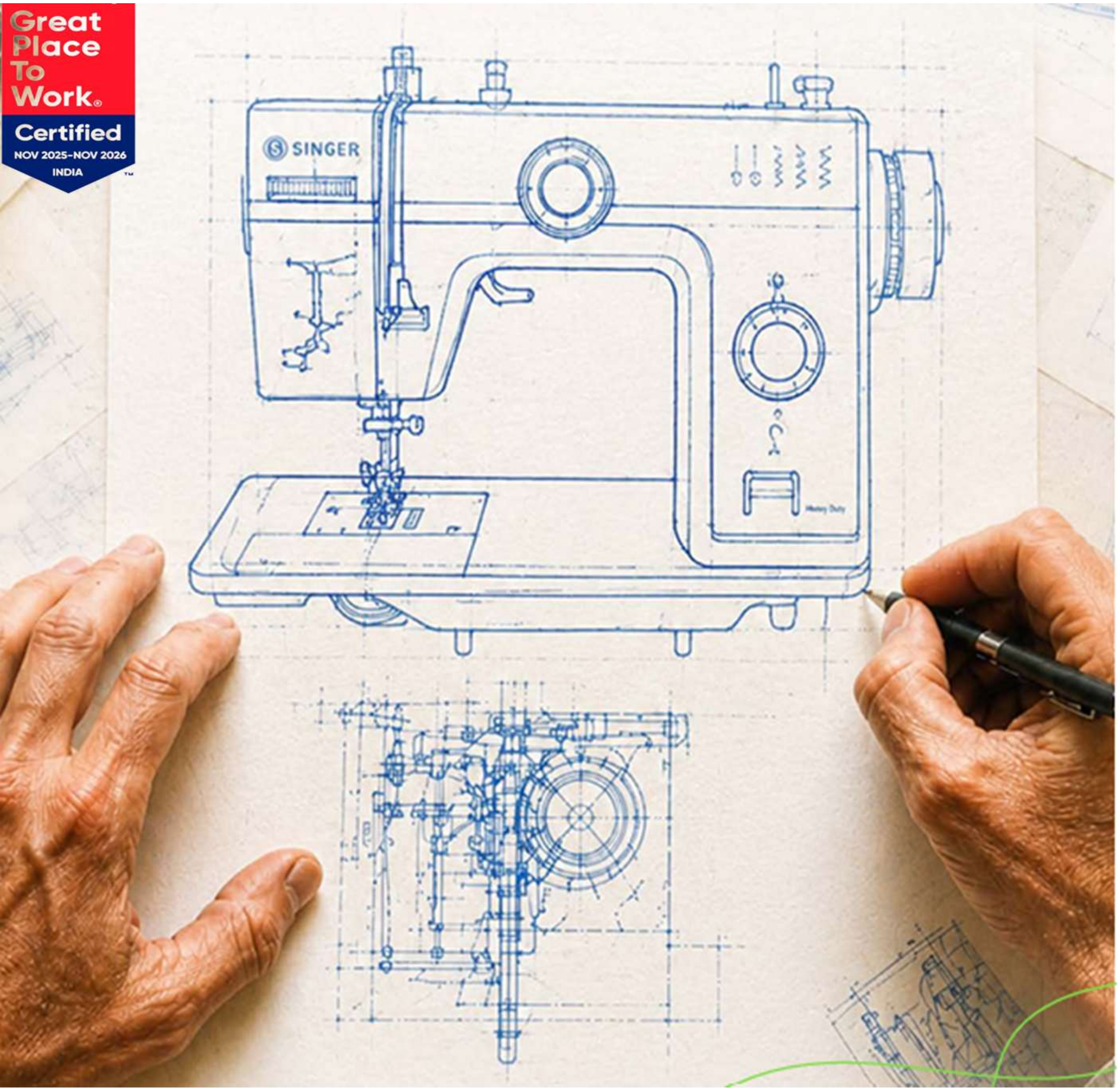

SINGER

Singer India Limited

Investor Presentation

Quarter ended 30th June 2026

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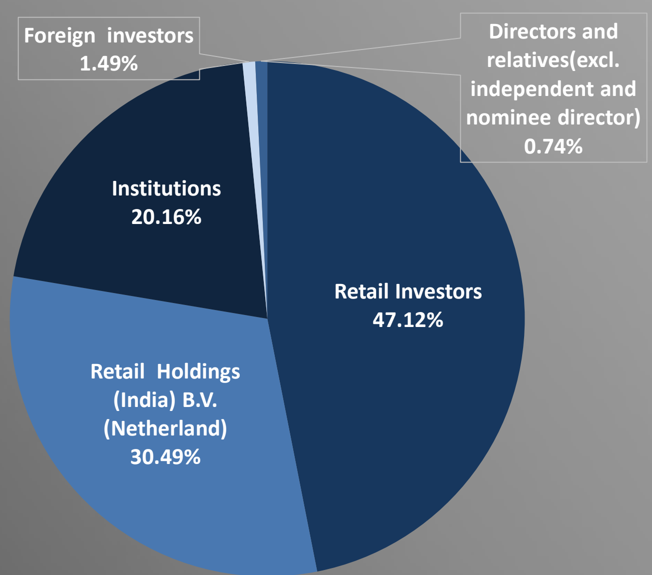
Company Profile

