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December 01, 2025

The Manager Corporate Relationship Department **BSE Limited** Floor 25, Phiroze Jeejeebhoy Tower Dalal Street, Mumbai-400001	The Manager – Listing Department **National Stock Exchange of India Limited** Exchange Plaza, 5th Floor Plot No. C/1, G Block, Bandra Kurla Complex, Bandra(E), Mumbai-400051
BSE Scrip Code: **532341**	NSE Symbol: **IZMO**

Dear Sir/Madam,

Subject: Strategic Expansion Project Plan Presentation

In terms of Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith the "Strategic Expansion Project Plan Presentation" regarding the Company's strategic growth plans and expansion into Semiconductor Packaging and Optoelectronic solutions.

This presentation provides an overview of the Company's business operations, including its Software/SaaS divisions and the new manufacturing initiatives.

Further a copy of the same is also available on the website of the Company, viz., ***www.izmoltd.com***

Kindly take the same on record.

Thanking You

Yours faithfully,
for **IZMO Limited**

VARUN KUMAR SRIDHARA ADGUR
Digitally signed by VARUN KUMAR SRIDHARA ADGUR
Date: 2025.12.01 10:31:25 +05'30'

Varun Kumar A S
Company Secretary and Compliance Officer

Enc: As Above

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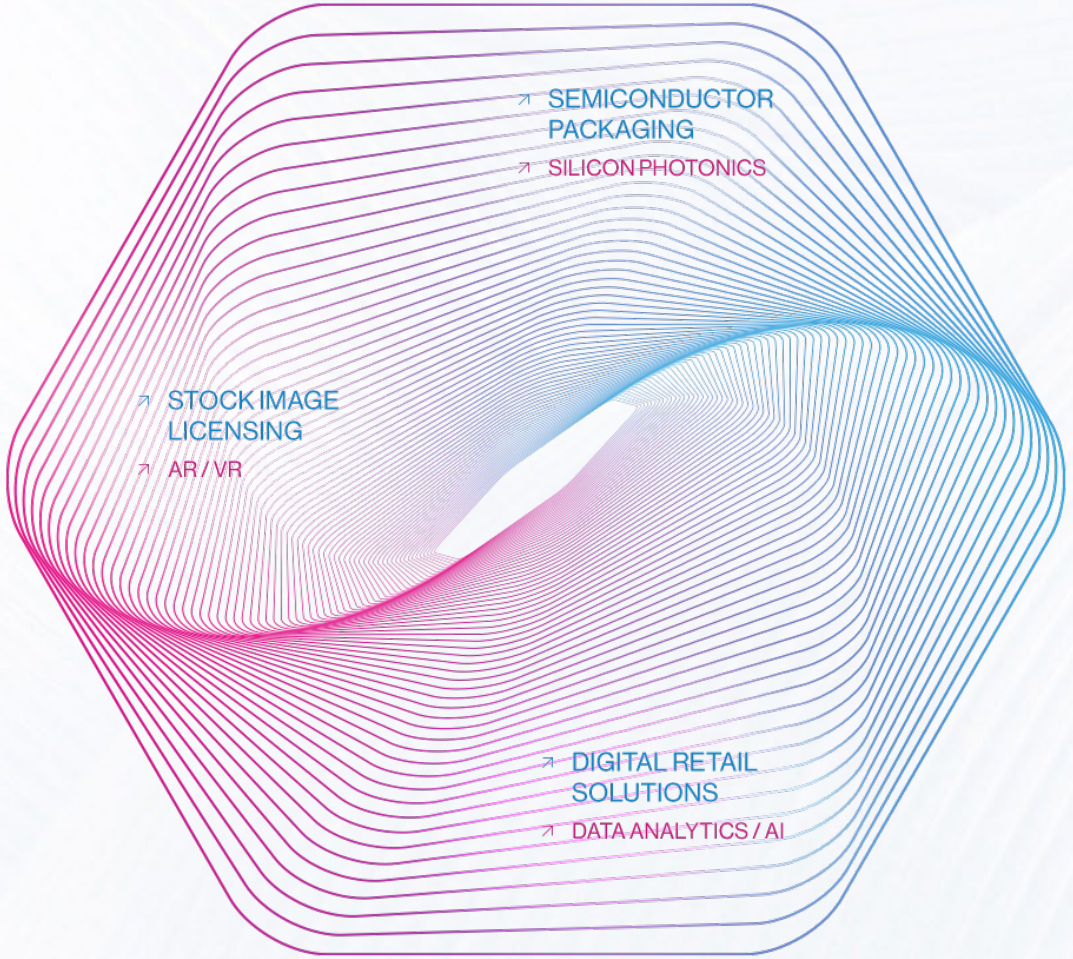
Photonics Project Presentation



Innovating Across Automotive Digital Solutions, AI & Silicon Photonics Packaging

Strategic Expansion Plan

Izmoltd. 177/2C, Billekahalli Industrial Area, Bannerghatta Road Bangalore - 560 076

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Executive Summary

01 Dual-Engine Growth

A unique combination of a mature, cash-flow positive SaaS business (izmoauto/izmostock) and a hyper-growth deep-tech. venture (izmomicro). The core business funds semiconductor expansion.

