

DECEMBER 12, 2022

IPO Note

LANDMARK CARS LIMITED (LMC)

NOT RATED

(Note: All the information in this note is taken from RHP)

(For private circulation only)

Offer Details

The offer comprises the Offer for Sale (OFS) and the fresh issue, aggregating up to Rs552 cr. The offer consists of fresh issue of up to Rs150 cr and offer for sale (OFS) of up to Rs402 cr. The price band is in the range of Rs.481-506/share.

Details of the offer

Particulars	Details
Price band (Rs/share)	481-506
Opening date of the Issue [^]	13th Dec, 2022
Closing date of the issue	15th Dec, 2022
No. of shares pre-issue (nos. lakhs)	366
Fresh Issue (nos. lakhs)*	30
Offer for sale (nos. lakhs)*	79
No. of shares post-issue (nos. Lakhs)*	396
Fresh Issue size (Rs Cr)*	150
Offer for sale size (Rs Cr)*	402
Issue size (Rs Cr)*	552
Face Value (Rs/ share)	5
Bid Lot	29 Equity share & in multiple of 29 equity share thereafter
Book Building	
QIBs (Including Anchor)	50%
Non-Institutional	15%
Retail	35%
Book Running Lead managers (BRLM)	Axis Capital Limited/ ICICI Securities Limited
Registrar to the issue	Link Intime India Private Limited

Source: Company's RHP, * Based on upper price band; [^]The Anchor Investor Bidding Date shall be one Working Day prior to the Bid/Offer Opening Date

Objects of the offer

The company proposes to utilise the net proceeds from the fresh issue towards funding the following objects: 1. pre-payment, in full or in part, of borrowings availed by the company's subsidiaries; and 2. general corporate purposes. The proceeds of the OFS shall be received by the selling shareholders. The company will not receive any proceeds from the offer for sale. In addition to the aforementioned objects, the company expects that the listing of the equity shares will enhance the company's visibility and its brand image among their existing and potential customers and creation of a public market for their equity shares.

Shareholding Pattern (%)

	Pre-Issue	Post-Issue [^]
Promoter and Promoter Group	60.2	55.2
Public and Others	39.8	44.8
Total (%)	100.0	100.0

Source: Company's RHP, [^]Based on upper price band

Arun Agarwal
Arun.agarwal@kotak.com
+91 22 6218 6443

Shareholding of Promoters and members of Promoter Group

Name of the Shareholder	No. of Equity Shares	% of pre-Offer Equity share capital
Promoters (A)	15,154,768	41.4
Sanjay Karsandas Thakker (jointly with Ami Sanjay Thakker)	15,154,768	41.4
Promoter Group (B)	6,907,610	18.9
Ami Sanjay Thakker (jointly with Sanjay Karsandas Thakker)	5,584,848	15.3
Aryaman Sanjay Thakker (jointly with Sanjay Karsandas Thakker)	565,040	1.5
Sanjay Karsandas Thakker HUF	757,722	2.1
Total (A) + (B)	22,062,378	60.2

Source: Company's RHP; * Subject to finalization of Basis of Allotment, and assuming transfer of all Offered Shares

Details of Offer for Sale by Selling Shareholders

Name of selling shareholders	Value of the Offered Shares
TPG Growth	Up to Rs 325 cr
Sanjay Karsandas Thakker HUF	Up to Rs 10 cr
Aastha Limited	Up to Rs 62 cr
Garima Misra	Up to Rs 5 cr

Source: Company's RHP

Industry

Dealerships form an intrinsic part of the automobile sector playing the role of an intermediary between the customers and the manufacturers. As of Fiscal 2022, there were around 17,000 dealerships with nearly 28,000 touchpoints across India catering to customers of two-wheelers, passenger vehicles (PV), commercial vehicles (CVs), three-wheelers and tractors. Dealers normally have three types of outlets: sales-service-spares (3S), only sales (1S), and only workshops. According to the CRISIL Report, currently, there are only a handful of very large dealerships in India with more than 100 outlets and a presence across four to five states in India. PV dealerships form approximately 15% of overall dealerships in India and contribute to approximately 25% of the overall touchpoints in Fiscal 2022.

Revenue split: Mass/premium segment vs luxury segment

Revenue Split	Mass/Premium segment	Luxury segment	Comment
New vehicle sales	68-72%	63-68%	For both mass market/premium vehicle dealers and luxury car dealers, revenue is primarily earned from new vehicle sales. However, luxury dealers have a higher dependence on new car sales amidst the restricted pre-owned car sales.
Pre-owned vehicle sales	6-10%	1-6%	Pre-owned luxury car market is in a very nascent stage and it is highly unorganised. Limited presence of luxury vehicle dealers in pre-owned vehicle market restricts the revenue contribution from pre-owned vehicle segment
Service	15-20%	25-30%	Higher preference for authorised workshops helps boost the services revenue for luxury segment. Moreover, spares are also relatively costlier and higher technical expertise is expected of the mechanic pushing the services revenue.
- Spares	8-10%	12-17%	
- Labour	8-10%	10-15%	
Accessories	2-5%	1-3%	Luxury vehicles typically come loaded with necessary accessories, hence the necessity to purchase additional accessories is relatively lower. However, the few accessories which are added by luxury customers are highly priced pushing the revenue earned from accessories for the dealer.

