12th 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: Earnings Presentation

Please find enclosed herewith the Earnings Presentation for the quarter / nine months ended 31st December, 2025.

This is for your information and records.

Thanking You

Yours faithfully
For LINC LIMITED

DIPANKAR DE Digitally signed by DIPANKAR DE
Date: 2026.02.12 14:49:10 +05'30'

DIPANKAR DE
Company Secretary

LINC LIMITED

Q3 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

LINC | pentonic driven by design | Swype BE BOLD | MORRIS® | uni MITSUBISHI PENCIL | deli

COMPANY SNAPSHOT – Q3 FY26

REVENUE FROM OPERATIONS

Rs. 12,929 Lacs

5.8% YoY

OPERATING EBITDA

Rs. 1,290 Lacs

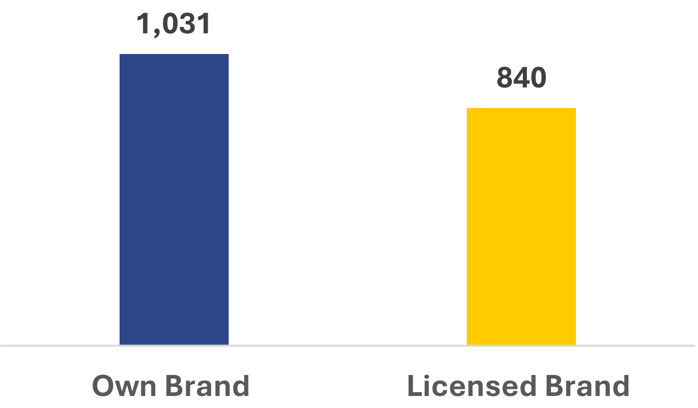
(11.7%) YoY

PROFIT AFTER TAX[1]

Rs. 677 Lacs

(22.3%) YoY

NO. OF SKUs



ROCE[2] (%) AS ON DEC'25

17.3%

NET DEBT AS ON DEC'25

(1,014 Lacs)

ROE[2] (%) AS ON DEC'25

12.3%

MANUFACTURING FACILITIES

2 units - Main Company
1 unit - Subsidiary

1: PAT attributable to the owners of the Parent; 2: Annualized

MANAGEMENT COMMENTARY

"The third quarter of FY26 reflected a mixed operating environment, marked by modest topline growth and continued margin pressures. Operating income stood at ₹12,929 lacs, registering a year-on-year growth of 5.8%.

Operating EBITDA for Q3 FY26 stood at ₹1,290 lacs, with an operating EBITDA margin of 10.0%. 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 Operating EBITDA margin would have been 10.7%.

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 operating 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.

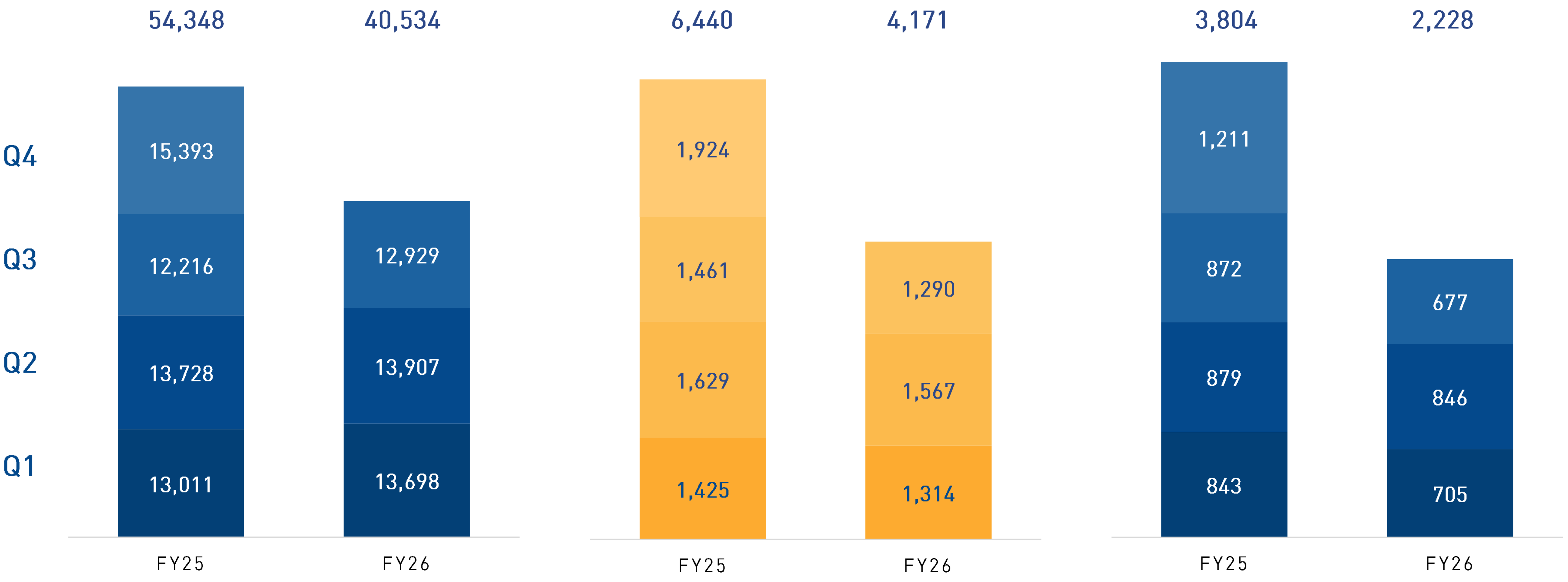
We thank our shareholders, partners, and employees for their continued support and trust as we navigate this phase and work towards stronger performance in the quarters ahead."

