Investorstack Research Report

AXISCADES Technologies Limited

What AXISCADES Technologies Limited does

AXISCADES Technologies Ltd. is an engineering and technology solutions company that designs, develops, and manufactures complex systems for aerospace, defence, and electronics. It was founded in 1990, is headquartered in Bengaluru, and employs over 2,891 people. The company is listed on the BSE and NSE.

For most of its history, AXISCADES was an engineering services firm - it sold man-hours: designing aircraft parts, writing embedded software, building test equipment for clients. That model is changing. Over the past two years, management has been reorienting the business toward products and manufacturing. The logic is simple: a design-only engagement might generate Rs 1 crore in revenue; manufacturing the same product can generate Rs 10-20 crores. As Dr. Sampath Ravinarayanan, Chairman and MD, put it: "If I convert all design wins to manufacturing, it is very high value."

The core of the company today sits across three domains: Aerospace, Defence, and ESAI (Electronics, Semiconductor and Artificial Intelligence). These three segments together contributed 78% of consolidated revenue in FY26. The remaining 22% came from non-core businesses in heavy engineering, automotive, and energy - which the company is in the process of divesting. In May 2026, AXISCADES signed a definitive agreement to sell those non-core verticals to Akkodis for USD 30.63 million.

What took decades to build is not the manufacturing capacity - that is new - but the engineering credibility. AXISCADES has over 15,000 man-years of domain experience. It holds design signatory authority on over 75 programs. It is certified to aerospace standards like AS9100D and TISAX. It has relationships with DRDO, HAL, BEL, MBDA, and Airbus that span 10-15 years. Customers do not hand over missile seeker designs or mission computer development to firms they do not trust deeply.

The company is now trying to convert that trust into manufacturing contracts. That requires a different kind of capability: factories, supply chain management, quality systems for production. That is what the current capital expenditure program - over Rs 2,000 crores across three new facilities - is designed to build.

Business segments

Aerospace (33.5% of FY26 consolidated revenue)

AXISCADES provides design, engineering, and manufacturing support for aircraft structures. It works on fuselage sections, wings, avionics bays, interiors, and electrical wiring. It also handles modifications, repairs, and certifications for in-service aircraft.

The core capability here is structural design and stress analysis. The company has been a nominated engineering partner for a leading international OEM since roughly 2011 - that relationship covers fuselage design, product development, and support across the OEM's entire fleet. In FY25, the aerospace vertical generated Rs 322 crores in revenue with an EBITDA margin of 21.1%.

The business is predominantly services-based today, but management is pushing into tool design and manufacturing, component manufacturing, and MRO. The new Devanahalli Atmanirbhar Complex (DAC) includes hangars for aircraft

maintenance and radar integration. An aerospace manufacturing acquisition is expected to close in Q3 FY27 to jumpstart high-value manufacturing.

Why does this segment exist separately? Because aerospace certification and customer qualification cycles are long - typically 18-36 months to become an approved supplier. Once qualified, switching costs are high. AXISCADES has those qualifications. It competes with global engineering services firms like Altran/Capgemini and Akkodis, but its India-based cost structure and domain depth give it an edge on price.

Defence (32.7% of FY26 consolidated revenue)

This is the fastest-growing and most strategically important segment. AXISCADES develops and manufactures defence systems: missile seekers (RF, infrared), radar subsystems, counter-drone systems, UAVs, electronic warfare suites, simulators, and land systems. The revenue in FY26 was Rs 379 crores, up 25% year-on-year, with an EBITDA margin of 22.9%.

The company works across three channels simultaneously:

- **DRDO and DPSUs (HAL, BEL)**: Long-term development programs for indigenous platforms like BrahMos, Kusha, Akash, and LCA Tejas. These are typically 5-year programs with assured volumes.
- **Ministry of Defence (direct procurement)**: Bid-based contracts for systems like man-portable counter-drones, tank trailers, and radar systems. These are lumpy but high-value.
- **Foreign OEM offset partnerships**: AXISCADES partners with MBDA (missile test benches, launchers), Indra (TACAN antennas, radar systems), and Cilas (laser hard-kill counter-drone). These relationships generate annuity revenue and technology transfer.

The product mix in defence is already heavily weighted toward manufacturing and solutions. As of Q3 FY26, management stated that "defence is almost totally converted into products and solutions." That means higher margins and longer lifecycles compared to services.

