Great Place To Work®
Certified 2024-25

SINGER®

Singer India Limited

Investor Presentation

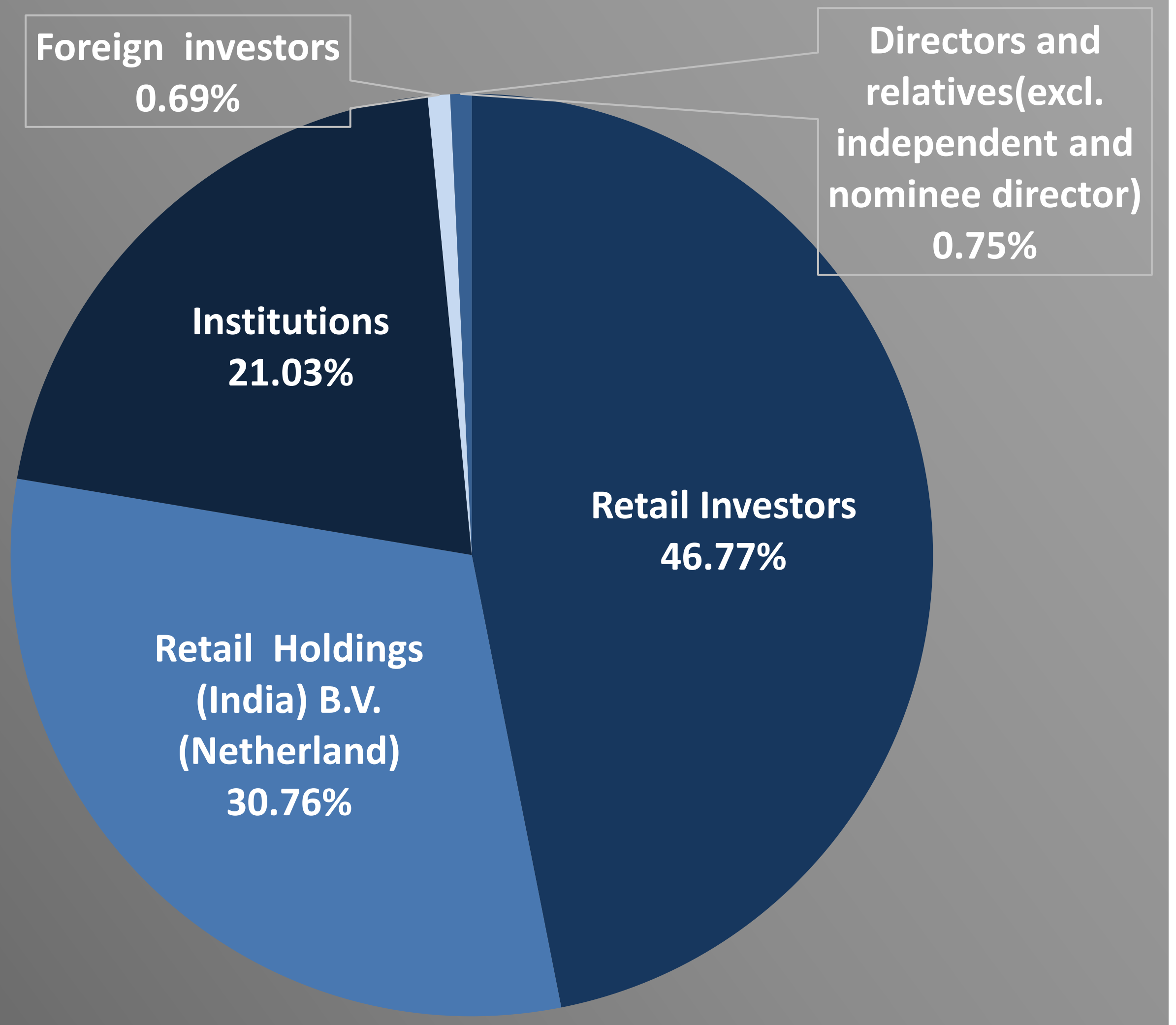
Quarter ended 30th September 2025

Table of Contents

Company Profile

1. Singer Sewing Machine Company has been a pioneer in manufacturing and selling sewing machines for 170 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[1] : 23680

Manufacturing Facility in **Jammu**

390 Employees[1]

Total Dealers and Distributors[1]: **6300+**

Retailers[1] : **10000+**

Exclusive Brand Stores[1]: **21**

Service Centers[1]: **440+** **Pan India**

35K cumulative students qualified under **650+** Singer affiliated Skill Centers[1]

1. As on 30th September 2025

Group & Shareholder Structure [1]

