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Empowering The Future

NETS INTERNATIONAL

Empowering The Future

Annual General Meeting
October 28, 2026
Lahore, Pakistan



Infrastructure Solutions

Digital Solutions

Managed Solutions

Agenda

01

Who We Are

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

02

FY2025-26 Performance

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

03

FY2026-27 Budget & Outlook

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

04

Key Business Risks

Principal risks and how we manage them

05

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

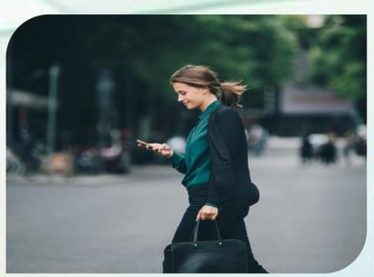
- PTCL
- OGDCL
- CMPAK
- NDRMF
- UFONE
- TPL GROUP

- 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



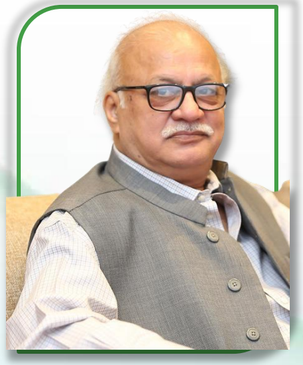
Fozia Qadir
HR Head - Executive Director



Khalid Mahmood
COO - Executive Director



Rashid Rafique
Independent Director



Zaheer Khan
Non-Executive Director



Inam Ullah
Independent Director



Muhammad Iqbal
Independent Director

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



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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

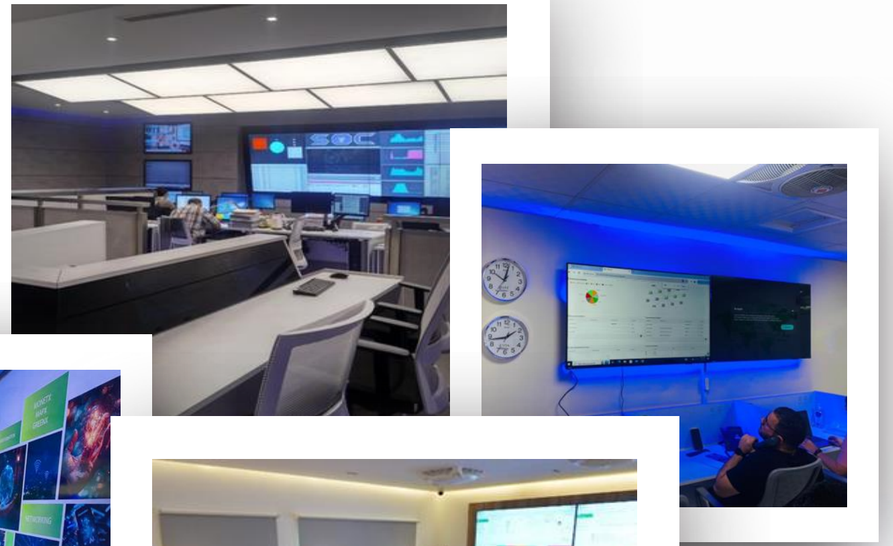
- Turnkey Talent Outsourcing
- 100K+ Pre-Vetted Candidates
- Rapid Onboarding
- Measurable Business Value
- Full-Time, Contract, Remote

