

To,

Dear Sirs,

Pursuant to Regulations 30(6) and 46(2)(oa) read with Para A Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby enclose the Earnings Presentation on Un-Audited Financial Results of the Company for the Quarter ended September 30, 2025, which will be placed on the Company's website, for the Earnings Conference Call scheduled today, i.e., Tuesday, November 11, 2025 at 5:30 PM (IST).

This is for your information and records.

Thanking you.

Yours faithfully,

For United Foodbrands Limited

(Formerly known as Barbeque-Nation Hospitality Limited)

Nagamani C Y

Company Secretary & Compliance Officer

M. No: A27475

Encl.: As above

UNITED FOODBRANDS LIMITED

UNITED FOODBRANDS LIMITED
(Formerly known as Barbeque-Nation Hospitality Limited)

Registered & Corporate Office: "Saket Callipolis", Unit No. 601 & 602, 6th Floor, Doddakannalli Village, Varthur Hobli, Sariapur Road, Bengaluru-560035, Karnataka, India. CIN: L55101KA2006PLC073031

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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 in 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.



Key Updates

03

Positive SSSG

- Q2 SSSG at +0.8% excluding 9 days of Navratri*; Q2 SSSG at (2.2)% impacted by Navratri
- 4 months (Jul-Oct'25) SSSG at +0.3%

Driven by transaction growth

- Q2 consolidated transactions grew 2.1% excluding Navratri days; flattish for Q2
- 4M (Jul-Oct'25) dine-in volumes grew ~2% & delivery transactions grew ~12%
- Barbeque Nation India transactions grew +3.7% for 4M (Jul-Oct'25)

Short term margin impact

- Gross margin moderated slightly due to culinary initiatives & value-oriented group offerings
- Increase in marketing spent by ~1.2% of sales
- Disciplined cost control; other overheads reduced by ~1.3%

New store expansion on track

- Launched 6 new restaurants in Q2
- Well placed to add 9-12 restaurants every quarter and achieve 300+ stores by FY27

*Navratri days in Q2 were during 22nd September to 30th September'25



Q2 FY26 Key Financial Highlights

RESTAURANT NETWORK
(IN #)

241

Q2 FY25: 222

REVENUE FROM
OPERATIONS (IN ₹ MN)

3,048

Y-o-Y: (0.3)%

SSSG
(IN %)

Pre Navaratri*

0.8%

Q2 FY26

(2.2)%

Q2 FY25: (2.5)%

DINE-IN/
DELIVERY MIX

84% / 16%

Q2 FY25: 85% / 15%

GROSS PROFIT
(IN ₹ MN)

2,019

Y-o-Y: (3.0)%
Margin: 66.2%

OPERATING EBITDA
(IN ₹ MN)

377

Y-o-Y: (17.2)%
Margin: 12.4%

RESTAURANT OPERATING
MARGIN (IN %)

8.2%

Q2 FY25: 12.4%

ADJUSTED OPERATING
EBITDA** (IN ₹ MN)

33

Y-o-Y: (80.1)%
Margin: 1.1%

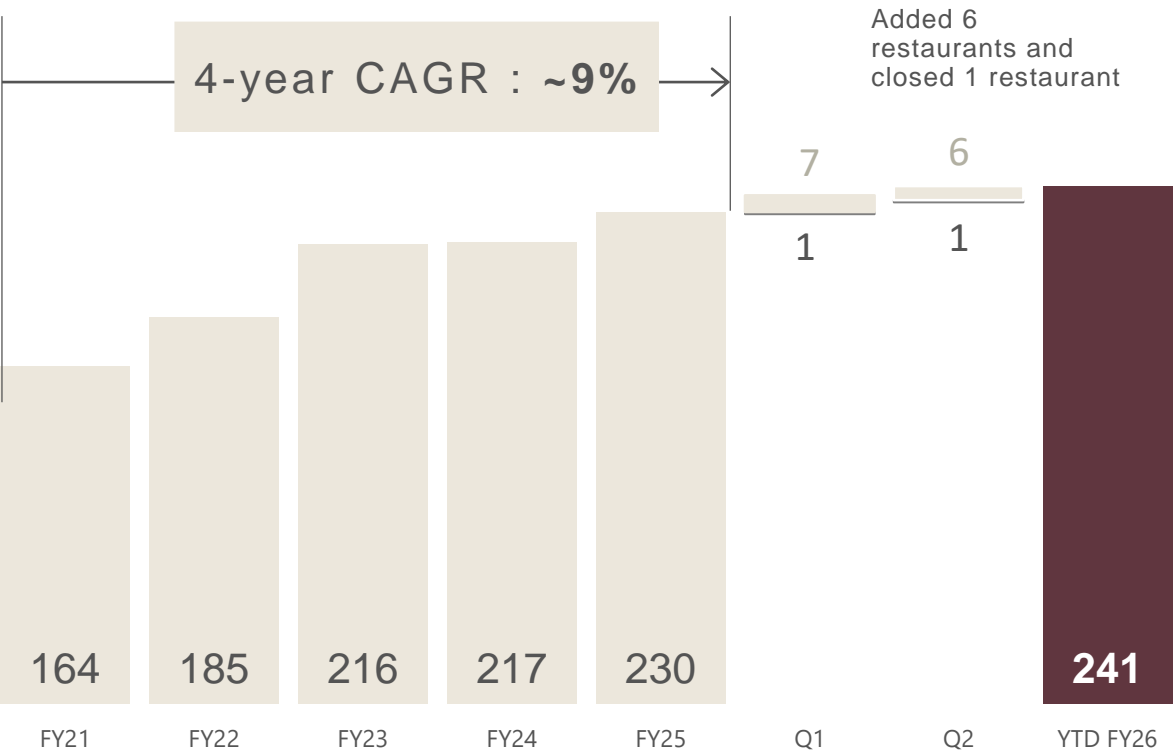


*Pre-Navratri period is from 1st July to 21st September (i.e., excluding 9 days of Navratri)

