



Date: July 31, 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
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Dear Sirs,

Subject: Earnings Presentation on Un-Audited Financial Results of the Company for the Quarter ended June 30, 2025

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby enclose the Earnings Presentation on Un-Audited Financial Results of the Company for the Quarter ended June 30, 2025, which will be placed on the Company's website, for the Earnings Conference Call scheduled today i.e. Thursday, July 31, 2025 at 5:30 PM (IST).

This is for your information and records.

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



Earnings Presentation

Q1 FY2026



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 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 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.

Q1 FY26 Key Financial Highlights

Restaurant Network

236

Q1 FY25: 219

Revenue from Operations

₹ 2,970 mn

(2.8)% y-o-y

SSSG (%)

(3.4)%

Q1 FY25: (7.4)%

Dine-in/ Delivery Mix

85%/15%

Q1 FY25: 85%/15%

Gross Profit

₹ 2,010 mn

(3.4)% y-o-y
Margin: 67.7%

Operating EBITDA

₹ 460 mn

(9.5)% y-o-y
Margin: 15.5%

Adjusted Operating EBITDA*

₹ 136 mn

(35.9)% y-o-y
Margin: 4.6%




Cash Profit

₹ 105 mn

(41.0)% y-o-y
% of Revenue: 3.5%

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

Q1 FY26 Key Business Updates

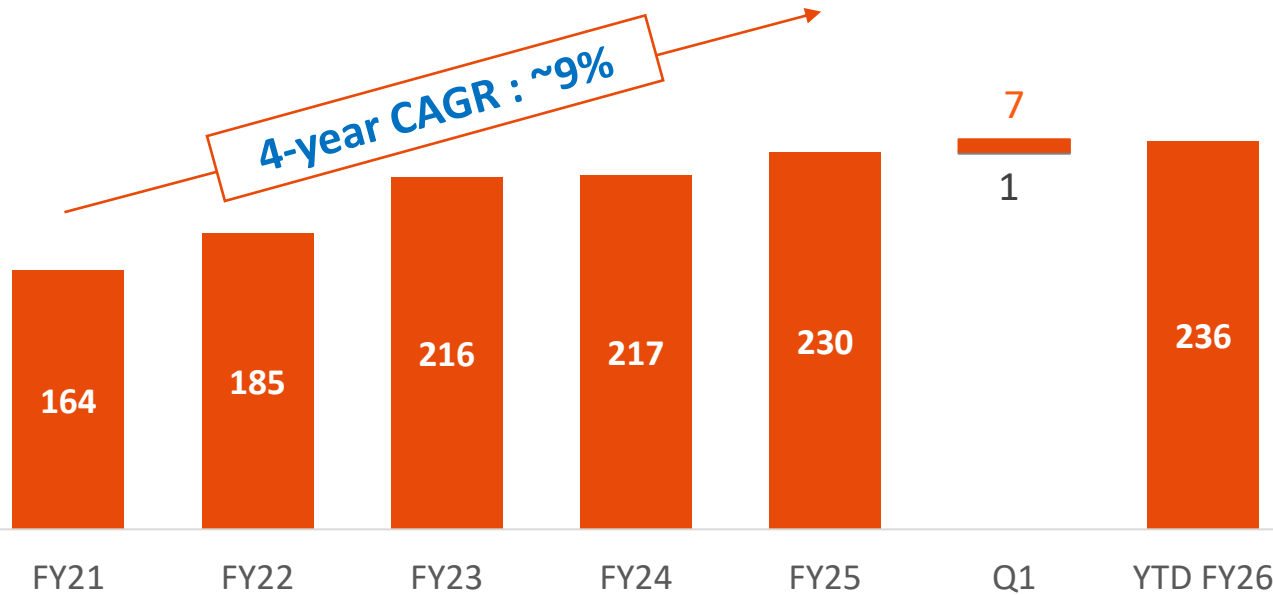
Business Segments	Performance Updates
1. Barbeque Nation India	<ul style="list-style-type: none"> • Added 3 new restaurants in Q1 FY26, taking the total network to 193 restaurants, with 5 additional restaurants currently under construction • Revenues declined 7% Y-o-Y, primarily driven by SSSG of (5.2)%; performance impacted by softer dine-in demand • Gross margins remained healthy at 66% • Pre IND-AS restaurant operating margin stood at 9.6% in Q1 FY26, with profitability expected to improve as demand recovers and new restaurants ramp up 
2. Barbeque Nation International	<ul style="list-style-type: none"> • Launched 2 new restaurants in Q1 FY26, expanding the network to 11 restaurants, with 1 additional restaurant currently under construction • Delivered ~10% Y-o-Y revenue growth, supported by a strong SSSG of +8.5% • Gross margin robust at ~73% • Pre IND-AS restaurant operating margin at 22.5% in Q1 FY26, reflecting strong unit-level economics 
3. Premium CDR	<ul style="list-style-type: none"> • Added 2 new restaurants in Q1 FY26, taking the network to 32 restaurants, with 5 more restaurants currently under construction • Achieved strong 19% Y-o-Y revenue growth, supported by SSSG of +1.6% • Gross margins healthy at ~74% • Pre IND-AS restaurant operating margin at 14.5% in Q1 FY26; The margin profile was impacted by new restaurant additions, while mature restaurants continue to deliver stronger profitability 

