



Singer India Limited

Investor Presentation

Q4 & Full Year ended 31st March 2026

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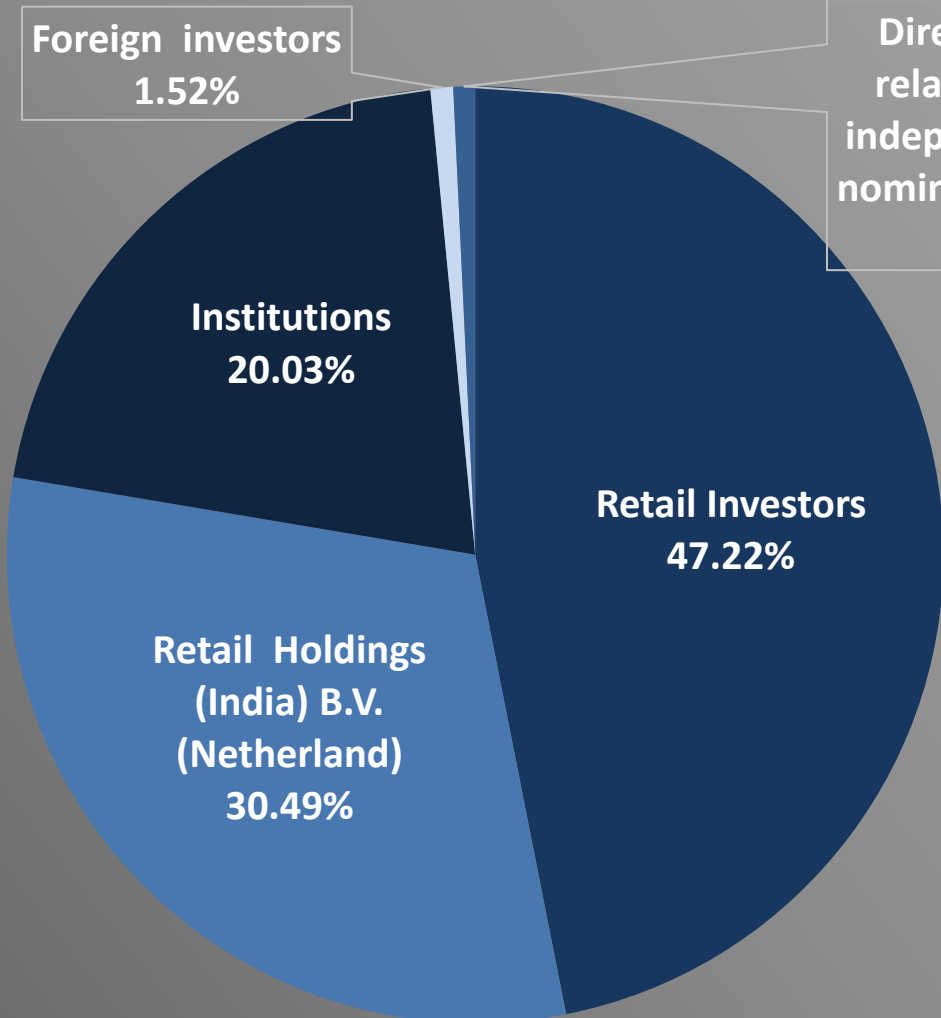
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Company Profile



- 1 Singer India has been a pioneer in manufacturing and selling sewing machines for 175 years
- 2 Singer India Limited (SIL) has two major business segments – Sewing Products and Home appliances
- 3 The brand loyalty and trust customers have shown over the years, has only strengthened the company's products and image
- 4 SIL promises to live up to its legacy of innovating and delivering world class products to all its customers in every part of India

