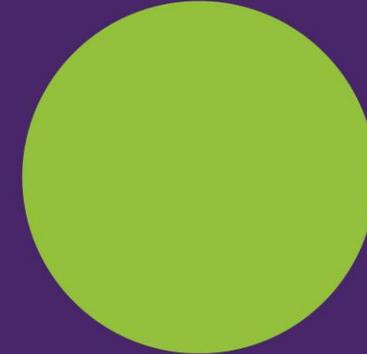
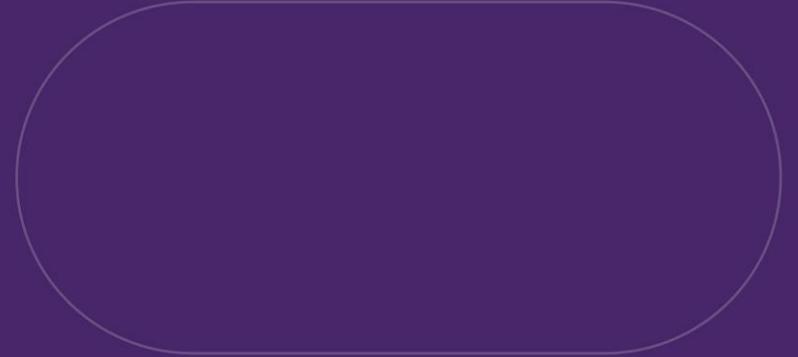
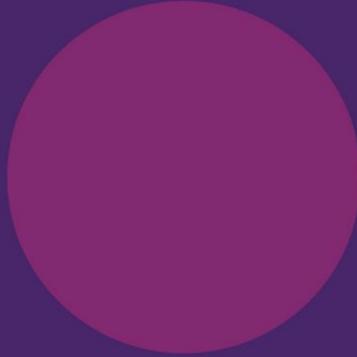




Evolution

**Results for the year
ended 31 July 2024**
Graham Charlton, CEO
Katy Mecklenburgh, CFO
24 October 2024



We are the largest provider of cyber security, cloud and IT infrastructure solutions in the UK¹, supporting local customers with their global needs



We support commercial and public sector organisations to design, procure, implement and manage their IT infrastructure

Corporate and public sector customers

10,291

Customer satisfaction

98% NPS: 63
as surveyed in October 2023



Gross invoiced income FY24²

£2.9bn



Employees at 31 July 2024

2,509

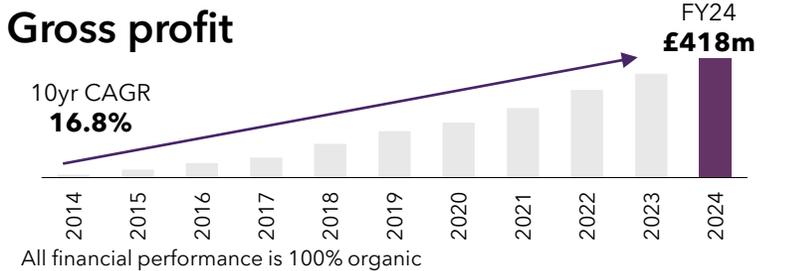


Employee engagement

90% NPS: 59
as surveyed in October 2023



Gross profit



Offices across the UK and Ireland

10

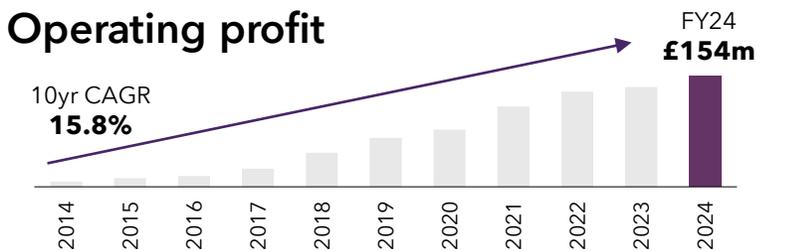


International offices and branches

6



Operating profit



400+ vendors



¹ Source: Channelweb CRN Top VARs 2024

² Gross invoiced income ('GII') is an alternative performance measure and represents the full value of invoices raised to customers before the IFRS 15 net down process overlaid on certain items such as cloud-based software. Working capital movements are therefore more closely correlated with GII than revenue.

