

Date: May 17, 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: Investor Presentation (Revised)**

This has a reference to our intimation letter dated May 17, 2022, wherein the Company has submitted Earnings Presentation, inter-alia, to the Stock Exchanges.

In connection herewith, please find enclosed herewith revised earning presentation, for the purpose of revision carried out in the following slides:

Slide No.	Particulars	Old Disclosure	Revised Disclosure
21	Rest. Count (FY21) – KFC India	261	203
29	Rest. Count (FY21) – Pizza Hut India	221	162

The Investor's Presentation will be available on Company's website ([www.sapphirefoods.in/investors-relation/financial-information](http://www.sapphirefoods.in/investors-relation/financial-information)).

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

## Q4 FY22 AND FY22 EARNINGS PRESENTATION

MAY 2022





# 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.

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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.

# WHOLE TIME DIRECTOR & GROUP CEO'S COMMENTARY



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

We are pleased to announce our Q4FY22 & Full Year FY22 financial results.

In spite of operational disruptions on account of 3rd wave of the Covid pandemic, we have delivered a strong performance in Q4FY22. We have added 29 new restaurants, Revenue has grown by 46%, EBITDA by 66% (up 260 bps) and PAT of 5.4% (as against the loss of 4.1% in Q4FY21). Adjusted EBITDA (Pre-IND AS 116) rose to 12.9% (up 470 bps).

From a financial year perspective this has been by far the best year in Sapphire Foods short operating history. We added 142 new restaurants during the year, Revenue grew by 69%, EBITDA by 82% (up 130 bps) and PAT of 2.7% (as against loss of 9.8% in FY21). Adjusted EBITDA (Pre-IND AS 116) has risen to 10.5% (up 670 bps).

Looking back to Mar-20 when the Covid pandemic struck, we expected it to have a detrimental impact on our fledgling business. However, in reality, the last 2 years have helped us to transform our business and significantly improve the financial performance. This positive outcome is a consequence of the values and resilience shown by each and every employee of Sapphire Foods in responding to the travails of the pandemic.

All 3 businesses have seen a step change in performance in FY22. KFC has become Rs.1,000+ Cr Brand for Sapphire with its highest ever Restaurant EBITDA of 19.5%. Our Omnichannel strategy on Pizza Hut is playing out with the brand delivering double digit Restaurant EBITDA of 13.4%, with the more compact omnichannel stores opened from Apr-18 onwards delivering mid-teens Restaurant EBITDA. The Sri Lanka business continues to be the biggest and best QSR chain in the country despite the difficult macro economic conditions. In FY22 it has delivered best ever performance with 25 new restaurant additions, SSSG of 42%, Revenue growth of 60% and Restaurant EBITDA of 23.2% (up 360 bps).

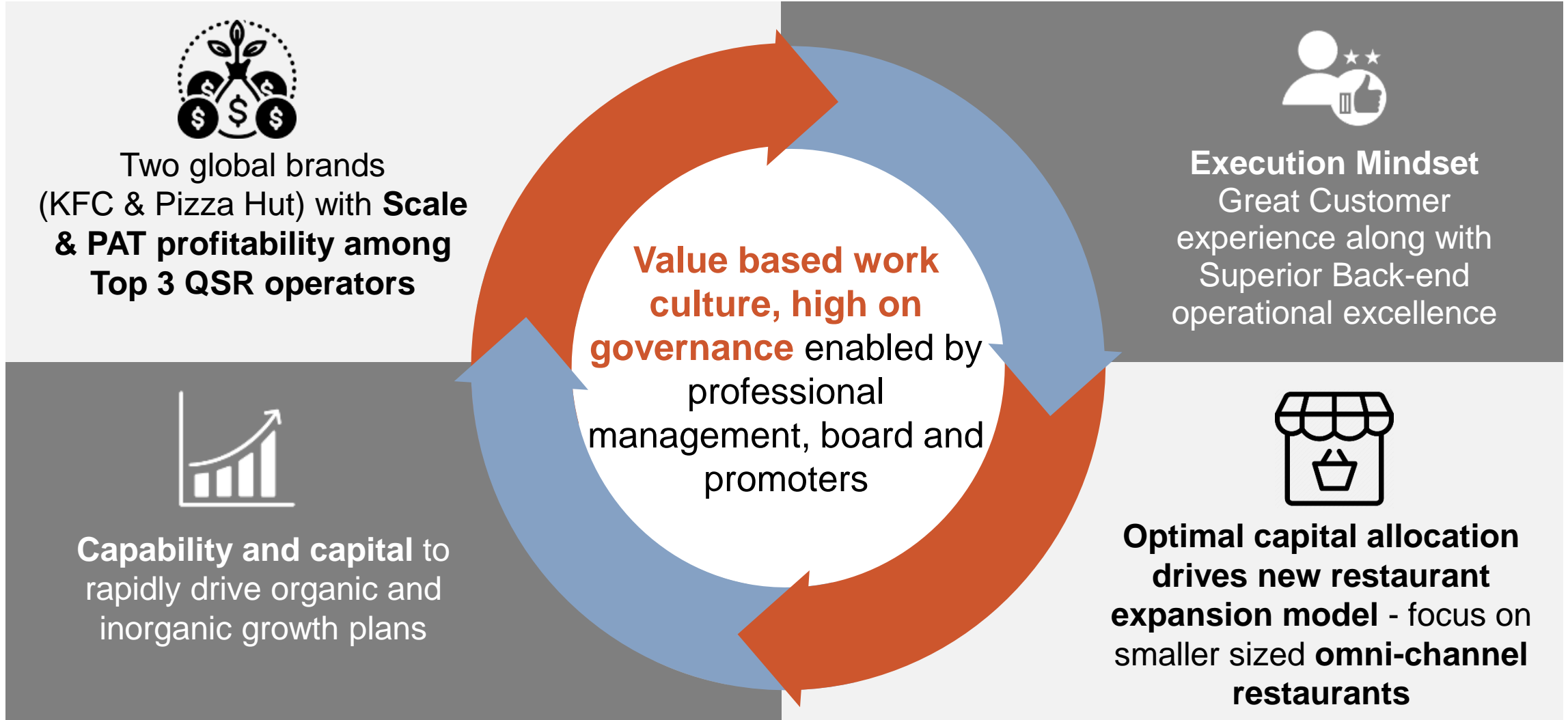
Over the last few months, we are witnessing inflationary pressures on all our inputs, thereby requiring a fine balancing act between increasing prices, minimizing the impact on consumer wallets, sustaining revenue & profitability growth. However as operating conditions have normalized to pre Covid levels, we are seeing strong consumer demand for our brands. Given our organizational ability to cope with volatile situations and find ways to get better, we are confident about our future growth prospects.

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# THE SAPPHIRE STORY













**Q4 FY22 & FY22**

# **CONSOLIDATED FINANCIAL HIGHLIGHTS**

# SUMMARY CONSOLIDATED FINANCIALS

## Q4 & FY22



	Q4 FY22				FY22			
Restaurant Sales ₹ mn	4,943	▲	46%		17,154	▲	69%	
EBITDA ₹ mn	1,036	▲	66%		3,248 *	▲	82%	
EBITDA %	21.0%	▲	260 bps		18.9%*	▲	130 bps	
PAT %	5.4%				2.7%*			
Restaurant Additions	INDIA		LANKA		INDIA		LANKA	
								
	13	10	6	0	60	57	22	3
	TOTAL		29		TOTAL		142	

Despite Q1 and Q4 FY22 being impacted by operational disruptions due to Covid pandemic, we delivered our best financial performance in FY22

### In Q4 FY22

- Revenue grew in KFC by 43%, Pizza Hut by 33% and Sri Lanka business by 82%
- Restaurant EBITDA; Overall 18.3% (up 30 bps), KFC 19.0%, Pizza Hut 11.5%, and Sri Lanka 24.2%
- Company Adjusted EBITDA; 12.9% (up 470 bps)
- Company EBITDA; 21.0% (up 260 bps)
- PAT; 5.4% (Last year loss of 4.1%)
- 29 restaurant additions. Total restaurant count at 579

**Strong Consolidated Balance Sheet:** Cash (net of debt) of ~ ₹ 3990 Mn and Negative Working Capital

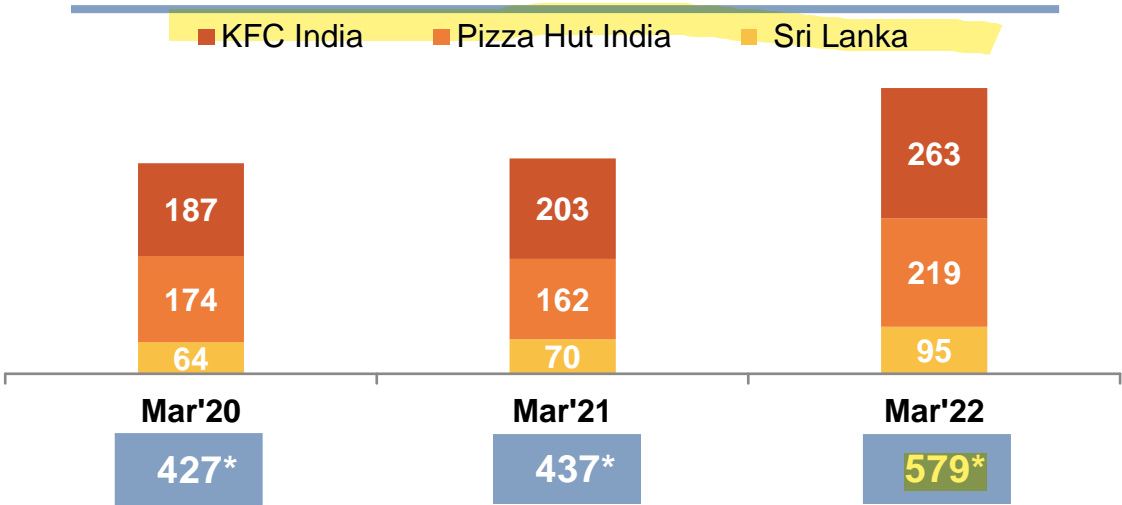
\*Annual figures include additional incentives of 1.1% accrued from Apr-Dec 21 and full year ESOP cost of 2.0%



