



Date: September 4, 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: Presentation made at the 19th Annual General Meeting (“AGM”) of the Company

Pursuant to the applicable provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby enclose the Presentation made at the 19th Annual General Meeting (“AGM”) of the Company held today, i.e., September 4, 2025.

The aforementioned Presentation will also be made available on the Company’s website at www.barbequenation.com under [Investor Relations](#) section.

This is for your information and record.

Thanking you.

Yours faithfully,
For Barbeque-Nation Hospitality Limited

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

Encl.: As above

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, **CIN:** L55101KA2006PLC073031 **www.barbequenation.com**

BARBEQUE-NATION HOSPITALITY LIMITED



Corporate Presentation

FY2025



Disclaimer

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 Limited (“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 numbers are on consolidated basis and without adjustment for the minority interest of in Red Apple Kitchen Consultancy and in Blue Planet Foods unless otherwise mentioned. All margin calculation are on Revenue from operations, unless otherwise mentioned.



India outlook and growth drivers



4th

largest country by nominal GDP

Favorable Macroeconomic Environment

India's GDP is projected to grow at 6.2% in FY2026; the country is set to become a US\$ 5 trillion economy by FY2028

Rising per capita income

Per capita income of India is growing at a CAGR of 10.9% during FY2025

Higher disposable income

Increase in disposable income with higher tax slabs and GST rationalization

Growing food services market

India's food services market is expected to grow robustly at a CAGR of over 8.1% and reach \$80 bn by 2028

Younger Population- Increasing eating-out frequency

65% of India's population under the age of 35. Eating-out frequency has increased from 60–65 times annually in FY2023 to 90–95 times by 2030

Growing Urbanization

37% of population is expected to be in urban centers by FY2026, and the urban population is expected to contribute 75% to India's GDP by FY2030

Favorable macro economic environment coupled with rising per capita income shall drive higher discretionary spending