Finance Commission	~1%	~1%	Commission earned by luxury dealers is relatively lower (0.8-1% of financed amount vis 1-1.5% of financed amount for mass market/premium vehicle dealers) given the significantly higher ticket price. Although bigger luxury PV dealers can get an additional 0.2-0.5% commission.
Insurance Commission	~1%	~1%	Commission % for luxury car dealers is comparable with mass market/premium vehicle dealers. Insurance premiums are much higher for luxury vehicles, however, volumes are much lower limiting the revenue earned from insurance commission for dealers.

Source RHP

Gross profit split: mass/premium segment vs. luxury segment

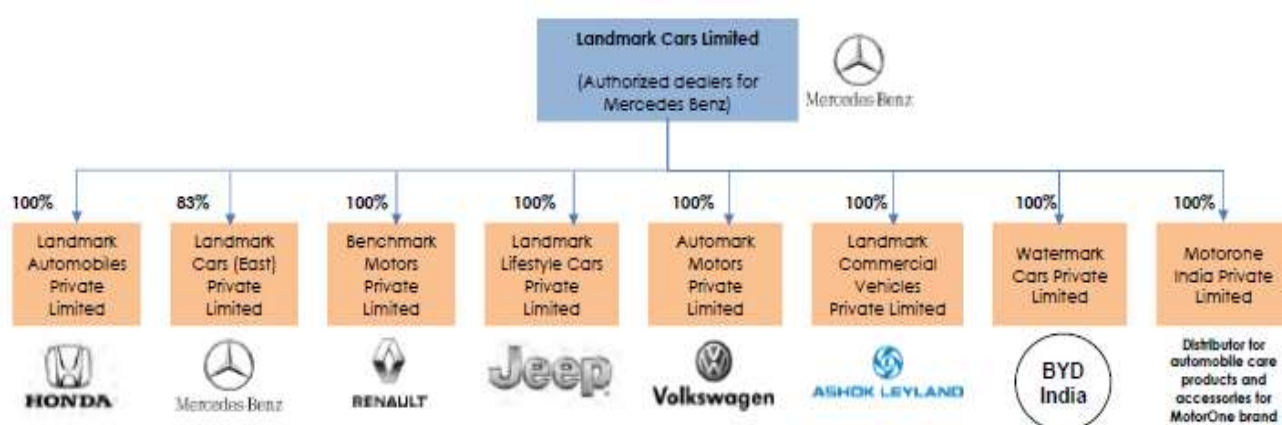
Profitability share	Mass/ Premium segment		Luxury segment		Comment
	Segment margin	Share in total profit	Segment margin	Share in total profit	
New vehicle sales	5-7%	23-28%	8-10%	22-27%	Per vehicles margins are relatively higher for luxury dealers. Thus contributing slightly higher in profitability. Moreover, higher share of new vehicle sales provides additional kicker.
Pre-owned vehicle sales	5-10%	2-7%	4-6%	1-5%	In the luxury car segment, margins are relatively lower given the higher depreciation in the vehicle price and lack of organised market. However, in terms of actual quantum, the earning per vehicle of luxury car dealers is higher given the much higher ticket price of vehicles.
Service	45-55%	58-63%	50-60%	63-68%	Spares are much costlier in luxury car segment and dealers also earn higher on spares compared to mass market/ premium car dealers. Profitability is comparable on labour. Share in overall profitability is slightly higher for luxury segment.
- Spares	20-30%	10-15%	30-35%	23-28%	
- Labour	60-80%	45-50%	70-80%	30-40%	
Accessories	15-25%	2-5%	20-30%	1-3%	Luxury vehicles typically come loaded with necessary accessories, hence the necessity to purchase additional accessories is relatively lower. However, the few accessories which are added by luxury customers are highly priced and dealers earn relatively more on those accessories.
Finance Commission	90-100%	4-6%	90-100%	2-5%	Dealers do not have to spend anything additional for earning this commission barring basic facilities provided to the banker. Share in revenue is slightly lower in case of luxury vehicles limiting profitability contribution.
Insurance Commission	90-100%	4-6%	90-100%	2-5%	Dealers do not have to spend anything additional for earning this commission barring basic facilities provided to the insurer. Share in revenue is slightly lower in case of luxury vehicles limiting profitability contribution.

Source - RHP

Business Overview

Landmark Cars is a leading premium automotive retail business in India with dealerships for Mercedes-Benz, Honda, Jeep, Volkswagen and Renault. (Source: CRISIL Report, September 2022). The company also has a commercial vehicle dealership with Ashok Leyland in India. LMC has a presence across the automotive retail value chain, including sales of new vehicles, after-sales service and repairs (including sales of spare parts, lubricants and accessories), sales of pre-owned passenger vehicles and facilitation of the sales of third-party financial and insurance products. The company started its operations and opened their first dealership for Honda in CY1998, and have expanded their network to include 112 outlets in 8 Indian states and union territories, comprised of 59 sales showrooms and outlets and 53 after-sales service and spares outlets, as of June 30, 2022. LMC is focused on the premium and luxury automotive segments. The company was the number one dealer in India for Mercedes in terms of retail sales for Fiscal 2022, number one dealer in India for Honda and Jeep in terms of wholesale sales for Fiscal 2022 and were the top contributor to Volkswagen retail sales for calendar year 2021. In addition, the company was the third largest dealership in India for Renault in terms of wholesale sales contribution for calendar year 2021. (Source: CRISIL Report, September 2022).

