United Foodbrands

Date: August 12, 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***

Dear Sirs,

Subject: Corporate Presentation – August 2026

Pursuant to Regulation 30 read with Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby enclose the Corporate Presentation.

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

This is for your information and records.

Thanking you.

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

NAGAMANI CHIKKONDIHALLI YEKAMBARESWARA
Digitally signed by NAGAMANI CHIKKONDIHALLI YEKAMBARESWARA
Date: 2026.08.12 13:45:33 +05'30'

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

Encl.: *As above*

United Foodbrands

Building India's leading dining platform

Corporate Presentation | Aug 2026

Disclaimer

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

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

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

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

Building India’s leading dining platform

A scaled, multi-brand dining platform with proven unit economics, a captive customer base, and significant expansion headroom

1. Leading CDR operator

India's largest casual dining company — #1 position in the CDR format, with 266 restaurants across India, Middle East & South East Asia (SEA)

2. Strong captive customer base

90% of dine-in volumes through own channels (app/call centre/walk-in). Direct customer relationships allow deeper consumer insights & build strong brand affinity

3. Consistent revenue growth

Q1 FY27 annualized revenue of ₹17,036 Mn; 4-year annualized revenue CAGR of 7.8%. Delivered strong revenue CAGR driven by SSSG and store expansion

4. Three growth engines

Q1FY27 YoY growth - Barbeque Nation (+43.4% YoY), International (+46.6% YoY), Premium CDR (+36.2% YoY)

5. Scalable store expansion opportunity

Large whitespace for expansion across markets with a proven store rollout model
Plan to reach 400–425 by FY30

6. Multi-Brand Portfolio of Owned Brands

Complete ownership enables full control over strategy, innovation, guest experience, and expansion across brands and formats

United Foodbrands at a glance

Brand platform

3 CDR brands

3 delivery brands

83% / 17% Dine-in/ delivery mix

Performance

SSSG

28.7%

In Q1FY27

Dine-in volume growth

63.5%

In Q1FY27

Financials

₹ 4,259 Mn

Q1FY27 Revenue

43.4% Y-o-Y growth

7.8% annualized 4-year CAGR

Scale

266 Outlets

93 Cities

7 Countries

90% Dine in business through captive channels

Unit economics*

71 Mn

Avg. revenue per restaurant

65.8% Gross margin

16.2% Restaurant operating margin

Q1FY27 performance

₹ 17,036 Mn

annualized revenue

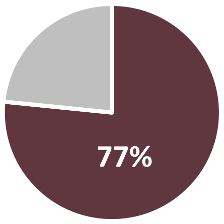
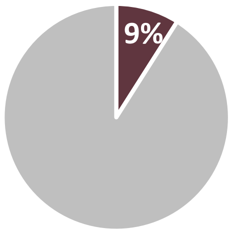
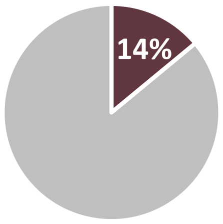
43.4% Y-o-Y revenue growth

16.2% Matured ROM

*Unit economics are based on the Q1 FY27 matured portfolio performance

Three distinct business segments

A unified portfolio of domestic dominance, International expansion and aspirational tiering

Segment	BBQ India	BBQ International	Premium CDR
Overview	• All-you-can-eat format • Over the table barbeque • Value, service and experience	• All-you-can-eat & selective A-la-Carte format • Over the table barbeque • Value, service and experience	• A-la-Carte format • Indian and Italian cuisine • Upscale dining experience • Value, aspiration and experience
Network	• 210 restaurants • Presence across 85 cities in India	• 14 restaurants • Presence across 8 cities in 6 countries	• 42 restaurants • Presence across 6 cities in India
Revenue contribution (Q1 FY27 annualized revenue)	 **₹ 13,148 Mn**	 **₹ 1,540 Mn**	 **₹ 2,348 Mn**

Q1FY27 consolidated annualized revenue of ₹ 17,036 Mn

The evolution

	2006 The Origin	2016 The Scale Up	2026 Multi brand platform
	BARBEQUE NATION	BN BARBEQUE NATION	United Foodbrands BN BARBEQUE NATION, TOSCANO Wine Bar | Restaurant | Pizzeria, DUM SAFAR BIRYANI, SALT INDIAN RESTAURANT, nomm nomm Luxury French Ice Cream, UBQ
Cuisine	Indian	Indian	Indian, Italian, Biryani
Network	4 restaurants	76 restaurants	266 restaurants
Revenue run rate	₹ 10 million	₹ 3500 million	₹ 17,036 million
Dine-in / delivery	100% / Nil	100% / Nil	83% / 17%

Built on a strong business fundamentals

An engineered approach to long term market leadership

Brand ownership	*Strong unit economics*	*Powered by technology*
Scalability & expansion	*Guest-centric approach*	*Operational & financial excellence*

Owns a portfolio of scalable high potential brands

Brand	Barbeque Nation	Dum Safar	UBQ	Toscano	Salt	Omm Nom Nomm
Vintage	2006	2023	2018	2008	2012	2018
Format	Dine-in + Delivery	Delivery	Delivery	Dine-in + Delivery	Dine-in + Delivery	Delivery
Positioning	All you can eat live grill experience	Biryani focused delivery	Everyday Indian meals	Premium Italian dining ala-carte	Premium Indian dining ala-carte	Luxury French ice cream
No of stores	224	BBQN network	BBQN network	27	15	12
Presence	India, Middle East & SEA	Pan-BBQ network	Pan-BBQ network	Bangalore, Chennai, Pune, Hyderabad, Mumbai, Delhi	Bangalore, Chennai, Pune, Hyderabad, Mumbai	Bangalore

- Owns every brand in portfolio, ensuring that the value created through guest experience, menu innovation, and brand building fully accrues to United Foodbrands and its shareholders
- Full brand ownership also provides complete control over strategy, innovation, and the pace of expansion

Strong unit economics

Unit economics*	BBQ India	BBQ International	Premium CDR
Revenue/Restaurant (₹ mn)	67	133	71
Pre IND-AS Restaurant Operating margin (%)	15.5%	26.3%	20.0%
Avg per store Capex (₹ mn)	25	65	30
Store level ROCE (%)#	30.6%	40.5%	32.6%
Store Payback Period (in yrs)	3.0 – 3.5 years	2.5 – 3.0 years	2.5 – 3.0 years

**BBQ India and Premium CDR unit economics are based on the Q1 FY27 matured portfolio;*

**BBQ International unit economics are based on H2 FY26, excluding temporary GCC inflationary pressures in Q1 FY27*

 # Return on capital employed = (Pre Ind AS restaurant operating EBITDA-Depreciation) / store capex

Robust technology platform

Direct demand & Access

~90%
Dine-in via owned channels

9.7M+
App downloads

Omni-channel reservation system

Guest management

- CRM led targeted campaigns driving repeat consumption
- QR based ordering and in-restaurant digital engagement

Technology-led platform

Driving conversion, Engagement & efficiency

AI, Data & intelligence

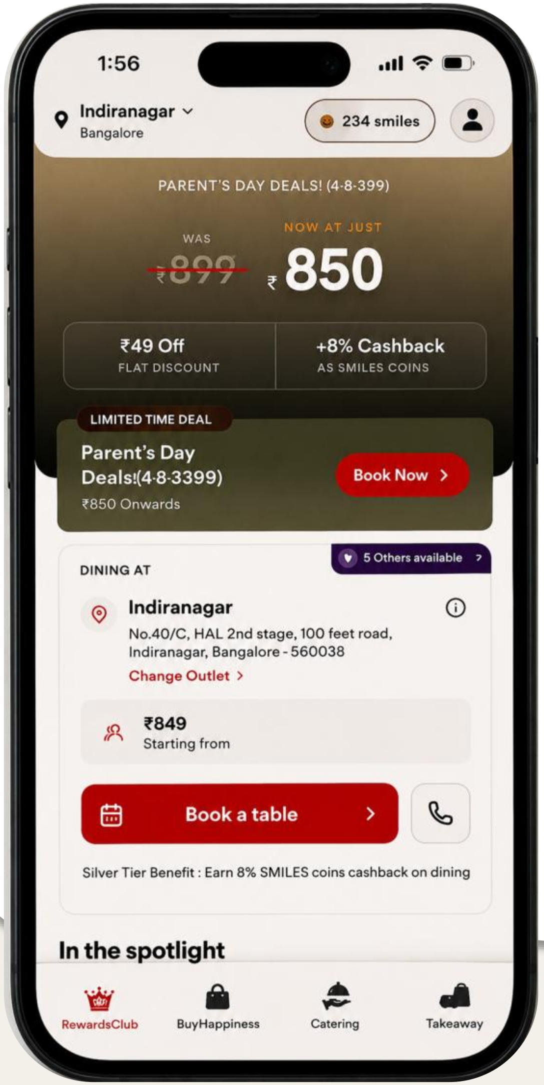
- AI-led booking optimization to optimise conversion efficiency & reduce cancelations
- Cloud-based real time BI tracking restaurant-level metrics for real time decision making