# SAPPHIRE FOODS CURRENT PRESENCE

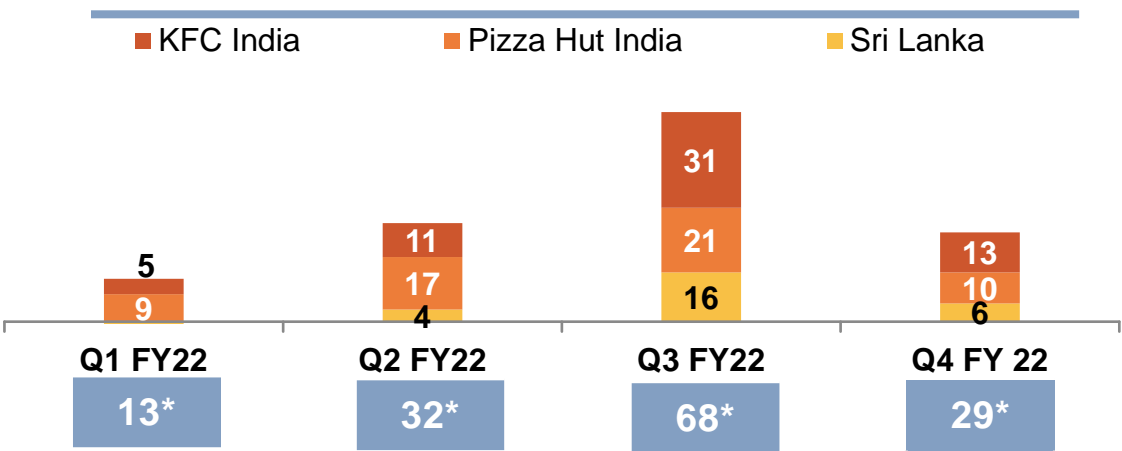


## RESTAURANT COUNT



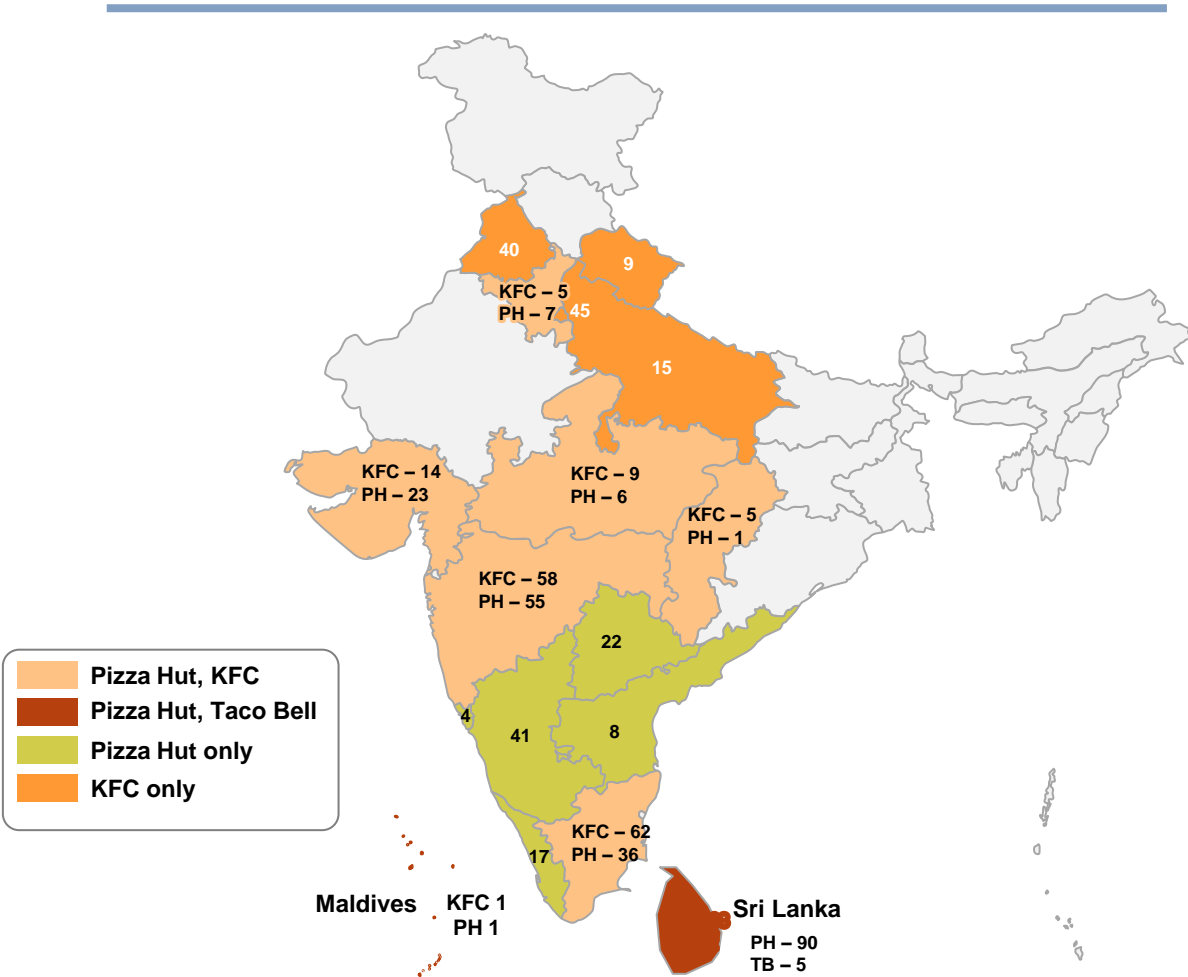
FY 21 count includes gross addition of 36, closure of 26, net addition of 10

## RESTAURANT ADDITION



\* Includes 2 restaurants in Maldives  
Net of 1 restaurant closure in Sri Lanka in Q1 FY22

## RESTAURANT DISTRIBUTION ACROSS INDIAN SUBCONTINENT

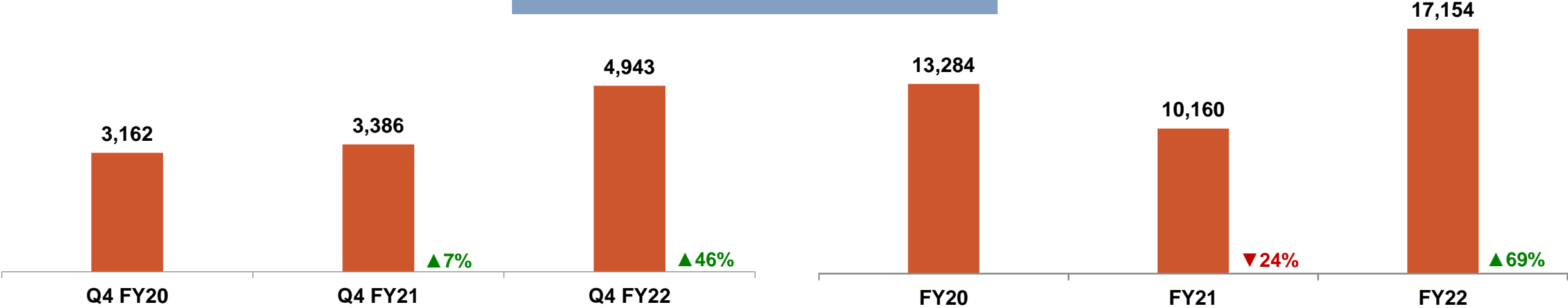


# CONSOLIDATED FINANCIAL HIGHLIGHTS

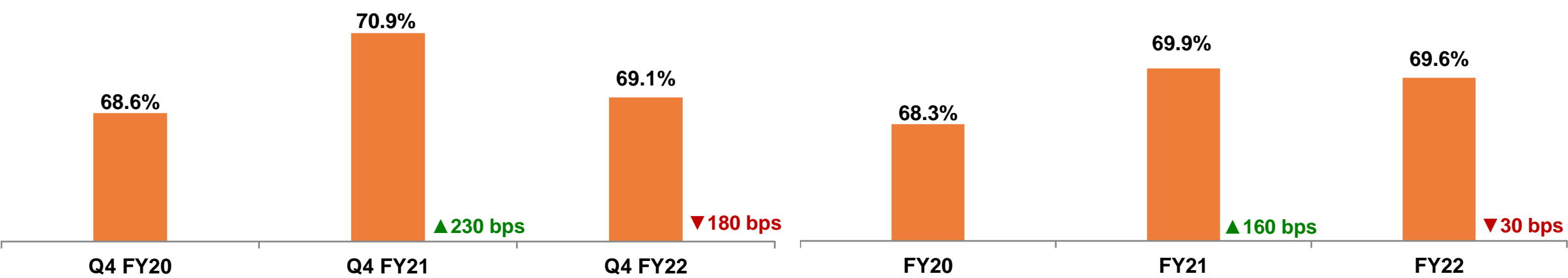
## Q4 & FY22



### RESTAURANT SALES (₹ MN)



### GROSS MARGIN %

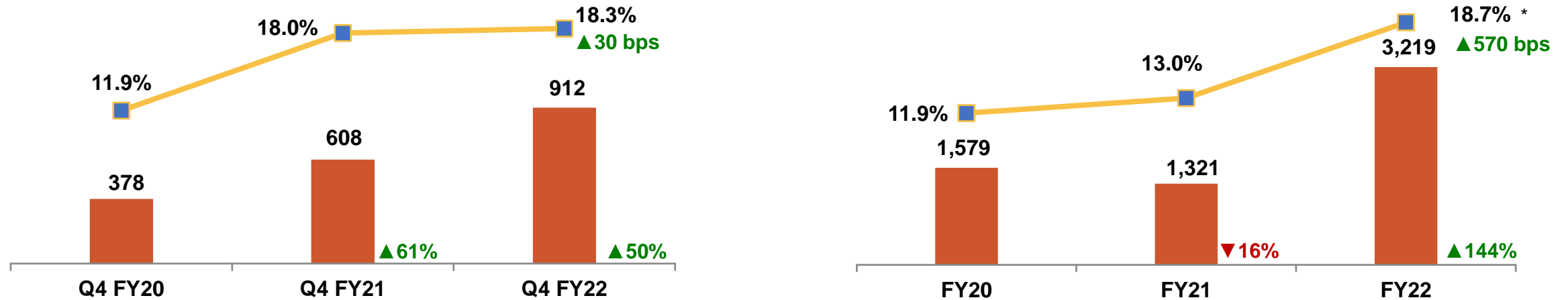


# CONSOLIDATED FINANCIAL HIGHLIGHTS

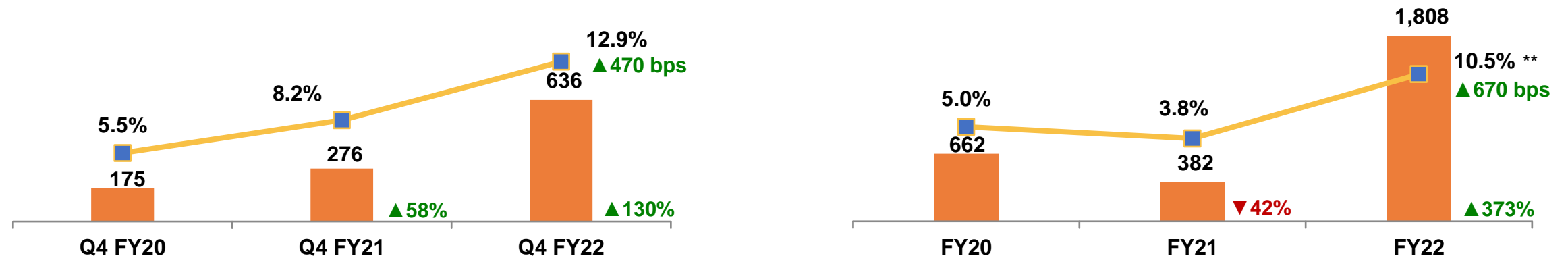
Q4 & FY22



## RESTAURANT EBITDA (₹ MN)#



## COMPANY ADJ. EBITDA (₹ MN)#



# Restaurant EBITDA and Company Adjusted EBITDA is before Ind-AS 116 adjustments

\* Annual figures Include additional incentives of 1.1% accrued from Apr-Dec 21

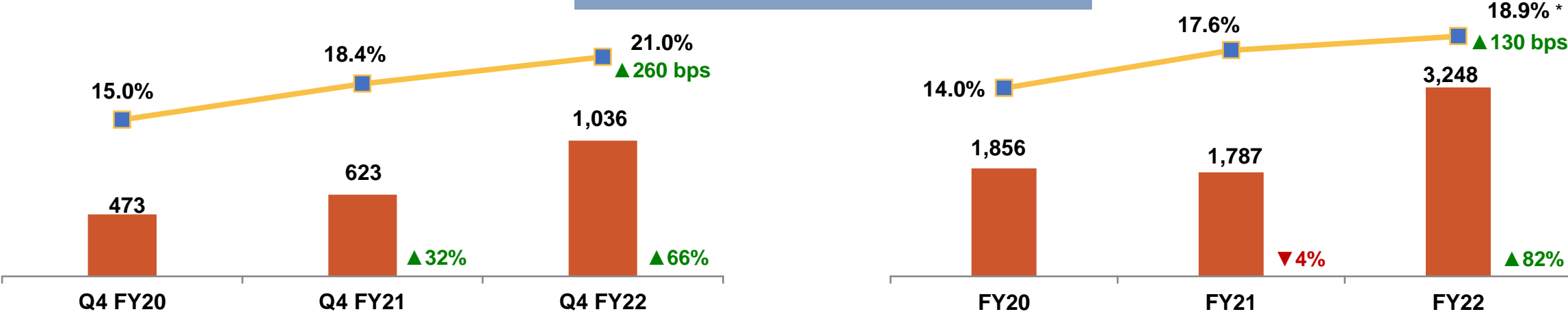
\*\* Annual figures Include additional incentives of 1.1% accrued from Apr-Dec 21 and full year ESOP cost of 2.0%

