

Date: 28<sup>th</sup> January, 2026

To,  
National Stock Exchange of India Limited,  
Exchange Plaza, Bandra Kurla Complex,  
Bandra (East), Mumbai - 400 051

Symbol: - AIMTRON  
ISIN: - INE0RUV01018

**Sub: Investor Presentation**

Dear Sir/Madam,

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the Investor Presentation of the Company for Aimtron Expands Global Presence with Acquisition of Decatur-Based ESDM Provider, International Control Services Inc.

The aforesaid Investor presentation will also be available on the Company's website at: [www.aimtron.in](http://www.aimtron.in)

Thanking you,

Yours faithfully,

**For Aimtron Electronics Limited**

**Priyanka Shah**  
**Company Secretary**



Expands Global Presence with  
Acquisition of Decatur-Based ESDM Provider,  
**International Control Services Inc.**

**INVESTOR PRESENTATION**

## **Management representatives:**

**Mukesh Vasani – Chairman & Managing Director**

**Nirmal Vasani – Chief Operating Officer**

**Sneh Shah – Whole Time Director**

**Pinkesh Parikh – Finance Director**

**Chris Espinoza – VP Sales**







Headquartered in Decatur, Illinois, USA, International Control Services, Inc. (ICS) is a well-established player in the low-to-medium volume Electronics Manufacturing Services (EMS) industry.

Based on CY 2025 estimates, ICS has achieved USD 16.9 million in revenue.

Through this acquisition, **Aimtron will consolidate its revenues and further enhance its vision to be a global ESDM/ ODM partner.**



- **Accelerate growth** by accessing new customers, adjacent segments, and emerging geographies
- **Select acquisitions** that strategically complement and strengthen existing capabilities
- **Focus** on small and mid-sized businesses with strong operational improvement potential
- **Drive value** through operational efficiencies and process optimization
- **Prioritize opportunities** with clear scalability and margin expansion visibility
- **Mitigating risks** of tariff and geopolitical uncertainties with a diversified, multi-location operating model

## Why ICS acquisition?

Immediate US customer access + credibility in Midwest industrial ecosystem

Experienced engineering + program team already embedded in customer programs

Specialized infrastructure: Agrotech product testing, cleanroom, rugged/harsh exposure testing, heavy box-build readiness

Proximity to major OEM ecosystem (Caterpillar, John Deere, CNH, BUNN and surrounding supplier network)

Faster time-to-market vs building customer trust, qualifications, and operating maturity from scratch

***Building the above capacity and capabilities organically would have taken 24-36 months***





# ICS Assets Overview (What's acquired)

## Manufacturing Facility

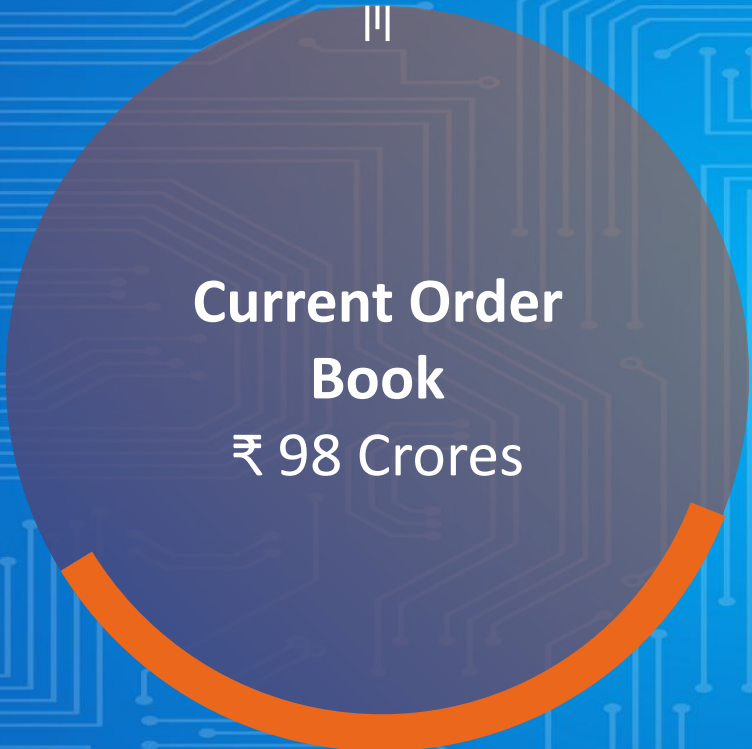
58,000 sq. ft.

