



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
---	---	---

Dear Sir / Madam,

Sub: Outcome of the Board Meeting held on 11th February, 2026

This is to inform that Board of Directors of the Company at its meeting held today i.e. Wednesday, 11th February, 2026, inter-alia approved the following:

Pursuant to Regulation 33 of SEBI (LODR) Regulations, 2015, the Un-audited Financial Results (Standalone and Consolidated) for the quarter and nine months ended 31st December, 2025.

A copy of Limited Review Report given by our Auditors, M/s. Singhi & Co., Chartered Accountants, on the Financial Results (Standalone and Consolidated) of the Company is also enclosed.

The meeting commenced at 4:30 P.M. and concluded at 6.30 P.M.

This is for your information and records.

Thanking You

Yours faithfully
For LINC LIMITED

DIPANKAR DE Digitally signed by DIPANKAR DE
Date: 2026.02.11 19:26:46 +05'30'

DIPANKAR DE
Company Secretary

Limited Review Report on the Quarterly and Year-to-date Unaudited Standalone Financial Results of Linc Limited pursuant to Regulation 33 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended)

Review Report to,
The Board of Directors,
Linc Limited

1. We have reviewed the accompanying statement of unaudited standalone financial results of M/s. Linc Limited ('the Company') for the quarter and nine months ended December 31, 2025 together with notes thereon (hereinafter referred to as 'the Statement'), attached herewith, being submitted by the Company pursuant to the requirement of Regulation 33 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended ('the Listing Regulation').
2. This Statement, which is the responsibility of the Company's Management and approved by the Board of Directors in their meeting held on February 11, 2026, 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 as amended, read with relevant rules issued thereunder and other accounting principles generally accepted in India. Our responsibility is to express conclusion on the Statement based on our review.
3. We conducted our review of the Statement in accordance with the Standard on Review Engagement (SRE) 2410 "Review of Interim Financial Information Performed by the Independent Auditor of the Entity," issued by the Institute of the Chartered Accountant of India. 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 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. We have not performed an audit and accordingly, we do not express an audit opinion.
4. Based on our review conducted as stated above, nothing has come to our attention that causes us to believe that the accompanying Statement, prepared in accordance with the recognition and measurement principle laid down in the applicable Indian Accounting Standards ('Ind AS') as prescribed under Section 133 of the Companies Act, 2013, as amended read with relevant rules issued there under and other recognized accounting practices and policies, has not disclosed the information required to be disclosed in terms of the Listing Regulation, including the manner in which it is to be disclosed, or that it contains any material misstatement.

For Singhi & Co.
Chartered Accountants
Firm Registration No.302049E

Ankit Dhelia

(Ankit Dhelia)
Partner
Membership No. 069178
UDIN: 26069178ROGSLX6827

Place: Kolkata
Dated: February 11, 2026



Linc Limited

Regd. Off: Aurora Water Front, 18th Floor, GN-34/1, Saltlake, Sector-V, Kolkata - 700 091, Phone: 033 6826 2100

Corporate Identity Number: L36991WB1994PLC065583, E-mail: investors@linclimited.com, Website: www.linclimited.com

Statement of Standalone Unaudited Financial Results for the Quarter and Nine Months Ended December, 2025

(Rs. in Lakhs)