02 Semiconductor Catalyst

Establishing India's first integrated Silicon Photonics (SiPh) Packaging Unit. Targeting the $15B+ Optical Transceiver market driven by AI data centers (NVIDIA/AMD).

03 AI & Data Analytics

FrogData AI platform provides a strategic solution in the automotive sector with proprietary algorithms for predictive analytics, driving high-margin recurring revenue..

04 Capital Raise: Upto INR 200Cr.

Strategic fundraise via combination of equity instruments to fund specialized manufacturing equipment and R&D.

Company Highlights

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Established company with strong R&D credentials.

- Proven capabilities in semiconductors in last 2 years
- Breakthrough technology in Silicon Photonics
- Explosive growth driven by AI Data Centers, with global shortage of capacity
- Project for manufacture of Optical Transceivers – critical for large Hyperscale Data Centers
- Diversified publicly listed company with strong fundamentals

About izmo

izmo

World leader in Interactive Automotive Marketing Solutions

- Founded in 1995
- Global footprint with operations in 22 countries
- Cutting-edge technology and products in Digital Retail, CRM & Data Analytics
- World's largest library of automotive stock images with global coverage
- izmo.ai platform for AI solutions for Automotive

Business Mix

- **Automotive Solutions** – Enterprise Platform for Digital Retail, CRM for After Sales Automotive, Automotive Stock Images
- **Data Analytics** – Fully integrated platform for Decision Analytics and AI for the Automotive industry
- **Semiconductor Packaging** – Advanced packaging and Silicon Photonics manufacturing

Rich Management Experience

- **Experienced Management** backed by highly qualified engineering and operational teams
- **Demonstrated ability** to operate in diverse verticals – Content, Digital Platform, Analytics and Semiconductors

Marquee Clients

- **Digital Retail Solutions**– Stellantis France, Emil Frey, Ford, Renault.
- **Semiconductor Packaging** – BEL, ADS Germany, IIT Madras, SCL
- **Stock Image Licensing** – Hertz, Avis, Europcar, Edmunds.com

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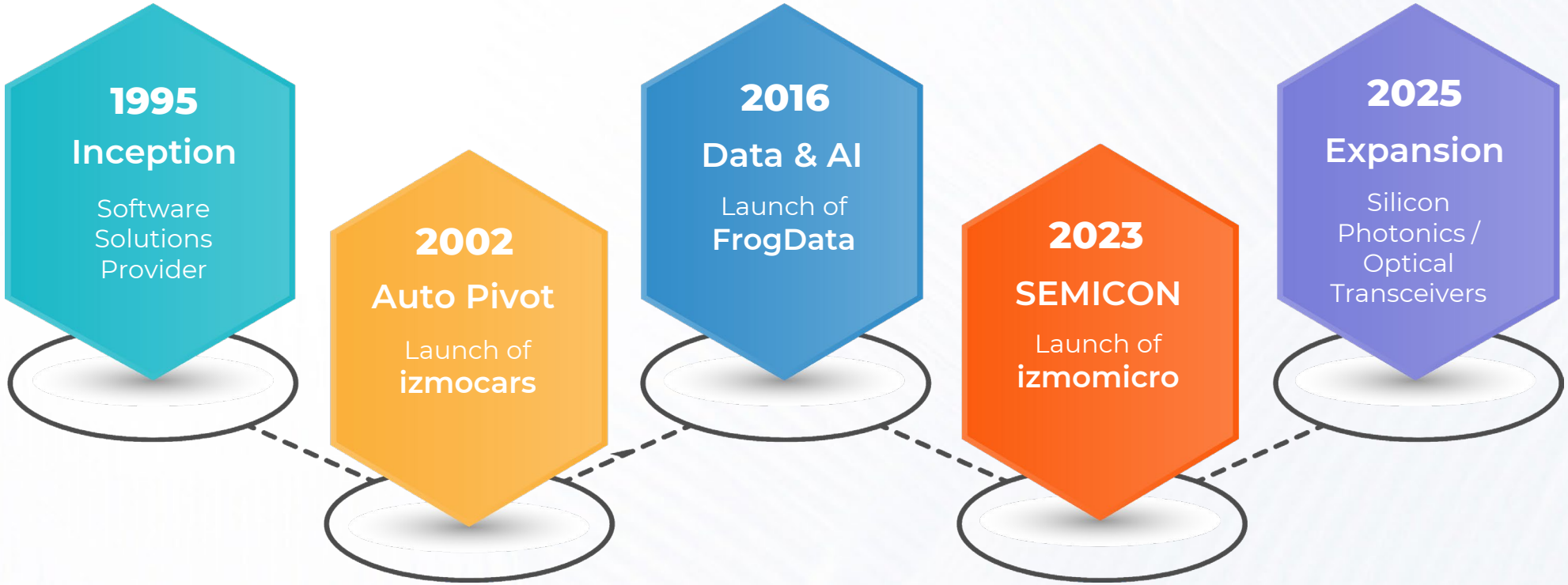
Corporate Evolution & Milestones



Key Strengths

Multinational / Multilingual Digital Retail Platform for Automotive

Strong R&D Initiatives: Average annual spend of Rs. 10-12 cr (>10% of revenue)

Highly-Profitable SaaS Platform with Annual Recurring Revenue (ARR) revenue model