Company Overview



Number of Shareholders* : 22570



Manufacturing Facility in Jammu



372 Employees*



Total Dealers and Distributors*: 6400+
Retailers¹ : 10000+



Exclusive Brand Stores*: 21



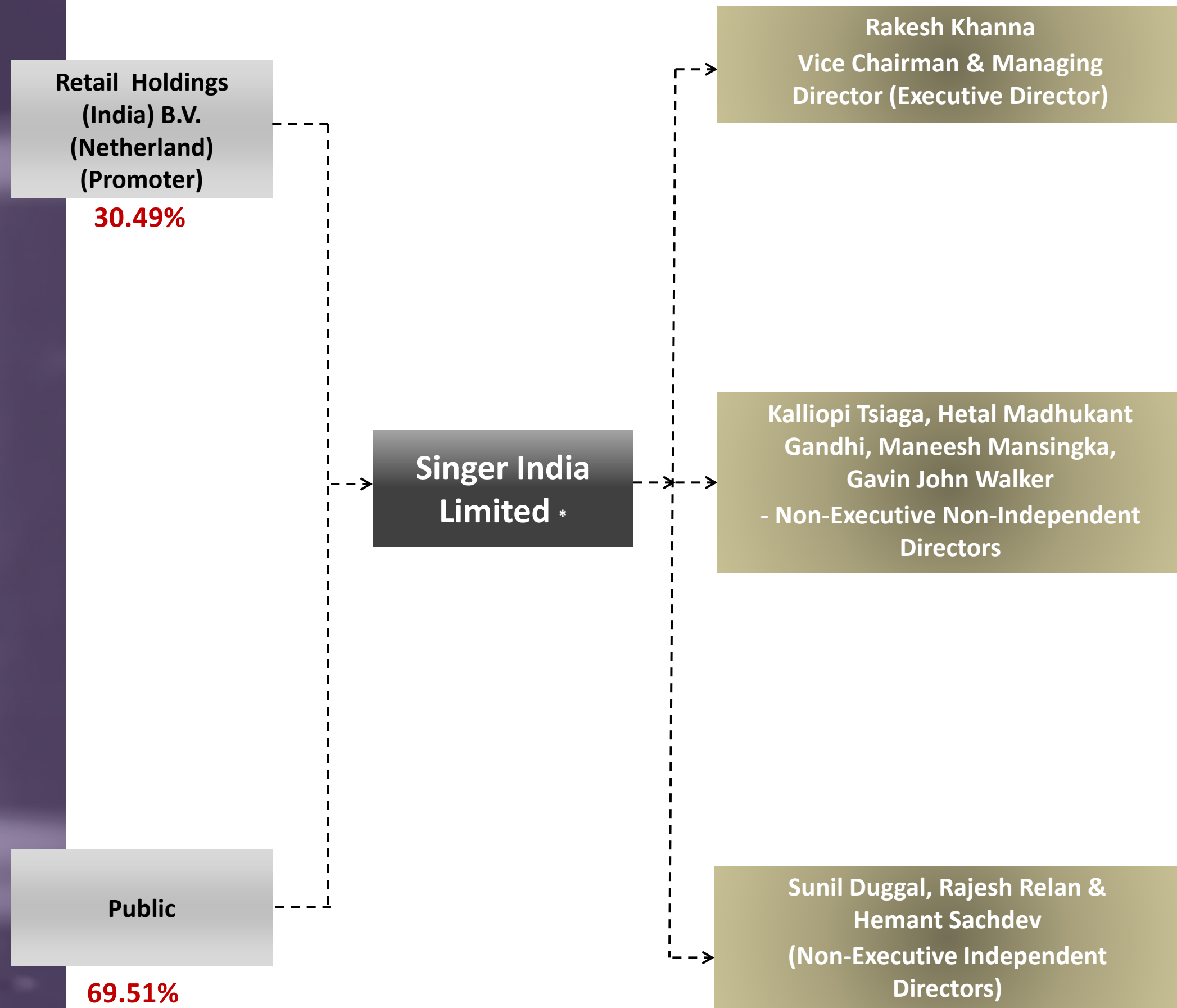
Service Centers*: 445+ Pan India



40K cumulative students qualified under 650+ Singer affiliated Skill Centers*

* As on 31st March 2026

Group & Shareholder Structure *



*SIL is a widely held company having its equity shares listed and traded on the Bombay Stock Exchange (BSE) since 1982 and NSE on 19th March 2026. Market Cap INR 3.76bn as on 31st March 2026

Key Growth Drivers

Robust Economic Fundamental

- Vast Market Size
- Low Product Penetration

Strong Brand

- 150 Years + in India
- Strong Brand Recognition

Growth Opportunities

- Expansion of e-commerce channel– launching new products and categories
- Portfolio expansion and ranges in highest selling sewing machine category
- Introduction of new portfolio in high growth potential appliance category

Extensive Distribution

- Over 10000+ Sales Points
- Multiple Sales Channels

Pan India Service Network

- 446 service points pan India for both the category
- Over 208 Home Appliances Service provider
- Over 238 sewing service provider, including 80 sewing machine walk in centers

Our Business Segment



Two major business segments – Sewing Products (under brand name **Singer & Merritt**) and Home Appliances (under brand name **Singer**)



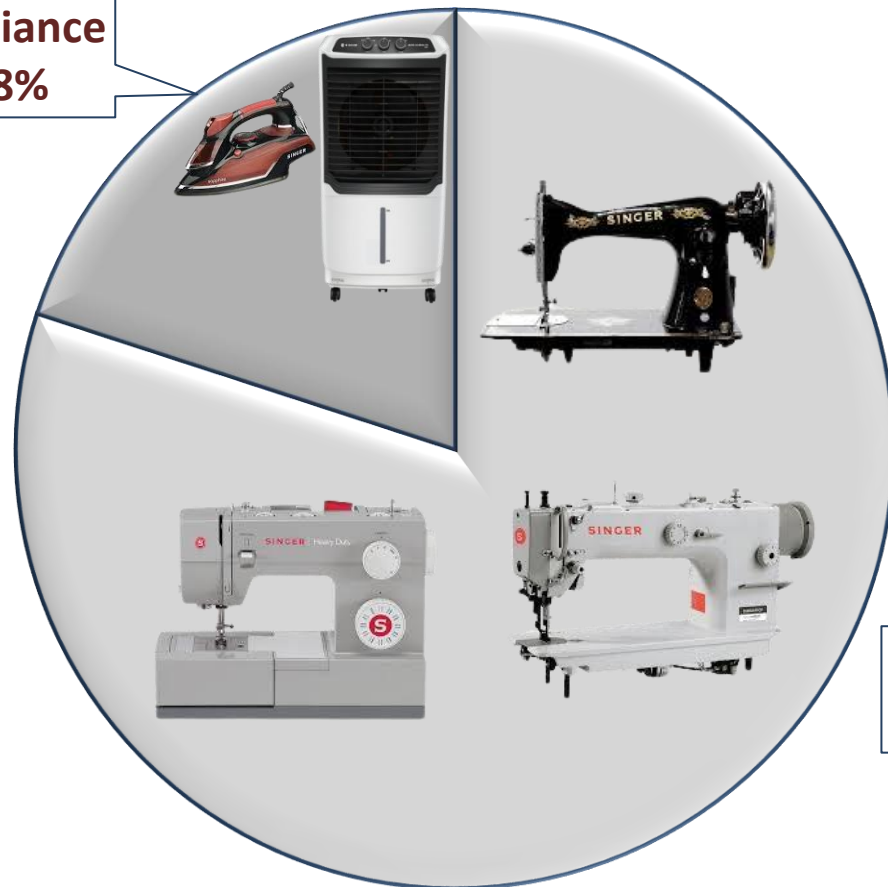
Our Sewing products range includes household sewing machines, Embroidery machines, Industrial sewing machines, and Home Appliances spanning across Small Domestic Appliances & Consumer Durables