Retail Holdings (India) B.V. (Netherland) (Promoter)
30.76%

Public
69.24%

Singer India Limited [1]

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)

1. SIL is a widely held company having its equity shares listed and traded on the Bombay Stock Exchange (BSE) since 1982. Market Cap INR 5.33bn as on 30th September 2025

Key Growth Drivers

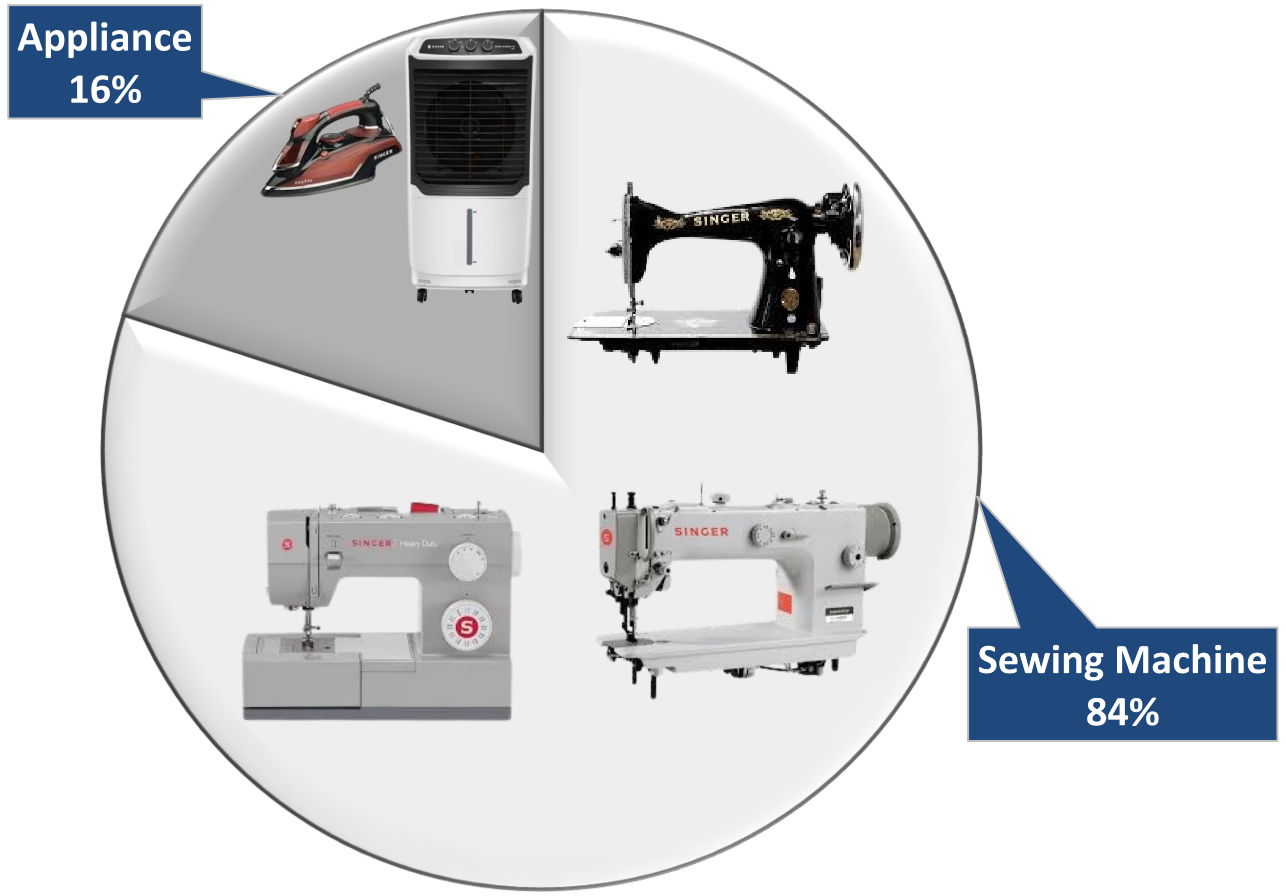
Robust Economic Fundamental	•Vast Market Size •Low Product Penetration
Strong Brand	•150 Years + in India •Strong Brand Recognition
Growth Opportunities	• Expansion of fan business category – launching new variants and models • Portfolio expansion and ranges in highest selling sewing machine category • Introduction of new portfolio in high growth potential appliance category •Government's Skills development programs
Extensive Distribution	•Over 10000+ Sales Points •Multiple Sales Channels
Pan India Service Network	•440+ service points pan India for both the category •Over 230+ Home Appliances Service provider •Over 210+ sewing service provider, including 80 sewing machine walk in centers

