

# Analyst Briefing 2026

**Date:** June 23, 2026



# Financial Year **2025** **Performance**

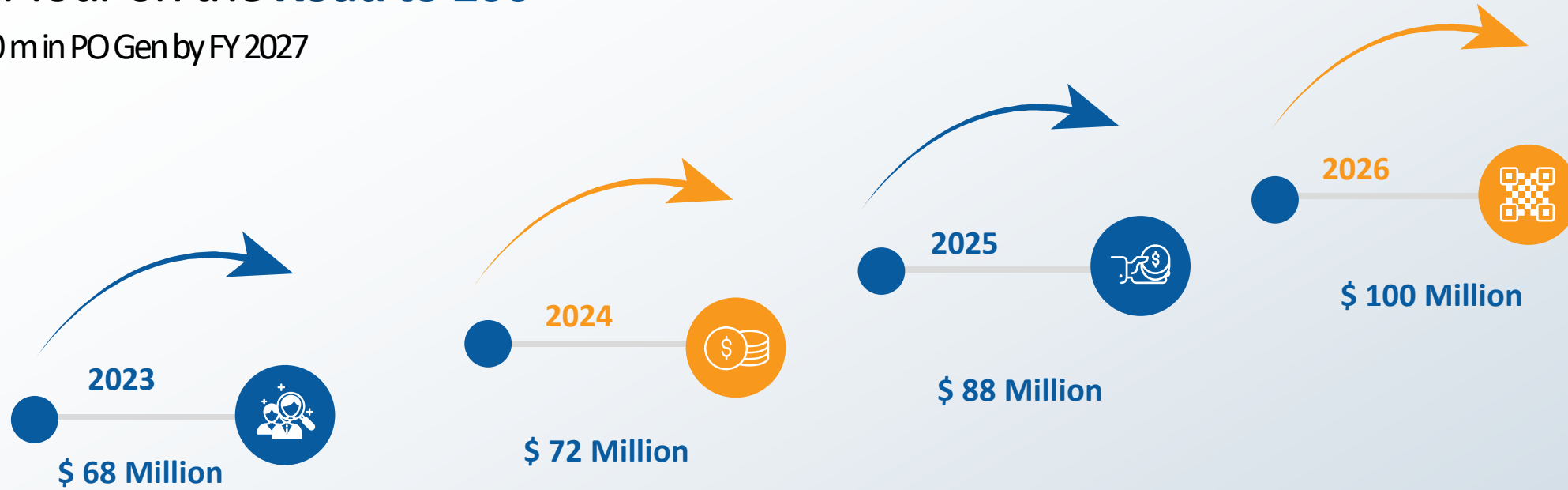
---

Year Four on the Road to 100

Group Historical Performance (2022–2025)

# Year four on the Road to 100

\$100 m in PO Gen by FY 2027



**\$25 M**  
Pakistan Region

**\$40M**  
Qatar & Saudi Arabia Region

**\$35M**  
UAE, other ME regions & Africa

Region	Plan	Actual
Pakistan	17	14
KSA	14	20
Qatar	16	22
UAE	14	6
Process	8	6
<b>Total</b>	<b>69</b>	<b>68.6</b>

Region	Plan	Actual
Pakistan	18	16
KSA	23	11
Qatar	23	26
UAE	18	3
Process	14	18
<b>Total</b>	<b>94</b>	<b>73</b>

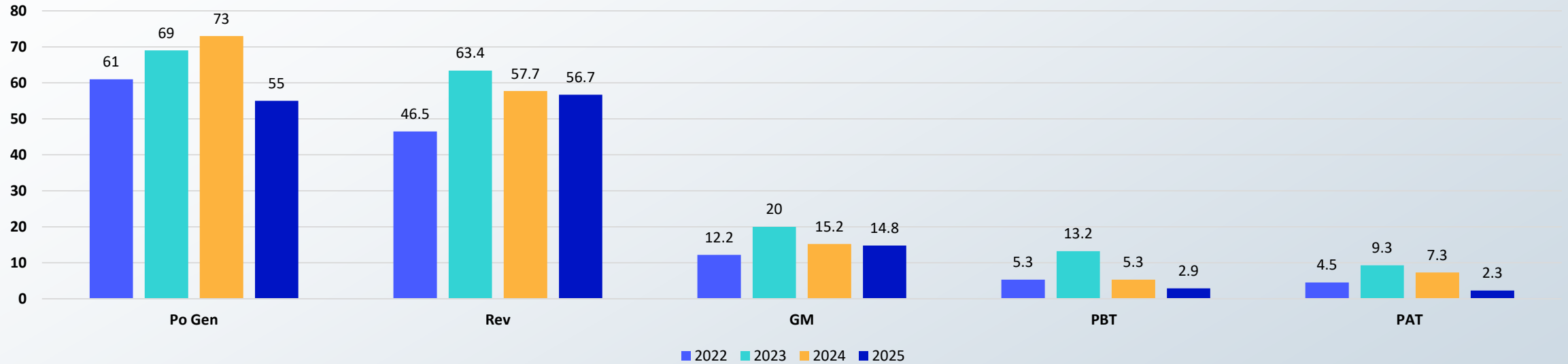
Region	Plan	Actual
Pakistan	18	15
KSA	20	10
Qatar	20	16
UAE	12	9
Process	18	6
<b>Total</b>	<b>88</b>	<b>56</b>

