



Date: May 28, 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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Dear Sirs,

Subject: Corporate Presentation – May 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 C Y

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



Building India's leading dining platform

Corporate Presentation | May 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 Private Limited unless otherwise mentioned. All margin calculation are on Revenue from operations, unless otherwise mentioned.



Building India's leading dining platform

3

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 262 restaurants across India, Middle East & 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

H2 FY26 revenue run rate of ₹14,740 Mn at a 4-year CAGR of 11.7%. Delivered strong revenue CAGR driven by SSSG and store expansion



4. Three growth engines

Barbeque Nation (+15.6% in H2 YoY), International (+37.1% in H2 YoY), Premium CDR (+21.3% in H2 YoY)



5. Scalable store expansion opportunity

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




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

84% / 16% Dine-in/
delivery mix

Performance

SSSG

4.7% In FY26 **11.4%** In H2

Transaction growth

19.8% In FY26 **37.4%** In H2

Financials

₹ 13,387 Mn
FY26 Revenue

8.6% Y-o-Y growth

11.7% 4-year CAGR

Scale

262 Outlets **92** Cities **9** Countries

90% Dine in business through captive channels

Unit economics*

65 Mn
Avg. revenue per restaurant

65.9% Gross margin **15.9%** Restaurant operating margin

H2 performance

₹ 14,740 Mn
H2 Run rate

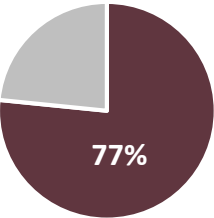
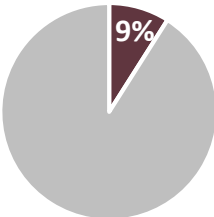
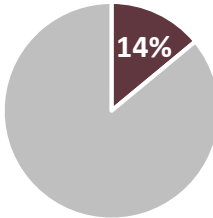
18.5% Y-o-Y revenue growth **15.9%** Matured ROM

*Unit economics are based on the H2 FY26 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	<ul style="list-style-type: none"> All-you-can-eat format Over the table barbeque Value, service and experience 	<ul style="list-style-type: none"> All-you-can-eat & selective A-la-Carte format Over the table barbeque Value, service and experience 	<ul style="list-style-type: none"> A-la-Carte format Indian and Italian cuisine Upscale dining experience Value, aspiration and experience
Network	<ul style="list-style-type: none"> 207 restaurants Presence across 80+ cities in India 	<ul style="list-style-type: none"> 13 restaurants Presence across 7 cities in 6 countries 	<ul style="list-style-type: none"> 42 restaurants Presence across 6 cities in India
Revenue contribution (H2 FY26 run rate)	 <p>77%</p> <p>₹ 11,312 Mn</p>	 <p>9%</p> <p>₹ 1,417 Mn</p>	 <p>14%</p> <p>₹ 2,011 Mn</p>

Consolidated run rate of ₹ 14,740 Mn

The evolution

Cuisine
Network
Revenue run rate
Dine-in / delivery

2006


The Origin



Indian
4 restaurants
₹ 10 million
100% / Nil

2016

The Scale Up




Indian
76 restaurants
₹ 3500 million
100% / Nil

2026

Multi brand platform

United Foodbrands



Indian, Italian, Biryani
262 restaurants
₹ 14,740 million
84% / 16%

Built on a strong business fundamentals

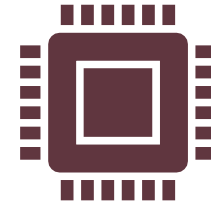
An engineered approach to long term market leadership



Brand ownership



Strong unit economics



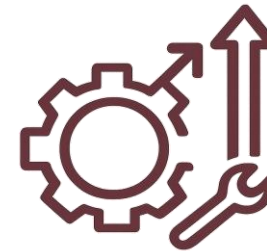
Powered by technology



Scalability & expansion



Guest-centric approach



Operational & financial excellence

Owns a portfolio of scalable high potential brands

08



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	220	BBQN network	BBQN network	28	14	12
Presence	India, SE Asia & GCC	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

9



Unit economics*	Barbeque Nation India	Barbeque Nation International	Premium CDR
Revenue/Restaurant (₹ mn)	60	133	70
Pre IND-AS Restaurant Operating margin (%)	14.4%	26.3%	20.2%
Avg per store Capex (₹ mn)	25	65	30
Store level ROCE (%)#	23.8%	40.5%	35.5%
Store Payback Period (in yrs)	3.5 – 4.0 years	2.5 – 3.0 years	2.5 – 3.0 years

*Unit economics are based on the H2 FY26 matured portfolio performance

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

Robust technology platform

10

Direct demand & Access



~90%

Dine-in via
owned channels

9.1M+

App downloads

Omni-channel reservation system



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

Technology-led platform

Driving conversion,
Engagement &
efficiency



Guest management

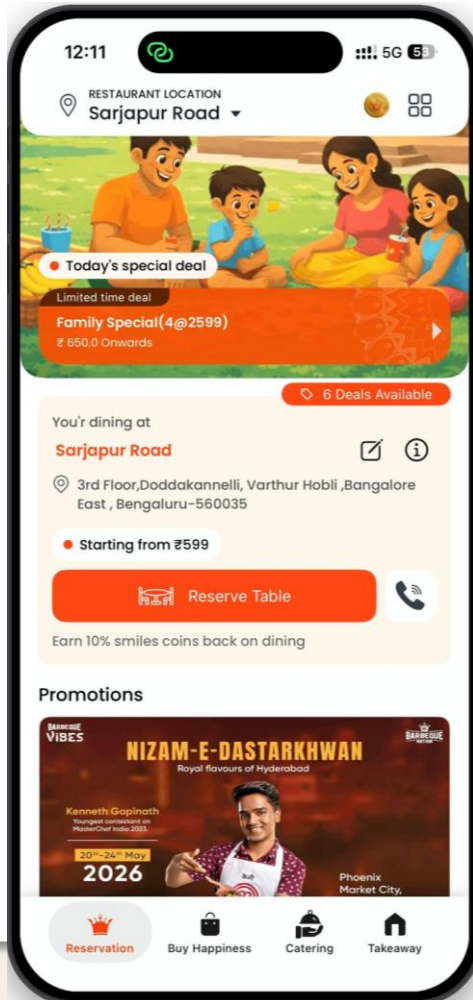
- CRM led targeted campaigns driving repeat consumption
- QR based ordering and in-restaurant digital engagement



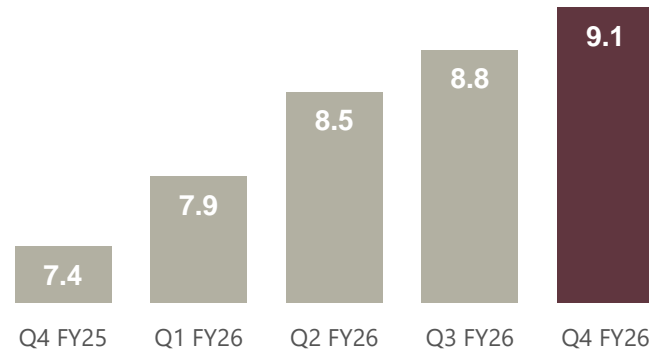
Tech-enabled operations

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

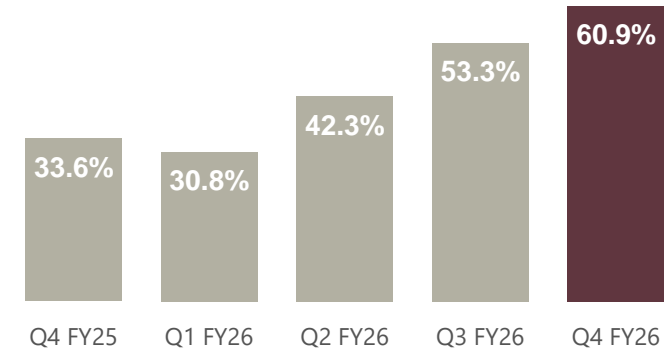
Strong captive digital ecosystem



Cumulative App Downloads (IN ₹ MN)



