



IPO Note – Barbeque Nation Hospitality Limited

23-March-2021

Barbeque Nation Hospitality Limited

Issue Snapshot:

Issue Open: Mar 24 – Mar 26, 2021

Price Band: Rs. 498 –500

*Issue Size: 9,057,470 eq shares
(Fresh issue of 36,00,000 eq sh +offer for Sale of 5,457,470 eqs h)

Issue Size: Rs. 451.06 – 452.87 cr

Reservation for:

QIB	atleast	75% eq sh
Non Institutional	Upto	15% eq sh
Retail	Upto	10% eq sh
Eligible employees	Upto	Rs.2 cr

Face Value: Rs 5

Book value: Rs -5.33 (November 30, 2020)

Bid size: - 30 equity shares and in multiples thereof

100% Book built Issue

Capital Structure:

Pre Issue Equity: Rs. 16.97 cr

*Post issue Equity: Rs. 18.77 cr

Listing: BSE & NSE

Book Running Lead Manager: IIFL Securities Limited, Axis Capital Limited, Ambit Capital Private Limited, SBI Capital Markets Limited

Registrar to issue: Link Intime India Private Limited

Shareholding Pattern

Shareholding Pattern	Pre issue %	Post issue %
Promoter and Promoter Group	47.8	28.7
Public & Employee	52.2	71.3
Total	100.0	100.0

*=assuming issue subscribed at higher band
Source for this Note: RHP

Background & Operations:

Barbeque Nation Hospitality Ltd (BNHL) owns and operates Barbeque Nation Restaurants, one of India's leading casual dining restaurant chains (in terms of outlet count as of September 30, 2020) and International Barbeque Nation Restaurants. It also owns and operates Toscano Restaurants and UBQ by Barbeque Nation Restaurant. It launched its first Barbeque Nation Restaurant in 2008, and subsequently acquired five Barbeque Nation Restaurants owned by SHL in 2012. It has steadily grown its owned and operated Barbeque Nation Restaurant network from a single restaurant in 2008 to 147 Barbeque Nation Restaurants (including opened, temporarily closed and under construction outlets) across 77 cities in India and six International Barbeque Nation Restaurants in three countries outside India as of December 31, 2020. The value it offers, the nature and quality of its food offerings and the ambience and service of restaurants create a one-of-a-kind overall customer experience.

Through Barbeque Nation Restaurants, BNHL pioneered the format of 'over the table barbeque' concept in Indian restaurants according to the Technopak Report. Live grills embedded in dining tables allows its guests to grill their own barbeques. Its Barbeque Nation Restaurants, compared to other fixed price dining options, offer competitive attractions such as a wide range of vegetarian and non-vegetarian appetisers and main courses, a popular dessert menu, a pleasant and casual dining environment and prompt service thereby making it a popular destination for celebrations. It also periodically run popular food festivals at its Restaurants offering guests a range of Indian, international and fusion cuisines.

BNHL diversified into another brand pursuant to acquisition of 61.35% of the equity share capital on a fully diluted basis of Red Apple, which operates 11 Italian Restaurants in three cities in India, namely Bengaluru, Chennai and Pune. Of the Italian Restaurants operated by it as of December 31, 2020, three Toscano Restaurants were opened since March 31, 2019 and four Toscano Restaurants were opened in the three Fiscals immediately preceding Fiscal 2019. Its acquisition of Red Apple has enabled it to diversify its brand, cuisine and customer segment beyond its flagship concept of "over the table barbeque". BNHL's offering format positions it to capitalise on both the robust growth trend of the CDR market in India and the broader chain restaurant market within the food and services industry. The numbers of covers at Barbeque Nation Restaurants as well as Company's revenues have grown consistently as its Barbeque Nation Restaurants have matured, particularly after being in operation for more than two years. The Company was ranked amongst the top 10 retail companies to work for by Great Place to Work Institute in 2020 in collaboration with the Retailers Association of India and was ranked number 7 amongst India's best companies to work for in 2020 by the Great Place to Work Institute in collaboration with Economic Times.

Objects of Issue:

The Offer comprises the Fresh Issue and the Offer for Sale.

Offer for Sale

Each of the Selling Shareholders will be entitled to their respective portion of the proceeds of the Offer for Sale, after deducting their portion of the Offer related expenses and relevant taxes thereon. BNHL will not receive any proceeds from the Offer for Sale.

Fresh Issue

The Net Proceeds are proposed to be utilised in the following manner:

- Capital expenditure for expansion and opening of new restaurants by the Company (Rs.546.2 mn);
- Prepayment or repayment of all or a portion of certain outstanding borrowings availed by the Company on a consolidated basis (Rs.750 mn); and
- General corporate purposes

In addition to the Objects, BNHL intends to receive the benefits of listing of its Equity Shares on the Stock Exchanges.

Barbeque Nation Hospitality Limited

Competitive Strengths

Barbeque Nation is one of India's fastest growing and widely recognised restaurant brands in the rapidly growing CDR market: BNHL has steadily grown its owned and operated Barbeque Nation Restaurant network from a single restaurant in 2008 to 147 Barbeque Nation Restaurants (including opened, temporarily closed and under construction outlets) across 77 cities in India and six International Barbeque Nation Restaurants in three countries outside India as of December 31, 2020. In addition, as of December 31, 2020, it had granted franchise rights in respect of one Barbeque Nation Restaurant. Its restaurant location portfolio consists of sites located in popular business districts, neighbourhood, and local markets. As of December 31, 2020, almost half of its Barbeque Nation Restaurants were located in Metro cities. One of the main contributors to the brand affinity of Barbeque Nation Restaurants has been referrals and recommendations by its customers, which has enabled to retain a strong market position whilst steadily expanding across India in a fragmented and highly competitive industry. As of December 31, 2020, its average rating of Barbeque Nation Restaurants on an online food aggregator was 4.38 out of 5.00. It also has a large social media following. As of December 31, 2020, BNHL had over 1 million followers on Barbeque Nation's Facebook main page and, as of January 8, 2021, over 0.15 million followers on its Instagram page.

Steady growth in covers and consistent APC with a relatively high proportion of total revenues from weekday sales and lunch covers: BNHL has experienced consistent cover growth in recent Fiscals. The number of in-dining covers served at its Barbeque Nation Restaurants in India increased from 6.86 million in Fiscal 2017 to 9.92 million in Fiscal 2020 at a CAGR of 13.08%. In addition to its consistent cover growth, the APC (excluding revenues from UBQ and taxes) for dine-in customers at its Barbeque Nation Restaurants in India (excluding food delivery) has grown from Rs.707 in Fiscal 2017 to Rs.764 in Fiscal 2020 at a CAGR of 2.62%. Barbeque Nation have higher proportion of the total revenues from weekday sales and lunch covers as compared to the industry average. Its ability to generate a relatively high proportion of total revenues from weekday and lunch covers arises because Barbeque Nation Restaurants are a popular choice for corporate lunches during the week and families during the weekends. Its Barbeque Nation Restaurants are located at close proximity to both commercial and residential areas and as a result it host business lunches as well as informal get-togethers, family celebrations and other events such as birthdays and social lunch get together. Its higher weekday and lunch covers also helps to increase utilisation and efficiently manage costs at Barbeque Nation Restaurants.

