



3<sup>rd</sup> May, 2024

The Listing Department, <b>The Calcutta Stock Exchange Ltd.</b> 7, Lyons Range, Kolkata – 700001  Scrip Code- 022035	The Manager Department of Corporate Services, <b>BSE Limited</b> P. J. Towers, Dalal Street, Mumbai - 400001  Script Code- 531241	The Manager, Listing Department, <b>National Stock Exchange of India Ltd.</b> Exchange Plaza, Bandra Kurla Complex, Bandra (East), Mumbai - 400051  Symbol- LINC
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Dear Sir / Madam,

**Sub:** Revised Earning Presentation

Please find enclosed herewith the revised Earning Presentation for the quarter / year ended 31<sup>st</sup> March, 2024.

Thanking You,

Yours faithfully,  
For LINC LIMITED

DIPANKAR DE  
*Company Secretary*

pentonic  
driven by design

The Pen of India



# Q4 FY24 & FY24 EARNINGS PRESENTATION

Linc Limited  
(formerly Linc Pen and Plastics Limited)

NSE : LINC

BSE : LINC

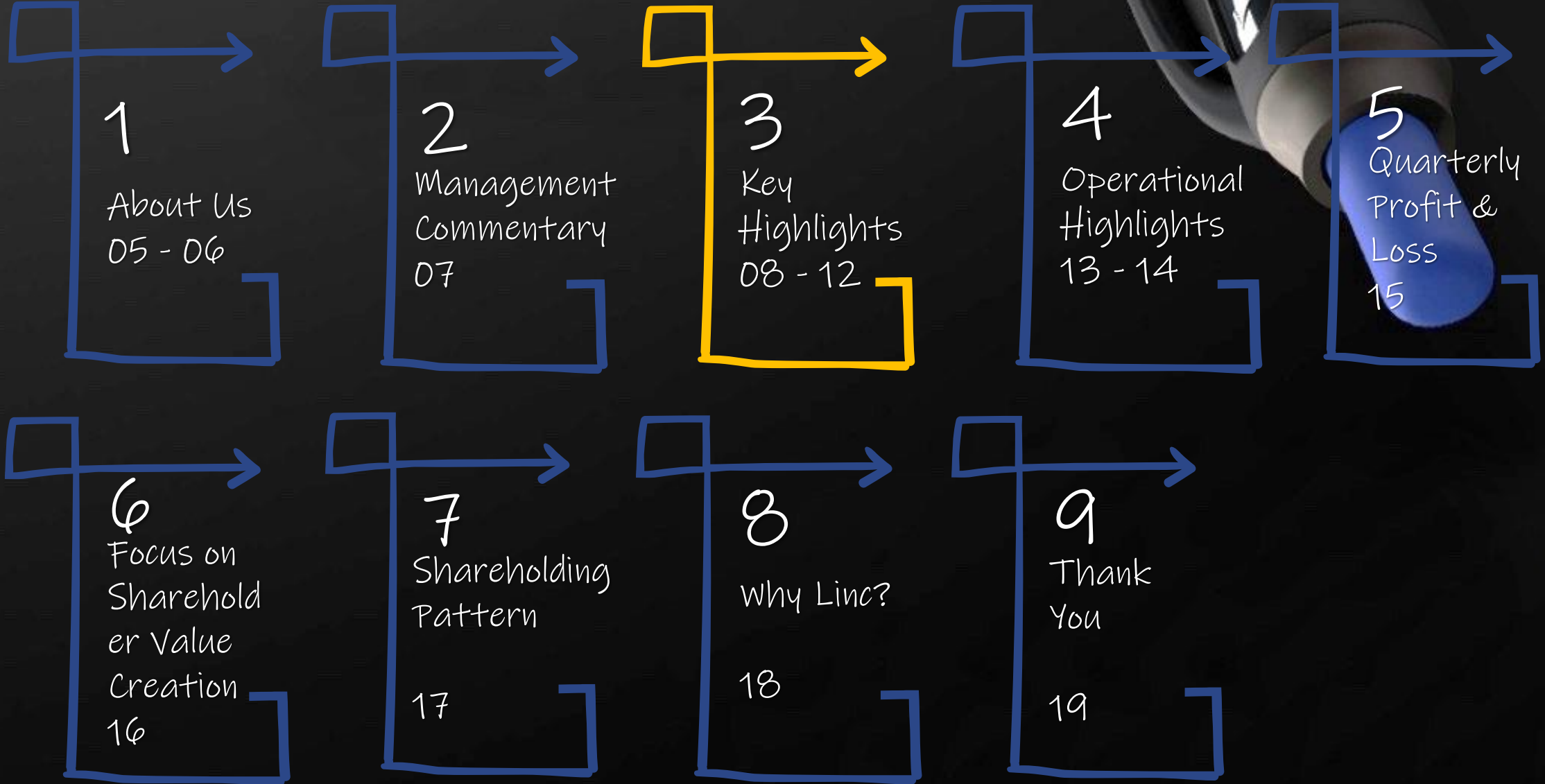
Bloomberg : LINC:IN



# 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



# About Us

Linc Ltd. is one of India's largest & oldest writing instrument companies with national and international presence. We have a strong and extensive network across India along with Southeast Asia, Middle East, USA, UK, Europe, South America, & Africa.



