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E-mail : devyani@dil-rjcorp.com • Website : www.dil-rjcorp.com;  
CIN: L15135DL1991PLC046758

May 02, 2022

To,

<b>National Stock Exchange of India Ltd.</b> Exchange Plaza, Block G, C/1, Bandra Kurla Complex, Bandra (E), Mumbai – 400 051 Email: <a href="mailto:cmlist@nse.co.in">cmlist@nse.co.in</a> <b>Symbol: DEVYANI</b>	<b>BSE Limited</b> Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001 Email: <a href="mailto:corp.relations@bseindia.com">corp.relations@bseindia.com</a> <b>Security Code: 543330</b>
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**Sub: Regulation 30: Presentation on Audited Financial Results of the Company for the Financial Year ended March 31, 2022**

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached herewith a copy of the Presentation on Audited Financial Results of the Company for the Financial Year ended March 31, 2022.

The same is also being uploaded on website of the Company at [www.dil-rjcorp.com](http://www.dil-rjcorp.com).

You are requested to take the above on record.

Yours faithfully,  
**For Devyani International Limited**



**Varun Kumar Prabhakar**  
**Company Secretary & Compliance Officer**

*Encl: As above*



# DEVYANI

INTERNATIONAL LIMITED



## Q4 & FY 22 Results Presentation



# Disclaimer

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We use a variety of financial and operational performance indicators to measure and analyze our financial performance and financial condition from period to period and to manage our business. Further, financial or performance indicators used here, have limitations as analytical tools, and should not be considered in isolation from, or as a substitute for, analysis of our historical financial performance, as reported and presented in our financial statements. Further, past performance is not necessarily indicative of future results.

This presentation has been prepared by the Company. This document is a summary only and does not purport to contain all of the information that may be required to evaluate any potential transaction and any recipient hereof should conduct its own independent analysis of the Company and their businesses, including the consulting of independent legal, business, tax and financial advisers. The information in this presentation has not been independently verified and has not been and will not be reviewed or approved by any statutory or regulatory authority or stock exchange in India. No representation, warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information and opinions in this presentation. Further, nothing in this document should be construed as constituting legal, business, tax or financial advice.



**Commenting on the performance for FY 2022 Mr. Ravi Jaipuria, Chairman, Devyani International Limited said,**

*“We ended the fiscal year on an encouraging note, registering healthy top-line performance, improved profitability, and enhanced store additions. In Q4 we maintained the pace of our store growth opening 54 net new stores taking the total system store count to 938. With this In FY 22 we have opened 246 net new stores. In fact FY 21-22 has been a record year performance for DIL from the point of view of Store Openings, Revenues and Profitability.*

*The strength of our brands and strong store expansion led our top-line higher by 84% YoY to Rs. 20,840 million. On the profitability front, EBITDA (Post INDAS) increased to 4,761 million, more than 2x on a Y-o-Y basis, translating to margins at 23%. DIL undertook calibrated price increases to mitigate the inflationary input pressures on its core brands. We plan to undertake judicious price hikes across our portfolio to efficiently absorb some of the cost pressures.*

*We are pleased to share that we have launched several new products and innovative campaigns within our core brands during the quarter. KFC launched the 'KFC Bucket Canvas' campaign and released a unique product, the KFC Biryani Bucket. Pizza hut came out with their original San Francisco Thin crust pizza. All these new launches have reported good consumer acceptance and we look forward to upscaling this in the coming months. Costa Coffee, too, is set to launch a whole new range of drinks & refreshers for this summer season.*

*Looking ahead, DIL has all the elements in place to capitalize on the fast-growing Indian QSR industry. Our comprehensive brand portfolio, improving market reach, solid financial discipline, and operational excellence, continue to hold us in good stead. Overall, we are on course to achieve our growth objectives and are confident of creating long-term sustainable value for all our stakeholders.”*

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# Q4 FY22 Financial Highlights

## Sequential improvement across performance metrics

- Net New Units at 54 in Q4; total NNUs 246 for FY 22
- Q4 Revenue from operations grew YoY by 36%.
- Robust profitability: YoY Brand Contribution improved 50bps to reach 21.2%; Pre-IndAS EBITDA expanded by 80bps.

## Q4 Revenue from operations reached Rs. 5,908 million

- Core Brands display resilient performance despite Omicron.
  - India - KFC & Pizza Hut revenues up by ~40%.
  - Stable Margins; KFC Brand Contribution stood at 21.8% and Pizza Hut at 17.5%.

## Consolidated EBITDA (Pre INDAS) increased by 44% YoY to Rs. 978 million from Rs. 678 million

- Post INDAS consolidated EBITDA margins at 24.3%

- **Record Year Performance:**
  - Highest ever NNUs - **246** in FY 2022; Total store count at **938**.
  - Surpassed Rs. **2,000 Crore** revenue from operations despite Covid impact
  - Highest ever profitability; PAT at Rs. **1,551 million** vs loss of Rs. 813 million in FY 21 .
  - **KFC** for DIL is now a Rs. **1,000+ crore** brand.
  - **Pizza Hut** surpassed **Rs. 500 crore** turnover.
  - **Net Debt free** on external debt basis.
- Consolidated EBITDA (Pre INDAS) **3x** at Rs. **2,995 million** from Rs. 919 million
- Expansion through internal accruals. **Near 100% EBITDA conversion.**
- Successful **Initial Public Offering** and Listing in August 2021

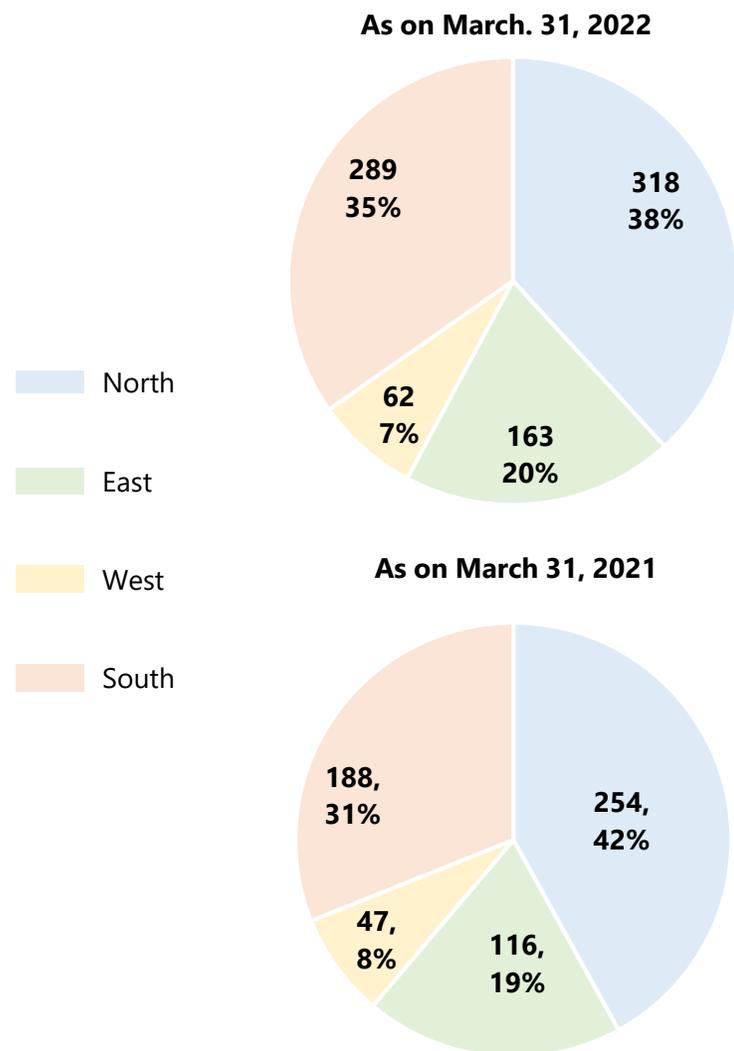
# New Store Openings

Brand	NET NEW UNITS (NNU)					Stores as at 31 Mar 21	Stores as at 31 March 22
	Q1 FY22	Q2 FY22	Q3 FY22	Q4 FY22	FY 22		
KFC 	20	25	30	25	100	264	364
PH 	20	34	40	22	116	297	413
Costa 	-	1	5	5	11	44	55
Others	1	3	4	2	10	50	60
<b>Total India</b>	<b>41</b>	<b>63</b>	<b>79</b>	<b>54</b>	<b>237</b>	<b>655</b>	<b>892</b>
Nigeria 	1	2	1	0	4	24	28
Nepal  	1	3	1	0	5	13	18
<b>Total DIL</b>	<b>43</b>	<b>68</b>	<b>81</b>	<b>54</b>	<b>246</b>	<b>692</b>	<b>938</b>

**Core Brands – 876 stores as at 31<sup>st</sup> Mar'22**

# Store Expansion – Cluster Focus

Core Brands Stores; India – Regional split



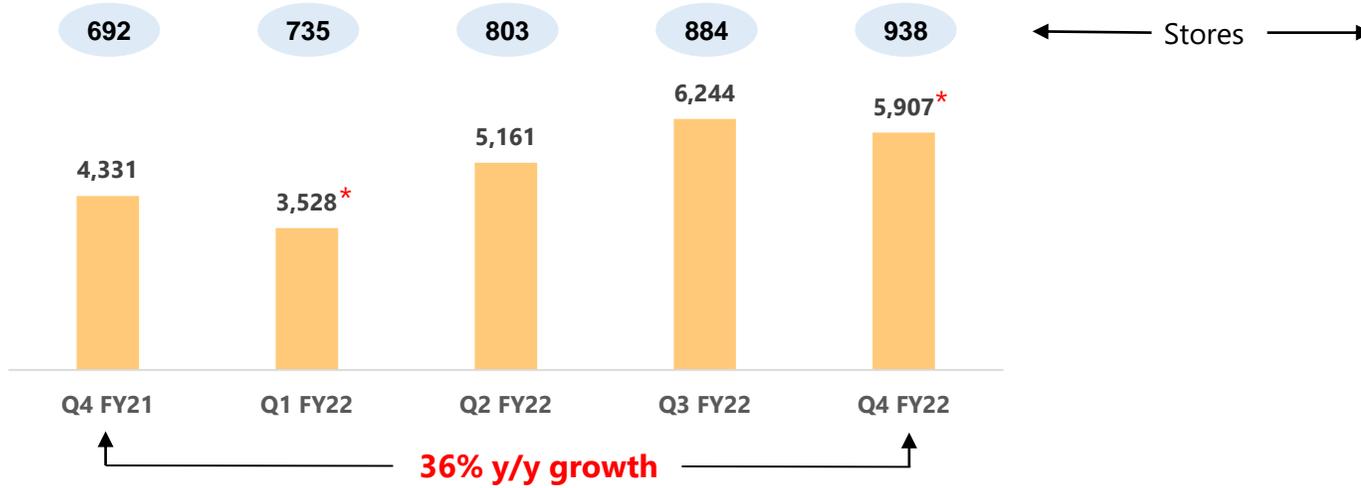
Core Brands Stores	Mar. 31, 2021	Dec. 31, 2021	Mar. 31, 2022
NCR	135	148	153
Bengaluru	80	100	106
Kolkata	42	52	52
Hyderabad	32	53	60
Other Metro cities	27	33	36
<b>Total Metros</b>	<b>316</b>	<b>386</b>	<b>407</b>
<b>Total Non Metros</b>	<b>289</b>	<b>394</b>	<b>425</b>
% In Metros	52%	49%	49%
% In Non Metros	48%	51%	51%
<b>Total Cities</b>	<b>155</b>	<b>196</b>	<b>204</b>

Metro cities are:- Delhi NCR, Mumbai, Kolkata, Bangalore, Chennai , Hyderabad, Ahmadabad, Pune.