2024 Financial Review

Katy Mecklenburgh, CFO



Consistent strategic execution driving further profitable growth

GII*
£2.85bn
FY23: £2.56bn

↑ +11.3%

Gross profit
£417.8m
FY23: £373.8m

↑ +11.7%

Operating profit
£154.1m
FY23: £140.9m

↑ +9.3%

Cash conversion**
95.9%
FY23: 93.2%

£158.5m closing cash

Ordinary dividend
26.6p
FY23: 25.0p

↑ +6.4%

Special dividend
20.9p
FY23: 12.6p

↑ +65.9%

Customers
10,291
FY23: 10,110

↑ +1.8%

Gross profit per customer
£40.6k
FY23: £37.0k

↑ +9.7%

* Gross invoiced income ('GII') is an alternative performance measure and represents the full value of invoices raised to customers before the IFRS 15 net down process overlaid on certain items such as cloud-based software. Working capital movements are therefore more closely correlated with GII than revenue.

** Defined as cash flow from operations before tax but after capital expenditure, as a percentage of operating profit.

Summary income statement

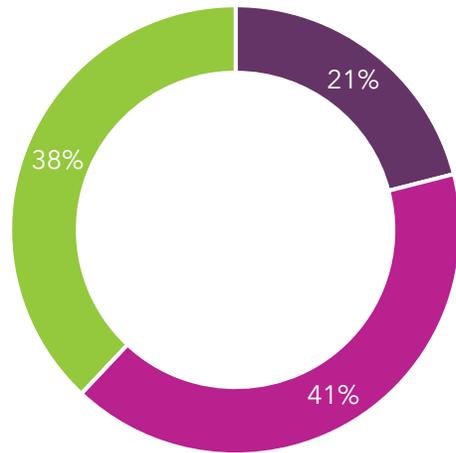
£m	FY24	FY23	Change
Gross invoiced income	2,852.2	2,563.3	11.3%
Revenue	962.6	985.3	(2.3%)
Gross profit	417.8	373.8	11.7%
GP/GII %	14.6%	14.6%	6bps
Admin. expenses	(263.7)	(232.9)	13.2%
Operating profit	154.1	140.9	9.3%
OP/GP %	36.9%	37.7%	(81bps)
Interest	5.3	1.0	
Tax	(40.4)	(29.8)	
Profit after tax	119.0	112.0	6.3%
Average headcount	2,459	2,151	14.3%
Gross profit per employee (£'000)	169.9	173.8	(2.2%)

- GII growth driven by strength in software and services, partially offset by decline in hardware.
- Revenue decline reflects reduction in hardware sales and mix shifts in software and services.
- Broad-based growth in gross profit across all customer segments and technology areas.
- GP/GII % flat YoY, reflecting positive mix shift in the first half, offset in the second half by a higher volume of lower margin deals, mainly in the public sector.
- Slight reduction in OP/GP % as a result of ongoing investment to drive future growth. In FY24 we increased headcount by 14.3%, while commissions increased in line with gross profit.

Well-diversified customer base and broad customer offering

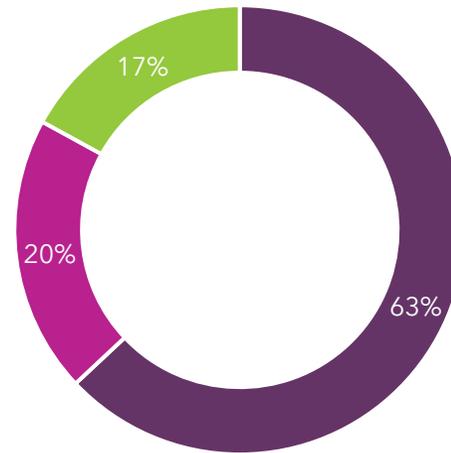
Our well-balanced customer base, together with the breadth and depth of our customer proposition, supports continued growth and drives significant competitive advantage

