



SPECIALITY  
RESTAURANTS LTD.

September 2013



# Disclaimer

*Statements made in this Presentation describing the Company's objectives, projections, estimate, expectations may be "Forward-looking statements" within the meaning of applicable securities laws & regulations. Actual results could differ from those expressed or implied. Important factors that could make a difference to the Company's operations include economic conditions affecting demand supply and price conditions in the domestic & overseas markets in which the company operates, changes in the government regulations, tax laws & other statutes & other incidental factors.*



# FY 2013-14 Thus far

## Macro Themes

- Inflation impacting Discretionary Spending
- GDP Growth Slipping
- High Interest Rate Regime

## Industry Themes

- Decline of over 20% in the fine dining market in major cities in India - ASSOCHAM
- Long Term Potential remains intact

## How we fared ?

- 100 restaurants and confectionaries as on 2<sup>nd</sup> September, 2013
- Mainland China remains the flagship brand contributing to 59% of revenues for Q1 FY14
- Expansion plans on track while Price hikes implemented since end of August 2013.
- Despite macro headwinds, opened 7 restaurants in H1 FY14 (FY14 target - 15 restaurants)
- Focus on operational efficiencies through innovative means such as inclusion of smaller portions in the Menu along with existing larger portions.

# Our Competitive Strengths



**Loyal  
Customer Base**



**Brand  
Leadership**



**Strong  
Management Team**










**Operational  
Leverage**



**Established  
Presence at higher  
end of Value Chain**

# Our Brand Playbook

Core Brands	Particulars
	<ul style="list-style-type: none"> <li>• Menu features authentic Chinese cuisine embracing the principle of “harmony in contrast,” which stems from the Chinese concept of yin and yang</li> </ul>
	<ul style="list-style-type: none"> <li>• Erstwhile Only Fish, was rebranded as Oh! Calcutta</li> <li>• Menu features dishes from Kolkata, created through research in libraries and old British colonial clubs</li> <li>• Ambience: resembles a British colonial club in Kolkata</li> </ul>
	<ul style="list-style-type: none"> <li>• A new concept of dining and a recent addition to the group’s core brand portfolio, inspired by changing taste-buds</li> <li>• The menu features a melange of fresh, grilled flavours from all around the globe</li> </ul>
Other Brands	Particulars
	<ul style="list-style-type: none"> <li>• A new concept of providing fine dining experience through Outdoor Catering Service</li> <li>• Customizes Gourmet cuisine from leading brands in the country under one roof at the customers preferred location</li> </ul>
	<ul style="list-style-type: none"> <li>• Sweet Confectionary</li> </ul>
	<ul style="list-style-type: none"> <li>• Serves Modern Chinese cuisine ideal for guests on-the-go</li> </ul>
	<ul style="list-style-type: none"> <li>• An all-day casual dining format serving continental dishes with Mediterranean, Moroccan, East Asian and Italian flavours.</li> </ul>

# Widespread Presence



Brand	Total **	Cities
Mainland China	50	25 cities in India and one in Dhaka, Bangladesh
Oh! Calcutta	9	Mumbai, Kolkata, Delhi, Pune, Bengaluru and one in Dhaka, Bangladesh
Sigree – Global Grill	7	Pune, Chennai, Kolkata, Mumbai and Hyderabad
Haka	3	Kolkata and Bhubaneswar
Machaan	6	Mumbai, Kolkata, Guwahati, Nashik, Surat & Howrah
Flame & Grill	7	Bengaluru, Hyderabad, Nashik, Ludhiana, Aurangabad and Kolkata
Kix	1	Kolkata
Kibbeh	1	Hyderabad
Shack	1	Kolkata
Mezzuna	1	Pune
<b>Sub-total</b>	<b>85</b>	
Sweet Bengal confectionary	14	Mumbai
<b>Total</b>	<b>99</b>	

62 Company owned and operated restaurants, 23\* Franchisee\*\*\* and 14 confectionary outlets spread across 25 cities in India and one city in Bangladesh

