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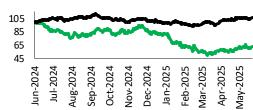
### Sales Note 19<sup>th</sup> June 2025

### Proxy of Luxury Play in India

CMP: INR 490	
Rating: BUY	
TP: INR 893	
Stock Info	
BSE	543714
NSE	LANDMARK
Sector.	Automobiles
Face Value (INR)	5
Equity Cap (INR Mn)	206.87
Mkt Cap (INR Mn)	20,231
52w H/L (INR)	746/306
Avg Yearly Volume (in 000')	85.805

Shareholding Pattern %

(As on Mar, 2025)			
Promoters			51.56
FII			9.85
DII			13.61
Public & Others			24.98
Stock Performance (%)	1m	3m	12m
Landmark Cars	14.6	25.8	-28.7
Nifty 50	-0.4	8.4	5.6
Landmark Vs Nifty 50			



LANDMARK -NIFTY\_50

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Arihant Capital Markets Ltd

Landmark Cars Limited, established in 1998, is a prominent premium automotive retail business in India. It holds dealerships for renowned brands such as Mercedes-Benz, Honda, Jeep, Volkswagen, and Renault, and also handles the commercial vehicle retail for Ashok Leyland. The company operates as a comprehensive automotive retailer, with its business primarily segmented into new vehicle sales (80% revenue), after-sales and car care services (17%), pre-owned vehicle sales (2%), and the distribution of third-party finance and insurance products (1%). This diversified approach allows Landmark Cars to cover various aspects of the automotive retail market in India.

Focused After-Sales Services Driving Stable Growth: The company has built a comprehensive after-sales service network offering repairs, body work, accessories, warranty services, and insurance claims. This high-margin business segment reduces dependence on volatile new car sales while building customer loyalty through extended warranty and maintenance packages. The after-sales business contributes 17% of total FY25 revenue with impressive financial metrics, including a 14.1% revenue CAGR over 10 years reaching INR 9,375 Mn in FY25. The segment maintains strong profitability with a 41.1% gross margin and 18.2% EBITDA margin, generating a 24.34% ROCE despite 20% of workshops being new. Per-vehicle service revenue has grown significantly from INR 16,010 in FY20 to INR 26,582 in FY25, demonstrating the segment's ability to provide steady, non-cyclical income with substantial growth potential as newer workshops mature. The company leverages technology and centralized systems to improve operational efficiency, having serviced over 352,000 vehicles in FY25.

**Outlet Expansion Fuelling Business Growth:** The company has been actively expanding its outlet network to drive business growth and strengthen its presence in the premium automotive space. The company invested INR 400 Mn in FY24 and ~INR 700 Mn in FY25 to open new outlets. In FY26, it plans to add 9 more outlets, including Kia workshops in Hyderabad, a Mercedes-Benz showroom and workshop in Patna, and MG Select outlets in Ahmedabad and Kolkata. Newly opened outlets take 3 to 4 quarters to reach their full potential. The complete benefits of the new showrooms and workshops are likely to be seen in FY26 and FY27. This continued expansion is helping the company enter new markets and attract a wider customer base.

Industry Tailwinds Support Organised Used Car Business Expansion: India's used car market presents a significant growth opportunity, projected to expand from \$32.4 Bn in 2023 to nearly \$73 Bn by 2028, with organized players' share expected to increase from 29% to 45% during this period. Sales volumes are set to surge from 5.2 Mn units in FY23 to 8 Mn by FY27, driven by customer preference for certified refurbished vehicles. Landmark Cars is strategically positioned to capitalize on this trend through its newly launched used car business, which leverages existing infrastructure, OEM partnerships, and trained technicians to optimize refurbished units through showrooms. The company's geographic presence aligns perfectly with market opportunities, maintaining strong footholds in Maharashtra and Gujarat—India's largest used car markets with 16.1% and 13.5% share respectively—through 24 and 52 outlets/workshops. With a new mobile app supporting quick procurement and instant customer quotes, this segment currently contributes just 1% to revenue but represents a high-potential long-term growth lever backed by dense physical presence, operational control, and established local brand trust.