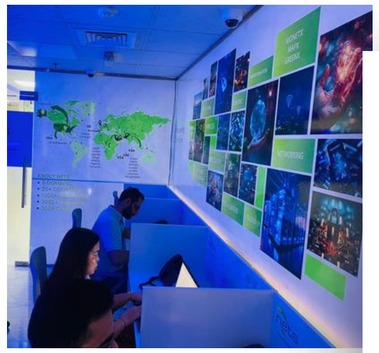
Managed Helpdesk

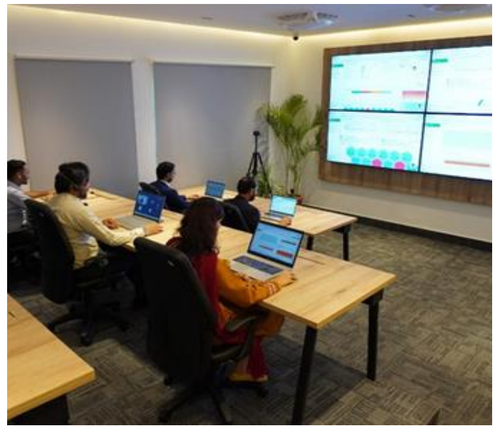
- HelpDesk, Incident Management
- 24/7 or 8/5 SLAs support
- Weekly/Monthly reporting
- Incidents summary via email
- In-house ITSM tool: SupportX

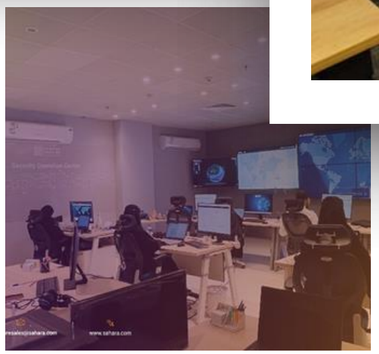
NOC & SOC Monitoring

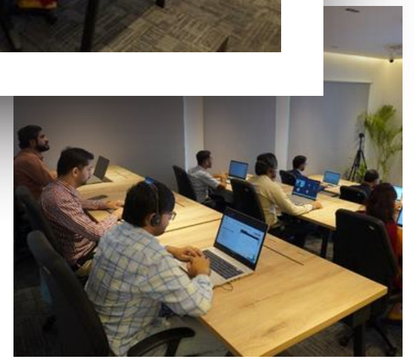
- 24/7 NOC & SOC Monitoring
- Includes HelpDesk ITSM
- L1 / L2 with Troubleshooting
- Real-time dashboards
- Performance Optimization











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

ISO 9001

ISO 14001

Information Security ISO 20001 ITSM Implementation Certification

International Organization for Standardization ISO 20000

ISO 27001

ISO 45001

Key Technology Partnerships

- Cisco
- aws
- Huawei
- H3C
- Sangfor
- 3M
- Dell
- Kaspersky
- CrowdStrike
- Vivanco
- Cambium Networks
- Lenovo
- IBM
- Fortinet
- Symantec
- D-Link Building Networks For People
- Extreme networks
- Hikvision
- Microsoft
- Mimecast
- Forcepoint
- Juniper Networks
- Pligence Ensuring Your Privacy
- Cyber Silo

- 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

Gross Margin
27.8%
▲ 3.1 pts
vs 24.7%

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 (%)



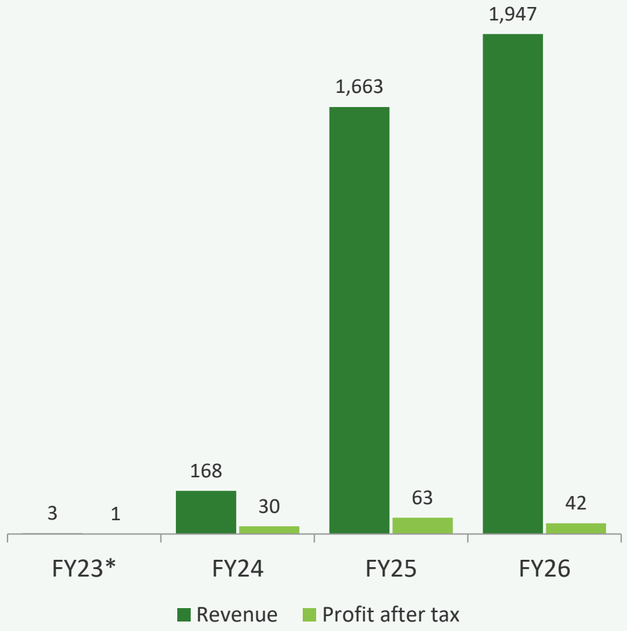
Source: NETS International Communication Limited, Annual Report 2025-26 (audited; year ended 30 June 2026)

