Date: May 27, 2025

To,

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

Dear Sirs,

Subject: Corporate Presentation – FY2025

Pursuant to Regulation 30 read with Schedule III of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby enclose the Corporate Presentation.

The said presentation is also available on the website of the Company at www.barbequenation.com under Investor Relations section.

This is for your information and records.

Thanking you.

Yours faithfully,
For Barbeque-Nation Hospitality Limited

NAGAMANI C Y
Digitally signed by NAGAMANI C Y
Date: 2025.05.27 17:38:07 +05'30'

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

Encl.: *As above*

BARBEQUE-NATION HOSPITALITY LIMITED

Corporate Presentation

FY2025



Company at a glance

Diversified food services company

3 unique *casual dining brands*	Operating *230 restaurants*	Presence in *85+ cities* globally
Serving *10 mn+ guests* annually	*7,000+* employees	FY25 Consolidated revenues of *₹ 12,330 mn*







BARBEQUE NATION

Market Leader
*in **'All you can eat'** category*

TOSCANO
Wine Bar | Restaurant | Pizzeria

Leading player
*in **'Italian CDR'** category*

SALT
PAN-INDIAN RESTAURANT
BAR & GRILL

Emerging player
*in **Indian CDR** category*

Journey so far

2006
- Launched 1st restaurant

2008
- Name change to Barbeque-Nation Hospitality Limited
- Converted to Public Company

2013
- Private equity investment by CX Partners

2016
- Opened 50th restaurant
- Entered International markets, UAE

2018
- Opened 100th restaurant
- Launched UBQ, delivery vertical
- Entry into Malaysia