Attractive offerings based on constant menu innovation and customer focus: Through Barbeque Nation Restaurants, BNHL pioneered the format of over the table barbeque concept in Indian Restaurants. Its live grills embedded in dining tables allows customers to grill its own barbeques. It continue to offer new menu options, both vegetarian and non-vegetarian, largely based on Indian cuisine and use seasonal customer preferences to introduce new dishes. It also run popular food festivals at its Barbeque Nation Restaurants such as Jewels of the Sea, Barbeque Nation Festival League and Mango Mania, thereby offering customers a range of Indian and international cuisines.

BNHL's fixed price 'all you can eat' concept at its Barbeque Nation Restaurants offers its customers a varying spread of consistently delicious food at a value-oriented price in a pleasant and casual dining environment. It has recently diversified into the Italian food segment pursuant to its acquisition of 61.35% of the share capital (on a fully diluted basis) of Red Apple, which operates 11 Italian Restaurants in three cities in India. Its acquisition of Red Apple has enabled to diversify its brand, cuisine and customer segment beyond its flagship 'over the table barbeque'

BNHL place a strong emphasis on customer reviews and feedback. Its in-house department at Barbeque Nation Restaurant gathers feedback daily across multiple satisfaction parameters from the previous day's transactions and feeds this information into its internal GSI. On the basis of qualitative feedback received from customers over phone calls, its employees assign a rating to the respective customer's experience. Many of BNHL's customers have rated their overall dining experience at Barbeque Nation Restaurants as either good or excellent.

Strong business processes and back-end systems leading to efficient operations: BNHL benefit from strong processes and systems that has been established over the past 14 years of Company's operation. Its restaurant locations are carefully chosen by a dedicated internal team. It has been successful in opening Barbeque Nation Restaurants in popular business districts, neighbourhood and local markets without typically paying high street premium rentals. It sources its ingredients from various suppliers and, in some cases, import them from outside India. It also conduct regular audits to check its food quality and service standards. As of December 31, 2020, it also had two commissaries, one each in Delhi NCR and Mumbai, which serve a number of nearby Barbeque Nation Restaurants by preparing dishes on a volume basis and further realising economies of scale. It has significant online presence and it has witnessed increased reservations through its online platforms. In Fiscal 2020 and the eight months ended November 30, 2020, over 46.7% and 60.8% of total reservations at Barbeque Nation Restaurants were made online. Also, as of December 31, 2020, its BBQ App had registered over 2.2 million Downloads.

Experienced staff and value-oriented business culture led by some of Promoters and senior management team bringing experience from well-known hospitality brands: Some of BNHL's Promoters have several years of experience in the Indian hospitality industry. A number of senior management team have knowledge of and experience in the Indian hospitality industry, coming from well-known food and beverage and hospitality brands in India. Its management team's experience provides with the skills required to implement its corporate practices and growth strategies. To assist its management, it has a dedicated team of employees across its restaurant network. It places great emphasis on training its employees. Its training program is structured to provide a growth path for all its employees, from trainees to



managers. In addition, it emphasises organic growth, having promoted some of its staff who joined BNHL as trainees to chefs or management based on their performance. It has empowered its restaurant managers with authority in certain matters to maintain its engagement with its customers and business. Its efforts are geared towards aligning the goals of its staff with its vision of strengthening staff engagement. It also emphasises staff welfare including offering its staff skill enhancement, subsidised meals and accommodation in some cases and annual bonuses.

Proven track record of revenue growth: BNHL’s business was significantly impacted due to COVID-19, which led to its restaurants being temporarily closed from the third week of March 2020, therefore impacting covers and sales. Its consolidated total revenue from continuing operations, EBITDA and Adjusted EBITDA have changed from Rs.5,904.48 million, Rs.1,403.68 million and Rs.823.94 million, respectively, in Fiscal 2018 to Rs.8,507.94 million, Rs.1,680.39 million and Rs.782.48 million, respectively, in Fiscal 2020, at a CAGR of 20.04%, 9.41% and (2.55%), respectively. The financial flexibility to fund growth and expansion and allow BNHL to respond effectively to emerging opportunities in the Indian restaurant market.

Business Strategy:

Increase same store sales growth, revenue per store and profitability as the vintage of Barbeque Nation Restaurants increases: BNHL is committed to continuing to enhance its same store sales growth and profitability. Accordingly, it intends to implement a number of initiatives, many of which represent natural extensions and a continuing refinement of its strategy to date. These key initiatives include:

- increasing sales volume by introducing new and innovative dishes and “live counters” offering dishes customised to customers’ preferences
- increase delivery business
- publicising to customers the different food types available during various food festivals;
- increasing customer traffic by upgrading the decor of existing restaurants to revitalise ambience and create a welcoming atmosphere;
- improving purchasing and logistics cost control through centralized purchases and strategic stocking of inventories in third-party central warehouses;
- increasing cost savings and operational efficiencies by further consolidating food preparation processes into central kitchens;
- optimising restaurant-level staffing to maintain service quality and reduce labour costs;
- increasing profitability by introducing new and innovative dishes that utilise food ingredients that are available in high quality and at low costs;
- actively reducing wastage of food ingredients; and
- diversifying product offerings to expand the reach of existing core brand, including expanding the sale of alcoholic beverages in Barbeque Nation Restaurants.

Continue expansion in Indian cities: BNHL’s strong presence in the Indian market positions it well to capitalise on the anticipated growth in consumer spending from expected increases in the level of disposable income in India. It intends to increase both its revenues and profits by opening new Barbeque Nation Restaurants and new Toscano Restaurants in existing cities where it operates as well as in new cities in India and exploring additional opportunities for UBQ by Barbeque Nation. Increasing penetration in existing cities with a greater number of restaurants will enable BNHL to access new catchment areas within these cities and optimise infrastructure usage. Enhancing its reach to cover additional cities will enable the restaurant to reach out to a larger target customer base. It currently owns and operate all its Barbeque Nation Restaurants (other than its Barbeque Nation Restaurant in Kolhapur which is run on a franchise model), International Barbeque Nation Restaurants and Toscano Restaurants. It intend to continue following this model of owning and operating the restaurants but may also allow landlords to own restaurants run and operated by its located on their respective properties on a part rental part profit share or part revenue basis.

Preserve customer and team-focused culture and values: BNHL’s employees are critical to its customer-focused business. It internally assess its employees to periodically identify competency gaps and use development inputs (such as training and job rotation) to address these gaps. It has been successful in building a team of talented professionals and intends to continue placing emphasis on managing attrition as well as attracting and retaining employees. It will continue to implement staff training policies and assessment procedures in a transparent and consistent manner as in the past and to continue investing in other resources that enhance its employee’s skills and productivity. BNHL will continue to help its employees develop understanding of its core values including customer-oriented focus and service quality standards to enable them to meet its customer’s needs and preferences. It also intends to continuously re-engineer its organisation to remain lean in order to respond effectively to changes in its business environment and key markets.

Expansion through owned & franchise formats in select international markets: BNHL intends to continue to roll out primarily owned and operated restaurants and franchise owned (whether franchise or company operated) restaurants in select international cities in line with its carefully defined process for new restaurants openings. It will prioritise its expansion of restaurants in those markets where it can leverage its existing infrastructure and expertise. It currently operates two International Barbeque Nation Restaurants in Dubai, two International Barbeque Nation Restaurants in Abu Dhabi, one International Barbeque Nation Restaurant in Kuala Lumpur and one

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International Barbeque Nation Restaurant in Muscat. The level of operational involvement of franchisees will depend on its expertise and position in its target international markets.

