

# Director's Remuneration report

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Approved by the Board of Computacenter plc  
on 11 February 2026



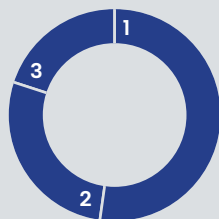
# Director's Remuneration report



Members at 31 December 2025	Role	Attendance
René Carayol (Chair)	Non-Executive Director	6/6
Pauline Campbell	Non-Executive Chair of the Board	6/6
Kelly Kuhn	Non-Executive Director	6/6
Ljiljana Mitic	Non-Executive Director	5/6
Adam Walker	Senior Independent Director	5/6

### How the Remuneration Committee spent its time

1. Review of variable remuneration targets and outcomes: **52.3%**
2. Determining the Proposed Policy: **27.7%**
3. Governance updates: **20.0%**



### Membership and attendance

The Remuneration Committee is made up of Independent Non-Executive Directors and the Chair of the Board, who was considered to be independent on appointment.

The CEO and Group Chief People Officer attend meetings by invitation. The Company Secretary is the secretary to the Committee.

### Activities

During the year, the Committee's main activities were:

#### 1. Review of Remuneration Policy

Reviewed the Policy and proposed changes to assist with retention of the Executive Directors and ensure competitive remuneration packages.

#### 2. Review of performance measures and targets

Ensured measures and targets incentivised delivery of strategy.

#### 3. Assessment of remuneration outcomes

Considered variable remuneration outcomes for the CEO and CFO.

#### 4. Determined remuneration arrangements for the incoming CFO

Ensured the incoming CFO's remuneration package was in line with the Policy, and both reflected the market and his experience.

### Terms of Reference

The Committee's Terms of Reference are available at investors.computacenter.com. The Committee reviewed its Terms of Reference during the year and the Board reapproved them, with no changes.

## Annual statement from the Chair of the Remuneration Committee

### Dear Shareholder

On behalf of the Board, I am pleased to present the Directors' Remuneration report for the financial year ended 31 December 2025.

Following shareholder approval of our Remuneration Policy (Policy) at last year's AGM, I would like to thank shareholders for their engagement during the extensive consultation process, and for their support of the Policy at the 2025 AGM. The Committee has striven to ensure that the Policy has been implemented effectively, aligned to our strategy, and is driving forward Computacenter's ambition.

The report is split into three sections:

- this Annual Statement;
- a summary of the Directors' Remuneration Policy on pages 117 to 120, which shareholders approved at the Company's 2025 AGM; and
- the Annual Report on Remuneration on pages 121 to 134, which includes information on the amounts paid to the Directors in respect of 2025, and details of how the Policy will be implemented in 2026. The report will be subject to an advisory vote by shareholders at the 2026 AGM.

### Our approach to remuneration

Remuneration for the Executive Directors and Group Executive Management Team is heavily weighted towards variable pay, which rewards meeting stretching financial and strategic targets over the short and long term. This reflects the principle that reward should be linked to performance and the value delivered to shareholders.

The framework is simple and transparent, reflecting Computacenter's winning together values. It prioritises the Group's long-term success, within a risk framework which aligns Management's day-to-day decision-making with the Board's risk appetite. Following the changes to the Policy approved by shareholders in 2025, it also contains elements designed to incentivise retention of our senior management, in particular the CEO, as I discuss later in this statement. We are comfortable that our remuneration framework is clearly understood by our stakeholders and Management and that the Policy operated as intended in 2025.

Executive Directors' share ownership aligns their interests with our shareholders, and we review and approve the Group's shareholding guidelines each year. Our CEO Mike Norris holds a significant interest in Computacenter, which is well above the minimum required for him (300% of base salary). Keith Mortimer joined the Board as Chief Financial Officer from 1 September 2025, and our guidelines require new Executive Directors to build their shareholding to a minimum value at the equivalent of the Director's most recent annual long-term incentive opportunity. For Keith, this will be 220% of base salary, in line with his anticipated share awards in 2026.

We expect Executive Directors to retain at least 50% of any deferred bonus awards and Performance Share Plan (PSP) awards which vest (net of tax), until they meet the shareholding requirement.

#### Board changes

On appointment as CFO, Keith Mortimer's remuneration package comprises a base salary of £390,000, a pension contribution of 5.0% of salary, plus bonus, long-term incentives and all other benefits in accordance with the 2025 Policy. The Committee was satisfied that this package was commensurate with Keith's skills, qualifications and experience.

#### Business context – the year under review

As described in detail within the Strategic Report, the Group delivered a strong performance in 2025. Group adjusted profit before tax for the year increased by 7.1%, to £272.0m, while adjusted diluted EPS, our primary EPS measure, was 9.5% higher at 175.1p. Our proposed full-year dividend is 74.6p per share, up 5.5% on 2024.

This performance at a Group level reflects continued profit growth and trading strength in North America, and growth for the year in the UK and over the second half in Germany. It was also impacted by continuing financial performance challenges in our French business, which were a disappointment in an otherwise pleasing year. The Committee noted the delivery of shareholder value, through an increase of 61.0% in our share price for the 12 months to the close of trading on 22 January 2026 (the day on which the Group released its 2025 Pre-Close Trading Statement, when shares reached a record intra-day high price of £34.10).

While the Group's performance was very creditable, particularly against an uncertain economic and geopolitical backdrop, it fell just short of the stretching targets that we set out in our annual financial plan at the beginning of the year. The remuneration outcomes for 2025 take this into account. For further detail on the Group's 2025 financial performance, please see pages 20 to 29.

#### Remuneration outcomes for 2025

The Committee reviewed performance against the annual bonus conditions for 2025. The robust performance in the year is reflected in the pay-outs for the CEO and CFO, who respectively received £972,773 and £126,741, representing 67.00% and 65.00% of the potential award. Half of these amounts will be deferred into shares, in line with the Policy. Keith Mortimer's annual bonus earned whilst CFO in 2025 is prorated to reflect his four months on the Board.

The PSP awards granted in April 2023 to Mike Norris had performance measures based on the Company's adjusted diluted EPS and Group Services revenue growth over the three financial years ended 31 December 2025.

Over this period, adjusted diluted EPS increased by an average of 1.05% per annum and Group Services revenue increased by 2.64% per annum. Whilst growth was achieved, these missed the relevant performance targets, and therefore the award made in 2023 lapsed in full.

The Committee considered the formulaic bonus and PSP outturns in the context of the external environment, individual and business performance, the shareholder experience, the customer experience, and the treatment of employees throughout the Group. The Committee considered the outcomes to be fair and did not exercise its discretion to vary the amounts, notwithstanding the strength of financial performance over the last 12 months.

#### Consideration of shareholder views

The Committee values input from shareholders and is committed to ensuring open and transparent dialogue. Any feedback received is thoughtfully reviewed and, where appropriate, changes are implemented.

Before proposing the Policy at the 2025 AGM, we consulted with our major shareholders and proxy agencies on the proposed changes to the Policy and why we thought they were necessary. We received valuable feedback, which led us to implementing a more robust underpin for the Restricted Share Plan (RSP), and to retain the annual bonus deferral requirement, which we had considered removing or reducing once an Executive Director had met the shareholding guideline.

We were pleased that shareholders approved the new Policy at the AGM, although the 77.71% of votes in favour was below the 80% threshold set by the UK Corporate Governance Code. Following the vote, I wrote to a number of our larger institutional shareholders owning more than 18% of the Company combined, who we understood had voted against the Policy, asking for additional feedback. The Committee considered the outcomes of this exercise before we granted any remuneration awards under the new Policy.

Taking into account the overall support for the Policy, as well as the additional feedback from shareholders, we do not currently propose to make any changes to the Policy approved at the 2025 AGM. However, we will continue to take the views of our shareholders into account. We are grateful for the continued engagement of shareholders and their advisory bodies and welcome their ongoing feedback.

#### Wider workforce considerations

As part of our annual agenda, the Committee reviewed the Group's workforce policies and practices, as well as its gender pay gap and CEO pay ratio reporting. This provided important context for our decisions during the year.

For 2026, the average salary increase within the Group is circa 2.8% in the UK and 4.0% globally. The Committee and Board believe this balances our aspiration to motivate and retain the best talent and ensure our cost base remains sustainable.

Employees can also share in our success through our Sharesave plans. The participation rate, where an employee is in at least one active savings plan, is 57% in the UK (2024: 54%), 26% in Germany (2024: 26%) and 13% in the US (2024: 14%).

## 2026 Remuneration

### Base Salary

Mike Norris's salary will increase by 2.8%, in line with the average for our UK workforce. The same percentage increase will apply to Keith Mortimer as CFO. The Committee considers this appropriate, in the context of both Company and individual performance, and was informed by a review of benchmarking data to guide the Committee in its decision-making, alongside guidance and advice from our remuneration advisers, Fariant Advisors.

### Annual bonus

The 2026 bonus will continue to have 80% weighting on financial measures and a 20% weighting on personal performance. In line with our recent approach, we will disclose performance conditions and targets for these awards in our 2026 Annual Report.

Annual bonuses for 2026 will be awarded in line with the Policy, with a maximum annual bonus opportunity at 200% of salary for the CEO, and 150% of base salary for the CFO.

### Long-term incentive plan

The PSP award level for the CEO remains unchanged at 200% of salary, with the CFO's PSP award at 150%. The Committee reviews performance targets for PSP awards each year, to ensure they continue to reflect and incentivise delivery of the Group's strategy. For 2026 awards, the performance measures are consistent with those seen last year. Full details of the targets are on page 134.

Under the RSP, an award of 50% of salary will be made to the CEO, and 35% of salary for the CFO. In line with best practice, the RSP awards are subject to a robust underpin that ensures there is no reward for failure. For 2026, the underpin will be consistent with last year, and consider:

1. whether there is material weakness in the underlying financial health or sustainability of the business;
2. performance against Computacenter's key strategic priorities over the vesting period being at an appropriate level; and
3. whether there has been a materially serious risk and/or reputational event, which could have been reasonably foreseen.

The Committee will assess performance against the underpin at the end of the four-year vesting period and consider whether a discretionary reduction (down to zero) in the vesting of awards is required. Further details will be disclosed in the Annual Remuneration Report at the time of vesting.

### Committee performance

During the year, the Committee and its activities were subject to an externally facilitated review, which showed that the Committee continues to be effective in discharging its duties and Terms of Reference as delegated by the Board. The results of the Board and Committee evaluation are set out in more detail on page 94.