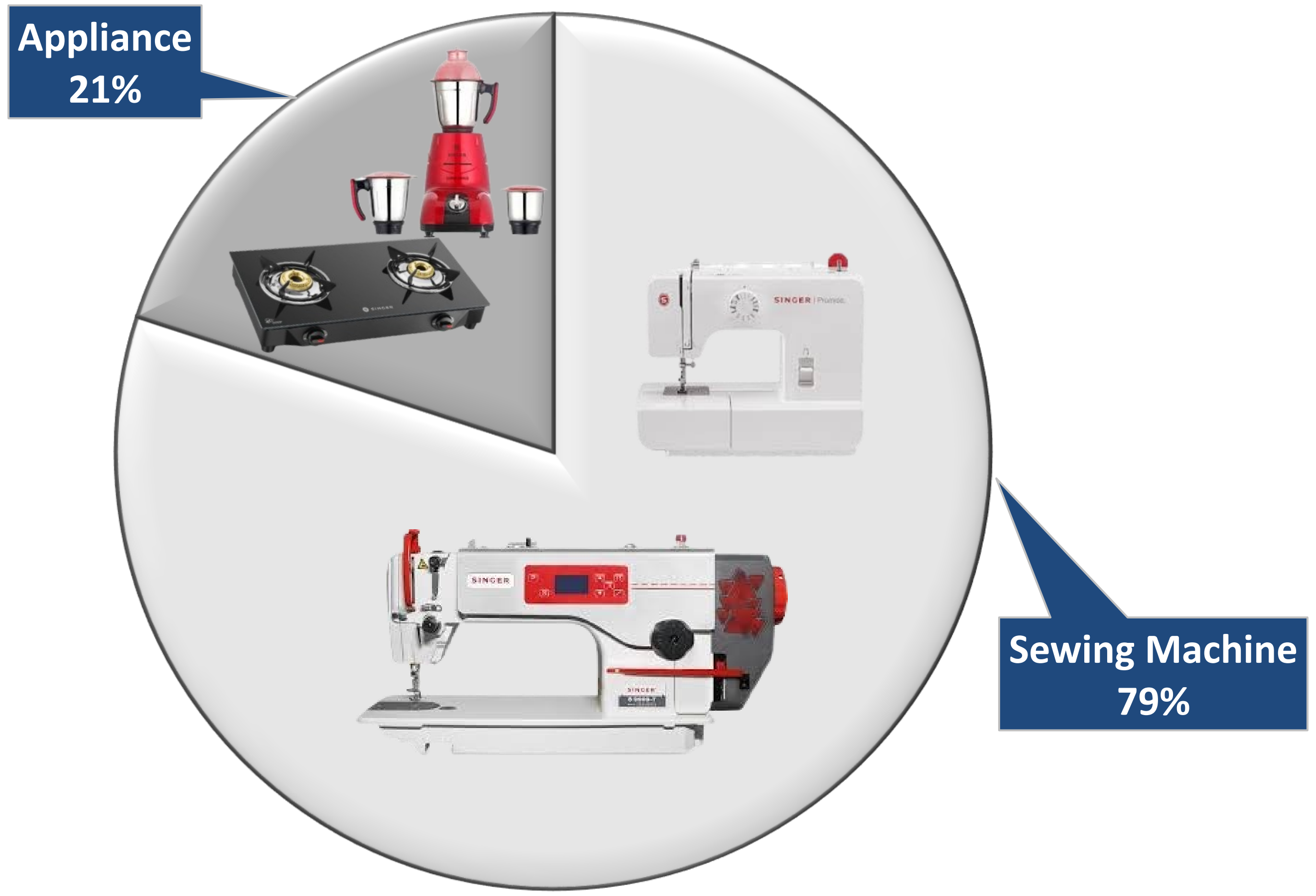
Our Business Segment

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 machines, and Home Appliances span across Small Domestic Appliances & Consumer Durables