Corporate Structure



Source: Company RHP

Landmark Cars – Details

OEM	Vehicles Sold		Geographic Network	Fiscal Year First Dealership Established	Market Position in India (Source - CRISIL Report, September 2022)	% of India Sales for OEM sold By Landmark (Fiscal 2022)
	Three Months Ended June 30 2022	Fiscal 2022				
Mercedes-Benz	527	1,984	Gujarat, Madhya Pradesh, Maharashtra, West Bengal	2008	Number 1 (for Fiscal 2022)	15.8%
Honda	1,346	5,282	Gujarat, Madhya Pradesh	1998	Number 1 (for Fiscal 2022)	5.8%
Jeep	988	3,121	Punjab, Delhi, Maharashtra, Haryana, Uttar Pradesh	2017	Number 1 (for Fiscal 2022)	26.8%
Volkswagen	917	2,405	Haryana, Gujarat, Delhi	2009	Number 1 (for CY2021)	8.7%
Renault	1,071	4,750	Punjab, Haryana, Maharashtra	2016	Number 3 (for CY2021)	5.1%
BYD	38	13	Delhi, Mumbai	2022	N/A	N/A
Ashok Leyland	511	1,709	Gujarat	2012	N/A	N/A

Source - RHP

Company's outlets by OEM and by type as of June 30, 2022

OEM/Brand	Sales Outlets	Service and Spares Outlets	Total Outlets
Mercedes-Benz	8	13	21
Honda	10	10	20
Jeep	9	8	17
Volkswagen	9	8	17
Renault	19	11	30
Ashok Leyland	2	2	4
BYD	2	1	3
Total	59	53	112

Source - RHP

Landmark Cars - New Vehicle Sales

OEM/Brand	(number of new passenger and commercial vehicles sold)			
	Three months ended June 30, 2022	Fiscal 2022	Fiscal 2021	Fiscal 2020
Mercedes-Benz	527 ^	1984 ^	1,133	1,780
Honda	1,346	5,282	4,500	5,801
Jeep	988	3,121	1,311	2,047
Volkswagen	917	2,405	1,196	1,647
Renault	1,071	4,750	4,261	4,458
BYD	38	13	-	-
Ashok Leyland	511	1,709	881	723
Former OEM partner *	-	-	-	274
Total	5,398	19,264	13,282	16,730

* Sales of vehicles of former OEM partner were discontinued prior to Fiscal 2021. ^ Including cars sold under agency model introduced by Mercedes-Benz with effect from October 1, 2021. Source - RHP

Landmark Cars - After Sales Service and Spares

OEM/Brand	(number of passenger vehicles serviced)			
	Three months ended June 30, 2022	Fiscal 2022	Fiscal 2021	Fiscal 2020
Mercedes-Benz	8,848	32,022	23,670	27,050
Honda	30,572	122,568	86,212	109,654
Jeep	9,526	29,091	24,689	29,767
Volkswagen	11,445	38,240	38,580	54,556
Renault	12,130	46,538	39,595	49,625
Ashok Leyland	3,948	10,619	7,713	10,088
Former OEM partner *	-	-	1,009	10,300
Total	76,469	279,078	221,468	291,040

*After sales service of vehicles of former OEM partner was discontinued in Fiscal 2021. Source - RHP

Key Managerial Personnel

Name	Designation	Background
Sanjay Karsandas Thakker	Chairman and Executive Director	He has a bachelor's degree in commerce from Sydenham College of Commerce and Economics, University of Bombay. He founded the Group Landmark in 1998. He has more than two decades of experience in the automobile industry. He was awarded with the title of 'Business Leader of the Year' at the 19th global edition and 4th Indian edition of the Business Leader of the Year Awards presented by World Leadership Congress and Awards on February 17, 2021.
Aryaman Sanjay Thakker	Executive Director	He has a bachelor's degree in business administration from the Bharati Vidyapeeth Deemed University, Pune and has a master's degree of science in marketing and strategy from the University of Warwick. He joined Group Landmark in 2017 as a General Manager of LAPL. Prior to joining the Landmark Group, Aryaman was associated with AutoNation Corp in Fort Lauderdale, Florida, United States.
Paras Somani	Executive Whole-Time Director	He has a bachelor's degree in commerce from the Saurashtra University and has also participated in the ISBCEO Leadership Programme by the Indian School of Business, Hyderabad from July 2017 to August 2018. He joined Group Landmark in 2006 as the Vice President- Sales in LAPL and currently leads the Mercedes-Benz and Volkswagen business in Group Landmark. He has over two decades of experience in sales and banking. He was previously associated with Kotak Mahindra Primus Limited.
Garima Misra	Managing Director of AMPL (Volkswagen business), Jeep North and Group Marketing	She has been associated with Group Landmark since September 5, 1998. She holds a bachelors' degree in commerce (honours) from the Delhi University and a master's degree in business administration from Fore School of Management. She has 23 years of experience in automobile retail industry and was a part of the founding team at Group Landmark. Prior to joining Group Landmark, she was associated with Blue Skies Travels & Tours Private Limited.
Surendra Kumar Agarwal	Chief Financial Officer	He has been associated with this Company since 2018. He holds a bachelors' degree in commerce from Rajasthan University and is also an associate of the Institute of Chartered Accountants of India. He has over two decades of experience in finance and accounting roles. Prior to this, he was associated with Trent Hypermarket Private Limited Videocon Appliances Limited and Century Rayon.
Amol Arvind Raje	Company Secretary and Compliance Officer	He holds a bachelor's degree in commerce and bachelor's degree in law from the University of Mumbai, Maharashtra and is also an associate member of the Institute of Company Secretaries of India. He has been associated with the Company since 2021. He has 16 years of experience and has been previously associated with Bombay Dyeing & Manufacturing Company Limited, And Designs India Limited, and Tara Jewels Limited.

