

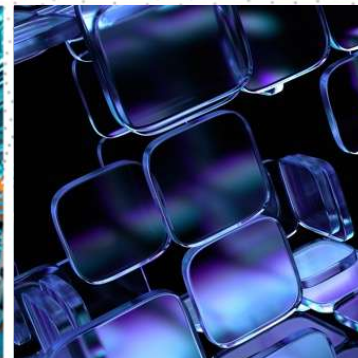
systems

INVESTOR'S BRIEFING

FY 2025

Dated: 7th April 2026

www.systemsltd.com



Agenda

01 Systems Limited -
At a glance

02 Key Stats &
Market Overview

03 Financial
Performance

04 Opportunities &
Delivery Model

05 ESG

06 Q&A

Introducing Systems Limited

Systems Limited is a leading global digital transformation IT consulting and services provider. We pioneer the creation of cutting-edge enterprise solutions, shaping our clients' digital footprint for enduring growth and profitability. Our ardor lies in tailoring scalable, efficient products and services to surmount customer challenges.



Industry Focus



Communications



Banking, Financial Services



Public Sector



Health



Retail



Industrial

Global Accolades



Among top global technology partners four times in a row




Only Pakistan's IT company to win five times in a row And the Fastest Growing Company in Asia




Most Outstanding Company three times in a row


Our Forte




AI



Digital



Data



Cloud

Our Delivery Hubs

- Pakistan
- Egypt

Our Major Markets

- UAE
- KSA
- USA
- Europe

~\$900M
Market Capitalization **

49+
Years in Business

~8300
Employees Globally

270+
Global Active Clients

** As of 31 Dec 2025

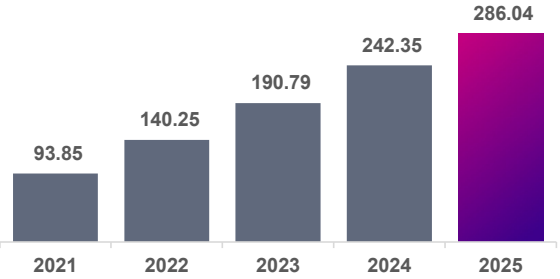
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Key Stats & Market Overview



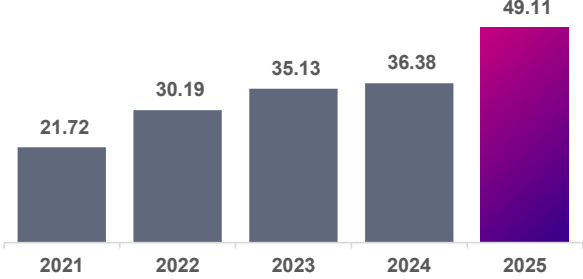
Fact Sheet

Revenue
USD 'M



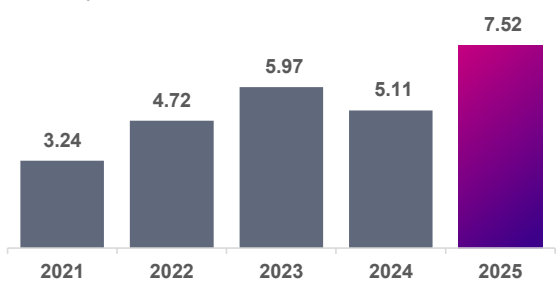
*One of trading transaction (CLOS) has been excluded in 2022

EBITDA
USD 'M

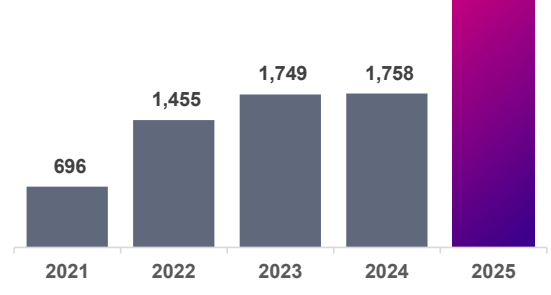


*EBITDA Adjusted for one-off impairment loss in 2023

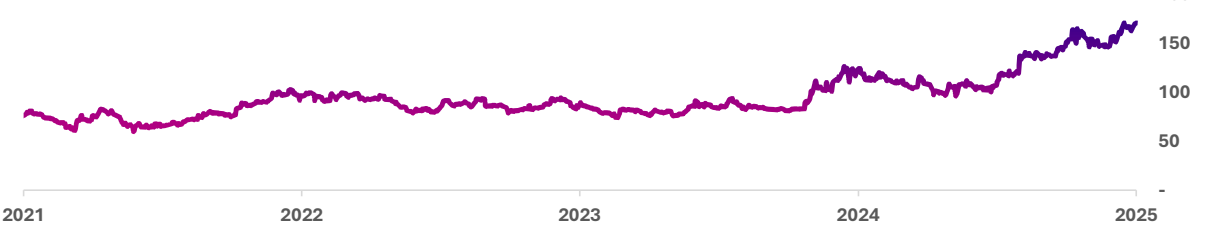
EPS (Basic)
Rupees



Consistent Dividends
Distribution (PKR 'M)



