

Date: 25<sup>th</sup> July 2025

To,

<b>National Stock Exchange of India Limited</b> Exchange Plaza, Block G, C/1, Bandra Kurla Complex, Bandra (E), Mumbai – 400051  Symbol: SAPPHIRE	<b>BSE Limited</b> Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400001  Scrip Code: 543397
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Dear Sir/Madam,

**Subject: Corporate Presentation**

Pursuant to the Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, please find enclosed herewith Corporate Presentation.

The Corporate Presentation is also available on Company's website (<https://www.sapphirefoods.in/investors-relation/corporate-presentation>) under FY26 Q1 section.

Request you to kindly take the same on record.

Thanking you,  
**For Sapphire Foods India Limited**



**Sachin Dudam**  
**Company Secretary and Compliance Officer**

Encl: a/a



SapphireFoods

# Corporate Presentation

July'2025

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Certain matters discussed in this Presentation may contain statements regarding the Company’s market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide, competition, the company’s ability to successfully implement its strategy, the Company’s future levels of growth and expansion, technological implementation, changes and advancements, changes in Restaurant Sales, income or cash flows, the Company’s market preferences and its exposure to market risks, as well as other risks. The Company’s actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third party statements and projections.



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# Sapphire Foods At A Glance



YUM's **Franchisee** Operator in  
India, Sri Lanka & Maldives



Sri Lanka's **Largest**  
International QSR Chain <sup>(1)</sup>



**₹ 7,748 MN** Q1FY26  
Restaurant Sales



**14.6%** [17.3%] Q1FY26  
EBITDA margin



**₹1,134 MN** [1,242]  
Q1FY26 EBITDA



**974** Total Restaurants  
Across India, Sri Lanka  
and Maldives <sup>(2)</sup>



**510 KFC** Restaurants <sup>(2)</sup>  
**454 Pizza Hut** Restaurants <sup>(2)</sup>  
**10 Taco Bell** Restaurants <sup>(2)</sup>



**17.1%** [18.2%] FY25  
EBITDA margin

**₹ 4,925 MN** [4,717]  
FY25 EBITDA



**Omni Channel Mix** <sup>(3)</sup>

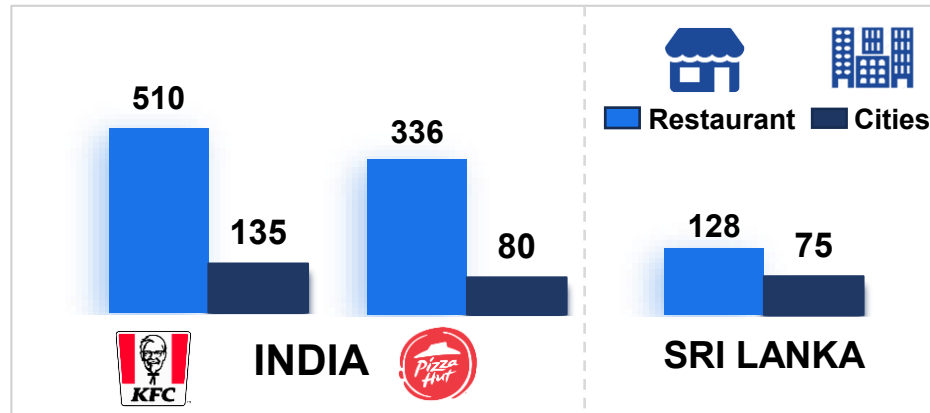
DineIn, **34%**    Take Away, **23%**    Delivery, **44%**



Source: Company data, Technopak industry report  
(1) In terms of Restaurant Sales for FY21 and number of restaurants operated as of March 31, 2021; (2) As of June 30, 2025; (3) Pertains to Q1 FY26



# Journey Of Sapphire Foods Built A Platform Of 974 Outlets <sup>(1)</sup>



~ KFC and Pizza Hut Brands Operate in States that cover 56% of GDP <sup>(2)</sup>

KFC and Pizza Hut present in 10 and 11 states of India respectively  
**KFC and Pizza Hut present in 5 and 6 of the Top 8 cities of India respectively**