# CONSOLIDATED FINANCIAL HIGHLIGHTS

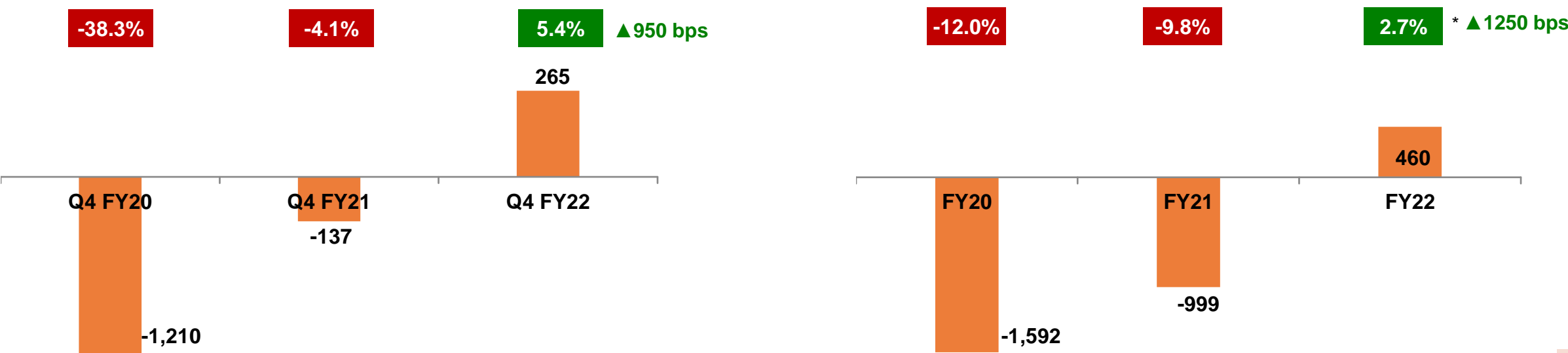
## Q4 & FY22



### COMPANY EBITDA (₹ MN)



### PROFIT AFTER TAX (₹ MN)



\* Annual figures Include additional incentives of 1.1% accrued from Apr-Dec 21 and full year ESOP cost of 2.0%

# CONSOLIDATED PROFIT & LOSS STATEMENT



SI No.	Particulars (In Rs mn)	Q4 FY22	Q4 FY21	YoY %	FY22	FY21	YoY %
A)	Restaurant Sales	4,942.91	3,385.81	46%	17,154.46	10,159.76	69%
B)	Other operating income	25.35	20.35		61.26	36.43	
C)	COGS	1,554.68	1,006.34		5,277.97	3,099.26	
D)	Gross Profit	3,413.58	2,399.82	42%	11,937.75	7,096.93	68%
E)	Gross Margin%	69.1%	70.9%		69.6%	69.9%	
F)	Employee Expenses	678.32	618.87		2,739.94	1,956.00	
G)	Other Expenses	1,699.60	1,158.34		5,950.27	3,353.53	
H)	EBITDA	1,035.66	622.61	66%	3,247.54	1,787.40	82%
I)	EBITDA Margin %	21.0%	18.4%		18.9%	17.6%	
J)	Depreciation	576.47	581.83		2,135.21	2,091.45	
K)	Finance Cost	233.32	196.44		780.93	755.65	
L)	Other Income	59.98	22.34		182.45	72.76	
M)	PBT	285.85	-133.32	N.M.	513.85	-986.94	N.M.
N)	Tax Expense	20.88	3.97		54.00	12.03	
O)	PAT	264.97	-137.29	N.M.	459.85	-998.97	N.M.
P)	PAT Margin %	5.4%	-4.1%		2.7%	-9.8%	

Figures are regrouped/reclassified for the purpose of representation



# CONSOLIDATED BALANCE SHEET



Particulars (In Rs mn)	FY22	FY21
<b>Total Assets</b>	<b>21,639.25</b>	<b>13,489.37</b>
Fixed assets other than Goodwill	6,354.14	4,787.05
Goodwill	1,621.59	1,621.59
Right of use assets	6,248.57	4,739.45
Inventories	651.64	473.91
Trade receivables	140.71	77.75
Cash and bank balances, investment in MF's	4,071.38	767.61
Other current and non - current asset	2,551.22	1,022.01
<b>Total Liabilities</b>	<b>11,584.76</b>	<b>8,702.05</b>
Lease Liabilities	7,280.47	5,692.21
Borrowings	612.21	756.56
Trade payables	1,991.15	1,439.70
Other Non-current and current liabilities	1,700.93	813.58
<b>Total Net Worth</b>	<b>10,054.49</b>	<b>4,787.32</b>
<b>Total Equity</b>	<b>10,054.49</b>	<b>4,787.32</b>
Equity share capital	635.43	527.90
Other equity	9,436.04	4,271.13
Non controlling interests	-16.98	-11.71

Figures are regrouped/reclassified for the purpose of representation

# CONSOLIDATED CASH FLOW



Particulars (In Rs mn)	FY22	FY21
Restated profit / (loss) before tax	<b>513.85</b>	<b>-986.94</b>
Operating profit before working capital changes (A)	3,442.92	1,423.08
Changes in working capital (B)	591.54	147.38
<b>Cash generated from operations (A+B)</b>	<b>4,034.46</b>	<b>1,570.46</b>
Income tax paid (net of refunds)	-85.56	-29.72
<b>Net cash from operating activities (C) = (A+B)</b>	<b>3,948.90</b>	<b>1,540.74</b>
Net Cash flow used in investing activities (D)	-6,916.10*	-779.24
Net Cash flow from / (used in) financing activities (E)	3,129.54**	-515.28
<b>Net increase/ (decrease) in cash and cash equivalents (C+D+E)</b>	<b>162.34</b>	<b>246.22</b>
Cash and cash equivalents at the beginning of the year	420.16	173.94
<b>Cash and cash equivalents at the end of the year</b>	<b>582.50</b>	<b>420.16</b>

**Cash (net of debt) including investments as on 31<sup>st</sup> Mar 22 is Rs. 3,990 Mn**

\* Includes capital expenditure of Rs. 2,853 mn

\*\* Includes net proceeds of Rs. 4,690 mn from issuance of share capital and securities premium from private placement

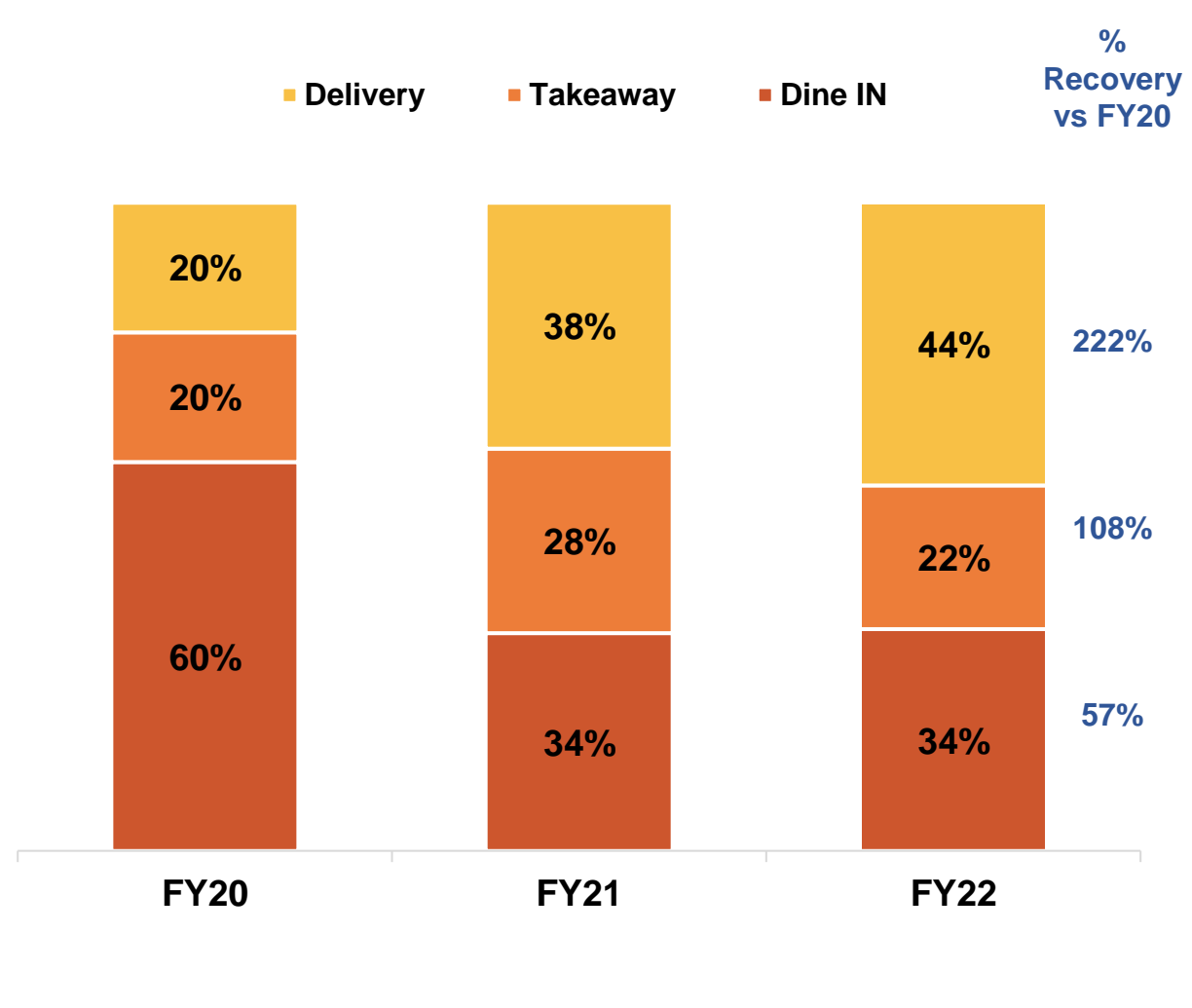
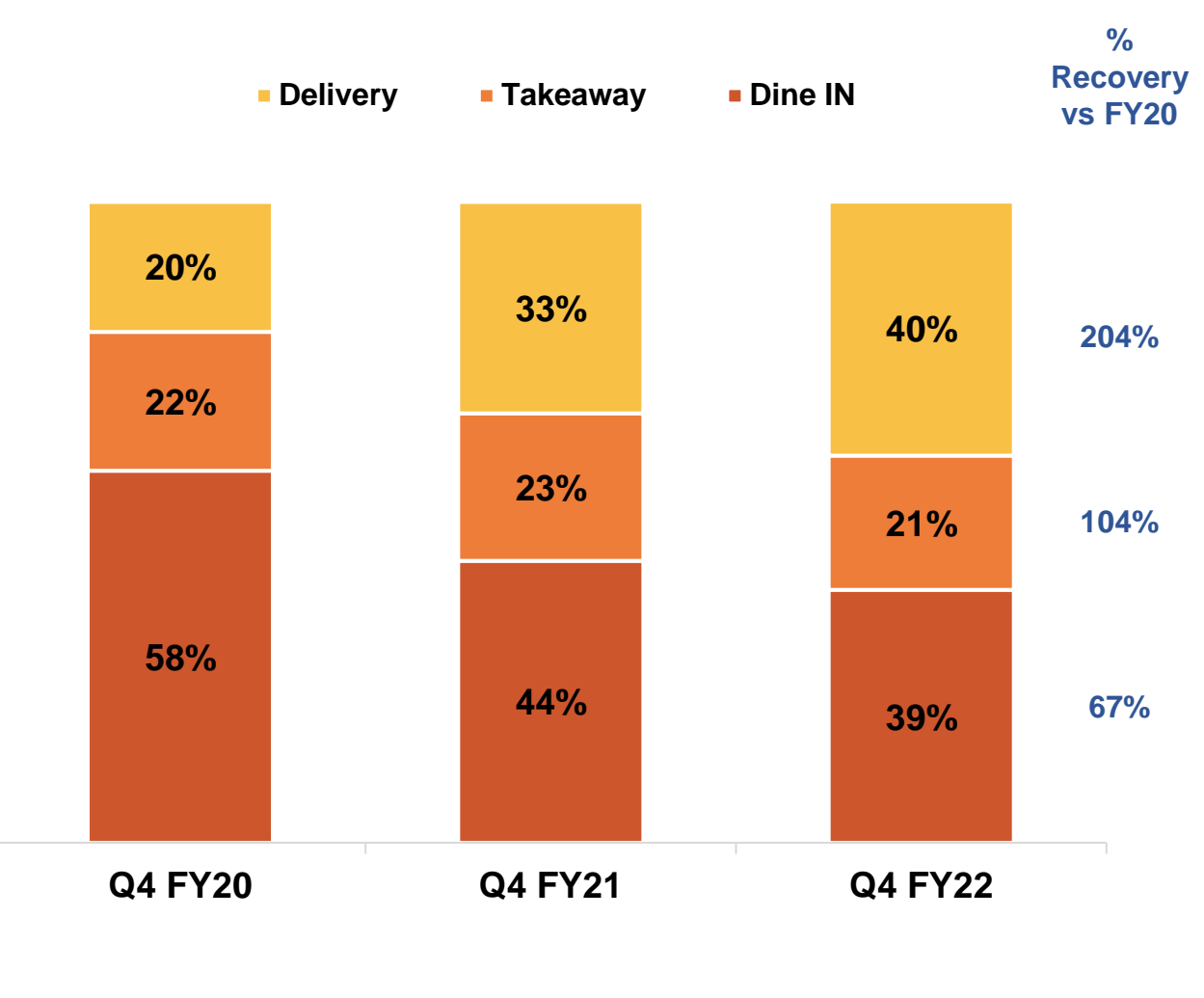


