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Empowering The Future

NETS INTERNATIONAL

Empowering The Future

Corporate Briefing Session
November 24, 2026
Lahore, Pakistan



Infrastructure Solutions

Digital Solutions

Managed Solutions

Agenda

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About NETS, leadership & board, domains, customers and partners

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Questions & Discussion

Questions received in advance and from the floor

01 | Who We Are

About NETS, leadership & board, domains, customers and partners

NETS Role in Pakistan's Transformation

1983 TO 2026 & CONTINUED

IP NETWORK UPGRADATION

- PTCL
- NTC
- UFONE
- WARID
- WATEEN

- Packet Core Network
- Internet Gateway Exchange
- USF Rural Projects
- MPLS-TP
- Phone Exchanges

WIRELESS NETWORK

- GOV OF PUNJAB
- PTCL
- PAK RAILWAYS
- TOTAL PARCO
- UCP
- BRITISH PETROLEUM

- Wide Area Network
- Public Wi-Fi Network
- Enterprise Wireless Network
- VHF Radio Links

IP TELEPHONY (ENTERPRISE & CONTACT CENTER)

- WARID
- WATEEN
- PTCL
- MCB
- FAYSAL BANK

- Supply, configuration and installation of IP telephony system in enterprise and contact centers.

CYBER SECURITY

- BANK OF PUNJAB
- SNGPL
- NDRMF
- CMPAK
- OGDCL
- STATE LIFE INS
- PTCL

- Firewalls
- SEIM / SOAR
- VAPT
- EDR / XDR
- Red Teaming & MITRE ATT&CK

AUTOMATION

- BANK OF PUNJAB
- SENATE SECRETARIAT
- PTCL
- OGDCL
- NDRMF

- Network monitoring and observability platforms & tools

MANAGED SERVICES

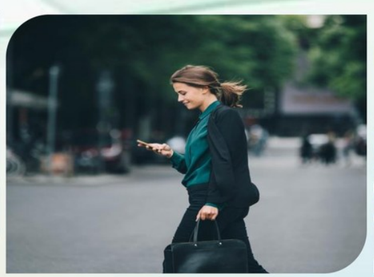
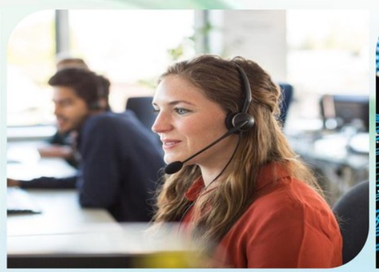
- PTCL
- OGDCL
- CMPAK
- NDRMF
- UFONE
- TPL GROUP

- Operations & Maintenance
- Managed helpdesk
- Network monitoring
- L1/L2 support
- SLA management

ICT

- PTCL/ UFONE
- PIA
- PAK DATACOM
- NBP
- NTC
- PSDF
- PITB

- Switches
- Routers
- Access Points
- Multiplexer
- Video Walls
- IP Cameras






Management & Board



Jahangir Ahmad
Chairman



Muhammad Shaheer
CFO



Danial Khushnood
Company Secretary



Muhammad Nadeem
CEO - Executive Director



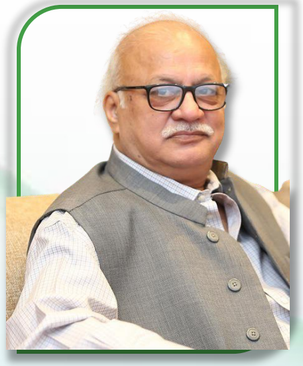
Fozia Qadir
HR Head - Executive Director