Continue evaluating strategic brand acquisitions: Barbeque Nation is BNHL's core brand in the chain CDR market. It acquired 61.35% of the share capital (on a fully diluted basis) of Red Apple which operates the Italian Restaurants also in chain CDR market. It plans to continue pursuing brand diversification to capture additional market segments, take advantage of a wider range of market opportunities and ultimately increase its overall market share by enlarging customer base. It intends to structure its brand portfolio to offer different price points and appeal to different clientele, with each brand maintaining a distinctive identity. The food services industry has potential for significant further growth and it plans to leverage its market position and experience in the food services industry by introducing other international food service brands in India or through acquisition of an existing Indian brand

Industry

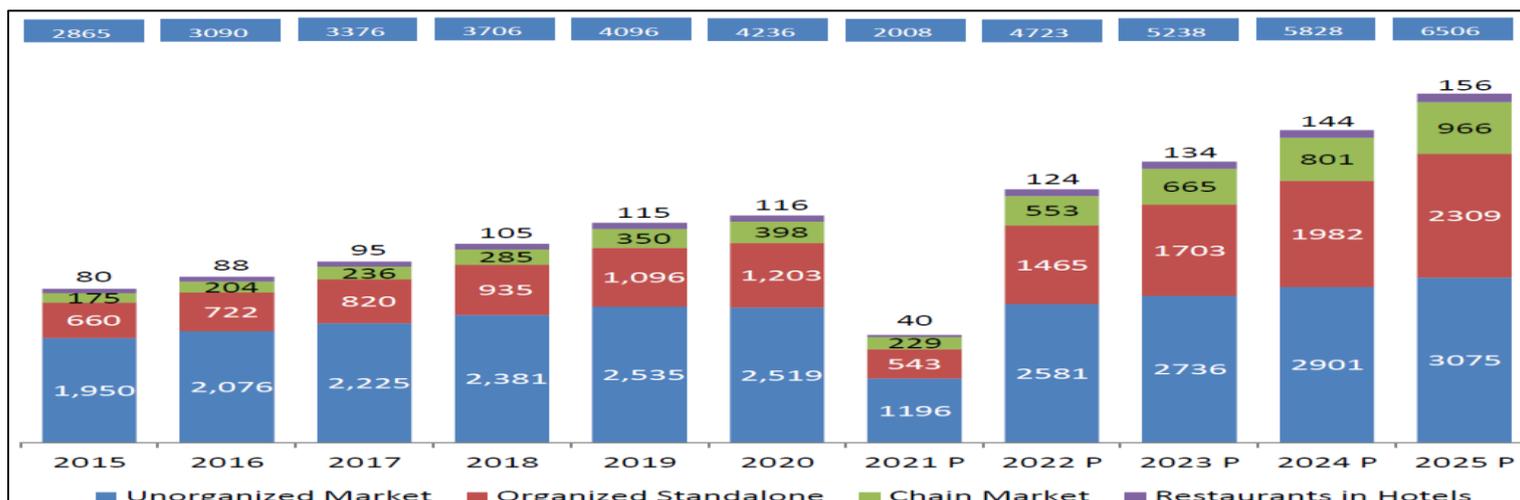
Food Services Market in India

India's food services market has come a long way from early 1980's when the number of organized brands were countable, and the market otherwise was dominated by un-organized players. The revolution in this sector began in FY 1996 with the opening up of restaurants by McDonald's, Pizza Hut, Domino's followed by entry of players like Subway and Barbeque Nation post 2000 and expansion of legendary home-grown players like Haldirams and Moti Mahal.

The food services market has been growing since then with the international and domestic brands making substantial investments in building the back end consisting of suppliers and logistics segment. Since then, the market has witnessed many changes with respect to rising disposable income, availability of quality labour force, use of technology, which are collectively changing the face of the sector by enabling players to sustain efficiency at both front and back end.

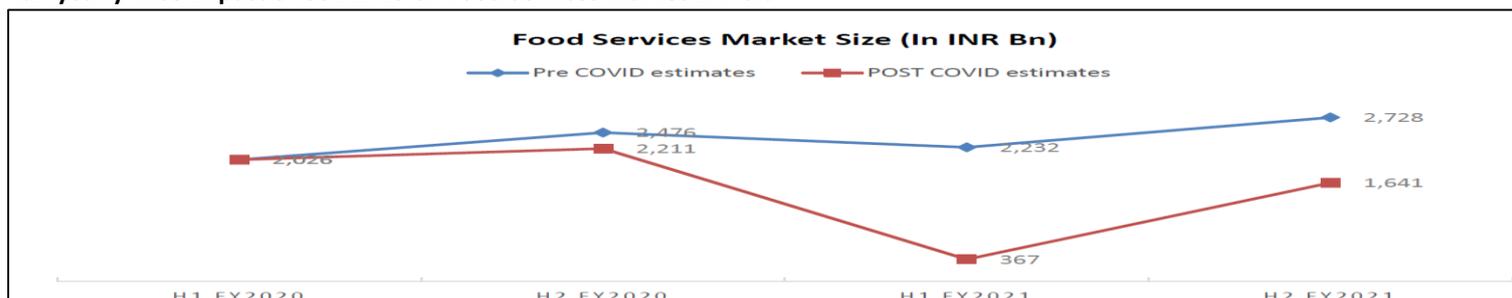
Market Size & Growth

The size of the food services market in India is estimated at INR 4,236 bn in FY 2020 and is projected to grow at a CAGR of 9% over the next 5 years to reach INR 6,506 bn by FY 2025.



The organized market (chain and organized standalone outlets, excluding Restaurants in Hotels) is estimated at INR 1,601 bn in FY 2020 and is projected to grow, at a CAGR of 15%, to reach INR 3,275 bn by FY 2025 gaining a share of 50% from 38% in FY 2020. In FY 2021 due to COVID, food services market is expected to show a dip of 53% in comparison to food services market size in FY 2020. Similarly in FY 2021, Chain market is expected to show a dip of 42% in comparison to FY 2020

Half yearly-wise Impact of COVID 19 on Food Services Market in India





H2 FY2020:

- The impact of COVID 19 on the Food Services Market started in the last month of H2 FY 2020. As of March 2, 2020, there were 5 active cases in India (according to covid19.org).
- Starting March 2020, a lot of people refrained from eating out as frequently as earlier because of fear of COVID 19. While unorganised market was the first one to get impacted because of perceived hygiene issues followed by standalone restaurants etc., organized chain restaurants were less impacted by this change.
- Further, as on March 25, 2020, the nation went on a complete lockdown closing all the restaurants in the country. This impacted the entire food services market including chain restaurants such as CDR, QSR, Café etc.
- The food services market observed a dip of 11% in comparison to pre-COVID levels in H2 FY 2020 due to the above factors.