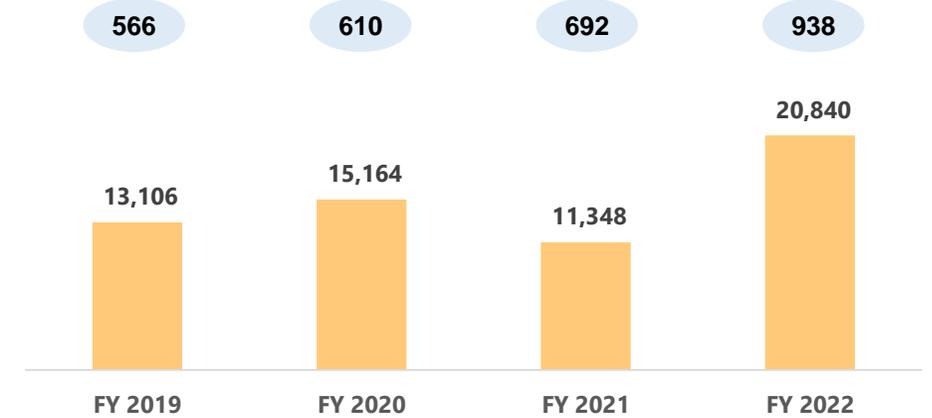
# Business Performance – DIL Consolidated



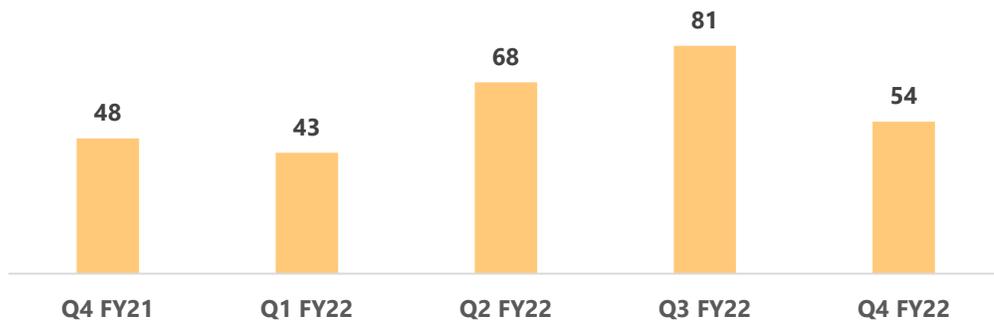
## Revenue from Operations - Quarterly



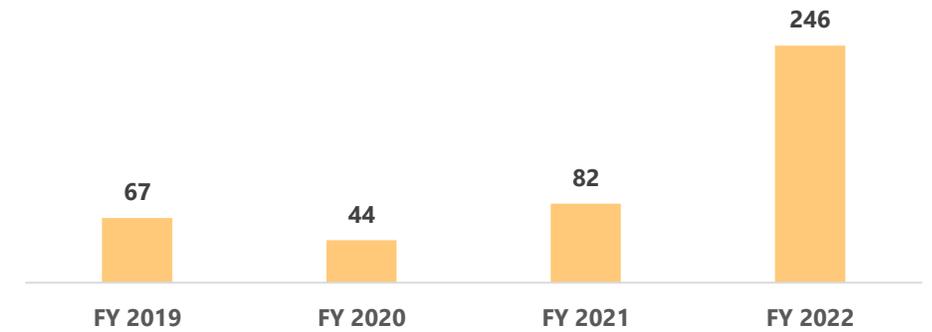
## Revenue from Operations - Annual



## Net New Units - Quarterly



## Net New Units - Annual



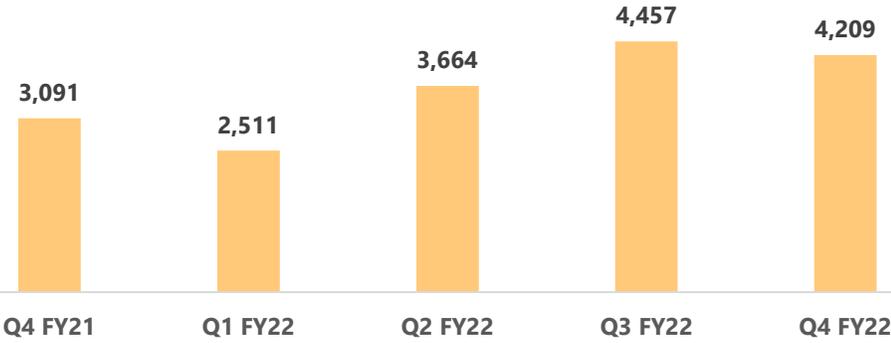
\* Covid impacted quarter

# Financial Performance – DIL Consolidated



## Gross Margin - Quarterly

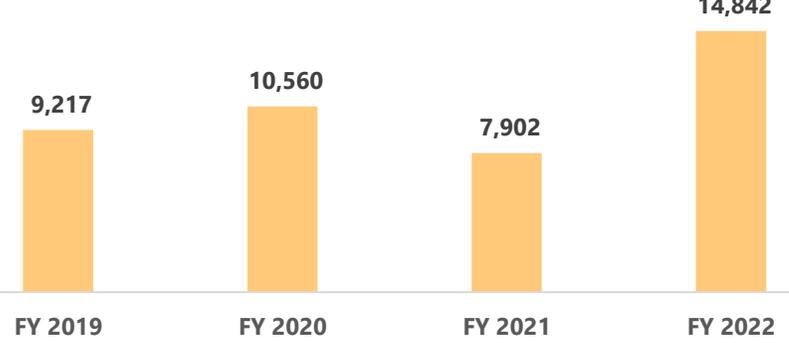
71.4%    71.2%    71.0%    71.4%    71.3%



36% y/y growth

## Gross Margin - Annual

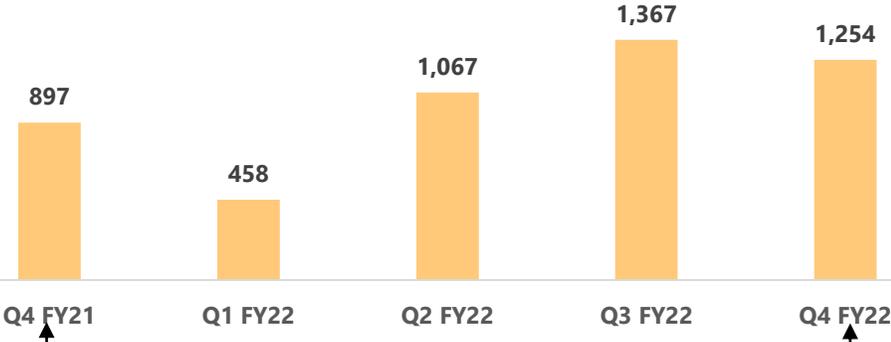
70.3%    69.6%    69.6%    71.2%



← GM % →

## Brand Contribution - Quarterly

20.7%    13.0%\*    20.6%    21.9%    21.2%\*

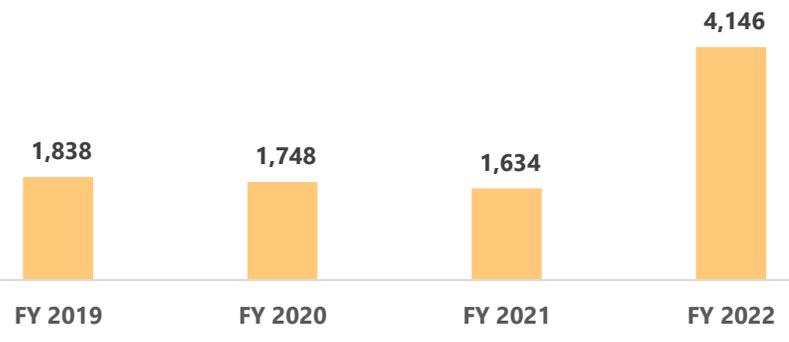


40% y/y growth

\* Covid impacted quarter

## Brand Contribution - Annual

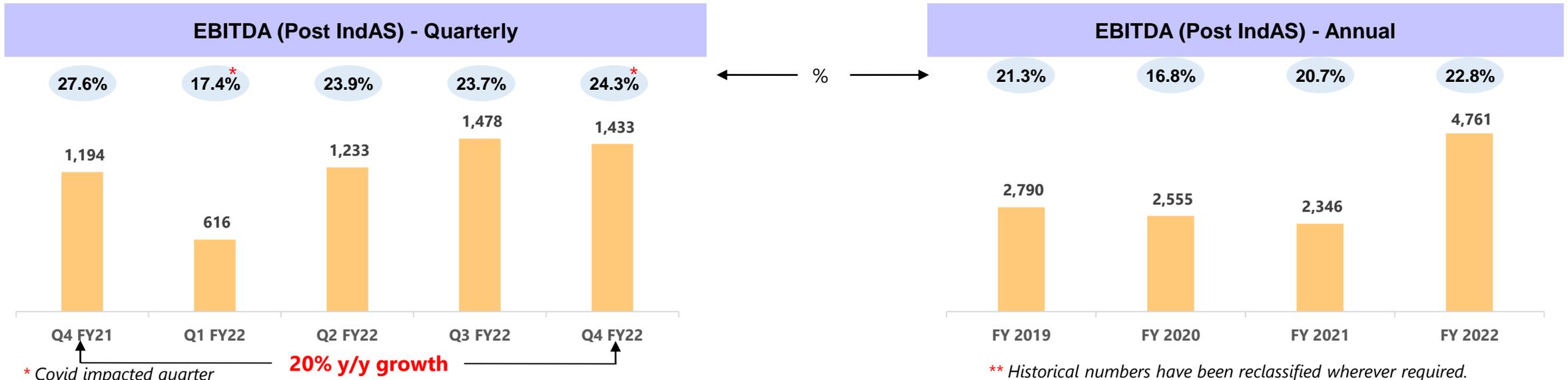
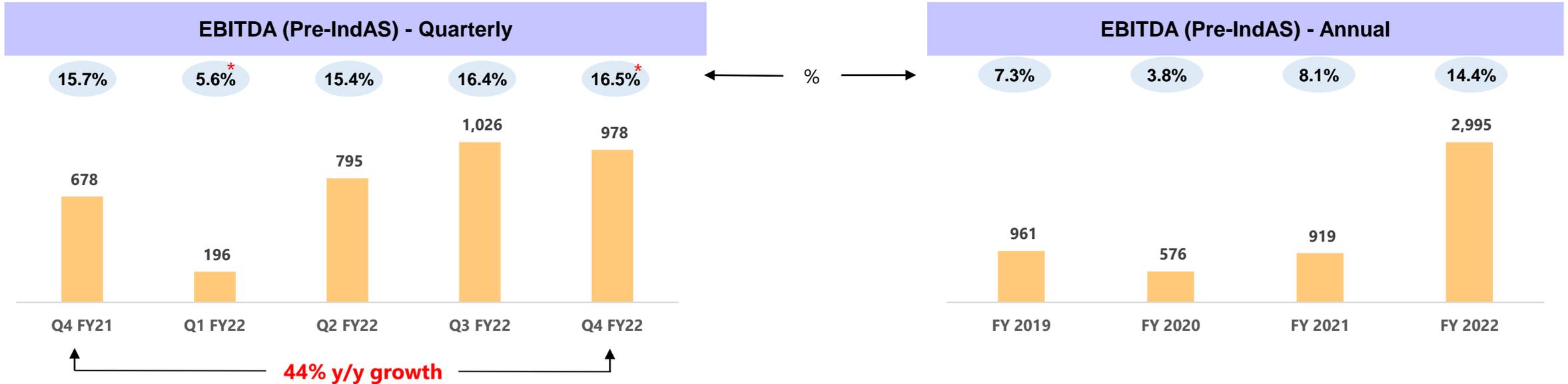
14.0%    11.5%    14.4%    19.9%



← % →

\*\* Historical numbers have been regrouped & reclassified wherever required.

