

Date: 12.02.2026

To,
Manager - Listing Compliance
National Stock Exchange of India Limited
'Exchange Plaza'. C-1, Block G,
Bandra Kurla Complex, Bandra (E),
Mumbai - 400 051
Symbol: LANCORHOL

To,

Corporate Relationship Department,
BSE Limited,
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai - 532370.
Scrip Code : 509048

Sub: Outcome of the Board Meeting

In Continuation to the Notice of the Board Meeting dated 5th February, 2026, we wish to inform you that the meeting of the Board of Directors held on 12th February, 2026 at 12.30PM. The Board in the meeting considered the following matter:-

Approval of the Un-Audited Financial Results for the Quarter and nine months ended 31st December, 2025.

The Board inter - alia, considered and approved the Un-Audited Financial Results both Standalone and Consolidated for the quarter and Nine months ended 31st December, 2025. The same was also reviewed by the Audit Committee in its meeting held today.

We are herewith enclosing the copy of the Unaudited Financial Results along with the Limited Review Report of the Statutory Auditors for Standalone and Consolidated Financial Results of the Company for the quarter and nine months ended 31st December, 2025 as required under Regulation 33 of the SEBI (Listing Obligation and Disclosure Requirements) Regulations, 2015.

The meeting of the Board of Directors of the Company concluded on 12th February, 2026 at 3.35PM

Request you to kindly take the same on record as required under the provisions of the above-captioned Regulation.

Thanking You,

Yours Faithfully,

For **LANCOR HOLDINGS LIMITED**



KAUSHANI CHATTERJEE
COMPANY SECRETARY & COMPLIANCE OFFICER



Lancor Holdings Limited

VTN Square, 2nd Floor, No.58, (Old No.104) G.N. Chetty Road,
T. Nagar, Chennai - 600017 +91 44 28345880-83 | www.lancor.in
CIN:- L65921TN1985PLC049092 GSTIN:- 33AAACD2547C1ZA

G. M. KAPADIA & CO.

(REGISTERED)

CHARTERED ACCOUNTANTS

7A, P.M.TOWER, 37, GREAMS ROAD, CHENNAI 600 006. INDIA

PHONE : (91-44) 2829 1795

Independent Auditor's Review Report on unaudited standalone financial results for the quarter and nine months ended on December 31, 2025 of Lancor Holdings Limited pursuant to the Regulation 33 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015

To
The Board of Directors
Lancor Holdings Limited
Chennai

1. We have reviewed the accompanying statement of unaudited standalone financial results ("the Statement") of **Lancor Holdings Limited** ("the Company") for the quarter and nine months ended December 31, 2025, being submitted by the Company pursuant to the requirement of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ("the Listing Regulations").
2. This Statement, which is the responsibility of the Company's Management and approved by the Company's Board of Directors, has been prepared in accordance with the recognition and measurement principles laid down in the Indian Accounting Standard 34 "Interim Financial Reporting" ("Ind AS 34") prescribed under Section 133 of The Companies Act, 2013 read with the relevant rules issued thereunder and other accounting principles generally accepted in India and in compliance with the Regulation 33 of the Listing Regulations. Our responsibility is to issue a report on the Statement based on our review.
3. We conducted our review of the statement in accordance with Standard on Review Engagements (SRE) 2410, "Review of Interim Financial Information Performed by the Independent Auditor of the Entity" issued by the Institute of Chartered Accountants of India. A review of interim financial information consists of making inquiries, primarily of the company's persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Standards on Auditing specified under section 143 (10) of the Companies Act 2013 and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.
4. Based on our review conducted as stated in paragraph 3 above, nothing has come to our attention that causes us to believe that the accompanying Statement, prepared in accordance with the recognition and measurement principles laid down in the aforesaid



G.M.KAPADIA & CO.

Indian Accounting Standards and other accounting principles generally accepted in India, has not disclosed the information required to be disclosed in terms of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, including the manner in which it is to be disclosed, or that it contains any material misstatement.