Sl No.	Particulars	Quarter ended			Nine Months Ended		Year Ended
		31.12.25	30.09.25	31.12.24	31.12.25	31.12.24	31.03.25
		(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Audited)
1	a. Revenue from Operations	12,548.21	13,563.05	11,799.55	39,541.66	38,039.22	53,147.72
	b. Other Income	231.69	236.86	151.08	595.22	291.72	498.12
	Total Income	12,779.90	13,799.91	11,950.63	40,136.88	38,330.94	53,645.84
2	Expenses						
	a. Cost of Material Consumed	2,524.25	2,455.78	2,611.98	7,997.92	9,953.27	12,924.71
	b. Purchase of Stock-in-Trade	5,121.08	5,889.72	4,022.37	16,692.57	13,677.88	19,187.69
	c. Changes in inventories of Finished goods, stock-in-trade and work in progress	62.29	(56.93)	495.22	(405.83)	(693.70)	159.40
	d. Employee Benefits Expense	2,149.51	2,074.10	1,751.59	6,256.98	5,700.16	7,624.58
	e. Finance Cost	51.33	45.34	41.62	147.10	124.98	173.93
	f. Depreciation and amortisation expense	371.55	370.16	373.35	1,106.36	1,115.23	1,466.50
	g. Other Expenses	1,481.26	1,672.40	1,471.54	4,989.17	4,963.80	6,920.78
	Total Expenses	11,761.27	12,450.57	10,767.67	36,784.27	34,841.62	48,457.59
3	Profit / (Loss) before Exceptional Items and Tax (1-2)	1,018.63	1,349.34	1,182.96	3,352.61	3,489.32	5,188.25
4	Exceptional Items	-	-	-	-	-	-
5	Profit / (Loss) before Tax (3-4)	1,018.63	1,349.34	1,182.96	3,352.61	3,489.32	5,188.25
6	Tax Expenses						
	a. Current Tax	292.00	367.00	311.50	929.00	920.00	1,337.00
	b. Income Tax for earlier years	-	-	-	-	-	(1.41)
	c. Deferred Tax	(19.25)	(34.05)	(13.44)	(71.41)	(30.33)	(13.47)
	Total Tax Expenses	272.75	332.95	298.06	857.59	889.67	1,322.12
7	Profit / (Loss) for the period (5-6)	745.88	1,016.39	884.90	2,495.02	2,599.65	3,866.13
8	Other Comprehensive Income (Net of tax)						
	a. Items that will not be reclassified subsequently to profit or loss (net of tax)	31.77	(7.19)	(27.66)	17.41	(83.01)	(28.73)
	b. Items that will be reclassified subsequently to profit or loss (net of tax)	-	-	-	-	-	-
9	Total Comprehensive Income for the period (7+8)	777.65	1,009.20	857.24	2,512.43	2,516.64	3,837.40
	[Comprising Profit / (Loss) for the period (after tax) and Other Comprehensive Income (after tax)]						
10	Paid up Equity Share Capital (Face Value - Rs.5/- each)	2,974.46	2,974.46	2,974.46	2,974.46	2,974.46	2,974.46
11	Other Equity						20,398.05
12	Earnings per Equity Share-not annualised (Amount in Rs.)						
	(a) Basic :	1.25	1.71	1.49	4.19	4.37	6.50
	(b) Diluted :	1.25	1.71	1.49	4.19	4.37	6.50

Notes:

- The aforementioned results were reviewed by the Audit Committee and approved by the Board of Directors at their respective meetings held on 11th February, 2026. Limited Review of these results as required under Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 has been completed by the Statutory Auditors.
- These standalone financial results have been prepared in accordance with Indian Accounting Standards (Ind AS), prescribed under section 133 of the Companies Act, 2013 read with Rule 3 of the Companies (Indian Accounting Standards) Rule, 2015 and relevant amendments thereafter.
- On November 21, 2025, the Government of India notified the four Labour Codes - the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020, and the Occupational Safety, Health and Working Conditions Code, 2020 - consolidating 29 existing labour laws. The Ministry of Labour & Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to changes in regulations. The Company has assessed and disclosed the incremental impact of these changes on the basis of the best information available, consistent with the guidance provided by the Institute of Chartered Accountants of India. The incremental impact, based on actuarial valuation of gratuity and long-term compensated absences aggregating to Rs.87.78 lakhs primarily arising due to change in wage definition has been accounted under "Employee benefit expenses" in the standalone financial results for the period ended December 31, 2025. The Company continues to monitor the finalisation of Central / State Rules and clarifications from the Government on other aspects of the Labour Code including the contract workforce and would provide appropriate accounting effect on the basis of such developments as needed.
- The company had received a demand order dated January 31, 2025 towards short payment of Goods & Services Tax ("GST") amounting to Rs.353.39 lakhs and Penalty amounting to Rs.353.39 lakhs plus applicable interest with respect to HSN classification of pen refills and other components. The company has contested this demand, filing an appeal against the order on March 23, 2025. Based on advice from taxation expert, the Company believes that it has strong case on merits and hence no provision has been made there against.
- The Company's business activity falls within a single reportable operating segment i.e. "Writing Instruments and Stationery", hence has only one reportable operating segment as per IND AS 108-Operating Segments.

