C2C Advanced Systems Limited
Compliance@c2c-as.com| www.c2c-as.com |+91 11 4557 5342
NEIL RAO TOWERS, 4TH FLOOR, CENTAL WING, 117 & 118, ROAD NO 3, VIJAYANAGAR, EPIP PHASE-1, WHITEFIELD, BANGALORE- 560066| CIN: L72200KA2018PLC110361

DATE: 11/06/2025

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 and on behalf of Board of Directors,

C2C Advanced Systems Limited (Formerly Known as C2C Advanced Systems Private Limited and C2C – DB Systems Private Limited)

LAKSHMI CHANDRA
Digitally signed by LAKSHMI CHANDRA
Date: 2025.06.11 14:59:59 +05'30'

Lakshmi Chandra
Managing Director
DIN: 07436752

Place: New Delhi

C2C Advanced Systems Limited

Investor Presentation

(June 2025)



Safe Harbour and Disclaimer



This Presentation is prepared by C2C Advanced Systems Ltd ("Company") and is for information purposes only without regards to specific objectives, financial situations or needs of any particular person and nothing in it shall be construed as an invitation, offer, solicitation, recommendation or advertisement in respect of the purchase or sale of any securities of the Company or any affiliates in any jurisdiction or as an inducement to enter into investment activity and no part of it shall form the basis of or be relied upon in connection with any contract or commitment or investment decision whatsoever. This Presentation does not take into account, nor does it provide any tax, legal or investment advice or opinion regarding the specific investment objectives or financial situation of any person. This Presentation and its contents are confidential and proprietary to the Company and/or its affiliates and no part of it or its subject matter be used, reproduced, copied, distributed, shared, or disseminated, directly or indirectly, to any other person or published in whole or in part for any purpose, in any manner whatsoever.

Certain statements in this communication may be 'forward looking statements' within the meaning of applicable laws and regulations. These forward-looking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking statements. Important developments that could affect the Company's operations include changes in the industry structure, significant changes in political and economic environment in India and overseas, tax laws, labour laws, import duties, litigation and labour relations etc.

Investment in equity and equity related securities involve a degree of risk and investors should not invest any funds in this Company without necessary diligence and relying on their own examination of C2C Advanced Systems Ltd along with the equity investment risk which doesn't guarantee capital protection.

C2C at a Glance

Company Overview

- Incorporated in 2018, C2C develops proprietary software-driven systems & sub-systems. The offerings include mission-critical defense applications, digital transformation products, and dual-use solutions for Industry 4.0
- C2C's core strength lies in ***command and control*** platforms and ***situational awareness*** systems—the ***digital "brains"*** behind warships, drones & secure infrastructures.
- C2C has built comprehensive design capabilities and core competencies in system integration, architecture, software development, engineering and intensive testing.
- C2C delivers systems & solutions to mitigate technological obsolescence by architecting re- engineering and retrofitting.
- C2C technology helps warships, drones, and defense forces make faster and smarter decisions using real-time data and AI
- It also creates industrial control software that helps factories and power plants run efficiently, predict problems, and reduce downtime.
- State of Art experience center in Bangalore displaying cutting-edge technology proprietary projects encompassing the entire spectrum of C2C's key domains of operation, viz. Situational Awareness and Decision Support C4I Systems, AI/ML based Data Analytics Platforms, Enterprise integration IIOT Systems & Embedded Systems.
- C2C has recently entered into MOU for a comprehensive technology collaboration agreement with Adani Defence Systems And Technologies Limited for exploitation of its proprietary MAGI-C4ISR platform for various Indian and global applications. The collaboration also envisages accelerated development of Drone command and Control, Anti drone systems and other homeland security applications beyond military applications.

Operating Segments



Defence
Software that militaries use to **monitor threats, control ships, drones, and respond in real-time**.

Industry 4.O
Automate factories, monitor machines, and manage supply chains digitally.