Launched 7 New Restaurants in Q1FY26

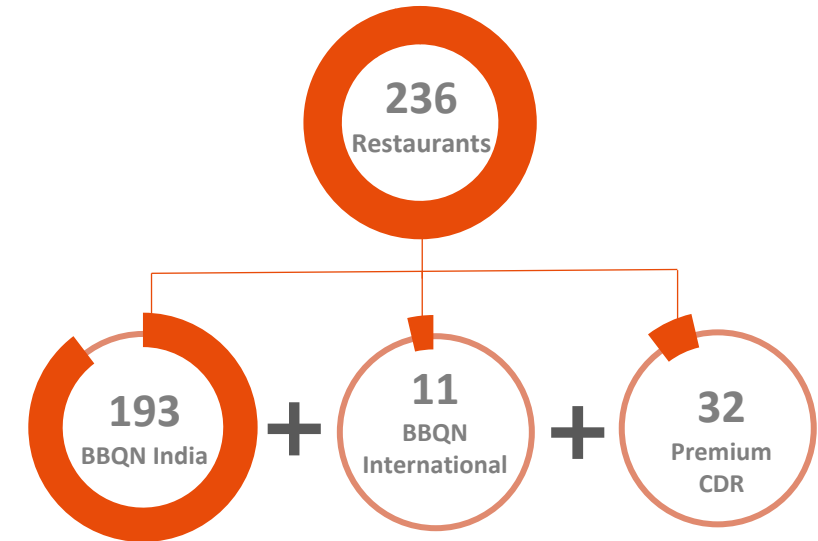
Expansion of Restaurant Network

Added 7 restaurants and closed 1 restaurants in Q1 FY26

4-year CAGR : ~9%



Restaurant Composition



Presence	Mar-25	Jun-26
Metros & Tier I	180	185
Tier II & III Cities	50	51
Total Network	230	236

11 Sites under construction; To be operational in Q2/Q3 FY26

New restaurant launches in Q1FY26

Aparna Neo Mall, Hyderabad (Barbeque Nation)



Behala, Kolkata (Barbeque Nation)



Andheri, Mumbai (Toscano)



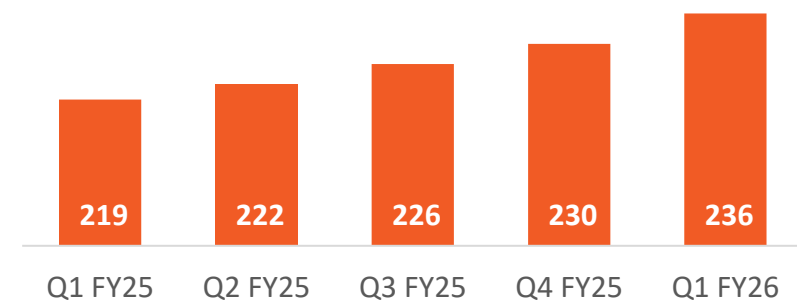
Sharjah, UAE (Barbeque Nation)



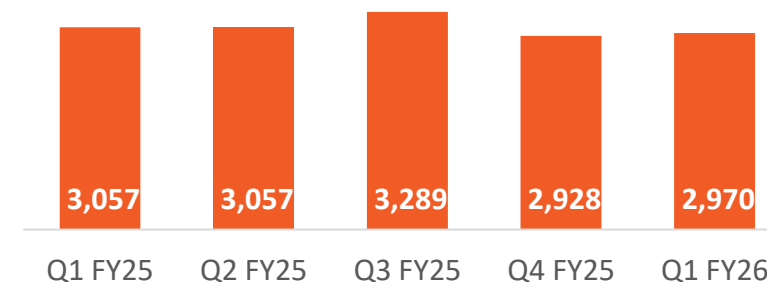
Creating memorable guest experiences through modern, vibrant spaces

Consolidated Financial Performance – Quarterly Trend

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



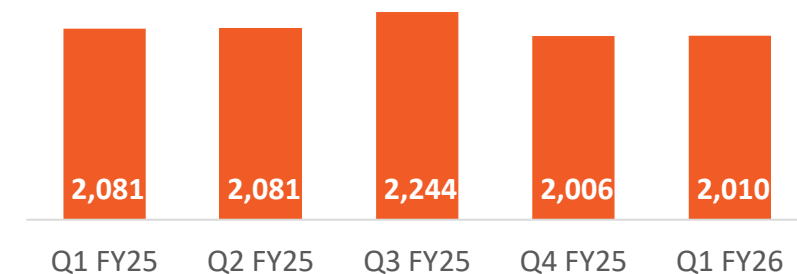
Revenue from Operations (₹ Mn)



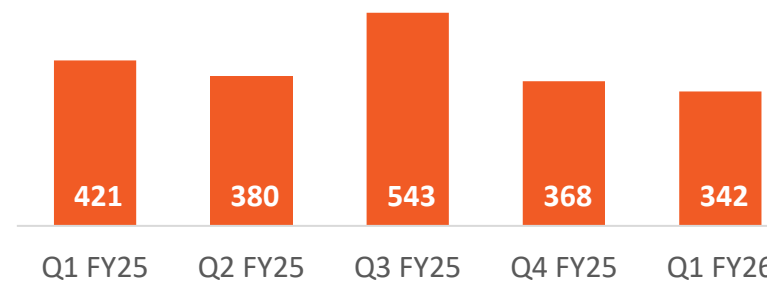
SSSG (%)