**Adjusted Operating EBITDA is calculated without the impact of IND AS 116, excludes other income and non-cash ESOP provisions

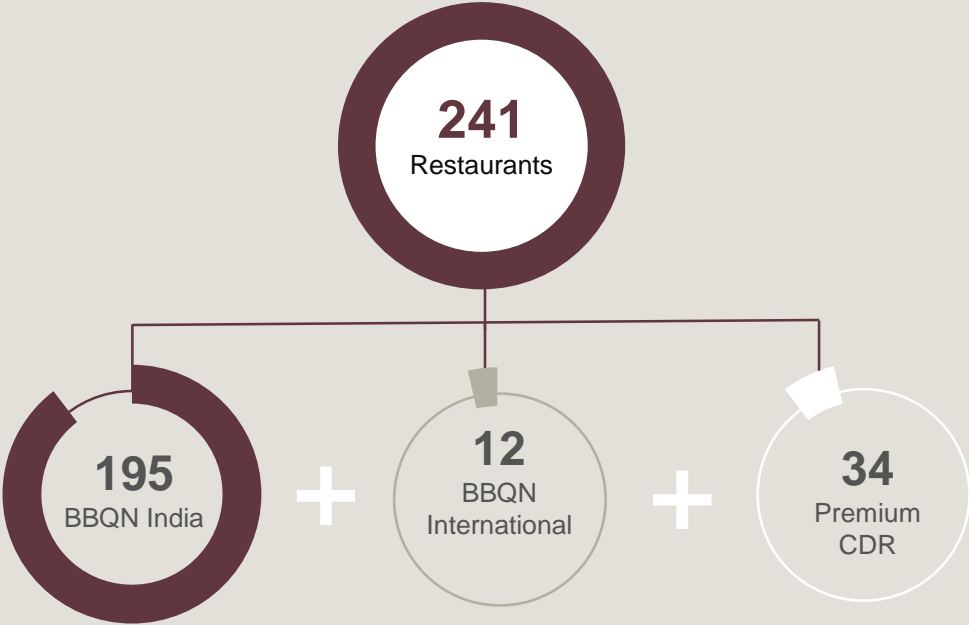
Network Expansion: Added 6 New Restaurants in Q2 FY26

Expansion of Restaurant Network



- On track to add 35 new restaurants in FY26
- 15 new restaurants** currently under construction

Restaurant Composition



PRESENCE	MAR-25	SEP-26
METROS & TIER I	180	190
TIER II & III CITIES	50	51
TOTAL NETWORK	230	241



Riyadh, Saudi Arabia (Barbeque Nation)



Garia, Kolkata (Barbeque Nation)



VSD, Hyderabad (Toscano)



New restaurant launches in Q2FY26



Nikol, Ahmedabad (Barbeque Nation)

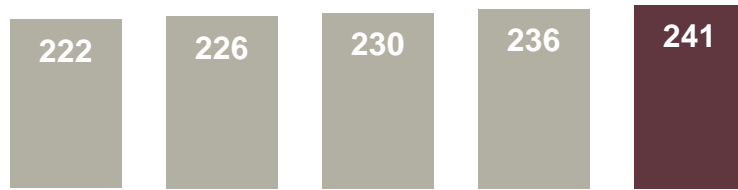


Creating memorable guest experiences
through modern, vibrant spaces

Consolidated Financial Performance – Quarterly Trend

Network

(IN #)



Q2 FY25 Q3 FY25 Q4 FY25 Q1 FY26 Q2 FY26

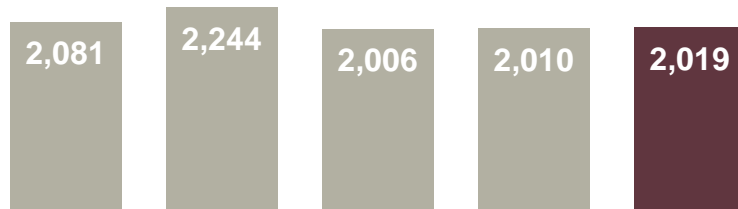
Annualized Revenue/Restaurant (IN ₹ MN)



56 60 53 54 54

Gross Profit

(IN ₹ MN)



Q2 FY25 Q3 FY25 Q4 FY25 Q1 FY26 Q2 FY26

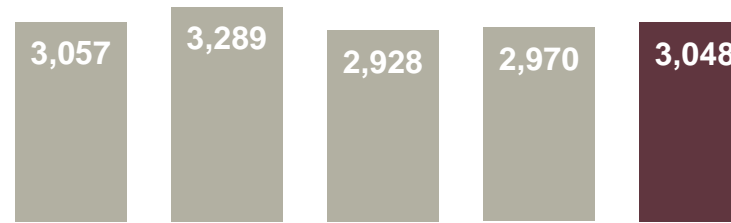
Gross Margin (IN %)



68.1% 68.2% 68.5% 67.7% 66.2%

Revenue from Operations

(IN ₹ MN)



Q2 FY25 Q3 FY25 Q4 FY25 Q1 FY26 Q2 FY26

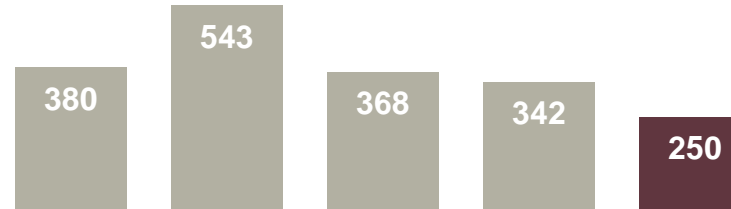
SSSG (IN %)



(2.5)% (2.0)% (2.0)% (3.4)% (2.2)%

Pre IND-AS Restaurant Operating Margin

(IN ₹ MN)