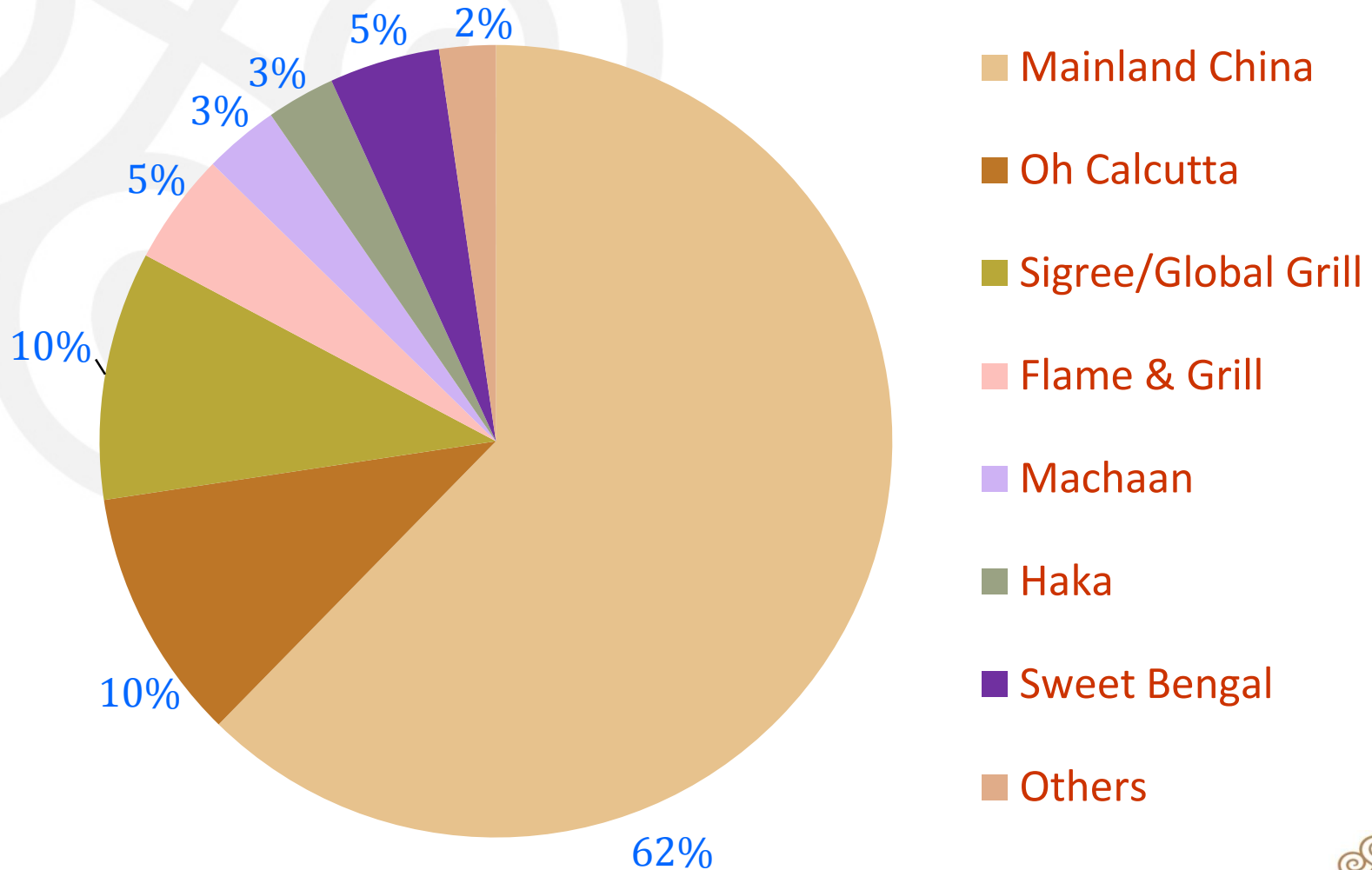
\* This includes franchisee restaurants located in Dhaka, Bangladesh; \*\* Data as on June 30<sup>th</sup>, 2013

\*\*\* Franchisee Restaurant: Franchisee Owned, Company operated restaurant



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# Brandwise contribution to revenues for FY 12-13



