



Date: November 10, 2022

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 – 40001 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 FY23 Q2 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



SAPPHIRE FOODS INDIA LIMITED CORPORATE PRESENTATION – Nov'22



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⁾

 ₹ **5,604 MN** Q2 FY23 Restaurant Sales

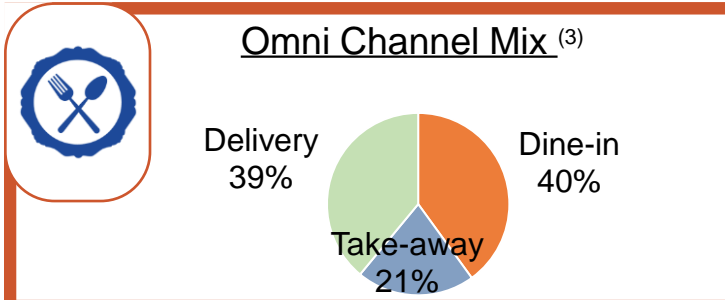
 **18.4% [14.9%]*** Q2FY23 EBITDA margin
 ₹ **1,032 MN [614]*** Q2FY23 EBITDA ⁽²⁾



 **19.4% [14.6%]*** 6MFY23 EBITDA margin
 ₹ **2,146 MN [1,041]*** 6MFY23 EBITDA ⁽²⁾

 **658** Total Restaurants Across India, Sri Lanka and Maldives ⁽³⁾

 **302 KFC** Restaurants ⁽²⁾
349 Pizza Hut Restaurants ⁽²⁾
7 Taco Bell Restaurants ⁽²⁾



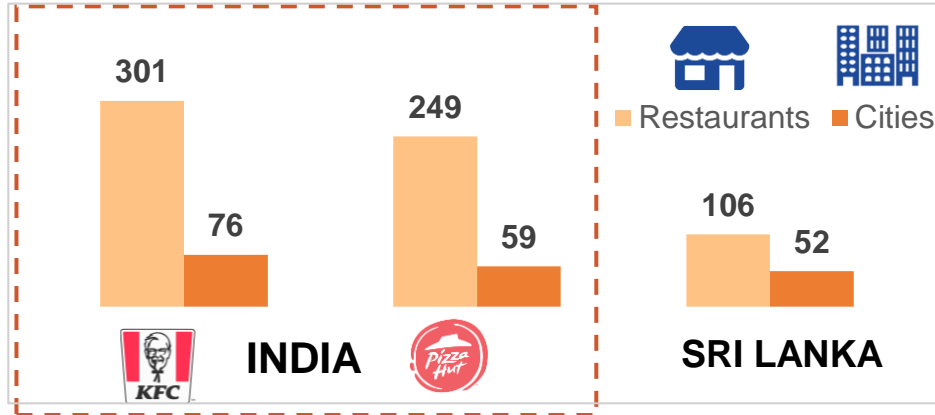
Source: Company data, Technopak industry report

* 3M FY22 EBITDA includes additional incentives of 2.6% and 6M FY22 includes 1.3%

