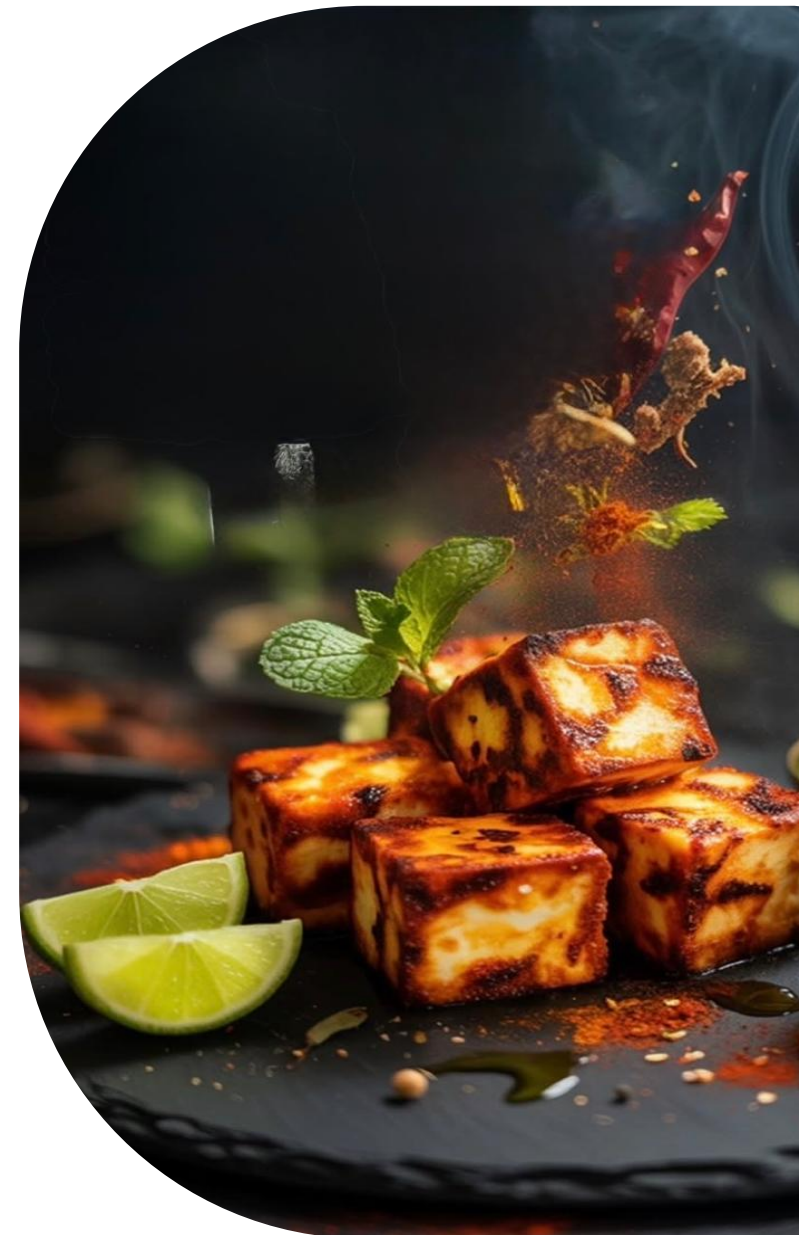




Earnings Presentation

Q3 FY2026

United Foodbrands



Disclaimer

This presentation contains statements that contain “forward looking statements” including, but without limitation, statements relating to the implementation of strategic initiatives, and other statements relating to United Foodbrands Limited (the Company) future business developments and economic performance.

While these forward-looking statements indicate our assessment and future expectations concerning the development of our business, a number of risks, uncertainties and other unknown factors could cause actual developments and results to differ materially from our expectations.

These factors include, but are not limited to, general market, macro-economic, governmental and regulatory trends, movements in currency exchange and interest rates, competitive pressures, technological developments, changes in the financial conditions of third parties dealing with us, legislative developments, and other key factors that could affect our business and financial performance. United Foodbrands Limited undertakes no obligation to publicly revise any forward-looking statements to reflect future / likely events or circumstances.

All the numbers are on consolidated basis and without adjustment for the minority interest of Red Apple Kitchen Consultancy, Blue Planet Foods and Willow Gourmet Private Limited unless otherwise mentioned. All margin calculation are on Revenue from operations, unless otherwise mentioned.



Q3 FY26 - Key highlights

03

Strong SSSG & revenue growth

- Q3 consolidated SSSG at +8.2%
- Q3 FY26 revenue of ₹ 3,766 million; highest ever quarterly revenue; Y-o-Y growth of 14.5%
- Y-o-Y revenue growth of 10.1% in BBQ India; 47.0% in BBQ International and 19.7% in Premium CDR

Driven by transaction growth

- Y-o-Y consolidated transactions growth of +26%
- Consolidated dine-in volumes grew +25% & delivery transactions grew +29%
- Strong recovery in BBQ India dine in; Y-o-Y dine in volume growth of +25%

Increased operating profit

- Y-o-Y growth of 8.7% in Pre INDAS restaurant operating profit (margin at 15.7%)
- Pre INDAS restaurant operating margin of 17.2% in the matured portfolio (stable vs. 17.4% last year)
- Despite increase in marketing expense by ~1% of sales, maintained overall operating cost discipline

New store expansion on track

- Launched 8 new restaurants in Q3 & 21 new restaurants in 9mFY26; total network of 249 restaurant
- Restaurants expansion across all 3 segments; 10 in BBQ India, 3 in BBQ International & 8 in Premium CDR
- Well placed to add 9-12 restaurants every quarter and achieve 400+ stores by FY30



Q3 FY26 - Consolidated performance

RESTAURANT NETWORK
(IN #)

249

Q3 FY25: 226

REVENUE FROM
OPERATIONS (IN ₹ MN)

3,766

Y-o-Y: +14.5%

SSSG
(IN %)

+8.2%

Q3 FY25: (2.0)%

DINE-IN/
DELIVERY MIX

84% / 16%

Q3 FY25: 84% / 16%

GROSS PROFIT
(IN ₹ MN)

2,499

Y-o-Y: +11.4%
Margin: 66.4%

OPERATING EBITDA
(IN ₹ MN)

