



# Devyani International Limited



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E-mail: devyani@dil-rjcorp.com • Website: [www.dil-rjcorp.com](http://www.dil-rjcorp.com)  
CIN: L15135DL1991PLC046758

February 4, 2026

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 Unaudited Financial Results of the Company for the Quarter and Nine Months ended December 31, 2025**

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached a copy of the Presentation on Unaudited Financial Results of the Company for the Quarter and Nine Months ended December 31, 2025.

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**

**Pankaj Virmani**  
**Chief Sustainability Officer & Company Secretary**

*Encl.: As above*





# Disclaimer

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This presentation may contain forward-looking statements that involve risks and uncertainties. Forward-looking statements are based on certain assumptions and expectations of future events. Actual future performance, outcomes and results may differ materially from those expressed in forward-looking statements as a result of a number of risks, uncertainties and assumptions. There is no obligation on the Company or any of its directors, officers, employees, agents or advisers, or any of their respective affiliates, advisers or representatives to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise and none of them shall have any liability (in negligence or otherwise) for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection with this presentation. You are cautioned not to place undue reliance on these forward-looking statements, which are based on current view of the Company's management on future events.

The data and opinion expressed herein with respect to the Company is based on a number of assumptions and is subject to a number of known and unknown risks, which may cause the Company's actual results or performance to differ materially from any projected future results or performance expressed or implied by such statements. Further, certain figures (including amounts, percentages and numbers), as applicable, have been rounded-off to the nearest number and may not depict the exact number.

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.

# CHAIRMAN COMMENTS



We continue to invest in and steadily expand our core business. In India, new store openings accelerated during the quarter with 54 net new KFC outlets. While we added 18 net stores to Pizza Hut in this quarter, on a cumulative basis during the calendar year 2025 we have not added any net new PH stores. Within our own brands portfolio, we also added 17 new stores to Biryani by kilo and Vaango. The International business added 20 new stores during the quarter between Thailand and Nepal. At the end of Q3' 2026, the total store count for DIL stood at 2,279 stores.

We are very happy to state that we have achieved breakeven brand EBITDA results for biryani by kilo much ahead of our target as guided earlier.

Our business continues to grow in a sustained manner. India operations grew 12.1% YoY, while consolidated Revenues reached INR 1,441 Cr, growing 11.3% YoY. Our international business continues to gather strength from operations and profitability perspective and the same is reflected in the steady improvement in the results.

We have also started the process of turnaround of the Pizza Hut business by rationalizing loss-making stores. Our idea is to bring a sharper focus to this exercise and therefore we will open new stores only to compensate for the closure of loss-making stores. This will also help us to utilize the existing assets and equipment in our new stores and bring down the capex for the new openings as well.

We have seen positive SSSG across all our brands in the month of January except Pizza Hut where the losses are being contained. We are expecting that if this momentum continues through the quarter, this will lay a strong foundation for future growth.

DIL is at a critical inflection point in its growth journey, as we prepare to scale into a larger, more diversified and more complex organization. The Board believes that this next phase requires a bold strategic vision, backed by strong execution capability. Accordingly, Manish Dawar shall get elevated as President and CEO for DIL with effect from April 1, 2026

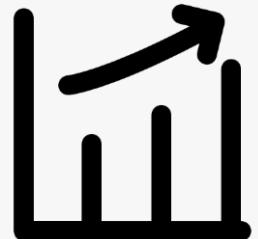
Virag has expressed his desire to superannuate from the company. The Board has accepted his request effective March 31, 2026, and has requested him to continue as a Non-Executive Director and provide his valuable insights on strategic matters as and when required. I would also like to acknowledge Virag's invaluable contribution to DIL's journey over the last more than two decades. We thank him for his leadership and wish him all the best with all his future endeavors.

I am also pleased to inform you that Anupam Kumar, currently EVP – Finance will take over the role of CFO.



## Strong store addition with 95 NNUs in the quarter

- ✓ 54 NNUs in KFC. 17 NNUs in Own Brands, of which 13 in Skygate (BBK). Overall, India added 75 NNUs
- ✓ 20 NNUs in International business – 17 in Thailand and 3 in Nepal



## BBK turn-around achieved before target!

- ✓ BBK achieves break even at Brand EBITDA, well ahead of March'26 target
- ✓ India brand contribution up 3% on a sequential basis
- ✓ Consolidated Operating EBITDA improved to 8.6% vs 6.8% in the previous quarter.



## Growing International operations

- ✓ Thailand and Nepal posted higher brand contribution on a YoY basis, with improving brand contribution margin.
- ✓ Overall, International revenues grew 10.1% and brand contribution grew 13.4% on YoY basis.



## Store snapshot

- ✓ 2,279 Stores as of Dec 31, 2025
- ✓ India – 1,877 ; International – 402
- ✓ KFC – 1,174; PH – 648; Own-Brands – 218; Franchisee-Brands – 214
- ✓ Added 240 stores in YTD FY26



## Continued Revenue growth

Q3 FY26 INR 14,409 Mn; +11.3% vs Q3 FY25

- ✓ KFC India INR 6,032Mn ; +5.9% vs Q3 FY25
- ✓ India Revenue INR 9,782 Mn ; +12.1% vs Q3 FY25
- ✓ International business INR 4,734 Mn; +10.1% vs Q3 FY25



## Margin Performance

### Consolidated Gross Margin

- ✓ Q3 FY26 at 68.9%; up 20 bps vs Q3 FY25

### Brand Contribution

- ✓ Consolidated Q3 FY26 at 13.9%; down 40 bps vs Q3 FY25;



## Earnings Performance

### Consolidated EBITDA

- ✓ Q3 FY26 INR 2,267 Mn
- ✓ EBITDA Margin at 15.7%

# NEW STORE OPENINGS AND STORE COUNT



Brand	Net New Units (NNU)					Stores as at 31 March 25	Stores as at 31 Dec 25
	Q3 FY25	Q2 FY26	Q3 FY26		YTD FY25		
<b>YUM BRANDS</b>	<b>95</b>	<b>33</b>	<b>72</b>		<b>170</b>	<b>101</b>	
KFC 	44	30	54		93	92	
PH 	51	3	18		77	9	
FRANCHISEE BRANDS    	2	2	-13		30	-9	
OWN BRANDS   	4	0	17		31	122	
Food-Courts/ Airports	0	0	-1		-2	-1	
<b>Total India</b>	<b>101</b>	<b>35</b>	<b>75</b>		<b>229</b>	<b>213</b>	
Thailand  	9	2	17		17	20	
Nigeria 	0	0	0		0	0	
Nepal  	1	2	3		4	7	
<b>Total International</b>	<b>10</b>	<b>4</b>	<b>20</b>		<b>21</b>	<b>27</b>	
<b>Total DIL</b>	<b>111</b>	<b>39</b>	<b>95</b>		<b>250</b>	<b>240</b>	