(7.4)%	(2.5)%	(2.0)%	(2.0)%	(3.4)%
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Gross Profit (₹ Mn) and Margin (%)



Pre IND-AS Restaurant Operating Margin (₹ Mn)



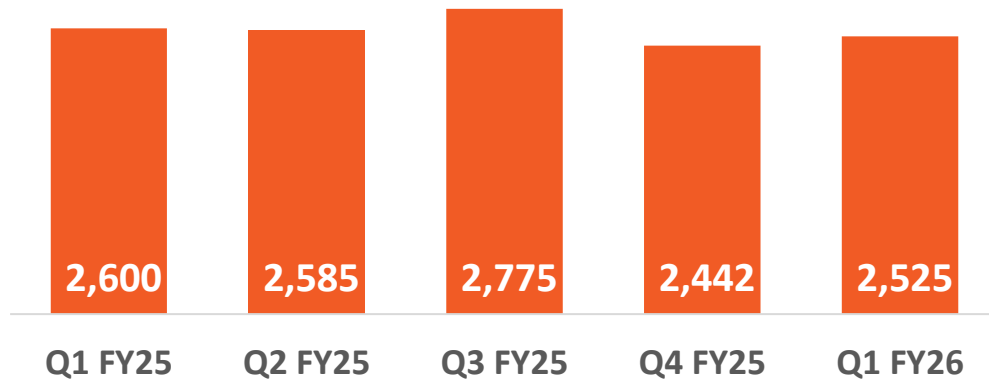
ROM (%)

13.8%	12.4%	16.5%	12.6%	11.5%
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- **Revenue down 2.8% Y-o-Y**, primarily due to softer sales in the India business; other segments continued to perform well
- **Consolidated SSSG at (3.4%)**, reflecting macro headwinds but showing signs of gradual stabilization
- **Gross margins remained strong at 67.7%**
- **Pre-IND AS restaurant operating margin at 11.5%**, temporarily impacted by new restaurants ramp-up, higher marketing spend and operating deleverage
- Matured restaurants continue to deliver higher profitability

Dine-in & Delivery Business

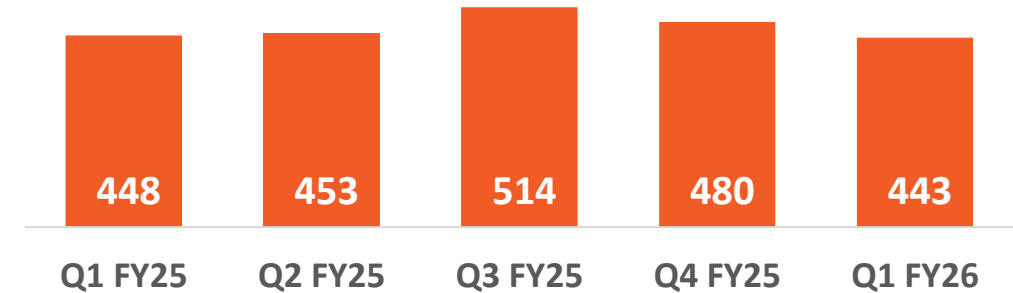
Dine – in Sales (₹ million)



Share of business (%)

85.0%	84.6%	84.4%	83.6%	85.1%
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Delivery (₹ million)



Share of business (%)

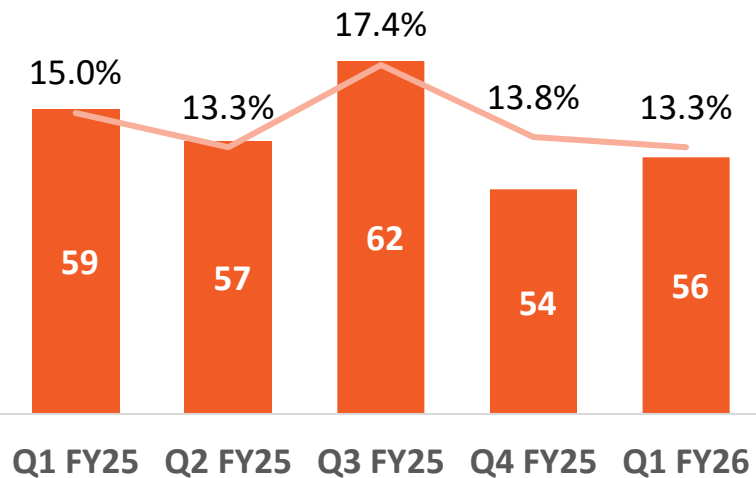
14.7%	14.8%	15.6%	16.4%	14.9%
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- Channel mix remains balanced at 85% dine-in and 15% delivery
- Dum Safar and Barbeque Nation delivery brands reported positive SSSG, while UBQ saw a temporary dip due to brand repositioning

