



Computacenter 2024 Capital Markets Day

Building long-term value





Mike Norris

CEO

Introduction



Today's agenda

Introduction
Mike Norris

13:30



Technology Sourcing
Lieven Bergmans



Professional Services
Reiner Louis



Managed Services
Julie O'Hara



Q&A – 14:50-15:10

Break – 15:10-15:25

North America
Neil Hall
Joe Baker



Circular Services
Mo Siddiqi



Financial Profile
Chris Jehle



Closing remarks
Mike Norris

17:00



Q&A – 16:35-17:00



Management team



Mike Norris
Chief Executive Officer



Chris Jehle
Chief Financial Officer



Lieven Bergmans
Chief Commercial Officer



Reiner Louis
Managing Director
Professional Services



Julie O'Hara
Managing Director
Managed Services



Neil Hall
President
North America



John Beard
Managing Director
Europe



Mo Siddiqi
Group Development Director



John Gibbs
Chief Information Officer



Sarah Long
Chief People Officer



Fraser Phillips
Group Legal & Compliance Director



Our growth and development

Founded
1981

Successful flotation on the
London Stock Exchange
1998

Acquisition of GE
CompuNet in Germany
2003

Group Operating
Model introduced
2012

40th Anniversary
2021

Updated Group Operating
Model introduced
2023

1994
Largest UK privately-
owned IT company

2001
Opening of Europe's
largest Integration
Center in Hatfield,
United Kingdom

2005–2016
Development of global
Managed Service
capabilities

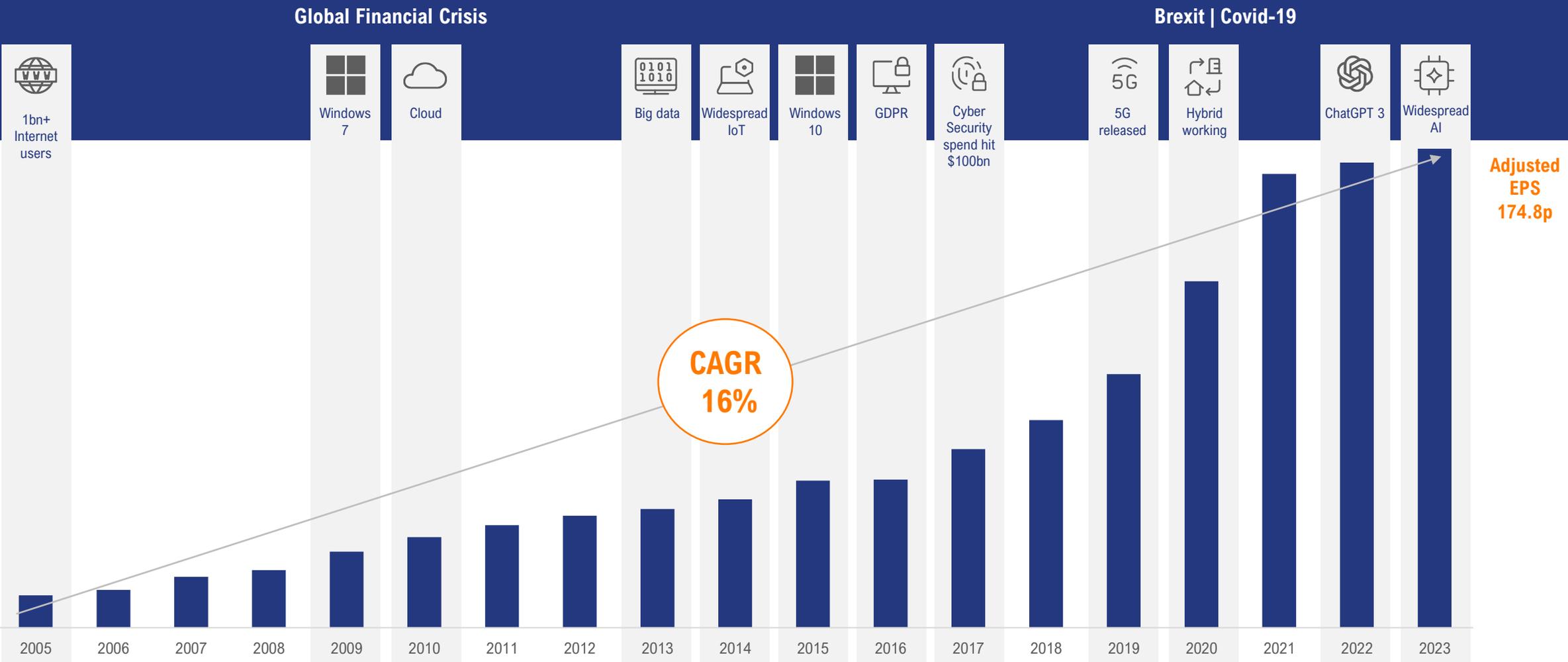
2018–2022
Acquisition of
FusionStorm, Pivot and
BITS in North America

2022
20,000 people



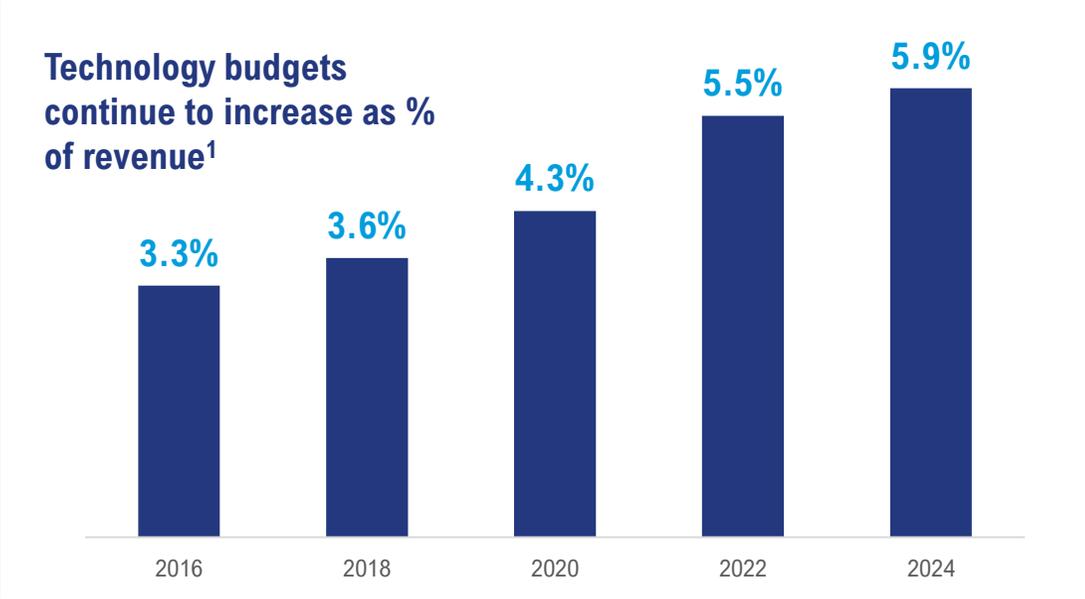
Strong track record of market relevance and growth

19 years of consecutive EPS growth



Our addressable market is vast and growing

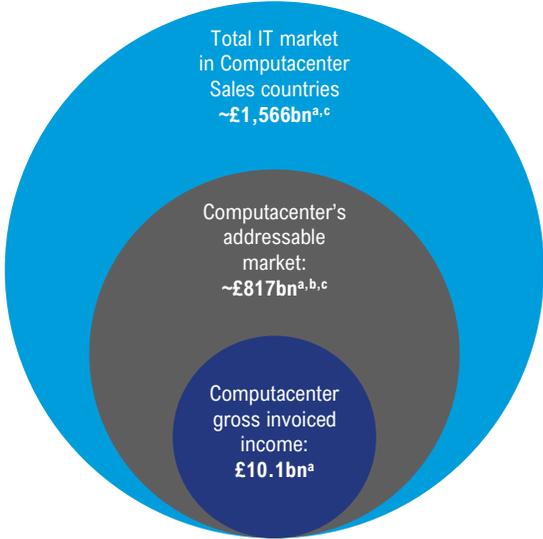
We will continue to increase our share



Our addressable market is vast, growing and highly fragmented

2024-2027 average annual growth rate of Computacenter's addressable market:

>5.0%^a



1. Source: Deloitte Global Technology Leadership Study, 2016-2023

a. Source: Computacenter estimates based on available market data
b. Computacenter's addressable market represents spending in technologies and services relevant to our business. It is broader than Computacenter's target market
c. Data includes only Computacenter Sales countries: Belgium, Canada, France, Germany, Netherlands, Switzerland, United Kingdom and United States



Our Purpose

Helping our customers change the world



**Our customers are some of the world's greatest organisations.
We work hard to get to know them, understand their needs,
and put them at the heart of everything we do.**

Delivering digital transformation

Agility & speed

Organisations need efficiency, flexibility and pace to keep ahead in their market and meet the evolving need of their customers and users



Resilience & security

The threat landscape is ever evolving, and with it the demand for highly available and resilient systems



People experience

Employees seek innovative services that provide secure, engaging and flexible support, wherever they are



Value & efficiency

Businesses seek value for money, business efficiency, and a return on every investment in technology and services



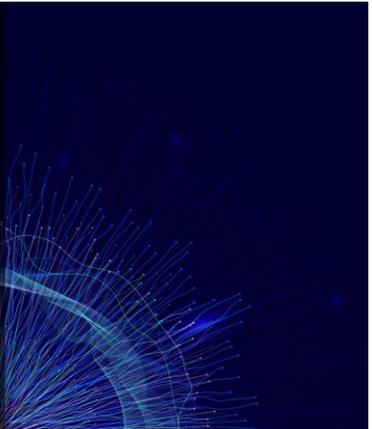
Sustainability

With increased market, consumer and regulatory pressure, sustainability is becoming a key consideration in strategic decision-making



Artificial Intelligence

Organisations are looking to AI to enhance efficiency, improve decision-making, and transform customer experiences



Our strategic focus

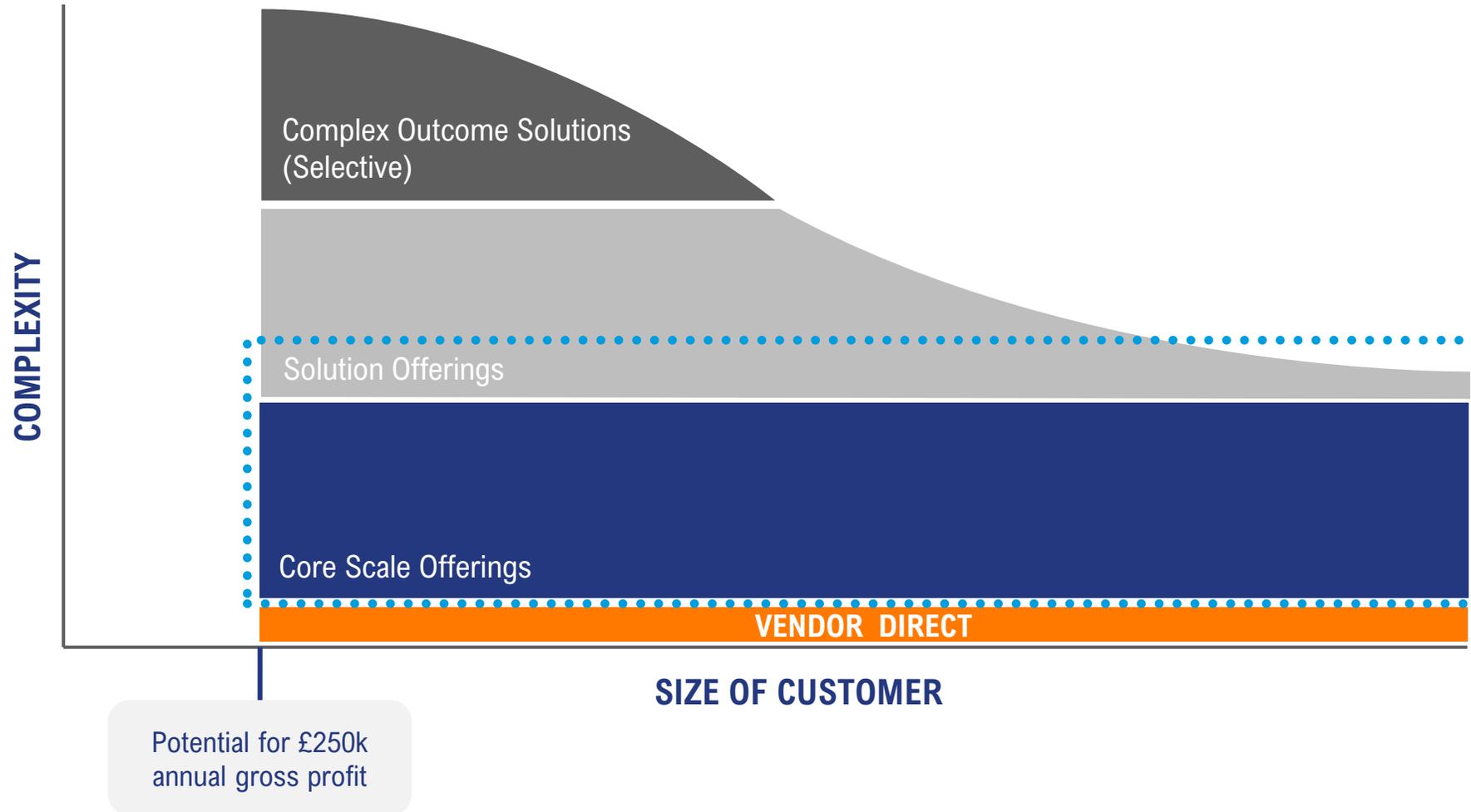
**Target
market
customers**

**Scale our
activities**

**Empower
our people**



We have a clear target market focus



We focus on the world's largest corporate and public sector organisations

We have the scale, flexibility and cost competitiveness to meet their specific needs



We work with many of the world's leading organisations

25%

Industry, retail and consumer



31%

Public sector, education and healthcare



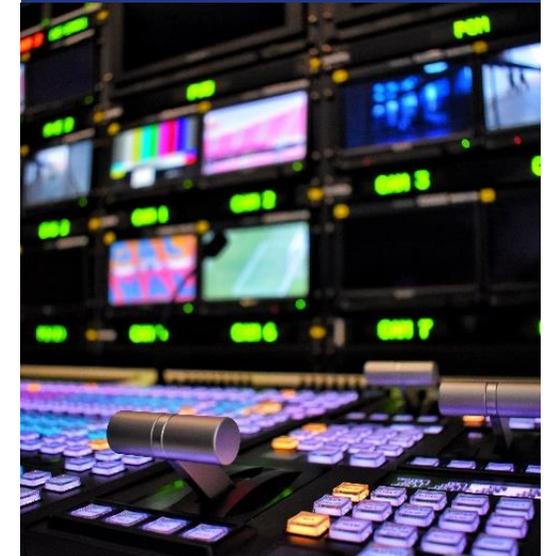
22%

Finance services, banking, insurance and professional services



22%

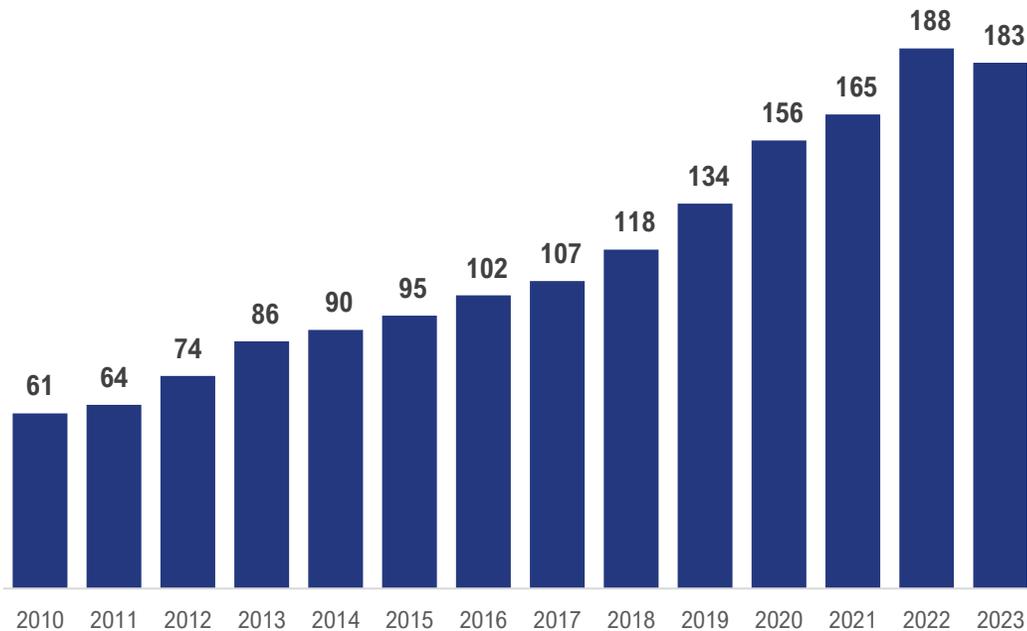
Telecoms, media and technology



We have strong and loyal customer relationships

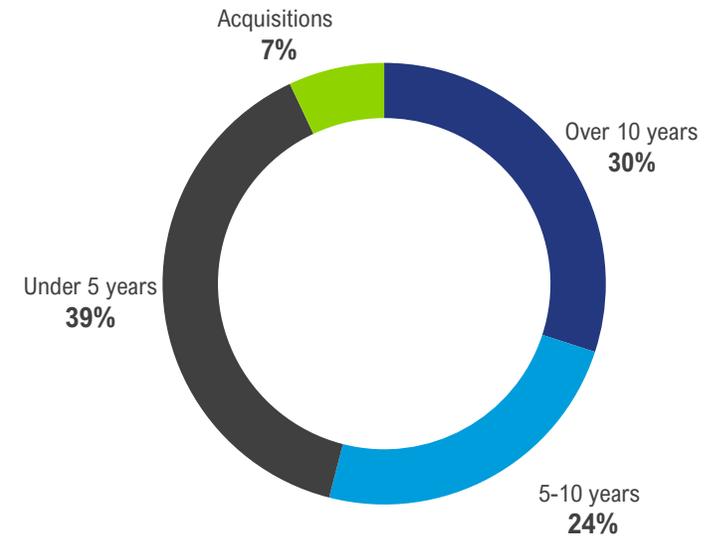
Our business model increases customer longevity

'Podium' customers each generating >£1m of gross profit



We successfully retain and maximise relationships over the long term

Customer longevity – 'podium' customers in 2023

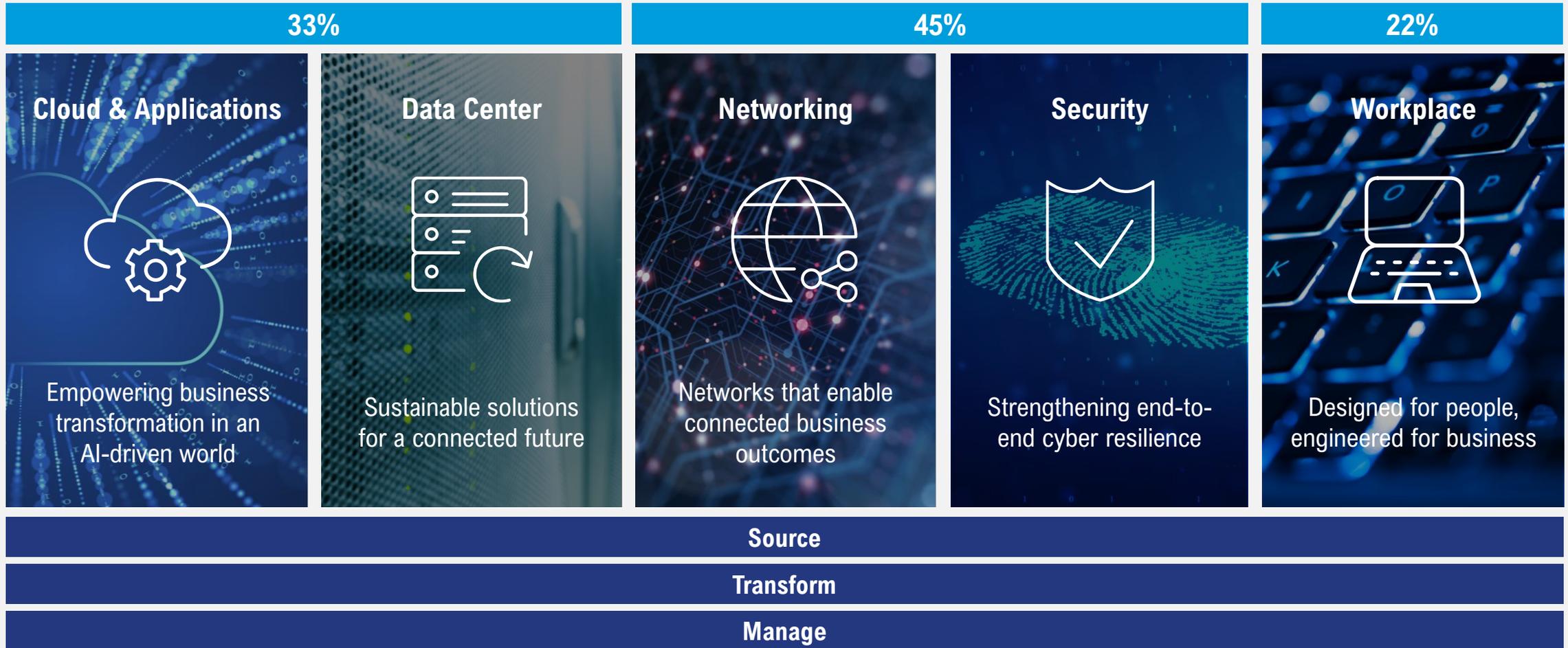


54% of our customers have been with us for over 5 years

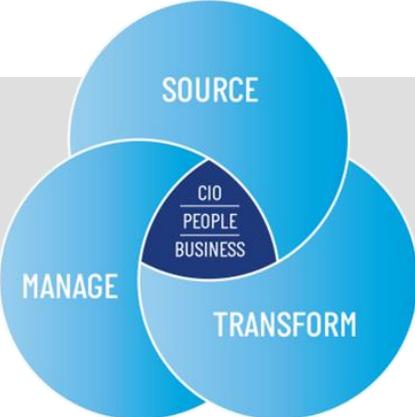


We are diversified by technology area

End-to-end expertise



We have the best international capability of any VAR in the world

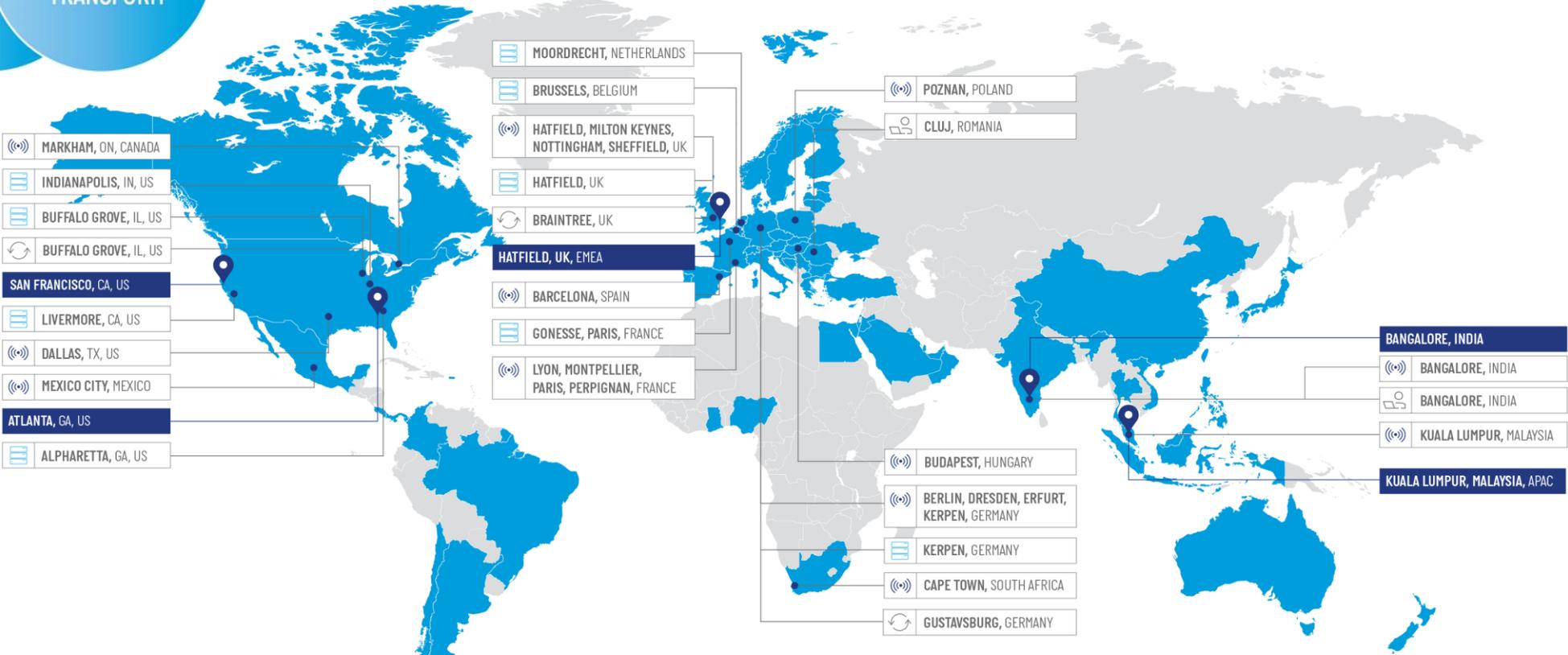


70+ We source, transform & manage technology for our customers in over 70 countries worldwide

We sell to customers in eight countries

We have nearshore and offshore operations in another eight countries

We have support operations in another seven countries/territories



We create competitive advantage through scale

Group Operating Model

Sales and Customer Engagement

Working hard to get to know our customers, understand their needs and put them at the heart of everything we do.