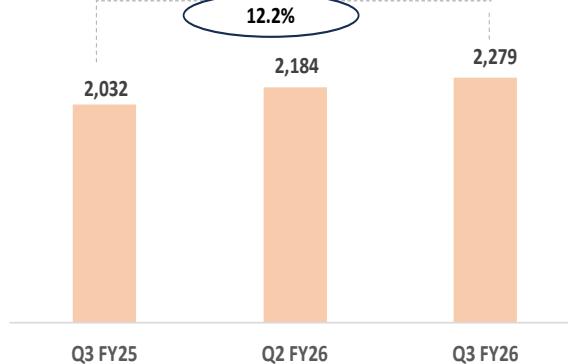
NNU = Gross additions less Closures

# PERFORMANCE TREND – DIL CONSOLIDATED

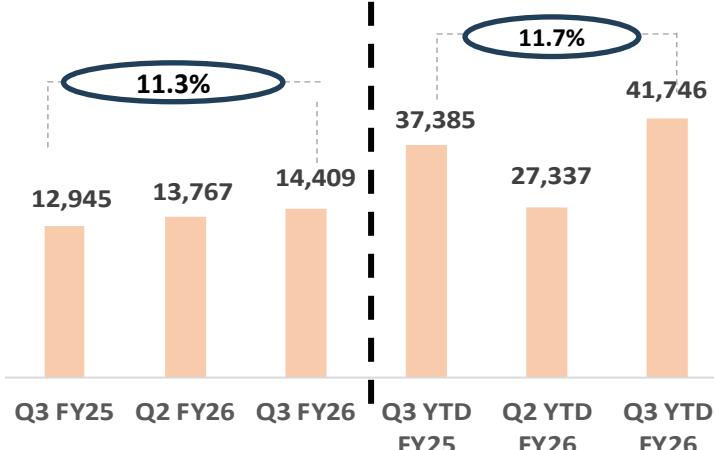


ALL FIGURES IN INR MILLION, UNLESS SPECIFIED

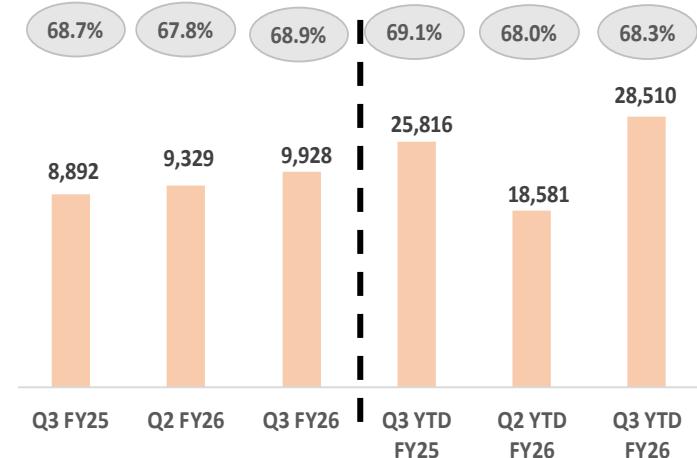
## STORE COUNT (NOS) AT END OF PERIOD



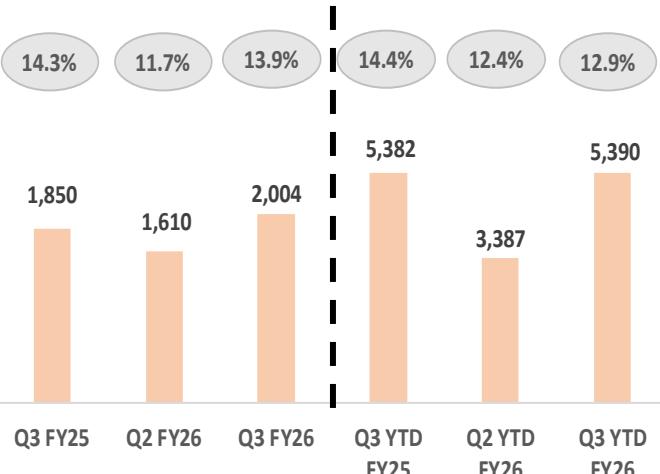
## REVENUE FROM OPERATIONS



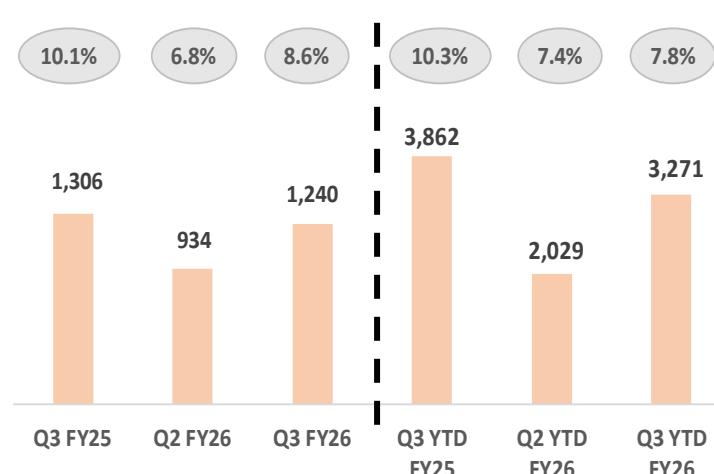
## GROSS MARGIN



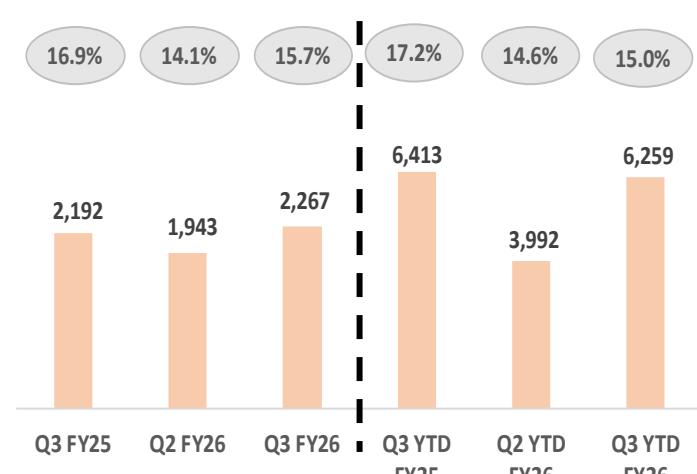
## BRAND CONTRIBUTION



## OPERATING EBITDA



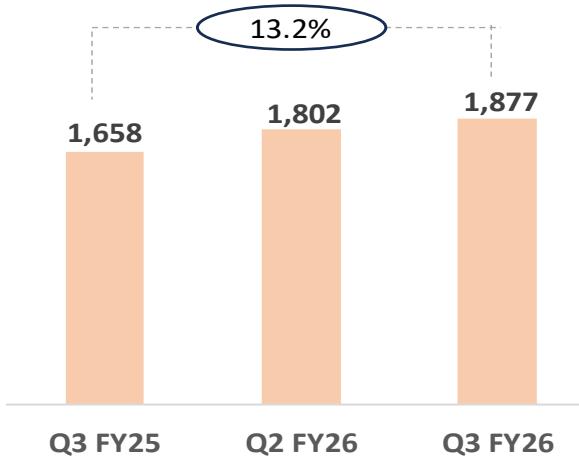
## REPORTED EBITDA



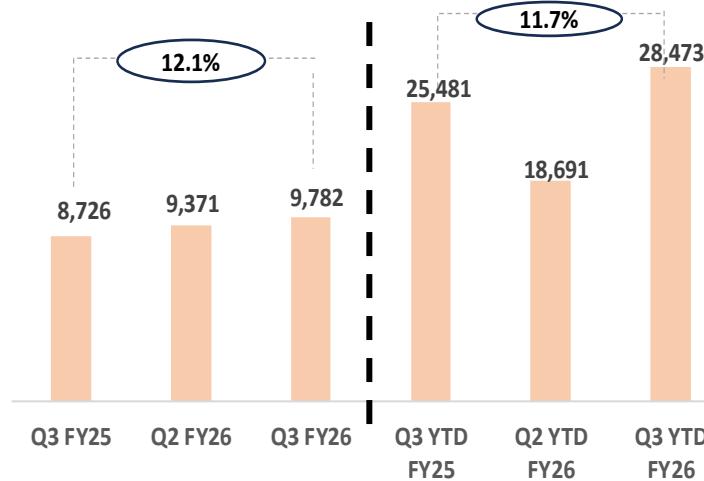
# PERFORMANCE TREND – DIL INDIA

All figures in INR Million, unless specified