For and on behalf of the Board



Deepak Jalan
Managing Director

Place : Kolkata
Date : 11th February, 2026

Limited Review Report on the Quarterly and Year-to-date Unaudited Consolidated Financial Results of Linc Limited pursuant to Regulation 33 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended)

Review Report to,
The Board of Directors,
Linc Limited

1. We have reviewed the accompanying statement of unaudited consolidated financial results of M/s. Linc Limited ('the Parent') and its subsidiaries (the Parent and its subsidiaries together referred to as "the Group") which includes the Group's share of profit / (loss) in its joint ventures for the quarter and nine months ended December 31, 2025 together with notes thereon (hereinafter referred to as 'the Statement'), attached herewith, being submitted by the Company pursuant to the requirement of Regulation 33 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended ('the Listing Regulation').
2. This Statement, which is the responsibility of the Company's Management and approved by the Board of Directors in their meeting held on February 11, 2026, 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 as amended, read with relevant rules issued thereunder and other accounting principles generally accepted in India. Our responsibility is to express conclusion on the Statement based on our review.
3. We conducted our review of the Statement in accordance with the Standard on Review Engagement (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 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 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. We have not performed an audit and 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 Obligations and Disclosure Requirements) Regulations, 2015, as amended, to the extent applicable.

4. The Statement includes the financial results of the following entities:

Name of the Entity	Relationship
Linc Limited	Parent
Gelx Industries Limited (Kenya)	Subsidiary
Linc On Ecommerce Private Limited	Subsidiary (w.e.f July 8, 2025)
Morris Linc Private Limited	Subsidiary (w.e.f November 4, 2025)
Silka Linc Kirtasiye Ürünleri Sanayi Anonim Şirketi	Joint Venture (till November 3, 2025)
Uni Linc India Private Limited	Joint Venture

5. Based on our review conducted and procedures performed as stated in paragraph 3 above and based on the consideration of the reports of other auditors in case of two (2) subsidiary and one (1) joint ventures referred to in paragraph 6 & 7 below, nothing has come to our attention that causes us to believe that the accompanying Statement, prepared in accordance with the recognition and measurement principle laid down in the applicable Indian Accounting Standards ('Ind AS') as prescribed under Section 133 of the Companies Act, 2013, as amended read with relevant rules issued there under and other recognized accounting practices and policies, has not disclosed the information required to be disclosed in terms of the Listing Regulation, including the manner in which it is to be disclosed, or that it contains any material misstatement.



Other Matters

6. The unaudited consolidated financial results also includes the interim financial information of one ("1") subsidiary located outside India whose interim financial information reflect total revenues of Rs. 499.29 lakhs and Rs.1146.44 lakhs, total net profit/(loss) after tax of Rs. 46.74 lakhs and Rs.53.94 lakhs and total comprehensive income of Rs 60.23 lakhs and Rs. 60.58 lakhs for the quarter and nine months ended on December 31, 2025 respectively, as considered in the consolidated unaudited financial results. This interim financial information for the quarter and nine months ended December 31, 2025 has been reviewed by other auditor whose review reports with unmodified opinion has been furnished to us by the management. The management of the Parent has converted the interim financial results/ information of such subsidiary located outside India from accounting principles generally accepted in their respective country to accounting principles in accordance with the recognition and measurement principle laid down in the applicable Indian Accounting Standards ('Ind AS'). Our conclusion on the interim financial information in so far as relates to the amounts included in respect of this subsidiary is based solely on reviewed financial information as per the respective local laws which has been converted into Ind AS by the Parent Company's management and duly certified by them.
7. The consolidated unaudited financial results includes the interim financial information / financial results of one ("1") subsidiary (incorporated on July 8, 2025) which have been reviewed by other auditor, whose interim financial information / financial results reflect total revenues of Rs. 64.96 lakhs & Rs. 64.96 lakhs, total net profit/(loss) after tax of (-)Rs 2.53 lakhs and (-) Rs11.42 lakhs, total comprehensive income of (-)Rs.2.53 lakhs and (-) Rs.11.42 lakhs for the quarter and period ended on December 31, 2025 respectively as considered in the consolidated unaudited financial results. The statement also includes the Parent Company's share of profit/(loss) after tax of (-) Rs. 51.32 lakhs and (-) Rs.164.02 lakhs for the quarter and nine months ended on December 31, 2025 respectively, in respect of one (1) joint ventures, whose financial statements / financial information have been reviewed by other auditor.
8. The statement also includes the Parent Company's share of profit/(loss) after tax of (-) Rs. 32.01 lakhs and (-) Rs.116.98 lakhs and other comprehensive income of (-) Rs.1.72 lakhs & (-) Rs. 35.39 lakhs for the quarter and nine months ended on December 31, 2025 respectively, in respect of one (1) joint venture, whose financial statements / financial information have been certified by the management and not been reviewed by their respective auditors. According to the information and explanations given to us by the management, these interim financial information / financial results are not material to the Group.

