QSR

QSR snapshot

Company	CMP (INR)	TP (INR)	Rating
Jubilant Foodworks	465	625	Upgrade to Buy
Devyani Internat.	119	160	Buy
Sapphire Foods	192	245	Buy
RBA	85	125	Buy
Westlife	548	550	Neutral
United Foodbrands	735	775	Neutral

QSR at an inflection point; risk-reward favorable

- The quick-service restaurant (QSR) sector has been an underperformer in the last four years and the aggregate market cap of listed QSR companies has declined by 20% during FY22-26, with the last 12 months seeing a ~25% correction. The entire QSR universe represents a market cap of INR670b, with India revenue of ~INR200b and India store network of more than 6,600. New stores added in the last four years account for over 40% of total stores (>65% of FY22 store count). However, the faster rollout has affected the unit economics of the QSR sector. We expect the store addition pace will be slower to 10-11% over FY27-28 vs. 15% over FY22-26. As a result, we believe store unit economics might not see any more deterioration.
- The sector had faced similar challenges in FY13-17, when aggressive expansion met with weak demand and same-store sales deteriorated (Exhibit 23:). A recovery then came from a familiar playbook of slower expansion, value offering, menu innovation, digital engagement and focus on unit economics of existing stores. We expect a similar turnaround possibility, with early signs of recovery visible in improving SSSG and profitability. Operating margins are currently lower than the FY19 level (significantly lower than the FY22 levels). We believe a margin recovery will be driven by price hikes, better throughput from new stores added in recent years, and improving SSSG.
- Listed QSR companies operate one of the largest consumer retail networks in India with 6,627 stores, far exceeding the total store network of Trent, Titan Jewellery and Avenue Supermarts (Exhibit 37:). Despite operating a 5-6x larger store network than the leading organized retailers and generating revenue comparable to Trent's, the listed QSR universe trades at a fraction of their valuation. Although weaker unit economics warrant a discount, we believe the current valuation captures these concerns. Any improvement in profitability metrics will drive up the valuation quickly for QSR companies.
- **We retain BUY on Devyani International, Restaurant Brands Asia (RBA) and Sapphire Foods. Given a 35% correction in its stock price in the last 12 months, we upgrade Jubilant FoodWorks (JUBI) to BUY from Neutral.**

India QSR - Recap of last five years

- Aggregate revenue of QSR operators in India has increased to INR195b at a 15% CAGR during FY22-26 (13% in FY19-26), reflecting healthy consumption trends. Their aggregate store count in India has expanded at a 15% CAGR during FY22-26 (14% in FY19-26) to 6,627 (2,725 in FY19), indicating a healthy store expansion trajectory.
- However, due to faster store rollouts, network supply has exceeded consumer growth, which has led to cannibalization among brands and started impacting store unit economics. Average daily sales (ADS) and same-store-sales growth (SSSG) have declined significantly. Aggregate EBITDA (pre-Ind As) has clocked a mere 7% CAGR over FY22-26 (10% in FY19-26); it was even weaker after FY23, down ~6% during FY23-FY26 (from INR19b to INR18b).

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Weak operating performance; demand not an issue

- In our widespread consumer coverage universe, a compendium of ~60 consumer companies with a combined revenue of >INR6t in FY26, the QSR segment has posted the second-highest revenue CAGR of 13% over FY19-26 after Jewelry (24%). The consumer universe has registered an 11% revenue CAGR.
- QSR CAGR looks even healthier given (1) no price hike support, (2) more focus on value offerings impacted AOVs (suggesting customer footfall growth will be more than the revenue CAGR of 13%), (3) actual consumption growth (no support of trade pipeline filling). Thereby, looking at aggregate growth, we do not believe QSR had demand issues. Unit economics was impacted by faster store rollout-driven excess supply.

Faster store rollout and improvement in geographic diversification

- The listed QSR universe has more than 6,600 stores, with nearly 60% of them concentrated in the top 30 cities. In our store locator analysis, store density in the top 30 cities is ~20 stores per million population as compared to the Indian average of four stores per million population (Exhibit 15:). It reflects long-term store potential for QSR companies. Store expansion has accelerated meaningfully, with India's listed QSR industry adding 550-600 net stores annually during FY23-FY26, compared to ~225-230 stores per year in the pre-Covid period.
- The pace of expansion has been fast in Tier-2 and Tier-3 cities over the last 3-4 years, reducing dependence on the largest metros. The share of stores in the top 30 cities has gradually declined to ~60-62% in FY26 from ~66% in FY23.
- The store mix within the listed QSR sector has shifted meaningfully over the past decade. Domino's maintains the largest footprint, with its share of the listed store base rising from 41% in FY15 to 48% in FY18 and moderating to 39% by FY26 as peers accelerated expansion. KFC steadily increased its presence, with its share of the store base expanding from 18% in FY15 to 21% in FY26. Burger King witnessed the sharpest gain, growing its share from just 1% in FY15 to 9% by FY26.

India relevance for global QSR

- India's organized QSR industry is still at an early stage of penetration relative to global markets, despite strong store expansion over the last five years. The top three giants (Domino's, McDonald's and Yum! Brands) in India operate at <7000 stores, while these global QSR leaders collectively operate >130,000 restaurants globally, generating ~USD215b of system sales in CY25. While store expansion in mature markets has been relatively moderate, emerging international markets continue to drive incremental growth.
- India has become an increasingly important market for global QSR brands. India is now Domino's largest international market, contributing ~11% of global stores and ~16% of international stores. India accounts for ~4% of Yum!'s global store base (6% of international stores), while McDonald's India contributes only ~2% of its global and international store network.

Familiar cycle in the past; hopeful for similar recovery

- The slowdown in the QSR market is not new. The listed QSR industry had witnessed a similar phase during FY13-FY17 (Exhibit 23:), when companies expanded their store networks aggressively. This led to lower store productivity, weaker SSSG and pressure on profitability. During such periods, companies typically slowed store expansion and shifted their focus to improving the performance of existing stores.
- JUBI adopted a similar strategy in FY18. After expanding its store network at an ~18% CAGR during FY14-17, the company reduced store additions to ~2% in FY18 as demand weakened and SSSG moderated to low single digits. Management focused on improving value offerings, menu innovation, product quality and the overall customer experience, which helped drive a recovery in SSSG and profitability. Westlife Foodworld followed a similar approach by moderating store expansion and prioritizing store productivity during periods of weaker demand.

Improving print in recent performances

- We believe the QSR sector is once again at a similar inflection point. Following an aggressive expansion phase over the last four years (FY22-FY26), most listed QSR players' network expansion as a percentage of total stores has been moderating now. Besides, companies have been shifting their focus to improving ADS, SSSG and restaurant-level profitability. It should support a gradual recovery in unit economics and earnings over the medium term.
- QSR companies have been taking multiple initiatives, such as value platforms, menu innovation, better consumer offers and expanding beverages. All such initiatives should help improve consumer footfalls and order frequency for QSR companies.
- Management commentary during the 1QFY27 results indicated that the QSR sector recovery is gradually strengthening. Companies reported improving demand, with positive or better SSSG across most brands, supported by higher customer traffic and strong value offerings. Dine-in demand improved across brands, while management highlighted that the positive momentum continued into July. While food, LPG and wage inflation remained elevated, disciplined pricing and cost management helped the companies to support margins.
- Most listed QSR players reported better SSSG in 2HFY26 (Exhibit 24:), supported by improving dine-in traffic, resilient delivery demand, value-led offerings, menu innovation and a favorable base. This indicates that companies' efforts to improve customer traffic and order frequency are gradually translating into better store productivity.

QSR trading at steep discount to other retail players

- The listed QSR sector operates one of the largest consumer retail networks in India with ~6,627 stores, far exceeding the total store count of Trent, Titan Jewellery and Avenue Supermarts.
- Despite operating a 5-6x larger store network than the leading organized retailers and generating revenue comparable to Trent's, the listed QSR universe trades at a fraction of their valuation. Although weaker unit economics warrant a

discount, we believe the current valuation captures these concerns. Any improvement in profitability metrics will drive up the valuation quickly.

- As demand recovers and restaurant-level productivity improves, the QSR sector offers an attractive risk-reward proposition, with meaningful scope for valuation re-rating from the current depressed levels.

Valuation correction mitigates risk

- The aggregate market cap of QSR companies has corrected by 20% during FY22-FY26, with the last 12 months witnessing a ~25% correction. The entire QSR universe is available at a market cap of ~INR670b, with India revenue of ~INR200b and India store network of >6,600 stores.
- The sector has witnessed a valuation correction following weak profitability over FY23-26. Going forward, valuation multiples are likely to be driven more by the improvement in SSSG, store productivity and earnings delivery rather than by store expansion alone. Since the sector has been witnessing sequential improvements in earnings for the past two quarters, we believe a gradual re-rating in valuations is likely.
- **Given a 35% correction in stock price over the last 12 months, we upgrade JUBI to BUY from Neutral with a revised TP of INR625.**
- **We maintain BUY on Devyani (TP INR160), Sapphire (TP INR245) and RBA (TP INR125).**
- **We maintain Neutral rating on Westlife and United Foodbrands (UFB) with a TP of INR550 and INR775.**

Exhibit 1: Peer comparison

Company	CMP (INR)	TP (INR)	Reco	EV/EBITDA Pre Ind As(x)			EV/sales(x)		
				FY26	FY27E	FY28E	FY26	FY27E	FY28E
Jubilant Foodworks	465	625	Upgrade to Buy	23.0	20.0	17.1	3.3	2.9	2.6
Devyani International	119	160	Buy	34.5	25.8	20.5	2.8	2.4	2.3
Sapphire Foods	192	245	Buy	25.6	19.4	15.6	2.0	1.7	1.5
RBA	85	125	Buy	67.1	27.9	16.5	1.8	1.5	1.3
Westlife	548	550	Neutral	43.2	35.4	26.6	3.3	2.9	2.5
United Foodbrands	735	775	Neutral	40.8	22.7	18.4	2.2	1.7	1.5

Source: Company, MOFSL

Exhibit 2: Key Thesis and valuation

Particulars (INR bn)	Valuation	TARGET (x)	EV	TP	CMP	Upside (%)	Rating	Key Thesis
Jubilant				625	465	34	Upgrade to BUY	❖ JUBI has been consistent in performance and delivered the best SSSG CAGR of 6% during FY24-26 (most peers posted same-store revenue decline). The company enjoys the delivery moat and remains competitive despite several new entrants. ❖ We expect better ADS, operating leverage and selective price hikes to drive a gradual recovery in pre-Ind AS EBITDA margins to 12.9% by FY28E (vs. 12.5% in FY26), translating into 15% PAT CAGR over FY26-28E. ❖ After the recent correction, we believe the stock offers an attractive risk-reward. We expect a CAGR of 13%/15%/21% in standalone revenue/EBITDA/ PAT over FY26-28E.
India	EV/EBITDA	28x	320					
International	EV/EBITDA	18x	120					
Total	EV/EBITDA	24x	441					
Devyani				160	119	34	BUY	❖ Improving ADS, disciplined pricing (<0.5% portfolio price hike in 4Q) and differentiated strategies for delivery and dine-in should support better unit economics and operating leverage. We expect pre-Ind AS EBITDA margin to improve to 10.5% by FY28E (vs. 8.0% in FY26). ❖ The proposed Devyani-Sapphire merger is expected to close by FY27 end. We expect the combined entity to benefit from procurement efficiencies, lower Pizza Hut operating costs, corporate overhead optimization and stronger execution across brands and geographies. We conservatively factor in an EBITDA benefit of ~INR500m in FY28E vs. the targeted annual synergy potential of ~INR2.2b.
India	EV/EBITDA	28x	129					
International	EV/EBITDA	18x	52					
Total	EV/EBITDA	24x	180					
RBA				125	85	47	BUY	❖ RBA's India business continues to outperform the broader QSR industry, aided by its value-led strategy and strong execution. Despite deriving 47% of sales from dine-in (higher than peers), the company has consistently delivered positive transaction growth and SSSG. ❖ Inspira Global has acquired a controlling stake in RBA through Lenexis Foodworks and retained the existing operating leadership team. The capital infusion by the new promoter should support the company on multiple fronts. ❖ Indonesia performance is still a work in progress and will be a key monitorable item.
India	EV/EBITDA	25x	73					
International	EV/REVENUE	1x	5					
Sapphire	EV/EBITDA	20x	77	245	192	28	BUY	❖ Sapphire is prioritizing profitability over aggressive discounting, having reduced discounting by 50bp since Oct'25 and implemented a 2% price hike in 1QFY27. Combined with an improving mix, better store productivity and operating efficiencies, we expect pre-Ind AS EBITDA margin to recover. We model EBITDA pre-Ind AS margin of 8.8%/9.6% in FY27/FY28 (7.6% in FY26).
Westlife	EV/EBITDA	28x	88	550	548	0	NEUTRAL	❖ Westlife has witnessed a gradual improvement in demand, supported by positive guest traffic, value-led offerings and strong digital execution. We expect ADS and margins to recover steadily over the medium term, aided by McCafé. ❖ However, unlike peers with a pan-India presence, Westlife's operations remain concentrated in the West and South regions, where QSR penetration is relatively high, along with high competitive intensity. Given healthy valuation, we maintain Neutral rating.
United Foodbrands	EV/EBITDA	20x	28	775	735	5	NEUTRAL	❖ UFB has seen a strong recovery in demand, with broad-based volume-led growth across Barbeque Nation, premium dining and international operations. We expect healthy revenue growth to continue, supported by improving guest engagement, higher repeat visits, expanding digital penetration. It has a calibrated expansion plan of ~40 restaurant additions annually. ❖ Given volatile execution in the past and rich valuations, we reiterate our Neutral rating.

India QSR - Recap of last five years

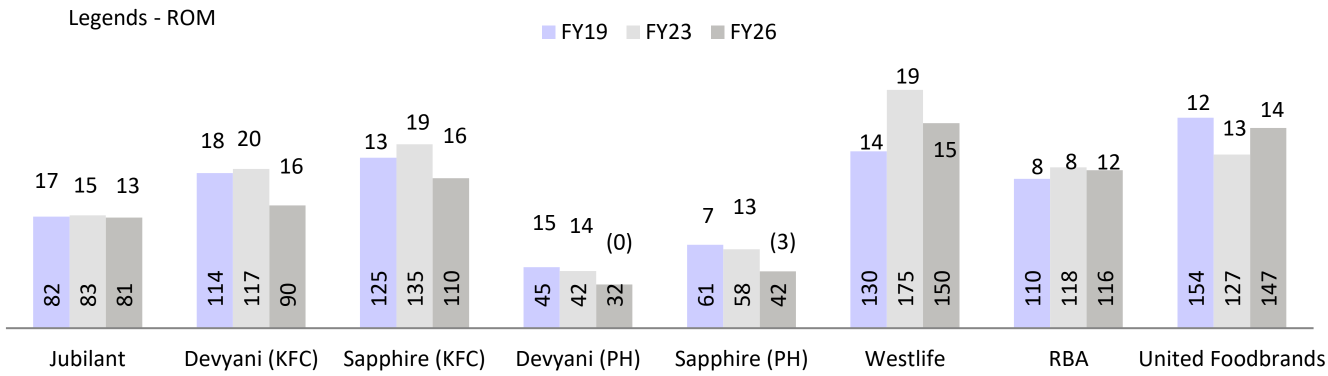
- Aggregate revenue of quick-service restaurant (QSR) operators in India has increased to INR195b at a 15% CAGR during FY22-26 (13% in FY19-26), reflecting healthy consumption trends. Their aggregate store count in India has expanded at a 15% CAGR during FY22-26 (14% in FY19-26) to 6,627 (2,725 in FY19), indicating a healthy store expansion trajectory.
- However, as a result of faster store roll-outs, network supply has exceeded consumer growth, which has led to cannibalization among brands and started impacting store unit economics. ADS and SSSG have declined significantly. Aggregate EBITDA (pre-Ind As) has clocked a mere 7% CAGR over FY22-26 (10% in FY19-26); it was even weaker after FY23, down ~6% during FY23-FY26 (from INR19b to INR18b).
- The aggregate market cap of QSR companies has declined by 20% during FY22-FY26, with the last 12 months seeing a ~25% correction. The entire QSR universe is available at a market cap of ~INR670b, with India revenue of ~INR200b and India store network of more than 6,600.