The Committee's role is to ensure that executive remuneration reflects the Group's performance. I hope that shareholders will be satisfied that the Committee has discharged its duties appropriately and in line with your interests.

### René Carayol

#### Chair of the Remuneration Committee

11 March 2026

## At a glance: key decisions in 2025 and implementation of the Remuneration Policy for 2026

The table below summarises the Committee's key decisions in 2025 and how key elements of the Policy will be implemented in 2026.

Element	Remuneration outcomes 2025 (applicable to the CEO, Mike Norris, and the CFO, Keith Mortimer)	Operation of the Policy in 2026 (applicable to the CEO, Mike Norris, and the CFO, Keith Mortimer)
<b>Base salary</b>	CEO: £726,000 (from 1 January 2025) CFO: £390,000 (from 1 September 2025, his date of appointment to the role)	CEO: £746,300 CFO: £400,900 (Circa 2.8% increase for the CEO and CFO, in line with the wider UK workforce increase)
<b>Pension</b>	5% of salary (in line with UK employees)	No change from 2025
<b>Annual bonus opportunity</b>	Maximum: 200% of base salary 2025 Award: 200% of salary for the CEO 150% of salary for the CFO (applicable from 1 September 2025)	Maximum: 200% of base salary 2026 Award: 200% of salary for the CEO 150% of salary for the CFO
<b>Annual bonus measures</b>	<ul style="list-style-type: none"> <li>The majority of the bonus will be based on financial measures, and the remainder on non-financial measures</li> <li>Financial measures are Group adjusted profit before tax (50%), Services contribution growth (10%), cash balance (10%) and cost efficiency (10%)</li> <li>Remainder of the annual bonus (20%) is based on personal objectives</li> <li>Performance targets are disclosed in full in this report</li> </ul>	<ul style="list-style-type: none"> <li>The majority of the bonus will be based on financial measures, and the remainder on non-financial measures</li> <li>Financial measures are Group adjusted profit before tax (50%), Services contribution growth (10%), cash balance (10%) and cost efficiency (10%)</li> <li>Remainder of the annual bonus (20%) will be based on personal objectives</li> <li>Performance targets are considered to be commercially sensitive, and will be disclosed in full in the 2026 Annual Report and Accounts, assuming they do not remain commercially sensitive</li> </ul>
<b>Annual bonus deferral</b>	<ul style="list-style-type: none"> <li>Ordinarily 50% of the annual bonus will be deferred into shares, with half the shares payable after one year and the remaining half after two years.</li> </ul>	<ul style="list-style-type: none"> <li>Ordinarily 50% of the annual bonus will be deferred into shares, with half the shares payable after one year and the remaining half after two years.</li> </ul>
<b>Performance Share Plan (PSP) opportunity</b>	Maximum: 200% of base salary 2025 Award: 200% of salary for the CEO	Maximum: 200% of base salary 2026 Award: 200% of salary for the CEO 150% of salary for the CFO
<b>PSP measures</b>	<ul style="list-style-type: none"> <li>2025 PSP awards will vest based on the Group's adjusted diluted earnings per share (70%), Services revenue growth (15%) and North American business EBIT growth (15%).</li> <li>Performance will be measured over a three-year period.</li> <li>Targets are disclosed prospectively.</li> </ul>	<ul style="list-style-type: none"> <li>2026 PSP awards will vest based on the Group's adjusted diluted earnings per share (70%), Services revenue growth (15%) and North American business EBIT growth (15%).</li> <li>Performance will be measured over a three-year period.</li> <li>Targets are disclosed prospectively.</li> </ul>
<b>PSP holding requirement</b>	<ul style="list-style-type: none"> <li>PSP awards are subject to a two-year, post-vesting holding period.</li> </ul>	<ul style="list-style-type: none"> <li>No change to Policy</li> </ul>
<b>RSP opportunity</b>	Maximum: 50% of base salary 2025 Award: 50% of salary for the CEO	Maximum: 50% of base salary 2026 Award: 50% of salary for the CEO 35% of salary for the CFO

Element	Remuneration outcomes 2025 (applicable to the CEO, Mike Norris, and the CFO, Keith Mortimer)	Operation of the Policy in 2026 (applicable to the CEO, Mike Norris, and the CFO, Keith Mortimer)
<b>RSP vesting conditions</b>	<ul style="list-style-type: none"> <li>Vesting of RSP awards granted in 2025 will normally require continued employment by the Group following a four-year vesting period, and will be subject to a 'good practice' underpin, which allows the Committee to make a discretionary reduction to the award at vesting based on Group performance, to ensure there is no reward for failure.</li> </ul>	<ul style="list-style-type: none"> <li>No change to conditions for RSP awards granted in 2026</li> </ul>
<b>RSP holding requirement</b>	<ul style="list-style-type: none"> <li>RSP awards will be subject to a one-year, post-vesting holding period.</li> </ul>	<ul style="list-style-type: none"> <li>No change for RSP awards granted in 2026</li> </ul>
<b>Shareholding guideline</b>	<ul style="list-style-type: none"> <li>300% of salary in-employment shareholding guideline for the CEO.</li> <li>No changes to the post-cessation shareholding requirements.</li> <li>1 x total LTIP annual award value for all other Executive Directors.</li> </ul>	<ul style="list-style-type: none"> <li>220% of salary in-employment for the CFO</li> <li>Shareholding guideline remains the same in 2026 for the CEO and other Executive Directors</li> </ul>
<b>Malus and clawback</b>	<ul style="list-style-type: none"> <li>Malus and/or clawback provisions apply to annual bonus awards, including deferred awards for a period of two years, and to PSP awards and RSP awards up to the fifth anniversary of grant.</li> <li>The malus and clawback provisions are set out in the Remuneration Policy later on in this report.</li> </ul>	<ul style="list-style-type: none"> <li>No change to Policy</li> </ul>

**CEO and CFO year-end outcomes:**

2025 Bonus outcome	<ul style="list-style-type: none"> <li>67.00% of maximum pay-out (CEO)/65.00% of maximum pay-out (CFO).</li> </ul>
2023-25 PSP outcome	<ul style="list-style-type: none"> <li>0% of maximum vesting.</li> </ul>

## Summary of Policy alignment with our governance principles

The Committee considers that the current Remuneration Policy and its implementation appropriately address the following principles.

Principle	How the Committee has addressed this
Clarity	<ul style="list-style-type: none"> <li>The Committee is committed to providing open and transparent disclosures with regard to executive remuneration arrangements.</li> <li>As part of our ongoing review of remuneration arrangements, we engage with our major shareholders and consult with them on material issues to allow the Committee to consider their feedback. During 2025, we consulted twice with our largest institutional shareholders on our proposed changes to the Directors' Remuneration Policy, and to solicit their feedback following the Company's 2025 Annual General Meeting. The current Remuneration Policy clearly describes all aspects of Directors' remuneration.</li> </ul>
Simplicity	<ul style="list-style-type: none"> <li>In determining the remuneration framework, the Committee was mindful of avoiding complexity and ensuring that arrangements are easy to understand.</li> <li>Our remuneration arrangements are simple in nature, comprising three main elements – fixed pay (comprising of base salary, pension and benefits), variable short-term incentives (annual bonus), and variable long-term incentives (PSP and RSP awards). This framework is well understood by participants, and feedback from our shareholders indicates that it is also well understood outside of our organisation.</li> </ul>
Risk	<ul style="list-style-type: none"> <li>The Committee believes that the structure of remuneration arrangements does not encourage excessive risk taking.</li> <li>The remuneration framework has a number of features which align remuneration outcomes with risk, including a two-year, post-vesting holding period applied to any PSP awards, a one-year, post-vesting holding period applied to any RSP awards, a deferred annual bonus plan, and personal shareholding guidelines applying both in-employment and post-employment.</li> <li>In addition, malus and clawback provisions apply to the annual bonus, PSP awards and RSP awards.</li> </ul>
Predictability	<ul style="list-style-type: none"> <li>The Remuneration Policy outlines the threshold, target and maximum levels of pay that Executive Directors can earn in any given year over the three-year life of the approved Remuneration Policy. Actual incentive outcomes vary depending upon the level of performance against various measures, with performance against targets normally disclosed in the Annual Report on Remuneration each year. Areas over which the Committee can exercise discretion are clearly outlined in the Directors' Remuneration Policy.</li> </ul>
Proportionality	<ul style="list-style-type: none"> <li>The Committee is satisfied that the Remuneration Policy does not reward poor performance. Payment of the annual bonus and PSP is subject to the achievement of stretching performance targets, which are clearly linked to the Group's strategy. Any vesting under the RSP awards will be subject to a good practice underpin to ensure there is no reward for failure.</li> <li>The Committee is cognisant of the pay and conditions for the wider workforce, and this is taken into account when considering executive remuneration. Feedback and related questions from our workforce are provided to the Workforce Engagement Director during his annual engagement process.</li> <li>Additionally, the Committee retains the discretion to adjust formulaic outcomes under the annual bonus, PSP and RSP, should it consider that the outcome is not aligned to the underlying performance of the Company or individual.</li> </ul>
Alignment to culture	<ul style="list-style-type: none"> <li>Considering the long-term is one of our winning together values and our remuneration arrangements, shareholding requirements and malus and clawback provisions all encourage the Executive Directors to take a long-term view in their decisions. Personal performance objectives also often contain elements that directly link to our values and culture, such as people or customer-based metrics.</li> </ul>

## Computacenter's Remuneration Policy

This section sets out a summary of the Group's Remuneration Policy (the Policy). Full details of the Policy can be found on pages 119 to 127 of the 2024 Annual Report. As required, it complies with Schedule 8 of The Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 (as amended).

The Policy was approved by shareholders at the Company's AGM on 15 May 2025, and came into effect immediately from that time.

