



C2C Advanced Systems Limited

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PHASE-1, WHITEFIELD, BANGALORE- 560066 | CIN: L72200KA2018PLC110361

DATE: 20/11/2025

To,
National Stock Exchange of India Limited
Listing & Compliance Department
Exchange Plaza, 5th Floor, Plot No. C/1,
G Block, Bandra-Kurla Complex, Bandra
Mumbai - 400 051 India

Sub: Investor Presentation under Regulation 30 read with Para A of Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Ref: - (Symbol: C2C, ISIN INE0U7V01015)

Dear Sir /Madam,

Pursuant to Regulation 30 read with Para A of Part A of Schedule III of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements), Regulations, 2015. Please find enclosed herewith the "Investor Presentation" of the Company.

The aforementioned presentation has been uploaded on the Company Website <https://www.c2cas.com/>


Kindly take the above information on the record.

Yours faithfully,

For C2C Advanced Systems Limited

Manjeet Singh
Company Secretary
M. No. A61378

Place: New Delhi



C2C Advanced Systems Ltd

Rooted in People.
Inspired by Innovation.
Committed to Excellence.

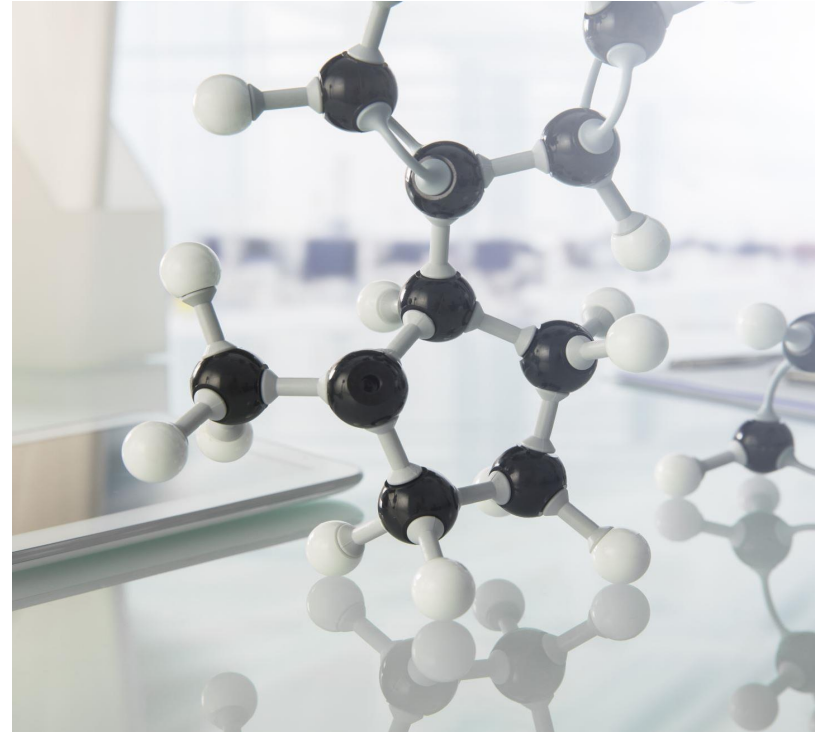
Shaping the future of defense and industry.



Introduction

C2C Advanced systems Ltd

- The founders of C2C Advanced Systems have over 25 years of investment and experience in the defence domain.
- C2C Advanced Systems is an Indian public company, listed on the National Stock Exchange – Emerge Platform.
- The company is technology, software, and system-integration driven, and is **agnostic** to the origin of sensors or hardware platforms.
- We foster **entrepreneurship** in building-block technologies that deliver technology-driven solutions for defence and dual-use applications.
- A highly dedicated team that delivers the best solutions and superior results to our clients
- Each year, C2C adds new **technology partners** and domain experts with proven experience in developing advanced solutions.
- The company invests in innovation centres to build proprietary platforms and products.
- C2C has successfully delivered over 250 projects and committed to CAGR of 100% annually for a foreseeable future.



Leadership is the key to success

Our leaders and the empowered team they build continuously strive to deliver the best results

P&L Leaders

- Cmde. Pujari- Chief Technology advisor- Indian Navy, WESEE and NTRO
- Cmdr. Narendra- Chief operating officer- Indian Navy, WESEE
- Cmdr Ramesh- Chief Technology officer- Indian Navy, WESEE
- Ravi Kanth Vemuri- Head Digital transformation
- Venkat Sankaran- Head Industry practice
- Col Kuldeep Singh Gill- Indian Army, NTRO
- Col. Harkamal Sidhu- Indian Indian army, NSC- Cyber security
- Kshitij Sharma- Head of Data analytics practice
- Pavan Khemani- Head of Global sales
- Ganapathy Subramanian- CFO

Still adding.....

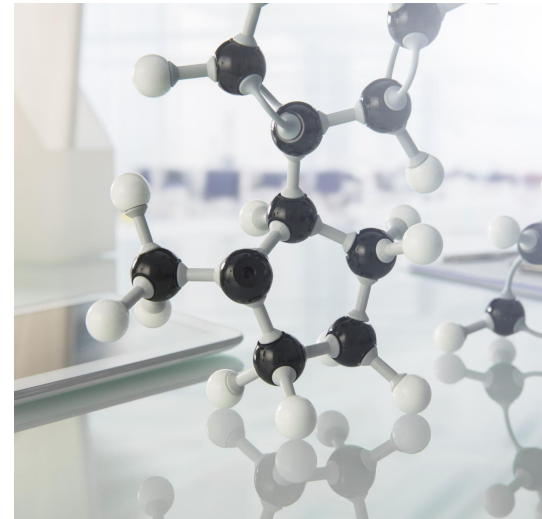
Advisory Board- in formation

- Lt Gen PJS Pannu- Domain expert
- Brig Shailendra Arya- Advisor Defense Minister
- Dr Ed Morton-Former CTO Rapiscan
- Rakesh Aghi- Global Defense specialist
- Amod Agarwal- Finance specialist
- Cmdr. Nalin Relan- Naval/Space/Unmanned specialist
- Global technology specialists-TBA

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Business Landscape

- Global defence budgets are at record highs (India is the 4th largest spender) and continues to grow.
- A structural shift is underway — **70% combat ecosystem and 30% combat core.**
- Software and technology are the driving forces in future warfare.
- US/NATO will spend \$ 1.6 Trillion annually and presents the greatest opportunity
- Dual-use technologies in areas as Data analytics/AI/ML are driving Industry and Defense transformation
- India targets US\$6 billion in defence exports by 2030.
- Digital ISR/Cyber assurance is becoming the core of modern combat and non-combat architectures.
- Space is emerging as the fifth domain of warfare.
- Non-kinetic warfare is taking centre stage.
- Software now controls physical assets, enabling intelligent platforms that deliver real-time situational awareness and support an effective kill chain.



Our Vision and Mission

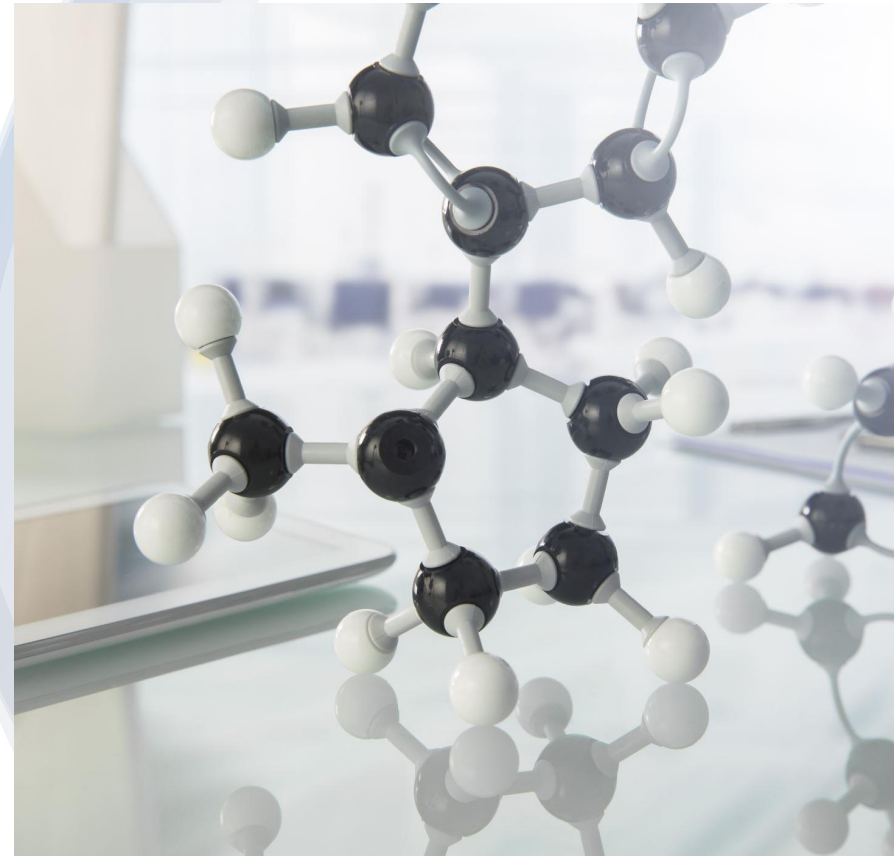
Vision:

To be a **global leader in” software-first”** defence and industrial innovation delivery.



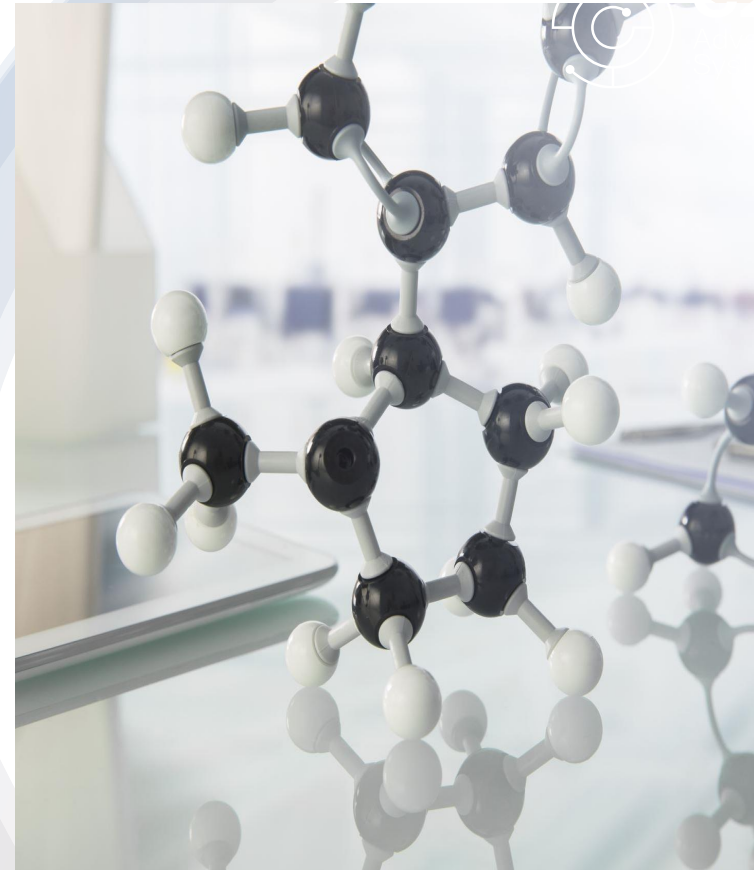
Mission:

To **deliver innovative, architected, and interoperable platforms and systems** that strengthen outcomes in **defence, national security, and dual-use domains**.