Exhibit 3: QSR companies recap of last 5 years

Particulars (INR bn)	FY22	FY23	FY24	FY25	FY26	CAGR FY22-FY26 (%)
Market Cap*						
Jubilant	348	291	296	438	308	-3
Devyani	211	174	181	180	144	-9
Westlife	75	107	125	109	83	3
Sapphire	94	77	100	94	60	-11
RBA	50	45	50	35	50	0
United Foodbrands	49	25	19	11	28	-13
Total	**826**	**718**	**772**	**867**	**673**	**-5**
Revenue (India)						
Jubilant	43	51	53	61	69	12
Devyani	19	28	31	33	38	19
Westlife	16	23	24	25	26	14
Sapphire	14	20	23	25	26	17
RBA	9	14	18	20	23	25
United Foodbrands	9	12	13	12	13	12
Total	**110**	**148**	**161**	**176**	**195**	**15**
Revenue/store (INR m)	**28.9**	**31.9**	**30.2**	**29.5**	**29.4**	**0.5**
Stores (India)						
Jubilant	1,621	1,863	2,096	2,273	2,562	12
Devyani	892	1,184	1,429	1,664	1,828	20
Westlife	326	357	398	438	478	10
Sapphire	482	627	748	836	916	17
RBA	315	391	455	513	581	17
United Foodbrands	185	216	217	230	262	9
Total	**3,821**	**4,638**	**5,343**	**5,954**	**6,627**	**15**
EBITDA (Pre IND AS)						
Jubilant	7.8	7.8	6.7	7.4	8.6	3
Devyani	3.0	4.3	3.8	3.5	3.2	1
Westlife	1.3	3.0	2.7	2.0	2.0	11
Sapphire	1.8	2.6	2.7	2.6	2.4	7
RBA	(0.1)	0.4	0.8	1.0	1.3	54
United Foodbrands	0.3	1.2	0.8	0.9	0.7	25
Total	**14.1**	**19.4**	**17.6**	**17.4**	**18.2**	**7**
EBITDA/store (INR m)	**3.7**	**4.2**	**3.3**	**2.9**	**2.7**	**-7.0**

*Market Cap FY26 is as on date

Exhibit 4: QSR companies ADS ('000') and respective Restaurant operating margins trends



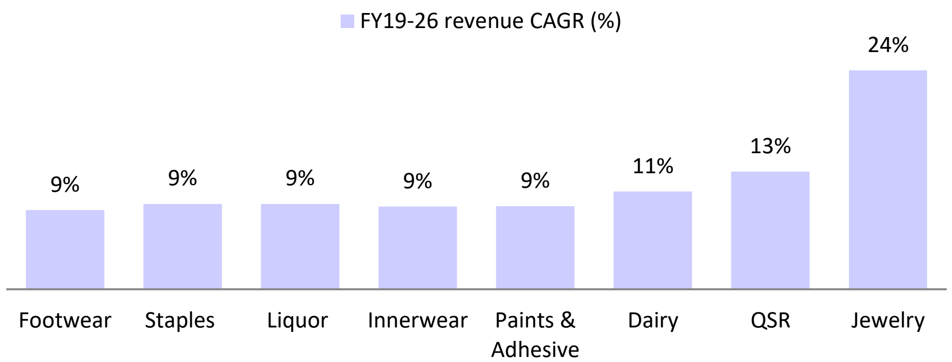
Note- Jubilant is pre-IND AS EBITDA margin, others ROM (restaurant operating margin)

Source: Company, MOFSL

Weak operating performance; demand not an issue

- In our widespread consumer coverage universe, a compendium of ~60 consumer companies with a combined revenue of >INR6t in FY26, the QSR segment has posted the second-highest revenue CAGR of 13% over FY19-26 after Jewelry (24%). The consumer universe has registered an 11% revenue CAGR.
- QSR CAGR looks even healthier given (1) no price hike support, (2) more focus on value offerings impacted AOVs (suggesting customer footfalls will be higher than revenue CAGR of 13%), (3) actual consumption growth (no support of trade pipeline filling). Thereby, looking at aggregate growth, we do not believe QSR had demand issues. Unit economics was impacted by faster store rollout-driven excess supply.

Exhibit 5: QSR is the second-best performing segment in our consumer universe



Source: Company, MOFSL

Long-term revenue trend and SSSG performance

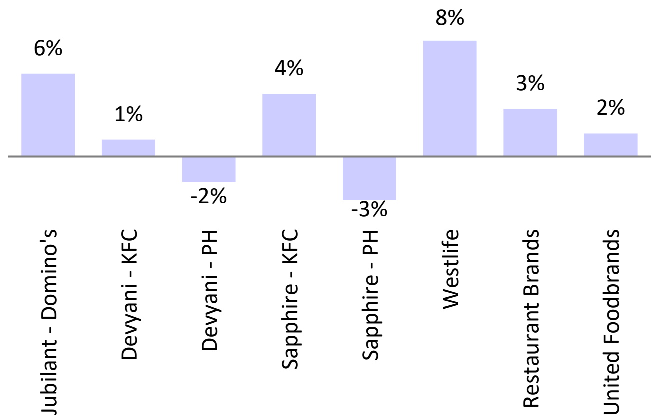
- The QSR industry has gone through three distinct phases over FY19-26. Following healthy growth in FY19-20, the sector witnessed a sharp disruption in FY21 due to mobility restrictions. This was followed by a strong recovery in FY22-23, with revenue growth of over 40%, driven by reopening, pent-up demand and a favorable base. Growth moderated during FY24-26 as same-store demand weakened.
- While same-store sales grew in double digits for most players in FY22-23, they turned flat or declined in FY24-26, reflecting softer discretionary demand, lower dine-in traffic and increased consumer focus on value.

- The Ex-SSSG/store growth ratio also moderated for most players, indicating lower productivity from new store additions compared to the post-Covid recovery period.
- JUBI remained the demand leader, delivering mid-single-digit SSSG in FY25-26, while RBA also reported positive SSSG. In contrast, KFC and Pizza Hut franchisees (Devyani and Sapphire) and Westlife continued to report weak SSSG or a decline. As a result, revenue growth across the sector has increasingly been driven by store additions rather than higher sales from existing stores.

Exhibit 6: QSR revenue and SSSG performance trends

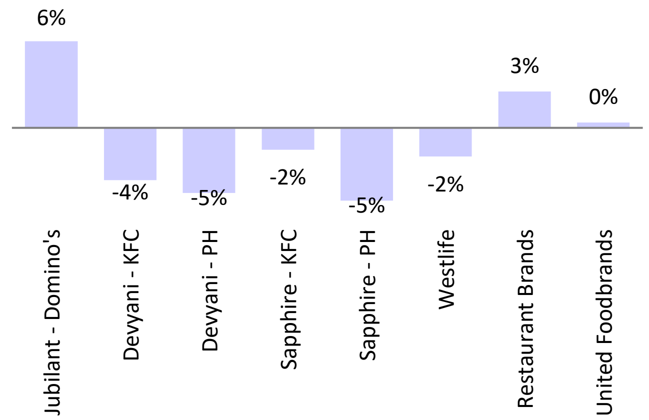
Particulars	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Revenue Growth (India) %								
Jubilant	18	10	-16	32	18	5	14	13
Devyani - KFC	31	31	6	89	45	15	7	9
Devyani - PH	9	-1	-31	85	32	1	3	-2
Westlife	24	10	-36	60	45	5	4	5
Sapphire - KFC		18	-24	75	40	18	11	11
Sapphire - PH		9	-34	67	41	-1	5	-7
RBA		33	-41	91	53	22	12	15
United Foodbrands	26	15	-40	70	43	2	-2	9
SSSG (%)								
Jubilant	16	3	-18	37	7	-4	7	6
Devyani - KFC	5	3	-34	49	16	-5	-6	-1
Devyani - PH	5	-4	-30	45	4	-11	-4	-5
Westlife	17	4	-24	58	36	-2	-3	-1
Sapphire - KFC		5	-30	52	15	-1	-4	1
Sapphire - PH		-5	-35	42	12	-16	-1	-9
RBA		3	-37	47	23	3	1	4
United Foodbrands	6	-2	-44	65	28	-7	-4	5
Ex-SSSG (%)								
Jubilant	2	7	2	-5	11	8	8	7
Devyani - KFC	26	28	39	40	29	20	13	10
Devyani - PH	4	2	-1	39	27	12	7	4
Westlife	7	6	-12	2	9	6	7	6
Sapphire - KFC	0	12	6	23	25	19	15	10
Sapphire - PH	0	14	1	25	29	15	6	9
RBA	0	30	-4	44	29	19	11	11
United Foodbrands	20	17	4	5	16	8	2	4
Store Growth (%)								
Jubilant	8	9	2	15	16	10	9	13
Devyani - KFC	35	28	53	38	35	22	17	13
Devyani - PH	10	0	10	39	23	12	11	1
Westlife	7	8	-4	7	10	11	10	9
Sapphire - KFC		18	9	30	30	26	17	15
Sapphire - PH		14	-7	35	31	12	5	2
RBA		39	2	19	24	16	13	13
United Foodbrands	28	23	0	13	17	0	6	14
Ex-SSSG/Store Growth (x)								
Jubilant	0.25x	0.78x	0.97x	-0.32x	0.69x	0.85x	0.82x	0.57x
Devyani - KFC	0.75x	0.99x	0.74x	1.05x	0.85x	0.92x	0.78x	0.78x
Devyani - PH	0.40x	6.19x	-0.07x	1.01x	1.21x	1.02x	0.63x	2.60x
Westlife	0.95x	0.82x	2.71x	0.30x	0.89x	0.56x	0.70x	0.71x
Sapphire - KFC	na	0.67x	0.71x	0.79x	0.86x	0.74x	0.88x	0.69x
Sapphire - PH	na	1.01x	-0.19x	0.72x	0.93x	1.34x	1.30x	4.29x
RBA	na	0.76x	-1.99x	2.35x	1.22x	1.18x	0.84x	0.86x
United Foodbrands	0.73x	0.72x	na	0.39x	0.95x	na	0.35x	0.28x

Exhibit 7: SSSG CAGR (FY19-26)



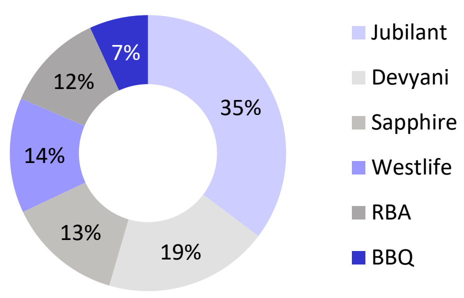
Sources: Company reports, MOFSL

Exhibit 8: SSSG CAGR (FY24-26)



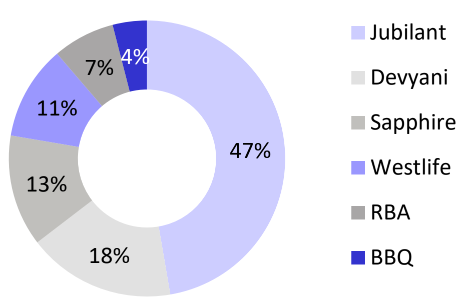
Sources: Company reports, MOFSL

Exhibit 9: India revenue mix



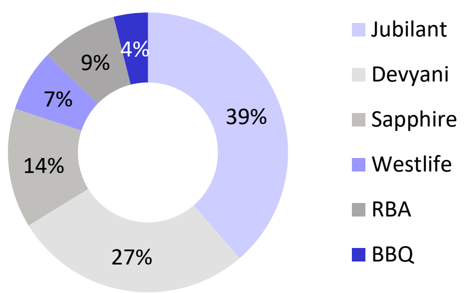
Sources: Company reports, MOFSL

Exhibit 10: India EBITDA pre-Ind AS mix



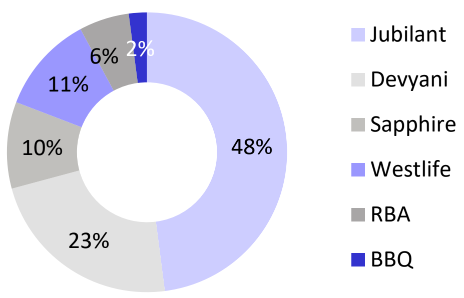
Sources: Company reports, MOFSL

Exhibit 11: India store mix



Sources: Company reports, MOFSL

Exhibit 12: Market-cap mix



Sources: Company reports, MOFSL

India QSR store journey

Phase-wise store openings; yearly store additions of 550-600 in last five years

The store addition pace has accelerated over the last five years, from yearly additions of ~225-230 stores in the pre-Covid period to ~550-600 stores in FY23-26. QSR operations began in India in 1996, though their store additions were quite muted in the initial years. Most brands have been trying to expand fast given that India QSR penetration is quite low compared to various countries. However, fast store expansion has impacted store unit economics.

Exhibit 13: India QSR: Phase-wise store openings

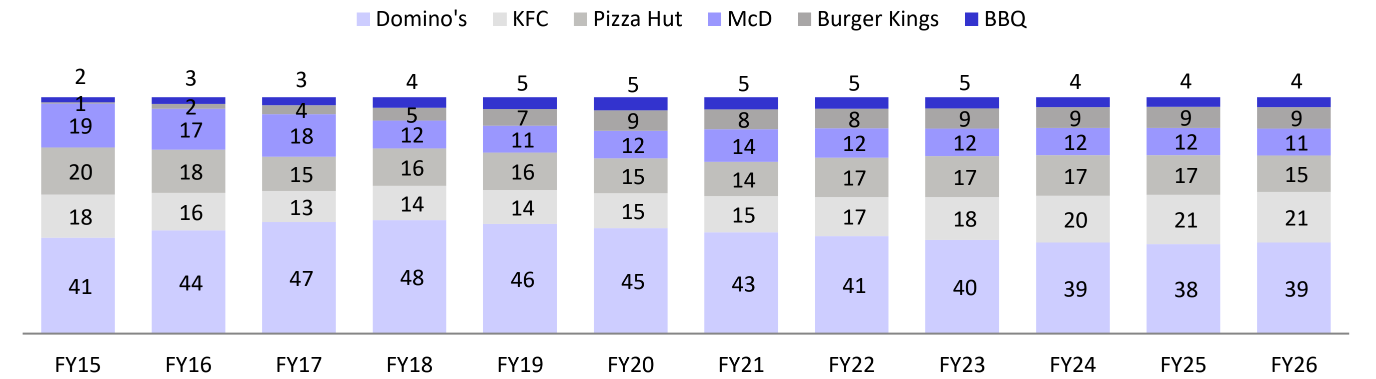
QSRs	Entry in India	Up to FY05	FY05-FY10	FY10-FY20	FY20-FY23	FY23-FY26
Domino's	1996	78	228	1,029	481	639
McDonald's	1996	<50	125	195	182	196
Yum	1995	100	130	656	737	715
- KFC	1995	0	72	371	388	527
- Pizza Hut	1996	100	58	285	349	188
Burger King	2014	0	0	260	131	190
United Foodbrands	2006	0	na	164	52	46
Total store addition		**250**	**483**	**2,304**	**1,583**	**1,786**
Total store addition/year		**25**	**97**	**230**	**528**	**595**

Source: Company, MOFSL

Fast changing store market shares post 2019

- The store mix within the listed QSR sector has shifted meaningfully over the past decade. Domino's maintains the largest footprint, with its share of the listed store base rising from 41% in FY15 to 48% in FY18, before moderating to 39% by FY26 as peers accelerated expansion.
- KFC steadily increased its presence, with its share of the store base expanding from 18% in FY15 to 21% in FY26. Burger King witnessed the sharpest gain, growing its share from just 1% in FY15 to 9% by FY26.

