



Date: 13th February 2026

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

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.sapphiresfoods.in/investors-relation/corporate-presentation>) under FY26 Q3 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



SapphireFoods

Corporate Presentation

Feb '2026

SAFE HARBOR



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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⁾



₹ 8,112 MN Q3FY26 Restaurant Sales



16.8% [18.5%] Q3FY26 EBITDA margin



₹1,360 MN [1,398] Q3FY26 EBITDA



1028 Total Restaurants Across India, Sri Lanka and Maldives ⁽²⁾



556 KFC Restaurants ⁽²⁾
461 Pizza Hut Restaurants ⁽²⁾
11 Taco Bell Restaurants ⁽²⁾

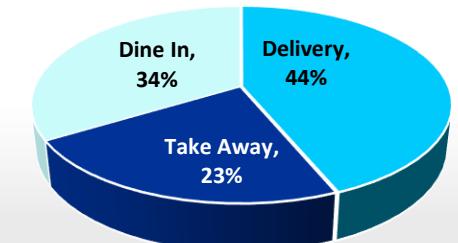


15.3% [17.5%]
9M FY26 EBITDA margin

₹ 3,555 MN [3,792]
9M FY26 EBITDA



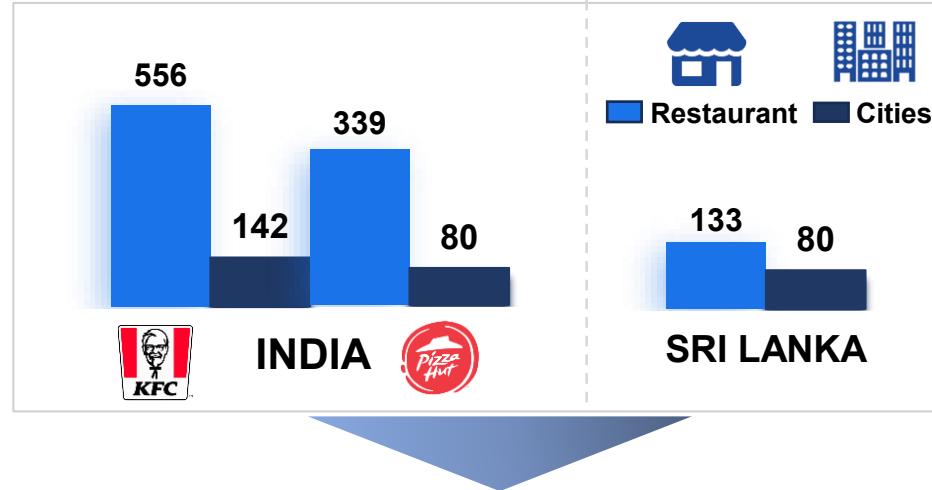
Omni Channel Mix ⁽³⁾



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 Dec 31, 2025; (3) Pertains to Q3FY26

Journey Of Sapphire Foods Built A Platform Of 1028 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