### Policy table

Base salary	
Purpose and link to strategy	Supports the recruitment and retention of Executives of the calibre required to deliver the Group's strategy.
Operation	<p>Base salaries are paid in cash and reflect an individual's responsibilities, performance, skills and experience.</p> <p>Normally reviewed annually with any changes typically effective on 1 January, taking into account the factors above and the level of pay settlements across Computacenter Group, the performance of the business and general market conditions. Salary levels at other organisations of a similar size, complexity and business orientation will be reviewed for guidance.</p> <p>A review may not necessarily result in an increase in base salary.</p> <p>An exceptional review may take place to reflect a change in the scale or scope of a Director's role, for example (but not limited to) a major acquisition.</p> <p>Salaries in respect of the year under review (and for the following year) are disclosed in the Annual Report on Remuneration.</p>
Maximum opportunity	<p>There is no prescribed maximum base salary or maximum annual increase. Ordinarily any salary increase will not exceed our standard approach to increases for other employees in the market in which the Director is based. Higher increases may be considered in certain circumstances as required, for example, to reflect:</p> <ul style="list-style-type: none"> <li>• an increase in scope of role or responsibility;</li> <li>• performance in role; or</li> <li>• an Executive Director being moved to appropriate market positioning over time.</li> </ul>
Performance measures	Individual and business performance are taken into consideration when deciding salary levels.

Annual bonus	
Purpose and link to strategy	To incentivise the delivery of annual, short-term, stretching financial and, normally, also non-financial objectives. To align pay costs to affordability and the value delivered to shareholders.
Operation	<p>Performance measures and targets are set at the beginning of each financial year. Performance is normally assessed over one financial year.</p> <p>Normally, 50% will be paid in cash and 50% will be deferred into Computacenter shares, with half the shares payable after one year and the remaining half after two years, unless the Committee determines otherwise.</p> <p>Deferred awards will normally be granted under the Deferred Bonus Plan (DBP).</p> <p>Deferred awards will usually include the right to receive dividend equivalents in respect of dividends paid, calculated on such basis as the Committee determines.</p> <p>Malus and clawback provisions will apply, as set out in the notes to this table.</p> <p>The Committee has discretion to vary bonus payments downwards or upwards in appropriate circumstances, including if it considers the outcome would not be a fair and complete reflection of performance. To the extent that this discretion is exercised, this will be disclosed in the relevant Directors' Remuneration Report.</p>
Maximum opportunity	<p>The maximum annual bonus opportunity in respect of any financial year is 200% of base salary.</p> <p>Bonus opportunities in respect of the year under review (and for the following year) are disclosed in the Annual Report on Remuneration.</p>
Performance measures	<p>Normally, the majority of the bonus will be based on financial measures and the remainder on non-financial measures.</p> <p>Financial measures may include profitability, cost management, cash management and other appropriate measures.</p> <p>Non-financial targets will be targets set by the Committee, including the delivery of our strategy and/or the Executive Directors' personal objectives for the year.</p> <p>Targets are usually reviewed and approved annually by the Committee, to ensure that they are stretching and adequately reflect the strategic aims of the Group.</p> <p>The Committee determines the threshold and target payout levels each year, taking into account the level of stretch in the targets set. The level of overall bonus award which is payable for threshold performance will not normally exceed 30% of the maximum opportunity.</p>

Long-term incentive	Performance Share Plan (PSP) element	Restricted Share Plan (RSP) element
Purpose and link to strategy	<p>To align the interests of Executive Directors and shareholders. To incentivise the achievement of longer-term profitability and returns to shareholders, and growth of earnings in a stable and sustainable manner.</p> <p>Supports the recruitment and retention of Executives of the calibre required to deliver the Group's strategy.</p>	
Operation	<p>Awards of nil-cost options (or equivalent) which are granted on a discretionary basis and will normally vest subject to performance and continued employment at the end of a performance period, which is usually at least three years.</p> <p>PSP awards will normally be subject to a two-year holding period following vesting. Upon vesting, sufficient shares can be sold to pay tax.</p> <p>The shares held during the holding period will include the right to receive dividend equivalents on the vested shares in respect of dividends paid over the period from the end of the performance period to the date on which the Executive Director is first able to acquire shares pursuant to the award, calculated on such basis as the Committee determines.</p> <p>The Committee normally reviews the performance criteria, targets and weightings prior to each grant in line with business priorities, to ensure they are challenging and fair.</p> <p>The Committee has discretion to vary the percentage of awards vesting downwards or upwards in appropriate circumstances, including if it considers that the outcome would otherwise not be a fair and complete reflection of performance over the performance period.</p> <p>Awards are subject to malus and clawback provisions, as set out in the notes to this table.</p>	<p>Awards of nil-cost options (or equivalent) which are granted on a discretionary basis and will normally vest subject to a good practice underpin and continued employment at the end of a service/vesting period, which is usually at least four years.</p> <p>RSP awards will normally be subject to a one-year holding period following vesting. Upon vesting, sufficient shares can be sold to pay tax.</p> <p>The shares held during the holding period will include the right to receive dividend equivalents on the vested shares in respect of dividends paid over the period from the end of the service/vesting period to the date on which the Executive Director is first able to acquire shares pursuant to the award, calculated on such basis as the Committee determines.</p> <p>The Committee has discretion to vary the percentage of awards vesting downwards in appropriate circumstances, including if it considers that the outcome would otherwise not be a fair and complete reflection of performance over the service/vesting period.</p>

Long-term incentive	Performance Share Plan (PSP) element	Restricted Share Plan (RSP) element
Maximum opportunity	<p>The maximum opportunity under the PSP in respect of any financial year is 200% of annual base salary or 400% of annual base salary in exceptional circumstances.</p> <p>For achievement of a threshold performance level (which is the minimum level of performance that results in any part of an award vesting), no more than 25% of the award will vest.</p> <p>The face value of awards in respect of the year under review (and for the following year) are disclosed in the Annual Report on Remuneration.</p>	<p>The maximum opportunity under the RSP in respect of any financial year is 50% of annual base salary.</p>
Performance measures	<p>Earnings per share is currently the primary measure for our Performance Share Plan, but the Committee may exercise its discretion to introduce additional or alternative measures which are aligned to the delivery of the business strategy.</p> <p>Details of the performance conditions applied to awards granted in the year under review and to be granted in the forthcoming year will be set out in the Annual Remuneration Report for the relevant year.</p>	<p>RSP awards will be subject to a good practice underpin. The Committee will normally set the underpin (which may include quantitative and/or qualitative tests) prior to each grant, in line with business priorities and to ensure failure is not rewarded.</p> <p>Details of the underpin applied to awards granted in the year under review, and to be granted in the forthcoming year, will be set out in the Annual Remuneration Report for the relevant year.</p>

Retirement benefits	
Purpose and link to strategy	To provide an income for retirement.
Operation	<p>No special arrangements are made for Executive Directors, who are entitled to become members of the Group's defined contribution pension scheme, which is open to all UK employees, or the pension plan relevant to the country where they are employed if different.</p> <p>If the Executive Director so chooses, he/she may take some or all of the pension contribution as a cash alternative, which will be the same percentage of salary as the pension contribution foregone.</p>
Maximum opportunity	The maximum pension contribution or allowance for Executive Directors will be in line with that available to UK employees or to participants in the pension plan in the relevant country. For UK employees, this is currently 5% of salary.
Performance measures	n/a

Other benefits	
Purpose and link to strategy	To provide a competitive level of employment benefits.
Operation	<p>No special arrangements are generally made for Executive Directors.</p> <p>Benefits currently include (but are not limited to):</p> <ul style="list-style-type: none"> <li>• a car benefit appropriate for the role performed;</li> <li>• participation in the Company's private health and long-term sickness schemes;</li> <li>• life insurance and income continuance schemes; and</li> <li>• participation in all-employee share plans, on the same basis as other eligible employees.</li> </ul> <p>If new benefits are introduced for a wider employee group, the Executive Directors shall be entitled to participate on the same basis as other eligible employees.</p> <p>The Company may settle any tax incurred on benefits provided or expenses reimbursed.</p> <p>If, in the opinion of the Committee, a Director must relocate to undertake and properly fulfil his/her executive duties, relocation benefits may be provided, which may include a cash payment to cover reasonable expenses. Reimbursed expenses may include a gross-up to reflect any tax due in respect of the reimbursement.</p>
Maximum opportunity	<p>There is no maximum level of benefits provided to an individual Executive Director, as the cost of benefits is dependent upon costs in the relevant market. Benefits will be set at levels which are competitive, but not excessive.</p> <p>Participation by Executive Directors in any all-employee share plan operated by the Company is limited to the maximum award levels permitted by the plan rules from time-to-time and, in the case of any UK tax qualifying plan, the limits prescribed by the relevant tax legislation.</p>
Performance measures	n/a

Shareholding requirements for Executive Directors	
Purpose and link to strategy	To strengthen alignment between Executives and shareholders.
Operation	<p>Levels are set in relation to annual base salary and are normally required to be built over a five-year period. The Committee retains discretion to vary this period on an individual basis, if it believes that it is fair and reasonable to do so.</p> <p>Options which have vested unconditionally, but are as yet unexercised, and shares subject to deferred bonus awards and PSP/RSP awards which are in the holding period, but which are no longer subject to performance or service conditions, will be included on a net of tax basis, for the purposes of calculating shareholdings, as will shares held by an Executive's spouse or dependants.</p> <p>Post-cessation of employment, Executive Directors are also expected to remain aligned with the interests of shareholders for an extended period after leaving the Company, other than in exceptional circumstances. Details of the application of this policy are set out in the Annual Report on Remuneration.</p> <p>The Committee will regularly review the shareholding guidelines. It has discretion to disapply or reduce the shareholding guidelines in extenuating circumstances, for example in compassionate circumstances.</p>
Maximum opportunity	<p>There is no maximum, but minimum levels have been set at the equivalent of the Director's most recent annual long-term incentive opportunity – i.e. up to 250% of base salary, save that for Mike Norris, the minimum has been set at 300% of base salary. Non-Executive Directors are not required to hold shares in the Company.</p> <p>Executive Directors who have not yet met their shareholding guideline will normally be expected to retain at least 50% of any deferred bonus awards and PSP awards which vest (net of tax) until such time as this level of holding is met.</p>
Performance measures	n/a

Chair and Non-Executive Director fees	
Purpose and link to strategy	To ensure that the Group is able to attract and retain experienced and skilled Non-Executive Directors.
Operation	<p>Fee levels are determined with reference to the scope of responsibilities and the amount of time that is expected to be devoted during the year and taking into account the fee levels paid by other companies of similar size and complexity. No individual is involved in the process of setting his/her own remuneration.</p> <p>Fee levels may be reviewed annually. They may also be increased on an ongoing or temporary or ad hoc basis, to take into account changes in the working of the Board and/or changes in responsibilities.</p> <p>The Chair of the Board receives a fixed fee. Other Non-Executive Directors receive a basic fee and additional fees are payable for chairing the Board's Committees and for the additional responsibility of being the Senior Independent Director and may also be paid to other Non-Executive Directors to reflect additional time commitments and responsibilities. Fees are normally paid in cash.</p> <p>Travel expenses, hotel costs and other benefits related to the performance of the role, including any tax due, are also paid where necessary.</p> <p>Fees in respect of the year under review (and for the following year) are disclosed in the Annual Report on Remuneration.</p> <p>Non-Executive Directors do not participate in any of the Group's incentive arrangements or share plans and are not eligible for pension or other benefits.</p>
Maximum opportunity	Maximum in line with the Company's Articles of Association.
Performance measures	n/a

### Malus and clawback

Malus and clawback provisions apply to the annual bonus and PSP/RSP awards. For awards paid or granted in respect of 2020 onwards, the provisions are set out below.