Exhibit 14: Store mix changes among QSR companies over the years

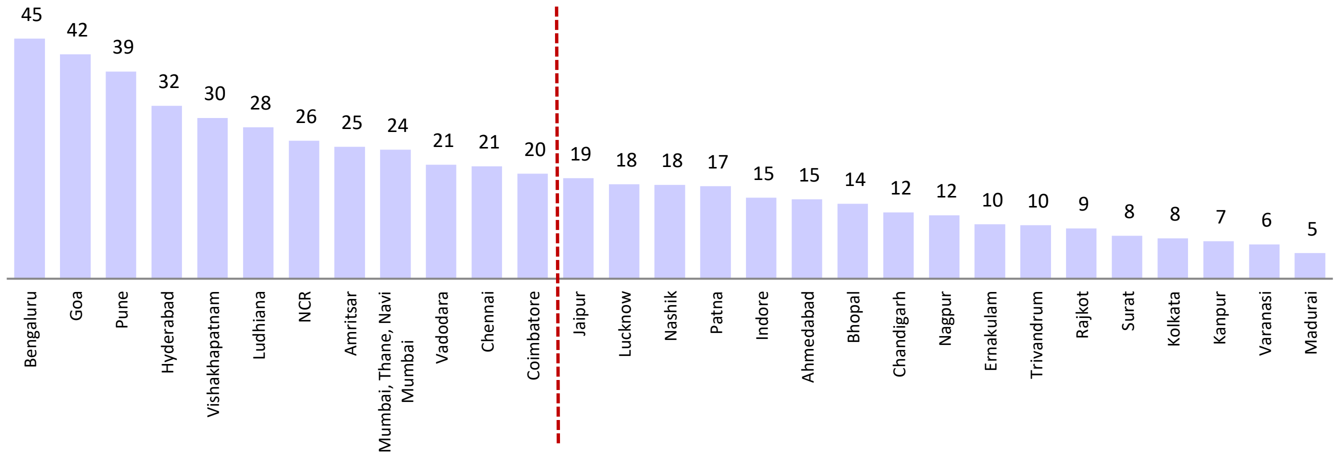


Source: Company, MOFSL

Store Locator – faster expansion in Tier 2 and Tier 3 Cities

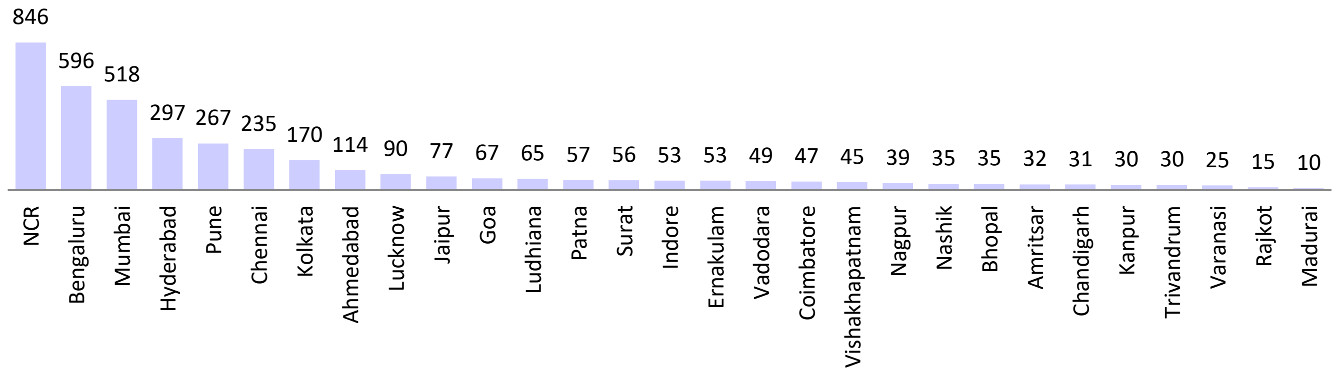
- The Indian QSR store network remains highly concentrated in the top cities. The top 30 cities account for nearly 60% of the total store network, despite contributing less than 15% of India's population. Higher eating-out frequency and stronger consumer demand have led to significantly higher store penetration in these markets.
- The top 30 cities have an average of ~20 stores per million population, compared to the India average of ~four stores per million population. Cities such as Bengaluru, Goa, Pune, Hyderabad, Mumbai and NCR have store density well above the top-30 average.

Exhibit 15: India's top-30 cities have 20 stores per million population



Source: Company, MOFSL

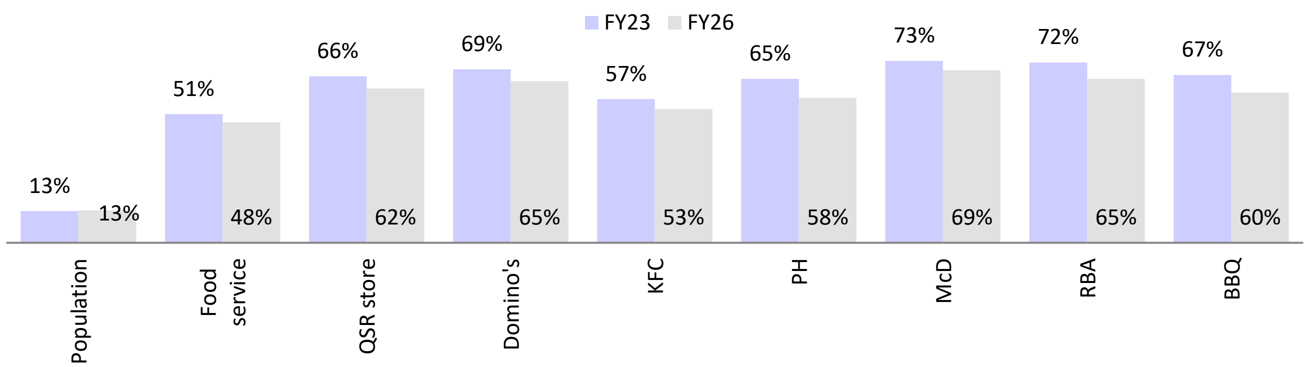
Exhibit 16: Total QSR store count in top 30 cities



Source: Company, MOFSL

- In the last three to four years, most companies have accelerated expansion in Tier-2 and Tier-3 cities. Consequently, the share of stores in the top 30 cities has gradually declined to 62% in FY26 from 66% in FY23, reflecting an increasing focus on smaller cities as the next leg of growth. Domino's has the highest penetration among QSR companies with a presence in 521 cities in FY26, up significantly from 393 cities in FY23.

Exhibit 17: India's top-30 cities mix for population vs. food service vs. store network in FY23 and FY26



Source: Company, MOFSL

Is India store network penetrated well?

- India's QSR story has been exciting, with a significant acceleration in the last five years. QSR aggregate store count is still below 7,000, with 60-65% of them in the top-30 cities. However, comparing with the global QSR journey, India's network scale is significantly higher than that in many countries, despite having a multi-year presence in those countries. India's growing consuming class, large population base and rising urbanization (more in tier-2, tier-3 cities) should continue to drive store additions.
- Global giants combined have a store network of over 130,000 stores, with global retail system revenue pool of USD215b in CY25. Global giants have been focusing on store expansion in international markets. In the last 15 years, store expansion in the US has been limited (consistent expansion only by Domino's). Yum! has been the most aggressive brand in international store expansion, with average additions of 2,500 stores annually in the last three to five years vs. 1,600 stores added by McDonald's and 900 stores by Dominos. The average system revenue per store is ~USD1.7m. McD has the highest revenue per store at USD2.8m, while Domino's was at USD0.91m in CY25.

Exhibit 18: Global retail sales and stores

US$ mn	2020	2021	2022	2023	2024	2025	CAGR 2020-2025
Domino's							
System-wide Sales	16,106	17,779	17,540	18,271	19,120	20,122	5%
Stores	17,644	18,848	19,519	20,591	21,366	22,142	5%
Rev/store	0.91	0.94	0.90	0.89	0.89	0.91	
McDonald's							
System-wide Sales	92,562	1,12,000	1,23,200	1,23,201	1,25,665	1,29,435	7%
Stores	39,198	40,031	40,275	41,822	43,477	45,356	3%
Rev/store	2.36	2.80	3.06	2.95	2.89	2.85	
Yum							
System-wide Sales	50,353	58,188	59,239	63,747	65,431	68,274	6%
Stores	50,353	53,424	55,361	58,708	61,346	63,285	5%
Rev/store	1.00	1.09	1.07	1.09	1.07	1.08	
Total of 3							
System-wide Sales	1,59,021	1,87,967	1,99,979	2,05,220	2,10,216	2,17,831	6%
Stores	1,07,195	1,12,303	1,15,155	1,21,121	1,26,189	1,30,783	4%
Rev/store	1.48	1.67	1.74	1.69	1.67	1.67	

Source: Global filings, Industry, MOFSL

Global store addition

- Here, we capture global giants' (Domino's/McD/Yum!) store additions and India's importance in their overall store network. Domino's India has 11% share in Domino's International store network, while Yum! India (Devyani + Sapphire) has 4% store share and McD India (Westlife + Connaught Plaza) has 2% share.
- We covered the top international markets for these global giants and their progression in those markets. For Domino's, India was among the top four global markets (ex-US) in 2010, though it has been its No. 1 market since 2014. Domino's entered China late in 2014 and it has become its third-biggest market for Domino's International with more than 1,300 stores.
- Yum!'s India store mix has doubled to 4% in 2025 from 2% in 2021. China is the top market for Yum! (KFC stores are higher in China than in US) at 27% for KFC and 19% for PH. McD India store mix is quite low at 2%, China contributes 17% followed by Japan at 7%. McD has large store network in US, although new store addition has been muted for the last multiple years.

Exhibit 19: Global store addition, pace of network expansion ex-US picked up last 5 years (mainly Yum, McD)

Store network	Stores (CY25)	Store addition (CY)				Store addition/year (CY)			
		Last 15 Yr	Last 10 Yr	Last 5 Yrs	Last 3 Yrs	Last 15 Yr	Last 10 Yr	Last 5 Yrs	Last 3 Yrs
Domino's									
- System	22,142	12,791	9,612	4,498	2,623	853	961	900	874
- US	7,186	2,257	1,986	831	543	150	199	166	181
- India	2,396	2,032	1,407	1,083	636	135	141	217	212
McDonald's									
- System	45,356	12,619	8,831	6,158	5,081	841	883	1,232	1,694
- US	13,706	(321)	(553)	24	262	(21)	(55)	5	87
- India	728	568	323	288	196	38	32	58	65
Yum									
- System	63,285	27,637	20,593	12,932	7,924	1,842	2,059	2,586	2,641
- US	17,924	(307)	(289)	343	(66)	(20)	(29)	69	(22)
- India	2,508	2,230	1,697	1,534	796	149	170	307	265

Source: Global filings, Industry, MOFSL

Exhibit 20: Global QSR store mix: Domino's and Yum! increased share globally; in India as well

Store network	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
System													
YUM	40,233	41,546	42,692	43,617	45,084	48,124	50,170	50,353	53,424	55,361	58,708	61,346	63,285
- KFC	18,875	19,420	19,952	20,604	21,487	22,621	24,104	25,000	26,934	27,760	29,900	31,981	33,897
- PH	14,967	15,605	16,064	16,409	16,748	18,431	18,703	17,639	18,381	19,034	19,866	20,225	19,974
McD	35,429	36,258	36,525	36,899	37,241	37,855	38,695	39,198	40,031	40,275	41,822	43,477	45,356
Domino's	10,886	11,629	12,530	13,811	14,856	15,914	17,020	17,644	18,848	19,519	20,591	21,366	22,142
Total	**86,548**	**89,433**	**91,747**	**94,327**	**97,181**	**1,01,893**	**1,05,885**	**1,07,195**	**1,12,303**	**1,15,155**	**1,21,121**	**1,26,189**	**1,30,783**
Mix (%)													
YUM	46	46	47	46	46	47	47	47	48	48	48	49	48
McD	41	41	40	39	38	37	37	37	36	35	35	34	35
Domino's	13	13	14	15	15	16	16	16	17	17	17	17	17
US													
YUM	18,106	18,154	18,213	18,134	18,077	18,118	18,570	17,581	17,810	17,990	18,175	17,984	17,924
- KFC	4,491	4,370	4,270	4,167	4,109	4,074	4,065	3,943	3,953	3,943	3,898	3,872	3,871
- PH	7,846	7,863	7,822	7,689	7,522	7,456	7,416	6,561	6,548	6,607	6,571	6,494	6,303
McD	14,278	14,350	14,259	14,155	14,036	13,914	13,846	13,682	13,438	13,444	13,457	13,557	13,706
Domino's	4,986	5,067	5,200	5,371	5,587	5,876	6,126	6,355	6,560	6,643	6,854	7,014	7,186
Total	**37,370**	**37,571**	**37,672**	**37,660**	**37,700**	**37,908**	**38,542**	**37,618**	**37,808**	**38,077**	**38,486**	**38,555**	**38,816**
Mix (%)													
YUM	48	48	48	48	48	48	48	47	47	47	47	47	46
McD	38	38	38	38	37	37	36	36	36	35	35	35	35
Domino's	13	13	14	14	15	16	16	17	17	17	18	18	19
India													
YUM	733	833	811	668	735	844	967	974	1,309	1,712	2,051	2,317	2,508
McD	363	403	405	427	277	300	350	440	468	532	598	663	728
Domino's	677	830	989	1,106	1,126	1,195	1,312	1,313	1,495	1,760	1,916	2,136	2,396
Total	**1,773**	**2,066**	**2,205**	**2,201**	**2,138**	**2,339**	**2,629**	**2,727**	**3,272**	**4,004**	**4,565**	**5,116**	**5,632**
Mix (%)													
YUM	41	40	37	30	34	36	37	36	40	43	45	45	45
McD	20	20	18	19	13	13	13	16	14	13	13	13	13
Domino's	38	40	45	50	53	51	50	48	46	44	42	42	43

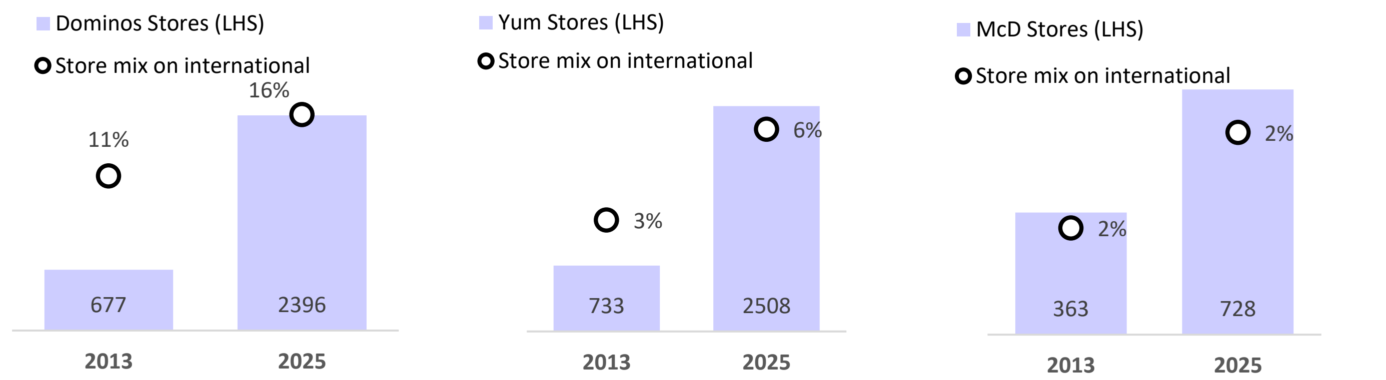
Source: Global filings, Industry, MOFSL

India relevance for global QSR

- India has become an increasingly important market for global QSR brands. India is now Domino's largest international market, contributing ~11% of its global stores and ~16% of its international store base. India has also become more important for Yum!, accounting for 4% of its global stores and 6% of its international stores. However, India continues to be a relatively small market for McDonald's, contributing only ~2% of its global and international store network.

