

Restaurants CMP: ₹161 MCAP: ₹19,426Cr

BUY

Research Desk 🗢 21st April 2023

WAY2WEALTH



	DEVYANI INTERNATIONAL LIMITED
Buy Range	₹142 – 150
Target	₹190 – 200
Recommendation	BUY
	 Devyani International Limited (DIL) is the largest franchisee of Yum Brands in India and is among the largest operators of chain quick service restaurants (QSR) in India, on a non-exclusive basis, and operates 1,177 stores across more than 225 cities in India, Nigeria and Nepal, as of 31 December 2022
	Devyani operates franchises of several highly recognized global QSR brands and are the largest franchise partner for Yum in India. Core Brands include: (i) KFC, a global chicken restaurant brand (ii) Pizza Hut, the largest restaurant chain in the world specializing in the sale of ready-to-eat pizza products. Pizza Hut operates in the delivery, carryout and casual dining segment. (iii) Devyani is also a franchisee for Costa Coffee in India.
Highlights	The company is strategically expanding store network of Core Brands Business. There are significant opportunities to expand within India, and company intend to focus its efforts on increasing geographic footprint in both existing and new cities to capitalize on the growing market opportunity in India for QSR restaurants.
	 DIL intend to continue to create synergies between stores of Core Brands and delivery services by taking advantage of extensive store network to improve efficiency and increase margins.
	 Menu innovation with focus on value segments. DIL is actively involved in product innovation and altering the menu architecture along with in-store experiences and customer feedbacks, and mutually determine menu items together with Yum



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COMPANY BACKGROUND

Devyani International Limited (DIL) is the largest franchisee of Yum Brands in India and is among the largest operators of chain of quick service restaurants (QSR) in India, on a nonexclusive basis, and operates 1,177 stores across more than 225 cities in India, Nigeria and Nepal, as of December 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 54,000 restaurants in over 155 countries. Founded in London by Italian brothers Sergio and Bruno Costa in 1971, Costa Coffee is present in 41 countries around the world, with over 2,800+ coffee shops in the UK&I and 1,100+ globally. In addition, we have established in-house brands such as Vaango and Food Street.

The business is broadly classified into three verticals that includes stores of KFC, Pizza Hut and Costa Coffee operated in India (KFC, Pizza Hut and Costa Coffee referred to as "Core Brands"). Stores operated outside India primarily comprising KFC and Pizza Hut stores operated in Nepal and Nigeria.

Brand Portfolio











Reasons to Buy

- The company operate iconic global brands known for innovative and quality food offerings. Further, its multibrand portfolio offers a variety of cuisine options with products straddling price points, enabling to meet varied customer preferences.
- Vast industry experience is complemented by technical, marketing and operational 0 expertise, with quality, safety, customer experience, digital adoption, delivery, people and culture being focus areas.
- The company has a centralised supply chain for multiple brands. Apportionment of corporate overhead across a larger restaurant network, competitive lease rentals for multiple brands in one location, and economies of scale are other benefits of multi-brand portfolio.
- Store network is being consistently expanded to consolidate presence in existing cities while growing presence in new markets. Further, a cluster-based approach and penetration strategy optimizes supply chain and drives cost efficiencies.
- Increase focus on small towns and emerging cities
- Committed senior management team and the experience of Promoters have also led the growth of operations. The corporate Promoter, RJ Corp, is a diversified conglomerate that is focused on F&B sectors and individual Promoter, Ravi Kant Jaipuria, also has significant experience in the F&B sector and has been instrumental in the growth of the company. The Whole-time Director (President & CEO), Virag Joshi has been a key strategist in expansion of Pizza Hut, KFC and Costa Coffee stores.

Industry (QSR) Outlook

- The channel is expected to witness a significant rebound in the coming years. Driven by the economic recovery of the country and improvement in the purchasing power of consumers.
- Menu innovation will be another key growth driver. Given the heightened sense of health awareness among consumers, DIL is expected to decrease calorie and sugar content in their offerings.

