

Date: August 19, 2026

To,

The Manager Listing Department BSE Limited, P.J. Tower, Dalal Street Mumbai – 400001 Maharashtra, India Scrip Code: 543283	The Manager Listing & Compliance Department National Stock Exchange of India Limited Exchange Plaza, Bandra-Kurla Complex Bandra (East), Mumbai - 400051 Maharashtra, India Scrip Symbol: UFBL
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Subject: Notice of 20th Annual General Meeting and Annual Report of United Foodbrands Limited (Formerly known as Barbeque-Nation Hospitality Limited) ("the Company") for the Financial Year 2025-26 ("FY2026")

Pursuant to Regulation 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ["SEBI (LODR) Regulations"] read with the General Circular No.03/2025 dated September 22, 2025 issued by the Ministry of Corporate Affairs ("Circular"), we hereby enclose the Annual Report of the Company, including the Business Responsibility and Sustainability Report, for FY2026, along with the Notice of 20th Annual General Meeting ("AGM"). The AGM is scheduled to be held on Thursday, September 10, 2026 at 10:30 AM (IST) through Video Conference or Other Audio Visual Means ("VC"/"OAVM").

Electronic copies of the Annual Report for FY2026, along with the Notice of 20th AGM, are being circulated via email to those shareholders whose email addresses are registered with the Company/Depositories/Depository Participants (DP)/Registrar to Issue and Share Transfer Agent (RTA).

Further, pursuant to Regulation 36(1)(b) of the SEBI (LODR) Regulations, the Company is in the process of sending a letter to the shareholders whose e-mail addresses are not registered with the Company/Depositories/DP/RTA, providing the weblink, including the exact path, where the Annual Report for FY2026 and the Notice of 20th AGM are available on the Company's website.

The Notice of 20th AGM and the Annual Report for FY2026 can be accessed on the Company's website through the following links:

Notice of the 20th AGM: [Click here](#)
Annual Report for the FY2026: [Click here](#)

This is for your information and records.

Thank you.

Yours faithfully,

For United Foodbrands Limited

(Formerly known as Barbeque-Nation Hospitality Limited)

NAGAMANI
CHIKKONDIHALLI
YEKAMBARESWA
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Nagamani C Y

Digitally signed by
NAGAMANI
CHIKKONDIHALLI
YEKAMBARESWA
Date: 2026.08.19 15:28:00
+05'30'

Company Secretary & Compliance Officer
M. No.: A27475

Encl.: As above

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, Sarjapur Road, Bengaluru-560035, Karnataka, India. CIN: L55101KA2006PLC073031

T: +91-80-69134900 | E-mail: info@unitedfoodbrands.in | **WWW.UNITEDFOODBRANDS.IN**

United Foodbrands

United Foodbrands Limited

(Formerly known as Barbeque-Nation Hospitality Limited)

CIN: L55101KA2006PLC073031

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

Telephone: +91 80 69134900

E-mail: compliance@ufbl.in; **Website:** www.unitedfoodbrands.in

Notice of 20th Annual General Meeting

NOTICE is hereby given that the 20th (Twentieth) Annual General Meeting ("AGM") of the Members/Shareholders of United Foodbrands Limited (Formerly known as Barbeque-Nation Hospitality Limited) (the "Company") will be held on Thursday, September 10, 2026 at 10:30 AM (IST) through Video Conference (VC) / Other Audio-Visual Means (OAVM) to transact the following businesses:

ORDINARY BUSINESS:

Item No. 1:

Adoption of Audited Standalone and Consolidated Financial Statements for the financial year ended March 31, 2026:

To consider and, if deemed appropriate, to pass the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT the Audited Standalone and Consolidated Financial Statements of the Company for the financial year ended March 31, 2026, i.e., the Balance Sheet as at March 31, 2026, the Statement of Profit and Loss, the Statement of Changes in Equity and the Cash Flow Statement for the year ended March 31, 2026 together with the Board's Report and Auditors' Reports thereon, as circulated to the members, be and are hereby received, considered and adopted."

Item No. 2:

Re-appointment of Mr. Azhar Yusuf Dhanani (DIN: 07694732), Director, who retires by rotation:

To consider and, if deemed appropriate, to pass the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT Mr. Azhar Yusuf Dhanani (DIN:07694732), Director, who retires by rotation at this Annual General Meeting, and being eligible offers himself for re-appointment, be and is hereby re-appointed as a Director of the Company, liable to retire by rotation."

Item No. 3:

Re-appointment of Mr. Rahul Agrawal (DIN: 07194134), Director, who retires by rotation:

To consider and, if deemed appropriate, to pass the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT Mr. Rahul Agrawal (DIN:07194134), Director, who retires by rotation at this Annual General Meeting, and being eligible offers himself for re-appointment, be and is hereby re-appointed as a Director of the Company, liable to retire by rotation."

Registered & Corporate Office:

"Saket Callipolis", Unit No. 601 & 602, 6th Floor,
Doddakannalli Village,
Varthur Hobli, Sarjapur Road,
Bengaluru - 560035
Karnataka, India

By order of the Board
For **United Foodbrands Limited**
(Formerly known as Barbeque-Nation Hospitality Limited)

Place: Bengaluru
Date: August 4, 2026

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

Notes:

1. The 20th Annual General Meeting (“AGM”) of Members/ Shareholders of the Company will be held through VC/OAVM in compliance with the General Circular No.03/2025 dated September 22, 2025 issued by the Ministry of Corporate Affairs (“MCA Circular”) and the applicable provisions of the Companies Act, 2013 (“the Act”) and the rules made thereunder and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 [“the SEBI (LODR) Regulations”]. The detailed procedure for e-Voting and joining the virtual AGM is mentioned below.
2. The proceedings of the AGM shall be deemed to be conducted at the Registered Office of the Company situated at “Saket Callipolis”, Unit No. 601 & 602, 6th Floor, Doddakannalli Village, Varthur Hobli, Sarjapur Road, Bengaluru - 560035, Karnataka, India, which shall be the deemed venue of the AGM. Since the AGM will be held through VC, the Route Map is not annexed to this Notice.
3. In terms of the MCA Circular, since the physical attendance of Members has been dispensed with, there is no requirement of appointment of proxies. Accordingly, the facility for appointment of proxies by the members will not be available for this AGM and hence, the Proxy Form and Attendance Slip are not annexed to this Notice.
4. Pursuant to the provisions of Section 113 of the Act, Corporate Members/Institutional Investors may appoint their representatives for the purpose of voting through remote e-voting or for participating and voting at the AGM through the e-voting facility. Such members are required to send a scanned copy (PDF/JPG format) of the Board Resolution, Authorization Letter, or any other relevant document authorizing their representative to attend the AGM on their behalf and vote electronically, either during the remote e-voting period or at the AGM. The said Resolution/Authorization Letter should be sent electronically through their registered email address to the Scrutinizer at parameshwar@vjkt.in with a copy marked to the Company Secretary at compliance@ufbl.in
5. The Company has appointed Central Depository Services (India) Limited (hereinafter called “CDSL”), for conducting the AGM and voting through remote e-Voting including e-Voting at the AGM. The procedure for e-Voting and participating in the Meeting through VC/OAVM is explained below.
6. **Remote e-Voting and e-Voting at the AGM:** Pursuant to the provisions of Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended, Regulation 44 of the SEBI (LODR) Regulations and the MCA Circular, the Company is providing facility of remote e-Voting to its Members in respect of the businesses to be transacted at the AGM. The facility of casting votes by a member using remote e-Voting as well as the e-Voting system on the date of the AGM will be provided by CDSL. Members who could not vote through remote e-Voting may avail the e-Voting facility, which will be made available at the AGM, subject to attendance of member at the AGM.
7. The voting rights of Shareholder(s) for e-Voting shall be in proportion to their shares in the paid-up equity share capital of the Company as on the cut-off date. Only those persons whose name is recorded in the Register of Members or in the Register of Beneficial Owners maintained by the Depositories as on the cut-off date, shall be entitled to vote through remote e-Voting or e-Voting at the AGM. Any person who is not a shareholder as on the cut-off date, should treat this Notice for information purpose only.
8. The Members can join the AGM through VC/OAVM mode 15 minutes before and after the scheduled time of the commencement of the AGM, by following the procedure mentioned in the notes to the Notice. The facility of participation in the AGM through VC/OAVM will be made available to at least 1,000 members on first-come-first-served basis. This will not include Shareholders holding 2% or more shareholding in the Company, Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders’ Relationship Committee, Auditors, Scrutinizer, etc. who are allowed to attend the AGM without any restriction on account of first-come-first-served basis.
9. The attendance of the Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Companies Act, 2013.
10. In case of Joint Holders attending the AGM, only such Joint Holder whose name appears first in the order of names will be entitled to vote.
11. In line with the MCA Circular, the Notice of the AGM has been uploaded on the website of the Company at www.unitedfoodbrands.in. The Notice can also be accessed from the websites of the Stock Exchanges, i.e., BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com, respectively. The AGM Notice is also disseminated on the website of CDSL (agency for providing the remote e-Voting and e-voting facility during the AGM) at www.evotingindia.com.
12. Mr. Parameshwar G Bhat, Practising Company Secretary (Membership No.: F8860; C.P. No.: 11004), has been appointed as the Scrutinizer to scrutinize the remote e-Voting process and casting of votes

through the e-Voting system during the AGM in a fair and transparent manner.

13. The Scrutinizer shall, immediately after the conclusion of e-voting at the AGM, count the votes cast during the AGM and thereafter unblock the votes cast through remote e-voting. The Scrutinizer shall submit, not later than 2 (two) working days or 3 (three) days, whichever is earlier, from the conclusion of the AGM, a consolidated Scrutinizer's Report of the total votes cast in favour of or against the resolutions, if any, to the Chairman or a person authorised by him in writing, who shall countersign the same.
14. The Voting results declared, along with the Report of the Scrutinizer, shall be placed on the website of the Company at www.unitedfoodbrands.in and on the website of CDSL at www.evotingindia.com, immediately after the declaration of results by the Chairman or a person authorized by him in writing and the same shall be communicated to BSE Limited and National Stock Exchange of India Limited. The resolutions, if passed by requisite majority, shall be deemed to have been passed on the date of the AGM, i.e., Thursday, September 10, 2026.
15. Electronic copy of the Annual Report of the Company for the financial year 2025-26 and Notice of AGM are uploaded on the website of the Company at www.unitedfoodbrands.in and are being sent to all the Members whose email IDs are registered with the Company/Depositories/Depository Participants/Registrar to Issue and Share Transfer Agent (RTA) for communication purposes. The Annual Report for the financial year 2025-26 and Notice of AGM are also accessible on the websites of BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com, respectively.
16. (i) Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act; (ii) Register of Contracts or Arrangements in which the Directors are interested under Section 189 of the Act; (iii) the Certificate from the Secretarial Auditor of the Company certifying that the "Barbeque Nation Hospitality Limited – Employee Stock Option Plan 2015" and "Barbeque Nation Hospitality Limited – Employee Stock Option Plan 2022" ("ESOP Plans") have been implemented in accordance with the resolutions passed by the Shareholders and the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021; and (iv) any other documents as may be required will be made available for inspection, electronically, by the Members during the AGM. Further, all the documents referred to in this

Notice will also be made available for inspection, electronically, without any fees by the Members and Members seeking to inspect such documents can send an email to the Company Secretary at compliance@ufbl.in.

17. The Company has designated email addresses – investors@ufbl.in and compliance@ufbl.in for redressal of Investors' and Shareholders' complaints/grievances. For any investor related queries, you are requested to write to us at the abovementioned email addresses.

Instructions to Shareholders for e-Voting and joining the Virtual AGM are as under:

1. The e-Voting facility will be available during the following period:

Commencement of e-Voting	From 09:00 A.M. (IST) on Monday, September 7, 2026
End of e-Voting	Up to 05:00 P.M. (IST) on Wednesday, September 9, 2026

During aforementioned period, Shareholders holding shares of the Company in dematerialized form, as on the cut-off date, i.e., Thursday, September 3, 2026, may cast their vote electronically. The e-voting module shall be disabled by CDSL for voting thereafter.

2. During the e-Voting period, shareholders can login to the CDSL e-Voting platform any number of times till they have voted on the resolutions. Once the vote on resolutions is cast by a Shareholder, whether partially or otherwise, Shareholder shall not be allowed to modify it subsequently or cast the vote again.
3. Shareholders who have already voted prior to the AGM date may also attend the meeting but shall not be entitled to cast their vote again during the AGM.

Step 1: e-Voting access through Depositories (CDSL/NSDL) e-Voting system in case of Individual Shareholders holding Shares in Demat mode:

In terms of SEBI Circular No. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual Shareholders holding securities in Demat mode are allowed to vote through their Demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email address in their Demat Accounts in order to access e-Voting facility.

Pursuant to the aforesaid SEBI Circular, Login method for e-Voting and joining AGM for the Individual Shareholders holding securities in Demat form either with CDSL or NSDL are given below:

Category of Shareholder	Login Method
Individual Shareholders holding securities in Demat form with CDSL	(i) Shareholders registered for CDSL Easi/Easiest facility may login through their existing User ID and Password at https://web.cdslindia.com/myeasitoken/home/login or visit www.cdslindia.com and click on Login → My Easi New (Token). (ii) After successful login, the user will be able to view the e-Voting option for eligible companies. By clicking on the e-Voting option, the user will be redirected to the e-Voting Service Provider's website for casting their vote during the e-Voting period. Links to all e-Voting Service Providers are also available for direct access. (iii) Shareholders not registered for Easi/Easiest may register at https://web.cdslindia.com/myeasitoken/home/login by selecting the Register option. (iv) Alternatively, shareholders may directly access the e-Voting page by entering their Demat Account Number (BOID) and PAN at https://evoting.cdslindia.com/Evoting/EvotingLogin or through www.cdslindia.com (Home Page → e-Voting). The system will authenticate the user by sending OTP on registered Mobile No. & Email ID as recorded in the Demat Account. OTP will be sent to the registered mobile number and email ID for authentication. Upon successful verification, the shareholder can access the e-Voting facility.
Individual Shareholders holding securities in Demat form with NSDL	(i) Shareholders registered under NSDL IDeAS facility may visit https://eservices.nsdl.com and login under the "Beneficial Owner" section. After authentication, click on "Access to e-Voting" and select the Company name or e-Voting Service Provider (CDSL in this case) to cast the vote. (ii) Shareholders not registered for IDeAS may register at https://eservices.nsdl.com by selecting "Register Online for IDeAS". (iii) Shareholders may also login through https://www.evoting.nsdl.com/ under the "Shareholder/Member" section using their 16-digit Demat Account Number (DP ID & Client ID), Password/OTP and Verification Code. Upon successful login, select the Company name or e-Voting Service Provider (CDSL) to proceed. (iv) For OTP-based login, shareholders may visit https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp and enter DP ID, Client ID, PAN and Verification Code to generate OTP. After authentication, select the Company name or e-Voting Service Provider to cast the vote.
Individual Shareholders (holding securities in demat form) login through their Depository Participants	Shareholders may also login using the credentials of their Demat account through their Depository Participant registered with NSDL/CDSL for e-Voting. After successful authentication, select the e-Voting option and click on the Company name or e-Voting Service Provider (CDSL) to cast the vote during the e-Voting period.

Important Note: Shareholders/Members who are unable to retrieve User ID/ Password are advised to use "Forget User ID" and "Forget Password" option available at abovementioned website, as applicable.

Helpdesk for Individual Shareholders, holding securities in Demat form, for any technical issues related to login through Depository, i.e., **CDSL** and **NSDL**.

Login Type	Helpdesk Details
Individual Shareholders holding securities in Demat mode with CDSL	Members facing any technical issues relating to login, can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact toll free no. 1800 -21-09911.
Individual Shareholders holding securities in Demat mode with NSDL	Members facing any technical issues relating login, can contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at toll free no.: 022-4886-7000 and 022-2499-7000.

Step 2: e-Voting access through CDSL e-Voting system in case of Non-Individual Shareholders holding Shares in Demat form:

- i) The Shareholders should log-in to the e-Voting portal of CDSL at www.evotingindia.com.
- ii) Click on “Shareholders” module.
- iii) Now enter your User ID
 - a. For CDSL: 16 digits beneficiary ID (BO ID);
 - b. For NSDL: 8 Character DP ID followed by 8 Digits Client ID.
- iv) Next enter the Image Verification as displayed and Click on Login.
- v) If you are holding Shares in Demat form and had logged on to www.evotingindia.com and voted earlier on e-voting of any Company, then your existing user ID & password has to be entered.
- vi) If Shareholder is a first-time user, follow the steps given below:

PAN	➤ Enter your 10-digit alphanumeric PAN issued by Income Tax Department. ➤ Shareholders who have not updated their PAN with the Company/Depository Participant are requested to use the sequence number sent by Company/RTA or contact Company/RTA.
Bank Account Details OR Date of Birth (DOB)	➤ Enter the Bank account number linked with the Demat account for receiving the Dividend or Date of Birth (in dd/mm/yyyy format) as recorded in your Demat Account or in the company's records in order to login. ➤ If both the details are not recorded with the depository or company, please enter the member ID/folio number in the Dividend Bank details field as mentioned in instruction (iii) above.

- vii) After entering these details appropriately, click on “SUBMIT” tab.
- (vi) Alternatively, the Non-Individual shareholders can send the relevant Board Resolution/ Authority letter, etc. together with attested specimen signature of the duly authorized signatory who are authorized to vote, to the Scrutinizer at parameshwar@vjkt.in and to the Company at compliance@ufbl.in, if they have voted from individual tab & not uploaded same in the CDSL e-voting system for verifying the same by scrutinizer.

Additional facility for Non-Individual Shareholders & Custodians (for remote e-Voting only):

- (i) Non-Individual shareholders (i.e., other than Individuals, HUF, NRI, etc.) and Custodians are required to log on to www.evotingindia.com and register themselves in the “Corporates” module.
- (ii) A scanned copy of the Registration Form bearing the stamp and sign of the entity should be emailed to helpdesk.evoting@cdslindia.com.
- (iii) After receiving the login details, a Compliance User should be created using the admin login and password. The Compliance User would be able to link the account(s) for which they wish to vote on.
- (iv) The list of accounts linked in the login will be mapped automatically & can be delinked in case of any wrong mapping.
- (v) It is mandatory that a scanned copy of the Board Resolution and Power of Attorney (POA) which they have issued in favour of the Custodian, if any, be uploaded in PDF format in the system for the scrutinizer to verify the same.

Step 3: Casting vote electronically on CDSL e-Voting system:

- (i) Shareholders holding shares in Demat form will now reach ‘Password Creation’ menu wherein they are required to mandatorily enter their login password in the new password field. Kindly note that this password can also be used by the Demat holders for casting their vote on the resolutions of any other company in which they are eligible to vote, provided that company opts for e-voting through CDSL platform. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential.
- (ii) Click on the EVSN for the Company Name <United Foodbrands Limited> on which you choose to vote.
- (iii) On the voting page, you will see “RESOLUTION DESCRIPTION” and against the same, the option “YES/ NO” for voting. Select the option YES or NO, as desired.

The option YES implies that you ASSENT/AGREE to the Resolution and option NO implies that you DISSENT/DISAGREE to the Resolution.

- (iv) Click on the “RESOLUTIONS FILE LINK” if you wish to view the entire Resolution details.
- (v) After selecting the resolution, you have decided to vote on, click on “SUBMIT”. A confirmation box will be displayed. If you wish to confirm your vote, click on “OK”, else to change your vote, click on “CANCEL” and accordingly modify your vote.
- (vi) Once you “CONFIRM” your vote on the resolution, you will not be allowed to modify/cancel your vote.
- (vii) You can also take a print of the votes cast by clicking on “Click here to print” option on the e-Voting page.
- (viii) If a Demat Account holder has forgotten the login password, then enter the User ID and the image verification code and click on Forgot Password & enter the details as prompted by the system.

Step 4: Instructions to Shareholders for attending the AGM through VC/OAVM & e-Voting during the AGM are as under:

- (i) The procedure for attending the AGM & e-Voting on the day of the AGM is same as the instructions mentioned above for e-Voting.
- (ii) The link for VC/OAVM to attend the AGM will be available where the EVSN of **United Foodbrands Limited** (Formerly known as Barbeque-Nation Hospitality Limited) will be displayed, after successful login as per the instructions mentioned above for e-Voting.
- (iii) Shareholders who have voted through remote e-Voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.
- (iv) Shareholders are encouraged to join the AGM through Laptops/IPads for better experience.
- (v) Further, shareholders will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the Meeting.
- (vi) Please note that the participants connecting from Mobile devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to fluctuation in their respective network. It is

therefore recommended to use stable Wi-Fi or LAN connection to mitigate any kind of aforesaid glitches.

- (vii) Shareholders who would like to express their views/ask questions during the Meeting may register themselves as a “Speaker” by sending their request in advance atleast 7 days prior to AGM mentioning their Name, Permanent Account Number, Demat Account Number, Email ID, Mobile number to compliance@ufbl.in. The Shareholders who do not wish to speak during the AGM but have queries may send their queries in advance atleast 7 days prior to the AGM mentioning their Name, Permanent Account Number, Demat Account Number, Email ID, Mobile number to compliance@ufbl.in.
- (viii) Those Shareholders who have registered themselves as a “Speaker” will only be allowed to express their views/ask questions during the Meeting.
- (ix) Only those Shareholders, who are present in the AGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system available during the AGM.
- (x) If any Votes are cast by the Shareholders through the e-Voting available during the AGM and if the same Shareholders have not participated in the Meeting through VC/OAVM facility, then the votes cast by such shareholders may be considered invalid as the facility of e-Voting during the AGM is available only to the Shareholders attending the AGM.

4. Process for those Shareholders whose Email IDs/Mobile Numbers are not registered with the Company/Depositories:

Shareholders holding shares in Demat form shall contact their respective Depository Participant (DP) for updating their email ids and mobile numbers.

5. If you have any queries or issues regarding e-Voting and attending AGM on the CDSL e-Voting System, you can write an email to helpdesk.evoting@cdslindia.com or contact toll free no. 1800-21-09911.
6. All grievances connected with the facility for voting by electronic means may be addressed to Mr. Rakesh Dalvi, Sr. Manager, Central Depository Services (India) Limited, A Wing, 25th Floor, Marathon Futurex, Mafatlal Mill Compounds, N M Joshi Marg, Lower Parel (East), Mumbai - 400013 or send an email to helpdesk.evoting@cdslindia.com or call toll free no. 1800-21-09911.

Brief Profile and other details of Directors proposed to be re-appointed

[Pursuant to Regulation 36 of the SEBI (LODR) Regulations and Secretarial Standard on General Meetings (SS-2)]

Name of the Director	Mr. Rahul Agrawal	Mr. Azhar Yusuf Dhanani
Director Identification Number (DIN)	07194134	07694732
Brief resume of the Director	Mr. Rahul Agrawal has been a Director of the Company since December 31, 2020. Prior to joining the Company, he was associated with Ernst & Young and Beacon BVM Advisors. He was also associated with CX Advisors LLP from October 2009 to July 2017. He joined the Company on July 24, 2017.	Mr. Azhar Dhanani is associated with Sayaji Foods Private Limited (Sayaji Foods), a company engaged in the Food and Beverage manufacturing, since 2017 and is handling Marketing, Sales & Operations domain. Sayaji Foods is responsible for building and delivering culinary solutions to various foodservice businesses.
Age	44 years	28 years
Date of first Appointment to the Board of the Company	December 31, 2020	August 7, 2023
Qualifications	Bachelor's Degree in Commerce (Honors) from Shri Ram College of Commerce (SRCC), University of Delhi, and a Post Graduate Diploma in Management (PGDM) from the Indian Institute of Management, Bengaluru (IIM-B).	Management Graduate from Indian School of Management and Entrepreneurship (ISME) and he has also completed International Baccalaureate Diploma Program from the Singapore International School.
Expertise in specific functional areas	Portfolio Management, Private Equity Investment, Corporate Governance, Marketing and Strategy, Accounts & Finance, Information Technology, Human Resources Management, Risk Management, Business Management and Environment and Social Governance.	Skilled in Food & Beverage, Operations Management, Business Development, Marketing & Sales, Supply Chain Management.
No. of Shares held in the Company, including shareholding as a Beneficial Owner	1,40,990 Equity Shares	1,00,000 Equity Shares
Inter-se relationships between the other Directors and Key Managerial Personnel of the Company	None	Not a relative as per the provisions of Section 2(77) of the Act. Mr. Azhar Yusuf Dhanani is one of the members of Promoter Group of the Company and is related to Promoter-Directors of the Company.
Terms and Conditions of appointment	Pursuant to the resolution passed by the Shareholders at the 19 th Annual General Meeting held on September 4, 2025, re-appointed as Chief Executive Officer & Whole-Time Director of the Company for a period of 5 years with effect from December 31, 2025 to December 30, 2030.	Re-appointment of Director who is liable to retire by rotation
Directorships held in Board of other Companies as on the date of this Notice	(i) Willow Gourmet Private Limited	(i) Sayaji Foods Private Limited (ii) Vicon Imperial (I) Private Limited (iii) Liberty Restaurent Private Limited (iv) Sana Hospitality Services Private Limited

Brief Profile and other details of Directors proposed to be re-appointed (Contd.)

Name of the Director	Mr. Rahul Agrawal	Mr. Azhar Yusuf Dhanani
Position held in Board Committees of other Companies as on the date of this Notice*	None	None
Names of Listed Entities from which he/she has resigned in the past three years	None	None
Details of Remuneration sought to be paid	As per the resolution passed by the Shareholders at 19 th Annual General Meeting held on September 4, 2025.	Nil The Company is not paying any remuneration to Non-Executive Directors.
Last drawn Remuneration	₹ 27.42 million for the FY2026.	Nil
Number of Board Meetings attended in FY 2025-26	No. of Board meetings entitled to attend 5	No. of Board meetings entitled to attend 5
	No. of Board meetings Attended 5	No. of Board meetings Attended 2

*Reckoned only the memberships/chairpersonships of the Audit Committee and Stakeholders' Relationship Committee of all public limited companies, as per Regulation 26(1)(a) & (b) of the SEBI (LODR) Regulations.

Registered & Corporate Office:

"Saket Callipolis", Unit No. 601 & 602, 6th Floor,
Doddakannalli Village,
Varthur Hobli, Sarjapur Road,
Bengaluru – 560035
Karnataka, India

By order of the Board
For **United Foodbrands Limited**
(Formerly known as Barbeque-Nation Hospitality Limited)

Place: Bengaluru
Date: August 4, 2026

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



BARBEQUE
NATION

United Foodbrands



SALT
INDIAN RESTAURANT



ATMOSPHERE
CATERING BY BARBEQUE NATION

Scaling with Discipline



TOSCANO



UBQ
Meats, Fruits & Drinks

ANNUAL REPORT
2025-26

United Foodbrands Limited
(Formerly known as
Barbeque-Nation Hospitality Limited)

Scaling with Discipline

FY26 demonstrated that growth and discipline are not competing priorities; they are mutually reinforcing. United Foodbrands Limited (“UFBL”) entered the year with a scalable, multi-brand platform and a clear objective: expand its reach while strengthening the economics, systems and customer relevance that make growth sustainable. That approach defines the theme of this report.

Execution of this objective enabled UFBL to scale while preserving operational efficiency. Scale was visible in the addition of 35 restaurants, taking the consolidated network to 262 restaurants, but it extended beyond footprint. The Company expanded its premium dining and international portfolios, increased delivery reach, deepened direct digital engagement and invested in demand creation. Discipline determined how that scale was built: expansion remained cluster-led, new formats were assessed through unit economics and return thresholds, and operating teams maintained focus on guest experience, productivity and store-level profitability.

FY26 also tested the strength of this model. The first half was affected by weak discretionary demand, while stepped-up marketing and expansion investments weighed on annual profitability. The response was not to retreat from long-term priorities, but to sharpen value, menu, marketing and execution. The resulting recovery in the second half – marked by positive same-store sales growth, higher guest throughput and improved restaurant operating profit - demonstrated the operating leverage embedded in the platform.

As UFBL advances towards over 300 restaurants in FY27, the objective is not footprint for its own sake. Rather, it is to build a larger platform that is more productive, more digitally connected and capable of generating stronger returns. Scaling with discipline therefore means expanding with intent, investing with measurable purpose and enhancing the quality of the business with every addition.



OUR JOURNEY

Explore our journey

[Read More on Page 06](#) →

FORWARD LOOKING STATEMENT

This document includes forward-looking statements pertaining to anticipated future events and the financial and operational outcomes of ‘Barbeque Nation’ or ‘BNHL’ or ‘Company’. Given their nature, these forward-looking statements necessitate our Company to make assumptions and are inherently susceptible to risks and uncertainties. There exists a prominent risk that the assumptions, predictions, and other forward-looking statements may not prove to be precise.

Readers are advised against placing undue reliance on these forward-looking statements, as various factors could lead to disparities between assumptions and actual future results and events. Consequently, this document is subject to a disclaimer and is qualified in its entirety by the assumptions, qualifications, and risk factors outlined in the Company’s Annual Report.

FY26 Financial Highlights

13,387Mn
REVENUE FROM OPERATIONS

3,213Mn
NETWORTH

8,889Mn
GROSS PROFITS

66.4%
GROSS PROFIT MARGIN

2,078Mn
EBITDA

15.5%
EBITDA MARGIN

ABOUT US

Explore our scalable and diversified brand portfolio, spanning across dining formats and markets, underpinned by shared capabilities ensuring longterm growth potential and customer relevance across geographies

[Read More on Page 02](#) →

United Foodbrands Limited's Annual Report and Financial Statements (this ‘Annual Report’) for financial year ended March 31, 2026 (FY26) can be downloaded as a PDF from this location:

www.unitedfoodbrands.in/investor

Investors >>
Annual Updates



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Built to Serve Multiple Dining Occasions

UNITED FOODBRANDS LIMITED HAS EVOLVED FROM THE CREATOR OF INDIA'S OVER-THE-TABLE LIVE-GRILL CATEGORY INTO A MULTI-BRAND FOODSERVICES PLATFORM SPANNING EXPERIENTIAL DINING, PREMIUM CASUAL DINING, INTERNATIONAL OPERATIONS, DELIVERY-LED BRANDS AND A DESSERT ADJACENCY.

The platform is anchored by Barbeque Nation's scale and brand equity, while shared capabilities in site development, procurement, operations, technology and customer engagement support growth across the portfolio.



The Brand Portfolio

The portfolio is designed around distinct consumer occasions, cuisines and price points. Each brand has a clear strategic role, while the platform provides the operating discipline and shared capabilities required to scale consistently.



Barbeque Nation

Barbeque Nation is the flagship brand of the portfolio and the category creator in experiential casual dining. Its fixed-price, all-you-can-eat live-grill format combines variety, interaction and value, making the brand relevant for celebrations, family gatherings and group occasions at scale.

220
BARBEQUE
NATION
RESTAURANTS

India

207
RESTAURANTS

80+
PRESENCE
ACROSS 80+
CITIES

International

13
RESTAURANTS

7
PRESENCE
ACROSS 7 CITIES
IN 6 COUNTRIES



Premium CDR



Toscano

Toscano brings an authentic yet approachable Italian dining experience to urban consumers. Fresh ingredients, classic recipes and a warm ambience position the brand for both everyday premium dining and occasion-led visits.



Salt

Salt presents Indian cuisine through a contemporary à-la-carte format. The brand combines familiar flavours, modern presentation and an elegant setting to serve consumers seeking a premium expression of India's culinary heritage.

42
PREMIUM CDR
RESTAURANTS

6
CITIES



Delivery-First Ecosystem

The delivery-first ecosystem extends UFBL beyond the physical restaurant and into everyday, at-home and cuisine-specific consumption occasions. These brands use the Group's culinary, procurement, kitchen and digital capabilities, where appropriate, to add reach without replicating the full dine-in format.



UBQ

UBQ addresses the everyday Indian-meal occasion through a value-led, delivery-friendly menu. It combines accessibility, consistency and broad cuisine appeal to serve more frequent consumption needs.



Barbeque in a Box

Barbeque in a Box translates the variety and indulgence associated with Barbeque Nation into a curated meal-box format, enabling customers to enjoy an occasion-led experience at home.



Dum Safar Biryani

Dum Safar is a focused biryani proposition built for delivery. The brand addresses a large, cuisine-led category through emphasis on flavour, consistency and a clearly defined product identity.



Omm Nom Nomm

Omm Nom Nomm extends the portfolio into premium desserts through its luxury French ice cream offering. The adjacency adds a high-frequency, delivery-compatible category and complements UFBL's existing post-meal and celebration occasions.

The Year in Numbers



262

GLOBAL
RESTAURANTS



9.1 Mn

CUMULATIVE APP
DOWNLOADS

12 Mn+

GUESTS SERVED



07

COUNTRIES

92

CITIES



35

NEW RESTAURANTS
OPENED IN FY26

From a Category Creator to a Foodservices Platform


2006

Incorporated as Sanchi Hotels Private Limited in October 2006.


2016

- Company opened its 50th Restaurant.
- Commenced international operations by opening the first Barbeque Nation restaurant in Dubai, United Arab Emirates.


2008

Changed the name from Sanchi Hotels Private Limited to Barbeque-Nation Hospitality Limited and converted into a public company.


2013

Received investment from CX Partners Fund I Ltd (through Tamara Private Limited) and AAJV Investment Trust, strengthening the Company's growth capabilities.


2018

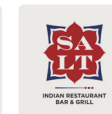
- Opened its 100th restaurant.
- Launched UBQ delivery vertical.
- Expanded our international footprint by opening a restaurant in Malaysia.


2021

Successfully completed Initial Public Offering (IPO) and listed the Company's equity shares on the NSE and BSE.


2022

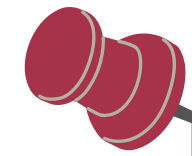
- Opened its 200th restaurant.
- Launched delivery services through Barbeque Nation app.


2023

- Launched Dum Safar, a delivery-led biryani brand, further diversifying the culinary portfolio.
- Acquired Blue Planet Foods Private Limited, the operator of Salt restaurants.
- Entered Bahrain, marking the Company's entry into a new international market.


2020

- Opened its 150th restaurant.
- Expanded the international footprint with the opening of a restaurant in Muscat, Oman.
- Acquired a controlling stake in Red Apple Kitchen Consultancy Private Limited, the operator of Toscano restaurants.


United Foodbrands
2026

- Changed the Company's name from Barbeque-Nation Hospitality Limited to United Foodbrands Limited, reflecting its evolution into a multi-brand food services platform.
- Established a presence in Saudi Arabia, strengthening the Company's footprint in the Middle East.
- Added 35 restaurants, taking the consolidated network to 262.


2025

- Acquired a majority stake in Willow Gourmet Private Limited, the operator of Omm Nommm, strengthening the portfolio's dessert and delivery adjacencies.
- Entered Sri Lanka, further strengthening the Company's international presence.

Growth Engines Driving Sustainable Value Creation

UFBL'S OPERATING MODEL COMBINES MULTIPLE GROWTH ENGINES WITH A COMMON DISCIPLINE AROUND CUSTOMER RELEVANCE, UNIT ECONOMICS, CAPITAL ALLOCATION AND EXECUTION.

The following framework shows not only where the Company is scaling, but also the mechanisms used to protect the quality and returns of that growth.

Network Expansion	Portfolio Diversification	Guest Throughput and Relevance	Brand-led Demand Creation
The Company continued to strengthen its market presence through disciplined expansion of its restaurant network across formats and geographies. Growth was guided by a cluster-based approach to site selection, rigorous evaluation of unit economics and a sustained focus on store-level profitability. During FY26, the Company added 35 restaurants, taking its total network to 262 outlets, while maintaining a calibrated approach towards achieving its target of more than 300 restaurants by FY27.	The Company continued to diversify its growth portfolio by strengthening its international operations, expanding its Premium Casual Dining Restaurant (CDR) business and scaling its delivery-led propositions alongside the flagship brand. Each business vertical is supported by a clearly defined strategic role, tailored operating model and disciplined capital allocation. During FY26, international revenue grew by 28.2%, Premium CDR revenue increased by 19.4% and delivery revenue recorded a growth of 31.9% in Q4FY26, reinforcing the benefits of a diversified business portfolio.	Enhancing guest engagement remained a key priority, with continued emphasis on increasing transactions, repeat visits and dining occasions. This was supported through a balanced value architecture, menu innovation, food festivals and a consistent guest experience across the network. These initiatives contributed to a 43% growth in consolidated dine-in volumes during Q4FY26. Going forward, the Company will continue to focus on improving visit frequency, service quality and overall guest satisfaction.	The Company continued to invest in strengthening brand salience and building deeper emotional connections with consumers across multiple dining occasions. Marketing investments were closely aligned with demand generation and supported by product innovation, value-driven offerings and direct conversion initiatives. Marketing spend increased to 3% of revenue during FY26, with future efforts focused on delivering more targeted, occasion-led campaigns and improving the effectiveness and measurable returns of marketing investments.



Owned Digital Ecosystem	Operating Leverage	Sustainability and Responsible Growth	Leadership and Governance
The Company further strengthened its owned digital ecosystem to deepen customer relationships, increase direct reservations and improve conversion through data-driven personalisation. By increasing customer ownership and reducing reliance on third-party discovery platforms, the Company enhanced both engagement and customer lifetime value. During Q4FY26, 60.9% of dine-in transactions were routed through owned digital channels, while monthly active users reached 1.2 million, providing a strong foundation for sustained digital-led growth.	The Company remained focused on translating volume growth into improved restaurant profitability through disciplined operational execution. Continuous performance monitoring, procurement efficiencies, menu engineering, productivity improvements and effective cost management contributed to higher operating efficiency. As a result, the restaurant operating margin of the mature portfolio improved to 14.4% during Q4FY26. The Company will continue to pursue margin expansion through higher sales productivity and operational efficiencies.	The Company continued to integrate responsible business practices into its long-term growth strategy by creating positive social impact while strengthening operational sustainability. During FY26, it expanded its community initiatives through nutritional support for underprivileged school children and hospitality and soft-skills training for unemployed rural youth under PMKVY 4.0. Looking ahead, the Company will further strengthen sustainability initiatives across responsible sourcing, waste reduction and resource-efficient operations.	The Company's growth strategy continues to be supported by strong leadership, disciplined governance and a robust execution framework across brands, functions and geographies. Clear accountability, effective risk management and prudent capital allocation remain central to its operating model. The delivery of two consecutive quarters of positive same-store sales growth (SSSG) reflects the strength of execution, and the Company remains focused on enhancing returns, building organisational resilience and creating long-term stakeholder value.

Key Performance Indicators

IN FY26, THE COMPANY DELIVERED GROWTH ACROSS FORMATS AND GEOGRAPHIES DESPITE SUBDUED DISCRETIONARY DEMAND.

Revenue Grew 8.6% and Same-Store Sales Returned to Positive Territory in the Second Half, While Higher Marketing and Expansion Spend Weighed on Annual Profitability.



13,387 Mn
REVENUE FROM OPERATIONS

8,889 Mn
GROSS PROFITS

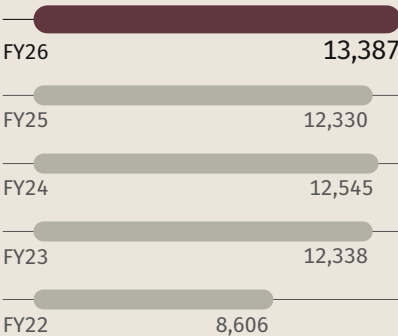
66.4%
GROSS PROFIT MARGIN

2,078 Mn
EBITDA

15.5%
EBITDA MARGIN

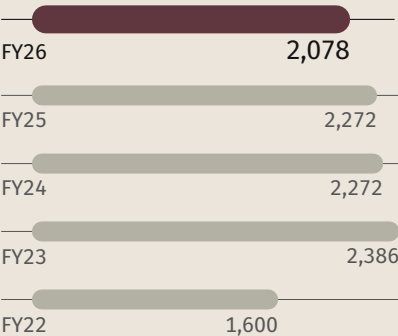
REVENUE FROM OPERATIONS
(₹ IN MILLIONS)

13,387



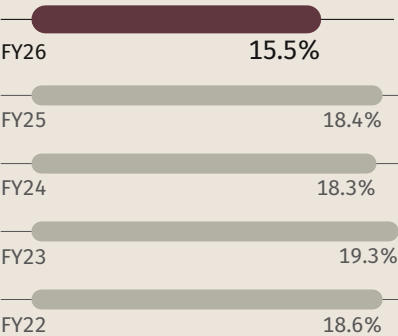
EBITDA
(₹ IN MILLIONS)

2,078



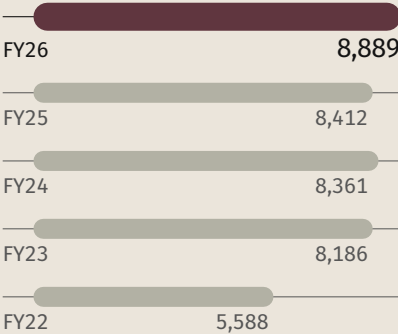
EBITDA MARGIN
(IN %)

15.5%



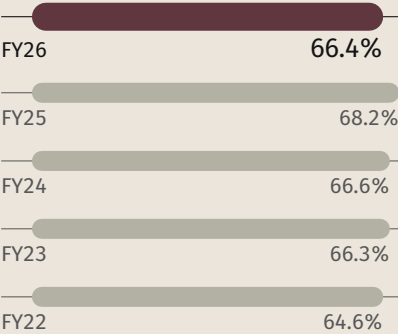
GROSS PROFITS
(₹ IN MILLIONS)

8,889



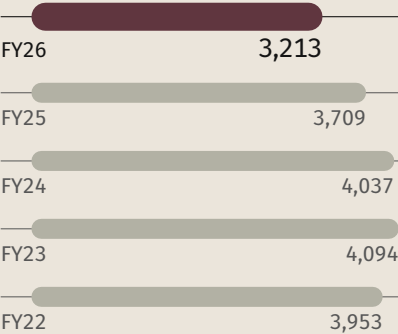
GROSS PROFIT MARGIN
(IN %)

66.4%



NETWORTH
(₹ IN MILLIONS)

3,213



From Resilience to Acceleration

Dear Shareholders,

IT IS OUR PRIVILEGE TO ADDRESS YOU ON BEHALF OF THE BOARD OF DIRECTORS AND THE MANAGEMENT TEAM OF UNITED FOODBRANDS LIMITED (UFBL) (FORMERLY BARBEQUE-NATION HOSPITALITY LIMITED) AS WE PRESENT THE ANNUAL REPORT FOR FY26.

A year that tested - and strengthened - the platform

FY26 tested both the resilience of our brands and the discipline of our operating model. Discretionary consumption and dine-in demand remained subdued during the first half, affecting traffic and profitability. We nevertheless continued to work on the fundamentals within our control: guest value, food and service relevance, restaurant productivity, digital conversion and the capabilities required to support long-term growth.

The second half demonstrated the payoff from this work.

Targeted value offerings, curated food festivals, menu innovation and higher brand investment helped rebuild footfall and transaction momentum across formats. Consolidated SSSG returned to positive territory at 8.2% in Q3 FY26, when the Company recorded its highest-ever quarterly revenue. Q4 FY26 strengthened further, delivering 14.4% SSSG and the highest-ever fourth-quarter revenue. This progression gives us confidence that the demand engine has regained momentum, while also reinforcing the need to convert that momentum into sustained margin improvement.

Kayum Razak Dhanani
PROMOTER,
MANAGING DIRECTOR

14.4%

SSSG GROWTH IN Q4 FY26



Scaling a diversified foodservices platform

Our evolution into United Foodbrands reflects a broader strategic shift: from operating a single flagship concept to building a portfolio of distinct, scalable foodservice propositions. Barbeque Nation India remains the core of the platform. International operations provide a high-margin growth engine, while Toscano and Salt give us meaningful participation in premium casual dining. Delivery-led brands and Omm Nom Nomm extend the platform into at-home and dessert occasions. The result is a more balanced portfolio across formats, price points and consumption occasions.

For us, scale is not measured only by restaurant count. It is the ability to add restaurants and brands without diluting guest experience or returns. During FY26, we added 35 restaurants across formats and geographies, taking the network to 262. Expansion remained cluster-led and format-conscious, with focus on site quality, calibrated capital deployment, ramp-up visibility and store-level economics. We remain on track towards 300+ restaurants in FY27, but the quality of each addition will remain as important as the pace of growth.

"FY26 reaffirmed that sustainable growth is built on disciplined execution. As we enter FY27, our priority is clear: convert stronger demand, a diversified portfolio and deeper customer ownership into higher returns and enduring stakeholder value."

Rahul Agrawal
CHIEF EXECUTIVE OFFICER,
WHOLE-TIME DIRECTOR





Digital ownership and omnichannel reach

A second dimension of disciplined scale is ownership of the customer relationship. We continued to invest in our app, website, loyalty and direct-engagement capabilities making digital a strategic platform for customer acquisition, engagement and retention. In Q4 FY26, 60.9% of dine-in transactions were routed through owned digital channels, while monthly active users reached 1.2 million representing a 51.2% year-on-year increase. We now have more than 9.1 Mn app downloads. We use AI and Data Intelligence to optimise bookings and minimise cancellations. This direct customer connect strengthens brand loyalty, enhances conversion, improves unit economics and provides valuable customer insights, creating a scalable foundation for sustainable long-term growth.

Delivery complements this owned ecosystem by extending our brands beyond restaurant catchments and traditional meal occasions. Delivery revenue grew 31.9% year on year in Q4 FY26 and represented 17.5% of consolidated revenue.

60.9%

DINE-IN TRANSACTIONS FROM OWN DIGITAL CHANNELS

More importantly, nearly 90% of dine-in transactions are now driven through captive channels, including our app, website, in-house call centre and walk-ins. Our objective is to grow this channel with the same discipline applied to dine-in: clear brand roles, strong product consistency and a sharper focus on channel-level profitability.

31.9%

Y-o-Y DELIVERY REVENUE GROWTH IN Q4 FY26

Building demand with purpose

We deliberately increased marketing investment to 3.0% of revenue from 1.9% in FY25 to rebuild brand salience and guest traffic. Milne ki Bhookh gave Barbeque Nation an emotionally relevant articulation of togetherness, while food festivals, menu innovation, value-led propositions and direct digital campaigns translated that brand idea into reasons to visit. The objective was not visibility alone; it was measurable demand creation across the network.

Performance: a stronger exit to the year

For FY26, consolidated revenue from operations grew 8.6% year on year to ₹13,387 million from ₹12,330 million in FY25. EBITDA was ₹2,078 million compared with ₹2,272 million in the previous year, and the Company reported a net loss of ₹619 million against ₹270 million in FY25. These results reflect two realities: the first-half demand slowdown affected operating leverage, and higher investment in marketing, demand creation and network expansion carried a near-term cost. We recognise that disciplined growth must ultimately be reflected in stronger profitability and returns.

The second half provides a stronger base from which to improve those outcomes. H2 FY26 revenue grew 18.5% year on year to ₹7,370 million from ₹6,217 million in H2 FY25. Gross profit increased 14.3% to ₹4,860 million, while restaurant operating profit rose 14.6% to ₹1,044 million. The priority for FY27 is to sustain demand momentum, improve gross margin and productivity, and translate higher volumes into better restaurant and corporate-level profitability.



People and execution

A platform can scale only when its people and operating routines scale with it. The resilience of our restaurant teams, chefs, supply-chain colleagues and support functions was central to the recovery in FY26. We continued to invest in training, leadership depth and a culture of ownership, with a clear emphasis on consistent guest experience and accountable restaurant economics.

The long-term opportunity in organised foodservices remains compelling, supported by formalisation, urbanisation and rising consumer aspirations. UFBL enters FY27 with stronger demand momentum, a more diversified portfolio and a growing base of owned digital customers. Our task is clear: scale the network and the portfolio, while improving unit economics, margins, capital productivity and execution consistency. That is how we intend to convert growth into durable stakeholder value.

We would like to express our sincere gratitude to our customers, employees, partners, shareholders and all other stakeholders for their continued trust and support. Their confidence continues to inspire us as we move into the next phase of growth with renewed momentum and optimism.

Warm Regards,

Kayum Razak Dhanani
Managing Director

Rahul Agrawal
Chief Executive Officer & Whole-Time Director

Our Board



Abhay Chintaman Chaudhari
CHAIRMAN,
INDEPENDENT DIRECTOR

Director since 2017, holds a Master's in Chemistry and a Diploma in Business Management. Former president and COO of SBI Capital Markets. Expertise in banking, management, and financial markets.



Kayum Razak Dhanani
PROMOTER,
MANAGING DIRECTOR

Director since 2012 and Managing Director since 2013. He holds a Diploma in Sole Making from Central Leather Research Institute. He is also associated with Sara Suole Private Limited since 2005, involved in manufacturing and selling leather goods.



Raoof Razak Dhanani
PROMOTER,
NON-EXECUTIVE DIRECTOR

Director since 2015, previously involved in fertilisers business. Joined Sayaji Hotels Limited in 2013, currently managing its operations. Brings diverse business experience to the Board.



Suchitra Dhanani
PROMOTER,
NON-EXECUTIVE DIRECTOR

Holds degrees in Home Science and Social Work. Director between 2006 and 2008, rejoined in 2015. Previously consultant and employee for interior decorating and housekeeping activities at Barbeque Nation.



Revathy Ashok
INDEPENDENT DIRECTOR

Holds a PGDM from IIM Bengaluru. Co-founder of Strategygarage Solutions LLP. Active angel investor. Held senior positions in global corporations, including Managing Director of Tishman Speyer and CFO of NASDAQ-listed Syntel Inc.



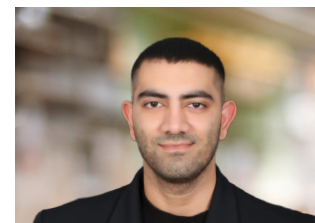
Mr. Tarun Khanna
INDEPENDENT DIRECTOR

Holds MBA from the University of Baltimore and a B.S. in Engineering from the University of Maryland. He was a Partner in CX Advisors LLP, an advisory firm to CX Partners, a growth/buyout oriented India focused PE fund based in Mauritius. Prior to joining CX Advisors LLP in 2008, he was associated with Yes Bank and Citi group.



Rahul Agrawal
CHIEF EXECUTIVE OFFICER,
WHOLE-TIME DIRECTOR

Director since 2020, holds Commerce Degree from Shri Ram College of Commerce (SRCC) and PGDM from IIM Bengaluru. Previously associated with Ernst & Young and CX Advisors LLP. Joined Barbeque Nation in 2017.



Azhar Yusuf Dhanani
NON-EXECUTIVE DIRECTOR

A Management graduate from ISME. Associated with Sayaji Foods since 2017, handling marketing, sales, and operations. Experienced in food and beverage manufacturing and culinary solutions for foodservice businesses.



UFBL is committed to upholding the highest standards of corporate governance. The Company has implemented robust policies and practices to ensure ethical business conduct, transparency, and accountability. These, inter-alia, include:

- Code of Conduct for Directors and Senior Management
- Whistle-Blower Policy
- Related Party Transactions Policy
- Risk Management Policy
- Corporate Social Responsibility Policy
- Code for Fair Disclosure of Unpublished Price Sensitive Information

The Company regularly monitors and reviews its governance practices to align with evolving regulations and best practices.

ESG: BUILDING THE FOUNDATIONS FOR RESPONSIBLE SCALE

As UFBL scales across brands and geographies, responsible growth requires clearer measurement, operating ownership and transparent disclosure. The Company is strengthening its ESG approach around the areas most relevant to a restaurant platform:

- Environmental priorities: energy and water efficiency, waste reduction and responsible sourcing across the restaurant network.
- Social priorities: food safety, employee capability, workplace inclusion and community engagement
- Governance priorities: ethical conduct, risk oversight, regulatory compliance and transparent stakeholder reporting.

During FY26, the Company continued to strengthen its BRSR disclosures and the internal measurement required to translate these priorities into clearer targets and accountability.

Detailed initiatives and quantitative disclosures are presented in the BRSR sections of this Annual Report.

This is a continuing programme, and the Company intends to report progress with increasing specificity as the platform scales.

Turning Brand Investment into Demand

DURING FY26, UFBL DELIBERATELY STEPPED UP MARKETING INVESTMENT FROM 1.9% TO 3.0% OF REVENUE. THE OBJECTIVE WAS TO REBUILD GUEST TRAFFIC AND BRAND SALIENCE THROUGH AN INTEGRATED PROGRAMME COMBINING EMOTIONAL STORYTELLING, FOOD-LED EXPERIENCES, VALUE ARCHITECTURE AND DIRECT DIGITAL CONVERSION.

These initiatives supported the recovery in transactions during the second half of the year.



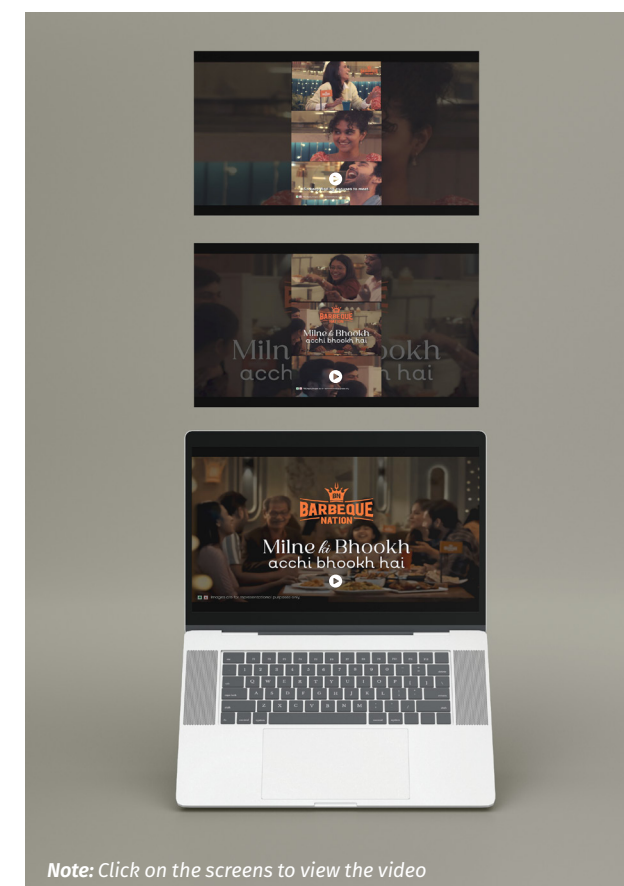
3%

REVENUE INVESTED IN MARKETING
AGAINST 1.9% IN FY25

At the heart of the programme was Milne ki Bhookh, a campaign built on a simple human insight: even in a hyper-connected world, people still need reasons to meet in person. It positioned dining out not merely as consumption, but as an act of connection in which food brings people back around the same table.

Milne ki Bhookh, From Insight to Emotion

The campaign unfolded through a series of slice of life narratives, each reflecting familiar situations where people postpone meeting despite staying constantly connected. Whether it was friends delaying plans, families caught up in routine or relationships waiting for a moment to reconnect, the stories highlighted a shared sentiment of hunger to meet.



Through these narratives, UFBL reinforced its role as a place where conversations resume, bonds strengthen and memories get created. The simple yet powerful line, Milne ki bhookh acchi bhookh hai became reflection of this idea, elevating the brand from a dining destination to a space of togetherness.

The campaign was one part of a broader demand-generation programme. Emotional brand building was supported by food-led experiences, a sharper value proposition and direct digital conversion.



Food-led experiences

The Company continued to leverage food as a key engagement driver through curated festivals and menu innovation. Initiatives such as themed culinary festivals and the introduction of new dishes ensured that the offering remained dynamic, encouraging repeat visits and enhancing overall dining experience.



Value-led campaigns

In a demand sensitive environment, the Company introduced targeted value driven initiatives designed to improve accessibility and drive footfall. Group centric promotions and curated buffet deals strengthened the value proposition, attracting both new customers and repeat diners while supporting transaction growth.



Digital and Direct Engagement

The Company also strengthened its digital ecosystem, leveraging app and website platforms to drive direct engagement with customers. Targeted direct campaigns and enhanced deal visibility enabled better customer reach, improved conversion and increased repeat consumptions.

Digital Reach, Operating Discipline

TECHNOLOGY IS BECOMING THE CONNECTIVE TISSUE OF UFBL’S PLATFORM. AT THE CUSTOMER END, IT ENABLES DIRECT RESERVATIONS, LOYALTY, PERSONALISED COMMUNICATION AND ONLINE ORDERING.

Within the business, it supports faster visibility into demand, throughput, cost and profitability. Together, these capabilities allow the Company to scale with greater customer ownership and tighter operating control across dine-in and off-premise channels.

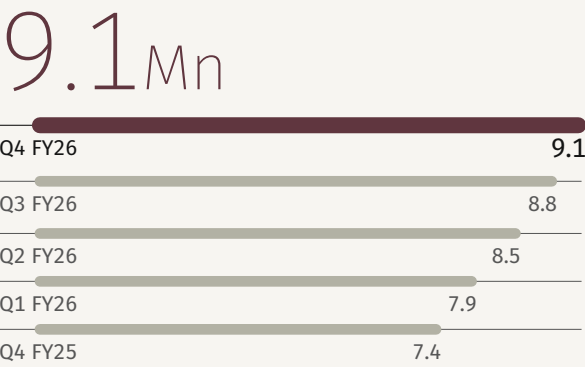


Owning the customer relationship

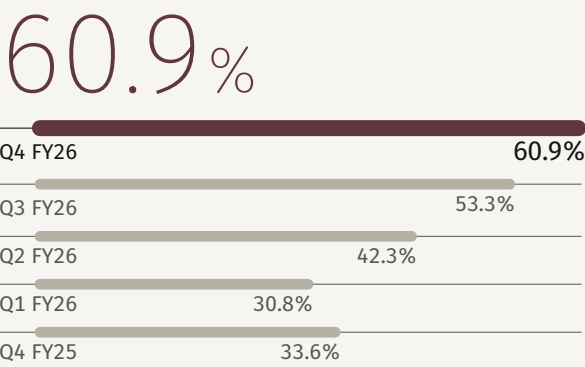
The app and website provide UFBL a direct relationship with customers before and after a restaurant visit. This owned ecosystem supports discovery, reservations, offers, loyalty and repeat engagement, while generating data that can improve relevance and conversion.

In Q4 FY26, 60.9% of dine-in transactions were routed through owned digital channels. Monthly active users across owned platforms reached 1.2 million, up 51% year on year, and cumulative app downloads increased to 9.1 million. The strategic value of this scale lies in the ability to convert a larger share of demand directly and build deeper repeat behaviour.

CUMULATIVE APP DOWNLOADS (IN MILLIONS)



DINE-IN TRANSACTIONS: OWN DIGITAL CHANNELS (IN %)

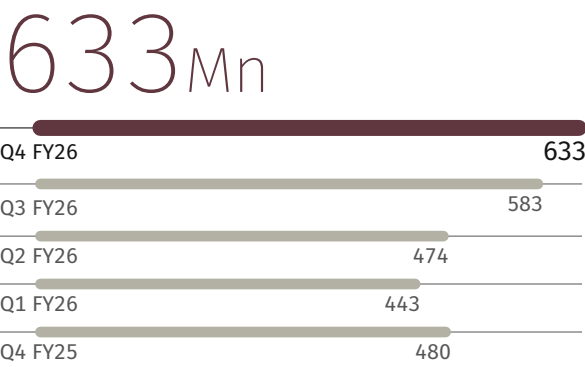


Extending the platform beyond the restaurant

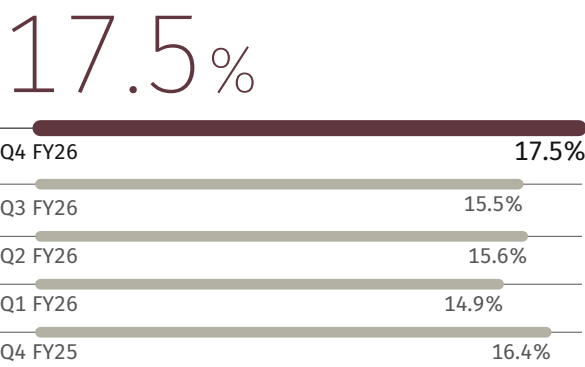
Delivery extends the platform beyond restaurant catchments and creates additional consumption occasions. Barbeque in a Box and Dum Safar translate distinct brand propositions into products designed for at-home consumption, with focus on menu suitability, consistency, packaging and channel economics.

Quarterly delivery revenue increased from ₹480 million in Q4 FY25 to ₹633 million in Q4 FY26, and its share of consolidated revenue rose from 16.4% to 17.5%. The next stage is to improve the quality of this growth through stronger brand roles, repeat ordering and channel-level profitability.

QUARTERLY DELIVERY REVENUE (₹ IN MILLIONS)



SHARE IN TOTAL REVENUE (IN %)



Using data to improve restaurant economics

Customer-facing digital growth is being connected with backend operating intelligence. This gives management a more complete view of how demand is created, how restaurants convert it into throughput and how that throughput translates into profitability.

Integrated systems enable real-time performance monitoring across restaurants, departments and dining sessions. Management can connect demand indicators such as covers, conversion and repeat behaviour with operating indicators such as throughput, food cost, labour productivity and restaurant profitability. Data is also being applied to procurement, menu engineering, demand forecasting and supply-chain planning, making operating discipline more granular as the network expands.

Risk Discipline for a Scaling Platform

SCALING ACROSS BRANDS, FORMATS AND GEOGRAPHIES INCREASES BOTH OPPORTUNITY AND COMPLEXITY. UFBL’S RISK MANAGEMENT FRAMEWORK IS INTENDED TO ENSURE THAT GROWTH DECISIONS ARE TAKEN WITH A CLEAR VIEW OF DOWNSIDE EXPOSURE, OPERATIONAL PREPAREDNESS AND STAKEHOLDER IMPACT.

WITH OVERSIGHT FROM THE RISK MANAGEMENT COMMITTEE, MATERIAL RISKS ARE EVALUATED THROUGH DEFINED OWNERSHIP, MONITORING INDICATORS, MITIGATION PLANS AND ESCALATION MECHANISMS.

Risk discipline is integrated with capital allocation, expansion, food safety, liquidity and business-continuity decisions rather than treated as a separate compliance exercise.



Role of Risk Management Committee

The Risk Management Committee provides Board-level oversight of the risk management framework and its integration into strategic and operating decisions. Its responsibilities include:

- Defining and periodically reviewing Company’s risk management framework
- Monitoring key risk indicators and evaluate exposure across business functions
- Overseeing mitigation strategies and ensuring effective implementation
- Aligning risk management practices with regulatory requirements and industry standards
- Strengthening governance oversight through continuous review and escalation mechanism

Key Business Risks and Mitigation Framework

Operational Risks RISK: Operational disruption or inconsistent food and service quality across a growing network MITIGATION: Standard operating procedures, restaurant and food-safety audits, role-based training, escalation protocols and technology-enabled performance monitoring systems.	Compliance and Regulatory Risks RISK: Non-compliance with food safety, labour, licensing, tax, and other applicable laws or statutory requirements MITIGATION: Defined compliance ownership, periodic reviews, audit mechanisms, licence tracking and engagement with legal and regulatory specialists.with legal and regulatory experts.	Strategic and Demand Risks RISK: Volatility in discretionary consumption affecting dine-in traffic, pricing power and restaurant operating leverage MITIGATION: A balanced portfolio across dine-in, premium, international and delivery formats; value and menu interventions; direct digital engagement; and close monitoring of guest frequency, transactions and mix.	
Financial Risks RISK: Liquidity pressure, margin compression or weaker returns arising from demand volatility, input costs or expansion commitments MITIGATION: Liquidity monitoring, capex prioritisation, restaurant-level margin reviews, cost controls and disciplined capital allocation linked to unit economics and return thresholds.	Supply Chain and Input Cost Risks RISK: Supply disruption and volatility in food, packaging, energy and logistics costs MITIGATION: Diversified sourcing, strategic vendor relationships, inventory controls, procurement reviews, menu engineering and ongoing energy and cost efficiency initiatives.	Emerging and Geopolitical Risks RISK: Geopolitical disruption affecting international demand, supply chains, energy costs, currency movements or business continuity MITIGATION: Market-level scenario planning, diversified geographic exposure, local operating oversight and agile decisions on sourcing, pricing and expansion.	
Consumer Preference Risks RISK: Changes in consumer preferences, dining behaviour or cuisine relevance reducing visit frequency MITIGATION: Continuous consumer insight, menu and format innovation, food festivals, portfolio diversification and direct engagement through owned digital channels.	Pricing and Value Proposition Risks RISK: Misalignment between pricing, perceived value and customer expectations MITIGATION: Market and competitor benchmarking, price-pack architecture, targeted value propositions and monitoring of traffic, mix and guest feedback.	Location and Expansion Risks RISK: Sub-optimal site selection, format choice or ramp-up affecting restaurant returns MITIGATION: Cluster-led expansion, catchment and feasibility analysis, format and capex calibration, ramp-up monitoring and post-investment performance review.	Health and Safety Risks RISK: Food-safety, hygiene or workplace-safety incidents affecting guests, employees and brand trust MITIGATION: Defined food-safety and hygiene protocols, monthly hygiene audits, Corrective and Preventive Action Plans, incident escalation and recurring employee training.

Management Discussion and Analysis



Global Economic Outlook

Global growth remained resilient in 2025, although the operating environment in 2026 continues to be influenced by geopolitical uncertainty, supply chain realignments and inflationary pressures across key markets. According to the International Monetary Fund's (IMF) World Economic Outlook, April 2026, global growth is projected at approximately 3.1% in 2026, reflecting moderation from earlier expectations amid rising geopolitical uncertainties. While the economic activity remained relatively resilient through 2025, evolving geopolitical developments and ongoing global uncertainties have introduced supply-side pressures across key commodity and energy markets, contributing to a more cautious macroeconomic environment and elevated inflationary risks.

Growth across economies remains moderate amid a mixed macroeconomic environment. Consumer demand and investment activity continue to support economic resilience in several developed markets, although tighter financial conditions and fiscal pressures may temper growth momentum. At the same time, certain regions continue to face challenges arising from weaker industrial activity and broader macroeconomic uncertainties. Across advanced economies, central banks are expected to maintain a calibrated approach towards monetary policy, balancing inflation management with the need to support economic growth.

Emerging markets and developing economies are expected to continue to contribute to global growth, with Asia remaining a key driver supported by resilient domestic demand and policy-led economic momentum despite external uncertainties. India continues to remain one of the fastest growing major economies, with the International Monetary Fund (IMF) estimating GDP growth at approximately 6.5% in FY26. This growth continues to be supported by robust domestic consumption, sustained public capital expenditure and strong service sector performance. Inflation is expected to remain within the target band of the Reserve Bank of India, supported by a prudent monetary policy. Additionally, favourable demographics, rising urbanisation and digital adoption continue to strengthen India's medium term growth trajectory.



At a broader level, global economic environment continues to witness evolving trade dynamics, supply chain realignments and changing geopolitical priorities. Recent global developments have reinforced the importance of supply chain resilience and accelerated efforts towards diversification and regional economic partnerships. While these shifts are expected to reshape global trade and investment patterns over the long term, they are also contributing to a more cautious business environment characterised by elevated uncertainty, tighter financial conditions and relatively moderate global trade growth.





Key Markets for United Foodbrands Limited (UFBL)

UFBL's international presence across the Middle East, Malaysia and Sri Lanka, positions the Company across a diverse set of growth markets that continue to benefit from long-term structural consumption trends, while also navigating a dynamic global macroeconomic environment.

Across the Middle East, economic activity is anticipated to remain supported by public investments, diversification initiatives and continued growth in tourism, hospitality and retail sectors. While growth expectations across certain markets have moderated amid evolving geopolitical and macroeconomic conditions, the region continues to demonstrate resilience driven by ongoing economic diversification and infrastructure development initiatives.

The UAE is expected to continue witnessing steady growth, supported by its diversified non-oil economy and strong momentum across tourism, hospitality and trade. Saudi Arabia, the region's largest economy, continues to benefit from large-scale investments and economic transformation initiatives under Vision 2030. Oman is also expected to maintain stable growth supported by public spending and economic

diversification efforts, while Bahrain is expected to witness relatively softer near-term economic momentum.

Malaysia is projected to maintain healthy growth supported by resilient domestic demand and continued recovery in services sector. However, like several import-dependent economies, the country remains exposed to external factors such as commodity price volatility and tighter global financial conditions.

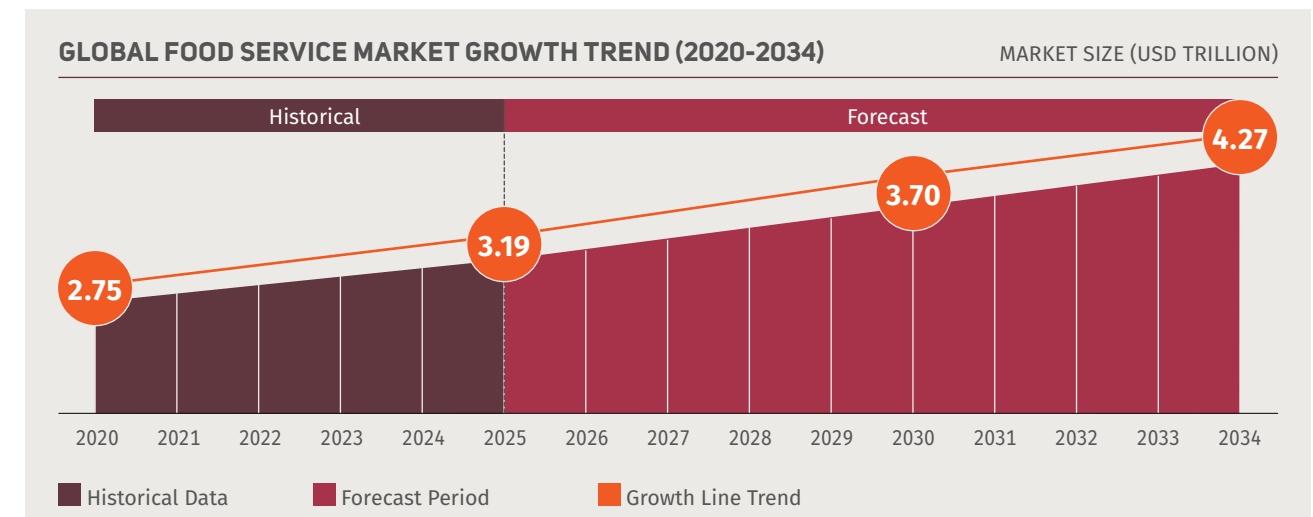
The Sri Lankan economy continues to witness gradual economic stabilisation following its recent recovery phase, supported by ongoing reforms and improving macroeconomic indicators. The economy has shown signs of recovery led by tourism, services and policy-led fiscal consolidation measures.

Overall, while near-term global macroeconomic conditions remain volatile, structural growth drivers across UFBL's key international markets remain broadly intact, supported by favourable demographics, rising urbanisation, increasing organised consumption and continued expansion of hospitality and foodservices sectors.

Global Foodservices Industry Overview

The global foodservices industry continues to demonstrate resilient growth, supported by evolving consumer lifestyles, increasing urbanisation, rising disposable income and growing formalisation of dining formats. The industry continues to benefit from structural shifts towards convenience-led consumption, digital ordering ecosystems and growing preference for organised foodservice formats across both developed and emerging markets.

According to IMARC Group, the global foodservices market was valued at approximately US\$3.19 trillion in 2025 and is expected to reach approximately US\$4.27 trillion by 2034, reflecting a CAGR of around 3%. Asia Pacific accounted for nearly 37% of the global market in 2025, reinforcing its position as the largest and fastest growing regional market.



Source: <https://www.imarcgroup.com/food-service-market>

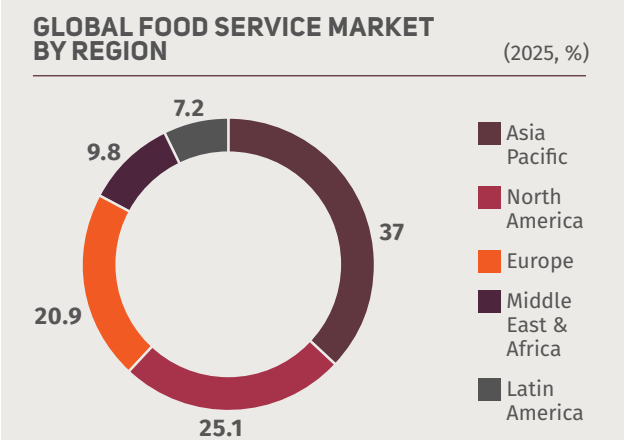
Market Structure and Regional Dynamics

The industry is predominantly driven by the commercial foodservices segment, including quick service restaurants (QSRs), casual dining restaurants (CDRs), cafes and delivery-led formats, which collectively account for a significant majority of global revenues for foodservices sector. Among these, QSR continues to lead scale and growth, benefitting from standardisation, affordability, and compatibility with the digital delivery ecosystem.

At the same time, experiential and premium dining formats continue to witness growing consumer traction, particularly across urban markets, driven by increasing preference for social dining, premium experiences and cuisine-led consumption occasions.

Regionally, Asia Pacific led by India, China and Southeast Asia continues to remain the largest and the fastest growing market supported by favourable demographics, increasing urbanisation, rising disposable incomes and higher penetration of organised dining formats.

Emerging markets across Asia, the Middle East and Africa continue to offer significant long-term growth opportunities, supported by increasing formalisation of foodservices, expanding digital ecosystems and evolving consumption patterns. The continued growth of delivery platforms, cloud kitchens and data-driven customer engagement models is further reshaping the industry and creating opportunities for scalable restaurant businesses.



Source: <https://www.imarcgroup.com/food-service-market>

Growth Drivers and Opportunities

UFBL’s portfolio strategy remains well aligned with the structural trends shaping the global and Indian foodservices industry through a balanced mix of experiential dining brands, delivery-led formats and emerging adjacencies.

URBANISATION AND EVOLVING CONSUMER LIFESTYLES

Increasing urbanisation, changing consumer lifestyles and rising preference for convenience-led consumption continue to support growth in organised foodservices. Dining out is increasingly becoming a part of routine social and lifestyle behaviour, supported by growing exposure to diverse cuisines and evolving consumption occasions.



RISING DISPOSABLE INCOMES
Improving income levels and increasing discretionary spending are driving higher consumption across organised dining formats. Consumers are also increasingly seeking differentiated dining experiences, premium offerings and occasion-led consumption, particularly across urban and affluent catchments.

FORMALISATION OF THE FOODSERVICES SECTOR
The continued shift from unorganised to organised foodservice formats is expanding the addressable market for established brands. Factors such as consistency, hygiene, quality assurance and stronger digital integration continue to accelerate consumer preference towards organised players.

DIGITAL ECOSYSTEM AND OMNICHANNEL CONSUMPTION
Rapid adoption of online ordering, digital payments, loyalty programmes and delivery platforms continues to reshape consumption behaviour. The increasing convergence of dine-in, takeaway and delivery channels is enabling foodservice operators to engage consumers across multiple touchpoints while improving scalability and operational efficiency.

GROWTH OPPORTUNITIES ACROSS EMERGING MARKETS
Emerging markets and Tier II cities continue to offer significant long-term growth opportunities, supported by favourable demographics, rising urbanisation and increasing penetration of organised retail and foodservice infrastructure. Growing consumer aspirations and improving accessibility are further expanding the market opportunity beyond large metropolitan centres.

EXPERIENCE-LED AND OCCASION-BASED DINING
Consumers are increasingly gravitating towards experience-led dining formats that combine food, ambience and social engagement. The growing preference for celebration-led dining, group occasions and differentiated culinary experiences continues to create opportunities across casual dining and specialty restaurant segments.

Key Industry Risks and Operating Considerations
INPUT COST VOLATILITY
The foodservices industry continues to witness volatility across key input costs including food commodities, energy, packaging and labour. Fluctuations in raw material prices, supply-side inefficiencies and inflationary trends can potentially impact operating costs and margins across the sector.

