

P@SHA

PAKISTAN IT INDUSTRY ASSOCIATION

Annual Progress Report 2025-26

Reporting period 1 October 2025 – 30 September 2026

Presented to the Annual General Meeting 30 September 2026



CONTENTS

What is in this report

This report covers P@SHA's full year of operations under the leadership and secretariat team of P@SHA, measured from 1 October 2025 to 30 September 2026. Membership is reported on the association's April–March cycle and financial results on its July–June financial year; the basis is stated on the page.

Leadership Messages	03
Central Executive Committee & Secretariat	05
The Year at a Glance	07
01 Overall Progress	09
02 Policy Advocacy & Government Affairs	13
03 Research & Knowledge Production	19
04 Skills Development	23
05 Brand & Global Outreach	28
06 Member Services & Engagement	33
07 Events, Delegations & Global Footprint	38
08 Sector & Sub-Committees	44
09 Looking Ahead	56
Annexures	58

LEADERSHIP

Chairman's Message

On behalf of P@SHA's Central Executive Committee, it is my privilege to present the Annual Progress Report for 2025-26. This was the year Pakistan's technology industry did not merely grow; it earned a stronger claim to shaping the country's economic and digital future. IT exports reached a record USD 4.6 billion, and our association grew alongside it.

Throughout my tenure, one principle has guided our work: **outcome over optics**. We concentrated on four pillars of impact: **Market Access, Infrastructure, Policy and Skills Development**. Our companies grow when they can reach markets at home and abroad, run on reliable digital infrastructure, plan under stable and predictable policy, and hire from a workforce trained for today's and tomorrow's technologies.

On market access, we submitted an Export Development Fund proposal and TDAP reform recommendations to the Ministry of Commerce. On infrastructure, the PTA's 5G spectrum auction raised about USD 507 million, and in Gilgit-Baltistan our sector diagnostic was followed by improved connectivity and subsidised solar panels for IT companies. On skills, national programmes were funded at Rs 5.29 billion, above our Rs 5 billion ask; our Skills Survey 2025 covered more than 250 companies; and, with HEC, MoITT and PSEB, we delivered the first-ever National Skill Competency Test.

On policy, our advocacy, led by P@SHA's Government Relations Committee, secured key wins in the Finance Act 2026-27, which extended the 0.25 percent Final Tax Regime through Tax Year 2029 and raised the super tax threshold from Rs 150 million to Rs 500 million, taking most of our members out of its scope. Advance tax on overseas card payments fell from 5 percent to 0.5 percent, startups gained a withholding tax exemption under Clause 43F, and salaried IT professionals now save up to Rs 511,290 a year. Beyond the budget, the State Bank's April 2026 reforms raised the Form R threshold above USD 25,000 and moved IT exporters and freelancers to a one-time service declaration, while, following our advocacy, the Government of Sindh set up a single window for the IT industry through its IT Industry Facilitation Desk. A similar single window for Punjab is now awaiting approval. Two issues remain open, and we will keep pressing on both: a permanent Final Tax Regime, and a fair classification of freelancers and remote workers.

Skills development moved this year from documenting the gap to closing it. The first National Skill Competency Test was held in April for final-year computing students, assessing them against a single P@SHA-led, industry-defined standard, administered nationally. We relaunched our CXO Master Classes in December, began the CXO Mentorship Programme in May 2026, and brought prepared candidates together with employers at the KP Digital Futures Job Fair in Haripur. The findings of our Skills Survey 2025 were presented to HEC's National Curriculum Review Committee, feeding directly into curriculum work.

The association itself has never been stronger. Membership grew to 1,217 active companies in the FY 2025-26 cycle, up 21 percent on the cycle before. Our national branding and event footprint expanded from 81 to 111 events across seven locations, reaching Gilgit-Baltistan, Bahawalpur, Hyderabad, Peshawar and Multan for the first time. P@SHA took a leadership role in the Digital Foreign Direct Investment (DFDI) initiative, Indus AI Week and the Indus RAS Expo, among others. Our voice carried further as well: combined social impressions exceeded 2.06 million, our LinkedIn following grew 15 percent to 63,682, and we delivered 1.45 million emails across 401 campaigns. The new Milestone Series gave member achievements a standing place across our channels, and in July we launched the 22nd edition of the P@SHA ICT Awards. To match this growing mandate, the Secretariat adopted a formal Organization Structure and Role Charter in July 2026.

Looking ahead, the defining issue is Digital Nation Pakistan. This year we watched a digital governance mandate take shape in real time, as the Digital Nation Pakistan Act and the National Data Governance Policy moved from draft to near-final within weeks. P@SHA's engagement so far has been consultative, and I want to be direct with our membership: consultation is not enough. Digital infrastructure is a sovereign strategic asset. As Pakistan builds its AI ecosystem and sovereign cyber frameworks, private industry — this industry — must sit at the table as a co-architect, not as a respondent brought in after the fact. That is why P@SHA has made Digital Nation Pakistan a defining priority for 2026-27.

None of this would have been possible without the dedication of our Secretariat across every directorate, the guidance of the Central Executive Committee, and the continued trust and participation of our member companies. Serving as your Chairman has been a privilege. I hand over an association that is larger, more national and more influential than when I began, and I have every confidence that the incoming leadership of Dr Shoab Khan will take it further. Thank you for your partnership through another year of shared progress.

Sincerely,
Sajjad Mustafa Syed
Chairman, P@SHA

LEADERSHIP

Secretary General's Message

It is a privilege to share this year's progress with our membership. FY 2025-26 was, above all, a year of unity — and of sync between P@SHA's leadership and its management: a Central Executive Committee that stayed closely engaged with the membership it represents, and a Secretariat that turned that guidance into delivery across every directorate. Twenty CEC meetings and ninety-seven sub-committee meetings kept that partnership working through the year, not just at its edges.

Our members remained the starting point for that work, as they should. It is their participation — in committees, at CXO Meetups, in delegations, on the record with 1,217 companies active through the FY 2025-26 cycle — that gives the Committee and the Secretariat something worth organising around. Beyond the numbers, the year carried achievements our membership can point to: Pakistan's first National Skill Competency Test, delivered with HEC, MoITT and PSEB; a clean sweep of the ASOCIO Awards and seven APICTA wins for Pakistani companies; Pakistan's assumption of the 2026–27 Digital Cooperation Organisation presidency; and a new P@SHA Member Growth Series that put CXOs from Islamabad and Lahore through peer-learning workshops with top-performing member companies. None of it belongs to one desk — it is the Committee's guidance and the Secretariat's delivery working together, and above all the continued trust and participation of our member companies. An industry that speaks with one voice is heard differently, at home and abroad, and this year P@SHA spoke with one.

That includes the quieter, constant work of the Member Services team — renewals and new applications processed through a cycle already running ahead of last year's full-year total, and an estimated 305 visa reference letters issued so members and delegates could get through embassy doors on time. As we enter FY 2026-27, our task is to keep that leadership-and-management partnership — and the unity behind it — working for our members, and to keep the Secretariat getting better at the work our members can't see.

Sincerely,

Syed Ali Abbas Hasani

Secretary General, P@SHA

An industry that speaks with one voice is heard differently, at home and abroad — and this year P@SHA spoke with one.

SYED ALI ABBAS HASANI • SECRETARY GENERAL

GOVERNANCE

Central Executive Committee

The Central Executive Committee sets P@SHA's direction on behalf of the membership. Its 2025-26 members led the association's committees, delegations and advocacy through the year.

Central Executive Committee 2025-26



20

CEC MEETINGS
CONVENED

19 the year before

97

SUB-COMMITTEE
MEETINGS HELD

12

STANDING SECTOR AND
SUB-COMMITTEES

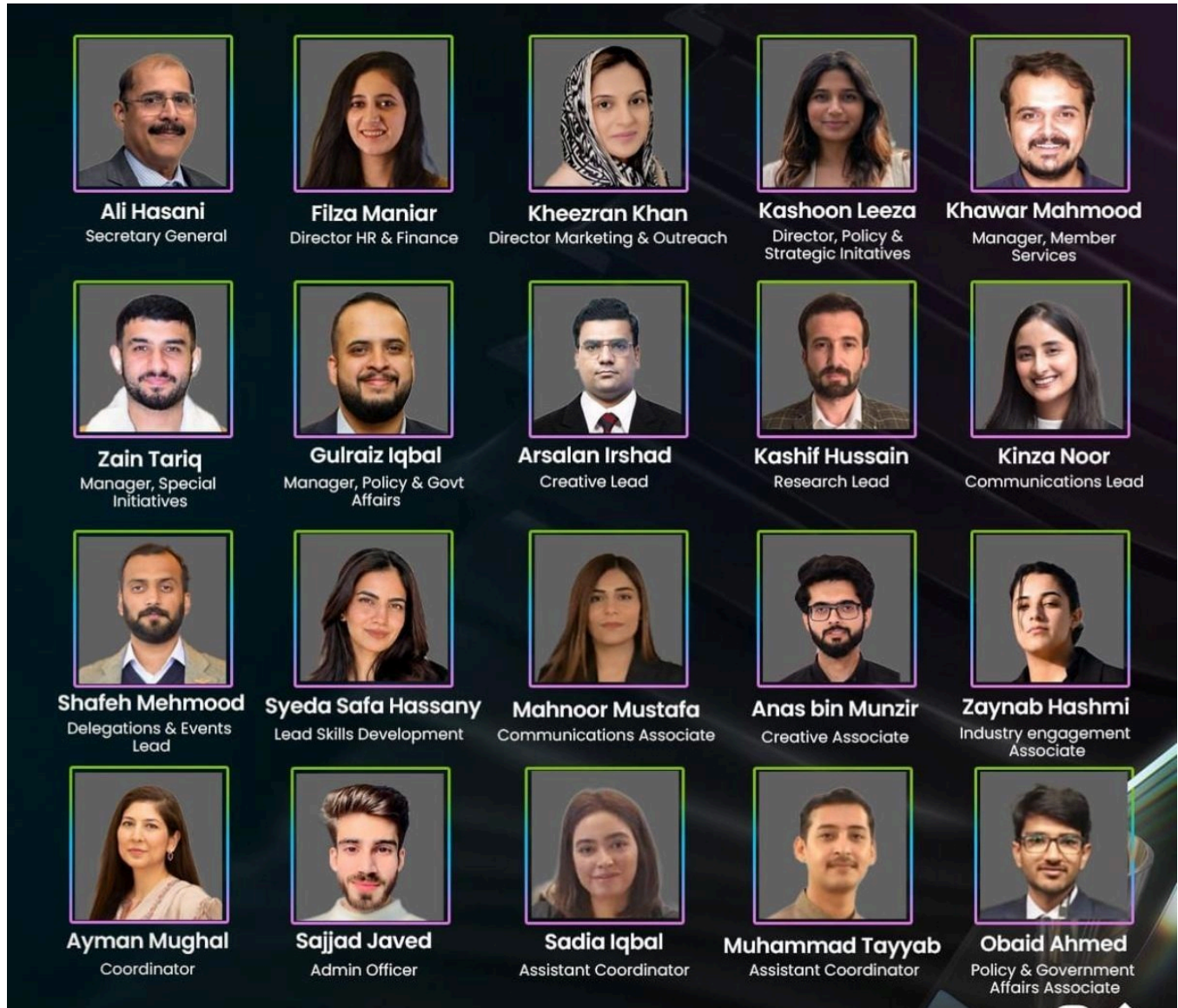
Leadership sets the direction; the Secretariat turns it into delivery. This report records what the two achieved together.

ANNUAL PROGRESS REPORT 2025-26

GOVERNANCE

The Secretariat

In July 2026 the Secretariat adopted a formal **Organization Structure and Role Charter** establishing 20 positions across three directorates — Brand & Global Outreach, Policy & Strategic Initiatives, and Finance & Operations — together with a Special Initiatives function and the Office of the Secretary General. Every position now reports to a single manager, and roles that interface with a standing committee carry that responsibility explicitly in their job description.



THE YEAR AT A GLANCE

A year measured in numbers

Every figure on this spread appears again, with its source and its context, in the section that owns it. Comparatives are against FY 2024-25 unless stated.

Membership

1,217ACTIVE MEMBERS FY
2025-26 CYCLE**+21% vs FY 2024-25****905**RENEWALS FY 2025-26
CYCLE**312**NEW MEMBERSHIPS FY
2025-26 CYCLE**1,123**ACTIVE IN THE CURRENT
CYCLE AT 4 SEP 2026**6+ months still to run**

Convening the industry

111NATIONAL EVENTS
DELIVERED**+37%****25+**INSTITUTIONAL &
COMMITTEE MOUS SIGNED**726**MEMBER COMPANIES
REPRESENTED**+37%****5**HBL P@SHA CXO
MEETUPS, FIVE CITIES

Global footprint

13INTERNATIONAL
DELEGATIONS**+30%****10**

COUNTRIES COVERED

+25%**171**MEMBER COMPANIES
TAKEN TO MARKET**+80%****266**B2B MEETINGS
FACILITATED**+125%**

THE HEADLINE

Pakistani companies swept **all seven** ASOCIO Award categories they were nominated in, took **seven** APICTA awards, and Pakistan assumed the **2026–27 DCO presidency** — while the 0.25% Final Tax Regime was extended through Tax Year 2029 and IT & ITeS exports reached a record **USD 4.6 billion**.

Policy and evidence

20+

DOCUMENTED ADVOCACY
WINS

28

CONSULTATIVE MEETINGS
WITH GOVERNMENT

7

PUBLICATIONS RELEASED

10,126

EMPLOYEES COVERED BY
THE SALARY SURVEY

+19%

Recognition and reach

14

INTERNATIONAL AWARDS
WON BY MEMBER
COMPANIES

7 ASOCIO · 7 APICTA

1,600+

P@SHA ICT AWARDS 2025
NOMINATIONS

120

JUDGES ON THE AWARDS
PANEL

13

INSTITUTIONAL MOUS
SIGNED

Communications

2.06M

COMBINED SOCIAL
IMPRESSIONS

+4%

63,682

LINKEDIN FOLLOWERS AT
YEAR END

+15%

1.45M

EMAILS DELIVERED
ACROSS 401 CAMPAIGNS

29.7% open rate

624

POSTS PUBLISHED
ACROSS CHANNELS

Governance

20

CEC MEETINGS CONVENED

19 last year

97

SUB-COMMITTEE
MEETINGS HELD

12

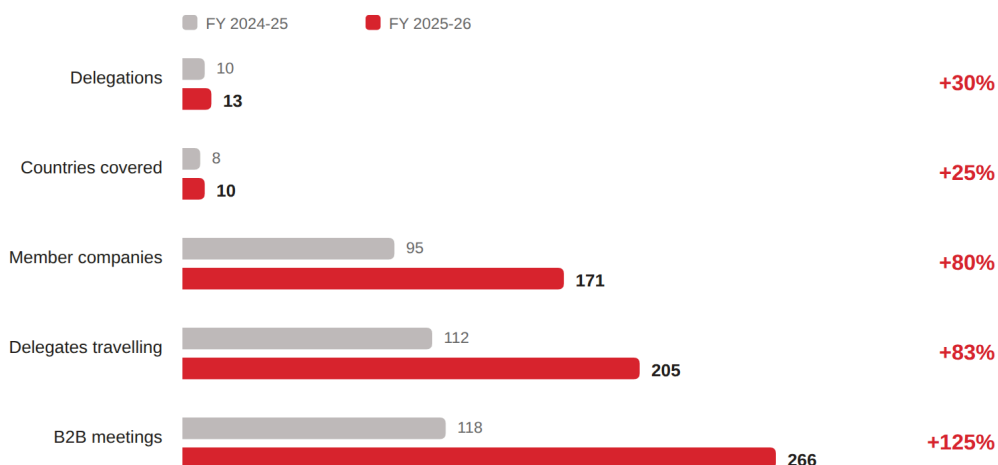
STANDING SECTOR AND
SUB-COMMITTEES

20

SANCTIONED
SECRETARIAT POSITIONS

Role Charter, Jul 2026

WHERE THE GROWTH CAME FROM



International delegation programme, FY 2024-25 compared with FY 2025-26. Source: Events log.

01

PART ONE

Overall Progress

How the Secretariat was organised, resourced and governed through the year — and the financial position it reports to the membership.



01 | OVERALL PROGRESS

Secretariat & organisational development

The defining organisational act of the year was the adoption, in July 2026, of the **P@SHA Secretariat Organization Structure and Role Charter** — endorsed by the Central Executive Committee and implemented by the Secretariat. The Charter replaced an informally grown structure with 20 defined positions across three directorates — Brand & Global Outreach, Policy & Strategic Initiatives, and Finance & Operations — plus a Special Initiatives function and the Office of the Secretary General.

Three principles sit behind it. Every position reports to exactly one manager, giving a clean chain of accountability from associate to directorate to the Secretary General, with the Central Executive Committee retaining oversight of the Charter's implementation. Each directorate is led by a Director supported by Leads and Managers who own a function outright. And every role that supports a standing committee — Brand, Skills, HR & Governance — carries that interface explicitly in its job description rather than by custom.

The Charter is now the basis for recruitment, performance management and future organisational change, and is maintained under the association's human-resource policy.

Regional footprint

P@SHA operated from three offices through the year: the main Secretariat at Daftarkhwan Alpha, Old Airport Road, Chaklala Cantt., Rawalpindi, with regional offices in Lahore and Karachi. Member-facing activity extended well beyond that footprint — to Gilgit, Multan and Peshawar — through the CXO Meetup series and the skills programme.

STRUCTURE AT A GLANCE

FUNCTION	POSITIONS
Office of the Secretary General	1
Brand & Global Outreach	6
Policy & Strategic Initiatives	6
Finance & Operations	6
Special Initiatives	1
Total sanctioned	20

GOVERNANCE CADENCE

BODY	MEETINGS
Central Executive Committee	20
Government Relations & Policy	12
Skills Committee	26
Startups & Entrepreneurship	14
Diversity & Inclusion	16
Industry Engagement	6
Gaming	10
Brand & Global Outreach	12
Cyber Security	1

Governance, HR & compliance

The HR & Governance Sub-Committees worked with the Secretary General and the Director, Finance & Operations — who collectively oversee this domain — through the year on compliance with regulatory requirements and organisational policy. The Role Charter was the principal policy instrument adopted. Detailed HR and compliance metrics — statutory filings, appraisal completion and staff training hours — are reported to the Committee separately and are not consolidated in this edition.

Financial stability

P@SHA's financial position has strengthened steadily over the past four years. Income has grown every year, from Rs 179.8M in FY2023 to Rs 248.2M in FY2026, with growth accelerating from 9.4% in FY2024 to 13.5% in FY2026 — while expenditure rose only 4.1% in the latest year, lifting net surplus by 102% to Rs 44.8M.

