

Six years at a Glance

Financial Position	UOM	2026	2025	2024	2023	2022	2021
Assets Employed							
Property, plant and equipment	Rs. Million	32,102	32,217	32,639	28,838	25,101	20,797
Intangible Assets	Rs. Million	-	-	-	2	33	116
Long term investments	Rs. Million	14,403	14,245	9,556	8,751	7,146	5,278
Long term deposits	Rs. Million	32	24	27	26	24	27
Current assets	Rs. Million	59,678	55,619	48,695	35,438	19,040	14,772
Total assets		106,215	102,105	90,917	73,055	51,344	40,990
Financed By							
Shareholders' Equity	Rs. Million	32,725	29,424	24,209	17,716	12,580	11,275
Long-term liabilities							
Long term finance	Rs. Million	20,640	24,805	20,026	23,192	19,691	12,910
Current portion of long term finance	Rs. Million	8,608	6,173	6,315	4,096	3,386	3,715
	Rs. Million	29,248	30,978	26,341	27,288	23,078	16,625
Long term deposits and deferred liabilities	Rs. Million	3,749	3,465	3,169	2,474	2,359	2,291
Current liabilities	Rs. Million	49,101	44,411	43,513	29,673	16,714	14,514
Current portion of long term finance	Rs. Million	(8,608)	(6,173)	(6,315)	(4,096)	(3,386)	(3,715)
	Rs. Million	40,493	38,238	37,198	25,577	13,328	10,799
Total Funds Invested		106,215	102,105	90,917	73,055	51,344	40,990
Turnover & Profit							
Turnover - Net	Rs. Million	104,304	105,193	108,887	88,906	55,261	37,308
Gross Profit	Rs. Million	21,210	21,834	24,022	18,432	9,845	7,194
Operating Profit	Rs. Million	9,339	10,823	13,980	10,330	4,244	2,306
Profit before taxation and levy	Rs. Million	6,408	7,755	7,676	7,531	3,387	2,213
Profit after taxation	Rs. Million	3,954	5,749	6,132	6,382	2,551	1,777
Earning per share	Rupees	59.59	86.64	92.41	96.17	38.44	26.77
Cash Flow Summary							
Net Cash generated from Operating Activities	Rs. Million	13,568	5,639	5,270	3,336	1,506	2,416
Net Cash used in Investing Activities	Rs. Million	(3,405)	(6,024)	(6,692)	(7,769)	(8,621)	(2,579)
Net Cash generated from Financing Activities	Rs. Million	(11,015)	210	2,690	1,439	7,265	761
(Decrease) / Increase in Cash and Bank Balance	Rs. Million	(852)	(175)	1,268	(2,994)	151	598
Cash and cash equivalent at the beginning of the Year	Rs. Million	(2,817)	(2,642)	(3,910)	(916)	(1,066)	(1,664)
Cash and cash equivalent at the end of the Year	Rs. Million	(3,669)	(2,817)	(2,642)	(3,910)	(916)	(1,066)

Vertical and Horizontal Analysis

Statement of Financial Position

Balance Sheet	UOM	2026	2025	2024	2023	2022	2021
Shareholders' Equity	Rs. Million	32,725	29,424	24,209	17,716	12,580	11,275
Long-term liabilities	Rs. Million	24,389	28,270	23,195	25,666	22,050	15,201
Current liabilities	Rs. Million	49,101	44,411	43,513	29,673	16,714	14,514
Total Equity & Liabilities		106,215	102,105	90,917	73,055	51,344	40,990
Non Current Assets	Rs. Million	46,537	46,486	42,222	37,617	32,302	26,218
Current Assets	Rs. Million	59,678	55,619	48,695	35,438	19,042	14,772
Total Assets		106,215	102,105	90,917	73,055	51,344	40,990
Vertical Analysis							
Shareholders' Equity	Percentage	30.81%	28.82%	26.63%	24.25%	24.50%	27.51%
Long-term liabilities	Percentage	22.96%	27.69%	25.51%	35.13%	42.95%	37.08%
Current liabilities	Percentage	46.23%	43.50%	47.86%	40.62%	32.55%	35.41%
Total Equity & Liabilities		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Non Current Assets	Percentage	43.81%	45.53%	46.44%	51.49%	62.91%	63.96%
Current Assets	Percentage	56.19%	54.47%	53.56%	48.51%	37.09%	36.04%
Total Assets		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Horizontal Analysis	UOM	2026	2025	2024	2023	2022	2021
Year on Year		vs	vs	vs	vs	vs	vs
		2025	2024	2023	2022	2021	2020
Shareholders' Equity	Percentage	11.22%	21.54%	36.65%	40.83%	11.57%	13.89%
Long-term liabilities	Percentage	-13.73%	21.88%	-9.63%	16.40%	45.06%	-3.02%
Current liabilities	Percentage	10.56%	2.06%	46.64%	77.53%	15.16%	21.62%
Total Equity & Liabilities		4.03%	12.31%	24.45%	42.28%	25.26%	9.28%
Non Current Assets	Percentage	0.11%	10.10%	12.24%	16.45%	23.21%	5.12%
Current Assets	Percentage	7.30%	14.22%	37.41%	86.10%	28.91%	17.56%
Total Assets		4.03%	12.31%	24.45%	42.28%	25.26%	9.28%