Share Price (Normalized for Bonus issue impact) 31 Dec 2025 170.88



Awards & Recognitions



temenos

MEA Delivery partner of the year

ASIAMONEY



Technology Partners



temenos



\$900 M+

Market Capitalization**

~8300

Employees Globally

49+

Years in Business

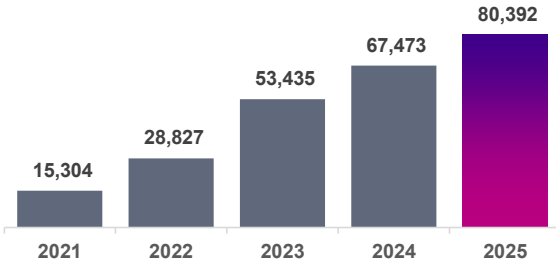
270+

Global Active Clients

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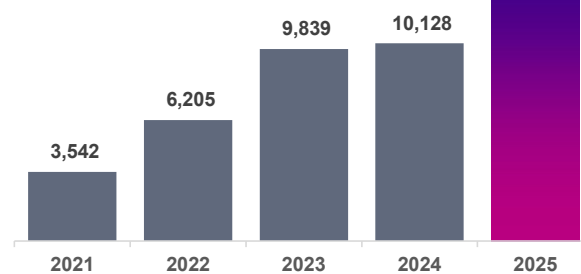
Fact Sheet

Revenue
PKR 'M



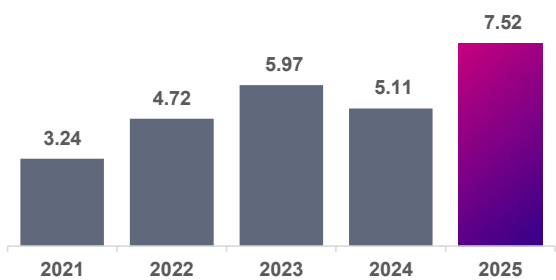
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EBITDA
PKR 'M

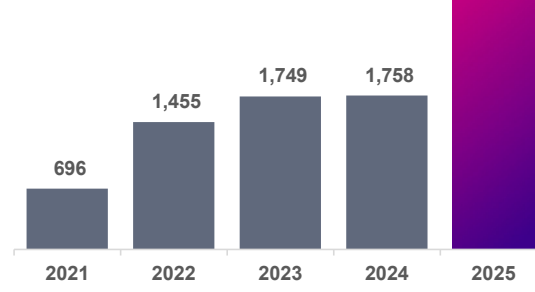


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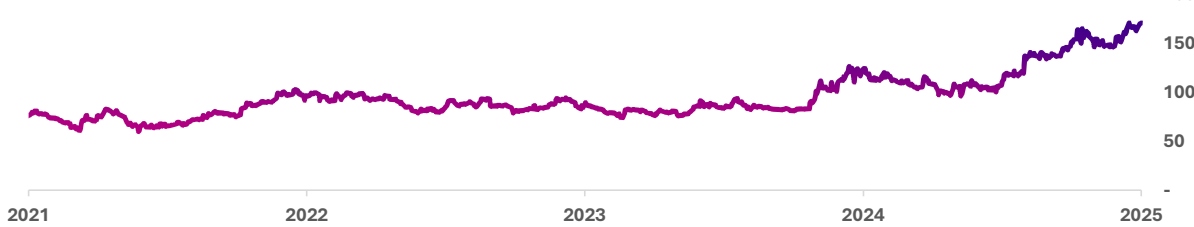
EPS (Basic)
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Awards & Recognitions



