United Foodbrands

Date: August 4, 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: Earnings Presentation on Un-Audited Financial Results of the Company for the Quarter ended June 30, 2026

Pursuant to Regulations 30(6) and 46(2)(oa) read with Para A of Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby enclose the Earnings Presentation on Un-Audited Financial Results of the Company for the quarter ended June 30, 2026, which has been prepared in connection with the Earnings Conference Call scheduled to be held today, i.e., Tuesday, August 4, 2026 at 05:00 PM (IST).

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

This is for your information and records.

Thanking you.

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

NAGAMANI CHIKKONDIHALLI YEKAMBARESWARA
Digitally signed by NAGAMANI CHIKKONDIHALLI YEKAMBARESWARA
Date: 2026.08.04 12:55:09 +05'30'

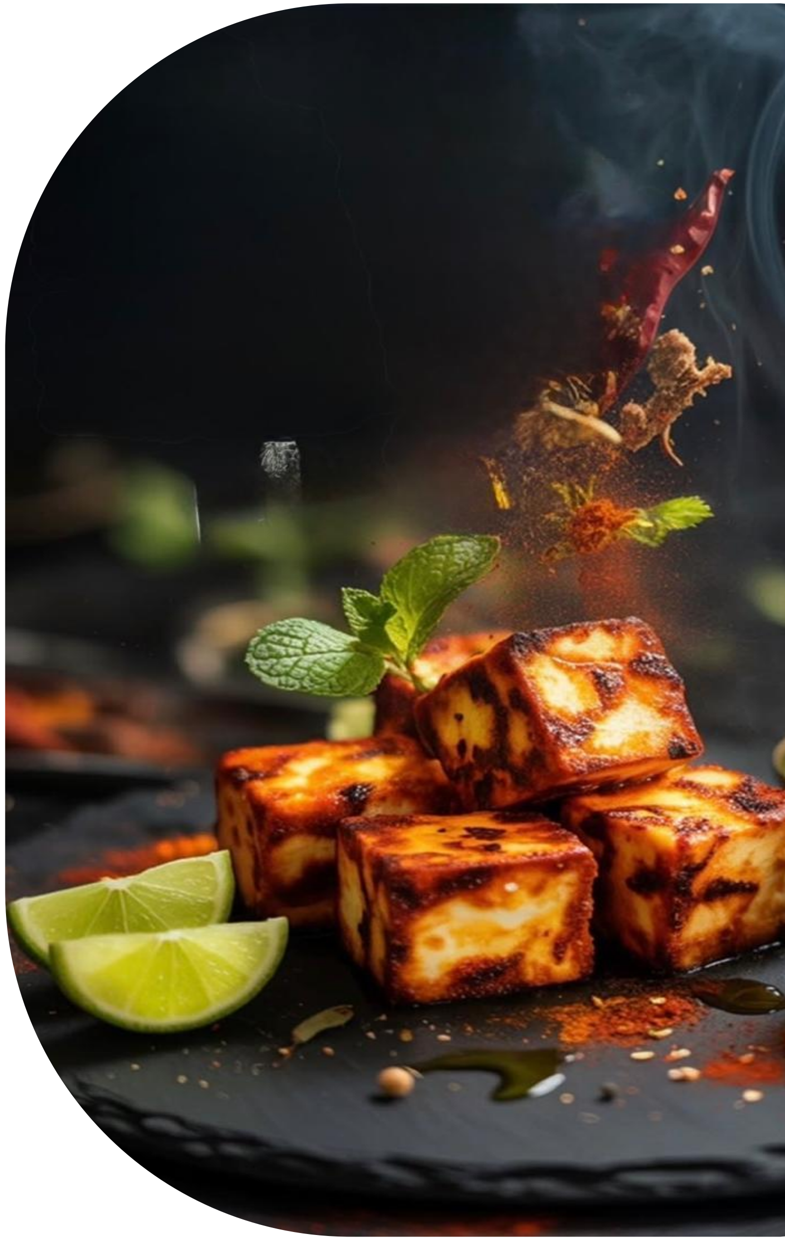
Nagamani C Y
Company Secretary & Compliance Officer
M. No.: A27475

Encl.: *As above*

Earnings Presentation

Q1 FY27

United Foodbrands



Disclaimer

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

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

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

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

Q1 FY27 - Key highlights

Strong SSSG & revenue growth

- Q1 consolidated SSSG at +28.7%
- Q1 FY27 revenue of ₹ 4,259 million; Y-o-Y growth of 43.4%
- Y-o-Y revenue growth of 43.4% in BBQ India; 46.6% in BBQ International and 36.2% in Premium CDR

Driven by transaction growth

- Consolidated dine-in volumes grew +63.5% with strong growth across all business segments
- Y-o-Y dine-in volume growth of 68.6% in BBQ India; 45.2% in International and 39.6% in Premium CDR
- >65% BBQ India dine-in transaction routed through own digital channels (vs 60.1% in Q4FY26)

Increased operating profit

- Y-o-Y growth of 81.6% in Pre INDAS restaurant operating profit (margin at 14.6%)
- Pre Ind AS restaurant operating margin of 16.2% in the matured portfolio (+290bps vs. 13.3% last year)
- Adjusted operating EBIDTA# grew 2.5x Y-o-Y in Q1FY27; margin expanded from 4.6% to 8.1%

New store expansion on track

- Launched 5 new restaurants in Q1 FY27; total network of 266 restaurants
- Restaurants expansion across all 3 segments; 3 in BBQ India, 1 in BBQ International & 1 in Premium CDR
- On track to reach 300+ restaurants by FY27 and plan to achieve 400-425 restaurants by FY30

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

United Foodbrands

Robust operating performance driven by volume growth

	Q1 FY27 (Y-o-Y)
Same store sales growth	+28.7%
Dine-in volume growth	+63.5%
Delivery revenue growth	+61.9%
Restaurant count (#) (5 new restaurants added in Q1FY27)	266

	Q1 FY27 (₹ Mn)	Y-o-Y
Operating Revenue	4,259	+43.4% ⬆
Gross Profit	2,801	+39.4% ⬆
Restaurant Operating Profit (Pre IND AS)	621	+81.6% ⬆
Adjusted Operating EBITDA* (Pre IND AS)	343	+152.3% ⬆