# Financial Performance – DIL Consolidated

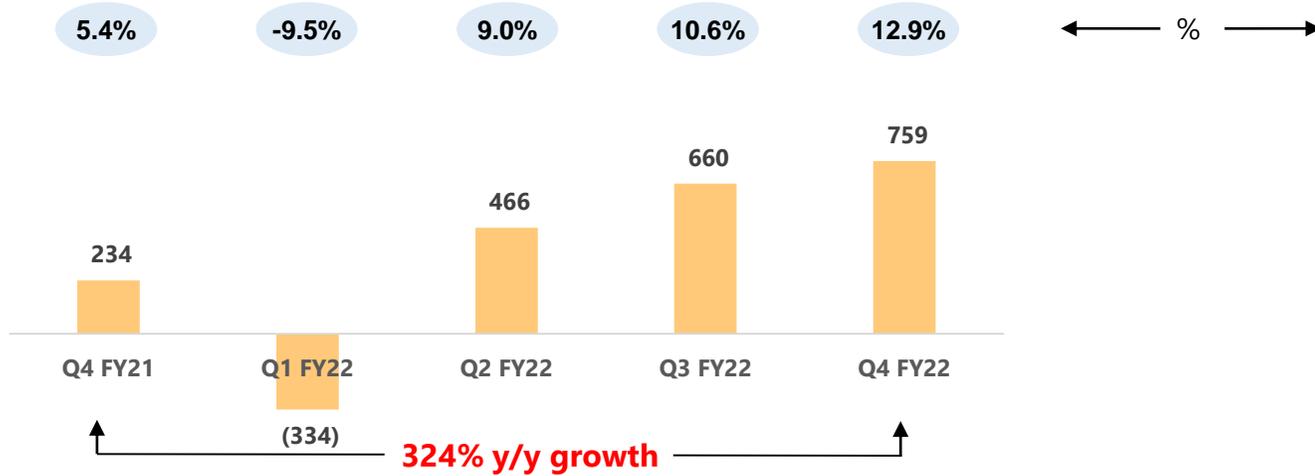


\*\* Historical numbers have been reclassified wherever required.

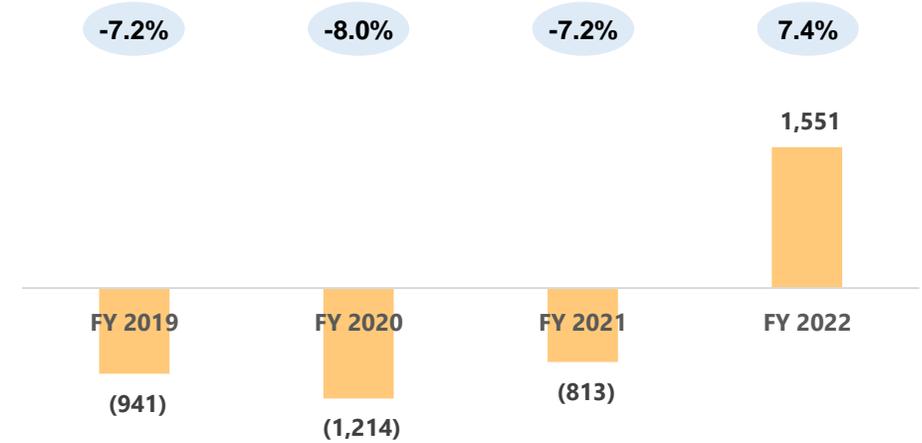
# Financial Performance – DIL Consolidated



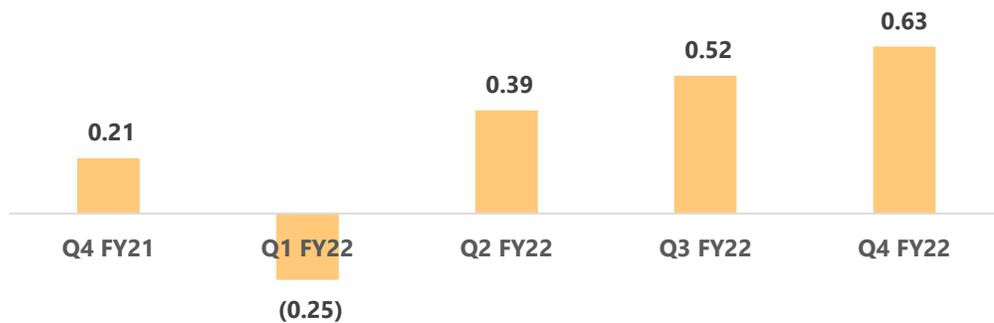
## Profit after Tax\*\* - Quarterly



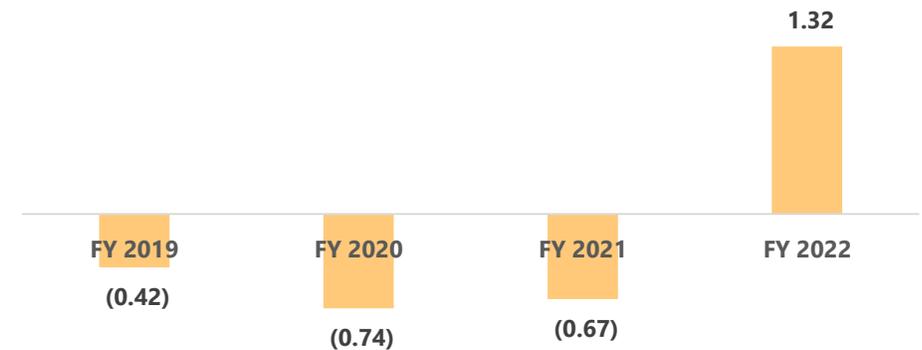
## Profit after Tax\*\* - Annual



## Diluted EPS – Quarterly



## Diluted EPS – Annual



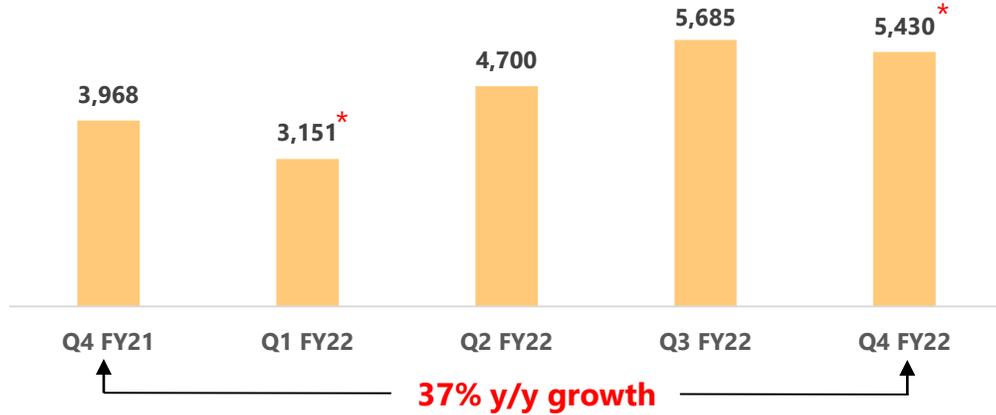
# Performance Trend – DIL India



## Revenue from Operations

# Stores

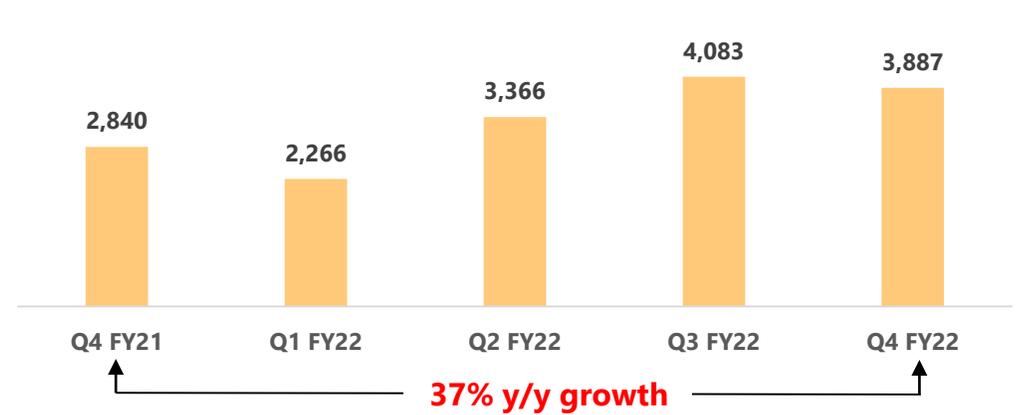
655      696      759      838      892



## Gross Profit

%

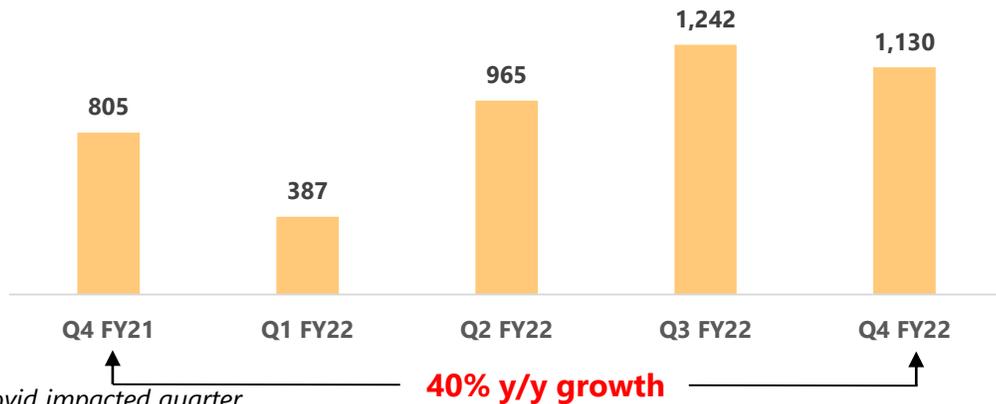
72.0%      71.9%      71.6%      71.8%      71.6%



## Brand Contribution

%

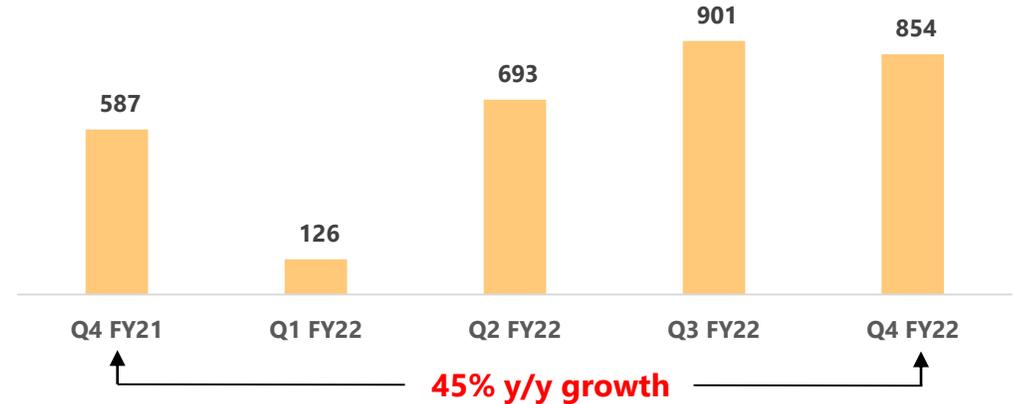
20.4%      12.3%\*      20.5%      21.9%      20.8%\*