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



- Strong digital engagement with **~1.2 Mn monthly active users** across owned platforms (**Y-o-Y growth of 51.2%**)
- 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

12

Market landscape

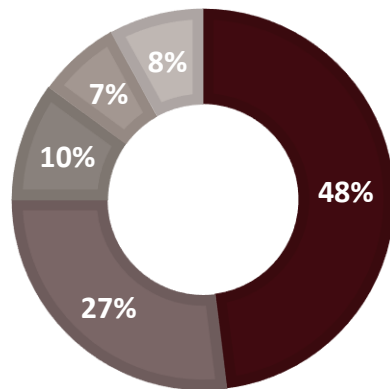
₹ 5.69 lakh crores

Total Indian food services industry size

~44%

Organised sector share in 2024

Market Breakup



■ CDR ■ QSR ■ Cafes ■ Cloud kitchens ■ Others

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 hospitality



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

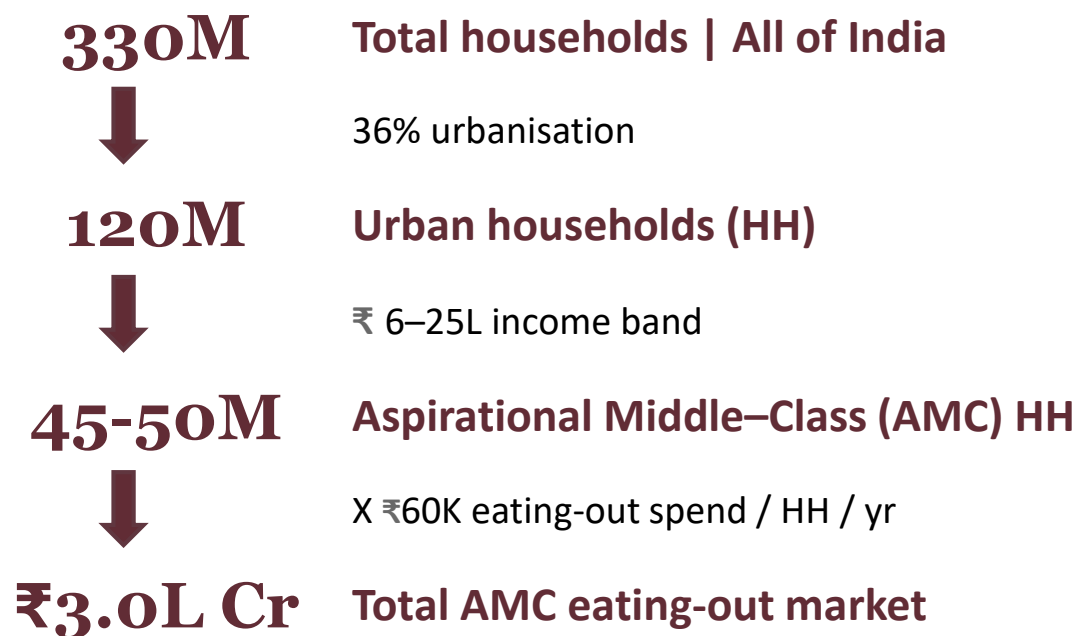
₹ 10L - 18L
Core repeats- Monthly family dine outs

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

A large market opportunity

13

Market sizing & potential



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)

