27th May, 2026

The Listing Department, **The Calcutta Stock Exchange Ltd.** 7, Lyons Range, Kolkata – 700001 Scrip Code- 022035	The Manager Department of Corporate Services, **BSE Limited** P. J. Towers, Dalal Street, Mumbai - 400001 Scrip Code- 531241	The Manager, Listing Department, **National Stock Exchange of India Ltd.** Exchange Plaza, Bandra Kurla Complex, Bandra (East), Mumbai - 400051 Symbol- LINC

Dear Sir / Madam,

Sub: Earnings Presentation

Please find enclosed herewith the Earnings Presentation for the quarter / year ended 31st March, 2026.

This is for your information and records.

Thanking You

Yours faithfully
For LINC LIMITED

DIPANKAR DE Digitally signed by DIPANKAR DE Date: 2026.05.27 15:56:18 +05'30'

DIPANKAR DE
Company Secretary

Linc Limited (CIN: L36991WB1994PLC065583) **A**: Aurora Water Front, 18th Floor, GN 34/1, Sector-V, Salt Lake, Kolkata- 700091 W.B., India. **T**: -91 33-6826 2100 **W**: www.linclimited.com, **E**: linc@linclimited.com

LINC LIMITED

Q4 FY26 & FY26 EARNINGS PRESENTATION

SAFE HARBOUR STATEMENT

This presentation may contain certain “forward-looking statements” within the meaning of applicable securities laws and regulations, which may include those describing the Company’s strategies, strategic direction, objectives, future projects and/or prospects, estimates etc. Investors are cautioned that “forward looking statements” are based on certain assumptions of future events over which the Company exercises no control. Therefore, there can be no guarantee as to their accuracy and readers are advised not to place any undue reliance on these forward-looking statements. The Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. These statements involve a number of risks, uncertainties and other factors that could cause actual results or positions to differ materially from those that may be projected or implied by these forward-looking statements. Such risks and uncertainties include, but are not limited to; growth, competition, acquisitions, domestic and international economic conditions affecting demand, supply and price conditions in the various business's verticals in the Company’s portfolio, changes in Government regulations, laws, statutes, judicial pronouncement, tax regimes, and the ability to attract and retain high quality human resource

INSIDE THIS PRESENTATION

1 ABOUT LINC LIMITED

2 KEY HIGHLIGHTS

3 OPERATIONAL HIGHLIGHTS

4 QUARTERLY HIGHLIGHTS

5 FOCUS ON SHAREHOLDER VALUE CREATION

6 SHAREHOLDING PATTERN

ABOUT US

Linc Ltd. is one of India's largest & oldest writing instrument companies, with national and international presence, and a strong & extensive network across India along with SE Asia, Middle East, USA, UK, Europe, South America, & Africa

Established in **1976**

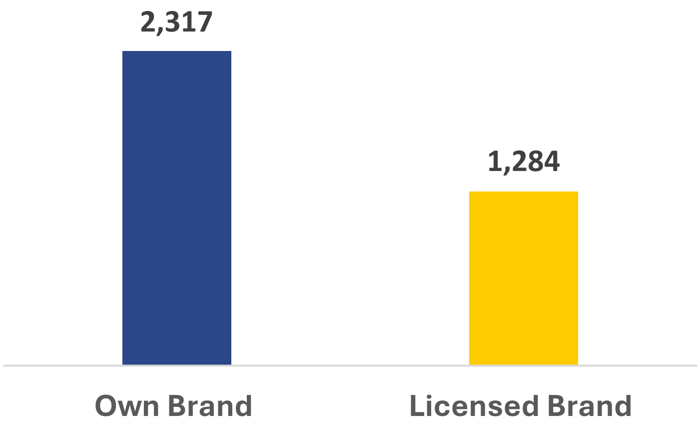
3 Manufacturing Facilities

Presence in
50+ Countries

COMPANY SNAPSHOT – Q4 FY26

REVENUE FROM OPERATIONS	OPERATING EBITDA	PROFIT AFTER TAX[1]
Rs. 13,767 Lakhs	**Rs. 1,778 Lakhs**	**Rs. 1,046 Lacs**
(10.6%) YoY	(7.6%) YoY	(13.6%) YoY