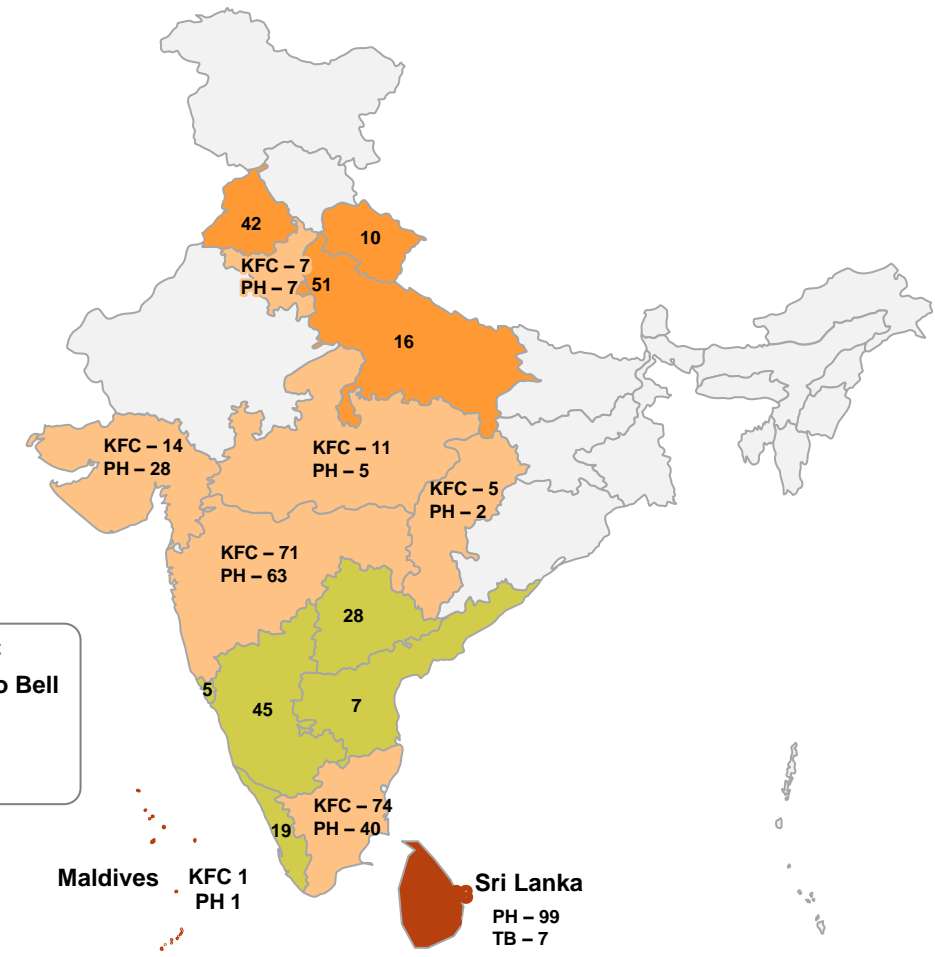
(1) In terms of Restaurant Sales for FY21 and number of restaurants operated as of March 31, 2021;; (2) As of Sep 30, 2022; (3) Pertains to 6M FY23

JOURNEY OF SAPPHIRE FOODS

BUILT A PLATFORM OF 658 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

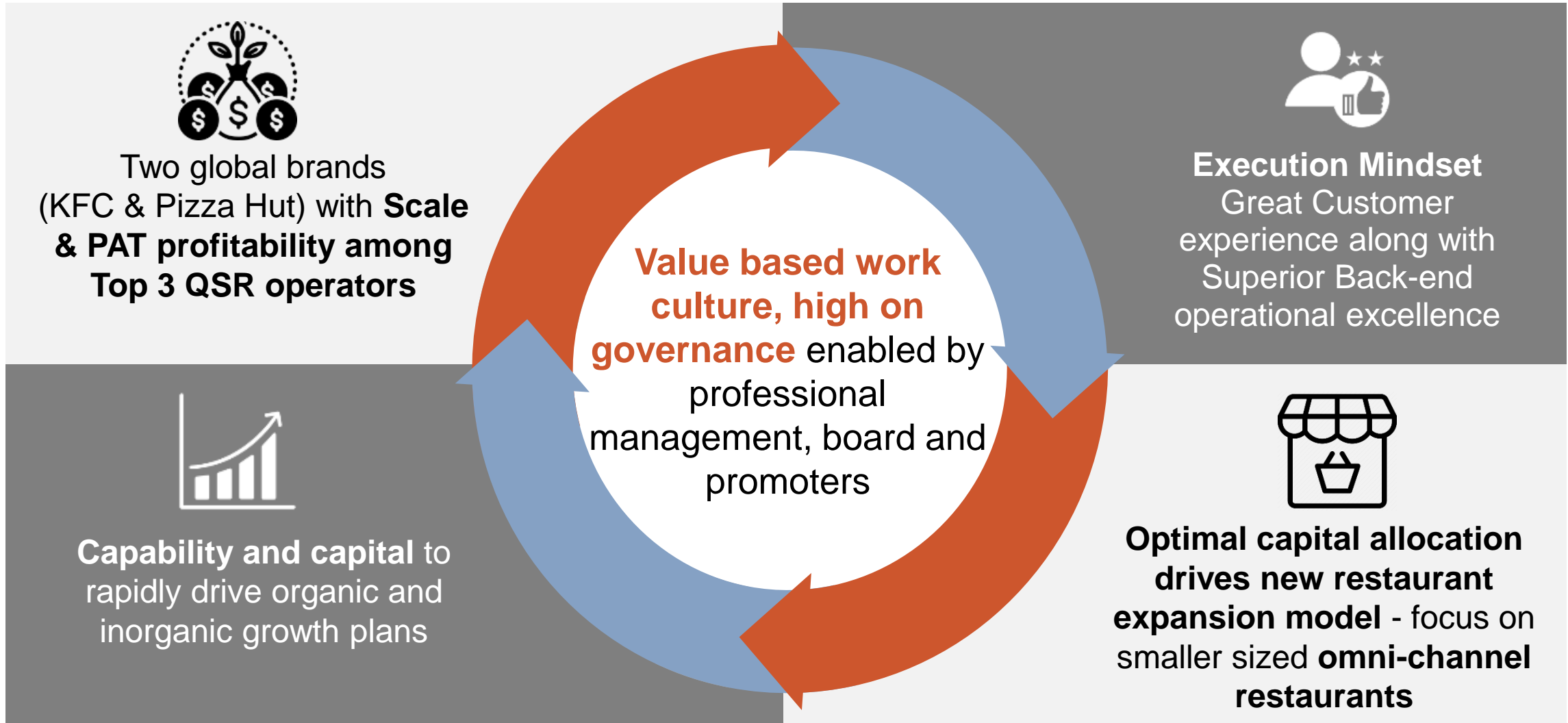
KFC and Pizza Hut present in 5 and 6 of the Top 8 cities of India respectively