For G.M. Kapadia & Co.,
Chartered Accountants
Firm Registration No. 104767W



Satya Ranjan Dhall

Satya Ranjan Dhall

Partner

Membership No. 214046

UDIN: 26214046BVQOKN9122

Place: Chennai

Date: February 12, 2026

LANCOR HOLDINGS LIMITED

STATEMENT OF UNAUDITED STANDALONE FINANCIAL RESULTS FOR THE QUARTER AND NINE MONTHS ENDED DECEMBER 31, 2025

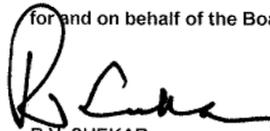
(Rs. in Lakhs, Except EPS)

S.No	Particulars	Quarter ended			Nine Months Ended		Year Ended
		31.12.2025	30.09.2025	31.12.2024	31.12.2025	31.12.2024	31.03.2025
		Un Audited	Un Audited	Un Audited	Un Audited	Un Audited	Audited
1	Income						
	a) Revenue from operations	3,372.51	3,226.45	4,546.78	10,541.97	13,786.42	18,453.20
	b) Other income	119.93	116.53	57.85	344.56	101.91	183.70
	Total Income from operations (Net)	3,492.44	3,342.98	4,604.63	10,886.53	13,888.33	18,636.90
2	Expenses						
	a) Land and land related expenses	51.54	8.04	119.00	379.42	7,662.91	7,816.19
	b) Cost of materials & construction expenses	1,863.02	2,101.26	2,645.58	6,474.49	8,183.13	11,461.20
	c) Changes in inventory of finished goods and work-in-progress	188.37	119.61	205.67	98.03	(7,263.96)	(7,519.14)
	d) Employee benefits expense	208.71	276.02	333.82	825.22	924.23	1,310.44
	e) Finance Cost	495.87	468.08	481.74	1,504.73	1,413.71	1,915.44
	f) Depreciation and amortization expense	78.68	84.33	54.60	251.65	176.54	284.06
	g) Other expenses	544.15	615.04	563.19	1,572.24	1,476.70	1,937.69
	Total Expenses	3,430.34	3,672.39	4,403.60	11,105.78	12,573.26	17,205.89
3	Profit / (Loss) before exceptional items and tax (1-2)	62.09	(329.41)	201.03	(219.25)	1,315.06	1,431.02
4	Exceptional Items (net)	27.47	-	-	27.47	-	-
5	Profit / (loss) before tax (3-4)	34.63	(329.41)	201.03	(246.72)	1,315.06	1,431.02
6	Tax expense						
	(a) Current tax (Including earlier years)	15.09	(6.58)	126.69	15.09	366.97	402.16
	(b) Deferred tax	7.70	(38.14)	(53.53)	(27.13)	122.44	108.85
7	Profit / (loss) for the period (5-6)	11.84	(284.69)	127.86	(234.68)	825.65	920.01
8	Other Comprehensive Income / (loss) (net of tax)						
	Items that will not be reclassified to profit or loss	0.67	0.67	(4.82)	2.01	(14.46)	2.68
9	Total Comprehensive Income / (loss) after tax (7+8)	12.51	(284.02)	123.04	(232.67)	811.19	922.69
10	Paid up equity share capital (face value Rs.2/- each)	1,471.01	1,471.01	1,459.91	1,471.01	1,459.91	1,459.91
11	Other Equity	-	-	-	-	-	18,592.59
12	Earnings / (loss) Per Share (EPS) (Face Value of Rs.2/- each) (not annualized for quarters) :						
	a) Basic (in Rs.)	0.02	(0.39)	0.18	(0.32)	1.14	1.27
	b) Diluted (in Rs.)	0.02	(0.39)	0.17	(0.32)	1.14	1.26

SIGNED FOR IDENTIFICATION
BY

G. M. KAPADIA & CO.
CHENNAI

for and on behalf of the Board of Directors



R.V. SHEKAR
Managing Director
DIN: 00259129



Place: Chennai
Date: 12th Feb. 2026

Lancor Holdings Limited

VTN Square, 2nd Floor, No.58, (Old No.104) G.N. Chetty Road,
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CIN:- L65921TN1985PLC049092 GSTIN:- 33AAACD2547C1ZA

Notes to Standalone Results:

- 1 The above results were reviewed by the Audit Committee and approved by the Board of Directors at their respective meetings held on February 12, 2026. The statutory auditor's have carried out the limited review of the results.
- 2 As the Company's business activity falls within a single business in terms of Ind AS 108 on "Operating Segment ", the financial statement is reflective of information by Ind AS 108.