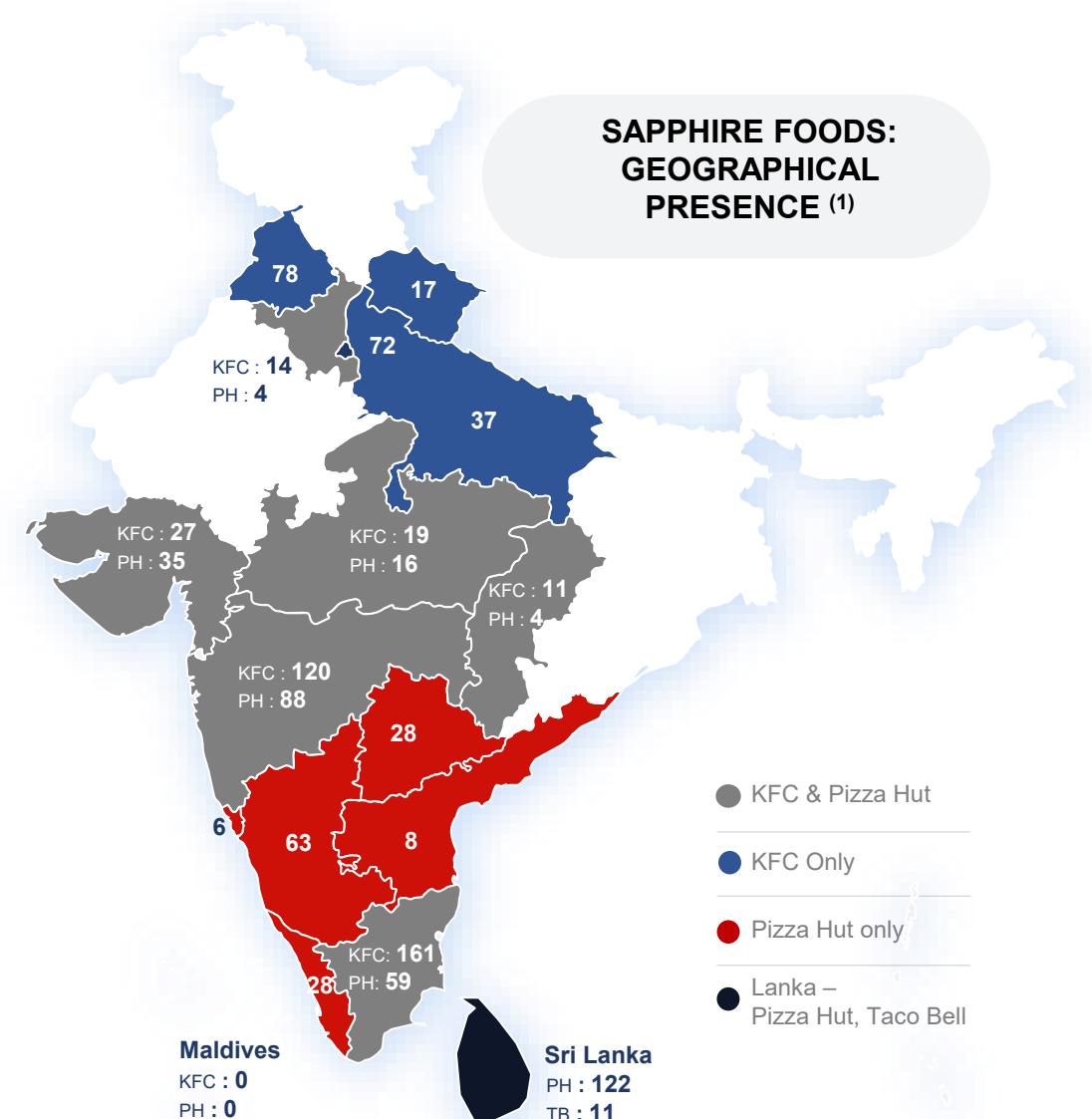
Top 8 Cities in India contribute 87% of Chain Food Services Market ⁽³⁾

24 Cities where 381 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 Dec 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



