Date: 9th June 2025

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

Dear Sir/Madam,

Subject: Corporate Presentation (Revised)

This has a reference to our intimation letter dated 15th May 2025, 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
8	Cosmetic revision in commentary of FY25 Highlights
24	Updation of Board of Directors slide (inclusion of Mr. Vijay Jain as Executive Director & CFO as approved by the Board of Directors on 28th May 2025)

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 Tukaram Dudam
Digitally signed by Sachin Tukaram Dudam
Date: 2025.06.09 20:08:07 +05'30'

SAPPHIRE FOODS INDIA LIMITED MUMBAI

Sachin Dudam
Company Secretary and Compliance Officer

Encl: a/a





SapphireFoods

Corporate Presentation

MAY 2025

SAFE **HARBOR**

This presentation and the accompanying slides (the “Presentation”), which have been prepared by **Sapphire Foods India Limited** (the “Company”), have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment what so ever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded

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 (1)

₹ 7,099 MN Q4FY25 Restaurant Sales

16.0% [17.5%] Q4FY25 EBITDA margin

₹1,133 MN [1,102] Q4FY25 EBITDA



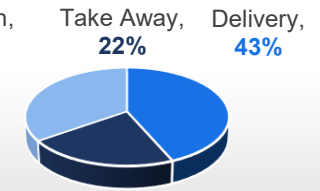
963 Total Restaurants Across India, Sri Lanka and Maldives (2)

502 KFC Restaurants (2)
451 Pizza Hut Restaurants (2)
10 Taco Bell Restaurants (2)

17.1% [18.2%] FY25 EBITDA margin

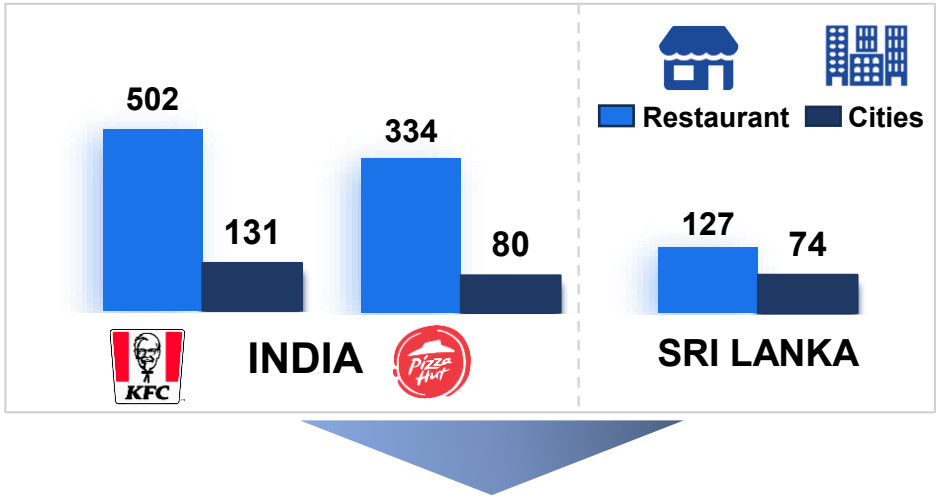
₹ 4,925 MN [4,717] FY25 EBITDA

Omni Channel Mix (3)



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 March 31, 2025; (3) Pertains to Q4 FY25

Journey Of Sapphire Foods Built A Platform Of 963 Outlets (1)



