United Foodbrands

**Date: November 2, 2026**

**To,**

| | |
|---|---|
| The Manager<br>Listing Department<br>**BSE Limited**<br>P.J. Tower, Dalal Street<br>Mumbai – 400001<br>Maharashtra, India<br><br>***Scrip Code: 543283*** | The Manager<br>Listing & Compliance Department<br>**National Stock Exchange of India Limited**<br>Exchange Plaza, Bandra-Kurla Complex<br>Bandra (East), Mumbai 400051<br>Maharashtra, India<br><br>***Scrip Symbol: UFBL*** |

Dear Sirs,

**Subject: Earnings Presentation on Un-Audited Financial Results of the Company for the Quarter ended September 30, 2026**

Pursuant to Regulations 30(6) and 46(2)(oa) read with Para A of 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, 2026, which has been prepared in connection with the Earnings Conference Call scheduled to be held today, i.e., Monday, November 2, 2026 at 05:00 PM (IST).

The aforementioned presentation will be made available on the Company's website at www.unitedfoodbrands.in under Investors section.

This is for your information and records.

Thanking you.

Yours faithfully,
**For United Foodbrands Limited**
*(Formerly known as Barbeque-Nation Hospitality Limited)*

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**Nagamani C Y**
**Company Secretary & Compliance Officer**
**M. No.: A27475**

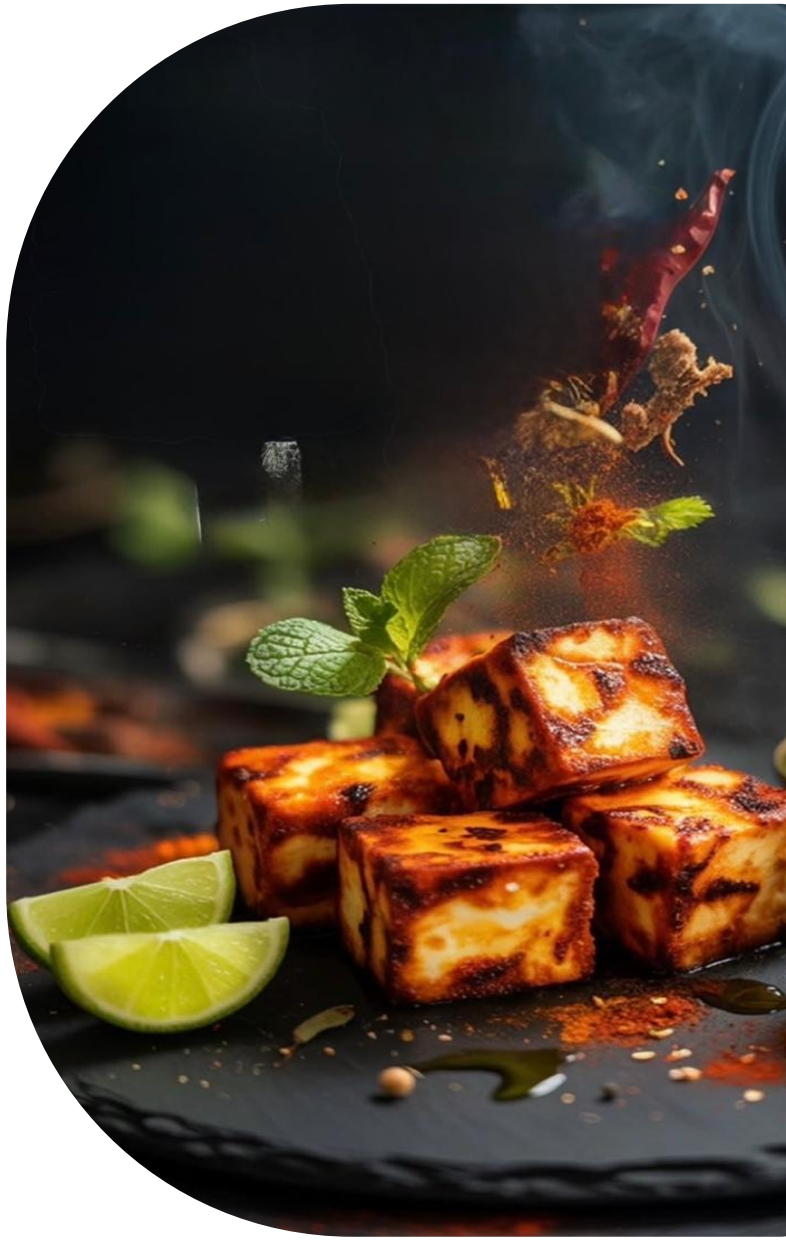
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# Earnings Presentation

## Q2 FY27

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. The Company 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 unless otherwise mentioned. All margin calculation are on Revenue from operations, unless otherwise mentioned.



# Q2 FY27 - Key highlights

**Strong SSSG & revenue growth**

- Q2 consolidated SSSG at +24.5%
- Q2 FY27 revenue of ₹ 4,293 million; Y-o-Y growth of +40.9%
- Y-o-Y revenue growth of +41.4% in BBQ India; +59.0% in BBQ International and +28.5% in Premium CDR

**Driven by transaction growth**

- Consolidated dine-in volumes grew +56.2% with strong growth across all business segments
- Y-o-Y dine-in volume growth of 60.8% in BBQ India; 64.1% in International and 25.1% in Premium CDR
- >65% BBQ India dine-in transaction routed through own digital channels

**Increased operating profit**

- Y-o-Y growth of +129.6% in Pre INDAS restaurant operating profit (margin at 13.4%)
- Pre Ind AS restaurant operating margin of 14.7% in the matured portfolio (+510bps vs. 9.6% last year)
- Adjusted operating EBIDTA[#] grew ~8x Y-o-Y in Q2FY27; margin expanded from 1.1% to 6.1%

**New store expansion on track**

- Launched 9 new restaurants in Q2 FY27; 7 in BBQ India and 2 in BBQ International
- Total network of 274 restaurants; 19 restaurants under construction
- On track to reach 300+ restaurants by FY27 and plan to achieve 425-450 restaurants by FY30

*[#]Adjusted Operating EBITDA is calculated without the impact of IND AS 116, excludes interest income and noncash ESOP provisions*

BARBEQUE NATION · TOSCANO Wine Bar | Restaurant | Pizzeria · SALT INDIAN RESTAURANT · DUM SAFAR BIRYANI · UBQ · omm nomm Luxury French Ice Cream

United Foodbrands

# Robust operating performance driven by volume growth

| | Q2 FY27 (Y-o-Y) |
|---|---|
| **Same store sales growth** | +24.5% |
| **Dine-in volume growth** | +56.2% |
| **Delivery revenue growth** | +47.4% |
| **Restaurant count (#)**<br>(9 new restaurants added in Q2FY27) | 274 |

| | Q2 FY27<br>(₹ Mn) | Y-o-Y |
|---|---|---|
| **Operating Revenue** | 4,293 | +40.9% ↑ |
| **Gross Profit** | 2,812 | +39.3% ↑ |
| **Restaurant Operating Profit**<br>(Pre IND AS) | 574 | +129.6% ↑ |
| **Adjusted Operating EBITDA*** <br>(Pre IND AS) | 262 | +698.3% ↑ |

**Adjusted Operating EBITDA is calculated without the impact of IND AS 116, excludes interest income and noncash ESOP provisions*

