

Date: February 11, 2022

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 – 40001  Scrip Code: 543397
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Dear Sir/Madam,

**Subject: Press Release & Q3 FY22 Earnings Presentation**

In furtherance to our submission on Outcome of Board Meeting dated February 11, 2022, please find enclosed the following:

- (1) Press/Investor Release on the Unaudited Financial Results for the quarter and nine months ended December 31, 2021;
- (2) Q3 FY22 Earnings Presentation.

Further, please be informed that the abovementioned Press Release and Q3 FY22 Earnings Presentation will be available on Company's website ([www.sapphirefoods.in/investors-relation/financial-information](http://www.sapphirefoods.in/investors-relation/financial-information)).

Kindly take the same on record.

Thanking you,

**For Sapphire Foods India Limited**



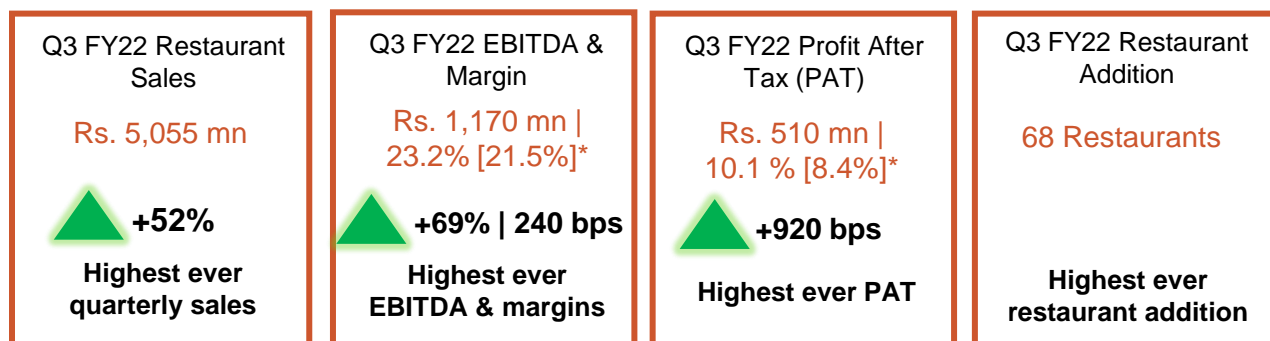
**Sachin Dudam**  
Company Secretary and Compliance Officer



**Encl.:** As above

## Sapphire Foods India Ltd delivers highest ever Restaurant Sales, EBITDA, PAT and restaurant additions in Q3 FY22

**Mumbai, 11<sup>th</sup> February, 2022** – Sapphire Foods India Ltd, a franchisee of Yum Brands in the Indian subcontinent announces its Unaudited Financial Results for the Quarter and 9 months ended 31<sup>st</sup> December 2021.



\*After normalizing for additional incentives accrued in FY 22

### Key Financial Highlights:

Particulars (Rs. mn)	Q3 FY22	Q3 FY21	Y-o-Y	9M FY22	9M FY21	Y-o-Y
Total Restaurants				550	425	29%
Restaurant Sales	5,055	3,328	52%	12,212	6,774	80%
EBITDA	1,170 [1,084]*	691	69%	2,212 [2,041]*	1,165	90%
EBITDA Margins (%)	23.2% [21.5%]*	20.8%	240 bps	18.1% [16.7%]*	17.2%	90 bps
Profit After Tax	510	29	1678%	195	(862)	n.m.
PAT Margins (%)	10.1% [8.4%]*	0.9%	920 bps	1.6% [0.2%]*	-12.7%	1430 bps

\*After normalizing for additional incentives accrued in FY 22

## **Management Commentary**

We are pleased to announce our first financial results post the public listing of Sapphire Foods in Nov'21.

Firstly, we would like to thank all our investors and stakeholders for supporting the Company during the IPO process and we look forward to a long and productive relationship. Our shareholders include marquee FIs, Insurance companies, Mutual Funds, and Domestic Financial Institutions.

We have delivered our best-ever performance in Q3 FY22 and this is a reflection of the Sapphire story, i.e., 2 Global brands with scale and profitability, Sapphire's execution mindset and capability, our compact omni-channel new restaurant model, our values-based culture and experienced team, and the capability and capital to deliver our growth ambitions.

During this financial year, we have borne the impact of Covid-19 disruptions. However, we have been able to build an operational framework to minimize downsides and then recover quickly as business environment improves.

So has been the case in Q3 FY22. Of the last 8 quarters since the start of the Covid-19 pandemic in Q4 FY20, this quarter has seen the least number of operational disruptions relatively. While our delivery sales have continued to grow, Dine-In Sales have recovered smartly, albeit still at ~ 75%-80% of pre Covid FY20 levels, and as a result, the business has had its best-ever quarter. We have delivered our highest ever quarterly Sales, EBITDA Margins, PAT and have opened more stores than ever before.

As we speak, the third wave of the Covid pandemic has again resulted in some operational disruptions in January and February in few markets. However, we strongly believe in the resilience that Sapphire has built, the long-term prospects of QSR industry and are confident to be able to mitigate these risks to deliver consistent results.

## **Operational Highlights**

### **Highest Ever Quarterly:**

- **Restaurant Sales** across KFC, Pizza Hut and Sri Lanka business due to strong brand activation and Sapphire's omni channel execution
- **Restaurant Additions** due to compact omni channel store format (with equal emphasis on Dine-In, Takeaway and Delivery) | Total Restaurant Count at 550
- **Restaurant EBITDA margin, Corporate EBITDA margin and PAT profitability** due to scale and focus on cost efficiencies
- **Strong Consolidated Balance Sheet:** Cash (net of debt) of ~ Rs. 4,350 mn and Negative Working Capital
- Number of Stores opened – Q3 - KFC: 31 , Pizza Hut: 35 | 9M - KFC: 47 , Pizza Hut: 63

### **About Sapphire Foods:**

Sapphire Foods started operations in September 2015, by the acquisition of about 250 KFC and Pizza Hut Stores in India and Sri Lanka, by a group of leading Private Equity firms and is managed by a team of professionals.

Sapphire Foods is a leading YUM franchisee operator in the Indian subcontinent with presence in India, Sri Lanka and Maldives. We are the largest international QSR chain in Sri Lanka in terms of revenue and number of restaurants operated as of March 31, 2021. *(Source: Technopak Report)* As of December 31, 2021, we own and operate 250 KFC and 209 Pizza Hut restaurants in India, 84 Pizza Hut and 5 Taco Bell restaurants in Sri Lanka and 1 KFC and Pizza Hut each in Maldives.

We aspire to be India's best restaurant operator by serving customers great food with great experience at great value. We operate our restaurants in high traffic and high visibility locations in key metropolitan areas and cities across India and develop new restaurants in new trade areas in existing and new cities as part of our brand and food category expansion.

### **Contact Details**

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CIN: L55204MH2009PLC197005	Tel : +91 99209 40808
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# SAPPHIRE FOODS INDIA LIMITED

## Q3 FY22 EARNINGS PRESENTATION

FEBRUARY 2022



# SAFE HARBOR



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# WHOLE TIME DIRECTOR & GROUP CEO'S COMMENTARY



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

We are pleased to announce our first financial results post the public listing of Sapphire Foods in Nov'21.

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As we speak, the third wave of the Covid pandemic has again resulted in some operational disruptions in January and February in few markets. However, we strongly believe in the resilience that Sapphire has built, the long-term prospects of QSR industry and are confident to be able to mitigate these risks to deliver consistent results.

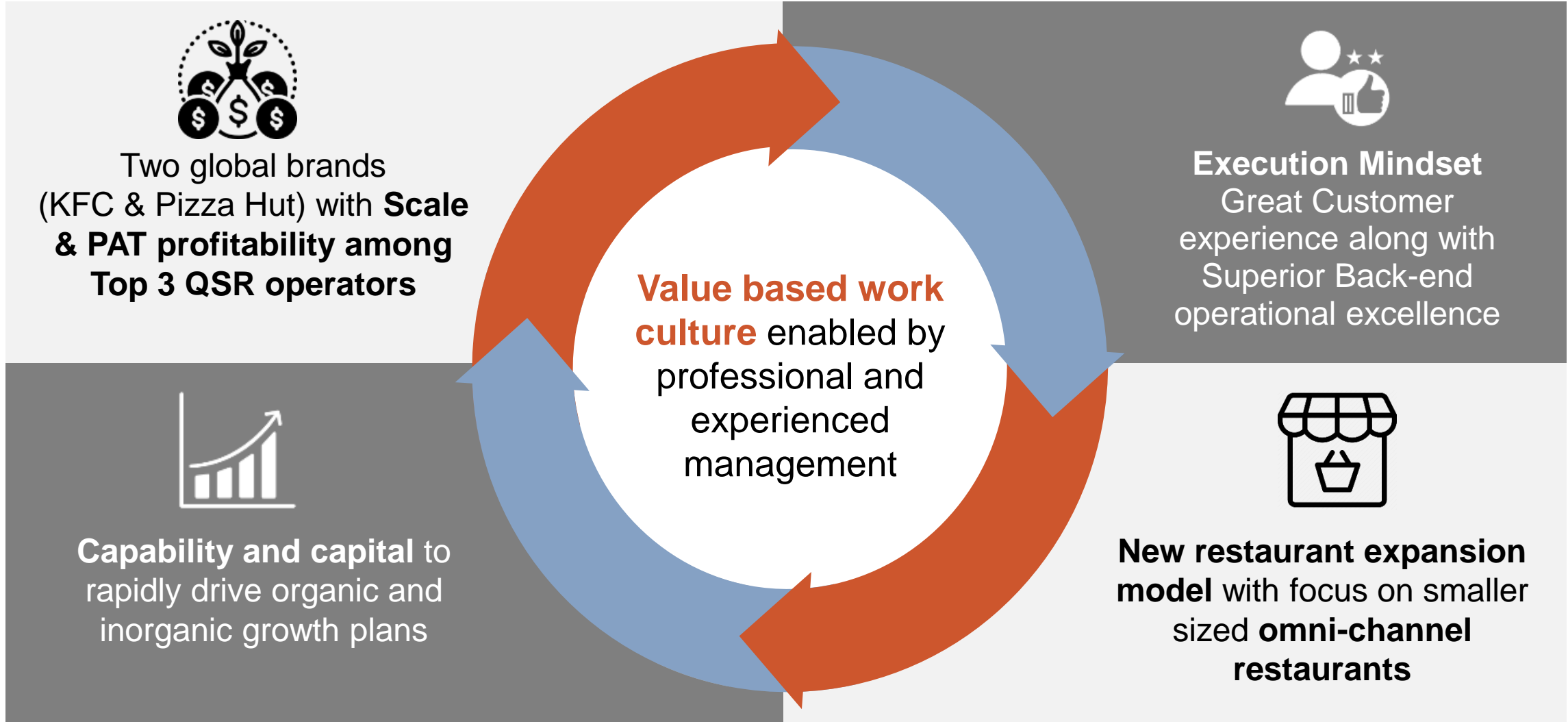
# TABLE OF CONTENTS



<b>1</b>	<b>THE SAPPHIRE STORY</b>	<b>Page 5</b>
<b>2</b>	<b>Q3 &amp; 9M FY22 CONSOLIDATED FINANCIAL HIGHLIGHTS</b>	<b>Page 7-12</b>
<b>3</b>	<b>SEGMENTAL PERFORMANCE</b> <ul style="list-style-type: none"><li>▪ KFC INDIA</li><li>▪ PIZZA HUT INDIA</li><li>▪ SRI LANKA BUSINESS</li></ul>	<b>Page 14-20</b> <b>Page 22-27</b> <b>Page 29-34</b>
<b>4</b>	<b>ESG &amp; OTHER KEY INITIATIVES</b>	<b>Page 36-40</b>
<b>5</b>	<b>COMPANY OVERVIEW</b>	<b>Page 42-49</b>