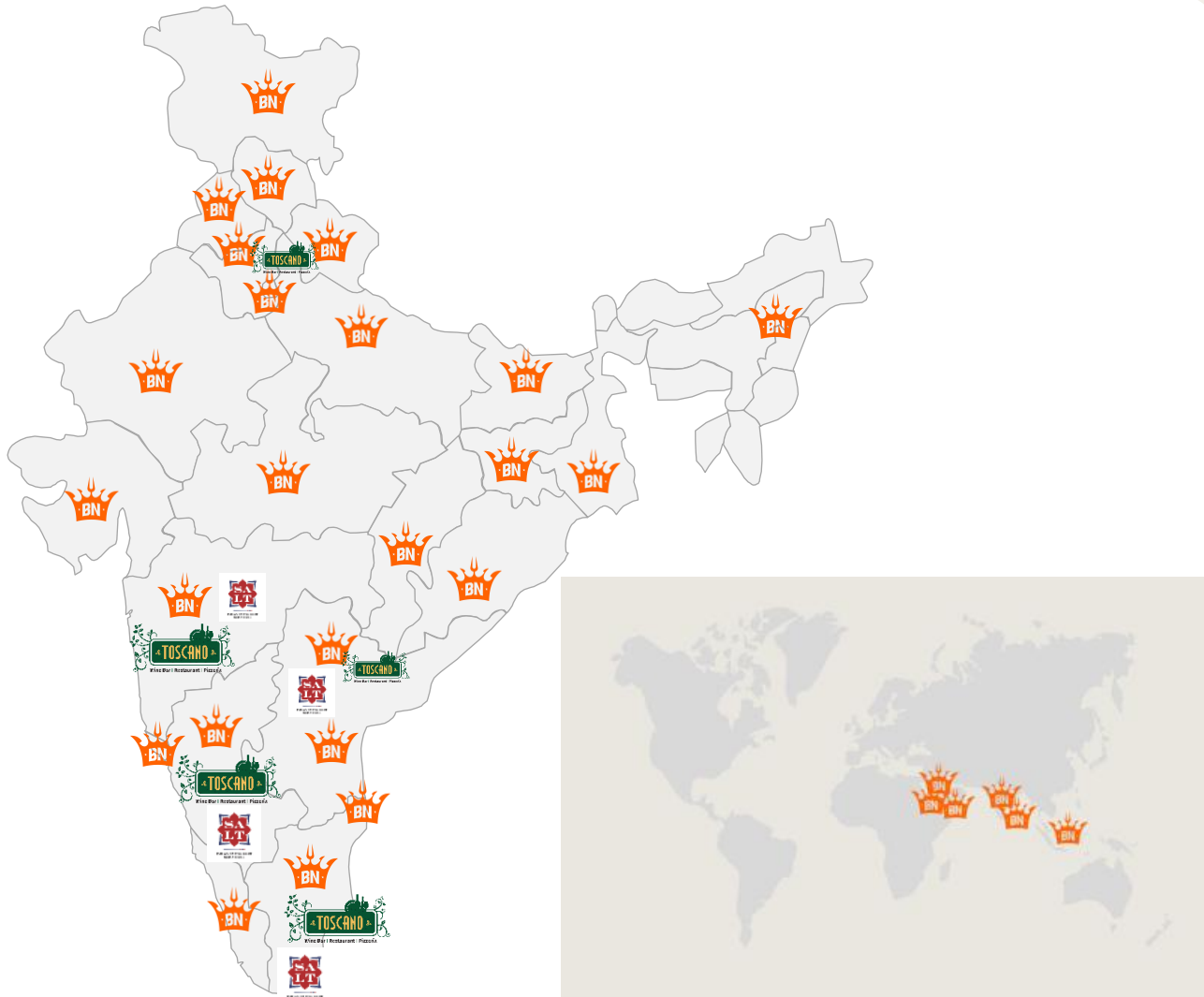


Celebration culture

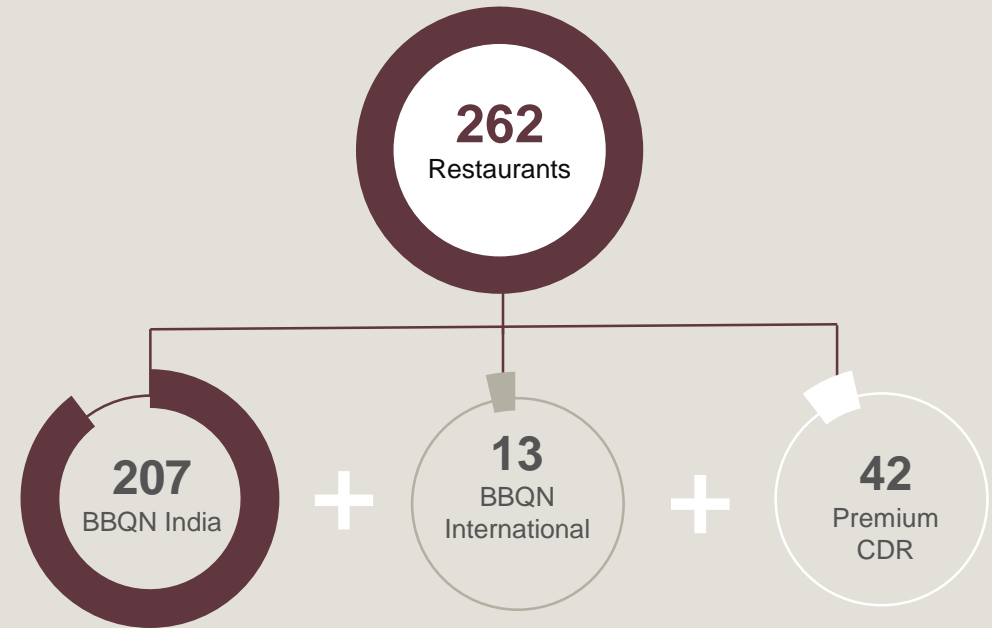
A structural rise in celebrating milestones outside the home

Wide geographical presence

14



Restaurant Composition



PRESENCE	Mar-26
METROS & TIER I	208
TIER II & III CITIES	54
TOTAL NETWORK	262

- Presence in 92 cities across 9 countries

Curating themed events to enhance guest engagements

Punjab di Rasoi
LOHRI EDITION

Chef Ravi Choudhary
A specialist in North India cuisine

This Lohri, Chef Ravi Choudhary brings to you home-style flavours, festive warmth, traditional recipes and soulful celebrations from Punjab's rasoi to your table.

10th - 13th January, 2026

Venue - Noida | Sec 16 | Sec 62 | Gaur City Mall | Paras One33 |

Zaika-e-Purani Dilli

Chatkara packed chaats with royal Mughlai soul
curated by Chef Puja Bansal

13th - 19th Jan | Connaught Place, Delhi

Chef Puja Bansal
Winner of Slurrp Great India Cookout 2024

ODIA TRAILS

21st - 25th
Jan, 2026
Venue: Marathahalli, Bangalore

Experience Odisha's streets and seasons on a plate, crafted by this Master Chef Abinas who created the world's largest TPO - Odia Pookhala spread.

Chef Abinas Nayak
MasterChef India Season 5 Winner

Nafasat-e-Awadh

When food is cooked with patience, it speaks without words.

23rd - 27th Jan, 2026
Times Square, Sakinaka, Mumbai.

Chef Sana Ahmed
Focus on reviving heritage Awadhi recipes.

FROM HAAT TO THALI

...stories from the Himalayan kitchen.

9th - 15th Feb
2026
Park Centre Building, Park Street, Kolkata

Chef Arati Thapa
Founder of Roja's Kitchen, pioneering authentic Himalayan cuisine.

The Dakshin Express

Journey between Rasam & Roast

Chef Rohit Ghosh
Contemporary Indian chef & content creator

13th - 17th Feb | Rosa Vista, Ghodbunder Road, Mumbai

Shreevil Shamizhan

FROM MADRAS TO THE GRILL

CHEF PRAVEEN KUMAR

18th - 22nd February, 2026

MASTERCHEF INDIA TAMIL TOP 6

Venue: Grand Square Mall, Chennai

Riwaayat-e-Kashmir

— A Kashmiri Pandit Culinary Journey —

23rd - 28th Feb, 2026
Crown Interiors Mall, Faridabad

Chef Rajni Jinsi
Expert in Kashmiri Pandit Cuisine

The Royal Bengal Table

Stories of Bengal's Rajbaris

25th Feb - 1st Mar, 2026
Sarjapura, Barbeque Nation

Chef Suraj Thapa
MasterChef India Season 8, 3rd Runner Up

The Southern Sangam

The Four Flavours of Dakshin

Chef Suvarna Vijay Bagul

6th - 10th March, 2026

Master Chef India S7 2nd Runner Up

Venue: Amanora Mall, Pune

Occasion driven customized value offers

BARBEQUE NATION

New Year Bonanza

Buffet for **4 @ ₹2199** Onwards

Valid till 18th January

Applicable on select days in select outlets. T&C Apply.

BARBEQUE NATION

HOLI SPECIAL

4 @ ₹2599 ONWARDS

Offer valid until 8th March, 2026. *Applicable on select days at select outlets. T&C apply. Images are for representational purposes only.

BARBEQUE NATION

Happy Pongal

Honouring the season's culinary traditions.

SPECIAL MENU
13th Jan - 15th Jan 26'

FEASTS OF HARVEST

*Offer applicable on select days at select outlets. T&C apply. Images are for representational purposes only.

BARBEQUE NATION

REPUBLIC DAY Fest

4 @ ₹2299 ONWARDS

Offer valid until 2nd February, 2026. *Offer applicable on select days at select outlets. T&C apply. Images are for representational purposes only.

BARBEQUE NATION

HAPPY Valentines DAY

Celebrate this season of love with us at Barbeque Nation!

BARBEQUE NATION

Grilled to perfection. Buffet ho Aflatoon

AFLATOON BUFFET
MONDAY - SATURDAY

LUNCH	
Veg	Non-Veg
₹599	₹699

T&C Apply. AHMEDABAD - NEYUS ONE | PRAHALAD NGR

BARBEQUE NATION

Tangdi ho toh Gazab

GAZAB BUFFET
MONDAY - SATURDAY

LUNCH	
Veg	Non-Veg
₹599	₹649

T&C Apply. KANPUR - 7 SQUARE MALL

BARBEQUE NATION

The Big Buffet Sizzler FEST

Bring your appetite. We'll bring the sizzle.

@ ₹479* per person
MON - SAT (LUNCH)

SPECIAL MENU 30+ DISHES | UNLIMITED STARTERS | VEG & NON-VEG
TILL 31ST JANUARY, 2025

*Images are for representative purposes only. AMRITSAR - NEXUS MALL

BARBEQUE NATION

9 PRIME TIME BUFFET
:30 PM ONWARDS

₹599 per person

Applicable on select days

*Taxes & charges as applicable. T&C Apply.

BARBEQUE NATION

Skewers plates ma, mood maja ma!

Aflatoon Buffet
Monday - Saturday (Lunch)

Veg at	Non-Veg at
₹599	₹699
Per person	Per person

*T&C Apply. AHMEDABAD - NEXUS ONE | PRAHALAD NGR

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=3G03ig48leQ>

Guest engagement activities in International segment

BARBEQUE NATION

BIGGER THE BETTER FEAST

BARBEQUE NATION

Cooked Up
SOMETHING SPECIAL
FOR THE FEAST!

25% DISCOUNT
On all food & beverage

SWIPE TO SEE

BARBEQUE NATION

RM149** /couple
FREE
2 mocktails

Valentine's COUPLE FEAST ON 14 FEB 2026

A lunch buffet for 2 served with 2 mocktails

T&C apply.

BARBEQUE NATION

Made for sharing. Made for togetherness

Machan Buffet
Monday - Friday

Our Signature live grills, with 60+ unlimited dishes.

Lunch **RS. 2,999*** Dinner **RS. 4,699***
Per person Per person

COLOMBO CITY CENTRE

BARBEQUE NATION

Sedap Buffet
Monday - Friday

Signature live grills. 100+ unlimited dishes.