Region	Plan	2026 Plan
Pakistan	20	20
KSA	25	20
Qatar	21.5	20
UAE & Process	33.8	20
<b>Total</b>	<b>100</b>	<b>80</b>



# Group Historical Performance 2022-2025 In \$M

Opening Orders for 2026: \$49.4m



	2022	2023	2024	2025
Po Gen	61	69	73	56
Rev	46.5	63.4	57.7	56.7
GM	12.2	20	15.2	14.8
GM%	26%	31.5%	26%	26%
PBT	5.3	13.2	5.3	2.9
PAT	4.5	9.3	7.3	2.3



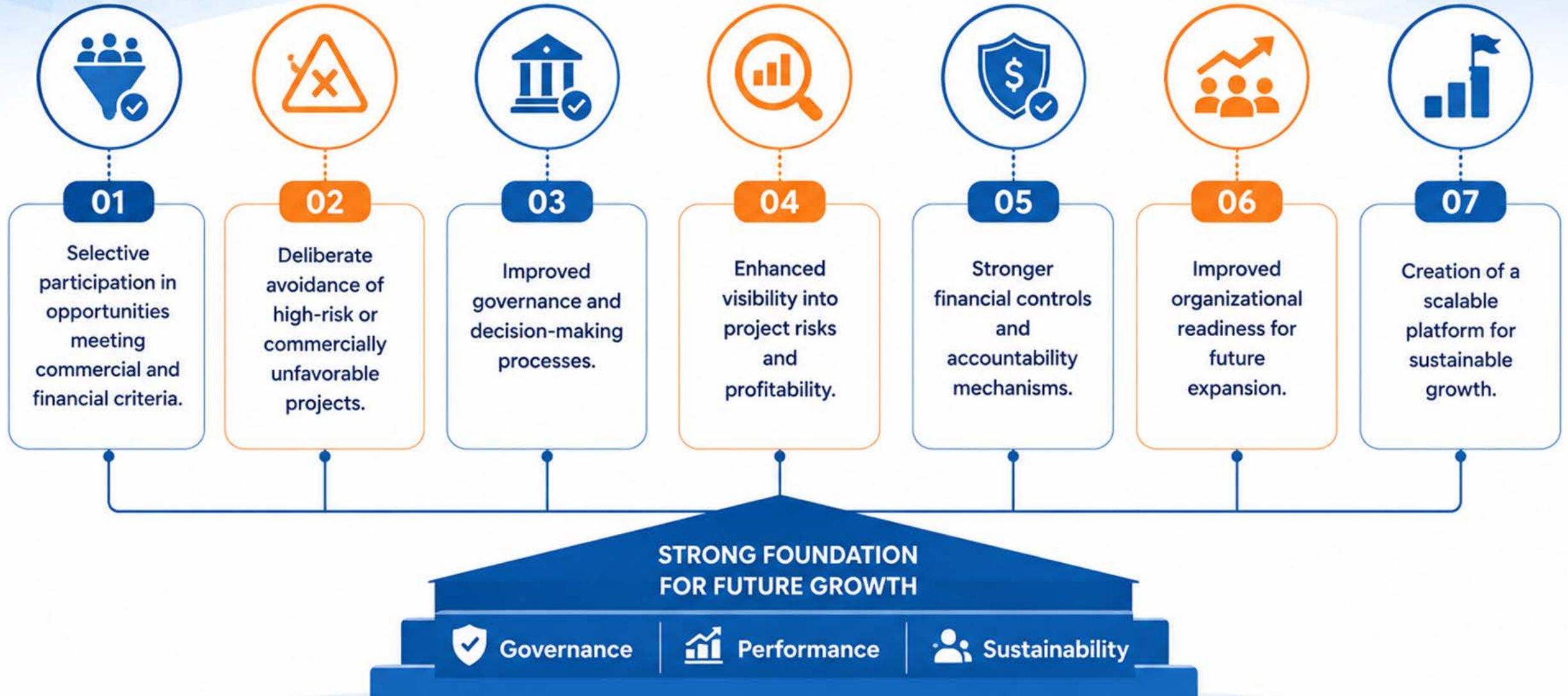
# Strategic Priorities Undertaken in 2025

