**Date: November 16, 2026**

**To,**

| | |
|---|---|
| The Manager<br>Listing Department<br>**BSE Limited,**<br>P.J. Tower, Dalal Street<br>Mumbai – 400001<br>Maharashtra, India<br><br>***Scrip Code: 543283*** | The Manager<br>Listing & Compliance Department<br>**National Stock Exchange of India Limited**<br>Exchange Plaza, Bandra-Kurla Complex<br>Bandra (East), Mumbai 400051<br>Maharashtra, India<br><br>***Scrip Symbol: UFBL*** |

Dear Sirs,

**Subject: Corporate Presentation – November 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: 2026.11.16 19:06:56 +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 | Nov 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 274 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

H1 FY27 annualized revenue of ₹17,105 Mn; 4-year annualized revenue CAGR of 8.1%. Delivered strong revenue CAGR driven by SSSG and store expansion

### 4. Three growth engines

H1FY27 revenue growth - Barbeque Nation (+42.4% YoY), International (+52.9% YoY), Premium CDR (+32.2% YoY)

### 5. Scalable store expansion opportunity

Large whitespace for expansion across markets with a proven store rollout model
Plan to reach 425–450 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

**84% / 16%** Dine-in/ delivery mix

## Performance

**SSSG**

**26.1%**

In H1FY27

**Dine-in volume growth**

**59.8%**

In H1FY27

## Financials

**₹ 8,552 Mn**

H1FY27 Revenue

**42.1%** Y-o-Y growth

**8.1%** annualized 4-year CAGR

## Scale

**274** Outlets

**97** Cities

**8** Countries

**90%** Dine in business through captive channels

## Unit economics*

**70 Mn**

Avg. revenue per restaurant

**65.6%** Gross margin

**15.5%** Restaurant operating margin

## H1FY27 performance

**₹ 17,105 Mn**

annualized revenue

**42.1%** Y-o-Y revenue growth

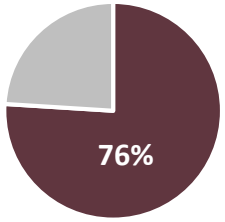
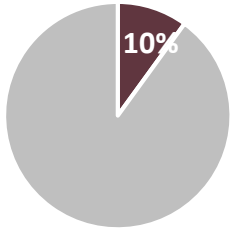
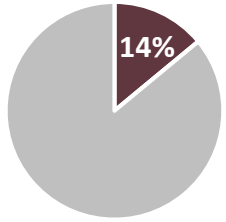
**15.5%** Matured ROM

**Unit economics are based on the H1 FY27 matured portfolio performance*

# Three distinct business segments



From domestic scale to international presence and premium dining

| Segment | BBQ India | BBQ International | Premium CDR |
|---|---|---|---|
| **Overview** | • All-you-can-eat format<br>• Over the table barbeque<br>• Value, service and experience | • All-you-can-eat & selective A-la-Carte format<br>• Over the table barbeque<br>• Value, service and experience | • A-la-Carte format<br>• Indian and Italian cuisine<br>• Upscale dining experience<br>• Value, aspiration and experience |
| **Network** | • 216 restaurants<br>• Presence across 88 cities in India | • 16 restaurants<br>• Presence across 9 cities in 7 countries | • 42 restaurants<br>• Presence across 6 cities in India |
| **Revenue contribution** (H1 FY27 annualized revenue) |  **₹ 13,068 Mn** |  **₹ 1,648 Mn** |  **₹ 2,389 Mn** |

**H1FY27 consolidated annualized revenue of ₹ 17,105 Mn**

# The evolution



| | 2006<br>The Origin | 2016<br>The Scale Up | 2026<br>Multi brand platform |
|---|---|---|---|
| **Cuisine** | Indian | Indian | Indian, Italian, Biryani |
| **Network** | 4 restaurants | 76 restaurants | 274 restaurants |
| **Revenue run rate** | ₹ 10 million | ₹ 3500 million | ₹ 17,105 million |
| **Dine-in / delivery** | 100% / Nil | 100% / Nil | 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



| 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 a-la-carte | Premium Indian dining a-la-carte | Luxury French ice cream |
| **No of stores** | 232 | BBQN network | BBQN network | 27 | 15 | 12 |
| **Presence** | India, Middle East & Southeast Asia | 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
- 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) | 66 | 133 | 71 |
| Pre IND-AS Restaurant Operating margin (%) | 14.4% | 26.3% | 19.1% |
| Avg per store Capex (₹ mn) | 25 | 65 | 30 |
| Store level ROCE (%)# | 26.2% | 40.5% | 29.9% |
| 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 H1 FY27 matured portfolio;*

**BBQ International unit economics are based on H2 FY26, excluding temporary GCC inflationary pressures in H1 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

10.0M+
App downloads

Omni-channel reservation system

## Technology-led platform

Driving conversion, Engagement & efficiency

## Guest management

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

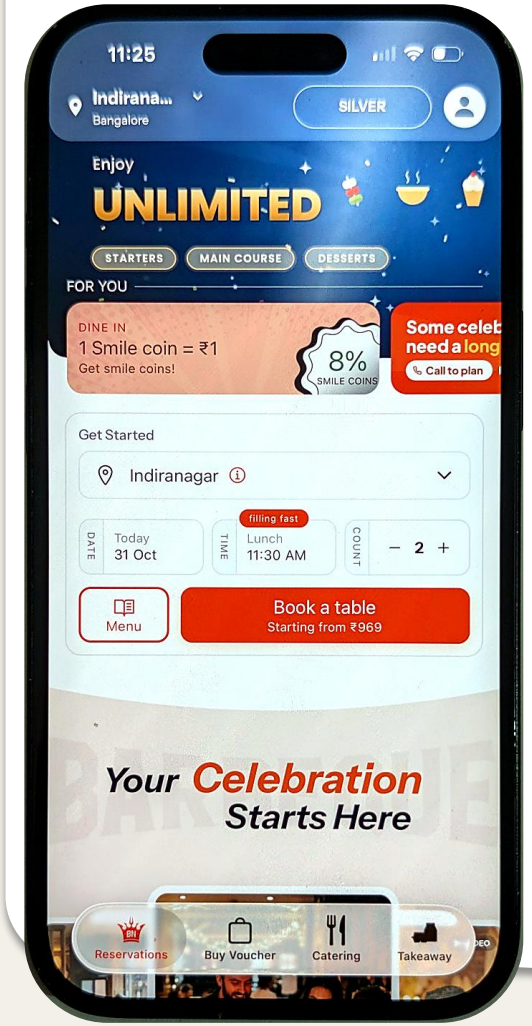
## AI, Data & intelligence

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

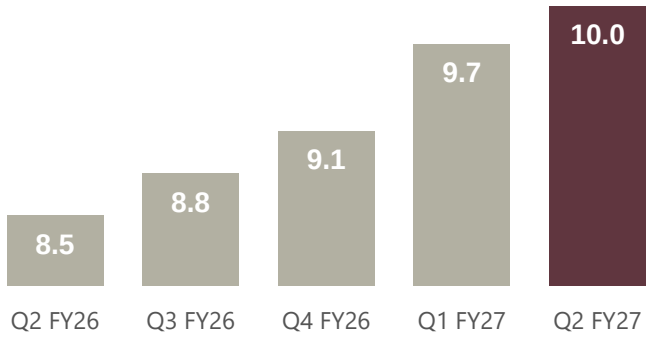
## Tech-enabled operations

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

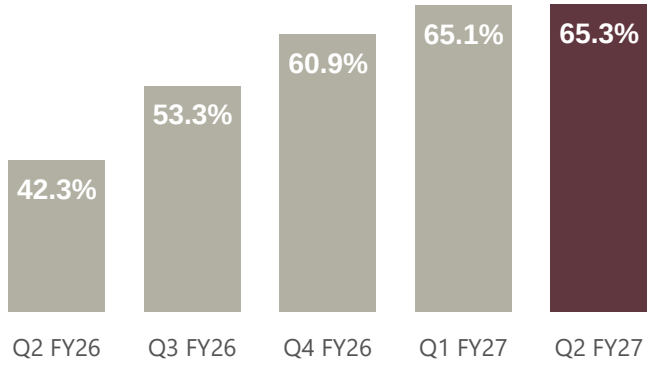
# Strong captive digital ecosystem driving growth




