



Singer India Limited

Investor Presentation

Quarter ended 31st December 2025





Table of Contents

1	Company Overview	3 - 7
2	Q3 2025-26 Performance Overview	8 - 11
3	Strategic Growth Drivers	12
4	Organization Strengthening	13
5	Financial Summary	14 - 15

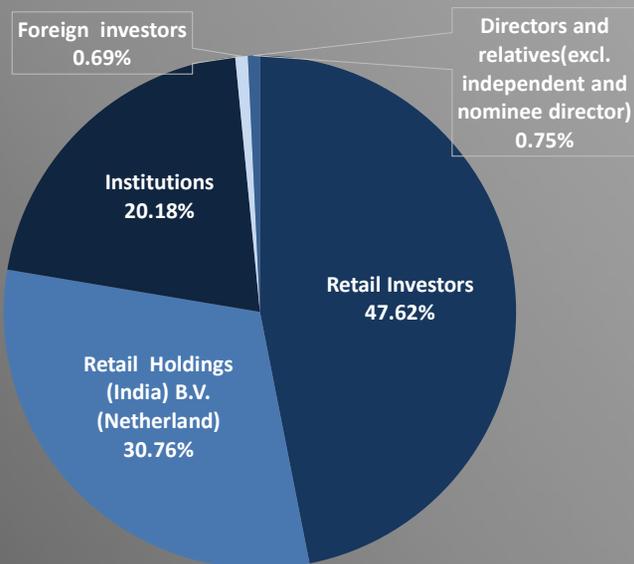


Company Profile



- 1 Singer India 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* : 23320

* As on 31st December 2025



Manufacturing Facility in Jammu



383 Employees*



Total Dealers and Distributors*: 6300+
Retailers¹ : 10000+



Exclusive Brand Stores*: 21

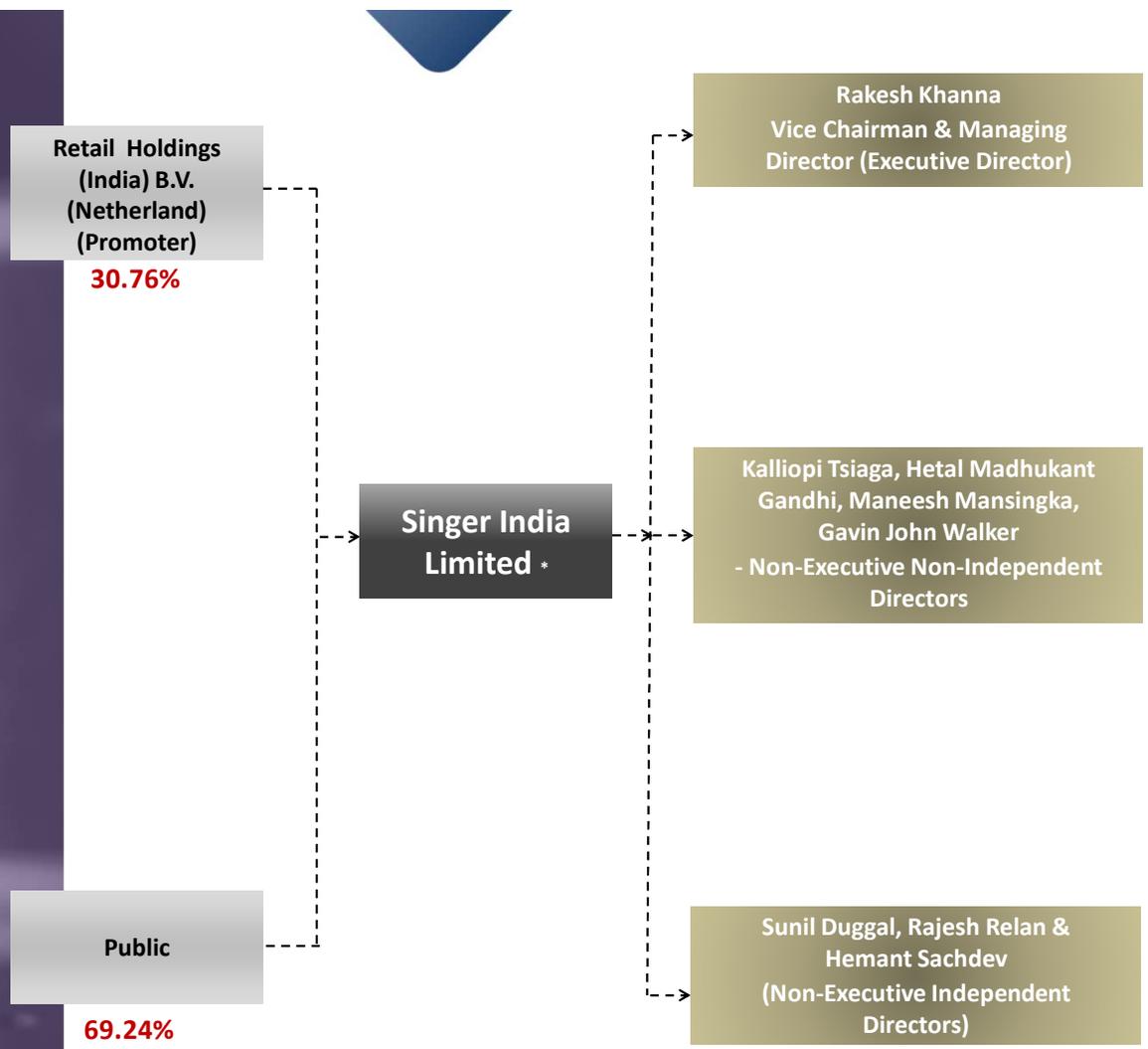


Service Centers*: 435+ Pan India