# THE SAPPHIRE STORY









**Q3 FY22 & 9M FY22**

# **CONSOLIDATED FINANCIAL HIGHLIGHTS**

# SUMMARY CONSOLIDATED FINANCIALS

## Q3 & 9M FY22



	Q3 FY22	9M FY22
Restaurant Sales ₹ mn	5,055 ↑ 52%	12,212 ↑ 80%
EBITDA ₹ mn	1,170 ↑ 69% [1,084]*	2,212 ↑ 90% [2,041]*
EBITDA %	23.2% ↑ 240 bps [21.5%]*	18.1% ↑ 90 bps [16.7%]*
PAT %	10.1% [8.4%]*	1.6% [0.2%]*
Restaurant Additions	 31  35	 47  63
	<b>TOTAL** - 68</b>	<b>TOTAL** - 113</b>

### Highest Ever Quarterly...

- ...**Restaurant Sales** across KFC, Pizza Hut and Sri Lanka business due to strong brand activation and Sapphire's omni channel execution
- ...**Restaurant EBITDA margin, Corporate EBITDA margin and PAT profitability** due to scale and focus on cost efficiencies
- ...**Restaurant Additions** due to compact omni channel restaurant format (with equal emphasis on Dine-In, Takeaway and Delivery) | Total Restaurant Count at 550

**Strong Consolidated Balance Sheet:** Cash (net of debt) of ~ ₹ 4,350 Mn and Negative Working Capital

\*EBITDA and PAT after normalizing for additional incentives accrued in FY22

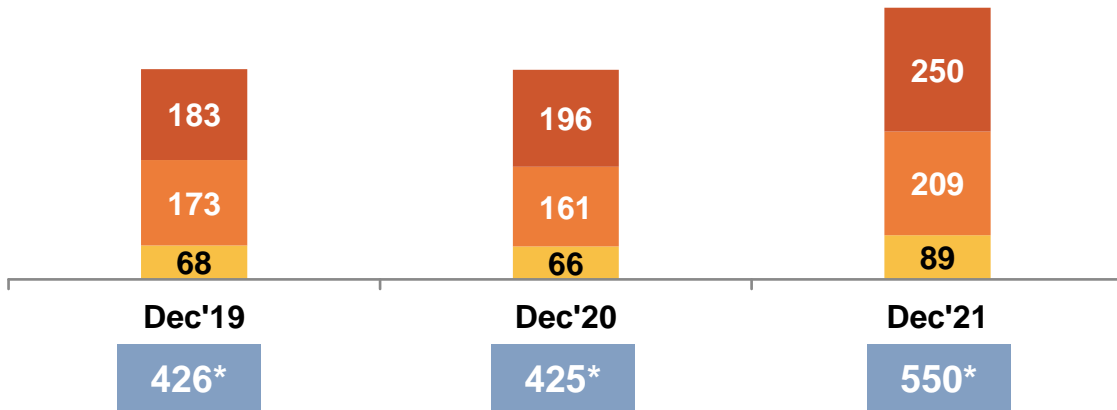
\*\*Includes Taco Bell restaurants addition in Sri Lanka

# SAPPHIRE FOODS CURRENT PRESENCE



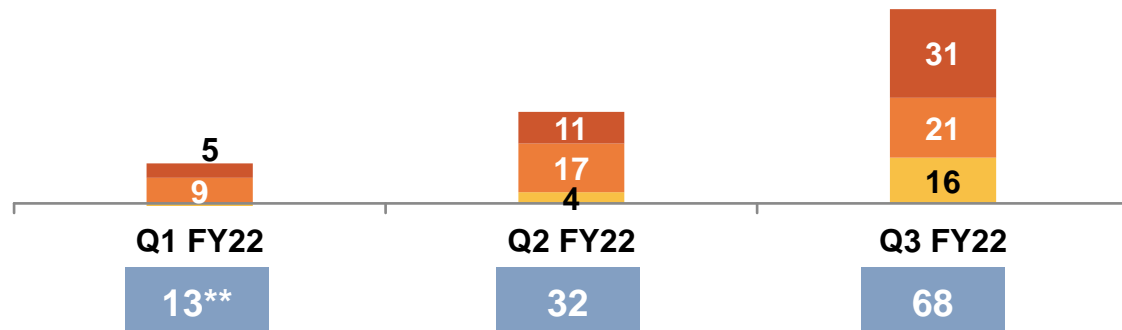
## RESTAURANT COUNT

■ KFC India ■ Pizza Hut India ■ Sri Lanka



## RESTAURANT ADDITION

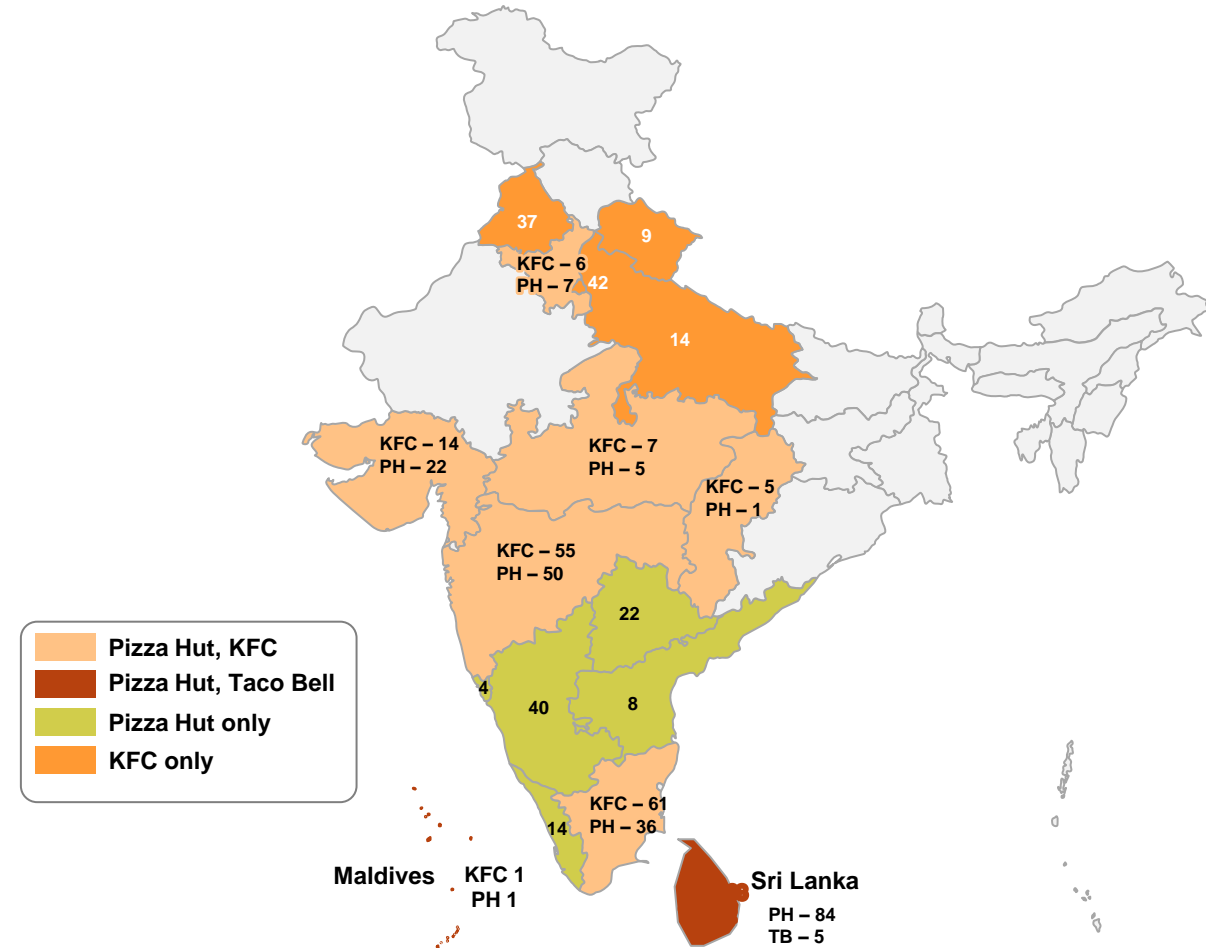
■ KFC India ■ Pizza Hut India ■ Sri Lanka