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

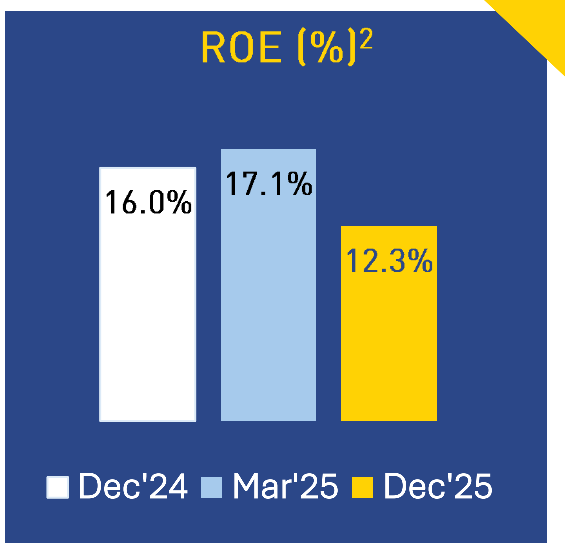
	Operating Income	Operating EBITDA	Profit Before Tax	Profit After Tax[1]
Q3 FY26	12,929	1,290	1,047	677
Growth YoY	5.8%	(11.7%)	(8.4%)	(22.3%)
Growth QoQ	(7.0%)	(17.7%)	(22.1%)	(19.9%)
Margin (%)		10.0%	8.0%	5.2%
EPS[2]				1.15

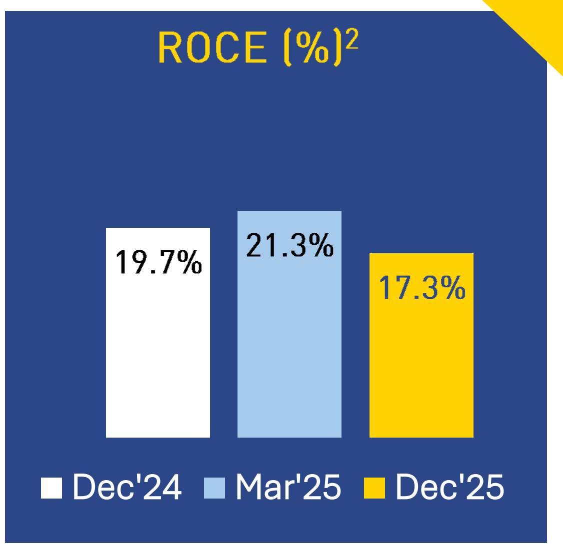
1: PAT attributable to the owners of the Parent; 2: EPS, considering the effect of Split and Bonus Issuance