EVOLVING REGULATORY AND COMPLIANCE REQUIREMENTS
Increasing focus on food safety standards, labour regulations, sustainability practices and environmental compliances may lead to higher compliance and operational management requirements across the industry.

COMPETITIVE LANDSCAPE
The industry remains highly competitive and fragmented, with the continued expansion of organised chains, regional brands, cloud kitchens and delivery-first operators increasing competitive intensity across formats. This may result in pricing pressures, higher customer acquisition costs and the need for continuous innovation and differentiation.

OPERATIONAL COMPLEXITY
Managing supply chain efficiencies, maintaining quality consistency, ensuring manpower availability and driving operational standardisation across multiple brands and geographies continue to remain important priorities for organised foodservice operators.

DEPENDENCE ON DIGITAL AND DELIVERY ECOSYSTEMS
While digital platforms and aggregators continue to enhance consumer reach and accessibility, increasing dependence on third-party delivery ecosystems may create challenges relating to commission structures, platform visibility, customer ownership and profitability management.

Emerging Trends and Technology Landscape
The global foodservices industry is undergoing a significant transformation driven by digital innovation and changing consumer expectations. Key trends include:

DIGITALISATION AND DELIVERY ECOSYSTEMS
The rapid growth of online aggregators, cloud kitchens and data-driven operations is reshaping business models and expanding addressable market.

CONVENIENCE AND OMNICHANNEL CONSUMPTION
Consumers increasingly expect seamless integration across dine-in, takeaway and delivery formats.

PREMIUMISATION AND EXPERIENCE
Demand for differentiated dining experiences is rising, particularly in urban centres, driving innovation in formats and offering

HEALTH, SUSTAINABILITY AND TRANSPARENCY
There is a growing emphasis on healthier menu options, sustainable sourcing and environmentally responsible packaging.

AUTOMATION AND ANALYTICS
Adoption of artificial intelligence, data analytics and automation is improving operational efficiency, demand forecasting and customer personalisation.



India Foodservices Market
A Large, Underpenetrated Growth Opportunity

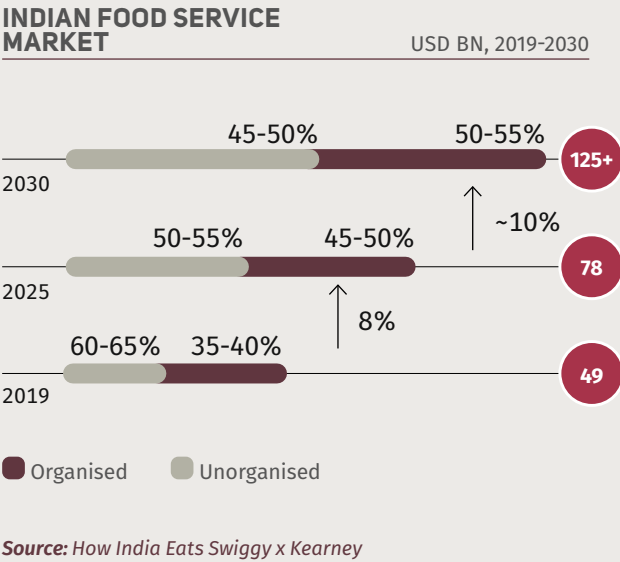
India's foodservices industry continues to demonstrate strong long-term growth potential, supported by favourable demographics, rising disposable incomes, rapid urbanisation and increasing digital adoption. According to the Redseer Strategy Consultants report the market is expected to grow from approximately US\$90 billion in 2025 to over US\$150 billion by 2030. Despite this growth, penetration remains limited at 13 percent of total food consumption, compared to 58-62 percent in the US and 42-46 percent in China.

The sector's growth continues to be driven by structural factors including increasing discretionary spending, changing consumer lifestyles, rising preference for convenience-led consumption and growing demand for organised and experience-led dining formats. Increasing exposure to global cuisines, premiumisation trends and evolving social consumption habits are also contributing to sustained industry expansion.

125
PROJECTED SIZE OF INDIA'S FOODSERVICES MARKET BY 2030
(IN US\$ BILLION)



Formalisation Reshaping the Industry
One of the defining structural shifts is the rapid formalisation of India's foodservices market. Consumers are increasingly gravitating towards organised restaurant brands that offer consistent quality, hygiene, food safety, digital convenience and trusted customer experiences.



% CAGR PROJECTED (2025 – 2030)
~12% – 14%

ORGANISED SEGMENT GROWTH

~5% – 7%

UNORGANISED SEGMENT GROWTH

Indian Cuisine: The Largest Consumption Opportunity

Indian cuisine continues to represent the largest and most diversified consumption pool within the country's foodservices industry. Indian food spans multiple consumption options including everyday meals, family dining, celebrations, festive gatherings, social occasions, premium dining and food delivery. It encompasses a wide spectrum of formats including North Indian, South Indian, regional cuisines, hyperlocal cuisine, biryanis, kebabs, thalis

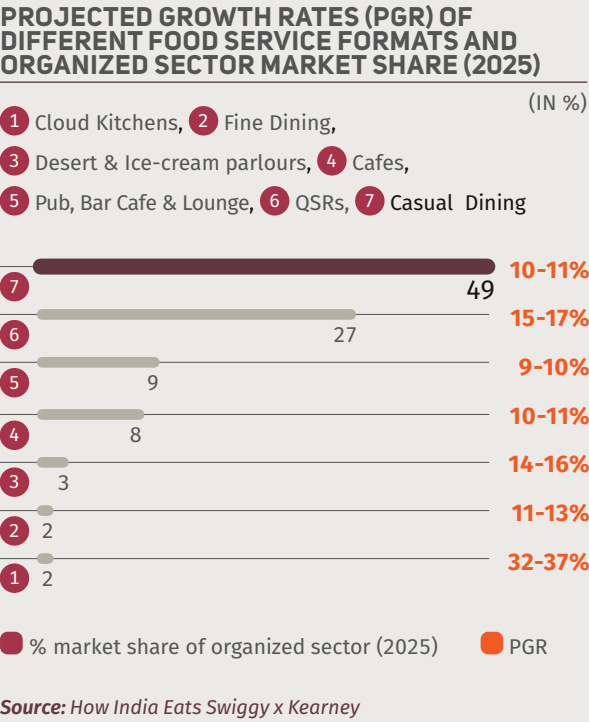
and street-inspired offerings, giving operators significantly wider consumer relevance than most international cuisine categories. This breadth of demand enables brands to participate across multiple dayparts and customer occasions while maintaining strong repeat consumption.

Formats

As economies evolve, foodservices expenditure tends to increase both in absolute terms and also as share of GDP. India is currently at a relatively early stage of this curve, and is therefore well positioned to witness accelerated growth in foodservices consumption over the next decade.



The industry is also witnessing a shift towards scalable formats, supported by digital integration and omnichannel consumption behaviour. QSRs and delivery-led formats continue to drive industry growth, while desserts, beverage and specialty formats are emerging as high-growth adjacencies. Traditional dine-in formats are evolving towards integrated dine in plus delivery models to cater to changing consumer preferences.



Industry growth continues to be supported by favourable developments across both demand and supply-side ecosystems. The rise in disposable incomes, urbanisation led socialisation and convenience preferences and exposure to global cuisines is met with infrastructure adoption in malls, office and retail hubs, and expansion of food delivery and payment ecosystem. In addition, Tier II and emerging cities are increasingly becoming important growth drivers for the industry, supported by rising consumer aspirations, improving infrastructure and increasing penetration of organised retail and foodservice formats. Dining out growth in Indian markets beyond the top eight cities is estimated to be nearly two times that of the top eight cities, highlighting the significant long-term opportunity across emerging urban centres.

Dining Trends

Experience-led dining formats continue to benefit from evolving consumer preference for social, occasion-based and premium dining experiences, particularly across urban centres and emerging affluent markets. Dining out is increasingly becoming an integral part of lifestyle-led consumption, supported by rising discretionary spending, changing social habits and increasing preference for organised and differentiated dining formats.

INCREASING DINING-OUT AND CONVENIENCE-LED CONSUMPTION

Dining out frequency continues to increase, supported by long working hours, increasing disposable income, commuting times and nuclear families. Eating out is increasingly transitioning from an occasional activity to a more regular social and lifestyle-driven behaviour. Consumption occasions are also expanding beyond traditional meal occasions, supported by food delivery platforms and round-the-clock service availability.

EXPANDING PALATES AND CULINARY EXPLORATIONS

Indian consumers are actively exploring newer cuisines and restaurants while Indian cuisine continues to dominate. This evolution is playing out across two parallel trends. On one hand, there is growing appetite for global cuisines particularly Asian formats like Korean, Japanese and Vietnamese, which are rapidly gaining mainstream acceptance. On the other hand, global beverage trends such as matcha, boba tea and specialty cold beverages are gaining traction, particularly among younger consumers.

GROWTH IN DESSERTS AND INDULGENCE-LED CONSUMPTION

Desserts and indulgence-led categories are witnessing strong growth with increasing premiumisation, celebration-led consumption and evolving consumer preferences towards novelty and experiential offerings. The category also benefits from high-impulse

demand and strong compatibility with delivery formats. Consumers are increasingly seeking differentiated products across artisanal desserts, fusion formats and visually distinctive offerings, driving continued innovation across the segment.

TECHNOLOGY TRANSFORMATION

Technology has been a major contributor, reshaping the foodservices industry, fundamentally altering how consumers discover, order, and experience food while enabling operators to scale with greater efficiency and agility. The proliferation of aggregator platforms has expanded the market across physical stores catchments, driving higher order frequency and enabling even small brands to reach national audiences. At the same time cloud kitchens and multi-brand delivery models are lowering entry barriers and optimising capital deployment, allowing businesses to scale rapidly with asset-light formats.

UNITEDFOODBRANDSISWELL POSITIONED TO CAPTURE THE OPPORTUNITY

India's rapidly formalising foodservices market increasingly favours operators with diversified brands, scalable operating platforms and the ability to serve consumers across multiple dining occasions and channels. United Foodbrands has built its business around these structural shifts, creating a multi-brand foodservices platform that combines disciplined expansion with a relentless focus on unit economics, operational consistency and long-term customer relationships.

The Company pioneered the over-the-table live grill concept in India and today remains one of the country's leading organised casual dining operators. As at March 31, 2026, UFBL operated 262 restaurants, comprising 249 restaurants across more than 80 Indian cities and 13 restaurants across the United Arab Emirates, Oman, Malaysia, Bahrain, Sri Lanka and Saudi Arabia, providing a strong platform to participate in the growing demand for organised dining across both domestic and international markets.

Its diversified portfolio enables participation across a wide spectrum of cuisines, price points and consumption occasions. Barbeque Nation, the flagship brand, remains the cornerstone of the portfolio, combining the Company's signature live grill experience with an extensive menu spanning regional Indian specialties, kebabs, biryanis, Asian and international cuisines. Its broad culinary repertoire allows the brand to address multiple dining occasions, ranging from everyday family outings and celebrations to corporate gatherings and festive events, while continually refreshing its offerings through seasonal menus and culinary innovations to enhance guest engagement. Toscano and Salt extend the portfolio into premium casual dining through differentiated Italian and contemporary Indian dining experiences, allowing the Company to benefit from the growing preference for experiential and premium dining.

Beyond restaurants, UFBL has developed a portfolio of delivery-first brands comprising UBQ by Barbeque Nation, Barbeque in a Box and Dum Safar Biryani, enabling participation in the rapidly expanding convenience-led consumption market. These brands leverage the Company's existing culinary expertise, kitchen infrastructure and digital capabilities to improve asset utilisation while serving everyday meals, celebrations and cuisine-specific occasions. The majority investment in Willow Gourmet Private Limited, which manufactures and markets luxury French ice cream under the Omm Nom Nomm brand, further expands the Company's presence into the premium desserts category, a high-growth adjacency that is well aligned with delivery, gifting and celebration-led consumption.

The strength of this platform extends beyond its brand portfolio. UFBL continues to strengthen



customer ownership through its expanding digital ecosystem, enhancing engagement, repeat visits and conversion across owned channels. The Company's technology capabilities increasingly enable data-led decision-making across demand forecasting, menu engineering, procurement and restaurant operations, supporting greater operating efficiency and improving store-level profitability as the business scales.

With a diversified portfolio spanning casual dining, premium dining, delivery and desserts, a growing national footprint, disciplined cluster-led expansion strategy and an integrated digital and operational platform, United Foodbrands is well positioned to capitalise on the continued formalisation, premiumisation and omnichannel evolution of India's foodservices industry.

Business and Financial Performance Review & Outlook

FY26 demonstrated both the near-term cost and the long-term potential of disciplined scaling. A subdued demand environment affected the first half, while higher investment in marketing, customer acquisition and network expansion weighed on annual profitability. Performance improved decisively in the second half as dine-in demand, transactions and operating leverage recovered across the portfolio. The year therefore ended with a stronger demand base, but also with a clear priority to translate growth into improved margins and returns.

During the year, the Company added 35 new restaurants across formats and geographies, including 14 restaurants in the fourth



quarter, taking the consolidated network to 262 restaurants as at March 31, 2026. This represented the highest annual expansion undertaken by the Company in recent years.

Consolidated revenue from operations increased 8.6% to ₹13,387 million in FY26. Consolidated EBITDA was ₹2,078 million compared with ₹2,272 million in FY25, and the Company reported a net loss of ₹619 million. The first-half demand slowdown reduced operating leverage, while marketing, customer-acquisition and accelerated expansion investments affected near-term profitability. The improvement in SSSG, guest throughput and restaurant operating profit during the second half provides a stronger base for margin recovery in FY27.

Barbeque Nation India remained the core of the portfolio. Value architecture, culinary innovation and guest-engagement initiatives helped restore footfall and repeat visits. Revenue increased 4.6% to approximately ₹10,254 million, while pre-Ind AS restaurant operating profit was ₹1,105 million at a margin of 10.8%, 120 basis points below the previous year. Management’s focus is on restoring gross margin and productivity as volumes improve, through mix management, procurement efficiency, menu engineering and restaurant-level cost control.

The international segment grew 28.2% year on year to ₹1,247 million, supported by healthy same-store sales growth and the ramp-up of new restaurants. A pre-Ind AS restaurant

operating margin of 22.2% demonstrated the strength of the format. Further expansion will remain focused on attractive trade areas, local operating capability and disciplined replication of the model.

The Premium CDR portfolio delivered 19.4% revenue growth to ₹1,909 million, with a pre-Ind AS restaurant operating margin of approximately 13.0%. Twelve restaurants were added during FY26, taking the network from 30 to 42. The opening pace and ramp-up of new restaurants moderated near-term margins, while the performance of mature restaurants continued to validate the underlying unit economics.

The long-term opportunity across organised, experience-led and premium foodservices remains substantial. UFBL’s path towards more than 300 restaurants in FY27 will therefore be governed by two measures of progress: the breadth of the platform and the quality of its economics. The Company intends to sustain demand momentum while improving gross margin, restaurant productivity, delivery profitability and capital returns.

Adequacy of Internal Controls

UFBL has established a comprehensive internal control framework across all key business processes to ensure reliability of financial reporting, effective monitoring of operational and strategic objectives, and compliance to applicable policies, procedures, and statutory requirements. The Company’s internal audit function, conducted by an independent professional firm, provides the Board of Directors and the Audit Committee with objective assurance regarding adequacy and effectiveness of internal controls and governance processes. During FY26, internal audits were undertaken by Messrs. Deloitte Touche Tohmatsu India LLP. Any material audit findings and corresponding remedial actions are periodically reviewed by the Audit Committee, with appropriate follow-up mechanisms to ensure timely resolution.

The internal audit framework also includes periodic evaluation and testing of internal financial controls over financial reporting in accordance with the requirements of the Companies Act, 2013. In addition, the Company has implemented an enterprise-wide risk management framework aligned with the Company’s strategic direction, to proactively

identify, assess, and mitigate key business risks. The Risk Management Committee, constituted by the Board, oversees the Company’s risk management framework and supports integration of risk management practices across the organisation. This approach strengthens governance standards, promotes a risk-aware culture and enables the Company to effectively manage strategic, operational, financial and compliance-related risks in line with its long-term business objectives and risk management philosophy.

HUMAN RESOURCES AND INDUSTRIAL RELATIONS

The Company regards its people as central to its performance and long-term growth. The Company continued to invest in training, capability building and leadership development, across restaurants, central kitchens and support

functions, while strengthening a culture of ownership and service-led guest experience.

A significant development during FY26 was the implementation of the four Labour Codes (i.e., 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 - consolidating 29 existing labour laws) with effect from November 21, 2025. The Company undertook necessary measures to align its HR policies, employment practices and compliance processes with the revised labour law framework.

Employee relations remained cordial across all locations during the year, with no material industrial-relations issues, work stoppages or labour disputes. As at March 31, 2026, the Company employed 8,679 people.

BUSINESS & FINANCIAL RATIOS *(on Standalone basis)*

Particulars	FY26	FY25	% Change	Reason for Variance
Current Ratio	0.41	0.46	(10.46%)	-
Debt - Equity Ratio	2.06	1.64	25.77%	Refer note below
Interest Coverage Ratio	2.34	2.82	(17.17%)	-
Return on Equity Ratio	(0.16)	(0.09)	77.32%	Refer note below
Trade Receivable Turnover Ratio	191.16	176.50	8.31%	-
Inventory Turnover Ratio	9.81	9.14	7.31%	-
Operating Profit Margin (%)	0.21%	3.13%	(93.28%)	Refer note below
Net Profit Margin (%)	(5.71%)	(3.60%)	58.77%	Refer note below

Note:
Change is primarily on account of increase in losses during the year.

Cautionary Statement

This Management Discussion and Analysis contains forward-looking statements relating to the Company’s business operations, performance, and outlook. These statements are based on current expectations and assumptions and are subject to a number of risks, uncertainties, and other factors that could cause actual results to differ materially from those anticipated. Readers are advised to exercise caution and not place undue reliance on these forward-looking statements.



Board's Report

To

The Members

United Foodbrands Limited

(Formerly known as Barbeque-Nation Hospitality Limited)

Your Directors have pleasure in presenting the 20th (Twentieth) Annual Report of the Company, together with the Audited Standalone and Consolidated Financial Statements for the Financial Year ended March 31, 2026 (hereinafter referred to as "FY2026").

1. FINANCIAL SUMMARY OR HIGHLIGHTS:

(Amount in Rupees millions, except per share data)

Particulars	Standalone		Consolidated	
	Financial Year 2026	Financial Year 2025	Financial Year 2026	Financial Year 2025
Revenue from Operations	10,254.04	9,807.44	13,387.02	12,330.49
(+): Other Income	120.68	196.73	147.88	158.47
Total Income	10,374.72	10,004.17	13,534.90	12,488.96
(-): Total Expenses	8,966.07	8,291.03	11,457.48	10,217.68
(+): Share of profit of associate (net of tax)	-	-	0.28	0.59
Earnings Before Interest, Tax, Depreciation & Amortisation expense (EBITDA)	1,408.65	1,713.14	2,077.70	2,271.87
(-): Finance Costs	668.64	664.80	860.40	778.56
(-): Depreciation & Amortisation expense	1,387.07	1,405.92	1,899.92	1,764.93
Loss Before Tax	(647.06)	(357.58)	(682.62)	(271.62)
(-): Tax Expense/(Credit)	(61.42)	(4.78)	(63.51)	(1.26)
Loss for the year	(585.64)	(352.80)	(619.11)	(270.36)
(+): Other Comprehensive Income/(Loss), net of tax	(4.12)	(0.83)	(14.38)	(13.30)
Total Comprehensive Income/(Loss) for the Year, net of tax	(589.76)	(353.63)	(633.49)	(283.66)
Earnings/(Loss) Per Share (EPS)				
Basic (₹)	(14.98)	(9.03)	(15.13)	(7.11)
Diluted (₹)	(14.98)	(9.03)	(15.13)	(7.11)

2. STATE OF THE COMPANY'S AFFAIRS AND BUSINESS PROSPECTS:

During FY2026, the name of the Company was changed from "Barbeque-Nation Hospitality Limited" to "United Foodbrands Limited" to reflect the Company's diversified portfolio, pursuant to the Special Resolution passed by the Shareholders at the 19th Annual General Meeting held on September 4, 2025. The change of name was approved by the Registrar of Companies, Central Processing Centre ("RoC") on September 18, 2025.

During FY2026, the Company continued its growth trajectory while maintaining focus on operational efficiency and sustainable expansion. During the year, the Company added 35 restaurants, taking its consolidated

network to 262 restaurants. The Company further expanded its premium dining and international portfolios, enhanced its delivery reach, strengthened direct digital engagement, and invested in brand-building initiatives. The Company remains focused on disciplined growth and aims to progress towards operating over 300 restaurants by FY2027.

During FY2026, the Company reported consolidated operating revenue of ₹ 13,387 million, a growth of 8.6% compared to previous year.

The Indian Subsidiaries, which operate premium brands, i.e., Toscano and Salt collectively recorded revenue of ₹ 1,909 million from 42 restaurants. Their pre Ind-AS restaurant operating margin stood at 13%.

The Overseas Subsidiaries also maintained strong performance, generating revenue of ₹ 1,247 million from 13 restaurants. Their pre Ind-AS restaurant operating margin was 22.2%.

The state of affairs, business performance, initiatives undertaken and business prospects of the Company are more fully articulated in the non-statutory part and Management Discussion and Analysis Report (MD&A) which forms part of the Annual Report.

3. CHANGE IN THE NATURE OF BUSINESS:

There was no change in the nature of business of the Company during the FY2026.

4. DIVIDEND:

Your Company has in place a Dividend Distribution Policy for the purpose of declaration and payment of dividend in accordance with the provisions of the Companies Act, 2013 (hereinafter referred to as “the Act”) and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 [hereinafter referred to as “the SEBI (LODR) Regulations”]. The Dividend Distribution Policy is available on the website of the Company at <https://www.unitedfoodbrands.in/investor>.

The Board has not recommended any dividend for FY2026.

5. AMOUNT CARRIED TO RESERVES:

Considering the losses incurred, the Company has not transferred any amount to the general reserve in FY2026. Details regarding the movement in other reserves and retained earnings for FY2026 are provided in the Financial Statements, which forms an integral part of the Annual Report.

6. ANNUAL RETURN:

Pursuant to Sections 92(3) and 134(3)(a) of the Act read with Rule 12 of the Companies (Management and Administration) Rules, 2014, the Annual Return, i.e., Form MGT-7 of the Company for FY2026 is available on the website of the Company at <https://www.unitedfoodbrands.in/investor>.

7. BOARD OF DIRECTORS AND KEY MANAGERIAL PERSONNEL (KMP):

Your Company has a mix of Executive, Non-Executive and Independent Directors, ensuring the Board's independence and the clear segregation of governance and management functions.

As on the date of this report, your Board consists of 8 (eight) members, which includes 2 (two) Executive Directors, 3 (three) Independent Directors including 1 (one) woman Independent Director, 3 (three) Non-Executive Directors including one woman Director.

The composition of the Board of Directors, Key Managerial Personnel (KMP) and changes therein for FY2026 are furnished below:

Sl. No.	Name	Designation/Category	Date of Appointment	Date of Cessation
1.	Mr. Abhay Chintaman Chaudhari	Chairman, Non-Executive, Independent Director	28/02/2017	-
2.	Mr. Kayum Razak Dhanani	Managing Director	30/11/2012	-
3.	Mr. Rahul Agrawal ^{#1}	Chief Executive Officer & Whole Time Director	31/12/2020	-
4.	Ms. Revathy Ashok	Non-Executive, Independent Director	28/03/2022	-
5.	Mr. Tarun Khanna ^{#2}	Non-Executive, Independent Director	22/05/2025	-
6.	Mr. Ajay Nanavati Vipin ^{#3}	Non-Executive, Independent Director	23/05/2024	22/05/2025
7.	Mr. Raoof Razak Dhanani	Non-Executive Director	01/07/2015	-
8.	Ms. Suchitra Dhanani	Non-Executive Director	01/07/2015	-
9.	Mr. Azhar Yusuf Dhanani	Non-Executive Director	07/08/2023	-
10.	Mr. Amit V Betala	Chief Financial Officer	07/02/2023	-
11.	Ms. Nagamani C Y	Company Secretary & Compliance Officer	21/07/2014	-

Changes in Directors:

Directors appointed/re-appointed during FY2026:

^{#1} Pursuant to the resolution passed by the Directors at their meeting held on July 31, 2025 and special resolution passed by the Shareholders at the 19th Annual General Meeting held on September 4, 2025, Mr. Rahul Agrawal was re-appointed as Chief Executive Officer & Whole-Time Director of the Company for a period of 5 consecutive years with effect from December 31, 2025.

^{#2} Pursuant to the resolution passed by the Directors at their Meeting held on May 22, 2025 and special resolution passed by the Shareholders through Postal Ballot on July 31, 2025, Mr. Tarun Khanna was appointed as an Independent Director of the Company for a period of 5 consecutive years with effect from May 22, 2025.

In the opinion of the Board, Mr. Tarun Khanna is a person of integrity and possesses relevant expertise and experience. Further, he fulfils the conditions specified under the Act and the SEBI (LODR) Regulations and is independent of the Management.

Director resigned during FY2026:

^{#3} Mr. Ajay Nanavati Vipin, Independent Director, resigned from the office of Director of the Company with effect from May 22, 2025, citing the reason that the Company's strategies were not aligned with his expertise and that he was therefore unable to contribute. He further confirmed that there were no other material reasons for his resignation, apart from those stated above.

Declaration by Independent Directors:

The Company has received necessary declarations/disclosures from all the Independent Directors to the effect that they meet the criteria for independence as provided under Section 149(6) of the Act and the rules made thereunder and Regulation 16(1)(b) of the SEBI (LODR) Regulations.

8. BOARD MEETINGS:

5 (five) Board Meetings were held during FY2026. The maximum gap between any two meetings was within the stipulated time period as prescribed under the Act and the SEBI (LODR) Regulations. The full details of meetings of the Board and its Committees are given in the Corporate Governance Report, which forms part of the Annual Report.

9. COMMITTEES OF THE BOARD:

As on March 31, 2026, your Board has 6 Committees viz., Audit Committee, Nomination and Remuneration Committee, Corporate Social Responsibility & Sustainability Committee, Stakeholders' Relationship Committee, Risk Management Committee and Investment Committee. The composition of the Committees, roles & responsibilities and meetings held, as per the applicable provisions of the Act and rules made thereunder, and the SEBI (LODR) Regulations, are disclosed separately in the Corporate Governance Report, which forms part of the Annual Report.

10. CORPORATE GOVERNANCE REPORT:

The Company diligently follows and adheres to the best governance practices, cultivating a robust value system centered on five guiding principles viz., stewardship, transparency, accountability, integrity, and adherence to Environmental, Social, and Governance (ESG) principles. These principles are designed to benefit all stakeholders. The Corporate Governance Report for FY2026, as required under Regulation 34 read with Schedule V of the SEBI (LODR) Regulations, forms part of the Annual Report.

The Compliance Certificate issued by Vijayakrishna K T, Practising Company Secretary, on compliance with conditions of Corporate Governance as stipulated in the SEBI (LODR) Regulations is annexed to this report as **Annexure-1**.

11. MANAGEMENT DISCUSSION AND ANALYSIS REPORT:

Management Discussion & Analysis Report (MD&A) for FY2026, as required under Regulation 34 read with Schedule V of the SEBI (LODR) Regulations, forms part of the Annual Report.

12. BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT:

Business Responsibility and Sustainability Report (BRSR) for FY2026, as required under Regulation 34 of the SEBI (LODR) Regulations, forms part of the Annual Report.

13. PERFORMANCE EVALUATION OF THE BOARD:

Your Board has implemented a formal mechanism for evaluating its performance, along with that of its Committees and individual Directors, including the Chairman of the Board. This evaluation is conducted through a structured questionnaire covering various aspects of the Board and Committees' functioning. The detailed process for the annual evaluation of the Board's performance, its Committees, Chairman and individual Directors, including Independent Directors, is disclosed in the Corporate Governance Report, which forms part of the Annual Report.

14. DIRECTORS' RESPONSIBILITY STATEMENT:

To the best of the Board's knowledge and belief and according to the information and explanations obtained by the Board, your Directors make the following statements in terms of Sections 134(3)(c) and 134(5) of the Act:

- a) in the preparation of the annual accounts for the FY2026, the applicable accounting standards have been followed along with proper explanation relating to material departures, if any;
- b) the Directors have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company as on March 31, 2026 and of the Profit and Loss of the Company for that period;

- c) the Directors have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- d) the Directors have prepared the annual accounts on a going concern basis;
- e) the Directors have laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and are operating effectively; and
- f) the Directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

15. POLICY ON DIRECTORS' APPOINTMENT AND REMUNERATION:

Your Company has adopted Nomination and Remuneration Policy for the purpose of Directors' appointment and payment of remuneration to them, including criteria for determining qualifications, positive attributes and independence of a Director, in accordance with Section 178(3) of the Act and the rules made thereunder. The said Policy is available on the website of the Company at <https://www.unitedfoodbrands.in/investor>.

18. SHARE CAPITAL:

A. Authorized and Paid-up Share Capital:

Authorized/Nominal Share Capital as on March 31, 2026:

No. of Equity Shares	Face Value per Share (in ₹)	Nominal Value (in ₹)
6,00,00,000	5	30,00,00,000

The Company has only one class of Equity Shares.

Issued, Subscribed and Paid-up Share Capital and changes therein during FY2026:

Particulars	No. of Equity Shares	Nominal Value (in ₹)
Issued, Subscribed and Paid-up Share Capital at the beginning of FY2026	3,90,77,702	19,53,88,510
Shares issued during the FY2026 [#]	8,685	43,425
Issued, Subscribed and Paid-up Share Capital at the end of FY2026	3,90,86,387	19,54,31,935

[#]Details of shares issued during FY2026:

Sl. No.	Date of allotment	No. of Shares allotted	Type of issue/allotment
1.	May 22, 2025	3,061	Employee Stock Option Plan
2.	July 31, 2025	5,624	Employee Stock Option Plan

Approvals of the Board of Directors and the Shareholders of the Company for the aforesaid issue of shares have been obtained, wherever necessary.

16. LOANS, GUARANTEES AND INVESTMENTS:

Particulars of loans granted, guarantees given and investments made by the Company, pursuant to Section 186 of the Act and the rules made thereunder, during FY2026 are provided in the Financial Statements, which forms an integral part of the Annual Report.

17. CONTRACTS OR ARRANGEMENTS WITH RELATED PARTIES:

All contracts/arrangements/transactions entered into by the Company during FY2026 with its related parties were conducted in the ordinary course of business and on arm's length basis. These Related Party Transactions (RPTs) were carried out after the approval of the Audit Committee.

During FY2026, the Company has not entered into any materially significant related party transaction that requires the approval of Shareholders under Regulation 23 of the SEBI (LODR) Regulations or Section 188 of the Act. Disclosures on RPTs under Section 134(3)(h) of the Act, read with Rule 8(2) of the Companies (Accounts) Rules, 2014 in Form AOC-2 is not applicable to the Company for FY2026 and accordingly, the said form is not enclosed in this report. Details of RPTs are provided in the form of Notes to Financial Statements (both Standalone and Consolidated), as per the applicable Accounting Standards.

The Policy on RPTs, as approved by the Board, is available on the Company's website at <https://www.unitedfoodbrands.in/investor>.

B. Other Disclosures on Share Capital:

Particulars	Disclosures
Buy Back of Securities	The Company has not bought back any of its securities during FY2026.
Issue of Sweat Equity Shares	The Company has not issued any sweat equity shares during FY2026.
Issue of Bonus Shares	The Company has not issued any bonus shares during FY2026.
Issue of Equity Shares with Differential Voting Rights	The Company has not issued any equity shares with differential voting rights during FY2026.

19. INVESTOR EDUCATION AND PROTECTION FUND (IEPF):

Pursuant to Sections 124 and 125 of the Act, read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), any amount in the Unpaid Dividend Account, the application money received for allotment of any securities and due for refund, principal amount of matured deposits and debentures and interest accrued thereon, redemption amount of preference shares, etc., remaining unclaimed and unpaid for a period of 7 (seven) years from the date it became due for payment by the Company shall be transferred to the Investor Education and Protection Fund (IEPF) established by the Central Government. Additionally, the shares on which dividend has not been paid or claimed by the shareholders for 7 (seven) consecutive years or more shall also be transferred to IEPF, pursuant to Section 124(6) of the Act and the rules made thereunder.

Further, it is hereby confirmed that the Company is not required to transfer any amount to the IEPF.

20. EMPLOYEE STOCK OPTION SCHEME:

- In order to attract and retain talented and key employees, and to reward them for their performance, the Company has adopted 2 (two) Employee Stock Option Schemes viz., "Barbeque Nation Hospitality Limited - Employee Stock Option Plan 2015" ("ESOP Plan 2015") and "Barbeque Nation Hospitality Limited - Employee Stock Option Plan 2022" ("ESOP Plan 2022"). Both the ESOP Schemes are administered by the Nomination and Remuneration Committee of the Board for the benefit of employees of the Company and its Subsidiaries.
- The certificate from the Secretarial Auditor of the Company stating that the ESOP Plan 2015 and ESOP Plan 2022 have been implemented in accordance with the SEBI (Share Based Employees Benefits and Sweat Equity) Regulations, 2021 and in accordance with the resolutions passed by Shareholders of the Company in the general meeting, will be placed before the Shareholders at the Annual General Meeting and the same will also be made available on the website of the Company.

- The disclosures as required under the SEBI (Share Based Employees Benefits and Sweat Equity) Regulations, 2021, is available on the website of the Company at <https://www.unitedfoodbrands.in/investor>.

Modification of the ESOP Plan 2015 and ESOP Plan 2022 during FY2026:

Based on the recommendations of the Nomination and Remuneration Committee ("NRC"), the Board, at its meeting held on January 30, 2026, has approved the following modifications to the ESOP Plan 2015 and ESOP Plan 2022, and the same was approved by the Shareholders through Postal Ballot on March 19, 2026:

- Increased the maximum Exercise Period from 5 years to 10 years from the date of vesting;
- Authorised NRC to decide the actual exercise period at the time of grant of ESOPs and/or re-pricing of ESOPs, as applicable, and/or extend the exercise period subsequently, if considered necessary, subject to the condition that such exercise period shall not exceed the maximum exercise period of 10 years; and
- Increased the maximum Vesting Period, in case of re-pricing of ESOPs, to 10 years.

Variation of terms of options during FY2026:

Considering the decline in the market price of the Company's equity shares, resulting in the exercise price of such ESOPs being substantially higher than the market price, and based on the recommendations of the Nomination and Remuneration Committee, the Board, at its meeting held on January 30, 2026, has approved the re-pricing of ESOPs granted during the financial years 2023-24 and 2024-25 under the ESOP Plan 2015 and ESOP Plan 2022, with the revised Vesting Period, and the same was approved by the Shareholders through Postal Ballot on March 19, 2026, as mentioned below:

- The exercise price of the re-priced ESOPs was ₹ 173.89/- per option; and
- The vesting period of the re-priced ESOPs was revised to 3 (three) years from the date of approval of the Board/date of the re-pricing (i.e., January 30, 2026).

21. DETAILS OF CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO:

A. Conservation of Energy:

(i) the steps taken or impact on conservation of energy:

The Company continuously strives to improve the energy efficiency and has implemented energy conservation measures across all its operations.

The Company has taken significant steps towards energy conservation, including:

- Implementation of LED lighting systems to minimize energy consumption during operations.
- Deployment of an IoT-based Electricity Management system, featuring Variable Frequency Device (VFD) panels in new outlets. These panels automatically detect power requirements and accordingly optimize equipment operations to conserve power.
- Ongoing efforts to implement an energy management system for AC units and refrigerators to monitor and optimize energy usage.

These measures reflect the Company's commitment to sustainability and responsible resource management.

(ii) the steps taken by the Company for utilising alternate sources of energy:

Nil

(iii) the capital investment on energy conservation equipments:

Nil

B. Technology Absorption:

Technology plays a pivotal role in today's digital era and the Company recognizes its significance. The Company is committed to embrace and utilize technology at every possible step to enhance its operations and stay competitive.

Detailed information about conservation of energy and technology absorption and adoption by the Company is available in the BRSR which forms part of the Annual Report.

C. Foreign Exchange Earnings and Outgo:

Foreign Exchange Earnings:

(Amount in ₹ million)

Particulars	FY2026	FY2025
Sale of Food and Beverages*	183.97	112.01
Royalty received from Subsidiaries	17.97	55.89
Interest on loan granted to Subsidiary	41.47	53.94

*Foreign inward remittance received through international cards against the sale of food & beverages at restaurants.

Foreign Exchange Outgo (on CIF value basis):

(Amount in ₹ million)

Particulars	FY2026	FY2025
Import of Capital Goods	-	-
Import of Raw Materials	42.73	85.46
Total	42.73	85.46

22. RISK MANAGEMENT POLICY:

The business and financial risks faced by the Company are akin to any other company in the same line of business. To address these risks, your Board has constituted a dedicated Risk Management Committee and implemented a comprehensive Risk Management Policy.

This policy aims to manage uncertainty and adapt to changes in both internal and external environment, thereby minimizing negative impacts and maximizing opportunities. The robust enterprise risk management framework enables the Company to identify and evaluate business risks and opportunities transparently.

By mitigating adverse impacts on business objectives and enhancing the Company's competitive edge, this framework strengthens the Company's ability to navigate challenges and capitalize on emerging opportunities.

23. CORPORATE SOCIAL RESPONSIBILITY (CSR):

Your Company has constituted a Corporate Social Responsibility and Sustainability (CSR&S) Committee and has adopted Corporate Social Responsibility Policy in accordance with the provisions of Section 135 of the Act and the rules made thereunder. The CSR Policy is available on the Company's website at <https://www.unitedfoodbrands.in/investor>. Further, details of CSR Committee and its roles and responsibilities are disclosed in the Corporate Governance Report, which forms part of the Annual Report.

The provisions of Section 135(1) and (5) of the Act and the rules made thereunder, are not applicable to the Company for FY2026 and hence, the Annual Report on CSR activities for FY2026, as required under Rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, is not enclosed herewith.

24. INTERNAL FINANCIAL CONTROL AND ITS ADEQUACY:

Your Company has an internal control system which is commensurate with the size, scale and complexity of its operations, with a focus on promoting the interest of all stakeholders. This system aims to facilitate operations while managing financial, business, and operational risks, prioritizing integrity and ethics within the organizational culture.

Pursuant to Section 138 of the Act and the rules made thereunder and resolution passed by the Board in its meeting held on September 27, 2023, Messrs. Deloitte Touche Tohmatsu India LLP were appointed as an Internal Auditor of the Company for conducting internal audit for the period from July 1, 2023 to December 31, 2026.

The scope and authority of the internal audit is defined by the Audit Committee. The Internal Auditor monitors and evaluates the efficacy and adequacy of the internal control system of the Company, ensuring compliance with the accounting procedures, financial reporting standards, and policies across all locations of the Company. Based on the internal audit reports, process owners undertake corrective actions, wherever necessary, within their respective areas to strengthen the controls.

Your Company has laid down a set of standards, processes and structures which enables the Company to implement internal financial control across the organisation and ensure that the same are adequate and operating effectively.

25. PROHIBITION OF INSIDER TRADING:

In compliance with the SEBI (Prohibition of Insider Trading) Regulations, 2015, the Company has adopted "Code of Conduct for Prevention of Insider Trading" for regulating, monitoring and reporting of trading in Securities of the Company by the Designated Persons (DPs) and their immediate relatives, and "Code for Fair Disclosure of Unpublished Price Sensitive Information" for fair disclosure of Unpublished Price Sensitive Information (UPSI) to the Stock Exchanges on a continuous basis and in a timely manner in order to ensure that such information is generally available to all the stakeholders on a non-discriminatory basis. The Code for Fair Disclosure is available on the Company's website at <https://www.unitedfoodbrands.in/investor>.

26. VIGIL MECHANISM/WHISTLE BLOWER POLICY:

Pursuant to Section 177 of the Act and the rules made thereunder and the SEBI (LODR) Regulations, the Company has in place a Whistle Blower Policy for Directors and employees to report any genuine concerns, unethical behaviours, misuse of any UPSI, actual or suspected fraud or violation of the Company's Code of Conduct. The vigil mechanism provides adequate safeguards against victimization of Director(s) or employee(s) or any other person who avails the mechanism.

The said policy is available on the website of the Company at <https://www.unitedfoodbrands.in/investor>.

27. REMUNERATION TO DIRECTORS, KEY MANAGERIAL PERSONNEL AND EMPLOYEES:

Disclosures in relation to remuneration paid to Directors, Key Managerial Personnel and employees as required under Section 197(12) of the Act read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 are annexed to this Report as **Annexure-2**.

Further, full details of remuneration paid to Directors is disclosed in the Corporate Governance Report which forms part of the Annual Report.

The statement and particulars of the employees as required under Section 197(12) of the Act read with Rule 5(2) and (3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, forms part of this Annual Report.

In terms of proviso to Section 136(1) of the Act, the Board's Report and Financial Statements are being sent to the Shareholders, excluding the aforesaid information. Any shareholder interested in obtaining a copy of the same may write to the Company Secretary at compliance@ufbl.in. The said information is also open for inspection at the registered office of the Company during the working hours.

28. HOLDING, SUBSIDIARIES, ASSOCIATE COMPANIES AND JOINT VENTURES:

The details of subsidiaries, associate companies and joint ventures of the Company are furnished below:

Type of Company	Name	Country of Incorporation	% of Shareholding held by the Company
Holding Company	The Company is not subsidiary to any other company		Not Applicable
Wholly Owned Subsidiary	Barbeque Nation MENA Holding Limited ("BBQ MENA")	United Arab Emirates	100%
Subsidiaries	Red Apple Kitchen Consultancy Private Limited ("Red Apple") ^{#1}	India	89.05%
	Blue Planet Foods Private Limited ^{#1}	India	11.77% (Red Apple holds 41.49%)
	Willow Gourmet Private Limited ("WGPL") ^{#2}	India	51%
Wholly Owned Step-Down Subsidiaries	Barbeque Nation Restaurant LLC	United Arab Emirates	BBQ MENA holds 100%
	Barbeque Nation (Malaysia) SDN. BHD.	Malaysia	BBQ MENA holds 100%
	Barbeque Nation Lanka (Pvt) Ltd	Sri Lanka	BBQ MENA holds 100%
Step-Down Subsidiaries	Barbeque Nation International LLC	Oman	BBQ MENA holds 49% ^{#3}
	Barbeque Nation Bahrain W.L.L	Bahrain	BBQ MENA holds 99% ^{#3}
	Barbeque Nation Saudi Arabia Limited	Saudi Arabia	BBQ MENA holds 70%
	United Foodbrands Thai Holding Co., Ltd ^{#4}	Thailand	BBQ MENA holds 99.99% ^{#3}
	United Foodbrands Thai Co., Ltd ^{#4}	Thailand	BBQ MENA holds 49% ^{#5}
	Barbeque Nation Restaurant W.L.L ^{#6}	Qatar	BBQ MENA holds 60%
Joint Ventures	Nil	Not Applicable	Not Applicable

^{#1}The Scheme of Amalgamation between Red Apple Kitchen Consultancy Private Limited (the "Transferee Company") and Blue Planet Food Private Limited (the "Transferor Company") was filed before the Hon'ble National Company Law Tribunal, Bengaluru Bench, on February 13, 2025. The matter was listed and heard by the Hon'ble Tribunal, and reserved for the final order.

^{#2}The Company acquired 51% of the equity share capital of WGPL in two tranches. The first tranche was completed on March 11, 2025, while the second tranche was completed on June 30, 2025. Following the completion of the second tranche, WGPL became a subsidiary of the Company.

^{#3}On the basis of voting rights and control, BBQ MENA has 100% control over these step-down subsidiaries.

^{#4}BBQ MENA purchased the shares of United Foodbrands Thai Holding Co., Ltd and United Foodbrands Thai Co., Ltd, Limited Liability Companies domiciled in the Kingdom of Thailand, and the Department of Business Development, Ministry of Commerce, Thailand, has updated its records with respect to transfer of shares and confirmed the same on December 16, 2025.

^{#5}BBQ MENA has 90.57% control over United Foodbrands Thai Co., Ltd.

^{#6}Barbeque Nation Restaurant W.L.L was incorporated on February 24, 2026, pursuant to the issue of Commercial Registration Certificate by the Department of Commercial Registration & Permits, Ministry of Commerce and Industry, State of Qatar.

- Salient features of the financial statements, including performance and financial position of Subsidiaries of the Company for the FY2026 are given in Form AOC-1 which is annexed to this report as **Annexure-3**. Your Company has in place a Policy for determining Material Subsidiaries and the said Policy is available on the website of the Company at <https://www.unitedfoodbrands.in/investor>.
- Pursuant to the provisions of Section 136 of the Act and Regulation 46 of the SEBI (LODR) Regulations, separate audited financial statements of the each subsidiary, as considered necessary and applicable under the laws of host country, are available on the website of the Company at <https://www.unitedfoodbrands.in/investor>.

Except as disclosed above, no other company has become or ceased to be a subsidiary, joint venture or associate of the Company during the financial year.

29. AUDITORS AND AUDITOR'S REPORT:

A. Statutory Auditors:

Pursuant to the provisions of Section 139(2) of the Act, the Shareholders, at the 17th Annual General Meeting (AGM) held on September 25, 2023, have approved the appointment of Messrs. S.R. Batliboi & Associates LLP, Chartered Accountants (ICAI Firm Registration Number: 101049W/E300004), as Statutory Auditors of the Company for a period of 5 consecutive years from the conclusion of 17th AGM until the conclusion of 22nd AGM of the Company.

The Auditor's Reports, read together with Annexure referred to in the Auditor's Report for the financial year ended March 31, 2026, do not contain any qualification, reservation, adverse remark or disclaimers.

Further, the Statutory Auditors have not reported any frauds in terms of Section 143(12) of the Act during FY2026 and hence, the details which are required to be disclosed under Section 134(3)(ca) of the Act are not applicable.

B. Secretarial Auditor:

The Board at its meeting held on July 31, 2025 has approved the appointment of Mr. Parameshwar G Bhat, a Peer Reviewed Practising Company Secretary (M. No: F8860; C.P. No: 11004), as Secretarial Auditor of the Company for a period of 5 consecutive years, commencing from the Financial Year 2025-26 to the Financial Year 2029-30 and the same was approved by the Shareholders at the 19th Annual General Meeting held on September 4, 2025.

The Secretarial Audit Reports of the Company and Red Apple Kitchen Consultancy Private Limited, an Indian material subsidiary of the Company, for FY2026 are enclosed to this report as **Annexure-4**. The reports do not contain any qualifications, reservations, adverse remarks or disclaimers.

30. DISCLOSURE UNDER THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013:

The Company has in place an Anti-Sexual Harassment Policy in line with the requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (hereinafter referred to as "the POSH Act"). The Company has constituted Internal Complaints Committee (ICC) to redress the sexual harassment complaints. The constitution and composition of the ICC is in accordance with the POSH Act.

Following is the summary of sexual harassment complaints received and disposed-off during FY2026:

Particulars	No. of complaints
No. of complaints pending at the beginning of the financial year	0
No. of sexual harassment complaints received during the financial year	3
No. of complaints disposed-off during the financial year	3
No. of cases pending for more than 90 (ninety) days	0

The necessary actions have been taken against the individuals against whom the complaints were received.

31. COMPLIANCE WITH THE MATERNITY BENEFIT ACT, 1961:

During FY2026, the Company complied with the applicable provisions of the Maternity Benefit Act, 1961 and the corresponding provisions of the Code on Social Security, 2020, as applicable, including any amendments thereto. The Company has established policies, systems, and processes to ensure ongoing compliance with the provisions of the said Act/Code.

32. SECRETARIAL STANDARDS:

During FY2026, your Company has duly complied with the Secretarial Standards issued by the Institute of Company Secretaries of India and approved by the Central Government under Section 118(10) of the Act.

33. EVENTS OCCURRING AFTER THE BALANCE SHEET DATE:

There are no significant events that have occurred after the Balance Sheet date which have had a material impact on the financial statements.

34. MATERIAL CHANGES & COMMITMENTS:

There are no material changes and commitments affecting the financial position of the Company which have occurred between the end of the financial year of the Company to which the financial statements relate and the date of this report.

35. DISCLOSURE BY LARGE CORPORATES:

With reference to Regulation 50B of the SEBI (Issue and Listing of Non-Convertible Securities) Regulations, 2021 read with the SEBI Operational Circular No. SEBI/HO/DDHS/P/CIR/2021/613 dated August 10, 2021 (updated as on April 13, 2022) and SEBI Circular No. SEBI/HO/

DDHS/DDHS-RACPOD1/P/CIR/2023/172 dated October 19, 2023, as amended from time to time, on issue and listing of Non-convertible Securities, Securitised Debt Instruments, Security Receipts, Municipal Debt Securities and Commercial Paper, we hereby confirm that the Company is not a "Large Corporate" as on March 31, 2026 or in the previous financial years in terms of the applicability criteria mentioned in clause 1.2 of Chapter XII of the of the SEBI Operational Circular, as mentioned above.

Hence, the requirement of raising minimum 25% of the incremental borrowings in a financial year through issuance of debt securities is not applicable to the Company.

36. OTHER DISCLOSURES:

Disclosures	Board's Comment
Deposits	The Company has not accepted any deposits within the meaning of Chapter V of the Act read with the Companies (Acceptance of Deposit) Rules, 2014 during FY2026. Hence, the disclosures as required under Rule 8(5)(v) of the Companies (Accounts) Rule, 2014 are not applicable.
Debentures	The Company does not have any outstanding debentures and has not issued any debentures during FY2026.
Insolvency and Bankruptcy Code, 2016	During FY2026, no application was made or any proceeding is pending under the Insolvency and Bankruptcy Code, 2016.
One-Time Settlement with the banks and financial institutions	During FY2026, your Company has not entered into any One-Time Settlement with banks or financial institutions.
Cost Audit	Maintenance of cost records as specified by the Central Government under sub-section (1) of Section 148 of the Act are not applicable to the Company.
Details of significant and material orders passed by the regulators or courts or tribunals impacting the going concern status and Company's operation in future	During FY2026, no significant or material orders were passed by any regulators, courts or tribunals which impact the going concern status and operations in the future.
Statement of Deviation(s) or Variation(s)	During FY2026, the Company has not raised any money through preferential issue or any money raised through Initial Public Offer/preferential issue is pending unutilized at the end of the financial year.

37. ACKNOWLEDGEMENTS:

The Directors place on record their sincere appreciation of the cooperation and continued support extended by customers, landlords, employees, shareholders, investors, partners, vendors, suppliers, bankers, the Government, statutory and regulatory authorities, stock exchanges, depositories and other intermediaries to the Company.

We anticipate and value the continued support and co-operation of all our stakeholders.

For and on behalf of the Board of Directors

Place: Bengaluru
Date: May 19, 2026

Kayum Razak Dhanani
Managing Director
DIN: 00987597

Abhay Chintaman Chaudhari
Chairman & Independent Director
DIN: 06726836

Annexure-1 to the Board's Report

CERTIFICATE ON COMPLIANCE WITH THE CONDITIONS OF CORPORATE GOVERNANCE AS REQUIRED UNDER THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

To,

The Members

United Foodbrands Limited

(Formerly Known as Barbeque-Nation Hospitality Limited)

"Saket Callipolis", Unit No. 601 & 602, 6th Floor

Doddakannalli Village, Varthur Hobli

Sarjapur Road, Bengaluru - 560035

Karnataka, India

I have examined all the relevant records of United Foodbrands Limited (Formerly Known as Barbeque-Nation Hospitality Limited) for purpose of certifying the compliances of the conditions of Corporate Governance, for the financial year ended March 31, 2026, as stipulated in regulations 17 to 27, clauses (b) to (i) of regulation 46(2) and paragraphs C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations").

The compliance of the conditions of Corporate Governance is the responsibility of the Management of the Company. My examination was limited to procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In my opinion and to the best of my information and according to the explanations given to me, I certify that the Company has complied with the conditions of Corporate Governance as stipulated in the above-mentioned SEBI Listing Regulations.

I further state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the Management has conducted the affairs of the Company.

Place: Bengaluru

Date: May 19, 2026

Vijayakrishna K T

Practising Company Secretary

FCS No.:1788; C P No.: 980

UDIN: F001788H000399713

Peer Review Certificate No.: 1883/2022

Annexure-2 to the Board's Report

DISCLOSURES AS REQUIRED UNDER SECTION 197(12) OF THE ACT READ WITH RULE 5(1) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

1. The ratio of the remuneration of each director to the median remuneration of the employees of the Company and percentage increase in remuneration of each Director, Chief Executive Officer, Chief Financial Officer and Company Secretary in the financial year 2025-26 (FY2026):

(i) Executive Directors:

Sl. No.	Name	Designation	Ratio to median remuneration of the employees for FY2026	% increase in remuneration in FY2026
1	Mr. Kayum Razak Dhanani*	Managing Director	NA	NA
2	Mr. Rahul Agrawal	Chief Executive Officer & Whole-Time Director	92	5.21%

*The Company is not paying any remuneration to Mr. Kayum Razak Dhanani.

(ii) Non-Executive Directors:

The Company is not paying any remuneration to Non-Executive Directors, except the payment of sitting fees to the Independent Directors for attending the Board and Committee meetings. The sitting fees paid during the FY2026 are disclosed in the Corporate Governance Report.

(iii) Key Managerial Personnel:

Sl. No.	Name	Designation	Ratio to median remuneration of the employees for FY2026	% increase in remuneration in FY2026
1	Mr. Amit V Betala	Chief Financial Officer	35	6.39%
2	Ms. Nagamani C Y	Company Secretary & Compliance Officer	11	17.87%

2. The percentage increase in the median remuneration of employees in FY2026:

4.63%

3. The Number of Permanent Employees on Payroll of the Company:

The Company had 5,170 permanent employees on its payroll as on March 31, 2026.

Male	4,653
Female	517
Transgender	0
Total	5,170

Note: For a detailed bifurcation of employees, please refer to Point No. IV of Section A of the Business Responsibility and Sustainability Report.

4. Average percentile increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration:

The average percentage increase in the salary of employees other than managerial personnel for FY2026 is 5.89% and the average percentage increase in managerial remuneration for FY2026 is 5.21%.

Average percentage increase for excellent rated employees for FY2026 is 7.50%.

There are no exceptional circumstances for increase in the managerial remuneration and it is paid as per the industry standards and overall performance of the managerial personnel.

5. Remuneration received by Managing Director/Whole-Time Director from holding or subsidiary company:

During the year under review, neither the Managing Director nor the Whole-Time Director has received any remuneration or commission from subsidiaries of the Company. Further, the Company is not a subsidiary of any other Company.

6. Affirmation that the payment of remuneration is as per the remuneration policy of the Company:

Your Board hereby affirms that the payment of remuneration is as per the Remuneration Policy of the Company.

For and on behalf of the Board of Directors

Place: Bengaluru
Date: May 19, 2026

Kayum Razak Dhanani
Managing Director
DIN: 00987597

Abhay Chintaman Chaudhari
Chairman & Independent Director
DIN: 06726836

Annexure-3 to the Board's Report

FORM AOC-1

(Pursuant to first proviso to sub-section (3) of Section 129 read with Rule 5 of the Companies (Accounts) Rules, 2014)

Statement containing salient features of the financial statement of Subsidiaries/Associate companies/Joint Ventures for the financial year 2025-26

Part - A: Subsidiaries

Sl. No.	1	2	3	4	5	6	7	8	9	10
Name of the Subsidiary	Red Apple Kitchen Consultancy Private Limited	Blue Planet Foods Private Limited	Willow Gourmet Private Limited	Barbeque Nation MENA Holding Limited	Barbeque Nation Restaurant LLC	Barbeque Nation (Malaysia) SDN. BHD.	Barbeque Nation International LLC	Barbeque Nation Bahrain W.L.L	Barbeque Nation Lanka (Pvt) Ltd	Barbeque Nation Saudi Arabia Limited
Country of Incorporation	India	India	India	United Arab Emirates	United Arab Emirates	Malaysia	Oman	Bahrain	Sri Lanka	Saudi Arabia
The date since when subsidiary/was acquired/incorporated	29-11-2019	27-09-2023	22-01-2025	25-03-2015	25-02-2016	03-10-2017	18-02-2018	05-06-2023	21-08-2024	04-02-2025
Reporting period for the subsidiary concerned, if different from the holding company's reporting period	Reporting period is same (01/04/2025 to 31/03/2026)	Reporting period is same (01/04/2025 to 31/03/2026)	Reporting period is same (01/04/2025 to 31/03/2026)	Reporting period is same (01/04/2025 to 31/03/2026)	Reporting period is same (01/04/2025 to 31/03/2026)	Reporting period is same (01/04/2025 to 31/03/2026)	Reporting period is same (01/04/2025 to 31/03/2026)	Reporting period is same (01/04/2025 to 31/03/2026)	Reporting period is same (01/04/2025 to 31/03/2026)	Reporting period is same (01/04/2025 to 31/03/2026)
Reporting currency	INR	INR	INR	AED	AED	MYR	OMR	BHD	LKR	SAR
Exchange Rate (ER) as on the last date of the relevant financial year in the case of foreign subsidiaries*	Not Applicable	Not Applicable	Not Applicable	Cls. ER: 25.56 Avg. ER: 24.43	Cls. ER: 25.56 Avg. ER: 24.43	Cls. ER: 23.18 Avg. ER: 21.23	Cls. ER: 243.88 Avg. ER: 233.05	Cls. ER: 249.63 Avg. ER: 238.59	Cls. ER: 0.30 Avg. ER: 0.29	Cls. ER: 25.03 Avg. ER: 23.92
Share capital	0.65	0.11	0.82	687.21	7.67	23.18	36.58	1.25	7.34	2.50
Reserves & surplus	414.83	19.82	172.45	49.91	(658.32)	(80.07)	(95.72)	(10.52)	(11.83)	0.76
Total assets	1,842.16	524.33	198.71	1,170.26	523.60	79.87	55.39	106.87	110.96	245.20
Total liabilities	1,426.68	504.40	25.44	433.14	1,174.26	136.76	114.53	116.15	115.46	241.94
Investments	180.02	-	-	66.65	-	-	-	-	-	-
Turnover/Revenue	1,412.36	496.72	59.16	31.75	821.90	112.18	69.49	96.99	59.82	86.70
Profit/(Loss) before taxation	(113.34)	(31.05)	4.40	50.39	75.00	12.55	(6.42)	(2.41)	(8.74)	0.72
Provision for taxation	(0.57)	(0.65)	1.53	-	5.98	0.10	-	-	0.38	-
Profit/(Loss) after taxation	(112.77)	(30.40)	2.87	50.39	69.03	12.45	(6.42)	(2.41)	(9.12)	0.72
Proposed dividend	-	-	-	-	-	-	-	-	-	-
% of shareholding	89.05%	11.77%	51%	100%	100%	100%	49%	99%	100%	70%

*In order to present a true and fair view, Closing Exchange Rate (Cls. ER) is considered for Balance Sheet items and Average Exchange Rate (Avg. ER) is considered for Profit & Loss Account items.

1. Names of subsidiaries which are yet to commence operations:

The following subsidiaries are yet to commence business operations as on the date of this report:

- (i) United Foodbrands Thai Holding Co., Ltd
- (ii) United Foodbrands Thai Co., Ltd
- (iii) Barbeque Nation Restaurant W.L.L

2. Names of subsidiaries which have been liquidated or sold during the year:

Nil.

Part - B: Associates and Joint Ventures**Associates & Joint Ventures:**

The Company does not have any associates or joint venture arrangements, nor has it entered into any associate or joint venture agreements, other than those disclosed in Part A.

The Company acquired 51% of the equity share capital of WGPL in two tranches. The first tranche was completed on March 11, 2025, while the second tranche was completed on June 30, 2025. Following the completion of the second tranche, WGPL became a subsidiary of the Company.

For and on behalf of the Board of Directors

Rahul Agrawal
Chief Executive Officer &
Whole Time Director
DIN: 07194134

Kayum Razak Dhanani
Managing Director
DIN: 00987597

Place: Bengaluru
Date: May 19, 2026

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

Abhay Chintaman Chaudhari
Chairman & Independent Director
DIN: 06726836

Amit V Betala
Chief Financial Officer

Annexure-4 to the Board's Report

Form No. MR-3

SECRETARIAL AUDIT REPORT

For the Financial Year ended March 31, 2026

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule No.9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To

The Members

United Foodbrands Limited

(Formerly Known as Barbeque-Nation Hospitality Limited)

Saket Callipolis, Unit No. 601 & 602,

6th Floor, Doddakannalli Village,

Varthur Hobli, Sarjapur Road,

Bengaluru - 560035,

Karnataka, India

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by United Foodbrands Limited (Formerly Known as Barbeque-Nation Hospitality Limited), bearing CIN: L55101KA2006PLC073031 (hereinafter called 'the Company'). Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing my opinion thereon.

Based on my verification of the books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, I hereby report that in my opinion, the Company has, during the audit period covering the financial year ended on March 31, 2026 complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by United Foodbrands Limited (Formerly Known as Barbeque-Nation Hospitality Limited) for the financial year ended on March 31, 2026 according to the provisions of:

- i) The Companies Act, 2013 and the Rules made thereunder;
- ii) The Securities Contracts (Regulation) Act, 1956 ("SCRA, 1956") and the Rules made thereunder;
- iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
- iv) Foreign Exchange Management Act, 1999 and the Rules and Regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
- v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ("SEBI Act, 1992"):
 - (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
 - (c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 (not applicable to the Company during the Audit Period);
 - (d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
 - (e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 (not applicable to the Company during the Audit Period);
 - (f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025 regarding the Companies Act, 2013 and dealing with client;
 - (g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 (not applicable to the Company during the Audit Period);
 - (h) The Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018 (not applicable to the Company during the Audit Period);
 - (i) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;

- (j) The Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018; and
- (k) Circulars/Guidelines issued there under.
- vi) There are certain specific laws applicable to the Company, such as the Food Safety and Standards Act, the Legal Metrology Act, the Excise Act and various Environmental laws, considering the nature of the business carried on by the Company.
- vii) The other general laws as may be applicable to the Company including the following:
- The Employees State Insurance Act, 1948, along with its Rules and Regulations
 - The Employees' Provident Funds and Miscellaneous Provisions Act, 1952, along with EPF Scheme 1952, EPS Scheme 1995, EFPS Scheme 1971 and EDLI Scheme 1976
 - The Contract Labour (Regulation and Abolition) Act, 1970, and Contract Labour (Regulation & Abolition) (Karnataka) Rules, 1974.
 - The Minimum Wages Act, 1948, and Karnataka Minimum Wages Rules, 1958
 - The Payment of Wages Act, 1936, read with The Karnataka Payment of Wages Rules, 1963
 - The Payment of Gratuity Act, 1972 and Karnataka Payment of Gratuity Rules, 1973, and Karnataka Compulsory Gratuity Insurance Rules, 2024
 - The Payment of Bonus Act, 1965
 - The Maternity Benefit Act, 1961, read with Karnataka Maternity Benefit Rules, 1966
 - The Equal Remuneration Act, 1976, read with Equal Remuneration Rule, 1976
 - The Child and Adolescent Labour (Prohibition and Regulation) Act, 1986 and The Child Labour (P&R) (Karnataka) Rules, 1998.
 - The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959 read with The Employment Exchanges Rules, 1960
 - The Karnataka Labour Welfare Fund Act, 1965 and Rules, 1968
 - The Apprentices Act, 1961
 - The Industrial Employment Standing Orders Act, 1946, read with Rules of 1961
 - The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013, read with Central Rules, 2013
 - The Karnataka Industrial Establishments (National & Festival) Holidays Act, 1963, read with Rules of 1964
 - Karnataka Workmen's Compensation Rules, 1966
 - The Karnataka Public Safety (Measures) Enforcement Act, 2017, and Rules of 2018
 - Karnataka Shops & Commercial Establishment Act, 1961 and Rules, 1963
 - The Rights of Persons with Disabilities Act, 2016
 - The Kannada Language Comprehensive Development Act, 2022
 - The Digital Personal Data Protection Act, 2023, read with Digital Personal Data Protection Rules, 2025

I have also examined compliances with the applicable clauses of the Secretarial Standards issued by the Institute of Company Secretaries of India on the Board and General Meetings i.e. SS-1 and SS-2.

During the period under review, the Company has complied with the applicable provisions of the Acts, Rules, Regulations, Guidelines, Standards, etc., as may be relevant for the year. The Management has appropriately addressed certain non-material observations identified during the course of the audit in relation to the provisions of the Companies Act, Secretarial Standards, and Labour Laws.

Further, I report that with regard to financial and taxation matters, I have relied on the Audit Report, Limited Review Report and the Internal Audit Report provided by the Statutory/Internal Auditor, as the case may be.

I further report that

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors which took place during the period under review were carried out in compliance with the provisions of the Companies Act, 2013 and The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Adequate notices were given to all the directors of the Company relating to the schedule of the Meetings of the Board (including Meetings of its Committees), except where consent of the Directors was received for scheduling the meetings at a shorter notice. Agenda and detailed notes on agenda were also sent to all the directors of the Company at least seven days in advance, except where consent of Directors was received for circulation of the Agenda and notes on Agenda at a shorter notice. The Company has a system for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

All decisions at the Meetings of the Board of Directors and its Committees were carried out unanimously/by requisite majority, as recorded in the minutes of the respective meetings of the Board or its Committees, as the case may be.

I further report that there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

I further report that the Company changed its name from Barbeque-Nation Hospitality Limited to United Foodbrands Limited pursuant to the approval of its shareholders/members by way of a Special Resolution passed at the 19th Annual General Meeting held on September 4, 2025. The Company has received the Certificate of Incorporation pursuant to the change of name from the Registrar of Companies, Central Processing Centre, and the change of name is effective from September 18, 2025.

Place: Bengaluru
Date: May 19, 2026

Parameshwar G. Bhat
Practising Company Secretary
M. No.: FCS 8860; CP No.: 11004
Peer Review Certificate No.: 5508/2024
UDIN: F008860H000404673

Note: This report is to be read with my letter of even date which is annexed as **Annexure A** and forms an integral part of this report.

‘Annexure A’

To

The Members,

United Foodbrands Limited

Saket Callipolis, Unit No. 601 & 602,
6th Floor, Doddakannalli Village,
Varthur Hobli, Sarjapur Road,
Bengaluru, 560035, Karnataka, India

The Secretarial Audit Report of even date is to be read along with this letter:

1. Maintenance of secretarial records is the responsibility of the management of the Company. My responsibility is to express an opinion on these secretarial records based on my audit.
2. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of Secretarial Records. The verification was done on test basis to ensure that correct facts are reflected in the secretarial records. I believe that the processes and practices, I have followed provide a reasonable basis for my opinion.
3. I have not verified the correctness and appropriateness of the financial records and Books of Accounts of the Company, including records under the Income Tax Act, Customs Act, and Goods and Services Tax Act.
4. Wherever required, the Company has represented about the compliance of laws, rules, and regulations and happening of events, etc., as applicable from time to time.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, and standards is the responsibility of Management. My examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the Management has conducted the affairs of the Company.

Place: Bengaluru
Date: May 19, 2026

Parameshwar G. Bhat
Practising Company Secretary
M. No.: FCS 8860; CP No.: 11004

Form No. MR-3

SECRETARIAL AUDIT REPORT

For the Financial Year ended March 31, 2026

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule No.9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To

The Members

Red Apple Kitchen Consultancy Private Limited

Saket Callipolis, Unit No. 601 & 602, 6th Floor
Doddakannalli Village, Varthur Hobli, Sarjapur Road
Bengaluru - 560035, Karnataka, India

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Red Apple Kitchen Consultancy Private Limited, bearing CIN: U55101KA2005PTC036195 (hereinafter called '**the Company**'). Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing my opinion thereon.

Based on my verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, I hereby report that in my opinion, the Company has, during the audit period covering the Financial Year ended on 31st March, 2026 (the audit period) has complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by Red Apple Kitchen Consultancy Private Limited for the financial year ended on 31st March, 2026 according to the provisions of:

- i) The Companies Act, 2013 (the Act) and the Rules made thereunder;
- ii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
- iii) The Industry specific laws applicable to the Company as as follows:
 - Prevention of Food Adulteration Act, 1954
 - Food Safety and Standards Act, 2006
 - The Legal Metrology Act, 2009
 - The Narcotic Drugs and Psychotropic Substances (Karnataka) Rules, 1985
 - The Karnataka Excise Act, 1965
 - The Trade Marks Act, 1999

- iv) The other general laws as may be applicable to the Company.

I have also examined compliances with the applicable clauses of the Secretarial Standards issued by the Institute of Company Secretaries of India on the Board and General Meetings i.e. SS-1 and SS-2.

During the period under review, the Company has complied with the provisions of the Acts, Rules, Regulations, Guidelines, Standards, etc. mentioned above and filings of the returns were undertaken in time or within the extended time limits.

Certain non-material findings made during the course of the audit relating to the provisions of the Act and Other Laws were suitably addressed by the Company.

I further report that

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors which took place during the period under review were carried out in compliance with the provisions of the Companies Act, 2013.

Adequate notices were given to all the Directors of the Company relating to the schedule of the Meetings of the Board (including Meetings of its Committees), except where consent of the Directors was received for scheduling the meetings at a shorter notice. Agenda and detailed notes on agenda were also sent to all the directors of the Company at least seven days in advance, except where consent of Directors was received for the circulation of the Agenda and notes on the Agenda at a shorter notice. The Company has a system for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

All decisions at the Meetings of the Board of Directors and its Committees were carried out unanimously/by requisite majority, as recorded in the minutes of the respective meetings of the Board or its Committees, as the case may be.

I further report that there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

I further report that the Scheme of Amalgamation between Red Apple Kitchen Consultancy Private Limited (Transferee Company) and Blue Planet Food Private Limited (Transferor Company) was filed before the National Company Law Tribunal, Bengaluru Bench, on 13th February, 2025. The Company application was listed by the Hon'ble Bench vide application No. CA (CAA) No.07/BB/2025 and passed order for the application made, on 20th June, 2025. Further, the Company has filed the Second Motion petition subsequent to the order of Hon'ble Bench on 8th August, 2025 and the Hon'ble Bench listed the Company Petition vide Petition No. C.P. (CAA) No. 34/BB/2025. Pursuant to the order of Hon'ble Bench dated 30th March, 2026 the petition was reserved for orders.

Place: Bengaluru
Date: May 8, 2026

Parameshwar G. Bhat
Practising Company Secretary
M. No.: FCS 8860; CP No.: 11004
Peer Review Certificate No.: 5508/2024
UDIN: F008860H000313802

Note: This report is to be read with my letter of even date which is annexed as **Annexure A** and forms an integral part of this report.

‘Annexure A’

To

The Members

Red Apple Kitchen Consultancy Private Limited

Saket Callipolis, Unit No. 601 & 602, 6th Floor

Doddakannalli Village, Varthur Hobli, Sarjapur Road

Bengaluru, 560035, Karnataka, India

The Secretarial Audit Report of even date is to be read along with this letter:

1. Maintenance of secretarial record is the responsibility of the Management of the Company. My responsibility is to express an opinion on these secretarial records based on our audit.
2. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of Secretarial Records. The verification was done on test basis to ensure that correct facts are reflected in the secretarial records. I believe that the processes and practices, I have followed provide a reasonable basis for our opinion.
3. I have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company including records under The Income Tax Act, The Customs Act, The Goods and Services Tax Act.
4. Wherever required, the Company has represented about the compliance of laws, rules and regulations and happening of events etc. as applicable from time to time.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of Management. My examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the Management has conducted the affairs of the Company.

Place: Bengaluru

Date: May 8, 2026

Parameshwar G. Bhat

Practising Company Secretary

M. No.: FCS 8860; CP No.: 11004

Corporate Governance Report

1. A BRIEF STATEMENT ON COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE:

Corporate Governance Philosophy of United Foodbrands Limited (Formerly known as Barbeque-Nation Hospitality Limited)

At United Foodbrands, we recognize that effective corporate governance is essential for building trust among stakeholders and sustaining long-term success. Our commitment to corporate governance is rooted in five guiding principles: stewardship, transparency, accountability, integrity, and adherence to Environmental, Social, and Governance (ESG) principles.

Key Principles:

- **Stewardship:** Our Board demonstrates responsible and accountable leadership in overseeing the Company's operations, aiming to create long-term value and deliver benefits to all stakeholders.
- **Transparency:** We believe in openness and clarity in our actions and communications, fostering trust and confidence among stakeholders.
- **Accountability:** We hold ourselves accountable for our decisions and actions, acknowledging our responsibilities to shareholders, customers, employees, and other stakeholders.
- **Integrity:** We uphold the highest standards of honesty, fairness, and ethical behavior in all aspects of our operations.
- **Adherence to ESG Principles:** We integrate Environmental, Social, and Governance considerations

into our business strategy and operations, striving to create long-term value while addressing societal and environmental challenges.

We adhere to the policies and codes mandated by the various regulatory bodies such as the Securities and Exchange Board of India (SEBI), Ministry of Corporate Affairs (MCA), Stock Exchanges, ensuring compliance with the applicable laws and regulations. These policies and codes contribute to the streamlined functioning of our corporate governance framework, fostering trust and confidence among stakeholders.

We have adopted and adhere to various Corporate Governance Policies for maintaining fairness, transparency, and accountability within our organization, and these Policies are regularly reviewed and updated to align with changing regulatory requirements and evolving best practices. As we move forward, we will continue to engage with stakeholders, assess emerging risks and opportunities, and strengthen our governance framework to support our long-term growth and sustainability objectives.

2. BOARD OF DIRECTORS:

The Company has an optimal combination of Executive, Non-Executive and Independent Directors, ensuring the Board's independence and the clear segregation between governance and management functions.

As on the date of this report, the Board consists of 8 (eight) members, which includes 2 (two) Executive Directors, 3 (three) Independent Directors including 1 (one) woman Independent Director and 3 (three) Non-Executive Directors.

a) The Board composition and categories of Directors, the number of Directorships, Committee Membership(s)/Chairpersonship(s) in other Companies as on March 31, 2026, along with their shareholding in the Company as on March 31, 2026, are exhibited below:

Sl. No.	Name of the Director	DIN	Designation & Category	Number of Directorships held in other Companies*	Number of Board Committees Membership held in other companies**		No. of equity shares held in the Company
					As Chairperson	As Member	
1	Mr. Abhay Chintaman Chaudhari	06726836	Chairman (Non-Executive, Independent Director)	3	2	5	0
2	Mr. Kayum Razak Dhanani	00987597	Managing Director (Promoter & Executive Director)	9	0	1	86,113 (0.22%)

a) The Board composition and categories of Directors, the number of Directorships, Committee Membership(s)/Chairpersonship(s) in other Companies as on March 31, 2026, along with their shareholding in the Company as on March 31, 2026, are exhibited below: (Contd.)

Sl. No.	Name of the Director	DIN	Designation & Category	Number of Directorships held in other Companies*	Number of Board Committees Membership held in other companies**		No. of equity shares held in the Company
					As Chairperson	As Member	
3	Mr. Rahul Agrawal	07194134	CEO & Whole Time Director (Executive Director)	2	0	0	1,20,990 (0.31%)
4	Mr. Tarun Khanna	02306480	Non-Executive, Independent Director	4	3	3	0
5	Ms. Revathy Ashok	00057539	Non-Executive, Independent Director	10	4	7	0
6	Mr. Raoof Razak Dhanani	00174654	Non-Executive Director (Promoter)	13	0	4	0
7	Ms. Suchitra Dhanani	00712187	Non-Executive Director (Promoter)	10	0	3	6 (0.00%)
8	Mr. Azhar Yusuf Dhanani	07694732	Non-Executive Director	4	0	0	1,00,000 (0.26%)

*Excluding LLPs and Section 8 Companies, as per the Companies Act, 2013 (Act).

**Reckoned only the memberships/chairpersonships of the Audit Committee and Stakeholders' Relationship Committee of all public limited companies, as per Regulation 26(1)(a) & (b) of the SEBI (LODR) Regulations.