- India now has over 2,500 Domino's stores, over 2,300 Yum! restaurants (KFC + Pizza Hut), and ~730 McDonald's restaurants. Store additions have accelerated over the last decade, driven by rising incomes, increasing urbanization, higher food delivery penetration, and expansion into Tier-II and Tier-III cities.
- The continued acceleration in store expansion underscores management confidence in the long-term growth potential of the Indian market.

Exhibit 21: India stores and mix of international markets



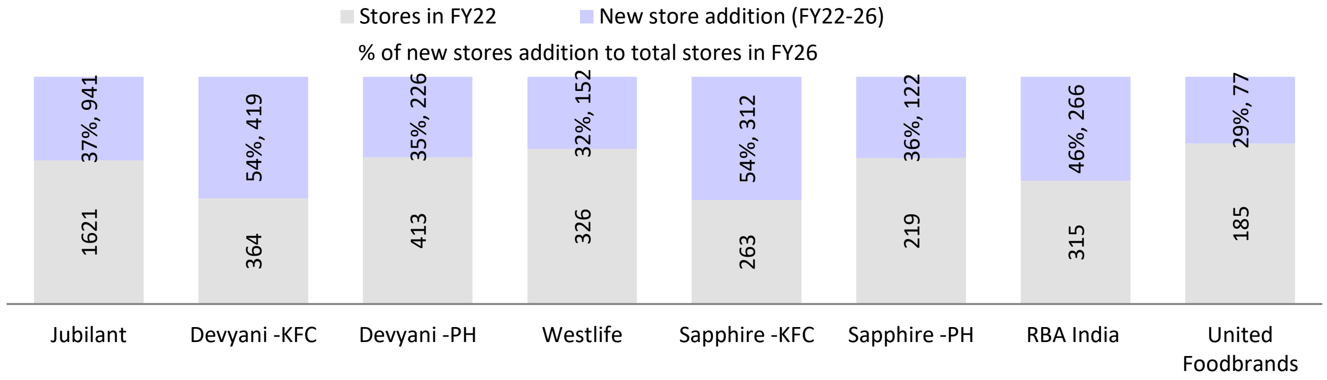
Source: Company, MOFSL

Our take and assumptions!

Fast store expansion impacted store profitability; expects the worst is over!

- India remains one of the most attractive long-term growth markets for global QSR brands, supported by low store penetration and favorable demographic trends. Encouraged by the strong post-pandemic recovery during FY22-23, listed QSR players accelerated network expansion over FY23-26. The industry added nearly 40% incremental stores (~ 650 stores annually), taking the total network from ~3,800 stores in FY22 to more than 6,600 stores in FY26, with KFC and Burger King (RBA) leading the expansion.
- We believe store expansion was not the issue; the pace of network expansion has exceeded consumer growth resulting in a decline in store productivity. It was seen through the moderation in SSSG and ADS in both existing and newly opened stores. Consequently, lower throughput reduced operating leverage, while the larger store base increased fixed costs such as rentals and employee expenses, leading to pressure on restaurant-level margins, profitability and return ratios.
- Store addition during FY22-FY26 contributes 40-50% of total stores, the weak unit economics of these sizable store network have burdened to overall company-level profitability. We are building in a lower percentage of new store additions in the coming years; thereby, we expect profitability pressure to ease out and can see margin recovery.

Exhibit 22: QSR companies added net 40% of new stores during FY22-26 (mainly KFC, RBA)



Source: Global filings, Industry, MOFSL

Familiar cycle in the past; hopeful for similar recovery

- The slowdown in the QSR market is not new. The listed QSR industry had witnessed a similar phase during FY13-FY17, when companies expanded their store networks aggressively. This led to lower store productivity, weaker SSSG and pressure on profitability. During such periods, companies typically slowed store expansion and shifted their focus to improving the performance of existing stores.
- JUBI adopted a similar strategy in FY18. After expanding its store network at an ~18% CAGR during FY14-17, the company reduced store additions to ~2% in FY18 as demand weakened and SSSG moderated to low single digits. Management focused on improving value offerings, menu innovation, product quality and the overall customer experience, which helped drive a recovery in SSSG and profitability. Westlife Foodworld followed a similar approach by moderating store expansion and prioritizing store productivity during periods of weaker demand.

Exhibit 23: Companies saw strong SSSG recovery in FY18; stock performance also improved

Jubilant	**FY10**	**FY11**	**FY12**	**FY13**	**FY14**	**FY15**	**FY16**	**FY17**	**FY18**	**FY19**
Stock performance (%)	**na**	**74.2%**	**118.6%**	**6.8%**	**-14.0%**	**38.9%**	**-13.6%**	**-12.9%**	**110.5%**	**24.0%**
Revenue (INR mn)	4,239	6,783	10,174	14,076	17,235	20,745	24,102	25,461	29,804	35,307
Revenue Gr. (%)	51	60	50	38	22	20	16	6	17	18
Store (No.)	306	378	465	576	726	876	1026	1117	1134	1227
Store Gr. (%)	**27**	**24**	**23**	**24**	**26**	**21**	**17**	**9**	**2**	**8**
SSSG (%)	**22**	**37**	**30**	**16**	**2**	**0**	**3**	**-2**	**14**	**16**
Cities	69	90	105	123	150	196	235	264	266	273
GM (%)	75	75	74	74	74	75	76	76	75	75
EBITDA (Pre IND AS)	658	1,201	1,904	2,444	2,551	2,628	2,718	2,466	4,464	6,078
EBITDA margin (%)	16	18	19	17	15	13	11	10	15	17
EBITDA Growth (%)	96	83	58	28	4	3	3	-9	81	36

Westlife	**FY10**	**FY11**	**FY12**	**FY13**	**FY14**	**FY15**	**FY16**	**FY17**	**FY18**	**FY19**
Stock performance (%)			**na**	**na**	**na**	**-19%**	**-33%**	**10%**	**50%**	**34%**
Revenue (INR mn)	2,745	3,793	5,479	6,833	7,403	7,643	8,334	9,308	11,349	14,020
Revenue Gr. (%)	33	38	44	25	8	3	9	12	22	24
Store (No.)	87	107	130	161	184	209	236	258	277	296
Store Gr. (%)		**23**	**21**	**24**	**14**	**14**	**13**	**9**	**7**	**7**
SSSG (%)				**6**	**-6**	**-6**	**2**	**4**	**16**	**17**
Cities				16	0	0	30	34	41	41
GM (%)	0	0	55	55	58	58	60	61	63	64
EBITDA (Pre IND AS)	-28.27	357	648	599	497	204	488	495	848	1,243
EBITDA margin (%)		9	12	9	7	3	6	5	7	9
EBITDA Growth (%)	na	0	82	-8	-17	-59	139	1	71	46

Source: Company, MOFSL

Exciting initiatives to drive traffic growth

QSR companies have four key recovery strategies: 1) strengthening value platforms to preserve affordability, 2) expanding beverages and coffee offerings to improve footfalls and margins, 3) driving India-centric menu innovation (particularly in fried chicken and premium formats), and 4) enhancing digital engagement while adopting smaller, capital-efficient store formats.

- **JUBI:** The company focused on convenience and value through its 20-minute delivery promise, free app delivery and stable pricing for over 10 quarters. The INR99 value meal supports traffic, while Big Big Pizza drives ticket size. The company is also scaling up Café Domino's, expanding Popeyes and Hong's Kitchen, and will discontinue the Dunkin' franchise after Dec'26.
- **KFC (Devyani/Sapphire):** Emphasis on value meals, combo offerings and app-led ordering should revive transactions. After the Devyani-Sapphire merger, the combined Yum! platform plans to accelerate KFC expansion, including the integration of Yum!'s company-operated Hyderabad stores.
- **Pizza Hut (Devyani/Sapphire):** Executing a product and pricing reset centred on the value-focused Melts platform and an omnichannel, dine-in-led strategy. Store expansion remains calibrated amid weak demand, while brand revival is a key priority for the merged entity.
- **Westlife:** Strengthening its value proposition through Everyday Value Meals and bundled offerings while expanding McCafé and beverage-led initiatives. Menu innovation remains focused on fried chicken, plant-based products and millet buns, with digital channels contributing ~76% of sales.
- **RBA:** Leveraging the INR50/INR70 Stunner Menu to drive affordability while scaling BK Café as a high-margin traffic driver. The company continues to expand its fried chicken portfolio alongside capital-light expansion in Tier-2/3 markets. The company focuses on operational improvements in Indonesia.
- **United Foodbrands (BBQ):** Expanding its off-premise presence through Barbeque-at-Home, UBQ and Dum Safar while supporting dine-in demand via food festivals and beverage promotions. The company is also diversifying its portfolio with Toscano, SALT and the premium ice cream brand Omm Nom Nomm.

QSR recovery at an inflection point

- We believe the QSR sector is once again at a similar inflection point. Following an aggressive expansion phase over the last four years (FY22-FY26), most listed QSR players' network expansion as a percentage of total stores has been moderating now. Besides, companies have been shifting their focus to improving ADS, SSSG and restaurant-level profitability. It should support a gradual recovery in unit economics and earnings over the medium term.
- QSR companies have been taking multiple initiatives, such as value platforms, menu innovation, better consumer offers and expanding beverages. All such initiatives should help improve consumer footfalls and order frequency.
- While the benefits of these initiatives are unlikely to reflect immediately, we believe the early signs of recovery have started to emerge. After a prolonged period of weak demand and declining store productivity, sequential improvement in demand trends has become visible over the last few quarters.
- Most listed QSR players reported better SSSG in 2HFY26, supported by improving dine-in traffic, resilient delivery demand, value-led offerings, menu innovation and a favorable base. This indicates that companies' efforts to improve customer traffic and order frequency are gradually translating into better store productivity.

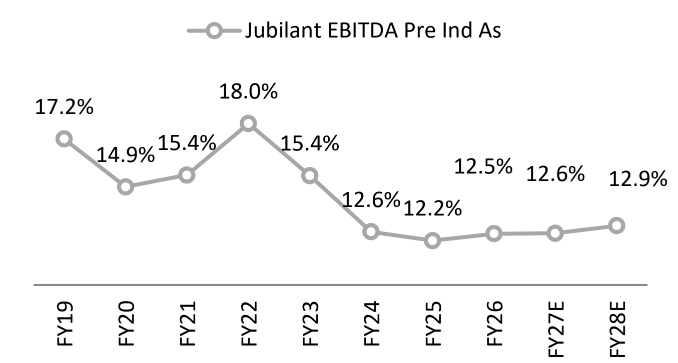
- Domino's has led the recovery in the QSR sector, with SSSG improving from negative territory in FY24 to high single-digit growth during FY25-FY26, supported by stronger transaction growth and successful value-led campaigns. While growth has moderated in recent quarters, this is largely attributable to a higher base, as Domino's had begun recovering earlier than most peers.
- Burger King India saw a steady improvement, with SSSG reaching mid-single digits by FY26 end. BBQ returned to positive comparable sales growth after several weak quarters, reflecting a gradual recovery in dine-in demand. McD India and KFC (operated by Devyani and Sapphire) also witnessed improving demand trends. In contrast, Pizza Hut continues to face demand challenges; therefore, management has adopted a cautious store expansion strategy and focused on the performance of existing outlets.

