

Fine Organic Industries Limited

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Date: February 13, 2026

To BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400 001	To National Stock Exchange of India Limited Plot No. C/1, "6" Block, Exchange Plaza Bandra Kurla Complex, Bandra (East) Mumbai - 400 051
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Security Code: 541557

Symbol: FINEORG

Subject: Disclosure of information under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Dear Sir / Madam,

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached herewith the Investor Presentation – February 2026 of the Company.

The aforesaid presentation is also available on the Company's website www.fineorganics.com.

We request you to take the above information on your record.

Thanking you,

For Fine Organic Industries Limited

Pooja Lohor

Company Secretary and Compliance Officer

Membership No. A28397

Encl.: As above



FINE ORGANICS

Investor Presentation
February '26



This presentation and the accompanying slides (the “Presentation”), which have been prepared by Fine Organic Industries Limited (the “Company”), have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

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This presentation contains certain forward looking statements concerning the Company’s future business prospects and business profitability, which are subject to a number of risks and uncertainties and the actual results could materially differ from those in such forward looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, competition (both domestic and international), economic growth in India and abroad, ability to attract and retain highly skilled professionals, time and cost over runs on contracts, our ability to manage our international operations, government policies and actions regulations, interest and other fiscal costs generally prevailing in the economy. The Company does not undertake to make any announcement in case any of these forward looking statements become materially incorrect in future or update any forward looking statements made from time to time by or on behalf of the Company

Expertise in Oleochemistry

Making Things Better®



An established and reputed international player of **specialty additives**, rooted in India



A Technical Pinch of salt in the end product making a HUGE difference in the product performance



We create Specialty additives for **diverse applications**, **Solution-centric** approach and **Innovation-driven** mindset



Pioneered in developing wide range of **specialty additives** for a variety of applications that are **connected to humans in their daily lives**



Leading producer of the **widest range of additives** for foods, polymers, feeds, cosmetics, coatings etc.



We are omnipresent and form **a part of your life** in every way

Why FINE additives are preferred?

Green additives from FINE have successfully substituted potentially, harmful chemicals across various industries like plastics, packaging, food, cosmetics, rubbers, and coatings, while maintaining performance standards

1

Increasing consumer awareness for environment has resulted in remarkable preference for **'Green' and 'Sustainable' products**

2

FINE additives are majorly bio-based, safe to use and biodegradable; therefore, can offer the most effective benefits through **'Sustainability' combined with excellence in functionality and safety**

3

4 Minimized waste generation, effluent management through **effective production process and stringent compliance to regulations**

4

Demand for oleochemical derived additives is increasing



FINE ORGANICS

**High-
Performance
Environment
-Friendly
Additives**

Over 50 years of Journey

1970

Established as 'Fine Organic Industries', a partnership firm by Late Shri Ramesh Shah and Late Shri Prakash Kamat

1973-1988

Commissioned first food additives facility in Dombivli
Set up second facility in Ambernath

2001-2002

Commissioned facility at Badlapur
Incorporated the company under the name of Fine Organic Industries (Mumbai) Pvt. Ltd.

2005-2006

Established R&D Centre in Navi Mumbai
Commissioned large manufacturing facilities in Ambernath

2008-2012

Expanded capacity addition phase wise in Ambernath

2014 -15

Signed JV with Netherlands based bakery premix manufacturer Zeelandia International
Incorporation of USA Subsidiary in 2014
Additional capacity expansion at Ambernath facility

2016-2017

Amalgamated Fine Research and Development Centre Pvt Ltd and Fine Specialty Surfactants Pvt. Ltd.
Incorporation of Europe subsidiary

2018-2021

Initiated (IPO) and got listed on BSE and NSE
New plant at Ambernath and Patalganga commissioned

2022-2025

Commenced Production at JVC in Thailand
Incorporated WOS - Fine Organic Industries (SEZ) Pvt. Ltd.
Incorporated WOS - Fine Organics Americas LLC
Incorporated WOS, Fine Organics FZE, UAE

JVC - Joint Venture Company

WOS – Wholly Owned Subsidiary

VISION

- ✓ To become a preferred supplier of oleochemicals derived green additives globally

MISSION

- ✓ To use our expertise in oleochemistry and build a compelling portfolio of specialty green additives and ingredients for various end-user applications
- ✓ To expand infrastructure for research and manufacturing
- ✓ To develop a lean, empowered team that is aligned with the organisation's core values

VALUES

- ✓ Integrity To display trust, responsibility, and accountability in building lasting relationships with customers and stakeholders
- ✓ Execution Excellence To demonstrate pride, passion, and professionalism
- ✓ Customer-First To anticipate and fulfil customer needs
- ✓ Entrepreneurial Thinking To convert unconventional ideas into action with positive impact

Principles of the Green Chemistry Concept



Fine Process Philosophy

Safer Reaction Routes
Design for Degradation
Non-Hazardous Chemistry

01



Fine Engineering Principles

Better Energy Efficiency
High Atom Economy
Improved Reaction Kinetics

02



Fine Operations Culture

Near-Zero Solvents
Pollution Monitoring and Control
Waste Prevention over Treatment

03

A Fine Family

865+

Employee Strength

34%

Women Employees

>11%

Employees completed 25 years of
journey with us

>8%

2nd Generation Employees

Creating and encouraging home grown leadership with the signature Fine Organics character comprising integrity, trust, fairness and strong values

Integrity is both a value as well as a character that is embedded in every Fine Organics employee, manifesting itself in every thought and action, every day with everyone

Strength Formulae for Success of FINE ORGANICS

01 Strong R&D & Innovation led Business

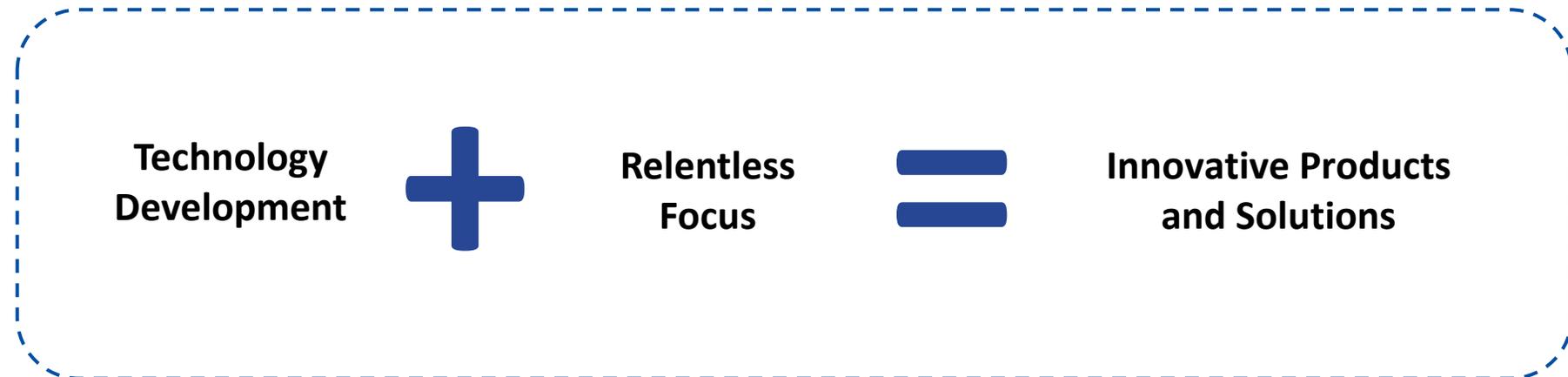
02 Diversified Product Portfolio

03 Specialized Business Model

04 Diversified Customer Base

05 Highly Experienced Management Team

06 Dominant Position



1. Strong R&D : Innovative Approach

Focus on

Developing New Products

Improving Process Technology

Exploring New Markets

Expanding Capacities



Strong R&D Capabilities

- Value Creation; Effective and Efficient technical support to customers
- Dedicated team of **35 Scientists and Technicians**



In-House Design and Engineering

- In-house capabilities for plant designing and engineering
- **Minimize capital expenditures** & quicker commissioning



New Product Developments

Specialty Additives for:

- **Feed nutrition**
- **Foods**
- **CosPha**
- **Coatings**
- **Polymers**
- **Others**

With Industry Standards and Regulatory Credentials



- Setting new benchmarks in quality and consistency
- High safety and productivity standards
- Products are appreciated by customers worldwide for their consistent quality and packaging standards

Fine's facilities are fully geared towards meeting growing **Global Demands**

2. Diversified Product Portfolio : Multiple End-users

01



- Pioneer in manufacturing of food emulsifiers in India
- Expanded its range to anti-fungal agents, bread improvers, beverage clouding agents etc.

02



- The diversity of oleochemistry has enabled us to develop a wide range of additives for polymers

03



- Our product range for CosPha (Cosmetics and Pharmaceuticals) applications serve as base ingredients
- They enhance appearance and use for endusers in skin care products like Creams, Lotions & Ointments etc

04



- Using our oleochemistry expertise, we have developed a line of functional additives and special formulations for several other industries, such as feed nutrition and coatings, etc.