*Developed a proprietary architectural framework: "Sensor, Seeker and Data Integration Platform" i.e **MAGI C4ISR** for Defence Forces, Security Agencies and **MAGI – CIX** for Industrial Sectors*

Select Clientele

TATA ADVANCED SYSTEMS
SolutionsFZC
Maritronics
Marine Electronic Engineers
ARICO MARINE
NIMSMARTS
GENERAL TRADING LTD.
KEZAD ABU DHABI
VIK·SANDVIK

C2C Journey

2018

- ✓ Incorporation of the Company as "C2C – DB Systems Private Limited"
- ✓ Secured an order of combat management system from Royal Malaysian Navy for two frigates

2019

- ✓ Set up the Experience Centre at Bengaluru

2022

- ✓ Establishment of Outsourced development of critical technologies for OSI Maritime Systems Limited - Canada

2023

- ✓ Conversion into a Public Limited Company

2024

- ✓ Listed on NSE Emerge
- ✓ Launch platforms MAGI - C4ISR for Defense & MAGI – CIX for Industry sector

2025

- ✓ Achieved a turnover of ₹ 1,151 mn in FY 25
- ✓ Signed MOU with Adani Defense
- ✓ Current Market Data*
  - CMP - ₹506
  - Market Cap - ₹ 8,594 mn

