



Date: 4th May 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.sapphirefoods.in/investors-relation/corporate-presentation>) under FY26 Q4 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

May '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)



₹ 7,898 MN Q4FY26 Restaurant Sales



15.8% [16.0%] Q4FY26 EBITDA margin



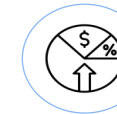
₹1,249 MN [1,133] Q4FY26 EBITDA



1052 Total Restaurants Across India, Sri Lanka and Maldives (2)



575 KFC Restaurants (2)
466 Pizza Hut Restaurants (2)
11 Taco Bell Restaurants (2)

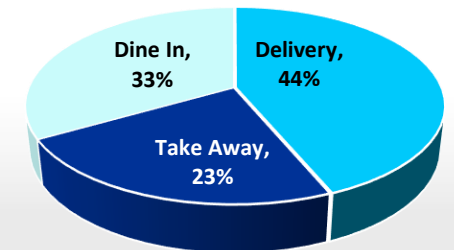


15.4% [17.1%] FY26 EBITDA margin

₹ 4,804 MN [4,925] FY26 EBITDA



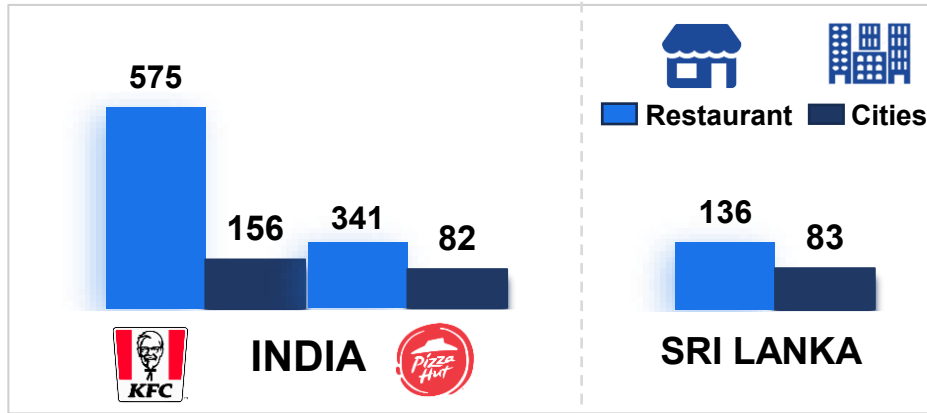
Omni Channel Mix (3)



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 March 31, 2026; (3) Pertains to FY26