Statement of Profit or Loss

Profit & Loss	UOM	2026	2025	2024	2023	2022	2021
Turnover	Rs. Million	104,304	105,193	108,887	88,906	55,261	37,308
Cost of Sales	Rs. Million	(83,094)	(83,359)	(84,865)	(70,474)	(45,415)	(30,114)
Gross Profit		21,210	21,834	24,022	18,432	9,846	7,194
Selling and distribution expenses	Rs. Million	(10,022)	(9,155)	(8,282)	(7,054)	(4,785)	(4,236)
Administrative expenses	Rs. Million	(1,849)	(1,856)	(1,760)	(1,048)	(817)	(652)
Operating profit		9,339	10,823	13,980	10,330	4,244	2,306
Finance Cost	Rs. Million	(4,666)	(5,047)	(7,384)	(4,399)	(1,414)	(694)
(Other Income) / Other Expenses	Rs. Million	1,734	1,979	1,080	1,601	557	601
Profit Before Taxation		6,407	7,755	7,676	7,531	3,387	2,213
Taxation	Rs. Million	(2,453)	(2,006)	(1,544)	(1,150)	(836)	(437)
Profit After Taxation		3,954	5,749	6,132	6,382	2,551	1,777
Earning per share	Rs	59.59	86.64	92.41	96.17	38.44	26.77
Vertical Analysis							
Turnover	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Cost of Sales	%	79.66%	79.24%	77.94%	79.27%	82.18%	80.72%
Gross Profit		20.34%	20.76%	22.06%	20.73%	17.82%	19.28%
Selling and distribution expenses	%	9.61%	8.70%	7.61%	7.93%	8.66%	11.35%
Administrative expenses	%	1.77%	1.76%	1.62%	1.18%	1.48%	1.75%
Operating profit		8.95%	10.29%	12.84%	11.62%	7.68%	6.18%
Finance Cost	%	4.47%	4.80%	6.78%	4.95%	2.56%	1.86%
(Other Income) / Other Expenses	%	1.66%	1.88%	0.99%	1.80%	1.01%	1.61%
Profit Before Taxation		6.14%	7.37%	7.05%	8.47%	6.13%	5.93%
Taxation	%	2.35%	1.91%	1.42%	1.29%	1.51%	1.17%
Profit After Taxation		3.79%	5.47%	5.63%	7.18%	4.62%	4.76%
Horizontal Analysis							
	UOM	2026	2025	2024	2023	2022	2021
Year on Year		vs	vs	vs	vs	vs	vs
		2025	2024	2023	2022	2021	2020
Turnover	%	-0.84%	-3.39%	22.47%	60.88%	48.12%	12.31%
Cost of Sales	%	-0.32%	-1.78%	20.42%	55.18%	50.81%	14.33%
Gross Profit		-2.86%	-9.11%	30.33%	87.21%	36.86%	4.60%
Selling and distribution expenses	%	9.47%	10.54%	17.41%	47.42%	12.97%	-5.23%
Administrative expenses	%	-0.36%	5.45%	67.88%	28.38%	25.26%	9.80%
Operating profit		-13.71%	-22.58%	35.33%	143.39%	84.02%	27.10%
Finance Cost	%	-7.55%	-31.65%	67.84%	211.14%	103.83%	-39.98%
(Other Income) / Other Expenses	%	-12.38%	83.21%	-32.50%	187.55%	-7.31%	-9.53%
Profit Before Taxation		-17.38%	1.03%	1.92%	122.37%	53.03%	67.33%
Taxation	%	22.29%	29.89%	34.32%	37.55%	91.47%	11.73%
Profit After Taxation		-31.22%	-6.24%	-3.91%	150.16%	43.58%	90.64%

Cash Flow Statements

Description	2026	2025	2024	2023	2022	2021
		------(Rs. in millions)-----				
Cash generated from operations	15,868	8,115	6,974	4,396	2,251	2,653
Gratuity paid	(100)	(145)	(112)	(69)	(44)	(69)
Income tax paid-net	(2,192)	(2,334)	(1,592)	(988)	(704)	(178)
Long term deposits - net	(8)	3	(1)	(3)	3	10
Net cash generated from operating activities	13,568	5,639	5,270	3,336	1,507	2,416
Capital expenditure (including CWIP)	(3,318)	(3,058)	(6,945)	(6,231)	(6,618)	(3,355)
Intangible assets	-	-	-	-	(1)	(10)
Long term investment in subsidiaries	(500)	(3,465)	-	(1,525)	(1,903)	-
Investment in associated undertakings	-	-	-	-	-	(492)
Receipts from associate against dividend - net	905	481	404	-	-	-
Proceed from dissolution of associated company	-	-	-	-	-	188
Dividend received	-	-	-	-	-	629
Short-term investments made - net	(784)	(263)	(371)	(190)	(652)	(124)
Proceeds from disposal of property, plant and equipment	292	281	220	177	552	585
Net cash used in investing activities	(3,405)	(6,024)	(6,692)	(7,769)	(8,621)	(2,579)
(Repayments) / Receipts from long term financing-net	(1,731)	4,637	(948)	4,320	6,439	2,014
(Repayments) / Receipts from islamic redeemable sukuk	-	(2,000)	10,000	-	-	-
Lease repayments - net	-	-	-	(8)	(55)	(106)
Short term finances - secured	(4,104)	3,922	816	1,737	3,077	(221)
Interest / mark-up paid	(4,849)	(5,686)	(7,045)	(3,682)	(1,202)	(727)
Dividend paid	(331)	(663)	(133)	(928)	(994)	(199)
Net cash generated from/ (used in) financing activities	(11,015)	210	2,690	1,439	7,265	761
Net (decrease) / increase in cash and cash equivalents	(852)	(175)	1,268	(2,994)	150	598
Cash and cash equivalents at beginning of the year	(2,817)	(2,642)	(3,910)	(916)	(1,066)	(1,664)
Cash and cash equivalents at end of the year	(3,669)	(2,817)	(2,642)	(3,910)	(916)	(1,066)

Analysis of Six-Year Financial Performance

Building Scale. Strengthening Resilience. Enabling Sustainable Growth.

Over the past six years, Ismail Industries Limited has undergone a significant phase of scale expansion, portfolio diversification and financial strengthening. The Company's financial trajectory reflects the progressive development of a broader operating platform, supported by investments in manufacturing capacity, brands, technology and strategic businesses.

Sustained Expansion of the Earnings Platform

The Company's net turnover increased from Rs. 37.3 billion in FY2021 to Rs. 104.3 billion in FY2026, representing approximately 180% growth over the period. Gross profit expanded by 195% to Rs. 21.2 billion, while operating profit increased by approximately 305% to Rs. 9.3 billion. Consequently, operating margin strengthened from 6.2% to 8.95%, demonstrating the operating leverage generated through scale, portfolio breadth and continued productivity initiatives.

