



Westlife Foodworld

Hardcastle Restaurants Pvt. Ltd.

Q1 FY27 Earnings Presentation

July 30, 2026

Safe harbour disclosure

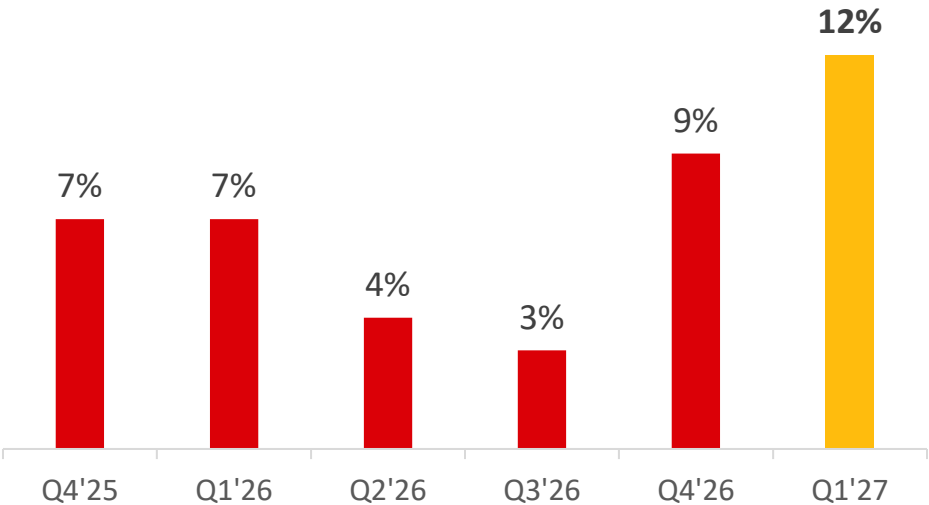
This presentation contains forward-looking statements that represent our beliefs, projections and predictions about future events or our future performance. Forward-looking statements can be identified by terminology such as “may,” “will,” “would,” “could,” “should,” “expect,” “intend,” “plan,” “anticipate,” “believe,” “estimate,” “predict,” “potential,” “continue” or the negative of these terms or other similar expressions or phrases. These forward-looking statements are necessarily subjective and involve known and unknown risks, uncertainties and other important factors that could cause our actual results, performance or achievements or industry results to differ materially from any future results, performance or achievement described in or implied by such statements. The forward-looking statements contained herein include statements about the business prospects of Westlife Foodworld Ltd (‘WFL’), its ability to attract customers, its affordable platform, its expectation for revenue generation and its outlook. These statements are subject to the general risks inherent in WFL’s business. These expectations may or may not be realized. Some of these expectations may be based upon assumptions or judgments that prove to be incorrect. In addition, WFL’s business and operations involve numerous risks and uncertainties, many of which are beyond the control of WFL, which could result in WFL’s expectations not being realized or otherwise materially affecting the financial condition, results of operations and cash flows of WFL. Additional information relating to the uncertainties affecting WFL’s business is contained in its filings with various regulators and the Bombay Stock Exchange (BSE). The forward-looking statements are made only as of the date hereof, and WFL does not undertake any obligation to (and expressly disclaims any obligation to update any forward-looking statements to reflect events or circumstances after the date such statements were made, or to reflect the occurrence of unanticipated events.