# Strategic Direction FY 13-14

## 1. LEVERAGE OUR STRENGTHS

- Focus on Flagship Brands
- Innovate our Offerings without diluting or compromising on Quality

## 2. BRAND ADDITIONS

- Mezzuna
- Sigree - Global Grill

## 3. FOCUS ON SWEATING OF ASSETS

- Presence across Value Chain
- Mobi-Feast
- Hopipolla

## 4. ENHANCE OPERATIONAL EFFICIENCIES

- Enhance Employee Skills
- Backend Cost Controls

## 5. ENLARGE OUR PRESENCE

- Expand in New Locations within India
- International Forays







# 1. LEVERAGE OUR STRENGTHS

Mainland China and Oh! Calcutta

# MAINLAND CHINA



# MAINLAND CHINA

## Leverage the equity of Mainland China

- Leverage the brand equity enjoyed by *Mainland China* brand by expanding in new locations in Metro and Tier 1 cities
- Selectively undertake expansion plans in line with Macroeconomic Developments

## Expansion Plans

- Plan to expand new restaurant formats such as Combos and Multi brands
- Include snack menu and keep restaurants open through the day in Malls – Increase Cover Turnover



# MAINLAND CHINA

## Focus on COCO Model for Expansion

- Cost Curve – 120 days to launch and 6 months thereafter to breakeven
- Focus on COCO model for expansion combined with FOCO model opportunistically

## Innovative Offerings

- Smaller Portion Size Meals in addition to existing Large Portion Menu based on Research conducted
- Saves Costs and Generates higher Revenues











# Oh! Calcutta

- Recreating the magic of the flavours of a great city where nostalgia and taste melts together on the palate
- The brand caters to ever growing demand of the discerning Indian Guest to venture out beyond the Tandoori Chicken and Makhani Daal.



Oh! Calcutta













## 2. BRAND ADDITIONS

Mezzuna and Sigree - Global Grill

# MEZZUNA

ALL DAY BAR AND KITCHEN





- All day bar and restaurant, serving International cuisine, was launched in April 2013.
- The trend of this young TG (19 – 26 years) with high disposable income is “chilling – spending time in an informal vibrant setting” - drinking out with friends and having finger food.
- Consultants/ Chefs from Europe and recruitments from Best Hotels/Restaurants in India

# MEZZUNA

ALL DAY BAR AND KITCHEN

- All day casual dining - Higher Cover turnover as timing is longer (open between 9 am to 12 midnight)
- Cuisines encompassing Mediterranean, Moroccan, East Asian, Continental, Spanish, Mexican and Italian flavours with a fantastic range of liquor which is of prime importance.











sigree

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GLOBAL GRILL



- A new concept of dining and latest addition to the group portfolio serving a melange of fresh, grilled flavours from all around the globe like Mediterranean, Oriental, Spanish, Mexican and Indian cuisine.
- Live grills on each table - Unlimited starters that sizzle and grill on each table.
- Display kitchen and interactive cooking, enhanced by the thrilling and skillful display by master chefs. Dramatic ambience of fresh ingredients and exciting culinary styles.











# 3. FOCUS ON SWEATING OF ASSETS

Mobifeast, Hoppipola and QSRs

# Mobifeast

- Build presence across the value chain
- Cater unique food offering from the kitchens of the leading brands in the country under one roof
- Operate through the Central Food Processing Unit at Sankrail near Howrah
- The business model involves no major fixed costs while deploys idle resources resulting in only incremental costs

# Hoppipola

- All day Bar offering Contemporary food including regular nibbles and finger food
- No rental costs as it operates from vacant terraces at existing Company's locations
- Marketing through the Social Media route targeting age group of 18-24

# QSR Initiatives

- Offers gourmet cuisine delivered at the door step
- Utilize existing resources and expertise of providing high quality food
- Tie up for Logistics Management and Delivery





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# 4. OPERATIONAL EFFICIENCIES

# Operational Efficiencies

- Trimming work force and training employees to be multifaceted to enhance productivity
- Synergies on the floor to save time
- Re-negotiation of Rentals to ensure profitability given the strong brand equity enjoyed by the Company