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

Group & Shareholder Structure *



*SIL is a widely held company having its equity shares listed and traded on the Bombay Stock Exchange (BSE) since 1982. Market Cap INR 4.24bn as on 31st December 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 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

- 435+ service points pan India for both the category
- Over 225+ 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**)

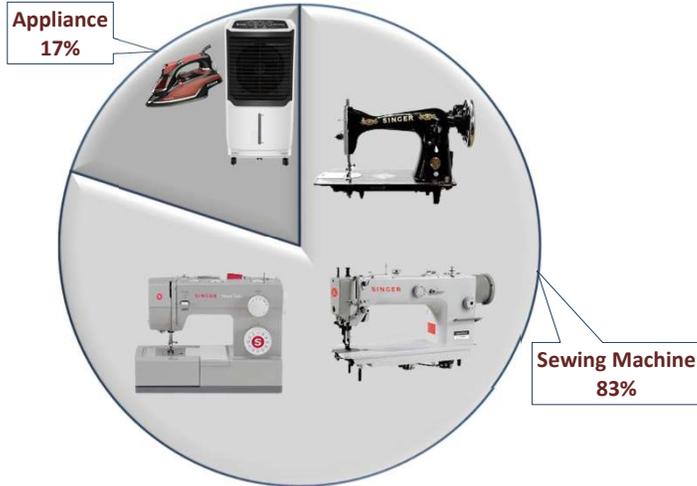


Our Sewing products range includes household sewing machines, Embroidery machines & Industrial machines, and Home Appliances span across Small Domestic Appliances & Consumer Durables