Company at a glance

Diversified food services company

3 CDR brands and
3 delivery brands

Operating
230 restaurants

Presence in
86 cities globally

Serving 10 mn+
guests annually

7,000+
employees

FY25 Consolidated
revenues of ₹ 12,330 mn



Market Leader
in 'All you can eat' category



Leading player
in 'Italian CDR' category



PAN-INDIAN RESTAURANT
BAR & GRILL

Emerging player
in Indian CDR category



Delivery brands

Journey so far



- Launched 1st restaurant

2006

2008

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

2013

- Raised Institutional capital for growth

2016

- Opened 50th restaurant
- Entered International markets, UAE



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

2018

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



2020

- Public Listing

2021

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

2022



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

2023

- Acquisition of Salt

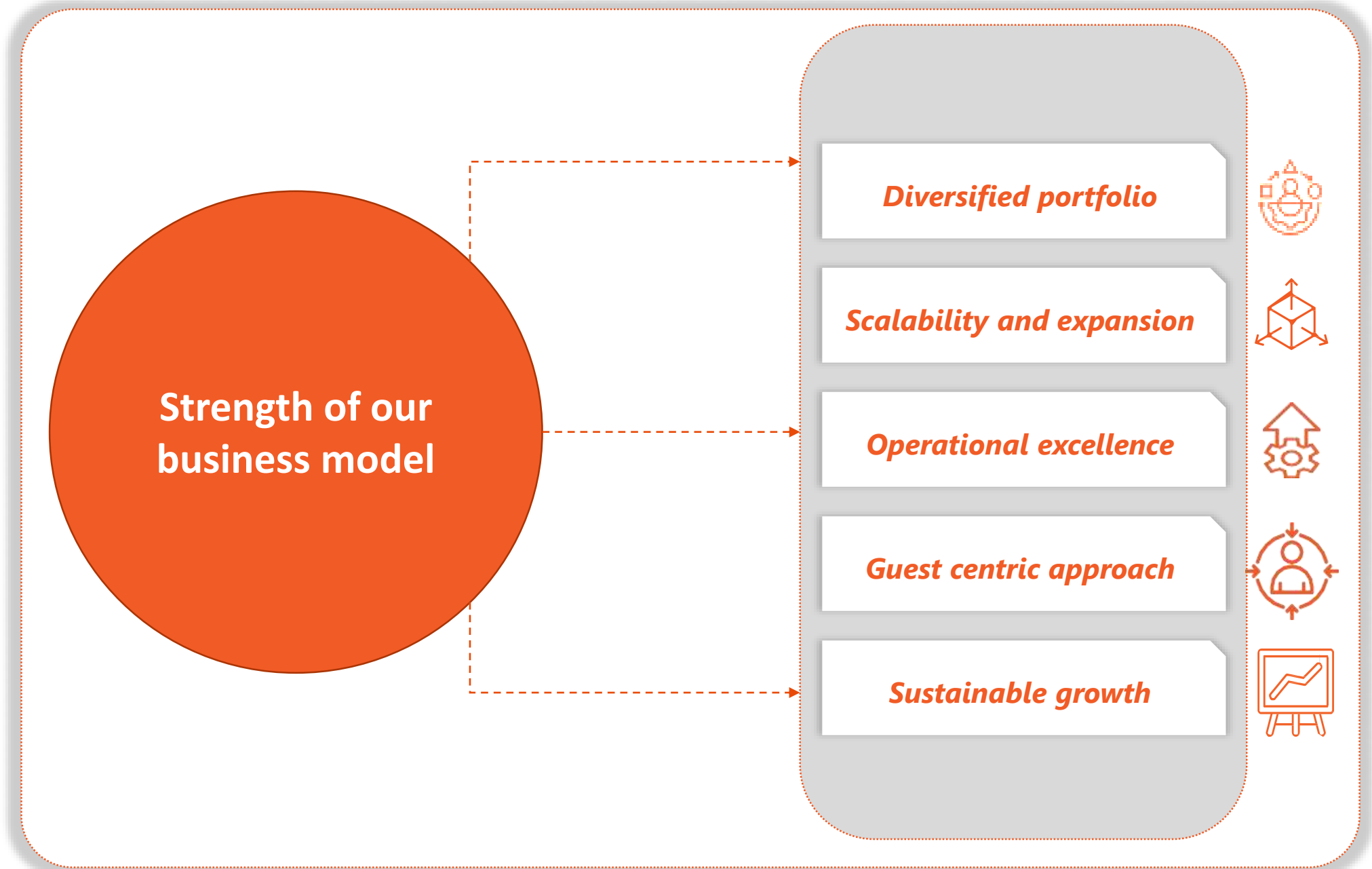


2024

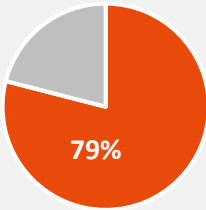
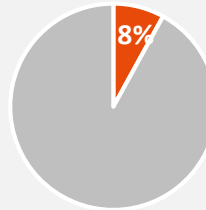
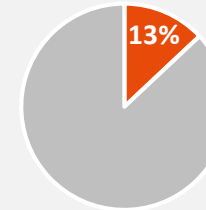
- Honored with "Legends" for continuous appearance in Great Place to Work List for 10 years. **Ranked 14th** in **GPTW** for the year 2025.

2025

- Entry into Sri Lanka
- New city entries for Toscano
- Acquisition of Omm Nom Nomm
- Sustained margin despite industry pressure



Building up focused scalable portfolio

Business Segments	Barbeque Nation India	Barbeque Nation International	Premium CDR
Overview	<ul style="list-style-type: none"> All-you-can-eat format Over the table barbeque concept Value, Service and Experience 	<ul style="list-style-type: none"> All-you-can-eat format Over the table barbeque concept Value, Service and Experience 	<ul style="list-style-type: none"> A-la-Carte format Indian and Italian cuisine Upscale dining experience Value, Aspiration and Experience
Network	<ul style="list-style-type: none"> 191 Restaurants Presence in 80+ cities in India 	<ul style="list-style-type: none"> 9 Restaurants Presence in 6 cities in 5 countries 	<ul style="list-style-type: none"> 30 Restaurants Presence in 6 cities in India
Revenue Contribution (FY25)	 <p>79%</p> <p>₹ 9,807 mn</p>	 <p>8%</p> <p>₹ 973 mn</p>	 <p>13%</p> <p>₹ 1,598 mn</p>