Source: Company's RHP; AMPL - Automark Motors Private Limited

Strengths

Leading automotive dealership for major OEMs with a strong focus on high growth segments

Landmark Cars is a leading premium automotive retail business in India with dealerships for Mercedes-Benz, Honda, Jeep, Volkswagen and Renault. The company's longstanding relationships with its OEM partners and their market leadership positions offers them several competitive advantages including:

- opportunities from the OEMs allowing the company to expand their business into new cities and geographies;
- sharing infrastructure and manpower across brands to increase margins;
- attracting suitable inorganic dealership acquisition targets (with the support of the OEMs);
- opportunities to expand across its business verticals like after-sales service, sales of pre-owned vehicles and sales of financial and insurance products;
- attracting talented sales and technical personnel;
- executing large scale marketing and advertising campaigns; and
- centralising certain backend and support functions all of which leads to economies of scale and margin improvement.

In addition, the company's business focus has been on the fast-growing premium and luxury segments of the Indian passenger vehicle market.

Growing presence in after-sales segment leading predictable growth in revenues and superior margins

The company's services and repair offerings at each of its dealerships comprise repair and collision repair services and include warranty work, insurance claim work and customer paid services. LMC operates as authorized service centers for Mercedes-Benz, Honda, Volkswagen, Jeep, Renault and Ashok Leyland, and they provide after-sales service and repairs through their 53 after-sales service and outlets across eight Indian states and union territories. The company also sells spare parts, lubricants, accessories and other products from these outlets. LMC's after-sales service and spares business provides a stable revenue stream and contributes to higher-margin revenues at each of their dealerships, which helps mitigate the cyclicality that has historically impacted some players of the automotive sector. The company's OEMs offer manufacturers' warranties and maintenance programs packaged with vehicle' sales and, generally, only permit warranty work to be performed at their authorized service centers such as LMC's. This creates a significant barrier to entry for new competitors.

Comprehensive business model capturing entire customer value-chain

LMC's business caters to the entire customer value-chain including retailing new vehicles, servicing and repairing vehicles, selling spare parts, lubricants and other products, selling pre-owned passenger vehicles and the distribution of third party financial and insurance products. The company benefits from the synergies of these complementary businesses as well as increased customer retention from servicing their customer's various automotive needs. The company's service centers are also points of sale for spare parts, lubricants and other products such as accessories as well as value added services such as interior cleaning, polishing and sales of extended warranties. Further, their

service centers act as points of renewal for insurance policies and extended warranties from end of manufacturer warranty period onwards.

Robust business processes leveraging technological innovation and digitalization

LMC has established robust business processes which assists them in reducing costs and increasing efficiency as well as ensuring faster operationalization of new facilities. These processes ensure the company's ability to replicate their successes as they expand organically and in the new businesses that they acquire. The company also have made forays into technology and platforms through their investments in Chatpay Commerce Private Limited (known as "Pitstop") and Sheerdrive Private Limited ("Sheerdrive").

Strategies

Continue expansion focusing on high growth segments and brands

LMC intends to focus on expanding their business in high growth segments like premium and luxury passenger vehicles including UVs as well as electric vehicles. The company intends to capitalize on this expected growth in demand for automobiles in India in general, and premium and luxury cars in particular, by increasing sales of passenger vehicles at each of their sales outlets through its marketing programs and business processes as well as capital investments designed to support their growth targets. In addition, the company will expand their business through strategic acquisitions. The company also intends to continue to strategically diversify their portfolio, and will thus, continue to evaluate prospects of introducing additional brands to their existing portfolio to meet changing customer preferences, particularly in premium and luxury cars, UVs and electric vehicle companies planning to enter the Indian market.

Expand their after-sales service business

The company's strategy is to expand their after-sales service offering in order to cater to additional customers and further enhance their higher-margin service and repair revenues. In that regard, it will continue to explore with their OEM dealership partners the possibility of adding service workshops and additional authorized service centers in the markets in which they operate. LMC will also continue to leverage the linkages between their sales outlets and service centers to retain customers who have purchased new and pre-owned vehicles from them as continuing clients of its service departments. To this end, the company's sales team is focused on offering extended warranties to ensure their customer retention beyond the term of normal OEM warranties.

Build their pre-owned passenger vehicle business leveraging its experience, technology and network

According to CRISIL Research, in Fiscal 2022, approximately 20-22% of pre-owned passenger vehicles were sold by organized dealers (namely dealers with sales showroom and workshops) in India. This suggests an opportunity for the company's business, and they aim to leverage their new vehicle business and technology platform to provide a superior service to its customers including:

- offering pre-owned vehicles across their attractive, modern showrooms and sales outlets across eight states and union territories as well as their online channels
- providing transparent evaluation process to ensure consistency in quality and pricing of pre-owned vehicles;
- ensuring their pre-owned vehicles have an accurate service and accident history available for inspection by their customers; and
- offering financing and insurance products to their pre-owned vehicles customers.