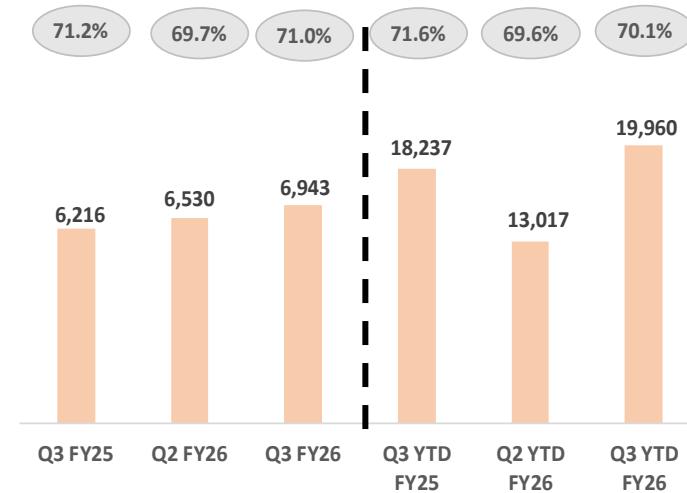
## STORE COUNT (NOS) AT END OF PERIOD



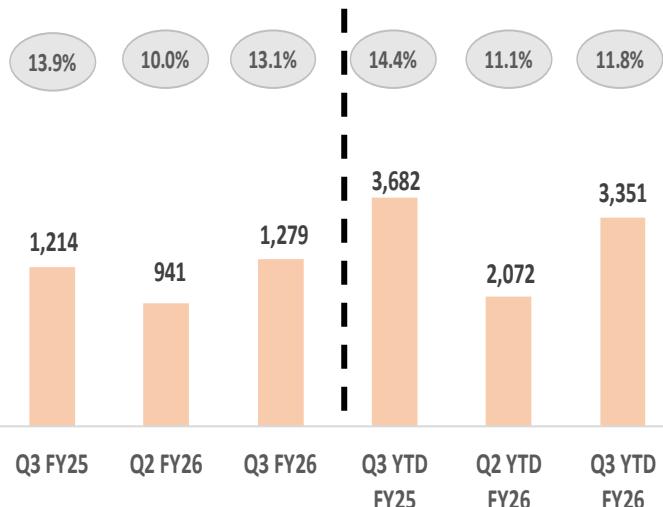
## REVENUE FROM OPERATIONS



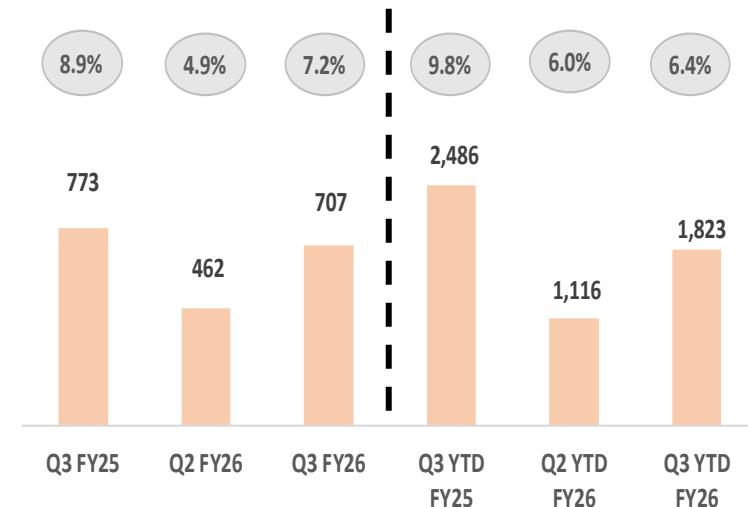
## GROSS MARGIN



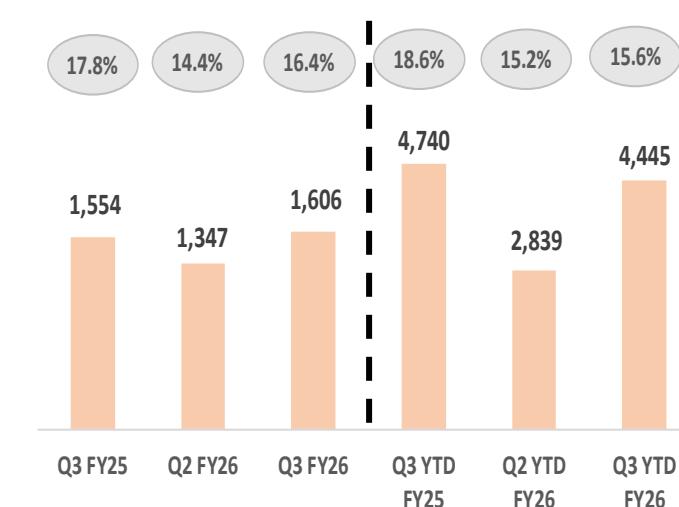
## BRAND CONTRIBUTION



## OPERATING EBITDA



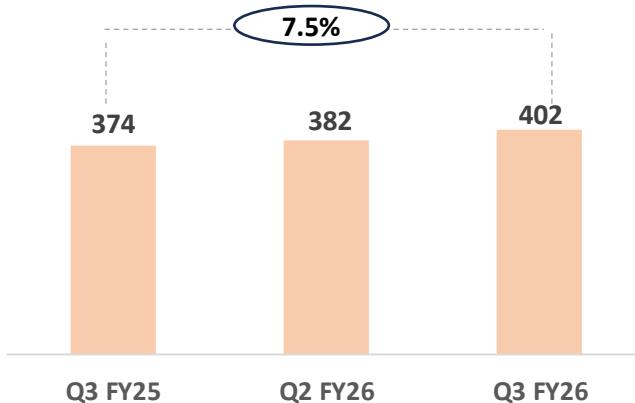
## REPORTED EBITDA



# PERFORMANCE TREND – DIL INTERNATIONAL



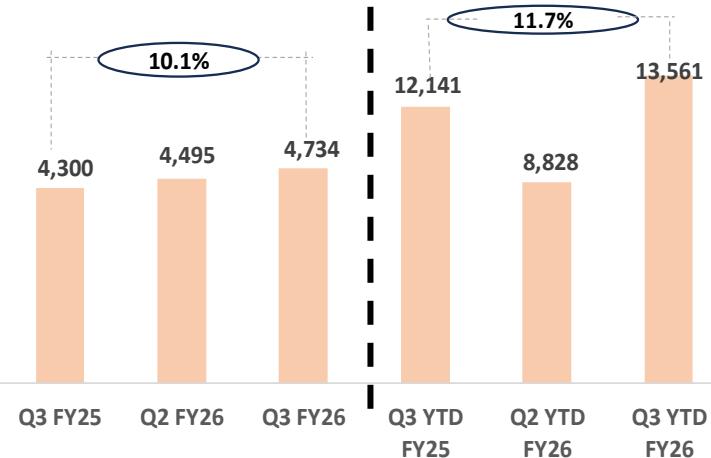
## STORE COUNT (NOS) AT END OF PERIOD



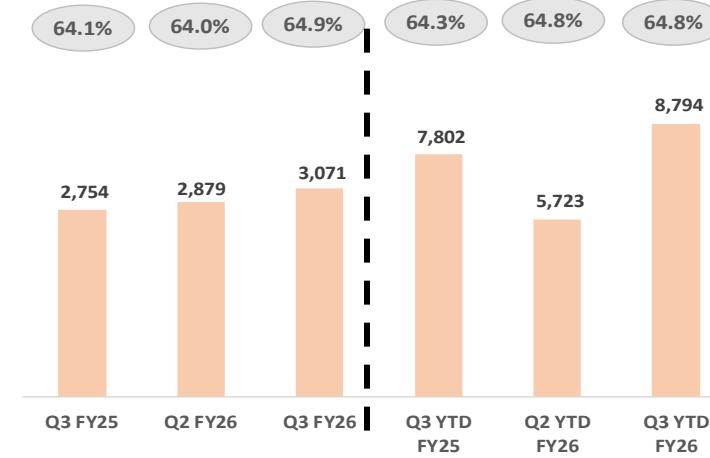
## KFC ADS ('000)

	Q3 FY25	Q1 FY26	Q2 FY26	Q3 FY26
Thailand (THB)	58	56	54	54
Nigeria (Naira)	1,064	1,006	1,029	1,061
Nepal (NPR)	152	145	162	180