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* : 22462

Manufacturing Facility in **Jammu**

369 Employees*

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

Retailers[1] **: 10000+**

Exclusive Brand Stores*: **21**

Service Centers*: **450+** **Pan India**

41K cumulative students qualified under **650+** Singer affiliated Skill Centers*

*** As on 30th June 2026**

Group & Shareholding Structure *

Retail Holdings (India) B.V. (Netherland) (Promoter)
30.49%

Public
69.51%

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)

*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 4.39bn as on 30th June 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	• 455 service points pan India for both the category • Over 225 Home Appliances Service provider • Over 230 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 Q1 2026-27

Key Indicators FY 26-27 Q1

SINGER

Revenue

INR 144.55 Cr

Up 57% YOY

EBITDA

INR 5.52 Cr

Up 330% YOY

PBT

INR 4.04 Cr

Up 225% YOY

PAT

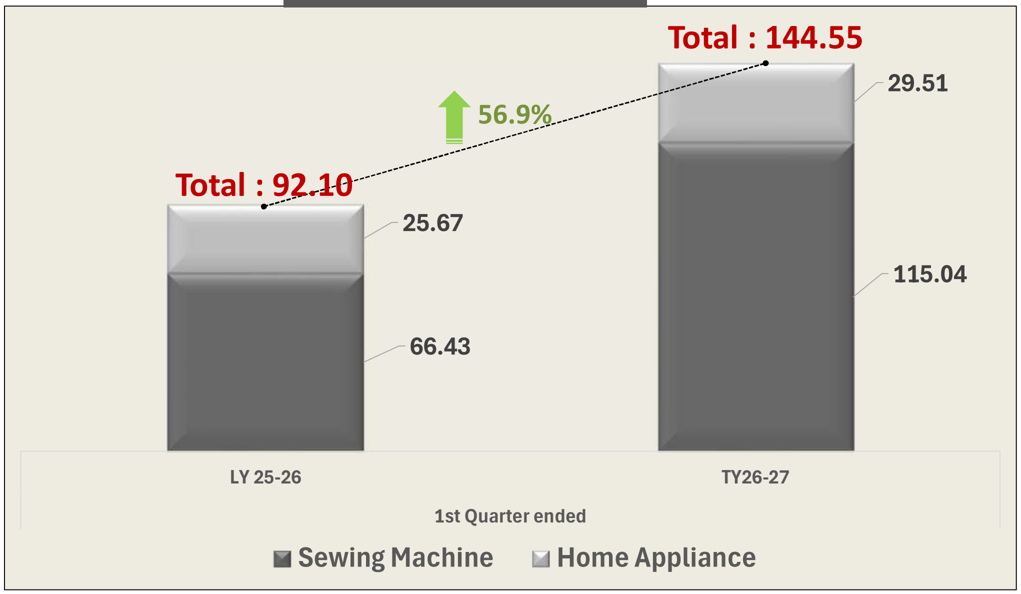
INR 3.00 Cr

Up 227% YOY

Key Indicators Q1 26-27

Values in Rs. Cr

Revenue

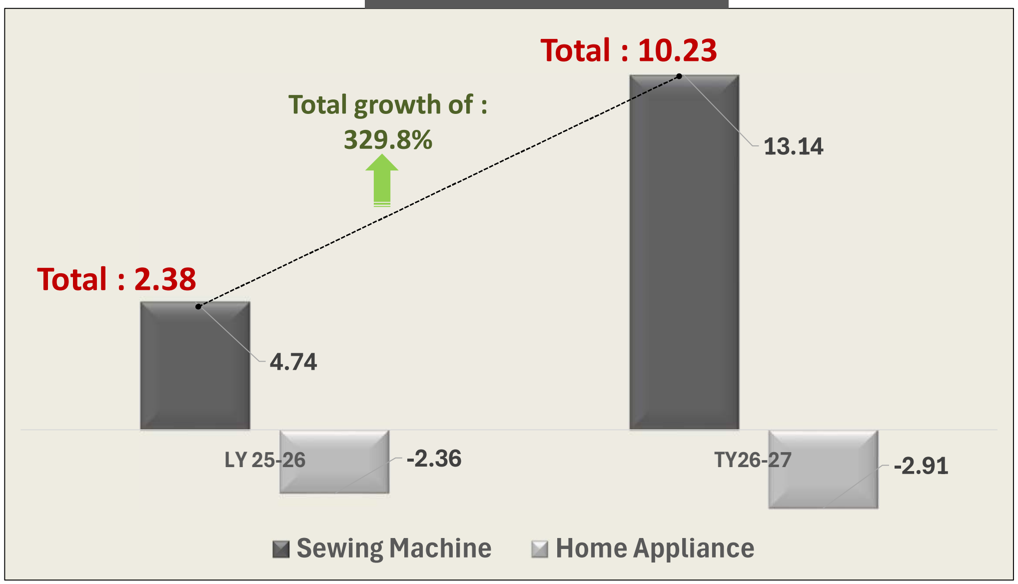


- Sewing machine category grew >70% in Q1 vs LY Q1
- The sewing machine segment recorded growth across channels and categories
  - Trade channel grew >25% in Q1
  - E-commerce channel grew >55% in Q1 due to market share gain and product expansion
  - Cast iron sewing machine category grew significantly by around 95% in Q1
  - AZZ sewing machines continues growth with >20% in Q1
- The appliance segment reported business growth of 15% during Q1 vs LYQ1 due to growth in trade and e-commerce business driven by portfolio expansion

Key Indicators Q1 26-27

Values in Rs. Cr

Segment Result



- Growth in the AZZ and cast-iron machine category of >70% over LY 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 appliance category despite revenue growth is due to organization strengthening for market expansion in new product categories and fan business and higher EPR cost

New Product Launches – Made in India

FM 1307
Top-load bobbin system for easy loading, quick thread monitoring, and simple maintenance
Automatic needle threader for effortless and convenient sewing

FM 1410
Length adjustment control for fine-tuned stitching.
Front-loading bobbin system and 5mm maximum stitch width for standard domestic sewing
Ideal for essential home tailoring and repairs.

FM 3323
Auto needle threader
Stitch length & width adjustment dials with feed drop capability for free-motion sewing
80W motor gives high torque for heavy fabrics and demanding home projects

FM1310
4-step buttonhole for basic mending and crafting projects
Adjustable stitch length dial to easily customize seam length according to fabric type
