



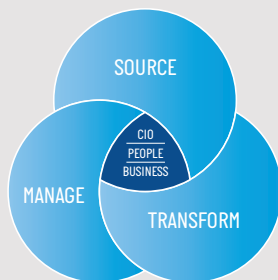
### Our Purpose

# HELPING OUR CUSTOMERS CHANGE THE WORLD

Our Purpose is helping our customers change the world. To support this, we build long-term trust with our customers, our people, our partners, our communities and our shareholders.

Our customers are some of the world's greatest organisations in both the corporate and public sectors. They make world-changing decisions and investments, and while we do not change the world ourselves, we enable success for our customers so that they can realise the transformative benefits of information technology for their organisations, people, and the world. We work hard to get to know our customers, understand their needs and put them at the heart of everything we do.

### Who we are and what we do



We are a leading independent technology and services provider, trusted by large corporate and public sector organisations. We are a responsible business that believes in winning together for our people and our planet.

We help our customers to source, transform and manage their technology infrastructure to deliver digital transformation, enabling people and their business.

### Our Ambitions

- Our customers will strongly recommend us for the way we help them achieve their goals.
- We'll be the preferred route to market for technology vendors, who can rely on our reach and scale.
- People will want to join us, stay with us, and grow with us.
- We'll be a trusted, agile and innovative provider of technology and services across the world.

### Strategic Priorities



#### CUSTOMER RELATIONSHIPS

Retain and maximise the relationships with our large corporate and public sector customers over the long term.



#### CUSTOMER VALUE

Build unrivalled value for our target market customers by combining our service and product capabilities.



#### SERVICES GROWTH

Lead with and grow our Services.



#### PRODUCTIVITY

Improve our productivity and enhance our competitiveness by leveraging our scale and building efficiencies.

### 2022 highlights

Eighteenth consecutive year of adjusted<sup>1</sup> earnings per share growth

Services revenue increased by 8.3 per cent, demonstrating our development of customer value

Continued significant programme of investments to underpin our long-term resilience, competitiveness and growth

India offshore headcount grew to 1,100, a key source of skills and competitive advantage in the years ahead

North American Segment continued to progress and increased its gross profit by over 18 per cent in constant currency<sup>2</sup>, in line with our plans and illustrating the long-term opportunity

Customer accounts with gross profit of over £1 million per annum increased by 10.7 per cent, showing our ability to retain and develop long-term customer relationships

Achieved carbon neutral status for Scope 1 and 2 emissions in 2022, making us one of the first companies in our industry to reach this milestone

Over 20,000 people employed at the end of 2022, highlighting the remarkable scale of our skills and resources globally

## Financial strength and stability

- Listed company since 1998, UK FTSE 250
- Robust balance sheet with a history of positive adjusted net funds<sup>3</sup>

- One of the world's largest value-added resellers (VARs) of information technology (IT)
- A leading international IT services business

Gross invoiced income (£m)

**9,052.2**

Services revenue (£m)

**1,570.6**

Adjusted net funds<sup>3</sup> (£m)

**244.3**

Return on Capital Employed  
(Four-year average)

**46.1%**

## Financial track record

- Long-term track record of revenue and profit growth
- Highly cash generative

	2018	2019	2020	2021	2022	2022 vs 2021
Gross invoiced income (£m)	4,352.6	5,052.8	5,441.3	6,923.5	<b>9,052.2</b>	30.7%
Revenue (£m)*				5,034.5	<b>6,470.5</b>	28.5%
Adjusted <sup>1</sup> profit before tax (£m)	118.2	146.3	200.5	255.6	<b>263.7</b>	3.2%
Profit before tax (£m)	108.1	141.0	206.6	248.0	<b>249.0</b>	0.4%
Adjusted <sup>1</sup> diluted EPS (pence)	75.7	92.5	126.4	165.6	<b>169.7</b>	2.5%
Diluted EPS (pence)	70.1	89.0	133.8	160.9	<b>159.1</b>	[1.1%]
Dividend per share (pence)	30.3	10.1	50.7	66.3	<b>67.9</b>	2.4%
Services revenue (£m)	1,175.0	1,230.6	1,261.2	1,450.9	<b>1,570.6</b>	8.3%
Operating cash flow (£m)	115.2	198.3	236.9	224.3	<b>242.1</b>	7.9%
Return on Capital Employed	31.1%	42.6%	46.7%	52.2%	<b>42.9%</b>	[9.3 pts]