Consolidated revenues of ₹ 12,330 mn

Diversified portfolio

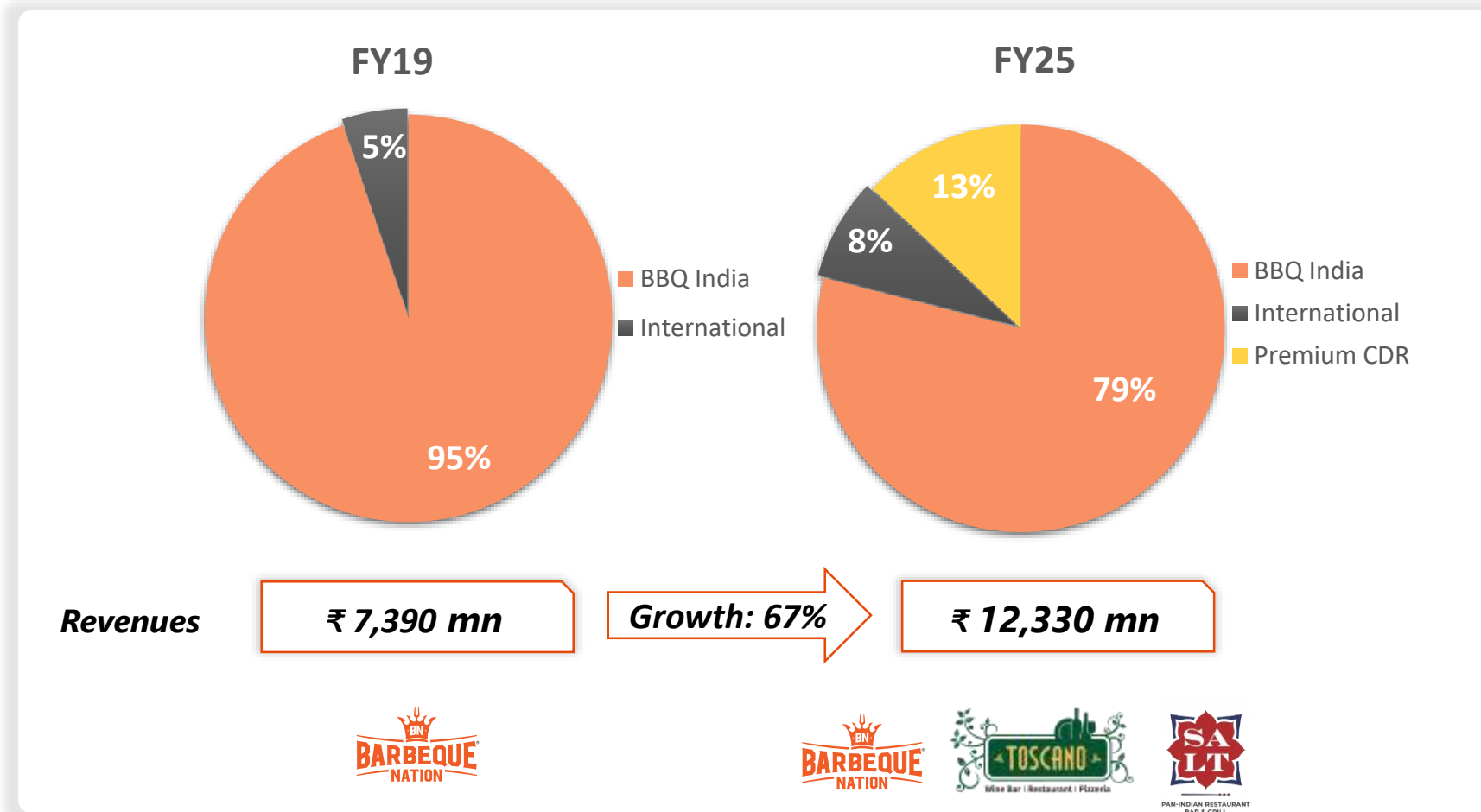
Scalability and expansion

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

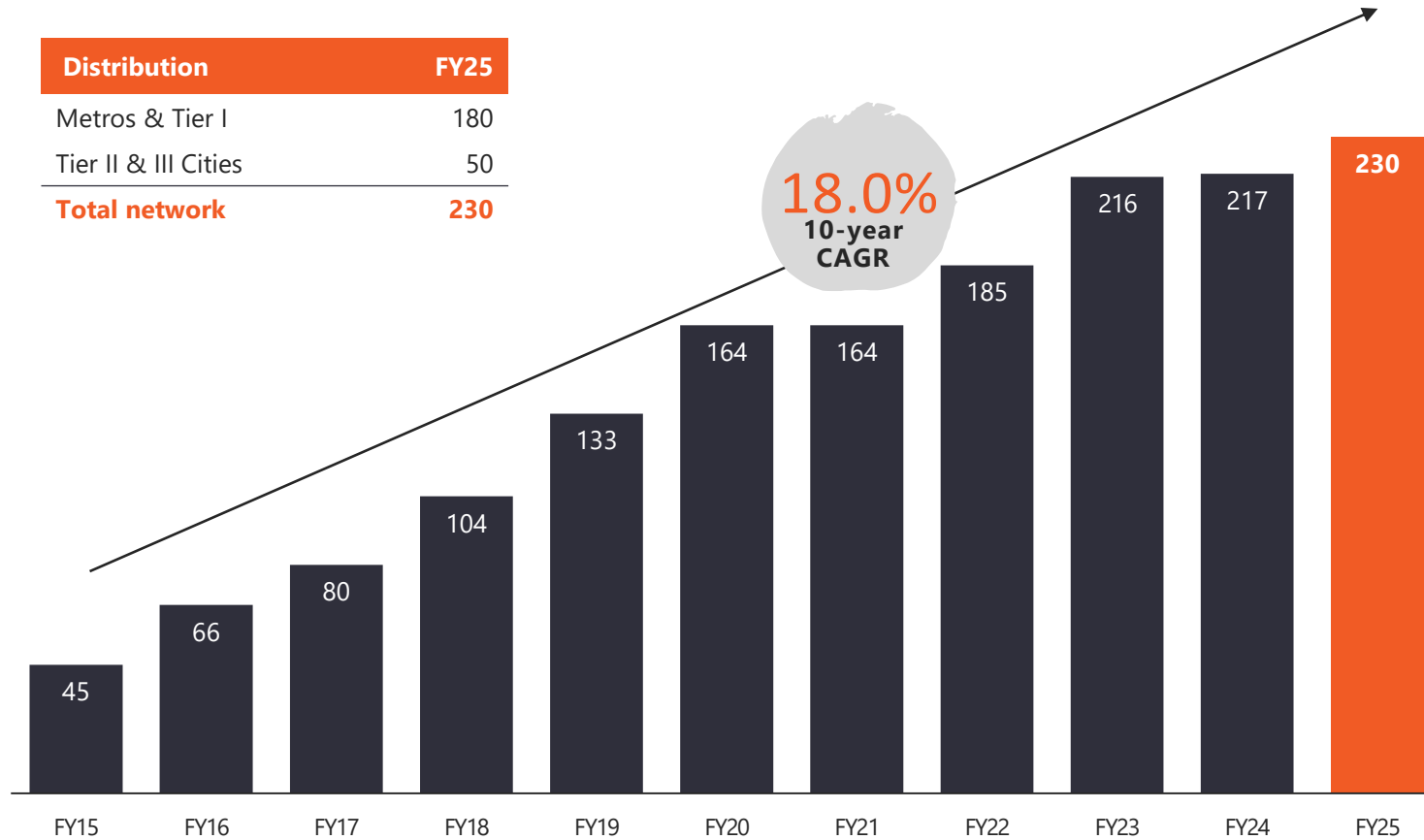
Operational excellence

Guest centric approach

Sustainable growth