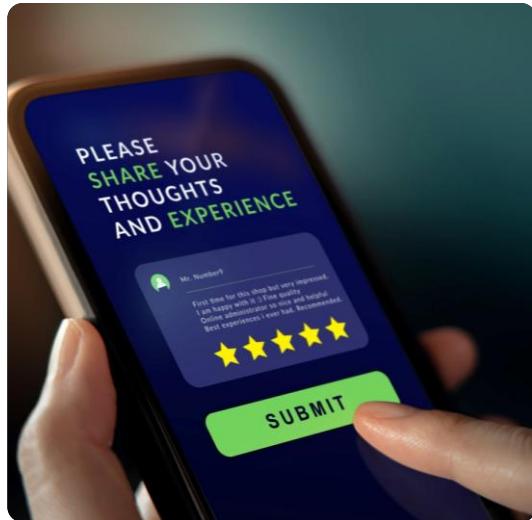
The Sapphire Story



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



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



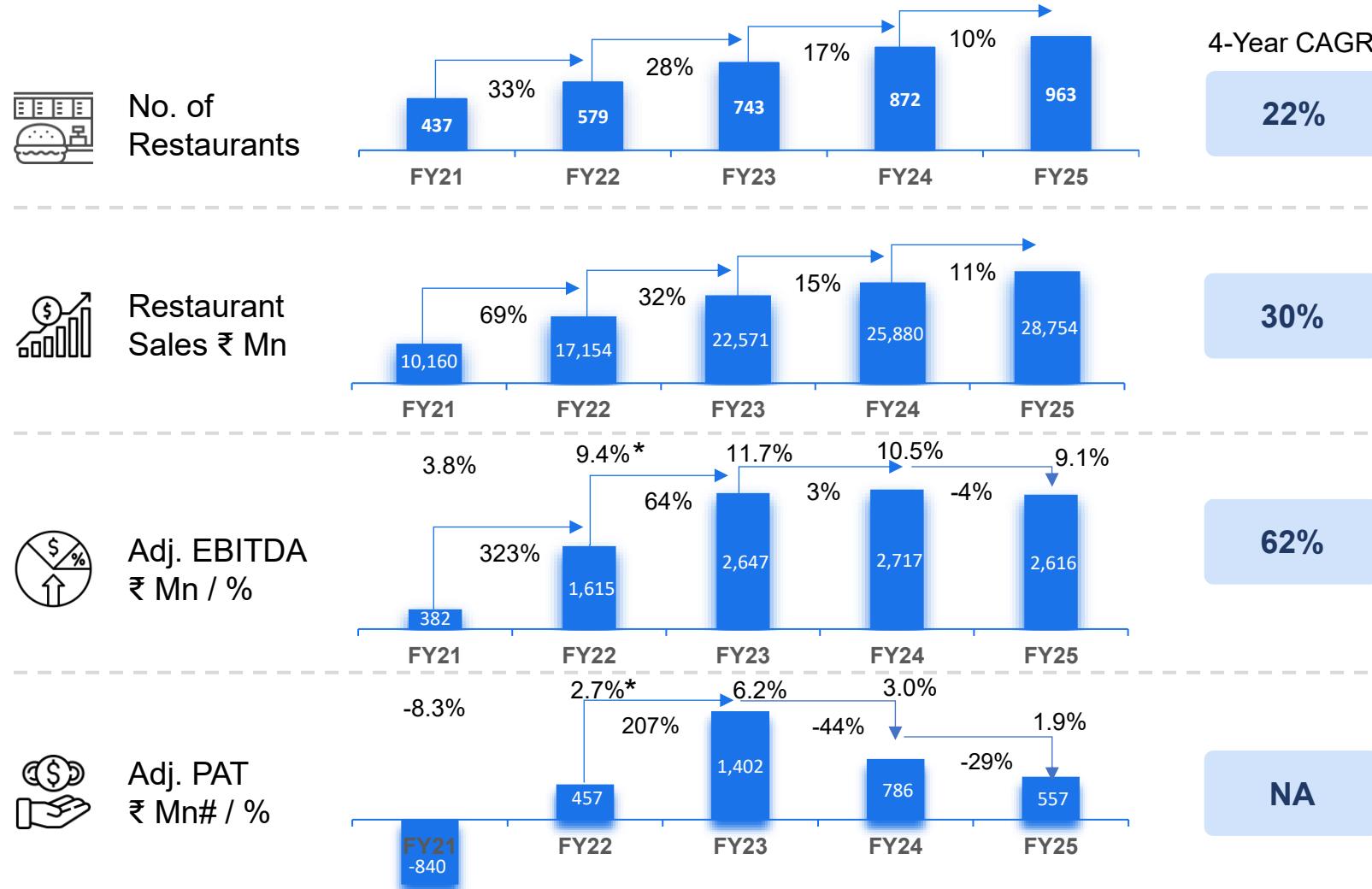
Capability and capital to drive growth

Note: On 1st Jan 2026, the board of directors of Sapphire Foods & Devyani International has approved a merger scheme. The scheme is subject to statutory and regulatory approvals from various authorities.