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)

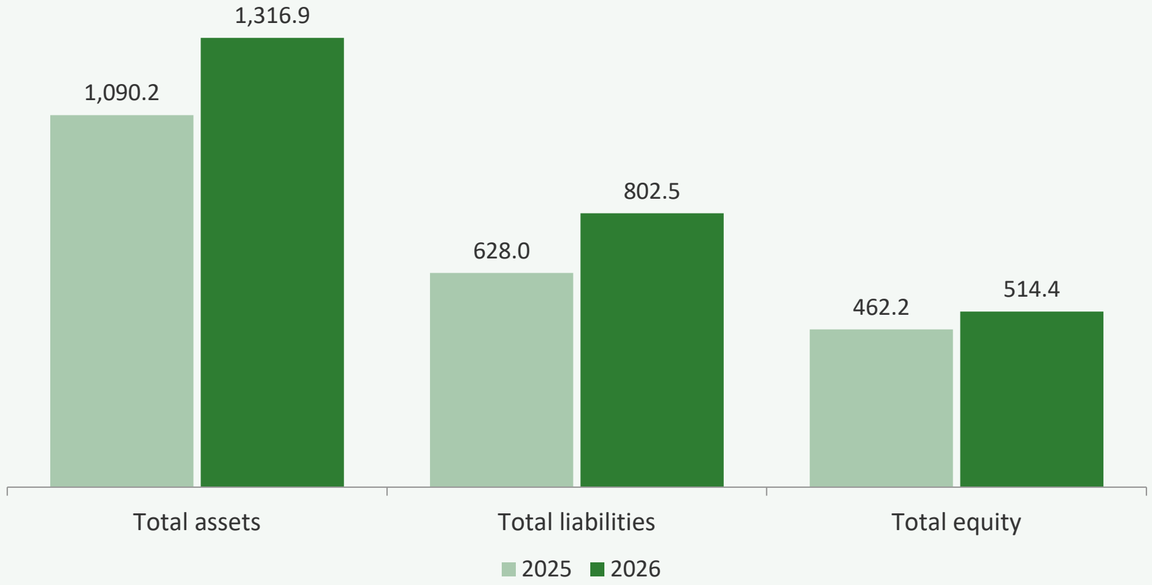


- **Scale:** revenue rose from PKR 168 M (FY24) to PKR 1,663 M (FY25) and PKR 1,947 M (FY26); total assets reached PKR 1,317 M.
- **EPS Rs. 1.14:** lower PAT after the fire loss, on 36.8 M weighted shares (FY25: 33.7 M).