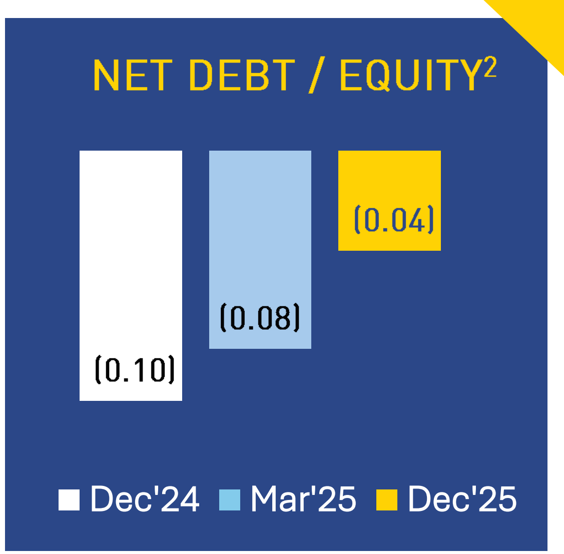
KEY HIGHLIGHTS (3/3)

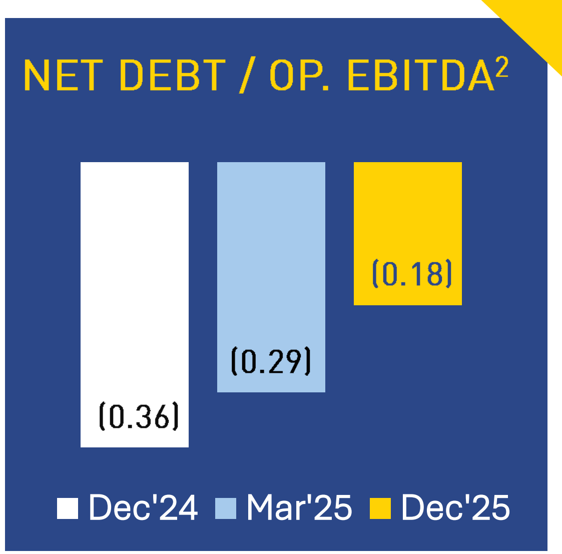
Figures in INR Lakhs

	31-DEC-24	31-MAR-25	31-DEC-25
Net Worth	22,335	23,571	24,983
Gross Debt	647	636	710
Cash & Cash Equivalent	2,796	2,505	1,723
Net Debt	(2,149)	(1,869)	(1,014)
Net Fixed Assets	12,484	12,807	13,856
Investment in JV *	21	981	1,073
Net Current Assets[1]	8,375	8,350	9,214
Total Assets	32,091	34,109	35,488
Fixed Asset Turnover[2]	4.18	4.32	4.05
Total Asset Turnover[2]	1.65	1.67	1.55
Cash Conversion Cycle[2]	63	61	61









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

OPERATIONAL HIGHLIGHTS (1/3)