## EBITDA (Pre-IndAS 116)

%

14.8%      4.0%\*      14.7%      15.9%      15.7%\*



\* Covid impacted quarter

# Core Brands – KFC



**BUCKET  
CANVAS**

# UNLEASHING INDIA'S CREATIVITY



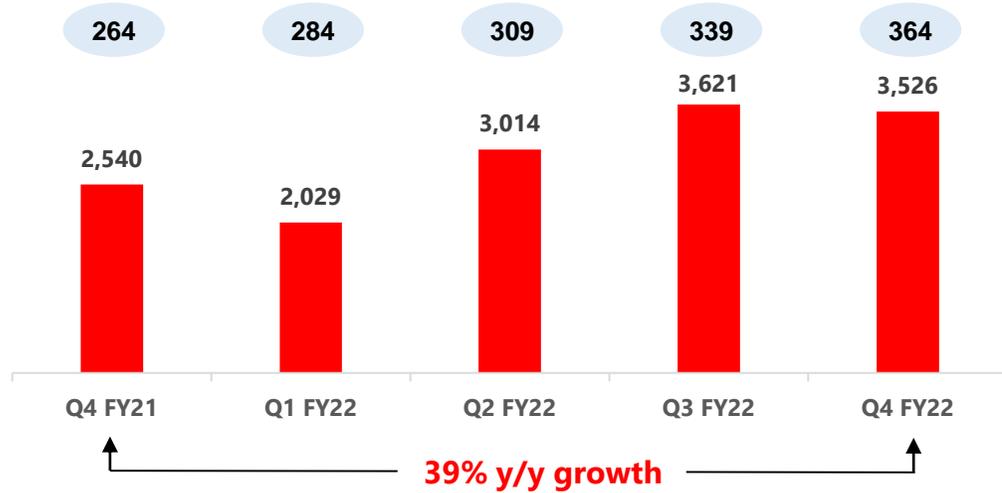
# Q4 Net New Stores - 25



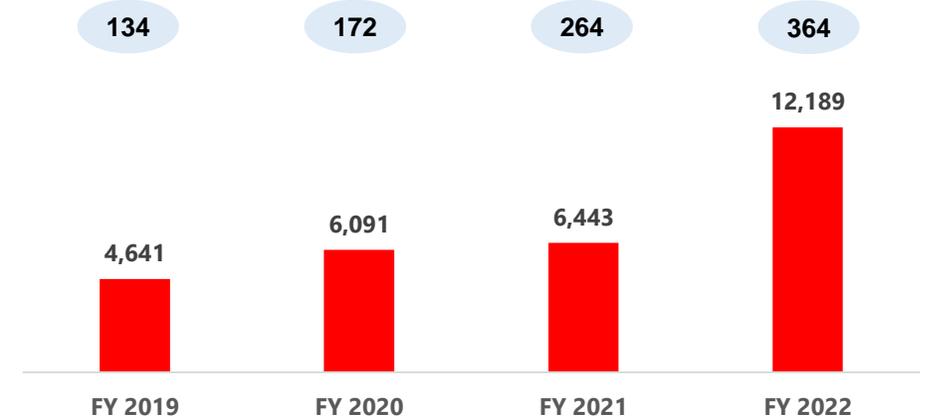
# Business Performance – KFC



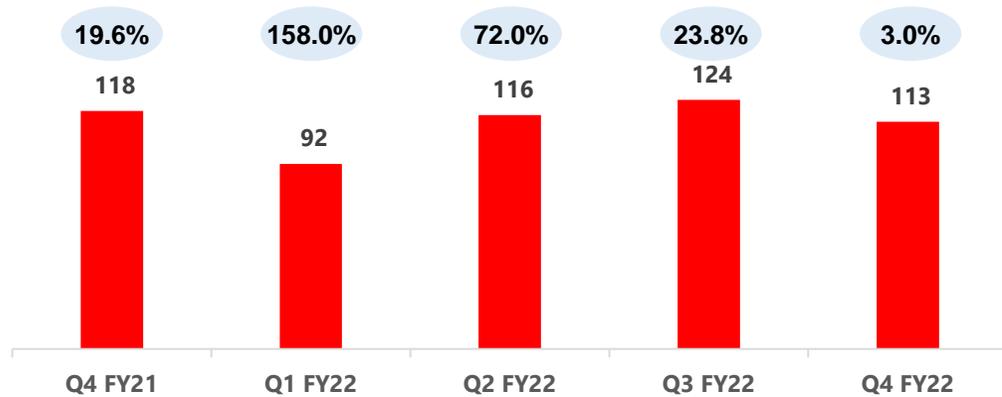
Revenue from Operations - Quarterly



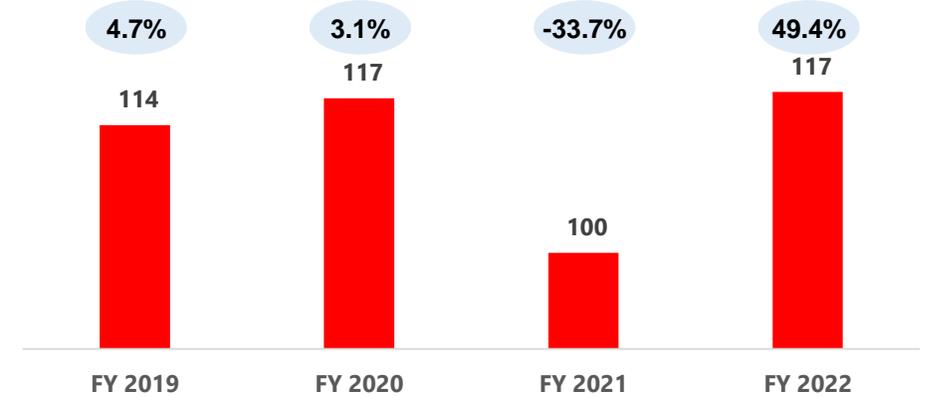
Revenue from Operations - Annual



ADS - Quarterly



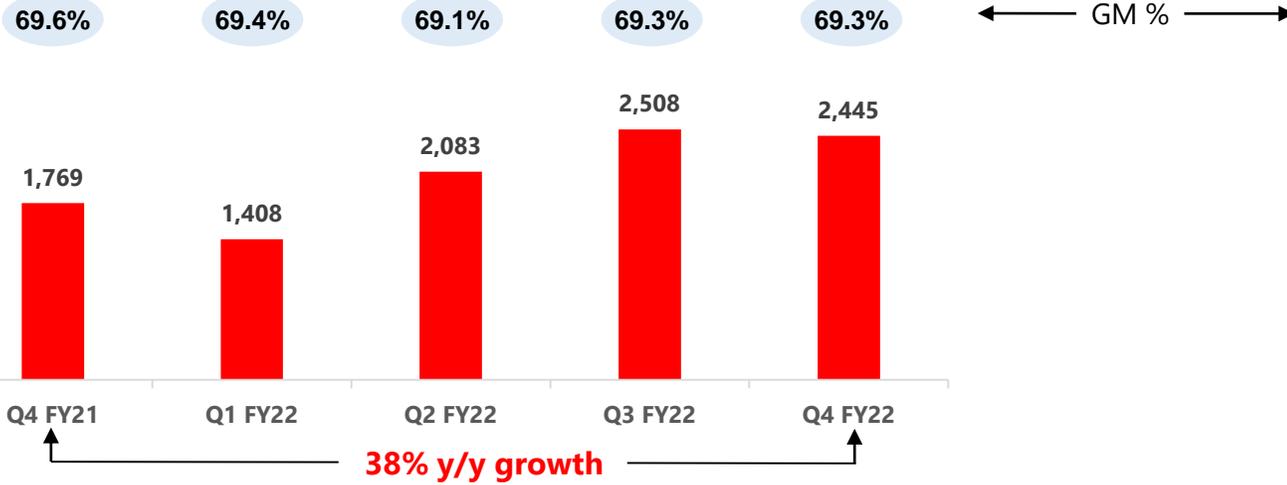
ADS - Annual



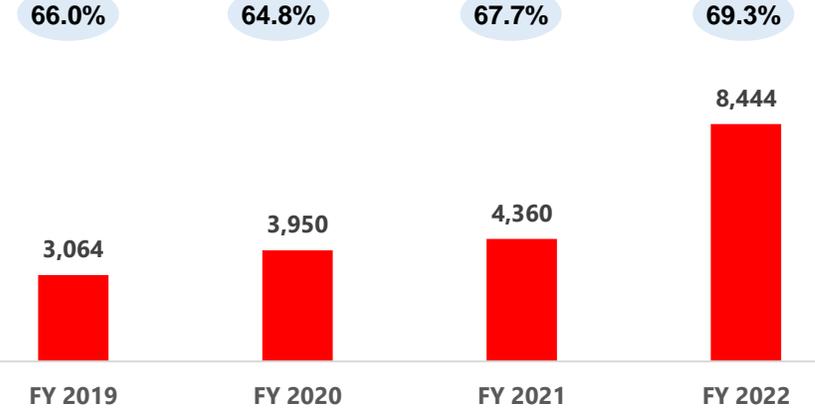
# Financial Performance – KFC



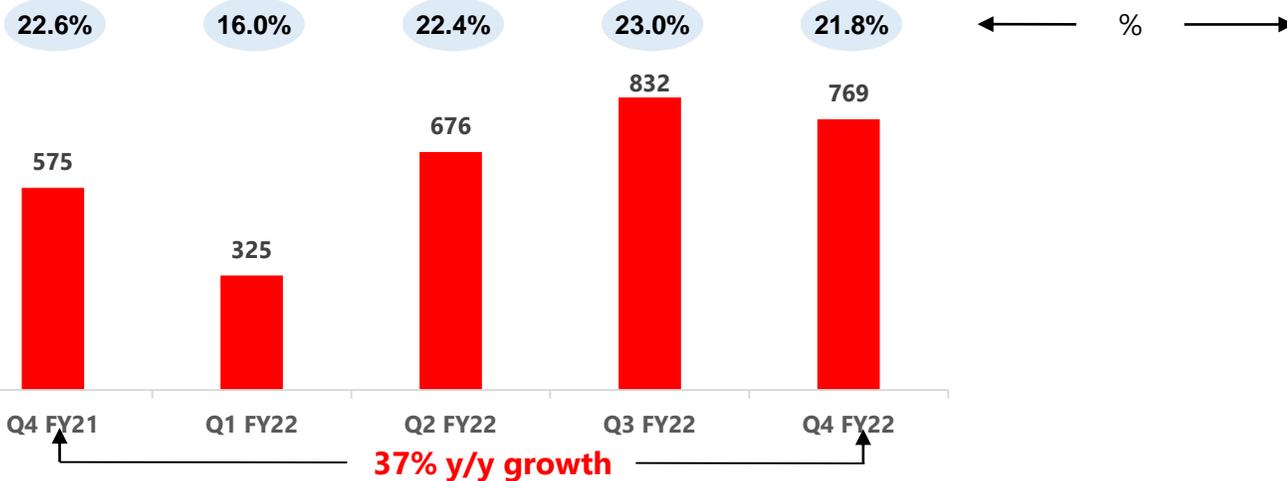
## Gross Profit - Quarterly



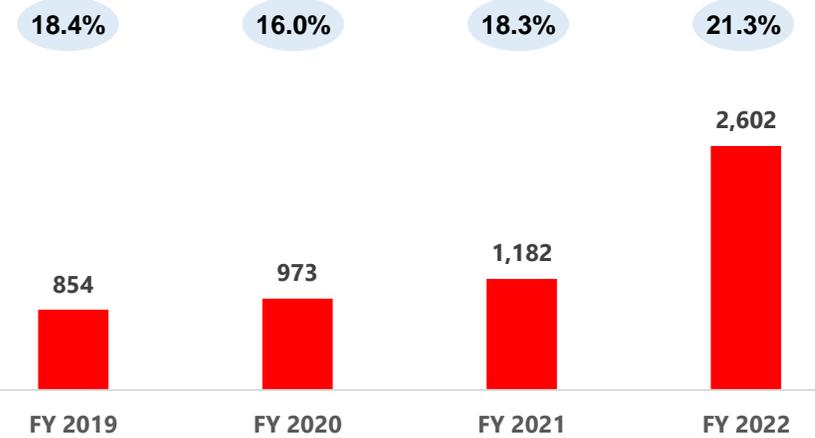
## Gross Profit - Annual



## Brand Contribution - Quarterly



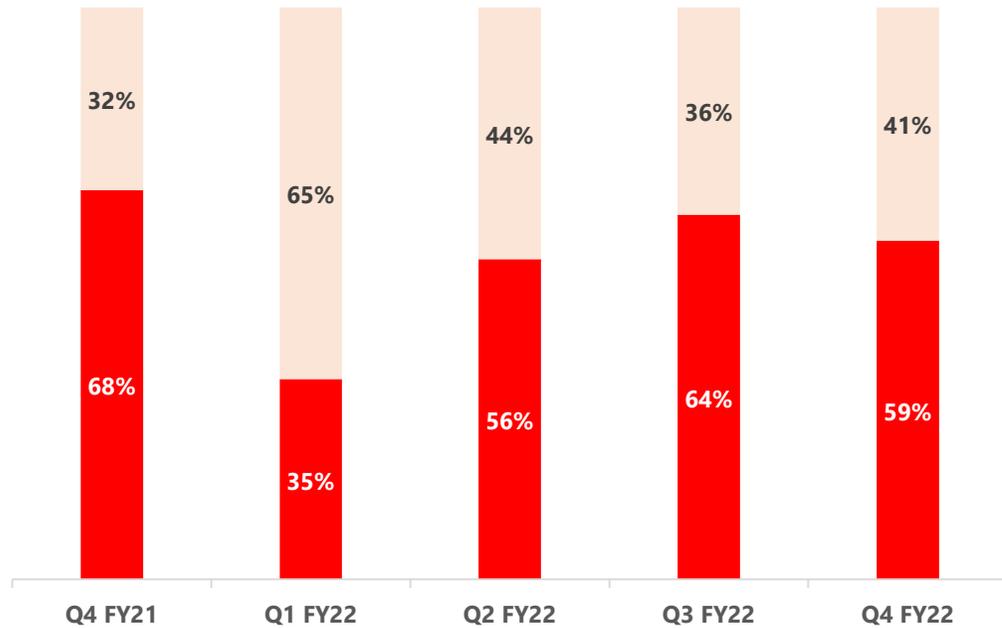
## Brand Contribution - Annual



# Channel wise Sales Mix - KFC

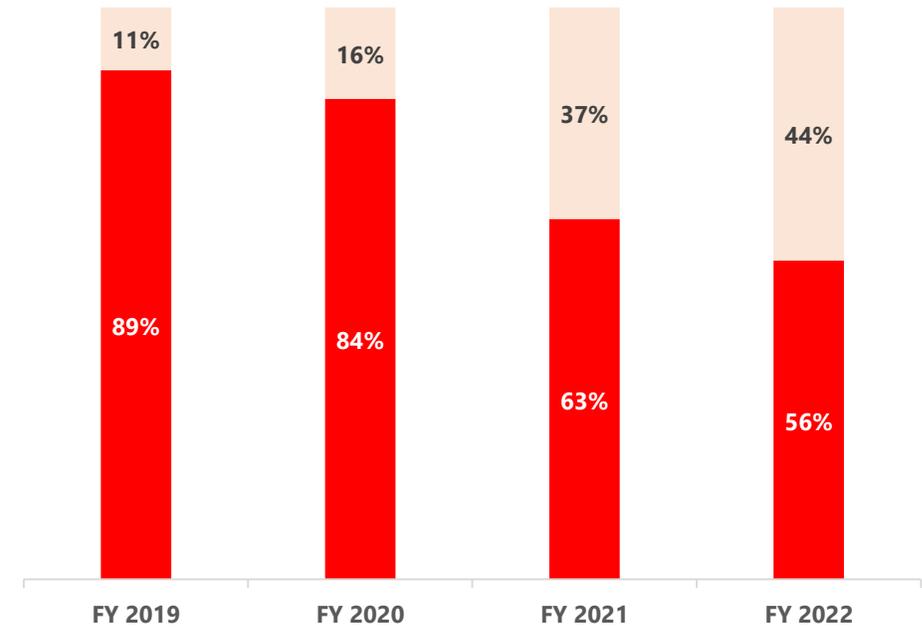


KFC Sales Mix - Quarterly



Off-Premise  
 On-Premise

KFC Sales Mix - Annual



*On-Premise = Dine-in, Eat-in or Takeaway*  
*Off-Premise = Delivered (either Own or Aggregator)*