H1 FY2021:

- In the beginning of H1 FY 2021, most of the restaurants were closed in the country. As various state governments started easing out the strict lockdown-related restrictions in their respective states, restaurants gradually started opening in April & May 2020 but only delivery was allowed from these restaurants.
- Even though restaurants were open for delivery in the months of May and June 2020, people were conscious about hygiene and safety measures. Initially there were very few who were ordering from restaurants such as chains restaurants. As food delivery aggregators started demonstrating their capabilities on maintenance of high food quality and service standards, superior processes etc.; people gradually started ordering from these Food delivery apps and chain restaurants, and sales started to grow towards end of May and beginning of June 2020.
- Initially, only take-aways and delivery were allowed for most of the eateries, hence casual dining restaurants adopted fast to delivery and takeaway models. Players such as Barbeque Nation etc., started delivery through food aggregators apps. Barbeque Nation started “Barbeque in a box”, “Grill in a box” among other products
- In some states such as Delhi, U.P, Tamil Nadu, etc., dine-in was also started gradually with limited capacity but the operating hours of restaurants were reduced.
- Central and State governments had created “Containment zones” for areas having a large number of COVID cases. These containment zones observed a complete lockdown and restaurants in these areas were closed impacting sales in such locations.
- In this quarter, sales were primarily from chain restaurants doing home delivery & takeaways, cloud kitchens, and from a few dine-in restaurants.

H2 FY2021:

- During October 2020, as government official data and commentary indicated that India might have reached the peak of COVID 19 cases, & the food services market started to grow and show healthy growth in sales figures. More cities started opening and the number of containment zones were also reduced as compared to earlier.
- During the start of H2 FY 2021, nearly all the restaurants started dine-in but with strict rules and regulations on hygiene & social distancing. Chain restaurants such as Pizza Hut, Dominos started contactless dining in their restaurants. Social distancing norms were followed with constant sanitization of the place. Players such as Barbeque nation started sanitising tables in the presence of customers to regain confidence in terms of hygiene and safety.
- Moreover, during H2 FY 2021, most of the restaurants have opened for dine-in and the restrictions on operating hours of restaurants have also been removed which is expected to provide boost to the sales of the food services industry.
- 2021 is expected to show a strong sales momentum because of vaccination drive and things are expected to start moving towards the Pre-COVID level in 2021.

The performance of Indian restaurants be it QSR chains, Café, etc., was largely affected by the government lockdown regulations. In some areas, where the cases were fewer, the government allowed restaurants to open as early as April 2020 for delivery while in the other areas, delivery started in May 2020. For example, delivery from QSR restaurants in Delhi started in April 2020, and dine in started in August 2020. However, in Maharashtra delivery and dine-in by food service players started in May and October 2020 respectively. Similarly, dine-in formats started in June 2020 in Andhra Pradesh, Karnataka, and Tamil Nadu. However, in Uttar Pradesh, dine-in formats started only in August 2020.

Owing to the number of active cases and lockdown restrictions, outlets of the same chain restaurants were performing differently in different parts of India. For example, states like Maharashtra and Andhra Pradesh had consistently recorded the highest and the third-highest number of confirmed cases in India. Consequently, the restaurant industry was most affected in these states and the recovery has also been slower. Moreover, within the same city, some restaurants were allowed to start services while others had to suspend operations due to containment zones related restrictions.

With no sales happening at the restaurants and closure of restaurants during first few months of lockdown, real estate sector stepped up to support the food services industry by proposing rent waivers for first few months of the lockdown. It was largely observed on a case-to-case basis and rent waivers were as high as 100% for first few months. As economy started opening, and restaurants sales started going up, mall owners and restaurants moved to a revenue sharing basis in a number of instances.



Moreover, in H2 FY 2021 as cinema halls, entertainment zones etc. are opening, it will drive more traffic to the chain restaurants and other organized players. Also, the festive season in H2 FY 2021, is expected to drive sales of organized players

Impact of COVID 19 on various formats of the Food Services Industry

QSR: - QSR formats, primarily chained, were the first to demonstrate recovery. Home delivery from these formats started as early as April 2020 in several states as most of the QSRs had the option of “Delivery and Takeaway services”. Chains like McDonald’s, Dominos, and Burger King had modelled deliveries, drive-through and Over the Counter (OTC) pick-ups into their business long before the present crisis. So, while dine-in had been affected even for these businesses, the altered version to a delivery-based structure was not new for them and they quickly adapted to the alternate model to drive growth and revenues. Moreover, people prefer to order from reputed and international QSR chains given the highest level of hygiene and safety standards maintained by these chains.

Casual Dining Restaurant: Casual Dining restaurants were primarily built for ‘Dine in experience’ but as situation demanded most of the chain CDR also started delivery. This helped them in starting of their business in initial few months of lockdown. As restaurants started opening during July-Aug 2020, sales started rising. Players such as Barbeque Nation started delivery apart from dine-in buffet which provided additional revenue stream. Café : Café was primarily not designed for the “Delivery and takeaway model”. The share of home delivery and takeaways has been small for these players. Cafés typically known for their dine-in experience sometimes take a fair bit of time to incorporate new safety measures, social distancing, and new ways of customer service and engagement. As the situation demanded, this format has introduced/enhanced the delivery segment. This segment has also been recovering albeit slowly.

PBCL and Fine Dining: Pubs, Bars, Lounges, and Fine Dining restaurants are the facing recovery issues primarily because most of them were shut till the end of July 2020 and in some parts of the country till Oct 2020. Moreover, even when they restarted operations, customers have been hesitant to visit and dine in pubs, bars, and fine dining restaurants.

Cloud Kitchens and Food Delivery Platforms: Cloud Kitchens and food delivery platforms such as Zomato, Swiggy played an important role during the lockdown. As of October 2020, Zomato and Swiggy have recovered to nearly 100% of the pre-COVID levels.

Unorganized Segment: The unorganized segment, which primarily includes dhabas, roadside small eateries, hawkers and street stalls, is the worst hit among all formats within the food services market. It is also estimated that this segment will be the last to start on the recovery path primarily due to hygiene and food safety issues and lack of working capital with the small entrepreneurs. The void created by this segment can be addressed by emergence of organized value segment that can address the basic food safety concerns or by the existing QSR and ACDR (Affordable Casual Dining Restaurants) players in the organized play.

Way Forward

With the reducing COVID cases in the country, progress made in vaccine development, clubbed with government official data indicating that India might have reached the peak of COVID 19 cases, opening up of economy is expected in the near future. It is estimated that by Q2 FY 2022, the Food Services Market is expected to regain almost 99% of the market on a base of 2020 and by Q3 and Q4 it is estimated to be 110% of the base of FY2020. However, based on market projections that were made before the pandemic, the Food Services Market is estimated to reach 90% levels of the projections by Q3 of FY 2022.

Growth Drivers and Trends in Food Services Market

Increasing eating out behaviour

- Rising urbanization and rising disposable income are fuelling the growth of Indian food services market.
- The trend of eating out is increasing in urban India and the urban consumers don’t need a special occasion to eat out. The occasion for eating out can vary from shopping & casual outing to spending free time.
- Indians are eating out not only to consume food but also to socialize and to experiment various cuisines. The trend of eating out is increasing across all section of society irrespective of economic class.
- Increase in flow of tourism in India and increase in Indians travelling abroad who are developing tastes for western cuisines.
- Increase of women in workforce has seen a shift of patterns in terms of household activity including a downward trend in home cooked meals and an increase in demand for “out of home” meals.
- ~60% of Indians eating out are the Millennials in the age group of 15-34 years. 58% of the global millennials reside in Asia and out of which the maximum number of millennials are in India. India has the maximum number of millennials in the world followed by China, USA, Indonesia and Brazil. The millennial population of India is expected to increase at a faster rate signifying the further growth in eating out behaviour among Indians. The same has grown from 418 Mn. in FY 2011 to 447 Mn. in FY 2019.