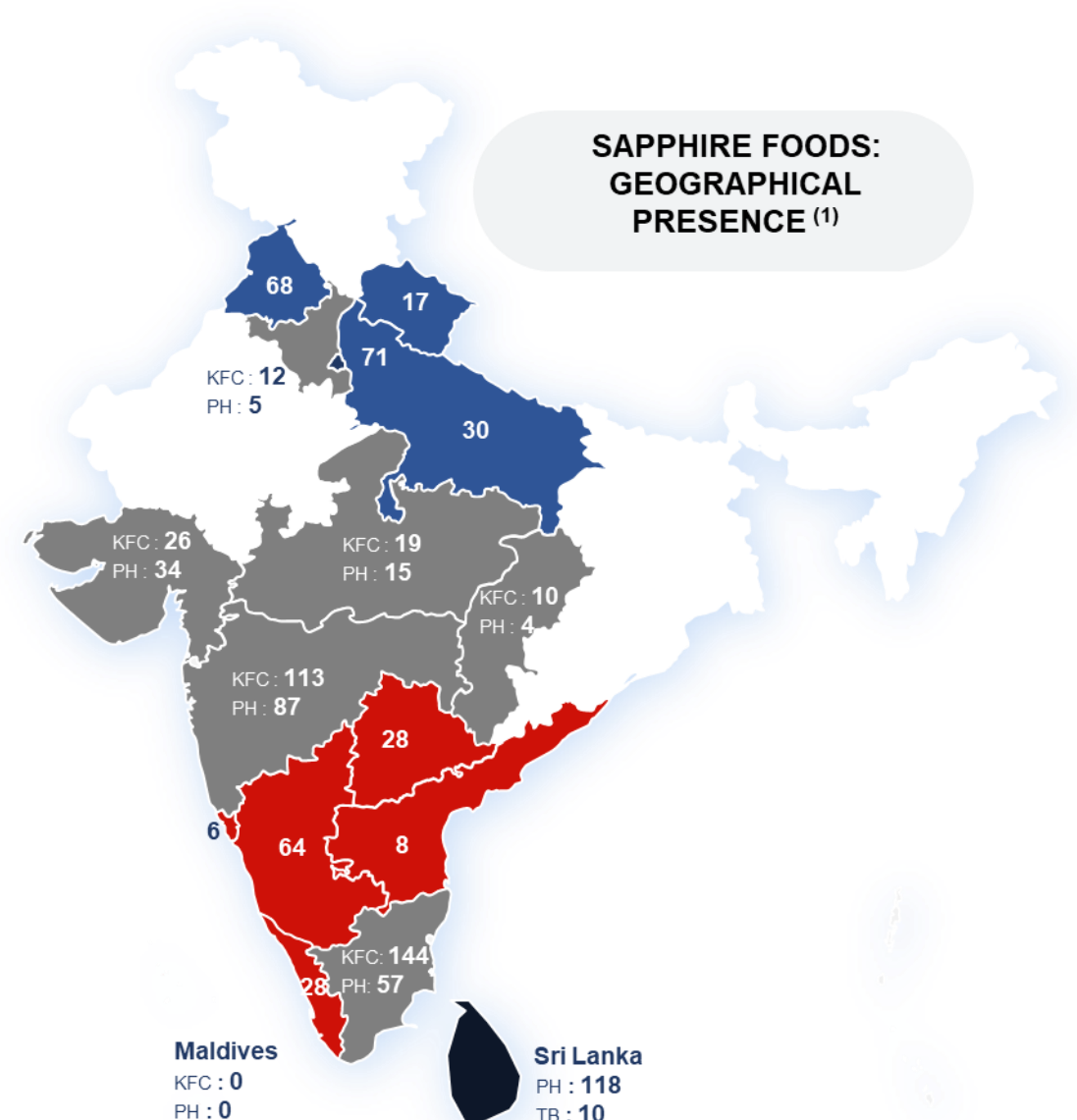
Top 8 Cities in India contribute 87% of Chain Food Services Market <sup>(3)</sup>

**32 Cities where 440 restaurants of both KFC and Pizza Hut are operated**

Source: Company data, Technopak Industry Report

<sup>(1)</sup> Sri Lanka + Maldives included 4 restaurants in the previous years. As on 30<sup>th</sup> Jun 25 all the 4 restaurants are closed.

<sup>(2)</sup> GDP contribution of states In FY19 where Pizza Hut and KFC restaurants are located; <sup>(3)</sup> In FY20



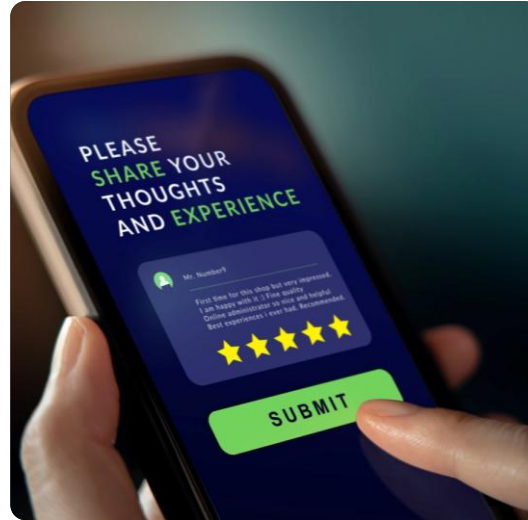
# The Sapphire Story



VALUE BASED WORK CULTURE, HIGH ON GOVERNANCE ENABLED  
BY PROFESSIONAL MANAGEMENT, BOARD & PROMOTERS



Two global brands ( KFC & Pizza Hut) with **Scale & profitability among Top 3 QSR operators**



**Execution Mindset**  
Great Customer experience along with Superior Back-end operational excellence



**Optimal capital allocation drives new restaurant expansion model** - focus on smaller sized **omni-channel restaurants**