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

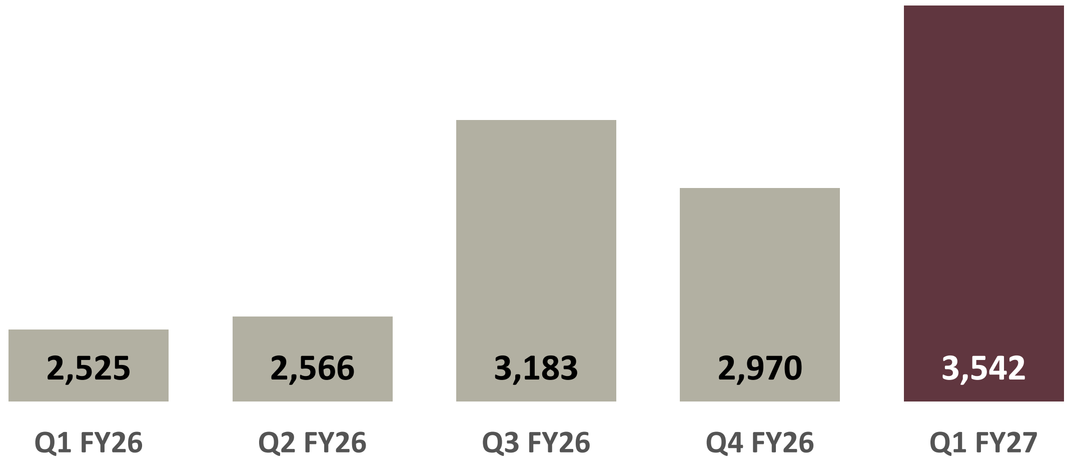
Strong performance across segments

Q1 FY26 (Y-o-Y growth)	BBQ India	International	Premium CDR	Consolidated
Same store sales growth	+33.5%	+8.5%	+13.6%	+28.7%
Operating revenue	+43.4%	+46.6%	+36.2%	+43.4%
Dine-in volume growth	+68.6%	+45.2%	+39.6%	+63.5%

Strong growth across channels

Dine-in

40.3% Y-o-Y Revenue growth

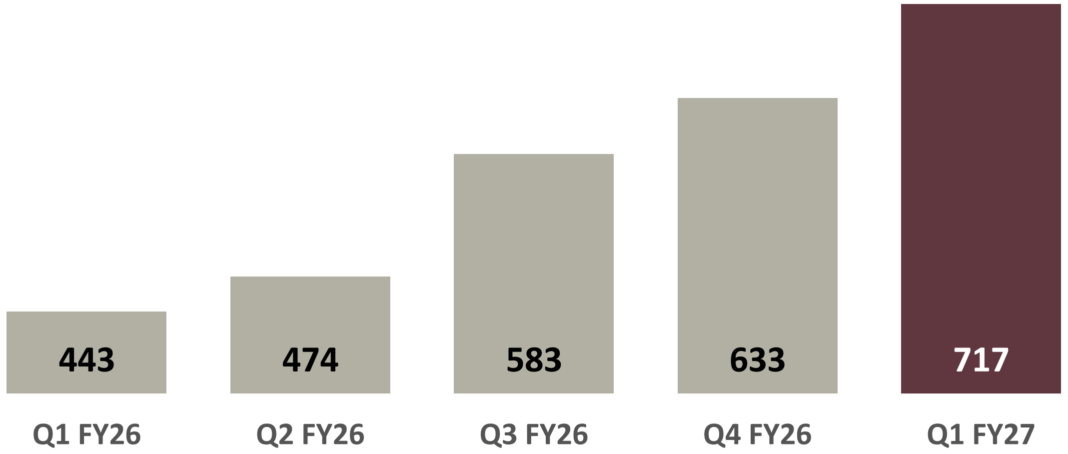


Share of business (IN %)

85.1%	84.4%	84.5%	82.5%	**83.2%**

Delivery

61.9% Y-o-Y Revenue growth



Share of business (IN %)