\* Includes restaurants in Maldives

\*\* Net of 1 restaurant closure in Sri Lanka

## RESTAURANT DISTRIBUTION ACROSS INDIAN SUBCONTINENT



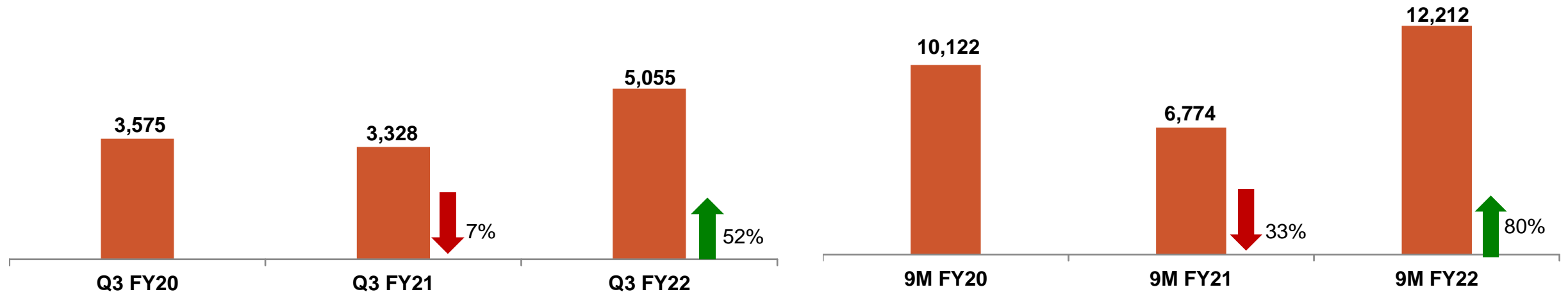


# CONSOLIDATED FINANCIAL HIGHLIGHTS

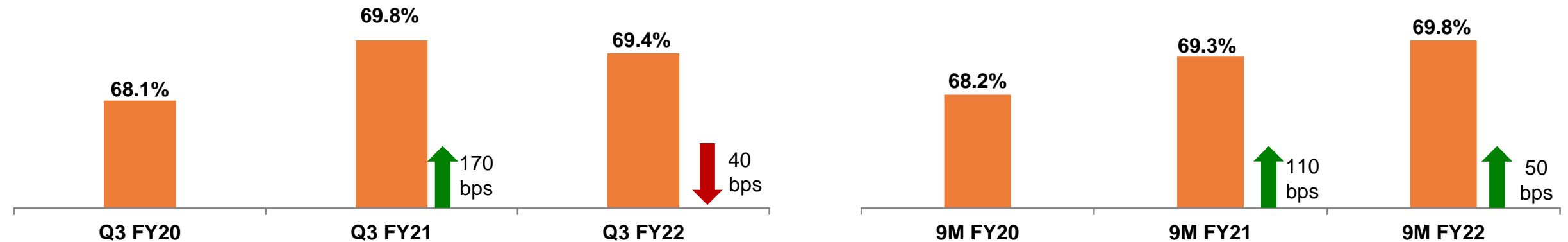
## Q3 & 9M FY22



### RESTAURANT SALES (₹ MN)



### GROSS MARGIN %

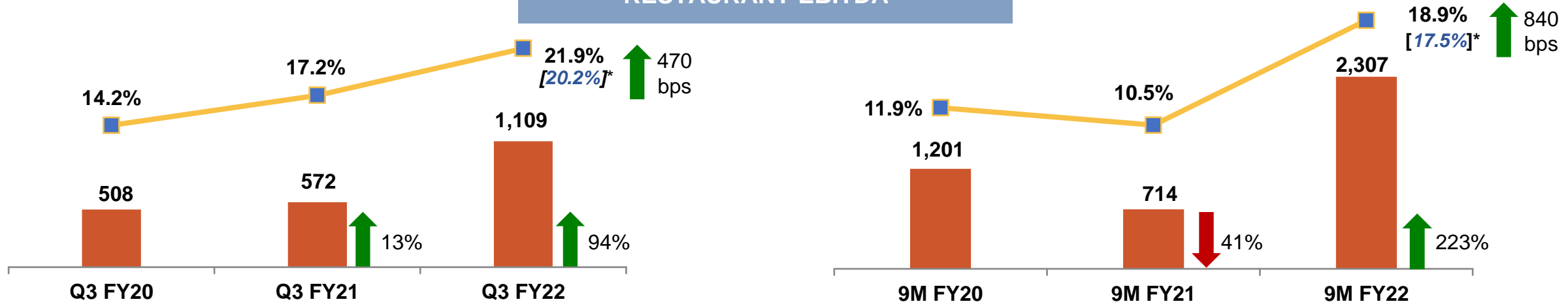


# CONSOLIDATED FINANCIAL HIGHLIGHTS

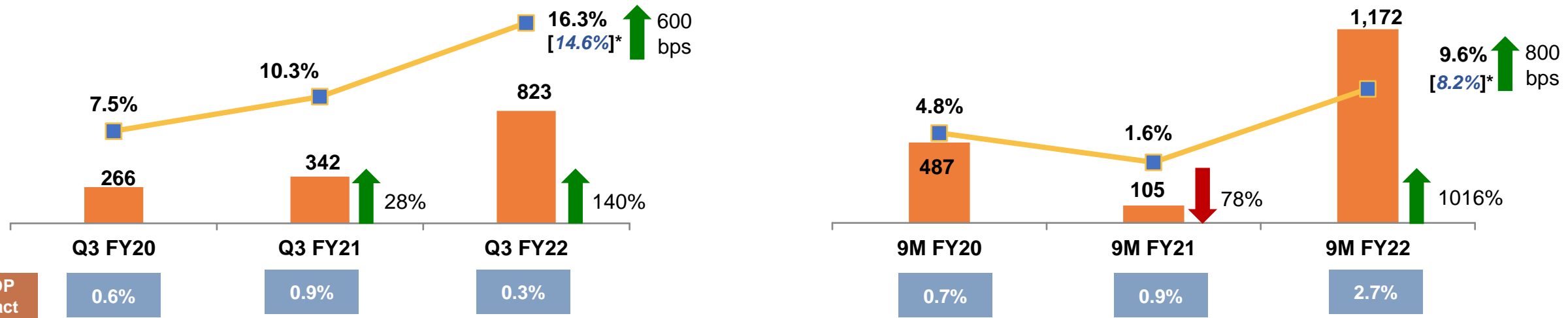
## Q3 & 9M FY22



### RESTAURANT EBITDA\*\*



### COMPANY ADJ. EBITDA\*\*



ESOP Impact

0.6%

0.9%

0.3%

0.7%

0.9%

2.7%

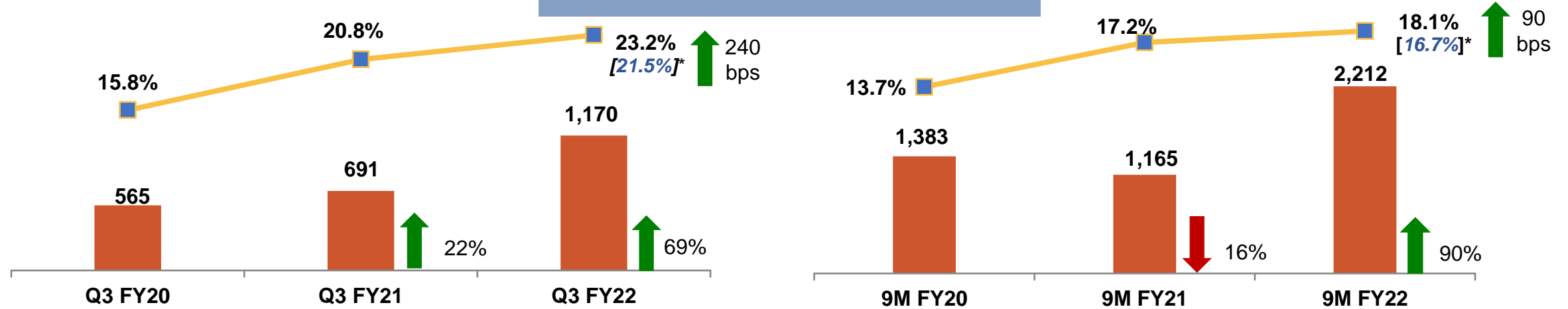
- \*EBITDA after normalizing for additional incentives accrued in FY22
- \*\*Restaurant EBITDA and Company Adjusted EBITDA is before Ind-AS 116 adjustments

# CONSOLIDATED FINANCIAL HIGHLIGHTS

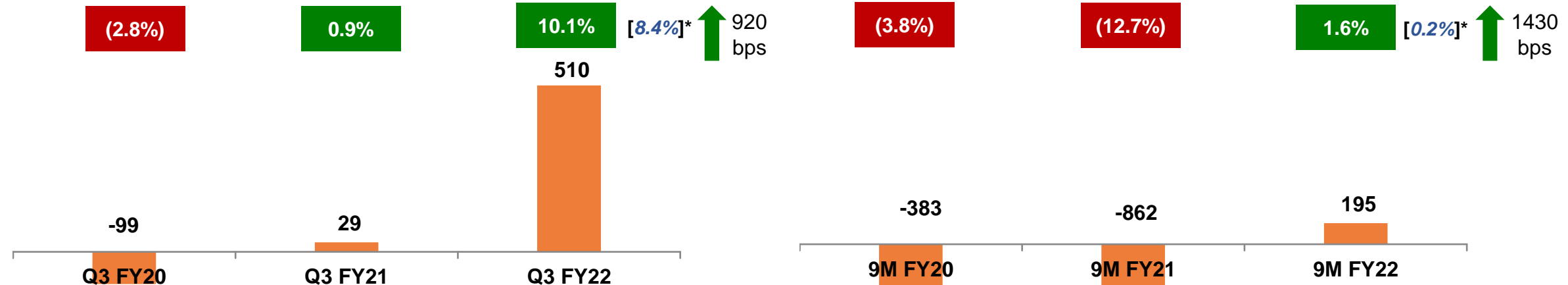
## Q3 & 9M FY22



### COMPANY EBITDA



### PROFIT AFTER TAX (₹ MN)



\* After normalizing for additional incentives accrued in FY22

# CONSOLIDATED PROFIT & LOSS STATEMENT



Sl No.	Particulars (In Rs mn)	Q3 FY22	Q3 FY21	YoY %	9M FY22	9M FY21	YoY %
A)	Restaurant Sales	5,055.18	3,327.87	52%	12,211.55	6,773.95	80%
B)	Other operating income	20.24	10.36		35.91	16.08	
C)	COGS	1,565.13	1,015.20		3,723.29	2,092.92	
D)	Gross Profit	3,510.29	2,323.03	51%	8,524.17	4,697.11	81%
E)	Gross Margin%	69.4%	69.8%		69.8%	69.3%	
F)	Employee Expenses	683.68	504.61		2,061.62	1,337.13	
G)	Other Expenses	1,656.19	1,127.01		4,250.67	2,195.19	
H)	EBITDA	1,170.42	691.40	69%	2,211.88	1,164.80	90%
I)	EBITDA Margin %	23.2%	20.8%		18.1%	17.2%	
J)	Depreciation	513.41	478.39		1,558.74	1,509.62	
K)	Finance Cost	184.84	188.86		547.61	559.22	
L)	Other Income	53.31	7.17		122.47	50.42	
M)	PBT	525.48	31.32		228.00	(853.62)	
N)	Tax Expense	15.50	2.64		33.12	8.06	
O)	PAT	509.98	28.68	1678%	194.88	(861.68)	N.M.
P)	PAT Margin %	10.1%	0.9%		1.6%	(12.7%)	