The Board of Directors of the Company at its meeting held on 1st March, 2024 had approved a Scheme of Merger of Lancor Maintenance and Services Limited, the wholly owned subsidiary, with the Company pursuant to the sections 230 to 232 and other applicable provisions of Companies Act, 2013 . The Company filed an application for Scheme of Amalgamation on 2nd February, 2025 with National Company Law Tribunal (NCLT). The appointed date of the Scheme is 1st April, 2024 and it will come into force on the Effective Date, i.e. the date of filing of NCLT's order with the Registrar of Companies, Chennai.
- 3 During the quarter and nine months ended December 31, 2025, the Company has allotted 5,55,000 equity share of face value of Rs. 2/- each pursuant to exercise of Employees Stock Option Scheme, which has resulted into increase of paid-up Equity Share Capital by Rs. 11.10 lakhs and Securities Premium by Rs. 211.34 lakhs respectively.
- 4 Pursuant to approval by the shareholders in the Extraordinary General Meeting held on April 26, 2025, the Company has issued 33,33,330 warrants of Rs. 30.00 per warrant on 26.04.2025 amounting to Rs. 999.99 Lakhs to be convertible into fully paid up equity shares of the Company in the ratio of 1:1 within 18 months from the date of allotment. The Warrant holders have paid 25% of the warrant issue price fixed per warrant. The balance of 75% of the warrant issue price shall be payable by the warrant holder at the time of exercising the rights attached to the warrants..
- 5 On November 21, 2025, the Government of India has notified the Code on Wages, 2019, the Code on Social Security, 2020, the Industrial Relations Code, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020 (collectively known as "Labour Codes") consolidating 29 existing labour laws. The Company has assessed the impact of these changes in the Labour codes (pending State and Central rules) and has accounted for the incremental impact amounting to Rs. 27.47 Lakhs and the same has been disclosed as "Exceptional items" in the standalone financial results for the quarter and nine month ended December 31, 2025
- 6

Signed for Identification By



G.M. Kapadia & Co.
Chartered Accountants

Place: Chennai
Date: 12th Feb. 2026

for and on behalf of the Board of Directors



R V SHEKAR
Managing Director
DIN: 00259129



Place: Chennai
Date: 12th Feb. 2026

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PHONE : (91-44) 2829 1795

Independent Auditor's Review Report on unaudited consolidated financial results for the quarter and nine months ended December 31, 2025, of Lancor Holdings Limited pursuant to Regulation 33 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015

To
The Board of Directors
Lancor Holdings Limited
Chennai

1. We have reviewed the accompanying statement of unaudited consolidated financial results of **Lancor Holdings Limited** ("the Parent") and its subsidiaries (the Parent and its subsidiaries together referred to as "the Group") for the quarter and nine months ended December 31, 2025 ("the Statement"), being submitted by the Parent pursuant to the requirement of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ("the Listing Regulations").
2. This Statement, which is the responsibility of the Parent's Management and approved by the Parent's Board of Directors, has been prepared in accordance with the recognition and measurement principles laid down in Indian Accounting Standard 34 "Interim Financial Reporting" ("Ind AS 34"), prescribed under Section 133 of the Companies Act, 2013, and other accounting principles generally accepted in India read with the relevant rules issued thereunder and other accounting principles generally accepted in India and in compliance with Regulation 33 of the Listing Regulations. Our responsibility is to express a conclusion on the statement based on our review.
3. We conducted our review of the Statement in accordance with the Standard on Review Engagements (SRE) 2410 "Review of Interim Financial Information Performed by the Independent Auditor of the Entity", issued by the Institute of Chartered Accountants of India (ICAI). A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Standards on Auditing specified under Section 143(10) of the Companies Act, 2013 and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

We also performed procedures in accordance with the Circular issued by the SEBI under Regulation 33(8) of the SEBI (Listing Obligation and Disclosures Requirements) Regulations, 2015, as amended, to the extent applicable.



OFFICE : MUMBAI, DELHI-NCR, JAIPUR, HYDERABAD & BENGALURU

G.M.KAPADIA & CO.