While FY2026 reflected a moderation in revenue and operating profitability compared with the preceding year, the longer-term trajectory remains indicative of a substantially enlarged earnings platform. The focus is increasingly shifting from scale-led expansion towards quality of growth, margin resilience and returns on capital.

Protecting Margins Through Scale and Discipline

Over the six-year period, selling and distribution expenses increased by 137%. Their ratio to turnover consequently improved from 11.35% to 9.61%, reflecting greater operating leverage and an expanding distribution platform.

Gross margin also improved from 19.3% in FY2021 to 20.3% in FY2026, although the moderation from recent peak levels underscores the importance of continued procurement discipline, pricing effectiveness, manufacturing productivity and portfolio optimization. These remain key management priorities as the Company navigates changing input costs and consumer-market dynamics.

Strengthening the Balance Sheet

The Company's total asset base expanded from Rs. 40.9 billion to Rs. 106.2 billion over the six-year period, reflecting sustained investment in its operating and strategic asset base. Shareholders' equity increased by approximately 190% to Rs. 32.7 billion, strengthening the Company's financial foundation and supporting its capacity to fund future growth.

Non-current assets increased by 77.5%, reflecting investment in manufacturing infrastructure, capacity and strategic assets. The concurrent expansion in current assets highlights the increasing working-capital intensity of the Group's operations, reinforcing management's focus on cash conversion, inventory optimization, receivables discipline and efficient utilizations of funding resources.

Converting Growth into Cash

A notable feature of the Company's six-year progression has been the strengthening of operating cash generation. Net cash generated from operating activities increased from Rs. 2.4 billion in FY2021 to Rs. 13.6 billion in FY2026, representing growth of more than five times.

In FY2026, operating cash generation covered capital expenditure of approximately Rs. 3.3 billion by more than four times. The Company also recorded net financing outflows of Rs. 11.0 billion, reflecting repayments, finance costs and shareholder distributions. This cash-flow profile demonstrates an increasing capacity to support investment through internally generated resources while simultaneously addressing financing obligations.

Capital Allocation with a Long-Term Perspective

The evolution of the Company's financial position reflects a deliberate transition from building capacity and scale towards optimizing returns from the enlarged platform. With a stronger equity base, enhanced operating cash generation and a diversified business portfolio, capital allocation remains focused on opportunities that support sustainable earnings growth while preserving financial flexibility.

Going forward, management's priorities remain centered on profitable growth, margin protection, working-capital efficiency, disciplined leverage and returns-focused investment. The objective is to translate the scale established over the past six years into a more resilient, efficient and sustainable platform for the next phase of the Company's growth.

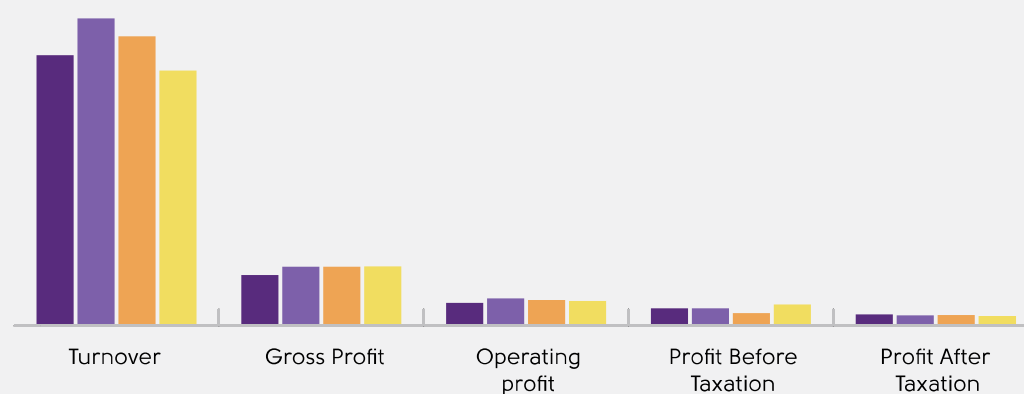
Quarterly Analysis of Performance

Description	2026				Total
	Q1	Q2	Q3	Q4	
Turnover	25,128	28,567	26,884	23,725	104,304
Cost of Sales	(20,410)	(23,095)	(21,395)	(18,194)	(83,094)
Gross Profit	4,718	5,472	5,489	5,531	21,210
Gross Profit - %	19%	19%	20%	23%	20%
Selling and distribution expenses	(2,121)	(2,482)	(2,666)	(2,753)	(10,022)
Administrative expenses	(485)	(443)	(444)	(477)	(1,849)
Operating profit	2,112	2,547	2,379	2,301	9,339
Operating profit - %	8%	9%	9%	10%	9%
Finance Cost	(1,152)	(1,077)	(1,298)	(1,139)	(4,666)
(Other Income) / Other Expenses	669	135	103	828	1,735
Profit Before Taxation	1,629	1,605	1,184	1,990	6,408
Taxation	(564)	(628)	(176)	(1,086)	(2,454)
Profit After Taxation	1,065	977	1,008	904	3,954
Profit After Taxation - %	4%	3%	4%	4%	4%

Turnover	25,128	28,567	26,884	23,725	104,304
Gross Profit	4,718	5,472	5,489	5,531	21,210
Operating profit	2,112	2,547	2,379	2,301	9,339
Profit Before Taxation	1,629	1,605	1,184	1,990	6,408
Profit After Taxation	1,065	977	1,008	904	3,954

Quarterly Analysis

● Q1 ● Q2 ● Q3 ● Q4



Quarterly Financial Performance – FY2026

Q1 – Establishing a resilient earnings base.

The first quarter established a stable foundation for FY2026, with turnover of Rs. 25.1 billion generating gross profit of Rs. 4.7 billion at a 19% gross margin. Operating profit stood at Rs. 2.1 billion, representing an 8% operating margin, despite continued investment in selling and distribution activities and finance costs of Rs. 1.2 billion. Profit before taxation of Rs. 1.6 billion and profit after taxation of Rs. 1.1 billion reflected the Company's ability to sustain positive earnings generation in a challenging cost environment. The quarter established the initial earnings base while providing a platform for subsequent improvements in cost efficiency and margin management.

