



4<sup>th</sup> February, 2025

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

**Sub:** Earning Presentation

Please find enclosed herewith the Earning Presentation for the quarter / nine months ended 31<sup>st</sup> December, 2024.

Thanking You,

Yours faithfully,  
For LINC LIMITED

DIPANKAR DE  
DE  
DIPANKAR DE  
*Company Secretary*

Digitally signed by  
DIPANKAR DE  
Date: 2025.02.04  
12:02:16 +05'30'

INTRODUCING

# INDIA'S FIRST GUILT-FREE PENS

Every plastic pen carries the guilt of being a polluter. So we decided to fight back. Pentonic is now making pens that consist of 75% recycled plastic. Talk about having a clean sheet.



# Q3 FY25 EARNINGS PRESENTATION

Linc Limited  
(formerly Linc Pen and Plastics Limited)

NSE : LINC

BSE : LINC

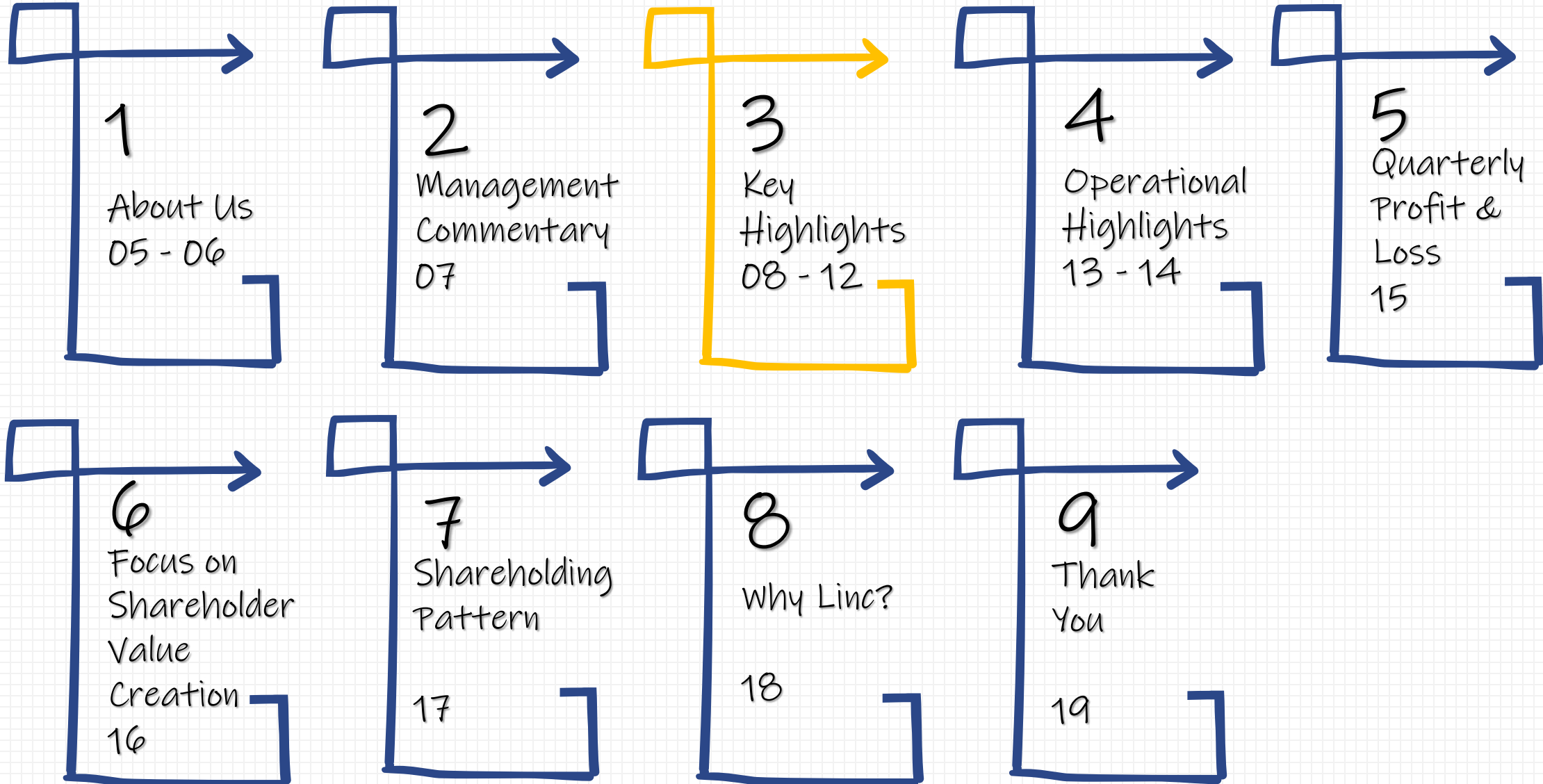
Bloomberg : LINC:IN



# 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



# About Us

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



- Among Top 3 brands in India for Writing Instruments.
- Presence in the affordable segment for over 4 decades.