Journey Of Sapphire Foods Built A Platform Of 1052 Outlets ⁽¹⁾

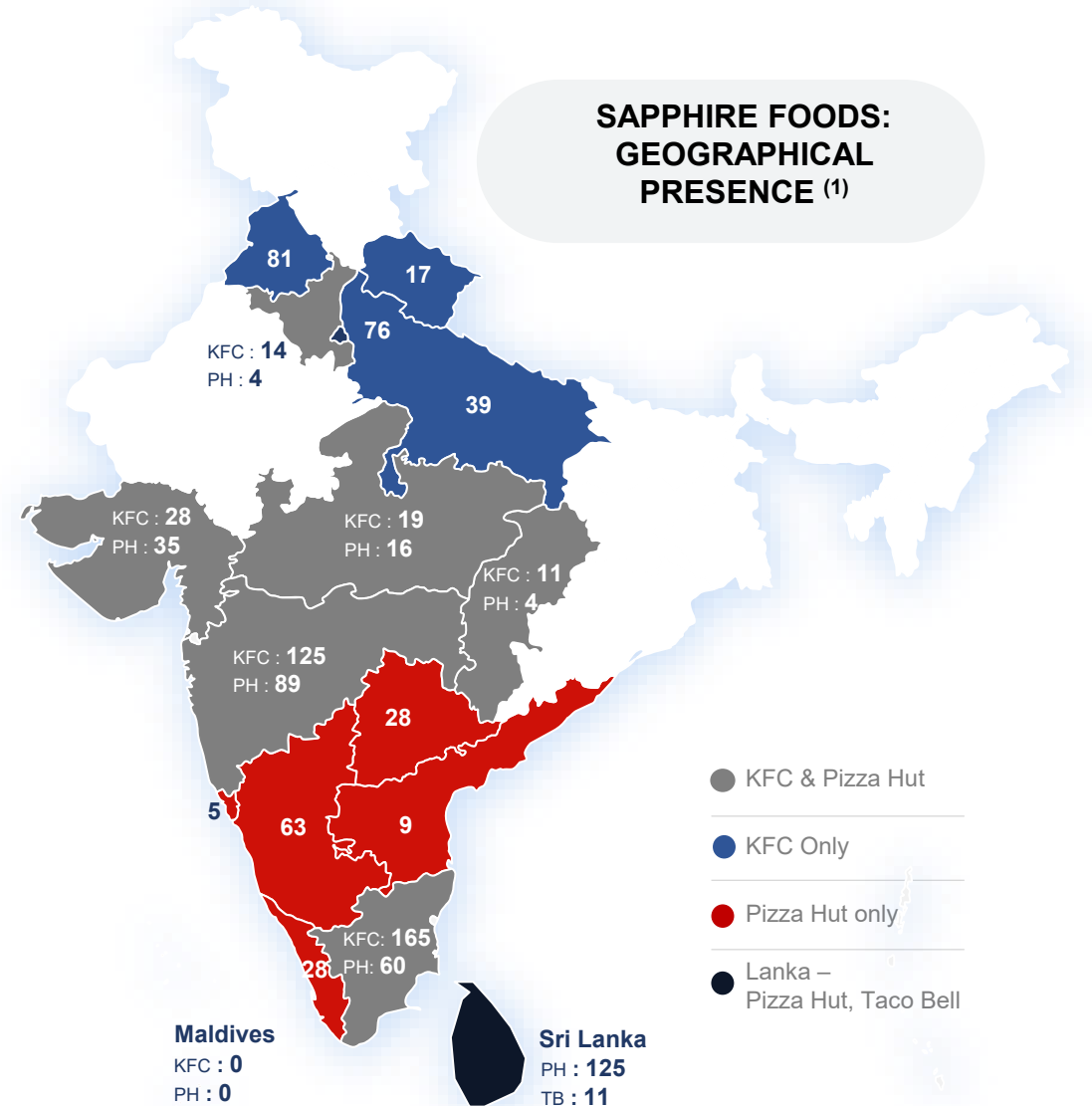


~ KFC and Pizza Hut Brands Operate in States that cover 56% of GDP ⁽²⁾

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⁾

33 Cities where 472 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 26 all the 4 restaurants are closed.

⁽²⁾ GDP contribution of states In FY19 where Pizza Hut and KFC restaurants are located; ⁽³⁾ In FY20

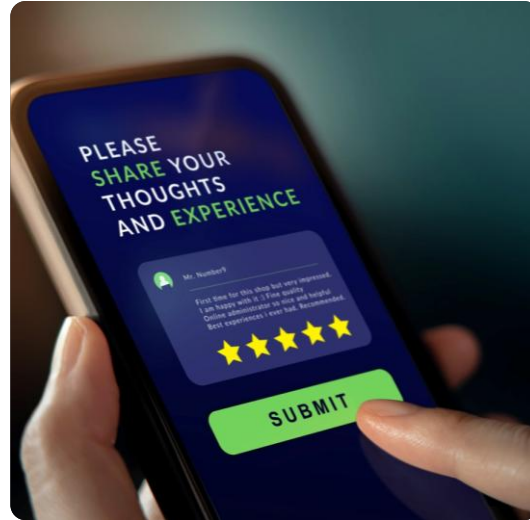
The Sapphire Story



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.

