

June 14, 2026

Listing Department  
National Stock Exchange of India Ltd.  
Exchange Plaza, C-1, Block G  
Bandra Kurla Complex,  
Bandra (E), Mumbai – 400 051  
NSE Symbol: AXISCADES

The Manager  
Dptt. of Corporate Services  
BSE Limited  
Floor 25 Phiroze Jeejeebhoy Towers  
Dalal Street, Fort, Mumbai – 400 051  
BSE Scrip Code: 532395

Dear Sir/Madam,

**Sub.: Investor Presentation**

Please find enclosed Investor Presentation on the Phase 2 Divestment of Aerospace Engineering Services.

The above announcement will be made available on the Company's website at [www.axiscades.com](http://www.axiscades.com).

This is for your information and records.

Yours faithfully,  
For **AXISCADES Technologies Limited**

**Sonal Dudani**  
**Company Secretary & Compliance Officer**

**AXISCADES Technologies Limited**  
(Formerly AXISCADES Engineering Technologies Limited)  
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AXISCADES TECHNOLOGIES LIMITED

NSE: AXISCADES | BSE: 532395

# AXISCADES 3.0

## The Transformation

Phase 2 Divestment of Aerospace Engineering Services —  
*Funding Power 930 Growth Across Aerospace, Defence, Space, Electronics and AI*

14 June 2026

**~\$237 Mn**

~₹ 2,256 Cr

Total: Phase 1 + Phase 2

**~\$95 Mn**

~₹ 906 Cr

Scheduled Q3 FY27

**~\$13 Mn**

~₹ 126 Cr

Scheduled FY28

**~\$129 Mn**

~₹ 1,224 Cr

Scheduled FY29

# The Two-Phase Engineering Services Divestment Programme



From announcement to full execution across the FY27–FY29 window

26 May 2026

12 June 2026 (Now)

Q3 FY27

H1 FY28

FY29 (24–30 months)

## Phase 1 signed

### Portfolio Engineering Services

(Heavy Engg, Energy, Automotive)

**Total:**  
~US\$31 Mn / ~₹ 292 Cr

of which minimum  
~\$23 Mn / ~₹ 221 Cr

plus contingent  
~\$7 Mn / ~₹ 70 Cr

## Phase 2 signed

### Aerospace Engineering Services

**Total:**  
~US\$206 Mn / ~₹ 1,964 Cr

of which minimum  
~\$154 Mn / ~₹ 1,463 Cr

plus contingent  
~\$53 Mn / ~₹ 501 Cr

## Q3 FY27 inflow

### Cash inflow in Q3 FY27

**Combined:**  
~US\$95 Mn / ~₹ 906 Cr

Phase 1 Tranche 1:  
~\$17 Mn / ~₹ 166 Cr

Phase 2 Tranche1:  
~\$78 Mn / ~₹ 740 Cr

## H1 FY28 inflow

### Cash inflow in H1 FY28

**Phase 1 Tranche 2:**  
~US\$13 Mn / ~₹ 126 Cr

of which minimum:  
~\$6 Mn / ~₹ 55 Cr

plus contingent  
~\$7 Mn / ~₹ 70 Cr

## FY29 close

### Residual stake transfer Phase 2 Tranche 2

**Total:**  
~US\$129 Mn / ~₹ 1,224 Cr

of which minimum  
~\$76 Mn / ~₹ 724 Cr

plus contingent  
~\$53 Mn / ~₹ 501 Cr

Combined Programme value **~\$237 Mn / ~₹ 2,256 Crore**

*Of which minimum ~\$177 Mn (~₹ 1,685 Cr) plus contingent ~\$60 Mn (~₹ 571 Cr).  
Subject to customary regulatory clearances.*

## Divestment Programme Concluded

Phase 2 announcement today concludes the strategic Engineering Services Divestment Programme. AXISCADES is now structurally a manufacturing, defence, space, electronics, semiconductors and AI platform.

## Power 930 Fully Funded

Combined ~₹ 2,256 crore (~US\$237 M, including contingent payments) across Phase 1 and Phase 2 fully funds the Power 930 plan organically and inorganically through FY2030.

## FY27 Outlook Intact

~80% of FY27 revenue targeted from Defence and ESAI organic conversion; ~20% from 3 planned acquisitions, all scheduled to close in FY27. Manufacturing jumpstart at Aerospace and ESAI on plan.

## Four Growth Platforms Anchored

Aerospace Manufacturing, SCM & MRO; Defence Solutions; XiDA Inc (AI-centric ESAI); and the new Space division — built on a shared dual- and tri-use manufacturing foundation.