Malus and/or clawback may apply to annual bonus awards, including deferred awards for a period of two years, and to PSP/RSP awards in the period up to the fifth anniversary of grant, in the event of:

- a material misstatement of results;
- gross or serious misconduct;
- an error or misstatement which has resulted in a material overpayment to the participants;
- a significant failure of risk management within the Company or any Group Member;
- significant reputational damage to the Company or any Group Member;
- the participant leaving in circumstances which, had all the facts been known, would have resulted in the award lapsing; or
- any other circumstances that the Committee, in its discretion, considers to be similar in nature or effect to those above.

The malus and clawback provisions that apply to awards prior to the dates set out above are in line with the relevant policy in force at the time the awards were made.

## Annual Report on Remuneration Responsibilities of the Remuneration Committee

The Committee's full responsibilities are set out in its Terms of Reference, which are available on the Company's website at [investors.computacenter.com](http://investors.computacenter.com).

### Advisor to the Committee

The principal advisor to the Committee during the year was Fariet Advisors (Fariet), which the Committee selected in January 2025 following a remuneration advisor review process.

The total fees paid to Fariet for advising the Committee in 2025 were £82,500. The Committee considers Fariet's advice to be independent, and it has no other connection to the Company or its Directors. During the year, Fariet also provided share plan advice to the Company.

## Directors' information

The following pages illustrate how we have applied our Remuneration Policy during 2025 and describes all elements of remuneration received by our Directors.

### Audited information

The audited tables and related notes are identified within this report, using **A** key.

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### Single figure of total remuneration

The total amount paid by the Company to each of the Directors, in respect of the financial years ended 31 December 2025 and 2024, is set out in the tables that follow.

## Year ended 31 December 2025

	Salary or fees £'000	Benefits £'000	Pension £'000	Total fixed pay £'000	Annual bonus £'000	PSP awards £'000	Total variable pay £'000	Total £'000
<b>Executive</b>								
Mike Norris	726.0	15.0 <sup>1</sup>	31.6	772.6	972.8	–	972.8	1,745.4
Keith Mortimer <sup>2</sup>	130.0	4.0 <sup>1</sup>	5.8	139.8	126.7	–	126.7	266.5
<b>Non-Executive</b>								
Pauline Campbell	300.0	–	–	300.0	–	–	–	300.0
René Carayol	84.0	–	–	84.0	–	–	–	84.0
Philip Hulme	62.8	–	–	62.8	–	–	–	62.8
Kelly Kuhn	69.0	–	–	69.0	–	–	–	69.0
Simon McNamara <sup>3</sup>	67.5	–	–	67.5	–	–	–	67.5
Ljiljana Mitic	80.6	–	–	80.6	–	–	–	80.6
Peter Ogden	62.8	–	–	62.8	–	–	–	62.8
Adam Walker	103.1	–	–	103.1	–	–	–	103.1
<b>Total (£'000)</b>	<b>1,685.8</b>	<b>19.0</b>	<b>37.4</b>	<b>1,742.2</b>	<b>1,099.5</b>	<b>–</b>	<b>1,099.5</b>	<b>2,841.7</b>

Year ended 31 December 2024

	Salary or fees £'000	Benefits £'000	Pension £'000	Total fixed pay £'000	Annual bonus £'000	PSP awards £'000	Replacement Awards £'000	Total variable pay £'000	Total £'000
<b>Executive</b>									
Mike Norris	707.0	15.3 <sup>1</sup>	31.1	753.4	210.5	–	–	210.5	963.9
Chris Jehle <sup>4</sup>	467.0	15.1 <sup>1</sup>	20.5	502.6	139.1	–	–	139.1	641.7
<b>Non-Executive</b>									
Pauline Campbell <sup>5</sup>	182.2	–	–	182.2	–	–	–	–	182.2
René Carayol <sup>6</sup>	65.5	–	–	65.5	–	–	–	–	65.5
Philip Hulme	57.0	–	–	57.0	–	–	–	–	57.0
Kelly Kuhn <sup>7</sup>	15.9	–	–	15.9	–	–	–	–	15.9
Ljiljana Mitic <sup>8</sup>	62.6	–	–	62.6	–	–	–	–	62.6
Peter Ogden	57.0	–	–	57.0	–	–	–	–	57.0
Ros Rivaz <sup>9</sup>	62.4	–	–	62.4	–	–	–	–	62.4
Peter Ryan <sup>10</sup>	85.2	–	–	85.2	–	–	–	–	85.2
Adam Walker <sup>11</sup>	30.4	–	–	30.4	–	–	–	–	30.4
<b>Total (£'000)</b>	<b>1,792.2</b>	<b>30.4</b>	<b>51.6</b>	<b>1,874.2</b>	<b>349.6</b>	<b>–</b>	<b>–</b>	<b>349.6</b>	<b>2,223.8</b>

- The benefits figure represents the taxable benefit arising from cash allowances paid in lieu of the provision of company car and other travel-related benefits for the CEO and the provision of a company car for the CFO.
- Keith Mortimer was appointed as an Executive Director and Chief Financial Officer of the Group, with effect from 1 September 2025. The disclosures made in respect of his base salary, benefits, pension and annual bonus are in respect of the period that Keith has been in role during the year (i.e. 1 September 2025 to 31 December 2025).
- Simon McNamara was appointed as an Independent Non-Executive Director with effect from 9 January 2025.
- Chris Jehle stepped down from the Board, and as Chief Financial Officer of the Group, with effect from 16 December 2024. His employment with the Group ended on 31 December 2024 and the figures in the table above cover the period until this date.
- Pauline Campbell stepped down as Audit & Risk Committee Chair and was appointed as Chair of the Board with effect from 14 May 2024.

- René Carayol was appointed as Chair of the Remuneration Committee on 30 September 2024.
- Kelly Kuhn was appointed as an Independent Non-Executive Director on 30 September 2024.
- Ljiljana Mitic was appointed as Chair of the ESG Committee with effect from 11 February 2025.
- Ros Rivaz stepped down from the Board on 30 September 2024, having previously been Senior Independent Director and Chair of the Remuneration Committee.
- Peter Ryan stepped down as Chair of the Board with effect from 14 May 2024.
- Adam Walker was appointed as an Independent Non-Executive Director and Chair of the Audit & Risk Committee with effect from 30 August 2024. Adam was appointed as the Senior Independent Director on 30 September 2024.

## Remuneration paid in 2025: Executive Directors

### 2025 base salary

As disclosed previously, the annual salary of the CEO was increased by 2.7% to £726,000, with effect from 1 January 2025, and in line with the wider workforce increase for the year, and took account of both Company and individual performance. Keith Mortimer was appointed to the Board as Chief Financial Officer on a base salary of £390,000, with effect from 1 September 2025.

### 2025 annual bonus

The maximum bonus opportunity in 2025 was 200% of base salary for the CEO and 150% of base salary for the CFO (pro-rated from his appointment date to the end of the year). Half of the bonus paid will be deferred into Computacenter shares, with half payable after one year and half payable after two years. The 2025 annual bonus opportunity was driven by the financial performance of the business and

individual targets for each Director. For 2025, a total of 80% of this award was conditional on achieving criteria linked to the Group's financial performance. The Committee sets these targets with reference to the Group's strategic and financial plans, as approved by the Board.

The Executive Directors' non-financial personal objectives, alongside the Committee's assessment of achievement against them, are set out in the tables on page 124. The non-financial objectives are subject to a profit threshold, which was achieved during the year.

Supporting context for the 2025 annual bonus outcomes is provided in the Remuneration Committee Chair's letter on pages 111 to 113.

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The table below sets out details of the annual bonus criteria which applied for the CEO and CFO for 2025 and the performance delivered:

Measure	As a percentage of maximum bonus opportunity	Performance required				Actual % achieved		Payout £'000	
		Threshold	Target	Stretch	Maximum	CEO	CFO	CEO	CFO
								CEO	CFO
<b>Financial criteria</b>									
Profit before tax (£m)	50%	254.0	265.5	277.0	290.9	271.5 <sup>1</sup>		404.3	54.3 <sup>3</sup>
Percentage payout		10%	20%	35%	50%	27.85%			
Services contribution growth (£m)	10%	302.7	319.5	336.3	353.1	339.5		109.8	14.7 <sup>3</sup>
Percentage payout		2%	4%	7%	10%	7.56%			
Cash balance (£m)	10%	172.0	181.5	191.1	200.6	272.2		145.2	19.5 <sup>3</sup>
Percentage payout		2%	4%	7%	10%	10.0%			
EBIT % of gross profit (%)	10%	23.8%	24.4%	25.0%	26.3%	24.0% <sup>2</sup>		37.6	5.0 <sup>3</sup>
Percentage payout		2%	4%	7%	10%	2.59%			
<b>Non-financial criteria</b>									
Personal objectives	20%	0%	7.5%	15%	20%	19%	17%	275.9	33.2 <sup>3</sup>
Total	100%	16%	39.5%	71%	100%	67%	65%	972.8	126.7

1. Profit before tax represents Group adjusted profit before tax on a currency adjusted basis.
2. The measure represents the percentage derived by dividing Group adjusted operating profit by Group gross profit, on a currency-adjusted basis.
3. Pro-rated for the period that Keith Mortimer was Chief Financial Officer (1 September 2025 to 31 December 2025).