682

Y-o-Y: +11.1%
Margin: 18.1%

RESTAURANT OPERATING
MARGIN (IN ₹ MN)

590

Y-o-Y: +8.7%
Margin: 15.7%

ADJUSTED OPERATING
EBITDA* (IN ₹ MN)

361

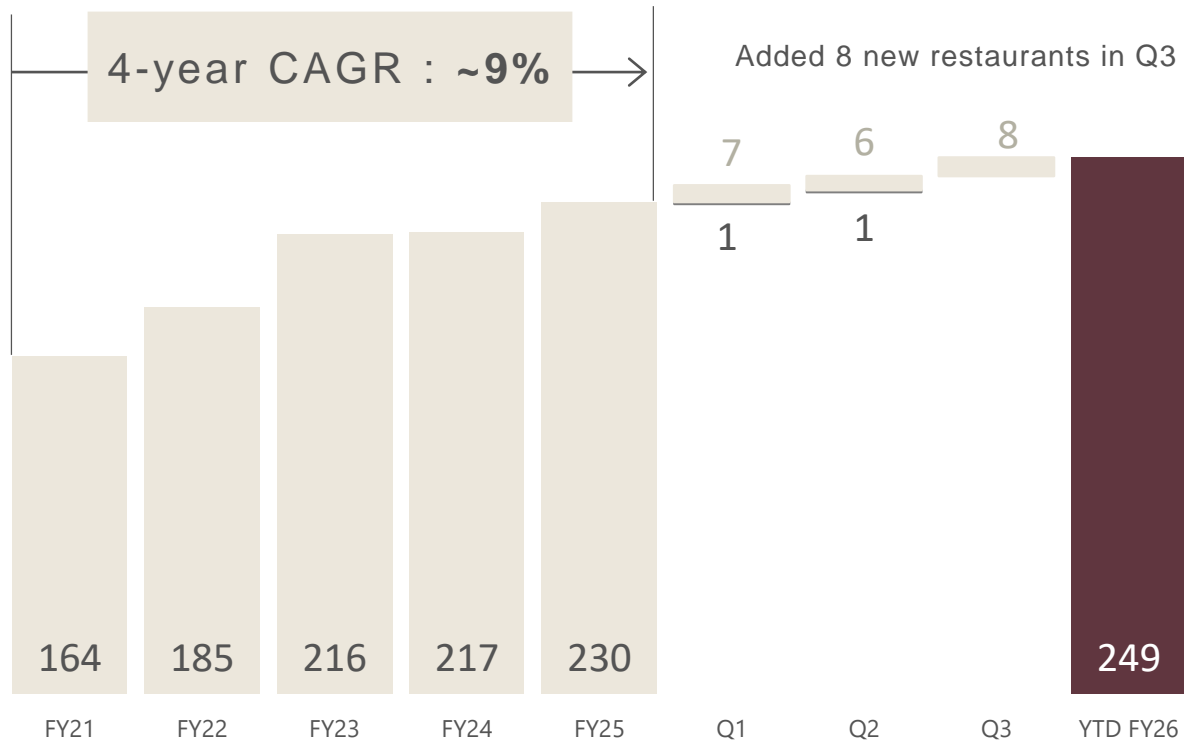
Y-o-Y: +6.5%
Margin: 9.6%



- *Adjusted Operating EBITDA is calculated without the impact of IND AS 116, excludes interest income, noncash ESOP provisions and one time noncash provision of New Labour Code of ₹134 mn
- On November 21, 2025, the Government of India notified four Labour Codes consolidating 29 existing labour laws. The incremental impact of these changes under New Labour Code are assessed by the Group on the basis of the best information available, in line with the guidance provided by the Institute of Chartered Accountants of India

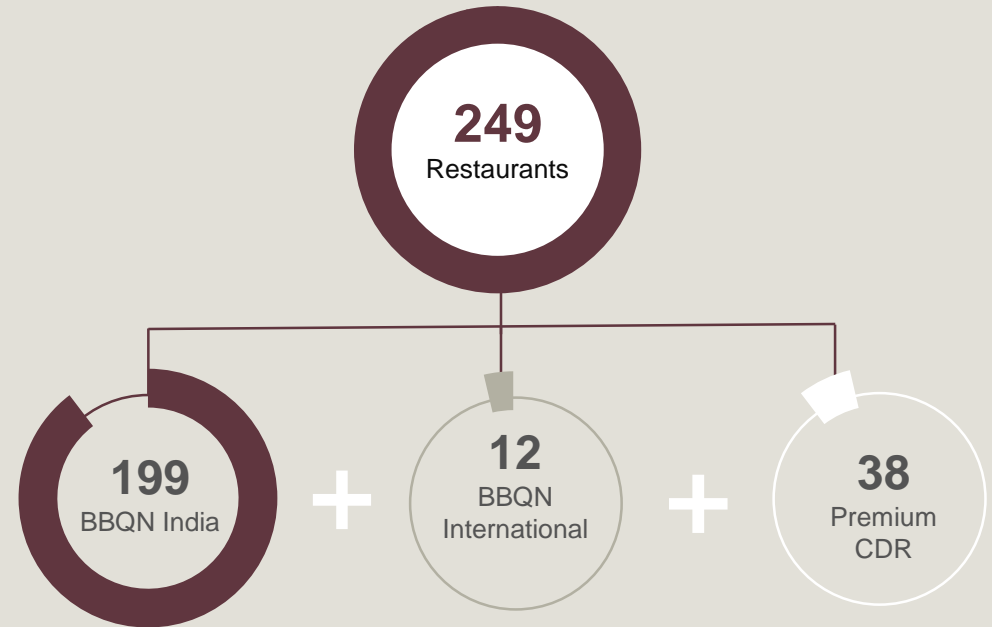
Network expansion - added 8 new restaurants in Q3 FY26

Expansion of Restaurant Network

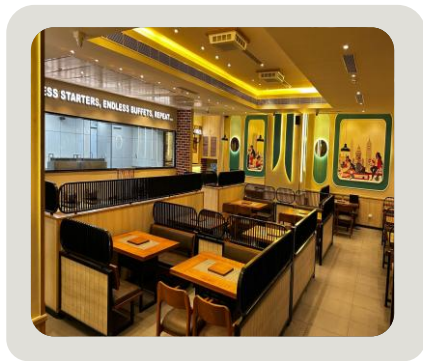


- **18 new restaurants** currently under construction
- To be operational in Q4/Q1 FY27