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

20 Cities where 278 restaurants of both KFC and Pizza Hut are operated

Source: Company data, Technopak Industry Report
 (1) As of Sep 30, 2022; (2) GDP contribution of states In FY19 where Pizza Hut and KFC restaurants are located; (3) In FY20

THE SAPPHIRE STORY





FINANCIAL OVERVIEW

SUMMARY CONSOLIDATED FINANCIALS

Q2 & 6M FY23



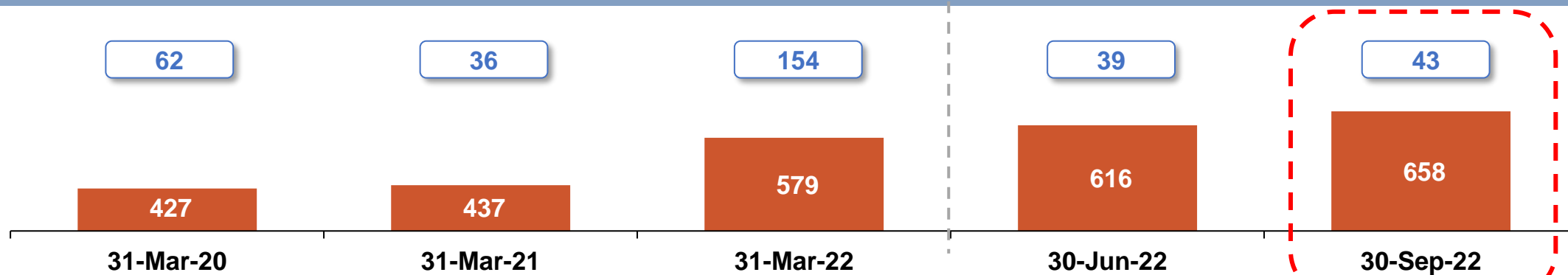
	FY22	Q2 FY22	Q2 FY23	Change YoY	6M FY22	6M FY23	Change YoY
Restaurant Sales ₹ mn	17,154	4,130	5,604	▲ 36%	7,156	11,040	▲ 54%
Adj. EBITDA ₹ mn	1,808	256	624	▲ 144%	350	1,346	▲ 285%
Adj. EBITDA %	10.5%	6.2%	11.1%	▲ 490 bps	4.9%	12.2%	▲ 730 bps
EBITDA ₹ mn	3,248	614	1,032	▲ 68%	1,041	2,146	▲ 106%
EBITDA %	18.9%	14.9%	18.4%	▲ 350 bps	14.6%	19.4%	▲ 480 bps
PAT ₹ mn	460	-51	269	N.M.	-315	650	N.M.
PAT %	2.7%	-1.2%	4.8%	▲ 600 bps	-4.4%	5.9%	▲ 1030 bps
Restaurant Additions	142	32	42		45	79	

