



Date: February 21, 2023

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 (Revised)**

This has a reference to our intimation letter dated February 15, 2023, 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
20	Revision in Management Team Member (Supply Chain)

The Investor's Presentation will be available on Company's website ([www.sapphirefoods.in/investors-relation/corporate-presentation](http://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 – FEB'23



# 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 <sup>(1)</sup>

 ₹ **5,939 MN** Q3 FY23 Restaurant Sales


 **19.6% [21.5%]\*** Q3FY23 EBITDA margin  
 ₹ **1,167 MN [1,084]\*** Q3FY23 EBITDA



 **19.5% [16.7%]\*** 9MFY23 EBITDA margin  
 ₹ **3,313 MN [2,041]\*** 9MFY23 EBITDA

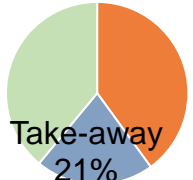
 **715** Total Restaurants Across India, Sri Lanka and Maldives <sup>(3)</sup>

 **326 KFC** Restaurants <sup>(2)</sup>  
**380 Pizza Hut** Restaurants <sup>(2)</sup>  
**9 Taco Bell** Restaurants <sup>(2)</sup>

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

Delivery 39%      Dine-in 40%

Take-away 21%



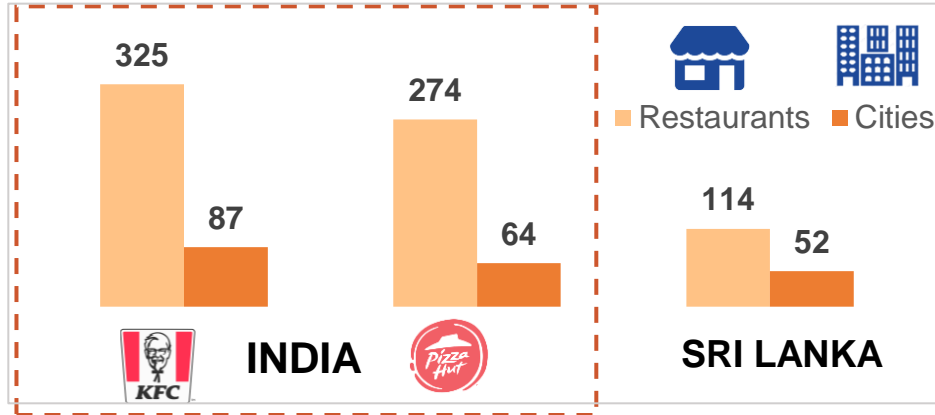
Source: Company data, Technopak industry report

\*3M & 9M FY22 EBITDA% and ₹ value is Normalized for additional incentives accrued in that period

