



Date: 16th December 2024

To,

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

Subject: Corporate Presentation (Revised)

This has a reference to our intimation letter dated 5th November 2024, wherein the Company has submitted Corporate Presentation, inter-alia, to the Stock Exchanges.

In connection herewith, please find enclosed herewith revised corporate presentation, for the purpose of revision carried out in the following slide. The rest of the slides remain unchanged.

Slide No.	Particulars
26	Revision in Investor Relations Partner (Vogabe Advisors Private Limited)

The Investor's Presentation will be available on Company's website (www.sapphirefoods.in/investors-relation/corporate-presentation).

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



SAPPHIRE FOODS INDIA LIMITED CORPORATE PRESENTATION – OCT'24



SAFE HARBOR



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SAPPHIRE FOODS AT A GLANCE




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

 Sri Lanka's **Largest** International QSR chain ⁽¹⁾

 ₹ **6,940 MN** Q2FY25 Restaurant Sales


 **16.6% [18.2%]** Q1FY25 EBITDA margin
₹ **1,152 MN [1,166]** Q2FY25 EBITDA




 **17.0% [18.5%]** 6M FY25 EBITDA margin
₹ **2,394 MN [2,391]** 6M FY25 EBITDA

 **909** Total Restaurants Across India, Sri Lanka and Maldives ⁽²⁾

 **463 KFC** Restaurants ⁽²⁾
437 Pizza Hut Restaurants ⁽²⁾
9 Taco Bell Restaurants ⁽²⁾

 **Omni Channel Mix** ⁽³⁾

Dine In, 35%
Delivery, 43%
Take Away, 22%



Source: Company data, Technopak industry report

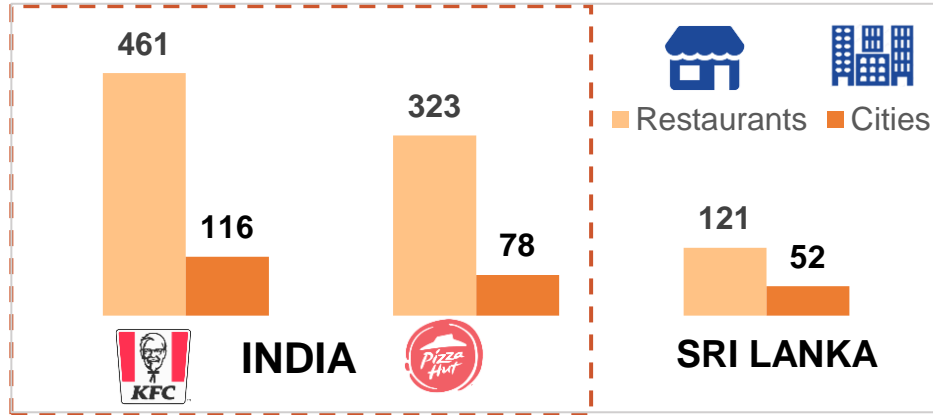
(1) In terms of Restaurant Sales for FY21 and number of restaurants operated as of March 31, 2021; (2) As of Jun 30, 2024; (3) Pertains to Q1 FY25

JOURNEY OF SAPPHIRE FOODS

BUILT A PLATFORM OF 909 OUTLETS (1)



SAPPHIRE FOODS: GEOGRAPHICAL PRESENCE (1)