Financial Overview



Sapphire Foods: 4-Year Scorecard



Adj. EBITDA 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 Q3 FY26

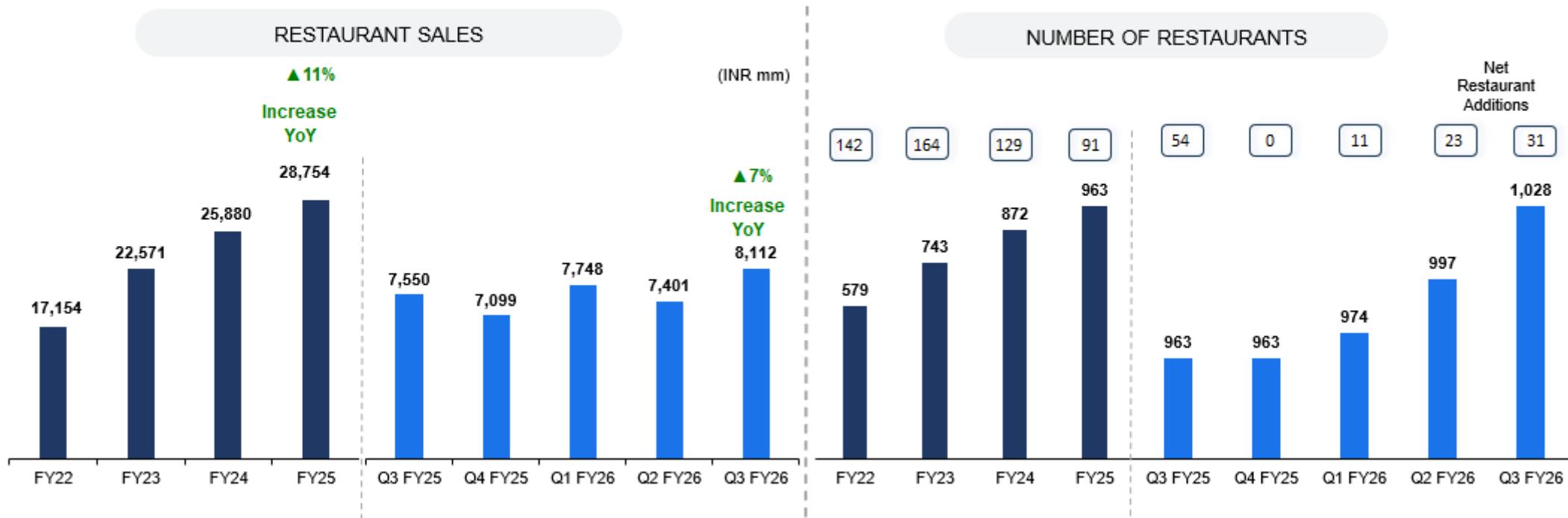


Particulars	Q3 FY26	Q3FY25	▲/▼ YoY	9M FY26	9M FY25	▲/▼ YoY	FY25
Restaurant Sales Mn	8,112	7,550	▲7%	23,261	21,655	▲7%	28,754
Adj. EBITDA ₹ Mn	774	811	▼5%	1,772	2,109	▼16%	2,616
%	9.5%	10.7%	▼120 bps	7.6%	9.7%	▼210 bps	9.1%
EBITDA Mn	1,360	1,398	▼3%	3,555	3,792	▼6%	4,925
%	16.8%	18.5%	▼170 bps	15.3%	17.5%	▼220 bps	17.1%
Adj. PBT Mn*	238	255	▼7%	278	637	▼56%	699
%	2.9%	3.4%	▼50 bps	1.2%	2.9%	▼170 bps	2.4%
PBT Mn*	78	168	▼54%	-106	340	▼131%	384
%	1.0%	2.2%	▼120 bps	-0.5%	1.6%	▼210 bps	1.3%
Restaurant Additions(Net)	31	54		65	91		91