2020
- Opened 150th restaurant
- Entry into Oman
- Acquisition of Toscano

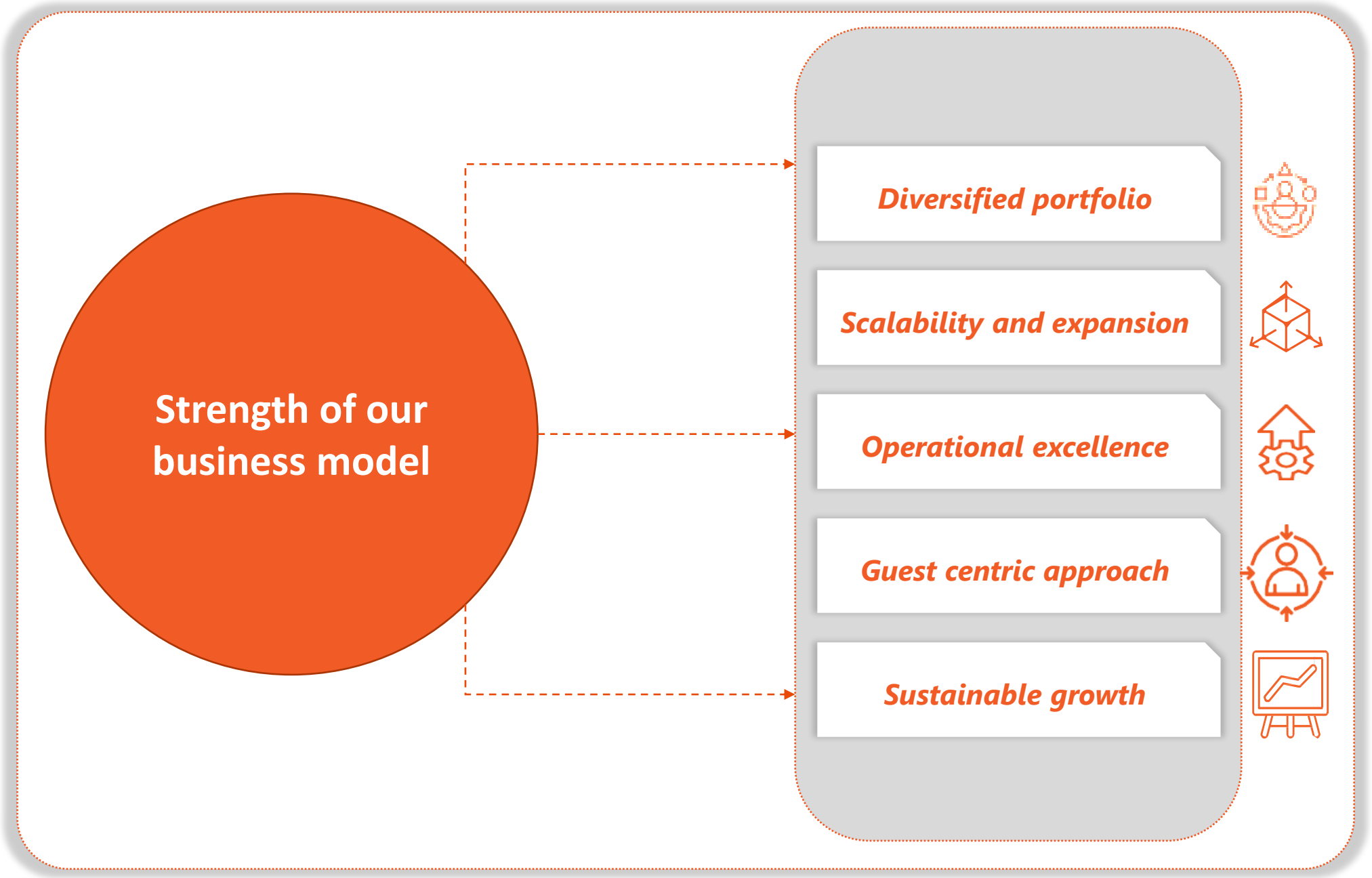
2021
- Public Listing

2022
- Opened 200th restaurant
- Launched delivery services through BBQN app

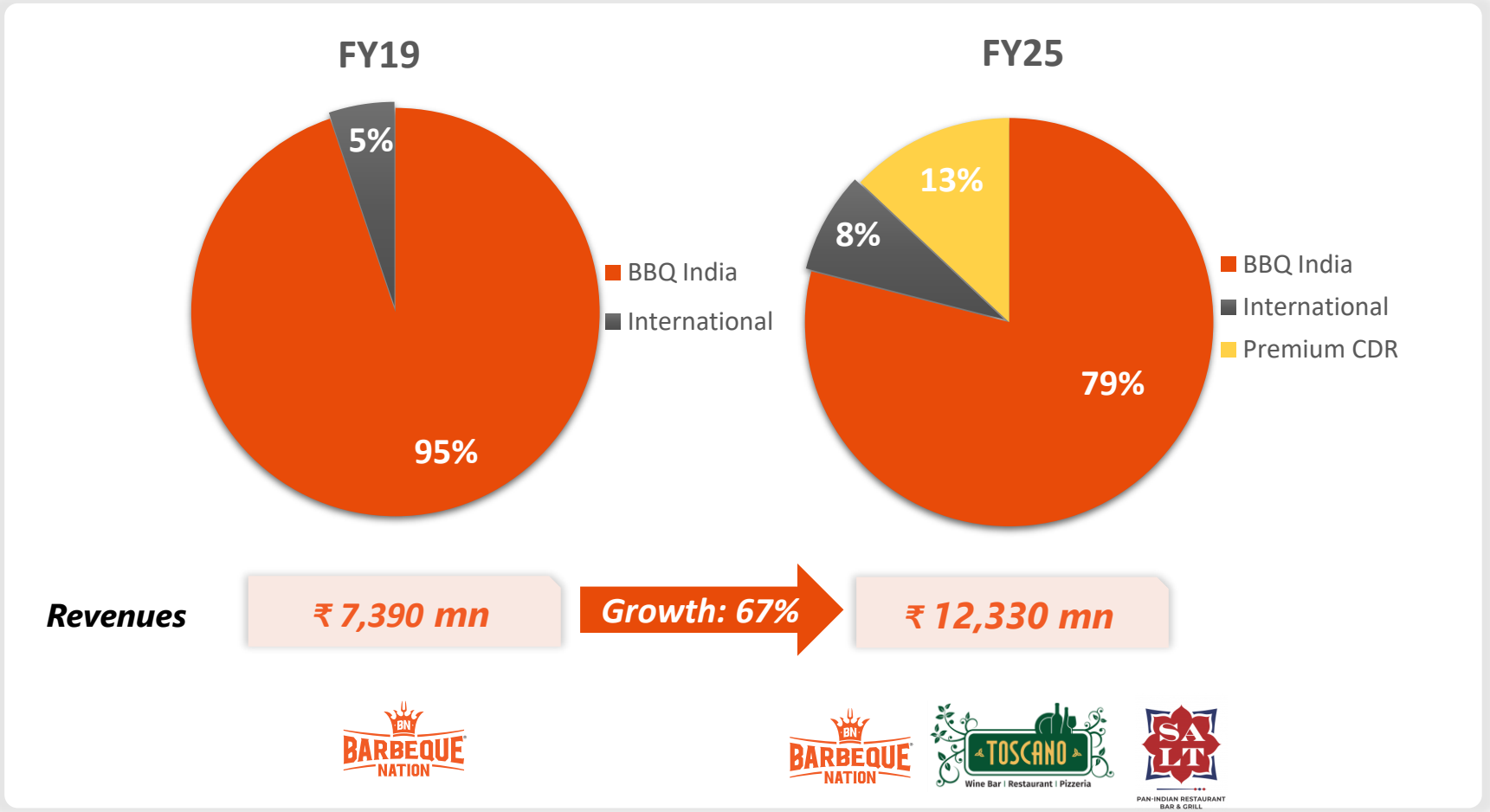
2023
- First Indian full service CDR brand to cross ₹ 1,000 cr revenues
- Launched biryani brand 'Dum Safar'