2. Diversified Product Portfolio : Multiple End-users

Food Additives



Additives for maintaining the quality and freshness of the food products, impart better product structure integrity and helps in increasing the shelf life of food products

Polymer Additives



Used for various functionalities in wide range of plastic products made from various polymers

Additives for Coatings



Used as anti-settling agents, emulsifiers, thickening/anti-sagging agents, wetting and dispersing agents, defoamers, biocides and anti-mar waxes for use in coating applications. Capable of improving the appearance and durability of a coating

Emollients for Cosmetics



Enables manufacturing of products with different structures like creams, gels, pastes, lotions etc. Aids in achieving long term physical stability for transport and storage. Increases sensory perception and the chemical stability of the sensitive active agents

Feed Nutrition Additives



Replaces harmful antibiotics and improves feed efficiency and imparts several technical advantages to the end products

Specialty Additives



A wide range of specialty performance additives for various industries

3. Specialised Business Model : Entry Barriers



Limited Players

- Limited & small players in Indian specialty additives market. Globally Few players which are very large
- **Fine Organics : Largest organised player in the Indian market & is making its presence across the globe**



Customer Loyalty

- Lengthy & expensive product approval processes lead to high switching costs for customers. Due to this, customers rely on established suppliers, as performance ingredients are very critical to their end products
- **Fine Organics: Eco-friendly oleo- derived green additives follow stringent quality parameters & regulations, governing the industry**



Complex Technology

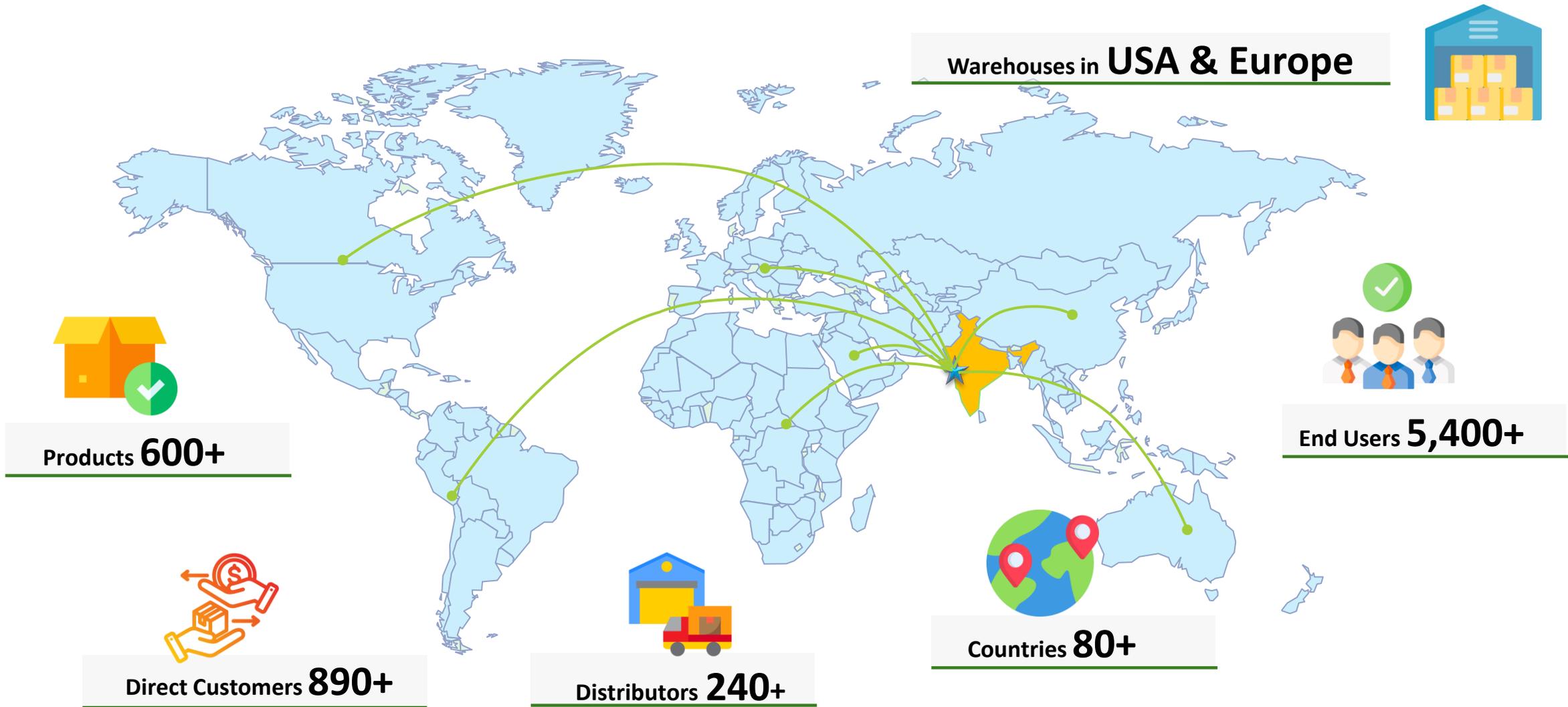
- Complex technology & manufacturing processes create multiple entry barriers into the oleochemical derived green additives industry. Product formulations, innovation & process technology are time & capital intensive
- **Fine Organics: Has an early-mover advantage in this industry and has successfully established its in-house manufacturing set up and has been consistently delivering quality product**



Highly Regulated

- The additives have a direct impact on human life as well as the environment, thus necessitating stringent regulatory parameters
- **Fine Organics: Eco-friendly oleo-derived green additives follow stringent quality parameters & regulations, governing the industry**

4. Diversified Customer Base



5. Highly Experienced Board of Directors



Mukesh Shah
Chairman

- Joined in 1973. Holds a Bachelor's degree in Science
- Played a key role in establishing quality control and marketing



Jayen Shah
Managing Director

- Joined in 1986. Holds a Master's degree in Science
- Instrumental in creating a strong vendor-partner network



Tushar Shah
Executive Director and CEO

- Joined in 1989 and led several initiatives like ERP, CRM, etc.
- Key role in the development of the first slip additive facility



Bimal Shah
Executive Director

- Joined in 2009. Holds a Bachelor's degree in Science from Purdue University and a Master's degree from Boston College
- Led initiatives for new projects and processes



Nikhil Kamat
Executive Director

- Joined in 1987, holds a Master's of Science Degree in Biochemistry from ICT, Mumbai
- Played a key role in operations, productions, planning, handling technical, environmental and regulatory tasks



Prakash Apte
Independent Director

- On the Board since Nov 2017. Holds a Bachelor's degree in Mechanical Engineering
- Previously served as MD of Syngenta India



Mahesh Sarda
Independent Director

- On the Board since Nov 2017. Qualified Chartered Accountant
- Previously served as a Partner at Deloitte Haskins & Sells



Thiruvengadam Parthasarathi
Independent Director

- On the Board since Nov 2017. Holds a BTech degree from IIT, Madras and Post Graduate in Industrial Engineering
- Previously served as a Senior Director with Deloitte India



Kaushik Shah
Independent Director

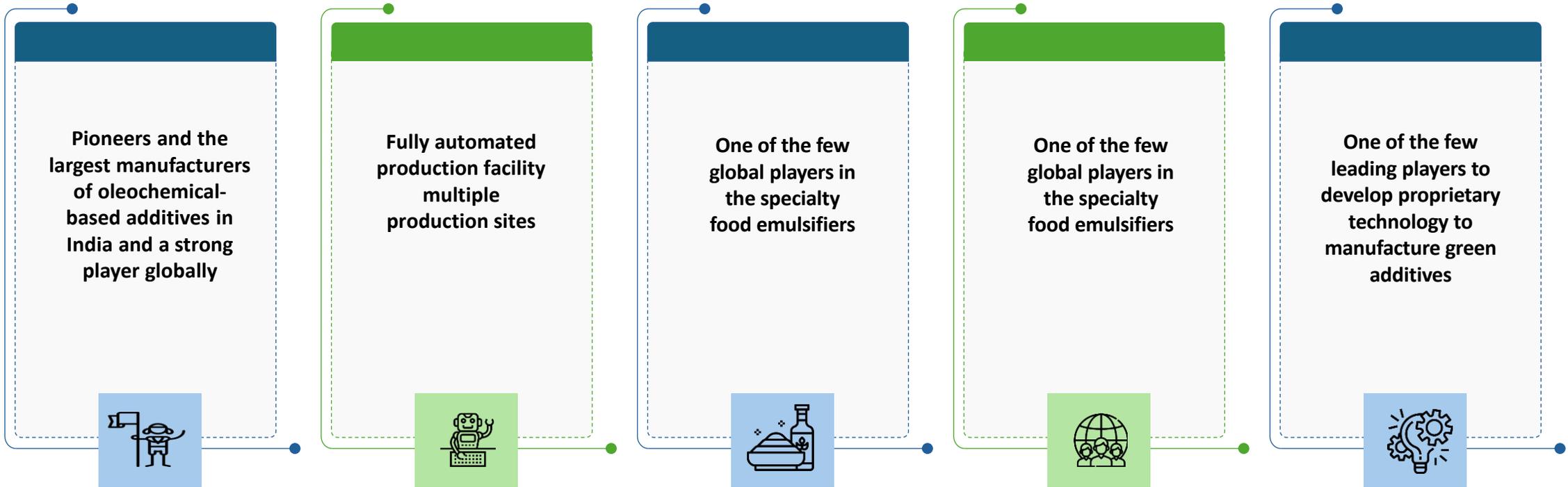
- On the Board since Jan 2018. Holds a Bachelor's degree in Commerce and a Qualified Chartered Accountant
- Previously served as MD of Fulford (India)