As of 10th June 2025

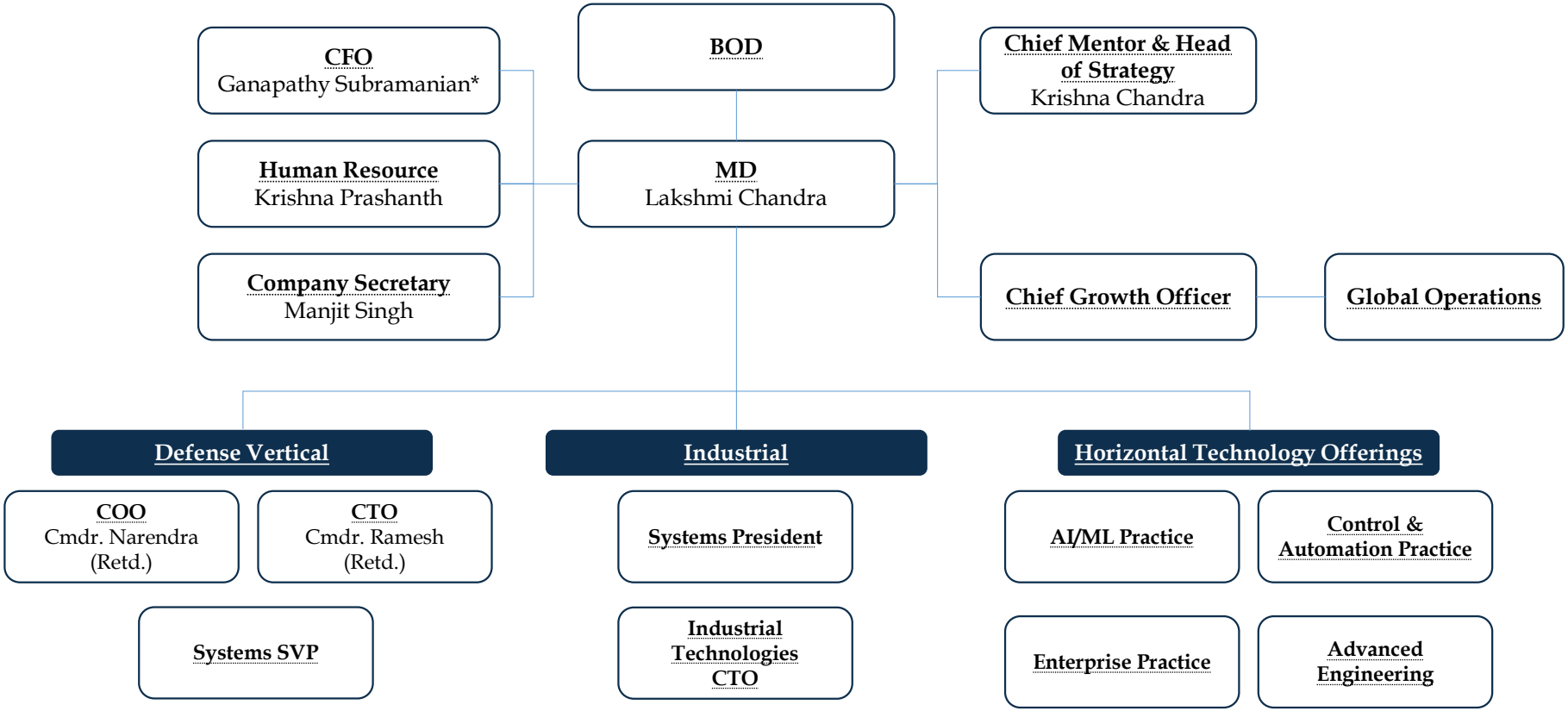
Guiding Visions: Board of Director



Lakshmi Chandra	Murtaza Ali Soomar	Cmdr Kuriyedath Ramesh (Retd)	Kishore Soni	Lt.Gen Parminder Jeet Singh Pannu (Retd))	Shashi Gupta	Syam Appala	Neha Gupta
Managing Director	*Whole Time Director*	*Whole Time Director & CTO*	*Independent Director*	*Independent Director*	*Non-Executive Director (Professional)*	*Non-Executive Additional Director (Professional)*	*Independent Director*
• Bachelor's in Social Sciences from Madras University and an MBA from Rutgers University. • 18 years in technology licensing and 10 years in digital design	• Commerce graduate with 20 years of entrepreneurial experience. • He is at the helm of scaling, diversifying and providing strategic direction	• Earned a B Tech in 1990 from INS Shivaji and in 1986, he join Indian Navy as Naval Cadet and retired from the Indian Navy in 2011 after 25 years. Completed an Executive Management Course at IIM Bangalore. • Extensive experience in weapon systems, electronics and cyber security.	• Qualified Chartered Accountant and a Commerce Graduate. • He is the founder of Kishore Soni & Co., a Chartered Accountant firm and • 40 years of experience in Financial Advisory, Corporate Restructuring including acquisitions, mergers, turnaround of financially distressed companies, corporate governance issues, performance audits, investigative audits and internal audits of corporate entities	• Former Deputy Chief IDS, Indian Army • PhD in Defence Industry Indigenisation and has established major defence agencies. • With a commerce degree and MSc in Defence Studies, he is a decorated military figure, author, and public speaker. • He chairs the FICCI ICT modernization task force and the SIA Defence Space Committee.	• Advocate since the year 2002. • Has more than 20 years of experience in handling legal matters and has been practising as an Advocate in the Supreme Court of India. • She has also been appointed as a Mediator on the Panel of Supreme Courte Mediation Centre. She has also been trained for Alternative Dispute Redressal Mechanism.	• An accomplished entrepreneur with over two decades of experience in AI, SaaS, IT infrastructure, cybersecurity, health-tech, and energy sectors. • Senior Director of the Emerging Technologies & Incubation group at Cisco Systems, Inc., Pioneer in Internet standards for Enterprise SaaS, Enterprise Networking, IoT, and cybersecurity, holding over 25 patents.	• Post Graduate in Commerce and a fellow member of the Institute of Company Secretaries of India. • Practicing Company Secretary and has about 8 years of experience in Corporate Law matters

Organization Chart





Post the IPO, C2C has added 8 personnel for senior positions with highly qualified individuals, 15 mid management staff and over 75 engineers.

 **(Eff) July 1, 2025*

Defense Vertical



Segment Overview

- Company specializes in delivering bespoke software, hardware and firmware solutions which are driven by their own Intellectual Property and third-party partners.
- Technology-led Company with focus on design and development of advanced systems and sub-systems. Specialize in delivering customized software and software enabled systems that control mission critical defense applications for military and security apparatus in India and globally.
- Have design capabilities across the entire spectrum of defence, security and aerospace software intensive systems and sub-systems.
- Builds mission-critical software and systems used by militaries, navies, and national defense organizations to monitor threats, control platforms like ships and drones, and make real-time battlefield decisions.
- Core competencies include System Integration, Architecture, Design and Development of system and application software, development of special to type product prototypes, intensive testing and validation, environment testing and verification and associated engineering services.
- Key expertise includes C4I systems for effective situational awareness and decision support, AI/ML based big data analytics, enterprise integration of real time data from IIOT and embedded/FPGA designs.
- Products are often subject to defense export controls and long life-cycle support.

Value Added:

- Delivers faster, smarter combat decisions and platform automation for mission-critical military operations.

Products in this Segment	
CMS	Combat management systems for Army, Navy, Airborne & Autonomous
C4I	Real-time battlefield Command, Control, Communications, Computing, and Intelligence systems for military
IPMS	Integrated Platform Management System – automates ship propulsion, power, and control
IVMS	Combines CMS, IPMS, and bridge systems for small ships
DCCS	Drone and swarm control, threat evaluation, planning (DCCS: Drone Command & Control System)
Anti-Drone Solutions	Smart RF jammer and radar-based solution to detect, classify and neutralize hostile drones
EW Systems	Radar fire control, electronic surveillance, data fusion
Radar Distribution Systems	Real-time radar data processing and integration with weapon systems