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# 5. ENLARGE OUR PRESENCE

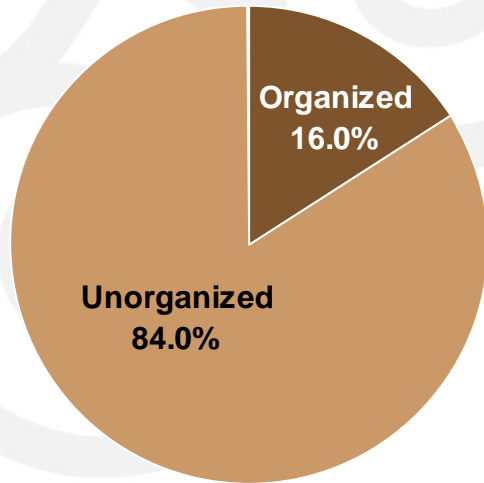
# Enlarge our presence

- International Forays
- Selective expansion in Different locations in India

# Industry potential

## Market segments and growth projection – Organised Segment

2010



Total Industry: Rs 4,30,000 mn (Rs 430 bn.)

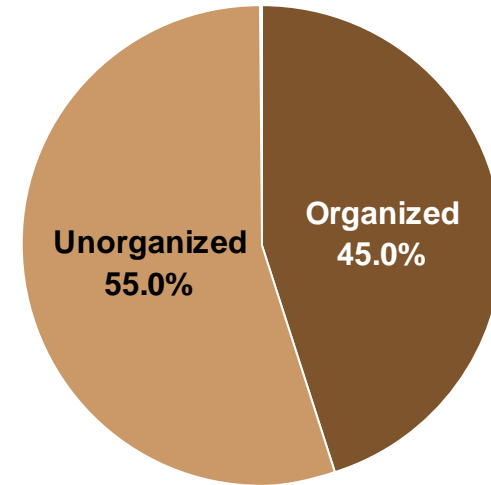
CAGR: 8%

Organized Segment: Rs 69,000 mn  
(Rs 70 bn.)