- Among Top 3 brands in India for Writing Instruments.
- Presence in the affordable segment for over 4 decades.



- Global brand from Mitsubishi Pencil Co. Ltd, Japan.
- Presence across all categories of Writing Instruments – Roller Pen, Gel Pen and Ball Pen.



pentonic  
driven by design

- New Writing Instrument brand launched in FY19 by Linc in MRP ₹10 and above segment.
- Known for its super smooth writing and sleek design.



- Asia's largest stationery giant.
- Presence across all stationery categories with over 2000 Products.



# About Us

Market Share\* of 6.6%

Writing Instrument Segment

7,318 Lacs

No. of Pens sold in FY24

>50 Countries

International Presence

19.1%

Export revenue %

34.3%

Pentonic Share in Revenue

2,55,356

Touch Points

## FY24 Financial Metrics

Revenue From Operations: ₹ 50,775 Lacs

Profit After Tax#: ₹ 3,421 Lacs

Gross Margin: 31.3% PAT Margin: 6.6%

ROCE: 23.2% ROE: 18.0%

\*Source: An assessment of writing and creative instruments industry and steel bottle industry in India - Crisil Jun'23

#PAT attributable to the owners of the Parent



# Management Commentary

"We are pleased to share that Linc Limited has achieved a landmark fiscal year, with an operating income of ₹50,775 lacs in FY 24, marking our highest annual revenue, however with only a 4% year-over-year growth. The operating income for the quarter grew by 14% quarter-over-quarter and 3% year-over-year.

A standout performer this year has been our Pentonic line, which saw an impressive 21% growth in revenue from the previous year, maintaining a robust Gross Profit Margin of approximately 41%. Pentonic's exceptional performance continued into Q4, with a remarkable 32% sequential growth and 30% year-over-year increase.

Our efforts in expanding our international footprint have started bearing fruit, especially in the North American market. This is evidenced by a robust 34% quarter-over-quarter growth and 10% Year-over-year growth in our export and overseas revenue during Q4.

Despite facing challenges such as steep increase in minimum wages impacting our labor costs in Gujarat, we managed to enhance our Gross Profit Margin in Q4 by 99 basis points over the previous quarter, Although there was a year-over-year dip of 183 bps in gross profit margin for Q4

We also observed significant improvements in our Operating EBITDA Margin, which increased by 61 basis points sequentially, even though we experienced some contraction annually due to increased overheads.

Our Profit after Tax Margin for the quarter stands at 8.0%, improving by 195 basis points from the preceding quarter, highlighting our strong operational efficiency and resilience.

In recognition of our steady performance and commitment to shareholder returns, the Board of Directors is pleased to recommend a dividend of ₹5.00 per share, resulting in a healthy dividend payout of 21.8%, subject to shareholders' approval.

Looking ahead, with several new product launches planned for the first half of the current fiscal year, we are extremely optimistic about regaining and accelerating our growth trajectory. Our ongoing commitment to innovation, strategic market expansion, and enhancing the market share of our Pentonic range positions us well for sustainable growth. We are confident that our strategic initiatives will not only help us navigate current challenges but also strengthen our market leadership in the future."