temenos

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Technology Partners



temenos



PKR 252B

Market Capitalization**

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Employees Globally

49+

Years in Business

270+

Global Active Clients

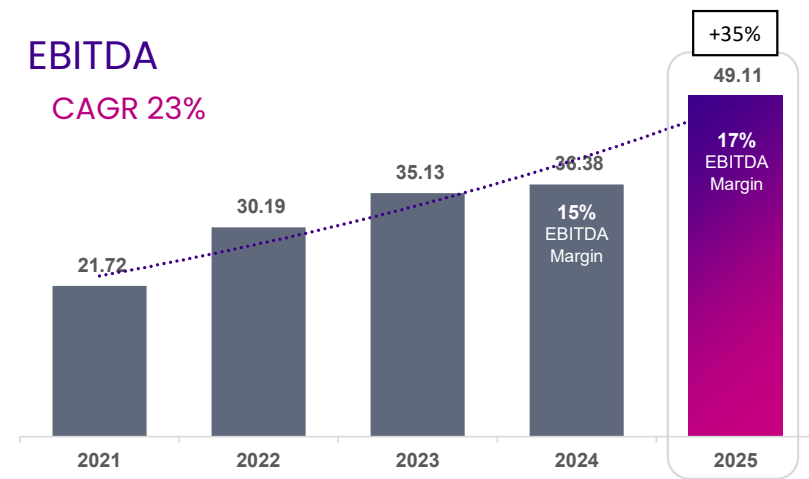
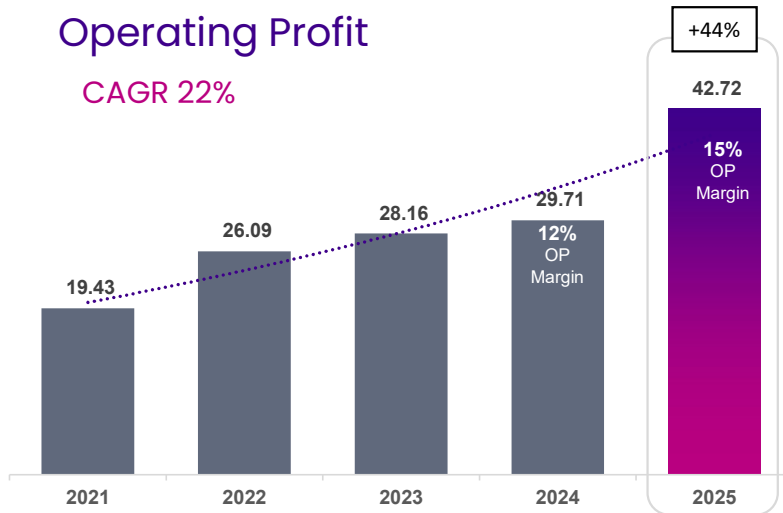
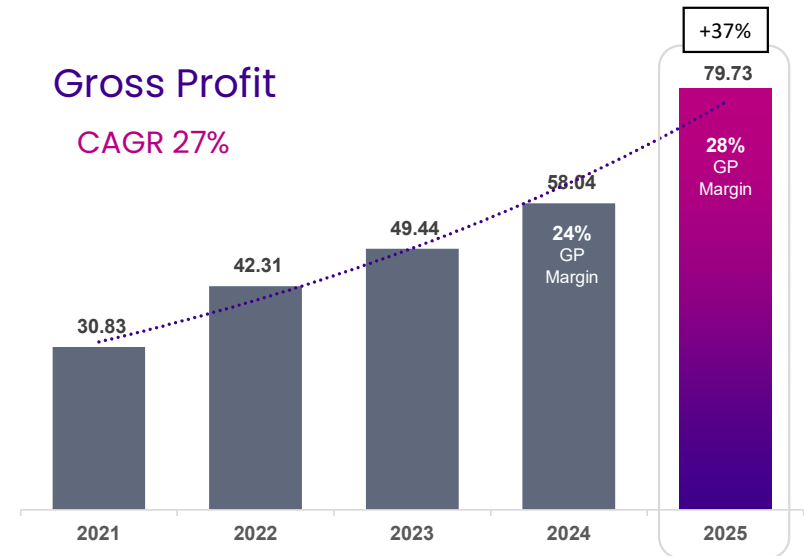
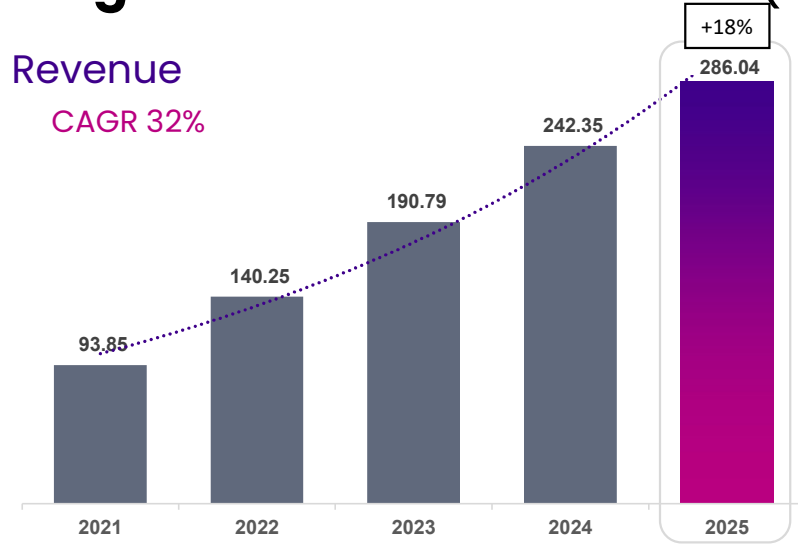
** As of 31 Dec 2025