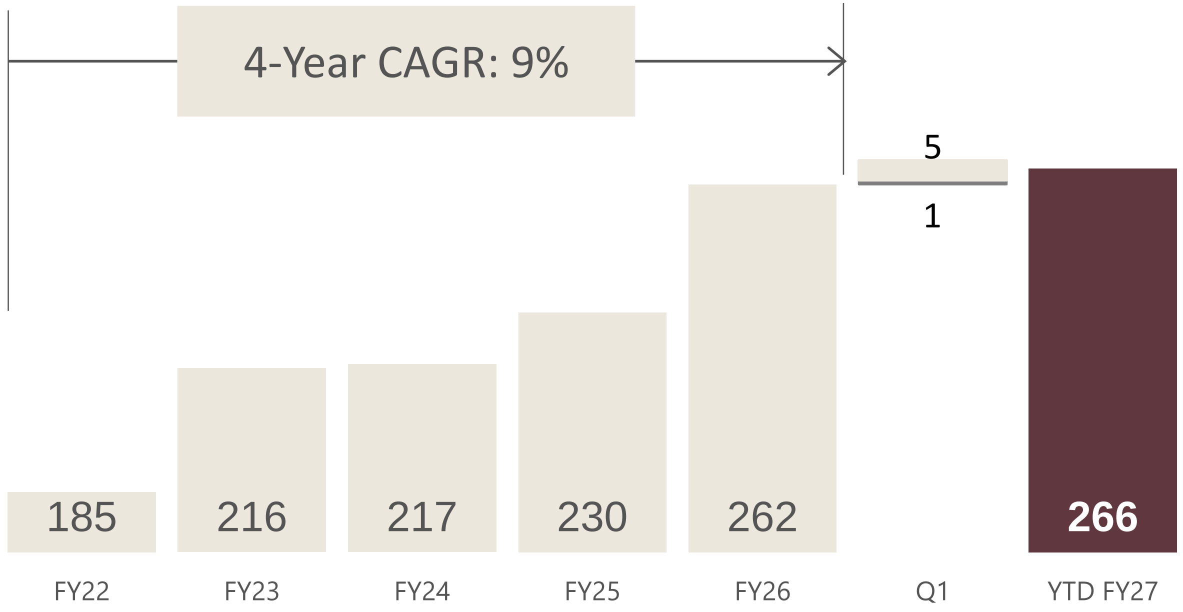
14.9%	15.6%	15.5%	17.5%	**16.8%**

- 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

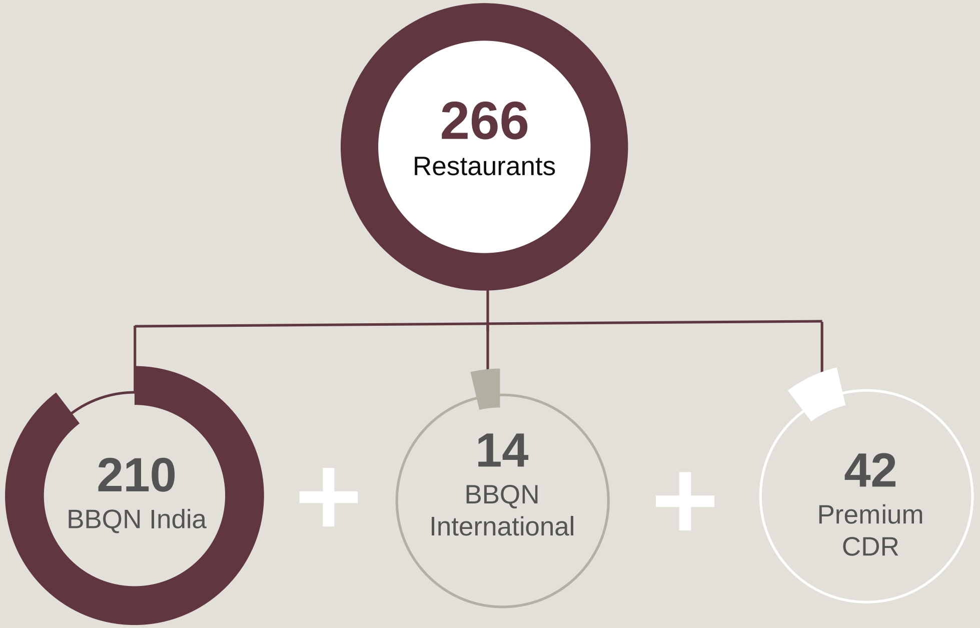
Network expansion: Added 5 new restaurants in Q1 FY27

Expansion of Restaurant Network



- **5 restaurants** are opened in Q1 FY27; 1 closure.
- **15 restaurants** currently under construction; to be operational in Q2/Q3 FY27
- On track to reach **300+ restaurants by FY27** and plan to achieve **400-425** restaurants by FY30

Restaurant Composition



PRESENCE	Mar-26	Jun-26
METROS & TIER I	207	211
TIER II & III CITIES	55	55
TOTAL NETWORK	262	266

New restaurant launches in Q1FY27

Inorbit Malad, Mumbai (Barbeque Nation)

Inorbit Malad, Mumbai (Salt)

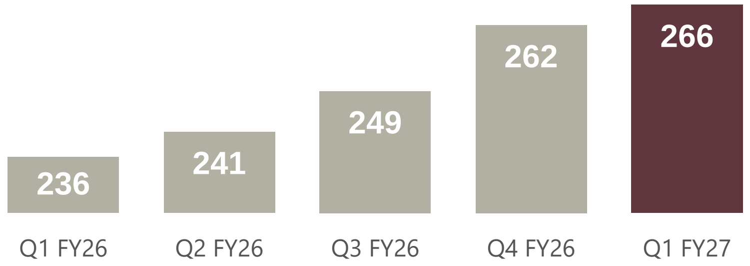
MGF Metropolitan mall, Gurgaon (Barbeque Nation)

Sahara centre, Sharjah (Barbeque Nation)

Creating memorable guest experiences through modern, vibrant spaces

Consolidated quarterly performance

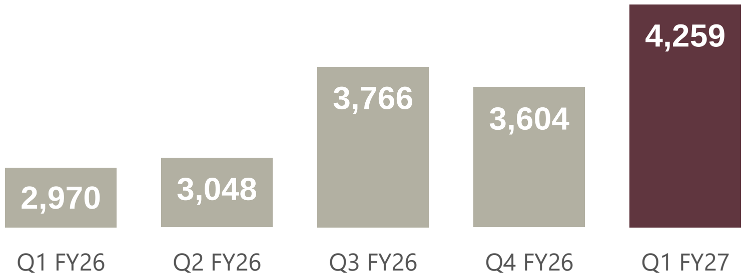
Network
(IN #)



Annualized Revenue/Outlet (IN ₹ Mn)

54	54	64	60	**66**

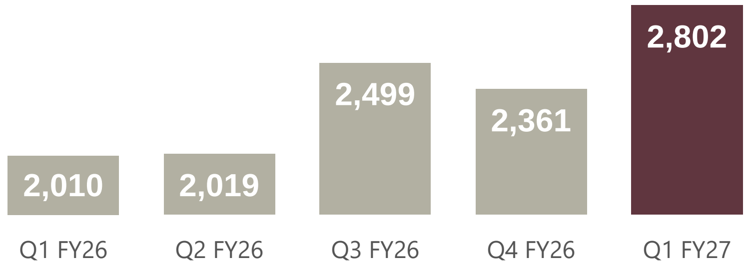
Revenue from Operations
(IN ₹MN)



SSSG (IN %)

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

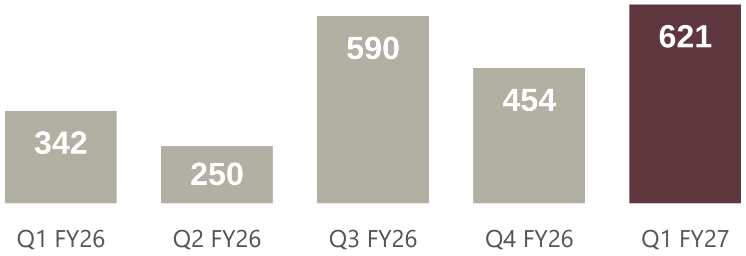
Gross Profit
(IN ₹MN)



Gross Margin (IN %)