Lunch **RM 49*** Dinner **RM 59***
Per person Per person
(Friday : Dinner RM 79)

PAVILION MALL

BARBEQUE NATION

LATE BIRD OFFER

DINE IN AFTER 8:30 PM FOR ONLY 6.90 OMR

BARBEQUE NATION

SUNDAY MONDAY UNLIMITED BUFFET

WAS BHD 7.1 +VAT
NOW BHD 6.1 +VAT

At Dana Mall 1st Floor Kingdom of Bahrain

BARBEQUE NATION

Shukran
The Grateful Hour
8 PM onwards, A Special Thanks!
Valid all days in Ramadan

Buffet @ **Rs. 69***

Riyadh : Tahla Street

BARBEQUE NATION

Special Iftar Offer

Rs. 4999 net

Unlimited Starters & Buffet with Iftar Special Menu

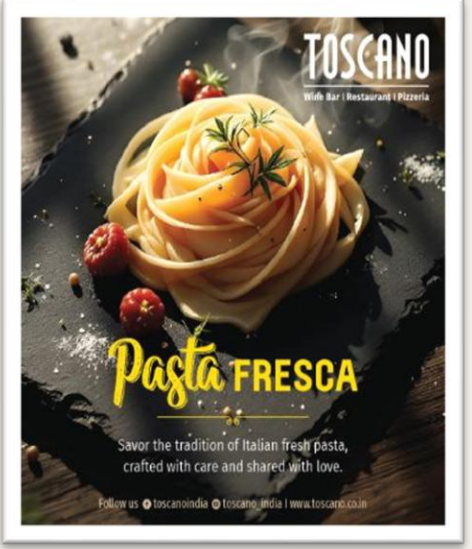
Limited Time offer valid on Arrival between **6:00pm - 7:00pm**

BARBEQUE NATION

A Little Thank You
for a Lifetime of Love

RM49++
for Senior Citizens (70+ years)

Guest engagement activities in premium CDR



Guest engagement activities in premium CDR

Valentine's
FOOD & BEVERAGE MENU

A specially curated food and beverage menu crafted for Valentine's celebrations at SALT.

Available across SALT outlets
Limited-time Valentine's special

SPLASH OF COLOURS
Holi Special Mocktails & Cocktails
AVAILABLE ALL MONTH

Raise a glass to vibrant blends inspired by the spirit of Holi, festive, refreshing, and celebratory.

SALT
For Everyone.
Every Occasion.

For every age, every occasion and every celebration at Salt.

IFTAR SPECIAL
13th-20th March

Break your fast with a thoughtfully curated Iftar menu. Traditional favourites, comforting flavours and soulful evenings, served the SALT way.

Celebrating
the spirit of
India with grace and flavour

Gulab Jhanak

Nutty Mocktails and Whiskey Cocktails
From nutty blends to whiskey grace

NUTTY MOCKTAILS ₹395+
WHISKY COCKTAILS ₹655+

Govt. Taxes as applicable. T & C Apply.
www.saltrestaurants.in

KEBAB & BIRYANI FEST!
TULSI LAMB SEEKH KEBAB
ONLY ON WEEKENDS

@saltrestaurantsin

CHEF'S WEEKEND SPECIAL SEA FOOD Menu

Shell ebrate with SALT!!

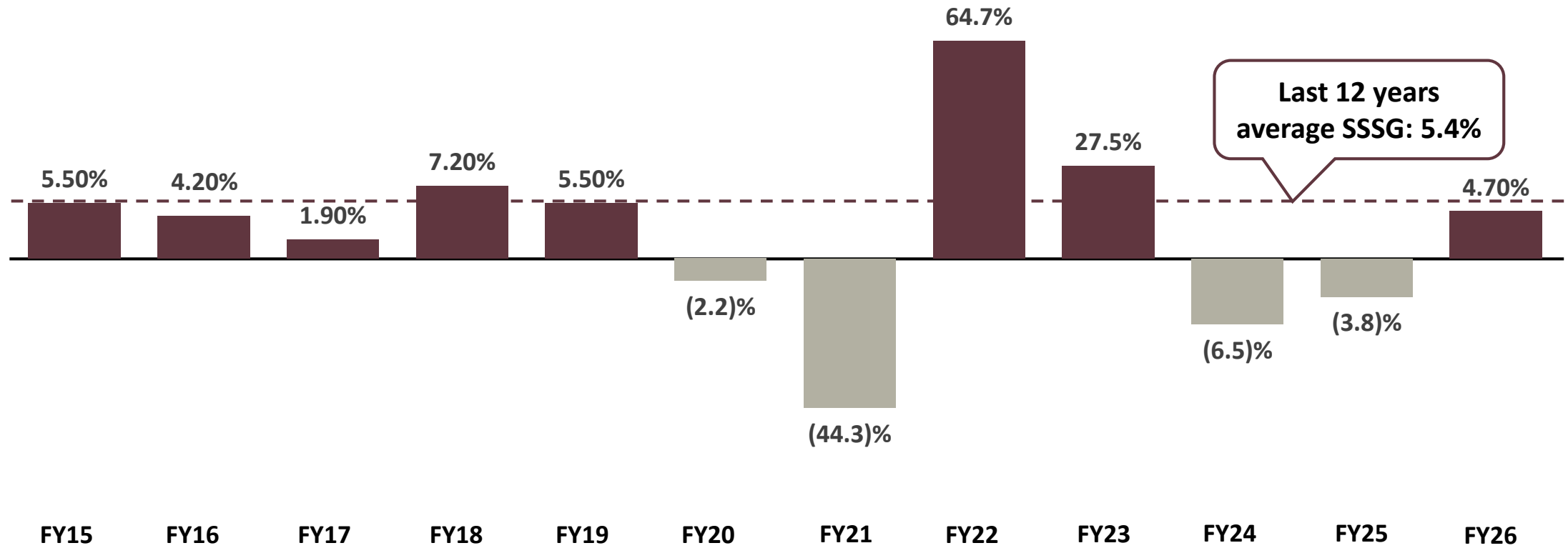
@saltrestaurantsin

SUNDAY FAMILY BRUNCH
SUNDAYS 12 NOON ONWARDS
KALYAN NAGAR

@saltrestaurantsin

Delivered long term SSSG of 5.4%

22

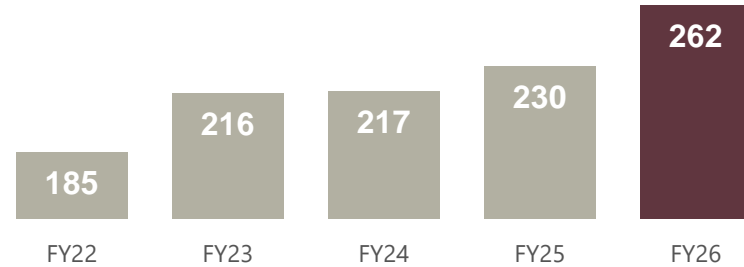


Rebound in H2 FY26 following stable performance across FY23–FY25

23

Network

(IN #)

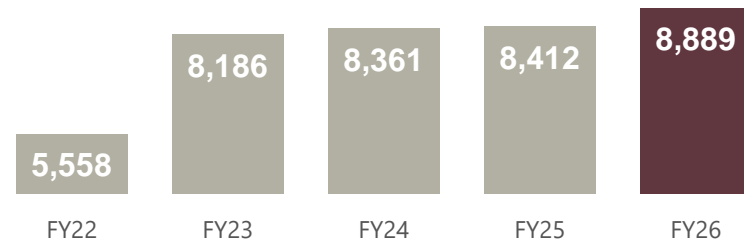


Annualized Revenue/Outlet (IN ₹ MN)



Gross Profit

(IN ₹MN)

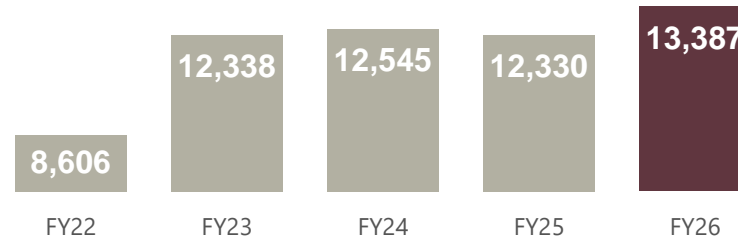


Gross Margin (IN %)



Revenue from Operations

(IN ₹MN)