Tech-enabled operations

- Automated vendor & supply chain management systems
- Well established ERP system and Tech enabled internal apps to manage daily operations

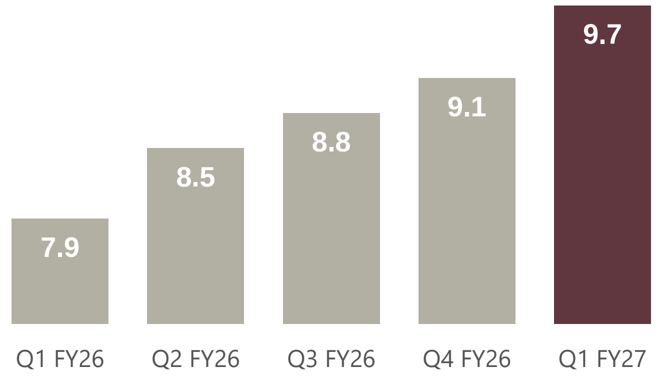
United Foodbrands

Strong captive digital ecosystem



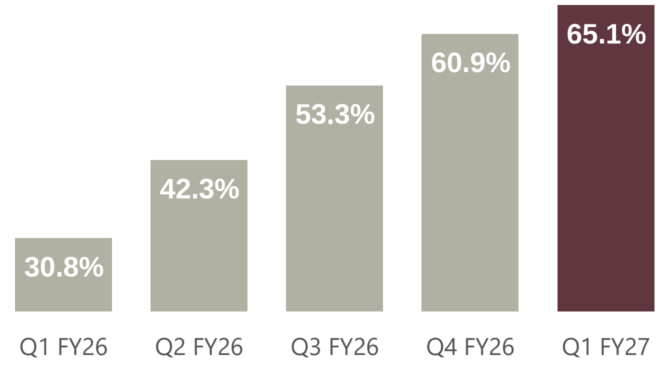
Cumulative App Downloads

(IN ₹ MN)



Dine-in Transactions – Own Digital Channels

(IN %)



- Strong digital engagement with **~1.4 Mn monthly active users** across owned platforms (**Y-o-Y growth of 59.6%**)
- Strengthened use of own digital assets to drive higher conversions
- **Captive channels drive ~90% of dine-in transactions** - deepening guest engagement, enhancing economics and strengthening brand loyalty

Barbeque Nation is capitalizing on the 'aspirational' dining market

Market landscape

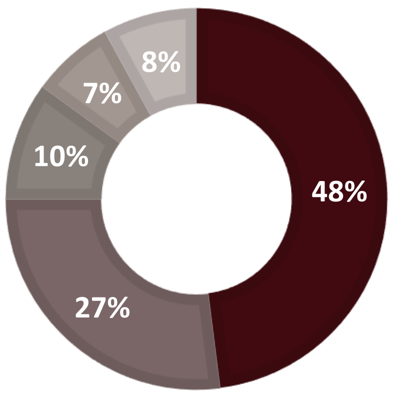
₹ 5.69 lakh crores

Total Indian food services industry size

~44%

Organised sector share in 2024

Market Breakup



Brand engine

"India is an aspirational dining market at scale and premium dining market in pockets"

Barbeque Nation is built for exactly this India

Value Premium
Experience at accessible price

Service-led
Differentiated hospitability

Occasion-driven
Birthdays, outings, gatherings

Group dining
Families & corporates

Target consumer

Aspirational Middle Class

Key target income band
₹ 6L to 25L

₹ 18L - 25L
Host led parties

₹ 10L - 18L
Core repeats- Monthly family dine outs

₹ 6L - 10L
Occasion led – Birthdays/ Anniversaries

Sources: National Restaurant Association of India- Food services report 2024

A large market opportunity

Market sizing & potential

330M — **Total households | All of India**

36% urbanisation

120M — **Urban households (HH)**

₹ 6–25L income band

45-50M — **Aspirational Middle–Class (AMC) HH**

X ₹60K eating-out spend / HH / yr

₹3.0L Cr — **Total AMC eating-out market**

Supported by structural growth drivers

Urbanisation
every new resident is a potential AMC resident

Income growth
AMC households expected to double in 10-12 years

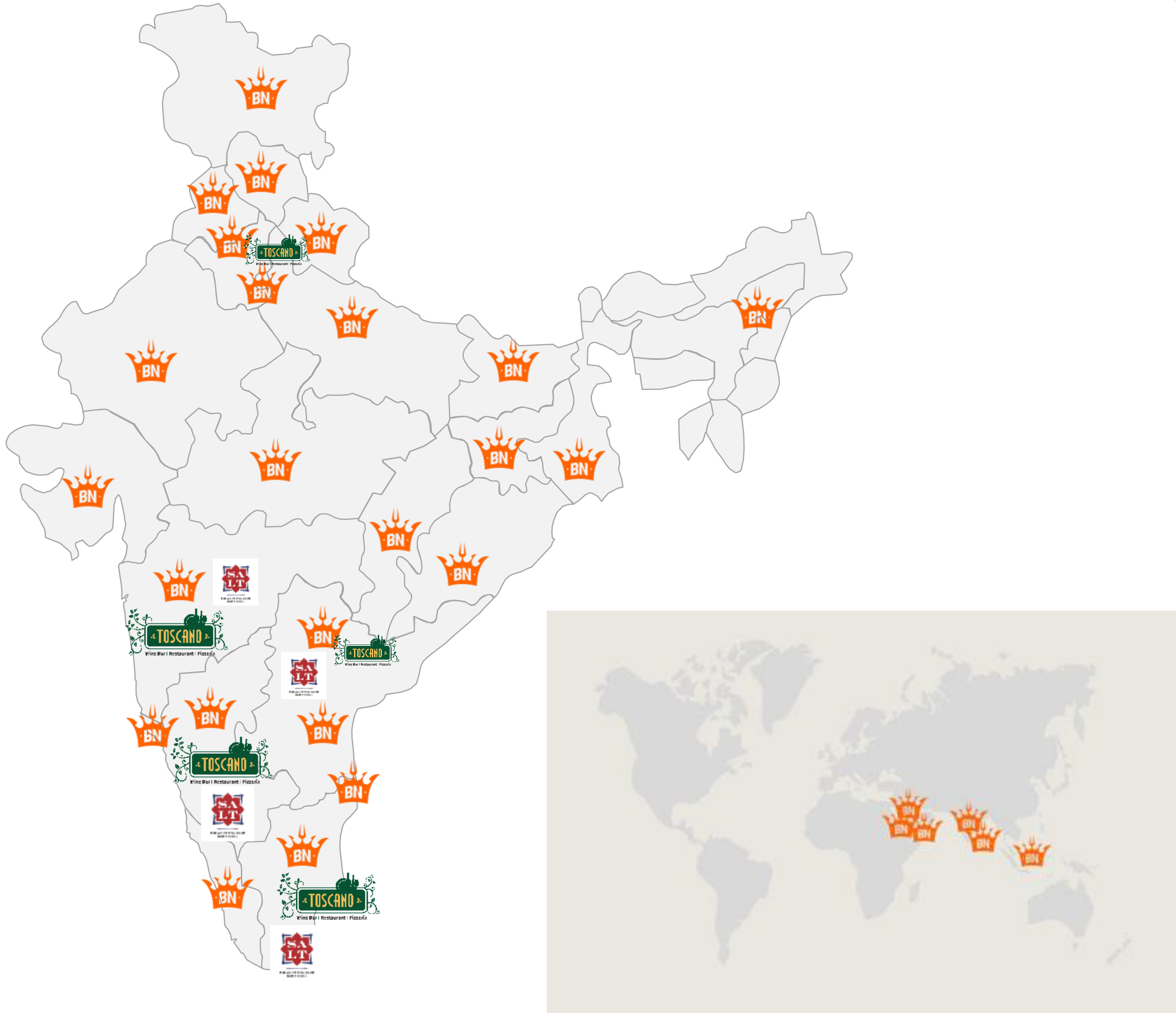
Nuclear families
Smaller households and shrinking kitchens drive higher dining out frequency

Experience shift
Consumers moving from buying meals to buying memories (experience-first design)

