

May 14, 2026

**BSE Limited**  
**Corporate Relations Department**  
Phiroze Jeejeeboy Towers  
Dalal Street, Fort,  
Mumbai - 400 001  
**Scrip Code: 543248**

**National Stock Exchange of India Limited**  
**Listing Department**  
Exchange Plaza, 5<sup>th</sup> Floor, Plot no. C/1,  
G Block, Bandra Kurla Complex, Bandra (E)  
Mumbai - 400 051  
**SYMBOL: RBA**

**Sub.: Investor Presentation on Audited Standalone and Consolidated Financial Results of Restaurant Brands Asia Limited ('the Company')**  
**Ref.: Regulation 30 read with Schedule III of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations')**

Dear Sir/Ma'am,

Please find enclosed herewith the Investor Presentation on the Audited Standalone and Consolidated Financial Results of the Company for the quarter and financial year ended March 31, 2026.

The copy of the Investor Presentation is also being made available on the website of the Company at [www.burgerking.in](http://www.burgerking.in).

Kindly take the same on record.

Thanking You,  
**For Restaurant Brands Asia Limited**

**Shweta Mayekar**  
**Company Secretary and Compliance Officer**  
**(Membership No.: A23786)**

*Encl.: As above*

**restaurant brands asia limited**

(Formerly known as Burger King India Limited)

Registered Office : 2<sup>nd</sup> Floor, ABR Emerald, Plot No. D-8, Street No. 16, MIDC, Andheri (East), Mumbai – 400 093  
CIN : L55204MH2013FLC249986 | info@burgerking.in | Tel : 022-7193 3000 | Website : www.burgerking.in

# Restaurant Brands Asia Limited

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## Investor Presentation

*May 14, 2026*





Certain statements made in this presentation relating to the Company's objectives, projections, outlook, expectations, estimates, among others may constitute 'forward-looking statements' within the meaning of applicable laws and regulations. Actual results may differ from such expectations, projections etc., whether express or implied. These forward-looking statements are based on various assumptions, expectations and other factors which are not limited to, risk and uncertainties regarding fluctuations in earnings, competitive intensity, pricing environment in the market, economic conditions affecting demand and supply, change in input costs, ability to maintain and manage key customer relationships and supply chain sources, new or changed priorities of trade, significant changes in political stability in India and globally, government regulations and taxation, climatic conditions, natural calamity, commodity price fluctuations, currency rate fluctuations, litigation among others over which the Company does not have any direct control. These factors may affect our ability to successfully implement our business strategy. The company cannot, therefore, guarantee that the 'forward-looking' statements made herein shall be realized. The Company, may alter, amend, modify or make necessary corrective changes in any manner to any such forward looking statement contained herein or make written or oral forward-looking statements as may be required from time to time on the basis of subsequent developments and events.

# Business Strategy & Performance Update

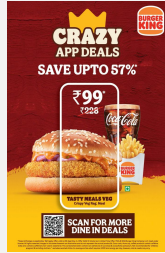




## Grow Dine In Traffic

### Value Leadership

Quarterly SSSG<sup>(1)</sup> of 6.3%; highest over last 12 quarters



### Menu Innovation

Continuous innovation driving growth across core and premium burger segments



## Digital First Brand

### Scale up Dine-in King's Journey

91% of all orders through digital channels<sup>(2)</sup>, Table Service & ordering in all restaurants<sup>(3)</sup>



### CRM roll-out

51% growth in monthly active users over previous year



## Profitability Focus

### Delivery Profitability

Over 2% in FY26 vs FY25 driven by pricing and lower discounts



### Drive Efficiencies Across the P&L

Efficiencies in utilities through solar & new broiler, and supply chain initiatives





**Focus on increasing sales through value & menu innovation**

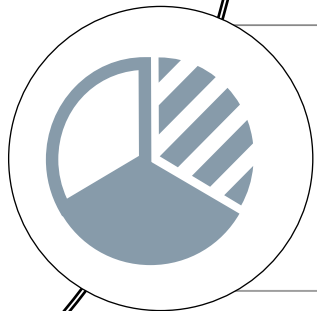
*Sustaining higher Dine in ADS over previous year since Nov'24*