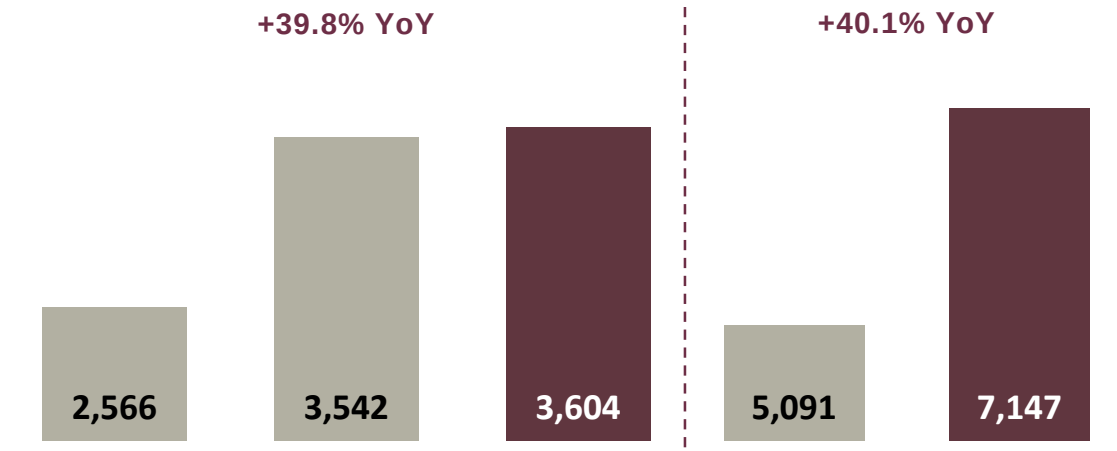
# Strong performance across segments

| Q1 FY26 (Y-o-Y growth) | BBQ India | International | Premium CDR | Consolidated |
|---|---|---|---|---|
| Same store sales growth | +27.8% | +26.5% | +7.8% | +24.5% |
| Operating revenue | +41.4% | +59.0% | +28.5% | +40.9% |
| Dine-in volume growth | +60.8% | +64.1% | +25.1% | +56.2% |

# Strong growth across dine-in & delivery

## Dine-in



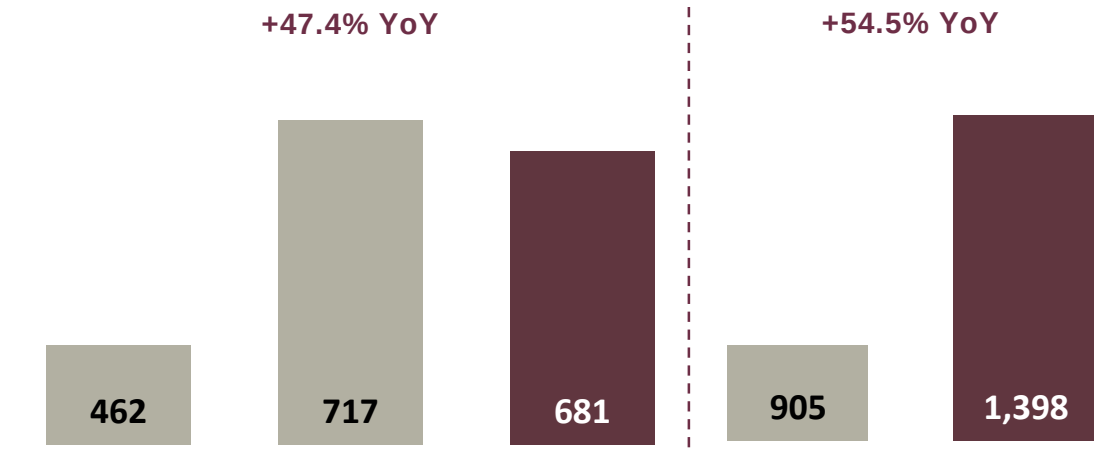



| Share of business (IN %) | Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|---|
| | 84.4% | 83.2% | 84.1% | 84.7% | 83.7% |

- Y-o-Y dine in revenue growth of 39.8% in Q2 FY27; Driven by 56.2% y-o-y dine in volume growth

## Delivery



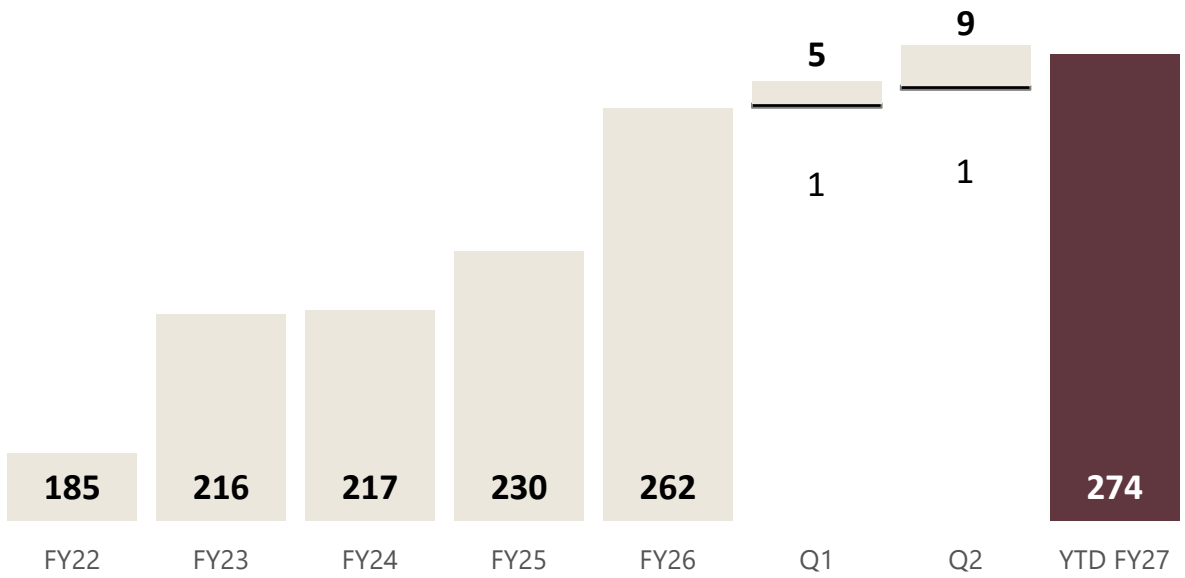



| Share of business (IN %) | Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|---|
| | 15.6% | 16.8% | 15.9% | 15.3% | 16.3% |

- Y-o-Y delivery revenue growth of 47.4% in Q2 FY27
- Strong delivery growth across all brands