## Land for Expansion

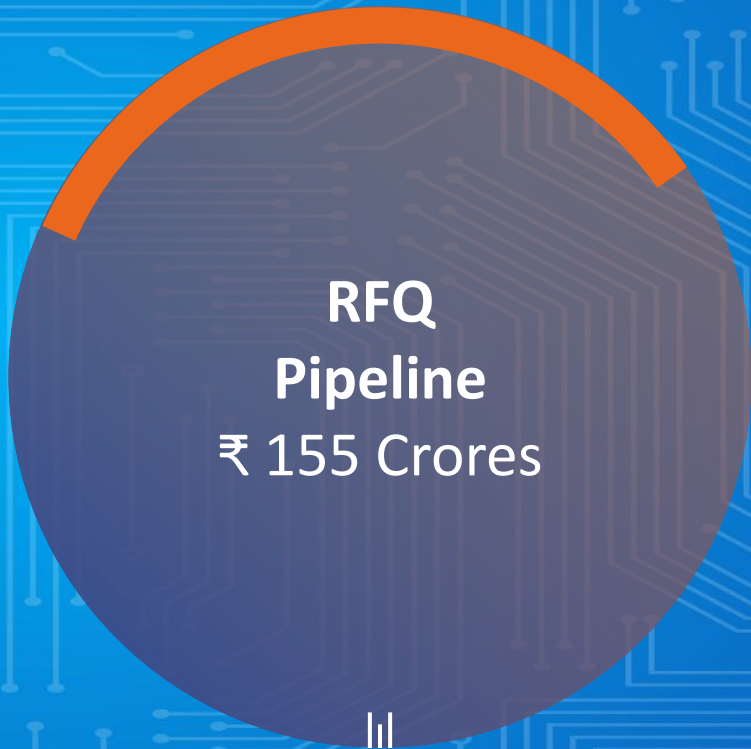
3.9 acres available for future expansion  
*(including future box-build scale-up)*

## Technology Platform

4 SMT Lines with end-to-end capabilities  
*(testing, wave, mechanical box build)*

A dark blue circular graphic with a thick orange arc at the bottom. It contains text about the Current Order Book.

**Current Order  
Book**  
₹ 98 Crores

A dark blue circular graphic with a thick orange arc at the top. It contains text about the RFQ Pipeline.

**RFQ  
Pipeline**  
₹ 155 Crores

A dark blue circular graphic with a thick orange arc at the bottom. It contains text about New Enquires.

**New  
Enquires**  
₹ 325 Crores  
*(Potential to convert to RFQ  
within ~90 days)*



## India

Aimtron Electronics Ltd  
(Holding Company)



## USA

Aimtron Electronics LLC  
(100% subsidiary of  
Aimtron Electronics Ltd, India)



Aimtron International Controls LLC  
(100% subsidiary of Aimtron Electronics LLC, USA)



International Control Services Inc.  
(Acquired by Aimtron International Controls LLC)

### Financing of Acquisition

Debt (USD 4.3 Mn ) + Internal Accruals +Part  
proceeds from the recent convertible Warrants  
raised (INR 945.7 MN)