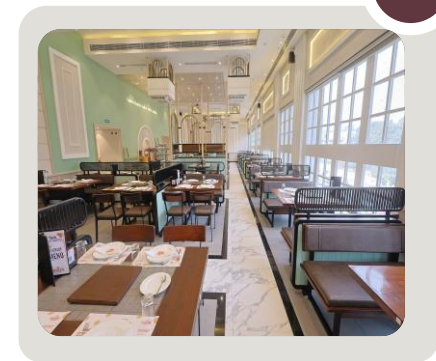
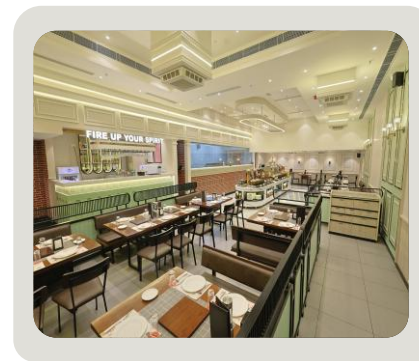
Restaurant Composition



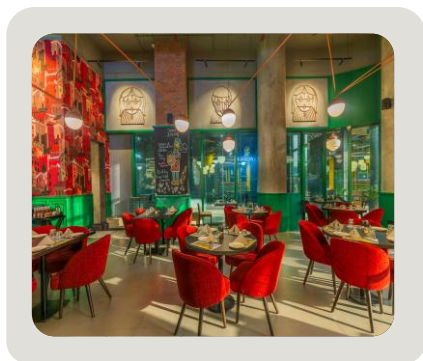
PRESENCE	MAR-25	DEC-25
METROS & TIER I	180	197
TIER II & III CITIES	50	52
TOTAL NETWORK	230	249



RR Nagar Global Mall, Bangalore (Barbeque Nation)



CP Regal, Delhi (Barbeque Nation)



Nariman Point, Mumbai (Toscano)



WTC, Chennai (Salt)

New restaurant launches in Q3 FY 26

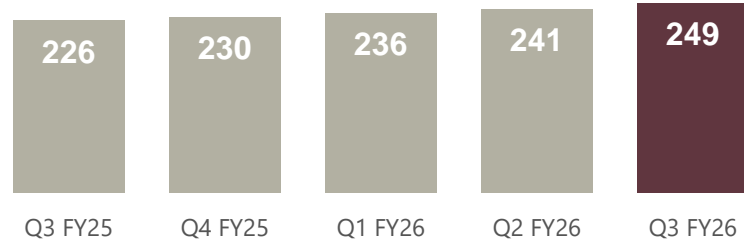


Creating memorable guest experiences through modern, vibrant spaces

Consolidated financial performance – quarterly trend

Network

(IN #)

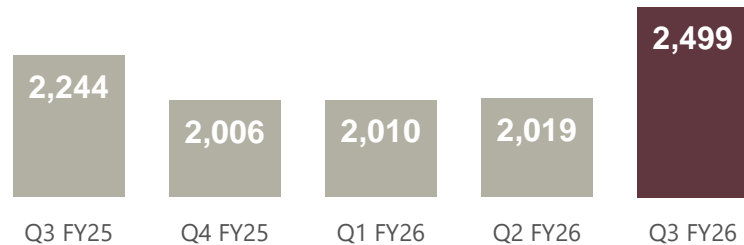


Annualized Revenue/Outlet (IN ₹ MN)



Gross Profit

(IN ₹ MN)

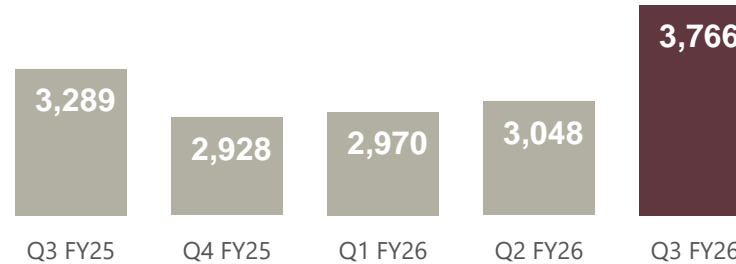


Gross Margin (IN %)



Revenue from Operations

(IN ₹ MN)

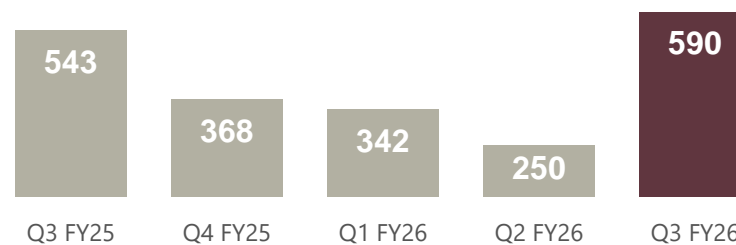


SSSG (IN %)



Pre IND-AS Restaurant Operating Margin

(IN ₹ MN)



ROM (IN %)

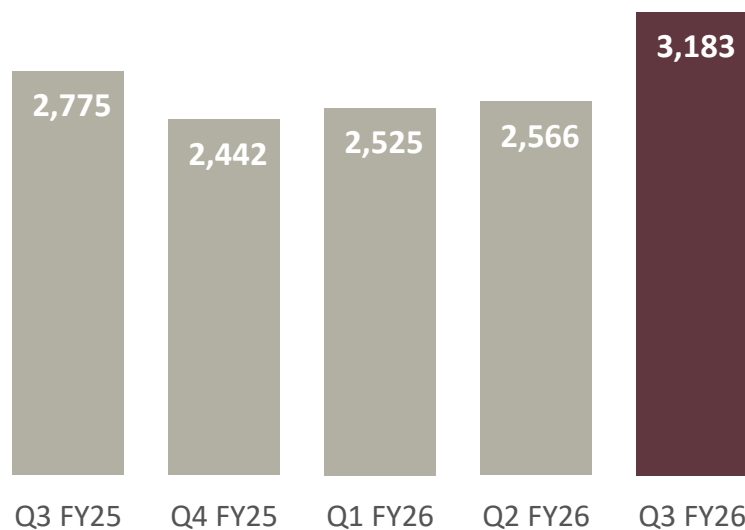


- Added 8 new restaurants in Q3
- Revenue grew 23.6% Q-o-Q & 14.5% Y-o-Y
- Q3 SSSG at +8.2%
- Gross profit grew 23.8% Q-o-Q & 11.4% Y-o-Y
- Pre-IND AS restaurant operating margin grew 136% Q-o-Q & 8.7% Y-o-Y
- Pre-IND AS restaurant operating margin at 15.7%
- Matured restaurants delivered a stronger Pre-IND AS restaurant operating margin of 17.2%