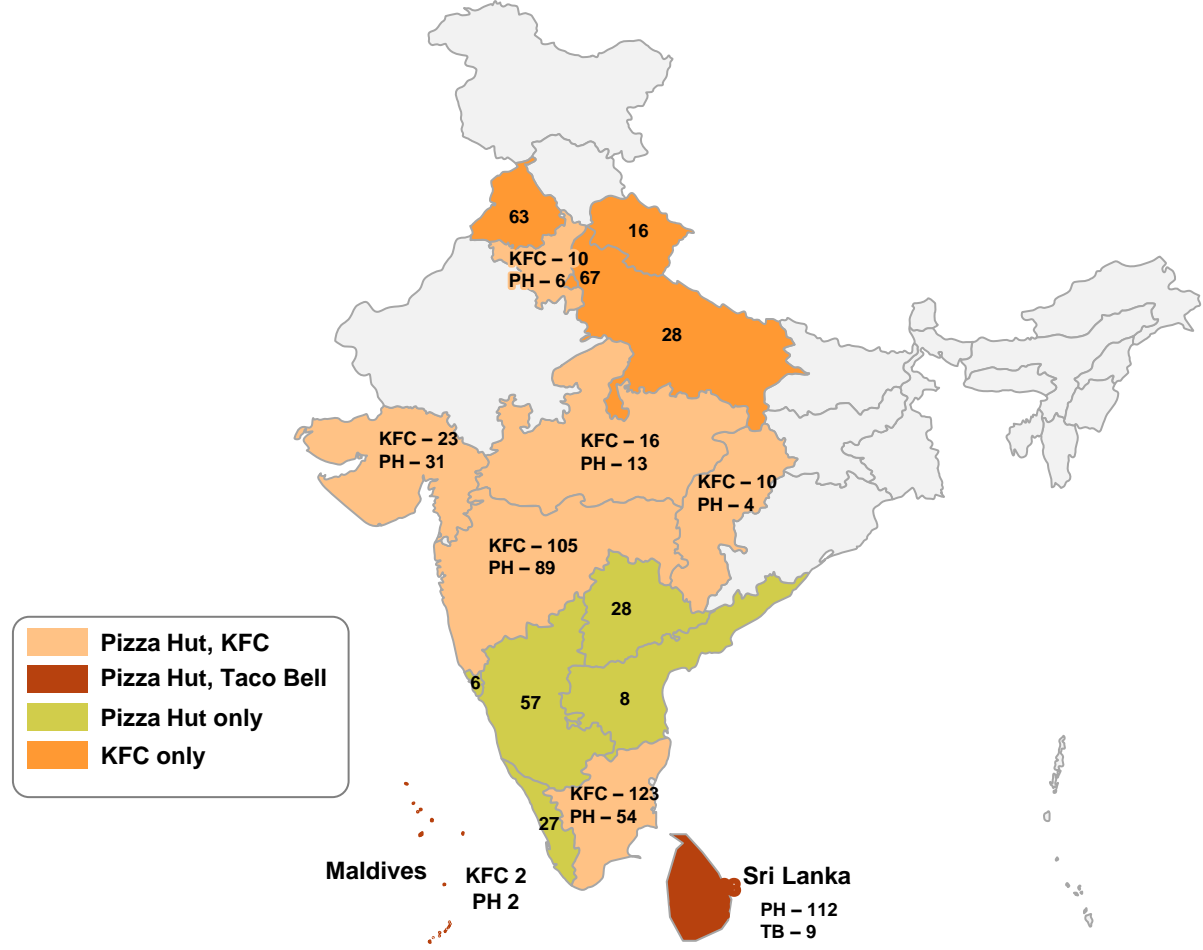
~ KFC and Pizza Hut Brands Operate in States that cover 56% of GDP (2)

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 (3)

