6th August, 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 6th August, 2026

This is to inform that Board of Directors of the Company at its meeting held today i.e. Thursday, 6th August, 2026, inter-alia approved the following:

1. Pursuant to Regulation 33 of SEBI (LODR) Regulations, 2015, the Un-Audited Financial Results (Standalone and Consolidated) for the quarter ended 30th June, 2026.

   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.

2. Re-appointment of Shri Sanjay Jhunjhunwalla (DIN: 00233225) as a Non-Executive, Independent Director of the Company for a further period of 5 years w.e.f. 12.11.2026, subject to the approval of Shareholders.

   The details required as per Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and SEBI Master Circular No. HO/49/14/14(7)2025-CFDPOD2/I/3762/2026 dated January 30, 2026, is enclosed as Annexure.

3. Revision in yearly remuneration of Shri Aakash Aloke Jalan and Shri Utkarsh Aloke Jalan (appointed pursuant to provision of section 188 and other applicable provisions, if any, of the Companies Act, 2013) to not exceeding Rs. 40,00,000/- each with effect from 01.11.2026, subject to the approval of Shareholders.

4. Postal Ballot Notice.

The meeting commenced at 4:00 P.M. and concluded at 5.30 P.M.

This is for your information and records.

Thanking You

Yours faithfully,
For LINC LIMITED

DIPANKAR DE Digitally signed by DIPANKAR DE Date: 2026.08.06 18:24:48 +05'30'

DIPANKAR DE
Company Secretary

Singhi & Co.
Chartered Accountants

161, Sarat Bose Road
Kolkata-700 026, (India)
T +91(0)33-2419 6000/01/02
E kolkata@singhico.com
www.singhico.com

Limited Review Report on the Quarterly 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 for the quarter ended June 30, 2026 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 August 6, 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.

Other Matter

5. The figures for the quarter ended March 31, 2026 as reported in the Statement is the balancing figures between audited figures in respect of the full financial year ended on March 31, 2026 and the published year to date figures upto the end of the third quarter ended December 31, 2025. Also, the figures up to the end of the third quarter had only been reviewed by us as required under the Listing Regulations and not subjected to audit.

Our conclusion is not modified in respect of the matters described in paragraph 5 above.

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

SINGHI & CO. * Chartered Accountants *

Ankit Dhelia

(Ankit Dhelia)
Partner
Membership No. 069178
UDIN:26069178BWOERT8411

Place: Kolkata
Dated: August 6, 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 Unaudited Standalone Financial Results for the Quarter Ended June, 2026

(Rs. in Lakhs)

Sl No.	Particulars	Quarter Ended			Year Ended
		30.06.26	31.03.26	30.06.25	31.03.26
		(Unaudited)	(Audited) Refer Note: 2	(Unaudited)	(Audited)
1	a. Revenue from Operations	13,564.65	13,665.81	13,430.40	53,207.47
	b. Other Income	50.22	283.30	126.67	878.52
	Total Income	**13,614.87**	**13,949.11**	**13,557.07**	**54,085.99**
2	Expenses				
	a. Cost of Material Consumed	2,947.01	2,489.45	3,017.89	10,487.37
	b. Purchase of Stock-in-Trade	6,896.37	6,094.14	5,681.77	22,786.71
	c. Changes in inventories of Finished goods, stock-in-trade and work in progress	(1,023.19)	(256.88)	(411.19)	(662.71)
	d. Employee Benefits Expense	2,078.11	1,882.22	2,033.37	8,139.20
	e. Finance Cost	46.74	63.21	50.43	210.31
	f. Depreciation and amortisation expense	364.70	360.05	364.65	1,466.41
	g. Other Expenses	1,621.61	1,741.96	1,835.51	6,731.13
	Total Expenses	**12,931.35**	**12,374.15**	**12,572.43**	**49,158.42**
3	**Profit / (Loss) before Exceptional Items and Tax (1-2)**	**683.52**	**1,574.96**	**984.64**	**4,927.57**
4	Exceptional Items	-	-	-	-
5	**Profit / (Loss) before Tax (3-4)**	**683.52**	**1,574.96**	**984.64**	**4,927.57**
6	Tax Expenses				
	a. Current Tax	191.00	319.50	270.00	1,248.50
	b. Deferred Tax	(17.78)	88.95	(18.11)	17.54
	c. Tax for earlier years	-	0.67	-	0.67
	Total Tax Expenses	**173.22**	**409.12**	**251.89**	**1,266.71**
7	**Profit / (Loss) for the period (5-6)**	**510.30**	**1,165.84**	**732.75**	**3,660.86**
8	Other Comprehensive Income (Net of tax)				
	a. Items that will not be reclassified subsequently to profit or loss (net of tax)	(5.33)	(38.71)	(7.18)	(21.30)
	b. Items that will be reclassified subsequently to profit or loss (net of tax)	-	-	-	-
9	**Total Comprehensive Income for the period (7+8)**	**504.97**	**1,127.13**	**725.57**	**3,639.56**
	[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
11	Other Equity				23,145.27
12	Earnings per Equity Share-not annualised (Amount in Rs.)				
	(a) Basic :	0.86	1.96	1.23	6.15
	(b) Diluted :	0.86	1.96	1.23	6.15

Notes:

1. The aforementioned results were reviewed by the Audit Committee and approved by the Board of Directors at their respective meetings held on 6th August, 2026. Limited Review of these results as required under Regulation 33 of the SEBI (Listing and other Disclosure Requirements) Regulations, 2015 has been completed by the Statutory Auditors.