Exhibit 24: Quarterly same-store sales by brand – improving in last two quarters

SSSG (%)	1QFY24	2QFY24	3QFY24	4QFY24	1QFY25	2QFY25	3QFY25	4QFY25	1QFY26	2QFY26	3QFY26	4QFY26	1QFY27
Jubilant (Domino's)	-1	-1	-3	0	3	3	13	12	12	9	5	0	3
Devyani - KFC	-1	-4	-5	-7	-7	-7	-4	-6	-1	-4	-3	5	3
Devyani - PH	-5	-10	-13	-14	-9	-6	-1	1	-4	-4	-9	-4	-2
Westlife	7	1	-9	-5	-7	-7	3	1	1	-3	-3	2	4
Sapphire - KFC	0	0	-2	-3	-6	-8	-3	-1	0	-3	1	4	5
Sapphire - PH	-9	-20	-19	-15	-7	-3	5	1	-8	-8	-12	-7	1
Restaurant Brands	4	4	3	2	3	-3	-1	5	3	3	5	6	13
United Foodbrands	-8	-11	-5	1	-7	-3	-2	-2	-3	-2	8	14	29

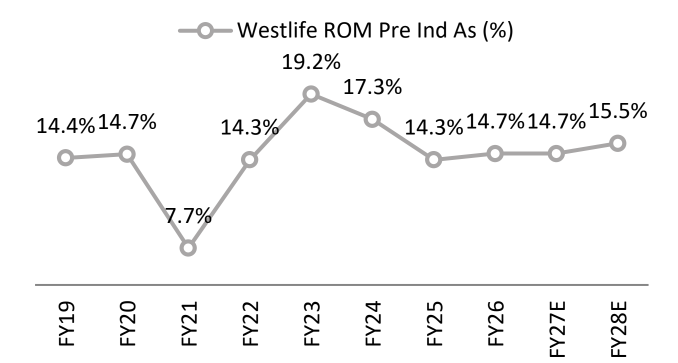
Source: Company, MOFSL

Exhibit 25: Jubilant EBITDA Pre Ind margins



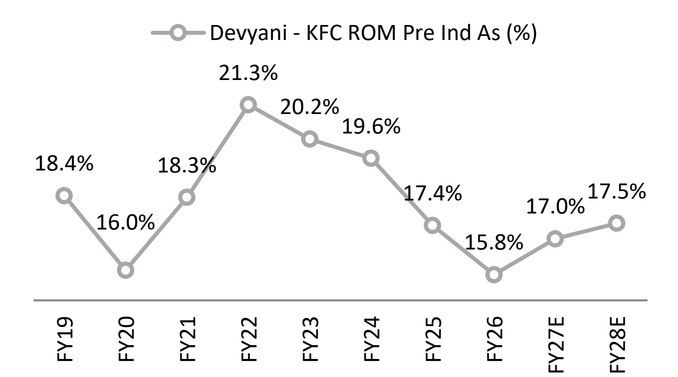
Sources: Company reports, MOFSL

Exhibit 26: Westlife ROM Pre Ind As (%)



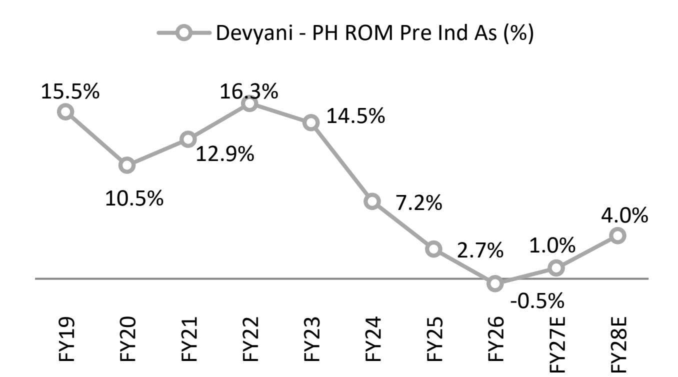
Sources: Company reports, MOFSL

Exhibit 27: Devyani KFC ROM Pre Ind As (%)



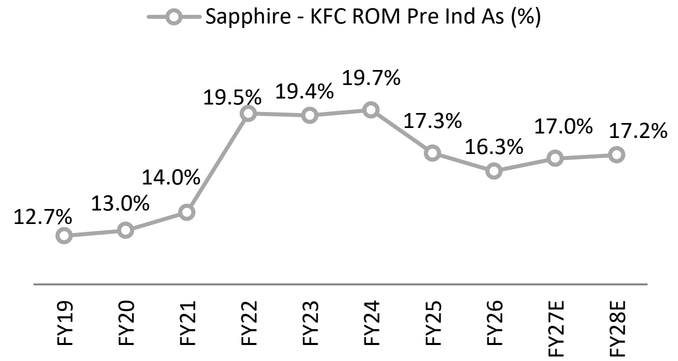
Sources: Company reports, MOFSL

Exhibit 28: Devyani PH ROM Pre Ind As (%)



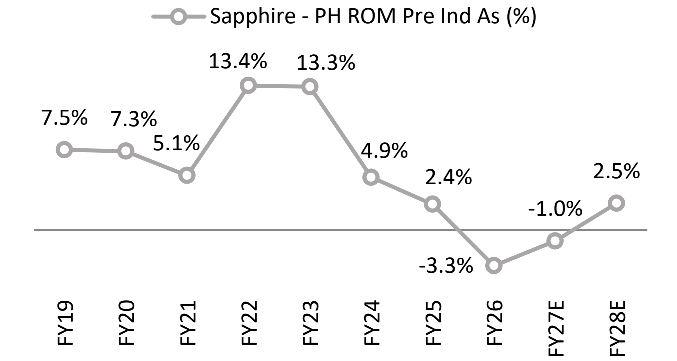
Sources: Company reports, MOFSL

Exhibit 29: Sapphire KFC ROM Pre Ind As (%)



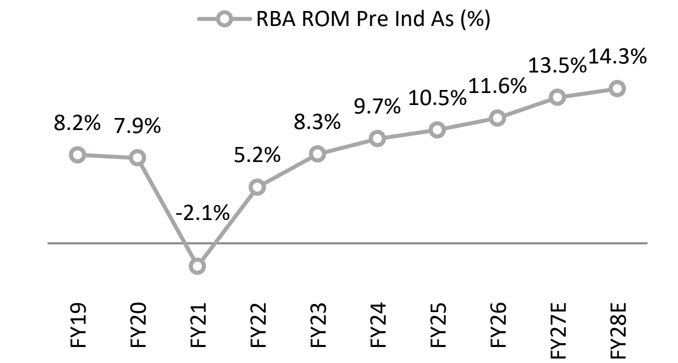
Sources: Company reports, MOFSL

Exhibit 30: Sapphire PH ROM Pre Ind As (%)



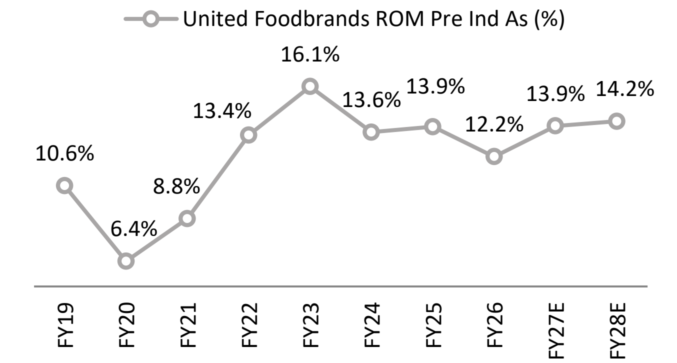
Sources: Company reports, MOFSL

Exhibit 31: RBA ROM Pre Ind As (%)



Sources: Company reports, MOFSL

Exhibit 32: United Foodbrands ROM pre-Ind AS (%)



Sources: Company reports, MOFSL

Fits in India's long-term consumption mega theme

- QSR companies have struggled on unit economics, but consumer demand was quite steady with healthy double-digit revenue growth. Oversupply of stores and competition from locals (support of aggregators) have impacted profit pools for the sector, but we continue to believe in the strength of these brands. QSR fits in India's mega consumption theme, i.e., trusted products, uncompromised quality and hygiene, smooth and fast delivery, standard pricing, and fit for all age groups.
- Our thesis on QSR:

(1) QSR companies are moving beyond a pure store rollout story to a more balanced growth phase, with store productivity and SSSG becoming increasingly important.

(2) India's structural opportunity remains intact, with QSR penetration and eating-out frequency still among the lowest globally, which will continue to improve with the support of rising disposable incomes, increasing urbanization, digital ordering and changing consumer preferences.

(3) Earnings growth over the next few years is likely to be driven by a combination of mid-single-digit SSSG, calibrated store expansion, operating leverage and modest pricing.

(4) Operating margins have corrected sharply over the last three-four years. We do not see any risk of margin correction from hereon (support of improving store maturity, higher throughput, disciplined cost control and a favorable mix).

Exhibit 33: QSR companies revenue assumption

India Revenue Growth	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Jubilant	18	10	-16	32	18	5	14	13	13	14
Devyani - KFC	31	31	6	89	45	15	7	9	13	16
Devyani - PH	9	-1	-31	85	32	1	3	-2	3	7
Westlife	24	10	-36	60	45	5	4	5	13	14
Sapphire - KFC		18	-24	75	40	18	11	11	15	15
Sapphire - PH		9	-34	67	41	-1	5	-7	4	6
RBA		33	-41	91	53	22	12	15	22	18
United Foodbrands	26	15	-40	70	43	2	-2	9	25	13
SSSG (%)										
Jubilant	16	3	-18	37	7	-4	7	6	5	5
Devyani - KFC	5	3	-34	49	16	-5	-6	-1	4	5
Devyani - PH	5	-4	-30	45	4	-11	-4	-5	1	4
Westlife	17	4	-24	58	36	-2	-3	-1	4	4
Sapphire - KFC		5	-30	52	15	-1	-4	1	5	5
Sapphire - PH		-5	-35	42	12	-16	-1	-9	2	3
RBA		3	-37	47	23	3	1	4	10	7
United Foodbrands	6	-2	-44	65	28	-7	-4	5	17	6
Ex-SSSG (%)										
Jubilant	2	7	2	-5	11	8	8	7	8	9
Devyani - KFC	26	28	39	40	29	20	13	10	9	11
Devyani - PH	4	2	-1	39	27	12	7	4	2	3
Westlife	7	6	-12	2	9	6	7	6	9	10
Sapphire - KFC	0	12	6	23	25	19	15	10	10	10
Sapphire - PH	0	14	1	25	29	15	6	2	2	3
RBA	0	30	-4	44	29	19	11	11	13	11
United Foodbrands	20	17	4	5	16	8	2	4	8	7
Store Growth (%)										
Jubilant	8	9	2	15	16	10	9	13	12	11
Devyani - KFC	35	28	53	38	35	22	17	13	14	12
Devyani - PH	10	0	10	39	23	12	11	1	3	4
Westlife	7	8	-4	7	10	11	10	9	13	10
Sapphire - KFC		18	9	30	30	26	17	15	13	12
Sapphire - PH		14	-7	35	31	12	5	2	3	3
RBA		39	2	19	24	16	13	13	10	12
United Foodbrands	28	23	0	13	17	0	6	14	10	9
Ex-SSSG/Store Growth (x)										
Jubilant	0.25x	0.78x	0.97x	-0.32x	0.69x	0.85x	0.82x	0.57x	0.70x	0.83x
Devyani - KFC	0.75x	0.99x	0.74x	1.05x	0.85x	0.92x	0.78x	0.78x	0.66x	0.91x
Devyani - PH	0.40x	6.19x	-0.07x	1.01x	1.21x	1.02x	0.63x	2.60x	0.61x	0.81x
Westlife	0.95x	0.82x	2.71x	0.30x	0.89x	0.56x	0.70x	0.71x	0.69x	0.94x
Sapphire - KFC	na	0.67x	0.71x	0.79x	0.86x	0.74x	0.88x	0.69x	0.79x	0.90x
Sapphire - PH	na	1.01x	-0.19x	0.72x	0.93x	1.34x	1.30x	0.92x	0.77x	0.91x
RBA	na	0.76x	-1.99x	2.35x	1.22x	1.18x	0.84x	0.86x	1.22x	0.90x
United Foodbrands	0.73x	0.72x	na	0.39x	0.95x	na	0.35x	0.28x	0.88x	0.75x
ADS ('000')										
Jubilant	82	86	85	85	83	77	80	81	82	84
Devyani (KFC)	114	117	100	113	117	105	94	90	89	92
Devyani (PH)	45	44	35	43	42	37	34	32	32	33
Westlife	130	133	89	132	175	165	156	150	151	155
Sapphire (KFC)	125	130	106	130	135	125	114	110	110	113
Sapphire (PH)	61	58	48	57	58	46	46	42	42	44
RBA	110	110	68	100	118	117	114	116	125	133
United Foodbrands	152	141	85	127	156	158	147	140	160	166

Source: Company, MOFSL

Exhibit 34: QSR revenue, stores and EBITDA pre-Ind AS

Revenue (India)	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Jubilant	35	39	33	43	51	53	61	69	78	89
Devyani	12	14	10	19	28	31	33	38	42	48
Westlife	14	15	10	16	23	24	25	26	30	34
Sapphire	10	11	8	14	20	23	25	26	30	34
RBA	6	8	5	9	14	18	20	23	28	33
United Foodbrands	7	8	5	9	12	13	12	13	17	19
Total	**85**	**96**	**71**	**110**	**148**	**161**	**176**	**195**	**224**	**256**
Revenue/store (INR m)	**31.2**	**31.6**	**22.4**	**28.9**	**31.9**	**30.2**	**29.5**	**29.4**	**30.3**	**31.4**
Stores (India)										
Jubilant	1,265	1,370	1,406	1,621	1,863	2,096	2,273	2,562	2,929	3,274
Devyani	533	575	655	892	1,184	1,429	1,664	1,828	1,997	2,174
Westlife	296	319	305	326	357	398	438	478	538	593
Sapphire	311	361	365	482	627	748	836	916	1,001	1,086
RBA	187	260	265	315	391	455	513	581	641	721
United Foodbrands	133	164	164	185	216	217	230	262	287	312
Total	**2,725**	**3,049**	**3,160**	**3,821**	**4,638**	**5,343**	**5,954**	**6,627**	**7,393**	**8,160**
EBITDA (Pre IND AS)										
Jubilant	6.1	5.8	5.0	7.8	7.8	6.7	7.4	8.6	9.8	11.4
Devyani	1.0	0.6	0.8	3.0	4.3	3.8	3.5	3.2	4.2	5.2
Westlife	1.2	1.5	(0.0)	1.3	3.0	2.7	2.0	2.0	2.4	3.2
Sapphire	0.4	0.7	0.4	1.8	2.6	2.7	2.6	2.4	3.1	3.8
RBA	0.2	0.2	(0.6)	(0.1)	0.4	0.8	1.0	1.3	2.2	2.9
United Foodbrands	0.7	0.7	(0.1)	0.3	1.2	0.8	0.9	0.7	1.3	1.5
Total	**9.6**	**9.4**	**5.5**	**14.1**	**19.4**	**17.6**	**17.4**	**18.2**	**23.0**	**28.1**
EBITDA/store (INR m)	**3.5**	**3.1**	**1.8**	**3.7**	**4.2**	**3.3**	**2.9**	**2.7**	**3.1**	**3.4**

Source: Company, MOFSL

Exhibit 35: QSR companies margins

ROM Pre Ind As (%)	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Devyani - KFC	18.4	16.0	18.3	21.3	20.2	19.6	17.4	15.8	17.0	17.5
Devyani - PH	15.5	10.5	12.9	16.3	14.5	7.2	2.7	-0.5	1.0	4.0
Westlife	14.4	14.7	7.7	14.3	19.2	17.3	14.3	14.7	14.7	15.5
Sapphire - KFC	12.7	13.0	14.0	19.5	19.4	19.7	17.3	16.3	17.0	17.2
Sapphire - PH	7.5	7.3	5.1	13.4	13.3	4.9	2.4	-3.3	-1.0	2.5
RBA	8.2	7.9	-2.1	5.2	8.3	9.7	10.5	11.6	13.5	14.3
United Foodbrands	10.6	6.4	8.8	13.4	16.1	13.6	13.9	12.2	13.9	14.2
EBITDA Pre Ind As (%)	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY27E**	**FY28E**
Jubilant EBITDA Pre Ind As	17.2	14.9	15.4	18.0	15.4	12.6	12.2	12.5	12.6	12.9
Devyani	8.1	4.2	8.3	15.8	15.7	12.2	10.4	8.4	10.0	10.9
Westlife	8.9	9.4	-0.2	8.3	13.2	11.3	8.2	7.7	8.2	9.4
Sapphire	4.4	5.8	4.6	12.7	13.3	12.0	10.6	9.1	10.3	11.2
RBA	2.4	2.4	-12.5	-1.4	2.5	4.3	5.1	5.8	8.0	8.9
United Foodbrands	10.0	8.8	-1.8	3.5	9.6	6.7	7.4	5.4	7.6	8.2