Khalid Mahmood
COO



Rashid Rafique
Independent Director



Zaheer Khan
Non-Executive Director



Inam Ullah
Independent Director



Muhammad Iqbal
Independent Director

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NETS Domains

From Infrastructure to Intelligence
We Empower What's Next

Infrastructure Solutions

Fixed & Wireless Access Networks | ELV | EV Solutions

Digital Solutions

Enterprise Data Networks | Cloud | Cybersecurity | Automation

Managed Solutions

Managed Services | Resource Outsourcing



Digital Solutions

Securing, Connecting & Accelerating Your Digital World



Enterprise Data Networks & Cloud

- Cabling, Racking, Shelving
- Data Center Commissioning
- Servers, Storage, Networking
- ACI, SD-WAN, MPLS-TP / Core
- Hybrid Cloud, BC, Disaster

Cybersecurity

- Consulting & Posture Assessment
- VAPT, DFIR, GRC, vCISO, SOC
- Red Teaming & MITRE ATT&CK
- DevSecOps & Security Playbooks
- PAM, DLP, XDR, SIEM, SOAR

Automation & AI

- Consulting Use-cases
- Analytics & Dashboarding
- DevOps, DevSecOps, Python
- In-House Products
- 24 / 7 Guaranteed SLAs

MonetX AutomateX GreenX SUPPORTX

Empowering Businesses With Intelligent Management

Managed O&M

- OEM, RMA, TAC Support
- Compliance & Patching
- Break-fix Services
- CM / PM Maintenance
- Optimization & Improvement

Resource Outsourcing

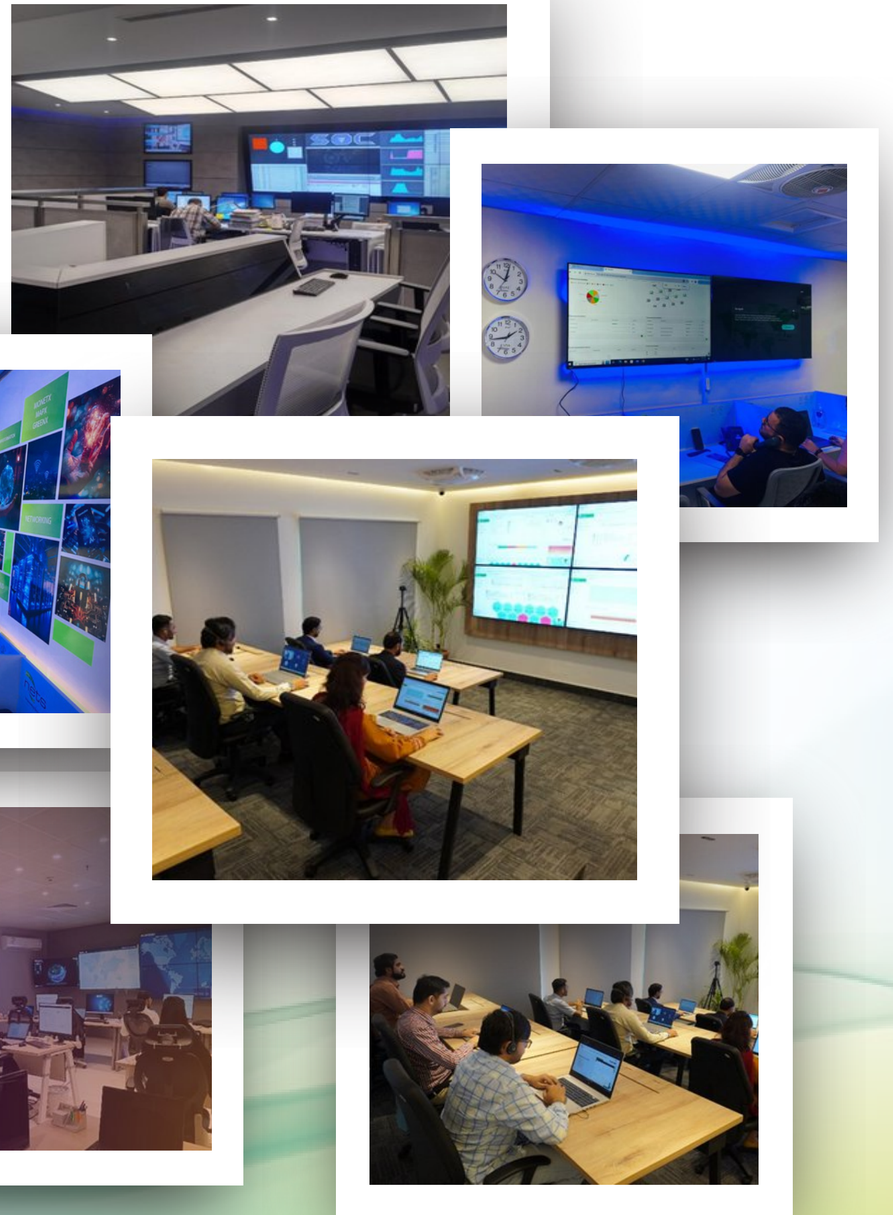
- Turnkey Talent Outsourcing
- 100K+ Pre-Vetted Candidates
- Rapid Onboarding
- Measurable Business Value
- Full-Time, Contract, Remote