Europe

North America



Service Lines

Developing and leveraging capabilities to meet customer needs efficiently and consistently while building economic advantage in the activities on which we focus.



Technology Sourcing



Professional Services



Managed Services

Business Services

Providing the underpinning business framework to maximise leverage, efficiency and compliance across the Group.

Development, Strategy
& Marketing

Information Services

Legal & Compliance

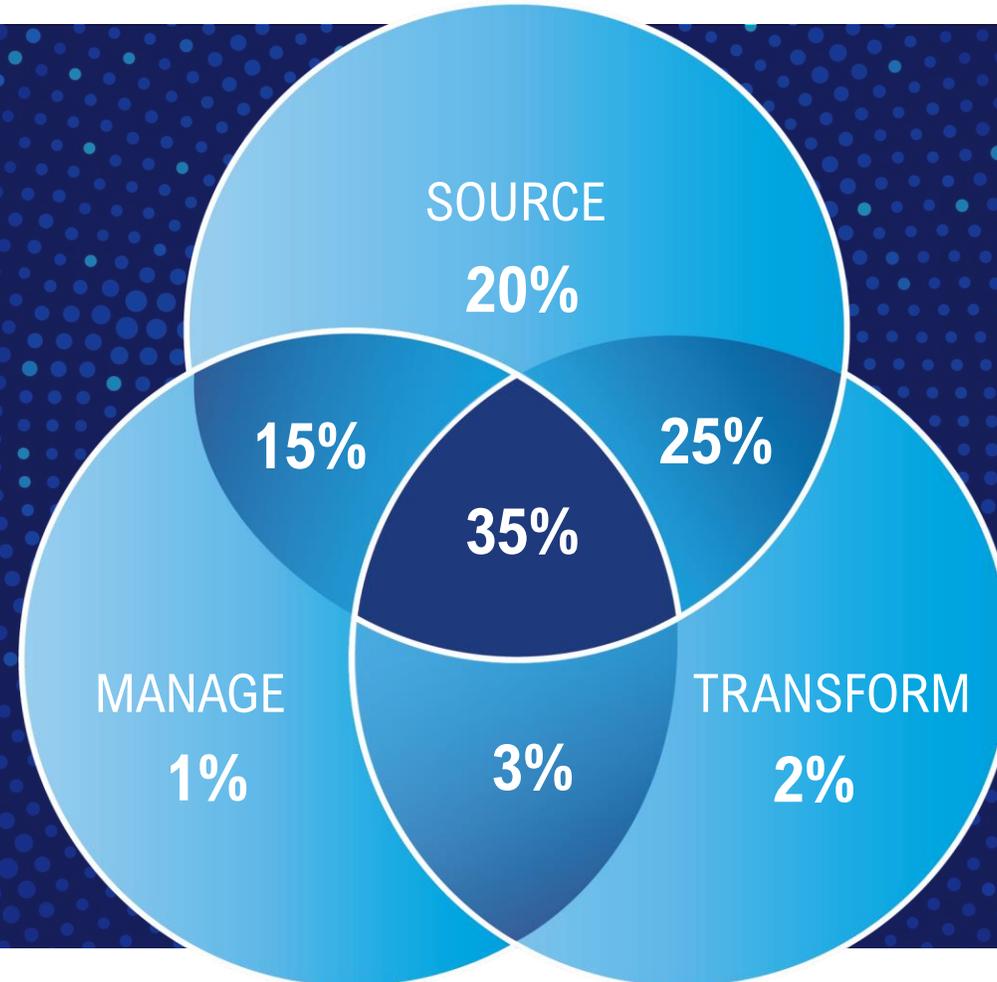
Human Resources

Finance & Governance



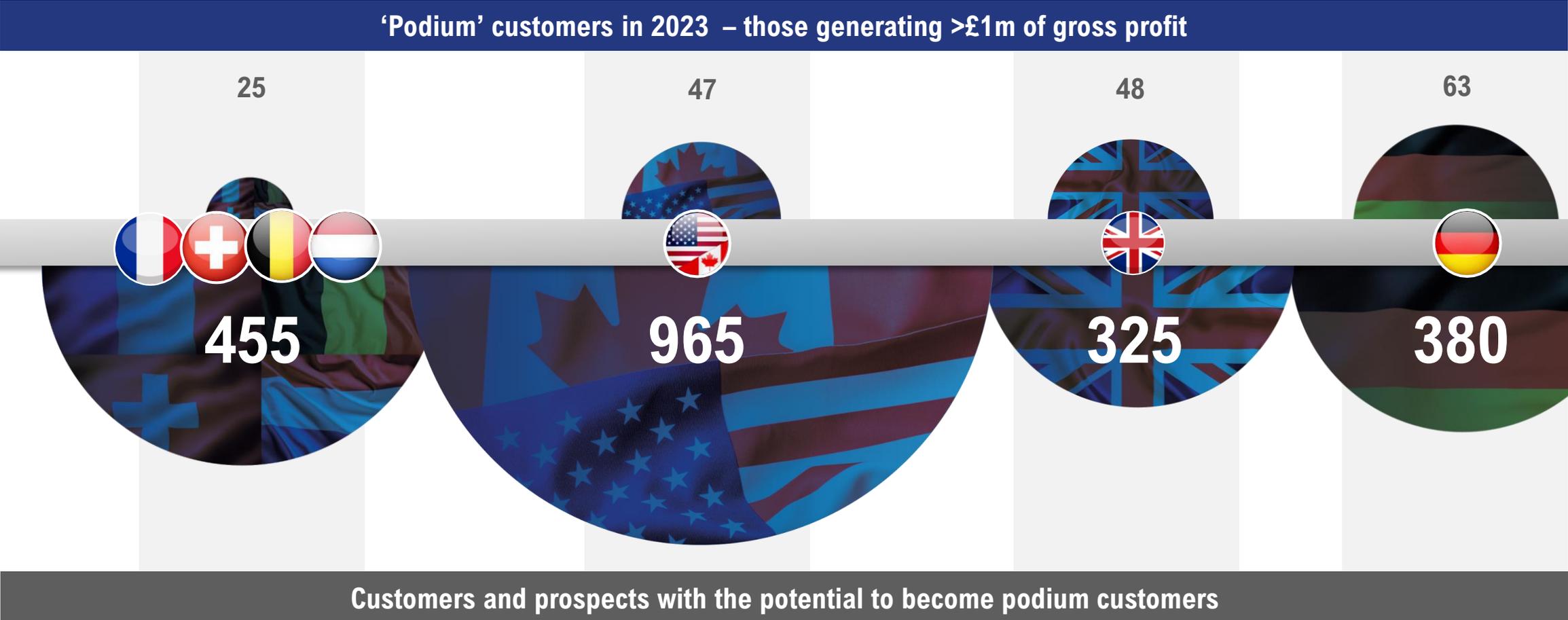
Our differentiation means we capture more value from customers

One third of our customers generating over £1m of gross profit use all three of our Service Lines



Significant potential for further growth

We have significant customer growth opportunities across all of our geographies



Building long-term value

Our differentiators



20,000 people with **over 13,000** technical certifications



We have the **largest service capability** of any VAR in the world



Partnerships with **over 3,000** technology vendors



We believe we have the **best international capability** of any VAR in the world



Largest and most capable facilities, underpinned by globally consistent, best of breed systems and processes

Our growth model

Attractive market growth



IT spend – **durable growth trends**

Above-market growth



Market share gains to deliver **above market growth**

Leveraging group scale



Group operating model enabling **delivery of scale benefits**

Profit and cash generation



Track record of delivering **cash-backed profit growth** enabling sustainable investment, M&A and returns

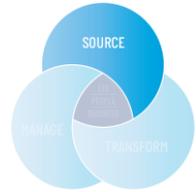


Technology Sourcing



Lieven Bergmans

Chief Commercial Officer



Technology Sourcing

Procurement and logistical services

Configuration, lifecycle and circular services



Professional Services

IT strategy, advisory and application services

Integration, deployment and expert services



Managed Services

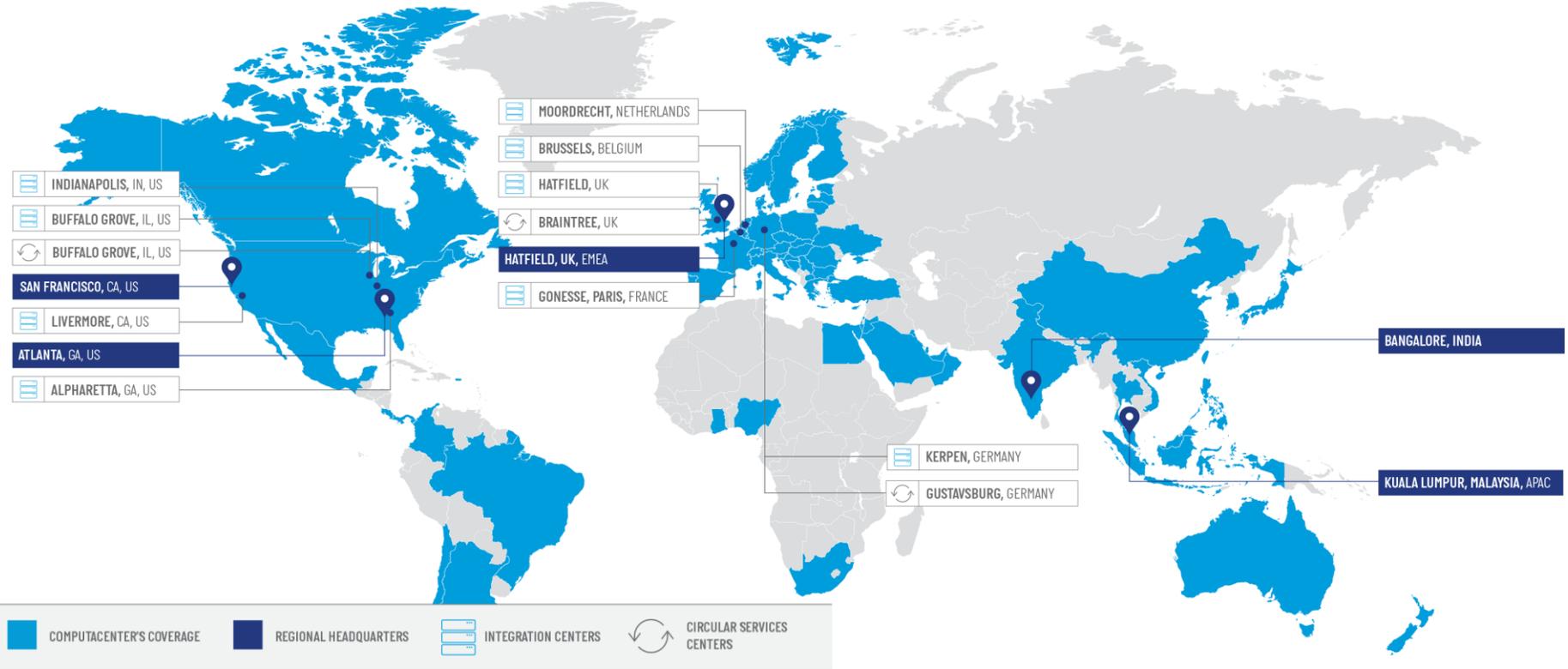
Maintenance, field and managed lifecycle services

Remote user support and digital operations



The best international capability of any VAR in the world

Our global network of Integration Centers



<p>£8,445m Gross invoiced income</p> <p>£5,283m Revenue</p>	<p>12.0m items supplied</p>	<p>1.3m devices configured</p>	<p>3,000 technology vendors</p>	<p>70+ countries supplied</p>	<p>Top 6 World's largest Value-Added Resellers</p>
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Adding value at every opportunity

A wide-ranging offering that enables our customers to achieve their goals

Procurement Services	Specialist Services	Software Services	Logistical Services	Technical Services	Circular Services
Multi-vendor Procurement	Customer Contract Management	Customer Licence Management	Inventory Management and holding	Asset Tagging	Redeployment
E-Commence Integration	Product Selection & Benchmarking	Customer Renewals	Buy & Store	Device Packaging	Remarketing
TechSource	Catalogue Management	Managed Procurement	Customer-owned H/W	Configuration Services	Recycling
Consumption Billing Management	CX Management	Spend Optimisation	Exporting	Rapid Data Center Deployment	
Financial Services & Leasing	Asset Intelligence	Software Asset Management	Delivery – standard	Multivendor Integrate and Deploy	
	International Procurement	FinOps	Delivery – specialist		
		Curated Marketplaces	Delivery – flight case		
		EULA Service	Delivery – trolley service		



Powerful partnerships

We're proud to have built powerful partnerships with the world's leading technology vendors



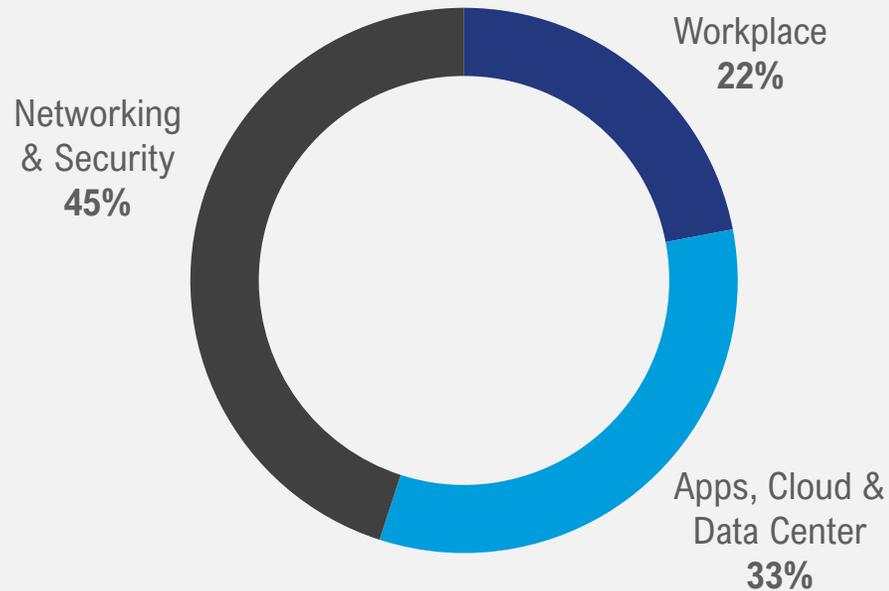
Computacenter holds over 200 technology accreditations. Our people hold over 13,000 technical certifications.



We are diversified by technology area and by product

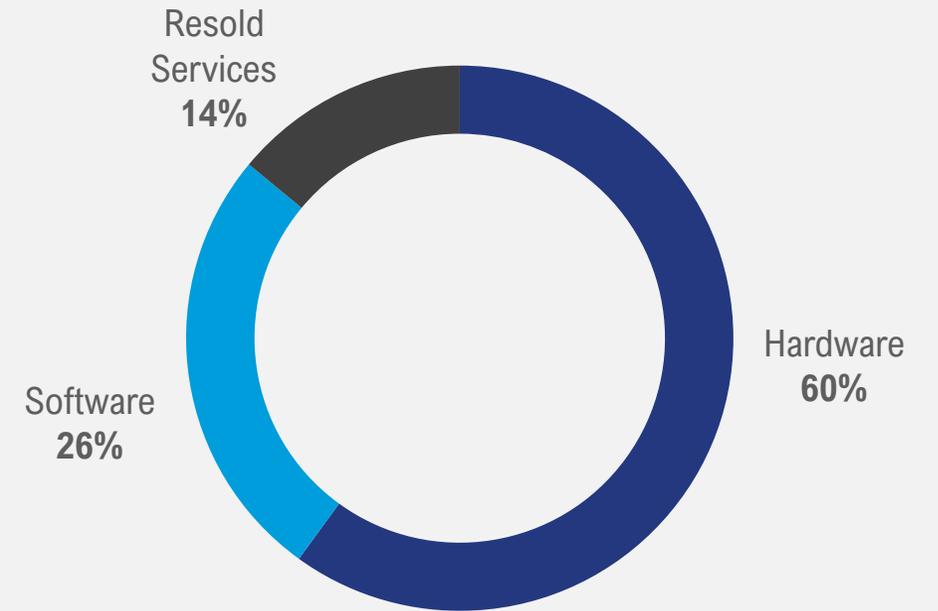
Making us resilient, relevant and well-positioned for long-term growth

Technology Sourcing gross invoiced income by activity 2023



We have strength in multiple technology areas...