OPERATIONAL & FINANCIAL OVERVIEW



NUMBER OF RESTAURANTS

Gross Restaurant Additions

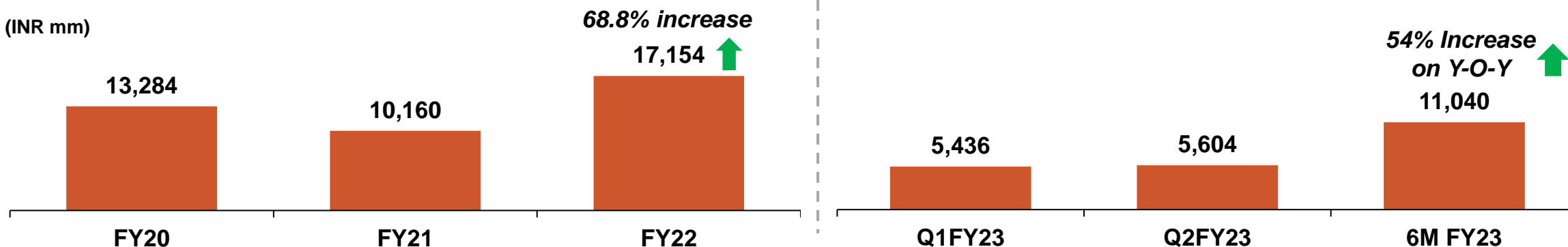


Restaurant Closures

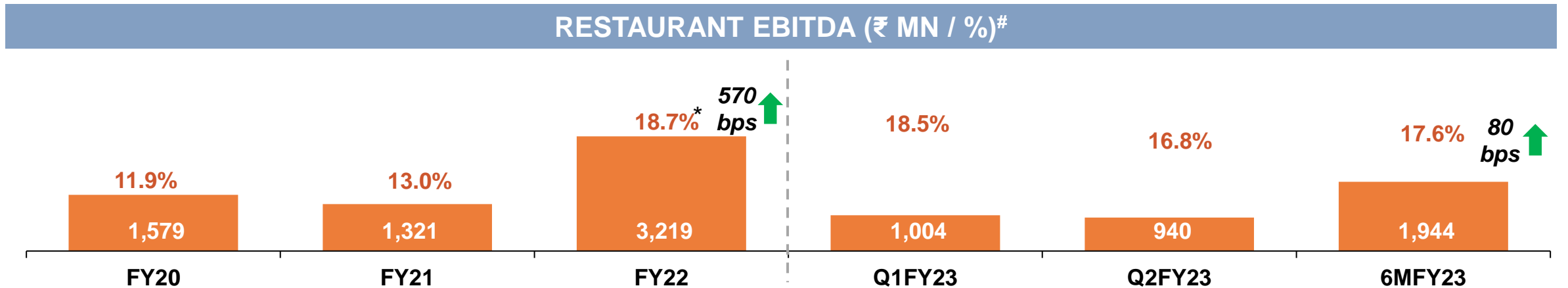
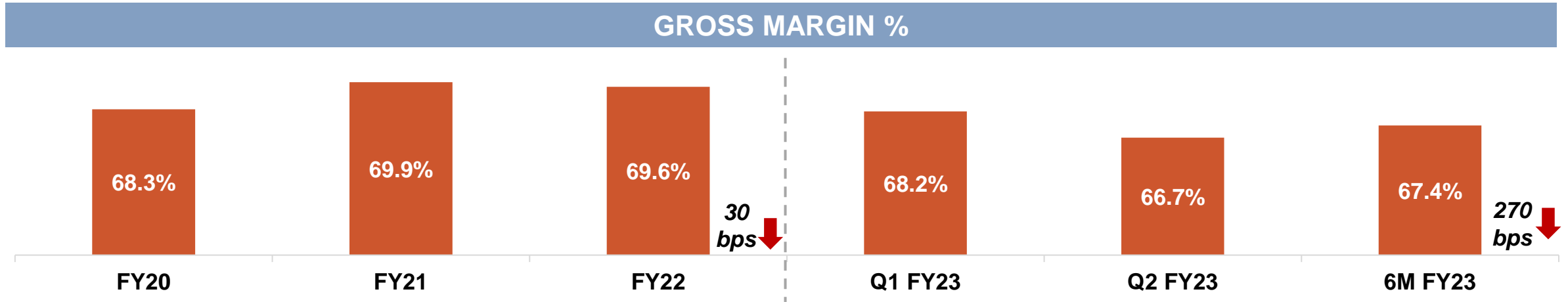


