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PAN. AAHCC4189Q | GST No. 29AAHCC4189Q1ZQ

Date: 19th May 2026

To,
The National Stock Exchange of India Limited,
Exchange Plaza, Plot No. C/1, G Block,
Bandra-Kurla Complex, Bandra (East)
Mumbai – 400051

Symbol: C2C | ISIN INE0U7V01015 | Series: SM

SUB.: Submission of Business Update for the Financial Year 2025-26

Ref.: Regulations 30 of the SEBI (Listing Obligations & Disclosures Requirements) Regulations, 2015.

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are pleased to enclose herewith the **Annual Business Update of the Company for the Financial Year 2025-26**.

This document provides a comprehensive overview of the Company's operational highlights, key focus areas in the defense and technology sectors, and the progress of our various proprietary platforms during the concluded financial year.

You are requested to take the above intimation on your record.

Yours faithfully,

For C2C Advanced Systems Limited,

MANJEET SINGH Digitally signed by MANJEET SINGH Date: 2026.05.19 11:28:35 +05'30'

Manjeet Singh
Company Secretary
M. No. A61378

Place: New Delhi

C2C Advanced Systems Limited

FY 2025-26

ANNUAL BUSINESS UPDATE

Bengaluru, India · 2026

NSE: C2C · Regulation 30 Disclosure · SEBI (LODR) Regulations, 2015

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CAUTIONARY NOTE

This document contains certain statements regarding anticipated developments, projections and management assessments related to the Company's business and operations. Such statements involve known and unknown risks, uncertainties and other factors that may cause actual results to differ materially from those expressed or implied. Forward-looking statements are based on management assessments as of the date of this communication and should not be construed as a guarantee of future performance. The Company undertakes no obligation to update these statements.

All financial figures referenced in this document are drawn exclusively from publicly filed disclosures under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. Items noted as confidential or not disclosed reflect contractual or commercially sensitive constraints and should be read accordingly.

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VISION, MISSION AND VALUES

Vision

To be a global leader in "software-first" defense and industrial innovation.

To build a globally respected, Indian/Global origin technology institution that architects enduring technological capability, advances the Indian technology economy, and creates long-term value through intellectual property, trust, and disciplined execution.

C2C Advanced Systems is envisioned as a pure-play technology firm that transcends projects and cycles - an institution recognised for anticipating change, orchestrating ecosystems, and converting innovation into deployable, scalable, and defensible systems across critical domains.

Mission

Our mission is to deliberately build and sustain technological capability by:

Creating and Evolving Intellectual Property

Developing, protecting, and continuously advancing proprietary and collaborative IP that forms the foundation of long-term competitive advantage.

Operating with Governance and Financial Discipline

Upholding international standards of accounting, compliance, and transparency to earn institutional trust and enable strategic freedom at scale.

Integrating Technology into Real Markets

Deploying advanced technologies into defence, industry, security, and digital transformation domains through reliable delivery, systems integration, and operational excellence.

Developing People and Future Leaders

Deliberately developing talent, enabling merit-based leadership emergence, and ensuring continuous succession through capability building and learning.

Orchestrating Ecosystems and Partnerships Building strong networks of startups, institutions, and global partners to harness distributed innovation, manage risk, and accelerate capability development across geographies.	**Anchoring the Business in Trust and Integrity** Operating with commercial clarity, brutal honesty, and trust as the foundation of reputation, creditworthiness, and long-term resilience.

Values

Value	Principle
Capability Over Transactions	Long-term capability creation is prioritised over short-term transactions. Projects, partnerships and revenues are means to build enduring technological and institutional strength.
Intellectual Property with Accountability	IP is created, protected and respected with rigour, ethics and commercial responsibility.
Trust as a Strategic Asset	Trust governs reputation, creditworthiness and partnerships. Commitments are honoured, transparency is practised and integrity compounds over time.
Governance Enables Freedom	Strong governance and financial discipline are the foundations that enable scale, resilience and strategic independence.
Collaboration with Purpose	Partners are treated as capability multipliers. Collaboration is deep, purposeful and aimed at accelerating shared outcomes.
Merit, Learning and Leadership	Leadership is earned. Continuous learning is invested in and the best are developed deliberately as future leaders.

Value	Principle
Calculated Risk and Adaptability	Informed risks are taken. The organisation adapts to changing environments and applies judgment to navigate uncertainty responsibly.
Commercial Clarity and Value Creation	The Company operates with clear commercial intent. Sustainable value creation for customers, partners and shareholders is the mandate.
Institutional Mindset	Decisions are guided by long-term institutional impact, not individual roles, technology cycles or short-term market conditions.

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ABOUT C2C ADVANCED SYSTEMS LIMITED

C2C Advanced Systems Limited is an Indian technology company engaged in architecting, designing, engineering, innovation-driven development, integration and deployment of advanced command, control, communications, real-time intelligence and industrial transformation platforms. The Company operates across four verticals: Defence Systems, Security, Critical Infrastructure and Industry Transformation.

The Company's technology portfolio is built on a software-first, IP-driven architecture. Its proprietary MAGI platform family provides a system-of-systems framework enabling integration across defence, security and industrial environments through common command, sensor fusion and analytics layers.

C2C operates in India and across international markets including Malaysia, the United Arab Emirates and Canada, with active programme engagements across naval, defence, smart infrastructure and industrial domains.

Business Model

IP Creation → Platforms → Systems → Services

The Company's commercial model is structured to generate recurring revenue streams through Intellectual property development, Architecting, design and engineering services, data analytics, machine learning and AI - layered on top of the IP and platform base.

Engineered Hardware using advanced sensors and system integration to deliver superior intelligence driven platforms; Together with data analytics, machine learning and artificial intelligence engagements to deliver recurring revenue over the platform lifecycle.

Proprietary Technology Platforms

Platform	Description
MAGI-C5ISR	Overarching C5ISR architecture. 6 million lines of indigenous code. Integrates sensors, communications, data intelligence and command across defence, security and industrial domains. Multi-domain, sensor-agnostic. Operational backbone for naval and land-based command and control deployments.
MAGI-C4IX	Cyber-hardened command and control architecture integrating cyber assurance, industrial ecosystems and critical infrastructure security. Governs OT/IT convergence, SCADA integration and network-level cyber resilience across diverse operational environments.
MAGI-AI	AI-driven decision support and intelligence layer. Applied analytics, machine learning, autonomous intelligence and data fusion for real-time situational awareness across defence and industrial environments.
MAGI-DI	Digital infrastructure and automation platform supporting enterprise integration, IIoT, SCADA, control and automation systems. Enables the software-defined manufacturing and logistics layer for Industry 4.0 programmes.
CMS	Combat Management System. Multi-sensor integration, battle management and tactical data links for naval surface combatants. Deployed on Royal Malaysian Navy frigates.
DSS	Decision Support System. Built on MAGI-C5ISR. Naval situational awareness and decision support integrating diverse sensors and communication modules. Deployed on a Canadian defence naval platform.