Technology Sourcing gross invoiced income by product 2023



...and across both hardware and software



Hardware and software inextricably linked

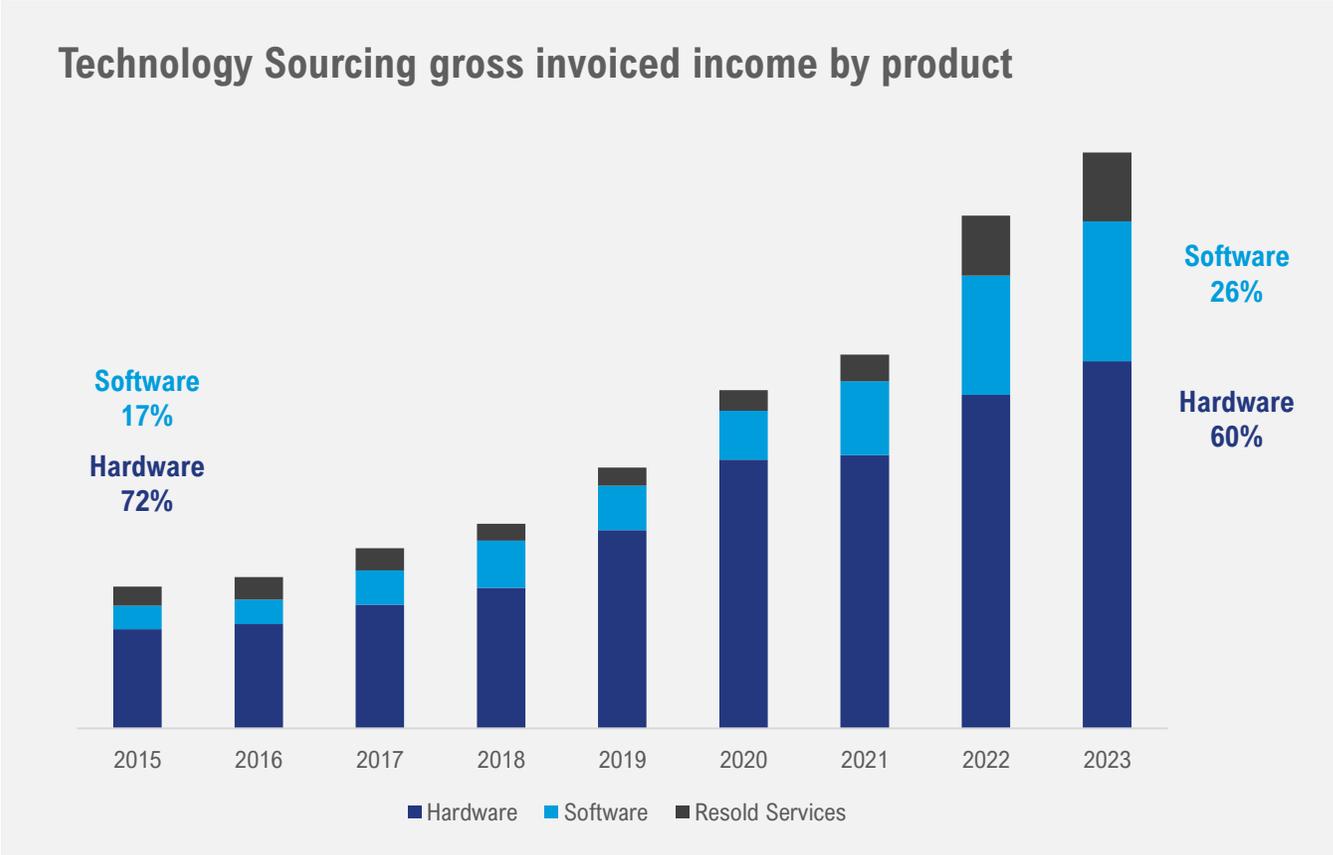
Ideally positioned to serve the needs of customers in both hardware and software

Hardware

- Globally consistent, international capability – infrastructure, vendor partnerships and credibility in executing complex, multivendor programmes at pace and scale

Software

- Opportunity locked into hardware
- Vendors and customers rely on our breadth of services expertise to architect, implement and run infrastructure software



We are a major reseller of both hardware and software



A market-leading VAR for AI technologies

'Additional Infrastructure'

Leveraging our **infrastructure**, **expertise** and **partners** across Technology Sourcing, Professional Services and Managed Services, we are **strongly positioned to deliver**:

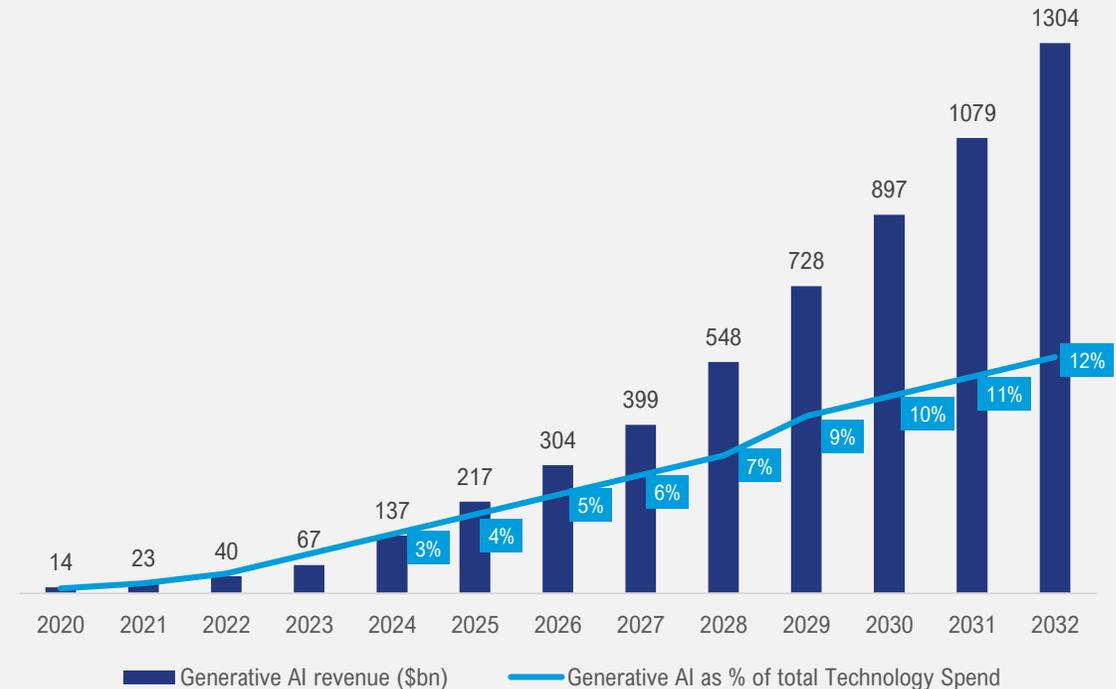
1. High Performance Compute
2. High Performance Networking
3. Low Latency Storage
4. Data Center Infrastructure
5. Software components

Meeting wide-ranging customer use cases through Computacenter **integrated services**:

- Hyperscale Configuration and Automation Platform (HCAP)
- Rapid Data Center Deployment (RDD)

Across **hyperscale** and **enterprise** target markets – in Europe and North America

Generative AI Revenue expected to be \$1.3tn by 2032



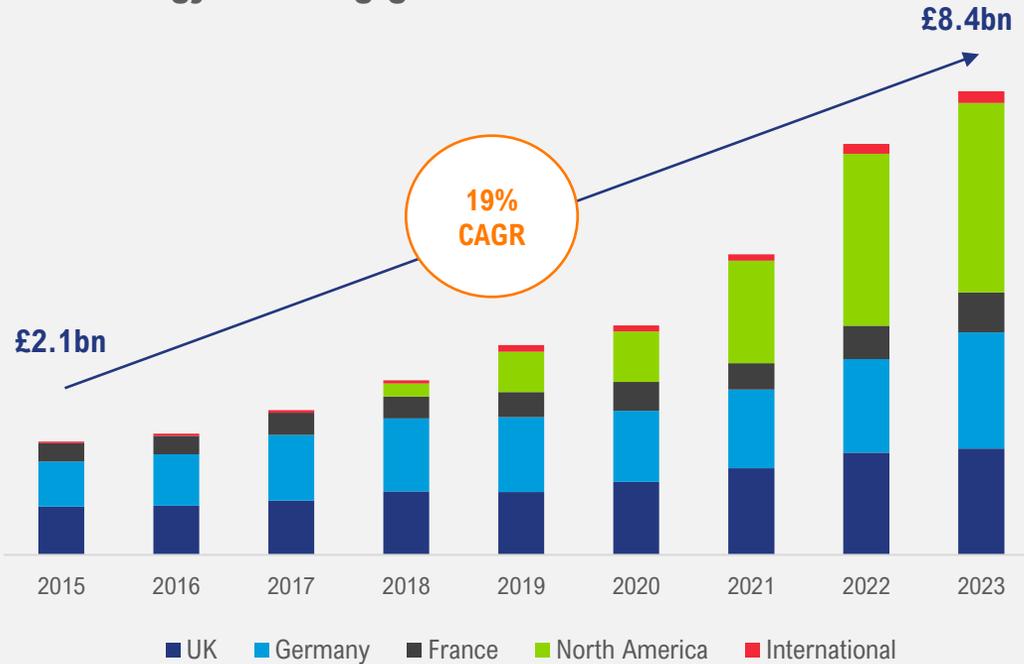
Source: Bloomberg Intelligence, IDC



We have a long track record of strong growth

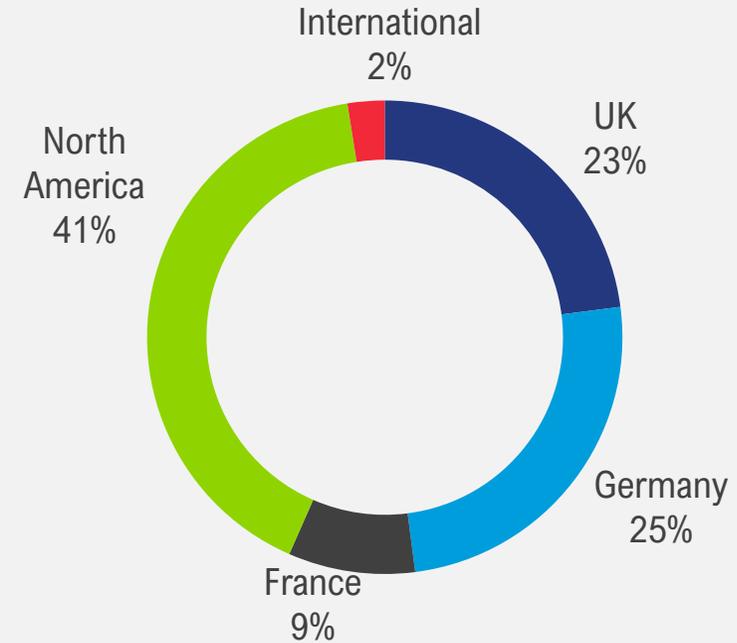
Diversified by geography

Technology Sourcing gross invoiced income



Track record of double-digit growth

Technology Sourcing gross invoiced income by geography



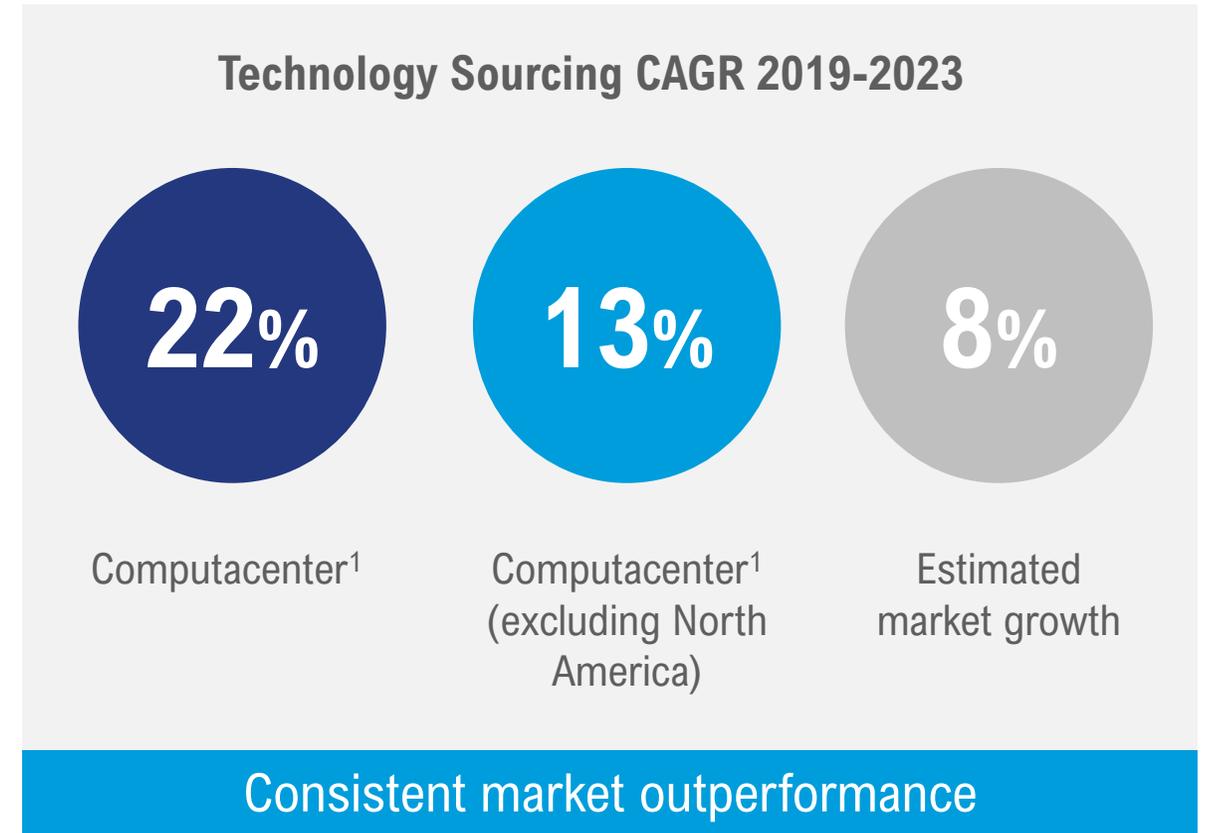
North America acquisitions have significantly enhanced our long-term growth potential



We expect to continue to outperform the market

Confidently positioned to gain further market share

- The growing digital transformation agenda drives long-term demand for hardware and software
- Organisations have increasingly complex requirements, requiring an agile partner who can deliver end-to-end
- We are uniquely placed to deliver at pace and scale to capitalise on the market opportunity e.g. Generative AI
 - Infrastructure
 - Expertise
 - Partnerships
 - Intersection of product and services
- **We are confidently positioned to continue to grow ahead of market**



Improving productivity through efficiency and optimisation

Maximising value from our investments

Leverage system investments

Integrated tooling, process automation and eCommerce deliver better outcomes, increased consistency and greater efficiency



Investing in our infrastructure

Greater automation to increase capacity and enhance productivity of logistics operations
E.g. recent deployment of Small Parts Automation at Kerpen Integration Center



Low-cost locations to deliver technical and support services

Expand use of near-shore and off-shore locations for support services and technical expertise, building on existing footprints in Hungary and India



Summary: Technology Sourcing

Proven track record

Uniquely positioned to address the needs of the world's largest organisations through value-added services

Global scale and strength

Scalable and resilient infrastructure

Portfolio breadth

Powerful partnerships

Strong balance sheet

Continued outperformance

Market growth driven by digital transformation agenda and pace of innovation

Expect to continue to outperform a growing market over the medium term

Integrated model

Differentiated model serves whole technology lifecycle

Driving revenue growth in Technology Sourcing and Services portfolio

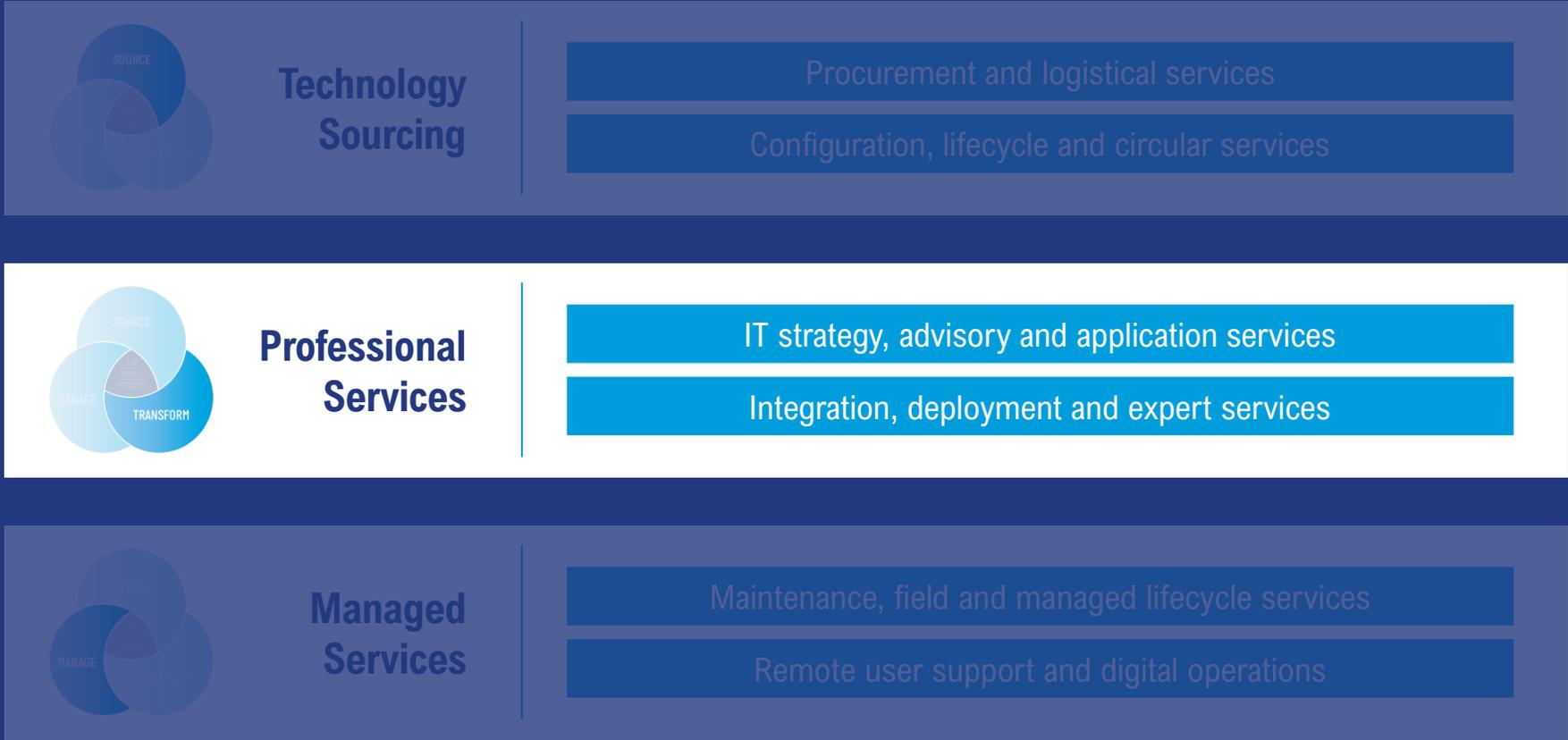


Professional Services



Reiner Louis

Managing Director



Helping customers realise the transformative benefits of IT

IT strategy, advisory, and application services



IT Strategy & Advisory

Helping customers develop and implement IT strategies to underpin business goals

Proven standards and methods of LEADing Practice combined with our extensive know-how



Application Services

Providing agile software development and application migration and support

450+ developers and engineers

Creating credibility, trust and intimacy

Integration, deployment and expert services



Integration Services

Integrating technologies and solutions

Strong vendor relationships



Deployment Services

Delivering workplace, data center, and network infrastructure projects

Strong portfolio of by know-how and tools (RDD, HCAP, CCONEX, INVENTOX)



Expert Services

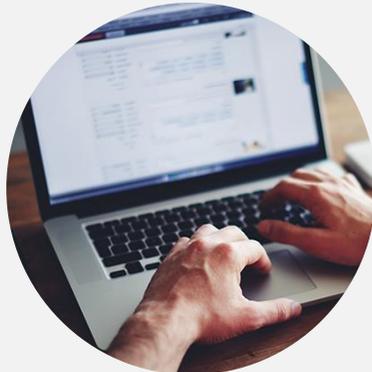
Providing expert resources to customers where and when they need them

Experienced and certified IT professionals spanning all aspects of technology infrastructure

Implementing transformation with efficiency and consistency



Professional Services – a key driver of our Services growth



People

- 6,500 people
- >75% resource utilisation

Places

- Local expertise
- Near- and off-shore facilities

Platforms

- Market-leading, globally consistent systems and tools

Processes

- Proprietary Technique framework

£679m
Revenue 2023

>5,000
projects completed

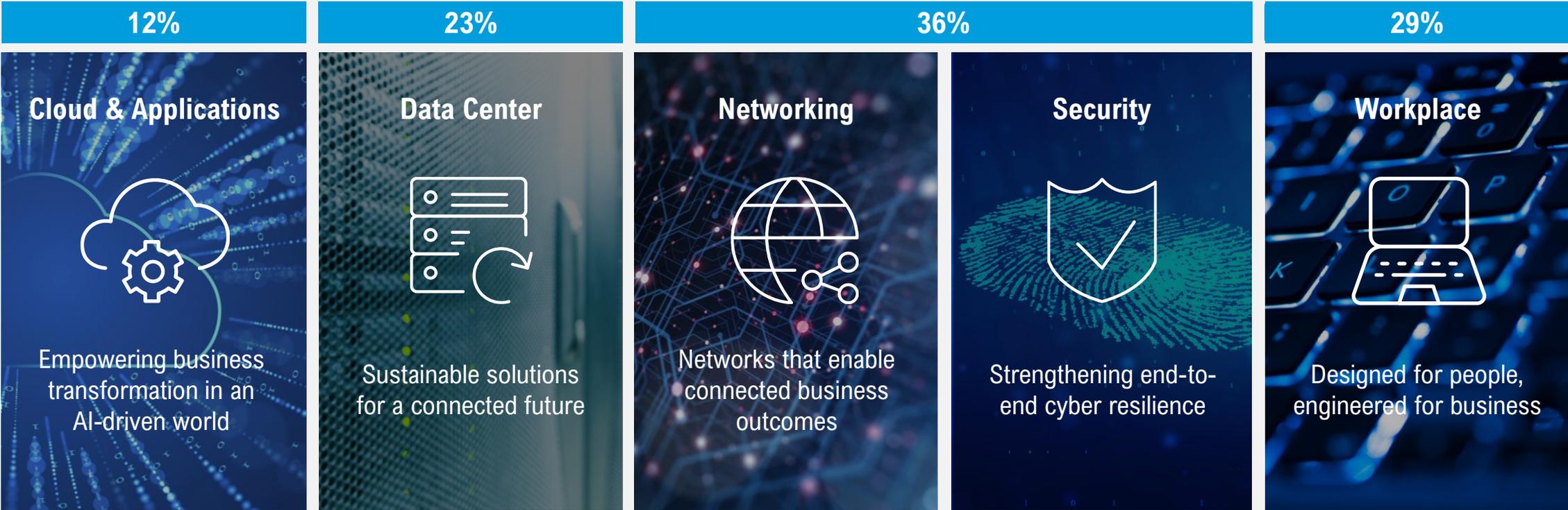
8.4
customer satisfaction

65%
of podium customers use our Professional Services

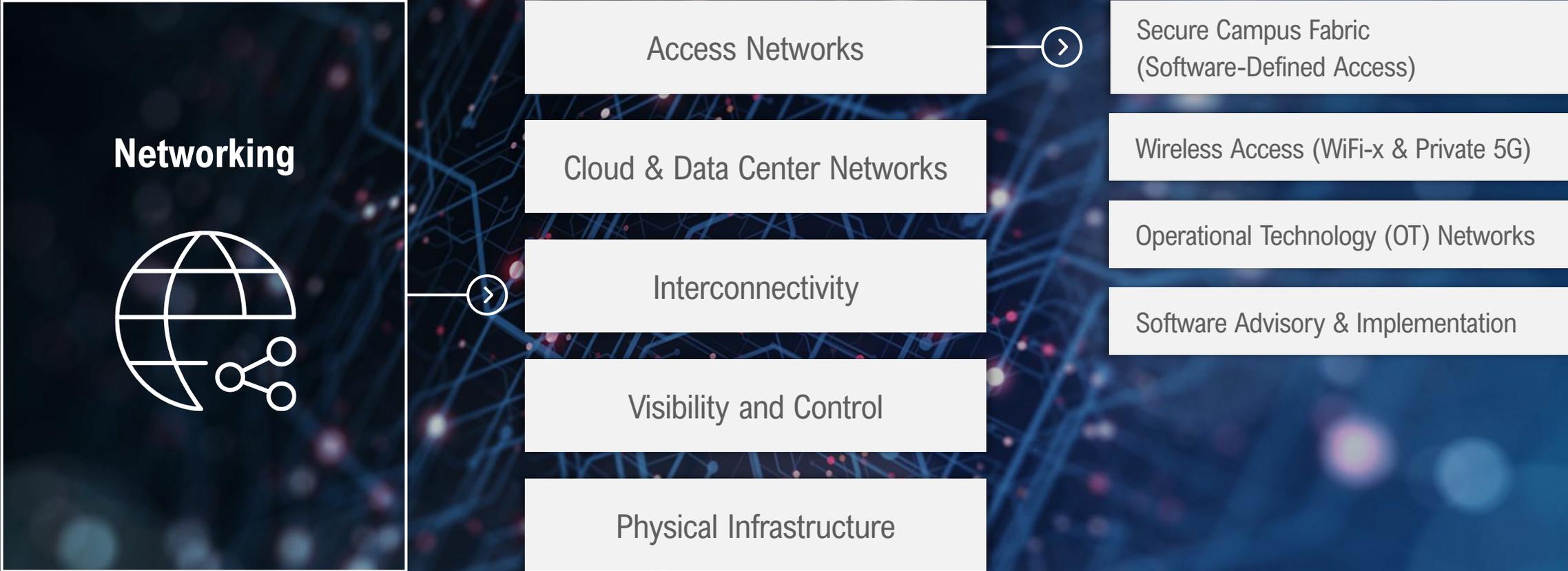
***iSG Provider Lens™**
14 'Leader' rankings 2023



