



11th February, 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
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Dear Sir / Madam,

Sub: Press Release

Please find enclosed herewith the Press Release relating to the Financial Results for the quarter / nine months ended 31st December, 2025.

This is for your information and records.

Thanking You

Yours faithfully
For LINC LIMITED

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DIPANKAR DE
Company Secretary

Kolkata, West Bengal, 11th February, 2026: Linc Limited (Formerly Linc Pen & Plastics Limited), one of the most trusted names in the writing instruments & stationery business, announced its Q3 FY26 results today. The Board of Directors of Linc Limited at its meeting held on 11th February 2026 took on record the unaudited Financial Results for the third quarter of the Financial Year 2025-26. Linc has a robust domestic and international presence spreading to more than 40 countries and the brand is respected for producing world-class and innovative products.

Financial Summary	₹ Lacs								
	Q3 FY26	Q3 FY25	YoY%	Q2 FY26	QoQ%	9M FY26	9M FY25	YoY%	FY25
Total Income	13,151	12,355	6.4%	14,137	(7.0%)	41,107	39,227	4.8%	54,819
EBITDA	1,512	1,599	(5.5%)	1,797	(15.9%)	4,744	4,788	(0.9%)	6,910
EBITDA Margin	11.5%	12.9%	(145 bps)	12.7%	(121 bps)	11.5%	12.2%	(66 bps)	12.6%
PAT*	677	872	(22.3%)	846	(19.9%)	2,228	2,594	(14.1%)	3,804
PAT Margin	5.2%	7.1%	(191 bps)	6.0%	(83 bps)	5.4%	6.6%	(119 bps)	6.9%
EPS (In ₹)	1.15	1.47	(21.8%)	1.42	(19.0%)	3.75	4.36	(14.0%)	6.40

• PAT is PAT attributable to the owners of the parent

Commenting on the results, Mr. Deepak Jalan, Managing Director, Linc Limited said:

“The third quarter of FY26 reflected a mixed operating environment, marked by modest topline growth and continued margin pressures. Total income stood at ₹13,151 lacs, registering a year-on-year growth of 6.4%.

EBITDA for Q3 FY26 stood at ₹1,512 lacs, with an EBITDA margin of 11.5%. The quarter’s operating performance was impacted by a one-time increase in employee benefit expenses arising from recent changes in labour regulations. Excluding this non-recurring impact, the EBITDA margin would have been 12.2%.

Profit after tax for Q3 FY26 stood at ₹677 lacs, with a margin of 5.2%. The contraction of around 191 bps was on account of lower EBITDA margin and losses from joint ventures amounting to ₹83 lacs. These joint ventures remain in the investment phase, with losses moderating during the quarter as initial scale-up and market development costs begin to stabilise. We continue to view these investments as strategic, with long-term value creation potential once operations stabilise and volumes scale up.

On the strategic front, our international initiatives and joint ventures are progressing steadily:

- **JV with Mitsubishi Pencil Co. (Japan):** The joint venture remains operationally stable. The recently launched product has received an encouraging response from the market.
- **JV with our Turkish partner:** Operations have commenced and remain stable, with a gradual transition towards automation. The order book appears promising.
- **Subsidiary with Morris (Korea):** This venture is linked to our upcoming Bengal manufacturing facility, which is slightly behind schedule and is expected to become operational by Q1 of FY27.
- **Kenya subsidiary:** Sales momentum has begun to pick up, and we expect this positive trend to strengthen further in the coming quarters.



- **Linc On subsidiary:** Business operations have commenced, and the venture is expected to gain meaningful traction from FY27 onward.

Our focus over the past few quarters has been on strengthening the product portfolio and building long-term growth drivers. Several new products launched recently are witnessing encouraging early traction, and we expect their contribution to scale up progressively. Our innovation pipeline remains active, and we continue to invest in brand relevance, distribution reach, and category expansion.

While growth has been measured and the ramp-up across certain initiatives has taken longer than anticipated, we believe the foundation being laid is both deliberate and necessary. The benefits of improved product mix, operational efficiencies, and strategic partnerships are expected to become more visible as we move forward.

We thank our shareholders, partners, and employees for their continued support and trust as we navigate this phase and work towards stronger performance in the quarters ahead.”

Key Highlights in Q3 FY 26

- **Total Income:**
 - ₹13,151 Lacs in Q3 FY26, registering a YOY increase of 6.4% over Q3 FY25
- **EBITDA:**
 - ₹ 1,512 lacs in Q3 FY26 down by 5.5% against Q3 FY25 & EBITDA Margin stood at 11.5%
- **PAT:**
 - ₹ 677 lacs in Q3 FY26 down by 22.3% against Q3 FY25. PAT Margin was at 5.2%
 - EPS stood at ₹ 1.15 in Q3 FY26 as against ₹ 1.47 in Q3 FY25
- **Net Debt:**
 - Net Debt stood at (1,014) lacs in Dec’25 as against ₹ (1,869) lacs in Mar’25
 - Net Debt / EBITDA stood at (0.16) in Dec’25

About Linc Limited

Linc Limited is one of India’s most trusted Writing Instrument brands with a national and international presence in over 40 countries. Linc is considered among the top pen companies in India with a constant endeavour to bring out new innovative pens with innovative technologies and packaging. Established in 1976 by Mr. Suraj Mal Jalan, Linc is currently headed by Mr. Deepak Jalan, Managing Director. We have our manufacturing units in Serakole and Umbergaon, with a daily capacity of more than two million units with ISO 9001:2008 certification, guaranteeing top quality products. Linc has an exclusive license to distribute and market Uniball products. It is listed on NSE, BSE, and CSE. Linc is a dynamic company addressing the growing needs of the second-most populous country; it is a global organization striving to achieve greater heights through sustainable growth over the years.

For further information, please contact:

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