CAGR: 30-32%

Organized Segment: over 3,000 outlets

2015\*

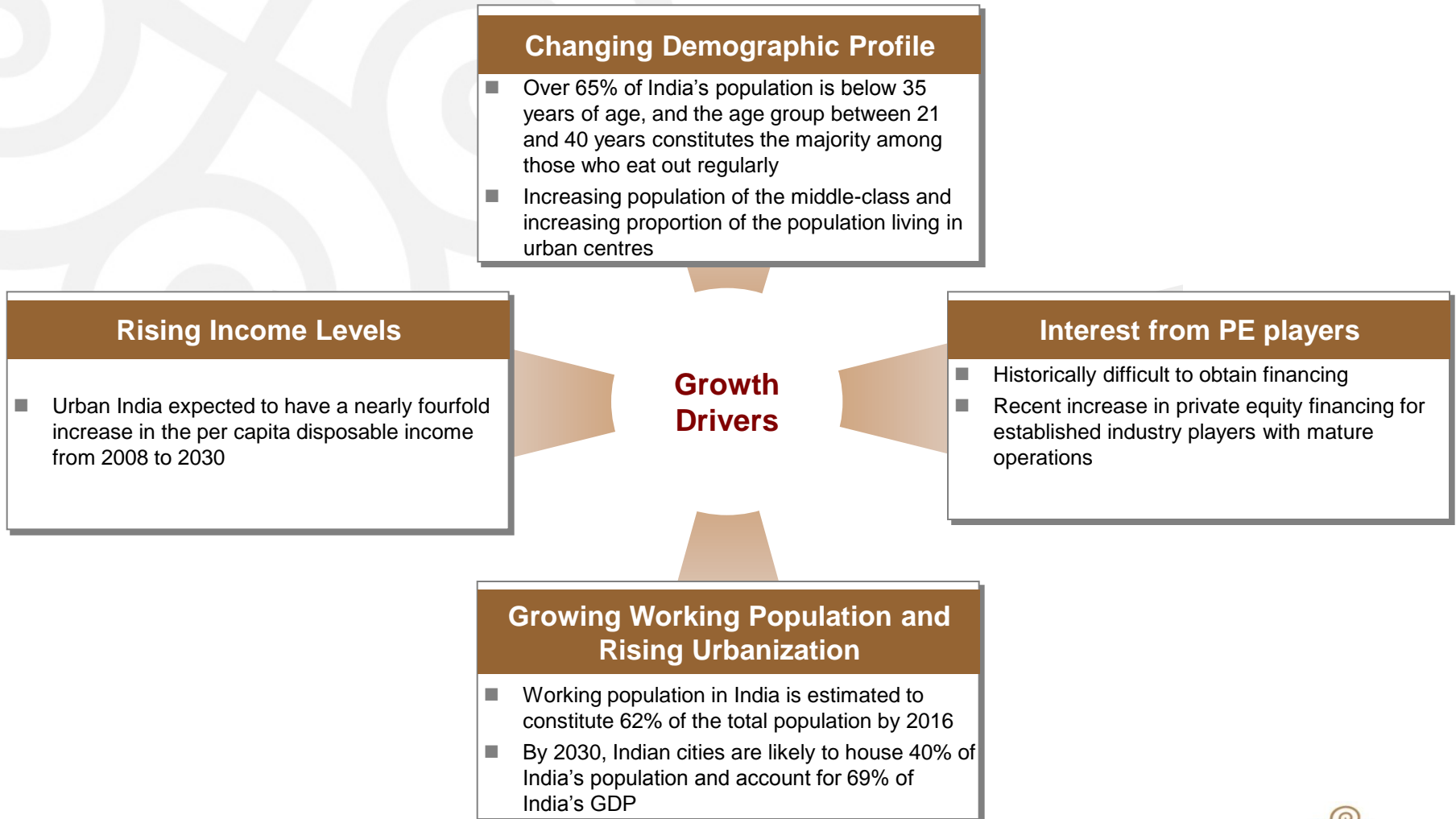


Total Industry: Rs 6,25,000 mn (Rs 625 bn.)

Organized Segment: ~Rs 2,80,000 mn.  
(Rs 280 bn.)



# Industry potential



Source : Technopak Report 2009; India Retail Report 2009; NRAI Report 2010; McKinsey Report 2010