4. The statement includes the unaudited standalone financial results of the Parent and Subsidiaries as stated below:

S. No.	Name of the Entities
A.	Parent
	Lancor Holdings Limited
B.	Subsidiaries
1	Lancor Maintenance & Services Limited
2	Central Park West Venture (Partnership firm)
3	Lancor City Developer Limited (formerly known as Lancor Infinys Limited)

5. Based on our review conducted and procedures performed as stated in paragraph 3 above and based on the consideration of the unaudited & unreviewed financial result referred to in paragraph 6 below, nothing has come to the attention that causes us to believe that the accompanying Statement, prepared in accordance with the recognition and measurement principles laid down in the aforesaid Indian Accounting Standard and other accounting principles generally accepted in India, has not disclosed the information required to be disclosed in terms of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, including the manner in which it is to be disclosed, or that it contains any material misstatement.
6. The unaudited Consolidated financial results includes the Standalone financial results of one subsidiary which have not been reviewed by their auditors, whose unaudited standalone financial information / financial results reflects total revenue of Rs. 0.10 Lakhs and Rs. 0.35 lakhs, total net loss after tax of Rs. 0.16 lakhs and Rs. 0.59 lakhs and total comprehensive loss of Rs. 0.16 lakhs and Rs. 0.59 lakhs for the quarter and nine months ended December 31, 2025, as considered in the Statement. These financial information / financial results have been furnished to us by the Management and our conclusion on the Statement, in so far as it relates to the amounts and disclosures included in respect of this subsidiary is based solely on the unaudited and unreviewed financial results. In our opinion and according to the information and explanations given to us by the Management, the said financial results are not material to the group.
- Our conclusion on the statement is not modified in respect of the above matter.

For G.M.Kapadia & Co.,
Chartered Accountants
Firm Registration No. 104767W



Satya

Satya Ranjan Dhall
Partner

Membership No. 214046

UDIN: 26214046FSDGLC3931

Place: Chennai

Date : February 12, 2026

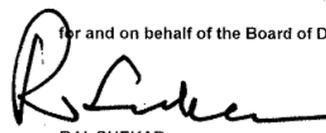
S. No	Particulars	Quarter Ended			Nine Months Ended		Year Ended
		31.12.2025	30.09.2025	31.12.2024	31.12.2025	31.12.2024	31.03.2025
		Un Audited	Un Audited	Un Audited	Un Audited	Un Audited	Audited
1	Income from Operations						
	a) Revenue from operations	3,848.00	3,375.29	4,593.42	11,342.59	13,869.15	19,030.03
	b) Other income	111.51	112.90	70.20	322.64	102.74	185.06
	Total Income from Operations (Net)	3,959.51	3,488.20	4,663.62	11,665.23	13,971.90	19,215.09
2	Expenses						
	a) Land and land related expenses	362.76	126.60	401.79	910.91	7,945.70	8,233.59
	b) Cost of materials & construction expenses	2,173.28	2,334.75	3,190.27	7,153.10	8,727.81	12,112.55
	c) Changes in inventory of finished goods and work-in-progress	(60.73)	(221.93)	(284.79)	(625.32)	(7,754.42)	(7,862.12)
	d) Employee benefits expense	208.71	276.02	333.82	825.22	924.24	1,310.45
	e) Finance Cost	616.67	582.58	452.51	1,831.32	1,384.48	2,024.49
	f) Depreciation and amortization expense	83.60	89.26	59.88	266.42	192.37	305.39
	g) Other expenses	550.38	618.56	613.81	1,584.42	1,574.33	2,071.14
	Total Expenses	3,934.66	3,805.83	4,767.29	11,946.08	12,994.53	18,195.48
3	Profit / (loss) before exceptional items and tax (1-2)	24.85	(317.63)	(103.67)	(280.85)	977.37	1,019.60
4	Exceptional Items (net)	(27.47)	-	-	(27.47)	-	-
5	Profit / (loss) before tax (3-4)	(2.62)	(317.63)	(103.67)	(308.31)	977.37	1,019.60
6	Tax expense						
	(a) Current tax (Including earlier years)	6.67	(11.06)	156.20	7.39	397.15	464.72
	(b) Deferred tax	10.11	(54.09)	(52.81)	(55.41)	116.01	87.80
7	Profit / (loss) for the period (5-6)	(19.40)	(252.49)	(207.06)	(260.30)	464.23	467.09
8	Non Controlling Interest	-	-	-	-	-	-
9	Profit / (Loss) after Tax and Non Controlling Interest	(19.40)	(252.49)	(207.06)	(260.30)	464.23	467.09
10	Other Comprehensive Income / (loss) (net of tax)						
	Items that will not be reclassified to profit or loss	0.67	0.67	(4.82)	2.01	(14.46)	2.68
	a) Attributable to owners of the parent	0.67	0.67	(4.82)	2.01	(14.46)	2.68
	b) Attributable to Non Controlling Interest	-	-	-	-	-	-
11	Total comprehensive income / (loss) after tax (7+10)	(18.73)	(251.82)	(211.88)	(258.29)	449.77	469.76
	a) Attributable to owners of the parent (9+10a)	(18.73)	(251.82)	(211.88)	(258.29)	449.77	469.76
	b) Attributable to Non Controlling Interest (8+10b)	-	-	-	-	-	-
12	Paid up equity share capital (face value Rs.2 Per Share)	1,471.01	1,471.01	1,459.91	1,471.01	1,459.91	1,459.91
13	Other Equity	-	-	-	-	-	18,109.49
14	Earnings / (loss) Per Share (EPS) (Face Value of Rs.2/- each) (not annualized for quarters) :						
	a) Basic (in Rs.)	(0.03)	(0.34)	(0.28)	(0.36)	0.64	0.64
	b) Diluted (in Rs.)	(0.03)	(0.34)	(0.28)	(0.36)	0.64	0.64

