Great Place To Work. Certified NOV 2025-NOV 2026 INDIA

SINGER



Singer India Limited

Investor Presentation

Quarter ended 30th September 2026

Table of Contents

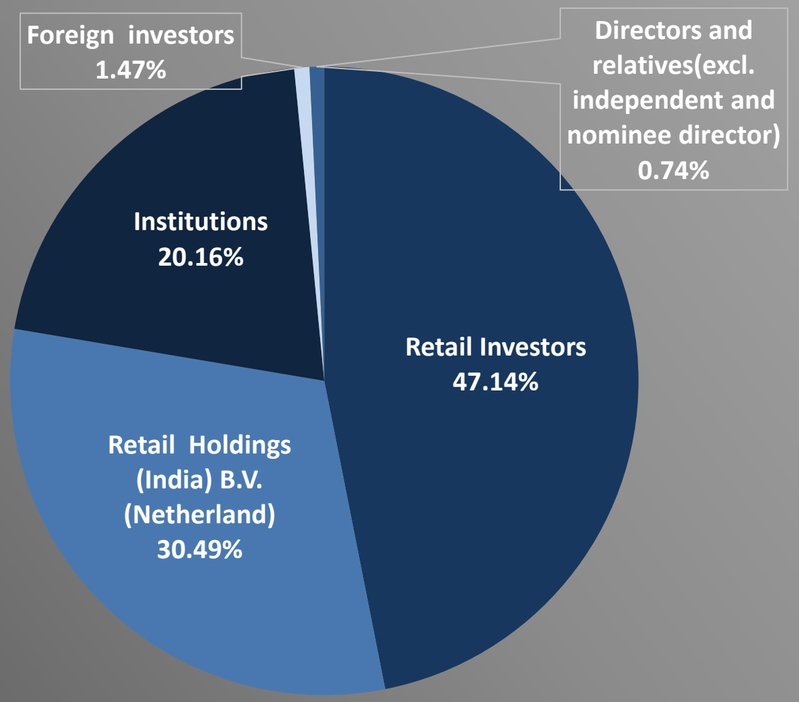
1	Company Overview	3 - 7
2	Q2 & H1 2026-27 Performance Overview	8 - 10
3	Strategic Growth Drivers	11
4	Dealer Engagement Initiatives	12
5	Brand Building Collaboration	13
6	Awards & Recognition	14
7	Financial Summary	15 - 17

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* : 22203

Manufacturing Facility in **Jammu**

372 Employees*

Total Dealers and Distributors*: **6500+**

Retailers[1] : **10000+**

Exclusive Brand Stores*: **21**

Service Centers*: **490+** **Pan India**

42K cumulative students qualified under **650+** Singer affiliated Skill Centers*

*** As on 30th September 2026**

*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 4.80bn as on 30th September 2026



Board Structure *

Singer India Limited

- **Rakesh Khanna**
  Vice Chairman & Managing Director
  (Executive Director)
- **Kalliopi Tsiaga, Hetal Madhukant Gandhi, Maneesh Mansingka, Gavin John Walker**
  (Non-Executive Non-Independent Directors)
- **Sunil Duggal, Rajesh Relan & Hemant Sachdev**
  (Non-Executive Independent Directors)

*** As on 30th September 2026**



Key Growth Drivers

Robust Economic Fundamentals
- 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
- 493 service points pan India for both the category
- Over 184 Home Appliances Service provider
- Over 309 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 Q2 2026-27 **VS** **Product Mix H1 2026-27**