Source: Company, MOFSL

Exhibit 36: QSR comparative scorecard – FY26

FY26	Jubilant Foodworks		Devyani International				Sapphire Foods				RBA		Westlife	UFB
(INR mn)	Standalone	Consol	KFC	PH	Others	Total	KFC	PH	Others	Total	India	Total		
ADS (INR)	81,274	72,672	90,000	32,000	87,952	70,309	1,10,000	41,687	1,03,190	82,523	1,16,000	1,05,527	1,51,113	1,49,092
Store	2562	3636	783	639	795	2217	575	341	136	1052	581	743	478	262
Revenue	68,734	95,125	23,737	7,206	25,172	56,115	21,136	5,065	5,052	31,253	22,717	28,226	26,256	13,387
Revenue/store	27	26	30	11	32	25	37	15	37	30	39	38	55	51
SSSSG %	6		-1	-5			1	-9			4		-1	5
Gross Profit	51,364	68,021	16,284	5,436	16,676	38,396	14,351	3,789	3,161	21,301	15,683	18,827	17,773	8,889
GM (%)	74.7	71.5	68.6	75.4	66.2	68.4	67.9	74.8	62.6	68.2	69.0	66.7	67.7	66.4
Rest EBITDA			3,759	(33)	3,685	7,411	3,445	(167)	746	4,024	2,636	2,547	3,851	1,636
Rest operating margin %			15.8	-0.5	14.6	13.2	16.3	-3.3	14.8	12.9	11.6	9.0	14.7	12.2
Corp overheads			1,231	374	1,305	2,910	1,111	266	265	1,642	1,312		1,840	907
Corp overheads % of sales			5.2	5.2	5.2	5.2	5.3	5.3	5.3	5.3	5.8		7.0	6.8
EBITDA (Pre IND AS)	8,612	13,851	2,528	(407)	2,380	4,501	2,335	(433)	481	2,382	1,324	749	2,012	729
EBITDA margin (Pre IND AS) %	12.5	14.6	10.7	-5.6	9.5	8.0	11.0	-8.6	9.5	7.6	5.8	2.7	7.7	5.4
EBITDA (Post IND AS)	13,680	18,878				8,554				4,736	3,503	3,411	3,471	2,064
EBITDA margin (Post IND AS) %	19.9	19.8				15.2				15.2	15.4	12.1	13.2	15.4
PBT	3,543	5,405				(450)				(133)	(369)	(2,019)	304	(549)
PBT margin (%)	5.2	5.7				-0.8				-0.4	-1.6	-7.2	1.2	-4.1
Per store														
Revenue	27	26	30.3	11.3	31.7	25.3	36.8	14.9	37.1	29.7	39.1	38.0	54.9	51.1
GP	20	19	20.8	8.5	21.0	17.3	25.0	11.1	23.2	20.2	27.0	25.3	37.2	33.9
Rest Operating profit			4.8	(0.1)	4.6	3.3	6.0	(0.5)	5.5	3.8	4.5	3.4	8.1	6.2
EBITDA (Pre IND AS)	3	4	3.2	(0.6)	3.0	2.0	4.1	(1.3)	3.5	2.3	2.3	1.0	4.2	2.8
Channel mix (%)														
Delivery	74		46	54			44	50			53		41	16%
Dine-in+ Takeaway	26		54	46			56	50			47		59	84%

QSR trading at steep discount to other retail players

- The listed QSR sector operates one of the largest consumer retail networks in India with ~6,627 stores, far exceeding the combined store count of Trent, Titan Jewellery and Avenue Supermarts.
- Despite operating a 5-6x larger store network than the leading organized retailers and generating revenue comparable to Trent's, the listed QSR universe trades at a fraction of their valuation. Although weaker unit economics warrant a discount, we believe the current valuation captures these concerns. Any improvement in profitability metrics will drive up the valuation quickly.
- As demand recovers and restaurant-level productivity improves, the QSR sector offers an attractive risk-reward proposition, with meaningful scope for valuation re-rating from the current depressed levels.

Exhibit 37: QSR sector trades at steep discount

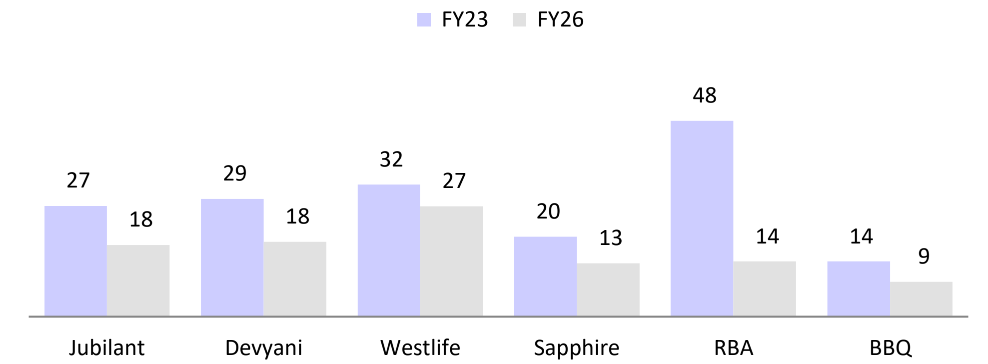
Particulars (INR bn) - FY26	QSR Aggregates	Titan (Jewelry)	Trent	Avenue Supermarts
Market cap	673	4,330	1,560	2,590
Total stores	6,627	1,349	1,286	500
Revenue	195	797	201	688
EBITDA Pre Ind As	18	75	27	49
EBITDA margin Pre Ind As (%)	9.3%	9.4%	13.6%	7.1%
Revenue/store (INR m)	29	591	156	1,376
EBITDA/store (INR m)	3	56	21	97
Market Cap/store (x)	98	3,188	1,213	5,180
EV/sales (x)	3	5	8	4
EV/EBITDA (x)	36	53	45	50

Source: Company, MOFSL

Valuation correction mitigate risk

- The aggregate market cap of QSR companies has corrected by 20% during FY22-FY26, with the last 12 months witnessing a ~25% correction. The entire QSR universe is available at a market cap of ~INR670b, with India revenue of ~INR200b and India store network of >6,600 stores.
- The sector has witnessed a valuation correction following weak profitability over FY23-26. Going forward, valuation multiples are likely to be driven more by the improvement in SSSG, store productivity and earnings delivery rather than by store expansion alone. Since the sector has been witnessing sequential improvements in earnings for the past two quarters, we believe a gradual re-rating in valuations is likely.

Exhibit 38: EV/EBITDA Post Ind As de-rating; Trailing multiples moderated from FY23 to FY26



Source: Company, MOFSL

- **Given a 35% correction in the stock price over the last 12 months, we upgrade JUBI to BUY from Neutral.** The company has superior execution capabilities with a strong delivery moat. The high base effect (double-digit SSSG last year) has led to slower SSSG, and we expect growth recovery from 2HFY27 after the base normalizes. With store additions becoming more calibrated, improving store productivity, selective price hikes and the continued scale-up of Café Domino's, we expect a meaningful recovery in margins and earnings over FY27-28. Following the recent correction, we believe the stock offers an attractive risk-reward, supported by improving earnings visibility.
- **We maintain BUY on Devyani**, **Sapphire** and **RBA**, as we expect improving demand, better execution and recovering unit economics to drive earnings growth, while the current valuations continue to offer an attractive risk-reward. We retain our **Neutral** rating on **Westlife** and **United Foodbrands.**

Exhibit 39: Peer comparison

Company	CMP (INR)	TP (INR)	Reco	EV/EBITDA Pre Ind As(x)			EV/sales(x)		
				FY26	FY27E	FY28E	FY26	FY27E	FY28E
Jubilant Foodworks	465	625	Upgrade to Buy	23.0	20.0	17.1	3.3	2.9	2.6
Devyani International	119	160	Buy	34.5	25.8	20.5	2.8	2.4	2.3
Sapphire Foods	192	245	Buy	25.6	19.4	15.6	2.0	1.7	1.5
RBA	85	125	Buy	67.1	27.9	16.5	1.8	1.5	1.3
Westlife	548	550	Neutral	43.2	35.4	26.6	3.3	2.9	2.5
United Foodbrands	735	775	Neutral	40.8	22.7	18.4	2.2	1.7	1.5

Source: Company, MOFSL

Company-wise tables

Jubilant Foodworks

- We upgrade JUBI to BUY from Neutral, as we believe the company is best positioned among listed QSR players to capitalize on the recovery in discretionary demand. Unlike most peers, Domino's reported positive SSSG in FY26 (+6.5%) and sustained the momentum in 1QFY27 with 2.5% SSSG.
- Management is focusing on improvement in store productivity and profitability. We expect better ADS, operating leverage and selective price hikes to drive a gradual recovery in pre-Ind AS EBITDA margins to 12.9% by FY28E (vs. 12.5% in FY26).
- The company continues to drive delivery-led growth through higher customer acquisition, increased order frequency and digital initiatives, with delivery contributing ~76% of Domino's sales. On the dine-in side, management is focusing on value offerings, menu innovation and the expansion of Café Domino's to improve footfalls, customer experience and ticket sizes. In addition, the continued scale-up of Popeyes and the integration of DP Eurasia provide incremental growth opportunities.
- After the recent correction, we believe the stock offers an attractive risk-reward. We expect a CAGR of 13%/15%/21% in standalone revenue/EBITDA/PAT over FY26-28E. We value the India business at 28x EV/EBITDA (pre-Ind AS) and the international business at 18x EV/EBITDA (pre-Ind AS) on Mar'28E, and upgrade the stock to BUY with a TP of INR625.

Jubilant Foodworks (INR mn)	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Revenue (INR)	35,631	39,273	33,119	43,961	51,582	56,541	81,045	95,125	1,06,541	1,20,782
Revenue - India	35,307	38,858	32,688	43,311	50,960	53,409	60,965	68,734	77,669	88,543
Revenue -International	325	415	431	650	623	3,132	20,080	26,391	28,872	32,239
YoY Gr (%)	18	10	-16	33	17	10	43	17	12	13
YoY Gr (%) - India	18	10	-16	32	18	5	14	13	13	14
YoY Gr (%) - International		28	4	51	-4	403	541	31	9	12
SSSG (%) - Dominos India	16	3	-18	37	7	-4	7	6	5	5
ADS per store (INR) - Dominos India	78,242	79,628	65,431	75,333	76,911	74,932	99,043	81,274	1,01,040	1,02,476
Stores (No.)	1,265	1,394	1,437	1,665	1,928	2,991	3,285	3,636	4,078	4,498
Stores (No.) - India	1,265	1,370	1,406	1,621	1,863	2,096	2,273	2,562	2,929	3,274
Stores addition (No.) - India	93	108	25	207	249	179	184	276	300	300
Revenue/store (INR) - India	27.9	28.4	23.2	26.7	27.4	25.5	26.8	26.8	26.5	27.0
Stores (No.) - International	-	24	31	44	65	895	1,012	1,074	1,149	1,224
Gross Profit (INR)	26,770	29,438	25,856	34,062	39,104	43,130	58,467	68,021	76,668	87,243
GM (%)	75.1	75.0	78.1	77.5	75.8	76.3	72.1	71.5	72.0	72.2
GM (%) - India	75.2	75.0	78.1	77.5	75.9	76.4	75.4	74.7	75.0	75.0
GM (%) - International							60.9	62.5	63.8	64.6
EBITDA (Pre IND AS)	**5,998**	**5,755**	**5,092**	**7,828**	**7,771**	**6,701**	**11,284**	**13,851**	**15,641**	**18,124**
EBITDA (Pre IND AS) - India	**6,078**	**5,794**	**5,045**	**7,801**	**7,847**	**6,743**	**7,434**	**8,612**	**9,751**	**11,444**
EBITDA (Pre IND AS) - International	**(80)**	**(39)**	**47**	**27**	**(76)**	**(42)**	**3,850**	**5,239**	**5,890**	**6,680**
EBITDA margin (Pre IND AS) %	16.8	14.7	15.4	17.8	15.1	11.9	13.9	14.6	14.7	15.0
EBITDA margin (Pre IND AS) - India %	17.2	14.9	15.4	18.0	15.4	12.6	12.2	12.5	12.6	12.9
EBITDA margin (Pre IND AS) - International %	-24.7	-9.4	11.0	4.2	-12.2	-1.3	19.2	19.9	20.4	20.7
EBITDA (INR)	**5,998**	**8,756**	**7,712**	**11,088**	**11,516**	**11,435**	**15,845**	**18,878**	**21,466**	**24,765**
EBITDA margin (%)	**16.8**	**22.3**	**23.3**	**25.2**	**22.3**	**20.2**	**19.6**	**19.8**	**20.1**	**20.5**
PBT (INR)	4,897	4,028	3,062	5,633	4,887	4,857	3,335	5,405	6,936	8,706
PBT margin (%)	13.7	10.3	9.2	12.8	9.5	8.6	4.1	5.7	6.5	7.2

Devyani International

- We reiterate our BUY rating on Devyani, as we believe the company is entering a gradual earnings recovery, led by improving KFC performance and stabilizing demand trends. KFC reported 4.9% SSSG in 4QFY26 and 3% in 1QFY27 supported by consumer recruitment initiatives, value-led offerings and improving execution.
- Improving ADS, disciplined pricing (<0.5% portfolio price hike in 4Q) and differentiated strategies for delivery and dine-in should support better unit economics and operating leverage. We expect pre-Ind AS EBITDA margin to improve to 10.5% by FY28E (vs. 8.0% in FY26).
- The proposed Devyani-Sapphire merger is expected to close by FY27 end. We expect the combined entity to benefit from procurement efficiencies, lower Pizza Hut operating costs, corporate overhead optimization and stronger execution across brands and geographies. We conservatively factor in an EBITDA benefit of ~INR500m in FY28E vs. the targeted annual synergy potential of ~INR2.2b.
- We expect a CAGR of 12%/29% in revenue/EBITDA pre-Ind AS over FY26-28E, supported by improving unit economics, a gradual recovery in KFC and merger-led synergies. **We reiterate our BUY rating with a TP of INR160, valuing the India business at 28x Mar'28E EV/EBITDA (pre-Ind AS) and 18x Mar'28 EV/EBITDA (pre Ind As) for international business.**