Customer segment



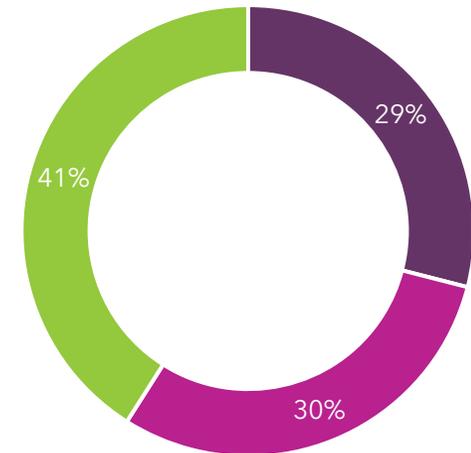
■ Enterprise ■ SMB ■ Public sector

Product



■ Software ■ Hardware ■ Services

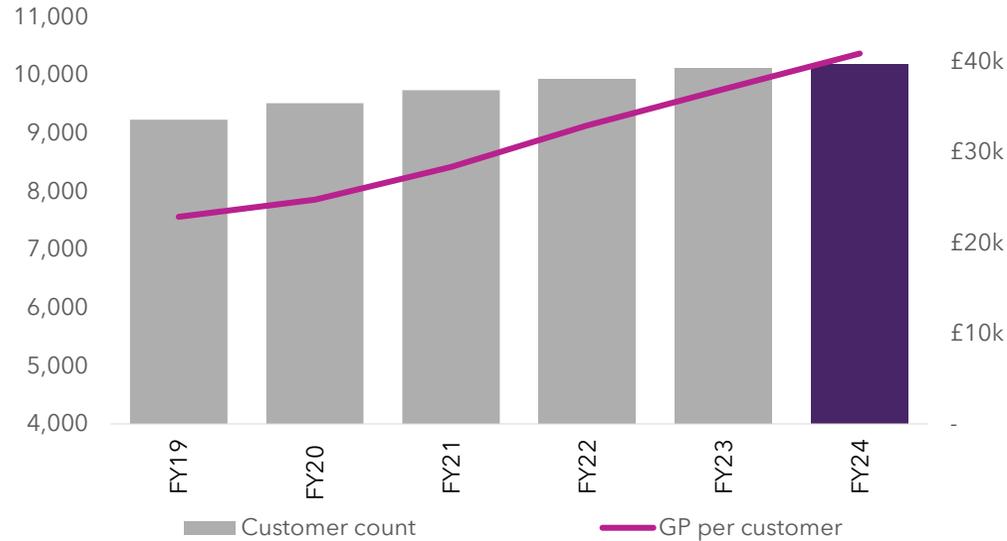
Technology



■ Public cloud and datacentre
■ Networking and security
■ Hybrid workplace

A closer look at what drives progress in customer numbers and GP per customer

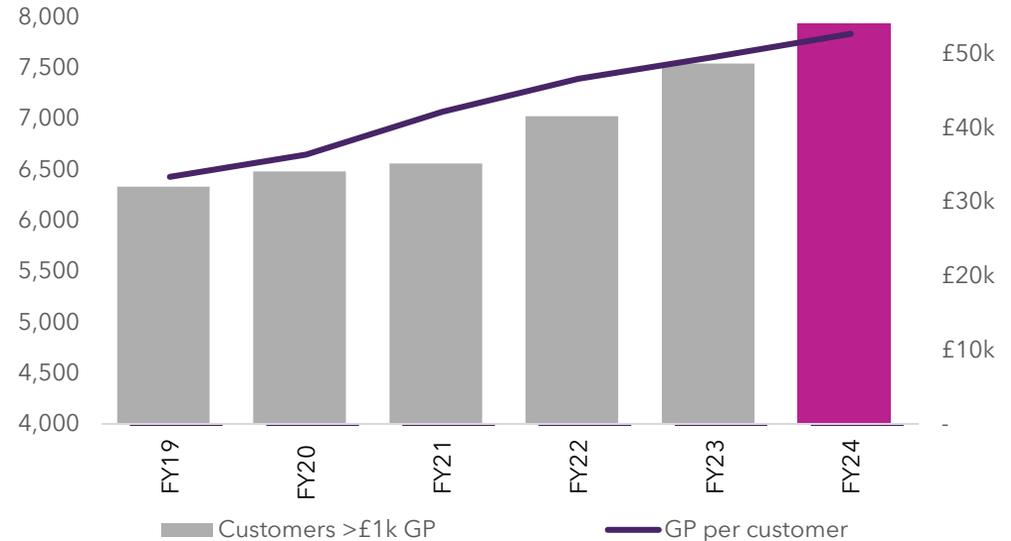
Customer count and GP per customer



	FY24	5yr CAGR
GP per customer	9.7%	12.1%
Customer count	1.8%	2.2%

- Customer count is defined as the number of entities which spent at least £1 with Softcat in each of the two preceding 12-month periods