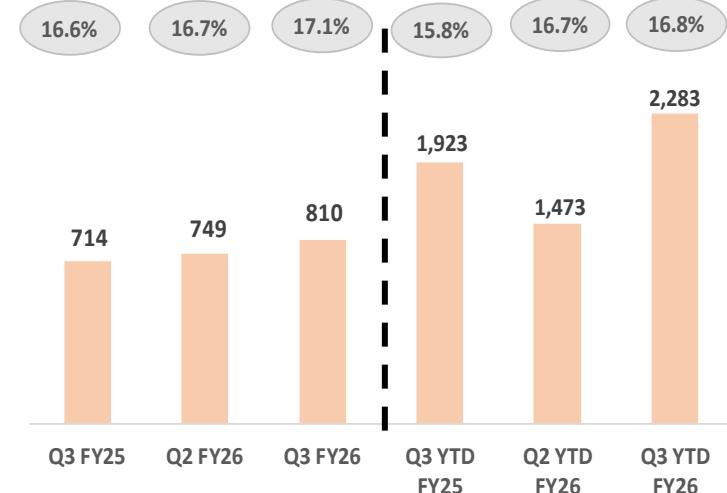
## REVENUE FROM OPERATIONS



## GROSS MARGIN



## BRAND CONTRIBUTION





KFC Hotel Vivera Marketpalle

**Core Brands – KFC – India**

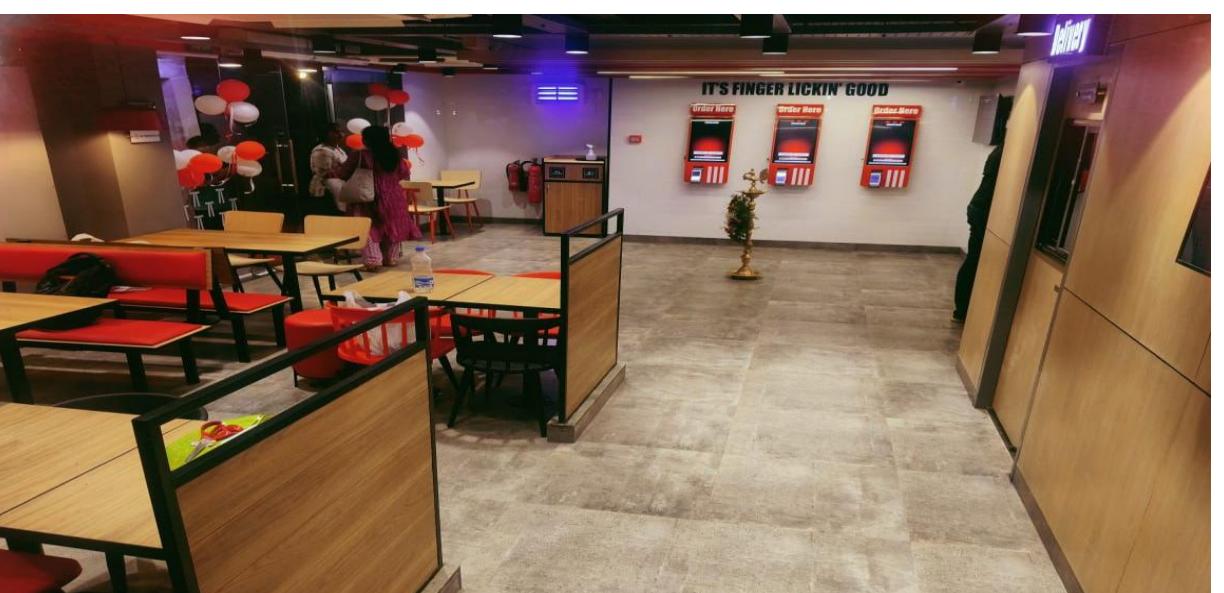
# Q3 NEW STORES



Piravom Pazhoor, Pirovam, Kerala



KFC Indiranagar CMH Road , Bengaluru



KFC Surathkal Mangalore, Karnataka

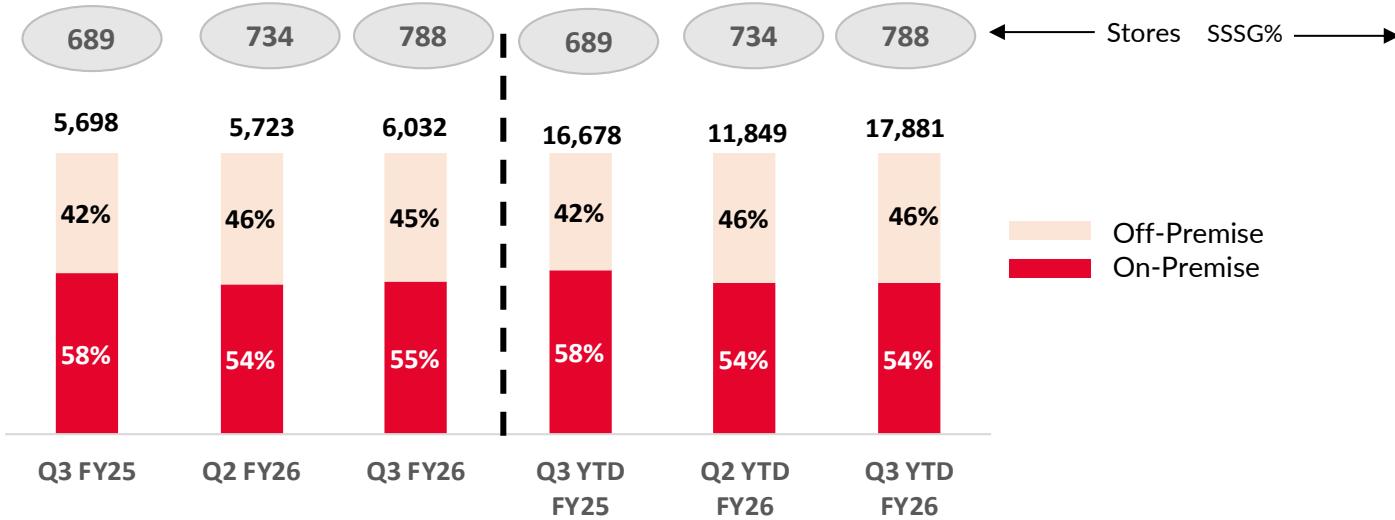


Entertainland Mall Sector 83 Gurugram

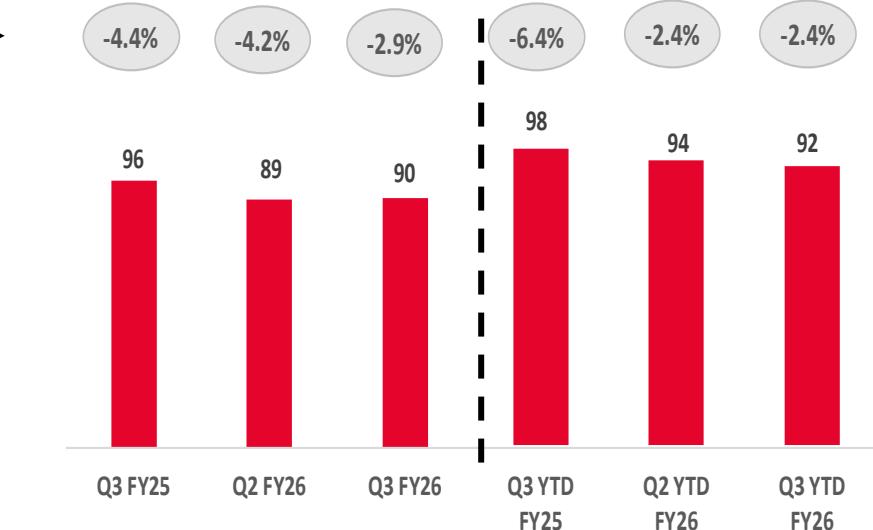
# BUSINESS PERFORMANCE – KFC INDIA

All figures in INR Million, unless specified

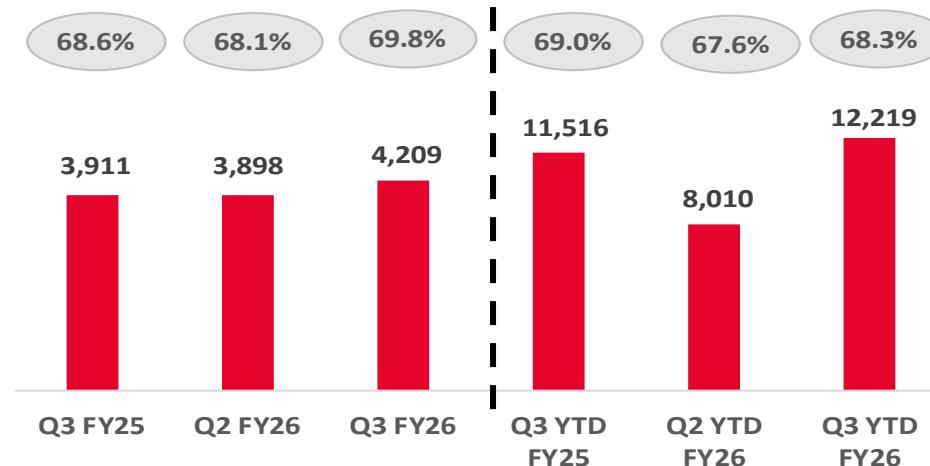
## REVENUE AND SALES MIX



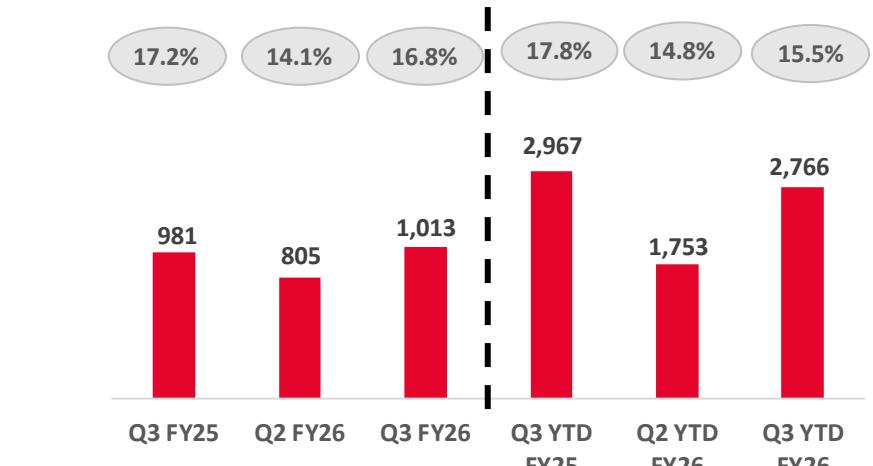
## ADS'000 AND SSSG



## GROSS Margin



## BRAND CONTRIBUTION



# KFC MARKETING CAMPAIGNS





# A NEW WAY TO PIZZA

**LIGHT ON CRUST,  
BIG ON FLAVOUR.**

CRAFTED IN  
**7 FLAVOURS!**

\*T&Cs Apply.