2. The figures of the last quarter are the balancing figures between audited figures in respect of full financial year upto March 31, 2026 and the unaudited published year-to- date figures upto December 31, 2025 being the date of the end of the third quarter of financial year respectively which were subject to limited review.

3. 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.

4. 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.

5. 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.

SINGHI & CO. Chartered Accountants

LINC LIMITED Kolkata

For and on behalf of the Board

Deepak Jalan
Managing Director

Place : Kolkata
Date : 6th August, 2026

Singhi & Co.
Chartered Accountants

161, Sarat Bose Road
Kolkata-700 026, (India)
T +91(0)33-2419 6000/01/02
E kolkata@singhico.com
www.singhico.com

Limited Review Report on the Quarterly 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 ended June 30, 2026 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 August 6, 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
Morris Linc Private Limited	Subsidiary
Silka Linc Kirtasiye Ürünleri Sanayi Anonim Şirketi	Joint Venture
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) subsidiaries and one (1) joint venture 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.

SINGHI & CO. * Chartered Accountants *

Other Matters

6. The statement also includes the interim financial information of one subsidiary incorporated outside India whose interim financial information before consolidation adjustments reflect total revenues of Rs. 284.10 lakhs, total net profit/(loss) after tax of (-)Rs.7.73 lakhs and total comprehensive income of (-) Rs 21.03 lakhs for the quarter ended on June 30, 2026, as considered in the consolidated unaudited financial results. These interim financial information for the quarter ended June 30, 2026 has been reviewed by other auditors whose review reports with unmodified conclusion has been furnished to us by the Parent's management. The management of the Parent has converted these interim financial results/ information of such components 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's management and duly certified by them.

7. The statement also includes the interim financial information / financial results of one subsidiary incorporated in India whose interim financial information / financial results before consolidation adjustments reflect total revenues of Rs. 755.47 lakhs, total net profit after tax of Rs. 104.89 lakhs and total comprehensive income of Rs. 104.89 lakhs for the quarter ended June 30, 2026 as considered in the consolidated unaudited financial results. The Statement also includes the Parent's share of profit/(loss) after tax of (-) Rs. 1.49 lakhs (including deferred tax for earlier period) and other comprehensive income of Rs. Nil for the quarter ended on June 30, 2026, in respect of one joint venture incorporated in India. These interim financial information for the quarter ended June 30, 2026 has been reviewed by other auditors whose review reports with unmodified conclusion has been furnished to us by the Parent's management.

8. The statement also includes the Parent Company's share of profit/(loss) after tax of Rs. 24.49 lakhs and other comprehensive income of (-) Rs. 17.60 lakhs for the quarter ended on June 30, 2026 , in respect of one 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 mentioned in 6, 7 and 8 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.

9. The figures for the quarter ended March 31, 2026 as reported in the unaudited consolidated financial results is the balancing figures between audited figures in respect of the full financial year ended on March 31, 2026 and the published year to date figures upto the end of the third quarter ended December 31, 2025. Also, the figures up to the end of the third quarter had only been reviewed by us as required under the Listing Regulations and not subjected to audit.

   Our conclusion is not modified in respect of this matter.

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

SINGHI & CO. ★ Chartered Accountants

Ankit Dhelia

(Ankit Dhelia)
Partner
Membership No. 069178
UDIN:26069178CCDSCY3596

Place: Kolkata
Dated: August 6, 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@lincilimited.com, Website: www.linclimited.com

Statement of Unaudited Consolidated Financial Results for the Quarter Ended June, 2026

(Rs. In Lakhs)