RESTAURANT SALES

(INR mm)



PROFITABILITY OVERVIEW



KEY INITIATIVES



Zero-based cost budgeting leading to permanent cost reduction



PACE SETTER program for benchmarking cost amongst restaurants



Optimization of restaurant size



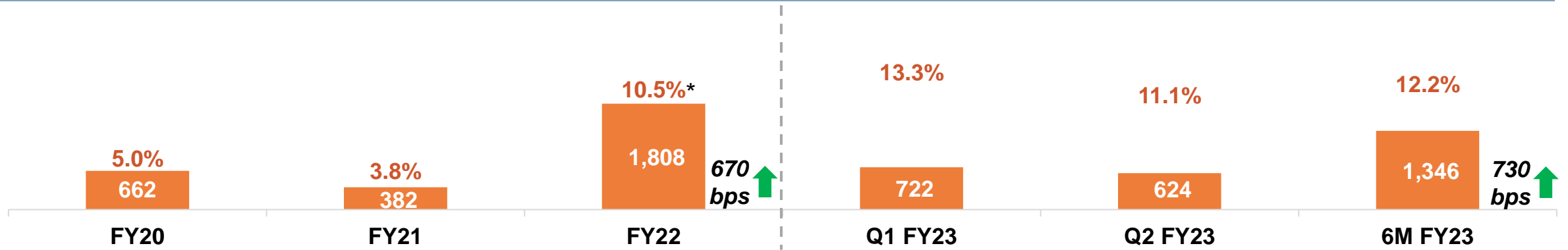
Increase in revenue from Delivery from 21% in FY19 to 39% in 6M FY23

Restaurant EBITDA is before Ind-AS 116 adjustments
* Annual figures include additional incentives of 1.1% accrued in FY22

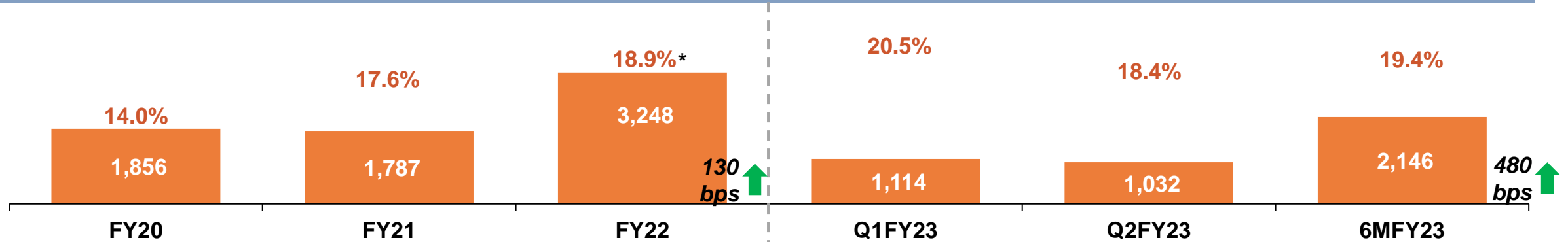
PROFITABILITY OVERVIEW



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 39% in 6MFY23

Adj. EBITDA is before Ind-AS 116 adjustments
* Annual figures include additional incentives of 1.1% accrued in FY22