**Core Brands – Pizza Hut – India**



# Q3 NEW STORES



Hastinapuram, Hyderabad



Crystal Mall, Jaipur



Mantri Junction, Bangalore



BOHRR PLAZA, LUDHIANA , PUNJAB



The Empire, Gedi Route, Patiala



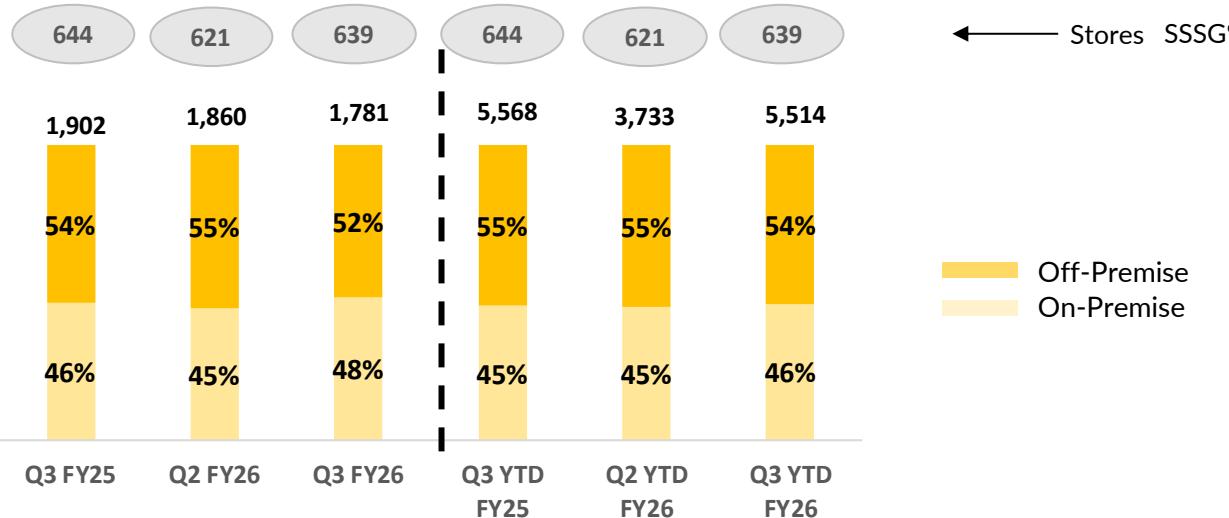
DOWNTOWN, MEERUT, UP

# BUSINESS PERFORMANCE – PH INDIA



All figures in INR Million, unless specified

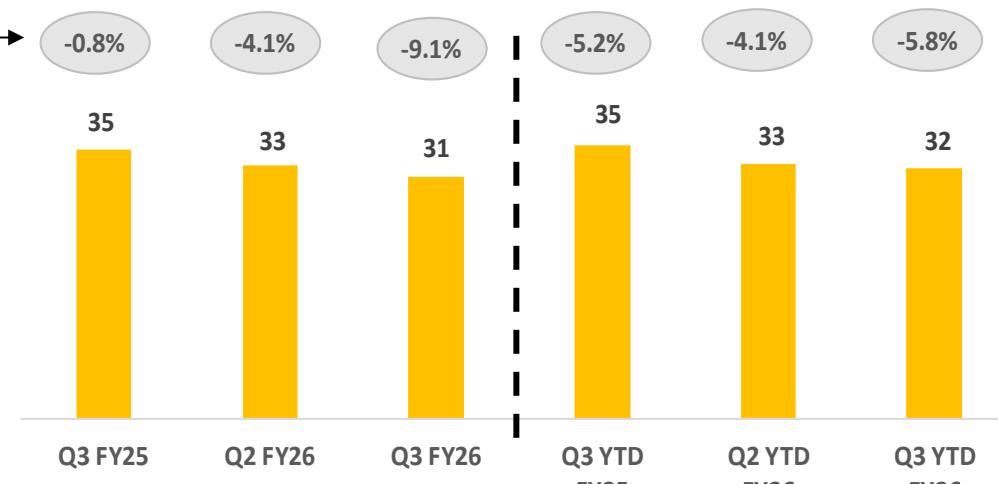
## Revenue and Sales mix



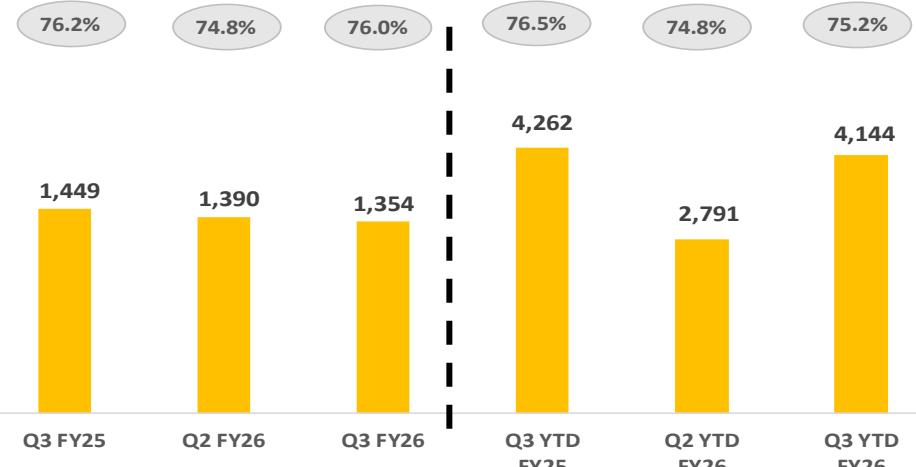
← Stores SSSG% →

Off-Premise  
On-Premise

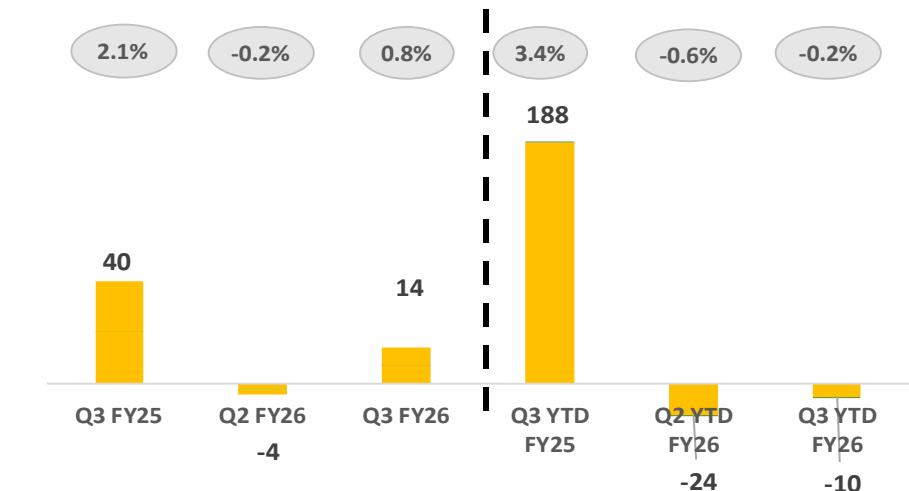
## ADS'000 and SSSG



## Gross Margin



## Brand Contribution



# PH MARKETING CAMPAIGNS

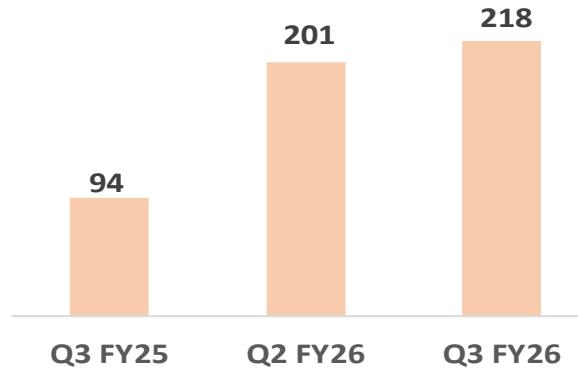


# PERFORMANCE TREND – OWN BRANDS



All figures in INR Million, unless specified

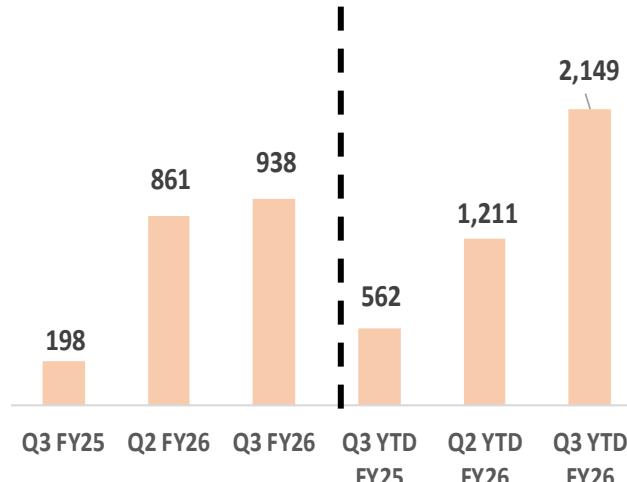
## STORE COUNT (NOS) AT END OF PERIOD



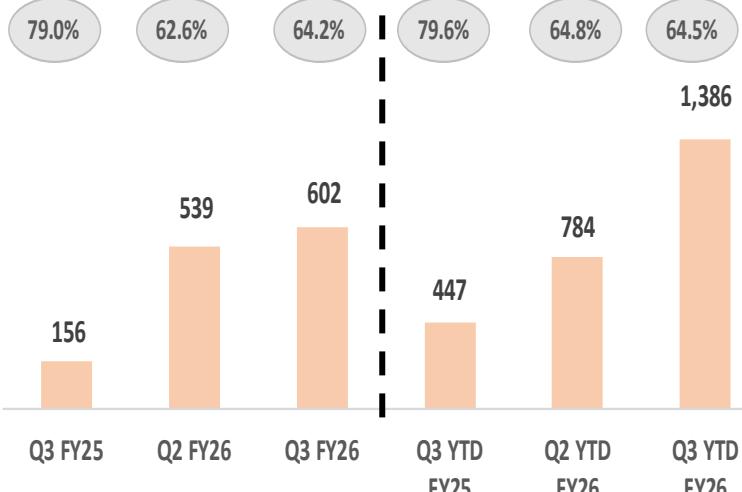
## ADS ('000)