Product Mix **Q3 2025-26**

VS

Product Mix **9M 2025-26**



Key Indicators Q3 & 9M FY 25-26

Q3 2025-26

9M 2025-26


Revenue

INR 161.0 Cr

+52.5% YOY


EBITDA

INR 8.7 Cr

+233.5% YOY


Revenue

INR 391.0 Cr

+26.1% YOY


EBITDA

INR 12.16 Cr

+91.2% YOY


PBT

INR 7.3 Cr

+269.2% YOY


PAT

INR 5.4 Cr

+256.9% YOY


PBT

INR 9.3 Cr

+111.1% YOY


PAT

INR 6.9 Cr

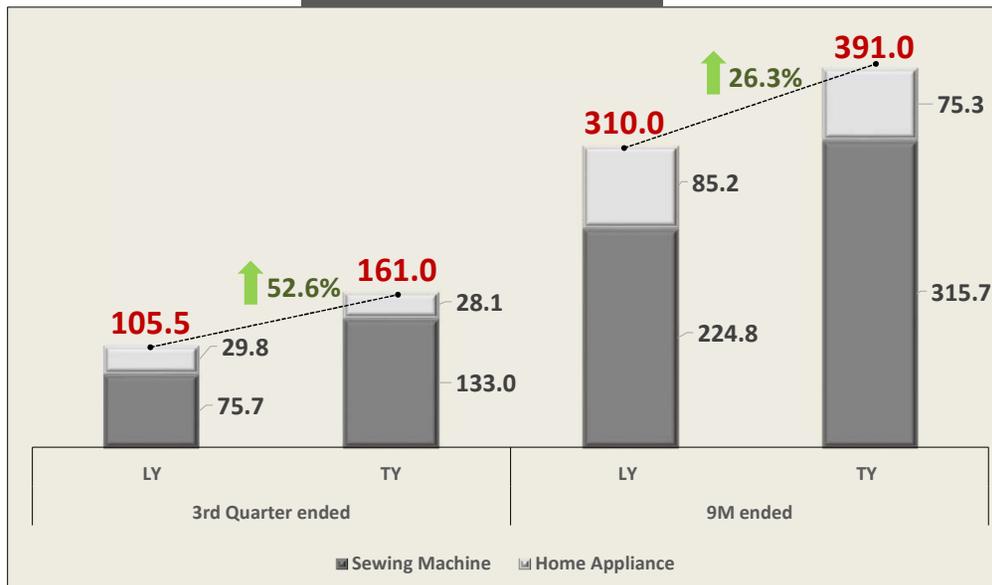
+105.4% YOY

Before exceptional item of Rs.0.91Cr; PBT @Rs.8.2Cr in Q3 and Rs.10.2Cr in 9M

Key Indicators Q3 & 9M FY 25-26

Values in Rs. Cr

Revenue

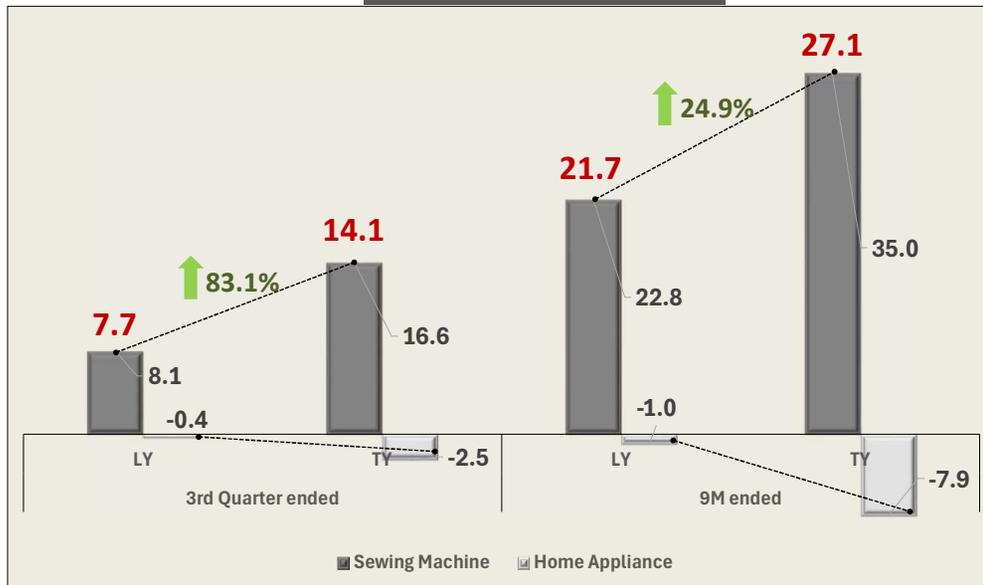


- Sewing machine category grew by 76% in Q3 and by 40% in 9M
- The sewing machine segment recorded growth across channels and categories
 - Trade channel grew by 34% in Q3