The Defence segment exists separately because it involves different customers (government vs. commercial), different contracting mechanisms (milestone-based, 90-180 day payment cycles), and different risk profiles (program delays, budget cycles). It also requires facility-level security clearances and certifications that are distinct from aerospace.

ESAI - Electronics, Semiconductor and Artificial Intelligence (11.7% of FY26 consolidated revenue)

This is the smallest but highest-margin core segment, with an EBITDA margin of 26.1% in FY26. Revenue was Rs 136 crores. ESAI covers post-silicon engineering: taking chips from semiconductor companies and turning them into usable products - System-on-Modules (SoMs), development kits, evaluation modules, and box-build assemblies.

Key customers include Texas Instruments, Qualcomm (a USD 3.5 million order cited in May 2026), and two hyperscalers engaged through what management describes as "exponential growth" potential. One hyperscaler is setting up an acoustic lab; the other is developing test boards for a consumer electronics product.

The segment is being restructured into a new US-headquartered subsidiary called Xida Inc., which will focus on deep tech and AI for data centres and physical AI applications. The logic: to win business from hyperscalers and semiconductor companies, AXISCADES needs to look like an American company, with American leadership and speed, while using Indian engineering talent as a cost advantage.

ESAI is a separate segment because the customers, technology cycles, and competitive dynamics differ sharply from aerospace and defence. Semiconductor customers move fast - product cycles are 6-12 months, not 3-5 years.

Margins are high (26%+), but the business requires constant investment in new platforms and certifications.

Non-core (being divested, formerly ~22% of revenue)

The heavy engineering, energy, and automotive units contributed Rs 255 crores in FY26 but operated at low or negative margins. Management decided they were a drag on the company's strategic focus and valuation. The divestment to Akkodis, signed May 26, 2026, is structured as a slump sale with a guaranteed USD 23.4 million and an earnout of USD 7.4 million based on FY27 performance. The deal is expected to close in Q2 FY27.

Products and business detail

RF Seeker for BrahMos and Kusha missiles: This is an active electronically scanned array (AESA) seeker that guides the missile to its target. It is one of the most complex subsystems in a missile, accounting for roughly 30% of the missile's cost. AXISCADES completed successful RF trials in February 2026. Full qualification is expected by Q2 FY27. Once qualified, the company will be one of only two suppliers for this critical component. BrahMos plans to produce 150 missiles per year; Kusha will require nearly 2,000 missiles. Even a 10-15% share of that value represents a significant revenue stream.

Mission Computer for LCA Tejas: A platform-agnostic mission computer that integrates AI algorithms and display processing. It is currently deployed on Tejas and can be adapted for Sukhoi and other platforms. AXISCADES is the design partner for HAL. The per-aircraft value is approximately Rs 12-13 crores for current systems, with additional systems being qualified for the Mk 1A variant. The Indian Air Force has ordered 83 Tejas Mk 1A, with a follow-on order for 97 expected.

Digital Beam Forming Unit (DBF) for Kusha battlefield radar: A radar subsystem that controls beam steering and signal processing. AXISCADES has received an initial order for five units, with full production expected to reach 75 units over four to five years. The DBF is a key building block for indigenous radar development.

Counter-Drone Systems: AXISCADES offers man-portable and hand-held anti-drone systems. It was the first company to receive emergency procurement orders from the Indian Army. The systems include both soft-kill (jamming) and hard-kill (laser-based) options, the latter in partnership with French company Cilas. Management targets being among the top three players in this segment, capturing 20-30% of the Indian market.

Test Benches for MBDA: Automated test systems for missile launchers, control units, and other subsystems. AXISCADES is MBDA's centre of excellence for test benches, with a decade-old relationship. Current run rate is 3-5 benches per year, scaling to 5-10 annually. These are recurring, high-margin products.

TACAN Antenna: Tactical air navigation antenna developed with Indra. The development phase is complete, and the production order is being finalized. It is the first of what management expects to be a pipeline of joint opportunities between AXISCADES and Indra, covering radar systems and aircraft simulators.

System-on-Modules (SoMs) and Development Kits: Post-silicon platforms based on Qualcomm, Texas Instruments, and Lattice Semiconductor. Customers use them to prototype and test their own products. These are high-volume, high-margin consumables - each customer's device changes annually, requiring new test kits. Revenue from this segment is expected to grow 10x as the Devanahalli Aero Land facility gets certified.