SEGMENTAL PERFORMANCE

CORE COMPOSITION OF OUR BUSINESS: KFC INDIA



	AS OF MAR 31, 2020 / FOR FY20	AS OF MAR 31, 2021 / FOR FY21	AS OF MAR 31, 2022 / FOR FY22	AS OF SEP 30, 2022 / FOR 6M FY23
Total Restaurant Count	187	203	263	301
Average Daily Sales per Restaurant (INR'000s)	130	106	130	139
Restaurant Related Revenue (in INR mm)	7,753	5,897 24%	10,349 75%	7,028 61% YoY
Restaurant EBITDA (in %)	13.0%	14.0% 100 bps	19.5% 550 bps [18.7]*	19.1% 140 bps YoY

Net restaurant additions of **20** in Q2 FY23 and **38** in 6M FY23

Source: Company data

*EBITDA after normalizing additional incentives of 0.8% accrued in FY22

CORE COMPOSITION OF OUR BUSINESS: PIZZA HUT INDIA



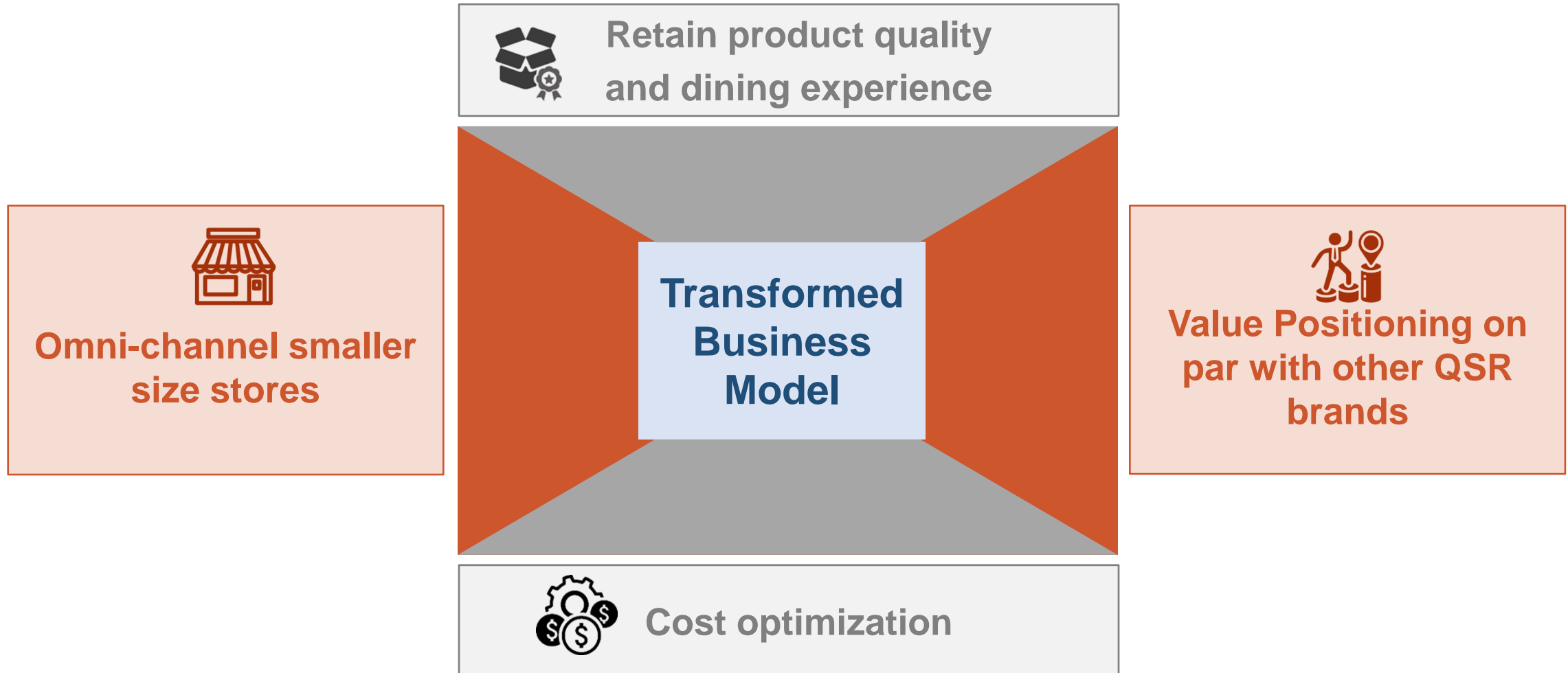
	AS OF MAR 31, 2020 / FOR FY20	AS OF MAR 31, 2021 / FOR FY21	AS OF MAR 31, 2022 / FOR FY22	AS OF SEP 30, 2022 / FOR 6M FY23
Total Restaurant Count	174	162	219	249
Average Daily Sales per Restaurant (INR'000s)	58	48	57	62
Restaurant Related Revenue (in INR mm)	3,344	2,218 34%	3,710 67%	2,629 70% YoY
Restaurant EBITDA (in %)	7.2%	5.0% 220 bps	13.4% 840 bps [11.4%]*	14.9% 310 bps YoY