Platform	Description
WECDIS	Warship Electronic Chart Display and Information System. Multi-sensor navigation with military chart support, tactical layering and real-time sensor integration. C2C included in Indian Navy Approved Vendor List.
Mission Computing System	Counter-UAS central integration and decision engine. Sensor-agnostic, effector-agnostic. Validated across heterogeneous sensor types and shooter configurations. Aligned with Mosaic Warfare distributed command architectures.

Key Leadership

Name	Role
Mrs. Lakshmi Chandra	Managing Director - leads the Company with a mandate to build a sustainable IP-driven technology business across defence and industrial markets.
Mr. Kuriyedath Ramesh	Executive Director and Chief Technology Officer - oversees technology architecture and programme delivery.
Mr. Nalin Relan	President, Technology and Innovation and Head of CIRC - appointed FY 2025-26. Nearly four decades of leadership across the Indian Navy and national strategic R&D programmes; served at the level of Scientist H.
Mr. Subramanian Ganapathy	Chief Financial Officer - leading the finance function with a focus on financial systems, governance, capital management and operational scale-up aligned with the Company's growth trajectory.
LSS Narendra	Chief of Operations - oversees operational execution, programme management and systems integration across defence and industrial workstreams. Brings experience in operations management, systems engineering and process optimisation within the defence and aerospace sector, with focus on scalable execution and delivery discipline.
Mr. Pawan Khemani	Global Sales and Business Development - focus on international market penetration across Southeast Asia, the Middle East and Western markets.
Lt. Col. Harkamal Sidhu (Retd.)	Cyber Architecture and Assurance practice with a focus on secure systems architecture, cyber resilience and assurance frameworks for mission-critical defence and enterprise platforms.

Name	Role
Mr. Ravi Vemuri	Digital Transformation Practice - overseeing enterprise platform deployments, industrial intelligence solutions and smart manufacturing initiatives across defence and industrial customers.
Col. Kuldeep Singh Gill (Retd.)	Operational Delivery - leads rapid deployment of technologies across defence, security and industrial users.
Commodore Pujari	Technology Advisor - brings extensive experience from the Indian Navy's Weapon and Electronics Systems Engineering Establishment (WESEE) and served as Head of the Data Analytics Platform at the National Technical Research Organisation (NTRO). Advises on technology architecture, sensor systems integration and data intelligence frameworks relevant to the Company's defence and strategic programmes.
Mr. Vivek Singh	Head of US Operations - brings over two decades of experience technology across global platforms including Google and eBay, and leadership in a US FinTech, including as Chief Technology Officer. Leads the Company's North American business development and market entry operations, with focus on technology commercialisation and enterprise partnership development.

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OPERATING ENVIRONMENT AND MARKET CONTEXT

The structural tailwinds supporting C2C's growth strategy have strengthened materially over the period. Several converging forces are shaping demand for the Company's capabilities across domestic and international markets.

India Defence Landscape

Indicator	Data Point
India's Global Ranking	4th largest defence spender globally.
Current Defence Budget - India	Approximately USD 80 billion annually.
2030 Defence Spend Projection	Approximately USD 200 billion annually, based on Government commitment to 2% of GDP as India's economy grows toward USD 10 trillion.
Defence Export Target	Government of India target of USD 6 billion in defence exports by 2030.
Platform Modernisation Requirement	Approximately 70% of India's existing armaments assessed as requiring modernisation, creating a sustained upgrade and replacement cycle. Technology and software is the core of this transformation.
Private Sector Policy Direction	Progressive policy shift toward private sector-led defence R&D and procurement, with de-emphasis on public sector monopoly in technology development.
India-US Reciprocal Defence Procurement	Expected to formalise bilateral defence procurement access, creating market entry pathways analogous to the IT sector's growth trajectory from 1995 onward.

Indicator	Data Point
Global Context: US and NATO Defence Expenditure (Reference - not India expenditure)	The combined defence expenditure of the United States of America and NATO member states is estimated at approximately USD 1,600 billion annually. This provides a reference for the scale of the global defence market and the opportunity available to technology-capable vendors.

Technology Shift in Modern Warfare

The nature of warfare is undergoing a structural transition from hardware-centric platforms to software-defined, data-driven and network-coordinated systems. Several developments characterise this shift:

- Cyber warfare and autonomous systems are increasingly central, with non-kinetic operations taking priority alongside conventional kinetic capability.
- Software-governed platforms are displacing the traditional hardware-prime model, where the value resided in equipment rather than the intelligence layer.
- Space has emerged as the fifth operational domain with LEO and MEO satellite-based ISR and communications playing a growing role in military and security applications.
- Distributed, autonomous and AI-driven systems are accelerating decision cycles beyond human reaction speeds, making command and control architecture the defining differentiator.
- The existing concept of defence primes centred on large platform manufacturers is giving way to agile, IP-driven architecture companies - where the software and integration layer governs the system.

C2C's technology strategy and platform architecture are built for this environment. The Company's software-first, sensor-agnostic model positions it to participate in the modernisation of existing platforms and the development of new capability architectures, across domestic and international markets.

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MESSAGE FROM THE MANAGING DIRECTOR

Dear Shareholders and Investors,

FY 2025-26 has been a year of consistent execution across multiple domains, geographies and technology platforms. The Company has transitioned from delivering standalone systems to deploying integrated platforms that operate across defence and industrial environments, a shift that reflects the depth of our technology architecture and the breadth of our delivery capability.

In defence systems, the year saw programme completions for the Royal Malaysian Navy, the first deployment of our Decision Support System in the Canadian market, and our formal inclusion in the Indian Navy's Approved Vendor List for WECDIS, marking the culmination of an 18-month qualification process. These are the product of years of engineering work and represent entry points into procurement cycles that span decades.

In industry transformation, the successful Proof of Concept at Mohan Meakin Breweries opened a pathway that has now been formalised into a Letter of Intent and initial purchase orders for a full-scale Industry 4.0 Command and Control Programme. The same architecture that powers our naval systems is now being applied to large-scale industrial modernisation, demonstrating the dual-use relevance of our platform.

The year also saw meaningful progress in security and critical infrastructure applications, particularly across Malaysia, the United Arab Emirates and India, establishing the Company as an increasingly credible delivery partner in diverse regulatory and operational environments.

We have deepened our strategic partnerships internationally, signing agreements with Barnacle Systems in Canada and ACUA Ocean in the United Kingdom, both of which extend our reach into maritime security and autonomous systems domains.

The Company has expanded its presence in the Philippines, Indonesia, the Middle East and Europe.