### Four-year annual compound growth rate

Adjusted<sup>1</sup> profit  
before tax

**22.2%**

Adjusted<sup>1</sup>  
diluted EPS

**22.4%**

Dividend  
per share

**22.4%**

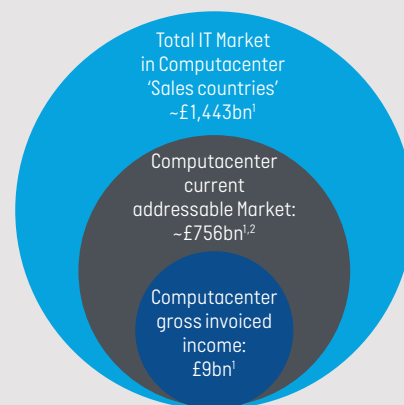
Services  
revenue

**7.5%**

\* Following a recently approved interpretation of the revenue accounting standard by the International Accounting Standards Board, we, and a number of our peer value-added resellers, have changed the way we recognise revenues for standalone software and resold third-party services contracts and revised our accounting policies to reflect this change. This change has been applied from 2022 and, retrospectively, we have restated our prior-year 2021 revenues. The equivalent adjustment is not available for years prior to 2021 as it is not practicable to calculate. Further information on this change, including the retrospective restatement of the financial statements, and the revised accounting policy, is available in note 3 to the Consolidated Financial Statements.

## Market Share

We will continue to invest and innovate to be the best that we can be and to secure the long-term trust of our customers, but also to gain increased market share. We see significant opportunities to grow our market share in the countries in which we sell over the coming years from the relatively small share today.

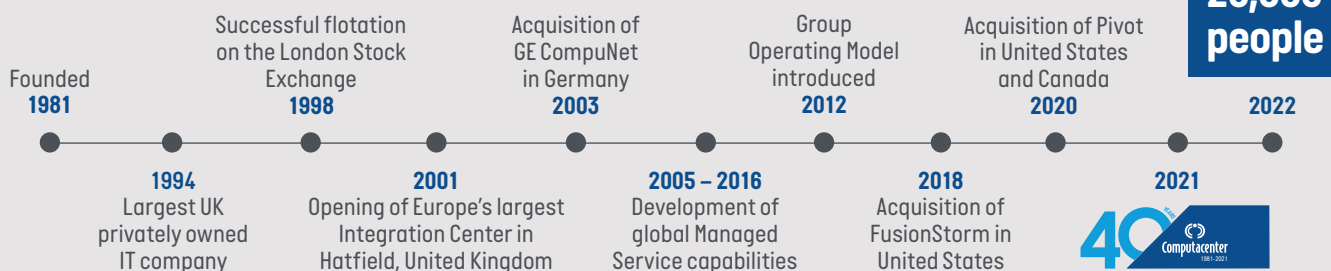


2020-2026 CAGR IT Spending: **7.55%**<sup>1</sup>

1. Source: Gartner & Computacenter

2. Computacenter target market of large corporate and public sector organisations

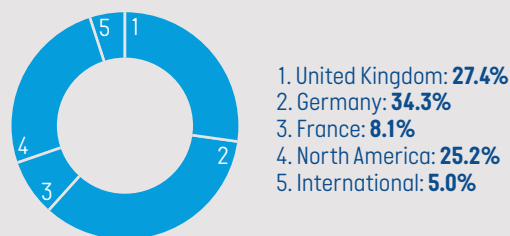
## Our growth and development



## Diversified across markets and technology areas

We have a strong presence across the largest IT markets in Europe and North America.