Conscious indulgence

Indian consumer has been long exposed to the global food trends in terms of newer cuisines and formats through seamless interaction facilitated by the growth of multiple communication channels such as the internet, mobiles etc. Due to this continuous exposure, the phase of experimentation has changed to indulgence. Consumers are now aware about the various cuisines and formats even before visiting the



outlet offering the same through restaurant rating and discovery platforms and take an informed decision to visit a particular format. Based on their mood, accompanying group, time of the day, they take a conscious decision where they want to indulge. Indulgence is not only limited to eating-out but is picking up for dining-in as well. With delivery aggregators such as Zomato and Swiggy having multiple formats and brands associated with them, provide the consumer options to choose from.

Increasing availability of organized space leading to food services expansion

Food services has recently emerged as a key sector in driving the retail space and is a leading segment to increase footfalls within a mall or high-street. With intent to leverage on higher revenues generated by the segment, malls are leasing out prime floor spaces to bring new F&B brands within their fold. On an average, ~20-25% of the mall space is dedicated to food services outlets. By the end of FY 2023 an additional supply of 9.3 Mn. Sq. Ft. of mall space is expected to get added to the existing supply of ~75 Mn. Sq. Ft. in top 7 cities in India resulting in availability of an additional space of ~2 Mn. Sq. Ft. for expansion of Food Services play.

Continuing growth of e-commerce has resulted in B&M retailers rationalizing their store size. This has further made more space available for the food services players in organized retailing environment.

The concept of mall spaces dedicated completely to food services is also coming up. Some key examples being Epicuria, Cyber Hub and Sangam Courtyard in Delhi NCR.

Consistent growth of Indian and International brands

The vast untapped potential in the Indian market to cater to the needs of its growing population have encouraged the entry of key international players into the domestic food services sector. These brands are not only concentrating on Mega metros, Mini Metros and Tier I cities, but over the past 2-3 years, have established their presence in the Tier II and Tier III cities as well. With the highest number of organized players, currently the QSR formats dominate the chain market, followed by the CDR and Café formats. In the CDR segment, the market in Tier I & II cities had been well penetrated by some brands with lower APC operating in the Casual Dining space such as Moti Mahal and Sagar Ratna. However, in recent past brands with higher APC like Barbeque Nation have increased their presence in Tier II cities and beyond.

Key Cuisines Offered across Food Services Segments

The Indian diner is also becoming more experimental in his approach to food and is open to any and all options that deliver a great dining experience and value for money. This trend can be witnessed by the growth in market share of certain cuisines in the food services segment. North Indian, Chinese and South Indian contributed ~54% of the total market offerings and American, Pizza, Italian and other western cuisines contributed ~22% of the total offerings in FY 2019. Increase in the share of American cuisine and pizza can be attributed to the growth of QSRs and CDRs offering these cuisines. Furthermore, regional Indian cuisines and bakery and desserts are also gaining market share and are presently at ~3.5% and 6% respectively. To sum up, one can say that the cuisine options in India are evolving in terms of new tastes, origin and styles and will continue to do so in the coming years.

Chain Casual Dining Market Market Overview

The Chain Casual Dining market in India has been flourishing over the last few years. The Chain CDR segment represents the 2nd largest share in the chain food services market in India after QSR. It has also seen an evolution of sorts in the preceding years and now there are a few players generating revenue of more than INR 5 Bn. in this category. Exhaustive menus, quality food, high focus on presentation and the presence of specific cuisines or themes are all features of the CDR segment. For example, the Farzi Café blends molecular gastronomy and fusion with Indian concoctions in a lively atmosphere. On the other hand, the Barbeque Nation serves unlimited starters and buffet.

In FY 2020, the size of the Chain Casual Dining market is estimated at INR 134 Bn. The share of CDR market in the food services sector is expected to reach 31% in FY 2025, from the current 34% in FY 2020. However, the segment is expected grow at a healthy CAGR of 18% to reach INR 302 Bn. by FY 2025.

The Chain casual dining segment caters to the various needs of consumers by offering different service styles, cuisines, ambiance, price points such as Sagar Ratna & UBQ by Barbeque Nation having an APC of INR 200- 300 caters to the value seeking consumer whereas a Barbeque Nation, Mainland China with an APC of INR 775- 800 caters to the experiential consumer who would like to enjoy a sumptuous meal with great ambience. Also, outlets like Farzi Café (APC of INR 1,100-1,250) caters to consumers looking for experimenting with Indian food in a lively and eclectic environment

Cuisine Type Wise Market

North Indian cuisine contributes highest share 26.6% (INR 426 Bn) to the Indian Organized Food Services market followed by Chinese 19% (INR 304 Bn) and South Indian 7.7% (INR 123 Bn) cuisines. North Indian restaurants brands like Barbeque Nation, Moti Mahal, Pind Balluchi etc. are fuelling the growth of casual dine space. Due to their regularity among different restaurants formats, these cuisines have broad



appealing among consumers. Also, factors like young population, increase in working women population, disposable income are helping the growth of Indian Food Services market.

Sales Mix: Dine-in & Non-Dine-in: Paucity of time among the consumers residing in metros has fuelled the growth of delivery in these cities. Also, in FY2020 delivery services have gained traction primarily in office areas or residential complexes as evidenced by their increasing market share, currently at 35%. However, most consumers prefer to savour their meal experience, & dine-in is the preferred option at 54% in FY2020. This holds true for Chain CDRs in segments, which boasts of superior-quality interiors, variety of flavours and wide mix of food and beverage items. Due to COVID, dine in has been affected in FY 2021, and trend of Delivery and Takeaway has increased, but things are expected to get back close to normalcy post vaccination & reduction in Covid cases. Though there is expected to be a traction towards Organised food services for Quality & Hygiene reasons. With respect to weekday and weekend sales, most of the CDRs register higher sale during the weekends as compared to weekdays. Whereas, based on the timeslots, lunch and dinner contribute to 80-81% of the overall sales. The share of Lunch sales ranges between 37-39% during the weekdays and 42-44% during weekends. As a trend the lunch sales is lower than the dinner sales across most CDR formats. However, brands like Barbeque Nation have higher proportion of the total revenues from weekday sales and lunch covers as compared to the industry average.

Chain Casual Dining Market: Key Trends

Varied Offerings and Shifting Consumer Need to Drive CDR Market

The Chain CDR segment based on its varied cuisine offerings along with higher APC, has more chances of a faster growth as compared to other food services segments such as FDR, PBCL and even to the extent QSRs which primarily offer American cuisine based on burgers and pizzas. QSRs have a price and volume advantage over CDRs. However, the same is anticipated to undergo changes in the coming years based on shifting consumer habits, higher disposable income, increasing experimentation and urge to try new different things.

The experimental Indian consumer is becoming increasingly demanding and gets bored with one type of restaurant/ concept/ food very fast and is continually looking for different options and newer concepts. This very nature of the consumer has reduced the life of a restaurant to 7-8 years presently from 10-12 years a decade back. To cater to this changing ecosystem, the brands have to continuously offer something different to keep on calling back consumers again and again. Brands like Pizza Hut, Barbeque Nation, Mainland China etc. keep on organizing different themes & in-store food festivals and add new products in the menu to keep the consumer loyal to the brand.