NO. OF SKUs



ROCE (%) AS ON MAR'26

18.7%

NET DEBT AS ON MAR'26

(686 Lacs)

ROE (%) AS ON MAR'26

13.3%

MANUFACTURING FACILITIES

2 units - Main Company
1 unit - Subsidiary

1: PAT attributable to the owners of the Parent

MANAGEMENT COMMENTARY

During FY26, we remained focused on strengthening our business fundamentals while advancing strategic initiatives across key markets. Our full year operating income stood at ₹54,301 lakhs, broadly stable year on year, while Q4 FY26 operating income stood at ₹13,767 lakhs, reflecting a decline of 10.6% compared to the corresponding quarter last year.

Q4 operating income was softer year on year, impacted by two main factors: a moderation in corporate sales against a high prior-year base, and export revenue that was dampened by geopolitical uncertainty across certain international markets. Corporate orders are inherently project-driven and timing-dependent; their variability is a feature of the segment, not a structural shift. Export challenges similarly reflect external, transient pressures rather than any loss of market positioning.

Operating EBITDA for FY26 stood at ₹5,949 lakhs, with an EBITDA margin of 11.0%, reflecting a decline of 89 basis points over the previous year. For Q4 FY26, operating EBITDA stood at ₹1,778 lakhs, with an EBITDA margin of 12.9%, representing an improvement of 41 basis points year on year. Profit after tax for FY26 stood at ₹3,274 lakhs, translating into a PAT margin of 5.9%, while Q4 FY26 PAT stood at ₹1,046 lakhs with a PAT margin of 7.5%.

The factors that shaped Q4 continue to be present. Corporate order comparables remain challenging in the near term given the strong prior year, and export demand visibility remains limited in some markets due to continued geo-political concerns. Polymer prices, our principal raw material have also risen due to supply-side disruptions, and given competitive dynamics, immediate full pass-through in pricing is not feasible. We are navigating these conditions through disciplined cost management and expect them to progressively ease over the course of the year.

Our international growth initiatives continue to advance steadily. The Mitsubishi Pencil joint venture is gaining encouraging traction, the Turkey joint venture continues to witness healthy demand, our Morris Korea partnership remains on track. Our Kenya subsidiary continues to build momentum, while Linc On is expected to contribute meaningfully from FY27 onwards.

Reflecting our commitment to sustainable shareholder returns, the Board has recommended a dividend of ₹1.5 per share, subject to shareholder approval, representing a dividend payout ratio of around 27% on consolidated profit.

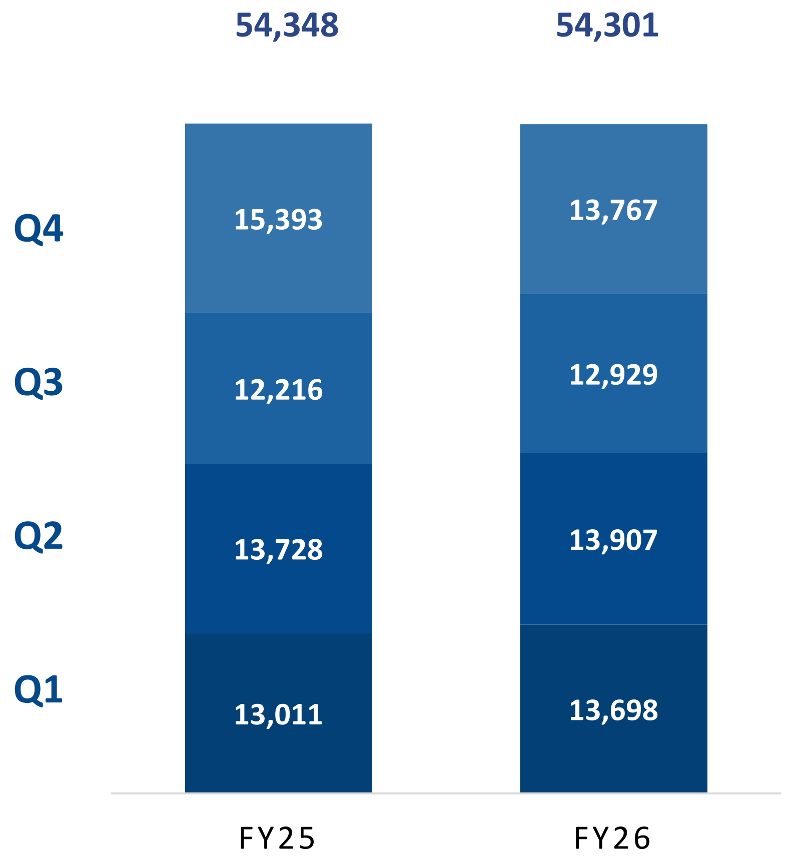
While the ramp up across certain initiatives has taken longer than initially envisaged, we believe the foundations being built are robust and deliberate. The benefits of an improved product mix, enhanced operational efficiency, and deepening strategic partnerships are expected to become increasingly visible as near term headwinds recede. We remain focused on disciplined execution and on positioning the business for sustainable long term growth.

