Date: November 11, 2025

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 September 30, 2025

Pursuant to Regulations 30(6) and 46(2)(oa) read with Para A Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby enclose the Earnings Presentation on Un-Audited Financial Results of the Company for the Quarter ended September 30, 2025, which will be placed on the Company's website, for the Earnings Conference Call scheduled today, i.e., Tuesday, November 11, 2025 at 5:30 PM (IST).

The aforementioned Presentation will be placed on the Company's website at www.barbequenation.com under Investor Relations 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: 2025.11.11 13:48:42 +05'30'

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

Encl.: *As above*

Earnings Presentation

Q2 FY2026

United Foodbrands

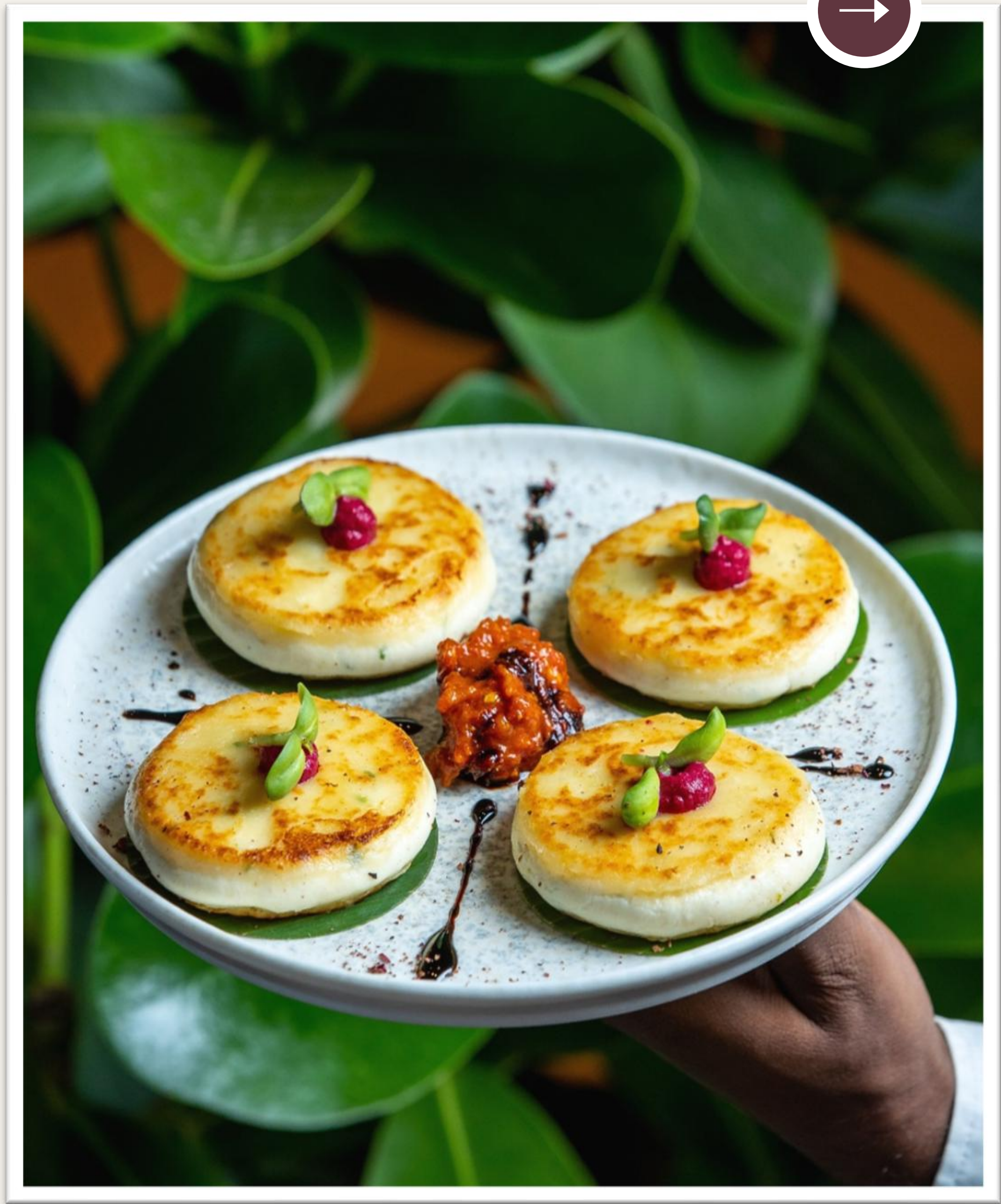
Disclaimer

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. United Foodbrands Limited 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 in 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.



Key Updates

Positive SSSG

- Q2 SSSG at +0.8% excluding 9 days of Navratri*; Q2 SSSG at (2.2)% impacted by Navratri
- 4 months (Jul-Oct'25) SSSG at +0.3%

Driven by transaction growth

- Q2 consolidated transactions grew 2.1% excluding Navratri days; flattish for Q2
- 4M (Jul-Oct'25) dine-in volumes grew ~2% & delivery transactions grew ~12%
- Barbeque Nation India transactions grew +3.7% for 4M (Jul-Oct'25)

Short term margin impact

- Gross margin moderated slightly due to culinary initiatives & value-oriented group offerings
- Increase in marketing spent by ~1.2% of sales
- Disciplined cost control; other overheads reduced by ~1.3%

New store expansion on track

- Launched 6 new restaurants in Q2
- Well placed to add 9-12 restaurants every quarter and achieve 300+ stores by FY27