Figures are regrouped/reclassified for the purpose of representation



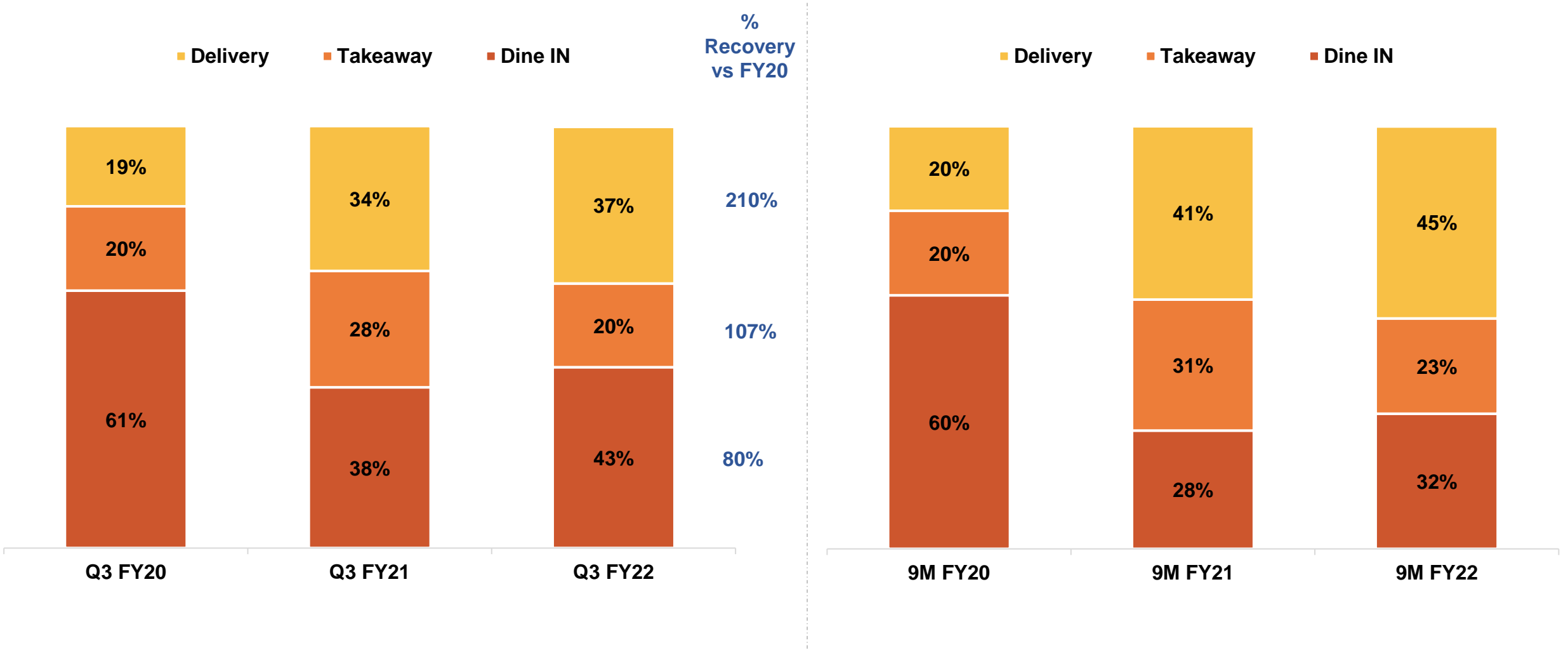


***KFC India***

**Business Performance**

# KFC INDIA

## Q3 & 9M FY22 - CHANNEL SALES CONTRIBUTION





# KFC INDIA

## BRANDING & PROMOTIONS



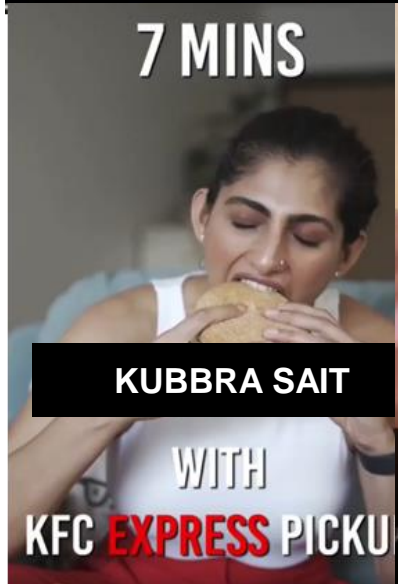
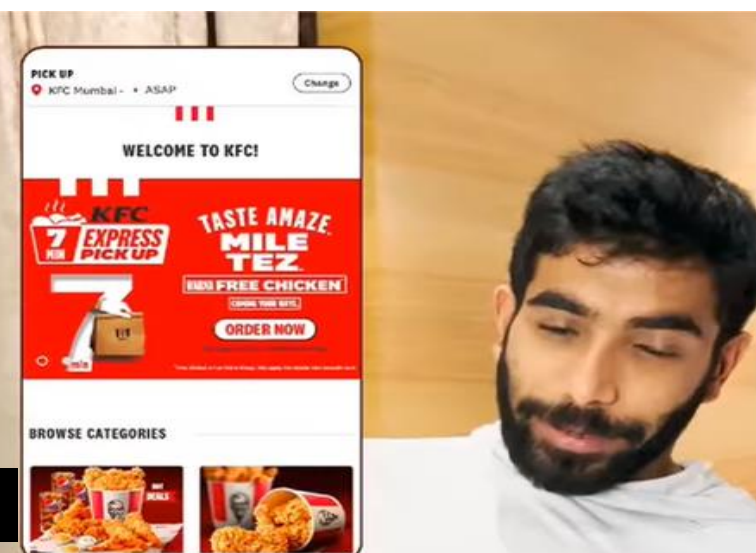
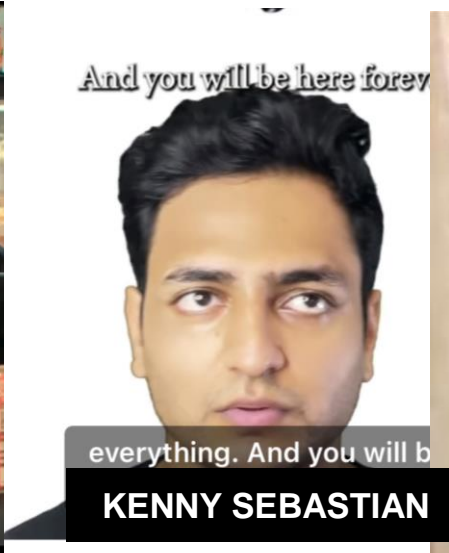


# KFC INDIA

## DIGITAL ACTIVATION



### CELEBS & CONTENT CREATORS





# KFC INDIA – EXPRESS PICK-UP

*UNLOCKING A NEW OPPORTUNITY FOR THE BRAND*



**Taste & Speed Promise**

**Disruptive & Distinctive**

**MILE *TEZ*, TASTE *AMAZE***



# KFC INDIA

## NEW RESTAURANT LAUNCHES



KFC BELAPUR



KFC TIRUPUR



KFC SALEM



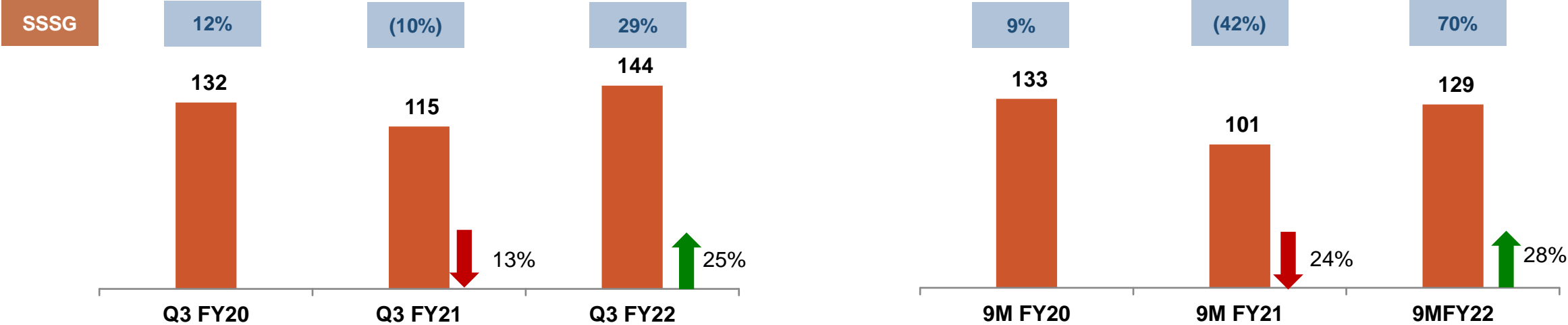
KFC OOTY

# KFC INDIA

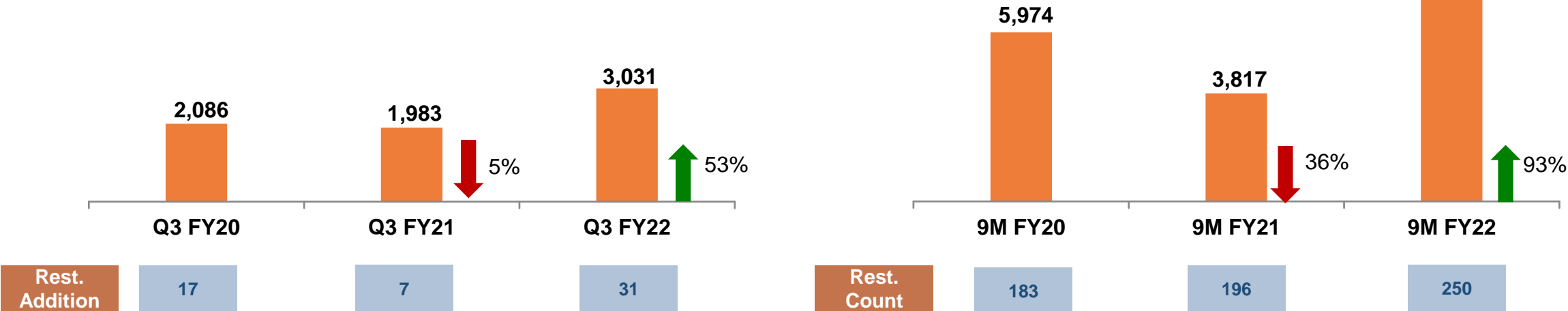
## Q3 & 9M FY22



### AVERAGE DAILY SALES (₹ '000)



### RESTAURANT SALES (₹ MN)



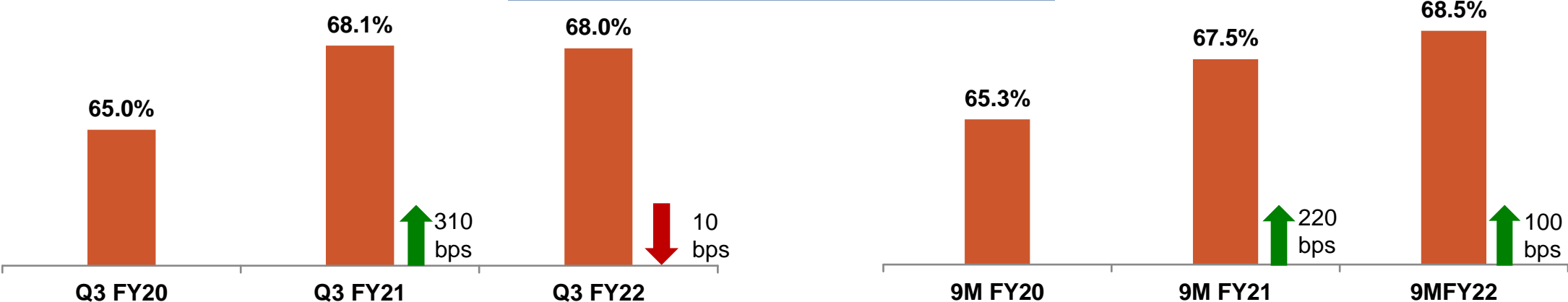


# KFC INDIA

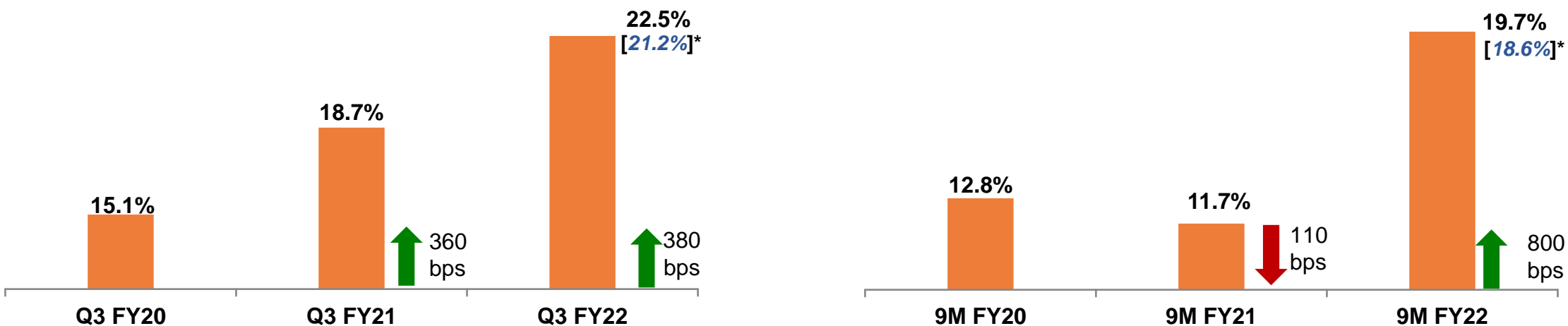
## Q3 & 9M FY22



### GROSS MARGIN (%)



### RESTAURANT EBITDA<sup>(1)</sup> (%)



(1) Restaurant EBITDA figures are Pre-IND AS 116.  
 \*EBITDA after normalizing for additional incentives accrued in FY22





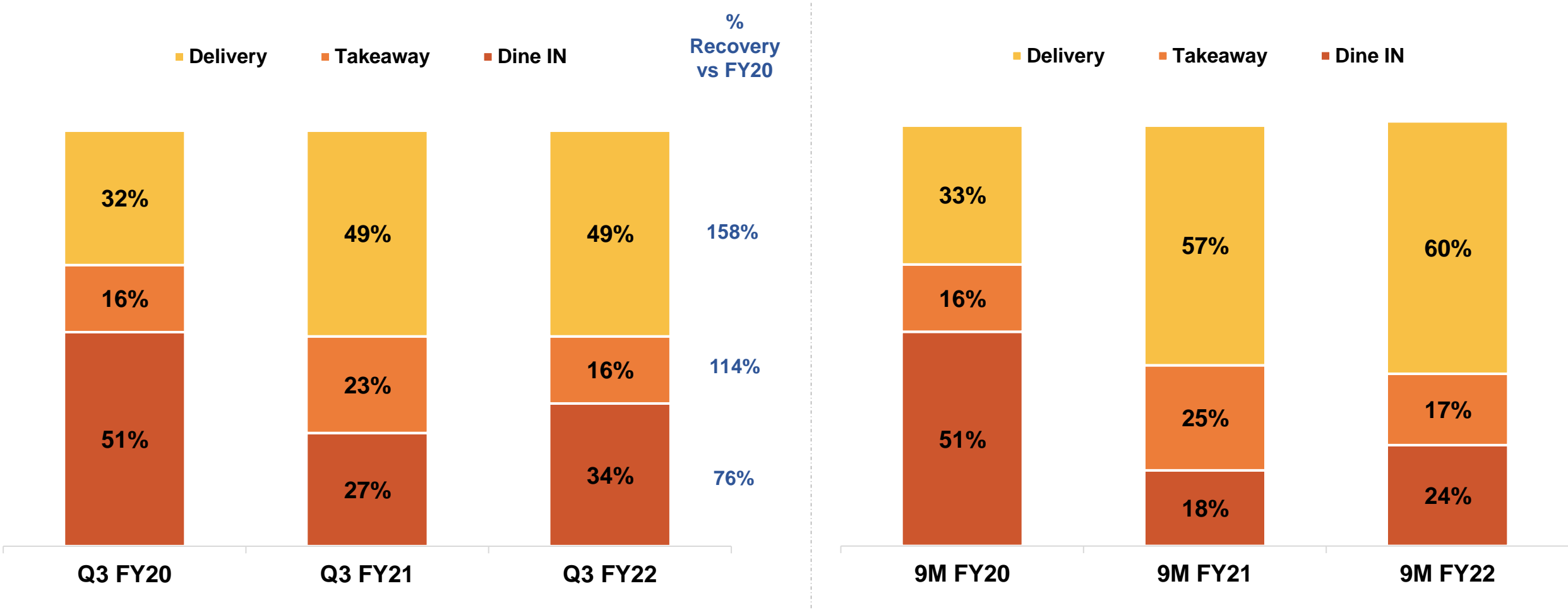
***Pizza Hut India***

**Business Performance**



# PIZZA HUT INDIA

## Q3 & 9M FY22 - CHANNEL SALES CONTRIBUTION



AS DINE IN SALE RECOVERS AND DELIVERY SALE GROWS, OUR OMNI-CHANNEL STRATEGY IS GETTING FURTHER STRENGTHENED

# PIZZA HUT INDIA

## PROMOTIONS



# BAKING NEWS!

WE DON'T JUST DELIVER. WE DELIVER **DIL KHOL KE.**

**DIL KHOL KE TASTE**

Fresh Dough made every day.  
More Flavour, New Topping combinations,  
Mozzarella Cheese.