Celebration culture
A structural rise in celebrating milestones outside the home

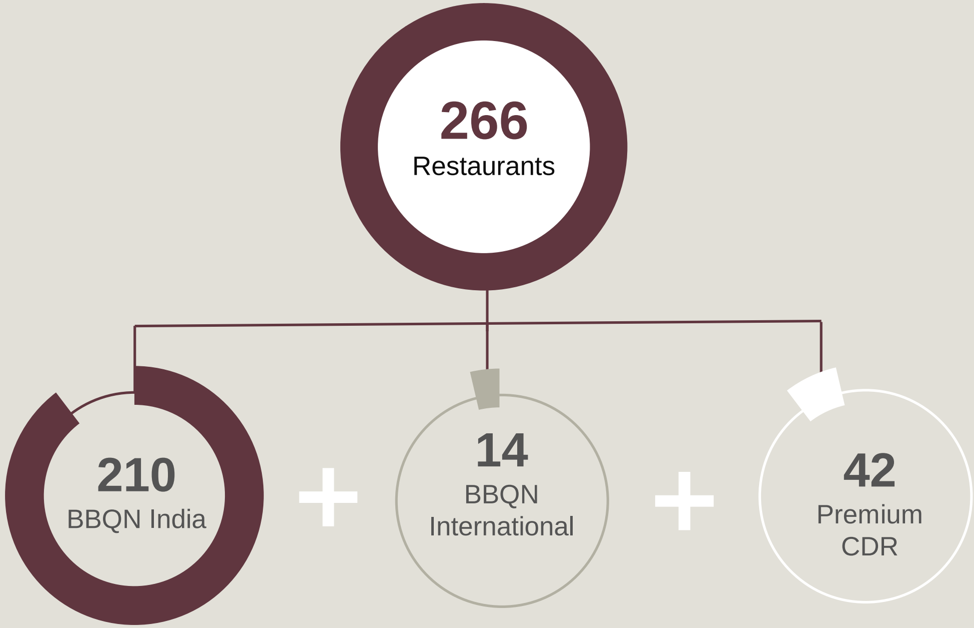
Sources: Ministry of Health & Welfare- Population projections 2019–36, People Research on India's Consumer Economy ICE360, National Restaurant Association of India

Wide geographical presence



- Presence in 93 cities across 7 countries

Restaurant Composition



PRESENCE	Mar-26
METROS & TIER I	211
TIER II & III CITIES	55
TOTAL NETWORK	266

Brands built on strong guest focused culture

Aspirational offering
Strong value proposition

Menu innovation
Seasonal and regional menus to retain repeat guests

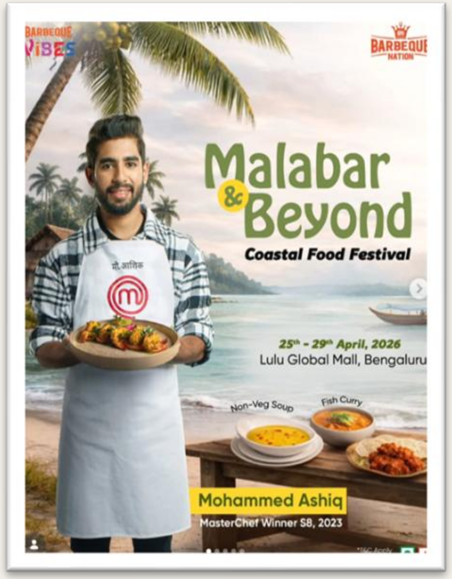
Hospitality
Celebration-first ambience

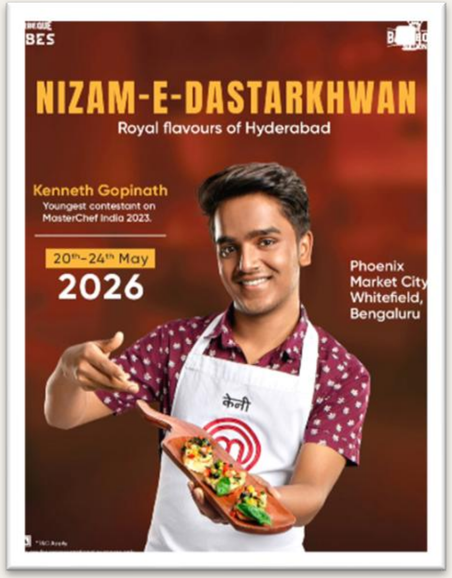
Service culture
Immediate corrective action & GSI-linked incentives

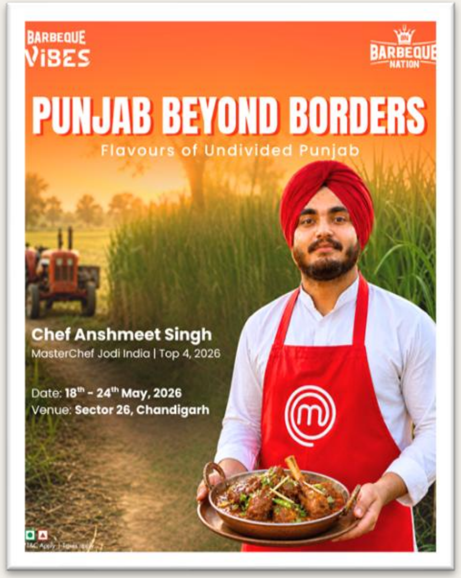
Guest satisfaction index (GSI)

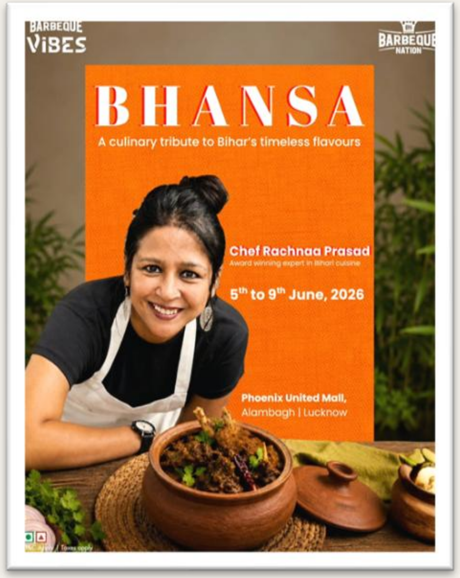
- **Calls to gather** qualitative feedbacks on various parameters including **food, ambience, experience etc**.
- Qualitative feedback is converted into quantitative index across restaurants
- Large portion of **employee incentives linked to GSI**
- **Immediate corrective actions** based on feedbacks from guests

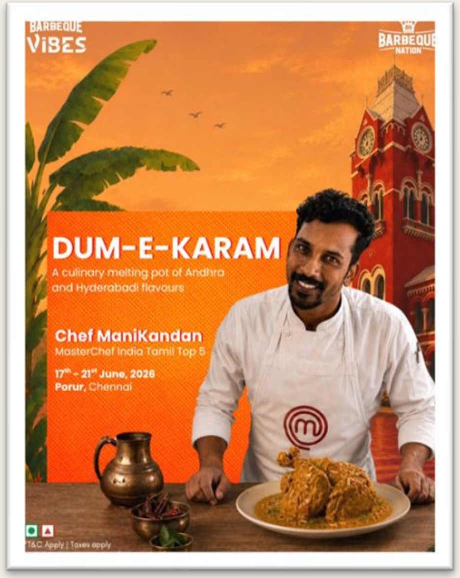
Curating themed events to enhance guest engagement