Directors appointed/re-appointed during the financial year 2025-26:

- Pursuant to the resolution passed by the Board at its meeting held on July 31, 2025 and special resolution passed by the Shareholders at the 19th Annual General Meeting held on September 4, 2025, Mr. Rahul Agrawal was re-appointed as Chief Executive Officer & Whole-Time Director of the Company for a period of 5 consecutive years with effect from December 31, 2025.
- Pursuant to the resolution passed by the Board at its Meeting held on May 22, 2025 and special resolution passed by the Shareholders through Postal Ballot on July 31, 2025, Mr. Tarun Khanna was appointed as an Independent Director of the Company for a period of 5 consecutive years with effect from May 22, 2025.

Director resigned during the financial year 2025-26:

- Mr. Ajay Nanavati Vipin, Independent Director, resigned from the office of Director of the Company with effect from May 22, 2025, citing the reason that the Company's strategies were not aligned with his expertise and that he was therefore unable to contribute. He further confirmed that there were no other material reasons for his resignation, apart from those stated above.

b) Directorships held in other listed entities:

Names of other listed entities in which Directors holds Directorship and the category of Directorship as on March 31, 2026 are furnished below:

Sl. No.	Name of the Director	Name of other listed entities	Category of Directorship
1	Mr. Abhay Chintaman Chaudhari	(i) Sayaji Hotels (Indore) Limited (ii) Sayaji Hotels (Pune) Limited	Independent Director
2	Mr. Kayum Razak Dhanani	Sayaji Hotels Limited	Non-Executive Director
3	Mr. Rahul Agrawal	Nil	NA
4	Mr. Tarun Khanna	Jungle Camps India Limited	Independent Director

b) Directorships held in other listed entities: (Contd.)

Sl. No.	Name of the Director	Name of other listed entities	Category of Directorship
5	Ms. Revathy Ashok	(i) AstraZeneca Pharma India Limited (ii) Sansera Engineering Limited (iii) Digitide Solutions Limited (iv) 360 One Wam Limited (v) 360 One Prime Limited*	Independent Director
6	Mr. Raoof Razak Dhanani	(i) Sayaji Hotels Limited (ii) Sayaji Hotels (Indore) Limited (iii) Sayaji Hotels (Pune) Limited	Managing Director Managing Director Non-Executive Director
7	Ms. Suchitra Dhanani	(i) Sayaji Hotels Limited (ii) Sayaji Hotels (Indore) Limited (iii) Sayaji Hotels (Pune) Limited	Whole-Time Director Non-Executive Director Non-Executive Director
8	Mr. Azhar Yusuf Dhanani	Nil	NA

*Debt listed entity

c) Attendance of each Director at the Board meetings and Annual General Meeting (AGM) held during the financial year 2025-26:

Sl. No.	Name of the Director	No. of Board meetings entitled to attend	No. of Board meetings Attended	Whether attended the last AGM held on September 4, 2025
1	Mr. Abhay Chintaman Chaudhari	5	5	Yes
2	Mr. Kayum Razak Dhanani	5	5	Yes
3	Mr. Rahul Agrawal	5	5	Yes
4	Mr. Tarun Khanna	5	5	Yes
5	Ms. Revathy Ashok	5	5	Yes
6	Mr. Raoof Razak Dhanani	5	2	No
7	Ms. Suchitra Dhanani	5	4	Yes
8	Mr. Azhar Yusuf Dhanani	5	2	Yes
9	Mr. Ajay Nanavati Vipin	1	0	Not Applicable

d) Board meetings held during the financial year 2025-26:

The Board convened at least 1 meeting in every quarter, with a maximum gap of not more than 120 days between 2 consecutive meetings. During the financial year under review, the Board convened 5 meetings, as detailed below.

The notice, agenda and notes to agenda of the meeting were circulated to the Directors in advance. Minutes of meetings of the Board are circulated to the Directors within the stipulated time frame and maintained according to the Secretarial Standards issued by the Institute of Company Secretaries of India (ICSI) and the Companies Act, 2013.

Number of Board meetings held during the financial year 2025-26 and attendance of Directors:

Sl. No.	Date of the meeting	No. of Directors entitled to attend	No. of Directors attended
1	Thursday, May 22, 2025	9	8
2	Thursday, July 31, 2025	8	7
3	Tuesday, November 11, 2025	8	6
4	Friday, January 30, 2026	8	7
5	Tuesday, March 3, 2026	8	5

e) Disclosure of inter-se relationships between Directors:

Except as disclosed below, none of the other Directors are related to each other.

- (i) Mr. Kayum Razak Dhanani and Mr. Raoof Razak Dhanani are related to each other, being brothers;
- (ii) Ms. Suchitra Dhanani is a sister-in-law of Mr. Kayum Razak Dhanani and Mr. Raoof Razak Dhanani; and
- (iii) Mr. Azhar Yusuf Dhanani is a nephew of Mr. Kayum Razak Dhanani and Mr. Raoof Razak Dhanani.

f) Key skills, expertise and competencies of the Board of Directors:

Your Board comprises qualified members who are experts in different fields and areas and bring forth the required skills, competence and expertise that allow them to make valuable contributions to the Board and its Committees and for sustainably navigating the growth of the Company. The key skills, expertise and competence identified by the Board of Directors as required in the context of the Company's business to function effectively and said skills available with the Board, are disclosed hereunder:

Particulars	Name of Director*							
	1	2	3	4	5	6	7	8
	Mr. Abhay Chintaman Chaudhari	Mr. Kayum Razak Dhanani	Mr. Rahul Agrawal	Mr. Tarun Khanna	Ms. Revathy Ashok	Mr. Raoof Razak Dhanani	Ms. Suchitra Dhanani	Mr. Azhar Yusuf Dhanani
Leadership and management skills:								
Strong leadership and management experience, including expertise in business development, strategic thinking and vision, decision making. Entrepreneurial skills to evaluate risk and rewards and perform advisory role.	✓	✓	✓	✓	✓	✓	✓	✓
Industry knowledge and experience:								
Knowledge and experience in the food services industry, FMCG/retail, information technology and digital, major risks/threats and potential opportunities in the industry and customer insights.	✓	✓	✓	✓	✓	✓	✓	✓
Governance, including legal compliance:								
Experience in maintaining high governance standards with an understanding of the changing regulatory framework. Knowledge of the rules and regulations applicable to the Company, understanding rights of shareholders and obligations of the Management.	✓	✓	✓	✓	✓	✓	✓	✓
Financial knowledge:								
Financial acumen, financial management expertise, insights into capital management and investment analysis, knowledge of accounting, auditing and tax matters, and ability to understand financial statements.	✓	✓	✓	✓	✓	✓	✓	✓
Behavioral skills attributes and competencies:								
Personal characteristics, such as integrity, accountability, attributes and competencies to use their knowledge and skills to contribute effectively to the growth of the Company.	✓	✓	✓	✓	✓	✓	✓	✓

*Board of Directors as on March 31, 2026.

g) Performance evaluation of the Board and its criteria:

The annual performance evaluation of the Board and its Committees, Chairman, individual Directors including Independent Directors, was carried out by each Board member and the evaluation was carried out through a structured questionnaires covering various aspects and attributes which, inter-alia, includes the following:

Performance evaluation of the entire Board and its Committees:

Performance of the entire Board and its Committees was evaluated by each Director based on parameters such as qualifications, expertise and experience of the Board, compliance with corporate governance regulations and guidelines, discharge of roles and responsibilities, appropriateness of the Board size and its composition, Board diversity, composition and constitution of Committees of the Board, terms of reference of the Committees, reporting of suggestions and recommendations of the Committees to the Board, understanding of operational programs and risk exposure, frequency of meetings of the Board and its Committees, discussions on strategic and general issues, availability of quality information in a timely manner, etc.

Performance evaluation of the Chairman:

The Company's Chairman is a Non-Executive and Independent Director and is not involved in the day to day management of the Company.

Performance of the Chairman was evaluated by all the Directors and separately by Independent Directors after considering the views of Executive and Non-Executive Directors on parameters such as leadership, stakeholders' management, external insights into future functioning of the Company, updates with the latest developments, representing concerns of Independent Directors to executive management, Chairman's role in promoting good Corporate Governance practices.

Performance evaluation of Executive Directors:

The performance of Executive Directors was evaluated on the parameters such as understanding of the Company's business model and allocation of its resources, anticipating business trends, opportunities, and priorities affecting the Company's prosperity and operations, establishment of effective organization structure, understanding of the Company's financial measures relevant to its business and financial situation, etc.

Performance evaluation of Individual Director:

All Directors on the Board were individually evaluated by the fellow Directors (except the Director himself/herself being evaluated) on parameters such as participation and contribution by a Director, his/her attendance at Board meetings and preparedness for Board meetings, devotion of time and efforts to understand the Company and its business, contribution at Board meetings, understanding of governance, regulatory, financial, fiduciary and ethical requirements of the Board and its Committees, maintenance of privacy of confidential information, etc.

h) Independent Directors:

Your Company has an appropriate combination of Independent and Non-Independent Directors on its Board. The Independent Directors of the Company have been appointed in compliance with the requirements of the Companies Act, 2013 (the "Act") and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ["SEBI (LODR) Regulations"] and other applicable laws for the time being in force.

The Company has issued letters of appointments, setting out the terms and conditions of the appointment to all the Independent Directors at the time of their appointment. The copy of terms and conditions of appointment of Independent Directors is available on the website of the Company (web link: <https://www.unitedfoodbrands.in/investor>).

At the time of appointment and thereafter at the beginning of each financial year and whenever there is any change in the disclosures already made, Independent Directors submit a declaration to the effect that they meet the criteria for independence as provided under Section 149(6) of the Act and the SEBI (LODR) Regulations.

Based on the disclosures/declarations received from all the Independent Directors, the Board is of the opinion that all the Independent Directors of the Company fulfil the conditions specified in the Act and the SEBI (LODR) Regulations and are independent of the management. No Independent Director serves as a Director or as an Independent Director in more than 7 listed companies.

Familiarization Programmes for Independent Directors:

Your Company has in place a Familiarization Programme tailored for its Independent Directors. The objective of the said programme is to familiarize the Independent Directors with various aspects, including the industry scenario, corporate strategies, financial and business performance of the Company, and enable them to play an active role on the Board by contributing their thoughts, views, knowledge and experience with the Company. It also enables the Independent Directors to understand their roles, rights, responsibilities and liabilities in the Company, nature of industry, Company's strategy, organizational structure, business model, performance updates, risk management practices, and Company's code of conduct and policies.

The disclosure on Familiarization Programme for Independent Directors, as required under the SEBI (LODR) Regulations, is made available on the website of the Company (web link: <https://www.unitedfoodbrands.in/investor>).

Meeting of the Independent Directors:

Meeting of the Independent Directors, without the attendance of Non-Independent Directors and members of the management of the Company, was held on Friday, January 30, 2026. The Independent Directors, inter-alia, evaluated the performance of Non-Independent Directors, the Chairperson of the Company, and the Board as a whole.

They also assessed the quality, content and timeliness of flow of information between the Management and the Board that is necessary for the Board to effectively and reasonably discharge its duties.

Outcome of the evaluation was submitted to the Chairman of the Company. The Chairman briefed the outcome of performance evaluation to the Board. The Directors deliberated in detail and expressed their satisfaction with the entire evaluation process adopted by the Company.

Resignation of Independent Directors before the expiry of term of appointment and reasons therefor:

During the financial year under review, Mr. Ajay Nanavati Vipin, Independent Director, resigned from the office of the Director, with effect from May 22, 2025, before the expiry of his term of appointment, citing the reason that the Company's strategies were not aligned with his expertise and that he was therefore unable to contribute. He further confirmed that there were no other material reasons for his resignation, apart from those stated above.

i) Compliance Certificate by Chief Executive Officer and Chief Financial Officer:

Chief Executive Officer and Chief Financial Officer have together furnished Compliance Certificate, certifying that the Financial Statements for the financial year ended March 31, 2026 do not contain any materially untrue statement and present a true and fair view of the Company's affairs and other matters as specified under Regulation 17(8) read with Part B of Schedule-II of the SEBI (LODR) Regulations, to the Board in compliance with the said regulations. The said Compliance Certificate is annexed to this report as **Annexure-1**.

j) Declaration by Chief Executive Officer and Whole-Time Director:

All the members of the Board and Senior Management Personnel of the Company have affirmed compliance with the Code of Conduct for Board of Directors and Senior Management for the financial year 2025-26 in compliance with Regulation 26(3) read with Para D of Schedule-V of the SEBI (LODR) Regulations. The declaration signed by the Chief Executive Officer and Whole-Time Director to that effect is annexed to this report as **Annexure-2**.

3. COMMITTEES OF THE BOARD:

Your Board has constituted several Committees with adequate delegation of powers to focus effectively on issues and to ensure expeditious resolution of diverse matters. Each Committee has specific terms of reference, setting forth the purpose, roles and responsibilities of the Committee. Members of the Committee are appointed by the Board as and when required with the consent of majority of the Directors. Further, the Company Secretary of the Company acts as a Secretary to all the Committees.

All recommendations of the Committees are placed before the Board for its approval or information and knowledge, if required. During the financial year ended March 31, 2026, all the recommendations of/submissions made by the Committees which were mandatorily required, were accepted by the Board. These Committees usually meet as per statutory and other business requirements. The existing Committees of the Board as on the date of this report are as follows:

- A. Audit Committee
- B. Nomination and Remuneration Committee
- C. Stakeholders' Relationship Committee
- D. Corporate Social Responsibility and Sustainability Committee
- E. Risk Management Committee
- F. Investment Committee

The Constitution and Composition of the foregoing Committees is in accordance with the applicable provisions of the Act and SEBI (LODR) Regulations. The composition of the foregoing Committees, brief description of terms of reference and meetings held during the financial year, and attendance of members at the Committee meetings, are provided hereunder:

A. Audit Committee:

(i) Terms of reference of the Audit Committee, inter-alia, includes the following:

- a) Overseeing the Company's financial reporting process and disclosure of its financial information to ensure that the financial statements are correct, sufficient and credible;
- b) Recommending to the Board, the appointment, re-appointment and replacement, remuneration and terms of appointment of the Statutory Auditor and fixation of audit fee;
- c) Review and monitor the Auditor's independence and performance and the effectiveness of the audit process;
- d) Reviewing with the management, annual financial statements and the Auditors' Report thereon before submission to the Board for approval; and
- e) Such other roles as assigned by the Board from time to time.

Members of the Audit Committee are financially literate and the Chairperson of the Audit Committee has financial acumen, accounting and financial management expertise.

(ii) Composition of the Audit Committee and meetings held during the financial year:

The Composition of the Audit Committee, along with the number of meetings held and attendance details, is provided below:

Name of the Member	Category	Designation	Meetings	
			Held during tenure	Attended
Ms. Revathy Ashok	Independent Director	Chairperson	5	5
Mr. Abhay Chintaman Chaudhari	Independent Director	Member	5	5
Mr. Kayum Razak Dhanani	Executive Director	Member	5	4

During the financial year 2025-26, the Audit Committee held 5 (five) meetings on the following dates: May 22, 2025; July 31, 2025; November 11, 2025; January 30, 2026; and March 3, 2026.

B. Nomination and Remuneration Committee:**(i) Terms of reference of the Nomination and Remuneration Committee, inter-alia, includes the following:**

- Formulate the criteria for determining qualifications, positive attributes and independence of a Director and recommend to the Board a policy relating to the remuneration of Directors, Key Managerial Personnel and other employees;
- Formulation of criteria for evaluation of Independent Directors and the Board;
- Devising a policy on Board diversity;
- Identify persons who are qualified to become Directors or who may be appointed in senior management in accordance with the criteria laid down, recommend to the Board their appointment and removal and carry out evaluation of every Director's performance; and
- Such other roles as assigned by the Board from time to time.

(ii) Composition of the Nomination and Remuneration Committee and meetings held during the financial year:

The Composition of the Nomination and Remuneration Committee, along with number of meetings held and attendance details, is provided below:

Name of the Member	Category	Designation	Meetings	
			Held during tenure	Attended
Mr. Ajay Nanavati Vipin ^{#1}	Independent Director	Chairman	1	0
Mr. Tarun Khanna ^{#2}	Independent Director	Chairman	4	4
Mr. Abhay Chintaman Chaudhari	Independent Director	Member	4	4
Mr. Raoof Razak Dhanani	Non-Executive Director	Member	4	2

^{#1}Mr. Ajay Nanavati Vipin, Chairman of the Nomination and Remuneration Committee, resigned from the office of the Director with effect from May 22, 2025.

^{#2}Mr. Tarun Khanna was appointed as an Independent Director of the Company at the Board meeting held on May 22, 2025 and further appointed as Chairman of the Nomination and Remuneration Committee with effect from the same date.

During the financial year 2025-26, the Nomination and Remuneration Committee held 4 (Four) meetings on the following dates: May 22, 2025; July 31, 2025; November 11, 2025; and January 30, 2026.

(iii) Performance evaluation criteria for Independent Directors:

The criteria for performance evaluation of Directors, including Non-Executive Directors and Independent Directors of the Company is determined by the Nomination and Remuneration Committee. The performance evaluation of the Independent Directors was carried through a structured questionnaires covering various aspects and attributes which, inter-alia, includes participation and contribution by a Director, commitment, effective deployment of knowledge, views and expertise, effective management of relationship with stakeholders, role in Board constituted committees, maintenance of high standards

of ethics and integrity, confidentiality of information and independence of behavior and judgement, fulfilment of criteria of independence and their independence from the Management, adheres to the applicable code of conduct for Independent Directors, understanding of governance, regulatory, financial, fiduciary and ethical requirements of the Board/Committee.

documents or information to be sent by the Company to its shareholders;

C. Stakeholders' Relationship Committee:

(i) Terms of reference of the Stakeholders' Relationship Committee, inter-alia, includes the following:

- a) Redressal of grievances of shareholders, debenture holders and other security holders, including but not limited to the complaints with respect to transfer of shares, non-receipt of declared dividends, Annual Financial Statements, Annual Report, or any other
- b) Consider and approve the allotment of equity shares consequent to the exercise of stock options in accordance with the Employee Stock Option Plan of the Company;
- c) To approve the offer letter and allotment of shares on preferential basis, rights issue, and approval of Form PAS-4 and PAS-5 and carry out all activities incidental thereto;
- d) To apply for dematerialisation of equity shares, preference shares, debentures or any other securities of the Company; and
- e) Such other roles and functions as assigned by the Board from time to time.

(ii) Composition of the Stakeholders' Relationship Committee and meetings held during the financial year:

The Composition of the Stakeholders' Relationship Committee, along with the number of meetings held and attendance details, is provided below:

Name of the Member	Category	Designation	Meetings	
			Held during tenure	Attended
Mr. Abhay Chintaman Chaudhari	Independent Director	Chairman	2	2
Mr. Kayum Razak Dhanani	Executive Director	Member	2	2
Mr. Rahul Agrawal	Executive Director	Member	2	2

During the financial year 2025-26, the Stakeholders' Relationship Committee held 2 (two) meetings on the following dates: May 22, 2025; and July 31, 2025.

(iii) Name and designation of the compliance officer:

Ms. Nagamani C Y, Company Secretary & Compliance Officer.

(iv) The number of shareholders' complaint(s) received, not resolved and pending at the end of the financial year 2025-26 are mentioned below:

Number of shareholders' complaints received during the financial year	0
Number of complaints not solved to the satisfaction of shareholders	0
Number of pending complaints	0

D. Corporate Social Responsibility and Sustainability Committee:

(i) The terms of reference of the Corporate Social Responsibility and Sustainability Committee, inter-alia, includes the following:

- a) Formulating and recommending Corporate Social Responsibility (CSR) Policy to the Board of Directors for its approval, including any amendments/modification thereto in accordance with applicable provisions of the Companies Act, 2013 and the rules made thereunder, SEBI (LODR) Regulations and other applicable laws, as amended from time to time;
- b) Formulating relevant policies applicable to the Company from Environment, Social, Governance and Sustainability perspective and recommending the same to the Board of Directors for its approval, including any amendments/modification thereto in accordance with applicable provisions of the Companies Act, 2013 and the rules made thereunder, SEBI (LODR) Regulations, and other applicable laws, as amended from time to time;

- c) Identifying the areas of CSR activities and programmes and Recommending the amount of expenditure to be incurred on such activities;
- d) Reviewing any applicable statutory requirements for CSR and Sustainability related reporting and recommending the same to the Board for its approval [e.g., Annual Report on CSR Activities, Business Responsibility and Sustainability Reporting (BRSR)]; and
- e) Performing such other duties and functions as the Board may require the Committee to undertake and promote the CSR and Sustainability related activities and reporting in accordance with the applicable laws.

(ii) Composition of the Corporate Social Responsibility and Sustainability Committee and meetings held during the financial year:

The Composition of the Corporate Social Responsibility and Sustainability Committee, along with the number of meetings held and attendance details, is provided below:

Name of the Member	Category	Designation	Meetings	
			Held during tenure	Attended
Mr. Abhay Chintaman Chaudhari	Independent Director	Member	1	1
Mr. Kayum Razak Dhanani	Executive Director	Member	1	1
Ms. Suchitra Dhanani	Non-Executive Director	Member	1	1

During the financial year 2025-26, the Corporate Social Responsibility and Sustainability Committee held 1 (One) meeting on May 22, 2025.

E. Risk Management Committee:

(i) The terms of reference of the Risk Management Committee, inter-alia, includes the following:

- a) To formulate a detailed risk management policy;
- b) To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company;
- c) To monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems;
- d) To periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity; and
- e) Such other roles and functions as assigned by the Board from time to time.

(ii) Composition of the Risk Management Committee and meetings held during the financial year:

The Composition of the Risk Management Committee, along with the number of meetings held and attendance details, is provided below:

Name of the Member	Category	Designation	Meetings	
			Held during tenure	Attended
Mr. Kayum Razak Dhanani	Executive Director	Chairman	2	1
Mr. Rahul Agrawal	Executive Director	Member	2	2
Ms. Revathy Ashok	Independent Director	Member	2	2

During the financial year 2025-26, the Risk Management Committee held 2 (two) meetings on the following dates: June 3, 2025; and November 11, 2025.

F. Investment Committee:**(i) The terms of reference of the Investment Committee, inter-alia, includes the following:**

- To explore/identify and evaluate various new strategic investment opportunities for growth of the Company;
- To conduct due diligence of target company/proposed transaction;
- To appoint Consultants, Valuers, Professional firms, etc. for evaluation of the target company/proposed transactions;
- To review investment portfolio of the Company and monitor the investment limits of the Company as prescribed under the Companies Act, 2013 and other applicable laws, from time to time;
- To review the performance/status of the approved investments/disinvestment and/or acquisition/disposal; and
- To perform such other functions as may be delegated by the Board from time to time.

(ii) Composition of the Investment Committee and meetings held during the financial year:

The Composition of the Investment Committee, along with the number of meetings held and attendance details, is provided below:

Name of the Member	Category	Designation	Meetings	
			Held during tenure	Attended
Mr. Kayum Razak Dhanani	Executive Director	Chairman	0	0
Mr. Abhay Chintaman Chaudhari	Independent Director	Member	0	0
Mr. Rahul Agrawal	Executive Director	Member	0	0

No investment committee meetings were conducted during the financial year 2025-26.

4. PARTICULARS OF SENIOR MANAGEMENT:

Pursuant to the provisions of Regulation 16(1)(d) of the SEBI (LODR) Regulations, 2015, the Board has identified and classified following senior officials of the Company as "Senior Management Personnel" (SMP) of the Company:

Name of the SMP	Designation	Educational Qualification	No. of equity shares held in the Company
Mr. Amit V Betala	Chief Financial Officer	Post Graduate Diploma in Agribusiness Management from the Indian Institute of Management-Lucknow (IIM-L)	11,524 (0.03%)
Ms. Nagamani C Y	Company Secretary & Compliance Officer	Company Secretary; Bachelor of Commerce (B.Com); & Bachelor of Laws (LLB)	1,942 (0.00%)
Mr. Mansoor Mohmed Ismail Memon	Chief Development Officer	Bachelor of Engineering (Mechanical)	Nil
Mr. Gulshan Kumar Chawla	Chief People Officer	Master of Business Administration from Management Development Institute	43,484 (0.11%)
Mr. Ahmed Raza	Chief Technology Officer	Bachelor of Commerce (B.Com); & Certificate of Proficiency in Procurese, Oracle 8/8i and Visual Basic 6.0 courses	Nil
Mr. Nakul Kumar Gupta	Chief Marketing Officer	Post Graduate Diploma in Personnel Management and Industrial Relations	290 (0.00%)
Mr. Vipul Goel ^{#1}	Chief Operating Officer	MBA in Marketing from Symbiosis Institute of Business Management, Pune; & Bachelor of Engineering, Thapar University	Nil
Mr. Amit Wadhwa ^{#2}	Chief Culinary Officer	Bachelor of Hotel Management	Nil

Changes in SMP during the Financial Year 2025-26:

^{#1} Mr. Vipul Goel was appointed as a Chief Operating Officer of the Company at the Board Meeting held on July 31, 2025.

^{#2} Mr. Amit Wadhwa was appointed as a Chief Culinary Officer of the Company at the Board Meeting held on January 30, 2026.

5. REMUNERATION OF DIRECTORS:

A. Executive Directors:

a) Mr. Kayum Razak Dhanani – Managing Director:

The Company is not paying any remuneration to Mr. Kayum Razak Dhanani.

b) Mr. Rahul Agrawal - Chief Executive Officer & Whole-Time Director:

The details of remuneration paid to Mr. Rahul Agrawal during the financial year 2025-26 and other details are disclosed below:

(i) Salary and Other Allowances:

Particulars	Amount (in ₹ million)
Salary and allowances	22.68
Variable pay	2.40
Other allowance	1.32
Others (Medicclaim, Provident Fund)	1.01
Total	27.42

(ii) Details of Share Based Payments [Employee Stock Options (ESOPs)]:

ESOP Plan	Date of Grant	No. of ESOPs granted	Vesting Period	Exercise Period	ESOPs exercised (as on 31/03/2026)
ESOP Plan 2015	15-10-2020	2,00,000 [#]	1 Year	5 Years	60,000
		98,214	Vested over a period of 3 years in the ratio of 25:25:50	5 Years	Nil
	30-01-2026*	89,200	100% of ESOPs will vest after a period of 3 years	5 Years	Nil
ESOP Plan 2022	11-11-2025	50,000	100% of ESOPs will vest after a period of 3 years	5 Years	Nil
ESOP Plan 2022	30-01-2026*	1,60,800	100% of ESOPs will vest after a period of 3 years	5 Years	Nil

The above ESOPs are granted at a price not less than the face value of equity shares of the Company.

[#]In view of the decline in the value of the Company's equity shares and based on the recommendations of the Nomination and Remuneration Committee, the Board, at its meeting held on October 15, 2020, approved the grant of same number of options to the employees, who surrendered their options, at a revised exercise price and vesting period of the vested ESOPs was revised to 1 year from the date of re-grant, i.e., October 15, 2020.

^{*}In view of the decline in the market price of the Company's equity shares, resulting in the exercise price of such ESOPs being substantially higher than the market price, the Board, at its meeting held on January 30, 2026, based on the recommendations of the Nomination and Remuneration Committee, approved and recommended the repricing of ESOPs granted during the financial years 2023-24 and 2024-2025 under the "Barbeque Nation Hospitality Limited - Employee Stock Option Plan 2015" ("ESOP Plan 2015") and "Barbeque Nation Hospitality Limited - Employee Stock Option Plan 2022" ("ESOP Plan 2022") to the eligible employees of the Company and its Subsidiaries. The re-pricing was subsequently approved by the shareholders through a postal ballot on March 19, 2026, resulting in a revised exercise price of ₹ 173.89/- per option and a revised vesting period of 3 years from the date of approval of the Board, i.e., January 30, 2026.

(iii) Service Contracts, Notice Period, Severance Fees:

Service contracts	No separate service contract has been executed in relation to the appointment of Mr. Rahul Agrawal.
Notice period	He may resign from his office by giving 60 (sixty) days' written notice, in accordance with the Company's Policy.
Severance fees	The Company is not obligated to pay any severance fee upon termination of his employment.

(iv) Other Notes:

- Incentives, personal accident and term life insurance, mediclaim coverage, etc., will be as per the Company's policy.
- The variable pay of Mr. Rahul Agrawal is linked to the desired performance and business objectives of the Company. The criteria for variable pay, which is paid out annually, includes business performance like revenue and other strategic goals.

B. NON-EXECUTIVE DIRECTORS:**a) All pecuniary relationship or transactions of Non-Executive Directors vis-à-vis the Company:**

During the year under review, no such relationship or transaction were identified with the Non-Executive Directors.

b) Criteria of making payments to Non-Executive Directors:

The Company is not paying any remuneration to Non-Executive Directors of the Company, except the payment of sitting fees to the Independent Directors for attending the Board and Committee meetings.

Only Independent Directors were paid remuneration by way of sitting fees for attending the Board and Committee meetings held during the financial year under review. The details of sitting fees paid during the financial year 2025-26 are disclosed below:

Sl. No.	Name of Director	Sitting fees paid for the financial year 2025-26 (Amount in ₹ million)
1.	Mr. Abhay Chintaman Chaudhari	0.80
2.	Mr. Tarun Khanna	0.54
3.	Ms. Revathy Ashok	0.66
Total		2.00

The Company has not executed any service contract with any of the Directors of the Company.

6. CODES AND POLICIES:

Pursuant to the provisions of the Act, and the SEBI (LODR) Regulations, the Company has adopted the following codes/policies:

- | | |
|--|---|
| <ul style="list-style-type: none"> (i) Code of Conduct for Prevention of Insider Trading; (ii) Code of Conduct for Board of Directors and Senior Management Personnel; (iii) Nomination and Remuneration Policy; (iv) Code for Fair Disclosure of Unpublished Price Sensitive Information; (v) Policy on Board diversity; (vi) Policy for Determining Materiality of Event or Information; | <ul style="list-style-type: none"> (vii) Policy on Familiarization Programmes for Independent Directors; (viii) Policy for Determining Material Subsidiaries; (ix) Policy on Preservation of Documents/Archival Policy on Website; (x) Policy on Related Party Transactions; (xi) Corporate Social Responsibility Policy; (xii) Risk Management Policy; (xiii) Whistle Blower Policy/Vigil Mechanism; and (xiv) Dividend Distribution Policy. |
|--|---|

The aforesaid Codes/Policies are made available on the website of the Company, except Policy No. (i) and (xii), as listed above (web link: <https://www.unitedfoodbrands.in/investor>).

7. GENERAL BODY MEETINGS:

a) Details of Annual General Meetings (AGMs) held during the last 3 (three) financial years and special resolutions passed thereat are mentioned below:

Financial Year	Date	Time (IST)	Place/Location	No. of agenda items approved through Special Resolution
2024-25 (19 th AGM)	04-09-2025	12:00 PM	Video Conference	2
2023-24 (18 th AGM)	06-08-2024	11:00 AM	Video Conference	2
2022-23 (17 th AGM)	25-09-2023	11:00 AM	Video Conference	4

AGM Date	List of Special Resolutions passed
Thursday, September 4, 2025	1. Re-appointment of Mr. Rahul Agrawal (DIN:07194134) as Chief Executive Officer & Whole-Time Director of the Company. 2. Approval of Change of Name of the Company and consequential alteration of the Memorandum of Association and Articles of Association of the Company.
Tuesday, August 6, 2024	1. Appointment of Mr. Ajay Nanavati Vipin (DIN:02370729) as an Independent Director of the Company. 2. Approval of revision in the remuneration of Mr. Rahul Agrawal (DIN:07194134), Chief Executive Officer and Whole-Time Director.
Monday, September 25, 2023	1. Re-pricing of the Employee Stock Options granted to the employees of the Company and its Subsidiaries during the financial years 2021-22 and 2022-23 under "Barbeque Nation Hospitality Limited - Employee Stock Option Plan 2015" and extending Vesting Period of the same. 2. Re-pricing of the Employee Stock Options granted to the employees of the Company and its Subsidiaries during the financial year 2022-23 under "Barbeque Nation Hospitality Limited - Employees Stock Option Plan 2022" and extending Vesting Period of the same. 3. Modification of "Barbeque Nation Hospitality Limited - Employees Stock Option Plan 2015". 4. Modification of "Barbeque Nation Hospitality Limited - Employees Stock Option Plan 2022".

All the foregoing resolutions moved at the Annual General Meetings were passed through electronic voting with the requisite majority.

b) Passing of Resolutions through Postal Ballot:

(i) During the financial year 2025-26, the Company approached the members twice for passing the following resolutions through Postal Ballot:

A) The details of the resolution passed through Postal Ballot, including voting results, on July 31, 2025:

Date of Circulation of Postal Ballot Notice	July 1, 2025
e-Voting period	From 09:00 AM (IST) on Wednesday, July 2, 2025 Upto 05:00 PM (IST) on Thursday, July 31, 2025
Date of submission of the Scrutinizer's Report	August 1, 2025
Date of declaration of voting results	August 1, 2025
Effective date of passing resolution	July 31, 2025

Particulars of the Resolution	Type of Resolution	Total Votes Polled	Votes in Favour (No. & %)	Votes Against (No. & %)	Invalid Votes (No.)
Appointment of Mr. Tarun Khanna (DIN:02306480) as an Independent Director of the Company.	Special	2,72,40,039	2,72,38,931 (100%)	1,108 (0.00%)*	Nil

*Negligible

B) The details of the resolution passed through Postal Ballot, including voting results, on March 19, 2026:

Date of Circulation of Postal Ballot Notice	February 17, 2026
e-Voting period	From 09:00 AM (IST) on Wednesday, February 18, 2026 Upto 05:00 PM (IST) on Thursday, March 19, 2026
Date of submission of the Scrutinizer's Report	March 20, 2026
Date of declaration of voting results	March 20, 2026
Effective date of passing resolution	March 19, 2026

Particulars of the Resolution	Type of Resolution	Total Votes Polled	Votes in Favour (No. & %)	Votes Against (No. & %)	Invalid Votes (No.)
Re-pricing of Employee Stock Options granted during the financial year 2023-24 under the "Barbeque Nation Hospitality Limited – Employee Stock Option Plan 2015" with the revised Vesting Period	Special	2,86,62,098	2,50,50,669 (87.40%)	36,11,429 (12.60%)	46,370
Re-pricing of Employee Stock Options granted during the financial years 2023-24 and 2024-25 under the "Barbeque Nation Hospitality Limited – Employee Stock Option Plan 2022" with the revised Vesting Period	Special	2,86,62,098	2,50,50,669 (87.40%)	36,11,429 (12.60%)	46,370
Modification of the "Barbeque Nation Hospitality Limited – Employee Stock Option Plan 2015"	Special	2,86,62,098	2,50,50,669 (87.40%)	36,11,429 (12.60%)	46,370
Modification of the "Barbeque Nation Hospitality Limited – Employee Stock Option Plan 2022"	Special	2,86,62,098	2,50,49,959 (87.40%)	36,12,139 (12.60%)	46,370

Person who conducted Postal Ballot exercise:

Pursuant to Rule 22(5) of the Companies (Management and Administration) Rules, 2014, the Board of Directors appointed Mr. Parameshwar G. Bhat, (C.P. No.:11004; Membership No.: F8860) as a Scrutinizer for conducting the Postal Ballot e-voting process in a fair and transparent manner.

Procedure followed for Postal Ballot:

- The Postal Ballot was carried out in compliance with the provisions of Sections 108 and 110 of the Act read with Rules 20 and 22 of the Companies (Management and Administration) Rules, 2014 and Regulation 44 of the SEBI (LODR) Regulations and various circulars issued by the MCA.
- The Company engaged the services of Central Depository Services (India) Ltd. for the purpose of providing e-Voting facility to all its members, to enable them to cast their votes electronically. In compliance with Regulation 44 of the SEBI (LODR) Regulations, the applicable provisions of the Act and the MCA Circulars, the Notices were sent only in electronic form and physical ballot papers were not provided to the members.
- The Scrutinizer submitted his report on the dates mentioned above to the Chairman, who on the basis of the report, announced the results.
- The voting results of the Postal Ballot along with the Scrutinizer's report was communicated to the Stock Exchanges and was also placed on the website of the Company (<https://www.unitedfoodbrands.in/investor>).

(ii) Whether any special resolution is proposed to be conducted through postal ballot:

As on the date of this report, there is no proposal for passing any resolution through postal ballot.

Resolution(s) required to be passed through Postal Ballot shall be passed in accordance with the applicable provisions of laws.

8. MEANS OF COMMUNICATION:

Your Company believes that prompt and timely communication of information to the investors and shareholders reflects transparency and good corporate governance practices of an organization.

a) Financial results and newspaper publication:

The quarterly, half-yearly and annual financial results are submitted to National Stock Exchange of India Limited (NSE) and BSE Limited (BSE), the stock exchanges where shares of the Company are listed. The approval of financial results along with Quick Response (QR) code and details of the webpage where complete financial results are available, would be published in the Financial Express (English newspaper-all India edition) and Hosa Digantha (Kannada-regional newspaper) and simultaneously uploaded on the Company's website.

b) Website:

Your Company has an active website (www.unitedfoodbrands.in) and has a separate section for investors called "Investors". Various sections of the Investors tab keep investors updated on the key and material developments of the Company by providing timely information, like brief profile of the Company, Board structure and Committees of the Board, press releases, financial results, presentations made before institutional investors/analysts, annual reports, shareholding pattern, codes and policies, disclosure of material events and information and other stock exchange filings, etc.

c) Investors'/Analysts' Meetings:

Your Company holds meetings with analysts/investors, post disclosure of financial results in each quarter.

d) The name and address of each of the stock exchange(s) at which the Company's securities are listed and Stock Code/Symbol:

Name and address of Stock Exchanges	Stock Code/Symbol
BSE Limited (BSE) Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400001	543283
National Stock Exchange of India Limited (NSE) Exchange Plaza, Bandra Kurla Complex, Bandra (E), Mumbai - 400051	UFBL

Your Company has paid Annual Listing Fees for the financial year 2026-27 to the Stock Exchanges.

e) International Securities Identification Number (ISIN) Number of the Security:

The Company has only one class of equity shares and the ISIN is INE382M01027.

f) Whether securities of the Company are suspended from trading during the financial year 2025-26:

No.

g) Registrar to Issue and Share Transfer Agents (RTA):

MUFG Intime India Private Limited (Formerly Link Intime India Private Limited) is the Registrar to Issue and Share Transfer Agent ('RTA') of the Company. All the investor

The details of schedule of analyst/investor meet and presentation made before them are disseminated to the stock exchanges and also uploaded on the Company's website at www.unitedfoodbrands.in. The audio recordings and transcripts of analyst/investor meet are also available on the Company's website.

9. GENERAL SHAREHOLDER INFORMATION:**a) Annual General Meeting:**

Date	Thursday, September 10, 2026
Time	10:30 AM (IST)
Venue	Video Conference (VC) or Other Audio Visual Means (OAVM)

For more details, please refer the Notice of 20th Annual General Meeting which is available on the website of the Company.

b) Financial year:

The Company's financial year begins on April 1 and ends on March 31.

c) Dividend payment date:

Your Company has not declared any dividend for the financial year 2025-26.

related activities are attended to and processed by the Company's RTA, including but not limited to issue of new shares, transfer/transmission of shares, change of mandate, dematerialization and rematerialization of shares. The contact details of RTA are furnished below:

MUFG Intime India Private Limited

C 101, Embassy 247, L.B.S. Marg, Vikhroli (West),
Mumbai - 400083, Maharashtra, India.

Email: investor.helpdesk@in.mpms.mufig.com

Tel. No.: 022-49186000.

Detailed list of Link Intime Offices is available at their website (www.in.mpms.mufig.com)

h) Share Transfer System:

The entire shares of the Company are in dematerialized form and the Company does not have any shares in physical form. The transfer and transmission of shares are carried out through Depositories and Depository Participants based on the request of beneficial owner(s).

We further inform you that during the month of February 2026, the Company had received a request from one shareholder for rematerialisation of Shares. The Company had advised the shareholder to reconsider the request, considering the regulatory framework governing transfer of securities in dematerialized form and the risks associated with holding shares in physical form. Accordingly, no rematerialisation was effected during the financial year.

i) Summary of category-wise Shareholding pattern and distribution of shareholding as on March 31, 2026:**(i) Summary of category-wise Shareholding pattern as on March 31, 2026:**

Sl. No.	Category of Shareholders	Number of Shareholders	Number of Shares held	% of Shareholding
A.	Promoter & Promoter Group Shareholding			
1.	Indian	16	1,35,20,288	34.59
2.	Foreign	0	0	0
	Total Promoter & Promoter Group Shareholding (A)	16	1,35,20,288	34.59
B.	Public Shareholding			
1.	Institutions	22	1,03,17,449	26.40
2.	Central Government/State Government(s)	0	0	0
3.	Non-Institutions	36,388	1,52,48,650	39.01
	Total Public Shareholding (B)	36,410	2,55,66,099	65.41
C.	Non Promoter - Non Public Shareholding			
1.	Custodian/Depository Receipt Holder	0	0	0
2.	Employee Benefit Trust	0	0	0
	Total Non-Promoter & Non-Public Shareholding (C)	0	0	0
	Grand Total (A+B+C)	36,426	3,90,86,387	100.00

*the detailed shareholding pattern as per regulation 31 of the SEBI (LODR) is available on the website of the stock exchanges and the Company.

(ii) Distribution of Shareholding as on March 31, 2026:

Distribution range (No. of Shares)		No. of Shareholders	% of Total Shareholders	Total No. of Shares for the range	% of Total Issued Shares
From	To				
1	500	34,386	94.40	19,08,481	4.88
501	1000	927	2.54	6,95,962	1.78
1001	2000	499	1.37	7,48,114	1.91
2001	3000	192	0.53	4,72,309	1.21
3001	4000	77	0.21	2,73,793	0.70
4001	5000	66	0.18	3,04,455	0.78
5001	10000	126	0.35	9,21,790	2.36
10000 and above		153	0.42	3,37,61,483	86.38
Total		36,426	100.00	3,90,86,387	100.00

j) Dematerialization of shares and liquidity:

As on March 31, 2026, the entire shares of your Company are in dematerialized form and the Company does not have any shares in physical form. As on the date of this report, the equity shares are frequently traded on the BSE and NSE. The shares of the Company are held with National Securities Depository Limited and the Central Depository Services (India) Limited and break-up of the same is as follows:

Name of the Depository	No. of Shares	% of shares
National Securities Depository Limited	2,11,27,186	54.05
Central Depository Services (India) Limited	1,79,59,201	45.95
Total	3,90,86,387	100.00

k) Outstanding Global Depository Receipts (GDRs) or American Depository Receipts (ADRs) or Warrants or any convertible instruments, conversion date and likely impact on equity:

During the year under review, the Company has not issued any Foreign Currency Convertible Bonds (FCCBs)/GDRs/ADRs/Warrants or any convertible instruments and has no outstanding FCCBs/GDRs/ADRs/Warrants or any convertible instruments as of March 31, 2026.

l) Commodity price risk or foreign exchange risk and hedging activities:

Your Company is exposed to the risk of price fluctuations in few raw materials/commodities being used by the Company to prepare food items which are served at the restaurants. However, there is a limited price risk attached to these as there is no significant dependency on any single commodity.

Further, the Company is mitigating the risks of price volatility by proactively entering into yearly/quarterly/monthly contracts with suppliers depending upon volatility and seasonality of the base commodity. The Company has a framework and governance mechanism in place to ensure that its interests are protected from market volatility in terms of price and availability.

As per the Company's Policy for Determination of Materiality of Events and Information, the Company does not have material exposure to any commodity and accordingly, no hedging activities for the same are carried out. Therefore, the disclosures as required under the SEBI Circular No. SEBI/HO/CFD/CMD1/CIR/P/2018/0000000141 dated November 15, 2018 are not applicable to the Company.

m) Restaurants/Outlet locations:

As on March 31, 2026, the Company had 207 restaurants in India. The location of each restaurant is available at www.unitedfoodbrands.in/brands and also at www.barbequenation.com.

n) Address for correspondence:

(i) For Shareholders:

Ms. Nagamani C Y

Company Secretary & Compliance Officer
United Foodbrands Limited

"Saket Callipolis", Unit No. 601 & 602, 6th Floor,
Doddakannalli Village, Varthur Hobli, Sarjapur
Road, Bengaluru - 560035, Karnataka, India

Tel. No.: +91 80 69134900

Email: compliance@ufbl.in

Registrar to Issue and Share Transfer Agent
MUFG Intime India Private Limited

C-101, 1st floor, 247 Park

LBS Marg, Vikhroli (West)

Mumbai – 400083 Maharashtra, India

Tel: +91 22 49186000

Email: investor.helpdesk@in.mpms.mufg.com

Website: www.in.mpms.mufg.com

(ii) For Institutional Investors:**Mr. Bijay Sharma****Head – Investor Relations****United Foodbrands Limited**

“Saket Callipolis”, Unit No. 601 & 602, 6th Floor,
Doddakannalli Village, Varthur Hobli, Sarjapur Road,
Bengaluru - 560035, Karnataka, India
Tel. No.: +91 80 69134900
Email: investors@ufbl.in;

o) Credit Ratings:

ICRA Limited, a credit rating agency, vide its communication letter dated October 28, 2025, has re-affirmed its rating on the credit facilities availed by the Company, as detailed below:

Summary of Rating Action:

Instrument	Previous Rated Amount (₹ Crore)	Current Rated Amount (₹ Crore)	Rating action
Long-term – Fund-based – Term Loan	45.50	70.50	[ICRA] A (Negative) reaffirmed and assigned for enhanced amount; outlook revised to Negative from Stable.
Short-term – Fund-based – Others	15.00	15.00	[ICRA] A2+; re-affirmed
Short-term – Non-Fund-based – Letter of Credit	10.00	10.00	[ICRA] A2+; re-affirmed
Total	70.50	95.50	

10. OTHER DISCLOSURES:**a) Related Party Transactions:**

Your Company has not entered into any materially significant transactions with the related parties that may have potential conflict with the interests of the Company at large. The details of related party transactions are provided in Notes to Financial Statements (both Standalone and Consolidated), as per the applicable Accounting Standards.

b) Details of Non-Compliances and Penalties imposed:

During the financial year or in the last three (3) years, there were no cases of non-compliance by the Company and no penalties or strictures were imposed on the Company either by the Stock Exchanges or the SEBI or any other statutory authority for non-compliance of any matter related to the capital markets.

c) Vigil Mechanism/Whistle Blower Policy:

Pursuant to Section 177 of the Act and the rules made thereunder and the SEBI (LODR) Regulations, your Company has in place a Whistle Blower Policy for Directors and employees to report any genuine concerns, unethical behaviours, actual or suspected fraud or violation of the Company's Code of Conduct. The vigil mechanism provides adequate safeguards against victimization of director(s) or employee(s) or any other person who avail the mechanism.

The copy of the said policy is available on the website of the Company at <https://www.unitedfoodbrands.in/investor>.

The Company affirms that no personnel has been denied access to the Audit Committee.

d) Details of compliance with mandatory requirements and adoption of the non-mandatory requirements:

Your Company has complied with all the applicable mandatory requirements of the SEBI (LODR) Regulations. Details of adoption of non-mandatory requirements are provided in clause 12 below.

e) Web link for Policy on determination of Material Subsidiaries and Policy on Related Party Transactions:

Aforementioned policies can be accessed at <https://www.unitedfoodbrands.in/investor>.

f) Disclosure of commodity price risks and commodity hedging activities:

As disclosed in point no. 9(l) above, the disclosures as required under the SEBI Circular No. SEBI/HO/CFD/CMD1/CIR/P/2018/0000000141 dated November 15, 2018 are not applicable to the Company.

g) Details of utilization of funds raised through preferential allotment or qualified institutions placement as specified under Regulation 32(7A) of the SEBI (LODR) Regulations:

(i) Funds raised through preferential allotment:

During the year the Company has not raised any funds through preferential allotment.

(ii) Funds raised through qualified institutions placement:

During the financial year, the Company has not raised any funds through qualified institutions placement.

h) Certificate from Practising Company Secretary on Non-Disqualification of Directors:

The Company has obtained a certificate from a Practising Company Secretary that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as Directors of companies by the SEBI/Ministry of Corporate Affairs (MCA) or any such statutory/regulatory authority in accordance with the SEBI (LODR) Regulations. The said Certificate is annexed to this report as **Annexure-3**.

i) Recommendation of Committees:

During the financial year, the Board of Directors of the Company have accepted recommendations of/submission made by all the Committees of the Board, which were mandatorily required.

j) Auditors' Remuneration:

The details of total fees paid by the Company to Messrs. S.R. Batliboi & Associates LLP, the Statutory Auditors, for all services including the reimbursement of out-of-pocket expenses during the financial year 2025-26, are as follows:

Particulars	Amount (in ₹ million)
For statutory audit and limited reviews	7.00
Other services (including reimbursement of expenses)	2.16
Taxes thereon	1.65
Total	10.81

The auditors of subsidiary companies are independent firms/entities and do not belong to same network firm/network entity of the statutory auditors of the Company.

k) Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:

Disclosed separately in the Board's Report.

l) Disclosure of Loans and advances in the nature of loans to firms/companies in which directors are interested:

Except as disclosed below, the Company and its subsidiaries have not granted any loans or advances to firms/companies in which the Directors are interested.

The Board of Directors of Red Apple Kitchen Consultancy Private Limited, a Subsidiary of the Company, at their meeting held on May 15, 2025, have approved the granting loan not exceeding ₹ 10 crores to Blue Planet Foods Private Limited, subsidiary of the Company.

Further, the details of loan granted by the Company to its Subsidiaries are disclosed in the financial statement.

m) Details of material subsidiaries, including the date and place of incorporation and the name and date of appointment of the statutory auditors of such subsidiaries:

The Company has 13 (Thirteen) subsidiaries, out of which 3 (Three) are in India and the remaining 10 (Ten) are overseas subsidiaries. Based on the audited financial statements for the financial year 2024-25, the Company has identified 3 (three) subsidiary companies as its material subsidiaries and details of the same are as follows:

Name of Material Subsidiary	Date and Place of Incorporation	Name and date of appointment/re-appointment of the statutory auditors	
Red Apple Kitchen Consultancy Private Limited	May 2, 2005, India	Name of Auditor	Sadashiv Prasad & Co
		Date of re-appointment	September 24, 2024
Barbeque Nation Restaurant LLC	February 25, 2016, Dubai, United Arab Emirates	Name of Auditor	KSI Shah & Associates
		KSI Shah & Associates were appointed as statutory auditors in the first financial year and are continuing to act as statutory auditors of the said subsidiary.	
		(Appointment of statutory auditors is in accordance with the applicable provisions of UAE Federal Commercial Companies Law, as amended from time to time)	

m) Details of material subsidiaries, including the date and place of incorporation and the name and date of appointment of the statutory auditors of such subsidiaries: (Contd.)

Name of Material Subsidiary	Date and Place of Incorporation	Name and date of appointment/re-appointment of the statutory auditors
Barbeque Nation MENA Holding Limited	March 25, 2015, Dubai, United Arab Emirates	Name of Auditor KSI Shah & Associates KSI Shah & Associates were appointed as statutory auditors in the first financial year and are continuing to act as statutory auditors of the said subsidiary. (Appointment of statutory auditors is in accordance with the applicable provisions of UAE Federal Commercial Companies Law, as amended from time to time)

11. NON-COMPLIANCE OF ANY REQUIREMENT OF CORPORATE GOVERNANCE REPORT UNDER SUB-PARAS (2) TO (10) OF PARA C OF SCHEDULE V OF THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015, IF ANY:

Your Company has fully complied with all the requirements of corporate governance report under sub-paras (2) to (10) of para C of Schedule V of the SEBI (LODR) Regulations and there are no such non-compliances in the said report.

12. DISCRETIONARY REQUIREMENTS:

Your Company has adopted the following discretionary requirements as specified in Part E of Schedule II of the SEBI (LODR) Regulations:

a) The Chairman:

The Chairman of the Company is a Non-Executive Director and is entitled to the reimbursement of expenses incurred in performance of his duties.

b) The Chairman and the Managing Director or the Chief Executive Officer:

Your Company has appointed separate individuals for the offices of Chairman, Managing Director and Chief Executive Officer.

The Chairman of the Company is a Non-Executive & Independent Director and is not related to any Director or Key Managerial Personnel of the Company. The Chairman is not holding the office of Managing Director or Chief Executive Officer in the Company.

c) Modified Opinion(s) in Audit Report:

The Auditors of the Company have issued Audit Reports with unmodified opinion on the standalone and consolidated financial statements for the financial year ended March 31, 2026 and there are no qualifications in the Audit Reports.

d) Reporting of Internal Auditor:

The Internal Auditors report directly to the Audit Committee and attend the Audit Committee meetings held every quarter and present their report.

13. DISCLOSURES WITH RESPECT TO DEMAT SUSPENSE ACCOUNT/UNCLAIMED SUSPENSE ACCOUNT:

There are no outstanding shares of the Company in the Demat Suspense Account/Unclaimed Suspense Account as at the end of financial year.

14. DISCLOSURE OF CERTAIN TYPES OF AGREEMENTS BINDING THE COMPANY:

No such agreements have been entered, which impact the management or control of the Company or impose any restriction or create any liability upon the Company, as provided under sub-para 5A of paragraph A of Part A of Schedule III of the SEBI (LODR) Regulations.

15. DISCLOSURE ON COMPLIANCE WITH CORPORATE GOVERNANCE AND THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015:

Your Company is in compliance with the mandatory Corporate Governance requirements of the SEBI (LODR) Regulations. Further, the Company confirms the compliance with Corporate Governance requirements, as specified in Regulations 17 to 27 read with Schedule V and clauses (b) to (i) of sub regulation (2) of Regulation 46 of the SEBI (LODR) Regulations.

The Company has obtained a certificate from Mr. Vijayakrishna K T, Practising Company Secretary, on compliance of conditions of corporate governance as stipulated in the SEBI (LODR) Regulations. The said certificate is annexed to the Board's Report.

Annexure-1 to the Corporate Governance Report

Compliance Certificate By Chief Executive Officer And Chief Financial Officer

(Pursuant to Regulation 17(8) of the SEBI (Listing Obligation and Disclosures Requirements) Regulations, 2015)

To,

The Board of Directors

United Foodbrands Limited

(Formerly known as Barbeque-Nation Hospitality Limited)

We, Rahul Agrawal, Chief Executive Officer & Whole-Time Director, and Amit V Betala, Chief Financial Officer of United Foodbrands Limited (Formerly known as Barbeque-Nation Hospitality Limited) (the "Company"), to the best of our knowledge and belief, hereby certify that:

- A. We have reviewed financial statements and the cash flow statement for the year ended March 31, 2026 and that to the best of our knowledge and belief, we state that:
 1. these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading; and
 2. these statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.
- B. We further state that to the best of our knowledge and belief, there are no transactions entered into by the Company during the year that are fraudulent, illegal or violative of the Company's code of conduct.
- C. We accept responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting and we have disclosed to the Auditors and the Audit Committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.
- D. We have indicated to the Auditors and the Audit Committee:
 1. significant changes, if any, in internal control over financial reporting during the year;
 2. significant changes, if any, in accounting policies during the year and that the same have been disclosed in the notes to the financial statements; and
 3. instances of significant fraud of which we have become aware and the involvement therein, if any, of the management or an employee having a significant role in the Company's internal control system over financial reporting.

For United Foodbrands Limited

(Formerly known as Barbeque-Nation Hospitality Limited)

Rahul Agrawal

Chief Executive Officer & Whole-Time Director
DIN: 07194134

Place: Bengaluru

Date: May 19, 2026

Amit V Betala

Chief Financial Officer

Annexure-2 to the Corporate Governance Report

Declaration On Code Of Conduct

(Pursuant to Part D of Schedule V of the SEBI (Listing Obligation and Disclosures Requirements) Regulations, 2015)

I, Rahul Agrawal, Chief Executive Officer & Whole-Time Director of United Foodbrands Limited (Formerly known as Barbeque-Nation Hospitality Limited) (the "Company"), hereby declare that all the members of the Board and Senior Management Personnel of the Company have affirmed compliance with the Code of Conduct for Board of Directors and Senior Management for the financial year 2025-26.

For United Foodbrands Limited

(Formerly known as Barbeque-Nation Hospitality Limited)

Rahul Agrawal

Chief Executive Officer & Whole-Time Director
DIN: 07194134

Place: Bengaluru

Date: May 19, 2026

Annexure-3 to the Corporate Governance Report

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To

The Members

United Foodbrands Limited

(Formerly Known as Barbeque-Nation Hospitality Limited)

"Saket Callipolis", Unit No. 601 & 602, 6th Floor

Doddakannalli Village, Varthur Hobli

Sarjapur Road, Bengaluru - 560035

Karnataka, India

I have examined the relevant registers, records, forms, returns and disclosures received from the Directors of United Foodbrands Limited (Formerly Known as Barbeque-Nation Hospitality Limited) (hereinafter referred to as 'the Company') having CIN: L55101KA2006PLC073031 and having the Registered Office at "Saket Callipolis", Unit No. 601 & 602, 6th Floor, Doddakannalli Village, Varthur Hobli, Sarjapur Road, Bangalore - 560035, Karnataka, India, produced before me by the Company for the purpose of this Certificate, in accordance with Regulation 34(3) read Sub-para 10(i) of Para-C of Schedule V of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time.

In my opinion and to the best of my information and according to the verifications (including Directors Identification Number ("DIN") status at the portal www.mca.gov.in) as considered necessary and explanations furnished to me by the Company and its officers, I hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ended March 31, 2026 has been debarred or disqualified from being appointed or continuing as Directors of the Companies by the Securities and Exchange Board of India, the Ministry of Corporate Affairs or any such other Statutory Authority:

Sr. No.	Name of Director	DIN	Date of Appointment in the Company
1.	Mr. Kayum Razak Dhanani	00987597	30/11/2012
2.	Mr. Raoof Razak Dhanani	00174654	01/07/2015
3.	Ms. Suchitra Dhanani	00712187	01/07/2015
4.	Mr. Abhay Chintaman Chaudhari	06726836	28/02/2017
5.	Mr. Rahul Agrawal	07194134	31/12/2020
6.	Ms. Revathy Ashok	00057539	28/03/2022
7.	Mr. Azhar Yusuf Dhanani	07694732	07/08/2023
8.	Mr. Tarun Khanna	02306480	22/05/2025

Ensuring the eligibility for the appointment/continuity of every Director on the Board is the responsibility of the Management of the Company. My responsibility is to express an opinion on these based on my verification.

This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the Management has conducted the affairs of the Company.

Vijayakrishna K T

Practising Company Secretary

FCS No.:1788; C P No.: 980

UDIN: F001788H000399724

Peer Review Certificate No.: 1883/2022

Place: Bengaluru

Date: May 19, 2026

Business Responsibility and Sustainability Report

For the financial year ended March 31, 2026

Pursuant to Regulation 34(2)(f) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations")

OUR ALIGNMENT WITH SDGs

The Sustainable Development Goals (SDGs) represent a universal call to action adopted by the United Nations to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. At United Foodbrands, we recognize that our growth as a premier hospitality platform is inextricably linked to this global agenda, and we have meticulously mapped our ESG initiatives against these goals to ensure our operations drive meaningful, long-term impact.

1. Good Food & Responsible Sourcing

We contribute directly to SDG 2 (Zero Hunger) and SDG 12 (Responsible Consumption and Production) by focusing on the integrity of our supply chain. We are committed to reducing artificial additives in our dishes and ensuring that our key food items, especially seafood sourced from BAP-certified facilities and poultry sourced from suppliers complying with HACCP-based food safety standards. By prioritizing food safety and traceability, we ensure that our culinary growth remains responsible and healthy.



2. Environment & Conservation

To support SDG 6 (Clean Water and Sanitation) and SDG 13 (Climate Action), we are actively working to minimize our ecological footprint. Our efforts include transition to biodegradable, food-safe cleaning chemicals. We view waste not as an endpoint but as a resource, implementing management practices to reduce food loss and promote circularity within our kitchens.



3. Employee well-being & diversity

Our workforce is our greatest strength, aligning us with SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth). Through initiatives like Hunar Ki Udaan, we invest in the professional development of our team members. We are dedicated to fostering an inclusive workplace where diversity is celebrated, and every employee has access to the training and support needed to build a long-term career in hospitality.



4. Community & Inclusive growth

We believe in growing alongside the communities we serve, supporting SDG 10 (Reduced Inequalities) and SDG 17 (Partnerships for the Goals). By intentionally sourcing from MSMEs and Self-Help Groups, we ensure that our procurement spend drives local economic empowerment and builds resilient partnerships. We also support local ecosystems by procuring chicken and meat supplies from state co-operatives.



Message from the Managing Director

It is with immense pride and a strong sense of responsibility that I present the United Foodbrands Limited's Business Responsibility and Sustainability Report (BRSR) for FY2026. As we continue to expand our presence across India and international markets, we remain committed to building a business that delivers sustainable long-term value while operating responsibly towards our customers, employees, partners, communities and the environment.



At United Foodbrands, we believe that responsible business practices are integral to building a resilient, future-ready organization. In a consumer-facing and people-intensive industry such as hospitality, factors such as food safety, responsible sourcing, employee well-being, operational efficiency and environmental stewardship are critical to sustaining stakeholder trust and long-term growth. Accordingly, Environmental, Social and Governance (ESG) principles are being progressively embedded into the way we make decisions, manage operations and scale our business.

Our sustainability framework is anchored around four strategic pillars that guide our approach towards responsible growth.



GOOD FOOD & RESPONSIBLE SOURCING

We remain focused on strengthening responsible sourcing practices and enhancing food quality, safety and traceability across our operations. We continue to partner with suppliers adhering to globally recognized certifications such as Best Aquaculture Practices (BAP) and Hazard Analysis Critical Control Point (HACCP) for seafood and meat products. Our prawn supply originates from facilities compliant with BAP, holding 2-Star certification. Our fish is sourced from HACCP-certified facilities, ensuring adherence to critical food safety standards. Additionally, our chicken products are procured only from processors certified for food safety compliances.

ENVIRONMENT & CONSERVATION

Reducing our environmental footprint and improving operational efficiency remain key priorities across our restaurant network. We continue to focus on lowering energy consumption through IoT-based energy management systems, deployment of Variable Frequency Device (VFD) panels and adoption of energy-efficient technologies across outlets.

In addition, we continue to strengthen our environmental infrastructure through air scrubbers, smoke eliminators, grease traps, waste management and recycling initiatives aimed at improving air quality, wastewater treatment and overall resource efficiency. Our efforts also include reducing single-use plastics, promoting biodegradable and food-safe cleaning solutions, and implementing structured waste reduction and circularity initiatives across operations.

EMPLOYEE WELL-BEING & DIVERSITY

Our employees remain at the heart of our organization and growth journey. We are committed to fostering an inclusive, collaborative and growth-oriented workplace culture supported by continuous learning and capability development initiatives. Through our structured Learning Management System (LMS), leadership academies and career progression frameworks, we continue to invest in building frontline and managerial capabilities across the organization.

During the year, we successfully graduated the first cohort from the revamped 'Future Leaders Academy 2.0', which now includes dedicated modules on digital transformation, operational excellence and sustainable hospitality leadership. We also have initiatives such as 'Kaushal se Kushal' (KSK), an education sponsorship programme enabling frontline employees to complete Diploma/B.Voc courses while working. The Company bears the entire education cost.. These programmes reflect our broader commitment to diversity, inclusion, employee well-being and long-term career growth opportunities.

COMMUNITY & INCLUSIVE GROWTH

We believe sustainable growth should generate positive and meaningful outcomes for the communities and ecosystems associated with our business. Through partnerships with local communities, NGOs, MSMEs, Self-Help Groups (SHGs) and supplier ecosystems, we continue to contribute towards inclusive development and shared value creation.

We believe that sustainability is not merely a compliance requirement, but an important driver of operational resilience, innovation, stakeholder trust and long-term business value.

As we move forward, we remain focused on strengthening ESG governance, improving measurement and accountability frameworks, enhancing value-chain engagement and embedding sustainability deeper into everyday operations. We recognize that the journey ahead requires continuous learning, disciplined execution and stronger collaboration across stakeholders.

At United Foodbrands, we remain committed to delivering memorable dining experiences while contributing positively towards society, the environment and future generations.

Kayum Razak Dhanani

Managing Director

United Foodbrands Limited

(Formerly known as Barbeque-Nation Hospitality Limited)

SECTION A: GENERAL DISCLOSURES

I. DETAILS OF THE LISTED ENTITY

1.	Corporate Identity Number (CIN) of the Listed Entity	L55101KA2006PLC073031
2.	Name of the Listed Entity	United Foodbrands Limited ("UFB" / the "Company") (Formerly known as Barbeque-Nation Hospitality Limited)
3.	Year of Incorporation	2006
4.	Registered Office Address	"Saket Callipolis" Unit No. 601 & 602, 6 th Floor, Doddakannalli Village, Varthur Hobli, Sarjapur Road, Bengaluru, Karnataka - 560035, India
5.	Corporate Address	"Saket Callipolis" Unit No. 601 & 602, 6 th Floor, Doddakannalli Village, Varthur Hobli, Sarjapur Road, Bengaluru, Karnataka - 560035, India
6.	E-mail id	info@ufbl.in
7.	Telephone	+91 80 6913 4900
8.	Website	https://www.unitedfoodbrands.in/
9.	Financial year for which reporting is being done	FY2026 (April 1, 2025 to March 31, 2026)
10.	Name of the Stock Exchange(s) where shares are listed	(i) BSE Ltd. (BSE); (ii) National Stock Exchange of India Ltd. (NSE)
11.	Paid up Capital (INR)	19,54,31,935/- (March 31, 2026)
12.	Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	Mr. Bijay Sharma, Head of Investor Relations investors@ufbl.in
13.	Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e., only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together)	Disclosures made in this report are on a standalone basis and pertain only to United Foodbrands Limited.
14.	Name of assessment or assurance provider	Not Applicable
15.	Type of assessment or assurance provider	Not Applicable

II. PRODUCTS/SERVICES - AS OF MARCH 31, 2026

16. Details of business activities (accounting for 90% of the turnover):

S. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1.	Operating and Managing Restaurant Business	Food and Beverages	100%

17. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

S. No.	Product/Service	NIC Code	% of total Turnover
1.	Restaurants and food service activities	Division 56 – 56301	100%

III. OPERATIONS

18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants/Restaurants	Number of offices	Total
India	207	6	213

*International market is served through our subsidiary companies, which operate 13 restaurants across 6 Countries. We also have Indian subsidiaries that own and operate 42 restaurants in India under the brands 'Toscano' and 'Salt' (Collectively referred to as Premium CDR).

19. Markets served by the entity:**a. Number of locations**

Locations	Number
National (No. of States)	25*

*Including Union Territories

b. What is the contribution of exports as a percentage of the total turnover of the entity?

The Company did not have any export sales during FY2026. However, it earned royalty income of ₹60.67 million from overseas subsidiaries towards the usage of the Company's brand name.

c. A brief on types of customers

UFBL is engaged in the business of operating restaurants under Barbeque Nation brand, which is among India's leading organised casual dining and is widely recognised as pioneering the over-the-table barbeque live grill concept - an innovation that has redefined experiential dining in India. As of March 31, 2026, the Company operates 207 restaurants across 80 plus cities in India.

Our welcoming ambiance and commitment to quality make UFBL a preferred destination for all kinds of gatherings.

Whether it's families looking to bond over a delicious meal, corporate teams strengthening their camaraderie, or friends celebrating special occasions, our restaurant provides the perfect setting for every moment.

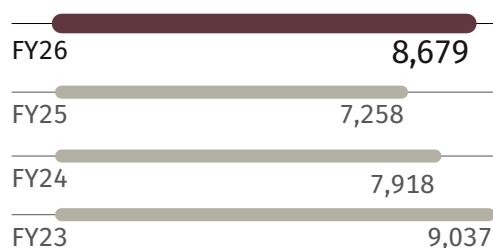
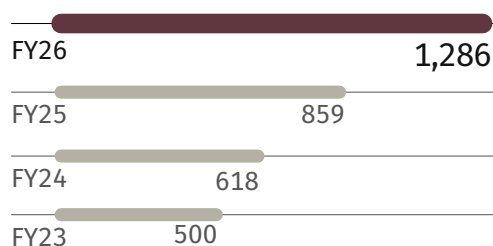
Beyond just offering a dining experience, UFBL is synonymous with celebrations. We take pride in being a part of our guests' festivities, curating themed menus and immersive dining experiences for various occasions. From lively New Year celebrations to joyous Holi feasts, from grand Ramadan spreads to illuminating Diwali celebrations, our restaurants transform into vibrant hubs of festivity, ensuring that every occasion is celebrated with warmth, delicious food, and an unforgettable atmosphere.

At UFBL, we go beyond serving food, we create lasting memories, bringing people together over great flavours and cherished moments.

IV. EMPLOYEES**20. Details as at the end of Financial Year:****a. Employees and workers (including differently abled):**

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
Employees						
1.	Permanent (D)	5,170	4,653	90%	517	10%
2.	Other than Permanent (E)	3,509	2,740	78%	769	22%
3.	Total employees (D + E)	8,679	7,393	85%	1286	15%

Note: The Company does not have any workers as defined in the guidance note on BRSR.

Total Employees**Total Female Employees**

b. Differently abled Employees and workers:

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
Differently-Abled Employees						
1.	Permanent (D)	4	4	100%	0	0%
2.	Other than Permanent (E)	-	-	-	-	-
3.	Total employees (D + E)	4	4	100%	0	0%

21. Participation/Inclusion/Representation of women:

	Total (A)	No. and percentage of Females	
		No. (B)	% (B/A)
Board of Directors	8	2	25%
Key Management Personnel	4*	1	25%

*including 2 Board members, i.e., Managing Director, and Chief Executive Officer & Whole-Time Director.

22. Turnover rate for permanent employees and workers:

	FY 2025-26			FY 2024-25			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	110%	144%	114%	108%	139%	112%	93%	129%	96%

V. HOLDING, SUBSIDIARY AND ASSOCIATE COMPANIES (INCLUDING JOINT VENTURES)**23. Names of holding/subsidiary/associate companies/joint ventures**

S. No.	Name of the holding/subsidiary/associate companies/joint ventures (A)	Indicate whether holding/Subsidiary/Associate/Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1	Barbeque Nation MENA Holding Limited (COI: United Arab Emirates)	Subsidiary	100%	No. The subsidiary companies have their own Business Responsibility (BR) initiatives and do not generally participate in the BR initiatives of the Company. However, companies within the United Foodbrands Limited Group collaborate on Common BR initiatives, such as community welfare programmes, employee well-being initiatives, sustainable sourcing, and disaster relief efforts, to maximize their collective impact.
2	Red Apple Kitchen Consultancy Private Limited (COI: India)	Subsidiary	89.05%	
3	Blue Planet Food Private Limited (COI: India)	Subsidiary	11.77%	
4	Barbeque Nation (Malaysia) SDN. BHD (COI: Malaysia)	Subsidiary	100%	
5	Barbeque Nation Restaurant LLC (COI: United Arab Emirates)	Subsidiary	100%	
6	Barbeque Nation International LLC (COI: Oman)	Subsidiary	49%*	
7	Barbeque Nation Bahrain W.L.L. (COI: Bahrain)	Subsidiary	99%*	
8	Barbeque Nation Lanka (Pvt) Ltd. (COI: Sri Lanka)	Subsidiary	100%	
9	Barbeque Nation Saudi Arabia Ltd (COI: Saudi Arabia)	Subsidiary	70%	
10	Willow Gourmet Private Limited (COI: India)	Subsidiary	51%	
11	United Foodbrands Thai Holding Co., Ltd. (COI: Thailand)	Subsidiary	99.99%*	
12	United Foodbrands Thai Co., Ltd. (COI: Thailand)	Subsidiary	49%#	
13	Barbeque Nation Restaurant W.L.L (COI: Qatar)	Subsidiary	60%	

COI: Country of Incorporation

*On the basis of voting rights and control, Barbeque Nation MENA Holding Limited has 100% control over these subsidiaries

#Barbeque Nation MENA Holding Limited has 90.57% control over this subsidiary.

VI. CSR DETAILS

24. a. Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No): No

b. Turnover (in ₹): ₹ 980.74 Crores (FY2025)

c. Net worth (in ₹): ₹ 392.3 Crores (As at March 31, 2025)

The provisions of Section 135(1) and 135(5) of the Companies Act, 2013, and the rules made thereunder, are not applicable to the Company for FY 2026, based on the audited financial statements for FY 2025.

VII. TRANSPARENCY AND DISCLOSURES COMPLIANCES

25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	FY 2025- 26			FY 2024- 25		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Y*	-	-	-	-	-	-
Investors (other than shareholders)	Y**	-	-	-	-	-	-
Shareholders	Y**	-	-	-	1	-	-
Employees and workers	Y***	9	-	-	10	-	-
Customers	Y****	3,287	21	-	3,004	-	-
Value Chain Partners	Y*****	-	-	-	-	-	-

No complaints have been received from communities, value chain partners and investors during the FY 2024-25 and FY 2025-26.

*At UFBL, we have established multiple channels to ensure that grievances from all stakeholders are addressed efficiently and transparently. Our community members can reach out to us through email, our website, the customer helpline/toll-free number, the Barbeque Nation App, or directly at any of our outlets.

**To enhance governance and expedite decision-making, our Board has constituted several committees with delegated powers. The Stakeholders' Relationship Committee is specifically responsible for addressing grievances and concerns raised by our investors and shareholders.

***For our employees, a structured grievance redressal mechanism is in place, with further details provided under Principle 3, Point No. 6.

****Customer satisfaction is at the heart of our operations. We have multiple avenues to receive and respond to customer complaints and feedback, including our helpline, website, Barbeque Nation App, and in-person interactions at our outlets. Additionally, we assess our Guest Satisfaction Index daily for every outlet, proactively reaching out to 20% of our guests for feedback and implementing relevant improvements based on their responses.

*****We also prioritize strong relationships with our value chain partners. Any grievances from them are addressed by the relevant departments on a case-by-case basis. Our policies and grievance redressal mechanisms are readily accessible at our website under Investors Section, others category.