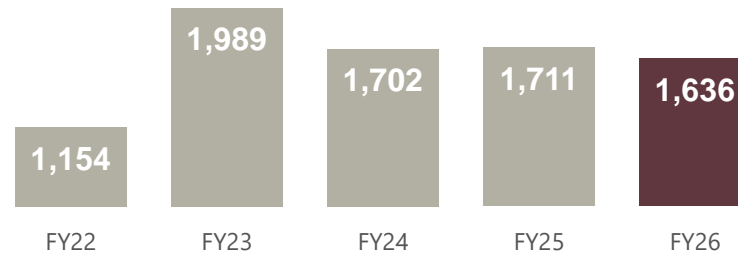


SSSG (IN %)



Pre IND-AS Restaurant Operating Margin

(IN ₹MN)



ROM (IN %)

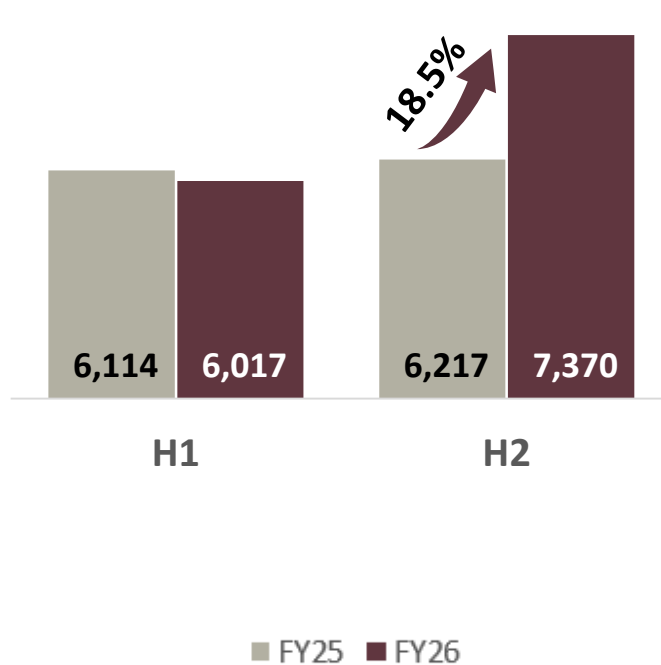


- Strong network expansion in FY26; Added net **32 restaurants** vs net 14 restaurants in previous 2 years
- Revenue grew **8.6% Y-o-Y**, led by robust transaction growth in H2
- SSSG rebounded to **+4.7% in FY26**
- Gross profit increased **5.7% YoY**
- Pre IND-AS restaurant operating margin of **~12.2% driven by higher margins in H2**

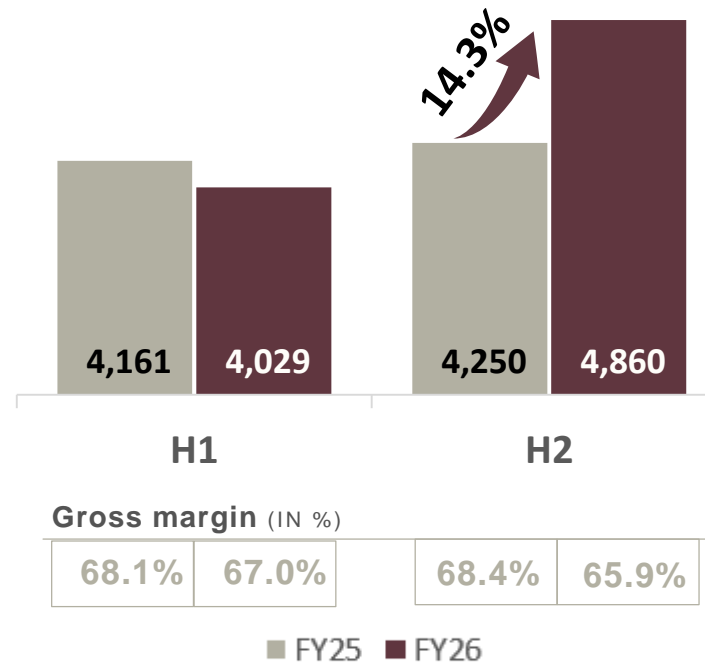
Strong turnaround in H2

24

Revenue from operations (₹ mn)



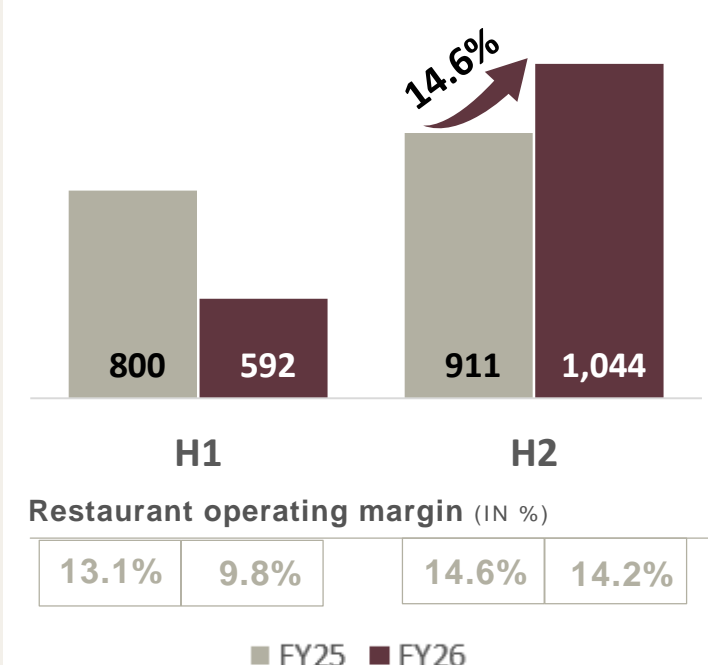
Gross profit (₹ mn)



Gross margin (IN %)

68.1%	67.0%	68.4%	65.9%
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Restaurant operating margin (₹ mn)



Restaurant operating margin (IN %)

13.1%	9.8%	14.6%	14.2%
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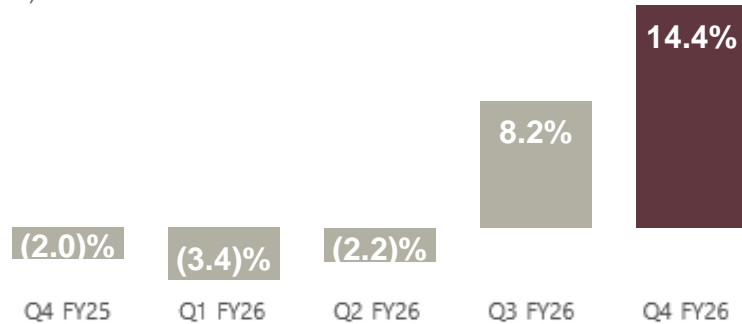
- Robust H2 momentum with **18.5% revenue growth**, **14.3% gross profit growth** and **14.6% growth in restaurant operating profit**
- Growth driven by a sharp **volume-led recovery**

Two consecutive quarters of strong performance

25

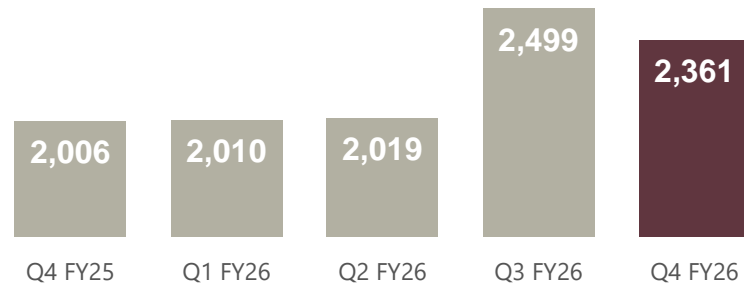
SSSG

(IN %)



Gross Profit

(IN ₹MN)