Customers delivering at least £1k GP in a single year



	FY24	5yr CAGR
GP per customer	6.3%	9.6%
Customer count	5.1%	4.6%

- Customers that trade >£1k GP in a single year comprise approx. 99% of GP in each year
- The rate of growth in GP per customer and number of customers in this cohort is more evenly balanced than in the total customer count

Strong cash generation

£m	FY24	FY23
Operating profit	154.1	140.9
Depreciation and amortisation	6.6	6.1
Net movement in working capital	(9.4)	(15.7)
Net capital expenditure	(7.1)	(3.2)
Other	3.5	3.3
Cash from operations before tax, after capex	147.7	131.3
As % of operating profit	95.9%	93.2%
Income taxes paid	(39.2)	(29.8)
Dividends paid	(76.0)	(74.2)
Other	3.4	(2.1)
Net increase/(decrease) in cash during the period	35.8	25.3
Closing cash balance	158.5	122.6

- Good net working capital management, particularly on receivables
- Increased capex reflecting investments in IT systems and expansion of data and digital platforms
- Cash conversion ratio slightly above the target range of 85%-95%
- Cash tax increased in line with the change in statutory tax rate
- Returned £76m of cash to shareholders in FY24

Further dividend growth

£m	FY24	FY23
Interim	8.5p	8.0p
Final	18.1p	17.0p
Total ordinary	26.6p	25.0p
Special	20.9p	12.6p
Total	47.5p	37.6p
Ex-dividend date	7 November 2024	
Payment date	17 December 2024	

- Total ordinary dividend for the year of 26.6p, +6.4% versus FY23, reflecting PAT growth in the period
- The Group remains debt free and, reflecting the company's strong cash generation is again returning excess cash through a 20.9p special dividend, while preserving a cash floor of £75m

Disciplined approach to capital allocation

Investment in organic growth

Expanding headcount and investing in capabilities, systems and processes to enable growth and gain market share. The main driver of long-term shareholder value

Progressive ordinary dividend

Distributing between 40% and 50% of reported profits after tax to shareholders each financial year

Strategic investments

Inorganic growth, and/or expanding into new technology areas or markets, to drive long-term value

Return excess cash to shareholders

Return excess cash, subject to maintaining a minimum level of cash required to operate and grow the business

Outlook

- Softcat operates in a significant and growing market, and we continue to invest to capitalise on this exciting growth potential
- In FY2025, we expect to deliver another year of double-digit gross profit growth, together with high single-digit operating profit growth