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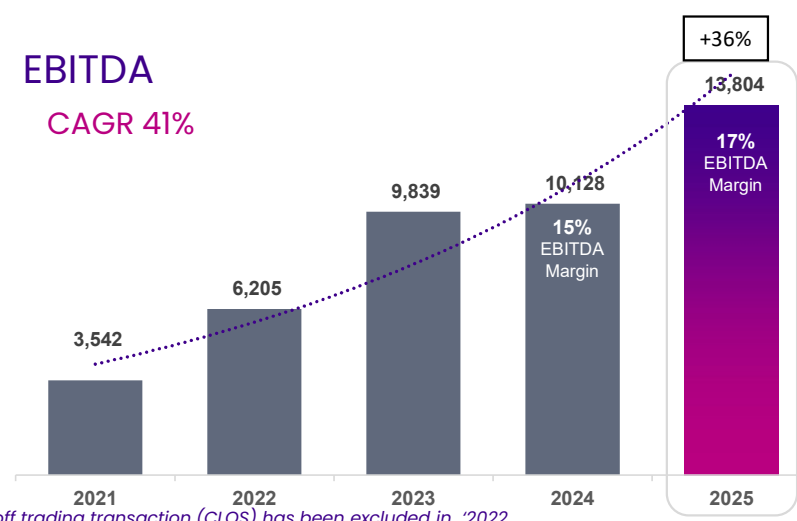
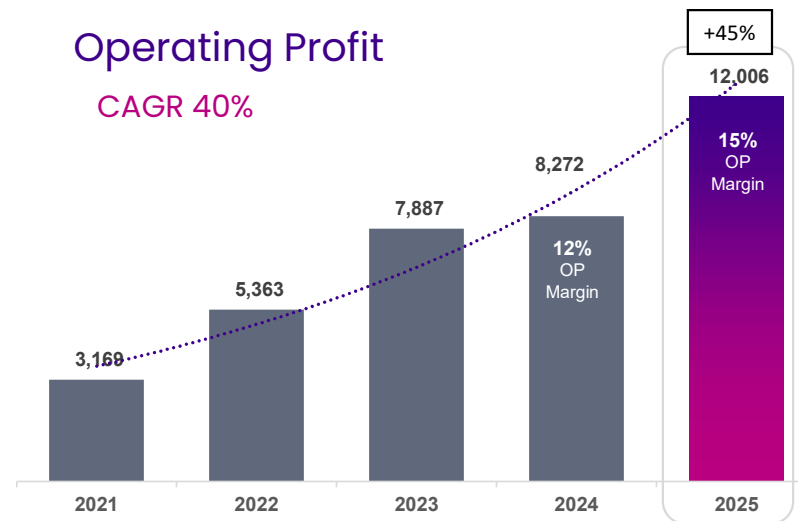
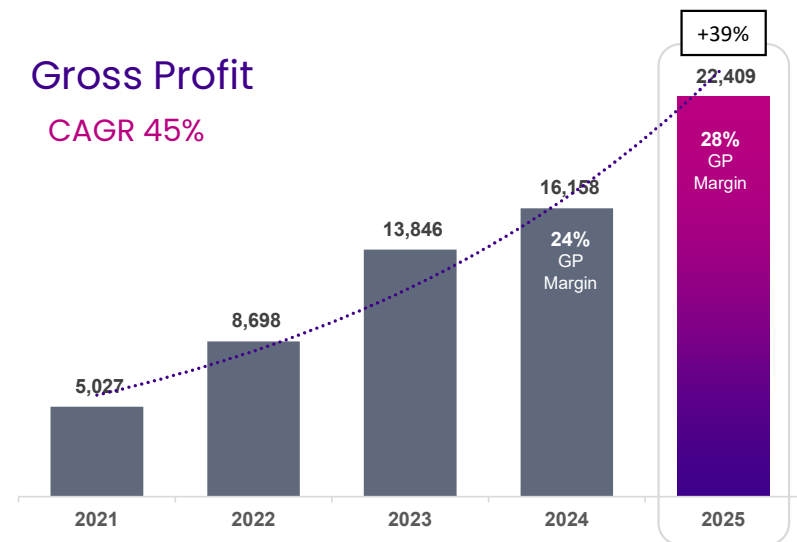
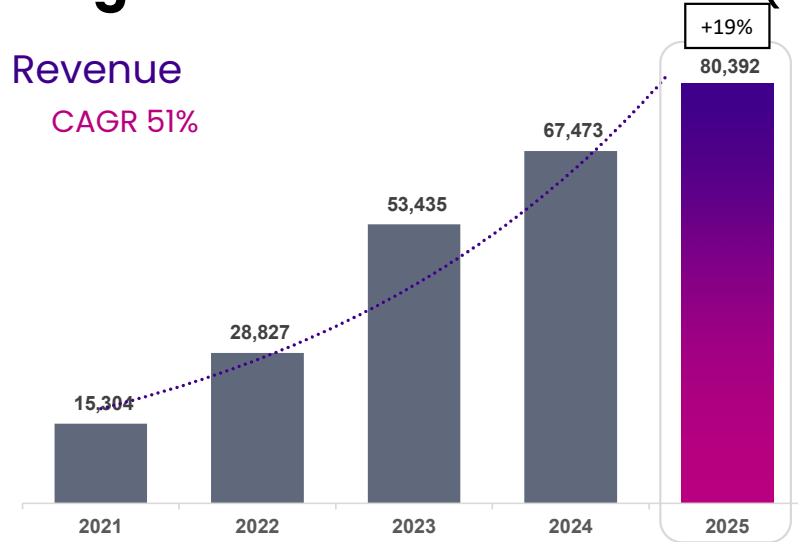
Financial Performance Overview



Strong Performance – FY2025 (USD 'M)



Strong Performance – FY2025 (PKR 'M)

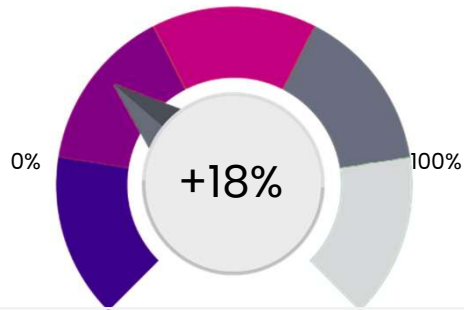


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 ** FY 2023 OP, NP & EBITDA are adjusted for one off impairment loss.