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

Expansion of restaurant network¹



1. Toscana data was included post acquisition in FY20

Diversified portfolio

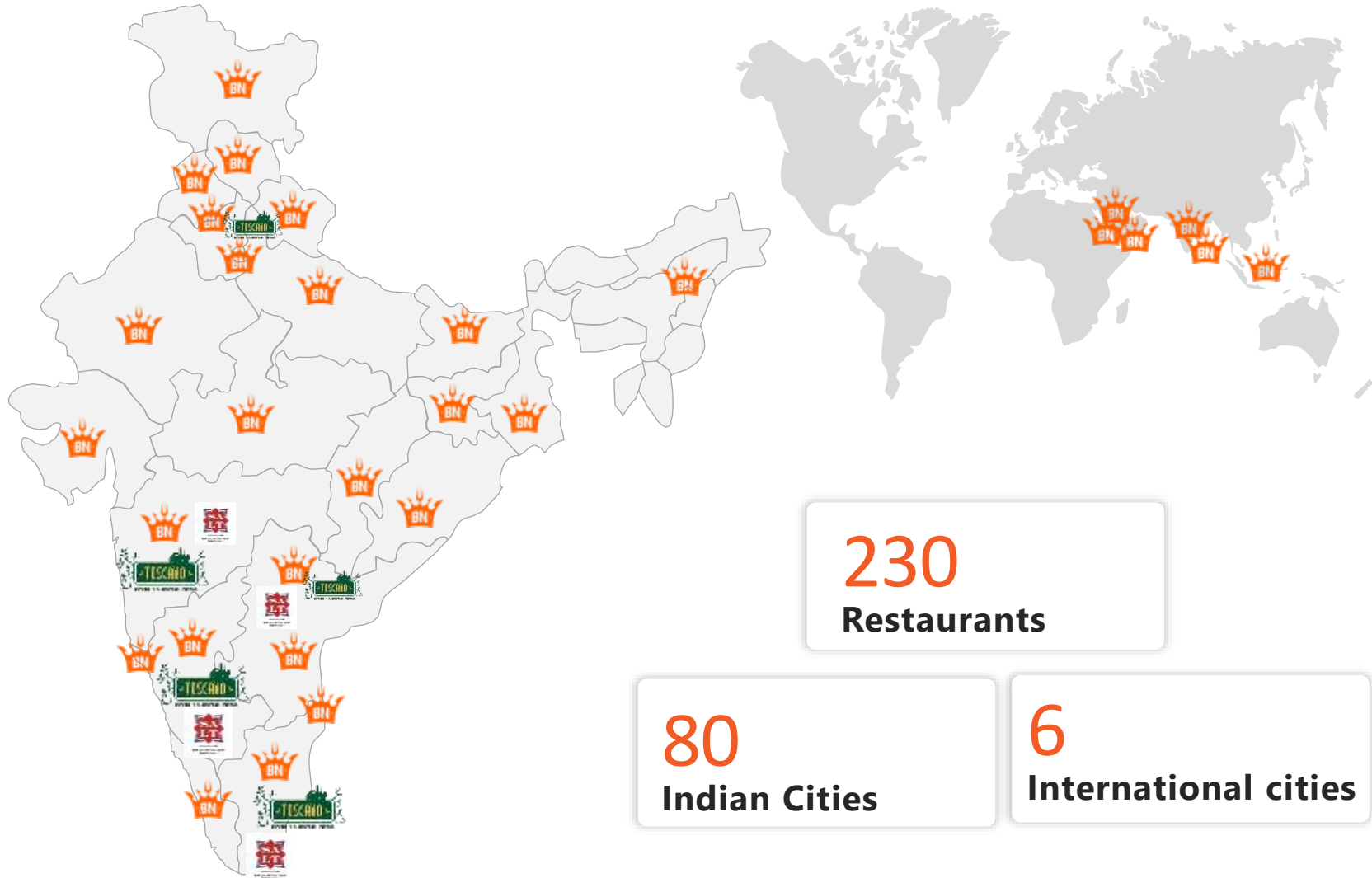
Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Serving guests over 86 cities across 5 countries



