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BSE ACKNOWLEDGEMENT

Acknowledgement Number	13197486
Date and Time of Submission	6/2/2026 11:46:09 AM
Scripcode and Company Name	516030 - Pakka Ltd-
Subject / Compliance Regulation	Announcement under Regulation 30 (LODR)-Investor Presentation
Submitted By	Sachin Kumar Srivastava
Designation	Company Secretary &Compliance Officer

NSE

National Stock Exchange Of India Limited

Date of 02-Jun-2026

NSE Acknowledgement

Symbol:-	PAKKA
Name of the Company: -	PAKKA LIMITED
Submission Type:-	Announcements
Short Description:-	Investor Presentation
Date of Submission:-	02-Jun-2026 11:42:52 AM
NEAPS App. No:-	2026/Jun/380349/1072
Type:-	

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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
Digitally signed by SACHIN KUMAR SRIVASTAVA
Date: 2026.06.02 07:10:35 +01'00'
Sachin Kumar Srivastava
Company Secretary & Legal Head

Encl: As above

Pakka Limited, Pakka Nagar, Ayodhya 224135 (U.P.), India
+91 78000 18989 | connect@pakka.com
www.pakka.com

Registered Office: 312, Plaza Kalpana Society, 24/147, B-49,
Birhana Road, Kanpur, Uttar Pradesh-208001, India
CIN: L24231UP1981PLC005294

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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

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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

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FINANCIAL PERFORMANCE – FY-26

REVENUE	PBT
366.78 Cr.	25.20 Cr.
vs 423.17 Cr. in FY-25	vs 67.15 Cr. in FY-25
▼ 13 % Q4' FY-25	▼ 62% FY-25

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WRAP & CARRY

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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

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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

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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

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FOOD SERVICES

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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

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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

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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

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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

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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

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PROJECT PROGRESS

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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!

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Disclaimer

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