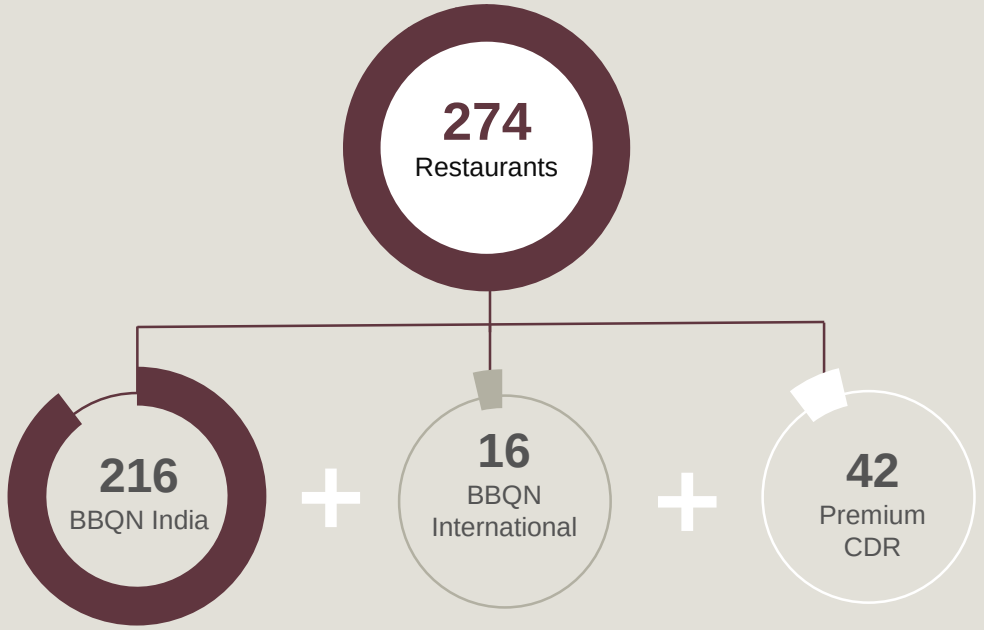
# Network expansion: 9 new restaurants opened in Q2 FY27

## Expansion of Restaurant Network




- **14 new restaurants** opened YTD FY27.
- **19 restaurants** currently under construction; to be operational in Q3/Q4 FY27
- On track to reach **300+ restaurants by FY27** and plan to achieve **425-450** restaurants by FY30

## Restaurant Composition




| PRESENCE | MAR-26 | Sep-26 |
|---|---|---|
| METROS & TIER I | 207 | 216 |
| TIER II & III CITIES | 55 | 58 |
| TOTAL NETWORK | 262 | 274 |

# Creating memorable guest experiences through modern, vibrant spaces





Aurum Mall, Mumbai (Barbeque Nation)






Al Ghurair, Dubai (Barbeque Nation)

## New restaurant launches in Q2FY27







Zirakpur, Punjab (Barbeque Nation)



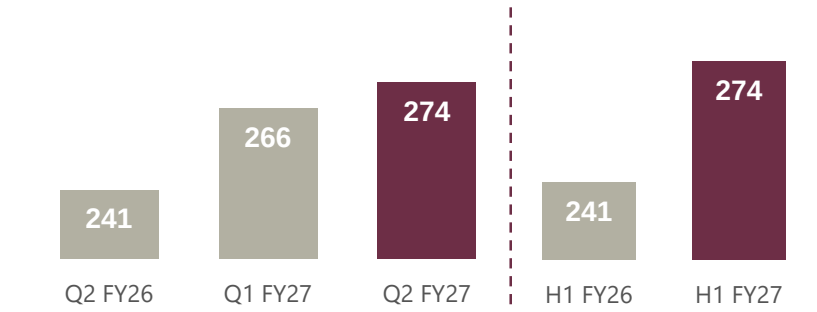




Hyatt Regency, Bangkok (Barbeque Nation)

# Consolidated quarterly performance

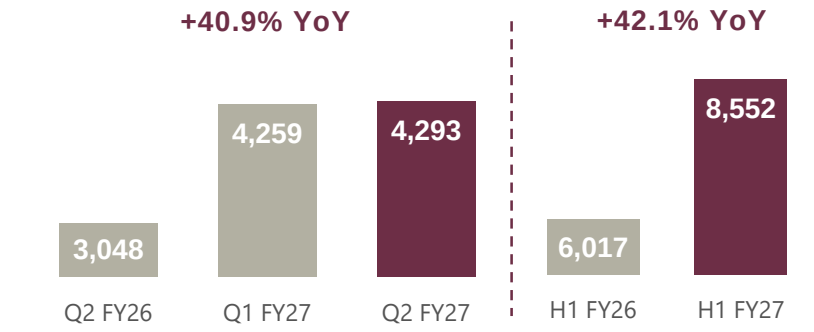
## Network (IN #)




**Annualized Revenue/Outlet** (IN ₹ Mn)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 54 | 66 | 65 | 54 | 65 |

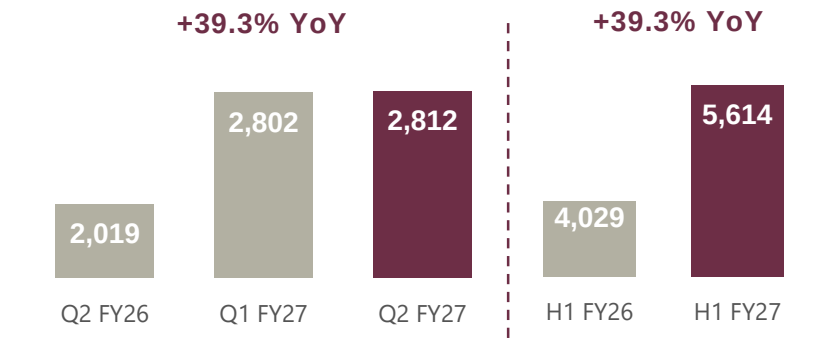
## Revenue from Operations (IN ₹MN)




**SSSG** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| (2.2)% | +28.7 | +24.5% | (3.4)% | +26.1% |

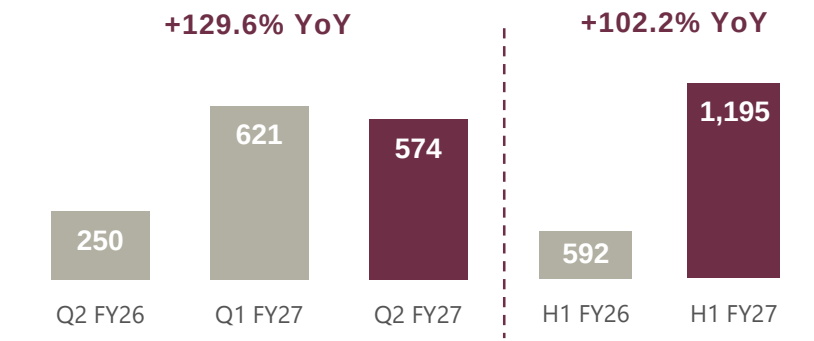
## Gross Profit (IN ₹MN)