	Q3 FY25	Q2 FY26	Q3 FY26
Vaango	24	23	22
BBK+		70	78

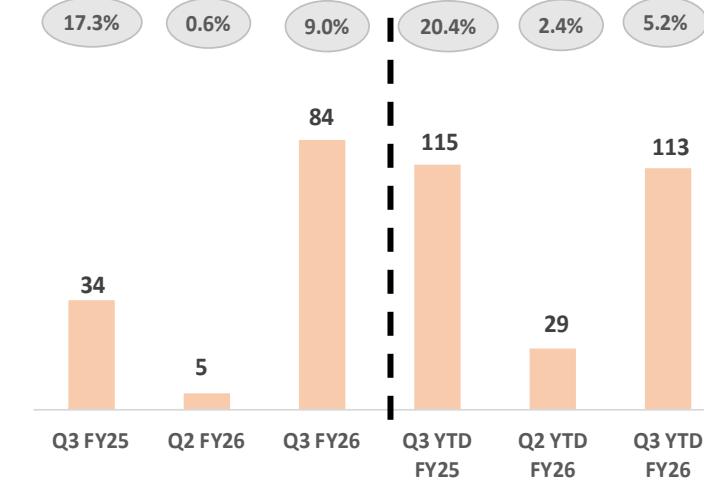
## REVENUE FROM OPERATIONS



## Gross Margin



## BRAND CONTRIBUTION

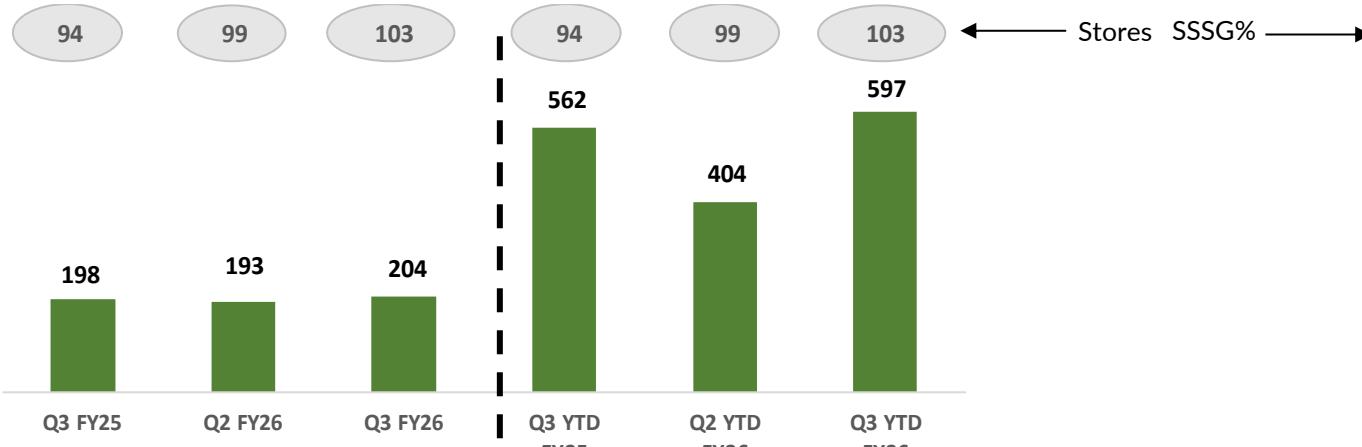


# PERFORMANCE TREND – Vaango

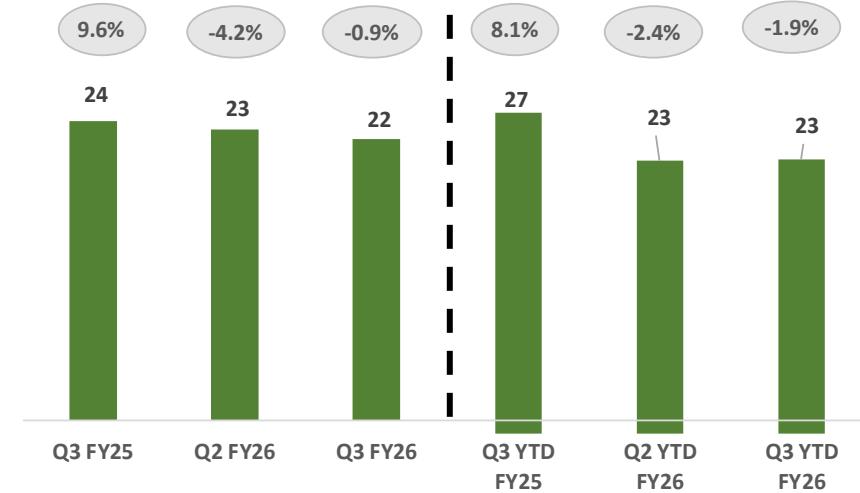


All figures in INR Million, unless specified

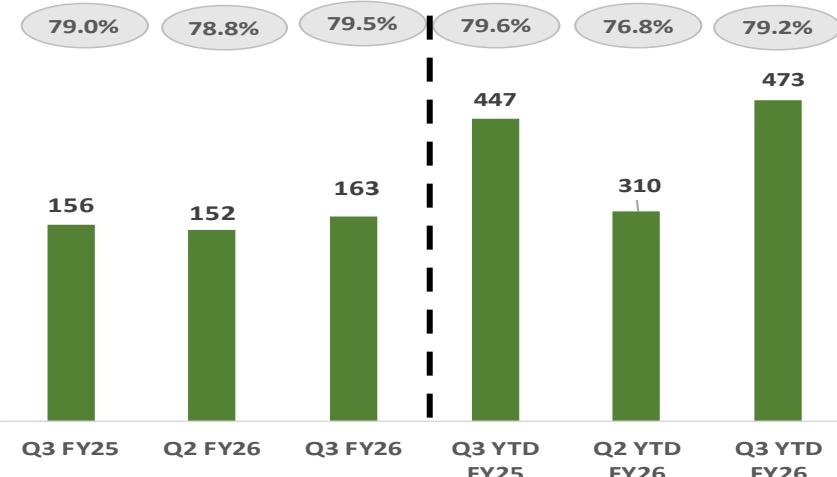
## Revenue and Sales mix



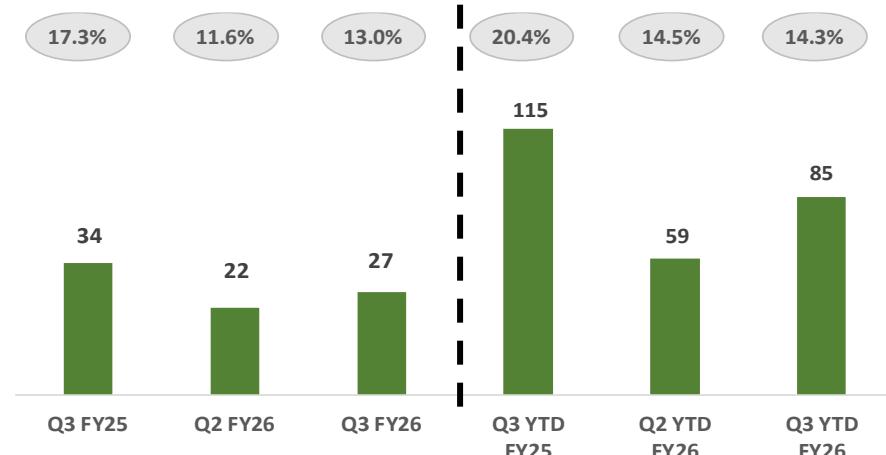
## ADS and SSSG



## Gross Margin



## Brand Contribution

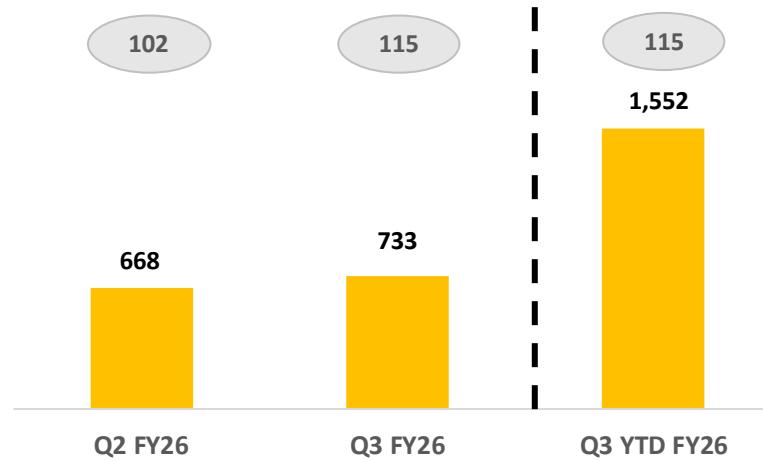


# PERFORMANCE TREND – SKY-GATE\*

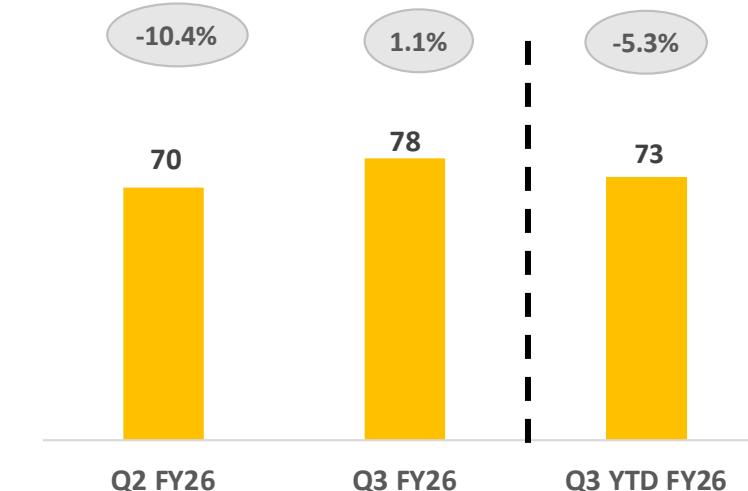


All figures in INR Million, unless specified

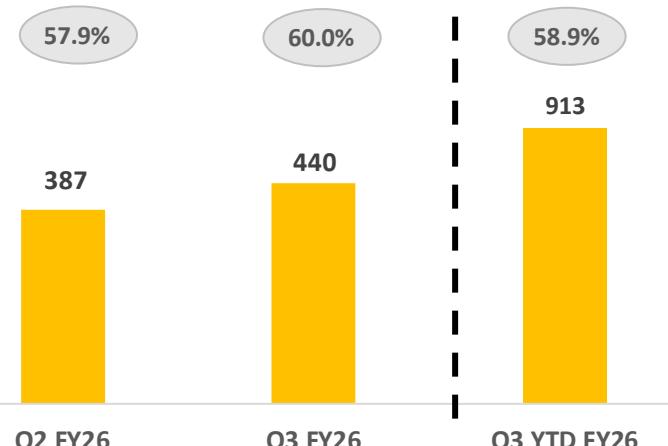
## Revenue and Sales mix



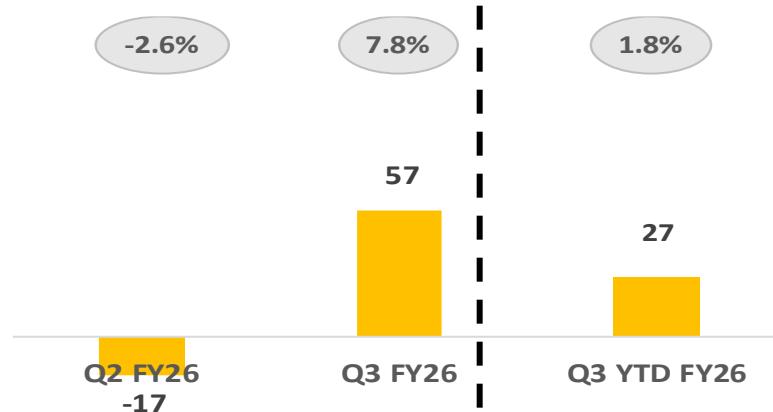
## ADS and SSSG



## Gross Margin



## Brand Contribution



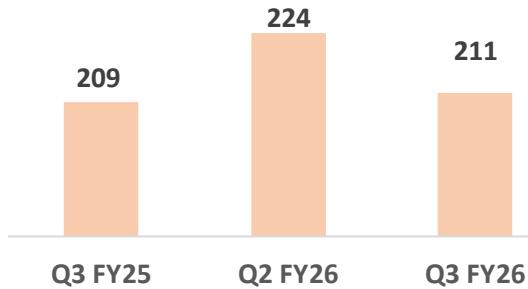
\* Sky-Gate stores acquired on 10<sup>th</sup> June-25

# PERFORMANCE TREND – FRANCHISEE BRANDS

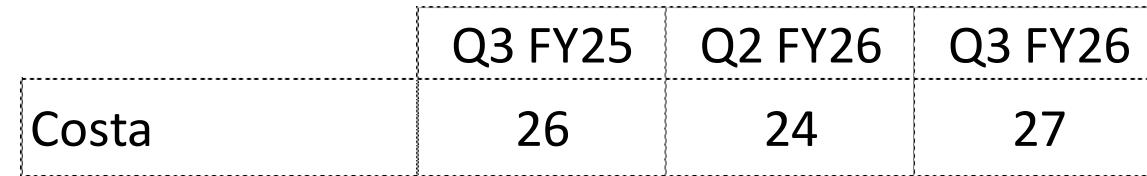


All figures in INR Million, unless specified

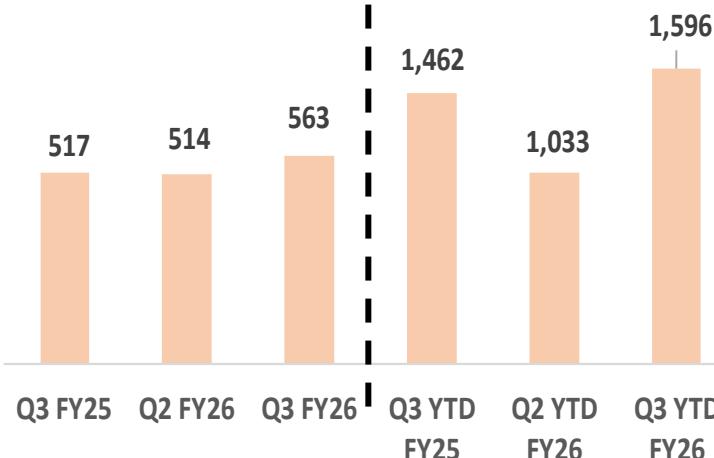
## STORE COUNT (NOS) AT END OF PERIOD



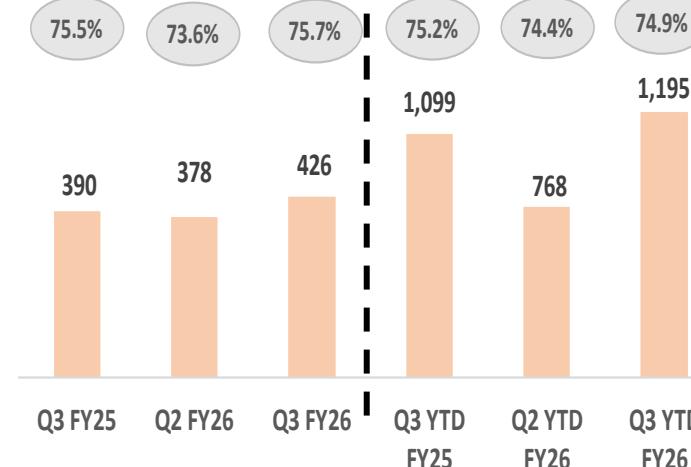
## ADS ('000)