- 1**  **Implemented a disciplined growth strategy** focused on quality over volume.
- 2**  **Enhanced governance and commercial oversight** across project pursuits.
- 3**  **Strengthened bid qualification and contract review** processes.
- 4**  **Improved financial discipline** through rigorous project profitability assessments.
- 5**  **Enhanced risk management and due diligence frameworks.**
- 6**  **Increased focus on sustainable, scalable, and profitable growth.**
- 7**  **Established stronger internal controls** to support long-term business resilience.

Management prioritized strengthening the Company's operating framework and risk controls to support sustainable long-term growth.



# Impact of Strategic Initiatives



# Corporate Plan 2026

---

Group PO Gen & Revenue Targets

Group CRM Pipeline 2026

Spike Projects 2026



# Group PO Gen & Rev Targets **FY-26**

In \$Millions

AVN Group 2026	PAK	UAE (Incl. Process)	KSA	Qatar	Total
PO Gen Target 2026	20	20	20	20	80
Revenue Target 2026	21	14	15	20	70



# FY 2026 Business Outlook In \$M

Description	Plan 2026	Projected 2026	Compared to 2025
Po Gen	80	75 – 83	34% – 48% ↑
Revenue	70	65 – 72	16% – 29% ↑
PAT	8	7 – 8.5	204% - 270% ↑
FCC	11M	8 -11.5	51% - 107% ↑







# Plan 2026 – Group CRM Pipeline

Region/Business	Count	Value in \$m	Hit Rate – Historical Averages	Conversion in \$m
Pak	411	129	30%	39
Qatar	95	173	25%	24
KSA	116	70	20%	23
UAE	133	124	18%	22

Note: Conversion Efficiency is determined based on Historic Trends in CRM Data



# Spike Projects in 2026

Territory	Major Opportunities	Value
 <b>KSA</b>	<ul style="list-style-type: none"> <li>Al AYUNI Investment &amp; Contracting Co.</li> <li>First Fix</li> <li>PMS for Granada mall</li> <li>King Saud University SCADA BMS package</li> <li>Dirayah integration works</li> <li>Custody metering for SEC</li> </ul>	<b>27 M\$</b>
 <b>Qatar</b>	<ul style="list-style-type: none"> <li>Ashghal DNMC SCADA System</li> <li>Qatar Energy LNG North &amp; South Offshore control system Upgrades</li> <li>Qatar Energy LNG Modicon PLC Upgrade for Onshore plants</li> <li>Ashghal Roads framework for control systema and PAVA system</li> <li>Ashghal Drainage Rain gauges, under pass flood monitoring sensors and pump control tender</li> </ul>	<b>22M\$</b>
 <b>UAE</b>	<ul style="list-style-type: none"> <li>Tabreed: SCADA T-SM-SRC-IT-CDC-P-01-25 Batch A - CDC Onboarding Tasheel 4, P 2</li> <li>SEWA : PROJECT WAVE (WATER OT SYSTEMS)</li> <li>Dubai Metro Blue Line BMS and TVS</li> <li>KOC : WELL HEAD CONTROL EQUIPMENT &amp; SCADA SYSTEM FOR JURASSIC WELLS PHASE-3</li> </ul>	<b>29M\$</b>
 <b>Pakistan</b>	<ul style="list-style-type: none"> <li>Larkana Hospital \$4M (BT)-Development of a state-of-the-art 600-bed tertiary healthcare facility in Larkana</li> <li>FWO White Oil Pipeline project</li> <li>SAFCO Venture Holding Limited Renewable Bio Diesel Oils &amp; Fats Hydro Processing Refinery</li> </ul>	<b>28 M\$</b>
<b>Total</b>		<b>106 M\$</b>