2024
- Acquisition of Salt

2025
- Entry into Sri Lanka
- New city entries for Toscano
- Acquisition of Omm Nom Nomm


Strength of our business model
Diversified portfolio
Scalability and expansion
Operational excellence
Guest centric approach
Sustainable growth

Diversified food services company with strong scalable brands



- Share of other businesses increased from 5% in FY19 to 21% in FY25

Diversified portfolio

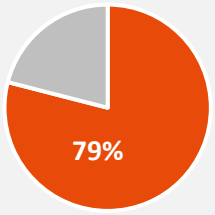
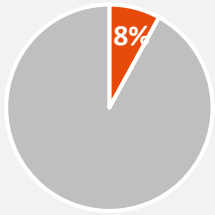
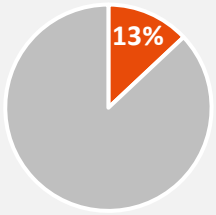
Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Building up focused scalable portfolio

Business Segments	Barbeque Nation India	Barbeque Nation International	Premium CDR
Overview	• All-you-can-eat format • Over the table barbeque concept • Value, Service and Experience	• All-you-can-eat format • Over the table barbeque concept • Value, Service and Experience	• A-la-Carte format • Indian and Italian cuisine • Upscale dining experience • Value, Aspiration and Experience
Network	• 191 Restaurants • Presence in 80+ cities in India	• 9 Restaurants • Presence in 6 cities in 5 countries	• 30 Restaurants • Presence in 6 cities in India
Revenue Contribution (FY25)	 **₹ 9,807 mn**	 **₹ 973 mn**	 **₹ 1,598 mn**