Our conclusion on the consolidated financial results is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors and the financial statements / information certified by the Management.

For Singhi & Co.
Chartered Accountants
Firm Registration No.302049E

Ankit Dhelia

(Ankit Dhelia)
Partner

Membership No. 069178
UDIN: 26069178UPXQZA2274

Place: Kolkata
Dated: February 11, 2026

Sl No.	Particulars	Quarter ended		Nine Months Ended		Year Ended
		31.12.25	30.09.25	31.12.24	31.12.25	
		(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)	(Audited)
1	a. Revenue from Operations	12,928.72	13,907.32	12,216.46	40,533.57	54,348.27
	b. Other Income	222.25	229.47	138.49	573.13	470.34
	Total Income	13,150.97	14,136.79	12,354.95	41,106.70	54,818.61
2	Expenses					
	a. Cost of Material Consumed	2,743.53	2,624.57	2,847.15	8,499.41	13,519.79
	b. Purchase of Stock-in-Trade	5,121.07	5,889.72	4,022.37	16,692.56	19,187.69
	c. Changes in inventories of Finished goods, stock-in-trade and work in progress	(37.75)	(62.76)	483.18	(518.95)	124.63
	d. Employee Benefits Expense	2,258.19	2,159.69	1,840.93	6,524.79	7,941.94
	e. Finance Cost	77.98	74.48	75.75	226.53	293.90
	f. Depreciation and amortisation expense	386.82	378.00	380.47	1,137.21	1,494.93
	g. Other Expenses	1,554.13	1,728.77	1,561.94	5,145.00	7,134.43
	Total Expenses	12,103.97	12,792.47	11,211.79	37,726.55	49,697.31
3	Profit / (Loss) before Exceptional Items and Tax (1-2)	1,047.00	1,344.32	1,143.16	3,380.15	5,121.30
4	Exceptional Items	-	-	-	-	-
5	Profit / (Loss) before Tax (3-4)	1,047.00	1,344.32	1,143.16	3,380.15	5,121.30
6	Tax Expenses					
	a. Current Tax	292.00	367.00	312.50	929.00	1,338.29
	b. Income Tax for earlier years	-	-	-	-	(1.41)
	c. Deferred Tax	(19.74)	(34.05)	(31.89)	(71.90)	(13.47)
	Total Tax Expenses	272.26	332.95	280.61	857.10	1,323.41
7	Profit / (Loss) for the period before share of Joint Ventures (5-6)	774.74	1,011.37	862.55	2,523.05	3,797.89
8	Share of Profit / (Loss) of Joint Ventures	(83.09)	(167.75)	1.09	(280.73)	(24.62)
9	Profit / (Loss) for the period (7+8)	691.65	843.62	863.64	2,242.32	3,773.27
10	Profit / (Loss) for the period attributable to:					
	- Owners of the Parent	677.37	846.17	872.05	2,228.27	3,804.42
	- Non- Controlling Interest	14.28	(2.55)	(8.41)	14.05	(31.05)
11	Other Comprehensive Income (Net of tax)					
	a. Items that will not be reclassified subsequently to profit or loss (net of tax)	31.78	(7.19)	(27.66)	17.41	(28.73)
	b. Items that will be reclassified subsequently to profit or loss (net of tax)	13.49	(8.49)	(15.45)	6.64	(15.36)
	c. Share of Other Comprehensive Income of Joint Ventures	(1.72)	(7.38)	-	(35.39)	0.10
	Other Comprehensive Income (Net of tax)	43.55	(23.06)	(43.12)	(11.34)	(43.99)
	Other Comprehensive Income attributable to:					
	- Owners of the Parent	43.55	(23.06)	(43.12)	(11.34)	(43.99)
	- Non- Controlling Interest	-	-	-	-	-
12	Total Comprehensive Income for the period (9+11) [Comprising Profit / (Loss) for the period (after tax) and Other Comprehensive Income (after tax)]	735.20	820.56	820.52	2,230.98	3,729.28
	Total Comprehensive Income attributable to:					
	- Owners of the Parent	720.92	823.11	828.93	2,216.93	3,760.43
	- Non- Controlling Interest	14.28	(2.55)	(8.41)	14.05	(31.05)
13	Paid up Equity Share Capital (Face Value - Rs.5/- each)	2,974.46	2,974.46	2,974.46	2,974.46	2,974.46
14	Other Equity					20,482.01
15	Earnings per Equity Share-not annualised (Amount in Rs.)					
	(a) Basic :	1.15	1.42	1.47	3.75	6.40
	(b) Diluted :	1.15	1.42	1.47	3.75	6.40