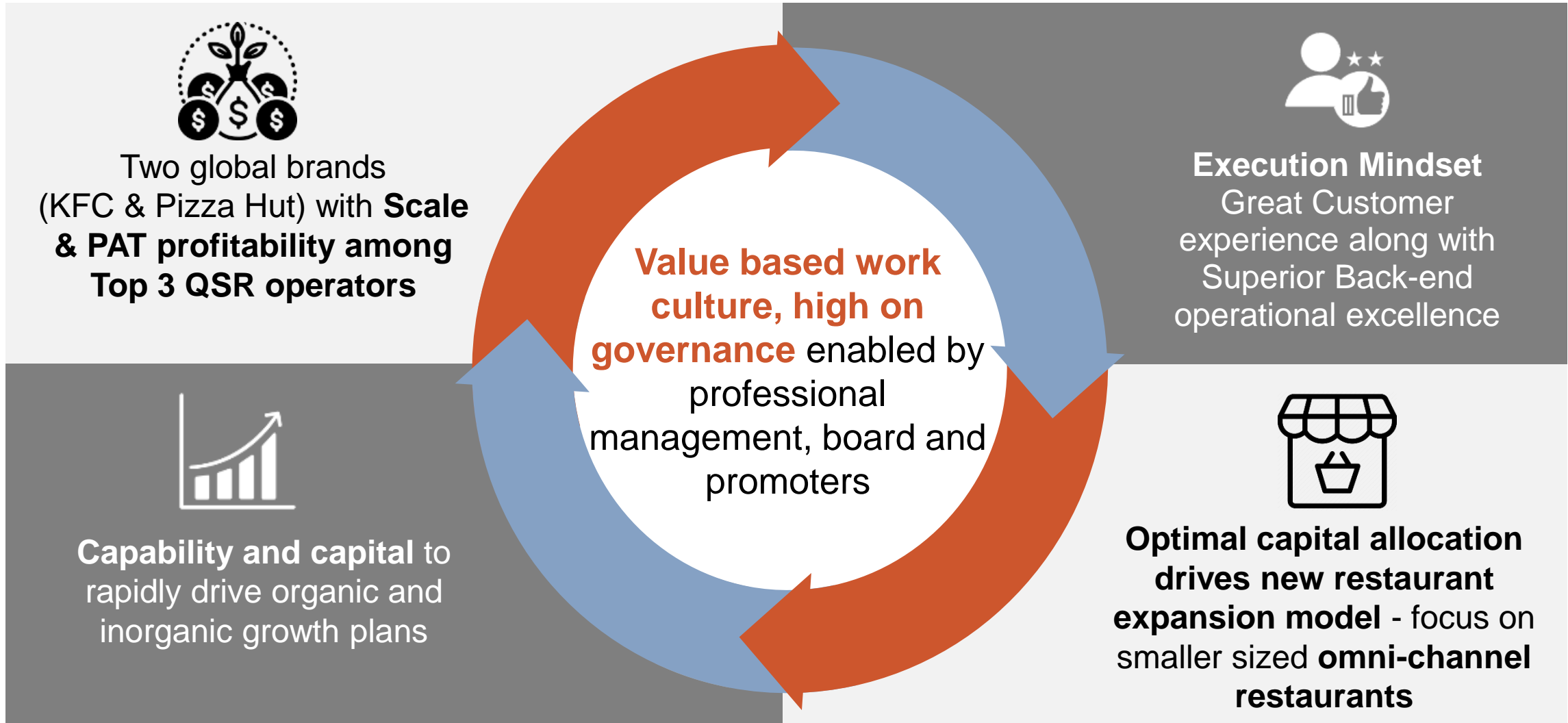
33 Cities where 423 restaurants of both KFC and Pizza Hut are operated



Source: Company data, Technopak Industry Report

(1) As of Mar 31, 2024. Includes 4 restaurants in Maldives (2) GDP contribution of states In FY19 where Pizza Hut and KFC restaurants are located; (3) In FY20

THE SAPPHIRE STORY





FINANCIAL OVERVIEW

SAPPHIRE FOODS: 3-YEAR SCORECARD



Relentless Execution. Grit. Performance.

FY24 Highlights

- Sapphire has delivered the best all-round performance in the QSR industry (all parameters considered): Revenue scale & growth [↑ 15%], Adj. EBITDA margin [10.5%] & growth [↑ 3%] and New restaurant additions [129].
- Sapphire KFC delivered highest ever annual restaurant EBITDA margin %: 19.7%
- Sapphire KFC and Pizza Hut being recognized as among the top 3 franchisees of Yum globally on customer metrics and operating standards.
- Sapphire Foods is ranked No.1 QSR in India and at 95th percentile amongst QSR globally on Dow Jones Sustainability Index (DJSI).
- We achieved our best ever employee engagement score since inception and placed at 88th percentile amongst all companies surveyed worldwide by Gallup.

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

* Adj. EBITDA and Adj. PAT for FY22 have been normalized for additional incentive from Yum accrued in that year

Adj PAT excludes Deferred Tax Credit (DTC) of ₹1253 mn towards carried forward losses in SFIL in FY23. Post DTC the Adj PAT is ₹2,654 Mn