Q2 FY25 Q3 FY25 Q4 FY25 Q1 FY26 Q2 FY26

ROM (IN %)



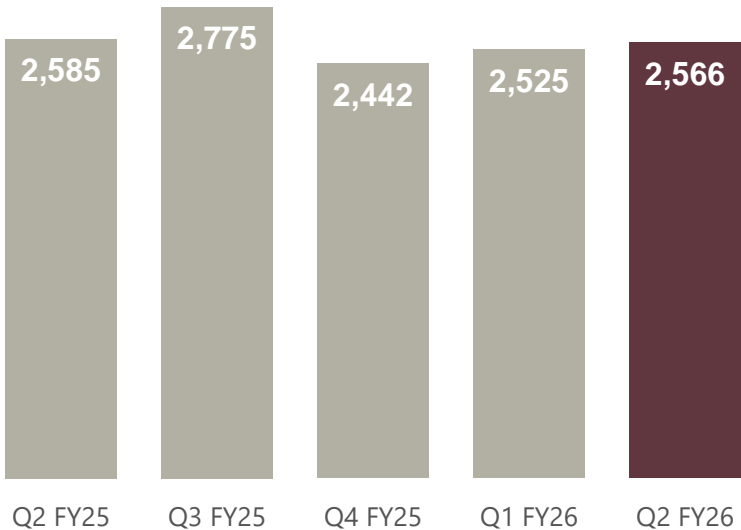
12.4% 16.5% 12.6% 11.5% 8.2%

- Added 5 net restaurants in Q2
- Revenue grew 2.6% Q-o-Q; flattish Y-o-Y
- Q2 SSSG at 0.8% excluding 9 days of **Navratri***; 4 months (Jul-Oct'25) SSSG at 0.3%
- Gross margin moderated slightly due to culinary initiatives and value-oriented group offerings
- Pre-IND AS restaurant operating margin at 8.2%, temporarily impacted by lower gross margin, higher marketing spends and new restaurants ramp-up
- Matured restaurants continue to deliver higher profitability
- Disciplined cost control; **other overheads reduced** Y-o-Y by ~1.3%

*Navratri days in Q2 were during 22nd September to 30th September'25

Dine-in & Delivery Business

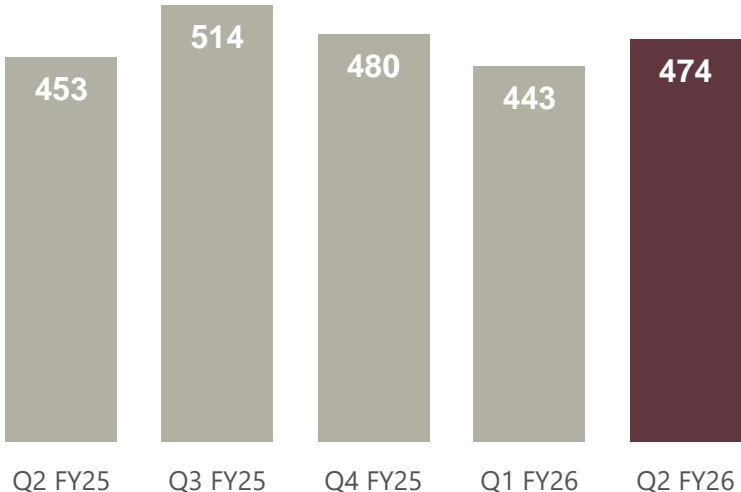
Dine – in Sales
(IN #)



Share of business (IN %)

84.6%	84.4%	83.6%	85.1%	84.4%
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Delivery
(IN ₹ MN)



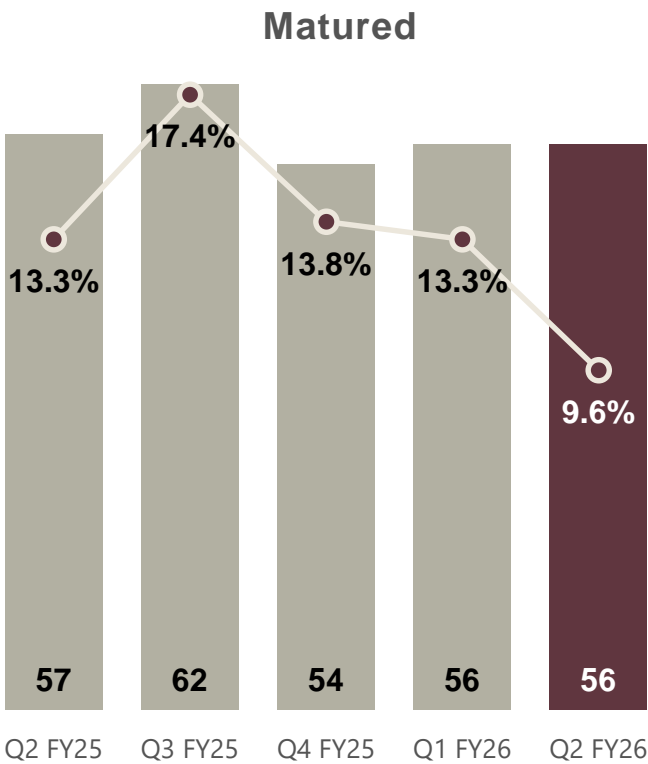
Share of business (IN %)