## Cumulative App Downloads
(IN MN)




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




- Strong digital engagement with **~2.3 Mn monthly active users** across owned platforms (**Y-o-Y growth of 132.5%**)
- **~3X YoY increase in adoption of loyalty program**, driving increased share of repeat business
- **>80% of dine-in transactions is pre-reserved**, largely through our own digital channels
- **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

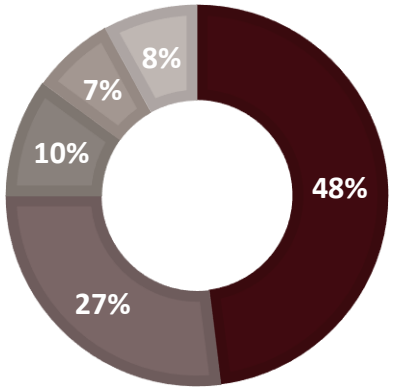
**₹ 5.69 lakh crores**

Total Indian food services industry size

**~44%**

Organised sector share in 2024

### Market Breakup




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 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

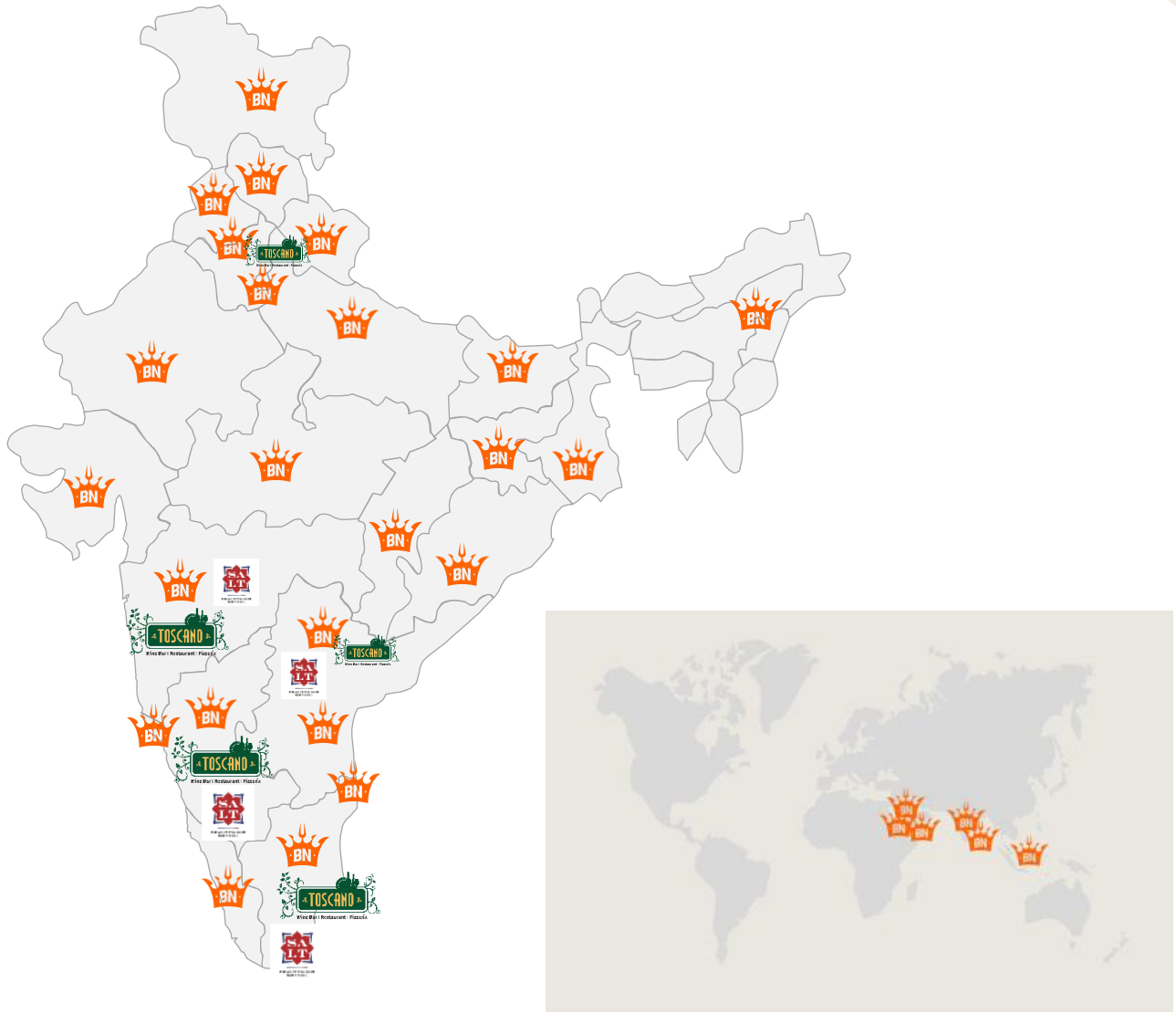
**Experience shift**
Consumers moving from buying meals to buying memories (experience-first design)

**Celebration culture**
A structural rise in celebrating milestones outside the home

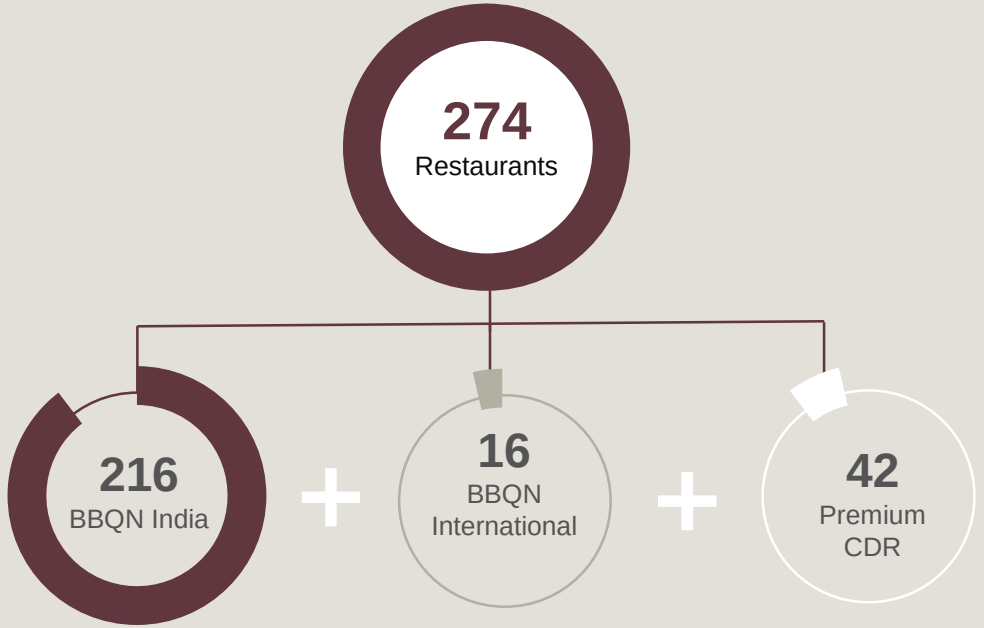
*Sources: Ministry of Health & Welfare- Population projections 2019–36, People Research on India's Consumer Economy ICE360, National Restaurant Association of India*

# Wide geographical presence






## Restaurant Composition




| PRESENCE | MAR-26 | Sep-26 |
|---|---|---|
| METROS & TIER I | 207 | 216 |
| TIER II & III CITIES | 55 | 58 |
| TOTAL NETWORK | 262 | 274 |

- Presence in 97 cities across 8 countries

# 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

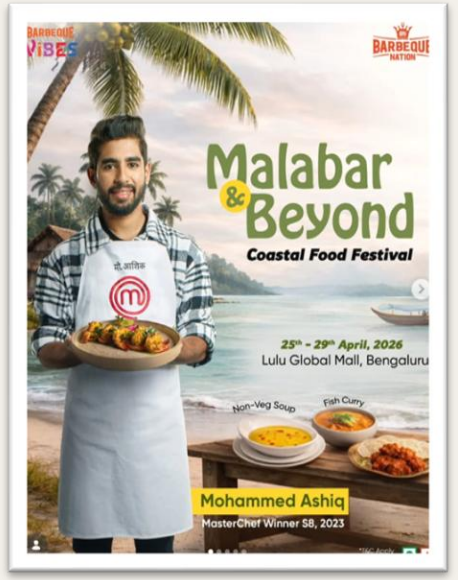
# Curating themed events to enhance guest engagement





