

7/Govt/SE/2026-27/0021
2nd June, 2026

National Stock Exchange of India Limited
Exchange Plaza, 5th Floor,
Plot No. C/1, G Block, Bandra-Kurla
Complex, Bandra (East),
Mumbai 400 051
Trading Symbol: PAKKA

BSE Limited
Department of Corporate Service
Phiroze Jeejeebhoy Towers
25th Floor, Dalal Street
Mumbai - 400 001
Scrip Code: 516030

Sub: Investor Presentation for the Fourth quarter ended 31st March, 2026 under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and in continuation of our letter dated 26th May, 2026 regarding schedule of Investors Call (Group Video Conference Call) today i.e. on Tuesday, 2nd June, 2026 at 04:00 pm (IST) through Video Conference, we are enclosing herewith a presentation to be made in the Investor Call for the financial performance of the Company during for the fourth quarter and financial year ended 31st March, 2026.

Kindly take the above information on record. The presentation attached as above is also available on the website of the Company <https://www.pakka.com>.

Kindly bring it to the notice of all concerned.

Thanking you,

Yours faithfully,
for Pakka Limited

Sachin Kumar Srivastava
Company Secretary & Legal Head

Encl: As above



INVESTOR CALL – Q4 FY 2025-26

2025-26 LEARNINGS

1

Effectiveness in
funding

2

Improved project
execution

3

Product
development speed

4

Better resource
utilisation

5

Team solidity

INDIA BUSINESS PERFORMANCE

FINANCIAL PERFORMANCE – Q4' FY-26

REVENUE

104.49 Cr.

vs 96.21 Cr. in Q4' FY-25
vs 99.64 Cr. In Q3' FY-26

▲ 8% Q4' FY-25

▲ 4% Q3' FY-26

PBT

5.52 Cr.

vs 12.16 Cr. in Q4' FY-25
vs 12.75 Cr. In Q3' FY-26

▼ 55% Q4' FY-25

▼ 57% Q3' FY-26

FINANCIAL PERFORMANCE – FY-26

REVENUE

366.78 Cr.

vs 423.17 Cr. in FY-25

▼ 13 % Q4' FY-25

PBT

25.20 Cr.

vs 67.15 Cr. in FY-25

▼ 62% FY-25

WRAP & CARRY

FINANCIAL PERFORMANCE – Q4' FY-26

REVENUE

87.61 Cr.

vs 84.63 Cr. in Q4' FY-25
vs 82.80 Cr. In Q3' FY-26

▲ 4% Q4' FY-25

▲ 6% Q3' FY-26

PBT

12.42 Cr.

vs 14.84 Cr. in Q4' FY-25
vs 15.02 Cr. In Q3' FY-26

▼ 16% Q4' FY-25

▼ 17% Q3' FY-26

FINANCIAL PERFORMANCE – FY-26

REVENUE

303.54 Cr.

vs 366.56 Cr. in FY-25

▼ **17%** FY-25

PBT

36.05 Cr.

vs 71.74 Cr. In FY-25

▼ **50%** FY-25

CHALLENGES

PM3 OUTAGE

- 40 Days shut for modification
- 11 Cr.

PRICING

- New entrants
- 16 Cr.

WAY FORWARD

PM3

- Modification in June-26
- Production up 10 TPD
- 8 Cr.

EFFICIENCY

- Cost Optimization
- Ramp-up OGR to 500 TPD
- Launch new grades
- Product Mix - Higher contribution in PM1 & PM2

FOOD SERVICES

FINANCIAL PERFORMANCE – Q4' FY-26

REVENUE

16.87 Cr.



46%

vs 11.58 Cr. (Q4' FY-25)



~

vs 16.84 Cr. (Q3' FY-26)

PBT

-6.91 Cr.

-2.68 Cr.

Q4' FY-25

-2.26 Cr.

Q3' FY-26

FINANCIAL PERFORMANCE – FY-26

REVENUE

63.23 Cr.



12%

vs 56.65 Cr. (FY-25)

PBT

-10.84 Cr.

-4.58 Cr.

FY-25

THE YEAR IN BRIEF

+500 MT

HIGHER VOLUME

Volume grew from ~2,600 MT to ~3,100 MT – our highest volume year yet.

+₹8 Cr

REVENUE ADDED

Net revenue grew from ₹55 Cr to ₹63 Cr – strong, volume-led growth.

25+

NEW CITIES & CHANNELS

Footprint expanded across new geographies and retail touchpoints.

2.5x

B2C REVENUE ADDED

Net revenue grew from ₹2.5cr to ₹6.5cr – new channels, new SKUs and growing demand.

WHY LOSSES ARE ELEVATED

Revenue grew – but the reported loss is larger. The drivers are well understood and largely one-time or plant-related, not core demand.

MANUFACTURING / PLANT (3 Cr.)

- In-house production currently carries a higher cost than the market
- Plant-level operating losses during a transition year
- Legacy lines being phased out as we move to a leaner model

BEING OPTIMISED

ONE-OFF & NON-CASH ITEMS (3 Cr.)