14.8%	15.6%	16.4%	14.9%	15.6%
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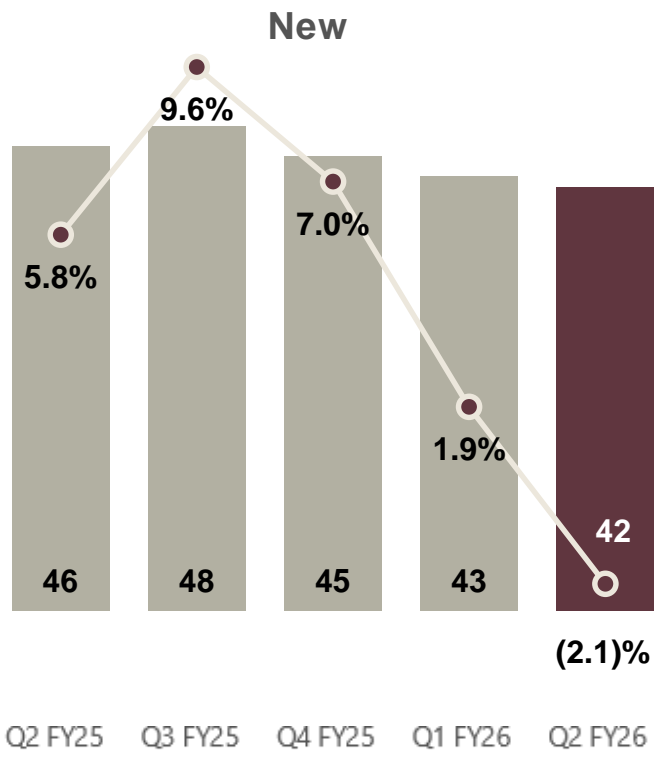
- Dine in business grew 1.6% Q-o-Q and flattish Y-o-Y; same store volume growth was ~2% for 4 months (Jul-Oct'25)
- Delivery business grew 7.0% Q-o-Q and 4.6% Y-o-Y; same store transactions growth was ~12% for 4 months (Jul-Oct'25)

Operating Performance: Matured vs New

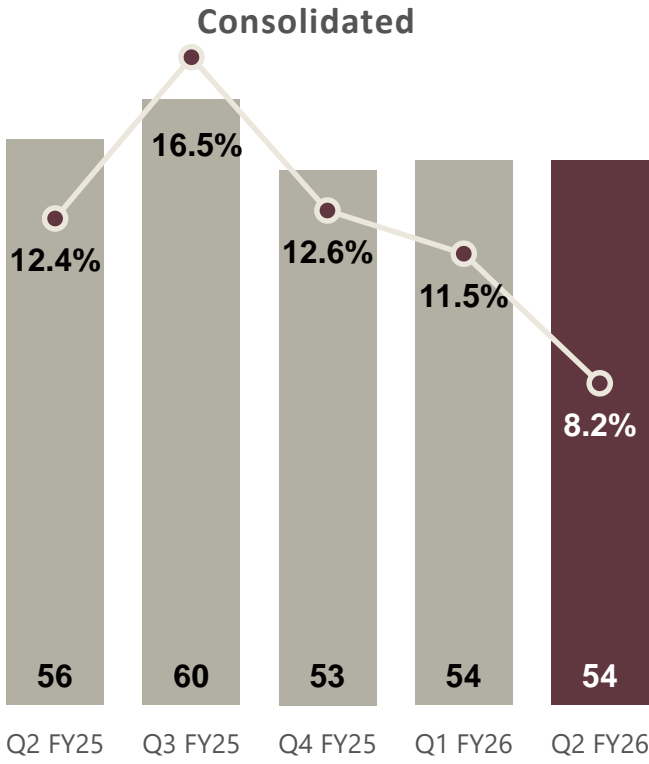
Average Annual Revenue/Restaurant (₹ Mn) and Pre IND-AS Restaurant Operating Margin (%)



- Matured restaurants delivered strong annualized revenues of ₹ 56 mn with 9.6% operating margins



- New restaurants, still in the ramp-up phase, delivered (2.1)% operating margins
- Higher initial store opening costs in some newer metro markets in the Premium CDR segment



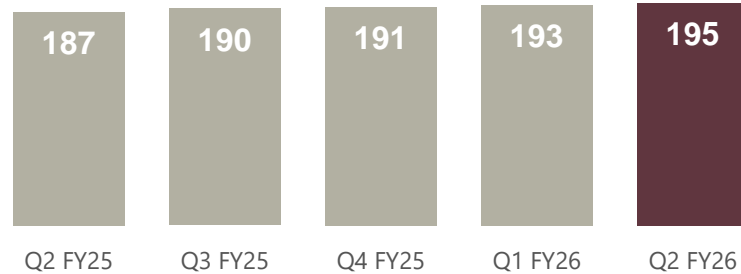
- Overall average revenue per restaurant was ₹ 54 mn with a Pre IND-AS restaurant operating margin of 8.2%

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 #)

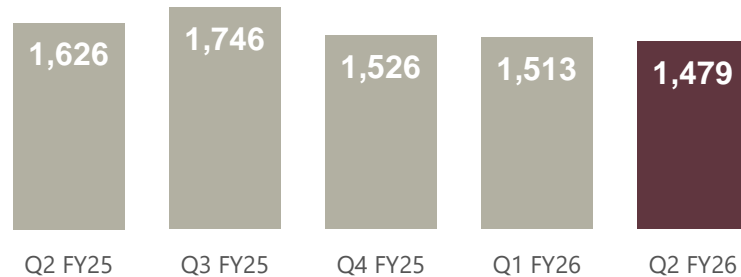


Annualized Revenue/Restaurant (IN ₹ MN)



Gross Profit

(IN ₹ MN)

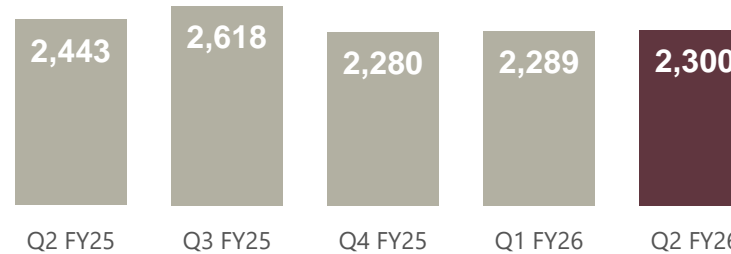


Gross Margin (IN %)