Key Indicators Q2 & H1 26-27

Q2 2026-27

Revenue
INR 185.2 Cr
+34.3% YOY

EBITDA
INR 10.9 Cr
+85.4% YOY

PBT
INR 9.4 Cr
+79.3% YOY

PAT
INR 6.9 Cr
+81.2% YOY

H1 2026-27

Revenue
INR 329.8 Cr
+43.4% YOY

EBITDA
INR 16.4 Cr
+371.1% YOY

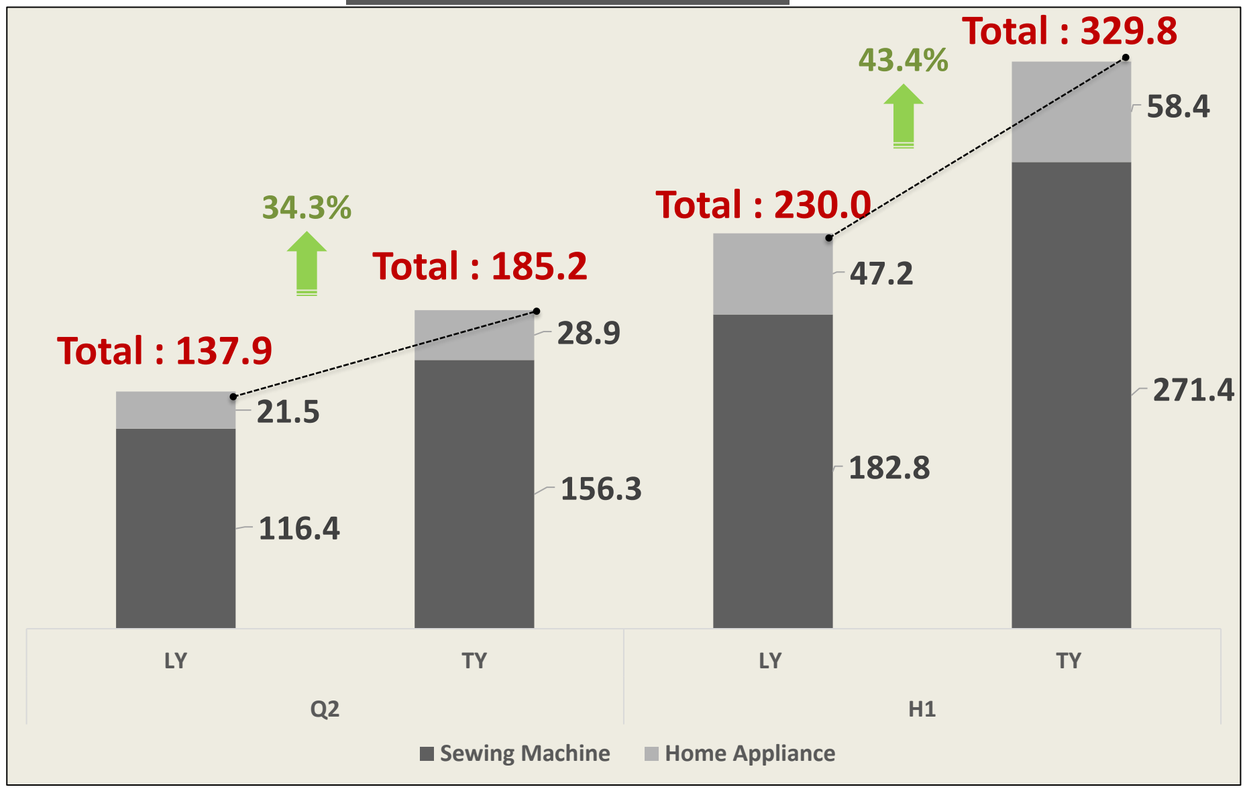
PBT
INR 13.4 Cr
+576.8% YOY

PAT
INR 9.9 Cr
+576.2% YOY

Key Indicators Q2 & H1 26-27

Values in Rs. Cr

Revenue

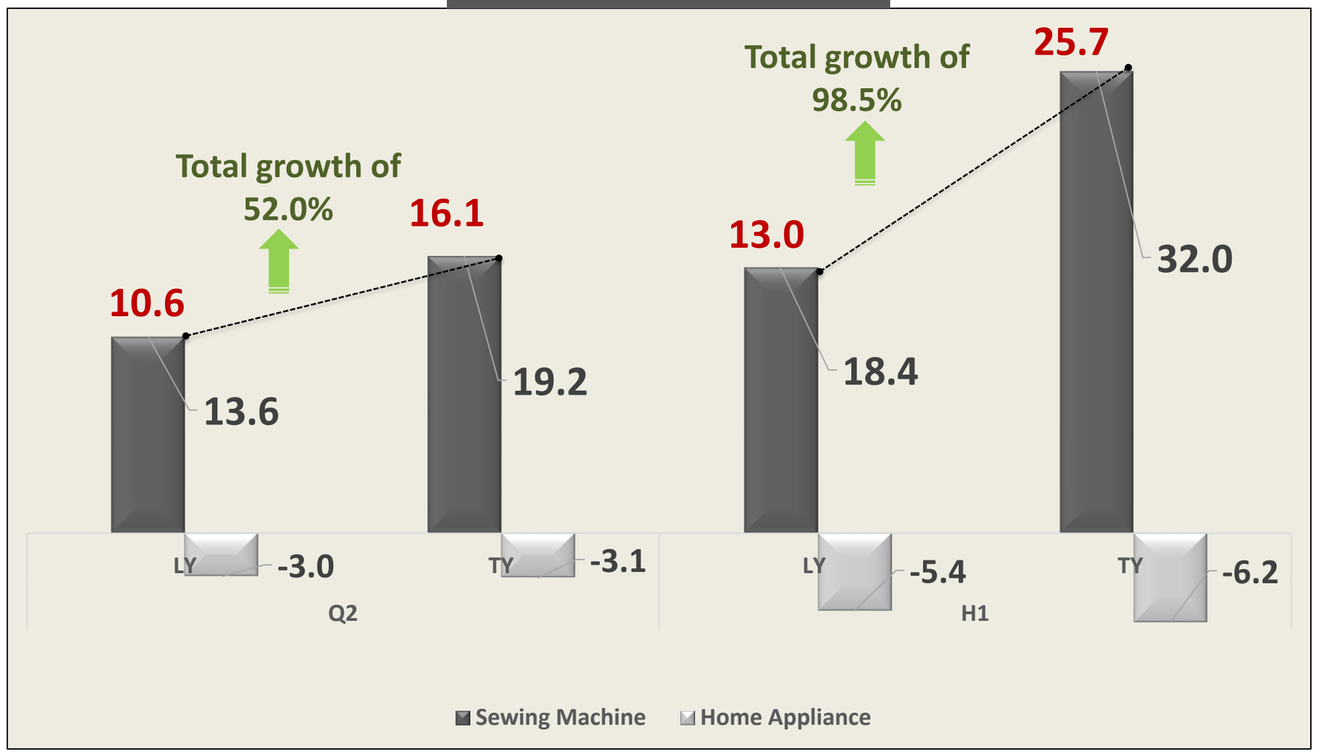


- Sewing machine category grew by 34.3% in Q2 and by 48.5% in H1 TY vs LY same period
- The sewing machine segment recorded growth across channels and categories
  - Trade channel grew by around 30% in both Q2 and H1
  - E-commerce channel grew by around 15% in Q2 and by around 25% in H1 due to market share gain
  - Cast iron sewing machine category grew by >35% in Q2 and significantly by >60% in H1
  - AZZ sewing machines continues growth with around 25% in both Q2 and H1 with out new Made in India AZZ machines portfolio
  - High-speed industrial sewing machines also delivered growth by around 25% in Q2 and by around 10% in H1
- The appliance segment reported business growth of 34.4% during Q2 and by 23.7% in H1 due to growth in trade and e-commerce channel driven by portfolio expansion and fan business expansion

Key Indicators Q2 & H1 26-27

Values in Rs. Cr

Segment Result



- Growth in all categories (AZZ, cast-iron machine and high-speed industrial machine) and channels resulted in higher profit in the sewing machine segment.
- Improved gross margin across categories and channels also resulted the growth in sewing machine
- Decline in Q2 & H1 appliance segment profitability despite revenue growth is due to organization strengthening for market expansion and higher EPR cost

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 Q2 26-27

- *Dealer engagement initiatives and schemes strengthened trade channel performance in Q2 FY26-27, with Sewing Machines growing by ~30% and the Appliance segment by ~60% YoY*
- *New fan line-up and distribution expansion resulted growth across fan segment by >240% in Q2 and by >100% in H1*
- *E-Commerce business continues to deliver strong growth, driven by an e-commerce-focused product portfolio and strategic promotional initiatives. Sewing Machines grew by ~15% in Q2 and by ~25%in H1, while the Appliance segment grew by ~200% in Q2 and by >100% in H1*

- *Despite continued commodity price inflation, we sustained our gross margins through strategic price positioning and optimizing product costs*
- *We improved appliance segment gross margin value by >55% in Q2 and by >30% in H1*
- *In sewing machine segment, we improved gross margin value by >25% in Q2 and by >40% in H1*