# Business Performance & Strategic Growth

---

Business Performance FY 25-26

Flagship Won Projects 2025

Strategic Business Initiatives

Business Development

Recurring Revenue Plan

Retail Fuel Business

Business Expansion Plan



# FY 25-26 Performance



## FY 2025

Segments PO GEN Target Vs Achieved	Target	Achieved
Systems	\$4.0M	\$4.1M
Digital Factory Solutions & PRD	\$6.0M	\$5.7M
Building Technologies	\$3.7M	\$3.7M
Avanceon Fuelling Solutions	\$1.8M	\$1.7M
Business Development	\$3M	\$0.2M
<b>Total</b>	<b>\$18.5M</b>	<b>\$15.4M</b>

## FY 2026

Segments PO GEN Target Vs Achieved	Target	Expected till 30 <sup>th</sup> June-26
Systems	\$7.3M	\$6.0M
Digital Factory Solutions & PRD	\$6.4M	\$7.3M
Building Technologies	\$4.1M	\$0.4M
Avanceon Fuelling Solutions	\$1.9M	\$6.3M
Business Development	\$0.3M	\$1M
<b>Total</b>	<b>\$20M</b>	<b>\$21.5M</b>



# FY 25-26 Performance



## FY 2025
















Regions PO GEN Target Vs Achieved	Target	Achieved
FZE (Incl. Process)	\$30M	\$15.7M
Qatar	\$20.1M	\$16.0M
KSA	\$20.0M	\$9.7M
<b>Total</b>	<b>\$70.1</b>	<b>\$41.4M</b>

## FY 2026

Regions PO GEN Target Vs Achieved	Target	Expected till 30 <sup>th</sup> June 26
FZE (Incl. Process)	\$20M	\$14.58M
Qatar	\$20M	\$7.5M
KSA	\$20M	\$15.2M
<b>Total</b>	<b>\$60M</b>	<b>\$37.28M</b>













# Flagship Won Projects - 2025

Business Segments	Description
 Oil & Gas	<ul style="list-style-type: none"> <li>Secured first-ever sales for <b>EPRF-II – \$1.51M</b> - Refinery Oil Movement Process Automation</li> <li>Secured <b>USD 234K</b> Chemical Injection Skids project for PH &amp; ORP Control at ARL</li> </ul>    
 DFS & PRD	<ul style="list-style-type: none"> <li>Strategic Entry into Mining Sector with <b>USD 400K from Reko Diq</b></li> <li>Secured Strategic IE4 Motor Orders from <b>Dalda Foods USD 318K</b></li> <li>Secured New Orders from <b>MACPAC</b> for Digitalization OEE</li> </ul>       
 Building Technologies	<ul style="list-style-type: none"> <li>Engineered &amp; Revamped of Smart Building Management Solution for <b>PC Hotel Lahore</b></li> <li>Delivered Advanced Fire Alarm, PAVA &amp; Network Optimization Solutions for <b>DoubleTree by Hilton</b></li> <li>Entry in Karachi market with mega projects &amp; <b>ParkEdge EMAAR</b></li> </ul>       
 Fueling Solutions	<ul style="list-style-type: none"> <li>GO /Aramco Retail Automation system - <b>\$786K</b></li> <li>Wafi / Shell, Total / PGL Recurring and Project Business - <b>\$393K</b></li> <li>Caltex / BE Retail Automation - <b>\$108K</b></li> </ul>       