# The AXISCADES Journey — Three Chapters



From engineering services pioneer to manufacturing and deeptech platform

1.0

2.0

3.0

## AXISCADES 1.0

2007 – 2015

### *The Founding Era*

Dr. S. Ravi Narayanan founds and leads  
AXISCADES as Chairman & CEO

Built into a powerhouse of Aerospace  
Engineering Services

Acquired marquee OEM customers:

**Airbus • Thales • MBDA • Boeing**

Established Airbus Design Centre in India

Defence Avionics and Testing capabilities  
initiated

*Accelerated growth — built the brand,  
relationships and foundation*

## AXISCADES 2.0

2016 – 2024

### *The Transition Years*

Dr. SRN exits executive role

Acquisition — entry into Defence  
electronics and strategic systems

Company enters cruise mode — limited  
strategic acceleration

COVID-19 impact — global aerospace  
downturn, supply chain disruptions

Foundation preserved but growth trajectory  
stalled

*Consolidation — not decline, but not  
acceleration*

## AXISCADES 3.0

2025 → FY2030

### *The Transformation*

Dr. SRN returns as Founder, Chairman &  
MD

Product & Manufacturing driven approach

**Power 930:**

**₹ 9,000 Cr / ₹ 960 Cr PAT by FY2030**

**Sharp focus on four pillars:**

- Aero Manufacturing
- Defence Solutions
- Hardware-Driven AI Solutions
- Space System Manufacturing

*The builder returns to build bigger*

# The Transformed AXISCADES — Four Strategic Growth Platforms



*Built on a shared aerospace manufacturing foundation that scales across Aero, Defence and Space*

## Defence Solutions

Defence Manufacturing, Strategic Electronics and System Integration. Mission-critical electronics and indigenous defence programmes — Atmanirbhar Bharat aligned.

*Indigenisation play*

## Aerospace Manufacturing, SCM & MRO

DAC, MAC, DAL facilities. OEM Supplier across commercial, regional and dual-use aerospace programmes. End-to-end supply chain orchestration and MRO lifecycle support.

*Manufacturing backbone*

## XiDA Inc — AI-centric ESAI

US-driven Electronics and Semiconductor platform. AI-native engineering. Current ESAI division and AI team integrated. Vehicle for international ESAI M&A.

*Global growth engine*

## Space Division (NEW)

Satellite bus manufacturing and related system integration. Funded from Phase 2 proceeds with scheduled commencement FY27 — Indian and global commercial space.

*Future-shaper*

## Common Manufacturing Foundation

Aerospace manufacturing technologies are largely DUAL-USE and TRI-USE across Aero, Defence and Space. One factory base → three industries → globally scalable platform.

Atmanirbhar Bharat aligned — from design wins to integrated defence systems

Stage 1: Enter & Build

Stage 2: Design Wins

Stage 3: Mfg & Deliver

Stage 4: Acquire & Scale

Stage 5: Systems & Solutions

## Missile Integration, Electronics, Comms Subsystems & Ground Systems

End-to-end missile programme support — electronics, communication subsystems, ground systems, integration. Sole-source positions on key programmes.

TODAY **Stage 3**

FY2030 **Stage 5**

*OEM partnerships + Make in India at DAC & MAC*

## Radar Manufacturing, Electronics & Communication Subsystems

Radar systems manufacturing, electronic assemblies, communication subsystem delivery. Building design wins into certified production.

TODAY **Stage 2**

FY2030 **Stage 5**

*Strategic OEM partnerships → certified production at DAC*

## Strategic Electronics: Avionics, RF, Data Processing & EW

Avionics systems, RF engineering, data processing, electronic warfare systems. Deep domain in mission-critical defence electronics.

TODAY **Stage 3**

FY2030 **Stage 5**

*OEM partnerships + integration facilities at MAC*

## Unmanned Combat Systems, Counter UAS & Directed Energy

System integration and solutions — hardkill, softkill, directed energy weapons. Counter-UAS as emerging national priority.

TODAY **Stage 2**

FY2030 **Stage 4**

*Strategic partnerships + Make in India at DAC/MAC*

**PATHWAY:** Strategic OEM Partnerships → Certified Make in India Manufacturing & Integration Facilities at DAC and MAC

**INVESTMENT:** ₹ 600 Cr — ₹ 300 Cr at DAC + ₹ 300 Cr at MAC

From engineering design house to full-scale production powerhouse

Stage 1: Enter & Build

Stage 2: Design Wins

Stage 3: Mfg & Deliver

Stage 4: Acquire & Scale

Stage 5: Systems & Solutions

## Composite Manufacturing & Composite Tooling

Aerostructure composites fabrication and composite tooling production. Core manufacturing capability for next-generation aerospace programmes and dual-use platforms.