Strongest momentum in the recent past backed by double-digit guest count growth

Topline growth accelerates to double-digits

↗
+12%

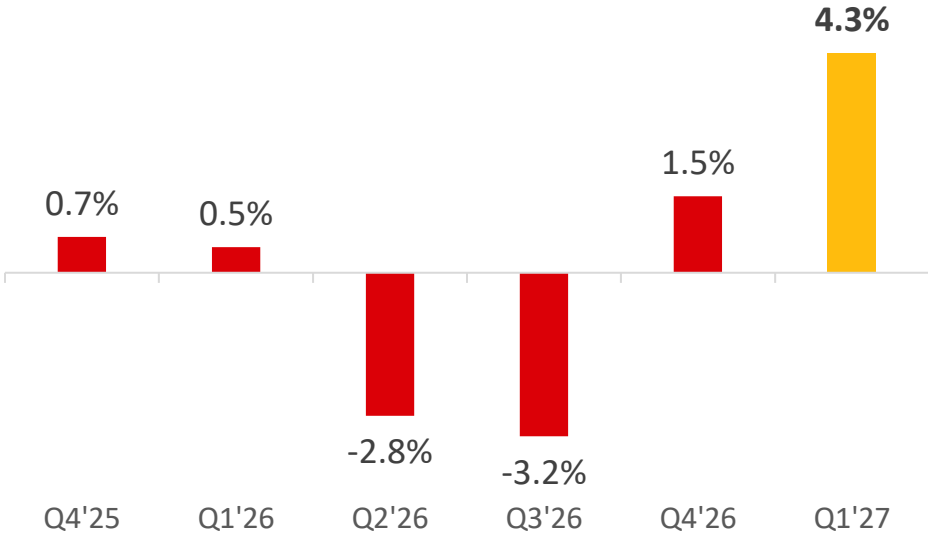
Sales growth YoY (%)



SSSG improves to mid-single-digit growth

↗
+4.3%

SSSG (%)



Q1 FY27 highlights

₹ 7.36 bn

12% YoY | 4.3% SSSG

Sales

₹ 946 mn

11% YoY | 12.9% margin

Op. EBITDA

₹ 517 mn

9% YoY | 7.0% margin

Cash PAT

₹ 60.8 mn

-0.6% YoY

Comp. AUV (TTM)