Managed Helpdesk

- HelpDesk, Incident Management
- 24/7 or 8/5 SLAs support
- Weekly/Monthly reporting
- Incidents summary via email
- In-house ITSM tool: SupportX

NOC & SOC Monitoring

- 24/7 NOC & SOC Monitoring
- Includes HelpDesk ITSM
- L1 / L2 with Troubleshooting
- Real-time dashboards
- Performance Optimization



Infrastructure Solutions

Connecting the Last Mile with First-Class Expertise



- Survey, Planning & Design
- Network Build & Rollout
- Equipment & Material Supply
- Customer Installation
- Optimization & Continuation Planning
- Managed Services & Operations

- ELV Solutions
- Operator Broadband Sales
- Project & Program Management
- EV Solutions
- Mapx







- 345+ Km Excavation Completed
- 120+ Cabling & Splicing Engineers
- 700K+ RFS Completed
- 900K+ Premises Survey & Design
- 21K+ Km Fibre Cable Install
- 1,735+ Km Ducts Installed
- 25K+ Home Installs
- 2,650+ Mobile Sites Provisioned
- 200+ Rollout Sites
- 950+ Sites Including OB & IBS
- 80+ Microwave Sites
- 20K+ Connections Sold
- 250+ Microwave LOS Surveys
- 150+ DC Power System Installations

Standards, Awards & Partners

Standards & Compliance



Key Technology Partnerships



Best Business Services to the Fiber Community - 2025	Service Delivery Team of the Year - 2025	SCTE Sustainability Award (Runner up) - 2025	Great Place To Work 2025	Cisco Emerging Partner of the Year - 2024	Cisco Impact Partner of the Year - 2024

02 FY2025-26 Performance

Audited results, four-year trend, revenue drivers, material variations and segment information

FY2025-26 Performance at a Glance

Year ended 30 June 2026 | First full financial year as a listed company on the PSX GEM Board

Revenue
PKR 1,947 M
▲ 17.1%
vs PKR 1,663 M

Gross Profit
PKR 541.6 M
▲ 31.6%
vs PKR 411.4 M

Profit Before Levies & Tax
PKR 128.4 M
▲ 10.2%
vs PKR 116.5 M

Profit After Tax
PKR 41.7 M
▼ 34.1%
vs PKR 63.3 M

EPS (Basic & Diluted)
Rs. 1.14
▼ 39.4%
vs Rs. 1.88

Performance Summary

- **Revenue +17.1%** to PKR 1.95 bn on stronger project execution and a healthier business mix.
- **Gross profit +31.6%;** margin widened 3.1 pts to 27.8%, improving in every quarter vs last year.
- **Profit before levies & tax +10.2%** to PKR 128.4 M, helped by a PKR 80 M insurance claim.
- **PAT PKR 41.7 M (-34%):** PKR 145 M stock lost in the Gerry's Dnata warehouse fire and PKR 86.7 M levies & tax. Decrease due to 65M Fire loss
- **No dividend declared,** cash retained to fund working capital for the growing project pipeline.