TODAY **Stage 2**

FY2030 **Stage 5**

Acquisition jumpstart Q3 FY27 + mirror at DAC

## Precision Manufacturing of Parts, Tooling & Speed Shop

High-precision CNC machining of aerospace parts and tooling. Speed Shop for rapid turnaround on urgent OEM requirements and prototype builds.

TODAY **Stage 2**

FY2030 **Stage 5**

Acquire capability → replicate and expand at DAC

## Sourcing, Supply Chain, Inspection & Certifications

End-to-end sourcing and supply chain orchestration. Incoming inspection, quality assurance, AS9100/NADCAP certifications for global OEM compliance.

TODAY **Stage 2**

FY2030 **Stage 5**

Acquisition brings SCM platform → expand at DAC

## Component MRO

Maintenance, Repair and Overhaul of aerospace components. Lifecycle support for commercial, regional and dual-use aerospace platforms.

TODAY **Stage 2**

FY2030 **Stage 4**

Acquire MRO capability → mirror offerings at DAC

**PATHWAY:** Skip Stage 2→3 organically. Acquire ready capability → Mirror and expand the same offerings at DAC

**INVESTMENT:** ₹ 600 Cr — ₹ 150 Cr at DAC + ₹ 450 Cr in 2 Acquisitions

# Space Systems — Four Focus Areas



India's newest private space manufacturing platform — from SSA to satellite bus production

Stage 1: Enter & Build

Stage 2: Design Wins

Stage 3: Mfg & Deliver

Stage 4: Acquire & Scale

Stage 5: Systems & Solutions

## Space Bus Manufacturing

Structural manufacturing of the satellite bus including the integration of thermal control systems, command and data handling, electrical power system, wiring and cable harnesses, propulsion and where possible to be Atmanirbhar Bharat-aligned for satellite buses. Leveraging aerospace composites and precision machining.

TODAY **Stage 1**

FY2030 **Stage 5**

*Bypass Stages 1-3 via strategic partnership → Stage 5*

## Payload Integration with Satellite Bus

End-to-end payload integration onto the space bus platform — assembly, harness, testing, qualification. Bridge between payload provider and launch readiness.

TODAY **Stage 1**

FY2030 **Stage 5**

*JV partnership brings instant capability → Stage 5*

## Space Situational Awareness (SSA)

Space and Ground-based Space object tracking, monitoring, collision avoidance and orbital data analytics. Aldoria partnership provides entry into global SSA market.

TODAY **Stage 2**

FY2030 **Stage 4**

*Aldoria strategic partnership → operational SSA*

## Onboard Computing & Software-Driven Payloads

Space-grade onboard data processing (esp. Synthetic Aperture Radar - SAR) and software-defined payload architectures. Intelligent satellite systems with reconfigurable mission profiles to adapt to different use cases – providing flexibility and space resilience.

TODAY **Stage 1**

FY2030 **Stage 4**

*JV + defence electronics crossover → space computing*

**PATHWAY:** Bypass Stages 1–3 entirely through Strategic Partnerships and JVs → Move directly to Stage 4 and 5

**INVESTMENT:** ₹ 300 Cr — ₹ 120 Cr Facilities & Training + ₹ 180 Cr in 2 Joint Ventures

The Golden Triangle: Data Centres, Generative AI and Physical AI

Stage 1: Enter & Build

Stage 2: Design Wins

Stage 3: Mfg & Deliver

Stage 4: Acquire & Scale

Stage 5: Systems & Solutions

## Electronic Hardware-Driven Physical AI Products

AI products powered by custom hardware electronics. Autonomous systems, robotics platforms and intelligent hardware — the convergence of electronics and AI.

TODAY **Stage 2**

FY2030 **Stage 5**

Acquire AI-native capability → replicate at DAC

## Data Centre Systems & Subsystems (Thermal Management)

Thermal management systems, power subsystems, cooling infrastructure for hyperscale data centres. Systems and subsystem delivery to Tier-1 technology companies.

TODAY **Stage 2**

FY2030 **Stage 5**

Acquire US capability → replicate facilities at DAC

## Semiconductor & Electronics Mfg Equipment Testing & Systems

Test systems, validation platforms and integrated solutions for semiconductor and electronics manufacturing equipment. Deep domain with leading OEMs.