67.7%	66.2%	66.4%	65.5%	**65.8%**

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



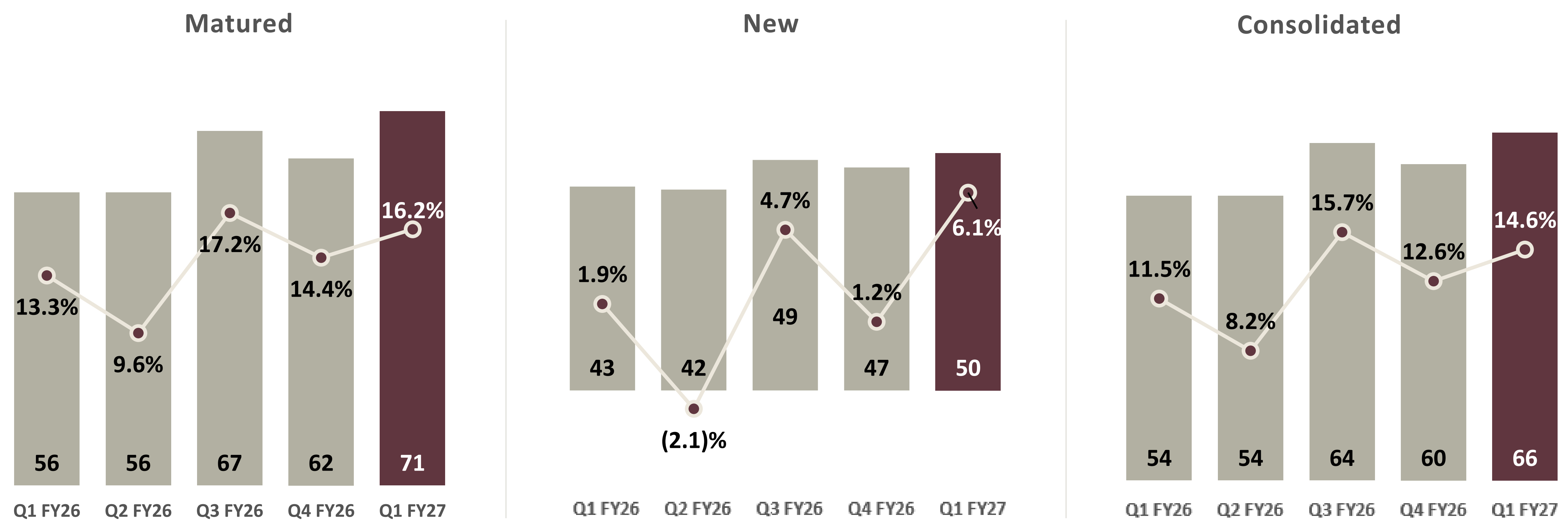
ROM (IN %)

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)

Mature portfolio delivered strong unit economics

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

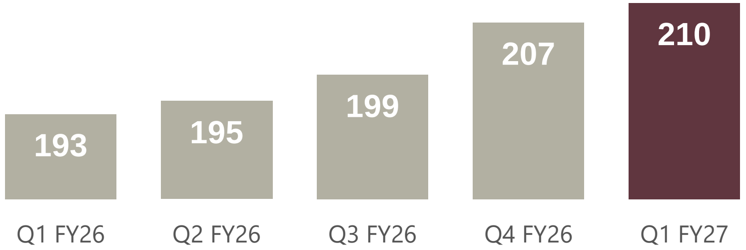


- Matured restaurants generated annualized revenue of ₹71 million per restaurant with 16.2% operating margins
- Improved new-store margin profile is accelerating payback
- Strong portfolio economics, with average annualized revenue of ₹66 million per restaurant and consolidated operating margins of 14.6%

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

Barbeque Nation India quarterly performance

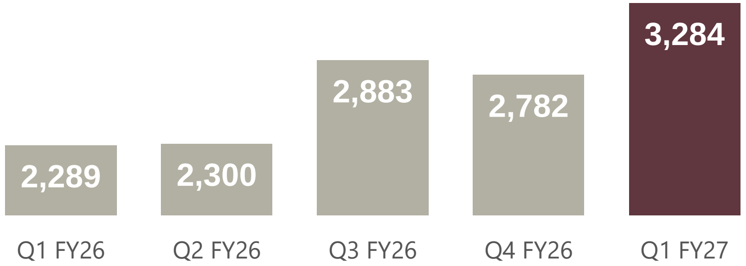
Network
(IN #)



Annualized Revenue/Outlet (IN ₹ Mn)

Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27
50	50	61	58	**65**

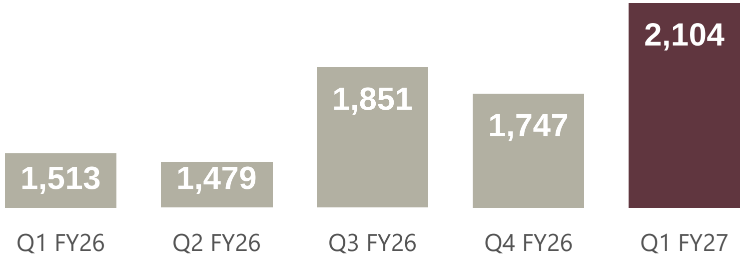
Revenue from Operations
(IN ₹MN)



SSSG (IN %)

Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27
(5.2)%	(4.3)%	+8.3%	+16.7%	**+33.5%**

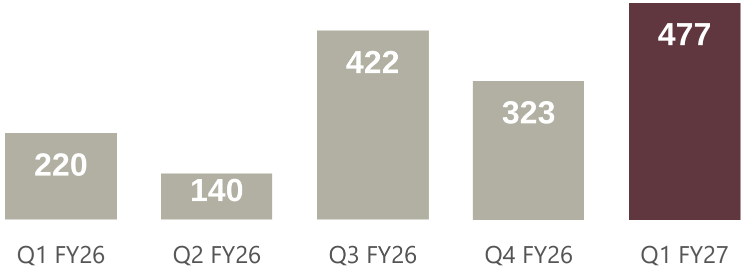
Gross Profit
(IN ₹MN)



Gross Margin (IN %)

Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27
66.1%	64.3%	64.2%	62.8%	**64.1%**

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



ROM (IN %)

Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27
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