Diversified portfolio

Scalability and expansion

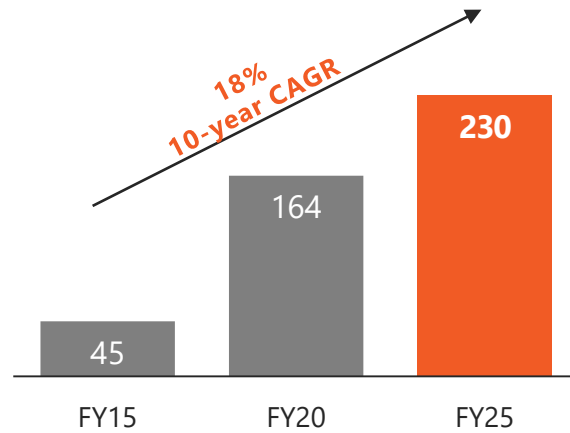
Operational excellence

Guest centric approach

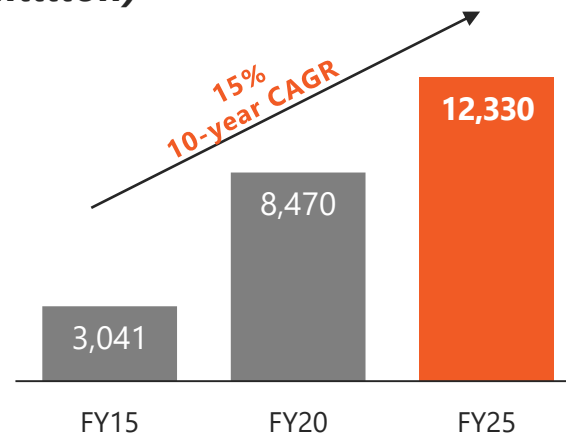
Sustainable growth

Delivered consistent revenue growth and margins

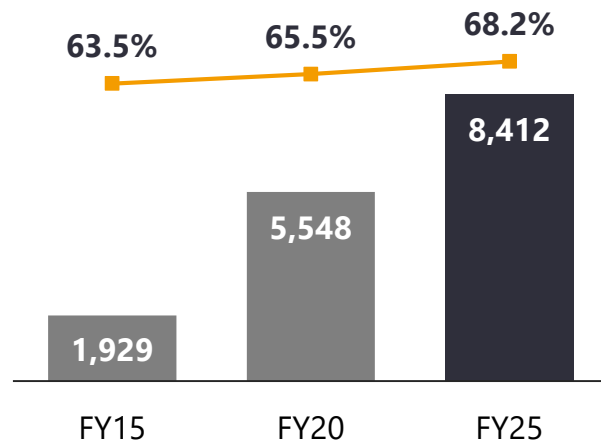
Network of restaurants (#)



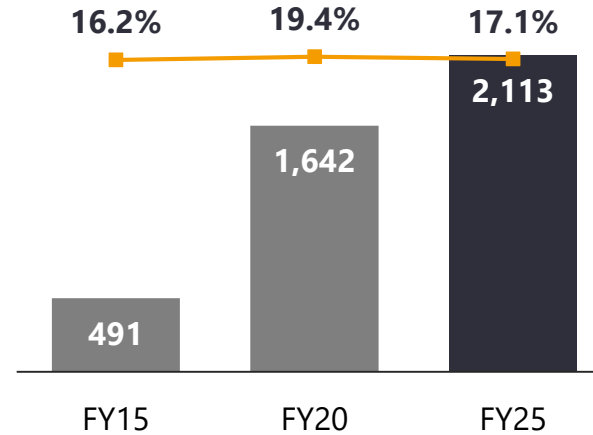
Consolidated Revenue from Operations (₹ million)



Gross Profit (₹ Million) and margins (%)



Reported EBITDA (₹ Million) and margins (%)



Diversified portfolio

Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

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

Scalability and expansion

Operational excellence

Guest centric approach

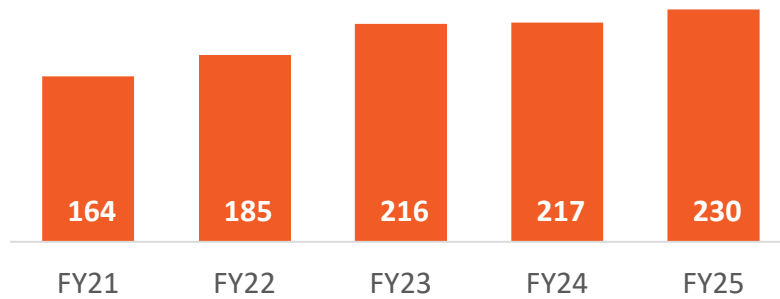
Sustainable growth

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

Consolidated Performance



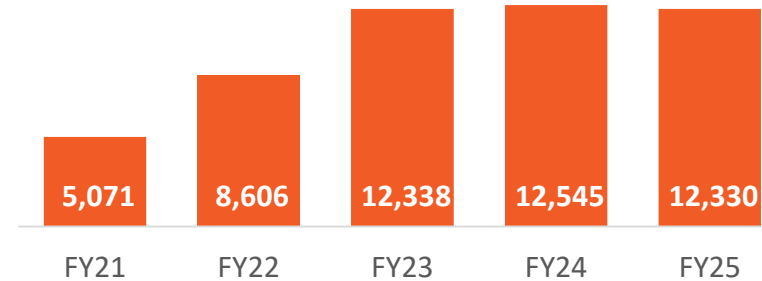
Network (#) and Annualized Revenue/Outlet (₹ Mn)



Annualized Revenue/Outlet (₹ Mn)