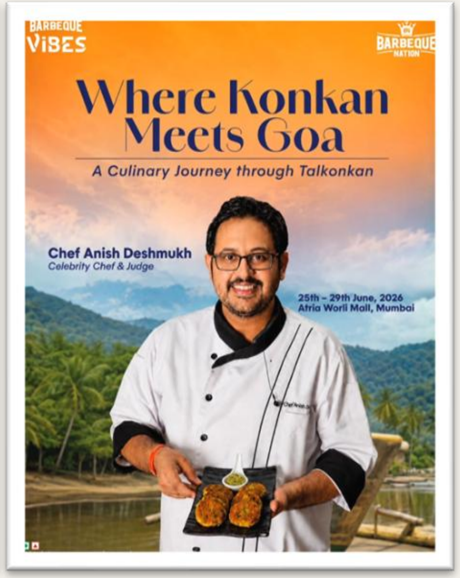




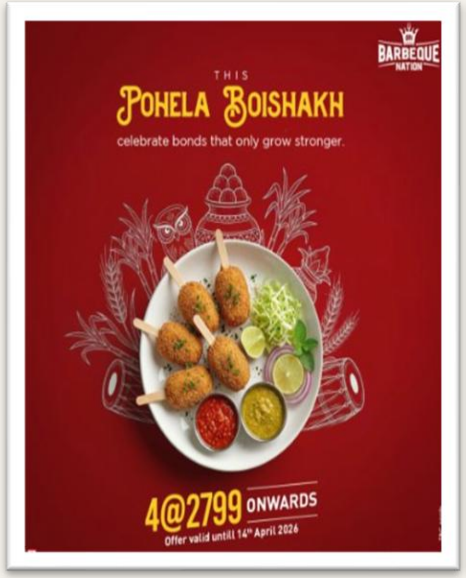


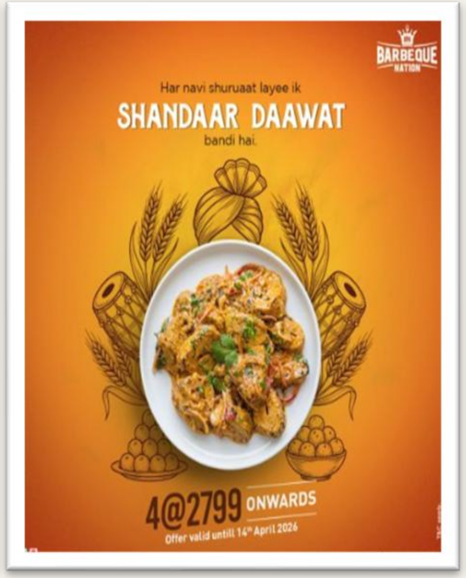


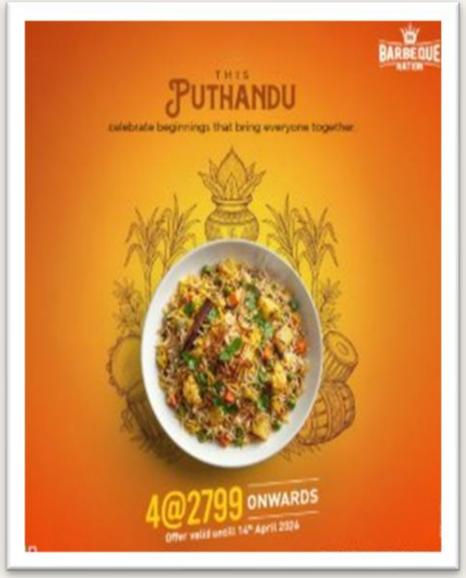




Occasion driven customized value offers





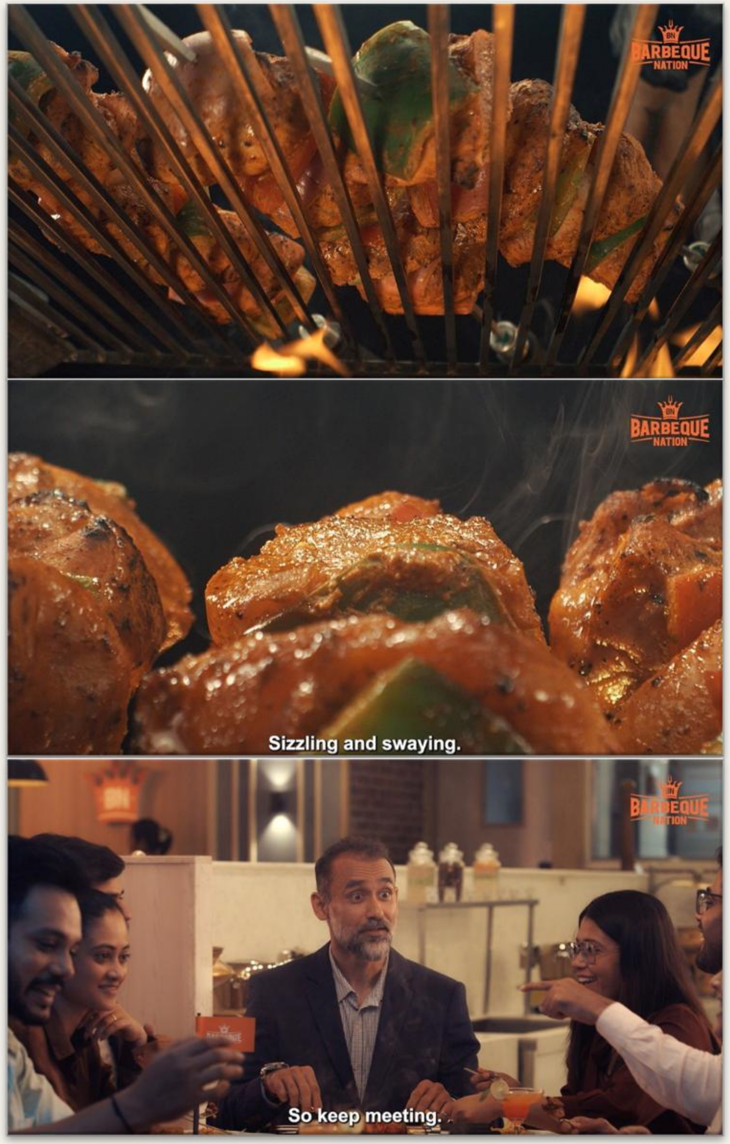


Launched double-flavoured Kulfi

High impact brand films to strengthen guest engagement & brand salience

https://youtu.be/sYLF8mEezbE?si=dIamNhcBc1LtC54f

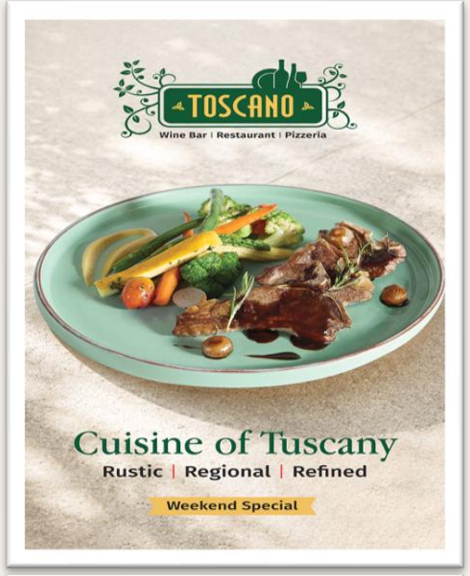
https://youtu.be/KeNjAq7fOco?si=7GSPqD12YBcuPJ5-

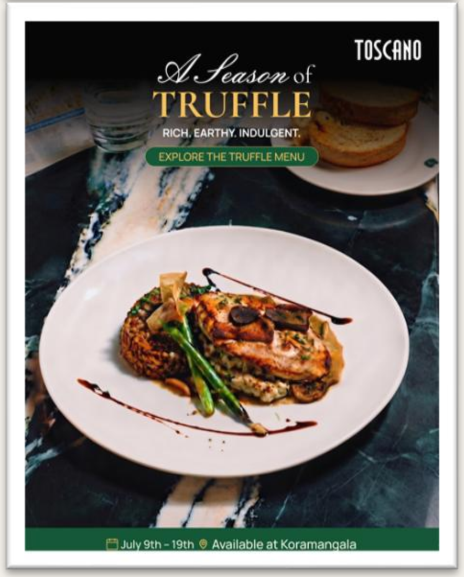


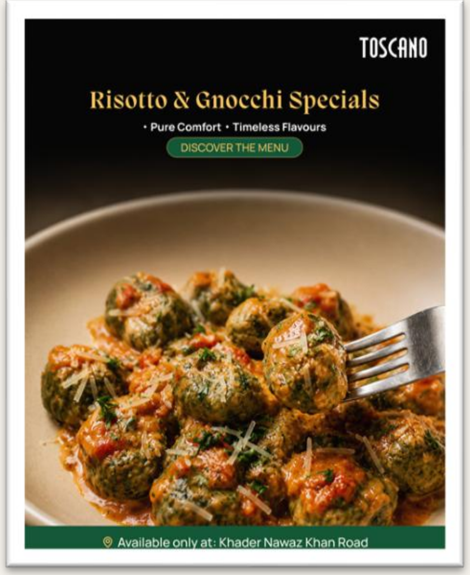
https://www.youtube.com/watch?v=3G03ig48IeQ

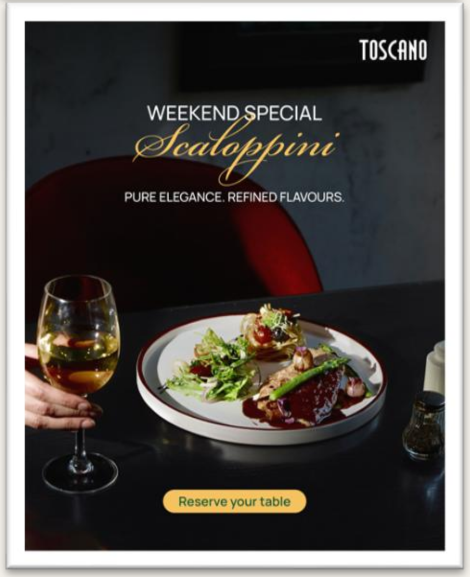
Guest engagement activities in International segment

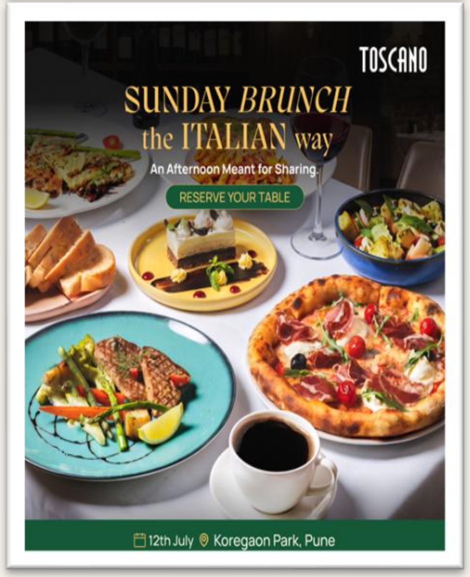
Guest engagement activities in premium CDR