Rs 248.2M

INCOME
FY2026

+13.5% vs FY2025

Rs 191.6M

EXPENDITURE
FY2026

+4.1% vs FY2025

Rs 44.8M

NET SURPLUS
FY2026

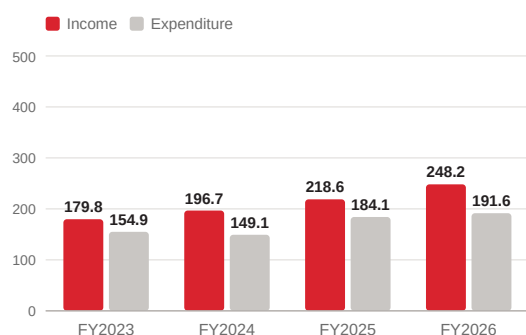
+101.9% vs FY2025

18.0%

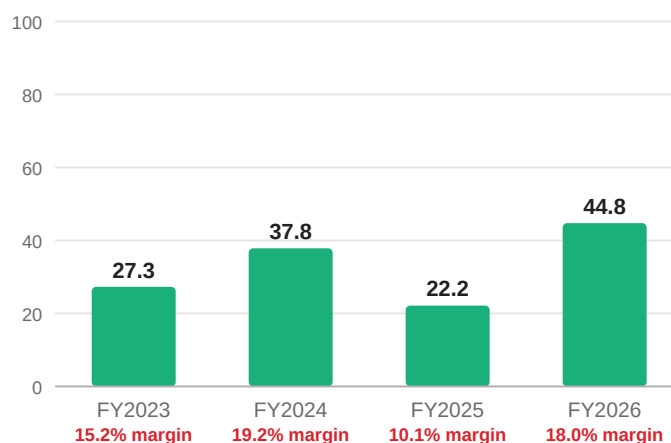
NET MARGIN
FY2026

10.1% in FY2025

INCOME AND EXPENDITURE, RS MILLIONS



NET SURPLUS, RS MILLIONS



Four-year income & expenditure summary

RUPEES	FY2023	FY2024	FY2025	FY2026
Income	179,805,356	196,736,083	218,570,602	248,153,806
Expenditure	(154,873,218)	(149,137,192)	(184,070,304)	(191,582,478)
Other income	2,094,664	8,413,534	8,155,232	4,611,694
Surplus before levy & tax	27,026,802	56,012,425	42,655,530	61,183,022
Levy	—	—	(11,364,324)	(1,992,483)
Taxation	263,445	(18,181,244)	(9,116,337)	(14,430,559)
Net surplus for the year	27,290,247	37,831,181	22,174,869	44,759,980

Financial years end 30 June. Figures in brackets are outflows. Source: audited financial statements. FY2023–FY2026.

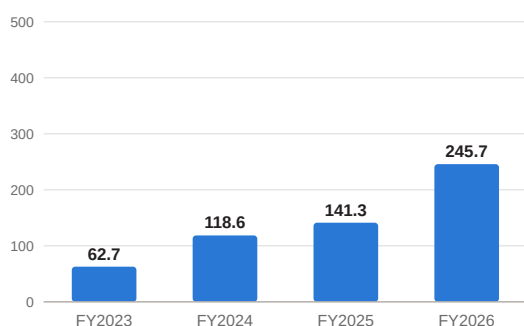
01 | OVERALL PROGRESS

Balance sheet strength

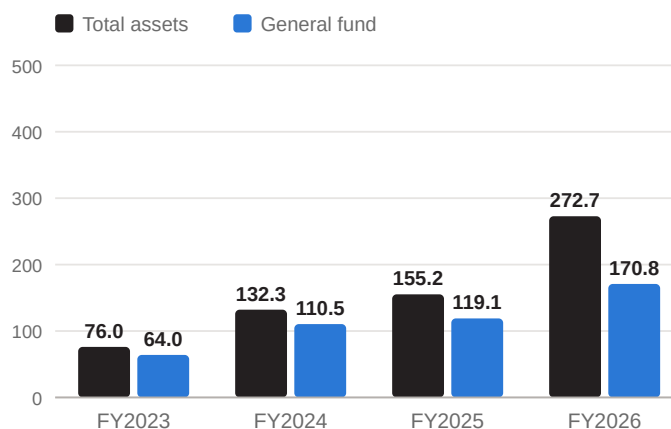
Cash reserves have kept pace with income, climbing nearly fourfold since FY2023 — from Rs 62.7M to Rs 245.7M — with FY2026's increase the steepest of the four years. Rising income, controlled costs and a growing cash base give the association an increasingly stable and self-sustaining financial footing.

Rs 245.7M CASH & BANK AT 30 JUNE 2026 +73.9% vs FY2025	Rs 272.7M TOTAL ASSETS +75.7% vs FY2025	Rs 170.8M GENERAL FUND +43.5% vs FY2025	2.65× CURRENT RATIO 4.24× in FY2025
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CASH & BANK BALANCES, RS MILLIONS



TOTAL ASSETS AND GENERAL FUND, RS MILLIONS



Balance sheet summary, as at 30 June

RUPEES	FY2023	FY2024	FY2025	FY2026
Property & equipment	1,169,242	1,743,618	2,481,929	2,533,841
Cash & bank balances	62,673,156	118,582,414	141,300,338	245,669,833
Other current assets	11,834,245	9,961,119	11,427,188	23,614,521
Total assets	76,026,088	132,271,035	155,209,455	272,673,795
General fund / total funds & reserves	64,003,609	110,463,612	119,062,743	170,815,808
Unearned subscription	—	—	12,253,305	53,727,465
Accrued & other liabilities	684,545	3,094,514	4,223,130	28,395,643
Provision for taxation	11,337,934	18,712,909	19,552,336	19,625,142
Total funds & liabilities	76,026,088	132,271,035	155,209,455	272,673,795

The fall in current ratio reflects a larger base of unearned subscriptions — membership fees received in advance for the new cycle — not weaker liquidity: cash alone covers current liabilities 2.4 times. Source: audited financial statements, FY2023–FY2026.

PART TWO

Policy Advocacy & Government Affairs

Twenty documented wins, a Final Tax Regime extended to 2029, and a new digital-governance mandate created in the space of six weeks.



02 | POLICY ADVOCACY

Overview & strategic priorities

The Policy Advocacy and Government Affairs department maintains standing working relationships with the Ministry of IT & Telecommunication, PSEB, the Ministry of Planning, FBR, the State Bank of Pakistan, the Ministry of Commerce, FPCCI, STZA and SIFC. Over successive years that engagement has been built on eight pillars.

The FY 2025-26 agenda centred on three fronts: **fiscal certainty for exporters; connectivity and banking facilitation**; and the structural gaps — venture capital, freelancer taxation, public procurement and Made in Pakistan.

Fiscal certainty was pursued through the Federal Budget 2026-27 cycle. P@SHA's six formal recommendations argued for a decade of tax certainty on the 0.25% Final Tax Regime, tax relief for salaried employees, and a venture-capital framework to address a funding contraction that has left the ecosystem with less than USD 1 billion in cumulative VC investment since 2015. Alongside that, advocacy addressed the policy and operational challenges of digital banking, foreign-exchange retention and taxation.

Skills remained a standing point of engagement with PSEB and MoITT, tied directly to the strategic pursuit of higher IT & ITeS exports.

Most recently, advocacy has extended into a **digital-governance mandate** — the regulatory landscape and market readiness for AI, cybersecurity and autonomous systems. This vertical was effectively created during the year by the Digital Nation Pakistan Act and the National Data Governance Policy, which moved from draft to near-final in roughly six weeks. P@SHA's engagement here has so far been consultative.

PRIORITIES FOR THE YEAR AHEAD

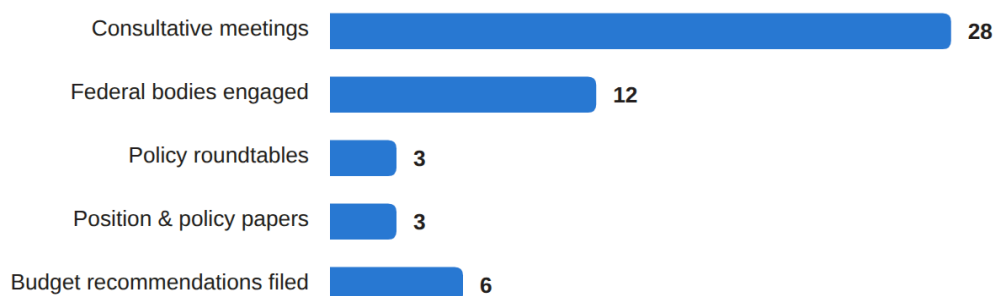
Fiscal & tax policy

Advocate for a permanent FTR regime and close the freelancer / remote-worker classification issue. Work on budget recommendations throughout the year rather than in the pre-budget window, to secure wins in the FY 2027-28 cycle.

Digital Nation Pakistan

Digital infrastructure is a sovereign strategic asset. The private sector should be central to setting frameworks and goals with government. As the country builds its digital layer, AI ecosystem, and sovereign cyber and autonomous-systems frameworks, P@SHA should be proactively leading the Digital Pakistan mandate rather than responding to it.

ENGAGEMENT VOLUME



Source: Policy tracker, FY 2025-26.

20

DOCUMENTED WINS

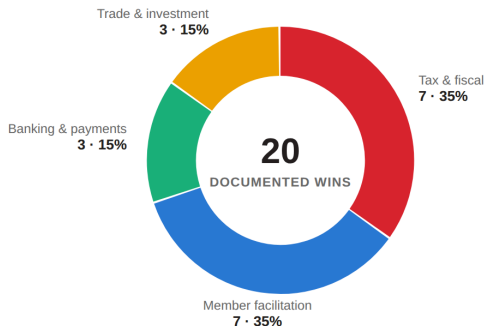
4NOTIFICATIONS, SROS &
CIRCULARS SECURED**20+**MEETINGS WITH FEDERAL
BODIES**6**ISSUES CARRIED INTO FY
2026-27

Notifications, SROs & circulars secured: the Finance Act 2026-27; SBP's revised Form R documentation thresholds; SBP's revised Equity Investment Abroad policy; and PTA's VPN whitelisting decision.

02 | POLICY ADVOCACY

Advocacy wins

20 WINS BY CATEGORY



Tax and fiscal 7

- 0.25% Final Tax Regime extended through Tax Year 2029 under Section 154A
- National skills programmes funded at Rs 5.29 billion, exceeding the Rs 5 billion ask
- Advance tax on overseas card transactions cut from 5% to 0.5% under Section 236Y — a 90% reduction
- Withholding tax exemption for startups under Clause 43F
- Salaried IT professionals' income tax reduced across all brackets — up to Rs 511,290 saved annually
- Super tax threshold raised from Rs 150M to Rs 500M, rate cut from 10% to 8%
- Capital Value Tax on foreign assets of resident individuals abolished

Banking and payments 3

- SBP's Equity Investment Abroad policy revised, expanding room for overseas subsidiaries
- Form R documentation requirements simplified, threshold raised above USD 25,000
- Additions secured to the approved overseas and digital vendors list

Trade and investment 3

- Tariff concessions secured on ICT items via the Ministry of Commerce
- Export Development Fund proposal completed and delivered to the Ministry of Commerce
- Recommendations submitted on TDAP restructuring and reform

Member facilitation 7

- Sindh IT Industry Facilitation Desk established by the Government of Sindh, August 2026
- Two EOBI-related regulatory matters resolved for member companies, January–June 2026
- New 10% tax credit secured for FBR system-integration costs
- Ongoing facilitation on foreign currency account and debit card service issues
- Ongoing facilitation on recurring software licence remittance requirements
- Ongoing facilitation on reseller margin confidentiality in distributor transactions
- Facilitation on classification of gaming and digital-platform income

CARRIED INTO FY 2026-27

- Freelancer versus remote-worker tax classification — P@SHA's highest priority, unresolved
- PE/VC investment framework: no pass-through clause, no foreign LP relief, no fix to the Clause 99 threshold
- PSEB registration eligibility unchanged — still a barrier for early-stage companies
- Clause 43F turnover limit unchanged at Rs 100M despite rupee devaluation since 2017
- 0.25% FTR still a renewable concession rather than a permanent regime
- Double withholding under Section 236 on telecom and internet expense

02 | POLICY ADVOCACY

Federal Budget 2026-27

P@SHA submitted its **Federal Budget 2026-27 Policy Recommendations** to the Federal Board of Revenue, the Ministry of Finance and MoITT in April 2026. The submission set out six priority interventions addressing tax policy, procurement, venture capital, skills and provincial harmonisation.

The Finance Act 2026-27 delivered a strong package of relief. P@SHA's top priority — the 0.25% Final Tax Regime under Section 154A — was extended through Tax Year 2029, securing three further years of certainty for exporters. Advance tax on overseas card transactions was cut from 5% to 0.5%, a 90% reduction that eases cloud, SaaS and tooling costs. The super tax threshold was raised from Rs 150M to Rs 500M with the rate cut to 8%, exempting the large majority of member companies outright. Salaried IT professionals saw relief of between Rs 30,000 and over Rs 500,000 a year depending on bracket, with the surcharge withdrawn entirely. Startups gained a withholding tax exemption under Clause 43F, resolving a long-standing working-capital constraint for B2B, SaaS and fintech firms. Government skills spending rose, with Rs 5.29 billion committed to the Prime Minister's Youth Skills Development Programme.

Five structural asks — freelancer versus remote-worker classification, the PE/VC investment framework, Made in Pakistan procurement mandates, broadened PSEB eligibility, and provincial sales tax harmonisation — were not adopted and carry forward as the forward agenda for the next cycle.

Post-budget tax workshop

On 23 July 2026 P@SHA convened an exclusive members' workshop, *Budget 2026-27: Changes for the IT and ITeS Industry*, led by senior tax consultants from KPMG and Khilji Rahat Waheed Chartered Accountants. **Over 80 senior representatives** of member companies took part in a deep dive into revised tax structures, corporate compliance and financial planning under the new framework. It was supported by a member-facing post-budget explainer campaign.

SCORECARD

RECOMMENDATION	STATUS
0.25% FTR certainty	Partial
National skills funding	Delivered
Freelancer classification	Open
VC / PE framework	Open
Procurement mandates	Open
Sales tax harmonisation	Open

Two of six delivered. The FTR extension was granted for three years against an ask of five to ten.



Federal Budget 2026-27 Policy Recommendations, released 21 April 2026

02 | POLICY ADVOCACY

Consultations, roundtables & working groups

3

POLICY ROUNDTABLES
CONVENED

100

ESTIMATED PARTICIPANTS
ACROSS ROUNDTABLES

28

CONSULTATIVE MEETINGS
WITH GOVERNMENT

3

POSITION PAPERS &
WHITEPAPERS

Roundtables convened

EXPORTS

Scaling Pakistan's IT Exports from \$3.8B to \$15B — identifying critical bottlenecks in market access, infrastructure, policy and skills. ITCN Asia, Lahore, 18 January 2026.

AI

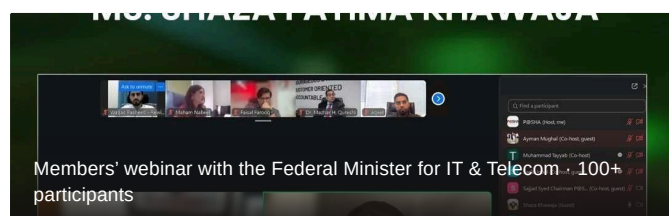
Building a Risk-Responsive AI Governance Framework for Pakistan — the foundation of the association's new digital-governance vertical.

PAYMENTS

Boom of Fintech in Pakistan and the Role of Raast — merchant onboarding, QR enablement and banking-sector participation.

Selected consultative engagements

ENGAGEMENT	WHAT P@SHA CONTRIBUTED
Pakistan Information Security Framework (PISF)	Industry inputs on the national cybersecurity baseline, to keep corporate compliance rules practical for local IT companies
PPRA — ePADS v2.0 procurement reforms	Flagged technical defects in ePADS v2.0 and proposed system optimisations to keep public tenders accessible to technology firms
FBR — tax rationalisation	Recommended rationalisation measures and the appointment of dedicated IT Tax Commissioners for faster processing, grievance resolution and audits
SBP — digital portals for ESFCAs	Represented the industry in consultations to ensure commercial banks launch frictionless digital onboarding for Exporters' Special Foreign Currency Accounts
SIFC — IT sector diagnostic review	Pressed for expanded purpose codes, faster Raast–Buna integration and relief on ESFCA card charges
PBS & PSEB — National IT Census	Participated in the inaugural industry-stakeholder consultation for Pakistan's first National IT Census
Asian Development Bank — Rapid AI Assessment	Member-company experts contributed on Pakistan's AI landscape, regulatory environment and ecosystem readiness
HEC & MoITT — ICT education roadmap	Contributed to the Prime Minister's Shenzhen-inspired ICT Education & Training Roadmap and HEC's Expert Committee on IT education



02 | POLICY ADVOCACY

Media appearances & public positioning

Eight recorded appearances and placements in FY 2025-26 across broadcast, print and podcast, against eleven in FY 2024-25 — with the mix shifting from budget reaction toward exports, AI and digital infrastructure.

FY 2025-26 3 print5 broadcast & digital

- A podcast with Chairman Sajjad Syed on scaling Pakistan's IT exports toward a USD 100 billion opportunity, covering global competitiveness and the country's digital future
- Record IT & ITeS exports of **USD 4.6 billion** in FY 2025-26 — the highest annual export earnings in the sector's history — with the Chairman crediting the resilience of Pakistani technology companies
- P@SHA's call for a ten-year extension of the 0.25% FTR and a clear distinction between project-based freelancers and full-time remote employees
- ARY News: the drivers behind record IT exports, and the case for accelerating AI adoption, digital infrastructure and product companies
- SAMAA TV, live: the industry's budget recommendations, differential taxation for remote workers, capital repatriation and capital gains tax
- The PTA 5G spectrum auction raising roughly USD 507 million, and 5G's role in AI, IoT and AR across healthcare, education, agriculture and smart cities
- Endorsement of the federal government's USD 1 billion national AI investment plan at the Indus AI Summit 2026, including 1,000 AI PhD scholarships and training for one million non-IT professionals
- SAMAA TV: the demand to continue the FTR beyond June 2026 as essential to growth, investment and competitiveness

FY 2024-25 benchmark 7 print4 broadcast

Coverage in the prior year concentrated almost entirely on the budget cycle: ProPakistani, Business Recorder, The Express Tribune and The News International all carried P@SHA's call for a ten-year stable tax regime, the removal of operational bottlenecks to unlock a USD 15 billion export potential, and a simplified framework to bring the remote workforce into the tax net. The Chairman appeared live on ARY News, BOL News, GEO News and 92 News.