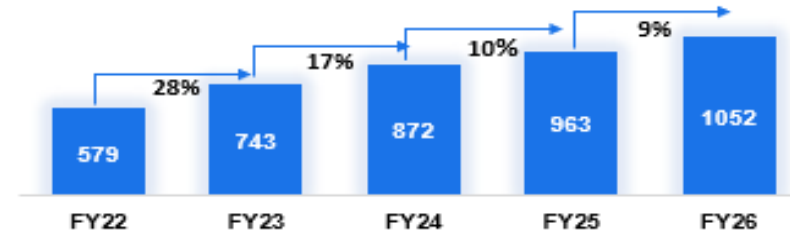
Financial Overview



Sapphire Foods: 4-Year Scorecard




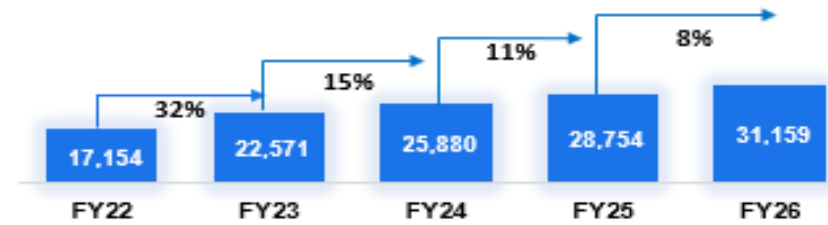
 No. of Restaurants




4-Year CAGR

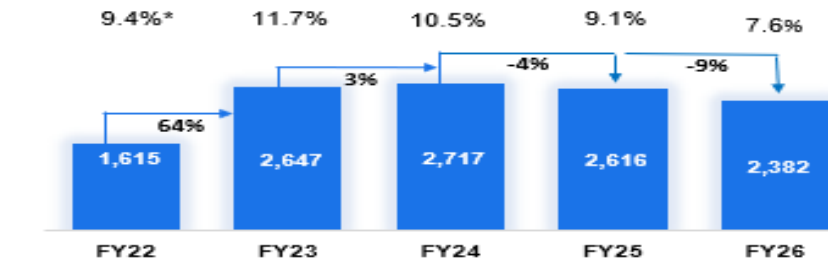
16%

 Restaurant Sales ₹ Mn



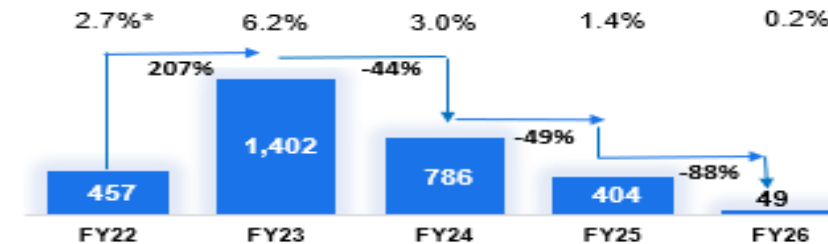
16%

 Adj. EBITDA ₹ Mn / %



10%

 Adj. PAT ₹ Mn# / %



-43%

Adj. EBITDA is before is before Ind-AS 116 adjustments

Summary Consolidated Financials Q4 FY26

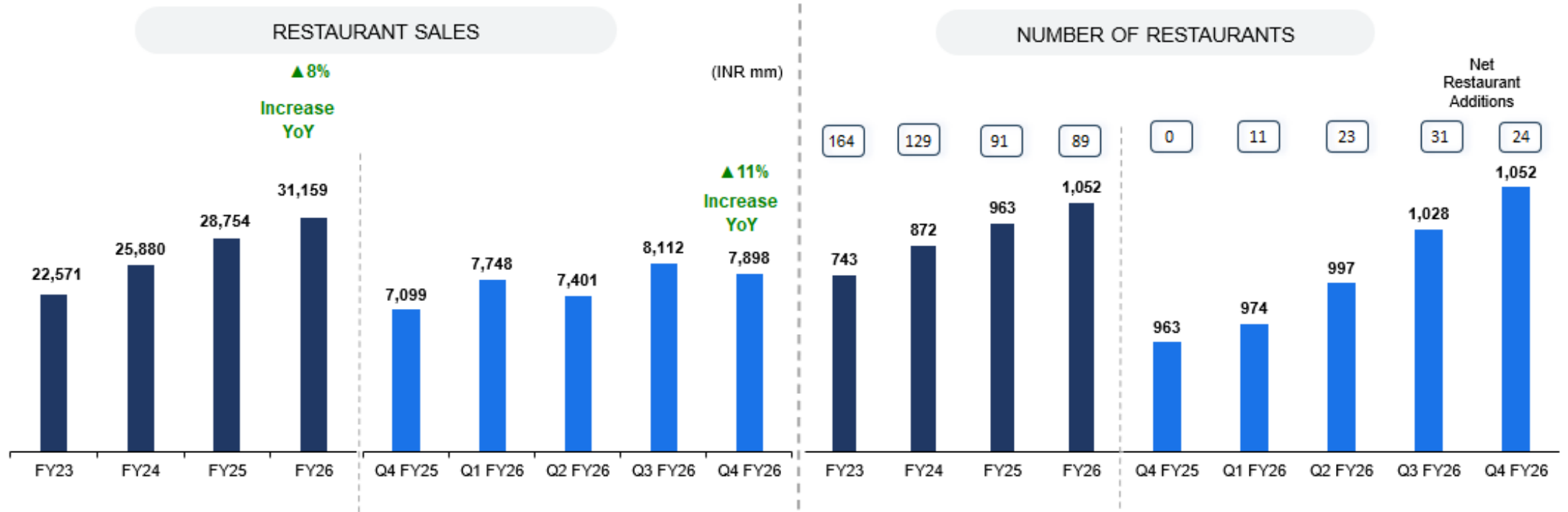


Particulars	Q4 FY26	Q4FY25	▲/▼ YoY	FY26	FY25	▲/▼ YoY
Restaurant Sales Mn	7,898	7,099	▲ 11%	31,159	28,754	▲ 8%
Adj. EBITDA ₹ Mn	610	508	▲ 20%	2,382	2,616	▼ 9%
%	7.7%	7.2%	▲ 50 bps	7.6%	9.1%	▼ 150 bps
EBITDA Mn	1,249	1,133	▲ 10%	4,804	4,925	▼ 2%
%	15.8%	16.0%	▼ 20 bps	15.4%	17.1%	▼ 170 bps
Adj. PBT Mn after exceptional items*	83	63	▲ 32%	361	699	▼ 48%
%	1.1%	0.9%	▲ 20 bps	1.2%	2.4%	▼ 120 bps
PBT Mn after exceptional items*	-27	45	▼ 160%	-133	384	▼ 135%
%	-0.3%	0.6%	▼ 90 bps	-0.4%	1.3%	▼ 170 bps
Restaurant Additions(Net)	24	0		89	91	

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

*Adj. PBT & PBT of Q4 FY26, FY26, Q4 FY25 and FY25 are before the exceptional items of ₹128 Mn, ₹ 240 Mn, ₹39 Mn and ₹153 Mn respectively