Notes:

- The aforementioned consolidated financial results were reviewed by the Audit Committee and approved by the Board of Directors at their respective meetings held on 11th February, 2026. Limited Review of these results as required under Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 has been completed by the Statutory Auditors.
- These consolidated financial results have been prepared in accordance with Indian Accounting Standards (Ind AS), prescribed under section 133 of the Companies Act, 2013 read with Rule 3 of the Companies (Indian Accounting Standards) Rule, 2015 and relevant amendments thereafter.
- On November 21, 2025, the Government of India notified the four Labour Codes - the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020, and the Occupational Safety, Health and Working Conditions Code, 2020 - consolidating 29 existing labour laws. The Ministry of Labour & Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to changes in regulations. The Group has assessed and disclosed the incremental impact of these changes on the basis of the best information available, consistent with the guidance provided by the Institute of Chartered Accountants of India. The incremental impact, based on actuarial valuation of gratuity and long-term compensated absences aggregating to Rs.87.78 lakhs primarily arising due to change in wage definition has been accounted under "Employee benefit expenses" in the consolidated financial results for the period ended December 31, 2025. The Group continues to monitor the finalisation of Central / State Rules and clarifications from the Government on other aspects of the Labour Code including the contract workforce and would provide appropriate accounting effect on the basis of such developments as needed.
- The Group's business activity falls within a single reportable operating segment i.e. "Writing Instruments and Stationery", hence has only one reportable operating segment as per IND AS 108- Operating Segments.
- The Holding company had received a demand order dated January 31, 2025 towards short payment of Goods & Services Tax ("GST") amounting to Rs.353.39 lakhs and Penalty amounting to Rs.353.39 lakhs plus applicable interest with respect to HSN classification of pen refills and other components. The company has contested this demand, filing an appeal against the order on March 23, 2025. Based on advice from taxation expert, the Company believes that it has strong case on merits and hence no provision has been made there against.
- (a) The Consolidated Financial Results includes the financial results/financial information of the Parent and following entities:
 - Gelx Industries Limited, Kenya (Subsidiary)
 - Linc On Ecommerce Pvt. Ltd. (Subsidiary) (w.e.f 8th July 2025)
 - Morris Linc Pvt Ltd. (Joint Venture till 3rd November 2025 and Subsidiary w.e.f 4th November 2025)
 - Silka Linc Kirtasiye Urunleri Sanayi Anonim Sirketi (Joint Venture)
 - Uni Linc India Pvt Ltd. (Joint Venture)
 (b) Pursuant to third amendment to the Joint Venture Agreement dated 4th November, 2025 between Linc Limited and Morris Co. Limited, Linc Limited shall exercise control over the erstwhile Joint Venture company, M/s Morris Linc Private Limited and accordingly be considered as the "Holding Company" w.e.f 4th November, 2025 in terms of IND AS 110 - Consolidated Financial Statements. The consolidated financial results for the period ended 31st December, 2025 have been prepared after taking impact of the above.



For and on behalf of the Board

Deepak Jalan
 Deepak Jalan
 Managing Director