**Improve Restaurant Profitability**

*Improved delivery profitability, now focused on driving delivery sales;*

*Burger King Store EBITDA improved by IDR 19.6 Billion*



**Reduction in Corporate Overheads**

*Reduced by IDR 9.6 Billion over previous year*

# Q4 & FY26 Financial Performance



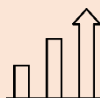


## 581

### Stores

**+68 YoY\***

*as on  
31<sup>st</sup> March, 2026*



## INR 22,717 Mn

### Revenue from Operations

**+15.4% YoY**

*Led by store additions & same  
store sales growth*



## INR 116K

### Average Daily Sales

**+4.0% SSSG**

*Consistent growth across  
Dine-in & Delivery Channels*



## 69.0%

### Gross Margin

**+1.3% YoY**

*Driven by menu mix and  
supply chain efficiencies*



## INR 2,636 Mn

### Restaurant EBITDA (Pre-IND AS 116)

**+27.4% YoY**

*Driven by revenue growth &  
gross margin improvement*



## INR 1,324 Mn

### Co EBITDA# (Pre-IND AS 116)

**+33.2% YoY**

*Led by revenue growth*



# India Q4 FY26 – Operational and Business Highlights

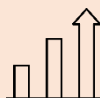


## 581

### Stores

**+4 QoQ\***

*as on  
31<sup>st</sup> March, 2026*



## INR 5,735 Mn

### Revenue from Operations

**+17.1% YoY**

*Led by store additions &  
robust SSSG*



## INR 111K

### Average Daily Sales

**+6.3% SSSG**

*Consistent growth across  
Dine-in & Delivery Channels*



## 70.2%

### Gross Margin

**+2.4% YoY | 0.3% QoQ**

*Driven by menu mix and  
supply chain efficiencies*



## INR 759 Mn

### Restaurant EBITDA (Pre-IND AS 116)

**+47.1% YoY**

*Driven by revenue growth &  
gross margin improvement*



## INR 409 Mn

### Co EBITDA (Pre-IND AS 116)

**+53.8% YoY**

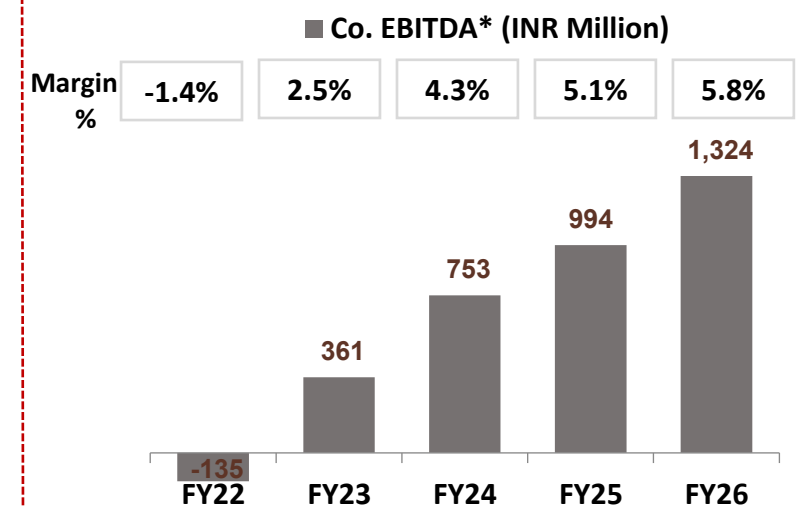
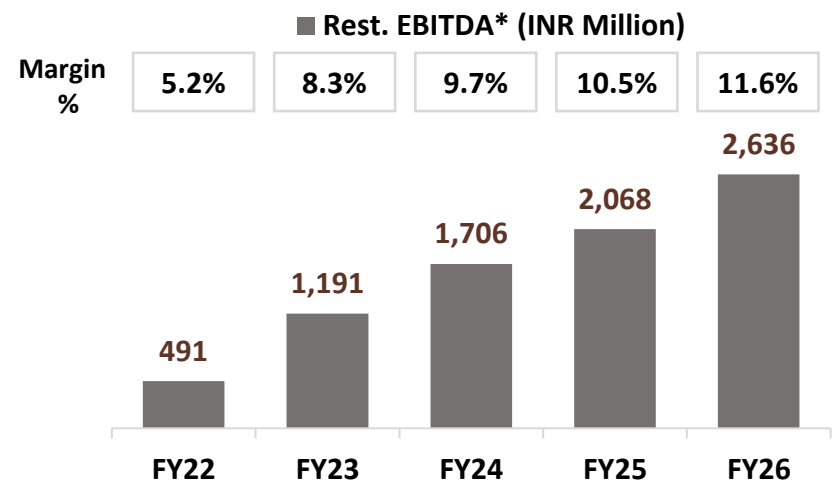
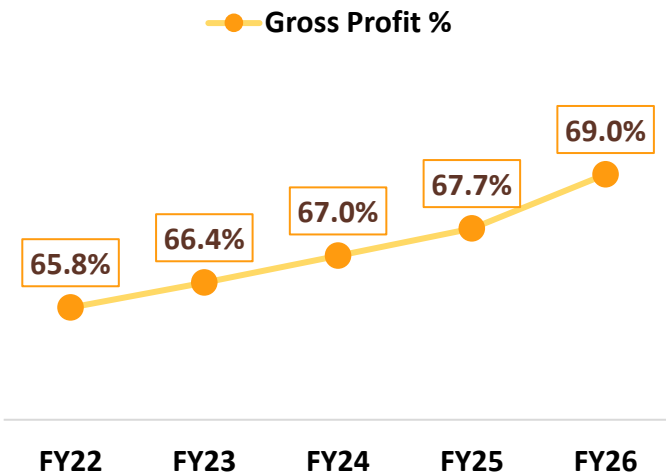
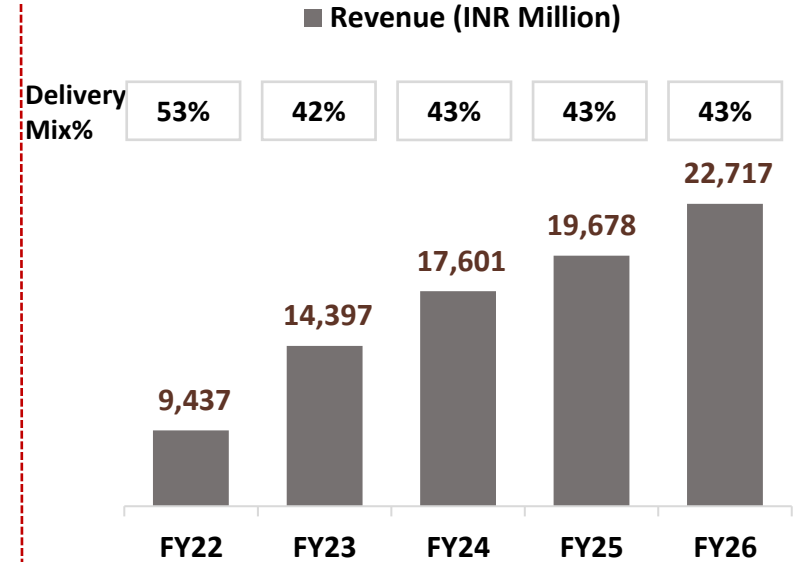
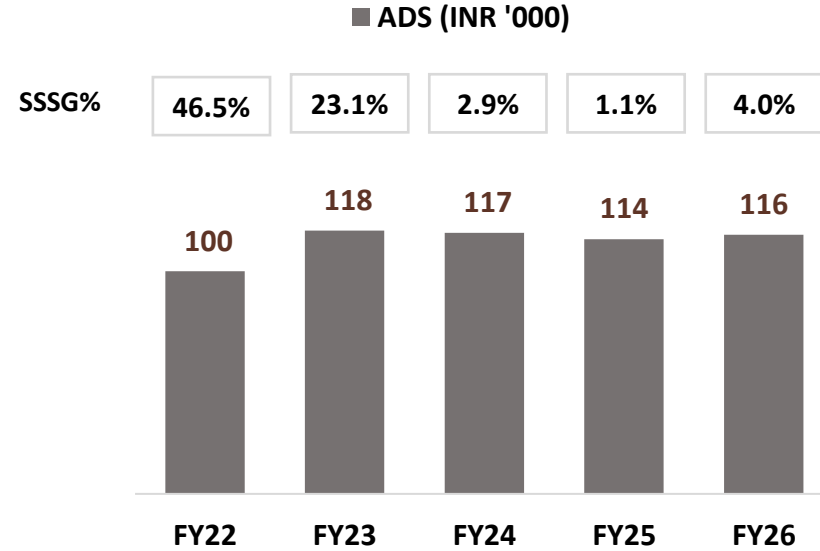
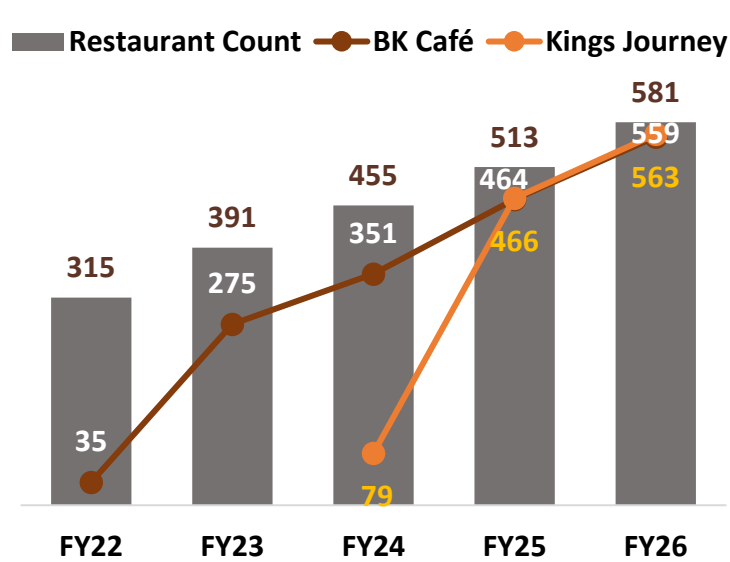
*Led by revenue growth*