**Navratri days in Q2 were during 22nd September to 30th September'25*

Q2 FY26 Key Financial Highlights

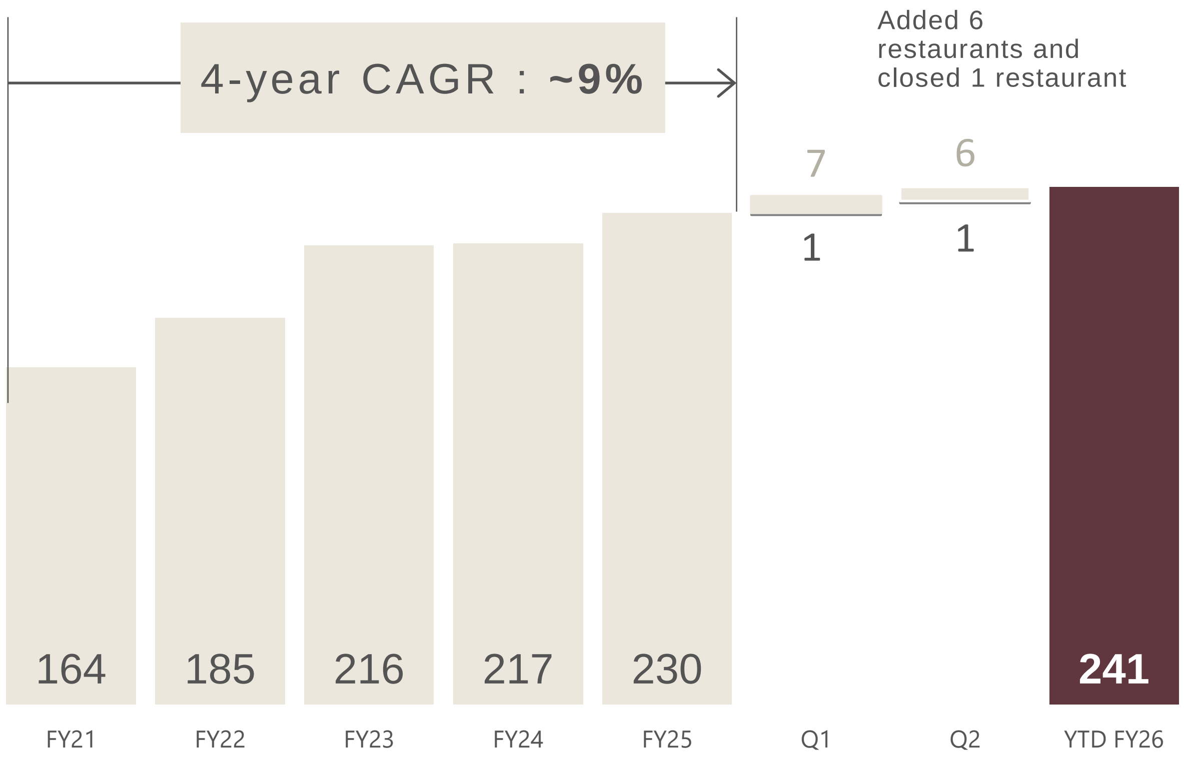
RESTAURANT NETWORK (IN #)	REVENUE FROM OPERATIONS (IN ₹ MN)	SSSG (IN %)	DINE-IN/ DELIVERY MIX
241	3,048	Pre Navaratri*: 0.8% / Q2 FY26: (2.2)%	84% / 16%
Q2 FY25: **222**	Y-o-Y: **(0.3)%**	Q2 FY25: **(2.5)%**	Q2 FY25: **85% / 15%**

GROSS PROFIT (IN ₹ MN)	OPERATING EBITDA (IN ₹ MN)	RESTAURANT OPERATING MARGIN (IN %)	ADJUSTED OPERATING EBITDA** (IN ₹ MN)
2,019	377	8.2%	33
Y-o-Y: **(3.0)%** Margin: **66.2%**	Y-o-Y: **(17.2)%** Margin: **12.4%**	Q2 FY25: **12.4%**	Y-o-Y: **(80.1)%** Margin: **1.1%**

**Pre-Navratri period is from 1st July to 21st September (i.e., excluding 9 days of Navratri)*
***Adjusted Operating EBITDA is calculated without the impact of IND AS 116, excludes other income and non-cash ESOP provisions*

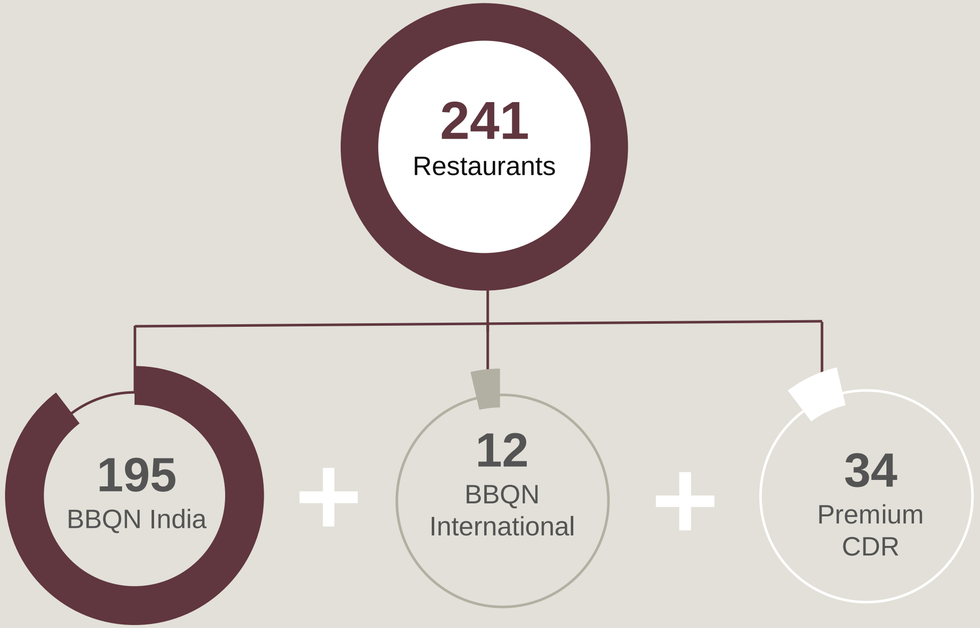
Network Expansion: Added 6 New Restaurants in Q2 FY26

Expansion of Restaurant Network



- On track to add 35 new restaurants in FY26
- **15 new restaurants** currently under construction