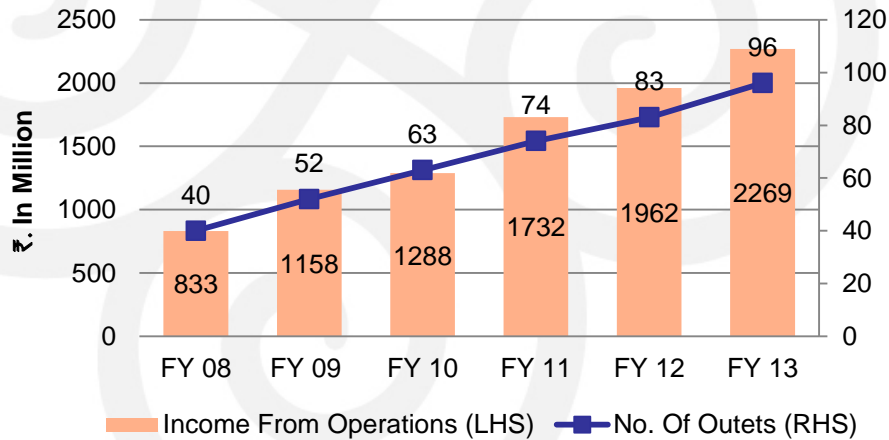
# Financial Overview

₹. In Million

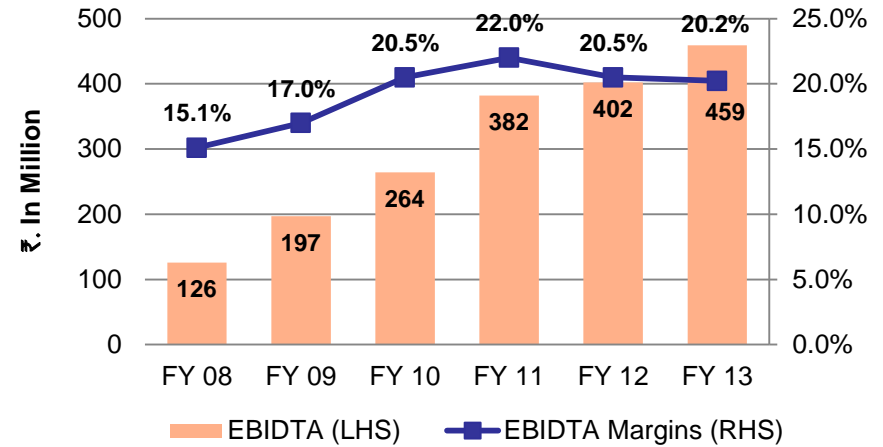
Sr.No	Particulars	For the Quarter Ended on		FY 2013	FY 2012
		30.6.2013	31.3.2013	(Audited)	(Audited)
<b>1</b>	<b>Income from operations</b>				
	(a) Net Sales	567	544	2,148	1,878
	(b) Other operating income	36	40	121	84
	Total Income from operations	602	585	2,269	1,962
<b>2</b>	<b>Expenses</b>				
	(a) Cost of materials consumed	166	154	610	510
	(b) Employee benefits expense	145	132	513	423
	(c) Depreciation and amortisation expense	40	44	149	129
	(d) Lease Rent	93	85	337	291
	(e) Other expenses	120	129	443	363
	<b>Total Expenses</b>	<b>564</b>	<b>544</b>	<b>2,051</b>	<b>1,716</b>
	<b>Profit from operations before other income and finance costs (1-2)</b>	<b>38</b>	<b>41</b>	<b>218</b>	<b>246</b>
3	Other income	26	26	92	27
4	Profit from ordinary activities before finance costs (3 + 4)	64	67	310	274
5	Finance costs	0	0	5	27
6	Profit from ordinary activities before tax (5 - 6)	64	67	305	247
7	Tax expense	17	13	71	74
8	<b>Net Profit after tax (7 - 8)</b>	<b>48</b>	<b>53</b>	<b>234</b>	<b>173</b>