READ ACROSS

The shift between the two years is the story: FY 2024-25 coverage was overwhelmingly reactive and budget-bound; FY 2025-26 coverage placed P@SHA on exports, AI investment and spectrum policy as well. Awards and event coverage is reported separately under Brand & Global Outreach to avoid double counting.

COVERAGE PROFILE

TIER	FY 2024-25	FY 2025-26
Tier 1	65%	40–50%
Tier 2	20%	35–40%
Tier 3	15%	10–20%
Total mentions	40+	30+

PART THREE

Research & Knowledge Production

Seven publications, two national surveys covering 10,126 employees and 250+ companies, and a new flagship AI governance research programme.



03 | RESEARCH

Publications & reports

Seven substantive publications were released during the reporting period, covering workforce and skills, regional technology ecosystems, digital payments, inclusion, fiscal policy and technology governance.

Gilgit-Baltistan IT & ITeS Sector Diagnostic Report November 2025

The first comprehensive diagnostic of the IT and IT-enabled services ecosystem in Gilgit-Baltistan. It examined infrastructure and operational constraints, talent and workforce development, funding and investment, market access, and institutional and policy support, and set out a roadmap for inclusive and sustainable growth. The study combined a region-wide survey of IT businesses and freelancers with extensive stakeholder consultations.

IMPACT

In the aftermath of the report, government has moved on the constraints it identified. Internet connectivity has improved, and subsidised solar panels have been provided to IT & ITeS companies in the region.

Salary Survey 2024-25 December 2025

The tenth edition of P@SHA's flagship benchmarking series, covering 174 companies, 10,126 employees, 92 job roles and 470 distinct job levels across technical and non-technical positions.

IMPACT

Provides the industry-wide benchmark for compensation, supporting salary structuring, annual increments, talent retention and workforce planning.

The Future Skills for the IT Industry December 2025

A policy paper on the skills challenge as AI and other emerging technologies reshape workforce requirements, synthesising insights from P@SHA Skills Roundtables at ICT Awards Lahore 2025 and ITCN Asia Karachi 2025.

IMPACT

Strengthened advocacy for industry-aligned skills development — industry-academia collaboration, AI-focused curricula, practical training and workforce preparedness.

Boom of Fintech in Pakistan and the Role of RAAST December 2025

An examination of the barriers limiting wider adoption of digital payments and the commercial expansion of RAAST, particularly among small and micro merchants, with recommendations on merchant onboarding, digital verification, QR enablement and banking-sector participation.

Federal Budget 2026-27 Policy Recommendations April 2026

An evidence-based policy framework addressing tax uncertainty, workforce distortions, investment constraints and ecosystem gaps, developed for policymakers, regulators and industry stakeholders.

IMPACT

Part of the budget advocacy effort that secured the FTR extension and the wider Finance Act package.

Data Governance Position Paper August 2026

An analysis of the draft National Data Governance Policy 2026 consolidating member feedback, benchmarked against global approaches across six areas: data custodianship, AI and cyber governance, the WASL data-exchange system, privacy rights, the proposed PDA regulator and data sovereignty.

IMPACT

Remains the guiding document for the private sector on the policy's implications; industry feedback was carried to MoITT and is under consideration for the final policy.

Driving Inclusive Growth in Pakistan's Tech Sector: From Policy to PracticeFY 2025-26

A white paper on diversity and inclusion in Pakistan's technology sector, drawing on the P@SHA Diversity & Inclusion Roundtable at ITCN Asia 2025, with sectoral data, participant insights, policy analysis and case studies.

IMPACT

Aligned to ISO 30415:2021, with a 24-month implementation roadmap and a Diversity Pledge for technology organisations.



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Surveys & industry data

P@SHA Salary Survey 2024-25

The Salary Survey remained P@SHA's principal recurring benchmarking instrument. The 2024-25 edition was the tenth conducted by the association and provided detailed compensation data across Pakistan's IT and ITeS industry — **174 participating companies, 10,126 employees**, 92 job roles and 470 distinct job levels, spanning technical and non-technical positions.

The resulting dataset gives the industry a single reference point for compensation structures, benefits, increments and attrition trends, and is designed to support HR and leadership teams in benchmarking, compensation planning and annual increment decisions.

P@SHA Skills Survey 2025

The Skills Survey examined current and emerging talent requirements across the sector. The national survey engaged **more than 250 leading IT and ITeS companies** and mapped skill gaps, regional hiring trends, in-demand technologies and emerging workforce requirements.

Its findings fed directly into curriculum work: they were presented to the Higher Education Commission's National Curriculum Review Committee in Karachi, and the communication-gap findings prompted the P@SHA × British Council Corporate English Solutions programme.

174 COMPANIES IN THE SALARY SURVEY +12%	10,126 EMPLOYEES COVERED +19%	250+ COMPANIES IN THE SKILLS SURVEY	92 JOB ROLES BENCHMARKED
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COVERAGE AT A GLANCE

MEASURE	2023-24	2024-25
Companies surveyed	155	174
Employees covered	8,530	10,126
Job roles	—	92
Job levels	—	470
Skills Survey companies	—	250+

Research portfolio at year end

AI Governance & Capacity Evaluator

The flagship research programme under development is the **AI Governance & Capacity Evaluator** — an examination of Pakistan's readiness to adopt, govern and benefit from artificial intelligence. Pakistan faces a dual challenge: it is simultaneously a consumer of AI-enabled technologies and an aspiring exporter of AI-enabled software and services, which makes governance and regulatory capacity a competitiveness question as much as a risk one.

The programme uses mixed methods — systematic literature review, case-study analysis, expert consultation and data-intensive analysis — and is structured as a series of interconnected papers rather than a single publication.

Papers in the programme

- AI Governance Mapping & Best Practices
 - From Digital Readiness to AI Adoption: regional benchmarking for Pakistan and peer economies
 - AI-driven Autonomous Systems: use cases and policy
- Sectoral AI Use: feasibility of indigenous frontier AI models
 - Liability Frameworks for AI-Generated Harm in Outsourced Software Development
 - Open-Source AI Models & Export Control Risks for Pakistani IT Firms

Flagship reports in progress

- P@SHA State of the IT Industry Report — Pakistan's first holistic, evidence-based assessment of the sector
- P@SHA Salary Survey Report 2026
- P@SHA Skills Survey Report 2026

PART FOUR

Skills Development

The year the industry stopped describing the skills gap and started measuring it —
Pakistan's first National Skill Competency Test.



04 | SKILLS DEVELOPMENT

From survey to national infrastructure

The skills portfolio moved during the year from documenting the gap to building the machinery that closes it.

The National Skill Competency Test

Following steering meetings with HEC and MoITT in November 2025, and a Technical Committee convened at HEC on 8 December chaired by Vice Chairman Raheel Iqbal to finalise the competency framework, P@SHA helped identify the competencies, recommend the test composition and review the question bank.

The **first National Skill Competency Test was held on 4–5 April 2026** for seventh and eighth-semester computing students, led by HEC with MoITT, PSEB and P@SHA, conducted by the Virtual University of Pakistan as testing body, with a Secretariat established at NCEAC for coordination, verification and facilitation. It was monitored on site by the Vice Chairman, the Lead for Skills Development and the CEO of PSEB.

The test ran across **165 centres in 112 cities**, with **33,038 candidates** completing the assessment out of an initial pool of more than 57,000 registered — a **250% scale-up** in participation over the 2024 pilot. The national average score was **46.28 out of 100**, a first-of-its-kind, university-by-university baseline for the industry to work from.

In recognition of the Committee's role in delivering the NSCT, MoITT and PSEB jointly presented a Certificate of Appreciation to Vice Chairman Raheel Iqbal on 9 June 2026. On 21 July, at HEC's National Workshop on Quality Computing Education and Future Skills, P@SHA sat on the panel *Building Industry-Ready Graduates* and its Skills Committee representatives were presented shields for the association's role in the NSCT.

Skills recommendations & technical advisory

Drawing on a nationwide skills survey, the Committee recommended **over 100 technologies across 21 categories** to industry and government stakeholders, and extended its advisory role to training design and delivery methodology — steering committee work with PSEB, MoITT and PSDP among it.

CXO Master Classes

Relaunched on 10 December 2025 with a session on Leadership and Emotional Intelligence, followed by *AI Product Development Track* in Islamabad on 27 January 2026 (25 senior professionals) and *Building a Predictable Revenue Engine for Tech Services Companies* in Lahore on 20 February 2026 — six hours of programming, 90+ attendees, across three cities.

CXO Mentorship Programme 2026

Ten mentors were paired with emerging CXOs for a structured commitment of 15–18 hours of one-on-one mentorship, offered free to P@SHA members. Applications were shortlisted in April and the programme commenced in May 2026, matching mentees to mentors by career interest.

SKILLS COMMITTEE

MEASURE	FY 2025-26
Committee meetings held	26
Committee members	9
NSCT candidates tested	33,038
NSCT national average score	46.28/100
Master Classes delivered	3
Skills MoUs signed	4
Universities engaged	8



PSEB recognises P@SHA's contribution to the NSCT · 9 June 2026

04 | SKILLS DEVELOPMENT

Partnerships & the programme portfolio

PROGRAMME	PARTNERS	SCOPE
National Skill Competency Test	HEC · MoITT · PSEB · NCEAC · Virtual University	Nationwide competency test for 7th and 8th-semester computing students; first cycle 4–5 April 2026
Team Europe TVET Sector Support Programme	British Council · GIZ	MoU signed 9 June 2026; EOI issued in July for companies to help set nationally recognised Level-4 competency standards; 17 Qualification Development Committees convened with NAVTTC
Centre of Excellence in Digital & Hi-Tech Skills	IMSciences Peshawar	MoU signed 28 April 2026 for a women-centric Centre of Excellence under the Team Europe TVET programme — a Hub-and-Spoke model of 2 hubs and 6 spokes, the KPGB hub now complete
SkillSprint	Silver Jubilee Development Agency · AKEPB	RFP issued to train 150 participants in Karachi and Islamabad across AI/ML, full-stack, cyber security and cloud — 18 proposals received under P@SHA's SPARK advisory framework
CXO Master Classes	Industry practitioners	Executive-level sessions for CXOs and senior management; relaunched December 2025
CXO Mentorship Programme 2026	Member company leaders	Structured mentor–mentee pairings; commenced May 2026
Corporate English Solutions	British Council	Three learning pathways addressing the communication gap identified in the Skills Survey
Industry–academia MoUs	Bahria University · National Technology Council · QAU · DUET	Curriculum alignment, employability, internships and professional recognition in emerging technology fields

Government and institutional engagement

- HEC Expert Committee on Improving the Quality of IT Education & Skills Development — 9 July 2026
- PSEB/MoITT consultative session on the Prime Minister's Shenzhen-inspired ICT Education & Training Roadmap, chaired by the Federal Minister — 13 July 2026
- Team Europe TVET Sector Support Programme, 3rd Project Steering Committee — December 2025
- Dawood University of Engineering & Technology, inaugural Industry Advisory Board — 7 November 2025
- Quaid-i-Azam University leadership on the Computer Science curriculum — May 2026
- NAVTTC on national youth skills training — 9 June 2026
- Exploratory collaboration meetings with Meta (20 July 2026) and Apple (13 January 2026)

WHY THE NSCT MATTERS

For the first time, Pakistani computing graduates are assessed against a single industry-defined competency standard, administered nationally. It converts the skills gap from an anecdote into a measurable, university-by-university dataset — and gives P@SHA a defensible evidence base for the curriculum and hiring conversations it has been having for a decade.



04 | SKILLS DEVELOPMENT

National committees & strategic initiatives

Beyond its own programmes, the Skills Committee sits on the national bodies shaping how Pakistan builds its tech workforce — and increasingly, its chip-design and AI capacity too.

COMMITTEE / INITIATIVE	P@SHA'S ROLE	STATUS
National Committee on ICT Skills & Capacity Development	Chaired by the Federal Minister for IT & Telecom; reviews federal/provincial skills programmes against employability outcomes. Two active subcommittees: AI's impact on IT supply and demand, and classifying ICT skills demand for PSEB's Integrated Labour Market System.	Ongoing
Shenzhen-Inspired ICT Education & Training Roadmap	P@SHA pushed for candour over diplomacy and a full ecosystem roadmap — demand forecasting, a technician-and-degree dual credential, industry-embedded curricula, sustainable financing — against a stark gap: 75,000+ graduates/year vs demand of 85,000–120,000, only ~21,000 absorbed formally, 61% failing enterprise benchmarks.	Feasibility study delivered
National Semiconductor Policy Drafting Committee	P@SHA authored the first draft and worked the committee's feedback into the final version, including the investment-mobilisation target, its funding split, and the priority-IC list anchoring indigenisation to actual demand.	Draft complete
USTP Advisory Board (semiconductor design training)	Advised PSEB/MoITT to keep the four-month chip design and verification curriculum demand-driven — front-end design, verification and physical layout — under Phase I of the National Semiconductor HR Development Programme (INSPIRE).	Ongoing
Meta Small Business Growth Academy	P@SHA is Meta's local partner for its first Small Business Growth Academy in Pakistan, part of a 12-country Asia-Pacific programme equipping small businesses with AI and digital tools for customer acquisition and export growth.	Launches Sep 2026
National AI Advancement Initiative (NAAI)	Contributing to AI curricula integration into university degrees and AI certifications delivered through HEC-recognised institutions, targeting 20,000 participants.	In development
PECTAAI Curriculum	Reviewed two drafts of a new public-school AI curriculum — unplugged, activity-based learning, then teacher pedagogy — and returned structured feedback.	Feedback delivered
World Bank Skills & Labour Mobility Programme	Participated in the scoping mission on labour-mobility opportunities, risks and comparable-programme lessons.	Scoping stage

04 | SKILLS DEVELOPMENT

Gaming Committee

Chair: Raheel Iqbal · 10 meetings · making the game industry's case on tax, and bringing Google to Pakistan

10

COMMITTEE MEETINGS

5%WITHHOLDING ON ADMOB & IN-APP
REVENUE IF MISCLASSIFIED**vs 0.25% under Section 154A****35**INDUSTRY PARTICIPANTS, ITCN ASIA
WORKSHOP

Protecting game exporters from a 5% withholding tax

The Finance Act 2026 introduced **Section 154B**, a withholding tax on revenue from social media platforms. Since it took effect, banks have begun applying its **5% withholding** to Google AdMob and in-app receipts on the basis of the remitter alone — without distinguishing a game studio monetising its own software from an influencer monetising content. For game and app developers that is a jump from the 0.25% concessional regime to 5%, caused purely by reclassification rather than any change in the nature of the income.

The Committee's position is that a game or app that earns through in-app purchases and the advertising displayed inside it is a software export, and its receipts belong under **Section 154A**. Advertising revenue is not a side income for the gaming and animation industry — it is part of the game development business model itself.

WHAT THE COMMITTEE IS ASKING FOR

- A **State Bank of Pakistan clarification** to banks distinguishing social media influencer income from Google AdMob and in-app revenue
- Google AdMob and in-app receipts of IT and game development companies to be treated as **qualifying software exports under Section 154A**
- Classification under the correct Section 154 codes — **9184** software development and export, **9182** software consultancy, **9185** other computer and IT services

Bringing Google to Pakistan

Through sustained lobbying, the Gaming Committee played a major role in bringing **Google to Pakistan** — making the case for the country's game developers, app publishers and digital exporters, for whom Google Play and AdMob are the main routes to global revenue. That engagement is already turning into programmes for members, among them the Google Pehla Qadam Bootcamp.

Google Pehla Qadam Bootcamp

An invite-only programme at NIC Lahore helping Pakistani startups, software houses, exporters and traditional businesses scale digitally, with Google mentorship on Ads, AdMob, YouTube and Google Play — aimed at lead generation, app installs, exports and digital monetisation.

Building the industry

The Games and Publishing Committee authored P@SHA's *Perspective on the Growth and Development of Esports in Pakistan*, used directly in policy advocacy, and hosted the British Esports Federation to share policy recommendations positioning Pakistan in the global esports arena.

P@SHA contributed to the curriculum review of the Centre of Excellence for Games and Animation — an Ignite project implemented by Hum News Group — on 9 October 2025, building on years of committee work. On 19 January 2026 the Committee convened *Positioning Pakistan's Animation & Games Industry for a Global Lens* at ITCN Asia Lahore, a facilitated workshop with **35 industry participants** gathering inputs for the forthcoming P@SHA Animation & Games Report.

PART FIVE

Brand & Global Outreach

2.06 million impressions, 1.45 million emails, 624 posts and a website rebuilt from the ground up.



05 | BRAND & GLOBAL OUTREACH

Brand overview & strategy

Brand and communications strategy in FY 2025-26 focused on strengthening P@SHA's position as the leading voice and representative body of Pakistan's technology industry, while increasing the visibility of the country's technology ecosystem locally and internationally. The brand was positioned around industry representation, advocacy, innovation, global connectivity and opportunity.

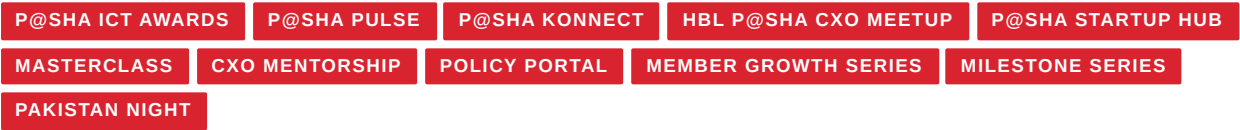
Targeted campaigns were built around major national and international events, delegations, industry initiatives and P@SHA programmes, ensuring consistent visibility before, during and after each engagement. Brand & Global Outreach supported the promotion of the P@SHA Masterclass, CXO Mentorship Programme, P@SHA Policy Portal and P@SHA Member Growth Series.

A key addition to the digital strategy was the **Milestone Series** — Milestone Monday and Milestone Saturday — designed to highlight the achievements, initiatives, growth and success stories of member companies. The series strengthened member visibility while reinforcing P@SHA's role as a platform that celebrates and amplifies the industry.

The team also developed and maintained visual identities for departmental initiatives — logos, colour systems, brand guidelines and communication assets — so individual programmes could hold a distinct identity while remaining visually aligned to the parent brand. The wider brand family, including P@SHA ICT Awards, P@SHA Pulse and P@SHA Connect/Konnect, was maintained on consistent branding and messaging principles.