Our portfolio covers the entire IT infrastructure



Professional Services portfolio – Networking



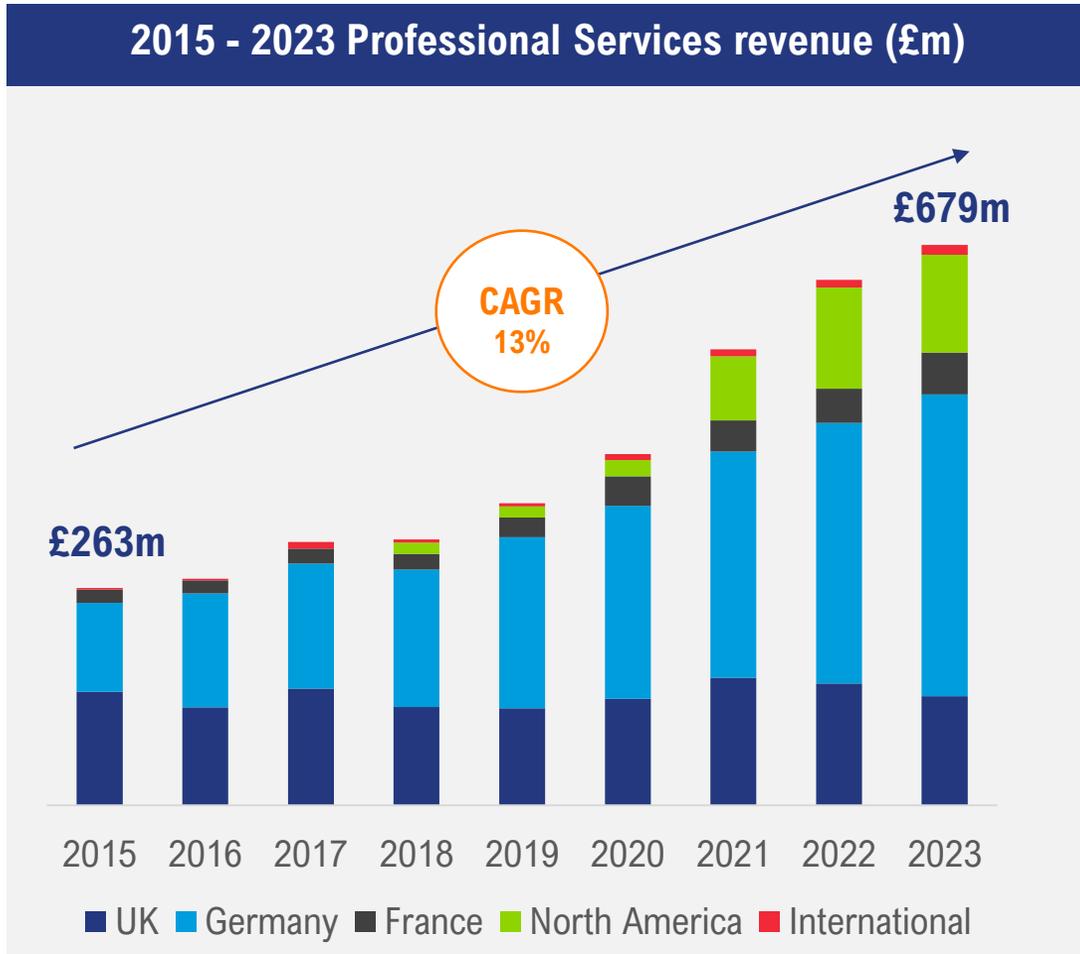
Solution Area

Solution Group

Service Offerings



A strong growth track record driven by Germany



Professional Services growth in Germany

Growth spread across all technology areas

Customer intimacy and trust

Working closely with our customers to understand their goals and build credibility

Breadth of expertise

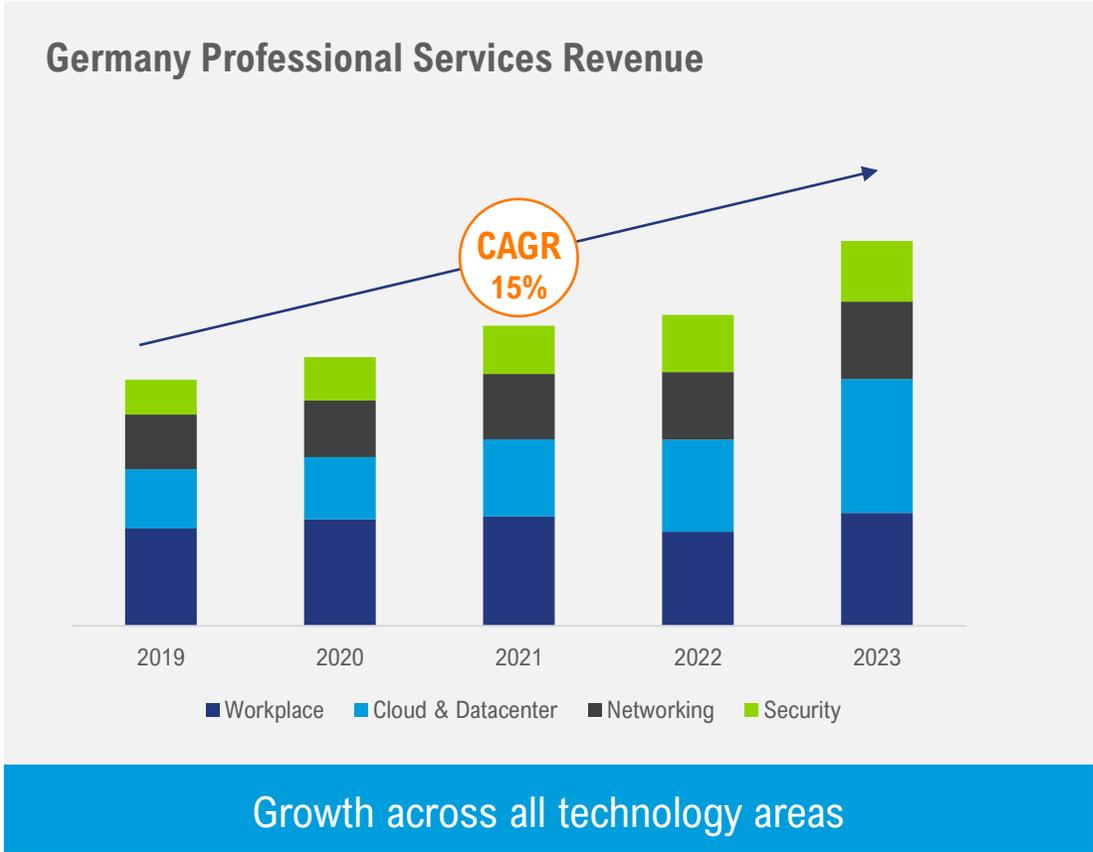
End-to-end infrastructure capabilities

Proximity to Technology Sourcing

Leveraging vendor relationships and attaching services to product sales

Speed and agility

Great people, deployed at the right time



Broadening our success across our markets

Our growth priorities

Drive sales and customer engagement

- Extend sales and pre-sales capability
- Increase customer intimacy in target accounts
- Replicate successful engagement model in Germany

Improve attachment rate

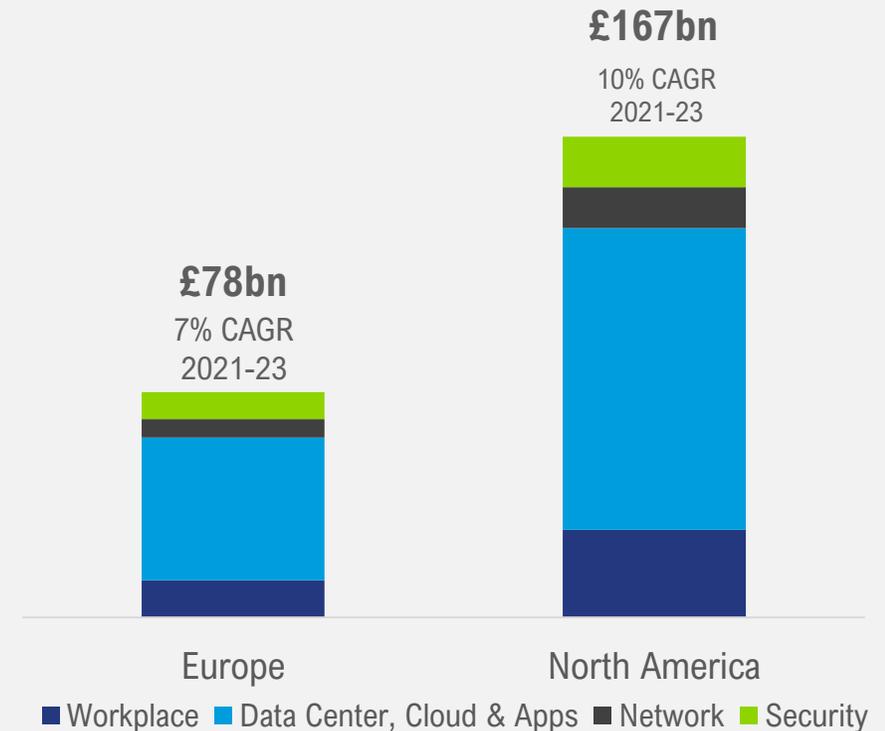
- Leverage adjacency of Technology Sourcing
- Substantial North America opportunity

Increase portfolio utilisation

- Expand into portfolio areas such as Advisory Services, ServiceNow and Application Development (Europe)

Expect to grow revenue by high single to low double digits per annum over medium term

Our Professional Services addressable market in Europe and North America (2023)



Large and fragmented markets



Driving efficiency across our portfolio



Leverage blueprints and frameworks

- Reduces cost and resource
- Improve quality outcomes for customers
- Increases speed of ROI for customers
- Lessons learned across verticals and regions
- Creates space for innovation



Investment in people and tools

- Investing in tools and platforms that optimise resource utilisation
- Right skills, right place, right time
- Enables use of near- and offshore capabilities
- Augmenting our people with AI, automation
- Optimises use of subcontractors



Contracting approach

- Fixed outcome contracting enables efficient use of resources
- Establishing commercial frameworks that enable the customer and Computacenter to benefit from productivity gains
- Better risk/reward balance, with gross margin typically higher on fixed price vs time and materials projects



Summary: Professional Services

Substantial market opportunity

Large market opportunity across our Professional Services portfolio and in all geographies

Adjacency to Technology Sourcing

Advisory and deployment skills closely aligned to Technology Sourcing

Growing complexity of technology underpins long-term demand

Scaling a successful model

We are replicating and scaling our proven German success to grow market share across all regions

Driving efficiency across the portfolio

A key driver of Services growth

Professional Services will be a key growth driver for Services, supported by Managed Services

Expect to grow revenue by high single to low double digits per annum over medium term

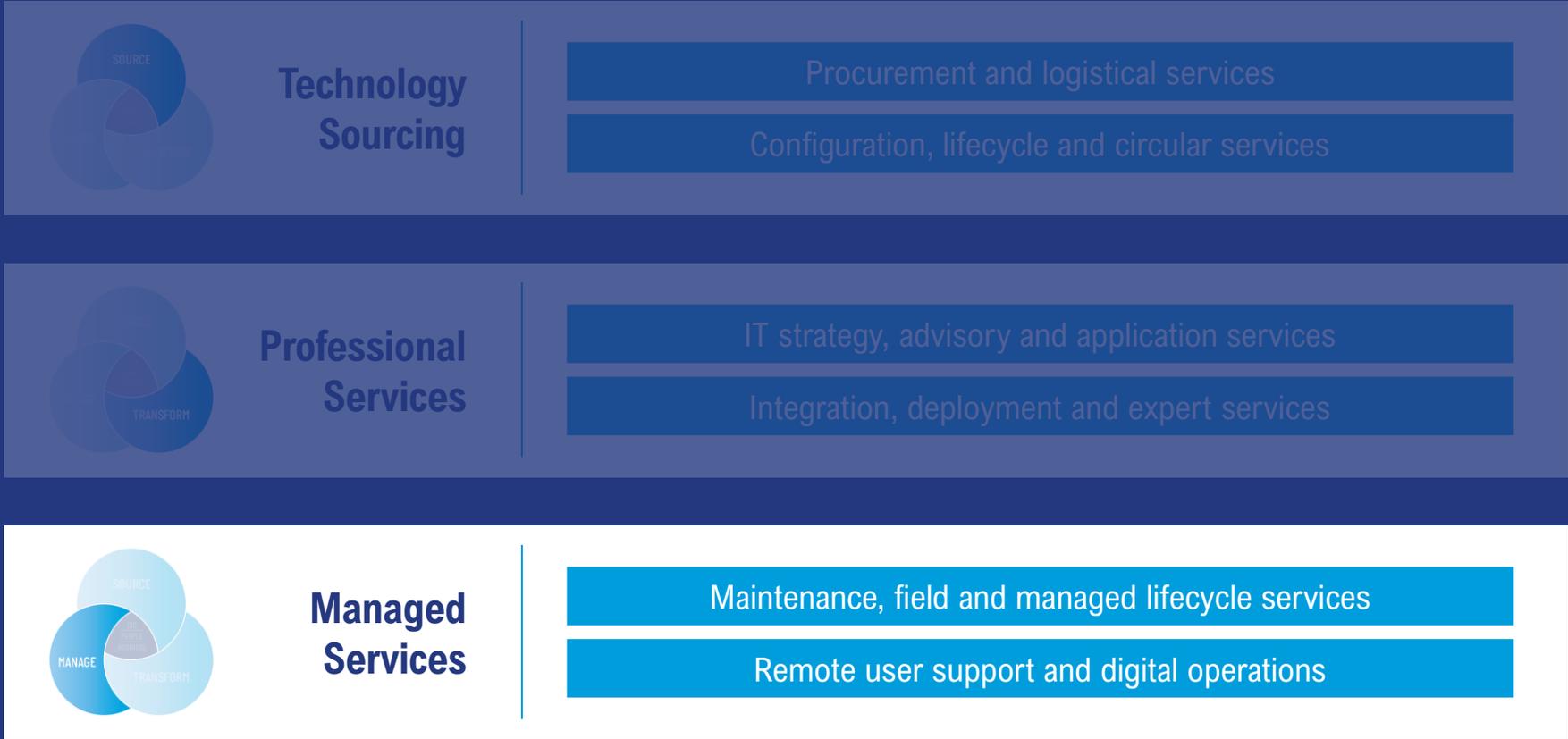


Managed Services

What we do



Julie O'Hara
Managing Director



Delivering efficient, repeatable and high-quality Managed Services

Maintenance, field and managed lifecycle services



Maintenance Services

Advisory support, simplification and control of infrastructure maintenance services

4.2m partner contracts / devices maintained



Field & Onsite Services

Support services that offer physical proximity when remote or digital resolution is not appropriate

5,000-strong engineering force delivering to 107 countries



Managed Lifecycle Services

End-to-end device lifecycle management ensuring users are equipped with the right device at the right time

Capability delivers market leading Device Lifecycle Management

Remote user support and digital operations



Remote User Support

Personalised, intelligent IT 'end user' support services including self-help, service desk and virtual tech centers

Supporting 3.7m users in 30 languages



Digital Operations

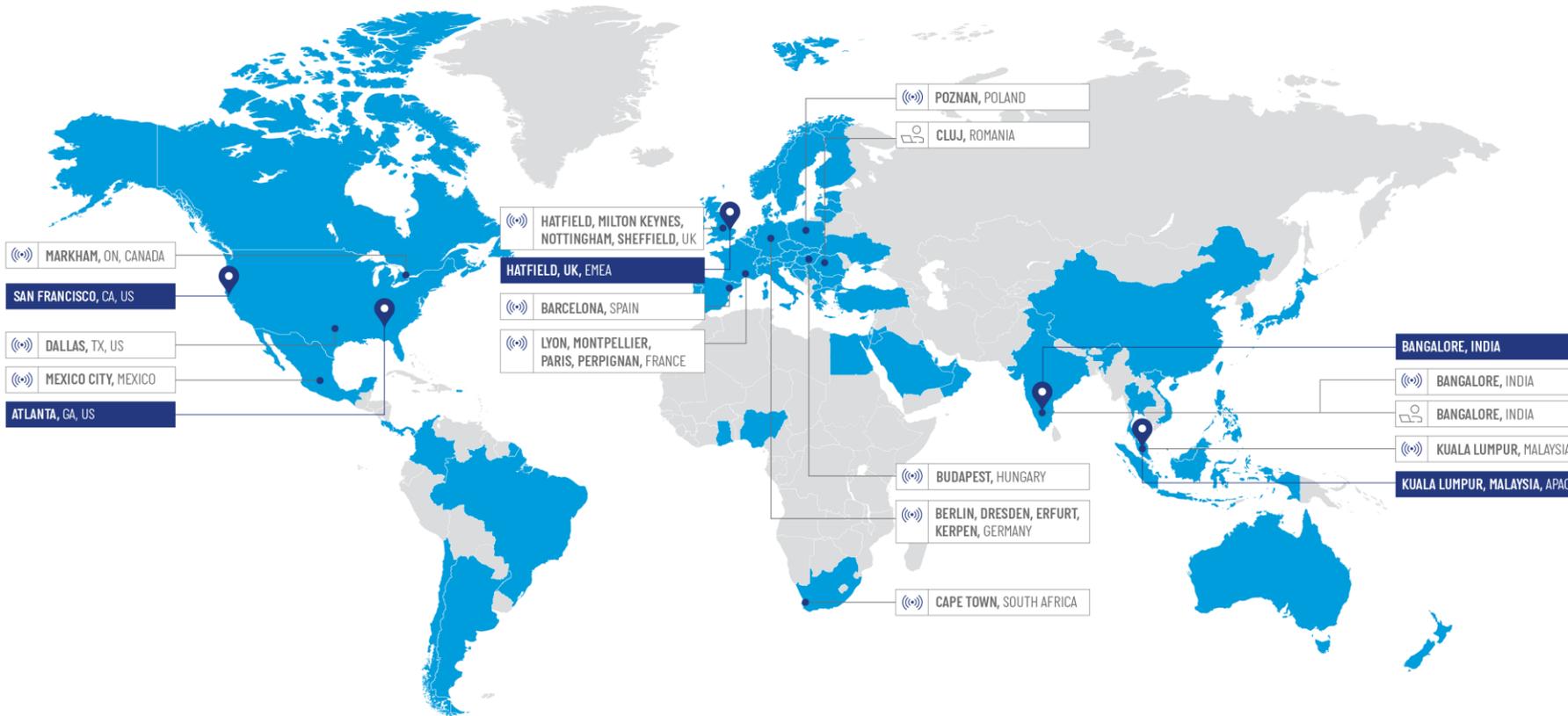
Remote management, monitoring and support of our customers' IT environments globally

140k managed network devices and 830k user devices supported



The best service capability of any VAR in the world

Enabling over half of our podium customers¹



BLENDED DELIVERY MODEL
 OFFSHORE | NEARSHORE | ONSHORE

£958m
 Managed Services revenue 2023

>12k
 people

>5m
 devices supported

3.4m
 end users supported

500k
 connected enterprise users

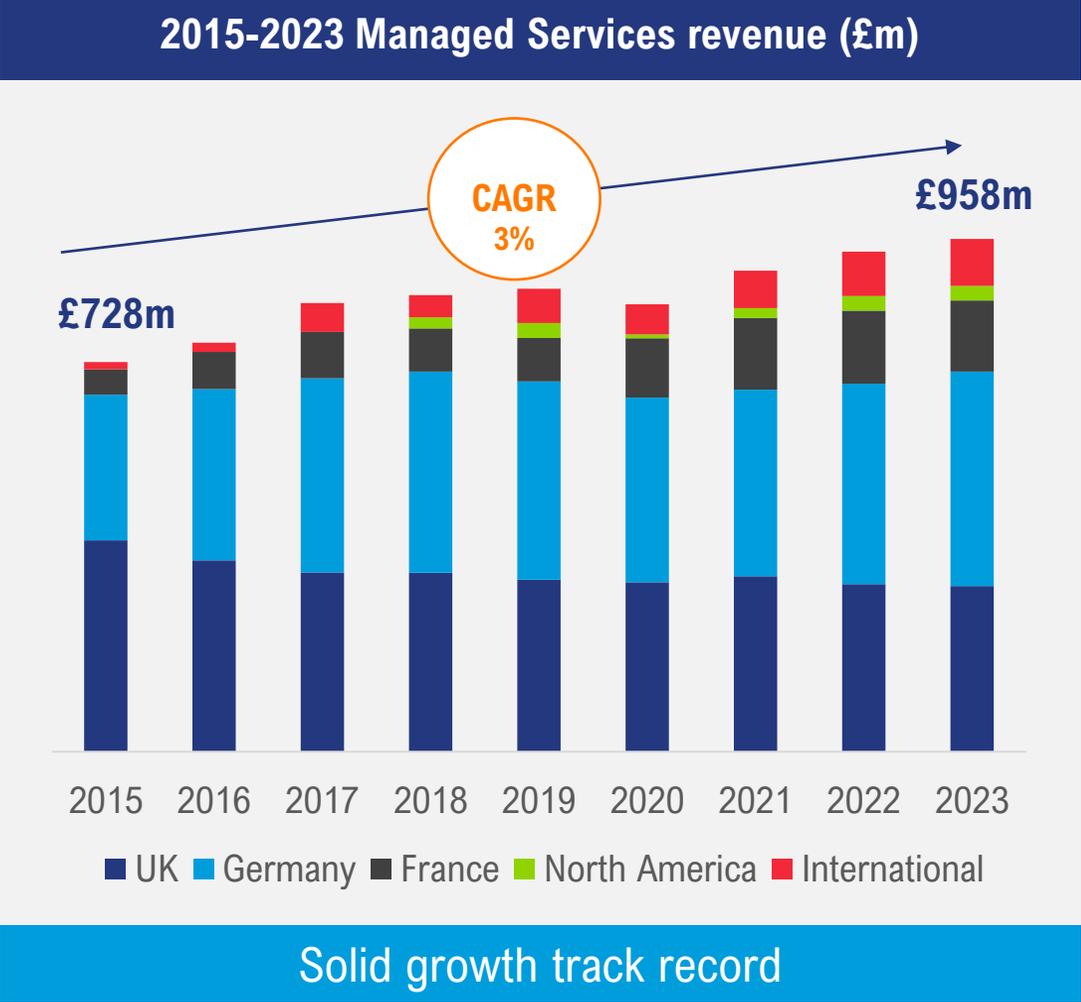
94%
 renewal rate

30
 languages

***ISG Provider Lens™**
Back2Back Leader 2023

nexthink
Partner of the Year 2023

Managed Services provide long-term revenue visibility and stability



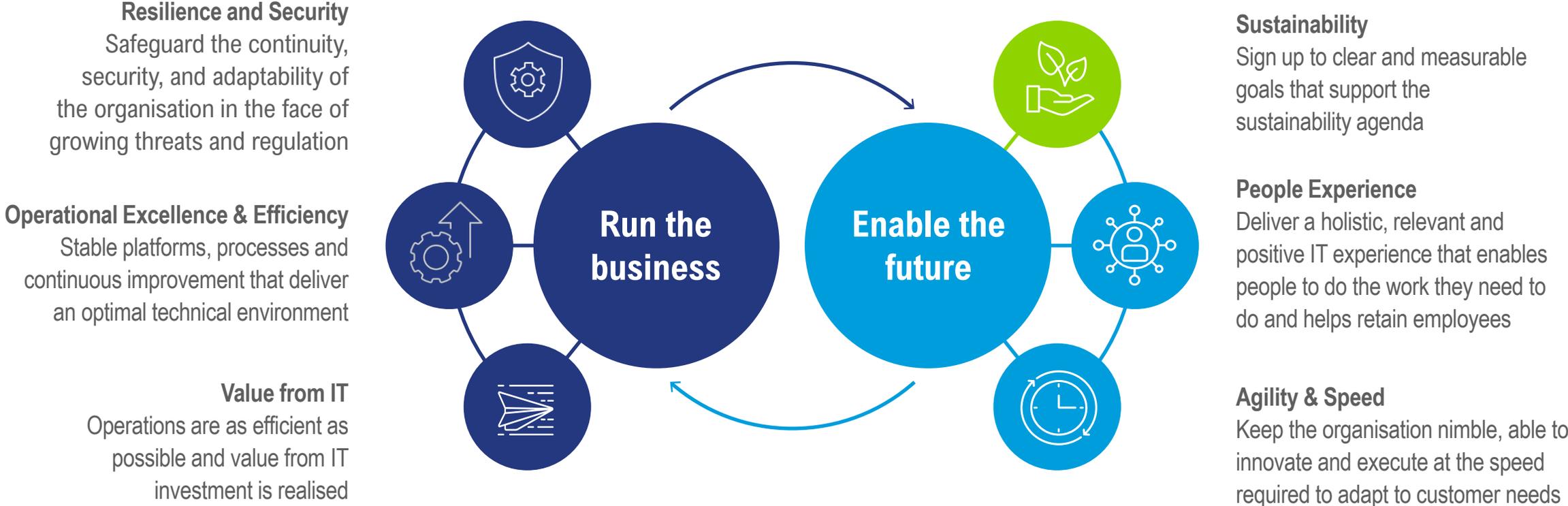
Managed Services - a strong anchor for the Group