# Select Financials

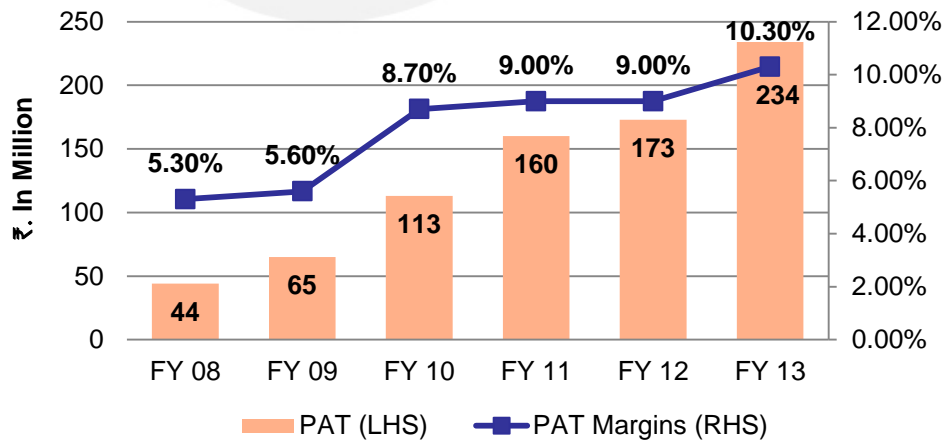
## Income From Operations and Outlets



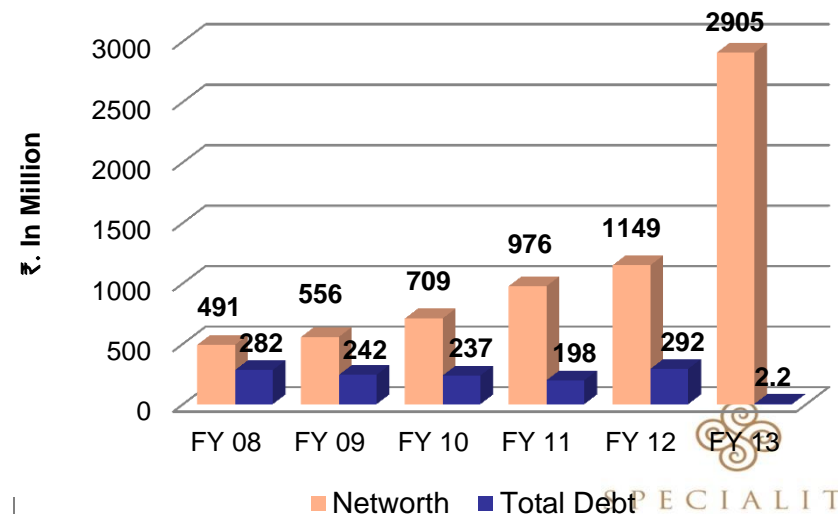
## EBITDA and EBITDA Margins



## PAT and PAT Margins



## Net worth and Total Debt



No. of Restaurants & Confectionaries as of March 2013

EBITDA: Earnings before interest, tax, depreciation and amortization



# Balance Sheet Highlights FY 2013

- Cash and Cash Equivalents

₹ 98.03

- Total Fixed Assets

₹ 1,021.09

- Total Current Assets

₹1,678.86

- Total Debt

₹ 1.01

₹ In Million ; Figures as on March 31<sup>st</sup> , 2013



# Financial Highlights For Q1 FY 2014

## Sales

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- Good Traction due to Maturity of new stores opened
- Addition of new stores during the quarter

## Expenses

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- Front-end cost of the new restaurants which get charged off to the profit and loss account
- Headwinds in the economy and higher time to break even
- Delay in Price Hikes ( implemented from August 2013)

## EBITDA

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- Cost Pressures

## Profit after Tax

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- Treasury Income Impact
- Helped by good sales traction