# Biryani Bucket Launch



**BIRYANI LOVERZ**  
**AB WAIT HAI OVERZ**

**TRY NOW**

**WALK-IN/ORDER NOW**

**KFC's 5X SAFETY** YOUR FAVOURITE CHICKEN SERVED COMPLETELY SAFE **100% VACCINATED**

\*Refers to the first dose of vaccination received by all current employees and does not necessarily include both the doses of vaccination against Covid-19, as on 31st Jan 2022. All product images are for illustration purposes only, actual product may vary.



CONTAIN ADDED MONOSODIUM GLUTAMATE NOT RECOMMENDED FOR PREGNANT WOMEN. ONLINE.KFC.CO.IN/TERMS-AND-CONDITIONS

© 2022 KFC. ALL RIGHTS RESERVED. KFC IS A REGISTERED TRADEMARK OF KFC. KFC'S 5X SAFETY IS A REGISTERED TRADEMARK OF KFC. 100% VACCINATED IS A REGISTERED TRADEMARK OF KFC.



**Core Brands – Pizza Hut**

# Q4 Net New Stores - 22



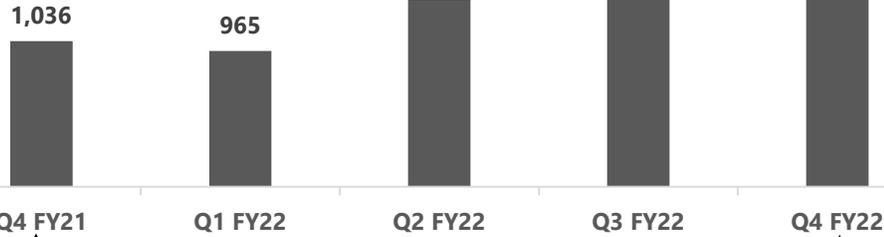
# Business Performance – PH



## Revenue from Operations - Quarterly

297      317      351      391      413

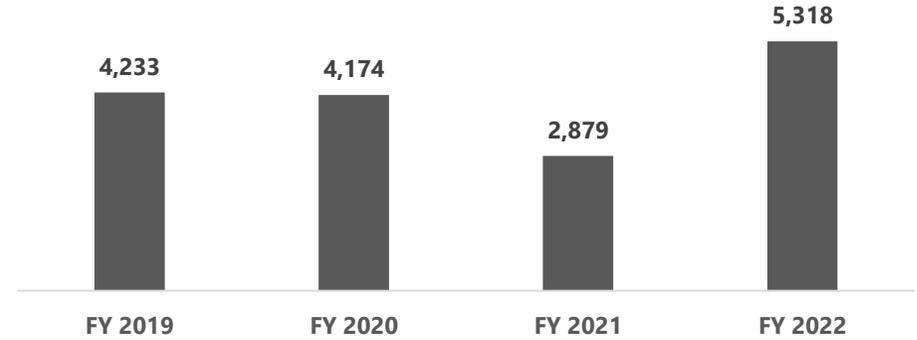
← Stores →



41% y/y growth

## Revenue from Operations - Annual

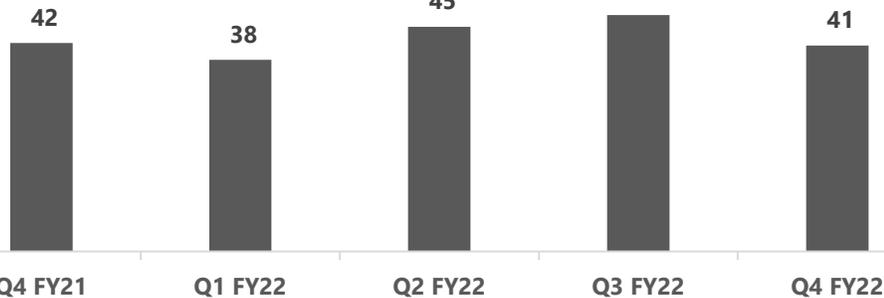
268      269      297      413



## ADS - Quarterly

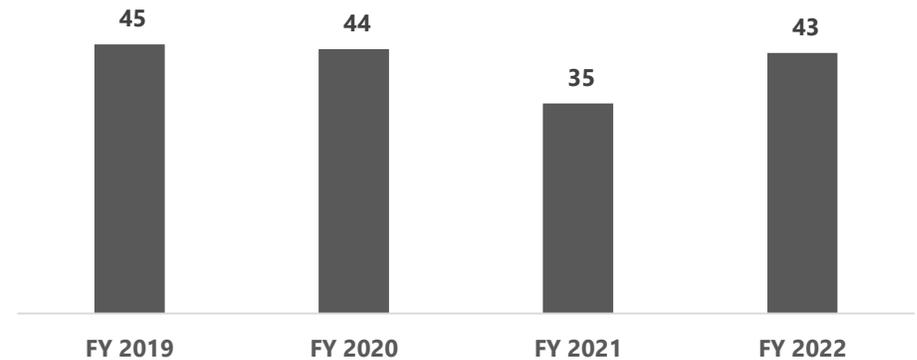
13.4%      216.1%      73.5%      24.7%      2.3%

← SSSG % →



## ADS - Annual

4.7%      -3.7%      -30.3%      45.4%

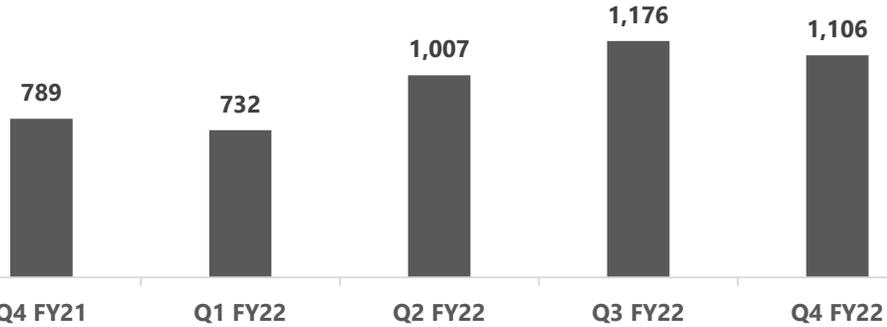


# Financial Performance – PH



## Gross Profit - Quarterly

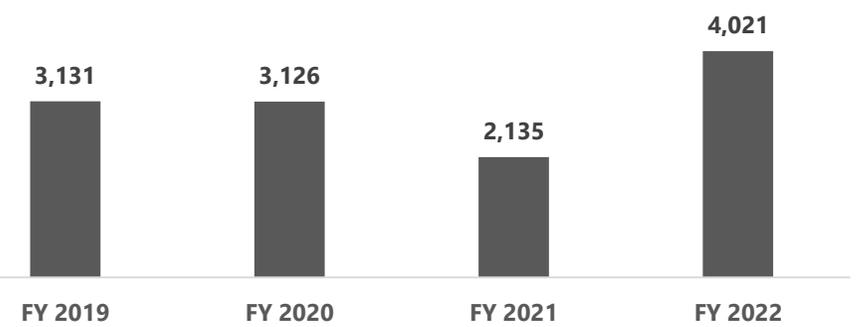
76.2%    75.9%    75.5%    75.6%    75.5%