C2C Advanced Systems – Powering and Transforming Defense

- The **battlefield has transformed** — deterrence and defense strategies is evolving rapidly.
- **Threats now operate at machine speed**; countering them demands **disruption at scale and speed**.
- Our mission is to **connect sensors and command systems** through **open, modular, and scalable architectures**.
- **A layered family of systems** is essential to modern deterrence.
- We design platforms that integrate **kinetic and non-kinetic capabilities**, enabling **machine-to-machine orchestration** at speeds **beyond human limits**.
- Built upon **real-time situational awareness**, our systems deliver **intelligence through diverse sensors and data streams**.
- We provide an **intelligent common operating picture**, fusing technologies such as **sensor fusion, edge computing, computer vision, and AI/ML** — delivering intelligence **at the edge of the battlefield**.



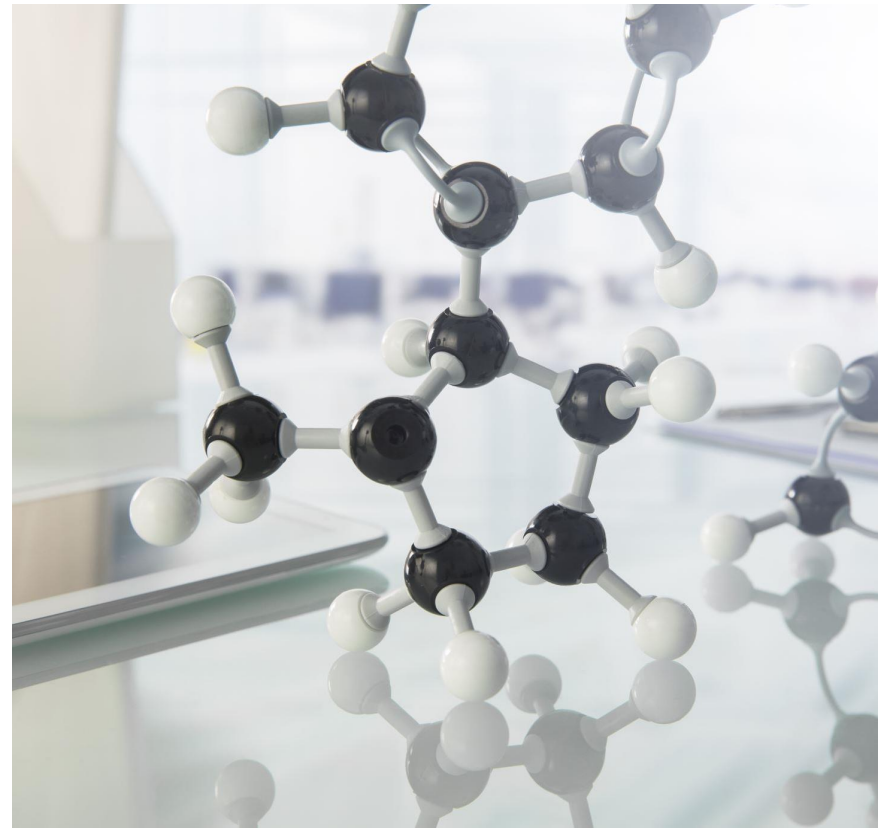
C2C Differentiation

Incumbents

- Legacy, **hardware-heavy**, slow to adapt.
- **Software bundled within hardware**, limiting flexibility.
- Indian primes are mainly **equipment manufacturers** of third-party systems.
- **Acute lack of domain knowledge in the evolving warfare paradigm.**

C2C Advanced systems

- Agile, IP-driven, software-enabled.
- **Software-first** approach.
- Advanced sensors and intelligent platforms.
- Interconnected, data-intensive systems enabling ML/DL/AI-driven insights.
- Operates across air, water, land, autonomous, and space domains.
- Dual-use applications and system integration spanning legacy to future platforms.
- Becoming a **Global player** is our DNA



How are we building-The logic

- Indian made, Committed to vision of “Atmanirbharata”- building globally relevant technology driven platforms
- **Domain expertise driven**- Military, Security, Industry, Infrastructure
- **Technology driven**- Full stack- Software first- Integrating sensors- delivering Command and control and Realtime situational awareness.
- Proprietary **MAGI-C5ISR** and **MAGI-CIX** platforms and own Intellectual properties delivered as software licenses.
- **Digital transformation** driven-Data driven, Machine learning and Augmented intelligence as the end goal
- **Cyber assurance** through architected full stack protection
- **Enabling Horizontals**- Advanced engineering, Control and automation, Embedded/FPGA engineering
- **Global sales** as our strategy and execution. Services led to gain traction

We deliver intelligence at the edge through “Command and Control” platforms- Centralized and distributed

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Our Business Strategy

- **IP Creation → Platforms → Systems → Services.**
- **Recurring revenue** through:
 - Software development
 - Engineering
 - Data analytics, modelling, ML/AI solutions
 - Cyber assurance
- **Partnership ecosystem** with:
 - Global technology leaders
 - MSMEs and startups
 - Key research labs and academia
- **In-house technology development centres.**
- **Thought-leadership forums** that drive dialogue on emerging technologies and innovation.

We partner, collaborate, continuous innovation to deliver the best results to our clients



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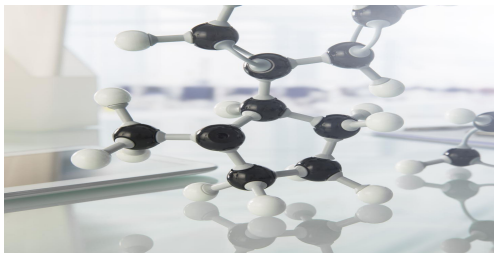
C2C Advanced systems evolution



- Radar Control systems
- Missile ground systems
- Electronic warfare systems
- Electro optical systems
- Components

- Combat management systems
- Navigational systems
- Radar Control systems
- Missile ground systems
- Electronic warfare systems
- Electro optical systems
- Components
- **Several Innovation and development projects**

- **MAGI C5ISR and MAGI CIX platforms as the Core**
- **Full range Defense offerings in**
 - Land, Water, Air
 - Autonomous, Space
- **Proprietary solutions- Defense and Industry**
 - Battlefield management
 - Combat management
 - Drone command and control
 - Counter drones command and control
 - IPMS, IBS, Navigational, vessel management
 - Gun fire control systems
 - Machinery management systems
 - Flight/troop controls
 - Long range surveillance systems
 - Smart security systems
 - High performance components
- **Several in the innovation stage**
- **Technology driven**
 - Advanced engineering
 - Embedded systems/FPGA
 - IIOT/Control and automation
 - Digital transformation
 - Cyber assurance. Architecture

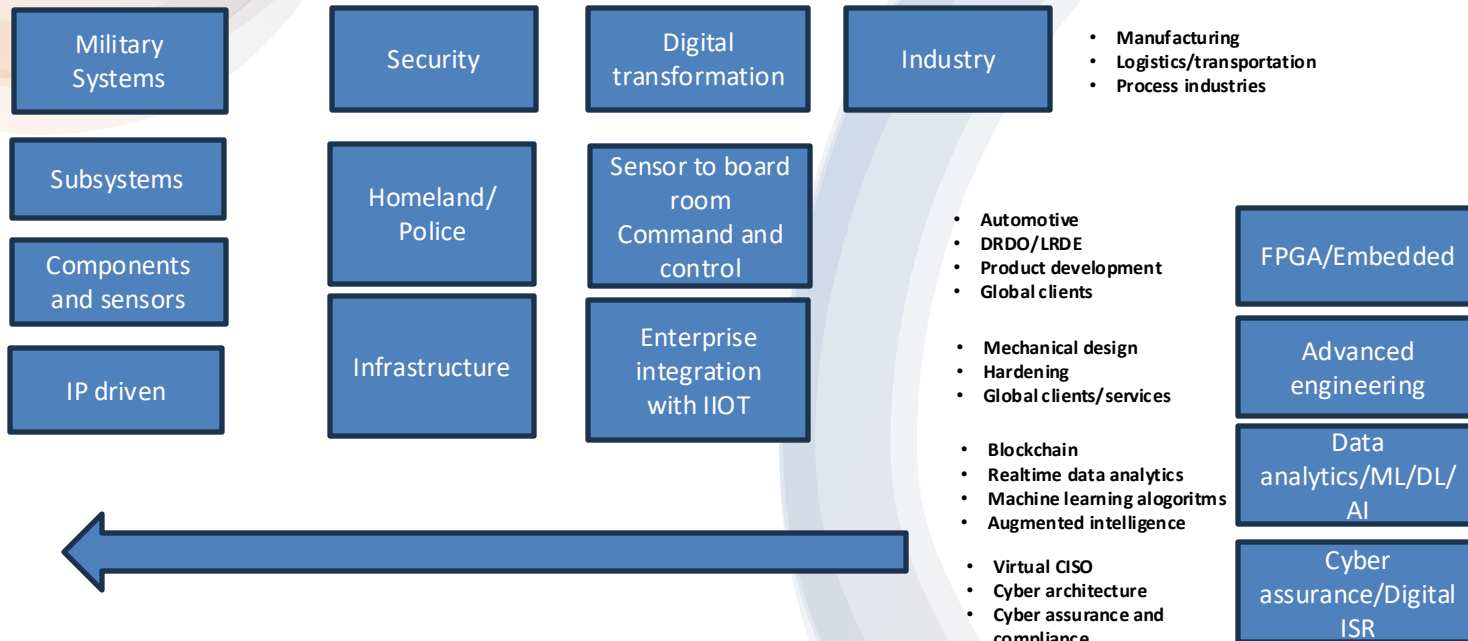


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C2C advanced systems-Building Blocks

Innovation driven, Domain focused full stack Technology delivery

Platforms MAGI C5ISR/ MAGI-CIX/ MAGI-AI -Full stack "Kill chain" Architecture



Global team to build services, platform and solutions sales

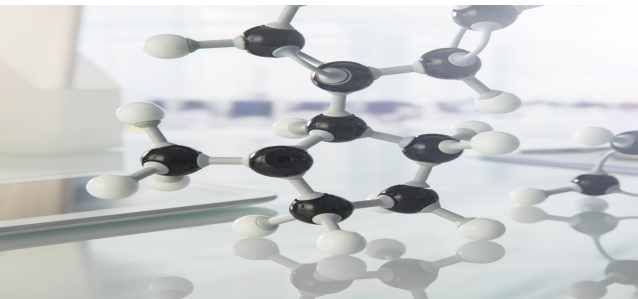
C2C-AS ventures-Third party innovation/Research labs/ Global relationships

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We deliver outcome for our clients

MAGI platforms provide a “**single pane of glass**” view that helps human operators understand the world around them for faster and better decision-making. The software architecture is conceived as was modular, open architecture that integrates a variety of data sources and sensors,

- Securing land and maritime borders
- Inspecting and securing critical infrastructure
- There are [16 critical infrastructure sectors](#) and communications network, , and any “incapacitation or destruction would have a debilitating effect on security, national economic security, national public health or safety, or any combination thereof.”
- Military combat readiness and real time situational awareness
- Border security
- ❑ Global partnerships to deliver the best-in-class solutions



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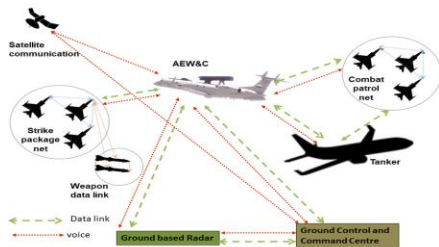
Our Range of Capabilities in Defense