Devyani (INR mn)	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Revenue (INR)	13,106	15,164	11,348	20,840	29,977	35,563	49,511	56,115	63,211	70,849
Revenue - KFC	4,641	6,091	6,443	12,189	17,714	20,437	21,787	23,737	26,900	31,246
Revenue - PH	4,232	4,174	2,879	5,318	6,997	7,092	7,322	7,206	7,415	7,939
Revenue - Costa	902	820	214	411	1,018	1,518	1,985	2,125	2,245	2,635
Revenue - International	1,104	1,491	1,154	1,902	2,271	4,436	16,336	18,594	21,092	22,802
YoY Gr. (%) - Devyani	18	16	-25	84	44	19	39	13	13	12
YoY Gr. (%) - KFC	31	31	6	89	45	15	7	9	13	16
YoY Gr. (%) - PH	9	-1	-31	85	32	1	3	-2	3	7
YoY Gr. (%) - Costa	4	-9	-74	92	148	49	31	7	6	17
YoY Gr. (%) - International		35	-23	65	19	95	268	14	13	8
SSSG (%) - KFC	5	3	-34	49	16	-5	-6	-1	4	5
SSSG (%) - PH	5	-4	-30	45	4	-11	-4	-5	1	4
SSSG (%) - Costa	3	-4	-62	95	56	9	4	2	5	6
ADS per store (INR) - KFC	1,13,851	1,16,740	1,00,269	1,13,000	1,17,000	1,05,000	94,000	90,000	89,166	91,555
ADS per store (INR) - PH	44,679	43,917	34,900	43,000	42,000	37,000	34,000	32,000	31,836	32,963
ADS per store (INR) - Costa	37,458	37,413	18,510	29,000	35,000	33,000	27,000	28,000	30,196	30,303
Stores (No.)	566	610	692	938	1,243	1,782	2,039	2,217	2,403	2,590
Stores (No.) - KFC	134	172	264	364	490	596	696	783	893	1,003
Stores (No.) - PH	268	269	297	413	506	567	630	639	659	684
Stores (No.) - Costa	67	63	44	55	112	179	220	189	224	259
Stores (No.) - Vaango	64	71	50	60	76	87	118	217	221	228
Stores (No.) - International business	33	35	37	46	59	353	375	389	406	416
Revenue/store (INR)	23.2	24.9	16.4	22.2	24.1	20.0	24.3	25.3	26.3	27.4
Revenue/store (INR) - KFC	34.6	35.4	24.4	33.5	36.2	34.3	31.3	30.3	30.1	31.2
Revenue/store (INR) - PH	15.8	15.5	9.7	12.9	13.8	12.5	11.6	11.3	11.3	11.6
Revenue/store (INR) - Costa	13.5	13.0	4.9	7.5	9.1	8.5	9.0	11.2	10.0	10.2
Revenue/store (INR) - International	33.4	42.6	31.2	41.3	38.5	43.1	43.6	47.8	51.9	54.8
Gross Profit (INR)	9,217	10,560	7,902	14,842	20,991	24,997	34,122	38,396	43,607	48,968
GM (%)	70.3	69.6	69.6	71.2	70.0	70.3	68.9	68.4	69.0	69.1
GM (%) - KFC	66.0	64.8	67.7	69.3	68.3	69.5	68.9	68.6	69.0	69.3
GM (%) - PH	74.0	74.9	74.2	75.6	74.4	75.9	76.3	75.4	75.4	75.4
GM (%) - Costa	76.9	77.3	78.5	80.4	79.0	76.8	75.4	74.9	77.0	77.0
GM (%) - International	65.5	65.0	64.7	69.5	66.3	62.9	63.5	65.6	65.6	65.6
Restaurant profit (INR)	**1,838**	**1,748**	**1,634**	**4,146**	**5,597**	**5,519**	**7,052**	**7,411**	**9,196**	**10,953**
Restaurant profit (INR) - KFC	854	973	1,182	2,602	3,584	4,008	3,797	3,759	4,573	5,468
Restaurant profit (INR) - PH	655	439	372	865	1,012	508	201	(33)	74	318
Restaurant profit (INR) - Costa	182	174	33	125	241	258	319	303	359	435
Restaurant profit (INR) - International	143	225	165	472	661	604	2,600	3,173	3,796	4,218
Restaurant margin (%)	**14.0**	**11.5**	**14.4**	**19.9**	**18.7**	**15.5**	**14.2**	**13.2**	**14.5**	**15.5**
Restaurant margin (%) - KFC	18.4	16.0	18.3	21.3	20.2	19.6	17.4	15.8	17.0	17.5
Restaurant margin (%) - PH	15.5	10.5	12.9	16.3	14.5	7.2	2.7	-0.5	1.0	4.0
Restaurant margin (%) - Costa	20.1	21.2	15.5	30.4	23.7	17.0	16.1	14.3	16.0	16.5
Restaurant margin (%) - International	13.0	15.1	14.3	24.8	29.1	13.6	15.9	17.1	18.0	18.5
Corp overheads (INR)	869	1,173	791	1,151	1,249	1,712	2,109	2,910	3,201	3,489
Corp overheads (% of sales)	6.6	7.7	7.0	5.5	4.2	4.8	4.3	5.2	5.1	4.9
EBITDA (Pre IND AS)	**969**	**575**	**842**	**2,995**	**4,348**	**3,807**	**4,943**	**4,501**	**5,995**	**7,464**
EBITDA margin (Pre IND AS) %	**7.4**	**3.8**	**7.4**	**14.4**	**14.5**	**10.7**	**10.0**	**8.0**	**9.5**	**10.5**
EBITDA (INR)	**2,789**	**2,555**	**2,346**	**4,760**	**6,551**	**6,524**	**8,422**	**8,554**	**10,388**	**12,199**
EBITDA margin (%)	**21.3**	**16.8**	**20.7**	**22.8**	**21.9**	**18.3**	**17.0**	**15.2**	**16.4**	**17.2**
PBT (INR)	(712)	(1,115)	(1,283)	1,402	2,620	1,074	220	(450)	273	1,310
PBT margin (%)	-5.4	-7.4	-11.3	6.7	8.7	3.0	0.4	-0.8	0.4	1.8

Sapphire Foods

- We expect a gradual recovery in earnings, led by improving operating performance at KFC and a stabilization in Pizza Hut. KFC has returned to positive SSSG (5% in 1QFY27; 1% in FY26), supported by consumer engagement and execution initiatives, while Pizza Hut's operating trends are showing early signs of improvement (+1% SSSG in 1QFY27).

- The company is prioritizing profitability over aggressive discounting, having reduced discounting by ~50bp since Oct'25 and implemented a ~2% price hike in 1QFY27. Combined with an improving mix, better store productivity and operating efficiencies, we expect pre-Ind AS EBITDA margin to recover. We model EBITDA pre-Ind AS margin of 8.8%/9.6% for FY27/FY28 (7.6% in FY26).
- The proposed merger with Devyani is expected to deliver recurring annual synergies of ~INR2.2b, driven by lower Pizza Hut operating costs, reduction in overall corporate overheads, and other operational efficiencies. We model a CAGR of 13% in revenue and 27% in EBITDA pre-Ind AS over FY26-FY28E. We maintain our BUY rating with a TP of INR245, valuing Sapphire at 20x Mar'28E pre-Ind AS EV/EBITDA.

Sapphire (INR mn)	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY27E**	**FY28E**
Revenue (INR)	11,938	13,404	10,196	17,216	22,656	25,943	28,819	31,253	35,413	39,900
Revenue - KFC	6,584	7,753	5,897	10,349	14,529	17,157	19,039	21,136	24,265	27,883
Revenue - PH	3,071	3,344	2,218	3,710	5,214	5,185	5,450	5,065	5,281	5,577
Revenue - Sri lanka	1,984	2,038	1,966	2,983	2,716	3,397	4,228	5,008	5,659	6,225
YoY Gr. (%) - Sapphire	25	12	-24	69	32	15	11	8	13	13
YoY Gr. (%) - KFC	na	18	-24	75	40	18	11	11	15	15
YoY Gr. (%) - PH	na	9	-34	67	41	-1	5	-7	4	6
YoY Gr. (%) - Sri Lanka	na	3	-4	52	-9	25	24	18	13	10
SSSG (%) - KFC	14	5	-30	52	15	-1	-4	1	5	5
SSSG (%) - PH	5	-5	-35	42	12	-16	-1	-9	2	3
ADS per store (INR) - KFC	1,25,210	1,29,630	1,06,250	1,30,000	1,35,000	1,25,000	1,14,000	1,10,000	1,10,048	1,12,659
ADS per store (INR) - PH	61,250	57,900	48,170	57,000	58,000	46,000	46,000	41,687	42,398	43,515
Stores (No.)	374	425	435	579	743	868	963	1,052	1,145	1,240
Stores (No.) - KFC	158	187	203	263	341	429	502	575	650	725
Stores (No.) - PH	153	174	162	219	286	319	334	341	351	361
Stores (No.) - Sri lanka	63	64	70	95	114	120	127	136	144	154
Revenue/store (INR)	31.9	31.5	23.4	29.7	30.5	29.9	29.9	29.7	30.9	32.2
Revenue/store (INR) - KFC	41.7	41.5	29.1	39.3	42.6	40.0	37.9	36.8	37.3	38.5
Revenue/store (INR) - PH	20.1	19.2	13.7	16.9	18.2	16.3	16.3	14.9	15.0	15.4
Revenue/store (INR) - Sri lanka	31.5	31.8	28.1	31.4	23.8	28.3	33.3	36.8	39.3	40.4
Gross Profit (INR)	7,992	9,087	7,097	11,938	15,249	17,834	19,750	21,301	24,120	27,244
GM (%)	66.9	67.8	69.6	69.3	67.3	68.7	68.5	68.2	68.1	68.3
GM (%) - KFC	65.1	65.4	67.9	68.4	66.6	68.2	68.2	67.9	68.4	68.7
GM (%) - PH	73.9	76.2	76.1	75.5	74.7	75.6	75.8	74.8	74.8	74.8
GM (%) - Sri Lanka	65.9	66.7	68.6	66.2	58.1	61.6	61.1	62.9	62.9	62.9
Restaurant profit (INR)	**1,383**	**1,596**	**1,325**	**3,207**	**3,914**	**4,099**	**4,076**	**4,024**	**4,944**	**5,925**
Restaurant profit (INR) - KFC	836	1,021	828	2,018	2,819	3,380	3,294	3,445	4,125	4,796
Restaurant profit (INR) - PH	229	245	112	497	693	254	131	(167)	(53)	139
Restaurant profit (INR) - Sri lanka	317	330	385	692	402	465	651	746	871	990
Restaurant margin (%)	**11.6**	**11.9**	**13.0**	**18.6**	**17.3**	**15.8**	**14.1**	**12.9**	**14.0**	**14.8**
Restaurant margin (%) - KFC	12.7	13.2	14.0	19.5	19.4	19.7	17.3	16.3	17.0	17.2
Restaurant margin (%) - PH	7.5	7.3	5.1	13.4	13.3	4.9	2.4	-3.3	-1.0	2.5
Restaurant margin (%) - Sri lanka	16.0	16.2	19.6	23.2	14.8	13.7	15.4	14.9	15.4	15.9
Corp overheads (INR)	948	934	943	1,399	1,267	1,382	1,460	1,642	1,839	2,088
Corp overheads (% of sales)	7.9	7.0	9.3	8.1	5.6	5.3	5.1	5.3	5.2	5.2
EBITDA (Pre IND AS)	**435**	**662**	**382**	**1,808**	**2,647**	**2,717**	**2,616**	**2,382**	**3,105**	**3,837**
EBITDA margin (Pre IND AS) %	**3.6**	**4.9**	**3.7**	**10.5**	**11.7**	**10.5**	**9.1**	**7.6**	**8.8**	**9.6**
EBITDA (INR)	**1,460**	**1,856**	**1,244**	**3,050**	**4,284**	**4,613**	**4,768**	**4,736**	**5,666**	**6,612**
EBITDA margin (%)	**12.2**	**13.8**	**12.2**	**17.7**	**18.9**	**17.8**	**16.5**	**15.2**	**16.0**	**16.6**
PBT (INR)	(683)	(666)	(987)	514	1,084	699	384	(133)	390	784
PBT margin (%)	-5.7	-5.0	-9.7	3.0	4.8	2.7	1.3	-0.4	1.1	2.0

Restaurant Brands Asia

- RBA's India business continues to outperform the broader QSR industry, supported by its value-led strategy and strong execution. Despite deriving ~47% of sales from dine-in (higher than peers), the company has consistently delivered positive transaction growth and SSSG, while India pre-Ind AS EBITDA margin has expanded from 2.5% in FY22 to 5.8% in FY26.
- Over the medium term, we expect BK Café, improving dine-in traffic, operating leverage from a maturing store base, and ongoing cost efficiencies to drive further margin expansion. In Indonesia, the rationalization of underperforming stores has strengthened the portfolio, positioning the business for healthy revenue growth and profitability improvement.
- Inspira Global has acquired a controlling stake in RBA through Lenexis Foodworks and retained the existing operating leadership team. The board has appointed Mr. Madhusudan Agrawal as Chairman and Mr. Aayush Agrawal as Non-Executive Director, combining fresh long-term capital and governance oversight with continuity in execution. The Burger King master franchise agreements for both India and Indonesia have also been extended until 2050, materially improving long-term business visibility.
- We reiterate our BUY rating with a TP of INR125. Our valuation is based on 25x Mar'28E EV/EBITDA (pre-Ind AS) for the India business and an EV of INR5b (1x FY28E EV/Sales) for Indonesia.

Restaurant Brands Asia (INR mn)	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Revenue (INR)	6,327	8,412	10,040	14,903	20,543	24,371	25,508	28,226	33,331	38,782
Revenue - India	6,327	8,412	4,945	9,437	14,397	17,601	19,678	22,717	27,746	32,817
Revenue - Indonesia			5,095	5,466	6,146	6,770	5,830	5,509	5,585	5,966
YoY Gr. (%) - RBA	67	33	19	48	38	19	5	11	18	16
YoY Gr. (%) - India	67	33	-41	91	53	22	12	15	22	18
YoY Gr. (%) - Indonesia				7	12	10	-14	-6	1	7
SSSG (%) - India	na	3	-37	47	23	3	1	4	10	7
ADS per store (INR '000') - India	110	110	68	100	118	117	114	116	125	133
Stores (No.)	187	260	439	492	577	630	681	743	808	896
Stores (No.) - India	187	260	265	315	391	455	513	581	641	721
Stores (No.) - Indonesia			174	177	186	175	168	162	167	175
Revenue/store (INR)	34	32	23	30	36	39	37	38	41	43
Revenue/store (INR) - India	34	32	19	30	37	39	38	39	43	46
Revenue/store (INR) - Indonesia			29	31	33	39	35	34	33	34
Gross Profit (INR)	4,027	5,397	6,072	9,406	13,186	15,651	16,595	18,827	22,661	26,517
GM (%)	63.6	64.2	60.5	63.1	64.2	64.2	65.1	66.7	68.0	68.4
GM (%) - India	63.6	64.2	64.5	65.8	66.4	67.0	67.7	69.0	70.1	70.4
GM (%) - Indonesia			56.6	58.5	59.1	56.9	56.1	57.1	57.5	57.5
Restaurant profit (INR)	**518**	**666**	**-105**	**580**	**836**	**1,734**	**1,935**	**2,547**	**3,800**	**5,155**
Restaurant profit (INR) - India	518	666	-105	491	1,191	1,706	2,068	2,636	3,753	4,702
Restaurant profit (INR) - Indonesia				89	-355	17	-133	-89	46	453
Restaurant margin (%)	**4.3**	**4.0**	**-1.0**	**3.9**	**4.1**	**7.1**	**7.6**	**9.0**	**11.4**	**13.3**
Restaurant margin (%) - India	8.2	7.9	-2.1	5.2	8.3	9.7	10.5	11.6	13.5	14.3
Restaurant margin (%) - Indonesia				1.6	-5.8	0.3	-2.3	-1.6	0.8	7.6
Corp overheads (INR)	-	-	592	995	1,432	1,528	1,566	1,797	1,962	2,166
Corp overheads (% of sales)	0	0	6	7	7	6	6	6	6	6
EBITDA (Pre IND AS)	**152**	**202**	**-619**	**-416**	**-595**	**204**	**370**	**749**	**1,837**	**2,989**
EBITDA margin (Pre IND AS) %	2.4	2.4	-6.2	-2.8	-2.9	0.8	1.5	2.7	5.5	7.7
EBITDA (INR)	**790**	**1,040**	**250**	**967**	**1,114**	**2,661**	**2,737**	**3,411**	**4,907**	**6,563**
EBITDA margin (%)	12.5	12.4	2.5	6.5	5.4	10.9	10.7	12.1	14.7	16.9
PBT (INR)	**-383**	**-722**	**-2,744**	**-2,098**	**-2,418**	**-2,128**	**-2,328**	**-2,019**	**-579**	**361**

Westlife Foodworld

- Westlife has delivered a gradual improvement in demand, supported by positive guest traffic, value-led offerings and strong digital execution. We expect ADS and margins to recover steadily over the medium term, aided by McCafé, operating leverage.
- Company maintained store opening guidance of 60 annually in FY27. Company opened five stores in 1Q. Lower openings during 1Q were due to temporary fryer inventory constraints following LPG equipment conversion and are not indicative of any slowdown in expansion.
- However, unlike peers with a pan-India presence, Westlife's operations remain concentrated in the West and South, where QSR penetration is relatively high, along with high competitive intensity. As a result, we expect the pace of recovery to remain relatively gradual.
- We reiterate our Neutral rating with a TP of INR550, based on 28x Mar'28E EV/EBITDA (pre-Ind AS).