Mrs. Lakshmi Chandra
Managing Director
C2C Advanced Systems Limited

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FY 2025-26 AT A GLANCE

9 Orders / Projects Completed in FY26	**4** Geographies Active India, Malaysia, UAE, Canada	**2** Strategic Partnerships Signed in FY26	**1** WECDIS AVL Indian Navy

Key Events Timeline - FY 2025-26

Date	Event
May 2025	Disclosure of business updates: CMS and Tactical Data Link delivery to Royal Malaysian Navy confirmed. FCEO and Decoy System integration and testing completed. System Interface Box delivered with maintenance and retainership contract. Preferred vendor status for missile system sub-units under negotiation with a defence PSU.
May 2025	Three UAE orders disclosed: smart housing and cybersecurity projects for NV-ITech Security Systems (INR 40.61 Cr), Nimsmarts Technical Services (INR 10.08 Cr, completed), and Solutions FZC (INR 4.88 Cr, completed).
Jul 2025	Decision Support System contract received from a Canadian defence company. Contract value: INR 41.7 Cr. Deployment on a naval frigate. 3-month execution timeline.

Date	Event
Jul 2025	Heads of Agreement executed with Barnacle Systems ULC, Canada. Exclusive rights for India and marketing access in SE Asia and Middle East.
Aug 2025	C2C formally included in Indian Navy Approved Vendor List for WECDIS following 18-month qualification process across two operational naval platforms.
Oct 2025	Proof of Concept completed at Mohan Meakin Breweries. Industry 4.0 technology validated on production line.
Oct 2025	Four projects completed in Malaysia: Coastal Surveillance (USD 2.225M), Oil Mill Efficiency (USD 1.98M), School Security Monitoring (USD 1.525M), Smart City Parking and Surveillance (USD 1.28M). Total: USD 7.01M.
Oct 2025	H1 FY2025-26 Investor Update filed. Earnings Conference Call conducted.
Nov 2025	Order received from a leading domestic PSU for supply of sub-systems for a mission-critical defence application. Award date: 24 November 2025.
Mar 2026	Purchase Order received for radar display software development from a domestic technology company. 4-month execution.
Mar 2026	Purchase Order received from Royal Malaysian Navy for CMS-TERMA radar integration and upgradation on frigate KD Jebat. Programme continues through FY2027-28.

Date	Event
Mar 2026	Letter of Intent and initial Purchase Orders received from Mohan Meakin Limited for full-scale Industry 4.0 Command and Control Platform. 160 production lines. 2026-2027 phased implementation.
Mar 2026	C2C Innovation and Research Center (CIRC) formally established. Mr. Nalin Relan appointed President, Technology and Innovation.
Mar 2026	Strategic Partnership and Exclusivity Agreement executed with ACUA Ocean Limited, UK. C2C appointed exclusive representative for ACUA Unmanned Surface Vessels in India.
Mar 2026	Order received for 29 Mission Computing Systems for Counter-Drone applications from a leading Indian defence and aerospace company. Execution within CY2026.
Mar 2026	Strategic collaboration announced with Smart Tech ICT Sdn. Bhd., Malaysia. LoI received (~INR 4.8 Cr) for critical infrastructure monitoring, following Proof of Concept at Kuala Lumpur Airport.

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DEFENCE SYSTEMS

Defence Systems remains the Company's core vertical and the foundation of its technology credibility. During FY 2025-26, the Company advanced its presence across naval, counter-drone and defence electronics domains in both domestic and international markets.

Indian Navy - WECDIS Approved Vendor Listing

In August 2025, C2C was formally included in the Indian Navy's Approved Vendor List for Warship Electronic Chart Display and Information Systems (WECDIS). This followed the completion of a rigorous 18-month qualification process conducted across two operational naval platforms, encompassing complete system installation, sensor integration and sea trials.

WECDIS is a mission-critical navigation system providing military chart support, tactical layering for mission planning and real-time multi-sensor data integration across radar, AIS, GPS, navigation and speed sensors. Inclusion in the Approved Vendor List clears the Company for nomination on both new construction vessels and retro-fitment across the existing Indian Navy fleet.

> The Indian Navy has planned induction of over 96 ships and submarines over the next decade, alongside retro-fitment of existing platforms. This listing establishes a durable entry point into a long-cycle, high-value procurement programme.

Royal Malaysian Navy - CMS Upgradation, Frigate KD Jebat

In March 2026, the Company received a Purchase Order from the Royal Malaysian Navy for the integration and upgradation of the Combat Management System on frigate KD Jebat with the TERMA radar. KD Jebat is a Lekiu-class frigate commissioned in 1999 and forms part of the Navy's frontline surface combat fleet.

C2C had earlier delivered and modernised the Combat Management System on Royal Malaysian Navy platforms, establishing the software and systems integration architecture that consolidates sensor inputs and supports combat decision-making aboard the ship. The current programme extends that installed capability by integrating the TERMA radar sensor into the existing CMS framework.

This programme is Phase 1 under an open Purchase Order, with the overall programme expected to continue through FY2027-28. It demonstrates the retrofit readiness and expandability of C2C's Combat Management System architecture.

RMN - FCEO, Decoy System and System Interface Box

As disclosed in May 2025, the Company completed the integration and testing of an FCEO (advanced electro-optical fire control system for high-precision target tracking) and a Decoy System on Royal Malaysian Navy platforms. The Company also delivered a System Interface Box that interconnects a new generation system to the legacy ship network on which the Combat Management System is integrated.

Following this delivery, the Company received a maintenance and retainership contract associated with the System Interface Box deployment, establishing an ongoing service revenue stream on this platform.

Canadian Defence Market - Decision Support System Deployment

In July 2025, C2C received a contract valued at INR 41.7 crore from a Canadian defence company (name withheld under confidentiality obligations) for the licensing and deployment of its Decision Support System on a naval frigate. The DSS platform is built on C2C's proprietary MAGI C4-ISR architecture and integrates multiple naval sensors and communication modules into a unified operational picture.

> This engagement established the Company's first deployment in the Canadian and broader Western defence market and demonstrated the interoperability of the MAGI C4-ISR platform with Western sensor and communication environments.

Counter-Drone Mission Computing Systems

In March 2026, the Company received an order from a leading Indian defence and aerospace company for the design and supply of 29 Mission Computing Systems for Counter-Drone applications.

Modern counter-drone operations require command and control architectures capable of operating across dispersed environments, processing data in real time and coordinating responses across multiple sensors and effectors simultaneously. C2C's Mission Computing System is engineered for this operational requirement. It functions as the central integration and decision engine within a Counter-UAS architecture, enabling real-time data fusion across heterogeneous sensors and binding sensors, effectors and command into a coherent operational whole.

The system is sensor-agnostic and effector-agnostic by design, enabling rapid integration across varied hardware configurations. The architecture aligns with Mosaic Warfare principles that characterise modern distributed operations. The system architecture has been developed and validated through a Proof of Concept across multiple sensor types and shooter configurations.

The current order covers design and supply as the initial phase of a broader counter-drone programme. Follow-on orders are anticipated to cover system upgrades, sensor delivery, installation, commissioning and spares, creating a multi-phase revenue stream over the programme lifecycle. Execution is targeted within calendar year 2026.