74%

Apps + SOKs

Digital Sales

+55 mn

LTD | MAU: +3.7 mn

App Downloads

482

+5 in Q1 FY27 | 79 cities

Store Network

12% YoY

59% contribution

On-premise Sales

60+

Openings in FY27

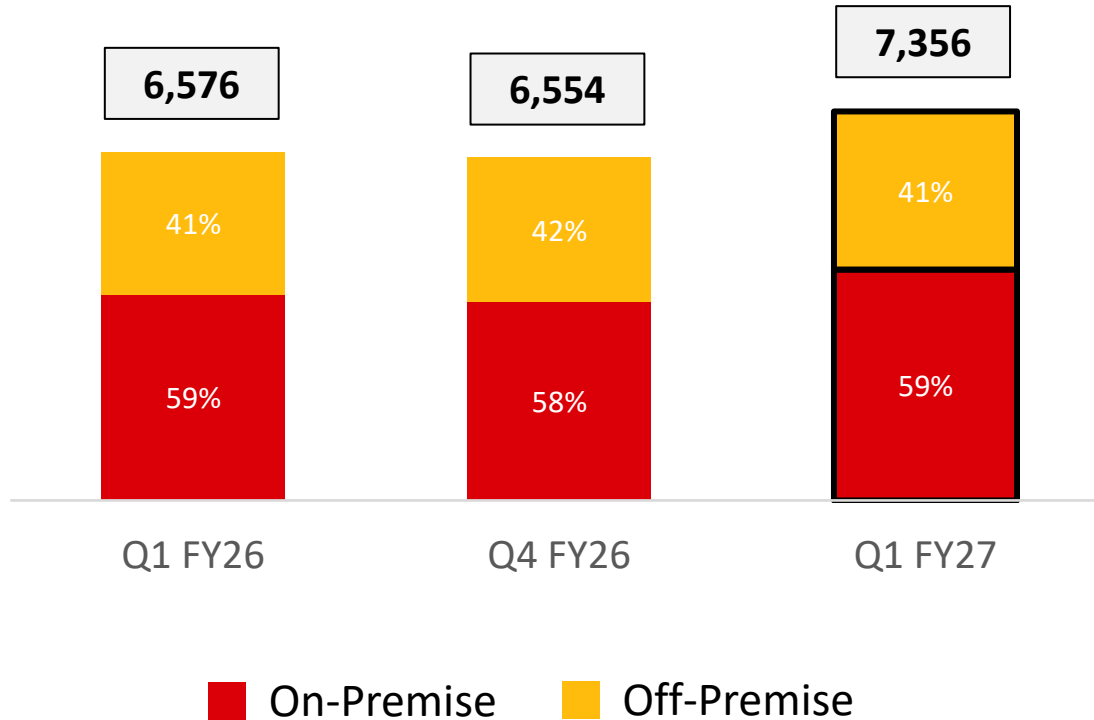
New Stores Target



Healthy start to the year, led by strong footfall momentum

Revenue, INR mn

↑ 12% YoY

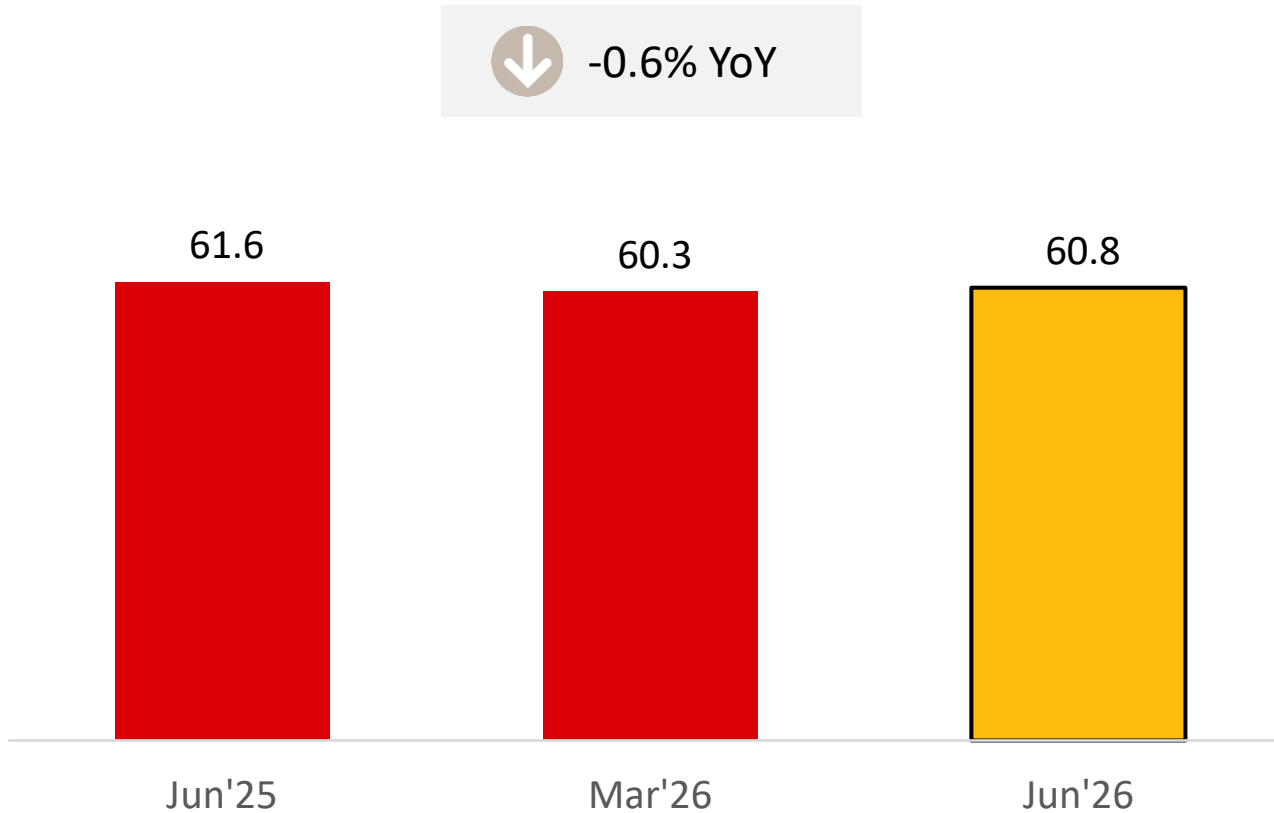


- Started the year on a healthy note, delivering the best quarterly business growth in the recent past, supported by strong footfall-led momentum.
- SSSG stood at 4.3%, driven by double-digit guest count growth across the West and South markets.
- May and June were particularly strong, delivering mid-single-digit SSSG.
- On-premise and off-premise business grew broadly in line, reflecting balanced momentum across channels. Importantly, McDelivery continued to outperform, further strengthening its position as a key growth engine.

Everyday value platform continues to drive growth across markets

TTM Average Sales per Comparable Store, INR mn