 - Cast iron sewing machine category grew significantly by 59% and industrial sewing machine category also by 67% in Q3
 - AZZ sewing machines continue healthy growth with 31% in 9M
- The drop in appliances is mainly due to muted demand for high selling cooling and heating products

Key Indicators Q3 & 9M FY 25-26

Values in Rs. Cr

Segment Result

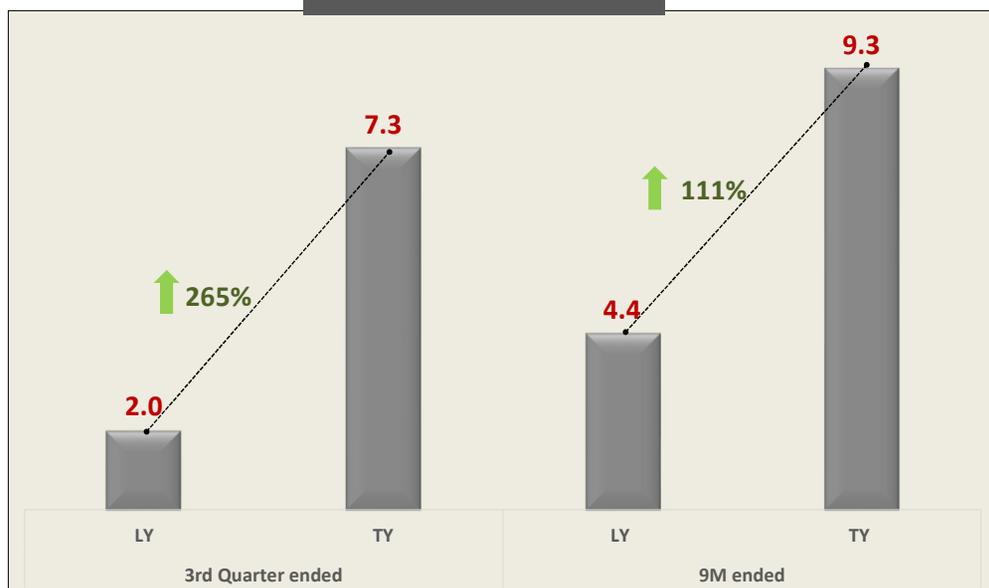


- Growth in the high margin AZZ category by 31% over LY 9M resulted in higher profit in the sewing machine segment.
- Better product mix and introducing new ranges across categories also resulted the growth in sewing machine
- Decline in appliance category is due to low demand of high margin and high-volume category and lower margin due to commodity price increase