**Gross margin** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 66.2% | 65.8% | 65.5% | 67.0% | 65.6% |

## Pre IND-AS Restaurant Operating Margin (IN ₹MN)



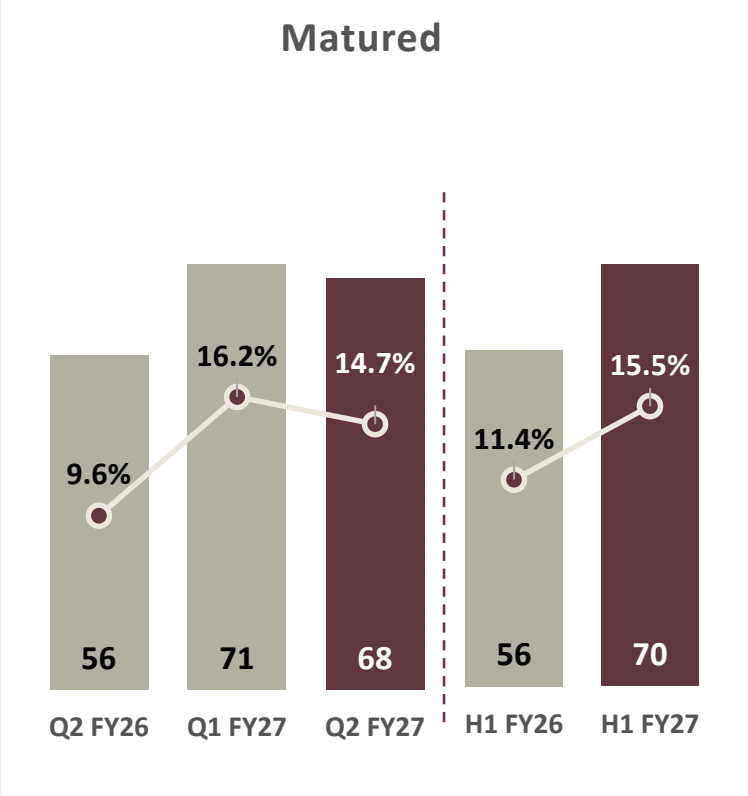

**ROM** (IN %)

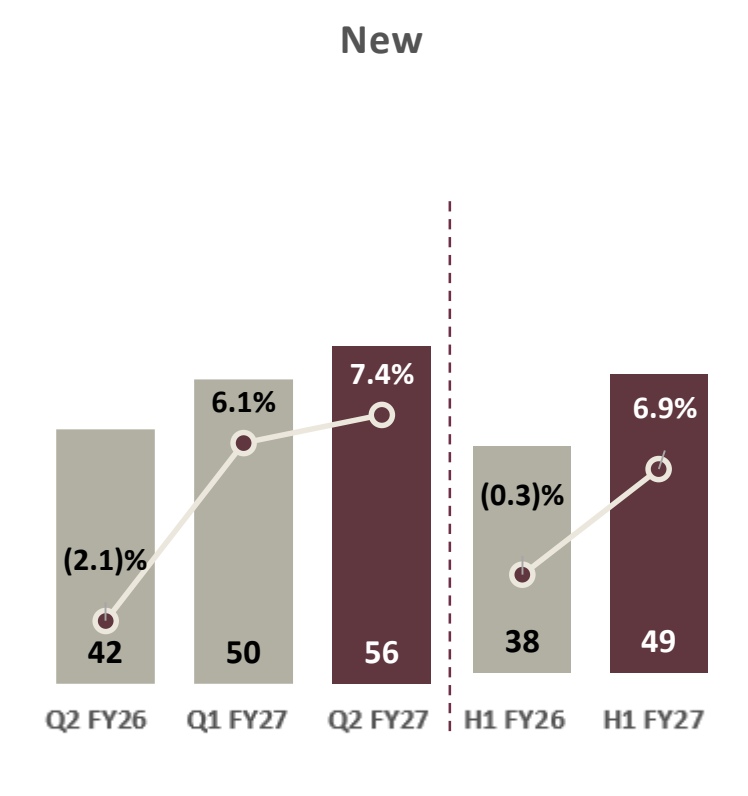
| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 8.2% | 14.6% | 13.4% | 9.8% | 14.0% |

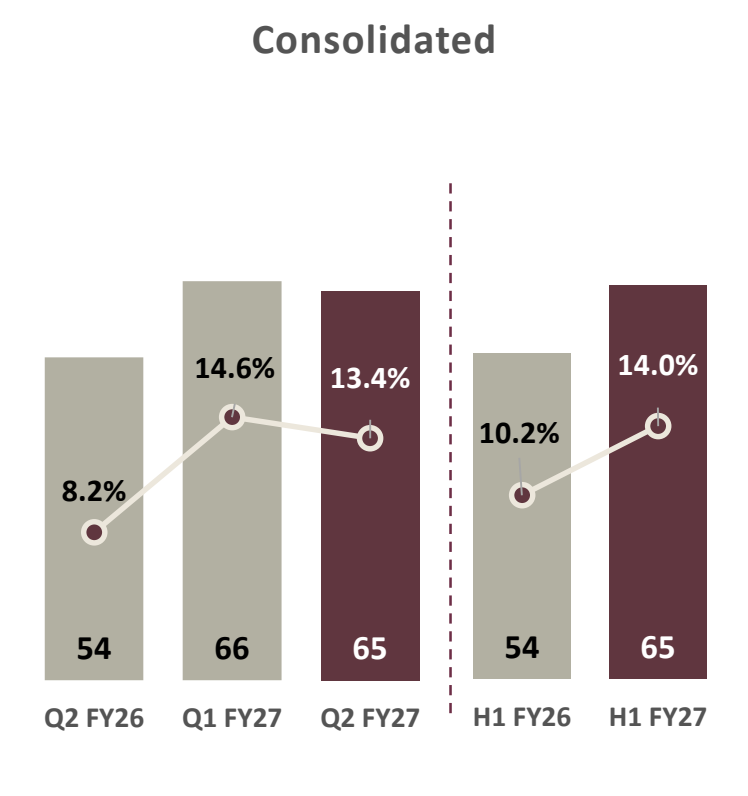
- **9 new restaurants** opened in Q2; 1 closed
- Consolidated revenue grew **40.9% YoY; led by growth across channels & segments**
- **SSSG at 24.5%** driven by robust transaction growth
- **Gross profit grew 39.3% YoY**
- **Pre Ind- AS restaurant operating profit grew 129.6% YoY; Margin expanded YoY by ~520 bps**
- **Matured restaurants** delivered 14.7% ROM (vs. 9.6% last year)

# Mature portfolio delivered strong unit economics

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



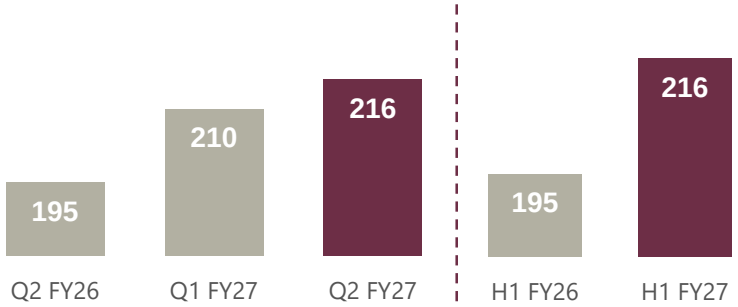




- Matured restaurants generated annualized revenue of ₹68 million per restaurant with 14.7% operating margins
- Improved new-store margin profile is accelerating payback
- Strong portfolio economics, with average annualized revenue of ₹65 million per restaurant and consolidated operating margins of 13.4%

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

# Barbeque Nation India quarterly performance

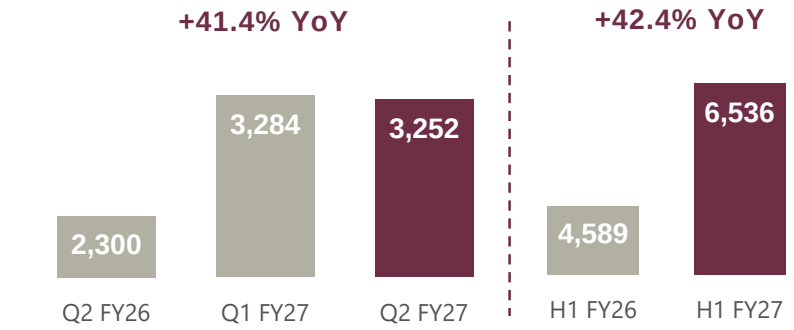
## Network (IN #)