Customer longevity and depth of relationship

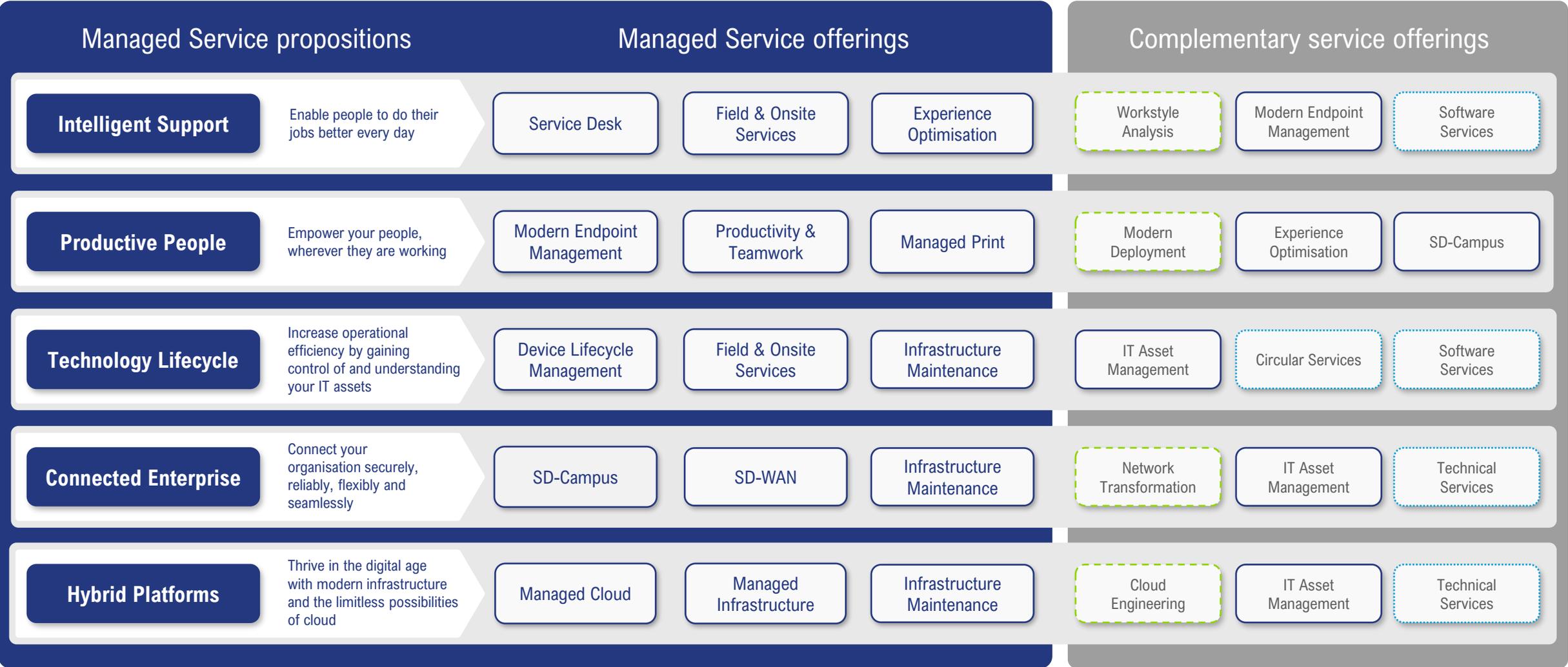


How Managed Services enables our customers

Addressing our customer needs - keep organisations flexible, secure and enabled



Managed Services portfolio



 Professional Services
 Technology Sourcing



Device Lifecycle Management (DLM)

UK Retail Bank

Source: Technology Sourcing

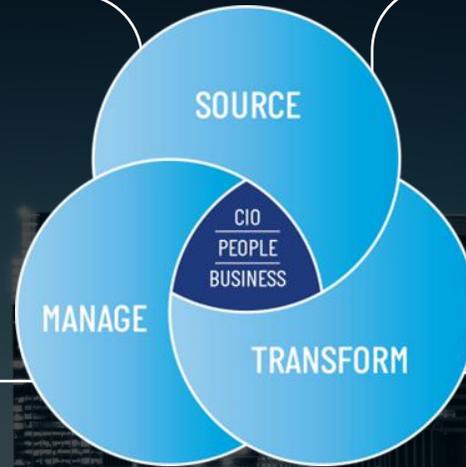
Simplifying & consolidating procurement

- >£150m pa across all Technology Areas
- Hardware & software, 100,000 orders pa

Recover: Circular Services

Secure & Sustainable device recovery

- 30,000 devices recycled so far



Transform: Professional Services

Enabling efficient technology design and deployment

- >£8m pa
- Access to skills when required
- Computacenter Project Office dedicated to Bank

Manage: DLM includes:

- End-to-end management of workplace devices from purchase to disposal
- Leverage of investment in market-leading tools to deliver efficient and consistent global service
- Enhanced seamless service through both customer and partner integrations

Manage: DLM value to customer

- Optimised inventory ensures devices meet demand / less waste
- Delivery is flexible (home, office, tech bar, bulk) so can align to user choice - improves user experience and productivity
- Multi-vendor capability meets evolving customer needs
- Improved asset integrity and security
- Sustainable approach to end of life (recover, remarket, recycle)



Confidence in our ability to grow

Portfolio clarity

- Strong pipeline for Device Lifecycle Management
- Build on Network capability and references
- Use proven scale, capability and extensive vendor relationships to be the maintenance partner of choice
- Leverage investment in Intelligent Support

Geographic expansion

- Exploit opportunity in North America
- Leverage global reach, scale and vendor partnerships to upsell into existing Workplace customers

Sales enablement

- Close alignment with European Managed Services Sales organisation to drive strong pipeline
- Exploit analyst recognition and references
- Thought leadership

Cost competitiveness

- India first service design to optimise pricing
- Exploit tooling investments to drive automation
- Continue to focus on cost levers

Large and fragmented market

Expect revenue to grow by low to mid-single digits per annum over medium term



Improving productivity through efficiency and optimisation

Maximising value from our investment

Leverage investment in tools

Optimise market-leading tools and processes to:

- Maximise automation capability
- Integrate with customers and partners
- Deliver efficiencies
- Improve quality
- Deliver proactive service
- Optimise resource use and lower cost locations

 GENESYS™  nextthink

 servicenow®

Exploit AI and automation

Our Triple A ApproachSM

- **AI** to reduce effort and augment people capability
- **Analytics** to deliver actionable insights
- **Automate** all rules-based tasks



India-first strategy

- From 18 to >1,800 people in 4 years
- Access to skills and capability - drive cost down and quality up
- New office for up to 3,300 people
- Blended location strategy ensures lowest cost resource to meet customer need



Summary: Managed Services

A strong anchor for Group

- Greater certainty of revenue stream
- Increased opportunity to sell across all Service Lines
- Greater lifetime value of customer as we have a great track record of renewing

Higher value to customers

- Typically delivers greater value to customer - embeds us more deeply
- Access to senior stakeholders means we stay aligned with customer priorities
- Increases longevity of relationships

Increasing productivity

- Continue to build scale in core locations – India-first strategy
- Continue to embed Triple A in everything we do
- Optimise and leverage investment in tools to drive cost, quality and better experience
- Ongoing drive for cost competitiveness

Visible growth

- The portfolio is aligned to the needs of our target market:
 - Device Lifecycle;
 - Software-Defined Networks (SDN)
- Strong pipeline in Europe
- Plans to support North America growth

Foundations are in place, excited about the opportunity ahead





Neil Hall

North America
President

North America

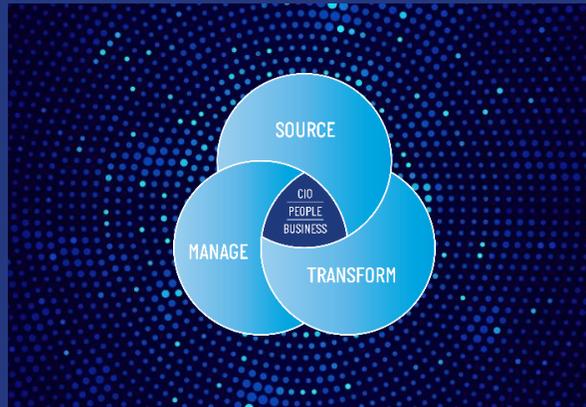
Joe Baker

Vice President of
Services Sales



We've made great progress in achieving our priorities

Our approach in North America



Establish a “Computacenter-like” capability for our target market **customers with an international footprint**



Leverage our Group operating model to **benefit from scale**



Improve our global **technology vendor positioning**



Grow Computacenter in North America to be a **material profit contributor**

Build a great growth story with many more career opportunities for our people



Establish a “Computacenter-like” capability



Established Computacenter US Inc.

- Allow US delivery of international service contracts
- Services provided by partners

2005

Took control of US service functions

- 300 people taken-on from partners
- Established our brand in US
- Mexico City Service Center

Cost: \$1m



FusionStorm acquisition

- \$1bn of Technology Sourcing gross invoiced income
- West Coast Hyperscale strength
- 300 people
- Silicon Valley Integration Center

Enterprise value: \$112m

2016



Pivot acquisition

- Doubled revenue and headcount
- Increased Services scale
- US nationwide positioning
- Canada business

Enterprise value: \$160m

2018



BITS acquisition

- Strengthened us in Mid-West
- 100 people
- Chicago Integration Center

Enterprise value: \$79m

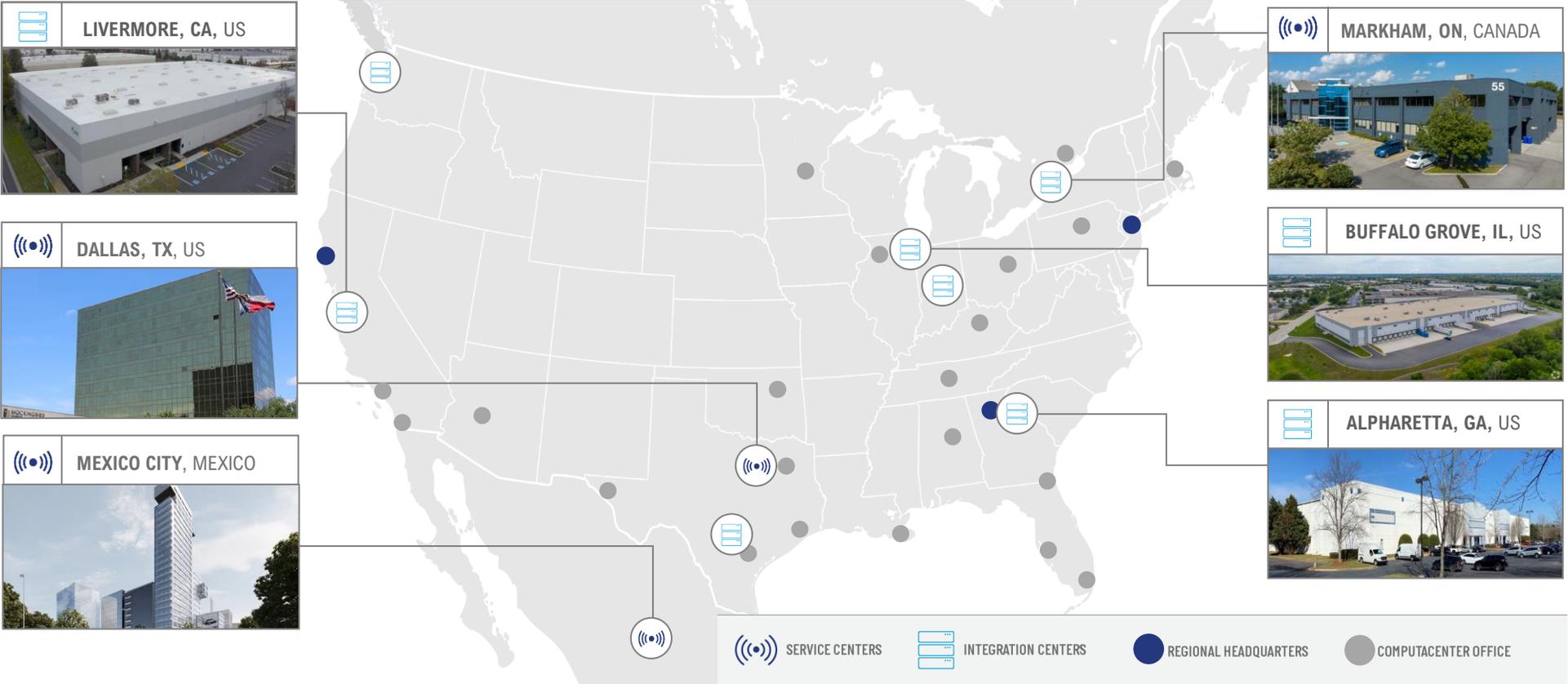
2020

2022



Establish a “Computacenter-like” capability

Sales Operations in the United States & Canada



Rapid Data Center Deployments
powered by our Hyperscale Configuration & Automation System

Hyperscale Leadership
with strong customer & technology vendor reputation

Endpoint Deployments

Leading Supplier to Canadian Government



\$4.1bn
Total gross invoiced income

\$182m
Total Services revenue

2,000
People

12,000
Customer Locations

300
Dedicated Onsite Engineers



Leverage our Group Operating Model to benefit from scale



Improve our global technology vendor positioning

Global Presence

- Vendors demand US presence to view partners as “global”
- North America gives Computacenter scale and brand equity

Global Growth

- North America market is the biggest for IT vendors and delivers scale
- US Workplace is huge growth opportunity

NA to Europe Inbound

- Computacenter is the only European-based VAR with North America capability at scale
- This is a key advantage and USP

Tier Attainment

- To maintain highest program tier levels, North America and European revenue is critical and tier status would not be possible independently

Advisory Boards

- Our combined revenue earns seats at all vendor advisor boards allowing us to shape programs of the future

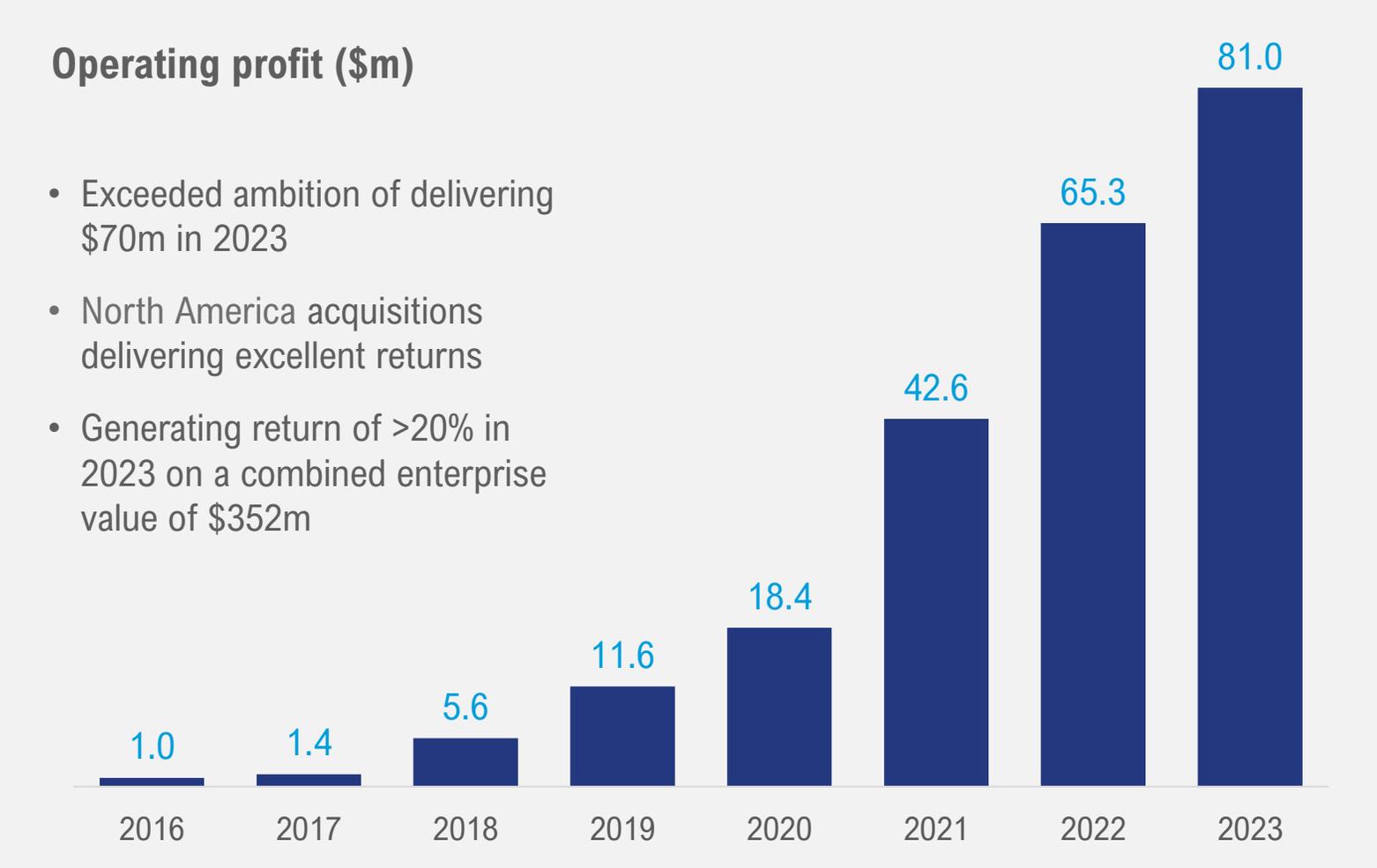
Global Position

- Our combined North America and European revenue lands a top 5 global partner position across Computacenter’s top 6 vendors



Grow Computacenter in North America to be a material profit contributor

North America accounted for 21%¹ Group adjusted operating profit in 2023



Computacenter "value added"

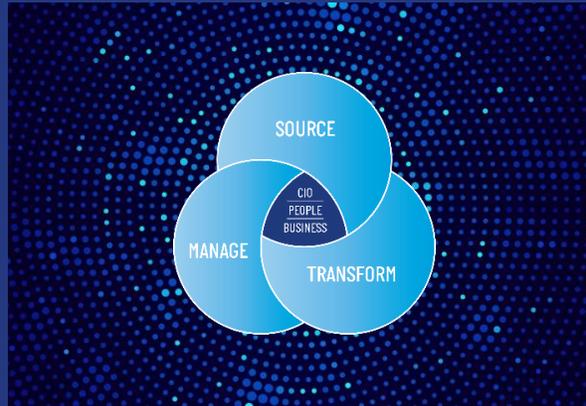
- Organic growth
- Revenue and cost synergies
- Group operating model benefits

Operating profit of acquired businesses in last full year before acquisition



We've made great progress in achieving our priorities

Our approach in North America



Mature our “Computacenter-like” capability for our target market



Leverage our Group operating model to benefit from scale



Improve our global technology vendor positioning



Ensure Computacenter in North America is a growth engine for the Group

Build a great growth story with many more career opportunities for our people



The opportunity in North America is huge

The market is highly fragmented



£3,601m

North America
total gross invoiced
income

1.2%

Target market
captured to date

47

Number of podium
customers
generating >£1m
of gross profit

Focused on **top 400** target customers



Same market drivers, different scale

Agility and
speed

Resilience
and security

People
experience

Value and
efficiency

Sustainability

Artificial
Intelligence

Hyperscale

- Headquartered in Silicon Valley
- Building compute capacity at scale for large workloads including AI
- Require support for growth at speed and scale

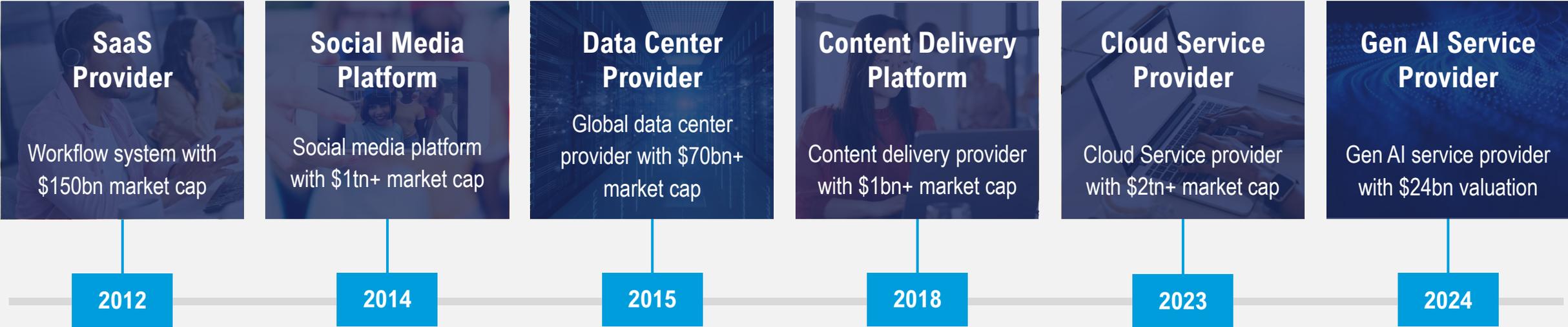
Enterprise

- Headquartered throughout the US
- Leverage a Hybrid Cloud (Public and Private)
- Require support for digital initiatives



Hyperscale journey to Gen AI

Hyperscale customer spend continues to grow



Why Computacenter for Hyperscale customers?