Restaurant Composition



PRESENCE	MAR-25	SEP-26
METROS & TIER I	180	**190**
TIER II & III CITIES	50	**51**
TOTAL NETWORK	230	**241**


Riyadh, Saudi Arabia (Barbeque Nation)


Garia, Kolkata (Barbeque Nation)

New restaurant launches in

Q2FY26

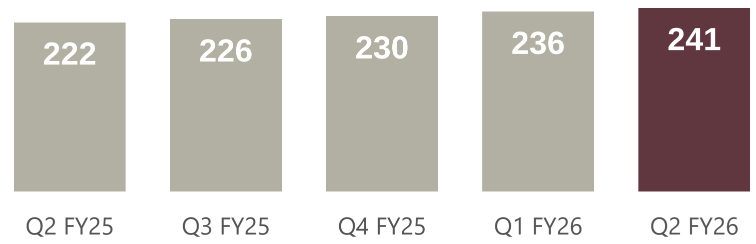

VSD, Hyderabad (Toscano)


Nikol, Ahmedabad *(*Barbeque Nation*)*

Creating memorable guest experiences through modern, vibrant spaces

Consolidated Financial Performance – Quarterly Trend

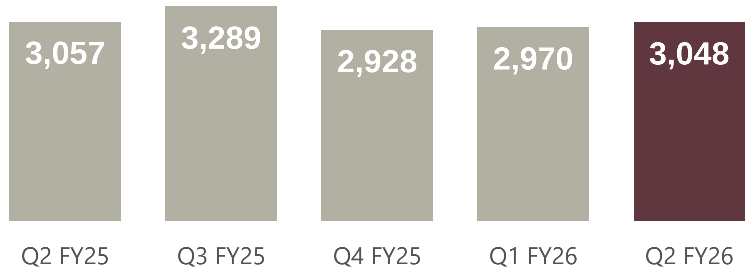
Network
(IN #)



Annualized Revenue/Restaurant (IN ₹ MN)

56	60	53	54	54

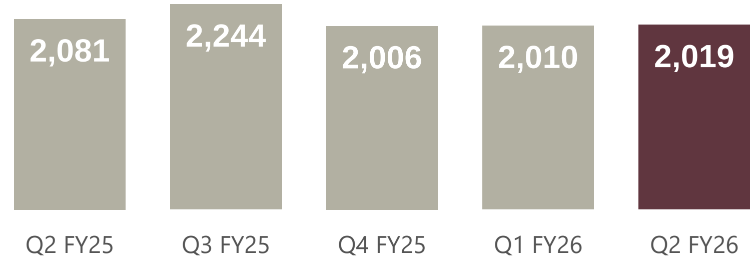
Revenue from Operations
(IN ₹ MN)



SSSG (IN %)

(2.5)%	(2.0)%	(2.0)%	(3.4)%	(2.2)%

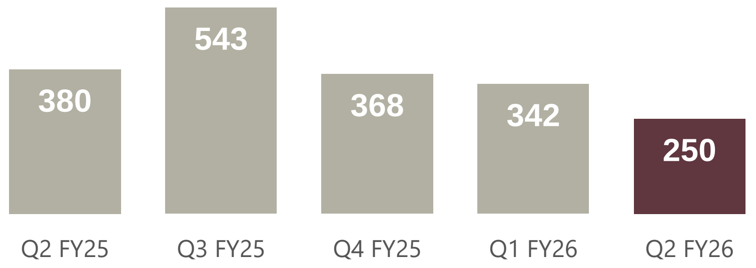
Gross Profit
(IN ₹ MN)



Gross Margin (IN %)

68.1%	68.2%	68.5%	67.7%	66.2%

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



ROM (IN %)

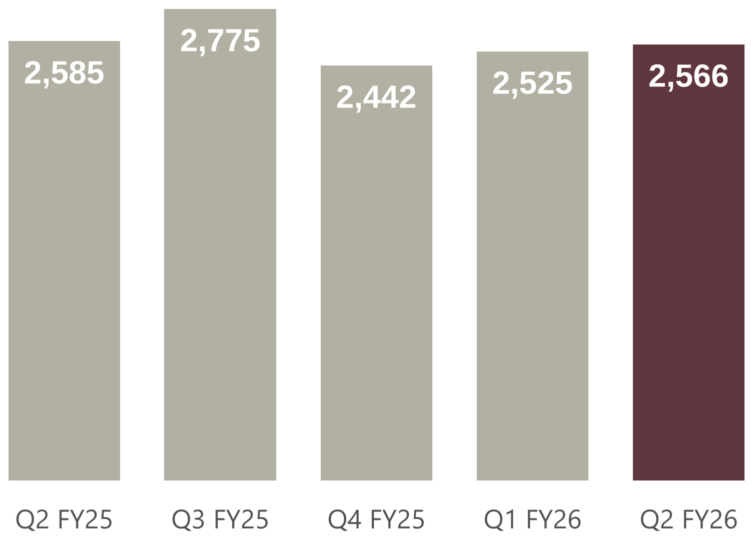
12.4%	16.5%	12.6%	11.5%	8.2%

- **Added 5 net restaurants in Q2**
- **Revenue grew 2.6% Q-o-Q;** flattish Y-o-Y
- **Q2 SSSG** at **0.8% excluding** 9 days of **Navratri***; 4 months (Jul-Oct'25) SSSG at 0.3%
- **Gross margin** moderated **slightly** due to culinary initiatives and value-oriented group offerings
- **Pre-IND AS restaurant operating margin at 8.2%**, temporarily impacted by lower gross margin, higher marketing spends and new restaurants ramp-up
- Matured restaurants continue to deliver higher profitability
- Disciplined cost control; **other overheads reduced** Y-o-Y by **~1.3%**