Deepak Jalan
Managing Director, Linc Limited

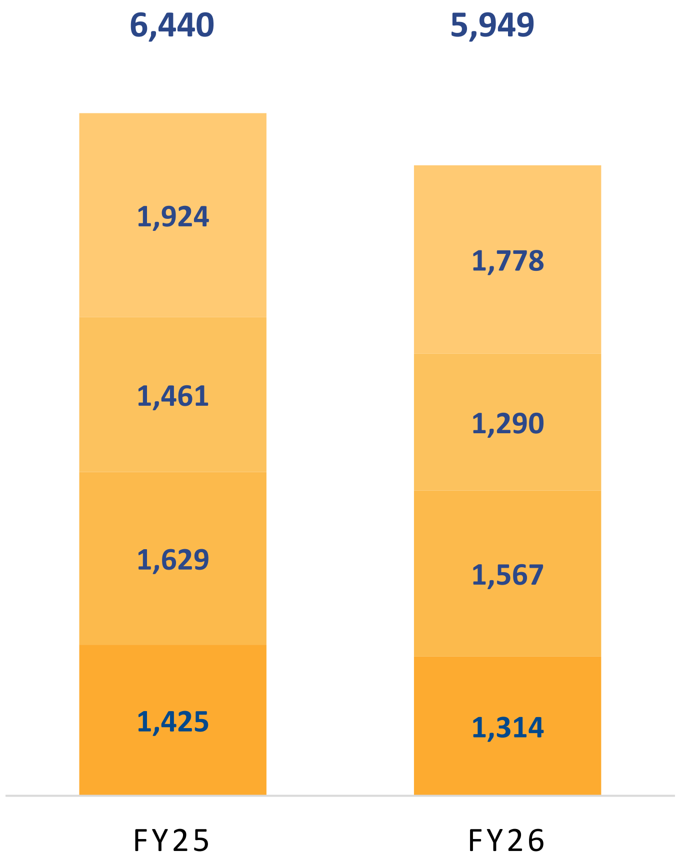
KEY HIGHLIGHTS (1/3)