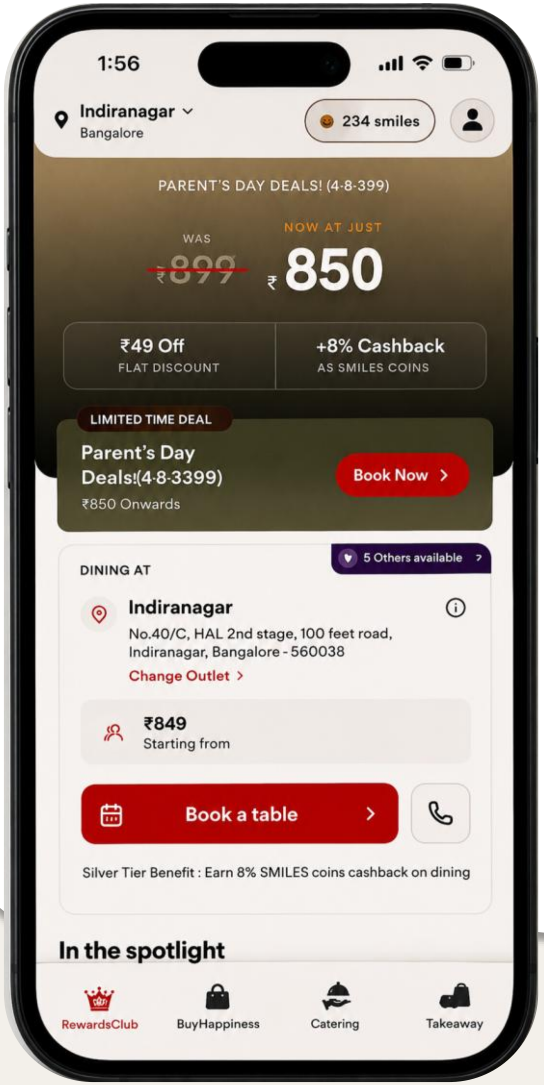
- Targeted value campaigns to drive higher throughput across daypart, sessions and trade areas
- A&P spends increased to 3% of revenue to ensure higher reach of these campaigns/initiatives
- Use of own digital asset to drive higher conversions & transaction growth

Continued strong execution delivering superior guest experience

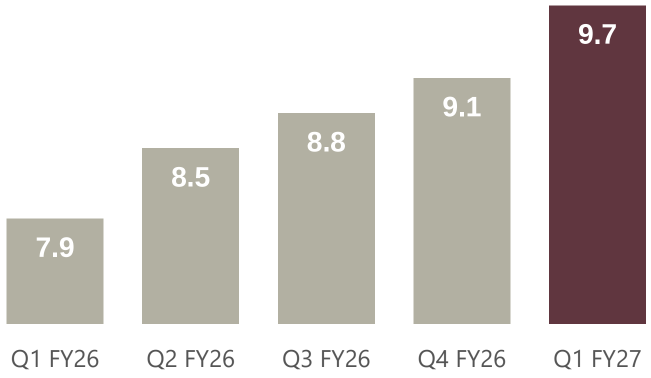
Outcome

- 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

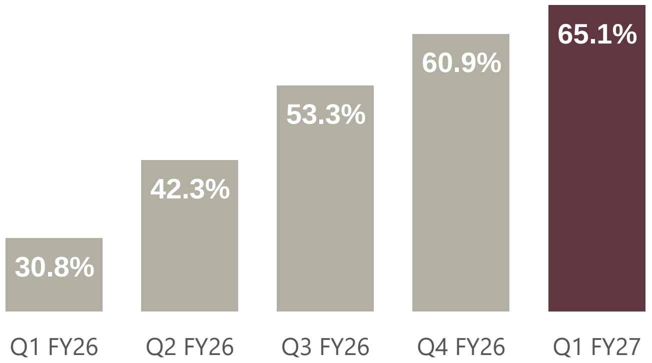
Strengthening the captive digital ecosystem



Cumulative App Downloads
(IN ₹ MN)

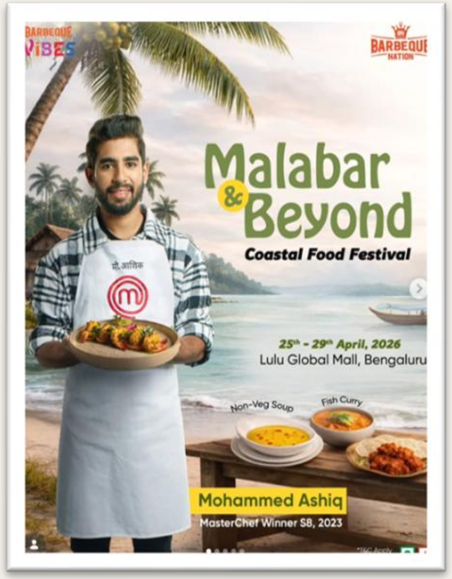


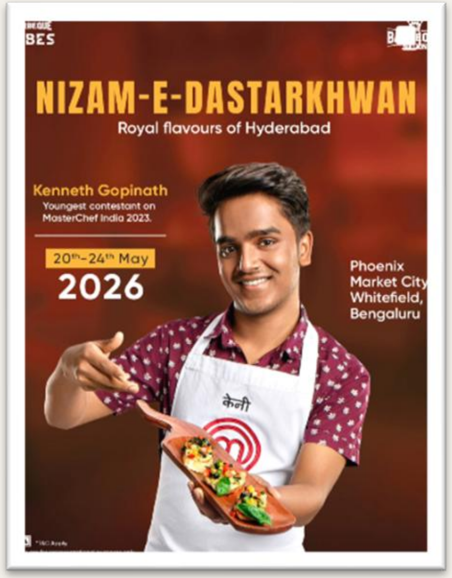
Dine-in Transactions – Own Digital Channels
(IN %)