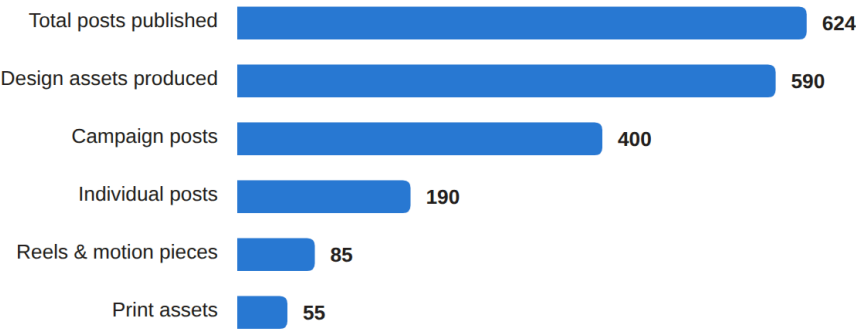
More than **15 campaigns** were delivered across event and delegation campaigns, member-focused initiatives, programme launches and recurring digital content series.

THE BRAND FAMILY



The Milestone Series consolidated the sub-brand portfolio from 4 active sub-brands in FY 2024-25 to 1 in FY 2025-26, concentrating identity work on a single recurring format rather than maintaining several in parallel.

CREATIVE OUTPUT



Source: Creative tracker and content calendar, FY 2025-26.

DESIGN VOLUME, YEAR ON YEAR

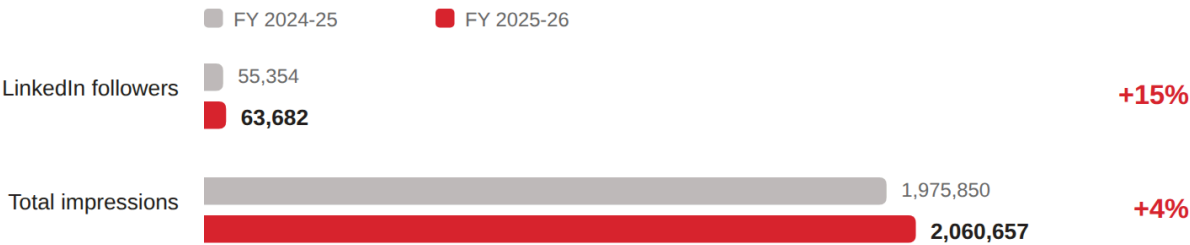
ASSET TYPE	FY 2024-25	FY 2025-26
Total digital posts	520	590
Campaign posts	350	400
Individual posts	170	190
Print assets	70	55
Reels & motion	60	80-90

05 | BRAND & GLOBAL OUTREACH

Social & digital performance

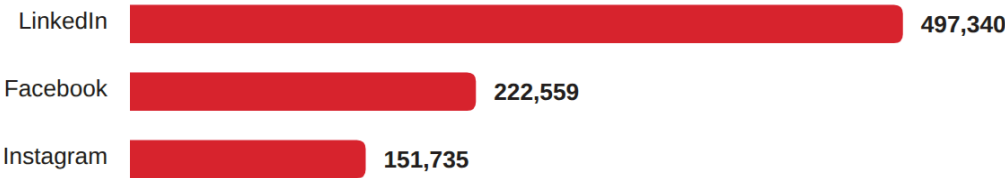
More than 2.06 million combined impressions, 310,890 engagements and a known audience of 164,942 followers.

YEAR ON YEAR



Source: Platform analytics.

REACH BY CHANNEL, FY 2025-26



LinkedIn 497,340 · Facebook 222,559 · Instagram 151,735.

LinkedIn contributed the largest share of the year’s performance with **1.16 million impressions** and 497,340 reach, followed by Facebook with 660,550 impressions and 222,559 reach. Instagram recorded 152,090 views against 151,735 reach, and Twitter/X generated 88,100 impressions.

LinkedIn performed strongest in April, Facebook peaked in May and Instagram reach peaked in February. Performance was driven mainly by major industry events, workshops and networking activity — GITEX Dubai, ITCN Asia, the HEC workshop and the HBL P@SHA CXO Meetups.

Organic content remained the main driver. On LinkedIn, organic impressions accounted for 88.9% of the total (1,031,423) against 128,494 sponsored, and organic engagement rate reached 27.09% against 0.52% for sponsored content. Paid activity comprised three LinkedIn campaigns — one website-visits campaign and two hiring campaigns — on a total spend of USD 80, at a CPM of **USD 0.62** against USD 1.72 the previous year.

CHANNEL DETAIL, FY 2025-26

CHANNEL	FOLLOWERS	ENGAGEMENT RATE
LinkedIn	63,682	24.15%
Facebook	79,440	4.24%
Twitter / X	14,200	0.80%
Instagram	7,620	—
Known audience	164,942	

CHANGE IN REACH VS FY 2024-25

CHANNEL	CHANGE
LinkedIn	+79.21%
Facebook	+69.29%
Instagram	+118.76%
Collective	+18.66%

624

POSTS PUBLISHED ACROSS CHANNELS

\$0.62

LINKEDIN CPM

from \$1.72

05 | BRAND & GLOBAL OUTREACH

Pulse, email & the website

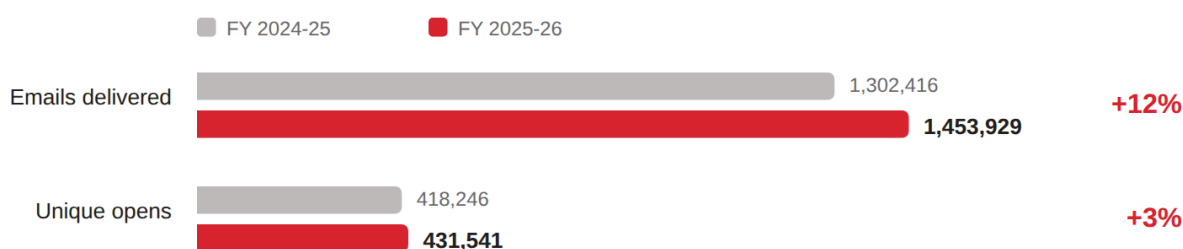
P@SHA Pulse and the email programme

Eight editions of P@SHA Pulse were published through August 2026, giving members a consolidated monthly record of activity, industry developments, policy engagements, programmes, opportunities and member initiatives.

Around Pulse sat a much larger targeted email programme covering international events and delegations, local events and sessions, member outreach campaigns, awards and programmes, policy initiatives and department-specific communications — allowing individual departments to reach the right member segment for each opportunity.

Between September 2025 and August 2026 the programme delivered **401 campaigns and 1,453,929 emails**, generating **431,541 recorded opens** at a weighted open rate of **29.7%**. Monthly open rates ranged from 26.33% to 32.86%, the highest recorded in November 2025. Campaigns generated 20,164 clicks at a weighted click-through rate of 1.39%. Unsubscribe and spam-complaint rates remained very low across the year.

EMAIL PROGRAMME, YEAR ON YEAR



Source: Email platform, Sep 2025 – Aug 2026.

Website

P@SHA undertook a comprehensive **revamp of pasha.org.pk** during the year to create a more modern, user-friendly and structured platform for members, partners and the wider ecosystem. The work focused on user experience, simplified navigation, and clearer presentation of P@SHA's work and resources.

Structure and visual design were updated across membership, events, publications, initiatives, news and organisational information, with parallel work on the **Member Portal**. Dedicated event and programme pages were incorporated to make information and registration easier to reach, and the publications library was rebuilt as a stronger platform for research, policy work, awards, delegations and member activity.

The revamp is in final development and is scheduled to **go live in September 2026**. Following launch, analytics and user behaviour will be tracked to establish benchmarks for traffic, publication downloads and membership enquiries — baselines that do not exist for the year just closed.

WHAT THIS SETS UP

FY 2025-26 was a foundation year for the digital estate. The next report should be able to carry website traffic, publication download counts and enquiry-to-membership conversion alongside the social and email numbers reported here.

PR & media relations

The PR strategy combined proactive media engagement, flagship-event communications, international outreach and partner-led initiatives, moving beyond event announcements toward continuous storytelling about Pakistan's technology ecosystem, innovation, exports, talent and global market opportunity.

The **HBL P@SHA ICT Awards 2025**, positioned as Pakistan's premier AI-enabled awards, anchored the year's campaign with a sustained cycle across launch, application drive, orientation sessions, deadline extension, judging and recognition.

International events formed the second pillar: LEAP 2026, London Tech Week 2026, TechEx 2026, GITEX Berlin 2026 and Contact.io 2026 were each supported with calls for participation, event briefings, company spotlights, pre-event communications and post-event visibility.

Benchmark: the ICT Awards 2024 generated at least 24 distinct online mentions with approximately 90% positive coverage; the 2025 edition generated at least 40 mentions across national, business, technology and broadcast outlets with approximately 95% positive coverage.

PART SIX

Member Services & Engagement

1,217 active members in the FY 2025-26 cycle. The current cycle has already reached 1,123 with more than six months still to run.

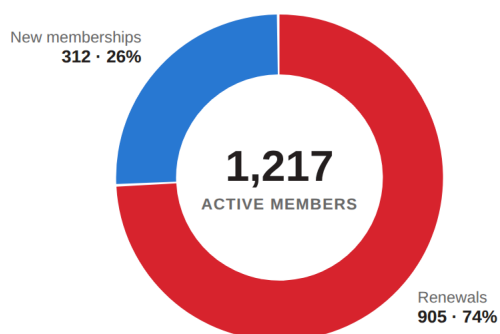


06 | MEMBER SERVICES

Membership update & growth

P@SHA administers membership on an April–March cycle, and reports growth on that basis.

FY 2025-26 CYCLE COMPOSITION



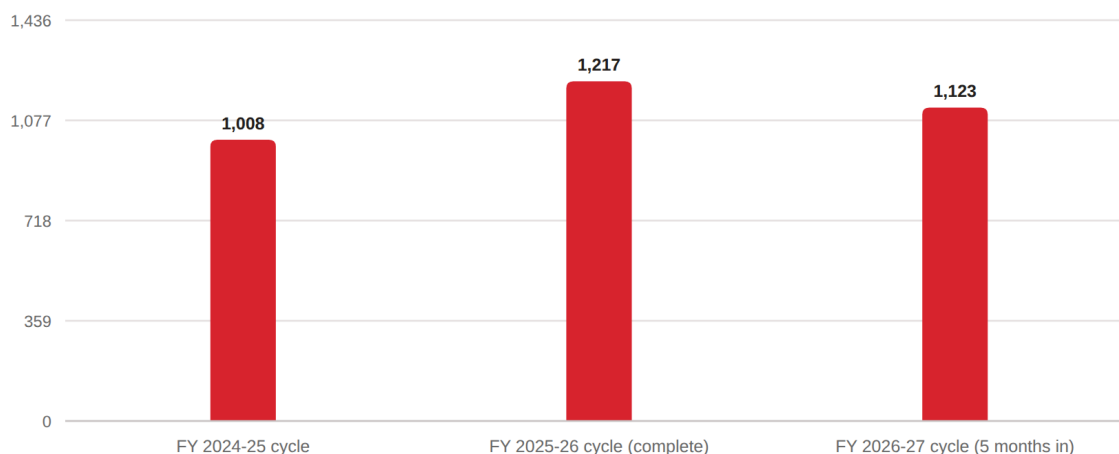
Active members, Apr 2025 – Mar 2026.

1,217 ACTIVE MEMBERS FY 2025-26 CYCLE +21% vs FY 2024-25	1,123 ACTIVE IN THE CURRENT CYCLE AT 4 SEP 2026 6+ months remaining	905 RENEWALS FY 2025-26 CYCLE	312 NEW MEMBERSHIPS FY 2025-26 CYCLE
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The base grew by **21%** across the last two completed cycles, from 1,008 active members in FY 2024-25 to **1,217** in FY 2025-26.

The current FY 2026-27 cycle, opened in April 2026, had already reached **1,123 active members** by 4 September 2026 with more than six months of the cycle still to run — 92% of the last completed cycle's full-year total, five months in.

ACTIVE MEMBERS BY CYCLE

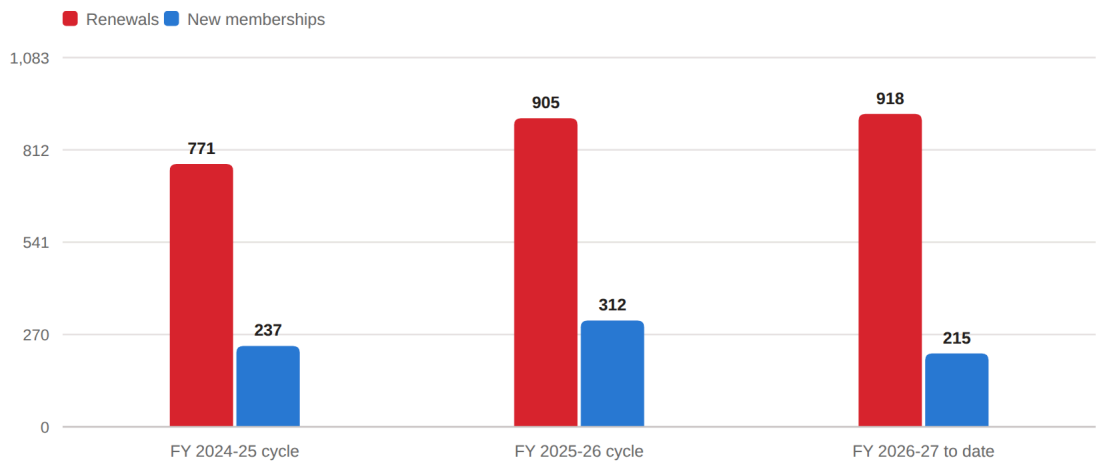


Source: Membership database. FY 2026-27 is a part-year figure at 4 September 2026 and is not directly comparable to the completed cycles beside it.

Basis of preparation: figures are counts of organisations holding active membership within the stated membership cycle (April–March), the association's standard basis and the numbers used for financial reporting.

Renewals & retention

RENEWALS AND NEW MEMBERSHIPS BY CYCLE



Source: Membership database.

Renewals are the load-bearing part of the base. In the FY 2025-26 cycle they accounted for **74% of active members** — 905 of 1,217 — against an unusually strong 312 new memberships, the highest new-member intake in the period under review. Both sides of the base grew on the cycle before: FY 2024-25 closed with 771 renewals and 237 new memberships.

The current cycle shows the pattern that matters for the year ahead. At 4 September 2026, renewals had already reached **918** — effectively matching the 905 recorded across the whole of the previous cycle — with new memberships at 215 and more than six months of the cycle remaining. Retention is holding and the cycle is running ahead of schedule.

The renewal cycle

The FY 2026-27 renewal deadline was set at **31 March 2026** and extended to **20 April 2026**, communicated through a dedicated campaign across Pulse, email and social channels. A limited-period **50% membership discount** ran from October 2025 to widen the entry point for smaller companies.

BASIS	ACTIVE	RENEWALS	NEW
FY 2024-25 cycle	1,008	771	237
FY 2025-26 cycle	1,217	905	312
FY 2026-27 cycle at 4 Sep 2026	1,123	918	215

RECONCILIATION NOTE

Renewal and new-membership counts are maintained separately from the active-member count and may differ by a small number of records where a membership changes status within a cycle. Active-member totals are the controlling figure.

RENEW YOUR
MEMBERSHIP

2026

*DEADLINE FOR P@SHA
MEMBERSHIP RENEWAL

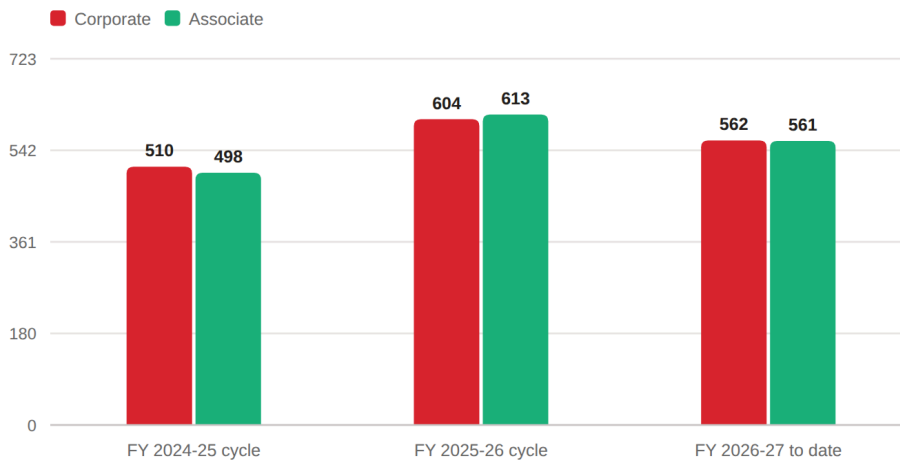
WWW.PASHA.ORG.PK

35

06 | MEMBER SERVICES

Category mix & regional engagement

CORPORATE AND ASSOCIATE MEMBERS BY CYCLE



Source: Membership database.

The category mix has rebalanced decisively. In FY 2024-25 corporate members outnumbered associates 510 to 498. By the FY 2025-26 cycle the two had converged at 604 corporate and 613 associate, and the current cycle sits almost exactly level at **562 corporate and 561 associate**.

That balance matters: associate membership is the entry route for smaller companies, startups and specialist firms, and a base split evenly between the two says the association is drawing from the whole industry rather than only its largest tier.

Where P@SHA showed up

Member-facing activity extended to **six cities** during the year. Two of them were new ground: Gilgit hosted the first CXO Meetup ever held in Gilgit-Baltistan, and Multan followed a month later. Peshawar engagement deepened through the IMSciences MoU and the Centre of Excellence in Digital & Hi-Tech Skills.

CITY	FLAGSHIP ENGAGEMENT	DATE
Gilgit	HBL P@SHA CXO Meetup — first ever in Gilgit-Baltistan; launch of the GB Sector Diagnostic Report	15 Nov 2025
Multan	HBL P@SHA CXO Meetup	12 Dec 2025
Islamabad	HBL P@SHA CXO Networking Dinner during Indus AI Week	10 Feb 2026
Karachi	HBL P@SHA CXO Meetup; HBL partnership review	17 Apr 2026
Lahore	HBL P@SHA CXO Meetup — 300+ attendees; P@SHA Startup Hub launch	24 Jul 2026
Peshawar	MoU with IMSciences; Centre of Excellence in Digital & Hi-Tech Skills	28 Apr 2026



Member services & benefits

What a P@SHA membership actually delivered in 2025-26 — beyond representation.