SUMMARY CONSOLIDATED FINANCIALS

Q2 FY25



Particulars	Q2 FY25	Q2 FY24	Change YoY	6M FY25	6M FY24	Change YoY	FY24
Restaurant Sales ₹ mn	6,940	6,414	▲ 8%	14,105	12,939	▲ 9%	25,880
Adj. EBITDA ₹ mn	590	678	▼ -13%	1,298	1,450	▼ -10%	2,717
%	8.5%	10.6%	▼ -210 bps	9.2%	11.2%	▼ -200 bps	10.5%
EBITDA ₹ mn	1,152	1,166	▼ -1%	2,394	2,391	▲ 0%	4,717
%	16.6%	18.2%	▼ -160 bps	17.0%	18.5%	▼ -150 bps	18.2%
Adj. PBT ₹ mn *	143	299	▼ -52%	382	718	▼ -47%	699
%	2.1%	4.7%	▼ -260 bps	2.7%	5.5%	▼ -280 bps	2.7%
PBT ₹ mn *	53	214	▼ -75%	171	550	▼ -69%	699
%	0.8%	3.3%	▼ -250 bps	1.2%	4.3%	▼ -310 bps	2.7%
Restaurant Additions	23	36		37	71		129

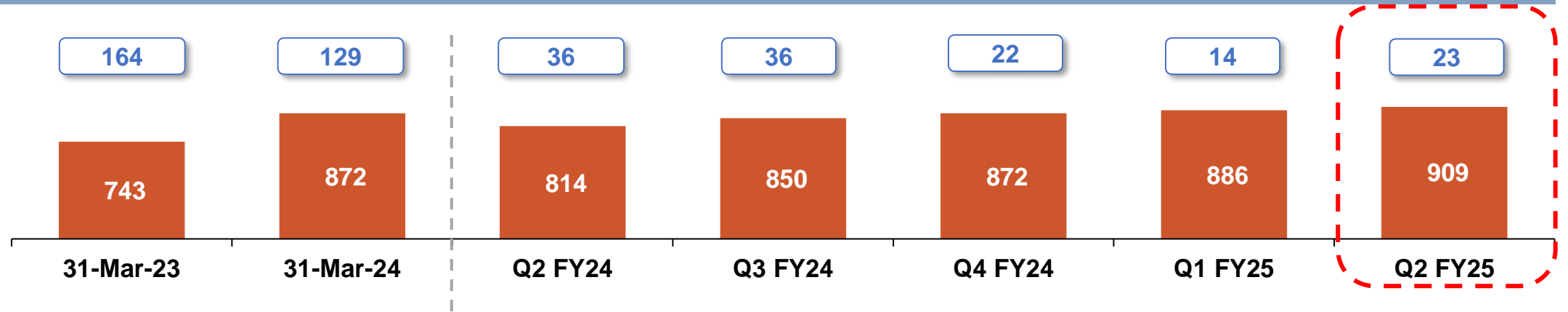
Adj. EBITDA is before Ind-AS 116 adjustments