**Navratri days in Q2 were during 22nd September to 30th September'25*

Dine-in & Delivery Business

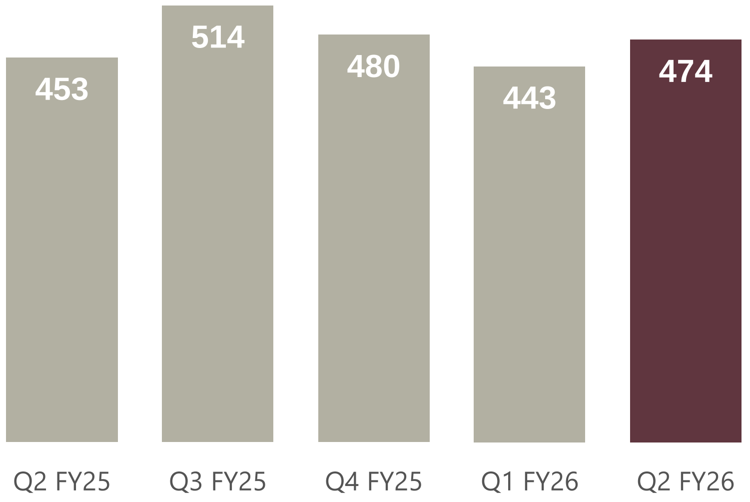
Dine – in Sales
(IN #)



Share of business (IN %)

84.6%	84.4%	83.6%	85.1%	84.4%

Delivery
(IN ₹ MN)



Share of business (IN %)

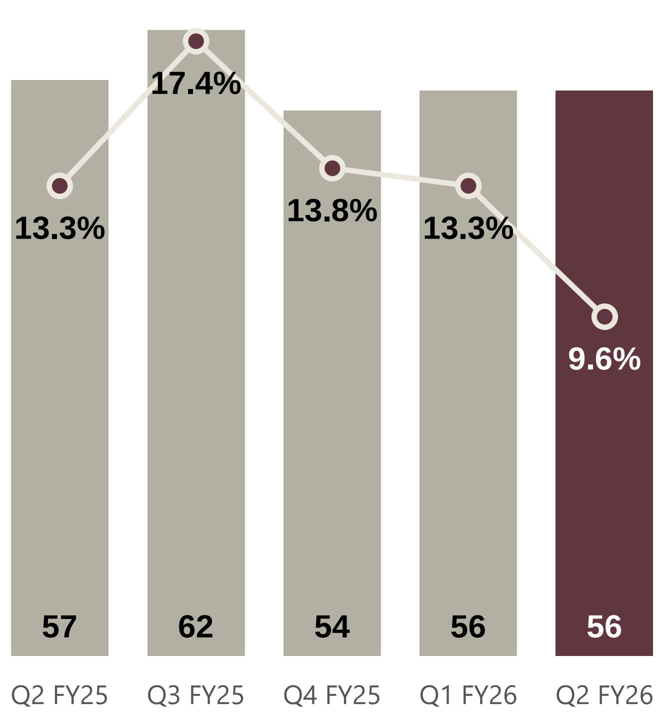
14.8%	15.6%	16.4%	14.9%	15.6%

- **Dine in business grew 1.6% Q-o-Q** and flattish Y-o-Y; **same store volume growth** was **~2%** for 4 months (Jul-Oct'25)
- **Delivery business grew 7.0% Q-o-Q** and 4.6% Y-o-Y**; same store transactions growth** was ~**12%** for 4 months (Jul-Oct'25)

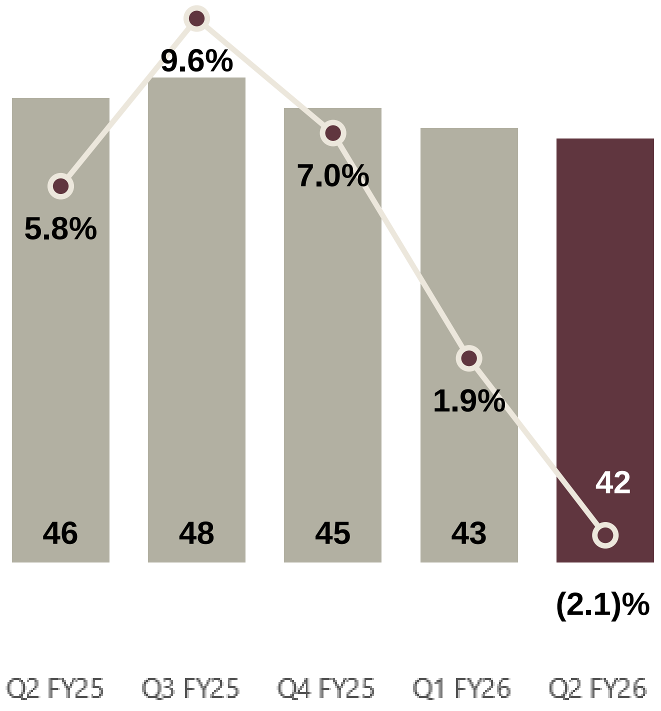
Operating Performance: Matured vs New

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

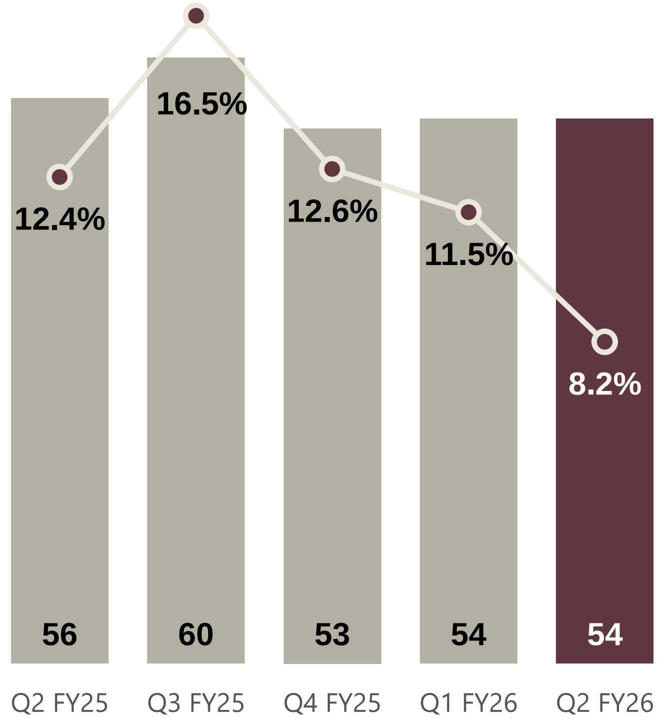
Matured



New



Consolidated



- Matured restaurants delivered strong annualized revenues of ₹ 56 mn with 9.6% operating margins