Product Mix **Q4 2025-26**

VS

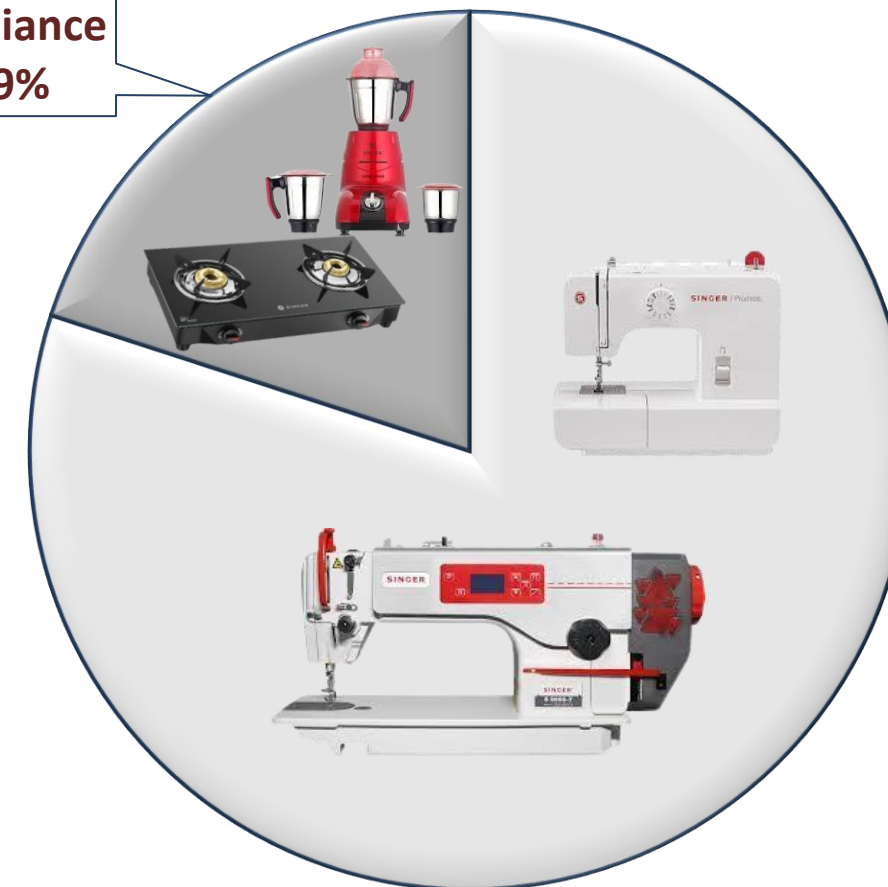
Product Mix **FY 2025-26**

Appliance
18%



Sewing Machine
82%

Appliance
19%



Sewing Machine
81%

Key Indicators Q4 & FY 25-26

Q4 2025-26

FY 2025-26


Revenue

INR 166.3 Cr
+36.7% YOY


EBITDA

INR 9.3 Cr
+48.8% YOY


Revenue

INR 557.3 Cr
+29.1% YOY


EBITDA

INR 21.5 Cr
+70.0% YOY


PBT

INR 8.0 Cr
+42.8% YOY


PAT

INR 5.9 Cr
+45.7% YOY


PBT

INR 17.3 Cr
+72.6% YOY


PAT

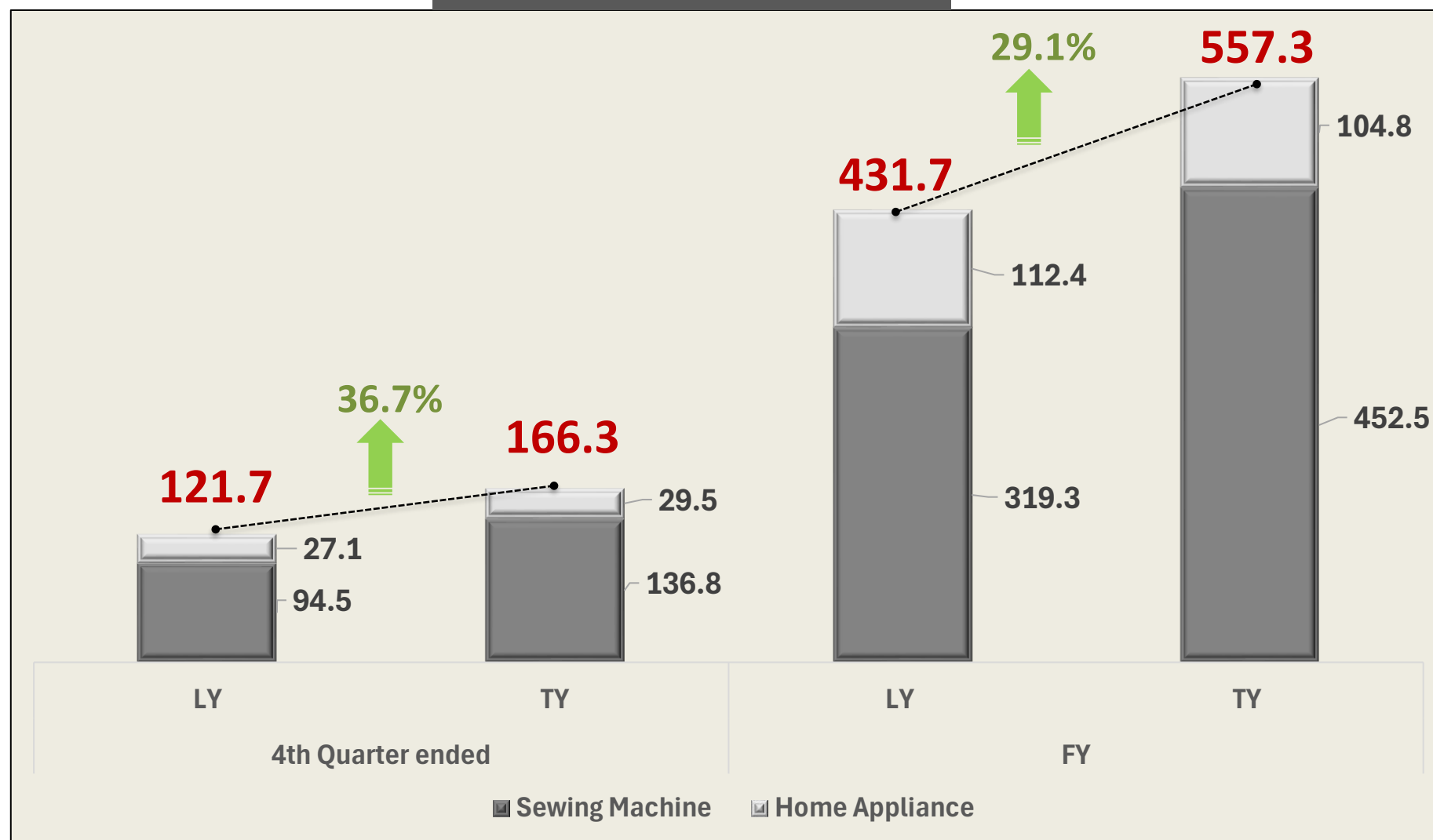
INR 12.8 Cr
+72.7% YOY

Before exceptional item of Rs.0.73Cr; PBT @ **Rs.18.1Cr** in FY 25-26