**Annualized Revenue/Outlet** (IN ₹ Mn)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 50 | 65 | 63 | 50 | 64 |

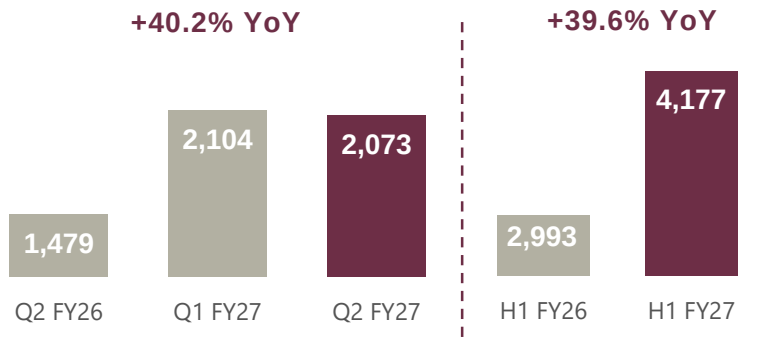
## Revenue from Operations (IN ₹MN)




**SSSG** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| (4.3)% | +33.5% | +27.8% | (4.6)% | +30.2% |

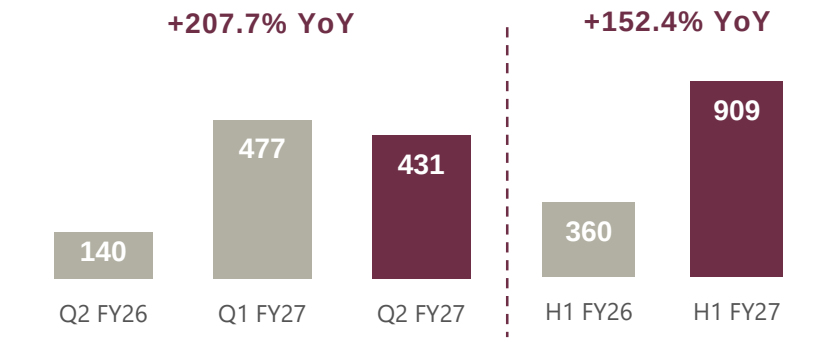
## Gross Profit (IN ₹MN)




**Gross margin** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 64.3% | 64.1% | 63.8% | 65.2% | 63.9% |

## Pre IND-AS Restaurant Operating Margin (IN ₹MN)

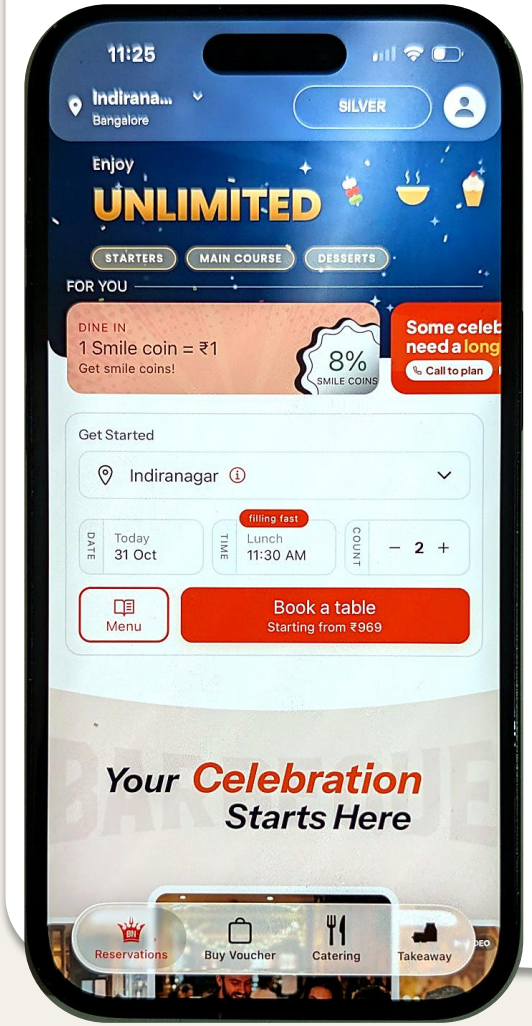



**ROM** (IN %)

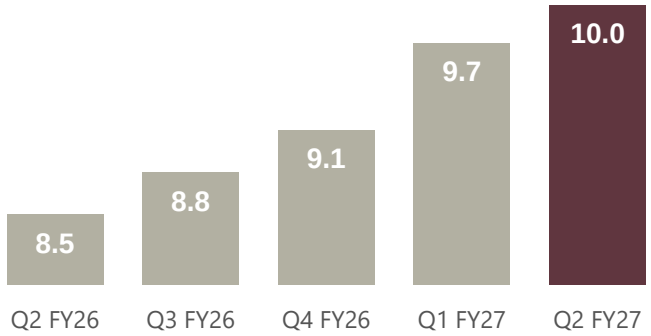
| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 6.1% | 14.5% | 13.3% | 7.8% | 13.9% |

- **7 new restaurants** opened in Q2; 1 closure
- Revenue grew **41.4% YoY; led by growth across dine-in & delivery**
- **SSSG at 27.8%** driven by robust transaction growth
- **Gross profit increased by 40.2% YoY**
- **Pre Ind- AS restaurant operating profit grew 207.7% YoY**
- Margins **expanded to 13.3% from 6.1%** in Q2FY26 driven by strong operating leverage

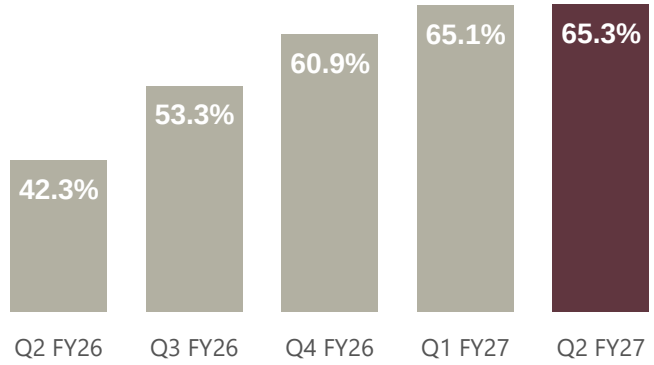
# Strong captive digital ecosystem driving growth