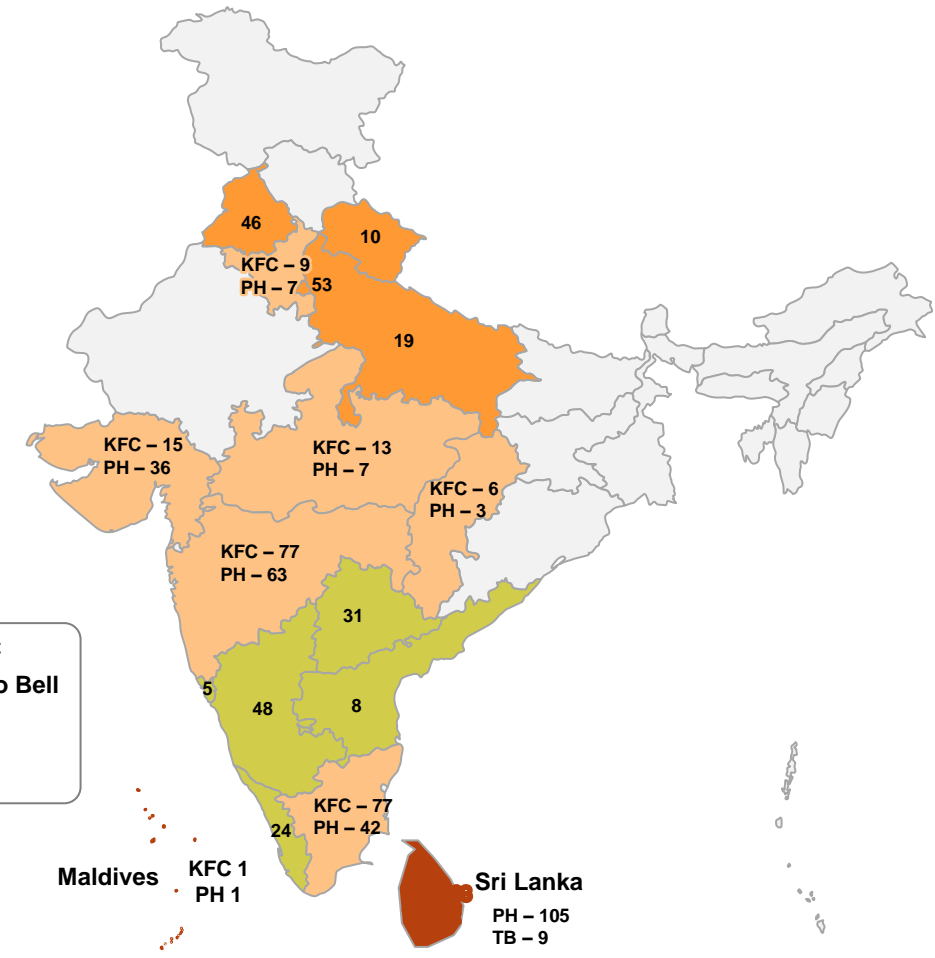
(1) In terms of Restaurant Sales for FY21 and number of restaurants operated as of March 31, 2021; (2) As of Dec 31, 2022; (3) Pertains to 9M FY23