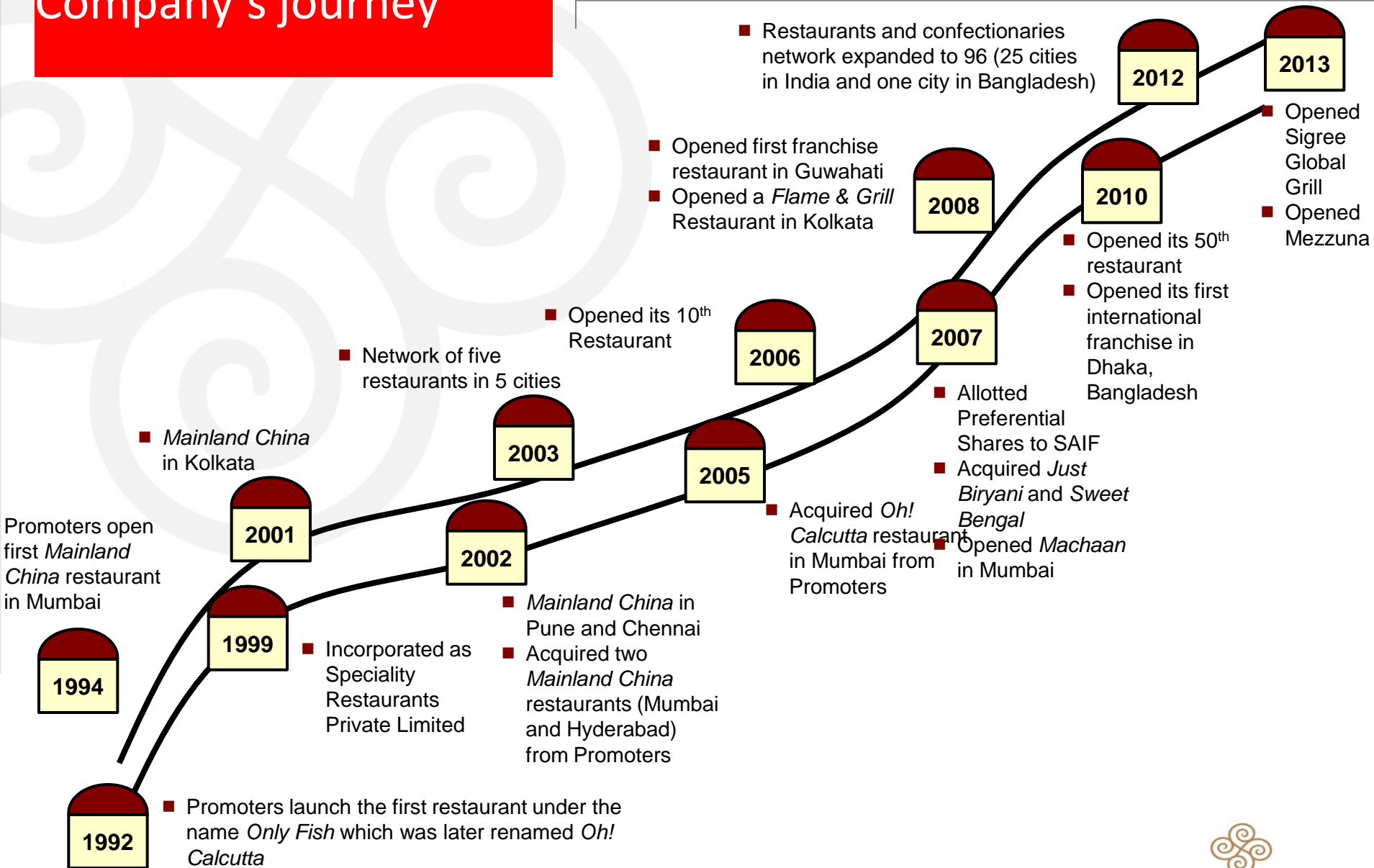




# ANNEXURES



# Company's journey



# Directors Profile

**Mr. Anjan Chatterjee**  
Promoter Director

- Overall in charge of the Company
- Over 30 years of experience in the advertising and hospitality industry

**Mrs. Suchhanda Chatterjee**  
Promoter Director

- Over 11 years of experience in hospitality industry

**Mr. Indranil Ananda Chatterjee**  
Whole Time Director

- In charge of overall commercial operations
- Over 28 years of experience in finance and marketing

**Mr. Susim Mukul Datta**  
Chairman and non-executive Independent Director

- Currently Chairman of Castrol India, Philips Electronics India and IL&FS Investment Managers; over 50 years of experience in manufacturing, marketing, banking, finance, hotels, etc.
- He was also the chairman of Hindustan Lever and certain Unilever group companies

**Mr. Tara Sankar Bhattacharya**  
Non- Exec. Independent Dir.

- Former managing director of SBI
- Has over 41 years of experience in banking and finance

**Mr. Jyotin Mehta**  
Non- Exec. Independent Dir.

- Over 28 years of experience in finance, secretarial, legal, quality management and general management

**Mr. Dushyant Rajnikant Mehta**  
Non- Exec. Independent Dir.

- Has over 30 years of experience in sales, advertising and marketing

**Mr. Vishal Sood**  
Non- Exec. Non-Indpdt. Dir.

- Over 15 years of experience in software, investment banking and private equity

# Key Management

**Mr. Indraneil Palit**  
Chief Operating Officer

- Holds a diploma in hotel management, catering technology and applied nutrition
- 28 years of experience in the hospitality industry including at the Indian Hotels Company Limited

**Mr. Phiroz Savak Sadri**  
Director\* – Operations &  
Brand Standards

- Holds a bachelors degree in commerce and a diploma in hotel management, catering technology and applied nutrition
- 24 years of experience in the hospitality industry including at Indian Hotels Company Limited

**Mr. Rajesh Dubey**  
Director\* - Food Production

- Holds a diploma in hotel management, catering technology and applied nutrition
- 23 years of experience in the hospitality industry; prior to joining the Company, was executive sous chef with Indian Hotels Company Limited

**Mr. Rajesh Mohta**  
Chief Financial Officer

- Holds a bachelors degree in commerce and is an associate member of the ICAI
- 23 years of experience in finance and accounts; prior to joining the Company, worked as general manager (finance) at Rockwood Hotels & Resorts Limited

**Mr. V.S. Satyamoorthy**  
Company Secretary and  
Compliance Officer

- Holds a bachelors degree in commerce, is an Associate member of the ICAI, ICSI and a graduate member of the ICWAI
- 30 years of experience in areas of accounts, finance and secretarial matters

\* Non-Board position



Thank You