26. Overview of the entity's material responsible business conduct issues

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format:

S. No.	Material issue Identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1.	Food Safety & Quality Compliance	R	Strict regulatory requirements and customer expectations necessitate adherence to food safety standards.	Continuous quality audits, staff training, and investment in high-standard storage & preparation processes.	Negative
2.	Energy Efficiency in Operations	O	Reducing energy consumption in our kitchens and outlets lowers operational costs and environmental footprint.	Implementing energy-efficient appliances, optimizing cooking processes, and utilizing renewable energy where feasible.	Positive
3.	Employee Welfare & Retention	O	Employee satisfaction and retention directly impact service quality and operational efficiency.	Competitive wages, training programmes, career development initiatives, and wellness programmes.	Positive
4.	Climate Change & Supply Chain Disruptions	R	Extreme weather events and climate change can disrupt food supply chains, impacting costs and availability.	Developing diversified sourcing strategies, strengthening supplier contracts, and investing in climate-resilient logistics.	Negative
5.	Sustainable Sourcing of materials	O	Ensuring a reliable and ethical supply chain enhances brand reputation and customer trust.	Strengthening partnerships with responsible suppliers, implementing traceability measures, and prioritizing locally sourced materials.	Positive
6.	Waste Management & Circularity	O	As a large-scale restaurant chain, we handle significant volumes of food waste and used cooking oil (UCO). We view this not as a liability, but as a chance to lead in circularity. By converting UCO into biodiesel and managing food waste through organic converters, we align ourselves with the FSSAI's "RUCO" initiative and significantly reduce our environmental footprint.	To mitigate the environmental and regulatory risks of improper disposal, we have implemented a structured "Waste to Wealth" framework. We partner with authorized bio-energy aggregators and have established strict SOPs for waste segregation at the outlet level to ensure zero waste reaches landfills.	Positive
7.	Diversity, Equity & Inclusion (DEI)	O	In the high-touch hospitality industry, our people are our brand. We see DEI as a massive opportunity to tap into a broader talent pool. By increasing female representation and integrating individuals from marginalized backgrounds, we foster a more creative, empathetic, and resilient workforce that understands our diverse customer base.	The inherent risk in a large workforce is the potential for exclusion or bias, which leads to high attrition. We mitigate this through mandatory sensitization training, a strict POSH framework, and transparent career progression paths. We ensure that every employee, regardless of their background, feels they have a "seat at the table."	Positive

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements. We have implemented following policies towards adopting National Guidelines on Responsible Business Conduct (NGRBC) Principles:

Principle P1

Transparency & Accountability

- Code of Business Conduct
- Whistle Blower Policy
- Code of conduct for Board of Directors and Senior Management Personnel
- Policy on Board Diversity
- Related Party Transactions Policy

Principle P2

Product Responsibility

- Sustainable Sourcing Policy
- Food Safety Management System

Principle P3

Employee Development

- Code of Conduct for Employees & Ethics Policy
- Anti-Sexual Harassment Policy/POSH Policy
- Equal Opportunity Policy

Principle P4

Stakeholder Engagement

- Corporate Social Responsibility Policy
- Charter of the Stakeholders' Relationship Committee

Principle P5

Human Rights

- Human Rights Policy
- Anti-Sexual Harassment Policy/POSH Policy
- Equal Opportunity Policy

Principle P6

Environment

- Environment, Health and Safety Policy
- Sustainable Sourcing Policy

Principle P7

Public Advocacy

- Public Advocacy Policy

Principle P8

Inclusive Growth

- Corporate Social Responsibility Policy

Principle P9

Customer Value

- Guest Satisfaction Index
- Data Privacy Policy
- Information Security Policy

Disclosure Questions			P1	P2	P3	P4	P5	P6	P7	P8	P9									
Policy and management processes																				
1.	a.	Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Y	Y	Y	Y	Y	Y	Y	Y	Y									
	b.	Has the policy been approved by the Board? (Yes/No)	Y	Y	Y	Y	Y	Y	Y	Y	Y									
	c.	Web Link of the Policies, if available	https://www.unitedfoodbrands.in/investor																	
2.		Whether the entity has translated the policy into procedures. (Yes/No)	Y	Y	Y	Y	Y	Y	Y	Y	Y									
3.		Do the enlisted policies extend to your value chain partners? (Yes/No)	N	N	N	N	N	N	N	N	N									
4.		Name of the national and international codes/certifications/labels/standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	All our policies have been formulated in accordance with the National Guidelines on Responsible Business Conduct, 2019, issued by the Ministry of Corporate Affairs.																	
5.		Specific commitments, goals and targets set by the entity with defined timelines, if any.	At UFBL, we have set clear goals and targets to emphasize environmental protection, employee well-being, and customer safety. Our strategies and operations are designed to uphold these commitments, fostering a sustainable and secure environment for everyone.																	
6.		Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	Not Applicable																	
Governance, leadership and oversight																				
7.		Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements.	The report begins with a message from our Managing Director, providing key insights and strategic direction.																	
8.		Details of the highest authority responsible for implementation and oversight of the Business Responsibility Policy (ies).	The Corporate Social Responsibility and Sustainability Committee (CSRS) of the Board of Directors is responsible for overseeing the implementation of Business Responsibility Policies and making key decisions on sustainability matters. This committee ensures compliance with these policies while driving sustainability initiatives. As of March 31, 2026, the committee comprises the following members: - Mr. Abhay Chintaman Chaudhari – Non-Executive, Independent Director (Member) - Mr. Kayum Razak Dhanani – Managing Director (Member) - Ms. Suchitra Dhanani – Non-Executive Director (Member)																	
9.		Does the entity have a specified Committee of the Board/Director responsible for decision making on sustainability related issues? (Yes/No). If yes, provide details.																		
10. Details of Review of NGRBCs by the Company:																				
Subject for Review			Indicate whether review was undertaken by Director/Committee of the Board/Any other Committee									Frequency (Annually/Half yearly/Quarterly/ Any other – please specify)								
			P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action			The review has been conducted by both the Corporate Social Responsibility and Sustainability Committee and the Chief Executive Officer & Whole-Time Director. They are responsible for overseeing and evaluating these processes to ensure alignment with our sustainability objectives.									The review occurs annually with the Corporate Social Responsibility and Sustainability Committee, while with the Chief Executive Officer & Whole-Time Director, it takes place quarterly. This ensures regular monitoring and assessment of our sustainability initiatives at both committee and executive levels.								
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances			Ensuring compliance with the laws of the land is the initial step in responsible business conduct. A review of compliance with all relevant statutory requirements, aligned with the principles of the National Guidelines on Responsible Business Conduct, has been conducted by the respective committees of the Board.																	

11. Has the entity carried out independent assessment/evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.

No, internal assessment and evaluation of policy efficacy are conducted as integral components of our standard business operating policies and procedures.

12. If answer to question (1) above is "No" i.e. not all Principles are covered by a policy, reasons to be stated:

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the principles material to its business (Yes/No)									
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)					Not Applicable				
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

This section is aimed at helping entities demonstrate their performance in integrating the Principles and Core Elements with key processes and decisions. The information sought is categorized as "Essential" and "Leadership". While the essential indicators are expected to be disclosed by every entity that is mandated to file this report, the leadership indicators may be voluntarily disclosed by entities which aspire to progress to a higher level in their quest to be socially, environmentally and ethically responsible.

PRINCIPLE 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

We are committed to upholding the highest standards of governance by integrating integrity, fairness, transparency, and accountability into every aspect of our operations. This dedication is evident in our well-structured policies, frameworks, and procedures designed to enforce these principles. By proactively preventing violations and addressing any breaches promptly, we ensure the protection of all stakeholder interests.



Essential Indicators

1. Percentage coverage by training and awareness programmes on any of the Principles during the financial year:

We have introduced an innovative online Learning Management System (LMS) to personalize the learning experience for everyone, promoting a culture of continuous growth and development across our workforce.

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	%age of persons in respective category covered by the awareness Programmes
Board of Directors	1	All Principles	100%
Key Managerial Personnel	1	All Principles	100%
Employees other than BODs and KMPs	Multiple Training Programmes	Employees have been given training on Principle 1 and other Principles as applicable to their respective functional area	100%

2. Details of fines/penalties/punishment/award/compounding fees/settlement amount paid in proceedings (by the entity or by directors/KMPs) with regulators/law enforcement agencies/judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website):

In FY 2026, the Company, its Directors, and its Key Managerial Personnel (KMPs) were not subjected to any material fines, penalties, punishments, awards, compounding fees, or settlements amounts in proceedings with regulators, law enforcement agencies, or judicial institutions, as specified under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

3. Of the instances disclosed in Question 2 above, details of the Appeal/Revision preferred in cases where monetary or non-monetary action has been appealed.

Not Applicable.

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

The Company has adopted a Code of Conduct for the Board of Directors and Senior Management which provides guidelines for ethical conduct of business by Directors and Senior Management Personnel. The said Code of Conduct can be accessed at <https://www.unitedfoodbrands.in/investor>

Further, the Code of Conduct for Employees and Ethics Policy lays down principles and standards to ensure integrity, transparency, and accountability in all business dealings, including strict adherence to anti-corruption and anti-bribery practices. Employees are expected to comply with applicable laws and regulations and to uphold the highest standards of ethical behavior in their interactions with stakeholders.

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/corruption:

No disciplinary action has been initiated by any law enforcement agency against any of the Directors, Key Management Personnel (KMPs), or employees for charges related to bribery or corruption.

6. Details of complaints with regard to conflict of interest:

No complaint was received with regard to conflict of interest against any of the Directors, KMPs or any other employee.

7. Provide details of any corrective action taken or underway on issues related to fines/penalties/action taken by regulators/law enforcement agencies/judicial institutions, on cases of corruption and conflicts of interest.

Not Applicable.

8. Number of days of accounts payables ((Accounts payable *365)/Cost of goods/services procured) in the following format:

	FY 2025-26	FY 2024-25
Number of days of Accounts payables	53.24	54.17

9. Open-ness of business:

Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along with loans and advances & investments, with related parties, in the following format:

Parameter	Metric	FY 2025-26	FY 2024-25
Concentration of purchases	a. Purchases from trading houses as % of total purchases	-	-
	b. Number of trading houses where purchases are made from	-	-
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	-	-

9. Open-ness of business: (Contd.)

Parameter	Metric	FY 2025-26	FY 2024-25
Concentration of sales	a. Sales to dealers/distributors as % of total sales	-	-
	b. Number of dealers/distributors to whom sales are made	-	-
	c. Sales to top 10 dealers/distributors as % of total sales to dealers/distributors	-	-
Share of RPTs	a. Purchases (Purchases with related parties/ Total Purchases)	5.62%	5.51%
	b. Sales (Sales to related parties/Total Sales)	-	-
	c. Loans & advances (Loans & advances given to related parties/Total loans & advances)*	100%	-
	d. Investments (Investments in related parties/ Total Investments made)*	100%	100%

*The Company has granted loans or advances in the nature of loans to, and made investments in subsidiaries/associates only.

Leadership Indicators**1. Awareness programmes conducted for value chain partners on any of the Principles during the financial year:**

Total number of awareness programmes held	Topics/Principles covered under the training	%age of value chain partners covered (by value of business done with such partners under the awareness programmes)
During the financial year there was no awareness programme conducted. However, the Company has been planning to formulate formal awareness programmes for our value chain partners to educate them on the 9 Principles of NGRBC.		

2. Does the entity have processes in place to avoid/manage conflict of interests involving members of the Boards? (Yes/No) If Yes, provide the details of the same.

We have implemented a comprehensive Code of Conduct for Directors and Senior Management, which mandates that all individuals act in the best interest of the organization. This code emphasizes the importance of ensuring that no personal or professional associations create a conflict of interest with the Company's operations.

To uphold these standards, directors and senior management are required to carefully assess their external engagements and activities to avoid any real or perceived conflicts. If any actual or potential conflict of interest arises, the concerned director is obligated to promptly disclose the matter to the Board of Directors. This disclosure allows for an appropriate review and resolution, ensuring that the integrity and transparency of the Company's governance processes are maintained. Through this proactive approach, we reinforce our commitment to ethical practices and robust corporate governance.

PRINCIPLE 2: Businesses should provide goods and services in a manner that is sustainable and safe

We prioritize implementing secure procurement practices for sourcing food items, aiming to cater to diverse dietary preferences and promote healthy eating habits. Embracing sustainable sourcing as a fundamental element of our Environmental, Social, and Governance (ESG) strategy, our goal is to create value for stakeholders while preserving natural resources. Our primary focus is on procuring items from certified sources, including seafood and meat obtained from organizations accredited with BAP/HACCP and other quality and sustainability certifications.

We remain steadfast in our commitment to continuously improve in these areas and are dedicated to making positive contributions by providing sustainable and safe goods and services to our stakeholders.



Essential Indicators

1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.

	Current Financial Year 2025-26	Previous Financial Year 2024-25	Details of Improvements in environmental and social impacts
R & D	Not Applicable	Not Applicable	-
Capex	₹ 1.73 Crores	-	-

For the financial year 2025-26, the following eco-friendly measures have been incorporated in all new restaurants opened during the year with a capex of ₹ 1.73 Crores.

- Smoke eliminators have been installed to reduce CO level inside the outlets in addition to air scrubbers that cleans the air before releasing it in the environment.
- Grease traps in conjunction with ETP/STPs ensures efficient and effective wastewater treatment before discharging.
- IOT Based Electricity management: Use of Variable Frequency Device (VFD) panels that automatically detects power requirements and adjust all equipment operations to save power.

2. a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)

Yes

b. If yes, what percentage of inputs were sourced sustainably?

Deeply rooted in our core values of responsible business, our commitment to sustainable sourcing serves as the foundation for our environmental and social objectives. We actively refine our procurement practices by minimizing the use of artificial additives and prioritizing high-standard certifications for our proteins, such as BAP and HACCP. By diversifying our supply chain to include Micro, Small, and Medium Enterprises (MSMEs) and Self-Help Groups (SHGs), we foster a more inclusive and resilient ecosystem of like-minded partners.

Currently, our efforts have yielded significant measurable results across our primary food categories, our prawn supply meeting BAP 2-Star certification and our basa fish sourced exclusively from HACCP-certified facilities. Furthermore, our chicken products are procured from processors certified for food safety compliances, and we maintain an operational preference for biodegradable, food-safe cleaning chemicals. Beyond these internal benchmarks, we engage in proactive market reporting to identify and mitigate emerging sustainability challenges. This comprehensive approach ensures that we remain unwavering in our mission to promote environmental stewardship while safeguarding the long-term well-being of all our stakeholders.

3. Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

Not Applicable, considering the nature of the business.

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes/No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

EPR is not applicable, considering the nature of the business.

Leadership Indicators

1. Has the entity conducted Life Cycle Perspective/Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format:

NIC code	Name of Product/Service	% age of Total Turnover contributed	Boundary for which the Lifecycle Perspective/ Assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No) If yes, provide web-link.
Not Applicable					

2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products/services, as identified in the Life Cycle Perspective/Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same:

Name of Product/service	Description of the risk/concern	Action taken
Not Applicable		

3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry):

Indicate input material	Recycled or reused input material to total material	
	FY 2025-26	FY 2024-25
Not Applicable		

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:

	FY 2025-26			FY 2024-25		
	Re-used	Recycled	Safely Disposed	Re-used	Recycled	Safely Disposed
Plastic (including packaging)						
E-waste						
Hazardous waste						
Other waste						

Not Applicable due to the nature of the business (restaurant services, not product-based). Hence, no reclaim or EPR obligations.

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category:

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
Not Applicable due to the nature of the business (restaurant services, not product-based). Hence, no reclaim or EPR obligations.	

PRINCIPLE 3: Businesses should respect and promote the well-being of all employees, including those in their value chains

We offer skill development programmes, training workshops, competitive compensation, and career advancement opportunities. One of the key enablers of this growth culture is the **Structured Career Progression/Career Progression Roadmap**, which offers step-by-step roadmaps for roles such as Sr. Guest Service Associate, Captain, and Sr. Range Chef. Each track is supported through an LMS app, video modules, and mentorship by senior chefs or restaurant managers. Since its launch in April 2024, over 3,000 employees have embarked on this path.

We further complement this with the **Barbeque Nation Leadership Academy**, operational in Delhi and Kolkata, which identifies high-potential employees and prepares them for future leadership roles. In the past year, more than 1,500 employees have been promoted through this programme.

To promote equal growth opportunities for blue-collar employees, the Company introduced '**Kaushal se Kushal (KSK)**', an education sponsorship programme that enables frontline employees to complete Diploma and B.Voc. courses while working. The Company fully sponsors the cost of education.



Essential Indicators

1. a. Details of measures for the well-being of employees:

Category	% of employees covered by										
	Total (A)	Health Insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		Number (B)	% (B/A)	Number (C)	%(C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent employees											
Male	4,653	4,653	100%	4,653	100%	NA	NA	4,653	100%	0	-
Female	517	517	100%	517	100%	517	100%	NA	NA	0	-
Total	5,170	5,170	100%	5,170	100%	517	100%	4,653	100%	0	-
Other than Permanent employees											
Male	2,740	2,740	100%	0	-	NA	-	0	-	0	-
Female	769	769	100%	0	-	0	-	NA	-	0	-
Total	3,509	3,509	100%	0	-	0	-	0	-	0	-

b. Details of measures for the well-being of workers:

Not Applicable

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format:

	FY 2025-26	FY 2024-25
Cost incurred on well- being measures as a % of total revenue of the Company	0.15%	0.14%

2. Details of retirement benefits, for Current FY and Previous Financial Year:

Benefits	FY 2025- 26			FY 2024- 25		
	No. of employees covered as a % of total employees	No. of workers covered as a % of Total worker	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	NA	Y	100%	NA	Y
Gratuity	100%	NA	Y	100%	NA	Y
ESI*	100%	NA	Y	100%	NA	Y

*All Applicable employees are covered under ESI.

3. Accessibility of workplaces

Are the premises/offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

Yes, the offices and the outlets are accessible with elevators and/or ramps for persons with disabilities.

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.

Yes, the entity does have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016.

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent employees	
	Return to work rate	Retention rate
Male	100%	100%
Female	100%	100%
Total	100%	100%

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.

Yes/No (If Yes, then give details of the mechanism in brief)	
Permanent Workers	Employee Helpdesk: Every employee within the organization has the opportunity to address their daily concerns through a mobile application to the centralized HR Shared Services (HRSS) team. The HRSS team is responsible for promptly resolving these grievances within a 24-hour timeframe.
Other than Permanent Workers	Employee Happiness Index: At our organization, we firmly believe that happy employees lead to satisfied customers. To gauge the happiness and satisfaction levels of our employees, we conduct quarterly surveys. These surveys involve a comprehensive questionnaire designed to gather feedback on various aspects of their work life, organizational culture, and physical amenities. The findings from these surveys, along with areas of improvement identified, are shared with the respective Business Manager and Cluster Manager for resolution. Additionally, the survey scores have a direct impact on the Balance Score Card of stakeholders.
Permanent Employees	Open House: On a monthly basis, the designated HRBP (Human Resource Business Partner) visits our outlets to conduct Open House Sessions with all employees working in each location. During these sessions, employees have the opportunity to voice any specific grievances they may have directly to the HRBP.
Other than Permanent Employees	Voice of Employee (VOE): Our organization provides a platform known as Voice of Employee (VOE), enabling employees to report any instances of illegal, dishonest, or fraudulent activity or misconduct directly to the Core Value Committee. Upon receipt of a reported complaint, the Core Value Committee conducts a thorough investigation and takes appropriate actions as necessary.

7. Membership of employees and worker in association(s) or Unions recognized by the listed entity:

There are no employee association(s) or unions recognized by the Company.

8. Details of training given to employees and workers:

We prioritize the holistic development of our employees, blending both personal and professional growth initiatives across all levels and departments. Our commitment to cultivating a responsible workplace is underscored by our endeavors to attract and retain a diverse talent pool.

We also have an online Learning Management System (LMS) designed to cater to the developmental needs of our workforce. This platform offers a comprehensive range of courses tailored to enhance competency levels across various roles, from entry-level positions to outlet leadership roles. The LMS provides structured learning activities and certifications aligned with the technical proficiencies required for different positions. Moreover, it serves as a hub for accessing e-learning modules aimed at personal growth and skill enhancement. We have broadened the scope of LMS courses to encompass employees at all tiers, including frontline staff, and collaborated with digital learning content creators to develop engaging video-based training modules for enhanced learning experiences.

Additionally, we have established the Leadership Academy in Delhi and Kolkata, focusing on identifying and nurturing promising leaders within our organization. This academy offers a transparent career advancement pathway, outlining the requisite learning and competency benchmarks for promotions, complemented by organization-backed development initiatives. Notably, around 1,500 high-potential employees were promoted to various roles last year as a testament to the success of this initiative.

Category	FY 2025-26					FY 2024-25				
	Total (A)	On Health and safety measures		On Skill upgradation		Total (D)	On Health and safety measures		On Skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
	Employees									
Male	7,393	6,768	92%	6,911	93%	6,399	6,063	95%	5,721	89%
Female	1,286	1,172	91%	1,190	93%	859	788	92%	745	87%
Total	8,679	7,940	91%	8,101	93%	7,258	6,851	94%	6,466	89%

9. Details of performance and career development reviews of employees and worker:

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	4,653	4,653	100%	5,079	5,079	100%
Female	517	517	100%	537	537	100%
Total	5,170	5,170	100%	5,616	5,616	100%

10. Health and safety management system:

a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/No). If yes, the coverage such system?

Yes, we are dedicated to establishing and preserving a secure and healthy work environment through the establishment and maintenance of a robust health and safety management system. Our Environment, Health, and Safety (EHS) policy offers directives and measures for ensuring the well-being of all individuals within the UFBL environment, including employees, visitors, vendors, customers, and contractors. This policy aims to prevent any activities undertaken by employees from endangering the health and safety of themselves or others.

The objectives of our effectively implemented health and safety management system include:

- Comply with all Health & Safety Legislation, Regulations, Codes of Practice, and Guidance Notes. Provide and maintain safe and healthy working conditions for all employees and those working on our behalf.
- Identify risks and, if elimination is not possible, control them to an acceptable level.
- Value the contributions of all employees in the realm of Health & Safety equally with their other contributions to the business.

- Require every employee and those working on our behalf to take personal responsibility in preventing harm to themselves and others.
- Actively work to prevent all workplace accidents and near-miss incidents.
- Encourage the open reporting of all accidents and near-miss incidents and their investigation to prevent recurrence.
- Provide necessary information, instruction, and training to enable employees to fully cooperate with us in achieving compliance with the policy.
- Routinely monitor and review EHS performance to achieve continuous improvement.
- Set Health & Safety targets and maintain an improvement plan to address areas needing improvement.
- The occupational health and safety management system covers all outlets and offices. The Cluster Manager oversees the implementation of EHS Standards at all outlets, with support from the entire Outlet team. The Cluster Manager conducts monthly reviews of EHS status and documents the proceedings.

The responsibility of the Business Manager in implementing EHS Standards at the outlet includes:

- Cultivating a "Safe Work Culture"

- Conducting induction sessions for new employees on Health and Safety Practices Organizing meetings, trainings, and awareness campaigns.
- Ensuring effective EHS inspections, adherence to rules and procedures, and implementation of permit systems.
- Fostering continuous awareness through motivational talks, safety meetings, and slogans.
- Maintaining effective housekeeping.
- Keeping records of EHS compliance for all statutory requirements.

b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

The EHS policy outlines processes to systematically identify work-related hazards and assess risks on both routine and non-routine bases.

c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)

Yes, employees have the option to communicate any work-related hazards to the Business Manager, and they are equipped with the necessary training to mitigate these risks by taking appropriate measures to ensure their safety.

d. Do the employees/worker of the entity have access to non-occupational medical and healthcare services? (Yes/No)

Yes, all employees are included in accident insurance, health insurance, and ESI coverage as per their eligibility.

11. Details of safety related incidents, in the following format:

Safety Incident/Number	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	3.17	0.88
Total recordable work-related injuries	11	14
No. of fatalities	2	1
High consequence work- related injury or ill-health (excluding fatalities)	0	-

12. Describe the measures taken by the entity to ensure a safe and healthy work place:

We have implemented a strong EHS management system with clearly defined roles and responsibilities to ensure effective execution of safety measures. Our Prevention of Sexual Harassment (PoSH) Policy is designed to foster a safe and respectful work environment, free from all forms of harassment, and to safeguard employees from sexual harassment. Under the PoSH policy, a grievance redressal mechanism is in place to provide an efficient process for addressing and resolving any instances of harassment, including sexual harassment, ensuring the well-being of all employees. Details regarding the grievance redressal mechanism for addressing various concerns are outlined in point 6.

13. Number of Complaints on the following made by employees and workers:

	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	6	-	Nil	10	-	-
Health & Safety	-	-	Nil	-	-	-

14. Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%. All outlets underwent evaluations for health safety, and working conditions in line with the EHS Policy, in addition to the statutory assessments conducted by FSSAI, Fire Services, etc. Additionally, our Internal Audit team conducts monthly reviews of all outlets across various parameters.
Working Conditions	

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks/concerns arising from assessments of health & safety practices and working conditions.

We implement various measures to guarantee the safety and well-being of both our customers and staff members. Regular audits and safety inspections are carried out to maintain the seamless and secure functioning of our operations. Our team undergoes frequent training sessions on fire safety and emergency evacuation protocols to effectively manage any potential emergencies, ensuring the safe evacuation of individuals with diverse abilities. Additionally, we prioritize continuous improvement in our safety practices to uphold the highest standards of security for all stakeholders.

Leadership Indicators**1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).**

(A) Employees - Yes

(B) Workers – Not Applicable

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

We promote compliance by fostering long-term relationships with reputable and certified suppliers. We encourage transparency and ethical practices. We also prefer sourcing from partners who comply with industry certifications such as HACCP and BAP, which often include regulatory compliance as part of their requirements. This structured approach indirectly supports the alignment of suppliers with statutory and quality obligations.

3. Provide the number of employees/workers having suffered high consequence work-related injury/ill-health/fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

	Total no. of affected employees/workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
Employees	2	1	-	-
Workers	-	-	-	-

4. Does the entity provide transition assistance programmes to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/No)

The Company has institutionalized several upskilling and capacity-building initiatives that support continued employability and career growth. For instance, the Structured Career Progression Model and the Barbeque Nation Leadership Academy enable employees to evolve within the organization by offering training, mentorship, and defined promotion pathways. Additionally, initiatives such as 'Kaushal se Kushal (KSK)', an education sponsorship programme, enable frontline employees to pursue Diploma and B.Voc. courses while continuing to work, with the Company fully sponsoring the cost of their education. While these programmes are not framed as transition assistance, they effectively prepare employees for sustainable career trajectories, whether within the Company or beyond. In addition, the Company also provides opportunity to ex-employees to work as consultants and support the business based on the expertise. Such initiatives ensures financial stability of retired/ex-employees.

5. Details on assessment of value chain partners:

	% age of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	-
Working condition	-

UFBL engages in periodic assessments of its value chain partners through vendor qualification procedures, certifications, and informal evaluations. The Company promotes responsible sourcing, especially in food procurement, by partnering with suppliers certified under recognized standards such as HACCP and BAP. Although there is no formal third-party audit framework for the entire value chain, the presence of certified supplier networks and regular quality audits at the restaurant level reflect the Company's intent to maintain high standards across its ecosystem.

6. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from assessments of health and safety practices and working conditions of value chain partners.

At present, there is no formal documentation or disclosure of specific corrective actions taken as a result of assessments conducted on value chain partners' health and safety practices. However, the entity continues to strengthen its engagement through informal monitoring, feedback mechanisms, and certification requirements. Vendors supplying food items are often selected based on adherence to safety protocols and compliance certifications, which reduces the need for downstream corrective actions. Any identified non-compliance is addressed through engagement with the concerned supplier and monitoring by the procurement team.

PRINCIPLE 4: Businesses should respect the interests of and be responsive to all its stakeholders.

As custodians of stakeholders' trust, our Board oversees strategic stewardship to drive value creation for all stakeholders. We prioritize responsible corporate citizenship and are committed to operational practices that mitigate negative impacts on stakeholders and the environment. With established Stakeholders' Relationship Committee, and Risk Management Committee, we acknowledge risk management as an integral to our business strategy. Proactively managing risks is essential to safeguarding value for our stakeholders.



Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the entity.

Stakeholders encompass individuals or groups whose interests are influenced or may potentially be influenced by an organization's actions. Our identification of key stakeholders, both internal and external, is based on their direct impact on our operations and where our business can make the most significant difference. UFBL acknowledges its stakeholders to include current and prospective customers, employees, shareholders, investors, regulatory bodies, media outlets, and the community.

2. List of stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board ,Website), Other	Frequency of engagement (Annually/Half yearly/Quarterly/ others– please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Customers	N	Guest Feedback/Guest Satisfaction Index (GSI) for each outlet, loyalty programme (SMILES), Website, Social Media Platforms	Ongoing	Customer Satisfaction, Safety & Security
Employees	N	Notice Boards, Website, Employee Survey feedback, Annual Performance Review, Meetings, Trainings, Internal Applications such as Zing HR, KOKO	Ongoing	Working condition, Employee performance, Employee Satisfaction
Shareholders	N	AGM, Investor meets, Investor Grievance Redressal Mechanism	Ongoing	Business Strategies and Performance
Regulatory Authorities	N	Regulatory Filings	Ongoing	Legal Compliance
Media	N	Press Releases, Social Media Platforms, Media interactions	Ongoing	Information dissemination, communicating the Company's perspective
Community	Y Underprivileged communities (particularly Children at Risk) around Its business locations	Corporate Social Responsibility initiatives	Ongoing	Social welfare

Leadership Indicators

1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.

The organization does not indicate a direct mechanism by which stakeholder consultations on economic, environmental, or social topics are escalated to the Board. However, UFBL has established dedicated committees, such as the CSR and Sustainability Committee and the Stakeholders' Relationship Committee, which oversee matters of public concern and stakeholder expectations. These committees likely serve as the medium through which functional insights gathered from customer feedback, employee surveys, community outreach, and supplier reviews are consolidated and reflected in strategic decisions. This delegation framework allows for relevant stakeholder feedback to inform Board-level discussions, albeit indirectly.

2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes/No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.

Yes, stakeholder consultations are used to inform the identification and management of environmental and social topics. UFBL engages various stakeholders on an ongoing basis. Feedback from customers is gathered through tools like the Guest Satisfaction Index, while employee perspectives are incorporated through quarterly happiness surveys and regular HRBP interactions. These insights contribute to decisions related to menu changes, safety protocols, and gender-inclusive practices. Similarly, engagements with NGOs and community stakeholders under CSR initiatives provide input that helps shape future campaigns and social interventions.

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalized stakeholder groups.

The Company demonstrates a strong commitment to engaging with and supporting marginalized stakeholder groups through inclusive initiatives. The Company serves meals to underprivileged children across India and abroad, addressing food insecurity. Employment-linked skill development through PMKVY has enabled 3,000 rural youth to gain training and provided job opportunities to 1,000 of them. Internally, the Company launched initiatives like Aapki Saheli to create safer and more empowering work environments for women. These examples underscore how the Company is integrating equity and inclusion into both its social responsibility framework and its internal culture.

PRINCIPLE 5: Businesses should respect and promote human rights

Recognizing the challenges women face in a traditionally male-dominated industry, we launched 'Aapki Saheli', an initiative led by women HR professionals that provides safe discussion forums, awareness sessions, and guidance on women-specific concerns. Regular virtual circles and male sensitization sessions have significantly enhanced participation, trust, and confidence among our women workforce. In addition, practical support measures such as ergonomic uniforms, safe accommodation, and gender-sensitivity training further reinforce our commitment to the well-being and empowerment of women employees.



Essential Indicators

1. Employees who have been provided training on human rights issues and policy(ies) of the entity in the following format:

Training sessions on Prevention of Sexual Harassment (PoSH) have been conducted to raise awareness about our PoSH Policy and the grievance redressal mechanisms accessible to all employees. Below are the statistics detailing the number of employees who have undergone this training.

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. of employees/workers covered (B)	% (B/A)	Total (C)	No. of employees/workers covered (D)	% (D/C)
Permanent	5,170	5,170	100%	5,616	5,616	100%
Other than Permanent	3,509	3,509	100%	1,642	1,642	100%
Total Employees	8,679	8,679	100%	7,258	7,258	100%

2. Details of minimum wages paid to employees, in the following format:

Category	FY 2025-26					FY 2024-25				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
	Permanent Employees									
Male	4,653	0	0%	4,653	100%	5,079	0	0%	5,079	100%
Female	517	0	0%	517	100%	537	0	0%	537	100%
	Other than Permanent									
Male	2,740	0	0%	2,740	100%	1320	0	0%	1320	100%
Female	769	0	0%	769	100%	322	0	0%	322	100%

3. Details of remuneration/salary/wages, in the following format:

a. Median remuneration/wages

	Male		Female	
	Number	Median remuneration/ salary/wages of respective Category (₹ Mn)	Number	Median remuneration/ salary/wages of respective Category (₹ Mn)
Board of Directors (BoD)	6	27.42	2	-
Key Managerial Personnel (KMP)	1	10.61	1	3.54
Employees other than BoD and KMP	4,651	0.31	516	0.25

Note: Managing Director and Whole Time Director are not included in the Key Managerial Personnel for median remuneration workings, but are included in the Board of Directors.

The Company is not paying any remuneration to Managing Director and Non-Executive Directors, except the payment of sitting fee to the Independent Directors for attending the Board & Committee meetings.

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY 2025-26	FY 2024-25
Gross wages paid to females as % total wages	9.4%	7.4%

4. Do you have a focal point (Individual/Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Yes, the Chief People Officer serves as the central contact person for addressing human rights impacts or issues resulting from or influenced by our business operations.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

Internal mechanisms have been established to address grievances concerning human rights matters. The POSH Committee is designated to handle complaints related to sexual harassment. For other human rights concerns, individuals can approach the 'Core Value Committee' directly, where the Chief People Officer collaborates to resolve the issue effectively.

6. Number of Complaints on the following made by employees and workers:

	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	3	-	-	6	-	-
Discrimination at workplace	-	-	-	-	-	-
Child Labour	-	-	-	-	-	-
Forced Labour/ Involuntary Labour	-	-	-	-	-	-
Wages	-	-	-	-	-	-
Other human rights related issues	-	-	-	-	-	-

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY 2025-26	FY 2024-25
Total Complaints reported under Sexual Harassment on Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	3	6
Complaints on POSH as a % of female employees/workers	0.23%	0.70%
Complaints on POSH upheld	3	6

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

The Whistle Blower Policy, Anti-Sexual Harassment/POSH Policy provides the mechanism to prevent adverse consequences to the complainant in discrimination and harassment cases.

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

No.

10. Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100%
Forced/involuntary labour	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%
Others – please specify	-

All the assessments have been done by the entity during the course of operations of business and according to applicable regulations and EHS policy of the organization.

11. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 10 above.

No significant risks or concerns were identified through the assessments conducted during the year. Accordingly, no corrective actions were required.

Leadership Indicators

1. Details of a business process being modified/introduced as a result of addressing human rights grievances/complaints.

During the reporting period, UFBL did not record any major human rights grievances that required a change in business processes. However, the Company has proactively strengthened its internal mechanisms to prevent such issues from arising. The introduction of the Aapki Saheli initiative reflect a commitment to building safer and more inclusive environments for women employees. These initiatives go beyond compliance by promoting gender-

sensitive communication, open discussion forums, and sensitization sessions for male employees. While these programmes were not launched as a direct response to grievances, they represent a proactive modification in internal communication, learning, and culture-building processes aimed at upholding human rights in the workplace.

2. Details of the scope and coverage of any Human rights due-diligence conducted.

The Company has not conducted a standalone human rights due diligence as per the formal definition involving third party audits or deep value chain assessments. However, UFBL embeds key components of human rights protection through various internal systems. These include the implementation of Equal Opportunity and Anti-Sexual Harassment Policies, mandatory PoSH training for all categories of employees, a centralized grievance redressal mechanism, and a Core Value Committee that handles misconduct cases. All 100% of employees permanent and contractual have received training on sexual harassment awareness. Furthermore, safety and ethical practices are integral to the supplier code of conduct. These practices collectively offer partial coverage of human rights due diligence, focused primarily on internal operations.

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes, the premises and outlets of UFBL are accessible to differently abled individuals in accordance with the Rights of Persons with Disabilities Act, 2016. The Company ensures the presence of ramps and/or elevators at offices and restaurants, enabling physical access for visitors and employees with mobility challenges. Moreover, UFBL has implemented an Equal Opportunity Policy that covers persons with disabilities.

4. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Sexual harassment	-
Discrimination at workplace	-
Child labour	-
Forced/involuntary labour	-
Wages	-
Others – please specify	-

UFBL conducts informal and certification-based assessments of its value chain partners, primarily focusing on food safety and regulatory compliance. Key food inputs, such as prawns and chicken are sourced from facilities certified by BAP, HACCP, or other recognized standards. This certification-based assessment ensures that the suppliers adhere to stringent safety and operational protocols. Although the entity does not report formal, periodic social audits of vendors, the procurement framework is designed to minimize risks related to unethical labor practices and unsafe working conditions.

5. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 4 above.

UFBL takes a proactive and preventive approach when it comes to managing risks within its value chain. The Company recognizes that maintaining high standards of health, safety, and ethical conduct among its suppliers is essential to its brand reputation and operational efficiency. As part of its continuous engagement model, UFBL conducts informal assessments and quality checks of its vendors, particularly those supplying critical food items. When potential concerns related to hygiene, documentation, or regulatory compliance are observed whether through internal quality audits or vendor interactions, the Company initiates immediate corrective steps such as supplier training, re-auditing, or in some cases, temporary suspension of procurement until issues are resolved.

PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment

We have implemented a range of initiatives aimed at minimizing our environmental footprint, including adopting effective energy conservation measures and waste management protocols across all our restaurant and office locations. Our employees undergo regular training programmes focusing on waste segregation and the responsible disposal of hazardous materials like used oil and batteries, facilitated by authorized vendors.



Essential Indicators

1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:

Parameter	FY 2025-26	FY 2024-25
From renewable sources		
Total electricity consumption (A)	-	-
Total fuel consumption (B)	91,714 GJ	1,22,232 GJ
Energy consumption through other sources (C)	-	-
Total energy consumed from renewable sources (A+B+C)	91,714 GJ	1,22,232 GJ
From non-renewable sources		
Total electricity consumption (D)	1,26,241 GJ	1,58,315 GJ
Total fuel consumption (E)	70,346 GJ	62,825 GJ
Energy consumption through other sources (F)	-	-
Total energy consumed from non-renewable sources (D+E+F)	1,96,587 GJ	2,21,140 GJ
Total energy consumed (A+B+C+D+E+F)	2,88,301 GJ	3,43,372 GJ
Energy intensity per rupee of turnover (Total energy consumed/revenue from operations)	281.1 GJ/Crore of Turnover	350.1 GJ/Crore of Turnover
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) Total energy consumed/Revenue from operations adjusted for PPP	571.88 GJ/MUSD of Turnover	723.34 GJ/MUSD of Turnover
Energy intensity in terms of physical output – per employee (Total energy consumed/Total No. of employees)	33 GJ/employee	47 GJ/employee
Energy intensity in terms of physical output – per guest (Total energy consumed/Total No. of guests served)	0.029 GJ/Guest	0.039 GJ/Guest

*As per the SEBI/HO/CFD/PoD-1/P/CIR/2024/177 dated December 20, 2024 – Industry Standards Note on Reporting of BRSR Core, we have given the PPP intensity ratio in terms of Million USD. Accordingly, PPP intensity figures for FY24-25 have also been revised.

Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

N – No. independent assessment/evaluation/assurance has been carried out by an external agency.

Total Energy Consumed (In GJ)

FY26	2,88,301
FY25	3,43,372
FY24	2,93,121
FY23	3,22,702

2. Does the entity have any sites/facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

The Company's operations do not fall under the purview of the Performance, Achieve, and Trade (PAT) Scheme established by the Government of India.

3. Provide details of the following disclosures related to water, in the following format:

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kilolitres)		
(i) Surface water	-	-
(ii) Groundwater	2,50,779	4,09,009
(iii) Third party water [#]	7,75,303	6,09,785
(iv) Seawater/desalinated water	-	-
(v) Others	-	-
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	10,26,082	10,18,794
Total volume of water consumption (in kiloliters)	10,26,082	10,18,794
Water intensity per rupee of turnover (Total Water consumption/Revenue from operations)	1,000.67 KL/Crore of Turnover	1,038.80 KL/Crore of Turnover
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption/Revenue from operations adjusted for PPP)	2,035.35 KL/MUSD of Turnover*	2,146.16 KL/MUSD of Turnover*
Water intensity in terms of physical output – per employee (Total water consumption /Total No. of employees)	118.23 KL/ employee	140.37 KL/ employee
Water intensity in terms of physical output – per guest (Total water consumption /Total No. of guests served)	0.10 KL/Guest	0.12 KL/Guest

[#]Municipal water supply

*As per the SEBI/HO/CFD/PoD-1/P/CIR/2024/177 dated December 20, 2024 – Industry Standards Note on Reporting of BRSR Core, we have given the PPP intensity ratio in terms of Million USD. Accordingly, PPP intensity figures for FY24-25 have also been revised.

Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

N – No. independent assessment/evaluation/assurance has been carried out by an external agency.

4. Provide the following details related to water discharged:

Water discharge is done in the municipal sewerage systems and currently we are not measuring water discharge quantity.

Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

N – No. independent assessment/evaluation/assurance has been carried out by an external agency.

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation:

Not Applicable

6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Parameter	Please specify Unit	FY 2025-26	FY 2024-25
NO ^x	mg/Nm ³	21.9	21.9
So ^x	mg/Nm ³	36.9	36.9
Particulate matter (PM)	mg/Nm ³	42	42
Persistent organic pollutants (POP)	-	-	-
Volatile organic compounds (VOC)	-	-	-
Hazardous air pollutants (HAP)	-	-	-
Others – please specify	-	-	-

Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

N – No. independent assessment/evaluation/assurance has been carried out by an external agency.

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	10,552 [#]	6,950 [#]
Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	24,897	31,971
Total Scope 1 and Scope 2 emissions intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions/Revenue from operations)	Metric tonnes of CO ₂ Equivalent/Crores of Turnover	34.57	39.69
Total Scope 1 and Scope 2 emissions intensity per rupee of turnover adjusted for Purchasing Power Parity (Total Scope 1 and Scope 2 GHG emissions/Revenue from operations adjusted for PPP)	Metric tonnes of CO ₂ Equivalent/Million USD of turnover	70.32*	81.99*
Total Scope 1 and Scope 2 emission intensity in terms of physical output – per employee	Metric tonnes of CO ₂ Equivalent/Total No. of employees	4.08	5.36
Total Scope 1 and Scope 2 emission intensity in terms of physical output – per guest	Metric tonnes of CO ₂ Equivalent/Total No. of guests served	0.0035	0.0045

*As per the SEBI/HO/CFD/PoD-1/P/CIR/2024/177 dated December 20, 2024 – Industry Standards Note on Reporting of BRSR Core, we have given the PPP intensity ratio in terms of Million USD. Accordingly, PPP intensity figures for FY24-25 have also been revised.

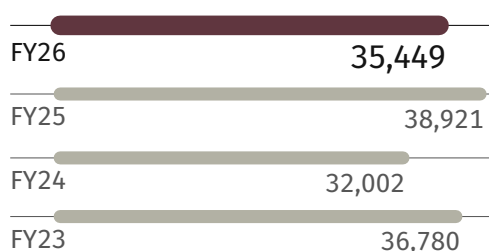
Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes – Sustainability Actions (P) Limited has done the GHG Assessment.

[#]In addition to the above Scope 1 emissions, following are the emissions from the biogenic sources

FY 2025-26	FY 2024-25
13,611 TCO ₂ e	16,824 TCO ₂ e

GHG Emission Scope 1+2 (TCO₂e)



8. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details:

Yes. The Company has undertaken various energy conservation initiatives to reduce greenhouse gas emissions. These measures are focused on minimizing energy consumption across its restaurants and office facilities through efficient energy management and operational improvements, thereby reducing its overall environmental impact.

Key initiatives undertaken by the Company to promote energy conservation and reduce greenhouse gas emissions include:

- Implementation of LED lighting systems to minimize energy consumption during operations. Deployment of an IoT-based Electricity Management system, featuring Variable Frequency Device (VFD) panels in new outlets. These panels automatically detect power requirements and optimize equipment operations to conserve power.
- Ongoing efforts to implement an energy management system for AC units and refrigerators to monitor and optimize energy usage.
- Adoption of briquette coal, which emits lower carbon compared to wood charcoal.
- Introduction of an IoT-based Electricity Management system, integrating VFD panels in new outlets to optimize power consumption.
- Reducing single-use plastic bottles across all outlets.

9. Provide details related to waste management by the entity, in the following format:

Parameter	FY 2025-26	FY 2024-25
Total Waste generated (in metric tonnes)		
Plastic waste (A)	7.77	32.90
E-waste (B)	0.04	0.25
Bio-medical waste (C)	-	-
Construction and demolition waste (D)	-	2.50
Battery waste (E)	1.96	0.73
Radioactive waste (F)	-	-
Other Hazardous waste. Please specify, if any. (G)-Used Oil	-	0.86
Other Non-hazardous waste generated (H). Please specify, if any. – Paper	1,961.00	2,088.00
Total (A+B + C + D + E + F + G + H)	1,970.77	2,125.24
Waste intensity per rupee of turnover (Total waste generated/Revenue from operations)	1.92 Tons/Crore of Turnover	2.17 Tons/Crore of Turnover
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated/Revenue from operations adjusted for PPP)	3.91 Tons/MUSD of Turnover*	4.48 Tons/MUSD of Turnover*
Waste intensity in terms of physical output - per employee (Total waste generated/Total No. of employees)	0.23 Tons/employee	0.29 Tons/employee
Waste intensity in terms of physical per guest (Total waste generated / Total No. of guests served)	0.0002 Tons/guest	0.0002 Tons/guest
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled	9.77	33.88
(ii) Re-used	-	-
(iii) Other recovery operations	1,568.80	1,670.40
Total	1,578.57	1,704.28
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	-	0.86
(ii) Landfilling	392.20	420.10
(iii) Other disposal operations	-	-
Total	392.20	420.96

*As per the SEBI/HO/CFD/PoD-1/P/CIR/2024/177 dated December 20, 2024 – Industry Standards Note on Reporting of BRSR Core, we have given the PPP intensity ratio in terms of Million USD. Accordingly, PPP intensity figures for FY24-25 have also been revised.

Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

N – No. independent assessment/evaluation/assurance has been carried out by an external agency.

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes:

Waste segregation, encompassing both wet and dry waste, is a compulsory procedure practiced across all outlets. It is integrated into our routine employee training programmes. All waste materials are directed towards recycling through approved collectors. Regarding e-waste, we prioritize asset reuse, and when items reach the end of their lifecycle, they are handed over to authorized recyclers or collectors. Additionally, batteries and used oil are disposed of responsibly through approved vendors.

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals/clearances are required, please specify details in the following format:

No operations or offices of the entity are situated in or around ecologically sensitive areas. Therefore, there is no requirement for environmental approvals or clearances in this regard.

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Not Applicable

13. Is the entity compliant with the applicable environmental law/regulations/guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment (Protection) Act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:

Yes, the entity is compliant with the applicable environmental law/regulations/guidelines in India.

Leadership Indicators

1. Water withdrawal, consumption and discharge in areas of water stress (in kilolitres): For each facility/plant located in areas of water stress, provide the following information:

(i) Name of the area

(ii) Nature of operations

(iii) Water withdrawal, consumption and discharge in the following format:

Parameter	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in kilolitres)		
i) Surface water		
ii) Groundwater		
iii) Third party water		
iv) Seawater/desalinated water		
v) Others	NA	NA
Total volume of water withdrawal (in kilolitres)		
Total volume of water consumption (in kilolitres)		
Water intensity per rupee of turnover (Water consumed/Turnover)		
Water intensity (Optional)- the relevant metric may be selected by the entity		

(iii) Water withdrawal, consumption and discharge in the following format: (Contd.)

Parameter	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in kilolitres)		
(i) Into Surface water	NA	NA
- No treatment		
- With treatment – please specify level of treatment		
(ii) Into Groundwater		
- No treatment		
- With treatment – please specify level of treatment		
(iii) Into Seawater		
- No treatment		
- With treatment – please specify level of treatment		
(iv) Sent to third-parties		
- No treatment		
- With treatment – please specify level of treatment		
(v) Others		
- No treatment		
- With treatment – please specify level of treatment		
Total water discharged (in kilolitres)		

Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Not Applicable

2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Please specify Unit	FY 2025-26	FY 2024-25
Total Scope 3 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO2 Equivalent	-	-
Total Scope 3 emissions per rupee of turnover	-	-	-
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity	-	-	-

Currently scope 3 emissions are not tracked by the Company.

Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Not Applicable

3. With respect to the ecologically sensitive areas reported at Question 11 of Essential indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

Not Applicable

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions/effluent discharge/waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

Sr. No.	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Food waste management	Use of forecasting tools to estimate food preparation during a day based on the reservation and past trends.	Reduction in food waste
2	Cooking oil discharge	We use RSPO-certified cooking oil, and responsibly recycle 100% of used cooking oil into biofuels, reinforcing our sustainable future commitment.	Sustainable waste recycling
3	Energy management systems	Use of LED lighting, energy-efficient kitchen appliances across all restaurants.	Energy conservation

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/web link.

Yes, the Company has a Business Continuity and Disaster Recovery (BCDR) plan in place. This framework ensures that restaurant operations can quickly adapt to disruptions such as fire, natural calamities, cyberattacks, or health emergencies like pandemics. The plan includes SOPs for food safety, employee evacuation, backup utility systems, data recovery, and emergency supplier coordination.

6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.

While the core operations of UFBL have a relatively low direct environmental impact, the value chain particularly in food production and logistics, carries a more substantial footprint. The Company addresses this by sourcing from environmentally certified processors, encouraging local procurement to reduce transportation emissions, and minimizing packaging waste. Waste segregation at source and responsible disposal practices are implemented in collaboration with vendors. As the environmental disclosure framework matures, the Company is committed to developing vendor engagement programmes that align with sustainable supply chain goals.

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

Formal environmental impact of all value chain partners are not conducted at present. However, a significant percentage of key suppliers, particularly those in the food category are certified under BAP, HACCP, and other environmental or quality standards. These certifications require compliance with environmental protection norms and represent a foundational form of screening. Over time, the Company aims to strengthen its value chain ESG assessment framework to cover broader environmental and social parameters.

8. How many Green Credits have been generated or procured:

- By the listed entity
- By the top ten (in terms of value of purchases and sales, respectively) value chain partners No green credits were generated/purchased during the year.

PRINCIPLE 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent



Essential Indicators

1. a. Number of affiliations with trade and industry chambers/associations.

2 (Two)

b. List the top 10 trade and industry chambers/associations (determined based on the total members of such body) the entity is a member of/affiliated to.

S. No.	Name of the trade and industry chambers/associations	Reach of trade and industry chambers/associations(State/National)
1	National Restaurant Association of India (NRAI)	National
2	Retailers Association of India (RAI)	National

2. Provide details of corrective action taken or underway on any issues related to anticompetitive conduct by the entity, based on adverse orders from regulatory authorities.

Not applicable, as the Company has not received any adverse orders from regulatory authorities during the year.

Leadership Indicators

1. Details of public policy positions advocated by the entity:

S. No.	Public Policy advocated	Method resorted for such advocacy	Whether information available in public domain? (Yes/No)	Frequency of Review by Board (Annually/Half Yearly Quarterly/ Other please specify)	Web link, if available
	The Company does not engage in advocacy for or against any policies. However, our active participation in trade and industry associations enables us to stay informed about industry developments, contribute to policy discussions within the business community.				

PRINCIPLE 8: Businesses should promote inclusive growth and equitable development

We are dedicated to fostering inclusive growth and equitable development among all our stakeholders. Through investments in our team members' success, providing opportunities for career advancement, and fostering an inclusive and diverse culture, we ensure that everyone has the chance to achieve a fulfilling and dignified livelihood. Serving as a significant employer, we take pride in creating local job opportunities in the communities where we operate. As we expand, we prioritize efforts in inclusion and diversity, recognizing their role in fostering innovative thinking, driving company growth, and cultivating a positive work environment for our team members.

Our Corporate Social Responsibility and Equal Opportunity Policies reflect our commitment to promoting inclusive growth and equitable development. In engaging with the community, especially vulnerable and marginalized groups near our operations, we extend invitations to children from nearby NGOs to partake in celebrations for new outlet launches, accompanied by gift hampers. We remain dedicated to making a positive and lasting impact on all our stakeholders for sustainable long-term success.



Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

The requirement to undertake Social Impact Assessments (SIA) of projects was not applicable to the Company during the reporting year.

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:

There was no project involving R&R during the FY 2025-26 or 2024-25.

3. Describe the mechanisms to receive and redress grievances of the community.

There are several mechanisms in place to receive and redress grievances from the community, including access to corporate e-mail ID, Website, Customer help-line/Toll-free number, Barbeque Nation App, and at all outlets. All the grievances received from the community are addressed accordingly in timely manner.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	FY 2025-26	FY 2024-25
Directly sourced from MSMEs/small producers	26.82%	29.42%
Directly from within India	98.61%	96.50%

5. Job creation in smaller towns - Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost:

Location	FY 2025-26	FY 2024-25
Rural	0%	0%
Semi-Urban	0%	0%
Urban	11.05%	10.7%
Metropolitan	88.95%	92.1%

Leadership Indicators

1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):

Details of negative social impact identified	Corrective actions taken
Not Applicable	

UFBL has not conducted formal Social Impact Assessments (SIAs) as required under applicable laws, largely due to the nature of its operations in the restaurant and service sector. However, the Company continuously monitors its social footprint through community engagement, customer satisfaction tracking, and employee feedback mechanisms. Any identified concerns such as equitable access to job opportunities, gender safety, or regional employment imbalances are addressed through proactive policy measures. These include inclusion initiatives, employee skilling programmes, women empowerment campaigns, and outreach activities that strengthen the social acceptability of its business practices.

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

S. No.	State	Aspirational District	Amount spent (In INR)
Nil			

The provisions of Section 135(1) and 135(5) of the Companies Act, 2013, and the rules made thereunder, are not applicable to the Company for FY 2026, based on the audited financial statements for FY 2025.

Notwithstanding the above, the Company undertook certain community initiatives during FY2026 and collaborated with NGOs and local authorities to support community development. Some of the initiatives undertaken during FY2026 included:

- Providing mid-day meals and nutritional support to underprivileged school children
- Conducting hospitality and soft skills training programmes under PMKVY 4.0 for unemployed youth in rural areas
- Supporting health camps and hygiene awareness campaigns in partnership with local health workers

3. (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized/vulnerable groups? (Yes/No)

Yes. UFBL is committed to inclusive sourcing and encourages procurement from marginalized and underrepresented groups.

(b) From which marginalized/vulnerable groups do you procure?

The entity sources goods, such as local produce, cleaning supplies, and catering-related items, from self-help groups (SHGs), women-led cooperatives, and minority community enterprises, especially in Tier 2/3 cities where vendor diversity is promoted.

(c) What percentage of total procurement (by value) does it constitute?

We could not ascertain the same as we don't classify vendor data as per the above classification.

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge.

S. No.	Intellectual Property based on traditional knowledge	Owned/Acquired (Yes/No)	Benefit shared (Yes/No)	Basis of calculating benefit share
			Nil	

The Company do incorporate traditional Indian culinary themes, but it has not acquired or registered any intellectual property directly based on traditional knowledge during the reporting period. As such, there have been no commercial benefits requiring disclosure or revenue-sharing under national biodiversity or traditional knowledge access laws. However, traditional Indian spices and recipes are promoted through the Company's diverse offerings, celebrating regional heritage while respecting community rights.

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

Name of authority	Brief of the case	Corrective actions taken
		Nil

No adverse orders or legal disputes related to the use of traditional knowledge or intellectual property were reported during the financial year. UFBL ensures that its branding, menu development, and marketing content are original or appropriately attributed, with legal vetting where required. In case of future disputes, the Company is committed to resolving matters respectfully and in alignment with intellectual property rights and community sensitivities.

6. Details of beneficiaries of CSR Projects:

The provisions of Section 135(1) and 135(5) of the Companies Act, 2013, and the rules made thereunder, are not applicable to the Company for FY 2026, based on the audited financial statements for FY 2025.

Notwithstanding the above, the Company undertook certain community initiatives during FY2026 and collaborated with NGOs and local authorities to support community development.

S. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
1.	Food For Underprivileged Kids	1,682	100%

Community initiative programmes undertaken by UFBL benefit a wide spectrum of communities, including:

- Youth in rural areas and urban slums trained and employed through hospitality skill programmes.
- Women from disadvantaged backgrounds empowered through livelihood and hygiene initiatives.

PRINCIPLE 9: Businesses should engage with and provide value to their consumers in a responsible manner

We are dedicated to ensuring our customers remain deeply engaged and delighted through our commitment to operational excellence. Our goal is to consistently exceed customer expectations, thereby strengthening the trust we share with our customers and communities. The exceptional service provided by our well-trained team members plays a pivotal role in delivering high-quality experiences at UFBL. To continuously improve and add value for our customers, we have implemented various mechanisms to receive and address consumer complaints and feedback.



Essential Indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

To ensure effective communication with consumers, we've established multiple avenues for feedback and complaint resolution. These include a dedicated customer helpline number and toll-free service, as well as a user-friendly interface on our website. Additionally, we conduct regular surveys through our Guest Satisfaction Index, reaching out to guests daily to gather their insights.

Moreover, we take a proactive approach to address consumer concerns by promptly sharing actionable feedback with outlet managers. This ensures that any issues raised are swiftly addressed and corrective measures are implemented for continuous improvement. By fostering open communication channels, we aim to enhance customer satisfaction and strengthen our relationship with consumers.

2. Turnover of products and/services as a percentage of turnover from all products/service that carry information about:

	As a percentage to total turnover
Environmental and social parameters relevant to the product	Not Applicable
Safe and responsible usage	Not Applicable
Recycling and/or safe disposal	Not Applicable

3. Number of consumer complaints in respect of the following:

The Company is dedicated to developing products and solutions that not only meet but surpass customer expectations, thereby driving business profitability. Our relentless pursuit of excellence is aimed at achieving higher levels of customer satisfaction.

	FY 2025-26			FY 2024-25		
	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Data Privacy	-	-	-	-	-	-
Advertising	-	-	-	-	-	-
Cyber Security	-	-	-	-	-	-
Delivery of essential services	-	-	-	-	-	-

3. Number of consumer complaints in respect of the following: (Contd.)

	FY 2025-26			FY 2024-25		
	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Restrictive Trade Practices	-	-	-	-	-	-
Unfair Trade Practices	-	-	-	-	-	-
Others	3,287	21	-	3,004	-	-

4. Details of instances of product recalls on account of safety issues:

We take great efforts to serve the food with best quality ingredients and the best of the preparation methods. We have no instances of any product recall.

5. Does the entity have a framework/policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

The following initiatives have been taken to ensure cyber security and customer privacy.

- Regular upgrades are performed for network infrastructure and applications to meet evolving requirements.
- Recent upgrades include the adoption of Nutanix server technology and updates to the ERP system.
- Cloud components from providers like AWS and Azure are utilized to ensure the adoption of the latest technology stack.
- Firewalls are regularly updated to mitigate security vulnerabilities.
- Trend Micro anti-virus software with dual-layer protection (gateway & endpoint) is deployed.
- SD-WAN technology is employed for internal data movement, enhancing network security.
- Vulnerability Assessment and Penetration Testing (VAPT) by an external agency completed and suggested improvements are incorporated.
- Periodic backups are taken for business continuity.
- Disaster recovery site has been setup and backups are moved at scheduled intervals.
- Implemented Effective external attack surface management - use of perimeter firewalls and exposing lesser services to external attacks.

6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty/action taken by regulatory authorities on safety of products/services.

The Company continues to strengthen its cybersecurity, data privacy, and food safety practices through various initiatives, as disclosed earlier. During the reporting period, no cybersecurity or data privacy incidents were reported.

7. Provide the following information relating to data breaches:**a. Number of instances of data breaches**

Nil

b. Percentage of data breaches involving personally identifiable information of customers

Not Applicable

c. Impact, if any, of the data breaches

Not Applicable

Leadership Indicators**1. Channels/platforms where information on products and services of the entity can be accessed (provide web link, if available).**

UFBL provides comprehensive information about its products, services, offers, and customer experiences through multiple digital and offline platforms. The primary digital channel is its official website: <https://www.unitedfoodbrands.in/>, where customers can view menus, book tables, explore special campaigns (e.g., seasonal festivals), and access contact details. The brand also maintains a strong presence on social media platforms like Instagram, Facebook, and Twitter to engage with customers, share updates, and promote events. In addition, information is accessible through the Barbeque Nation mobile app (available on Android and iOS), and through third-party food delivery platforms such as Zomato and Swiggy.

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

While the Company operates in the dine-in and food service sector where traditional product usage instructions may not apply, it still emphasizes customer safety and responsible dining. Measures include in-restaurant hygiene guidelines, clearly marked allergen information (where applicable), and employee training on food safety. The Company also responds proactively to food safety concerns raised through feedback or grievance channels.

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

UFBL ensures transparent communication with its customers regarding operational changes, disruptions, or discontinuations. If any outlet experiences temporary closure or a shift in service availability (e.g., dine-in to delivery only), updates are promptly communicated through SMS notifications, in-app alerts, Google business updates, social media posts, and customer care helplines. During public health emergencies or lockdowns, the Company adapts quickly to government directives and ensures that customers are informed about service status, new safety norms, and available alternatives such as takeaway or cloud kitchens.

4. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products/services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)

Yes, UFBL displays product and service information that often exceeds statutory requirements. While food labeling laws are limited in the dine-in segment, the Company provides allergen advice, information on vegetarian and non-vegetarian dishes, and calorie-conscious options in select campaigns. Interactive menus and chef counters allow customers to inquire about food content and customize meals based on dietary preferences.

Yes, the entity regularly conducts customer satisfaction surveys through digital feedback forms, the Guest Satisfaction Index, and in-restaurant feedback tablets. Insights from these surveys are used to improve food quality, staff behavior, service speed, and overall guest experience. This consumer-first approach is a key part of UFBL's service model.

Independent Auditor’s Report

To the Members of United Foodbrands Limited (Formerly known as “Barbeque-Nation Hospitality Limited”)

Report on the Audit of the Standalone Financial Statements

OPINION

We have audited the accompanying standalone financial statements of United Foodbrands Limited (Formerly known as “Barbeque-Nation Hospitality Limited”) [“the Company”], which comprise the Balance Sheet as at March 31, 2026, the Statement of Profit and Loss, including the Statement of Other Comprehensive Income, the Statement of Cash Flows and the Statement of Changes in Equity for the year then ended, and notes to the standalone financial statements, including a summary of material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013, as amended (“the Act”) in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026, its loss including other comprehensive loss, its cash flows and the changes in equity for the year ended on that date.

BASIS FOR OPINION

We conducted our audit of the standalone financial statements in accordance with the Standards on Auditing (SAs), as specified under Section 143(10) of the Act. Our responsibilities under those Standards are further described in the ‘Auditor’s Responsibilities for the Audit of the Standalone Financial Statements’ section of our report. We are independent of the Company in accordance with the ‘Code of Ethics’ issued by the Institute of Chartered Accountants of India together with the ethical

requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the standalone financial statements.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements for the financial year ended March 31, 2026. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have determined the matters described below to be the key audit matters to be communicated in our report. We have fulfilled the responsibilities described in the Auditor’s responsibilities for the audit of the standalone financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the standalone financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying standalone financial statements.

Key audit matters	How our audit addressed the key audit matter
Impairment Evaluation of Investments in Subsidiaries (as described in Note 9 to the Standalone Financial Statements)	
As disclosed in Note 9, Investment (net of impairment recorded in earlier years) in subsidiaries amounts to ₹ 1,463 million as at March 31, 2026.	Our audit procedures included the following: - Obtained an understanding of the process followed by the Management to determine the recoverable amounts of investment in subsidiaries. - Evaluated the model used in determining the value in use of investment in subsidiaries. - Obtained and read the audited financial statements of the subsidiaries to determine the net worth, historical cash flows and other financial indicators. - Assessed the consistency of data used in the recoverable amount calculation with the approved financial budgets.
Investment in subsidiaries is tested for impairment annually, or more frequently when there is an indication that the investment may be impaired. As disclosed in Note 9, impairment of investment in subsidiaries is determined by comparing the carrying value of the investments with their recoverable amount.	

KEY AUDIT MATTERS (Contd.)

Key audit matters	How our audit addressed the key audit matter
As at March 31, 2026, the recoverable amount of the investments in these subsidiaries has been determined by the Management based on a value in use calculation using cash flow projections from approved financial budgets.	- Assessed the key assumptions used in computation of value in use as at March 31, 2026. - Assessed the recoverable value headroom by performing sensitivity testing of key assumptions used.
Impairment assessment of investment in aforesaid subsidiaries is a key audit matter considering future estimates and judgment involved in such assessment.	- Involved valuation experts to assist in evaluating Management's determination of value in use. - Tested the arithmetical accuracy of the computation of recoverable amounts of investment in subsidiaries.

OTHER INFORMATION

The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Annual report, but does not include the standalone financial statements and our auditor's report thereon. The Annual report is expected to be made available to us after the date of this report.

Our opinion on the standalone financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether such other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the Annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions as applicable under the applicable laws and regulations.

RESPONSIBILITIES OF MANAGEMENT FOR THE STANDALONE FINANCIAL STATEMENTS

The Company's Board of Directors is responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of

adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors are also responsible for overseeing the Company's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE STANDALONE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional

omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to the standalone financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements for the financial year ended March 31, 2026 and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be

expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of Section 143 of the Act, we give in the **"Annexure 1"** a statement on the matters specified in paragraphs 3 and 4 of the Order.
2. As required by Section 143(3) of the Act, we report, to the extent applicable, that:
 - (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
 - (b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books except, as detailed in Note 47(a) to the standalone financial statements regards to backup of books of account, and as detailed in Note 47(b) to the standalone financial statements for the matters stated in the paragraph (i)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014, as amended;
 - (c) The Balance Sheet, the Statement of Profit and Loss including the Statement of Other Comprehensive Income, the Statement of Cash Flows and Statement of Changes in Equity dealt with by this Report are in agreement with the books of account;
 - (d) In our opinion, the aforesaid standalone financial statements comply with the Accounting Standards specified under Section 133 of the Act, read with Companies (Indian Accounting Standards) Rules, 2015, as amended;
 - (e) On the basis of the written representations received from the directors as on March 31, 2026 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act;
 - (f) With respect to the adequacy of the internal financial controls with reference to these standalone financial statements and the operating effectiveness of such controls, refer to our separate Report in **"Annexure 2"** to this report;
 - (g) In our opinion, the managerial remuneration for the year ended March 31, 2026 has been paid/ provided by the Company to its directors in

accordance with the provisions of Section 197 read with Schedule V to the Act;

- (h) The modification relating to the maintenance of accounts and other matters connected therewith are as stated in paragraph (b) above on reporting under Section 143(3)(b) and paragraph (i)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014, as amended;
- (i) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:
 - i. The Company has disclosed the impact of pending litigations on its financial position in its standalone financial statements – Refer Note 36 to the standalone financial statements;
 - ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses;
 - iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company;
 - iv. a) The Management has represented that, to the best of its knowledge and belief, as disclosed in Note 46(e) to the standalone financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;
 - b) The Management has represented that, to the best of its knowledge and belief, as disclosed in Note 46(f) to the standalone financial statements, no funds have been received by the Company from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and
 - c) Based on such audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (a) and (b) contain any material misstatement.
 - v. No dividend has been declared or paid during the year by the Company;
 - vi. Based on our examination which included test checks, the Company has used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software except that, the audit trail feature is not enabled for direct changes to data when using certain access rights, as described in Note 47(b) to the standalone financial statements. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with in respect of the aforesaid accounting software where audit trail has been enabled. Additionally, the audit trail has been preserved by the Company as per the statutory requirements for record retention to the extent it was enabled and recorded in the respective year.

Further, based on our examination which included test checks, and as explained in Note 47(b) to the standalone financial statements, the Company has used an accounting software which is operated by a third-party software service provider, for maintaining its books of account. In the absence of Service Organisation Controls report, we are unable to comment on whether the audit trail feature of the aforesaid software was enabled and operated throughout the year for all relevant transactions recorded in the software or whether there were any instances of the audit trail feature being tampered with, in respect of an accounting software. Additionally, for the reasons stated in Note 47(b) to the standalone financial statements, we are unable to comment whether the audit trail has been preserved by the Company as per the statutory requirements for record retention.

For **S.R. Batliboi & Associates LLP**

Chartered Accountants

ICAI Firm Registration Number: 101049W/E300004

per Sunil Gaggar

Partner

Membership No.: 104315

UDIN: 26104315OPWYOC3509

Place: Bengaluru

Date: May 19, 2026

Annexure 1

Referred to in clause 1 of paragraph under the heading “Report on Other Legal and Regulatory Requirements” of our report of even date

Re: United Foodbrands Limited (Formerly known as “Barbeque-Nation Hospitality Limited”) [“the Company”]

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we state that:

(i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of property, plant and equipment and relevant details of right-of-use assets.

(a) (B) The Company has maintained proper records showing full particulars of intangible assets.

(b) All property, plant and equipment and right-of-use assets have not been physically verified by the Management during the year but there is a planned programme of verifying them once in three years which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such verification.

(c) There is no immovable property (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee), held by the Company and accordingly, the requirement to report on clause 3(i)(c) of the Order is not applicable to the Company.

(d) The Company has not revalued its property, plant and equipment (including right-of-use assets) or intangible assets during the year ended March 31, 2026.

(e) As disclosed in Note 46(a) to the standalone financial statements, there are no proceedings initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

(ii) (a) The inventory has been physically verified by the Management during the year. In our opinion, the frequency of verification by the Management is reasonable and the coverage and procedures for such verification is appropriate. Discrepancies of 10% or more in aggregate for each class of inventory were not noticed on such physical verification.

(b) As disclosed in Note 19 to the standalone financial statements, the Company has been sanctioned working capital limits in excess of ₹ five crores in aggregate from banks during the year on the basis of security of current assets of the Company. Based on the information and

explanations given to us, there are no quarterly returns or statements filed by the Company with such banks.

(iii) (a) During the year, the Company has provided loans as follows:

(₹ in Millions)	
Particulars	Loans
Aggregate amount granted/provided during the year	
- Subsidiary	14.00
- Others (loans to employees)	8.70
Balance outstanding as at balance sheet date in respect of above cases	
- Subsidiary	14.00
- Others (loans to employees)	27.13

Other than the above, the Company has not provided loans, advances in the nature of loans, stood guarantee and provided security to the companies, firms, limited liability partnerships or any other parties.

(b) During the year, the investments made and the terms and conditions of the grant of all loans are not prejudicial to the Company's interest. Other than above, the Company has not made investments, provided guarantees, provided security and granted loans and advances in the nature of loans to companies, firms, limited liability partnerships or any other parties.

(c) The Company has granted loans during the year to a company (subsidiary) and other parties (i.e., employees) where the schedule of repayment of principal has been stipulated and the repayment or receipts are regular.

(d) There are no amounts of loans and advances in the nature of loans granted to companies, firms, limited liability partnerships or any other parties which are overdue for more than ninety days.

(e) There were no loans or advances in the nature of loan granted to companies, firms, limited liability partnerships or any other parties which has fallen due during the year, that have been renewed or extended or fresh loans granted to settle the overdues of existing loans given to the same parties.

- (f) The Company has granted loans, as disclosed in Notes 10 and 12 to the standalone financial statements, which are repayable on demand to subsidiary and other parties (i.e., employees) as stated below and none of these are granted to promoters or related parties as defined in clause (76) of Section 2 of the Companies Act, 2013 ("the Act").

(₹ in Millions)

Particulars	All Parties
Aggregate amount of loans/ advances in nature of loans (net) - Repayable on demand	214.87
Percentage of loans/advances in nature of loans to the total loans (net)	84.39%

- (iv) Loans, investments, guarantees and security in respect of which provisions of Sections 185 and 186 of the Act are applicable have been complied with by the Company.
- (v) The Company has neither accepted any deposits from the public nor accepted any amounts which are deemed to be deposits within the meaning of Sections 73 to 76 of the Act and the rules made thereunder, to the extent applicable. Accordingly, the requirement to report on clause 3(v) of the Order is not applicable to the Company.
- (vi) The Central Government has not specified the maintenance of cost records under Section 148(1) of the Act, for the business of the Company.

- (vii) (a) Undisputed statutory dues including goods and services tax, provident fund, employees' state insurance, income tax, custom duty, value added tax, cess and other statutory dues as applicable to the Company, have generally been regularly deposited with the appropriate authorities. According to the information and explanations given to us and based on audit procedures performed by us, no undisputed amounts payable in respect of these statutory dues were outstanding, at the year end, for a period of more than six months from the date they became payable.
- (b) There are no dues of employees' state insurance, service tax, custom duty, excise duty, cess and other statutory dues which have not been deposited on account of any dispute. The dues of goods and services tax, provident fund, income tax, sales tax and value added tax which have not been deposited on account of any dispute, are as follows:

(₹ in Millions)

Name of the statute	Nature of the dues	Amount	Amount paid under protest	Period to which the amount relates	Forum where the dispute is pending
Income Tax Act, 1961	Income Tax	41.68	-	FY 2019-20	Income Tax Appellate Tribunal, Bengaluru
Income Tax Act, 1961	Income Tax	274.81	29.44	FY 2017-2018 and FY 2018-19	Commissioner of Income Tax (Appeals), Bengaluru
Punjab Value Added Tax Act, 2005	Value Added Tax	2.83	0.71	April, 2011 to March, 2014	Excise and Taxation Commissioner (Appeals), Chandigarh
Delhi Value Added Tax Act, 2004	Value Added Tax	1.29	0.19	April, 2014 to March, 2016	Department of Trade & Taxes, Delhi
Delhi Value Added Tax Act, 2004	Value Added Tax	0.27	-	April, 2020 to March 2021	Department of Trades & Taxes, Delhi
Gujarat Value Added Tax Act, 2003	Value Added Tax	4.22	2.34	April, 2013 to March, 2017	Deputy Commissioner of State Tax, Gujarat

(₹ in Millions)

Name of the statute	Nature of the dues	Amount	Amount paid under protest	Period to which the amount relates	Forum where the dispute is pending
Tamil Nadu Value Added Tax Act, 2006	Value Added Tax	155.41	-	April, 2016 to March, 2017	Honourable High Court, Chennai
Goa Value Added Tax Act, 2005	Value Added Tax	0.03	0.003	April, 2017 to March, 2018	Commissioner of Commercial Taxes, Goa
Haryana Value Added Tax Act, 2003	Value Added Tax	0.43	-	April, 2015 to March, 2016	Jt. Excise and Taxation Commissioner (Appeals), Gurugram
Central Goods and Services Tax Act, 2017	Goods and Services Tax	0.61	0.03	April, 2017 to March, 2018	Commissioner of State Tax (Appeals), Bihar
Central Goods and Services Tax Act, 2017	Goods and Services Tax	0.60	0.03	April, 2021 to March, 2022	Commissioner of State Tax (Appeals), Bihar
Central Goods and Services Tax Act, 2017	Goods and Services Tax	3.60	0.18	April, 2017 to March, 2018	Commissioner of State Tax (Appeals), Delhi
Central Goods and Services Tax Act, 2017	Goods and Services Tax	22.92	0.74	April, 2017 to March, 2018	Commissioner (Appeals), Haryana
Central Goods and Services Tax Act, 2017	Goods and Services Tax	0.10	0.01	April 2017 to March 2018	Commissioner (Appeals), Chandigarh
Central Goods and Services Tax Act, 2017	Goods and Services Tax	2.29	0.11	April 2017 to March 2018	Commissioner (Appeals), Haryana
Central Goods and Services Tax Act, 2017	Goods and Services Tax	12.55	1.15	November, 2017 to March, 2018	Commissioner (Appeals), Karnataka
Central Goods and Services Tax Act, 2017	Goods and Services Tax	1.05	0.05	April, 2018 to March, 2019	State Tax Officer, Delhi
Central Goods and Services Tax Act, 2017	Goods and Services Tax	1.74	0.09	April, 2018 to March, 2023	Commissioner (Appeals), Chandigarh
Central Goods and Services Tax Act, 2017	Goods and Services Tax	3.54	0.13	April, 2021 to March, 2022	Commissioner (Appeals), Karnataka
Employee's Provident Fund and Miscellaneous Provisions Act, 1952	Provident Fund	2.47	2.47	April, 2020 to March, 2021	EPFO RO, Bengaluru

The above table does not include dues which have been disputed by tax authorities and adjusted against the brought forward business losses and unabsorbed depreciation.