Situational awareness to the human at edge of warfare
Decision support
Machine learning/AI/Deep Learning

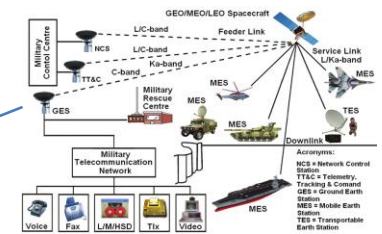
Command and Control
Naval Combat management
Battlefield command and control
Airborne ISR
Drone/ Counter drone command and control
Various Air, Sea, Ground systems

Edge Systems
(delivers data from sensors)

Aeronautical data link



Satellite network



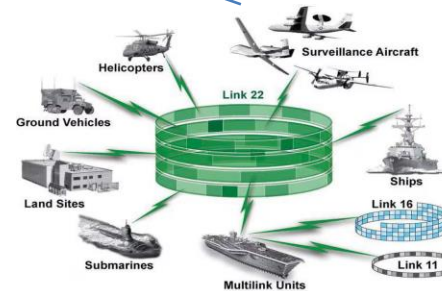
Radar systems



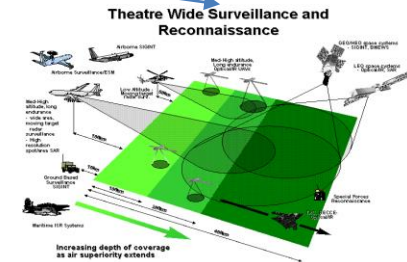
Sonar systems
Navigation systems



Communication systems



Theaterwide ISR systems



MAGI platform- our thought leadership

C2C Advanced system presents MAGI Platform

MAGI platform is an open software platform capable of being used for complex Military missions and industries

This includes public safety, security, and defense.

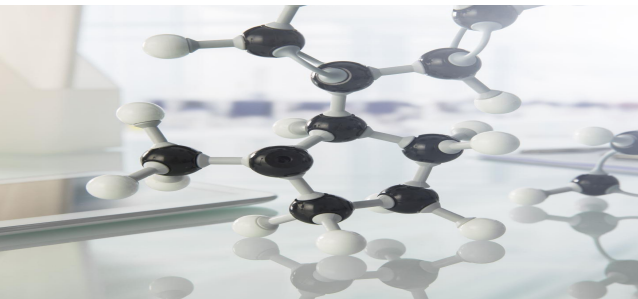
The platform is architected as sensor, network, and system agnostic, MAGI ingests data from disparate and distributed sensors, feeds, and systems and moves this data into a single integration layer.

In this integration layer, sensor/data analytics to deliver high-value information in real time to decision makers.

The data analytics leads to machine learning and augmented intelligence to assist reduction of human interface where appropriate.

MAGI software platform is rapidly-adaptable, distributed, configurable for military combat applications, ground maritime, Unmanned and space surveillance sensors

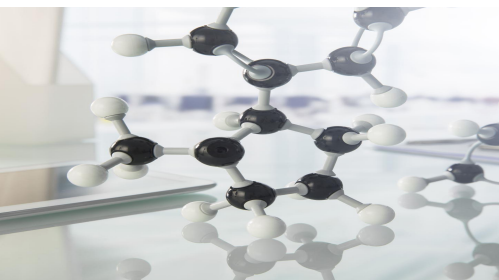
MAGI platform for industrial is built as “Dual Use” for Military, Security and Industrial and infrastructure applications. Combat enabling systems represent 70% of the military expenditure.



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Proprietary Platforms and System-of-Systems Approach -Our Core

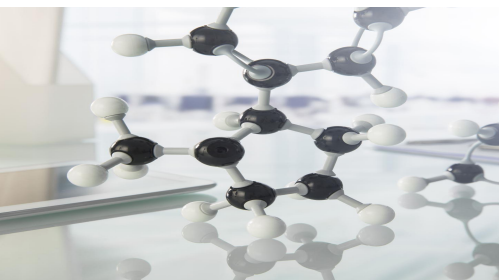
- Legacy, **hardware-heavy**, slow to adapt.
- A System-of-Systems approach underpins our design philosophy.
- Our core competencies lie in Command, Control, Computers, Communications, and Cyber (C5): Ensuring Comprehensive Situational Awareness at all times.



- **Proprietary platforms include:**
 - **MAGI-C5ISR: Integrated Command & Control.**
 - **MAGI-C4IX: Cyber and industrial ecosystems.**
 - **MAGI-AI: AI-driven decision superiority.**
 - **MAGI-DI: Digital infrastructure and automation.**

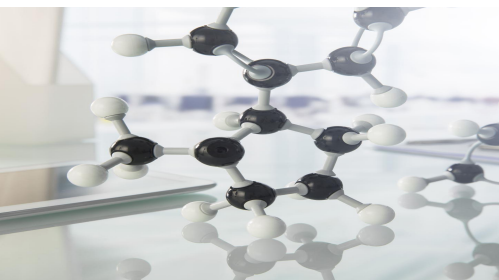
Why an Architectural Platform is Critical?

- The MAGI-C4ISR Framework is not a theoretical construct — it is the foundation on which we architect, design, develop, and deploy systems and sub-systems across multiple domains. The derived applications include:
 - End-to-End C5ISR Systems: Comprehensive platforms for situational awareness and decision support.
 - Sub-System Development. Dual Multi-Function Consoles, FPGA-based sub-systems, mission-critical processing modules.
 - Software-Intensive Systems. From command applications to advanced analytics.
 - Integration of Heterogeneous Systems. Seamlessly connecting assets of diverse origin and vintage.



_From Architecture to Deployed Systems

- Modern defence and security environments are defined by complexity, speed, and uncertainty. Forces on land, at sea, in the air, space, and cyberspace must operate as one integrated whole. Yet systems often evolve in silos, with fragmented architectures and uneven integration.
- The result: inefficiencies, interoperability challenges, and gaps in situational awareness.
- What's needed is not just another system, but a robust architectural foundation — one that enables seamless integration, rapid scalability, and enduring adaptability.
- C2C Advanced Systems Architectural Platforms provides this cutting edge **platform-Delivers intelligence from the edge to the decision makers**



Applications of MAGI platform

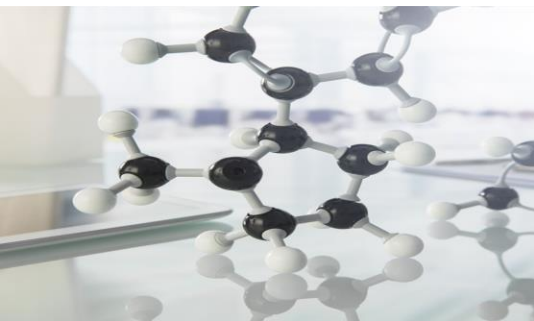
MAGI platform when deployed at infrastructure such as buildings, ports and critical infrastructure sites such as power plants, solar, and wind farms, managing teams of unmanned aircraft systems for public safety, search and rescue, or pipeline monitoring in the oil and gas sector; and intelligent detection and mitigation of unmanned aircraft systems and other airborne threats near airports, private space launch facilities, oil fields, gas pipelines, and other critical infrastructure.

MAGI platform also integrates machine learning/Augmented Intelligence, Network layers with high levels Cyber assurance across the entire chain.

The platform also integrates legacy systems as also future autonomous systems such robot, unmanned air, water and land systems.

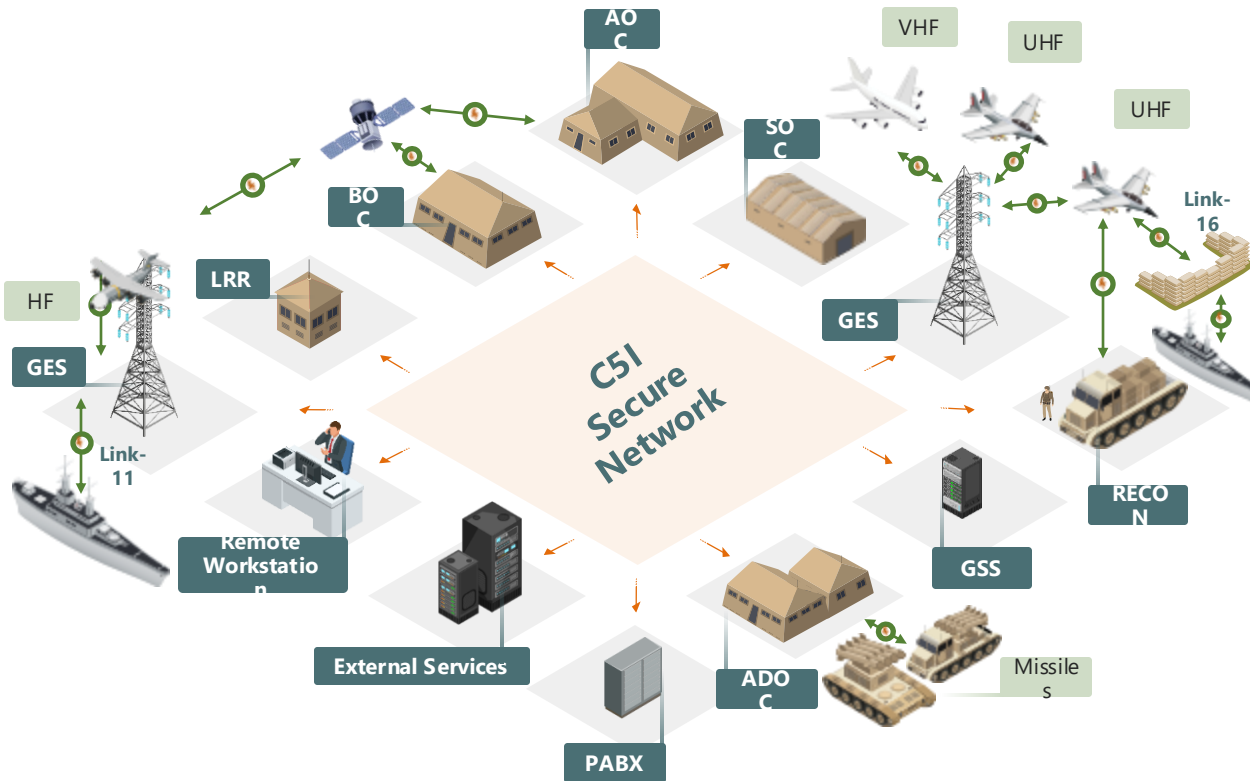
C2C Advanced systems delivers proprietary innovations that allows legacy analog platforms to be integrated thereby extending the life of such systems.