MEMBER SERVICES TEAM

305 Visa Reference Letters were issued this year to support members and delegates travelling for P@SHA-led delegations, conferences and business missions — keeping pace with a delegate count that itself nearly doubled, from 112 to 205 travellers. Behind each letter is the Member Services team chasing embassies, sponsors and timelines so members walked into visa interviews prepared, not scrambling.

Benefit schemes added or renewed this year

PARTNER	WHAT MEMBERS RECEIVED	FROM
Gym Passport	Corporate wellness access to 200+ premium gyms nationwide, with personalised nutrition plans for member-company employees	Oct 2025
HBL	Exporters' Special Foreign Currency Accounts with 50% retention, USD debit cards, ePRC issuance and remittance support, preferential conversion rates, financing facilities and a dedicated relationship manager — for both companies and freelancers	Ongoing
Resecurity, Inc.	Cybersecurity training and capacity building, enhanced member benefits and event support	Jan 2026
Data Vault Pakistan	Access to AI data-centre capacity, GPU-as-a-Service and cloud infrastructure	Jan 2026
Risk Associates	Improved access to cybersecurity services, compliance capability and alignment with global security standards	Apr 2026
Kinverg	Cybersecurity consulting collaboration for members navigating digital security requirements	Jul 2026
NCCS — Air University	Discounted exhibition and sponsorship packages, speaking slots and visibility at Pak-Crypt PCC-2025	Nov 2025
P@SHA Salary Survey	Tenth-edition compensation benchmark covering 174 companies and 10,126 employees, free to participating members	Dec 2025

Direct access to decision-makers

Two members' webinars put the membership in the room with the people who set the rules: the **Federal Minister for IT & Telecommunication**, joined by the Secretary IT&T and the CEO of PSEB, on 22 April 2026 with over 100 companies attending; and the **Pakistan Stock Exchange** on 30 April, with PSX's Head of Business Development and Listing walking 70+ participants through GEM and Main Board listing, eligibility and process.

Market access and matchmaking

- Pakistan–Russia virtual B2B networking sessions connecting members with Russian technology firms — 13–15 May 2026
- Inaugural Romania–Pakistan IT Forum with the Romanian Embassy and ANIS, producing commitments on B2B matchmaking and reciprocal delegations — 20 November 2025
- Meeting with the TOBB and SANLAB delegation from Türkiye, facilitated by the Turkish Embassy — 19 May 2026
- B2B Opportunities, Investment & Trade Roundtable at London Tech Week — June 2026

Visibility for member companies

Member achievement was given standing editorial space. Every edition of P@SHA Pulse carried a *News from the Community* section, and new members were introduced through *Welcome to the P@SHA Community* features. The Brand team launched the **Milestone Series** — Milestone Monday and Milestone Saturday — specifically to amplify member achievements, initiatives and growth stories across social media.

Members were also positioned as industry partners at platforms P@SHA convened or supported: WordCamp Islamabad, NCCS Pak-Crypt PCC-2025, the URAAN AI Techathon 1.0, the Annual Cyber Security Conference Pakistan 2025, SalesXcelerate, the Future Leaders Awards at ITCN Asia, and Indus AI Week.

PART SEVEN

Events, Delegations & Global Footprint

111 national events. 13 delegations across 10 countries. 266 B2B meetings. And a clean sweep of the ASOCIO Awards in Taipei.

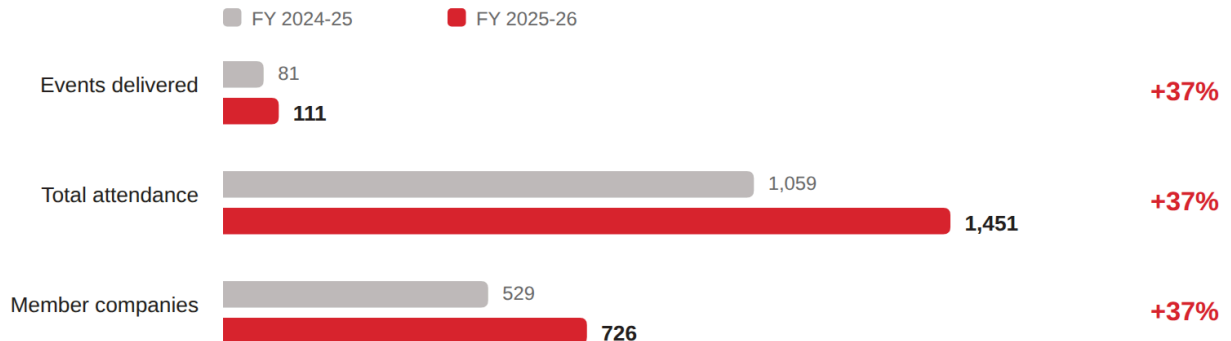


07 | EVENTS & DELEGATIONS

National events

P@SHA's national footprint expanded sharply, from 81 events to 111.

NATIONAL EVENTS, YEAR ON YEAR



Source: Events log.

P@SHA delivered **111 national events** in FY 2025-26, up from 81 the previous year, spanning CXO Networking Dinners, Coffee with HBL sessions, the P@SHA ICT Awards, Policy Jirgas and industry-specific roundtables held across the country. These platforms drew **726 member companies** and a combined attendance of **1,451**, against 529 companies and 1,059 attendees the year before — reinforcing P@SHA's role as the central convening body connecting Pakistan's technology industry, policymakers and business leaders.

Indus AI Week 2026 — Islamabad, 9–12 February

A P@SHA Industry Pavilion carried member booths and enabled networking with investors, corporates and policymakers. Expert Talks were delivered by the Vice Chairman, Sheikh Abdul Qadir and the Treasurer. P@SHA led judging at the URAAN AI Techathon 1.0 final on 10 February, and hosted the HBL P@SHA CXO Networking Dinner on the same evening.

Platforms P@SHA partnered or judged

The anchor platforms

ITCN Asia 2026 — Lahore, 17–19 January

P@SHA exhibited at Hall 2, Booth B-102, inaugurated by the CEO of PSEB, with the Federal Minister for IT & Telecommunication opening the show alongside the Chairman and Senior Vice Chairman. P@SHA ran five sessions across three days — the policy roundtable on scaling exports to USD 15 billion, an AI-driven global sales session, the Startups Committee's *From AI to Investment*, the animation and games roundtable, and a software supply-chain cybersecurity roundtable — and signed two MoUs, with Resecurity and Data Vault Pakistan. The Chairman was Chief Guest at the Future Leaders Awards.

WORDCAMP ISLAMABAD

NCCS PAK-CRYPT PCC-2025

URAAN AI TECHATHON 1.0

ANNUAL CYBER SECURITY CONFERENCE 2025

SALESXCELERATE

FUTURE LEADERS AWARDS

PIXS 2026 NATIONAL FINALE

CITADEL STARTUP CHALLENGE

TECH HER FORWARD

INDUS RAS EXPO

KP DIGITAL FUTURES JOB FAIR

APIGA PAKISTAN

WECON MASAWAAT

AKRSP COALITION OF EMPLOYERS



07 | EVENTS & DELEGATIONS

International delegations

Member participation nearly doubled and B2B meetings more than doubled.

International outreach scaled decisively, from 10 to **13 delegations across 10 countries** — Germany, Norway, the Netherlands, the UK, the USA, Qatar, Saudi Arabia and the UAE among them. Member participation nearly doubled to **171 companies and 205 delegates**, from 95 and 112. That translated into business: **266 B2B meetings**, more than double the previous year's 118.

DELEGATION	DATES	LED BY	NOTES
GITEX Global, Dubai	13–17 Oct 2025	Chairman & SVC	Pavilion inaugurated by the Federal Minister; Pakistan Night with MoITT, PSEB and TDAP; HUB47 MoU and three KAOUN letters signed
Oslo Innovation Week	20–24 Oct 2025	Director, Brand & Global Outreach	Pakistan Night co-hosted with HBL, Tek Norge and the Embassy; meeting with the Ambassador
TechCrunch Disrupt, San Francisco	27–29 Oct 2025	Chairman	Pavilion inaugurated with the CEO of PSEB; Chairman on the 'China and the Future of Global AI' panel; meetings at Apple and AWS
ASOCIO Digital Summit, Taipei	10–12 Nov 2025	Chairman & SG	All seven nominated ASOCIO Award categories won; meetings with Taiwan's Ministry of Digital Affairs and the ASOCIO Council
APICTA Awards 2025	4–8 Dec 2025	Chairman & SG	National contingent won seven awards
CES 2026, Las Vegas	6–9 Jan 2026	Secretariat	13 companies, 15 delegates; networking dinner with Resecurity
DCO 5th General Assembly, Kuwait	4–5 Feb 2026	Secretary General	Pakistan assumed the 2026–27 DCO presidency; 16 member countries
ASOCIO/APICTA Welcome Dinner & Plenary, Bangkok	29–30 Mar 2026	Director, Brand & Global Outreach	Met ASOCIO Chairman Stan Singh, the ASOCIO board and delegates from partner economies
LeadsCon, Las Vegas	22–24 Apr 2026	CEC & Director	HBL P@SHA Konnect dinner; performance marketing and BPO
TechEx North America, San Jose	18–19 May 2026	Vice Chairman & Director	P@SHA Pavilion with Tech Destination Pakistan, HBL, MoITT, SIFC and TDAP
London Tech Week	8–12 Jun 2026	CEC & Director	21 companies; Deputy Mayor of London; B2B and trade roundtable; dinner with PTF and UKPBC
Contact.io, Denver	23–25 Aug 2026	Secretariat	BPO, lead generation and customer engagement
LEAP 2026, Riyadh	31 Aug – 3 Sep 2026	Secretariat	Global leaders, investors, startups and policymakers

Pakistan Night & P@SHA Konnect

Through P@SHA Konnect and the flagship Pakistan Night engagements, P@SHA continued to create platforms connecting the industry with global investors, businesses, policymakers, international partners and the diaspora. Six such engagements were delivered in FY 2024-25; **eight were delivered through August 2026**, featuring 13 named guests and speakers.

Pakistan Night @ GITEX Global 2025 — Dubai

Hosted by the Consulate General of Pakistan, Dubai, alongside MoITT, PSEB and TDAP, and attended by the Federal Minister for IT & Telecom, the Chairman and the Senior Vice Chairman. Part of a wider Pakistani presence of approximately 100 technology companies and 1,000 delegates, with bilateral discussions covering AI, digital governance and data exchange.

Pakistan Night @ Oslo Innovation Week 2025 — Norway

Co-hosted by HBL, P@SHA, Tek Norge and the Embassy of Pakistan in Oslo, attended by the Ambassador and members of the Pakistani and Norwegian technology communities — building on the 2024 Tech Connect that first established the platform.

P@SHA Konnect @ London Tech Week

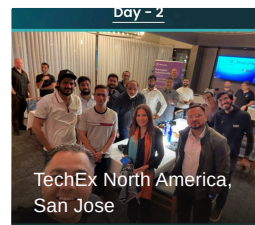
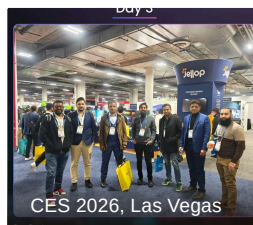
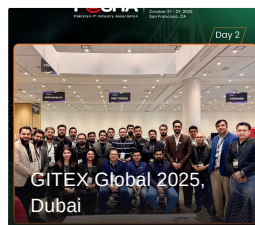
HBL P@SHA Konnect supported Pakistan's presence in collaboration with PSEB, extending engagement beyond the exhibition floor into networking and business development, with a reception bringing together investors, global technology firms, diaspora leaders and Pakistani stakeholders. London Tech Week attracted more than 45,000 attendees; the UK is Pakistan's second-largest IT/ITeS export market.

Pakistan–Saudi Business Forum @ LEAP

Presented by Tech Destination Pakistan and HBL P@SHA Konnect, the Forum brought together 400+ industry leaders ahead of LEAP, with the Minister of State for IT & Telecommunication, the Secretary General of the Digital Cooperation Organization, Pakistan's Ambassador to Saudi Arabia and the CEO of PSEB among the speakers — part of a wider Pakistani delegation of 100+ companies and 1,000+ delegates.

Also convened during the year

ENGAGEMENT	WHERE	HIGHLIGHT
HBL P@SHA Tech Connect — Oslo Innovation Week 2024	Oslo, Norway	With SMB Norge, IKT-Norge and the Embassy of Pakistan in Norway; laid the foundation for the expanded 2025 Oslo presence
Pakistan Night @ GITEX Global 2024	Dubai, UAE	With PSEB, SIFC, Tech Destination Pakistan and TDAP; ~80 exhibiting companies; Pakistan received GITEX's "Tech Destination of the Year"
Pakistan Night @ Web Summit Qatar 2025	Doha, Qatar	Pavilion inaugurated by Pakistan's Ambassador to Qatar; panels and networking with Qatari officials and international participants
Pakistan Night @ GITEX Europe 2025	Berlin, Germany	Inaugural GITEX Europe; hosted by Pakistan's Ambassador to Germany with Tech Destination Pakistan, PSEB, TDAP, MoITT and SIFC



07 | EVENTS & DELEGATIONS

Global bodies & recognition

Fourteen international awards won by Pakistani companies in a single year, and the DCO presidency secured for 2026-27.

ASOCIO — a clean sweep of the awards

At the ASOCIO Digital Summit in Taipei, 10–12 November 2025, Pakistani companies won **all seven ASOCIO Award categories** in which they were nominated:

AWARD	WINNER
Outstanding Tech Company	EPL Limited
Outstanding Digital Transformation Organization	Tech Implement
Talent Development	Cybarea (Pvt) Ltd
HealthTech	Nubit Software (Pvt) Ltd
Cybersecurity	SNSKIES
Start-Up	Z Media Technologies
AI Service Provider	Phaedra Solutions

APICTA 2025 — seven awards

The P@SHA-coordinated national contingent took seven awards at the Asia Pacific ICT Alliance Awards, 4–8 December 2025: the Winner award to the Khyber Pakhtunkhwa Information Technology Board; the People's Choice Award to the Institute of Space Technology, Islamabad; and First Runners-Up placings for Fazaia Inter College, NUST, DynaSys Networks and Unikrew Solutions. Pakistani judges on the APICTA panel included Dr. Shoab Khan, Shahzad Shahid, Dr. Usman Akram and Khuram Idrees.

Digital Cooperation Organisation

At the DCO's 5th General Assembly in Kuwait, 4–5 February 2026, attended by senior officials from 16 member countries, **Pakistan assumed the 2026–27 DCO presidency**, with the Secretary General representing P@SHA. Pakistan will host the next General Assembly.



07 | EVENTS & DELEGATIONS

P@SHA ICT Awards 2025

The P@SHA ICT Awards 2025 was launched on **22 July 2026**, positioned as Pakistan's premier AI-enabled awards. A nationwide orientation programme ran from 23 July to 1 August in collaboration with the National Incubation Centres in Lahore, Islamabad and Karachi, and Innovista Indus, covering the nomination process, categories, eligibility criteria and judging framework, with interactive Q&A sessions alongside P@SHA staff and judges.

The programme drew **more than 1,600 nominations** and was assessed by a panel of **120 judges**. Categories spanned AI solutions, fintech platforms, cybersecurity products, health-tech innovation, gaming, enterprise software, digital services and other innovative technology.

Winners represent Pakistan at the **APICTA Awards 2026 in Jakarta** — the route that delivered seven APICTA awards for Pakistan in the previous cycle.

1,600+

NOMINATIONS RECEIVED

120

JUDGES ON THE PANEL

4

ORIENTATION PARTNERS

The Awards communications campaign recorded 1,380+ applications at the close of the primary application window; nominations continued to accrue through the extended deadline.

MEDIA BENCHMARK

The 2024 edition generated at least 24 distinct online mentions with approximately 90% positive coverage. The 2025 edition generated at least 40 mentions across national, business, technology and broadcast outlets — APP, The News, Daily Times, Business Recorder, Jang, Express, 92 News, ProPakistani, Profit, ARY News, Neo News and City42 among them — with approximately 95% positive coverage.

MoUs and global partnerships

Thirteen institutional MoUs were signed during the reporting period, alongside three non-binding letters of collaboration with KAOUN International FZE covering FLEX Global 2026, GITEX Türkiye 2026 and GITEX LATAM 2027. The full register is at Annexure B.



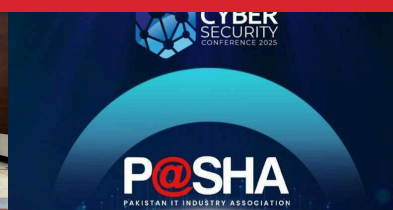
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PART EIGHT

Sector & Sub-Committees

Twelve member-led committees. Ninety-seven recorded meetings. The place where the industry does its own work.

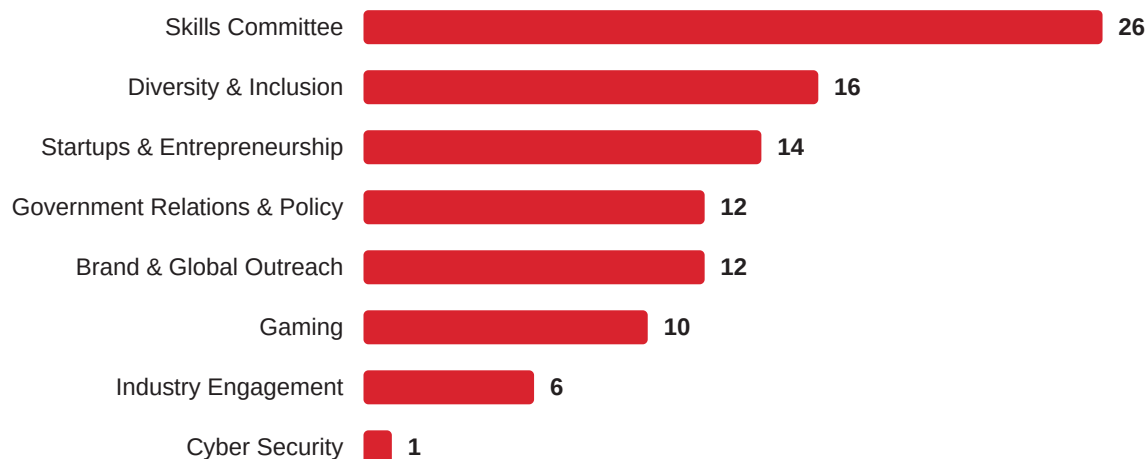


08 | COMMITTEES

Committee activity

P@SHA's committee structure is the mechanism by which member companies set the association's agenda rather than receive it.

MEETINGS HELD, FY 2025-26



Source: Minutes register. Committees not shown did not record formal meetings in the period.