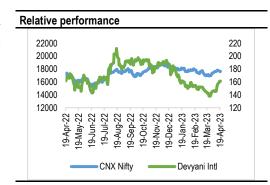
Important Data							
Nifty	17,624						
Sensex	59,632						
CMP	₹161						
Market Cap (₹ Cr)	₹19,426						
52W High/Low	₹215/134						
Shares o/s (crs)	120.5						
Daily Vol. (3M NSE Avg.)	2253540						
BSE Code	543330						
NSE Code	DEVYANI						
Bloomberg Code	DEVYANI:IN						

Shareholding Pattern (%)	Dec'22
Promoter	62.8
DIIs	07.9
FIIs	8.80
Public	20.5

Financials & Valuations

Particulars (₹ Cr)	FY19	FY20	FY21	FY22
Operating Revenue	1,311	1,516	1,135	2,084
EBITDA	205	220	197	476
EBITDA Margin (%)	16	14	17	23
Net Profit	-94	-121	-63	155
EPS (₹)	-7.5	-11.5	-0.5	1.3
P/E (x)	-	-	-	123

Source - Company, Way2Wealth



Analyst

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The prevalence of home delivery in Indian QSR is expected to continue to grow due to changing lifestyles and changing consumer eating patterns in a post COVID atmosphere. Operators will be forced to modernize and digitize their operations and have an online presence to meet customer demand. The proliferation of cloud kitchens in the future will stand as a witness to the rise in demand for home deliveries and growing reluctance to visit regular dine-in outlets.

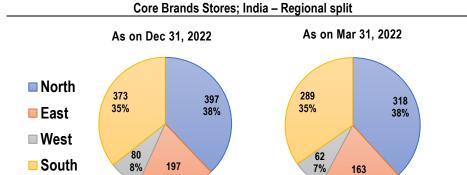
INVESTMENT RATIONALE

1. Portfolio of highly recognized global brands catering to a range of customer preferences – Devyani operates franchises of several highly recognized global QSR brands and is the largest franchise partner for Yum in India. Core Brands include: (i) KFC, a global chicken restaurant brand (ii) Pizza Hut, the largest restaurant chain in the world specializing in the sale of ready-to-eat pizza products. Pizza Hut operates in the delivery, carryout and casual dining segment. (iii) Devyani is also a franchisee for Costa Coffee in India. The company is also the non-exclusive sole franchisee for KFC and Pizza Hut in Nepal, and for KFC in Nigeria. Along with core brands, DIL also own and operate stores of certain other brands that include Vaango, Food Street, Masala etc.

Core brands business as well as other business offers a range of full and limited-service dining experiences not only in terms of cuisine, that includes a variety of offerings such as burgers, pizza, south-Indian food and street food, but also in terms of the format of offerings including dine-in, cafés, take-away, delivery, and drive-thrus.

The KFC brand is associated with its vibrant, contemporary store designs, and signature menu items. This has enabled it to grow into an aspirational brand in India with new store and product launches garnering significant attention and interest.

Pizza Hut's constant menu innovations and affordable pizza offerings make it a strong competitor in the Indian QSR industry, driving consumption of pizza as a regular meal rather than an occasional/ celebratory meal opportunity.



Source - Company, Way2Wealth

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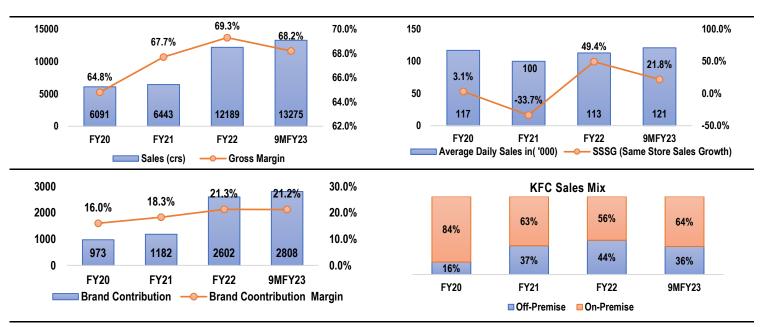
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Core Brands Performance

1. KFC

Innovation continued to be a key growth driver for KFC. The unique product offering of KFC Biryani Bucket - crispy, juicy KFC chicken with flavorful Biryani rice – was the highlight of the year. The launch of Biryani Bucket was well received by the customers and also generated a lot of buzz for the brand