Figures in INR Lakhs

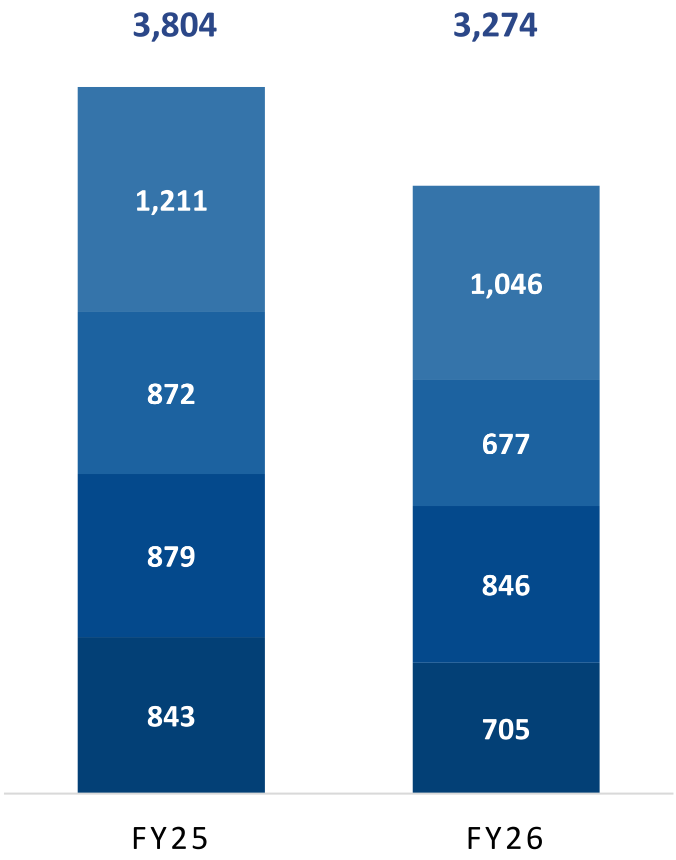
OPERATING INCOME



OPERATING EBITDA



PROFIT AFTER TAX[1]



1: PAT attributable to the owners of the Parent

KEY HIGHLIGHTS (2/3)

Figures in INR Lakhs

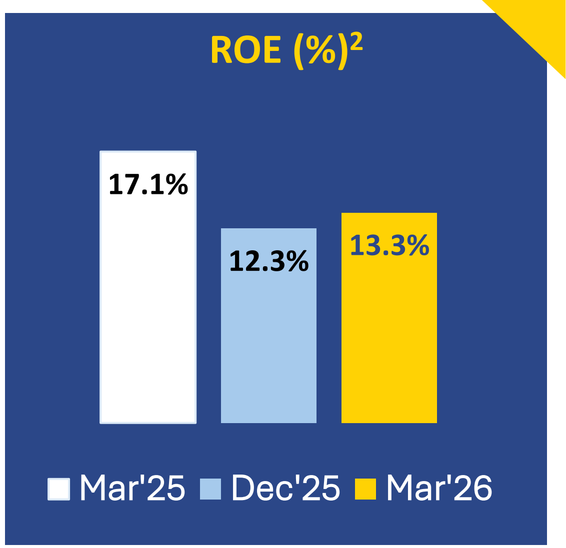
	Operating Income	Operating EBITDA	Profit Before Tax	Profit After Tax[1]
Q4 FY26	13,767	1,778	1,571	1,046
Growth YoY	(10.6%)	(7.6%)	(6.8%)	(13.6%)
Growth QoQ	6.5%	37.9%	50.0%	54.4%
Margin (%)		12.9%	11.2%	7.5%
EPS[2]				1.76

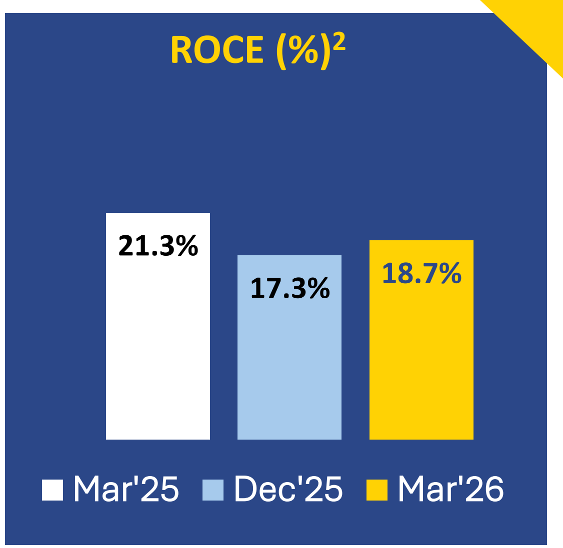
1: PAT attributable to the owners of the Parent; 2: EPS, considering the effect of Split and Bonus Issuance

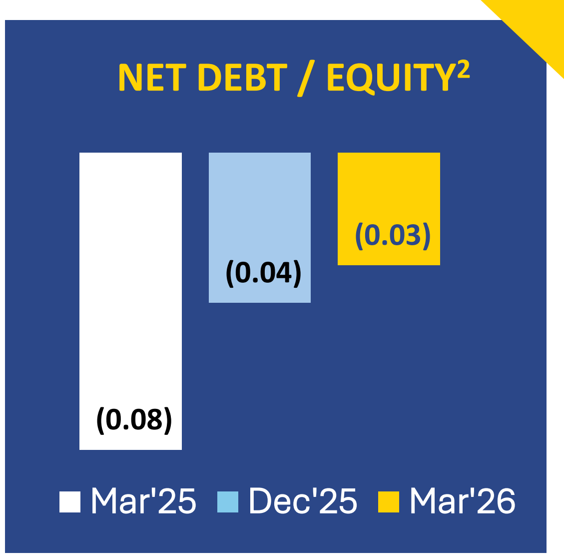
KEY HIGHLIGHTS (3/3)