Operating Performance: Matured vs New

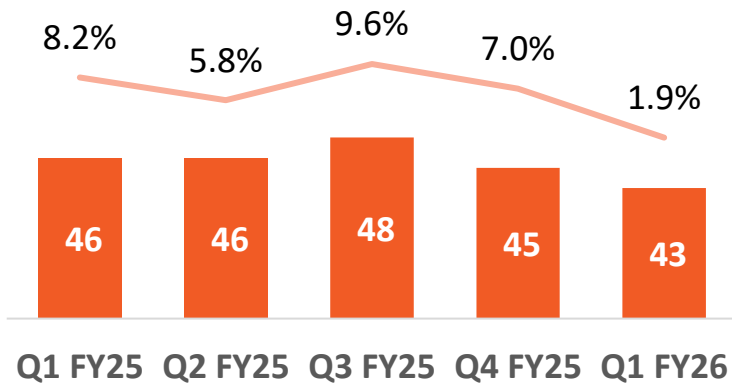
Average Annual Revenue/Restaurant (₹ Mn) and Pre IND-AS Restaurant Operating Margin (%)

Matured



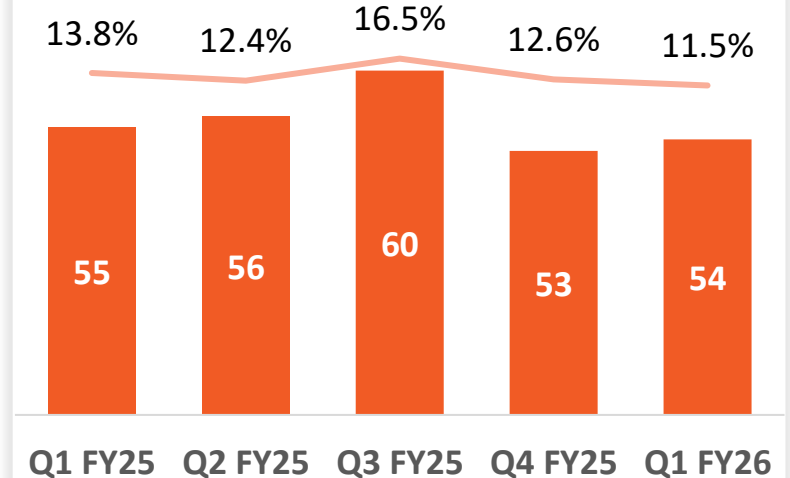
- Matured restaurants delivered strong annualized revenues of ₹ 56 mn with 13.3% operating margins

New



- New restaurants, still in the ramp-up phase, delivered 1.9% operating margins

Consolidated

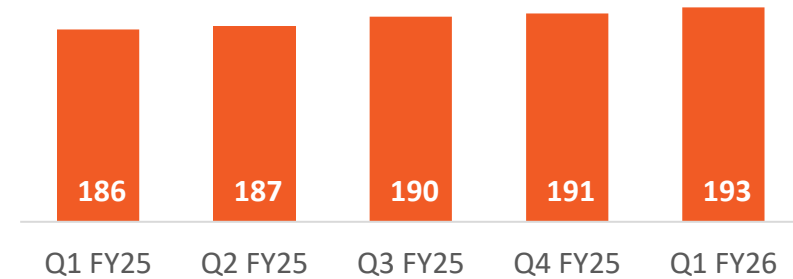


- Overall average revenue per restaurant was ₹ 54 mn with a Pre IND-AS restaurant operating margin of 11.5%

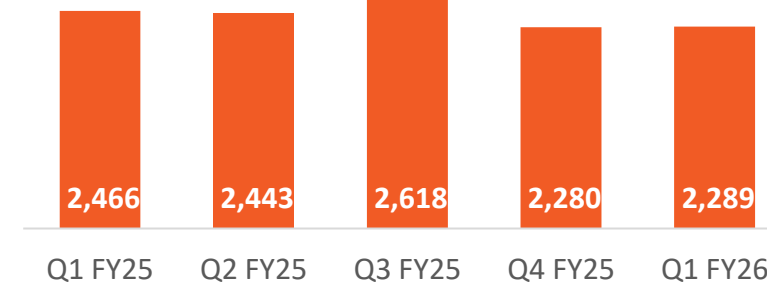
Barbeque Nation India Performance – Quarterly Trend



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



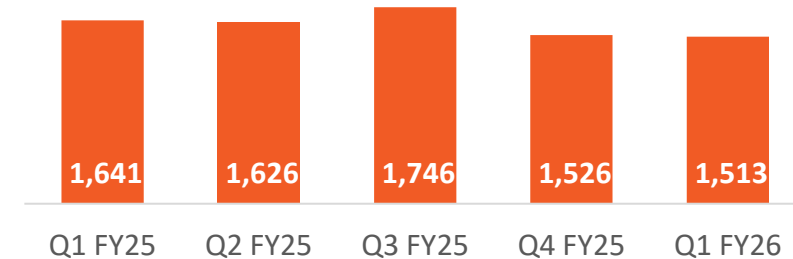
Revenue from Operations (₹ Mn)