Net restaurant additions of **14** in Q2 FY23 and **30** in 6M FY23

Source: Company data

*EBITDA after normalizing additional incentives of 2.0% accrued in FY22

CORE COMPOSITION OF OUR BUSINESS: PIZZA HUT INDIA



CORE COMPOSITION OF OUR BUSINESS: SRI LANKA OPERATIONS



AS OF MAR 31, 2020 / For FY20 AS OF MAR 31, 2021 / For FY21 AS OF MAR 31, 2022 / For FY22 AS OF SEP 30, 2022 / For 6M FY23

	AS OF MAR 31, 2020 / For FY20	AS OF MAR 31, 2021 / For FY21	AS OF MAR 31, 2022 / For FY22	AS OF SEP 30, 2022 / For 6M FY23
Total Restaurant Count	64	70	95	106
Average Daily Sales per Restaurant (INR'000s)	92	94	108	74
Restaurant Related Revenue (in INR mm)	2,038	1,966 4%	2,983 52% (INR) 60% (LKR)	1,319 YoY 9% (INR) 84% (LKR)
Restaurant EBITDA (in %)	16.2%	19.6% 340 bps	23.2% 360 bps [22.0%]*	15.2% YoY 480 bps

Net restaurant additions of **8** in Q2 FY23 and **11** in 6M FY23

Source: Company data
*EBITDA after normalizing additional incentives of 1.2% accrued in FY22