Strong 2025 Performance

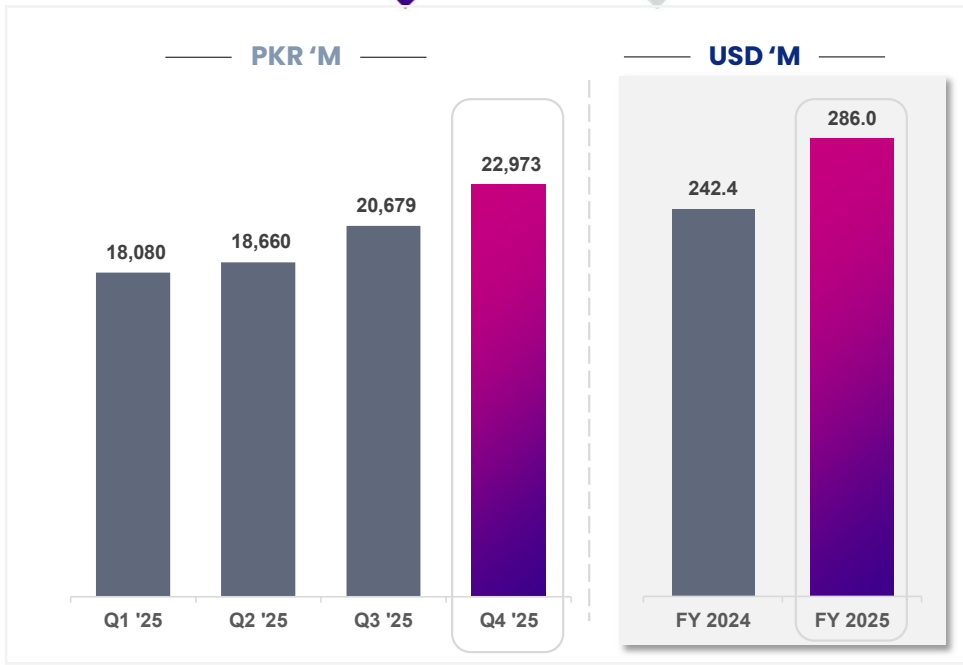
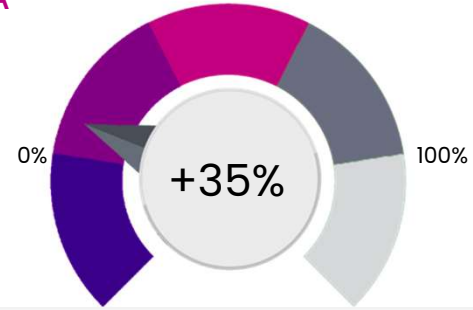
Revenue

FY '25 vs FY '24 Growth (USD)

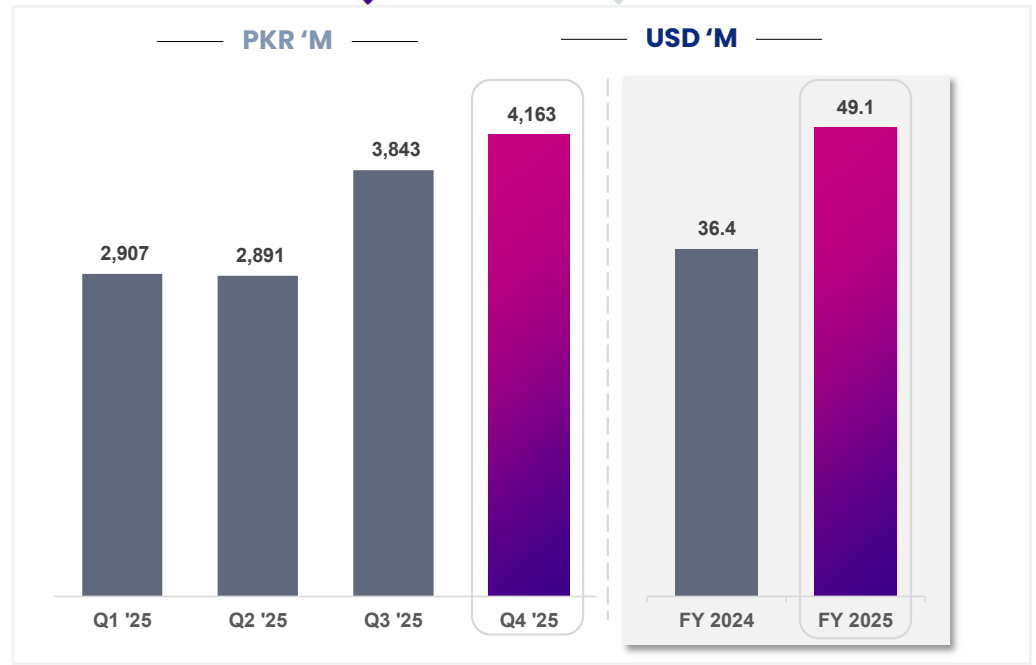


EBITDA

FY '25 vs FY '24 Growth (USD)