- Global brand from Mitsubishi Pencil Co. Ltd, Japan.
- Presence across all categories of Writing Instruments – Roller Pen, Gel Pen and Ball Pen.



pentonic  
driven by design

- New Writing Instrument brand launched in FY19 by Linc in MRP ₹10 and above segment.
- Known for its super smooth writing and sleek design.



- Asia's largest stationery giant.
- Presence across all stationery categories with over 2000 Products.



# About Us

Market Share\* of 6.6%

Writing Instrument Segment

1,367 Lacs

No. of Pens sold in Q3 FY25

>40 Countries

International Presence

22.2%

Export revenue % in Q3 FY25

32.1%

Q3 FY25 Pentonic Revenue Share

2,60,258

Touch Points in Dec' 24

## Q3 FY25 Financial Metrics

Revenue From Operations: ₹ 12,216 Lacs

Profit After Tax#: ₹ 872 Lacs

Gross Margin: 32.9%      PAT Margin: 7.1%

ROCE<sup>1</sup>: 19.7%      ROE<sup>1</sup>: 16.0%

\*Source: An assessment of writing and creative instruments industry and steel bottle industry in India – Crisil Jun'23

#PAT attributable to the owners of the Parent

1. ROCE & ROE are annualized



# Management Commentary

" In Q3 FY25, our operating income stood at ₹12,216 lacs, reflecting a 1.4% YoY decline compared to ₹12,396 lacs in Q3 FY24. While domestic sales were impacted by a slowdown in general trade, we delivered strong operational performance across key channels, with Exports, Modern Trade, and E-commerce registering healthy growth. These segments played a crucial role in mitigating revenue softness from other areas. The Linc segment saw a 3.4% YoY decline, primarily due to some legacy products reaching maturity, but we are actively expanding our portfolio with new product introductions to drive future growth.

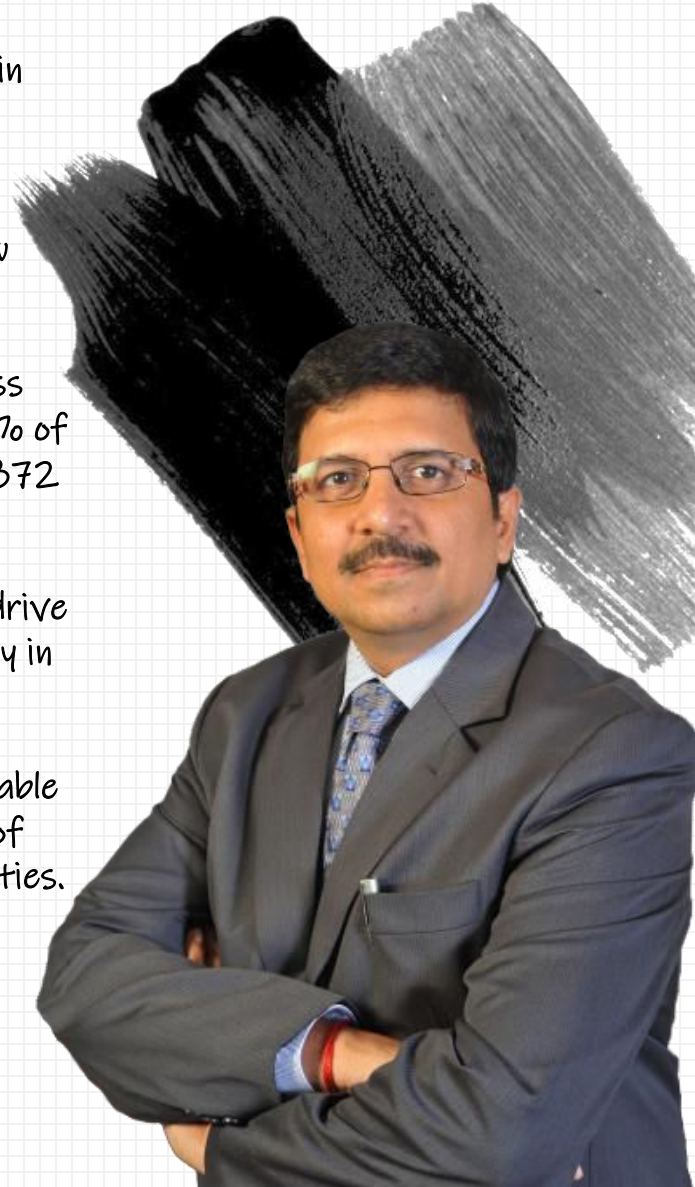
Despite the revenue dip, profitability remained robust. Gross Profit improved by 2.9% YoY to ₹4,017 lacs, with gross margin expanding to 32.9% from 31.5% last year, primarily driven by strong export growth, which contributed 22% of total revenue. Our Operating EBITDA stood at ₹1,461 lacs, with a healthy margin of 12%, and PAT came in at ₹872 lacs, reflecting a strong 7.1% margin, showcasing our ability to sustain profitability despite near-term headwinds.