Front-loading bobbin mechanism

FM 3532
Comes with 32 built-in stitches (76 functions) tailored for creative design and crafts.
Operates on an efficient 70W motor offering balanced power consumption and stable stitch delivery.

FM 3432
Comes with 32 built-in stitches for extensive decorative, stretch, and utility options.
Includes independent length and width dials, automatic needle threader, and triple strength stitching

FM 4323
40W BLDC Motor which operates in less noise, gives energy-efficient performance.
Heavy Duty Build designed for denim, canvas, and heavy layers.

New Product Launches

Aroma Premium
100% copper motor – better efficiency and longer motor life
Wide Tip Blade – Higher air delivery
Elegant trim design

Strom 36’’
Aesthetic sleek Blade
Superior paint finish
Double ball bearing motor - longer life and quite operation

Strom 24’’
Aesthetic sleek Blade
Superior paint finish
Double ball bearing motor - longer life and quite operation

Cheffy Mix
3 Stainless Steel Jars
Ideal for chutneys, pastes, dry/spice grinding, and smoothies
Durable ABS Body - Built to handle regular home use

Nutrio
3-Speed Control with Pulse
Overload Protection - Auto shut-off to prevent motor burnout
Advanced Cooling System - Keeps motor cool for longer cycles and durability

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 Q1 26-27

- *Dealer engagement initiatives and schemes strengthened trade channel performance in Q1 FY26-27, with Sewing Machines growing by >25% and the Appliance segment by ~15% YoY*
- *New fan line-up and distribution expansion resulted growth across fan segment by >60% in Q1*
- *E-Commerce business continues to deliver strong growth, driven by an e-commerce-focused product portfolio and strategic promotional initiatives. Sewing Machines grew by >55%, while the Appliance segment grew by >25% in Q1*

- *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*
- *We improved Industrial Machine gross margins value by 15% in Q1*
- *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.6.3Cr, SGA as a percentage of revenue is reduced from 32.5% LYQ1 to 25.0% TYQ1*

SINGER

Financial Summary – Q1 FY 2026-27

Financial summary - Quarter wise FY 2026-27
Profit & Loss account

Rs. Crores (unless otherwise indicated)	**Q1 FY 27**	**Q1 FY 26**
Revenue from operation	144.6	92.1
Revenue growth over last year (%)	*56.9%*	
Gross margin	*39.8*	*26.2*
Gross margin growth (%)	*52.0%*	
EBITDA	*5.5*	*(2.4)*
EBITDA growth (%)	*330.0%*	
PBT	*4.0*	*(3.2)*
PBT growth (%)	*224.7%*	
PAT	*3.0*	*(2.4)*
PAT growth (%)	*227.1%*	

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.*

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
Key Financial Ratios:					
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