## Cumulative App Downloads
(IN ₹ MN)

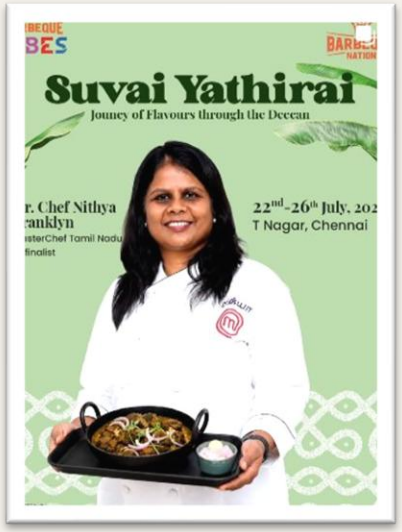


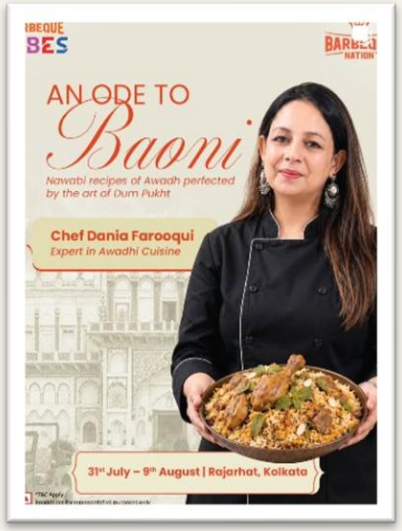

## Dine-in Transactions – Own Digital Channels
(IN %)

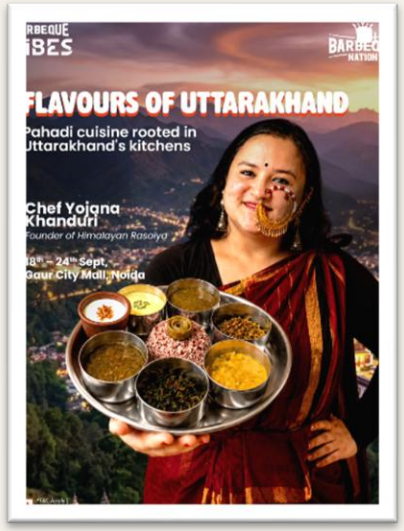


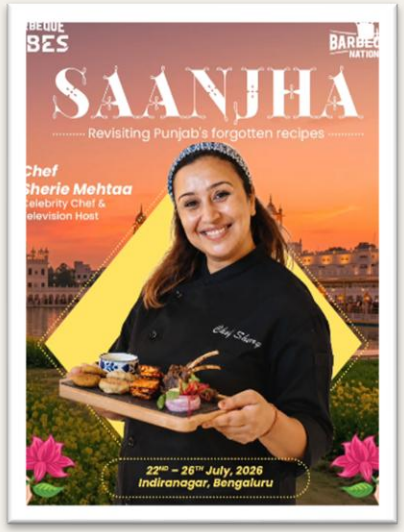

- Strong digital engagement with **~2.3 Mn monthly active users** across owned platforms (**Y-o-Y growth of 132.5%**)
- **~3X YoY increase in adoption of loyalty program**, driving increased share of repeat business
- **>80% of dine-in transactions is pre-reserved**, largely through our own digital channels
- **Captive channels drive >90% of dine-in transactions** - deepening guest engagement, enhancing economics and strengthening brand loyalty

# Continued food themed events to enhance guest engagement



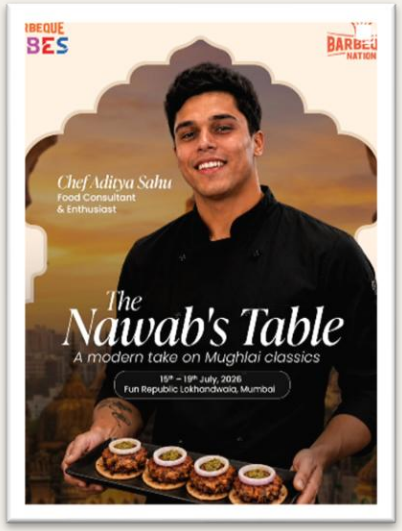



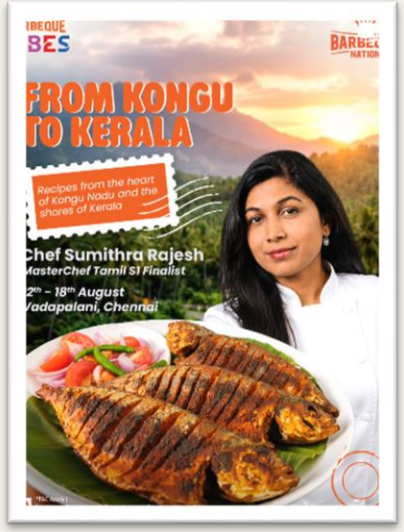















# Driving value through customized offers























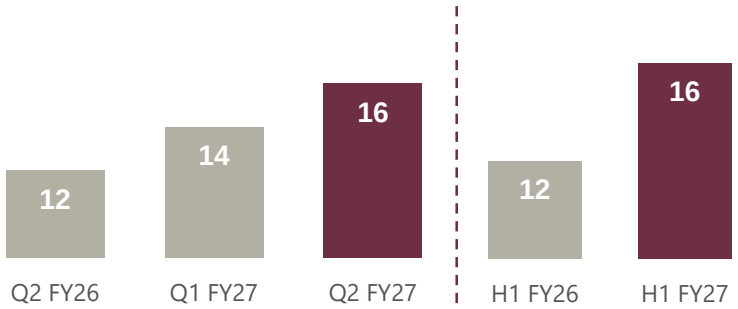







# Strong performance despite macro headwinds

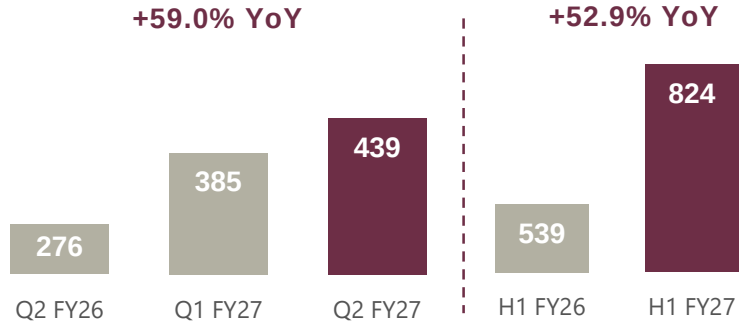
## Network (IN #)




**Annualized Revenue/Outlet** (IN ₹ MN)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 105 | 119 | 126 | 105 | 122 |

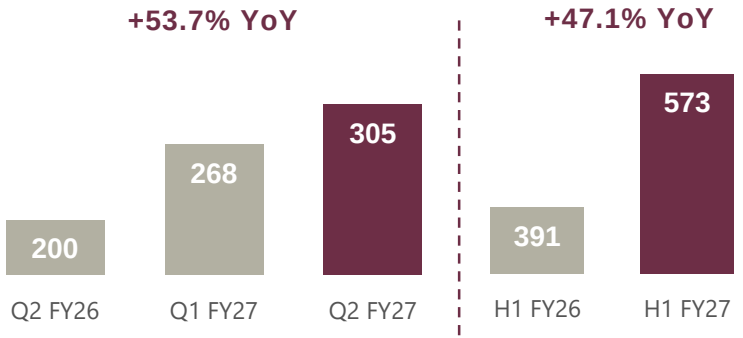
## Revenue from Operations (IN ₹MN)




**SSSG** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| +8.4% | +8.5% | +26.5% | +8.3% | +17.1% |

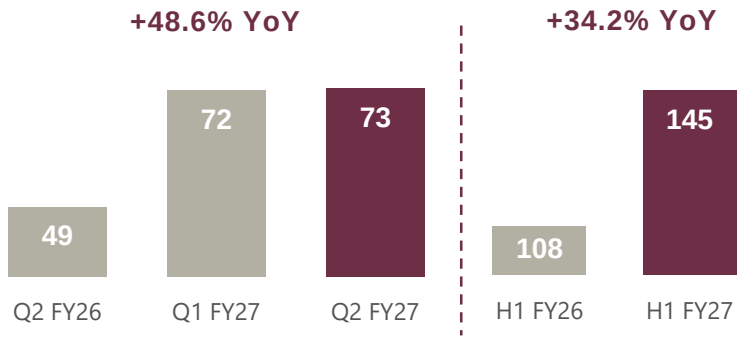
## Gross Profit (IN ₹MN)