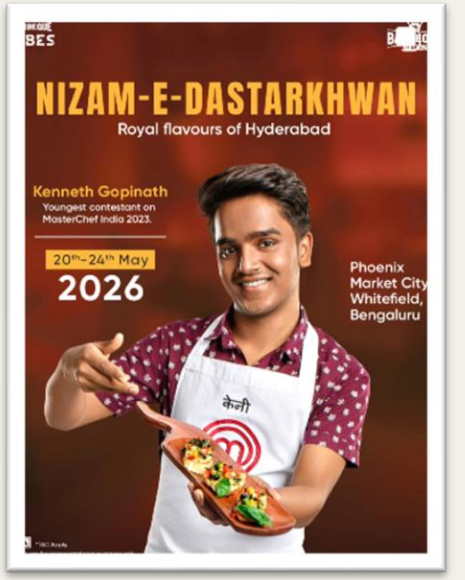


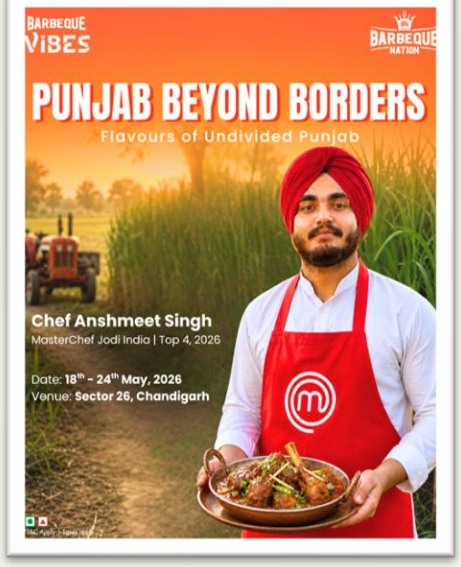


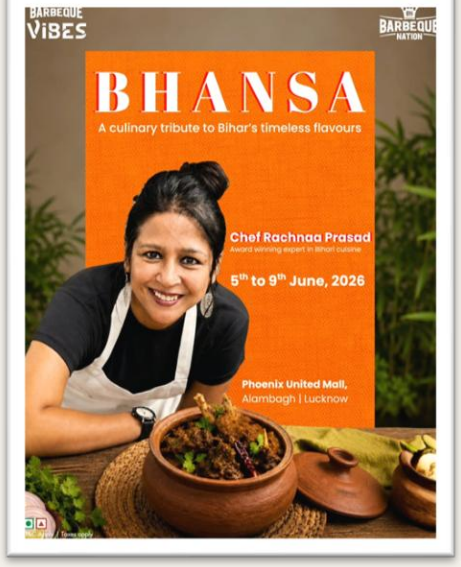


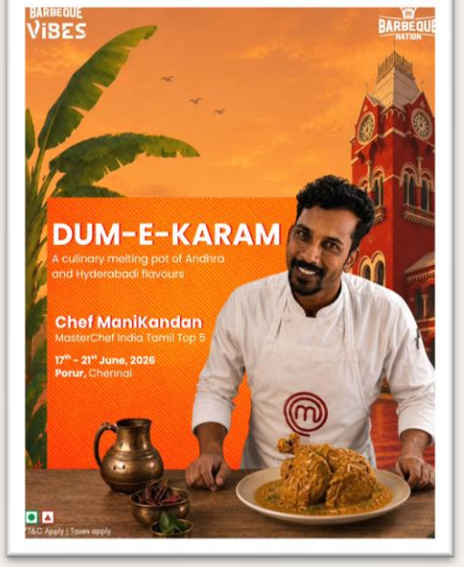






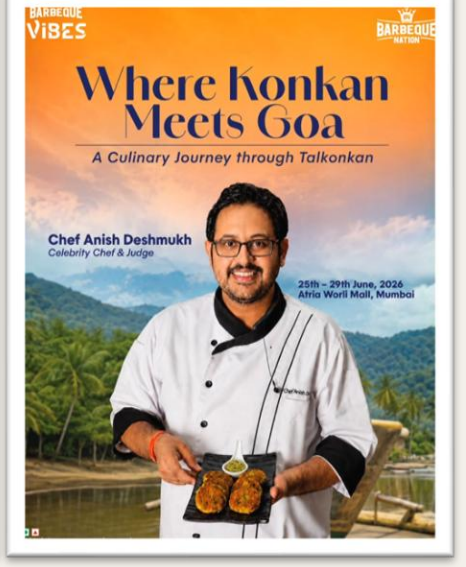



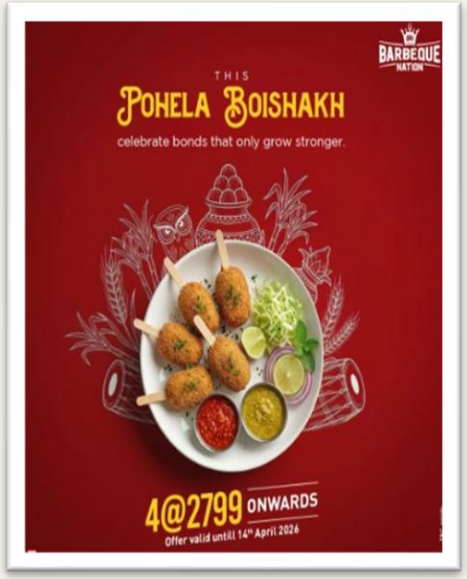


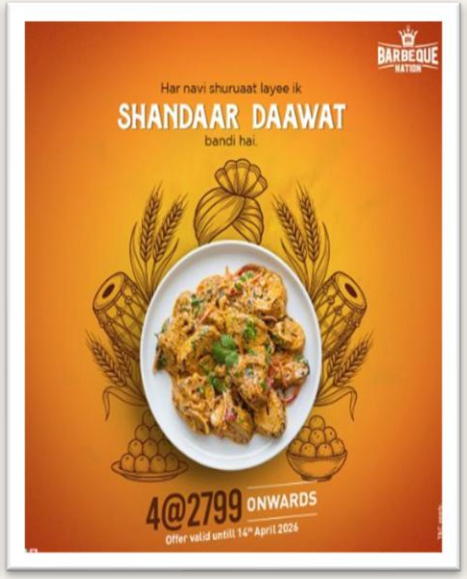


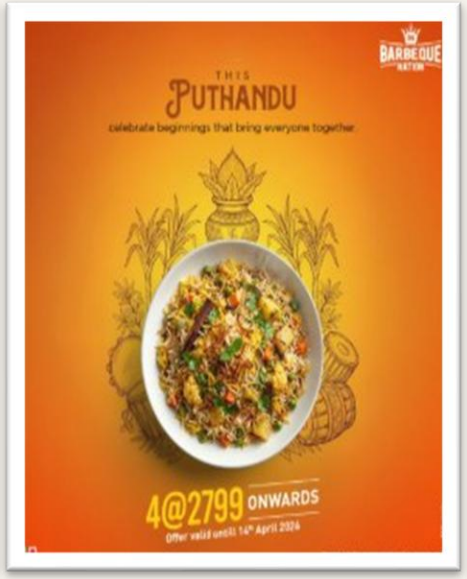


# Occasion driven customized value offers


























# Launched double-flavoured Kulfi








# High impact brand films to strengthen guest engagement & brand salience

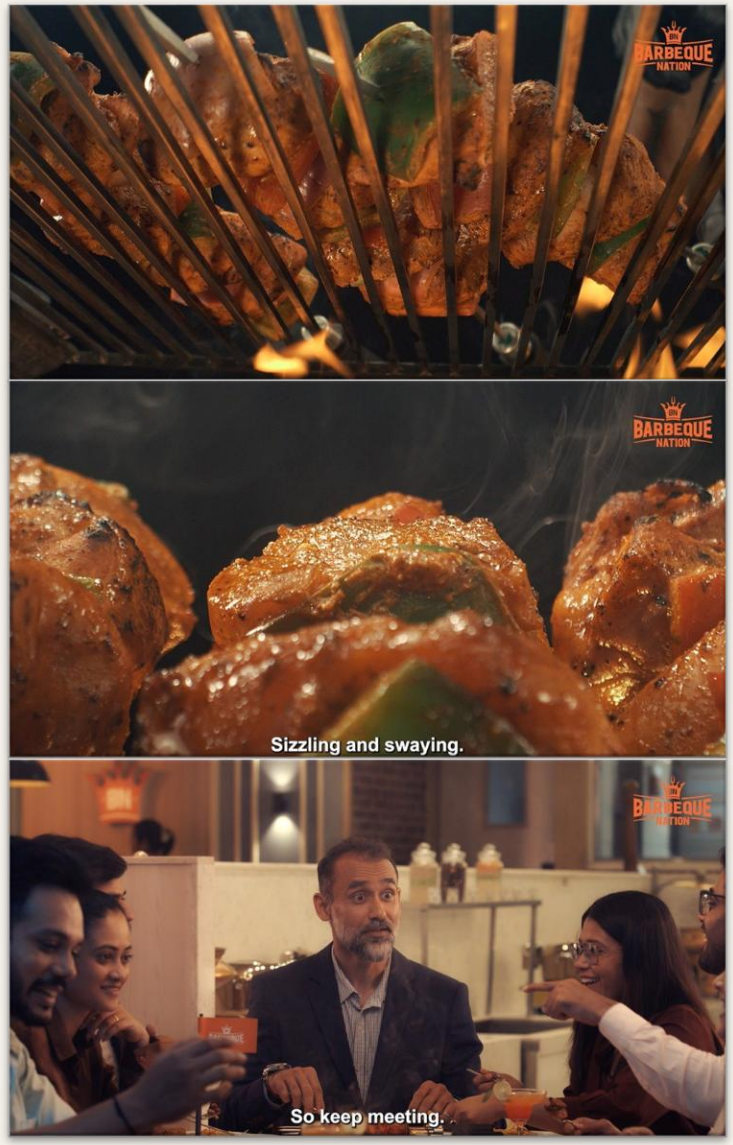





https://youtu.be/sYLF8mEezbE?si=dIamNhcBc1LtC54f




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




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# Guest engagement activities in International segment
