The MAGI capability extend to. Sensors across industries, requiring a need to combine, analyze, and filter the data these sensors provide into a single, understandable format that a user can quickly digest to make important decisions



MAGI-C5I Systems

Data Analytics, Decision Support
Situational Awareness



Battlefield/ Combat Management Systems
for Army, Navy and Air Force Platforms/Formations



Integrated Bridge Systems



Integrated Platform Systems

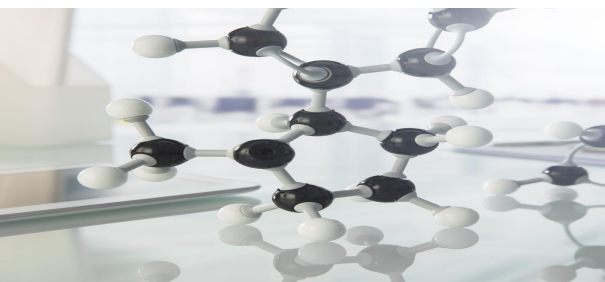


Communication Systems



Special Purpose Real Time Sub-Systems

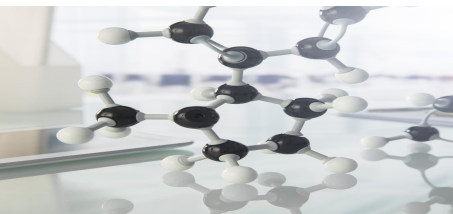
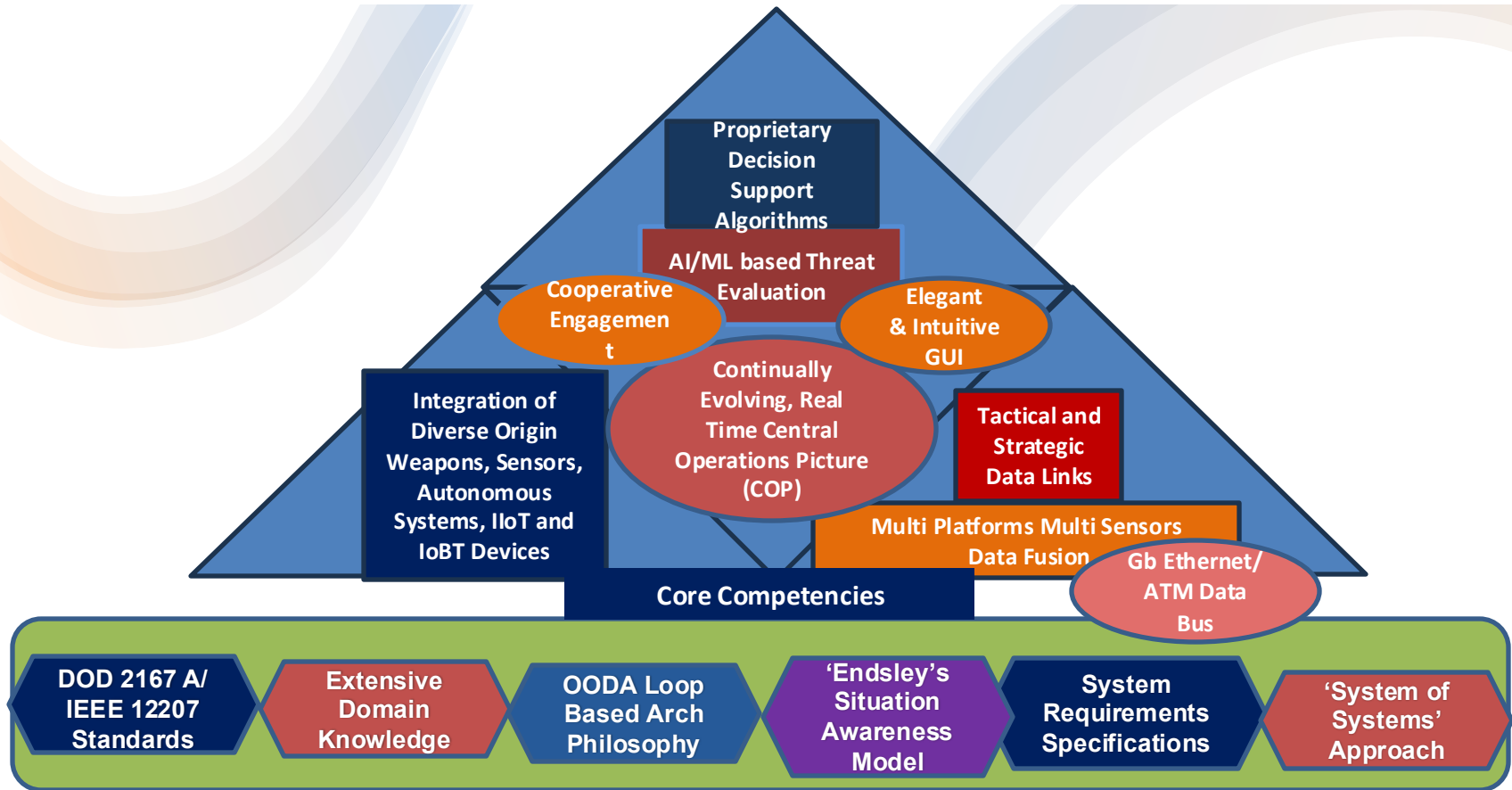
- Integrated Vessel Management
- Digital Conference Table
- Navigational Data Panel
- Chart Server & Client Management
- Radar Display System
- Conning Display System
- CCTV Management & Monitoring
- Air Defence System
- Fire Support System for Army, Navy and Air Force Platforms
- Battle Field Management System
- Electronic Warfare System
- Drone Command & Control System



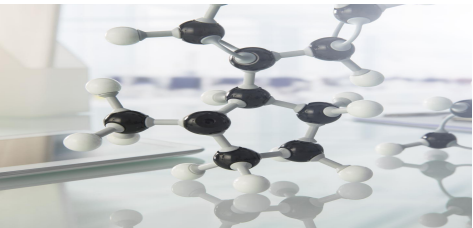
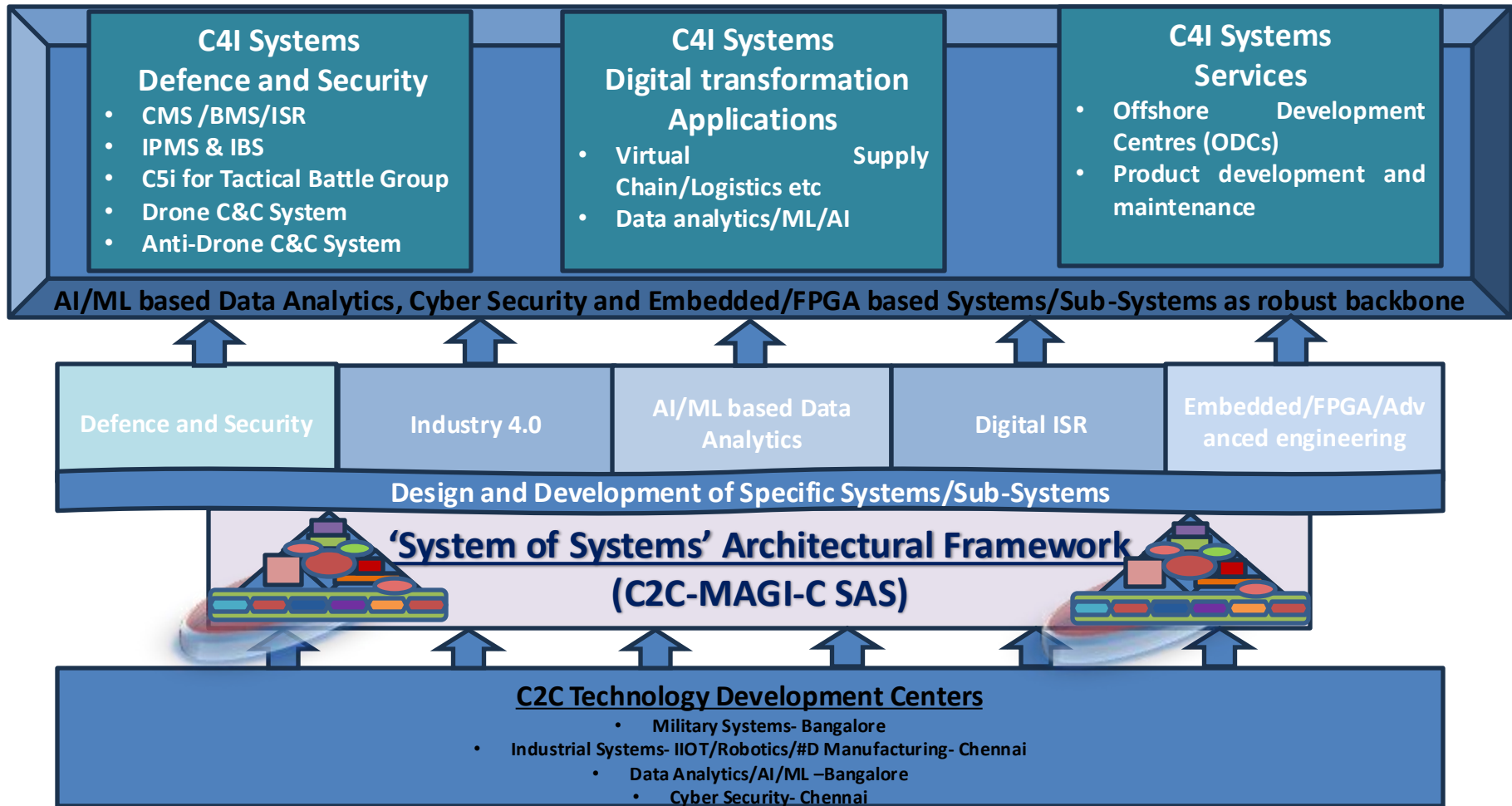
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'System of Systems' Architectural Framework (C2C-MAGI-C5ISR)



MAGI Family of Platforms



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NAVAL

To Float, To move & To fight



Combat management systems



Integrated platform management



Integrated bridge systems



Navigational systems



Data link

AIRBORNE



Air defense platforms | ISR systems | Reconnaissance platforms | Drone command & control | Anti drone systems



Radar



Eo/Ir Camera



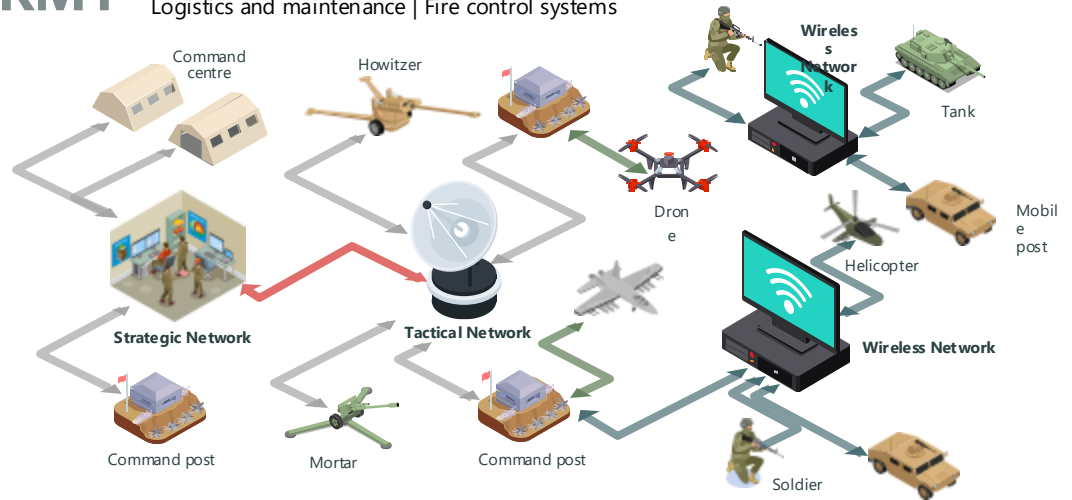
Mission Computer



Other Sensors

ARMY

Battlefield Management | Tactical communication | Electronic warfare systems
Logistics and maintenance | Fire control systems