Continue to invest in technology and digitalizing sales and service channels

LMC intends to continue to invest in its IT systems to enhance process efficiencies and to support their sales, inventory control, aftersales service, financial control and customer interaction. To strengthen their in-house technology capabilities, its IT and digital initiatives include:

- The company is developing analytical models to analyze historical customer data to help provide insights on customer behaviour on company's product offerings and cross-sell opportunities as well as to increase customer retention.
- The company intends to launch a loyalty program which will run through all their brands and locations. Customers will be able to earn rewards for every transaction.
- The company is developing a business intelligence reporting engine with the help of data analytics to assist its leadership team visualize and improve their customers' experiences within its online systems.
- The company is upgrading its internal sales booking systems across dealerships to support their new technologies.
- The company is upgrading the functionalities of their in-house automated dialler system to increase the efficiency of its call centers.

Continue strategic acquisitions to expand geographic reach in premium and luxury brands

LMC will continue to seek to acquire dealerships to expand their geographic reach in premium and luxury automotive brands which may or may not be part of its existing portfolio. In particular, the company is looking to expand their dealership network in fast growing demographic areas with a growing upper-middle class to which they can market their premium and luxury brands. LMC is focused on identifying dealership acquisition targets that will not only benefit from their management expertise, strong OEM relations and the scale of their operations, but also provide them with a competitive advantage in terms of operating independently in an area which leads to improved margin retention in sales as well as improved customer retention.

Risk Factors

The company is subject to the significant influence of, and restrictions imposed by OEMs pursuant to the terms of their dealership or agency agreements that may adversely impact its business, results of operations, financial condition and prospects, including their ability to expand into new territories and acquire additional dealerships.

Company's success depends on the value, perception, marketing and overall competitiveness of their OEMs' vehicle brands in India and any damage to these brands or their failure to compete effectively in India could materially adversely affect the company's business, results of operations and financial condition.

The decision by any of the OEMs not to renew, to terminate or to require adverse material modifications to any of company's dealership or agency agreements entered into with them could have a material and adverse effect on the company's business, results of operations and financial condition.

Any closure of the company's outlets and service centers, which may result in a reduction of revenue and negatively impact its business, results of operations and financial condition.

Financials

Restated Consolidated Statement of Assets and Liabilities

Y/E March (Rs. In Crores)	FY20	FY21	FY22	Q1FY23
Assets				
Non-current assets				
Property, plant and equipment	211	190	215	214
Right of use assets	131	110	209	206
Capital work-in-progress	0	1	4	8
Goodwill	23	23	48	48
Other Intangible assets	4	3	26	24
Intangible assets under development	1	1	1	1
Financial assets				
<i>Investments</i>	8	13	17	21
<i>Loans</i>	31	-	-	-
<i>Other Financial Assets</i>	15	13	15	18
Current tax assets	6	3	-	-
Deferred tax assets	5	6	6	10
Other non-current assets	1	2	2	3
Total Non-current assets	436	364	541	554
Current Assets				
Inventories	226	289	330	386
Financial assets				
<i>Investments</i>	2	-	-	-
<i>Trade receivables</i>	24	56	64	84
<i>Cash and cash equivalents</i>	28	15	20	33
<i>Other balances with banks</i>	6	8	10	13
<i>Loans</i>	15	56	33	50
<i>Other Financial assets</i>	29	28	28	31
Current tax assets (net)	3	1	6	5
Other current assets	64	72	52	53
Total Current Assets	396	524	544	655
Total Assets	832	888	1,085	1,209
Equity and Liabilities				
Equity				
Equity share capital	18	18	18	18
Other equity	151	163	229	250
Total equity attributable to equity holders of the parent	169	182	247	268
Non-controlling interests	1	1	1	2
Total equity	170	182	248	270
Liabilities				
Non-current liabilities				
Financial liabilities				
<i>Borrowings</i>	53	49	45	45
<i>Lease liabilities</i>	123	103	186	184
Deferred tax liabilities (Net)	1	1	1	1
Other Non-current liabilities	5	7	9	13
Total Non-current liabilities	182	160	242	243
Current liabilities				
Financial Liabilities				
<i>Borrowings</i>	127	160	201	351
<i>Vehicle floor plan payable</i>	178	118	62	68
<i>Lease liabilities</i>	24	33	43	45
<i>Trade payables</i>	56	100	145	105
<i>Other financial liabilities</i>	7	5	35	22
Other current liabilities	87	123	108	103
Current tax liabilities (net)	1	6	1	3
Total Current liabilities	480	546	596	696
Total Equity and Liabilities	832	888	1,085	1,209