**Capability and capital** to rapidly drive organic & inorganic growth plans

# Financial Overview

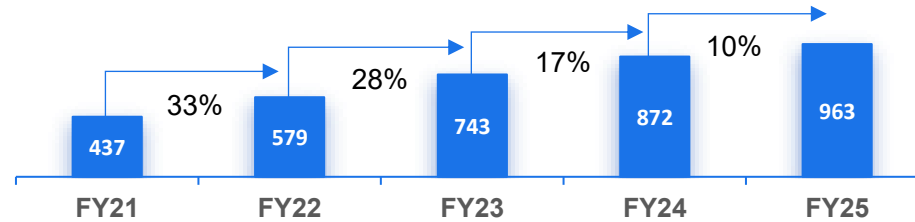




# Sapphire Foods: 4-Year Scorecard



No. of Restaurants

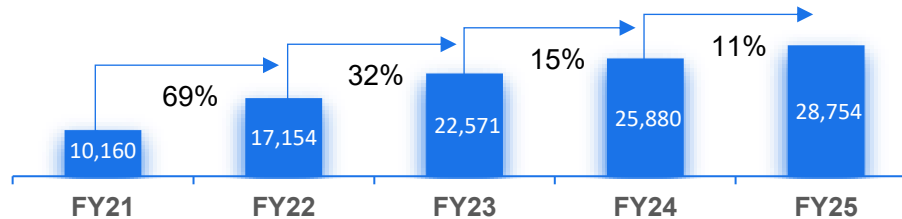


4-Year CAGR

22%



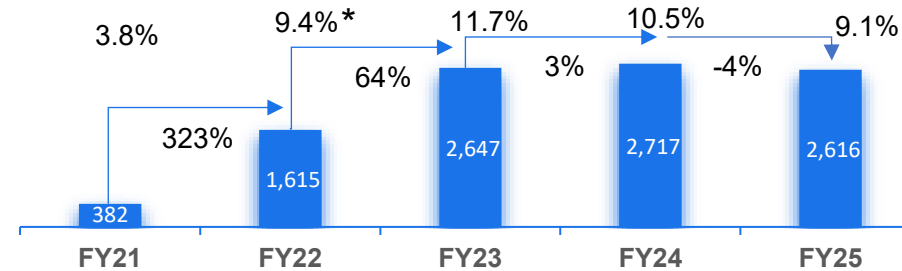
Restaurant Sales ₹ Mn



30%



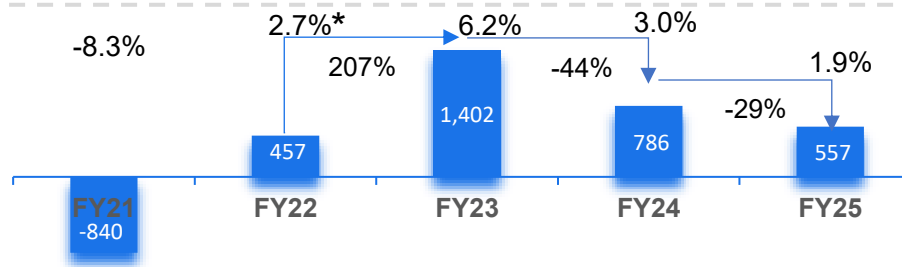
Adj. EBITDA ₹ Mn / %



62%



Adj. PAT ₹ Mn# / %



NA

## Relentless Execution. Grit. Performance.

### FY25 Highlights

- In a difficult year Sapphire has delivered double digit Rest. count & Revenue growth. EBITDA grew by 4% at 17.1% and Adj. EBITDA declined by 4%. We added 91 restaurants during the year.
- Sapphire KFC delivered robust performance with double digit revenue growth of 11% and Rest. EBITDA margin of 17.3%. We achieved a significant milestone of 500 KFC restaurants during the year and thereby doubled the count over last ~3 years.
- Sri Lanka business had a very strong turnaround with 14% LKR revenue growth (double digit SSSG & SSTG) & 24% in ₹ terms with healthy Rest. EBITDA margin of 15.4%.
- Sapphire Foods is ranked No.1 QSR in India for 2<sup>nd</sup> consecutive year on the Dow Jones Sustainability Index (DJSI). It was placed 7<sup>th</sup> amongst all QSRs globally at 97<sup>th</sup> percentile.
- At the Yum Global Franchise Convention in Apr'25, Sapphire Foods was recognized as:
  - World's Best KFC Franchisee
  - World's Top 4 Pizza Hut Franchisee
  - World's Best Pizza Hut Franchisee for People Practices (Sri Lanka business)

Adj. EBITDA is before is before Ind-AS 116 adjustments

\* Adj EBITDA & EBITDA for FY22 have been normalized for additional incentive from Yum accrued in that year

# Summary Consolidated Financials Q1 FY26



Particulars	Q1 FY26	Q1 FY25	Change YoY	FY25
Restaurant Sales ₹ mn	7,748	7,165	▲ 8%	28,754
Adj. EBITDA ₹ mn	548	707	▼ 22%	2,616
%	7.1%	9.9%	▼ 280 bps	9.1%
EBITDA ₹ mn	1,134	1,242	▼ 9%	4,925
%	14.6%	17.3%	▼ 270 bps	17.1%
Adj. PBT ₹ mn*	83	239	▼ 65%	699
%	1.1%	3.3%	▼ 220 bps	2.4%
PBT ₹ mn *	-18	118	▼ 116%	384
%	-0.2%	1.7%	▼ 190 bps	1.3%
Restaurant Additions	11	14		91

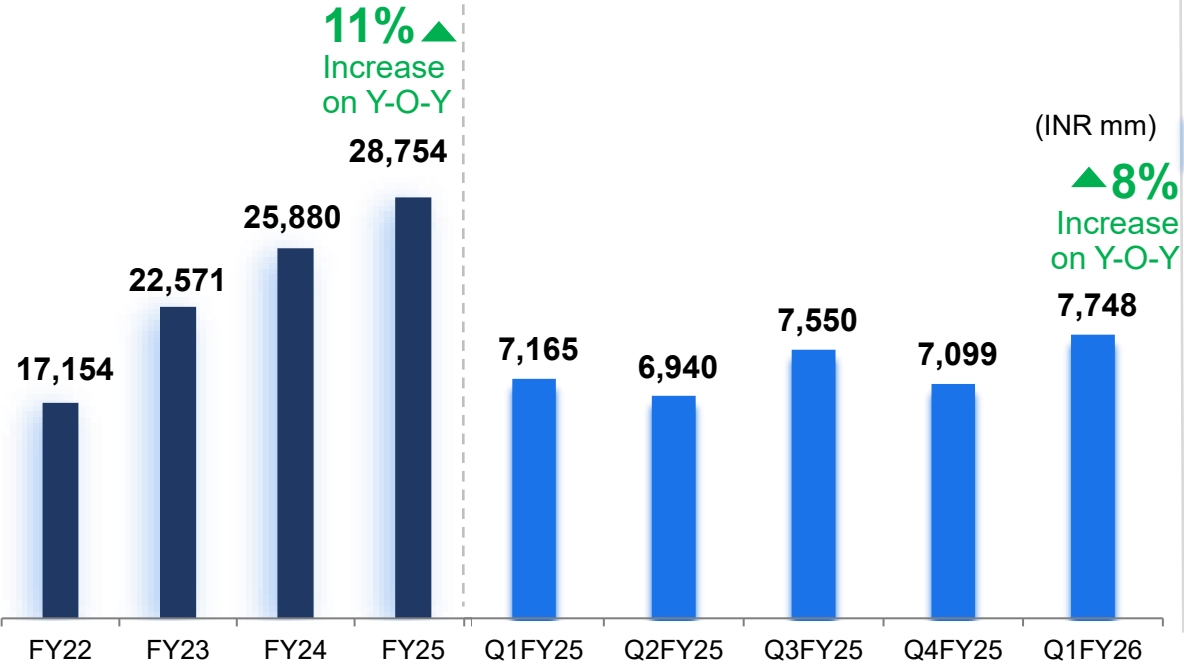
#Adj. EBITDA and Adj. PAT is before Ind-AS 116 adjustments