↓ -0.6% YoY



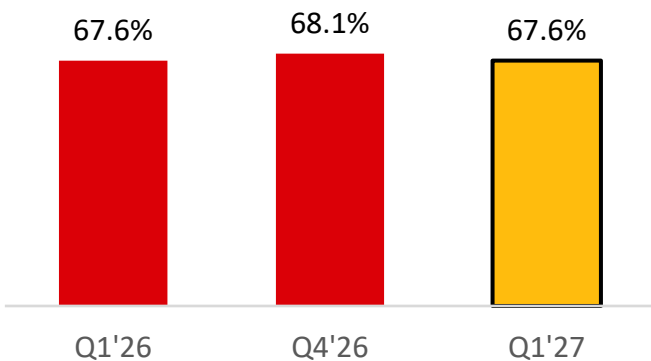
- Continued focus on everyday value meal and operational excellence gained traction across markets, serving as the primary driver of guest count growth.
- Launched a new brand anthem, '*Let's Family at McD*', celebrating 30 years of McDonald's in India, while reinforcing the brand's emotional connect with consumers.
- Introduced the limited-time *Mango Burst Range* to drive excitement, while targeted brand initiatives further strengthened consumer connect and top-of-mind recall.
- Digital sales contribution stood at 74%, growing by 150 bps YoY, led by higher engagement across the McDelivery platform, the McDonald's app and self-ordering kiosks.

Note: 1) Numbers in above chart reflect sales per comparable store base instead of sales per overall store base, hence growth numbers are not comparable;

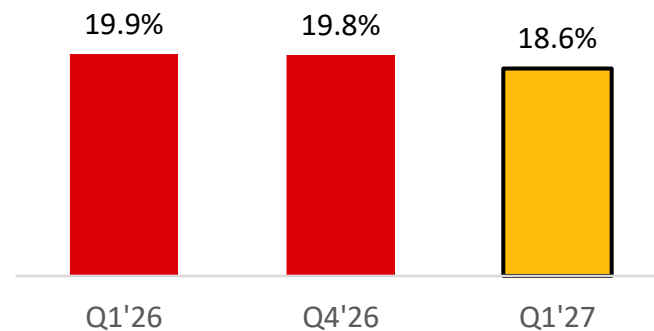
2) Digital Sales largely includes sales from Mobile Apps and Self Ordering Kiosks.