Key Indicators Q4 & FY 25-26

Values in Rs. Cr

Revenue

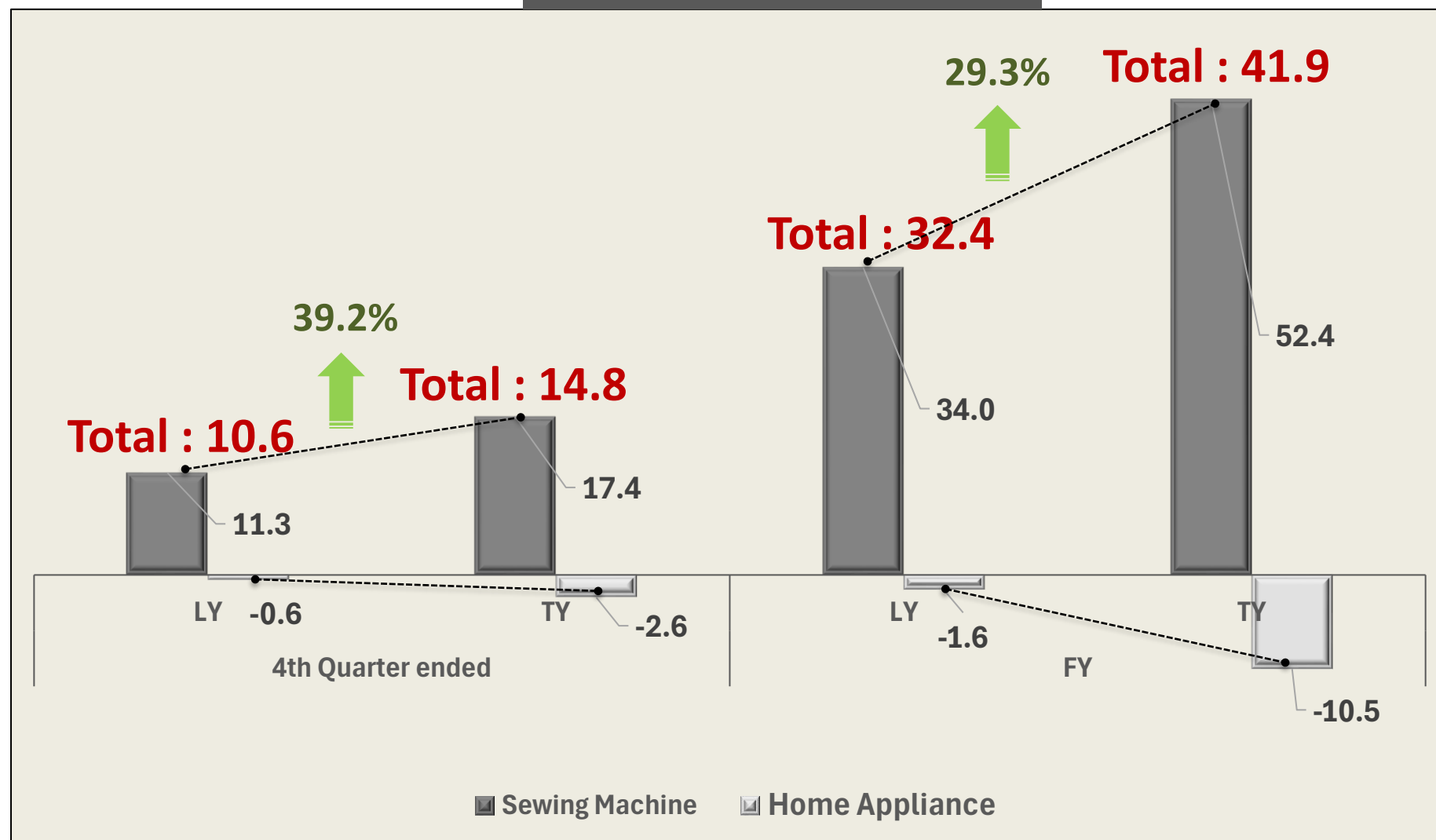


- Sewing machine category grew >45% in Q4 and >40% in FY
- The sewing machine segment recorded growth across channels and categories
 - Trade channel grew >15% in both Q4 and FY25-26
 - E-commerce channel grew >50% in Q4 and >25% in FY 25-26 due to portfolio expansion and market share gain
 - Cast iron sewing machine and related accessories category grew significantly by >50% in FY25-26
 - AZZ sewing machines continue healthy growth with 30% in FY25-26