Figures in INR Lakhs

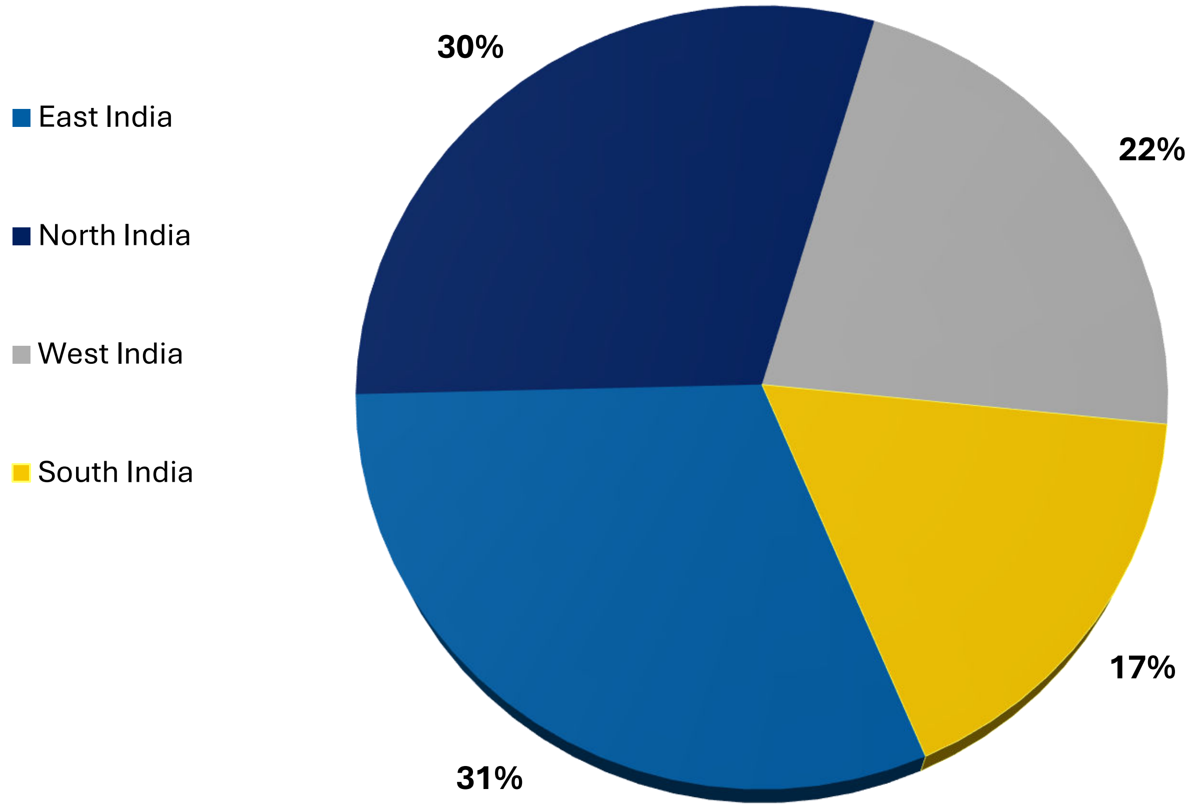
Revenue	Writing Instruments			Other Products	
	Own Brands		*Licensed Brands*	*Own Brands*	*Licensed Brands*
	Premium	*Mass*			
Q3 FY26	5,709	3,374	2,141	1,252	489
Sales Contribution (%)	44.0%	26.0%	16.5%	9.7%	3.8%
Q3 FY25	5,017	3,672	2,147	847	565
Sales Contribution (%)	41.0%	30.0%	17.5%	6.9%	4.6%
Growth YoY	13.8%	(8.1%)	(0.3%)	47.9%	(13.4%)

Revenue does not include Re-Sale of raw material and export incentive

OPERATIONAL HIGHLIGHTS (2/3)

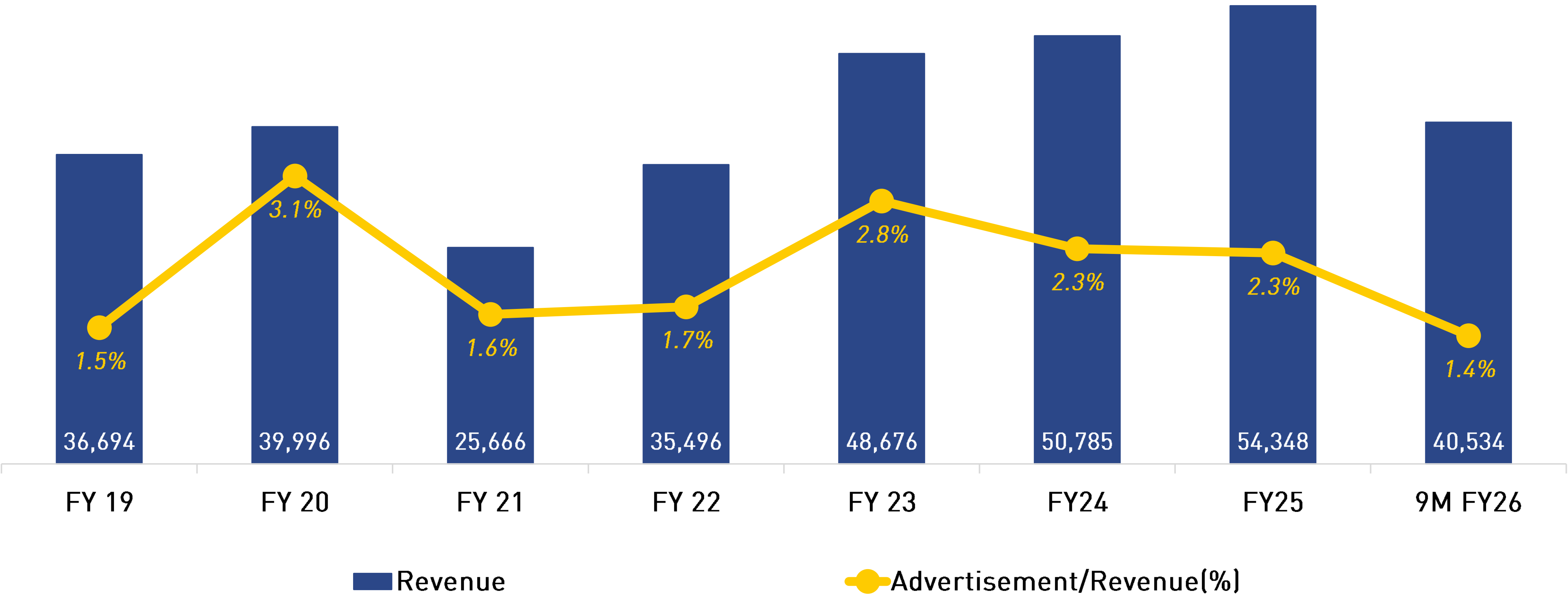
- Increasing footprint in West and South India and steadily moving towards a more homogenous presence across India
- West and South India; is 39% in 9M FY26