Rashi Mehta
Independent Director

- Joined in 2024
- Holds degree in law and arts, Practicing legal professional having wide experience over 20 years in pivotal areas of law

6. Dominant Position



Our Sustainable Value Creation Framework



Financial Capital

We are dedicated to creating value for all stakeholders, including employees, shareholders, governments, and communities, by effectively deploying capital throughout our operations



Intellectual Capital

Investing in research and consumer insights is crucial for us. We utilise our R&D capabilities and proprietary technologies to develop innovative products that strengthen our brand



Manufacturing Capital

Our manufacturing facilities are strategically located near ports to ensure efficient global distribution and enhanced customer service



Human Capital

We prioritise the well-being and development of our 865+ employees. We foster a customer-focussed and highperformance culture based on our core values



Social Capital

Sustainability and reputation management are integral to our business model. We are committed to creating value for our community, business, labour, and government stakeholders in all regions where we operate



Natural Capital

We prioritise the sustainable use of natural resources in our manufacturing processes. Our procurement strategies emphasise long-term sustainability and environmental impact mitigation

Industry growth potential factors

Industry

FOOD ADDITIVES



Key Additives & Ingredients

- Emulsifiers
- Anti-fungal agents
- Beverage cloudifier
- Anti-crystallisers

End-Use Applications

- Bakery products
- Confectionery
- Biscuits
- Oil and fats
- Dairy products
- Beverages

Growth Drivers

- Increased consumption
- Increased number of end-user applications
- People moving towards busy lifestyle
- Changing food habits

POLYMER ADDITIVES



- Lubricants
- Anti-fogging additives
- Anti-static additives
- Anti-scratch
- Processing aids
- Flow improvers
- Slip additives
- Dispersants

- Packaging films
- Bottle caps
- Wires & Cable
- Packaging
- Furniture
- Automobiles
- Pipes & Fittings
- Biodegradable plastic

- Replacing the use of conventional plastics
- Recycling of plastics
- Increased use of bioplastics
- Increased use of plastic as a substitute of other materials
- Demand for green polymer additives
- Development of performance polymer additives
- Increasing urbanisation and replacement of metal and wood
- Increased use of package materials

Industry growth potential factors

Industry

Key Additives & Ingredients

End-Use Applications

Growth Drivers

FEED NUTRITION ADDITIVES



- Natural antibiotics
- Nutritional additives
- Anti-fungal additives

- Poultry feeds
- Cattle feeds
- Aquaculture

- Growing health and safety awareness in the food processing industry
- Increased demand for quality end products
- Growing awareness about the healthy products

COATING AND SPECIALITIES



- Lube additives
- Property modifiers
- Anti-corrosive additives
- Emulsifiers
- Wetting and dispersing agents
- Anti-mat additives

- Automotive lubricants
- Roads and highway
- Printing inks and Coatings for metal, papers etc
- Other specialty applications

- Increase in infra-projects
- Growth in automobile sales
- Increasing usage in industrial protective coating
- Growing e-commerce
- Increased demand for paint protecting coating
- Growth in niche products
- Increased use of specialty papers

COSPHA ADDITIVES



- Emulsifiers
- Emollients
- Green surfactants

- Creams, lotions
- Skin care
- Hair care
- Cleanser
- Home care

- Growth in Tier II and Tier III cities
- Increased demand for men's cosmetics
- Growing demand for personal & home care products

Financial Highlights



Q3 & 9M FY26 Business Highlights

Revenue Composition and Demand Trends

- Exports accounted for around 53% of total revenue in Q3 FY26 and 54% for the nine-month period of FY26 while domestic demand accounted for 47% and 46% respectively
- Overall demand remained stable during the quarter and for the nine-month period export markets showed steady performance while domestic demand showed improving performance

Operating Environment and Cost Dynamics

- Raw Material prices increased in the current year FY26 as compared to previous year FY25. There is a slight increase in raw material prices in Q3 as compared to Q2
- Freight costs have stabilized during the year and reduced further in Q3, mainly due to reduction in global sea freight rates

New Labour Code:

- The Government of India has notified the implementation of four new Labour Codes effective November 21, 2025, consolidating 29 existing labour laws. The supporting rules under these Codes are yet to be notified.
- Based on a review of the provisions and an actuarial valuation of Gratuity, the Company has recognised an additional estimated provision of Rs. 711.42 lakhs towards past service cost in the financial results for the quarter and nine months ended December 31, 2025, in accordance with Ind AS 19 – Employee Benefits

Infusion of Equity – Joint venture company in Thailand

- During the quarter, the Company infused equity of about Rs 6.17 crores in its Joint Venture company Fine Organic Industries (Thailand) Co. Ltd. for business growth purposes

Incorporation of WOS – FZE in UAE, Dubai

- Fine Organic Industries Limited has incorporated a wholly owned subsidiary, Fine Organics FZE, in Dubai, UAE. The subsidiary aims to establish a local presence in GCC countries and enhance supply chain efficiency

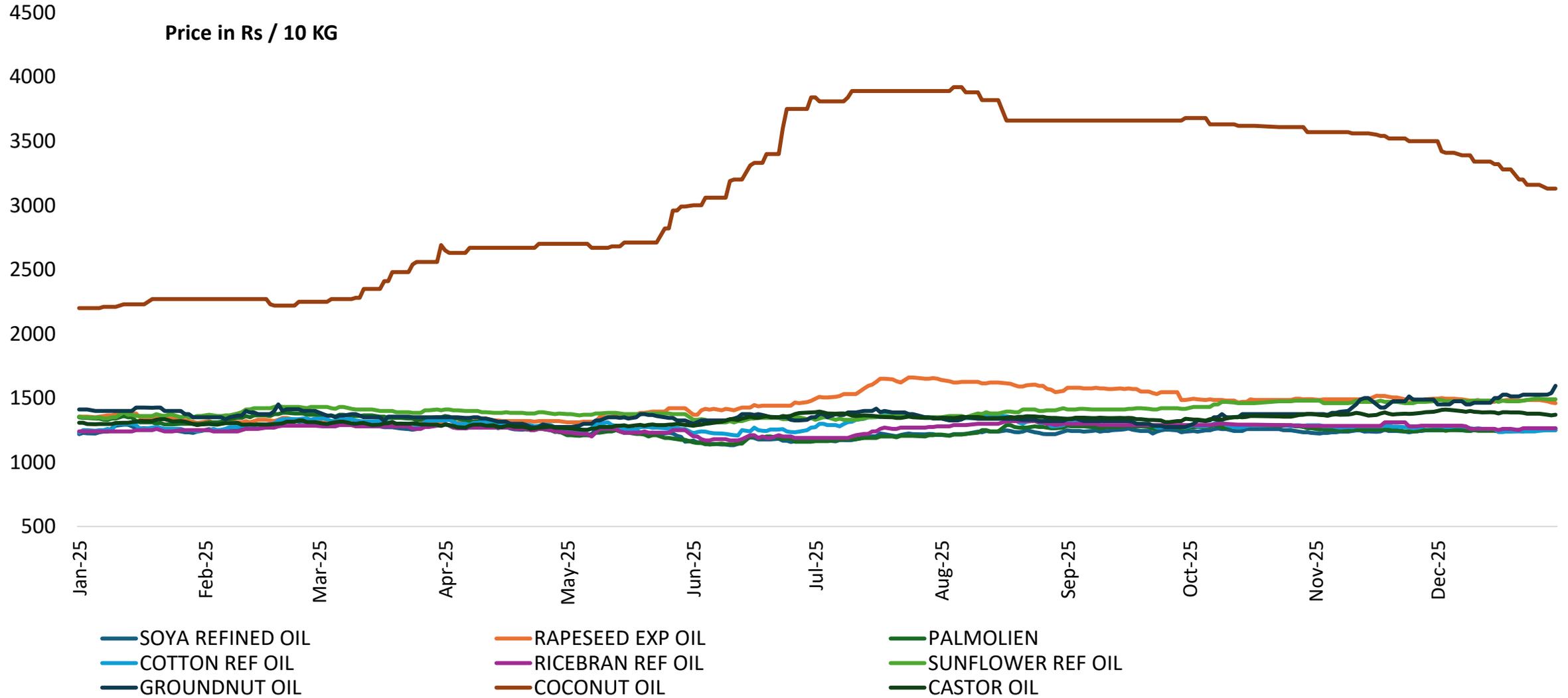
Infusion of Equity in WOS Fine Organic Industries (SEZ) Private Limited

- In Q2FY26, the WOS Company issued Preference Shares amounting to Rs 65 crore as part of its equity capital structure

Strategic Expansion – United States

- In Q2FY26, the Company incorporated a wholly owned subsidiary, Fine Organics Americas LLC, in the United States to set up a manufacturing plant. An equity investment of USD 1.12 million (approximately ₹9.6 crore) has been made, and the subsidiary has acquired approximately 159.9 acres of land in Jonesville, Union County, South Carolina