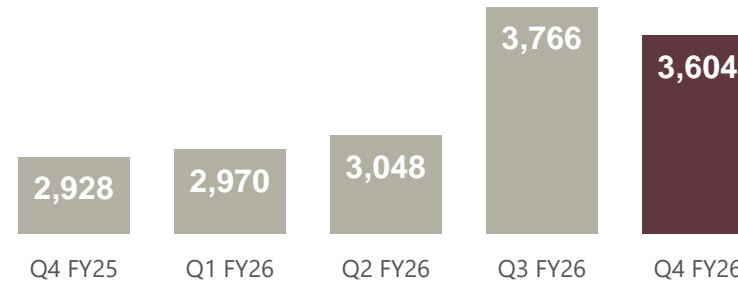


Gross Margin (IN %)



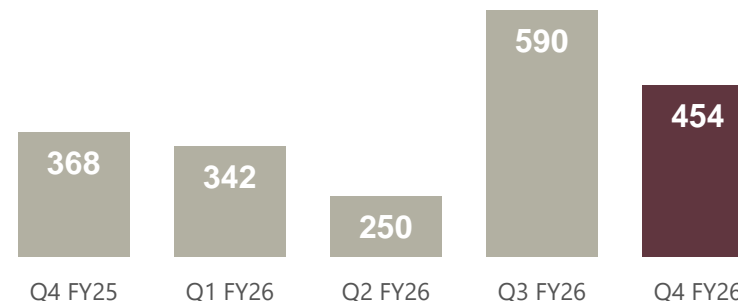
Revenue from Operations

(IN ₹MN)



Pre IND-AS Restaurant Operating Margin

(IN ₹MN)



ROM (IN %)



Q4 FY26 performance

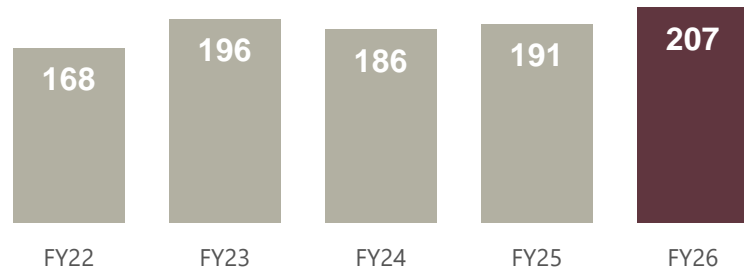
- Consolidated revenue grew **23.1% YoY** ; led by growth across channels & segments
- SSSG at **14.4%** driven by robust transaction growth
- Gross profit increased by **17.7% YoY**; lower GM% due to change in business segment mix, daypart / session mix and various value initiatives to drive volume
- Pre Ind- AS restaurant operating profit grew **23.4% YoY**; margins resilient at **12.6%**
- Overall restaurant operating margin improved due to operating leverage despite lower GM% and higher marketing spends
- Matured restaurants delivered **14.4%** restaurant operating margins (vs. 13.8% last year)

Barbeque Nation India: leading CDR brand

27

Network

(IN #)

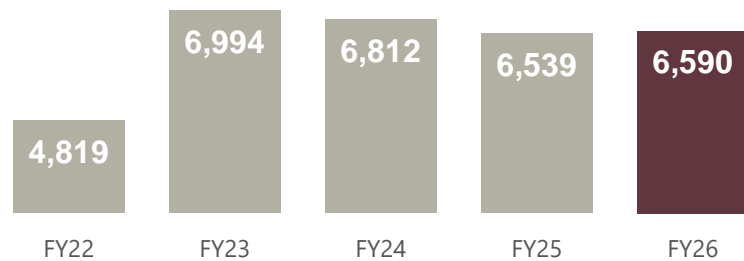


Annualized Revenue/Outlet (IN ₹ MN)



Gross Profit

(IN ₹MN)

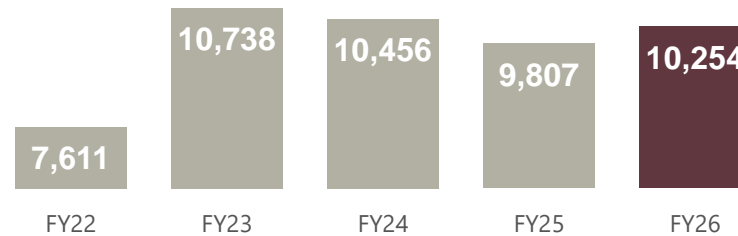


Gross Margin (IN %)



Revenue from Operations

(IN ₹MN)

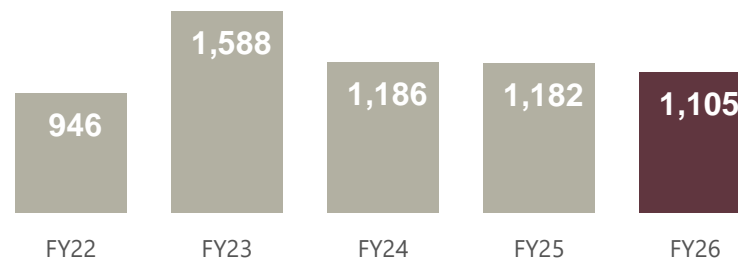


SSSG (IN %)



Pre IND-AS Restaurant Operating Margin

(IN ₹MN)



ROM (IN %)

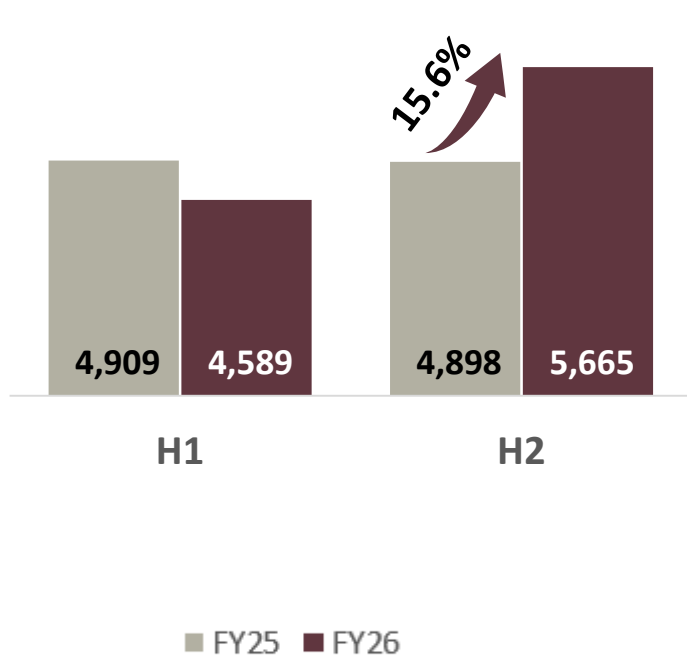


- Strong network expansion in FY26; Added net **16 restaurants** vs net 5 restaurants in FY25
- Revenue grew **4.6% YoY**, led by robust H2 **transaction growth**
- Healthy H2 momentum drove FY26 **SSSG recovery to +4.4%**
- Pre IND-AS restaurant operating margin of **~10.8%**; **recovered to 13.1% in H2**

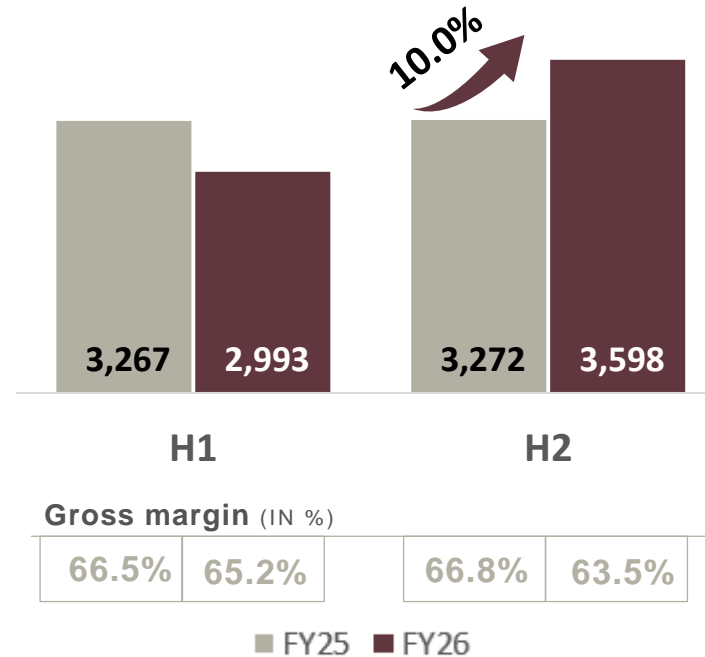
H2 marked a strong inflection in performance versus H1