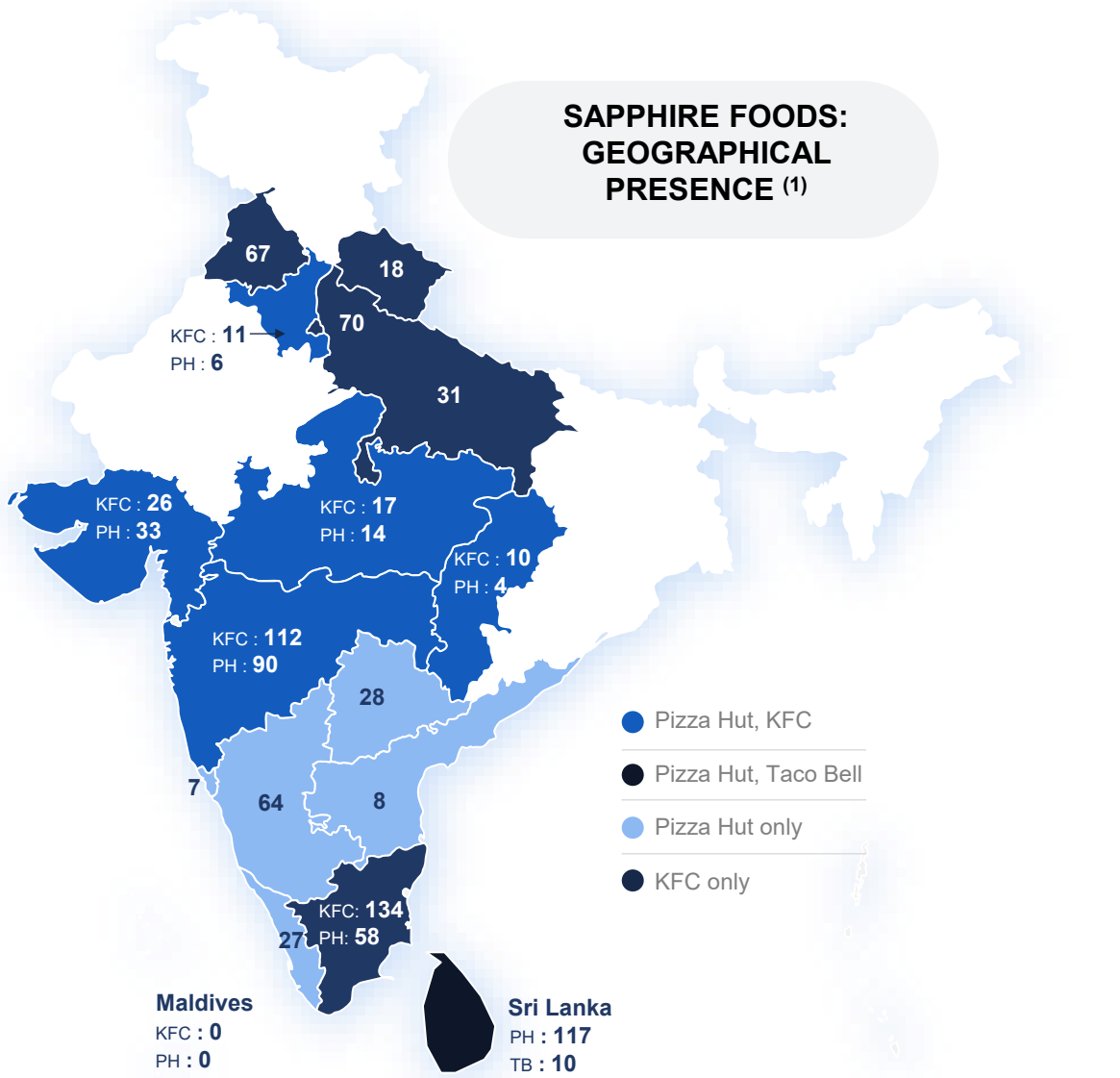
~ KFC and Pizza Hut Brands Operate in States that cover 56% of GDP (2)

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)

30 Cities where 425 restaurants of both KFC and Pizza Hut are operated



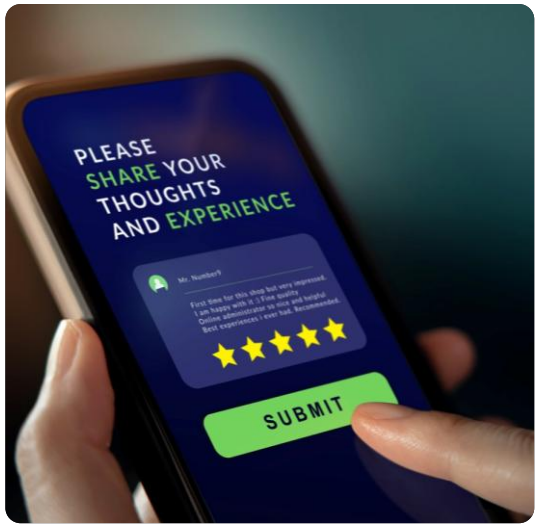
Source: Company data, Technopak Industry Report
(1) Sri Lanka + Maldives included 4 restaurants in the previous years. As on 31st Mar 25 all the 4 restaurants are closed.
(2) GDP contribution of states In FY19 where Pizza Hut and KFC restaurants are located; (3) In FY20

The **Sapphire Story**

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



Two global brands (KFC & Pizza Hut) with **Scale & PAT 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**