REVENUE SHARE 9M FY26



OPERATIONAL HIGHLIGHTS (3/3)

- Spent over ₹ 4,500 lacs on brands over last 5 years
- Step up brand spend going forward ~ 3% of revenue



QUARTERLY PROFIT & LOSS

Figures in INR Lakhs

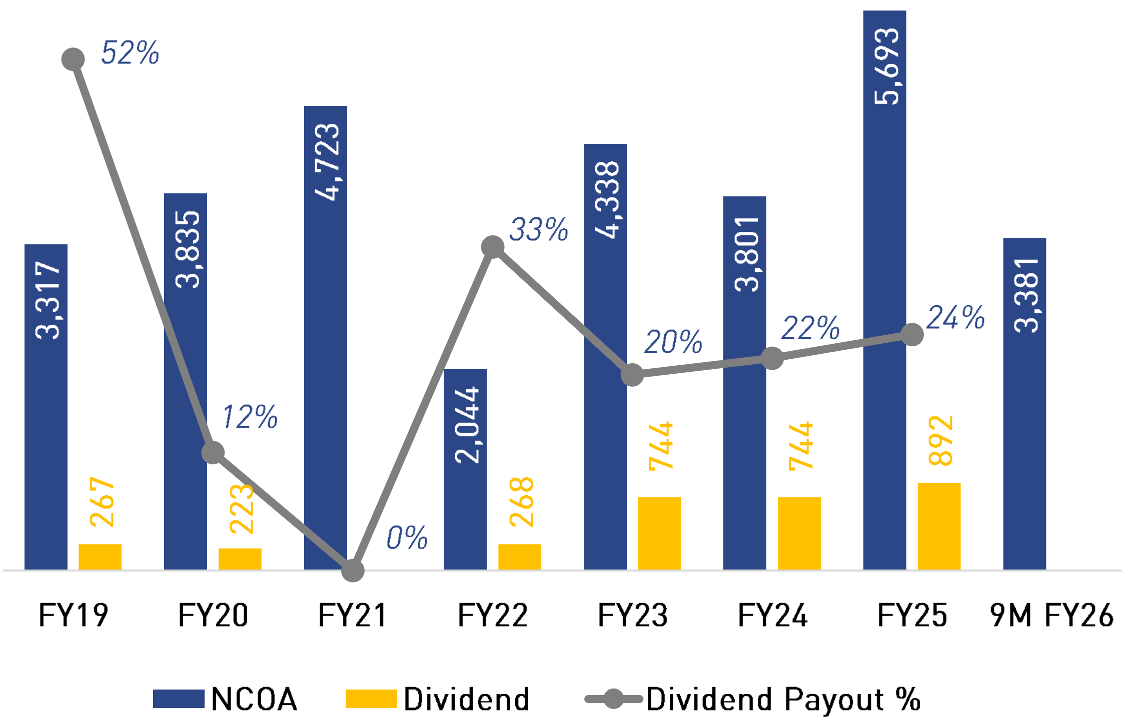
Particulars	Q3 FY26	Q3 FY25	YoY %	Q2 FY26	QoQ %	9M FY26	9M FY25	YoY %	FY25
Operating Income	**12,929**	12,216	5.8%	13,907	(7.0%)	**40,534**	38,955	4.1%	54,348
Operating EBITDA	**1,290**	1,461	(11.7%)	1,567	(17.7%)	**4,171**	4,515	(7.6%)	6,440
Op. EBITDA Margin (%)	**10.0%**	12.0%	(198 bps)	11.3%	(130 bps)	**10.3%**	11.6%	(130 bps)	11.8%
Other Income	**222**	138	60.5%	229	(3.1%)	**573**	272	110.5%	470
Finance Cost	**78**	76	2.9%	74	4.7%	**227**	216	4.7%	294
Depreciation	**387**	380	1.7%	378	2.3%	**1,137**	1,136	0.1%	1,495
PBT	**1,047**	1,143	(8.4%)	1,344	(22.1%)	**3,380**	3,435	(1.6%)	5,121
Share of Profit/(Loss) of JV	**(83)**	1	NA	(168)	(50.5%)	**(281)**	(0)	NA	(25)
PAT[1]	**677**	872	(22.3%)	846	(19.9%)	**2,228**	2,594	(14.1%)	3,804
PAT Margin[1] (%)	**5.2%**	7.1%	(191 bps)	6.0%	(83 bps)	**5.4%**	6.6%	(119 bps)	6.9%
Non-Controlling Interest	**14**	(8)	NA	(3)	NA	**14**	(12)	NA	(31)
EPS (₹)[2]	**1.15**	1.47	(21.8%)	1.42	(19.0%)	**3.75**	4.36	(14.0%)	6.40