Revenue from Operations

(IN ₹ MN)

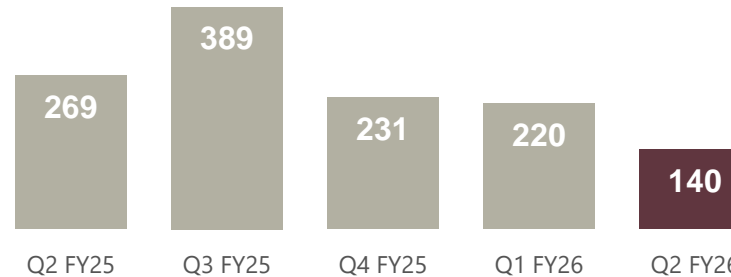


SSSG (IN %)



Pre IND-AS Restaurant Operating Margin

(IN ₹ MN)



ROM (IN %)



- Expanded network with a **net addition of 2 new restaurants** in Q2 FY26
- Revenue grew 0.5% Q-o-Q**
- Q2 SSSG at (1.1)% excluding 9 days of Navratri***; 4 months (Jul-Oct'25) SSSG at (1.6%)
- Same store transaction growth** for 4M (Jul-Oct'25) is at **3.7%**
- Gross margin** moderated **slightly** due to culinary initiatives and value-oriented group offerings
- Pre-IND AS restaurant operating margin at 6.1%**, temporarily impacted by lower gross margin and higher marketing spend
- Disciplined cost control; **other overheads reduced Y-o-Y by ~5.8%**

*Navratri days in Q2 were during 22nd September to 30th September'25

Driving Volume Growth by Leveraging Value Led Group Offers

11



The Big Buffet

30+ unlimited dishes | Special menu

Enjoy a grand feast with a
SMALL BILL!

@399*
per person
Applicable in
Bengaluru, Vega City, Fiesta

BARBEQUE NATION



The Big Buffet

ONE PRICE,
30+ UNLIMITED DELIGHTS

Lunch starts @

₹469 | **₹499**
(MON - SAT) | (MON - SAT)

BARBEQUE NATION



BOSS GRILLING YOUR TEAM. ✗
YOUR TEAM GRILLING KEBABS. ✓

**SIZZLING
7@777**
per person

*APPLICABLE MON - FRI

GATHER YOUR GANG OF 7 AND
BOOK AN UNLIMITED BUFFET



Grill & Chill
UNLIMITED BUFFET & UNLIMITED DRINKS

Packages Start @
1199/-

BARBEQUE NATION

*T&C apply | Taxes as applicable

Hosting Curated Events to Elevate Overall Guest Experience

Turn up the
Befikra Vibes!

BARBEQUE NATION

Befikra Tejas Live
at Barbeque Nation

8th Oct
Wednesday

7:30 PM
Onwards

Barbeque Nation, M3M International Financial Center, Gurugram
Don't miss out on the magic!

080 6902 8728 | Download Barbeque Nation app to book

Bengaluru, which beats
will you groove to?

//BATTLEDRUMS//

//Vinod on Ghatam //
//Addison Miguel Beatboxing//

Saturday, 11th Oct | 8PM Onwards
Igale book maaddi!

Barbeque Nation, Dollar Layout, 3rd Phase, J. P. Nagar, Bengaluru
Don't miss the magic!
☎ 080 6902 8722 | 📲 Download Barbeque Nation app to book

BARBEQUE NATION

A feast for the soul

Sufi Night with

Mehfil-E-Nayab

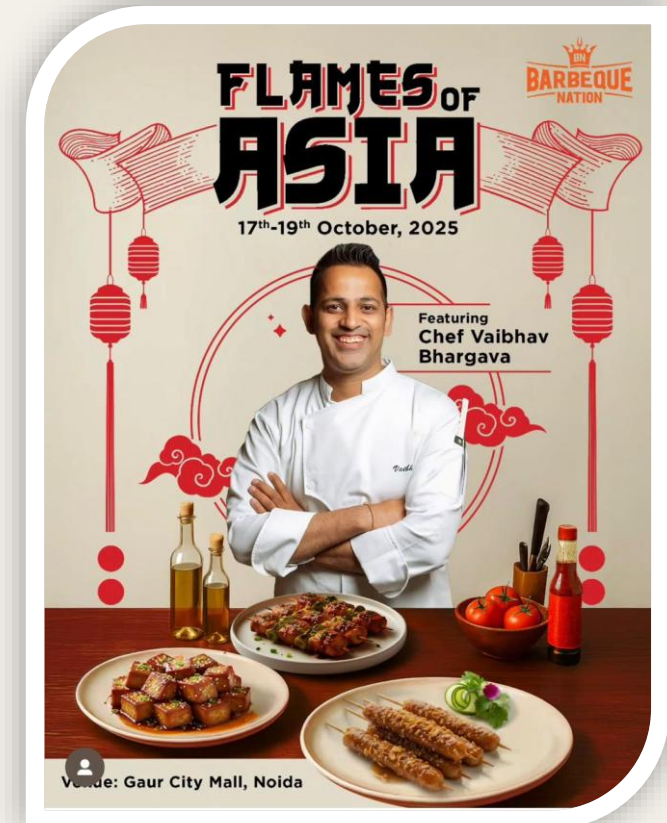
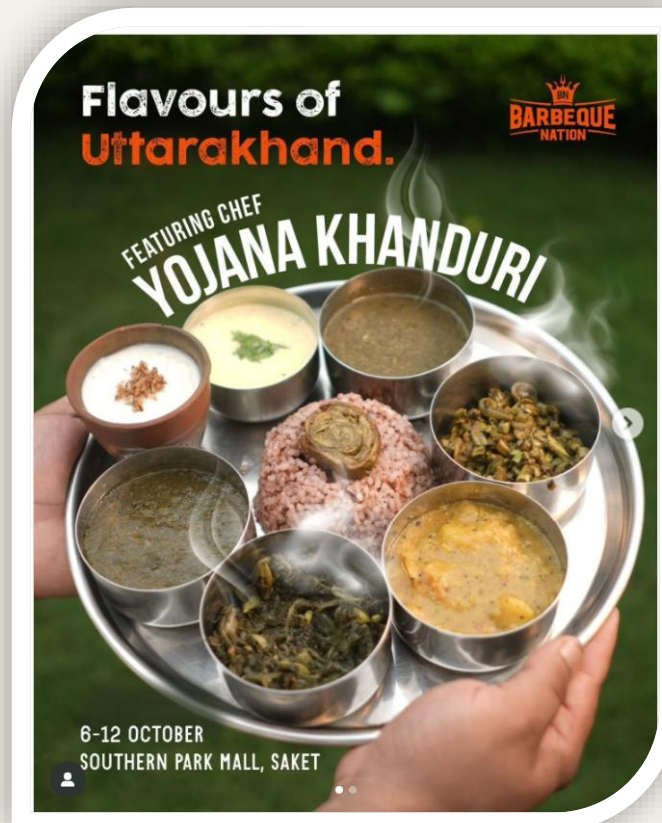
Friday, 7th November
8 p.m. onwards