- The appliance segment reported business growth of 9% during Q4 due to new fans line-up and e-commerce expansion. The drop in FY is mainly due to muted demand for high selling cooling and heating products

Key Indicators Q4 & FY 25-26

Values in Rs. Cr

Segment Result

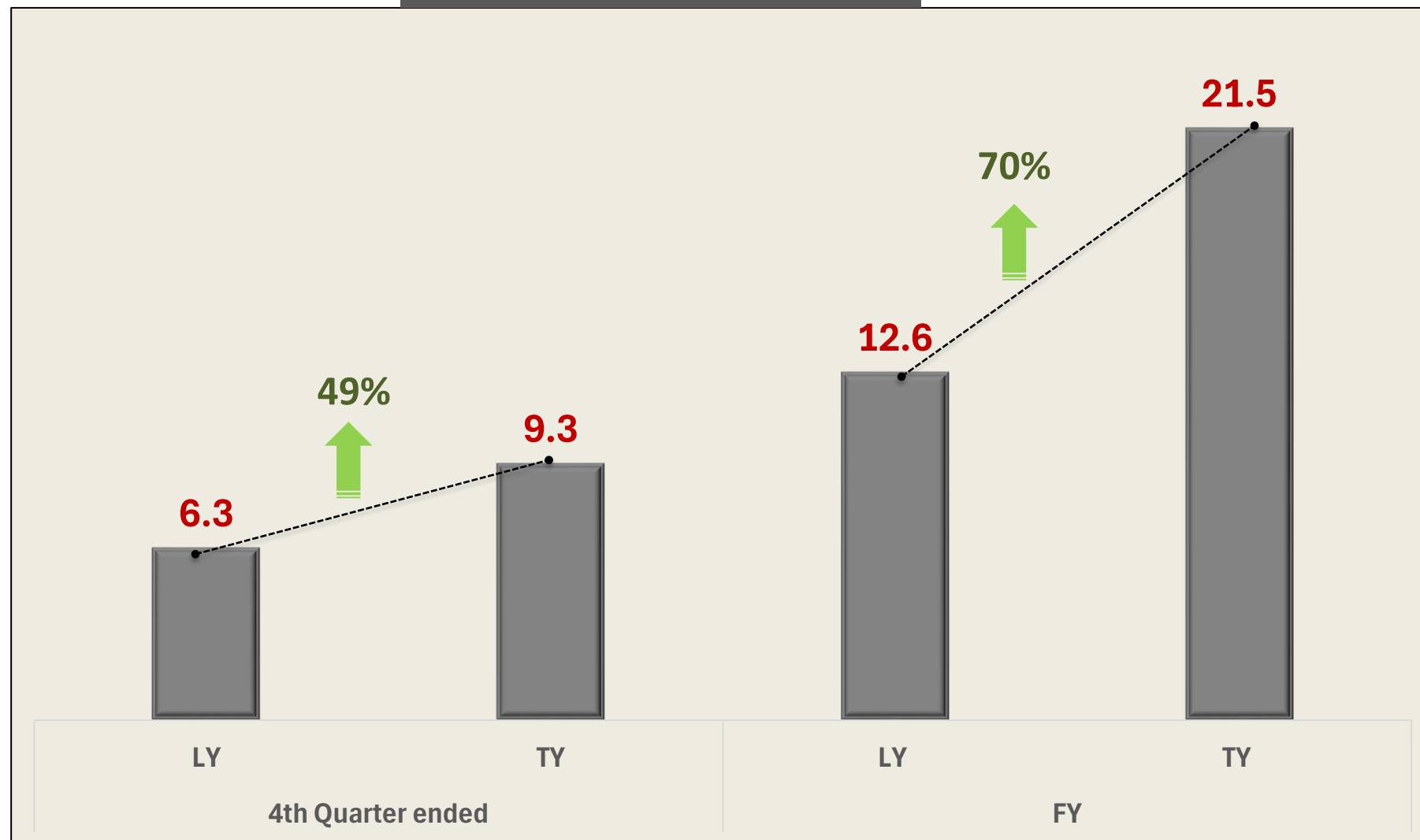


- Growth in the AZZ category of >30% over LY resulted in higher profit in the sewing machine segment.
- Better product mix and introducing new ranges across categories also resulted the growth in sewing machine
- Decline in appliance category is due to unfavorable weather condition and muted demand for high selling cooling and heating products