Change vs FY2024-25 (%)



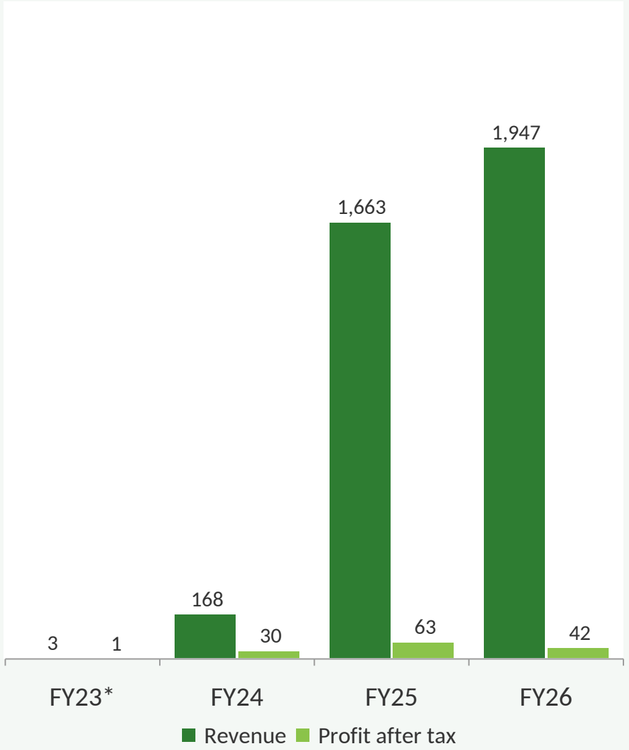
Source: NETS International Communication Limited, Annual Report 2025-26 (audited; year ended 30 June 2026)

Four-Year Financial Summary

Year-on-year comparison of key financial metrics, PKR Million (years ended 30 June)

PKR Million	FY2022-23*	FY2023-24	FY2024-25	FY2025-26	YoY FY24	YoY FY25	YoY FY26
Revenue	2.9	168.3	1,662.6	1,946.8	n.m.	+887.8%	+17.1%
Gross profit	1.4	104.4	411.4	541.6	n.m.	+294.2%	+31.6%
Gross margin	48.2%	62.0%	24.7%	27.8%	n.m.	-37.3 pts	+3.1 pts
Profit before levies & tax	0.7	40.3	116.5	128.4	n.m.	+188.9%	+10.2%
Profit after tax	0.6	29.8	63.3	41.7	n.m.	+112.6%	-34.1%
EPS (Rs.)	0.12	3.44	1.88	1.14	n.m.	-45.3%	-39.4%
Total assets	8.6	1,012.9	1,090.2	1,316.9	n.m.	+7.6%	+20.8%
Total liabilities	3.0	651.8	628.0	802.5	n.m.	-3.6%	+27.8%
Total equity	5.6	361.2	462.2	514.4	n.m.	+28.0%	+11.3%
Current ratio (x)	2.86	1.62	1.82	1.67	n.m.	+0.20	-0.15

Revenue & PAT (PKR M)