***KFC India***

**Business Performance**

# KFC INDIA

## Q4 & FY22 - CHANNEL SALES CONTRIBUTION





# KFC INDIA

## BRANDING & PROMOTIONS







## AMPLIFYING WITH INFLUENCERS & SOCIAL ENGAGEMENT



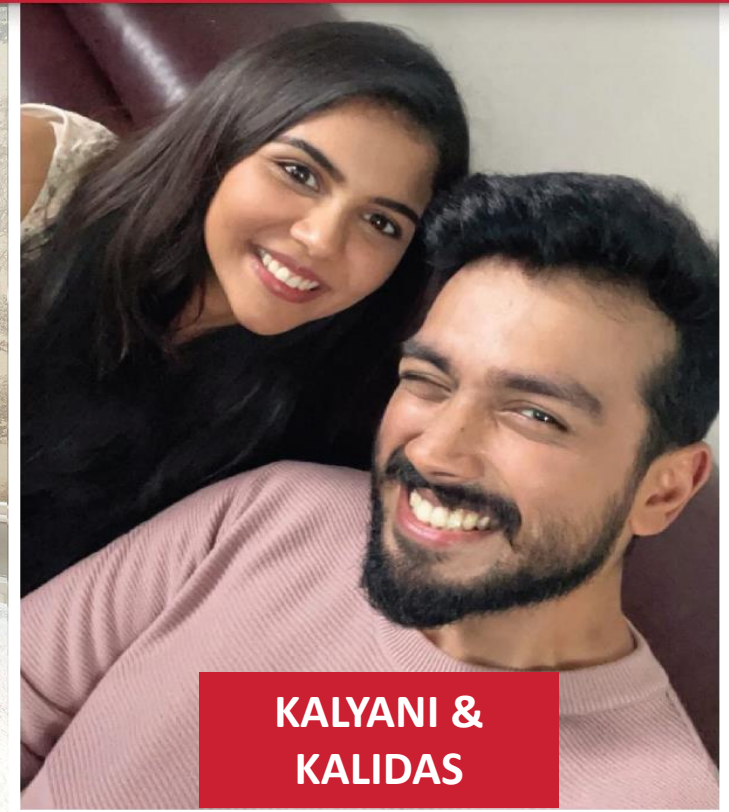
GOVINDA



KARISHMA  
KAPOOR



VARUN  
DHAWAN



KALYANI &  
KALIDAS

# KFC INDIA AWARDS



Brand Disruption Awards 2022



WINNER  
SILVER



KFC VALUE BURGERS  
KFC INDIA & EDELMAN INDIA

● LIVE



# KFC INDIA

## NEW RESTAURANT LAUNCHES



KFC ATTUR SALEM



KFC DELTA MIRA ROAD MUMBAI



KFC PATHANKOT



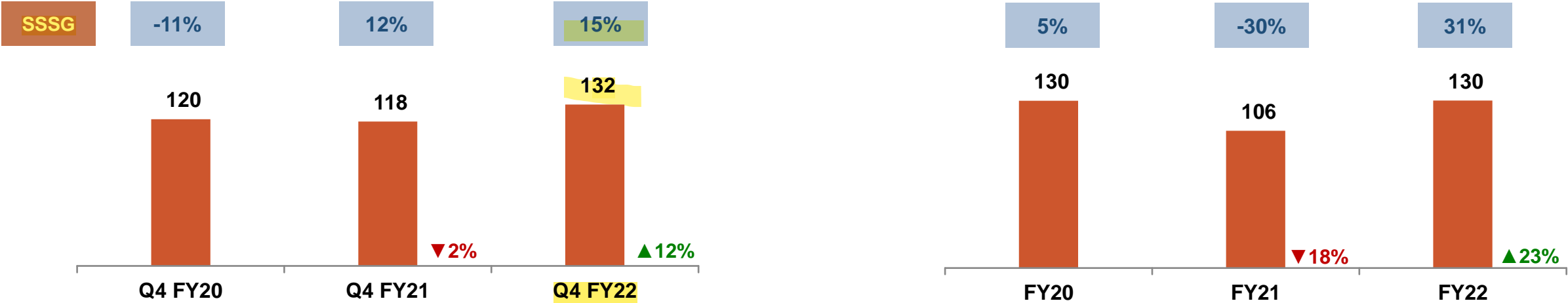
KFC VIJAY NAGAR INDORE

# KFC INDIA

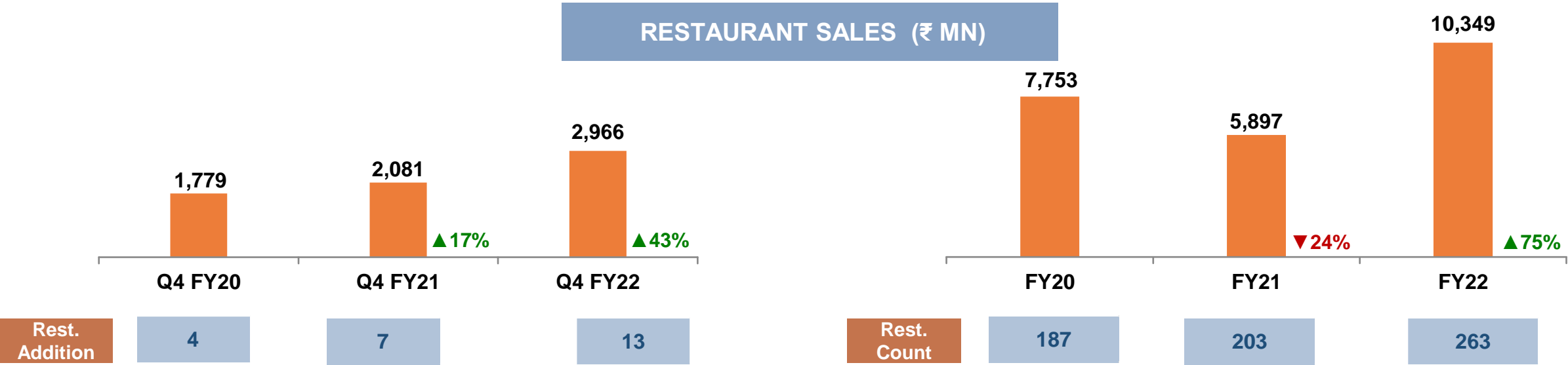
## Q4 & FY22



### AVERAGE DAILY SALES (₹ '000)



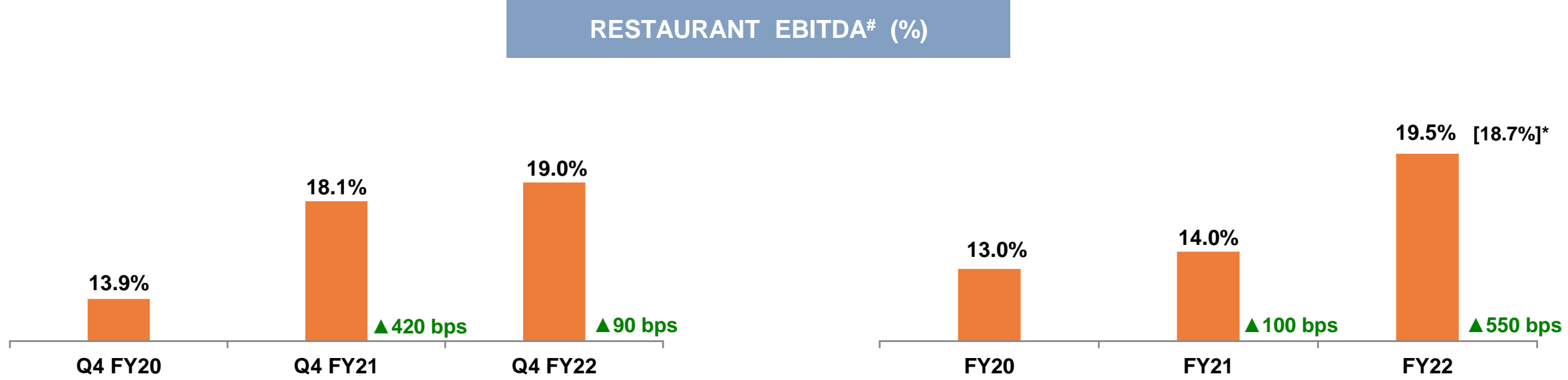
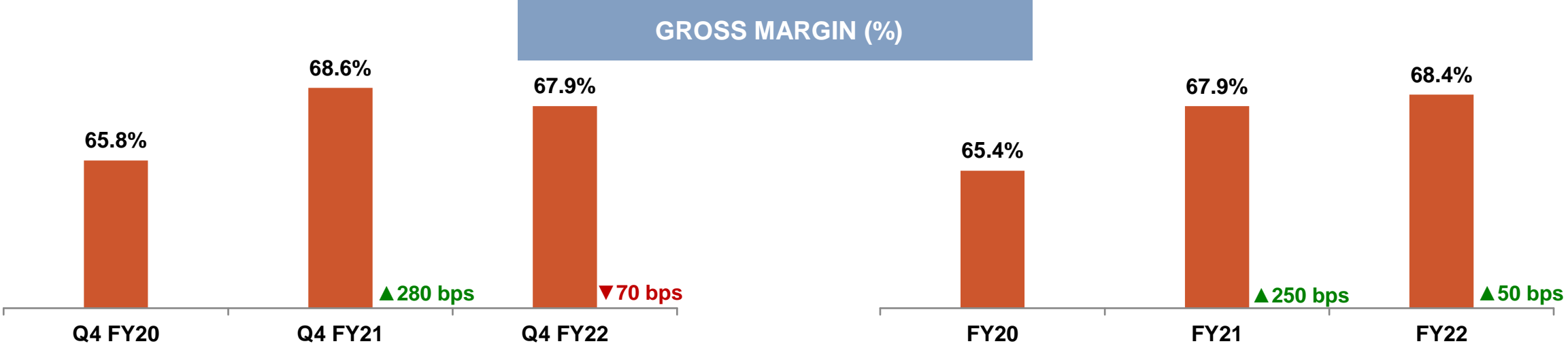
### RESTAURANT SALES (₹ MN)



Average daily sales includes like for like restaurants as well as new restaurants added during the period

# KFC INDIA

## Q4 & FY22



# Restaurant EBITDA figures are Pre-IND AS 116.  
\* EBITDA after normalizing additional incentives of 0.8% accrued from Apr-Dec21