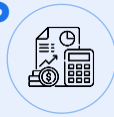
Operational & Financial Overview



Profitability Overview



KEY INITIATIVES



Zero-based cost budgeting leading to permanent cost reduction



PACE SETTER program for benchmarking cost amongst restaurants



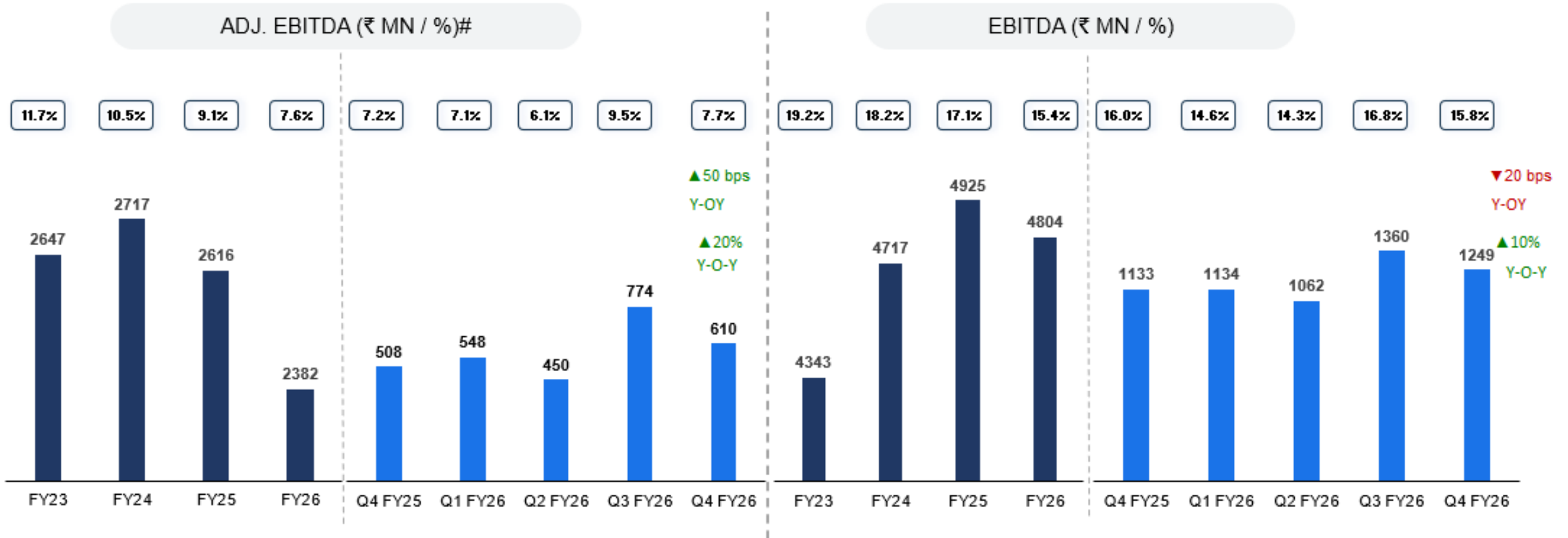
Optimization of restaurant size



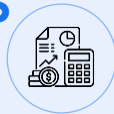
Increase in revenue from Delivery from 21% in FY19 to 44% in Q4FY26

Restaurant EBITDA is before Ind-AS 116 adjustments

Profitability Overview



KEY INITIATIVES



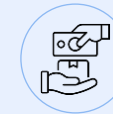
Zero-based cost budgeting leading to permanent cost reduction



PACE SETTER program for benchmarking cost amongst restaurants



Optimization of restaurant size



Increase in revenue from Delivery from 21% in FY19 to 44% in Q4FY26

Restaurant EBITDA is before Ind-AS 116 adjustments

Brand Wise Performance





2-pronged approach to drive customer recruitment

- Consumer recruitment advertising with strong value
- ₹99/- Krisper Chicken Burger Meal in *evolving* chicken market of N/W
 - Disruptive abundant value in more developed markets of South



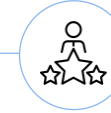
Craveable taste innovations to drive customer frequency

- Launch of global “Saucy” concept in Dunked in Jan’26
- Launch of “KFC Shawowrma” innovation



Value

- ₹99/- Krisper Chicken Burger Meal in N/W
- Hot & Crispy BOGO on select days in South



Frictionless Customer Experience

- Digital Kiosks rolled across 73% estate
- Own Delivery continues to deliver healthy growth