Multiple Brands vs. Single Brand

Going forward, the brands operating in the Chain CDR segment are continuously introducing newer concepts based on ambience and food offerings. These brands are just not limiting to a single brand or format and are venturing into different formats such as QSR, PBCL etc. Companies like Massive Restaurants, Impresario Hospitality and Specialty Restaurants not only have different brands in the same formats but are also venturing into different formats.

Streamlined Standard Operating Procedures

With high focus on craftsmanship and fresh produce, the very format of Chain CDR with limited usage of standardized products in the ready to cook/ eat food, restricts the fast scalability of this format along with expansion in smaller cities. Brands like Pizza Hut have been able to penetrate the Tier II market due to its robust supply chain and central commissary. However, CDR brands can also expand at a faster pace without the backing of centralized commissary and supply chain, brands such as Barbeque Nation, Moti Mahal have developed strong SOPs for every aspect of their business and ensure that all their franchisee follow the guidelines properly. The usage of SOPs clubbed along with strong training and monitoring system has helped Moti Mahal to expand fast in Tier II cities.

Efficiency Staff Development Initiatives

Also, it would be very important for the brands to communicate the same to its staff through regular training programme. Taking cue from the international brands such as Domino's, Pizza Hut, McDonald's etc., most of the home grown brands in India have started investing in various training programmes for their staff at regular intervals e.g. Barbeque Nation, one of the biggest chain in the CDR segment, has in-house training centers for its chefs, where each chef is trained prior to joining his/ her outlet and the centers also becomes the hubs for innovation and developing new recipes. These training programmes by brands are also helping in reducing the attrition rate and attracting new talent.

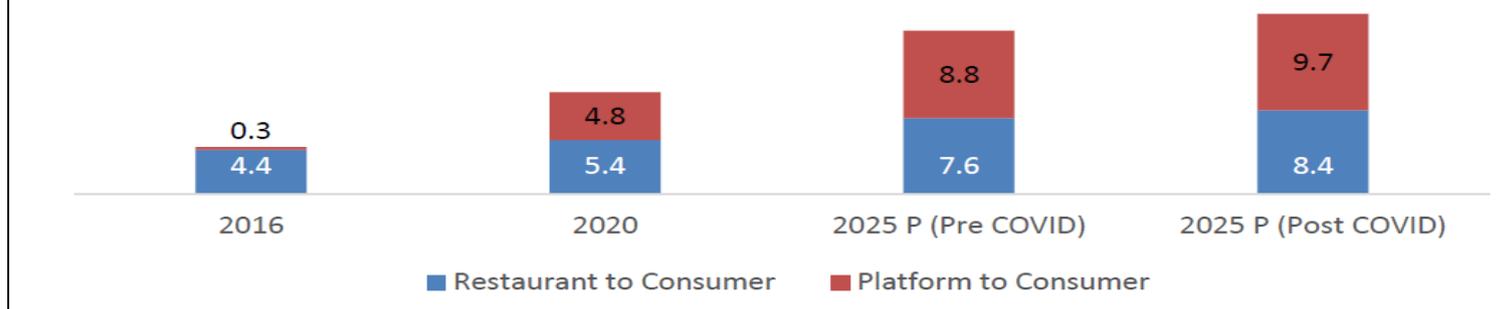
Key Trends Influencing the Food Services Market

Continuing Growth of Online Food Delivery and Food Tech

The online food delivery market is segmented into two business models with different delivery methods: Restaurant to Consumer Delivery: Meals ordered online through a restaurant website and directly delivered by the restaurant e.g. Domino's, McDonald's etc. Platform to Consumer Delivery: Online meal order and delivery both carried by a platform e.g. Zomato, Swiggy etc.

Busy lifestyle, rising smartphone users, growing disposable income will continue to drive the growth of Indian Food space. Internet in India had a reach over 627 million users in FY 2019 & it has reached to 697 million in FY 2020. Smartphone penetration is also growing at a similar pace, with the user base estimated to have reached 408 million by FY 2019 and projected to over 500+ million in FY 2020.

Online Food Delivery Market in India in FY 2020 (US \$ Bn)



The overall food delivery market in India is expected to grow at a CAGR of 12.2% to reach US\$ 18.1 Bn by FY 2025 from US\$ 10.2 Bn in FY 2020. Overall food delivery market in India was US\$ 4.7 Bn in FY 2016 and has grown at a CAGR of 21.4% between FY 2016 and FY 2020,

In the overall food delivery market, the delivery through Platform to Consumer is at US\$ 4.8Bn in FY 2020. Delivery through Platform to Consumer has registered a CAGR of 100% between FY 2016 and FY 2020 and is expected to grow at a CAGR of 15.1% to reach US\$ 9.7 Bn by FY 2025,

The delivery through Restaurant to Consumer is at US\$ 5.4 Bn in FY 2020. Delivery through Restaurant to Consumer has registered a CAGR of 5% between FY 2016 and FY 2020 and is expected to grow at a CAGR of 9.2% to reach US\$ 8.4 Bn by FY 2025,

Pre COVID, the growth of "Platform to Consumer" between 2020 and 2025 was estimated to be 13% but due to COVID, the projected growth rate has increased to 15.1%. This is primarily due to people's preference for delivery over dine-in during COVID time,

Similarly, pre COVID, the growth of "Restaurant to Consumer" between FY 2020 - FY 2025 was estimated to be 7% but due to COVID now it has increased to 9.2%. The primary reason for this increased growth is due to increased focus of the restaurants on hygienic and safe delivery. The restaurants have taken a lot of initiatives to ensure safe delivery, which motivated a lot of consumers to order directly from restaurants websites / app,

Growing user base of smartphone in India is allowing online food delivery platforms to capture market by offerings a wide range of food products. The rise of digital technology is shaping the online delivery market in India which is further helping the restaurants to improve their topline,

Food Discovery/Restaurant Search: Earlier food enthusiasts had to wait for annual food guides and eating out directories of restaurants. These publications had expert reviews, opinions, and vital information to dine in the city. Now, these directories, expert reviews and opinions are made available by food discovery or restaurant search players on just a few clicks, a feat attained by food discovery players. Post COVID, role of food discovery/restaurant search is expected to grow. People have now become extremely cautious about the safety and hygiene of the restaurants, and try to find reviews regarding restaurant hygiene before visiting. Role of influencers has also increased now on food discovery apps, as people now take their consideration regarding hygiene and safety norms being followed in the restaurants.

Table Reservation: Of late it has become common for Casual & fine dining restaurants to offer table reservations to their clients. In fact, this service has become an integral part of a restaurant's operation. With this service, outlets can estimate demand more accurately and improve on sourcing & staffing and can manage costs more efficiently. It is beneficial to a customer as reservation will guarantee one's table at the time and place planned, and likely to receive better service at the outlet as details like time of arrival, no of persons etc. will be shared with the outlet in advance.

During the initial months of lockdown, as the restaurants were closed, hence there were no table reservations. Apps/websites offering table reservation features had to lay off staff to save cash and survive the pandemic. These apps also started coming with innovative ideas to have cash flow during lockdown, for example EazyDiner launched pre-paid dining vouchers which could be redeemed anytime until Dec 2020, this was an initiative of Eazydiner to support closed restaurants.