Barbeque Nation, Electronics City Phase I, Neeladri Road

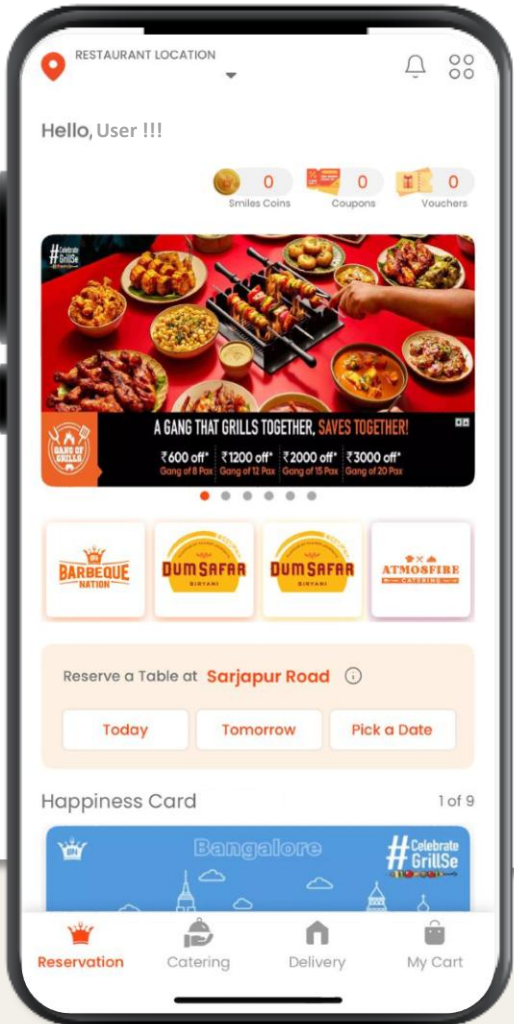
Don't miss out on the magic!

Curating Themed Food Events to Enhance Guest Engagement

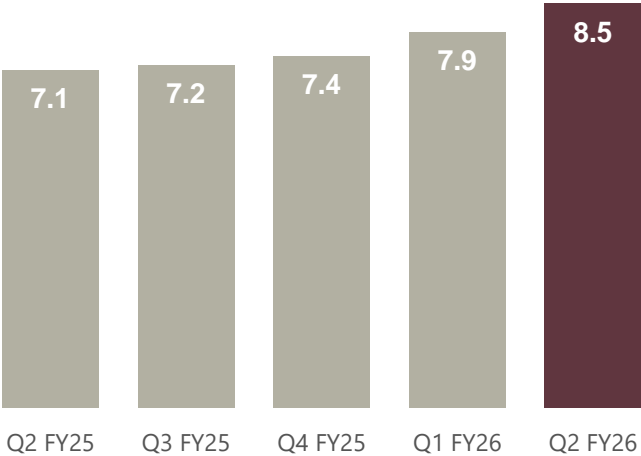
13



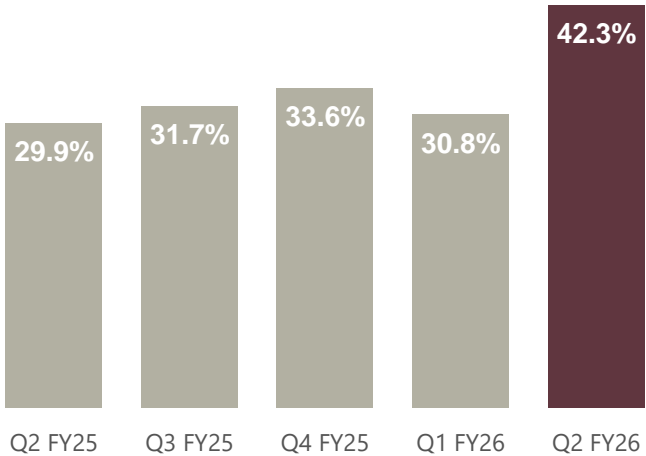
Increase in Dine-in Transactions from Own Digital Channels



Cumulative App Downloads
(IN ₹ MN)



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



Strengthened usage of pre-payments through app/web

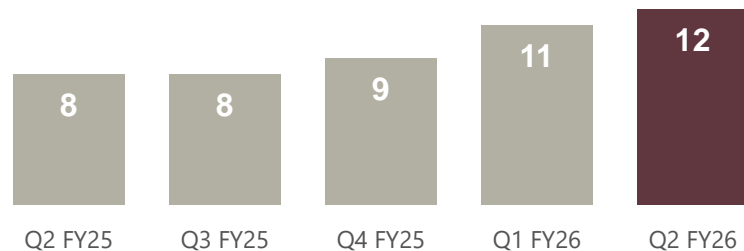


Barbeque Nation International Performance – Quarterly Trend

15

Network

(IN #)