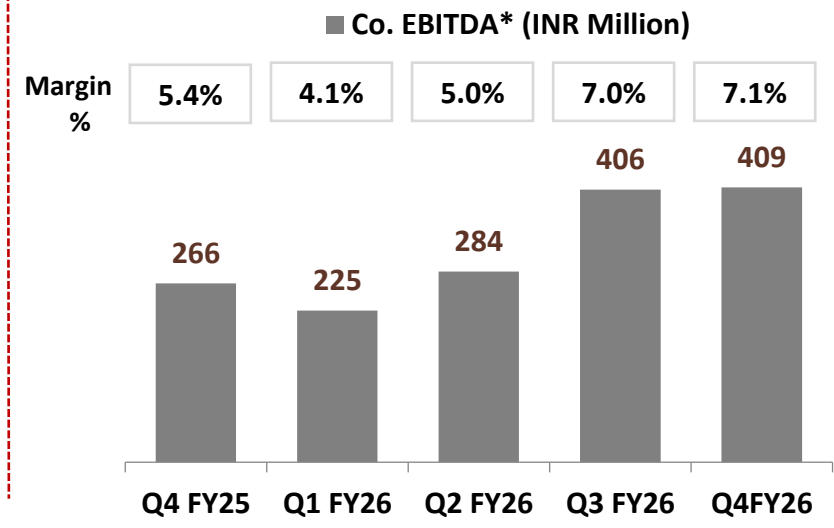
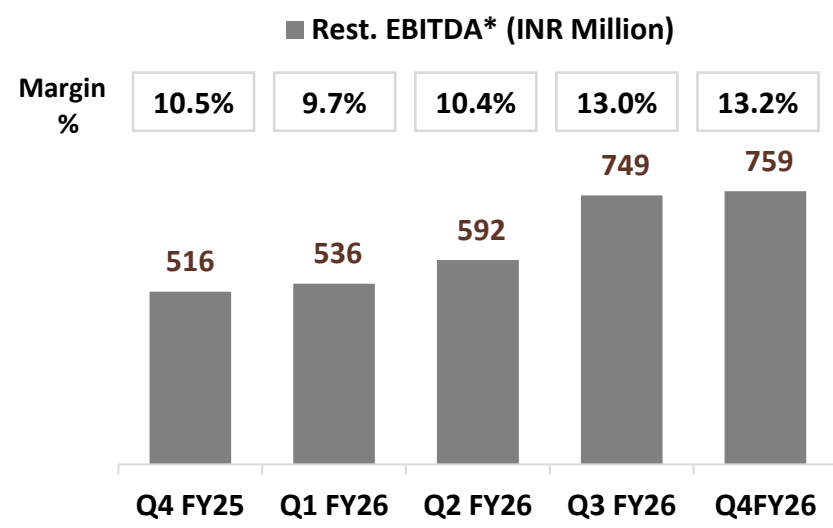
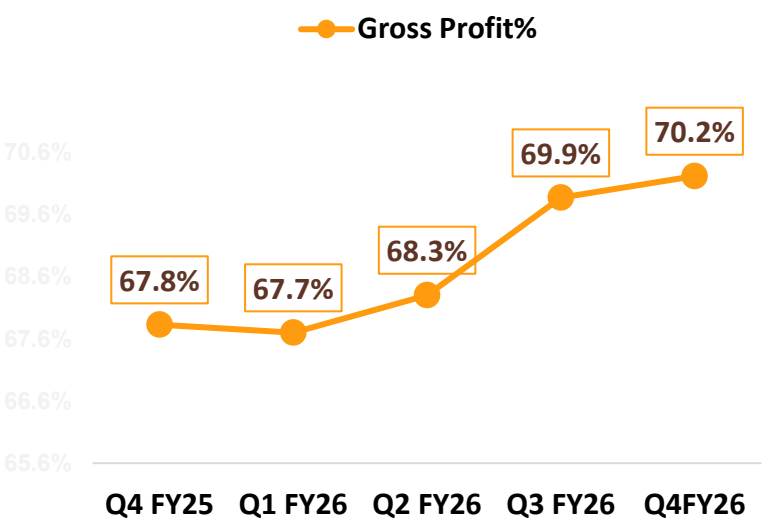
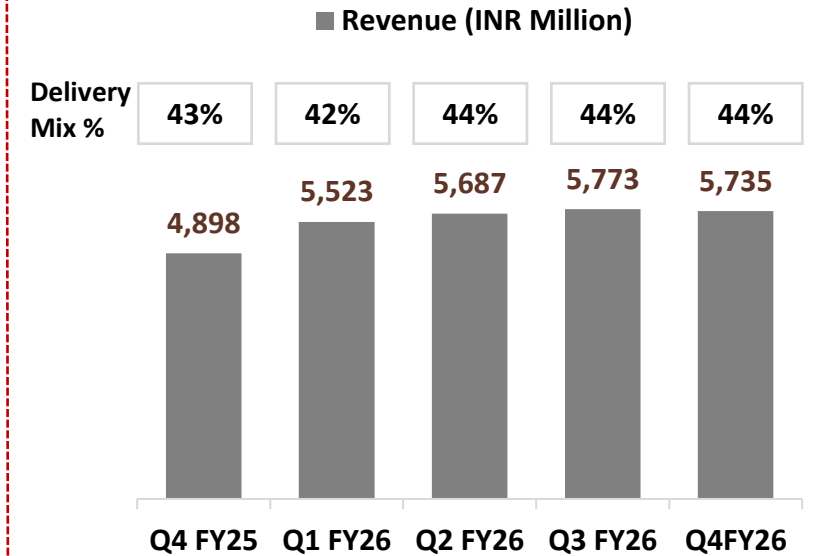
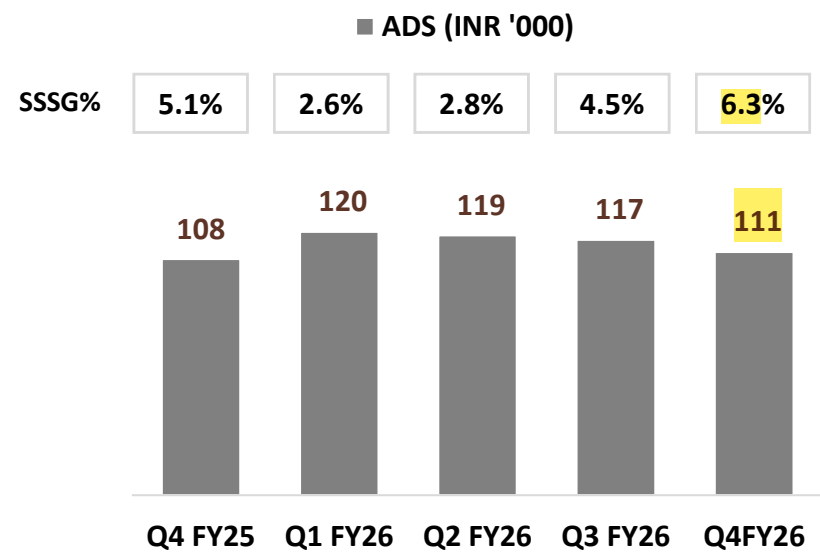
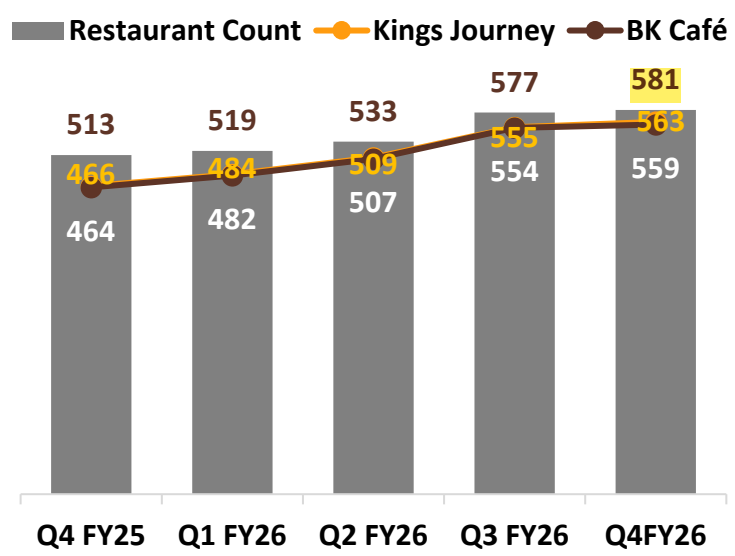