# JOURNEY OF SAPPHIRE FOODS

## BUILT A PLATFORM OF 715 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

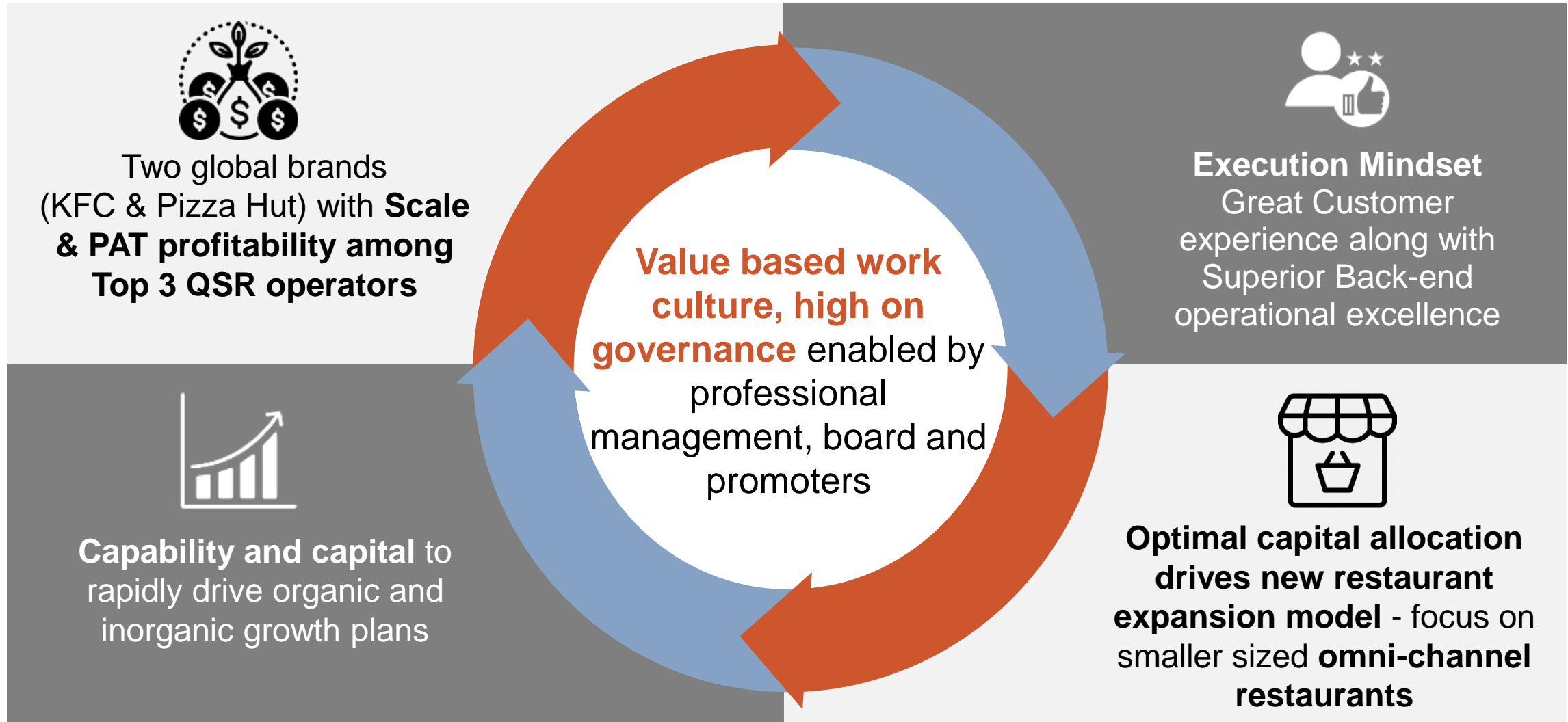
**KFC and Pizza Hut present in 5 and 6 of the Top 8 cities of India respectively**

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

**22 Cities where 305 restaurants of both KFC and Pizza Hut are operated**

Source: Company data, Technopak Industry Report  
 (1) As of Dec 31, 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

Q3 & 9M FY23 vs NORMALIZED Q3 & 9M FY22



	FY22	Q3 FY22	Q3 FY23	Change YoY	9M FY22	9M FY23	Change YoY
Restaurant Sales ₹ mn	17,154	5,055	5,939	▲ 17%	12,212	16,978	▲ 39%
Adj. EBITDA ₹ mn *	1,615	737	738	▬ 0%	1,001	2,084	▲ 108%
%	9.4%	14.6%	12.4%	▼ -220 bps	8.2%	12.3%	▲ 410 bps
EBITDA ₹ mn *	3,054	1,084	1,167	▲ 8%	2,041	3,313	▲ 62%
%	17.8%	21.5%	19.6%	▼ -190 bps	16.7%	19.5%	▲ 280 bps
PAT ₹ mn *	266	424	327	▼ -23%	24	977	▲ 3971%
%	1.6%	8.4%	5.5%	▼ -290 bps	0.2%	5.8%	▲ 560 bps
Restaurant Additions	142	68	57		113	136	

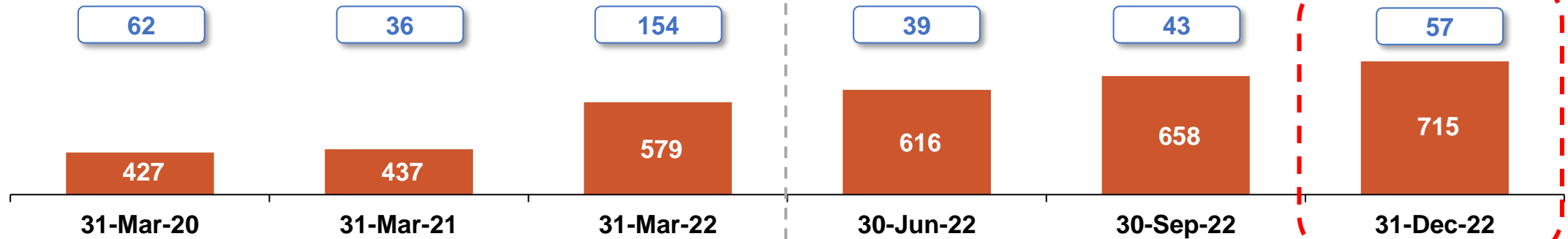
\*Note: YoY comparison is with Normalized numbers for **Q3 & 9M FY22** (Normalized for additional incentive from Yum in FY22)  
 PAT including additional incentives for Q3 FY22 is ₹510 Mn at 10.1% and 9M FY22 is ₹ 195 Mn at 1.6%