Customers

AXISCADES sells to three distinct customer groups, each with its own buying dynamics.

Government and defence PSUs (DRDO, HAL, BEL, Indian armed forces): These are relationship-driven, program-based buyers. The decision is made by programme directors and technical evaluation committees. AXISCADES wins because it has been on these programs for years - it understands the systems, holds the certifications, and has demonstrated reliability. Switching costs are extremely high: requalifying a new supplier for a missile seeker or mission computer takes 2-3 years. Contracts are typically cost-plus or fixed-price milestone-based, with payment cycles of 90-180 days. The company has a DSO of 130 days in FY26, reflecting this working capital intensity.

Foreign OEMs (MBDA, Indra, Airbus, Bombardier, Boeing): These buyers are driven by cost arbitrage, offset obligations (for defence), and engineering capability. AXISCADES wins here because it offers lower-cost engineering talent while meeting global quality standards (AS9100, TISAX). For defence OEMs like MBDA, India's offset policy - which requires foreign suppliers to source a percentage of contract value from Indian companies - is a powerful tailwind. OEMs need local partners, and AXISCADES has the infrastructure and certifications to fulfill those offset commitments.

Semiconductor and hyperscaler companies (Texas Instruments, Qualcomm, Apple, Amazon): These are fast-moving, technology-driven buyers. They need partners who can take a chip and turn it into a tested, certified module quickly. AXISCADES wins through its design capability and low-cost manufacturing. The decision is made by engineering and procurement teams at the US headquarters. Switching costs are moderate - the company needs to requalify its facility each time, but once approved, customers tend to stick. The recently signed USD 3.5 million Qualcomm order is an example of the ramp-up.

Revenue concentration: The top 5 customers likely account for 40-50% of revenue, though exact figures are not disclosed. The company is working to diversify, particularly in aerospace, where it added Boeing and Mubia as new customers in FY26.

Divestment impact: The non-core business sold to Akkodis included Caterpillar (heavy engineering) as a major customer. Post-divestment, the customer base will be more concentrated in defence and aerospace, reducing exposure to cyclical industrial end-markets.

Competitive landscape

The competitive environment varies sharply by segment.

Aerospace: AXISCADES competes with global engineering services firms like Altran (now part of Capgemini) and Akkodis. These firms have scale - Altran had over 50,000 employees - but operate at higher cost bases. Indian competitors include Quest Global, Tata Technologies, and Cyient. AXISCADES' differentiation lies in its design signatory authority (it can approve designs without OEM oversight on certain programs) and its long-term relationships with Airbus and Bombardier. The transition from services to manufacturing will put it in closer competition with aerospace manufacturing specialists like Unimech and Kineco, but AXISCADES believes its engineering depth gives it an advantage in complex assemblies.

Defence: The Indian defence ecosystem is crowded but fragmented. AXISCADES competes with:

- **Larsen & Toubro (L&T)**: A much larger player with deep pockets and strong government relationships. L&T is a prime contractor for artillery, naval systems, and nuclear components.
- **Data Patterns**: A pure-play defence electronics company with margins above 40%, focused on radar and electronic warfare subsystems.
- **Astra Microwave**: Specializes in RF and microwave components. Has strong relationships with DRDO.
- **Centum Electronics**: Provides electronics manufacturing services for defence and aerospace.

AXISCADES' competitive advantage in defence is its breadth: it works across missiles, radars, UAVs, and land systems, offering both engineering services and products. Most competitors are specialists. As management notes, "We are the only company working on three activities: DRDO/PSU program-based, MOD bid-based, and OEM offset-based." However, competition is intense, particularly on bid-based MOD contracts where pricing is a key differentiator. Margins in defence are competitive - management expects EBITDA margins of around 30% on mature programs, but new programs start lower due to R&D investment.

ESAI: The competitive landscape is shifting rapidly. AXISCADES competes with:

- **Tata Elxsi**: A giant in semiconductor design services, with over 10,000 engineers.
- **Wipro and HCL**: Large IT services firms with semiconductor practices.
- **Specialized design houses**: Small, nimble firms focused on FPGA, VLSI, and embedded systems.

AXISCADES' differentiator in ESAI is its willingness to take on manufacturing (box-build, low-to-mid volume production), not just design. Most Indian semiconductor services firms do only design; AXISCADES will do both. This creates a "one-stop shop" proposition for customers who want to avoid managing multiple vendors. However, the manufacturing capability is still being built - the Aero Land facility became operational in Q3 FY26 and is not yet fully certified. Execution risk remains.