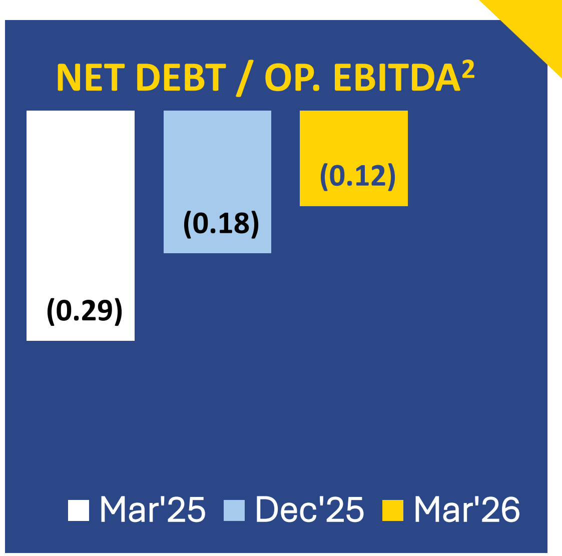
Figures in INR Lakhs

	31-MAR-25	31-DEC-25	31-MAR-26
Net Worth	23,571	24,983	25,979
Gross Debt	636	710	643
Cash & Cash Equivalent	2,505	1,723	1,329
Net Debt	(1,869)	(1,014)	(686)
Net Fixed Assets	12,807	13,856	14,078
Investment in JV *	981	976	976
Net Current Assets[1]	8,350	9,214	9,877
Total Assets	34,109	35,488	35,932
Fixed Asset Turnover[2]	4.32	4.05	4.04
Total Asset Turnover[2]	1.67	1.55	1.55
Cash Conversion Cycle[2]	61	61	64









*** Investment in Joint Venture; 1. Net current assets excludes cash & cash equivalents; 2. Figures are YTD annualized**

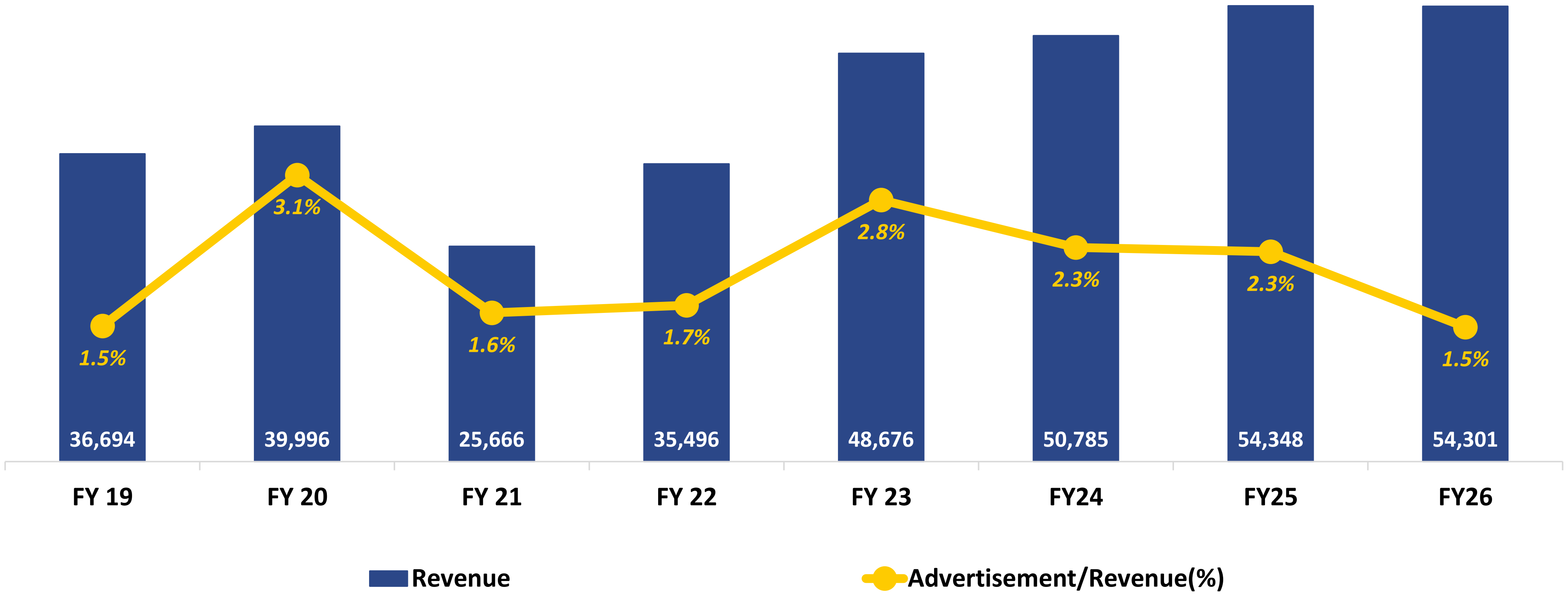
OPERATIONAL HIGHLIGHTS (1/2)