# OPERATIONAL & FINANCIAL OVERVIEW



## NUMBER OF RESTAURANTS

Gross Restaurant Additions

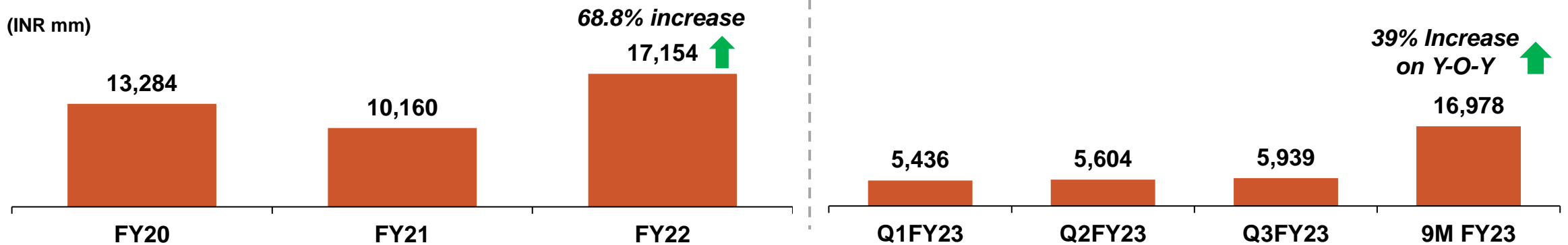


Restaurant Closures



## RESTAURANT SALES

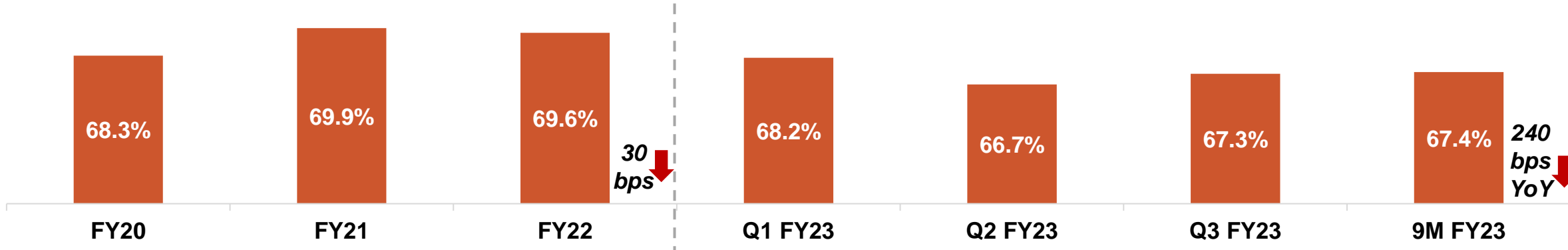
(INR mm)