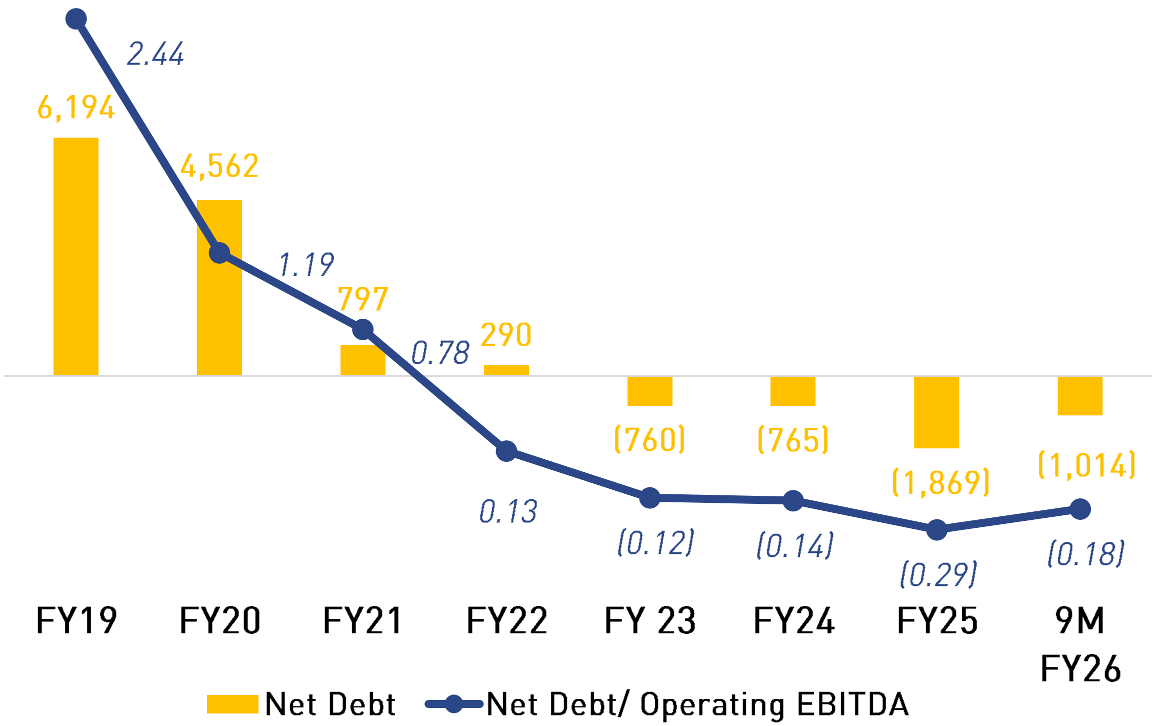
1: PAT attributable to the owners of the Parent; 2: EPS, considering the effect of Split and Bonus Issuance