### Gross profit by Segments



We have strength in multiple key technology areas.

### Technology Sourcing gross invoiced income by technology area



## Market-leading international coverage

We have what we believe to be the best international capability of any VAR in the world. This allows us to help customers to deploy and support IT standards consistently worldwide.

**We Source, Transform and Manage technology for our customers in over 70 countries worldwide**

**We sell to customers in eight countries**

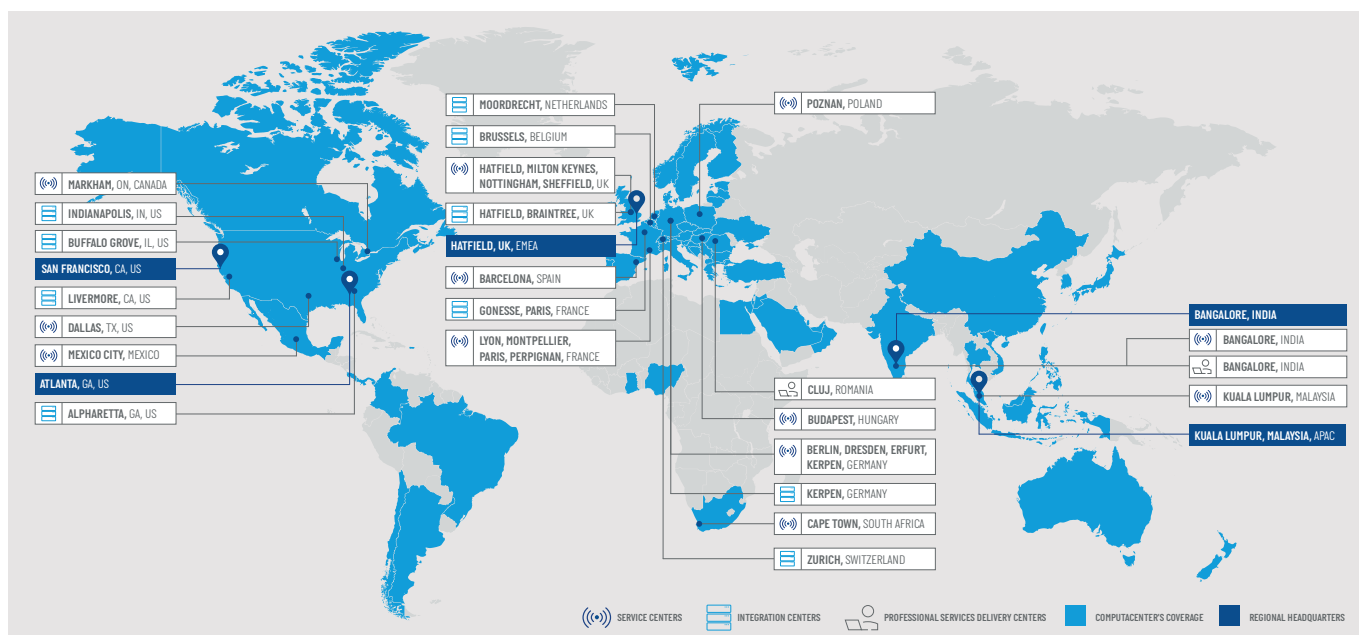
Belgium | Canada | France  
Germany | Netherlands  
Switzerland | United Kingdom  
United States