COMMITTEE	CHAIR	MEETINGS	FOCUS IN 2025-26
Skills	Raheel Iqbal	26	National Skill Competency Test; Master Classes; CXO Mentorship
Startups & Entrepreneurship	Usman Akbar	14	P@SHA Startup Hub; founder sessions; ecosystem MoUs
Diversity & Inclusion	Dr. Sonia Saleem	16	Impact Showcase; inclusive-growth whitepaper; UN Women engagement
Industry Engagement	Abdul Wahab Ahmed	6	Five CXO Meetups; P@SHA Member Growth Series; Sindh facilitation; Indus Hospital collaboration
Gaming	Raheel Iqbal	10	CEGA curriculum review; animation and games roundtable
Brand & Global Outreach	Muhammad Umair Nizam	12	International events; website revamp; PR framework
Cyber Security	Muhammad Munaf	1	Three cybersecurity MoUs; PDPL and ISO 27001 sessions; PISF input
Government Relations & Policy	Sajjad Mustafa Syed	12	Budget recommendations; see Part 02
Cloud & Digital Services	Muhammad Munaf	—	Data Vault MoU; National Internet Registries technical committee
Animation & Creative Economy	Hassan Bin Rizwan	—	Reported jointly with Gaming
AI	Sheikh Abdul Qadir	—	URAAN AI Techathon judging; ADB Rapid AI Assessment
E-Commerce	Abdul Wahab Ahmed	—	Ministry of Commerce Sectoral Council input

Committees marked — contributed through named interventions during the year but did not record a formal meeting count in the minutes register.

08 | COMMITTEES

Industry Engagement Committee

Chair: Abdul Wahab Ahmed · Co-Chair: Muhammad Munaf Majeed · 6 meetings

The Industry Engagement Committee owns the association's direct relationship with its members — the CXO Meetup series, the P@SHA Member Growth Series, and the institutional collaborations that turn membership into something operationally useful.

HBL P@SHA CXO Meetups — five cities

CITY & DATE	SPONSORS	HIGHLIGHTS
Gilgit 15 Nov 2025	HBL (Title) · ITCN Asia (Gold) · USF (Strategic) · AKRSP with the Government of Canada · GBSHA	The first CXO Meetup ever held in Gilgit-Baltistan. Welcome by CEC member Nadia Iqbal; keynote by Dr. Sonia Saleem; addresses by the Senior Vice Chairman, the CEO of USF and the Secretary General. Panel with the GB Secretary IT, SIFC's Project Director IT & Telecom and former Chairman Muhammad Zohaib Khan. The Gilgit-Baltistan IT & ITes Sector Diagnostic Report was launched at the event.
Multan 12 Dec 2025	HBL (Title) · InfoTech Group · BixiSoft · Global E-commerce Consultants	Opened by the Chair; Chairman's address on the regional technology landscape; sessions by the Treasurer, HBL's GM Retail and the sponsors; closing by the Vice Chairman.
Islamabad 10 Feb 2026	HBL (Title) · Systems Limited · InfoTech Group · NETSOL · Devsinc · CARE · sAi Venture Capital · wAI Industries · Global Dispatch Management	CXO Networking Dinner during Indus AI Week. Keynote by the Federal Minister for IT & Telecommunication; government vision from the Secretary MoITT; address by the CEO of PSEB. The previous evening, P@SHA's leadership met HBL's President & CEO.
Karachi 17 Apr 2026	HBL (Title)	Guests included the Sindh Special Assistant to the Chief Minister on Science & IT, the CEO of PSEB, SIFC's Project Director and Jehan Ara of Katalyst Labs. P@SHA and HBL reviewed their three-year partnership the same day.
Lahore 24 Jul 2026	HBL (Title) · Viper Technologies (Gold) · Kinverg (Silver) · Kryptomind · ArhamSoft · ITel Services	300+ attendees. Chief Guest the Federal Minister for IT & Telecommunication; Guest of Honour the Advisor to the Chief Minister of Punjab on AI; also the CEOs of PSEB and Ignite, the Director General of TDAP and the US Department of State. The P@SHA Startup Hub was inaugurated and the Kinverg cybersecurity MoU signed.



Industry Engagement — institutional work

Sindh: from complaint to facilitation desk

The Committee led two rounds of compliance-streamlining engagement with the Government of Sindh. The second Compliance Streamlining Meeting at the Sindh Secretariat on **7 January 2026**, chaired by the Special Assistant to the Chief Minister on Science & IT, addressed compliance burdens on IT companies, Made in Pakistan procurement and industry facilitation. It produced the announcement of a **Sindh IT Facilitation Desk**.

The **3rd Tripartite Meeting** with the Sindh Labour Department and Science & IT Department followed on 27 April 2026, led by the Co-Chair, engaging the Secretary Science & IT and the Director General Labour & Human Resource on compliance challenges. Practical steps were agreed to make compliance streamlined, transparent and industry-friendly. The Facilitation Desk was formally established in August 2026.

Indus Hospital — a first of its kind

On 28 November 2025 the Committee, led by the Co-Chair, opened a collaboration with the Indus Hospital team to support its telemedicine and outreach services, particularly in remote areas, through expertise and equipment contributed by P@SHA member companies **at no additional cost**.

Representation on national bodies

- FPCCI Central Standing Committee on IT, 2nd meeting — Karachi and online, 28 November 2025, on automation, digital innovation and trade processes
- P@SHA Industry Pavilion at Indus AI Week, managed jointly with the Brand & Global Outreach Chair — February 2026
- LeadsCon Las Vegas delegation, co-led by the Chair — April 2026

P@SHA Member Growth Series

Two workshops were delivered under the Member Growth Series during the year — in **Islamabad**, drawing more than **40 CXO participants**, and in **Lahore**, drawing more than **50 CXO participants**. Communications and campaign assets were developed by Brand & Global Outreach to drive awareness and participation. The Series aims to build a **peer-learning platform** for member-company leadership, giving CXOs direct access to growth training led by some of P@SHA's top-performing member companies.

5

CXO MEETUPS ACROSS
FIVE CITIES

300+

ATTENDANCE AT THE
LAHORE MEETUP

16

COMPANIES SPONSORING
MEETUPS

6

COMMITTEE MEETINGS
HELD

Committee members: Abdul Wahab Ahmed (Chair) · M. Munaf Majeed (Co-Chair) · Azam Mughal · Dr. Sonia Saleem · Farhat Yameen · Khushnood Aftab · Muddasir Naeem · Nadia Iqbal · Qazi Nauman Mujahid · Samad Saleem · Shahzad Jameel · Syed Abu Afzal · Usman Fiaz · Imad Malik · Fahim Khalil · Adnan Tahir · Ahmed Muzammil · Faisal Farooq · Noman · Rana Aqib · Syed Haris Izhar · Zeeshan Abro.

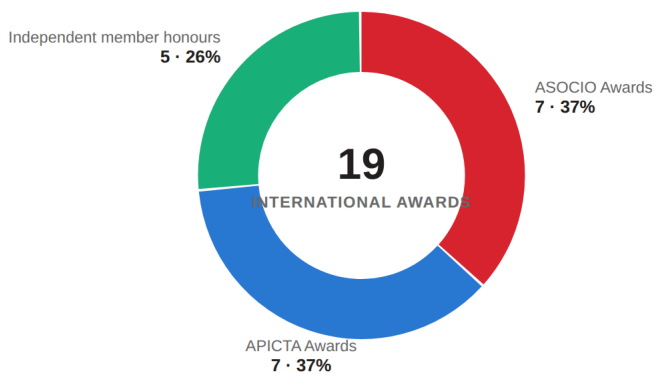


08 | COMMITTEES

International Recognition

A year in which Pakistan's technology sector did not just show up on the world stage — it won on it, and picked up a seat at the head of the table.

INTERNATIONAL AWARDS, FY 2025-26



ASOCIO, APICTA and independent member honours won by Pakistani companies and P@SHA representatives.

ASOCIO — a clean sweep of the awards

At the ASOCIO Digital Summit in Taipei, 10–12 November 2025, Pakistani companies swept **all seven ASOCIO Award categories** in which they were nominated, from Outstanding Tech Company to AI Service Provider (full winners' table in Part 07).

P@SHA also represented Pakistan at the **ASOCIO/APICTA Exclusive Welcome Dinner and ASOCIO Plenary Meeting**, Bangkok, 29–30 March 2026, meeting ASOCIO Chairman Stan Singh, the ASOCIO board and delegates from partner economies.

APICTA — a standing seat, not a one-off

P@SHA coordinates Pakistan's national participation in the Asia Pacific ICT Alliance Awards as a standing role: **Zain Tariq, Manager Industry Engagement, is Pakistan's APICTA Economy Coordinator**. At the December 2025 Awards, the national contingent took **seven awards**: the Winner award to the Khyber Pakhtunkhwa Information Technology Board, the People's Choice Award to the Institute of Space Technology, Islamabad, and First Runners-Up placings for Fazaia Inter College Jinnah Camp, NUST, DynaSys Networks and Unikrew Solutions. Four Pakistani judges sat on the international panel. Pakistan's next contingent competes at **APICTA 2026 in Jakarta, Indonesia** — fielded from the winners of the P@SHA ICT Awards 2025 (see Part 07).



Digital Cooperation Organisation — a presidency, not just a seat

At the DCO's **5th General Assembly, Kuwait, 4–5 February 2026**, attended by senior officials from **16 member countries**, Pakistan — represented by Federal Minister Shaza Fatima Khawaja — formally assumed the **2026–27 DCO presidency**. Secretary General Ali Hasani represented P@SHA at the Assembly. Pakistan's tenure carries a declared focus on **digital education, cybersecurity, AI, online safety and equal access**, and Pakistan will host next year's DCO General Assembly.

1

DCO GENERAL ASSEMBLY HOSTING
RIGHT SECURED

for 2027

16

DCO MEMBER COUNTRIES AT THE
KUWAIT ASSEMBLY

5

MEMBER COMPANIES RECOGNISED
INDEPENDENTLY

Member companies, recognised independently

Beyond the association's own delegations and award programmes, individual member companies carried Pakistan's name onto global shortlists through the year:

COMPANY	RECOGNITION	WHEN
Cubic Solution Inc.	CEO Asad Ur Rehman named Most Influential Technology Leader – CEO of the Year 2026 (Asia); the company also won the Global Software Delivery Excellence Award 2026 — both at the APAC Insider Awards	Apr 2026
DataRopes.ai	Founder & CEO Ali Ashfaq received the Outstanding Excellence, Leadership & Innovation Award at KONNECTX Lahore 2026	May 2026
Superbutler.ai	Selected for the TDAP PIXS Awards 2026; its AI-powered concierge platform now serves 50+ hotels worldwide	Mar 2026
MarsHub	Rose four places — from #79 to #75 — in the Nimdzi 100 global ranking of the largest language service providers	Apr 2026
Desol Int.	Achieved Fiverr Pro-Vetted (top 1% talent) status and Upwork Top Rated Plus standing, on 4,800+ completed global projects and 2,800+ reviews	Nov 2025



5th DCO General Assembly, Kuwait · 4–5 February 2026

08 | COMMITTEES

Cyber Security Committee

Chair: Muhammad Munaf · 1 formal meeting · three MoUs, three sessions, two national frameworks

The Cyber Security Committee ran a light governance cadence and a heavy delivery one: a single formal meeting, but three member-facing MoUs, three technical sessions and representation on two national frameworks.

Member-facing sessions

Data Protection Awareness: Winning Clients and Expanding Operations in Saudi Arabia — 23 October 2025. An online session delivered with StrataG Consulting and GCC Data Protection on compliance under Saudi Arabia's Personal Data Protection Law, led by data-protection specialist Bilal Ghafoor. **Over 100 member companies** participated; the recording was made available to the membership.

Software Supply Chain Cybersecurity roundtable — ITCN Asia, Lahore, January 2026. One of five P@SHA sessions delivered across the three-day show.

ISO/IEC 27001 Certification: Preparing Businesses for a Secure Digital Future — 13 June 2026. Delivered with Risk Associates for startups, SMEs and technology companies, covering information security management systems, certification requirements, risk management and adjacent management system standards.

National frameworks

- **Pakistan Information Security Framework (PISF)** — industry inputs on the national cybersecurity baseline, to keep corporate compliance rules practical for local IT companies
- **MoITT Main Technical Committee on National Internet Registries** — 21 July 2026, chaired by the Secretary MoITT, on the policy and governance of Pakistan's national domain name system and internet infrastructure. The Chair represented P@SHA.

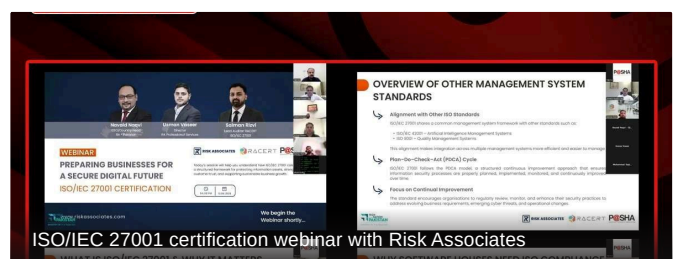
CYBERSECURITY MOUS SIGNED

PARTNER	DATE	SCOPE
Resecurity, Inc.	18 Jan 2026	Training and capacity building, member benefits, event support, joint policy engagement
Risk Associates	17 Apr 2026	Cybersecurity awareness, compliance capability, member access to services and global standards
Kinverg	24 Jul 2026	Consulting collaboration to strengthen member cybersecurity capability

Industry platforms

Pak-Crypt PCC-2025 — P@SHA served as Official Industry Partner to the National Centre for Cyber Security at Air University, Islamabad, for the Pak-Crypt International Symposium on Cybersecurity, 24–27 November 2025, spanning a cybersecurity symposium and winter school on cryptography, a Capture the Flag competition, a cybersecurity ideas cup and an industry expo. Member companies received discounted exhibition and sponsorship packages and speaking slots.

Annual Cyber Security Conference Pakistan 2025 — 3 December 2025, Islamabad, with Digital Leaders, EPL, Identity 360 Global, Keytaab, CBA and CyberCure. The Chairman delivered the keynote, *Cybersecurity as a National Priority*, and CEC member Salman Dar joined the panel on national risk assessment. Recognition shields were presented to P@SHA representatives.



08 | COMMITTEES

Diversity & Inclusion Committee

Chair: Dr. Sonia Saleem · 16 meetings · the most externally visible committee of the year

APPLE IN PAKISTAN

Apple's move into Pakistan followed sustained lobbying by the Committee Chair. Serving as Apple's policy and advocacy consultant, **Dr. Sonia Saleem** made the case for Apple's entry and arranged meetings between the Apple team and P@SHA member companies — in Pakistan, and at Apple's offices in California during the TechCrunch Disrupt delegation.



The Apple team with P@SHA — meeting facilitated by the D&I Committee Chair

Driving Inclusive Growth — from roundtable to framework

The Committee's substantive output for the year was the white paper **Driving Inclusive Growth in Pakistan's Tech Sector: From Policy to Practice**. Drawing on the P@SHA Diversity & Inclusion Roundtable at ITCN Asia and combining sectoral data, participant insight, policy analysis and case studies, it examined the barriers facing women, persons with disabilities and other under-represented groups. Its recommendations are aligned to **ISO 30415:2021** and carry a **24-month implementation roadmap** together with a **Diversity Pledge** for technology organisations to adopt.

D&I Impact Showcase 2025

Launched in October 2025 with a submission deadline of 10 November, the Showcase called for member stories across four themes: empowering women in technology, creating opportunities for persons with disabilities, building inclusive spaces for minority communities, and innovating for accessibility and equitable growth.

Convening and representation

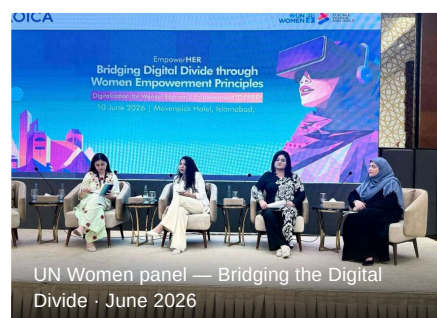
- **Strategic leadership of the Diversity & Inclusion Committee** — provided strategic direction to the committee, bringing together technology companies, government institutions, international organisations, education stakeholders and civil society around a shared agenda for inclusive participation in Pakistan's digital economy.
- **MoU with the Prime Minister's Youth Programme** — signed with Dr. Sonia Saleem as Chairperson, linking the Committee's inclusion agenda to the national youth skills and employability pipeline.
- **Pearson for P@SHA members** — arranged a dedicated meeting between Pearson's visiting US team and P@SHA member companies on skills development and internationally recognised certifications, particularly for young people and women seeking access to global employment.
- **Inclusive innovation and entrepreneurship** — encouraged technology-led entrepreneurship as a mechanism for increasing economic participation among women and underserved communities.
- **Industry mentorship and role-model building** — promoted greater visibility of women leaders and professionals within Pakistan's technology ecosystem, encouraging young women to view technology as a viable pathway for careers, entrepreneurship and leadership.
- **Building pathways for underserved youth** — consistently linked diversity and inclusion with practical access to education, technology and employability rather than treating inclusion solely as a policy objective.

- **Gauging Intended Impact: Gender Lens on Policy Design & Implementation for Entrepreneurs** — roundtable chaired at WECON Masawaat, Islamabad, 26 November 2025, with representatives of UN Women, the World Bank, the corporate sector and non-profits
- **UN Women panel — Bridging the Digital Divide through the Women's Empowerment Principles**, 10 June 2026
- **Tech Her Forward launch** — 23 June 2026, Zaha Hadid Skills Center, Capital Smart City: a Stewart Pakistan and Alight Pakistan initiative equipping young women from underserved communities with digital and IT skills, with the US Chargé d'Affaires as Chief Guest. Attended with the Secretary General.
- **UN Women Gender-Responsive AI School** — launched in Pakistan, July 2026; P@SHA committed to support it as it takes shape
- **Keynote address at the HBL P@SHA CXO Meetup, Gilgit** — 15 November 2025

Committee members: Dr. Sonia Saleem (Chair) · Nadia Iqbal (Co-Chair) · Alia Naseer · Sajjad Mustafa Syed · Dr. Jibran Ali Khan · Khawar Mahmood (Coordinator) · Sana Wafa (LMKT) · Attiya · Gul Zeba · Jabbar Khan · Naureen Ghaffar · Saman Effendi · Sarah Parvez · Irfan Khan · Hina Kiramat.

