	<b>476</b>	<b>734</b>	<b>(35.1)%</b>	<b>421</b>	<b>13.1%</b>
<i>EBITDA %</i>	<i>14.7%</i>	<i>23.3%</i>		<i>15.0%</i>	
Finance costs	187	175	7.4%	180	4.3%
Depreciation and amortisation	375	352	6.6%	366	2.3%
Exceptional items	(31)	(0)	NM	17	NM
<b>Profit before tax</b>	<b>(55)</b>	<b>208</b>	<b>NM</b>	<b>(142)</b>	<b>NM</b>
Tax expense	(14)	48	NM	(26)	NM
<b>Profit/(loss) after tax</b>	<b>(41)</b>	<b>160</b>	<b>NM</b>	<b>(116)</b>	<b>NM</b>
<i>Profit/(loss) after tax %</i>	<i>(1.3)%</i>	<i>5.1%</i>		<i>(4.1)%</i>	
<b>Adjusted profitability*</b>					
<b>Adjusted EBITDA</b>	<b>188</b>	<b>460</b>	<b>(59.1)%</b>	<b>129</b>	<b>45.3%</b>
<i>Adjusted EBITDA %</i>	<i>5.8%</i>	<i>14.6%</i>		<i>4.6%</i>	
<b>Adjusted Profit/(loss) before tax</b>	<b>(32)</b>	<b>254</b>	<b>NM</b>	<b>(107)</b>	<b>NM</b>
<i>Adjusted Profit/(loss) before tax %</i>	<i>(1.0)%</i>	<i>8.1%</i>		<i>(3.8)%</i>	

\*Adjusted EBITDA and PBT is calculated without the impact of IND AS 116 and excludes non cash ESOP related provisions and exceptional items. All margins are calculated as % of Revenue from operations.



- Enhance guest experience
- Maintain employee focus culture
- Focus on SSSG & profitability
- Cost optimization
- Upgrade assets
- Drive digital assets growth



- Toscano :
  - Expansion led growth
  - Maintain SSSG & profitability
- Barbeque Nation International :
  - Calibrated expansion
  - Maintain SSSG & profitability