## Governance

### Director's Remuneration report continued

Objectives	Progress in the year
CEO	
Deliver measurable progress against our inclusion priorities across hiring, promotion and development of our people. Execute effectively against our circular services strategy to grow circular services capability across the Group and develop our Sustainable Operations Strategy to enable the Group to meet its existing long-term commitments in that area.	The focus on inclusion at all levels across the business continues, our inclusive hiring and development practices have meant that inclusion is embedded in the business across all people practices, demonstrated with an 87% inclusion score achieved in our 2025 employee survey. Our gender mix continues to improve, with senior female leaders up at 27.56% from 25.81% last year and the percentage of women across the entire workforce growing to 29.21% from 28.35% last year. Circular services continues to grow with over 1 million devices recovered then recycled, redeployed or remarketed during the year, growing over 10% year on year. In 2025, strong progress was made against our Sustainable Operations Strategy, advancing the Group's position toward achieving Net Zero against the emissions within our control.
Drive the next phase of growth in our North American business, through embedding its new leadership structure, and the identification and completion of acquisition opportunities.	Our performance in North America has exceeded expectations, growing gross profit by 31.4% in constant currency during 2025. Our new leadership structure has been successfully implemented, allowing effective execution of our business priorities and identification of acquisition opportunities which were completed in the first quarter of 2026.
Optimise the Group's operating model to leverage scale benefits and deliver measurable improvements in operational efficiency. Lead the successful appointment and onboarding of a new CFO, and ensure robust succession plans are in place across the Executive Team to support continuity and long-term performance.	The operating structure continues to evolve with a focus on simplicity and efficiency, we have better visibility of the business through reporting insights and through deployment of automation tooling such as Genesys, helping us to deliver better service to Customers while reducing cost. Keith Mortimer was appointed as CFO, with effect from 1 September 2025, following a comprehensive search process and has been successfully integrated into the Executive Team. A strong framework for Executive Team succession planning has been established.
Lead the delivery of major Group systems transformation initiatives to drive simplicity, enhance efficiency and drive operational excellence.	Successfully migrated historic acquisitions onto core platforms and delivered a significant volume of corporate, divisional and IT/cyber initiatives, taking over 300 projects live during the year.

Objectives	Progress in the year
CFO	
Strengthen and advance the Group's finance function and internal audit function to enhance financial control, governance, and the effectiveness of financial reporting and assurance.	Developed Finance strategic plan for the Group aligned to the Board's priorities and successfully recruited and onboarded a new Head of Group Internal Audit. Made material progress in strengthening Treasury, FP&A and Audit capability, resilience, and reporting including the development of a material controls identification and testing plan to underpin Board reporting requirements for Provision 29 of the UK Corporate Governance Code 2024.
Build and maintain effective, trusted relationships with key internal and external stakeholders, including the Board, Audit & Risk Committee, Executive Team, Investors, Lenders and Auditors, to support strong governance, transparent communication and effective financial decision-making.	Effectively canvassed and represented the views of key stakeholders, including the Group's Institutional Investors, ensuring these perspectives were appropriately considered by the Board in its significant decisions and judgements, during the second half of the year and during the 2025 year-end process.
Oversee the cost-effective delivery of the Group's IT systems roadmap, maintaining tight financial control while supporting the delivery of operational efficiencies and strategic capabilities.	Strong oversight provided for the Group's IT Systems investments, including the development of relevant key performance indicators. Established Investment Committee financial oversight and robust governance processes to improve cost predictability, control and decision-making.

## Governance

### Director's Remuneration report continued

#### PSP

Vesting of these awards to the CEO was dependent on achieving the following performance measures over a three-year period:

The compound annual growth rate of the Group's adjusted diluted earnings per share (EPS) – 70% weighting	
Performance level <sup>1</sup>	Adjusted diluted EPS CAGR
Maximum (100% vesting)	12.50%
In line with expectations (50% vesting)	8.33%
Threshold (10% vesting)	5.00%

1. Vesting occurs on a straight-line basis between these thresholds.

The EPS number used for the base year of this award (i.e. EPS in 2022) was 169.7p. On this basis, the increase in adjusted diluted EPS during the period 1 January 2023 to 31 December 2025 was 1.05% per annum, which resulted in 0% vesting for this performance element.

Services revenue growth – 30% weighting (measured on a constant currency basis)	
Performance level <sup>1</sup>	Services revenue CAGR
Maximum (100% vesting)	7.5%
In line with expectations (50% vesting)	5.5%
Threshold (25% vesting)	3.5%

1. Vesting occurs on a straight-line basis between these thresholds.

Services revenue growth during the period 1 January 2023 to 31 December 2025 was 2.64% per annum, which resulted in 0% vesting for this performance element.

The Committee considered the PSP formulaic outturn in the context of wider Company performance and the wider stakeholder experience and considers that the outcome is a fair reflection of performance over the performance period.

## Remuneration awards granted in 2025: Executive Directors

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### Share plan interests awarded during the year

The table below details awards made during 2025 under the PSP plan. The performance conditions for these awards are set out in more detail on the following page. Any awards that vest will be subject to a two-year holding period.

#### Year ended 31 December 2025

	Plan/type of award	Number of shares	Face value at time of grant	Performance conditions applied	Amount vesting related to threshold of performance		Performance period set
					Threshold performance (% of face value)	Maximum performance (% of face value)	
CEO	PSP – nil cost option	53,908	£1,414,007 <sup>1</sup>	Compound growth rate of Company EPS (70%)	10%	100%	Three financial years from 1 January 2025
				Compound growth rate of Services revenue (15%)	25%	100%	
				Compound growth rate of North American business EBIT (15%)	25%	100%	
	RSP – nil cost option	14,072	£353,489 <sup>2</sup>	Non-performance-related award	100%	100%	No performance conditions – four-year vesting period (from 1 June 2025)

1. This is based on the average mid-market share price of Computacenter plc on the three immediately preceding business days from the 24 March 2025 grant, being £26.23.

2. This is based on the average mid-market share price of Computacenter plc on the three immediately preceding business days from the 24 June 2025 grant, being £25.12.

## Governance

### Director's Remuneration report continued

Vesting of the PSP awards to the CEO will depend on achieving the following performance measures over a three-year period from 1 January 2025:

<b>The compound annual growth rate of the Group's adjusted diluted earnings per share (EPS) – 70% weighting</b>	
<b>Performance level<sup>1</sup></b>	<b>Adjusted diluted EPS CAGR</b>
Maximum (100% vesting)	10.0%
In line with expectations (50% vesting)	7.22%
Threshold (10% vesting)	5.0%

- Vesting occurs on a straight-line basis between these thresholds. As disclosed last year, the base year of this award (i.e. EPS in 2024) will be consistent with the EPS number that was used to calculate the vesting of PSP awards granted for the performance period 2022 to 2024.

<b>The compound annual Services revenue growth rate – 15% weighting (measured on a constant currency basis)</b>	
<b>Performance level<sup>1</sup></b>	<b>Services revenue CAGR</b>
Maximum (100% vesting)	7.5%
In line with expectations (50% vesting)	5.5%
Threshold (25% vesting)	3.5%

- Vesting occurs on a straight-line basis between these thresholds.

<b>The compound annual EBIT growth rate of Group's North American business – 15% weighting (measured on a constant currency basis)</b>	
<b>Performance level<sup>1</sup></b>	<b>North American EBIT CAGR</b>
Maximum (100% vesting)	20%
In line with expectations (50% vesting)	16%
Threshold (25% vesting)	12%

- Vesting occurs on a straight-line basis between these thresholds.

Vesting of the RSP award is not subject to performance conditions. However, the Committee will assess performance against a 'good practice' underpin for the period from 1 June 2025 to 1 June 2029 (the Assessment Period). The Committee will consider (in conjunction with any other matters it considers appropriate): (i) whether there is a material weakness in the underlying financial health or sustainability of the business (considering factors such as revenue, gross profit, adjusted diluted EPS and adjusted net funds), (ii) performance against Computacenter's key strategic priorities, including both financial and non-financial, and (iii) whether there has been a materially serious risk and/or reputational event. The Committee will assess performance against this underpin at the end of the Assessment Period and consider whether a discretionary reduction (including down to zero) in the vesting of the RSP award is required.

The table below details awards made during 2025 under the Deferred Bonus Plan.

	<b>Plan/ type of award</b>	<b>Number of shares</b>	<b>Face value</b>	<b>Vesting date</b>
CEO	DBP <sup>2</sup> – Conditional Share	4,013	105,261 <sup>1</sup>	50% – 30/03/2026 50% – 30/03/2027

- This is based on the average mid-market share price of Computacenter plc on the three immediately preceding business days from grant on 24 March 2025, being £26.23.
- These are not subject to any other performance conditions.

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**Executive Director outstanding share awards as at 31 December 2025**

Directors' interests in share plans

	Plans	Note	Exercise/share price	Exercise period	At 1 January 2025	Granted during the year	Exercised during the year	Lapsed during the year	At 31 December 2025
<b>Mike Norris</b>	Sharesave	1	1,011.0p	01/12/24 – 31/05/25	2,967	–	2,967	–	–
	Sharesave	1	1,975.0p	01/12/29 – 01/06/30	1,594	–	–	–	1,594
	PSP	3	Nil	31/03/25 – 22/03/30	117,223	–	117,223	–	–
	PSP	3	Nil	21/03/26 – 21/03/31	46,954	–	–	–	46,954
	PSP	2, 3	Nil	21/03/27 – 20/03/32	39,368	–	–	39,368	–
	PSP	3	Nil	23/03/28 – 05/04/33	60,437	–	–	–	60,437
	PSP	4	Nil	23/03/29 – 25/03/34	50,628	–	–	–	50,628
	PSP	4	Nil	21/03/30 – 23/03/25	–	53,908	–	–	53,908
	RSP	5	Nil	25/06/30 – 22/06/36	–	14,072	–	–	14,072
	DBP	6	Nil	31/03/25	3,332	–	3,332	–	–
	DBP	6	Nil	26/03/25	7,456	–	7,456	–	–
	DBP	6	Nil	26/03/26	7,267	–	–	–	7,267
	DBP	6	Nil	26/03/26	–	2,007	–	–	2,007
DBP	6	Nil	24/03/27	–	2,006	–	–	2,006	
<b>Keith Mortimer</b>	Sharesave	1	1,011.0p	01/12/24 – 31/05/25	1,483	–	1,483	–	–
	Sharesave	1	1,772.0p	01/12/25 – 31/05/26	203	–	–	–	203
	Sharesave	1	2,098.0p	01/12/27 – 31/05/28	265	–	–	–	265
	Sharesave	1	2,212.0p	01/12/30 – 31/05/31	–	417	–	–	417
	PSP	7	Nil	21/03/25 – 20/03/32	1,799	–	–	1,799	–
	PSP	7	Nil	23/03/26 – 25/03/33	3,865	–	–	–	3,865
	PSP	8	Nil	23/03/27 – 25/03/34	3,716	–	–	–	3,716
	PSP	8	Nil	23/03/27 – 25/03/34	–	4,003	–	–	4,003

