



NATIONAL RESTAURANT ASSOCIATION OF INDIA

Reference Letter which has been sent to all Mall Owners pan India

Date: 6th January, 2022

To,
Mr. / Ms. XXX,

Subject: Request to urgently resolve concerns of F&B Partners in your Mall/Business Premises

Dear XXX,

Greetings from National Restaurant Association of India.

NRAI is the Indian Restaurant Industry's leading Association. Founded in 1982 and headquartered in Delhi, we represent the interest of lakhs of restaurants across India. The restaurant industry, with an annual turnover of ~INR 4.25 Lakh Crores is a significant player in the service segment, contributing over 2.1% to the GDP of India, and provides direct employment to over seven million Indians.

Sir, as you are well aware, Covid situation has once again reared its head in India just when we were hoping to regain some semblance of normalcy. Once again, restaurateurs in India are severely impacted, that too at a time when we had barely managed to survive through the onslaught of the first and the second wave.

You are an important stakeholder in our industry and we truly appreciate the support extended by you to the restaurants during the first two waves of the pandemic. Given the current circumstances, we once again solicit your cooperation during these severe times. We understand that several of our members are having direct communication with you, expressing their commercial concerns arising out of current unprecedented crisis caused by the Covid-19 pandemic. One thing is however certain that older terms of engagement are becoming more and more redundant. We need to get a fresh perspective.

Let me briefly share with you the general sentiments of the restaurateurs right now. While the first two waves of pandemic crippled us badly and resource crunch forced many restaurants to shut down, we see a larger concern with this third wave as it is known to be more contagious than the Delta Variant that caused the Second Wave and is also affecting vaccinated people. *This third wave may actually hurt consumer sentiments in the near term which is already visible.*

KABIR SURI
Co-Founder & Director
Azure Hospitality Pvt. Ltd.
President

PRATIK POTA
CEO
Jubilant FoodWorks Ltd.
Vice President

SAGAR DARYANI
Co-Founder & CEO
Wow! Momo Foods Pvt. Ltd.
Vice President

ASEEM GROVER
Director
Big Chill Café Pvt. Ltd.
Hony. Secretary

GAURI DEVIDAYAL
Co-Founder & Director
Food Matters India Pvt. Ltd.
Hony. Jt. Secretary

MANPREET SINGH
Director
K S Hotels Pvt. Ltd.
Hony. Treasurer

PRAKUL KUMAR
Secretary General



NATIONAL RESTAURANT ASSOCIATION OF INDIA

With high fixed overheads, expected restrictions on operating hours, revised social distancing norms and reduced capacity utilisation, any drop in consumer sentiments can be catastrophic for the sector. We surely have a grim battle at hand and the most potent tool to fight this is to redefine our relationship and business model. If the sector survives, we all will survive and perhaps hope to prosper later.

While every restaurant has its own individual commercial terms, I hereby reiterate the points raised in the aftermath of the first wave of the pandemic:

- a) In the absence of any income, fixed outgoings for the duration of the lockdown, if imposed, needs to be waived off entirely.
- b) The whole model of engagement needs to move towards a totally variable model till the time we are able to see through the period of Covid induced restrictions (occupancy/timing restrictions, curfew) being imposed by various state/central authorities. Such revenue-share model will ensure that the fortunes of both parties, i.e., the restaurants and the malls are firmly inter-linked.
- c) The above arrangement will ensure that neither parties stand to profiteer at the cost of the other and long term growth of all the stakeholders involved.

We strongly feel that the *discussions on this subject should start now and should be done bearing long-term perspective in mind* as volumes are bound to drop and we perhaps need to do fresh budgeting of our incomes and expenses and make them commensurate to the reduced business volumes.

We are as the largest representative body of the restaurants and you are one of the most significant mall operators in the country and we need to come together to fight this menace. We believe that our joint efforts can set the tone for others too. We are happy to offer our services to facilitate any dialogue between you and individual restaurateurs to arrive at an amicable solution. I am sure that you will reciprocate our initiative and join hands to save this fragile sector.

We will wait to hear from you.
Warm regards,

Kabir Suri

Kabir Suri
President

KABIR SURI
Co-Founder & Director
Azure Hospitality Pvt. Ltd.
President

PRATIK POTA
CEO
Jubilant FoodWorks Ltd.
Vice President

SAGAR DARYANI
Co-Founder & CEO
Wow! Momo Foods Pvt. Ltd.
Vice President

ASEEM GROVER
Director
Big Chill Café Pvt. Ltd.
Hony. Secretary

GAURI DEVIDAYAL
Co-Founder & Director
Food Matters India Pvt. Ltd.
Hony. Jt. Secretary

MANPREET SINGH
Director
K S Hotels Pvt. Ltd.
Hony. Treasurer

PRAKUL KUMAR
Secretary General