31	47	57	58	55
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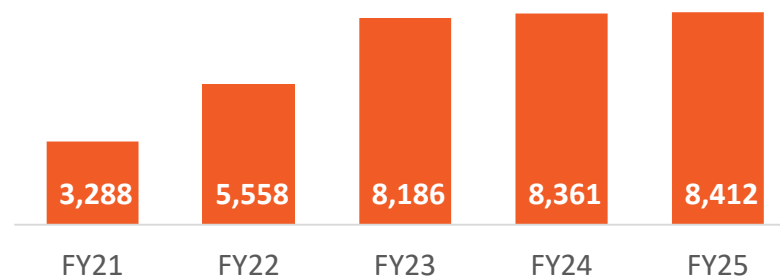
Revenue from Operations (₹ Mn)



SSSG (%)

(44.3)%	64.6%	27.5%	(6.5)%	(3.8)%
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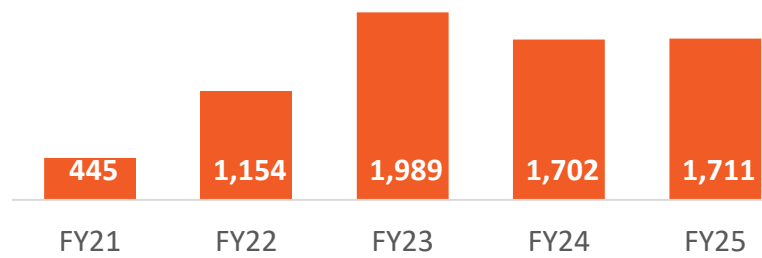
Gross Profit (₹ Mn) and Margin (%)



Gross Margin (%)

64.8%	64.6%	66.3%	66.6%	68.2%
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Pre IND-AS Restaurant Operating Margin (₹ Mn)



ROM (%)

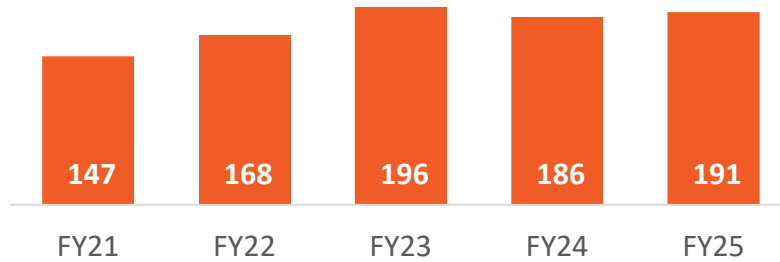
8.8%	13.4%	16.1%	13.6%	13.9%
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- **Added net 13 new restaurants** over last year
- Revenue lower y-o-y due to negative SSSG and low store expansion
- **Gross margins improved by 160 bps**
- Pre IND-AS Restaurant **operating margin improved 30 bps to 13.9%** led by efficient operating management despite negative SSSG

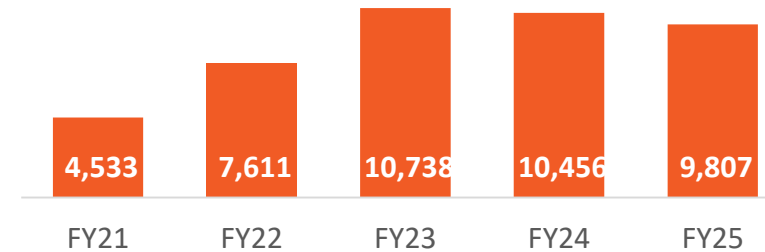
Barbeque Nation India Performance



Network (#) and Annualized Revenue/Outlet (₹ Mn)



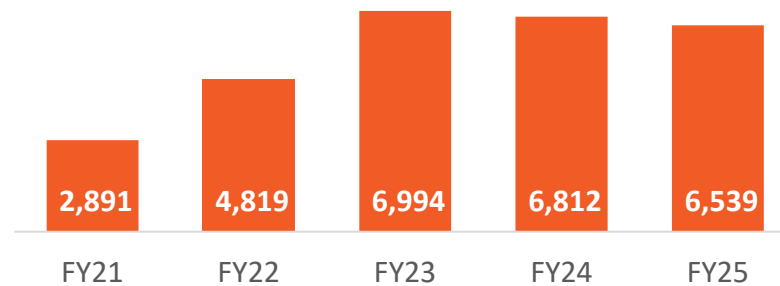
Revenue from Operations (₹ Mn)



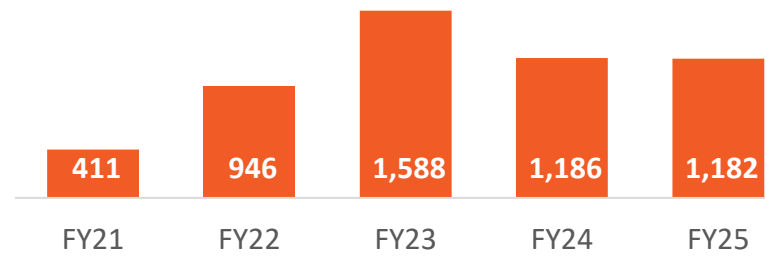
SSSG (%)



Gross Profit (₹ Mn) and Margin (%)



Pre IND-AS Restaurant Operating Margin (₹ Mn)