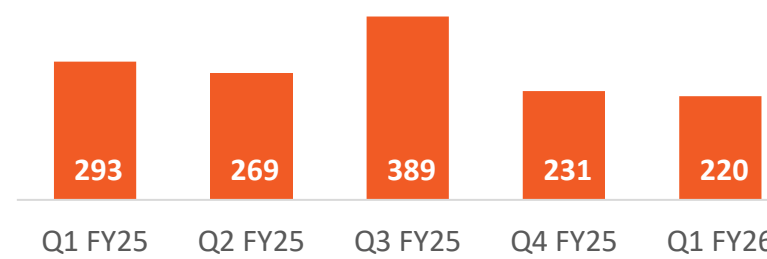
SSSG (%)

(8.8)%	(3.0)%	(2.6)%	(2.9)%	(5.2)%
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Gross Profit (₹ Mn) and Margin (%)



Pre IND-AS Restaurant Operating Margin (₹ Mn)



ROM (%)

11.9%	11.0%	14.9%	10.1%	9.6%
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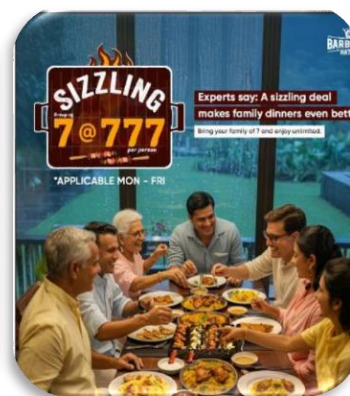
- Expanded network with a **net addition of 2 new restaurants** in Q1 FY26
- Revenue declined 7% Y-o-Y**, primarily due to negative SSSG
- Gross margins remained healthy at 66.1%**
- Pre-IND AS restaurant operating margin at 9.6%**, reflecting temporary operating deleverage
- Matured restaurants continue to deliver higher profitability

Strengthening experience via themed food festivals & marketing initiatives

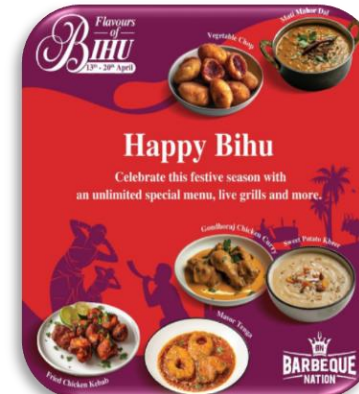
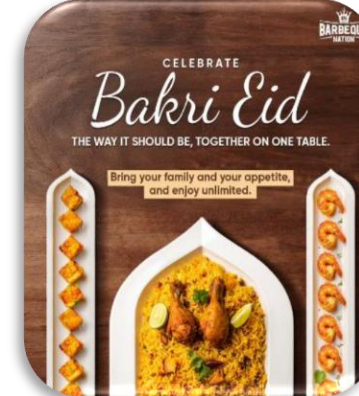
Kukkad Carnival



Value Based Promotions



Special day Celebrations



Honored with “Legends” title by Great Place to Work



RECOGNITION FOR BUILDING AND SUSTAINING HIGH-TRUST, HIGH-PERFORMANCE CULTURE

RECOGNISED FOR THE 10TH TIME AS ONE OF INDIA'S BEST COMPANIES TO WORK FOR 2025

Barbeque Nation Hospitality Limited

*For inspiring **Trust** among your people, instilling **Pride** in them, creating an environment that promotes **Camaraderie**, and delivering a great workplace experience for all your employees, making your organization one of **India's Best Companies To Work For**, for the 10th year.*



Handwritten signature of Balbir Singh in black ink.

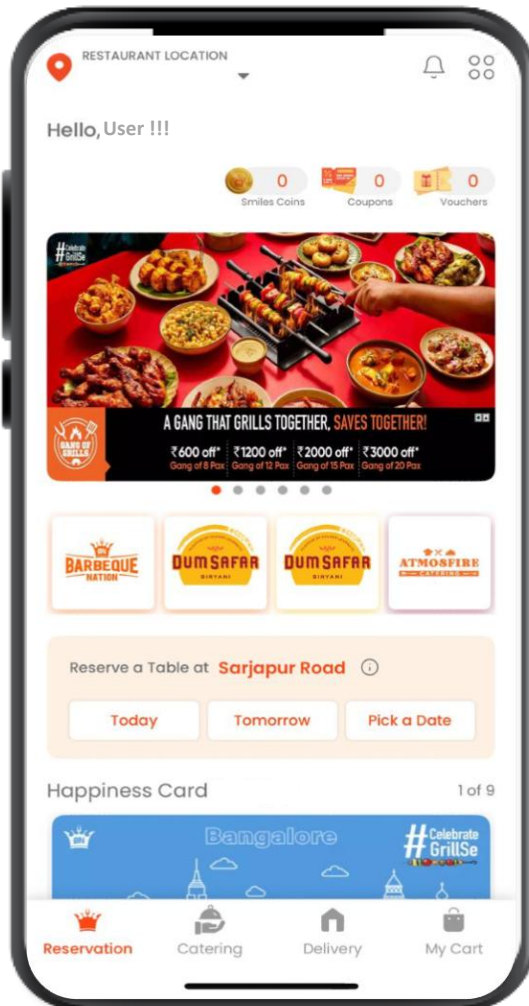
Balbir Singh
Chief Executive Officer
Great Place To Work® India

Handwritten signature of Michael C. Bush in black ink.