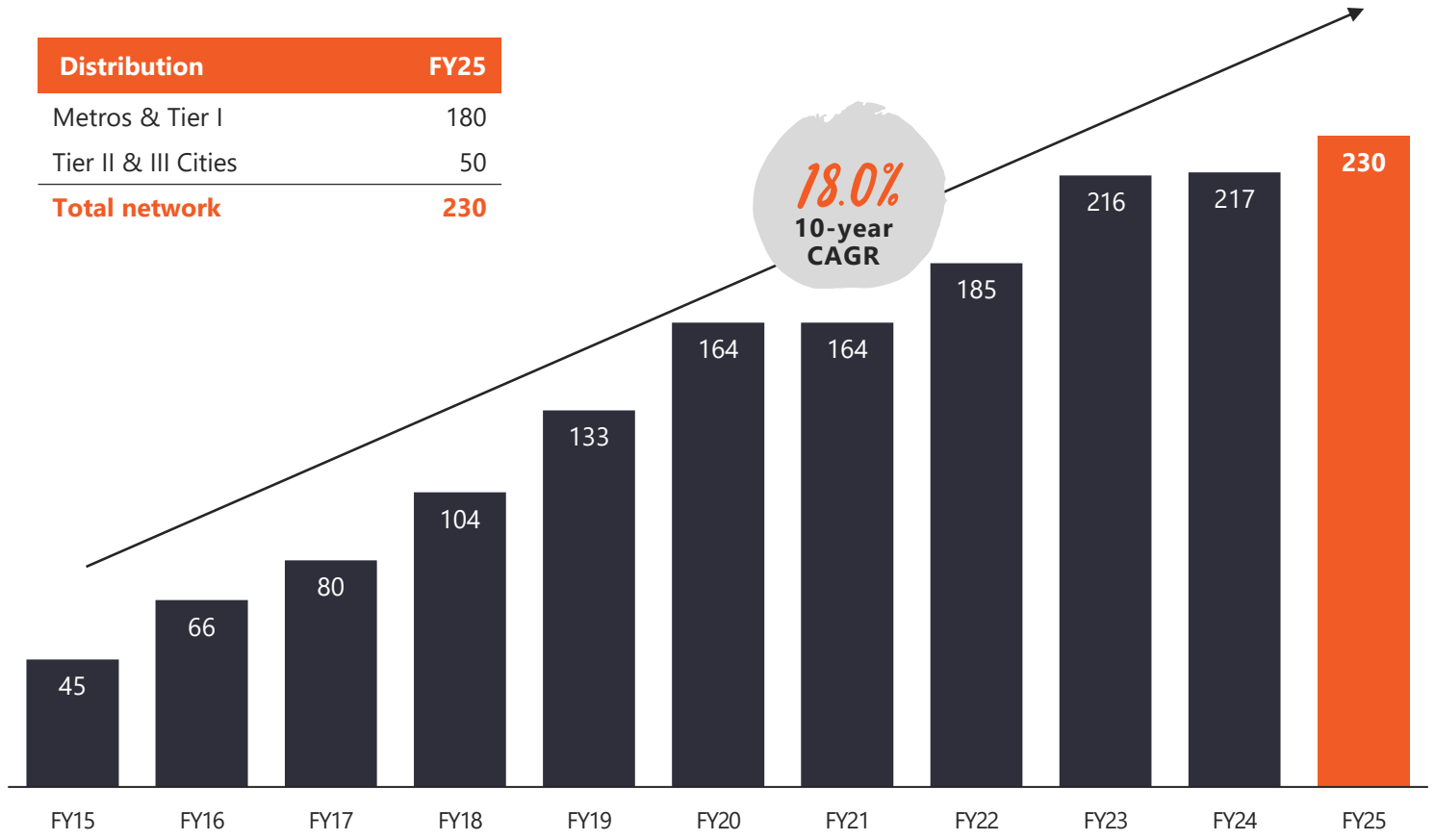
Consolidated revenues of ₹ 12,330 mn

- ***Diversified portfolio***
- ***Scalability and expansion***
- ***Operational excellence***
- ***Guest centric approach***
- ***Sustainable growth***

Grown at 10-year CAGR of ~18%; Target to reach 300+ network by FY27

Expansion of restaurant network[1]

Distribution	FY25
Metros & Tier I	180
Tier II & III Cities	50
Total network	**230**