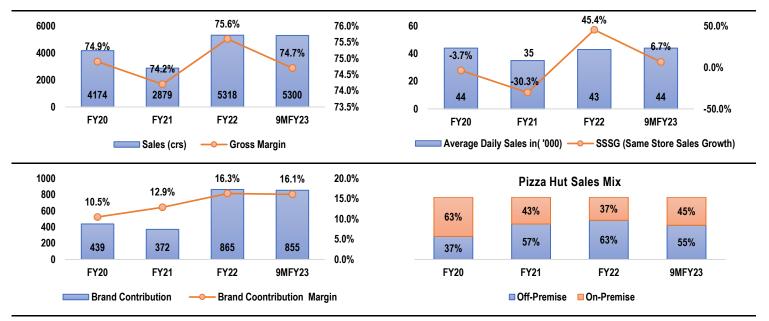


Source - Company, Way2Wealth

2. Pizza Hut

Constantly innovating, Pizza Hut India launched the much awaited lighter, crispier and tastier San Francisco Style Pizza with a handcrafted crust option. Another product innovation highlight was India's first-ever Momo Pizza - 'Momo Mia!', an epic fusion of two beloved dishes offering the best of both worlds, and a new side dish called Baked Cheesy Momos. The new launches have received strong acceptance from customers, with Momo Mia! Pizza particularly seeing strong adoption by customers in the East and Northeast, markets where Devyani have a strong presence.

With increasing delivery salience in the business, share of off-premise sales increased from 37% to 45% in the total sales mix, validating the strategy of moving toward smaller store formats with a focus on delivery.



Source - Company, Way2Wealth



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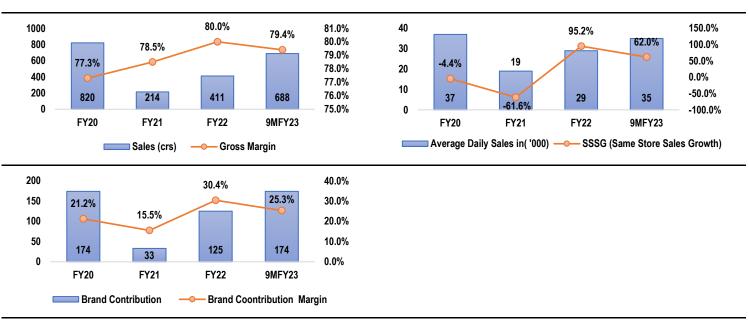
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3. Costa Coffee

In Aug'21, the company extended partnership with Costa Coffee parent. Under the revised agreement, the company has been granted development rights for pan-India in a phased manner. Following the contract extension, Devyani is focusing on adding new stores, launching new products, driving brand engagement, and building team. This has helped to emphatically grow performance.



Source - Company, Way2Wealth

2. Presence across key consumption markets with a cluster-based approach – The company have a strong presence in key metro regions of Delhi NCR (comprising Faridabad, Ghaziabad, Gurgaon, Delhi and Noida), Bengaluru, Kolkata, Mumbai and Hyderabad. As of Sep'22, and Dec'22, company had 469 stores and 503 stores, respectively, of Core Brands located in these five major metros in India. The expansion model is supported by streamlined store network planning, a robust supply chain network and an efficient staff recruitment and development program. Over the years, company have been consistently increasing the number of stores both organically and inorganically. Stores in Core Brands Business increased from 316 stores as of Mar'21, to 503 stores as of Dec'22. The expansion is driven by ability to keep operating cost low and implement economies of scale through operational leverage.

Core Brands Stores	Mar'21	Mar'22	Sept'22	Dec'22
NCR	135	153	179	191
Bangaluru	80	106	118	125
Kolkata	42	52	56	59
Hyderabad	32	60	72	77
Other Metro cities	27	36	44	51
Total Metros	316	407	469	503
Total Non Metros	289	425	508	544
% In Metros	52%	49%	48%	48%
% In Non Metros	48%	51%	52%	52%
Total Cities	155	204	224	227
Total Store Count	605	832	977	1,177

Source - Company, Way2Wealth



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Devyani International Ltd - Management team