Strong growth across dine-in & delivery business

Dine – in Sales

(IN ₹ MN)

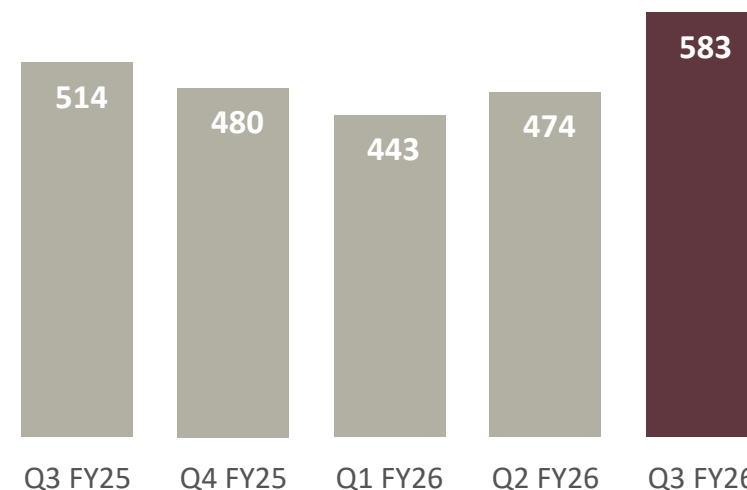


Share of business (IN %)

84.4%	83.6%	85.1%	84.4%	84.5%
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Delivery Sales

(IN ₹ MN)



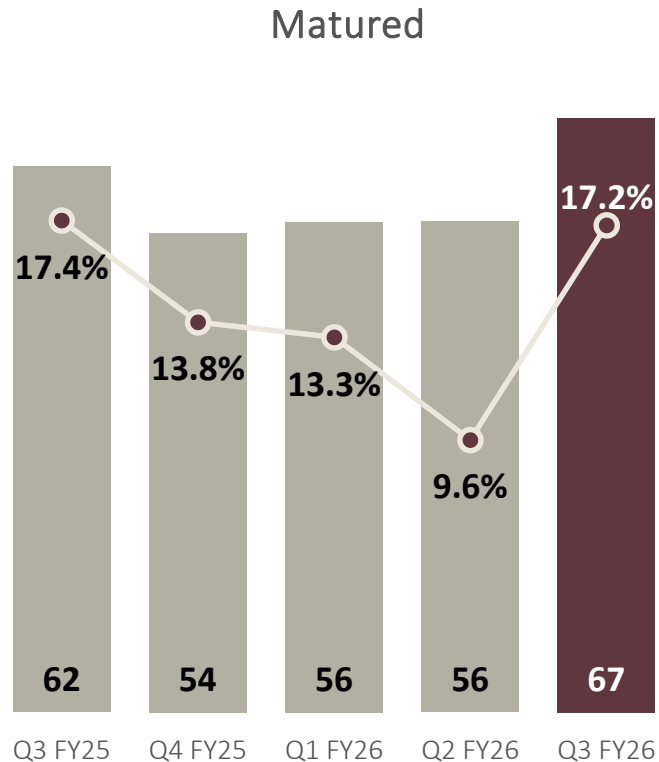
Share of business (IN %)

15.6%	16.4%	14.9%	15.6%	15.5%
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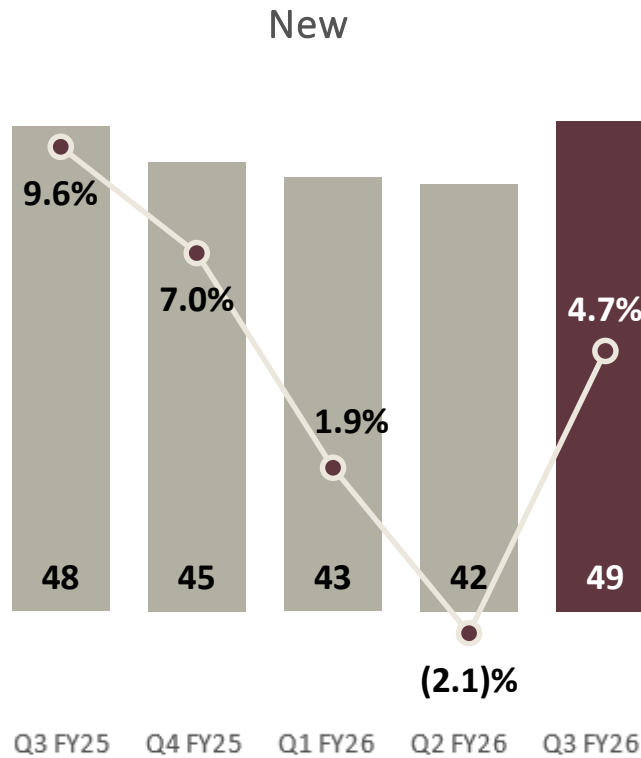
- Dine-in business grew **24.0%** Q-o-Q & **14.7%** Y-o-Y; overall **dine-in volume growth** at **+25%**
- Delivery business grew **23.0%** Q-o-Q & **13.4%** Y-o-Y; overall **delivery transactions growth** at **+29%**