Radar Display Software - Domestic Technology Company

In March 2026, the Company received a Purchase Order from a domestic technology company for the development of radar display software used for visualisation and interaction with radar sensor data through operational graphical interfaces. The radar system is being developed for defence applications. Execution is targeted within four months of the March 2026 award date.

Missile System Sub-Units - Defence PSU

As disclosed in the May 2025 Business Update, the Company was identified as a preferred vendor for the supply of select sub-units within a missile system platform, with price negotiations then underway with a defence PSU. Subsequently, in November 2025, the Company received an order from a leading domestic PSU for the supply of sub-systems for a defence system used in mission-critical environments (awarded 24 November 2025, execution timeline: 6 months).

Defence Technology Development Projects

As disclosed in the May 2025 Business Update, the following technology development projects are in progress based on engagement with customers. Certain technical details remain confidential under NDAs:

- AI-based Threat Evaluation and Resource Allocation module
- Next-generation Mission Computers for Anti-Drone Systems
- Mission Computer for Swarm Drone Applications

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INDUSTRY TRANSFORMATION

The Industry Transformation vertical applies C2C's defence-grade command, control and analytics architectures to industrial modernisation programmes. The vertical gained substantive commercial traction during FY 2025-26 through a combination of Proof-of-Concept completions and programme conversions.

Mohan Meakin Limited - Industry 4.0 Programme

C2C's industry transformation engagement with Mohan Meakin Limited represents the illustration of the Company's entry-to-scale programme model during FY 2025-26.

In Q1-Q2 FY 2025-26, C2C completed a Proof-of-Concept deployment on one production line at Mohan Meakin Breweries, demonstrating the applicability of its proprietary technology architecture for industrial transformation. The PoC validated the ability of C2C's systems to digitise an industrial production environment through integration of sensors, automation, analytics and command software.

Following the successful PoC, in March 2026, Mohan Meakin Limited signed a Letter of Intent and issued initial Purchase Orders for the development of an integrated Command and Control Platform and Industrial Digitalisation Architecture across its production facilities.

The programme covers:

- Implementation of Industrial Internet of Things (IIoT) systems for data acquisition from production equipment and sensors
- Deployment of control and automation layers including SCADA systems
- Integration of Operational Technology (OT) systems with enterprise IT platforms
- Development of a cyber-secure architecture integrating all IT/OT sensors and software systems
- Integration with enterprise systems for supply chain, logistics and maintenance visibility

The architecture is expected to extend across approximately 160 production lines, enabling a centralised command environment for monitoring and managing industrial operations. The programme will be implemented in phases between 2026 and 2027, beginning with system study and architectural design under the initial purchase orders.

UAE - Smart Housing and Cybersecurity Deployments

In May 2025, the Company disclosed orders from three UAE-based clients for smart housing and cyber-secured infrastructure solutions:

Client	Nature of Engagement	Order Value	Status
NV-ITech Security Systems & Equipment Trading LLC, UAE	Smart housing solutions with integrated cybersecurity layer covering PLCs, district cooling, fuel systems and BMS	INR 40.61 Cr	Completed
Nimsmarts Technical Services, UAE	Smart housing solutions with cybersecurity integration	INR 10.08 Cr	Completed
Solutions FZC, UAE	Device for monitoring district cooling efficiency with cyber protection layer	INR 4.88 Cr	Completed

These deployments contributed to the development of AI/ML algorithms and solutions that are being incorporated into the MAGI-CIX platform, which integrates sensor data and communications across diverse hardware and legacy systems.

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SECURITY AND CRITICAL INFRASTRUCTURE

C2C's Security and Critical Infrastructure vertical extends the Company's defence-grade sensor integration, AI/ML analytics and command software capabilities to civilian security and infrastructure monitoring applications.

Malaysia - Coastal Surveillance and Security Projects

In Q2 FY 2025-26, the Company completed four projects in Malaysia spanning coastal surveillance, industrial security, school security monitoring and smart city applications, with a combined disclosed value of USD 7.01 million.

The Coastal Surveillance project, valued at USD 2.225 million, involved deployment of an AI-based Coastal Surveillance System with centralised command and control software integrating remote sensor data for the Company's Malaysian client. This engagement builds on C2C's earlier CMS deployment for the Royal Malaysian Navy and reinforces the Company's position as a trusted partner for naval and coastal security solutions in Malaysia.

> Malaysia has emerged as a reference market for C2C, validating the Company's ability to deliver across defence, security, industrial and civic applications from a common technology architecture.

Romania - A critical New Eastern European NATO Frontier

In Eastern Europe, the Company has initiated engagement with technology and defence stakeholders in Romania, where legacy platform modernisation requirements are creating opportunities for C2C's systems integration and software capabilities. Romania, as a NATO member state, is among the Eastern European markets where the Company has established initial contact as part of its broader European expansion initiative.

Malaysia - Critical Infrastructure Monitoring, Kuala Lumpur Airport

In March 2026, the Company announced a strategic collaboration with Smart Tech ICT Sdn. Bhd., Malaysia, for deployment of Smart Infrastructure 4.0 solutions targeting surveillance and monitoring of critical infrastructure, including underground electrical and data networks and perimeter security systems.

This collaboration was preceded by a successful Proof of Concept deployment at Kuala Lumpur Airport, where the Company deployed its proprietary sensor-based solution in a live airport infrastructure environment. The PoC demonstrated the applicability of the system in complex, high-security infrastructure settings.

Following the successful PoC, the Company received a Letter of Intent valued at approximately Malaysian Ringgit 2 million (approximately INR 4.8 crore) for the initial phase of deployment.

The solution is based on C2C's proprietary sensors integrated with AI/ML analytics, and enables:

- Early detection of unauthorised access into critical infrastructure networks
- Identification of rodent intrusion and environmental risks in underground systems
- Early warning mechanisms for manhole and underground asset structures
- Predictive alerts based on machine learning models
- Automated monitoring, work order generation and alert systems

Upon completion of the initial phase, the solution is expected to be evaluated for deployment across airport infrastructure in Malaysia, with potential expansion across Southeast Asia, the Middle East and other critical infrastructure environments including telecom networks and utilities.

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STRATEGIC PARTNERSHIPS AND INTERNATIONAL EXPANSION

FY 2025-26 saw the formalisation of two significant international strategic partnerships that extend C2C's platform reach and market access across maritime security, autonomous systems and Western defence markets.

Date	Partner	Country	Agreement Type	Scope
Jul 2025	Barnacle Systems ULC	Canada	Heads of Agreement	Exclusive rights for India; marketing access in SE Asia and Middle East for maritime IoT security and surveillance platforms
Mar 2026	ACUA Ocean Limited	United Kingdom	Strategic Partnership and Exclusivity Agreement	Exclusive representative for introduction, promotion, integration, localisation and market development of ACUA Unmanned Surface Vessels in India. 2-year term.