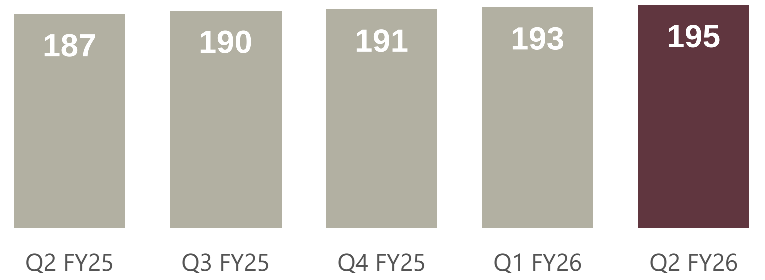
- New restaurants, still in the ramp-up phase, delivered (2.1)% operating margins
- Higher initial store opening costs in some newer metro markets in the Premium CDR segment

- Overall average revenue per restaurant was ₹ 54 mn with a Pre IND-AS restaurant operating margin of 8.2%

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

Barbeque Nation India Performance – Quarterly Trend

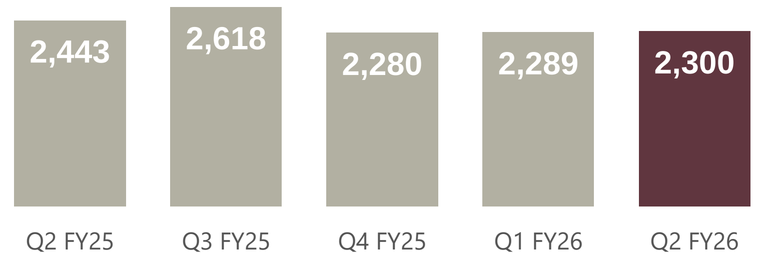
Network
(IN #)



Annualized Revenue/Restaurant (IN ₹ MN)

52	57	50	50	50

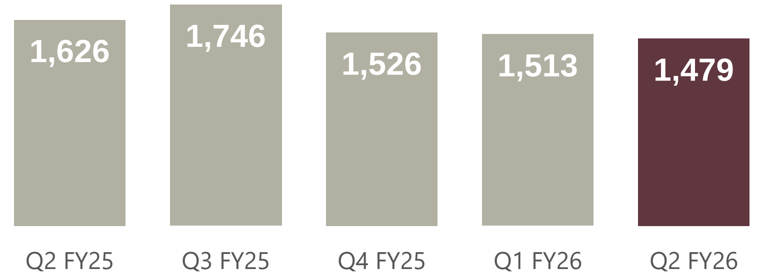
Revenue from Operations
(IN ₹ MN)



SSSG (IN %)

(3.0)%	(2.6)%	(2.9)%	(5.2)%	(4.3)%

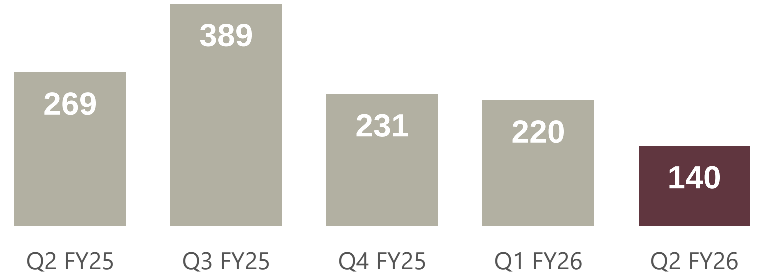
Gross Profit
(IN ₹ MN)



Gross Margin (IN %)

66.6%	66.7%	66.9%	66.1%	64.3%

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



ROM (IN %)

11.0%	14.9%	10.1%	9.6%	6.1%

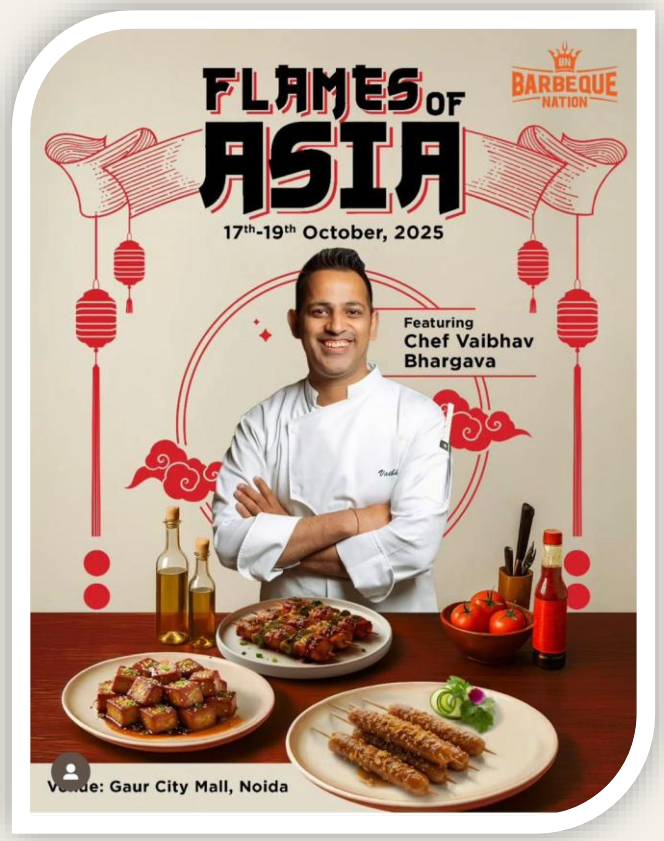
- Expanded network with a **net addition of 2 new restaurants** in Q2 FY26
- **Revenue grew 0.5% Q-o-Q**
- **Q2 SSSG at (1.1)% excluding** 9 days of **Navratri***; 4 months (Jul-Oct'25) SSSG at (1.6%)
- **Same store transaction growth** for 4M (Jul-Oct'25) is at **3.7%**
- **Gross margin** moderated **slightly** due to culinary initiatives and value-oriented group offerings
- **Pre-IND AS restaurant operating margin at 6.1%**, temporarily impacted by lower gross margin and higher marketing spend
- Disciplined cost control; **other overheads reduced** Y-o-Y by **~5.8%**