# Guest engagement activities in premium CDR

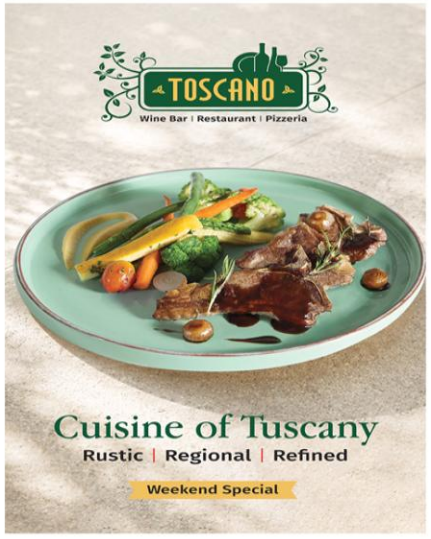






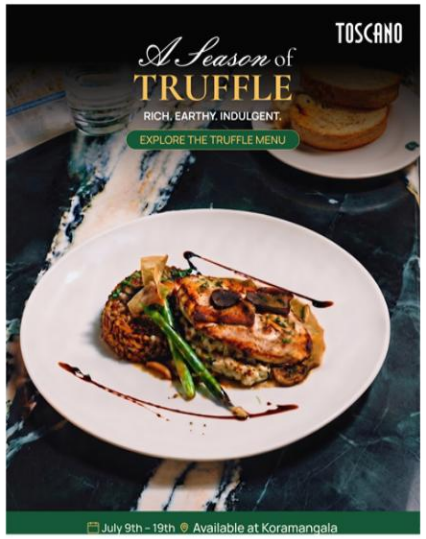
















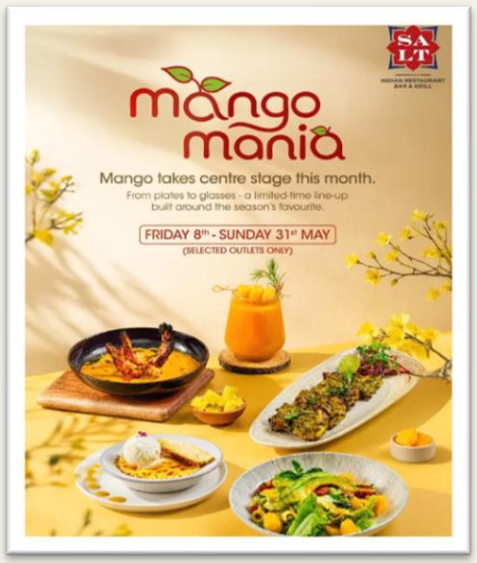






# Guest engagement activities in premium CDR





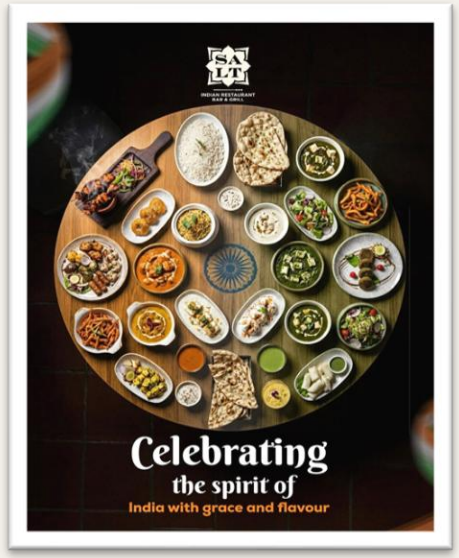






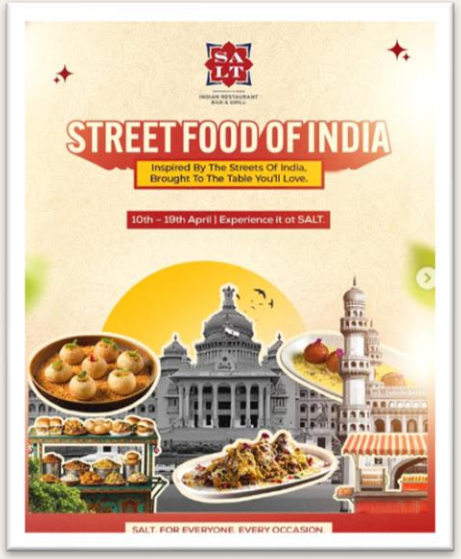














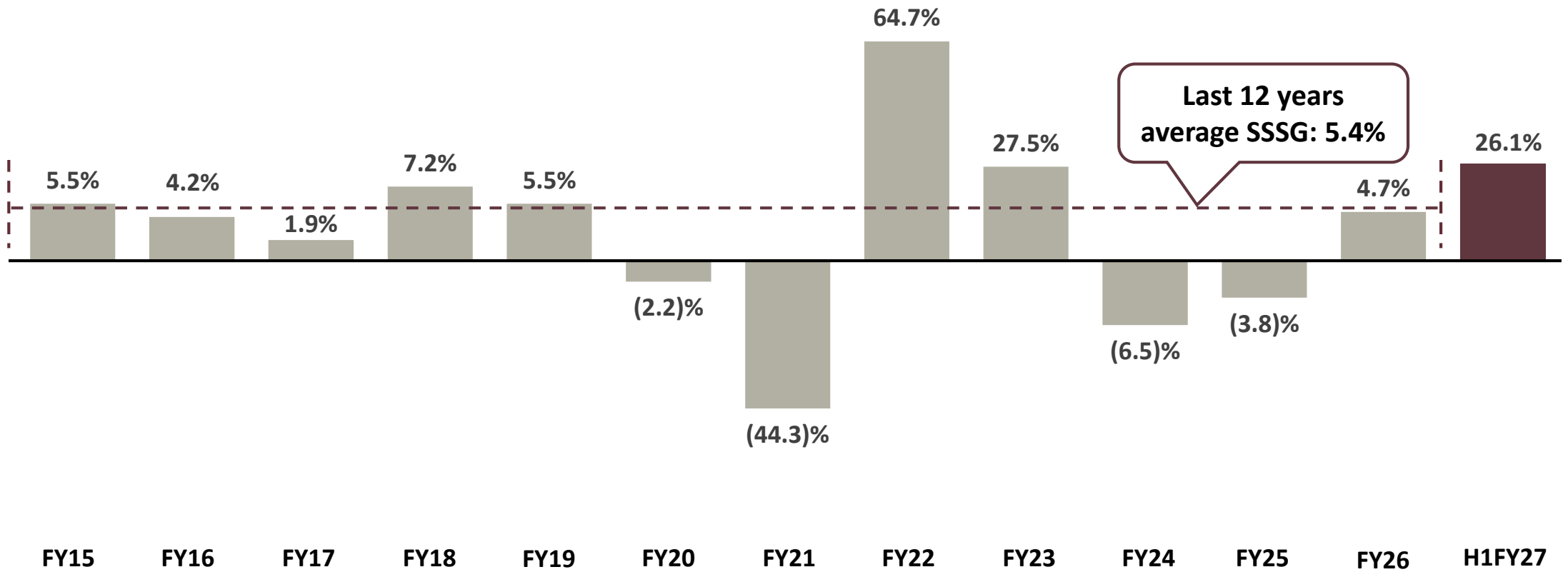







# Delivered long term SSSG of 5.4%

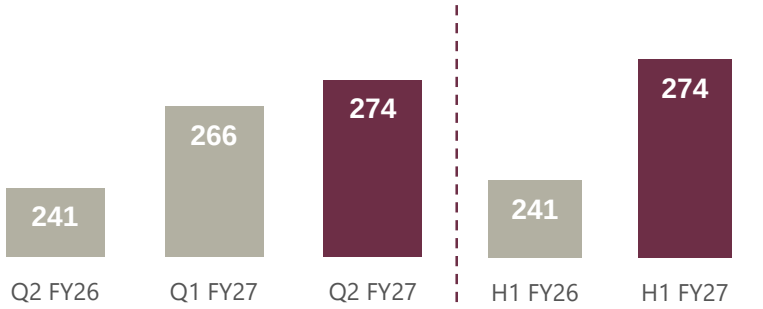




# Consolidated quarterly performance



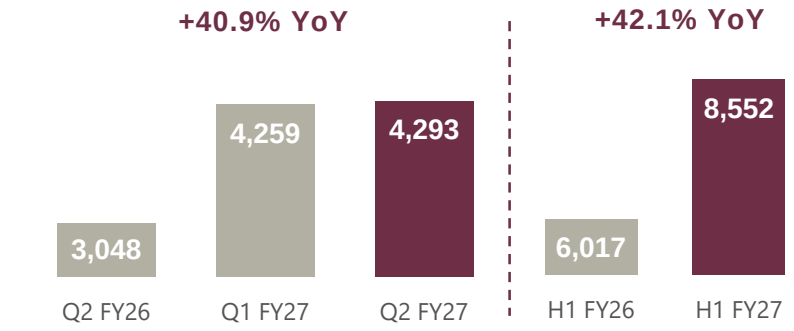
## Network (IN #)




**Annualized Revenue/Outlet** (IN ₹ Mn)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 54 | 66 | 65 | 54 | 65 |

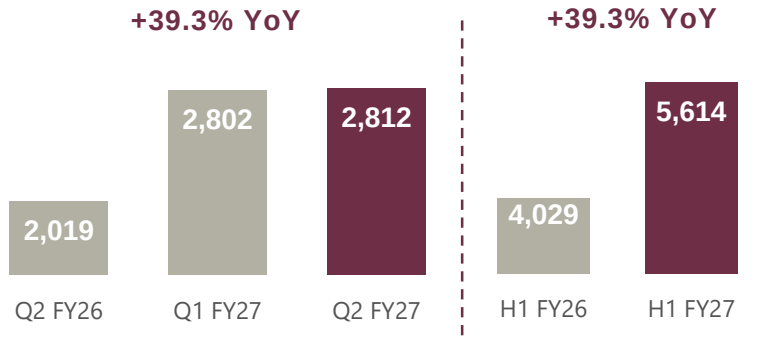