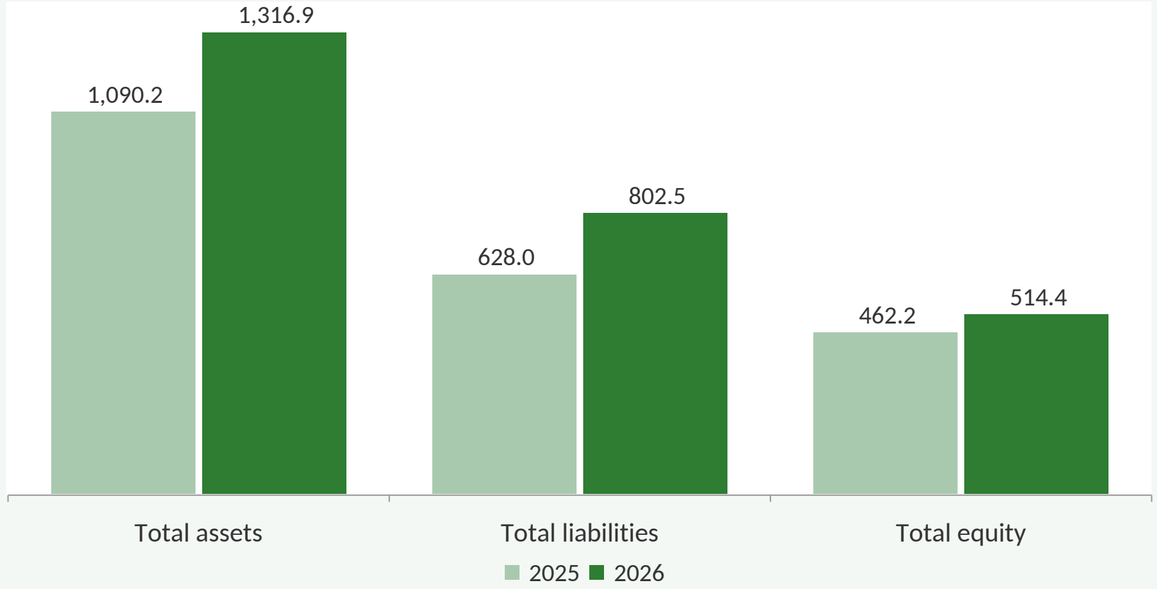


- **Scale:** revenue rose from PKR 168 M (FY24) to PKR 1,663 M (FY25) and PKR 1,947 M (FY26); total assets reached PKR 1,317 M.
- **EPS Rs. 1.14:** lower PAT after the fire loss, on 36.8 M weighted shares (FY25: 33.7 M).

**FY2022-23 covers 22 Nov 2022 (incorporation) to 30 Jun 2023. n.m. = not meaningful. Source: Annual Report 2025-26, Annexure II (Key Financial Data) and audited financial statements.*

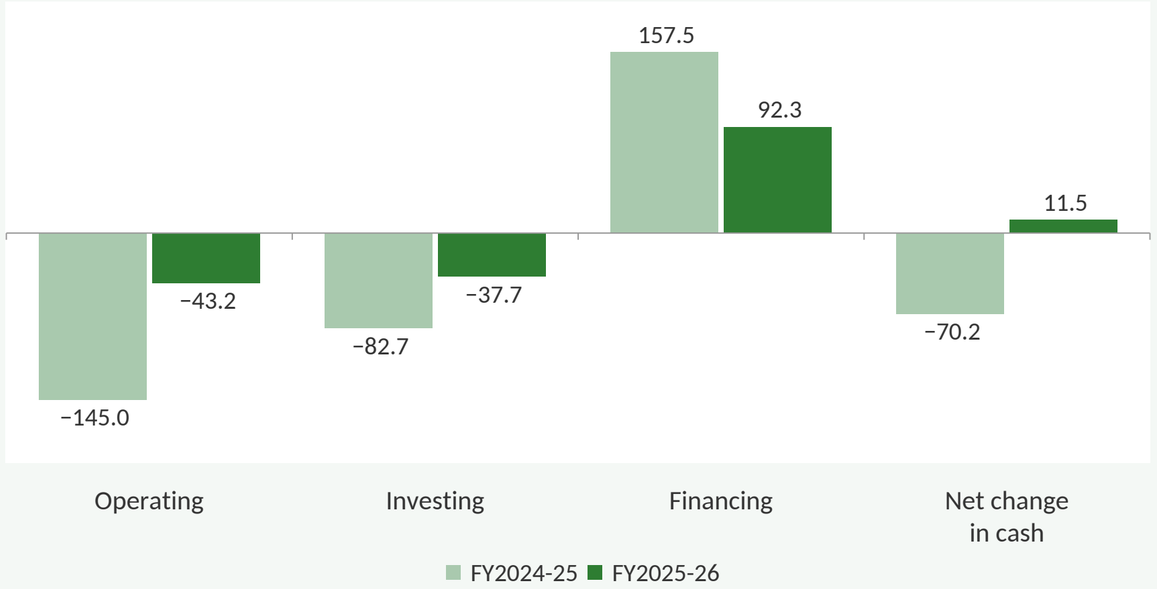
Financial Position & Cash Flow

Balance sheet at 30 June (PKR Million)