OPERATIONAL & FINANCIAL OVERVIEW



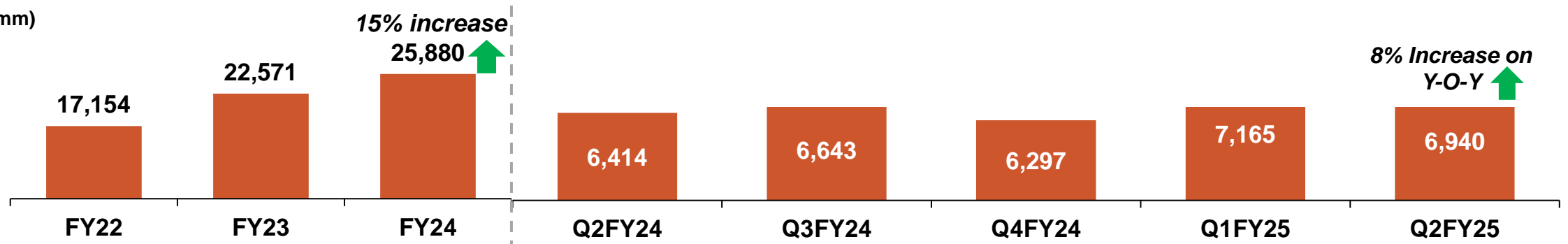
NUMBER OF RESTAURANTS

Net Restaurant Additions



RESTAURANT SALES

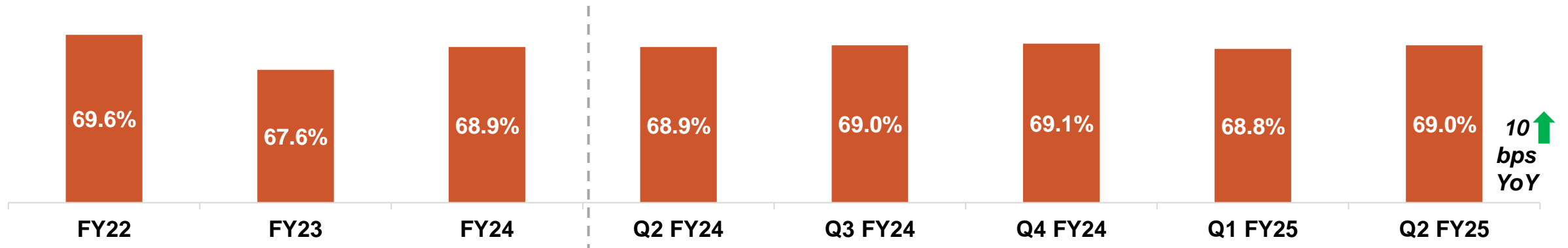
(INR mm)



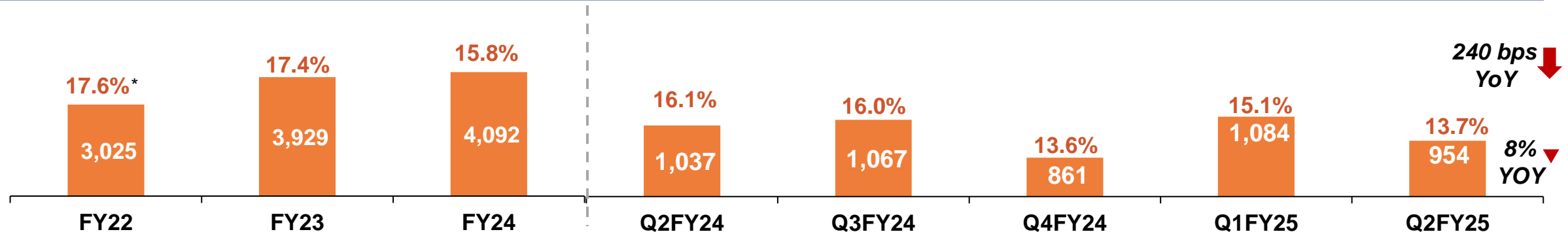
PROFITABILITY OVERVIEW



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



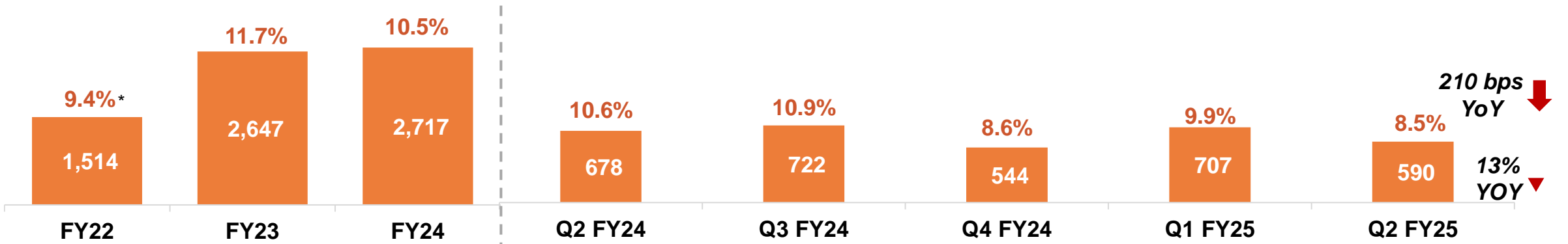
Increase in revenue from Delivery from 21% in FY19 to 43% in Q2FY25

Restaurant EBITDA is before Ind-AS 116 adjustments
*FY22 excludes additional incentives of 1.1%