## Revenue from Operations (IN ₹MN)




**SSSG** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| (2.2)% | +28.7 | +24.5% | (3.4)% | +26.1% |

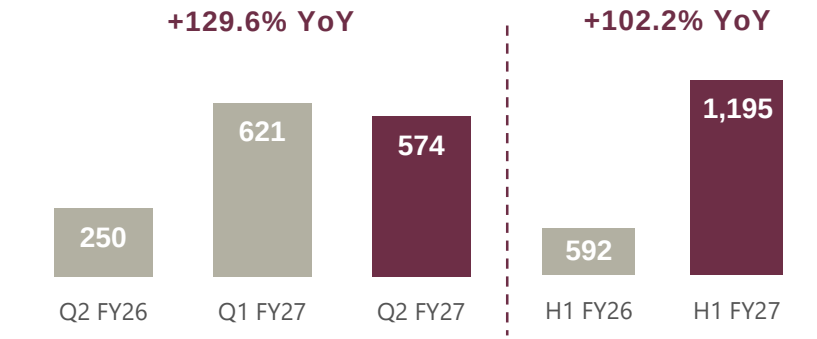
## Gross Profit (IN ₹MN)




**Gross margin** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 66.2% | 65.8% | 65.5% | 67.0% | 65.6% |

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




**ROM** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 8.2% | 14.6% | 13.4% | 9.8% | 14.0% |

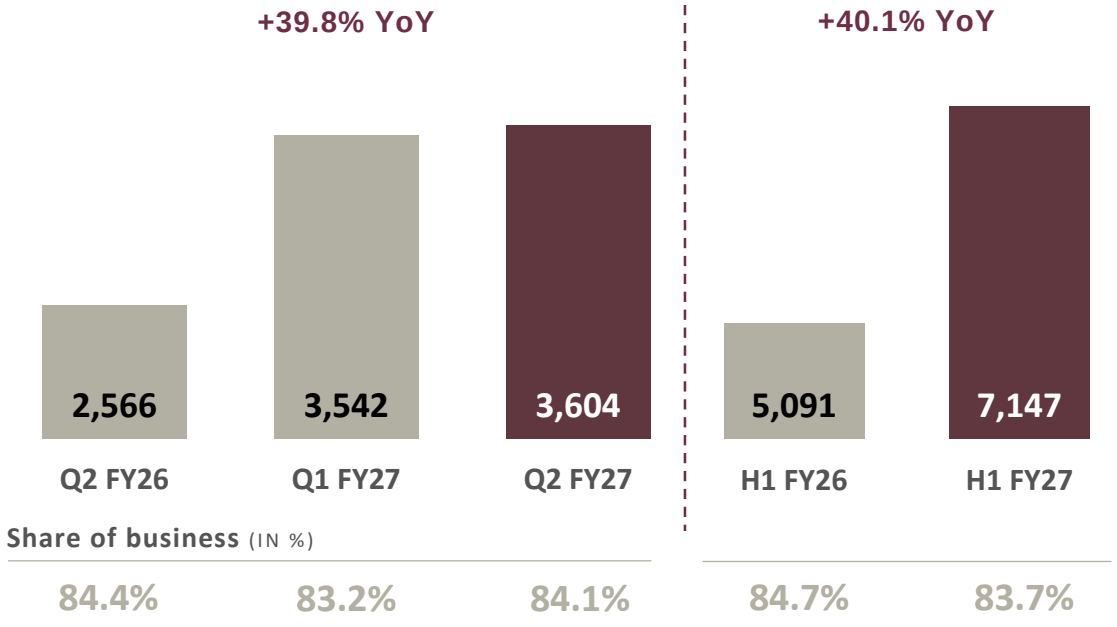
- **9 new restaurants** opened in Q2; 1 closed
- Consolidated revenue grew **40.9% YoY; led by growth across channels & segments**
- **SSSG at 24.5%** driven by robust transaction growth
- **Gross profit grew 39.3% YoY**
- **Pre Ind- AS restaurant operating profit grew 129.6% YoY; Margin expanded YoY by ~520 bps**
- **Matured restaurants** delivered 14.7% ROM (vs. 9.6% last year)