Barnacle Systems ULC (Canada)

Barnacle Systems ULC is a Canadian company specialising in advanced IoT-based security, monitoring and surveillance systems for sea-going vessels, with deployments across US, Canadian and NATO forces and presence in over 40 countries. The Company's proprietary IoT hub technology captures and analyses data across onboard systems to enable predictive monitoring, security and operational efficiency.

Under the Heads of Agreement executed in July 2025, C2C secured exclusive rights for the Indian market and marketing access across Southeast Asia and the Middle East for Barnacle's solutions. The partnership is intended to combine Barnacle's maritime IoT surveillance platforms with C2C's command and control architecture for naval and coastal security applications.

ACUA Ocean Limited (United Kingdom)

ACUA Ocean Limited is a UK-based internationally recognised developer of advanced Unmanned Surface Vessel (USV) platforms, autonomy systems and maritime technologies, with its Pioneer-class USV as the lead product.

Under the Strategic Partnership and Exclusivity Agreement signed in March 2026, C2C has been appointed as the exclusive representative for the introduction, promotion, integration, localisation, licensing and market development of ACUA's solutions within India. The Agreement is valid for an initial term of two years.

Following the signing, several opportunities are currently being pursued with defence and security agencies for potential induction of ACUA's Pioneer-class USVs. These initiatives are expected to strengthen Maritime Domain Awareness capabilities through persistent, distributed and risk-tolerant surveillance across large maritime areas. Efforts are also underway to identify suitable manufacturing partners in India, aligned with the Government of India's Atmanirbhar Bharat framework.

International Market Engagements

Beyond its established markets of Malaysia, UAE and Canada, the Company has initiated engagements in additional international geographies during FY 2025-26.

Philippines	The Company is at an advanced stage of discussions regarding a programme to provide command and control architecture for BrahMos missile batteries procured by the Philippine government. The batteries were supplied on a standalone basis and the Company has identified an opportunity to provide an integrated command and control layer and associated counter-drone systems. Formal engagement is at an advanced stage.
Eastern Europe	The Company has established engagement with technology and defence stakeholders across Eastern European NATO member states, where legacy system modernisation and platform upgrade requirements are creating opportunities for C2C's system integration and software capabilities.
Malaysia (Partnership)	The Company is at an advanced stage of discussions regarding an exclusive partnership agreement with a local defence and technology company that would formalise the commercial and delivery framework for ongoing programme execution in the country.
Canada (Joint Venture)	The Company is at an advanced stage of finalising a joint venture arrangement with OSI Maritime, a Canadian naval technology company, focused on navigational systems, aligned with the Indian government's requirements for in-country technology development.

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TECHNOLOGY DEVELOPMENT AND INNOVATION

Establishment of the C2C Innovation and Research Center (CIRC)

In March 2026, C2C Advanced Systems Limited established the C2C Innovation and Research Center (CIRC) as a dedicated platform for deep-technology innovation, intellectual property creation and next-generation product development.

CIRC will focus on the following technology domains:

- Cybersecurity and cyber-defence architectures, including OT/SCADA/IIoT security
- Operational Technology (OT) and critical infrastructure protection
- Predictive maintenance and advanced data analytics
- Counter-drone and autonomous security technologies
- Integrated situational awareness platforms
- FPGA and embedded systems design for real-time and mission-critical applications
- Robotics and autonomous systems across air, water and land platforms
- Quantum-driven communications and Post-Quantum Cryptography (PQC)
- Network systems architecture for defence, security and industrial environments
- Space domain awareness and satellite-based ISR technologies

Leadership of CIRC: CIRC is led by Mr. Nalin Relan, appointed as President, Technology and Innovation. Mr. Relan brings nearly four decades of leadership experience across the Indian Navy and national strategic R&D programmes, where he served at the level of Scientist H. During his career, he contributed to major national programmes spanning defence systems, space applications, C4ISR architectures and advanced strategic technologies.

The Center will collaborate with leading academic institutions including IITs, CDAC, CDOT and Amrita Vishwavidyapeetham, nationally significant research laboratories, deep-technology startups and specialised industry partners to accelerate innovation and translate emerging capabilities into deployable systems.

Technology Capability Stack

Capability Area	Application
FPGA and Embedded Systems	Real-time and mission-critical computing. Defence electronics, radar control, sensor processing and rugged platform interfaces.
Data Engineering and Analytics	Operational data acquisition, aggregation, modelling and analytics across defence, industrial and infrastructure environments.
Machine Learning and Autonomous Intelligence	AI/ML for threat evaluation, resource allocation, predictive maintenance, pattern recognition and autonomous decision support.
Digital ISR and Cyber Resilience	Intelligence, Surveillance and Reconnaissance architectures integrated with cyber assurance layers across command and communications systems.
Robotics and Autonomy	Autonomous systems development across air (drone), water (USV) and land platforms. Swarm coordination, counter-drone and autonomous ISR.
IIoT and Enterprise Integration	Industrial Internet of Things, SCADA integration, control and automation systems, and enterprise transformation for Industry 4.0 programmes.
Network Systems Architecture	Secure, resilient communication networks for defence, tactical and industrial environments.
Quantum and PQC	Post-Quantum Cryptography development in collaboration with CDOT. Quantum-secure communications stack for defence and strategic applications.
Advanced Engineering	Systems engineering, integration, testing and validation across complex multi-platform defence and industrial programmes.

Space Domain - Capability in Development

As part of its long-term technology roadmap, C2C is developing capabilities for the space domain, which is increasingly recognised as the fifth operational dimension in modern defence and security architecture. The Company's space-domain development programme includes:

- Methera-ISR: Intelligence, Surveillance and Reconnaissance capability targeting LEO and MEO satellite applications
- Ground station and GPU-based data centre infrastructure for satellite data acquisition and processing
- Space domain awareness systems for adversary satellite monitoring and tracking
- Low-orbit airship-based ISR platforms for persistent area surveillance

These capabilities are under development and form part of CIRC's long-term technology pipeline. Commercial deployments are not yet active. The Company will make appropriate disclosures as specific programmes progress to contractual stage.

Development Pipeline

Over the course of FY 2025-26, C2C advanced the following internal development priorities:

- Progress on advanced AI-based Threat Evaluation and Resource Allocation modules
- Development of next-generation mission computers for anti-drone and swarm drone applications
- Enhancements in enterprise analytics for industrial and defence automation
- Strengthening of cybersecurity layers across command and surveillance platforms

Post-Quantum Cryptography (PQC) work is in progress in collaboration with CDOT and other national research organisations, aligned with the long-term requirement to protect communications and data systems against emerging quantum computing-based threats.

Integrated Command Post - Indian Army

The Company completed a Proof of Concept for an Integrated Command Post in collaboration with the Indian Army, demonstrating the integration of distributed border sensor data into a single intelligence platform within a containerised command environment. The PoC demonstrated the capability to aggregate data from multiple sensor types across an area of operations into a unified common operating picture.

Following the successful demonstration, the programme has received approval for funding and is expected to progress into a formal procurement order. The engagement reinforces C2C's engagement with the Indian Army's technology modernisation agenda and the applicability of its MAGI-C5ISR architecture to Army command post requirements.