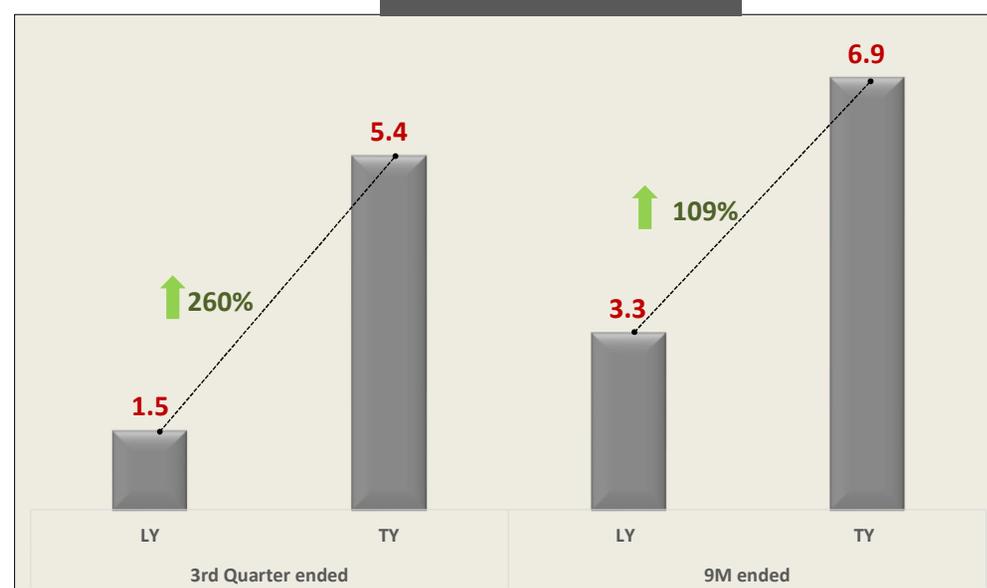
Key Indicators Q3 & 9M FY 25-26

Values in Rs. Cr

PBT



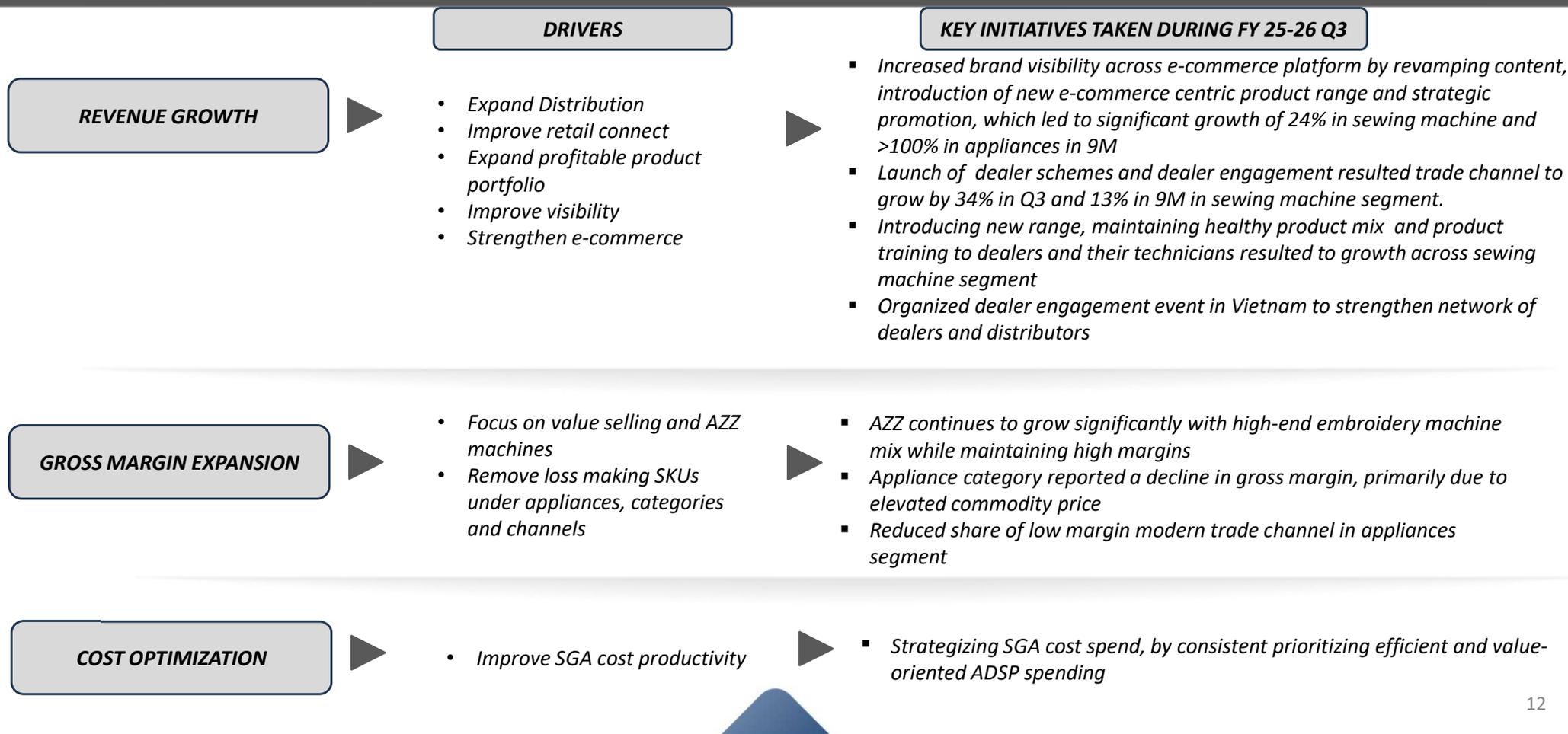
PAT



Note : Includes exceptional item of one-time impact of New Labour code – Rs.0.91 Cr in Q3

- PBT before exceptional item is Rs.8.2Cr in Q3 and Rs.10.2Cr in 9M
- Before exceptional item PBT growth over LY Q3 is 310% and 132% over LY 9M

Strategic Growth Drivers



DRIVERS

KEY INITIATIVES TAKEN DURING FY 25-26 Q3

REVENUE GROWTH

- Expand Distribution
- Improve retail connect
- Expand profitable product portfolio
- Improve visibility
- Strengthen e-commerce

- Increased brand visibility across e-commerce platform by revamping content, introduction of new e-commerce centric product range and strategic promotion, which led to significant growth of 24% in sewing machine and >100% in appliances in 9M
- Launch of dealer schemes and dealer engagement resulted trade channel to grow by 34% in Q3 and 13% in 9M in sewing machine segment.
- Introducing new range, maintaining healthy product mix and product training to dealers and their technicians resulted to growth across sewing machine segment
- Organized dealer engagement event in Vietnam to strengthen network of dealers and distributors