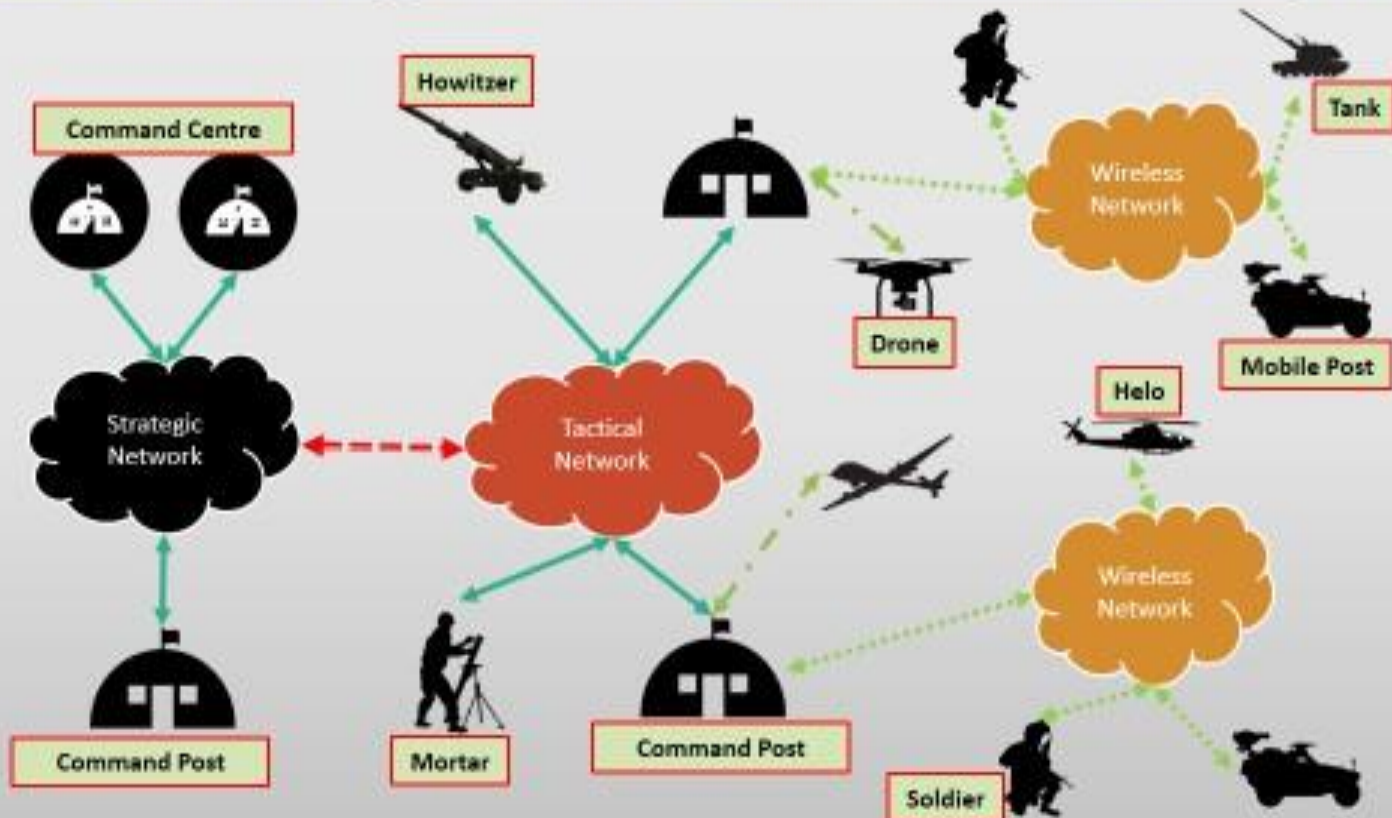


Battlefield management systems

MAGI C5 ISR- Battlefield management- Army

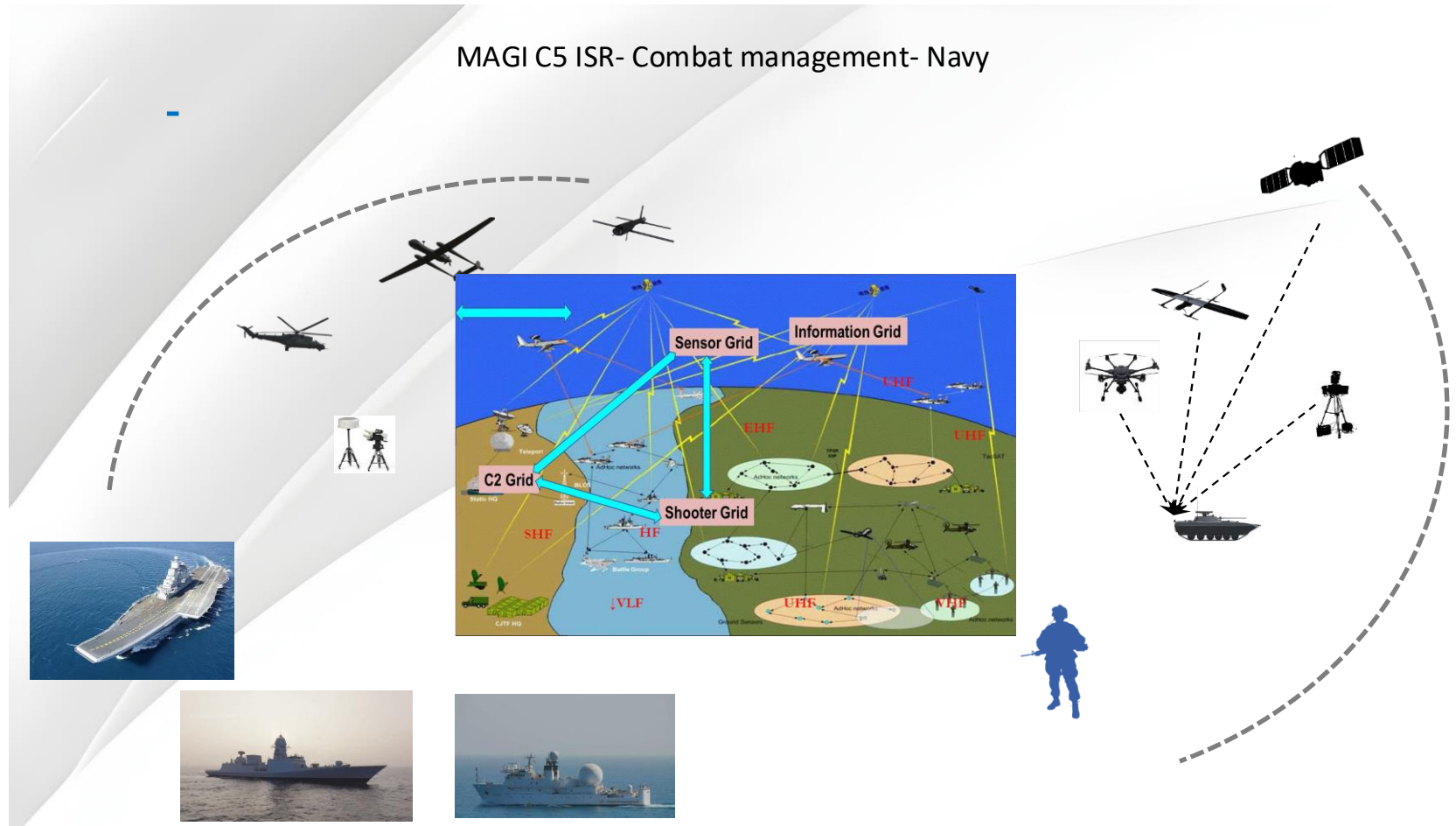


C4ISR based Operations at Tactical Battle Group Level



Combat management systems

MAGI C5 ISR- Combat management- Navy



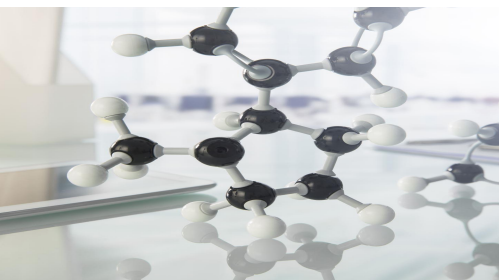
Dual Use Industry Landscape

Military in other than combat operates in a dual use applications environment

- The transformation of industrial production through Industry 4.0 demands over \$800 billion in investment to reach 50% adoption.
- Global investments in Industry 4.0 are expected to grow from \$263 billion (2021) to \$1.1 trillion (2028).
- Industry 5.0, powered by AI/ML-driven robots and autonomous systems, is the next frontier.
- China is advancing at breakneck speed to achieve unmatched industrial productivity.
- India's adoption remains in the early stages, presenting significant opportunities.

Key Investment Areas

- Digital Technologies: Sensors, connectivity devices, and manufacturing execution systems.
- Automation: Integration of digital tools to streamline industrial processes.
- Data Analytics: Optimizing efficiency through robust data models.
- Robotics: Autonomous manufacturing systems.
- Additive Manufacturing (3D Printing): Producing complex components with minimal waste.
- Cloud and Edge Computing: Scalable, distributed storage and processing infrastructures.



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Interconnected Devices and Systems: IoT Integration

Industry 4.0 involves the extensive use of the Industry Internet of Things (IIoT), where physical devices and machinery are embedded with sensors and connected to the internet to enable real-time data exchange.

Big Data Analytics

Digital Transformation leverages big data analytics to process and analyse vast amounts of data generated by connected devices. This facilitates informed decision-making and predictive analytics for better operational insights.

Smart Manufacturing

Digital Transformation embraces smart manufacturing, where production processes are digitally optimized and automated. This includes the use of robotics, autonomous systems, and intelligent machines to enhance efficiency and flexibility.



Integration of Physical and Digital Systems

Digital Transformation in Industry 4.0 involves the integration of cyber-physical systems, where the physical production processes are closely connected and synchronized with digital systems and networks.

Advanced Robotics and Automation

Robotics in Manufacturing, Automation robotics, and autonomous systems are integral components of Industry 4.0, leading to more efficient and flexible manufacturing processes. Collaborative robots (Cobots) work alongside human workers in a coordinated manner.

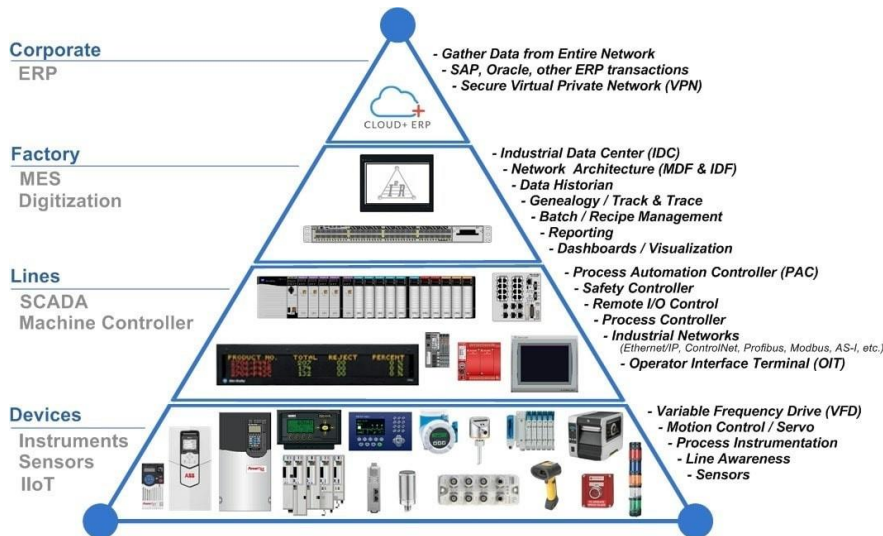
Cloud Computing-Cloud-Based Solutions

Industry 4.0 leverages cloud computing for storage, processing, and accessing data from anywhere. Cloud-based solutions enable scalability, accessibility, and real-time collaboration.