Deepak Jalan

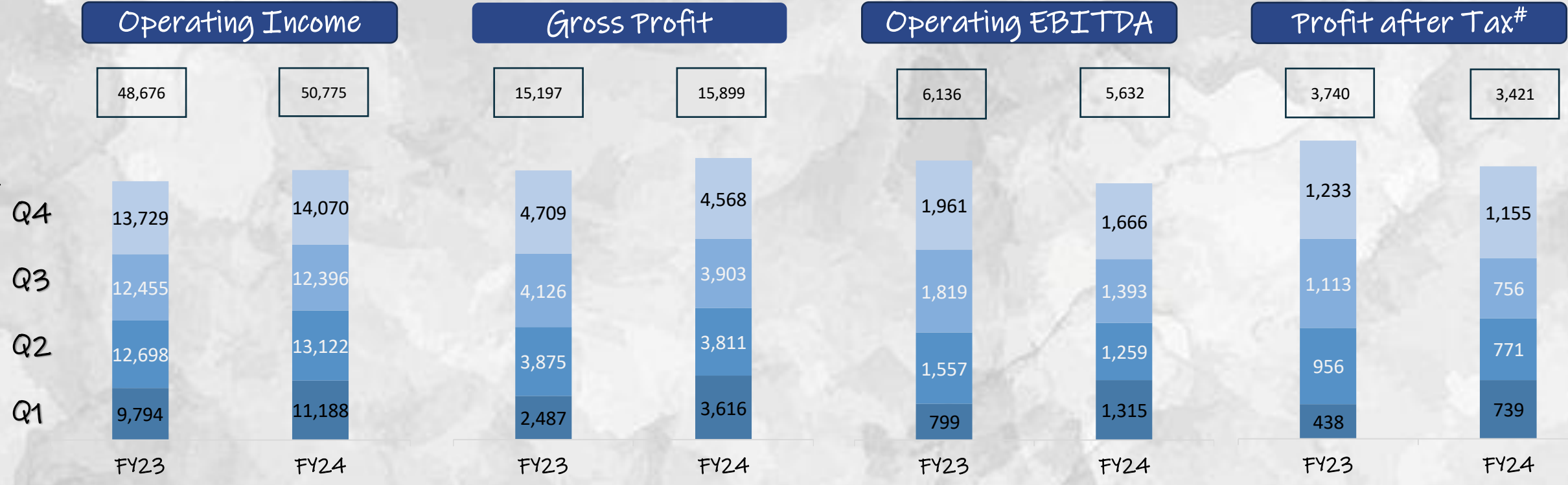
Managing Director, Linc Limited





# Key Highlights

All numbers in ₹ Lacs.



## Other Highlights for Q4 FY24 & FY24

- Net Debt as on 31<sup>st</sup> March 2024 was ₹(765) lacs
- NCOA as on 31<sup>st</sup> March 2024 was ₹ 3,827 lacs
- Net Debt / Equity was (0.04)
- Net Debt / Operating EBITDA was (0.14)

#PAT to the owners of the Parent  
 Q4 FY 24, Q3 FY 24 & FY 24 are consolidated; comparative figures are standalone

# Key Highlights (Cont.)

₹ Lacs

	Operating Income	Gross Profit	Operating EBITDA	Profit Before Tax	Profit After Tax	Cash Profit <sup>1</sup>
<b>Q4 FY24</b>	<b>14,070</b>	<b>4,568</b>	<b>1,666</b>	<b>1,558</b>	<b>1,155</b>	<b>1,527</b>
Growth YOY	2.5%	(3.0%)	(15.0%)	(6.0%)	(6.3%)	(4.5%)
Growth QOQ	13.5%	17.1%	19.6%	52.2%	52.8%	35.1%
Margin <sup>2</sup> (%)		32.5%	11.8%	10.8%	8.0%	
<b>FY24</b>	<b>50,775</b>	<b>15,899</b>	<b>5,632</b>	<b>4,612</b>	<b>3,421</b>	<b>4,919</b>
Growth YOY	4.3%	4.6%	(8.2%)	(7.9%)	(8.5%)	(4.5%)
Margin <sup>2</sup> (%)		31.3%	11.1%	9.0%	6.6%	
EPS/CEPS					23.00	33.07