Q2 – Scaling the business while maintaining operating leverage.

Q2 delivered the highest quarterly turnover of the year at Rs. 28.6 billion, reflecting stronger business activity and seasonal demand. Gross profit increased to Rs. 5.5 billion, while the gross margin remained stable at 19%, demonstrating the Company's ability to absorb higher volumes without compromising underlying gross economics. Operating profit reached the year's highest quarterly level of Rs. 2.5 billion, with the operating margin improving to 9%, supported by operating leverage and disciplined cost management. Despite lower other income and continued financing costs, profit before taxation remained resilient at Rs. 1.6 billion, while profit after taxation stood at Rs. 1.0 billion. The quarter demonstrated the Company's capacity to convert higher volumes into stronger operating earnings while maintaining commercial discipline.

Q3 – Strengthening margin quality amid moderated volumes.

During Q3, despite difficult economic circumstances, turnover moderated to Rs. 26.9 billion, reflecting a normalization from the preceding quarter; however, the quality of earnings strengthened as gross profit remained broadly stable at Rs. 5.5 billion. Gross margin improved to 20%, indicating better cost absorption, product-mix management and margin discipline despite the lower revenue base. Operating profit remained resilient at Rs. 2.4 billion, maintaining a 9% operating margin. Higher finance costs of Rs. 1.3 billion, together with a lower contribution from other income, placed pressure on profit before taxation, which declined to Rs. 1.2 billion. Nevertheless, profit after taxation remained broadly stable at Rs. 1.0 billion, highlighting the Company's ability to preserve earnings resilience despite pressure below the operating line.

Q4 – Delivering the strongest gross margin profile of the year.

The fourth quarter marked a significant improvement in operating economics, with turnover of Rs. 23.7 billion accompanied by gross profit of Rs. 5.5 billion, resulting in a 23% gross margin—the highest quarterly level of FY2026. This improvement, despite the lowest quarterly revenue base, demonstrates stronger margin realization and cost absorption rather than reliance on volume growth alone. Operating profit remained resilient at Rs. 2.3 billion, with the operating margin reaching a year-high 10%. Profit before taxation recovered to Rs. 2.0 billion, supported by Rs. 0.8 billion of other income, while the higher tax charge limited the conversion into profit after taxation of Rs. 0.9 billion.

Analysis of the Financial and Non-Financial Performance

FY2026 was a year of resilience under pressure, with the Company protecting its core gross margin while navigating a material shift in sales mix, elevated distribution costs and lower non-operating contributions. Gross sales increased by 1.84% to Rs. 120.6 billion, driven principally by stronger domestic business; however, the significant rebalancing from exports towards the local market resulted in net sales declining by 0.85% to Rs. 104.3 billion. Against this backdrop, gross profit remained relatively resilient at Rs. 21.2 billion, with gross margin at 20.34% compared with 20.76% in FY2025. The ability to preserve a gross margin above 20% despite the changing revenue mix and input-cost environment provides an important foundation for the Company's next phase of profitable growth.

The principal earnings challenge during FY2026 was conversion rather than generation of gross profit. Selling and distribution expenses increased by 9.47% to Rs. 10.0 billion, significantly faster than net sales, primarily reflecting higher logistics costs and continued investment in market coverage and brand development. Consequently, operating profit declined by 13.71% to Rs. 9.3 billion. Administrative expenses, however, remained broadly controlled at Rs. 1.85 billion, demonstrating continued organizational cost discipline.

From a management perspective, the key message is clear: the next phase of value creation must increasingly come from operating leverage, distribution efficiency, product mix and productivity rather than top-line expansion alone.

The Company made measurable progress in managing its financing burden, with finance costs declining 7.55% to Rs. 4.7 billion. This reflects continued attention to deleveraging, funding mix and balance-sheet efficiency and partially offset the decline in operating earnings.

However, the reduction in the share of profit from associates and other below-operating-line movements placed additional pressure on profitability. Profit before taxation consequently declined 17.38% to Rs. 6.4 billion, reinforcing the importance of strengthening both core operating earnings and the quality and predictability of non-operating contributions.

Profit after taxation declined by 31.22% to Rs. 4.0 billion, with net margin reducing from 5.46% to 3.79% and EPS from Rs. 86.64 to Rs. 59.59. The decline should therefore be viewed in the context of three principal factors: weaker operating profit conversion, lower associate contribution and tax-related charges, rather than a material deterioration in the Company's gross-margin base.

Management's FY2027 focus is accordingly centered on rebuilding operating leverage, optimizing logistics and distribution economics, strengthening working-capital discipline, continuing financing-cost optimization and improving cash conversion. At the same time, the Company will remain focused on profitable domestic growth, export-market recovery and disciplined capital allocation across its diversified portfolio.

Description	FY 25-26	FY 24-25	Change in %
	-----Rs in million -----		
Gross Sales	120,572	118,397	1.84%
Net Sales	104,304	105,193	-0.85%
Gross Profit	21,210	21,834	-2.86%
GP in %	20.34%	20.76%	-2.02%
Operating Profit	9,339	10,823	-13.71%
Finance Cost	4,666	5,047	-7.55%
Profit after tax	3,954	5,749	-31.22%
Net Profit in %	3.79%	5.46%	-30.59%
EPS	59.59	86.64	-31.22%

Non-Financial Indicators

 Capital Forms	 Objective	 KPI's Monitored	 Future Relevance
Manufactured Capital	Product Development Business Optimization Maintain Leadership position in Industry and expands sales Enhance Operational efficiency and efficient inventory Management	Produce high quality and low cost products Analyse various prospects of invest in the most promising venture Market share, price Management and Identification of new markets. Production efficiency ratios and Activity ratios. Optimization of available resources and better allocation for fixed costs. Current Ratio, Gearing and Interest Cover	The KPI's shall remain relevant in the future
Human Capital	Health & Safety of workers Training and Education	Provision of congenial and clean environment along with safety Continuous training of employees and workers. Monitor training need analysis with special focus on health and safety at work	
Relationship Capital	Shareholder value Stock value Suppliers and Customer Relationships	EPS, ROE, Asset Turnover, ROI and DPS Analyse market price as a measure of relationship capital Assess the payment stream and ensure timely payment. Provide customer with maximum support beyond customer-supplier relationship	