Successful diversification into semiconductor packaging

Breakthrough in Silicon Photonics packaging through in-house R&D

Growth driven by surge in Online Retail for Automotive

Recognized as R&D Unit by DSIR (Department of Scientific and Industrial Research)

Experienced Management with deep domain expertise

Business Divisions

izmoltd.

izmocars

izmostock: Global leader in automotive stock images

izmoauto: Digital Marketing & Web Platform for Automotive Retail

Operates in 22 countries with over 3,000 dealer customers

frogdata

- Advanced platform for decision analytics for the automotive industry
- Integration with IT ecosystem in USA enabling seamless operability
- Enhanced solutions using AI from izmo.ai lab

izmomicro

- Advanced semiconductor packaging unit
- Design+ capabilities along with semiconductor manufacturing
- Breakthrough in Silicon Photonics package assembly
- Growth driven by AI boom and Make-in-India initiative

izmocars

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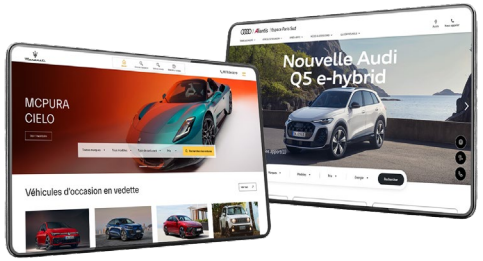

izmoauto

Digital Marketing & Retail Platform

- Multi-lingual Digital Web & Marketing Platform for automotive retail
- Proprietary CRM for Parts Distribution used by major OEM
- More than 3,000 dealers worldwide use izmo solutions
- Growing organically and through acquisitions

izmo.ai *New!*

Innovation hub for next gen. AI applications

- Innovation hub for next generation AI applications
- Provides integrated AI capability for existing platforms
- DEEP (Data Extraction & Enrichment Platform released

izmostock

World's largest automotive stock library with global coverage

- World's largest automotive stock library with global coverage
- Strong brand name with 22 years of heritage
- Large enterprise clients in Rental, Leasing, OEM & Online Portals
- International studios with low cost post-production center in India

frogdata

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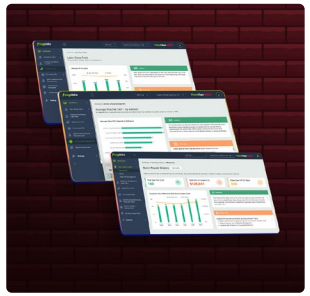
FDAP

Decision Analytics Platform

- Integrated with major DMS System
- Many Systems, One Dashboard (DMS, CRM, Google, Service)
- Data Analytics Platform for Auto Retail



FixedOps Mojo

Service Operations Management Platform

- Comprehensive Service Operations Management
- Data-Powered Service Intelligence
- Workflow Automation Engine
- Scalable Dealership Operating System

FixedOps Velocity

Hyper-Local Marketing for Service

- AI-driven FixedOps marketing platform
- Data-powered hyper-local engine
- Conversion-focused service platform
- Custom strategy and ongoing campaign management

izmostock: global content leadership

The Asset: World's Largest Library

- Studio-produced, rights-managed, high-resolution image sets for nearly every vehicle on the market - *all trims, colors, angles.*
- 22+ years of archives create a massive barrier to entry.

Clients

Portals: Microsoft Bing, Yahoo Autos, Edmunds.

Rental/Leasing: Hertz, Avis, Europcar, LeasePlan.

OEMs: Direct licensing for configurators.

Growth Driver

Expanding beyond Auto Retail into Leasing, AI Learning and Gaming/Metaverse (CGI assets).

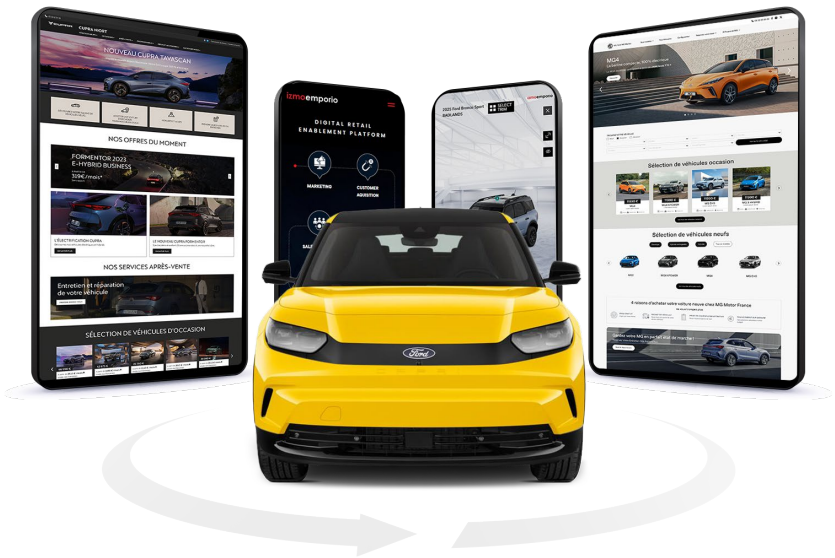
Recent Innovation: New Global Portal

Streamlined Search: Locate images instantly by VIN, Make, Model.

Standardized Sets: Consistency for online retailers.