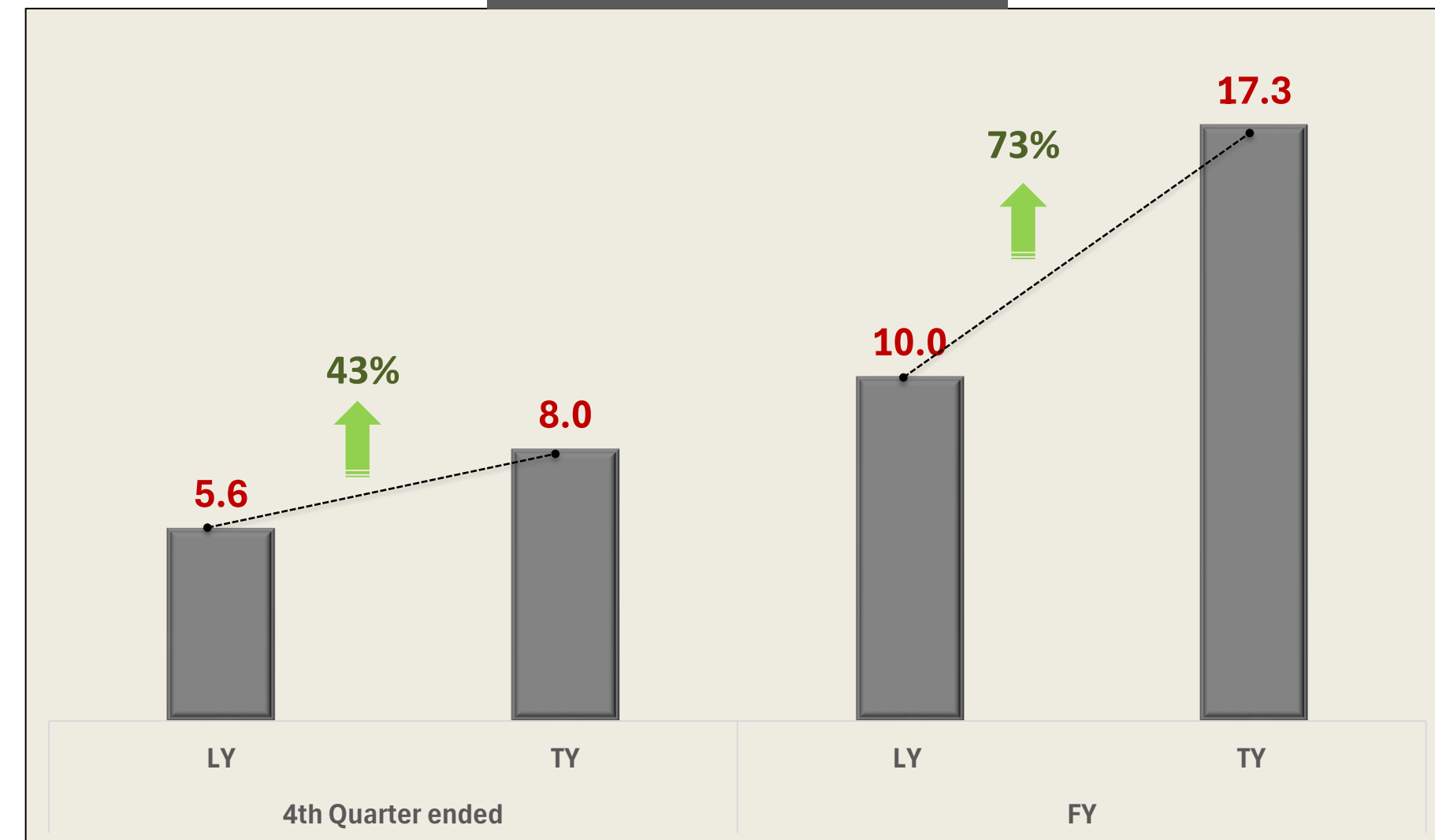
Key Indicators Q4 & FY 25-26

Values in Rs. Cr

EBITDA



PBT



Note : Includes exceptional item of one-time impact of New Labour code – Rs.0.73 Cr in FY25-26

- PBT before exceptional item is Rs.18.1Cr in FY 25-26
- Before exceptional item PBT growth over LY is 80%

New Product Launches



Tailor Mate – Plastic Straight Stitch Machine

First ever electric straight stitch machine with plastic body in the market. It has lightweight construction and contemporary aesthetics



New Elite Zig-Zag Sewing Machine

Comes with powerful BLDC Motor for smooth stitching on heavy fabrics. 23 built-in stitches, auto needle threader.



Flat-Bed Sewing Machine

Complete aluminum die-cast machine for heavy sewing operations with straight stitch and zig-zag stitch function. Can be operated manually and motorized.



Steaminator

Steam generator iron with 8-bar steam pressure, 1.5L tank - longer ironing session, and vertical steam for hanging garments. Auto shut-off and safety lock - secure, worry-free use and storage



Auro – Dry Iron

1000W fast heating. Large sole plate to cover more area in one glide. Designed to handle regular Indian household ironing needs



ShaktiPress – Heavy Weight Dry Iron

1.6 kg heavyweight body for powerful pressing and crisp ironing results. Powerful 1000W heating for fast wrinkle removal on all fabrics



Airfrio – Air Fryer

Powerful 1350W performance for fast cooking and evenly cooked food. Large 4.4L food-grade basket. Smart digital display for easy temperature and time control



Nutricool Blender

9-in-1 Multi-Function Use. Stainless steel multi-function blades for smooth and durable performance. Low noise operation




Nextchop – Electric Chopper


Powerful 350W motor for quick and uniform chopping, mincing, and grinding. Low noise operation DC motor.