- (viii) As disclosed in Note 46(g) to the standalone financial statements, the Company has not surrendered or disclosed any transaction, previously unrecorded in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year. Accordingly, the requirement to report on clause 3(viii) of the Order is not applicable to the Company.
- (ix) (a) The Company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any lender.
- (b) As disclosed in Note 46(c) to the standalone financial statements, the Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.
- (c) Term loans were applied for the purpose for which the loans were obtained.
- (d) On an overall examination of the standalone financial statements of the Company, no funds raised on short-term basis have been used for long-term purposes by the Company.
- (e) On an overall examination of the standalone financial statements of the Company, the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries and associate. The Company does not have any joint venture.
- (f) The Company has not raised loans during the year on the pledge of securities held in its subsidiaries and associate. Further, the Company does not have any joint venture. Hence, the requirement to report on clause 3(ix)(f) of the Order is not applicable to the Company.
- (x) (a) The Company has not raised any money by way of initial public offer/further public offer (including debt instruments) during the year and hence, the requirement to report on clause 3(x)(a) of the Order is not applicable to the Company.
- (b) The Company has not made any preferential allotment or private placement of shares/fully or partially or optionally convertible debentures during the year under audit and hence, the requirement to report on clause 3(x)(b) of the Order is not applicable to the Company.
- (xi) (a) According to the information and explanations given by the Management, we report that no fraud by the Company and no material fraud on the Company has been noticed or reported during the year.
- (b) During the year, no report under sub-section (12) of Section 143 of the Act has been filed by the auditors, as applicable in Form ADT - 4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government.
- (c) As represented to us by the Management, there are no whistle blower complaints received by the Company during the year.
- (xii) The Company is not a Nidhi Company as per the provisions of the Act. Therefore, the requirement to report on clauses 3(xii)(a) to (c) of the Order are not applicable to the Company.
- (xiii) Transactions with the related parties are in compliance with Sections 177 and 188 of the Act where applicable and the details have been disclosed in the notes to the standalone financial statements, as required by the applicable accounting standards.
- (xiv) (a) The Company has an internal audit system commensurate with the size and nature of its business.
- (b) The internal audit reports of the Company issued till the date of the audit report, for the period under audit have been considered by us.
- (xv) The Company has not entered into any non-cash transactions with its directors or persons connected with its directors as referred to in Section 192 of the Act and hence, requirement to report on clause 3(xv) of the Order is not applicable to the Company.
- (xvi) (a) The provisions of Section 45-IA of the Reserve Bank of India Act, 1934 (2 of 1934) are not applicable to the Company. Accordingly, the requirement to report on clause 3(xvi)(a) of the Order is not applicable to the Company.
- (b) The Company is not engaged in any Non-Banking Financial or Housing Finance activities. Accordingly, the requirement to report on clause 3(xvi)(b) of the Order is not applicable to the Company.
- (c) The Company is not a Core Investment Company as defined in the regulations made by Reserve Bank of India. Accordingly, the requirement to report on clause 3(xvi)(c) of the Order is not applicable to the Company.
- (d) There is no Core Investment Company as a part of the Group and hence, the requirement to report on clause 3(xvi)(d) of the Order is not applicable to the Company.

- (xvii) The Company has not incurred cash losses in the current financial year and in the immediately preceding financial year.
- (xviii) There has been no resignation of the statutory auditors during the year and accordingly, requirement to report on clause 3(xviii) of the Order is not applicable to the Company.
- (xix) On the basis of the financial ratios disclosed in Note 44 to the standalone financial statements, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the standalone financial statements, our knowledge of the Board of Directors and Management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material

uncertainty exists as on the date of the audit report that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

- (xx) The provisions of Section 135 to the Act in relation to Corporate Social Responsibility is not applicable to the Company. Accordingly, the requirement to report on clauses 3(xx)(a) and (b) of the Order are not applicable to the Company.

For **S.R. Batliboi & Associates LLP**

Chartered Accountants

ICAI Firm Registration Number: 101049W/E300004

per Sunil Gaggar

Partner

Membership No.: 104315

UDIN: 26104315OPWYOC3509

Place: Bengaluru

Date: May 19, 2026

Annexure 2

To the Independent Auditor's Report of even date on the Standalone Financial Statements of United Foodbrands Limited (Formerly known as "Barbeque-Nation Hospitality Limited")

Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

We have audited the internal financial controls with reference to the standalone financial statements of United Foodbrands Limited (Formerly known as "Barbeque-Nation Hospitality Limited") ["the Company"] as of March 31, 2026, in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

MANAGEMENT'S RESPONSIBILITY FOR INTERNAL FINANCIAL CONTROLS

The Company's Management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India ("ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the Company's internal financial controls with reference to these standalone financial statements based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") and the Standards on Auditing, as specified under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls, both issued by ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to these standalone financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to these standalone financial statements and their operating effectiveness. Our audit of internal financial controls with reference to the standalone

financial statements included obtaining an understanding of internal financial controls with reference to these standalone financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to these standalone financial statements.

MEANING OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO THE STANDALONE FINANCIAL STATEMENTS

A company's internal financial controls with reference to the standalone financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to the standalone financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of the financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of Management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

INHERENT LIMITATIONS OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO THE STANDALONE FINANCIAL STATEMENTS

Because of the inherent limitations of internal financial controls with reference to the standalone financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not

be detected. Also, projections of any evaluation of the internal financial controls with reference to the standalone financial statements to future periods are subject to the risk that the internal financial controls with reference to the standalone financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

OPINION

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to the standalone financial statements and such internal financial controls with reference to the standalone financial statements were operating effectively as at March 31, 2026, based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

For **S.R. Batliboi & Associates LLP**

Chartered Accountants

ICAI Firm Registration Number: 101049W/E300004

per Sunil Gaggar

Partner

Membership No.: 104315

UDIN: 26104315OPWYOC3509

Place: Bengaluru

Date: May 19, 2026

Standalone Balance Sheet

As at March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Particulars	Notes	As at March 31, 2026	As at March 31, 2025
Assets			
Non-current assets			
Property, plant and equipment	4	3,318.78	3,286.57
Capital work-in-progress	5	9.76	36.79
Goodwill	6	189.66	189.66
Other intangible assets	7	58.86	59.83
Right-of-use assets	8(a)	4,783.55	4,661.75
Financial assets			
Investments	9	1,463.00	1,405.58
Loans	10	227.48	213.48
Other financial assets	11	440.51	399.46
Other non-current assets	12	37.58	37.50
Deferred tax assets (net)	32	558.94	557.56
		11,088.12	10,848.18
Current assets			
Inventories	13	369.84	421.36
Financial assets			
Trade receivables	14	54.08	53.20
Cash and cash equivalents	15	58.96	22.54
Bank balances other than cash and cash equivalents	15.1	20.74	1.77
Other financial assets	11	264.32	230.51
Other current assets	12	152.88	159.27
Current tax assets (net)	16	113.59	108.83
		1,034.41	997.48
Total assets		12,122.53	11,845.66
Equity and liabilities			
Equity			
Equity share capital	17	195.43	195.39
Other equity	18	3,220.92	3,727.67
Total equity		3,416.35	3,923.06
Non-current liabilities			
Financial liabilities			
Borrowings	19	586.81	355.53
Lease liabilities	8(b)	5,473.18	5,300.67
Other financial liabilities	22	5.42	5.42
Provisions	20	142.34	103.72
		6,207.75	5,765.34
Current liabilities			
Financial liabilities			
Borrowings	19	369.92	206.01
Lease liabilities	8(b)	599.86	556.04
Trade payables	21		
- total outstanding dues of micro enterprises and small enterprises		252.14	188.17
- total outstanding dues of creditors other than micro enterprises and small enterprises		787.57	731.55
Other financial liabilities	22	61.48	45.87
Provisions	20	125.26	85.59
Other current liabilities	23	294.54	258.00
Current tax liabilities (net)	24	7.66	86.03
		2,498.43	2,157.26
Total liabilities		8,706.18	7,922.60
Total equity and liabilities		12,122.53	11,845.66

Summary of material accounting policies

2.2

The accompanying notes form an integral part of the standalone financial statements.

As per our report of even date attached

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

For and on behalf of the Board of Directors of
United Foodbrands Limited
(Formerly known as Barbeque-Nation Hospitality Limited)
CIN: L55101KA2006PLC073031

per Sunil Gaggar
Partner
Membership Number: 104315

Kayum Razak Dhanani
Managing Director
DIN: 00987597

Rahul Agrawal
Chief Executive Officer &
Whole-time Director
DIN: 07194134

Abhay Chintaman Chaudhari
Director
DIN: 06726836

Amit V Betala
Chief Financial Officer

Nagamani C Y
Company Secretary
M. No.: 27475

Place: Bengaluru
Date: May 19, 2026

Place: Bengaluru
Date: May 19, 2026

Standalone Statement of Profit and Loss

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, except share data and per share data, unless otherwise stated)

Particulars	Notes	Year ended March 31, 2026	Year ended March 31, 2025
Income			
Revenue from operations	25	10,254.04	9,807.44
Other income	26	120.68	196.73
Total income		10,374.72	10,004.17
Expenses			
Cost of food and beverages consumed	27	3,663.56	3,268.75
Employee benefits expense	28	2,360.02	2,293.35
Other expenses	29	2,942.49	2,728.93
Total expenses		8,966.07	8,291.03
Earnings before interest (finance costs), tax, depreciation and amortisation expense (EBITDA)		1,408.65	1,713.14
Finance costs	30	668.64	664.80
Depreciation and amortisation expense	31	1,387.07	1,405.92
Loss before tax		(647.06)	(357.58)
Tax expenses	32		
Current tax		-	-
Adjustment of tax relating to earlier years		(61.42)	-
Deferred tax expense/(credit)		-	(4.78)
Total tax expense		(61.42)	(4.78)
Loss for the year		(585.64)	(352.80)
Other comprehensive income/(loss)			
Items that will not be reclassified to Statement of Profit and Loss			
Remeasurements gains/(losses) on defined benefit plan		(5.50)	(1.11)
Income tax effect on above		1.38	0.28
Other comprehensive income/(loss) for the year, net of tax		(4.12)	(0.83)
Total comprehensive income/(loss) for the year, net of tax		(589.76)	(353.63)
Earning/(Loss) per share [Nominal value of ₹ 5 (March 31, 2025: ₹ 5)]	33		
Basic (₹)		(14.98)	(9.03)
Diluted (₹)		(14.98)	(9.03)

Summary of material accounting policies

2.2

The accompanying notes form an integral part of the standalone financial statements.

As per our report of even date attached

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

For and on behalf of the Board of Directors of
United Foodbrands Limited
(Formerly known as Barbeque-Nation Hospitality Limited)
CIN: L55101KA2006PLC073031

per Sunil Gaggar
Partner
Membership Number: 104315

Kayum Razak Dhanani
Managing Director
DIN: 00987597

Rahul Agrawal
Chief Executive Officer &
Whole-time Director
DIN: 07194134

Abhay Chintaman Chaudhari
Director
DIN: 06726836

Amit V Betala
Chief Financial Officer

Nagamani C Y
Company Secretary
M. No.: 27475

Place: Bengaluru
Date: May 19, 2026

Place: Bengaluru
Date: May 19, 2026

Standalone Statement of Changes in Equity

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, except share data and per share data, unless otherwise stated)

A. EQUITY SHARE CAPITAL

Particulars	As at March 31, 2026		As at March 31, 2025	
	No. of shares	Amount	No. of shares	Amount
Equity shares of ₹ 5 each issued, subscribed and fully paid				
As at the beginning of the year	3,90,77,702	195.39	3,90,70,775	195.36
Issue of share capital (refer Note 17)	8,685	0.04	6,927	0.03
As at the end of the year	3,90,86,387	195.43	3,90,77,702	195.39

B. OTHER EQUITY

Particulars	Reserves and surplus			Other comprehensive income	Total other equity
	Securities premium (Note 18)	Share based payment reserve (Note 18)	Retained earnings (Note 18)	Re-measurement gains/(losses) on defined benefit plans (Note 18)	
As at April 01, 2024	5,851.79	239.90	(2,111.32)	(14.22)	3,966.15
Loss for the year	-	-	(352.80)	-	(352.80)
Other comprehensive income/(loss)	-	-	-	(0.83)	(0.83)
Premium on exercise of options	1.72	-	-	-	1.72
Recognition of share based payment	-	105.39	-	-	105.39
Transfer to securities premium on exercise of options	0.60	(0.60)	-	-	-
Share based payment expense cross charged to subsidiaries	-	8.04	-	-	8.04
As at March 31, 2025	5,854.11	352.73	(2,464.12)	(15.05)	3,727.67
As at April 01, 2025	5,854.11	352.73	(2,464.12)	(15.05)	3,727.67
Loss for the year	-	-	(585.64)	-	(585.64)
Other comprehensive income/(loss)	-	-	-	(4.12)	(4.12)
Premium on exercise of options	1.55	-	-	-	1.55
Recognition of share based payment	-	74.03	-	-	74.03
Transfer to securities premium on exercise of options	2.49	(2.49)	-	-	-
Share based payment expense cross charged to subsidiaries	-	7.43	-	-	7.43
As at March 31, 2026	5,858.15	431.70	(3,049.76)	(19.17)	3,220.92

Summary of material accounting policies 2.2

The accompanying notes form an integral part of the standalone financial statements.

As per our report of even date attached

For **S.R. Battliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

For and on behalf of the Board of Directors of
United Foodbrands Limited
(Formerly known as Barbeque-Nation Hospitality Limited)
CIN: L55101KA2006PLC073031

per Sunil Gaggar
Partner
Membership Number: 104315

Kayum Razak Dhanani
Managing Director
DIN: 00987597

Rahul Agrawal
Chief Executive Officer &
Whole-time Director
DIN: 07194134

Abhay Chintaman Chaudhari
Director
DIN: 06726836

Amit V Betala
Chief Financial Officer

Nagamani C Y
Company Secretary
M. No.: 27475

Place: Bengaluru
Date: May 19, 2026

Place: Bengaluru
Date: May 19, 2026

Standalone Statement of Cash Flows

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Particulars	Notes	Year ended March 31, 2026	Year ended March 31, 2025
Cash flows from operating activities			
Loss before tax		(647.06)	(357.58)
Adjustments to reconcile loss before tax to net cash flows:			
Depreciation and amortisation expense	31	1,387.07	1,405.92
Interest expense on borrowings	30	67.60	40.20
Interest expense on lease liabilities	30	520.09	533.23
Interest expense on asset retirement obligations	30	4.91	4.73
Interest income on unwinding of security deposits	26	(25.31)	(29.05)
Interest income on loan to subsidiaries	26	(18.92)	(30.66)
Interest income on fixed deposits and others	26	(4.17)	(2.77)
Share based payments to employees	28	74.03	105.39
Provision no longer required, written back	26	(3.75)	(3.99)
Notional interest income on lease receivables	26	(10.51)	(6.43)
Profit on sub-lease	26	-	(13.08)
Gain from termination of leases and outlet closure, net	26	(49.41)	(98.26)
Provision for doubtful deposits, receivables and advances		3.44	41.25
Loss on sale of property, plant and equipment (net)		1.93	3.95
Operating profit before working capital changes		1,299.94	1,592.85
Changes in working capital			
(Increase)/decrease in assets:			
Inventories		51.52	(74.85)
Trade receivables		(0.88)	(5.53)
Other financial assets and other current and non-current assets		(71.83)	9.20
Increase/(decrease) in liabilities:			
Trade payables		119.99	(7.30)
Other financial liabilities and other current liabilities		42.51	(29.71)
Provisions		72.10	12.96
Cash generated from operations		1,513.35	1,497.62
Direct tax paid		(21.71)	(26.97)
Net cash flows from operating activities (A)		1,491.64	1,470.65
Cash flows from investing activities			
Purchase of property, plant and equipment, intangible assets, capital work-in-progress and capital advances		(666.39)	(509.98)
Proceeds from sale of property, plant and equipment		1.83	21.27
Consideration paid for acquisition of subsidiaries and associate		(50.00)	(280.29)
Loan advanced to subsidiary	10	(14.00)	-
Deposits for margin money received/(paid)		(1.55)	19.53
Interest income		1.73	59.43
Net cash flows used in investing activities (B)		(728.38)	(690.04)
Cash flows from financing activities			
Proceeds from issuance of equity share capital		1.61	1.75
Proceeds from non-current borrowings		469.35	237.15
Repayment of non-current borrowings		(127.46)	(133.02)
Net proceeds/(repayment) of current borrowings		53.30	80.85
Repayment of lease liabilities	8(b)	(1,056.04)	(1,054.96)
Interest paid	30	(67.60)	(40.20)
Net cash flows used in financing activities (C)		(726.84)	(908.43)
Net increase/(decrease) in cash and cash equivalents (A+B+C)		36.42	(127.82)
Cash and cash equivalents at the beginning of the year		22.54	150.36
Cash and cash equivalents at the end of the year	15	58.96	22.54

Standalone Statement of Cash Flows (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Particulars	As at March 31, 2026	As at March 31, 2025
Components of cash and cash equivalents		
Cash on hand	9.79	11.29
Balances with banks - on current accounts	49.13	11.25
Deposits with original maturity of less than three months	0.04	-
Total Cash and cash equivalents	58.96	22.54
Refer Note 15A for Change in liabilities arising from financing activities and for non-cash financing and investing activities.		

Summary of material accounting policies 2.2

The accompanying notes form an integral part of the standalone financial statements.

As per our report of even date attached

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

per Sunil Gaggar
Partner
Membership Number: 104315

Place: Bengaluru
Date: May 19, 2026

For and on behalf of the Board of Directors of
United Foodbrands Limited
(Formerly known as Barbeque-Nation Hospitality Limited)
CIN: L55101KA2006PLC073031

Abhay Chintaman Chaudhari
Director
DIN: 06726836

Kayum Razak Dhanani
Managing Director
DIN: 00987597

Amit V Betala
Chief Financial Officer

Place: Bengaluru
Date: May 19, 2026

Rahul Agrawal
Chief Executive Officer &
Whole-time Director
DIN: 07194134

Nagamani C Y
Company Secretary
M. No.: 27475

Notes to the Standalone Financial Statements

For the year ended March 31, 2026

1. CORPORATE INFORMATION

United Foodbrands Limited (Formerly known as Barbeque-Nation Hospitality Limited) [the "Company"], a public company domiciled in India and incorporated under the provisions of the Companies Act, 1956. Its equity shares are listed on the National Stock Exchange of India Limited (NSE) and BSE Limited (BSE) in India. The registered office of the Company is located at "Saket Callipolis", Unit No. 601 & 602, 6th Floor, Doddakannalli Village, Varthur Hobli, Sarjapur Road, Bengaluru - 560035, Karnataka, India.

The Company is primarily engaged in the business of operating casual dining restaurant chain in India.

The name of the Company has changed from "Barbeque-Nation Hospitality Limited" to "United Foodbrands Limited" and the same has been approved by the Registrar of Companies with effect from September 18, 2025.

The standalone financial statements have been approved by the Board of Directors in their meeting held on May 19, 2026. The standalone financial statements once approved by the Board of Directors needs to be adopted by the shareholders at the annual general meeting of the Company.

2. MATERIAL ACCOUNTING POLICIES

2.1 Statement of compliance and basis of preparation

The standalone financial statements of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time) and presentation requirements of Division II of Schedule III to the Companies Act, 2013 (as amended from time to time) [Ind AS compliant Schedule III], as applicable to the standalone financial statements. The standalone financial statements have been prepared on accrual basis under the historical cost basis except for certain financial instruments that are measured at fair values, equity settled ESOP at grant date fair value at the end of each reporting period and defined benefit plans. The accounting policies and related notes further described the specific measurements applied for each of such assets and liabilities.

The standalone financial statements are presented in INR and all values are rounded to the nearest millions (INR 000,000), except when otherwise indicated.

The accounting policies adopted in the preparation of the standalone financial statements are consistent with those of previous year.

The Company has prepared the standalone financial statements on the basis that it will continue to operate as a going concern.

2.2 Summary of material accounting policies

a. Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree. Acquisition-related costs are recognised in the Statement of Profit and Loss as incurred.

At the acquisition date, the identifiable assets acquired, and the liabilities and contingent liabilities assumed are recognised at their acquisition date fair values. However, certain assets and liabilities i.e., deferred tax assets or liabilities, assets or liabilities related to employee benefit arrangements, liabilities or equity instruments related to share-based payment arrangements and assets or disposal groups that are classified as held for sale, acquired or assumed in a business combination are measured as per the applicable Ind AS.

Judgement is applied in determining the acquisition date and determining whether control is transferred from one party to another. Control exists when the Company is exposed to or has rights to variable returns from its involvement with the entity and has the ability to affect those returns through power over the entity. In assessing control, potential voting rights are considered only if the rights are substantive.

At the acquisition date, goodwill on business combination is initially measured at cost, being the excess of the sum of the consideration transferred, the amount recognised for any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net identifiable assets acquired and the liabilities assumed.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the Company's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

When additional payments contingent on future events are negotiated and agreed as part of the business combination agreement, the Company analyses the nature as well as economic substance of these payments.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

A cash generating unit to which goodwill has been allocated is tested for impairment annually as at reporting date. If the recoverable amount of the cash generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised in profit or loss. An impairment loss recognised for goodwill is not reversed in subsequent periods.

On disposal of the relevant cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

b. Investment in subsidiaries and associate

The Company's investments in its subsidiaries and associate are accounted at cost less impairment.

Impairment of investments

The Company reviews its carrying value of investments carried at cost annually, or more frequently when there is indication for impairment. If the recoverable amount is less than its carrying amount, the impairment loss is recorded in the Statement of Profit and Loss.

When an impairment loss subsequently reverses, the carrying amount of the investment is increased to the revised estimate of its recoverable amount, so that the increased carrying amount does not exceed the cost of the investment. A reversal of an impairment loss is recognised immediately in Statement of Profit and Loss.

c. Current versus non-current classification

The Company segregates assets and liabilities into current and non-current categories for presentation in the Balance Sheet after considering the normal operating cycle and other criteria set out in Ind AS 1, "Presentation of Financial Statements". For this purpose, current assets and liabilities include the current portion of non-current assets and liabilities respectively.

Deferred tax assets and liabilities are always classified as non-current.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Company has identified period up to twelve months as its operating cycle.

d. Foreign currencies

Transactions and balances

Transactions in foreign currency are recorded applying the exchange rate at the date of transaction. Monetary assets and liabilities denominated in foreign currency, remaining unsettled at the end of the year, are translated at the closing exchange rates prevailing on the Balance Sheet date.

Exchange differences arising on settlement or translation of monetary items are recognised in the Statement of Profit and Loss.

Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in Other Comprehensive Income (OCI) or the Statement of Profit and Loss are also reclassified in OCI or the Statement of Profit and Loss, respectively).

e. Fair value measurements and hierarchy

The Company measures financial instruments at fair value at each Balance Sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- (a) In the principal market for the asset or liability; or
- (b) In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their best economic interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

best use, or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances, and for which sufficient data are available to measure the fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the standalone financial statements are categorised within the fair value hierarchy based on its nature, characteristics and risks:

- **Level 1** - inputs are quoted (unadjusted) market prices in active markets for identical assets or liabilities that the entity can access at the measurement date;
- **Level 2** - valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- **Level 3** - valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the standalone financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level of input that is significant to the fair value measurement as a whole) at the end of each reporting period.

f. Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. When the grant relates to an expense item, such grant is deducted from the related expense.

g. Taxes

Current tax

The Income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

Income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in India.

Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred tax

Deferred tax is provided using the Balance Sheet approach on temporary differences between the tax base of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except when the deferred tax liability arises from the initial recognition of goodwill or an asset or a liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor the taxable profit or loss.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax losses can be utilised, except when the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or a liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor the taxable profit or loss.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

In assessing the recoverability of deferred tax assets, the Company relies on the same forecast assumptions used elsewhere in the standalone financial statements.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised, or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss (either in other comprehensive income or in equity). Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

The Company offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on the same taxable entity.

h. Revenue from operations

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services.

Revenue from sale of food and beverages

Revenue from sale of food and beverages is recognised at the time of underlying sale to the customer. Revenue is measured at the fair value of the consideration received or receivable net of discounts, excluding taxes or duties collected on behalf of the government.

Goods and Service Tax (GST) and Value Added Tax (VAT) is not received by the Company in its own account. Rather, it is tax collected on value added to the commodity by the seller on behalf of the government. Accordingly, it is excluded from revenue.

Income from gift voucher

Gift voucher sales are recognised when the vouchers are redeemed, and the food and beverages are sold to the customer.

Loyalty points programme

The Company operates a loyalty programme which allows customers to accumulate points on booking made through the Company's mobile-app and website for dine-in and online mode. The points give rise to a separate performance obligation as it entitles them for redemption as settlement of future purchase transaction price. Consideration received is allocated between the sale of food and beverages and the points issued, with the consideration allocated to the points equal to their fair value. Fair value of points is determined by applying statistical techniques based on the historical trends.

Consideration allocated to reward points is deferred and recognised when points are redeemed or when the points expire. The amount of revenue is based on the value of points redeemed/expired.

Income from royalty

Royalty arrangements based on sales are recognised at the time the underlying sales occur.

Interest income

Interest income in relation to financial instruments measured at amortised cost is recorded using the effective interest rate (EIR). EIR is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the gross carrying amount of the financial asset. When calculating the EIR, the Company estimates the expected cash flows by considering all the contractual terms of the financial instrument. Interest income is included in other income in the Statement of Profit and Loss.

Contract balances

Trade receivables

A receivable is recognised if an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Refer to accounting policies of financial assets in section Financial instruments.

i. Property, plant and equipment

Property, plant and equipment are stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. The cost comprises purchase price, borrowing costs if capitalisation criteria are met, directly attributable cost of bringing the asset to its working condition for the intended use and initial estimate of decommissioning, restoring and similar liabilities. Any trade discounts and rebates are deducted in arriving at the purchase price.

Expenditure directly relating to construction activity are capitalised. Other expenditure incurred during the construction period which neither are related to the construction activity nor are incidental thereto, are charged to the Statement of Profit and Loss.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company, and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is de-recognised when replaced. All other repairs and maintenance are charged to the Statement of Profit and Loss, during the reporting period in which they are incurred.

Capital work-in-progress is stated at cost net of accumulated impairment losses, if any.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

Depreciation methods, estimated useful lives and residual value

Depreciation on property, plant and equipment is calculated on a straight-line basis over the useful life of the asset estimated by the Management. Depreciation on additions is provided on a pro rata basis from the month of installation or acquisition. Depreciation on deletions/disposals is provided on a pro rata basis upto the date of deletions/disposals.

The Company, based on technical assessment made by technical expert and Management estimate, depreciates certain property, plant and equipment over estimated useful lives which are different from the useful life prescribed in Schedule II to the Companies Act, 2013. The Management believes that these estimated useful lives reflect fair approximation of the period over which the assets are likely to be used.

The Company has used the following rates to provide depreciation on its property, plant and equipment:

Nature of Asset	Estimated useful lives (in years)
Furniture and fixtures	8 – 10
Plant and machinery	15
Service equipment	2 – 10
Computers	3
Vehicles	3

Leasehold improvements are amortised on a straight-line basis over the estimated useful lives of the assets or the period of lease, whichever is lower.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the Statement of Profit and Loss when the asset is derecognised.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

j. Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Internally generated intangibles, excluding capitalised development costs, are not

capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period and changes if any, made on prospective basis. The amortisation expense on intangible assets with finite lives is recognised in the Statement of Profit and Loss.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

An intangible asset is derecognised upon disposal or no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the Statement of Profit and Loss when the asset is derecognised.

Nature of Asset (Acquired)	Estimated useful lives
Liquor licences	Amortised over the lease term of the respective restaurants
Software and licences	6 years
Brands	Indefinite useful life

k. Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale (qualifying asset) are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur in the Statement of Profit and Loss.

Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

I. Receivable discounting charges

Receivables discounting charges are recognised in Statement of Profit and Loss in the period in which they are incurred.

m. Leases

The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Company as a lessee

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i) Right-of-use assets

The Company recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease term.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section impairment of non-financial assets.

ii) Lease Liabilities

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments).

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such

lease payments) or a change in the assessment of an option to purchase the underlying asset.

iii) Short-term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

Company as a lessor

Leases in which the Company is an intermediate lessor and enters into intermediate finance lease are accounted using Head lease accounting as detailed below:

- Derecognise the right-of-use asset under the head lease which it transfers to the sub lessee;
- Recognise the net investment in the sublease as an asset;
- Recognise the difference between the right-of-use asset and net investment as a gain or loss; and
- Continue to recognise the lease liability, i.e. the lease payments owed the head lessor, for the head lease.

Over the sublease term, the intermediate lessor recognises the interest income from sublease and the interest expense for the head lease.

n. Inventories

Inventories are valued at the lower of cost and net realisable value. Costs of inventories are determined on a first-in-first-out basis. Cost of inventories include all costs incurred in bringing the inventories to their present location and condition. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale.

o. Impairment of non-financial assets

The Company assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

The Company bases its impairment calculation on detailed budgets and forecast calculations, which are prepared separately for each of the Company's CGUs to which the individual assets are allocated.

For assets excluding goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Company estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the Statement of Profit and Loss unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase.

Goodwill is tested for impairment annually as at reporting date. Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

Intangible assets with indefinite useful lives are tested for impairment annually as at reporting date as appropriate, and when circumstances indicate that the carrying value may be impaired.

p. Provisions and Contingent Liabilities

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When

a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Company expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the Statement of Profit and Loss net of any reimbursement.

A present obligation that arises from past events, where it is either not probable that an outflow of resources will be required to settle or a reliable estimate of the amount cannot be made, is disclosed as a contingent liability. Contingent liabilities are also disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company.

Claims against the Company, where the possibility of any outflow of resources in settlement is remote, are not disclosed as contingent liabilities.

Provisions and contingent liabilities are reviewed at each reporting date.

q. Employee benefits

Defined contribution plan

The Company makes defined contribution to the Government Employee Provident Fund and superannuation fund, which are recognised in the Statement of Profit and Loss, on accrual basis. The Company recognises contribution payable to the provident fund scheme as an expense, when an employee renders the related service. The Company has no obligation, other than the contribution payable to the provident fund.

Defined benefit plan

The Company operates a defined benefit gratuity plan in India. The Company contributes to a gratuity fund maintained by an independent insurance company. The Company's liabilities are determined on the basis of actuarial valuation made at the end of each financial year using the projected unit credit method. Obligation is measured at the present value of estimated future cash flows using a discounted rate that is determined by reference to market

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

yields at the Balance Sheet date on Government bonds, where the terms of the Government bonds are consistent with the estimated terms of the defined benefit obligation. The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and fair value of plan assets. This cost is included in the 'Employee benefits expense' in the Statement of Profit and Loss. Re-measurement gains or losses and return on plan assets (excluding amounts included in net Interest on the net defined benefit liability) arising from changes in actuarial assumptions are recognised in the period in which they occur, directly in OCI. These are presented as re-measurement gains or losses on defined benefit plans under other comprehensive income in other equity. Remeasurements gains or losses are not reclassified subsequently to the Statement of Profit and Loss.

Compensated absences

The employees of the Company are entitled to compensated absences. The employees can carry forward a portion of the unutilised accumulating compensated absences and utilise it in future periods. The Company records an obligation for compensated absences in the period in which the employee renders the services that increases this entitlement. The Company measures the expected cost of compensated absences as the additional amount that the Company expects to pay as a result of the unused entitlement that has accumulated at the end of the reporting period. The Company recognises accumulated compensated absences based on actuarial valuation in the Statement of Profit and Loss.

The Company presents the entire leave as a current liability in the Balance Sheet, since it does not have any unconditional right to defer its settlement for twelve months after the reporting date.

Short-term employee benefits

Short-term employee benefits are recognised as an expense on accrual basis.

r. Share-based payments

Employees of the Company receive remuneration in the form of share-based payments, whereby employees render services as consideration for equity instruments (equity-settled transactions).

Equity-settled transactions

The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model.

That cost is recognised, together with a corresponding increase in share-based payment (SBP) reserves in equity, over the period in which the performance and/or service conditions are fulfilled in employee benefits expense. The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Company's best estimate of the number of equity instruments that will ultimately vest. The expense or credit in the Statement of Profit and Loss for a period represents the movement in cumulative expense recognised as at the beginning and end of that period and is recognised in employee benefits expense. The cost recognised in the Statement of Profit and Loss is net of cross charge to subsidiary company in relation to share based payments transactions of the employees of the subsidiary company.

No expense is recognised for awards that do not ultimately vest because non-market performance and/or service conditions have not been met.

When the terms of an equity-settled award are modified, the minimum expense recognised is the grant date fair value of the unmodified award, provided the original vesting terms of the award are met. An additional expense, measured as at the date of modification, is recognised for any modification that increases the total fair value of the share-based payment transaction, or is otherwise beneficial to the employee.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of diluted earnings per share.

s. Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities measured at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through the Statement of Profit and Loss are recognised immediately in the Statement of Profit and Loss.

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Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place are recognised on the trade date.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets and are subject to impairment as per the accounting policy applicable to 'impairment of financial assets'.

For the purpose of subsequent measurement, financial instruments of the Company are classified in the following categories:

(a) Non-derivative financial assets

(i) Financial assets at amortised cost

Financial asset is measured at amortised cost using Effective Interest Rate (EIR), if both the conditions are met:

- The asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- The contractual terms of the instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Effective Interest Rate (EIR) method:

The EIR method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the debt instrument or, where appropriate, a shorter period, to the gross carrying amount on initial recognition.

Income is recognised on an effective interest basis for debt instruments other than those financial assets classified as at Fair Value Through Profit or Loss (FVTPL). Interest income is recognised in the Statement of Profit and Loss and is included in the 'Other income' line item.

(ii) Financial assets at Fair Value Through Profit or Loss (FVTPL)

Financial assets that do not meet the amortised cost criteria or FVTOCI criteria (see above) are measured at FVTPL. In addition, financial assets that meet the amortised

cost criteria or the FVTOCI criteria but are designated as at FVTPL are measured at FVTPL.

A financial asset that meets the amortised cost criteria or financial assets that meet the FVTOCI criteria may be designated as at FVTPL upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency that would arise from measuring assets or liabilities or recognising the gains and losses on them on different bases. The Company has not designated any debt instrument as at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any gains or losses arising on re-measurement recognised in the Statement of Profit and Loss. The net gain or loss recognised in the Statement of Profit and Loss incorporates any dividend or interest earned on the financial asset and is included in the 'Other income' line item. Dividend on financial assets at FVTPL is recognised when the Company's right to receive the dividends is established, it is probable that the economic benefits associated with the dividend will flow to the entity, the dividend does not represent a recovery of part of cost of the investment and the amount of dividend can be measured reliably.

(iii) Equity investments

Investment in subsidiaries and associate are out of scope of Ind AS 109 and hence, the Company has accounted for its investment in subsidiaries and associate at cost. All other equity investments are measured at fair value as per Ind AS 109. Equity instruments which are held for trading are classified as at FVTPL. For all other equity instruments, the Company has an irrevocable election to present in other comprehensive income subsequent changes in the fair value. The Company makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable.

If the Company decides to classify an equity instrument as at FVTOCI, then all fair value changes on the instrument, excluding dividends, are recognised in the OCI. There is no recycling of the amounts from OCI to the Statement of Profit and Loss, even on sale of investment. However, the Company may transfer the cumulative gain or loss within equity.

Impairment of financial assets:

The Company applies simplified approach of expected credit loss model for recognising impairment loss on trade receivables, other contractual rights to receive cash or other financial asset.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

Expected credit losses are the weighted average of credit losses with the respective risks of default occurring as the weights. Expected credit loss is the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the Company expects to receive (i.e., all cash shortfalls), discounted at the original effective interest rate (or credit adjusted effective interest rate for purchased or originated credit-impaired financial assets).

The Company measures the loss allowance for a financial instrument at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition. If the credit risk on a financial instrument has not increased significantly since initial recognition, the Company measures the loss allowance for that financial instrument at an amount equal to 12-month expected credit losses. 12-month expected credit losses are portion of the lifetime expected credit losses and represent the lifetime cash shortfalls that will result if default occurs within 12 months after the reporting date and thus, are not cash shortfalls that are predicted over the next 12 months.

If the Company measured loss allowance for a financial instrument at lifetime expected credit loss model in the previous period, but determines at the end of a reporting period that the credit risk has not increased significantly since initial recognition due to improvement in credit quality as compared to the previous period, the Company again measures the loss allowance based on 12-month expected credit losses.

When making the assessment of whether there has been a significant increase in credit risk since initial recognition, the Company uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses. To make that assessment, the Company compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information, that is available without undue cost or effort, that is indicative of significant increases in credit risk since initial recognition.

For trade receivables or any contractual right to receive cash or another financial asset that results from transactions that are within the scope of Ind AS 115, the Company always measures the loss allowance at an amount equal to lifetime expected credit losses.

Further, for the purpose of measuring lifetime expected credit loss allowance for trade receivables, the Company has used a practical expedient as permitted under Ind

AS 109. This expected credit loss allowance is computed based on a provision matrix, which takes into account historical credit loss experience and adjusted for forward looking information.

The impairment requirements for the recognition and measurement of a loss allowance are equally applied to debt instruments at FVTOCI except that the loss allowance is recognised in OCI and is not reduced from the carrying amount in the Balance Sheet.

(b) Non-derivative financial liabilities

(i) Classification as debt or equity

Debt and equity instruments issued by the Company are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

(1) Equity instruments:

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in the Statement of Profit and Loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

(2) Financial liabilities:

All financial liabilities are measured at amortised cost using the effective interest method or at FVTPL.

However, financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies, financial guarantee contracts issued by the Company, and commitments issued by the Company to provide a loan at below-market interest rate are measured in accordance with the specific accounting policies set out below.

Financial liabilities at FVTPL:

Financial liabilities are classified as at FVTPL when the financial liability is either held for trading or it is designated as at FVTPL.

A financial liability is classified as held for trading, if:

- It has been acquired or incurred principally for the purpose of selling or repurchasing it in the near term; or

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

- On initial recognition it is part of a portfolio of identified financial instruments that the Company manages together and has a recent actual pattern of short-term profit-taking; or
- It is a derivative that is not a financial guarantee contract or designated and effective as a hedging instrument.

A financial liability other than a financial liability held for trading may, be designated as at FVTPL upon initial recognition, if:

- Such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise;
- The financial liability forms part of a group of financial assets or financial liabilities or both, which is managed and its performance is evaluated on a fair value basis, in accordance with the Company's documented risk management or investment strategy, and information about the Company is provided internally on that basis; or
- It forms part of a contract containing one or more embedded derivatives, and Ind AS 109 permits the entire combined contracts to be designated as at FVTPL in accordance with Ind AS 109.

Financial liabilities at FVTPL are stated at fair value, with any gains or losses arising on re-measurement recognised in the Statement of Profit and Loss.

However, financial liabilities that are not held-for-trading and are designated as at FVTPL, the amount of change in the fair value of the financial liability that is attributable to changes in the credit risk of that liability is recognised in other comprehensive income, unless the recognition of the effects of changes in the liability's credit risk in other comprehensive income would create or enlarge an accounting mismatch in the Statement of Profit and Loss, in which case these effects of changes in credit risk are recognised in the Statement of Profit and Loss. The remaining amount of change in the fair value of liability is always recognised in the Statement of Profit and Loss. Changes in fair value attributable to a financial liability's credit risk that are recognised in other comprehensive income are reflected immediately in other comprehensive income under other equity and are not subsequently reclassified to the Statement of Profit and Loss.

Gains or losses on financial guarantee contracts and loan commitments issued by the Company that are designated by the Company as at fair value through profit or loss are recognised in the Statement of Profit and Loss.

Financial liabilities subsequently measured at amortised cost:

Financial liabilities that are not held-for-trading and are not designated as at FVTPL are measured at amortised cost at the end of subsequent accounting periods. The carrying amounts of financial liabilities that are subsequently measured at amortised cost are determined based on the effective interest method. Interest expense that is not capitalised as part of costs of an asset is included in the 'Finance costs' line item.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the gross carrying amount on initial recognition.

(ii) Loans and borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Statement of Profit and Loss over the period of borrowings using the EIR method. Fees paid on the establishment of loan facilities are recognised as the transaction cost of the loan to the extent it is probable that some or all of the facility will be drawn down, the fees are deferred until the draw down occurs. To the extent that there is no evidence that is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity and amortised over the period of facility to which it relates.

(iii) Supplier finance arrangements

The Company has established supplier finance arrangements. The Company evaluates whether financial liabilities covered such arrangements continue to be classified within trade payables, or they need to be classified as a borrowing or as part of other financial liabilities/as a separate line item on the face of the Balance Sheet. Such evaluation requires exercise of judgment basis specific terms of the arrangement.

The Company classifies financial liabilities covered under supplier finance arrangement within trade payables in the Balance Sheet only if (i) the obligation represents a liability to pay for goods and services, (ii) is invoiced and formally agreed with the supplier, (iii) is part of the working capital used in its normal operating cycle, (iv) the Company is not legally released from its original obligation to the supplier,

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

and has not assumed a new obligation toward the bank, and another party (iv) there is no substantial modification to the terms of the liability.

If one or more of the above criteria are not met, the Company derecognises its original liability toward the supplier and recognise a new liability toward the bank/ financial institution which is classified as borrowing or other financial liability, depending on factors such as whether the Company (i) has obligation toward bank/ financial institution, (ii) is getting extended credit period such that obligation is no longer part of its working capital cycle, (iii) is paying interest directly or indirectly, (iv) has provided guarantee or security, and/or (v) is recognised as borrower in the books of bank/financial institution.

Cash flows related to liabilities arising from supplier finance arrangements that continue to be classified in trade payables in the standalone Balance Sheet are included in operating activities in the standalone statement of cash flows, when the Company finally settles the liability.

In cases, where the Company has derecognised its original liability toward the supplier and recognise a new liability toward the bank/financial institution, the Company has assessed that the bank/financial institution is acting as its agent in making payment to the supplier. Accordingly, the Company presents operating cash outflow and financing cash inflow, when bank/financial institution made payment to the supplier. The payment made by the Company to the bank/financial institution toward interest, if any, as well as on settlement is presented as financing cash outflow.

(iv) Foreign exchange gains and losses

The fair value of financial assets denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period.

For foreign currency denominated financial assets measured at amortised cost and FVTPL, the exchange differences are recognised in the Statement of Profit and Loss, except for those which are designated as hedging instruments in a hedging relationship.

For the purposes of recognising foreign exchange gains and losses, FVTOCI financial assets are treated as financial assets measured at amortised cost. Thus, the exchange differences on the amortised cost are recognised in the Statement of Profit and Loss, and other changes in the fair value of FVTOCI financial assets are recognised in OCI.

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and

losses are determined based on the amortised cost of the instruments and are recognised in 'Other income'.

The fair value of financial liabilities denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of the reporting period. For financial liabilities that are measured as at FVTPL, the foreign exchange component forms part of the fair value gains or losses and is recognised in the Statement of Profit and Loss.

De-recognition of financial assets and financial liabilities

The Company de-recognises a financial asset when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognises its retained interest in the asset and an associated liability for the amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On de-recognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable, and the cumulative gain or loss that had been recognised in OCI and accumulated in equity is recognised in the Statement of Profit and Loss, if such gain or loss would have otherwise been recognised in the Statement of Profit and Loss on disposal of that financial asset.

On de-recognition of a financial asset other than in its entirety (for example: when the Company retains an option to repurchase part of a transferred asset), the Company allocates the previous carrying amount of the financial asset between the part it continues to recognise under continuing involvement and the part it no longer recognises on the basis of the relative fair values of those parts on the date of the transfer. The difference between the carrying amount allocated to the part that is no longer recognised and the sum of the consideration received for the part no longer recognised and any cumulative gain or loss allocated to it that had been recognised in other comprehensive income is recognised in the Statement of Profit and Loss, if such gain or loss would have otherwise been recognised in the Statement of Profit and Loss on disposal of that financial asset. A cumulative gain or loss that had been recognised in other comprehensive income is allocated between the part that continues to be recognised and the part that is no longer recognised on the basis of the relative fair values of those parts.

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The Company de-recognises financial liabilities only when the Company's obligations are discharged, cancelled or have expired. An exchange with a lender of debt instruments with substantially different terms is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. Similarly, a substantial modification of the terms of an existing financial liability (whether or not attributable to the financial difficulty of the debtor) is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. The difference between the carrying amount of the financial liability de-recognised and the consideration paid and payable is recognised in the Statement of Profit and Loss.

Offsetting financial instruments

Financial assets and liabilities are offset, and the net amount is reported in the Balance Sheet where there is a legally enforceable right to offset the recognised amounts, and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

t. Equity vs financial liability classification

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

The Company classifies a financial instrument issued by it as equity instrument only if the instrument includes no contractual obligation to deliver cash or another financial asset to another entity nor it includes any obligation to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the issuer.

All other instruments are classified as financial liability and accounted for using the accounting policy applicable to the section for financial liabilities.

u. Cash and cash equivalents

Cash and cash equivalent in the Balance Sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

For the purpose of the Statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Company's cash management.

Deposits with original maturity more than three months but less than twelve months are classified as bank balances other than cash and cash equivalents.

v. Earnings per share

Basic earnings per share is calculated by dividing the net profit or loss attributable to owners of the Company by the weighted average number of equity shares outstanding during the period.

The weighted average number of equity shares outstanding during the period is adjusted for events such as bonus issue, bonus element in a rights issue, share split, and reverse share split (consolidation of shares) that have changed the number of equity shares outstanding, without a corresponding change in resources.

For the purpose of calculating diluted earnings per share, the net profit or loss for the period attributable to owners of the Company and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

w. Earnings before interest, tax, depreciation and amortisation (EBITDA)

The Company presents EBITDA in the Statement of Profit and Loss; this is not specifically required by Ind AS 1. The terms EBITDA are not defined in Ind AS. Ind AS complaint Schedule III allows companies to present Line items, sub-line items and sub-totals shall be presented as an addition or substitution on the face of the standalone financial statements when such presentation is relevant to an understanding of the Company's financial position or performance or to cater to industry/sector-specific disclosure requirements or when required for compliance with the amendments to the Companies Act or under the Indian Accounting Standards.

Measurement of EBITDA

Accordingly, the Company has elected to present earnings before interest, tax, depreciation and amortisation expense (EBITDA) as a separate line item on the face of the Statement of Profit and Loss. The Company measures EBITDA on the basis of profit/(loss) from continuing operations. In its measurement, the Company does not include depreciation and amortisation expense, finance costs and tax expense.

Management has presented the performance measure EBITDA because it monitors this performance measure, and it believes that this measure is relevant to an understanding of the Company's financial performance. The Company's definition of EBITDA may not be comparable with similarly titled performance measures and disclosures by other companies.

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2.3 Significant accounting judgements, estimates and assumptions

The preparation of the Company's standalone financial statements requires the Management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets, liabilities, the accompanying disclosures and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods. Estimates and assumptions are reviewed on periodic basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised.

The key assumptions concerning the future and other key sources of estimation, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities, within the next financial year, are described below. The Company's assumptions and estimates are based on parameters available at the time of preparation of the standalone financial statements. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

a) Impairment of non-financial assets including goodwill

Determining whether goodwill is impaired requires an estimation of the value in use of the cash-generating units to which goodwill has been allocated. The value in use calculation requires the directors to estimate the future cash flows expected to arise from the cash-generating unit and a suitable discount rate in order to calculate present value. Where the actual future cash flows are less than expected, a material impairment loss may arise.

Impairment exists when the carrying value of an asset or Cash-Generating Unit (CGU) exceeds its recoverable amount, which is higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for disposing off the asset. The value in use calculation is based on Discounted Cash Flow (DCF) model. The cash flows are derived from the budget for the next five years and do not include restructuring activities that the Company is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash inflows and the growth rate used for

extrapolation purposes. These estimates are most relevant to goodwill and other intangibles with indefinite useful lives recognised by the Company. The key assumptions used to determine the value in use for the different CGUs, are disclosed and further explained in Note 6.

b) Share-based payment

The Company uses the most appropriate valuation model depending on the terms and conditions of the grant, including the expected life of the share option, volatility and dividend yield. The assumptions and models used for estimating fair value for share-based payment transactions are disclosed in Note 37.

c) Defined benefit plans

The cost of the defined benefit gratuity plan and other post-employment benefits plan are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

The calculation is most sensitive to changes in the discount rate. In determining the appropriate discount rate for plans operated in India, the Management considers the interest rates of government bonds where remaining maturity of such bond correspond to expected term of defined benefit obligation. The mortality rate is based on publicly available mortality tables. Those mortality tables tend to change only at interval in response to demographic changes. Future salary increases and gratuity increases are based on expected future inflation rates.

Further details about gratuity obligations are given in Note 35.

d) Leases

The Company determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Company has several lease contracts that include extension and termination options. The Company applies judgement in evaluating whether it is reasonably certain to exercise the option to renew or terminate the lease. It considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Company

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For the year ended March 31, 2026

reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

e) Going concern

The Management has performed an assessment of the Company's ability to continue as a going concern. Based on the assessment, the Management believes that there is no material uncertainty with respect to any events or conditions that may cast a significant doubt on the entity to continue as a going concern, hence the standalone financial statements have been prepared on a going concern basis.

3. NEW AND AMENDED STANDARDS ADOPTED BY THE COMPANY

The Company applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after April 01, 2025. The Company has not early adopted any standard, interpretation of amendment that has been issued but is not yet effective.

a) Amendments to Ind AS 21 - Lack of exchangeability

The Ministry of Corporate Affairs (MCA) notified the Companies (Indian Accounting Standards) Amendment Rules, 2025, which amend Ind AS 21, The Effects of Changes in Foreign Exchange Rates to specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.

The amendments are effective for annual reporting periods beginning on or after April 01, 2025. When applying the amendments, an entity cannot restate comparative information.

The amendments do not have a material impact on the Company's standalone financial statements.

b) Amendments to Ind AS 1 - Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants

In August 2025, the MCA notified amendments to paragraphs 69 to 76 of Ind AS 1 to specify the requirements

for classifying liabilities as current or non-current. The amendments clarify:

- What is meant by a right to defer settlement
- That a right to defer must exist at the end of the reporting period
- That classification is unaffected by the likelihood that an entity will exercise its deferral right
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification

In addition, a requirement has been introduced to require disclosure when a liability arising from a loan agreement is classified as non-current and the entity's right to defer settlement is contingent on compliance with future covenants within twelve months.

If there is a breach of a material covenant of a long term loan arrangement on or before the end of the reporting period, resulting in the liability becoming payable on demand as at the reporting date, and the lender agree after the reporting period but before the financial statements are approved for issue not to demand repayment for at least 12 months as a consequence of the breach, this shall be treated as an adjusting event. Accordingly, the entity is not required to classify the liability as current.

The amendments are effective for annual reporting periods beginning on or after April 01, 2025 retrospectively in accordance with Ind AS 8.

The amendments do not have a material impact on the Company's standalone financial statements.

c) Amendments to Ind AS 7 and Ind AS 107 - Supplier Finance Arrangements

In August 2025, the MCA notified amendments to Ind AS 7 Statement of Cash Flows and Ind AS 107 Financial Instruments: Disclosures to clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of the financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

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For the year ended March 31, 2026

d) International Tax Reform—Pillar Two Model Rules – Amendments to Ind AS 12

In August 2025, the MCA notified amendments to Ind AS 12 Income Taxes in response to the OECD's BEPS Pillar Two rules and include:

- A mandatory temporary exception to the recognition and disclosure of deferred taxes arising from the jurisdictional implementation of the Pillar Two model rules; and
- Disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation, particularly before its effective date.

The mandatory temporary exception – the use of which is required to be disclosed – applies immediately. The remaining disclosure requirements apply for annual reporting periods beginning on or after April 01, 2025, but not for any interim periods ending on or before March 31, 2026.

The amendments had no impact on the Company's standalone financial statements as the Company is not in scope of the Pillar Two model rules.

3.1 STANDARDS NOTIFIED BUT NOT EFFECTIVE

The new and amended standards that are notified by the Ministry of Corporate Affairs (MCA), but not yet effective, up to the date of issuance of the Company's financial statements are disclosed below. The Company will adopt these new and amended standards, when they become effective.

Ind AS 118 – Presentation and Disclosure in Financial Statements

The Ministry of Corporate Affairs (MCA), as part of India's continued convergence with IFRS, has initiated the process

for introduction of Ind AS 118 – Presentation and Disclosure in Financial Statements, which is converged with IFRS 18 issued by the IASB in April 2024. Ind AS 118 is intended to replace Ind AS 1 (Presentation of Financial Statements) and focuses on improving how entities present and communicate financial performance, particularly in the Statement of Profit and Loss.

This standard is proposed to be applicable for annual reporting periods beginning on or after April 01, 2027, subject to final notification by the MCA through amendment to the Companies (Indian Accounting Standards) Rules.

Amendments to Ind AS 1 - Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants and Ind AS 10 Events after the Reporting Period

Ind AS 10 has been amended to remove the previous treatment under which a lender's post-reporting-date waiver granted before the financial statements were approved for issue of a breach of a material covenant in a long-term loan arrangement that occurred on or before the end of the reporting period, resulting in the liability becoming payable on demand at the reporting date, was regarded as an adjusting event.

For annual reporting periods beginning on or after April 01, 2026, any breach of a covenant whether material or immaterial occurring on or before the reporting date will, in accordance with Ind AS 1, require the related liability to be classified as current, unless the lender has granted a waiver of the breach on or before the reporting date and has agreed not to demand repayment for at least 12 months after the reporting date as a consequence of the breach. Such a waiver shall be treated as an adjusting event.

The amendments are effective for annual reporting periods beginning on or after April 01, 2026 retrospectively in accordance with Ind AS 8.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

4. PROPERTY, PLANT AND EQUIPMENT

Particulars	Leasehold improvements	Furniture and fixtures	Plant and machinery	Service equipment	Computers	Vehicles	Total
Gross block (at cost)							
As at April 01, 2024	2,054.30	1,751.82	1,427.26	1,440.12	301.99	70.10	7,045.59
Additions	161.64	91.65	68.69	124.41	23.84	12.70	482.93
Disposals	16.41	84.12	52.49	38.00	15.88	7.92	214.82
As at March 31, 2025	2,199.53	1,759.35	1,443.46	1,526.53	309.95	74.88	7,313.70
Additions	238.93	139.23	130.56	153.76	26.58	11.03	700.09
Disposals	0.02	2.48	7.19	1.30	0.07	2.89	13.95
As at March 31, 2026	2,438.44	1,896.10	1,566.83	1,678.99	336.46	83.02	7,999.84
Depreciation							
As at April 01, 2024	1,072.58	893.54	475.68	776.35	244.27	34.39	3,496.81
Depreciation for the year (refer Note 31)	198.57	174.73	105.31	141.06	41.35	19.67	680.69
Disposals	13.69	77.38	36.82	33.23	15.79	5.46	182.37
As at March 31, 2025	1,257.46	990.89	544.17	884.18	269.83	48.60	3,995.13
Depreciation for the year (refer Note 31)	179.70	180.39	119.71	137.09	29.10	18.11	664.10
Disposals	0.01	2.13	4.57	0.83	0.06	2.57	10.17
As at March 31, 2026	1,437.15	1,169.15	659.31	1,020.44	298.87	64.14	4,649.06
Impairment loss							
As at April 01, 2024	32.00	-	-	-	-	-	32.00
Charge for the year	-	-	-	-	-	-	-
As at March 31, 2025	32.00	-	-	-	-	-	32.00
Charge for the year	-	-	-	-	-	-	-
As at March 31, 2026	32.00	-	-	-	-	-	32.00
Net block							
As at March 31, 2026	969.29	726.95	907.52	658.55	37.59	18.88	3,318.78
As at March 31, 2025	910.07	768.46	899.29	642.35	40.12	26.28	3,286.57

Notes:

- On transition to Ind AS (i.e. April 01, 2016), the Company has elected to continue with the carrying value of all Property, plant and equipment measured as per the previous GAAP and use that carrying value as the deemed cost of Property, plant and equipment.
- Refer Note 19 containing details for various borrowings against which the Company assets are given as security.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

5. CAPITAL WORK-IN-PROGRESS

Particulars	Amount
As at April 01, 2024	14.27
Additions	510.51
Capitalised during the year	487.99
As at March 31, 2025	36.79
Additions	379.96
Capitalised during the year	406.99
As at March 31, 2026	9.76

Capital work-in-progress (CWIP) Ageing Schedule

As at March 31, 2026	Amount in CWIP for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	9.76	-	-	-	9.76
Projects temporarily suspended	-	-	-	-	-
Total	9.76	-	-	-	9.76

As at March 31, 2025	Amount in CWIP for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	36.79	-	-	-	36.79
Projects temporarily suspended	-	-	-	-	-
Total	36.79	-	-	-	36.79

Note:

- a) There are no projects whose completion is overdue or has exceeded its cost compared to its original plan during the year ended March 31, 2026 and March 31, 2025.

6. GOODWILL

Particulars	March 31, 2026	March 31, 2025
Goodwill allocated to the business of operating restaurant outlets	189.66	189.66

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Impairment testing of Goodwill:

Value-in-use calculation

The carrying value of brand referred in Note 7 and the goodwill referred above have been allocated to the business of operating restaurant outlets, which is considered cash generating unit by the Company for the purpose of impairment assessment. The recoverable amount of the above Cash Generating Units (CGU) have been determined based on a value-in-use ("VIU") approach by considering cash flow projections from approved financial budgets covering a five-years period ended March 31, 2031 and extended upto perpetuity based on terminal cash flows, being the higher of (a) terminal value at growth rate of 3% and (b) Exit multiple of 12 times on EBITDA. The Company has considered a terminal growth rate 3% to arrive at the value-in-use to perpetuity beyond five-years period. The pre-tax discount rate is applied to cash flow projections for impairment testing during the current year is 14.99% (March 31, 2025: 14.61%). Impairment was evaluated by assessing the recoverable amount i.e. VIU of the CGU to which these assets relate. Since the VIU of the CGU was higher than its carrying value, no impairment loss is recognised. The following inputs have been used for arriving the said recoverable amount:

Key assumptions used for value-in-use calculations

Particulars	March 31, 2026	March 31, 2025
Discount rate	14.99%	14.61%
Growth rate	3.00%	3.00%
EBITDA multiple	12 times	12 times

Discount rate

Discount rates represent the current market assessment of the risks specific to CGU, taking into the consideration the time value of money and individual risks of the underlying assets that have not been incorporated in the cash flow estimates. The discount rate is based on specific circumstances of the Company and is derived from its Weighted Average Cost of Capital (WACC). The WACC takes into account both debt and equity. The cost of equity is derived from the expected return on investment by the Company's investors. The cost of debt is based on the interest-bearing borrowings the Company is obliged to service. Adjustments to the discount rate are made to factor in the specific amount and timing of the future cash flows in order to reflect a pre-tax discount rate.

Growth rate

Rates are based on published industry research. Growth rate is based on the Company's Projection of business and growth of the industry in which the Company is operating. The growth rate considers the Company's plan to launch new outlets/ expected same store growth. Hence, the Management has considered the terminal growth rate based on their expected long-term sustainable annual earnings growth.

EBITDA Multiple

The EBITDA multiple has been derived from comparable market transactions and ranges between 12 to 24, depending on the specific industry and growth characteristics of the CGU.

EBITDA used in the valuation is based on the approved financial budgets, and reflects the expected business performance considering current market conditions, historical performance and industry outlook.

No reasonable possible change in key assumptions are likely to result in the recoverable amount of the CGUs being less than their carrying amount.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

7. OTHER INTANGIBLE ASSETS

Particulars	Liquor licenses	Software and licenses	Brand	Total
Gross block (at cost)				
As at April 01, 2024	8.83	80.47	33.91	123.21
Additions	-	4.33	0.73	5.06
Disposals	-	2.42	-	2.42
As at March 31, 2025	8.83	82.38	34.64	125.85
Additions	-	4.38	-	4.38
Disposals	-	-	-	-
As at March 31, 2026	8.83	86.76	34.64	130.23
Amortisation				
As at April 01, 2024	7.45	52.30	3.81	63.56
Amortisation for the year (refer Note 31)	0.20	4.68	-	4.88
Disposals	-	2.42	-	2.42
As at March 31, 2025	7.65	54.56	3.81	66.02
Amortisation for the year (refer Note 31)	0.20	5.15	-	5.35
Disposals	-	-	-	-
As at March 31, 2026	7.85	59.71	3.81	71.37
Net block				
As at March 31, 2026	0.98	27.05	30.83	58.86
As at March 31, 2025	1.18	27.82	30.83	59.83

8. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

(a) Right-of-use assets

Particulars	Buildings
Gross block (at cost)	
As at April 01, 2024	8,293.61
Additions	1,146.76
Disposals	(967.86)
Derecognition due to sub-lease	(115.28)
As at March 31, 2025	8,357.23
Additions	988.96
Disposals	(691.94)
As at March 31, 2026	8,654.25
Depreciation	
As at April 01, 2024	3,618.48

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

(a) Right-of-use assets (Contd.)

Particulars	Buildings
Depreciation for the year (refer Note 31)	720.35
Disposals	(638.87)
Derecognition due to sub-lease	(4.48)
As at March 31, 2025	3,695.48
Depreciation for the year (refer Note 31)	717.62
Disposals	(542.40)
As at March 31, 2026	3,870.70
Net block	
As at March 31, 2026	4,783.55
As at March 31, 2025	4,661.75

(b) Lease liabilities

Particulars	March 31, 2026	March 31, 2025
As at the beginning of the year	5,856.71	5,698.89
Additions	951.23	1,106.80
Retirements	(198.95)	(427.25)
Interest expense on lease liabilities (refer Note 30)	520.09	533.23
Payments	(1,056.04)	(1,054.96)
As at the end of the year	6,073.04	5,856.71
Current	599.86	556.04
Non-current	5,473.18	5,300.67

The maturity analysis of lease liabilities is disclosed in Note 38.

The effective interest rate for lease liabilities is 8.59% (March 31, 2025: 9.66%), with maturity between 2026-2043.

9. INVESTMENTS

Particulars	March 31, 2026	March 31, 2025
Non-current		
Investments in Equity Instruments		
Investments in subsidiaries		
Unquoted equity shares (carried at cost)		
Barbeque Nation Mena Holding Limited		
Cost of investment	562.74	562.74
Less: Allowance for impairment [refer Note (c) below and Note 10A]	(313.09)	(313.09)
Number of equity shares (Equity shares of AED 100 each)	2,68,882	2,68,882
Percentage of holding	100%	100%

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

9. INVESTMENTS (Contd.)

Particulars	March 31, 2026	March 31, 2025
Red Apple Kitchen Consultancy Private Limited		
Cost of investment [refer Note (a) below]	1,263.27	1,255.85
Less: Allowance for impairment (refer Note 10A)	(271.00)	(271.00)
Number of equity shares (Equity shares of ₹ 100 each)	5,814	5,814
Percentage of holding	89.05%	89.05%
Blue Planet Foods Private Limited		
Cost of investment	51.08	51.08
Less: Allowance for impairment (refer Note 10A)	-	-
Number of equity shares (Equity shares of ₹ 10 each)	1,282.00	1,282.00
Percentage of holding	11.77%	11.77%
Willow Gourmet Private Limited		
Cost of investment [refer Note (b) below]	170.00	-
Less: Allowance for impairment (refer Note 10A)	-	-
Number of equity shares (Equity shares of ₹ 10 each)	41,820.00	-
Percentage of holding	51.00%	-
Investments in associate		
Unquoted equity shares (carried at cost)		
Willow Gourmet Private Limited		
Cost of investment [refer Note (b) below]	-	120.00
Less: Allowance for impairment	-	-
Number of equity shares (Equity shares of ₹ 10 each)	-	29,520
Percentage of holding	-	42.36%
	1,463.00	1,405.58
Aggregate book value of unquoted investments	2,047.09	1,989.67
Less: Aggregate amount of impairment in value of investments	(584.09)	(584.09)
Total investments	1,463.00	1,405.58

Notes:

- During the year ended March 31, 2025, the Company acquired additional 432 equity shares constituting 6.62% paid-up share capital, having face value of ₹ 100 each, of Red Apple Kitchen Consultancy Private Limited ("Red Apple"), a subsidiary of the Company through secondary acquisition i.e., from existing shareholders of Red Apple for a consideration of ₹ 160.29 million. Consequent to the said acquisition, the Company holds 89.05% stake (earlier 82.43%) in Red Apple.
- On February 03, 2025, the Company executed a Share Subscription Agreement and Shareholders' Agreement to acquire upto 51% of equity share capital of Willow Gourmet Private Limited ("WGPL"). WGPL operates an ice-cream brand 'Omm Nom Nomm' through the delivery channel. On March 11, 2025, the Company had partly completed the aforesaid acquisition and acquired 42.36% stake in WGPL, consequent to which WGPL had become an associate of the Company. On June 30, 2025, the Company has fully completed the acquisition of 51% of equity share capital of WGPL. Consequent to the aforesaid acquisition, WGPL has become a subsidiary of the Company.
- Based on the impairment assessment carried out by the Management, investment in Barbeque Nation Mena Holding Limited was fully impaired.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

10. LOANS

Particulars	March 31, 2026	March 31, 2025
Non-current		
(Unsecured, carried at amortised cost)		
Loans to related parties (refer Note 43)		
Considered good	227.48	213.48
Credit impaired [refer Note (a) below]	187.60	458.01
Less: Allowance for impairment (refer Note 10A)	(187.60)	(458.01)
	227.48	213.48

Note:

- a) The Company had impaired the loan advanced to Barbeque Nation Mena Holding Limited, a wholly owned subsidiary of the Company and recognised the provision for impairment in the standalone financial statements for the year ended March 31, 2019. Subsequently, Reserve Bank of India ("RBI") approved, without prejudice, the write-off of loan and interest accrued thereon, aggregating to ₹ 273.72 million. Pursuant to such RBI approval, the Company has written-off such loan and interest accrued for the year ended March 31, 2026.

Disclosure required under section 186(4) of the Companies Act, 2013

Name of the loanee	Rate of interest	Due date	Secured/unsecured	March 31, 2026		March 31, 2025	
				Amount of loan or advance in the nature of loan outstanding	Percentage to the total loans and advances in the nature of loans	Amount of loan or advance in the nature of loan outstanding	Percentage to the total loans and advances in the nature of loans
Barbeque Nation Mena Holding Limited (Subsidiary)	8.59%	Loan repayable on demand	Unsecured	401.08	96.63%	671.49	100%
Red Apple Kitchen Consultancy Private Limited (Subsidiary)	9.00%	March 10, 2030	Unsecured	14.00	3.37%	-	-
				415.08	100%	671.49	100%

The above loan has been utilised for expansion of business and further investments, in connection with its principal business activities.

The Company does not have any loans or advances in the nature of loans granted to promoters, directors, KMPs and the related parties (as defined under the Companies Act, 2013), either severally or jointly with any other person that are repayable on demand or without specifying any terms or period of repayment.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

10A. (i) Impairment assessment of investments made and loans given to subsidiaries:

Following is the exposure towards subsidiaries

Particulars	Blue Planet Foods Private Limited		Red Apple Kitchen Consultancy Private Limited		Barbeque Nation Mena Holding Limited		Willow Gourmet Private Limited	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Prior to impairment								
Investments	51.08	51.08	1,263.27	1,255.85	562.74	562.74	170.00	-
Loans	-	-	14.00	-	401.08	671.49	-	-
Interest receivable on loans granted	-	-	0.06	-	35.82	20.26	-	-
Total	51.08	51.08	1,277.33	1,255.85	999.64	1,254.49	170.00	-
Less: Provision for impairment								
- during the earlier years	-	-	(271.00)	(271.00)	(503.33)	(777.05)	-	-
Exposure post impairment	51.08	51.08	1,006.33	984.85	496.31	477.44	170.00	-

As on the reporting date, the Management has conducted impairment evaluation on value of investments and loans in these subsidiaries and has concluded that there is no further provision required for diminution/impairment in the value of investments and loans in these subsidiaries. The Management of the Company performed impairment assessment of the above exposure by determining the 'value-in-use' of these subsidiaries as an aggregate of present value of cash flow projections from approved financial budgets covering a five-years period ended March 31, 2031 and extended upto perpetuity based on terminal cash flows, being the higher of (a) terminal value at growth rate of 2% - 5% and (b) Exit multiple of 12 times on EBITDA. Determination of value-in-use involves significant estimates and assumptions that affect the expected future cash flows. These estimates and assumptions, primarily include, but are not limited to, the revenue growth and profitability during the forecast period, the discount rate, terminal growth rate and EBITDA multiple.

For impairment assessment, the following inputs have been used for recoverable amount:

Blue Planet Foods Private Limited:

Particulars	March 31, 2026	March 31, 2025
Discount rate	18.19%	17.81%
Growth rate	3.00%	3.00%
EBITDA multiple	12 times	12 times

Red Apple Kitchen Consultancy Private Limited:

Particulars	March 31, 2026	March 31, 2025
Discount rate	14.99%	14.61%
Growth rate	3.00%	3.00%
EBITDA multiple	12 times	12 times

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Barbeque Nation Mena Holding Limited:

Particulars	March 31, 2026	March 31, 2025
Discount rate	6.62%	7.91%
Growth rate	2.00%	2.00%
EBITDA multiple	12 times	12 times

Willow Gourmet Private Limited:

Particulars	March 31, 2026	March 31, 2025
Discount rate	18.19%	-
Growth rate	5.00%	-
EBITDA multiple	-	-

No reasonable possible change in key assumptions are likely to result in the recoverable amount of the CGUs being less than their carrying amount.

11. OTHER FINANCIAL ASSETS

Particulars	March 31, 2026	March 31, 2025
Non-current		
Balances held as margin money or security	0.64	1.58
Security deposits		
Deposits to related parties, considered good (refer Note 43)	17.11	5.11
Considered good	301.43	275.44
Credit impaired	1.74	1.66
Less: Allowance for impairment	(1.74)	(1.66)
Net investment in lease (refer Note 43)	121.33	117.33
	440.51	399.46
Current		
Interest receivable from loans given to subsidiary (refer Note 43)	35.88	20.26
Less: Allowance for impairment (refer Note 10A)	(2.64)	(5.95)
Security deposits		
Deposits to related parties, considered good (refer Note 43)	-	12.00
Others - Considered good	84.45	67.21
Credit impaired	24.89	24.05
Less: Allowance for impairment	(24.89)	(24.05)
Bank deposits with remaining maturity less than twelve months	7.25	23.72
Other receivables		
Receivables from related parties, considered good (refer Note 43)	26.99	23.54
Net investment in lease (refer Note 43)	2.70	13.00
Others*	109.69	76.73
	264.32	230.51

*Other receivables pertains to receivables through channel partners, banks and payment gateways towards sales receipt from customers.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

(a) Movement in allowance for impairment for security deposits

Particulars	March 31, 2026	March 31, 2025
Opening balance	25.71	4.01
Add: Provision made during the year	0.92	21.70
Less: Provision utilised during the year	-	-
Closing balance	26.63	25.71

12. OTHER ASSETS

Particulars	March 31, 2026	March 31, 2025
Non-current		
(Unsecured, considered good)		
Capital advances	27.11	28.22
Prepaid expenses	4.14	3.33
Balance with statutory/government authorities (amount paid under protest)	6.33	5.95
	37.58	37.50
Current		
(Unsecured, considered good)		
Advance to employees	27.74	29.25
Prepaid expenses	107.33	94.77
Advances to suppliers	-	-
Advances to suppliers to related parties (refer Note 43)	-	1.70
Others - Considered good	13.64	22.05
Others - Doubtful	23.36	25.87
	37.00	49.62
Less: Allowance for doubtful advances	(23.36)	(25.87)
	13.64	23.75
Balance with statutory/government authorities	4.17	11.50
	152.88	159.27
Movement in allowance for doubtful advances		
Opening balance	25.87	16.57
Add: Provision made/(reversed) during the year	(2.51)	9.30
Closing balance	23.36	25.87

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

13. INVENTORIES

(valued at the lower of cost and net realisable value)

Particulars	March 31, 2026	March 31, 2025
Food & beverages [includes goods-in-transit of ₹ 31.98 million (March 31, 2025: ₹ 27.26 million)]	351.30	395.90
Stores & consumables	18.54	25.46
	369.84	421.36

Refer Note 19 containing details for various borrowings against which the Company has given its inventories as security.

14. TRADE RECEIVABLES

Particulars	March 31, 2026	March 31, 2025
Trade receivables		
Receivables from related parties (refer Note 43)	38.09	36.27
Receivables from others (unrelated parties)	26.25	27.19
	64.34	63.46
Impairment allowance (allowance for bad and doubtful debts)	(10.26)	(10.26)
Total trade receivables	54.08	53.20

Break-up for security details:

Particulars	March 31, 2026	March 31, 2025
Trade receivables		
(Unsecured)		
Considered good	54.08	53.20
Credit impaired	10.26	10.26
	64.34	63.46
Less: Impairment allowance (allowance for bad and doubtful debts)	(10.26)	(10.26)
	54.08	53.20

Movement in impairment allowance is as follows:

Particulars	March 31, 2026	March 31, 2025
Opening balance	10.26	-
Add: Expected credit loss (ECL) provision made	-	10.26
Closing balance	10.26	10.26

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Trade receivables Ageing Schedule

As at March 31, 2026

Particulars	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 month - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade receivables – considered good	8.23	33.03	12.82	-	-	-	54.08
Undisputed Trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed Trade receivables – credit impaired	-	-	-	5.58	4.68	-	10.26
Disputed Trade receivables – considered good	-	-	-	-	-	-	-
Disputed Trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed Trade receivables – credit impaired	-	-	-	-	-	-	-
	8.23	33.03	12.82	5.58	4.68	-	64.34

As at March 31, 2025

Particulars	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 month - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade receivables – considered good	30.23	19.26	1.29	2.42	-	-	53.20
Undisputed Trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed Trade receivables – credit impaired	-	-	-	10.26	-	-	10.26
Disputed Trade receivables – considered good	-	-	-	-	-	-	-
Disputed Trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed Trade receivables – credit impaired	-	-	-	-	-	-	-
	30.23	19.26	1.29	12.68	-	-	63.46

Notes:

- No trade or other receivables are due from directors or other officers of the Company either severally or jointly with any other person.
- For terms and conditions relating to related party receivables, refer Note 43.
- Trade receivables are non-interest bearing and are generally on terms of 0 to 90 days.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

15. CASH AND CASH EQUIVALENTS

Particulars	March 31, 2026	March 31, 2025
Cash on hand	9.79	11.29
Balances with banks:		
- On current accounts	49.13	11.25
- Deposits with original maturity of less than three months	0.04	-
	58.96	22.54

15A. Change in liabilities arising from financing activities and for non-cash financing and investing activities

Year ended March 31, 2026

Particulars	As at April 01, 2025	Adjustments	Cash flows (net)	Non-cash Fair value adjustments	Others	As at March 31, 2026
Investing activities						
Non-current investments	1,405.58	-	50.00	-	7.43	1,463.01
Loans	213.48	-	14.00	-	-	227.48
Total	1,619.06	-	64.00	-	7.43	1,690.49
Financing activities						
Non-current borrowings	355.53	-	341.89	-	(110.61)	586.81
Current borrowings	206.01	-	53.30	-	110.61	369.92
Lease liabilities	5,856.71	-	(1,056.04)	-	1,272.37	6,073.04
Total	6,418.25	-	(660.85)	-	1,272.37	7,029.77

Year ended March 31, 2025

Particulars	As at April 01, 2024	Adjustments	Cash flows (net)	Non-cash Fair value adjustments	Others	As at March 31, 2025
Investing activities						
Non-current investments	867.60	-	280.29	-	257.69	1,405.58
Loans	463.48	-	-	-	(250.00)	213.48
Total	1,331.08	-	280.29	-	7.69	1,619.06
Financing activities						
Non-current borrowings	244.88	-	104.14	-	6.51	355.53
Current borrowings	131.67	-	80.85	-	(6.51)	206.01
Lease liabilities	5,698.89	-	(1,054.96)	-	1,212.78	5,856.71
Total	6,075.44	-	(869.97)	-	1,212.78	6,418.25

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Note:

The 'Others' column includes the effect of conversion of loans given to subsidiary to non-current investments, share based payment expense cross charged to subsidiaries and reclassification of non-current portion of borrowings, including lease liabilities to current due to the passage of time and the effect of accrued but not yet paid interest on borrowings, including lease liabilities.