Resilient profitability aided by cost governance and op. leverage

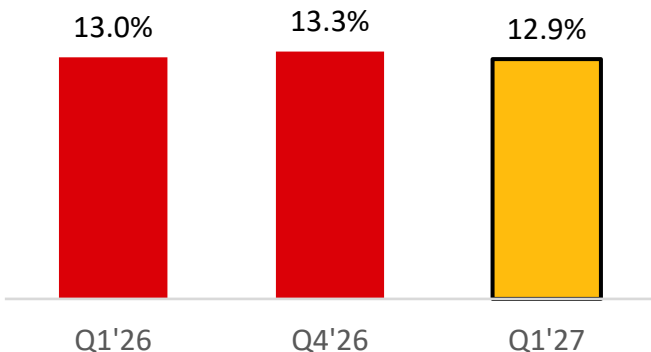
Adj. Gross Margin, Percent



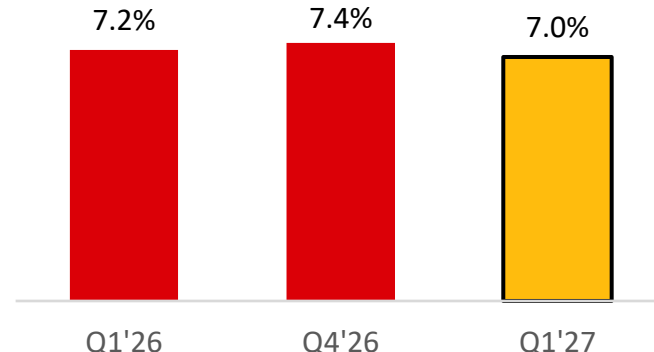
ROM, Percent



Op. EBITDA Margin, Percent



Cash PAT Margin, Percent



- Like-for-like gross margin declined sequentially, impacted by input cost pressures across fuel, food and packaging.
- Inflationary headwinds are expected to ease with improving geopolitical conditions. Gross margin to remain above 67% in the near to mid term.
- Restaurant operating margin declined by ~130 bps YoY, while operating EBITDA margin remained broadly stable, supported by robust cost governance and operating leverage.
- Cash PAT stood at ₹ 517 million, representing 7% of sales.

A unique business model catering various market segments across dayparts



Three strategic focus areas over the medium term

Modern, relevant and progressive food and food tech company



Winning proposition

Strengthened Consumer Proposition to Drive Scalable, Profitable Guest Count Growth.

Omni-channel

Integrate various channels and touchpoints to a One McDonald's platform to provide consumers a seamless experience

Network expansion

Penetrate unserved geographies and fortify existing markets with renewed aggression

Running great restaurants and brand building

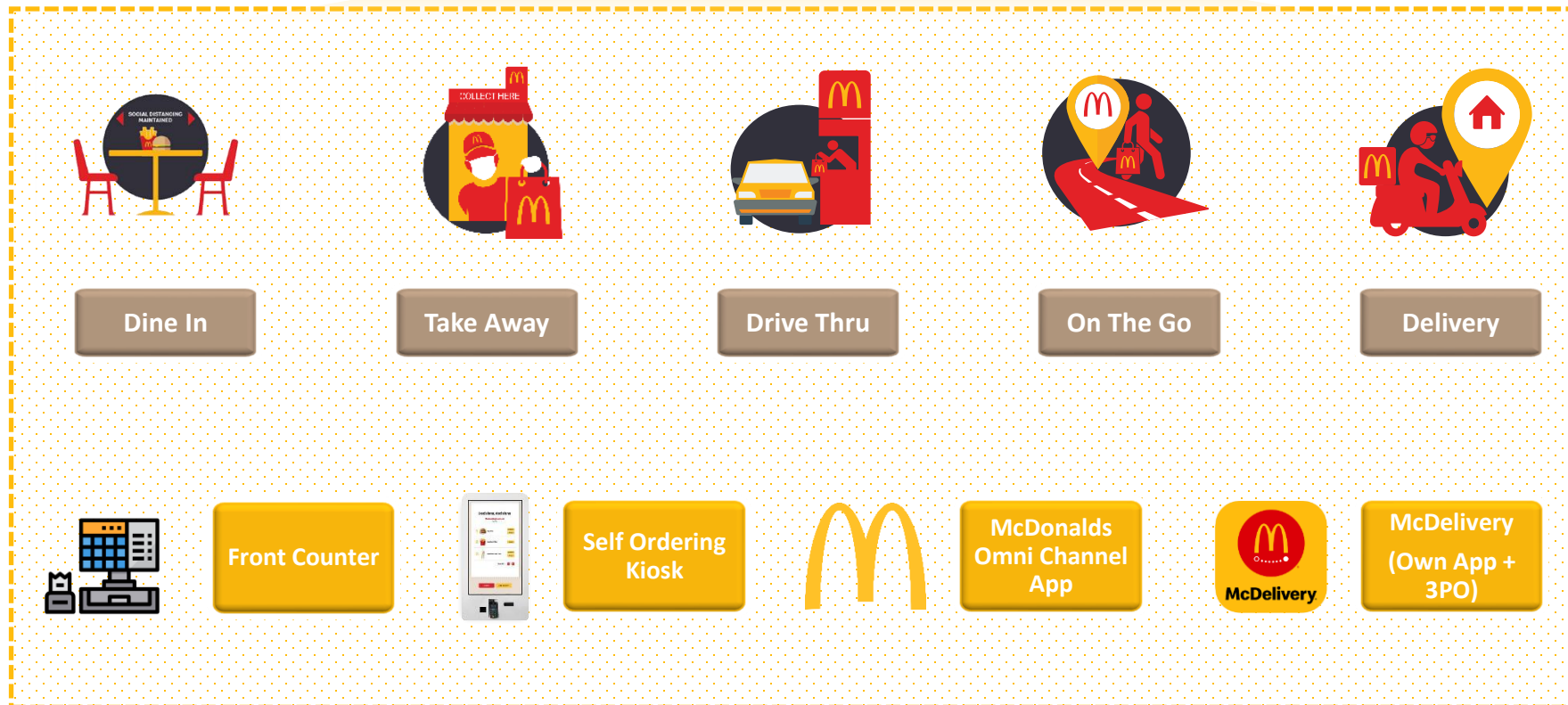
Cost leadership and operating efficiencies