#Adj. EBITDA and Adj. PBT is before Ind-AS 116 adjustments

*Adj. PBT & PBT of Q3 FY26, 9MFY26, 9MFY25 and FY25 are before the exceptional items of ₹112 Mn, ₹ 112 Mn, ₹114 Mn and ₹153 Mn respectively

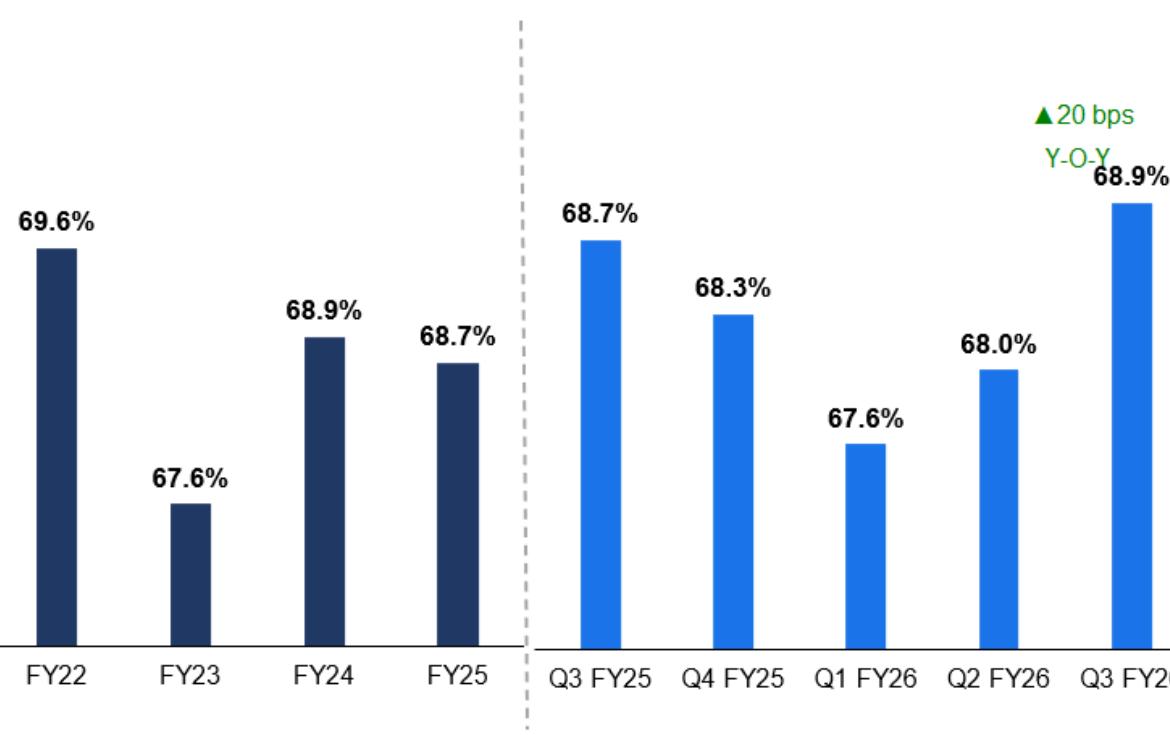
Operational & Financial Overview



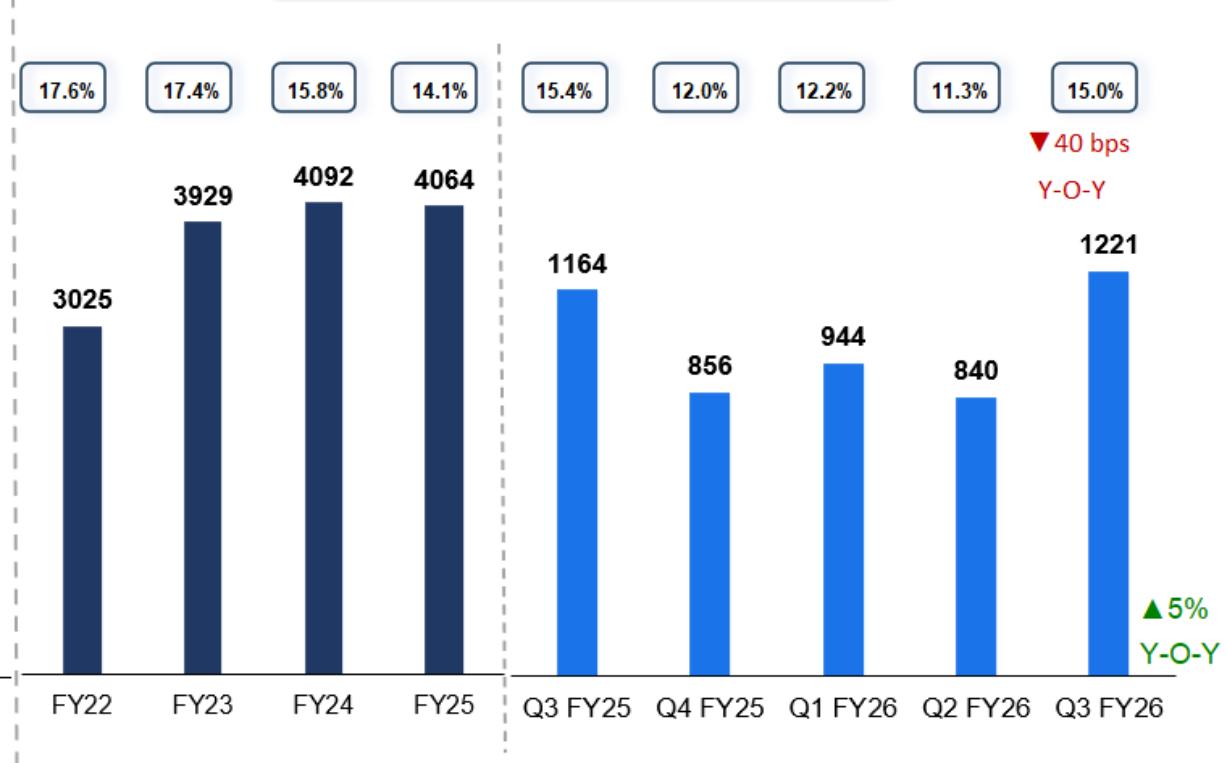
Profitability Overview



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

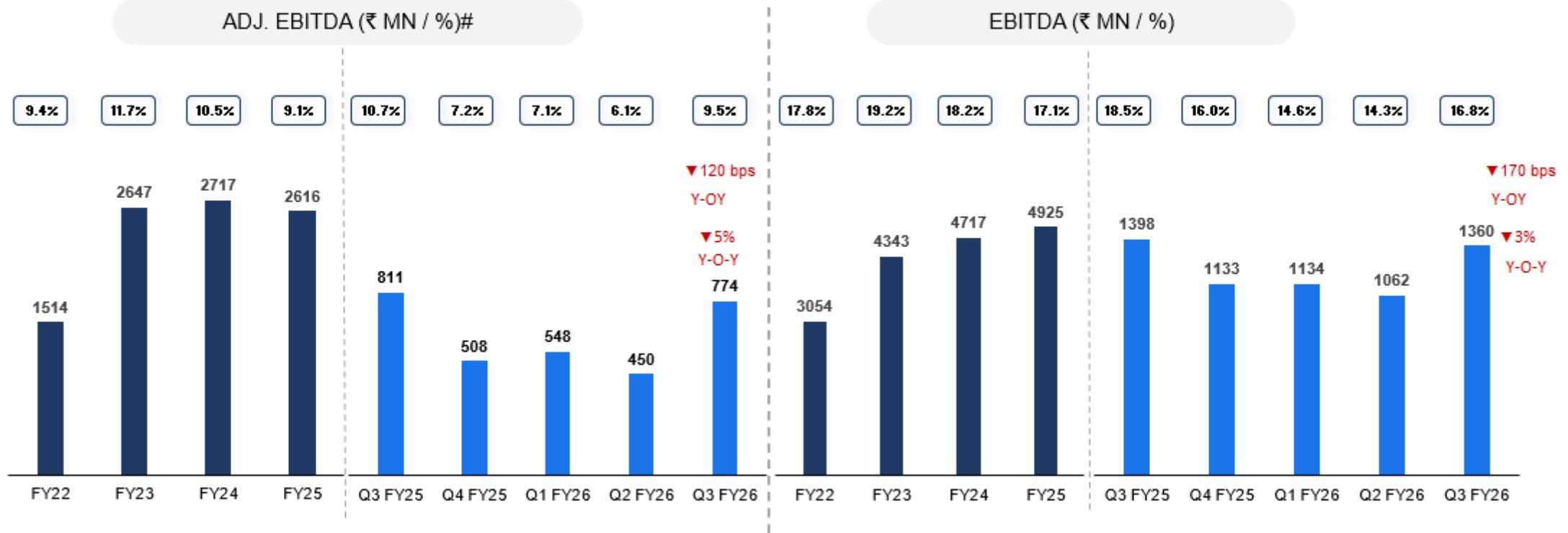


Increase in revenue from Delivery from 21% in FY19 to 44% in Q3FY26

Restaurant EBITDA is before Ind-AS 116 adjustments

*FY22 excludes additional incentives of 1.1%

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 44% in Q3FY26

Restaurant EBITDA is before Ind-AS 116 adjustments

*FY22 excludes additional incentives of 1.1%

Brand Wise Performance



KFC Brand Priorities