15.1 Current financial assets - Other bank balances

Particulars	March 31, 2026	March 31, 2025
Other bank balances		
- Deposits with original maturity more than three months but less than twelve months	20.74	1.77
	20.74	1.77

16. CURRENT TAX ASSETS (NET)

Particulars	March 31, 2026	March 31, 2025
Advance tax (net of provision for income tax)	113.59	108.83
	113.59	108.83

17. EQUITY SHARE CAPITAL

Particulars	March 31, 2026		March 31, 2025	
	No. of shares	Amount	No. of shares	Amount
Authorised share capital				
Equity shares of ₹ 5 each	6,00,00,000	300.00	6,00,00,000	300.00
	6,00,00,000	300.00	6,00,00,000	300.00
Issued, subscribed and fully paid-up capital				
Equity shares of ₹ 5 each, fully paid-up	3,90,86,387	195.43	3,90,77,702	195.39
Total issued, subscribed and paid-up share capital	3,90,86,387	195.43	3,90,77,702	195.39

Terms/rights attached to equity shares

The Company has only one class of equity shares having par value of ₹ 5 per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian rupees. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting.

In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

(a) Reconciliation of the number of shares and amount outstanding as at the beginning and at the end of the year

Particulars	March 31, 2026		March 31, 2025	
	No. of shares	Amount	No. of shares	Amount
Equity shares				
At the beginning of the year	3,90,77,702	195.39	3,90,70,775	195.36
Add: Issued during the year	8,685	0.04	6,927	0.03
At the end of the year	3,90,86,387	195.43	3,90,77,702	195.39

(b) Details of shareholders holding more than 5% shares in the Company

Particulars	March 31, 2026		March 31, 2025	
	No. of shares	% of paid-up share capital	No. of shares	% of paid-up share capital
Equity shares of ₹ 5 each fully paid				
Sayaji Housekeeping Services Limited	1,16,02,828	29.69%	1,16,02,828	29.69%
Jubilant FoodWorks Limited	36,50,794	9.34%	36,50,794	9.34%
UTI Flexi Cap Fund	26,98,164	6.90%	27,31,253	6.99%

(c) Shares reserved for issue under options

Particulars	March 31, 2026	March 31, 2025
Equity shares of ₹ 5 each to eligible employees under the share based payment plan of the Company (refer Note 37)	16,26,614	16,35,299

(d) Details of shares held by Promoters

As at March 31, 2026

S. No.	Promoter name	No. of shares at beginning of year	Change during the year	No. of shares at end of year	% of total shares	% change during the year
1	Sayaji Housekeeping Services Limited	1,16,02,828	-	1,16,02,828	29.69%	-
2	Kayum Razak Dhanani	86,113	-	86,113	0.22%	-
3	Suchitra Dhanani	6	-	6	0.00%	-
		1,16,88,947	-	1,16,88,947	29.91%	-

As at March 31, 2025

S. No.	Promoter name	No. of shares at beginning of year	Change during the year	No. of shares at end of year	% of total shares	% change during the year
1	Sayaji Housekeeping Services Limited	1,16,02,828	-	1,16,02,828	29.69%	-
2	Kayum Razak Dhanani	86,113	-	86,113	0.22%	-
3	Suchitra Dhanani	6	-	6	0.00%	-
		1,16,88,947	-	1,16,88,947	29.91%	-

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

18. OTHER EQUITY

Particulars	March 31, 2026	March 31, 2025
Reserves and surplus		
Securities premium	5,858.15	5,854.11
Share based payment reserve	431.70	352.73
Retained earnings	(3,049.76)	(2,464.12)
Other comprehensive income/(loss)		
Re-measurement gains/(losses) on defined benefit plans	(19.17)	(15.05)
	3,220.92	3,727.67

(i) Reserves and surplus

Particulars	March 31, 2026	March 31, 2025
Securities premium		
As at the beginning of the year	5,854.11	5,851.79
Add: Premium on exercise of options (including transfer from share based payment reserve)	4.04	2.32
As at the end of the year	5,858.15	5,854.11
Share based payment reserve		
As at the beginning of the year	352.73	239.90
Add: Recognition of share based payment	74.03	105.39
Add: Share based payment expense cross charged to subsidiaries	7.43	8.04
Less: Transfer to securities premium on exercise of options	(2.49)	(0.60)
As at the end of the year	431.70	352.73
Retained earnings		
As at the beginning of the year	(2,464.12)	(2,111.32)
Add: Loss for the year	(585.64)	(352.80)
As at the end of the year	(3,049.76)	(2,464.12)

(ii) Other comprehensive income/(loss)

Particulars	March 31, 2026	March 31, 2025
Re-measurement gains/(losses) on defined benefit plans		
As at the beginning of the year	(15.05)	(14.22)
Less: Losses during the year	(4.12)	(0.83)
As at the end of the year	(19.17)	(15.05)

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Nature and purpose of reserves

Securities premium

Securities premium is used to record the premium received on issue of equity shares. The reserve can be utilised only for limited purposes such as issuance of bonus shares in accordance with the provisions of the Companies Act, 2013.

Retained earnings

Retained earnings are the profits/(losses) that the Company has earned/incurred till date, less any transfers to general reserve, dividends or other distributions paid to shareholders.

Share based payment reserve

The fair value of the equity-settled share based payment transactions with employees is recognised in Standalone Statement of Profit and Loss with corresponding credit to share based payment reserve. The amount of cost recognised is transferred to share premium on exercise of the related stock options.

Remeasurement gains/(losses) on defined benefit plans

The cumulative balances of actuarial gain or loss arising on remeasurements of defined benefit plan is accumulated and recognised within this component of other comprehensive income/(loss). Items included in actuarial gain or loss reserve will not be reclassified subsequently to Standalone Statement of Profit and Loss.

19. BORROWINGS

Particulars	March 31, 2026	March 31, 2025
Non-current borrowings		
Term loans from banks (secured)	432.69	351.03
Term loans from financial institution (secured)	150.00	-
Vehicle loans from banks (secured)	4.12	4.50
	586.81	355.53
Current borrowings		
Current maturities of long-term borrowings		
Term loans from banks (secured)	130.00	117.22
Term loans from financial institution (secured)	100.00	-
Vehicle loans from banks (secured)	5.03	7.20
Working capital loan from banks (secured)	70.00	80.00
Supplier finance arrangements (unsecured)	62.45	-
Credit cards (unsecured)	2.44	1.59
	369.92	206.01
Aggregate secured borrowings	891.84	559.95
Aggregate unsecured borrowings	64.89	1.59

The Company has used the borrowings from banks and financial institutions for the specific purpose for which it was obtained.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Details of security and terms of repayment

(i) Term loans from banks:

- Term loans are secured by way of hypothecation of moveable fixed assets (excluding vehicles), security deposits and current assets of the Company.
- **Term Loans 1 and 2:** The loans are repayable in 20 equal quarterly instalments of ₹ 10.00 million each commencing (after 12 months of moratorium period from the date of first disbursement) through June 30, 2024 to March 31, 2029 and carries interest rate of Repo rate + 2%.
- **Term Loan 3:** The loan is repayable in 20 equal quarterly instalments of ₹ 5.00 million commencing (after 12 months of moratorium period from the date of first disbursement) through March 31, 2026 to December 31, 2030 and carries interest rate of Repo rate + 2%.
- **Term Loan 4:** The loan is repayable in 20 equal quarterly instalments of ₹ 7.50 million commencing (after 12 months of moratorium period from the date of first disbursement) through March 31, 2026 to December 31, 2030 and carries interest rate of Repo rate + 2%.
- **Term Loan 5:** The loan is repayable in 20 equal quarterly instalments of ₹ 7.50 million commencing (after 12 months of moratorium period from the date of first disbursement) through April 30, 2027 to January 31, 2032 and carries interest rate of Repo rate + 2.75%.

(ii) Term loans from financial institution:

- The loan is repayable in 10 quarterly instalments of ₹ 25.00 million commencing (after 6 months of moratorium period from the date of first disbursement) through April 01, 2026 to September 01, 2028 and carries interest rate of 10.25%.

(iii) Working capital loan from banks:

- Working capital loans are secured by way of hypothecation of moveable fixed assets (excluding vehicles), security deposits and current assets of the Company.
- The loans are repayable on demand and carries interest rate of 7.50% - 8.35%.

(iv) Vehicle loans:

- Vehicle loans are secured by way of hypothecation of underlying vehicles.
- The loans are repayable in 36 to 39 equated monthly instalments from the date of respective loans availed and carries an variable interest rate which is linked to value and condition of vehicles purchased (ranging from 7.85% to 12.50%).

(v) Supplier finance arrangement (Unsecured):

- The Company has entered into supplier finance arrangements with a financial institution in respect of certain supplier obligations. Under these arrangements, the financial institution make payments to suppliers on behalf of the Company and the Company settles the obligations with the financial institution within 180 days from the date such payment are made by the financial institution.

Loan covenants

The term loans and working capital loans are subject to certain financial covenants. The primary covenants which must be complied with include interest service coverage ratio, debt service coverage ratio, total outside liabilities to average total net worth, fixed assets coverage ratio, security coverage ratio, debt/EBITDA and debt/Total net worth. The Company has complied with the covenants as per the terms of the respective loan agreements.

The vehicle loans do not carry any debt covenant.

The Company has not defaulted on any loans payable.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

20. PROVISIONS

Particulars	March 31, 2026	March 31, 2025
Non-current		
Provision for employee benefit obligation		
Gratuity [refer Note 35(ii) and Note 35(iii)]	83.83	50.38
Provision for asset retirement obligations (refer Note 38)	58.51	53.34
	142.34	103.72
Current		
Provision for employee benefit obligation		
Compensated absences [refer Note 35(iii)]	60.63	47.07
Gratuity [refer Note 35(ii) and Note 35(iii)]	57.90	32.80
Provision for asset retirement obligations (refer Note 38)	6.73	5.72
	125.26	85.59

21. TRADE PAYABLES

Particulars	March 31, 2026	March 31, 2025
Trade payables		
- total outstanding dues of micro enterprises and small enterprises (refer details below)	252.14	188.17
- total outstanding dues of creditors other than micro enterprises and small enterprises	787.57	731.55
	1,039.71	919.72
Trade payables to unrelated parties	1,018.43	909.28
Trade payables to related parties (refer Note 43)	21.28	10.44
	1,039.71	919.72

Trade payables Ageing Schedule

As at March 31, 2026

Particulars	Outstanding for following periods from due date of payment					
	Current but not due	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Undisputed dues of micro enterprises and small enterprises	98.85	148.01	5.14	0.13	0.01	252.14
Undisputed dues of creditors other than micro enterprises and small enterprises	369.42	397.25	12.13	7.83	0.94	787.57
Disputed dues of micro enterprises and small enterprises	-	-	-	-	-	-
Disputed dues of creditors other than micro enterprises and small enterprises	-	-	-	-	-	-
	468.27	545.26	17.27	7.96	0.95	1,039.71

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

As at March 31, 2025

Particulars	Outstanding for following periods from due date of payment					
	Current but not due	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Undisputed dues of micro enterprises and small enterprises	67.99	120.18	-	-	-	188.17
Undisputed dues of creditors other than micro enterprises and small enterprises	370.00	343.43	8.51	9.10	0.51	731.55
Disputed dues of micro enterprises and small enterprises	-	-	-	-	-	-
Disputed dues of creditors other than micro enterprises and small enterprises	-	-	-	-	-	-
	437.99	463.61	8.51	9.10	0.51	919.72

Details of dues to micro and small enterprises as defined under the MSMED Act, 2006:

Particulars	March 31, 2026	March 31, 2025
The principal amount and the interest due thereon remaining unpaid to any supplier as at the end of each accounting year		
Principal amount due to micro and small enterprises	238.52	178.04
Interest due on above	3.49	3.89
The amount of interest paid by the buyer in terms of section 16 of the MSMED Act, along with the amounts of the payment made to the supplier beyond the appointed day during accounting year	-	-
The amount of interest due and payable for the period of delay in making payment (which has been paid but beyond the appointed day during the year) but without adding the interest specified under the MSMED Act, 2006	-	-
The amount of interest accrued and remaining unpaid at the end of accounting year	13.62	10.13
The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under section 23 of the MSMED Act, 2006	-	-

The above disclosures are provided by the Company based on the information available with the Company in respect of the registration status of its vendors.

22. OTHER FINANCIAL LIABILITIES

Particulars	March 31, 2026	March 31, 2025
Non-current		
Security deposits		
Deposits from related parties, considered good (refer Note 43)	5.42	5.42
	5.42	5.42

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

22. OTHER FINANCIAL LIABILITIES (Contd.)

Particulars	March 31, 2026	March 31, 2025
Current		
Payable for capital goods	54.82	45.17
Others	6.66	0.70
	61.48	45.87

23. OTHER LIABILITIES

Particulars	March 31, 2026	March 31, 2025
Current		
Payable to employees	183.12	149.04
Statutory dues [refer Note (a) below]	72.06	70.48
Contract liabilities		
Gift card liabilities [refer Note (b) below]	24.98	26.77
Advance from customers	1.38	4.60
Other liabilities	13.00	7.11
	294.54	258.00

Notes:

- (a) Include dues towards provident fund, withholding taxes, professional tax, value added tax and goods and services tax.
- (b) Gift card/gift vouchers sales are recognised when the vouchers are redeemed and the food and beverages are sold to the customers.

24. CURRENT TAX LIABILITIES (NET)

Particulars	March 31, 2026	March 31, 2025
Provision for income tax (net of advance tax)	7.66	86.03
	7.66	86.03

25. REVENUE FROM OPERATIONS

Particulars	March 31, 2026	March 31, 2025
Sale of food & beverages	10,165.66	9,725.26
Other operating revenues		
Revenue from displays and sponsorships	4.25	4.40
Share of profits and income from royalty (refer Note 43)	67.19	55.14
Sale of scrap	1.70	2.52
Income from professional fees	-	1.05
Others	15.24	19.07
	10,254.04	9,807.44

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

(a) Disclosure of disaggregated revenue recognised in the Standalone Statement of Profit and Loss:

Particulars	March 31, 2026	March 31, 2025
Dine-in sales	8,511.61	8,197.78
Online sales	1,524.77	1,396.70
Catering services	129.28	130.78
Revenue as per the Standalone Statement of Profit and Loss	10,165.66	9,725.26

(b) Reconciliation of revenue as recognised in the Standalone Statement of Profit and Loss with the contracted price:

Particulars	March 31, 2026	March 31, 2025
Revenue as per contracted price	11,224.48	10,621.59
Less: Discount	(1,058.82)	(896.33)
Revenue as per the Standalone Statement of Profit and Loss	10,165.66	9,725.26

(c) Contract balances:

Particulars	March 31, 2026	March 31, 2025
Contract assets		
Trade receivables	54.08	53.20
Contract liabilities		
Gift liabilities	24.98	26.77
Advance received from customers	1.38	4.60

26. OTHER INCOME

Particulars	March 31, 2026	March 31, 2025
Interest income on unwinding income on security deposits	25.31	29.05
Interest income on loan to subsidiaries (refer Note 43)	18.92	30.66
Interest income on fixed deposits and others	4.17	2.77
Notional interest income on lease receivables (refer Note 43)	10.51	6.43
Rental income from sub-lease (refer Note 43)	8.61	12.49
Profit on sub-lease	-	13.08
Gain from termination of leases and outlet closure, net	49.41	98.26
Provision no longer required, written back	3.75	3.99
	120.68	196.73

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

27. COST OF FOOD AND BEVERAGES CONSUMED

Particulars	March 31, 2026	March 31, 2025
Inventory at beginning of the year	395.90	319.48
Add: Purchases	3,618.96	3,345.17
Less: Inventory at end of the year	(351.30)	(395.90)
	3,663.56	3,268.75

28. EMPLOYEE BENEFITS EXPENSE

Particulars	March 31, 2026	March 31, 2025
Salaries, wages and bonus*	1,940.89	1,878.85
Contributions to provident fund and other funds [refer Note 35(i)]	121.48	140.91
Gratuity expenses [refer Note 35(ii) and Note 35(iii)]	66.77	16.98
Share based payments to employees (refer Note 37)	74.03	105.39
Staff welfare expenses	156.85	151.22
	2,360.02	2,293.35

*The Company has received government grants under the National Apprenticeship Promotion Scheme (NAPS) for engaging apprentices. There are no unfulfilled conditions or contingencies attached to these grants. In this regard, salaries, wages and bonus have been presented net-off of such grants received of Nil (March 31, 2025: ₹ 17.73 million).

29. OTHER EXPENSES

Particulars	March 31, 2026	March 31, 2025
Consumption of stores and consumables	340.20	358.74
Power and fuel	855.00	844.87
Commission to delivery agents	243.66	218.74
Rent	382.55	360.69
Repairs and maintenance:		
Buildings	8.03	8.05
Machinery	57.76	64.15
Others	34.84	40.37
Water charges	60.37	62.67
Insurance	18.68	20.96
Rates and taxes	131.06	132.51
Communication expenses	36.86	40.34
Travelling and conveyance	65.73	62.35
Printing and stationery	52.59	41.30
Housekeeping and security expenses	123.49	132.40
Business promotion expenses	334.35	172.48

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

29. OTHER EXPENSES (Contd.)

Particulars	March 31, 2026	March 31, 2025
Legal and professional expenses	93.16	82.53
Payments to auditors (Refer details below)	10.81	10.63
Miscellaneous expenses	93.35	75.15
	2,942.49	2,728.93

Payment to auditors

Particulars	March 31, 2026	March 31, 2025
As auditor:		
Statutory audit and limited reviews	7.00	8.00
Other services (including reimbursement of expenses)	2.16	1.01
Taxes thereon	1.65	1.62
	10.81	10.63

30. FINANCE COSTS

Particulars	March 31, 2026	March 31, 2025
Interest expense on borrowings	67.60	40.20
Interest expense on lease liabilities (refer Note 38)	520.09	533.23
Provision for asset retirement obligations	4.91	4.73
Receivable discounting charges	62.06	68.98
Bank charges	13.98	17.66
	668.64	664.80

31. DEPRECIATION AND AMORTISATION EXPENSE

Particulars	March 31, 2026	March 31, 2025
Depreciation on property, plant and equipment (refer Note 4)	664.10	680.69
Amortisation on intangible assets (refer Note 7)	5.35	4.88
Depreciation on right-of-use assets [refer Note 8(a)]	717.62	720.35
	1,387.07	1,405.92

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

32. INCOME TAX EXPENSE

The major components of income tax (income)/expense are:

Standalone Statement of Profit and Loss:

Particulars	March 31, 2026	March 31, 2025
Profit or loss section		
Current income tax	-	-
Adjustment of tax relating to earlier years [refer Note (a) below]	(61.42)	-
Deferred tax relating to origination and reversal of temporary differences	-	(4.78)
	(61.42)	(4.78)

Note:

- a) During the year ended March 31, 2026, pursuant to favourable appellate orders received from the income-tax authorities, the Company has reversed ₹ 61.42 million relating to income-tax provisions created in earlier years.

OCI section

Particulars	March 31, 2026	March 31, 2025
Deferred tax related to items recognised OCI during the year		
Re-measurement gains/(losses) on defined benefit plans	(1.38)	(0.28)

Reconciliation of tax expense and the accounting profit/(loss) multiplied by India's domestic tax rate

Particulars	March 31, 2026	March 31, 2025
Accounting profit/(loss) before income tax	(647.06)	(357.58)
India's statutory income tax rate	25.17%	25.17%
Tax expense/(income)	(162.85)	(90.00)
Tax impact on:		
Effect on account of non-deductible expenses under income tax	-	8.05
Others	101.43	77.17
Income tax expense/(income) recognised in Standalone Statement of Profit and Loss	(61.42)	(4.78)

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Movement in deferred tax balances

Particulars	March 31, 2026			
	Opening balance	Recognised in Standalone Statement of Profit and Loss	Recognised in other comprehensive income	Closing balance
Tax effect of items constituting deferred tax assets				
On unused tax losses (refer Note (a) below)	92.36	-	-	92.36
Property, plant and equipment and other intangible assets	195.25	-	-	195.25
Right-of-use assets and lease liabilities (net)	267.95	-	-	267.95
Provision towards asset retirement obligations	14.87	-	-	14.87
Employee benefits and other provisions	69.68	-	1.38	71.06
Tax effect of items constituting deferred tax liabilities				
Goodwill	(47.73)	-	-	(47.73)
Fair value gain on financial instruments at amortised cost	(34.82)	-	-	(34.82)
Net deferred tax asset	557.56	-	1.38	558.94

Particulars	March 31, 2025			
	Opening balance	Recognised in Standalone Statement of Profit and Loss	Recognised in other comprehensive income	Closing balance
Tax effect of items constituting deferred tax assets				
On unused tax losses (refer Note (a) below)	150.09	(57.73)	-	92.36
Property, plant and equipment and other intangible assets	151.56	43.69	-	195.25
Right-of-use assets and lease liabilities (net)	257.66	10.29	-	267.95
Provision towards asset retirement obligations	13.86	1.01	-	14.87
Employee benefits and other provisions	61.17	8.23	0.28	69.68
Tax effect of items constituting deferred tax liabilities				
Goodwill	(47.73)	-	-	(47.73)
Fair value gain on financial instruments at amortised cost	(34.11)	(0.71)	-	(34.82)
Net deferred tax asset	552.50	4.78	0.28	557.56

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Notes:

- The Company has recognised deferred tax asset on unabsorbed depreciation of ₹ 366.98 million (March 31, 2025: ₹ 366.98 million).
- During the year ended March 31, 2026, the Company has not recognised additional deferred tax assets in respect of current year carry forward business losses and unabsorbed depreciation. Based on Management's assessment and approved financial budgets, sufficient future taxable profits are expected to be available to realise the deferred tax assets previously recognised. Accordingly, there is no reversal of such previously recognised deferred tax assets.

33. EARNINGS PER SHARE

Basic EPS amounts are calculated by dividing the profit/(loss) for the year attributable to owners of the Company by the weighted average number of equity shares outstanding during the year.

Diluted EPS amounts are calculated by dividing the profit/(loss) attributable to owners of the Company by the weighted average number of equity shares outstanding during the year plus the weighted average number of equity shares that would be issued on conversion of all the dilutive potential equity shares into equity shares.

The following table reflects the income and share data used in the basic and diluted EPS computations:

Particulars		March 31, 2026	March 31, 2025
Net loss for calculation of EPS	A	(585.64)	(352.80)
Weighted average number of equity shares for calculation of EPS	B	3,90,84,095	3,90,74,112
Basic EPS (₹)	A/B	(14.98)	(9.03)
Weighted average number of equity shares outstanding	B	3,90,84,095	3,90,74,112
Weighted average number of potential equity shares*	C	2,32,116	2,14,858
Weighted average number of equity shares considered for calculation of Diluted EPS	B+C	3,93,16,211	3,92,88,970
Diluted EPS (₹)	A/(B+C)	(14.98)	(9.03)
Nominal value of shares (₹)		5.00	5.00

*Stock options granted to the employees under various ESOP schemes are considered to be potential equity shares. The same is considered in the determination of diluted earnings per share to the extent that they are not anti-dilutive. The stock options are not included in the determination of basic earnings per share.

34. INFORMATION OF INVESTMENTS MADE IN SUBSIDIARIES AND ASSOCIATE

These standalone financial statements are separate financial statements.

Following is the key information of investee entities.

Name of investee	Relationship with the Company	Principal place of business	March 31, 2026	March 31, 2025
Barbeque Nation Mena Holding Limited	Subsidiary	United Arab Emirates	100.00%	100.00%
Red Apple Kitchen Consultancy Private Limited	Subsidiary	India	89.05%	89.05%
Blue Planet Foods Private Limited	Subsidiary	India	11.77%	11.77%
Willow Gourmet Private Limited (Subsidiary) [w.e.f. June 30, 2025]	Subsidiary	India	51.00%	42.36%

The Company has accounted for investments in the above entities at cost less impairment loss, if any. Refer Note 9.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

35. EMPLOYEE BENEFIT PLANS

(i) Defined contribution plans

The Company makes Provident Fund and Employee State Insurance Scheme contributions which are defined contribution plans, for qualifying employees. Under the Schemes, the Company is required to contribute a specified percentage of the payroll costs to fund the benefits. The contributions payable to these plans by the Company are at rates specified in the rules of the schemes.

Particulars	March 31, 2026	March 31, 2025
Contribution to Provident Fund and Employee State Insurance Scheme	121.48	140.91

Amount recognised as an expense and included in Note 28.

(ii) Defined benefit plans

The Company has a defined benefit gratuity plan for its employees. The gratuity plan is governed by the Code on Social Security, 2020 and the Payment of Gratuity Act, 1972. Under the gratuity plan, every employee who has completed at least five years of service gets a gratuity on departure at 15 days of last drawn salary for each completed year of service. The scheme is funded with an insurance company in the form of qualifying insurance policy.

The following tables summarise the components of net benefit expense recognised and amounts recognised in the Standalone Balance Sheet:

Net benefit expense recognised through the Standalone Statement of Profit and Loss

Particulars	March 31, 2026	March 31, 2025
Current service cost	13.78	11.12
Past service cost	46.68	-
Interest cost on defined benefit obligation	6.31	5.86
	66.77	16.98

Net benefit expense recognised through Other Comprehensive Income/(Loss)

Particulars	March 31, 2026	March 31, 2025
Return on plan assets (excluding amounts included in net interest expense)	(0.03)	(0.19)
Actuarial (gains)/losses arising from changes in financial assumptions	0.84	1.31
Actuarial (gains)/losses arising from experience adjustments	4.69	(0.01)
	5.50	1.11

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Changes in the defined benefit obligation and fair value of plan assets are as follows:

Changes in the present value of the Defined Benefit Obligations (DBO)

Particulars	March 31, 2026	March 31, 2025
Opening defined benefit obligation	86.34	84.74
Current service cost	13.78	11.12
Past service cost	46.68	-
Interest cost on defined benefit obligation	6.51	6.05
Actuarial (gain)/loss on account of:		
Changes in financial assumptions	0.84	1.31
Experience adjustments	4.69	(0.01)
Benefits paid	(13.72)	(16.87)
Closing defined benefit obligation	145.12	86.34

Changes in the fair value of plan asset

Particulars	March 31, 2026	March 31, 2025
Opening fair value of the plan asset	3.16	2.78
Interest income on plan assets	0.20	0.19
Return on plan assets (excluding amounts included in net interest expense)	0.03	0.19
Closing fair value of assets	3.39	3.16

The current service cost and the net interest expense for the year are included in the 'Employee benefits expense' line item in the Standalone Statement of Profit and Loss. The remeasurement of the net defined benefit liability is included in other comprehensive income/(loss).

The amount included in the Standalone Balance Sheet arising from the entity's obligation in respect of its defined benefit plans is as follows:

Amounts recognised in the Standalone Balance Sheet

Particulars	March 31, 2026	March 31, 2025
Present value of funded defined benefit obligation	145.12	86.34
Fair value of plan assets	(3.39)	(3.16)
Net liability arising from defined benefit obligation	141.73	83.18
Current	57.90	32.80
Non-current	83.83	50.38

Significant actuarial assumptions for the determination of the defined obligation are discount rate and expected salary increase. The sensitivity analysis below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

The principal assumptions used in determining gratuity defined benefit obligations for the Company are shown below:

Particulars	March 31, 2026	March 31, 2025
Discount rate	6.25%	6.50%
Salary escalation		
Outlet	8.10%	8.10%
Non-outlet	13.20%	13.20%
Attrition rate		
Outlet	50.00%	50.00%
Non-outlet	40.00%	40.00%
Retirement age	58 years	58 years

The estimates of future salary increase, considered in actuarial valuation, takes into account inflation, seniority, promotion and other relevant factors such as supply and demand in the employment market.

The overall expected rate of return on plan assets is determined based on the market yield prevailing as on that date, applicable to the period over which the obligation is expected to be settled.

A quantitative sensitivity analysis for significant assumptions is as follows:

Discount rate

Particulars	March 31, 2026	March 31, 2025
Effect on defined benefit obligation due to 100 bps increase in discount rate	(3.32)	(1.99)
Effect on defined benefit obligation due to 100 bps decrease in discount rate	3.48	2.10

Salary escalation rate

Particulars	March 31, 2026	March 31, 2025
Effect on defined benefit obligation due to 100 bps increase in salary escalation rate	3.06	1.82
Effect on defined benefit obligation due to 100 bps decrease in salary escalation rate	(3.00)	(1.77)

The above sensitivity analysis have been determined based on a method that extrapolates the impact on defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

There has been no change from the previous year in the method and assumptions used in preparing the sensitivity analysis.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

The maturity profile of the defined benefit obligation are as follows:

Particulars	March 31, 2026	March 31, 2025
Within the next 12 months (next annual reporting period)	61.30	35.96
Between 2 and 5 years	91.49	55.22
Between 6 and 10 years	15.53	9.74
Beyond 10 years	1.63	1.08
	169.95	102.00

The average duration of defined benefit plan obligation at the end of the reporting period is 2 years (March 31, 2025: 2 years).

(iii) 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 - consolidating 29 existing labour laws. The Ministry of Labour & Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to changes in regulations.

The Company has assessed and disclosed the incremental impact arising from changes in wage definition based on the best information currently available, consistent with the guidance issued by the Institute of Chartered Accountants of India and taking into consideration the provisions of the Labour Codes, draft rules, frequently asked questions (FAQs) and external legal opinion.

Accordingly, the impact of implementation of the Labour Codes has resulted in an increase of ₹ 46.68 million towards gratuity and ₹ 14.20 million towards long-term compensated absences, primarily attributable to the revised wage definition, has been recognised as employee benefit expenses during the year ended March 31, 2026. The Company continues to monitor the finalisation of Central/State Rules and clarifications from the Government on other aspects of the Labour Code, and would provide appropriate accounting effect on the basis of such developments as needed.

36. CONTINGENT LIABILITIES AND COMMITMENTS (TO THE EXTENT NOT PROVIDED FOR)

Particulars	March 31, 2026	March 31, 2025
Contingent liabilities		
Matters relating to indirect tax under dispute [refer Note (a) below]	213.46	206.90
Matters relating to direct tax under dispute [refer Note (a) and (b) below]	308.25	610.07
Other matters	25.97	18.92
Commitments		
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	45.47	31.17

For commitments relating to lease arrangements, refer Note 38.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Notes:

- The aforesaid amounts under disputes are as per the demands from various authorities for the respective periods and has not been adjusted to include further interest and penalty leviable, if any, at the time of final outcome of the appeals.
- Certain demands from the income tax authorities were set-off against the brought forward business losses and unabsorbed depreciation of previous years which have not been disclosed above.
- In the ordinary course of business, the Company faces claims and assertions by various parties. The Company assesses such claims and assertions and monitors the legal environment on an ongoing basis with the assistance of external legal counsel, wherever necessary. The Company has reviewed all its pending litigations and proceedings, and has adequately provided for where provisions are required and disclosed the contingent liabilities in its standalone financial statements where financial outflow is not probable. The Company does not expect the outcome of these proceedings to have a materially adverse effect on the standalone financial statements.

37. SHARE BASED PAYMENT TO EMPLOYEES

The expense recognised for employee services received during the year is shown below:

Particulars	March 31, 2026	March 31, 2025
Expense arising from equity-settled share based payment transactions	81.46	113.43
Less: Share based payment expense cross charged to subsidiaries	(7.43)	(8.04)
	74.03	105.39

A. Barbeque Nation Hospitality Limited - Employee Stock option Plan 2015

In the annual general meeting held on August 26, 2015, the shareholders of the Company approved the issue of not more than 266,240 options (underlying equity share of face value of ₹ 10 each per option) under the Scheme titled Barbeque Nation Hospitality Limited - Employee Stock option Plan 2015 (ESOP 2015). The ESOP 2015 allows the issue of options to employees of the Company and its subsidiaries. Pursuant to the sub-division of equity share of ₹ 10 each into 2 equity shares of ₹ 5 each during the year ended March 31, 2017, the scheme comprise of 532,480 options (underlying equity share of face value of ₹ 5 each per option). Further, in the annual general meeting held on July 23, 2019, the shareholders of the Company approved the increase of options to be offered to the employees up to 932,480 options and in the Extra-ordinary General meeting held on July 19, 2021, the shareholders approved the increase of ESOP pool size to 2,000,000 options. Further in the annual general meeting held on September 06, 2022, the shareholders approved the transfer of 500,000 options from ESOP 2015 to ESOP 2022 and consequent to the said transfer, the pool size of ESOP 2015 has been reduced to 1,500,000 options.

As per the Scheme, the Nomination & Remuneration committee grants the options to the eligible employees. The exercise price of each option shall be at a price not less than the face value per share. Vesting period of the option is from 1 to 3 years from the date of grant and all the vested options can be exercised by the option grantee within 60 months from the vesting date.

The Company granted options under said scheme for eligible personnel at various dates as per below table. The fair value of the option has been determined using Black Scholes Option Pricing Model. The Company has amortised the fair value of option over the vesting period.

All the options granted to employees shall vest upon completion of the required vesting period.

On October 15, 2020, Board of Directors have approved the grant of same number of options to the employees who have surrendered their options and re-priced the surrendered options.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Considering the fall in the market price of shares of the Company (i.e. exercise price of ESOPs exceeding the current market price) and based on the recommendations of Nomination and Remuneration Committee, the Board of Directors of the Company, at their meeting held on August 07, 2023, have approved the re-pricing of ESOPs and the same was approved by the Shareholders/members in the 17th Annual General Meeting held on September 25, 2023, as mentioned hereunder:

- Repricing of ESOPs granted, under ESOP 2015, during the financial year 2021-22 and 2022-23 and revised exercise price is ₹ 721.40 per option.
- Repricing of ESOPs granted, under ESOP 2022, during the financial year 2022-23 and revised exercise price is ₹ 721.40 per option.
- Increasing vesting period of the re-priced ESOPs to 3 years effective from the date of re-pricing (i.e. from August 07, 2023) Incremental fair value for these modifications were calculated as fair value of option at modification date less fair value of option at grant date and this fair value was determined using Black Scholes Option Pricing model.

The detail of incremental fair market value and the exercise price is as given below (considering the effect of sub-division of shares):

ESOP Scheme	2015	2015	2015	2022	2022
Date of grant	29-Oct-21	18-May-22	09-Nov-22	09-Nov-22	07-Feb-23
Incremental fair value of option at modification date (₹)	208.40	128.08	139.03	139.03	60.69
Fair value of option at modification date (after modification) (₹)	332.95	332.95	332.95	332.95	332.95
Fair value of option at modification date (before modification) (₹)	124.55	204.87	193.92	193.92	272.26
Fair market value of shares per option at grant date (₹)	721.40	721.40	721.40	721.40	721.40
Vesting period	3 years	3 years	3 years	3 years	3 years
Exercise price (₹)	721.40	721.40	721.40	721.40	721.40

Considering the fall in the market price of shares of the Company (i.e. exercise price of ESOPs exceeding the current market price) and based on the recommendations of Nomination and Remuneration Committee, the Board of Directors of the Company, at their meeting held on January 30, 2026, approved the re-pricing of ESOPs. The same was subsequently approved by the Shareholders/members through postal ballot on March 19, 2026, as mentioned hereunder:

- Repricing of ESOPs granted, under ESOP 2015, during the financial year 2023-24 and revised exercise price is ₹ 173.89 per option.
- Repricing of ESOPs granted, under ESOP 2022, during the financial year 2023-24 and 2024-2025 and revised exercise price is ₹ 173.89 per option.
- Increasing vesting period of the re-priced ESOPs to 3 years effective from the date of re-pricing (i.e., January 30, 2026).

Incremental fair value for these modifications were calculated as fair value of option at modification date less fair value of option at grant date and this fair value was determined using Black Scholes Option Pricing model.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

The detail of incremental fair market value and the exercise price is as given below (considering the effect of sub-division of shares):

ESOP Scheme	2015	2022	2022	2022	2022
Date of grant	07-Aug-23	07-Aug-23	05-Feb-24	23-May-24	12-Nov-24
Incremental fair value of option at modification date (₹)	80.67	80.67	75.83	69.66	66.74
Fair value of option at modification date (after modification) (₹)	84.54	84.54	84.54	84.54	84.54
Fair value of option at modification date (before modification) (₹)	3.87	3.87	8.71	14.88	17.80
Fair market value of shares per option at grant date (₹)	173.89	173.89	173.89	173.89	173.89
Vesting period	3 years	3 years	3 years	3 years	3 years
Exercise price (₹)	173.89	173.89	173.89	173.89	173.89

The detail of fair market value and the exercise price is as given below (considering the effect of sub-division of shares):

Date of grant	15-Oct-20	15-Oct-20	15-Oct-20	15-Oct-20	03-Aug-21	03-Aug-21	03-Aug-21
Fair market value of option at grant date (₹)	116.44	51.13	92.99	92.99	129.06	218.81	276.80
Fair market value of shares per option at grant date (₹)	252.00	252.00	252.00	252.00	890.05	890.05	890.05
Vesting period	3 years	1 year	2 years	2 years	1 year	2 years	3 years
Exercise price (₹)	252.00	252.00	252.00	252.00	890.05	890.05	890.05

Date of grant	29-Oct-21	18-May-22	09-Nov-22	31-Jul-25	11-Nov-25	30-Jan-26
Fair market value of option at grant date (₹)	369.38	444.48	547.09	143.24	94.85	84.54
Fair market value of shares per option at grant date (₹)	1,220.25	999.45	1,148.25	297.60	196.19	173.89
Vesting period	3 years	3 years	3 years	3 years	3 years	3 years
Exercise price (₹)	1,220.25	999.45	1,148.25	297.60	196.19	173.89

Employee stock options details as on the Standalone Balance Sheet date (considering the effect of sub-division of shares) are as follows:

Particulars	Options (Numbers)	Weighted average exercise price per option (₹)
Options outstanding at the beginning of April 01, 2024	8,97,130	492.63
Granted during the year	-	-
Exercised during the year	6,927	252.00
Lapsed during the year	40,122	711.02

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Employee stock options details as on the Standalone Balance Sheet date (considering the effect of sub-division of shares) are as follows: (Contd.)

Particulars	Options (Numbers)	Weighted average exercise price per option (₹)
Options outstanding at the end of March 31, 2025	8,50,081	483.44
Unvested at the end of the financial year 2025	4,19,500	721.40
Exercisable at the end of the financial year 2025	4,30,581	252.70
Options available for grant as at March 31, 2025	2,85,218	-
Options outstanding at the beginning of April 01, 2025	8,50,081	483.44
Granted during the year	2,11,000	220.19
Exercised during the year	8,685	185.95
Lapsed during the year	35,763	440.31
Options outstanding at the end of March 31, 2026	10,16,633	214.72
Unvested at the end of the financial year 2026	6,03,150	189.16
Exercisable at the end of the financial year 2026	4,13,483	252.00
Options available for grant as at March 31, 2026	1,09,981	-

The weighted average remaining contractual life for the share options outstanding as at March 31, 2026 was 5.20 years (March 31, 2025: 4.38 years).

The range of exercise prices for share options outstanding at the end of the year was ₹ 173.89 to ₹ 297.60 (March 31, 2025: ₹ 150.00 to ₹ 890.05).

The fair value of the options has been determined under the Black-Scholes model. The assumptions used in this model for calculating fair value are as below:

Date of grant	15-Oct-20	15-Oct-20	15-Oct-20	03-Aug-21	03-Aug-21	03-Aug-21
Risk free interest rate	5.48%	5.96%	5.96%	3.77%	4.45%	5.24%
Expected life	1 year	2 years	3 years	1 year	2 years	3 years
Expected annual volatility of shares*	44.63%	59.77%	62.35%	31.00%	36.10%	35.20%
Expected dividend yield	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%

Date of grant	29-Oct-21	18-May-22	09-Nov-22	31-Jul-25	11-Nov-25	30-Jan-26
Risk free interest rate	5.24%	7.15%	7.35%	6.08%	6.24%	6.43%
Expected life	3 years	3 years	3 years	3 years	3 years	3 years
Expected annual volatility of shares*	35.20%	33.63%	38.08%	41.76%	41.66%	41.55%
Expected dividend yield	0.20%	0.09%	0.09%	-	-	-

*The Company determines expected volatility by taking the average volatility of the Company's shares from the date of listing i.e., April 07, 2021 till the date of grant.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

B. Barbeque Nation Hospitality Limited - Employee Stock Option Scheme 2022

In the annual general meeting held on September 6, 2022, the Shareholders approved the adoption of new Employee Stock Option Scheme called 'Barbeque Nation Hospitality Limited - Employees Stock Option Plan 2022' ("ESOP 2022"). The pool size of the ESOP 2022 is 500,000 Options (which are convertible into equivalent number of equity shares having face value of ₹ 5 each i.e. one option is equal to one share), which are being transferred from ESOP 2015 and consequent to the said transfer, the pool size of ESOP 2015 has been reduced to 1,500,000 options. The ESOP 2022 allows the issue of options to employees of the Company and its subsidiaries.

As per the Scheme, the Nomination & Remuneration committee grants the options to the eligible employees. The exercise price of each option shall be at a price not less than the face value per share. Vesting period of the option is from 1 to 3 years from the date of grant and all the vested options can be exercised by the option grantee within 60 months from the vesting date.

All the options granted to employees shall vest upon completion of the required vesting period.

The detail of fair market value and the exercise price is as given below:

Date of grant	09-Nov-22	07-Feb-23	05-Feb-24	23-May-24	12-Nov-24	11-Nov-25
Fair market value of option at grant date (₹)	547.09	388.62	279.82	263.23	265.57	94.85
Fair market value of shares per option at grant date (₹)	1,148.25	860.10	622.50	526.50	541.50	196.19
Vesting period	3 years	3 years	3 years	3 years	3 years	3 years
Exercise price (₹)	1,148.25	860.10	622.50	526.50	541.50	196.19

Employee stock options details as on the Standalone Balance Sheet date are as follows:

Particulars	Options (Numbers)	Weighted average exercise price per option (₹)
Options outstanding at the beginning of April 01, 2024	2,03,972	716.79
Granted during the year	1,93,000	538.39
Exercised during the year	-	-
Lapsed during the year	5,000	590.10
Options outstanding at the end of March 31, 2025	3,91,972	630.57
Unvested at the end of March 31, 2025	3,91,972	630.57
Exercisable at the end of March 31, 2025	-	-
Options available for grant as at March 31, 2025	1,08,028	-
Options outstanding at the beginning of April 01, 2025	3,91,972	630.57
Granted during the year	50,000	196.19
Exercised during the year	-	-
Lapsed during the year	6,000	357.70
Options outstanding at the end of March 31, 2026	4,35,972	176.45

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Employee stock options details as on the Standalone Balance Sheet date are as follows: (Contd.)

Particulars	Options (Numbers)	Weighted average exercise price per option (₹)
Unvested at the end of March 31, 2026	4,35,972	176.45
Exercisable at the end of March 31, 2026	-	-
Options available for grant as at March 31, 2026	64,028	-

The weighted average remaining contractual life for the share options outstanding as at March 31, 2026 was 7.82 years (March 31, 2025: 6.93 years).

The range of exercise prices for share options outstanding at the end of the year was ₹ 173.89 to ₹ 196.19 (March 31, 2025: ₹ 526.50 to ₹ 721.40).

The fair value of the options has been determined under the Black-Scholes model. The assumptions used in this model for calculating fair value are as below:

Date of grant	09-Nov-22	07-Feb-23	05-Feb-24	23-May-24	12-Nov-24	11-Nov-25
Risk free interest rate	7.35%	7.21%	6.97%	6.94%	6.69%	6.24%
Expected life	3 years	3 years	3 years	3 years	3 years	3 years
Expected annual volatility of shares*	38.08%	34.57%	39.03%	42.35%	41.53%	41.66%
Expected dividend yield	0.09%	0.09%	0.16%	-	-	-

*The Company determines expected volatility by taking the average volatility of the Company's shares from the date of listing i.e., April 07, 2021 till the date of grant.

38. LEASES

Company as a lessee

The Company has lease contracts for stores, corporate office and other office premises, with lease period varying between 2 to 20 years, with escalation clauses in the lease agreements. Consistent with industry practice, the Company has contracts which have fixed rentals or variable rentals based on a percentage of sales in the stores, or a combination of both. The Company's obligations under its leases are secured by the lessor's title to the right-of-use assets.

Expenses/income recognised in Standalone Statement of Profit and Loss:

Particulars	March 31, 2026	March 31, 2025
Other income		
Gain on termination of right-of-use assets	49.41	98.26
Depreciation and amortisation expense		
Depreciation expense of right-of-use assets	717.62	720.35
Finance costs		
Interest expense on lease liabilities	520.09	533.23
Other expenses		
Rent expense relating to short-term leases and variable lease payments	382.55	360.69

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Contractual maturities of lease liabilities

The below table provides details regarding the contractual maturities of lease liabilities on undiscounted basis:

Particulars	March 31, 2026	March 31, 2025
Within one year	1,065.28	1,040.31
After one year but not more than five years	3,563.55	3,421.42
More than five years	4,397.32	4,428.55
	9,026.15	8,890.28

The Company applies the short-term lease recognition exemption to its short-term leases of certain premises taken on lease (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option) and lease arrangements having variable lease payments based on turnover of respective outlets at premises taken on lease.

The Company had total cash outflows for leases (including short-term leases) of ₹ 1,438.59 million in March 31, 2026 (March 31, 2025: ₹ 1,415.65 million).

Asset retirement obligations

Set out below are the carrying amounts of asset retirement obligations and the movements during the year:

Particulars	March 31, 2026	March 31, 2025
As at the beginning of the year	59.06	56.36
Additions	10.63	4.88
Interest	4.91	4.73
Closed stores - Amount incurred/transferred	(9.36)	(6.91)
As at the end of the year	65.24	59.06
Current	6.73	5.72
Non-current	58.51	53.34

Company as a lessor

Sub-lease of premises to subsidiaries:

The Company has entered into agreements for sub-lease of premises, with Red Apple Kitchen Consultancy Private Limited and Blue Planet Foods Private Limited to use the premises as outlet for 15 years.

Income recognised in Standalone Statement of Profit and Loss:

Particulars	March 31, 2026	March 31, 2025
Profit on sub-lease	-	13.08
Notional interest income on lease receivables	10.51	6.43
Total	10.51	19.51

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Future minimum rentals receivable under sub-lease:

Particulars	March 31, 2026	March 31, 2025
Within one year	13.00	12.70
After one year but not more than five years	56.25	53.65
More than five years	146.23	161.83
Total	215.48	228.18

39. SEGMENT REPORTING

The Company operates in only one segment, viz., operating restaurant business. The Company's operations are in India and therefore there are no secondary geographical segment.

40. FAIR VALUE MEASUREMENTS

Financial instruments by category

The carrying value and fair value of financial instruments by categories as at March 31, 2026 and March 31, 2025 are as follows:

Particulars	Carrying value		Fair value	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Financial assets				
Amortised cost				
Investments (refer Note 9)	1,463.00	1,405.58	1,463.00	1,405.58
Loans (refer Note 10)	227.48	213.48	227.48	213.48
Trade receivables (refer Note 14)	54.08	53.20	54.08	53.20
Cash and cash equivalents (refer Note 15)	58.96	22.54	58.96	22.54
Bank balances other than cash and cash equivalents (refer Note 15.1)	20.74	1.77	20.74	1.77
Other financial assets (refer Note 11)	704.83	629.97	704.83	629.97
Total	2,529.09	2,326.54	2,529.09	2,326.54
Financial liabilities				
Amortised cost				
Borrowings (refer Note 19)	956.73	561.54	956.73	561.54
Lease liabilities [refer Note 8(b)]	6,073.04	5,856.71	6,073.04	5,856.71
Trade payables (refer Note 21)	1,039.71	919.72	1,039.71	919.72
Other financial liabilities (refer Note 22)	66.90	51.29	66.90	51.29
Total	8,136.38	7,389.26	8,136.38	7,389.26

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Fair value of financial assets and liabilities measured at amortised cost

The Management assessed that fair value of cash and cash equivalents, trade receivables, security deposits, interest accrued on fixed deposits, other receivables and trade payables, approximate their carrying amounts largely due to the short-term maturities of these instruments.

The fair value of security deposits have been estimated using DCF model.

The fair value of the Company's interest bearing borrowings and loans are determined using DCF method using discount rate.

The fair value of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

The investments made in subsidiaries and associate as at March 31, 2026 is ₹ 1,463.00 (March 31, 2025: ₹ 1,405.58) are measured at cost.

Fair value hierarchy

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3 - Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

4.1. FINANCIAL RISK MANAGEMENT

The Company's principal financial liabilities comprise borrowings, leases, trade payables and other payables. The main purpose of these financial liabilities are to finance the Company's operations. The Company's principal financial assets include loans, trade receivables and cash and cash equivalents that derive directly from its operations.

The Company also holds investments in equity instruments.

The Company is exposed to market risk, credit risk and liquidity risk. The Company's senior management oversees the management of these risks. It is the Company's policy that no trading in derivatives for speculative purposes may be undertaken. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below:

(A) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises of interest rate risk. Financial instruments affected by market risk include loans and borrowings, deposits, debt and equity investments.

The sensitivity analysis in the following sections relate to the position as at March 31, 2026 and March 31, 2025.

The sensitivity analysis have been prepared on the basis that the amount of net debt, the ratio of fixed to floating interest rates of the debt at March 31, 2026 and March 31, 2025.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rates relates primarily to the Company's long-term debt obligations with floating interest rates.

The Company manages its interest rate risk by having a balanced portfolio of fixed and variable rate loans and borrowings.

Interest rate sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of loans and borrowings affected. If interest rates had been 1% higher/lower and all other variables were held constant, the Company's loss for the year ended would have impacted in the following manner:

Particulars	March 31, 2026	March 31, 2025
Decrease in interest rate by 1%		
Decrease on loss before tax	8.13	4.68
Increase in interest rate by 1%		
(Increase) on loss before tax	(8.13)	(4.68)

The assumed movement in basis points for the interest rate sensitivity analysis is based on the currently observable market environment.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

(B) Credit risk

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. To manage this, the Company periodically assesses financial reliability of customers and other counterparties, taking into account the financial condition, current economic trends, and analysis of historical bad debts and ageing of financial assets. Individual risk limits are set and periodically reviewed on the basis of such information. Credit risk from balances with banks and financial institutions is managed by the Company's treasury department in accordance with the Company's policy. Investments of surplus funds are made only with approved counterparties and within credit limits assigned to each counterparty.

The Company only deals with parties which has good credit rating given by external rating agencies or based on the Company's internal assessment.

Financial assets are written-off when there is no reasonable expectations of recovery, such as a debtor failing to engage in a repayment plan with the Company. Where loans or receivables have been written-off, the Company continues

to engage in enforcement activity to attempt to recover the receivable dues where recoveries are made, these are recognised as income in the Standalone Statement of Profit and Loss.

The Company is exposed to credit risk from its operating activities (primarily trade receivables and security deposits).

(C) Liquidity risk

The Company monitors its risk of a shortage of funds using a liquidity planning tool.

The Company's objective is to maintain a balance between continuity of funding and flexibility through the use of bank overdrafts, bank loans and lease contracts. Approximately 39% of the Company's debt will mature in less than one year at March 31, 2026 (March 31, 2025: 37%) based on the carrying value of borrowings reflected in the standalone financial statements. The Company assessed the concentration of risk with respect to refinancing its debt and concluded it to be low. The Company has access to a sufficient variety of sources of funding.

The table below summarises the maturity profile of the Company's financial liabilities based on contractual undiscounted payments:

Particulars	March 31, 2026				
	Less than 1 year	1-3 years	More than 3 years	Total	Carrying value
Borrowings (refer Note 19)	369.92	474.12	112.69	956.73	956.73
Lease liabilities [refer Note 8(b)]	1,065.28	1,914.83	6,046.04	9,026.15	6,073.04
Trade payables (refer Note 21)	1,039.71	-	-	1,039.71	1,039.71
Other financial liabilities (refer Note 22)	61.48	-	5.42	66.90	66.90
	2,536.39	2,388.95	6,164.15	11,089.49	8,136.38

Particulars	March 31, 2025				
	Less than 1 year	1-3 years	More than 3 years	Total	Carrying value
Borrowings (refer Note 19)	206.01	240.47	115.06	561.54	561.54
Lease liabilities [refer Note 8(b)]	1,040.31	1,869.12	5,980.85	8,890.28	5,856.71
Trade payables (refer Note 21)	919.72	-	-	919.72	919.72
Other financial liabilities (refer Note 22)	45.87	-	5.42	51.29	51.29
	2,211.91	2,109.59	6,101.33	10,422.83	7,389.26

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

42. CAPITAL MANAGEMENT

For the purpose of the Company's capital management, capital includes issued equity capital, securities premium and all other equity reserves attributable to the equity holders of the Company. The primary objective of the Company's capital management is to maximise the shareholder value.

The Company manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Company monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Company includes within net debt, interest bearing loans and borrowings, lease liabilities, less cash and cash equivalents.

In order to achieve this overall objective, the Company's capital management, amongst other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements. Breaches in meeting the financial covenants would permit the bank to immediately call loans and borrowings. There have been no breaches in the financial covenants of any interest-bearing loans and borrowing in the current year and the previous year.

No changes were made in the objectives, policies or processes for managing capital during the years ended March 31, 2026 and March 31, 2025.

The following table summarises the capital of the Company:

Particulars	March 31, 2026	March 31, 2025
Borrowings (refer Note 19)	956.73	561.54
Lease liabilities [refer Note 8(b)]	6,073.04	5,856.71
Total borrowings	7,029.77	6,418.25
Less: Cash and cash equivalents (refer Note 15)	58.96	22.54
Net debt	6,970.81	6,395.71
Equity	3,416.35	3,923.06
Capital and net debt	10,387.16	10,318.77
Gearing ratio	67.11%	61.98%

43. RELATED PARTY DISCLOSURES

A. Names of related parties and related party relationship with whom transactions have taken place:

Name of related parties

Subsidiaries
Barbeque Nation Mena Holding Limited (Wholly-owned subsidiary)
Barbeque Nation Restaurants LLC (Step-down subsidiary)
Barbeque Nation (Malaysia) SDN. BHD. (Step-down subsidiary)
Barbeque Nation International LLC (Step-down subsidiary)
Barbeque Nation Bahrain W.L.L. (Step-down subsidiary)
Barbeque Nation Lanka (Pvt) Ltd (Step-down subsidiary)
Barbeque Nation Saudi Arabia Limited (Step-down subsidiary)

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Name of related parties (Contd.)

United Foodbrands Thai Holding Co., Ltd. (Step-down subsidiary)

United Foodbrands Thai Co., Ltd. (Step-down subsidiary)

Barbeque Nation Restaurant W.L.L. (Step-down subsidiary)

Red Apple Kitchen Consultancy Private Limited (Subsidiary)

Blue Planet Foods Private Limited (Subsidiary)

Willow Gourmet Private Limited (Subsidiary) [w.e.f. June 30, 2025]

Associate

Willow Gourmet Private Limited (upto June 29, 2025)

Investing party for which the Company is an Associate

Sayaji Hotels Limited

Sayaji Housekeeping Services Limited

Entities in which KMP/Relatives of KMP can exercise significant influence

Sana Reality Private Limited

Sayaji Foods Private Limited

Sana Hospitality Services Private Limited

Sayaji Hotels (Pune) Limited

Liberty Restaurent Private Limited

Key Management Personnel ("KMP")

Kayum Razak Dhanani (Managing Director)

Rahul Agrawal (Chief Executive Officer and Whole-time Director)

T Narayanan Unni (Non-executive and Independent Director) - upto August 11, 2024

Abhay Chintaman Chaudhari (Non-executive and Independent Director)

Ashok Revathy (Non-executive and Independent Director)

Raoof Razak Dhanani (Non-executive Director)

Devinjit Singh (Non-executive Director) - upto February 03, 2025

Suchitra Dhanani (Non-executive Director)

Azhar Yusuf Dhanani (Non-executive Director)

Ajay Nanavati Vipin (Non-executive and Independent Director) - w.e.f. May 23, 2024 and upto May 22, 2025

Tarun Khanna (Non-executive and Independent Director) - w.e.f. May 22, 2025

Nagamani C Y (Company Secretary)

Amit V Betala (Chief Financial Officer)

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

The following table provides the total amount of transactions that have been entered into with related parties for the relevant financial year:

Particulars	Year ended March 31, 2026			Year ended March 31, 2025		
	Subsidiaries	KMP and Relative of KMP	Other related parties**	Subsidiaries	KMP and Relative of KMP	Other related parties**
Income from royalty	60.67	-	-	48.34	-	-
Rental income from sub-lease	8.61	-	-	12.49	-	-
Notional interest income on lease receivables	10.51	-	-	6.43	-	-
Others (GSI income)	-	-	0.20	-	-	2.40
Interest income on loan	18.92	-	-	30.66	-	-
Purchases	-	-	203.17	-	-	184.16
Expense recovered	9.17	-	-	3.33	-	-
Rent expense	-	-	40.68	-	-	42.52
Investment made during the year	-	-	50.00	160.29	-	120.00
Share based payment expense cross charge	7.42	-	-	8.04	-	-
Loan advanced	14.00	-	-	-	-	-
Conversion of loan into equity investments	-	-	-	249.65	-	-
Receipt of security deposits	-	-	-	5.42	-	-
Sale of property, plant and equipment	-	-	-	-	-	7.00
Remuneration paid to KMP*	-	43.55	-	-	35.16	-

*Includes director sitting fees.

**Pertains to Investing party for which the Company is an Associate and Entities in which KMP/Relatives of KMP can exercise significant influence and Associate.

Balances outstanding

Particulars	As at March 31, 2026			As at March 31, 2025		
	Subsidiaries	KMP and Relative of KMP	Other related parties**	Subsidiaries	KMP and Relative of KMP	Other related parties**
Amounts owed to related parties	-	-	20.89	-	-	10.44
Amounts owed by related parties	98.32	-	-	67.06	-	8.76
Net investment in lease	124.03	-	-	130.33	-	-
Investment made	1,463.00	-	-	1,285.58	-	120.00
Loans receivable	227.48	-	-	213.48	-	-
Deposits receivable	-	-	17.11	-	-	17.11
Deposits payable	5.42	-	-	5.42	-	-

**Pertains to Investing party for which the Company is an Associate and Entities in which KMP/Relatives of KMP can exercise significant influence and Associate.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Terms and conditions of transactions with related parties

The sales to and purchases from related parties are made on terms equivalent to those that prevail in arm's length transactions. Amount owed to and by related parties are unsecured and interest free and settlement occurs in cash. Deposits to other related parties are unsecured and interest free and settlement occurs in cash. Loans to subsidiaries are unsecured and interest bearing and settlement occurs in cash. There have been no guarantees received or provided for any related party receivables or payables. For the year ended March 31, 2026, the Company has not recorded any impairment of assets relating to amounts owed by related parties. This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operates. Refer below for terms and conditions for related party transactions and balances:

a) Income from royalty

For terms of transactions

Income from royalty from subsidiaries on the same terms as applicable to third parties in an arm's length transaction and in the ordinary course of business. The Company charge to subsidiaries for use of its brand @ 5% of turnover of the respective subsidiaries for each financial year.

For terms of balances

Trade receivables outstanding balances are unsecured, interest free and require settlement in cash. No guarantee or other security has been received against these receivables. The amounts are recoverable within 90 days from the invoice date. For the year ended March 31, 2026, the Company has not recorded any impairment on such receivables.

b) Purchases

For terms of transactions

Purchases are made from related parties on the same terms as applicable to third parties in an arm's length transaction and in the ordinary course of business. The Company mutually negotiates and agrees purchase price and payment terms with the related parties by benchmarking the same to sale transactions with non-related parties entered into by the counter-party and similar purchase transactions entered into by the Company with the other non-related parties.

For terms of balances

Trade payables outstanding balances are unsecured, interest free and require settlement in cash. No guarantee or other security has been given against these payables. The amounts are payable within 30 to 60 days from the invoice date.

c) Loan given to related parties

The Company has given loan to its subsidiaries for expansion of business and further investments, in connection with its principal business activities. The loan has been utilised by the subsidiaries for the purpose it was obtained. The loan is unsecured, repayable on demand/based on repayment schedule and carries interest rates at the rate of 8%-9% per annum. Also, refer Note 10.

d) Rent expense

The Company has obtained premises, for use as the outlet, on lease from Sana Hospitality Services Private Limited, Sana Reality Private Limited and Sayaji Hotels Limited, entities over which the promoters of the Company have control, for a period of 5 to 15 years. The lease requires the Company to pay lease rental on a monthly basis. The lease agreement contains escalation clauses after pre-defined period.

e) For information of investments made in subsidiaries and associate, refer Note 9.

Compensation of Key Managerial Personnel (KMP) of the Company

The remuneration of directors and other members of key management personnel during the year is as follows:

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Short-term employee benefits	43.55	35.16
Share based payments	34.73	46.31
Total compensation paid to key management personnel	78.28	81.47

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

- (i) Provision for employee benefits, which are based on actuarial valuation done on an overall Company basis, is excluded from remuneration paid to KMP.
- (ii) The Company has agreed to grant stock options subject to the terms and conditions of Employee Stock Option Plan or term approved by the shareholders.
- (iii) The amounts disclosed in the table are the amounts recognised as an expense during the reporting period related to KMP.

44. RATIO ANALYSIS AND ITS ELEMENTS

Particulars	Numerator	Denominator	March 31, 2026	March 31, 2025	% change	Reason for variance
Current ratio	Current assets	Current liabilities	0.41	0.46	-10.46%	-
Debt - Equity ratio	Total debt (including lease liabilities)	Shareholder's equity	2.06	1.64	25.77%	Change is primarily on account of increase in losses during the year.
Debt Service Coverage ratio	Earnings for debt service = Net profit/(loss) after taxes + Non-cash operating expenses + Interest expense on borrowings (including lease liabilities) – Non-cash operating income	Debt service = Interest expense on borrowings (including lease liabilities) + Principal repayments of borrowings (including lease liabilities)	1.11	1.33	-16.80%	-
Return on Equity ratio	Net profit/(loss) after tax	Average shareholder's equity	(0.16)	(0.09)	77.32%	Change is primarily on account of increase in losses during the year.
Inventory Turnover ratio	Cost of goods sold	Average inventory	9.81	9.14	7.31%	-
Trade Receivable Turnover ratio	Net sales	Average trade receivables	191.16	176.50	8.31%	-
Trade Payable Turnover ratio	Net purchases + Other expenses + Staff welfare expenses	Average trade payables	6.86	6.69	2.43%	-
Net Capital Turnover ratio	Net sales	Working capital = Current assets – Current liabilities	(7.00)	(8.46)	-17.17%	-
Net Profit ratio	Net profit/(loss) after tax	Net sales	(0.06)	(0.04)	58.77%	Change is primarily on account of increase in losses during the year.
Return on Capital Employed	Earnings before interest and taxes	Capital employed = Tangible net worth + Total debt + Deferred tax liabilities	(0.01)	0.02	-127.23%	Change is primarily on account of increase in losses during the year.
Return on Investment	Interest (Finance income)	Investment	NA	NA	-	-

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

45. DISCLOSURE AS PER REGULATION 34(3) READ WITH PART A OF SCHEDULE V OF THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015 IN RESPECT OF LOANS AND ADVANCES, THE AMOUNT IN THE NATURE OF LOANS OUTSTANDING AT YEAR END

Name of borrower	Nature of relationship	Security	Rate of interest	As at April 01, 2025	Given during the year	Written-off during the year	As at March 31, 2026	Maximum amount outstanding during the year ended March 31, 2026
Barbeque Nation Mena Holding Limited	Subsidiary	Unsecured	8.59%	671.49	-	270.41	401.08	671.49
Red Apple Kitchen Consultancy Private Limited	Subsidiary	Unsecured	9.00%	-	14.00	-	14.00	14.00

46. OTHER STATUTORY INFORMATION

- The Company does not have any Benami property, where any proceeding have been initiated or pending against the Company for holding any Benami property under the Benami Transactions (Prohibition) Act, 1988 and rules made thereunder.
- The Company do not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.
- The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority or other lender.
- The Company does not have any transactions with companies struck off.
- The Company has not advanced or loaned or invested funds (either from borrowed funds or share premium or any other sources or kind of funds) to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- The Company has not received any funds from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in

other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

- The Company does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).
- The Company has not traded or invested in crypto currency or virtual currency during the current or previous year.
- The Company has complied with the number of layers prescribed under clause (87) of section 2 of the Companies Act, 2013 read with the Companies (Restriction on number of Layers) Rules, 2017.

47. MAINTENANCE OF BOOKS OF ACCOUNT

(a) Physical server of books of account

As per the MCA notification dated August 05, 2022, the Central Government has notified the Companies (Accounts) Fourth Amendment Rules, 2022. As per the amended rules, the Company is required to maintain its books of account and other relevant books and papers in electronic mode and these books of account should be accessible in India at all times. Also, the Company is required to maintain the back-up of books of account on servers physically located in India, on a daily basis.

Notes to the Standalone Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Proper books of account as required by law have been kept by the Company except in respect of an accounting software which is operated by a third-party software service provider, for maintaining its books of account. Management is not in possession of Service Organisation Controls report to determine whether the back-up of books of account maintained in electronic mode in respect of said accounting software was kept in server physically located in India on a daily basis.

(b) Audit trail

The Company has used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software, except that audit trail feature is not enabled for direct changes to data when using certain access rights (at the database level) insofar as it relates to the accounting software. Further, no instance of audit trail

feature being tampered with was noted, in respect of the aforesaid accounting software where audit trail has been enabled. Additionally, the audit trail has been preserved by the Company as per the statutory requirements for record retention to the extent it was enabled and recorded in the respective year.

Further, the Company has used an accounting software which is operated by a third-party software service provider, for maintaining its books of account. Management is not in possession of Service Organisation Controls report to determine whether audit trail feature of the aforesaid software was enabled and operated throughout the year for all relevant transactions recorded in the software or whether there were any instances of the audit trail feature being tampered with, in respect of an accounting software where the audit trail has been enabled and whether the audit trail has been preserved by the Company as per the statutory requirements for record retention.

As per our report of even date attached

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

per Sunil Gaggar
Partner
Membership Number: 104315

Abhay Chintaman Chaudhari
Director
DIN: 06726836

Place: Bengaluru
Date: May 19, 2026

For and on behalf of the Board of Directors of
United Foodbrands Limited
(Formerly known as Barbeque-Nation Hospitality Limited)
CIN: L55101KA2006PLC073031

Kayum Razak Dhanani
Managing Director
DIN: 00987597

Amit V Betala
Chief Financial Officer

Place: Bengaluru
Date: May 19, 2026

Rahul Agrawal
Chief Executive Officer &
Whole-time Director
DIN: 07194134

Nagamani C Y
Company Secretary
M. No.: 27475

Independent Auditor's Report

To the Members of United Foodbrands Limited (Formerly known as "Barbeque-Nation Hospitality Limited")

Report on the Audit of the Consolidated Financial Statements

OPINION

We have audited the accompanying consolidated financial statements of United Foodbrands Limited (Formerly known as "Barbeque-Nation Hospitality Limited") [hereinafter referred to as "the Holding Company"], its subsidiaries (the Holding Company and its subsidiaries together referred to as "the Group"), and its associate comprising of the consolidated Balance Sheet as at March 31, 2026, the consolidated Statement of Profit and Loss, including Other Comprehensive Income, the consolidated Cash Flow Statement and the consolidated Statement of Changes in Equity for the year then ended, and notes to the consolidated financial statements, including a summary of material accounting policies and other explanatory information (hereinafter referred to as "the consolidated financial statements").

In our opinion and to the best of our information and according to the explanations given to us and based on the consideration of reports of other auditors on separate financial statements, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013, as amended ("the Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group and its associate, as at March 31, 2026, their consolidated loss including other comprehensive loss, their consolidated cash flows and the consolidated statement of changes in equity for the year ended on that date.

BASIS FOR OPINION

We conducted our audit of the consolidated financial statements in accordance with the Standards on Auditing (SAs), as specified under Section 143(10) of the Act. Our responsibilities under those Standards are further described in the 'Auditor's Responsibilities for the Audit of the Consolidated Financial Statements' section of our

report. We are independent of the Group and its associate in accordance with the 'Code of Ethics' issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the consolidated financial statements.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements for the financial year ended March 31, 2026. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have determined the matters described below to be the key audit matters to be communicated in our report. We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of audit procedures performed by us and by other auditors of components not audited by us, as reported by them in their audit reports furnished to us by the Management, including those procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Key audit matters	How our audit addressed the key audit matter
Impairment Evaluation of Goodwill (as described in Note 6 to the Consolidated Financial Statements)	
As disclosed in Note 6, goodwill amounts to ₹ 1,000.34 million as at March 31, 2026 and represents goodwill acquired through business combinations and allocated to cash generating units of the Group.	Our audit procedures included the following:
• A cash generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. As disclosed in Note 6, impairment of goodwill is determined by assessing the recoverable amount of each cash generating unit to which the goodwill relates.	• Obtained an understanding of the process followed by the Management to determine the recoverable amounts of cash generating units to which the goodwill has been allocated.
	• Evaluated the model used in determining the value in use of the cash generating units.
	• Assessed the consistency of data used in the recoverable amount calculation with the approved financial budgets.

KEY AUDIT MATTERS (Contd.)

Key audit matters	How our audit addressed the key audit matter
The recoverable amount of the cash generating unit as at March 31, 2026 has been determined by the Management based on a value in use calculation using cash flow projections from approved financial budgets.	- Assessed the key assumptions used in computation of value in use as at March 31, 2026. - Assessed the recoverable value headroom by performing sensitivity testing of key assumptions used.
Goodwill impairment assessment is a key audit matter considering future estimates and judgment involved in such assessment and considering the significant carrying value of goodwill.	- Involved valuation expert to assist in evaluating Management's determination of value in use. - Tested the arithmetical accuracy of the computation of recoverable amounts of cash generating units.

OTHER INFORMATION

The Holding Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Annual report, but does not include the consolidated financial statements and our auditor's report thereon. The Annual report is expected to be made available to us after the date of this report.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether such other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the Annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions as applicable under the applicable laws and regulations.

RESPONSIBILITIES OF MANAGEMENT FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The Holding Company's Board of Directors is responsible for the preparation and presentation of these consolidated financial statements in terms of the requirements of the Act that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive income, consolidated cash flows and consolidated statement of changes in equity of the Group including its associate in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended. The respective Board of Directors of the companies included in the Group and of its associate are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of their

respective companies and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Board of Directors of the companies included in the Group and of its associate are responsible for assessing the ability of their respective companies to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group and of its associate are also responsible for overseeing the financial reporting process of their respective companies.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Holding Company has adequate internal financial controls with reference to the consolidated financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group and its associate to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associate to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group and its associate of which we are the independent auditors, to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by other auditors, such other auditors remain responsible

for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements for the financial year ended March 31, 2026 and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

OTHER MATTERS

- (a) We did not audit the financial statements and other financial information, in respect of 8 subsidiaries, whose financial statements include total assets of ₹ 4,501.48 million as at March 31, 2026, and total revenues of ₹ 3,152.95 million and net cash inflows of ₹ 18.84 million for the year ended on that date. Those financial statements and other financial information have been audited by other auditors, which financial statements, other financial information and auditor's reports have been furnished to us by the Management. Our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries, is based solely on the reports of such other auditors.

Certain of the above subsidiaries are located outside India whose financial statements have been prepared in accordance with accounting principles generally accepted in their respective countries and which have been audited by other auditors under generally accepted auditing standards applicable in their respective countries. The Holding Company's Management has converted the financial statements of such subsidiaries located outside India from accounting principles generally accepted in their respective countries to accounting principles generally accepted in India. We have audited these conversion adjustments made by the Holding

Company's Management. Our opinion in so far as it relates to the balances and affairs of such subsidiaries located outside India is based on the report of other auditors and the conversion adjustments prepared by the Management of the Holding Company and audited by us.

- (b) The accompanying consolidated financial statements include unaudited financial statements and other unaudited financial information in respect of 3 subsidiaries, whose financial statements and other financial information reflect total assets of ₹ 375.87 million as at March 31, 2026, and total revenues of ₹ 146.86 million and net cash inflows of ₹ 51.85 million for the year ended on that date. Those unaudited financial statements and other unaudited financial information have been furnished to us by the Management. The consolidated financial statements also include the Group's share of net profit of ₹ 0.28 million for the year ended March 31, 2026, as considered in the consolidated financial statements, in respect of an associate, whose financial statements and other financial information have not been audited and whose unaudited financial statements and other unaudited financial information have been furnished to us by the Management. Our opinion, in so far as it relates amounts and disclosures included in respect of these subsidiaries and associate, and our report in terms of sub-section (3) of Section 143 of the Act in so far as it relates to the aforesaid subsidiaries and associate, is based solely on such unaudited financial statements and other unaudited financial information. In our opinion and according to the information and explanations given to us by the Management, these financial statements and other financial information are not material to the Group.

Certain of the above subsidiaries are located outside India whose financial statements have been prepared in accordance with accounting principles generally accepted in their respective countries and which have been approved and furnished to us by the Management. The Holding Company's Management has converted the financial statements of such subsidiaries located outside India from accounting principles generally accepted in their respective countries to accounting principles generally accepted in India. Our opinion in so far as it relates to the balances and affairs of such subsidiaries located outside India is based solely on such unaudited financial statements.

Our opinion above on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, in respect of the above matters stated in paragraphs (a) and (b) above is not modified, with respect to our reliance on the work done and the reports of the other auditors and the financial statements and other financial information certified by the Management.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of Section 143 of the Act, based on our audit and on the consideration of report of the other auditors on separate financial statements and the other financial information of the subsidiary companies, incorporated in India and to the extent applicable, as noted in the 'Other Matters' paragraph, we give in the **"Annexure 1"** a statement on the matters specified in paragraph 3(xxi) of the Order.
2. As required by Section 143(3) of the Act, based on our audit and on the consideration of report of the other auditors on separate financial statements and the other financial information of subsidiaries, as noted in the 'Other Matters' paragraph we report, to the extent applicable, that:
 - (a) We/the other auditors whose report we have relied upon have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements;
 - (b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidation of the financial statements have been kept so far as it appears from our examination of those books and reports of the other auditors except, as detailed in Note 48(a) to the consolidated financial statements regards to backup of books of account, and as detailed in Note 48(b) to the consolidated financial statements for the matters stated in the paragraph (i)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014, as amended;
 - (c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss including the Statement of Other Comprehensive Income, the Consolidated Statement of Cash Flows and Consolidated Statement of Changes in Equity dealt with by this Report are in agreement with the books of account maintained for the purpose of preparation of the consolidated financial statements;
 - (d) In our opinion, the aforesaid consolidated financial statements comply with the Accounting Standards specified under Section 133 of the Act, read with Companies (Indian Accounting Standards) Rules, 2015, as amended;
 - (e) On the basis of the written representations received from the directors of the Holding Company as on March 31, 2026 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors who are appointed under Section 139 of the Act, of

its subsidiary companies, none of the directors of the Group's companies, incorporated in India, is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act;

- (f) With respect to the adequacy of the internal financial controls with reference to the consolidated financial statements of the Holding Company and its subsidiary companies, and the operating effectiveness of such controls, based on our audit and on the consideration of report of the other auditors on separate financial statements and the other financial information of such subsidiary companies, incorporated in India and to the extent applicable, as noted in the 'Other Matters' paragraph, refer to our separate Report in **"Annexure 2"** to this report;
- (g) In our opinion and based on the consideration of reports of other statutory auditors of the subsidiaries incorporated in India, the managerial remuneration for the year ended March 31, 2026 has been paid/provided by the Holding Company and its subsidiaries incorporated in India to their directors in accordance with the provisions of Section 197 read with Schedule V to the Act;
- (h) The modification relating to the maintenance of accounts and other matters connected therewith are as stated in paragraph (b) above on reporting under Section 143(3)(b) and paragraph (i)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014, as amended;
- (i) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the report of the other auditors on separate financial statements as also the other financial information of the subsidiaries, as noted in the 'Other Matters' paragraph:
 - i. The consolidated financial statements disclose the impact of pending litigations on its consolidated financial position of the Group, in its consolidated financial statements – Refer Note 35 to the consolidated financial statements;
 - ii. The Group did not have any material foreseeable losses in long-term contracts including derivative contracts during the year ended March 31, 2026;
 - iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Holding

Company and its subsidiaries, incorporated in India during the year ended March 31, 2026.