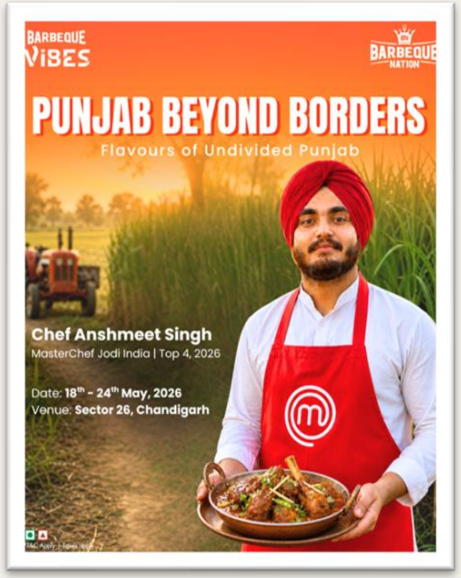


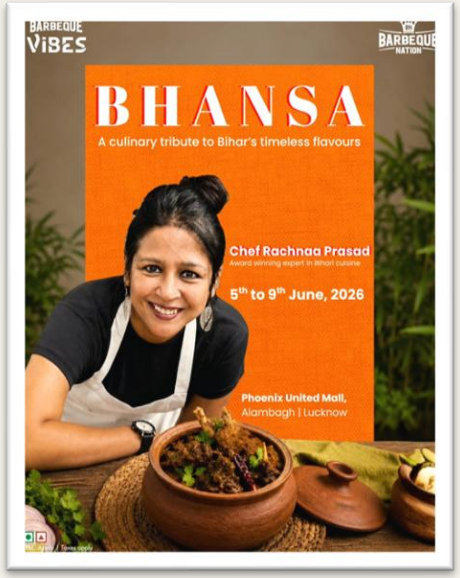
- Strong digital engagement with **~1.4 Mn monthly active users** across owned digital platforms (**Y-o-Y growth of 59.6%**)
- Strengthened use of own digital assets to drive higher conversions
- **Captive channels drive ~90% of dine-in transactions** - deepening guest engagement, enhancing economics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

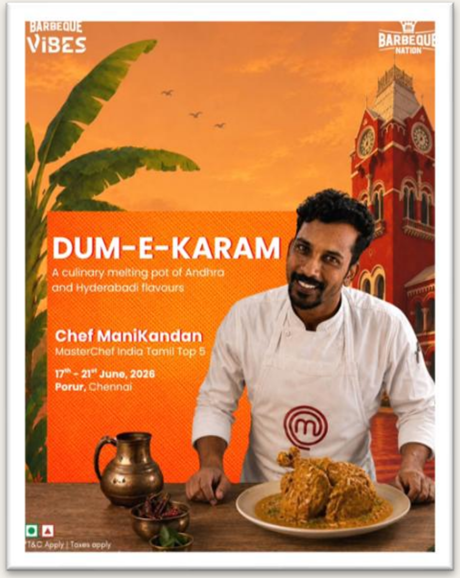
Curating themed events to enhance guest engagement