|              | Burger King | Popeyes       | Indonesia     |
|--------------|-------------|---------------|---------------|
| Store Count  | 137         | 25            | 162           |
| ADS          | IDR 18.6 Mn | IDR 12.8 Mn   | IDR 17.7 Mn   |
| Rest. EBITDA | IDR 8.2 Bn  | IDR (24.9 Bn) | IDR (16.7 Bn) |



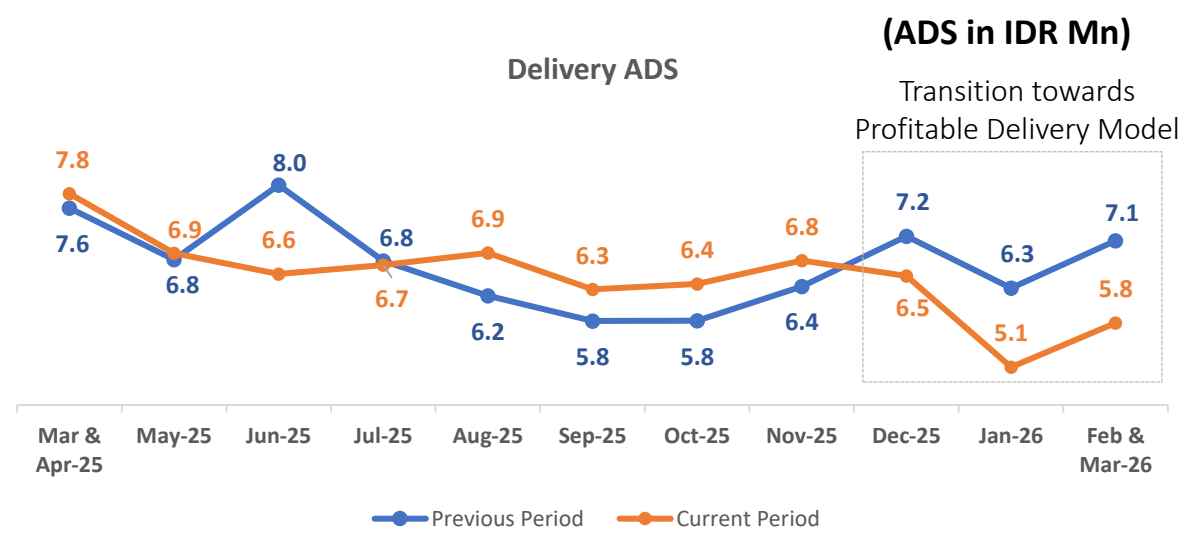
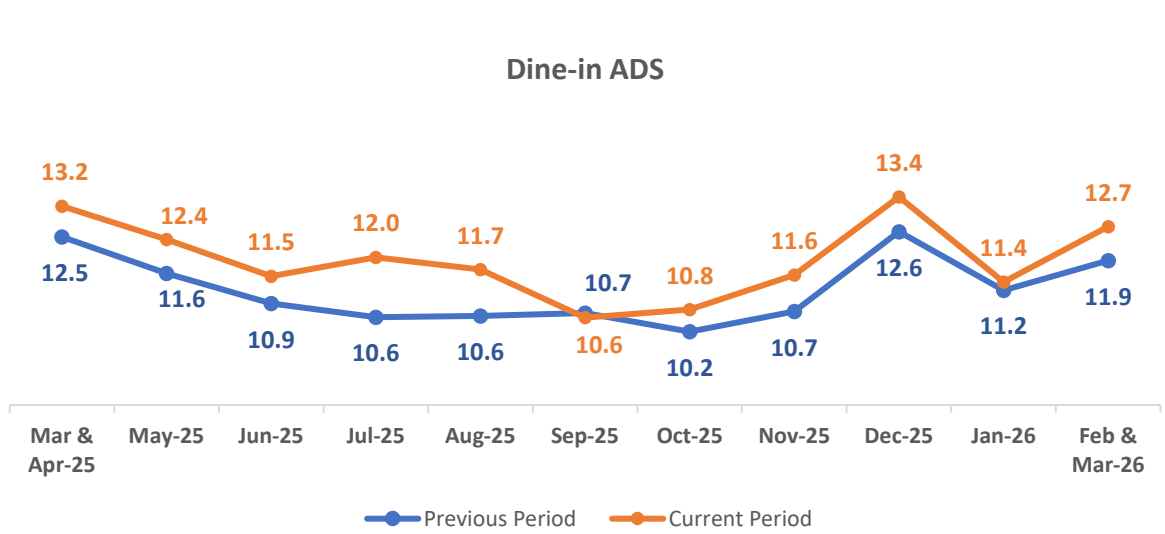
# India Business Summary : FY26