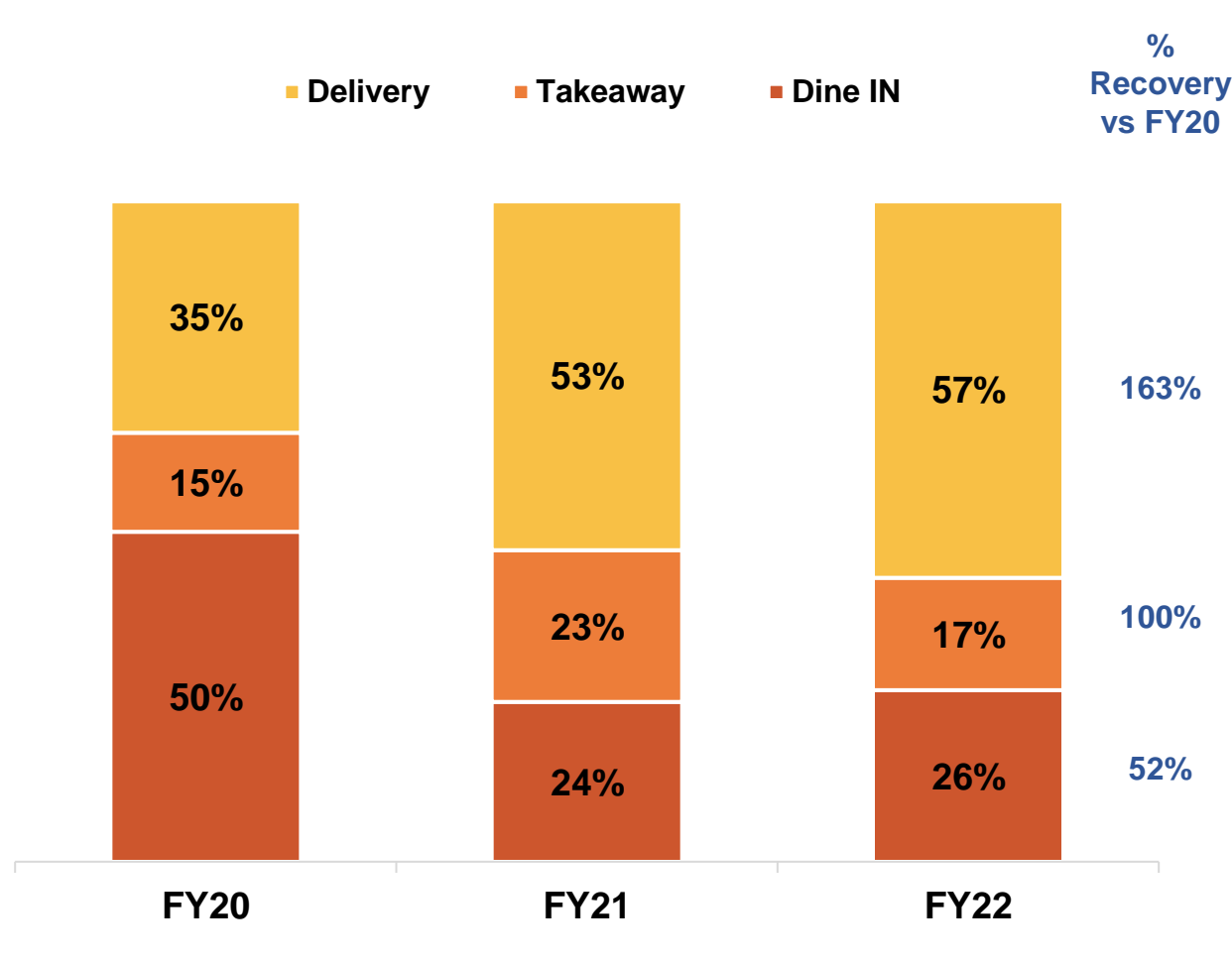
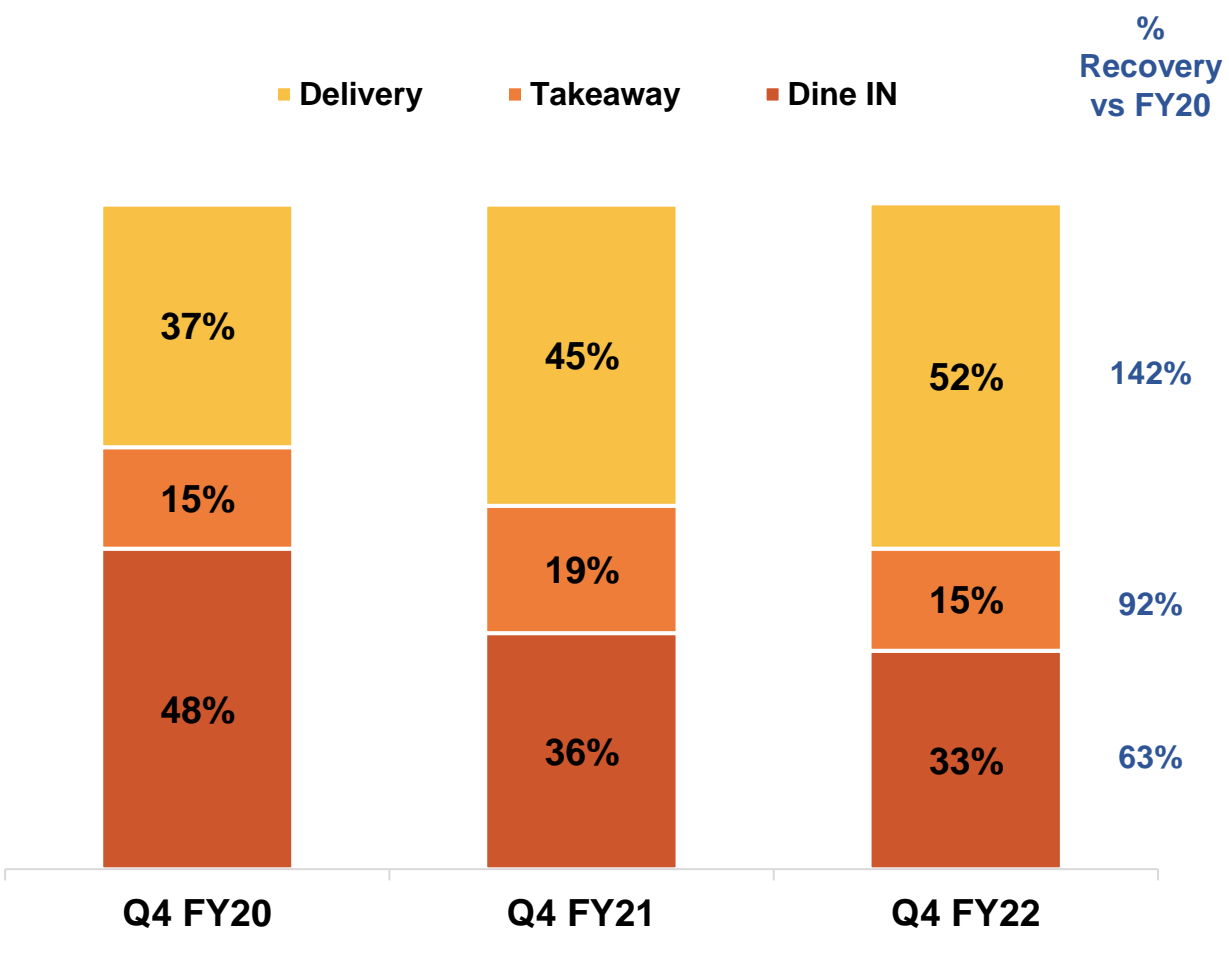
***Pizza Hut India***

**Business Performance**



# PIZZA HUT INDIA

## Q4 & FY22 - CHANNEL SALES CONTRIBUTION



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

# PIZZA HUT INDIA

## NEW PRODUCT LAUNCH



# TRY THE **NEW** SAN FRANCISCO STYLE CRUST.

**LIGHTER, CRISPIER & TASTIER.**



Chef's special sauce



Virgin olive oil drizzle



Available with 27 topping combinations



**STARTING AT JUST 149\***



Also introducing the **new** Mexican Garlic Bread Stix



San Francisco style garlic bread stix. Topped with Mexican Salsa. Drizzled with olive oil.

Images are for illustration purpose. Price exclusive of applicable govt taxes. T&C apply.



# PIZZA HUT INDIA

## PROMOTIONS





# PIZZA HUT

## DIGITAL ACTIVATION



### FACEBOOK/INSTAGRAM



**Pizza Hut** ✓  
7 h · 🌐

Physically we are here but mentally we are thinking about this delish pizza 🍕😋

... See more

**NEW**  
**SAN FRANCISCO  
STYLE PIZZA**  
LIGHTER, CRISPIER & TASTIER

**DIL KHOL KE  
DELIVERING**



**1 PLUS 1 @ 249\***  
2 PERSONAL PIZZAS

**ORDER NOW**

\*T&Cs apply.

### INSHORTS

**DIL KHOL KE  
DELIVERING**

**NEW**  
**SAN FRANCISCO  
STYLE PIZZA**  
LIGHTER, CRISPIER & TASTIER


**1 PLUS 1 @ 249\***  
2 PERSONAL PIZZAS



**ORDER NOW**


\*T&Cs apply.

### SAAVN/GAANA

**DIL KHOL KE  
DELIVERING**

**NEW**  
**SAN FRANCISCO  
STYLE PIZZA**  
LIGHTER, CRISPIER & TASTIER


**1 PLUS 1 @ 249\***  
2 PERSONAL PIZZAS



**ORDER NOW**


\*T&Cs apply.

### HOTSTAR

**DIL KHOL KE  
DELIVERING**

**NEW**  
**SAN FRANCISCO  
STYLE PIZZA**  
LIGHTER, CRISPIER & TASTIER

**1 PLUS 1 @ 249\***  
2 PERSONAL PIZZAS



**ORDER NOW**

\*T&Cs apply.

**Pizza Hut India**  
2 Pizzas & 2 Pepsi @ 599

**ORDER NOW**

**Trailers & Extras**

**CHHICHHORE**  
Chhichhore - Trailer 2

**Bunty Ki Ghamandi**



# PIZZA HUT INDIA

## NEW RESTAURANT LAUNCHES



MAGADI ROAD, BANGALORE



BHAYANDAR, MUMBAI



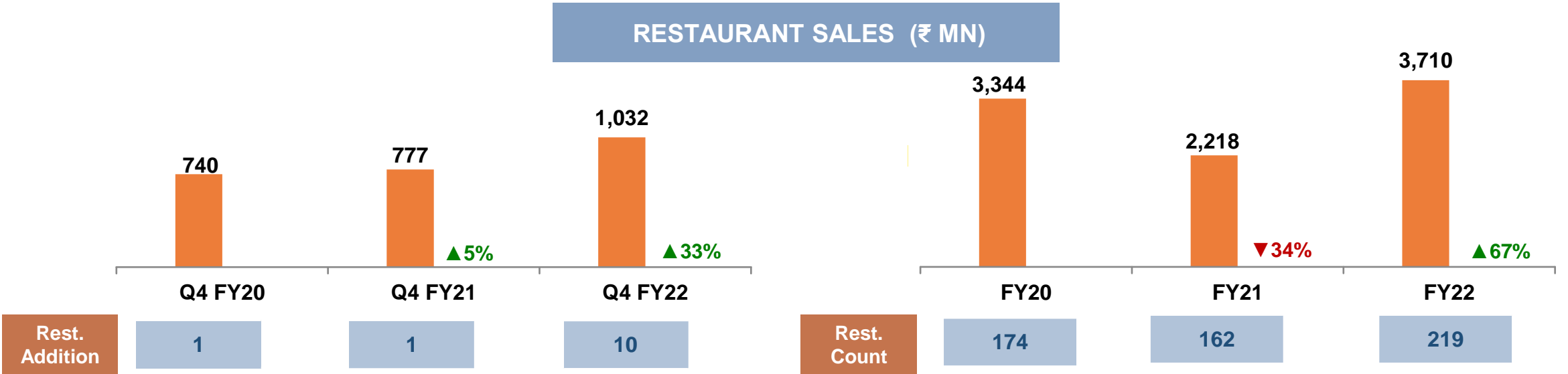
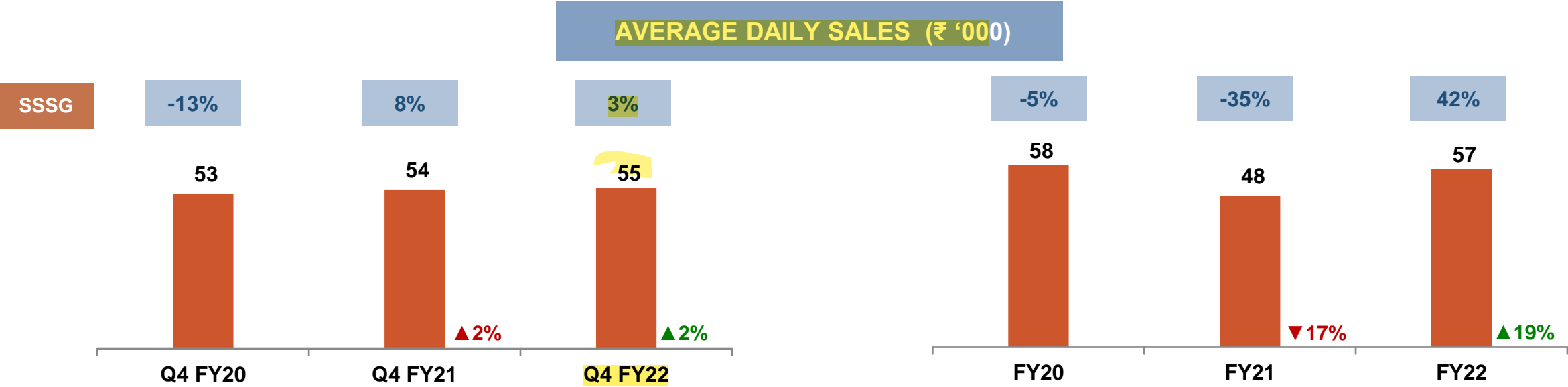
FORT, MUMBAI