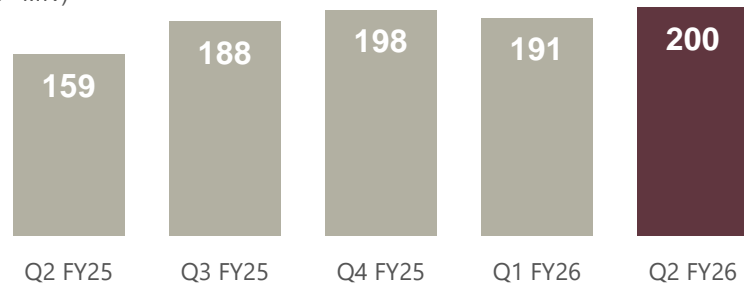


Annualized Revenue/Restaurant (IN ₹ MN)

109	126	132	105	105
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Gross Profit

(IN ₹ MN)

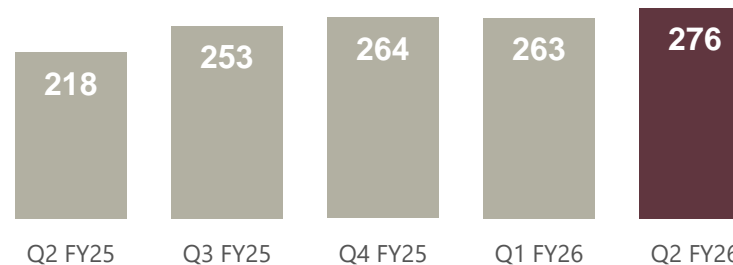


Gross Margin (IN %)

73.1%	74.5%	74.8%	72.8%	72.3%
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Revenue from Operations

(IN ₹ MN)

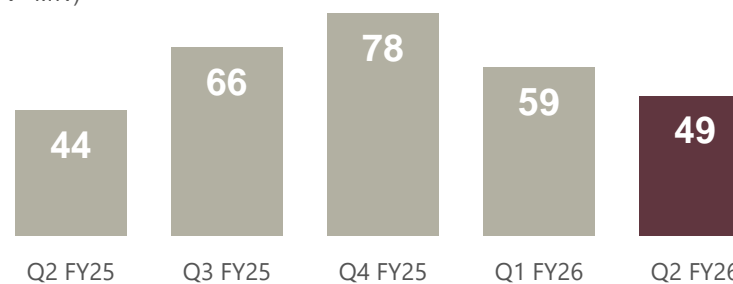


SSSG (IN %)

2.0%	5.2%	10.9%	8.5%	8.4%
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Pre IND-AS Restaurant Operating Margin

(IN ₹ MN)



ROM (IN %)

20.3%	26.2%	29.6%	22.5%	17.8%
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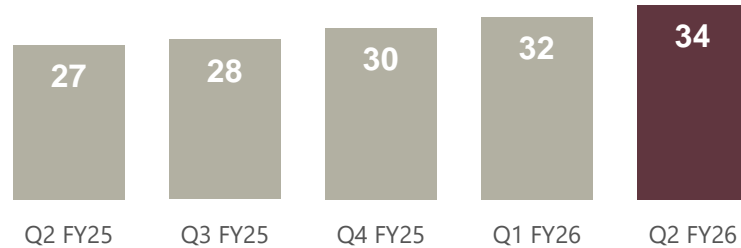
Strong Growth and Profitability

- Launched **1 new restaurant** in **Riyadh, Saudi Arabia**
- **Revenue grew ~27% Y-o-Y**, supported by strong **SSSG of +8.4%**
- **Gross margins robust at 72.3%**
- **Pre-IND AS restaurant operating margin at ~18%**, reflecting strong operating performance
- **Matured restaurants** continue to perform at **~20% Pre-IND AS restaurant operating margin**

Premium CDR Performance – Quarterly Trend

Network

(IN #)

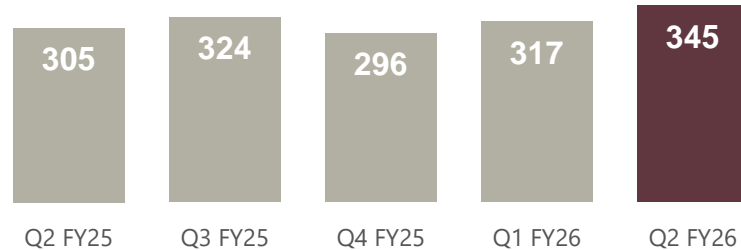


Annualized Revenue/Restaurant (IN ₹ MN)

60	62	55	57	60
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Gross Profit

(IN #)

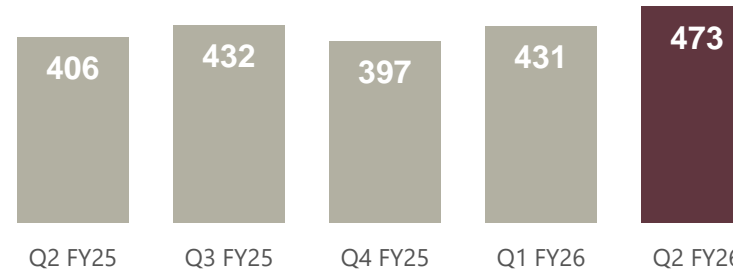


Gross Margin (IN %)

75.1%	75.0%	74.5%	73.6%	72.9%
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Revenue from Operations

(IN ₹ MN)