New Product Launches


Launched fans in all segments – Ceiling fans in BLDC and Induction motor, TPW fans, Exhaust fans and ventilators




Gladia Deco BLDC Fan
 Low dia BLDC motor, double ball bearing motor – longer life and quite operation
 RF remote – point anywhere
 Energy efficient 5-star rating
 With 6 speed LED lights at bottom




Elegance BLDC Fan
 Medium dia BLDC motor
 RF remote – point anywhere, with Mop Mode function
 Glossy Finish
 Energy efficient 5-star rating




Orbit Wide BLDC Fan
 Wide Tip Blade – Higher air delivery
 RF remote – point anywhere
 Glossy Finish
 Energy efficient 5-star rating




Elite BLDC
 Entry level BLDC motor fan
 RF remote – point anywhere
 Energy efficient 5-star rating



Glam Wide Fan
 100% copper motor, double ball bearing – longer life and quite operation
 Wide Tip Blade – Higher air delivery
 Fan body in aluminum construction



Bliz Wide Fan
 100% copper motor – better efficiency and longer motor life
 Double ball bearing motor
 Wide Tip Blade – Higher air delivery



Orbit Wide Fan
 100% copper motor
 Double ball bearing motor
 Aluminum Blade with wide tip – rust free, better durability



Era Fan
 Wide Tip Blade – Higher air delivery
 Double ball bearing motor
 Entry level decorative



Strom Next Fan
 Aesthetic sleek Blade
 Superior paint finish
 Double ball bearing motor

New Product Launches

Launched fans in all segments – Ceiling fans in BLDC and Induction motor, TPW fans, Exhaust fans and ventilators



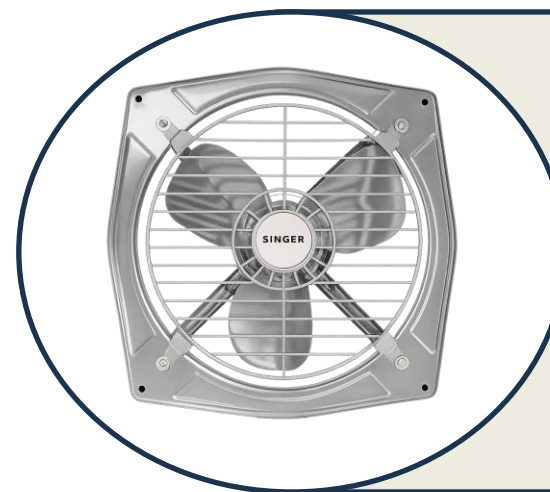
Venti X – Exhaust Fan
100% Copper winding ensures better efficiency, durability, and longer motor life. High air thrust for better ventilation.



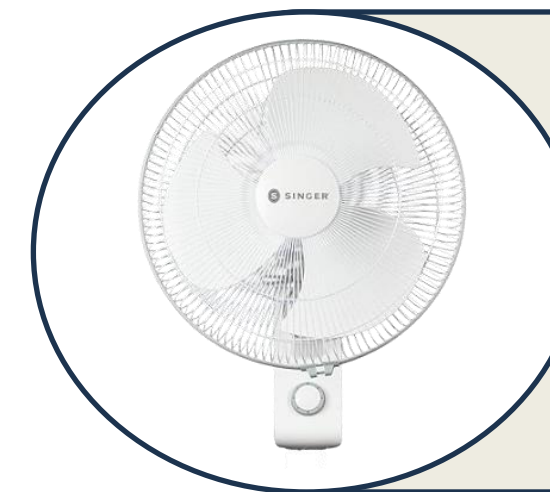
Fresho – Exhaust Fan
100% Copper winding. 35W optimized motor delivers high performance with low power consumption. 1300 RPM Turbo Spin Provides strong air extraction



Venti Q – Exhaust Fan
100% Copper Motor – Ensures superior performance and durability
18W Power– Consumes less power
Easy mount structure



Maxo Vent – Exhaust Fan
100% Copper Motor
Durable metal construction
Rust free powder coating
Thermal overload protection - Automatically safeguards the motor from overheating



Brissa – TPW fan
TPW range with double ball bearing
100% copper motor
Strong motor for higher air throw and delivery
Launched in pedestal, wall, and table fan variants



Whirl Storm Farrata Fan
Rust free aluminum blades
Flexible height adjustment for every setting



Orbito Farrata Fan
Built for industrial-grade airflow and durability
For commercial or large residential space
Rust free body with aluminum blades

Strategic Growth Drivers

REVENUE GROWTH

DRIVERS

- Expand profitable product portfolio
- Improve visibility
- Strengthen e-commerce channel
- Expand distribution

GROSS MARGIN EXPANSION

DRIVERS

- Focus on value selling and AZZ machines
- Remove loss making SKUs under appliances - categories and channels

COST OPTIMIZATION

DRIVERS

- Improve SGA cost productivity

KEY INITIATIVES TAKEN DURING FY 25-26

- Introducing new fan line-up range and distribution expansion resulted to growth across fan segment by 49% in Q4
- Strategic brand promotion and visibility across e-commerce platform by introducing new e-commerce centric product range, which led to significant growth of 28% in sewing machine and >200% in appliances in FY25-26
- Launch of dealer schemes and dealer engagement resulted trade channel to grow by 15% in FY25-26 in sewing machine segment

- Despite continued commodity price inflation, we sustained our gross margins through strategic price positioning, passing on the cost to the market, and optimizing product costs through value engineering and negotiations
- We reduced our dependence on the low-margin modern trade channel to sustain overall profitability in the appliances segment

- While the organization continued to invest in organizational strengthening initiatives, including onboarding frontline sales teams and building the fans category to support market expansion and wider reach with absolute increase in SGA expenses of Rs.17.9Cr, SGA as a percentage of revenue is reduced from 24% LY to 21.85% TY