Skills, education and the national agenda

The Chair carried P@SHA's voice into the education and skills machinery through the year: the **HEC Expert Committee on Improving the Quality of IT Education & Skills Development** (9 July 2026, convened following the Prime Minister's directive); the PSEB and MoITT consultative session on the **Prime Minister's Shenzhen-inspired ICT Education & Training Roadmap**, chaired by the Federal Minister (13 July 2026); a visit to **NAVTTTC** on strengthening national youth skills training and aligning TVET with industry needs (9 June 2026); judging at the Citadel Jeddah KSA Startup Challenge (2 April 2026); and a panel at The Founders Meet 2026 (23 June 2026). The Chair also represented Pakistan at the Certiport Partner Conference LATAM & EMEA in London in January 2026.



08 | COMMITTEES

Startups & Entrepreneurship

Chair: Usman Akbar · 14 meetings

The Committee moved during FY 2025-26 from defining a startup focus to building practical infrastructure. It developed and launched the **P@SHA Startup Hub**, a structured startup directory with onboarding, verification and search functionality, publicly launched on **24 July 2026** at the HBL P@SHA CXO Meetup in Lahore. The Hub is a live, searchable directory with an approval workflow and an AI query assistant — P@SHA's first standing piece of startup-facing infrastructure.

Alongside the platform, the Committee established startup eligibility and onboarding frameworks, strengthened verification and directory governance, and initiated broader ecosystem engagement through NIC and BIC partnerships and a proposed City Lead and Startup Ambassador programme.

Founder-facing sessions delivered

- How to Set Up Business in the UAE: Challenges and Opportunities — with HUB47
- Founders Spotlight with Ahmad Awais, Founder & CEO of Langbase — members-only, NIC Lahore, 17 December 2025
- Raising Builders: Why Entrepreneurial Thinking Must Start in School — 18 December 2025
- From AI to Investment: Building Global Businesses — ITCN Asia Lahore, 19 January 2026
- Understanding the NIC Advantage — with NIC Karachi and NIC Peshawar, 3 February 2026
- Islamabad Startup Community Iftar — invite-only, 27 February 2026
- The Growth Blueprint: Scaling Companies with Systems & Sales Funnels — 18 April 2026
- Intellectual Property, Copyright and Patents — with IPO Pakistan, 18 May 2026
- You Don't Need to Be a SaaS Company Anymore: The New Economics of Equity-Worthy Services Firms — 2 June 2026
- How to Raise Funding for Your Startup — with Accelerate Prosperity, 23 June 2026

MOST SIGNIFICANT INTERVENTIONS

P@SHA Startup Hub

Launched 24 July 2026 with development partners PureLogics, BitsCollision and BearPlex.

Ecosystem MoU programme

MoU signed with **Ignite**, Pakistan's National Technology Fund, on 24 August 2026, with the National Incubation Centers and Plug and Play in final drafting — formal pathways into the national incubation network.

VMS Bridge Program

Run with Value Makers Studio at ITCN Asia Lahore on 18 January 2026, giving startups curated exposure to Saudi market entry, funding and strategic partnerships.

14

COMMITTEE MEETINGS

07

SESSIONS CONVENED

04

PAPERS & RECOMMENDATIONS

04

OUTCOMES SECURED

Committee members: Noman Hassan (GeekInn) · Talha Bin Afzal (Algoryte) · Shawana Iftikhar (Work Generations) · Asim Ishaq Khan (LMKT) · Muhammad Omer Khan (Bits Collision) · Amna Masood (MavenLogix) · Syed Rizwan Ali (Bahria University) · Muhammad Irshad Kanwal (AllZone Technologies) · Syed Junaid Ahmad (Softoo) · Hamad Pervaiz (BearPlex) · Muhammad Azeem Akram (AlphaSquad Technologies). Secretariat: Zain Tariq, Muhammad Tayyab.

08 | COMMITTEES

Brand & Global Outreach and the sector committees

Brand & Global Outreach Committee

Chair: Muhammad Umair Nizam · **Co-Chairs:** Hassan Bin Rizwan, Sheikh Abdul Qadir · **32 members** · **12 meetings**

The Committee provided strategic direction on strengthening P@SHA's brand positioning, international visibility, member value and engagement across local and global platforms. Its principal intervention was strengthening P@SHA's international events and engagements — reviewing event concepts, formats and opportunities to improve networking, business development and industry engagement for members.

The Committee also contributed to the **revamp of the P@SHA website**, providing input on digital presence, content structure, usability and brand consistency. A **PR strategy framework and selection criteria for engaging a PR firm** are under development, intended to establish a structured approach to media outreach and public positioning.

HBL P@SHA CXO Meetup, Gilgit

On 15 November 2025 P@SHA took its CXO Meetup to Gilgit-Baltistan for the first time. Backed by HBL as title sponsor with ITCN Asia, USF, AKRSP with the Government of Canada and GBSHA, the evening brought the region's technology community together with the association's leadership and launched the **Gilgit-Baltistan IT & ITes Sector Diagnostic Report** — putting a new region on P@SHA's map and on the national conversation.

US visa appointments

With the United States the destination for five P@SHA delegations this year — CES and LeadsCon in Las Vegas, TechCrunch Disrupt in San Francisco, TechEx North America in San Jose and Contact.io in Denver — the Committee took on one of the most practical barriers to participation: **US visa interview appointments**. Facilitating appointments for member delegates let companies commit to US market-access trips with confidence rather than uncertainty.

Milestone Monday

Milestone Monday, with its companion Milestone Saturday, gave member achievements a standing weekly slot across P@SHA's channels — company milestones, launches, partnerships and growth stories. It is now the association's single recurring content series, consolidating four separate sub-brands from FY 2024-25 into one.

Going forward the Committee will focus on expanding international market access, creating global speaking and representation opportunities for Pakistani technology companies, strengthening international partnerships, and leveraging media and diplomatic channels to promote the ecosystem.

COMMITTEE SCALE

MEASURE	FY 2024-25	FY 2025-26
Members	22	32
Meetings	9	12
Interventions delivered	—	2
Outcomes secured	—	1

Committee members: Aadil Jaleel Choudhry (vResolv.io) · Abdulrahman Rafiq (IBS | Inspurate Business Services) · Ahmed Vaseer (Ingenious Concepts) · Ali Tariq (bytesquad) · Anas Wahab (S4 Digital) · Aqib Zulfiqar (DEVGATE) · Dr. Jibran Ali Khan (JAK Education & Innovation Consultancy | Media Brick | SET | Primemax News | PJA) · Hafiz (Fusion Cortex) · Haris Naseer (InfoTech) · Haseeb Basit (Zawata Afnan Technologies) · Jibran Khan (Studio Saffron) · Junaid Aslam Khan (Infraelectric, a Brillanz Group Company) · Junaid Butt (TIKSOM) · Mohsin Nagarria (DD Global | Digital Dividend) · Muhammad Ateeb Hilal (HUMANTEK) · Muhammad Shirjeel Jamal (Tech Bridge Consultancy) · Muhammad Zaka Ur Rehman (Z Media Technologies) · Mustafa Najoom (Mezino Technologies) · Naeem Shehzad (Hayat Tech) · Razzak Paracha (DataSync) · Salman Nasir (About Digital) · Samad Saleem (Digi Trends) · Syed Husnain Haider Bukhari (Revolutionary Technologies) · Tahseen Islam (DigitEMB) · Umair Aftab (Creative IT Park) · Zahid Iqbal (MAAZ INFORMATICS) · Zain Ali (Metaviz) · Zoha Malik (Dream Edge Technologies) · Zunaira Omar (The SquarePeg) · Amna Masood (Maven Logix) · Sobia (Jazz) · Usman Fiaz (Design Peeps).

Animation & Creative Economy

Activity is recorded jointly with the Gaming Committee. The Chair also represented the Committee at the Apple collaboration meeting in Islamabad on 13 January 2026.

AI Committee

P@SHA partnered with the Planning Commission as **IT Industry Lead Partner** for URAAN AI Techathon 1.0, the country's first national AI competition, and the Chair led judging at the final on 10 February 2026 during Indus AI Week. Committee members fed into the MoITT/Ignite/ADB National Workshop on AI Use Case Development (12 November 2025) and the Asian Development Bank's Rapid AI Assessment (17 February 2026).

Cloud & Digital Services

P@SHA signed an MoU with **Data Vault Pakistan**, the country's first AI data centre, on 19 January 2026, covering data-centre capability, GPU-as-a-Service and cloud infrastructure for members. On 21 July 2026 the Chair represented P@SHA on MoITT's Main Technical Committee on Pakistan's National Internet Registries.

E-Commerce

The Committee's contribution to the Ministry of Commerce Sectoral Council on IT & E-Commerce on 22 October 2025 fed the Draft Exports Enhancement Roadmap. The Chair co-led the LeadsCon Las Vegas delegation on performance marketing in April 2026.

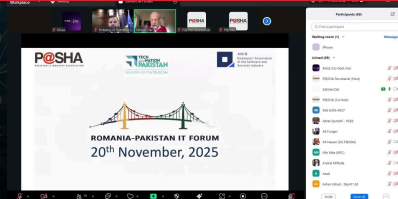
Government Relations & Policy

The Committee held **12 meetings** during the year. Committee members are credited in the Federal Budget 2026-27 Policy Recommendations. The Committee's full engagement record is reported in Part 02 and Annexure C.

PART NINE

Looking Ahead

What P@SHA has already committed to for 2026-27 — on the public record, with dates attached.



09 | LOOKING AHEAD

Priorities for 2026-27

Policy & Government Affairs

- Advocate for a **permanent** Final Tax Regime rather than a renewable concession, and close the freelancer / remote-worker classification issue — the department's highest priority
- Work budget recommendations throughout the year rather than in the pre-budget window, to secure wins in the FY 2027-28 cycle
- Lead rather than respond on the Digital Nation Pakistan mandate — digital layer, AI ecosystem, sovereign cyber and autonomous-systems frameworks
- Carry the National Data Governance Policy engagement from consultation to co-design
- Reopen the PE/VC investment framework, PSEB registration eligibility and the Clause 43F turnover limit

Skills

- Second cycle of the National Skill Competency Test
- Nationally recognised Level-4 competency standards under the Team Europe TVET programme
- SkillSprint delivery — 150 trainees across Karachi and Islamabad
- Scale the CXO Mentorship Programme and Master Class series

Research

- P@SHA State of the IT Industry Report — the sector's first holistic assessment
- Salary Survey 2026 and Skills Survey 2026
- The AI Governance & Capacity Evaluator programme — six interconnected papers
- P@SHA Animation & Games Report

ALREADY COMMITTED, WITH DATES

COMMITMENT	WHEN
APICTA Awards 2026, Jakarta — ICT Awards winners represent Pakistan	2026
Oslo Innovation Week delegation	19–22 Oct 2026
FLEX Global 2026, Dubai — under the KAOUN letters	2026
GITEX Türkiye 2026, Istanbul	2026
DCO General Assembly — hosted by Pakistan	2027
GITEX LATAM, São Paulo	2027

Member Services

- Convert the current cycle's early momentum — 1,123 active members at five months — into a record full-cycle total
- Establish baselines for member support volumes, resolution times and satisfaction, none of which exist for the year just closed
- Extend the CXO Meetup series to cities not yet reached

Brand & Global Outreach

- Launch the revamped pasha.org.pk and the Member Portal in September 2026
- Establish website, download and enquiry-conversion baselines against which FY 2026-27 can be measured
- Appoint a PR firm against the framework and criteria under development

Governance

- Induct the 2026–2028 Central Executive Committee elected on 17 September 2026
- Complete recruitment against the 20 sanctioned positions in the Role Charter
- Bring meeting cadence and minutes discipline to a consistent standard across all twelve committees

ANNEXURE A

Event log

Engagements recorded between October 2025 and September 2026, evidenced in P@SHA Pulse, the publications archive and departmental records. Not exhaustive: 111 national events were delivered in the period.

DATE	ENGAGEMENT	TYPE
06 Oct 2025	Pakistan–Malaysia TechConnect, Malaysia	Delegation
13–17 Oct 2025	GITEX Global, Dubai — Pakistan Pavilion and Pakistan Night	Delegation
17 Oct 2025	Adjourned Annual General Meeting 2025, Islamabad	Governance
19 Oct 2025	WordCamp Islamabad — industry partner	National
20–24 Oct 2025	Oslo Innovation Week — Pakistan Night	Delegation
22 Oct 2025	Ministry of Commerce Sectoral Council on IT & E-Commerce	Government
23 Oct 2025	Saudi PDPL data-protection session — 100+ companies	Committee
24 Oct 2025	NICAT Climate Emergency Roundtable 2.0	Consultation
27–29 Oct 2025	TechCrunch Disrupt, San Francisco	Delegation
05 Nov 2025	P@SHA × British Council Corporate English Solutions webinar	Skills
10–12 Nov 2025	ASOCIO Digital Summit, Taipei — 7 of 7 Award categories won	Delegation
12 Nov 2025	MoITT / Ignite / ADB National Workshop on AI Use Case Development	Government
15 Nov 2025	HBL P@SHA CXO Meetup, Gilgit — GB Diagnostic Report launched	CXO Meetup
16 Nov 2025	AKRSP Coalition of Employers, Gilgit — outreach partner	National
18 Nov 2025	APIGA Pakistan, Lahore — Chairman's closing address	National
20 Nov 2025	Inaugural Romania–Pakistan IT Forum	International
20 Nov 2025	KP Digital Futures Job Fair, Haripur — 5,000+ candidates	Skills
24–27 Nov 2025	NCCS Pak-Crypt PCC-2025, Air University — industry partner	Committee
26 Nov 2025	WECON Masawaat — Learning Lab and D&I gender-lens roundtable	Committee
28 Nov 2025	Indus Hospital collaboration; FPCCI Central Standing Committee on IT	Committee
03 Dec 2025	Annual Cyber Security Conference Pakistan 2025 — Chairman keynote	Committee
04–08 Dec 2025	APICTA Awards 2025 — seven awards won	Delegation
08 Dec 2025	HEC Technical Committee on the NSCT competency framework	Skills
10 Dec 2025	CXO Master Class relaunch — Leadership and Emotional Intelligence	Skills
12 Dec 2025	HBL P@SHA CXO Meetup, Multan	CXO Meetup
17 Dec 2025	SIFC / SBP / PSEB IT sector diagnostic review	Government
17 Dec 2025	Founders Spotlight with Langbase — members only, NIC Lahore	Committee
27 Dec 2025	SalesXcelerate Workshop — industry partner	National
29 Dec 2025	State Bank of Pakistan — ESFCA digitalisation	Government
06–09 Jan 2026	CES 2026, Las Vegas — 13 companies, 15 delegates	Delegation
07 Jan 2026	Sindh Science & IT compliance streamlining — Facilitation Desk announced	Government
17–19 Jan 2026	ITCN Asia 2026, Lahore — five sessions, two MoUs	National
27 Jan 2026	Master Class: AI Product Development, Islamabad — 25 participants	Skills
03 Feb 2026	Understanding the NIC Advantage webinar	Committee
04–05 Feb 2026	DCO 5th General Assembly, Kuwait — Pakistan assumes presidency	International
09–12 Feb 2026	Indus AI Week, Islamabad — P@SHA Industry Pavilion	National
10 Feb 2026	HBL P@SHA CXO Networking Dinner, Islamabad; URAAN AI Techathon final	CXO Meetup
14 Feb 2026	FPCCI Conference on Economic Growth & Stability	Government

DATE	ENGAGEMENT	TYPE
17 Feb 2026	Asian Development Bank Rapid AI Assessment consultation	Government
20 Feb 2026	Master Class: Building a Predictable Revenue Engine, Lahore	Skills
27 Feb 2026	Islamabad Startup Community Iftar	Committee
29–30 Mar 2026	ASOCIO Plenary, Bangkok — met ASOCIO board and partner economies	International
02 Apr 2026	Citadel Jeddah KSA Startup Challenge final — P@SHA judges	National
04–05 Apr 2026	National Skill Competency Test — first cycle	Skills
10 Apr 2026	PIXS 2026 National Finale — Chairman's keynote	National
17 Apr 2026	HBL P@SHA CXO Meetup, Karachi; HBL partnership review	CXO Meetup
18 Apr 2026	The Growth Blueprint session	Committee
21 Apr 2026	Federal Budget 2026-27 Policy Recommendations released	Policy
22 Apr 2026	Members' webinar with the Federal Minister for IT & Telecom — 100+	Member
22–24 Apr 2026	LeadsCon, Las Vegas — HBL P@SHA Konnect dinner	Delegation
24 Apr 2026	Punjab Office of AI — Advisor to the Chief Minister	Government
27 Apr 2026	Sindh 3rd Tripartite Meeting on labour and IT compliance	Government
28 Apr 2026	SBP Vision 2028 Digital Financial Services workshop; IMSciences MoU	Government
30 Apr 2026	PSX webinar: How to Raise Capital and Get Listed — 70+	Member
09 May 2026	GenAI & Blockchain Builders and Investors Meetup, Islamabad	National
13–15 May 2026	Pakistan–Russia virtual B2B networking sessions	Member
14 May 2026	Ministry of Planning ease-of-doing-business consultation	Government
18 May 2026	IP, Copyright and Patents webinar with IPO Pakistan	Committee
18–19 May 2026	TechEx North America, San Jose — P@SHA Pavilion	Delegation
19 May 2026	TOBB and SANLAB delegation from Türkiye	International
02 Jun 2026	Equity-Worthy Services Firms webinar	Committee
08–12 Jun 2026	London Tech Week — 21 Pakistani companies	Delegation
09 Jun 2026	British Council MoU under Team Europe TVET; PSEB recognition for the NSCT	Skills
10 Jun 2026	SIFC on remote-worker taxation and labour law; UN Women WEPs panel	Government
13 Jun 2026	ISO/IEC 27001 certification webinar with Risk Associates	Committee
17 Jun 2026	JICA and PSEB on Pakistan–Japan ICT collaboration	Government
18 Jun 2026	FPCCI on Finance Act anomalies; Bahria University MoU	Government
19 Jun 2026	National Technology Council MoU, ICBS Lahore	Skills
23 Jun 2026	Tech Her Forward launch; startup fundraising webinar; The Founders Meet	Committee
09 Jul 2026	HEC Expert Committee on the Quality of IT Education	Government
13 Jul 2026	PSEB / MoITT Shenzhen-inspired ICT Education & Training Roadmap	Government
20 Jul 2026	Exploratory collaboration meeting with Meta	International
21 Jul 2026	HEC National Workshop on Quality Computing Education; MoITT Internet Registries	Government
22 Jul 2026	Indus RAS Expo 2026; P@SHA ICT Awards 2026 launched	National
23 Jul 2026	Post-budget tax workshop with KPMG — 80+ participants; NSDI seminar	Member
23 Jul – 01 Aug 2026	ICT Awards 2026 orientation sessions — NIC Lahore, Islamabad, Karachi, Innovista Indus	National
24 Jul 2026	HBL P@SHA CXO Meetup, Lahore — 300+; P@SHA Startup Hub launched	CXO Meetup
29 Jul 2026	PSEB and commercial banks on ESFCA digital portals	Government
12 Aug 2026	Member briefing on the draft National Data Governance Policy 2026	Policy
23–25 Aug 2026	Contact.io, Denver	Delegation
24 Aug 2026	MoU with Ignite, Pakistan's National Technology Fund	Committee
31 Aug – 03 Sep 2026	LEAP 2026, Riyadh	Delegation
17 Sep 2026	Central Executive Committee Elections 2026–2028	Governance
30 Sep 2026	Annual General Meeting 2026	Governance