Product Mix Q2 2025-26 **VS** **Product Mix H1 2025-26**





Key Indicators Q2 & H1 FY 25-26

Q2 2025-26

Revenue
INR 137.9 Cr
+30.4% YOY

EBITDA
INR 5.9 Cr
+153.9% YOY

PBT
INR 5.2 Cr
+212.6% YOY

PAT
INR 3.8 Cr
+201.6% YOY

H1 2025-26

Revenue
INR 230.0 Cr
+12.5% YOY

EBITDA
INR 3.5 Cr
-7.2% YOY

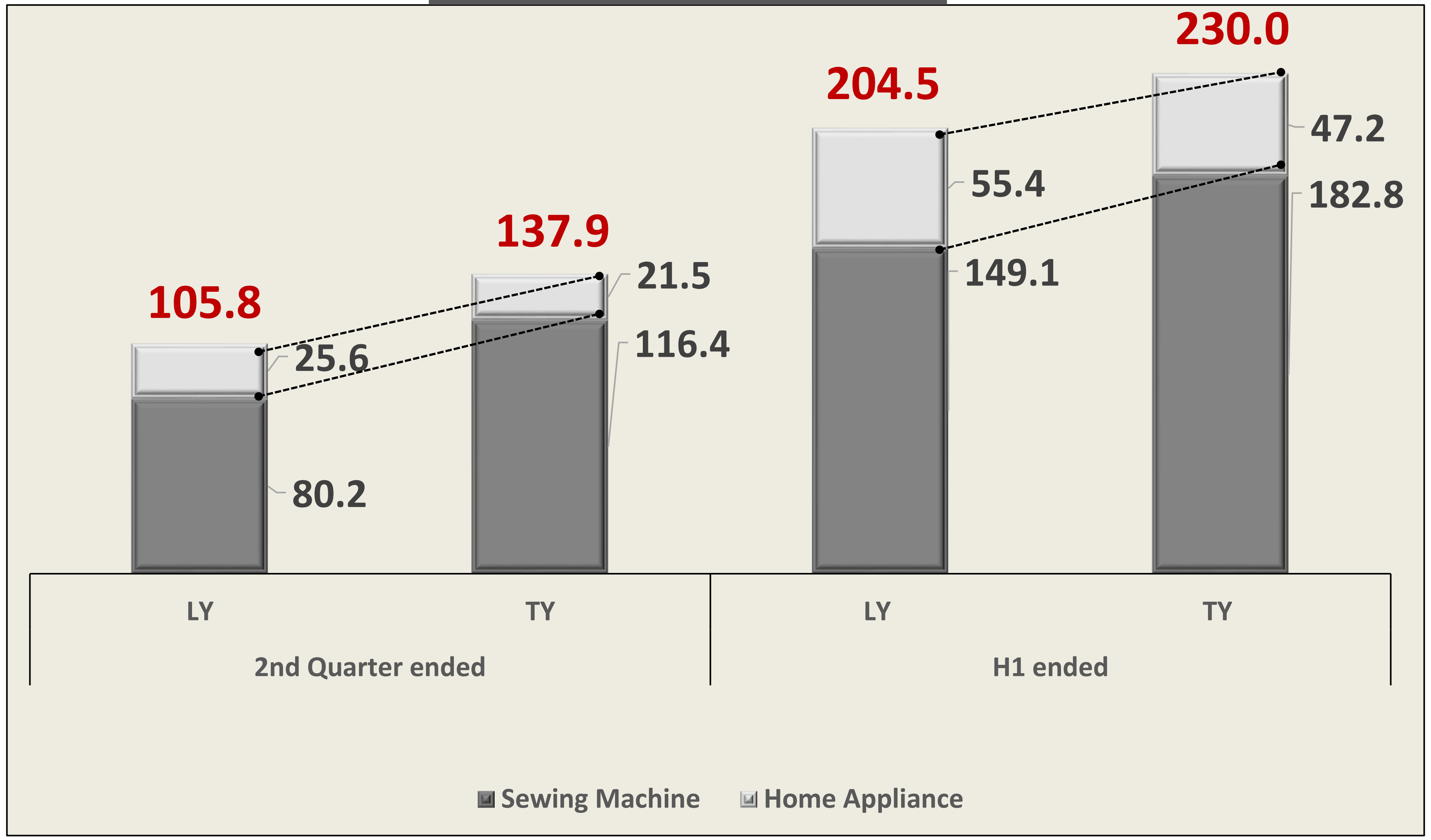
PBT
INR 2.0 Cr
-18.2% YOY

PAT
INR 1.5 Cr
-19.7% YOY

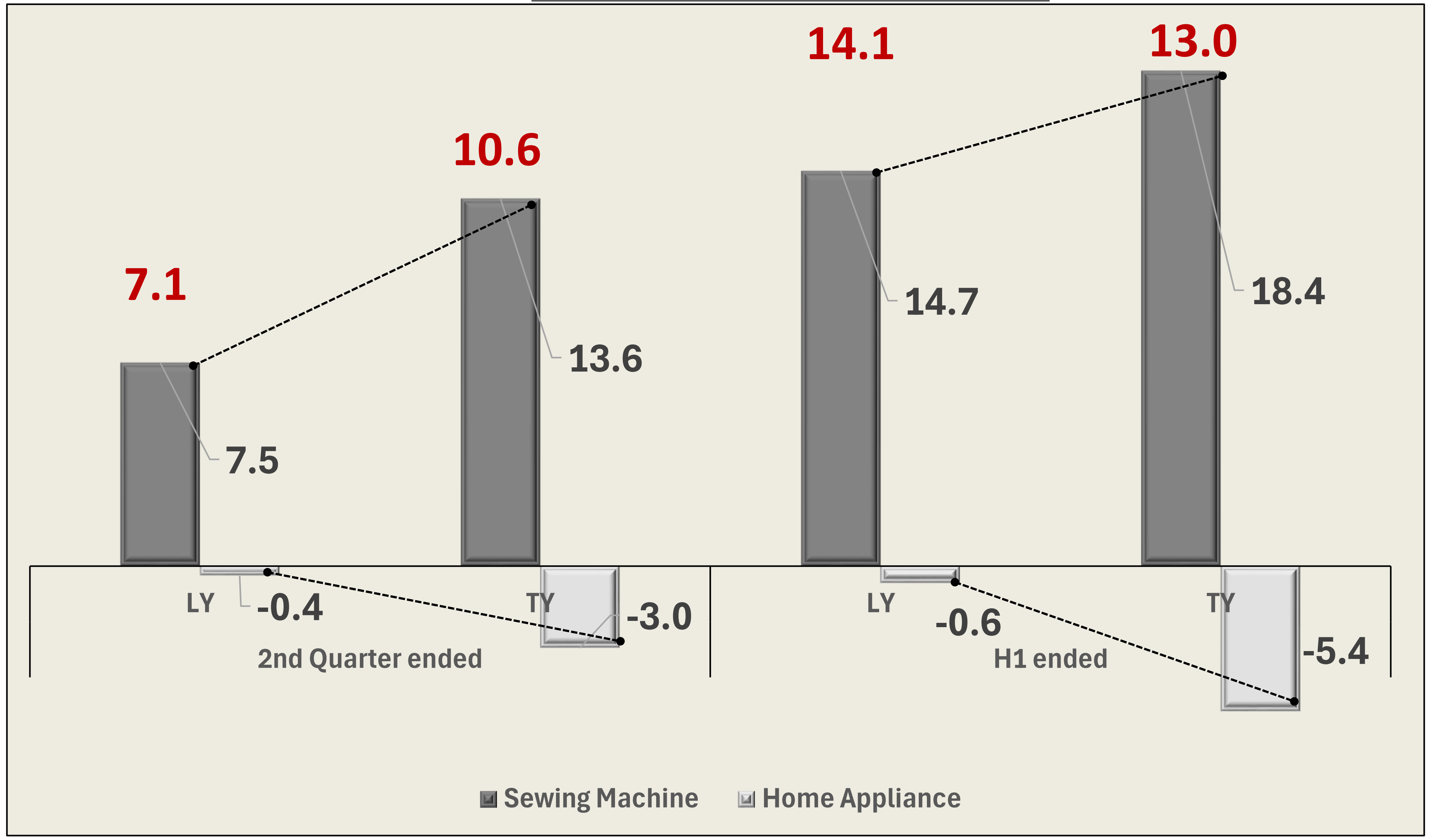
Key Indicators Q2 & H1 FY 25-26

Values in Rs. Cr

Revenue



Segment Result



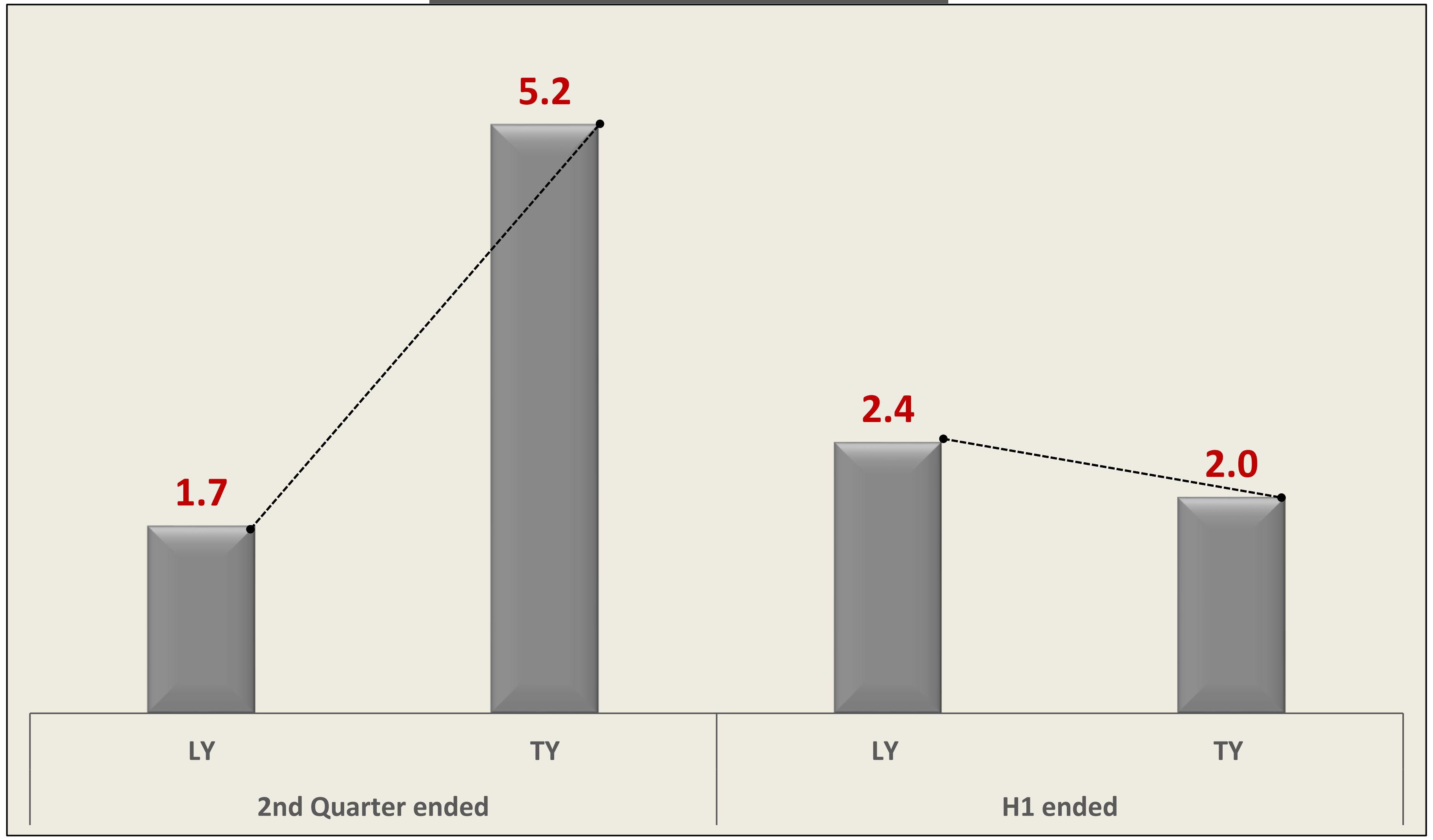
- Overall, TY Q2 revenue grew by Rs.32.1 Cr compared to LY Q2 across categories
- Decline in appliance category mainly due to short summer and intermittent rains leading to low sale of cooling products

- The drop in profit is mainly due to drop in revenue of appliances, driven by drop in cooling products due to unfavorable weather and overall muted demand for other appliances