# Customer Concentration & Sector Mix

## Top 5 Customers

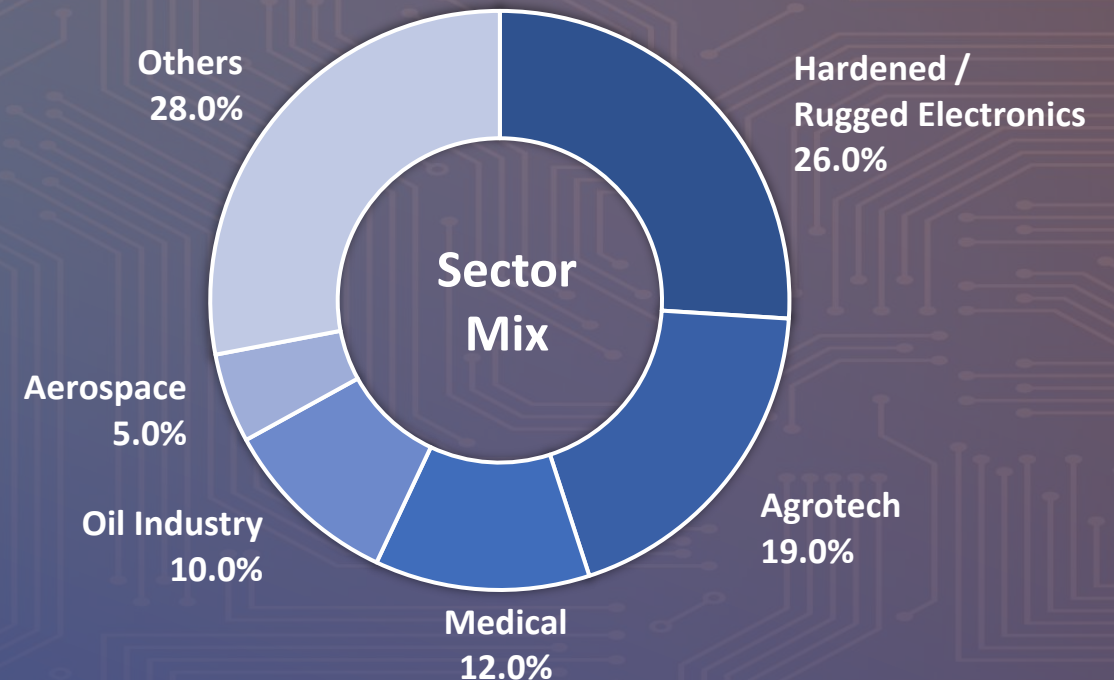
40% of Revenue

## Top 3 Customers

25% of Revenue

## Strategy

Broaden Customer base while increasing wallet share in existing accounts



## International Controls Services Inc

- Established in 1992; Operations in Decatur, Illinois, USA
- Designed-led engineering and ODM capabilities
- Expansion in new geographies and various sectors
- Strengthens Aimtron's full stack ESDM platform
- Deepens engineering capability and IP ownership
- Expanding Midwest footprint with local engineering and manufacturing

## Stellar performance

- Aimtron raised INR 945.7mn through preferential warrants to support capacity expansion, including a greenfield facility in India
- Alongside organic growth, the Company continues to evaluate inorganic opportunities that align with its long-term strategy
- H1FY26 sales numbers signaled a solid performance
- Creates a scalable base for future growth

## ICS is now Aimtron International Controls

### From EMS to ODM-ESDM:

- Acquisition brings access to strong engineering talent, along with an industry leading technician-to-operator ratio on the shop floor.
- Majority of new projects forecasted include engineering effort
- Closer proximity to major hubs in Heartland America, including St. Louis, Tulsa, and other major industrial areas



# Scaling global ESDM Platform



- Publicly listed in India with strong operations in USA
- Design manufacturing and lifecycle support
- Technocratic philosophies



International Control Services, Inc.  
FLEXIBLE SOLUTIONS WITHOUT BOUNDARIES

- US based ESDM and ODM company
- Revenue 16.9 USD million
- Deep engineering teams and IP
- Highly Specialized in Product Ruggedization
- Currently Operational Capacity: 54%



- Wholly-owned subsidiary
- At cost of Engineering and technology force-multipliers
- Scalable capacity and margins
- Supports ₹1000 crore revenue goal
- Plant to utilize 90% within 3 years

This is aligned with Aimtron's strategy to strengthen its delivery model and add brick-and-mortar on US soil.