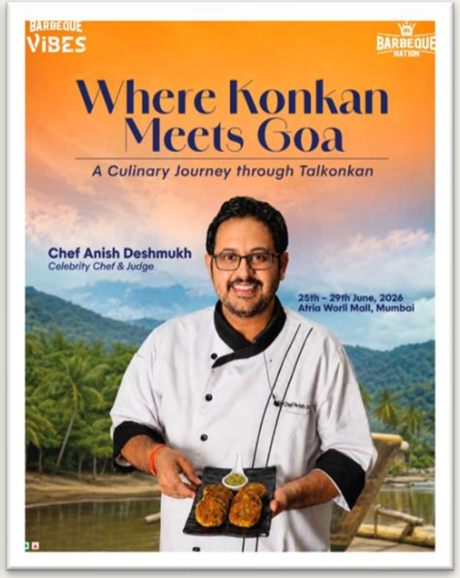




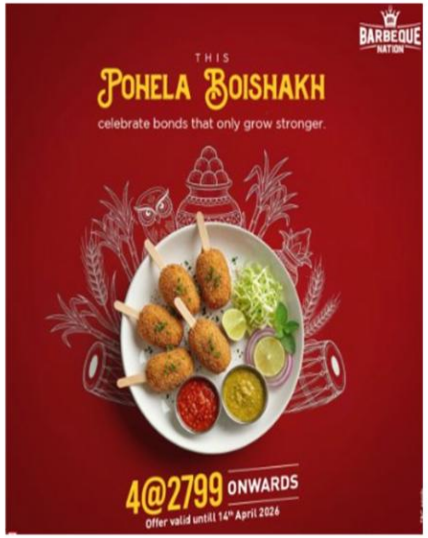


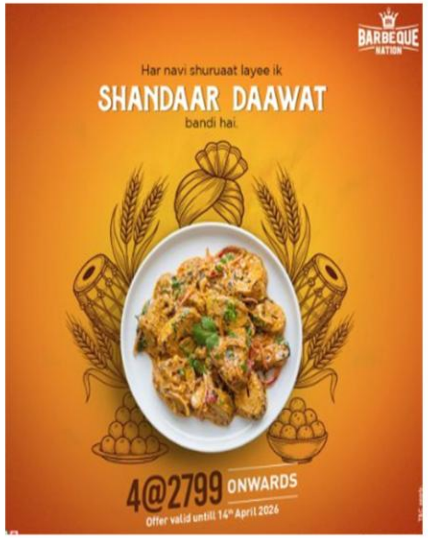


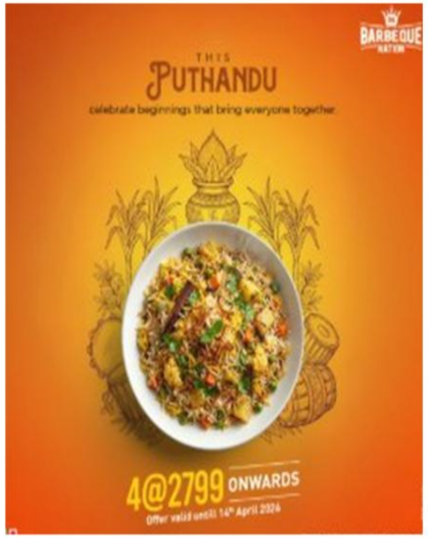


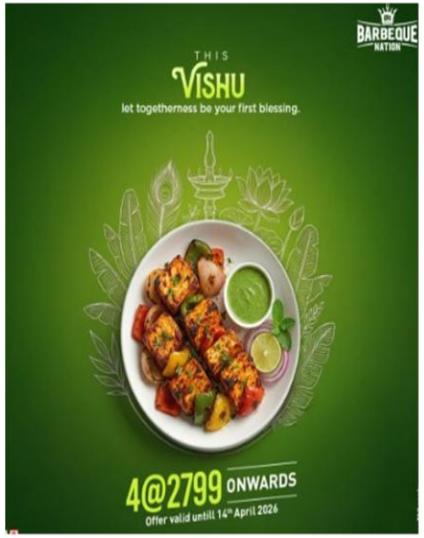


Occasion driven customized value offers



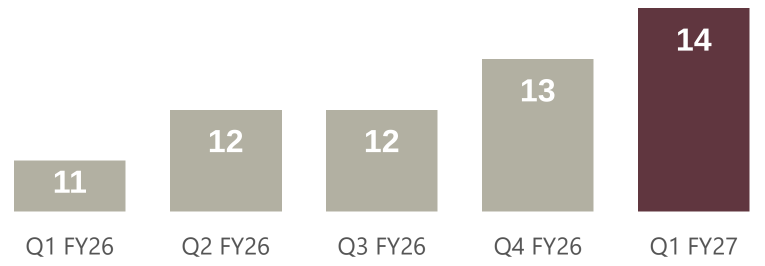






International: Resilient performance amid macro headwinds

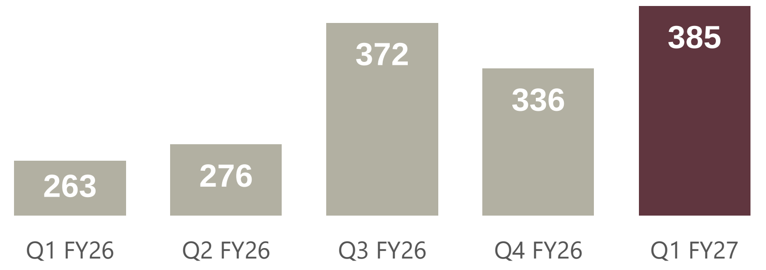
Network
(IN #)



Annualized Revenue/Outlet (IN ₹ MN)

105	105	123	122	119

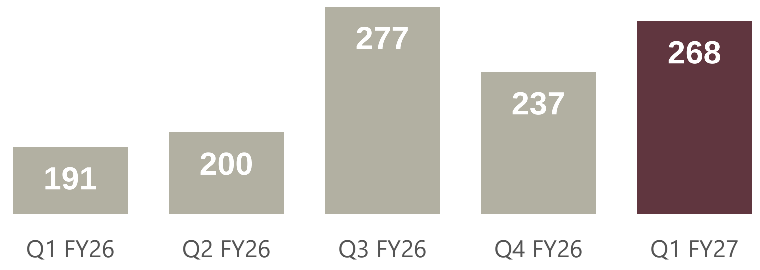
Revenue from Operations
(IN ₹MN)



SSSG (IN %)

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

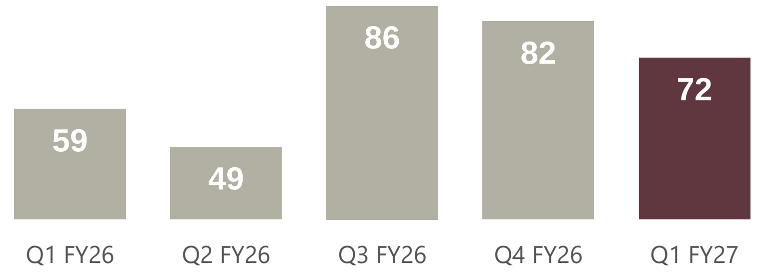
Gross Profit
(IN ₹MN)



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%

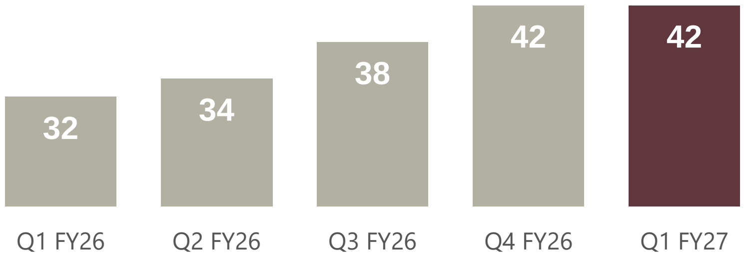
BARBEQUE NATION

- **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

Guest engagement in Barbeque Nation International

Premium CDR: Strong and consistent performance

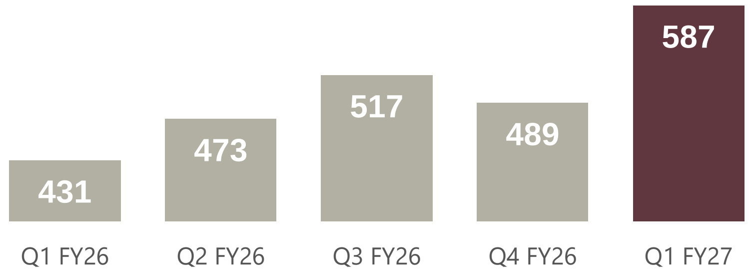
Network
(IN #)



Annualized Revenue/Outlet (IN ₹ MN)

Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27
57	60	64	56	59

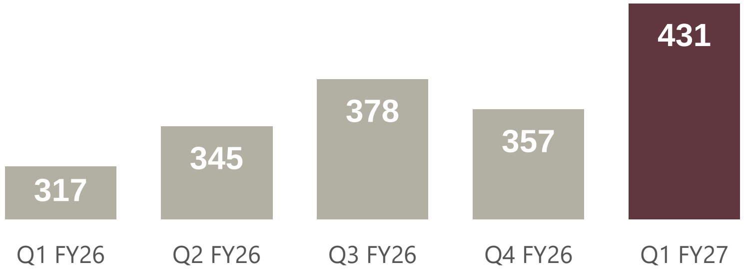
Revenue from Operations
(IN ₹MN)



SSSG (IN %)

Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27
(1.6)%	+5.3%	+9.4%	+7.0%	+13.6%