Operating performance: matured vs new

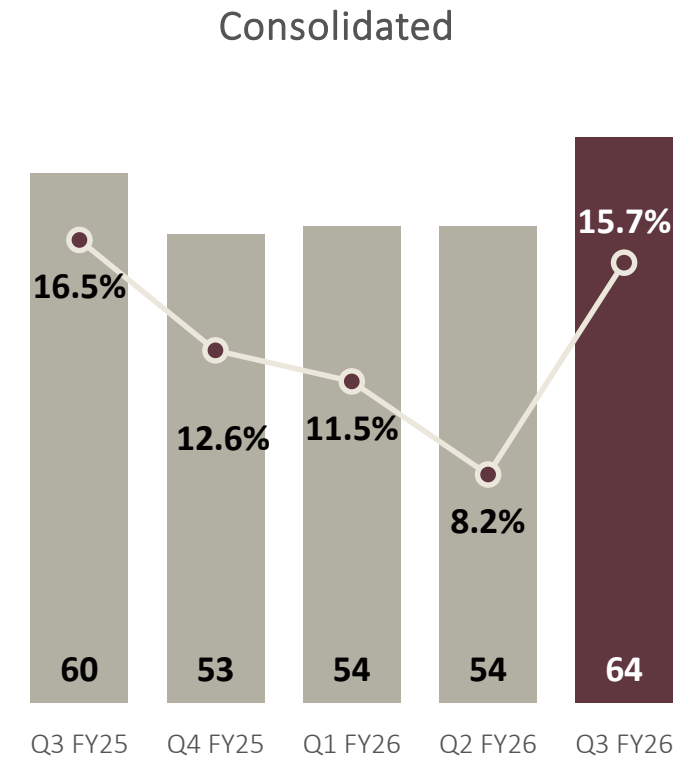
Average Annual Revenue/Restaurant (₹ Mn) and Pre IND-AS Restaurant Operating Margin (%)



- Matured restaurants delivered strong annualized revenues/ restaurant of ₹ 67 Mn, driven by strong SSSG growth
- Delivered margin of 17.2%, which was in line with last year



- New restaurants delivered annualized revenues/ restaurant of ₹ 49 Mn, with healthy sequential growth
- Operating margin to gradually improve with ramp up in revenue



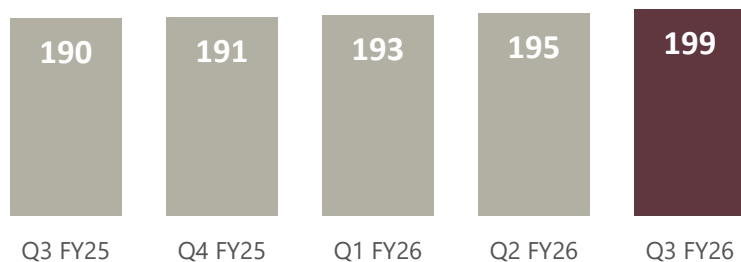
- Overall average revenue per restaurant was ₹ 64 Mn with 15.7% operating margin
- Margin reduction vs last year is largely attributable to impact from new restaurants

Note: Revenues are annualized basis the respective quarterly revenue; Restaurants with operations of more than 2 years are considered as "Matured"

Barbeque Nation India performance – quarterly trend

Network

(IN #)

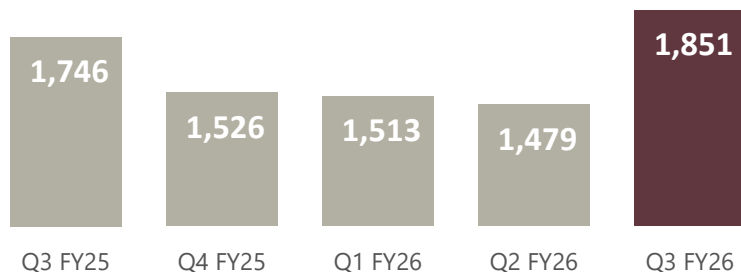


Annualized Revenue/Outlet (IN ₹ MN)



Gross Profit

(IN ₹ MN)

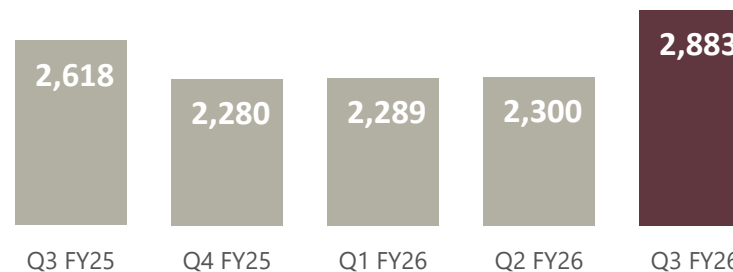


Gross Margin (IN %)



Revenue from Operations

(IN ₹ MN)

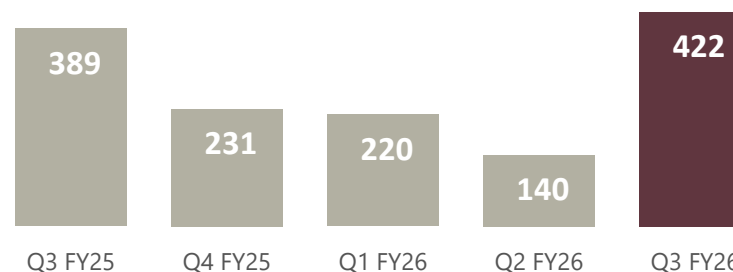


SSSG (IN %)

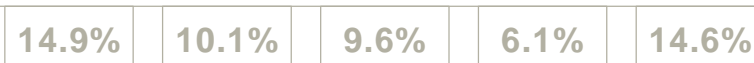


Pre IND-AS Restaurant Operating Margin

(IN ₹ MN)



ROM (IN %)



- Added 4 new restaurants in Q3
- Revenue grew 25.3% Q-o-Q & 10.1% Y-o-Y
- Q3 SSSG at +8.3%
- Gross profit grew 25.2% Q-o-Q & 6.0% Y-o-Y
- Pre-IND AS restaurant operating margin grew ~200% Q-o-Q & 8.5% Y-o-Y
- Pre-IND AS restaurant operating margin at 14.6%
- Matured restaurants delivered a stronger Pre-IND AS restaurant operating margin of 15.9%

Curating themed food events to enhance guest engagement

BARBEQUE VIBES

The Coastal Feast
7th Nov - 9th Nov
Gachibowli, Hyderabad

A celebration of India's finest seafood, served with Hyderabad warmth, featuring **Chef Shyam's** winning dish from MasterChef India, Telugu.

MasterChef India Telugu 1st Runner-up Shyam Gopiseti

Tandoori Octopus
Winning Dish

Meen Lopichedu

Tandoori Crab

BARBEQUE VIBES

ODIA TRAILS
8th-14th Dec, 2025

A journey through Odisha's seasons and streets.