**Navratri days in Q2 were during 22nd September to 30th September'25*

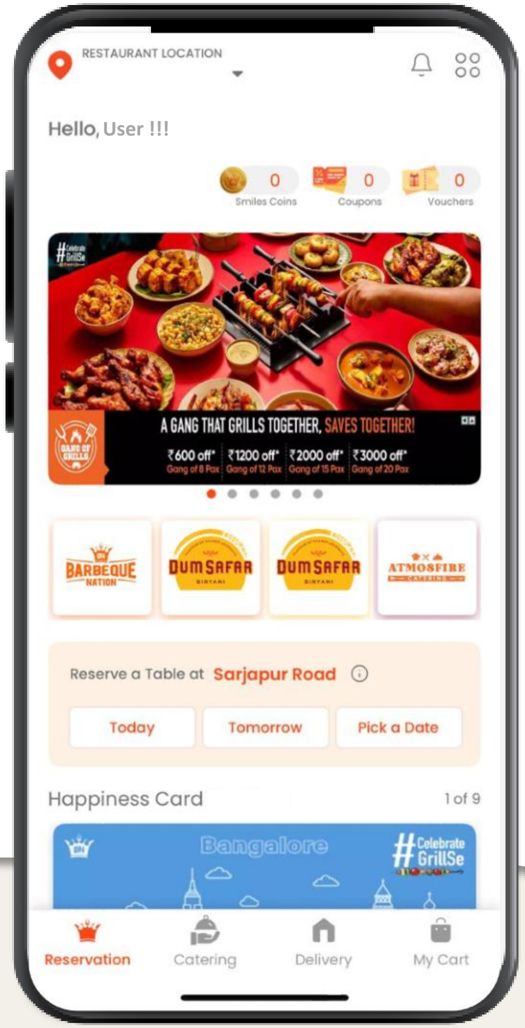
Driving Volume Growth by Leveraging Value Led Group Offers

Hosting Curated Events to Elevate Overall Guest Experience

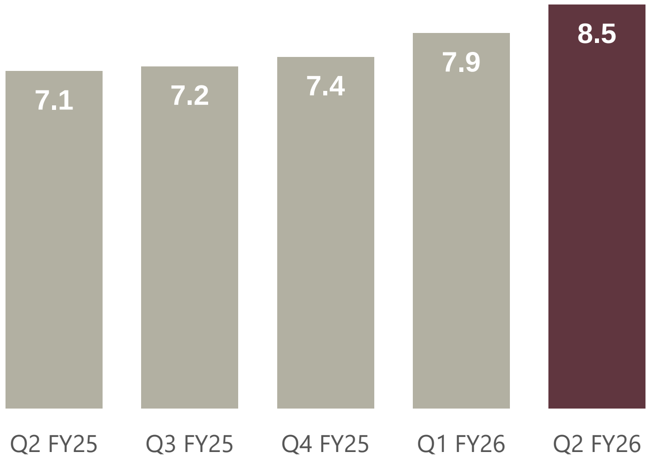
Curating Themed Food Events to Enhance Guest Engagement



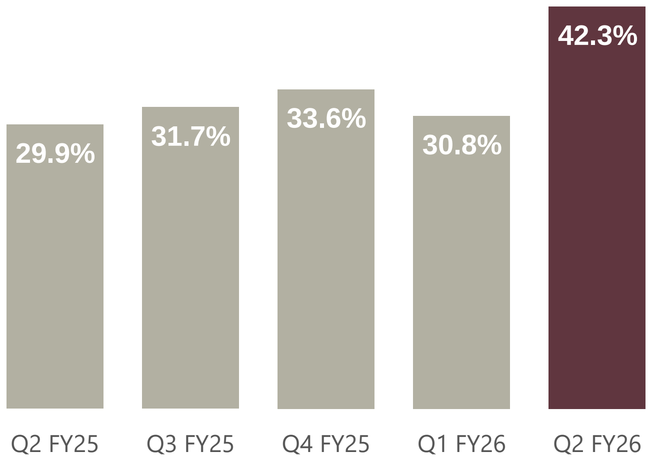
Increase in Dine-in Transactions from Own Digital Channels



Cumulative App Downloads
(IN ₹ MN)



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



Strengthened usage of pre-payments through app/web

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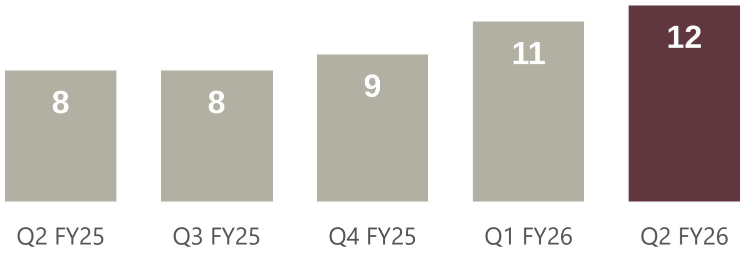
Barbeque Nation International Performance – Quarterly Trend