Source: Company's RHP

Restated Consolidated Statement of Profit and Loss

Y/E March (Rs. In Crores)	FY20	FY21	FY22	Q1FY23
Income				
Revenue from operations	2,219	1,956	2,977	800
Other income	10	10	13	2
Total income	2,229	1,966	2,989	802
Expenses				
Purchase of cars, spares and others	1,781	1,710	2,553	714
Changes in inventories of stock-in-trade	114	(63)	(41)	(53)
Employee benefits expense	137	108	153	45
Finance costs	45	38	35	12
Depreciation and amortisation expense	63	62	70	21
Other expenses	114	91	137	42
Total Expenses	2,254	1,947	2,907	782
Restated Profit/(Loss) before tax	(25)	20	82	20
Tax expense:	4	9	16	2
Current tax	1	10	17	6
Deferred tax	3	(2)	(1)	(4)
Restated Profit/(Loss) for the period / year	(29)	11	66	18
Restated other comprehensive income / (loss) for the period	-	1	1	3
Restated total comprehensive income for the period	(29)	12	67	21
Restated Profit/(Loss) for the period / year attributable to owners of co.	(29)	11	65	18
Restated Other Comprehensive income for the period / year attributable to owners of co.	(29)	13	66	21
Restated Earnings/(loss) per Equity Share – Diluted (In Rs.) (Not Annualised)	(7.8)	3.1	17.5	4.8

Source: Company's RHP

Restated Consolidated Cash flow Statement

Y/E March (Rs. In Crores)	FY20	FY21	FY22	Q1FY23
Net cash flow from Operating Activities	210	43	76	(65)
Net cash flow from Investing Activities	(66)	(22)	(34)	(43)
Net cashflow from Financing Activities	(148)	(33)	(38)	121
Net (decrease) / increase in cash and cash equivalents	(5)	(13)	5	13
Cash and Cash equivalents at beginning of the period / year	32	28	15	20
Add - Acquired on business combination	-	-	-	0
Cash and Cash equivalents at end of the period / year	28	15	20	33
Change in Cash and Cash equivalents	(5)	(13)	5	13

Source: Company's RHP

RATING SCALE (PRIVATE CLIENT GROUP)

Definitions of ratings

BUY	–	We expect the stock to deliver more than 15% returns over the next 12 months
ADD	–	We expect the stock to deliver 5% - 15% returns over the next 12 months
REDUCE	–	We expect the stock to deliver -5% - +5% returns over the next 12 months
SELL	–	We expect the stock to deliver < -5% returns over the next 12 months
NR	–	Not Rated. Kotak Securities is not assigning any rating or price target to the stock. The report has been prepared for information purposes only.
SUBSCRIBE	–	We advise investor to subscribe to the IPO.
RS	–	Rating Suspended. Kotak Securities has suspended the investment rating and price target for this stock, either because there is not a sufficient fundamental basis for determining, or there are legal, regulatory or policy constraints around publishing, an investment rating or target. The previous investment rating and price target, if any, are no longer in effect for this stock and should not be relied upon.
NA	–	Not Available or Not Applicable. The information is not available for display or is not applicable
NM	–	Not Meaningful. The information is not meaningful and is therefore excluded.
NOTE	–	Our target prices are with a 12-month perspective. Returns stated in the rating scale are our internal benchmark.

FUNDAMENTAL RESEARCH TEAM (PRIVATE CLIENT GROUP)

Shrikant Chouhan Head of Research shrikant.chouhan@kotak.com +91 22 6218 5408	Arun Agarwal Auto & Auto Ancillary arun.agarwal@kotak.com +91 22 6218 6443	Amit Agarwal, CFA Transportation, Paints, FMCG agarwal.amit@kotak.com +91 22 6218 6439	Hemali Dhame Banking & Finance hemali.dhame@kotak.com +91 22 6218 6433
Jatin Damania Metals & Mining, Midcap jatin.damania@kotak.com +91 22 6218 6440	Purvi Shah Pharmaceuticals purvi.shah@kotak.com +91 22 6218 6432	Rini Mehta Research Associate rini.mehta@kotak.com +91 22 6218 6433	K. Kathirvelu Support Executive k.kathirvelu@kotak.com +91 22 6218 6427
Sumit Pokharna Oil and Gas, Information Tech sumit.pokharna@kotak.com +91 22 6218 6438	Pankaj Kumar Construction, Capital Goods & Midcaps pankajr.kumar@kotak.com +91 22 6218 6434		

TECHNICAL RESEARCH TEAM (PRIVATE CLIENT GROUP)

Shrikant Chouhan shrikant.chouhan@kotak.com +91 22 6218 5408	Amol Athawale amol.athawale@kotak.com +91 20 6620 3350	Sayed Haider Research Associate sayed.haider@kotak.com +91 22 62185498
---	---	--

DERIVATIVES RESEARCH TEAM (PRIVATE CLIENT GROUP)

Sahaj Agrawal sahaj.agrawal@kotak.com +91 79 6607 2231	Prashanth Lalu prashanth.lalu@kotak.com +91 22 6218 5497	Prasenjit Biswas, CMT, CFTE prasenjit.biswas@kotak.com +91 33 6615 6273	Karan Kulkarni karan.kulkarni@kotak.com +91 20 6608 3292
---	---	--	---

Disclosure/Disclaimer (Private Client Group)

Kotak Securities Limited established in 1994, is a subsidiary of Kotak Mahindra Bank Limited. Kotak Securities is one of India's largest brokerage and distribution house. Kotak Securities Limited is a corporate trading and clearing member of BSE Limited (BSE), National Stock Exchange of India Limited (NSE), Metropolitan Stock Exchange of India Limited (MSE), National Commodity and Derivatives Exchange (NCDEX) and Multi Commodity Exchange (MCX). Our businesses include stock broking, services rendered in connection with distribution of primary market issues and financial products like mutual funds and fixed deposits, depository services and Portfolio Management.