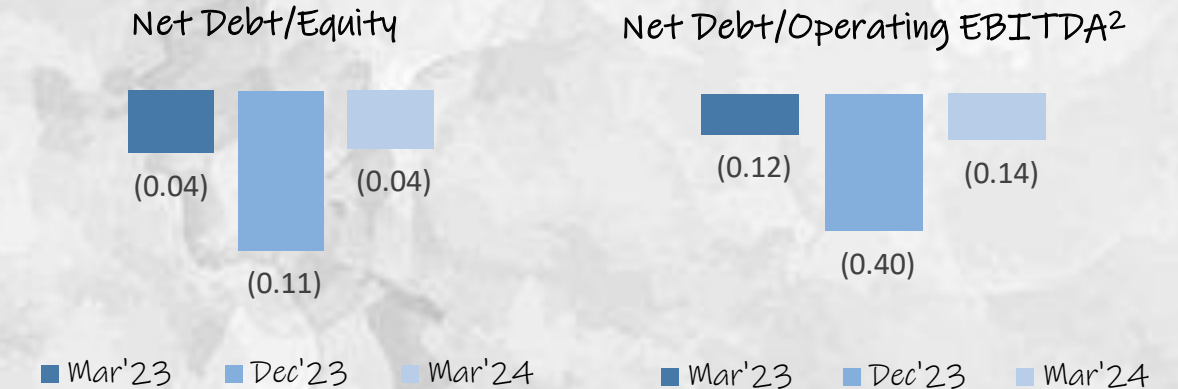
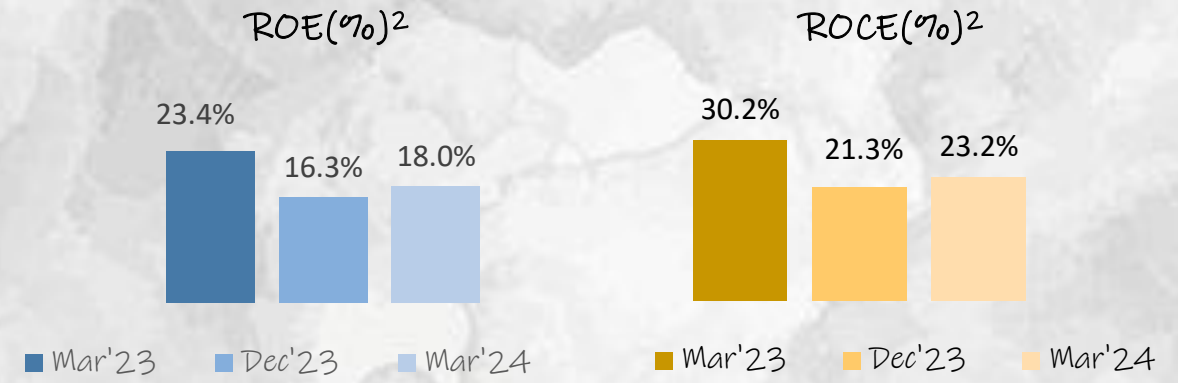
**Note:**

1. Cash Profit = PAT add Depreciation
2. Gross Profit & Op EBITDA Margins calculated on Operating Income
3. PAT is PAT attributable to the owners of the Parent
4. Q4 FY 24, Q3 FY 24 & FY 24 are consolidated; comparative figures are standalone

# Key Highlights (Cont.)

₹ Lacs

Particulars	31-Mar-23	31-Dec-23	31-Mar-24
Net Worth	17,722	19,404	20,585
Gross Debt	-	504	692
Cash & Cash equivalent	760	2,636	1,456
Net Debt	(760)	(2,132)	(765)
Net Fixed Assets	9,038	11,239	12,359
Net Current Assets <sup>1</sup>	7,748	6,642	8,102
Total Assets	23,746	28,746	30,630
Fixed Asset Turnover <sup>2</sup>	5.64	4.83	4.75
Total Asset Turnover <sup>2</sup>	2.22	1.86	1.87
Cash Conversion Cycle <sup>2</sup>	68	78	81



**Note:**

1. Net current assets excludes cash & cash equivalents
2. Figures are YTD annualized
3. Q4 FY 24, Q3 FY 24 and FY 24 are consolidated; comparative figures are standalone

# Key Highlights (Cont.)

₹ Lacs

Revenue	Writing Instruments			Other Products		
	Own Brands		Licensed Brands	Own Brands		Licensed Brands
	Pentonic	Linc & Others	Uni-Ball	Pentonic	Linc & Others	Deli
Q4 FY24	5,034	5,851	2,049	314	610	472
Sales Contribution (%)	35.1%	40.8%	14.3%	2.2%	4.3%	3.3%
Q3 FY24	3,838	5,076	1,875	226	646	708
Sales Contribution (%)	31.0%	41.0%	15.2%	1.8%	5.2%	5.7%
Q4 FY23	4,024	6,298	1,949	76	705	649
Sales Contribution (%)	29.4%	46.0%	14.2%	0.6%	5.1%	4.7%
Growth QoQ	31.1%	15.3%	9.3%	39.1%	(5.6%)	(33.3%)
Growth YoY	25.1%	(7.1%)	5.1%	313.4%	(13.5%)	(27.3%)

Note: 1. Revenue does not include Re-Sale of raw material and export incentive  
 2. Linc & Others includes subsidiary revenue