**DIL KHOL KE DEALS**

Amazing deals for EVERYONE  
Friends, Family or just You

**DIL KHOL KE FEELS**

Signature hassle-free Pizza Hut Service.  
In Delivery, Dine-in and Takeaway.

## DIL KHOL KE DELIVERING

### MEAL FOR 2

# STUFFED CRUST PIZZA WITH PEPSI

#IndependenceSpecial

Starting at **₹399\***

KEBAB e CRUST      CHEESE-MAXX

SAVE UP TO 47%

ORDER NOW | WALK-IN

\*T&Cs Apply.

### MY BOX

4-COURSE MEAL

STARTING AT **₹209\***

NOW WITH CHOCO SUNDAE

SAVE UP TO 37%

QUALITY WALLS

### HUT TREAT

# BOX for 4 at ₹928\*

SAVE UP TO 42%

QUALITY WALLS

NOW WITH DIVINE CHOCOLATE TUB

\*T&Cs Apply.

## WRITE A BIO FOR Kebab-e-crust and win #FREEPIZZAS

Pizza Hut Add Bio

Start Order

www.pizzahut.co.in



# PIZZA HUT

## DIGITAL ACTIVATION



pizzahut\_hyderabad

**IFTAR UNLIMITED PIZZA PARTY AT ₹269**  
Unlimited Pan Pizzas & Garlic Bread  
4pm - 11pm

ADD UNLIMITED PEPSI AT ₹99

Select Pan Pizzas from the following:  
• Country Feast • Chicken Sausage  
• Veggie Feast • Spiced Chicken Meatballs

**EXPERIENCE CONTACTLESS DINE-IN.**

Learn More

1,927 likes

pizzahut\_hyderabad Enjoy Iftar with Unlimited Pizza...

pizzahut\_hyderabad

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1800-202-2022

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**ORDER NOW**

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3 likes

pizzahut\_hyderabad Contactless Home Delivery from Pizza Hut! Get Flat ₹125 off on every home d... more

pizzahut\_tamilnadu

**INTRODUCING 1 PLUS 1 FOR ₹599**  
On DELIVERY | TAKEAWAY | DINE-IN

**SAVE MORE SAVOUR MORE**

mapla pizza hut la 1+1 offer potrukanga ippove order panni saaptrlam da

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pizzahut\_tamilnadu

**IF DEVASENA WAS A PIZZA LOVER**

**UNAKKU ENNA VENUM ENDRU KAEL DEVASENA**

**ONU ILA.. PIZZAHUT LA 1+1 FOR ₹599 LA COMBO OFFER IRUKKU. KEDACHA NALLA IRUKKUM**

View Insights Promote

Liked by mathivathani\_mn and 7,852 others

pizzahut\_tamilnadu Enjoy our 1 Plus 1 Offer with your Friends



# PIZZA HUT INDIA

## NEW RESTAURANT LAUNCHES



PH LULU MALL TRIVANDRUM



PH DHARWAD



PH ANNAPURNA INDORE



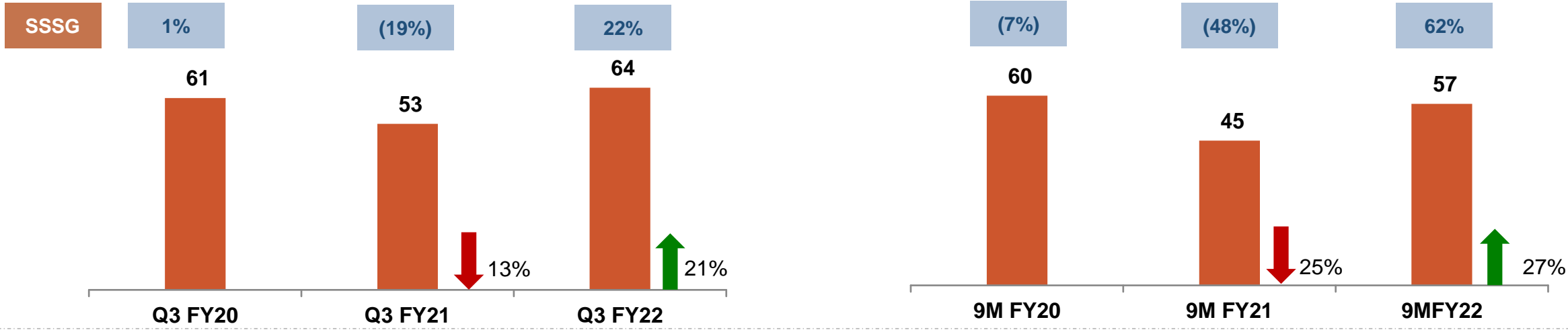
PH OOTY

# PIZZA HUT INDIA

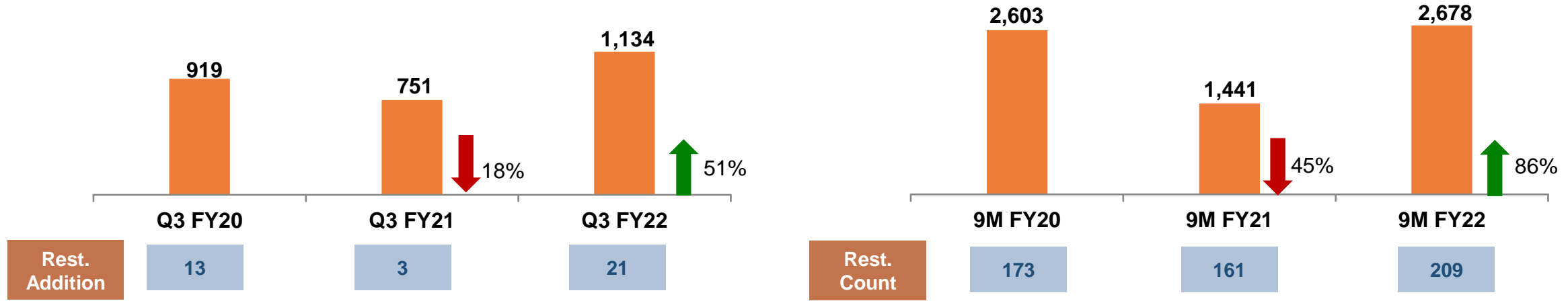
## Q3 & 9M FY22



### AVERAGE DAILY SALES (₹ '000)



### RESTAURANT SALES (₹ MN)





# PIZZA HUT INDIA

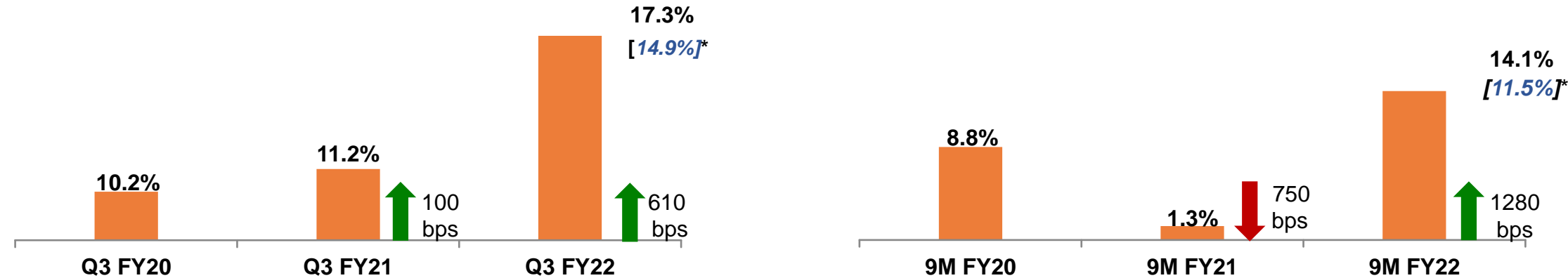
## Q3 & 9M FY22



### GROSS MARGIN (%)



### RESTAURANT EBITDA<sup>(1)</sup> (%)



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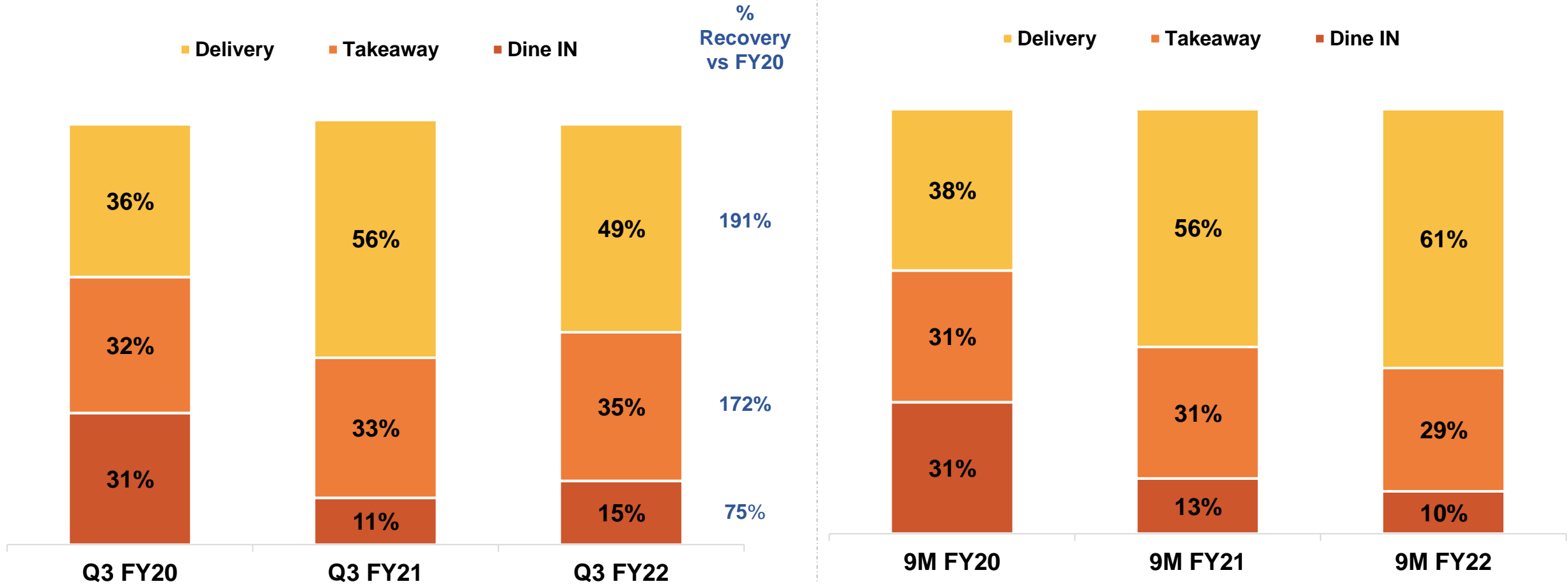