**Gross margin** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 72.3% | 69.6% | 69.5% | 72.5% | 69.5% |

## Pre IND-AS Restaurant Operating Margin (IN ₹MN)




**ROM** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 17.8% | 18.7% | 16.6% | 20.1% | 17.1% |

- **2 new restaurants opened in Q2; 1 in Dubai & 1 in Bangkok**
- **Revenue grew by 59.0%;** supported by **network expansion & SSSG**
- **Overall transaction growth of 64.1%**
- **Gross profit grew 53.7% YoY**
- Delivered **robust Pre-Ind AS restaurant operating margins of 16.6%**

# Driving value through customized offers











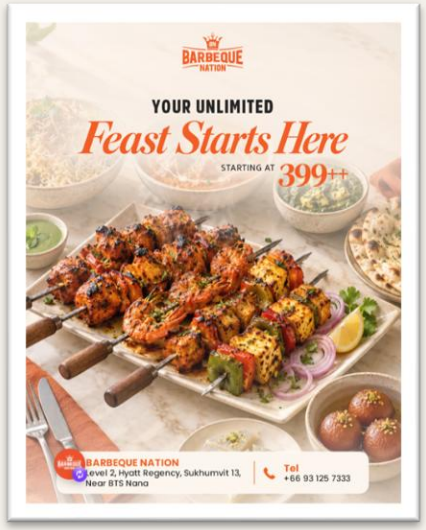










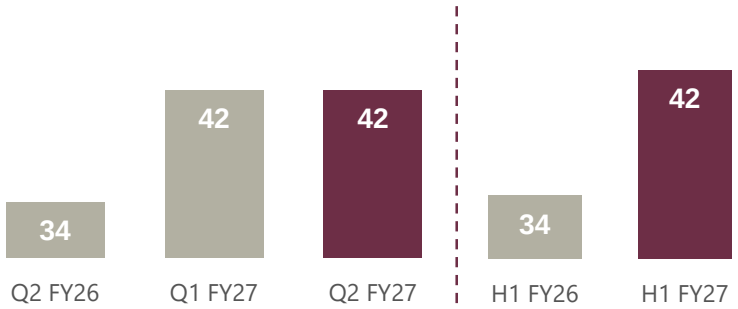






# Premium CDR: Strong and consistent performance

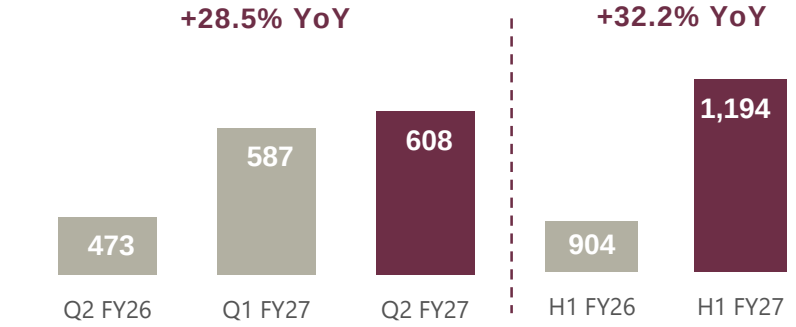
## Network (IN #)




**Annualized Revenue/Outlet** (IN ₹ Mn)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 60 | 59 | 59 | 58 | 59 |

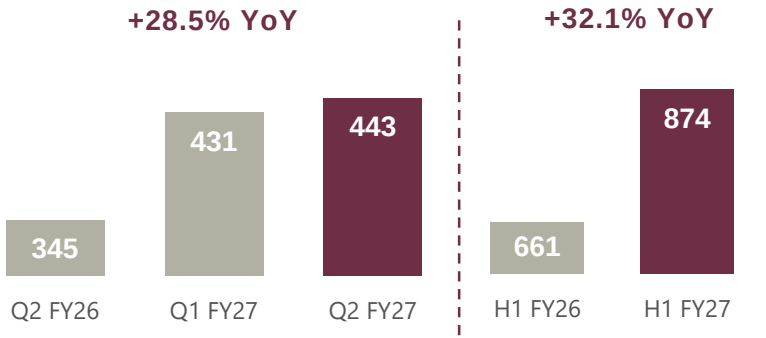
## Revenue from Operations (IN ₹MN)




**SSSG** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| +5.3% | +13.6% | +7.8% | +0.7% | +10.3% |

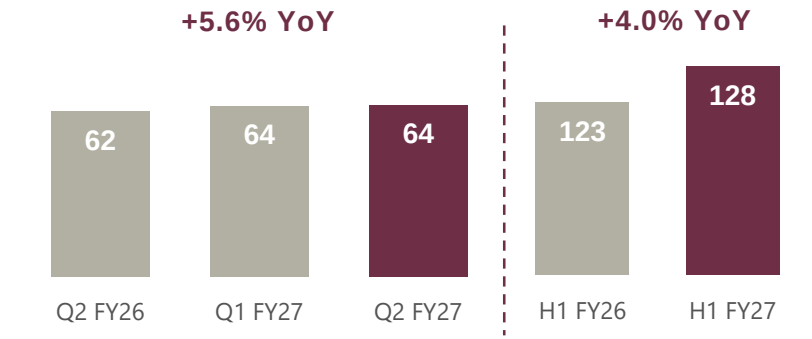
## Gross Profit (IN ₹MN)




**Gross margin** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 72.9% | 73.5% | 72.8% | 73.2% | 73.2% |

## Pre IND-AS Restaurant Operating Margin (IN ₹MN)

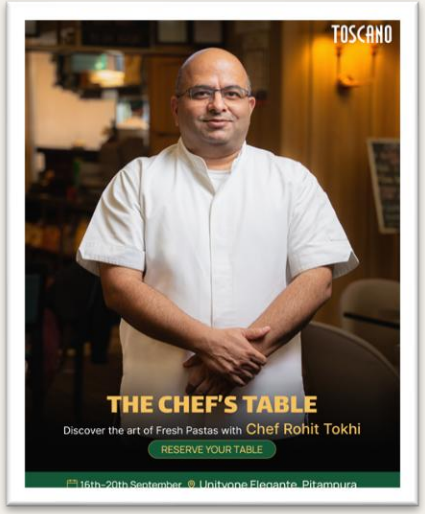


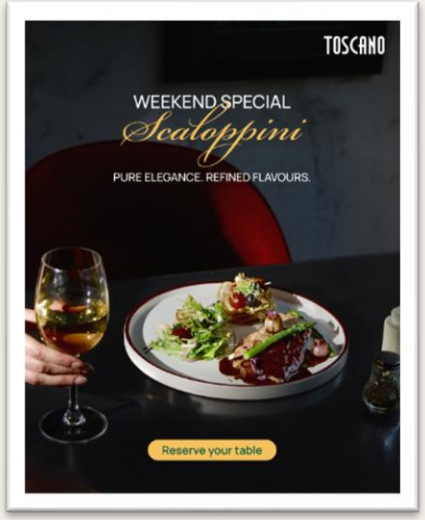

**ROM** (IN %)

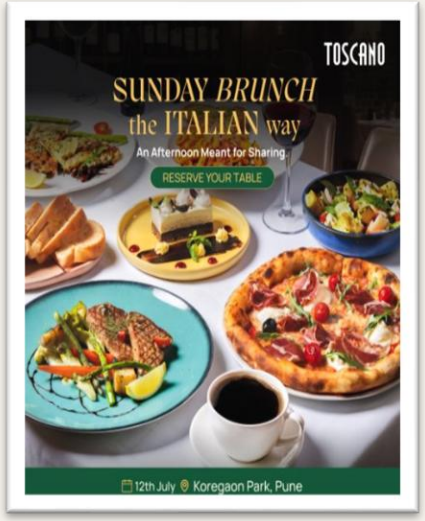
| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 13.0% | 10.9% | 10.6% | 13.7% | 10.8% |