Industry

Demand drivers

Three powerful trends are driving growth for AXISCADES.

Defence modernisation in India: India's defence capital outlay for FY2025-26 was Rs 2.52 lakh crore, 13% of total Union spending. The government is pushing 'Atmanirbhar Bharat' (self-reliance), with Positive Indigenisation Lists that progressively ban imports of over 5,000 defence items. The Technology Transfer Policy 2025 compels foreign OEMs to localise design and IP. This creates a direct opportunity for Indian companies like AXISCADES to supply subsystems that were previously imported. India also aims to export Rs 40,000 crores of defence platforms by FY2028, which will require a deep supplier base.

Commercial aerospace recovery and aftermarket: Global air travel demand has rebounded. Aircraft OEMs like Airbus and Boeing have multi-year backlogs. For engineering services firms, this means steady demand for design modifications, MRO support, and aircraft conversion work (passenger-to-freighter). AXISCADES is positioned in the aftermarket, which is less cyclical than new aircraft production.

Semiconductor and AI investment: India's semiconductor market is projected to grow from USD 52 billion in 2024 to over USD 103 billion by 2030. The government is incentivizing chip design and manufacturing through the Semicon India programme. AI investment globally raced toward USD 360 billion in FY2025, driving demand for data centre infrastructure, which AXISCADES targets through its Xida subsidiary. The India AI industry is expected to reach USD 28.8 billion by end of 2025, growing at a 45% CAGR.

India's place in the global supply chain

India is emerging as a credible alternative to China for defence and aerospace manufacturing. The "China + One" strategy among global OEMs is real - companies want to diversify their supply chains, and India offers a large engineering talent pool, relatively lower costs, and a government actively promoting manufacturing. AXISCADES

benefits directly from this: hyperscaler customers are moving production to India, and defence OEMs are required to fulfill offset obligations locally.

The Indian defence export story is also gaining traction. Exports reached Rs 23,622 crores in FY25, a 12% increase. AXISCADES sees export potential for its own products, particularly in unmanned systems and radar subsystems, where India's cost advantage is significant.

Regulation and cyclicality

Defence procurement is inherently lumpy and back-ended. Budget releases, programme approvals, and acceptance procedures create a cycle where Q4 (January-March) is typically heavy. Payment cycles range from 90 to 180 days. This means cash flow can be strained during high-growth periods - AXISCADES' DSO of 130 days in FY26 reflects this reality.

The government push for indigenisation creates a multi-year tailwind. But it also introduces risk: programme delays, budget cuts, and changing policy priorities can derail growth. Management cited this explicitly in the June 2026 concall: "government policy shifts towards 'Make in India' have required us to change our proposals."

Supply chain disruptions are another recurring risk. In Q4 FY26, Rs 142 crores of revenue was deferred because a monopolistic hardware supplier redirected output to war-related priority programs. That revenue is not lost - the orders are intact - but it highlights the vulnerability in relying on single-source suppliers for critical components.

Global defence spending, which hit a record USD 2.72 trillion in FY2025, provides a structural backdrop. Europe is rearming, the US is modernising its nuclear triad, and Asian countries are increasing budgets. AXISCADES positions itself to capture a share of this through its OEM partnerships - MBDA and Indra both serve European defence needs, and AXISCADES becomes a low-cost manufacturing node in their supply chains.

Know Your Company: AXISCADES Technologies Limited

Growth triggers

- **Divestment of non-core engineering services business to Akkodis.** The Phase 1 deal was signed on May 26, 2026 for USD 30.63 million, expected to close in Q2 FY27. This sharpens the portfolio and releases capital for core aerospace, defence, and ESAI businesses. (Q4 FY26 concall, May 2026)
- **Phase 2 disinvestment planned for H1 FY27.** Management confirmed that Phase 2 of the restructuring will fund the entire capex program for new facilities and acquisitions, with no equity dilution or incremental long-term debt planned. (Q4 FY26 concall, May 2026)
- **New facilities coming online through FY27.** Devanahalli Aero Land (DAL) became functionally ready in Q3 FY26. Devanahalli Atmanirbhar Complex (DAC) Phase 1 is set for completion by Q4 FY26. The Missile Atmanirbhar Complex (MAC) in Hyderabad is targeted for March 2027. Combined capex of approximately Rs 2,100 to Rs 2,250 crores, self-funded via restructuring. (Q4 FY26 concall, May 2026; Q3 FY26 concall, Feb 2026)
- **BrahMos and Kusha RF seeker qualification.** Successful trials of the RF seeker were completed on February 4, 2026, with all RF functionalities demonstrated. Remaining integration and certification expected by Q2 FY27, positioning AXISCADES as the first qualified supplier of this new seeker type. (Q3 FY26 concall, Feb 2026; Q4 FY26 concall, May 2026)