# Strong growth across dine-in & delivery



## Dine-in

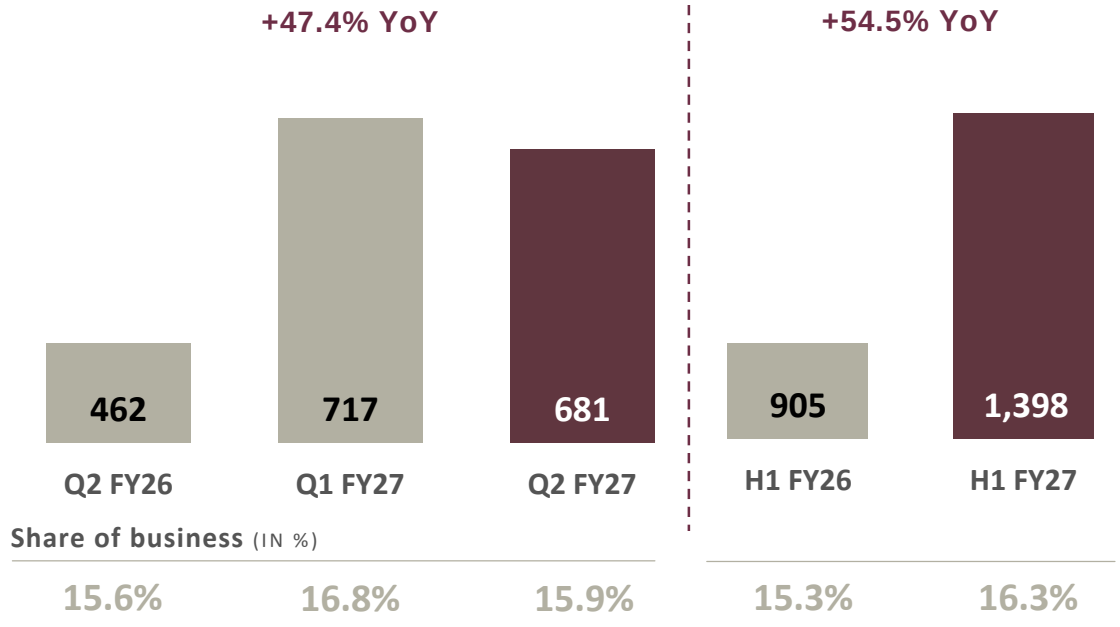





- Y-o-Y dine in revenue growth of 39.8% in Q2 FY27; Driven by 56.2% y-o-y dine in volume growth

## Delivery



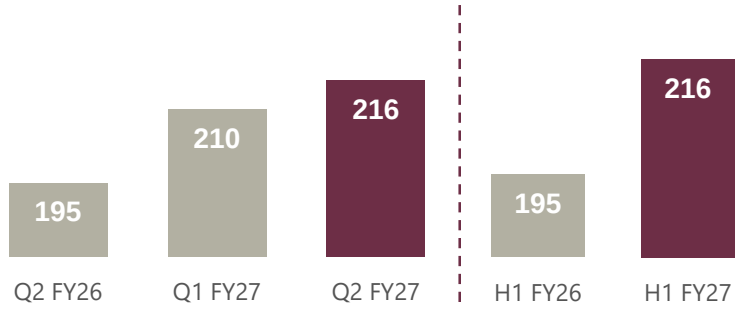



- Y-o-Y delivery revenue growth of 47.4% in Q2 FY27
- Strong delivery growth across all brands

# Barbeque Nation India quarterly performance



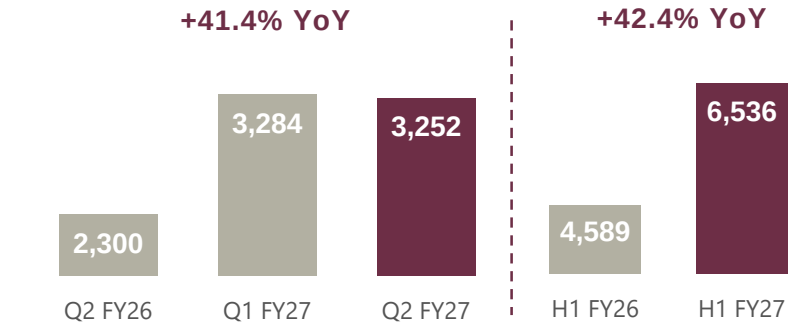
## Network (IN #)




**Annualized Revenue/Outlet** (IN ₹ Mn)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 50 | 65 | 63 | 50 | 64 |

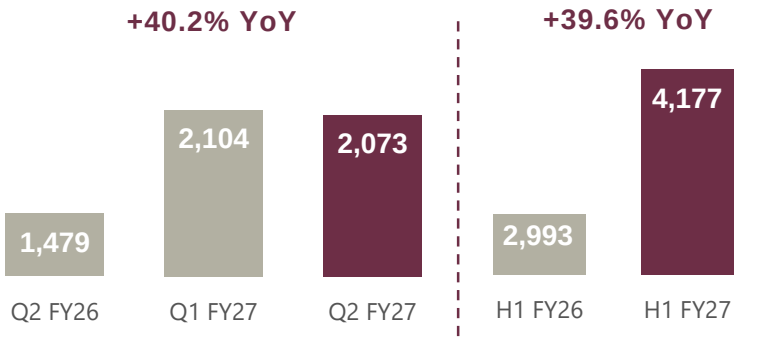
## Revenue from Operations (IN ₹MN)




**SSSG** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| (4.3)% | +33.5% | +27.8% | (4.6)% | +30.2% |

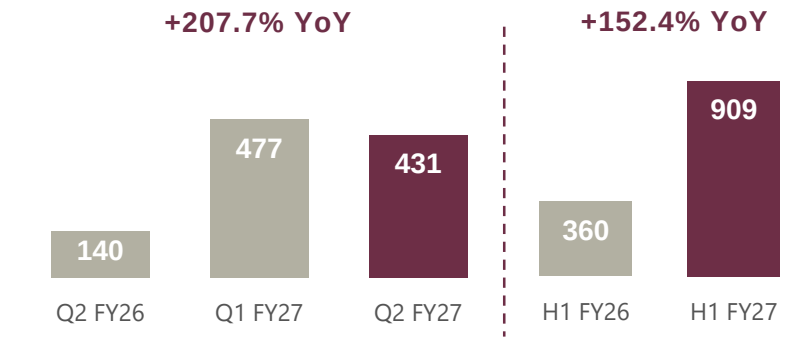
## Gross Profit (IN ₹MN)




**Gross margin** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 64.3% | 64.1% | 63.8% | 65.2% | 63.9% |

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




**ROM** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 6.1% | 14.5% | 13.3% | 7.8% | 13.9% |

- **7 new restaurants** opened in Q2; 1 closure
- Revenue grew **41.4% YoY; led by growth across dine-in & delivery**
- **SSSG at 27.8%** driven by robust transaction growth
- **Gross profit increased by 40.2% YoY**
- **Pre Ind- AS restaurant operating profit grew 207.7% YoY**
- Margins **expanded to 13.3% from 6.1%** in Q2FY26 driven by strong operating leverage

# 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**

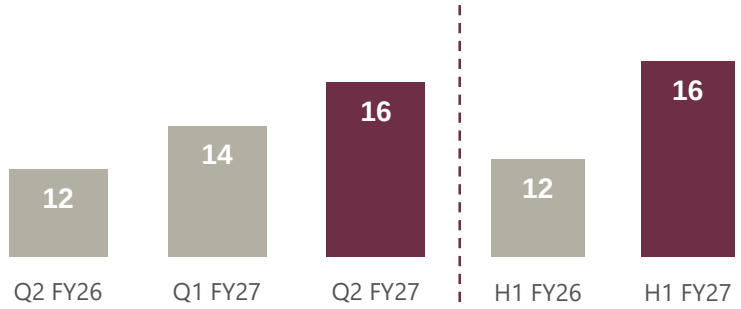
## Outcome

- Same store sales growth of **26.1**% driven by transaction growth
- Structural initiatives undertaken in FY26 has accelerated growth in H1FY27 leading to highest ever walk-ins
- Operating leverage benefit offsets investments made to drive volumes