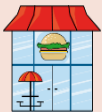



UNIT ECONOMICS



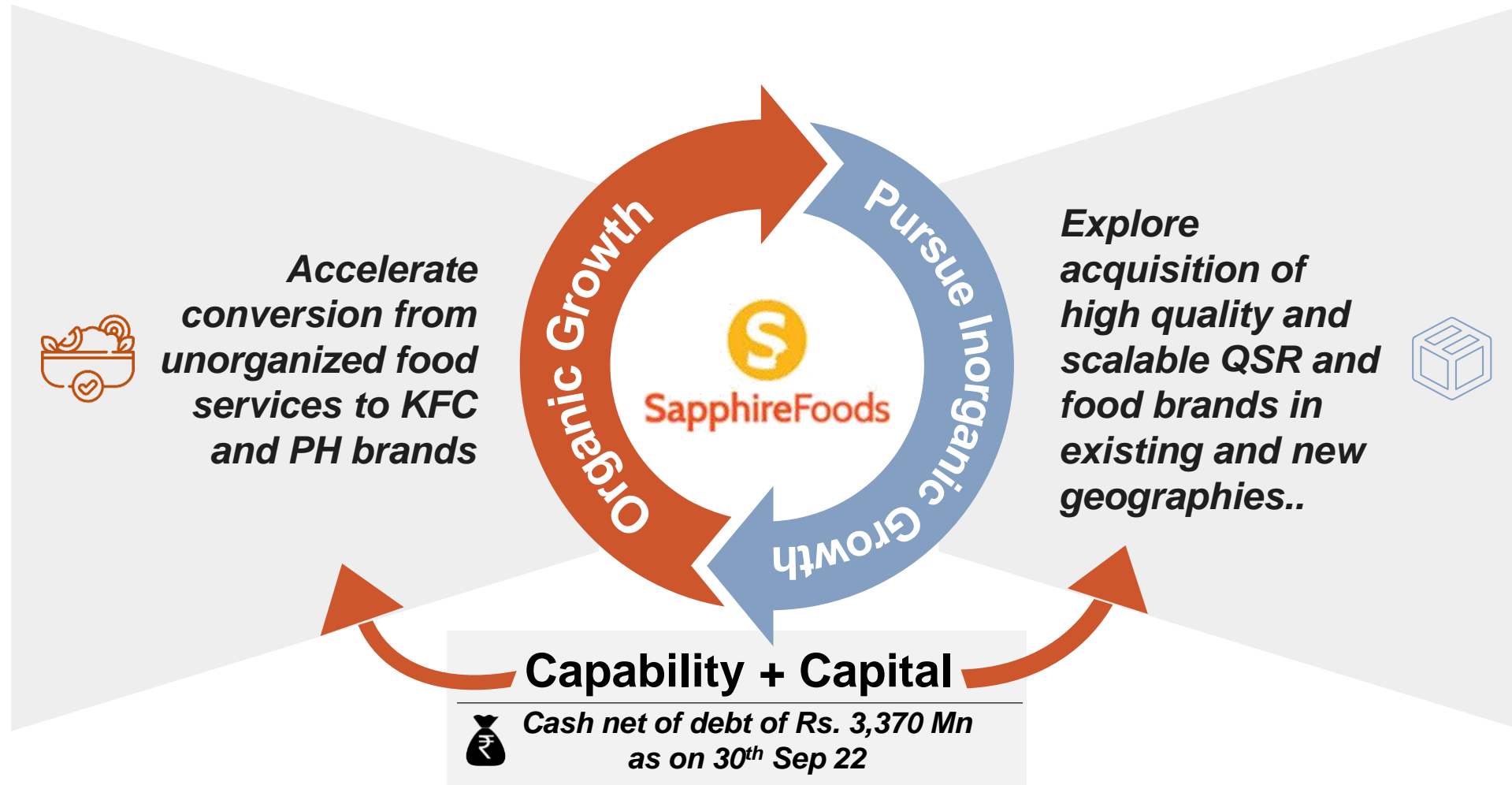
INDIA



INDIA

	As of 31-Mar-19	Current		As of 31-Mar-19	Current
Avg Size of Restaurant (in Sq. ft.) 	2,736	~ 1,500	 Reduction in Avg Restaurant size ~45%	2,427	~ 1,200
	<u>FY19</u>	<u>6M FY23</u>		<u>FY19</u>	<u>6M FY23</u>
Average Daily Sales per Restaurant (in ₹ '000) 	125	139		61	62
	<u>FY19</u>	<u>6M FY23</u>		<u>FY19</u>	<u>6M FY23</u>
Restaurant EBITDA % 	12.7%	19.1%		7.5%	14.9%

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

MANAGEMENT TEAM



RIGHT PEOPLE IN KEY SEATS

MANAGEMENT TEAM WITH DIVERSE EXPERIENCES



Vijay Jain
Finance



Deepak Taluja
KFC



Vikrant Vohra
Pizza Hut



Sandhydeep Puri
People



Amit Sharma
Supply Chain



Amar Patel
Technology



Puneet Bhatia
Business
Development



Nandita Avadhoot
Projects



Niraj Patil
Legal

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



Paul Robine *
Non-Executive Nominee Director



Vikram Agarwal
Non-Executive Nominee Director



Vinod Namblar
Non-Executive Nominee Director



Kabir Thakur
Non-Executive Nominee Director



Deepa Wadhwa
Independent Director



Anu Aggarwal
Independent Director

INTERNAL AUDIT



STATUTORY AUDIT



ESG



Source: Company data
* Mr. Norbert Fernandes is Alternate Director to Mr. Paul Robine

SHAREHOLDING PATTERN



Shareholding Pattern (As on 30th September 2022)	% Holding
Promoters & Promoter Group	51.3
Foreign Company	12.5
Foreign Portfolio Investors / Non-Resident Indians	13.0
Domestic	23.2
Mutual Funds	9.8
Insurance Companies	5.8
Alternate Investment Funds	1.2
Resident Individuals	5.8
Others	0.6
Total	100.0



THANK YOU

Company:



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