1. Issued under the rules of the Computacenter 2018 Sharesave Plan, which is available to employees of Computacenter in the UK, Germany and the US. Eligible employees can save between £5 and £500 a month to purchase options in shares in Computacenter plc at a price fixed at the beginning of the Plan term. There are no conditions relating to the performance of the Company for this Plan.
2. These awards lapsed in full during the year.
3. Issued under the terms of the Computacenter Performance Share Plan, as amended at the AGMs held on 19 May 2015, 14 May 2017, 18 May 2018, 19 May 2022 and 17 May 2023.
  - (a) In respect of 70% of the total award: no awards will vest if the compound annual EPS growth over the performance period is less than 5% per annum. Awards will vest in relation to one-tenth of the shares comprised in them if the compound annual EPS growth over the performance period is 5%. Awards will vest in relation to one-half of the shares comprised in them if compound annual EPS growth equals 8.33%. This portion of the award will vest in full if the compound annual EPS growth equals or exceeds 12.5% per annum, with straight-line vesting between these points.
  - (b) In respect of 30% of the total award: the award will start to vest if the compound annual Services revenue growth rate over the performance period equals 3.5%. If the compound annual Services revenue growth rate over the performance period is 7.5%, this portion of the award will vest in full. If the compound annual Services revenue growth rate over the period is between 3.5% and 7.5%, then this portion of the award will vest on a straight-line basis between 25% and 100%.  
PSP awards from 2018 onwards are subject to a two-year holding period.
4. Issued under the terms of the Computacenter Performance Share Plan, as amended at the AGMs held on 19 May 2015, 14 May 2017, 18 May 2018, 19 May 2022 and 17 May 2023.
  - (a) In respect of 70% of the total award: no awards will vest if the compound annual EPS growth over the performance period is less than 5% per annum. Awards will vest in relation to one-tenth of the shares comprised in them if the compound annual EPS growth over the performance period is 5%. This portion of the award will vest in full if the compound annual EPS growth equals or exceeds 10% per annum, with straight-line vesting between 5% and 10%.
  - (b) In respect of 15% of the total award: the award will start to vest if the compound annual Services revenue growth rate over the performance period equals 3.5% per annum, with 50% vesting for growth of 5.5% per annum. If the compound annual Services revenue growth rate over the performance period is 7.5% per annum, this portion of the award will vest in full. If the compound annual Services revenue growth rate over the period is between 3.5% and 7.5%, then this portion of the award will vest on a straight-line basis between 25% and 100%.
  - (c) In respect of 15% of the total award: 25% of this portion will vest if the compound annual EBIT growth rate of the Group's North American business during the performance period equals 12% per annum, with 50% vesting for growth of 16% per annum. If the compound annual EBIT growth rate over the performance period is 20% per annum, this portion of the award will vest in full. There will be straight-line vesting between these points.
5. Issued under the terms of the Computacenter Share Plan 2025, as approved by shareholders at the Company's AGM on 15 May 2025.
6. Conditional shares issued under the terms of the Computacenter 2017 Deferred Bonus Plan. Awards vest in equal tranches on the first and second anniversary of the grant date.
7. Issued under the terms of the Computacenter Performance Share Plan, as amended at the AGMs held on 19 May 2015, 14 May 2017, 18 May 2018, 19 May 2022 and 17 May 2023. No awards will vest if the compound annual EPS growth rate over the performance period is less than 5.0% per annum. Awards will vest in relation to one quarter of the shares comprised in them if the compound annual EPS growth over the performance period is 5.0%. Awards will vest in relation to one half of the shares comprised in them if the compound annual EPS growth rate is 7.5%. Awards will vest in full if the compound annual EPS growth rate in the performance period is 10.0% or more. Awards will vest on a straight-line basis between these points.
8. Issued under the terms of the Computacenter Performance Share Plan, as amended at the AGMs held on 19 May 2015, 14 May 2017, 18 May 2018, 19 May 2022 and 17 May 2023. No awards will vest if the compound annual EPS growth rate over the performance period is less than 5.0% per annum. Awards will vest in relation to one quarter of the shares comprised in them if the compound annual EPS growth over the performance period is 5.0%. Awards will vest in full if the compound annual EPS growth rate in the performance period is 8.0% or more. Awards will vest on a straight-line basis between these points.

## Director gains PSP

Director	Date of vesting	Plan	Number of shares	Exercise price	Market price at vesting	Notional gain made
Mike Norris	n/a	PSP	NIL	–	–	–

The closing market price of ordinary shares at 31 December 2025 (being the last trading day of 2025) was £29.30 (31 December 2024: £21.24).

The highest price during the year was £30.64 and the lowest was £20.24.

## Minimum shareholding requirements

The Group's minimum shareholding guidelines in the current Remuneration Policy require (i) the CEO, Mike Norris, to hold a shareholding equal to 300% of his base salary, and (ii) all other Executive Directors to build up a shareholding that is equal to 100% of their most recent LTIP award granted whilst a Director of the Board (PSP and RSP combined value on grant), with the expectation that they will achieve this within five years of appointment. For the purposes of calculating shareholdings, the following are included on a net basis: deferred bonuses, shares subject to the holding period, options which have either vested but are as yet unexercised or which have no performance conditions (other than time lapsation), and shares held by an Executive's spouse or dependants. There is no requirement for the Non-Executive Directors to hold shares.

When an Executive Director steps down from the Board, they are expected to retain an interest in Computacenter shares based on their in-employment shareholding guideline (or actual shareholding at the date of stepping down from the Board if lower) for a period of two years.

The Committee has the discretion to disapply or reduce this requirement in extenuating circumstances, for example in compassionate circumstances.

Mike Norris substantially exceeds his shareholding requirement. The requirement for Keith Mortimer is currently 50% of his base salary (to which he was subject prior to becoming Chief Financial Officer), but this will increase immediately upon anticipated share plan awards being granted to him in the first quarter of 2026, following the release of the Company's 2025 full-year financial results.

**A**

**Directors' shareholdings**

The beneficial interest of each of the Directors and their connected persons in the shares of the Company, as at 31 December 2025, is as follows:

Director	Number of shares in the Company as at 31 December 2025	Percentage of requirement achieved	Interests in shares (shares or options vested but unexercised or subject to a holding period)			
			SAYE	PSP	DBP	Total
Mike Norris	1,079,214	1,491% <sup>3</sup>	–	46,954 <sup>2</sup>	11,282 <sup>1</sup>	58,236
Keith Mortimer	4,155	65% <sup>3</sup>	203	–	–	203
Pauline Campbell	8,900	n/a	–	–	–	8,900
René Carayol	–	n/a	–	–	–	–
Philip Hulme	16,426,812	n/a	–	–	–	16,426,812
Kelly Kuhn	–	n/a	–	–	–	–
Simon McNamara	–	n/a	–	–	–	–
Ljiljana Mitic	–	n/a	–	–	–	–
Peter Ogden	26,240,461	n/a	–	–	–	26,240,461
Adam Walker	2,014	n/a	–	–	–	2,014

Note: There has been no grant of, or trading in, shares of the Company by the current Directors between 1 January 2026 and 11 March 2026.

1. Shares issued as a result of annual bonus deferral, in line with the rules of the Computacenter Deferred Bonus Plan 2017, and the Group's Directors' Remuneration Policy.
2. These are all currently subject to a two-year holding period following vesting, in line with the Group's Performance Share Plan 2015 and the Group's Directors' Remuneration Policy.
3. Based on the Company's closing share price as at 31 December 2025, of £29.30, and the approved 2025 base salaries. Interests in shares count towards the Shareholding Guideline, on a net of tax basis (deemed to be 50%) for the PSP and DBP. Interest in shares for the SAYE count fully towards the achievement of the Shareholding Guideline. The CFO's minimum shareholding requirement as at 31 December 2025 is 50.0% of his current base salary on that date. On the grant of his first LTIP awards whilst in-role, which is currently anticipated to be in March 2026, this requirement will increase to 220% of his base salary at that time.

**Dilution limits**

Computacenter is able to use a mixture of both new issue and market purchase shares to satisfy the vesting of awards made under its PSP, DBP and Sharesave plans. In line with best practice, the use of new or treasury shares to satisfy awards made under all share plans is restricted to 10% in any ten-year rolling period, with a further restriction for discretionary plans of 5% in the same period. The Company's current position against its dilution limit is below each of these thresholds. The Company regularly reviews its position against the dilution guidelines and, should there be insufficient headroom within which to grant new awards which could be satisfied by issuing new shares, the Company intends to continue its current practice of satisfying new awards with shares purchased on the market.

**Payments to past Directors and payments for loss of office**

There have been no payments made to past Directors or payments for loss of office during the year.

**Executive service contracts**

The Executive Director's contracts of employment are summarised in the table below:

Director	Start date	Expiry date	Unexpired term	Notice period (months)
Mike Norris	23/04/1998	n/a	None specified	12
Keith Mortimer	01/09/2025	n/a	None specified	12

The CEO and CFO have a rolling 12-month service contract with the Company, which is subject to 12 months' written notice by either the Company or the CEO/CFO.

**External appointments for Executive Directors**

Executive Directors are permitted to hold outside directorships, subject to approval by the Board, and to retain any fees paid for such services. During 2025, no Executive Director held any external fee-paying directorships.