\*Adj. PBT & PBT of FY25 are before the exceptional items of ₹153 Mn

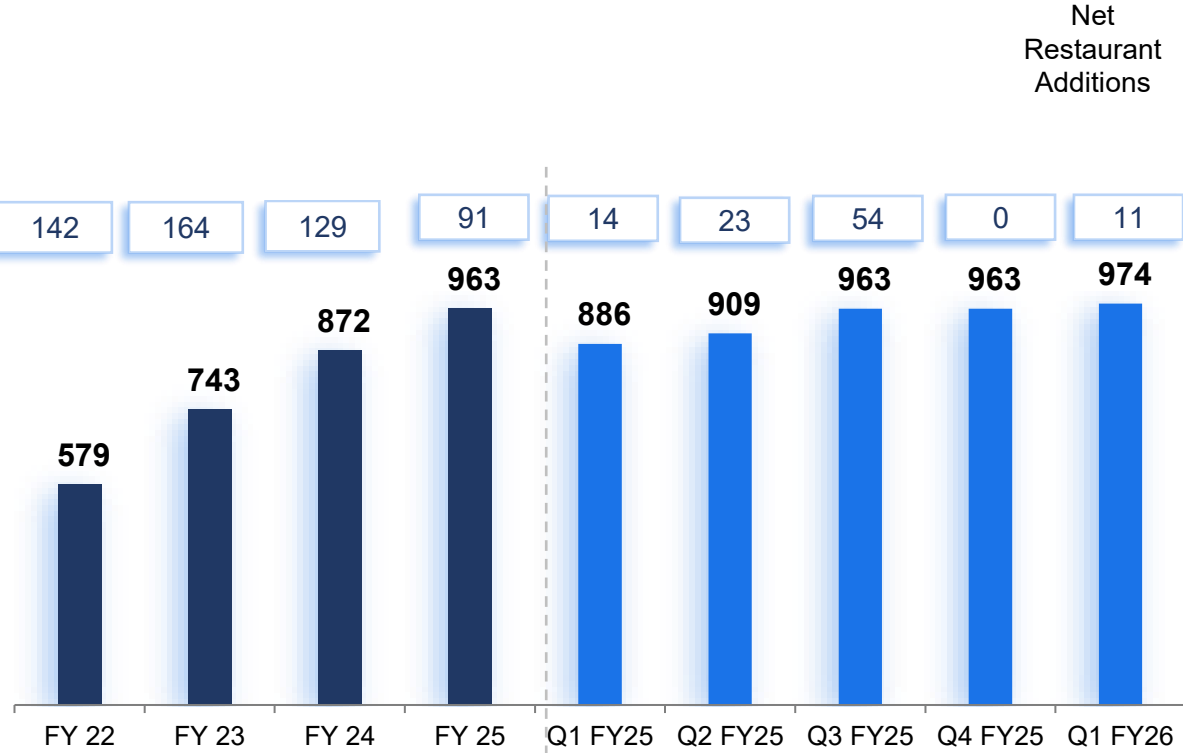
# Operational & Financial Overview



RESTAURANT SALES



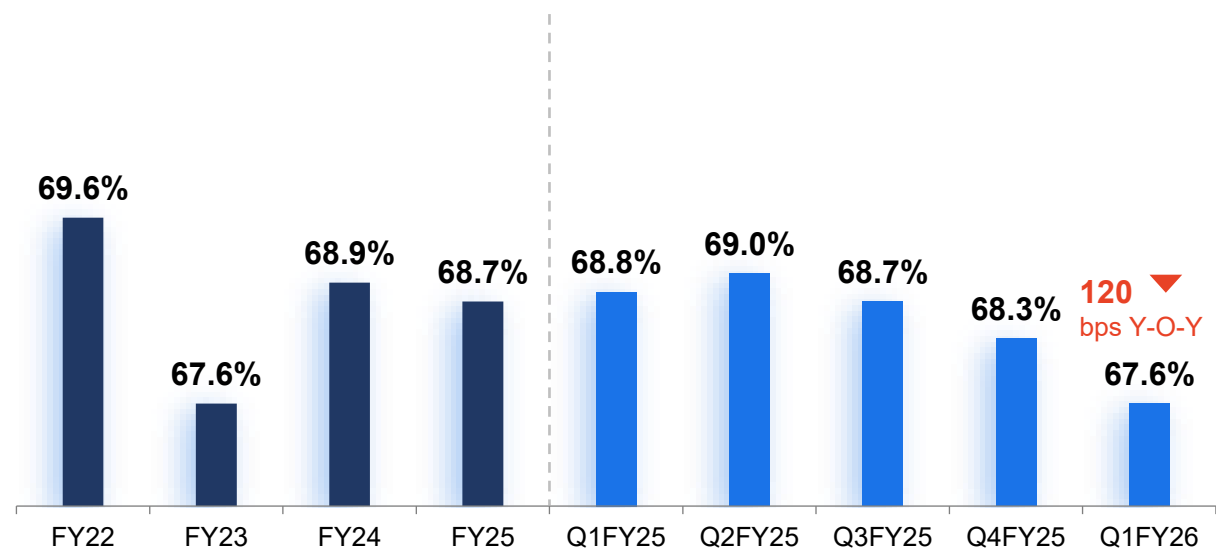
NUMBER OF RESTAURANTS



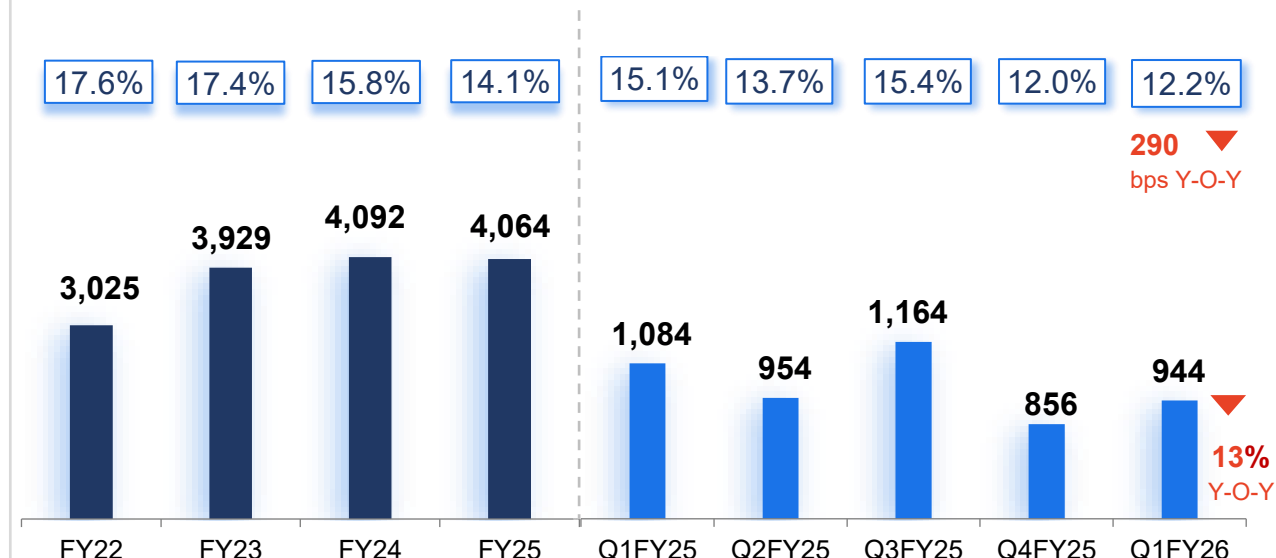
# Profitability Overview



## GROSS MARGIN %



## RESTAURANT EBITDA (₹ MN / %) #



## KEY INITIATIVES



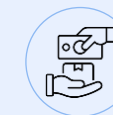