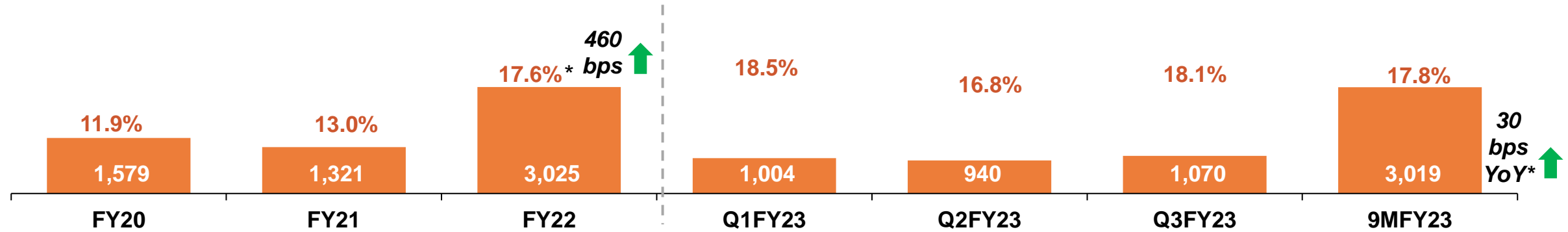
# PROFITABILITY OVERVIEW



## 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 39% in 9M FY23

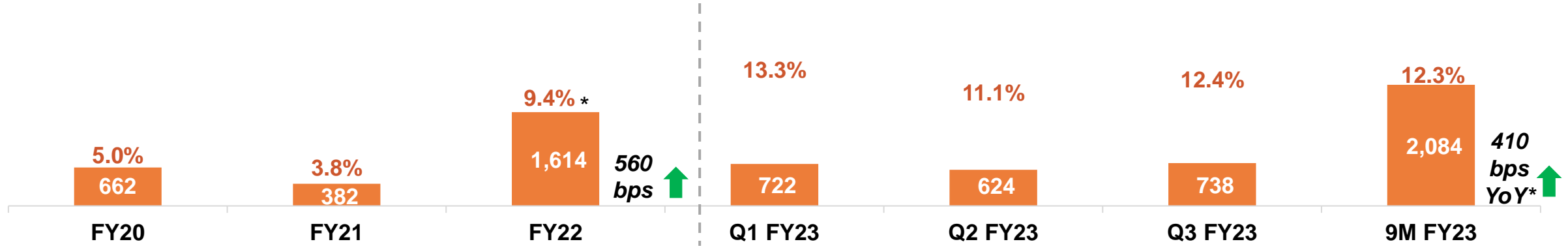
# Restaurant EBITDA is before Ind-AS 116 adjustments

\*Restaurant EBITDA % and ₹ Value is Normalized for additional incentives accrued in that period and YoY comparison is with Normalized numbers of 9M FY22

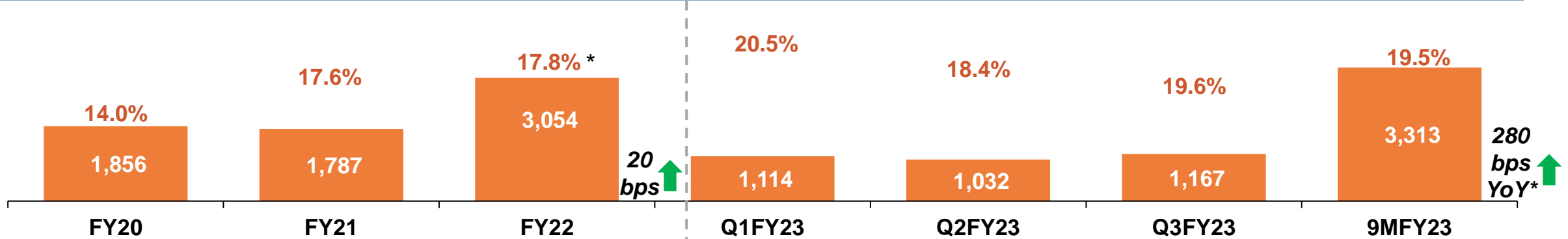
# PROFITABILITY OVERVIEW



## 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 9M FY23

# Adj. EBITDA is before Ind-AS 116 adjustments

\*Adj. EBITDA and EBITDA % and ₹ Value is Normalized for additional incentives accrued in that period and YoY comparison is with Normalized numbers of 9M 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 DEC 31, 2022 / For 9M FY23
Total Restaurant Count	187	203	263	325
Average Daily Sales per Restaurant (INR'000s)	130	106	130	138
Restaurant Related Revenue (in INR mm)	7,753	5,897  24%	10,349  75%	10,838  47% YoY
Restaurant EBITDA (in %)	13.0%	14.0%  100 bps	18.7%*  470 bps*	19.5%  90 bps YoY*