- Clearance of old / slow-moving stock at a discount
- Inventory and packaging write-offs (one-time clean-up)
- Project development costs

NON-RECURRING

OUR PLAN OF ACTION

GROW B2B

- New cities & geographies (+25 key cities this year)
- More resellers & distributors (+50 new)
- Win back & acquire key accounts

SCALE B2C

- More retail touchpoints
- Quick-commerce & e-commerce (all major platforms)
- Modern trade & big-box stores (15+ national level chains)

ASSET-LIGHT COGS

- Scale via outsourcing partners
- Add to P&L without capex
- Lower cost, fast to execute

DIVERSIFY & EXPORT

- New product categories
- Delivery range & cutlery
- Tap the US market opportunity

INNOVATION HIGHLIGHTS



Base paper pilot
July 2026



NM flexibles pilot
July 2026



Delivery commercialization
(Phase 1)
August 2026



Ayodhya lab & team
strengthening
July 2026

FUNDING EFFICACY

MAJOR CONTOURS

THE REFINANCING

- Neo group replaces existing banks

REVISED TERMS

- 4-month moratorium, then 12% for next 20 months (was 10.5%)
- No principal repayment for 16 months
- Effective rate of interest: 16.95%

FACILITY DRAWN

- NCD – Rs 500 Crores
- Neos equity – Rs 30 Crores
- Promoter equity – Rs 85 Crores

SECURITY

- First charge on fixed assets; second charge on current assets
- Personal & corporate guarantees; pledge of shares

PROJECT PROGRESS



PROJECT JAGRITI PROGRESS

FY 26-27 PLAN

Effective commissioning of Project Jagriti

Build asset light model

Transformation of food service business

Build delivery range and flexC

Effective cost optimization



THANK YOU!



Disclaimer

This presentation has been prepared by Pakka Limited (the "Company") and contains general background information about the Company's activities and financial results for the third quarter of FY26, as of the date of this presentation. The information in this presentation is provided in summary form only and does not purport to be complete. This presentation does not contain all the information that is or may be material to investors or potential investors and should not be considered as advice or a recommendation to investors or potential investors in respect of the holding, purchase or sale of securities or other financial instruments. Further, it does not take into account any investor's particular objectives, financial situation or needs. By attending the presentation or by reading the presentation slides, you agree to be bound by the following:

This presentation has been made available to you solely for information purposes. The presentation may be amended or supplemented by the Company at any time and should not be relied upon for the purpose of entering into any transaction. It should not be construed as, nor relied upon in connection with, any offer or invitation to purchase, subscribe for, underwrite or otherwise acquire, hold or dispose of any securities of the Company, and shall not be regarded as a recommendation in relation to any such transaction. The contents of this presentation should not be considered to be legal, tax, investment or other advice. Any investor or prospective investor should consult with its own legal, tax, regulatory, financial and other advisers in relation to any investment in or disposal of securities of the Company and as to the suitability of such investment.

This presentation and its contents are confidential and proprietary to the Company. No part of this presentation or its subject matter may be reproduced, redistributed, passed on or otherwise disclosed, directly or indirectly, to any other person (other than the recipient's professional advisers) or published, in whole or in part, for any purpose without the prior written consent of the Company. If this presentation has been received in error, it must be returned immediately to the Company.

The distribution or communication of this presentation may be restricted by law. This presentation is not intended for distribution to, or use by, any person in any jurisdiction where such distribution or use would be contrary to applicable laws or regulations or would require any registration or licensing. Accordingly, neither this presentation nor any copy hereof may be sent, transmitted or distributed, directly or indirectly, in any such jurisdiction. This presentation does not constitute or form part of any offer or solicitation to purchase or subscribe for securities in India.

The securities referred to in this presentation have not been, and will not be, registered under the Securities Act or any other applicable securities laws. No public offering of securities is proposed to be made in India. Neither the Securities and Exchange Board of India (SEBI) nor any other securities regulatory authority in India has approved or disapproved of the securities referred to herein or passed upon the accuracy or adequacy of the contents of this presentation. Any representation to the contrary is a criminal offence in India.

This presentation contains forward-looking statements. These statements may include words such as "believe", "expect", "anticipate", "intend", "plan", "estimate", "project", "will", "may", "target" and similar expressions, as well as statements other than statements of historical facts, including those relating to the Company's financial position, business strategy, plans, targets and objectives for future operations. Such forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause actual results, performance or achievements to differ materially from those expressed or implied by such statements. These forward-looking statements are based on assumptions regarding the Company's present and future business strategies and the environment in which it will operate. No assurance can be given that such assumptions will prove to be correct. Accordingly, undue reliance should not be placed on any forward-looking statements.

The forward-looking statements in this presentation speak only as of the date of this presentation, and the Company expressly disclaims any obligation to update or revise any forward-looking statements to reflect future events, circumstances or changes in expectations, except as required by law. Nothing in this presentation is intended to exclude or limit any liability for fraudulent misrepresentation.

The information contained in this presentation has not been independently verified. No representation or warranty, express or implied, is made as to the fairness, accuracy or completeness of the information contained herein, and no reliance should be placed on it. Certain information (including market data and statistical information) has been obtained from third-party sources, and the Company does not guarantee the accuracy or completeness of such information.

Any financial data included in this presentation are provided solely for informational purposes and should not be relied upon for the purpose of entering into any transaction. Such financial information is based on certain assumptions and estimates and does not purport to represent the actual results of operations for any future period. No assurances are given regarding the achievement of any projected results. None of the Company, its directors, officers, advisers or representatives accepts any liability whatsoever for any loss arising from the use of this presentation or its contents. All information, opinions and estimates contained herein are subject to change without notice.