The transaction has been evaluated on both trailing and forward financials. With margin improvement initiatives, the acquisition is expected to be EPS accretive from the first year, while meeting Aimtron's ROCE and ROE benchmarks.



Reduce tariff impact and support long term cost competitiveness

Companies with OEM proximity, flexible footprints, and tariff-efficient operations are better placed to win long-term contracts.



- **Enhanced buying power**, scaling utilization to USD 25–30 million through procurement efficiencies and operating leverage
- **Long-term revenue potential** of up to ₹280–300 crore per annum supported by available land and planned investments



## >>> Aimtron approach is margin-first

01

### Quote Discipline:

- Pricing hygiene
- NRE/change-control rigor
- Program governance

### Procurement Synergy:

- BOM optimization
- Vendor consolidation
- Cost-down initiatives

02

03

### Operations:

- Yield/scrap reduction
- Rework discipline
- Scheduling
- Throughput improvements

### Mix Improvement:

- More engineered assemblies
- Ruggedization
- Test
- Higher value-added box build

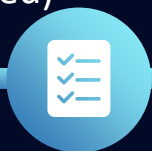
04



# Utilization Ramp & Incremental Investment

## Utilization Plan

Scale from ~54% to ~90%  
over ~3 years (phased,  
award-led)



## Existing Base

4 SMT lines + end-to-end  
manufacturing and test  
capability



## Incremental Working Capital

~INR 5–6 crore



## Incremental Capex (Aimtron Standards)

~INR 5–6 crore (ERP /AI  
/digitization )



## Total Incremental Fund Plan

~INR 10–12 crore (phased)



## Expansion Headroom

3.9-acre land for future  
box-build scale, in addition  
to 58,000 sq. ft. facility



## ROCE/ROE

Underwritten to meet Aimtron's internal ROCE/ROE benchmarks from Year 1 based on opportunity + available infrastructure + phased investments

## EPS accretive from Year 1

Driven by customer footprint, geography, operating leverage, procurement synergy, and mix/value-added growth





**Automotive  
BMS**



**Hardened  
Industrial**



**Agrotech**



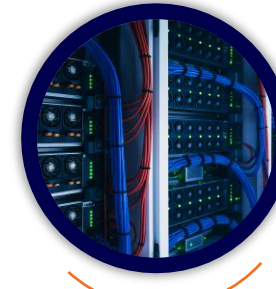
**Aerospace &  
Defense**



**IOT/  
Robotics**



**Medical &  
Healthcare**



**Power**



**Telecommunications**

**9  
SMT Lines**

**150+  
Design Engineers Driving  
Innovations**

**900+  
Customers Satisfied  
Globally**

**350+  
Embedded Design  
Projects Completed**

Aimtron Electronics specialize in offering **Electronics System Design and Manufacturing (ESDM)** services with a **strong emphasis on high-value precision engineering products and emphasizes ODM (Original Design Manufacturing) models.**



# Snapshots from the acquisition journey



# Disclaimer



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# THANK YOU

## **Aimtron Electronics Limited**

- 201, Brigade IRV, Nallurhalli Road, Whitefield, Bengaluru - 560 066 (Karnataka)

- Plot No. 1/A, GIDC Estate, Waghodia, Vadodara, Gujarat, 391760

[cfo@aimtron.com](mailto:cfo@aimtron.com) / [cs@aimtron.com](mailto:cs@aimtron.com)

[www.aimtron.in](http://www.aimtron.in)

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## **KAPTIFY<sup>®</sup> Consulting**

Strategy & Investor Relations | Consulting

[contact@kaptify.in](mailto:contact@kaptify.in) / +91-845 288 6099

[www.kaptify.in](http://www.kaptify.in)