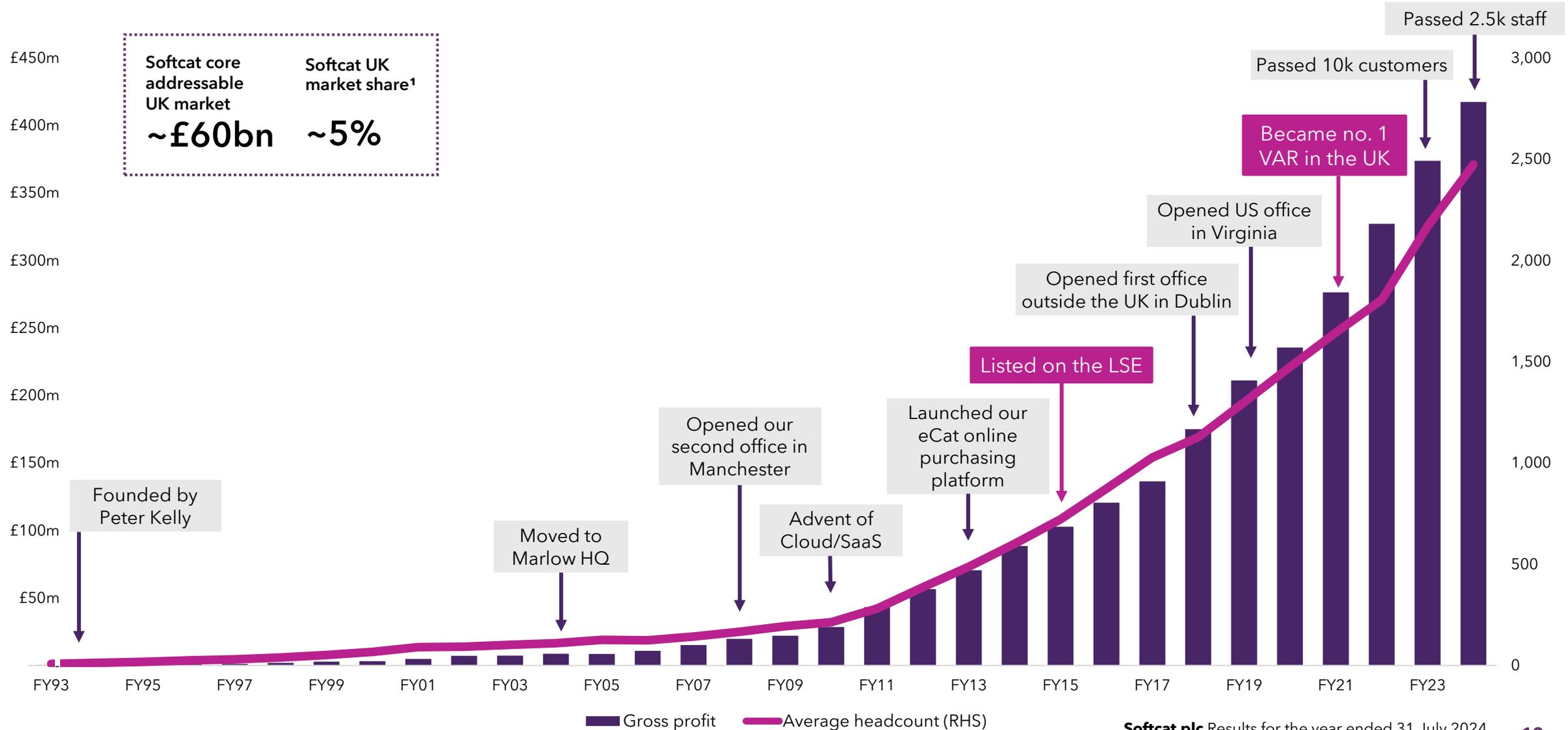


Strategic update

Graham Charlton, CEO



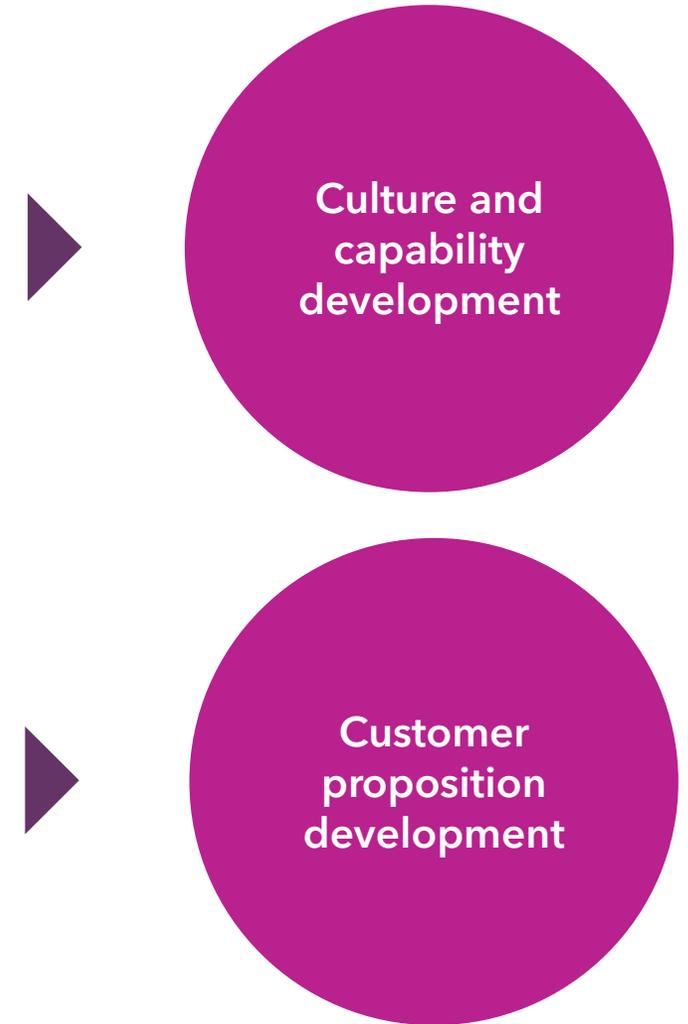