# Flagship Won Projects - 2025

Regions	Descriptions
	<ul style="list-style-type: none"> <li>Secured first major <b>Saudi Water Authority</b> project, including <b>SAR 5.2M</b> DCS upgradation &amp; ongoing <b>SAR 10M</b> UPS opportunity.</li> <li>Delivered Avanceon's first <b>Condition Monitoring</b> System project</li> <li>Awarded ATG &amp; Overfill Protection replacement project at <b>Jeddah Airport</b> valued at <b>SAR 1M</b></li> </ul> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">   <small>مطار الملك عبدالعزيز الدولي King Abdulaziz International Airport</small> </div> <div style="text-align: center;">   <small>الهيئة السعودية للمياه Saudi Water Authority</small> </div> </div>
	<ul style="list-style-type: none"> <li>Secured major LTPA and industrial opportunities including <b>ACE Cranes USD 5M</b> <b>ADNOC USD 2.9M</b> &amp; <b>JEREH USD 2.7M</b></li> <li>Expanded regional footprint through strategic engagements with <b>JEREH, Dubai Municipality, GALFAR, UES Oman &amp; ACE Cranes</b></li> </ul> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  </div> <div style="text-align: center;">   <small>بلدية دبي DUBAI MUNICIPALITY</small> </div> <div style="text-align: center;">  </div> </div>
	<ul style="list-style-type: none"> <li>DNMC Ashghal Frame work - <b>\$3.6M</b></li> <li>QatarEnergy Dukhan PLC Upgrade - <b>\$3.4M</b></li> <li>Ashghal DR Frame work - <b>\$2.8M</b></li> <li>QatarEnergy ABB PLC &amp; SCADA Upgrade - <b>\$1.1M</b></li> <li>QatarEnergy NFS Package HVAC control System - <b>\$0.7 M</b></li> </ul> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">   <small>قطر تستحق الأفضل Qatar Deserves The Best</small> </div> <div style="text-align: center;">  </div> </div>



# New Businesses & Initiatives



## Launch of Group wise Cybersecurity Business Plan - Cybersecurity Growth Strategy

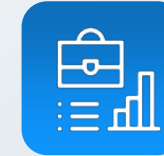
- Launch dedicated regional cybersecurity business vertical.
- Strategic partnership established with ACET Solutions to enhance delivery capabilities.
- Strengthen OT Cybersecurity offerings across Oil & Gas, Utilities and Infrastructure sectors.
- Develop regional cybersecurity center of competence.
- Expand cybersecurity opportunities through partnerships with Fortinet, Rockwell, Salam and Mirrikh.
- Target digital transformation and critical infrastructure security programs.
- Develop recurring cybersecurity assessment and managed services portfolio.



## Launch of a groupwise IT, Software, Telecom Clients based Business Plan

Mainly to penetrate the IT/OT Convergence Space

- Mainly to penetrate the IT/OT Convergence Space
- Dedicated Sales Resource with relevant Experience will be planned



## Updates on KSA - Strategic Growth Plan

- Successfully completed Saudi Aramco vendor qualification and cybersecurity compliance requirements.
- Targeting Process Automation business growth through 9COM qualification by Dec-2026.
- Strategic collaboration with Zamil O&M to penetrate Aramco, SEC, Marafiq and RCJY opportunities.
- Focused pursuit of Vision 2030, FIFA 2034 Expansion of



# New Businesses & Initiatives



## Stewarding the Strategic Recurring Business Initiative

Recurring Revenue Transformation Program

- Establish a structured recurring revenue model across all business units.
- Expand Framework Agreements, SLA & Managed Services offerings.
- Develop SaaS-based digitalization & monitoring solutions.
- Leverage installed customer base for upgrade, modernization & support contracts.
- Replicate successful Ashghal recurring business model across regional markets.
- Convert project execution strengths into long-term annuity revenue streams.
- Establish governance and KPIs for recurring revenue growth.



## Internationalization of Building Technologies Business plan for the International markets -

Building Technologies Internationalization

- Expand successful Pakistan Building Technologies model into regional markets.
- Deliver complete low-current & integrated smart building solutions.
- Establish strategic partnerships with Honeywell, Hikvision and Schneider Electric.
- Target major developments including Riyadh Road Program, Diriyah, Qiddiya and Jeddah Central.
- Enhance capabilities in ELV, Security, ICT and Smart Building Integration.
- Position Avanceon as a regional Building Technology solutions provider.



## Launch Of EOT Business Plan - Commercial Excellence & Claims Recovery Program

- Establish dedicated governance for Extension of Time (EOT) and Variation Order management.
- Improve recovery of project entitlements and commercial claims.
- Strengthen contract administration and risk management processes & Reduce exposure to Liquidated Damages Improve project profitability through disciplined claims management.
- Develop accountability and KPIs for commercial performance.