Zero-based cost budgeting leading to permanent cost reduction



PACE SETTER program for benchmarking cost amongst restaurants



Optimization of restaurant size



Increase in revenue from Delivery from 21% in FY19 to 44% in Q1FY26

# Restaurant EBITDA is before Ind-AS 116 adjustments

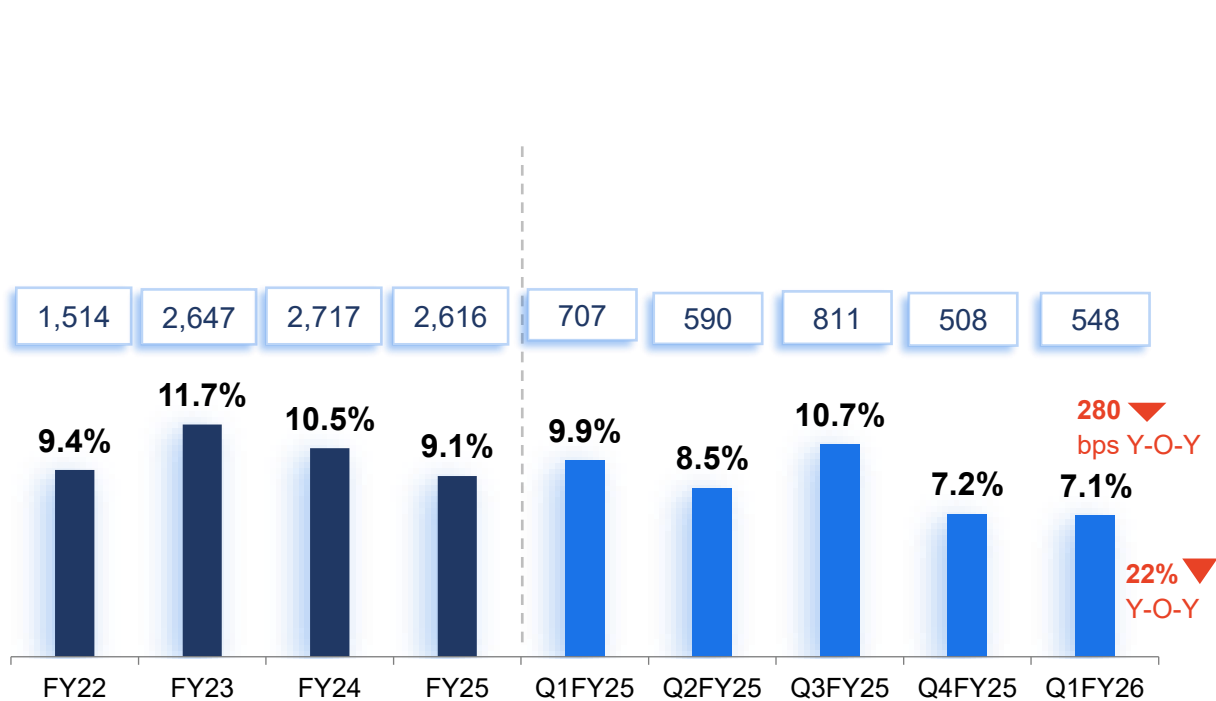
\*FY22 excludes additional incentives of 1.1%