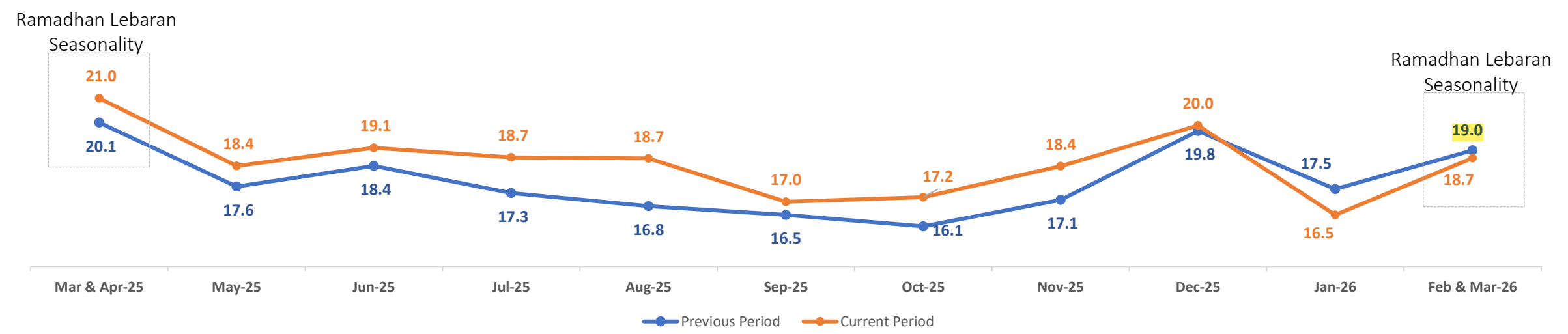




# Sustainable improvement in sales through value & menu innovation



### Total ADS



| IDR Bn        | Burger King |       |       |       |       |       | Popeyes |        |        |        |        |        | Indonesia Consolidated |        |        |       |       |        |
|---------------|-------------|-------|-------|-------|-------|-------|---------|--------|--------|--------|--------|--------|------------------------|--------|--------|-------|-------|--------|
|               | Q1'26       | Q2'26 | Q3'26 | Q4'26 | FY26  | FY25  | Q1'26   | Q2'26  | Q3'26  | Q4'26  | FY26   | FY25   | Q1'26                  | Q2'26  | Q3'26  | Q4'26 | FY26  | FY25   |
| Store Count   | 139         | 136   | 138   | 137   | 137   | 143   | 25      | 25     | 25     | 25     | 25     | 25     | 164                    | 161    | 163    | 162   | 162   | 168    |
| ADS (IDR Mn)  | 19.7        | 18.1  | 18.5  | 17.9  | 18.6  | 18.1  | 13.2    | 11.8   | 13.1   | 13.2   | 12.8   | 15.2   | 18.7                   | 17.1   | 17.6   | 17.2  | 17.7  | 17.7   |
| Revenue       | 251         | 225   | 227   | 216   | 918   | 965   | 30      | 27     | 30     | 30     | 117    | 139    | 281                    | 252    | 257    | 245   | 1034  | 1104   |
| Gross profit  | 142         | 128   | 126   | 128   | 523   | 541   | 18      | 16     | 17     | 17     | 68     | 79     | 159                    | 143    | 143    | 145   | 590   | 620    |
| %             | 56.5%       | 56.8% | 55.5% | 59.2% | 56.9% | 56.0% | 58.6%   | 58.5%  | 57.7%  | 57.1%  | 58.0%  | 57.0%  | 56.8%                  | 57.0%  | 55.8%  | 58.9% | 57.1% | 56.1%  |
| Store EBITDA* | 6           | -3    | -4    | 9     | 8     | -11   | -6      | -8     | -6     | -4     | -25    | -15    | 0                      | -12    | -11    | 5     | -17   | -27    |
| %             | 2.5%        | -1.5% | -1.9% | 4.4%  | 0.9%  | -1.2% | -19.9%  | -30.9% | -20.3% | -14.9% | -21.3% | -11.0% | 0.1%                   | -4.7%  | -4.0%  | 2.0%  | -1.6% | -2.3%  |
| Corp G&A      |             |       |       |       |       |       |         |        |        |        |        |        | -21                    | -21    | -19    | -22   | -83   | -96    |
| %             |             |       |       |       |       |       |         |        |        |        |        |        | -7.5%                  | -8.4%  | -7.2%  | -9.1% | -8.0% | -8.7%  |
| Co EBITDA*    |             |       |       |       |       |       |         |        |        |        |        |        | -21                    | -33    | -29    | -17   | -100  | -122   |
| %             |             |       |       |       |       |       |         |        |        |        |        |        | -7.3%                  | -13.0% | -11.3% | -7.0% | -9.6% | -11.1% |

# Marketing Initiatives - India





## Innovation on Burgers to drive Taste Equity



## Strengthen Core Menu



## Improve Dessert Offerings



- Launched Korean Spicy Fest to ride the “Hallyu Wave”
- Relaunched King’s Collection with Premium Brioche Buns

**New Patties:**  
Paneer, Cheese,  
Fried Chicken

- Launched Co- Branded Shakes and Sundae
- Introduced Waffle Cone



**BURGER KING**

**2 For ₹79\***  
Crispy Veg ~~₹110\*~~

**2 For ₹99\***  
Crispy Chicken ~~₹150\*~~

**JUST ADD Coke** Replace any one Burger with Coke at same price^

Limited time offer. Valid only in Dine In / Takeaway.