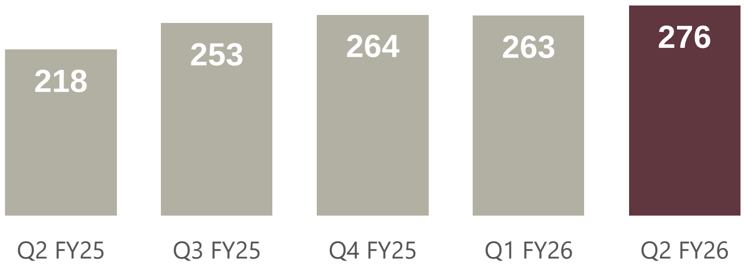
Network
(IN #)



Annualized Revenue/Restaurant (IN ₹ MN)

109	126	132	105	105

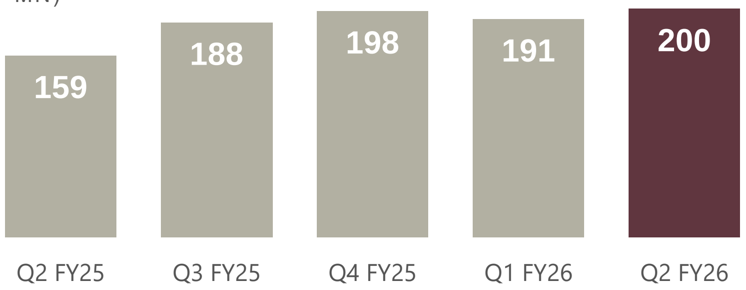
Revenue from Operations
(IN ₹ MN)



SSSG (IN %)

2.0%	5.2%	10.9%	8.5%	8.4%

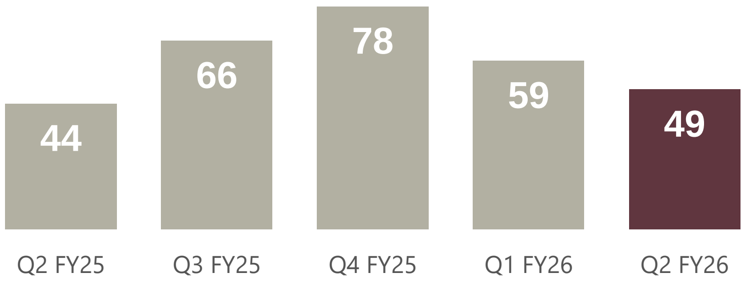
Gross Profit
IN ₹ MN)



Gross Margin (IN %)

73.1%	74.5%	74.8%	72.8%	72.3%

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



ROM (IN %)

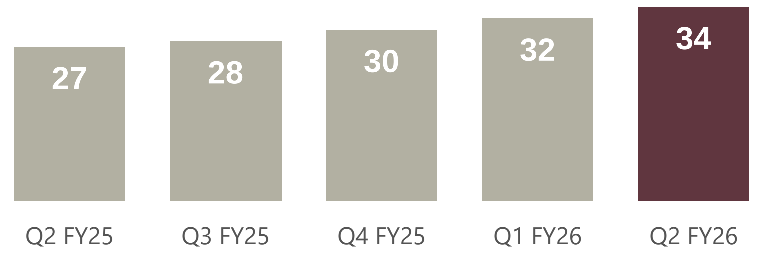
20.3%	26.2%	29.6%	22.5%	17.8%

Strong Growth and Profitability

- Launched **1 new restaurant** in **Riyadh, Saudi Arabia**
- **Revenue grew ~27% Y-o-Y**, supported by strong **SSSG of +8.4%**
- **Gross margins robust at 72.3%**
- **Pre-IND AS restaurant operating margin at ~18%**, reflecting strong operating performance
- **Matured restaurants** continue to perform at **~20% Pre-IND AS restaurant operating margin**

Premium CDR Performance – Quarterly Trend

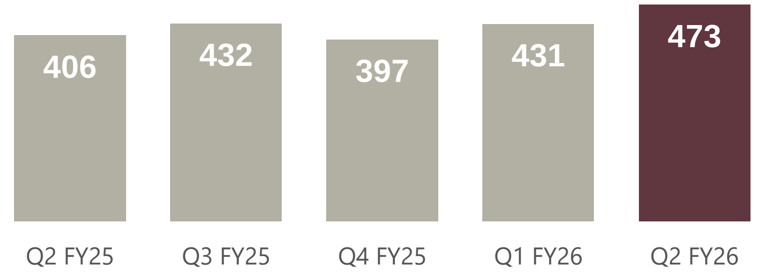
Network
(IN #)



Annualized Revenue/Restaurant (IN ₹ MN)

60	62	55	57	60

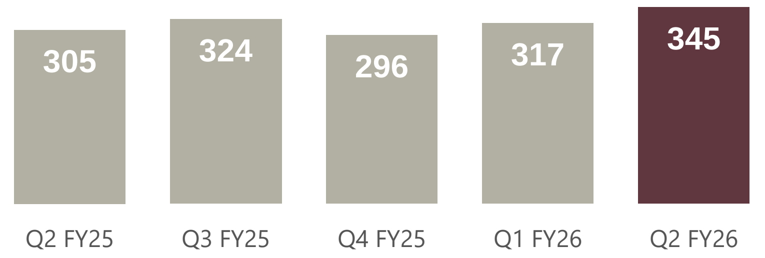
Revenue from Operations
(IN ₹ MN)



SSSG (IN %)

(1.6)%	(2.7)%	(5.5)%	1.6%	5.3%

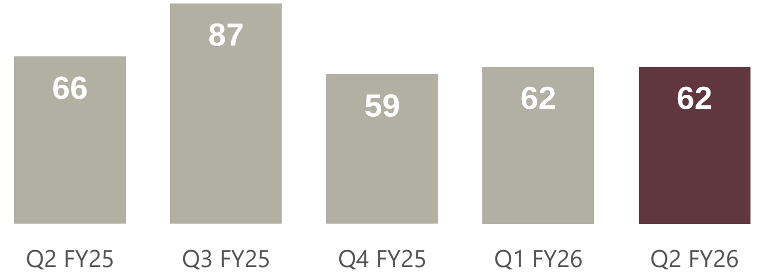
Gross Profit
(IN #)