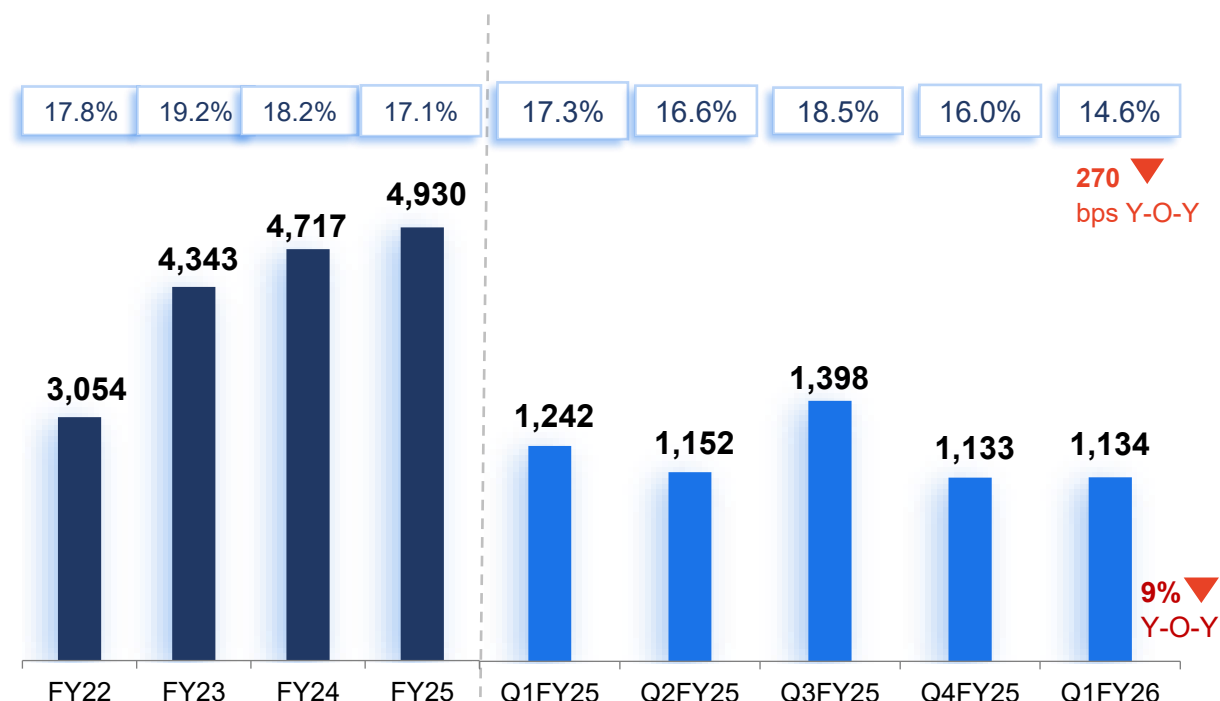
# Profitability Overview



ADJ. EBITDA (₹ MN / %) #



EBITDA (₹ MN / %)



## KEY INITIATIVES



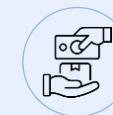
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PACE SETTER program for benchmarking cost amongst restaurants



Optimization of restaurant size



Increase in revenue from Delivery from 21% in FY19 to 44% in Q1FY26

# Restaurant EBITDA is before Ind-AS 116 adjustments

\*FY22 excludes additional incentives of 1.1%

# Brand Wise Performance



# KFC Brand Priorities



## Drive Penetration and Frequency for KFC

"Taste The Epic" campaign to popularize Core Variety offerings



## Craveable Taste

Launch of KFC Gold premium range of Zinger Burger & Chicken strips



## Value

Advertising behind 9 for 299/-



## Frictionless Customer Experience

Digital Kiosks rolled across 50% estate

Strengthen Own Delivery through KFC App



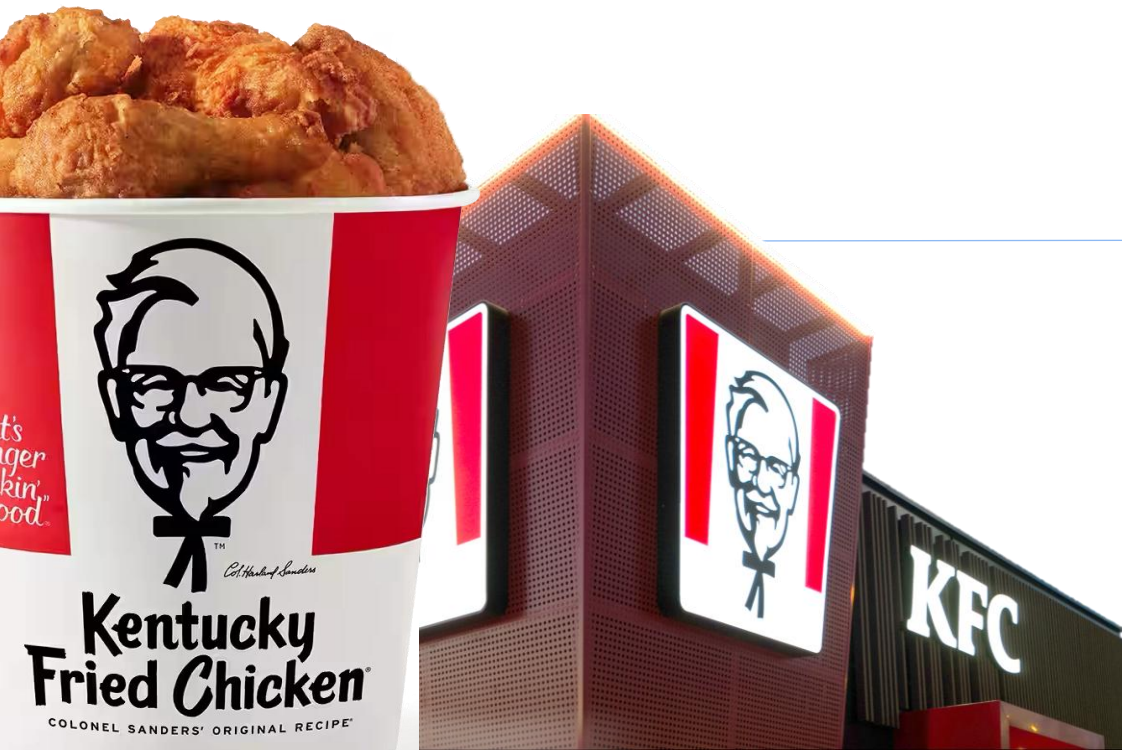
## Improve Accessibility

Continue current pace of expansion (60-80 stores per year)