Experience Odisha's streets and seasons on a plate, crafted by the Master Chef who created the world's largest 190-dish Pakhala

Chef Abinas Nayak
Master Chef India Season 6 Winner

Chicken Besara

Dahi Maacha

Chhena Poda

Mutton Aloo Jhola

Venue :
Atria Mall,
Worli, Mumbai

BARBEQUE VIBES

dakhshin
Flavours Reimagined

MasterChef India's youngest semi-finalist brings South Indian cuisine to life with a modern, innovative twist.

Kenneth Gopinath
Youngest contestant on MasterChef India 2023.

10th-14th Dec
2025

Forum Shantiniketan,
Bengaluru

BARBEQUE VIBES

Lucknowi Dastarkhwan

Perfection takes time...
Chef Gul Ali's Lucknowi daawat celebrates the beauty of slow, soulful cooking.

Ambience Mall,
Gurugram

24th - 30th Nov 2025

Chef Gul Ali
A specialist in the art of Dum Pukht and Lucknowi cuisine.

Galouti Kebab

Sheer Khurma

Nihari

Value led pricing initiatives for specific markets

Kiraak weekdays with
Unlimited Grills and Buffet!

Kiraak Buffet

MONDAY - THURSDAY

VEG	NON-VEG
₹599	₹699

GSM Mall | Kondapur | Aparna Neo Mall | Kothapet |
Uppal | AS Rao Nagar | Jubilee Hill Alcazar

*T&C Apply

Weekdays just got better with our Unlimited Buffet!

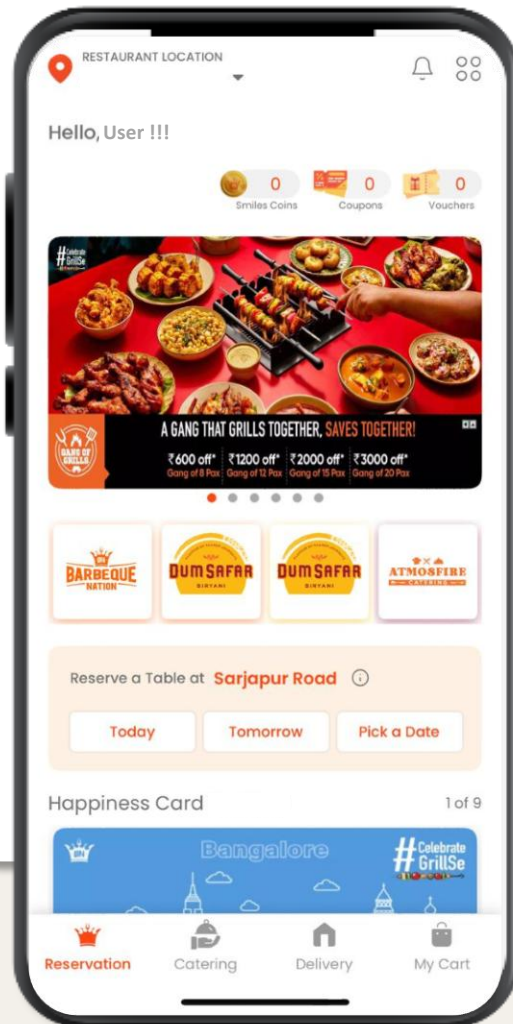
KADAK BUFFET

Monday & Tuesday

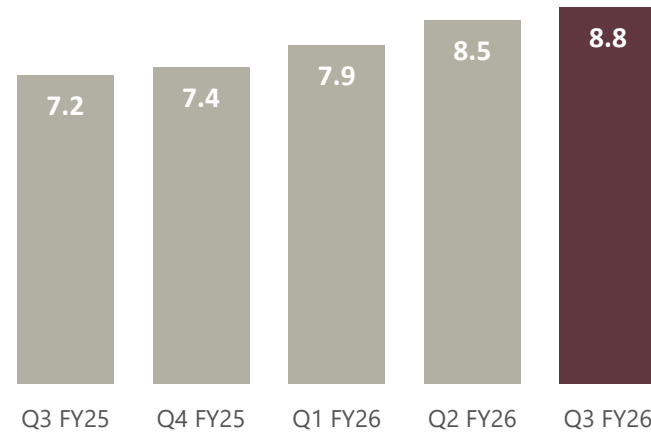
VEG	NON-VEG
₹599	₹699

PUNE - KALYANI NAGAR | WESTEND MALL

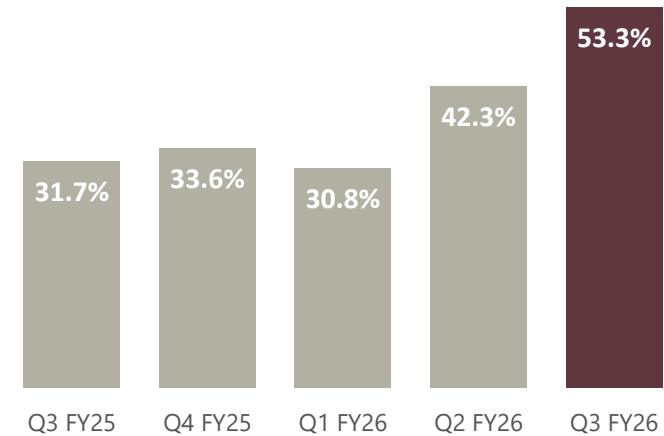
Increase in dine-in transactions from own digital channels



Cumulative App Downloads
(IN MN)



Dine-in Transactions – Own Digital Channels
(IN %)



Strengthened usage of advance module through app/web

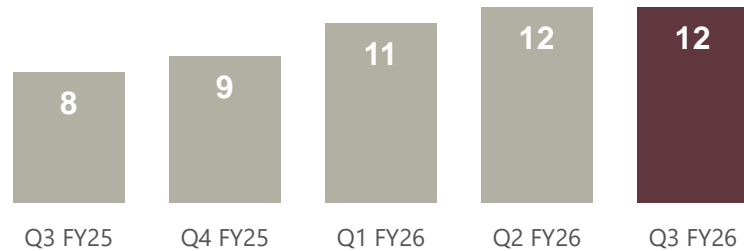


Barbeque Nation International performance – quarterly trend

14

Network

(IN #)