Figures in INR Lakhs

Revenue	Writing Instruments			Other Products	
	Own Brands		*Licensed Brands*	*Own Brands*	*Licensed Brands*
	Premium	*Mass*			
Q4 FY26	6,414	3,040	2,359	1,304	572
Q4 FY25	7,568	3,899	2,341	1,438	718
Growth YoY	*(15.2%)*	*(22.3%)*	*0.8%*	*(9.4%)*	*(20.4%)*

OPERATIONAL HIGHLIGHTS (2/2)

- Spent over ₹ 5,000 lacs on brands over last 5 years
- Step up brand spend going forward ~ 3% of revenue



QUARTERLY PROFIT & LOSS

Figures in INR Lakhs

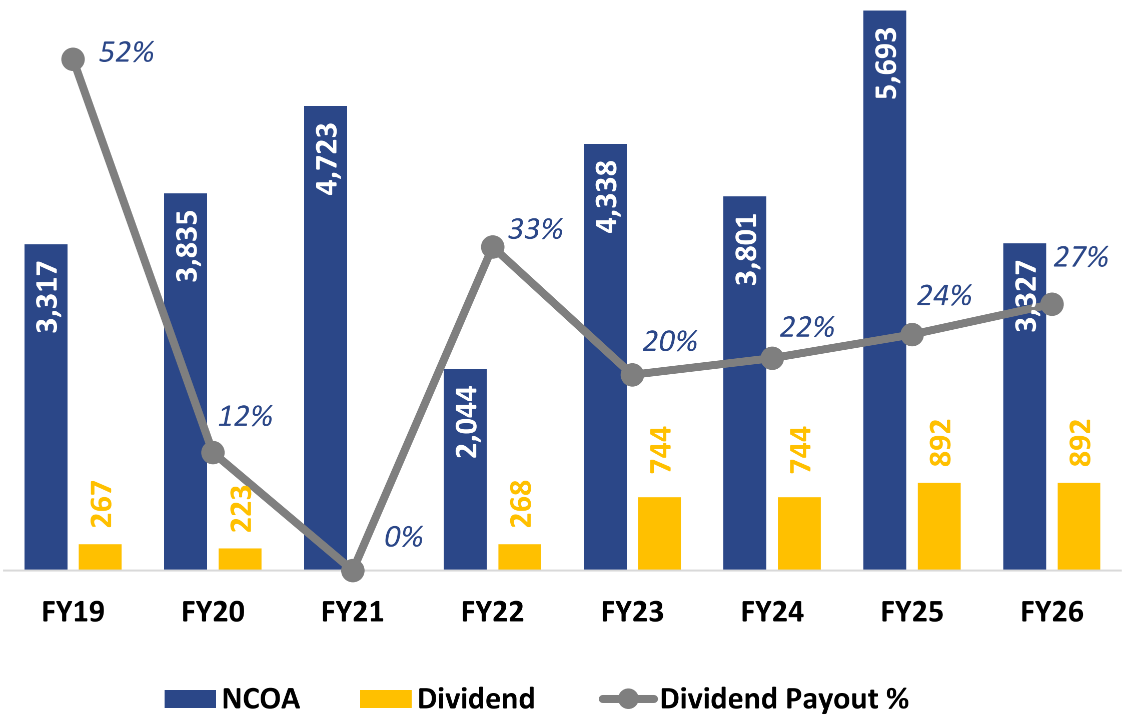
Particulars	Q4 FY26	Q4 FY25	YoY %	Q3 FY26	QoQ %	FY26	FY25	YoY %
Operating Income	**13,767**	15,393	(10.6%)	12,929	6.5%	**54,301**	54,348	(0.1%)
Operating EBITDA	**1,778**	1,924	(7.6%)	1,290	37.9%	**5,949**	6,440	(7.6%)
Op. EBITDA Margin (%)	**12.9%**	12.5%	41 bps	10.0%	294 bps	**11.0%**	11.8%	(89 bps)
Other Income	**257**	198	29.5%	222	15.4%	**830**	470	76.4%
Finance Cost	**91**	77	17.6%	78	16.9%	**318**	294	8.1%
Depreciation	**373**	359	3.8%	387	(3.7%)	**1,510**	1,495	1.0%
PBT	**1,571**	1,686	(6.8%)	1,047	50.0%	**4,951**	5,121	(3.3%)
Share of Profit/(Loss) of JV	**(95)**	(24)	289.5%	(83)	14.4%	**(376)**	(25)	1432.6%
PAT[1]	**1,046**	1,211	(13.6%)	677	54.4%	**3,274**	3,804	(13.9%)
PAT Margin[1] (%)	**7.5%**	7.8%	(31 bps)	5.2%	231 bps	**5.9%**	6.9%	(100 bps)
Non-Controlling Interest	**3**	(19)	(115.7%)	14	(78.8%)	**17**	(31)	(154.9%)
EPS (₹)[2]	**1.76**	2.04	(14.0%)	1.15	53.1%	**5.50**	6.40	(13.9%)