## Launch of International Business Development Function

- Group Level Business development functions has been introduced to typically focus on the KSA Based BD aspects and top develop prospects list, Arif Shuja will lead the initiative and do close coordination with the KSA Based Sales teams



# Business Development



# Business Development focused Projects in Middle East



**Veolia**  
Strategic GTM Plan for SCADA & Digitization in the Middle East



**Ras Al Khaimah STP Project**  
Supports the Ras Al Khaimah wastewater program with an integrated automation and digitalization



**Dubai Strategic Sewerage Tunnels**  
Strategic participation in Dubai's flagship sewerage transformation program



**Dhaka Metro**  
Transforming Dhaka Metro into a sustainable, passenger-centric transit ecosystem



**BESIX**  
Strategic engagement initiative to position Avanceon as BESIX MEA's preferred automation and digitalization partner



**Ajman STP 3:** Advancing wastewater treatment modernization through brownfield-safe automation, digital performance solutions

**Note:** Qatar and Saudi are in process (target is mid June by Sales to share identified BD opportunities leads with ME President)

# Recurring Revenue Plan 2026



# Recurring Revenue Plans 2026

Total Recurring Revenue			
Region	2025	2026	Recurring Pipeline 2026
Pakistan	0.54	0.7	<ul style="list-style-type: none"> <li>• <b>OmniConnect:</b> MOL Smart Well Files implementation</li> <li>• <b>Digital Log:</b> MARI company-wide digital log rollout</li> <li>• <b>Machine learning:</b> MARI company Thermal Boiler / Rigs</li> <li>• <b>Cybersecurity:</b> SSGC SL-3 solution deployment</li> <li>• Fintech Fuel for all retail sites approximately 1000 sites</li> </ul>
Qatar	4.7	5	<ul style="list-style-type: none"> <li>• Ashghal Roads &amp; Drainage, QIA Digital Twin, GWC Smart meters-\$10m</li> </ul>
UAE	0.08	1	<ul style="list-style-type: none"> <li>• Tabreed Central control room, TAQA, SEWA Phase 2-\$0.6m</li> </ul>
KSA	-	0.3	<ul style="list-style-type: none"> <li>• Rqem smart city, Sabic-\$0.33m</li> </ul>
<b>Group Wise</b>	<b>\$5.3 M</b>	<b>\$7.0 M</b>	



# Retail Fuel Business



# Capturing the Fuel Automation Market — Position Outlook & Growth

## 1 Market Size & Opportunity

**10,500**  
STATIONS NATIONWIDE

The top **30% (~3,000 sites)** are the highest-selling stations and drive close to **80% of total market sales** — the segment that matters most for automation.

≈ PKR 6B+ in PO generation over the next 2 years

## 2 Avanceon's Market Position

**80%+**  
MARKET SHARE

AFS already holds **1,100+ site POs** — over 80% of all sites where automation is done or planned this year — engaging **all top 10 OMCs**, which themselves cover 80%+ of the market.

## 3 Investments & Success Factors

Through **2024–2025**, AFS worked with OMCs on wireless and add-on solutions, building an install base across nearly all top 10 OMCs.

Early **proof-of-concepts** and the **first live installation** secured a clear **first-mover advantage**.

In parallel, AFS led **OGRA** engagement — shaping the regulation to favour AFS' **Forecourt & ATG** solutions.

## 4 2026 Outlook

**\$6M+**  
BOOKED IN Q2  
VS \$2M TARGET

Against an original **\$2M target** for 2026, AFS has already booked **\$6M+ in Q2** — putting PO generation on track to far exceed the original projection.

## 5 Revenue Impact: 2026 → 2027+

Against just **\$1M in 2025**, 2026 marks a **massive jump** — AFS expects to close nearly the full **\$6M within 2026**.

From **2027**, recurring revenue from those installations begins a sustainable annual stream. **Fintech Fuel**, now at nearly all OMCs, adds further **FCC/ATG** orders.

## 6 Future Growth & Constraints

The goal: capture nearly the **entire highest-selling segment**. Key constraint — **financing & an efficient supply chain**; growth runs at high pace and can't be treated as conventional business.

Next Horizon: Expanding Avanceon Fuelling Solutions to the Kingdom of Saudi Arabia (KSA)



# Business Expansion Plan



# Kuwait Market Expansion Strategy



## Market Opportunity

- Kuwait is a key GCC market where Avanceon currently has limited presence.
- Oil & Gas remains the backbone of the economy, led by KOC, KNPC & KJO.
- Significant investments are planned in Oil & Gas, Water, Airport, and Infrastructure projects.
- Kuwait continues to lag behind other GCC countries in AI and Digital Transformation, creating opportunities for industrial automation solutions.