Financial Ratios

*Above ratios are calculated using their standard formulas

Financial Ratio	UOM	2026	2025	2024	2023	2022	2021
Profitability Ratios							
Gross Profit ratio	%	20.34%	20.76%	22.06%	20.73%	17.82%	19.28%
Net Profit to Sales	%	3.80%	5.47%	5.63%	7.18%	4.62%	4.76%
EBITDA Margin to Sales	%	13.76%	15.33%	16.59%	16.12%	12.66%	12.41%
Operating Margin ratio	%	8.95%	10.29%	12.84%	11.62%	7.68%	6.18%
Return on Equity / Shareholders' Funds	%	13.44%	23.75%	34.61%	50.73%	22.63%	17.95%
Return on Capital employed	%	17.54%	23.81%	33.27%	33.22%	17.32%	9.01%
Shareholders' Funds	Rs. Million	32,725	29,424	24,209	17,716	12,580	11,275
Return on Shareholders' Funds	%	13.44%	23.75%	34.61%	50.73%	22.63%	17.95%
Liquidity Ratios							
Current ratio	Times	1.22	1.25	1.12	1.19	1.14	1.02
Quick / Acid test ratio	Times	0.84	0.85	0.81	0.64	0.61	0.46
Cash to Current Liabilities	Times	0.02	0.01	0.02	0.05	0.01	0.01
Cash flow from operations to Sales	Times	0.13	0.05	0.05	0.04	0.08	0.06
Cash flow to capital expenditures	Times	4.09	1.84	0.76	0.54	0.69	0.65
Cash flow coverage ratio	Times	0.28	0.13	0.12	0.11	0.27	0.15
Investment /Market Ratios							
Earnings per Share (EPS) and diluted EPS	Rs	59.59	86.64	92.41	96.17	38.44	26.77
Price Earnings ratio	Times	32.71	20.97	14.79	5.46	12.92	15.31
Price to Book ratio	Rs	3.95	4.10	3.75	1.97	2.62	2.41
Dividend Yield ratio	%	0.26%	0.28%	0.73%	2.29%	0.81%	0.98%
Dividend Payout ratio / Dividend Cover Ratio	%	8.39%	5.77%	10.82%	12.48%	10.40%	14.94%
Cash Dividend per share / Stock Dividend per share	Rs	5.00	5.00	10.00	12.00	4.00	4.00
Market value per share at the year end	Rs	1,949.55	1,816.84	1,367.00	525.00	496.73	410.00
High Share Price During The year	Rs	2,189.96	2,014.98	1,700.00	594.00	589.00	462.00
Low Share Price During The Year	Rs	1,780.33	1,300.01	510.00	402.90	392.03	295.01
Breakup value per share		493.16	443.42	364.83	266.98	189.57	169.91
Net Operating Profit After Tax (NOPAT)		6,886	8,817	12,436	9,180	3,408	1,870
Capital Structure							
Financial leverage ratio	Times	1.61	1.93	2.08	2.39	2.56	2.01
Debt to Equity ratio (as per book and as per market value)	Times	0.89	1.05	1.09	1.54	1.83	1.47
Net assets per share	Rs	493.16	443.42	364.83	266.98	189.57	169.91
Interest Cover /Time Interest earned ratio	Times	2.37	2.54	2.04	2.71	3.40	4.19

Financial Ratios

*Above ratios are calculated using their standard formulas

Financial Ratio	UOM	2026	2025	2024	2023	2022	2021
Activity / Turnover Ratios							
Average Total Assets	Rs. Million	104,160	96,511	81,986	62,200	46,167	39,249
Total Assets turnover ratio	Times	1.00	1.09	1.33	1.43	1.20	0.95
Average Net Fixed Assets	Rs. Million	32,159	32,428	30,739	26,969	22,949	20,032
Fixed Assets turnover ratio	Times	3.24	3.24	3.54	3.30	2.41	1.86
Average Inventory	Rs. Million	18,264	15,614	14,941	12,680	8,438	7,317
No. of Days in Inventory	Days	80	68	64	66	68	89
Average Recievables	Rs. Million	13,238	13,226	11,820	8,125	4,546	3,345
No. of Days in Receivables	Days	46	46	40	33	30	33
Average Payables	Rs. Million	12,521	10,611	9,470	5,922	3,734	3,715
No. of Days in Payables	Days	55	47	41	31	30	45
Operating cycle	Days	71	67	63	68	68	77
Non-Financial Ratios							
Plant Availability (Plastic)	%	40.44%	42.17%	43.52%	45.83%	36.62%	53.00%
Plant Availability (Food)	%	36.57%	36.23%	35.43%	43.92%	45.10%	46.94%
Production (metric tons)	MT	241,096.00	238,204.00	228,224.00	157,438.00	140,553.00	117,971.00
Production per Employee	%	76.44	79.83	78.08	51.57	53.18	46.89
Revenue per Employee	%	38.23	39.68	41.56	32.67	24.69	17.87
Spares Inventory as % of Assets Cost	%	0.96%	0.87%	0.80%	0.86%	0.99%	1.12%

Financial Ratios Analysis

Profitability Ratios

FY2026 was defined by shrinking margins and weakened capital efficiency. Profitability metrics softened across the board: gross margin dipped from 20.76% to 20.34%, while EBITDA and operating margins fell to 13.76% and 8.95%, highlighting significant challenges in cost absorption and operating leverage. Net margin took a sharper hit, dropping from 5.46% to 3.79% due to compounded operational and below-the-line pressures. As a result, capital returns deteriorated significantly, with ROE plunging from 23.75% to 13.44% and ROCE falling from 23.81% to 17.54%. Moving forward, strategy must aggressively prioritize internal operational improvements-rebuilding margin resilience and asset productivity-rather than banking on favorable macroeconomic shifts.