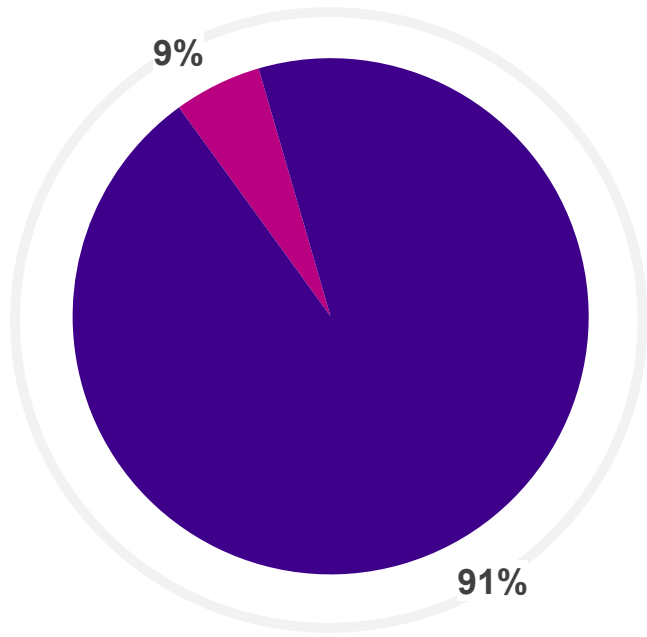


278.41 280.05
Avg USD rate



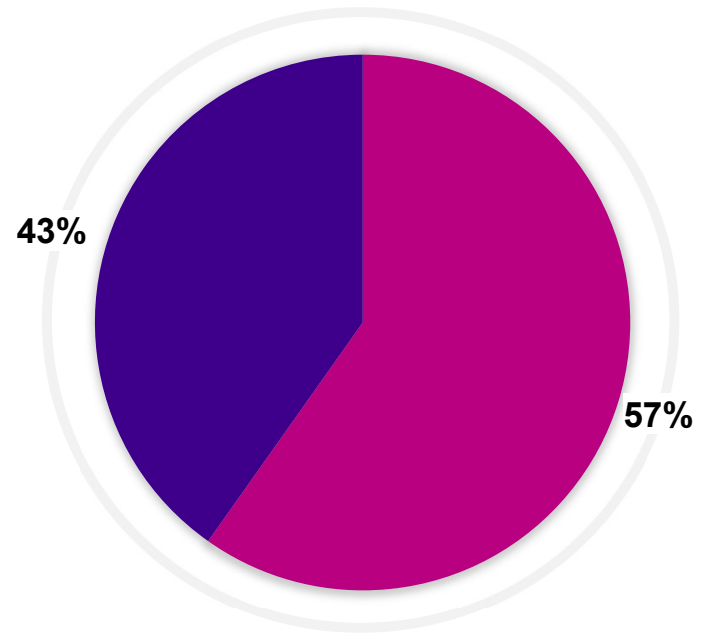
Currency Mix – 2025

By Revenue



FCY PKR

By Cost



FCY PKR

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Opportunities and Delivery Model



Market Opportunity

The Cyber-Human Fusion

46% of organizations are planning to invest in human-computer interfaces (HCIs) in the next two years to facilitate seamless human-machine interaction, another crucial element of cyber-human fusion.

Source: International Data Corporation

Generative AI will take over

By 2025, the global market for generative AI is expected to reach \$26.8 billion, driven by its capabilities in content creation, personalized experiences, and automation

Source: McKinsey & Company

A new age of programming

By 2026, the no-code/low-code development market is forecast to reach \$45 billion, empowering developers and non-technical professionals to build AI-powered applications without extensive coding.

Source: Gartner

Sustainable tech is here to stay

They estimate that the global market for green data centers will reach \$64.1 billion by 2028, growing at a CAGR of 13.4%.

Source: Deloitte

Investment Highlights / Value Propositions

Digital, data & AI, & cloud



We elevate possibilities and unlock new growth horizons through innovation, digital, data, AI, and cloud capabilities.

Emerging technologies



We amplify human possibilities through generative AI and deliver business and technical solutions leveraging Metaverse, AI/ML, AR/VR, etc.

Growth



Our innovative solutions and strategic prowess propel you towards unparalleled success, ensuring both rapid financial ascent and commanding market leadership.

Global presence



Leveraging our core engineering strength to accelerate digital transformation and empower enterprises, we operate in 16+ countries.

Domain expertise



We possess a formidable array of accelerators and business solutions meticulously designed to harness the full potential of our core engineering.

Recurring revenue



Through our unwavering commitment to delivering value, we have cultivated enduring relationships with our customers.

Employee ownership



At the heart of our success is a solid foundation of employee ownership as our employees are vested stakeholders, driving our collective vision with unparalleled dedication.

Insight-driven



We are insights-driven, user-centric, systematically tested, and have a financially impactful delivery model that delivers projects with immediate, substantial, and sustainable impact on customers' bottom line.

Consulting



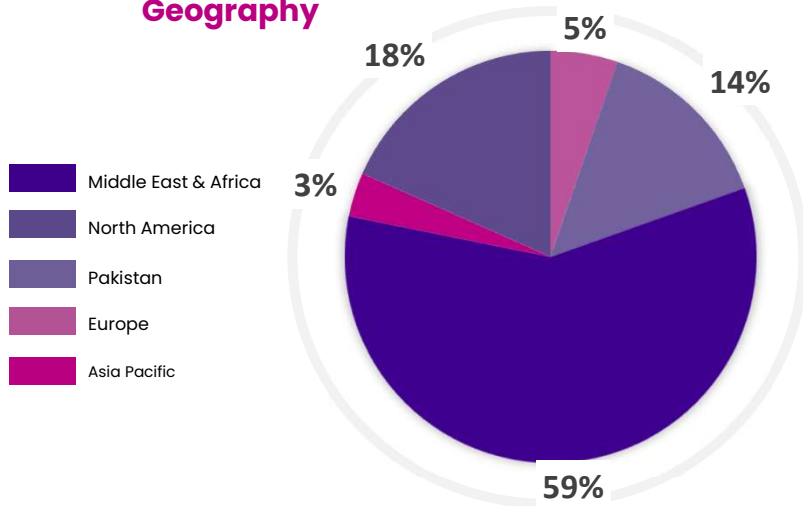
With a keen eye on market dynamics and a wealth of strategic insights, our consultants guide you towards greater levels of achievement, ensuring your business thrives in today's dynamic landscape.

Global Delivery Model

Our talent pool is characterized by its **global diversity** and **inclusivity**.

We take great pride in our workforce, recognizing them as our greatest asset. This fuels our commitment to nurturing a collective of highly educated IT professionals that is not only diverse and inclusive but also continually expanding.