# Strong performance despite macro headwinds



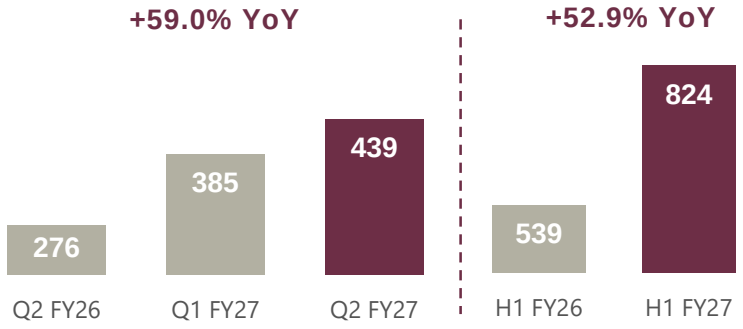
## Network (IN #)




**Annualized Revenue/Outlet** (IN ₹ MN)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 105 | 119 | 126 | 105 | 122 |

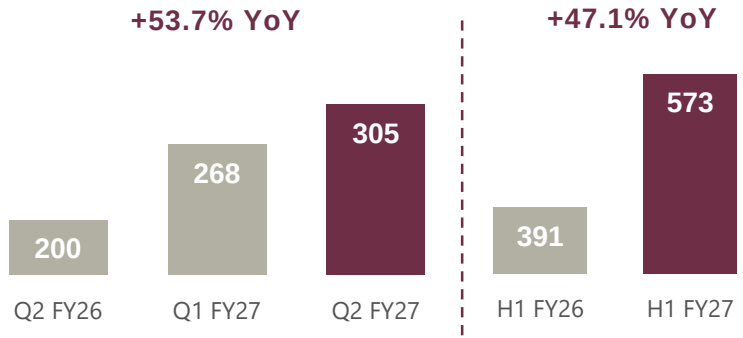
## Revenue from Operations (IN ₹MN)




**SSSG** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| +8.4% | +8.5% | +26.5% | +8.3% | +17.1% |

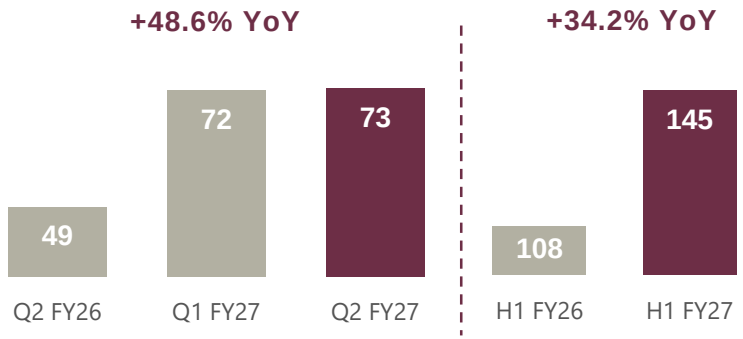
## Gross Profit (IN ₹MN)




**Gross margin** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 72.3% | 69.6% | 69.5% | 72.5% | 69.5% |

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




**ROM** (IN %)

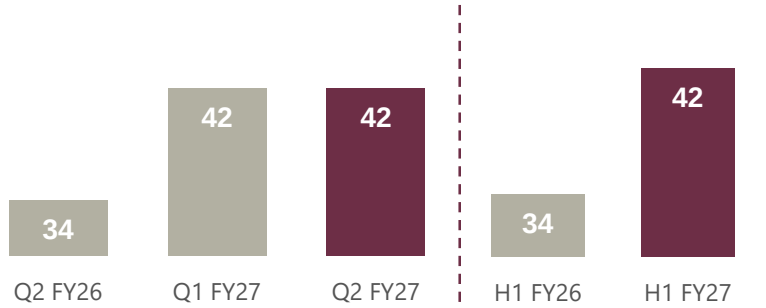
| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 17.8% | 18.7% | 16.6% | 20.1% | 17.1% |

- **2 new restaurants opened in Q2; 1 in Dubai & 1 in Bangkok**
- **Revenue grew by 59.0%;** supported by **network expansion & SSSG**
- **Overall transaction growth of 64.1%**
- **Gross profit grew 53.7% YoY**
- Delivered **robust Pre-Ind AS restaurant operating margins of 16.6%**

# Premium CDR: Strong and consistent performance



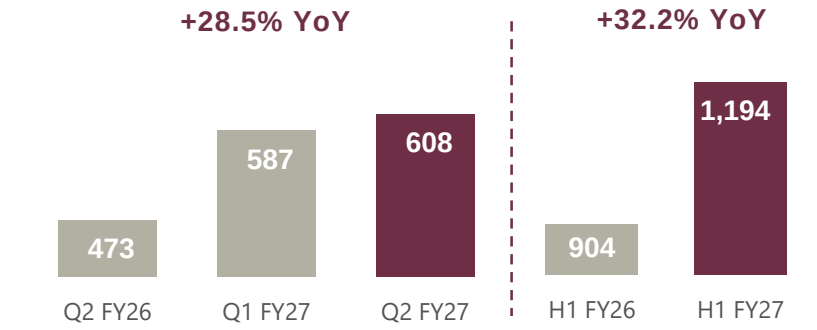
## Network (IN #)




**Annualized Revenue/Outlet** (IN ₹ Mn)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 60 | 59 | 59 | 58 | 59 |

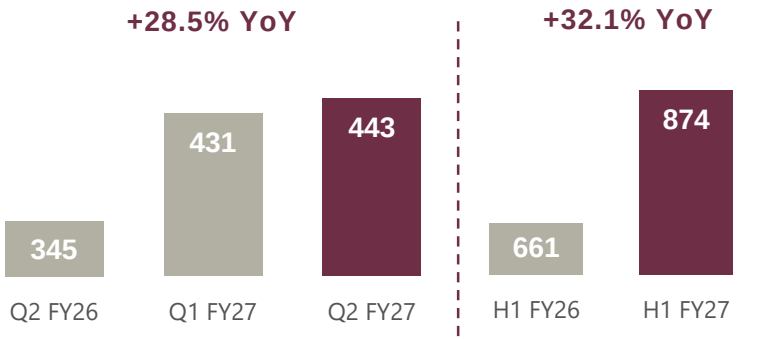
## Revenue from Operations (IN ₹MN)




**SSSG** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| +5.3% | +13.6% | +7.8% | +0.7% | +10.3% |

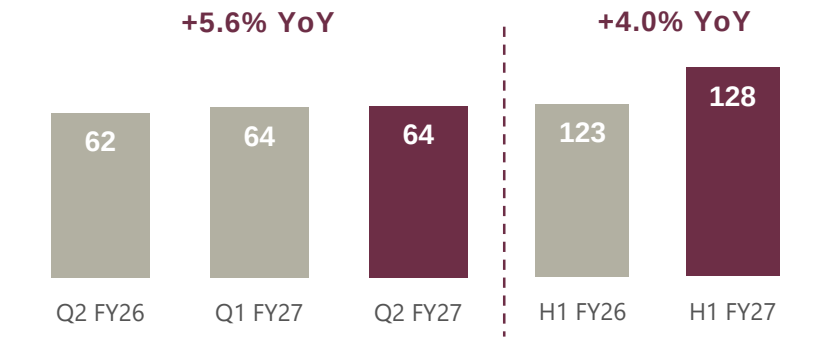
## Gross Profit (IN ₹MN)




**Gross margin** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 72.9% | 73.5% | 72.8% | 73.2% | 73.2% |

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




**ROM** (IN %)

| Q2 FY26 | Q1 FY27 | Q2 FY27 | H1 FY26 | H1 FY27 |
|---|---|---|---|---|
| 13.0% | 10.9% | 10.6% | 13.7% | 10.8% |

- **Revenue grew by 28.5%**
- **Q2 SSSG of 7.8%,** on top of 5.3% in Q2FY26
- **Gross profit up 28.5%;** stable gross margin of ~73%
- Delivered Pre-Ind AS restaurant operating margins of 10.6%
- Matured restaurants continue to deliver stronger Pre-IND AS restaurant operating **margin of ~18%**