- **Total assets +20.8%** to PKR 1,317 M; equity +11.3% to PKR 514 M.
- **Trade receivables -36%** to PKR 296.5 M as collections improved; stock in trade fell to PKR 21.2 M.
- **Short-term borrowing** rose to PKR 225 M (PKR 122 M last year) to fund project working capital.

Cash flow by activity (PKR Million)



- **Cash generated from operations** turned positive: PKR 113.7 M vs PKR (49.4) M.
- **Operating outflow cut by 70%** to PKR 43.2 M after tax and finance costs paid.
- **Cash & bank PKR 44.8 M,** up from PKR 33.3 M; PKR 39.6 M invested in Fixed Assets.

KEY TAKEAWAY Operating cash outflow fell 70% and receivables dropped 36%, while short-term borrowing funded project growth.

Source: NETS International Communication Limited, Annual Report 2025-26 (audited; year ended 30 June 2026)

Operating Segment Information (IFRS 8)

(i) Products & services (PKR M)

Solution line	Business domains	FY2025-26	FY2026-27 budget
Infrastructure	FAN	69.3 (4%)	190 (6%)
Digital	EDN, cloud, cybersecurity, automation	964 (50%)	1,711 (58%)
Managed	Managed services, resource outsourcing	912 (47%)	1,062 (36%)
Total		**1,946.8**	**2,946 (100%)**

(iii) Major customers (each 10% or more of revenue)

Period	Customer	Revenue / share
FY2025-26 (audited)	PTCL Group	PKR 901 M (46%); next largest Bank of Punjab 14%
FY2026-27 budget	PTCL Group	PKR 1,611 M (50%); next largest Bank of Punjab 9%

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Revenue Drivers

NETS' revenue growth is driven by four structural factors in Pakistan's ICT market, from enterprise customer wins to government-led digital transformation.

01 New Customer Acquisition

- Enterprise network revenue scales per customer
- IT gaps create demand for specialized solutions
- Cloud, cybersecurity, integration, managed IT
- Urban market focus opens more opportunities

02 Nationwide IT Infrastructure

- Broadband and fiber expansion drives growth
- Bridges the digital divide in underserved areas
- Opens 5G, IoT and cloud computing opportunities
- Attracts international investment

03 Government Digital Transformation

- Automating health, education and public services
- Positions NETS as a national digital partner
- Secure comms, cloud storage and e-governance
- Builds revenue and long-term partnerships

04 Increasing Digital Adoption

- Rising smartphone penetration across Pakistan
- Growing adoption of digital platforms
- Higher demand for telecom and IT services

Source: management assessment of market drivers.

03 | FY2026-27 Budget & Outlook

Forward-looking statement, budget basis, revenue plan, customers, pipeline and cash

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FORWARD-LOOKING · UNAUDITED
Budget

FY2026-27 Budget at a Glance

Pakistan operations | Budget for the year ending 30 June 2027, compared with audited FY2025-26