Net restaurant additions of **24** in Q3 FY23 and **62** in 9M FY23

Source: Company data

\*Restaurant EBITDA % is Normalized for additional incentives accrued in that period and YoY comparison is with Normalized numbers of 9M FY22

# CORE COMPOSITION OF OUR BUSINESS: PIZZA HUT INDIA



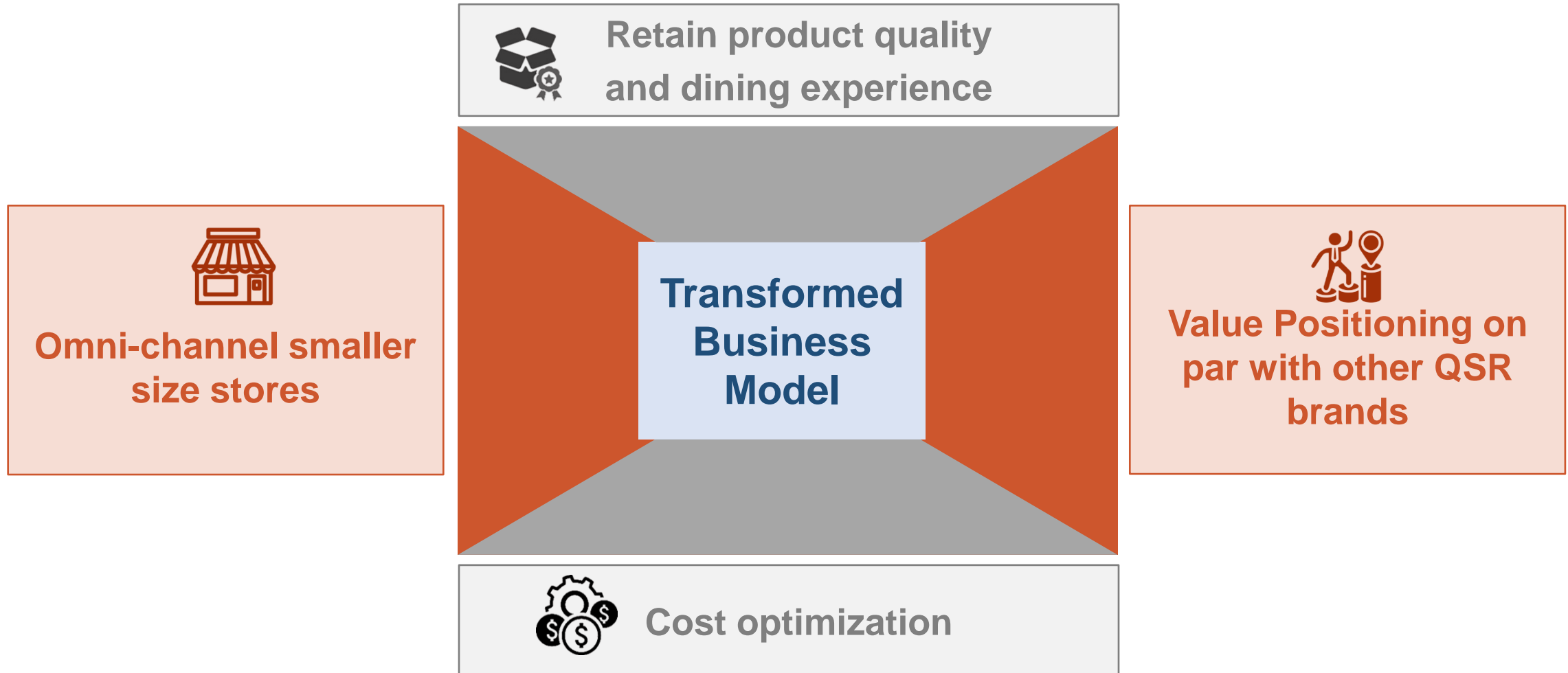
	AS OF MAR 31, 2020 / FOR FY20	AS OF MAR 31, 2021 / FOR FY21	AS OF MAR 31, 2022 / FOR FY22	AS OF DEC 31, 2022 / FOR 9M FY23
Total Restaurant Count	174	162	219	274
Average Daily Sales per Restaurant (INR'000s)	58	48	57	61
Restaurant Related Revenue (in INR mm)	3,344	2,218  34%	3,710  67%	3,993  49% YoY
Restaurant EBITDA (in %)	7.2%	5.0%  220 bps	11.4%*  640 bps	14.7%  320 bps* YoY