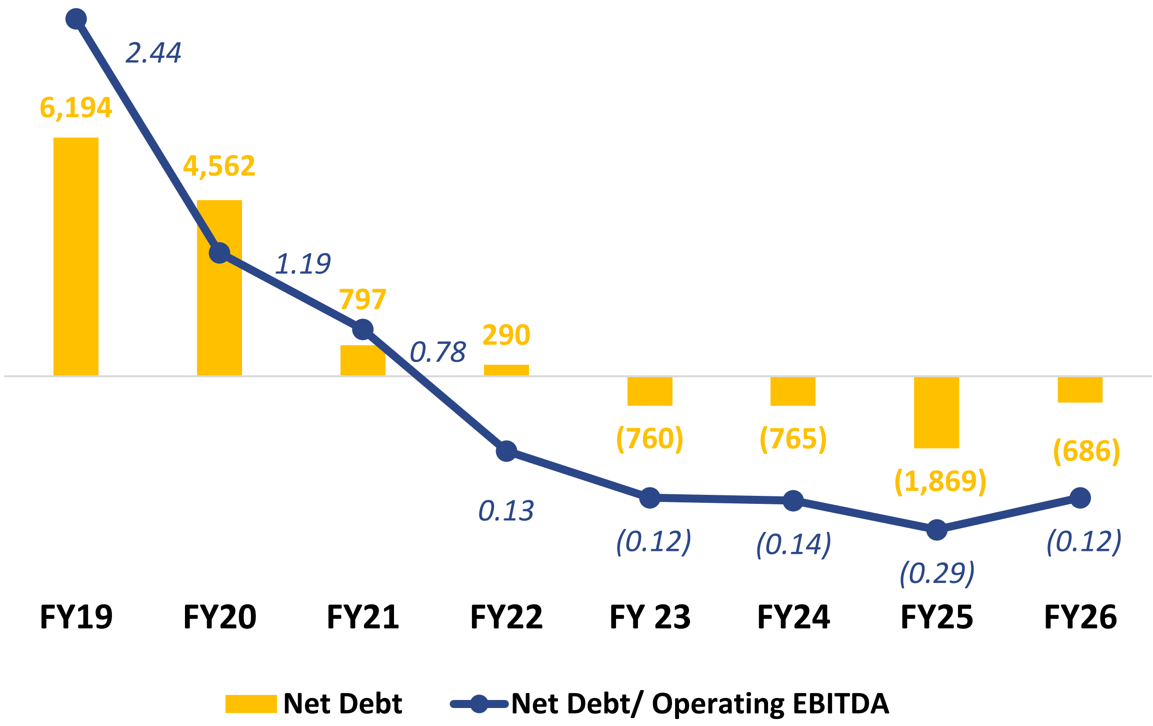
1: PAT attributable to the owners of the Parent; 2: EPS, considering the effect of Split and Bonus Issuance