**We have nearshore and offshore operations in another eight countries**

Hungary | India | Malaysia  
Mexico | Poland | Romania  
South Africa | Spain

**We have support operations in another seven countries/territories**

Australia | Brazil | China  
Hong Kong (SAR) | Ireland  
Japan | Singapore

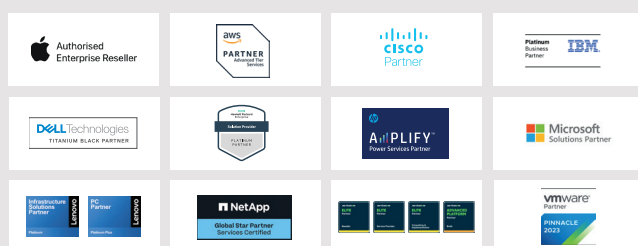




## Powerful partnerships

We have built powerful partnerships with the world's leading technology vendors, who can rely on our reach and scale. We are among the top five partners in EMEA for most of the major technology vendors and are increasingly recognised for our achievements at a global level. Despite only recently entering the large United States market, we are already among the top five partners globally for many of the major technology vendors.

The increasing pace of technological change and the diversity of the technology landscape has made our technology vendor independence more critical to our customers. We are trusted to provide impartial and knowledgeable advice and to integrate solutions comprising products from multiple technology vendors.



## Services breadth and scale

We have the largest service capability of any value-added reseller in the world, with 13,400 billable people helping our customers. This allows us to support our customers to transform and manage their digital technology at scale, in addition to our Technology Sourcing activities. Additionally, our Services scale provides our business with better resilience, as well as access to broader growth opportunities.

The breadth and depth of our technology vendor partnerships allows us to help our customers navigate the complexity and speed of change in the current market. Our expertise in our technology vendors' solutions is significant, with our people holding more than 12,000 technical certifications.



## Market-leading scale infrastructure

We have invested over many years to build market-leading scale infrastructure, to meet the demanding requirements of our customers. We continue to invest for the long term.

### Facilities

Our Integration Centers are among the largest and most capable in each of our markets, providing customers with the capability to deploy technology at scale. Our international Service Centers provide support for our customers' IT infrastructure and users 24 hours a day, seven days a week. They can operate independently or as a group, to provide both capability and resilience as part of our Services business.

### Systems

The systems underpinning our operations provide flexibility for our customers. They have to be secure to protect both us and our customers, while supporting us to meet service level agreements through automation and innovation. We continue to invest in improving our platforms to provide improved customer service, efficiency and innovation, using technology from SAP, Salesforce and ServiceNow.

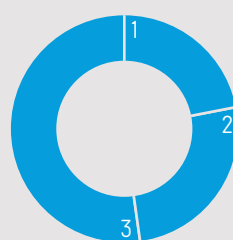
### Standards and certifications

ISO 20000-1, ISO 27001, ISO 14001, ISO 45001, ISO 9001

## Customer focus and longevity

Our focus is to build long-term relationships with our customers in our target market of the largest corporate and public sector organisations. We earn incredible long-term customer loyalty, which underpins our growth and development, while investing in building value to win new customers. Of our 187 customers with greater than £1 million gross profit in 2022, 48 per cent have provided above this level of gross profit for five years or more.

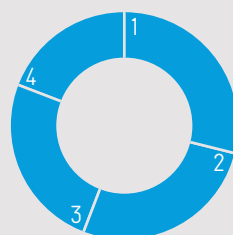
### Customer longevity – based on customers with greater than £1 million of gross profit in 2022



1. Over 10 years: **41 (22%)**
2. 5 years – 10 years: **49 (26%)**
3. Under 5 years: **97 (52%)**

Our focus on the largest organisations in each of our markets gives us a diversified and high-quality corporate and public sector customer base, making the Group more resilient.