- *Diversified portfolio*
- **Scalability and expansion**
- *Operational excellence*
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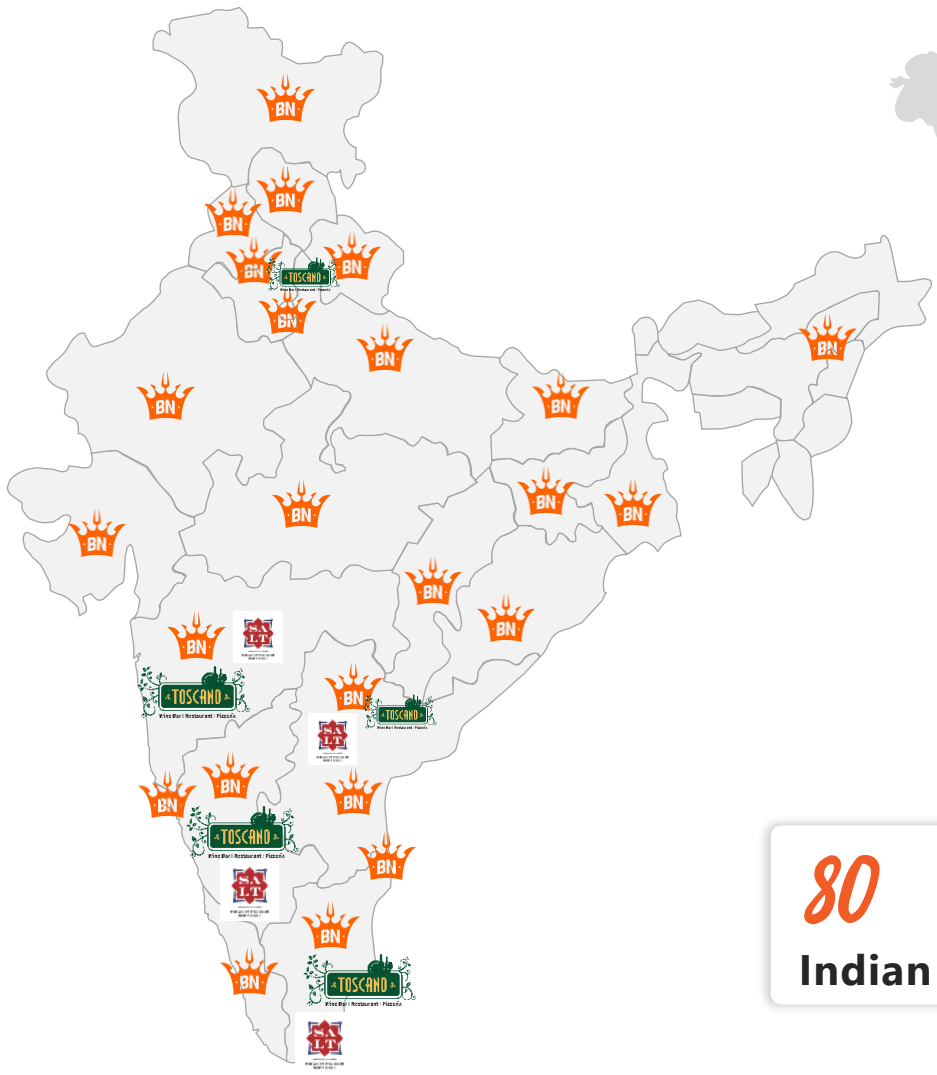
Serving guests over 86 cities across 5 countries