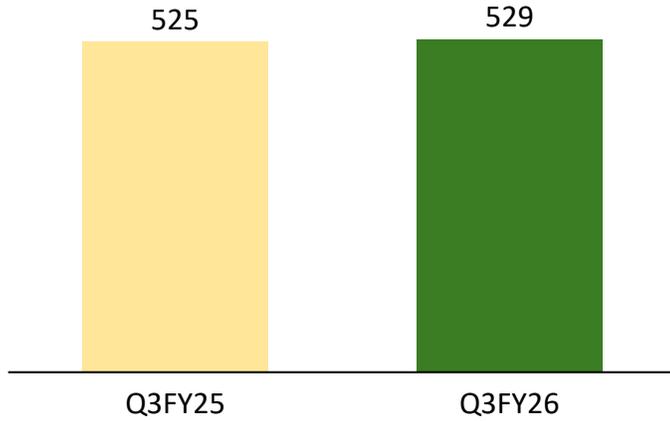
RM Prices Volatility



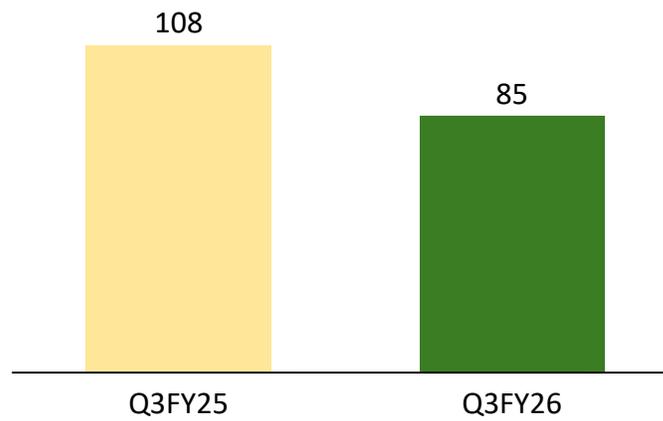
Standalone Performance Highlights

Revenues

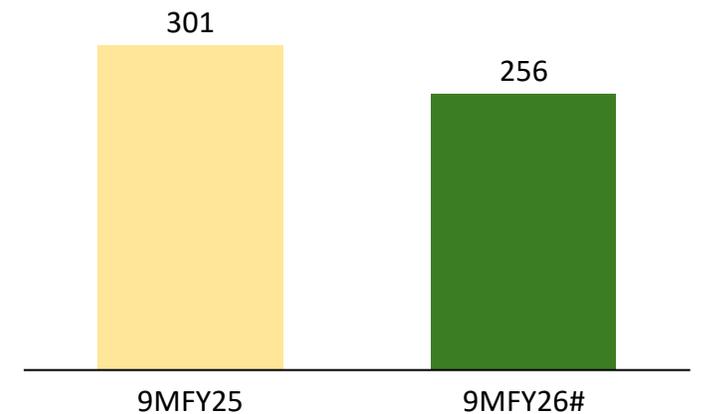
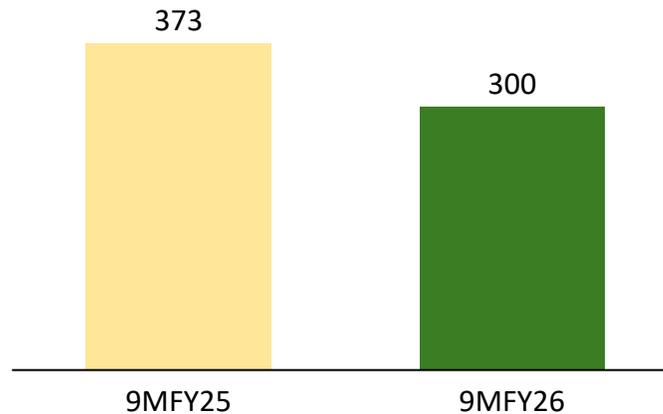
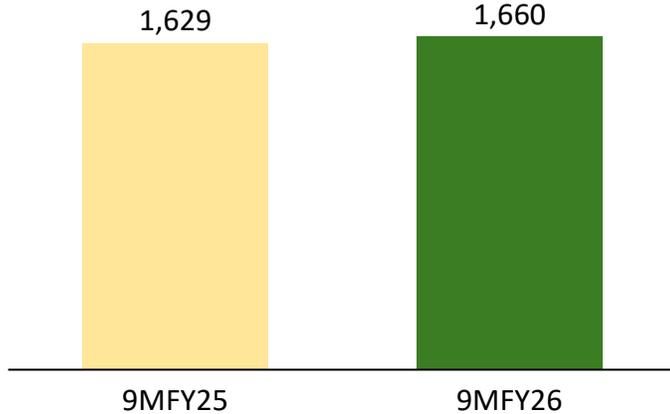
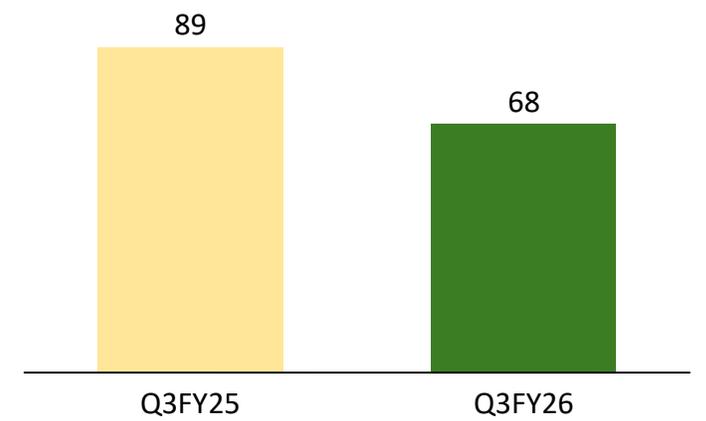
Rs in Crores



EBITDA



PAT

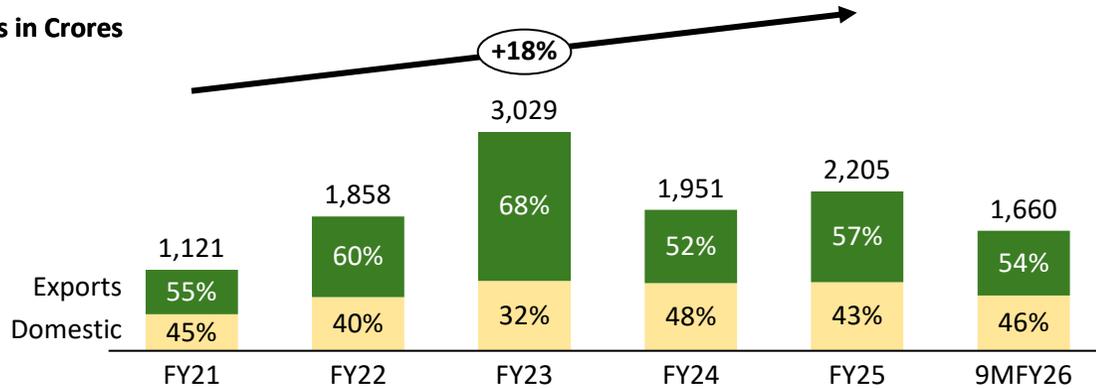


#claim of Rs 6.98 crs as full and final settlement for business interruption from the insurance company

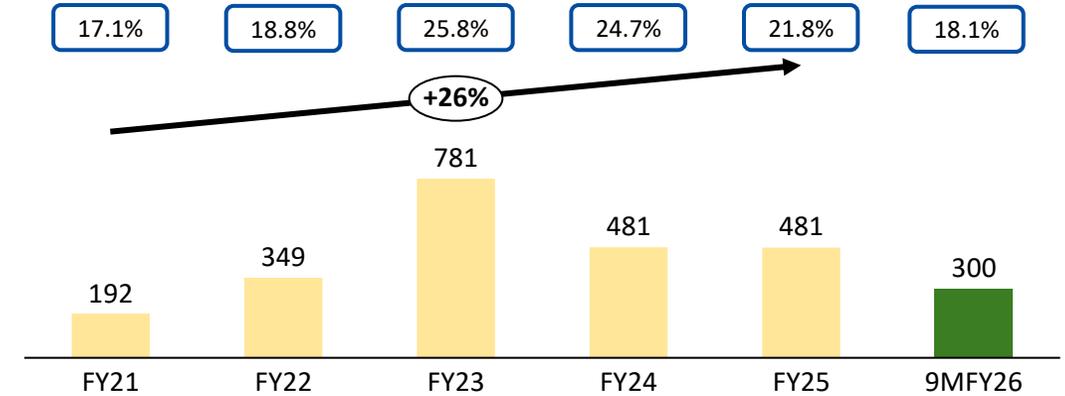
9M FY26 Standalone Operating Performance