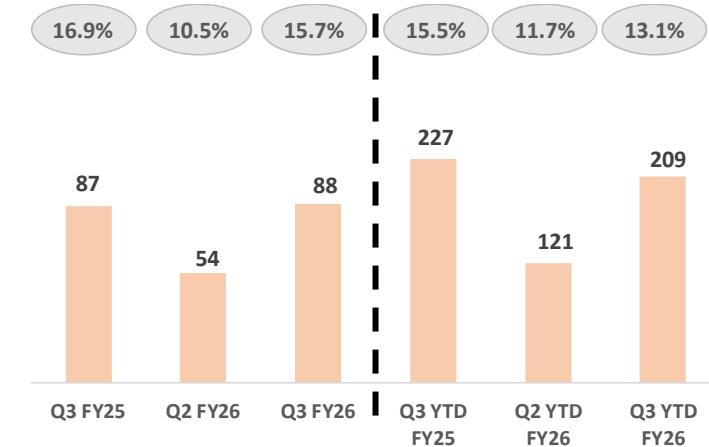
## REVENUE FROM OPERATIONS



## Gross Margin



## BRAND CONTRIBUTION



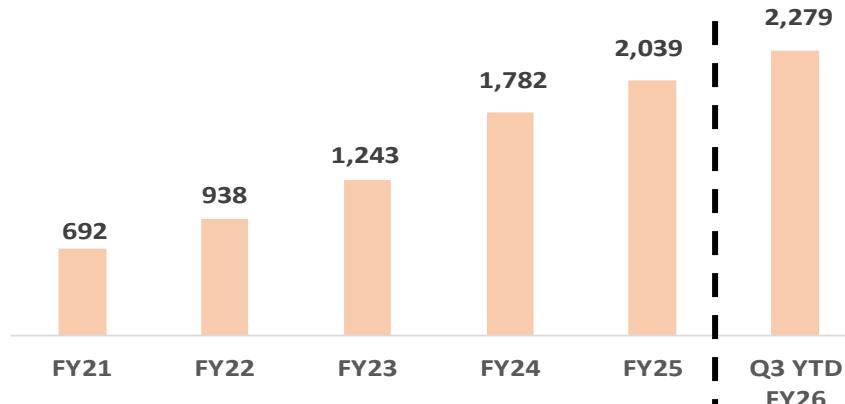
# 5 YEAR JOURNEY

# PERFORMANCE TREND -CONSOLIDATED YEARLY TREND



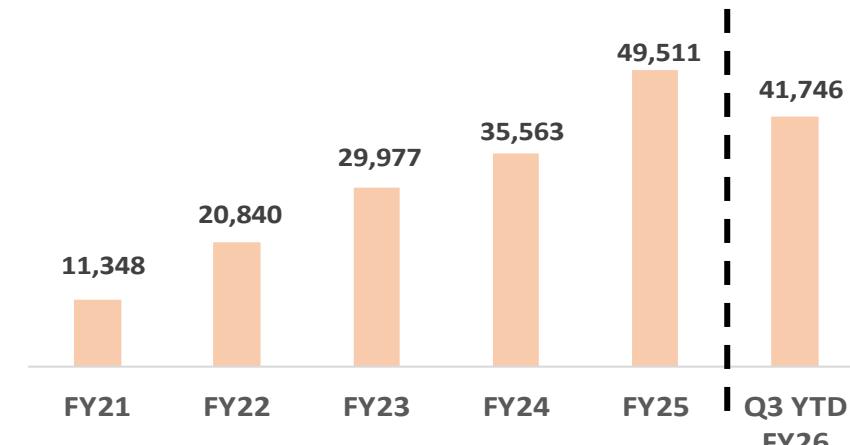
ALL FIGURES IN INR MILLION, UNLESS SPECIFIED

## STORE COUNT (NOS) AT END OF PERIOD



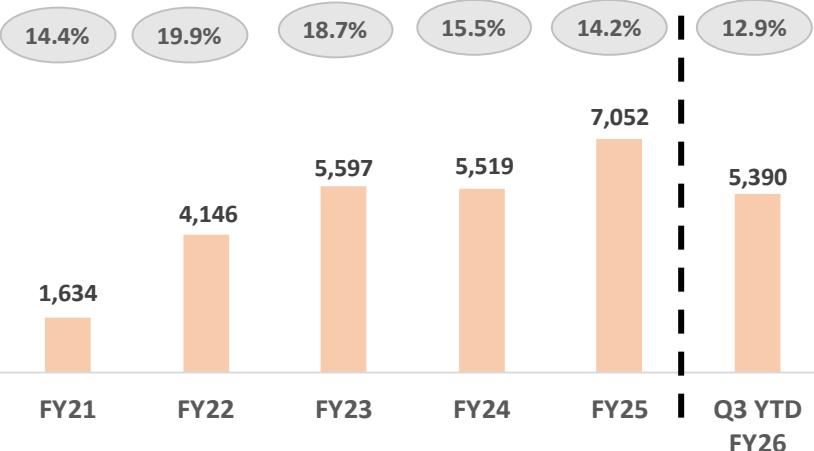
CAGR FY21 TO FY25 : 31%

## REVENUE FROM OPERATIONS



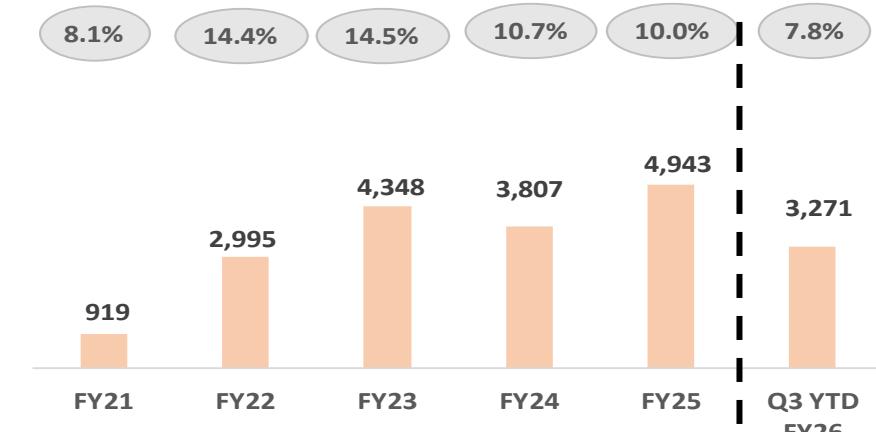
CAGR FY21 TO FY25 : 45%

## BRAND CONTRIBUTION



CAGR FY21 TO FY25 : 44%

## OPERATING EBITDA



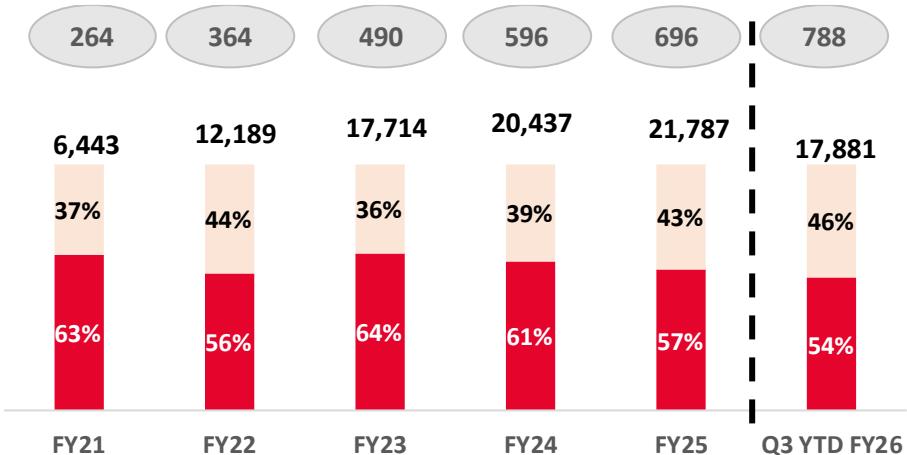
CAGR FY21 TO FY25 : 52%

# BUSINESS PERFORMANCE – KFC YEARLY INDIA



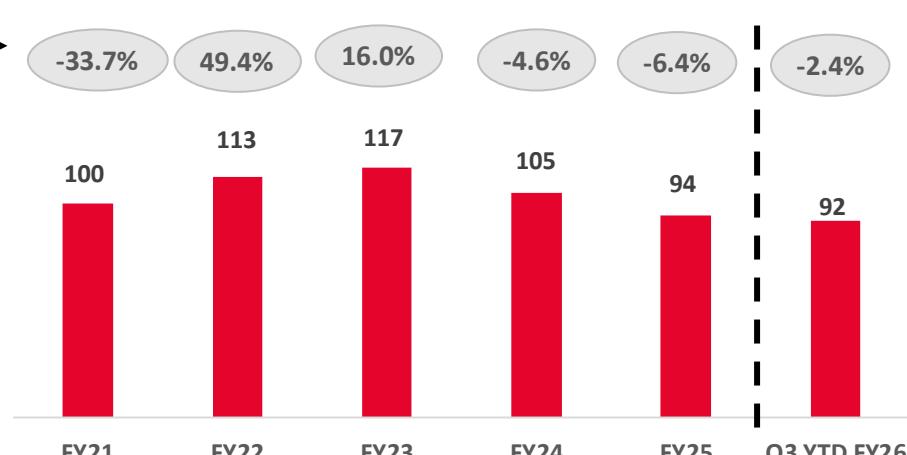
All figures in INR Million, unless specified