### Non-Executive Directors’ letters of appointment and fees

The Non-Executive Directors have not entered into service contracts with the Company. They each operate under a letter of appointment which sets out their terms, duties and responsibilities. Non-Executive Directors are appointed for an initial term, which runs to the conclusion of the third AGM following their appointment, and which may be renewed at that point. The letters of appointment provide that should a Non-Executive Director not be re-elected at an AGM before he or she is due to retire, then his or her appointment will terminate. The terms and conditions of appointment of the Non-Executive Directors are available for inspection by shareholders at the Company’s registered office. The appointments continue until the expiry dates set out below, unless terminated for cause or on the period of notice stated below:

Director	Date of latest letter of appointment	Expiry date	Notice period
Pauline Campbell	21 March 2024	Close of the Company’s AGM in 2027	3 months
René Carayol	15 May 2025	Close of the Company’s AGM in 2028	3 months
Philip Hulme	15 May 2025	Close of the Company’s AGM in 2028	3 months
Kelly Kuhn	30 September 2024	Close of the Company’s AGM in 2027	3 months
Simon McNamara	9 January 2025	Close of the Company’s AGM in 2027	3 months
Ljiljana Mitic	15 May 2025	Close of the Company’s AGM in 2028	3 months
Peter Ogden	15 May 2025	Close of the Company’s AGM in 2028	3 months
Adam Walker	30 August 2024	Close of the Company’s AGM in 2027	3 months

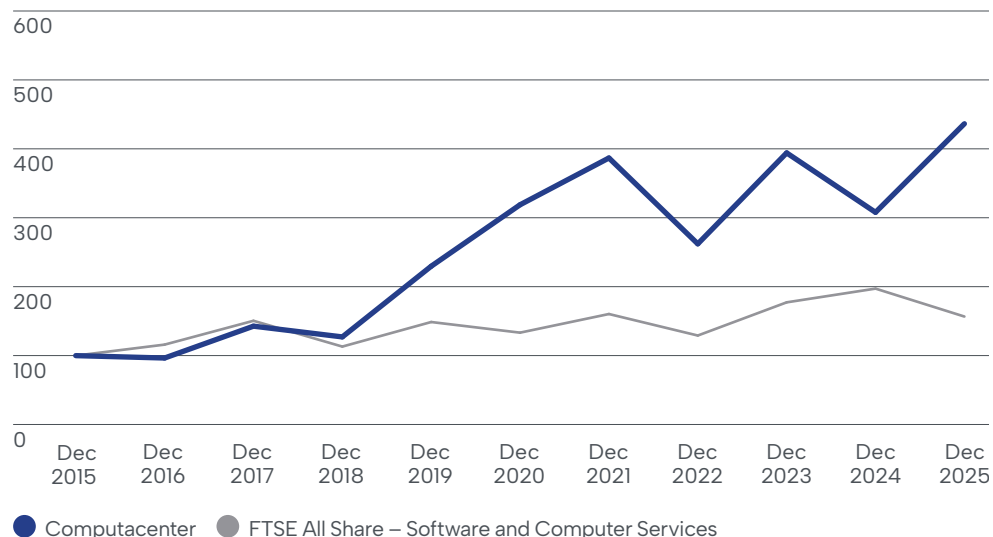
As noted in last year’s report, the Chair’s fees were positioned below median. Therefore, as part of its two stage process to position the Chair around the median, a further review of the Chair’s fee was undertaken to ensure that it reflected the complexity of the Company and skills required for the role. The market data continued to show that the current Chair fee was not in line with market practice and was positioned at the lower quartile of the Top 50 of the FTSE 250 (excluding financial services) peer group. Therefore, in 2026, the Chair will be paid a single consolidated fee of £350,000. This puts the Chair fee around the median of this peer group. Going forward, we expect the Chair fee to move in line with inflation, unless there is a material change in role or responsibility. The Non-Executive Directors are paid a basic fee, plus additional fees for chairing Board Committees or Senior Independent Director duties. In 2026, Non-Executive Directors’ annual fees will increase as follows:

Position	2025 Annual fees (£)	2026 Annual fees (£)
Independent Non-Executive Directors	69,000	71,000
Founder Non-Executive Directors	62,750	64,750
Additional fee for Chairing the Audit & Risk Committee	21,100	22,000
Additional fee for Chairing the Remuneration Committee	15,000	16,000
Additional fee for the position of Senior Independent Director	13,000	16,000
Additional fee for the position of Chairing the ESG Committee	13,000	15,000

### Performance of the Company

#### Total shareholder return performance

(Computacenter versus FTSE Software and Computer Services sector)



In this graph, TSR performance shows the value, in December 2025, of £100 invested in the Company’s shares in December 2015, assuming that all dividends received between December 2015 and December 2025 were reinvested in the Company’s shares (source: S&P Capital IQ).

The FTSE Software and Computer Services Index has been used for comparison as it includes companies that Computacenter directly competes with.

### CEO pay history

The table below shows the total remuneration figure for the CEO over the previous ten financial years. The total remuneration figure includes the annual bonus and PSP awards which vested based on performance in those years. The annual bonus and PSP percentages show the payout for each year as a percentage of the maximum.

Plan/type of award	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
CEO single figure of remuneration (£)	1,807,600	2,291,500	2,081,700	2,391,409	2,538,817	4,084,506	3,339,063	2,755,509	963,897	1,745,421
Annual bonus payout (as a % of maximum opportunity)	49.12%	92.35%	82.63%	92.5%	96.0%	96.0%	27.85%	76.56%	19.85%	67.00%
Annual bonus (£)	319,280	606,047	557,753	636,863	674,400	825,120	271,538	782,269	210,526	972,773
PSP vesting (as a % of maximum opportunity)	85.13%	68.01%	65.68%	80.78%	70.00%	100%	100%	90.86%	0%	0%
PSP vesting (£)	891,800	1,101,400	923,699	1,150,120	1,398,898	2,653,094	2,372,688	1,265,880	–	–

### Percentage change in remuneration of Board Directors and employees

The table below sets out the percentage change in the salary, benefits and annual bonus of all Executive and Non-Executive Directors compared to the average amount paid to Computacenter employees in the UK, in the years ended 31 December 2020, 2021, 2022, 2023, 2024 and 2025.

Computacenter plc is the Group's Parent Company and does not have any employees. The comparator group of Computacenter's UK-based employees was chosen, as the Committee believes it provides a sufficiently large comparator group based on a similar incentive structure to the CEO and reduces any distortion arising from currency and cost of living differences in other geographies in which the Group operates.

	% change in remuneration between 2020 and 2021			% change in remuneration between 2021 and 2022			% change in remuneration between 2022 and 2023			% change in remuneration between 2023 and 2024			% change in remuneration between 2024 and 2025		
	Salary/Fee	Benefits	Annual bonus	Salary/Fee	Benefits	Annual bonus	Salary/Fee	Benefits	Annual bonus	Salary/Fee	Benefits	Annual bonus	Salary/Fee	Benefits	Annual bonus
<b>Executive</b>															
Mike Norris	35.94% <sup>1</sup>	(24.32)% <sup>2</sup>	22.35%	13.44% <sup>3</sup>	103.70% <sup>2</sup>	(67.09)%	4.80%	(1.21)%	188.14%	3.79%	(6.13)%	(73.09)%	2.68%	(1.96)%	362.14%
Keith Mortimer <sup>4</sup>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Chris Jehle <sup>5</sup>	–	–	–	–	–	–	–	–	–	77.90% <sup>5,6</sup>	115.71% <sup>5,6</sup>	(53.24)% <sup>5,6</sup>	–	–	–
Tony Conophy <sup>7</sup>	35.97% <sup>1</sup>	2.52%	27.73%	2.69%	4.94%	(72.11)%	(38.88)% <sup>7</sup>	(44.12)% <sup>7</sup>	80.60%	–	–	–	–	–	–

## Governance

### Director's Remuneration report continued

	% change in remuneration between 2020 and 2021			% change in remuneration between 2021 and 2022			% change in remuneration between 2022 and 2023			% change in remuneration between 2023 and 2024			% change in remuneration between 2024 and 2025		
	Salary/Fee	Benefits	Annual bonus	Salary/Fee	Benefits	Annual bonus	Salary/Fee	Benefits	Annual bonus	Salary/Fee	Benefits	Annual bonus	Salary/Fee	Benefits	Annual bonus
<b>Non-Executive</b>															
Pauline Campbell <sup>9</sup>	–	–	–	195.89% <sup>8</sup>	–	–	4.84%	–	–	127.33% <sup>9</sup>	–	–	64.65%	–	–
René Carayol <sup>10</sup>	–	–	–	–	–	–	528.60%	–	–	8.60% <sup>11</sup>	–	–	28.24%	–	–
Rene Haas	2.0%	–	–	(5.88)% <sup>12</sup>	–	–	–	–	–	–	–	–	–	–	–
Philip Hulme	308.0% <sup>13</sup>	–	–	2.69%	–	–	4.83%	–	–	3.83%	–	–	10.18%	–	–
Kelly Kuhn <sup>14</sup>	–	–	–	–	–	–	–	–	–	–	–	–	333.96%	–	–
Simon McNamara <sup>15</sup>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Ljiljana Mitic <sup>16</sup>	2.0%	–	–	2.67%	–	–	4.77%	–	–	3.81%	–	–	28.75%	–	–
Peter Ogden	308.0% <sup>17</sup>	–	–	2.69%	–	–	4.83%	–	–	3.83%	–	–	10.18%	–	–
Minnow Powell	(23.56)% <sup>18</sup>	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Ros Rivaz	2.05%	–	–	2.69%	–	–	4.84%	–	–	(22.15)% <sup>19</sup>	–	–	–	–	–
Peter Ryan	2.0%	–	–	2.71%	–	–	4.82%	–	–	(63.04)% <sup>20</sup>	–	–	–	–	–
Adam Walker <sup>21</sup>	–	–	–	–	–	–	–	–	–	–	–	–	239.14%	–	–
<b>Employees</b>															
Computacenter															
UK-based employees	4.19%	(4.49)%	(0.69)%	5.81%	(5.60)%	1.29%	6.33%	(0.09)%	(14.52)%	5.41%	3.89%	2.35%	4.83%	2.41%	0.91% <sup>22</sup>

- The significant percentage increase for the CEO and former CFO (Tony Conophy) reflects the voluntary temporary reduction in base salary for the period 1 April 2020 to 30 June 2020.
- The reduction in benefits in 2021 for the CEO was due to his election not to have a car and driver provided from the middle of 2021 onwards. The rise in his benefits in 2022 represents an uplift through a car allowance, to offset his loss of car and driver, in line with that given to the former CFO (Tony Conophy), for the whole of the year.
- Following shareholder consultation, the CEO salary was increased by 13.4%.
- Keith Mortimer was appointed to the Board on 1 September 2025.
- Chris Jehle joined the Company, as the Group CFO and as an Executive Director of the Board on 1 June 2023.
- Chris Jehle stepped down as the Group CFO and as an Executive Director of the Board, by mutual agreement with the Company, on 16 December 2024, and left the Group as an employee on 31 December 2024.
- Tony Conophy stepped down as the Group CFO and as an Executive Director of the Board on 1 June 2023, and then remained with the Company as an employee until his retirement on 31 July 2023.
- Pauline Campbell was appointed to the Board on 16 August 2021 and assumed the role of Chair of the Audit Committee on 30 September 2021.
- Pauline Campbell was appointed as Chair of the Board on 14 May 2024, and stepped down as Chair of the Audit Committee at that time.
- René Carayol was appointed to the Board on 1 November 2022.
- René Carayol was appointed as Chair of the Remuneration Committee on 30 September 2024.
- Rene Haas stepped down from the Board on 1 December 2022.