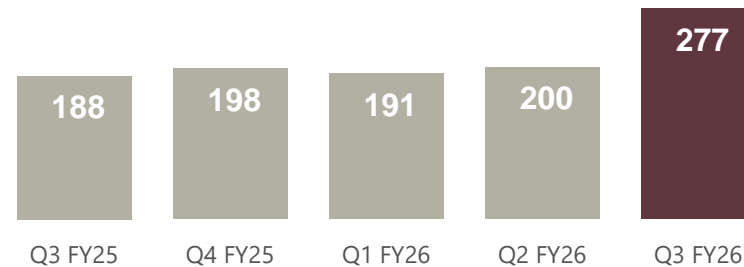


Annualized Revenue/Outlet (IN ₹ MN)



Gross Profit

(IN ₹ MN)

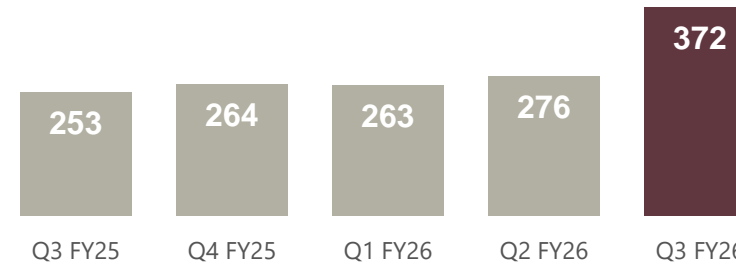


Gross Margin (IN %)



Revenue from Operations

(IN ₹ MN)

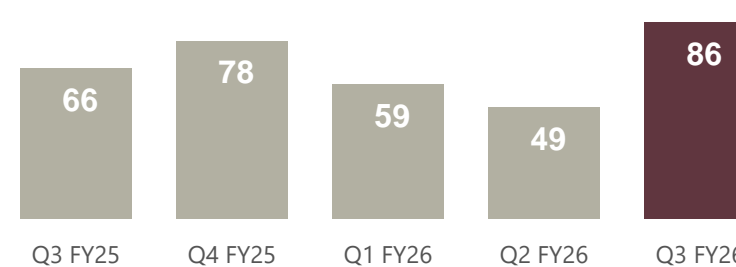


SSSG (IN %)



Pre IND-AS Restaurant Operating Margin

(IN ₹ MN)



ROM (IN %)

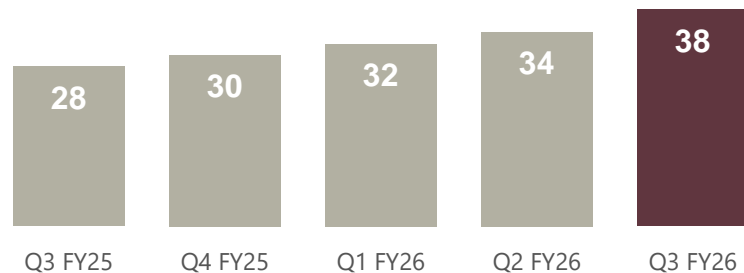


- Revenue grew 34.8% Q-o-Q & 47.0% Y-o-Y; supported by network expansion and SSSG
- Consistently delivered high SSSG; Q3 SSSG at +5.8%
- Gross profit grew 38.5% Q-o-Q & 47.3% Y-o-Y
- Despite strong network expansion, delivered Pre-IND AS restaurant operating margin of 23.1%,
- Matured restaurants continue to deliver stronger Pre-IND AS restaurant operating margin of 27.1%

Premium CDR performance – quarterly trend

Network

(IN #)

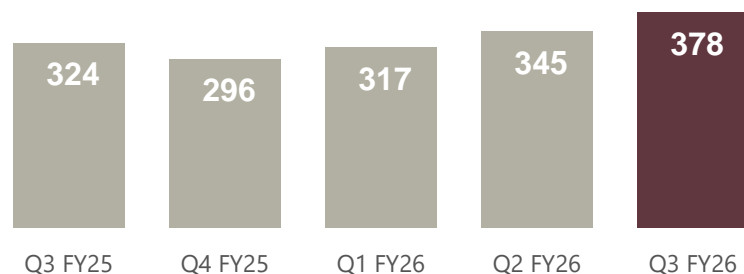


Annualized Revenue/Outlet (IN ₹ MN)



Gross Profit

(IN ₹ MN)

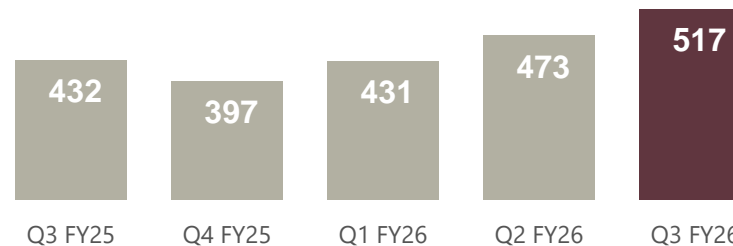


Gross Margin (IN %)



Revenue from Operations

(IN ₹ MN)

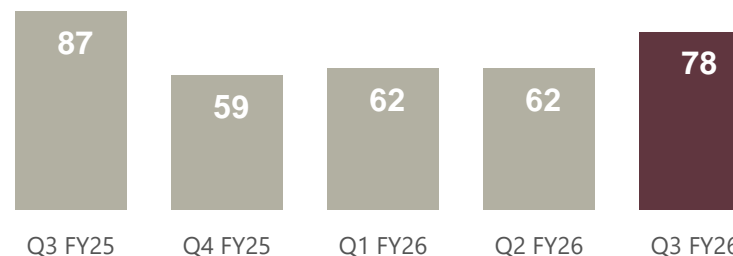


SSSG (IN %)



Pre IND-AS Restaurant Operating Margin

(IN ₹ MN)