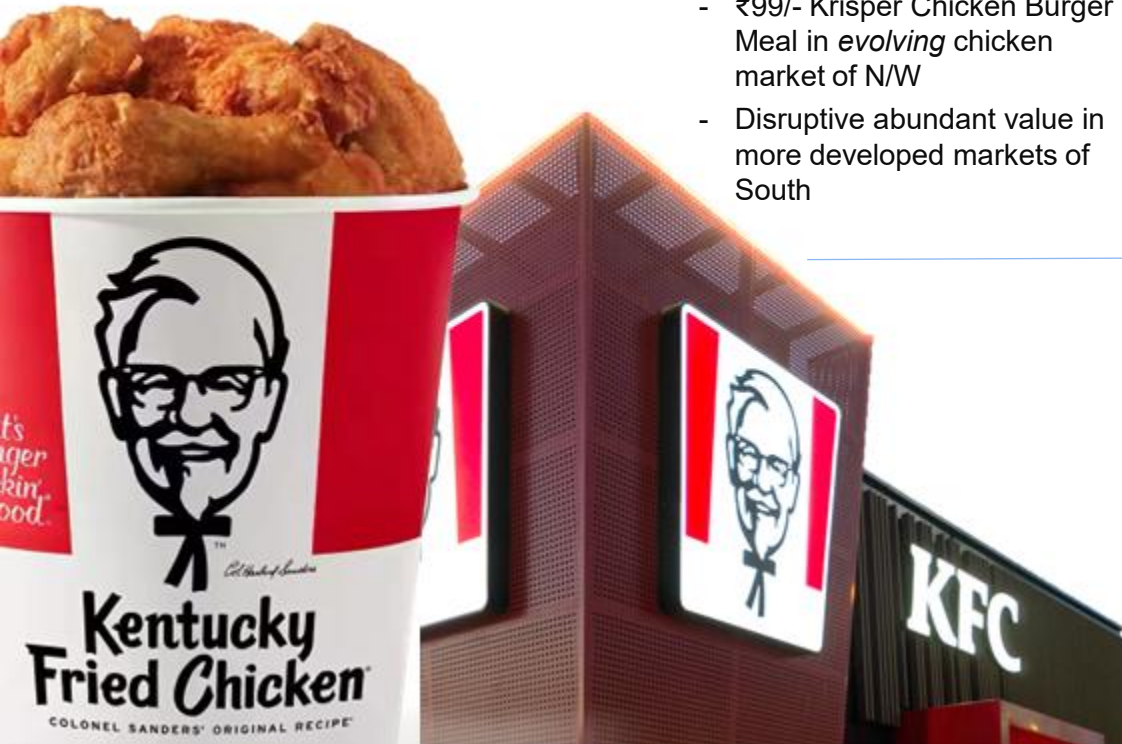
Improve Accessibility

- 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 Mar 31, 2025 /For FY26
 Total Restaurant Count	341	429	502	575
 Average Daily Sales per Restaurant (INR'000s)	135	125	114	110
 Restaurant Related Revenue (in INR mm)	14,529	17,157	19,039	21,136 11%▲ Y-O-Y
 Restaurant EBITDA (in %)	19.4%	19.7%	17.3%	16.3% 100▼ bps Y-O-Y

Net restaurant additions of 73 in FY26

Pizza Hut Brand Priorities



Taste Superiority through Pizza & sides innovation

Actions:

- New Crafted Flatzz launched in Jan'26
- Baked chicken wing



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 Dine In offers
 - 4 course meal at ₹99/-
 - Unlimited Pizza Friday
 - Buy 1 Get 3



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

Actions:

- No expansion in CY25



Mass media advertising to drive consumer awareness & consideration





Actions:

- Tamil Nadu delivered double digit delta performance w.r.t. SSSG% & Rest. EBITDA% for the year with a strong dine in performance



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 Mar 31, 2025 /For FY26
 Total Restaurant Count	286	319	334	341
 Average Daily Sales per Restaurant (INR'000s)	58	46	46	41
 Restaurant Related Revenue (in INR mm)	5,214	5,185	5,450	5,065 7% ▼ Y-O-Y
 Restaurant EBITDA (in %)	13.3%	4.9%	2.4%	-3.3% 570 ▼ bps Y-O-Y

Net restaurant additions of 7 in FY26

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 Mar 31, 2025 /For FY26
 Total Restaurant Count	116	124	127	136
 Average Daily Sales per Restaurant (INR'000s)	72	79	95	108
 Restaurant Related Revenue (in INR mm)	2,716	3,397	4,228	5,008 Y-O-Y 18% (INR)▲ 16% (LKR)▲
 Restaurant EBITDA (in %)	14.8%	13.7%	15.4%	14.9% Y-O-Y 50 bps▼

Net restaurant additions of 9 in FY26

Unit Economics



KFC



PIZZA HUT



Avg Size of Restaurant
(in Sq. ft.)

As of 31-Mar-19

2,736

Current

~ 1,500

▼ Reduction in Avg
Restaurant size ~45%

As of 31-Mar-19

2,427

Current

~ 1,200

▼ Reduction in Avg
Restaurant size ~45%



Average Daily Sales per
Restaurant (in ₹'000)

FY19

125

FY24

125

FY26

110

FY19

61

FY24

46

FY26

41



Restaurant
EBITDA %

FY19

12.7%

FY24

19.4%

FY25

16.3%

FY19

7.5%

FY24

4.9%

FY26

-3.3%

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

Sapphire Recognized As Exceptional Workplace



- Sapphire Foods India Recognised as Gallup Exceptional Workplace
- One of the only 4 Indian organisations to be recognised
- The only Indian QSR organisation to be recognised from the country
- 6th consecutive year of being a top-quartile workplace globally

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 Adishesan
Chief People
Officer



Ashu Khanna
Head Supply
Chain



Niraj Patil
Head Legal and
Liaison

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
Non-Executive
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

Source: Company data

Shareholding Pattern



Shareholding Pattern (As on 31 st Mar 2026)	% Holding
Promoters & Promoter Group	26.1
Foreign Portfolio Investors / Non-Resident Indians	29.2
Domestic – Mutual Funds Insurance Companies	34.8
AIF, Resident Individuals & Others	9.9
Total	100.0



SapphireFoods

Thank You

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