SIGNED FOR IDENTIFICATION
BY

G. M. KAPADIA & CO.
CHENNAI

Place: Chennai
Date: 12th Feb. 2026

for and on behalf of the Board of Directors



R.V. SHEKAR
Managing Director
DIN: 00259129



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Notes to Consolidated Results :

- 1 The above results were reviewed by the Audit Committee and approved by the Board of Directors at their respective meetings held on February 12, 2026. The statutory auditor's have carried out the limited review of the results.
- 2 As the Group's business activity falls within a single business in terms of Ind AS 108 on "Operating Segment", the financial statement is reflective of Information by Ind AS 108.
- 3 The Board of Directors of the Holding Company at its meeting held on 1st March, 2024 had approved a Scheme of Merger of Lancor Maintenance and Services Limited, the wholly owned subsidiary, with the Company pursuant to the sections 230 to 232 and other applicable provisions of Companies Act, 2013 . The Holding Company filed an application for Scheme of Amalgamation on 2nd February, 2025 with National Company Law Tribunal (NCLT). The appointed date of the Scheme is 1st April, 2024 and it will come into force on the Effective Date, i.e. the date of filing of NCLT's order with the Registrar of Companies, Chennai.
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- 5 Pursuant to approval by the shareholders in the Extraordinary General Meeting held on April 26, 2025, the holding Company has issued 33,33,330 warrants of Rs. 30.00 per warrant on 26.04.2025 amounting to Rs. 999.99 Lakhs to be convertible into fully paid up equity shares of the Holding Company in the ratio of 1:1 within 18 months from the date of allotment. The Warrant holders have paid 25% of the warrant issue price fixed per warrant. The balance of 75% of the warrant issue price shall be payable by the warrant holder at the time of exercising the rights attached to the warrants..
- 6 On November 21, 2025, the Government of India has notified the Code on Wages, 2019, the Code on Social Security, 2020, the Industrial Relations Code, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020 (collectively known as "Labour Codes") consolidating 29 existing labour laws. The Company has assessed the impact of these changes in the Labour codes (pending State and Central rules) and has accounted for the incremental impact amounting to Rs. 27.47 Lakhs and the same has been disclosed as "Exceptional items" in the consolidated financial results for the quarter and nine month ended December 31, 2025.

Signed for Identification By



G.M. Kapadia & Co.
Chartered Accountants

for and on behalf of the Board of Directors



R V SHEKAR
Managing Director
DIN: 00259129

Place: Chennai
Date: 12th Feb. 2026

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