API First: Seamless integration for Enterprise clients.

izmoauto: Digital Retail Platform



The operating system for the modern dealership. A multilingual web platform serving 3,000+ dealers globally.

Key Offerings

izmoweb: Responsive, SEO-optimized dealer web platform.

gonimo: OEM Dealer Marketing Platform

Parts Velocity: Specialized CRM for OEM Aftermarket Parts Distribution

Market Reach

Europe: Major European countries. Direct to dealer market leader in in France. CRM for entire Stellantis Distribution Network, growing in Germany & Spain.

Americas: Presence in USA & South America

Global: Operations in more than 20 countries

Highlights

- Over 22 years of experience and brand recognition
- Provides the stable Annual Recurring Revenue (ARR) foundation.
- Boost to growth from acquisition of Geronimo in UK in 2024
- Stable business with long term customer base
- Provides customer base to upsell new solutions

FrogData Product Landscape

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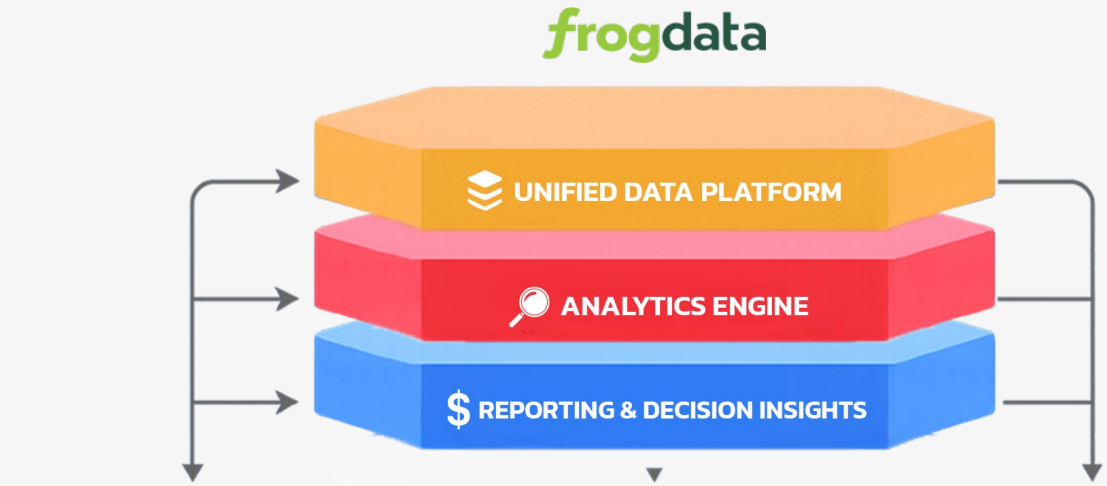
A modular Suite of AI applications addressing specific dealership profit centers.

Built on a unified data platform to optimize dealership profitability across marketing, operations, and decision-making.



FixedOps *Velocity*

- AI driven Hyper Local Targeting
- Drives High-Margin Customer Pay business

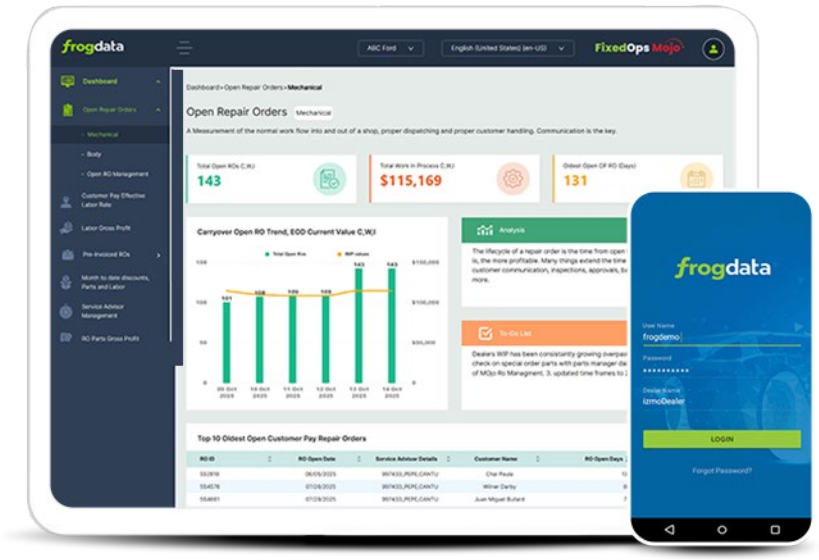
FixedOps Mojo

- Maximize profitability
- Eliminate Profit Leaks
- Elevate Team Performance

FrogData AI

- Unified data analytics and projections
- Powers Executive Decision Making

FrogData – Market Opportunity & Growth Strategy



Market Opportunity

- 16,000+ US dealerships + 100K independents.
- Automotive AI projected at $50B by 2028.
- Fixed ops = 50% dealership profits → high demand for AI & automation.