Segment Overview

- C2C have made significant forays into developing 'dual use' systems and sub-systems designed to achieve comprehensive transformation of industrial organizations. In the context of Industry 4.0, such a transformation, which is aptly known as 'Digital Transformation', represents the fourth industrial revolution, characterized by the use of advanced technologies to create "smart factories" and connected ecosystems
- This is C2C's civilian-focused vertical, helping modern industries automate, optimize, and digitize their operations using AI, IIoT, and virtual platforms.



⚡ Value Added:

- Enables predictive maintenance and real-time optimization to increase industrial efficiency and reduce downtime.
- Software links factory machines and sensors to monitor performance and automatically fix or predict issues.
- Provides real-time dashboards for supply chain, production, energy, and asset control.

🛡️ Products in this Segment

IIoT Integration	Connects machines/sensors to smart platforms to predict failures, schedule maintenance, and avoid downtime
Virtual Supply Chain	Tracks logistics and schedules predictive repairs
Digital Twin	Virtual replicas of industrial systems for simulation and optimization
Control and Automation Systems	Streamline industrial operations using robotics, automating machines, processes, and data flows for smarter, real-time decision-making
AI/ML-based Analytics	Interprets real-time data to predict failures, optimize performance, and support intelligent decision-making in industrial and defense environments
Cyber Security and Assurance	Protect critical platforms from digital threats through secure-by-design architecture and continuous monitoring

From Enterprise to Sensor: Data Confluence Drives Industrial Decision-Making



BIDIRECTIONAL DATA FLOW



Layer 1: Strategic Brain

Enterprise Applications (ERP)

Aggregates business intelligence: orders, inventory, costs, resource allocation. Makes strategic decisions on production planning, supply chain optimization, and financial forecasting.

Volume
Millions of data points

Frequency
Hourly/Daily decisions

Layer 2: Operational Muscles

Control & Automation (MES/SCADA)

Translates strategic plans into operational commands. Adjusts processes in real-time: machine parameters, production sequences, quality controls. Sends operational status back to ERP for strategic adjustment.

Response Time
Milliseconds

Feedback Loop
Continuous

Layer 3: Sensory Network

IoT Sensors (Thousands)

Monitor temperature, vibration, pressure, energy, position, quality. High volume, lower precision ($\pm 2-5\%$ acceptable), redundancy built-in. Continuous 24/7 streaming creates comprehensive operational picture.

Sensor Count
Thousands per facility

Precision
 $\pm 2-5\%$ tolerance

THE CONFLUENCE EFFECT

Sensors inform control systems → Control systems inform ERP → ERP strategies adjust sensor parameters. Result: Predictive maintenance, 50%+ inventory reduction, 99%+ uptime through continuous bidirectional optimization.

Defense systems: Same Architecture, Fewer Sensors, Higher Precision, Mission-Critical Timing



Layer 1: Strategic Command

C4I Integration Platform

Similar to ERP: Aggregates intelligence, coordinates resources, plans operations. **Key Difference:** Every decision has life-or-death consequences. Processes data from hundreds (not thousands) of high-value sensors. Strategic decisions in minutes/hours with real-time battlefield adjustments.

Layer 2: Tactical Execution

Command & Control Systems

Similar to MES/SCADA: Translates strategic plans into tactical orders. **Key Difference:** Time-critical execution where delays of seconds can be catastrophic. Targeting data accurate to meters, not kilometers. Battle damage assessment feeds back to C4I platform.


Layer 3: Precision Intelligence

ISR Sensors (Hundreds, High-Value)

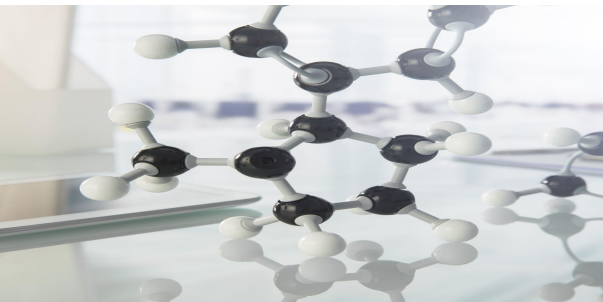
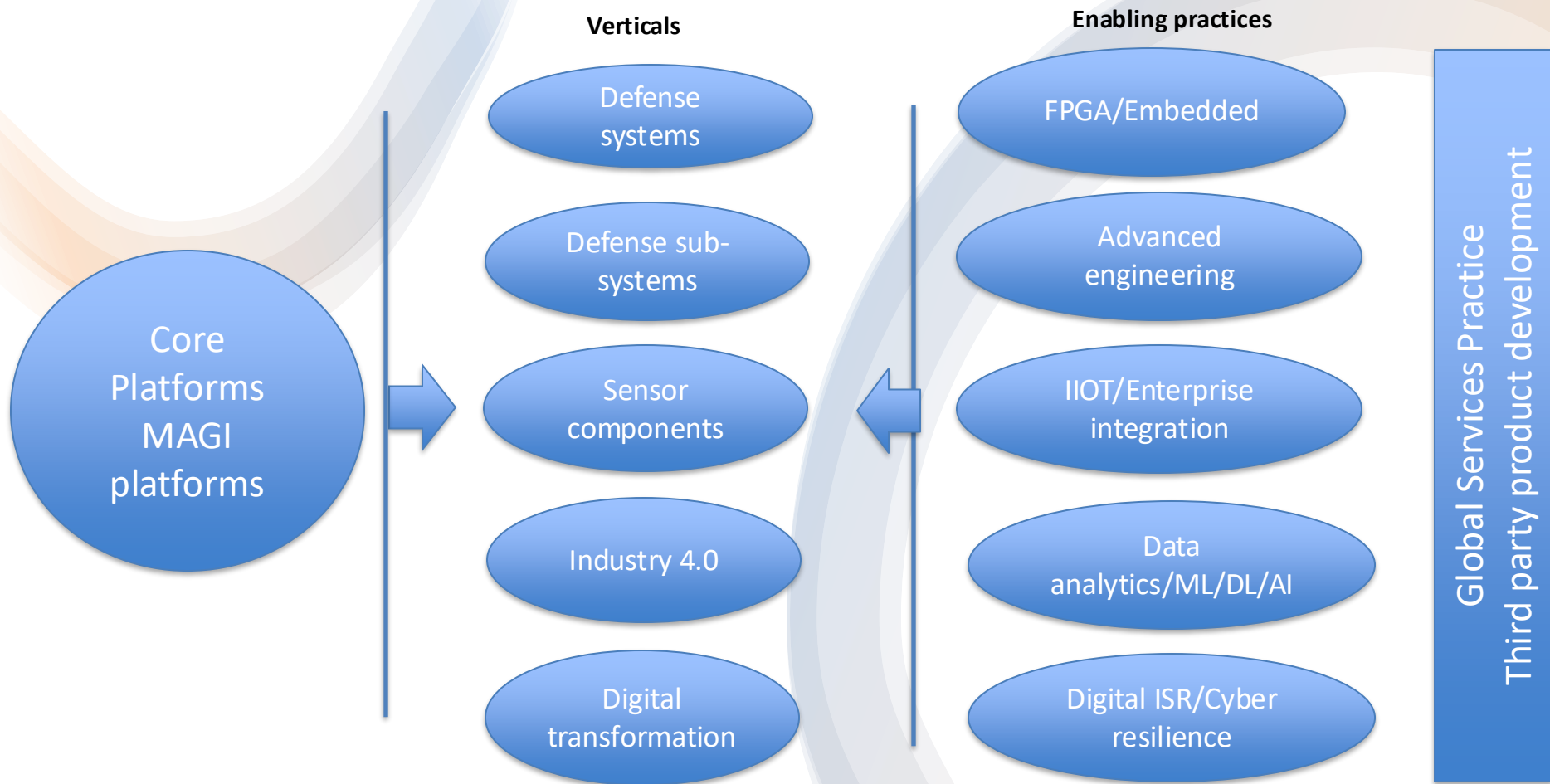
Fewer Sensors: Satellites, UAVs, ground sensors—each expensive and strategic. **Higher Precision:** GPS to centimeters, radar to meters. **Time-Critical:** Missile warning in seconds, threat detection in minutes. **±0.1% precision** required, minimal error tolerance.



Dimension	Industry (Smart Factory)	Defence (C4I)
Sensor Count	Thousands per facility	Hundreds across theater
Precision	±2-5% acceptable	±0.1% required
Data Volume	Continuous high-volume streams	Lower volume, high value per data point
Decision Timing	Milliseconds (operational) to hours (strategic)	Seconds (tactical) to minutes (strategic)
Error Tolerance	Redundancy compensates for failures	Single point failure risk—minimal tolerance
Cost of Failure	Production downtime, financial loss	Mission failure, loss of life

 **STRATEGIC INSIGHT:** Both architectures create decision confluence from enterprise to sensor, but defence demands precision over volume and time-critical accuracy where industry prioritizes continuous optimization

Delivery Structure-P&L centers



C2C Advanced Systems Offering Mapping

Global scale
and creating
the future of
Indian
innovation

Technology Development Centers

- Defence
- Cyber assurance
- IIOT/Control/Automation
- Robotics
- Research lab- Nano tech
- Collaborate w/ Innovators

THIRD PARTY
COMPONENTS and
SENSORS

PROPEITARY
COMPONENTS and
SENSORS

Radar systems

Sonar systems

EO/EW systems

Data/
communication

Navigational
systems

Gun Fire control
systems

Supply chain/
Logistics/Mainte
nance

Defense/Security

Air
Platforms

Water
Platforms

Land
Platforms

Space
Platforms

Autonomous
Platforms

Proprietary platforms

MAGI C5ISR
Command
Control
Computers
Communication
Cyber

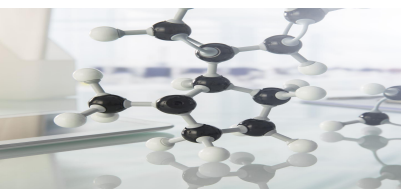
Proprietary platforms for
Command and and control
Situational awareness
across combat and combat
enabling systems