\*\*Taxes & Charges as applicable. T&C Apply. Offer valid in Dine In/Takeaway Only. Offer Valid till stocks last. TM & © 2024 Burger King Company LLC. Used under license. All rights reserved. Images in this advertisement are illustrative and do not represent the actual products.

2for79 to be market competitive



**BURGER KING**

**CRAZY APP DEALS**

**SAVE UPTO 57%**

**₹99\***  
~~₹228~~

**TASTY MEALS VEG**  
Crispy Veg Reg. Meal

**SCAN FOR MORE DINE IN DEALS**

\*Taxes & Charges as applicable. T&C Apply. Offer valid on BK App Dine-in. Offer valid till stocks last. Limited Time Offer. TM & © 2024 Burger King Company LLC. Used under license. All rights reserved. Images in this advertisement are illustrative and do not represent the actual products. Coca-cola, thums up, coffee products contain caffeine. Coke zero contains caffeine & non-caloric sweetener. This carbonated water contains an admixture of sucralose & acesulfame potassium. Not recommended for children, pregnant & lactating mothers. ^excludes powdered drinks. An average active adult requires 2000 kcal energy per day, however, calorie needs may vary.

Crazy App Deals to increase frequency of BK App



**BURGER KING**

**CRICKET MANIA**

**SUPER SAVER COMBOS**

save up to **53%\***

**BK Classics Meal for 1**

|                  |                   |
|------------------|-------------------|
| <b>BK VEGGIE</b> | <b>BK CHICKEN</b> |
| <del>₹374*</del> | <del>₹374*</del>  |
| <b>₹269*</b>     | <b>₹299*</b>      |

**WHOPPER® Deluxe Meal for 1**

|                  |                  |                  |
|------------------|------------------|------------------|
| <b>PANEER</b>    | <b>CHICKEN</b>   | <b>CHEESE</b>    |
| <del>₹569*</del> | <del>₹569*</del> | <del>₹699*</del> |
| <b>₹454*</b>     | <b>₹464*</b>     | <b>₹464*</b>     |

**WHOPPER® Deluxe Meal for 2**

|                  |                  |                  |
|------------------|------------------|------------------|
| <b>PANEER</b>    | <b>CHICKEN</b>   | <b>CHEESE</b>    |
| <del>₹569*</del> | <del>₹569*</del> | <del>₹699*</del> |
| <b>₹454*</b>     | <b>₹464*</b>     | <b>₹464*</b>     |

\*Taxes & Charges as applicable. T&C Apply. Offer valid on BK App Dine-in. Offer valid till stocks last. Limited Time Offer. TM & © 2024 Burger King Company LLC. Used under license. All rights reserved. Images in this advertisement are illustrative and do not represent the actual products. Coca-cola, thums up, coffee products contain caffeine. Coke zero contains caffeine & non-caloric sweetener. This carbonated water contains an admixture of sucralose & acesulfame potassium. Not recommended for children, pregnant & lactating mothers. ^excludes powdered drinks. An average active adult requires 2000 kcal energy per day, however, calorie needs may vary.

Thematic Saver “Meals for 2” for higher group sizes



# Integrating deeper with Regional Festivals to build an emotional connect



- Meal led offerings along with thematic freebies
- Festive Restaurant Décor
- Ethnic Crew Attire





# Strengthening Brand BK with Gen Z and Millennials

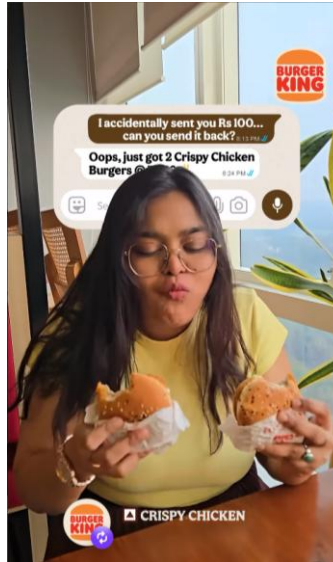
## Menu Introduction



## Trust In Taste



## VFM Focus



## Indian Festivals





# Continue to build Brand Love with engaging content

**BURGER KING KOREAN SPICY FEST**  
 AUTHENTIC KOREAN FLAVOURS

- KOREAN SPICY FRIES
- KOREAN SPICY CHICKEN
- KOREAN SPICY PANEER BURGER
- KOREAN SPICY CHICKEN BURGER
- KOREAN SPICY CHICKEN WINGS

Limited Time Only  
 JUST ADD Coke

**RED. HOT. SPICY.**  
 KOREAN SPICY CHICKEN

**DRIPPING WITH SEOUL**  
 서울과 함께 드리핑  
 CAUTION SPICY CONTENT

**K-BINGE AND CHILL NIGHT**  
 KOREAN SPICY FRIES  
 KOREAN SPICY CHICKEN WINGS

Limited Time Only

**SAUCY K-DRIP**  
 KOREAN SPICY FRIES

**K-RAZY IN LOVE**  
 KOREAN SPICY PANEER BURGER

Limited Time Only

**MAMA**  
 THE OG FLAME GRILLER

**#Happy FathersDay**  
 BURGER KING

**BK CAFÉ**  
 INCOMING BAARISH. OUTGOING GLOOM.  
 BEVERAGES AT ₹99\*  
 100% ARABICA BEANS  
 MOCHA CAPPUCCINO

Limited Time Offer. Valid In Dine In/Take Away

**BURGER KING**  
 Introducing Gen Z Combo For Gen Z Love  
 LoveJapa  
 COMBO @ ₹299\*  
 CHEESE VEG 'WHOPPER' Jr.  
 \*Also available in Chicken