Sl No.	Particulars	Quarter ended			Year Ended
		30.06.26	31.03.26	30.06.25	31.03.26
		(Unaudited)	(Audited)	(Unaudited)	(Audited)
			Refer Note: 2		
1	a. Revenue from Operations	13,894.81	13,766.98	13,697.53	54,300.55
	b. Other Income	45.26	256.57	121.41	829.70
	Total Income	**13,940.07**	**14,023.55**	**13,818.94**	**55,130.25**
2	Expenses				
	a. Cost of Material Consumed	3,031.19	2,550.10	3,131.31	11,049.51
	b. Purchase of Stock-in-Trade	6,885.92	6,167.84	5,681.77	22,860.40
	c. Changes in inventories of Finished goods, stock-in-trade and work in progress	(1,152.96)	(548.10)	(418.44)	(1,067.05)
	d. Employee Benefits Expense	2,195.69	1,984.88	2,106.91	8,509.67
	e. Finance Cost	75.94	91.13	74.07	317.66
	f. Depreciation and amortisation expense	385.08	372.55	372.39	1,509.76
	g. Other Expenses	1,725.92	1,834.32	1,882.10	6,999.32
	Total Expenses	**13,146.78**	**12,452.72**	**12,830.11**	**50,179.27**
3	**Profit / (Loss) before Exceptional Items and Tax (1-2)**	**793.29**	**1,570.83**	**988.83**	**4,950.98**
4	Exceptional Items	-	-	-	-
5	**Profit / (Loss) before Tax (3-4)**	**793.29**	**1,570.83**	**988.83**	**4,950.98**
6	Tax Expenses				
	a. Current Tax	229.16	339.16	270.00	1,268.16
	b. Deferred Tax	(17.47)	86.92	(18.11)	15.02
	c.Tax for earlier years	-	0.67	-	0.67
	Total Tax Expenses	**211.69**	**426.75**	**251.89**	**1,283.85**
7	**Profit / (Loss) for the period before share of Joint Venture (5-6)**	**581.60**	**1,144.08**	**736.94**	**3,667.13**
8	Share of Profit / (Loss) of Joint Ventures	23.00	(95.05)	(29.89)	**(375.78)**
9	**Profit / (Loss) for the period (7+8)**	**604.60**	**1,049.03**	**707.05**	**3,291.35**
10	**Profit / (Loss) for the period attributable to:**				
	- Owners of the Parent	580.82	1,046.01	704.73	3,274.28
	- Non- Controlling Interest	23.78	3.02	2.32	17.07
11	**Other Comprehensive Income (Net of tax)**				
	a. Items that will not be reclassified subsequently to profit or loss (net of tax)	(5.33)	(38.71)	(7.18)	(21.30)
	b. Items that will be reclassified subsequently to profit or loss (net of tax)	(13.30)	(12.34)	1.64	(5.70)
	c. Share of Other Comprehensive Income of Joint Ventures	(17.60)	(1.77)	(26.29)	(37.16)
	Other Comprehensive Income (Net of tax)	**(36.23)**	**(52.82)**	**(31.83)**	**(64.16)**
	Other Comprehensive Income attributable to:				
	- Owners of the Parent	(36.23)	(52.82)	(31.83)	(64.16)
	- 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)]	568.37	996.21	675.22	3,227.19
	Total Comprehensive Income attributable to:				
	- Owners of the Parent	544.59	993.19	672.90	3,210.12
	- Non- Controlling Interest	23.78	3.02	2.32	17.07
13	**Paid up Equity Share Capital (Face Value - Rs.5/- each)**	**2,974.46**	**2,974.46**	**2,974.46**	**2,974.46**
14	Other Equity				22,799.45
15	Earnings per Equity Share-not annualised (Amount in Rs.)				
	(a) Basic :	0.98	1.76	1.18	5.50
	(b) Diluted :	0.98	1.76	1.18	5.50

Notes:

1. The aforementioned consolidated financial results were reviewed by the Audit Committee and approved by the Board of Directors at their respective meetings held on 6th August, 2026. Limited Review of these results as required under Regulation 33 of the SEBI (Listing and other Disclosure Requirements) Regulations, 2015 has been completed by the Statutory Auditors.

2 The figures of the quarter ended March 31, 2026 are the balancing figures between audited figures in respect of full financial year upto March 31, 2026 and the unaudited published year-to- date figures upto December 31, 2025 being the date of the end of the third quarter of financial year respectively which were subject to limited review.

3 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.

4 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.

5 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 Holding Company believes that it has strong case on merits and hence no provision has been made there against.

6 'The Consolidated Financial Results includes the financial results/financial information of the Holding Company 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,Turkiye (Joint Venture)
- Uni Linc India Pvt Ltd. (Joint Venture)

For and on behalf of the Board

Deepak Jalan
Managing Director

Place : Kolkata
Date : 6th August, 2026

Annexure

S. No.	Particulars	Details
1.	Name	Shri Sanjay Jhunjhunwalla (DIN: 00233225)
2.	Reason for Change	There is no change since re-appointed for further period of 5 years.
3.	Date of Re-appointment & term of Re- appointment	12.11.2026 Shri Sanjay Jhunjhunwalla's term of re-appointment as a Director in the category of Non-Executive, Independent Director is subject to the approval of Shareholders within the specified time.
4.	Brief Profile	Age: 63 years He is a Commerce graduate from Calcutta University and having more than 39 years of rich experience across diverse areas. He is a whole Time Director of 'Turtle Limited'. He is the driving force behind the successful making of 'Turtle' Brand. Shri Sanjay Jhunjhunwalla's drive for success can only be rivalled by his passion for positivity. No wonder, when he's not busy taking the company from one milestone to another, he can be found either conducting personality development classes or engrossed in social welfare activities He is also a Member of various reputed trade committees and organizations.
5.	Disclosure of relationships between directors (in case of appointment of a director)	Shri Sanjay Jhunjhunwalla is not related to the any of the Directors of the Company.
6	Affirmation as per Exchange Circulars NSE/CML/2018/24 and LIST/COMP/14/2018-19 dated June 20, 2018	Shri Sanjay Jhunjhunwalla is not debarred form holding the office of Director of the Company, by virtue of any SEBI order or any other such authority.