GROSS MARGIN EXPANSION

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

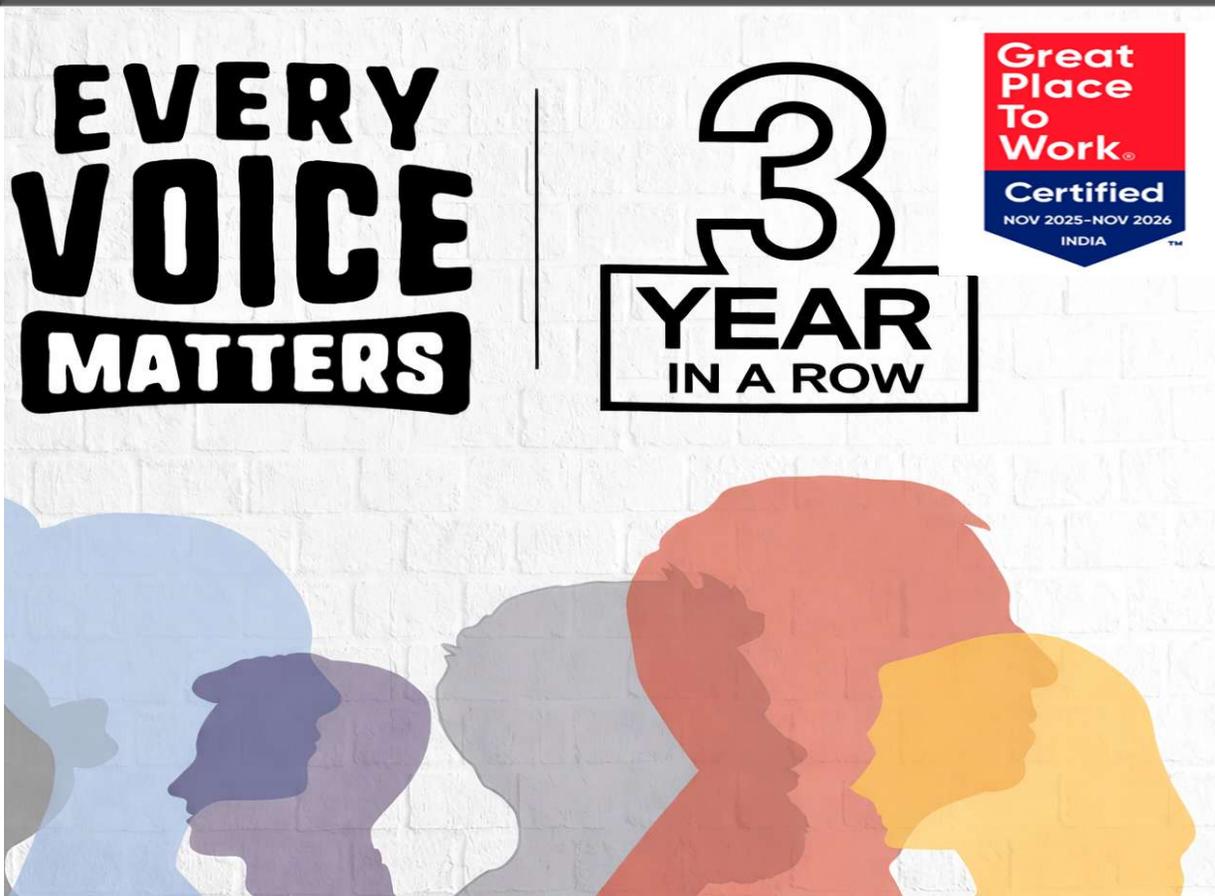
- AZZ continues to grow significantly with high-end embroidery machine mix while maintaining high margins
- Appliance category reported a decline in gross margin, primarily due to elevated commodity price
- Reduced share of low margin modern trade channel in appliances segment

COST OPTIMIZATION

- Improve SGA cost productivity

- Strategizing SGA cost spend, by consistent prioritizing efficient and value-oriented ADSP spending

Organization Strengthening



Proud to be certified as a "**Great Place to Work**" for 3rd consecutive year with consistent improvement across parameters

Financial Summary – Q3 & 9M FY 2025-26

Financial summary - Q3 & 9M FY 2025-26

Profit & Loss account

Rs. Crores (unless otherwise indicated)

	Q3 FY 26	Q3 FY 25	9M FY 26	9M FY 25
Revenue from operation	161.0	105.6	391.0	310.0
<i>Revenue growth over last year (%)</i>	52.5%		26.1%	
<i>Gross margin</i>	42.5	30.3	106.7	88.8
<i>Gross margin growth (%)</i>	40.1%		20.1%	
<i>EBITDA</i>	8.7	2.6	12.2	6.4
<i>EBITDA growth (%)</i>	233.5%		91.2%	
<i>PBT</i>	7.3	2.0	9.3	4.4
<i>PBT growth (%)</i>	269.2%		111.1%	
<i>PAT</i>	5.4	1.5	6.9	3.3
<i>PAT growth (%)</i>	257.0%		105.4%	

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 provision ^{Note1} & exceptional item ^{Note2})	10.5	7.7	3.0	7.7	10.6
PAT growth (%) (before ESOP provision a non-cash item)	36.7%	156.5%	-61.0%	-27.7%	30.6%
<p>Note1: Employee stock option scheme introduced last year, accordingly 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.</p> <p>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.</p>					

Thank You