TODAY **Stage 2**

FY2030 **Stage 5**

Acquire via XiDA → replicate and scale at DAC

## Assembly Line Subsystems for OEMs

Production subsystems, automation modules and integrated assembly solutions for global OEM manufacturing lines. Hardware-first engineering for industrial scale.

TODAY **Stage 2**

FY2030 **Stage 4**

Acquire OEM relationships → build at DAC

**PATHWAY:** Acquisitions via XiDA Inc (US) → Replicate and scale facilities at DAC (India) — the Mirroring Architecture

**INVESTMENT:** ₹ 300 Cr — ₹ 90 Cr Facilities + ₹ 210 Cr in 2 Acquisitions

*The strategic logic — three of the five mutually reinforcing themes*

## 01 Pedigree continues

The buyer acquires a fully certified, customer-contracted business. The 16 years of aerospace certification know-how, programme management discipline, executive-level OEM relationships and brand standing built alongside will be channelised by AXISCADES for Manufacturing — the foundation on which the transformed Company is built.

## 02 Jumpstart, not a standing start

AXISCADES walks into manufacturing conversations with customers it knows at the executive level, the know-how to engineer manufacturing to global standards from day one, and trust earned over 16 years. From being an architect to constructing the product: the natural next step on the value chain.

## 03 Tri-use manufacturing → global foundation

Aerospace manufacturing technologies (composites, precision machining, certified assemblies, mission-critical electronics, system engineering) are largely dual- and tri-use across Aero, Defence and Space. One foundation at DAC, MAC, DAL serves three demand streams. Operating leverage and a defensible moat.

*Continued on next slide — themes 4 and 5*

## 04

### Seamless acquisitions through mirroring

FY27 and FY28 acquisitions pipeline in Aerospace and ESAI integrates by mirroring — replicating the India operating model into a acquired international entities, and embedding acquired international capability into the India platform. XiDA Inc is the deliberately designed mirroring vehicle for US ESAI acquisitions. Repeatable inorganic growth architecture.

## 05

### Customer relationships compound

The buyer becomes a strategic partner — not a competitor. Reputation, brand and customer recognition transfer across product categories. Customers remain accessible to AXISCADES in its new role as their partner across manufacturing, defence, ESAI and space. Relationships compound rather than reset.

*The Programme is a capital and capability reallocation — not an exit.*

# One Manufacturing Foundation. Three Industries.



The structural insight: dual- and tri-use technologies create a globally scalable platform

## COMMERCIAL AEROSPACE

Aerospace Manufacturing  
Supply Chain Integration  
MRO & Lifecycle

*Supplier to Global OEMs*

## DEFENCE

Defence Solutions  
Defence Manufacturing  
Strategic Electronics  
System Integration

*Atmanirbhar Bharat priorities*

## SPACE

Space Division  
Satellite Bus Manufacturing  
System Integration

*Indian + global space business*

## AEROSPACE MANUFACTURING FOUNDATION

Composites & metallics fabrication • Precision machining • Certified assemblies • Mission-critical electronics • System engineering

*DAC | MAC | DAL facilities*

**COMMON INVESTMENT: ₹ 300 Cr** — Dual/Tri/Quad-Use Equipment & Infra • Demo Products • Experience Centres • Overseas Support & Nearshore Facilities

# Use of Proceeds — Platform-Level Deployment



From Stage 2 to Stage 5 — Inflow ~₹ 2,256 Cr less ~₹ 333 Cr tax provision; Outflow ~₹ 2,256 Cr including ~₹ 333 Cr internal accruals

₹ 600  
Cr

## Defence Solutions

₹ 300 Cr at DAC + ₹ 300 Cr at MAC — OEM-certified manufacturing and integration facilities for world-class delivery.

₹ 600  
Cr

## Aerospace Manufacturing, SCM & MRO

₹ 150 Cr at DAC + ₹ 450 Cr in 2 Acquisitions — composite, precision manufacturing and supply chain capability.

₹ 300  
Cr

## XiDA Inc — AI-Centric ESAI

₹ 90 Cr facilities + ₹ 210 Cr in 2 Acquisitions — US acquire → India mirror architecture.

₹ 300  
Cr

## Space Systems

₹ 120 Cr facilities & training + ₹ 180 Cr in 2 Joint Ventures — satellite bus manufacturing and system integration.

₹ 300  
Cr

## Common Dual/Tri/Quad-Use Infrastructure

Equipment & infra, demo products, experience centres, overseas support and nearshore facilities.