**Outlook and view:** Landmark has expanded rapidly across brands like MG, Kia, BMW, M&M and Jeep, with strong presence in Indore and Bhopal (vehicle count >25, up from 12–15), Goa (>20 MG cars), and key cities like Hyderabad and Jaipur. Over the last 2 years, it added multiple outlets and service centers, with Q3–Q4 FY26 expected to see further growth driven by Diwali demand. April saw 700+ vehicle sales, 18–19% MS, and >20% penetration in key regions. Focus remains on premium segments EVs (Windsor Pro sold 400+ units), and aftersales. Inventory rise due to new outlets (7–8 cars site) has led to higher debt via channel financing, but repayment is underway. Margins are stable at 6–8% (blended ~6.5%), supported by finance insurance income, OEM incentives, and strong accessory sales (20–50% margin). Landmark holds >16% MS in Patna (40K–50K vehicles) and is scaling up in Delhi, Gujarat, Kolkata, Punjab, Noida, Indore, Bhopal, and Hyderabad. The company expects gross margins to recover to 18-19% levels as after-sales business from new brands increases, and aims to reduce employee and operational costs by 10% as a percentage of revenue. We anticipate that company will outperform the industry in FY26 accordingly, we recommend BUY rating on the Company based on FY28E EPS of INR 35.7 at forward PE of 25x with a Target Price of INR 893 per share.

Exhibit 1: Financial overview

Year-end March (INR Mn)	Net Sales	EBITDA	ΡΑΤ	EPS (INR)	EBITDA Margin (%)	EV/EBITDA	P/E (x)
FY24	32,879	2,176	572	13.6	6.6%	10.4	36.1
FY25	40,255	2,216	173	3.9	5.5%	10.9	127.2
FY26E	48,203	2,945	543	12.1	6.1%	8.5	40.6
FY27E	58,767	3,767	953	21.1	6.4%	6.7	23.1
FY28E	72,679	4,949	1,608	35.7	6.8%	5.0	13.7

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### Management Meeting Key Takeaways

**Expansion in outlets:** Over the past two years, Landmark has significantly deepened its brand presence across India. This includes major expansions in partnership with Jeep, BMW, MG, M&M and Kia. Notable MG showrooms have opened in Indore, Bhopal, Goa, and MG Select formats. FY24 saw multiple rollouts, with Q2, Q3, and Q4 driving growth. Recruitment in 2&3 tier towns is underway in advance to optimize operations, with cost stabilization in focus. A new CEO has been appointed in Hyderabad, where MG and Kia contribute over 50% of sales. Workshops in newer locations like Hyderabad, Kolkata, and Jaipur are now fully operational, contributing to ramp-up in Q3FY26.

Mahindra: Expanded with 3 showrooms/workshops in Hyderabad and 2 showrooms/1 workshop in Kolkata. Service optimization needed for profitability.

Aftersales and Car care: The group is planning 8–9 new service centers but remains cautious about over-expansion. Cash flow stood at INR 1,500 Mn fully utilized and further expansion will do internally generated cash. The 5–7 lac and 14–15 lac vehicle segments are growing rapidly especially for EVs, with BYD building a loyal customer base. April saw over 700 vehicle sales and an 18–19% MS, stabilizing at 40–50% in some regions, with >20% penetration. Mahindra has 3 showrooms and 3 operational service centers. A full-year plan is in place with positive momentum.

Aftersales and Car care: Current service centers operate on one shift for existing brands with can increase to 2-3 shifts. New brands are currently under utilization under one shift. 8-9 showrooms and service centers in the pipeline but no major expansion planned in FY26.

**Inventory:** Borrowings primarily stem from channel financing. An increase in inventory with 7–8 cars per location including demo cars and new locations has led to a rise in debt, though cash flows are improving and debt reduction efforts are ongoing. It takes 12 to 15 months to get optimum utilization of new brands.

Workshops and Operations: Mercedes service is a key focus, with service-only outlets featuring 2–3 car displays. Landmark manages ~10,000 parked vehicles across India. Operational shifts are optimized, forming the backbone of aftersales revenue.