New SIL Head Office



- We have shifted our new office at the **ISID campus in Vasant Kunj, Delhi**
- The new workspace has been thoughtfully designed to foster openness, collaboration, a growth-oriented culture, and digital enablement, while enhancing our ability to attract and retain high-quality young talent. This transition marks a significant milestone in strengthening our organizational capabilities and future readiness
- The office features **open seating arrangements, self-service facilities, and contemporary collaboration spaces** that encourage agility, teamwork, and innovation

Recognitions & Milestones



Our DSBB and SLBB straight stitch models have received the **Best Innovation Award** from the highly credible **CII Global Design Summit & Exposition 2025** under Product Design category



SINGER Experience Store at Nehru Place, New Delhi, has won the "**The Economic Times Award for Design and Creativity - Best Spatial, Environment Design 2026**"



Singer India Limited listed its equity shares on the National Stock Exchange of India Limited (NSE)

Financial Summary – Q4 & FY 2025-26

Profit & Loss account

Rs. Crores (unless otherwise indicated)	Q4 FY 26	Q4 FY 25	FY 2026	FY 2025
Revenue from operation	166.3	121.7	557.3	431.7
<i>Revenue growth over last year (%)</i>	36.7%		29.1%	
Gross margin	42.8	34.0	149.5	122.9
<i>Gross margin growth (%)</i>	25.9%		21.7%	
EBITDA	9.3	6.3	21.5	12.6
<i>EBITDA growth (%)</i>	48.8%		70.0%	
PBT	8.0	5.6	17.3	10.0
<i>PBT growth (%)</i>	42.8%		72.6%	
PAT	5.9	4.1	12.8	7.4
<i>PAT growth (%)</i>	45.7%		72.7%	

Note : Includes exceptional item of one-time impact of New Labour code – Rs.0.73 Cr in FY25-26
Before exceptional item; PBT @ Rs.18.1Cr in FY 25-26

P&L Summary – Last 5 years trend

Profit & Loss account 5 FY trend					
Rs. Crores (unless otherwise indicated)	2026	2025	2024	2023	2022
Revenue from operation	557.3	431.7	425.4	460.3	453.0
Revenue growth (%)	29.1%	1.5%	-7.6%	1.6%	9.3%
Gross margin	149.5	122.9	106.5	102.0	101.2
Gross margin growth (%)	21.7%	15.4%	4.5%	0.8%	3.6%
EBITDA	21.5	12.6	9.1	6.3	12.7
EBITDA growth (%)	70.0%	38.7%	44.1%	-50.3%	-38.9%
PBT (before exceptional income (expense))	18.1	10.0	6.1	3.7	9.7
PBT growth (%)	79.9%	63.8%	65.0%	-61.6%	-39.8%
Exceptional income (Expense) ^{Note2}	(0.7)	-	-	7.2	-
PBT (after exceptional income / expense)	17.3	10.0	6.1	11.0	9.7
PBT growth (%) (after exceptional income / expense)	72.6%	63.8%	-44.1%	13.2%	-39.8%
PAT (before exceptional income / expense)	13.3	7.4	4.5	3.0	7.7
PAT growth (%)	79.9%	64.3%	50.5%	-61.0%	-27.7%
PAT (after exceptional income / expense)	12.8	7.4	4.5	8.3	7.7
PAT growth (%)	72.7%	64.3%	-45.9%	8.4%	-27.7%
Memo:					
PAT (before ESOP provision ^{Note1} & exceptional item ^{Note2})	15.0	10.5	7.7	3.0	7.7
PAT growth (%) (before ESOP provision a non-cash item)	43.5%	36.7%	156.5%	-61.0%	-27.7%

Note1: The Company introduced an Employee Stock Option (ESOP) scheme in FY 2024 in accordance with Ind AS 102. ESOP expense of Rs. 2.37 crore (previous year: Rs. 4.20 crore) has been recognised in the current year under employee benefits, after tax impact on ESOP of Rs. 1.74 crore (previous year: Rs. 3.09 crore), the amount has been credited to the ESOP reserve within equity.

Note2: In FY 2026, exceptional items include an expense of Rs. 0.73 crore before tax (net of tax Rs. 0.54 crore) relating to the impact of labour code changes. In FY 2023, exceptional items include income of Rs. 7.24 crore before tax (net of tax Rs. 5.33 crore) on the sale of surplus idle land at Jammu facility.

Balance Sheet Summary – 5 FY Trend

Balance sheet 5 FY trend					
Rs. Crores (unless otherwise indicated)	2026	2025	2024	2023	2022
Cash & cash equivalents	83	62	87	82	24
Trade receivables – net	39	45	35	40	50
Inventory	105	105	100	79	73
Other current assets	22	13	13	8	14
Non-current assets	41	15	10	12	12
Total interest bearing borrowings	-	-	-	-	-
Total trade payables	69	52	76	61	65
Other current liabilities	38	28	24	22	28
Non - current liabilities	5	2	1	2	3
Shareholders' equity	178	159	145	136	77
<u>Key Financial Ratios:</u>					
Current Ratio (in times)	2.33	2.81	2.36	2.51	1.72
Inventory Turnover Ratio (in times)	3.88	3.00	3.57	4.73	4.59
Trade Receivable Turnover Ratio (in times)	13.39	10.79	11.34	10.26	9.26
Trade Payable Turnover Ratio (in times)	8.10	6.27	5.92	7.43	6.11
Net Capital Turnover Ratio (in times)	3.93	2.98	3.14	3.66	6.72
Net Profit Ratio (in %)	2.29%	1.71%	1.06%	1.81%	1.69%
Return on Capital Employed (in %)	9.73%	6.45%	4.44%	3.13%	13.1%
Debt to equity ratio (times)	-	-	-	-	-

Thank You