*Sri Lanka*  
**Business Performance**



# SRI LANKA BUSINESS

## Q3 & 9M FY22 - CHANNEL SALES CONTRIBUTION



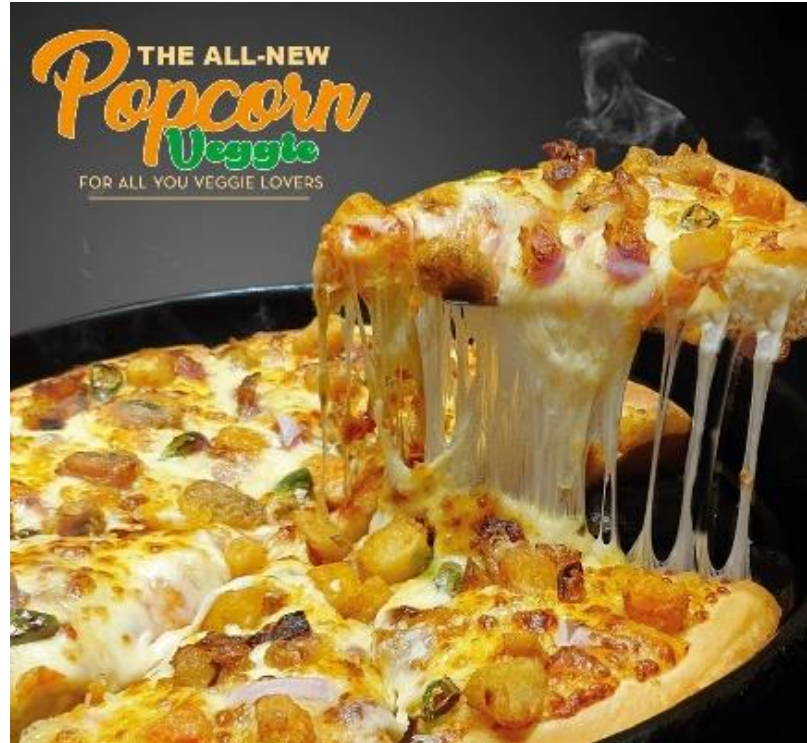


# SRI LANKA BUSINESS

## NEW PRODUCTS



SRI LANKAN SPICY CHICKEN



POPCORN VEGGIE



CHOCO MALLOW DESSERT PIZZA

# SRI LANKA BUSINESS DIGITAL ACTIVATION



**Pizza Hut**  
INTRODUCES

**PARK & PICK**

A NEW & EASY WAY TO GET YOUR FOOD DELIVERED,  
STRAIGHT TO YOUR VEHICLE!

**pizzahutsl**

You can now **TRACK YOUR DELIVERY ORDER STATUS**

Simply click on the link sent on your 'Order Confirmation' SMS

6:15 4G

AA pizzahut.lk

**Your Order Status**

- Order Placed
- In The Oven
- Waiting For Rider
- On The Way
- Order Delivered

Liked by sharmilaarasaratnam and 1,179 others

pizzahutsl You can now TRACK YOUR ORDER STATUS with Pizza Hut! 🍕 ... more

**Pizza Hut Sri Lanka**

Posted by Hiran T Martyn  
1 Nov 2021

Pizza Hut Cyber Savings continue this November! 🍕

... See more

**Cyber SAVINGS**

EXCLUSIVE ONLINE OFFERS  
Valid till 30<sup>th</sup> Nov 2021

GET 2 CLASSIC / SIGNATURE  
LARGE PAN PIZZAS FOR  
**RS.3500/-**

GET 2 CLASSIC  
MEDIUM PAN PIZZAS FOR  
**RS.1780/-**

Visit **www.pizzahut.lk** or **Pizza Hut app**.  
Go to 'Promos' and click 'Exclusive Online Offers'.

ORDER ONLINE  
www.pizzahut.lk

... See more



# SRI LANKA BUSINESS

## NEW RESTAURANT LAUNCHES



**PIZZA HUT BADULLA**



**PIZZA HUT PINHENA**



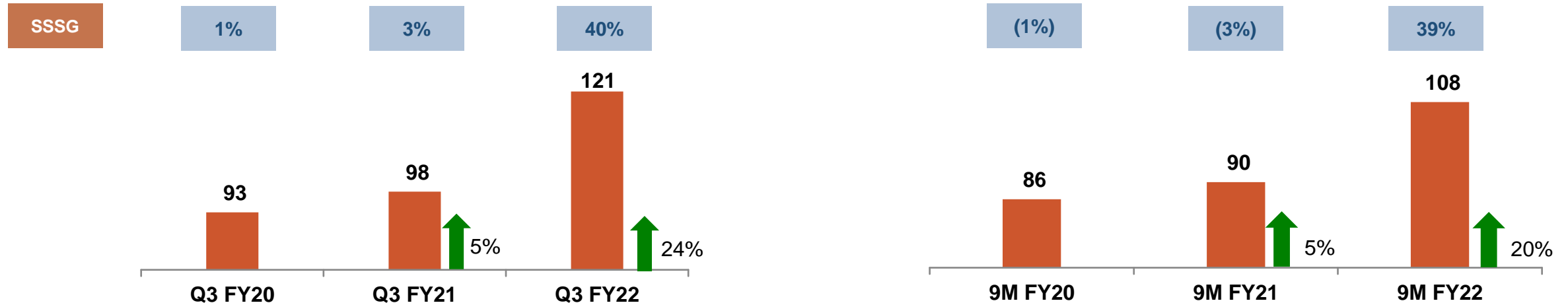
**TACO BELL RAJAGIRIYA**

# SRI LANKA BUSINESS

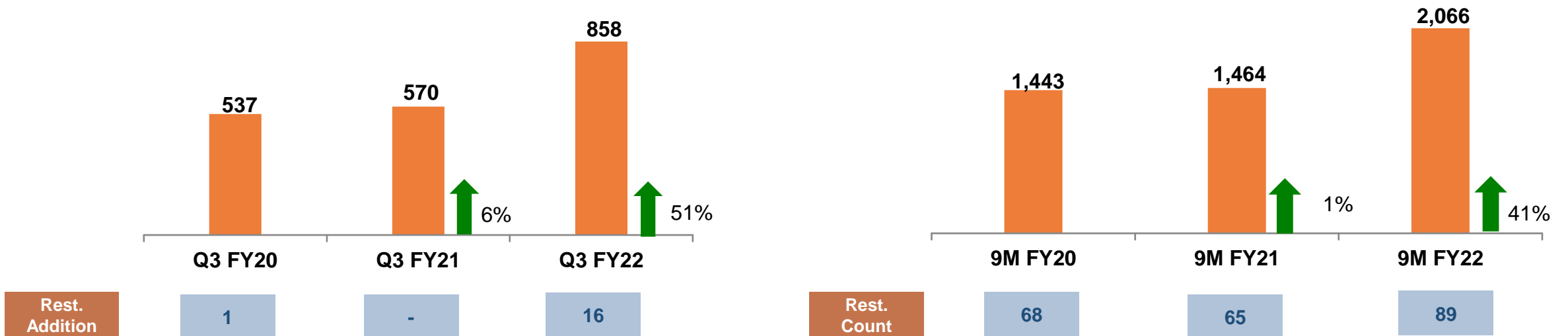
Q3 & 9M FY22



## AVERAGE DAILY SALES (₹ '000)



## RESTAURANT SALES (₹ MN)

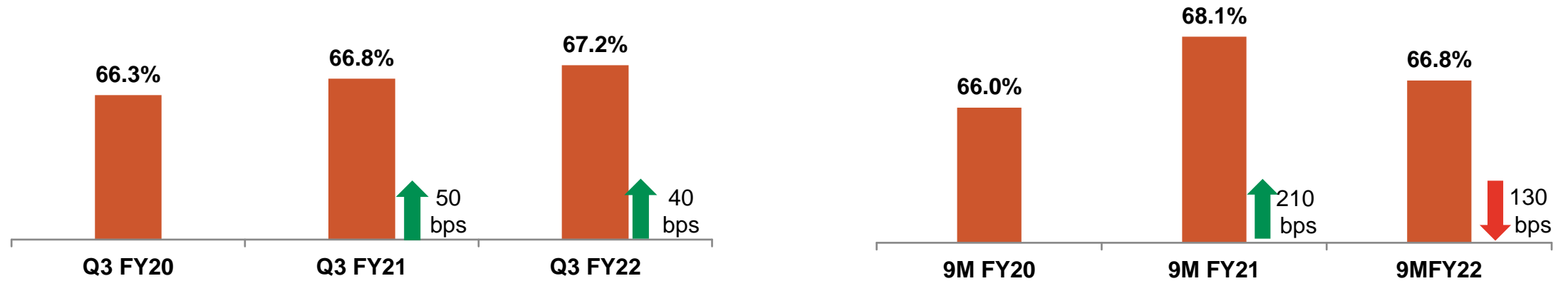


# SRI LANKA BUSINESS

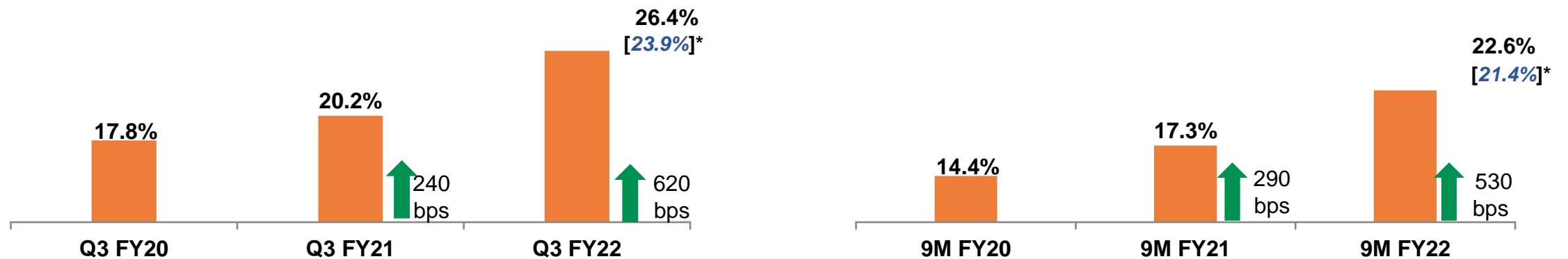
Q3 & 9M FY22



## GROSS MARGIN (%)



## RESTAURANT EBITDA <sup>(1)</sup> (%)



(1) Restaurant EBITDA figures are Pre-IND AS 116.