- *The organization continued to invest in frontline sales teams and the fans category to support market expansion and wider reach. While absolute SG&A expenses increased by Rs.5.5 Cr in Q2, SG&A as a percentage of revenue declined from 25% to 21% in Q2 and from 28% to 23% in H1, YOY*

Dealer Engagement Initiatives and Launch of Made in India Zig Zag Machines









- Organized exclusive dealer trips to Singapore, Sri Lanka and Jaipur for our Elite sewing machine partners
- Showcased our new range of 10 Made-in-India Zig-Zag machine SKUs during these engagements
- The Zig Zag machines are manufactured in India as per new BIS standards
- Singer remains India’s sole active BIS-licensed manufacturer of Zig-Zag sewing machines

Brand Building Collaboration





SINGER India, in partnership with Hindustan, hosted the “Hindustan Anokhi Club” event across various cities to promote women’s empowerment and self-reliance. Celebrating the belief that every woman is “Anokhi”—unique, the event inspired women to embrace their individuality and potential.

Award & Recognition



Rakesh Khanna, Vice Chairman and Managing Director has been honoured with the Mahatma Award 2026 for Lifetime Achievement in Responsible Business and Social Impact, recognizing Singer's leadership in advancing women's empowerment, entrepreneurship and skill development through Singer's initiatives

Empowering communities to achieve self-reliance through sewing

SINGER India partners with central & state Govts., corporates, NGOs, and supports their work towards the upliftment of women, skill development & employment by providing sewing skills & enabling them access to machines through various CSR driven schemes thus creating sustainable livelihood opportunities.



Sewing Machine Distribution in Tamil Nadu



Training Sessions



Certification for skill center students



Machine training session at Skill center

Financial Summary – Q2 & H1 26-27

Financial summary - Q2 & H1 FY 2026-27
Profit & Loss account

Rs. Crores (unless otherwise indicated)	Q2 FY 27	Q2 FY 26	H1 FY 27	H1 FY 26
Revenue from operation	185.2	137.9	329.8	230.0
Revenue growth over last year (%)	*34.3%*		*43.4%*	
Gross margin	49.4	38.1	89.2	64.3
Gross margin growth (%)	*29.7%*		*38.8%*	
EBITDA	10.9	5.9	16.4	3.5
EBITDA growth (%)	*85.4%*		*371.1%*	
PBT	9.4	5.2	13.4	2.0
PBT growth (%)	*79.3%*		*576.8%*	
PAT	6.9	3.8	9.9	1.5
PAT growth (%)	*81.2%*		*576.2%*	

Balance Sheet Trend

Balance sheet trend Rs. Crores (unless otherwise indicated)	As on 30th September 2026	2026	2025	2024	2023	2022
Cash & cash equivalents	29	83	62	87	82	24
Trade receivables – net	59	39	45	35	40	50
Inventory**	144	105	105	100	79	73
Other current assets	34	22	13	13	8	14
Non-current assets	37	41	15	10	12	12
Total interest bearing borrowings	-	-	-	-	-	-
Total trade payables	75	69	52	76	61	65
Other current liabilities	38	38	28	24	22	28
Non - current liabilities	4	5	2	1	2	3
Shareholders' equity	186	178	159	145	136	77
Key Financial Ratios:						
Current Ratio (in times)	2.37	2.33	2.81	2.36	2.51	1.72
Inventory Turnover Ratio (in times)*	3.87	3.88	3.00	3.57	4.73	4.59
Trade Receivable Turnover Ratio (in times)*	13.42	13.39	10.79	11.34	10.26	9.26
Trade Payable Turnover Ratio (in times)*	8.04	8.10	6.27	5.92	7.43	6.11
Net Capital Turnover Ratio (in times)*	4.28	3.93	2.98	3.14	3.66	6.72
Net Profit Ratio (in %)	3.01%	2.29%	1.71%	1.06%	1.81%	1.69%
Return on Capital Employed (in %)*	14.35%	9.73%	6.45%	4.44%	3.13%	13.1%
Debt to equity ratio (times)	-	-	-	-	-	-

**Key financial ratios for the period ended 30th Sept 2026 are annualised*

****Short term strategic inventory built-up for manufacturing transition and business expansion**

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 provison [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.*

Thank You