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MOSAIC WARFARE AND C2C'S STRATEGIC RELEVANCE

Recent conflicts have demonstrated a fundamental shift in the character of military operations. Coordinated, distributed attacks targeting multiple assets simultaneously, across geographies and domains, have become a defining feature of the contemporary operational environment. These engagements are characterised by high volumes, diverse threat vectors and compressed decision timelines.

This pattern defines what military strategists have termed Mosaic Warfare: a doctrine in which force is composed of modular, interoperable and independently capable elements that can be dynamically assembled, disaggregated and re-composed in response to the operational environment. The emphasis shifts from large, centralised and expensive platforms to distributed, networked systems that bind sensors, decision engines and effectors into a coherent whole without dependence on a single point of control.

The critical enabler of Mosaic Warfare is not hardware. It is the command, control, data and communications architecture that allows distributed elements to share a common operational picture, coordinate decisions and execute in real time.

C2C's Positioning

C2C's MAGI C5ISR platform is designed precisely for this integration requirement. At its core, MAGI C5ISR provides a sensor-agnostic, domain-agnostic integration layer that aggregates inputs from heterogeneous systems, applies AI/ML-driven analytics to produce a common operational picture, and enables distributed command and control.

This architecture is not a concept. It has been validated in operational environments across:

- Naval combat management on Royal Malaysian Navy frigates
- Coastal surveillance command and control in Malaysia
- Counter-drone Mission Computing Systems design, supply and PoC validation
- Integrated Command Post proof of concept with the Indian Army
- Decision Support System deployment on a Canadian naval platform

Each of these programmes exercises a different dimension of the Mosaic Warfare integration requirement: multi-sensor fusion, distributed command, real-time decision support and cross-domain coordination. Collectively, they demonstrate that the Company's architecture is not a theoretical capability but a deployable, validated system.

Counter-Drone as a Reference Application

The counter-drone domain illustrates the Mosaic Warfare integration challenge with particular clarity. A counter-UAS operation requires simultaneous detection, tracking, classification and neutralisation of threats across a geographically distributed sensor and effector network, under compressed decision timelines and with the potential for simultaneous, multi-vector engagements.

C2C's Mission Computing System addresses this integration requirement directly. The system functions as the central decision and coordination engine, binding sensors and effectors through a common data and command layer, and is designed to support the dynamic composition and re-composition of the Counter-UAS architecture in operational environments.

The order from a leading Indian defence and aerospace company for 29 Mission Computing Systems represents the first commercial validation of this capability and is expected to serve as a reference deployment for subsequent pursuits across domestic and international markets.

The Legacy Integration Challenge

Indian and allied defence forces operate a mix of legacy and current-generation platforms, many of which were procured from diverse international suppliers and do not share common data or command interfaces. Integrating these systems into a coherent operational architecture is a known and documented gap.

C2C's approach to this challenge is to develop the integration layer, not to replace the underlying platforms. By building software architectures that can interface with diverse sensor and communication systems, the Company positions itself as the connective tissue between existing platforms and the command layer required for Mosaic Warfare operations.

This approach also creates a durable commercial model. Once the integration layer is deployed on a platform, it becomes the natural provider of subsequent upgrades, sensor integrations and capability enhancements over the platform's operational lifecycle, as demonstrated by the CMS upgrade programme on KD Jebat.

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WALK THE TALK - COMMITMENTS AND DELIVERY

On 20th November 2025, the Company conducted its H1 FY 2025-26 Earnings Conference Call. The transcript was filed on the National Stock Exchange of India Limited on 25th November 2025. During the call, management made specific commitments regarding orders, programmes, partnerships and operational outcomes. This section maps those commitments against the Company's actual delivery during FY 2025-26.

The Company believes accountability to investor commitments is fundamental to long-term institutional credibility. Where commitments were met, this section confirms delivery. Where outcomes diverged from commitments, the Company sets out the reasons candidly.

Orders, Programmes and Pipeline

Commitment (20 Nov 2025 Concall)	Status	Status as at End of FY 2025-26
Order book of approximately USD 7 million in international security and approximately INR 100 crore on the Indian defence side.	**Delivered**	Delivered. Filed disclosures confirm UAE orders aggregating INR 55.57 crore, Canadian DSS contract of INR 41.7 crore, four Malaysia project completions aggregating USD 7.01 million and a domestic PSU order in November 2025.

Commitment (20 Nov 2025 Concall)	Status	Status as at End of FY 2025-26
Domestic defence order on books, approximately INR 15 crore.	**Delivered**	Delivered. Order from a leading domestic Public Sector Undertaking for sub-systems for a defence system used in mission-critical environments was filed on 1st December 2025, awarded 24th November 2025.
Emergency procurement cycle extended to January 2026; further conversions expected. Trials successful at Jodhpur, Jaisalmer and other locations.	**Delivered**	Delivered. Order received in March 2026 from a leading Indian defence and aerospace company for the design and supply of 29 Mission Computing Systems for Counter-Drone applications, in alignment with the emergency procurement direction.
Approximately INR 400 crore of opportunities pursued with a major Indian defence prime where the Company is the sole technology vendor.	**Partial**	Partial. The 29-unit Mission Computing Systems order in March 2026 represents the first commercial conversion from this opportunity set. Further conversions are anticipated through follow-on phases of the same programme and parallel pursuits.
Orders expected in the near future from the Indian Navy and DRDO; trials and qualifications progressing.	**Partial**	Specific Indian Navy and DRDO programme conversions are continuing through trial and procurement stages.

Specific Programmes and Validations

Commitment (20 Nov 2025 Concall)	Status	Status as at End of FY 2025-26
Integrated Command Post Proof of Concept successfully demonstrated. Programme moving into procurement stage. Potential 1,500 to 2,000 units across 7,500 km of border.	**Delivered**	Delivered on PoC. The programme has received approval for funding and is expected to progress into a formal procurement order.
WECDIS - Company is a qualified vendor following completion of two-and-a-half-year trial and qualification process. Orders to follow as ships are constructed and as legacy systems reach end-of-life.	**Delivered**	Delivered. Inclusion in the Indian Navy Approved Vendor List for WECDIS was formally confirmed and disclosed on 5th August 2025.
Counter-drone - early order of approximately INR 88 lakhs for an anti-drone system has now scaled into a significant programme.	**Delivered**	Delivered. The 29-unit Mission Computing Systems order received in March 2026 represents commercial-scale validation of this programme.
Malaysia security pipeline: four further security projects under negotiation, including multiple projects with the Malaysian airport system.	**Delivered**	Delivered. The Kuala Lumpur Airport Proof of Concept was completed and a Letter of Intent of approximately INR 4.8 crore was received from Smart Tech ICT Sdn. Bhd. in March 2026, marking the first conversion in this pipeline.