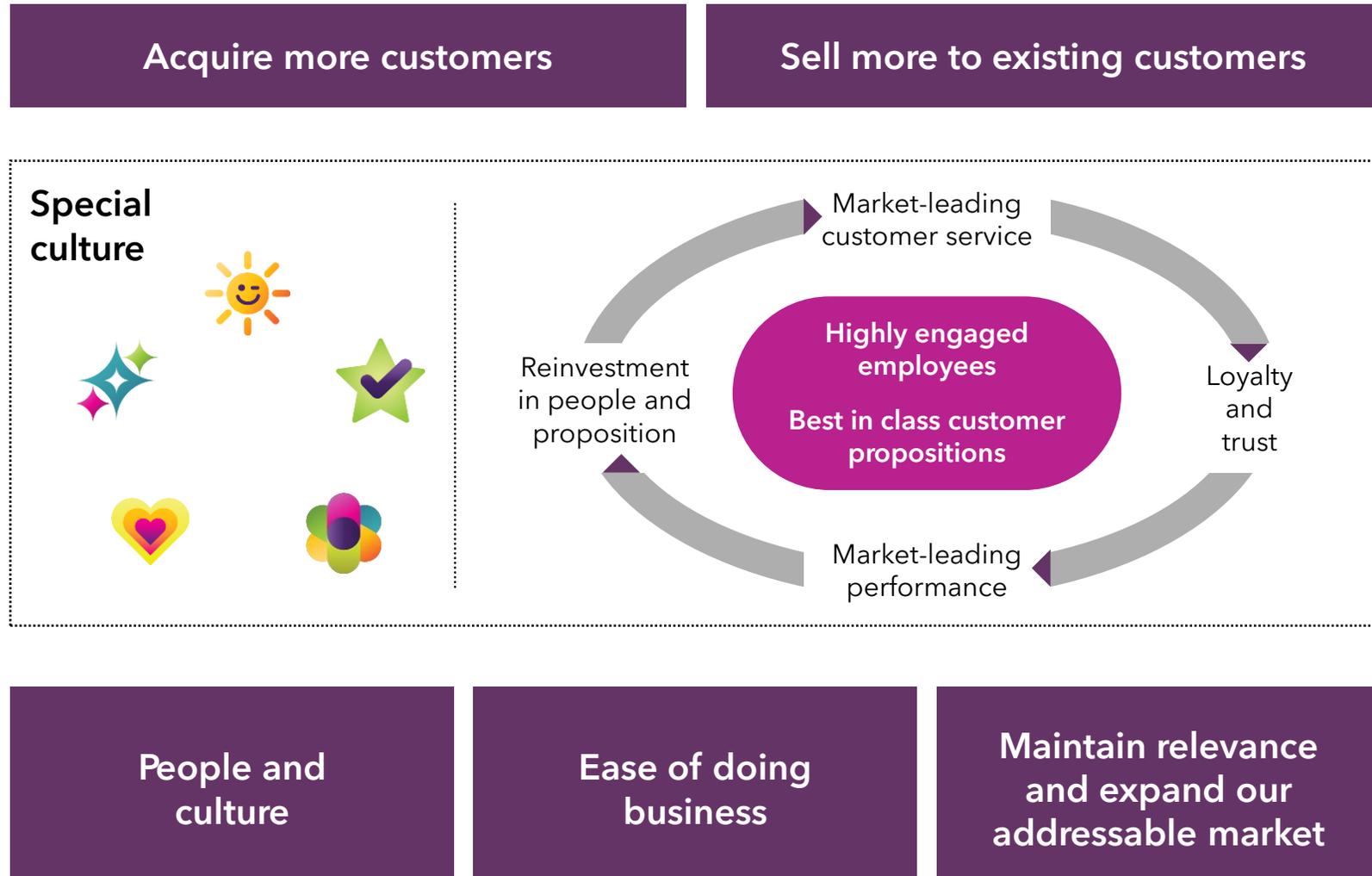
Our track record of organic growth



Source: Company information, Gartner.