WALUJ, AURANGABAD

# PIZZA HUT INDIA

## Q4 & FY22



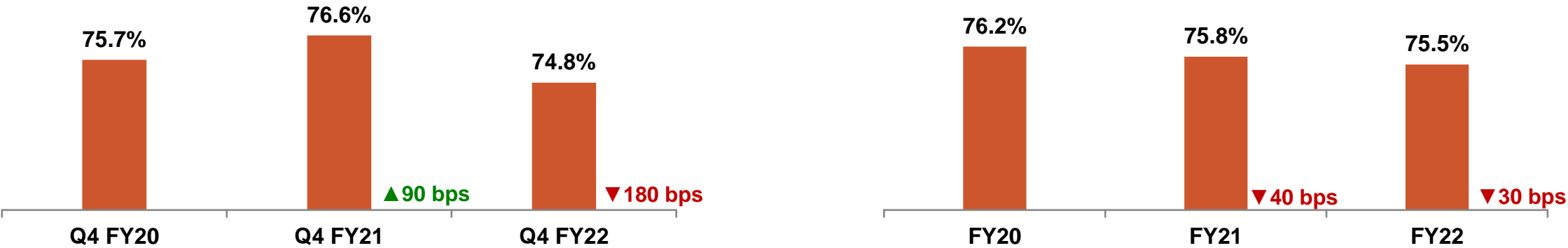
Average daily sales includes like for like restaurants as well as new restaurants added during the period

# PIZZA HUT INDIA

## Q4 & FY22



### GROSS MARGIN (%)



### RESTAURANT EBITDA# (%)



# Restaurant EBITDA figures are Pre-IND AS 116.  
\* EBITDA after normalizing additional incentives of 2.0% accrued from Apr-Dec 21



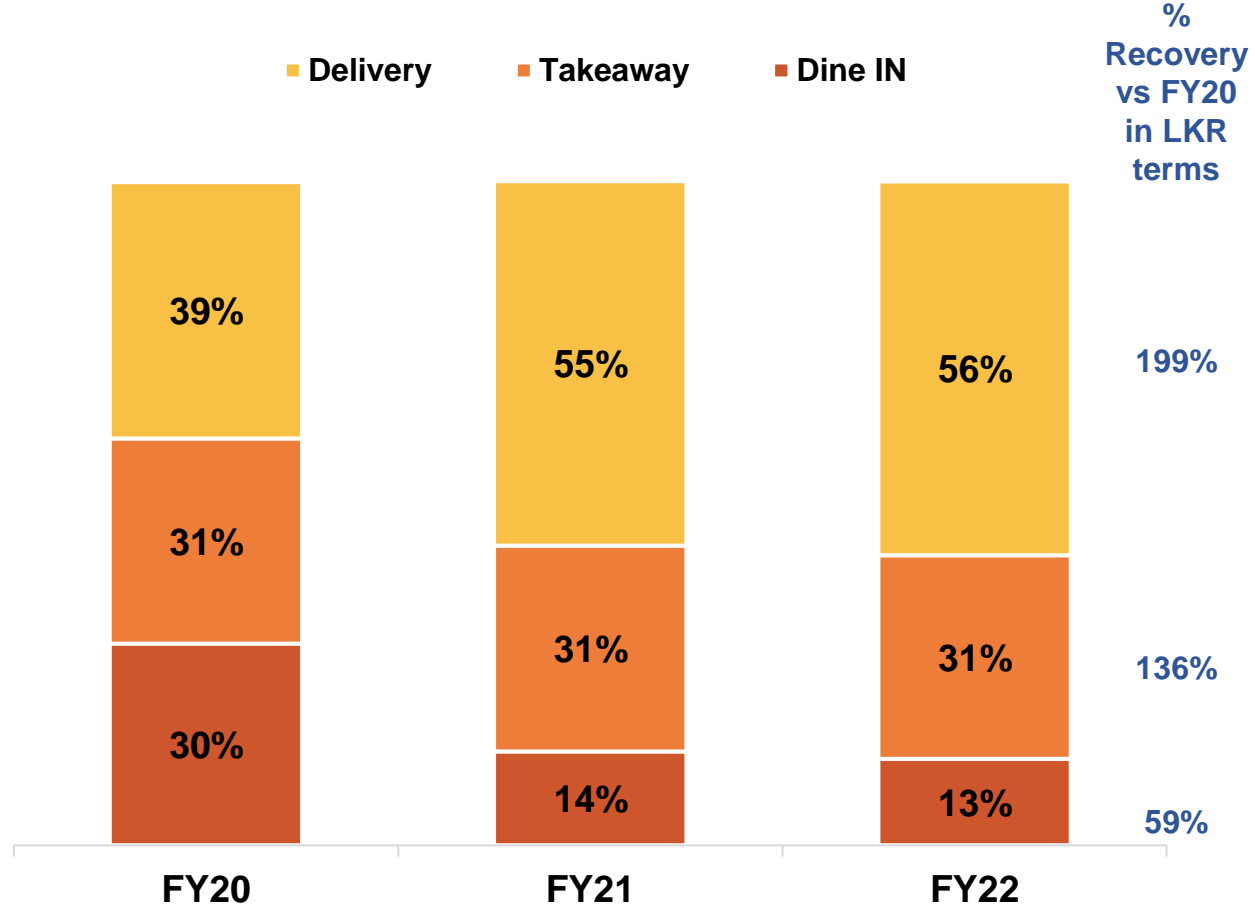
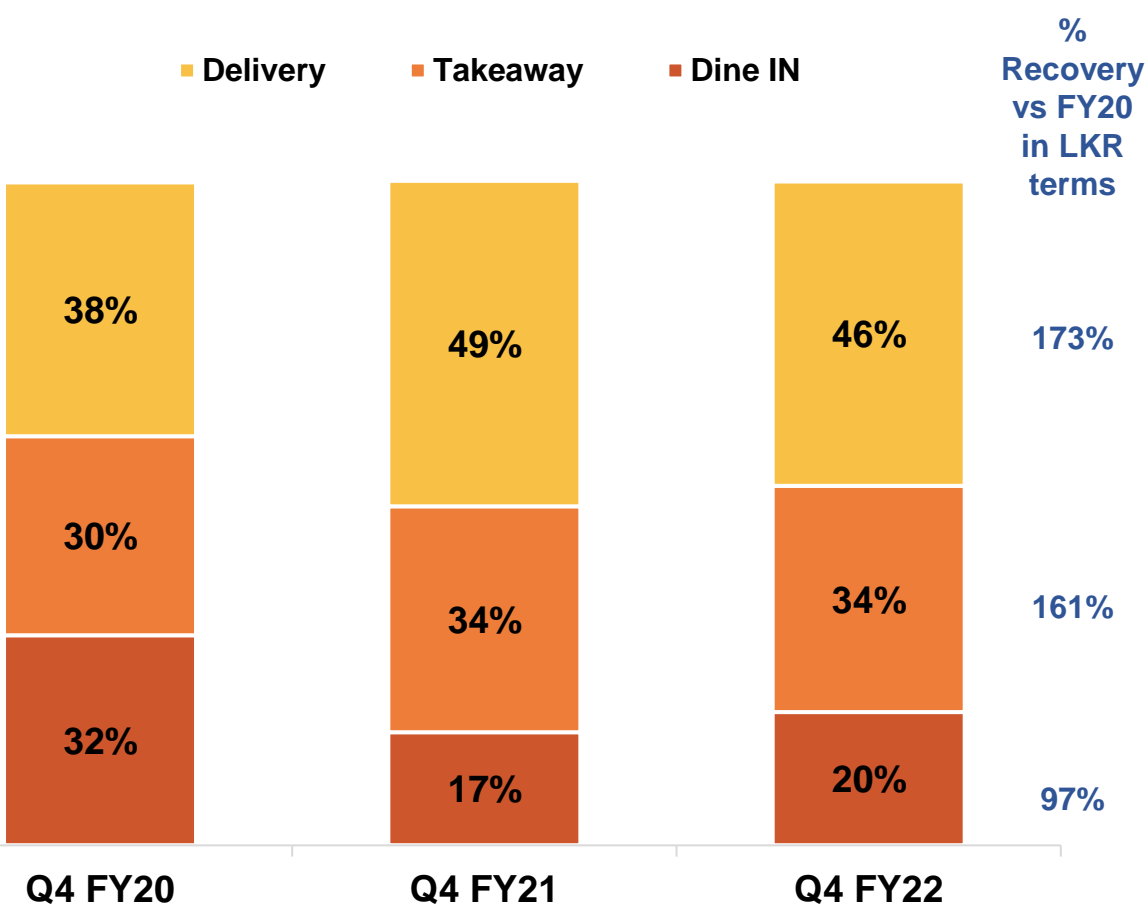