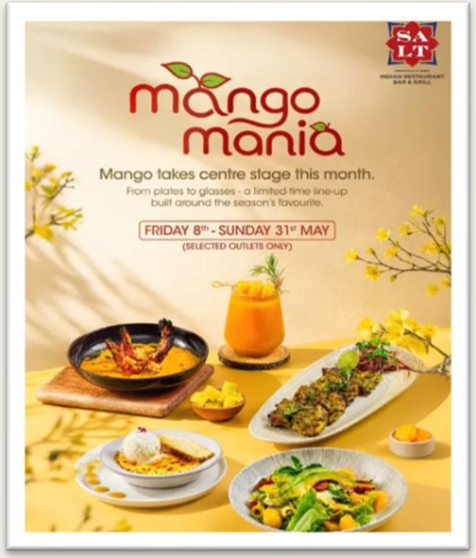


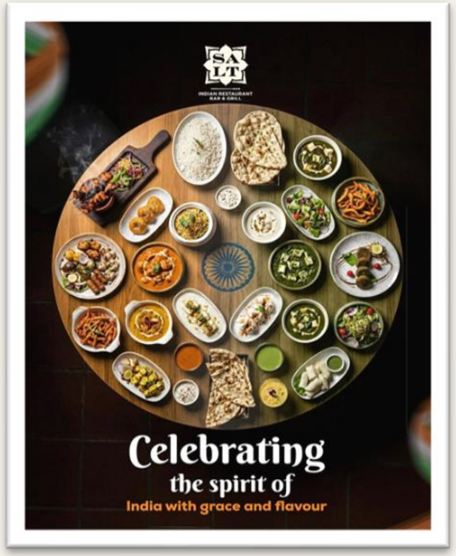


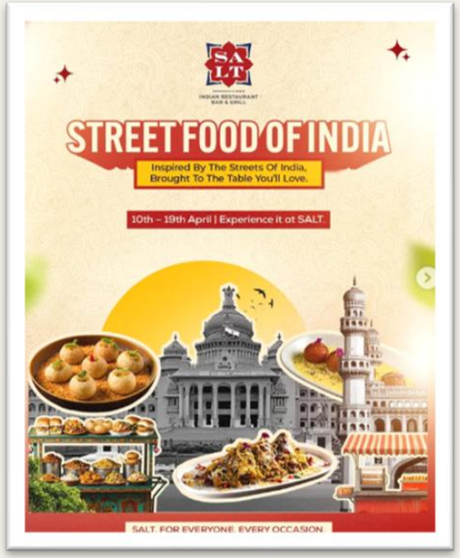




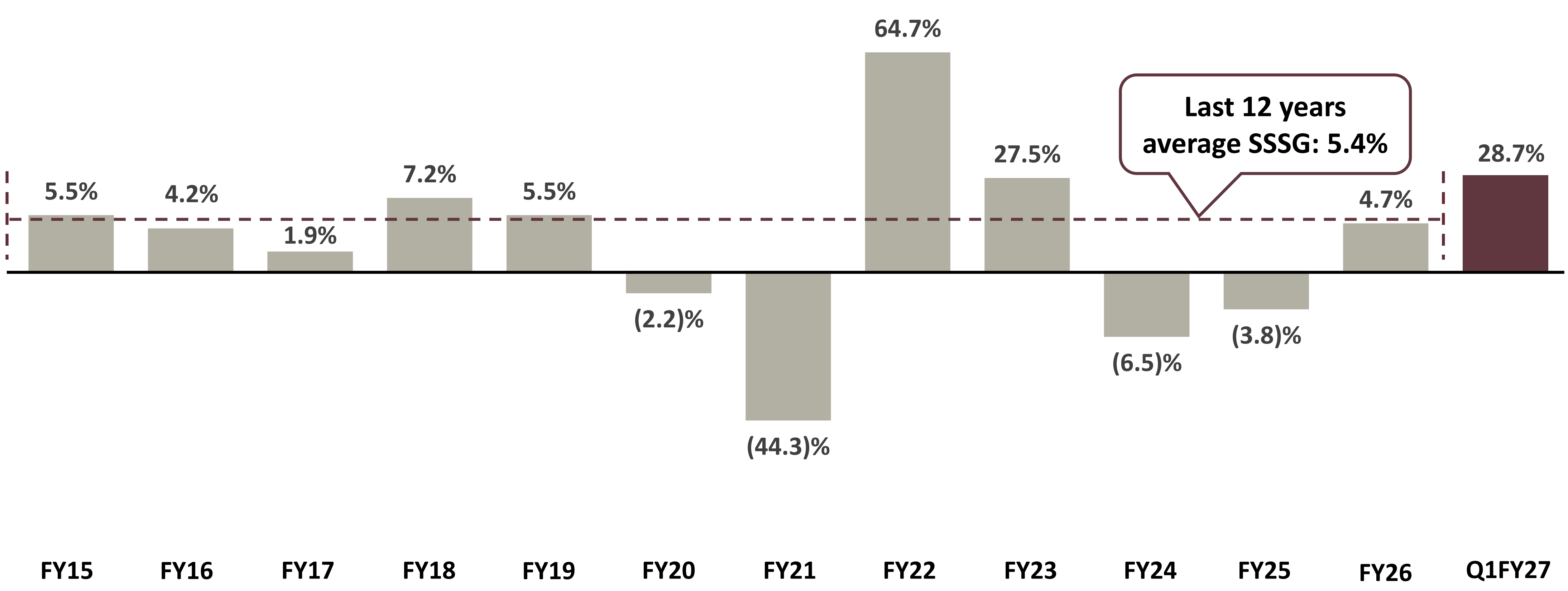
Guest engagement activities in premium CDR





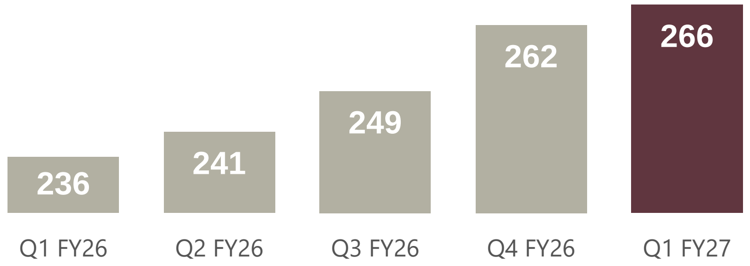


Delivered long term SSSG of 5.4%



Consolidated quarterly performance

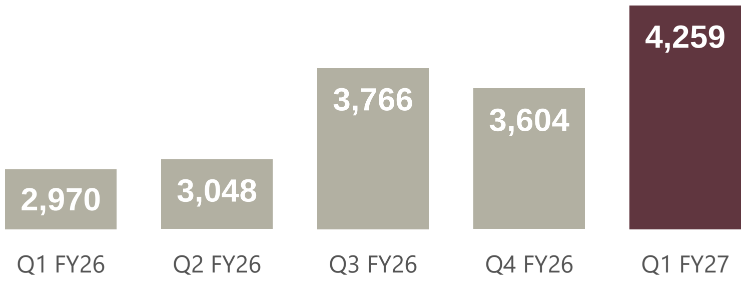
Network
(IN #)



Annualized Revenue/Outlet (IN ₹ Mn)

54	54	64	60	66

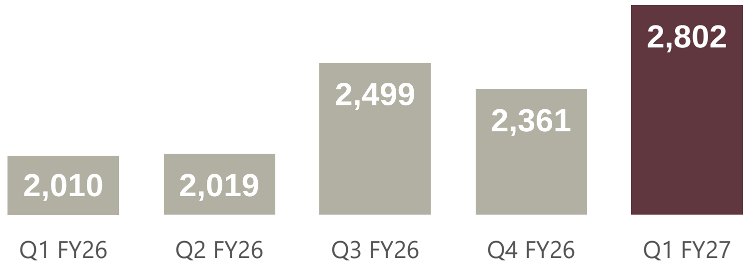
Revenue from Operations
(IN ₹MN)



SSSG (IN %)

(3.4)%	(2.2)%	+8.2%	+14.4%	+28.7%

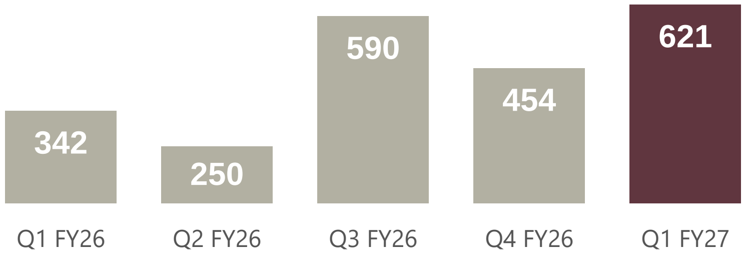
Gross Profit
(IN ₹MN)



Gross Margin (IN %)

67.7%	66.2%	66.4%	65.5%	65.8%

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



ROM (IN %)