Liquidity Ratios

While balance-sheet liquidity remained stable—with the current ratio dipping slightly to 1.22x and the quick ratio holding steady at 0.84x, underlying cash generation strengthened significantly. Operating cash flow to sales jumped from 0.05x to 0.13x, and operating cash flow coverage of current liabilities more than doubled to 0.28x. Notably, internal cash comfortably funded capital expenditures, driving the cash-flow-to-capex ratio up to 4.09x from 1.84x. However, working capital efficiency remains a pressing challenge; rising inventory and receivable days demand stricter cash conversion discipline and proactive receivables management moving forward.

Investor Ratios

FY2026 presents a divergence between fundamental earnings performance and market valuation. EPS declined to Rs.59.59 from Rs.86.64, continuing the earnings moderation from the FY2023 peak of Rs.96.17; however, the year-end share price increased to Rs.1,950, resulting in the P/E multiple expanding materially to 32.72x from 20.97x. Similarly, the price-to-book multiple remained elevated at 3.95x, despite the decline in earnings. This indicates that the market valuation has remained relatively strong despite near-term earnings compression, placing greater importance on the Group's future earnings recovery, growth optionality and return profile. Meanwhile, the dividend payout ratio increased to 8.39%, although the dividend yield remained modest at 0.26%, reflecting the prevailing market price relative to Rs.5 dividend per share.

Capital Structured Ratios

FY2026 revealed a stark disconnect between declining fundamentals and a rising market valuation. While EPS dropped from Rs. 86.64 to Rs. 59.59—continuing a slide from the FY2023 peak of Rs. 96.17—the year-end share price climbed to Rs. 1,950. This drove a material expansion in the P/E multiple from 20.97x to 32.72x and kept the price-to-book multiple elevated at 3.95x. The market is clearly looking past current headwinds, pricing in future growth and an eventual earnings recovery. On the distribution front, a Rs. 5 dividend per share pushed the payout ratio up to 8.39%, though the high share price kept the effective dividend yield marginal at 0.26%.

Activity / Turnover Ratios

FY2026 was characterized by slower asset monetization and an elongated working-capital cycle. Total asset turnover slipped to 1.00x (from 1.09x), while fixed asset turnover held steady at 3.24x. The overall operating cycle stretched from 67.80 to 71.55 days, driven largely by a material jump in inventory days (to 80.23) and slightly higher receivable days (46.33), though this was partially cushioned by extended payable days (55.00). Interestingly, overall cash generation improved significantly despite this sluggish turnover efficiency. Moving forward, protecting liquidity and future ROCE will require aggressive inventory rationalization and tighter receivables collection to optimize working capital.

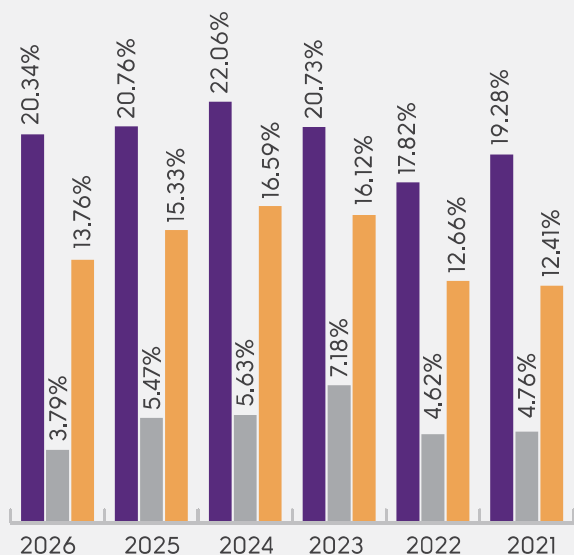
Board Action Agenda

The Board's immediate focus should be on restoring margin and earnings momentum, accelerating working-capital efficiency, and improving capital productivity, with clear management accountability for inventory, receivables, ROCE and ROE. At the same time, the company should sustain deleveraging, protect cash conversion and apply disciplined ROIC thresholds to new capital deployment, ensuring that future growth translates into stronger and more sustainable EPS, cash flows and shareholder value.