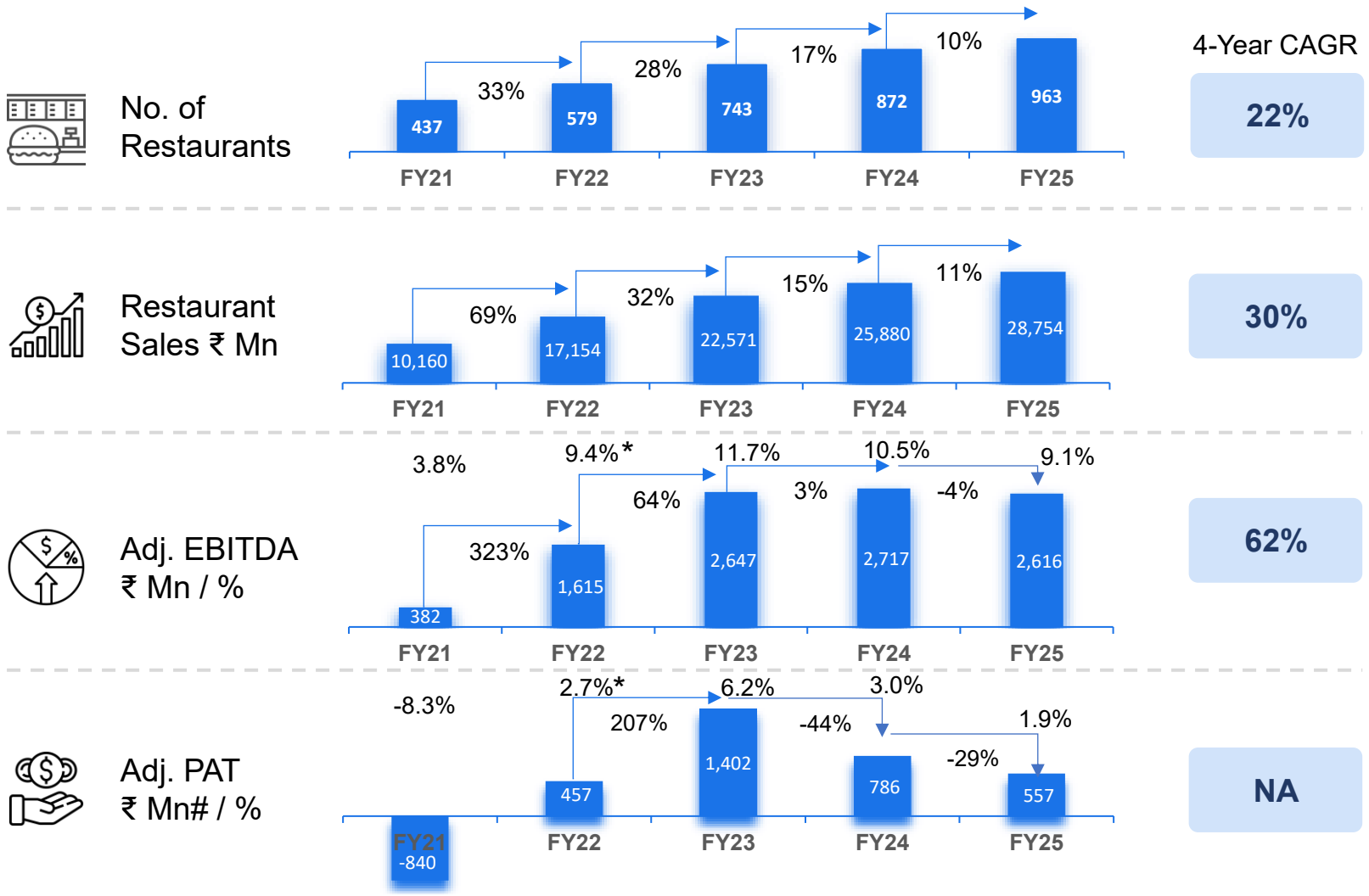
Capability and capital to rapidly drive organic & inorganic growth plans

Financial Overview





Sapphire Foods: **4-Year Scorecard**



4-Year CAGR

No. of Restaurants	22%
Restaurant Sales ₹ Mn	30%
Adj. EBITDA ₹ Mn / %	62%
Adj. PAT ₹ Mn# / %	NA

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*

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 2nd consecutive year on the Dow Jones Sustainability Index (DJSI). It was placed 7th amongst all QSRs globally at 97th 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)