Key Indicators Q2 & H1 FY 25-26

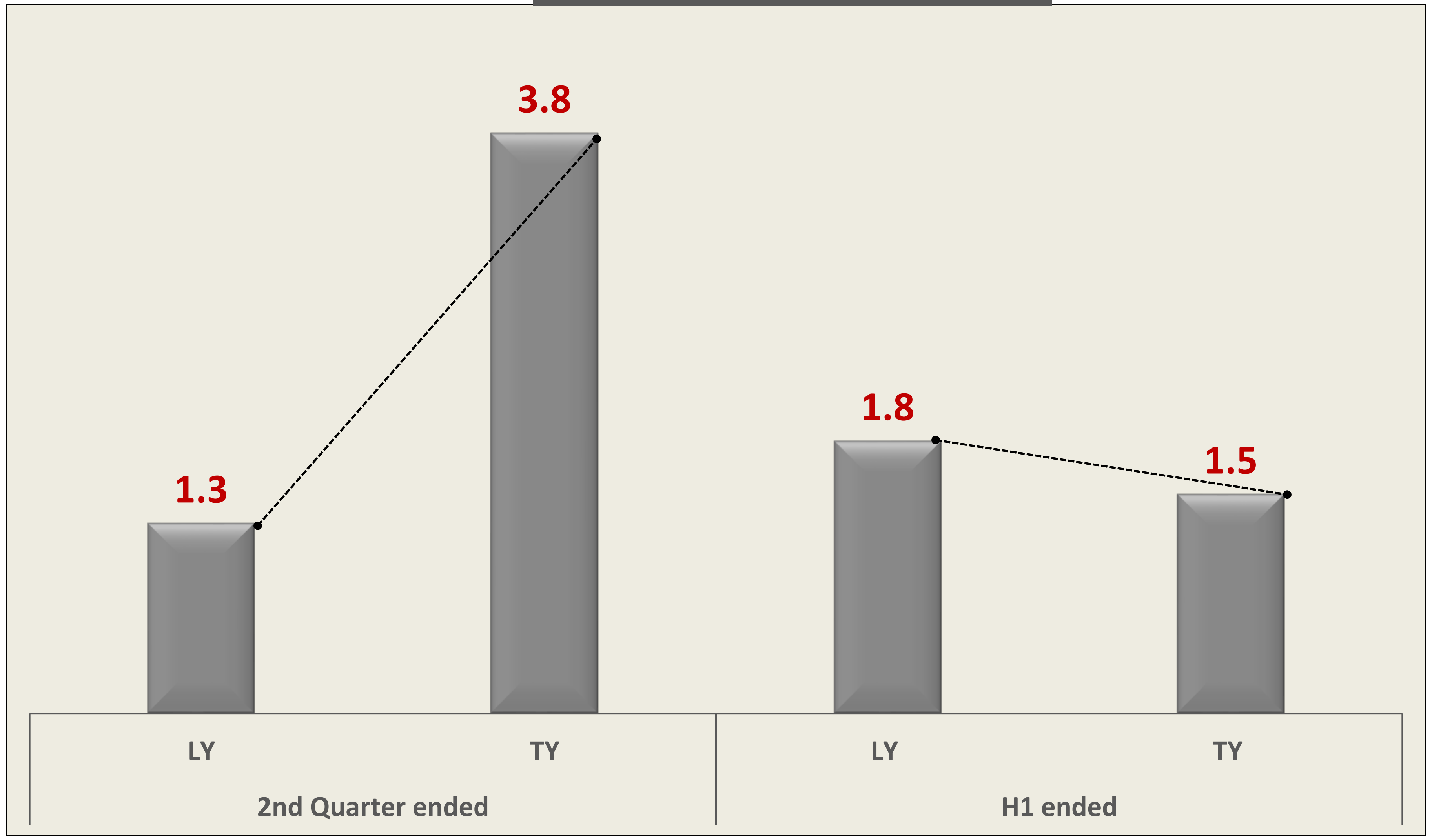
Values in Rs. Cr

PBT



- With exceptional PBT growth over LY Q2, loss of TY Q1 recovered, resulting H1 TY 17% lower compared to LY H1

PAT



- PAT also increased by 2 times over LY Q2
- Decline in H1 TY by 20% compared to LY H1

Strategic Growth Drivers

	DRIVERS	KEY INITIATIVES TAKEN DURING FY 25-26 Q2
REVENUE GROWTH	• *Expand Distribution* • *Improve retail connect* • *Expand profitable product portfolio* • *Improve visibility* • *Strengthen e-commerce*	▪ *AZZ category continues to grow YoY and quarter on quarter. Grew by 35% compared to LY H1* ▪ *E-Commerce channel grew significantly by 40% compared to LY H1 driven mainly by channel partner expansion and introduction of new ranges* ▪ *The conventional cast iron straight stitch machine grew by robust 34% in Q2 and by 9% in H1* ▪ *Despite tariff headwinds effecting garments manufacturers in Q2, the industrial machine segment managed to record 14% growth compared to LY Q1 and by 6% compared to LY H1* ▪ *Organized dealer engagement events in Phuket and Goa to strengthen relationships and support our growing network of dealers and distributors*
GROSS MARGIN EXPANSION	• *Focus on value selling and AZZ machines* • *Remove loss making SKUs under appliances, categories and channels*	▪ *AZZ continues to grow significantly with high-end embroidery machine mix while maintaining high margins* ▪ *Appliance category reported a decline in gross margin, primarily due to the underperformance of high-margin channel/products*
COST OPTIMIZATION	• *Improve SGA cost productivity*	▪ *Increase in SGA expenses, for organization strengthening by onboarding front-line sales team, building fan category to drive expansion and market reach*

Financial Summary – Q2 & H1 FY 2025-26

Financial summary - Q2 & H1 FY 2025-26

Profit & Loss account

Rs. Crores (unless otherwise indicated)	**Q2 FY 26**	**Q2 FY 25**	**H1 FY 26**	**H1 FY 25**
Revenue from operation	137.9	105.8	230.0	204.4
Revenue growth over last year (%)	*30.4%*		*12.5%*	
Gross margin	*38.1*	*30.5*	64.3	58.5
Gross margin growth (%)	*24.7%*		*9.8%*	
EBITDA	*5.9*	*2.3*	3.5	3.8
EBITDA growth (%)	*153.9%*		*-7.2%*	
PBT	*5.2*	*1.7*	2.0	2.4
PBT growth (%)	*212.6%*		*-18.2%*	
PAT	*3.8*	*1.3*	1.5	1.8
PAT growth (%)	*201.6%*		*-19.7%*	