Graphical Analysis

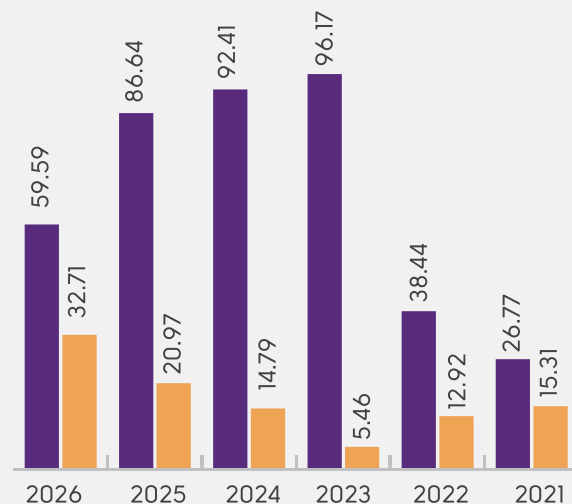
Profitability Analysis

- Gross Profit ratio
- Net Profit to Sales
- EBITDA Margin to Sales



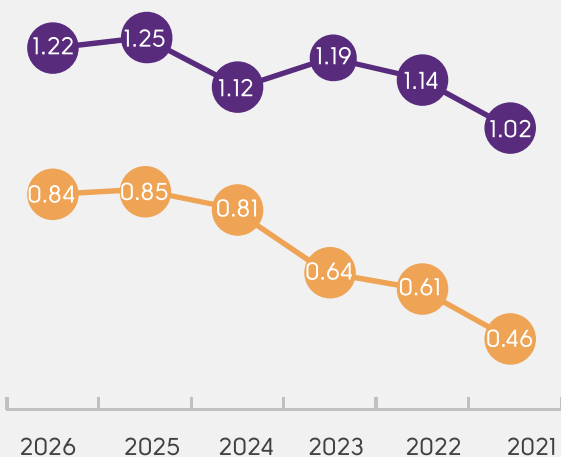
Investor Ratios

- Earnings per Share (EPS) and diluted EPS
- Price Earnings ratio



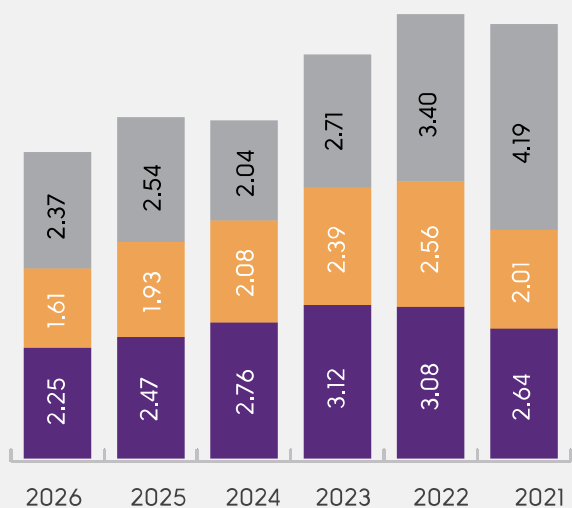
Liquidity Ratios

- Current ratio
- Quick / Acid test ratio



Capital Structure Ratios

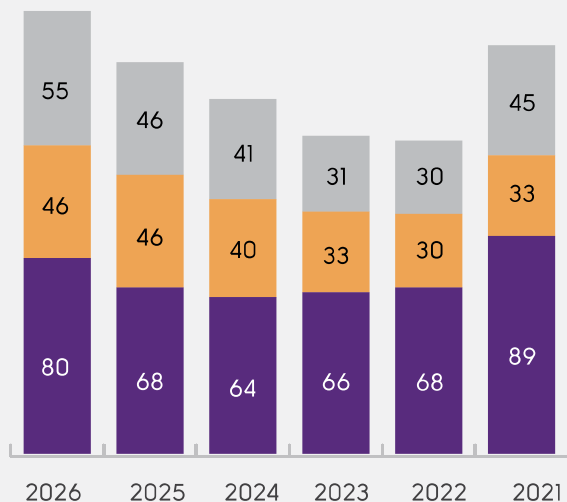
- Financial leverage ratio
- Debt to Equity ratio (as per book and as per market value)
- Interest Cover / Time Interest earned ratio



Graphical Analysis

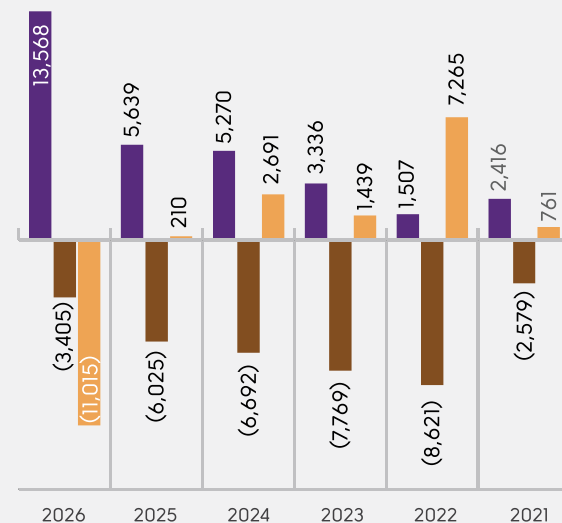
Turnover Days

- No. of Days in Inventory
- No. of Days in Receivables
- No. of Days in Payables



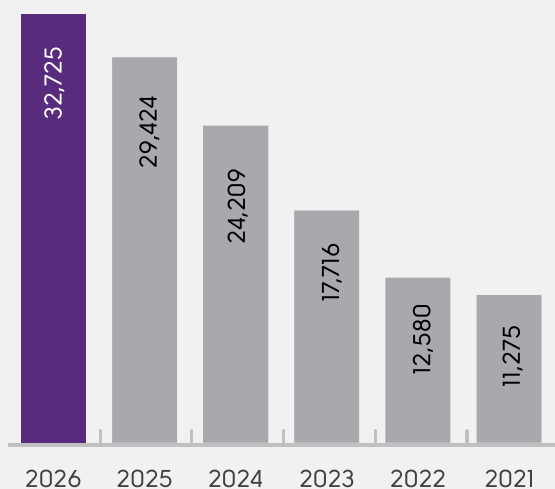
Cash Flow Analysis

- Net Cash generated from / (used in) Operating Activities
- Net Cash generated from / (used in) Investing Activities
- Net Cash generated from / (used in) Financing Activities



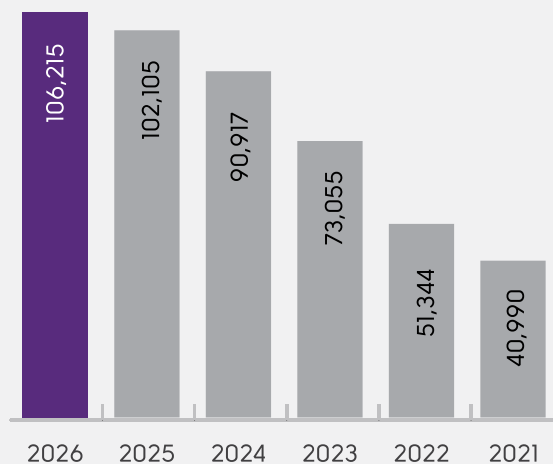
Shareholder Equity

(Rs. Million)



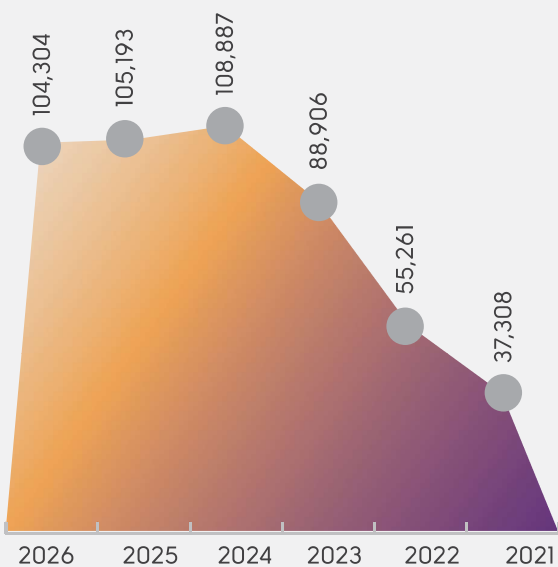
Total Assets

(Rs. Million)