Our competitive advantage



Long-standing credibility in the market

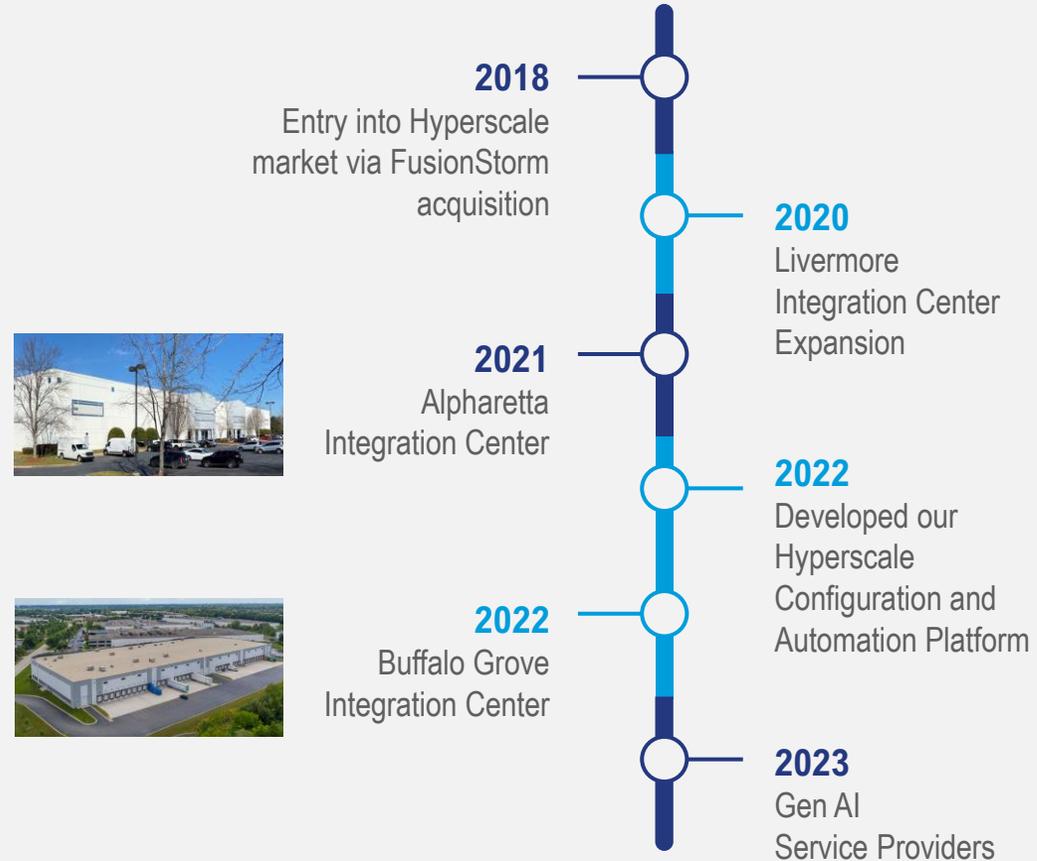
Market-leading international capability

Integration Center capabilities

Innovative platform to support Hyperscale

Technical expertise and Services capabilities

Balance sheet strength



Generative AI industry adoption and momentum

Technology adoption lifecycle - target customer and verticals

Phase 1 – Hyperscale Verticals Driving Gen AI Pipeline & Revenue

Technology Adoption



Key Verticals



Gen AI Maturity



Phase 2 - Enterprise Verticals Use Case Development & Future Gen AI Opportunity



Generative AI: High performance AI infrastructure

Powered by our Hyperscale Configuration and Automation Platform (HCAP)

AI infrastructure components	
High Performance Compute	<ul style="list-style-type: none"> • High density compute platform • GPU Accelerated • Air and liquid cooled platforms
High Performance Networking	<ul style="list-style-type: none"> • AI Fabric - Infiniband or 800GB Ethernet • Low latency/non-blocking topologies • Bursty network capacity
Low Latency Storage	<ul style="list-style-type: none"> • High performance/low latency • Software defined • Local storage, ML inference, data transformation
Data Center Infrastructure	<ul style="list-style-type: none"> • Significant power requirements • Liquid cooling • Infrastructure footprint is more significant

High performance AI infrastructure Integrated AI solution



Powered by  **HCAP**



Generative AI industry adoption and momentum

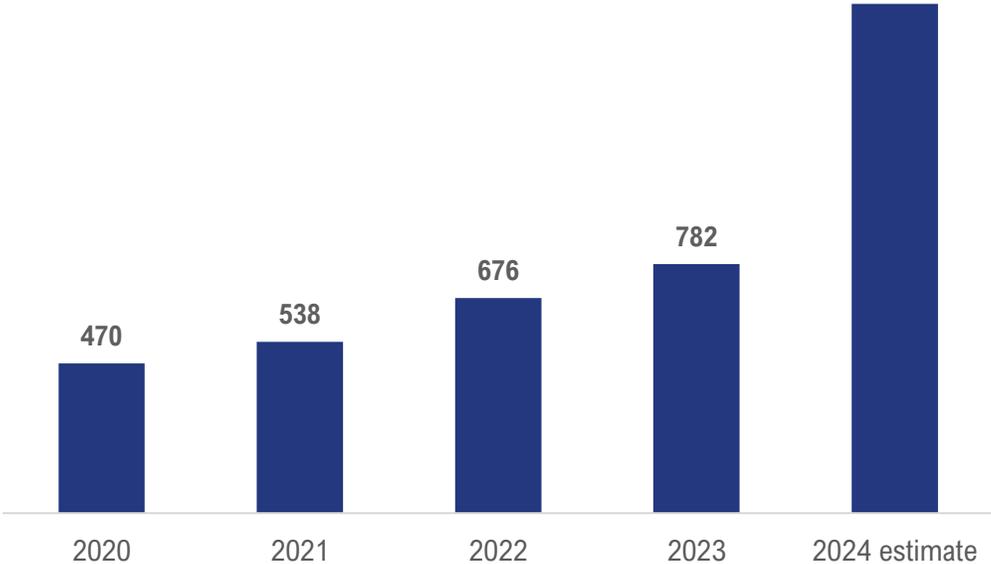
Gen AI Rapid Data Center Deployments measured by HCAP



HCAP solves unique and complex problems for our target customers

- Purpose built, industry leading
- Improves accuracy
- Delivers more value to our customers

Number of integrated rack builds delivered in North America



Hyperscale build-out example

Helping our customers deploy data center infrastructure at scale

Electric vehicle manufacturer

Supply Chain Services

Largest single day order ever

- Supply Chain Management
- Warehouse
- Asset Tagging
- Logistics Services

Gen AI start-up

Supply Chain Services Rapid Data Center Deployment

Started business in 2023

- Supply Chain Management
- Warehouse
- Asset Tagging
- Logistics Services
- Rack Integration

Gen AI provider

Supply Chain Services Rapid Data Center Deployment Deployment Services

Started business in 2023

- Supply Chain Management
- Warehouse
- Asset Tagging
- Logistics Services
- Rack Integration
- Professional Services



Same market drivers, different scale

Focused on our target markets

Agility and
speed

Resilience
and security

People
experience

Value and
efficiency

Sustainability

Artificial
Intelligence

Hyperscale

- Headquartered in Silicon Valley
- Building compute capacity at scale for large workloads including AI
- Require support for growth at speed and scale

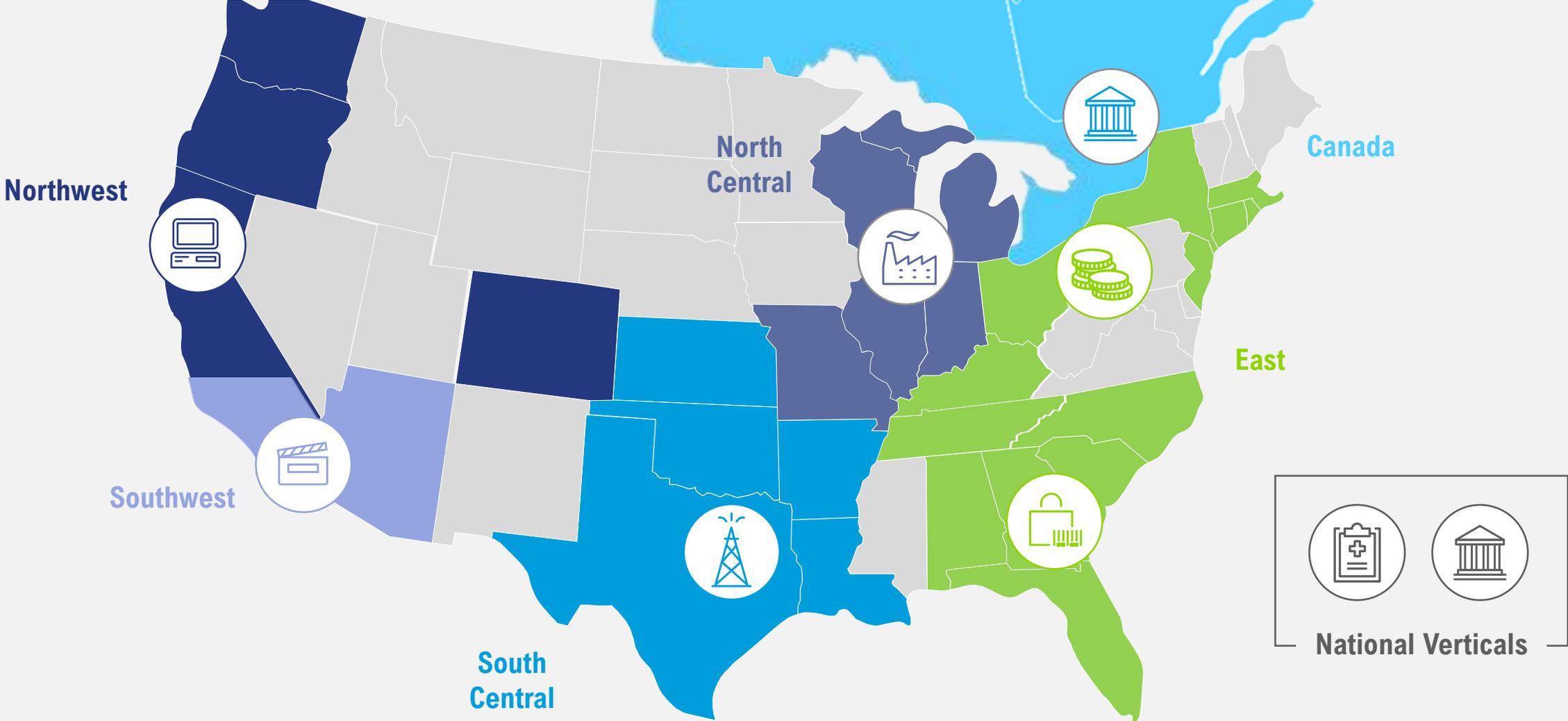
Enterprise

- Headquartered throughout the US
- Leverage a Hybrid Cloud (Public and Private)
- Require support for digital initiatives



Expanding North America sales coverage model

Focused on our target markets



Building long-term relationships with Enterprise customers

Through our integrated services model

Healthcare

Atlanta

Technology Sourcing
Professional Services
Managed Services

New hospital build

- Consulting
- Project management
- Wireless surveys
- Field engineering
- Migrations
- Implementation

Financial

New York

Technology Sourcing
Professional Services

Data center migrations

- Project management
- Engineering
- Implementation
- Onsite resources
- Decommissioning
- Deskside / Smart hands support

Retail

Minneapolis

Professional Services

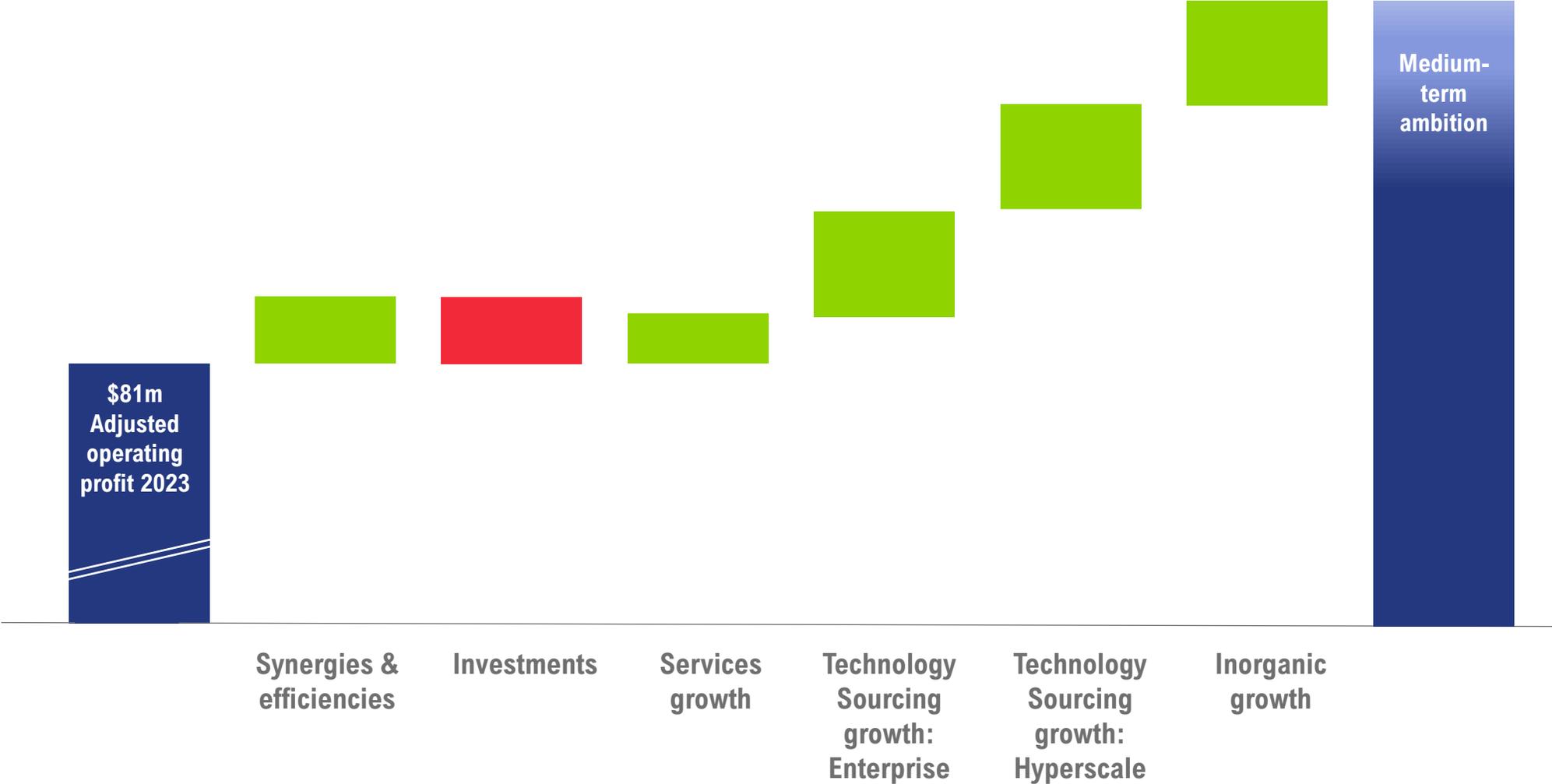
Store deployments

- CAD services
- Deployment support services
- Infrastructure cabling and device installation
- Professional Services

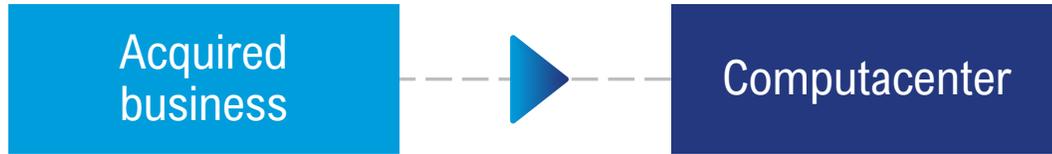


Drivers of growth in North America

We expect to deliver strong growth



Acquisition criteria



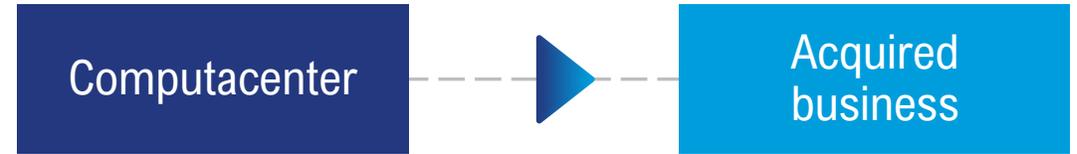
Target market customers

People and cultural alignment

Services and skills

Regional coverage

Strong returns



Vendor scale and credibility

Culture and leadership

Best international VAR

Largest services VAR

Balance sheet strength



Summary: North America

Strongly positioned to deliver on exciting growth opportunity in North America

Strong execution to date

Now a leading VAR in world's largest market

Huge market opportunity

Expansive target market with both Enterprise and Hyperscale customers

Diversifying customers and capability

Focused on broadening our customer base in our target market and building services capability

Expect to deliver strong growth

Positioned to deliver on exciting organic growth opportunity enhanced by targeted acquisitions

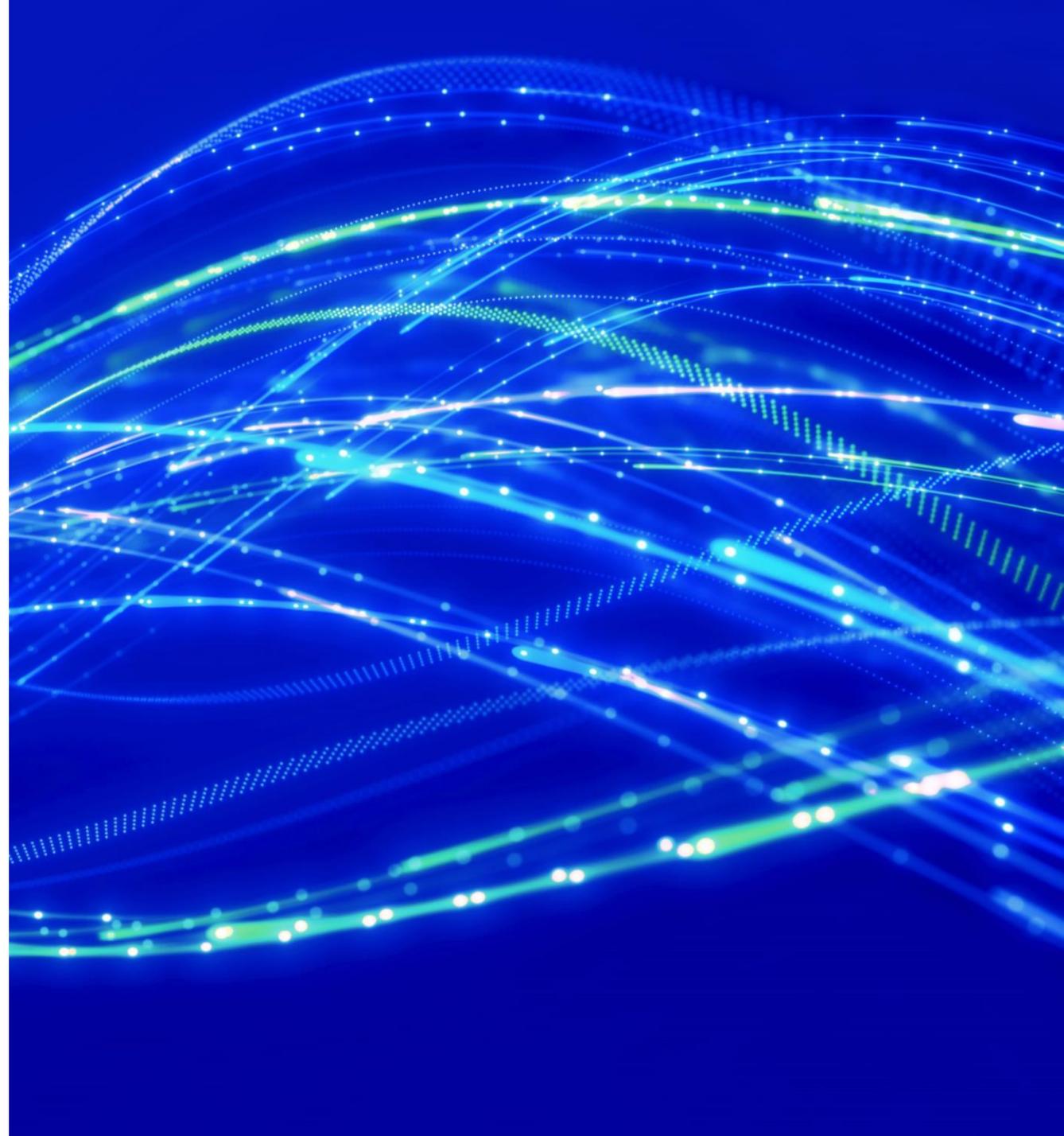




Mo Siddiqi

Group Development Director

Circular Services



Sustainability is on every organisation's agenda



We want to use technology to improve the state of the world



Landeshauptstadt München



Help us on our path to becoming a zero-waste city



We have ambitious commitments to preserve the planet's resources



Winning Together for our people and our planet

Computacenter's Sustainability (ESG) Strategy

Creating positive impact for our people, customers and communities

24.3%
of our most senior
leaders are women



Sustainable
Engagement



Group Employee Survey 2023



Inclusion

Over 40
charities supported
through fundraising
and volunteering



Delivering
sustainability
solutions for our customers



>775k
devices recovered
[from >2m items total]



>117k
tonnes of
carbon avoided



748
tonnes of raw
materials recycled

PEOPLE

SOLUTIONS

PLANET

Ensuring
sustainable operations
and delivering on Net Zero 2040 plan



green
energy



Carbon Neutral
from 2022



SBTi approved
Net Zero target



Computacenter's Circular Services

Our target: Recover a device for every device we sell

Circular Services Centers



775,000 devices recovered (2023)



Integration Centers



4.7 million new devices sold (2023)



Device recovery - value



Redeployment

Extend asset life



Remarketing

Maximise value recovery



Recycling

Sustainable disposal

Comprehensive services
Secure collection | 100% data destruction | Asset tracking
Workplace | Data Center | Networking



Proven customer success in sustainability

Where we have delivered



Leading global software inc. SaaS provider

Data Center Server decommissioning

- 18,000 servers
- One year project
- Computacenter engineers (PS)
- Computacenter vehicles for secure collection
- Decommissioning in Computacenter Circular Services Center
- Make data safe on storage devices and then remarket



Global bank

Global IT Asset Disposition (ITAD) service

- >100,000 items processed each year
- >20,000 data media items shredded on-site
- Relocated Pune office, recovering 13,000 items in 6 weeks



Global bank

Workplace Technology Lifecycle

- >40,000 devices recovered per annum
- >5,000 data media items shredded per annum on-site
- 5-year Managed Services contract
- Includes Tech Sourcing for new devices supply



Environmental reporting

Helping our customers make a real sustainability impact

ENVIRONMENTAL REPORT




Recycling

Recycling data is based on a rolling program of testing the extraction of valuable materials from our customers' unused equipment. For each ton of the surplus, industrial sites or distribution centers by RSC equipment of a particular type and all of the outputs are weighed and recorded to achieve an exact mass balance report.