- **Revenue grew by 28.5%**
- **Q2 SSSG of 7.8%,** on top of 5.3% in Q2FY26
- **Gross profit up 28.5%;** stable gross margin of ~73%
- Delivered Pre-Ind AS restaurant operating margins of 10.6%
- Matured restaurants continue to deliver stronger Pre-IND AS restaurant operating **margin of ~18%**

# Guest engagement activity in Premium CDR



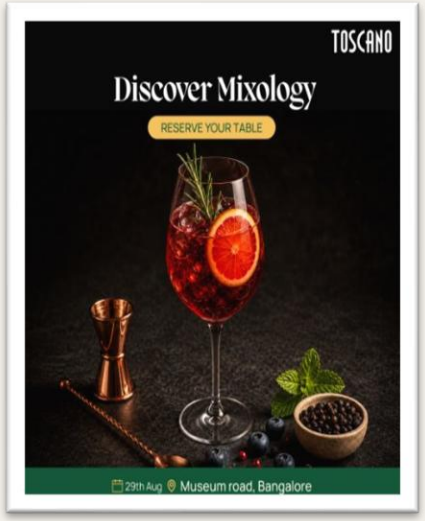



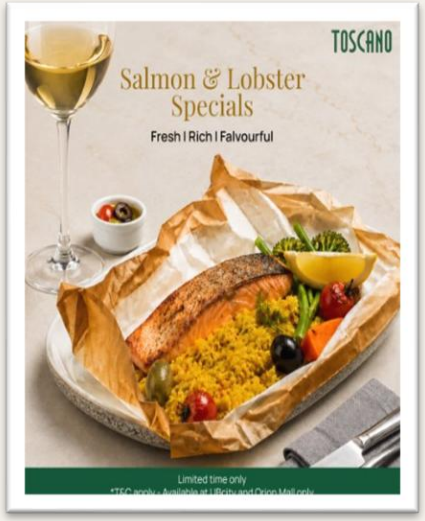







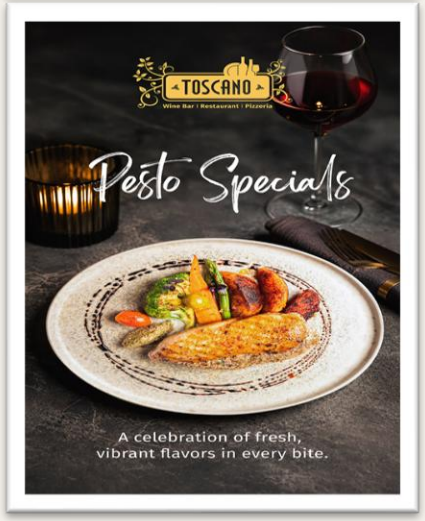


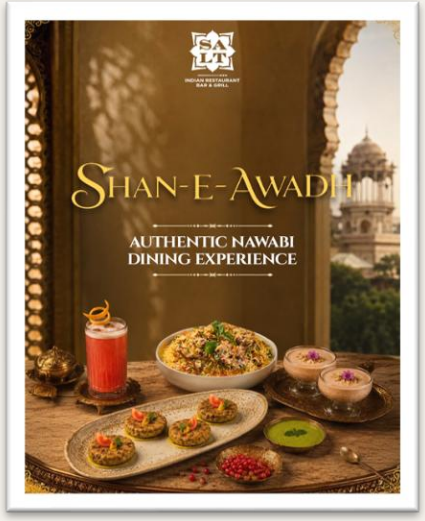









# Consolidated P&L

| PARTICULARS (₹ Mn) | Q2 FY27 | Q2 FY26 | Y-o-Y Gr% | Q1 FY27 | Q-o-Q Gr% | H1FY27 | H1FY26 | Q-o-Q Gr% |
|---|---|---|---|---|---|---|---|---|
| **REVENUE FROM OPERATIONS** | **4,293** | **3,048** | 40.9% | **4,259** | 0.8% | **8,552** | **6,017** | 42.1% |
| COST OF FOOD AND BEVERAGES CONSUMED | 1,481 | 1,029 | 44.0% | 1,457 | 1.7% | 2,938 | 1,988 | 47.8% |
| EMPLOYEE RELATED EXPENSES | 944 | 761 | 24.0% | 870 | 8.5% | 1,814 | 1,490 | 21.7% |
| OCCUPANCY AND OTHER EXPENSES | 1,268 | 880 | 44.1% | 1,234 | 2.8% | 2,502 | 1,701 | 47.1% |
| **OPERATING EBITDA** | **600** | **377** | 58.9% | **699** | (14.2)% | **1,298** | **838** | 55.0% |
| **OPERATING EBITDA %** | **14.0%** | **12.4%** | | **16.4%** | | **15.2%** | **13.9%** | |
| OTHER INCOME | 45 | 81 | (44.1)% | 12 | 265.0% | 58 | 100 | (42.5)% |
| FINANCE COST | 236 | 207 | 14.2% | 229 | 3.0% | 466 | 407 | 14.4% |
| DEPRECIATION AND AMORTISATION | 490 | 483 | 1.4% | 457 | 7.1% | 947 | 932 | 1.6% |
| **PROFIT BEFORE TAX** | **(81)** | **(232)** | ▲151 mn | **24** | ▼105 mn | **(57)** | **(401)** | ▲ 345 mn |
| TAX EXPENSE | (17) | (7) | | 1 | | (16) | (10) | |
| **PROFIT/(LOSS) AFTER TAX** | **(64)** | **(225)** | ▲160 mn | **23** | ▼ 87 mn | **(41)** | **(392)** | ▲ 351 mn |
| *PROFIT/(LOSS) AFTER TAX %* | (1.6)% | (7.4)% | | 0.5% | | (0.5)% | (6.5)% | |
| **ADJUSTED PROFITABILIY*** | | | | | | | | |
| **ADJUSTED OPERATING EBITDA** | **262** | **33** | +698.3% | **343** | (23.7)% | **606** | **169** | +257.9% |
| *ADJUSTED OPERATING EBITDA%* | 6.1% | 1.1% | | 8.1% | | 7.1% | 2.8% | |
| **Adjusted PAT** | **16** | **(212)** | ▲ 228 mn | **87** | (82.1)% | **103** | **(340)** | ▲ 443 mn |
| *Adjusted PAT%* | 0.3% | (7.0)% | | 2.0% | | 1.1% | (5.6)% | |

**Adjusted Profitability is calculated without the impact of IND AS 116, excludes noncash ESOP provisions. Adjusted Operating EBITDA also excludes interest income*

# Strategic focus areas

Drive dine-in growth through a volume-led strategy

Expand network to 300+ restaurants by FY27; 425-450 by FY30

Strengthen portfolio of scalable, high-potential brands

Sustain industry-leading margins and robust cash flow generation

**Building India's Leading Dining Platform**

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

***Penetrate Premium CDR brands in newer markets***

***Grow delivery brands***




United Foodbrands

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