### Total gross invoiced income by customer sector – based on customers with greater than £1 million of gross profit in 2022



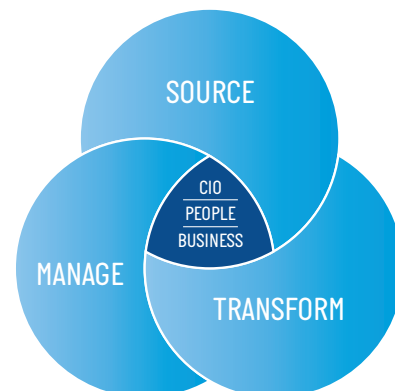
1. Industrial, retail and consumer: **29%**
2. Public sector, education and healthcare: **27%**
3. Financial services, banking, insurance and professional services: **25%**
4. Telecoms, media and technology: **19%**

## Our integrated business portfolio

Computacenter's strategy is centred on the specific needs of our target market of the largest corporate and public sector organisations in each of the eight countries in which we sell. Our focus is to build long-term relationships which earn customer loyalty and underpin our growth and development, while investing in building value to deepen existing customer relationships and develop new ones. We help our customers to Source, Transform and Manage their technology infrastructure to deliver digital transformation, enabling people and their business.

Computacenter has an integrated offering, which provides three complementary entry points for our customers, helping us to achieve sustained long-term growth. The three parts of our portfolio are: Technology Sourcing (Source), Professional Services (Transform) and Managed Services (Manage). We are unusual in the market in building strength in depth across all three parts of the portfolio.

We gain new customers through Technology Sourcing, Professional Services and Managed Services individually. However, we have greater longevity in customer relationships when we work across all three parts of the portfolio.



### Source

#### Technology Sourcing

We help our customers to determine their technology needs and, supported by our technology vendors, we arrange the commercial structures, integration and supply chain services to meet them reliably. We earn revenue from large contracts, with thinner margins and lower visibility.

Gross invoiced income (£m) **+36.7%**

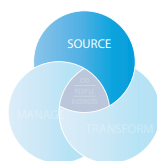
**7,481.6**

2022	7,481.6
2021	5,472.6
2020	4,180.1
2019	3,822.2
2018	3,177.6

Revenue (£m) **+36.7%**

**4,899.9**

2022	4,899.9
2021	3,583.6



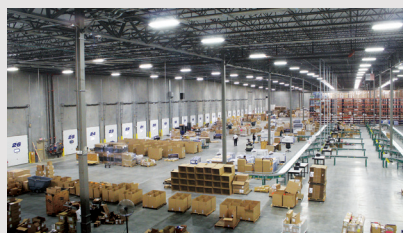
Procurement and logistical services

Configuration, lifecycle and circular services

**12 million**  
items supplied

**1.5 million**  
items configured  
in our Integration  
Centers

**3,000**  
technology  
vendors



## Transform

### Professional Services

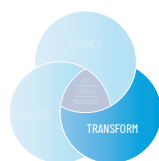
We provide structured solutions and expert resources to help our customers to select, deploy and integrate digital technology, to achieve their business goals. Our revenue depends on our forward order book, which contains a multitude of short-, medium- and long-term projects.

Revenue (£m)

+15.2%

**636.6**

2022	636.6
2021	552.4
2020	425.4
2019	366.1
2018	321.9



IT strategy and advisory services

Integration, deployment and support services

**1.4 million+**  
billed consultancy  
hours

**6.5 million**  
billed engineering  
hours

**1,900**  
completed  
projects



## Manage

### Managed Services

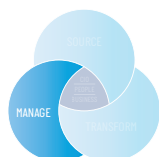
We maintain and manage user support and digital operations for our customers, to improve quality and flexibility while reducing costs. Our revenue under contract has high visibility and is long term and stable.

Revenue (£m)

+4.0%

**934.0**

2022	934.0
2021	898.5
2020	835.8
2019	864.5
2018	853.1



Maintenance, field and managed lifecycle services

Remote user support and digital operations

**3.7 million**  
devices supported  
under service level  
agreements

**3.6 million**  
incidents and  
requests  
managed

**688 million**  
automated tasks  
completed



# Winning Together for our People and our Planet

Our Purpose is helping our customers change the world, and to support this we build long-term trust with our customers, our partners, our people and our communities. We have been committed for many years to a responsible Environmental, Social and Governance (ESG) approach, 'Winning Together for our People and our Planet', which underpins Our Purpose. We recognise that the long-term future of our company, our people and our planet relies on an enduring commitment to sustainability.