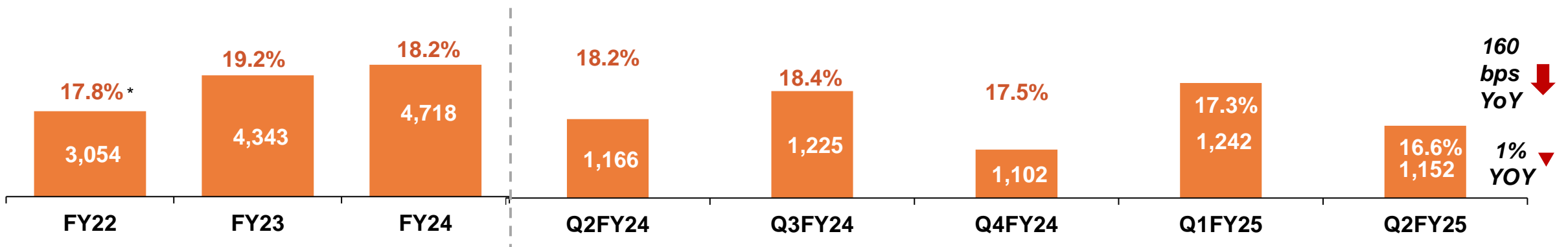
PROFITABILITY OVERVIEW



ADJ. EBITDA (₹ MN / %)



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 43% in Q2FY25

Adj. EBITDA is before Ind-AS 116 adjustments
*FY22 excludes additional incentives of 1.1%



SEGMENTAL PERFORMANCE

KFC BRAND PRIORITIES

Fried Chicken Category Relevance / Craveable taste / Value



+ **Enhance Fried Chicken Category Relevance**
- Build lunch day part occasions through variety, value and mass media advertising

+ **Craveable Taste**
- Launch of Chicken Roll sauce variants (Classic, Korean, Thai, Tandoori, Spicy)

+ **Value**
- Address critical price points of ₹99/-, ₹149/- & ₹ 399/- through snacking and meal options







+ **Frictionless Customer Experience**
*- Digital Kiosks
- KFC App
- Partnering with aggregators*

+ **Operational Excellence**
*- 7 Minutes express pickup
- Achieved >4.0 consumer ratings at aggregate level across Swiggy, Zomato & Google*

+ **Improve Accessibility**
- On track to double the restaurant count in ~3 years (base Dec'21 count)

CORE COMPOSITION OF OUR BUSINESS: KFC INDIA



	AS OF MAR 31, 2022 / FOR FY22	AS OF MAR 31, 2023 /FOR FY23	AS OF MAR 31, 2024 /FOR FY24	AS OF SEP 30, 2024 /FOR 6MFY25
 Total Restaurant Count	263	341	429	461
 Average Daily Sales per Restaurant (INR'000s)	130	135	125	116
 Restaurant Related Revenue (in INR mm)	10,349	14,529	17,157	9,297  10% YoY
 Restaurant EBITDA (in %)	18.7%*	19.4%	19.7%	17.7%  230 bps YoY





Net restaurant additions of **19** in Q2FY25.

Source: Company data

*Restaurant EBITDA % is Normalized for additional incentives accrued in that period and YoY comparison is with Normalized numbers of FY22

UPDATE ON PIZZA HUT ACTION PLAN



Actionable	Status	Comment
<u>A. Build Brand:</u>		
- Product Innovation 	●	Launched Melts, Thin Crust Pizza and revamped Pasta range in Mar-24 Launched Momo Mia Pizza & Appetizers in Oct-24
- Enhanced Marketing Investments 	●	Doubled spends on TV, OTT, Digital & OOH segments vs last year
<u>B. Grow Dine In / Home Service:</u>		
- Operations 	●	Dragon Tail (kitchen planning tool) resulting in improvement in customer service metrics
	●	Achieved >4.0 consumer ratings at aggregate level across Swiggy, Zomato & Google
- Building Occasions 	●	Lunch, late night & alternate channel activation underway
C. Real Estate	●	Cautious store expansion approach continues.

After seeing a 17% sequential QoQ upliftment in ADS in Q1, Pizza Hut ADS has remained stable in Q2. We remain confident of the Brand revival in the medium-term basis above actions.