*Sri Lanka*  
**Business Performance**



# SRI LANKA BUSINESS

## Q4 & FY22 - CHANNEL SALES CONTRIBUTION





# SRI LANKA BUSINESS

## *NEW PRODUCTS*



MY BOX PRO



BIRIZZA CHICKEN



BIRIZZA VEG



# SRI LANKA BUSINESS

## DIGITAL ACTIVATION



# SRI LANKA BUSINESS

## NEW RESTAURANT LAUNCHES



KURUWITA



EMBILIPITIYA



GODAGAMA

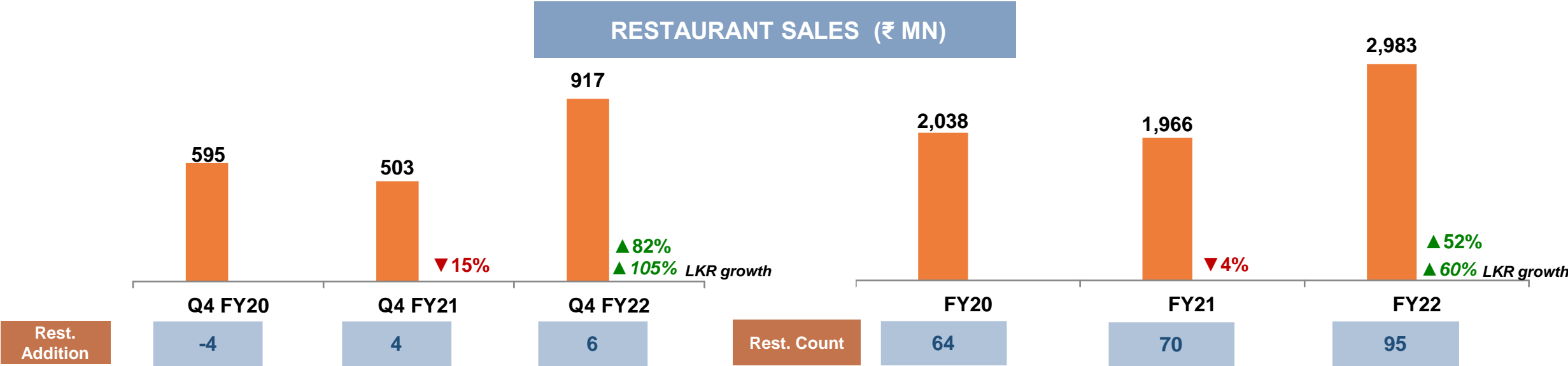
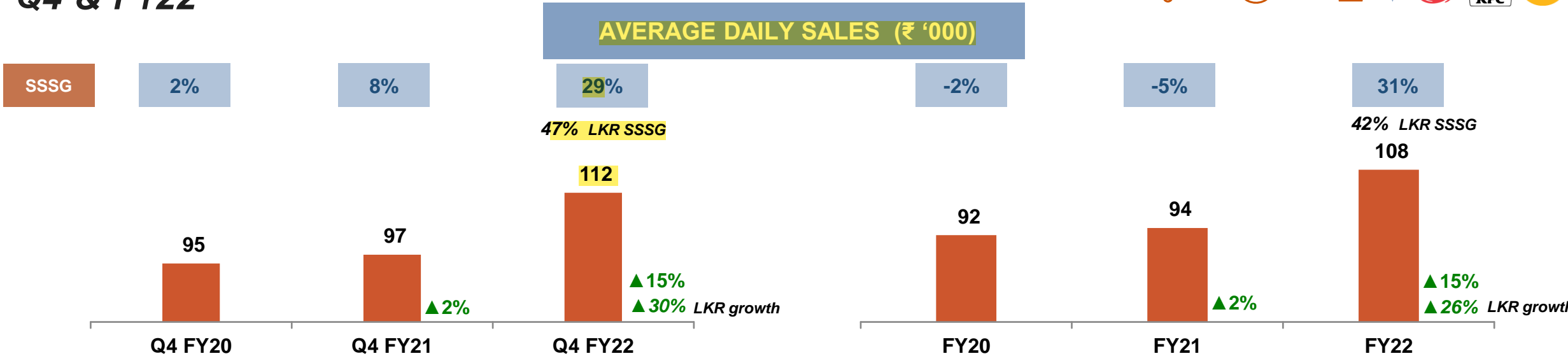


MONARAGALA



# SRI LANKA BUSINESS

## Q4 & FY22



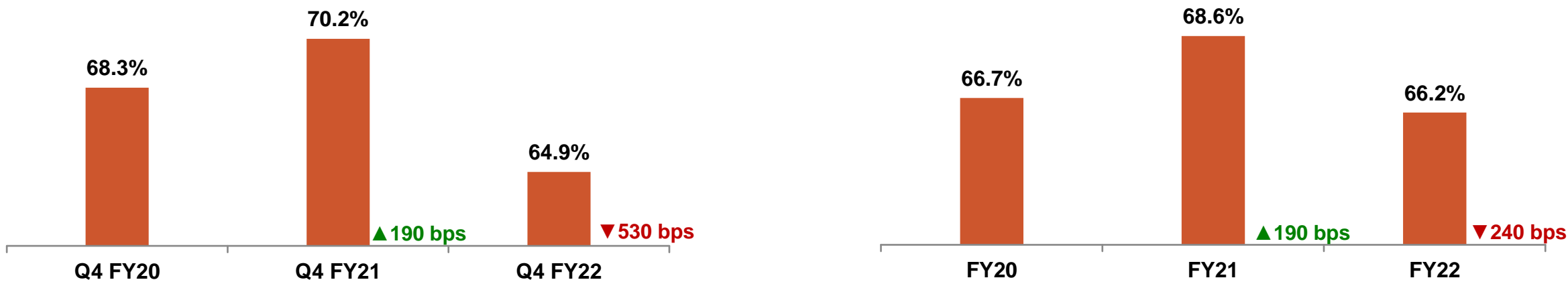
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# SRI LANKA BUSINESS

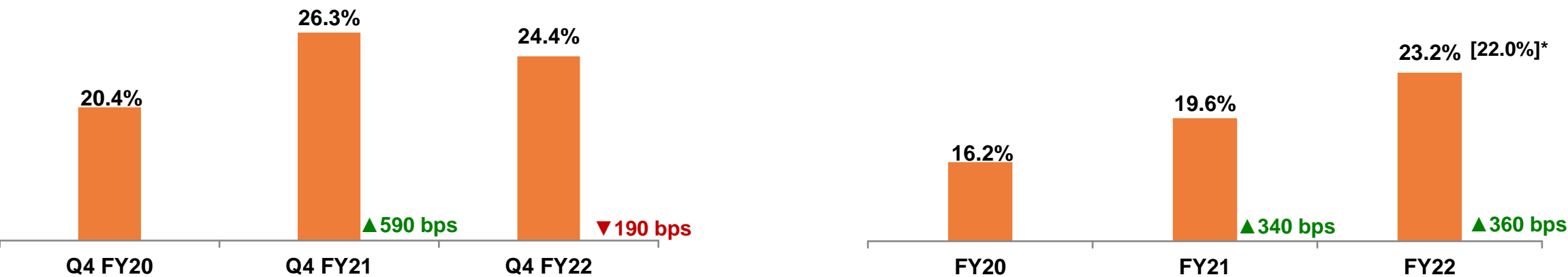
## Q4 & FY22



### GROSS MARGIN (%)



### RESTAURANT EBITDA# (%)



# Restaurant EBITDA figures are Pre-IND AS 116.  
\* EBITDA after normalizing additional incentives of 1.2% accrued from Apr-Dec 21





# 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, exploring renewable energy sources
- WASTE MANAGEMENT – Identifying and disposing waste in accordance with regulatory standards. Waste Recycling.
- SAFETY PROCEDURES – Adherence to safety norms, 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, Talent Development
- CSR ACTIVITIES (for e.g. - World Hungry Relief fund contribution, Support to COVID warriors, Underprivileged children)
- CUSTOMER SATISFACTION Survey
- GRIEVANCE REDRESSAL System



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)
- 3 Layered BUSINESS CONTROLS and INTERNAL AUDIT System

# ENVIRONMENT

## SOLAR PANEL IMPLEMENTATION



**12KW ROOFTOP SOLAR PLANT AT BARNALA, PUNJAB**



**SOLAR PLANT AT THE BACK OF THE RESTAURANT - T NAGAR, CHENNAI**



# ENVIRONMENT

## SUSTAINABLE STORE



- Local cement texture and hand made tiles used over wooden panels
- Clay tile Finished with luster premium paint
- Laminate used from vendor that follows sustainable manufacturing process
- HVAC – used inverted duct units to improve energy efficiency
- Solar Panel - Power consumption on HVAC will be drawn from solar panel partially
- Extra dedicated membrane system installed to reduce discard water. Also, discarded water to be used in washrooms
- Energy management system implemented to reduce electricity consumption



**T Nagar, Chennai**



# SOCIAL PEOPLE INITIATIVES



## Equity & Inclusion Award at the Pizza Hut Global People & Purpose Summit 2021

Pizza Hut Sri Lanka was awarded the **Equity & Inclusion Award** at the **Pizza Hut Global People & Purpose Summit 2021** with a cash award of USD 5,000.



- **Silver Award** for the 'Best in Extra Large Sized Enterprises'
- **Best Work Place for Millennials**



# COMPANY OVERVIEW

# SAPPHIRE FOODS AT A GLANCE

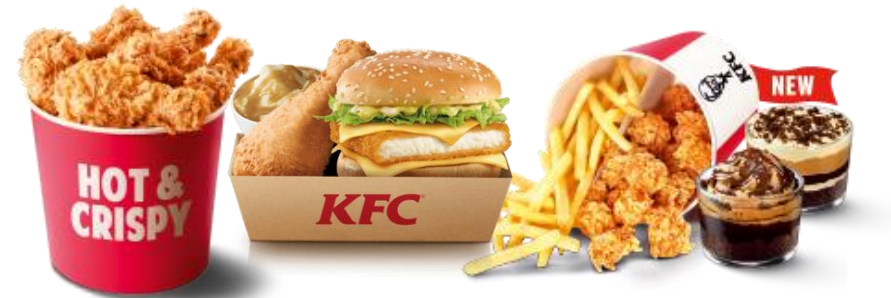


YUM's **Franchisee** Operator in India, Sri Lanka and Maldives

Sri Lanka's **Largest** International QSR chain <sup>(1)</sup>

₹ **17,154 mn** FY22 Restaurant Sales

**18.9% [17.8%]\*** FY22 EBITDA margin  
₹ **3,248 MN [3,054]\*** FY22 EBITDA <sup>(2)</sup>



**21.0%** Q422 EBITDA margin  
₹ **1,036 MN** Q4FY22 EBITDA

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

**264 KFC** Restaurants <sup>(2)</sup>  
**310 Pizza Hut** Restaurants <sup>(2)</sup>  
**5 Taco Bell** Restaurants <sup>(2)</sup>

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

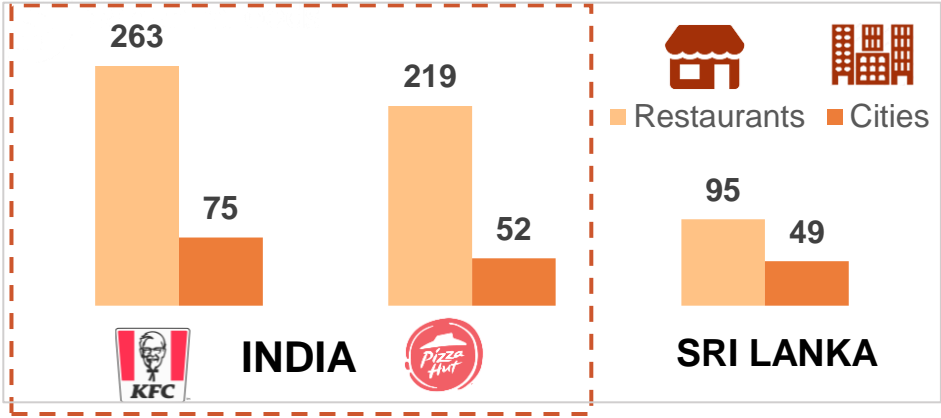
Channel	Percentage
Delivery	49%
Dine-in	29%
Take-away	22%

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) As of March 31, 2022; (3) Pertains to FY22  
\* EBITDA after normalizing for additional incentives accrued from Apr-Dec 21