This is a fundamental part of how we work day-to-day. We focus on the areas that are most important to us and our stakeholders, and where we can make the biggest difference. The strategy has three pillars (people, planet and solutions) and is underpinned by communication, governance, standards and frameworks. Each area is owned by a member of the Group Executive, which ensures alignment and accountability across the organisation, engaging and empowering our people to achieve our sustainability objectives.

## Sustainability strategy framework

### WINNING TOGETHER FOR OUR PEOPLE AND OUR PLANET

#### PEOPLE

##### Supporting people and communities

Delivering positive social impact, with a focus on our people.

**Executive owner:** Sarah Long, Chief People Officer

#### PLANET

##### Ensuring sustainable operations

Taking a responsible approach across our operations, including our direct and indirect environmental impact and oversight of our supply chain.

**Executive owner:** Tony Conophy, Group Finance Director

#### SOLUTIONS

##### Offering sustainable customer solutions

Helping our customers with their sustainability goals through our service offerings with a focus on Circular Services.

**Executive owner:** Mo Siddiqi, Group Development Director

#### COMMUNICATION

Communication across all stakeholder groups and channels.

**Executive owner:** Mo Siddiqi, Group Development Director

#### GOVERNANCE

Underpinning accountability, investment plan, compliance and reporting.

**Executive owners:** Tony Conophy, Group Finance Director and Mike Norris, Chief Executive Officer

#### STANDARDS AND FRAMEWORKS



United Nations  
Global Compact

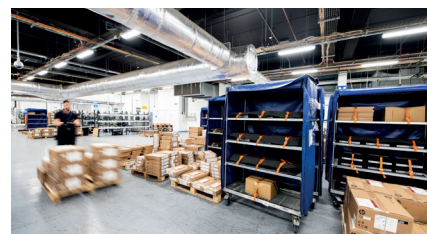
ecovadis

TCFD | TASK FORCE ON  
CLIMATE-RELATED  
FINANCIAL  
DISCLOSURES



CDP

SUSTAINABLE  
DEVELOPMENT  
GOALS





## 2022 Highlights

# Carbon neutral for Scope 1 and 2

Computacenter achieved its goal of becoming carbon neutral in 2022 for Scope 1 and 2 emissions, supporting our journey to Net Zero.

Carbon neutral for Scope 1 and 2 emissions in

2022



Target to reduce Scope 3 emissions by 50 per cent from 2021 baseline

2032



Target to be Net Zero by

2040

### Group emissions performance over time (metric tonnes)

Total Scope 1 and 2 emissions

2022	4,416
2021	5,210
2020	13,856
2019	19,808
2018	19,741

Per £1 million of gross invoiced income

2022	0.49
2021	0.75
2020	2.55
2019	3.92
2018	4.54

Per employee

2022	0.24
2021	0.30
2020	0.83
2019	1.25
2018	1.31

### People highlights

**4,500+**  
new people hired

**82,000**  
candidate applications received

**TOP EMPLOYER INSTITUTE**

certification retained in United Kingdom and Germany

**INVESTORS IN PEOPLE**

award for leadership and management

### Planet highlights

Computacenter became

**Carbon neutral**  
(Scope 1 and 2) in 2022

**>3 million kWh**

of electricity generated by our solar farms

**>78%** of Group electricity

usage is from renewable sources

### Solutions highlights

**112,028 tonnes**

of carbon avoided through reuse of assets (redemption and remarketing)

**1.9 million assets**

processed by our Circular Services division

**617 tonnes**

of reusable raw materials generated through industrial recycling

## UK and Group headquarters

### Computacenter plc

Hatfield Avenue  
Hatfield  
Hertfordshire  
AL10 9TW  
United Kingdom  
Tel: +44 [0] 1707 631000