Net restaurant additions of **25** in Q3 FY23 and **55** in 9M FY23

Source: Company data

\*Restaurant EBITDA % is Normalized for additional incentives accrued in that period and YoY comparison is with Normalized numbers of 9M 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 DEC 31, 2022 / FOR 9M FY23

	AS OF MAR 31, 2020 / FOR FY20	AS OF MAR 31, 2021 / FOR FY21	AS OF MAR 31, 2022 / FOR FY22	AS OF DEC 31, 2022 / FOR 9M FY23
Total Restaurant Count	64	70	95	114
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)	2,049  YoY 1% (INR) 65% (LKR)
Restaurant EBITDA (in %)	16.2%	19.6%  340 bps	22.0%*  240 bps	15.0%  YoY 640 bps*

Net restaurant additions of **8** in Q3 FY23 and **19** in 9M FY23

Source: Company data  
\*Restaurant EBITDA % is Normalized for additional incentives accrued in that period and YoY comparison is with Normalized numbers of 9M FY22

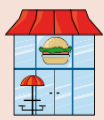


# UNIT ECONOMICS



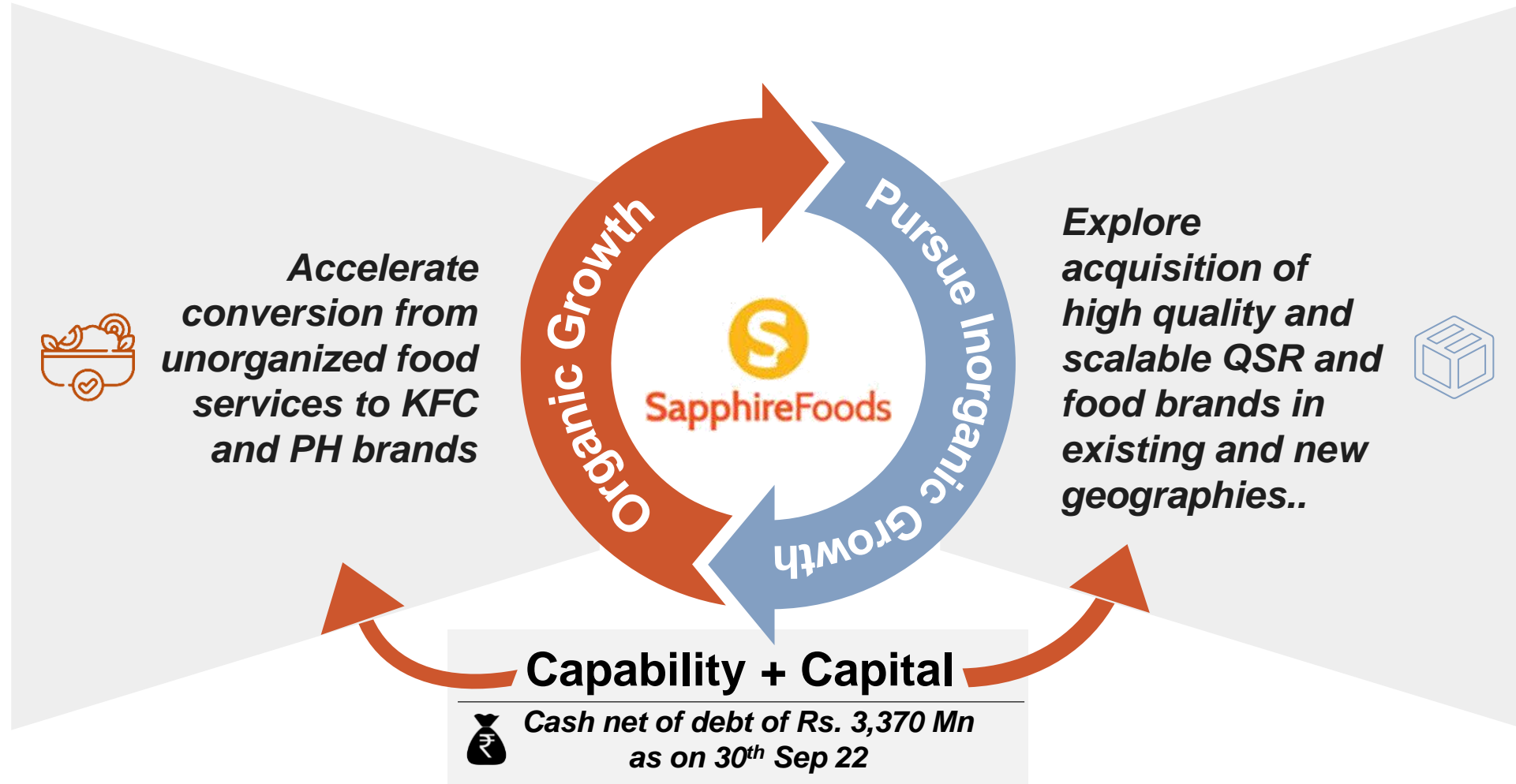
INDIA



INDIA

	As of 31-Mar-19	Current	As of 31-Mar-19	Current
<b>Avg Size of Restaurant (in Sq. ft.)</b> 	2,736	~ 1,500 Reduction in Avg Restaurant size ~45%	2,427	~ 1,200 Reduction in Avg Restaurant size ~45%