\*EBITDA after normalizing for additional incentives accrued in FY22



# ESG AND OTHER INITIATIVES



# ESG INITIATIVES



- Defined policy for integration of ESG principles into regular operations
- Adherence to Global Quality Standards of YUM through regular operational audits
- Onboarded Professional Firm (PWC) for continuous engagement and review of progress on ESG



ENVIRONMENT

- Adherence to **FOOD SAFETY STANDARDS & Processes (FSSAI & YUM Standards)**
- **ENERGY CONSERVATION** – monitoring energy consumption, Internal benchmark for optimal consumption
- **WASTE MANAGEMENT** – Identifying and disposing waste in accordance with regulatory standards
- **SAFETY PROCEDURES** – restaurant Incident Management Tool in place to guide in the event of safety concerns



SOCIAL

- **FAIR EMPLOYMENT TERMS** with clear, non-discriminative and appropriate workplace conduct
- Building **VALUE BASED CULTURE** through continuous reiteration and reflection on Sapphire Values
- Variety of regular **EMPLOYEE ENGAGEMENT INITIATIVES** - Gallup Employee Engagement Survey, Great Place to Work
- **CSR ACTIVITIES** (for e.g. - World Hungry Relief fund contribution, Support to COVID warriors)



GOVERNANCE

- **BOARD AND AUDIT COMMITTEE** Composition in accordance with the regulatory requirements
- **PROFESSIONAL AND EXPERIENCED** Board, Audit Committee, Management Team
- **RISK MANAGEMENT** Processes at the Entity & Business Level
- **INTERNAL FINANCE/ IT CONTROLS** – Auditors Deloitte & EY(SRB)



# PEOPLE INITIATIVES

## GREAT PLACE TO WORK CERTIFIED!



### INDIA



SAPPHIRE INDIA IS NOW GREAT PLACE TO WORK CERTIFIED IN FIRST YEAR OF PARTICIPATION

### SRI LANKA



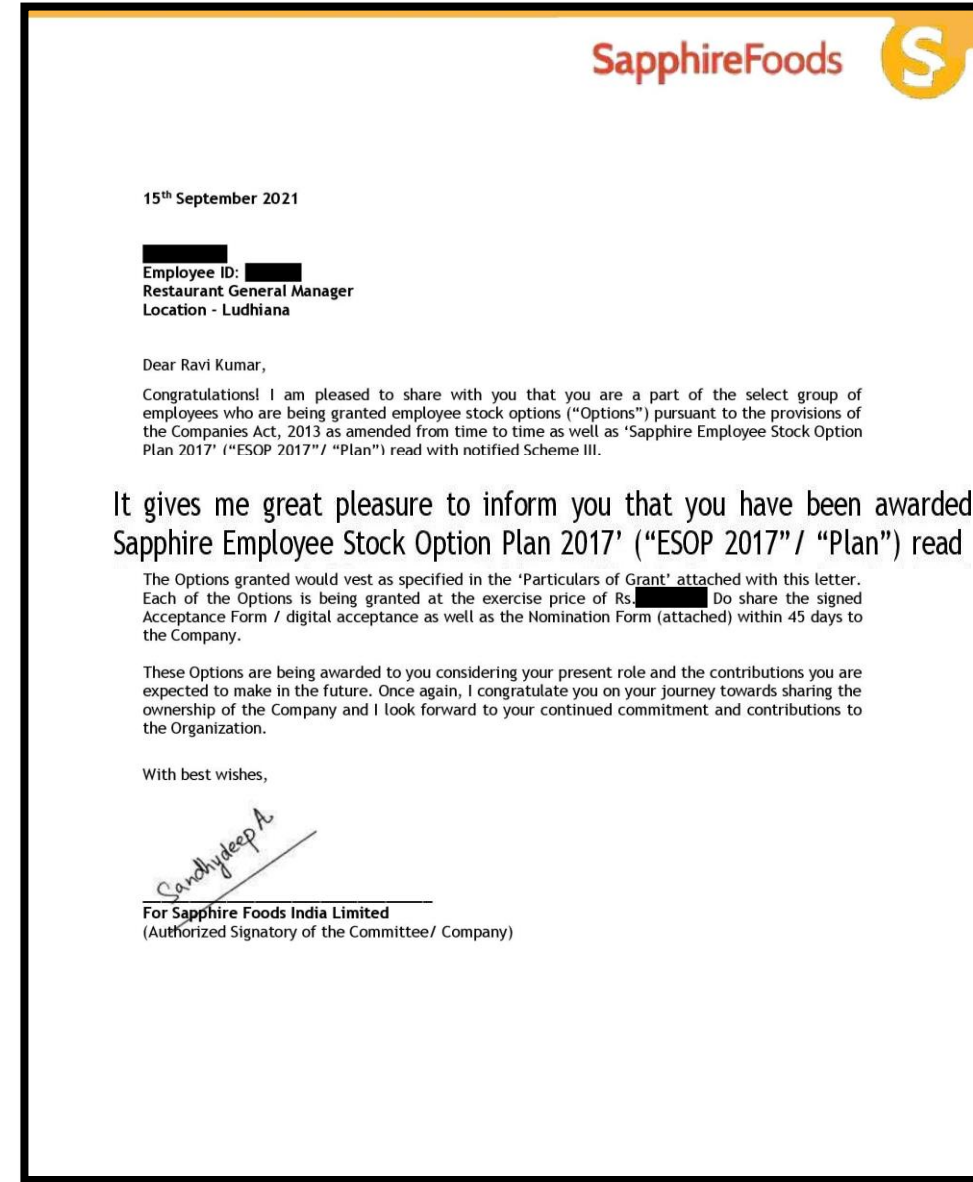
SRI LANKA LISTED IN 'BEST 40 GREAT PLACES TO WORK IN SRI LANKA', FOR THE 7TH CONSECUTIVE YEAR | 18TH BEST WORKPLACE IN ASIA

# PEOPLE INITIATIVES

## ESOPs



ESOPs extended to ~ **1000**  
employees including restaurant  
Managers & subsidiaries





# DIVERSITY & INCLUSIVENESS

## SPECIALLY ABLED RESTAURANTS



KFC Santhome, Chennai

~150 Specially Abled Employees across KFC and Pizza Hut restaurants

IT'S SIGN LANGUAGE DAY TODAY. IT'S SIGN LANGUAGE DAY TODAY.

# ACTION OVER WORDS

IT'S SIGN LANGUAGE DAY TODAY. LET'S USE LESS WORDS, MORE SIGNS TODAY.

ACTION OVER WORDS KFC

IT'S SIGN LANGUAGE DAY TODAY. IT'S SIGN LANGUAGE DAY TODAY.

K F C



Sign Language Takeover across all specially-abled restaurants in the country on International Day of Sign Language



# PEOPLE INITIATIVES

## DIVERSITY & INCLUSIVENESS



Economic Times recognised Sapphire:  
Best Workplace for Women

Our First  
All Women restaurant at KFC Rcity,  
Mumbai






# COMPANY OVERVIEW


# 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>


 ₹ **12,212 mn** 9MFY22 Restaurant Sales

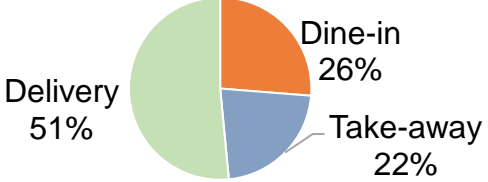
 **18.1% [16.7%]\*** 9MFY22 EBITDA margin  
 ₹ **2,212 MN [2,041]\*** 9MFY22 EBITDA <sup>(2)</sup>



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

 **251 KFC** Restaurants <sup>(3)</sup>  
**294 Pizza Hut** Restaurants <sup>(3)</sup>  
**5 Taco Bell** Restaurants <sup>(3)</sup>

 **Omni Channel Mix** <sup>(4)</sup>



Channel	Percentage
Delivery	51%
Dine-in	26%
Take-away	22%

Source: Company data, Technopak industry report

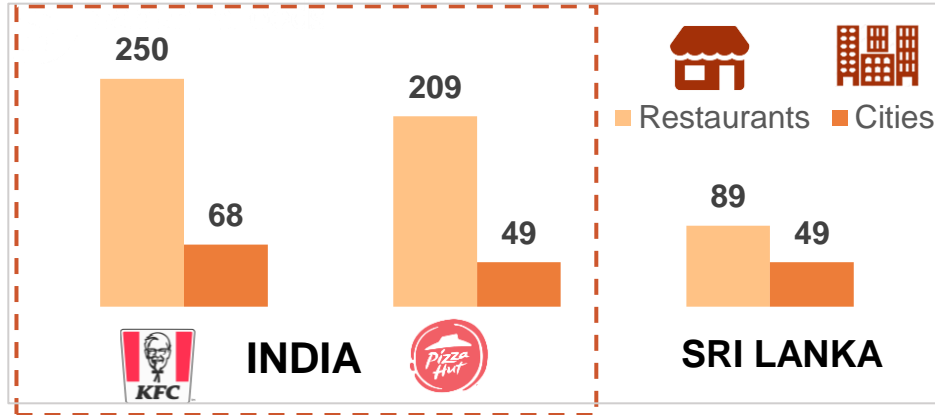
(1) In terms of Restaurant Sales for FY21 and number of restaurants operated as of March 31, 2021; (2) Post Ind AS and includes ESOP impact of 2.7%; (3) As of December 31, 2021; (4) Pertains to 9M FY22

\*\* EBITDA after normalizing for additional incentives accrued in FY22

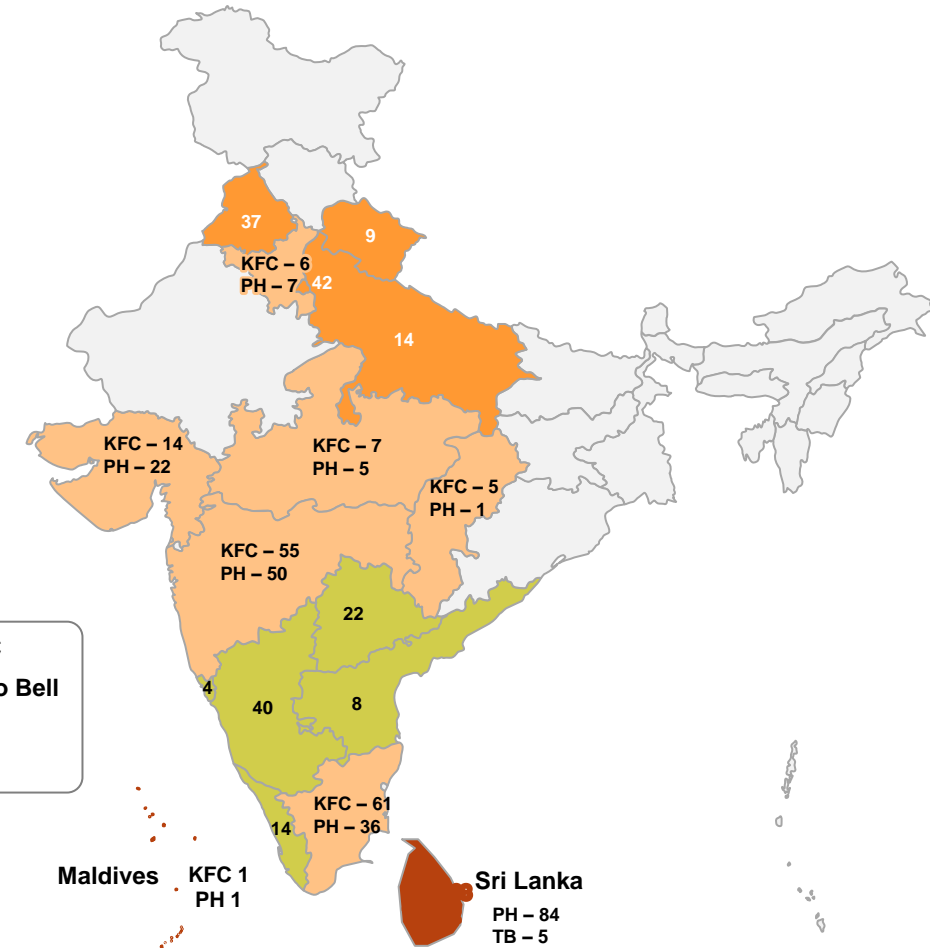


# JOURNEY OF SAPPHIRE FOODS

## BUILT A PLATFORM OF 550 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)

Source: Company data, Technopak Industry Report

(1) As of December 31, 2021; (2) GDP contribution of states in FY19 where Pizza Hut and KFC restaurants are located; (3) In FY20