Looking ahead, our commitment to innovation, strategic market expansion, and operational efficiency will continue to drive growth. The Indian stationery market is valued at ₹38,500 crores, and we see significant opportunities, particularly in the ₹9,000 crore writing instruments segment, where we are focusing on premiumization and brand-led growth.

To strengthen our position, we are actively broadening our portfolio beyond pens, aiming to expand our Total Addressable Market (TAM) to ₹14,000–15,000 crores in the near term. Over the long run, we aspire to capture a larger share of the full ₹38,500 crore stationery market, leveraging our brand equity, distribution strength, and innovation capabilities.

With a clear growth strategy and a focus on execution, we remain optimistic about the future and committed to delivering long-term value for our stakeholders."

Deepak Jalan  
Managing Director, Linc Limited





# Key Highlights

## Operating Income

50,785

38,955

## Gross Profit

15,909

12,441

## Operating EBITDA

5,642

4,515

## Profit after Tax<sup>#</sup>

3,421

2,594

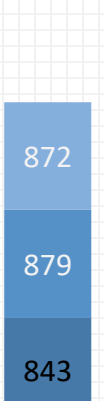
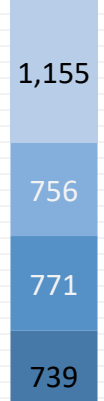
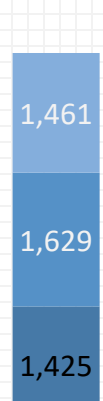
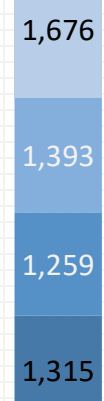
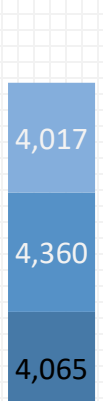
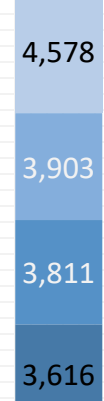
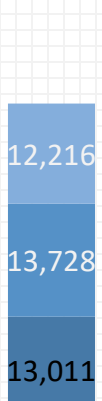
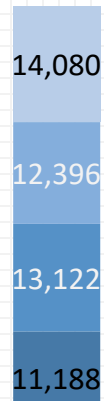
All numbers in ₹ Lacs.

Q4

Q3

Q2

Q1



## Other Highlights for Q3 FY25

- Net Debt as on 31<sup>st</sup> Dec 2024 was ₹(2,149) lacs
- NCOA as on 30<sup>th</sup> Sep 2024 was ₹ 4,200 lacs

- Net Debt / Equity was (0.10)
- Net Debt / Operating EBITDA was (0.36)

#PAT to the owners of the Parent

Q3 FY 25, Q2 FY 25, Q1 FY 25, Q4 FY 24, Q3 FY 24 & FY 24 are consolidated; comparative figures are standalone

# Key Highlights (Cont.)

₹ Lacs

	Operating Income	Gross Profit	Operating EBITDA	Profit Before Tax	Profit After Tax	Cash Profit <sup>1</sup>
<b>Q3 FY25</b>	<b>12,216</b>	<b>4,017</b>	<b>1,461</b>	<b>1,143</b>	<b>872</b>	<b>1,253</b>
Growth YOY	(1.4%)	2.9%	4.9%	11.7%	15.3%	10.8%
Growth QOQ	(11.0%)	(7.9%)	(10.3%)	(3.1%)	(0.8%)	(0.3%)
Margin <sup>2</sup> (%)		32.9%	12.0%	9.3%	7.1%	
EPS/CEPS					1.47	2.11

**Note:**

1. Cash Profit = PAT add Depreciation

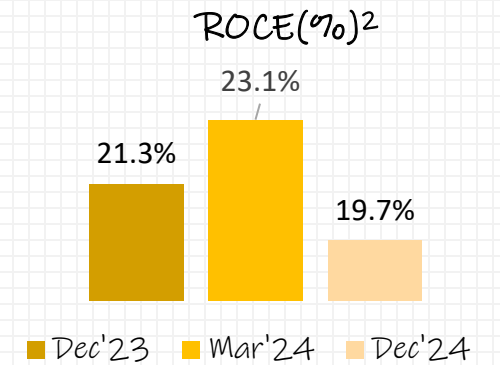
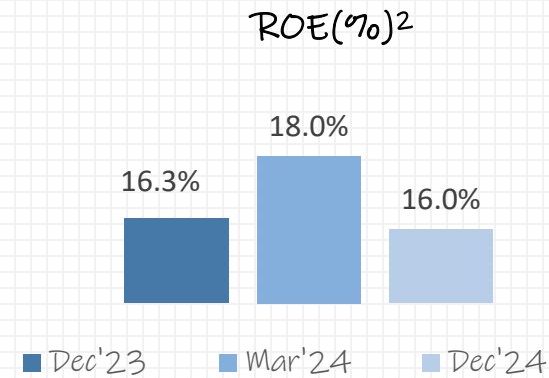
2. Gross Profit &amp; Op EBITDA Margins calculated on Operating Income