- The significant percentage increase for Philip Hulme reflects his decision to waive basic fees due to him as a founder Non-Executive Director from 1 April 2020 until 31 December 2020, as announced by the Company on 6 April 2020.
- Kelly Kuhn was appointed to the Board on 30 September 2024.
- Simon McNamara was appointed to the Board on 9 January 2025.
- Ljiljana Mitic was appointed as Chair of the ESG Committee with effect from 11 February 2025.
- The significant percentage increase for Peter Ogden reflects his decision to waive basic fees due to him as a founder Non-Executive Director from 1 April 2020 until 31 December 2020, as announced by the Company on 6 April 2020.
- Minnow Powell stepped down from the Board on 30 September 2021.
- Ros Rivaz stepped down as Senior Independent Director and Chair of the Remuneration Committee with effect from 30 September 2024.
- Peter Ryan stepped down as Chair of the Board on 14 May 2024.
- Adam Walker was appointed to the Board and as Chair of the Audit Committee on 30 August 2024, and as Senior Independent Director on 30 September 2024.
- The change in the Computacenter UK-based employee annual bonus figure is based on the bonus paid during 2025 in respect of 2024 rather than in respect of 2025 due to the availability of data at the time this report is finalised. The data for the Executive Directors is based on the bonus to be paid in 2026 in respect of 2025. Therefore the like-for-like comparison of the UK-based employee figure is with the change in Executive Director bonus between 2023 and 2024 in the table above.

### CEO pay ratio

The CEO pay ratio table shows the ratio of pay between the CEO of Computacenter and Computacenter's UK employees. The ratio compares the total remuneration of the CEO against the total remuneration of the median UK employee and those who sit at the 25th and 75th percentiles (lower and upper quartiles).

Computacenter's CEO pay ratios have been calculated using Option B, a continuation of approach from the previous six years and based on the availability of data at the time the Annual Report is published. This uses the most recent gender pay data to identify the three employees that represent our 25th, 50th and 75th percentile employees. As a sense check, the salary and total pay and benefits of several employees either side of these 25th, 50th and 75th percentile employees were also reviewed, with an adjustment made where appropriate to ensure that the figures used were representative of an employee at these positions. For example, where the employee at the relevant position is not representative of other employees at that level, the employee next to them has been used instead.

For 2025, an employee below the 75th percentile was selected as this was felt to be more representative of the true 75th percentile. This fully aligns with the regulatory Option B concept of best equivalents. The total remuneration for these individuals has been calculated based on all components of pay for 2025, including base salary, performance-based pay, pension and benefits. The Committee considers that this provides an outcome that is representative of the employees at these pay levels.

Where an identified employee received a pro-rated component of pay, their figures have been converted to a full-year equivalent. No other adjustments were necessary other than the adjustments already set out above. The day by reference to which the Company determined the 25th, 50th and 75th percentile employees was 31 December 2025.

The Committee believes that the median pay ratio is consistent with the pay, reward and progression policies for the Company's UK employees taken as a whole. Computacenter's employer pension contributions, Company-paid benefits and voluntary benefit scheme options are consistent for all UK employees, including the CEO. In addition, the CEO is eligible to participate in the Company's annual bonus and Performance Share Plan, in line with other members of the senior Management team. The value of the variable pay awards is affected by performance delivered and, in the case of the Performance Share Plan, share price movement over three years.

The 2025 CEO pay ratio is higher than in 2024. This is primarily as a result of the CEO's 2025 total remuneration being higher than the previous year. The CEO's remuneration is heavily linked to performance and, as set out earlier in the report, this year has seen a higher bonus award outcome in respect of 2025, when compared with 2024. In 2024 the profit threshold was not met which resulted in a lower bonus outcome of 19.85% of the maximum opportunity. In 2025, the profit threshold has been met, triggering a higher bonus payout of 67.0% of the maximum opportunity. In both 2024 and 2025 there was no vesting of LTIP awards.

The median employee total compensation figure has also increased year-on-year, which reflects the salary increase approach applied for 2025 and ongoing fluctuations within employee demographics.

Year	Method	25th percentile pay ratio	Median pay ratio	75th percentile pay ratio
2025	Option B	44:1	30:1	19:1
2024	Option B	26:1	17:1	11:1
2023	Option B	77:1	53:1	33:1
2022	Option B	98:1	68:1	44:1
2021	Option B	114:1	83:1	55:1
2020	Option B	69:1	57:1	34:1
2019	Option B	76:1	51:1	36:1

### 2025 salary and total pay and benefits – all UK employee figures

Employees	25th percentile	Median	75th percentile
Total pay and benefits	£39,390	£59,093	£90,570
Salary	£37,721	£56,296	£81,400

### Relative importance of spend on pay

The charts below show the Group's relative expenditure on the pay of its employees, against certain other key financial indicators, for both 2024 and 2025:

#### Expenditure on Group employees' pay (£m)

25	1,255.6
24	1,189.9

#### Group adjusted profit before tax<sup>1</sup> (£m)

25	272.0
24	254.0

#### Shareholder distributions<sup>2</sup> (£m)

25	74.6
24	78.9

- As well as information prescribed by current remuneration reporting regulations, Group adjusted profit before tax has been included as this is deemed to be a key performance indicator of the Group, which is linked to the delivery of value to our shareholders.
- Relates to shareholder distributions made in, and not for, the relevant year.

### Statement of implementation of Remuneration Policy in the following financial year

Executive Director remuneration for 2026 will be in accordance with the terms of our Directors' Remuneration Policy, a summary of which is set out on pages 117 to 120 of this report.

#### 2026 base salaries

The base salaries of the CEO and CFO will increase by approximately 2.8% to £746,300 and £400,900 respectively, from 1 January 2026. This is in line with the average increase for the wider UK workforce and takes into account Company and individual performance.

#### 2026 annual bonus

The performance measures and weightings for the 2026 annual bonus will be as follows:

Mike Norris – CEO and Keith Mortimer – CFO  
(2026)



- Group adjusted profit before tax (up to 50%)
- Services contribution growth (up to 10%)
- Cash balance (up to 10%)
- Cost efficiency (up to 10%)
- Personal objectives (up to 20%)

The measures for 2026 have been set to be challenging relative to our 2026 business plan. The Committee deems the targets themselves to be commercially sensitive and therefore they have not been disclosed. They will be disclosed when the Committee no longer deems them to be commercially sensitive, and it currently anticipates including them in the 2026 Annual Report and Accounts.

The maximum 2026 annual bonus opportunity for the CEO will be 200% of base salary and 150% of base salary for the CFO.

#### 2026 PSP

The award level for the CEO in the 2026 financial year is 200% of salary, and 150% of base salary for the CFO.

The 2026 PSP award will be subject to the following performance conditions, with further context provided in the Annual Statement from the Chair of the Committee:

Performance Measure	Weighting	Vesting <sup>1</sup>	Performance
Compound annual adjusted diluted EPS growth rate	70%	Maximum (100% vesting)	10%
		In line with expectations (50% vesting)	7.22%
		Threshold (10% vesting)	5.0%
Compound annual Services revenue growth rate	15%	Maximum (100% vesting)	7.5%
		In line with expectations (50% vesting)	5.5%
		Threshold (25% vesting)	3.5%

Performance Measure	Weighting	Vesting <sup>1</sup>	Performance
Compound annual EBIT growth rate of the North American business	15%	Maximum (100% vesting)	15%
		In line with expectations (50% vesting)	11.5%
		Threshold (25% vesting)	8%

1. Any shares vesting will be subject to an additional two-year holding period post vesting.

#### 2026 RSP

The award level for the CEO in the 2026 financial year is 50% of salary, and 35% of base salary for the CFO.

The award will vest, subject to the achievement of a good practice underpin that considers factors including, but not limited to, key strategic objectives and the Group's financial health.

At the end of the four-year vesting period, the Committee will assess whether the underpin has been met and would consider whether, and to what extent, a discretionary reduction in the vesting of awards was required. Further details of the assessment of the underpin will be disclosed in the relevant annual report at the time of vesting.

Any shares vesting will be subject to an additional one-year holding period post-vesting.

#### Statement of voting

The results of voting on the Directors' Remuneration Report at the Company's 2025 AGM are shown in the table below:

Votes cast in favour		Votes cast against		Total votes cast	Votes withheld/abstentions
90,907,553	99.61%	353,274	0.39%	91,260,827	2,886

The results of voting on the Directors' Remuneration Policy at the Company's 2025 AGM are shown in the table below:

Votes cast in favour/discretionary		Votes cast against		Total votes cast	Votes withheld/abstentions
70,243,561	77.71%	20,149,093	22.29%	90,392,654	871,059

The Committee is grateful for the continuing support of shareholders. To ensure that this continues, the Committee will consult with shareholders on major issues where it is appropriate to do so. It will also continue to adhere to its underlying principle that Executive Directors' pay must be linked to performance and the sustainable delivery of value to our shareholders.

This Annual Report on Remuneration has been approved by the Board of Directors and signed on its behalf by:

**René Carayol**  
Chair of the Remuneration Committee  
11 March 2026

Computacenter is a leading independent technology and services provider, trusted by large corporate and public sector organisations. We are a responsible business that believes in sustainable long-term value creation. We help our customers to source, transform and manage their technology infrastructure to deliver digital transformation, enabling people and their business. Computacenter plc is a public company quoted on the London Stock Exchange (CCC.L) and a member of the FTSE 250. Computacenter employs over 21,000 people worldwide.



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