## Operational Excellence

> 4.0 ratings across Swiggy, Zomato & Google



# Core Composition Of Our Business: **KFC India**



	As of Mar 31, 2023 /For FY23	As of Mar 31, 2024 /For FY24	As of Mar 31, 2025 /For FY25	As of June 30, 2025 /For 3M FY26
 Total Restaurant Count	341	429	502	510
 Average Daily Sales per Restaurant (INR'000s)	135	125	114	116
 Restaurant Related Revenue (in INR mm)	14,529	17,157	19,039	5,275 <span>11%▲ Y-O-Y</span>
 Restaurant EBITDA (in %)	19.4%	19.7%	17.3%	15.7% <span>310 ▼ bps Y-O-Y</span>

Net restaurant additions of 8 in Q1FY26

Source: Company data

\*Restaurant EBITDA % is Normalized for additional incentives accrued in that period and YoY comparison is with Normalized numbers of FY24



# Pizza Hut Brand Priorities



## ACTION UPDATE ON DINE – IN LED OMNI CHANNEL CUSTOMER PROMISE



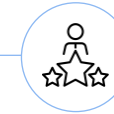
**Taste Superiority through  
Pizza & sides innovation**



**Differentiated Dine-In  
Experience (like Casual  
Dine-In Restaurants)**



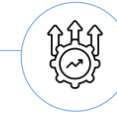
**Hot n Fresh Delivery  
Experience**



**Competitive Value for  
money**



**Cautious store  
expansion (~1000/1200  
sqft. stores)**







**Mass media advertising to drive consumer  
awareness & consideration**



- We launched the “Juicylicious” pizza range in Apr’25 which has received positive feedback from the consumers who have tried it.
- In Tamil Nadu Sapphire & Yum supported this “Juicylicious” range through mass media advertising which resulted in positive SSSG & SSTG (double digit delta versus rest of market).
- In common markets marketing investment remained in the BTL form.
- We continue to pursue the above strategy to revive the brand which is a replica of the successful Sri Lanka Pizza Hut strategy over several years.

# Core Composition Of Our Business: **Pizza Hut India**



	As of Mar 31, 2023 /For FY23	As of Mar 31, 2024 /For FY24	As of Mar 31, 2025 /For FY25	As of June 30, 2025 /For 3M FY26
 Total Restaurant Count	286	319	334	336
 Average Daily Sales per Restaurant (INR'000s)	58	46	46	44
 Restaurant Related Revenue (in INR mm)	5,214	5,185	5,450	1,320 <span>6% ▼ Y-O-Y</span>
 Restaurant EBITDA (in %)	13.3%	4.9%	2.4%	-2.5% <span>710 ▼ bps Y-O-Y</span>

Net restaurant additions of 2 in Q1FY26





Rest. EBITDA  
excluding marketing  
investment is flat in  
Q1 FY26

Source: Company data

\*Restaurant EBITDA % is Normalized for additional incentives accrued in that period.\*

# Core Composition Of Our Business: **Sri Lanka Operations**



	As of Mar 31, 2023 /For FY23	As of Mar 31, 2024 /For FY24	As of Mar 31, 2025 /For FY25	As of June 30, 2025 /For 3M FY26
 Total Restaurant Count	116	124	127	128
 Average Daily Sales per Restaurant (INR'000s)	72	79	95	103
 Restaurant Related Revenue (in INR mm)	2,716	3,397	4,228	1,164 Y-O-Y 19% (INR) ▲ 15% (LKR) ▲
 Restaurant EBITDA (in %)	14.8%	13.7%	15.4%	12.7% Y-O-Y 50 bps ▼

Net restaurant additions of 1 in Q1FY26

Source: Company data

\*Restaurant EBITDA % is Normalized for additional incentives accrued in that period.

# Unit Economics



## KFC



## PIZZA HUT



Avg Size of Restaurant  
(in Sq. ft.)

As of 31-Mar-19

**2,736**

Current

**~ 1,600**

▼ Reduction in Avg  
Restaurant size ~40%

As of 31-Mar-19

**2,427**

Current

**~ 1,200**

▼ Reduction in Avg  
Restaurant size ~45%



Average Daily Sales per  
Restaurant (in ₹'000)