3. PAT is PAT attributable to the owners of the Parent

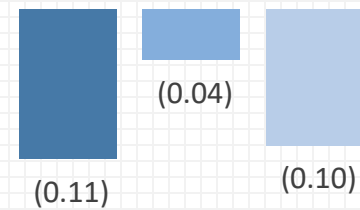
# Key Highlights (Cont.)

₹ Laos

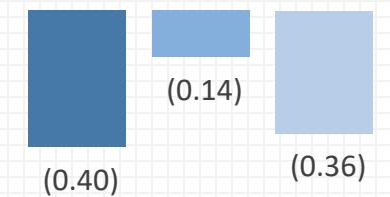
Particulars	31-Dec-23	31-Mar-24	31-Dec-24
Net Worth	19,404	20,585	22,335
Gross Debt	504	692	647
Cash & Cash Equivalent <sup>1</sup>	2,636	1,456	2,796
Net Debt	(2,132)	(765)	(2,149)
Net Fixed Assets	11,239	12,359	12,484
Net Current Assets <sup>1</sup>	6,642	8,102	8,375
Total Assets	28,746	30,962	32,091
Fixed Asset Turnover <sup>2</sup>	4.83	4.75	4.18
Total Asset Turnover <sup>2</sup>	1.86	1.86	1.65
Cash Conversion Cycle <sup>2</sup>	78	81	85



Net Debt/Equity<sup>2</sup>



Net Debt/Operating EBITDA<sup>2</sup>



Note:

1. Net current assets excludes cash & cash equivalents
2. Figures are YTD annualized

# Key Highlights (Cont.)

₹ Lacs

Revenue	Writing Instruments			Other Products		
	Own Brands		Licensed Brands	Own Brands		Licensed Brands
	Pentonic	Linc & Others	Uni-Ball	Pentonic	Linc & Others	Deli
<i>Q3 FY25</i>	3,786	4,903	2,147	149	697	565
<i>Sales Contribution (%)</i>	30.9%	40.0%	17.5%	1.3%	5.7%	4.6%
<i>Q3 FY24</i>	3,838	5,076	1,875	226	646	708
<i>Sales Contribution (%)</i>	31.0%	41.0%	15.2%	1.8%	5.2%	5.8%
<i>Q2 FY25</i>	4,433	4,811	2,396	365	812	750
<i>Sales Contribution (%)</i>	32.7%	35.5%	17.7%	2.6%	6.0%	5.5%
<i>Growth YoY</i>	(1.4%)	(3.4%)	14.5%	(33.7%)	7.9%	(20.2%)
<i>Growth QoQ</i>	(14.6%)	1.9%	(10.4%)	(59.0%)	(14.1%)	(24.7%)

# Key Highlights (Cont..)

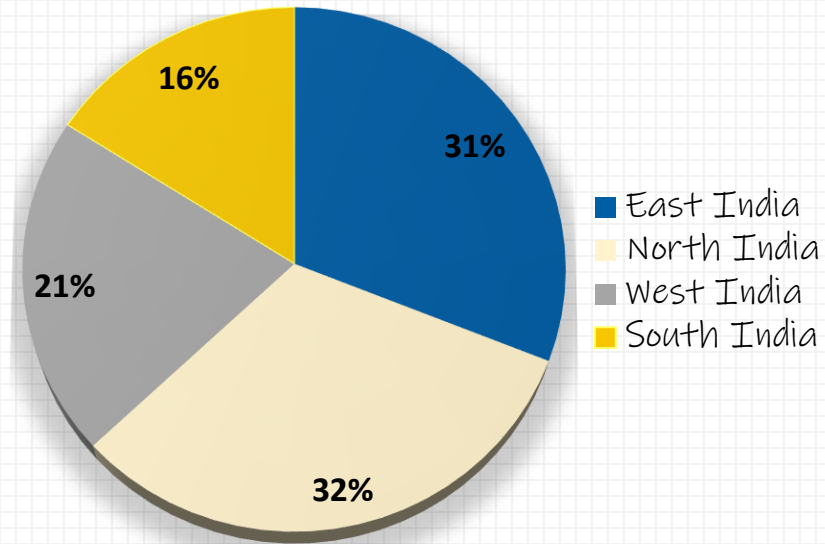
₹ Lacs

Revenue	Trade Channel				
	General Trade	Corporate	Modern Trade	E-Commerce	Exports
Q3 FY25	7,266	1,133	577	558	2,714
Sales Contribution (%)	59.3%	9.3%	4.6%	4.6%	22.2%
Q3 FY24	7,914	1,171	470	266	2,548
Sales Contribution (%)	64.0%	9.5%	3.8%	2.2%	20.5%
Q2 FY25	9,649	656	398	537	2,328
Sales Contribution (%)	71.1%	4.8%	2.9%	4.0%	17.2%
Growth YoY	(8.2%)	(3.2%)	22.8%	109.9%	6.5%
Growth QoQ	(24.7%)	72.7%	45.1%	3.9%	16.6%