Growth Strategy

- Deploy AI across dealership operations.
- Introduce AI-integrated website solutions (izmoauto).
- Expand to fleet, trucks, agriculture equipment.
- Develop predictive analytics beyond automotive.

izmo Microsystems

Leading the Silicon Photonics Revolution in India

SiP Manufacturing - Class 1000 and Class 5000 environment

- State-of-the-art SiP manufacturing facility in India
- **Silicon Photonics packaging specialists**
- **Comprehensive Design Services:** Expertise in substrate design, packaging integration, signal integrity analysis, and thermal management
- **DSIR recognized R&D unit**

izmomicro – Diverse Product Range

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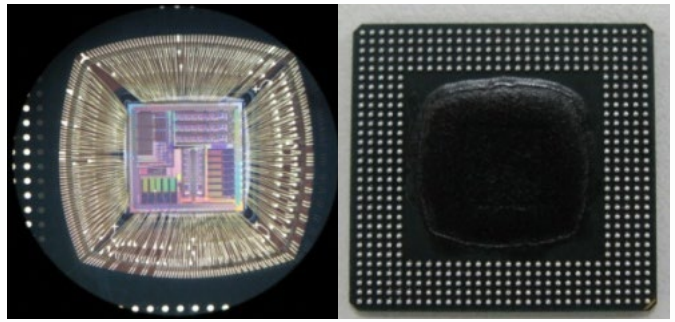
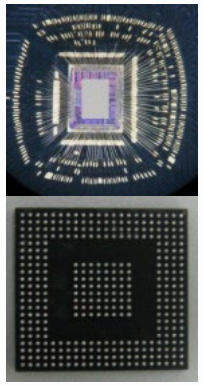
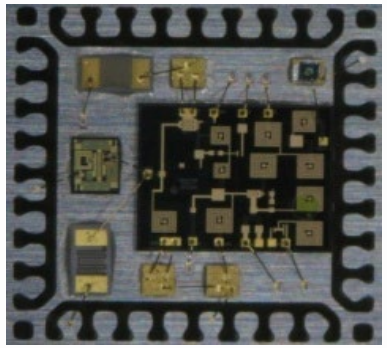


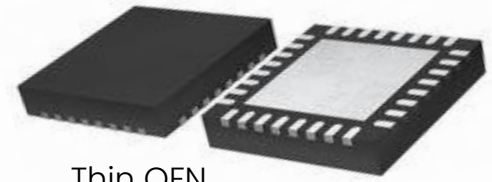
500 ball TBGA, 3 Tier wire bonding



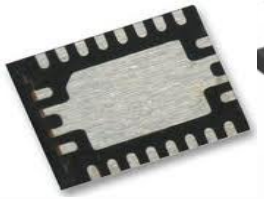
PBGA



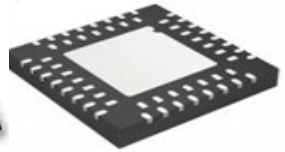
QFN 5 x 5 mm



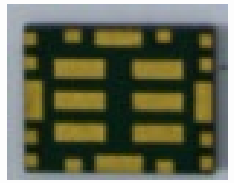
Thin QFN



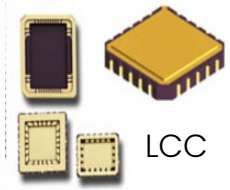
DFN



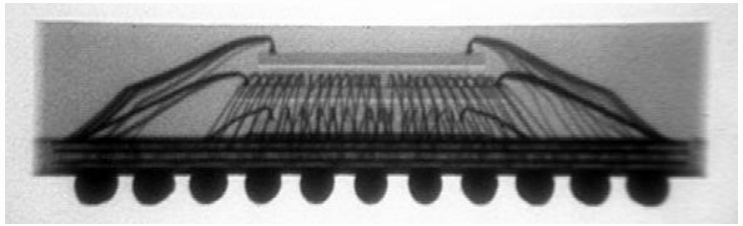
Dual Row QFN



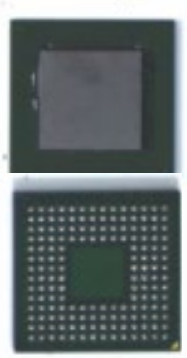
LGA



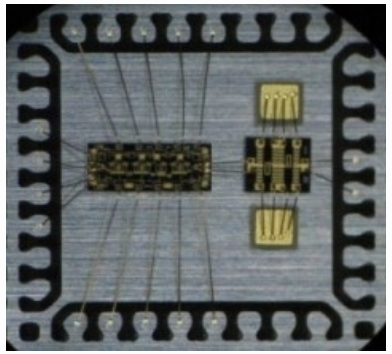
LCC



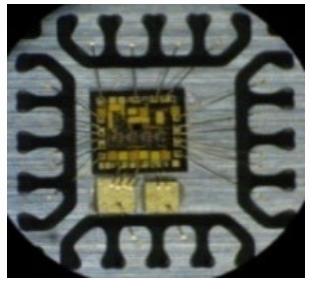
Stacked die PBGA - 6 x 6 mm



FCBGA



QFN 5 x 5 mm



QFN 3 x 3 mm

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Semiconductor Innovation for the Future