Drive Penetration and Frequency for KFC
Pilot initiated for ₹99/- Krisper Chicken Burger Meal in DineIn Takeaway channels in ~ 25% stores



Craveable Taste
Launch of global “Saucy” concept in Dunked in Jan'26



Value
Mass media Advertising to attract new customers through ₹99/- Krisper Chicken Burger Meal



Frictionless Customer Experience
Digital Kiosks rolled across 70% estate
Own Delivery continues to deliver healthy growth



Improve Accessibility
Continue current pace of expansion (60-80 stores per year)



Operational Excellence
> 4.0 ratings across Swiggy, Zomato & Google

Core Composition Of Our Business: **KFC India**



	As of Mar 31, 2023 /For FY23	As of Mar 31, 2024 /For FY24	As of Mar 31, 2025 /For FY25	As of Dec 31, 2025 /For 9M FY26
	Total Restaurant Count	341	429	502
	Average Daily Sales per Restaurant (INR'000s)	135	125	114
	Restaurant Related Revenue (in INR mm)	14,529	17,157	15,641 10%▲ Y-O-Y
	Restaurant EBITDA (in %)	19.4%	19.7%	17.3% 170 ▼ bps Y-O-Y

Net restaurant additions of 54 in 9MFY26

Pizza Hut Brand Priorities



Taste Superiority through Pizza & sides innovation

Actions:

- Ultimate cheese Pizza and Cheesy Pocket launched in Oct'25
- New Crafted Flatzz launched in Jan'26



Differentiated Dine-In Experience (like Casual Dine-In Restaurants)

Actions:

- Dine-In speed of service metrics continue to improve



Hot n Fresh Delivery Experience

Actions:

- Google, Swiggy & Zomato average ratings across the network ≥ 4.0



Competitive Value for money

Actions:

- Exclusive Value offerings on Dine-In (Buy1 Get3, 4 course Meal starting ₹99/-, Unlimited Pizza Fridays)