- iv. a) The respective Managements of the Holding Company and its subsidiaries which are companies incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiaries respectively that, to the best of its knowledge and belief, as disclosed in Note 47(e) to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or any of such subsidiaries to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the respective Holding Company or any of such subsidiaries ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;
- b) The respective Managements of the Holding Company and its subsidiaries which are companies incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiaries respectively that, to the best of its knowledge and belief, as disclosed in Note 47(f) to the consolidated financial statements, no funds have been received by the respective Holding Company or any of such subsidiaries from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiaries shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

- c) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiaries which are companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditor's notice that has caused us or the other auditors to believe that the representations under sub-clause (a) and (b) contain any material misstatement.
- v. No dividend has been declared or paid during the year by the Holding Company and its subsidiaries companies, incorporated in India;
- vi. Based on our examination which included test checks, the Holding Company has used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software except that, the audit trail feature is not enabled for direct changes

to data when using certain access rights, as described in Note 48(b) to the consolidated financial statements. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with in respect of the aforesaid accounting software where audit trail has been enabled. Additionally, the audit trail has been preserved by the Holding Company as per the statutory requirements for record retention to the extent it was enabled and recorded in the respective year.

Further, based on our examination which included test checks, and as explained in Note 48(b) to the consolidated financial statements, the Holding Company has used an accounting software which is operated by a third-party software service provider, for maintaining its books of account. In the absence of Service Organisation Controls report, we are unable to comment on whether the audit trail feature of the aforesaid software was enabled and operated throughout the year for all relevant transactions recorded in the software or whether there were any instances of the audit trail feature being tampered with, in respect of an accounting software. Additionally, for the reasons stated in Note 48(b) to the consolidated financial statements, we are unable to comment whether the audit trail has been preserved by the Holding Company as per the statutory requirements for record retention.

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

per Sunil Gaggar
Partner
Membership No.: 104315
UDIN: 26104315CVLCPI5015

Place: Bengaluru
Date: May 19, 2026

Annexure 1

Referred to in clause 1 of paragraph under the heading “Report on Other Legal and Regulatory Requirements” of our report of even date on the Consolidated Financial Statements

Re: United Foodbrands Limited (Formerly known as “Barbeque-Nation Hospitality Limited”) [“the Holding Company”]

In terms of the information and explanations sought by us and given by the Holding Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we state that there are no qualifications or adverse remarks by the respective auditors in the Companies (Auditors Report) Order reports of the companies included in the consolidated financial statements. Accordingly, the requirement to report on clause 3(xxi) of the Order is not applicable to the Holding Company.

For **S.R. Batliboi & Associates LLP**

Chartered Accountants

ICAI Firm Registration Number: 101049W/E300004

per Sunil Gaggar

Partner

Membership No.: 104315

UDIN: 26104315CVLCPI5015

Place: Bengaluru

Date: May 19, 2026

Annexure 2

To the Independent Auditor's Report of even date on the Consolidated Financial Statements of United Foodbrands Limited (Formerly known as "Barbeque-Nation Hospitality Limited")

Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

In conjunction with our audit of the consolidated financial statements of United Foodbrands Limited (Formerly known as "Barbeque-Nation Hospitality Limited") [hereinafter referred to as the "Holding Company"] as of and for the year ended March 31, 2026, we have audited the internal financial controls with reference to the consolidated financial statements of the Holding Company and its subsidiaries (the Holding Company and its subsidiaries together referred to as "the Group"), which are companies incorporated in India, as of that date.

MANAGEMENT'S RESPONSIBILITY FOR INTERNAL FINANCIAL CONTROLS

The respective Board of Directors of the companies included in the Group, which are companies incorporated in India, are responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Holding Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India ("ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the Holding Company's internal financial controls with reference to these consolidated financial statements based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") and the Standards on Auditing, as specified under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls, both, issued by ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to these consolidated financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to these consolidated financial

statements and their operating effectiveness. Our audit of internal financial controls with reference to the consolidated financial statements included obtaining an understanding of internal financial controls with reference to these consolidated financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditors in terms of their reports referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to these consolidated financial statements.

MEANING OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO THE CONSOLIDATED FINANCIAL STATEMENTS

A company's internal financial controls with reference to the consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to the consolidated financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of the financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of Management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

INHERENT LIMITATIONS OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO THE CONSOLIDATED FINANCIAL STATEMENTS

Because of the inherent limitations of internal financial controls with reference to the consolidated financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be

detected. Also, projections of any evaluation of the internal financial controls with reference to the consolidated financial statements to future periods are subject to the risk that the internal financial controls with reference to the consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

OPINION

In our opinion, the Group, which are companies incorporated in India, have maintained in all material respects, adequate internal financial controls with reference to the consolidated financial statements and such internal financial controls with reference to the consolidated financial statements were operating

effectively as at March 31, 2026, based on the internal control over financial reporting criteria established by the Holding Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

OTHER MATTERS

Our report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to the consolidated financial statements of the Holding Company, in so far as it relates to 3 subsidiaries, which are companies incorporated in India, is based on the corresponding reports of the auditors of such subsidiaries, incorporated in India.

For **S.R. Batliboi & Associates LLP**

Chartered Accountants

ICAI Firm Registration Number: 101049W/E300004

per Sunil Gaggar

Partner

Membership No.: 104315

UDIN: 26104315CVLCPI5015

Place: Bengaluru

Date: May 19, 2026

Consolidated Balance Sheet

As at March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Particulars	Notes	As at March 31, 2026	As at March 31, 2025
Assets			
Non-current assets			
Property, plant and equipment	4	4,340.78	3,929.91
Capital work-in-progress	5	136.21	139.71
Goodwill	6	1,000.34	897.34
Other intangible assets	7	96.25	95.67
Right-of-use assets	8(a)	6,170.47	5,685.36
Investments accounted for using equity method	9	-	120.59
Financial assets			
Other financial assets	10	442.68	331.12
Other non-current assets	11	122.66	37.72
Deferred tax assets (net)	32	595.78	585.75
		12,905.17	11,823.17
Current assets			
Inventories	12	436.79	470.90
Financial assets			
Trade receivables	13	30.67	23.28
Cash and cash equivalents	14	255.84	169.33
Bank balances other than cash and cash equivalents	14.1	20.74	1.77
Other financial assets	10	304.10	287.28
Other current assets	11	302.67	252.42
Current tax assets (net)	15	117.41	112.38
		1,468.22	1,317.36
Total assets		14,373.39	13,140.53
Equity and liabilities			
Equity			
Equity share capital	16	195.43	195.39
Other equity	17	2,907.64	3,431.43
Equity attributable to the owners of the Company		3,103.07	3,626.82
Non-controlling interest	18	109.98	81.73
Total equity		3,213.05	3,708.55
Non-current liabilities			
Financial liabilities			
Borrowings	19	771.83	462.38
Lease liabilities	8(b)	6,665.19	6,150.32
Provisions	20	188.20	134.59
Deferred tax liabilities (net)	32	2.94	-
		7,628.16	6,747.29
Current liabilities			
Financial liabilities			
Borrowings	19	572.46	232.72
Lease liabilities	8(b)	843.19	729.72
Trade payables	21		
- total outstanding dues of micro enterprises and small enterprises		292.01	204.83
- total outstanding dues of creditors other than micro enterprises and small enterprises		1,099.52	899.92
Other financial liabilities	22	105.83	89.73
Provisions	20	151.95	100.60
Other current liabilities	23	453.30	334.99
Current tax liabilities (net)	24	13.92	92.18
		3,532.18	2,684.69
Total liabilities		11,160.34	9,431.98
Total equity and liabilities		14,373.39	13,140.53
Summary of material accounting policies	2.2		
The accompanying notes form an integral part of the consolidated financial statements.			

As per our report of even date attached

For **S.R. Battliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

For and on behalf of the Board of Directors of
United Foodbrands Limited
(Formerly known as Barbeque-Nation Hospitality Limited)
CIN: L55101KA2006PLC073031

per **Sunil Gaggar**
Partner
Membership Number: 104315

Kayum Razak Dhanani
Managing Director
DIN: 00987597

Rahul Agrawal
Chief Executive Officer &
Whole-time Director
DIN: 07194134

Abhay Chintaman Chaudhari
Director
DIN: 06726836

Amit V Betala
Chief Financial Officer

Nagamani C Y
Company Secretary
M. No.: 27475

Place: Bengaluru
Date: May 19, 2026

Place: Bengaluru
Date: May 19, 2026

Consolidated Statement of Profit and Loss

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, except share data and per share data, unless otherwise stated)

Particulars	Notes	Year ended March 31, 2026	Year ended March 31, 2025
Income			
Revenue from operations	25	13,387.02	12,330.49
Other income	26	147.88	158.47
Total income		13,534.90	12,488.96
Expenses			
Cost of food and beverages consumed	27	4,498.34	3,918.66
Employee benefits expense	28	3,229.86	2,967.45
Other expenses	29	3,729.28	3,331.57
Total expenses		11,457.48	10,217.68
Earnings before share of profit of associate, interest (finance costs), tax, depreciation and amortisation expense		2,077.42	2,271.28
Share of profit of associate (net of tax)	9	0.28	0.59
Earnings before interest (finance costs), tax, depreciation and amortisation expense (EBITDA)		2,077.70	2,271.87
Finance costs	30	860.40	778.56
Depreciation and amortisation expense	31	1,899.92	1,764.93
Loss before tax		(682.62)	(271.62)
Tax expenses	32		
Current tax		6.17	16.13
Adjustment of tax relating to earlier years		(62.59)	(3.31)
Deferred tax expense/(credit)		(7.09)	(14.08)
Total tax expense		(63.51)	(1.26)
Loss for the year		(619.11)	(270.36)
Profit/(Loss) for the year attributable to:			
Owners of the Company		(591.31)	(277.85)
Non-controlling interest		(27.80)	7.49
		(619.11)	(270.36)
Other comprehensive income/(loss)			
Items that will not be reclassified to Statement of Profit and Loss			
Remeasurements gains/(losses) on defined benefit plan		2.49	(0.74)
Income tax effect on above		(0.63)	0.18
Items that will be reclassified to Statement of Profit and Loss			
Exchange differences on translating the financial statements of foreign operations		(16.24)	(12.74)
Other comprehensive income/(loss) for the year, net of tax		(14.38)	(13.30)
Total comprehensive income/(loss) for the year, net of tax		(633.49)	(283.66)
Total comprehensive income/(loss) for the year attributable to:			
Owners of the Company		(606.80)	(291.15)
Non-controlling interest		(26.69)	7.49
		(633.49)	(283.66)
Earning/(Loss) per share [Nominal value of ₹ 5 (March 31, 2025: ₹ 5)]	33		
Basic (₹)		(15.13)	(7.11)
Diluted (₹)		(15.13)	(7.11)

Summary of material accounting policies

2.2

The accompanying notes form an integral part of the consolidated financial statements.

As per our report of even date attached

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

per **Sunil Gaggar**
Partner
Membership Number: 104315

Abhay Chintaman Chaudhari
Director
DIN: 06726836

Kayum Razak Dhanani
Managing Director
DIN: 00987597

Amit V Betala
Chief Financial Officer

Place: Bengaluru
Date: May 19, 2026

For and on behalf of the Board of Directors of
United Foodbrands Limited
(Formerly known as Barbeque-Nation Hospitality Limited)
CIN: L55101KA2006PLC073031

Rahul Agrawal
Chief Executive Officer &
Whole-time Director
DIN: 07194134

Nagamani C Y
Company Secretary
M. No.: 27475

Place: Bengaluru
Date: May 19, 2026

Consolidated Statement of Changes in Equity

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, except share data and per share data, unless otherwise stated)

A. EQUITY SHARE CAPITAL

Particulars	As at March 31, 2026		As at March 31, 2025	
	No. of shares	Amount	No. of shares	Amount
Equity shares of ₹ 5 each issued, subscribed and fully paid				
As at the beginning of the year	3,90,77,702	195.39	3,90,70,775	195.36
Issue of the share capital (refer Note 16)	8,685	0.04	6,927	0.03
As at the end of the year	3,90,86,387	195.43	3,90,77,702	195.39

B. OTHER EQUITY

Particulars	Reserves and surplus			Other comprehensive income		Equity attributable to the owners of the Company	Non-controlling interests ("NCI") (Note 18)	Total other equity
	Securities premium (Note 17)	Share based payment reserve (Note 17)	Retained earnings (Note 17)	Re-measurement gains/(losses) on defined benefit plans (Note 17)	Foreign currency translation reserve (Note 17)			
As at April 01, 2024	5,851.79	239.90	(2,295.76)	(15.00)	(46.53)	3,734.40	107.58	3,841.98
Loss for the year	-	-	(277.85)	-	-	(277.85)	7.49	(270.36)
Other comprehensive income/(loss)	-	-	-	(0.56)	(12.74)	(13.30)	-	(13.30)
Premium on exercise of options	1.69	-	-	-	-	1.69	-	1.69
Recognition of share based payment	-	113.44	-	-	-	113.44	-	113.44
Further acquisition of NCI in Red Apple Kitchen Consultancy Private Limited	-	-	(160.29)	-	-	(160.29)	-	(160.29)
Acquisition of NCI share	-	-	33.34	-	-	33.34	(33.34)	-
Transfer to securities premium on exercise of options	0.63	(0.63)	-	-	-	-	-	-
As at March 31, 2025	5,854.11	352.71	(2,700.56)	(15.56)	(59.27)	3,431.43	81.73	3,513.16
As at April 01, 2025	5,854.11	352.71	(2,700.56)	(15.56)	(59.27)	3,431.43	81.73	3,513.16
Loss for the year	-	-	(591.31)	-	-	(591.31)	(27.80)	(619.11)
Other comprehensive income/(loss)	-	-	-	0.75	(16.24)	(15.49)	1.11	(14.38)
Premium on exercise of options	1.55	-	-	-	-	1.55	-	1.55
Recognition of share based payment	-	81.46	-	-	-	81.46	-	81.46
NCI recognised pursuant to business combinations during the year (refer Note 44)	-	-	-	-	-	-	54.94	54.94
Transfer to securities premium on exercise of options	2.49	(2.49)	-	-	-	-	-	-
As at March 31, 2026	5,858.15	431.68	(3,291.87)	(14.81)	(75.51)	2,907.64	109.98	3,017.62

Summary of material accounting policies 2.2

The accompanying notes form an integral part of the consolidated financial statements.

As per our report of even date attached

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

For and on behalf of the Board of Directors of
United Foodbrands Limited
(Formerly known as Barbeque-Nation Hospitality Limited)
CIN: L55101KA2006PLC073031

per Sunil Gaggar
Partner
Membership Number: 104315

Kayum Razak Dhanani
Managing Director
DIN: 00987597

Rahul Agrawal
Chief Executive Officer &
Whole-time Director
DIN: 07194134

Abhay Chintaman Chaudhari
Director
DIN: 06726836

Amit V Betala
Chief Financial Officer

Nagamani C Y
Company Secretary
M. No.: 27475

Place: Bengaluru
Date: May 19, 2026

Place: Bengaluru
Date: May 19, 2026

Consolidated Statement of Cash Flows

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Particulars	Notes	Year ended March 31, 2026	Year ended March 31, 2025
Cash flows from operating activities			
Loss before tax		(682.62)	(271.62)
Adjustments to reconcile loss before tax to net cash flows:			
Depreciation and amortisation expense	31	1,899.92	1,764.93
Interest expense on borrowings	30	87.42	44.27
Interest expense on lease liabilities	30	637.45	610.69
Interest expense on asset retirement obligations	30	4.95	4.73
Interest income on unwinding of security deposits	26	(32.12)	(34.02)
Interest income on fixed deposits and others	26	(9.01)	(4.38)
Share based payments to employees	28	81.38	113.44
Provision no longer required, written back	26	(8.91)	(3.99)
Foreign exchange gain (net)	26	(45.96)	(17.82)
Share of profit of associate (net of tax)	9	(0.28)	(0.59)
Gain from termination of leases and outlet closure, net	26	(51.75)	(98.26)
Provision for doubtful deposits, receivables and advances		5.13	41.25
Loss on sale of property, plant and equipment (net)		1.93	3.95
Operating profit before working capital changes		1,887.53	2,152.58
Changes in working capital			
(Increase)/decrease in assets:			
Inventories		36.29	(84.13)
Trade receivables		(6.03)	3.52
Other financial assets and other current and non-current assets		(122.39)	(58.01)
(Increase)/decrease in liabilities:			
Trade payables		285.84	(76.11)
Other financial liabilities and other current liabilities		121.64	8.99
Provisions		98.77	18.59
Cash generated from operations		2,301.65	1,965.43
Direct tax paid		(72.10)	(31.90)
Net cash flows from operating activities (A)		2,229.55	1,933.53
Cash flows from investing activities			
Purchase of property, plant and equipment, intangible assets, capital work-in-progress and capital advances		(1,288.31)	(831.47)
Proceeds from sale of property, plant and equipment		1.83	21.27
Consideration paid for acquisition of subsidiary (net of cash acquired)		(50.00)	(120.00)
Deposits for margin money received		50.16	24.75
Interest income		6.57	6.49
Net cash flows used in investing activities (B)		(1,279.75)	(898.96)
Cash flows from financing activities			
Proceeds from issuance of equity share capital		1.61	1.75
Proceeds from non-current borrowings		574.46	353.78
Repayment of non-current borrowings		(154.41)	(136.31)
Net proceeds/(repayment) of current borrowings		229.11	80.85
Acquisition of stake in subsidiary		-	(160.29)
Repayment of lease liabilities	8(b)	(1,426.64)	(1,320.50)
Interest paid	30	(87.42)	(44.27)
Net cash flows used in financing activities (C)		(863.29)	(1,224.99)
Net increase/(decrease) in cash and cash equivalents (A+B+C)		86.51	(190.42)
Cash and cash equivalents at the beginning of the year		169.33	359.75
Cash and cash equivalents at the end of the year	14	255.84	169.33

Consolidated Statement of Cash Flows (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Particulars	As at March 31, 2026	As at March 31, 2025
Components of cash and cash equivalents		
Cash on hand	20.60	21.55
Balances with banks - on current accounts	185.55	125.26
Deposits with original maturity of less than three months	49.69	22.52
Total Cash and cash equivalents	255.84	169.33

Refer Note 14A for Change in liabilities arising from financing activities and for non-cash financing and investing activities.

Summary of material accounting policies 2.2

The accompanying notes form an integral part of the consolidated financial statements.

As per our report of even date attached

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

per Sunil Gaggar
Partner
Membership Number: 104315

Place: Bengaluru
Date: May 19, 2026

Abhay Chintaman Chaudhari
Director
DIN: 06726836

For and on behalf of the Board of Directors of
United Foodbrands Limited
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CIN: L55101KA2006PLC073031

Kayum Razak Dhanani
Managing Director
DIN: 00987597

Amit V Betala
Chief Financial Officer

Place: Bengaluru
Date: May 19, 2026

Rahul Agrawal
Chief Executive Officer &
Whole-time Director
DIN: 07194134

Nagamani C Y
Company Secretary
M. No.: 27475

Notes to the Consolidated Financial Statements

For the year ended March 31, 2026

1. CORPORATE INFORMATION

United Foodbrands Limited (Formerly known as Barbeque-Nation Hospitality Limited) [the "Holding Company" or the "Company"], a public company domiciled in India and incorporated under the provisions of the Companies Act, 1956. Its equity shares are listed on the National Stock Exchange of India Limited (NSE) and BSE Limited (BSE) in India. The registered office of the Company is located at "Saket Callipolis", Unit No. 601 & 602, 6th Floor, Doddakannalli Village, Varthur Hobli, Sarjapur Road, Bengaluru - 560035, Karnataka, India.

The Company and its subsidiaries (together referred to as the "Group") is primarily engaged in the business of operating casual dining restaurant chain in India, United Arab Emirates, Malaysia, Oman, Bahrain, Sri Lanka, Thailand and Saudi Arabia.

The name of the Company has changed from "Barbeque-Nation Hospitality Limited" to "United Foodbrands Limited" and the same has been approved by the Registrar of Companies with effect from September 18, 2025.

The consolidated financial statements, have been approved by the Board of Directors in their meeting held on May 19, 2026. The consolidated financial statements once approved by the Board of Directors needs to be adopted by the shareholders at the annual general meeting of the Company.

2. MATERIAL ACCOUNTING POLICIES

2.1 Statement of compliance and basis of preparation

The consolidated financial statements of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time) and presentation requirements of Division II of Schedule III to the Companies Act, 2013 (as amended from time to time) [Ind AS compliant Schedule III], as applicable to the consolidated financial statements. The consolidated financial statements have been prepared on accrual basis under the historical cost basis except for certain financial instruments that are measured at fair values, equity settled ESOP at grant date fair value at the end of each reporting period and defined benefit plans. The accounting policies and related notes further described the specific measurements applied for each of such assets and liabilities.

The functional currency of the Group is determined on the basis of the primary economic environment in which it operates.

The consolidated financial statements are presented in INR and all values are rounded to the nearest millions (INR 000,000), except when otherwise indicated.

The accounting policies adopted in the preparation of the consolidated financial statements are consistent with those of previous year.

The Company has prepared the consolidated financial statements on the basis that it will continue to operate as a going concern.

2.2 Summary of material accounting policies

a. Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are recognised in the Statement of Profit and Loss as incurred.

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

At the acquisition date, the identifiable assets acquired, and the liabilities and contingent liabilities assumed are recognised at their acquisition date fair values. However, certain assets and liabilities i.e., deferred tax assets or liabilities, assets or liabilities related to employee benefit arrangements, liabilities or equity instruments related to share-based payment arrangements and assets or disposal groups that are classified as held for sale, acquired or assumed in a business combination are measured as per the applicable Ind-AS.

Judgement is applied in determining the acquisition date and determining whether control is transferred from one party to another. Control exists when the Group is exposed to or has rights to variable returns from its involvement with the entity and has the ability to affect those returns

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

through power over the entity. In assessing control, potential voting rights are considered only if the rights are substantive.

At the acquisition date, goodwill on business combination is initially measured at cost, being the excess of the sum of the consideration transferred, the amount recognised for any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net identifiable assets acquired and the liabilities assumed.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

When additional payments contingent on future events are negotiated and agreed as part of the business combination agreement, the Group analyses the nature as well as economic substance of these payments.

A cash generating unit to which goodwill has been allocated is tested for impairment annually as at reporting date. If the recoverable amount of the cash generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised in profit or loss. An impairment loss recognised for goodwill is not reversed in subsequent periods.

On disposal of the relevant cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

b. Current versus non-current classification

The Group segregates assets and liabilities into current and non-current categories for presentation in the Balance Sheet after considering the normal operating cycle and other criteria set out in Ind AS 1, "Presentation of Financial Statements". For this purpose, current assets and liabilities include the current portion of non-current assets and liabilities respectively.

Deferred tax assets and liabilities are always classified as non-current.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and

cash equivalents. The Group has identified period up to twelve months as its operating cycle.

c. Investments in associate

The Group holds an interest in an associate, Willow Gourmet Private Limited (upto June 29, 2025). The financial statements of Willow Gourmet Private Limited are prepared for the same reporting period as the Group.

The accounting policies of both companies are aligned with those of the Group. Therefore, no adjustments are made when measuring and recognising the Group's share of the profit or loss of the investees after the date of acquisition.

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies. The considerations made in determining whether significant influence are similar to those necessary to determine control over the subsidiaries.

The Group's investments in its associate are accounted for using the equity method. Under the equity method, the investment in an associate is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate since the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is not tested for impairment individually.

The Statement of Profit and Loss reflects the Group's share of the results of operations of the associate. Any change in OCI of those investees is presented as part of the Group's OCI. In addition, when there has been a change recognised directly in the equity of the associate, the Group recognises its share of any changes, when applicable, in the statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associate are eliminated to the extent of the interest in the associate.

The aggregate of the Group's share of profit or loss of an associate is shown separately on the face of the Statement of Profit and Loss and represents profit or loss after tax.

d. Principles of consolidation

The consolidated financial statements (CFS) comprise the financial statements of the Company and its Subsidiaries. Subsidiaries are entities controlled by the Group. The CFS of the Group have been prepared in accordance with the Indian Accounting Standards on "Consolidated Financial Statements" (Ind AS 110) notified under Section 133 of the Companies Act, 2013. The Company controls an investee only if the Company has:

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee),
- Exposure, or rights, to variable returns from its involvement with the investee, and
- The ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights result in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee.
- Rights arising from other contractual arrangements.
- The Group's voting rights and potential voting rights.
- The size of the Group's holding of voting rights relative to the size and dispersion of the holdings of the other voting rights holders.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Consolidated financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances. If a member of the Group uses accounting policies other than those adopted in the consolidated financial statements for like transactions and events in similar circumstances, appropriate adjustments are made to that Group member's financial statements in preparing the consolidated financial statements to ensure conformity with the Group's accounting policies.

The financial statements of all entities used for the purpose of consolidation are drawn up to same reporting date as that of the Parent Company, i.e., year ended on March 31. When the end of the reporting period of the parent is different from that of a subsidiary, the subsidiary prepares, for consolidation purposes, additional financial information as of the same date as the financial statements of the parent to enable the parent to consolidate the

financial information of the subsidiary, unless it is impracticable to do so.

Consolidation procedures for subsidiaries:

- Combine like items of assets, liabilities, equity, income, expenses and cash flows of the parent with those of its subsidiaries. For this purpose, assets, liabilities, equity, income, expenses and cash flows of the subsidiaries are based on the amounts of the assets and liabilities determined as per the Business Combination policy and recognised in the consolidated financial statements at the acquisition date.
- Offset (eliminate) the carrying amount of the parent's investment in each subsidiary and the parent's portion of equity of each subsidiary. Business combinations policy explains how to account for any related goodwill.
- Eliminate in full intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between entities of the Group (profits or losses resulting from intragroup transactions that are recognised in assets are eliminated in full). Intragroup losses may indicate an impairment that requires recognition in the consolidated financial statements. Ind AS 12 Income Taxes applies to temporary differences that arise from the elimination of profits and losses resulting from intragroup transactions.

Profit or loss and each component of Other Comprehensive Income (OCI) are attributed to the owners of the Parent of the Group and to the non- controlling interests, even if this results in the non- controlling interests having a deficit balance.

Changes in the Group's ownership interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions.

The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

e. Foreign currencies

Transactions and balances

Transactions in foreign currency are recorded applying the exchange rate at the date of transaction. Monetary assets and liabilities denominated in foreign currency, remaining unsettled at the end of the year, are translated at the

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

closing exchange rates prevailing on the Balance Sheet date.

Exchange differences arising on settlement or translation of monetary items are recognised in the Statement of Profit and Loss.

Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in Other Comprehensive Income (OCI) or the Statement of Profit and Loss are also reclassified in OCI or the Statement of Profit and Loss, respectively).

f. Segment information

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. Segment assets and liabilities include all operating assets and liabilities. Segment results include all related income and expenditure. Corporate (unallocated) represents assets, liabilities, income and expenses which relate to the Group as a whole and are not allocated to the segments.

Inter-segment transfers

The Group generally accounts for inter-segment sales at arm's length basis in a manner similar to transactions with third parties.

Allocation of common costs

Common allocable costs are allocated to each segment according to the relative contribution of each segment to the total common costs.

Unallocated items

Unallocated items include general corporate income, expense and other common assets and liabilities which are not allocated to any business segment.

Segment accounting policies

The Group prepares its segment information in conformity with the accounting policies adopted for preparing and presenting the financial statements of the Group as a whole.

g. Fair value measurements and hierarchy

The Group measures financial instruments at fair value at each Balance Sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- (a) In the principal market for the asset or liability; or
- (b) In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their best economic interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use, or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances, and for which sufficient data are available to measure the fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorised within the fair value hierarchy based on its nature, characteristics and risks:

- **Level 1** - inputs are quoted (unadjusted) market prices in active markets for identical assets or liabilities that the entity can access at the measurement date;
- **Level 2** - valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- **Level 3** - valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the consolidated financial statements on a recurring basis, the Group determines whether transfers have

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level of input that is significant to the fair value measurement as a whole) at the end of each reporting period.

h. Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. When the grant relates to an expense item, such grant is deducted from the related expense.

i. Taxes

Current tax

The Income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

Income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in India.

Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred tax

Deferred tax is provided using the Balance Sheet approach on temporary differences between the tax base of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except when the deferred tax liability arises from the initial recognition of goodwill or an asset or a liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor the taxable profit or loss.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax losses can be utilised, except when the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or a liability in a transaction that is not a business

combination and, at the time of the transaction, affects neither the accounting profit nor the taxable profit or loss.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

In assessing the recoverability of deferred tax assets, the Group relies on the same forecast assumptions used elsewhere in the consolidated financial statements.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised, or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss (either in other comprehensive income or in equity). Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on the same taxable entity.

j. Revenue from operations

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services.

Revenue from sale of food and beverages

Revenue from sale of food and beverages is recognised at the time of underlying sale to the customer. Revenue is measured at the fair value of the consideration received or receivable net of discounts, excluding taxes or duties collected on behalf of the government.

Goods and Service Tax (GST) and Value Added Tax (VAT) is not received by the Group in its own account. Rather, it is tax collected on value added to the commodity by the seller on behalf of the government. Accordingly, it is excluded from revenue.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

Income from gift voucher

Gift voucher sales are recognised when the vouchers are redeemed, and the food and beverages are sold to the customer.

Loyalty points programme

The Group operates a loyalty programme which allows customers to accumulate points on booking made through the Group's mobile-app and website for dine-in and online mode. The points give rise to a separate performance obligation as it entitles them for redemption as settlement of future purchase transaction price. Consideration received is allocated between the sale of food and beverages and the points issued, with the consideration allocated to the points equal to their fair value. Fair value of points is determined by applying statistical techniques based on the historical trends.

Consideration allocated to reward points is deferred and recognised when points are redeemed or when the points expire. The amount of revenue is based on the value of points redeemed/expired.

Income from royalty

Royalty arrangements based on sales are recognised at the time the underlying sales occur.

Interest income

Interest income in relation to financial instruments measured at amortised cost is recorded using the effective interest rate (EIR). EIR is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the gross carrying amount of the financial asset. When calculating the EIR, the Group estimates the expected cash flows by considering all the contractual terms of the financial instrument. Interest income is included in other income in the Statement of Profit and Loss.

Contract balances

Trade receivables

A receivable is recognised if an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Refer to accounting policies of financial assets in section Financial instruments.

k. Property, plant and equipment

Property, plant and equipment are stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. The cost comprises purchase price, borrowing costs if capitalisation criteria are met, directly attributable

cost of bringing the asset to its working condition for the intended use and initial estimate of decommissioning, restoring and similar liabilities. Any trade discounts and rebates are deducted in arriving at the purchase price.

Expenditure directly relating to construction activity are capitalised. Other expenditure incurred during the construction period which neither are related to the construction activity nor are incidental thereto, are charged to the Statement of Profit and Loss.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group, and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is de-recognised when replaced. All other repairs and maintenance are charged to the Statement of Profit and Loss, during the reporting period in which they are incurred.

Capital work-in-progress is stated at cost net of accumulated impairment losses, if any.

Depreciation methods, estimated useful lives and residual value

Depreciation on property, plant and equipment is calculated on a straight-line basis over the useful life of the asset estimated by the Management. Depreciation on additions is provided on a pro rata basis from the month of installation or acquisition. Depreciation on deletions/disposals is provided on a pro rata basis upto the date of deletions/disposals.

The Group, based on technical assessment made by technical expert and Management estimate, depreciates certain property, plant and equipment over estimated useful lives which are different from the useful life prescribed in Schedule II to the Companies Act, 2013. The Management believes that these estimated useful lives reflect fair approximation of the period over which the assets are likely to be used.

The Group has used the following rates to provide depreciation on its property, plant and equipment:

Nature of Asset	Estimated useful lives (in years)
Furniture and fixtures	5 - 10
Plant and machinery	15
Service equipment	2 - 10
Computers	3
Vehicles	3

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

Leasehold improvements are amortised on a straight-line basis over the estimated useful lives of the assets or the period of lease, whichever is lower.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the Statement of Profit and Loss when the asset is derecognised.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

l. Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period and changes if any, made on prospective basis. The amortisation expense on intangible assets with finite lives is recognised in the Statement of Profit and Loss.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

An intangible asset is derecognised upon disposal or no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset)

is included in the Statement of Profit and Loss when the asset is derecognised.

Nature of Asset	Estimated useful lives
Liquor licences	Amortised over the lease term of the respective restaurants
Software and licences	6 years
Brands	Indefinite useful life

m. Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale (qualifying asset) are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur in the Statement of Profit and Loss.

Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

n. Receivable discounting charges

Receivables discounting charges are recognised in Statement of Profit and Loss in the period in which they are incurred.

o. Leases

The Group assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i) Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease term.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section impairment of non-financial assets.

ii) Lease Liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments).

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

iii) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

p. Inventories

Inventories are valued at the lower of cost and net realisable value. Costs of inventories are determined on a first-in-first-out basis. Cost of inventories include all costs incurred in bringing the inventories to their present location and condition. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale.

q. Impairment of non-financial assets

The Group assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs of disposal and its value in use. The

recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

The Group bases its impairment calculation on detailed budgets and forecast calculations, which are prepared separately for each of the Group's CGUs to which the individual assets are allocated.

For assets excluding goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Group estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the Statement of Profit and Loss unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase.

Goodwill is tested for impairment annually as at reporting date. Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

Intangible assets with indefinite useful lives are tested for impairment annually as at reporting date as appropriate, and when circumstances indicate that the carrying value may be impaired.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

r. Provisions and Contingent Liabilities

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the Statement of Profit and Loss net of any reimbursement.

A present obligation that arises from past events, where it is either not probable that an outflow of resources will be required to settle or a reliable estimate of the amount cannot be made, is disclosed as a contingent liability. Contingent liabilities are also disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Claims against the Group, where the possibility of any outflow of resources in settlement is remote, are not disclosed as contingent liabilities.

Provisions and contingent liabilities are reviewed at each reporting date.

s. Employee benefits

Defined contribution plan

The Group makes defined contribution to the Government Employee Provident Fund and superannuation fund, which are recognised in the Statement of Profit and Loss, on accrual basis. The Group recognises contribution payable to the provident fund scheme as an expense, when an employee renders the related service. The Group has no obligation, other than the contribution payable to the provident fund.

Defined benefit plan

The Group operates a defined benefit gratuity plan in India. The Group contributes to a gratuity fund maintained by an

independent insurance company. The Group's liabilities are determined on the basis of actuarial valuation made at the end of each financial year using the projected unit credit method. Obligation is measured at the present value of estimated future cash flows using a discounted rate that is determined by reference to market yields at the Balance Sheet date on Government bonds, where the terms of the Government bonds are consistent with the estimated terms of the defined benefit obligation. The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and fair value of plan assets. This cost is included in the 'Employee benefits expense' in the Statement of Profit and Loss. Re-measurement gains or losses and return on plan assets (excluding amounts included in net Interest on the net defined benefit liability) arising from changes in actuarial assumptions are recognised in the period in which they occur, directly in OCI. These are presented as re-measurement gains or losses on defined benefit plans under other comprehensive income in other equity. Remeasurements gains or losses are not reclassified subsequently to the Statement of Profit and Loss.

Compensated absences

The employees of the Group are entitled to compensated absences. The employees can carry forward a portion of the unutilised accumulating compensated absences and utilise it in future periods. The Group records an obligation for compensated absences in the period in which the employee renders the services that increases this entitlement. The Group measures the expected cost of compensated absences as the additional amount that the Group expects to pay as a result of the unused entitlement that has accumulated at the end of the reporting period. The Group recognises accumulated compensated absences based on actuarial valuation in the Statement of Profit and Loss.

The Group presents the entire leave as a current liability in the Balance Sheet, since it does not have any unconditional right to defer its settlement for twelve months after the reporting date.

Short-term employee benefits

Short-term employee benefits are recognised as an expense on accrual basis.

t. Share-based payments

Employees of the Group receive remuneration in the form of share-based payments, whereby employees render services as consideration for equity instruments (equity-settled transactions).

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

Equity-settled transactions

The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model.

That cost is recognised, together with a corresponding increase in share-based payment (SBP) reserves in equity, over the period in which the performance and/or service conditions are fulfilled in employee benefits expense. The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest. The expense or credit in the Statement of Profit and Loss for a period represents the movement in cumulative expense recognised as at the beginning and end of that period and is recognised in employee benefits expense.

No expense is recognised for awards that do not ultimately vest because non-market performance and/or service conditions have not been met.

When the terms of an equity-settled award are modified, the minimum expense recognised is the grant date fair value of the unmodified award, provided the original vesting terms of the award are met. An additional expense, measured as at the date of modification, is recognised for any modification that increases the total fair value of the share-based payment transaction, or is otherwise beneficial to the employee.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of diluted earnings per share.

u. Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities measured at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through the Statement of Profit and Loss are

recognised immediately in the Statement of Profit and Loss.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place are recognised on the trade date.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets and are subject to impairment as per the accounting policy applicable to 'impairment of financial assets'.

For the purpose of subsequent measurement, financial instruments of the Group are classified in the following categories:

(a) Non-derivative financial assets

(i) Financial assets at amortised cost

Financial asset is measured at amortised cost using Effective Interest Rate (EIR), if both the conditions are met:

- The asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- The contractual terms of the instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Effective Interest Rate (EIR) method:

The EIR method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the debt instrument or, where appropriate, a shorter period, to the gross carrying amount on initial recognition.

Income is recognised on an effective interest basis for debt instruments other than those financial assets classified as at Fair Value Through Profit or Loss (FVTPL). Interest income is recognised in the Statement of Profit and Loss and is included in the 'Other income' line item.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(ii) Financial assets at Fair Value Through Profit or Loss (FVTPL)

Financial assets that do not meet the amortised cost criteria or FVTOCI criteria (see above) are measured at FVTPL. In addition, financial assets that meet the amortised cost criteria or the FVTOCI criteria but are designated as at FVTPL are measured at FVTPL.

A financial asset that meets the amortised cost criteria or financial assets that meet the FVTOCI criteria may be designated as at FVTPL upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency that would arise from measuring assets or liabilities or recognising the gains and losses on them on different bases. The Group has not designated any debt instrument as at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any gains or losses arising on re-measurement recognised in the Statement of Profit and Loss. The net gain or loss recognised in the Statement of Profit and Loss incorporates any dividend or interest earned on the financial asset and is included in the 'Other income' line item. Dividend on financial assets at FVTPL is recognised when the Group's right to receive the dividends is established, it is probable that the economic benefits associated with the dividend will flow to the entity, the dividend does not represent a recovery of part of cost of the investment and the amount of dividend can be measured reliably.

(iii) Equity investments

Investment in subsidiaries and associate are out of scope of Ind AS 109 and hence, the Group has accounted for its investment in subsidiaries and associate at cost. All other equity investments are measured at fair value as per Ind AS 109. Equity instruments which are held for trading are classified as at FVTPL. For all other equity instruments, the Group has an irrevocable election to present in other comprehensive income subsequent changes in the fair value. The Group makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable.

If the Group decides to classify an equity instrument as at FVTOCI, then all fair value changes on the instrument, excluding dividends, are recognised in the OCI. There is no recycling of the amounts from OCI to the Statement of Profit and Loss, even on sale of investment. However, the Group may transfer the cumulative gain or loss within equity.

Impairment of financial assets:

The Group applies simplified approach of expected credit loss model for recognising impairment loss on trade receivables, other contractual rights to receive cash or other financial asset.

Expected credit losses are the weighted average of credit losses with the respective risks of default occurring as the weights. Expected credit loss is the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive (i.e., all cash shortfalls), discounted at the original effective interest rate (or credit adjusted effective interest rate for purchased or originated credit-impaired financial assets).

The Group measures the loss allowance for a financial instrument at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition. If the credit risk on a financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month expected credit losses. 12-month expected credit losses are portion of the lifetime expected credit losses and represent the lifetime cash shortfalls that will result if default occurs within 12 months after the reporting date and thus, are not cash shortfalls that are predicted over the next 12 months.

If the Group measured loss allowance for a financial instrument at lifetime expected credit loss model in the previous period, but determines at the end of a reporting period that the credit risk has not increased significantly since initial recognition due to improvement in credit quality as compared to the previous period, the Group again measures the loss allowance based on 12-month expected credit losses.

When making the assessment of whether there has been a significant increase in credit risk since initial recognition, the Group uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses. To make that assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information, that is available without undue cost or effort, that is indicative of significant increases in credit risk since initial recognition.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

For trade receivables or any contractual right to receive cash or another financial asset that results from transactions that are within the scope of Ind AS 115, the Group always measures the loss allowance at an amount equal to lifetime expected credit losses.

Further, for the purpose of measuring lifetime expected credit loss allowance for trade receivables, the Group has used a practical expedient as permitted under Ind AS 109. This expected credit loss allowance is computed based on a provision matrix, which takes into account historical credit loss experience and adjusted for forward looking information.

The impairment requirements for the recognition and measurement of a loss allowance are equally applied to debt instruments at FVTOCI except that the loss allowance is recognised in OCI and is not reduced from the carrying amount in the Balance Sheet.

(b) Non-derivative financial liabilities

(i) Classification as debt or equity

Debt and equity instruments issued by the Group are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

(1) Equity instruments:

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Group are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Group's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in the Statement of Profit and Loss on the purchase, sale, issue or cancellation of the Group's own equity instruments.

(2) Financial liabilities:

All financial liabilities are measured at amortised cost using the effective interest method or at FVTPL.

However, financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies, financial guarantee contracts issued by the Group, and commitments issued by the Group to provide a loan at below-market interest rate are measured in accordance with the specific accounting policies set out below.

Financial liabilities at FVTPL:

Financial liabilities are classified as at FVTPL when the financial liability is either held for trading or it is designated as at FVTPL.

A financial liability is classified as held for trading, if:

- It has been acquired or incurred principally for the purpose of selling or repurchasing it in the near term; or
- On initial recognition it is part of a portfolio of identified financial instruments that the Group manages together and has a recent actual pattern of short-term profit-taking; or
- It is a derivative that is not a financial guarantee contract or designated and effective as a hedging instrument.

A financial liability other than a financial liability held for trading may, be designated as at FVTPL upon initial recognition, if:

- Such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise;
- The financial liability forms part of a group of financial assets or financial liabilities or both, which is managed and its performance is evaluated on a fair value basis, in accordance with the Group's documented risk management or investment strategy, and information about the Group is provided internally on that basis; or
- It forms part of a contract containing one or more embedded derivatives, and Ind AS 109 permits the entire combined contracts to be designated as at FVTPL in accordance with Ind AS 109.

Financial liabilities at FVTPL are stated at fair value, with any gains or losses arising on re-measurement recognised in the Statement of Profit and Loss.

However, financial liabilities that are not held-for-trading and are designated as at FVTPL, the amount of change in the fair value of the financial liability that is attributable to changes in the credit risk of that liability is recognised in other comprehensive income, unless the recognition of the effects of changes in the liability's credit risk in other comprehensive income would create or enlarge an accounting mismatch in the Statement of Profit and Loss, in which case these effects of changes in credit risk

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

are recognised in the Statement of Profit and Loss. The remaining amount of change in the fair value of liability is always recognised in the Statement of Profit and Loss. Changes in fair value attributable to a financial liability's credit risk that are recognised in other comprehensive income are reflected immediately in other comprehensive income under other equity and are not subsequently reclassified to the Statement of Profit and Loss.

Gains or losses on financial guarantee contracts and loan commitments issued by the Group that are designated by the Group as at fair value through profit or loss are recognised in the Statement of Profit and Loss.

Financial liabilities subsequently measured at amortised cost:

Financial liabilities that are not held-for-trading and are not designated as at FVTPL are measured at amortised cost at the end of subsequent accounting periods. The carrying amounts of financial liabilities that are subsequently measured at amortised cost are determined based on the effective interest method. Interest expense that is not capitalised as part of costs of an asset is included in the 'Finance costs' line item.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the gross carrying amount on initial recognition.

(ii) Loans and borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Statement of Profit and Loss over the period of borrowings using the EIR method. Fees paid on the establishment of loan facilities are recognised as the transaction cost of the loan to the extent it is probable that some or all of the facility will be drawn down, the fees are deferred until the draw down occurs. To the extent that there is no evidence that is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity and amortised over the period of facility to which it relates.

(iii) Supplier finance arrangements

The Group has established supplier finance arrangements. The Group evaluates whether financial liabilities covered

such arrangements continue to be classified within trade payables, or they need to be classified as a borrowing or as part of other financial liabilities/as a separate line item on the face of the Balance Sheet. Such evaluation requires exercise of judgment basis specific terms of the arrangement.

The Group classifies financial liabilities covered under supplier finance arrangement within trade payables in the Balance Sheet only if (i) the obligation represents a liability to pay for goods and services, (ii) is invoiced and formally agreed with the supplier, (iii) is part of the working capital used in its normal operating cycle, (iv) the Group is not legally released from its original obligation to the supplier, and has not assumed a new obligation toward the bank, and another party (iv) there is no substantial modification to the terms of the liability.

If one or more of the above criteria are not met, the Group derecognises its original liability toward the supplier and recognise a new liability toward the bank/financial institution which is classified as borrowing or other financial liability, depending on factors such as whether the Group (i) has obligation toward bank/financial institution, (ii) is getting extended credit period such that obligation is no longer part of its working capital cycle, (iii) is paying interest directly or indirectly, (iv) has provided guarantee or security, and/or (v) is recognised as borrower in the books of bank/financial institution.

Cash flows related to liabilities arising from supplier finance arrangements that continue to be classified in trade payables in the consolidated Balance Sheet are included in operating activities in the consolidated statement of cash flows, when the Group finally settles the liability.

In cases, where the Group has derecognised its original liability toward the supplier and recognise a new liability toward the bank/financial institution, the Group has assessed that the bank/financial institution is acting as its agent in making payment to the supplier. Accordingly, the Group presents operating cash outflow and financing cash inflow, when bank/financial institution made payment to the supplier. The payment made by the Group to the bank/financial institution toward interest, if any, as well as on settlement is presented as financing cash outflow.

(iv) Foreign exchange gains and losses

The fair value of financial assets denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period.

For foreign currency denominated financial assets measured at amortised cost and FVTPL, the exchange

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

differences are recognised in the Statement of Profit and Loss, except for those which are designated as hedging instruments in a hedging relationship.

For the purposes of recognising foreign exchange gains and losses, FVTOCI financial assets are treated as financial assets measured at amortised cost. Thus, the exchange differences on the amortised cost are recognised in the Statement of Profit and Loss, and other changes in the fair value of FVTOCI financial assets are recognised in OCI.

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instruments and are recognised in 'Other income'.

The fair value of financial liabilities denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of the reporting period. For financial liabilities that are measured as at FVTPL, the foreign exchange component forms part of the fair value gains or losses and is recognised in the Statement of Profit and Loss.

De-recognition of financial assets and financial liabilities

The Group de-recognises a financial asset when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for the amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On de-recognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable, and the cumulative gain or loss that had been recognised in OCI and accumulated in equity is recognised in the Statement of Profit and Loss, if such gain or loss would have otherwise been recognised in the Statement of Profit and Loss on disposal of that financial asset.

On de-recognition of a financial asset other than in its entirety (for example: when the Group retains an option to repurchase part of a transferred asset), the Group allocates the previous carrying amount of the financial asset between the part it continues to recognise

under continuing involvement and the part it no longer recognises on the basis of the relative fair values of those parts on the date of the transfer. The difference between the carrying amount allocated to the part that is no longer recognised and the sum of the consideration received for the part no longer recognised and any cumulative gain or loss allocated to it that had been recognised in other comprehensive income is recognised in the Statement of Profit and Loss, if such gain or loss would have otherwise been recognised in the Statement of Profit and Loss on disposal of that financial asset. A cumulative gain or loss that had been recognised in other comprehensive income is allocated between the part that continues to be recognised and the part that is no longer recognised on the basis of the relative fair values of those parts.

The Group de-recognises financial liabilities only when the Group's obligations are discharged, cancelled or have expired. An exchange with a lender of debt instruments with substantially different terms is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. Similarly, a substantial modification of the terms of an existing financial liability (whether or not attributable to the financial difficulty of the debtor) is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. The difference between the carrying amount of the financial liability de-recognised and the consideration paid and payable is recognised in the Statement of Profit and Loss.

Offsetting financial instruments

Financial assets and liabilities are offset, and the net amount is reported in the Balance Sheet where there is a legally enforceable right to offset the recognised amounts, and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

v. Equity vs financial liability classification

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Group are recognised at the proceeds received, net of direct issue costs.

The Group classifies a financial instrument issued by it as equity instrument only if the instrument includes no contractual obligation to deliver cash or another financial asset to another entity nor it includes any obligation to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the issuer.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

All other instruments are classified as financial liability and accounted for using the accounting policy applicable to the section for financial liabilities.

w. Cash and cash equivalents

Cash and cash equivalent in the Balance Sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

For the purpose of the Statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group's cash management.

Deposits with original maturity more than three months but less than twelve months are classified as bank balances other than cash and cash equivalents.

x. Earnings per share

Basic earnings per share is calculated by dividing the net profit or loss attributable to owners of the Company by the weighted average number of equity shares outstanding during the period.

The weighted average number of equity shares outstanding during the period is adjusted for events such as bonus issue, bonus element in a rights issue, share split, and reverse share split (consolidation of shares) that have changed the number of equity shares outstanding, without a corresponding change in resources.

For the purpose of calculating diluted earnings per share, the net profit or loss for the period attributable to owners of the Company and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

y. Earnings before interest, tax, depreciation and amortisation (EBITDA)

The Group presents EBITDA in the Statement of Profit and Loss; this is not specifically required by Ind AS 1. The terms EBITDA are not defined in Ind AS. Ind AS complaint Schedule III allows companies to present Line items, sub-line items and sub-totals shall be presented as an addition or substitution on the face of the consolidated financial statements when such presentation is relevant to an understanding of the Group's financial position or performance or to cater to industry/sector-specific disclosure requirements or when required for compliance with the amendments to the Companies Act or under the Indian Accounting Standards.

Measurement of EBITDA

Accordingly, the Group has elected to present earnings before interest, tax, depreciation and amortisation expense (EBITDA) as a separate line item on the face of the Statement of Profit and Loss. The Group measures EBITDA on the basis of profit/(loss) from continuing operations. In its measurement, the Group does not include depreciation and amortisation expense, finance costs and tax expense.

Management has presented the performance measure EBITDA because it monitors this performance measure, and it believes that this measure is relevant to an understanding of the Group's financial performance. The Group's definition of EBITDA may not be comparable with similarly titled performance measures and disclosures by other companies.

2.3 Significant accounting judgements, estimates and assumptions

The preparation of the Company's consolidated financial statements requires the Management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets, liabilities, the accompanying disclosures and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods. Estimates and assumptions are reviewed on periodic basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised.

The key assumptions concerning the future and other key sources of estimation, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities, within the next financial year, are described below. The Group's assumptions and estimates are based on parameters available at the time of preparation of the consolidated financial statements. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

a) Impairment of non-financial assets including goodwill

Determining whether goodwill is impaired requires an estimation of the value in use of the cash-generating units to which goodwill has been allocated. The value in use calculation requires the directors to estimate the future cash flows expected to arise from the cash-generating unit and a suitable discount rate in order to calculate present value. Where the actual future cash flows are less than expected, a material impairment loss may arise.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

Impairment exists when the carrying value of an asset or Cash-Generating Unit (CGU) exceeds its recoverable amount, which is higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for disposing off the asset. The value in use calculation is based on Discounted Cash Flow (DCF) model. The cash flows are derived from the budget for the next five years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash inflows and the growth rate used for extrapolation purposes. These estimates are most relevant to goodwill and other intangibles with indefinite useful lives recognised by the Group. The key assumptions used to determine the value in use for the different CGUs, are disclosed and further explained in Note 6.

b) Share-based payment

The Group uses the most appropriate valuation model depending on the terms and conditions of the grant, including the expected life of the share option, volatility and dividend yield. The assumptions and models used for estimating fair value for share-based payment transactions are disclosed in Note 36.

c) Defined benefit plans

The cost of the defined benefit gratuity plan and other post-employment benefits plan are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

The calculation is most sensitive to changes in the discount rate. In determining the appropriate discount rate for plans operated in India, the Management considers the interest rates of government bonds where remaining maturity of such bond correspond to expected term of defined benefit obligation. The mortality rate is based on publicly available mortality tables. Those mortality tables tend to change only at interval in response to demographic changes. Future salary increases and gratuity increases are based on expected future inflation rates.

Further details about gratuity obligations are given in Note 34.

d) Leases

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain to exercise the option to renew or terminate the lease. It considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

e) Going concern

The Management has performed an assessment of the Group's ability to continue as a going concern. Based on the assessment, the Management believes that there is no material uncertainty with respect to any events or conditions that may cast a significant doubt on the entity to continue as a going concern, hence the consolidated financial statements have been prepared on a going concern basis.

3. NEW AND AMENDED STANDARDS ADOPTED BY THE GROUP

The Group applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after April 01, 2025. The Group has not early adopted any standard, interpretation of amendment that has been issued but is not yet effective.

a) Amendments to Ind AS 21 - Lack of exchangeability

The Ministry of Corporate Affairs (MCA) notified the Companies (Indian Accounting Standards) Amendment Rules, 2025, which amend Ind AS 21, The Effects of Changes in Foreign Exchange Rates to specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

is expected to affect, the entity's financial performance, financial position and cash flows.

The amendments are effective for annual reporting periods beginning on or after April 01, 2025. When applying the amendments, an entity cannot restate comparative information.

The amendments do not have a material impact on the Company's consolidated financial statements.

b) Amendments to Ind AS 1 - Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants

In August 2025, the MCA notified amendments to paragraphs 69 to 76 of Ind AS 1 to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:

- What is meant by a right to defer settlement;
- That a right to defer must exist at the end of the reporting period;
- That classification is unaffected by the likelihood that an entity will exercise its deferral right;
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification.

In addition, a requirement has been introduced to require disclosure when a liability arising from a loan agreement is classified as non-current and the entity's right to defer settlement is contingent on compliance with future covenants within twelve months.

If there is a breach of a material covenant of a long term loan arrangement on or before the end of the reporting period, resulting in the liability becoming payable on demand as at the reporting date, and the lender agree after the reporting period but before the financial statements are approved for issue not to demand repayment for at least 12 months as a consequence of the breach, this shall be treated as an adjusting event. Accordingly, the entity is not required to classify the liability as current.

The amendments are effective for annual reporting periods beginning on or after April 01, 2025 retrospectively in accordance with Ind AS 8.

The amendments do not have a material impact on the Company's consolidated financial statements.

c) Amendments to Ind AS 7 and Ind AS 107 - Supplier Finance Arrangements

In August 2025, the MCA notified amendments to Ind AS 7 Statement of Cash Flows and Ind AS 107 Financial Instruments: Disclosures to clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of the financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

d) International Tax Reform—Pillar Two Model Rules – Amendments to Ind AS 12

In August 2025, the MCA notified amendments to Ind AS 12 Income Taxes in response to the OECD's BEPS Pillar Two rules and include:

- A mandatory temporary exception to the recognition and disclosure of deferred taxes arising from the jurisdictional implementation of the Pillar Two model rules; and
- Disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation, particularly before its effective date.

The mandatory temporary exception – the use of which is required to be disclosed – applies immediately. The remaining disclosure requirements apply for annual reporting periods beginning on or after April 01, 2025, but not for any interim periods ending on or before March 31, 2026.

The amendments had no impact on the Company's consolidated financial statements as the Group is not in scope of the Pillar Two model rules.

3.1 Standards notified but not effective

The new and amended standards that are notified by the Ministry of Corporate Affairs (MCA), but not yet effective, up to the date of issuance of the Group's financial statements are disclosed below. The Group will adopt these new and amended standards, when they become effective.

Ind AS 118 – Presentation and Disclosure in Financial Statements

The Ministry of Corporate Affairs (MCA), as part of India's continued convergence with IFRS, has initiated the process for introduction of Ind AS 118 – Presentation and Disclosure in Financial Statements, which is converged with IFRS 18

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

issued by the IASB in April 2024. Ind AS 118 is intended to replace Ind AS 1 (Presentation of Financial Statements) and focuses on improving how entities present and communicate financial performance, particularly in the Statement of Profit and Loss.

This standard is proposed to be applicable for annual reporting periods beginning on or after April 01, 2027, subject to final notification by the MCA through amendment to the Companies (Indian Accounting Standards) Rules.

Amendments to Ind AS 1 - Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants and Ind AS 10 Events after the Reporting Period

Ind AS 10 has been amended to remove the previous treatment under which a lender's post-reporting-date waiver granted before the financial statements were approved for issue of a breach of a material covenant in

a long-term loan arrangement that occurred on or before the end of the reporting period, resulting in the liability becoming payable on demand at the reporting date, was regarded as an adjusting event.

For annual reporting periods beginning on or after April 01, 2026, any breach of a covenant whether material or immaterial occurring on or before the reporting date will, in accordance with Ind AS 1, require the related liability to be classified as current, unless the lender has granted a waiver of the breach on or before the reporting date and has agreed not to demand repayment for at least 12 months after the reporting date as a consequence of the breach. Such a waiver shall be treated as an adjusting event.

The amendments are effective for annual reporting periods beginning on or after April 01, 2026 retrospectively in accordance with Ind AS 8.

BARBEQUE-NATION HOSPITALITY LIMITED

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

Corporate Identity Number (CIN): L55101KA2006PLC073031

(All amounts in Indian Rupees Millions, unless otherwise stated)

4. PROPERTY, PLANT AND EQUIPMENT

Particulars	Leasehold improvements	Furniture and fixtures	Plant and machinery	Service equipment	Computers	Vehicles	Total
Gross block (at cost)							
As at April 01, 2024	2,862.04	1,909.86	1,557.60	1,686.92	335.05	92.87	8,444.34
Additions	304.90	127.87	103.89	175.83	34.94	14.04	761.47
Disposals	16.41	84.12	52.49	38.00	15.88	8.96	215.86
Effect of foreign currency exchange differences	9.77	2.33	0.21	4.35	0.44	0.05	17.15
As at March 31, 2025	3,160.30	1,955.94	1,609.21	1,829.10	354.55	98.00	9,007.10
Additions	551.19	186.19	194.89	253.99	39.08	21.27	1,246.61
Addition pursuant to business combination (refer Note 44)	-	1.53	6.15	-	0.72	0.99	9.39
Disposals	13.71	4.57	8.94	5.11	0.54	3.94	36.81
Effect of foreign currency exchange differences	35.75	8.47	2.05	16.93	1.70	0.20	65.10
As at March 31, 2026	3,733.53	2,147.56	1,803.36	2,094.91	395.51	116.52	10,291.39
Depreciation							
As at April 01, 2024	1,598.34	1,005.64	538.64	930.94	268.85	48.51	4,390.92
Depreciation for the year (refer Note 31)	276.56	188.54	112.47	173.68	47.09	23.62	821.96
Disposals	13.69	77.38	36.82	33.23	15.79	5.81	182.72
Effect of foreign currency exchange differences	9.28	2.13	0.11	3.07	0.40	0.04	15.03
As at March 31, 2025	1,870.49	1,118.93	614.40	1,074.46	300.55	66.36	5,045.19
Depreciation for the year (refer Note 31)	283.03	201.40	131.44	179.20	38.27	23.31	856.65
Addition pursuant to business combination (refer Note 44)	-	0.15	0.14	-	0.07	0.07	0.43
Disposals	13.70	4.22	6.32	4.64	0.53	3.62	33.03
Effect of foreign currency exchange differences	27.25	7.64	0.59	12.27	1.42	0.20	49.37
As at March 31, 2026	2,167.07	1,323.90	740.25	1,261.29	339.78	86.32	5,918.61
Impairment loss							
As at April 01, 2024	32.00	-	-	-	-	-	32.00
Charge for the year	-	-	-	-	-	-	-
As at March 31, 2025	32.00	-	-	-	-	-	32.00
Charge for the year	-	-	-	-	-	-	-
As at March 31, 2026	32.00	-	-	-	-	-	32.00
Net block							
As at March 31, 2026	1,534.46	823.66	1,063.11	833.62	55.73	30.20	4,340.78
As at March 31, 2025	1,257.81	837.01	994.81	754.64	54.00	31.64	3,929.91

Notes:

- a) On transition to Ind AS (i.e. April 01, 2016), the Group has elected to continue with the carrying value of all Property, plant and equipment measured as per the previous GAAP and use that carrying value as the deemed cost of Property, plant and equipment.
- b) Refer Note 19 containing details for various borrowings against which the Group assets are given as security.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

5. CAPITAL WORK-IN-PROGRESS

Particulars	Amount
As at April 01, 2024	46.68
Additions	859.57
Capitalised during the year	766.54
As at March 31, 2025	139.71
Additions	800.65
Capitalised during the year	804.15
As at March 31, 2026	136.21

Capital work-in-progress (CWIP) Ageing Schedule

As at March 31, 2026	Amount in CWIP for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	136.21	-	-	-	136.21
Projects temporarily suspended	-	-	-	-	-
Total	136.21	-	-	-	136.21

As at March 31, 2025	Amount in CWIP for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	139.71	-	-	-	139.71
Projects temporarily suspended	-	-	-	-	-
Total	139.71	-	-	-	139.71

Note:

- a) There are no projects whose completion is overdue or has exceeded its cost compared to its original plan during the year ended March 31, 2026 and March 31, 2025.

6. GOODWILL

Particulars	March 31, 2026	March 31, 2025
As at beginning of the year	897.34	897.34
Additions pursuant to business combination (refer Note 44)	103.00	-
As at end of the year	1,000.34	897.34

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Impairment testing of goodwill:

For the purpose of impairment testing, goodwill has been allocated to group of Cash Generating Units ('CGUs') in the following manner:

Particulars	March 31, 2026	March 31, 2025
United Foodbrands Limited (Formerly known as Barbeque-Nation Hospitality Limited)	189.66	189.66
Red Apple Kitchen Consultancy Private Limited	533.31	533.31
Blue Planet Foods Private Limited	174.37	174.37
Willow Gourmet Private Limited (refer Note 44)	103.00	-
	1,000.34	897.34

Disclosures with respect to Goodwill allocated to the CGUs

Value-in-use calculation

The carrying value of brand referred in Note 7 and the goodwill referred above have been allocated to the aforesaid CGUs. The recoverable amount of the above CGUs have been determined based on a value-in-use ("VIU") approach by considering cash flow projections from approved financial budgets covering a five-years period ended March 31, 2031 and extended upto perpetuity based on terminal cash flows, being the higher of (a) terminal value at growth rate of 3% - 5% and (b) Exit multiple of 12 times on EBITDA. The Group has considered a terminal growth rate 3% - 5% to arrive at the value-in-use to perpetuity beyond five-years period. The pre-tax discount rate is applied to cash flow projections for impairment testing. Impairment was evaluated by assessing the recoverable amount i.e. VIU of the CGUs to which these assets relate. Since the VIU of the CGUs was higher than its carrying value, no impairment loss is recognised. The following inputs have been used for arriving the said recoverable amount:

Key assumptions used for Value-in-use calculation of the CGUs

United Foodbrands Limited (Formerly known as Barbeque-Nation Hospitality Limited)

Particulars	March 31, 2026	March 31, 2025
Discount rate	14.99%	14.61%
Growth rate	3.00%	3.00%
EBITDA multiple	12 times	12 times

Red Apple Kitchen Consultancy Private Limited

Particulars	March 31, 2026	March 31, 2025
Discount rate	14.99%	14.61%
Growth rate	3.00%	3.00%
EBITDA multiple	12 times	12 times

Blue Planet Foods Private Limited

Particulars	March 31, 2026	March 31, 2025
Discount rate	18.19%	17.81%
Growth rate	3.00%	3.00%
EBITDA multiple	12 times	12 times

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Willow Gourmet Private Limited

Particulars	March 31, 2026	March 31, 2025
Discount rate	18.19%	-
Growth rate	5.00%	-
EBITDA multiple	-	-

Discount rate

Discount rates represent the current market assessment of the risks specific to CGUs, taking into the consideration the time value of money and individual risks of the underlying assets that have not been incorporated in the cash flow estimates. The discount rate of each CGUs is based on specific circumstances and is derived from its Weighted Average Cost of Capital (WACC). The WACC takes into account both debt and equity. The cost of equity is derived from the expected return on investment. The cost of debt is based on the interest-bearing borrowings of the respective CGUs. Adjustments to the discount rate are made to factor in the specific amount and timing of the future cash flows in order to reflect a pre-tax discount rate.

Growth rate

Rates are based on published industry research. Growth rate is based on the Group's Projection of business and growth of the industry in which the Group is operating. The growth rate considers the Group's plan to launch new outlets/expected same store growth. Hence, the Management has considered the terminal growth rate based on their expected long-term sustainable annual earnings growth.

EBITDA Multiple

The EBITDA multiple has been derived from comparable market transactions and ranges between 12 to 24, depending on the specific industry and growth characteristics of the CGUs.

EBITDA used in the valuation is based on the approved financial budgets, and reflects the expected business performance considering current market conditions, historical performance, and industry outlook.

No reasonable possible change in key assumptions are likely to result in the recoverable amount of the CGUs being less than their carrying amount.

7. OTHER INTANGIBLE ASSETS

Particulars	Liquor licenses	Software and licenses	Brand	Total
Gross block (at cost)				
As at April 01, 2024	12.27	81.89	83.91	178.07
Additions	-	4.33	0.74	5.07
Disposals	-	2.42	-	2.42
As at March 31, 2025	12.27	83.80	84.65	180.72
Additions	-	4.37	-	4.37
Addition pursuant to business combination (refer Note 44)	-	-	13.60	13.60
Disposals	-	-	-	-
As at March 31, 2026	12.27	88.17	98.25	198.69
Amortisation				
As at April 01, 2024	10.53	54.08	7.98	72.59

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

7. OTHER INTANGIBLE ASSETS (Contd.)

Particulars	Liquor licenses	Software and licenses	Brand	Total
Amortisation for the year (refer Note 31)	0.20	4.68	10.00	14.88
Disposals	-	2.42	-	2.42
As at March 31, 2025	10.73	56.34	17.98	85.05
Amortisation for the year (refer Note 31)	0.20	5.15	12.04	17.39
Disposals	-	-	-	-
As at March 31, 2026	10.93	61.49	30.02	102.44
Net block				
As at March 31, 2026	1.34	26.68	68.23	96.25
As at March 31, 2025	1.54	27.46	66.67	95.67

8. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

(a) Right-of-use assets

Particulars	Buildings
Gross block (at cost)	
As at March 31, 2025	9,672.40
Additions	1,608.85
Disposals	(1,035.72)
As at March 31, 2025	10,245.53
Additions	1,655.98
Addition pursuant to business combination (refer Note 44)	9.82
Disposals	(836.76)
As at March 31, 2026	11,074.57
Depreciation	
As at March 31, 2025	4,338.81
Depreciation for the year (refer Note 31)	928.09
Disposals	(706.73)
As at March 31, 2025	4,560.17
Depreciation for the year (refer Note 31)	1,025.88
Addition pursuant to business combination (refer Note 44)	0.78
Disposals	(682.73)
As at March 31, 2026	4,904.10
Net block	
As at March 31, 2026	6,170.47
As at March 31, 2025	5,685.36

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

8. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (Contd.)

(b) Lease liabilities

Particulars	March 31, 2026	March 31, 2025
As at the beginning of the year	6,880.04	6,458.74
Additions	1,565.41	1,549.85
Addition pursuant to business combination (refer Note 44)	9.57	-
Retirements	(205.78)	(427.25)
Interest expense on lease liabilities (refer Note 30)	637.45	610.69
Payments	(1,426.64)	(1,320.50)
Effect of foreign currency exchange differences	48.33	8.51
As at the end of the year	7,508.38	6,880.04
Current	843.19	729.72
Non-current	6,665.19	6,150.32

The maturity analysis of lease liabilities is disclosed in Note 37.

The effective interest rate for lease liabilities is 8.59% (March 31, 2025: 9.66%), with maturity between 2026-2043.

9. INVESTMENTS ACCOUNTED FOR USING EQUITY METHOD

'On February 03, 2025, the Holding Company executed a Share Subscription Agreement and Shareholders' Agreement to acquire upto 51% of equity share capital of Willow Gourmet Private Limited ("WGPL"). WGPL operates an ice-cream brand 'Omm Nom Nomm' through the delivery channel. On March 11, 2025, the Holding Company had partly completed the aforesaid acquisition and acquired 42.36% stake in WGPL, consequent to which WGPL had become an associate of the Holding Company. The Group's interest in WGPL is accounted for using the equity method in the consolidated financial statements.

On June 30, 2025, the Holding Company has fully completed the acquisition of 51% of equity share capital of WGPL. Consequent to the aforesaid acquisition, WGPL has become a subsidiary of the Holding Company with effect from June 30, 2025.

Particulars	March 31, 2025
Current assets	53.33
Non-current assets	79.64
Current liabilities	(2.04)
Non-current liabilities	(9.14)
Equity	121.79
Non-controlling interest	1.20
Group's share in equity - 42.36%	0.76
Goodwill	119.83
Group's carrying amount of the investment	120.59
Total equity of associate	121.79
Purchase consideration	120.00

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

9. INVESTMENTS ACCOUNTED FOR USING EQUITY METHOD (Contd.)

Particulars	June 30, 2025	March 31, 2025
Revenue from operations	12.74	7.90
Other income	0.05	0.26
Total income	12.79	8.15
Cost of food and beverages consumed	3.48	(2.02)
Employee benefits expense	3.07	(0.85)
Other expenses	4.59	(2.92)
Finance costs	0.20	(0.16)
Depreciation and amortisation expense	0.59	(0.38)
Total expenses	11.93	(6.33)
Profit before tax	0.86	1.82
Income tax expense	(0.21)	(0.43)
Profit for the period	0.65	1.39
Group's share of profit for the period	0.28	0.59

The associate had no contingent liabilities or capital commitments.

10. OTHER FINANCIAL ASSETS

Particulars	March 31, 2026	March 31, 2025
Non-current		
Balances held as margin money or security	1.70	1.58
Bank deposits with remaining maturity more than twelve months	42.96	-
Security deposits		
Deposits to related parties, considered good (refer Note 46)	17.11	5.11
Considered good	380.91	324.43
Credit impaired	9.54	1.66
Less: Allowance for impairment	(9.54)	(1.66)
	442.68	331.12
Current		
Interest accrued on fixed deposits	0.33	-
Security deposits		
Deposits to related parties, considered good (refer Note 46)	-	12.00
Others - Considered good	163.61	148.06
Credit impaired	37.24	43.08
Less: Allowance for impairment	(37.24)	(43.08)
Bank deposits with remaining maturity less than twelve months	7.25	23.72
Other receivables		
Receivables from related parties, considered good (refer Note 46)	-	7.06
Others*	132.91	96.44
	304.10	287.28

*Other receivables pertains to receivables through channel partners, banks and payment gateways towards sales receipt from customers.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

(a) Movement in allowance for impairment for security deposits

Particulars	March 31, 2026	March 31, 2025
Opening balance	44.74	24.26
Add: Provision made during the year	2.04	20.48
Less: Provision utilised during the year	-	-
Closing balance	46.78	44.74

11. OTHER ASSETS

Particulars	March 31, 2026	March 31, 2025
Non-current		
(Unsecured, considered good)		
Capital advances	95.03	28.44
Prepaid expenses	4.14	3.33
Balance with statutory/government authorities (amount paid under protest)	23.49	5.95
	122.66	37.72
Current		
(Unsecured, considered good)		
Advance to employees	28.80	29.61
Prepaid expenses	184.64	147.70
Advances to suppliers		
Advances to suppliers to related parties (refer Note 46)	-	1.70
Others - Considered good	58.72	46.57
Others - Doubtful	23.90	26.35
	82.62	74.62
Less: Allowance for doubtful advances	(23.90)	(26.35)
	58.72	48.27
Balance with statutory/government authorities	30.51	26.84
	302.67	252.42
Movement in allowance for doubtful advances		
Opening balance	26.35	17.05
Add: Provision made/(reversed) during the year	(2.45)	9.30
Closing balance	23.90	26.35

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

12. INVENTORIES

(valued at the lower of cost and net realisable value)

Particulars	March 31, 2026	March 31, 2025
Food & beverages [includes goods-in-transit of ₹ 31.98 million (March 31, 2025: ₹ 27.26 million)]	407.02	437.36
Stores & consumables	29.77	33.54
	436.79	470.90

Refer Note 19 containing details for various borrowings against which the Group has given its inventories as security.

13. TRADE RECEIVABLES

Particulars	March 31, 2026	March 31, 2025
Trade receivables		
Receivables from others (unrelated parties)	41.98	33.54
	41.98	33.54
Impairment allowance (allowance for bad and doubtful debts)	(11.31)	(10.26)
Total trade receivables	30.67	23.28

Break-up for security details:

Particulars	March 31, 2026	March 31, 2025
Trade receivables		
(Unsecured)		
Considered good	30.67	23.28
Credit impaired	11.31	10.26
	41.98	33.54
Less: Impairment allowance (allowance for bad and doubtful debts)	(11.31)	(10.26)
	30.67	23.28

Movement in impairment allowance is as follows:

Particulars	March 31, 2026	March 31, 2025
Opening balance	10.26	0.94
Add: Expected credit loss (ECL) provision made	1.05	9.32
Closing balance	11.31	10.26

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Trade receivables Ageing Schedule

As at March 31, 2026

Particulars	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 month - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade receivables – considered good	5.22	15.14	9.37	0.94	-	-	30.67
Undisputed Trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed Trade receivables – credit impaired	-	-	-	5.58	4.68	-	10.26
Disputed Trade receivables – considered good	-	-	-	-	-	-	-
Disputed Trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed Trade receivables – credit impaired	-	-	-	-	1.05	-	1.05
	5.22	15.14	9.37	6.52	5.73	-	41.98

As at March 31, 2025

Particulars	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 month - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade receivables – considered good	-	17.55	3.25	2.45	0.03	-	23.28
Undisputed Trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed Trade receivables – credit impaired	-	-	-	10.26	-	-	10.26
Disputed Trade receivables – considered good	-	-	-	-	-	-	-
Disputed Trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed Trade receivables – credit impaired	-	-	-	-	-	-	-
	-	17.55	3.25	12.71	0.03	-	33.54

Notes:

- No trade or other receivables are due from directors or other officers of the Group either severally or jointly with any other person.
- Trade receivables are non-interest bearing and are generally on terms of 0 to 90 days.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

14. CASH AND CASH EQUIVALENTS

Particulars	March 31, 2026	March 31, 2025
Cash on hand	20.60	21.55
Balances with banks:		
- On current accounts	185.55	125.26
- Deposits with original maturity of less than three months	49.69	22.52
	255.84	169.33

14A. Change in liabilities arising from financing activities and for non-cash financing and investing activities

Year ended March 31, 2026

Particulars	As at April 01, 2025	Adjustments	Cash flows (net)	Non-cash Fair value adjustments	Others	As at March 31, 2026
Investing activities						
Non-current investments	120.59	-	50.00	-	(170.59)	-
Total	120.59	-	50.00	-	(170.59)	-
Financing activities						
Non-current borrowings	462.38	-	420.05	-	(110.60)	771.83
Current borrowings	232.72	-	229.11	-	110.63	572.46
Lease liabilities	6,880.04	-	(1,426.64)	-	2,054.98	7,508.38
Total	7,575.14	-	(777.48)	-	2,055.01	8,852.67

Year ended March 31, 2025

Particulars	As at April 01, 2024	Adjustments	Cash flows (net)	Non-cash Fair value adjustments	Others	As at March 31, 2025
Investing activities						
Non-current investments	-	-	120.00	-	0.59	120.59
Total	-	-	120.00	-	0.59	120.59
Financing activities						
Non-current borrowings	262.49	-	217.47	-	(17.58)	462.38
Current borrowings	134.28	-	80.85	-	17.59	232.72
Lease liabilities	6,458.75	-	(1,320.50)	-	1,741.79	6,880.04
Total	6,855.52	-	(1,022.18)	-	1,741.80	7,575.14

Note:

The 'Others' column includes the effect of reclassification of non-current portion of borrowings, including lease liabilities to current due to the passage of time and the effect of accrued but not yet paid interest on borrowings, including lease liabilities, share of profit of associate and reclassification of an associate to a subsidiary.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

14.1 Current financial assets - Other bank balances

Particulars	March 31, 2026	March 31, 2025
Other bank balances		
- Deposits with original maturity more than three months but less than twelve months	20.74	1.77
	20.74	1.77

15. CURRENT TAX ASSETS (NET)

Particulars	March 31, 2026	March 31, 2025
Advance tax (net of provision for income tax)	117.41	112.38
	117.41	112.38

16. EQUITY SHARE CAPITAL

Particulars	March 31, 2026		March 31, 2025	
	No. of shares	Amount	No. of shares	Amount
Authorised share capital				
Equity shares of ₹ 5 each	6,00,00,000	300.00	6,00,00,000	300.00
	6,00,00,000	300.00	6,00,00,000	300.00
Issued, subscribed and fully paid-up capital				
Equity shares of ₹ 5 each, fully paid-up	3,90,86,387	195.43	3,90,77,702	195.39
Total issued, subscribed and paid-up share capital	3,90,86,387	195.43	3,90,77,702	195.39

Terms/rights attached to equity shares

The Company has only one class of equity shares having par value of ₹ 5 per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian rupees. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting.