40% y/y growth

## Gross Profit - Annual

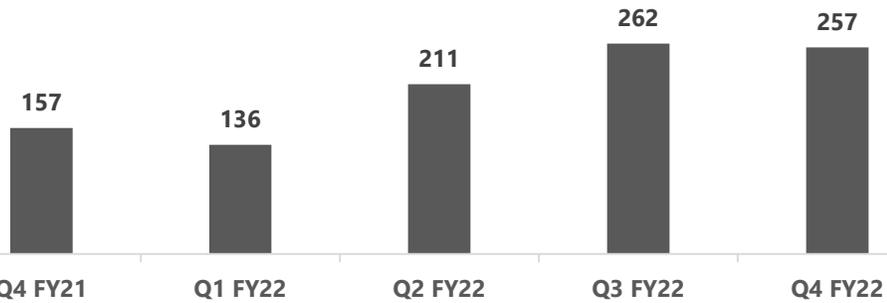
74.0%    74.9%    74.2%    75.6%



← GM % →

## Brand Contribution - Quarterly

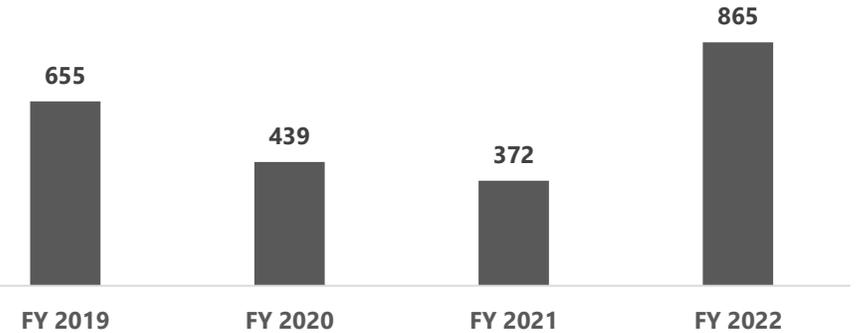
15.1%    14.0%    15.8%    16.8%    17.5%



70% y/y growth

## Brand Contribution - Annual

15.5%    10.5%    12.9%    16.3%

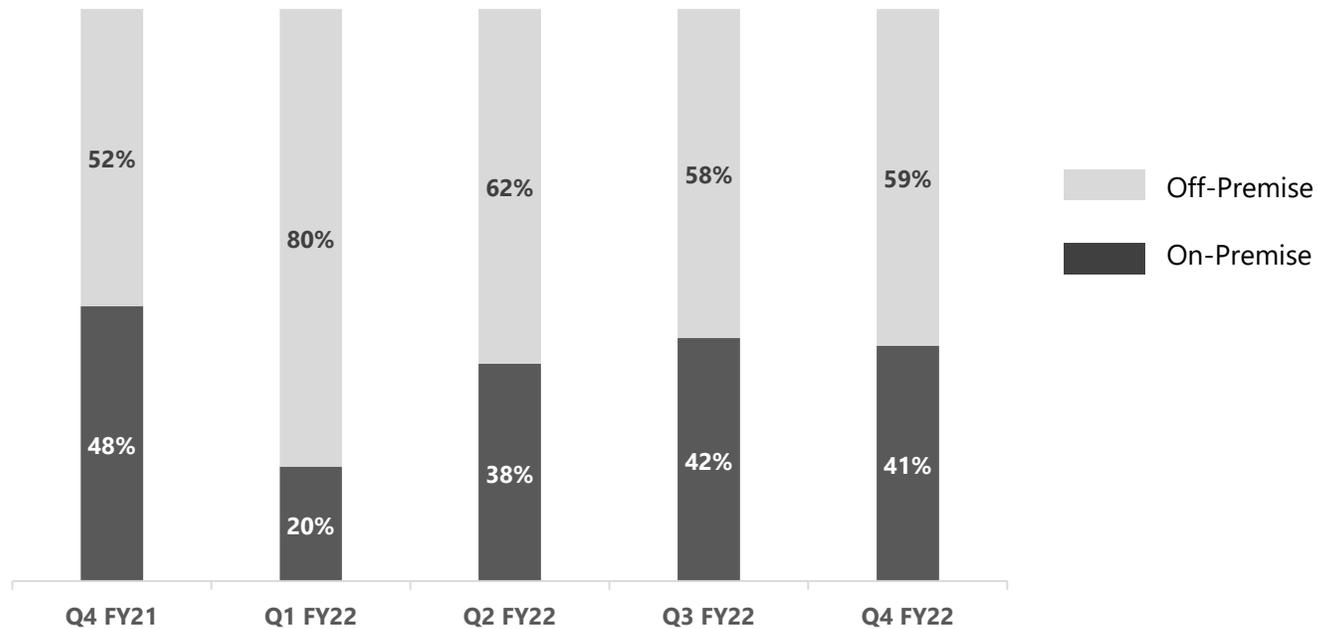


← % →

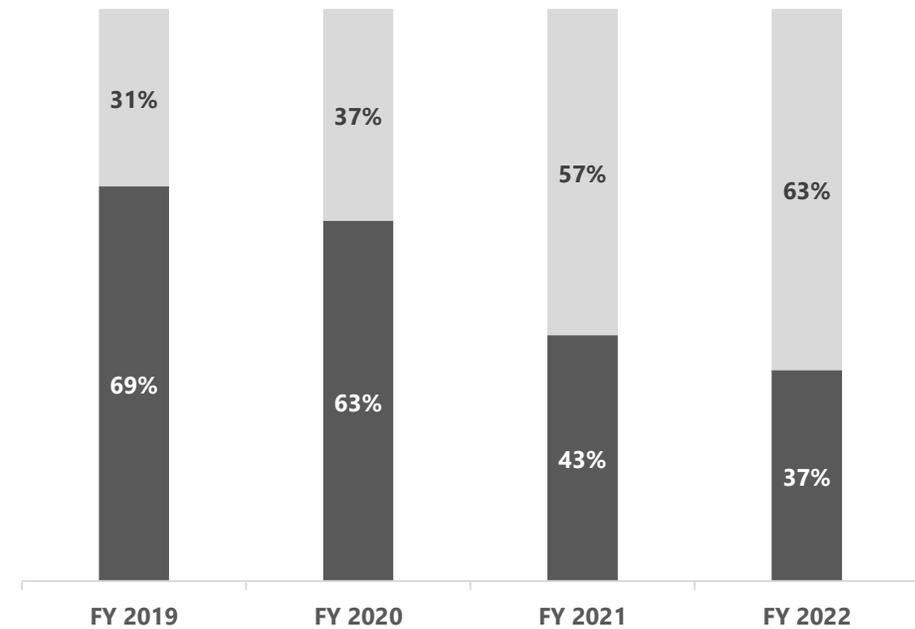
# Channel wise Sales Mix - Evolving



PH Sales Mix - Quarterly



PH Sales Mix - Annual



On-Premise = Dine-in, Eat-in or Takeaway  
 Off-Premise = Delivered (either Own or Aggregator)

**Pizza Hut**

**NEW**  
**SAN FRANCISCO**  
**HAND CRAFTED**  
**STYLE PIZZA**  
**SO LIGHT. SO CRISPY.**  
**SO TASTY.**

**MEDIUM PIZZA @ ₹ 239**

**NEW**

**TEAR N SHARE.**

**YUMMY GARLICKY BREADSTIX**  
**PACKED WITH CHEESE, INSIDE OUT.**

**NEW**

**MEXICAN GARLIC BREAD STIX**

**DIL KHOL KE DELIVERING**

**Pizza Hut**

- Topped with jalapenos & mozzarella cheese @ **169\***  VEG
- Topped with chicken pepperoni & mozzarella cheese @ **179\***  NON VEG
- San Francisco style garlic bread stix
- Topped with Mexican Salsa made of olives, jalapenos and red capsicum @ **139\***

Prices applicable as per pizza selection by the consumer. Prices may vary basis channel dine-in, delivery or takeaway at the store selected. Valid on delivery through Pizza Hut App or website only. Not valid on airport and Pizza Hut Express stores. All product images are for illustration purpose only. Actual products may vary. Prices are exclusive of taxes. Taxes applicable on prices post discount. Pizza Hut reserves the right to change, modify, withdraw the offer at any point of time without any prior notice. For more details visit [pizzahut.co.in](http://pizzahut.co.in). \*T&C Apply.