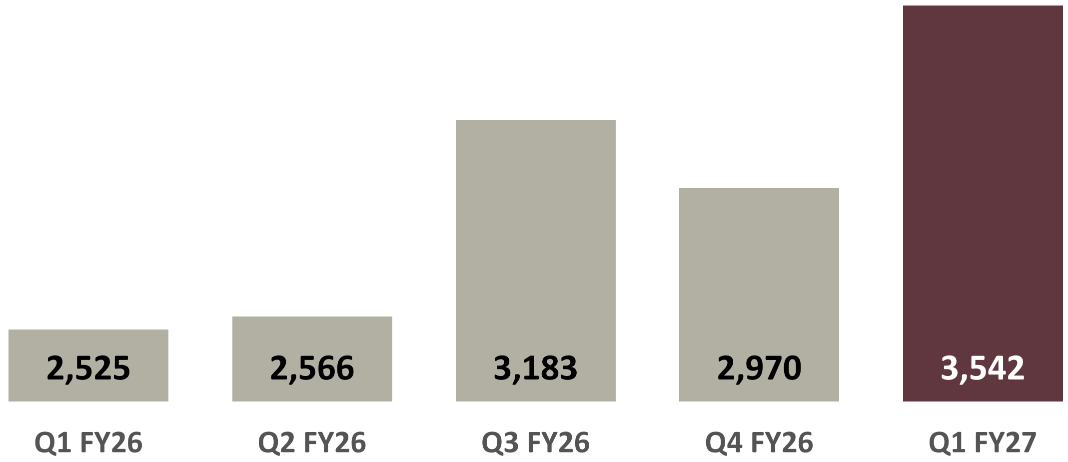
11.5%	8.2%	15.7%	12.6%	14.6%

- **5 new restaurants** opened in Q1; 1 closure
- Consolidated revenue grew **43.4% YoY; led by growth across channels & segments**
- **SSSG at 28.7%** driven by robust transaction growth
- **Gross profit grew 39.4% YoY, with gross margins expanding 30 bps QoQ led by margin expansion in BBQN India**
- **Pre Ind- AS restaurant operating profit grew 81.6% YoY;** margins at **14.6%**
- **Matured restaurants** delivered 16.2% restaurant operating margins (vs. 13.3% last year)

Strong growth across channels

Dine-in

40.3% Y-o-Y Revenue growth

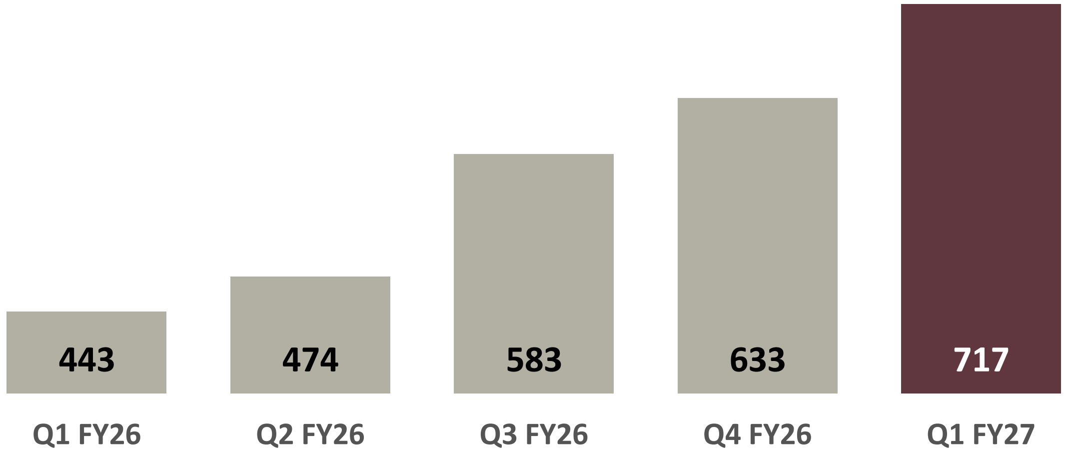


Share of business (IN %)

Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27
85.1%	84.4%	84.5%	82.5%	**83.2%**

Delivery

61.9% Y-o-Y Revenue growth



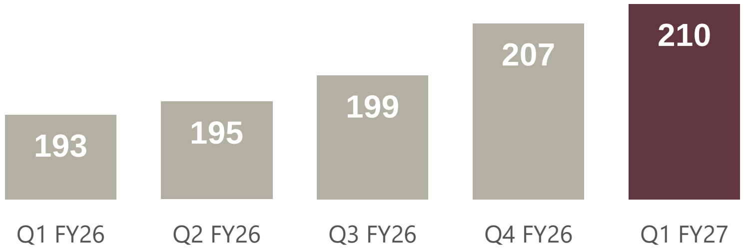
Share of business (IN %)

Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27
14.9%	15.6%	15.5%	17.5%	**16.8%**

- Y-o-Y dine in revenue growth of 40.3% in Q1 FY27; Driven by 63.5% y-o-y dine in volume growth
- Y-o-Y delivery revenue growth of 61.9% in Q1 FY27
- Strong delivery growth across all brands

Barbeque Nation India quarterly performance

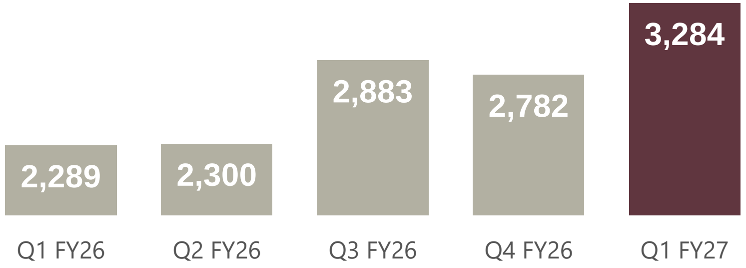
Network
(IN #)



Annualized Revenue/Outlet (IN ₹ Mn)

50	50	61	58	65

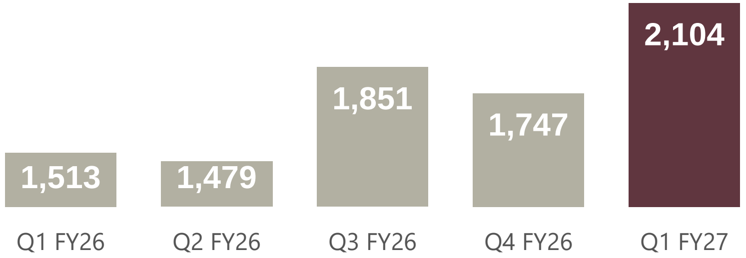
Revenue from Operations
(IN ₹MN)



SSSG (IN %)

(5.2)%	(4.3)%	+8.3%	+16.7%	+33.5%

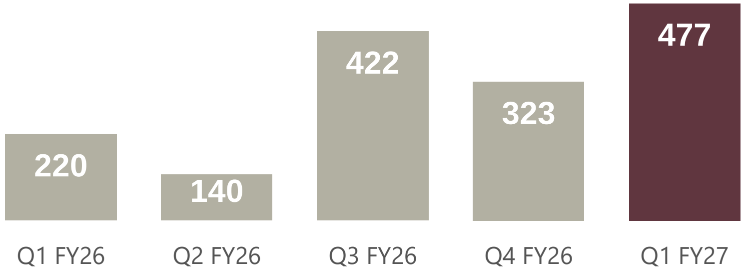
Gross Profit
(IN ₹MN)



Gross Margin (IN %)

66.1%	64.3%	64.2%	62.8%	64.1%

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



ROM (IN %)

9.6%	6.1%	14.6%	11.6%	14.5%

- **3 new restaurants** opened in Q1
- Revenue grew **43.4% YoY; led by growth across dine-in & delivery**
- **SSSG at 33.5%** driven by robust transaction growth
- **Gross profit increased by 39.0% YoY; with gross margins expanding 130 bps Q-o-Q**
- **Pre Ind- AS restaurant operating profit grew 117.0% YoY;** margins **expanded to 14.5% from 9.6%** in Q1FY26

Strategic pivot to value driven volume growth is delivering strong results

Focused interventions

- Targeted value campaigns to drive higher throughput across daypart, sessions and trade areas
- A&P spends increased to 3% of revenue to ensure higher reach of these campaigns/initiatives
- Use of own digital asset to drive higher conversions & transaction growth

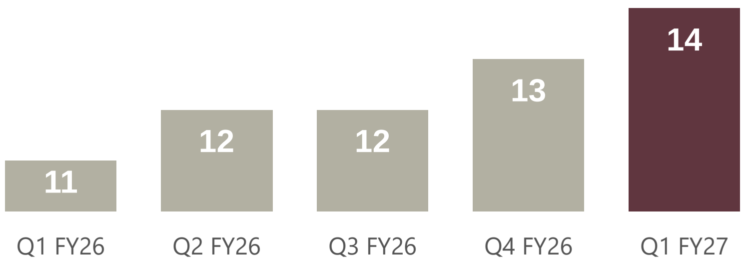
Continued strong execution delivering superior guest experience

Outcome

- Same store sales growth of 33.5% driven by transaction growth
- Structural initiatives undertaken in FY26 has accelerated growth in Q1FY27 leading to highest ever walk-ins
- Operating leverage benefit offsets investments made to drive volumes