~₹  
156  
Cr

## Balance Sheet & Strategic Optionality

Net cash strengthening for opportunistic capability acquisition or strategic partnership.

INFLOW: ~₹ 2,256 Cr less ~₹ 333 Cr tax = ~₹ 1,923 Cr | OUTFLOW: ~₹ 2,256 Cr (incl. ~₹ 333 Cr internal accruals) — Platforms ₹ 2,100 Cr | Balance Sheet ~₹ 156 Cr

How acquisitions integrate cleanly into the transformed AXISCADES platform

## INDIA 1 target

### Domestic Aerospace

Integration target:

**Aerospace Mfg at DAC, MAC, DAL**

- Domestic aerospace capability consolidation
- Atmanirbhar Bharat-aligned indigenisation
- Direct integration into Aerospace Manufacturing platform
- Strengthens Tier-1 India supply chain footprint

## UNITED STATES 2 targets

### ESAI Pipeline

Mirroring vehicle:

**XiDA Inc — AI-centric ESAI subsidiary**

- Acquire AI-native engineering capability and Tier-1 US customer access
- Mirror India operating model into acquired entity
- Embed acquired IP into India platform for scale

## EUROPE 1 target

### Aerospace Pipeline

Integration target:

**Aerospace Manufacturing platform**

- Acquire EU OEM customer access and supply chain integration
- Mirror with India Aerospace Manufacturing at DAC, MAC, DAL
- Strategic capability into the dual- and tri-use foundation

*Capital source: combined Phase 1 + Phase 2 proceeds + balance sheet. Counterparty details will be communicated through stock exchange filings when transactions become binding.*

# Power 930 — Now Fully Funded

*The five-year vision moves from a gradual ascent to a step function*

₹ 9,000 Cr

Revenue by FY2030

₹ 960 Cr

PAT by FY2030

## What the combined Programme delivers

- ✓ ~₹ 2,256 Cr (pre-tax) capital — fully funds Power 930 organic capex and inorganic pipeline
- ✓ Four focused growth platforms vs multi-segment pre-transaction businesses
- ✓ Margin profile shift toward higher-multiple manufacturing and products
- ✓ Active India, US + Europe M&A pipeline funded and architecturally integrated
- ✓ Three new focus areas — Defence Solutions, XiDA Inc (AI-ESAI), Space
- ✓ 18-to-24-month strategic partnership extends customer access and reduces risk

Clean financial summary

## Tranche 1 & Tranche 2

~\$206Mn / ~₹ 1,964 Cr

Min ~\$154 Mn / ₹ 1,463 Cr + contingent ~\$53 Mn / ₹ 501 Cr  
Scheduled Q3 FY27 and FY29

## Retained interest

49% ownership

Until Tranche 2 closing

## Accounting treatment

- Divested business and retained 49% economic interest accounted for in line with applicable Indian Accounting Standards (Ind AS).
- Tranche 2 consideration contractually committed with minimum guaranteed US\$76 Mn and contingent US\$53 Mn.
- Higher transaction-related costs (deal advisory, legal, tax, separation and carve-out) will be recognised in FY27.

*Phase 2 transaction approved by Board at its meeting on 12 June 2026. Stock Exchange Disclosure filed concurrently.*

## What changes in FY27 reporting?

**Aerospace Engineering Services revenue** will be reclassified as **Discontinued Operations** under Ind AS, effective from the date of execution.

This means the divested revenue will no longer appear in continuing operations.

*This is an accounting reclassification, not a loss of business value.*

## How we plan to compensate?

**We are planning to compensate equivalent revenue by accelerating the conversion of our Defence pipeline.**

The Defence order pipeline — including active design wins, L1 programmes awaiting contract award, and new programme qualifications — provides a clear path to replace the divested revenue.

Defence programmes carry structurally higher margins and longer lifecycles — revenue quality improves.

## Our Commitment

We will provide a clear, quantified update on the FY27 revenue transition — including the Defence related Assured Forecast Visibility / Pipeline conversion plan and revised continuing-operations guidance — at the Q1 FY27 Investor Presentation.

*This slide contains forward-looking statements subject to risks and uncertainties. Actual results may differ materially.*



## AXISCADES Technologies Limited

CIN: L72200KA1990PLC084435

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*Investor Presentation filed with NSE and BSE under SEBI LODR Regulations, 2015.  
For INR conversions, exchange rate of USD/INR: 95.2 considered. Rate applicable as on date of closing will apply.*