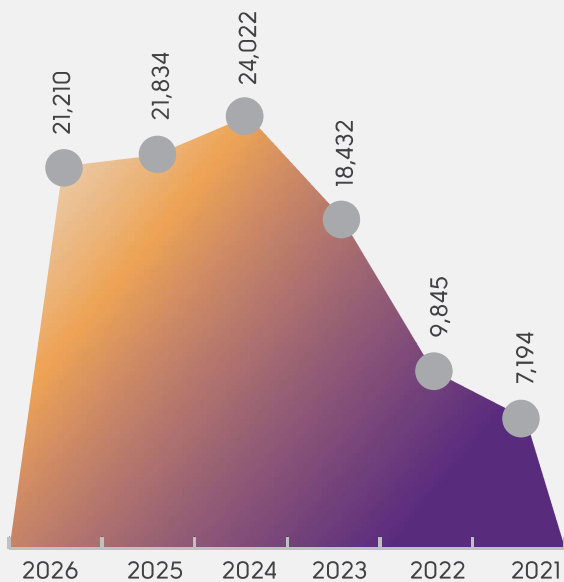


Graphical Analysis

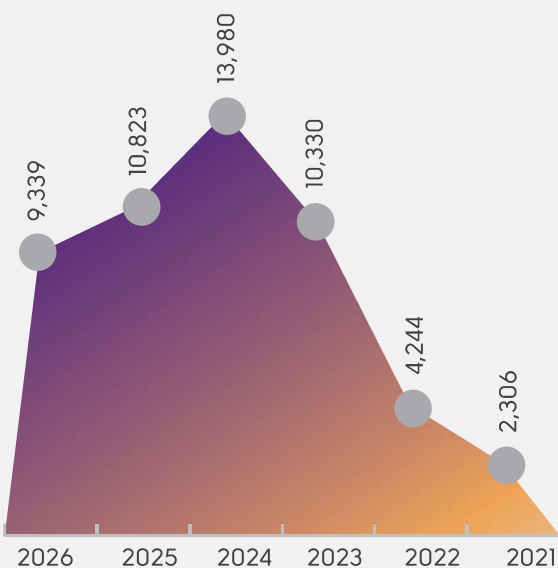
Net Sales



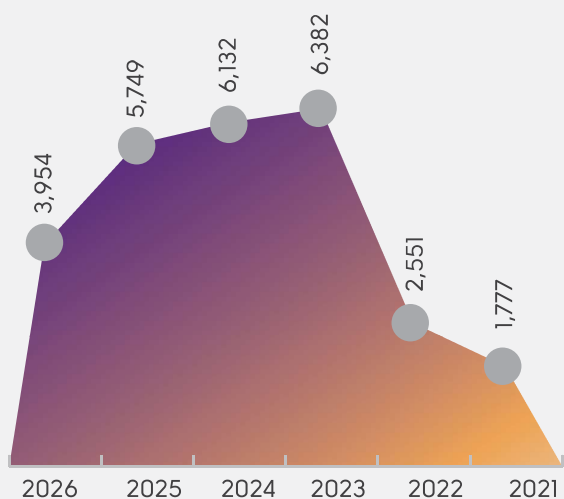
Gross Profit



Operating Profit



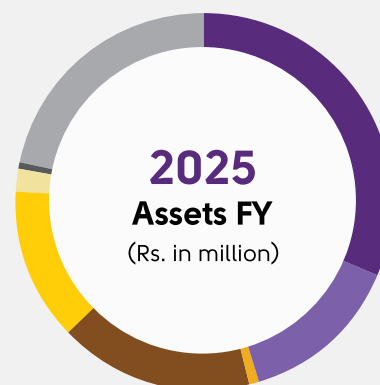
Profit after Tax



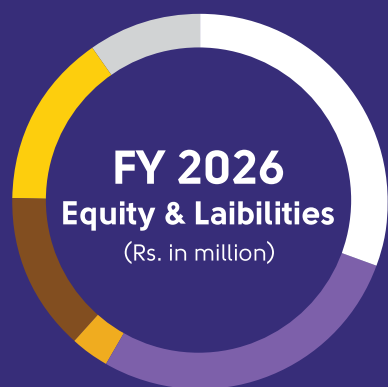
Composition of Statement of Financial Position



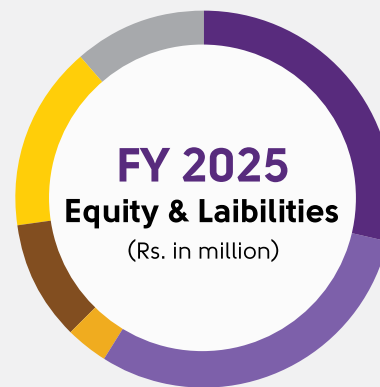
Property, plant and equipment	32,102
Long term investments	14,403
Stores and spares	1,019
Stock-in-trade	17,649
Trade debts	13,159
Short term investments	3,091
Cash and bank balances	1,142
Other Assets	23,649



Property, plant and equipment	32,217
Long term investments	14,245
Stores and spares	891
Stock-in-trade	16,969
Trade debts	13,317
Short term investments	1,816
Cash and bank balances	592
Other Assets	22,058



Shareholders' Equity	32,725
Long-term liabilities	29,247
Long term deposits and deferred liabilities	3,748
Trade and other payables	14,390
Short term finances - secured	15,542
Other Laibilities	10,562



Shareholders' Equity	29,424
Long-term liabilities	30,978
Long term deposits and deferred liabilities	3,465
Trade and other payables	10,652
Short term finances - secured	17,814
Other Laibilities	9,772