FOCUS ON SHAREHOLDER VALUE CREATION

Figures in INR Lakhs

- Strong NCOA[1] at ₹ 3,327 lakhs in Mar’26
- Steady and significant decrease in Net Debt
- Consistent Dividend Pay-out track record (Other than Covid years due to cash conservation)
- Capex commitment funded largely through internal cash generation
- Net Debt / Operating EBITDA reduced significantly from peak of 2.44 in Mar’19 to (0.12) in Mar’26





1: NCOA is Net Cash Generated from Operating Activities

RECENT LAUNCHES

LINC BRUSH PEN

PENTONIC TWISTICK

LINC MECH PENCIL

RECENT LAUNCHES

PENTONIC SF PENCIL

LINC FINELINER

RECENT LAUNCHES

JUSTCLICK HIGHLIGHTERS AND MARKERS

SWYPE HIGHLIGHTERS

WHY LINC?

01

Focus on premiumization; Steadily increasing the share of high-margin products in overall revenue

02

Inroads into adjacent categories by entering the high-value stationery segment

03

Strong Balance Sheet with negative Net Debt; steady & consistent growth

04

Expanding horizons through strategic joint ventures and capacity expansions

05

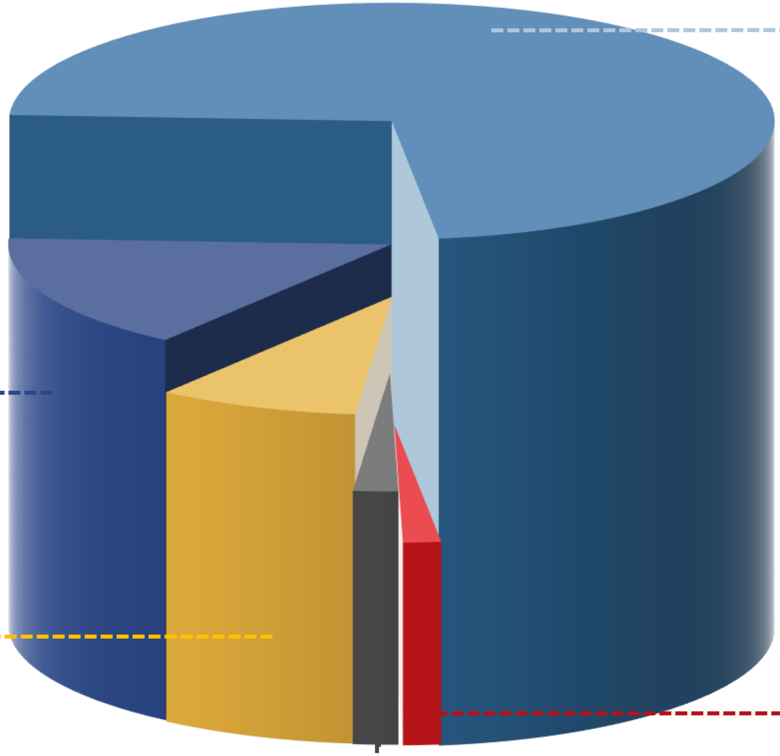
Focus on making a more homogenous presence across India

06

Committed to strong corporate governance built on transparency and accountability

SHAREHOLDING PATTERN

As on 31st Mar 2026



61.0%
PROMOTER & PROMOTER GROUP

23.9%
OTHER PUBLIC

0.3%
IEPF

13.5%
MITSHUBISHI PENCIL CO LTD

1.3%
NRI, FII, AIF ETC.

For further details please contact

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Email: investors@linclimited.com

Uirtus Advisors

Investor Relations Advisor
Sanjeev Sancheti
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THANK YOU