# Core Brands – Costa Coffee

SMOOTH CREAMY COFFEE

SERENE CARAMEL

From the First Sip to Final Slurp

Try the New **frappé**

**COSTA**  
COFFEE

PUT SUMMER **ON PAUSE**

Try the New **frappé**

**COSTA**  
COFFEE

# Q4 Net New Stores - 5



LUDHANA



TRIVANDRUM



GURGAON

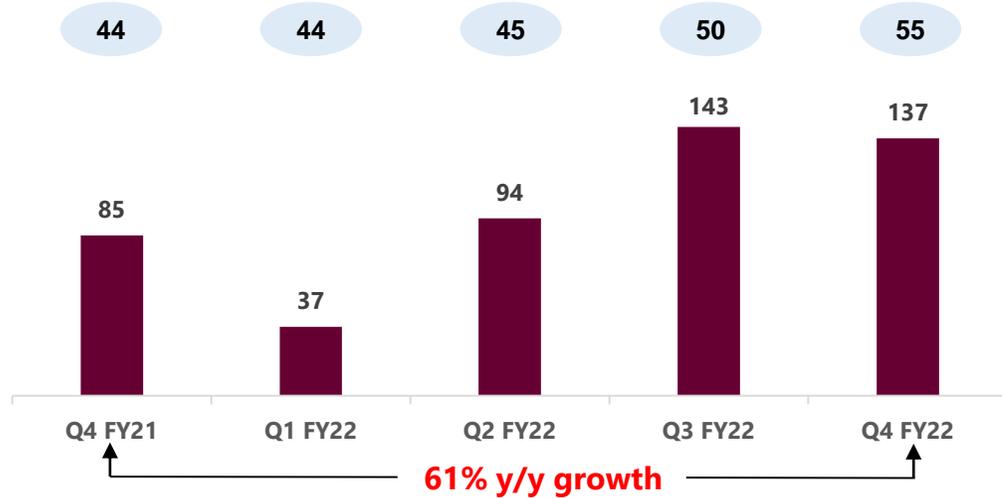


LUCKNOW

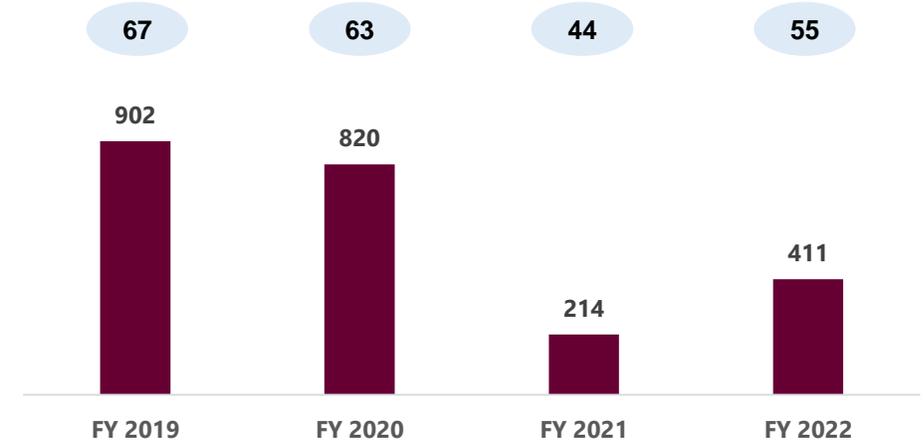
# Business Performance – Costa



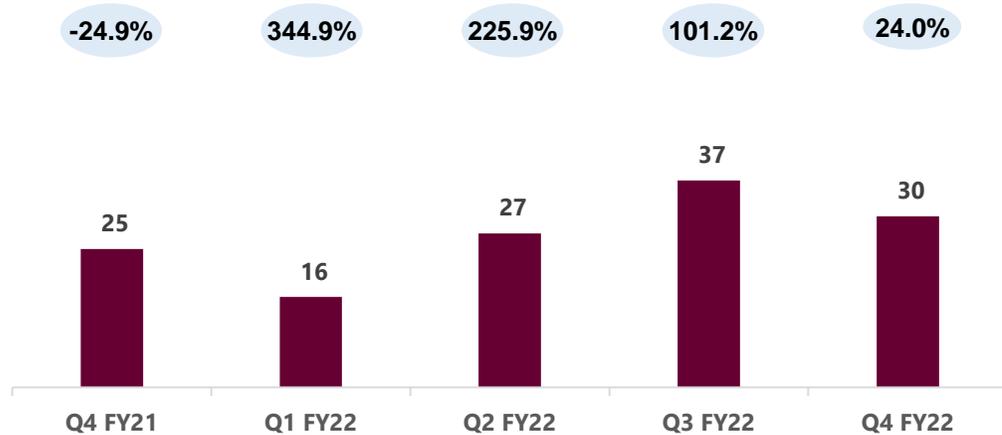
Revenue from Operations - Quarterly



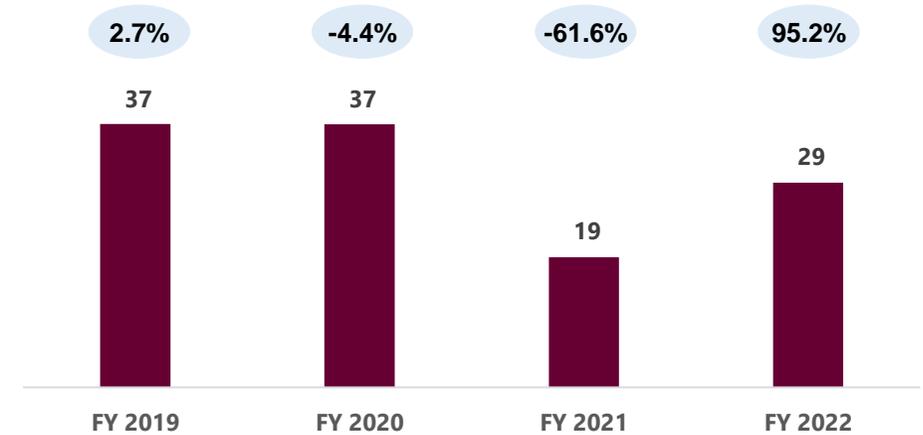
Revenue from Operations - Annual



ADS - Quarterly



ADS - Annual

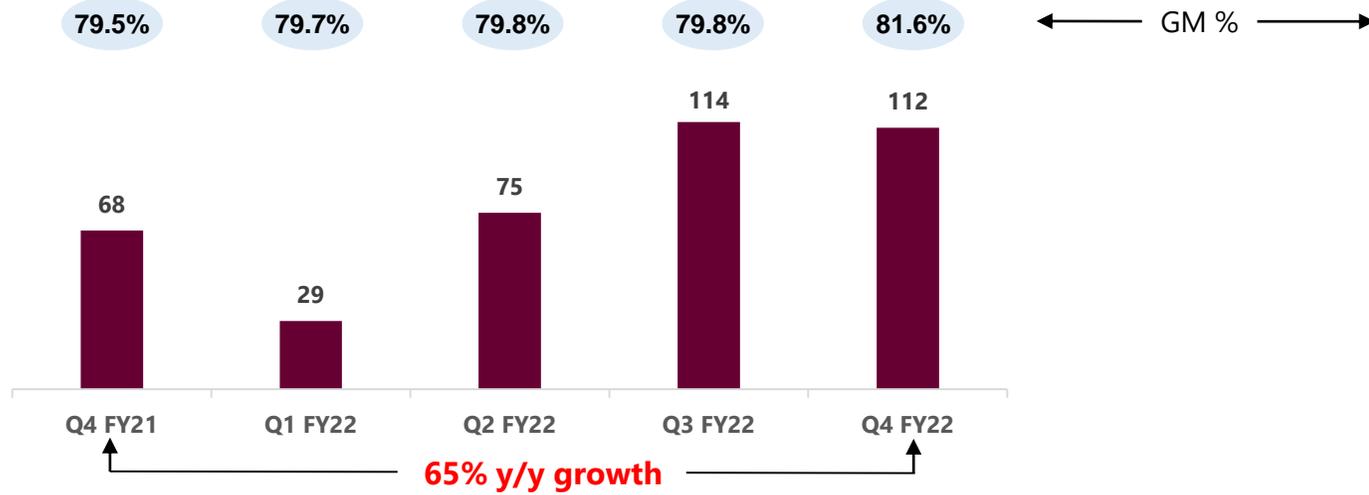


ADS: Average Daily sales in '000

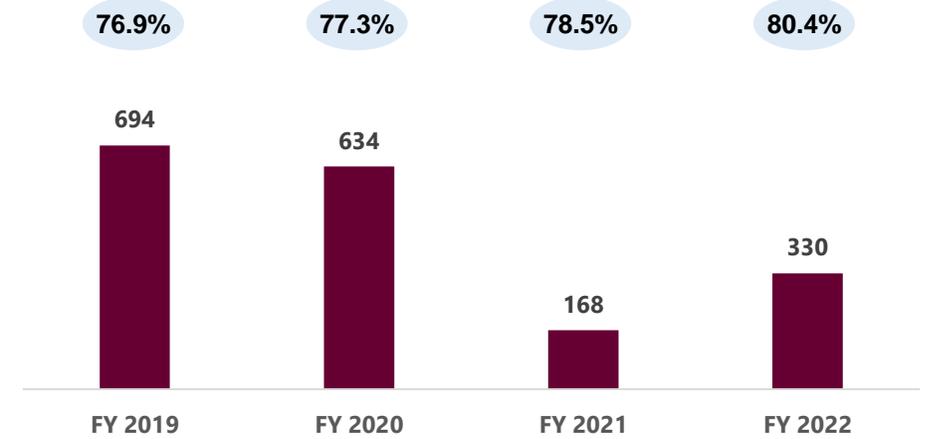
# Financial Performance – Costa



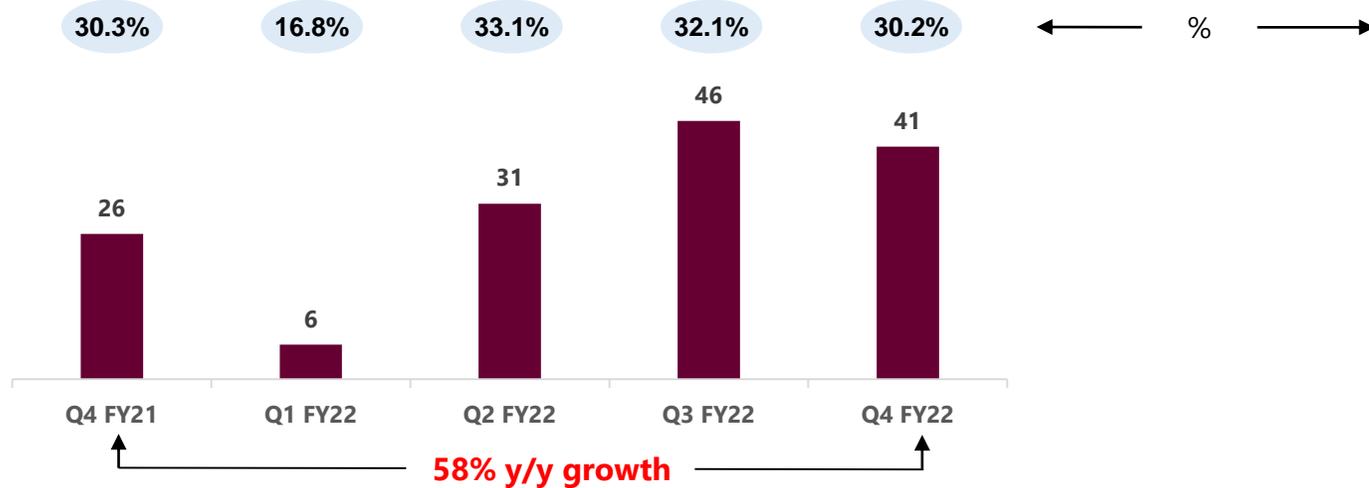
## Gross Profit - Quarterly



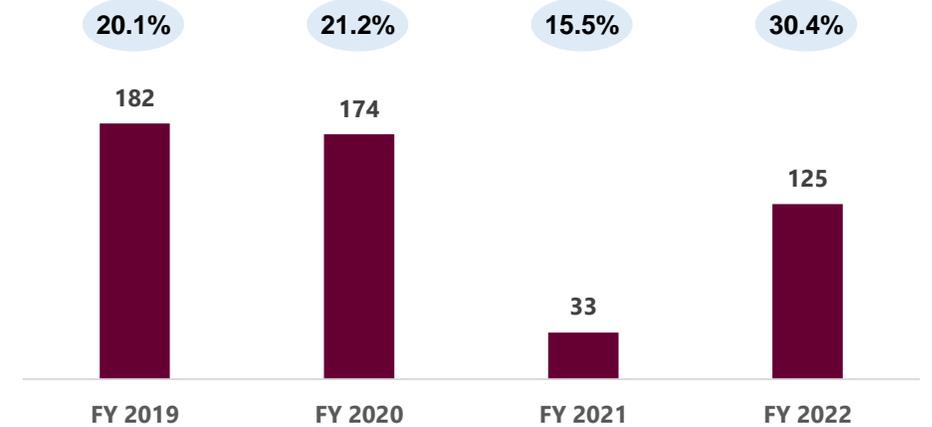
## Gross Profit - Annual



## Brand Contribution - Quarterly



## Brand Contribution - Annual



# Promotions/ New Products



12:05

Posts

costacoffeeindia



**BURST YOUR THIRST**

11,268 views

costacoffeeindia Our new Bubbly Mango Frappé is bright, bold and bursting with feel-good ener... more

ich6009 Promote it on @Foodie\_lovers

Now Brewing at Lulu Mall Thiruvananthapuram



Our largest store yet

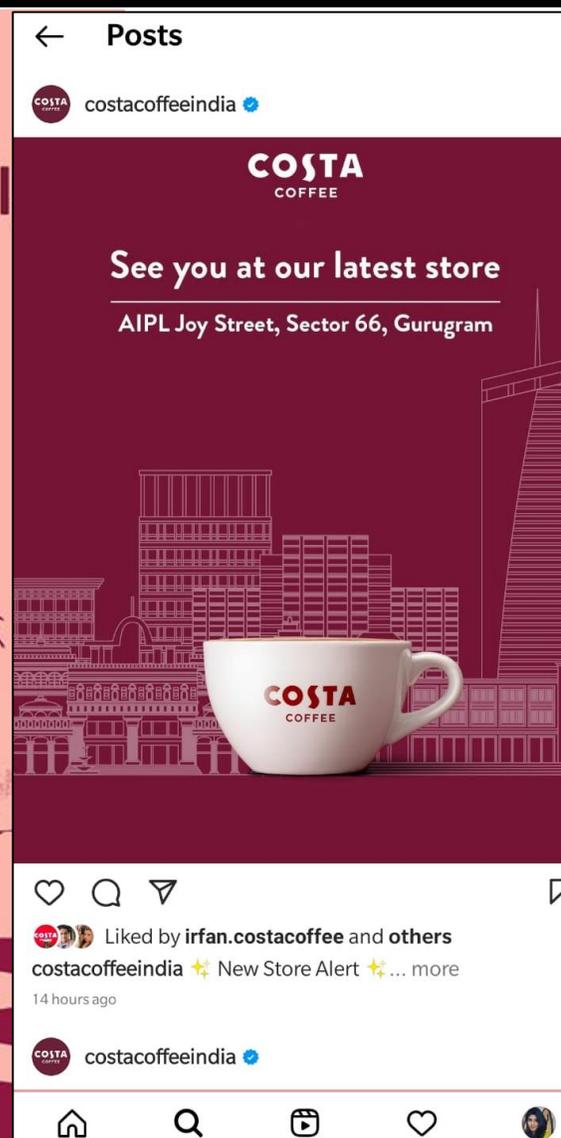
Posts

costacoffeeindia

**COSTA COFFEE**

See you at our latest store

AIPL Joy Street, Sector 66, Gurugram



Liked by irfan.costacoffee and others

costacoffeeindia New Store Alert ... more

14 hours ago

costacoffeeindia



## Nigeria 28 Stores



## Nepal 18 Stores



	Q4 FY21	Q3 FY22	Q4 FY22	FY 21	FY 22
Exit Stores	37	46	46	37	46
<b>Revenue from Operations</b>	<b>379</b>	<b>570</b>	<b>482</b>	<b>1,154</b>	<b>1,902</b>
ADS (INR '000)	116	148	121	96	132