230
Restaurants

80
Indian Cities

6
International cities

Diversified portfolio

Scalability and expansion

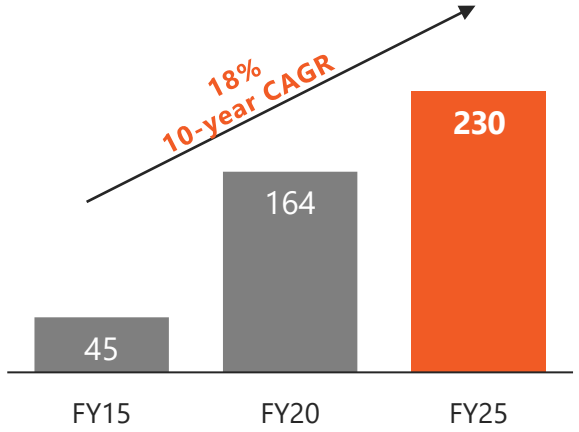
Operational excellence

Guest centric approach

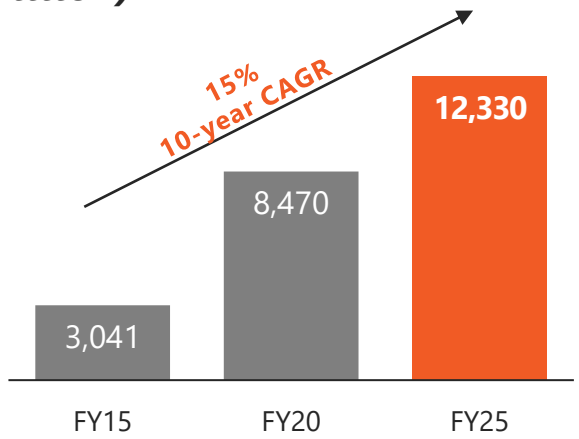
Sustainable growth

Delivered consistent revenue growth and margins

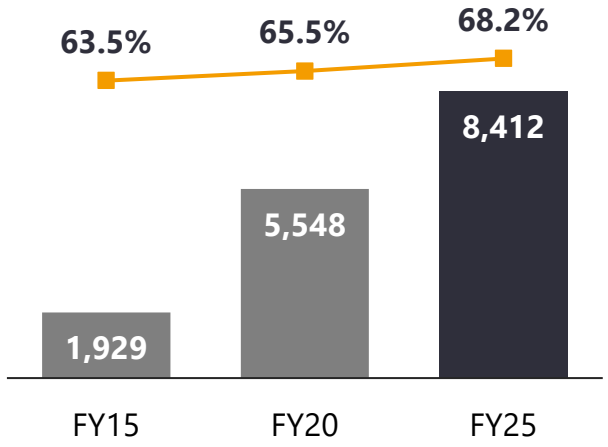
Network of restaurants (#)



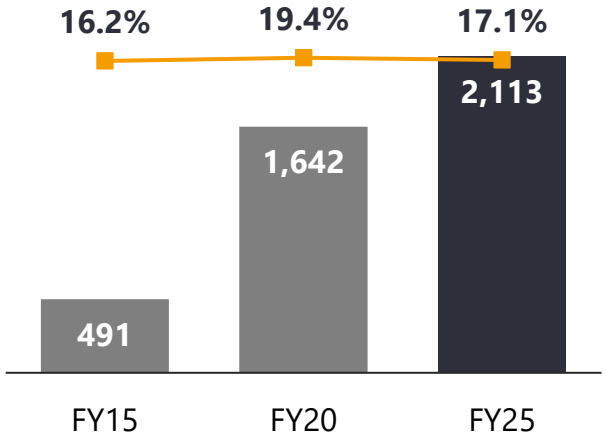
Consolidated Revenue from Operations (₹ million)



Gross Profit (₹ Million) and margins (%)



Reported EBITDA (₹ Million) and margins (%)



- Diversified portfolio
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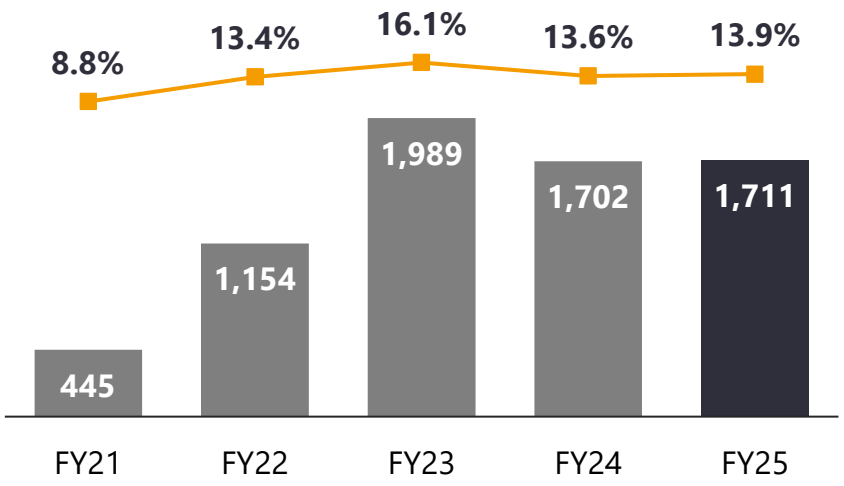
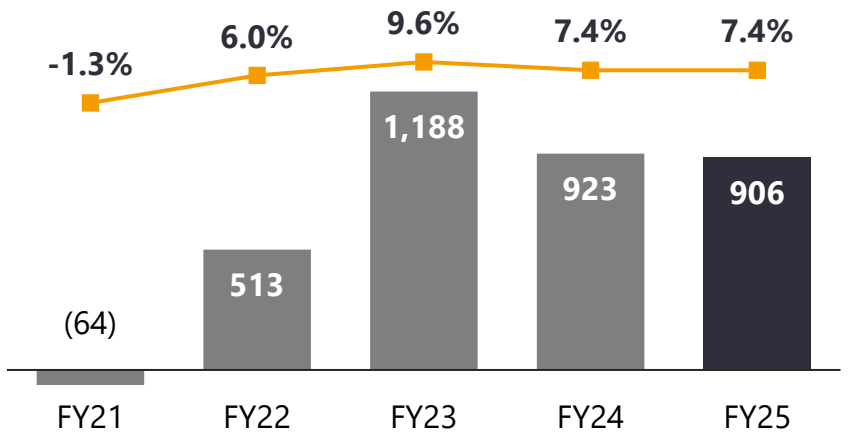
Delivered consistent operating margins