Consumer Proposition Framework to aggressively drive guest count growth in near to mid term



Robust **Omni Channel** model with unified experience

UNIFIED EXPERIENCE



74%

Digital-led Sales

+55 mn

Cumulative
Apps Downloads

+3.7 mn

MAU
Monthly Active Users

Aggressive and prudent **Network Expansion**

Presence in **482** restaurants across **79** cities (as of June 2026)

Drive-thrus



McCafés



Modern digital experience



- Added 5 restaurants in Q1 FY27; Closed 1 restaurant
- **On track to achieve our target of 580-630 restaurants by December 2027**

For Your Every Family, Let's Family at McD



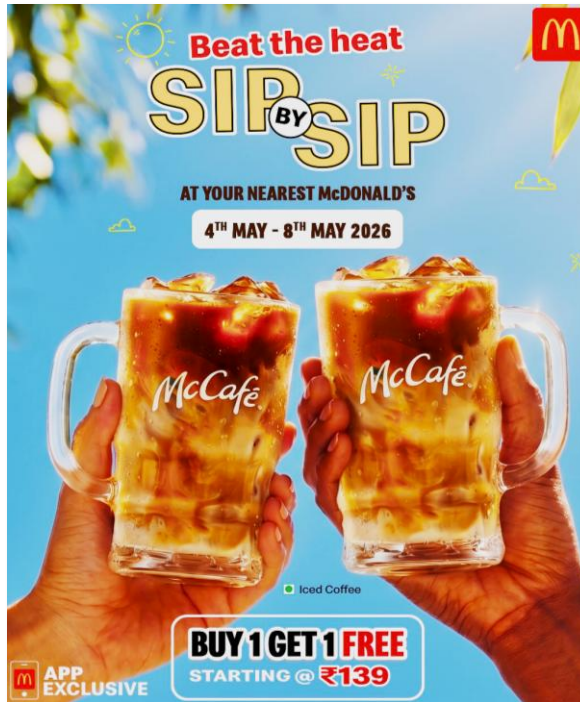
Celebrating
30 years of everyday
feel-good moments at
McDonald's India

FOR YOUR EVERY FAMILY:

The ones you're born into, and
the ones you find along the way!