## Key Target Partners

- Drilling Contractors: Schlumberger, Halliburton, Al Kharayat, Baker Hughes
- Major EPCs: IMCO, Al Ghanem, HEISCO, MECC, Badr Al Mulla, Al Meer



## Strategic Focus Areas

- Oil & Gas Automation & Process Projects
- Wastewater Treatment (WWTP) Projects
- Airport & Infrastructure Projects
- PLC, SCADA, WHCP, and Chemical Injection (CI) Skid Solutions



## Competitive Landscape & Positioning

- Competing with OEMs such as HIMA and the former Sensia installed base.
- Competition also includes local, Indian, and Chinese integrators.
- Focus on selective high-value projects and early engagement during the FEED stage to strengthen project positioning and win probability.



## Market Access & Partnerships

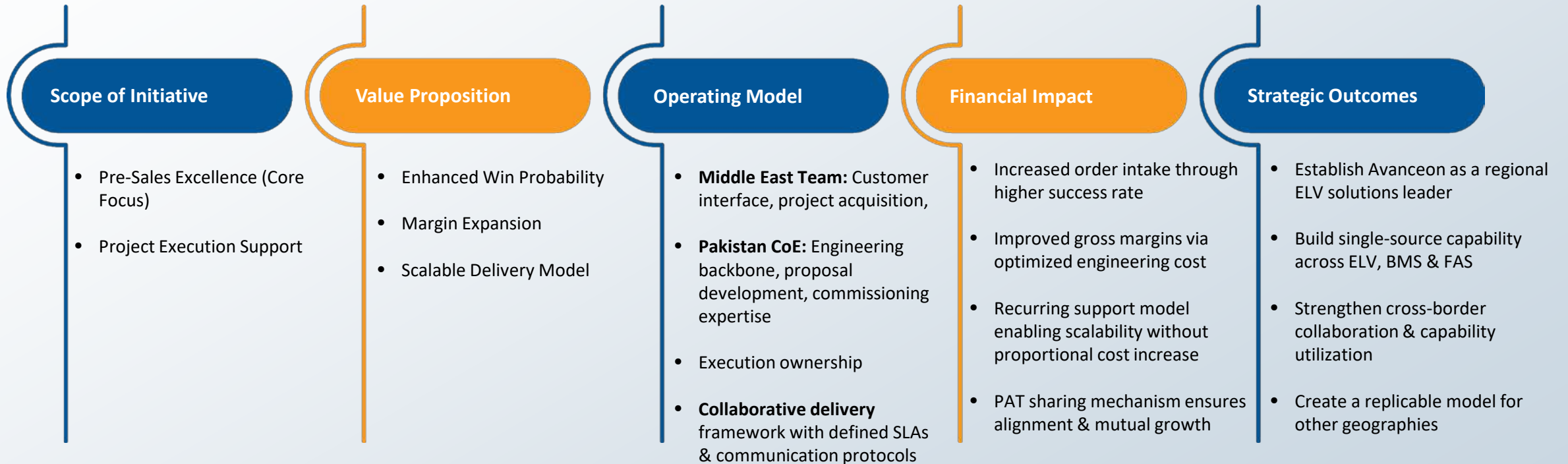
- Major opportunities are published through the Central Tenders Committee (CTC) portal.
- Silvertech Solutions appointed as Avanceon's authorized agent in Kuwait.
- Registered as a CI Skid Vendor and SI approval process initiated.



# Building Technology International

## Strategic Objective

Establish Avanceon Pakistan – Building Technologies as a Centre of Excellence (CoE) to support Avanceon Middle East ELV business through pre-sales, engineering excellence, and project execution support—driving higher win rates, improved margins & increased PAT.