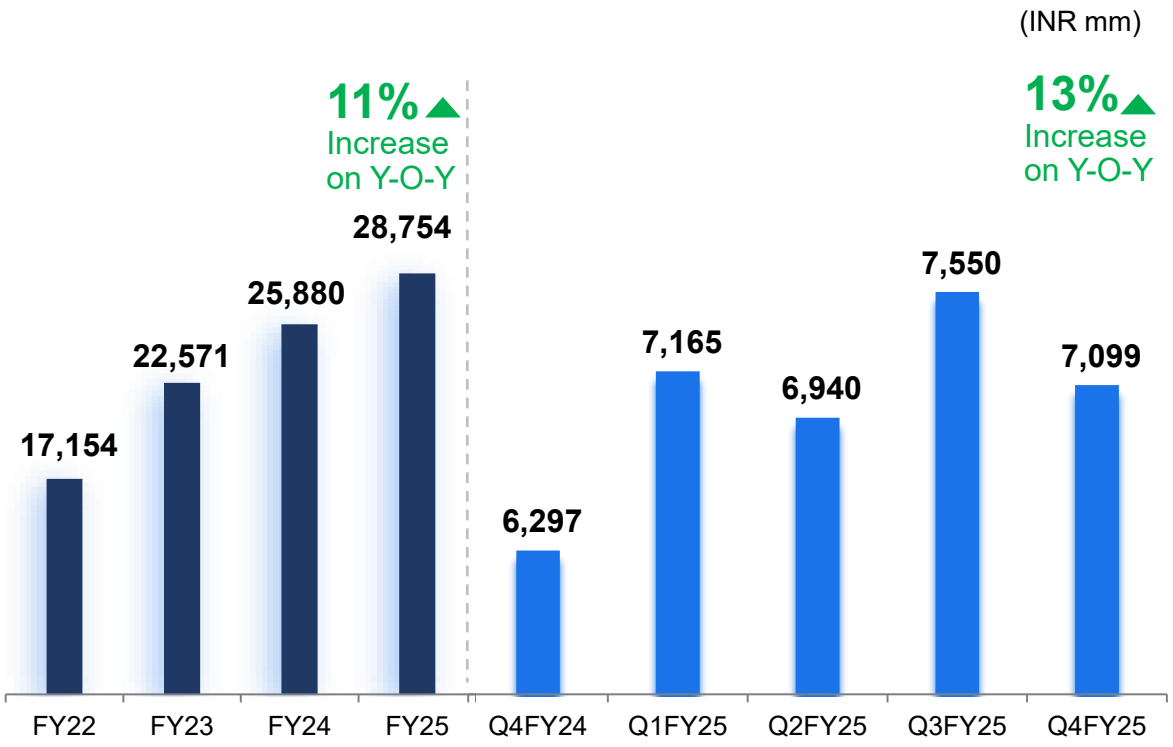
Summary Consolidated Financials Q4 FY25

Particulars	Q4 FY25	Q4 FY24	Change YoY	FY25	FY24	Change YoY
Restaurant Sales mn	**7,099**	6,297	**13%** ▲	**28,754**	**25,880**	**11%** ▲
Adj. EBITDA ₹ mn	**508**	544	**-7%** ▼	**2,616**	**2,717**	**-4%** ▼
%	**7.2%**	8.6%	**-140 bps** ▼	**9.1%**	**10.5%**	**-140 bps** ▼
EBITDA mn	**1,133**	1,102	**3%** ▲	**4,925**	**4,717**	**4%** ▲
%	**16.0%**	17.5%	**-150 bps** ▼	**17.1%**	**18.2%**	**-110 bps** ▼
Adj. PBT mn *	**63**	83	**-25%** ▼	**699**	**1,057**	**-34%** ▼
%	**0.9%**	1.3%	**-40 bps** ▼	**2.4%**	**4.1%**	**-170 bps** ▼
PBT * mn *	**45**	8	**434%** ▲	**384**	**699**	**-45%** ▼
%	**0.6%**	0.1%	**50 bps** ▲	**1.3%**	**2.7%**	**-140 bps** ▼
Restaurant Additions	**0**	22		**91**	**129**	

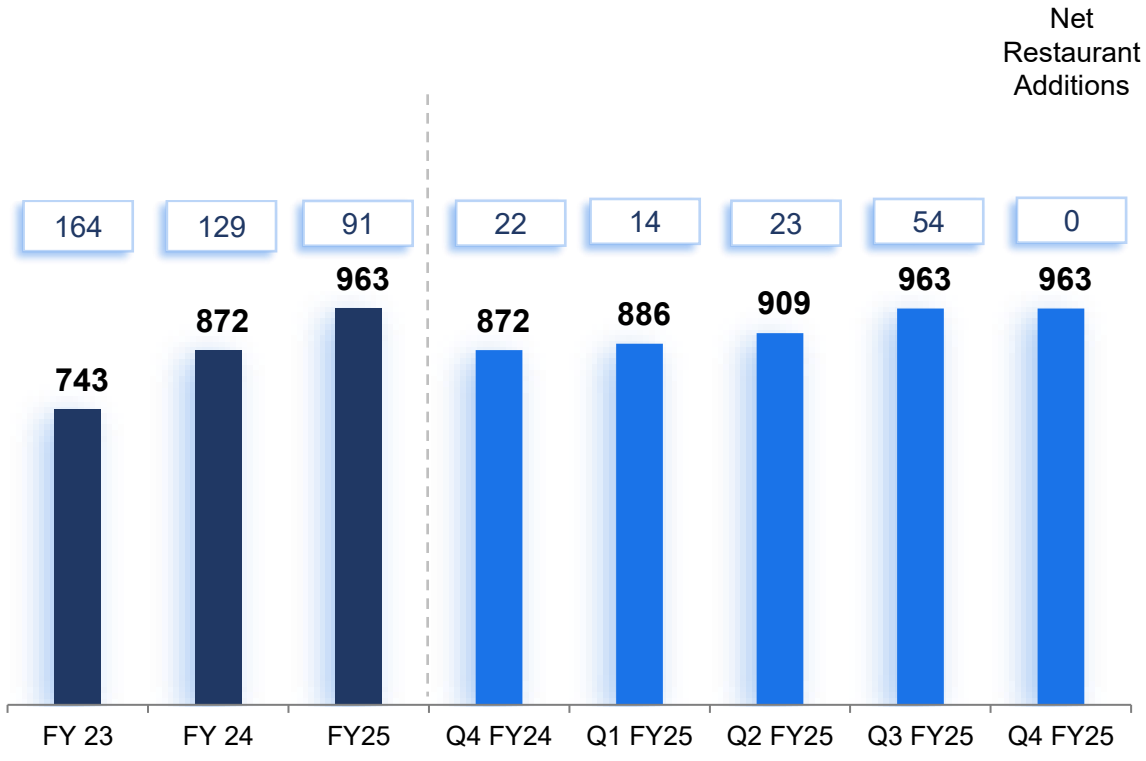
#Adj. EBITDA and Adj. PAT is before Ind-AS 116 adjustments
** Adj. PBT & PBT of FY25 are before the exceptional items of ₹153 Mn*