# Key Highlights (Cont..)

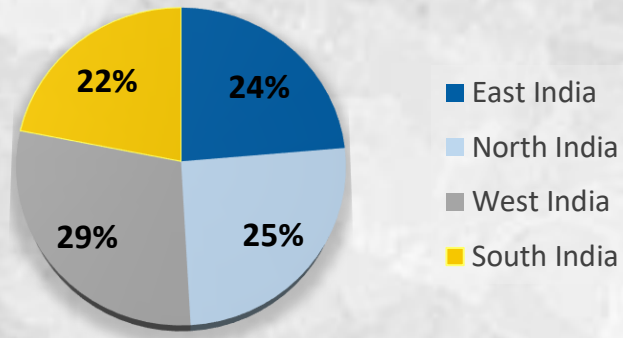
₺ Laos

Revenue	Trade Channel				
	General Trade	Corporate	Modern Trade	E-Commerce	Exports
Q4 FY24	7,180	2,610	678	447	3,414
Sales Contribution (%)	50.1%	18.2%	4.7%	3.1%	23.8%
Q3 FY24	7,914	1,171	470	266	2,548
Sales Contribution (%)	64.0%	9.5%	3.8%	2.2%	20.6%
Q4 FY23	8,919	688	727	268	3,099
Sales Contribution (%)	65.1%	5.0%	5.3%	2.0%	22.6%
Growth QoQ	(9.3%)	122.8%	44.3%	68.0%	34.0%
Growth YoY	(19.5%)	279.5%	(6.8%)	66.8%	10.2%

Note: 1. Revenue does not include Re-Sale of raw material and export incentive  
 2. Exports includes subsidiary revenue

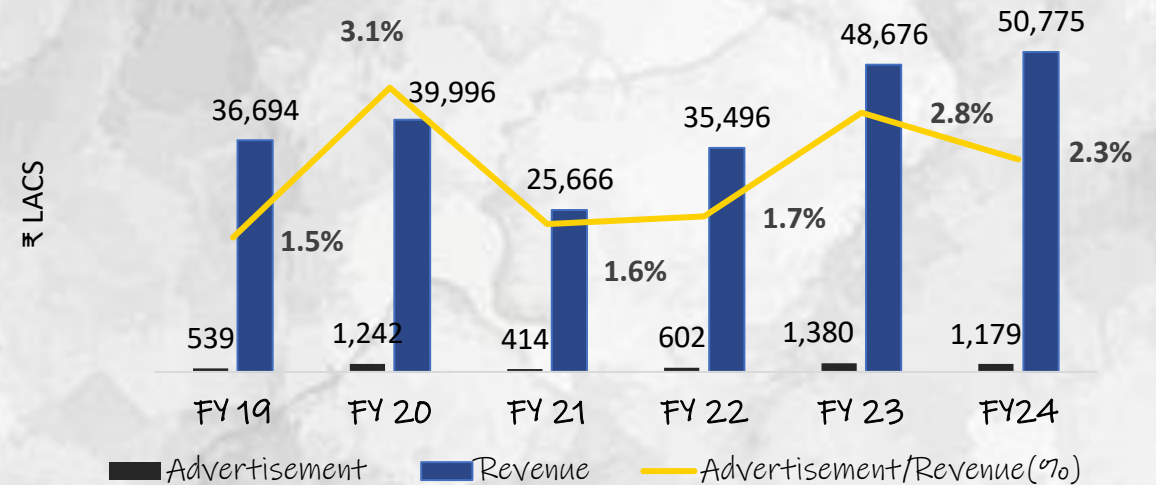
# Operational Highlights

Wider Penetration across India  
Break-up of Region-wise Touch Points – FY24



- Total Touchpoints increased to 2,55,356 in FY24 and the number of Kiranas, Medical stores, etc increased to 1,49,363
- Focus will be on increasing revenue per touchpoint
- Increasing footprint in West and South India and steadily moving towards a more homogenous presence across India