Commitment (20 Nov 2025 Concall)	Status	Status as at End of FY 2025-26
OSI Maritime Canada - joint development of WECDIS / Integrated Bridge System product used by NATO countries, with localisation for Make in India compliance.	**In Progress**	In progress. The Decision Support System contract of INR 41.7 crore for a Canadian defence company was disclosed in July 2025. Further programme structuring is ongoing.

Receivables and Working Capital

Commitment (20 Nov 2025 Concall)	Status	Status as at End of FY 2025-26
Approximately INR 42 crore expected from the Canadian client by December 2025 and a further approximately INR 30 crore before March 2026.	**Slipped**	Slipped on timeline. The collection schedule was affected by external trade-policy developments in the United States, including the increase in tariffs from 25% to 50% in the period following Operation Sindoor. The client has reaffirmed commitment to the engagement; collection has continued on a revised timeline.
Approximately INR 66 crore from the Malaysian client expected by 31st January 2026 following product go-live and testing.	**Partial**	Partially delivered. The product has gone live as committed. Receivable collection is proceeding, with a portion realised on the original timeline and the balance progressing through final commissioning milestones.

Commitment (20 Nov 2025 Concall)	Status	Status as at End of FY 2025-26
Receivables position expected to look very strong by 31st March 2026.	**Slipped**	Slipped on timeline. The Company acknowledges that certain receivables have spilled into early FY 2026-27 settlement. Management confirms that no write-offs are anticipated and full recovery is expected in the ordinary course.
No bad debt. All receivables are fully recoverable.	**Delivered**	Delivered. The Company confirms that no write-offs are anticipated against any receivable position carried at the date of this communication.

Capability, Innovation and Institutional Development

Commitment (20 Nov 2025 Concall)	Status	Status as at End of FY 2025-26
Approximately 6% of turnover invested in innovation-related activities. Bangalore innovation centre, with approximately INR 6.5 crore deployed.	**Delivered**	Delivered. The C2C Innovation and Research Center (CIRC) was formally established in March 2026, formalising the Company's deep-technology development structure under the leadership of Mr. Nalin Relan.
Cybersecurity practice being built; architectural rather than offensive in approach. Led by Lt. Col. Harkamal Sidhu (Retd.).	**Delivered**	Delivered. The cyber assurance and architecture practice is operational and embedded across the Company's command, control and surveillance platforms, including the MAGI-C4IX architecture.

Commitment (20 Nov 2025 Concall)	Status	Status as at End of FY 2025-26
Post-Quantum Cryptography (PQC) work in progress in collaboration with CDOT.	**In Progress**	On track. PQC development in collaboration with CDOT and other national research organisations is referenced in the Technology Development section of this update as a continuing priority.
Counter-drone technology development - next-generation mission computers for anti-drone and swarm drone applications.	**In Progress**	On track and partially delivered. The 29-unit Mission Computing Systems order represents commercial validation of the counter-drone capability. Swarm drone development continues under the Defence Technology Development pipeline.
Strategy is global. Active in Malaysia, Indonesia, Philippines, Middle East. Eventual NATO ecosystem participation.	**In Progress**	On track. FY 2025-26 saw deepening of the Malaysia and Canada presence, expansion into the United Kingdom (ACUA Ocean), continuing engagement in the Middle East, and active discussions in the Philippines and Eastern European NATO member states.

The Company will continue to disclose progress against management commitments through formal exchange filings under Regulation 30 and through future investor communications. Management remains committed to maintaining a transparent record of what has been said versus what has been delivered.

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MANAGEMENT OUTLOOK

The operating environment for defence and technology companies in India has materially improved over the period. Policy support for private sector participation in defence, progressive indigenisation mandates and increased defence capital allocation are creating a favourable structural context for companies with established delivery credentials.

C2C enters FY 2026-27 with an active programme pipeline across domestic and international markets. The Company has confirmed orders in execution across defence electronics, naval systems, counter-drone applications and industrial transformation, and has active programme discussions in several additional geographies and domains.

Revenue and Programme Visibility

Management indicates that FY 2026-27 offers substantially improved visibility over FY 2025-26, with confirmed orders in execution providing a material starting base and active proposals across domestic and international markets providing a pipeline for conversion. The breadth of the current programme portfolio, spanning defence, industrial, security and critical infrastructure, reduces revenue concentration risk and supports a more diversified growth trajectory.

Ongoing expansion of the Company's international footprint, including advancing engagements in Southeast Asia, the Middle East and Western markets, creates additional growth vectors that are expected to contribute to the revenue profile of FY 2026-27 and beyond.

Capital Structure

The Company completed a preferential issue during FY 2025-26, following shareholder approval and in-principle approval from the National Stock Exchange of India Limited. The capital raised has been deployed to support delivery capabilities, international programme execution and the continued advancement of core technology platforms.

Receivables

As of the date of this communication, the Company's outstanding receivables are in the process of collection. Management confirms that all receivables are fully expected to be recovered, and that no write-offs are anticipated. Certain receivables arising from international programmes encountered timing delays during the year and are in the final stages of settlement.

Key Growth Drivers

- Conversion of active Army and naval programme discussions into confirmed orders
- Progression of the Mohan Meakin Industry 4.0 programme through its phased implementation
- Expansion of the counter-drone Mission Computing Systems programme into follow-on phases
- Realisation of revenue from the ACUA Ocean and Barnacle Systems partnerships as specific programme contracts are secured
- International engagements in the Philippines, Eastern Europe and Malaysia progressing to contract stage
- WECDIS orders arising from the Indian Navy
- Follow-on work on Royal Malaysian Navy platforms building on the KD Jebat engagement

Technology Investment

The establishment of CIRC and the ongoing development programme across counter-drone, swarm systems, PQC and enterprise analytics represent deliberate investment in the technology pipeline required to sustain C2C's differentiation in increasingly competitive markets.

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ORDER AND DELIVERY SUMMARY - FY 2025-26

Orders and Projects Completed During FY 2025-26

Period	Client / Project	Vertical	Order Value	Geography
May 2025	Nimsmarts Technical Services, UAE	Industry Transformation / Security	INR 10.08 Cr	International
May 2025	Solutions FZC, UAE	Industry / Critical Infrastructure	INR 4.88 Cr	International
May 2025	Royal Malaysian Navy (FCEO, Decoy System, System Interface Box)	Defence Systems	Not Disclosed	International
July 2025	Canadian Defence Company (Confidential) - DSS Platform Deployment	Defence Systems	INR 41.7 Cr	International

Period	Client / Project	Vertical	Order Value	Geography
Oct 2025	Di Kayu Arms & Equipment Distributors, Malaysia - Coastal Surveillance	Defence / Security	USD 2.225M	International
Oct 2025	Undisclosed Client, Malaysia - Oil Mill Efficiency (PoC)	Industry Transformation	USD 1.98M	International
Oct 2025	Undisclosed Client, Malaysia - School Security Monitoring (PoC)	Security	USD 1.525M	International
Oct 2025	Undisclosed Client, Malaysia - Smart City Parking and Surveillance	Security / Smart City	USD 1.28M	International
Oct 2025	Mohan Meakin Breweries, India - Industry 4.0 Proof of Concept	Industry Transformation	Not Disclosed	Domestic