**BURGER KING**  
 MALIYA AAZ OFFSIDE ENTERTAINMENT  
 Z5 WATCH NOW

A ZEE5 ORIGINAL  
**DETECTIVE SHERDIL**  
 DETECTIVE SHERDIL COMBO @ ₹299\*  
 Save up to 36%  
 Veg Whopper® Jr. with Cheese + Saucy Fries + Chocolate Thick Shake  
 \*Also available in Chicken. To Apply

# FY26 Financial Summary





# India Operating Performance

| Particulars (INR Million)                   | Q4 FY26      | %             | Q4 FY25      | %             | Q3 FY26      | %             | FY26          | %             | FY25          | %             |
|---|--------------|---------------|--------------|---------------|--------------|---------------|---------------|---------------|---------------|---------------|
| <b>Revenue from operations</b>              | <b>5,735</b> | <b>100.0%</b> | <b>4,898</b> | <b>100.0%</b> | <b>5,773</b> | <b>100.0%</b> | <b>22,717</b> | <b>100.0%</b> | <b>19,678</b> | <b>100.0%</b> |
| <i>YoY Growth%</i>                          | 17.1%        |               | 11.5%        |               | 16.5%        |               | 15.4%         |               | 11.8%         |               |
| Cost of materials consumed                  | 1,708        | 29.8%         | 1,576        | 32.2%         | 1,740        | 30.1%         | 7,034         | 31.0%         | 6,355         | 32.3%         |
| <b>Gross Profit</b>                         | <b>4,027</b> | <b>70.2%</b>  | <b>3,322</b> | <b>67.8%</b>  | <b>4,034</b> | <b>69.9%</b>  | <b>15,683</b> | <b>69.0%</b>  | <b>13,323</b> | <b>67.7%</b>  |
| Employee Related Expenses                   | 665          | 11.6%         | 578          | 11.8%         | 661          | 11.5%         | 2,610         | 11.5%         | 2,181         | 11.1%         |
| Occupancy and Other Expenses                | 2,020        | 35.2%         | 1,716        | 35.0%         | 2,076        | 36.0%         | 8,258         | 36.4%         | 7,177         | 36.5%         |
| <b>Restaurant EBITDA (Post Ind AS 116)</b>  | <b>1,342</b> | <b>23.4%</b>  | <b>1,027</b> | <b>21.0%</b>  | <b>1,296</b> | <b>22.5%</b>  | <b>4,815</b>  | <b>21.2%</b>  | <b>3,965</b>  | <b>20.1%</b>  |
| <i>YoY Growth%</i>                          | 30.6%        |               | 30.4%        |               | 20.5%        |               | 21.5%         |               | 19.0%         |               |
| Corporate General & Administration expenses | 350          | 6.1%          | 250          | 5.1%          | 343          | 5.9%          | 1,312         | 5.8%          | 1,074         | 5.5%          |
| <b>Reported Company EBITDA*</b>             | <b>992</b>   | <b>17.3%</b>  | <b>777</b>   | <b>15.9%</b>  | <b>953</b>   | <b>16.5%</b>  | <b>3,504</b>  | <b>15.4%</b>  | <b>2,890</b>  | <b>14.7%</b>  |
| <i>YoY Growth%</i>                          | 27.6%        |               | 41.1%        |               | 20.9%        |               | 21.2%         |               | 21.6%         |               |
| <b>Restaurant EBITDA (Pre Ind AS 116)</b>   | <b>759</b>   | <b>13.2%</b>  | <b>516</b>   | <b>10.5%</b>  | <b>749</b>   | <b>13.0%</b>  | <b>2,636</b>  | <b>11.6%</b>  | <b>2,068</b>  | <b>10.5%</b>  |
| <i>YoY Growth%</i>                          | 47.1%        |               | 50.8%        |               | 25.7%        |               | 27.4%         |               | 21.2%         |               |
| <b>Company EBITDA (Pre Ind AS 116)*</b>     | <b>409</b>   | <b>7.1%</b>   | <b>266</b>   | <b>5.4%</b>   | <b>406</b>   | <b>7.0%</b>   | <b>1,324</b>  | <b>5.8%</b>   | <b>994</b>    | <b>5.1%</b>   |
| <i>YoY Growth%</i>                          | 53.8%        |               | 151.8%       |               | 31.5%        |               | 33.2%         |               | 32.0%         |               |

\*excludes MTM loss on financial instruments, unrealized forex loss, impact of new labor code and loss on PPE write-off

| Particulars (INR Million)                    | Q4 FY26      | %             | Q4 FY25      | %             | Q3 FY26      | %             | FY26         | %             | FY25         | %             |
|--|--------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|
| <b>Revenue from operations</b>               | <b>1,334</b> | <b>100.0%</b> | <b>1,428</b> | <b>100.0%</b> | <b>1,373</b> | <b>100.0%</b> | <b>5,509</b> | <b>100.0%</b> | <b>5,830</b> | <b>100.0%</b> |
| <i>YoY Growth%</i>                           | -6.6%        |               | -9.7%        |               | -4.4%        |               | -5.5%        |               | -13.9%       |               |
| Cost of materials consumed                   | 549          | 41.1%         | 621          | 43.5%         | 606          | 44.2%         | 2,365        | 42.9%         | 2,557        | 43.9%         |
| <b>Gross Profit</b>                          | <b>785</b>   | <b>58.9%</b>  | <b>807</b>   | <b>56.5%</b>  | <b>767</b>   | <b>55.8%</b>  | <b>3,144</b> | <b>57.1%</b>  | <b>3,273</b> | <b>56.1%</b>  |
| Employee Related Expenses                    | 243          | 18.2%         | 250          | 17.5%         | 240          | 17.5%         | 973          | 17.7%         | 970          | 16.6%         |
| Occupancy and Other Expenses*                | 402          | 30.1%         | 469          | 32.8%         | 448          | 32.7%         | 1,778        | 32.3%         | 1,965        | 33.7%         |
| <b>Restaurant EBITDA (Post Ind AS 116)*</b>  | <b>140</b>   | <b>10.5%</b>  | <b>88</b>    | <b>6.2%</b>   | <b>78</b>    | <b>5.7%</b>   | <b>393</b>   | <b>7.1%</b>   | <b>338</b>   | <b>5.8%</b>   |
| Corporate General & Administration expenses* | 165          | 12.4%         | 93           | 6.5%          | 104          | 7.6%          | 486          | 8.8%          | 491          | 8.4%          |
| <b>Reported Company EBITDA*</b>              | <b>-25</b>   | <b>-1.9%</b>  | <b>-5</b>    | <b>-0.4%</b>  | <b>-26</b>   | <b>-1.9%</b>  | <b>-92</b>   | <b>-1.7%</b>  | <b>-153</b>  | <b>-2.6%</b>  |
| <b>Restaurant EBITDA (Pre Ind AS 116)*</b>   | <b>27</b>    | <b>2.0%</b>   | <b>-27</b>   | <b>-1.9%</b>  | <b>-55</b>   | <b>-4.0%</b>  | <b>-89</b>   | <b>-1.6%</b>  | <b>-133</b>  | <b>-2.3%</b>  |
| <b>Company EBITDA (Pre Ind AS 116)*</b>      | <b>-139</b>  | <b>-10.4%</b> | <b>-120</b>  | <b>-8.4%</b>  | <b>-159</b>  | <b>-11.6%</b> | <b>-575</b>  | <b>-10.4%</b> | <b>-624</b>  | <b>-10.7%</b> |
| <i>Exchange Rate(INR to IDR)</i>             | 189          |               | 189          |               | 189          |               | 190          |               | 190          |               |