Let's Family at McD

Driving affinity through relevant everyday moments



Financials

Particulars (INR Mn, Post INDAS 116)	Q1FY27	%	Q1FY26	%	Q4FY26	%
Sales	7,356.4	100.0%	6,576.4	100.0%	6,553.6	100.0%
<i>YoY Sales Growth %</i>	<i>11.9%</i>		<i>6.7%</i>		<i>8.7%</i>	
Food & Paper	2,386.7	32.4%	1,867.1	28.4%	2,089.9	31.9%
Gross Profit	4,969.7	67.6%	4,709.3	71.6%	4,463.6	68.1%
Payroll & Benefits	750.1	10.2%	670.5	10.2%	730.8	11.2%
Royalty	409.6	5.6%	369.8	5.6%	359.0	5.5%
Other Operating Expenses	2,438.1	33.1%	2,358.3	35.9%	2,073.5	31.6%
Restaurant Operating Margin (ROM)	1,371.9	18.6%	1,310.7	19.9%	1,300.3	19.8%
General & Admin Expense	426.4	5.8%	457.0	6.9%	430.5	6.6%
Op. EBITDA	945.5	12.9%	853.7	13.0%	869.8	13.3%
<i>YoY EBITDA Growth %</i>	<i>10.7%</i>		<i>6.9%</i>		<i>9.6%</i>	
Depreciation	599.6	8.2%	550.3	8.4%	575.3	8.8%
Other (Income) / Expense, net	(65.2)	-0.9%	(68.0)	-1.0%	(64.6)	-1.0%
Financial Expense	387.7	5.3%	354.3	5.4%	367.9	5.6%
Exceptional items*	15.5	0.2%	0.5	0.0%	0.9	0.0%
PBT	7.9	0.1%	16.6	0.3%	(9.5)	-0.1%
Tax	2.0	0.0%	4.3	0.1%	(33.3)	-0.5%
PAT	5.9	0.1%	12.3	0.2%	23.8	0.4%
PAT (pre-IND AS 116)	116.5	1.6%	116.2	1.8%	94.0	1.4%
Cash Profit After Tax	516.8	7.0%	473.8	7.2%	486.7	7.4%
SSSG (%)	4.3%		0.5%		1.5%	
New stores opening	5		9		21	

Note: *Exceptional Items include one-time gain/ expense on account of assets written off pertaining to restaurants relocation/closure.

P&L reconciliation

Particulars (INR mn)	(A) Q1 FY27 (Adjusted)	(B) Ind AS 116 Changes^	(C) Q1 FY27 (Reported)	(D) Q1 FY26 (Adjusted)	(E) Ind AS 116 Changes^	(F) Q1 FY26 (Reported)	(A over D) YoY Growth (Adjusted)
Revenue	7,356.4	-	7,356.4	6,576.4	-	6,576.4	11.9%
Occupancy and other Operating Expenses	2,832.4	-394.2	2,438.1	2,708.3	-350.0	2,358.3	4.6%
Restaurant Operating Profit	977.7	394.2	1,371.9	960.7	350.0	1,310.7	1.8%
Restaurant Operating Margin	13.3%		18.6%	14.6%		19.9%	
General and Administration Expenses	426.4	-	426.4	457.0	-	457.0	-6.7%
Operating EBITDA	551.3	394.2	945.5	503.8	350.0	853.7	9.4%
Operating EBITDA Margin	7.5%		12.9%	7.7%		13.0%	
Depreciation and Amortisation Expense	375.4	224.1	599.6	344.3	206.0	550.3	9.0%
Other (Income) / Expense, net	-55.7	-9.4	-65.2	-59.2	-8.8	-68.0	5.9%
Financial Expense	59.9	327.8	387.7	63.8	290.5	354.3	-6.1%
Exceptional Items*	15.5	-	15.5	0.5	-	0.5	-
Profit/(Loss) before Tax	156.1	-148.2	7.9	154.4	-137.8	16.6	1.2%
Tax	39.6	-37.6	2.0	38.1	-33.8	4.3	3.8%
Profit/(Loss) after Tax	116.5	-110.7	5.9	116.2	-103.9	12.3	0.3%
PAT Margin	1.6%		0.1%	1.8%		0.2%	

Note: 1) ^Adjustments arising out of Ind AS 116; 2) *Exceptional Items include one-time gain/ expense on account of assets written off pertaining to restaurants relocation/closure.