MAGI CIX
Command
Control
Computers
Communication
Cyber

Advanced Engineering

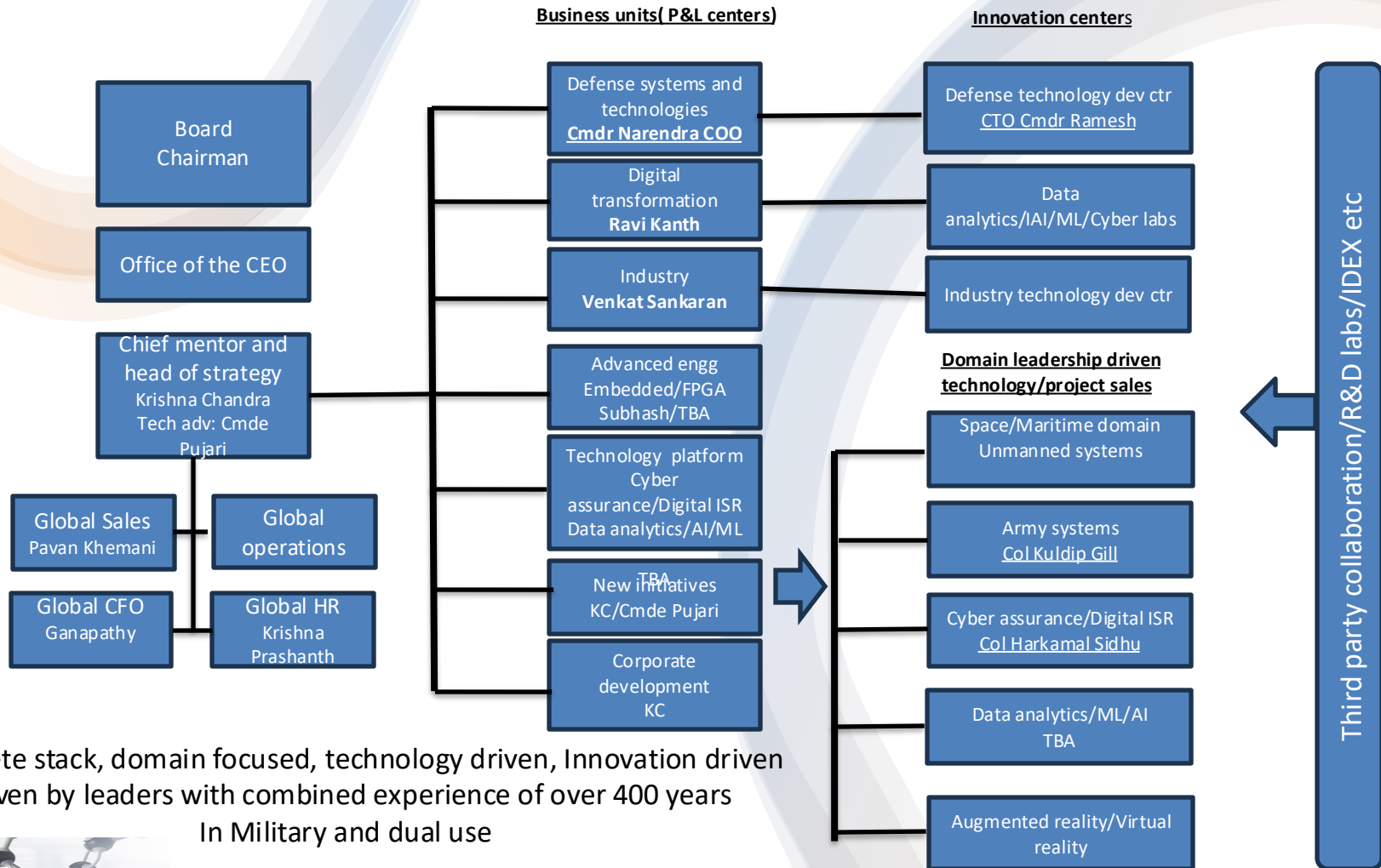
FPGA/Embedded/ Control/automation/product design

System Integration, Cyber security, Data analytics, ML/DL/AI

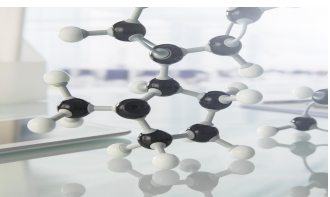


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Organization structure



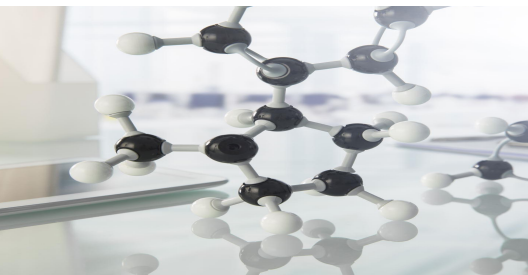
Complete stack, domain focused, technology driven, Innovation driven
Driven by leaders with combined experience of over 400 years
In Military and dual use



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Technology depth and expertise

- Embedded systems / FPGA
- Data engineering and analytics
- Advanced engineering solutions
- Data Analytics
- Machine learning and autonomous intelligence
- Digital ISR and cyber resilience
- Robotics and autonomy (air, water, and land)
- Industrial Internet of Things (IIoT)
- Enterprise digital transformation



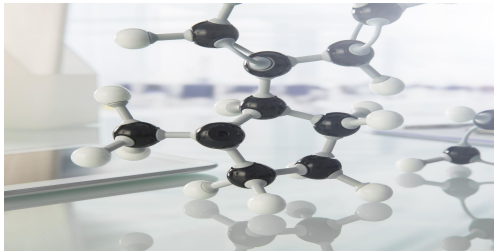
Our Service Offerings

Bespoke Technology Capabilities

- Product architecture and design
- Product architecture, design, and development
- Control and automation / SCADA systems
- Advanced and real-time engineering
- FPGA development
- Cybersecurity architecture
- Robotics and 3D manufacturing
- Data engineering, analytics, ML, and AI
- Enterprise and cloud systems
- IIoT / Manufacturing engineering services
- Technology consulting — industry agnostic

Service Models

- Product architecture and design
- Product engineering and maintenance
- Outsourced development and support
- Make-in-India supply chain enablement
- Global sourcing to reduce partner costs



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Based on current performance estimates split of revenues

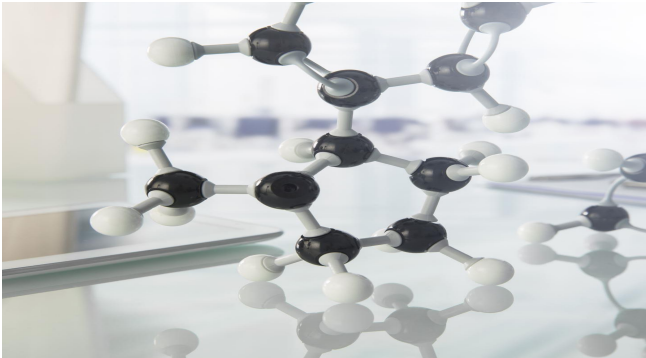
Business model				DSO projection 2027-28
Defense	2025-26	2026-27	2027-28	
IP driven	13%	10%	10%	120
Project driven India	11%	20%	20%	180
Project driven Global	28%	20%	20%	90
Industry				
IP driven	17%	8%	5%	60
Project driven India	5%	7%	5%	90
Project driven Global	7%	7%	8%	60
Digital transformation				
Project driven India	3%	5%	4%	90
Project driven Global	7%	7%	8%	60
Global services driven- Engineering, Embedded /FPGA/ Data analytics/Cyber security	9%	16%	20%	60
Total	100%	100%	100%	Average 100 days

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Technology Innovation and Development Centers

C2C Advanced Systems is investing in five key innovation centers:

- Defense Innovation Center – Bangalore: Delivering breakthrough defense technologies annually.
- IIoT Sensors and Integration Platform – Chennai: Developing proprietary industrial sensors and integration frameworks.
- Digital ISR / Cyber Assurance Center – Chennai: Focused on digital intelligence and cyber resilience.
- Control and Automation Hub – Dubai: Advancing industrial automation and control systems.
- Robotics Research Center – Chennai: Specializing in autonomous systems and robotic platforms.



Proprietary Technology and Business Growth

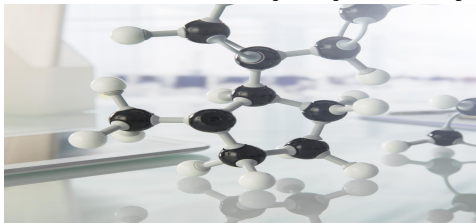
Proprietary Platforms, Solutions and Components

- Combat Management Systems: Air, Land, Sea, and Autonomous.
- Command & Control, Situational Awareness, and Decision Support Systems.
- Integrated Command post- Army
- UAV and Counter-UAV Warfare Systems.
- Industrial Command and Control, Energy, and Transportation Systems.
- Industrial and military grade IIOT components
- Supply chain IIOT to enterprise integration
- Virtual maintenance integration
- IIOT to quality measurement algorithms
- Analog to Digital interfaces

Plus 11 proprietary innovations

Business Metrics

- Delivered 200+ projects with a CAGR of 200%.
- Order book: \$20 million.
- Active bids: \$70 million (sole vendor) and \$90 million (competitive).
- Team: 200+ highly skilled professionals across the globe.
- Partners: 10 global and Indian technology alliances and expanding.
- Recognized sole technology vendor to a major Indian defense prime



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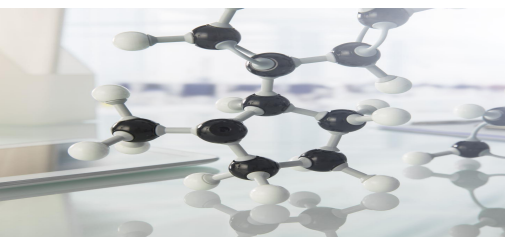
Our Journey and Dedication to Success

Core Areas of Delivery

- Electro-Optical Systems
- Radar Control Systems
- Electronic Warfare Systems
- Navigation and Integrated Platform Management Systems
- Bridge and Command Systems
- Border Surveillance and Anti-Drone Solutions
- Missile Ground and Communication Systems
- Advanced System Integration and Engineering
- Data links- Communication networks

Key Clients

- DRDO
- Bharat Electronics (BEL)
- Centre for Artificial Intelligence and Robotics (CAIR)
- BHEL
- Tata advanced systems
- ECIL
- Larsen & Toubro
- Adani Defense
- Indian Navy
- Indian Army
- Royal Malaysian Navy
- OSI Maritime (Canada)
- DCNS (France)
- Indonesian Navy
- Plus 20+ other strategic clients worldwide

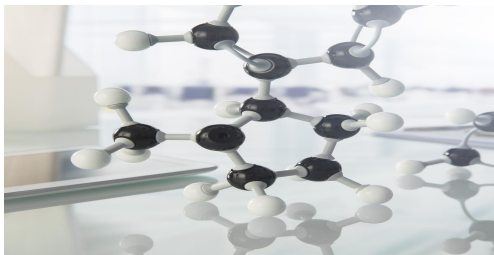


Live proposals- Defense and security

Defense/Security		In Cr.	Estimated proposal intake growth rate
India Defense			
Command information and decision support	Army	7.50	100% Plus
System analysis, study and documentation	Army	25.00	
AI based analytics engine and decision support	BEL/Army	50.00	
AI powered battlefield analytics (Project sanjay)	Army	120.00	
Cyber analytrics- AI powered Security ops ctr	Army	60.00	
Cyber blockchain and digital ISR	Defense	25.00	
Predictive maintanence systems	Defense	35.00	
BEL	Defense	1.57	
Border post command control POC	Army	6.00	
Wecdis	Navy/Shipyards	60.00	
Vessel traffic mangement systems	Navy/Shipyards	6.30	
Proposals- various	Army/Navy/Others	57.00	
India Defense private			
Totbow	Electro opticals ystems	28.29	200% plus
Counterdrone systems	Defense/Private	63.00	
Global Defense			
Bramhos conmmmand and control	Philippines	35.00	200% plus
Malaysia	Royal malaysian Navy	3.94	
Anti drone system/Others	Major Indian. Defense partnership	193.70	
OSI maritime	Navigational systems	64.00	
Total Defense Till October 2025		841.30	

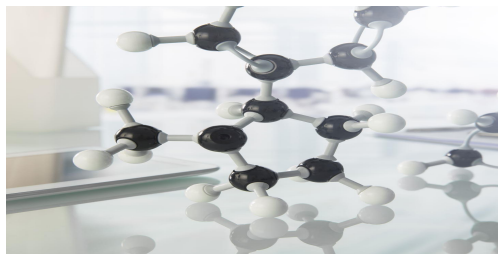
Live proposals Digital transformation

Digital Transformation			
Digital transformation-India			250% plus
Multiple clients Defense/Industry	AR/VR	65.00	
Multiple clients-Engineering	Engineering	12.50	
Multiple clients Enterprise/IIOT integration	Enterprise/IIOT	16.00	
FPGA/Embedded	Engineering	11.00	
CISO as a service	Cyber security	6.00	
Cyber assurance/Cyber architecture	Cyber security	4.00	
Digital transformation-Global			
Malaysia	Security	65.00	
Malaysia Finance Ministry	Block chain	33.00	
Total digital transformation October 2025		98.00	