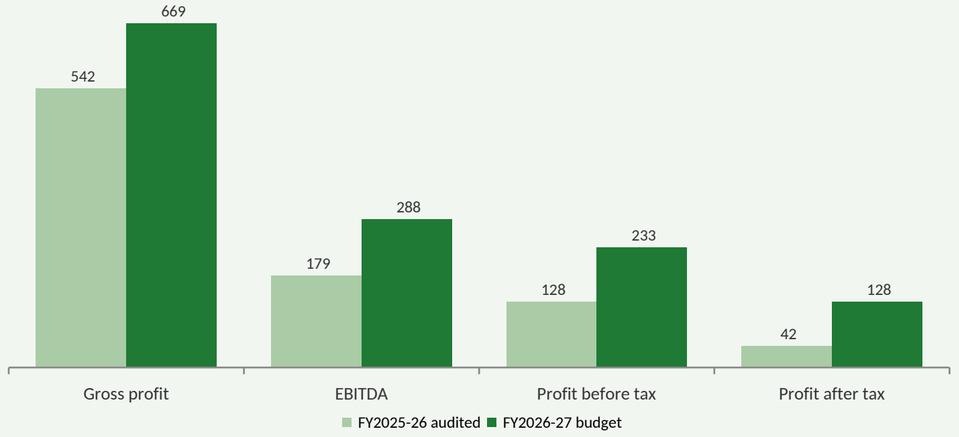
Revenue	Gross Profit	EBITDA	Profit Before Tax	Profit After Tax	Headcount
PKR 2,964 M	**PKR 668.9 M**	**PKR 288.0 M**	**PKR 233.0 M**	**PKR 128.1 M**	**254**
▲ 52.3% vs FY26 FY26: PKR 1,947 M	▲ 23.5% vs FY26 Margin 22.6% (FY26 27.8%)	▲ 60.7% vs FY26 Margin 9.7% (FY26 9.2%)	▲ 81.4% vs FY26 Margin 7.9% (FY26 6.6%)	▲ 207% vs FY26 FY26: PKR 41.7 M	240 current +14 to be hired

Budget Summary

- **Revenue PKR 2.96 bn,** up 52% on audited FY26 (PKR 1.95 bn).
- **Gross profit +23%;** margin eases to 22.6% from 27.8% in FY26.
- **PAT PKR 128 M vs PKR 41.7 M:** FY26 carried a PKR 145 M fire loss and PKR 86.7 M of levies & tax, so the base is low.
- **EBITDA PKR 288 M** (9.7% margin) and a team of 254.

KEY TAKEAWAY The plan grows revenue 52% and lifts EBITDA margin to 9.7% on a leaner 22.6% gross margin.

FY26 audited vs FY27 budget (PKR M)



Disclaimer: *Unaudited management budget; actual results may differ materially. Pakistan only; USD 1 = PKR 290; FY26 audited. EBITDA = PBT before levies & tax + finance cost + depreciation.*

04 Key Business Risks

Principal risks and how we manage them

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Risk Factors and Mitigants

01 Regulatory Challenges

Risk: Policy changes and regulatory uncertainty hinder planning and investment.

Mitigation: Stable, clear and consistent policies for long-term market development.

02 Infrastructure Limitations

Risk: Outdated infrastructure, especially in rural areas, limits service reach.

Mitigation: Invest in modern infrastructure and public-private partnerships; progress slowed by forex rates and tax changes.

03 Cybersecurity Concerns

Risk: Growing cyber threats could disrupt services and compromise data.

Mitigation: Invest in advanced cybersecurity, encryption and employee training.

04 Investment Constraints

Risk: Economic instability makes it difficult to raise capital.

Mitigation: Seek foreign investment and explore public-private funding models.

05 Skilled Workforce Shortage

Risk: Lack of skilled talent in emerging technologies limits innovation.

Mitigation: Invest in education and provide incentives for skilled professionals.

06 International Competition

Risk: International companies may capture market share from local players.

Mitigation: Strengthen local offerings and partner for global expertise.

Continued on next slide

Questions Received in Advance

[●] Questions submitted by shareholders before the briefing, with management's responses. If none were received, replace the table with: "No questions were received in advance."

No.	Shareholder / folio	Question	Response
1	[●]	[●]	[●]
2	[●]	[●]	[●]
3	[●]	[●]	[●]
4	[●]	[●]	[●]

To be completed by the Company Secretary before the briefing.

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Thank You

Questions & Discussion