FOCUS ON SHAREHOLDER VALUE CREATION

Figures in INR Lakhs

- Strong NCOA[1] at ₹ 3,381 lacs in Dec'25
- 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 2.54 in FY 2018 to (0.18) in Dec'25





1: NCOA is Net Cash Generated from Operating Activities

NEW LAUNCHES – STATIONERY

PENTONIC
TWIST CRAYONS

LINC
BRUSH PENS

LINC
FINELINERS

NEW LAUNCHES – WRITING INSTRUMENTS

LINC
GLYCER A1

LINC Q

PENTONIC
MECHANICAL PENCIL

JUST CLICK
WHITEBOARD MARKER

JUST CLICK
HIGHLIGHTERS

NEW LAUNCHES – WRITING INSTRUMENTS

LINC

SWYPE
PERMANENT MARKERS
(FINE TIP)

SWYPE
WHITEBOARD MARKERS

SWYPE
PERMANENT MARKERS
(BROAD TIP)

SWYPE
HIGHLIGHTERS

RECENT PARTICIPATION IN EXPOS

AMBIENTE FRANKFURT, GERMANY

RECENT PARTICIPATION IN EXPOS

SCOFEX, HYDERABAD

WHY LINC?

01

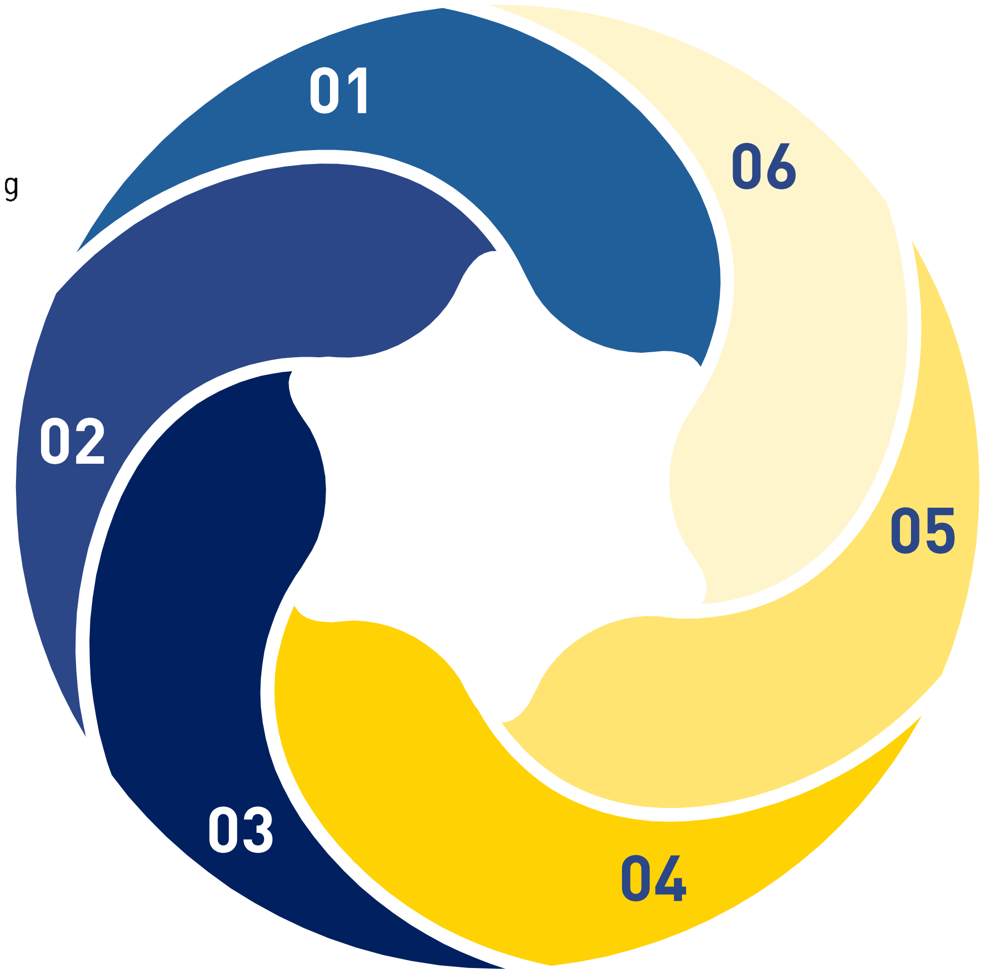
Focus on premiumization; Steadily increasing the share of high-margin products in overall revenue