Gross margin note

Change

Regrouping of Processing Charges from other operating expenses to cost of goods sold (COGS).

Particulars (INR Mn, Post INDAS 116)	Q1FY27	%	Q1FY26	%	Q4FY26	%	FY26	%	FY25	%	FY24	%
Sales	7,356.4	100%	6,576.4	100.0%	6,553.6	100.0%	26,255.6	100.0%	24,911.9	100.0%	23,918.1	100.0%
COGS (Reported)	2,386.7	32.4%	1,867.1	28.4%	2,089.9	31.9%	7,908.7	30.1%	7,452.8	29.9%	7,106.9	29.7%
(+) Processing Charges	0.0	0.0%	261.3	4.0%	0.0	0.0%	573.6	2.2%	943.3	3.8%	845.5	3.5%
COGS (Adjusted)	2,386.7	32.4%	2,128.4	32.4%	2,089.9	31.9%	8,482.2	32.3%	8,396.1	33.7%	7,952.5	33.2%
Gross Profit (Adjusted)	4,969.7	67.6%	4,448.0	67.6%	4,463.6	68.1%	17,773.4	67.7%	16,515.8	66.3%	15,965.6	66.8%
Gross Profit (Reported)	4,969.7	67.6%	4,709.3	71.6%	4,463.6	68.1%	18,346.9	69.9%	17,459.2	70.1%	16,811.2	70.3%
Op. EBITDA (No Change)	945.5	12.9%	853.7	13.0%	869.8	13.3%	3,470.5	13.2%	3,293.2	13.2%	3,780.4	15.8%

Implication

- Cost of Goods Sold: Increase
- Other Operating Expenses: Decrease
- Gross Profit and Margin: Decrease
- **Sales, Restaurant Operating Margin, EBITDA, PAT: No Change**

Vision 2027

01

Meals Strategy

Achieve market leadership in core day parts through brand relevance led by menu innovation and marketing

02

Omnichannel Strategy

Integrate various channels and touchpoints to a One McDonald's platform in order to provide consumers a seamless experience

03

Faster than ever Network Expansion

Penetrate unserved geographies and fortify existing markets with renewed aggression

04

Lead with performance

Targeting superior business performance and operating efficiency through execution excellence



Building a



Bigger | Better | Bolder

McDonald's Together





Westlife Foodworld Limited



Q1 FY27 Earnings Call Invite

Westlife Foodworld Limited (NSE: WESTLIFE, BSE: 505533) will announce its results for the first quarter that ended June 30, 2026, on July 30, 2026. Following the announcement, the management team will host a conference call for investors and analysts on **July 30, 2026, at 4:30 pm IST**. The call will commence with a brief discussion on the previous quarter's performance followed by an interactive question and answer session. Call details are below:

Date	July 30, 2026
Time	India: 4:30 pm IST Hong Kong/ Singapore: 7:00 pm HKT/ SGT New York, USA: 7:00 am EDT UK: 12:00 pm BST
Duration	60 minutes
Universal Dial In	+91 22 6280 1261 +91 22 7115 8162
International Toll Free	Hong Kong: 800 964 448 Singapore: 80 0101 2045 UK: 080 8101 1573 USA: 186 6746 2133
DiamondPass™	Link (No Wait Time)

Note: Please dial in at least 10 minutes prior to the scheduled time to ensure that you are connected on time. Audio and transcripts will be available within five working days after the call on the Investors page of the company website.

For further information, please contact: Chintan Jajal | investor.relations@mcdonaldsindia.com

A large, thick yellow smiley face graphic that frames the "Thank you" text.

Thank you

IR Contact

For additional information:

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