FY19

**125**

FY24

**125**

FY25

**114**

FY19

**61**

FY24

**46**

FY25

**46**



Restaurant  
EBITDA %

FY19

**12.7%**

FY24

**19.4%**

FY25

**17.3%**

FY19

**7.5%**

FY24

**4.9%**

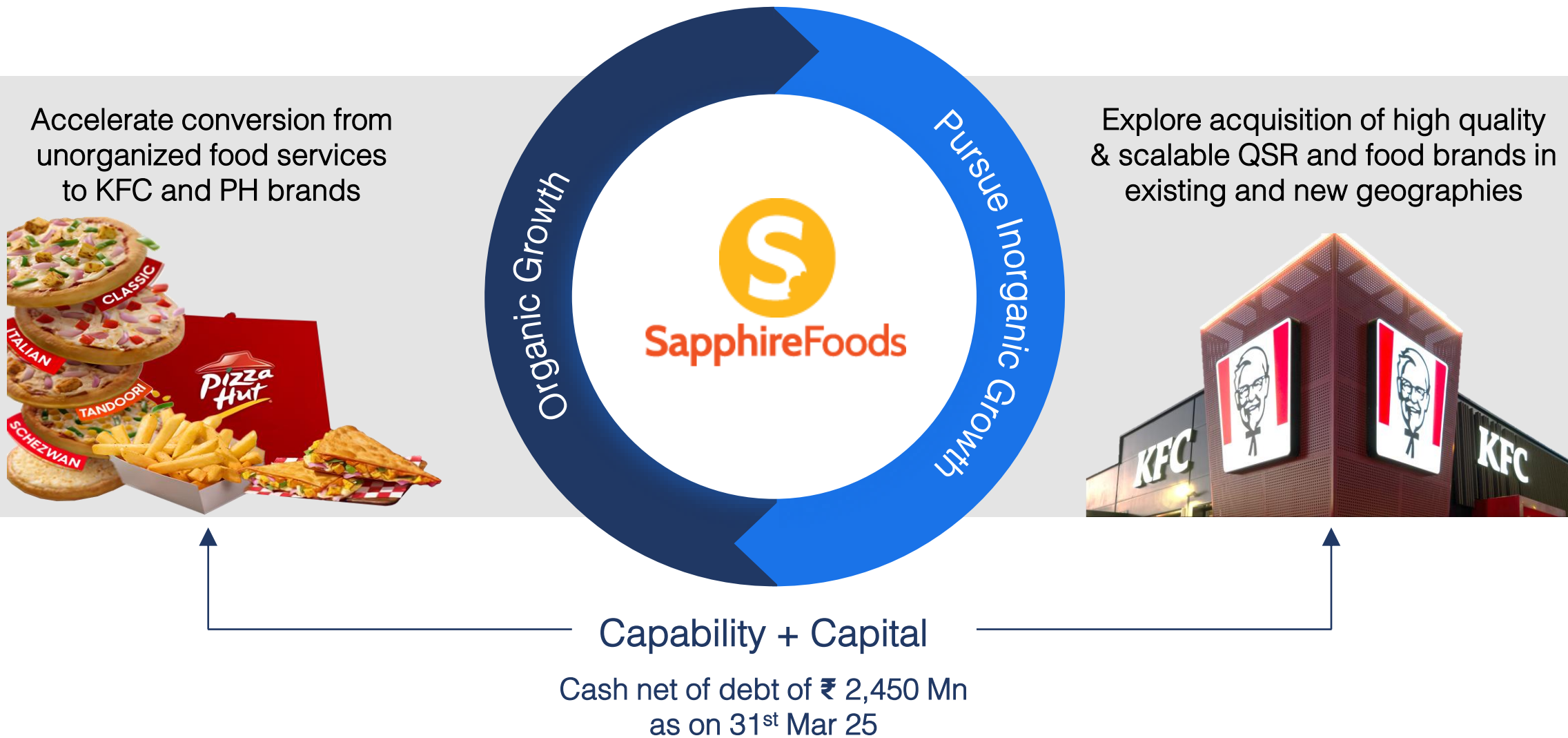
FY25

**2.4%**

In Pizza Hut **1,000 Sq.ft. restaurants** rolled out for densification. We expect this will be around **10-15% of our new restaurants** going forward



# Well Positioned to **Capture Future Opportunities**



# Scalability In Food Business



## Sapphire Foods ' 7 Mantras To Drive Scalability In Food Business



Centre of plate /  
meal / daily  
consumption



Difficult to  
make at home



Brand differential:  
provenance story



Production  
processes do not  
need "Chef "



Value for money



Quick Services



Omni channel  
worthy

# Sustainability Award



Sapphire KFC Raya, Punjab Outlet was awarded IGBC Platinum rating



- First QSR Restaurant in India to receive Platinum rating
- First Yum! KFC Restaurant Globally to receive Platinum rating

# Management Team



## Right People In Key Seats

### Management Team With Diverse Experience



**Deepak Taluja**  
CEO – KFC



**Vikrant Vohra**  
CEO – Pizza Hut



**Vijay Jain**  
Executive  
Director, CFO



**Nandita Bapat**  
Chief  
Development  
Officer



**Priya Adiseshan**  
Chief People  
Officer



**Amar Patel**  
Chief Tech  
Officer



**Ashu Khanna**  
Head Supply  
Chain



**Niraj Patil**  
Head Legal and  
Liaison



## Our Directors



**Sunil Chandiramani**  
Chairman and  
Independent Director



**Sanjay Purohit**  
Whole Time Director  
and Group CEO



**Sumeet Narang**  
Non-Executive  
Nominee Director



**Vijay Jain**  
Executive Director,  
CFO



**Deepa Wadhwa**  
Independent  
Director



**Vinod Nambiar**  
Non-Executive  
Nominee Director



**Annu Aggarwal**  
Independent  
Director



**Rohitt Mutthoo**  
Non-Executive  
Nominee Director



**Kabir Thakur**  
Non-Executive  
Nominee Director

INTERNAL AUDIT

Protiviti

STATUTORY AUDIT\*

SRBC & Co LLP

ESG

Assisted by PWC

Source: Company data  
\*M/s. Deloitte Haskins & Sells has been appointed as Statutory Auditors of the Company, from the financial year 2025-26 to hold office from the conclusion of 16th Annual General Meeting, subject to approval of the shareholders of the Company at the ensuing Annual General Meeting of the Company.

# Shareholding Pattern



Shareholding Pattern (As on 30 <sup>th</sup> Jun 2025)	% Holding
Promoters & Promoter Group	26.1
Foreign Portfolio Investors / Non-Resident Indians	31.8
Domestic – Mutual Funds Insurance Companies	35.6
AIF, Resident Individuals & Others	6.5
Total	100.0



# SapphireFoods

Thank You

**Sapphire Foods India Limited**

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