**Regional:** Patna dealership now contributes >16% MS in Bihar and Jharkhand with over 40,000–50,000 cars catered to number of stoppage in operations with growing MS. A third dealership in Kandivali & in Thane were added. Kia has 2–3 workshops, with further acquisitions ongoing. MG has expanded in Jaipur via two takeovers. Landmark is now the only BMW dealer in Gujarat. Discounts have been reduced, with no major impact on sales. Aftersales revenue dipped 14–15%, but optimization and capacity utilization remain the focus. Largest distributor of Mercedes and would increase the MS.

### **Geographical Focus and EV Strategy**

Key cities being targeted include Hyderabad, Delhi, Gujarat, Kolkata, Indore, and Noida. Goa now has over 20 MG cars (up from 4–7). Indore and Bhopal have grown from 12–15 to over 25 vehicles. Ownership cost is optimized with a 4-year ownership cycle in mind. MG's Windsor and Windsor Pro are performing well, with over 400 units sold.

**Financials:** ROC stands at 30%+ in service and 10-15% in sales with blended gross margins at 6–6.5% factoring in finance income, insurance, OEM incentives (both wholesale and retail), and other qualitative metrics. Mercedes commissions contribute 3–3.5% on retail sales. On average, 1% of revenue is from new car sales and 5–6% from aftersales.

Accessories: Landmark-branded genuine accessories like foot mats, perfumes and PPF coatings offer strong margins 20–25% for parts and >50% for branded add-ons. Partnerships with suppliers like MotorOne in Australia, Garware, and 3M were tested. Most standalone car care units have been phased out. Dedicated teams are now driving accessory and car care sales, which serve as a significant revenue driver post-sale. Body Claim segment also contributes 40-45% and working on increasing this segment.

**Growth outlook:** Double-digit growth is expected, with historical CAGR of 14–15%. Q3 benefited from aftersales tailwinds. New outlet launches are lined up for Q3 and Q4, with Diwali demand providing additional upside.

	Income statemer	nt (INR mn)				
Year End-March	FY23	FY24	FY25	FY26E	FY27E	FY28E
Proforma Revenue	45,950.00	46,554.00	56,261.00	67,369.70	82,133.01	1,01,577.89
Net Sales	33,823.51	32,878.87	40,254.98	48,203.30	58,766.51	72,679.41
YoY (%)	13.63%	-2.79%	22.43%	19.74%	21.91%	23.67%
Adjusted COGS	27,816.60	26,462.88	33,286.95	39,723.61	48,253.40	59,387.82
YoY (%)	10.75%	-4.87%	25.79%	19.34%	21.47%	23.07%
Personnel/ Employee benefit expenses	1,874.01	2,167.24	2,488.99	2,873.45	3,502.64	4,331.36
YoY (%)	22.36%	15.65%	14.85%	15.45%	21.90%	23.66%
Manufacturing & Other Expenses	1,753.88	2,073.05	2,262.67	2,660.85	3,243.52	4,010.96
YoY (%)	28.08%	18.20%	9.15%	17.60%	21.90%	23.66%
Total Expenditure	31,444.49	30,703.17	38,038.61	45,257.92	54,999.57	67,730.13
YoY (%)	36.19%	-8.55%	1.87%	32.89%	27.89%	31.39%
EBITDA	2,379.02	2,175.70	2,216.37	2,945.38	3,766.94	4,949.27
YoY (%)	36.19%	-8.55%	1.87%	32.89%	27.89%	31.39%
EBITDA Margin (%)	7.03%	6.62%	5.51%	6.11%	6.41%	6.81%
Depreciation	873.07	1,013.13	1,309.39	1,489.09	1,694.86	1,845.59
% of Gross Block	23.86%	22.81%	21.90%	18.77%	16.89%	15.31%
EBIT	1,505.95	1,162.57	906.98	1,456.30	2,072.09	3,103.69
EBIT Margin (%)	4.45%	3.54%	2.25%	3.02%	3.53%	4.27%
Interest Expenses	510.96	534.69	740.92	871.56	960.22	1,141.31
Non-operating/ Other income	130.93	96.38	132.73	158.98	193.86	239.81
РВТ	1,041.06	695.45	252.53	743.71	1,305.73	2,202.19
Tax-Total	190.05	123.22	79.16	200.80	352.55	594.59
Adj. Net Profit	851.01	572.23	173.37	542.91	953.18	1,607.60
Reported Profit	851.01	572.23	173.37	542.91	953.18	1,607.60
PAT Margin	2.52%	1.74%	0.43%	1.13%	1.62%	2.21%
Shares o/s/ paid up equity sh capital	39.62	41.29	41.37	41.37	41.37	41.37
Adj EPS	21.32	13.56	3.85	12.06	21.17	35.71
Dividend payment	14.65	91.18	63.19	124.12	124.12	165.50
Dividend payout (%)	1.72%	15.93%	36.45%	22.86%	13.02%	10.29%
Retained earnings	836.36	481.05	110.18	418.79	829.06	1,442.10