\* excludes loss on termination of lease, cross charge and one-off severance costs



# Consolidated Operating Performance (India+Indonesia)

| Particulars (INR Million)                    | Q4 FY26      | %             | Q4 FY25        | %             | Q3 FY26      | %             | FY26          | %             | FY25          | %             |
|--|--------------|---------------|----------------|---------------|--------------|---------------|---------------|---------------|---------------|---------------|
| <b>Revenue from operations</b>               | <b>7,068</b> | <b>100.0%</b> | <b>6,325</b>   | <b>100.0%</b> | <b>7,147</b> | <b>100.0%</b> | <b>28,226</b> | <b>100.0%</b> | <b>25,507</b> | <b>100.0%</b> |
| <i>YoY Growth%</i>                           | 11.7%        |               | 5.9%           |               | 11.8%        |               | 10.7%         |               | 4.7%          |               |
| Cost of materials consumed                   | 2,257        | 31.9%         | 2,196          | 34.7%         | 2,346        | 32.8%         | 9,400         | 33.3%         | 8,911         | 34.9%         |
| <b>Gross Profit</b>                          | <b>4,812</b> | <b>68.1%</b>  | <b>4,129</b>   | <b>65.3%</b>  | <b>4,800</b> | <b>67.2%</b>  | <b>18,827</b> | <b>66.7%</b>  | <b>16,596</b> | <b>65.1%</b>  |
| Employee Related Expenses                    | 908          | 12.8%         | 829            | 13.1%         | 902          | 12.6%         | 3,582         | 12.7%         | 3,151         | 12.4%         |
| Occupancy and Other Expenses*                | 2,422        | 34.3%         | 2,185          | 34.5%         | 2,524        | 35.3%         | 10,036        | 35.6%         | 9,142         | 35.8%         |
| <b>Restaurant EBITDA (Post Ind AS 116)*</b>  | <b>1,482</b> | <b>21.0%</b>  | <b>1,115</b>   | <b>17.6%</b>  | <b>1,374</b> | <b>19.2%</b>  | <b>5,208</b>  | <b>18.5%</b>  | <b>4,303</b>  | <b>16.9%</b>  |
| <i>YoY Growth%</i>                           | 33.0%        |               | -11.5%         |               | 22.9%        |               | 21.1%         |               | 2.7%          |               |
| Corporate General & Administration expenses* | 515          | 7.3%          | 343            | 5.4%          | 447          | 6.3%          | 1,797         | 6.4%          | 1,566         | 6.1%          |
| <b>Reported Company EBITDA*</b>              | <b>967</b>   | <b>13.7%</b>  | <b>772</b>     | <b>12.2%</b>  | <b>927</b>   | <b>13.0%</b>  | <b>3,411</b>  | <b>12.1%</b>  | <b>2,737</b>  | <b>10.7%</b>  |
| <i>YoY Growth%</i>                           | 25.3%        |               | -11.2%         |               | 27.6%        |               | 24.6%         |               | 2.5%          |               |
| <b>Restaurant EBITDA (Pre Ind AS 116)*</b>   | <b>785</b>   | <b>11.1%</b>  | <b>489</b>     | <b>7.7%</b>   | <b>694</b>   | <b>9.7%</b>   | <b>2,547</b>  | <b>9.0%</b>   | <b>1,935</b>  | <b>7.6%</b>   |
| <i>YoY Growth%</i>                           | 60.7%        |               | 35.7%          |               | 31.9%        |               | 31.6%         |               | 11.6%         |               |
| <b>Company EBITDA (Pre Ind AS 116)*</b>      | <b>271</b>   | <b>3.8%</b>   | <b>146</b>     | <b>2.3%</b>   | <b>246</b>   | <b>3.4%</b>   | <b>750</b>    | <b>2.7%</b>   | <b>370</b>    | <b>1.4%</b>   |
| <i>YoY Growth%</i>                           | 85.3%        |               | Loss to Profit |               | 85.0%        |               | 102.8%        |               | 72.0%         |               |

\* excludes MTM loss on financial instruments, unrealized forex loss, loss on PPE write-off, loss on termination of lease, cross charge, impact of new labor code and one-off severance costs (Indonesia)

# Outlook





# India Operations – 5 Year Journey

| Particulars            | FY22  | FY26   | Growth |
|------------------------|-------|--------|--------|
| Restaurant Count       | 315   | 581    | 1.8X   |
| Revenue (INR Mn)       | 9,437 | 22,717 | 2.4X   |
| Gross Profit %         | 65.8% | 69.0%  | +3.2%  |
| Rest. EBITDA* %        | 5.2%  | 11.6%  | +6.4%  |
| Rest. EBITDA* (INR Mn) | 491   | 2,636  | 5.4X   |
| Co. EBITDA* %          | -1.4% | 5.8%   | 7.2%   |
| Co. EBITDA* (INR Mn)   | -135  | 1,324  | +1,459 |

## Outlook for FY26

60 - 80 new Restaurants every year

+68 Stores in FY26

70% Gross Profit Margin by FY29

Achieved in FY26

**Thank You**

**Restaurant Brands Asia Limited**

**CIN: L55204MH2013FLC249986**

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