- **Hyperscaler and semiconductor order ramp-up.** A USD 3.5 million order from Qualcomm was received in Q4 FY26. Apple and Amazon pilot engagements are underway, with the DAL facility driving exponential growth expected from FY27-28 once certification is complete. (Q4 FY26 concall, May 2026; Q3 FY26 concall, Feb 2026)
- **Xida Inc. creation as a US deep-tech and AI subsidiary.** Launched in FY26, Xida is designed as an American-led, Silicon Valley-headquartered company focusing on data centres, generative AI, and physical AI. It will absorb the existing ESAI business and is evaluating two acquisitions. (Q4 FY26 concall, May 2026)
- **Aerospace manufacturing acquisition to jumpstart high-value manufacturing.** Management confirmed they are in advanced stages of finalising an acquisition expected to close in Q3 FY27, which will bring immediate manufacturing certifications and skills. (Q4 FY26 concall, May 2026)
- **Power 930 target driving the transformation.** The goal of Rs 9,000 crores revenue by FY30 is backed by a pipeline of over Rs 14,000 crores as of Q3 FY26 and a 40% plus core growth target for FY26 and FY27, with 70% growth acceleration from FY28 once infrastructure is fully operational. (Q3 FY26 concall, Feb 2026; Q2 FY26 concall, Nov 2025)

Key risks

- **Revenue deferment due to supply chain disruptions.** In Q4 FY26, Rs 142 crores of revenue was deferred into H1 FY27 because a monopolistic hardware supplier redirected output to war-related priorities. This creates lumpy revenue recognition and makes quarterly results volatile. The risk remains as the company scales manufacturing-linked execution. (Q4 FY26 concall, May 2026)
- **Dependence on government defence contracts.** A significant portion of defence revenue comes from DRDO, DPSUs, and MoD programs. These are prone to regulatory delays, budget cycles, and programme deferrals. Lumpiness in order inflows reduces quarterly visibility and can cause missed short-term targets.
- **High working capital intensity in defence.** Defence payment cycles range from 90 to 180 days. DSO stood at 130 days in FY26, and land systems WIP tied up Rs 100 crores in cash. As defence revenue scales, working capital requirements will increase, potentially straining cash flows if not managed carefully.
- **Execution risk from infrastructure scale-up.** Three large facilities (DAL, DAC, MAC) are being built simultaneously. Delays in certification, equipment installation, or customer acceptance can push revenue recognition timelines. The Q4 FY26 deferment partly reflected acceptance slot planning issues.
- **Intense competition in defence and aerospace.** AXISCADES competes with well-established players like L&T, Data Patterns, Astra Microwave, and global engineering firms. Bid-based pricing limits margin expansion, and technology differentiation is required to win contracts. Defence margins are expected to remain in the 22-25% range, not increase.
- **Portfolio restructuring execution risk.** Phase 2 of the disinvestment was delayed from the earlier target of March 2026 to H1 FY27. If further delays occur, the capex funding plan for DAC, DAL, and MAC could face shortfalls. Management claims self-funding through restructuring cash, but any stalling would pressure the balance sheet.
- **Talent retention and skill shortages.** Attrition was 19% in Q1 FY26. The company is moving from engineering services to manufacturing and product-led growth, requiring specialised skills in defence, aerospace, and semiconductor domains. ESOP grants and upskilling programs are planned but take time to show effect.

- **Currency risk from export-heavy revenue.** Approximately 75% of revenue comes from exports (USD, EUR, GBP). Fluctuations impact reported INR margins. Natural hedges exist through offshore costs, but volatility remains a factor.