Revenues

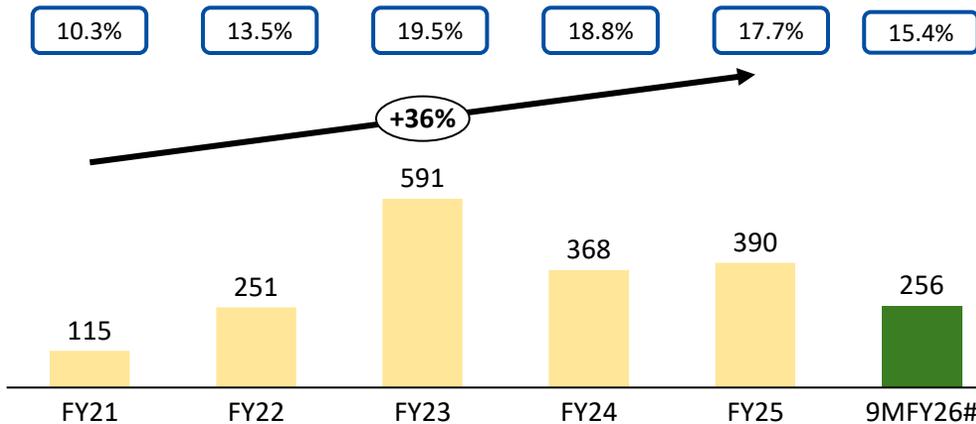
Rs in Crores



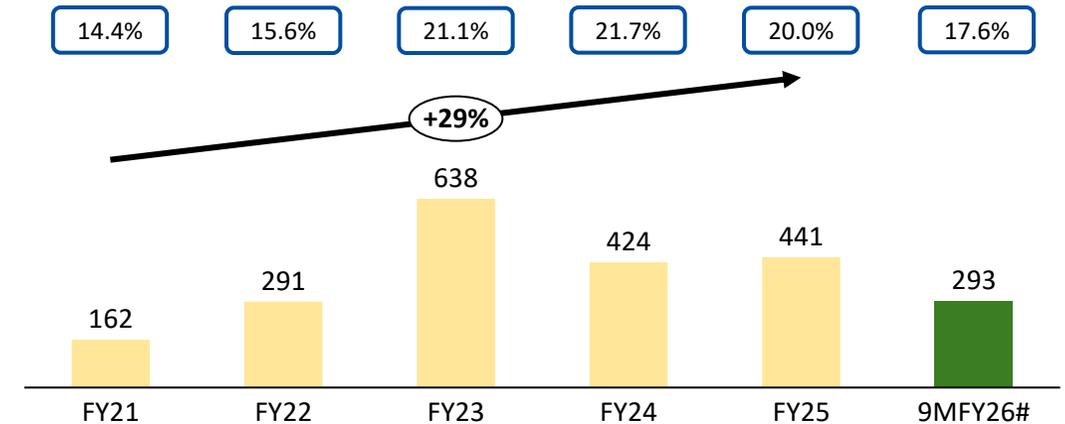
EBITDA & Margins



PAT & Margins



Cash PAT & Margins

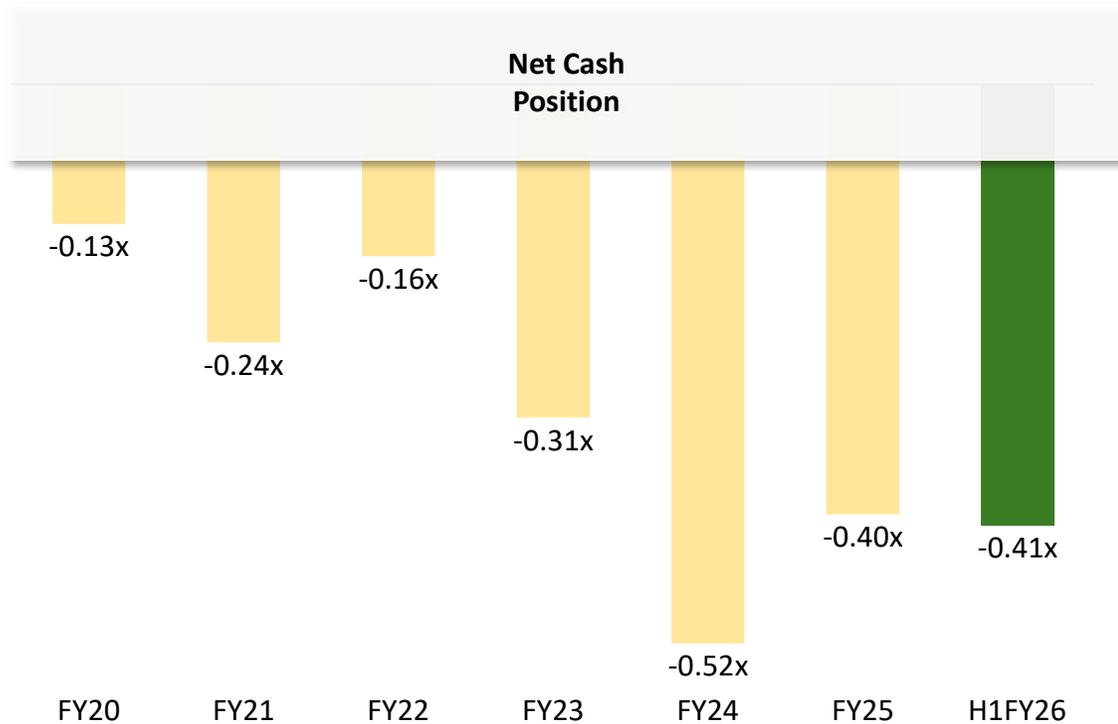


Cash PAT = NPAT + Depreciation

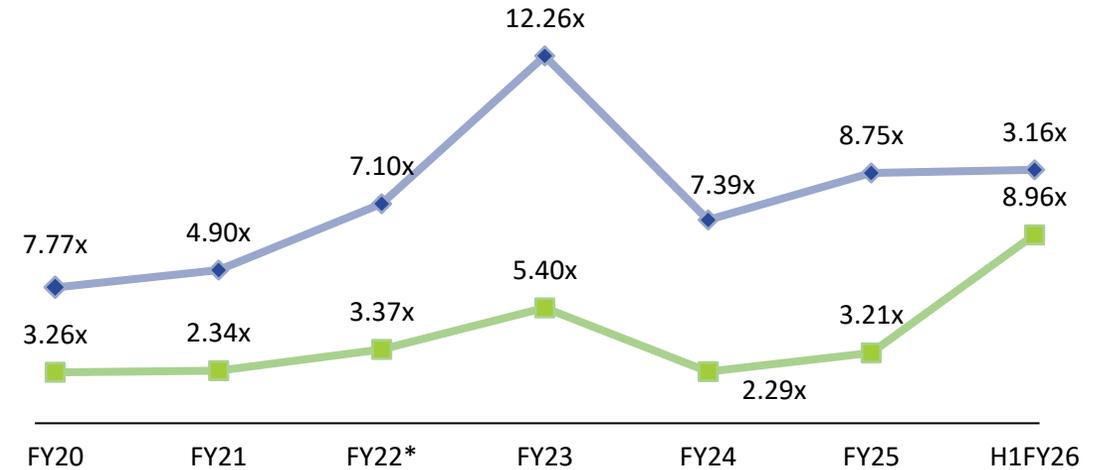
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Use of Capital (Standalone)

Net Debt to Equity



Fixed Asset Turnover

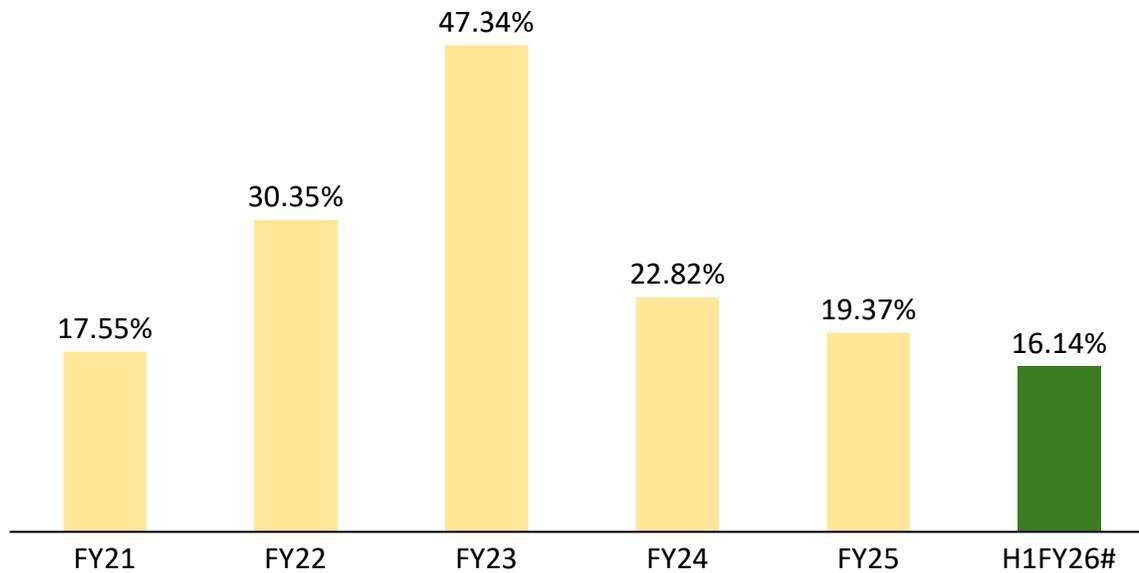


Net Debt = Total Long term debt + short term debt + current of maturities of long term debt – cash and bank balances

-  Fixed Asset Turnover (**Gross**) = Net Revenue from Operations / Total Gross Block of Fixed Assets including Land
-  Fixed Asset Turnover (**Net**) = Net Revenue from Operations / Total Net Block of Fixed Assets including Land