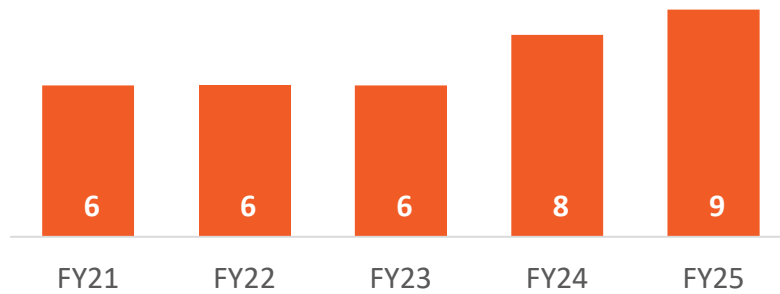
ROM (%)



- Added net 5 new restaurants over last year
- Revenue lower y-o-y due to negative SSSG and low store expansion
- Contributed **79.0%** to the consolidated revenues in FY25
- Gross margins improved by **160 bps**
- Pre IND-AS Restaurant **operating margin improved 70 bps to 12.0%** led by efficient operating management despite negative SSSG

Barbeque Nation International Performance

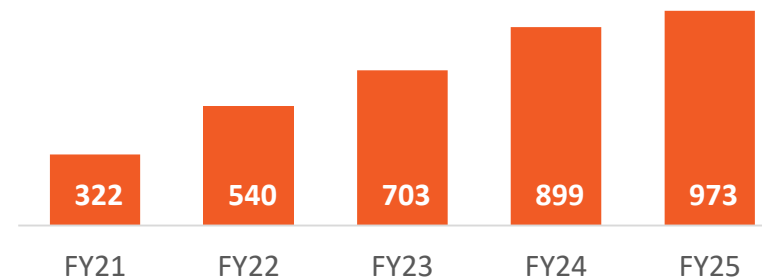
Network (#) and Annualized Revenue/Outlet (₹ Mn)



Annualized Revenue/Outlet (₹ Mn)

54	90	117	112	122
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Revenue from Operations (₹ Mn)



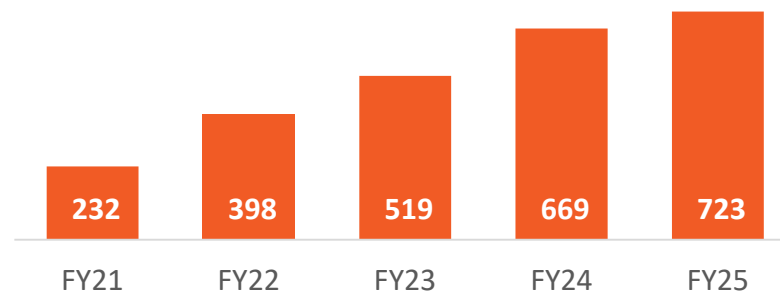
SSSG (%)

(32.2)%	68.9%	30.2%	4.6%	0.8%
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- Current portfolio of 9 restaurants
- **Revenue growth of ~8% y-o-y**, supported by SSSG and ramp up of new stores
- Contributed **8% to consolidated revenues** in FY25
- **Stable gross margins at 74%**
- Pre IND-AS **Restaurant operating margin of 25.5%** in FY25

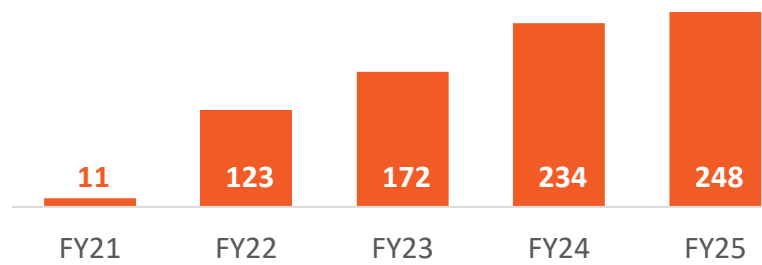
Gross Profit (₹ Mn) and Margin (%)



Gross Margin (%)

71.9%	73.7%	73.8%	74.4%	74.3%
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Pre IND-AS Restaurant Operating Margin (₹ Mn)

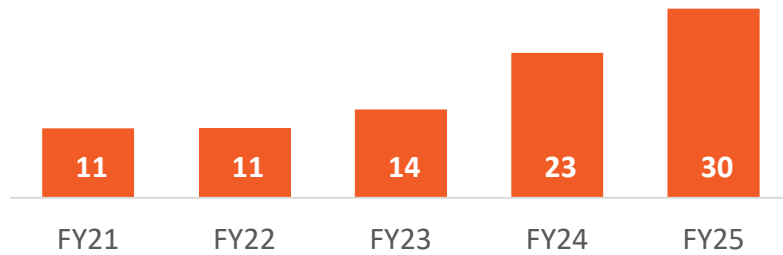


ROM (%)

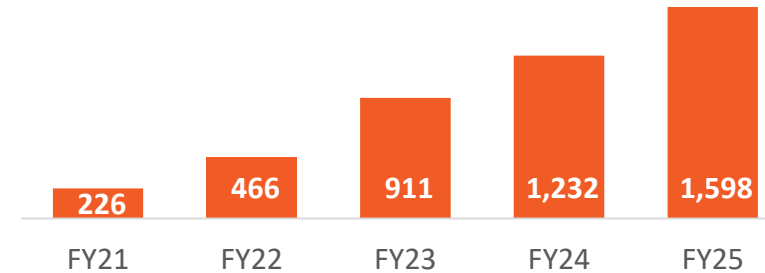
3.3%	22.7%	24.5%	26.0%	25.5%
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Premium CDR Performance