Cautious store expansion (~1000/1200 sqft. stores)

Actions:

- No expansion in CY25



Mass media advertising to drive consumer awareness & consideration

Actions:

- Tamil Nadu continues to deliver double digit delta performance w.r.t. SSSG% & Rest. EBITDA%

Core Composition Of Our Business: **Pizza Hut India**



	As of Mar 31, 2023 /For FY23	As of Mar 31, 2024 /For FY24	As of Mar 31, 2025 /For FY25	As of Dec 31, 2025 /For 9M FY26
	Total Restaurant Count	286	319	334
	Average Daily Sales per Restaurant (INR'000s)	58	46	46
	Restaurant Related Revenue (in INR mm)	5,214	5,185	3,891 7% ▼ Y-O-Y
	Restaurant EBITDA (in %)	13.3%	4.9%	-2.4% 690 ▼ bps Y-O-Y

Net restaurant additions of 5 in 9MFY26

Core Composition Of Our Business: Sri Lanka Operations



	As of Mar 31, 2023 /For FY23	As of Mar 31, 2024 /For FY24	As of Mar 31, 2025 /For FY25	As of Dec 31, 2025 /For 9M FY26
	Total Restaurant Count	116	124	127
	Average Daily Sales per Restaurant (INR'000s)	72	79	95
	Restaurant Related Revenue (in INR mm)	2,716	3,397	3,770 Y-O-Y 19% (INR)▲ 16% (LKR)▲
	Restaurant EBITDA (in %)	14.8%	13.7%	15.4% Y-O-Y 60 bps▼

Net restaurant additions of 6 in 9MFY26

Unit Economics



KFC

	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%		
	Average Daily Sales per Restaurant (in ₹'000)	125	FY24	125	FY24	FY25
				114		
	Restaurant EBITDA %	12.7%	FY19	19.4%	FY24	FY25
				17.3%		

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



PIZZA HUT

	As of 31-Mar-19	Current		As of 31-Mar-19	Current	
	2,427			~ 1,200		
		▼ Reduction in Avg Restaurant size ~45%			▼ Reduction in Avg Restaurant size ~45%	
	61	FY19		46	FY24	FY25
				46		

SAPPHIRE FOODS INDIA LIMITED

DJSI ESG RATINGS 2025

S&P Corporate Sustainability Assessment

S&P Global ESG Score

73/100

Data Availability:  **Very High**

Last updated: November 21, 2025

Updated annually or in response to major developments

KEY HIGHLIGHTS

- **Ranked No. 1** amongst QSR Brands in India based on scores released as of 21 November 2025
- **Ranked No. 3** amongst Global QSR Companies
- **Placed in 98th Percentile** amongst Global QSR Companies
- **The only Indian QSR Company** to publish ESG report under GRI, SASB and BRSR standards for the **fourth consecutive year**

Source: <https://www.spglobal.com/sustainable1/en/scores/results?cid=6578587>

Management Team



Right People In Key Seats

Management Team With Diverse Experience



Deepak Taluja
CEO – KFC



Vikrant Vohra
CEO – Pizza Hut



Vijay Jain
Executive
Director, CFO



Nandita Bapat
Chief
Development
Officer



Priya Adiseshan
Chief People
Officer



Amar Patel
Chief Tech
Officer



Ashu Khanna
Head Supply
Chain



Niraj Patil
Head Legal and
Liaison

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

Kabir Thakur
Non-Executive
Nominee Director

Kushal Agarwal
Non-Executive
Nominee Director

INTERNAL AUDIT

Protiviti

STATUTORY AUDIT

Deloitte

ESG

Assisted by PWC

Shareholding Pattern



Shareholding Pattern (As on 31 st Dec 2025)	% Holding
Promoters & Promoter Group	26.1
Foreign Portfolio Investors / Non-Resident Indians	29.4
Domestic – Mutual Funds Insurance Companies	35.3
AIF, Resident Individuals & Others	9.2
Total	100.0



Thank You

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