Strategic Partnership

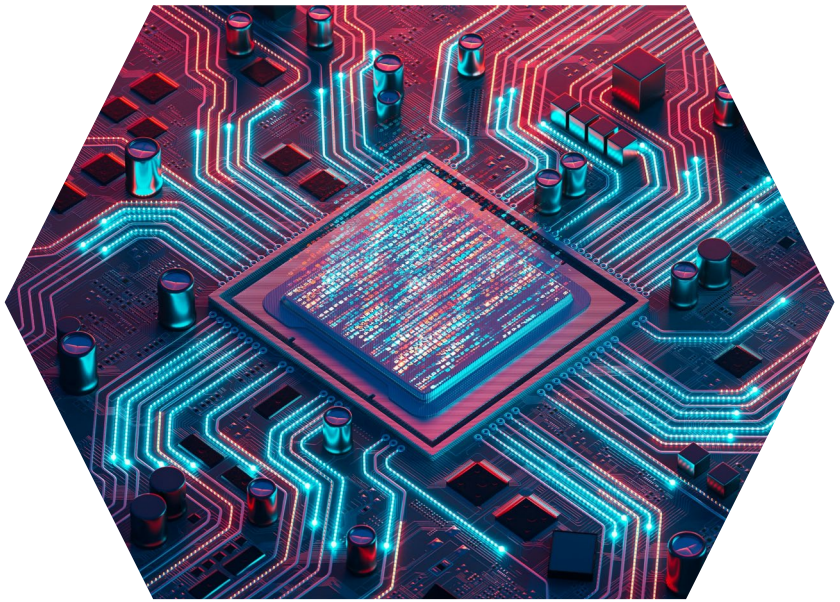
Collaboration with IIT Madras (CPPICS)

Business Focus

Advanced packaging solutions for compact, high-performance systems

Core Capabilities

- 3D Die Stacking
- Class 1000 Clean Room
- RF/MW Packaging, Power Modules, Co-Packaged Optics



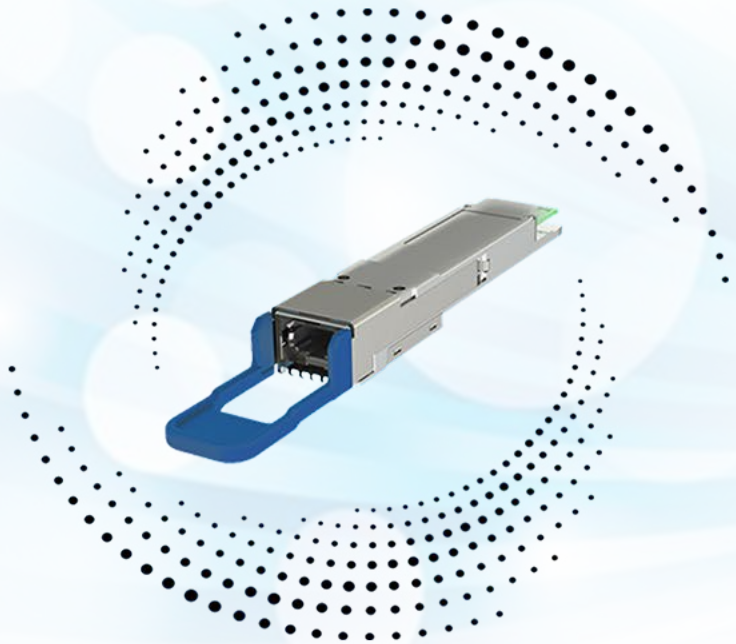
Target Industries

Silicon Photonics, AI Data Centers, Automotive, Telecom

Key Differentiators

- In-house design & manufacturing integration
- Expertise in Silicon Photonics packaging
- Launching Optical Transceivers for Hyperscale Data Centers

Expansion Project: Optical Transceivers



Proposed Manufacture of Silicon Photonics Based High Speed SFP Optical Transceivers

- **Exploding Demand:** >1B units/year globally
- **Power Bottleneck:** Current 400G modules consume ~15 W, driving cooling & OPEX costs
- **Technology Gap:** Industry needs faster, cooler, cheaper solutions
- **Our Advantage:** Ultra-low-power <10W solution for 400G, scalable to 800G & 1.6T

Global Market – Semiconductor Packaging

- **Advanced Packaging TAM:** ~$50B today, growing to ~$80B by 2030 (8–10% CAGR) driven by 2.5D/3D, chiplets, HBM, and co-packaged optics.
- **Silicon Photonics Surge:** ~$2–3B market in 2024, projected to reach $10B+ by 2030 (25–30% CAGR), the fastest-growing packaging segment.
- **AI & Data-Centre Demand:** AI compute growth demands high-bandwidth, low-power optical links—making silicon-photonics packaging critical for next-gen AI systems.

Prevailing Global Trends

Silicon Photonics

- **$2B today → $10B+ by 2030** (25–27% CAGR), one of the fastest-growing areas in advanced packaging.
- **Growth led by AI/data-centre adoption** of 800G–1.6T optical links—lower power and latency than copper.
- **Telecom, LiDAR and high-speed interconnects** add to TAM, but AI is the strongest demand driver.