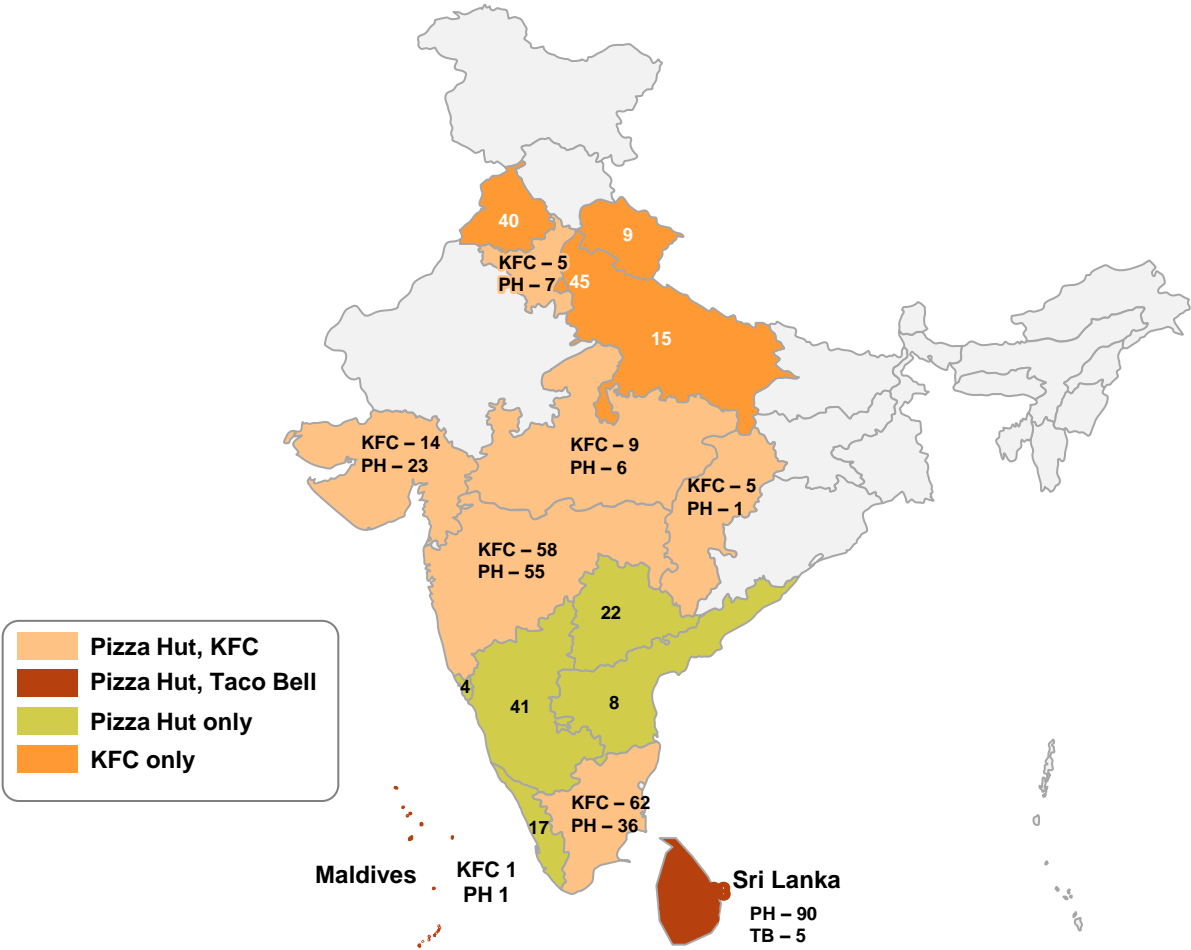


# JOURNEY OF SAPPHIRE FOODS

## BUILT A PLATFORM OF 579 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

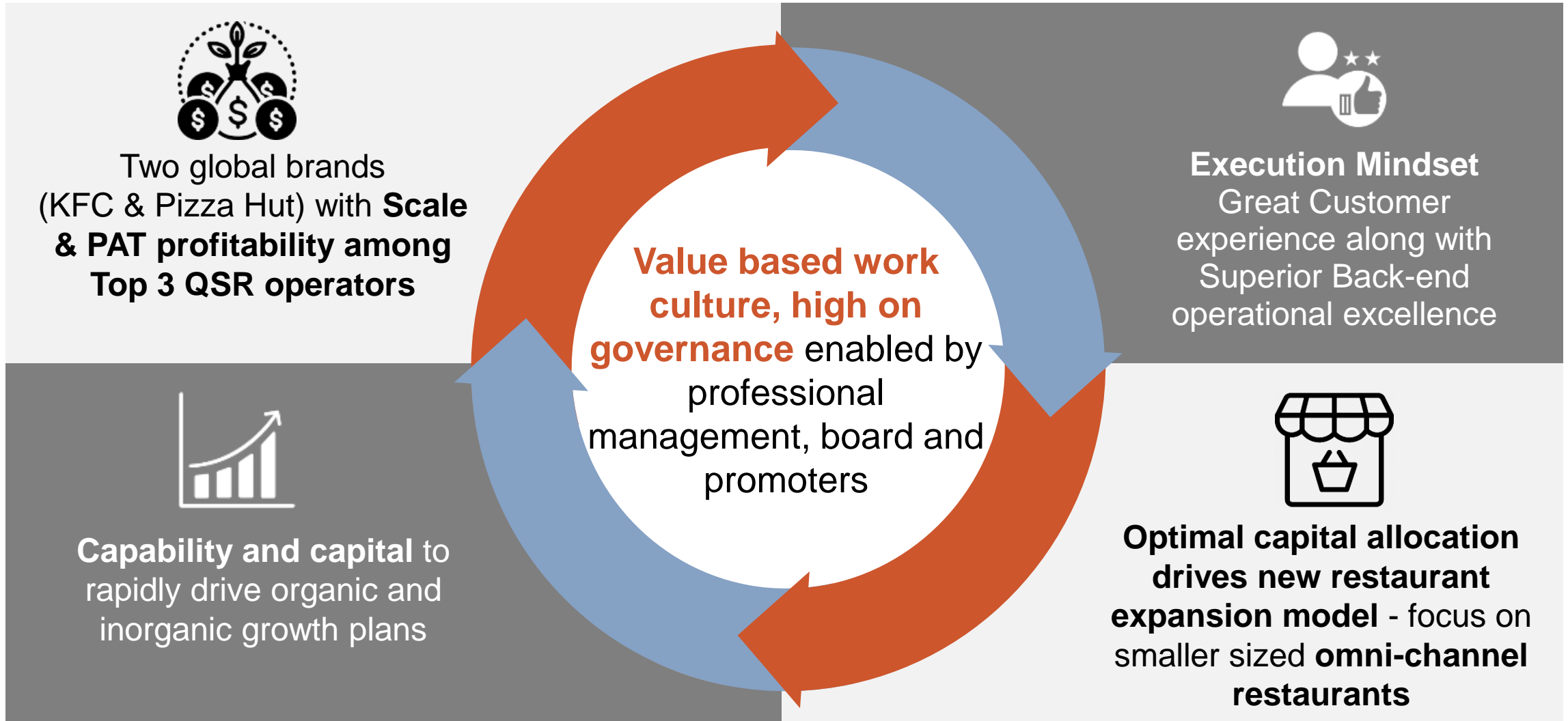
KFC and Pizza Hut present in 5 and 6 of the Top 8 cities of India respectively

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

20 Cities where 241 restaurants of both KFC and Pizza Hut are operated

Source: Company data, Technopak Industry Report  
(1) As of March 31, 2022; (2) GDP contribution of states in FY19 where Pizza Hut and KFC restaurants are located; (3) In FY20

# THE SAPPHIRE STORY

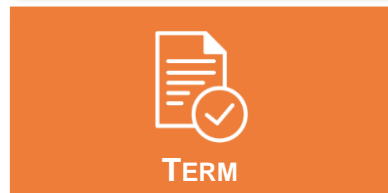


# STRONG RELATIONSHIP WITH YUM



## FRANCHISEE ARRANGEMENT

Under franchisee arrangement YUM has provided us rights to operate restaurants as one of the franchisee operator in Indian subcontinent in the specified Territories



## TERM

With respect to each restaurant is 10 years (Original term) + 10 years (Renewal term)



## DEVELOPMENT AGREEMENT (DA)

Pursuant to these we are required to open minimum number of restaurants and in return we are eligible for certain incentives



## ROYALTY AND MARKETING

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)



## ACQUIRING / OPERATING NON-YUM BRANDS

Allowed in non-competing product categories with YUM's prior approval



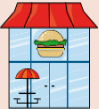



# CALIBRATED NEW RESTAURANT ECONOMIC MODEL FOR EXPANSION



INDIA



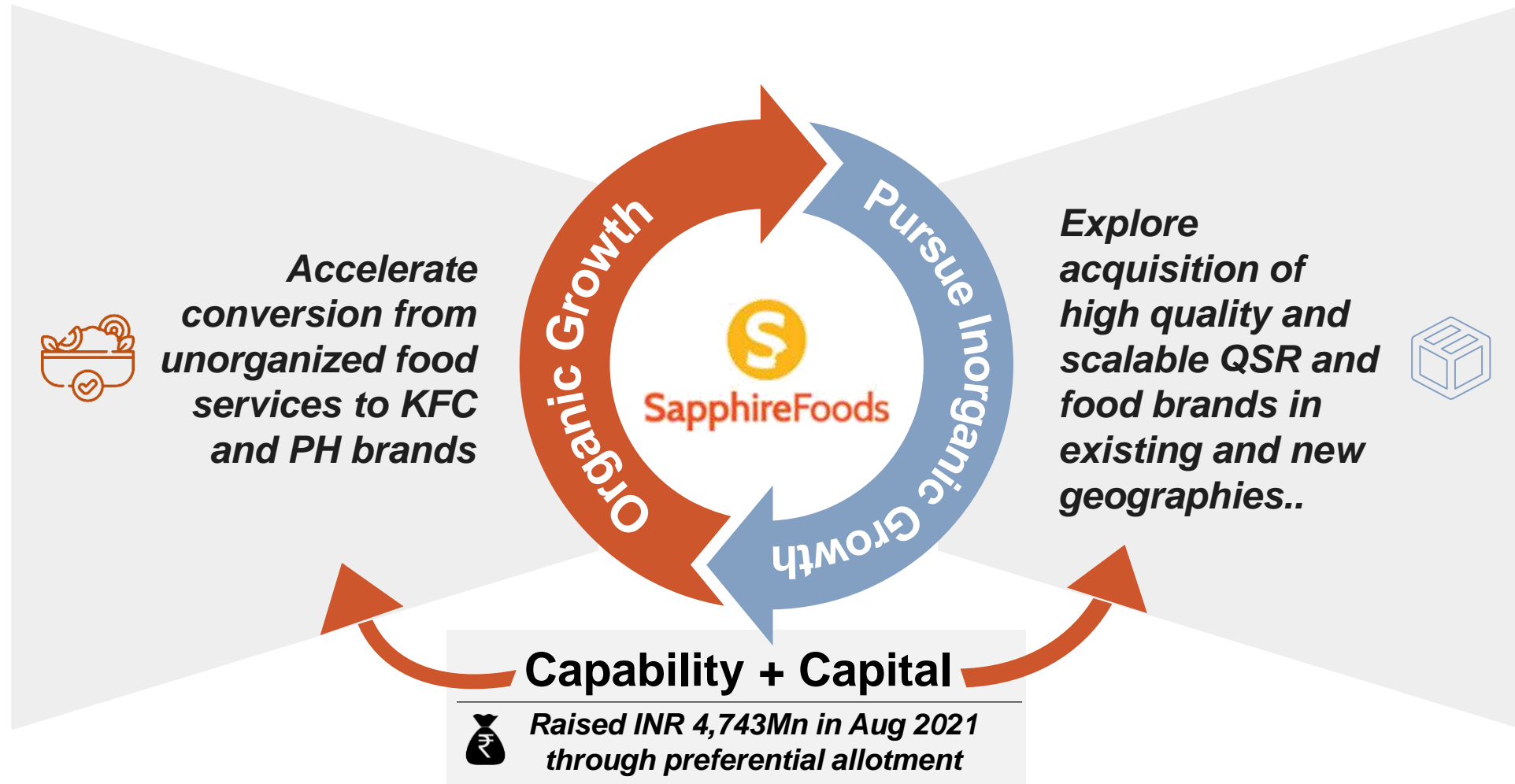
INDIA

	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>	 Reduction in Avg Restaurant size ~45% <sup>(2)</sup>	2,427	~ 1,300 <sup>(1)</sup>
<b>Average Daily Sales per Restaurant (in ₹ '000)</b> 	FY19 125	FY22 130		FY19 61	FY22 57
<b>Restaurant EBITDA %</b> 	FY19 12.7%	FY22 19.5%		FY19 7.5%	FY22 13.4%

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 March 2022)	% 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>3.2</b>	
Edelweiss Crossover Opportunities Fund		1.7
<b>Foreign Portfolio Investors</b>	<b>14.3</b>	
Government Of Singapore		2.1
Fidelity Funds - India Focus Fund		2.0
Abu Dhabi Investment Authority		1.6
HSBC Global Investment Funds - Asia		1.1
Morgan Stanley Asia (Singapore) Pte. – Odi		1.5
<b>Insurance Companies</b>	<b>4.5</b>	
ICICI Prudential Life Insurance Company Limited		3.1
<b>Mutual Funds</b>	<b>3.2</b>	
<b>Financial Institutions / Banks</b>		-
<b>Resident Individuals</b>	<b>5.7</b>	
Directors & Employees		2.3
<b>Non-Resident Indians</b>	<b>0.1</b>	
<b>Others</b>	<b>5.2</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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