ANNEXURE B

MoU & partnership register

Memoranda of understanding signed

COUNTERPARTY	DATE	SCOPE
PIKOM — The National Tech Association of Malaysia	06 Oct 2025	Knowledge exchange, policy advocacy, skills in emerging technologies, cross-border collaboration and market access
HUB47, Dubai	15 Oct 2025	Startup ecosystem, acceleration, international market access and global exposure
Gym Passport	15 Oct 2025	Employee wellness — 200+ premium gyms nationwide and personalised nutrition plans for member companies
Resecurity, Inc.	18 Jan 2026	Cybersecurity training and capacity building, member benefits, event support, joint policy engagement
Data Vault Pakistan	19 Jan 2026	AI data-centre capability, GPU-as-a-Service, cloud solutions and scalable AI infrastructure
Risk Associates	17 Apr 2026	Cybersecurity awareness, compliance capability, member access to services and global standards
Institute of Management Sciences, Peshawar	28 Apr 2026	Digital and hi-tech skills; Centre of Excellence under Team Europe's TVET Sector Support Programme
British Council	09 Jun 2026	Future skills and employment pathways under Team Europe's TVET Sector Support Programme
Bahria University	18 Jun 2026	Industry-academia collaboration, bridging skills gaps and employability
National Technology Council	19 Jun 2026	Talent development and professional recognition in emerging technology fields
Kinverg	24 Jul 2026	Cybersecurity collaboration for a more secure and resilient technology ecosystem
Ignite — National Technology Fund	24 Aug 2026	Startup ecosystem pathways into the national incubation network
Prime Minister's Youth Programme	FY 2025-26	Youth skills, employability and inclusion — led by the D&I Committee Chair

Letters of collaboration

COUNTERPARTY	PLATFORM	YEAR
KAOUN International FZE	FLEX Global by GITEX, Dubai World Trade Centre	2026
KAOUN International FZE	GITEX Türkiye, Istanbul	2026
KAOUN International FZE	GITEX LATAM, São Paulo	2027

Event, programme and platform partnerships

HBL — TITLE SPONSOR, CXO MEETUP SERIES	NCCS AIR UNIVERSITY	WORDCAMP ISLAMABAD				
PLANNING COMMISSION — URAAN AI TECHATHON	STRATAG CONSULTING	GCC DATA PROTECTION				
BRITISH COUNCIL	GIZ	ANNUAL CYBER SECURITY CONFERENCE 2025	AKRSP	ROMANIAN EMBASSY & ANIS		
INDUS HOSPITAL	TIKSOM & TF BUSINESS SOLUTIONS	FUTURE LEADERS AWARDS	NIC KARACHI	NIC PESHAWAR		
NIC LAHORE	NIC ISLAMABAD	INNOVISTA INDUS	TECH DESTINATION PAKISTAN	TDAP	SIFC	PSEB
PAKISTAN TECH FORUM	UKPBC	VALUE MAKERS STUDIO	SILVER JUBILEE DEVELOPMENT AGENCY	EVENTAGE		

ANNEXURE C

Publications & government engagement log

Publications released

TITLE	RELEASED
Gilgit-Baltistan IT & ITeS Sector Diagnostic Report	November 2025
The Future Skills for the IT Industry — Insights and Emerging Technology Imperatives	December 2025
Boom of Fintech in Pakistan and the Role of RAAST	December 2025
P@SHA Salary Survey 2024-25 — tenth edition	December 2025
Federal Budget 2026-27 Policy Recommendations	April 2026
Data Governance Position Paper	August 2026
Driving Inclusive Growth in Pakistan's Tech Sector: From Policy to Practice	FY 2025-26
Market study: Australia–Pakistan IT Collaboration Opportunities	FY 2025-26
Market study: Pakistan as Back-Office & Technology Delivery Hub for Türkiye	FY 2025-26

Government bodies engaged during the year

MINISTRY OF IT & TELECOMMUNICATION			MINISTRY OF COMMERCE				
MINISTRY OF PLANNING, DEVELOPMENT & SPECIAL INITIATIVES				FEDERAL BOARD OF REVENUE			
STATE BANK OF PAKISTAN		SIFC	PSEB	HIGHER EDUCATION COMMISSION		PAKISTAN BUREAU OF STATISTICS	
NCEAC	NAVTTTC	IGNITE	TDAP	PTA	STZA	PPRA	SURVEY OF PAKISTAN
SINDH SCIENCE & IT DEPARTMENT			SINDH LABOUR DEPARTMENT			PUNJAB OFFICE OF AI	
GILGIT-BALTISTAN GOVERNMENT			FPCCI				

Where the numbers in this report come from

SECTION	SOURCE OF RECORD	OWNER
Membership figures	Membership database	Manager, Member Services
Policy wins and engagements	Policy tracker; Finance Act 2026-27; SROs and notifications	Manager, Policy
Publications and surveys	P@SHA publications archive; survey datasets	Research Lead
National events and delegations	Events log; registration data	Delegations & Events Lead
Committee meetings	Minutes register	Coordinator
Social, email and creative	Platform analytics; MailerLite; creative tracker	Communications Lead
ICT Awards	Awards platform	Manager, Special Initiatives
Financial summary	Audited accounts, FY2023–FY2026	Director, Finance & Operations

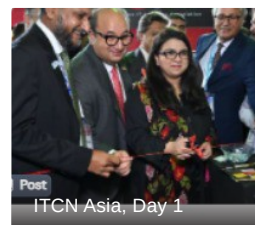
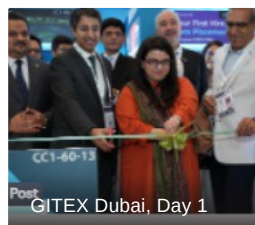
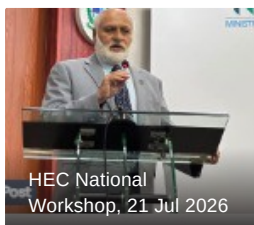
ANNEXURE D

Brand & Global Outreach — top-performing posts

The five highest-reach social posts of FY 2025-26, as submitted by the Brand & Global Outreach team.

#	POST	LINK
1	HEC National Workshop on Quality Computing Education, 21 Jul 2026	https://www.linkedin.com/feed/update/urn:li:ugcPost:7485259282477858818/
2	GITEX Dubai 2025, Day 1 — Pavilion inauguration	https://www.linkedin.com/feed/update/urn:li:ugcPost:7384139783465238528/
3	GITEX Dubai 2025, Day 2 — networking	https://www.linkedin.com/feed/update/urn:li:ugcPost:7376575925095854080/
4	ITCN Asia 2026, Day 1 — inauguration	https://www.linkedin.com/feed/update/urn:li:ugcPost:7383758754363641856/
5	HBL P@SHA CXO Meetup, Lahore, 24 Jul 2026	https://www.linkedin.com/feed/update/urn:li:ugcPost:7486725414762004480/

During FY 2025-26, P@SHA's social channels recorded more than 2.06 million combined impressions and a known reach of 871,633 across LinkedIn, Facebook and Instagram — see Part 05, Social & Digital Performance, for the full breakdown.



ANNEXURE E

Media & press log

Distinct media mentions of P@SHA recorded across FY 2024-25 and FY 2025-26, compiled by Brand & Global Outreach from media monitoring. Not exhaustive of every clip; presented chronologically.

DATE	OUTLET	HEADLINE	TYPE
23 Sep 2024	Associated Press of Pakistan	P@SHA hosts prestigious 'HBL ICT Awards 2024'	Online
Sep 2024	Geo News	Pakistan targeting \$25bn in IT exports over next five years	TV/Online
Sep 2024	Express Tribune	IT minister highlights 27% growth in exports despite challenges	Print/Online
24 Sep 2024	Business Recorder	HBL-P@SHA awards given away to exceptional IT companies	Online
Sep 2024	Minute Mirror	IT exports increase by 27% despite challenges: Minister of State	Online
Sep 2024	BOL News	IT Minister highlights 27% export growth amid challenges	TV/Online
24 Sep 2024	ProPakistani	HBL-P@SHA ICT Awards: IT Minister lauds event for promoting industry	Online
Sep 2024	Pak Positive	HBL-P@SHA ICT Awards 2024: celebrating the best of Pakistan's IT industry	Online
Sep 2024	The Catchline	HBL-P@SHA ICT Awards 2024: celebrating innovation and promoting Made in Pakistan	Online
Sep 2024	92 News HD	HBL-P@SHA ICT Awards 2024: celebrating and promoting Made in Pakistan	TV/Online
25 Sep 2024	Business Recorder	Innovative wins P@SHA ICT Awards 2024	Online
Sep 2024	Bloom Pakistan	HBL-P@SHA ICT Awards 2024: celebrating excellence in Pakistan's IT industry	Online
Sep 2024	Headline PK	HBL-P@SHA ICT Awards 2024 celebrate Pakistan's IT innovators and talent	Online
27 Sep 2024	Business Recorder	Systems Ltd wins 'Top IT Services Exporter Award'	Online
Sep 2024	Startup Pakistan	HBL-P@SHA ICT Awards 2024: celebrating the best of Pakistan's IT industry	Online
Sep 2024	NETMAG	HBL-P@SHA ICT Awards 2024: honoring Pakistan's IT excellence	Online
Sep 2024	Solondais	Coverage of Pakistan's digital payments and IT sector	Online
Sep 2024	PhoneWorld	Pakistan's IT exports surge by 27%; achieves top cybersecurity ranking	Online
Sep 2024	Urdu Bloom Pakistan	HBL-P@SHA ICT Awards / Pakistan IT industry coverage	Online
Sep 2024	Jasarat	Cybersecurity and IT industry coverage	Print/Online
Sep 2024	Express (Urdu)	HBL-P@SHA ICT Awards / IT industry coverage	Print/Online
Sep 2024	Aitadal	HBL-P@SHA ICT Awards / IT industry coverage	Online
Sep 2024	Daily Aaj	HBL-P@SHA ICT Awards / IT industry coverage	Print/Online
Sep 2024	Daily Pakistan	HBL-P@SHA ICT Awards / IT industry coverage	Print/Online
Sep 2024	APP (Urdu)	IT industry / HBL-P@SHA ICT Awards coverage	Online
Sep 2024	Dunya News	HBL-P@SHA ICT Awards / IT industry coverage	TV/Online
Sep 2024	UrduPoint	HBL-P@SHA ICT Awards 2024 coverage	Video/Online
25 Oct 2024	Optimize Digital	Optimize Digital: powering Pakistan's tech excellence at the HBL P@SHA ICT Awards 2024	Online
01 Dec 2024	The AZB	Celebrating success: Reach to Teach — Ride for a Better Tomorrow	Online
02 Oct 2024	Dawn	P@SHA elects new chief	Online/Print
20 Nov 2024	The News	VPN ban threatens IT industry survival, warns P@SHA	Online/Print
21 Nov 2024	Geo News	P@SHA chairman reveals whether someone using a VPN can be caught	TV/Online
22 Nov 2024	The News	P@SHA calls VPN ban '\$1bn threat' to IT industry	Online/Print
25 Nov 2024	Dawn	IT sector concerns	Print/Online
03 Dec 2024	The News	Why are media files facing issues on WhatsApp?	Online
04 Dec 2024	Business Recorder	Internet shutdowns costing \$1m per hour	Online/Print

DATE	OUTLET	HEADLINE	TYPE
04 Dec 2024	Dawn	Internet disruption / IT sector losses	Online/Print
13 Jan 2025	Computerworld Pakistan	HBL P@SHA CXO Meetup 2025: fostering innovation and collaboration in Hyderabad	Online
18 Jan 2025	The News	Pakistan set to shine at LEAP 2025 in Riyadh	Online/Print
Feb 2025	Arab News	Pakistan's participation at LEAP 2025	Online
05 Feb 2025	Arab News	Pakistan's top IT bodies to host business forum event ahead of LEAP 2025	Online
11 Feb 2025	Arab News	Pakistani firms eye \$50 million business deals at LEAP 2025 tech conference	Online
26 Feb 2025	Business Recorder	Pakistan delegation at Web Summit Qatar	Online/Print
13 Mar 2025	ProPakistani	P@SHA stresses continuation of FTR and parity in income tax	Online
19 Apr 2025	Business Recorder	Budget FY26: P@SHA calls for 10-year extension of concessional tax regime	Online/Print
28 Apr 2025	The Standard	IT sector fastest-growing export industry of Pakistan: P@SHA	Online
20 May 2025	ProPakistani	P@SHA calls for policy stability and tax clarity for IT sector in upcoming budget	Online
21 May 2025	Business Recorder	P@SHA underscores need for consistent tax policy	Online/Print
May 2025	Express Tribune	IT reforms sought to halt exodus	Online/Print
May 2025	The News	P@SHA urges govt to bring remote workforce for foreign firms into tax net	Online/Print
May 2025	Business Recorder	P@SHA stresses long-term policy; \$15B IT exports potential	Online/Print
May 2025	Express Tribune	IT sector seeks policy continuity	Online/Print
02 Jun 2025	ProPakistani	P@SHA urges govt to announce tax-free incentives for IT industry in FY26 budget	Online
07 Jun 2025	ProPakistani	Pakistan will miss out on \$15 billion IT exports without tax relief in budget	Online
11 Jun 2025	BOL News	P@SHA Chairman criticizes Federal Budget for IT sector	TV
Jun 2025	GEO News	Policy stability is key for Pakistan's IT growth	TV
Jun 2025	ARY News	P@SHA Chairman advocates decade-long policy continuity	TV
Jun 2025	SAMAA TV	IT industry demands continuation of FTR beyond 2026	TV
19 Jul 2025	ProPakistani	P@SHA urges 10-year tax stability, one-window compliance to supercharge tech exports	Online
31 Jul 2025	ProPakistani	21st HBL P@SHA ICT Awards to recognize diverse capabilities	Online
15 Aug 2025	Computerworld Pakistan	HBL P@SHA CXO Meetup connects tech executives and innovators in Gilgit	Online
11 Sep 2025	ProPakistani	Pakistan's biggest tech awards return with HBL P@SHA's Annual ICT Awards	Online
11 Sep 2025	The AZB	21st HBL P@SHA ICT Awards to recognize diverse capabilities	Online
19 Sep 2025	HBL	HBL-P@SHA ICT Awards 2025 recognizes diversity, growth and competitiveness	Online/Corporate
19 Sep 2025	DynaSys Networks	DynaSys Networks bags 4 awards at HBL P@SHA ICT Awards 2025	Online
20 Sep 2025	ProPakistani	HBL-P@SHA ICT Awards 2025 recognizes diversity, growth and competitiveness of Pakistan's IT industry	Online
20 Sep 2025	UrduPoint	P@SHA ICT Awards 2025: biggest technology awards event in Pakistan	Video/Digital
22 Sep 2025	ProPakistani	Covalent wins Gold & Merit Awards at HBL P@SHA ICT Awards 2025	Online
13 Oct 2025	APP	Shaza inaugurates Pakistan Pavilion at GITEX Global 2025	Online
14 Oct 2025	MoITT	Pakistan Pavilion inaugurated at GITEX Global 2025	Online
18 Oct 2025	The AZB	P@SHA showcases Pakistan's tech prowess and signs MoUs at GITEX Global 2025	Online
21 Oct 2025	Computerworld Pakistan	P@SHA strengthens global tech presence with strategic collaborations at GITEX Global 2025	Online
21 Oct 2025	TEK Norge	Pakistan Night at Oslo Innovation Week 2025	Online
22 Oct 2025	Computerworld Pakistan	P@SHA concludes GITEX Dubai 2025 showcasing Pakistan's tech industry and global collaborations	Online
23 Oct 2025	Business Recorder	HBL 9M25 profit, referencing HBL-P@SHA ICT Awards	Online/Print
23 Oct 2025	ProPakistani	HBL's 9M25 profit rises, referencing HBL-P@SHA ICT Awards	Online

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15 Nov 2025	Computerworld Pakistan	HBL P@SHA CXO Meetup Gilgit explores digital growth opportunities in Gilgit-Baltistan	Online
18 Jan 2026	P@SHA / ITCN Asia	Scaling Pakistan's IT exports from \$3.8B to \$15B	Online
10 Feb 2026	Dawn	AI governance and Pakistan's AI policy	Online/Print
17 Feb 2026	Arab News	Pakistan top IT association backs \$1 billion AI plan announced at Indus Summit	Online
18 Feb 2026	Dunya News	Pakistan IT firm backs \$1bn AI plan announced at Indus Summit	TV/Online
13 Mar 2026	ProPakistani	Latest 5G launch a 'game changer' for Pakistan's IT exports: P@SHA	Online
14 Mar 2026	Express Tribune	5G termed a catalyst to boost IT exports	Online/Print
17 Apr 2026	P@SHA / Digital	HBL P@SHA CXO Meetup Karachi	Digital
30 May 2026	Arab News	Pakistan software houses seek 10-year tax stability for IT sector ahead of budget	Online
31 May 2026	Business Recorder	P@SHA stresses need to ensure policy stability for IT enterprises	Online/Print
31 May 2026	Express Tribune	Freelancer tax system being misused	Online/Print
06 Jul 2026	Dawn	Treat freelancers like digital diaspora	Online/Print
20 Jul 2026	Business Recorder	Pakistan's IT exports hit record \$4.6bn	Online/Print
22 Jul 2026	Islamabad Mail	P@SHA ICT Awards 2026 launched; applications open	Online
03 Aug 2026	ProPakistani	Final call: P@SHA ICT Awards 2026 applications close on 15 August	Online
07 Aug 2026	Arab News	AI reshapes Pakistan's software industry	Online
Aug 2026	P@SHA / Digital	P@SHA Chairman podcast on scaling Pakistan's IT exports toward \$100B	Podcast
Aug 2026	P@SHA / Digital	P@SHA budget recommendations: 10-year FTR and freelancer/remote-worker distinction	Digital
Jul 2026	P@SHA / ARY News	Pakistan IT exports hit record \$4.5 billion; discussion on AI and digital infrastructure	TV/Digital



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