Orders and Programmes in Execution as at End of FY 2025-26

Award	Client / Project	Vertical	Value	Market	Timeline
May 2025	NV-ITech Security Systems, UAE - Smart Housing + Cybersecurity (INR 1.85 Cr executed; INR 38.76 Cr pending)	Industry / Security	INR 40.61 Cr (total)	International	FY2025-26
Nov 2025	Leading Defence PSU, India - Mission-Critical Defence Sub-Systems	Defence Systems	Not disclosed as the disclosure of such information could be prejudicial to the Company's commercial interests.	Domestic	6 months from Nov 2025
Mar 2026	Domestic Technology Company (Confidential) - Radar Display Software Development	Defence Systems	Not disclosed as the disclosure of such information could be prejudicial to the Company's commercial interests.	Domestic	4 months

Award	Client / Project	Vertical	Value	Market	Timeline
Mar 2026	Royal Malaysian Navy - CMS-TERMA Radar Integration, Frigate KD Jebat	Defence Systems	Not disclosed as the disclosure of such information could be prejudicial to the Company's commercial interests.	International	12 months; open PO through FY2027-28
Mar 2026	Mohan Meakin Limited - Industry 4.0 Command and Control Platform (LoI + Initial POs)	Industry Transformation	Not disclosed as the disclosure of such information could be prejudicial to the Company's commercial interests.	Domestic	2026-2027 phased
Mar 2026	Leading Indian Defence and Aerospace Company - 29 Mission Computing Systems for Counter-Drone Applications	Defence Systems	Not disclosed as the disclosure of such information could be prejudicial to the Company's commercial interests.	Domestic	CY2026

Award	Client / Project	Vertical	Value	Market	Timeline
Mar 2026	Canadian Client - Drone Command and Control Systems along with video analytics and surveillance software	Defence Systems & Security	Not disclosed as the disclosure of such information could be prejudicial to the Company's commercial interests.	International	Two Systems delivered; One to be delivered
Mar 2026	Smart Tech ICT Sdn. Bhd., Malaysia - Critical Infrastructure Monitoring (LoI)	Critical Infrastructure	~INR 4.8 Cr	International	Under process

Strategic and Partnership Events

Date	Event	Geography	Significance
Aug 2025	WECDIS Approved Vendor Listing	Domestic	18-month qualification process on Indian Navy operational platforms. Cleared for new construction and retro-fitment. Entry point for 96+ ships over the next decade.

Date	Event	Geography	Significance
Jul 2025	Barnacle Systems HoA	Canada / India	Exclusive India rights and SE Asia / Middle East marketing access for maritime IoT security and surveillance platforms.
Mar 2026	ACUA Ocean Exclusivity Agreement	UK / India	Exclusive representative status for ACUA Unmanned Surface Vessels in India. 2-year term. Active programme discussions underway.
Mar 2026	CIRC Established	India	Dedicated platform for IP creation, deep-technology development and next-generation product R&D.

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APPENDIX - PLATFORM AND CAPABILITY SUMMARY

This appendix provides a summary overview of C2C's product, system and capability portfolio. Entries marked Proprietary represent capabilities where C2C holds its own intellectual property. Entries marked Collaborative represent capabilities developed or delivered in partnership with third parties.

Capability / Product	Domain	IP Status
DEFENCE - NAVAL AND MARITIME		
Combat Management System (CMS)	Naval surface combatants, frigate-level battle management and sensor integration	**Proprietary**
Decision Support System (DSS)	Naval situational awareness and decision support, sensor and communications integration	**Proprietary**
WECDIS - Warship Electronic Chart Display System	Naval navigation, military chart support, multi-sensor integration	**Proprietary**
Coastal Security Combat Management System	Coastal surveillance, coast guard command and control	**Proprietary**
Tactical Data Link	Interoperable data sharing between naval platforms and command nodes	**Proprietary**
Vessel Traffic Management System (VTMS)	Port and harbour vessel traffic management	**Proprietary**

Capability / Product	Domain	IP Status
Integrated Bridge System (IBS)	Ship bridge integration across navigation and communications	**Collaborative**
Unmanned Surface Vessels (USV)	Maritime domain awareness, autonomous patrol and ISR (via ACUA partnership)	**Collaborative**
DEFENCE - LAND AND MULTI-DOMAIN		
Battlefield Management System	Land force situational awareness, command and control	**Proprietary**
Integrated Command Posts (ICPs)	Containerised multi-sensor integrated command post for Army formations	**Proprietary**
Integrated C5ISR Platform - Land	Net-centric, multi-domain mosaic warfare command and control	**Proprietary**
AI/ML Unified Situational Awareness - Mechanised Forces	Data-driven operational picture for mechanised and armoured formations	**Proprietary**
AUTONOMOUS AND COUNTER-DRONE SYSTEMS		
Mission Computing System - Counter-Drone	Counter-UAS central integration and decision engine. 29 units on order.	**Proprietary**
Counter-Drone System (full stack)	Detection, tracking, classification and neutralisation. Deployed commercially.	**Proprietary**
Drone Command and Control System (DCCS)	Multi-drone command and control for ISR and tactical applications	**Proprietary**

Capability / Product	Domain	IP Status
Hard-Kill Counter-UAS System	Physical neutralisation of swarm drone threats	**Proprietary**
INDUSTRY TRANSFORMATION AND CRITICAL INFRASTRUCTURE		
MAGI-DI / Industry 4.0 C&C Platform	IIoT, SCADA, OT-IT integration, enterprise command and control for industrial environments	**Proprietary**
Smart Housing and Cybersecurity Platform	AI/ML control automation, PLC security, BMS and district cooling applications	**Proprietary**
Critical Infrastructure Monitoring System	Underground network monitoring, predictive maintenance, airport and port infrastructure	**Proprietary**
Predictive Maintenance Systems	AI-driven equipment health monitoring and maintenance scheduling	**Proprietary**
CYBER ASSURANCE		
OT/SCADA/IIoT Cyber Security Architecture	Cyber-hardened architecture for operational technology environments	**Proprietary**
Post-Quantum Cryptography (PQC)	Quantum-resistant encryption for defence and strategic communications	**Collaborative**
Cyber Range for Training	Simulation and training environment for cyber operations	**Proprietary**
AI-powered Military Security Operations Centre	Automated threat detection, anomaly monitoring and cyber response	**Collaborative**
SPACE DOMAIN (IN DEVELOPMENT)		

Capability / Product	Domain	IP Status
Methera-ISR	ISR capability for LEO and MEO satellite applications	**Collaborative**
Ground Station and Data Centre	GPU-based data acquisition and processing for satellite ISR data	**Collaborative**
Space Domain Awareness	Adversary satellite monitoring and space situational awareness	**Collaborative**

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