# Consolidated P&L



| PARTICULARS (₹ Mn) | Q2 FY27 | Q2 FY26 | Y-o-Y Gr% | Q1 FY27 | Q-o-Q Gr% | H1FY27 | H1FY26 | Q-o-Q Gr% |
|---|---|---|---|---|---|---|---|---|
| **REVENUE FROM OPERATIONS** | **4,293** | **3,048** | 40.9% | **4,259** | 0.8% | **8,552** | **6,017** | 42.1% |
| COST OF FOOD AND BEVERAGES CONSUMED | 1,481 | 1,029 | 44.0% | 1,457 | 1.7% | 2,938 | 1,988 | 47.8% |
| EMPLOYEE RELATED EXPENSES | 944 | 761 | 24.0% | 870 | 8.5% | 1,814 | 1,490 | 21.7% |
| OCCUPANCY AND OTHER EXPENSES | 1,268 | 880 | 44.1% | 1,234 | 2.8% | 2,502 | 1,701 | 47.1% |
| **OPERATING EBITDA** | **600** | **377** | 58.9% | **699** | (14.2)% | **1,298** | **838** | 55.0% |
| **OPERATING EBITDA %** | **14.0%** | **12.4%** | | **16.4%** | | **15.2%** | **13.9%** | |
| OTHER INCOME | 45 | 81 | (44.1)% | 12 | 265.0% | 58 | 100 | (42.5)% |
| FINANCE COST | 236 | 207 | 14.2% | 229 | 3.0% | 466 | 407 | 14.4% |
| DEPRECIATION AND AMORTISATION | 490 | 483 | 1.4% | 457 | 7.1% | 947 | 932 | 1.6% |
| **PROFIT BEFORE TAX** | **(81)** | **(232)** | ▲151 mn | **24** | ▼105 mn | **(57)** | **(401)** | ▲ 345 mn |
| TAX EXPENSE | (17) | (7) | | 1 | | (16) | (10) | |
| **PROFIT/(LOSS) AFTER TAX** | **(64)** | **(225)** | ▲160 mn | **23** | ▼ 87 mn | **(41)** | **(392)** | ▲ 351 mn |
| *PROFIT/(LOSS) AFTER TAX %* | (1.6)% | (7.4)% | | 0.5% | | (0.5)% | (6.5)% | |
| **ADJUSTED PROFITABILIY*** | | | | | | | | |
| **ADJUSTED OPERATING EBITDA** | **262** | **33** | +698.3% | **343** | (23.7)% | **606** | **169** | +257.9% |
| *ADJUSTED OPERATING EBITDA%* | 6.1% | 1.1% | | 8.1% | | 7.1% | 2.8% | |
| **Adjusted PAT** | **16** | **(212)** | ▲ 228 mn | **87** | (82.1)% | **103** | **(340)** | ▲ 443 mn |
| *Adjusted PAT%* | 0.3% | (7.0)% | | 2.0% | | 1.1% | (5.6)% | |

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

# Consolidated balance sheet



| Particulars (₹ Mn) | Sep 30, 2026 | Mar 31, 2026 |
|---|---|---|
| Equity share capital | 196 | 195 |
| Other equity | 2,937 | 2,908 |
| Non-controlling interest | 90 | 110 |
| **Total equity [I]** | **3,223** | **3,213** |
| Financial liabilities | | |
| Borrowings | 912 | 772 |
| Lease liabilities | 6,941 | 6,665 |
| Provisions | 197 | 188 |
| Deferred tax liabilities | 3 | 3 |
| **Total Non-current liabilities [II]** | **8,053** | **7,628** |
| Financial liabilities | | |
| Borrowings | 591 | 572 |
| Lease liabilities | 864 | 843 |
| Trade payables | 1,602 | 1,392 |
| Other financial liabilities | 65 | 106 |
| Provisions | 161 | 152 |
| Other current liabilities | 490 | 453 |
| Current tax liabilities (net) | 17 | 14 |
| **Total current liabilities [III]** | **3,770** | **3,532** |
| **Total equity and liabilities [I + II + III]** | **15,046** | **14,373** |

| Particulars | Sep 30, 2026 | Mar 31, 2026 |
|---|---|---|
| **Non-current assets** | | |
| Property, plant and equipment | 4,646 | 4,341 |
| Capital work-in-progress | 83 | 136 |
| Goodwill | 1,000 | 1,000 |
| Other intangible assets | 89 | 96 |
| Right-of-use assets | 6,394 | 6,170 |
| Financial assets | | |
| Investments | - | - |
| Other financial assets | 391 | 443 |
| Other non-current assets | 97 | 123 |
| Deferred tax assets (net) | 613 | 596 |
| **Total Non-current assets [I]** | **13,313** | **12,905** |
| Inventories | 564 | 437 |
| Financial assets | | |
| Trade receivables | 31 | 31 |
| Cash and cash equivalents | 365 | 256 |
| Bank balances other than cash and cash equivalents | 24 | 21 |
| Other financial assets | 272 | 304 |
| Other current assets | 345 | 302 |
| Current tax assets (net) | 132 | 117 |
| **Total current assets [II]** | **1,733** | **1,468** |
| **Total assets [I + II]** | **15,046** | **14,373** |

# Led by team of professionals with diverse experience



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

# Eminent Board ensuring high standards of corporate governance



| Abhay Chaudhari | Revathy Ashok | Tharun Khanna | Kayum Dhanani | Raoof Dhanani | Suchitra Dhanani | Azhar Dhanani | Rahul Agrawal |
|---|---|---|---|---|---|---|---|
| Chairman & Independent director | Independent director | Independent director | Managing director | Non executive director | Non executive director | Non executive director | CEO & whole-time director |
| C | C | C | C C | | | | |










- 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

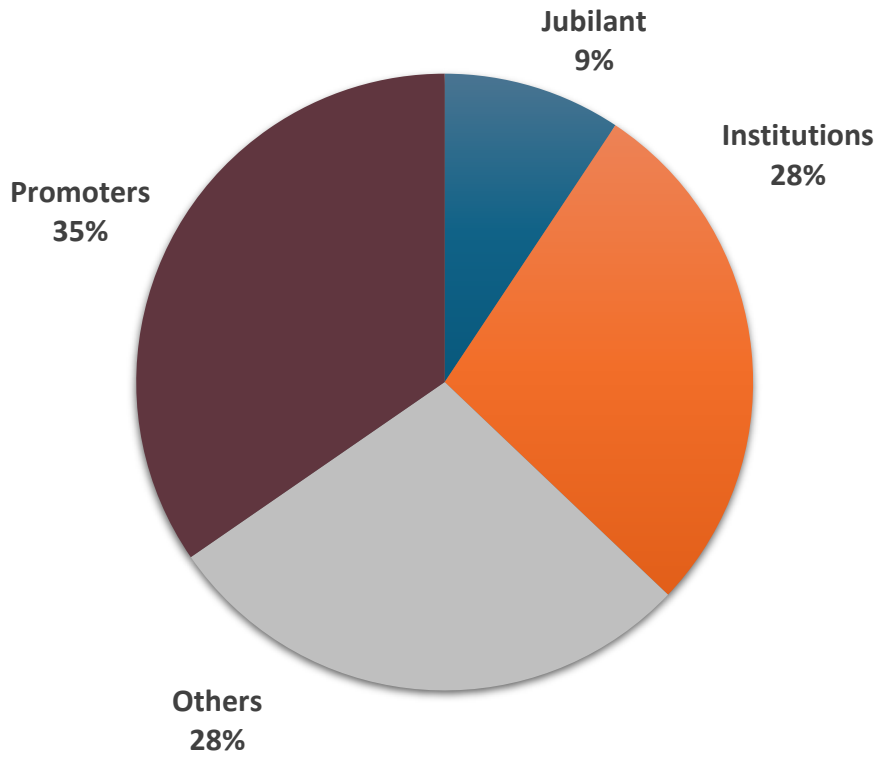
- **Capability development:** Structured career progression framework, LMS-led learning ecosystem and Leadership Academy supporting frontline and managerial talent development
- **Diversity & inclusion:** Women represented at both Board and KMP levels, with focused initiatives driving significant improvement 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 Sep 30, 2026 |
|---|---|
| Promoter & Promoter Group | 34.6% |
| Jubilant Foodworks | 9.3% |
| Institutional investors | 28.2% |
| Others | 27.8% |
| **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:**

**Bijay Sharma**
Head of Investor Relations
Investors@ufbl.in

MUFG

**Sumeet Khaitan**
sumeet.khaitan@in.mpms.mufg.com
Meeting Request Link