CORE COMPOSITION OF OUR BUSINESS: PIZZA HUT INDIA



	AS OF MAR 31, 2022 / FOR FY22	AS OF MAR 31, 2023 / FOR FY23	AS OF MAR 31, 2024 / FOR FY24	AS OF SEP 30, 2024 / FOR 6MFY25
Total Restaurant Count	219	286	319	323
Average Daily Sales per Restaurant (INR'000s)	57	58	46	48
Restaurant Related Revenue (in INR mm)	3,710	5,214	5,185	2,772 3% YoY
Restaurant EBITDA (in %)	11.4%	13.3%	4.9%	4.3% 400 bps YoY

Net restaurant additions of **3** in Q2FY25.

CORE COMPOSITION OF OUR BUSINESS: SRI LANKA OPERATIONS







AS OF MAR 31, 2022
/ FOR FY22

AS OF MAR 31, 2023
/ FOR FY23

AS OF MAR31, 2024
/ FOR FY24

AS OF SEP 30, 2024
/ FOR 6MFY25

	AS OF MAR 31, 2022 / FOR FY22	AS OF MAR 31, 2023 / FOR FY23	AS OF MAR31, 2024 / FOR FY24	AS OF SEP 30, 2024 / FOR 6MFY25	
 Total Restaurant Count	95	114	120	121	
 Average Daily Sales per Restaurant (INR'000s)	108	72	79	92	
 Restaurant Related Revenue (in INR mm)	2,983	2,716	3,397	2,003	YoY ↑ 19% (INR) ↑ 11% (LKR)
 Restaurant EBITDA (in %)	22.0%	14.8%	13.7%	14.4%	YoY ↑ 20 bps

Net restaurant additions of 1 in Q2FY25

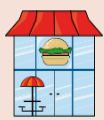

UNIT ECONOMICS

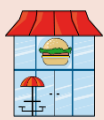




INDIA





INDIA


	As of 31-Mar-19	Current
Avg Size of Restaurant (in Sq. ft.) 	2,736	~ 1,500
		 Reduction in Avg Restaurant size ~45%

	As of 31-Mar-19	Current
Avg Size of Restaurant (in Sq. ft.) 	2,427	~ 1,200
		 Reduction in Avg Restaurant size ~45%

	FY19	FY23	FY24
Average Daily Sales per Restaurant (in ₹ '000) 	125	135	125

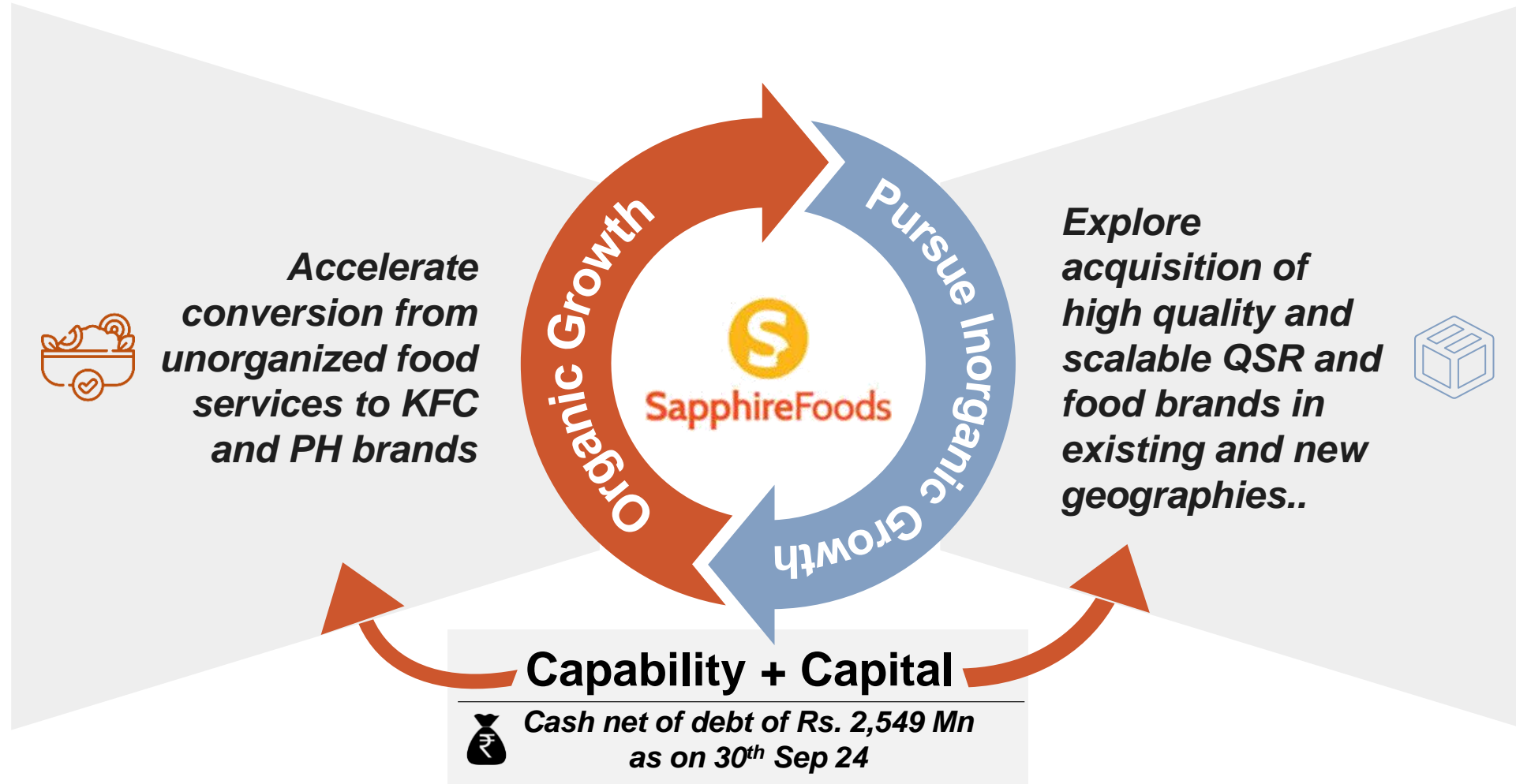
	FY19	FY23	FY24
Average Daily Sales per Restaurant (in ₹ '000) 	61	58	46