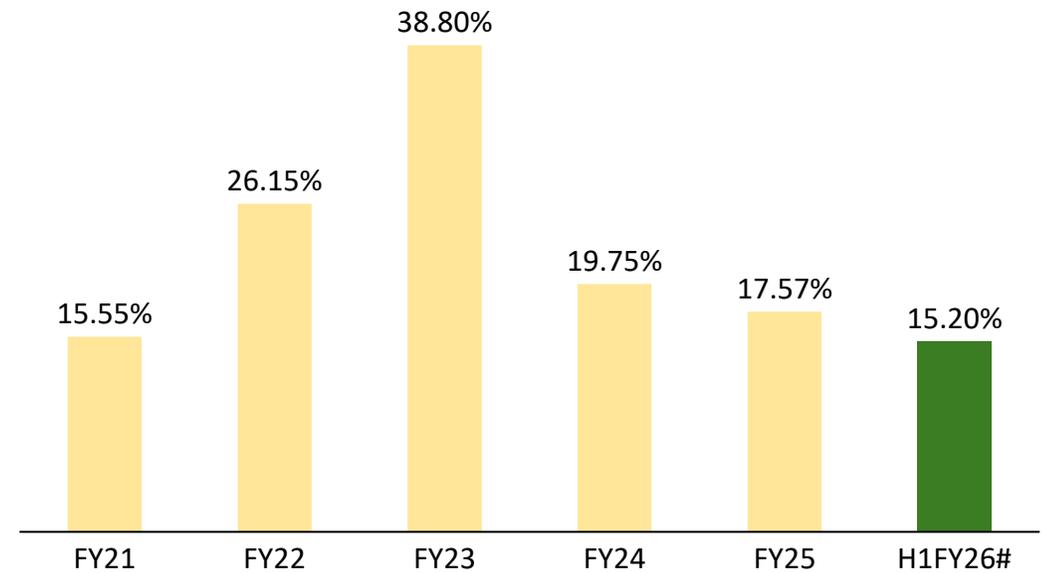
Standalone Return Profile

Return on Capital Employed



Return on Capital Employed = $\text{EBIT (excluding Other Income)} / (\text{Total Debt} + \text{Total Net worth})$

Return on Net Worth



Return on Net Worth = $\text{Net Profit After Tax} / \text{Total Net Worth}$

Standalone Profit & Loss Statement

Particulars (Rs in Crs)	Q3FY26	Q3FY25	YoY	Q2FY26	QoQ	9MFY26	9MFY25	YoY	FY25
Revenue from Operations	528.6	525.1	0.7%	571.9	-7.6%	1,659.7	1,628.9	1.9%	2,205.2
Cost of Raw Material Consumed	341.5	322.4		363.2		1,052.7	970.1		1,331.8
Gross Profit	187.0	202.7	-7.7%	208.7	-10.4%	606.9	658.9	-7.9%	873.4
Gross Profit Margin	35.4%	38.6%		36.5%		36.6%	40.4%		39.6%
Employee Cost	43.3	31.0		35.0		116.0	93.8		128.6
Other Expenses	59.2	63.8		65.4		190.8	192.2		263.7
EBITDA	84.6	107.9	-21.6%	108.3	-21.9%	300.1	372.9	-19.5%	481.1
EBITDA Margin	16.0%	20.6%		18.9%		18.1%	22.9%		21.8%
Other Income	20.1	25.2		33.9		79.9	71.0		96.6
Depreciation	12.8	13.1		12.3		36.3	37.4		51.4
EBIT	91.9	120.1	-23.5%	129.9	-29.3%	343.7	406.5	-15.5%	526.3
EBIT Margin	17.4%	22.9%		22.7%		20.7%	25.0%		23.9%
Finance Cost	0.4	0.4		0.4		1.3	1.2		1.7
Exceptional Items	-	-		-		7.0	-		-
PBT	91.5	119.7	-23.6%	129.5	-29.4%	349.4	405.4	-13.8%	524.6
PBT Margin	17.3%	22.8%		22.6%		21.1%	24.9%		23.8%
Tax	23.4	30.7		34.2		93.1	104.2		135.0
PAT	68.1	89.0	-23.5%	95.3	-28.6%	256.3	301.1	-14.9%	389.7
PAT Margin %	12.9%	17.0%		16.7%		15.4%	18.5%		17.7%
Other Comprehensive Income	2.7	-0.0		-6.2		-9.4	-0.7		-2.3
Total Comprehensive Income for the year / period	70.8	89.0	-20.4%	89.1	-20.5%	246.9	300.5	-17.8%	387.3
EPS*	22.22	29.03		31.10		83.60	98.21		127.09

* Not Annualized for the quarter

#Claim of Rs 6.98 crs as full and final settlement for business interruption from the insurance company