# Human Recourse



# HR Highlights Workforce Snapshot & Engagement Survey

**380**

Current Headcount

↑ 5%

**121**

Contractual Count

**15%**

Female Workforce Ratio

↑ 3%

**79%**

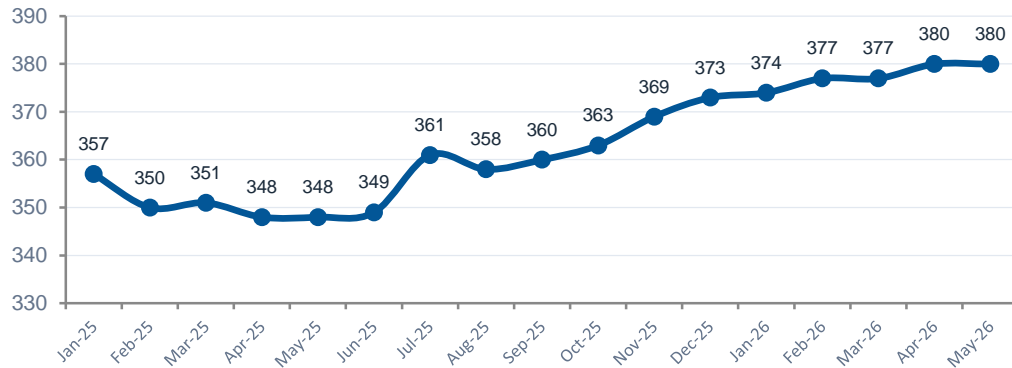
Retention Rate 2025

**94%**

Retention Rate 2026

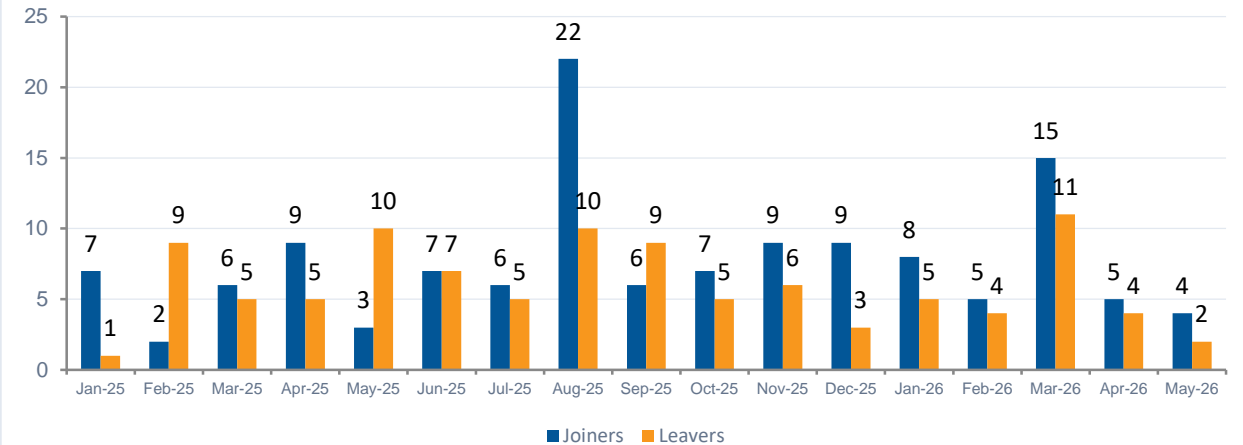
Total Head Count Trend

## Headcount



Headcount grew steadily from 357 to 380, strengthening organizational capacity for future growth

Hiring and Attrition Overlay



Recruitment activity consistently replenished exits and built bench strength for future project demands.

**FranklinCovey**  
Engagement Survey



**Satisfaction**  
63%



**Engagement**  
Index 73%



**Effort Score** 83%



**Training**  
Effectiveness  
40%

**Graduate Trainee Program Progress:** 25+ management trainees onboarded in engineering to build strong bench strength and future delivery capacity



# HR Strategic Roadmap **Talent Ecosystem Excellence**





# Q&A

Thank You for Your Valuable Time!



# AVANCEON

Tomorrow's solutions, today.



## Doha, Qatar

Office No: RA16, Ras Bufontas Qatar  
Free Zone, Doha, Qatar- PO Box 15976



## Dubai, UAE

Office/ Plot No. MO-0240, Street N403,  
Jebel Ali Free Zone (North) JAFZA, PO  
Box: 18590, Dubai, United Arab  
Emirates



## Kingdom of Saudi Arabia

Building No. 19, Office No. 12, 1st Floor,  
Khurais Commercial Centre,  
Al Rasafi Street,  
Khurais Road, Riyadh, KSA



## Lahore, Pakistan

19 Km Main Multan Road  
Lahore, Punjab 54660 Pakistan



## Karachi, Pakistan

The Hive, Second Floor, MA Tabba  
Foundation Building, Gizri Road, Block  
09, Clifton, Karachi, 75600, Sindh,  
Pakistan



## Islamabad, Pakistan

Avanceon Office, The Hive, 6th Floor,  
Islamabad Stock Exchange Tower, Block  
JF 7/1 Blue Area, Islamabad. Pakistan



/AvanceonMESA



@avanceonmea



@avanceon



avanceonMESA