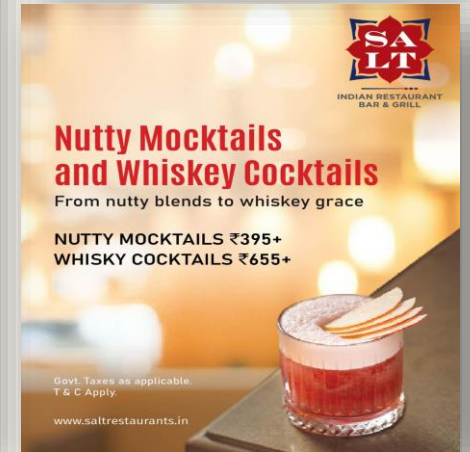
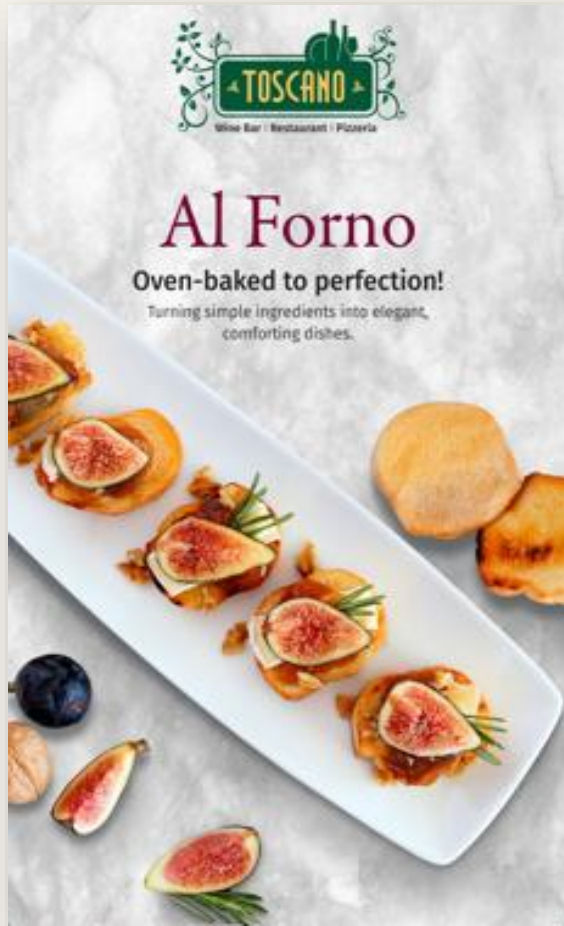


ROM (IN %)



- Added 4 new restaurants in Q3
- Revenue grew 9.3% Q-o-Q & 19.7% Y-o-Y
- Q3 SSSG at +9.4% driven by higher transaction growth
- Gross profit grew 9.6% Q-o-Q & 16.7% Y-o-Y
- Pre-IND AS restaurant operating margin at ~15%
- Matured restaurants continue to deliver stronger Pre-IND AS restaurant operating margin of 21.7%

New offerings at Premium CDR



Consolidated P&L

17

PARTICULARS (₹ Mn)	Q3 FY26	Q3 FY25	Y-o-Y Gr%	Q2 FY26	Q-o-Q Gr%	9M FY26	9M FY25	Y-o-Y Gr%
REVENUE FROM OPERATIONS	3,766	3,289	14.5%	3,048	23.6%	9,783	9,403	4.0%
COST OF FOOD AND BEVERAGES CONSUMED	1,267	1,045	21.2%	1,029	23.1%	3,256	2,997	8.6%
EMPLOYEE RELATED EXPENSES	815	767	6.3%	761	7.1%	2,306	2,259	2.1%
OCCUPANCY AND OTHER EXPENSES	1,001	862	16.1%	880	13.8%	2,702	2,566	5.3%
OPERATING EBITDA	682	615	11.1%	377	80.9%	1,520	1,580	(3.8)%
OPERATING EBITDA %	18.1%	18.7%		12.4%		15.5%	16.8%	
ONE TIME NON CASH PROVISION OF LABOUR CODE	134	-		-		134	-	
OTHER INCOME	17	55	(69.1)%	81	(79.0)%	117	125	(6.4)%
FINANCE COST	227	195	16.4%	207	9.7%	634	570	11.2%
DEPRECIATION AND AMORTISATION	482	428	12.6%	483	(0.2)%	1,414	1,242	13.8%
PROFIT BEFORE TAX	(144)	47		(232)		(545)	(107)	
TAX EXPENSE	(67)	(3)		(7)		(77)	(43)	
PROFIT/(LOSS) AFTER TAX	(77)	51		(225)		(468)	(64)	
<i>PROFIT/(LOSS) AFTER TAX %</i>	<i>(2.0)%</i>	<i>1.5%</i>		<i>(7.4)%</i>		<i>(4.8)%</i>	<i>(0.7)%</i>	
ADJUSTED PROFITABILITY*								
ADJUSTED OPERATING EBITDA	361	339	6.5%	33	-	530	716	(25.6)%
<i>ADJUSTED OPERATING EBITDA%</i>	<i>9.6%</i>	<i>10.3%</i>		<i>1.1%</i>		<i>5.4%</i>	<i>7.6%</i>	
Adjusted PAT	93	103	(9.7)%	(188)	-	(196)	98	-
<i>Adjusted PAT%</i>	<i>2.5%</i>	<i>3.1%</i>		<i>(6.2)%</i>		<i>(2.0)%</i>	<i>1.0%</i>	
Cash Profit	307	301	2.0%	23	-	436	632	(31.0)%
<i>Cash Profit %</i>	<i>8.2%</i>	<i>9.1%</i>		<i>0.8%</i>		<i>4.5%</i>	<i>6.7%</i>	

- *Adjusted Profitability is calculated without the impact of IND AS 116, excludes noncash ESOP provisions and one time impact of New Labour Code of ₹ 134 mn. Adjusted Operating EBITDA also excludes interest income
- On November 21, 2025, the Government of India notified the four Labour Codes - the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020, and the Occupational Safety, Health and Working Conditions Code, 2020, ('New Labour Code') - consolidating 29 existing labour laws. The incremental impact of these changes are assessed by the Group on the basis of the best information available, in line with the guidance provided by the Institute of Chartered Accountants of India

Strategic focus areas

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

Expand network to 300+ restaurants by FY27; 400+ by FY30

Scale existing portfolio of high-potential brands

Sustain industry-leading margins and robust cash flow generation

Maintain leadership in casual dining restaurant industry



Scale brand through network expansion & volume driven SSSG growth;



PAN-INDIAN RESTAURANT
BAR & GRILL

Penetrate Premium CDR brands in newer markets



Grow delivery business



United Foodbrands



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United Foodbrands Limited

Investors@unitedfoodbrands.in