Network (#) and Annualized Revenue/Outlet (₹ Mn)



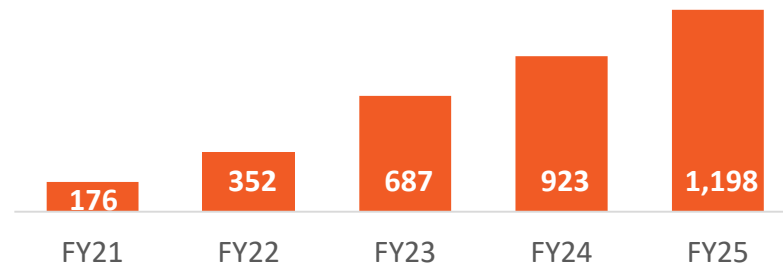
Revenue from Operations (₹ Mn)



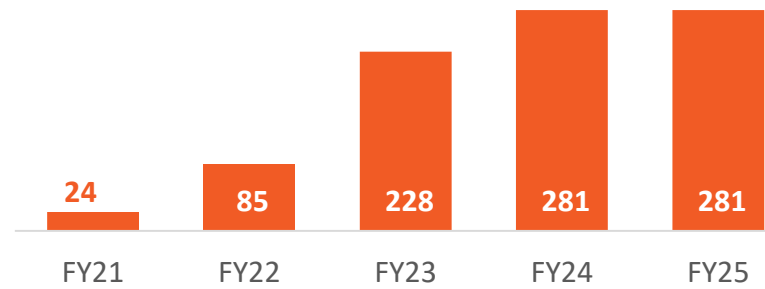
SSSG (%)

(44.9)%	104.5%	69.6%	0.1%	(1.7)%
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Gross Profit (₹ Mn) and Margin (%)



Pre IND-AS Restaurant Operating Margin (₹ Mn)



ROM (%)

10.7%	18.1%	25.1%	22.8%	17.6%
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- **Added 7 new restaurants** over last year; **Entered 3 new markets** in FY25—Hyderabad, Delhi and Mumbai
- **Robust revenue growth of ~30% y-o-y** primarily led by network expansion
- Contributed **13.0%** to the **consolidated revenues** in FY25
- **Stable gross margins at 75%**
- Pre IND-AS Restaurant **operating margin of 17.6%**; **Matured portfolio delivered 21.3%** Pre IND-AS restaurant operating margin

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

BN
BARBEQUE
NATION



TOSCANO
Wine Bar | Restaurant | Pizzeria



SALT
PAN-INDIAN RESTAURANT
BAR & GRILL



Diversified portfolio

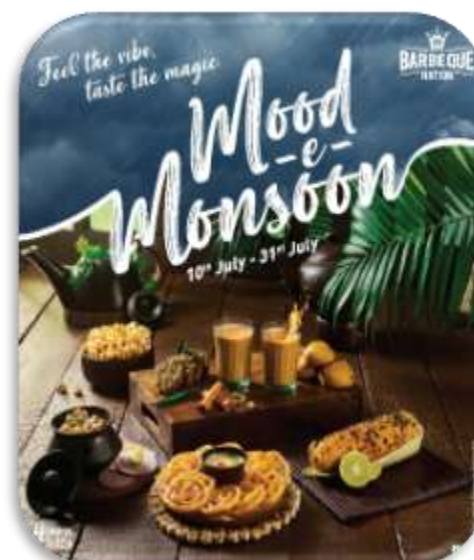
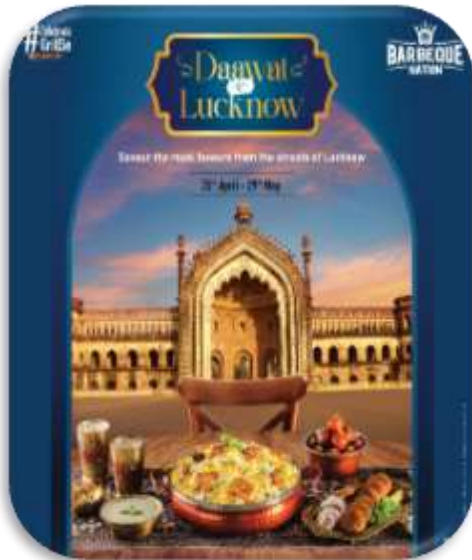
Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Enhancing guest experience through food festivals



Diversified portfolio

Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Enhancing guest experience through new menu offerings



Diversified portfolio

Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Premium dining experience at Toscano



Diversified portfolio

Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

Premium dining experience at Salt



Diversified portfolio

Scalability and expansion

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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

Scalability and expansion

Operational excellence

Guest centric approach

Sustainable growth

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, 2025 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

Operational excellence

Guest centric approach

Sustainable growth

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



PAN-INDIAN RESTAURANT
BAR & GRILL

Aggressive expansion of premium CDR presence



Grow delivery brands



BARBEQUE-NATION HOSPITALITY LTD.

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