	Ba	alancesheet				
Year-end March	FY23	FY24	FY25	FY26E	FY27E	FY28E
Sources of Funds						
Equity Share Capital	198.12	206.47	206.87	206.87	206.87	206.87
Reserves & Surplus/ Other Equity	4,518.33	5,213.77	5,377.59	5,796.38	6,625.44	8,067.54
Networth	4,716.45	5,420.24	5,584.46	6,003.25	6,832.31	8,274.41
Unsecured Loans/ Borrowings/ Lease Liabilities	4,299.94	6,270.17	8,703.96	10,015.92	11,555.82	13 <i>,</i> 365.79
Other Liabilities	0.00	26.52	34.95	40.07	46.02	52.95
Total Liabilities	12,607.65	15,514.22	18,893.36	21,478.54	24,723.38	29,190.62
Total French Frenchmand	22 027 02	20.054.02	22.050.05	20 572 20	44 577 40	F2 000 22
Total Funds Employed	22,837.03	28,054.93	33,859.65	38,573.20	44,577.49	52,960.22
Application of Funds						
Net Fixed Assets	4,606.98	5,428.13	7,083.74	8,519.72	9,833.55	10,932.99
Capital WIP	32.06	17.70	30.10	30.10	30.10	30.10
Investments/ Notes/ Fair value measurement	162.80	162.80	163.43	147.09	132.38	119.14
Current assets	6,975.96	8,975.89	10,491.95	11,626.52	13,540.04	16,887.59
Inventory	4,484.02	5,680.80	6,466.08	7,093.50	7,539.59	8,079.98
Days	51.06	70.10	66.60	65.18	57.03	49.66
Debtors	1,035.60	1,307.11	1,815.15	2,051.20	2,555.07	3,159.97
Days	9.05	13.00	14.16	15.53	15.87	15.87
Other Current Assets	554.01	953.89	1,187.18	1,305.90	1,436.49	1,580.14
Cash and Cash equivalent	193.83	114.93	227.14	286.37	717.29	1,819.30
Current Lia bilities/Provisions	5,512.93	7,120.47	9,381.83	11,091.41	13,021.80	15,495.19
Creditors / Trade Payables	1,169.16	1,141.98	1,404.00	1,835.41	2,263.09	2,844.60
Days	16.47	15.25	13.64	14.60	14.90	15.21
Liabilities	1,317.88	1,336.69	1,453.75	1,595.82	1,752.09	1,924.00
Net Current Assets	1,463.03	1,855.42	1,110.12	535.12	518.24	1,392.40
Total Asset	12,607.65	15,514.22	18,893.36	21,478.54	24,723.38	29,190.62
Total Capital Employed	11,144.62	13,658.80	17,783.24	20,943.43	24,205.14	27,798.22