28

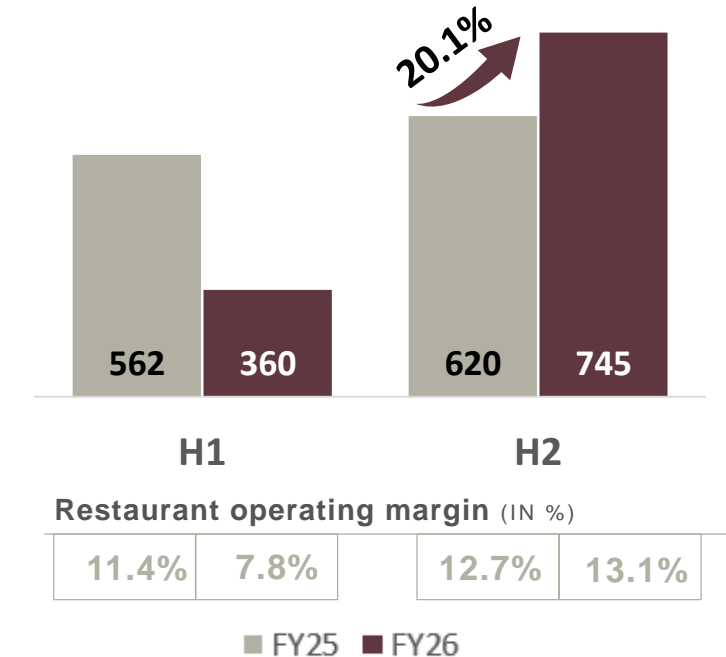
Revenue from operations (₹ mn)



Gross profit (₹ mn)



Restaurant operating margin (₹ mn)



- Robust H2 momentum with **15.6% revenue growth**, **10.0% gross profit growth** and **20.1% growth in restaurant operating profit**
- Growth driven by a sharp **volume-led recovery**
- Operating leverage led to increase in H2 restaurant margin by +40bps despite investments in gross margin & marketing spends

Strategic pivot to value driven volume growth is delivering strong results

29

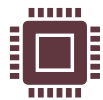
Focused interventions



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

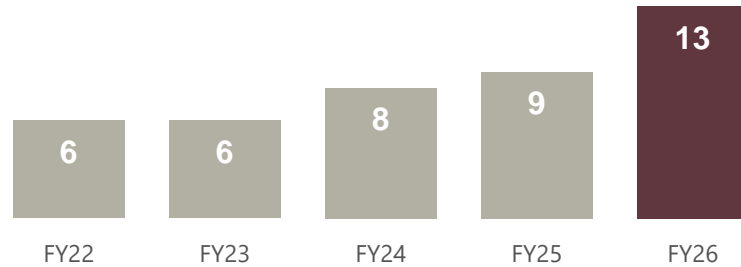
- Same store sales growth accelerates to +16.7% in Q4 vs. 8.3% in Q3
- Structural initiatives undertaken in Q2 has accelerated growth in Q3/Q4 leading to highest ever walk-ins
- Operating leverage benefit offsets investments made to drive volumes

Barbeque Nation International: high margin growth engine

30

Network

(IN #)

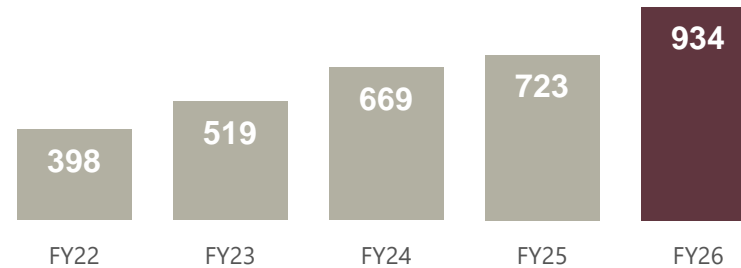


Annualized Revenue/Outlet (IN ₹ MN)



Gross Profit

(IN ₹MN)

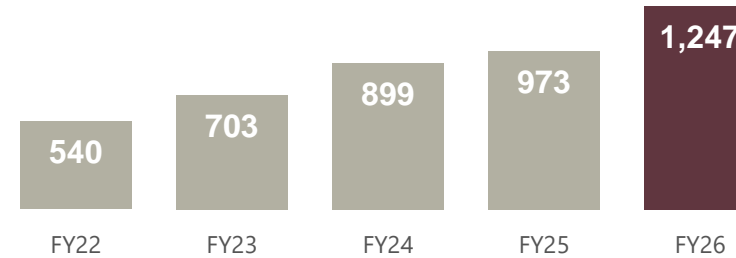


Gross Margin (IN %)



Revenue from Operations

(IN ₹MN)

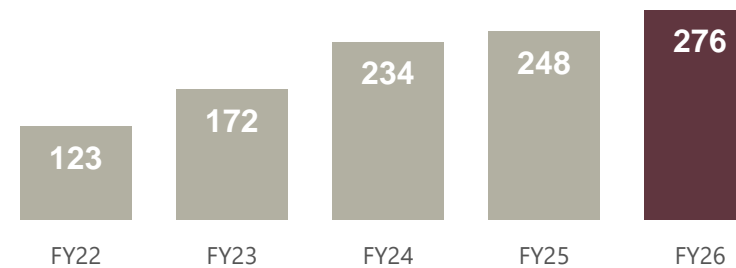


SSSG (IN %)



Pre IND-AS Restaurant Operating Margin

(IN ₹MN)



ROM (IN %)



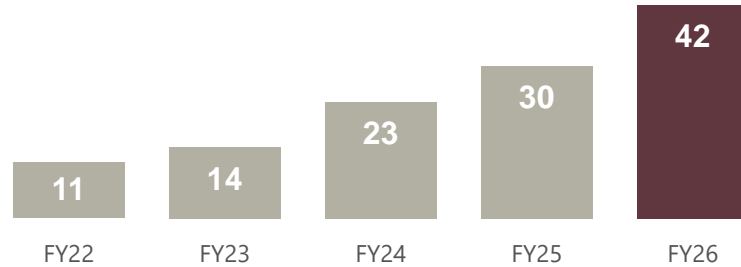
- Added **4 new restaurants** in FY26 vs 3 restaurants over last 2 years
- Revenue grew **28.2% YoY**; robust 4 year revenue CAGR of **23.3%**
- SSSG remained stable at **+7.5%**
- Gross profit increased **29.1% YoY**; robust GM% of **~75%**
- Pre-IND AS restaurant operating margin sustained at **~22.2%**; despite expansion & recent West Asia crisis

Premium CDR: sustained double digit growth with healthy margins

31

Network

(IN #)

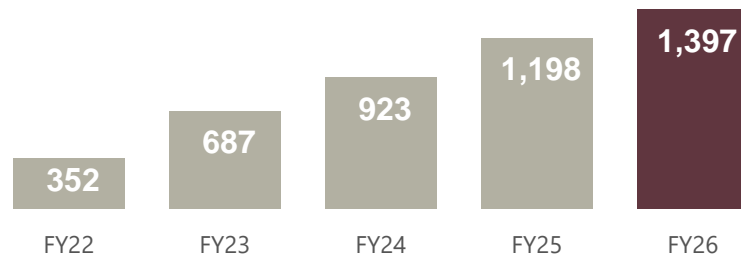


Annualized Revenue/Outlet (IN ₹ MN)



Gross Profit

(IN ₹MN)