# Operational Highlights

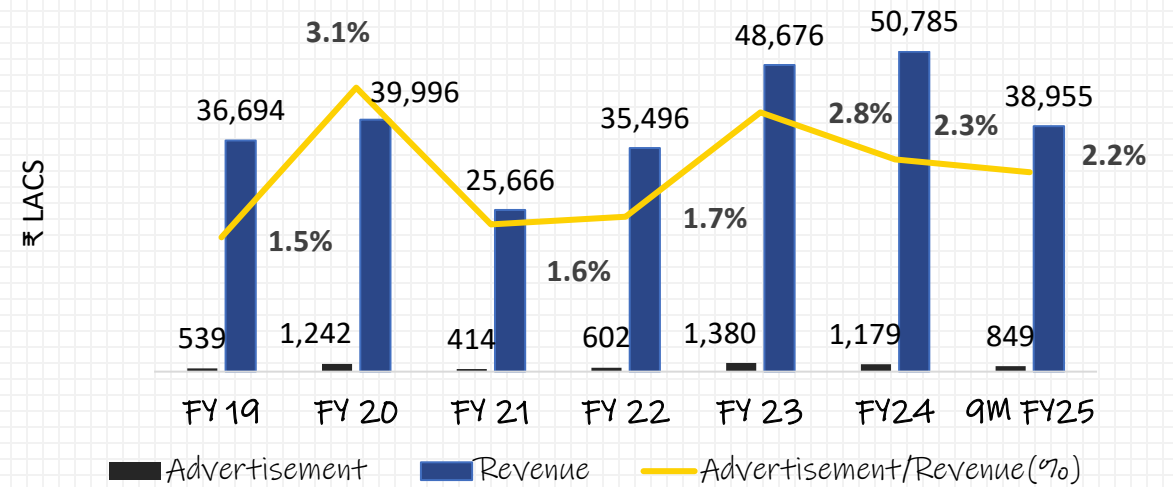
Revenue Share 9M FY25

Wider Penetration across India



- Increasing footprint in West and South India and steadily moving towards a more homogenous presence across India
- West and South India; has crossed 37% in 9M FY25

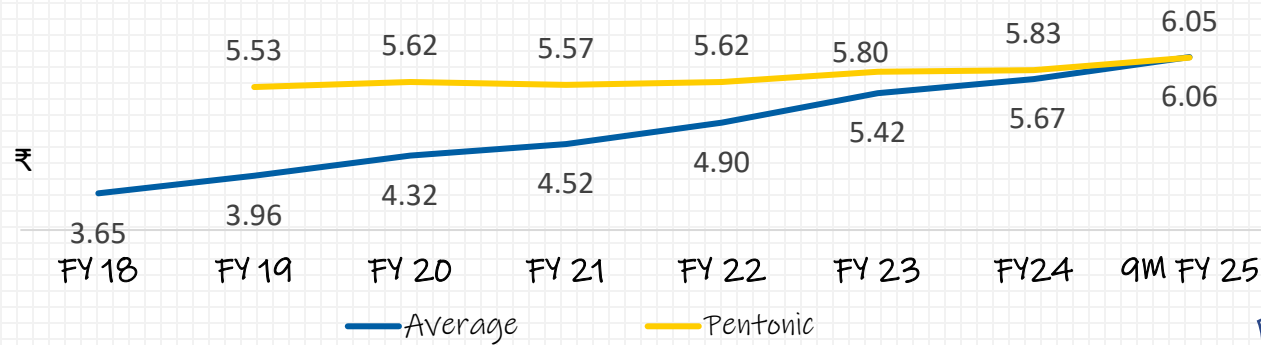
Focus on brand building



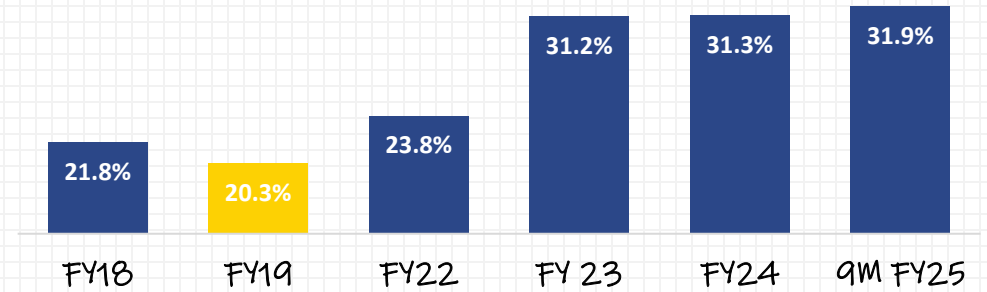
- Spent over ₹ 4,800 lacs on brands over last 5 years
- Step up brand spend going forward ~ 3% of revenue