We work further to discover new suppliers of plastics and cardboard. The final goal of the process is the additional value and recycling of materials which are normally sent for energy recovery, but made of reusable assets for recycling reuse.

Material	Reusable (Kg)	Energy (Kg)	Landfill (Kg)
Aluminum	4,997,731	232,147	4,765,584
Steel	6,577,732	30,448	6,547,284
Plastic	1,808,832	4,854	1,803,978
Cardboard	38,248	38,443	0
Other	8,311,582	17,052,897	0
Total	21,763,125	17,408,949	14,116,566
% Reusable	99.99%	99.99%	1.00%

Carbon

252,428 Kilo of CO₂ emissions saved by recycling working equipment

That's the equivalent of **2,805** Flight hours in a jumbo jet

Water

422,821 Litres of water saved by recycling working equipment

That's the equivalent of **0.1691** Olympic sized swimming pools

Financials

Financial Summary - 2019

Revenue generated from Resale/Marketing Assets

Revenue made from Substitution of Assets

Value of Assets Sold

Financial Summary - Q4 2019

Financial Summary - Q3 2019

Financial Summary - Q2 2019

Financial Summary - Q1 2019

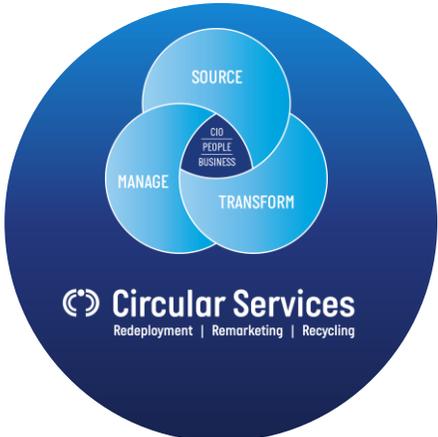



Building leverage

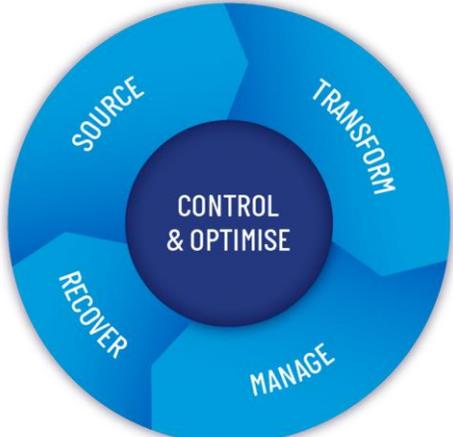
Global IT Circular Services market estimate £13bn at average 9% per annum growth rate



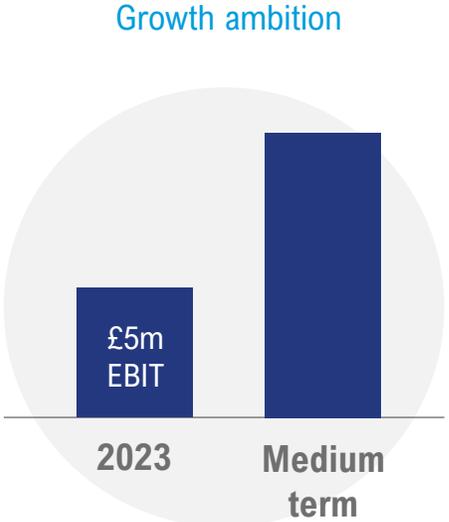
Sustainability
Customer trust



Differentiation
32 years of experience



Adjacency
Natural extension
for our customers



Scale
Growth opportunity





Chris Jehle

CFO

Financial profile



A highly scalable Technology Sourcing and Services model

Consistent value creation with a strong track record over the last 19 years

A scalable Group Operating Model

- Highly customer-focused and entrepreneurial culture
- Deep, long-term customer relationships with large corporate and public sector organisations
- The best international capability of any VAR globally
- Differentiated integrated Sourcing and Services model
- Diversified by both activity, technology area and geography

How we build value

Organic growth

Volume and market share growth

Productivity gains

Group operating model
Scale benefits

Leveraging strategic investments

Targeted acquisitions

North America focus

Ordinary dividend

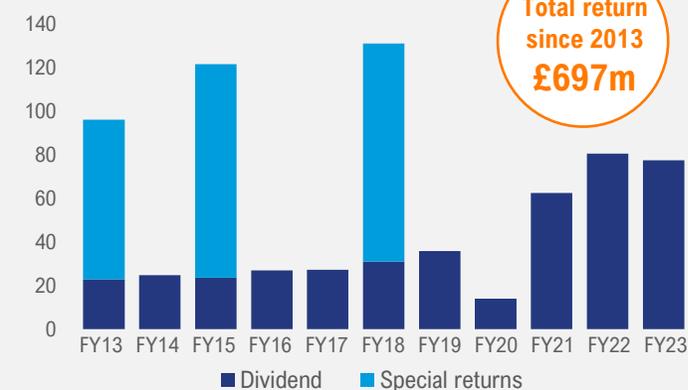
Return of surplus capital

A strong track record

19 years of Adjusted EPS growth

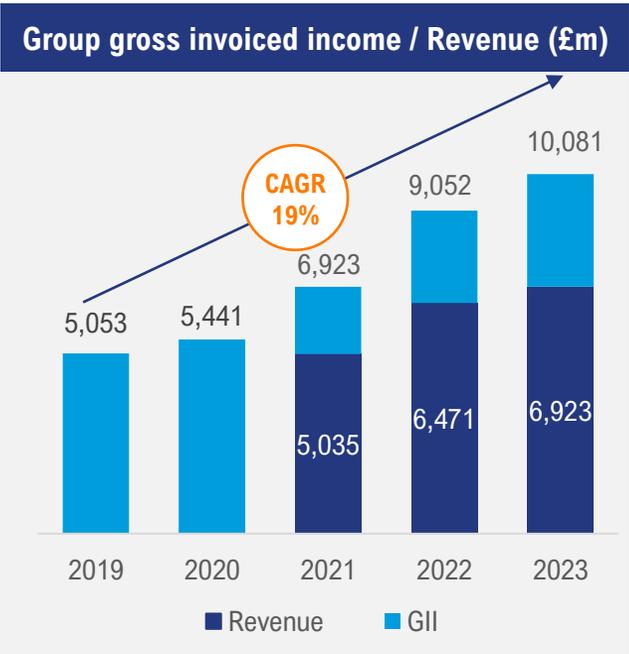
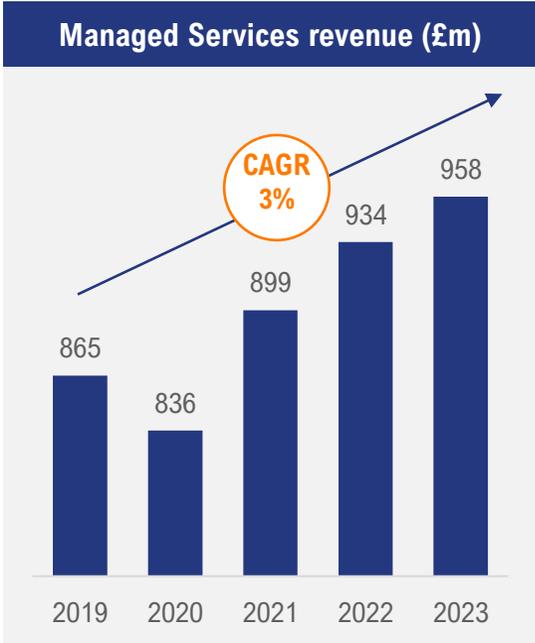
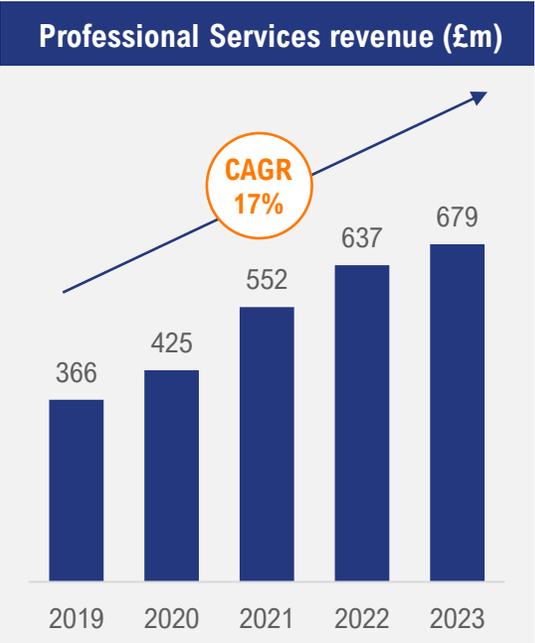


Total shareholder returns



Growth across all Service Lines

A proven track record of revenue growth



Growth ahead of market in Technology Sourcing



Strong and consistent growth in Professional Services



Visible multi-year contracts in Managed Services

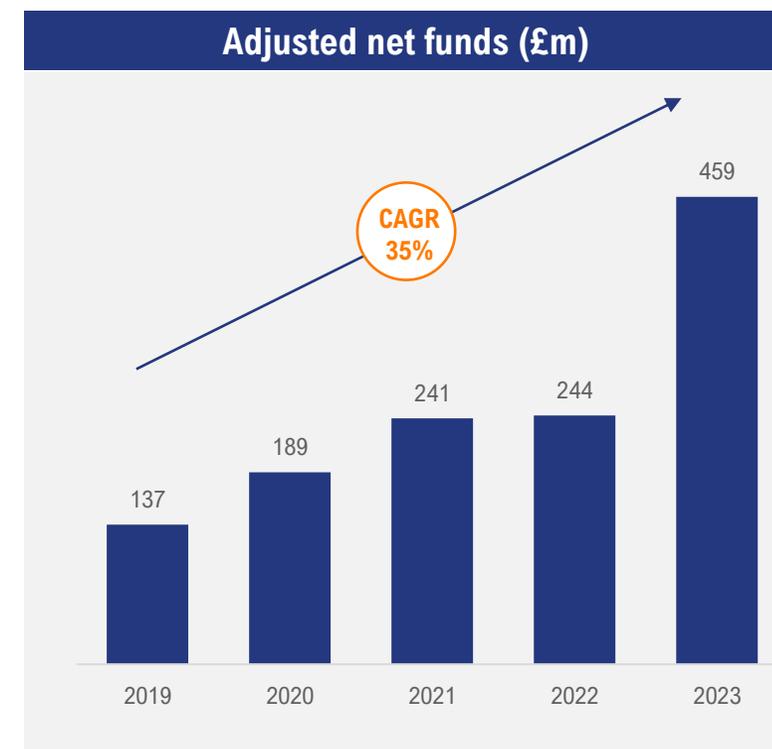
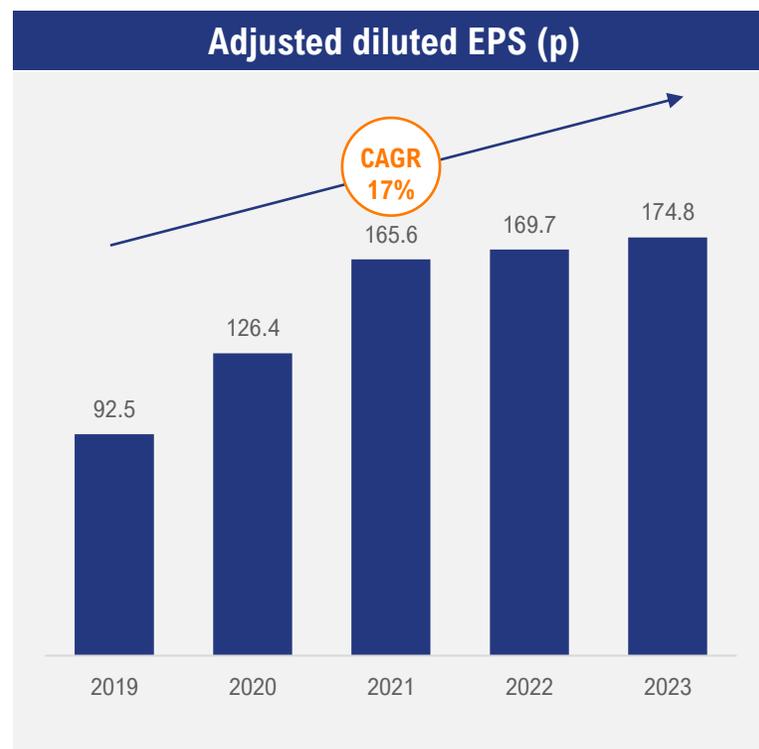


Delivering strong growth in GII and revenue for the Group



Compounding profit and EPS growth, backed by a strong balance sheet

Double-digit profit and earnings growth



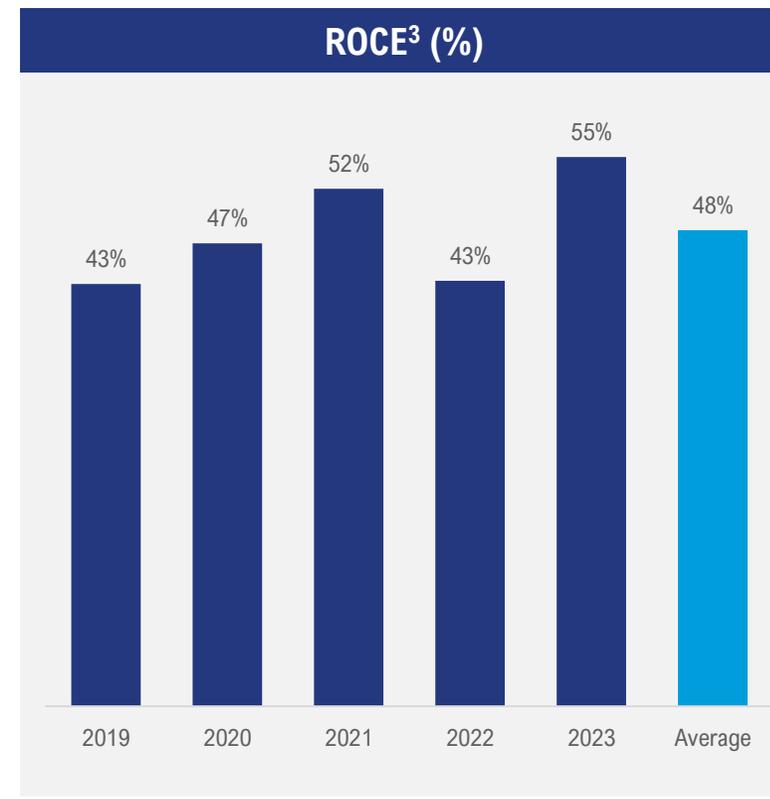
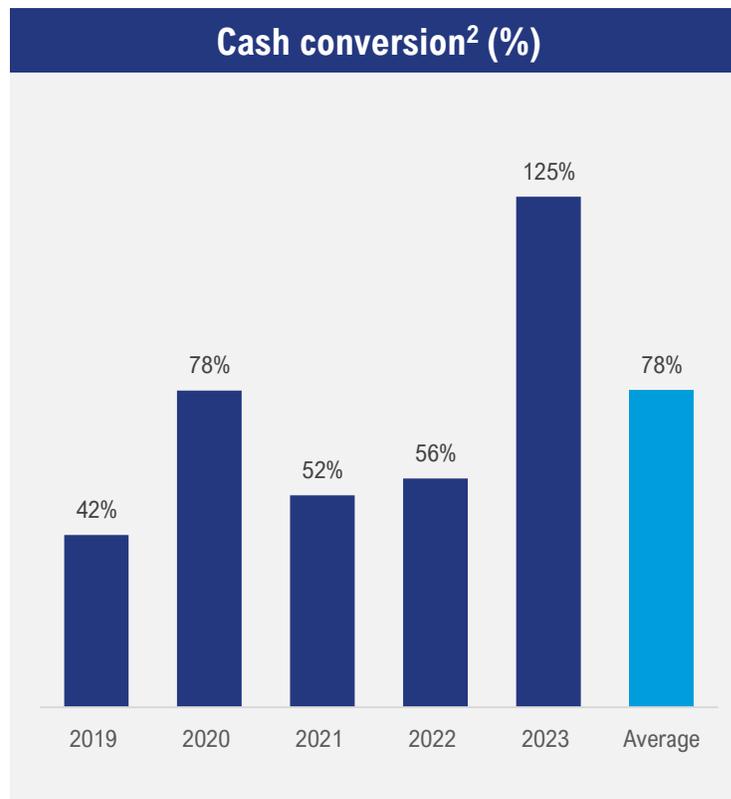
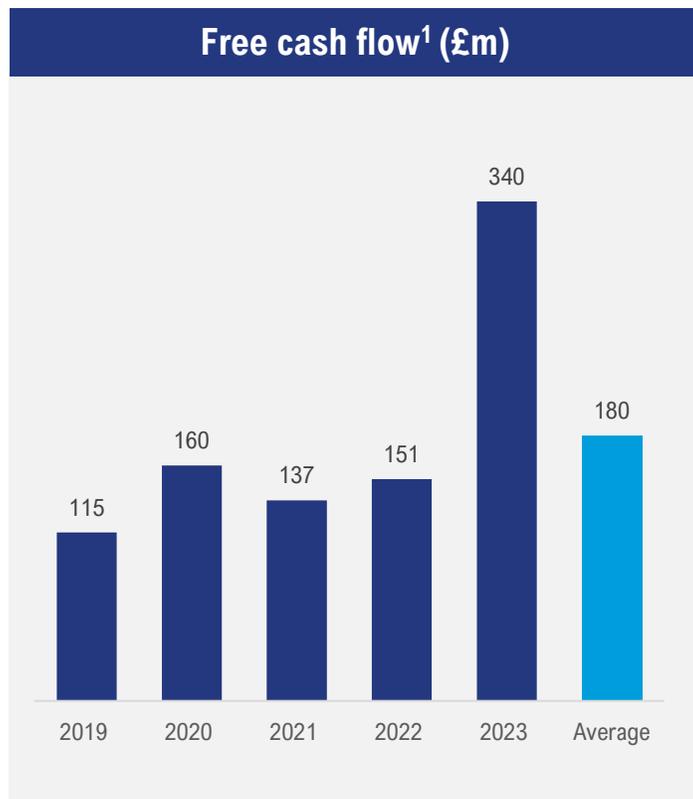
Double-digit growth
in gross profit