Financial Summary – Last 5 years trend

Profit & Loss account 5 FY trend					
Rs. Crores (unless otherwise indicated)	**2025**	**2024**	**2023**	**2022**	**2021**
Revenue from operation	431.7	425.4	460.3	453.0	414.5
Revenue growth (%)	*1.5%*	*-7.6%*	*1.6%*	*9.3%*	*-8.1%*
Gross margin	*122.9*	*106.5*	*102.0*	*101.2*	*97.7*
Gross margin growth (%)	*15.4%*	*4.5%*	*0.8%*	*3.6%*	*-8.7%*
EBITDA	*12.6*	*9.1*	*6.3*	*12.7*	*20.8*
EBITDA growth (%)	*38.7%*	*44.1%*	*-50.3%*	*-38.9%*	*12.8%*
PBT (before exceptional income)	*10.0*	*6.1*	*3.7*	*9.7*	*16.1*
PBT growth (%)	*63.8%*	*65.0%*	*-61.6%*	*-39.8%*	*29.1%*
Exceptional income **Note2**	-	-	*7.2*	-	-
PBT (after exceptional income)	*10.0*	*6.1*	*11.0*	*9.7*	*16.1*
PBT growth (%) (after exceptional income)	*63.8%*	*-44.1%*	*13.2%*	*-39.8%*	*29.1%*
PAT (before exceptional income)	*7.4*	*4.5*	*3.0*	*7.7*	*10.6*
PAT growth (%)	*64.3%*	*50.5%*	*-61.0%*	*-27.7%*	*30.6%*
PAT (after exceptional income)	*7.4*	*4.5*	*8.3*	*7.7*	*10.6*
PAT growth (%)	*64.3%*	*-45.9%*	*8.4%*	*-27.7%*	*30.6%*
Memo:					
PAT (before ESOP provison **Note1** *& exceptional item* **Note2** *)*	*10.5*	*7.7*	*3.0*	*7.7*	*10.6*
PAT growth (%) (before ESOP provison a non-cash item)	*36.7%*	*156.5%*	*-61.0%*	*-27.7%*	*30.6%*

Note1: Empolyee stock option scheme introduced last year, accrodingly a non-cash item provision of Rs 4.20 crores (last year Rs 4.32 crores) is created under employee benefits, after tax of Rs 3.09 crores (Last year Rs 3.17 crores), credited to ESOP reserve under equity as per Ind As 102.
Note2: In FY 2023 exceptional item include income before tax of Rs 7.24 crores, net of tax of Rs 5.33 crores on sale of surplus idle land at Jammu.

Financial Summary – Trend

Balance sheet trend						
Rs. Crores (unless otherwise indicated)	**As on 30th September 2025**	**2025**	**2024**	**2023**	**2022**	**2021**
Cash & cash equivalents	82	62	87	82	24	16
Trade receivables – net	38	45	35	40	50	48
Inventory	98	105	100	79	73	80
Other current assets	14	13	13	8	14	12
Non-current assets	18	15	10	12	12	14
Total interest bearing borrowings	-	-	-	-	-	-
Total trade payables	57	52	76	61	65	75
Other current liabilities	30	28	24	22	28	21
Non - current liabilities	1	2	1	2	3	2
Shareholders' equity	162	159	145	136	77	72
Key Financial Ratios:						
Current Ratio (in times)	2.68	2.81	2.36	2.51	1.72	1.63
Inventory Turnover Ratio (in times)*	3.26	3.00	3.57	4.73	4.59	4.09
Trade Receivable Turnover Ratio (in times)*	11.07	10.79	11.34	10.26	9.26	7.88
Trade Payable Turnover Ratio (in times)*	8.12	6.27	5.92	7.43	6.11	5.29
Net Capital Turnover Ratio (in times)*	3.16	2.98	3.14	3.66	6.72	6.87
Net Profit Ratio (in %)	0.64%	1.71%	1.06%	1.81%	1.69%	2.54%
Return on Capital Employed (in %)	2.57%	6.45%	4.44%	3.13%	13.1%	24.2%
Debt to equity ratio (times)	0.0	0.0	0.0	0.0	0.0	0.0

**Key financial ratios for the period ended 30th Sept 2025 are annualised*

Thank You