Gross Margin (IN %)

75.1%	75.0%	74.5%	73.6%	72.9%

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



ROM (IN %)

16.4%	20.2%	14.9%	14.5%	13.0%

TOSCANO Wine Bar I Restaurant I Pizzeria

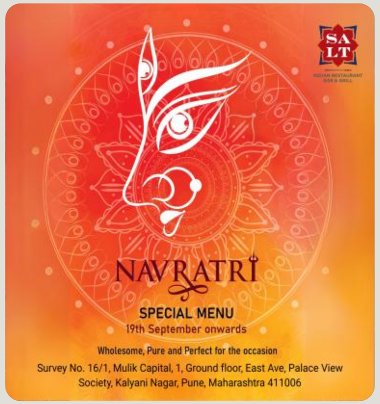
SALT INDIAN RESTAURANT

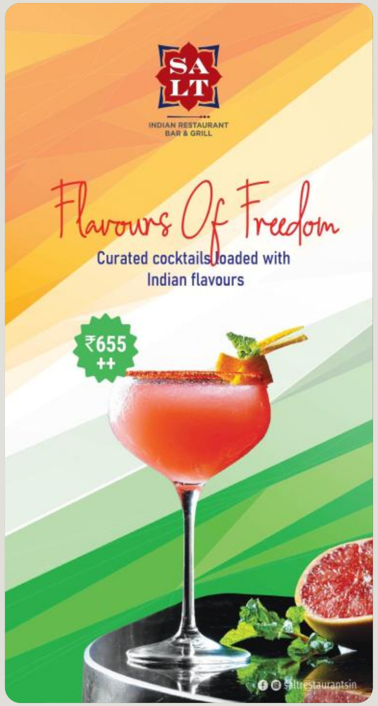
Strong Growth and Profitability

- Expanded network with a net **addition of 2 new restaurants** in Q2 FY26
- **Revenue grew ~17% Y-o-Y**, supported by strong **SSSG of +5.3%**
- **Gross margins robust at ~73%**
- **Pre-IND AS restaurant operating margin at 13%**
- **Matured restaurants** delivered a stronger **Pre-IND AS restaurant operating margin of ~20%**

United Foodbrands

New Offerings at Premium CDR





Creating memorable guest experiences
through culinary innovation

Consolidated P&L

PARTICULARS (₹ Million)	Q2 FY26	Q2 FY25	Y-o-Y Gr%	Q1 FY26	Q-o-Q Gr%	H1 FY26	H1 FY25	Y-o-Y Gr%
REVENUE FROM OPERATIONS	**3,048**	**3,057**	**(0.3)%**	**2,970**	**2.6%**	**6,017**	**6,114**	**(1.6)%**
COST OF FOOD AND BEVERAGES CONSUMED	1029	976	5.4%	960	7.2%	1,988	1,952	1.8%
EMPLOYEE RELATED EXPENSES	761	765	(0.4)%	729	4.4%	1,490	1,493	(0.1)%
OCCUPANCY AND OTHER EXPENSES	880	860	2.4%	821	7.2%	1,701	1,704	(0.2)%
OPERATING EBITDA	**377**	**456**	**(17.2)%**	**460**	**(18.0)%**	**838**	**965**	**(13.2)%**
OPERATING EBITDA %	**12.4%**	**14.9%**		**15.5%**		**13.9%**	**15.8%**	
OTHER INCOME	81	43	88.9%	19	318.1%	100	70	44.1%
FINANCE COST	207	189	9.7%	200	3.3%	407	375	8.5%
DEPRECIATION AND AMORTISATION	483	409	17.9%	449	7.5%	932	814	14.5%
PROFIT BEFORE TAX	**(232)**	**(100)**		**(170)**		**(401)**	**(155)**	
TAX EXPENSE	(7)	(28)		(3)		(10)	(40)	
PROFIT/(LOSS) AFTER TAX	**(225)**	**(71)**		**(167)**		**(392)**	**(115)**	
PROFIT/(LOSS) AFTER TAX %	*(7.4)%*	*(2.3)%*		*(5.6)%*		*(6.5)%*	*(1.9)%*	
ADJUSTED PROFITABILIY*								
ADJUSTED OPERATING EBITDA	**33**	**166**	**(80.1)%**	**136**	**(75.7)%**	**169**	**377**	**(55.2)%**
ADJUSTED OPERATING EBITDA%	*1.1%*	*5.4%*		*4.6%*		*2.8%*	*6.2%*	
Cash Profit	**23**	**154**	**(85.1)%**	**105**	**(78.1)%**	**128**	**332**	**(61.4)%**
Cash Profit %	*0.8%*	*5.0%*		*3.5%*		*2.1%*	*5.4%*	
Adjusted PAT	**(212)**	**(42)**		**(128)**		**(340)**	**(69)**	
Adjusted PAT%	*(7.0)%*	*(1.4)%*		*(4.3)%*		*(5.6)%*	*(1.1)%*	

Adjusted Operating EBITDA is calculated without the impact Of IND AS 116, excludes other income and non-cash ESOP provisions

**Adjusted PAT is calculated without the impact Of IND AS 116*

Strategic focus areas

- Deliver best-in-category guest experience to accelerate dine-in growth
- Expand network to 300+ restaurants by FY27; 400+ by FY30
- Build a portfolio of scalable, high-potential brands
- Sustain industry-leading margins and robust cash flow generation

Maintain leadership in casual dining industry

Scale brand through network expansion & volume driven SSSG growth;

Wine Bar | Restaurant | Pizzeria

PAN-INDIAN RESTAURANT BAR & GRILL

Penetrate Premium CDR brands in newer markets

Grow delivery business

Thank You

United Foodbrands

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

E: corporate@unitedfoodbrands.in
W: www.unitedfoodbrands.in/
T: +91 8069134900

For further information, please contact:

Bijay Sharma
Head of Investor Relations
United Foodbrands Limited
Investors@unitedfoodbrands.in