Pre IND-AS Restaurant operating margin (₹ Mn) and margins (%)



Adjusted operating EBITDA (₹ Mn) and margins (%)



- ***Diversified portfolio***
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*Adjusted Operating EBITDA is calculated without the impact of IND AS 116, excludes other income and non cash ESOP provisions

Strong unit economics

Unit economics	Barbeque India	Barbeque International	Premium CDR
Revenue/Restaurant (₹ mn)	61	121	69
Pre IND-AS Restaurant Operating margin (%)	16%	26%	26%
Avg per store Capex (₹ mn)	28	65	30
Store level ROIC (%)*	34.0%	49.0%	59.6%
Store Payback Period (in yrs)	3.5 – 4.0 years	2.5 – 3.0 years	2.5 – 3.0 years

Unit economics based on actual performance of matured outlets for last 3 years

- *Diversified portfolio*
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**Store level ROIC is calculated as Pre IND AS restaurant operating margin divided by average capex per store*

Strong tech-driven backend processes to support scale



Fully Integrated reservation system across channels/aggregators/Google



App/Website & Call Center

- 90% of BBQ India dine-in business from own channels
- 7.4 mn + app downloads
- 34% of BBQ India dine-in business from app and website



Integrated cloud based business intelligence tool tracking multiple real time restaurant level metrics



Automated vendor & supply chain management systems



Robust platform to capture real time **guest feedback**



Well established **ERP system** and **Tech enabled internal apps** to manage daily operations

Diversified portfolio

Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Guest focus culture

Service culture

Guest satisfaction index (GSI)

- *Calls to gather* qualitative feedbacks on various parameters including *food, ambience, experience etc.*
- Qualitative feedback is converted into quantitative index across restaurants
- Large portion of *employee incentives linked to GSI*
- *Immediate corrective actions* based on feedbacks from guests

Reimagining guest experience

Enhanced food experience

Increased offerings

Upgraded designs

Diversified portfolio

Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Enhancing guest experience through vibrant designs

BARBEQUE NATION





TOSCANO
Wine Bar | Restaurant | Pizzeria





SALT
PAN-INDIAN RESTAURANT
BAR & GRILL





- *Diversified portfolio*
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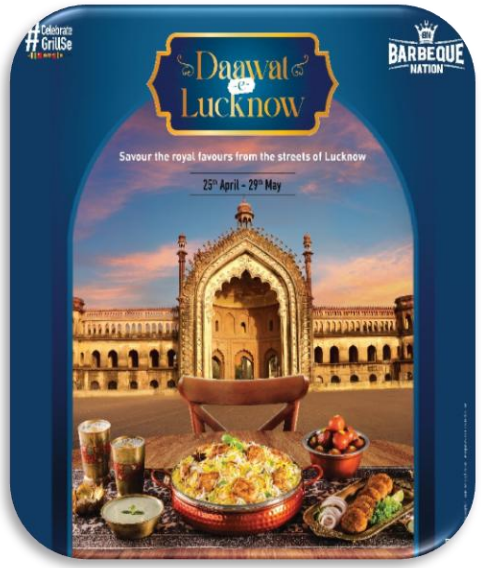
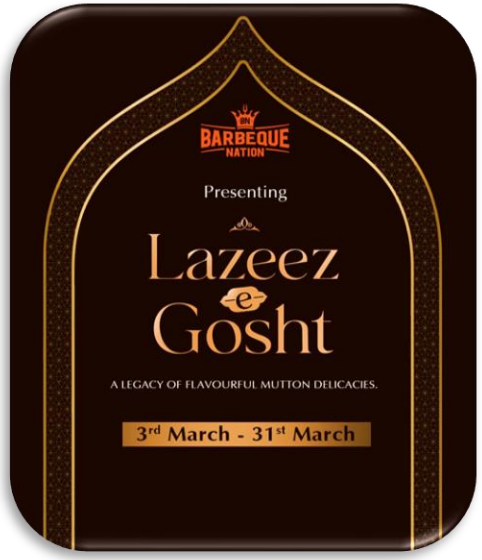
Enhancing guest experience through food festivals