Operational & Financial Overview

RESTAURANT SALES

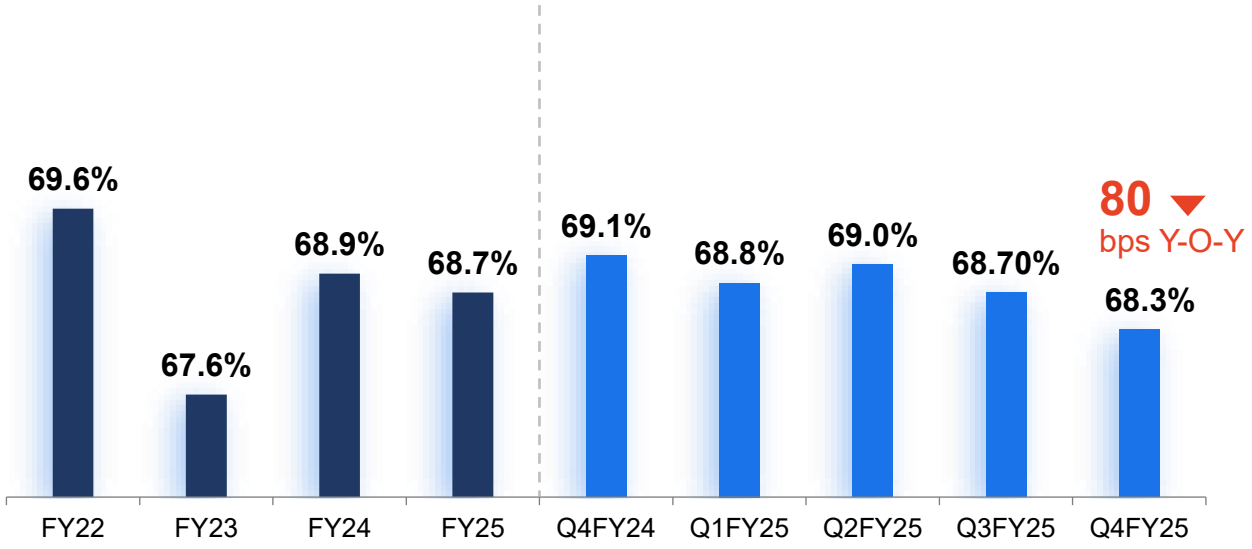


NUMBER OF RESTAURANTS

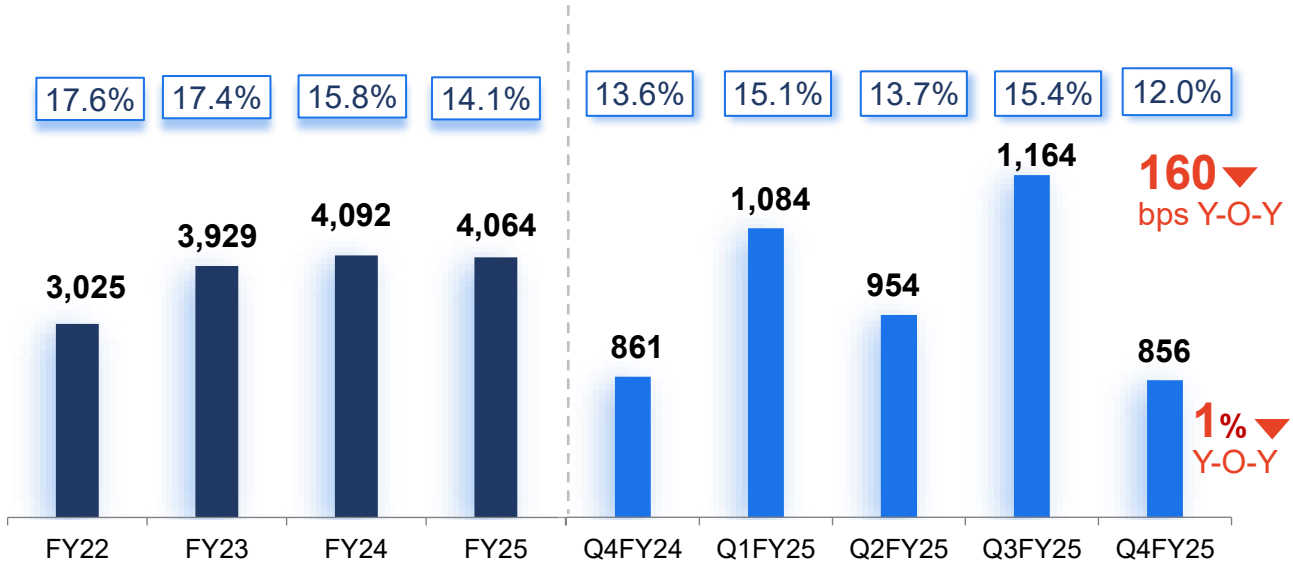


Profitability Overview

GROSS MARGIN %



RESTAURANT EBITDA (₹ MN / %)#