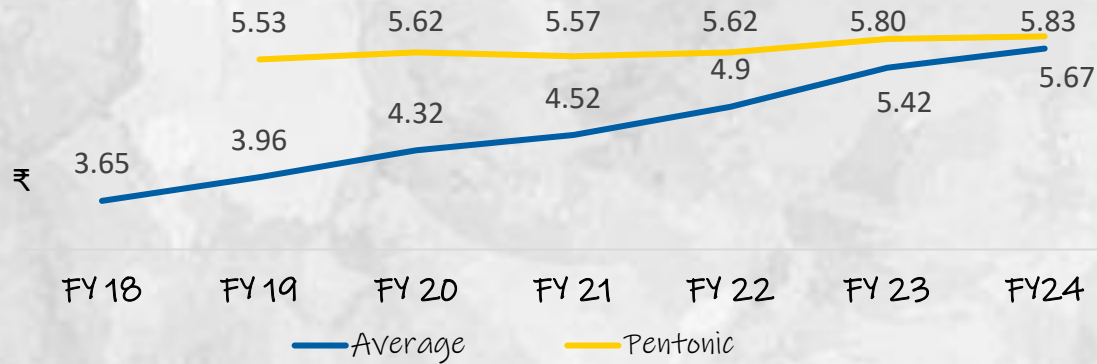
Focus on brand building



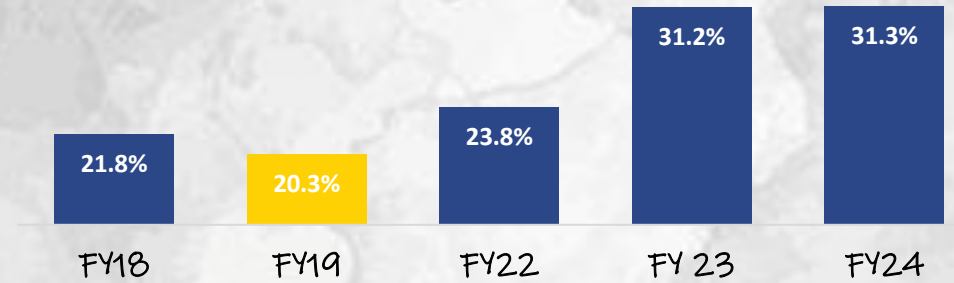
- Spent over ₹ 4,800 lacs on brands over last 5 years
- Step up brand spend going forward ~ 3% of revenue

# Operational Highlights (Cont..)

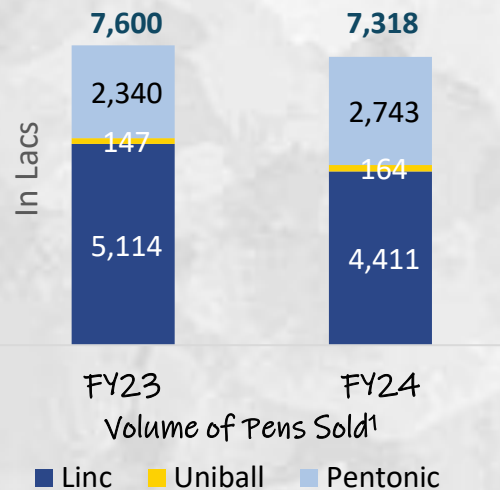
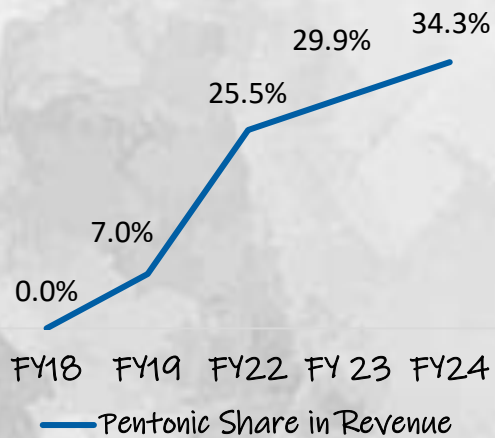
Growth in average realization of Pens (Rs)<sup>1</sup>



Evolving Company GP Margins



Focus on higher margin products



- Pentonic positioned at ₹ 10 + segment
- Pentonic GPM ~ 41%
- Significant increase in revenue share of 'Pentonic' over the last 5 years
- Pentonic volume grew by ~ 17%
- Consistent increase in average selling price
- Average realization increase possible due to focus on higher priced products

Note: 1. Does not include impact of subsidiary

# Quarterly Profit & Loss

Particulars	₹ Lacs								
	Q4 FY 24	Q4 FY 23	YoY Change	Q3 FY 24	QoQ Change	FY 24	FY 23	YoY Change	
Operating Income	14,070	13,729	2.5%	12,396	13.5%	50,775	48,676	4.3%	
Gross Profit	4,568	4,709	(3.0%)	3,903	17.1%	15,899	15,197	4.6%	
Gross Profit (%)	32.5%	34.3%	(183 bps)	31.5%	99 bps	31.3%	31.2%	9 bps	
Operating EBITDA	1,666	1,961	(15.0%)	1,393	19.6%	5,632	6,136	(8.2%)	
Operating EBITDA Margin (%)	11.8%	14.3%	(244 bps)	11.2%	61 bps	11.1%	12.6%	(151 bps)	
Other Income	337	91	268.7%	71	372.2%	736	348	111.3%	
Finance Cost	73	29	155.8%	66	10.6%	257	64	305.0%	
Depreciation	371	365	1.6%	374	(0.7%)	1,498	1,411	6.1%	
PBT	1,558	1,658	(6.0%)	1,024	52.2%	4,612	5,009	(7.9%)	
PAT <sup>1</sup>	1,155	1,233	(6.3%)	756	52.8%	3,421	3,740	(8.5%)	
PAT Margin <sup>1</sup> (%)	8.0%	8.9%	(90 bps)	6.1%	195 bps	6.6%	7.6%	(99 bps)	
EPS (₹)	7.77	8.29	(6.3%)	5.09	52.8%	23.00	25.15	(8.5%)	