Double-digit growth
in adjusted EPS

Backed by strong balance
sheet



A highly cash generative model producing strong returns on capital



Consistent strong free cash flow generation

Average cash conversion >75%

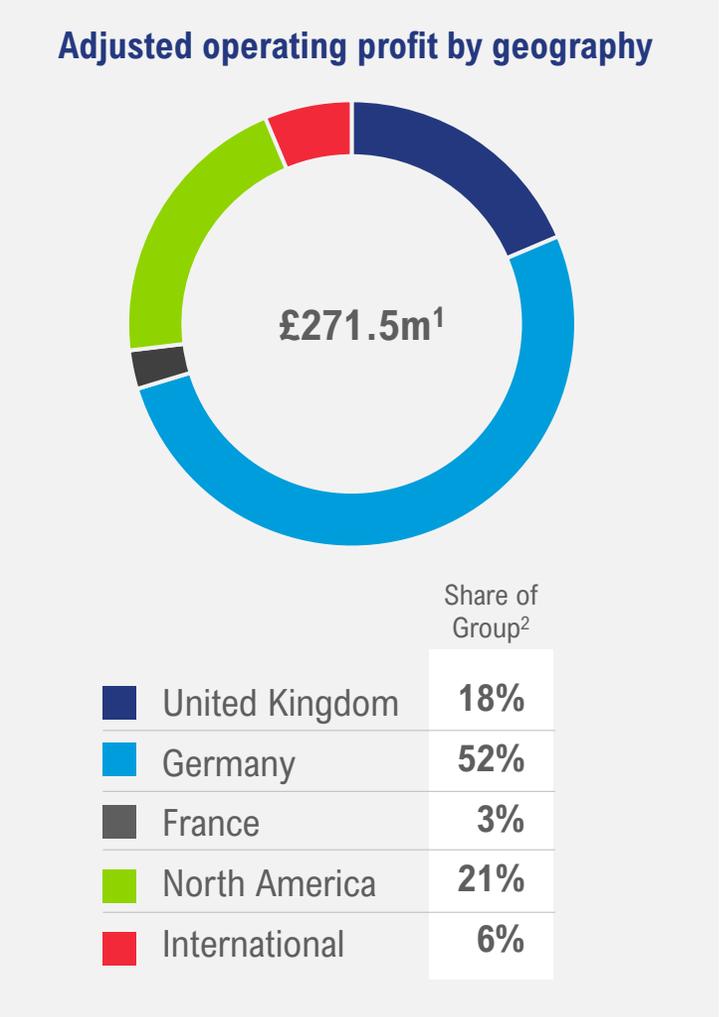
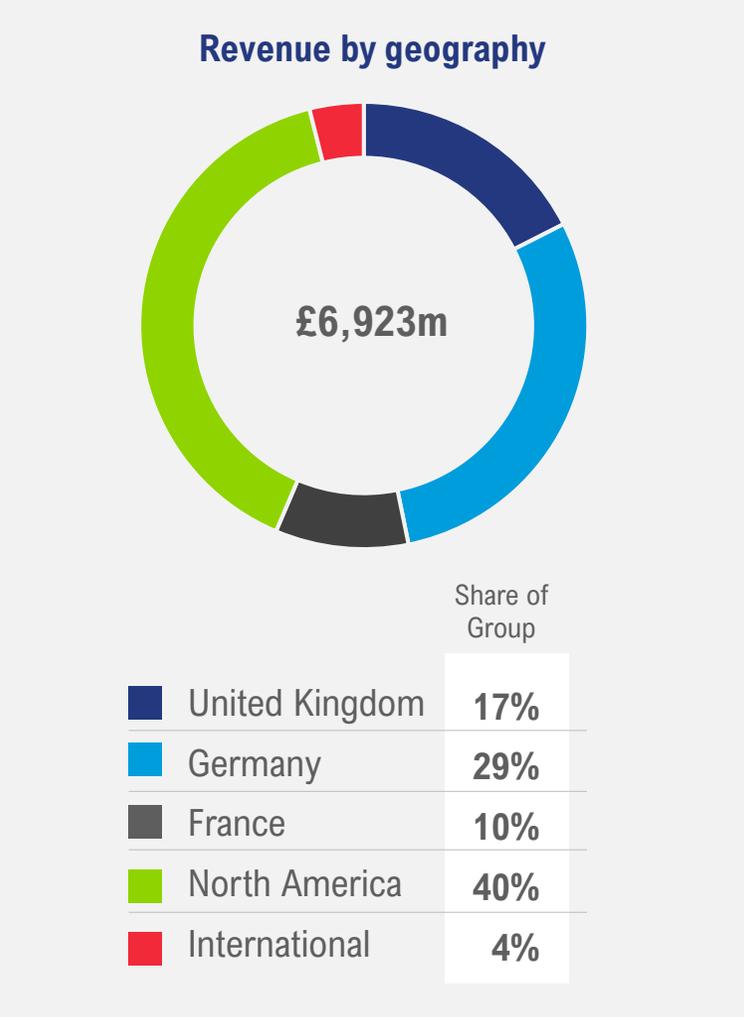
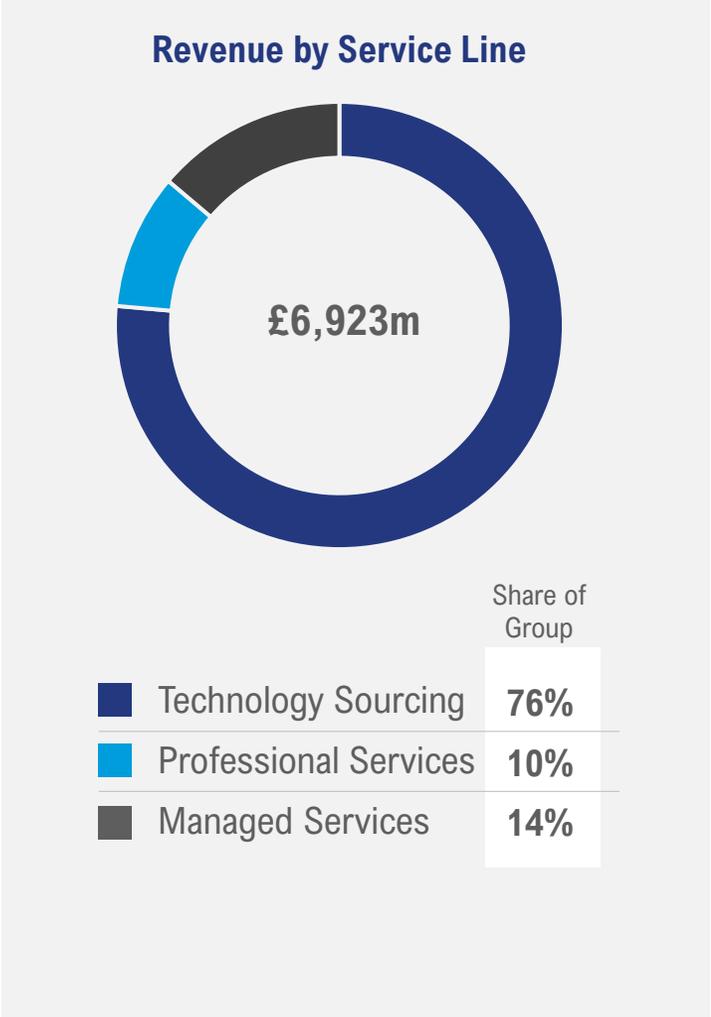
Delivering high returns on capital employed

1. Free cash flow is defined as cash generated from operations after interest and payments related to lease liabilities, net interest paid / received, tax paid and capital expenditure
2. Free cash flow divided by adjusted operating profit
3. ROCE is defined as adjusted operating profit divided by net assets excluding adjusted net funds/(debt)



Diversified by Service Line and by geography

Full Year 2023



1. After central costs
2. Excluding central costs



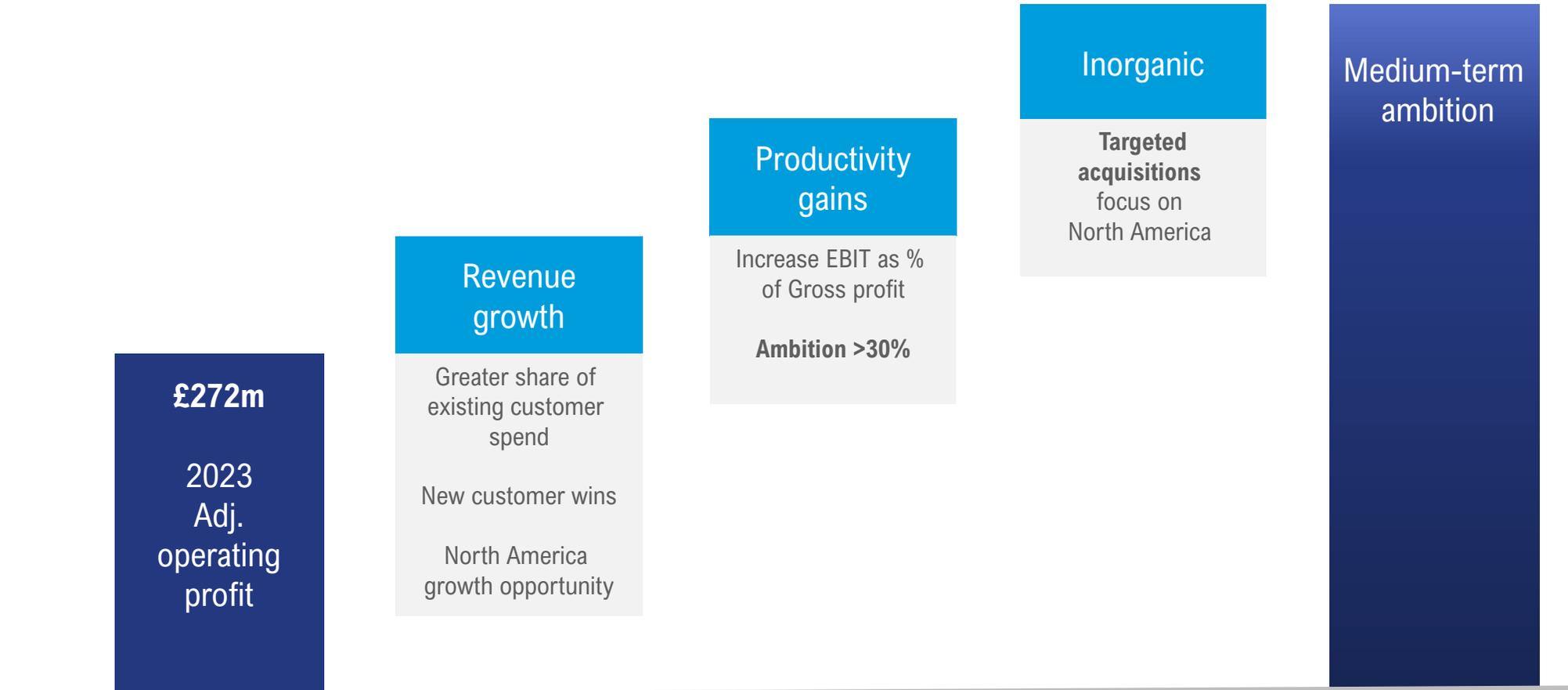
We expect to grow revenue ahead of the market in the medium term

	 Technology Sourcing	 Professional Services	 Managed Services
Revenue			
Revenue growth ambitions	Grow ahead of market	High single digit to low double digit % pa	Low to mid single digit % pa
CAGR 2019-2023	22%¹	17%	3%
% of 2023 Group revenue	76%	10%	14%



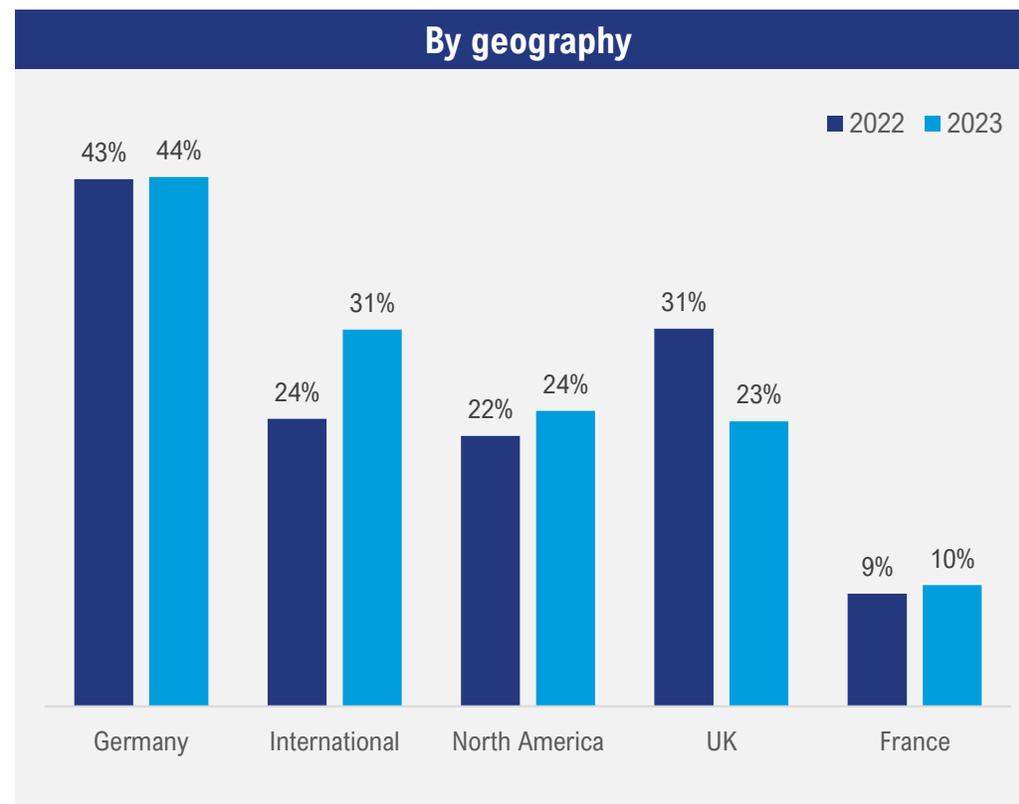
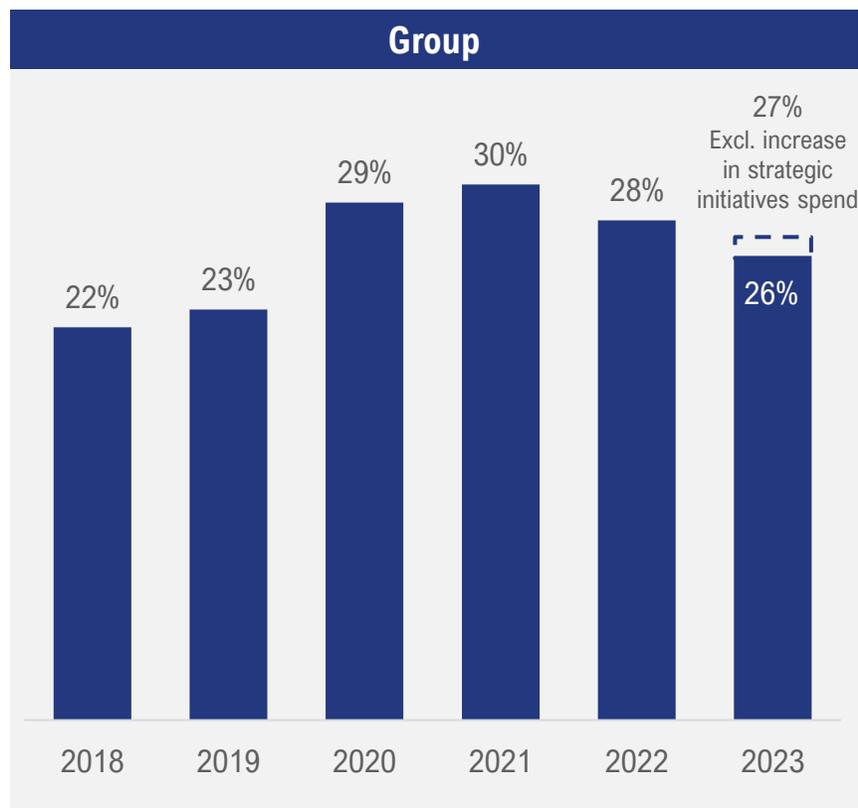
We expect to create significant further value

Drivers of value



Clear focus on driving productivity

Adjusted operating profit as a percentage of gross profit



Ambition of >30% for the Group in the medium term

Germany achieving >40% reflecting its breadth of capability and maturity



Productivity improvement drivers

Leveraging our Group Operating Model

Globalisation and harmonisation of processes



Technique TechSource

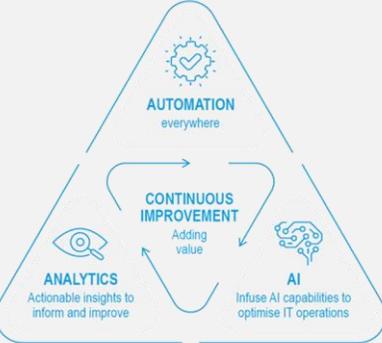
Benefits of integrated best of breed platforms



Nearshoring and offshoring



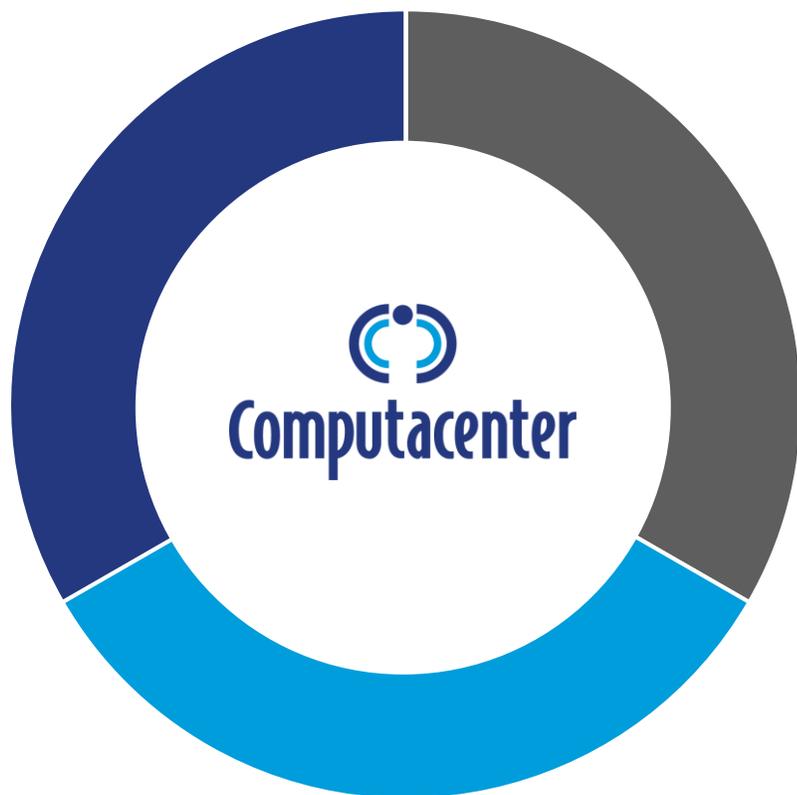
Artificial Intelligence



Group Operating Model



Our capital allocation framework



Organic investment

- Drive market share gains through consistent organic investment

2013-23

£345m

M&A

- Acquisitions have built geographic and business line diversity, enhancing the operational resilience of the Group

North America
acquisitions

\$352m
(EV¹)

Returns to shareholders

- Dividend policy: dividend cover of 2 to 2.5x adjusted diluted EPS
- Long track record of paying dividends and other special one-off cash returns

2013-23

£697m



Our investments to create value

Circular Services

New **Circular Services ERP** system configured for our specific needs (Microsoft D365)

Opening of **Gustavsburg Circular Services Center** in Germany



Technology Sourcing

Integration Center investments:

- Kerpen
- Moordrecht

E-commerce:



Network & Security Infrastructure

Significant investment in **network and security infrastructure** globally to support hybrid working and help to secure ourselves and our customers



Artificial Intelligence

Our new **key platforms include AI capabilities:** e.g. ServiceNow, Salesforce, Genesys

Microsoft **Copilot for Web** (GenAI) and **Copilot M365** (internal search) being deployed



Professional Services

• **India & Romania PS** Delivery Centers

• **Professional Services Standards** framework:



Sales & Customer Engagement

New **Sales CRM and Quotation systems** being deployed globally to approximately 2,000 users



Managed Services

India offshore growth to **1,800 people**

New building in Bangalore with capacity to scale to **3,300 people**



IT Service Management

Rollout of our **IT Service Management (ITSM)** systems upgrade programme, centred on ServiceNow

Deployed Genesys **Contact Center** software globally



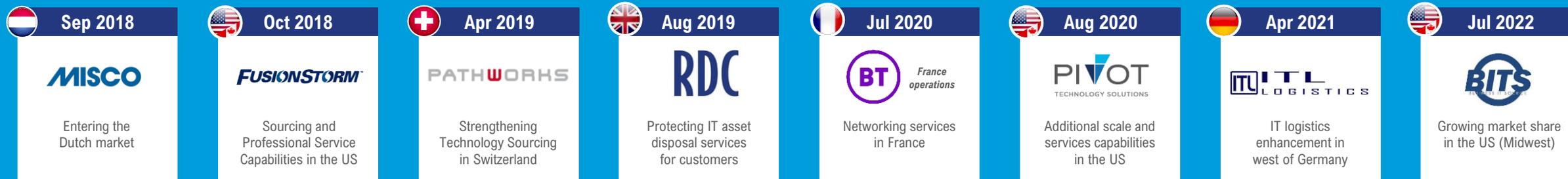
ERP Systems Modernisation

Continued investment in our long-term **SAP ERP upgrade programme** which underpins our operations

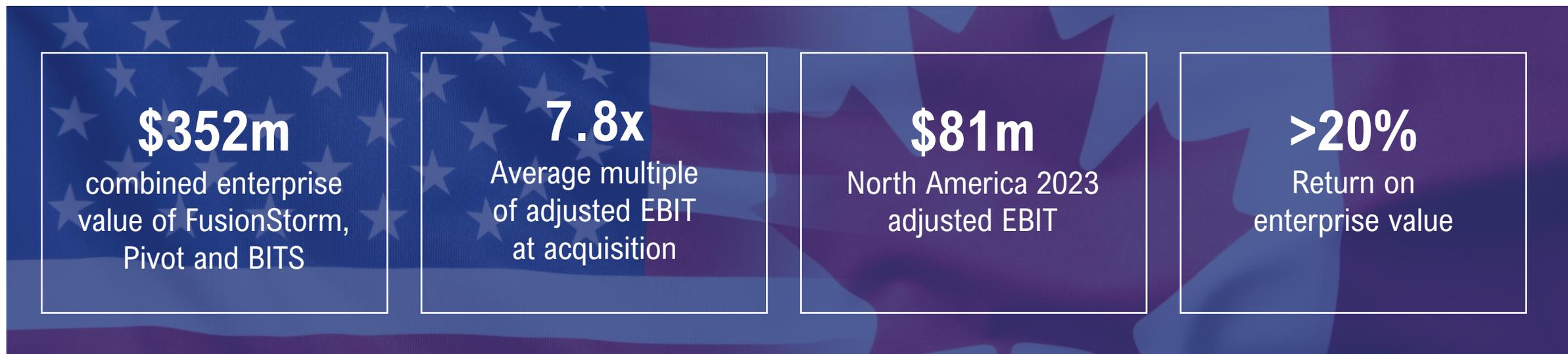


Adding value through targeted acquisitions

Acquisitions since 2018



North America acquisitions



Building long-term value

Our differentiators



Technology and people



Services breadth and scale



Powerful partnerships



Market-leading international coverage



Resilient scale infrastructure

Our growth model

Attractive market growth



IT spend – **durable growth trends**

Continued share gain



Market share gains to deliver **above market growth**

Leveraging group scale



Group operating model enabling **delivery of scale benefits**

Profit and cash generation



Track record of delivering **cash-backed profit growth** enabling sustainable investment, M&A and returns

Supporting sustainable value creation

Medium-term financial framework

Revenue

Ahead of market growth

Profit

Ambition to deliver significant increase in medium term

Sustainable returns

ROCE >45%



Disclaimer

This presentation includes statements that are, or may be deemed to be, 'forward-looking statements'. These forward-looking statements can be identified by the use of forward-looking terminology, including the terms 'anticipates', 'believes', 'estimates', 'expects', 'intends', 'may', 'plans', 'projects', 'should' or 'will', or, in each case, their negative or other variations or comparable terminology, or by discussions of strategy, plans, objectives, goals, future events or intentions. These forward-looking statements include all matters that are not historical facts. They appear in a number of places throughout this presentation and include, but are not limited to, statements regarding the Group's intentions, beliefs or current expectations concerning, amongst other things, results of operations, prospects, growth, strategies and expectations of its respective businesses.

By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances. Forward-looking statements are not guarantees of future performance and the actual results of the Group's operations and the development of the markets and the industry in which they operate or are likely to operate and their respective operations may differ materially from those described in, or suggested by, the forward-looking statements contained in this presentation. In addition, even if the results of operations and the development of the markets and the industry in which the Group operates are consistent with the forward-looking statements contained in this presentation, those results or developments may not be indicative of results or developments in subsequent periods. A number of factors could cause results and developments to differ materially from those expressed or implied by the forward-looking statements, including, without limitation, those risks in the risk factor section of the Computacenter plc 2023 Annual Report and Accounts, as well as general economic and business conditions, industry trends, competition, changes in regulation, currency fluctuations or advancements in research and development.

Forward-looking statements speak only as of the date of this presentation and may, and often do, differ materially from actual results. Any forward-looking statements in this presentation reflect the Group's current view with respect to future events and are subject to risks relating to future events and other risks, uncertainties and assumptions relating to the Group's operations, results of operations and growth strategy.

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