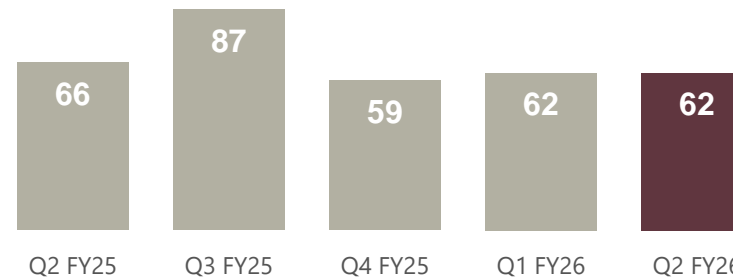


SSSG (IN %)

(1.6)%	(2.7)%	(5.5)%	1.6%	5.3%
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Pre IND-AS Restaurant Operating Margin

(IN ₹ MN)



ROM (IN %)

16.4%	20.2%	14.9%	14.5%	13.0%
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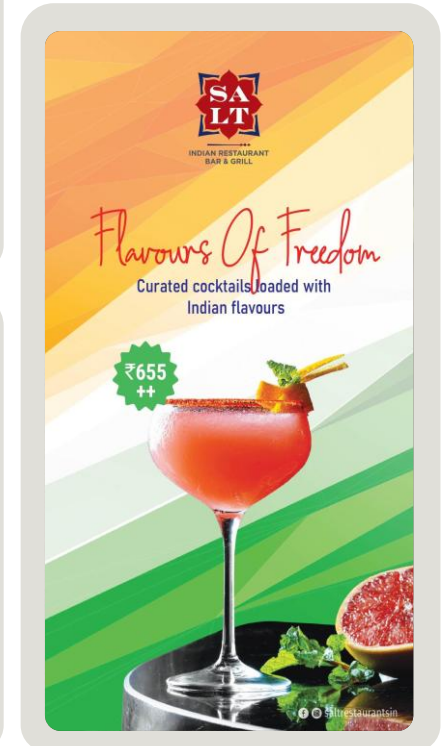
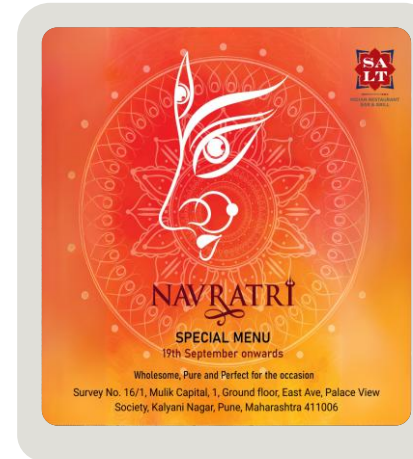


Strong Growth and Profitability

- Expanded network with a **net addition of 2 new restaurants** in Q2 FY26
- Revenue grew ~17% Y-o-Y**, supported by strong **SSSG of +5.3%**
- Gross margins robust at ~73%**
- Pre-IND AS restaurant operating margin at 13%**
- Matured restaurants** delivered a stronger **Pre-IND AS restaurant operating margin of ~20%**



New Offerings at Premium CDR



Creating memorable guest experiences through culinary innovation

Consolidated P&L

18

PARTICULARS (₹ Million)	Q2 FY26	Q2 FY25	Y-o-Y Gr%	Q1 FY26	Q-o-Q Gr%	H1 FY26	H1 FY25	Y-o-Y Gr%
REVENUE FROM OPERATIONS	3,048	3,057	(0.3)%	2,970	2.6%	6,017	6,114	(1.6)%
COST OF FOOD AND BEVERAGES CONSUMED	1029	976	5.4%	960	7.2%	1,988	1,952	1.8%
EMPLOYEE RELATED EXPENSES	761	765	(0.4)%	729	4.4%	1,490	1,493	(0.1)%
OCCUPANCY AND OTHER EXPENSES	880	860	2.4%	821	7.2%	1,701	1,704	(0.2)%
OPERATING EBITDA	377	456	(17.2)%	460	(18.0)%	838	965	(13.2)%
OPERATING EBITDA %	12.4%	14.9%		15.5%		13.9%	15.8%	
OTHER INCOME	81	43	88.9%	19	318.1%	100	70	44.1%
FINANCE COST	207	189	9.7%	200	3.3%	407	375	8.5%
DEPRECIATION AND AMORTISATION	483	409	17.9%	449	7.5%	932	814	14.5%
PROFIT BEFORE TAX	(232)	(100)		(170)		(401)	(155)	
TAX EXPENSE	(7)	(28)		(3)		(10)	(40)	
PROFIT/(LOSS) AFTER TAX	(225)	(71)		(167)		(392)	(115)	
PROFIT/(LOSS) AFTER TAX %	(7.4)%	(2.3)%		(5.6)%		(6.5)%	(1.9)%	
ADJUSTED PROFITABILITY*								
ADJUSTED OPERATING EBITDA	33	166	(80.1)%	136	(75.7)%	169	377	(55.2)%
ADJUSTED OPERATING EBITDA %	1.1%	5.4%		4.6%		2.8%	6.2%	
Cash Profit	23	154	(85.1)%	105	(78.1)%	128	332	(61.4)%
Cash Profit %	0.8%	5.0%		3.5%		2.1%	5.4%	
Adjusted PAT	(212)	(42)		(128)		(340)	(69)	
Adjusted PAT%	(7.0)%	(1.4)%		(4.3)%		(5.6)%	(1.1)%	

*Adjusted Operating EBITDA is calculated without the impact Of IND AS 116, excludes other income and non-cash ESOP provisions

*Adjusted PAT is calculated without the impact Of IND AS 116

Strategic focus areas

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

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

Build a portfolio of scalable, high-potential brands

Sustain industry-leading margins and robust cash flow generation

Maintain leadership in casual dining industry

19



***Scale brand through
network expansion &
volume driven SSSG growth;***



**PAN-INDIAN RESTAURANT
BAR & GRILL**

Penetrate Premium CDR brands in newer markets



Grow delivery business

Thank You



United Foodbrands



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