Kotak Securities Limited is also a depository participant with National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL). Kotak Securities Limited is also registered with Insurance Regulatory and Development Authority as Corporate Agent for Kotak Mahindra Old Mutual Life Insurance Limited and is also a Mutual Fund Advisor registered with Association of Mutual Funds in India (AMFI). We are registered as a Research Analyst under SEBI (Research Analyst) Regulations, 2014.

We hereby declare that our activities were neither suspended nor we have defaulted with any stock exchange authority with whom we are registered in last five years. However SEBI, Exchanges and Depositories have conducted the routine inspection and based on their observations have issued advise/warning/deficiency letters/ or levied minor penalty on KSL for certain operational deviations. We have not been debarred from doing business by any Stock Exchange / SEBI or any other authorities; nor has our certificate of registration been cancelled by SEBI at any point of time.

We offer our research services to clients as well as our prospects.

This document is not for public distribution and has been furnished to you solely for your information and must not be reproduced or redistributed to any other person. Persons into whose possession this document may come are required to observe these restrictions.

This material is for the personal information of the authorized recipient, and we are not soliciting any action based upon it. This report is not to be construed as an offer to sell or the solicitation of an offer to buy any security in any jurisdiction where such an offer or solicitation would be illegal. It is for the general information of clients of Kotak Securities Ltd. It does not constitute a personal recommendation or take into account the particular investment objectives, financial situations, or needs of individual clients.

We have reviewed the report, and in so far as it includes current or historical information, it is believed to be reliable though its accuracy or completeness cannot be guaranteed. Neither Kotak Securities Limited, nor any person connected with it, accepts any liability arising from the use of this document. The recipients of this material should rely on their own investigations and take their own professional advice. Price and value of the investments referred to in this material may go up or down. Past performance is not a guide for future performance. Certain transactions - including those involving futures, options and other derivatives as well as non-investment grade securities - involve substantial risk and are not suitable for all investors. Reports based on technical analysis centers on studying charts of a stock's price movement and trading volume, as opposed to focusing on a company's fundamentals and as such, may not match with a report on a company's fundamentals.

Opinions expressed are our current opinions as of the date appearing on this material only. While we endeavor to update on a reasonable basis the information discussed in this material, there may be regulatory, compliance or other reasons that prevent us from doing so. Prospective investors and others are cautioned that any forward-looking statements are not predictions and may be subject to change without notice. Our proprietary trading and investment businesses may make investment decisions that are inconsistent with the recommendations expressed herein.

Kotak Securities Limited has two independent equity research groups: Institutional Equities and Private Client Group. This report has been prepared by the Private Client Group.

We and our affiliates/associates, officers, directors, and employees, Research Analysts (including relatives) worldwide may: (a) from time to time, have long or short positions in, and buy or sell the securities thereof, of company (ies) mentioned herein or (b) be engaged in any other transaction involving such securities and earn brokerage or other compensation or act as a market maker in the financial instruments of the subject company/company (ies) discussed herein or act as advisor or lender / borrower to such company (ies) or have other potential/material conflict of interest with respect to any recommendation and related information and opinions at the time of publication of Research Report or at the time of public appearance. Kotak Securities Limited (KSL) may have proprietary long/short position in the above mentioned scrip(s) and therefore may be considered as interested. The views provided herein are general in nature and does not consider risk appetite or investment objective of particular investor; readers are requested to take independent professional advice before investing. This should not be construed as invitation or solicitation to do business with KSL. Kotak Securities Limited is also a Portfolio Manager. Portfolio Management Team (PMS) takes its investment decisions independent of the PCG research and accordingly PMS may have positions contrary to the PCG research recommendation. Kotak Securities Limited does not provide any promise or assurance of favourable view for a particular industry or sector or business group in any manner. The investor is requested to take into consideration all the risk factors including their financial condition, suitability to risk return profile and take professional advice before investing.

The analyst for this report certifies that all of the views expressed in this report accurately reflect his or her personal views about the subject company or companies and its or their securities, and no part of his or her compensation was, is or will be, directly or indirectly related to specific recommendations or views expressed in this report.

No part of this material may be duplicated in any form and/or redistributed without Kotak Securities' prior written consent.

Details of Associates are available on www.kotak.com

1. "Note that the research analysts contributing to the research report may not be registered/qualified as research analysts with FINRA; and
2. Such research analysts may not be associated persons of Kotak Mahindra Inc and therefore, may not be subject to NASD Rule 2711 restrictions on communications with a subject company, public appearances and trading securities held by a research analyst account

Any U.S. recipients of the research who wish to effect transactions in any security covered by the report should do so with or through Kotak Mahindra Inc. (Member FINRA/SIPC) and (ii) any transactions in the securities covered by the research by U.S. recipients must be effected only through Kotak Mahindra Inc. (Member FINRA/SIPC) at 369 Lexington Avenue 28th Floor NY NY 10017 USA (Tel:+1 212-600-8850).