## REVENUE AND SALES MIX

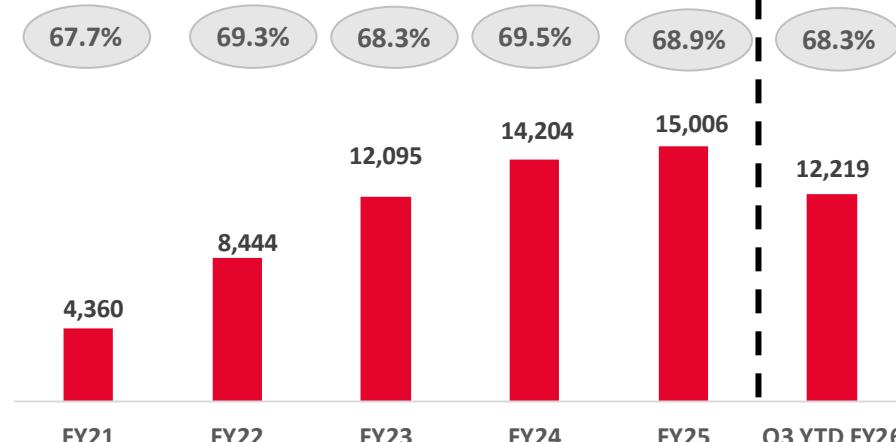


Revenue CAGR FY21 TO FY25 : 36%

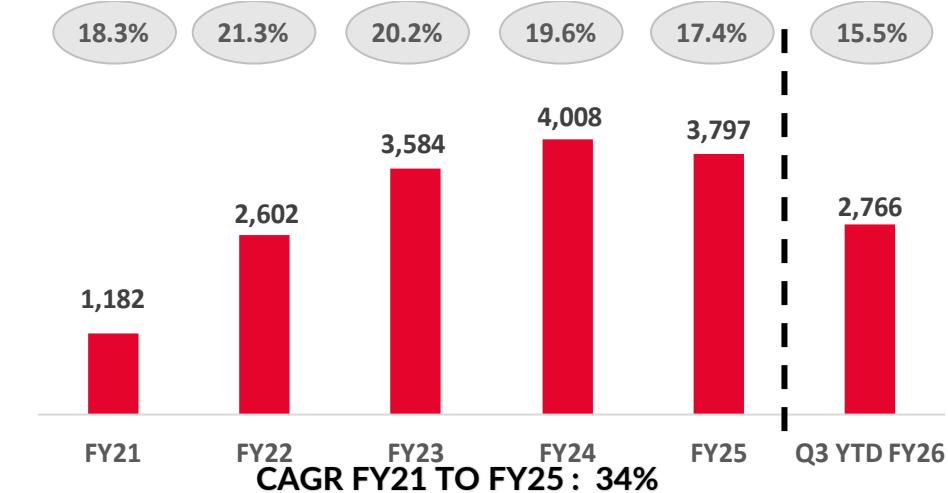
Stores SSSG%



## GROSS MARGIN



## BRAND CONTRIBUTION

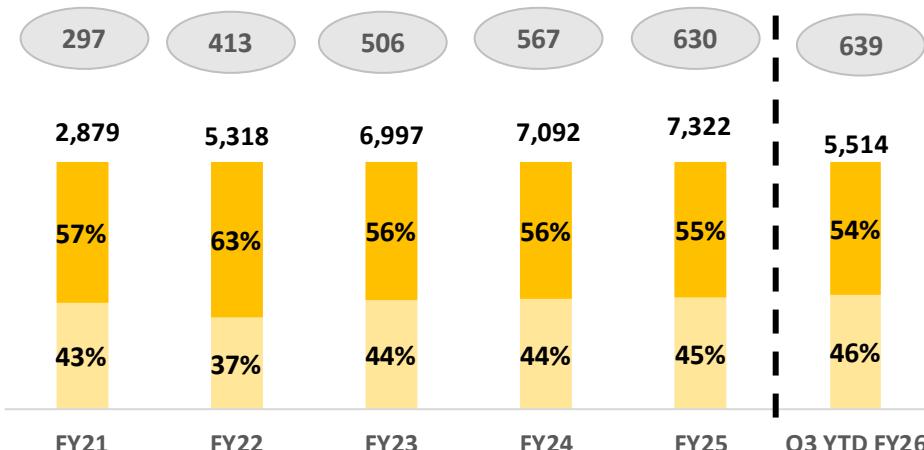


# BUSINESS PERFORMANCE – PH YEARLY INDIA

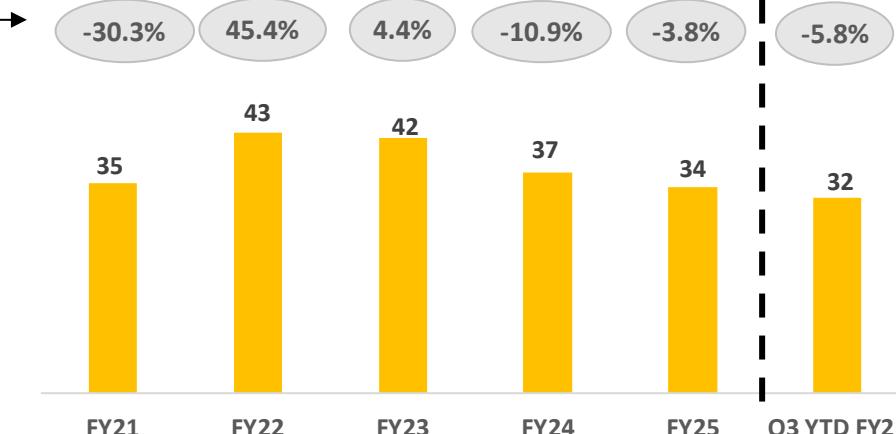


All figures in INR Million, unless specified

## Revenue and Sales mix

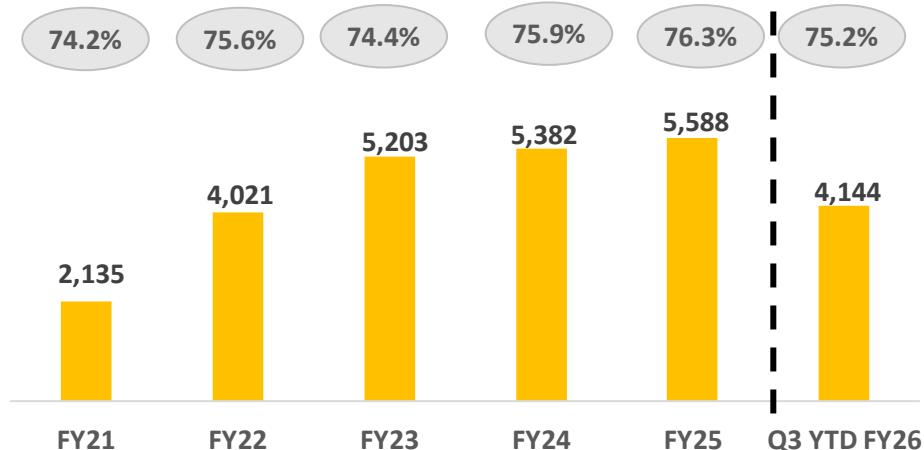


Stores SSSG%

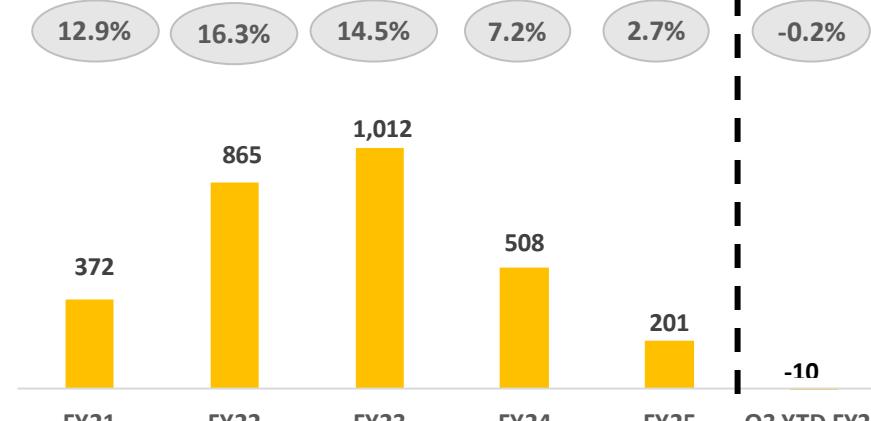


Revenue CAGR FY21 TO FY25 : 26%

## Gross Margin



## Brand Contribution



# Summary Financials

# CONSOLIDATED PROFIT & LOSS STATEMENT



Particulars (INR Million)	Q3' FY25	Q2' FY26	Q3' FY26	FY25 YTD Dec-24	FY26 YTD Dec-25
Revenue from Operations	12,944	13,767	14,409	37,385	41,746
Other Income	91	51	123	238	310
<b>Total Income</b>	<b>13,035</b>	<b>13,819</b>	<b>14,532</b>	<b>37,623</b>	<b>42,056</b>
Raw Material Cost	4,052	4,438	4,481	11,569	13,237
<b>Gross Profit</b>	<b>8,892</b>	<b>9,329</b>	<b>9,928</b>	<b>25,816</b>	<b>28,510</b>
<i>Gross Margin</i>	68.7%	67.8%	68.9%	69.1%	68.3%
Employee benefits expense	1,882	2,017	2,175	5,398	6,203
Other expenses	4,818	5,369	5,486	14,005	16,048
<b>Total Expenses</b>	<b>6,700</b>	<b>7,386</b>	<b>7,661</b>	<b>19,403</b>	<b>22,251</b>
<b>EBITDA</b>	<b>2,192</b>	<b>1,943</b>	<b>2,267</b>	<b>6,413</b>	<b>6,259</b>
<i>EBITDA Margin</i>	16.9%	14.1%	15.7%	17.2%	15.0%
Finance Costs	670	688	700	1,953	2,056
Depreciation & Amortization Expense	1,468	1,552	1,666	4,181	4,715
Impairment	89	51	-11	89	40
Foreign exchange (gain)/loss (net)	-30	-31	-33	76	-75
Share of loss of joint ventures	-1	-2	-1	-1	-5
Exceptional items	0		-215		-215
<b>Profit / (loss) before Tax (PBT)</b>	<b>85</b>	<b>(268)</b>	<b>(149)</b>	<b>351</b>	<b>(387)</b>
Loss from discontinued operation	0	(24)	(10)	0	(36)
Tax Expense	162	(52)	(49)	253	(96)
<b>Profit (loss) after Tax (PAT)</b>	<b>(76)</b>	<b>(239)</b>	<b>(110)</b>	<b>99</b>	<b>(327)</b>

## **Devyani International's Q3 & 9M FY2026 Conference Call on Wednesday, 04 February 2026 at 2:30 PM IST**

Devyani International Limited (DIL), among the largest QSR players in India, will host a conference call for investors and analysts on Wednesday, 04 February 2026 at 2:30 PM IST to discuss its results and developments for the period ended December 31, 2025. 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:**

<b>Timing</b>	: Wednesday, 04 <u>February</u> , 2026 at 2:30 PM IST
<b>Pre-Registration</b>	: To enable participants to connect to the conference call without having to wait for an operator, please register at the link below:  <a href="#">Click here to ExpressJoin the Call</a>
<b>Conference Dial-In Primary Number</b>	: +91 22 6280 1141 / +91 22 7115 8042

# About Us



Devyani International Limited is one of India's largest chain quick service restaurant (QSR) operators, with a network of over 2,000 stores across more than 280 cities in India, Thailand, Nigeria, and Nepal. The Company's portfolio represents a compelling blend of iconic global brands and successful homegrown concepts.

DIL holds the distinction of being the largest franchisee of Yum! Brands in India and Nepal. In addition, DIL is the sole franchisee in India for several international brands, including Costa Coffee, Tea Live, New York Fries, and Sanook Kitchen.

Complementing its global portfolio, DIL has developed strong indigenous brands such as Vaango, a South Indian vegetarian cuisine concept, and The Food Street, a food court format that brings multiple brands together under one roof to enhance consumer experience. DIL has also strengthened its Indian cuisine offerings through the acquisition of Sky Gate Hospitality, which owns popular brands such as Biryani By Kilo and Goila Butter Chicken.

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

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## Safe Harbor

Certain statements that may be made or discussed at the conference call may be forward-looking statements. Such forward-looking statements are subject to certain risks and uncertainties like significant changes in economic environment in India and overseas, tax laws, litigation, labour relations etc. Actual results might differ substantially from those expressed or implied. Devyani International will not be in any way responsible for any action taken based on such statements and discussions; and undertakes no obligation to publicly update these forward-looking statements to reflect subsequent events or circumstances.



**DEVYANI**  
INTERNATIONAL LIMITED

***Thank You!***