	Cash Flow Statement						
Year End-March	FY23	FY24	FY25	FY26E	FY27E	FY28E	
Profit before tax	851.01	572.23	173.37	542.91	953.18	1,607.60	
Adjustments: Add							
Depreciation and amortisation	873.07	1,013.13	1,309.39	1,489.09	1,694.86	1,845.59	
Interest adjustment	380.03	438.31	608.19	712.58	766.36	901.50	
Change in assets and liabilities	2,089.46	1,932.49	2,027.76	2,620.46	3,290.27	4,189.19	
Inventories	-1,184.78	-1,196.78	-785.28	-627.42	-446.09	-540.38	
Trade receivables	-394.04	-271.51	-508.04	-236.05	-503.86	-604.91	
Trade payables	-279.53	-27.18	262.02	431.41	427.67	581.52	
Other Liabilities and provisions	-267.92	1,282.83	1,720.48	1,109.44	1,317.13	1,564.92	
Other Assets	-285.30	-533.51	-239.47	-162.88	-179.16	-197.08	
Taxes	-5.80	26.52	-7.77	1.88	2.06	2.27	
Net cash from operating activities	2.93	19.03	895.14	2,270.95	2,858.80	3,848.10	
Net Sale/(Purchase) of tangible and intangible							
assets, Capital work in progress	-978.54	-1,819.92	-2,977.40	-2,925.07	-3,008.68	-2,945.03	
Net Sale/(Purchase) of investments	116.89	121.78	132.10	175.32	208.57	253.05	
Others	-22.09	-54.18	-55.42	-14.99	-15.74	-16.52	
Net cash (used) in investing activities	-883.74	-1,782.10	-2,925.37	-2,780.71	-2,832.31	-2,725.47	
Interest expense	-468.61	63.30	114.84	-524.22	-577.87	-720.40	
Dividend paid	-13.74	-14.65	-63.19	-124.12	-124.12	-165.50	
Other financing activities	1,376.89	119.89	-21.95	-124.12	-124.12	-165.50	
Net cash (used) in financing activities	980.44	1,682.60	2,124.26	617.50	757.33	881.84	
Closing Balance	399.59	319.12	413.15	520.88	1,304.70	3,309.17	
FCF	-1,148.25	-1,419.35	-1,349.46	-509.04	-4.20	1,058.95	
Capex ( % of sales )	1,151.18	1,438.38	2,244.60	2,892.20	3,232.16	3,633.97	

	Key	Ratios				
Year-end March	FY23	FY24	FY25	FY26E	FY27E	FY28E
Solvency Ratios						
Debt / Equity	0.45	0.67	0.94	1.04	1.08	1.06
Net Debt / Equity	0.36	0.61	0.87	0.95	0.89	0.66
Debt/EBITDA	0.89	1.67	2.37	2.11	1.96	1.77
Current Ratio	0.72	1.53	2.19	1.94	1.61	1.11
DuPont Analysis						
Sales/Assets	2.68	2.12	2.13	2.24	2.38	2.49
Assets/Equity	2.67	2.86	3.38	3.58	3.62	3.53
RoE	18.04%	10.56%	3.10%	9.04%	13.95%	19.43%
Per share ratios						
Reported EPS	21.32	13.56	3.85	12.06	21.17	35.71
Dividend per share	0.37	2.21	1.53	3.00	3.00	4.00
BV per share	119.03	131.26	134.98	145.10	165.14	199.99
Cash per Share	4.89	2.78	5.49	6.92	17.34	43.97
Revenue per Share	853.61	796.21	972.95	1165.06	1420.37	1756.64
Profitability ratios						
Net Profit Margin (PAT/Net sales)	2.22%	2.52%	1.74%	0.43%	1.13%	1.62%
Gross Profit / Net Sales	17.76%	19.51%	17.31%	17.59%	17.89%	18.29%
EBITDA / Net Sales	7.03%	6.62%	5.51%	6.11%	6.41%	6.81%
EBIT / Net Sales	4.45%	3.54%	2.25%	3.02%	3.53%	4.27%
ROCE (%)	21.23%	13.85%	9.54%	14.02%	17.71%	22.66%
Activity ratios						
Inventory Days	51.06	70.10	66.60	65.18	57.03	49.66
Debtor Days	9.05	13.00	14.16	15.53	15.87	15.87
Creditor Days	16.47	15.25	13.64	14.60	14.90	15.21
Leverage ratios						
Interest coverage	2.95	2.17	1.22	1.67	2.16	2.72
Debt/Asset	0.17	0.23	0.28	0.29	0.30	0.30
Valuation ratios						
EV / EBITDA	8.88	10.45	10.95	8.53	6.77	5.03
PE (x)	22.98	36.13	127.25	40.63	23.14	13.72

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Stock Rating Scale		Absolute	Return
BUY		>20%	
ACCUMULATE		12% to 20%	6
HOLD		5% to 12%	
NEUTRAL		-5% to 5%	
REDUCE		-5% to -12%	,
SELL		<-12%	
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