Defense Vertical – Offerings across Platforms



NAVAL

To Float, To move & To fight

- Combat management systems
- Integrated platform management
- Integrated bridge systems
- Navigational systems
- Data link

AIRBORNE

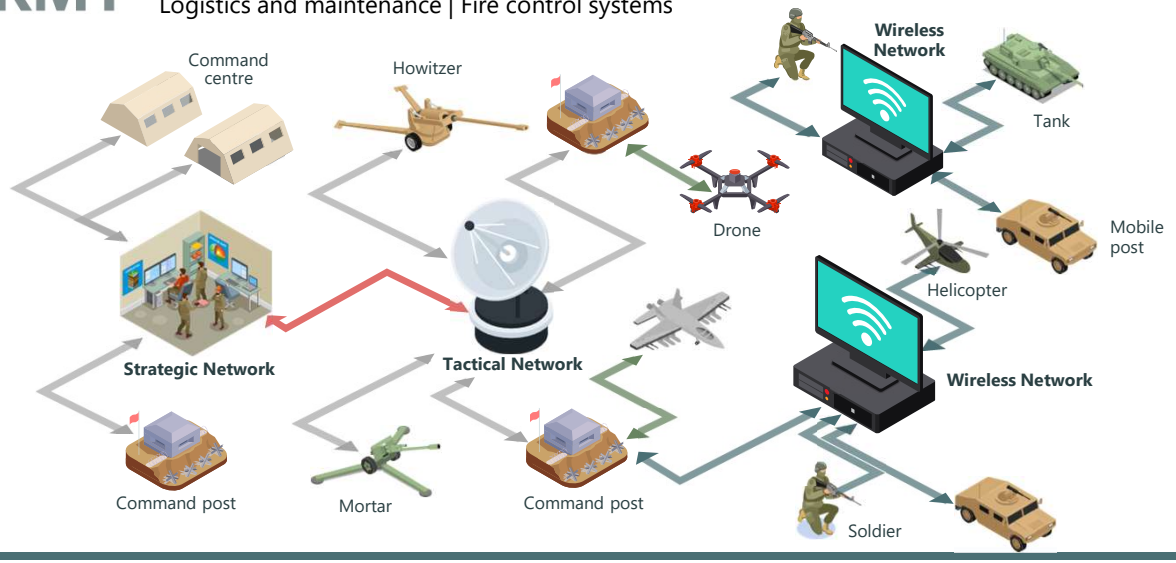


Air defense platforms | ISR systems | Reconnaissance platforms | Drone command & control | Anti drone systems

- Radar
- Eo/Ir Camera
- Mission Computer
- Other Sensors

ARMY

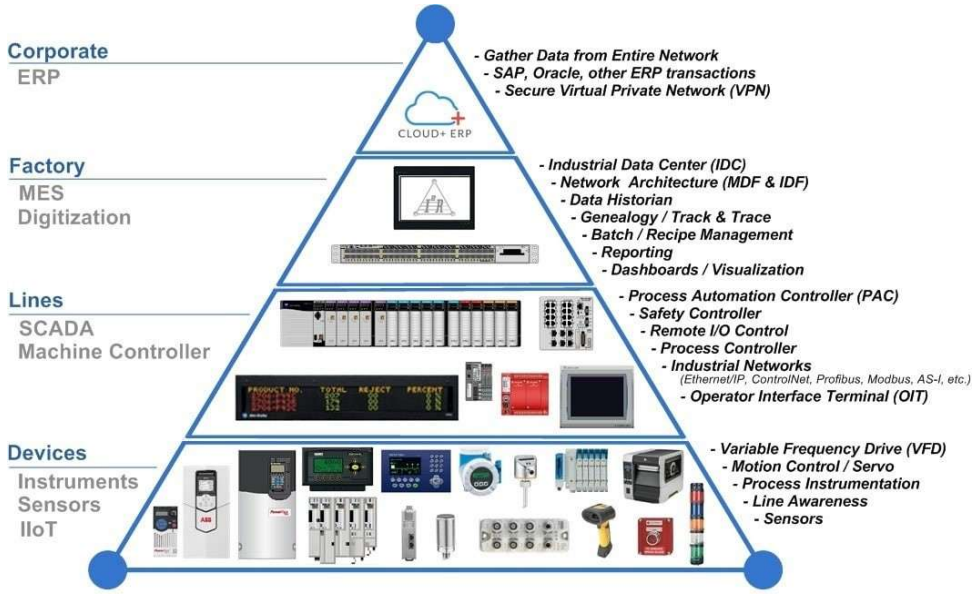
Battlefield Management | Tactical communication | Electronic warfare systems
Logistics and maintenance | Fire control systems