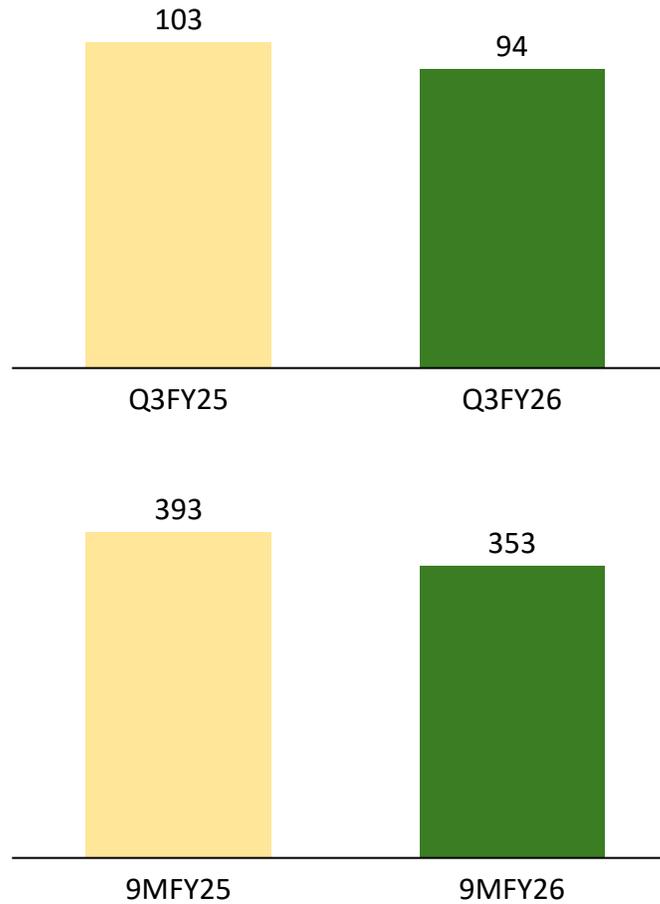
Consolidated Performance Highlights

Revenues

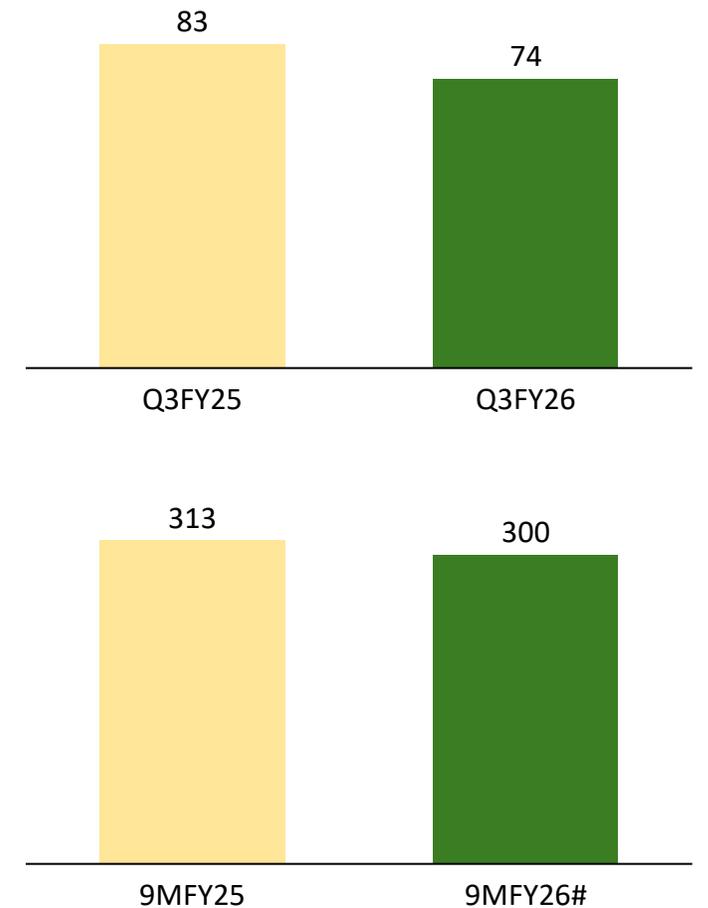
Rs in Crores



EBITDA

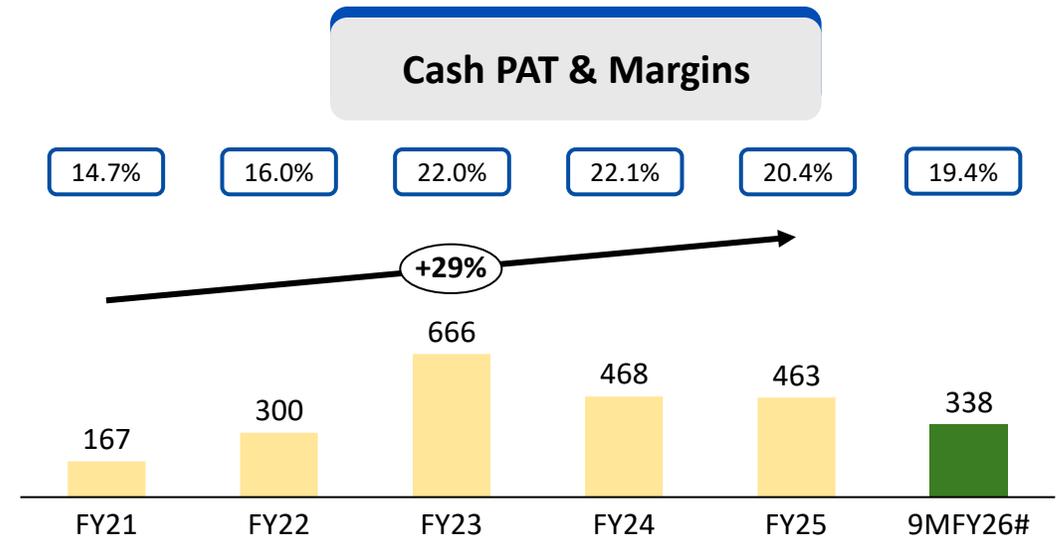
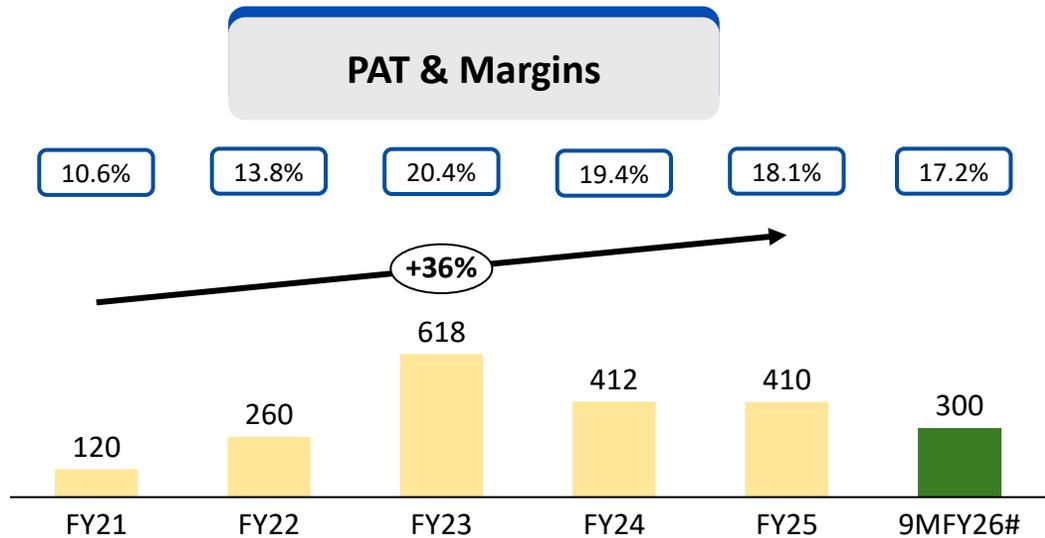
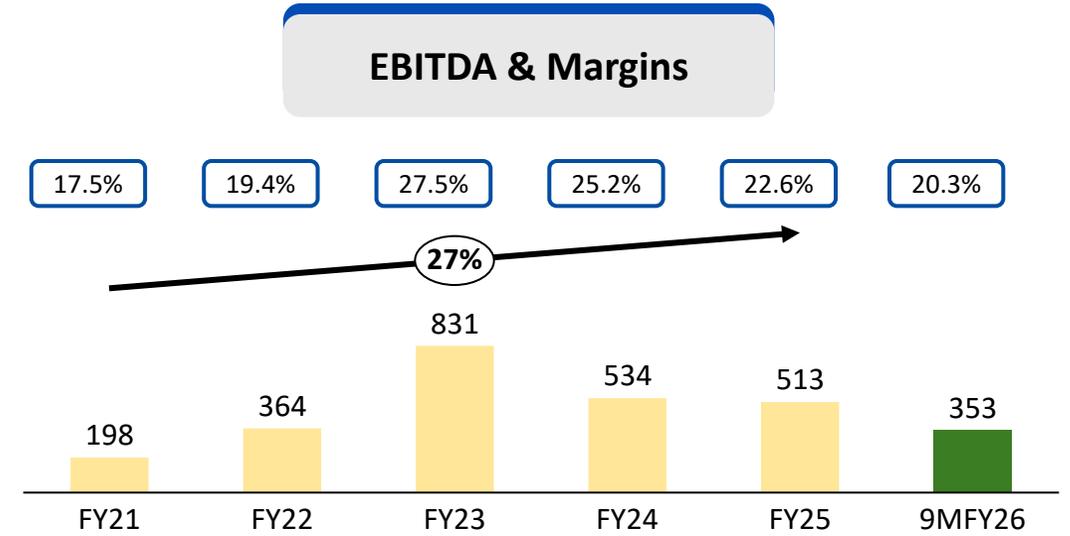
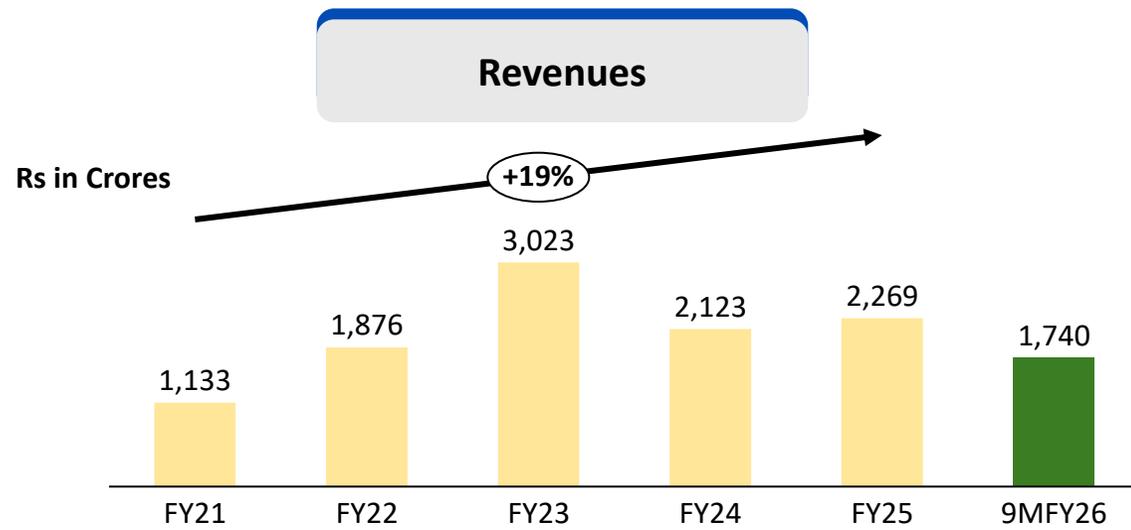


PAT



#claim of Rs 6.98 crs as full and final settlement for business interruption from the insurance company