International: Resilient performance amid macro headwinds

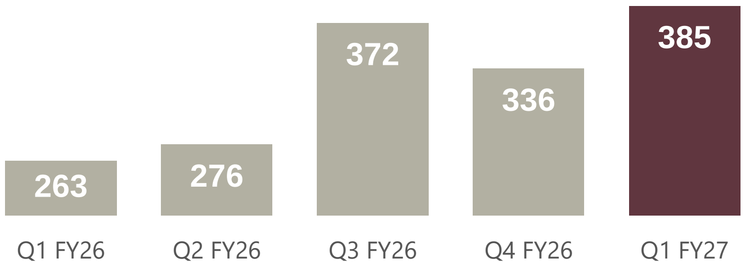
Network
(IN #)



Annualized Revenue/Outlet (IN ₹ MN)

105	105	123	122	**119**

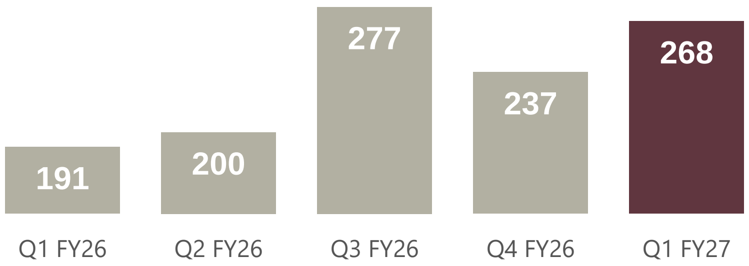
Revenue from Operations
(IN ₹MN)



SSSG (IN %)

+8.5%	+8.4%	+5.8%	+5.5%	**+8.5%**

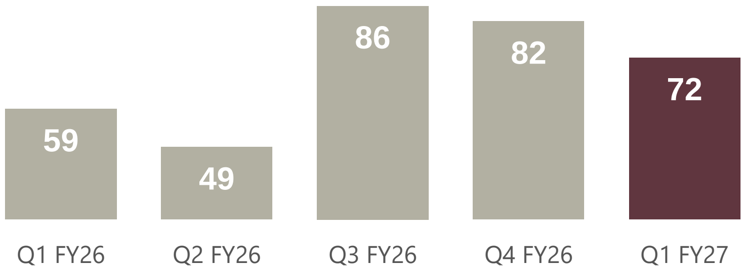
Gross Profit
(IN ₹MN)



Gross Margin (IN %)

72.8%	72.3%	74.5%	70.5%	**69.6%**

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



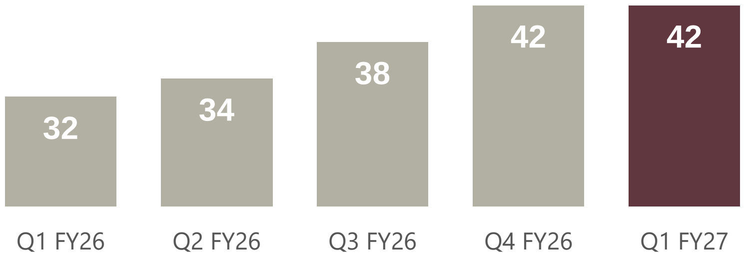
ROM (IN %)

22.5%	17.8%	23.1%	24.4%	**18.7%**

- **Revenue grew by 46.6%;** supported by **network expansion & SSSG**
- **Overall dine-in transaction growth of 45.2%**
- **Gross profit grew 40.2% YoY;** gross margins moderated by 320 bps YoY due to inflationary pressures related to middle east crisis
- Delivered **robust Pre-Ind AS restaurant operating margins of 18.7%**, demonstrating resilience amid an inflationary environment

Premium CDR: Strong and consistent performance

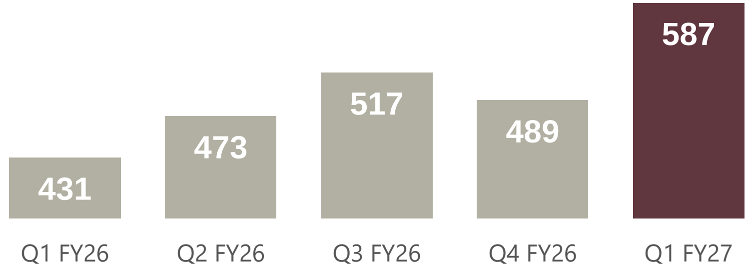
Network
(IN #)



Annualized Revenue/Outlet (IN ₹ MN)

57	60	64	56	**59**

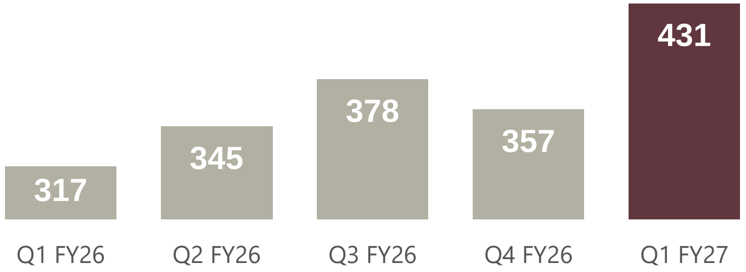
Revenue from Operations
(IN ₹MN)



SSSG (IN %)

(1.6)%	+5.3%	+9.4%	+7.0%	**+13.6%**

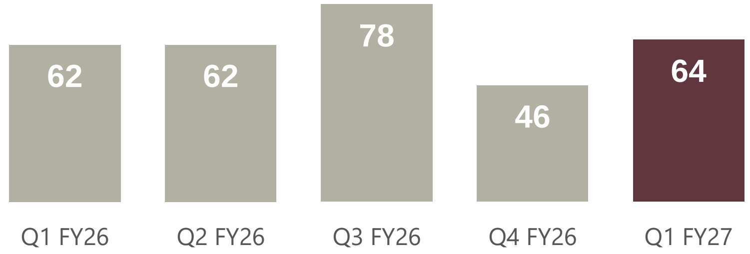
Gross Profit
(IN ₹MN)



Gross Margin (IN %)

73.6%	72.9%	73.1%	72.9%	**73.5%**

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



ROM (IN %)

14.5%	13.0%	15.1%	9.4%	**10.9%**

- Added **1 new restaurant** in Q1; 1 closure
- **Revenue grew by 36.2%**
- **Q1 SSSG of 13.6%,** driven by transaction growth
- **Gross profit up 36.0%;** stable gross margin of ~73.5%
- Delivered Pre-Ind AS restaurant operating margins of 10.9%; **Sequential growth of 150bps Q-o-Q**
- Matured restaurants continue to deliver stronger Pre-IND AS restaurant operating **margin of 20.0 %**

Consolidated P&L

PARTICULARS (₹ Mn)	Q1 FY27	Q1 FY26	Y-o-Y Gr%	FY26	FY25	Y-o-Y Gr%
REVENUE FROM OPERATIONS	**4,259**	**2,970**	43.4%	**13,387**	**12,330**	***8.6%***
COST OF FOOD AND BEVERAGES CONSUMED	1,457	960	51.8%	4,498	3,919	*14.8%*
EMPLOYEE RELATED EXPENSES	870	729	19.3%	3,230	2,967	*8.9%*
OCCUPANCY AND OTHER EXPENSES	1,234	821	50.3%	3,729	3,332	*11.9%*
OPERATING EBITDA	**699**	**460**	51.8%	**1,930**	**2,113**	***(8.7)%***
OPERATING EBITDA %	**16.4%**	**15.5%**		***14.4%***	***17.1%***	
OTHER INCOME	12	19	(36.0)%	148	158	*(6.3)%*
FINANCE COST	229	200	14.5%	860	779	*10.4%*
DEPRECIATION AND AMORTISATION	457	449	1.8%	1,900	1,765	*7.6%*
PROFIT BEFORE TAX	**24**	**(170)**		**(683)**	**(272)**	
TAX EXPENSE	1	(3)		(64)	(1)	
PROFIT/(LOSS) AFTER TAX	**23**	**(167)**	▲ 190 mn	**(619)**	**(270)**	
PROFIT/(LOSS) AFTER TAX %	0.5%	*(5.6)%*		*(4.6)%*	*(2.2)%*	
ADJUSTED PROFITABILIY*						
ADJUSTED OPERATING EBITDA	**343**	**136**	152.3%	**729**	**906**	**(19.5)%**
ADJUSTED OPERATING EBITDA%	8.1%	*4.6%*		*5.5%*	*7.4%*	
Adjusted PAT	**87**	**(128)**	▲ 215 mn	**(289)**	**(31)**	
Adjusted PAT%	2.0%	*(4.3)%*		*(2.2)%*	*(0.3)%*	

**Adjusted Profitability is calculated without the impact of IND AS 116, excludes noncash ESOP provisions and one time impact of New Labour Code. Adjusted Operating EBITDA also excludes interest income*