# Operational Highlights (Cont..)

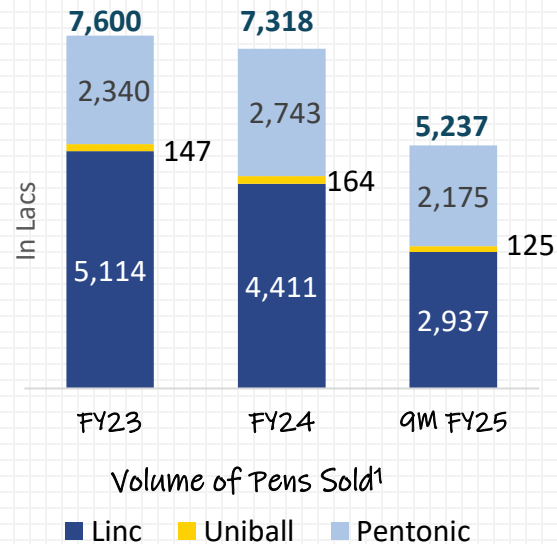
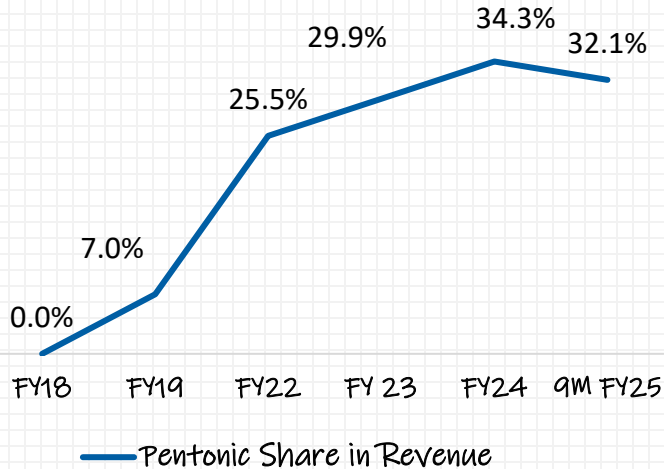
Growth in average realization of Pens (₹)<sup>1</sup>



Evolving Company GP Margins



Focus on higher margin products



- Pentonic positioned at ₹ 10 + segment
- Pentonic GPM ~ 40%
- Significant increase in revenue share of 'Pentonic' over the last 5 years
- Consistent increase in average selling price
- Average realization increase possible due to focus on higher priced products

Note: 1.Does not include impact of subsidiary

# Quarterly Profit & Loss

₹ Lacs

Particulars	Q3 FY 25	Q3 FY 24	YoY Change	Q2 FY 25	QoQ Change	Q1 FY25	Q1 FY24	YoY Change	FY 24
Operating Income	<b>12,216</b>	<b>12,396</b>	<b>(1.4%)</b>	<b>13,728</b>	<b>(11.0%)</b>	<b>38,955</b>	<b>36,705</b>	<b>6.1%</b>	<b>50,785</b>
Gross Profit	4,017	3,903	2.9%	4,360	(7.9%)	12,441	11,330	9.8%	15,909
Gross Profit (%)	<b>32.9%</b>	<b>31.5%</b>	<b>139 bps</b>	<b>31.8%</b>	<b>112 bps</b>	<b>31.9%</b>	<b>30.9%</b>	<b>107 bps</b>	<b>31.3%</b>
Operating EBITDA	1,461	1,393	4.9%	1,629	(10.3%)	4,515	3,966	13.8%	5,642
Operating EBITDA Margin (%)	<b>12.0%</b>	<b>11.2%</b>	<b>72 bps</b>	<b>11.9%</b>	<b>9 bps</b>	<b>11.6%</b>	<b>10.8%</b>	<b>79 bps</b>	<b>11.1%</b>
Other Income	138	71	94.2%	-	NA	272	399	(31.7%)	726
Finance Cost	76	66	14.2%	72	5.1%	216	184	17.5%	257
Depreciation	380	374	1.7%	378	0.6%	1,136	1,127	0.8%	1,498
PBT	1,143	1,024	11.7%	1,180	(3.1%)	3,435	3,054	12.5%	4,612
PAT <sup>1</sup>	<b>872</b>	<b>756</b>	<b>15.3%</b>	<b>879</b>	<b>(0.8%)</b>	<b>2,594</b>	<b>2,265</b>	<b>14.5%</b>	<b>3,421</b>
PAT Margin <sup>1</sup> (%)	7.1%	6.1%	99 bps	6.4%	66 bps	6.6%	6.1%	51 bps	6.6%
EPS (₹)	<b>1.47</b>	<b>1.27</b>	<b>15.3%</b>	<b>1.48</b>	<b>(0.8%)</b>	<b>4.36</b>	<b>3.81</b>	<b>14.5%</b>	<b>5.75</b>