- Ravi Kant Jaipuria, one of Promoters and Non-Executive Director on Board, has over three decades of experience in conceptualizing, executing, developing and expanding food, beverages and dairy business in South Asia and Africa. He also has an established reputation as an entrepreneur and business leader and was awarded with the 'Distinguished Entrepreneurship Award' at the PHD Chamber Annual Awards for Excellence 2018.
- Management team is led by Whole-time Director (President & CEO), Virag Joshi, who has been a key strategist in expansion of Pizza Hut, KFC, Costa Coffee stores from a small base of five restaurants in 2002 to over 600 stores in the last 19 years.
- Management team also comprises Manish Dawar, Whole-time Director and Chief Financial Officer, Rajat Luthra, CEO – KFC and Amitabh Negi, CEO – Pizza Hut, who have extensive experience in various sectors including FMCG, F&B and hospitality.
- 3. Strategically expanding store network of Core Brands business The focus will continue to remain on increasing sales across the KFC and Pizza Hut brands by opening additional stores. There are significant opportunities to expand within India, and company intend to focus its efforts on increasing geographic footprint in both existing and new cities to capitalize on the growing market opportunity in India for QSR restaurants. DIL opened 246 new Stores in FY22 the highest ever for company and financial performance mirrored store expansion success as the company generated record revenues, best margins, and record delivery of profit. The revenues grew 84% YoY to ₹2,084 Cr in FY22, proving the strength of brands. The strong focus on financial discipline and effective management of input costs expanded consolidated EBITDA margin to 22.5% in 9MFY23, 22.8% in FY22 from 16.8% in FY20, while net profit stood at ₹ 155 crs against a loss in the FY21. As of Dec'22 total stores count stood at 1177. Total store count stands at 1,177 stores across all brands and the management is targeting to open about 250-300 stores for next year.

Stores	Mar'22	Sep'22	Dec'22
KFC	364	423	461
Pizza Hut	413	466	483
Costa Coffee	55	88	103
Others	60	70	73
Total India	892	1047	1120
Nigeria	28	29	36
Nepal	18	20	21
Total DIL	938	1096	1177

Source - Company, Way2Wealth

4. Focus on delivery channel for Core Brands – DIL intend to continue to create synergies between stores of Core Brands and delivery services by taking advantage of extensive store network to improve efficiency and increase margins. Also they intend to open additional stores for Pizza Hut and KFC that will be primarily focused on delivery. Focus going forward will be to have limited dine-in capacity at delivery focused stores.

In addition to taking advantage of the growing online delivery market DIL intend to engage further with delivery aggregators.

The company intend to work with third-party delivery aggregators to increase the number of dedicated riders for KFC and Pizza Hut to allow for greater control over delivery quality and improve ability to make timely deliveries. DIL also has the non-exclusive right to open and operate delivery-focused Pizza Hut stores in all of India (excluding Tamil Nadu), and we believe that this will enable to grow delivery business further. Company intend to collaborate further with Yum to provide data analytic on riders and route information to optimise business cycles and improve scheduling efficiency of riders.



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5. Menu innovation with focus on value segment – As the largest franchise partner for Yum in India, DIL is actively involved in product innovation and altering the menu architecture along with in-store experiences and customer feedbacks, and mutually determine menu items together with Yum. For instance, DIL have launched "Chizza" at KFC stores, which uses fried chicken fillet as the base instead of pizza dough. In addition to offering an innovative menu, it also seek to offer guests a superior value proposition, such as the value-burger launch in KFC with offerings affordably priced starting at ₹ 69, and a 'Funtastic 4 Pizza' offer of a set of 4 pizzas. Some of the recent launches include Momo Mia Pizza and San Francisco Style. In KFC, DIL launched Biryani bucket in place of Rice bowl; peri-peri chicken which saw encouraging customer response. The company has added various innovative food items in the menu and introduced combo meals (affordable pricing), which have helped in improving average transaction size for the company.

SSSG (Same Store Sales Growth)	FY19	FY20	FY21	FY22	YTDFY23
KFC	4.6%	3.1%	-33.7%	49.4%	21.8%
Pizza Hut	4.7%	-3.7%	-30.3%	45.4%	6.7%
Costa Coffee	2.3%	-4.4%	-61.6%	95.2%	62.0%

Source - Company, Way2Wealth

6. International and Other Business – DIL operates KFC and Pizza Hut stores in Nepal, and KFC stores in Nigeria. Contributing ~9% of the topline, it has 36 KFC stores in Nigeria and 21 KFC & Pizza Hut stores in Nepal. The international business is profitable and cash-generating, the funds being re-invested in capex for store expansion in the respective markets. The international business is profitable and cash-generating, the funds are re-invested in capex for store expansion in the respective markets. Although Nepal is not a huge market, there is greater market opportunity in Nigeria.

Devyani operates own brands such as **Vaango**, **The Food Street** which contributes ~5% of the topline. **The Vaango brand** is a one stop destination for all South Indian food lovers serving pure vegetarian meals. Food Street offers its consumers variety and depth in menu under one roof. These brands are located within larger food courts in malls, shopping complexes and airports.