Sources: Company

Optical Transceivers - Indian Market Size & Trends

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Estimated 2024 Indian optical transceiver market
~$600–650 million (all speeds)

Share of 400G modules
~10–15% in 2024 (rapidly rising)

Projected CAGR for 400G transceivers in India (2024–2029)
>30%

Expected market size for 400G by 2029 (India)
$300–400 million

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Global Optical Transceiver Demand

Market projected to double by 2030, driven by Generative AI & 800G Adoption

Current Reality (2024)

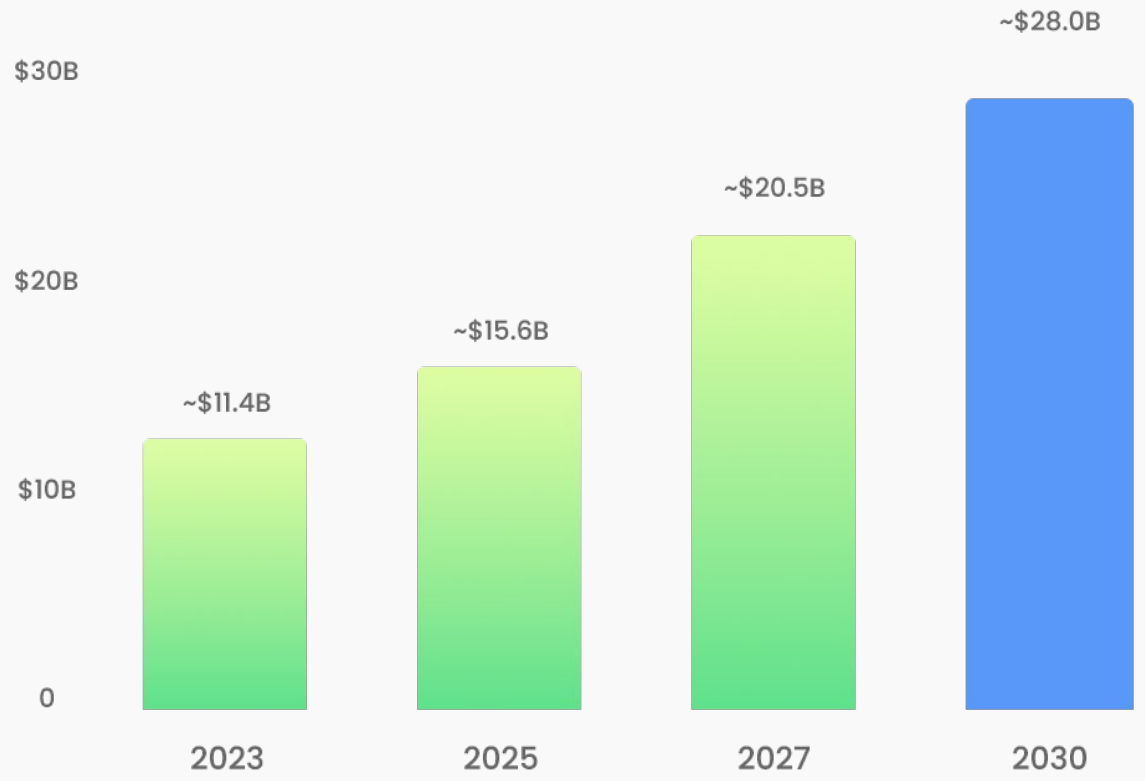
Market valued at ~$13.5 Billion. While niche compared to total networking, it is the critical bottleneck for AI clusters.

The AI Surge

Datacom demand is growing 45% YoY. Hyperscalers (Google, Meta, Microsoft) are aggressively shifting to 800G & 1.6T modules.

Future Outlook

Projected 14% CAGR through 2030. The market is expected to reach ~$28 Billion as 5G and AI infrastructures mature.



Note on Market Size: The $100B figure typically refers to the total *Optical Networking* market (cables, equipment, transport). Transceivers alone are a high-value subset.

izmomicro sales strategy

Existing business

Advanced Packaging

- Steady growth from existing and new clients
- Marquee clients – BEL, ISRO, ADS et.

Silicon Photonics

- Growing business from Indian customers
- Target European market. Tie-up with IMEC, Lionix etc.

Optical Transceivers

- Launch with established partner in Q1, 2026
- Design & Develop LPO with leading Photonics partner and In-House R&D
- Target India, APAC and European market for data centers

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Integrated Manufacturing Process

01

Advanced Design Services

Co-design for photonic and electronic integration with testing in mind.

02

Multi-Chip Module Integration

Precision die placement with heterogeneous integration and thermal solutions

03

Precision Fiber Alignment

Sub-micron active alignment (±0.1μm) for multi-channel arrays

04

Specialized Wire Bonding

Fine-pitch, RF-optimized bonding for high-reliability packaging

05

Comprehensive Testing

Integrated optical-electrical testing with failure analysis and yield improvement

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Domestic Semiconductor Scenario

Competitor	Primary Focus	The izmomicro Edge
Tata Electronics	Logic & Memory: High-volume wafers (PSMC JV) and general packaging.	**Specialization:** Tata focuses on mass-market chips (28nm/40nm). We focus exclusively on high-margin Photonics niche.
Kaynes Semicon	General OSAT: Power, Analog, and broad consumer electronics packaging.	**First Mover:** We are already DSIR recognized with a live R&D pilot line for photonics; Kaynes is in the broader facility construction phase.
Micron India	Memory (DRAM/NAND): Captive assembly for their own memory chips.	**Non-Competing:** They do not service third-party logic or photonics customers.

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Way Ahead: Strategic Roadmap (FY26+)

01

Grow Existing

- **izmostock:** Capitalize on digital retail, growth with new portal.
- **izmoauto:** Deepen penetration in Europe (France, Germany).
- **FrogData:** Leverage AI boom for US dealer growth.