Note: 1. PAT attributable to the owners of the parent



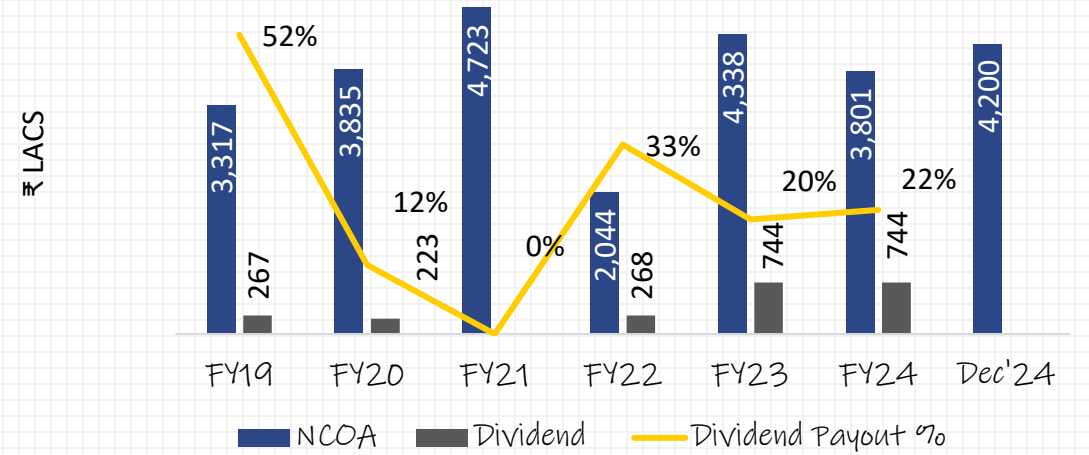
# Focus on Shareholder Value Creation

- Strong NCOA<sup>1</sup> at ₹ 4,200 laos in 9M FY25
- Consistent Dividend Pay-out track record (Other than Covid years due to cash conservation)

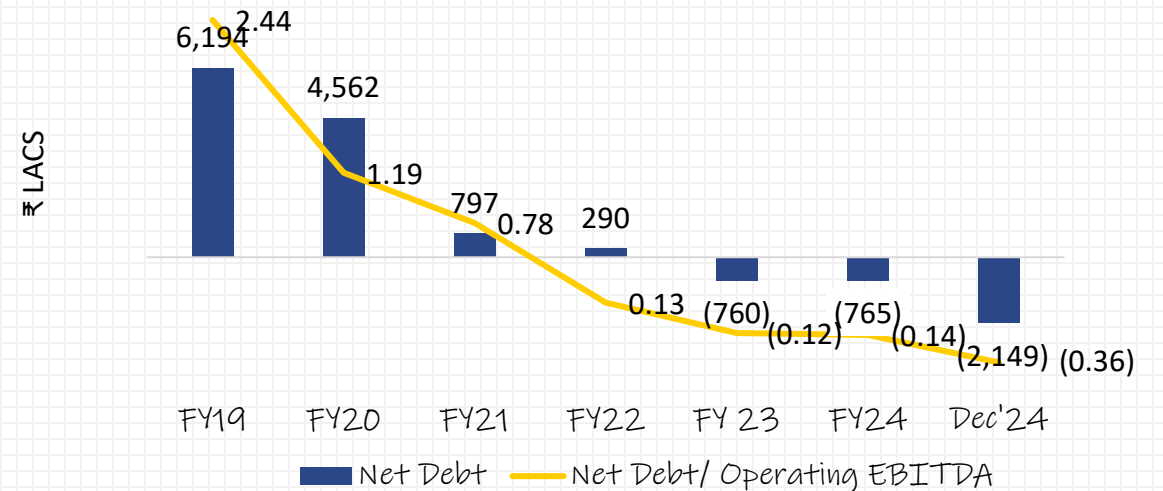
- Steady and significant decrease in Net Debt
- Capex commitment funded largely through internal cash generation
- Net Debt / Operating EBITDA reduced significantly from peak of 2.54 in FY 2018 to (0.36) in Dec'24