Industry 4.O Vertical

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:

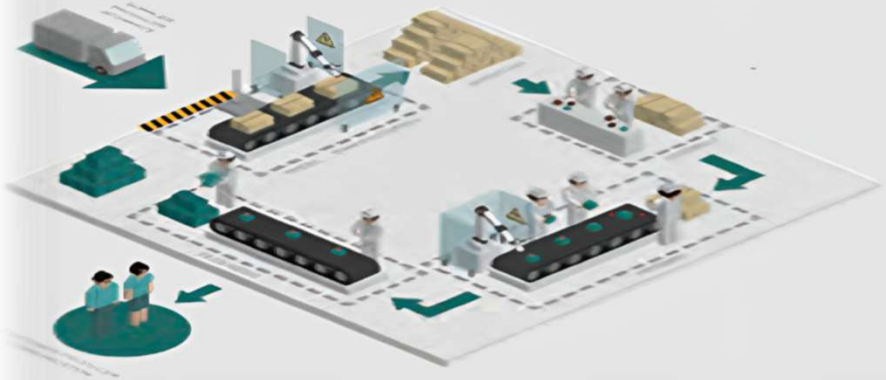
- Enables predictive maintenance and real-time optimization to increase industrial efficiency and reduce downtime.
- Software links factory machines and sensors to monitor performance and automatically fix or predict issues.
- Provides real-time dashboards for supply chain, production, energy, and asset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

Industry 4.O Vertical

Traditional

From isolated, optimized cells



Industry 4.0

To fully integrated data and product flows across borders

Integrated communication along the entire value chain reduces work-in- progress inventory

Greater automation will displace some of the least- skilled labor but will require higher-skilled labor for monitoring and managing the factory of the future



Machine-to-machine and machine-to-human interaction enables customization and small batches

Industry 4.0 Vertical: Features Of Digital Transformation

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.

Financial Snapshot

Income Statement (₹ in Mn.)	FY23	FY24	FY25
Revenue from Operations	**80.5**	**410.6**	**1,151.1**
Growth YoY	*2220.2%*	*410.1%*	*180.4%*
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**
Margin (%)	*93.8%*	*76.5%*	*55.8%*
Employee Cost	30.9	93.1	121.8
Other Expenses	6.2	37.8	106.2
EBITDA	**38.4**	**183.3**	**414.2**
Margin (%)	*47.8%*	*44.6%*	*36.0%*
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**
Margin (%)	*36.1%*	*40.4%*	*35.7%*
Tax Expense	0.3	43.2	122.8
PAT	**28.8**	**122.8**	**288.4**
Margin (%)	*35.7%*	*29.9%*	*25.1%*

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**

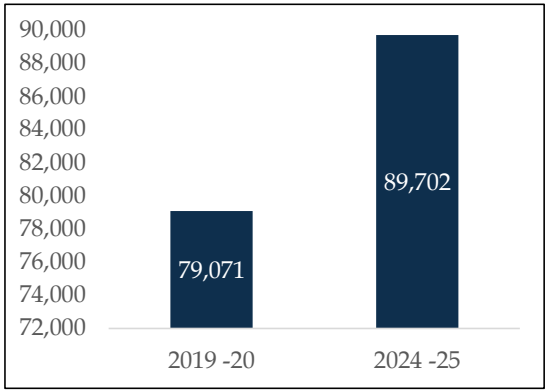
Industry Overview – (1/2)

- Ministry of Defense has set a target of achieving a turnover of US$ 36.1 bn in aerospace and defense services and manufacturing by 2028-29, which includes US$ 6.02 billion in exports
- The Union Budget for FY 26 envisages an outlay of ₹ 6.81 lakh crore, which is 13.45% of the total budget and increase of 9.53% from the budget outlay in FY 25. Of the FY 26 outlay, 26% of the budget goes for capital expenditure (₹ 1.80 lakh crore), 46% for revenue (₹ 3.11 lakh crore), 24% for Defense Pensions (₹ 1.61 lakh crore), and 4% for civil organisations (₹ 0.28 lakh crore)
  - Capital outlay allocation for FY 26 is 4.65% higher than the of FY 25.
  - Out of this, ₹ 1.48 lakh crore is planned to be spent on Capital Acquisition, termed as modernisation budget of the Armed Forces and remaining ₹ 0.31 lakh crore is for capital expenditure on Research & Development and creation of infrastructural assets across the country
- India's defence production has grown at an extraordinary pace since the launch of the "Make in India" initiative, reaching a ₹ 89,702 lakh crore in FY 25, with defense exports rising to an all-time high of ₹23,622 crore in FY 25