02

Launch New

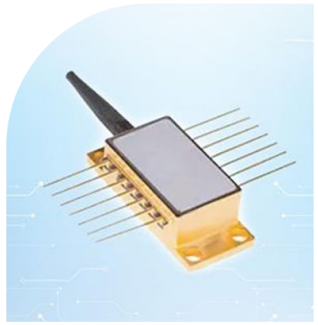
- **FixedOps:** Scale 'Mojo' and Velocity' for high-margin service market.
- **DEEP Platform:** Deploy Data
- **Extraction platform** for SMEs.

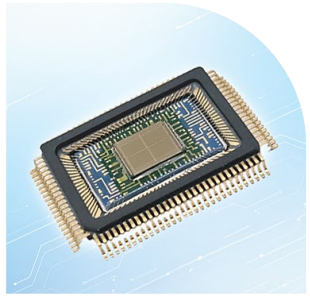
03

Semiconductor

- **Make In India:** Meet domestic demand via GOI incentives
- **R&D:** Use DSIR recognition for funding product research
- **Expansion:** Optical Transceivers products for data centers.

Why izmo





- **The "Blue Ocean" in India**

  While multi-billion dollar giants (Tata, CG Power) fight for high-volume, low-margin "general" packaging (like mobile chips), izmomicro has cornered the high-complexity, high-margin AI/Data Center niche.

- **Defensible Moat**

  Silicon Photonics requires "Active Alignment" high precision. This is a specialized skill set that general OSAT assembly lines cannot easily replicate without massive re-tooling.

- **Global-Local Arbitrage**

  We compete with manufacturers in Far East, on quality but beat them on design & cost structure due to India's engineering labor rates and Government of India (GoI) incentives.

Partnership with CPPICS-IIT Madras Funded by MeitY

- izmo microsystems is the **exclusive industry partner** for the project on design, development and packaging of Silicon Photonics
- This project marks **India's Potential Entry** into the Field Programmable Photonic Gate Array (FPPGA) market
- IP is owned by IIT-M and izmo Microsystems

Centre for Programmable Photonic Integrated Circuits and Systems

System-in-Package

izmomicro

izmo microsystems Pvt. Ltd.

12+ Years of Silicon Photonics

izmo – DSIR Recognized R & D Unit

- **Recognition by DSIR, Ministry of Science and Technology**
  The inhouse R&D unit of izmo has been registered with Department of Science & Industrial Research, Ministry of Science and Technology.
  - Customs Duty exemption
  - Fund grant assistance
  - R & D Subsidy
  - Avail **100% Income Tax benefits** under Form-3CM in accordance with section 35 (1) of income tax act.

सत्यमेव जयते

Ministry of Electronics and Information Technology
Government of India

Digital India
Power To Empower

Management Team

Sanjay Soni
Managing Director

- More than 30 years of industry experience
- MBA – IIM Bangalore
- Winner of several awards of excellence

Sarbashish Bhattacharjee
CTO, izmo

- 20+ years of experience in Product Design and Data Architecture
- Specialist in SaaS Development
- Computer Science Degree, IGNOU

Chris Daniels
Director, Media

- 20+ years of experience in high volume digital media production and asset management
- Diploma in Industrial Photography, Brooks Institute

Tej Soni
CEO

- More than 30 years at the forefront of the global tech. industry
- insights, innovation and technical domain expertise to customers worldwide.

Nitin Ghodgaonkar
CTO & Sr. VP, izmomicro

- 33+ years of experience in IC Packaging industry
- Expert in 2/2.5/3D System-in-Package & 3D IC heterogeneous integration.
- M. Tech, IIT Kharagpur

Benoit Bachelot
Director, France

- 23+ years of experience in automotive
- PG in Business & Management, ESSCA

Dinanath Soni
Executive Director

- 39+ years of industry experience
- Cofounder of SunTech and Logix Microsystems
- Serves on industry advisory board of IITM

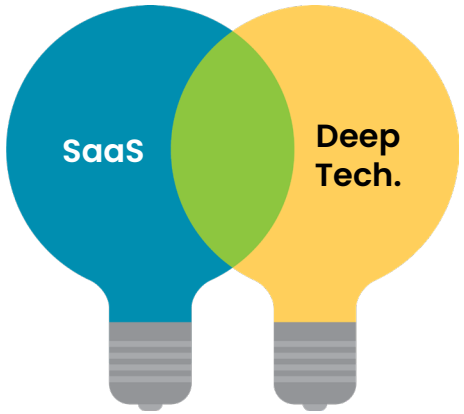
Chris Dulla
VP, FrogData

- 35 + years automotive industry experience
- BS, DePaul University
- Formerly VP of ADP and President, Heiser Automotive

Jackie Lawton
COO, izmo UK

- Over 25 years of experience working with OEMs like Ford, Mercedes Benz, BMW and Audi

Summary



Dual-Engine Growth: Combines a mature, cash-flow positive Automotive SaaS business with a high-growth Deep Tech venture.

- **Strategic expansion**, enabling semiconductor scale-up.
- **First mover in Silicon Photonics & Optical Transceivers**, targeting global AI data center demand.
- **Strong base business (SaaS ARR)** funding high-growth deep-tech.
- **Exclusive IIT-Madras partnership & DSIR R&D recognition** – strong technology moat.
- **Experienced global leadership** with proven execution.