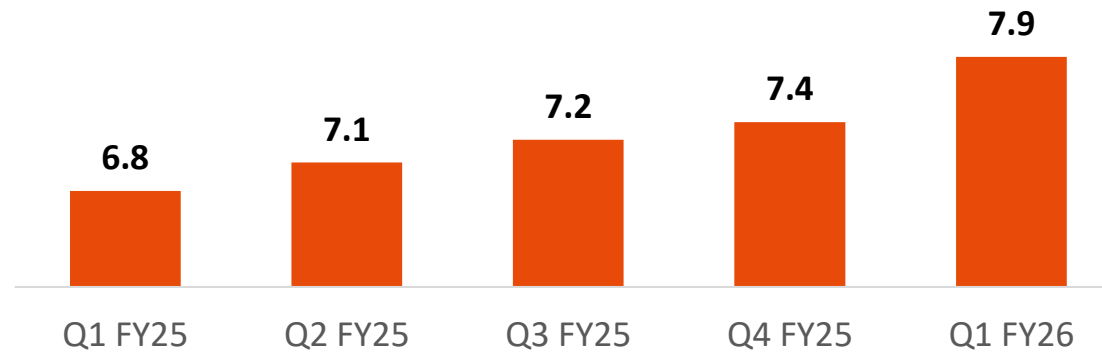
Michael C. Bush
Global Chief Executive Officer
Great Place To Work® Institute

- BNHL has been conferred the prestigious “Legends” title by Great Place to Work® for being consistently ranked among India’s best workplaces for **10 consecutive years**
- BNHL was also recognized among **India’s 100 Best Companies To Work For**, securing an impressive **14th position in the Great Place to Work® India 2025 rankings**

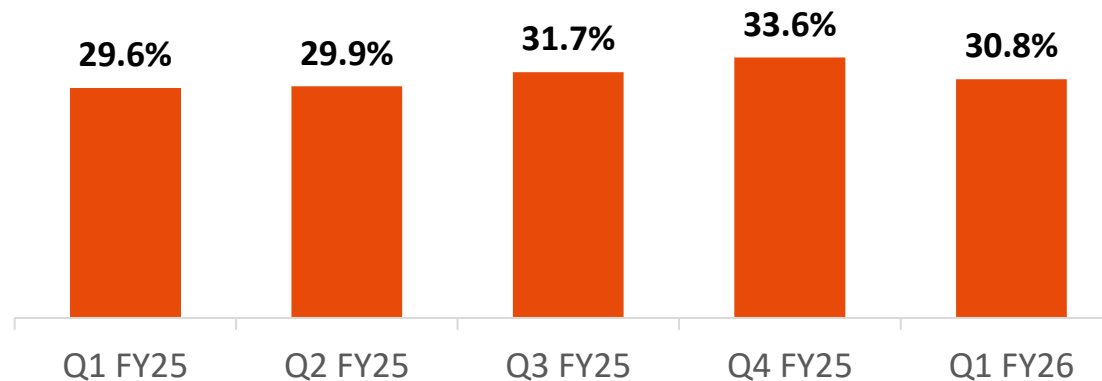
~31% dine-in bookings from Barbeque Nation App and website



Cumulative App Downloads (In Mn)



Dine-in bookings – App & Website (%)



Increase in share of business through in-house call center in Q1 FY26

Near Term Priorities



Position Barbeque Nation as the preferred celebration destination

Elevate guest experience through culinary and service innovation

Revive same-store sales growth by driving volume growth

Pursue network expansion of 8-10% annually

Strengthen operating margins through disciplined cost control

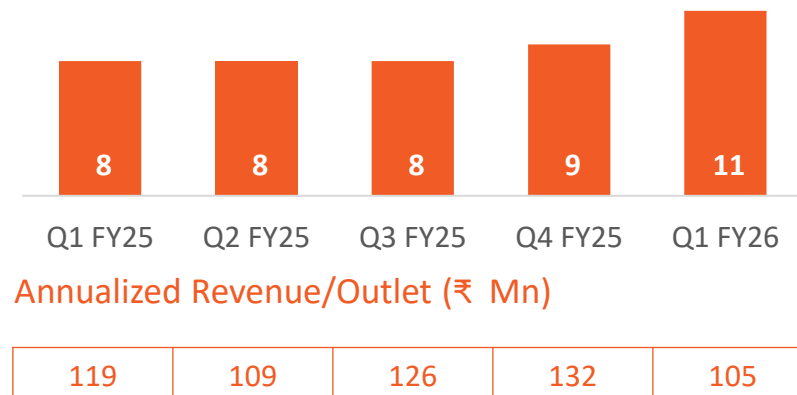
Barbeque Nation International Performance – Quarterly Trend