## Belgium

### Computacenter NV/SA

Ikaroslaan 31  
B-1930 Zaventem  
Belgium  
Tel: +32 [0] 2 704 9411

## France

### Computacenter France SAS

229 rue de la Belle Étoile  
ZI Paris Nord II  
BP 52387  
95943 Roissy CDG Cedex  
France  
Tel: +33 [0] 1 48 17 41 00

## Germany

### Computacenter AG & Co. oHG

Computacenter Park 1  
50170 Kerpen  
Germany  
Tel: +49 [0] 2273 5970

### Computacenter AG

Kattenbug 2  
50667 Köln  
Germany  
Tel: +49 [0] 22142 07430

### Computacenter Germany AG & Co. oHG

Werner-Eckert-Str. 16-18  
81829 München  
Germany  
Tel: +49 [0] 8945 7120

## Hungary

### Computacenter Services Kft

Haller Gardens, Building D. 1st Floor  
Soroksári út 30-34  
Budapest 1095  
Hungary  
Tel: +36 1 777 7488

## India

### Computacenter India Private Limited,

4th Floor, Purva Premiere,  
Residency Road,  
Bangalore 560025  
India  
Tel: +91 95386 11122

## Japan

### Computacenter Japan K.K.

Cross Office Mita 601  
5-29-20 Shiba  
Minato-ku Tokyo  
Japan  
Tel: +81 3 6809 3032

## Malaysia

### Computacenter Services (Malaysia) Sdn Bhd

Level 9, Tower 1  
Puchong Financial Corporate Centre  
Jalan Puteri 1/2, Bandar Puteri  
47100 Puchong  
Selangor Darul Ehsan  
Malaysia  
Tel: +603 7724 9626

## Mexico

### Computacenter México S.A. de C.V.

Av. Paseo de la Reforma, No. 412-5  
Col. Juárez  
Delegación Cuauhtémoc  
CP 06600  
México City  
México  
Tel: +52 [55] 6844 0700

## Netherlands

### Computacenter B.V.

Gondel 1  
1186 MJ Amstelveen  
Netherlands  
Tel: +31 [0] 88 435 8000

## Romania

### Computacenter Services S.R.L.

Stables Office  
20A Onisifor Ghibu  
Record Park  
Cluj-Napoca, CJ 400185  
Romania

## South Africa

### Computacenter (Pty) Ltd

Building 1  
Klein D'Aria Estate  
97 Jip de Jager Drive  
Bellville, 7530  
Cape Town  
South Africa  
Tel: +27 [0] 21 957 4900