Consolidated balance sheet

Particulars (₹ Mn)	March 31, 2026	March 31, 2025
Equity share capital	195	195
Other equity	2,908	3,431
Non-controlling interest	110	82
Total equity [I]	**3,213**	**3,709**
Financial liabilities		
Borrowings	772	462
Lease liabilities	6,665	6,150
Provisions	188	135
Deferred tax liabilities	3	-
Total Non-current liabilities [II]	**7,628**	**6,747**
Financial liabilities		
Borrowings	572	233
Lease liabilities	843	730
Trade payables	1,392	1,105
Other financial liabilities	106	90
Provisions	152	100
Other current liabilities	453	335
Current tax liabilities (net)	14	92
Total current liabilities [III]	**3,532**	**2,685**
Total equity and liabilities [I + II + III]	**14,373**	**13,141**

Particulars	March 31, 2026	March 31, 2025
Non-current assets		
Property, plant and equipment	4,341	3,930
Capital work-in-progress	136	140
Goodwill	1,000	897
Other intangible assets	96	96
Right-of-use assets	6,170	5,685
Financial assets		
Investments	-	121
Other financial assets	443	331
Other non-current assets	123	38
Deferred tax assets (net)	596	585
Total Non-current assets [I]	**12,905**	**11,823**
Inventories	437	471
Financial assets		
Trade receivables	31	23
Cash and cash equivalents	256	169
Bank balances other than cash and cash equivalents	21	2
Other financial assets	304	288
Other current assets	302	252
Current tax assets (net)	117	112
Total current assets [II]	**1,468**	**1,317**
Total assets [I + II]	**14,373**	**13,141**

Led by team of professionals with diverse experience

Name & Role	Education	Tenure with the Company	Experience	Previous companies
Rahul Agrawal CEO & Whole-time Director	IIM Bangalore SRCC	9 years	21+ years	CX Partners, Ernst & Young
Vipul Goel Chief Operating Officer	SIBM Pune Thapar Institute	1 year	19+ years	Amazon, MTR Foods, Whirlpool
Gulshan Chawla Chief People Officer	MDI Gurgaon SRCC	6 years	21+ years	OYO Rooms, HCL
Amit Betala Chief Financial Officer	IIM Lucknow Loyola College	6 years	14+ years	Clix Capital, Axis Capital
Nakul Gupta Chief Marketing Officer	XLRI Jamshedpur SRCC	5 years	21+ years	Tata Motors
Ahmed Raza Chief Technology Officer	SSBV	14 years	25+ years	Sayaji Hotels, ShawMan Software
Amit Wadhera Chief Culinary Officer	IHM	1 year	25+ years	The Park Hotels, The Leela, Oberoi
Mansoor Memon Chief Development Officer & Head - Intl	MJCET, Hyderabad	19 years	25+ years	Chase Contracting, Dubai
Goutham Balasubramaniam Founder & CEO – Premium CDR	Johnson and wales, Florida SIHM, Trichy	18 years	29+ years	Madinath Jumeirah, The Leela, Taj

Eminent Board ensuring high standards of corporate governance

Abhay Chaudhari
Chairman & Independent director

C

Revathy Ashok
Independent director

C

Tharun Khanna
Independent director

C

Kayum Dhanani
Managing director

C C

Raoof Dhanani
Non executive director

Suchitra Dhanani
Non executive director

Azhar Dhanani
Non executive director

Rahul Agrawal
CEO & whole-time director

- Audit Committee
- Risk Management Committee
- Corporate Social Responsibility and Sustainability Committee
- Stakeholders' Relationship Committee
- Nomination & Remuneration Committee
- Investment Committee

C indicates Chairman of the Committee

Awards & accolades

- Ranked among India’s Best Companies to Work For 2026 by The Economic Times & Great Place to Work® (Ranked #40).
- Won ‘**Barbeque Restaurant of the Year**’ at Karnataka Restaurant Awards 2026.
- Won '**Barbeque Restaurant of the Year**' at Restaurant Awards 2026 – West India Edition
- Won “**The Best Buffet Feast in Town**” at the eszydiner Foodie awards 2026- Bengaluru edition.
- Recognized as ‘**Best BBQ Restaurant in West India**’ at the Food Connoisseurs India Awards (11th Edition).
- Won ‘**Barbeque Restaurant of the Year**’ at the Telangana Restaurant Awards 2026.
- Recognized as ‘**Best Buffet Restaurant**’ at the Times Food & Nightlife Awards 2026– Noida & Delhi.
- Recognized Toscano as ‘**Restaurant Serving the best Italian Cuisine**’ at the South edition of Food Connoisseurs India Awards (3rd Edition).
- Recognized Toscano as ‘**Best Italian casual Dining**’ at the Times Food & Nightlife Awards 2026– Noida & Delhi.

Commitment to environmental, social, and governance (ESG) principle

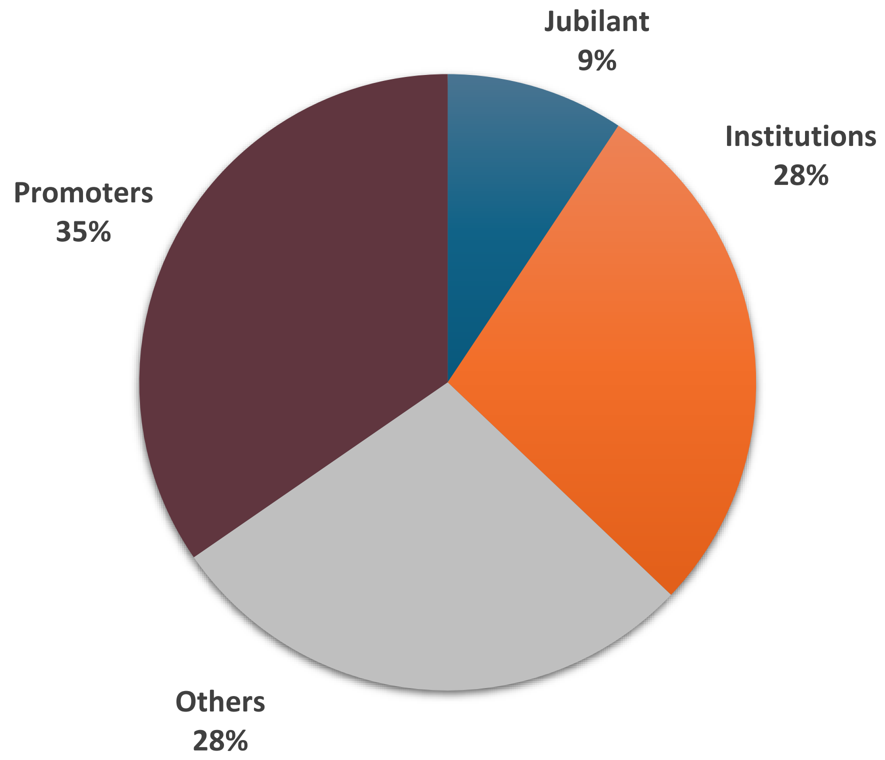
- **Responsible sourcing:** Protein raw materials sourced from suppliers adhering to globally recognized certifications such as BAP and HACCP across seafood and meat categories
- **Environmental infrastructure:** Deployment of air scrubbers, smoke eliminators, grease traps and wastewater treatment systems across restaurants to minimize environmental impact
- **Operational sustainability:** Focus on energy efficiency, waste reduction and transition towards biodegradable, food-safe cleaning chemicals across operations

- **Capability development:** Structured career progression framework, LMS-led learning ecosystem and Leadership Academy supporting frontline and managerial talent development
- **Diversity & inclusion:** Women represented at both Board and KMP levels, with focused initiatives driving significant improvement in female workforce participation over the last 3 years
- **Employee well-being:** Comprehensive health, accident and welfare coverage for permanent employees, supported by continuous awareness, compliance and skill-development programs

- **Strong Board oversight:** 6 out of 8 Board members are non-executive directors, including 3 independent directors, ensuring robust governance and oversight
- **Stakeholder engagement:** Multi-channel grievance redressal and customer feedback mechanisms, supported by daily guest satisfaction monitoring across outlets
- **Governance framework:** Comprehensive policy architecture covering ethics, whistleblower, anti-corruption, human rights, diversity, POSH, food safety and data privacy practices

Shareholding

Shareholding Pattern %	As on June 30, 2026
Promoters & Promoter Group	34.6%
Jubilant Foodworks	9.3%
Institutional investors	27.8%
Others	28.3%
Total	**100%**



Clear Path to Sustained Growth and Value Creation

A scaled, multi-brand dining platform with proven unit economics, a captive customer base, and multiple levers for margin expansion

Scalable multi-brand platform

Established presence across 6 brands enabling diversified growth

Strong unit economics

Profitable store-level model with attractive returns and payback

Significant Expansion Runway

Large opportunity to scale across untapped markets and formats

Multi engine growth momentum

Growth driven core business along with International expansion and premium segments

Strong margins

Operating leverage expected to drive profitability as scale increases

Well-Positioned in a Growing Industry

Favorable tailwinds from shift towards organized food industry

United Foodbrands

For further information, please contact:

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Head of Investor Relations
Investors@ufbl.in

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Meeting Request Link