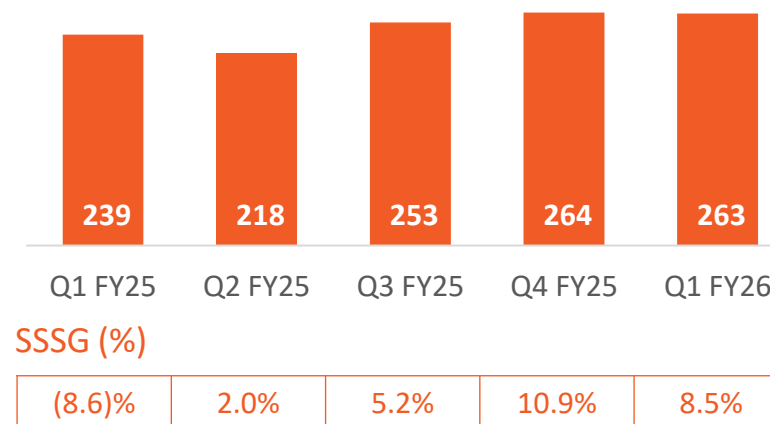
Strong Growth and Profitability

- **Launched 2 new restaurants** in Q1 FY26 – one each in **Sharjah** and **Kuala Lumpur**
- **Revenue grew 10% Y-o-Y**, supported by strong SSSG of +8.5%
- **Gross margins robust at ~73%**
- **Pre-IND AS restaurant operating margin at ~23%**, reflecting strong operating performance
- **Matured restaurants** continue to perform well with ~27% **Pre-IND AS restaurant operating margin**

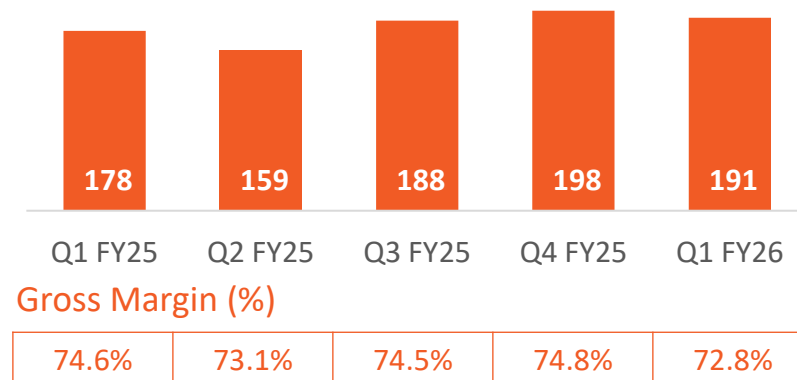
Network (#) and Annualized Revenue/Outlet (₹ Mn)



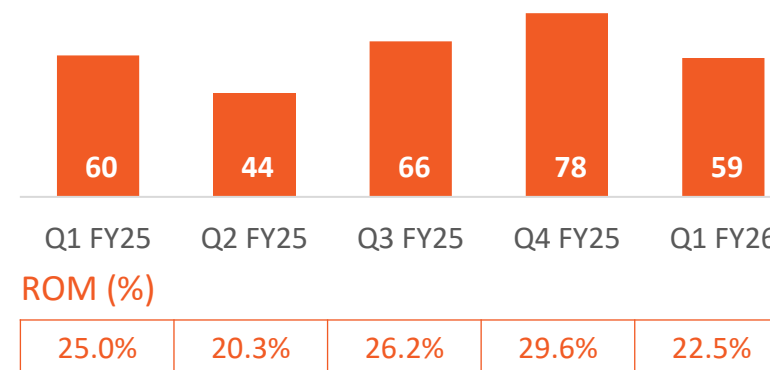
Revenue from Operations (₹ Mn)



Gross Profit (₹ Mn) and Margin (%)



Pre IND-AS Restaurant Operating Margin (₹ Mn)



Launched 2 new restaurants in Barbeque Nation International

New Restaurant Launch in Sharjah



New Restaurant Launch in Kuala Lumpur



New stores feature vibrant and modern designs focused on enhanced guest experience

Near Term Priorities



Enhance guest experience through culinary and service innovation

Drive consistent same-store sales growth (SSSG)

1 restaurant under construction; Entering Saudi Arabia

Pursue calibrated market expansion with 4-6 new restaurants annually

Leverage strong operating cash flow to fund network growth

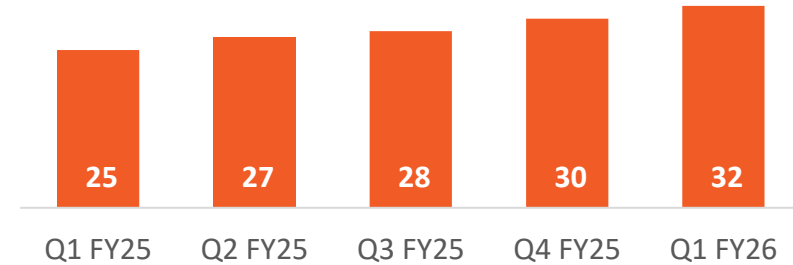
Premium CDR Performance – Quarterly Trend



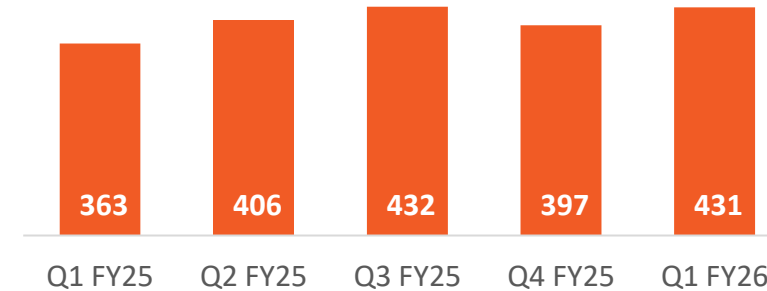
Strong Growth & profitability

- Added 2 new restaurants in Q1 FY26
- SSSG of +1.6%
- Achieved ~19% Y-o-Y revenue growth
- Gross margins healthy at 73.6%
- Pre-IND AS restaurant operating margin at 14.5%
- Matured portfolio delivered a stronger Pre-IND AS restaurant operating margin of 19.5%