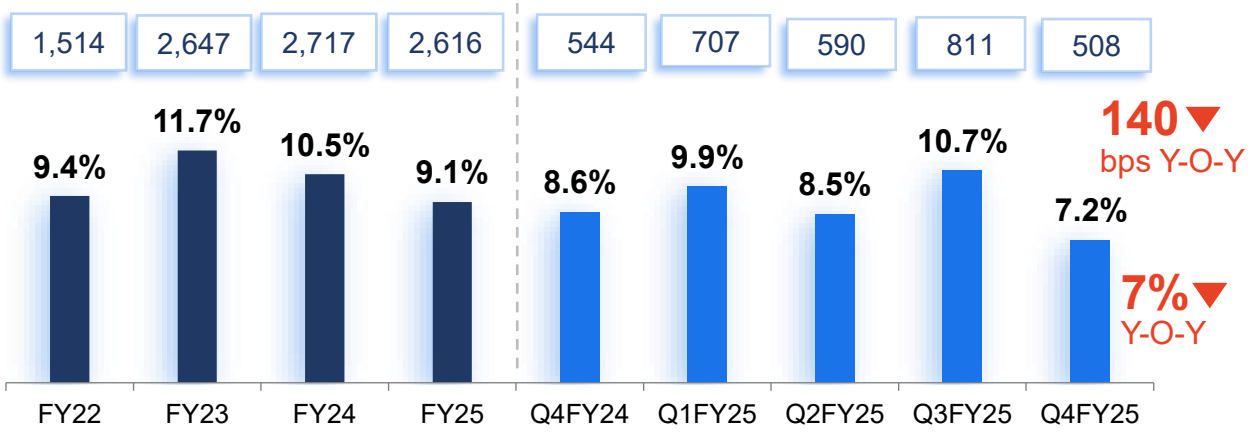
KEY INITIATIVES

- 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 45% in Q4FY25

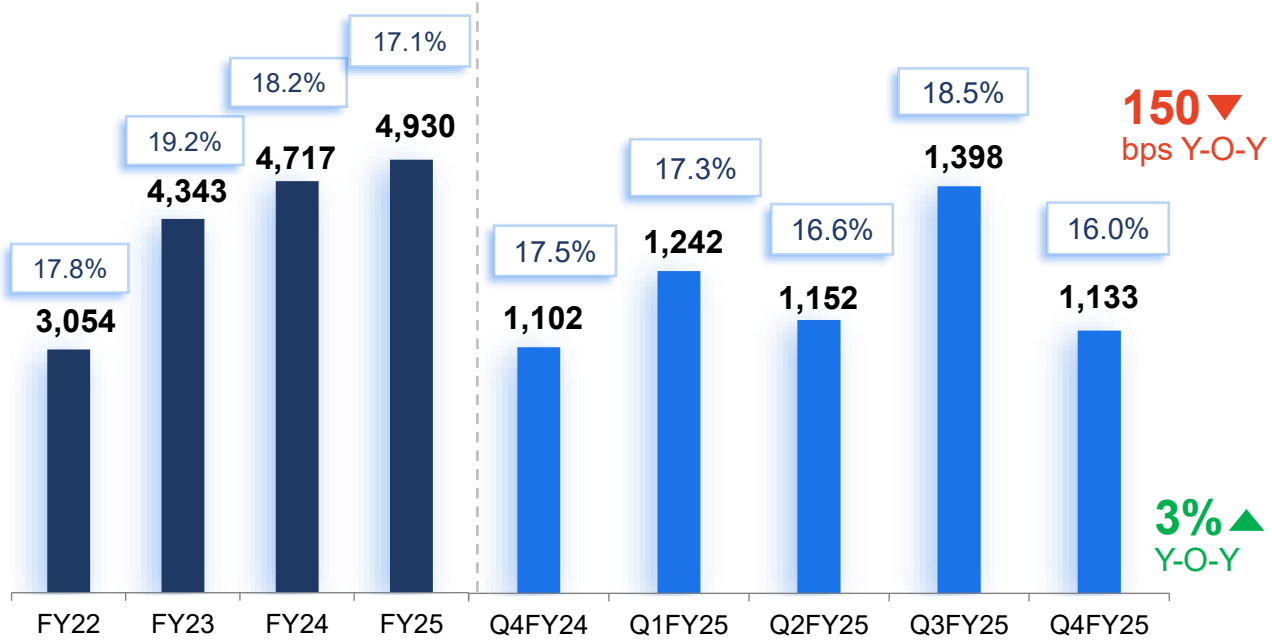
Restaurant EBITDA is before Ind-AS 116 adjustments
*FY22 excludes additional incentives of 1.1%