Risks

- QSR players continue to see increased competition intensity from unorganized small players.
- Volatile raw material prices and inability to pass on prices to consumers could impact profitability.
- Any negative news regarding the food quality and related incidents would impact its reputation. There is a risk of food tampering incidents or contamination during transport or handling. The occurrence of such events might lead to litigation by customers and fines by food safety regulators.



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View

Devyani International Ltd (DIL) is the largest franchisee of Yum Brands in India and is among the largest operators of quick service restaurants chain in India and operates 1177 stores across 225 cities as of Dec'22. As the franchise partner of Yum Brands, the company operates their iconic brands KFC and Pizza Hut in India as well as in Nigeria and Nepal.

Company is an integral growth engine for RJ Corp and today it is a powerhouse multinational with thriving businesses in beverages, fast-food restaurants, retail, ice-cream, dairy products, healthcare, and education. Along with good regional split and high store count. Devyani has a good control over with its expenses to deliver profitability.

While there are pressures on the raw material front to a certain extent, DIL is expected to realise benefits of operating leverage given the strong top-line growth. Moreover, as more consumers lap up the recently launched Fun Flavour Pizza and the overall store sales improve, DIL's product mix is expected to improve. DIL increased pace of store openings in the high margin KFC business is also expected to improve the product mix.

Hence, we recommend it as a BUY with target range ₹190-200 trading at P/E 71.2x TTM EPS ₹2.32.



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	Q3FY2	3 FINANC	IALS					
								(₹ Cr)
Particulars	Q3FY23	Q3FY22	VAR [%]	Q2FY23	VAR [%]	9MFY23	9MFY22	VAR [%]
Revenues	790.1	624.43	26.5%	747.4	5.7%	2242.7	1493.3	50.2%
Total Operating Income	790.1	624.4	26.5%	747.4	5.7%	2242.7	1493.3	50.2%
Other Income	8.1	3.9	107.7%	4.5	80.0%	21.6	13.7	57.7%
TOTAL INCOME	798.2	628.3	27.0%	751.9	6.2%	2264.3	1507.0	50.3%
Total Raw Material Cost	242.4	178.7	35.6%	222.8	8.8%	668.9	430.0	55.6%
Cost of Raw Material & Components Consumed	240.3	174.9	37.4%	220.8	8.8%	662.5	421.9	57.0%
Purchases of stock-in-trade	2.1	3.8	-44.7%	2	5.0%	6.4	8.1	-21.0%
Total Raw Material Cost % to Sales	30.7%	28.6%	7.2%	29.8%	2.9%	29.8%	28.8%	3.6%
Employee Cost	85.9	72.8	18.0%	88.1	-2.5%	250.6	185.9	34.8%
Employee Cost % to Sales	10.9%	11.7%	-6.7%	11.8%	-7.8%	11.2%	12.4%	-10.2%
(Reversal)/provision of impairment of non-financial assets		-0.9	-100.0%		-	-1.2	-0.1	1277.8%
% of Sales	0.0%	-23.1%	-100.0%	0.0%	-	-5.7%	-0.7%	773.9%
Advertisement & Sales Promotion Expenses			-		-	0.0	0.0	-
Advertisement & Sales Promotion Expenses % of Sales	0.0%	0.0%	-	0.0%	-	0.0%	0.0%	-
Other Expenses	288.3	225.1	28.1%	270.1	6.7%	819.3	544.6	50.4%
Other Expenses % of Sales	3559.3%	5771.8%	-38.3%	6002.2%	-40.7%	3793.1%	3975.2%	-4.6%
TOTAL EXPENDITURE	616.6	475.7	29.6%	581.0	6.1%	1737.6	1160.4	49.7%
EBIDTA	173.5	148.7	16.7%	166.4	4.3%	505.1	332.9	51.7%
EBIDTA Margin %	22.0%	23.8%	-7.8%	22.3%	-1.4%	22.5%	22.3%	1.0%
Finance Costs	37.8	29.6	27.7%	34.8	8.6%	105.4	94.8	11.2%
PBDT	143.8	123.0	16.9%	136.1	5.7%	421.3	251.8	67.3%
Depreciation, Ammortization & Impairment	70.6	55.8	26.5%	66	7.0%	20.0	14.4	38.9%
PBT before Exceptional Items	73.2	67.2	8.9%	70.1	4.4%	401.3	237.4	69.1%
Exceptional Items	8.8	-0.62	-1519.4%	11.3	-22.1%	20.0	-0.6	-3325.8%
PBT after Exceptional Items	64.4	67.9	-5.1%	58.8	9.5%	381.3	238.0	60.2%
Tax			-		-	0.0	0.0	-
Tax Rate %	0.0%	0.0%	-	0.0%	-	0.0%	0.0%	-
Reported Profit After Tax	64.4	67.9	-5.1%	58.8	9.5%	381.3	238.0	60.2%
PAT Margin %								
EPS	3.6	3.7	-5.1%	3.2	9.5%	21.1	13.1	60.2%
Equity	18.1	18.1		18.1		18.1	18.1	
Face Value	1.0	1.0		1.0		1.0	1.0	