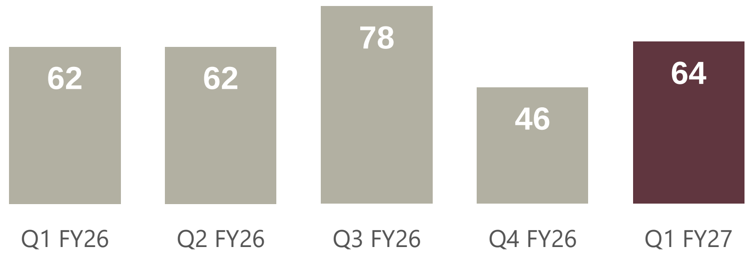
Gross Profit
(IN ₹MN)



Gross Margin (IN %)

Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27
73.6%	72.9%	73.1%	72.9%	73.5%

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



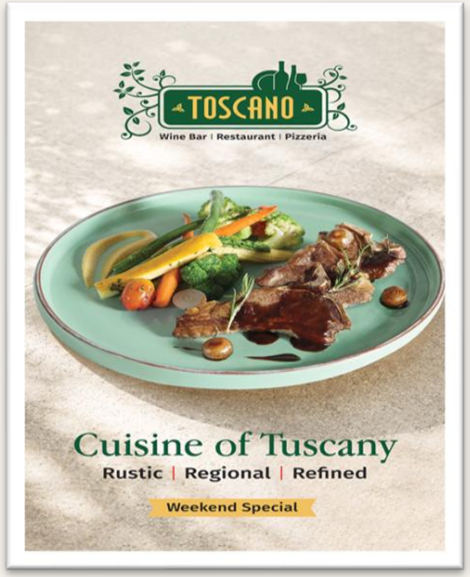
ROM (IN %)

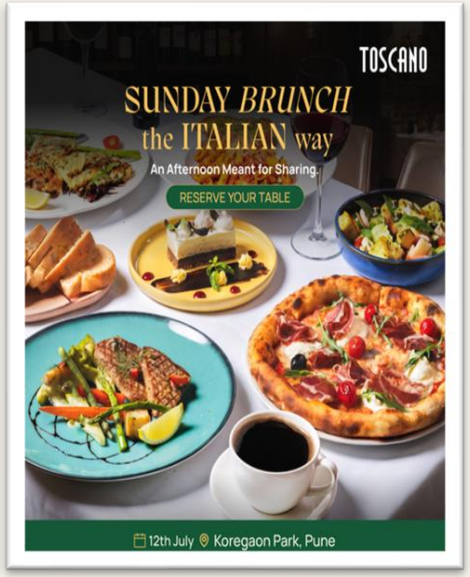
Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27
14.5%	13.0%	15.1%	9.4%	10.9%

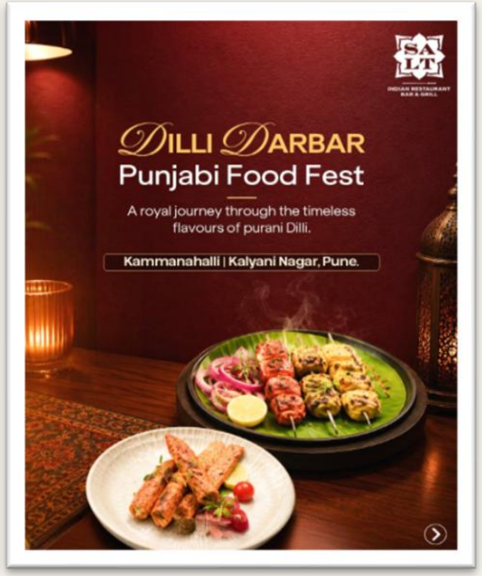
TOSCANO Wine Bar | Restaurant | Pizzeria
SALT INDIAN RESTAURANT

- 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 %**

Guest engagement activity in premium CDR







Consolidated P&L

PARTICULARS (₹ Mn)	Q1 FY27	Q1 FY26	Y-o-Y Gr%	Q4 FY26	Q-o-Q Gr%
REVENUE FROM OPERATIONS	**4,259**	**2,970**	43.4%	**3,604**	18.2%
COST OF FOOD AND BEVERAGES CONSUMED	1,457	960	51.8%	1,243	17.2%
EMPLOYEE RELATED EXPENSES	870	729	19.3%	790	10.1%
OCCUPANCY AND OTHER EXPENSES	1,234	821	50.3%	1,027	20.1%
OPERATING EBITDA	**699**	**460**	51.8%	**544**	28.4%
OPERATING EBITDA %	**16.4%**	**15.5%**		***15.1%***	
OTHER INCOME	12	19	(36.0)%	31	(59.6)%
FINANCE COST	229	200	14.5%	226	1.3%
DEPRECIATION AND AMORTISATION	457	449	1.8%	486	(5.9)%
PROFIT BEFORE TAX	**24**	**(170)**		**(138)**	
TAX EXPENSE	1	(3)		13	
PROFIT/(LOSS) AFTER TAX	**23**	**(167)**	▲190 mn	**(151)**	▲174 mn
PROFIT/(LOSS) AFTER TAX %	0.5%	*(5.6)%*		*(4.2)%*	
ADJUSTED PROFITABILIY*					
ADJUSTED OPERATING EBITDA	**343**	**136**	152.3%	**199**	72.4%
ADJUSTED OPERATING EBITDA%	8.1%	*4.6%*		*5.5%*	
Adjusted PAT	**87**	**(128)**	▲215 mn	**(93)**	▲180 mn
Adjusted PAT%	2.0%	*(4.3)%*		*(2.6)%*	

**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*

United Foodbrands

Strategic focus areas

United Foodbrands

Drive dine-in growth through a volume-led strategy

Expand network to 300+ restaurants by FY27; 400-425 by FY30

Strengthen portfolio of scalable, high-potential brands

Sustain industry-leading margins and robust cash flow generation

Building India's Leading Dining Platform

BARBEQUE NATION

Scale brand through network expansion & volume driven SSSG growth;

TOSCANO Wine Bar | Restaurant | Pizzeria

SALT PAN-INDIAN RESTAURANT BAR & GRILL

Penetrate Premium CDR brands in newer markets

DUM SAFAR BIRYANI

UBQ

omm nom nomm Luxury French Ice Cream

Grow delivery brands

United Foodbrands

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Meeting Request Link