9M FY26 Consolidated Operating Performance

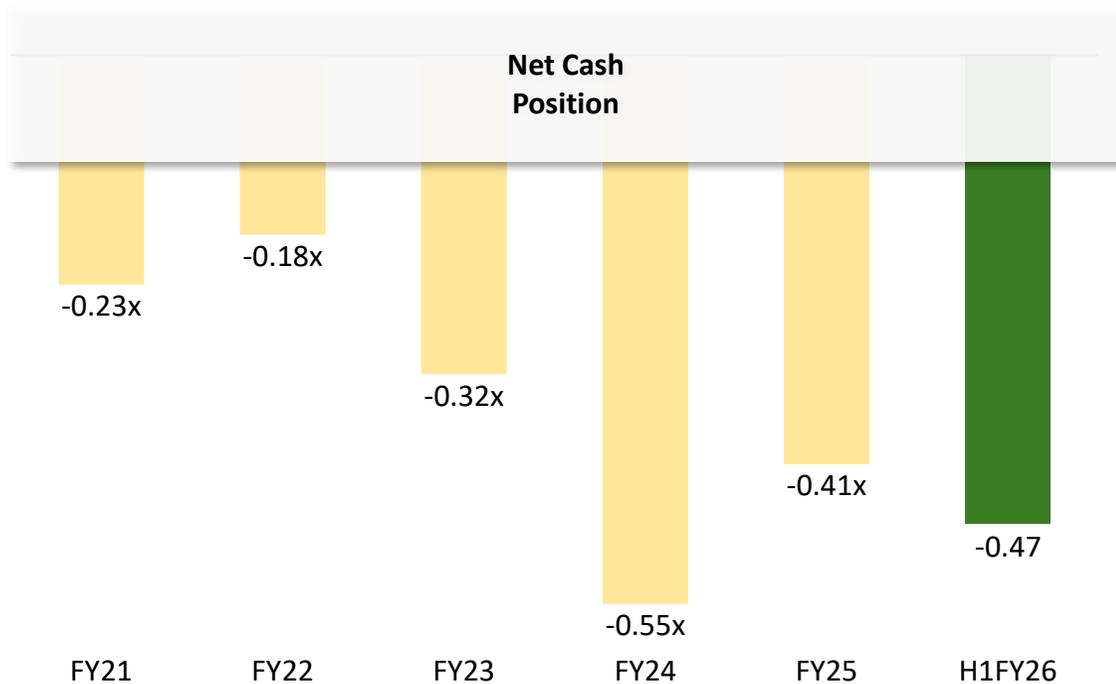


Cash PAT = NPAT + Depreciation

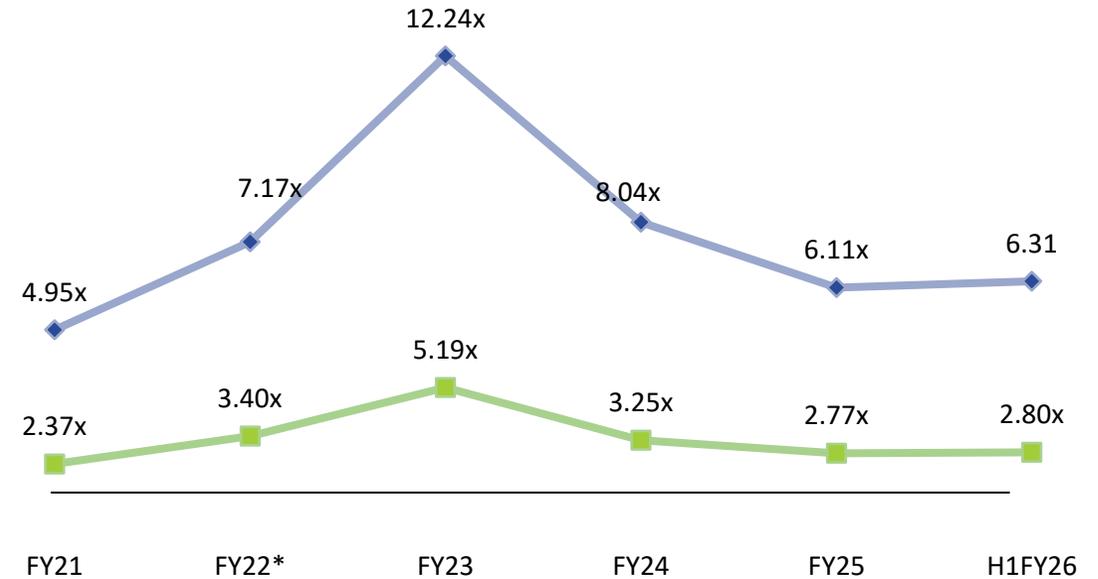
#Claim of Rs 6.98 crs as full and final settlement for business interruption from the insurance company

Use of Capital (Consolidated)

Net Debt to Equity



Fixed Asset Turnover

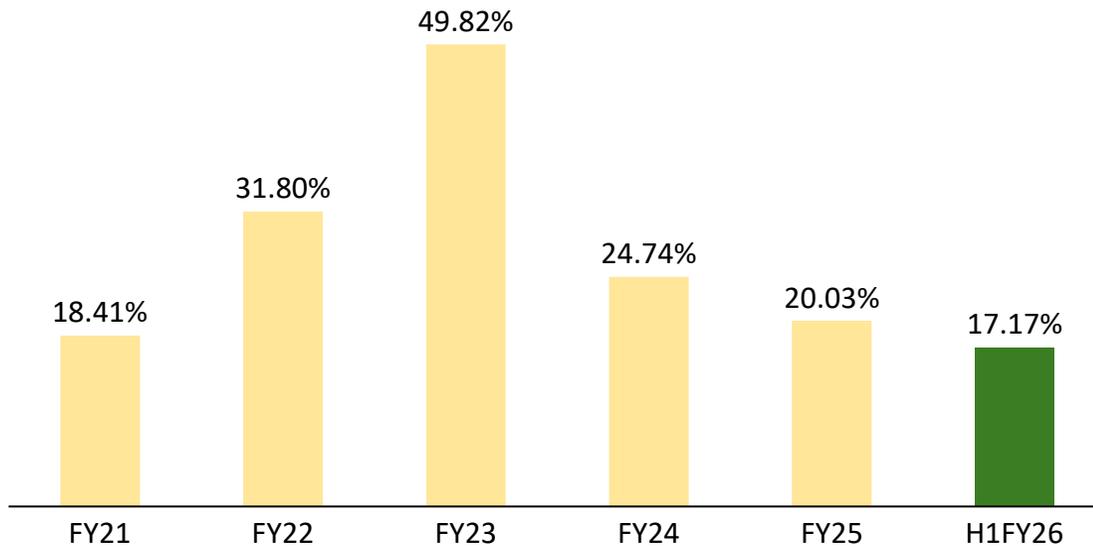


Net Debt = Total Long term debt + short term debt + current of maturities of long term debt – cash and bank balances

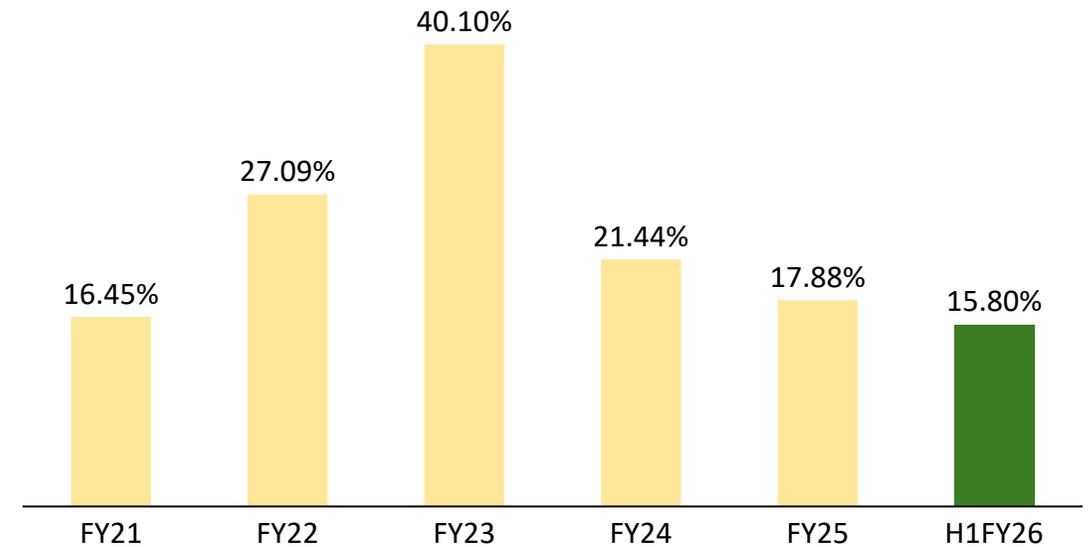
- Fixed Asset Turnover (**Gross**) = Net Revenue from Operations / Total Gross Block of Fixed Assets including Land
- ◆ Fixed Asset Turnover (**Net**) = Net Revenue from Operations / Total Net Block of Fixed Assets including Land

Consolidated Return Profile

Return on Capital Employed



Return on Net Worth



Return on Capital Employed = $\frac{\text{EBIT (excluding Other Income and including share of profit / (loss) of JV (net of tax))}}{\text{(Total Debt + Total Net worth)}}$

Return on Net Worth = $\frac{\text{Net Profit After Tax}}{\text{Total Net Worth}}$

Consolidated Profit & Loss Statement

Particulars (Rs in Crs)	Q3FY26	Q3FY25	YoY	Q2FY26	QoQ	9MFY26	9MFY25	YoY	FY25
Revenue from Operations	554.8	516.8	7.3%	597.3	-7.1%	1,740.5	1,662.4	4.7%	2,269.1
Cost of Raw Material Consumed	343.8	310.9		349.0		1,043.3	962.0		1,328.6
Gross Profit	211.1	206.0	2.5%	248.3	-15.0%	697.2	700.4	-0.5%	940.6
Gross Profit Margin	38.0%	39.9%		41.6%		40.1%	42.1%		41.5%
Employee Cost	45.0	32.8		37.4		122.1	97.9		135.2
Other Expenses	71.7	70.4		75.8		221.9	209.2		292.6
EBITDA	94.4	102.7	-8.2%	135.2	-30.2%	353.1	393.3	-10.2%	512.9
EBITDA Margin	17.0%	19.9%		22.6%		20.3%	23.7%		22.6%
Other Income	21.1	25.4		21.1		82.1	71.8		97.6
Depreciation	13.8	13.1		12.8		38.4	37.5		52.3
EBIT	101.7	115.0	-11.6%	143.5	-29.1%	396.8	427.7	-7.2%	558.2
EBIT Margin	18.3%	22.3%		24.0%		22.8%	25.7%		24.6%
Finance Cost	0.5	0.4		0.4		1.4	1.5		2.2
Share of profit/(loss) of joint ventures (net of tax)	-0.5	-0.0		-1.0		-2.2	-1.0		-0.8
Exceptional Items	-	-		-		7.0	-		-
PBT	100.8	114.6	-12.1%	142.0	-29.0%	400.1	425.2	-5.9%	555.2
PBT Margin	18.2%	22.2%		23.8%		23.0%	25.6%		24.5%
Tax	26.8	31.9		33.5		100.6	111.9		144.7
PAT	73.9	82.7	-10.6%	108.5	-31.9%	299.6	313.4	-4.4%	410.5
PAT Margin %	13.3%	16.0%		18.2%		17.2%	18.9%		18.1%
Other Comprehensive Income	2.7	-0.0		-6.2		-9.4	-0.7		-2.4
Total Comprehensive Income for the year / period	76.7	82.7	-7.3%	102.3	-25.1%	290.2	312.7	-7.2%	408.1
EPS*	24.11	26.97		35.40		97.71	102.21		133.9

* Not Annualized for the quarter

#claim of Rs 6.98 crs as full and final settlement for business interruption from the insurance company

THANK YOU

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