Kotak Securities Limited and its non US affiliates may, to the extent permissible under applicable laws, have acted on or used this research to the extent that it relates to non US issuers, prior to or immediately following its publication. This material should not be construed as an offer to sell or the solicitation of an offer to buy any security in any jurisdiction where such an offer or solicitation would be illegal. This research report and its respective contents do not constitute an offer or invitation to purchase or subscribe for any securities or solicitation of any investments or investment services. Accordingly, any brokerage and investment services including the products and services described are not available to or intended for Canadian persons or US persons."

Research Analyst has served as an officer, director or employee of subject company(ies): No

We or our associates may have received compensation from the subject company(ies) in the past 12 months.

We or our associates have managed or co-managed public offering of securities for the subject company(ies) in the past 12 months: No

We or our associates may have received compensation for investment banking or merchant banking or brokerage services from the subject company(ies) in the past 12 months. We or our associates may have received any compensation for products or services other than investment banking or merchant banking or brokerage services from the subject company(ies) in the past 12 months. We or our associates may have received compensation or other benefits from the subject company(ies) or third party in connection with the research report. Our associates may have financial interest in the subject company(ies).

Research Analyst or his/her relative's financial interest in the subject company(ies): No

Kotak Securities Limited has financial interest in the subject company(ies) at the end of the month immediately preceding the date of publication of Research Report: No

"However, Kotak Securities Prop/Arbitrage team could have exposure/financial interest to the subject company/companies during the ongoing month."

Nature of financial interest is holding of equity shares or derivatives of the subject company.

Our associates may have actual/beneficial ownership of 1% or more securities of the subject company(ies) at the end of the month immediately preceding the date of publication of Research Report.

Research Analyst or his/her relatives has actual/beneficial ownership of 1% or more securities of the subject company(ies) at the end of the month immediately preceding the date of publication of Research Report: No.

Kotak Securities Limited has actual/beneficial ownership of 1% or more securities of the subject company(ies) at the end of the month immediately preceding the date of publication of Research Report: No

By referring to any particular sector, Kotak Securities Limited does not provide any promise or assurance of favourable view for a particular industry or sector or business group in any manner. The investor is requested to take into consideration all the risk factors including their financial condition, suitability to risk return profile and take professional advice before investing. Such representations are not indicative of future results.

Subject company(ies) may have been client during twelve months preceding the date of distribution of the research report.

"A graph of daily closing prices of securities is available at <https://www.nseindia.com/ChartApp/install/charts/mainpage.jsp>

and <http://economicstimes.indiatimes.com/markets/stocks/stock-quotes>. (Choose a company from the list on the browser and select the "three years" icon in the price chart)."

Our research should not be considered as an advertisement or advice, professional or otherwise. The investor is requested to take into consideration all the risk factors including their financial condition, suitability to risk return profile and the like and take professional advice before investing. Investments in securities market are subject to market risks, read all the related documents carefully before investing. Derivatives are a sophisticated investment device. The investor is requested to take into consideration all the risk factors before actually trading in derivative contracts.

Kotak Securities Limited is a Sub-Syndicate member for the public issue of LANDMARK CARS LTD. Compliance Officer Details: Mr. Sandeep Gupta. Call: 022 - 4285 8484, or Email: ks.compliance@kotak.com.

Kotak Securities Limited. Registered Office: 27 BKC, C 27, G Block, Bandra Kurla Complex, Bandra (E), Mumbai 400051. CIN: U99999MH1994PLC134051, Telephone No.: +22 43360000, Fax No.: +22 67132430. Website: www.kotak.com / www.kotaksecurities.com. Correspondence Address: Infinity IT Park, Bldg. No 21, Opp. Film City Road, A K Vaidya Marg, Malad (East), Mumbai 400097. Telephone No: 42856825. SEBI Registration No: INZ000200137(Member of NSE, BSE, MSE, MCX & NCDEX) , AMFI ARN 0164, PMS INP00000258 and Research Analyst INH000000586. NSDL/CDSL: IN-DP-629-2021. Compliance Officer Details: Mr. Sandeep Gupta Call: 022 - 4285 8484, or Email: ks.compliance@kotak.com

Details of	Contact Person	Address	Contact No.	Email Id
Customer care/ Client Servicing	Mr. Tabrez Anwar	Kotak Securities Ltd., 2nd Floor, Neptune Elements, Road No 22, Wagle Industrial Estate, Kisan Nagar, Thane (West), Thane. Maharashtra, 400604	18002099191/ 18002099393	service.securities@kotak.com ks.escalation@kotak.com
Head of Customer care/ Client Servicing	Mr. Hitesh Sindhvani	Kotak Securities Ltd., 2nd Floor, Neptune Elements, Road No 22, Wagle Industrial Estate, Kisan Nagar, Thane (West), Thane. Maharashtra, 400604	022-42858208	ks.servicehead@kotak.com
Compliance Officer	Mr. Sandeep Gupta	Kotak Towers, 8th Floor, Building No.21, Infinity Park, Off Western Express Highway, Malad (East), Mumbai, Maharashtra - 400097.	022-42858484	ks.compliance@kotak.com
CEO	Mr. Jaideep Hansraj	Kotak Towers, 8th Floor, Building No.21, Infinity Park, Off Western Express Highway, Malad (East), Mumbai, Maharashtra - 400097.	022-42858301	ceo.ks@kotak.com