**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.*

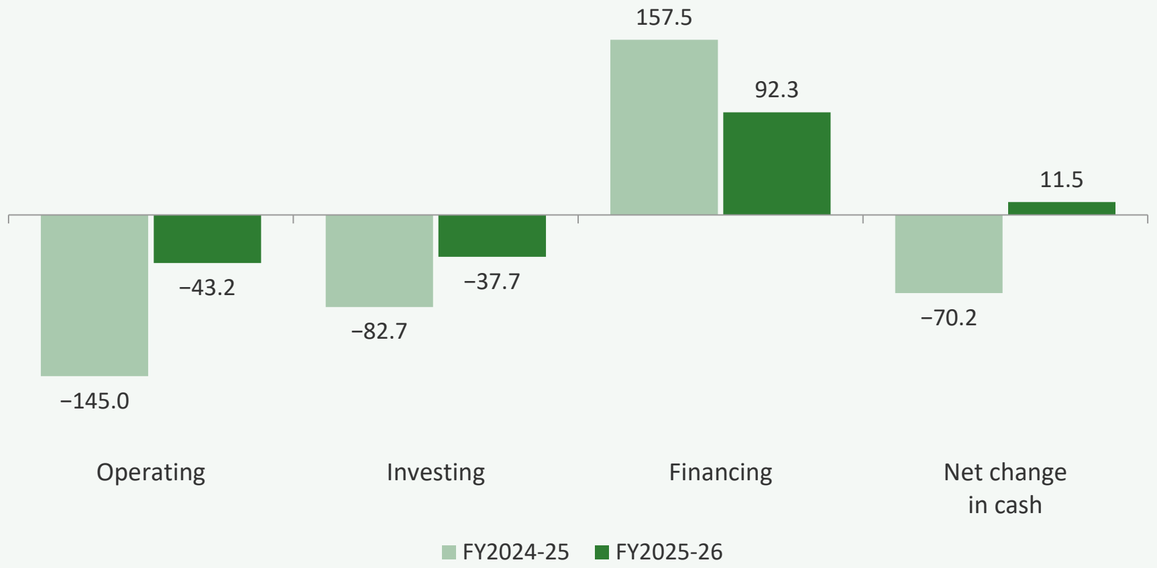
Financial Position & Cash Flow

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 plant & equipment.

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%)	266 (8%)
Digital	EDN, cloud, cybersecurity, automation	964 (50%)	2,312 (71%)
Managed	Managed services, resource outsourcing	912 (47%)	677 (21%)
Total		**1,946.8**	**3,255 (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%

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

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

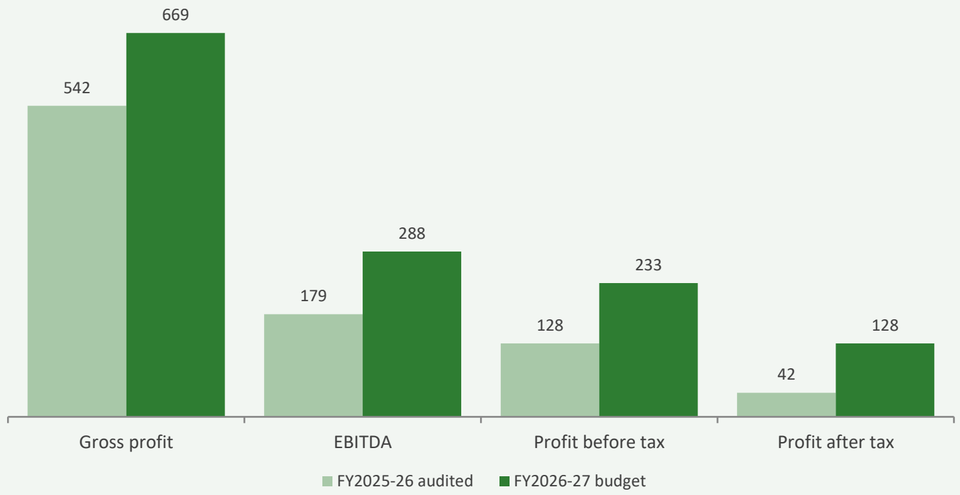
Revenue	Gross Profit	EBITDA	Profit Before Tax	Profit After Tax	Headcount
PKR 2,964 M	**PKR 668.9 M**	**PKR 288.0 M**	**PKR 233.0 M**	**PKR 128.1 M**	**254**
▲ 52.3% vs FY26 FY26: PKR 1,947 M	▲ 23.5% vs FY26 Margin 22.6% (FY26 27.8%)	▲ 60.7% vs FY26 Margin 9.7% (FY26 9.2%)	▲ 81.4% vs FY26 Margin 7.9% (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)



Pakistan only. FY2026-27 = budget (USD 1 = PKR 290); FY2025-26 and FY2024-25 = audited accounts. EBITDA = profit before levies & tax + finance cost + depreciation (derived).

Forward-Looking Statement & Budget Basis

Disclaimer

This section contains forward-looking information, including the FY2026-27 budget for Pakistan operations.

It reflects management's current expectations and assumptions and is not a guarantee of future performance.

Actual results may vary materially from those forecast or estimated, owing to factors such as the timing of customer orders, deal conversion, exchange rates, interest rates, inflation, taxation and regulatory change.

The budget is unaudited. The Company does not undertake to update these statements except as required by law or regulation.

Source: Budget 2026-27 East Region V1 (Pakistan only); Annual Report 2025-26 for audited comparatives.

04 Key Business Risks

Principal risks and how we manage them

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