<b>Average Daily Sales per Restaurant (in ₹ '000)</b> 	<u>FY19</u> 125	<u>9M FY23</u> 138	<u>FY19</u> 61	<u>6M FY23</u> 61
<b>Restaurant EBITDA %</b> 	<u>FY19</u> 12.7%	<u>9M FY23</u> 19.5%	<u>FY19</u> 7.5%	<u>9M FY23</u> 14.7%

# 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

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## MANAGEMENT TEAM WITH DIVERSE EXPERIENCES



Vijay Jain  
Finance



Deepak Taluja  
KFC



Vikrant Vohra  
Pizza Hut



Sandhydeep Puri  
People



Ashu Khanna  
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 31 <sup>st</sup> Dec 2022)	% Holding
Promoters & Promoter Group	<b>44.9</b>
Foreign Company	<b>6.4</b>
Foreign Portfolio Investors / Non-Resident Indians	<b>17.0</b>
Domestic	<b>31.7</b>
Mutual Funds	18.2
Insurance Companies	4.7
Alternate Investment Funds	2.1
Resident Individuals	5.9
Others	0.8
<b>Total</b>	<b>100.0</b>



# THANK YOU

*Company:*



**Sapphire Foods India Limited**

CIN: L55204MH2009PLC197005

Mr. Rahul Kapoor

Email ID: rahul.kapoor@sapphirefoods.in

[www.sapphirefoods.in](http://www.sapphirefoods.in)

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