Note: 1. PAT attributable to the owners of the parent

2. Q 4 FY 24, Q3 FY 24 and FY 24 are consolidated; comparative figures are standalone



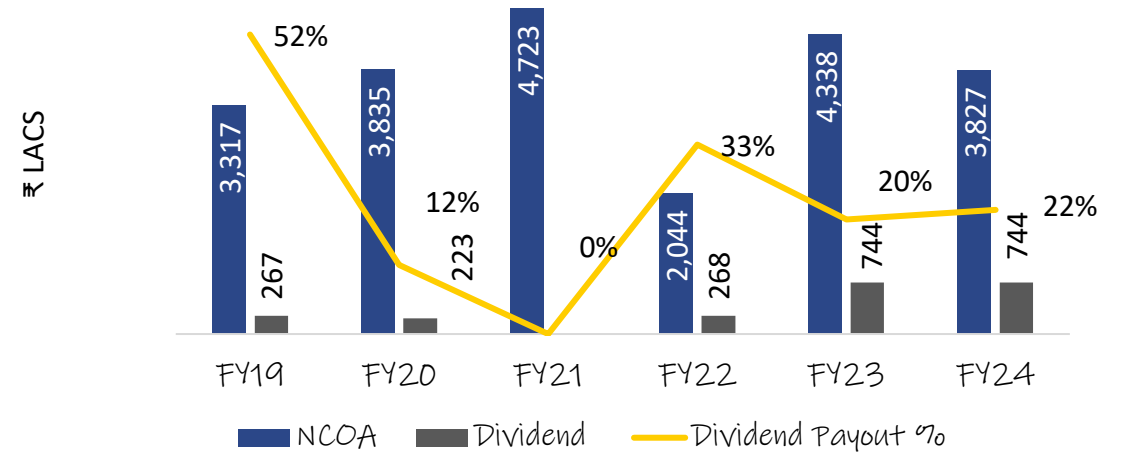
# Focus on Shareholder Value Creation

- NCOA<sup>1</sup> continues to be strong in FY24
- Consistent Dividend Pay-out track record (Other than Covid years due to cash conservation)

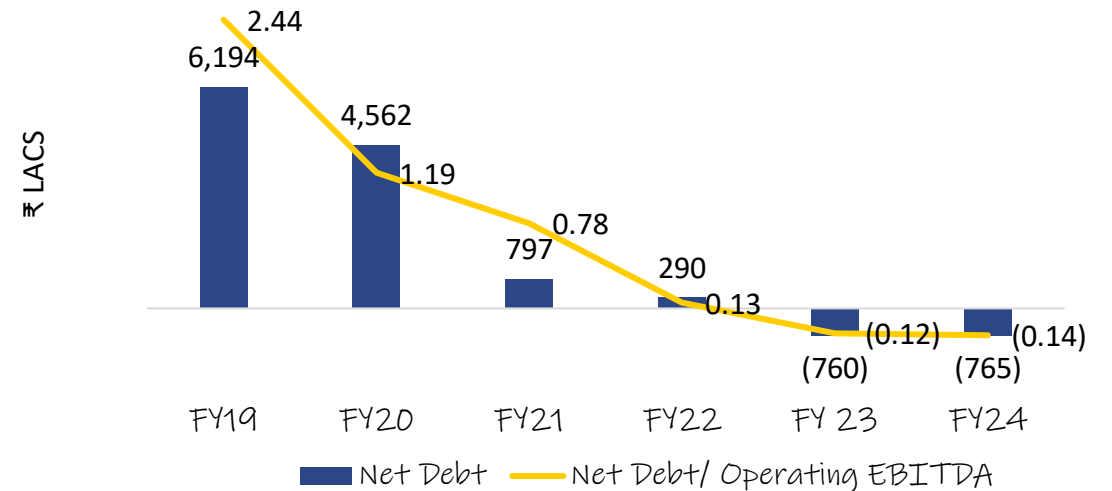
- Steady and significant decrease in Net Debt
- Capex commitment funded largely through internal cash generation
- Net Debt / Operating EBITDA reduced significantly from peak of 2.54 in FY 2018 to (0.14) in FY24