Note  
<sup>1</sup> NCOA is Net Cash generated from Operating Activities

Net Cash from Operating Activities Vs Dividend Payout

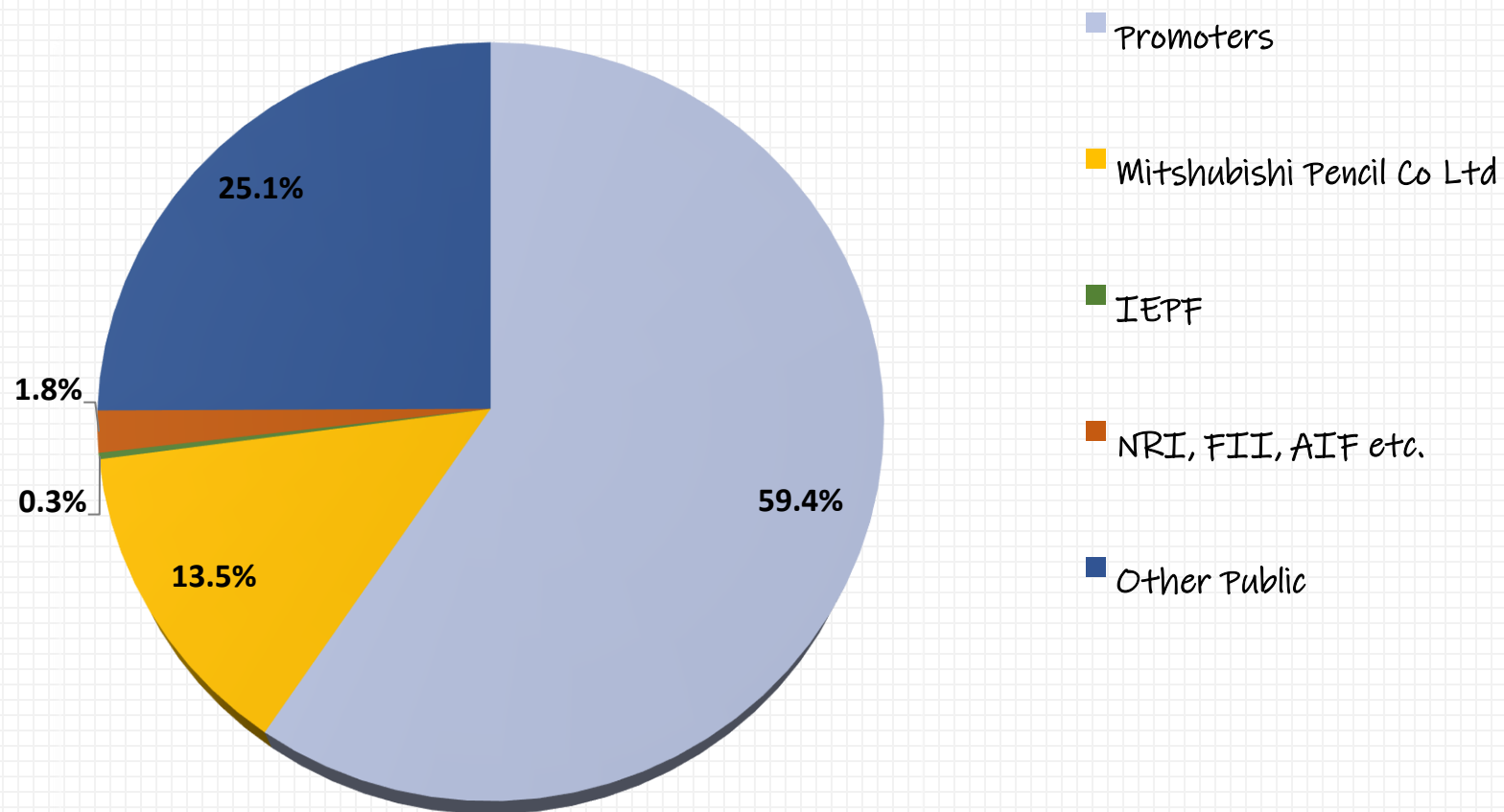


Net Debt and Net Debt/Operating EBITDA<sup>2</sup>

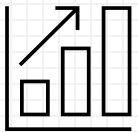


# Shareholding Pattern

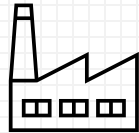
As on 31<sup>st</sup> Dec'24



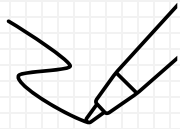
# Why Linc?



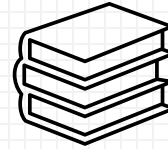
Focus on Premiumization, consistently augmenting the contribution of high-margin products to its overall revenue



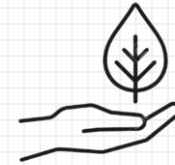
Geographic Expansion; Focusing on increasing its exports revenue and developing newer markets



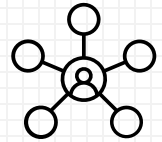
Inroads into Adjacent Categories; widening product portfolio by entering high-value & high-margin stationery segment



Strong Balance Sheet with negative net debt; strong top & bottom line growth



Consistently endeavors to practice good Corporate Governance founded on transparency, accountability, independent monitoring & environmental consciousness



Focus on making a more homogenous presence across India

# Thank You

For further details please contact



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