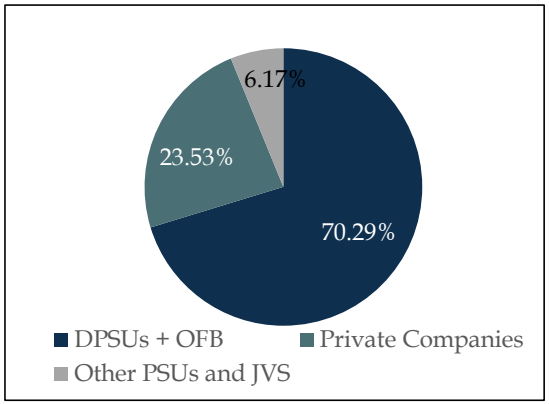
Indian defence production target in 2025 — ₹1.60 lakh crore

Indian Defense export target in 2029 — ₹ 50,000 crore

Defence Production in India (₹ cr)



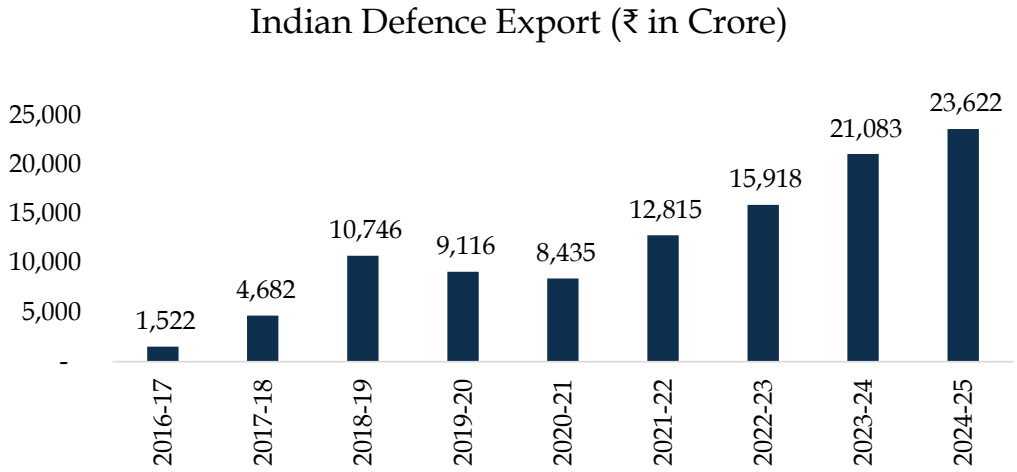
Defence Production in India by sector (₹ cr) In FY25 - ₹ 89,702 cr



 Source: Press Information Bureau, Department of Defense Production

Industry Overview – (2/2)

- Defense exports have surged from ₹686 crore in FY 2013-14 to an all-time high of ₹23,622 crore in FY 2024-25, marking a 34 times increase over the past decade
- India's expanding global footprint in defence manufacturing is a direct result of its commitment to self-reliance and strategic policy interventions
- In 2024-25, defence exports reached ₹15,233 crore from the private sector and ₹8,389 crore from DPSUs, up from ₹15,209 crore and ₹5,874 crore in 2023-24.
- In FY25 alone, 1,762 Export Authorisations were issued through a dedicated digital portal, up from 1,507 the year before, registering a growth of 16.92%.
- Of these, 177 contracts, accounting for 92 percent, have been awarded to the domestic industry, amounting to ₹1,68,922 crore, which is 81 percent of the total contract value. This significant focus on indigenous manufacturing aligns with the vision of self-reliance in defence production, boosting local industries and generating employment across the sector.



- ✓ In FY25, India defense exports touched a record ₹23,622 crore, registering a 12% growth from ₹21,083 crore in FY24. The contribution came from both the private sector and Defense Public Sector Undertakings (DPSUs). The private sector accounted for ₹15,233 crore, while DPSUs contributed ₹8,389 crore.
- ✓ The Ministry of Defense has now set a goal to reach ₹50,000 crore in defense exports by 2029.

 Source: Press Information Bureau, Department of Defense Production



For any queries, please write to us at ir@c2c-as.com