Walk the talk

AXISCADES set ambitious targets at the start of FY26. In the Q1 FY26 concall (August 2025), management guided for a 40% year-on-year growth in core businesses and a 300 bps EBITDA margin improvement. By Q3 FY26 (February 2026), they reinforced this:

> *"We are firmly on track to complete FY26 as planned, 40% core growth and 45% EBITDA growth."*
>
> **DR. SAMPATH RAVINARAYANAN, Q3 FY26 CONCALL (FEB 2026)**

The actual outcome for FY26 was sobering. Core revenue grew approximately 18% (Rs 904 crores vs Rs 770 crores in FY25), and EBITDA grew 24.6%. Both fell well short of the 40% and 45% guidance. Management attributed the gap to a Q4 revenue deferment of Rs 142 crores caused by global supply chain disruptions. In the Q4 FY26 concall, they reframed the year as a "building year" rather than a bad year:

> *"FY26 has been the most consequential year in the 20-year history of AXISCADES, not because of one quarter's numbers, but because of what we built."*
>
> **DR. SAMPATH RAVINARAYANAN, Q4 FY26 CONCALL (MAY 2026)**

The divestment timeline also slipped. In the Q2 FY26 concall (November 2025), management said the non-core divestment would be completed by March 2026. In Q3 FY26 (February 2026), they reiterated they were "very much on track" for a March closure. However, Phase 1 was only signed on May 26, 2026, after the fiscal year ended. Phase 2 was pushed to H1 FY27. Management described the delay as a deferment, not a cancellation.

EPS guidance faced similar revision. In Q3 FY26, Dr. Ravinarayanan guided for EPS of Rs 25-26 in FY26, implying 40-50% growth. The reported PAT of Rs 72 crores translated to an EPS of roughly Rs 17. Normalized PAT of Rs 83 crores (27.6% growth) was also below the guided range. Management explained the gap through one-time exceptional items linked to the restructuring and a non-comparable tax base.

The BrahMos seeker qualification timeline also shifted. In Q2 FY26 (November 2025), management hoped for successful trials before March 2026 with qualification by March. Trials were completed on February 4, 2026, but qualification is now expected in Q2 FY27, roughly 3-6 months later than originally guided.

Despite these misses, management maintained that the order book and demand are intact. The Rs 142 crores of deferred revenue was described as "hard orders in the dispatch queue" entering FY27.

> *"The revenue has moved into FY27 visibility, with recognition expected across Q1 and Q2, subject to delivery, inspection, customer acceptance, and applicable criteria."*
>
> **SHASHIDHAR S.K., Q4 FY26 CONCALL (MAY 2026)**

Scenarios

Bull case

The restructuring completes on schedule in H1 FY27, releasing Rs 175 crores in extraordinary gain and fully funding DAC, DAL, and MAC. The aerospace manufacturing acquisition closes in Q3 FY27, bringing immediate certifications and jumpstarting production. The BrahMos seeker qualifies in Q2 FY27, unlocking a multi-year production program for new-generation seekers, with AXISCADES as the sole qualified supplier. Xida Inc. wins a major hyperscaler contract, and the Qualcomm engagement scales 10x. The Rs 142 crores of deferred revenue converts cleanly in H1 FY27, setting up a strong 40% plus growth year. Power 930 becomes credible as manufacturing-led revenue scales, and margins approach 20% plus.

Base case

Phase 2 disinvestment closes in H2 FY27, funding is secured but with some delays. DAC Phase 1 and DAL become fully operational by Q4 FY27, contributing to FY28 growth. The aerospace acquisition closes but takes 12 months to integrate. BrahMos seeker qualifies in Q2 FY27 as planned, but production orders ramp gradually. Hyperscaler revenue grows steadily but not exponentially, reaching double-digit millions by FY28. Revenue growth in FY27 is in the 25-30% range, below the aspirational 40% target. Margins improve to 16-17% as product mix improves. The company remains on track for Power 930 but with a two-year delay.

Bear case

Phase 2 disinvestment faces regulatory or valuation hurdles and gets delayed into FY28. Capex for DAC and MAC strains the balance sheet, forcing bridge financing at higher rates. The BrahMos seeker faces certification setbacks or competition from another qualified vendor, limiting market share. Xida Inc. struggles to gain traction as hyperscalers slow procurement due to macroeconomic headwinds. The Rs 142 crores of deferred revenue converts slower than expected due to acceptance delays. Core revenue growth in FY27 slips to below 15%. Management misses targets again, eroding investor confidence. Attrition spikes as key talent leaves during the restructuring, impacting program execution. The Power 930 target is abandoned or significantly downscaled.