## Spain

### Computacenter Services (Iberia) S.L.U.

Carrer de Sancho De Avila 52-58  
08018 Barcelona  
Spain  
Tel: +34 936 207 000

## Switzerland

### Computacenter AG

Riedstrasse 14  
CH-8953 Dietikon  
Switzerland  
Tel: +41 [0] 43 322 40 80

## USA

### Computacenter United States, Inc.

1 University Avenue  
Suite 102, Westwood  
MA 02090  
United States of America  
Tel: +1 800-228-8324

### Pivot Technology Solutions, Inc.

6026 The Corner Parkway, Suite 100  
Norcross, GA 30092  
United States of America  
Tel: +1 800-228-8324

### Business IT Source, Inc.

850 Asbury Drive  
Buffalo Grove  
IL 60089  
United States of America  
Tel: +1 847-793-0600

Following a recently approved interpretation of the revenue accounting standard by the International Accounting Standards Board, we, and a number of our peer value-added resellers, have changed the way we recognise revenues for standalone software and resold third-party services contracts and revised our accounting policies to reflect this change. Accordingly, we have restated our prior-year revenues down from £6,725.8 million as reported at 31 December 2021 to £5,034.5 million, as we have now determined that we are an agent for these transactions and will recognise revenue on a net basis, with only the gross profit on these types of deals, being the gross invoiced income less the costs of the resold software or third-party services, showing as revenue, with nothing recorded in cost of goods sold. This change has been applied from 2022 and, retrospectively, we have restated our prior-year 2021 revenues. The equivalent adjustment is not available for years prior to 2021 as it is not practicable to calculate. Further information on this change, including the retrospective restatement of the financial statements, and the revised accounting policy, is available in note 3 to the Consolidated Financial Statements. The result for the year benefited from £187.8 million of revenue (2021: £1.3 million), and £5.4 million of adjusted<sup>1</sup> profit before tax (2021: £0.4 million), resulting from all acquisitions made since 1 January 2021. All figures reported throughout this Annual Report and Accounts include the results of these acquired entities. The results of these acquisitions are excluded where narrative discussion refers to 'organic' growth in this Annual Report and Accounts.

1. Gross invoiced income, adjusted administrative expense, adjusted operating profit or loss, adjusted profit or loss before tax, adjusted tax, adjusted profit or loss, adjusted earnings per share and adjusted diluted earnings per share are, as appropriate, each stated before: exceptional and other adjusting items, including gains or losses on business acquisitions and disposals, amortisation of acquired intangibles, utilisation of deferred tax assets (where initial recognition was as an exceptional item or a fair value adjustment on acquisition), and the related tax effect of these exceptional and other adjusting items, as Management does not consider these items when reviewing the underlying performance of the Segment or the Group as a whole. A reconciliation to adjusted measures is provided on page 59 of the Group Finance Director's review, which details the impact of exceptional and other adjusted items when compared to the non-Generally Accepted Accounting Practice (GAAP) financial measures, in addition to those reported in accordance with IFRS. Further detail is provided within note 4 to the Consolidated Financial Statements.
2. We evaluate the long-term performance and trends within our strategic priorities on a constant-currency basis. The performance of the Group and its overseas Segments are also shown, where indicated, in constant currency. The constant currency presentation, which is a non-GAAP measure, excludes the impact of fluctuations in foreign currency exchange rates. We believe providing constant currency information gives valuable supplemental detail regarding our results of operations, consistent with how we evaluate our performance. We calculate constant currency percentages by converting our prior-year local currency financial results using the current year average exchange rates and comparing these recalculated amounts to our current year results or by presenting the results in the equivalent local currency amounts. Wherever the performance of the Group, or its overseas Segments, is presented in constant currency, or equivalent local currency amounts, the equivalent prior-year measure is also presented in the reported pound sterling equivalent, using the exchange rates prevailing at the time. 2022 highlights, as shown above, are provided in the reported pound sterling equivalent.
3. Adjusted net funds or adjusted net debt includes cash and cash equivalents, other short- or long-term borrowings and current asset investments. Following the adoption of IFRS 16, this measure excludes all lease liabilities. A table reconciling this measure, including the impact of lease liabilities, is provided within note 31 to the Consolidated Financial Statements.
4. Gross invoiced income is based on the value of invoices raised to customers, net of the impact of credit notes and excluding VAT and other sales taxes. This reflects the cash movements to assist Management and the users of the Annual Report and Accounts in understanding revenue growth on a 'principal' basis and to assist in their assessment of working capital movements in the Consolidated Balance Sheet and Consolidated Cash Flow Statement. This measure allows an alternative view of growth in adjusted gross profit, based on the product mix differences and the accounting treatment thereon. Gross invoiced income includes all items recognised on an 'agency' basis within revenue, on a gross income billed to customers basis, as adjusted for deferred and accrued revenue. A reconciliation of revenue to gross invoiced income is provided within note 4 to the Consolidated Financial Statements.

The term Group refers to Computacenter plc and its subsidiaries.

Computacenter is a leading independent technology and services provider, trusted by large corporate and public sector organisations. We help our customers to Source, Transform, and Manage their IT infrastructure to deliver digital transformation, enabling people and their business. Computacenter is a public company quoted on the London FTSE 250 [CCC.L] and employs over 20,000 people worldwide.



**Computacenter plc**

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**[www.computacenter.com](http://www.computacenter.com)**

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