Note  
<sup>1</sup> NCOA is Net Cash generated from Operating Activities

Net Cash from Operating Activities Vs Dividend Payout

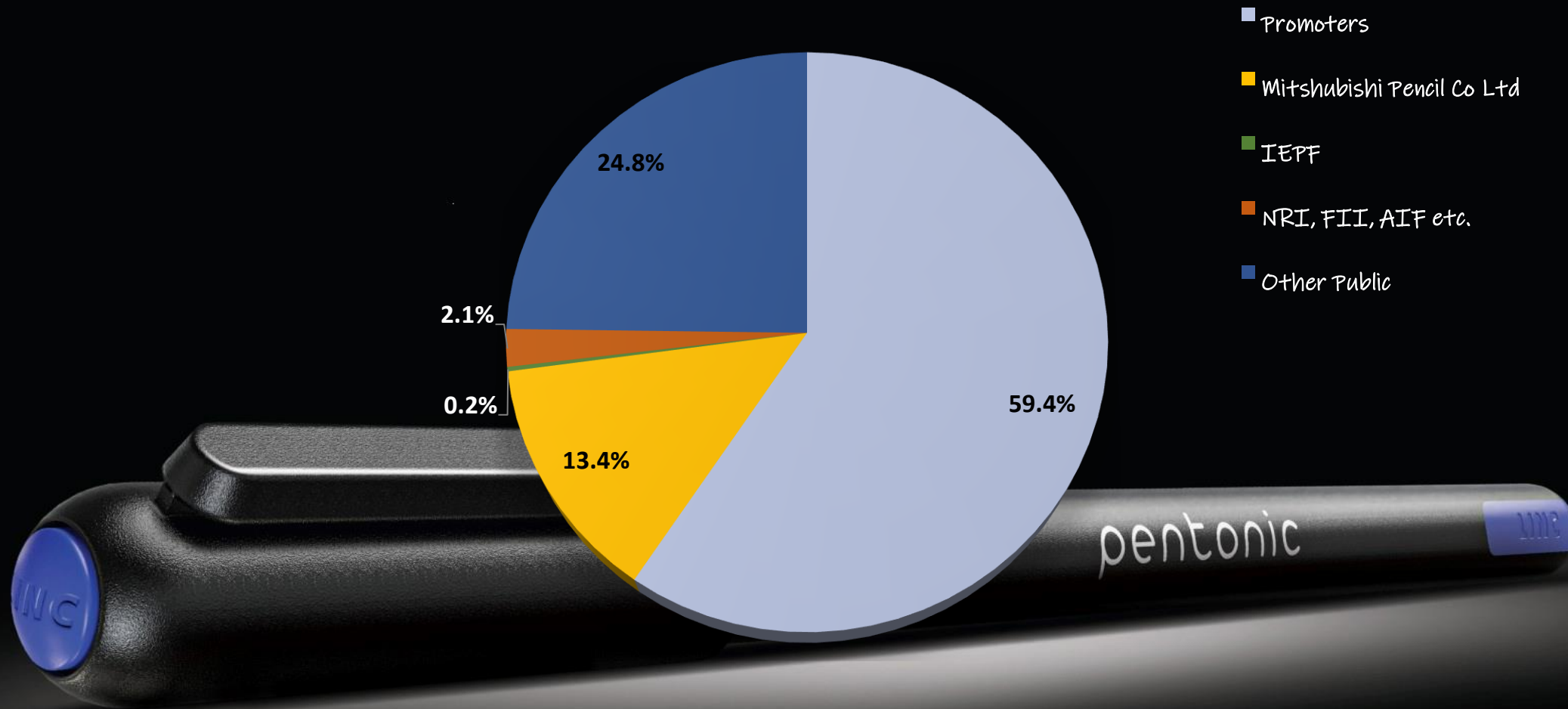


Net Debt and Net Debt/Operating EBITDA<sup>2</sup>



# Shareholding Pattern

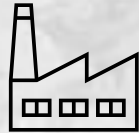
As on March'24



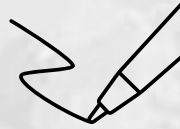
# Why Linc?



Focus on Premiumization, consistently augmenting the contribution of high-margin products to its overall revenue



Geographic Expansion; Focusing on increasing its exports revenue and developing newer markets



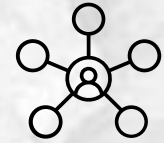
Inroads into Stationery Products; widening product portfolio by entering high-value & high-margin stationery segment



Strong Balance Sheet with negative net debt; strong top & bottom line growth



Consistently endeavors to practice good Corporate Governance founded on transparency, accountability, independent monitoring & environmental consciousness



Rapidly expanding distribution network Added over 1.7 lac touch points over the last 4 years

# Thank You

For further details please contact

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