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



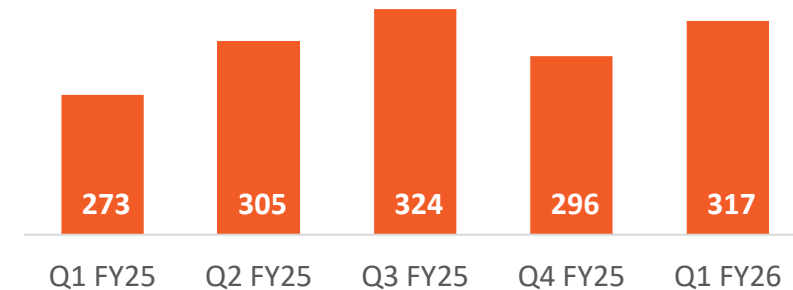
Revenue from Operations (₹ Mn)



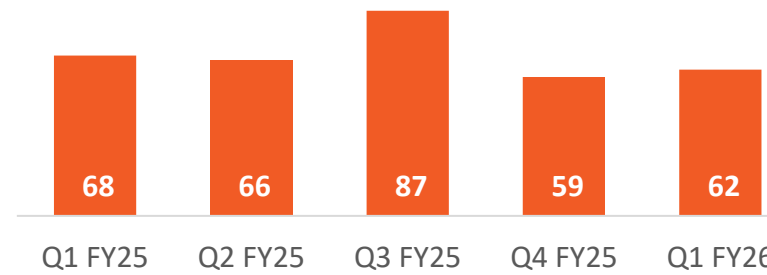
SSSG (%)

0.9%	(1.6)%	(2.7)%	(5.5)%	1.6%
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Gross Profit (₹ Mn) and Margin (%)



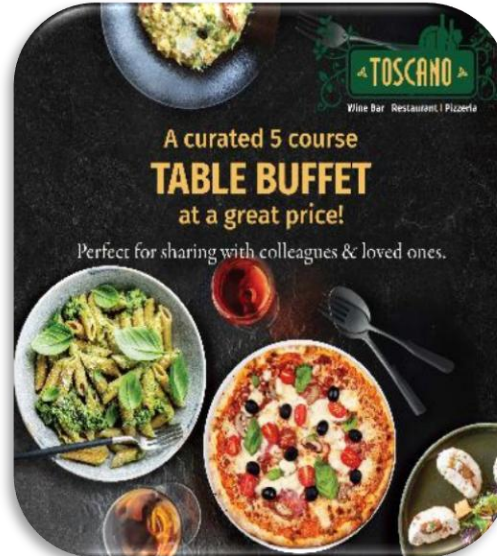
Pre IND-AS Restaurant Operating Margin (₹ Mn)



ROM (%)

18.9%	16.4%	20.2%	14.9%	14.5%
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Driving guest excitement through menu innovation at Toscano



Culinary innovation to elevate Salt's dining experience



Near Term Priorities



Sustain guest experience through continuous culinary and service innovation

Drive ~30% network expansion growth

Scale Toscano in newly launched cities - **Delhi, Mumbai and Hyderabad**

Expand Salt into additional metro markets

Preserve strong operating margins while growing the portfolio

Consolidated P&L

Particulars (INR Millions)	Q1 FY26	Q1 FY25	Y-o-Y Gr%	Q4 FY25	Q-o-Q Gr%
Total Revenue	2,970	3,057	(2.8)%	2,928	1.4%
Cost of food and beverages consumed	960	976	(1.7)%	922	4.1%
Employee related expenses	729	728	0.2%	708	3.0%
Occupancy and other expenses	821	844	(2.7)%	765	7.3%
Operating EBITDA	460	509	(9.5)%	533	(13.6)%
<i>Operating EBITDA%</i>	15.5%	16.6%		18.2%	
Other Income	19	27	(27.7)%	34	(43.7)%
Finance costs	200	186	7.7%	209	(4.1)%
Depreciation and amortisation	449	405	11.0%	523	(14.1)%
Profit before tax	(170)	(55)		(165)	
Tax expense	(3)	(11)		42	
Profit/(loss) after tax	(167)	(43)		(206)	
<i>Profit/(loss) after tax%</i>	(5.6)%	(1.4)%		(7.0)%	
<u>Adjusted profitability*</u>					
Adjusted Operating EBITDA	136	212	(35.9)%	190	(28.4)%
<i>Adjusted Operating EBITDA%</i>	4.6%	6.9%		6.5%	
Cash Profit	105	178	(41.0)%	158	(33.8)%
<i>Cash Profit%</i>	3.5%	5.8%		5.4%	

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

Strategic focus areas

Deliver best-in-category guest experience to accelerate dine-in growth

Expand network to 300-325 restaurants by FY27

Build a portfolio of scalable, high-potential brands

Sustain industry-leading margins and robust 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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