Profitability Overview

ADJ. EBITDA (₹ MN / %)#



EBITDA (₹ MN / %)



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

Brand Wise Performance





KFC Brand Priorities

Enhance Fried Chicken Category Relevance

"Taste The Epic" campaign to popularize Core Variety offerings (Chicken Bucket, Boneless, Zinger Burger, Rolls)

Craveable Taste

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

Value

3 Tier value structure:

Introduce Core at ₹ 99/-

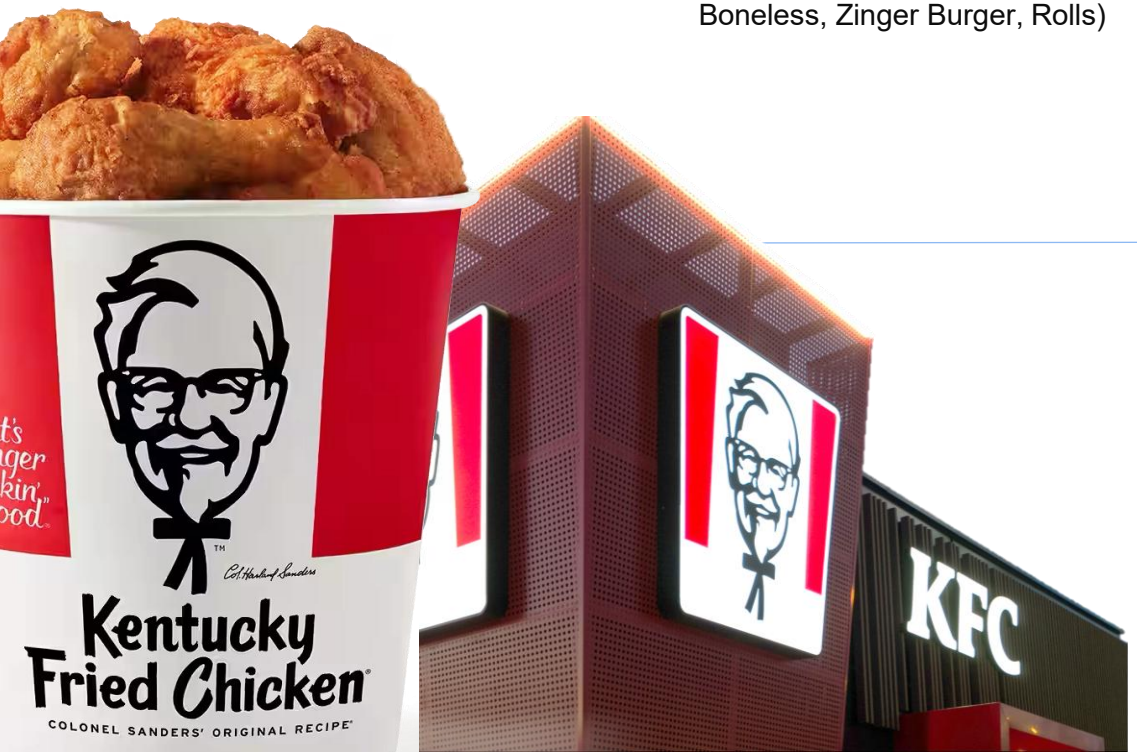
Enhance Individual meal offering at ₹149/-

Retain strong offering of Group meal at ₹ 399/-

Frictionless Customer Experience

Digital Kiosks

Strengthen Own Delivery through KFC App



Improve Accessibility

Continue current pace of expansion (70-80 stores per year)