Cloud Kitchens: Cloud kitchens are emerging as alternative channel for food delivery. In 2015, the food tech space went through a period of disruption. Due to significant rise in the awareness of healthy eating among consumers, the healthy food offerings-based restaurants are gaining traction among consumers. Urban markets are expected to see a continuing emphasis on health and wellness. Indeed, as consumer health-awareness becomes more sophisticated, especially amongst younger demographics, brands targeting health issues are expected to become more refined, focusing on particular conditions and nutritional requirements. Given the high rental and capex required for dine-in



restaurants, the space for delivery-only kitchens is bound to increase, which can give better quality meals at more affordable prices to customers – all in the convenience of customers’ homes and offices. Due to time scarcity, Time, speed and convenience are going to matter more than ever and that is going to lead to the growth of delivery-only kitchen models. Some of the players who are into cloud kitchens are Faasos, FreshMenu, Biryani by Kilo etc.

COVID Impact on Ordering & Delivery

COVID has caused the CDR & QSR chains to move to digital platforms for ordering food. Several chain restaurants already had apps and websites for online food ordering, and those who earlier did not have apps/websites, have launched new apps/websites in the last few months. Moreover, most of these brands have started dine-in through digitization/app to develop contactless dining. Now customers have an option of ordering and making payment through app only. Brands are noticing the major traffic of online ordering coming through their mobile application. The demand for online delivery is significantly driven by food aggregator platforms like Zomato, Swiggy, etc. These aggregators offer deep discounts and offers to increase the order density. This has helped the restaurants in increasing their reach and has positively impacted the sales. However, the discounts offered by the aggregators are putting pressure on the overall profitability of these restaurants. During COVID, key aggregator platforms such as Zomato, Swiggy etc., played an important role in delivering food and helping the food services industry survive. Delivery was started in a number of locations in the country in April, and since then Zomato, Swiggy came into play. Casual Dining restaurants were primarily built for ‘Dine in experience’ but as situation demanded, most of the chain CDR also started delivery. This helped them in restarting their business in initial few months of lockdown. As restaurants started opening during July-Aug 2020, sales started rising. Players such as Barbeque Nation started delivery apart from dine-in buffet which provided additional revenue stream. Also, ‘Barbeque in a Box’ initiative led to channelising the delivery-takeaway space.

Hygiene and Safety Concerns

COVID has changed eating habits of people to a very large extent. People have now become concerned about hygiene and safety issues. This change in habit of people is bound to stay post COVID. When things will go back to normal, there will be an increased demand for safe, hygienic and clean places for eating out. Organised formats like ACDR and QSR chains are well equipped to cater to the demand of safe and hygienic places and are estimated to grow in near future.

Market share shift from unorganized market to organized market

Due to COVID, behaviour of consumers has changed regarding hygiene and safety standards of the restaurants. Now consumers prefer a place with hygienic kitchen and seating area, with all safety procedures being followed. While organized market had this capability of maintaining clean & hygienic kitchen and dining area, the unorganized sector lacked it, hence unorganized sector took worst hit during lockdown. When things will move towards a new normal, a section of the customer base will again move back to unorganized sector, however there will be a section of customer base of the unorganized market that will move to the organized market due to change in preferences toward hygiene and safety.

Thus, there will be a gap created by unorganized market and share of organized market in the total food services will increase more rapidly in comparison to Pre COVID estimates. Moreover, in the organized sector, QSR and ACDR are the formats which have the capabilities to fill the gap created by unorganized market.

Social Media & Tech-savvy Consumers

The trend of greater technology usage by consumers has led food services players to adopt new and diverse technologies as a means of enhancing their customers’ experience and thereby establishing a unique brand identity and leveraging brand loyalty. With the growth of the social media phenomenon empowering consumers and informing their choices, various players have established a presence on social media platforms as Facebook and Twitter. They have also developed exclusive mobile applications to connect with customers and adopted tools as Radian 6 and Meltwater Buzz, which allow for social media monitoring, engagement with existing customers, and promotion of the brand among target consumers.

Key Concerns:

- The outbreak of the 2019 novel coronavirus (“COVID-19”) pandemic, as well as GoI measures to reduce the spread of COVID-19, have had a substantial impact on restaurant operations and the timing of how long the COVID- 19 pandemic and the related GoI measures will last is still uncertain.
- Deterioration in the performance of, or relationships with, third-party delivery aggregators, may adversely affect the business, results of operations and financial condition.
- If BNHL is unable to implement growth strategy successfully including in relation to selecting cities and locations for its new restaurants its results of operations and financial condition may be adversely affected.
- Some of the Promoters and Directors operate or control entities engaged in a similar line of business as BNHL’s, which may lead to competition with these entities and could potentially result in a loss of business opportunity for the Company.

- New restaurants may not be profitable or perform as planned and could also adversely impact sales in its existing restaurants, which could adversely affect the business, results of operations and financial condition.
- If BNHL is unable to continue to build the Barbeque Nation brand or the Toscano brand, its business, reputation and results of operations may be adversely affected.
- BNHL's erstwhile subsidiary, PGPL, which operated Johnny Rockets restaurants had incurred losses. Its experience with Johnny Rockets restaurants may influence decision of other global brands to partner with it.
- Despite an increase in the number of Barbeque Nation Restaurants and growth in consolidated revenues, BNHL has incurred losses in some of the recent fiscals.
- If BNHL is unable to identify and obtain suitable locations for its new restaurants this may result in lower footfalls and table turn rates which would adversely affect its anticipated growth in business.
- BNHL has not been and may continue to not be in compliance with certain covenants under some of its loan agreements and if the relevant lenders were to call an event of default, such an event may adversely affect the business, results of operations and financial conditions.
- If there is an outbreak of an epidemic or disease affecting supply chains, BNHL's business, financial condition and results of operations may be adversely affected.
- If BNHL is unable to accurately estimate the demand for its offerings, its business, financial condition and results of operation may be adversely affected.
- If BNHL is unable to regularly offer new dishes on its menu or if it fails to respond to changes in consumer tastes and preferences in a timely manner, its business and results of operations would be adversely affected.
- If BNHL is unable to foresee or respond effectively to significant competition its business, results of operations and financial condition could be adversely affected.
- BNHL depends on third parties for a major portion of its transportation needs. Any disruptions may adversely affect its operations, business and financial condition.
- BNHL's business may be affected by seasonality.
- If BNHL is unable to maintain consistent same restaurant sales growth, its results of operations may be adversely affected.
- If BNHL is unable to maintain its high food quality standards it may lead to negative publicity which may adversely affect the reputation, business and results of operations.
- Any failure to maintain effective quality control systems or protocols for BNHL's supply chain or restaurants could have a material adverse effect on the business, reputation, results of operations and financial condition.
- Marketing and advertising campaigns may not be successful in increasing the popularity of BNHLs brands. If its marketing initiatives are not effective, this may adversely affect the business.
- BNHL has obtained and applied for registration of several trademarks including its corporate logo in its name. Until such registrations are granted, it may not be able to prevent unauthorised use of such trademarks by third parties, which may lead to the dilution of its goodwill.
- If BNHL is unable to acquire quality raw materials, ingredients or other necessary supplies and services in a timely manner or if it fails to pass on inflation in food costs to its guests, its business, results of operations and financial condition may be adversely affected.
- If BNHL is unable to manage and run its back-end operations efficiently, including at the commissaries for its Barbeque Nation Restaurants, its business and result of operations would be adversely affected.