Revenue by Geography



MEA	KSA	APAC	PK
UAE	Saudi Arabia	Australia	Lahore
Egypt	Bahrain	Singapore	Karachi
Qatar		Malaysia	Islamabad
South Africa			Faisalabad
Kenya			Multan

Total PS Headcount Dispersion (%)

	2021	2022	2023	2024	2025
Pakistan	93.12	90.36	86.28	81.62	82.51
Qatar	0.43	1.07	1.4	1.46	1.53
UAE	6.45	7.69	9.82	12.02	12.53
Egypt	-	0.55	2.13	3.19	1.21
Saudi Arabia	-	0.3	0.34	1.39	2.24
APAC	-	0.03	0.04	0.33	0.26

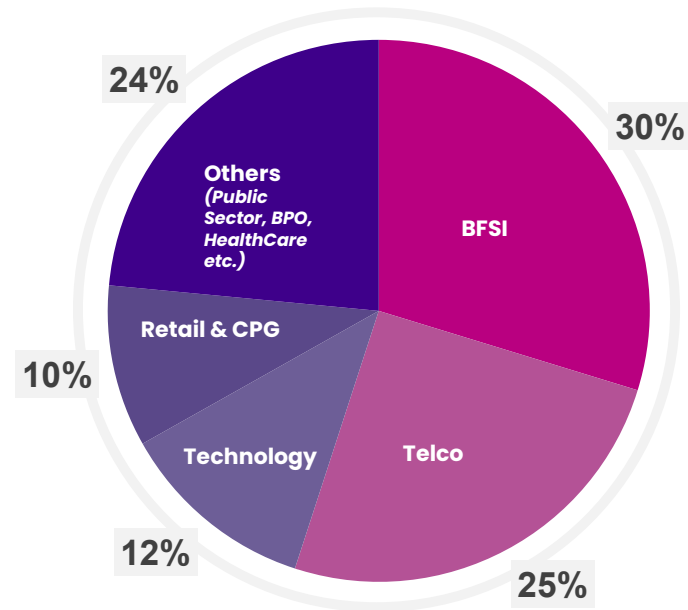
Target Market & Customers

We have a strong customer base in most of the industry verticals which not only minimizes our concentration risk but also gives us the competitive advantage by developing resources with cross industry knowledge.

Vertical	Customer Split *
BFSI	86
Technology	42
Retail & CPG	33
Public Sector	29
Telco	15
Manufacturing	11
Health Care / Pharma	10
Others	26

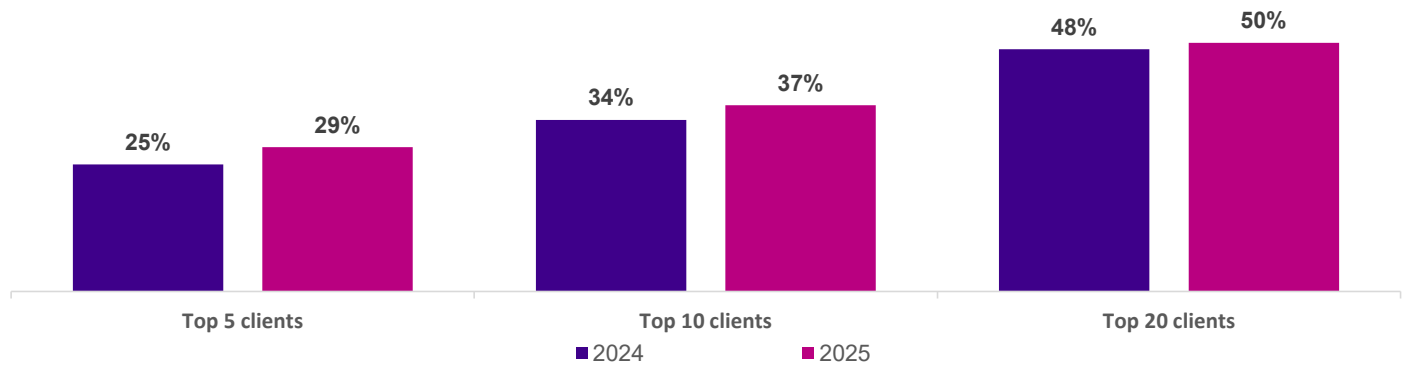
* Count based on customers with revenue >\$100K

Revenue by Vertical



Client Composition

Client Contribution to Revenue



Active Clients*



Active Clients

250

272

*Revenue above \$100k

Client Metrics



\$10m + Clients

1

1

\$5m + Clients

2

6

\$3m + Clients

14

14

\$1m + Clients

30

36

\$500k + Clients

48

41

AI Maturity–Core Areas



Strategy & Leadership

AI Vision & Roadmap

Governance

AI Investment & ROI Measurement



Data Readiness

Data Platform & Technology

Data Governance

Data Accessibility & Quality



Technology & Infrastructure

Computing & Storage Infrastructure

AI Platforms & Services

Security & Privacy



Organization

Culture & Innovation

Organization Structure

Workforce Development



Responsible AI

Ethical & Fair

Transparency & Explainability

Compliance



Operational Efficiency & Utilization

Adoption & Integration

Performance & Optimization

Robust & Reliable

Pillars of our strategic plan

AI revolution

Skills and service offerings

AI capabilities are being integrated across all business practices, with dedicated Go-To-Market strategies for each segment. IT developers within the Company are being AI-enabled. Industry-specific AI use cases are being developed, particularly for BFSI, Telco, and Retail & CPG sectors.