Exhibit 40: Westlife Foodworld

Westlife (INR mn)	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Revenue (INR)	14,020	15,478	9,860	15,765	22,782	23,918	24,912	26,256	29,592	33,610
YoY Gr (%)	24	10	-36	60	45	5	4	5	13	14
SSSG (%)	17	4	-24	58	36	-2	-3	-1	4	4
ADS per store (INR)	1,30,321	1,41,006	1,14,198	1,39,569	1,75,801	1,65,286	1,56,908	1,51,113	1,51,356	1,56,023
Stores (No.)	296	319	305	326	357	398	438	478	538	593
Stores addition (No.)	25	24	4	25	35	41	40	40	60	55
Revenue/store (INR)	47.4	48.5	32.3	48.4	63.8	60.1	56.9	54.9	55.0	56.7
Gross Profit (INR)	8,905	10,095	6,378	10,636	15,922	15,966	16,516	17,773	20,182	23,191
GM (%)	63.5	65.2	64.7	67.5	69.9	66.8	66.3	67.7	68.2	69.0
Restaurant profit (INR)	**2,022**	**2,276**	**763**	**2,251**	**4,364**	**4,133**	**3,557**	**3,851**	**4,363**	**5,210**
Restaurant margin (%)	**14.4**	**14.7**	**7.7**	**14.3**	**19.2**	**17.3**	**14.3**	**14.7**	**14.7**	**15.5**
Corp overheads (INR)	779	823	787	946	1,354	1,436	1,525	1,840	1,933	2,051
Corp overheads (% of sales)	5.6	5.3	8.0	6.0	5.9	6.0	6.1	7.0	6.5	6.1
EBITDA (Pre IND AS)	**1,243**	**1,453**	**(24)**	**1,304**	**3,010**	**2,698**	**2,032**	**2,012**	**2,431**	**3,158**
EBITDA margin (Pre IND AS) %	**8.9**	**9.4**	**-0.2**	**8.3**	**13.2**	**11.3**	**8.2**	**7.7**	**8.2**	**9.4**
EBITDA (INR)	**1,243**	**2,199**	**619**	**2,071**	**3,931**	**3,780**	**3,293**	**3,471**	**4,075**	**4,940**
EBITDA margin (%)	**8.9**	**14.2**	**6.3**	**13.1**	**17.3**	**15.8**	**13.2**	**13.2**	**13.8**	**14.7**
PBT (INR)	352	(90)	(1,287)	(21)	1,495	958	131	304	171	708
PBT margin (%)	2.5	-0.6	-13.1	-0.1	6.6	4.0	0.5	1.2	0.6	2.1

Source: Company, MOFSL

United Foodbrands

- United Foodbrands has delivered a strong recovery in demand, with broad-based volume-led growth across Barbeque Nation, premium dining and international operations. We expect healthy revenue growth to continue, supported by improving guest engagement, higher repeat visits, expanding digital penetration. Company plans a calibrated expansion plan of ~40 restaurant additions annually.
- Management expects GM recovery of 100-200bp in FY27 despite rising cost inflation. Moreover, it has guided for a 9-10% EBITDA pre-Ind AS margin vs. 5.4% in FY26. Given the overall cost inflation and value offering by the company, we consider such margin guidance aggressive.
- We model EBITDA pre-Ind AS margin of 7.6% for FY27 and 8.2% for FY28. The growth achieved over the last two quarters came after a slight margin hit, and achieving both growth and margin expansion could be a challenge for the company. Given the volatile execution in the past, we reiterate our Neutral rating with a TP of INR775 (20x Mar’28E pre-Ind AS EV/EBITDA).

United Foodbrands (INR mn)	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Revenue (INR)	7, 390	8,470	5,071	8,606	12,338	12,545	12,330	13,387	16,788	18,895
YoY Gr (%)	26	15	-40	70	43	2	-2	9	25	13
SSSG (%)	6	-2	-44	65	28	-7	-4	5	17	6
ADS per store (INR)	171	156	85	136	165	159	151	149	168	173
Stores (No.)	133	164	164	185	216	217	230	262	287	312
Stores addition (No.)	29	31	0	21	31	1	13	32	25	25
Revenue/store (INR)	55.6	51.6	30.9	46.5	57.1	57.8	53.6	51.1	58.5	60.6
Gross Profit (INR)	4,914	5,548	3,288	5,558	8,186	8,361	8,412	8,889	11,197	12,660
GM (%)	66	66	65	65	66	67	68	66	67	67
Restaurant profit (INR)	**na**	**na**	**445**	**1,155**	**1,988**	**1,704**	**1,712**	**1,636**	**2,339**	**2,681**
Restaurant margin (%)	na	na	8.8	13.4	16.1	13.6	13.9	12.2	13.9	14.2
Corp overheads (INR)	na	na	535	855	803	828	814	884	1,058	1,134
Corp overheads (% of sales)	na	na	11	10	7	7	7	7	6	6
EBITDA (Pre IND AS)	**na**	**na**	**-90**	**300**	**1186**	**836**	**907**	**729**	**1,281**	**1,547**
EBITDA margin (Pre IND AS) %	**na**	**na**	**-1.8**	**3.5**	**9.6**	**6.7**	**7.4**	**5.4**	**7.6**	**8.2**
EBITDA (INR)	**1,459**	**1,642**	**464**	**1,337**	**2,306**	**2,122**	**2,113**	**2,064**	**2,770**	**3,108**
EBITDA margin (%)	**19.7**	**19.4**	**9.1**	**15.5**	**18.7**	**16.9**	**17.1**	**15.4**	**16.5**	**16.5**
PBT (INR)	35	-415	-1,136	-326	219	-140	-272	-549	15	157

Annexure: Global QSR and India Relevance

Domino's Global

Exhibit 41: Domino's global network expansion and rise in India

Domino's	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	CAGR (%)
System	10,886	11,629	12,530	13,811	14,856	15,914	17,020	17,644	18,848	19,519	20,591	21,366	22,142	6
US	4,986	5,067	5,200	5,371	5,587	5,876	6,126	6,355	6,560	6,643	6,854	7,014	7,186	3
International	5,900	6,562	7,330	8,440	9,269	10,038	10,894	11,289	12,288	12,876	13,737	14,352	14,956	8
China	na	40	66	86	106	188	268	363	468	589	771	1,011	1,321	
India	677	830	989	1,106	1,126	1,195	1,312	1,313	1,495	1,760	1,916	2,136	2,396	11
India mix on total stores (%)	6	7	8	8	8	8	8	7	8	9	9	10	11	
India mix on international (%)	11	13	13	13	12	12	12	12	12	14	14	15	16	

Source: Domino's, Global filings, Industry, MOFSL

Top markets: India is very important for Domino's Global

- Domino's crossed the 22,000-store milestone in CY25, adding a net 776 stores during the year (172 in the US and 604 in international markets). India has been among Domino's top international markets since 2014 and continues to lead in global expansion. Store additions in India significantly outpace those in other key international markets, with the country accounting for 11% of Domino's global store base and 16% of the international network as of CY25.
- Meanwhile, China has emerged as the fastest-growing international market over the past three years, more than doubling its store count from 589 stores in CY22 to 1,321 stores in CY25. This rapid expansion has enabled China to overtake Mexico and Japan, making it Domino's third-largest international market.

Exhibit 42: Domino's top international market; India is top market (ex-US) since 2014, China scaling-up sharply

International Franchise	2,013	2,014	2,015	2,016	2,017	2,018	2,019	2,020	2,021	2,022	2,023	2,024	2,025
India	677	830	989	1,106	1,126	1,195	1,312	1,313	1,495	1,760	1,916	2,136	2,396
United Kingdom	771	811	868	947	1,042	1,100	1,126	1,144	1,169	1,197	1,247	1,299	1,325
China	na	40	66	86	106	188	268	363	468	589	771	1,011	1,321
Mexico	590	604	622	655	701	760	801	779	802	842	892	961	990
Japan	287	354	432	472	503	550	642	742	882	957	952	943	773
Australia	505	547	571	623	670	693	698	709	724	756	751	742	734
Turkey	360	425	460	477	508	535	550	560	605	650	685	728	761
Canada	380	386	402	438	472	487	520	541	568	585	600	620	650
South Korea	390	405	417	433	444	447	462	466	475	480	482	484	488
France	227	239	259	325	370	387	404	431	457	487	473	462	437
Top 10 countries total	**4,187**	**4,641**	**5,086**	**5,562**	**5,942**	**6,342**	**6,783**	**7,048**	**7,645**	**8,303**	**8,769**	**9,386**	**9,875**
International stores	5,900	6,562	7,330	8,440	9,269	10,038	10,894	11,289	12,288	12,876	13,737	14,352	14,956
Total stores	10,886	11,629	12,530	13,811	14,856	15,914	17,020	17,644	18,848	19,519	20,591	21,366	22,142
% of international stores	**71**	**71**	**69**	**66**	**64**	**63**	**62**	**62**	**62**	**64**	**64**	**65**	**66**

Source: Domino's, Global filings, Industry, MOFSL

Yum!

Exhibit 43: Yum!'s global network expansion and rise in India

YUM	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	CAGR (%)
System	40,233	41,546	42,692	43,617	45,084	48,124	50,170	50,353	53,424	55,361	58,708	61,346	63,285	4
US	18,106	18,154	18,213	18,134	18,077	18,118	18,570	17,581	17,810	17,990	18,175	17,984	17,924	0
International	22,127	23,392	24,479	25,483	27,007	30,006	31,600	32,772	35,614	37,371	40,533	43,362	45,361	6
China	6,243	6,715	7,176	7,383	7,686	8,154	8,822	9,540	10,802	12,947	14,644	16,395	18,101	9
India	733	833	811	668	735	844	967	974	1,309	1,712	2,051	2,317	2,508	11
India mix on total stores (%)	2	2	2	2	2	2	2	2	2	3	3	4	4	
India mix on international (%)	3	4	3	3	3	3	3	3	4	5	5	5	6	

Source: Yum, Global filings, Industry, MOFSL

Top markets: India remained a key priority market for Yum!'s international expansion

- Yum!'s US store network has remained largely stagnant over the last 12 years, decreasing marginally from 18.1k stores in 2013 to 17.9k stores in 2025. In contrast, the company continued to prioritize international expansion, with its international store count growing from 22.1k to 45.4k stores, reflecting a 6% CAGR during the same period.
- India has consistently been one of Yum!'s most important growth markets among emerging economies. Yum! entered India around the same time as it entered China, in the early 1990s.
- India has witnessed a sharp acceleration in recent years, with its store network expanding from 733 stores in 2013 to 2,508 stores in 2025, implying an 11% CAGR. India now contributes 4% of Yum!'s global store network, up from 2% in 2013, while its share of Yum!'s international stores has doubled from 3% to 6% over the same period, showing India's growing strategic importance within Yum!'s global portfolio.

Exhibit 44: Yum!'s revenue mix in key markets

Key Markets	(%) of KFC System Sales	(%) of PH System Sales
China	27	19
US	13	40
Europe (ex-UK)	12	12
Asia	11	13
Australia	7	na
UK	7	na
Middle East / Turkey / North Africa	6	4
Latin America	8	7
Africa	5	na
Canada	2	3
India	2	2

Source: Yum, Global filings, Industry, MOFSL

Business mix: KFC globally successful, PH profitability globally weaker

- KFC accounts for 54% of stores for Yum!, with 53%/51% contribution to sales/profit mix. PH is globally a lower-margin business for Yum!, with a 32% contribution to the store mix, 19% to sales, and 11% to profit. Yum! expanded its restaurant margin in 2021 for the company-operated business as it enjoyed strong demand. However, the same reversed in 2022 once demand normalized. We have seen this phenomenon in other global QSR giants too.

Exhibit 45: Yum! business mix, PH globally a lower-margin business for Yum!

Brand	Ranking	Countries	Stores	Sales mix (%)	Store mix (%)	Profit Mix (%)
KFC	❖ No. 1 Global Chicken QSR	150	33,897	53	54	51
Taco Bell	❖ No. 1 in US Mexican QSR	33	9,030	27	14	38
Pizza Hut	❖ No. 2 Global Pizza QSR	111	19,974	19	32	11
The Habit		3	384	1	1	0
Total			**63,285**	**100**	**100**	**100**

Source: Yum, Global filings, Industry, MOFSL

McD Global

Exhibit 46: McD global network expansion and rise in India

McD	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	CAGR (%)
System	35,429	36,258	36,525	36,899	37,241	37,855	38,695	39,198	40,031	40,275	41,822	43,477	45,356	2
US	14,278	14,350	14,259	14,155	14,036	13,914	13,846	13,682	13,438	13,444	13,457	13,557	13,706	0
International	21,151	21,908	22,266	22,744	23,205	23,941	24,849	25,516	26,593	26,831	28,365	29,920	31,650	3
China	1,980	2,180	2,280	2,380	2,631	2,800	3,150	3,500	4,395	4,978	5,903	6,820	7,740	12
India	363	403	405	427	277	300	350	440	468	532	598	663	728	6
India mix on total stores (%)	1	1	1	1	1	1	1	1	1	1	1	2	2	
India mix on international (%)	2	2	2	2	1	1	1	2	2	2	2	2	2	

Source: McD, Global filings, Industry, MOFSL

Top markets: India has not been a priority market for McDonald's

- India has remained a relatively small market for McDonald's despite the company entering the country in the mid-1990s. Its US store network has remained broadly stagnant over the last 12 years, declining marginally from 14.3k stores in 2013 to 13.7k stores in 2025. Its international store count has expanded at a modest 3% CAGR during the same period.
- Its India store network increased from 363 stores in 2013 to 728 stores in 2025, implying a 6% CAGR, significantly lower than China's 12% CAGR, where the store base expanded from 1,980 to 7,740 stores. Consequently, India continues to account for only 2% of McDonald's international store network and 2% of its global store base.

Exhibit 47: McD's top international markets

Top-20 international market (2025)	Stores	(%) of international mkt	(%) of total mkt
Mainland China	7,740	24	17
Japan	3,025	10	7
France	1,630	5	4
Canada	1,520	5	3
United Kingdom	1,507	5	3
Germany	1,382	4	3
Brazil	1,230	4	3
Australia	1,092	3	2
Philippines	851	3	2
Italy	805	3	2
India	**757**	**2**	**2**
Spain	665	2	1
Poland	618	2	1
Saudi Arabia	458	1	1
Taiwan	430	1	1
South Africa	407	1	1
South Korea	401	1	1
Mexico	380	1	1
Indonesia	314	1	1
Turkey	306	1	1
Total top 20	**25,518**	**81**	**56**
International stores	**31,650**	**100**	**70**
Total stores	**45,356**		**100**

Source: Company, MOFSL

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