- *Diversified portfolio*
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- ***Guest centric approach***
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Enhancing guest experience through new menu offerings









- *Diversified portfolio*
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Premium dining experience at Toscano













- *Diversified portfolio*
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Premium dining experience at Salt













- *Diversified portfolio*
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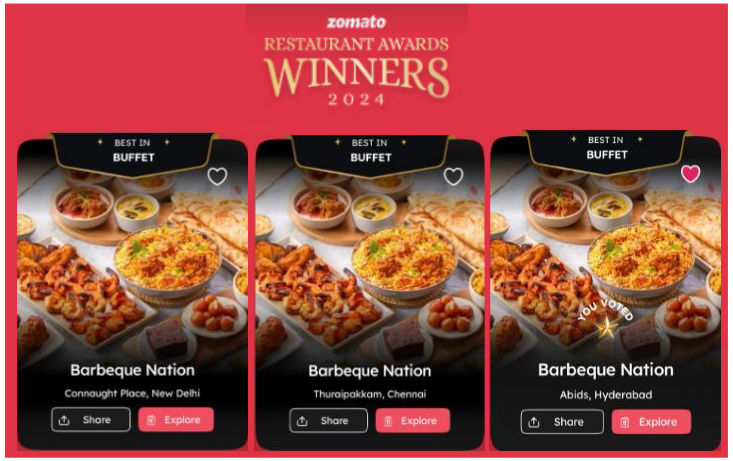
Awards & accolades

- **‘Casual Dining chain of the year’** in 13th India Restaurant Awards 2024-National Edition
- **‘The Best Barbeque Chain of the year’** – Easy diner foodie awards 2024
- **‘Barbeque Restaurant of the year’** award by prestigious award by Telangana and Andhra Pradesh Restaurant awards edition 2024
- **‘Best BBQ & Grills Restaurant Award’** – Times Food and night life awards, Bangalore
- Multiple restaurants awarded ‘**Best in Buffet**’ at Zomato Restaurant Awards 2024
- ‘**Best Foreign Cuisine Restaurant of the Year (Italian)’** by Restaurant Awards, Chennai
- ‘**Best Italian Cuisine Restaurant Chain’** by Food Connoisseur, Pune
- BNHL awarded by Tourism &Hospitality Skill Council (THSC) for **special contributions in PMKVY** for Highest Number in Industry Scheme





Diversified portfolio

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Our commitment to environmental stewardship, social responsibility and ethical governance practices

- **Tree plantation:** Conducted sapling plantation drive to create awareness about importance of plants in combating pollution and climate change
- **Air:** Using environment friendly solutions such as air scrubbers to clean air before discharging in the environment
- **Energy:** IOT based electricity management to ensure efficient power usage
- **Food:** Procurement of seafood and meat from organizations which are certified for BAP/ HACCP and other quality and sustainability certifications

- **Employee Centric:** Ranked 14th in India's Best Companies to Work For, 2024 by Great Place to Work
- **Employee welfare :** 'Breaking Barriers - Safalta ki Aur' – initiative to upskill disadvantaged team members with hands on training for concierge management
- **Diversity:** Initiatives like 'Her Power' , 'Apki Saheli' to empower women in restaurant operations and bring diversity at workplace. ~12% female workforce in FY25 compared to less than 5% in FY23

- **Board Independence:** 6 of the total 8 board members are non-executive; 3 directors including Chairman of the board are independent directors
- **Corporate Governance:** Strong corporate governance practices along with well defined policies and practices

Diversified portfolio

Scalability and expansion

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Strategic focus areas

Maintain best-in-category guest experience to drive dine-in growth

300-325 restaurants by FY27

Build portfolio of scalable brands

Industry leading margins and strong cash flow generation

Maintain leadership in casual dining industry

Establish Barbeque Nation as preferred celebration destination

Grow International business

Aggressive expansion of premium CDR presence

BARBEQUE-NATION HOSPITALITY LTD.

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