Operational Excellence

> 4.0 ratings across Swiggy, Zomato & Google

Dynamic Material Planning and Consumption tool to improve speed of service and reduce wastage

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 Mar 31, 2025 /For FY25
Total Restaurant Count	263	341	429	502
Average Daily Sales per Restaurant (INR'000s)	130	135	125	114
Restaurant Related Revenue (in INR mm)	10,349	14,529	17,157	19,039 11% ▲ Y-O-Y
Restaurant EBITDA (in %)	18.7%*	19.4%	19.7%	17.3% 240 ▼ bps Y-O-Y

Net restaurant additions of 6 in Q4FY25

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**



Our strategy for revival of Pizza Hut brand continues to remain as above | this resulted in improved performance in the 9 months between Apr-Dec 24 (ADS improved from ₹41K to ₹48K)

However, starting JFM 25 quarter we have not invested in mass media advertising | this has impacted transactions in JFM 25 quarter | the performance in the quarter reflects the longer horizon we will need in reviving the brand

We have an exciting refresh of our core Pizzas, "Juicylicious Pizza" launched in Apr'25 | this will be backed by mass-media advertising in Tamil Nadu (Sapphire exclusive market) and below-the-line media in other markets

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 Mar 31, 2025 /For FY25
Total Restaurant Count	219	286	319	334
Average Daily Sales per Restaurant (INR'000s)	57	58	46	46
Restaurant Related Revenue (in INR mm)	3,710	5,214	5,185	5,450 5% ▲ Y-O-Y
Restaurant EBITDA (in %)	11.4%	13.3%	4.9%	2.4% 250 ▼ bps Y-O-Y

Net restaurant additions of -5 in Q4FY25

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, 2022 / For FY22	As of Mar 31, 2023 /For FY23	As of Mar 31, 2024 /For FY24	As of Mar 31, 2025 /For FY25
Total Restaurant Count	95	116	124	127
Average Daily Sales per Restaurant (INR'000s)	108	72	79	95
Restaurant Related Revenue (in INR mm)	2,983	2,716	3,397	4,228 Y-O-Y 24% (INR) ▲ 14% (LKR) ▲
Restaurant EBITDA (in %)	22.0%	14.8%	13.7%	15.4% Y-O-Y 170 bps ▲

Net restaurant additions of 1 in Q4FY25

Source: Company data
*Restaurant EBITDA % is Normalized for additional incentives accrued in that period.

Unit **Economics**

	KFC			PIZZA HUT		
	As of 31-Mar-19	Current		As of 31-Mar-19	Current	
Avg Size of Restaurant (in Sq. ft.)	2,736	~ 1,500		2,427	~ 1,200	
		▼ Reduction in Avg Restaurant size ~45%			▼ Reduction in Avg Restaurant size ~45%	
	FY19	FY24	FY25	FY19	FY24	FY25
Average Daily Sales per Restaurant (in ₹'000)	125	125	114	61	46	46
	FY19	FY24	FY25	FY19	FY24	FY25
Restaurant EBITDA %	12.7%	19.4%	17.3%	7.5%	4.9%	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**

Accelerate conversion from unorganized food services to KFC and PH brands





Explore acquisition of high quality & scalable QSR and food brands in existing and new geographies



Capability + Capital

Cash net of debt of ₹ 2,450 Mn as on 31st Mar 25

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

ESG

DJSI ESG RATINGS 2024

S&P Corporate Sustainability Assessment



S&P Global ESG Score

50

Data Availability : Very High

Methodology Year: 2024
Last Updated: November 07, 2024. Updated annually or in response to major developments

Source: https://www.spglobal.com/esg/scores/results?cid=6578587

KEY HIGHLIGHTS

- **Ranked No. 1** amongst QSR Brands in India for the second consecutive year
- **Ranked No. 7** amongst Global QSR Companies
- **Placed in 97th Percentile** amongst Global QSR Companies
- **The only Indian QSR Company** to publish ESG report under GRI, SASB and BRSR standards for the **third consecutive year**

Achieved **"IGBC Platinum"** rating under Indian Green building Council certification for Green Interiors for KFC Westwood Village, Rayya, Punjab

Management Team

Right People In Key Seats

Management Team With Diverse Experience



Deepak Taluja
CEO – KFC



Vikrant Vohra
CEO – Pizza Hut



Nandita Bapat
Head – Projects & Business Development



Priya Adiseshan
Chief People Officer



Amar Patel
Chief Tech Officer



Ashu Khanna
Head Supply Chain



Niraj Patil
Head Legal and Liaison

Source: Company data

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



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 31st Mar 2025)	% Holding
Promoters & Promoter Group	26.1
Foreign Portfolio Investors / Non-Resident Indians	30.7
Domestic – Mutual Funds Insurance Companies	36.1
AIF, Resident Individuals & Others	7.1
Total	100.0

Source: Company data

SapphireFoods

Thank You

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