02

Geographic expansion through higher exports and new market development

03

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



06

Strong Balance Sheet with negative Net Debt; strong top & bottom line growth

05

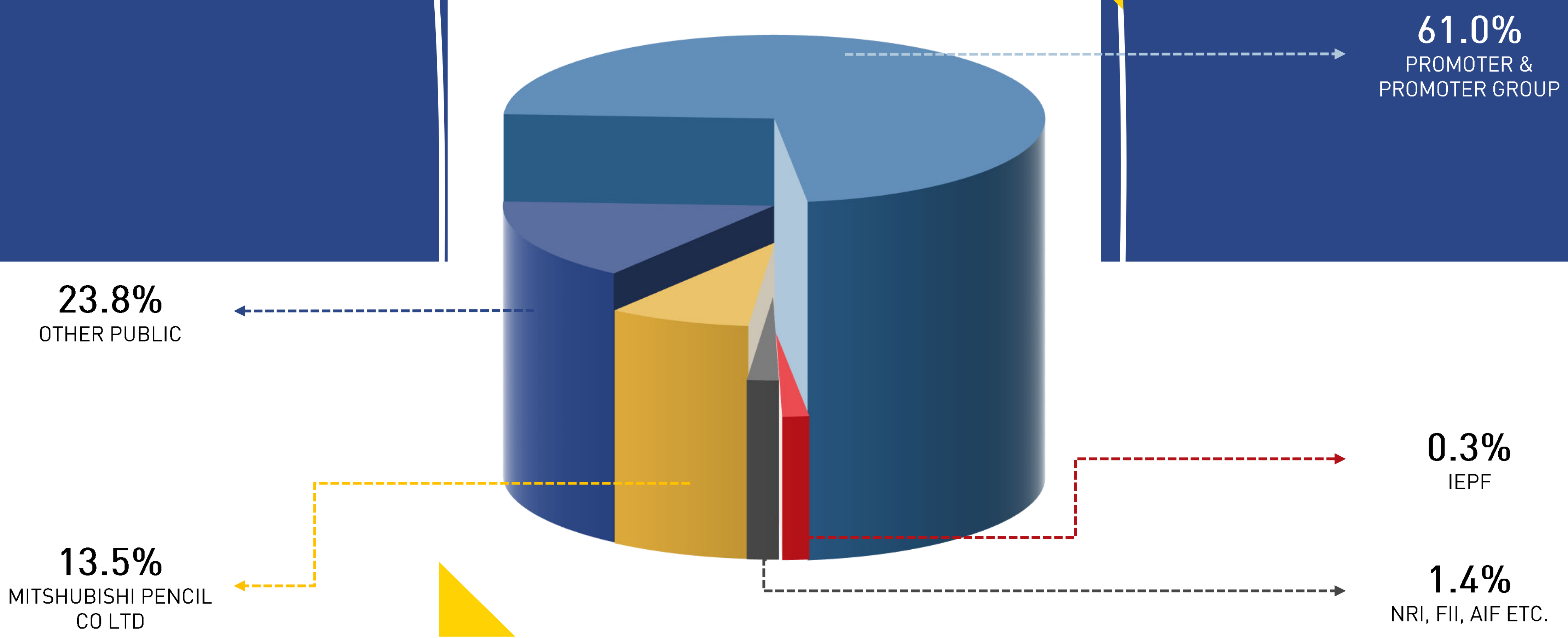
Committed to strong corporate governance built on transparency and accountability

04

Focus on making a more homogenous presence across India

SHAREHOLDING PATTERN

As on 31st Dec 2025



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THANK YOU