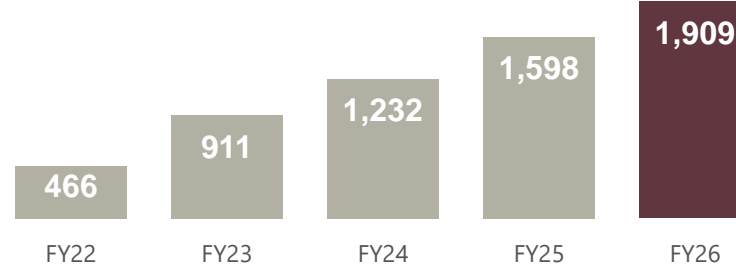


Gross Margin (IN %)



Revenue from Operations

(IN ₹MN)

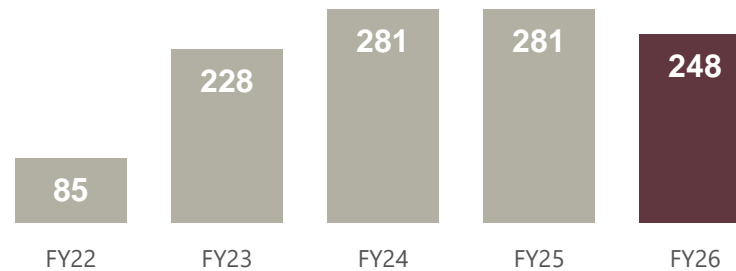


SSSG (IN %)



Pre IND-AS Restaurant Operating Margin

(IN ₹MN)



ROM (IN %)



- Added **12 new restaurants** in FY26, network expanded from **14 in FY23 to 42 in FY26 (3X growth over 3 years)**
- Revenue grew **19.4% YoY**; robust 4 year revenue CAGR of **42.3%**
- SSSG remained stable at **+5.2%**
- Gross profit increased **16.6% YoY**; Sustained GM of **~73%**
- Pre-IND AS restaurant operating margin at **~13%**; Matured portfolio continued to report 20.1%

Consolidated P&L

PARTICULARS (₹ Mn)	H2 FY26	H2 FY25	Y-o-Y Gr%	FY26	FY25	Y-o-Y Gr%
REVENUE FROM OPERATIONS	7,370	6,217	18.5%	13,387	12,330	8.6%
COST OF FOOD AND BEVERAGES CONSUMED	2,510	1,967	27.6%	4,498	3,919	14.8%
EMPLOYEE RELATED EXPENSES	1,739	1,475	17.9%	3,230	2,967	8.9%
OCCUPANCY AND OTHER EXPENSES	2,028	1,627	24.6%	3,729	3,332	11.9%
OPERATING EBITDA	1,093	1,148	(4.8)%	1,930	2,113	(8.7)%
OPERATING EBITDA %	14.8%	18.5%		14.4%	17.1%	
OTHER INCOME	48	89	(46.1)%	148	158	(6.3)%
FINANCE COST	453	404	12.1%	860	779	10.4%
DEPRECIATION AND AMORTISATION	968	951	1.8%	1,900	1,765	7.6%
PROFIT BEFORE TAX	(282)	(118)		(683)	(272)	
TAX EXPENSE	(54)	39		(64)	(1)	
PROFIT/(LOSS) AFTER TAX	(228)	(155)		(619)	(270)	
<i>PROFIT/(LOSS) AFTER TAX %</i>	<i>(3.1)%</i>	<i>(2.5)%</i>		<i>(4.6)%</i>	<i>(2.2)%</i>	
ADJUSTED PROFITABILITY*						
ADJUSTED OPERATING EBITDA	560	529	5.9%	729	906	(19.5)%
<i>ADJUSTED OPERATING EBITDA%</i>	<i>7.6%</i>	<i>8.5%</i>		<i>5.5%</i>	<i>7.4%</i>	
Cash Profit	443	459	(3.5)%	572	790	(27.6)%
<i>Cash Profit %</i>	<i>6.0%</i>	<i>7.4%</i>		<i>4.3%</i>	<i>6.4%</i>	
Adjusted PAT	-	(26)		(289)	(31)	
<i>Adjusted PAT%</i>	<i>-</i>	<i>(0.4)%</i>		<i>(2.2)%</i>	<i>(0.3)%</i>	

*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

34

Name & Role	Education	Tenure with UFBL	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 LLC, 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

<p>Abhay Chaudhari Chairman & Independent director</p>	<p>Revathy Ashok Independent director</p>	<p>Tharun Khanna Independent director</p>	<p>Kayum Dhanani Managing director</p>	<p>Raof Dhanani Non executive director</p>	<p>Suchitra Dhanani Non executive director</p>	<p>Azhar Dhanani Non executive director</p>	<p>Rahul Agrawal CEO & whole-time director</p>

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

C indicates Chairman of the Committee

Awards & accolades

- Ranked among India’s Best Companies to Work For 2025 by The Economic Times & Great Place to Work® (Ranked #14).
- Recognized as ‘**Best BBQ Restaurant in West India**’ at the Food Connoisseurs India Awards (8th 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.
- Recognized Salt as ‘**Favorite Indian restaurant**’ at the Peaklife Gourmet Awards 2025– Noida & Delhi.
- Recognized Salt as ‘**Debutant restaurant of the year, Pune**’ at the Restaurant Awards India 2025



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



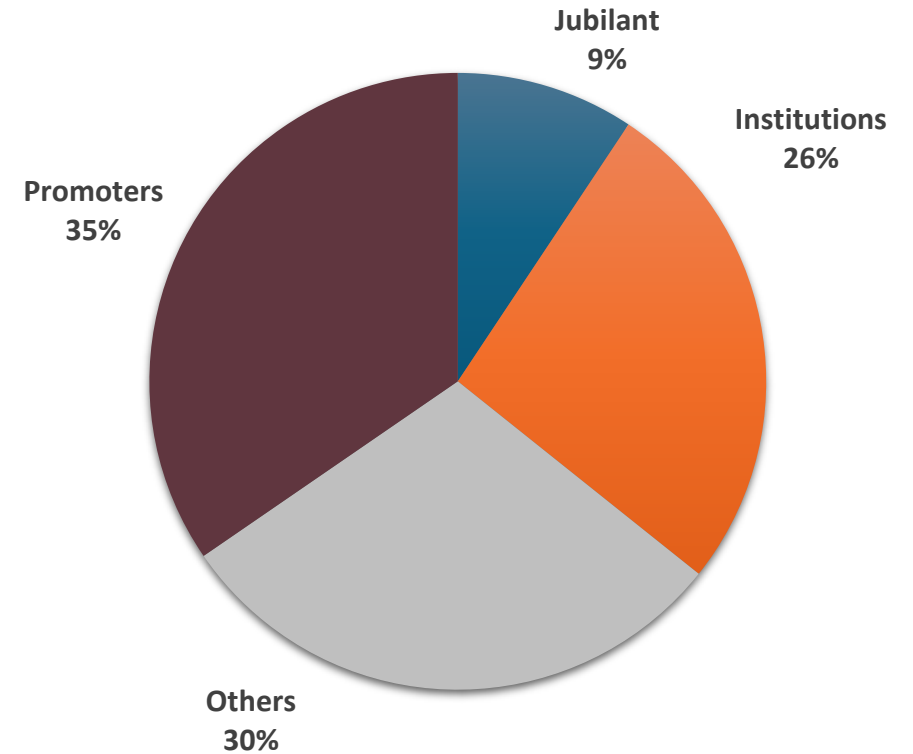
- **Capability development:** Structured career progression framework, LMS-led learning ecosystem and Leadership Academy supporting frontline and managerial talent development
- **Diversity & inclusion:** Women represented at both Board and KMP levels, with focused initiatives driving significant improvement 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 March 31, 2026
Promoters	34.6%
Jubilant Foodworks	9.3%
Institutional investors	26.4%
Others	29.7%
Total	100%





United Food.brands



For further information, please contact:

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Head of Investor Relations
Investors@ufbl.in



Sumeet Khaitan
sumeet.khaitan@in.mpms.mufg.com
Meeting Request [Link](#)