	FY19	FY23	FY24
Restaurant EBITDA % 	12.7%	19.4%	19.7%

	FY19	FY23	FY24
Restaurant EBITDA % 	7.5%	13.3%	4.9%

In Pizza Hut 1,000 sqft. 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 differentiation –
provenance story

Production processes
do not need 'chefs'

Value-for-money

Quick service

Omni-channel worthy



ESG REPORT
2023-24



Responsible

Execution. Grit. Performance.

SAPPHIRE FOODS INDIA LIMITED

HIGHLIGHTS

- Published our 3rd **ESG Report** under **GRI, SASB and BRSR Standards**
- **Only Indian QSR Company** to publish full-fledged ESG Report aligned with global ESG frameworks.
- Obtained **limited assurance** on our BRSR and ESG Report on a voluntary basis.



Received **IGBC (Indian Green building Council) Gold Certification** for one of our KFC restaurant.

The only Company in Indian QSR and Retail segment to attain this feat.

<https://www.sapphirefoods.in/storage/app/media/SFIL-ESG%20Report%202023-24.pdf>

MANAGEMENT TEAM



RIGHT PEOPLE IN KEY SEATS

MANAGEMENT TEAM WITH DIVERSE EXPERIENCES



Deepak Taluja
CEO – KFC



Vikrant Vohra
CEO – Pizza Hut



Vijay Jain
CFO



Nandita Bapat
Head - Projects



Priya Adiseshan
Chief People Officer



Amar Patel
Chief Tech Officer



Ashu Khanna
Head Supply Chain



Niraj Patil
Head Legal and Liaison



Puneet Bhatia
Head Business Development

BOARD OF DIRECTORS



OUR DIRECTORS



Sunil Chandiramani
Chairman and
Independent Director



Sanjay Purohit
Whole Time Director
and Group CEO



Sumeet Narang
Non-Executive
Nominee Director



Deepa Wadhwa
Independent
Director



Vinod Nambiar
Non-Executive
Nominee Director



Vikram Agarwal
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

SHAREHOLDING PATTERN



Shareholding Pattern (As on 30 th Sept 2024)	% Holding
Promoters & Promoter Group	26.2
Foreign Portfolio Investors / Non-Resident Indians	31.9
Domestic – Mutual Funds Insurance Companies	35.8
AIF, Resident Individuals & Others	6.2
Total	100.0



THANK YOU

Company:



Sapphire Foods India Limited

CIN: L55204MH2009PLC197005

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