Live proposals- Industry

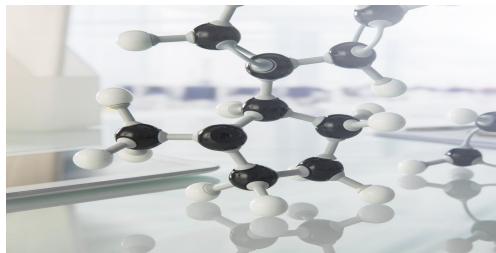
Industry			
Industry-India			
CRI pumps	Industry	6.90	150% plus
Sonalika tractors	Industry	4.50	
Mohan meakin	Industry	8.50	
Industry- global			
Malaysia multiple	Industry	73.80	
Dubai	Industry	37.00	
Total Industry October 2025		130.70	



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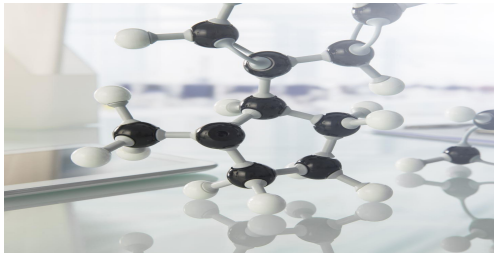
Live proposals-Technology services- India and Global

Technology services			
Dubai Multiple clients	Data analytics	11.00	350% plus
USA multiple clients	Data analytics	18.00	
SE Asia multiple clients	IIOT/Enterprise	22.00	
Total Technology Services		51.00	



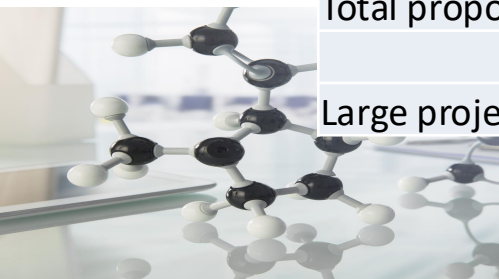
Live proposals-Large opportunities- Defense

Large opportunities-Defense			Several
Border post command control MOQ	Army	1,200.00	
Anti drone defense system (ADDS)	Defense	1,000.00	
Drone based aerial fire detection system	Defense	500.00	
Large opportunities Defense		2,700.00	



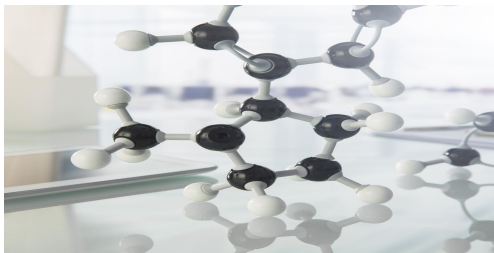
Summary of proposals/Bids in process outstanding

Summary	Current
Proposals outstanding	in Cr
Defense India	450.00
Defense Global	300.00
Industry India	20.00
Industry Global	110.00
Digital transformation- India	115.00
Digital transformation Global	98.00
Technology services Global	51.00
Total proposals outstanding	1,144.00
Large projects Defense-Potential	2,700.00



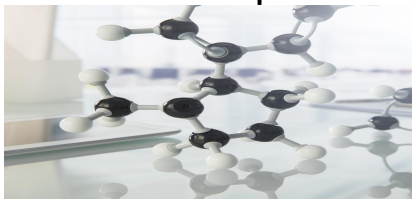
Strengths/Opportunities

- **Domain Focus-** land, sea, air, space, autonomous and cyberspace military and in dual use that operate and seek to gain an advantage over an adversary or a competitor
- **Technology focus-** Full stack expertise
- First Indian company to have delivered large complex Defense/Security solutions globally from India competing with major global Defense players
- **IP driven** leading to license fee for software driven solutions- Investment in continuous innovation- Core strategy
- Ability to think globally but **“Atmanirbharata”** as the “Core value”.
- Ability to design components to meet the challenges of last mile issues with legacy systems.
- **High quality team** to deliver best results to our clients- “Core value”.
- **Entrepreneurship** as the core operating principle to deliver growth individually and as a team- built into the organization structure



Challenges

- India- Mindset of procuring agencies- Platforms and systems bought as a hardware purchase with little value towards intellectually driven software.
- Open bidding process as practiced focuses only cost and quality is compromised
- The main market –USA, NATO closed for Indians to participate- largest opportunity- awaiting Reciprocal Defense Procurement (RDP) for this to open up.
- Payment cycles in India are long and bureaucratic- high use of working capital.
- Large investments are required for Innovation to compete with the best in the world.
- Global market development require high operating expenses.
- Companies with no domain knowledge and Military requirements are allowed to bid on projects-resulting in serious disruption to quality and delivery schedules.
- Huge investments will be required for creating global scale integration, testing and developmental facilities

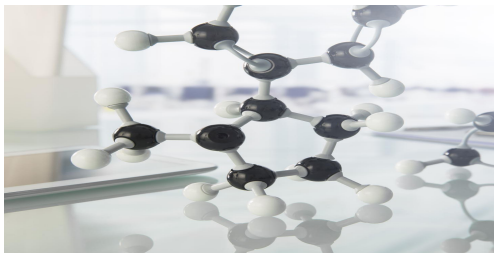


We are part of the Innovation eco systems in India and globally

Collaborative and inclusive of third-party innovations

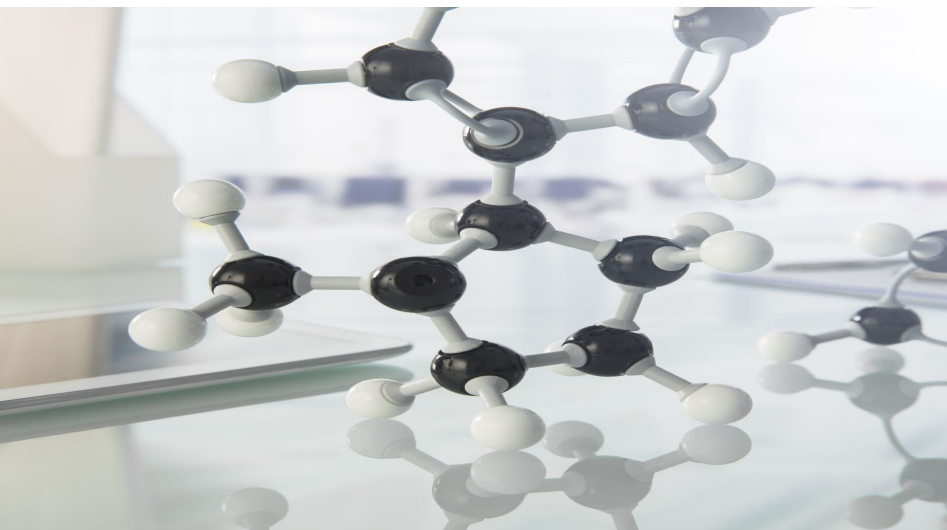
- Integrated plant management systems- Coast guard and naval applications- Canada
- Navigational platforms- Navy- Canada
- Unmanned surface vessels- UK
- Radar systems- Belgium
- Space systems- UK
- Cyber Intelligence- 4 companies- India, USA and Israel
- Blockchain- India
- Data analytics/Machine learning/AI- 4 companies- USA, India
- IDEX/IIT/DRDO/DGIS/WESEE
- Sensor technologies- 4 companies India, USA

Key objective is to build a global ecosystem to deliver the best solutions



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Thank you



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Chief Mentor and Head of Strategy
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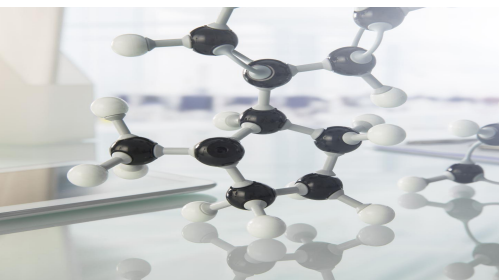
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Days sales outstanding

	2024-25	2025-26 Current	2025-26 end period	2026-27	2027-28
Turnover	115	68	XXX	XXX	XXX
Receivables	109	166	YYY	YYY	YYY
DSO	345	Moving	230-270	160-180	120-150

Collections between Nov- Mar 2026 will be 126 Cr as estimates



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Financial Snapshot



Income Statement (₹ in Mn.)	FY23	FY24	FY25
Revenue from Operations	80.5	410.6	1,151.1
<i>Growth YoY</i>	<i>2220.2%</i>	<i>410.1%</i>	<i>180.4%</i>
Cost of Goods Sold			
Purchased Goods for Trade	17.6	148.9	1031.7
Changes in inventories	-12.6	-52.5	-522.8
COGS	5.0	96.4	508.9
Gross Profit	75.5	314.2	642.2
<i>Margin (%)</i>	<i>93.8%</i>	<i>76.5%</i>	<i>55.8%</i>
Employee Cost	30.9	93.1	121.8
Other Expenses	6.2	37.8	106.2
EBITDA	38.4	183.3	414.2
<i>Margin (%)</i>	<i>47.8%</i>	<i>44.6%</i>	<i>36.0%</i>
Other Income	0.2	2.4	23.5
Depreciation & Amortisation	8.8	11.8	17.3
Finance Cost	0.8	7.9	9.2
PBT before exceptional items	29.1	166.0	411.2
<i>Margin (%)</i>	<i>36.1%</i>	<i>40.4%</i>	<i>35.7%</i>
Tax Expense	0.3	43.2	122.8
PAT	28.8	122.8	288.4
<i>Margin (%)</i>	<i>35.7%</i>	<i>29.9%</i>	<i>25.1%</i>

Balance Sheet (₹ in Mn.)	FY23	FY24	FY25
Equity Capital	15.0	122.6	166.4
Other Equity	10.2	642.0	1,809.5
Total Shareholders funds (A)	25.2	764.6	1,975.9
Long-term Borrowings	0.0	0.0	0.0
Long-term Provisions	1.8	2.6	6.3
Other Non - Current Liabilities			98.4
Total Non - Current Liabilities (B)	1.8	2.6	104.8
Short-term Borrowings	94.5	0.0	376.1
Trade Payables	37.7	21.8	27.3
Other Current Liabilities	25.7	27.4	31.9
Short-term Provisions	0.1	41.9	108.5
Total Current Liabilities (C)	158.0	91.1	543.8
Total Equity & Liabilities (A+B+C)	185.0	858.4	2,624.5
Tangible Assets	2.6	2.4	29.5
Intangible Assets	28.0	24.9	21.9
Capital WIP	0.0	0.0	255.7
Right to Use Assets	7.6	14.1	87.6
Total Fixed Assets	38.2	41.4	394.6
Other Non - Current Assets	7.5	15.0	15.9
Deferred Tax Assets	0.4	0.2	0.0
Total Non - Current Assets (A)	7.9	15.2	15.9
Inventories	13.0	65.5	588.3
Trade Receivables	89.9	427.0	1,099.6
Cash & Other Bank Balances	0.0	154.1	17.2
Other Current Assets	35.8	155.2	509.0
Total Current Assets (B)	138.8	801.7	2,214.0
Total Assets (A+B)	185.0	858.4	2,624.5