Verticalization and Business Development

The Company has divided business development and delivery in 3 key verticals

BFS	Merging all core and non-core banking services under one-roof. Focusing to capitalize on the existing customer base by cross selling and upselling
Telco	<ul style="list-style-type: none"> - Increased focus on Digital Business Solution Services (BSS) - Market specific solutions and frameworks
Growth	All other services under 3 rd vertical serving public sector, pharma, retail , healthcare etc

Geographies & Inorganic Growth

Over the past couple of years, the Company has made significant investment in expanding into new markets and geographies. The Company is now working on maximizing the return on those investments.

Creating management structures that enable us to grow and perpetuate through Mergers & Acquisitions

Investment Priorities

Continued Profit Improvement, Healthy Cash Flow

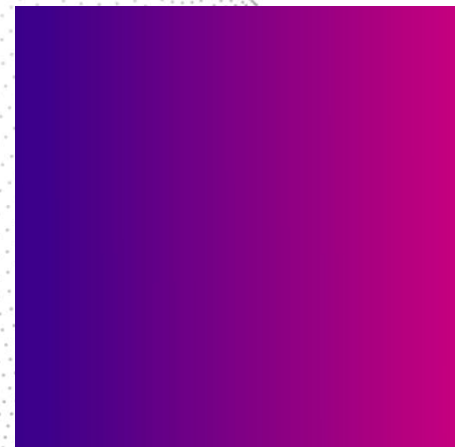
- Strong cash flow generation allows attractive dividend payout, and flexibility for investment opportunities.
- Systems Limited has a history of investing its cash flow for the future growth. The current healthy cash flow position provides the company with an opportunity to re-imagine and re-think everything to touch new heights.
- The Company is also focusing on inorganic growth through acquisition with the focus of increasing export revenue. Evaluating businesses aligned with strategy, structure and culture of the company



- **Investment in AI & GenAI led revolution**
- **Investment in upskilling talent**
- **Mergers & Acquisitions**
- **Strengthening current geographies**
- **New service offerings**

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Environment, Social & Governance (ESG)



Be Kind with the Environment

Key Indicators:

- Water Conservation through awareness programs
- Water used for sanitation, and other domestic purposes is returned to municipal sewer systems with approximately no net loss, reflecting the low-impact nature of our office-based activities
- Per employee water consumption improved by 23.70% in 2025
- Reduced dependency on national grid through upgradation of solar capacity, leading to a reduction of 8.5% in grid consumption during FY 2025
- Selling back excess electricity generated to the national grid. 27,000 kWh of electricity was exported to the grid in FY 2025
- Implementation of energy efficient HVAC systems and LED lighting upgrades across offices to improve energy efficiency
- Adopting reuse and recycle practices to reduce waste
- Controlled disposal processes, vendor oversight, and continuous monitoring of waste volumes, to minimize environmental impacts and promote responsible resource management
- Strengthened e-waste management through certified recycling vendors and asset lifecycle tracking
- Expanded digital documentation policies and paper reduction initiatives across operations;
- Progress underway towards formalizing science-based climate targets and strengthening climate governance frameworks
- Initiated comprehensive GHG emissions quantification across Scope 1, 2 and 3 aligned with the GHG Protocol.

Be Kind to Employees

Key Indicators:

- Increased employment of specially abled employees (up by 67% in 2025)
- Increased employee engagements through town halls and management meetings
- Enhanced emphasis on women empowerment
- Significant increase in trainings & certifications – Continued investment in employee learning and professional development programs to enhance workforce capabilities
- Implementation of initiatives promoting inclusive workplace practices and equal opportunities, supporting retention and workforce productivity
- Numerous safety drills and sessions on work space ergonomics
- Ongoing collaboration with academic institutions and recruitment channels to support local talent development.
- A formal whistleblowing and grievance policy strengthens accountability by providing a structured channel for employees to raise workplace concerns.
- Regular training and awareness programs to educate employees about their rights
- Facility to avail interest-free emergency loans;
- On-site daycare facilities to assist working parents with young children;
- Availability of gym facilities to support employee health and wellbeing.

Governance

Key Indicators:

- Independent Board and its committees promoting GRC
- Board comprises members of diverse professional backgrounds, including technology, finance, governance, and human capital.
- Responsible tax practices
- Disclosure of all related party transactions
- Code of conduct/Business ethics – Structured governance framework designed to promote integrity, accountability, and responsible business practices
- Cyber security and data privacy – Maintain strong information security and data protection controls aligned with international standards and regulatory requirements.
- Strengthened sustainability oversight framework by embedding sustainability governance within its overall corporate governance architecture
- A comprehensive suite of internal policies and procedures aligned in substance with internationally recognized responsible business conduct standards

Ensure Sustainable Financial Growth

Key Indicators:

- 5-year revenue CAGR over 51%
- Consistent dividend payouts and capitalization gains
- Global expansion to reduce concentration risk
- Disciplined cost management, global delivery capabilities, and continuous innovation, the enabling sustainable financial performance;
- Long-term customer relationships combined with deep industry expertise across diversified sectors reflect sustainability and resilience

Giving Back to the Society

Key Indicators:

- Allocation of CSR budget and planned CSR initiatives
- Initiated Digital Inclusion through IT Mustakbil Program
- Increased donations to schools, hospitals and other charity organizations including but not limited to Aga Khan University, Indus Hospital, Shaukat Khanum Memorial Trust, and The Citizens Foundation.
- Helping employees in times of difficulties.
- In 2025, approximately PKR 69 million were invested in local community initiatives across Pakistan.

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Q&A



Thank you

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