Barbeque Nation Hospitality Limited

- BNHL may be unable to attract and retain sufficient qualified and trained staff in all or any of its restaurants which may adversely affect the business.
- BNHL generated a significant portion of its business from Barbeque Nation Restaurants in three cities (Delhi NCR, Mumbai and Bengaluru) alone making it susceptible to economic and other trends and developments in these cities.
- BNHL and certain of its Subsidiaries and Group Entities have incurred losses during recent fiscal years.
- If BNHL is not able to successfully develop and integrate any future brand acquisitions, it could have a material adverse effect on the business, financial condition, results of operations and prospects.
- BNHL occupy some of the premises used for its restaurants by way of a license, and not by way of a lease. Unlike a lease, a license does not provide an interest in the property and if the owner terminates the license, it may lose possession of the premises, which may adversely affect the operations.
- Some of BNHL's loan agreements contain restrictive covenants which may adversely affect the business, results of operations and financial conditions.
- If BNHL is unable to comply with health, safety and environment laws in India and markets outside India where it operates, its business and results of operations could be adversely affected.
- If BNHL is unable to protect its credit card or debit card data or any data related to any other electronic mode of payment, or any other personal information that it collect, its reputation could be significantly harmed.
- Any increase in BNHL's employee costs may adversely affect the margins and results Current restaurant locations may become unattractive.
- BNHL have significant power requirements for continuous running of operations and business. Any disruption to its operations on account of interruption in power supply or any irregular or significant hike in power tariffs may have an adverse effect on the business, results of operations and financial condition.
- General and industry-specific economic fluctuations could adversely affect BNHL's business, financial condition, results of operations and prospects.
- BNHL uses of imported ingredients and other raw materials and equipment exposes it to the risk of the imposition or increase of tariffs, duties and other levies.
- Any downgrading of BNHL's credit rating by a domestic or international credit rating agency may increase interest rates for its future borrowings, which would increase its cost of borrowings, and adversely affect the ability to borrow on a competitive basis.
- The GoI has implemented a new national tax regime by imposing GST. Any future increases or adverse amendments to GST may adversely affect the overall tax efficiency of the Company
- Business is substantially affected by prevailing economic, political and other prevailing conditions in India and abroad.
- Fluctuation in the exchange rate between the Indian Rupee and foreign currencies may have an adverse effect on the value of BNHL's Equity Shares, independent of its operating results

Profit & Loss

Particulars (Rs n million)	8MFY21	FY20	FY19	FY18
Revenue from Operations	2010.0	8469.7	7390.2	5863.4
Other Income	356.1	38.2	35.3	41.1
Total Income	2366.1	8507.9	7425.4	5904.5
Total Expenditure	2240.2	6827.6	5931.5	4500.8
Cost of food and beverages consumed	764.3	2922.0	2476.3	1978.4
Employee benefits expenses	712.7	1975.1	1679.8	1256.9
Other operating expenses	763.2	1930.5	1775.5	1265.5
PBIDT	125.9	1680.4	1493.9	1403.7

Barbeque Nation Hospitality Limited

Interest	591.4	755.9	564.0	535.7
PBDT	-465.4	924.5	929.9	868.0
Depreciation, amortization and impairment expense	820.2	1339.6	895.4	702.7
PBT	-1285.6	-415.2	34.5	165.3
Exceptional items	-20.7	-163.8	102.7	-26.3
Tax (incl. DT & FBT)	-258.5	77.9	143.8	123.8
Net Current Tax	0.0	49.4	184.4	154.5
Deferred Tax	-258.5	-56.6	-40.6	-30.6
Deferred tax impact on account of change in effective tax rate	0.0	85.2	0.0	0.0
Profit/(loss) after tax from continuing operations, as restated	-1006.5	-329.3	-212.0	67.8
Loss from discontinued operations	0.0	0.0	-226.7	-125.8
Tax benefit / (expense) of discontinued operations	0.0	0.0	54.9	0.0
Profit/(loss) for the year / period,	-1006.5	-329.3	-383.9	-58.0
EPS (Rs.)	-36.0	-11.8	-13.7	-2.1
Equity	140.0	140.0	139.9	138.0
Face Value	5.0	5.0	5.0	5.0
OPM (%)	-11.4	19.4	19.7	23.2
PATM (%)	-50.1	-3.9	-5.2	-1.0

(Source:RHP)

Balance Sheet

Particulars (Rs in million)	8MFY21	FY20	FY19	FY18
Assets				
Non-current assets				
Property, plant and equipment	3033.8	3321.9	3032.4	2247.5
Right-of-use assets	3734.6	4014.7	3546.3	2939.2
Capital work-in-progress	50.8	108.9	158.9	185.2
Goodwill	723.0	723.0	189.7	230.0
Other intangible assets	55.9	67.3	54.9	62.0
Financial assets				
Loans	303.6	289.2	232.4	212.1
Other financial assets	13.2	21.6	15.3	11.6
Deferred tax assets (net)	534.6	277.9	304.5	262.2
Other non-current assets	49.9	57.2	33.3	172.6
Total non-current assets	8499.3	8881.7	7567.6	6322.2
Current assets				
Financial assets				
Inventories	158.6	149.3	192.7	189.8
Trade receivables	41.0	21.5	49.0	56.0
Cash and cash equivalents	76.7	147.0	119.8	436.2
Other financial assets	16.4	41.9	10.1	3.0
Other current assets	293.8	313.3	251.7	224.4
Total current assets	586.6	672.9	623.3	909.4
Total assets	9085.9	9554.6	8190.9	7231.6
Equity and Liabilities				
Equity				
Share capital	140.0	140.0	139.9	138.0
Other equity	-289.2	-80.8	1176.4	1311.9
Equity attributable to equity holders of the Company	-149.2	59.2	1316.3	1449.9
Non-controlling interests	33.0	52.3	0.0	0.0
Total equity	-116.2	111.5	1316.3	1449.9
Liabilities				
Non-current liabilities				
Financial liabilities				
Borrowings	1355.1	1650.6	1093.0	854.4

Barbeque Nation Hospitality Limited

Lease liability	4073.6	4328.0	3621.9	3013.2
Other financial liabilities	0.0	674.3	0.0	0.0
Provisions	85.6	85.3	114.1	87.3
Other non-current liabilities	0.0	0.0	0.0	1.7
Total non-current liabilities	5514.3	6738.2	4828.9	3956.5
Current liabilities				
Financial liabilities				
Borrowings	378.3	414.7	157.1	185.1
Lease liability	502.2	487.7	577.8	494.2
Trade payables				
<i>total outstanding dues of micro enterprises and small enterprises</i>	27.5	8.7	1.0	0.0
<i>total outstanding dues of creditors other than micro enterprises</i>	1576.5	1116.5	767.3	673.3
Other financial liabilities	905.3	488.5	389.3	320.4
Other current liabilities	218.0	115.6	79.9	66.8
Provisions	55.5	62.7	33.5	32.3
Current tax liabilities (Net)	24.3	10.6	39.7	53.1
Total current liabilities	3687.8	2704.9	2045.6	1825.2
Total equity and liabilities	9085.9	9554.6	8190.9	7231.6

(Source:RHP)

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