Source – Company, Way2Wealth



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Particulars	FY17	FY18	FY19	FY20	FY21	FY22	TTM
Sales	1,048	1,111	1,311	1,516	1,135	2,084	2,834
Sales Growth %	3%	6%	18%	16%	-25%	84%	36.0%
Expenses	1,008	1,015	1,106	1,297	938	1,608	2,189
	96%	91%	84%	86%	83%	77%	77%
Material Cost %	30.68%	30.38%	29.67%	30.36%	30.37%	28.78%	
Manufacturing Cost %	10.69%	10.07%	10.95%	10.76%	10.3%	9.03%	
Employee Cost %	16.68%	15.52%	14.63%	14.88%	13.62%	12.01%	
Other Cost %	38.20%	35.41%	29.15%	29.51%	28.33%	27.33%	
Operating Profit	39	96	205	220	197	476	645
OPM %	4%	9%	16%	14%	17%	23%	23%
Other Income	8	23	42	45	120	-3	1
Interest	88	34	137	161	151	129	138
	8%	3%	10%	11%	13%	6%	5%
Depreciation	137	55	203	223	229	221	265
	13%	5%	15%	15%	20%	11%	9%
Profit before tax	-178	30	-93	-120	-64	123	243
Tax %	-1%	-3%	-1%	-2%	2%	-26%	
Net Profit	-180	31	-94	-121	-63	155	279
PAT Margin	-17%	3%	-7%	-8%	-6%	7%	10%
EPS (₹)	-11.31	4.33	-7.46	-11.46	-0.48	1.3	2.32

Source- Company, Way2Wealth

PEER COMPARISON

	CMP	MCAP	R	evenue (c	r)	Е	BITDA (c	r)	EBI	TDA Ma	rgin		PAT			EPS	
	₹.	₹ Cr	FY21	FY22	TTM	FY21	FY22	TTM	FY21	FY22	TTM	FY21	FY22	TTM	FY21	FY22	TTM
Devyani Int	161	19176	1135	2084	2834	197	476	645	17%	23%	23%	-63	155	279	-0.48	1.3	2.32
Saphhire Foods	1194	7636	1020	1722	2202	125	305	430	12%	18%	20%	-100	46	124	-18.6	7.3	19.5
Westlife Foodworld	683	10602	986	1576	2177	61	197	348	6%	13%	16%	-99	-2	107	-6.38	-0.11	6.84
Burger King India	94	4649	1004	1490	1940	25	97	104	2%	6%	5%	-282	-235	-243	-6.4	-3.9	-4.35

	ROE	ROCE	PE (TTM)	EV/EBITDA	MCAP/Sales	Coverage Ratio	D/E
Devyani Int	22.8%	14.5%	71.2	43.35	10.1	3.8	0.2
Saphhire Foods	4.6%	7.5%	61.4	26.8	5.5	4.4	0.06
Westlife Foodworld	-0.4%	16.3%	99.7	35.2	4.7	2.6	0.43
Burger King India	-18.8%	-6.0%	_	40.8	3.3	1.25	0.14

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TECHNICAL VIEW

CMP: ₹161

After making a decent run up from lows of 133.75 to 163.70, DEVYANI has been consolidating in the tight range 155-165 without interrupting its short-term uptrend. Such a consolidation is to be viewed as a positive signal and it paves way for smart up move ranging from 6-8%. RSI is also showing rising trend indicating accumulation can be witnessed on buyer surface. The weekly chart suggests sustainable move past 170 can extend rally in the counter towards upper Bollinger band levels of 170/184/188. On weekly chart the bullish support line continues to remain strong which suggests buying pressure in the stock during dips. Going forward, Overall, we advocate to Buy DEVAYANI around 155-160 range and add on dips till 150 for above mentioned targets 179 then 188 levels. On the downside 144/141 would the act as strong support and slip below that would negate above positive view.



Source - Falcon 7



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