# Summary Financials



# Consolidated Profit & Loss Statement



Particulars (Rs. Million)	Q4 FY22	Q4 FY21	FY22	FY21
Revenue from Operations	5,907	4,331	20,840	11,348
Other Income	24	(144)	161	641
<b>Total Income</b>	<b>5,931</b>	<b>4,187</b>	<b>21,001</b>	<b>11,989</b>
Raw Material Cost	1,698	1,240	5,998	3,447
<b>Gross Profit</b>	<b>4,209</b>	<b>3,091</b>	<b>14,842</b>	<b>7,902</b>
<i>Gross Margin</i>	<i>71.3%</i>	<i>71.4%</i>	<i>71.2%</i>	<i>69.6%</i>
Employee benefits expense	623	492	2,482	1,543
Other expenses	2,153	1,404	7,599	4,012
<b>Total Expenses</b>	<b>2,777</b>	<b>1,897</b>	<b>10,082</b>	<b>5,556</b>
<b>EBITDA</b>	<b>1,433</b>	<b>1,194</b>	<b>4,760</b>	<b>2,346</b>
<i>EBITDA Margin</i>	<i>24.3%</i>	<i>27.6%</i>	<i>22.8%</i>	<i>20.7%</i>
Finance Costs	322	268	1,270	1,495
Depreciation & Amortization Expense	648	543	2,213	2,295
Impairment	36	28	35	480
Exceptional (Gain)/ Loss	27	(23)	171	(459)
<b>Profit before Tax (PBT)</b>	<b>425</b>	<b>234</b>	<b>1,231</b>	<b>(824)</b>
Tax Expense	(335)	(0)	(320)	(11)
<b>Profit after Tax (PAT)*</b>	<b>759</b>	<b>234</b>	<b>1,551</b>	<b>(813)</b>

# Consolidated Balance Sheet



Particulars (Rs. Million)	31-Mar-22	31-Mar-21
Equity Share Capital	1,205	1,154
Other equity	5,658	(16)
Non-controlling interests	(47)	(419)
<b>Total Equity</b>	<b>6,816</b>	<b>719</b>
(a) Financial liabilities		
(i) Borrowings	1,074	3,594
(ii) Lease liabilities	10,305	7,937
(iii) Other financial liabilities	41	49
(b) Provisions	177	169
(c) Other non-current liabilities	11	10
<b>Total Non-Current Liabilities</b>	<b>11,608</b>	<b>11,759</b>
(a) Financial liabilities		
(i) Borrowings	251	1,040
(ii) Trade payables		
(a) total outstanding dues of MSME	173	151
(b) total outstanding dues of creditors other than MSME	1,791	1,468
(iii) Lease liabilities	912	787
(iv) Other financial liabilities	625	477
(b) Other current liabilities	310	193
(c) Provisions	84	83
(d) Current tax liabilities (net)	57	7
<b>Total Current Liabilities</b>	<b>4,202</b>	<b>4,207</b>
<b>Total Liabilities</b>	<b>15,810</b>	<b>15,965</b>
<b>Total Equity &amp; Liabilities</b>	<b>22,625</b>	<b>16,684</b>

Particulars (Rs. Million)	31-Mar-22	31-Mar-21
(a) Property, plant and equipment	6,115	4,307
(b) Capital work-in-progress	68	143
(c) Right-of-use assets	8,911	6,660
(d) Investment properties	351	456
(e) Goodwill	644	644
(f) Other intangible assets	1,535	1,855
(g) Investment in subsidiaries and joint venture		
(g) Financial assets		
(i) Loans		
(ii) Other financial assets	663	603
(h) Deferred tax assets (net)	482	96
(i) Income tax assets (net)	167	80
(j) Other non-current assets	328	195
<b>Total Non-Current Assets</b>	<b>19,264</b>	<b>15,039</b>
(a) Inventories	855	622
(b) Financial assets		
(i) Trade receivables	211	169
(ii) Cash and cash equivalents	574	400
(iii) Bank balances other than cash & equivalents	84	6
(iv) Loans	-	-
(v) Other financial assets	1343	248
(c) Other current assets	294	202
<b>Total Current Assets</b>	<b>3,361</b>	<b>1,645</b>
<b>Total Assets</b>	<b>22,625</b>	<b>16,684</b>



# Social Initiatives



# Awards & Recognition



**EFTS CONFERENCE ASIA : DIL Won 2 Awards**

- 1) OVERALL PERFORMANCE AWARD
- 2) MOST IMPROVED TASTE SCORES

**IMAGES FOOD SERVICE : DIL Won 'The most admired Food Court Operator' award**



# Social Initiatives



## Focus on Gender Diversity



all-women PH store @Hyderabad

20+ all-women stores across portfolio



all-women PH store @Bangalore

## Cultural Diversity & Consumer connect



## KFC's milestone of 600\* restaurants



Siliguri, Apr 18: Celebrating KFC's signature taste offered across the country, KFC India marked the milestone of 600 restaurants with the #KFCBucketCanvas campaign. The campaign brought together young artists from across the country who together, transformed the iconic KFC Bucket into the #KFCBucketCanvas, with a unique design for each city that the brand has a presence in.

Drawing inspiration from the art, architecture, and cultural elements

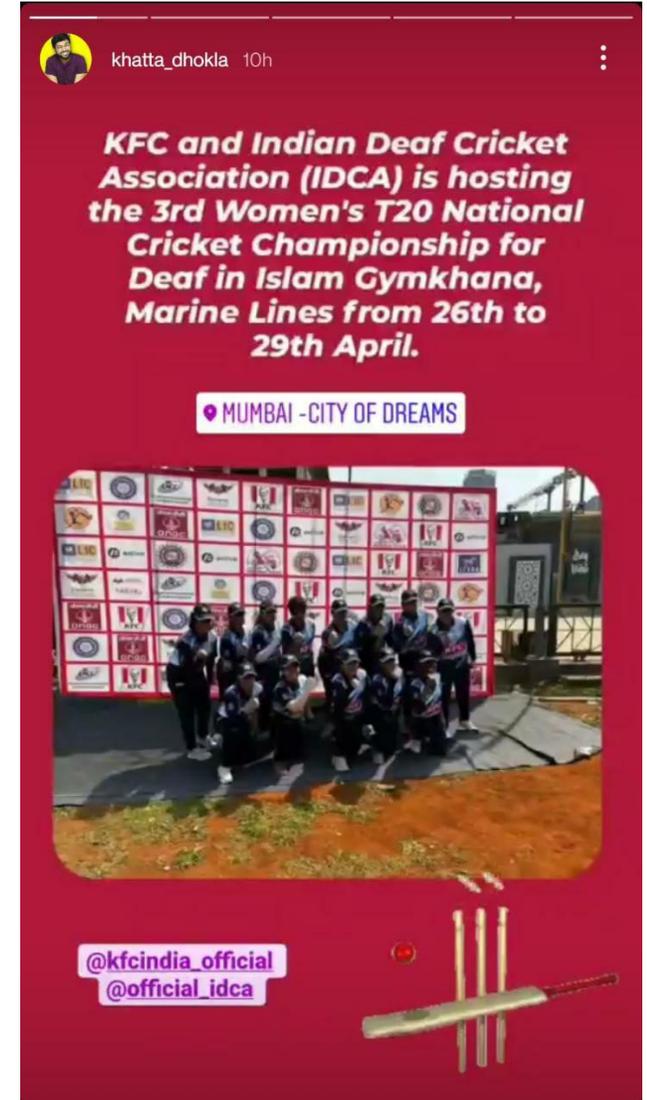
KFC Bucket Canvas brings together India's young, budding artists. Celebrates its milestone of 600\* restaurants through a unique expression of art. 150 Unique Buckets created, one bucket for every city

Check out your city's Bucket Canvas

<https://online.kfc.co.in/bucketcanvas>

\* This count represents total KFC stores in India

## KFC x IDCA partnership



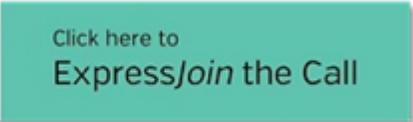
## Devyani International's Q4 & FY22 Conference Call on Monday, May 02, 2022 at 4:00 PM IST

Devyani International Limited (DIL), a multi-dimensional comprehensive QSR player in India, will host a conference call for investors and analysts on **Monday, May 02, 2022 at 4:00 PM IST** to discuss its results and developments for the quarter and full-year ended March 31, 2022. The results will be announced earlier the same day.

The senior management of the Company will be present to address the call.

### Details of the conference call are as follows:

Please dial the below number 5-10 minutes prior to the scheduled start to ensure that you are connected to the call-in time

<b>Timing</b>	:	Monday, May 2, 2022, at 4:00 PM IST
<b>Conference Dial-In Primary Number</b>	:	+91 22 6280 1141 / +91 22 7115 8042
<b><u>Toll Free Numbers</u></b>		
<b>Hong Kong Local Access Number</b>	:	800 964 448
<b>Singapore Local Access Number</b>	:	800 101 2045
<b>UK Local Access Number</b>	:	0 808 101 1573
<b>USA Local Access Number</b>	:	1 866 746 2133
<b>Pre-Registration</b>	:	<p><i>To enable participants to connect to the conference call without having to wait for an operator, please register at the below mentioned link:</i></p>  

# About Us



Devyani International Limited (DIL) is the largest franchisee of Yum Brands in India and are among the largest operators of chain quick service restaurants (QSR) in India, on a non-exclusive basis, and operate 938 stores across more than 200 cities in India, Nigeria and Nepal, as of March 31, 2022. In addition, DIL is a franchisee for the Costa Coffee brand and stores in India.

Yum! Brands Inc. operates brands such as KFC, Pizza Hut and Taco Bell brands and has presence globally with more than 53,000 restaurants in over 155 countries, as of December 31, 2021.

Founded in London by Italian brothers Sergio and Bruno Costa in 1971, Costa Coffee is present in 41 countries around the world, with over 2,700+ coffee shops in the UK&I and 1,100+ globally.

***Please visit [www.dil-rjcorp.com](http://www.dil-rjcorp.com) for more information. You may also reach out to:***

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**DEVYANI**  
INTERNATIONAL LIMITED



***Thank You!***