In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

(a) Reconciliation of the number of shares and amount outstanding as at the beginning and at the end of the year

Particulars	March 31, 2026		March 31, 2025	
	No. of shares	Amount	No. of shares	Amount
Equity shares				
At the beginning of the year	3,90,77,702	195.39	3,90,70,775	195.36
Add: Issued during the year	8,685	0.04	6,927	0.03
At the end of the year	3,90,86,387	195.43	3,90,77,702	195.39

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

(b) Details of shareholders holding more than 5% shares in the Company

Particulars	March 31, 2026		March 31, 2025	
	No. of shares	% of paid-up share capital	No. of shares	% of paid-up share capital
Equity shares of ₹ 5 each fully paid				
Sayaji Housekeeping Services Limited	1,16,02,828	29.69%	1,16,02,828	29.69%
Jubilant FoodWorks Limited	36,50,794	9.34%	36,50,794	9.34%
UTI Flexi Cap Fund	26,98,164	6.90%	27,31,253	6.99%

(c) Shares reserved for issue under options

Particulars	March 31, 2026	March 31, 2025
Equity shares of ₹ 5 each to eligible employees under the share based payment plan of the Company (refer Note 36)	16,26,614	16,35,299

(d) Details of shares held by Promoters

As at March 31, 2026

S. No.	Promoter name	No. of shares at beginning of year	Change during the year	No. of shares at end of year	% of total shares	% change during the year
1	Sayaji Housekeeping Services Limited	1,16,02,828	-	1,16,02,828	29.69%	-
2	Kayum Razak Dhanani	86,113	-	86,113	0.22%	-
3	Suchitra Dhanani	6	-	6	0.00%	-
		1,16,88,947	-	1,16,88,947	29.91%	-

As at March 31, 2025

S. No.	Promoter name	No. of shares at beginning of year	Change during the year	No. of shares at end of year	% of total shares	% change during the year
1	Sayaji Housekeeping Services Limited	1,16,02,828	-	1,16,02,828	29.69%	-
2	Kayum Razak Dhanani	86,113	-	86,113	0.22%	-
3	Suchitra Dhanani	6	-	6	0.00%	-
		1,16,88,947	-	1,16,88,947	29.91%	-

17. OTHER EQUITY

Particulars	March 31, 2026	March 31, 2025
Reserves and surplus		
Securities premium	5,858.15	5,854.11
Share based payment reserve	431.68	352.71
Retained earnings	(3,291.87)	(2,700.56)
Other comprehensive income/(loss)		
Re-measurement gains/(losses) on defined benefit plans	(14.81)	(15.56)
Foreign currency translation reserve	(75.51)	(59.27)
	2,907.64	3,431.43

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

(i) Reserves and surplus

Particulars	March 31, 2026	March 31, 2025
Securities premium		
As at the beginning of the year	5,854.11	5,851.79
Add: Premium on exercise of options (including transfer from share based payment reserve)	4.04	2.32
As at the end of the year	5,858.15	5,854.11
Share based payment reserve		
As at the beginning of the year	352.71	239.90
Add: Recognition of share based payment	81.46	113.44
Less: Transfer to securities premium on exercise of options	(2.49)	(0.63)
As at the end of the year	431.68	352.71
Retained earnings		
As at the beginning of the year	(2,700.56)	(2,295.76)
Add: Loss for the year	(591.31)	(277.85)
Add: Acquisition of NCI share	-	33.34
Less: Further acquisition of NCI in Red Apple Kitchen Consultancy Private Limited	-	(160.29)
As at the end of the year	(3,291.87)	(2,700.56)
Other comprehensive income/(loss)		
Re-measurement gains/(losses) on defined benefit plans		
As at the beginning of the year	(15.56)	(15.00)
Less: Losses during the year	0.75	(0.56)
As at the end of the year	(14.81)	(15.56)
Foreign currency translation reserve		
As at the beginning of the year	(59.27)	(46.53)
Less: Gains/(losses) during the year	(16.24)	(12.74)
As at the end of the year	(75.51)	(59.27)

Nature and purpose of reserves

Securities premium

Securities premium is used to record the premium received on issue of equity shares. The reserve can be utilised only for limited purposes such as issuance of bonus shares in accordance with the provisions of the Companies Act, 2013.

Retained earnings

Retained earnings are the profits/(losses) that the Group has earned/incurred till date, less any transfers to general reserve, dividends or other distributions paid to shareholders.

Share based payment reserve

The fair value of the equity-settled share based payment transactions with employees is recognised in Consolidated Statement of Profit and Loss with corresponding credit to share based payment reserve. The amount of cost recognised is transferred to share premium on exercise of the related stock options.

Remeasurement gains/(losses) on defined benefit plans

The cumulative balances of actuarial gain or loss arising on remeasurements of defined benefit plan is accumulated and recognised within this component of

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

other comprehensive income/(loss). Items included in actuarial gain or loss reserve will not be reclassified subsequently to Consolidated Statement of Profit and Loss.

Foreign currency translation reserve

The translation reserve comprise foreign currency exchange differences arising from the translation of the financial statements of foreign operations. The gains/(losses) will be reclassified subsequently to Consolidated Statement of Profit and Loss.

18. NON-CONTROLLING INTEREST

Particulars	March 31, 2026	March 31, 2025
As at the beginning of the year	81.73	107.58
Add: Share of profit	(26.69)	7.49
Add: NCI recognised pursuant to business combinations during the year (refer Note 44)	54.94	-
Less: Acquisition of NCI share	-	(33.34)
As at the end of the year	109.98	81.73

19. BORROWINGS

Particulars	March 31, 2026	March 31, 2025
Non-current borrowings		
Term loans from banks (secured)	615.05	451.38
Term loans from financial institution (secured)	150.00	-
Vehicle loans from banks (secured)	6.78	11.00
	771.83	462.38
Current borrowings		
Current maturities of long-term borrowings		
Term loans from banks (secured)	174.86	139.94
Term loans from financial institution (secured)	100.00	-
Vehicle loans from banks (secured)	9.62	11.19
Working capital loan from banks (secured)	196.77	80.00
Supplier finance arrangements (unsecured)	62.45	-
Credit cards (unsecured)	2.44	1.59
Other (unsecured)	26.32	-
	572.46	232.72
Aggregate secured borrowings	1,253.08	693.51
Aggregate unsecured borrowings	91.21	1.59

The Group has used the borrowings from banks and financial institutions for the specific purpose for which it was obtained.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Details of security and terms of repayment

(i) Term loans from bank:

- Term loans are secured by way of hypothecation of moveable fixed assets (excluding vehicles), security deposits and current assets of the respective companies within the Group.
- **Term Loans 1 and 2:** The loans are repayable in 20 equal quarterly instalments of ₹ 10.00 million each commencing (after 12 months of moratorium period from the date of first disbursement) through June 30, 2024 to March 31, 2029 and carries interest rate of Repo rate + 2%.
- **Term Loan 3:** The loan is repayable in 20 equal quarterly instalments of ₹ 5.00 million commencing (after 12 months of moratorium period from the date of first disbursement) through March 31, 2026 to December 31, 2030 and carries interest rate of Repo rate + 2%.
- **Term Loan 4:** The loan is repayable in 20 equal quarterly instalments of ₹ 7.50 million commencing (after 12 months of moratorium period from the date of first disbursement) through March 31, 2026 to December 31, 2030 and carries interest rate of Repo rate + 2%.
- **Term Loan 5:** The loan is repayable in 20 equal quarterly instalments of ₹ 7.50 million commencing (after 12 months of moratorium period from the date of first disbursement) through April 30, 2027 to January 31, 2032 and carries interest rate of Repo rate + 2.75%.
- **Term Loan 6:** The loan is repayable in 66 equal monthly instalments of ₹ 2.27 million commencing (after 6 months of moratorium period from the date of first disbursement) through June 30, 2025 to November 30, 2030 and carries interest rate of Repo rate + 2.50%.
- **Term Loan 7:** The loan is repayable in 16 equal quarterly instalments of ₹ 5.88 million commencing (after 12 months of moratorium period from the date of first disbursement) through September 30, 2026 to September 30, 2030 and carries interest rate of 8.40%.

(ii) Term loans from financial institution:

- The loan is repayable in 10 quarterly instalments of ₹ 25.00 million commencing (after 6 months of moratorium period from the date of first

disbursement) through April 01, 2026 to September 01, 2028 and carries interest rate of 10.25%.

(iii) Working capital loan from banks:

- Working capital loans are secured by way of hypothecation of moveable fixed assets (excluding vehicles), security deposits and current assets of the respective companies within the Group.
- The loans are repayable on demand and carries interest rate of 7.50% - 8.35%.

(iv) Vehicle loans:

- Vehicle loans are secured by way of hypothecation of underlying vehicles.
- The loans are repayable in 24 to 39 equated monthly instalments from the date of respective loans availed and carries an variable interest rate which is linked to value and condition of vehicles purchased (ranging from 7.85% to 12.50%).

(v) Supplier finance arrangement (Unsecured):

- The Group has entered into supplier finance arrangements with a financial institution in respect of certain supplier obligations. Under these arrangements, the financial institution make payments to suppliers on behalf of the Company and the Company settles the obligations with the financial institution within 180 days from the date such payment are made by the financial institution.

(vi) Others (Unsecured)

- The Group has received an unsecured, interest-free loan through its subsidiary, Barbeque Nation Saudi Arabia Limited, from a shareholder holding non-controlling interest in said subsidiary. The loan does not have a fixed repayment schedule and is repayable only upon the availability of sufficient profits of said subsidiary.

Loan covenants

The term loans and working capital loans are subject to certain financial covenants. The primary covenants which must be complied with include interest service coverage ratio, debt service coverage ratio, total outside liabilities to average total net worth, fixed assets coverage ratio, security coverage ratio, debt/EBITDA and debt/Total net worth. The Group has complied with the covenants as per the terms of the respective loan agreements.

The vehicle loans do not carry any debt covenant.

The Group has not defaulted on any loans payable.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

20. PROVISIONS

Particulars	March 31, 2026	March 31, 2025
Non-current		
Provision for employee benefit obligation		
Gratuity [refer Note 34(ii) and Note 34(iii)]	129.69	81.25
Provision for asset retirement obligations (refer Note 37)	58.51	53.34
	188.20	134.59
Current		
Provision for employee benefit obligation		
Compensated absences [refer Note 34(iii)]	86.12	61.48
Gratuity [refer Note 34(ii) and Note 34(iii)]	59.10	33.40
Provision for asset retirement obligations (refer Note 37)	6.73	5.72
	151.95	100.60

21. TRADE PAYABLES

Particulars	March 31, 2026	March 31, 2025
Trade payables		
- total outstanding dues of micro enterprises and small enterprises (refer details below)	292.01	204.83
- total outstanding dues of creditors other than micro enterprises and small enterprises	1,099.52	899.92
	1,391.53	1,104.75
Trade payables to unrelated parties	1,370.64	1,094.31
Trade payables to related parties (refer Note 46)	20.89	10.44
	1,391.53	1,104.75

Trade payables Ageing Schedule

As at March 31, 2026

Particulars	Outstanding for following periods from due date of payment					
	Current but not due	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Undisputed dues of micro enterprises and small enterprises	101.54	151.99	5.14	0.13	0.01	258.81
Undisputed dues of creditors other than micro enterprises and small enterprises	505.63	572.43	26.73	10.72	17.21	1,132.72
Disputed dues of micro enterprises and small enterprises	-	-	-	-	-	-
Disputed dues of creditors other than micro enterprises and small enterprises	-	-	-	-	-	-
	607.17	724.42	31.87	10.85	17.22	1,391.53

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

As at March 31, 2025

Particulars	Outstanding for following periods from due date of payment					
	Current but not due	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Undisputed dues of micro enterprises and small enterprises	67.99	136.84	-	-	-	204.83
Undisputed dues of creditors other than micro enterprises and small enterprises	370.00	483.42	10.83	12.35	23.32	899.92
Disputed dues of micro enterprises and small enterprises	-	-	-	-	-	-
Disputed dues of creditors other than micro enterprises and small enterprises	-	-	-	-	-	-
	437.99	620.26	10.83	12.35	23.32	1,104.75

22. OTHER FINANCIAL LIABILITIES

Particulars	March 31, 2026	March 31, 2025
Current		
Payable for capital goods	97.94	89.03
Others	7.89	0.70
	105.83	89.73

23. OTHER LIABILITIES

Particulars	March 31, 2026	March 31, 2025
Current		
Payable to employees	262.98	198.78
Statutory dues [refer Note (a) below]	123.96	95.38
Contract liabilities		
Gift card liabilities [refer Note (b) below]	24.98	26.77
Advance from customers	5.66	6.87
Other liabilities	35.72	7.19
	453.30	334.99

Notes:

- Include dues towards provident fund, withholding taxes, professional tax, value added tax and goods and services tax.
- Gift card/gift vouchers sales are recognised when the vouchers are redeemed and the food and beverages are sold to the customers.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

24. CURRENT TAX LIABILITIES (NET)

Particulars	March 31, 2026	March 31, 2025
Provision for income tax (net of advance tax)	13.92	92.18
	13.92	92.18

25. REVENUE FROM OPERATIONS

Particulars	March 31, 2026	March 31, 2025
Sale of food & beverages	13,358.04	12,296.63
Other operating revenues		
Revenue from displays and sponsorships	4.25	4.40
Share of profits and income from royalty	6.52	6.80
Sale of scrap	3.13	2.52
Income from professional fees	-	1.05
Others	15.08	19.09
	13,387.02	12,330.49

(a) Disclosure of disaggregated revenue recognised in the Consolidated Statement of Profit and Loss:

Particulars	March 31, 2026	March 31, 2025
Dine-in sales	11,179.63	10,414.02
Online sales	2,049.13	1,718.99
Catering services	129.28	163.62
Revenue as per the Consolidated Statement of Profit and Loss	13,358.04	12,296.63

(b) Reconciliation of revenue as recognised in the Consolidated Statement of Profit and Loss with the contracted price:

Particulars	March 31, 2026	March 31, 2025
Revenue as per contracted price	14,604.47	13,197.71
Less: Discount	(1,246.43)	(901.08)
Revenue as per the Consolidated Statement of Profit and Loss	13,358.04	12,296.63

(c) Contract balances:

Particulars	March 31, 2026	March 31, 2025
Contract assets		
Trade receivables	30.67	23.28
Contract liabilities		
Gift liabilities	24.98	26.77
Advance received from customers	5.66	6.87

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

26. OTHER INCOME

Particulars	March 31, 2026	March 31, 2025
Interest income on unwinding income on security deposits	32.12	34.02
Interest income on fixed deposits and others	9.01	4.38
Gain from termination of leases and outlet closure, net	51.75	98.26
Provision no longer required, written back	8.91	3.99
Foreign exchange gain (net)	45.96	17.82
Others	0.13	-
	147.88	158.47

27. COST OF FOOD AND BEVERAGES CONSUMED

Particulars	March 31, 2026	March 31, 2025
Inventory at beginning of the year	437.36	355.47
Add: Purchases	4,468.00	4,000.55
Less: Inventory at end of the year	(407.02)	(437.36)
	4,498.34	3,918.66

28. EMPLOYEE BENEFITS EXPENSE

Particulars	March 31, 2026	March 31, 2025
Salaries, wages and bonus*	2,633.66	2,356.68
Contributions to provident fund and other funds [refer Note 34(i)]	154.16	165.77
Gratuity expenses [refer Note 34(ii) and Note 34(iii)]	93.06	29.85
Share based payments to employees (refer Note 36)	81.38	113.44
Staff welfare expenses	267.60	301.71
	3,229.86	2,967.45

*The Company has received government grants under the National Apprenticeship Promotion Scheme (NAPS) for engaging apprentices. There are no unfulfilled conditions or contingencies attached to these grants. In this regard, salaries, wages and bonus have been presented net-off of such grants received of Nil (March 31, 2025: ₹ 17.73 million).

29. OTHER EXPENSES

Particulars	March 31, 2026	March 31, 2025
Consumption of stores and consumables	418.62	405.27
Power and fuel	1,023.73	974.98
Commission to delivery agents	332.74	281.41
Rent	515.82	453.51
Repairs and maintenance:		
Buildings	11.99	21.22
Machinery	67.61	78.20
Others	45.19	48.02

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

29. OTHER EXPENSES (Contd.)

Particulars	March 31, 2026	March 31, 2025
Water charges	77.38	75.97
Insurance	28.78	28.65
Rates and taxes	179.09	161.77
Communication expenses	45.19	46.28
Travelling and conveyance	94.23	81.22
Printing and stationery	68.33	52.33
Housekeeping and security expenses	135.74	156.44
Business promotion expenses	406.42	219.47
Legal and professional expenses	125.48	116.01
Miscellaneous expenses	152.94	130.82
	3,729.28	3,331.57

30. FINANCE COSTS

Particulars	March 31, 2026	March 31, 2025
Interest expense on borrowings	87.42	44.27
Interest expense on lease liabilities (refer Note 37)	637.45	610.69
Provision for asset retirement obligations	4.95	4.73
Receivable discounting charges	100.15	97.74
Bank charges	30.43	21.13
	860.40	778.56

31. DEPRECIATION AND AMORTISATION EXPENSE

Particulars	March 31, 2026	March 31, 2025
Depreciation on property, plant and equipment (refer Note 4)	856.65	821.96
Amortisation on intangible assets (refer Note 7)	17.39	14.88
Depreciation on right-of-use assets [refer Note 8(a)]	1,025.88	928.09
	1,899.92	1,764.93

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

32. INCOME TAX EXPENSE

The major components of income tax (income)/expense are:

Consolidated Statement of Profit and Loss:

Particulars	March 31, 2026	March 31, 2025
Profit or loss section		
Current income tax	6.17	16.13
Adjustment of tax relating to earlier years [refer Note (a) below]	(62.59)	(3.31)
Deferred tax relating to origination and reversal of temporary differences	(7.09)	(14.08)
	(63.51)	(1.26)

Note:

- a) During the year ended March 31, 2026, pursuant to favourable appellate orders received from the income-tax authorities, the Company has reversed ₹ 61.42 million relating to income-tax provisions created in earlier years.

OCI section

Particulars	March 31, 2026	March 31, 2025
Deferred tax related to items recognised OCI during the year		
Re-measurement gains/(losses) on defined benefit plans	0.63	(0.18)

Reconciliation of tax expense and the accounting profit/(loss) multiplied by India's domestic tax rate

Particulars	March 31, 2026	March 31, 2025
Accounting profit/(loss) before income tax	(682.62)	(271.62)
Less: Profit/(loss) of foreign subsidiaries in non-taxable jurisdictions	122.70	77.43
India's statutory income tax rate	25.17%	25.17%
Tax expense/(income)	(202.68)	(87.85)
Tax impact on:		
Effect on account of non-deductible expenses under income tax	5.24	8.05
Others	133.93	78.54
Income tax expense/(income) recognised in Consolidated Statement of Profit and Loss	(63.51)	(1.26)

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Movement in deferred tax balances

Particulars	March 31, 2026				
	Opening balance	Additions pursuant to business combination	Recognised in Consolidated Statement of Profit and Loss	Recognised in other comprehensive income	Closing balance
Tax effect of items constituting deferred tax assets					
On unused tax losses (refer Note (a) below)	92.90	-	-	-	92.90
Property, plant and equipment and other intangible assets	226.71	-	3.79	-	230.50
Right-of-use assets and lease liabilities (net)	271.13	-	2.95	-	274.08
Provision towards asset retirement obligations	14.88	-	-	-	14.88
Employee benefits and other provisions	67.11	-	(2.65)	(0.63)	63.83
Others	4.59	4.05	-	-	8.64
Tax effect of items constituting deferred tax liabilities					
Goodwill	(47.73)	-	-	-	(47.73)
Fair value gain on financial instruments at amortised cost	(34.82)	-	-	-	(34.82)
Brand	(9.02)	-	2.52	-	(6.50)
Net deferred tax asset/(liabilities)	585.75	4.05	6.61	(0.63)	595.78

Movement in deferred tax liabilities (net)

Particulars	March 31, 2026				
	Opening balance	Additions pursuant to business combination	Recognised in Consolidated Statement of Profit and Loss	Recognised in other comprehensive income	Closing balance
Tax effect of items constituting deferred tax liabilities					
Property, plant and equipment	-	-	(0.03)	-	(0.03)
Brand	-	(3.42)	0.51	-	(2.91)
Net deferred tax asset/(liabilities)	-	(3.42)	0.48	-	(2.94)

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Movement in deferred tax assets (net)

Particulars	March 31, 2025				
	Opening balance	Additions pursuant to business combination	Recognised in Consolidated Statement of Profit and Loss	Recognised in other comprehensive income	Closing balance
Tax effect of items constituting deferred tax assets					
On unused tax losses (refer Note (a) below)	150.63	-	(57.73)	-	92.90
Property, plant and equipment and other intangible assets	170.98	-	46.10	-	217.08
Right-of-use assets and lease liabilities (net)	258.41	-	12.72	-	271.13
Provision towards asset retirement obligations	13.87	-	1.01	-	14.88
Employee benefits and other provisions	57.75	-	9.09	(0.17)	66.67
Others	4.59	-	-	-	4.59
Adjustment from deferred tax liabilities*	-	-	-	-	1.05
Tax effect of items constituting deferred tax liabilities					
Goodwill	(47.73)	-	-	-	(47.73)
Fair value gain on financial instruments at amortised cost	(34.11)	-	(0.71)	-	(34.82)
Net deferred tax asset/(liabilities)	574.39	-	10.48	(0.17)	585.75

Movement in deferred tax liabilities (net)

Particulars	March 31, 2025				
	Opening balance	Additions pursuant to business combination	Recognised in Consolidated Statement of Profit and Loss	Recognised in other comprehensive income	Closing balance
Tax effect of items constituting deferred tax assets					
Property, plant and equipment and other intangible assets	8.55	-	1.08	-	9.63
Employee benefits and other provisions	0.09	-	-	0.35	0.44
Tax effect of items constituting deferred tax liabilities					
Brand	(11.54)	-	2.52	-	(9.02)
Net deferred tax asset/(liabilities)	(2.90)	-	3.60	0.35	1.05

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Notes:

- The Group has recognised deferred tax asset on unabsorbed depreciation of ₹ 366.98 million (March 31, 2025: ₹ 366.98 million).
- During the year ended March 31, 2026, the Group has not recognised additional deferred tax assets in respect of current year carry forward business losses and unabsorbed depreciation. Based on Management's assessment and approved financial budgets, sufficient future taxable profits are expected to be available to realise the deferred tax assets previously recognised. Accordingly, there is no reversal of such previously recognised deferred tax assets.

33. EARNINGS PER SHARE

Basic EPS amounts are calculated by dividing the profit/(loss) for the year attributable to owners of the Company by the weighted average number of equity shares outstanding during the year.

Diluted EPS amounts are calculated by dividing the profit/(loss) attributable to owners of the Company by the weighted average number of equity shares outstanding during the year plus the weighted average number of equity shares that would be issued on conversion of all the dilutive potential equity shares into equity shares.

The following table reflects the income and share data used in the basic and diluted EPS computations:

Particulars		March 31, 2026	March 31, 2025
Net loss for calculation of EPS	A	(591.31)	(277.85)
Weighted average number of equity shares for calculation of EPS	B	3,90,84,095	3,90,74,112
Basic EPS (₹)	A/B	(15.13)	(7.11)
Weighted average number of equity shares outstanding	B	3,90,84,095	3,90,74,112
Weighted average number of potential equity shares*	C	2,32,116	2,14,858
Weighted average number of equity shares considered for calculation of Diluted EPS	B+C	3,93,16,211	3,92,88,970
Diluted EPS (₹)	A/(B+C)	(15.13)	(7.11)
Nominal value of shares (₹)		5.00	5.00

*Stock options granted to the employees under various ESOP schemes are considered to be potential equity shares. The same is considered in the determination of diluted earnings per share to the extent that they are not anti-dilutive. The stock options are not included in the determination of basic earnings per share.

34. EMPLOYEE BENEFIT PLANS

(i) Defined contribution plans

The Group makes Provident Fund and Employee State Insurance Scheme contributions which are defined contribution plans, for qualifying employees. Under the Schemes, the Group is required to contribute a specified percentage of the payroll costs to fund the benefits. The contributions payable to these plans by the Group are at rates specified in the rules of the schemes.

Particulars	March 31, 2026	March 31, 2025
Contribution to Provident Fund and Employee State Insurance Scheme	154.16	165.77

Amount recognised as an expense and included in Note 28.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

(ii) Defined benefit plans

The Group has a defined benefit gratuity plan for its employees. The gratuity plan is governed by the Code on Social Security, 2020 and the Payment of Gratuity Act, 1972. Under the gratuity plan, every employee who has completed at least five years of service gets a gratuity on departure at 15 days of last drawn salary for each completed year of service. The scheme is funded with an insurance company in the form of qualifying insurance policy.

A part of gratuity plan is funded and another part is unfunded and managed within the Group, hence the liability has been bifurcated into funded and unfunded.

The following tables summarise the components of net benefit expense recognised in the Consolidated Statement of Profit and Loss and amounts recognised in the Consolidated Balance Sheet for the respective plans:

Unfunded defined benefit plan

Net benefit expense recognised through the Consolidated Statement of Profit and Loss

Particulars	March 31, 2026	March 31, 2025
Current service cost	14.64	12.87
Past service cost	10.26	-
Interest cost on defined benefit obligation	1.39	-
	26.29	12.87

Net benefit expense recognised through Other Comprehensive Income/(Loss)

Particulars	March 31, 2026	March 31, 2025
Actuarial (gains)/losses arising from experience adjustments	(7.99)	(0.37)
	(7.99)	(0.37)

Changes in the defined benefit obligation and fair value of plan assets are as follows:

Changes in the present value of the Defined Benefit Obligations (DBO)

Particulars	March 31, 2026	March 31, 2025
Opening defined benefit obligation	31.47	29.17
Current service cost	26.29	12.87
Actuarial (gain)/loss on account of:		
Experience adjustments	(7.99)	(0.37)
Benefits paid	(2.71)	(10.20)
Closing defined benefit obligation	47.06	31.47

Funded defined benefit plan

Net benefit expense recognised through the Consolidated Statement of Profit and Loss

Particulars	March 31, 2026	March 31, 2025
Current service cost	13.78	11.12
Past service cost	46.68	-
Interest cost on defined benefit obligation	6.31	5.86
	66.77	16.98

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Net benefit expense recognised through Other Comprehensive Income/(Loss)

Particulars	March 31, 2026	March 31, 2025
Return on plan assets (excluding amounts included in net interest expense)	(0.03)	(0.19)
Actuarial (gains)/losses arising from changes in financial assumptions	0.84	1.31
Actuarial (gains)/losses arising from experience adjustments	4.69	(0.01)
	5.50	1.11

Changes in the defined benefit obligation and fair value of plan assets are as follows:

Changes in the present value of the Defined Benefit Obligations

Particulars	March 31, 2026	March 31, 2025
Opening defined benefit obligation	86.34	84.74
Current service cost	13.78	11.12
Past service cost	46.68	-
Interest cost on defined benefit obligation	6.51	6.05
Actuarial (gain)/loss on account of:		
Changes in financial assumptions	0.84	1.31
Experience adjustments	4.69	(0.01)
Benefits paid	(13.72)	(16.87)
Closing defined benefit obligation	145.12	86.34

Changes in the fair value of plan asset

Particulars	March 31, 2026	March 31, 2025
Opening fair value of the plan asset	3.16	2.78
Interest income on plan assets	0.20	0.19
Return on plan assets (excluding amounts included in net interest expense)	0.03	0.19
Closing fair value of assets	3.39	3.16

The current service cost and the net interest expense for the year are included in the 'Employee benefits expense' line item in the Consolidated Statement of Profit and Loss. The remeasurement of the net defined benefit liability is included in other comprehensive income/(loss).

The amount included in the Consolidated Balance Sheet arising from the entity's obligation in respect of its defined benefit plans is as follows:

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Amounts recognised in the Consolidated Balance Sheet

Particulars	March 31, 2026	March 31, 2025
Present value of funded defined benefit obligation		
Funded	145.12	86.34
Unfunded	47.06	31.47
Fair value of plan assets		
Funded	(3.39)	(3.16)
Unfunded	-	-
Net liability arising from defined benefit obligation	188.79	114.65
Current	59.10	33.40
Non-current	129.69	81.25

Significant actuarial assumptions for the determination of the defined obligation are discount rate and expected salary increase. The sensitivity analysis below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

The principal assumptions used in determining gratuity defined benefit obligations for the Group are shown below:

Particulars	March 31, 2026	March 31, 2025
Discount rate	6.25% to 8.11%	6.50% to 7.05%
Salary escalation		
Outlet	5.00% to 8.10%	7.00% to 8.10%
Non-outlet	5.00% to 13.20%	7.00% to 13.20%
Attrition rate		
Outlet	5% to 50%	5% and 50%
Non-outlet	5% to 40%	5% and 40%
Retirement age	58 years	58 years

The estimates of future salary increase, considered in actuarial valuation, takes into account inflation, seniority, promotion and other relevant factors such as supply and demand in the employment market.

The overall expected rate of return on plan assets is determined based on the market yield prevailing as on that date, applicable to the period over which the obligation is expected to be settled.

A quantitative sensitivity analysis for significant assumptions is as follows:

Discount rate

Particulars	March 31, 2026	March 31, 2025
Effect on defined benefit obligation due to 100 bps increase in discount rate	(6.23)	(3.59)
Effect on defined benefit obligation due to 100 bps decrease in discount rate	6.93	4.02

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Salary escalation rate

Particulars	March 31, 2026	March 31, 2025
Effect on defined benefit obligation due to 100 bps increase in salary escalation rate	6.09	3.47
Effect on defined benefit obligation due to 100 bps decrease in salary escalation rate	(5.64)	(3.21)

The above sensitivity analysis have been determined based on a method that extrapolates the impact on defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

There has been no change from the previous year in the method and assumptions used in preparing the sensitivity analysis.

The maturity profile of the defined benefit obligation are as follows:

Particulars	March 31, 2026	March 31, 2025
Within the next 12 months (next annual reporting period)	62.50	36.62
Between 2 and 5 years	96.71	58.37
Between 6 and 10 years	20.36	14.89
Beyond 10 years	21.30	44.24
	200.87	154.12

The average duration of defined benefit plan obligation at the end of the reporting period is 2 to 33 years (March 31, 2025: 2 to 18 years)

(iii) 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 - consolidating 29 existing labour laws. The Ministry of Labour & Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to changes in regulations.

The Group has assessed and disclosed the incremental impact arising from changes in wage definition based on the best information currently available, consistent with the guidance issued by the Institute of Chartered Accountants of India and taking into consideration the provisions of the Labour Codes, draft rules, frequently asked questions (FAQs) and external legal opinion.

Accordingly, the impact of implementation of the Labour Codes has resulted in an increase of ₹ 55.13 million towards gratuity and ₹ 19.58 million towards long-term compensated absences, primarily attributable to the revised wage definition, has been recognised under "Employee benefits expense" during the year ended March 31, 2026. The Group continues to monitor the finalisation of Central/State Rules and clarifications from the Government on other aspects of the Labour Code, and would provide appropriate accounting effect on the basis of such developments as needed.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

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35. CONTINGENT LIABILITIES AND COMMITMENTS (TO THE EXTENT NOT PROVIDED FOR)

Particulars	March 31, 2026	March 31, 2025
Contingent liabilities		
Matters relating to indirect tax under dispute [refer Note (a) below]	213.46	206.90
Matters relating to direct tax under dispute [refer Note (a) and (b) below]	309.15	610.07
Other matters	25.97	18.92
Commitments		
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	93.87	46.28

For commitments relating to lease arrangements, refer Note 37.

Other commitments

As at March 31, 2026, the Company has committed to provide financial support to Barbeque Nation Mena Holding Limited with regard to operations of this subsidiary including its step-down subsidiaries.

Notes:

- The aforesaid amounts under disputes are as per the demands from various authorities for the respective periods and has not been adjusted to include further interest and penalty leviable, if any, at the time of final outcome of the appeals.
- Certain demands from the income tax authorities were set-off against the brought forward business losses and unabsorbed depreciation of previous years which have not been disclosed above.
- In the ordinary course of business, the Group faces claims and assertions by various parties. The Group assesses such claims and assertions and monitors the legal environment on an ongoing basis with the assistance of external legal counsel, wherever necessary. The Group has reviewed all its pending litigations and proceedings, and has adequately provided for where provisions are required and disclosed the contingent liabilities in its consolidated financial statements where financial outflow is not probable. The Group does not expect the outcome of these proceedings to have a materially adverse effect on the consolidated financial statements.

36. SHARE BASED PAYMENT TO EMPLOYEES

The expense recognised for employee services received during the year is shown below:

Particulars	March 31, 2026	March 31, 2025
Expense arising from equity-settled share based payment transactions	81.38	113.44
	81.38	113.44

A. Barbeque Nation Hospitality Limited - Employee Stock option Plan 2015

In the annual general meeting held on August 26, 2015, the shareholders of the Company approved the issue of not more than 266,240 options (underlying equity share of face value of ₹ 10 each per option) under the Scheme titled Barbeque Nation Hospitality Limited - Employee Stock option Plan 2015 (ESOP 2015). The ESOP 2015 allows the issue of options to employees of the Company and its subsidiaries. Pursuant to the sub-division of equity share of ₹ 10 each into 2 equity shares of ₹ 5 each during the year ended March 31, 2017, the scheme comprise of 532,480 options (underlying equity share of face value of ₹ 5 each per option). Further, in the annual general meeting held on July 23, 2019, the shareholders of the Company approved the increase of options to be offered to the employees up to 932,480 options and in the Extra-

Notes to the Consolidated Financial Statements (Contd.)

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ordinary General meeting held on July 19, 2021, the shareholders approved the increase of ESOP pool size to 2,000,000 options. Further in the annual general meeting held on September 06, 2022, the shareholders approved the transfer of 500,000 options from ESOP 2015 to ESOP 2022 and consequent to the said transfer, the pool size of ESOP 2015 has been reduced to 1,500,000 options.

As per the Scheme, the Nomination & Remuneration committee grants the options to the eligible employees. The exercise price of each option shall be at a price not less than the face value per share. Vesting period of the option is from 1 to 3 years from the date of grant and all the vested options can be exercised by the option grantee within 60 months from the vesting date.

The Company granted options under said scheme for eligible personnel at various dates as per below table. The fair value of the option has been determined using Black Scholes Option Pricing Model. The Company has amortised the fair value of option over the vesting period.

All the options granted to employees shall vest upon completion of the required vesting period.

On October 15, 2020, Board of Directors have approved the grant of same number of options to the employees who have surrendered their options and re-priced the surrendered options.

Considering the fall in the market price of shares of the Company (i.e. exercise price of ESOPs exceeding the current market price) and based on the recommendations of Nomination and Remuneration Committee, the Board of Directors of the Company, at their meeting held on August 07, 2023, have approved the re-pricing of ESOPs and the same was approved by the Shareholders/members in the 17th Annual General Meeting held on September 25, 2023, as mentioned hereunder:

- Repricing of ESOPs granted, under ESOP 2015, during the financial year 2021-22 and 2022-23 and revised exercise price is ₹ 721.40 per option.
- Repricing of ESOPs granted, under ESOP 2022, during the financial year 2022-23 and revised exercise price is ₹ 721.40 per option.
- Increasing vesting period of the re-priced ESOPs to 3 years effective from the date of re-pricing (i.e. from August 07, 2023).

Incremental fair value for these modifications were calculated as fair value of option at modification date less fair value of option at grant date and this fair value was determined using Black Scholes Option Pricing model.

The detail of incremental fair market value and the exercise price is as given below (considering the effect of sub-division of shares):

ESOP Scheme	2015	2015	2015	2022	2022
Date of grant	29-Oct-21	18-May-22	09-Nov-22	09-Nov-22	07-Feb-23
Incremental fair value of option at modification date (₹)	208.40	128.08	139.03	139.03	60.69
Fair value of option at modification date (after modification) (₹)	332.95	332.95	332.95	332.95	332.95
Fair value of option at modification date (before modification) (₹)	124.55	204.87	193.92	193.92	272.26
Fair market value of shares per option at grant date (₹)	721.40	721.40	721.40	721.40	721.40
Vesting period	3 years	3 years	3 years	3 years	3 years
Exercise price (₹)	721.40	721.40	721.40	721.40	721.40

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Considering the fall in the market price of shares of the Company (i.e. exercise price of ESOPs exceeding the current market price) and based on the recommendations of Nomination and Remuneration Committee, the Board of Directors of the Company, at their meeting held on January 30, 2026, approved the re-pricing of ESOPs. The same was subsequently approved by the Shareholders/members through postal ballot on March 19, 2026, as mentioned hereunder:

- Repricing of ESOPs granted, under ESOP 2015, during the financial year 2023-24 and revised exercise price is ₹ 173.89 per option.
- Repricing of ESOPs granted, under ESOP 2022, during the financial year 2023-24 and 2024-2025 and revised exercise price is ₹ 173.89 per option.
- Increasing vesting period of the re-priced ESOPs to 3 years effective from the date of re-pricing (i.e., January 30, 2026).

Incremental fair value for these modifications were calculated as fair value of option at modification date less fair value of option at grant date and this fair value was determined using Black Scholes Option Pricing model.

The detail of incremental fair market value and the exercise price is as given below (considering the effect of sub-division of shares):

ESOP Scheme	2015	2022	2022	2022	2022
Date of grant	07-Aug-23	07-Aug-23	05-Feb-24	23-May-24	12-Nov-24
Incremental fair value of option at modification date (₹)	80.67	80.67	75.83	69.66	66.74
Fair value of option at modification date (after modification) (₹)	84.54	84.54	84.54	84.54	84.54
Fair value of option at modification date (before modification) (₹)	3.87	3.87	8.71	14.88	17.80
Fair market value of shares per option at grant date (₹)	173.89	173.89	173.89	173.89	173.89
Vesting period	3 years	3 years	3 years	3 years	3 years
Exercise price (₹)	173.89	173.89	173.89	173.89	173.89

The detail of fair market value and the exercise price is as given below (considering the effect of sub-division of shares):

Date of grant	15-Oct-20	15-Oct-20	15-Oct-20	15-Oct-20	03-Aug-21	03-Aug-21	03-Aug-21
Fair market value of option at grant date (₹)	116.44	51.13	92.99	92.99	129.06	218.81	276.80
Fair market value of shares per option at grant date (₹)	252.00	252.00	252.00	252.00	890.05	890.05	890.05
Vesting period	3 years	1 year	2 years	2 years	1 year	2 years	3 years
Exercise price (₹)	252.00	252.00	252.00	252.00	890.05	890.05	890.05

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The detail of fair market value and the exercise price is as given below (considering the effect of sub-division of shares): (Contd.)

Date of grant	29-Oct-21	18-May-22	09-Nov-22	31-Jul-25	11-Nov-25	30-Jan-26
Fair market value of option at grant date (₹)	369.38	444.48	547.09	143.24	94.85	84.54
Fair market value of shares per option at grant date (₹)	1,220.25	999.45	1,148.25	297.60	196.19	173.89
Vesting period	3 years	3 years	3 years	3 years	3 years	3 years
Exercise price (₹)	1,220.25	999.45	1,148.25	297.60	196.19	173.89

Employee stock options details as on the Consolidated Balance Sheet date (considering the effect of sub-division of shares) are as follows:

Particulars	Options (Numbers)	Weighted average exercise price per option (₹)
Options outstanding at the beginning of April 01, 2024	8,97,130	492.63
Granted during the year	-	-
Exercised during the year	6,927	252.00
Lapsed during the year	40,122	711.02
Options outstanding at the end of March 31, 2025	8,50,081	483.44
Unvested at the end of the financial year 2025	4,19,500	721.40
Exercisable at the end of the financial year 2025	4,30,581	252.70
Options available for grant as at March 31, 2025	2,85,218	-
Options outstanding at the beginning of April 01, 2025	8,50,081	483.44
Granted during the year	2,11,000	220.19
Exercised during the year	8,685	185.95
Lapsed during the year	35,763	440.31
Options outstanding at the end of March 31, 2026	10,16,633	214.72
Unvested at the end of the financial year 2026	6,03,150	189.16
Exercisable at the end of the financial year 2026	4,13,483	252.00
Options available for grant as at March 31, 2026	1,09,981	-

The weighted average remaining contractual life for the share options outstanding as at March 31, 2026 was 5.20 years (March 31, 2025: 4.38 years).

The range of exercise prices for share options outstanding at the end of the year was ₹ 173.89 to ₹ 297.60 (March 31, 2025: ₹ 150.00 to ₹ 890.05).

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

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The fair value of the options has been determined under the Black-Scholes model. The assumptions used in this model for calculating fair value are as below:

Date of grant	15-Oct-20	15-Oct-20	15-Oct-20	03-Aug-21	03-Aug-21	03-Aug-21
Risk free interest rate	5.48%	5.96%	5.96%	3.77%	4.45%	5.24%
Expected life	1 year	2 years	3 years	1 year	2 years	3 years
Expected annual volatility of shares*	44.63%	59.77%	62.35%	31.00%	36.10%	35.20%
Expected dividend yield	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%

Date of grant	29-Oct-21	18-May-22	09-Nov-22	31-Jul-25	11-Nov-25	30-Jan-26
Risk free interest rate	5.24%	7.15%	7.35%	6.08%	6.24%	6.43%
Expected life	3 years	3 years	3 years	3 years	3 years	3 years
Expected annual volatility of shares*	35.20%	33.63%	38.08%	41.76%	41.66%	41.55%
Expected dividend yield	0.20%	0.09%	0.09%	-	-	-

*The Company determines expected volatility by taking the average volatility of the Company's shares from the date of listing i.e., April 07, 2021 till the date of grant.

B. Barbeque Nation Hospitality Limited - Employee Stock Option Scheme 2022

In the annual general meeting held on September 6, 2022, the Shareholders approved the adoption of new Employee Stock Option Scheme called 'Barbeque Nation Hospitality Limited - Employees Stock Option Plan 2022' ("ESOP 2022"). The pool size of the ESOP 2022 is 500,000 Options (which are convertible into equivalent number of equity shares having face value of ₹ 5 each i.e. one option is equal to one share), which are being transferred from ESOP 2015 and consequent to the said transfer, the pool size of ESOP 2015 has been reduced to 1,500,000 options. The ESOP 2022 allows the issue of options to employees of the Company and its subsidiaries.

As per the Scheme, the Nomination & Remuneration committee grants the options to the eligible employees. The exercise price of each option shall be at a price not less than the face value per share. Vesting period of the option is from 1 to 3 years from the date of grant and all the vested options can be exercised by the option grantee within 60 months from the vesting date.

All the options granted to employees shall vest upon completion of the required vesting period.

The detail of fair market value and the exercise price is as given below:

Date of grant	09-Nov-22	07-Feb-23	05-Feb-24	23-May-24	12-Nov-24	11-Nov-25
Fair market value of option at grant date (₹)	547.09	388.62	279.82	263.23	265.57	94.85
Fair market value of shares per option at grant date (₹)	1,148.25	860.10	622.50	526.50	541.50	196.19
Vesting period	3 years	3 years	3 years	3 years	3 years	3 years
Exercise price (₹)	1,148.25	860.10	622.50	526.50	541.50	196.19

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Employee stock options details as on the Consolidated Balance Sheet date are as follows:

Particulars	Options (Numbers)	Weighted average exercise price per option (₹)
Options outstanding at the beginning of April 01, 2024	2,03,972	716.79
Granted during the year	1,93,000	538.39
Exercised during the year	-	-
Lapsed during the year	5,000	590.10
Options outstanding at the end of March 31, 2025	3,91,972	630.57
Unvested at the end of March 31, 2025	3,91,972	630.57
Exercisable at the end of March 31, 2025	-	-
Options available for grant as at March 31, 2025	1,08,028	-
Options outstanding at the beginning of April 01, 2025	3,91,972	630.57
Granted during the year	50,000	196.19
Exercised during the year	-	-
Lapsed during the year	6,000	357.70
Options outstanding at the end of March 31, 2026	4,35,972	176.45
Unvested at the end of March 31, 2026	4,35,972	176.45
Exercisable at the end of March 31, 2026	-	-
Options available for grant as at March 31, 2026	64,028	-

The weighted average remaining contractual life for the share options outstanding as at March 31, 2026 was 7.82 years (March 31, 2025: 6.93 years).

The range of exercise prices for share options outstanding at the end of the year was ₹ 173.89 to ₹ 196.19 (March 31, 2025: ₹ 526.50 to ₹ 721.40).

The fair value of the options has been determined under the Black-Scholes model. The assumptions used in this model for calculating fair value are as below:

Date of grant	09-Nov-22	07-Feb-23	05-Feb-24	23-May-24	12-Nov-24	11-Nov-25
Risk free interest rate	7.35%	7.21%	6.97%	6.94%	6.69%	6.24%
Expected life	3 years	3 years	3 years	3 years	3 years	3 years
Expected annual volatility of shares*	38.08%	34.57%	39.03%	42.35%	41.53%	41.66%
Expected dividend yield	0.09%	0.09%	0.16%	-	-	-

*The Company determines expected volatility by taking the average volatility of the Company's shares from the date of listing i.e., April 07, 2021 till the date of grant.

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37. LEASES

Group as a lessee

The Group has lease contracts for stores, corporate office and other office premises, with lease period varying between 2 to 20 years, with escalation clauses in the lease agreements. Consistent with industry practice, the Group has contracts which have fixed rentals or variable rentals based on a percentage of sales in the stores, or a combination of both. The Group's obligations under its leases are secured by the lessor's title to the right-of-use assets.

Expenses/income recognised in Consolidated Statement of Profit and Loss:

Particulars	March 31, 2026	March 31, 2025
Other income		
Gain on termination of right-of-use assets	51.75	98.26
Depreciation and amortisation expense		
Depreciation expense of right-of-use assets	1,025.88	928.09
Finance costs		
Interest expense on lease liabilities	637.45	610.69
Other expenses		
Rent expense relating to short-term leases and variable lease payments	515.82	453.51

Contractual maturities of lease liabilities

The below table provides details regarding the contractual maturities of lease liabilities on undiscounted basis:

Particulars	March 31, 2026	March 31, 2025
Within one year	1,359.86	1,315.85
After one year but not more than five years	4,469.19	4,193.64
More than five years	4,938.16	4,948.44
	10,767.21	10,457.93

The Group applies the short-term lease recognition exemption to its short-term leases of certain premises taken on lease (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option) and lease arrangements having variable lease payments based on turnover of respective outlets at premises taken on lease.

The Group had total cash outflows for leases (including short-term leases) of ₹ 1,942.46 million in March 31, 2026 (March 31, 2025: ₹ 1,774.01 million).

Asset retirement obligations

Set out below are the carrying amounts of asset retirement obligations and the movements during the year:

Particulars	March 31, 2026	March 31, 2025
As at the beginning of the year	59.06	56.36
Additions	10.63	4.88
Interest	4.91	4.73
Closed stores - Amount incurred/transferred	(9.36)	(6.91)
As at the end of the year	65.24	59.06
Current	6.73	5.72
Non-current	58.51	53.34

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

38. SEGMENT REPORTING

The Group are solely engaged in the business of restaurant services. The economic characteristics, nature of service provided, production and distribution process of the Group are similar. Hence, the Management has determined that the Group operates as a single segment.

Geographical segment

The Group predominantly operates in India. Refer details below of geographical operations:

Revenue

Country	March 31, 2026	March 31, 2025
India	12,139.90	11,357.48
Others (Overseas)	1,247.12	973.01

The Group does not have revenues from transactions with a single customer or customer group amounting to more than 10 per cent or more of the Group's revenues during the current and previous year.

Non-current assets

Country	March 31, 2026	March 31, 2025
India	11,005.75	9,768.92
Others	860.96	1,015.14

The total of non-current assets do not include financial assets and deferred tax asset.

39. FAIR VALUE MEASUREMENTS

Financial instruments by category

The carrying value and fair value of financial instruments by categories as at March 31, 2026 and March 31, 2025 are as follows:

Particulars	Carrying value		Fair value	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Financial assets				
Amortised cost				
Trade receivables (refer Note 13)	30.67	23.28	30.67	23.28
Cash and cash equivalents (refer Note 14)	255.84	169.33	255.84	169.33
Bank balances other than cash and cash equivalents (refer Note 14.1)	20.74	1.77	20.74	1.77
Other financial assets (refer Note 10)	746.78	618.40	746.78	618.40
Total	1,054.03	812.78	1,054.03	812.78
Financial liabilities				
Amortised cost				
Borrowings (refer Note 19)	1,344.29	695.10	1,344.29	695.10
Lease liabilities [refer Note 8(b)]	7,508.38	6,880.04	7,508.38	6,880.04
Trade payables (refer Note 21)	1,391.53	1,104.75	1,391.53	1,104.75
Other financial liabilities (refer Note 22)	105.83	89.73	105.83	89.73
Total	10,350.03	8,769.62	10,350.03	8,769.62

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Fair value of financial assets and liabilities measured at amortised cost

The Management assessed that fair value of cash and cash equivalents, trade receivables, security deposits, interest accrued on fixed deposits, other receivables and trade payables, approximate their carrying amounts largely due to the short-term maturities of these instruments.

The fair value of security deposits have been estimated using DCF model.

The fair value of the Group's interest bearing borrowings are determined using DCF method using discount rate.

The fair value of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

Fair value hierarchy

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3 - Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

40. FINANCIAL RISK MANAGEMENT

The Group's principal financial liabilities comprise borrowings, leases, trade payables and other payables. The main purpose of these financial liabilities are to finance the Group's operations. The Group's principal financial assets include trade receivables and cash and cash equivalents that derive directly from its operations.

The Group is exposed to market risk, credit risk and liquidity risk. The Group's senior management oversees the management of these risks. It is the Group's policy that no trading in derivatives for speculative purposes may be undertaken. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below:

(A) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises of interest rate risk. Financial instruments affected by market risk include borrowings and deposits.

The sensitivity analysis in the following sections relate to the position as at March 31, 2026 and March 31, 2025.

The sensitivity analysis have been prepared on the basis that the amount of net debt, the ratio of fixed to floating interest rates of the debt at March 31, 2026 and March 31, 2025.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's long-term debt obligations with floating interest rates.

The Group manages its interest rate risk by having a balanced portfolio of fixed and variable rate borrowings.

Interest rate sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of borrowings affected. If interest rates had been 1% higher/lower and all other variables were held constant, the Group's loss for the year ended would have impacted in the following manner:

Particulars	March 31, 2026	March 31, 2025
Decrease in interest rate by 1%		
Decrease on loss before tax	10.40	5.91
Increase in interest rate by 1%		
(Increase) on loss before tax	(10.40)	(5.91)

The assumed movement in basis points for the interest rate sensitivity analysis is based on the currently observable market environment.

(B) Credit Risk

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. To manage this, the Group periodically assesses financial reliability of customers and other counterparties, taking into account the financial condition, current economic trends, and analysis of historical bad debts and ageing of financial assets. Individual risk limits are set and periodically reviewed on the basis of such information. Credit risk from balances with banks and financial institutions is managed by the Group's treasury department in accordance with the Group's policy. Investments of surplus funds are made

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only with approved counterparties and within credit limits assigned to each counterparty.

The Group only deals with parties which has good credit rating given by external rating agencies or based on the Group's internal assessment.

Financial assets are written-off when there is no reasonable expectations of recovery, such as a debtor failing to engage in a repayment plan with the Group. Where receivables have been written-off, the Group continues to engage in enforcement activity to attempt to recover the receivable dues where recoveries are made, these are recognised as income in the Consolidated Statement of Profit and Loss.

The Group is exposed to credit risk from its operating activities (primarily trade receivables and security deposits).

(C) Liquidity risk

The Group monitors its risk of a shortage of funds using a liquidity planning tool.

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of bank overdrafts, bank loans and lease contracts. Approximately 43% of the Group's debt will mature in less than one year at March 31, 2026 (March 31, 2025: 33%) based on the carrying value of borrowings reflected in the consolidated financial statements. The Group assessed the concentration of risk with respect to refinancing its debt and concluded it to be low. The Group assessed the concentration of risk with respect to refinancing its debt and concluded it to be low. The Group has access to a sufficient variety of sources of funding.

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted payments:

Particulars	March 31, 2026				
	Less than 1 year	1-3 years	More than 3 years	Total	Carrying value
Borrowings (refer Note 19)	572.46	474.12	297.71	1,344.29	1,344.29
Lease liabilities [refer Note 8(b)]	1,359.86	2,455.72	6,951.63	10,767.21	7,508.38
Trade payables (refer Note 21)	1,391.53	-	-	1,391.53	1,391.53
Other financial liabilities (refer Note 22)	105.83	-	-	105.83	105.83
	3,429.68	2,929.84	7,249.34	13,608.85	10,350.03

Particulars	March 31, 2025				
	Less than 1 year	1-3 years	More than 3 years	Total	Carrying value
Borrowings (refer Note 19)	232.72	317.74	144.64	695.10	695.10
Lease liabilities [refer Note 8(b)]	1,315.85	2,316.89	6,825.19	10,457.93	6,880.04
Trade payables (refer Note 21)	1,104.75	-	-	1,104.75	1,104.75
Other financial liabilities (refer Note 22)	89.73	-	-	89.73	89.73
	2,743.05	2,634.63	6,969.83	12,347.51	8,769.62

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41. CAPITAL MANAGEMENT

For the purpose of the Group's capital management, capital includes issued equity capital, securities premium and all other equity reserves attributable to the equity holders of the Company. The primary objective of the Group's capital management is to maximise the shareholder value.

The Group manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Group monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Group includes within net debt, interest bearing borrowings, lease liabilities, less cash and cash equivalents.

In order to achieve this overall objective, the Group's capital management, amongst other things, aims to ensure that it meets financial covenants attached to the interest-bearing borrowings that define capital structure requirements. Breaches in meeting the financial covenants would permit the bank to immediately call borrowings. There have been no breaches in the financial covenants of any interest-bearing borrowing in the current year and the previous year.

No changes were made in the objectives, policies or processes for managing capital during the years ended March 31, 2026 and March 31, 2025.

The following table summarises the capital of the Group:

Particulars	March 31, 2026	March 31, 2025
Borrowings (refer Note 19)	1,344.29	695.10
Lease liabilities [refer Note 8(b)]	7,508.38	6,880.04
Total borrowings	8,852.67	7,575.14
Less: Cash and cash equivalents (refer Note 14)	255.84	169.33
Net debt	8,596.83	7,405.81
Equity	3,103.07	3,626.82
Capital and net debt	11,699.90	11,032.63
Gearing ratio	73.48%	67.13%

42. GROUP INFORMATION

The consolidated financial statements of the Group include subsidiaries and associate listed in the table below:

Name of the entity	Relationship with the Company	Place of business/ Country of incorporation	Principal activities	Proportion of ownership interest and voting power held by Holding Company	
				As at March 31, 2026	As at March 31, 2025
Barbeque Nation Mena Holding Limited	Subsidiary	United Arab Emirates	Restaurant services	100.00%	100.00%
Barbeque Nation Restaurants LLC	Subsidiary	United Arab Emirates	Restaurant services	100.00%	100.00%
Barbeque Nation (Malaysia) SDN. BHD.	Subsidiary	Malaysia	Restaurant services	100.00%	100.00%
Barbeque Nation International LLC	Subsidiary	Oman	Restaurant services	100.00%	100.00%

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The consolidated financial statements of the Group include subsidiaries and associate listed in the table below: (Contd.)

Name of the entity	Relationship with the Company	Place of business/ Country of incorporation	Principal activities	Proportion of ownership interest and voting power held by Holding Company	
				As at March 31, 2026	As at March 31, 2025
Barbeque Nation Bahrain W.L.L.	Subsidiary	Bahrain	Restaurant services	100.00%	100.00%
Barbeque Nation Lanka (Pvt) Ltd	Subsidiary	Sri Lanka	Restaurant services	100.00%	100.00%
Barbeque Nation Saudi Arabia Limited	Subsidiary	Saudi Arabia	Restaurant services	70.00%	70.00%
United Foodbrands Thai Co., Ltd. [refer Note 43 (a)]	Subsidiary	Thailand	Restaurant services	90.57%	-
United Foodbrands Thai Holding Co., Ltd [refer Note 43 (a)]	Subsidiary	Thailand	Restaurant services	100.00%	-
Barbeque Nation Restaurant W.L.L. [refer Note 43 (b)]	Subsidiary	Qatar	Restaurant services	60.00%	-
Red Apple Kitchen Consultancy Private Limited [refer Note (a) below]	Subsidiary	India	Restaurant services	89.05%	89.05%
Blue Planet Foods Private Limited [refer Note (a) below]	Subsidiary	India	Restaurant services	48.72%	48.72%
Willow Gourmet Private Limited (refer Note 44)	Subsidiary	India	Restaurant services	51.00%	42.36%

Note:

a) The Board of Directors of Red Apple Kitchen Consultancy Private Limited and Blue Planet Foods Private Limited, subsidiaries of the Holding Company, have approved the Scheme of Amalgamation between Red Apple Kitchen Consultancy Private Limited ("Transferee Company") and Blue Planet Foods Private Limited ("Transferor Company"). The aforesaid Scheme of Amalgamation shall be subject to the approval of the Hon'ble National Company Law Tribunal (NCLT) – Bengaluru Bench, Shareholders and Creditors of subsidiary companies and other regulatory/statutory authorities, as considered necessary. The share exchange ratio is 0.1215 i.e., the shareholders of the Transferor Company will receive 4 shares of the Transferee Company for every 33 shares held in the Transferor Company. The Holding Company has submitted the application and the necessary approval of NCLT is awaited as of date.

43. SETTING UP OF SUBSIDIARIES

a) On December 16, 2025, Barbeque Nation Mena Holding Limited, a wholly owned subsidiary of the Holding Company domiciled in Dubai, United Arab Emirates, has purchased the shares of United Foodbrands Thai Holding Co., Ltd. and United Foodbrands Thai Co., Ltd., Limited Liability Companies domiciled in the Kingdom of Thailand. The Department of Business Development, Ministry of Commerce, Thailand, has updated its records with respect to transfer of shares. Consequent to the aforesaid acquisition, United Foodbrands Thai Holding Co., Ltd. and United Foodbrands Thai Co., Ltd., have become step down subsidiaries of the Holding Company.

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For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

- b) On February 24, 2026, Barbeque Nation Mena Holding Limited, a wholly owned subsidiary of the Holding Company domiciled in Dubai, United Arab Emirates, has incorporated a Limited Liability Company under the name Barbeque Nation Restaurant W.L.L ("Barbeque-Qatar") in Doha, Qatar. The Department of Commercial Registration & Permits, Ministry of Commerce and Industry, State of Qatar has approved such incorporation. Consequent to the aforesaid incorporation, Barbeque-Qatar has become a step down subsidiary of the Holding Company.

44. BUSINESS COMBINATION

Acquisition of stake in Willow Gourmet Private Limited during the year ended March 31, 2026

On February 03, 2025, the Holding Company executed a Share Subscription Agreement and Shareholders' Agreement to acquire upto 51% of equity share capital of Willow Gourmet Private Limited ("WGPL"). WGPL operates an ice-cream brand 'Omm Nom Nomm' through the delivery channel. On March 11, 2025, the Holding Company had partly completed the aforesaid acquisition and acquired 42.36% stake in WGPL, consequent to which WGPL had become an associate of the Holding Company.

On June 30, 2025, the Holding Company has fully completed the acquisition of 51% of equity share capital of WGPL. Consequent to the aforesaid acquisition, WGPL has become a subsidiary of the Holding Company with effect from June 30, 2025.

Details of the fair value of assets and liabilities taken over on acquisition and consideration paid are as below:

Particulars	Fair value recognised on acquisition	
Assets taken over		
Property, plant and equipment	8.96	
Right-of-use assets	9.04	
Brand	13.60	
Other assets	53.47	
Current tax asset	2.23	
Cash and cash equivalents	53.54	140.84
Liabilities taken over		
Lease liabilities	9.57	
Other liabilities	4.81	
Current tax liabilities	1.10	
Deferred tax liabilities	3.42	18.90
Total identifiable net assets at fair value as at acquisition date (A)		121.94
Company's share of net assets		67.00
Non-controlling interest (B)		54.94
Purchase consideration transferred (C)		170.00
Goodwill arising on acquisition (B+C-A)		103.00

The Company identified Brand as acquired intangibles in the business combination. Brand is amortised over a period of 5 years based on Management's estimate of useful life.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

45. ADDITIONAL INFORMATION REQUIRED UNDER SCHEDULE III OF THE COMPANIES ACT, 2013

Year ended March 31, 2026 and As at March 31, 2026

Name of the entity	Net assets i.e. total assets minus total liabilities		Share in profit/(loss)		Share in other comprehensive income/(loss) [OCI]		Share in total comprehensive income/(loss) [TCI]	
	As a % consolidated net assets	₹ in millions	As a % consolidated profit/(loss)	₹ in millions	As a % consolidated OCI	₹ in millions	As a % consolidated TCI	₹ in millions
Parent								
United Foodbrands Limited (Formerly known as Barbeque-Nation Hospitality Limited)	106.33%	3,416.35	94.59%	(585.64)	28.63%	(4.12)	93.10%	(589.76)
Subsidiaries								
Barbeque Nation Mena Holding Limited	22.94%	737.12	(8.14%)	50.39	-	-	(7.95%)	50.39
Barbeque Nation Restaurants LLC	(20.25%)	(650.66)	(11.15%)	69.03	-	-	(10.90%)	69.03
Barbeque Nation (Malaysia) SDN. BHD.	(1.74%)	(55.99)	(2.01%)	12.44	-	-	(1.96%)	12.44
Barbeque Nation International LLC	(2.42%)	(77.79)	1.04%	(6.43)	-	-	1.01%	(6.43)
Barbeque Nation Bahrain W.L.L.	(0.29%)	(9.28)	0.38%	(2.37)	-	-	0.37%	(2.37)
Barbeque Nation Lanka (Pvt) Ltd	(0.12%)	(3.86)	1.43%	(8.84)	-	-	1.40%	(8.84)
Barbeque Nation Saudi Arabia Limited	0.06%	2.07	(0.08%)	0.51	-	-	(0.08%)	0.51
Red Apple Kitchen Consultancy Private Limited	11.54%	370.79	16.22%	(100.42)	(30.02%)	4.32	15.17%	(96.10)
Blue Planet Foods Private Limited	0.30%	9.72	2.39%	(14.81)	(3.84%)	0.55	2.25%	(14.26)
Willow Gourmet Private Limited	3.69%	118.68	0.01%	(0.08)	0.00%	-	0.01%	(0.08)
Adjustments arising out of consolidation	(23.47%)	(754.08)	0.83%	(5.09)	112.96%	(16.24)	3.36%	(21.33)
Non-controlling interest in subsidiaries								
Red Apple Kitchen Consultancy Private Limited	1.39%	44.69	1.99%	(12.35)	(3.69%)	0.53	1.87%	(11.82)
Blue Planet Foods Private Limited	0.32%	10.21	2.52%	(15.59)	(4.04%)	0.58	2.37%	(15.01)
Willow Gourmet Private Limited	1.71%	54.87	0.01%	(0.07)	-	-	0.01%	(0.07)
Barbeque Nation Saudi Arabia Limited	0.01%	0.21	(0.03%)	0.21	-	-	(0.03%)	0.21
	100.00%	3,213.05	100.00%	(619.11)	100.00%	(14.38)	100.00%	(633.49)

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Year ended March 31, 2025 and As at March 31, 2025

Name of the entity	Net assets i.e. total assets minus total liabilities		Share in profit/(loss)		Share in other comprehensive income/(loss) [OCI]		Share in total comprehensive income/(loss) [TCI]	
	As a % consolidated net assets	₹ in millions	As a % consolidated profit/(loss)	₹ in millions	As a % consolidated OCI	₹ in millions	As a % consolidated TCI	₹ in millions
Parent								
United Foodbrands Limited (Formerly known as Barbeque-Nation Hospitality Limited)	105.78%	3,923.06	130.49%	(352.80)	6.25%	(0.83)	124.67%	(353.63)
Subsidiaries								
Barbeque Nation Mena Holding Limited	16.49%	611.41	(11.44%)	30.93	-	-	(10.90%)	30.93
Barbeque Nation Restaurants LLC	(17.29%)	(641.23)	(18.04%)	48.77	-	-	(17.19%)	48.77
Barbeque Nation (Malaysia) SDN. BHD.	(1.44%)	(53.29)	(3.13%)	8.47	-	-	(2.99%)	8.47
Barbeque Nation International LLC	(1.26%)	(46.69)	4.51%	(12.20)	-	-	4.30%	(12.20)
Barbeque Nation Bahrain W.L.L.	(0.16%)	(5.81)	1.16%	(3.14)	-	-	1.11%	(3.14)
Barbeque Nation Lanka (Pvt) Ltd	0.11%	4.15	1.05%	(2.84)	-	-	1.00%	(2.84)
Barbeque Nation Saudi Arabia Limited	0.06%	2.25	-	-	-	-	0.00%	-
Red Apple Kitchen Consultancy Private Limited	12.39%	459.54	(8.47%)	22.90	(9.86%)	1.31	(8.53%)	24.21
Blue Planet Foods Private Limited	0.65%	23.98	(0.82%)	2.21	7.82%	(1.04)	(0.41%)	1.17
Adjustments arising out of consolidation	(17.54%)	(650.55)	7.45%	(20.15)	95.79%	(12.74)	11.59%	(32.89)
Non-controlling interest in subsidiaries								
Red Apple Kitchen Consultancy Private Limited	1.52%	56.51	(1.81%)	4.88	-	-	(1.72%)	4.88
Blue Planet Foods Private Limited	0.68%	25.22	(0.97%)	2.61	-	-	(0.92%)	2.61
	100.00%	3,708.55	100.00%	(270.36)	100.00%	(13.30)	100.00%	(283.66)

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

46. RELATED PARTY DISCLOSURES

A. Names of related parties and related party relationship with whom transactions have taken place:

Name of related parties

Associate
Willow Gourmet Private Limited (upto June 29, 2025)
Investing party for which the Company is an Associate
Sayaji Hotels Limited
Sayaji Housekeeping Services Limited
Entities in which KMP/Relatives of KMP can exercise significant influence
Sana Reality Private Limited
Sayaji Foods Private Limited
Sana Hospitality Services Private Limited
Sayaji Hotels (Pune) Limited
Liberty Restaurent Private Limited
Key Management Personnel ("KMP")
Kayum Razak Dhanani (Managing Director)
Rahul Agrawal (Chief Executive Officer and Whole-time Director)
T Narayanan Unni (Non-executive and Independent Director) - upto August 11, 2024
Abhay Chintaman Chaudhari (Non-executive and Independent Director)
Ashok Revathy (Non-executive and Independent Director)
Raoof Razak Dhanani (Non-executive Director)
Devinjit Singh (Non-executive Director) - upto February 03, 2025
Suchitra Dhanani (Non-executive Director)
Azhar Yusuf Dhanani (Non-executive Director)
Ajay Nanavati Vipin (Non-executive and Independent Director) - w.e.f. May 23, 2024 and upto May 22, 2025
Tarun Khanna (Non-executive and Independent Director) - w.e.f. May 22, 2025
Nagamani C Y (Company Secretary)
Amit V Betala (Chief Financial Officer)

The following table provides the total amount of transactions that have been entered into with related parties for the relevant financial year:

Particulars	As at March 31, 2026		As at March 31, 2025	
	KMP and Relative of KMP	Other related parties**	KMP and Relative of KMP	Other related parties**
Others (GSI income)	-	0.20	-	2.40
Purchases	-	203.17	-	184.16
Rent expense	-	40.68	-	42.52

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

The following table provides the total amount of transactions that have been entered into with related parties for the relevant financial year: (Contd.)

Particulars	As at March 31, 2026		As at March 31, 2025	
	KMP and Relative of KMP	Other related parties**	KMP and Relative of KMP	Other related parties**
Investment made during the year	-	-	-	120.00
Sale of property, plant and equipment	-	-	-	7.00
Remuneration paid to KMP*	43.75	-	35.16	-

*Includes director sitting fees.

**Pertains to Investing party for which the Company is an Associate and Entities in which KMP/Relatives of KMP can exercise significant influence and Associate.

Balances outstanding

Particulars	As at March 31, 2026		As at March 31, 2025	
	KMP and Relative of KMP	Other related parties**	KMP and Relative of KMP	Other related parties**
Amounts owed to related parties	-	20.89	-	10.44
Amounts owed by related parties	-	-	-	8.76
Investment made	-	-	-	120.59
Deposits receivable	-	17.11	-	17.11

**Pertains to Investing party for which the Company is an Associate and Entities in which KMP/Relatives of KMP can exercise significant influence and Associate.

Terms and conditions of transactions with related parties

The sales to and purchases from related parties are made on terms equivalent to those that prevail in arm's length transactions. Amount owed to and by related parties are unsecured and interest free and settlement occurs in cash. Deposits to other related parties are unsecured and interest free and settlement occurs in cash. There have been no guarantees received or provided for any related party receivables or payables. For the year ended March 31, 2026, the Group has not recorded any impairment of assets relating to amounts owed by related parties. This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operates. Refer below for terms and conditions for related party transactions and balances:

a) Purchases

For terms of transactions

Purchases are made from related parties on the same terms as applicable to third parties in an arm's length transaction and in the ordinary course of business. The Group mutually negotiates and agrees purchase price and payment terms

with the related parties by benchmarking the same to sale transactions with non-related parties entered into by the counter-party and similar purchase transactions entered into by the Group with the other non-related parties.

For terms of balances

Trade payables outstanding balances are unsecured, interest free and require settlement in cash. No guarantee or other security has been given against these payables. The amounts are payable within 30 to 60 days from the invoice date.

b) Rent expense

The Group has obtained premises, for use as the outlet, on lease from Sana Hospitality Services Private Limited, Sana Reality Private Limited and Sayaji Hotels Limited, entities over which the promoters of the Holding Company have control, for a period of 5 to 15 years. The lease requires the Group to pay lease rental on a monthly basis. The lease agreement contains escalation clauses after pre-defined period.

c) For information of investments made in associate, refer Note 9.

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

Compensation of Key Managerial Personnel (KMP) of the Company

The remuneration of directors and other members of key management personnel during the year is as follows:

Particulars	Year ended March 31, 2026	Year ended March 31, 2025
Short-term employee benefits	43.75	35.16
Share based payments	34.73	46.31
Total compensation paid to key management personnel	78.48	81.47

- (i) Provision for employee benefits, which are based on actuarial valuation done on an overall Company basis, is excluded from remuneration paid to KMP.
- (ii) The Company has agreed to grant stock options subject to the terms and conditions of Employee Stock Option Plan or term approved by the shareholders.
- (iii) The amounts disclosed in the table are the amounts recognised as an expense during the reporting period related to KMP.

47. OTHER STATUTORY INFORMATION

- (a) The Group does not have any Benami property, where any proceeding have been initiated or pending against the Group for holding any Benami property under the Benami Transactions (Prohibition) Act, 1988 and rules made thereunder.
- (b) The Group do not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.
- (c) The Group has not been declared wilful defaulter by any bank or financial institution or government or any government authority or other lender.
- (d) The Group does not have any transactions with companies struck off.
- (e) The Holding Company and its subsidiaries have not advanced or loaned or invested funds (either from borrowed funds or share premium or any other sources or kind of funds) to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company and its

subsidiaries ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

- (f) The Holding Company and its subsidiaries have not received any funds from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company and its subsidiaries shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (g) The Group do not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961).
- (h) The Group has not traded or invested in crypto currency or virtual currency during the current or previous year.
- (i) The Group has complied with the number of layers prescribed under clause (87) of section 2 of the Companies Act, 2013 read with the Companies (Restriction on number of Layers) Rules, 2017.

48. MAINTENANCE OF BOOKS OF ACCOUNT

(a) Physical server of books of account

As per the MCA notification dated August 05, 2022, the Central Government has notified the Companies (Accounts) Fourth Amendment Rules, 2022. As per the amended rules, the Company is required to maintain its books of account and other relevant books and papers in electronic mode and these books of account should be accessible in India

Notes to the Consolidated Financial Statements (Contd.)

For the year ended March 31, 2026

(All amounts in Indian Rupees Millions, unless otherwise stated)

at all times. Also, the Company is required to maintain the back-up of books of account on servers physically located in India, on a daily basis.

Proper books of account as required by law have been kept by the Holding Company and subsidiaries except in respect of an accounting software which is operated by a third-party software service provider, for maintaining its books of account. Management is not in possession of Service Organisation Controls report to determine whether the back-up of books of account maintained in electronic mode in respect of said accounting software was kept in server physically located in India on a daily basis.

(b) Audit trail

The Holding Company and subsidiaries has used accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software, except that audit trail feature is not enabled for direct changes to data

when using certain access rights (at the database level) insofar as it relates to the accounting software. Further, no instance of audit trail feature being tampered with was noted, in respect of the aforesaid accounting software where audit trail has been enabled. Additionally, the audit trail has been preserved by the Holding Company as per the statutory requirements for record retention to the extent it was enabled and recorded in the respective year.

Further, the Holding Company has used an accounting software which is operated by a third-party software service provider, for maintaining its books of account. Management is not in possession of Service Organisation Controls report to determine whether audit trail feature of the aforesaid software was enabled and operated throughout the year for all relevant transactions recorded in the software or whether there were any instances of the audit trail feature being tampered with, in respect of an accounting software where the audit trail has been enabled and whether the audit trail has been preserved by the Holding Company as per the statutory requirements for record retention.

As per our report of even date attached

For **S.R. Batliboi & Associates LLP**
Chartered Accountants
ICAI Firm Registration Number: 101049W/E300004

per Sunil Gaggar
Partner
Membership Number: 104315

Abhay Chintaman Chaudhari
Director
DIN: 06726836

Place: Bengaluru
Date: May 19, 2026

For and on behalf of the Board of Directors of
United Foodbrands Limited
(Formerly known as Barbeque-Nation Hospitality Limited)
CIN: L55101KA2006PLC073031

Kayum Razak Dhanani
Managing Director
DIN: 00987597

Amit V Betala
Chief Financial Officer

Place: Bengaluru
Date: May 19, 2026

Rahul Agrawal
Chief Executive Officer
& Whole-time Director
DIN: 07194134

Nagamani C Y
Company Secretary
M. No.: 27475



UNITED FOODBRANDS LIMITED

(Formerly Known As Barbeque-Nation Hospitality Limited)

CIN: L55101KA2006PLC073031

Registered & Corporate Office:

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