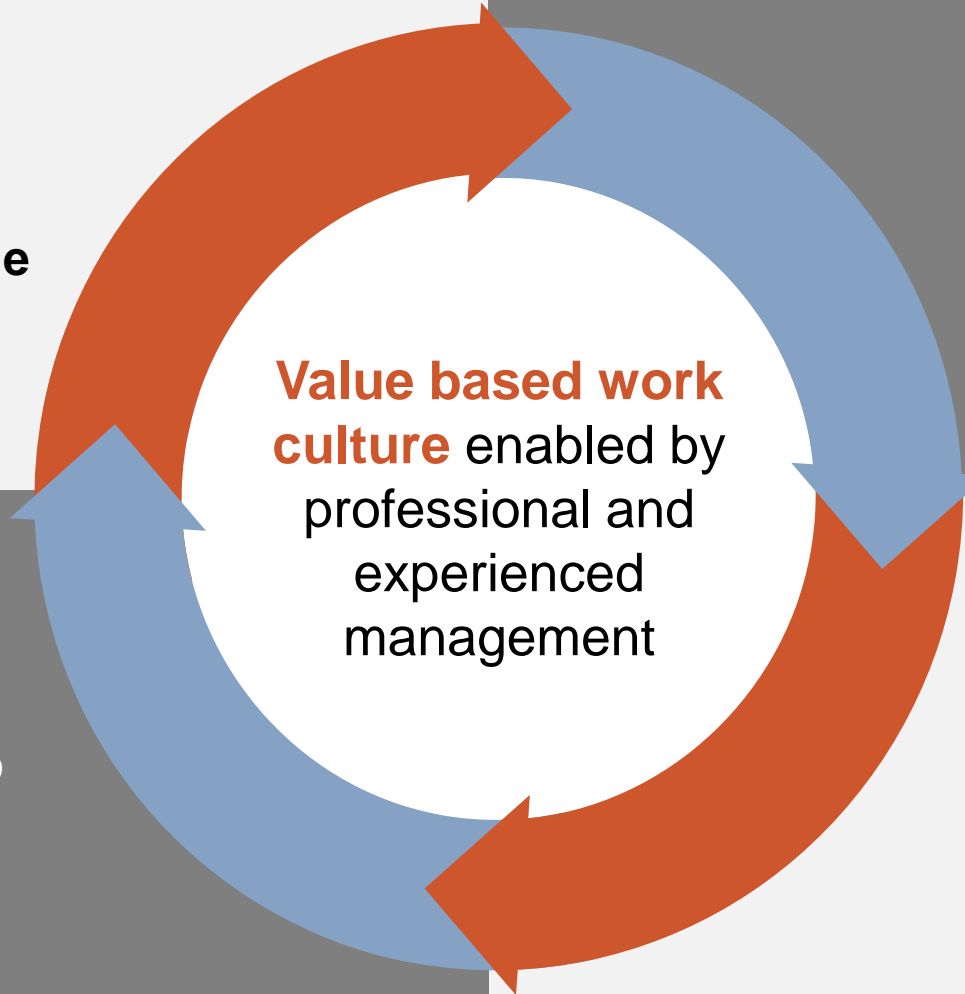
# KEY TAKEAWAY FOR INVESTORS



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



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








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



**New restaurant expansion  
model** with focus on smaller  
sized **omni-channel  
restaurants**

# KEY TAKEAWAY FOR INVESTORS



 <p>FRANCHISEE ARRANGEMENT</p>	<p>Under franchisee arrangement YUM has provided us rights to operate restaurants as one of the franchisee operator in Indian subcontinent in the specified Territories</p>
 <p>TERM</p>	<p>With respect to each restaurant is 10 years (Original term) + 10 years (Renewal term)</p>
 <p>DEVELOPMENT AGREEMENT (DA)</p>	<p>Pursuant to these we are required to open minimum number of restaurants and in return we are eligible for certain incentives</p>
 <p>ROYALTY AND MARKETING</p>	<p>Royalty fee is 6 to 6.3% of Net sales and Marketing spend 6% (including 1% Local restaurant marketing) of Net sales. This doesn't include waiver benefit given to us by YUM (at its sole discretion)</p>
 <p>ACQUIRING / OPERATING NON-YUM BRANDS</p>	<p>Allowed in non-competing product categories with YUM's prior approval</p>








# CALIBRATED NEW RESTAURANT ECONOMIC MODEL FOR EXPANSION



INDIA



INDIA

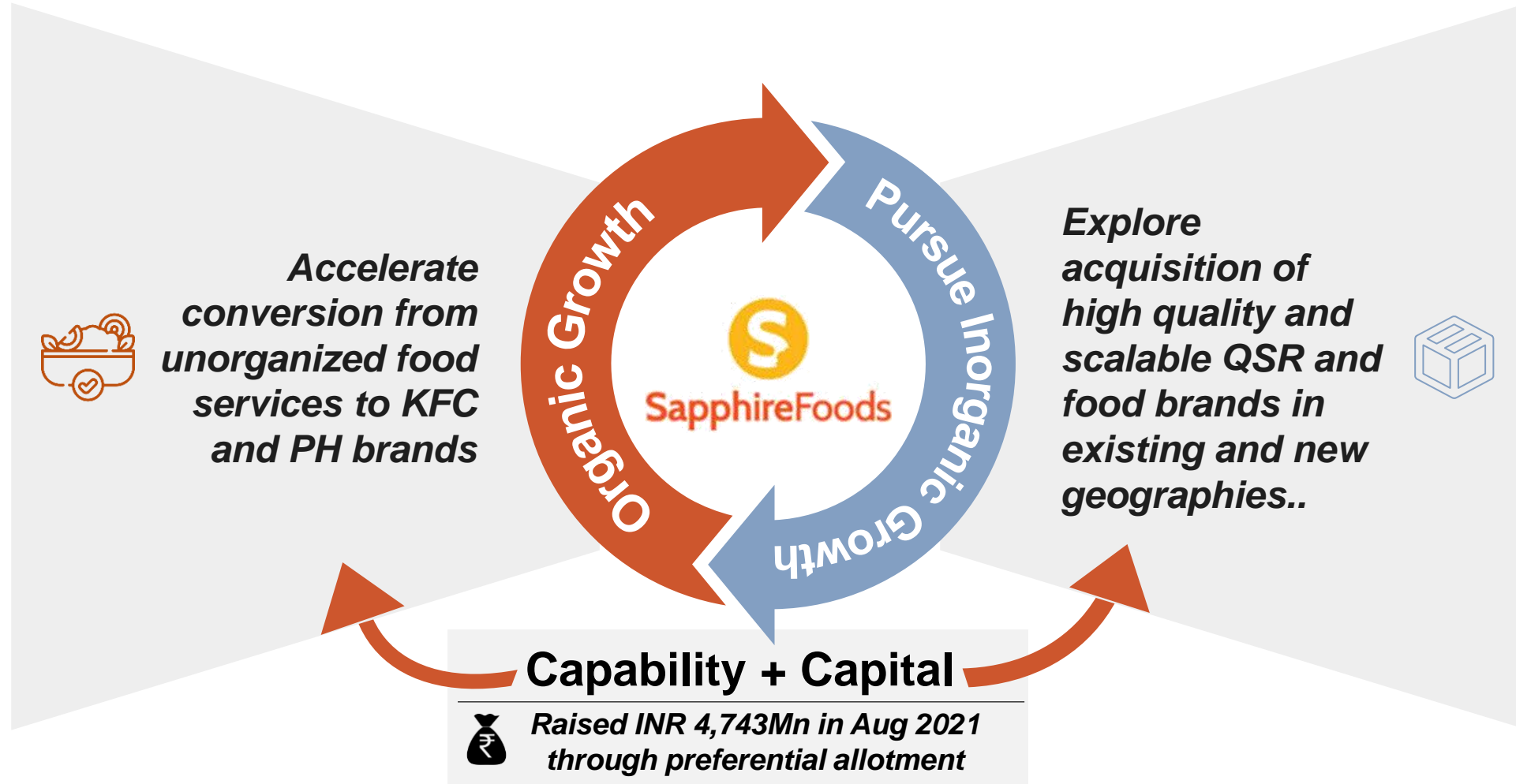
	As of 31-Mar-19	RECENT	As of 31-Mar-19	RECENT
<b>Avg Size of Restaurant (in Sq. ft.)</b> 	2,736	~ 1,500 <sup>(1)</sup>	2,427	~ 1,300 <sup>(1)</sup>
		 Reduction in Avg Restaurant size ~45% <sup>(2)</sup>		 Reduction in Avg Restaurant size ~46% <sup>(2)</sup>
	<u>FY19</u>	<u>Q3 FY22</u>	<u>FY19</u>	<u>Q3 FY22</u>
<b>Average Daily Sales per Restaurant (in ₹ '000)</b> 	125	144	61	64
	<u>FY19</u>	<u>Q3 FY22</u>	<u>FY19</u>	<u>Q3 FY22</u>
<b>Restaurant EBITDA %</b> 	12.7%	21.2%*	7.5%	14.9%*

\*EBITDA after normalizing for additional incentives accrued in FY22

Source: Company data

(1) Average size of the recently opened or signed restaurants; (2) Average size of the recently opened or signed restaurant in comparison to average size of restaurants as of March 31, 2019

# WELL POSITIONED TO CAPTURE FUTURE OPPORTUNITIES



# EXPERIENCED LEADERSHIP SUPPORTED BY MARQUEE INVESTORS



## TOP MANAGEMENT



**Sanjay Purohit**  
Whole Time Director  
and Group CEO –  
Sapphire Foods

- Levi Strauss & Co India
- Cadbury India Limited
- Asian Paints (India) Limited

30+

Consumer Products and Retail



**Deepak Taluja**  
CEO – KFC

- Cafe Coffee Day
- Domino's Pizza India Limited
- Fun Multiplex Private Limited

24+

QSR and Entertainment Retail



**Vikrant Vohra**  
CEO – Pizza Hut

- Pune Marriott Hotel & Convention Centre
- Yum! Brands, Inc.
- Hyatt Regency
- Indian Hotels Co Limited

19+

Hospitality and QSR chain



**Vijay Jain**  
CFO

- Shoppers Stop Limited
- HyperCity Retail (India) Limited
- Nicholas Piramal India Limited

18

Pharmaceutical, Consumer Products and Retail

Years of Experience

## BOARD OF DIRECTORS



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



**Sunil Chandiramani**  
Chairman and Independent  
Director



**Sumeet Narang**  
Non- Executive  
Non- Independent Director



**Kabir Thakur**  
Non- Executive  
Non- Independent Director



**Paul Robine**  
Non- Executive  
Non- Independent Director



**Deepa Wadhwa**  
Non- Executive  
Independent Director



**Vikram Agarwal**  
Non- Executive  
Non- Independent Director



**Anu Aggarwal**  
Non- Executive  
Independent Director



**Vinod Nambiar**  
Non-Executive  
Non- Independent Director



# SHAREHOLDING PATTERN



Shareholding Pattern (As on 31st December 2021)	% Holding	Top Holders*
<b>Promoters &amp; Promoter Group</b>	<b>51.3</b>	
<b>Public Shareholding</b>		
<b>Foreign Company</b>	<b>12.5</b>	
WWD Ruby Limited (Goldman Sachs)		9.8
Fennel Private Limited (CX Partners)		2.8
<b>Alternate Investment Funds</b>	<b>6.8</b>	
Edelweiss Crossover Opportunities Fund		5.9
<b>Foreign Portfolio Investors</b>	<b>16.0</b>	
Government Of Singapore		2.6
Fidelity Funds - India Focus Fund		2.0
Abu Dhabi Investment Authority		1.8
Ashoka India Opportunities Fund		1.3
HSBC Global Investment Funds - Asia		1.2
Morgan Stanley Asia (Singapore) Pte. – Odi		1.1
<b>Insurance Companies</b>	<b>3.1</b>	
ICICI Prudential Life Insurance Company Limited		2.3
<b>Mutual Funds</b>	<b>2.5</b>	
<b>Financial Institutions / Banks</b>	<b>0.3</b>	
<b>Resident Individuals</b>	<b>6.0</b>	
Directors & Employees		2.4
<b>Non-Resident Indians</b>	<b>0.1</b>	
<b>Others</b>	<b>1.4</b>	
<b>Total</b>	<b>100.0</b>	

\* Top Holders are 1% and above of the total share capital



# THANK YOU

*Company:*



**Sapphire Foods India Limited**

CIN: L55204MH2009PLC197005

Mr. Rahul Kapoor

Email ID: [rahul.kapoor@sapphirefoods.in](mailto:rahul.kapoor@sapphirefoods.in)

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

*Investor Relations Partner:*



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