- UBQ Volume growth
- Dum Safar: Increase market penetration

- Expand brand portfolio
- Acquisitions

**Maintain Casual Dining Restaurant Leadership**

Consistently ranked amongst Best Companies to Work For



# BARBEQUE NATION

Ranked 13th by Great Place To Work for the year 2023

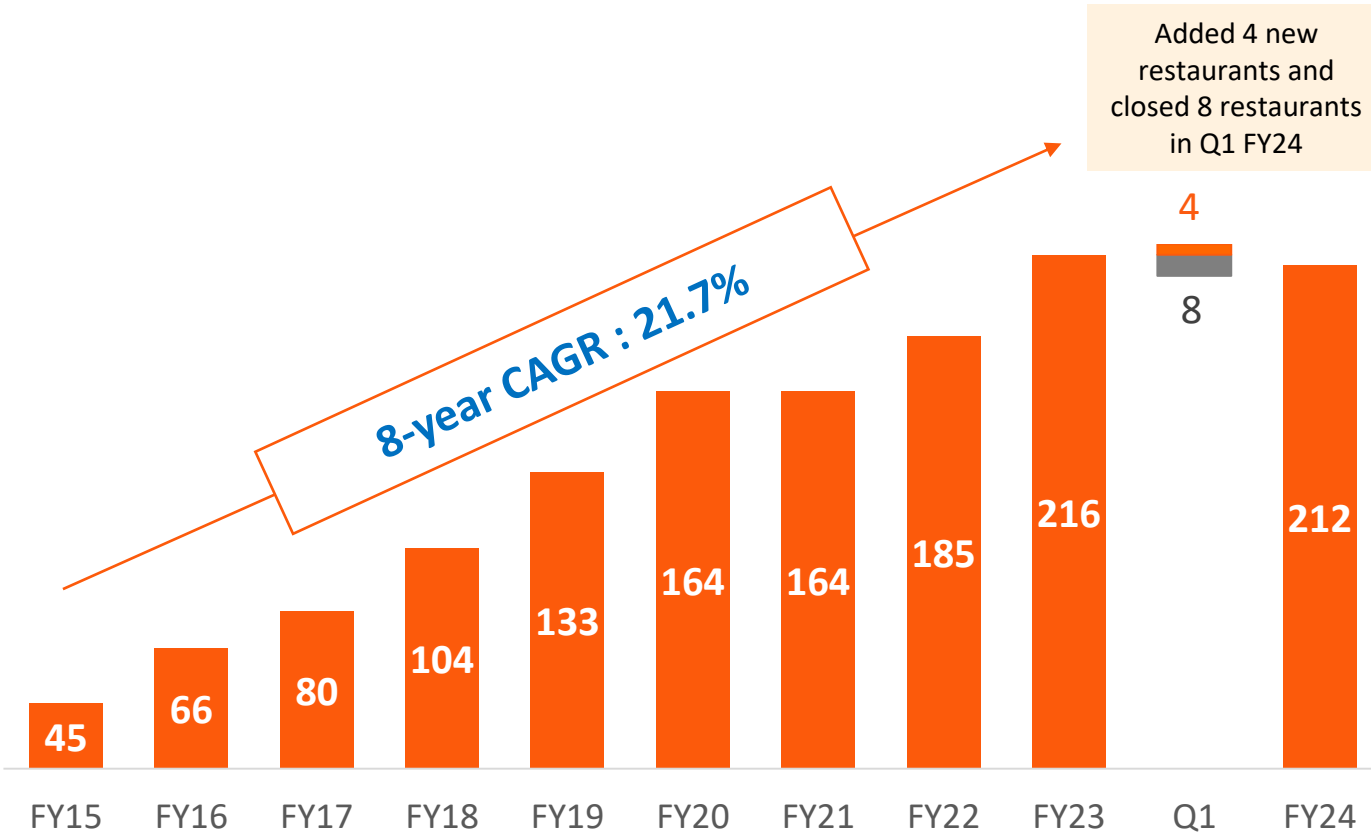


# Calibrated restaurant network expansion



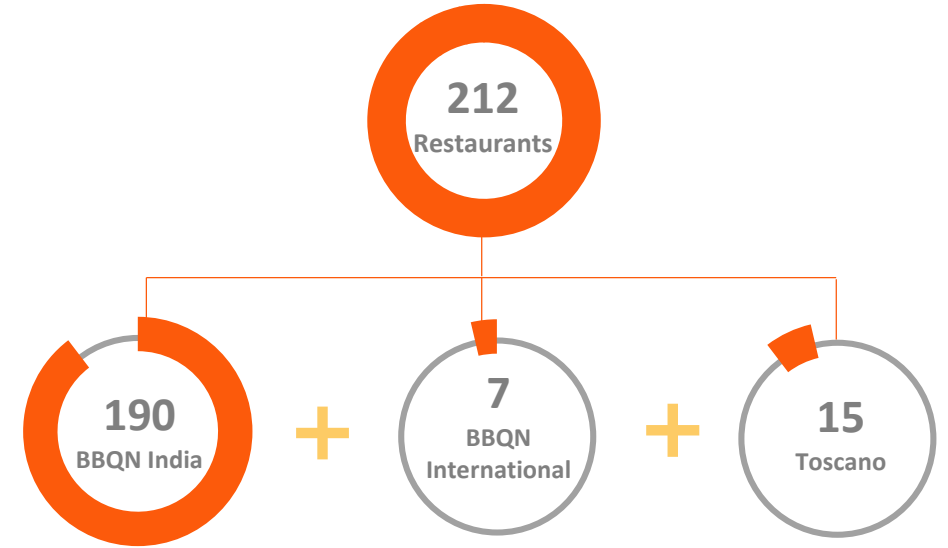
Added 4 new restaurants to the network in Q1

## Expansion of Restaurant Network



Target to add 20 new restaurants in FY24

## Restaurant Composition



Distribution	FY23	Q1 FY24
Metros & Tier I	162	161
Tier II & III Cities	54	51
<b>Total Network</b>	<b>216</b>	<b>212</b>



# 4 New restaurants in Q1FY24



## Dubai – Silicon Central



## Dehradun – GMS Road



## Kadapa – AP



## Phoenix Market City - Chennai



# Upgrading restaurant 'look and feel'



*Before 2013*



*2013 - 2020*

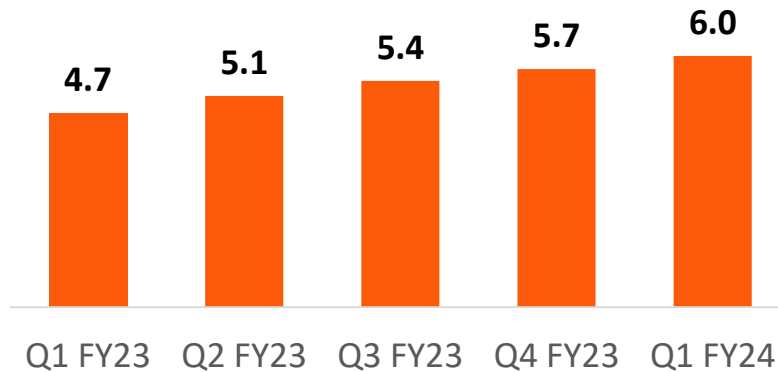


*Post 2021*

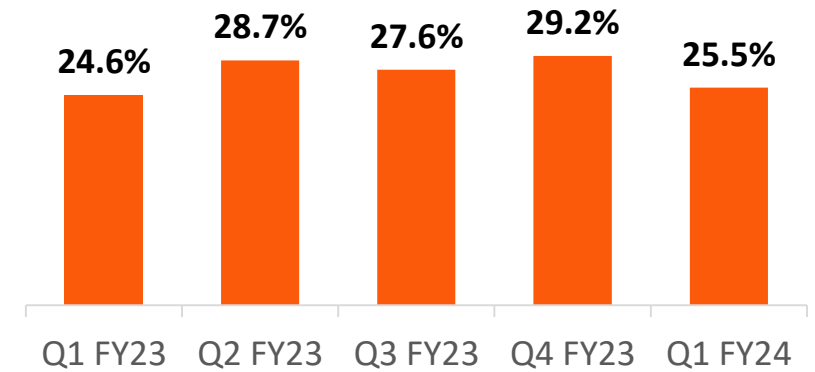




## Cumulative App Downloads (In Mn)



## Own Digital Assets Contribution<sup>1</sup> (%)



- Cumulative BBQ App downloads: 6.0mn+; 29% increase over Jun-22
- Own digital assets contribution (%) improved from 24.6% in Q1 FY23 to 25.5% in Q1 FY24
- **Completed online reservation integration with Google - First restaurant chain to do so in India**

1) Own Digital Assets Contribution is calculated as revenue generated through Barbeque nation app and web bookings. Represents data for BBQ India only





# Sapling Plantation Drive at CRPF, Yelahanka Campus

In Partnership with

Barbeque-Nation Hospitality Limited  
and Jeevanmukti Foundation®, Bengaluru



# BARBEQUE NATION





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W: [www.barbequenation.com](http://www.barbequenation.com)

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**Bijay Sharma**

**Head of Investor Relations**

**Barbeque-Nation Hospitality Ltd.**

**[Investor@barbequenation.com](mailto:Investor@barbequenation.com)**