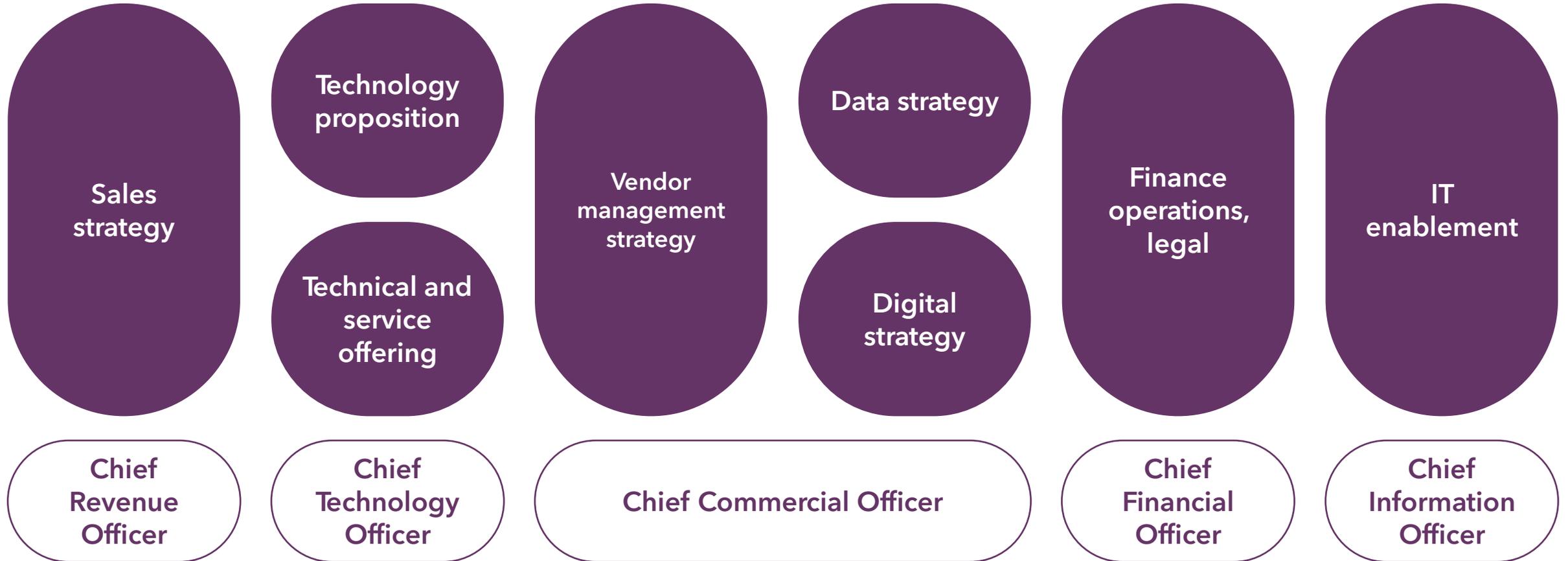
1 Softcat GI as % Softcat core addressable market, derived from Gartner data and Company analysis of relevant segments.

Evolving a proven strategy



The components of our customer proposition for the future

Customer proposition development



The three facets of our technical offering

Technology proposition

The expertise we have in modern fields of digital infrastructure, cloud data, AI and cyber security

Workspace

Hybrid platforms

Cyber security

Data, AI and automation

Networking and connectivity

Vendor management

The relationships we have with the top and emerging global manufactures



400+ vendors

Technical and service offering

Our in-house technical capabilities and services portfolio augmented by partner and vendor skills and offering

Advise

Architect

Implement

Support

Manage

Our services offering is mature, well-resourced, and spans the lifecycle of the solutions we sell

Advise

28

Personnel, including 10 former CIO's, providing expert advice on all aspects of IT strategy

Architect

82

technical specialists designing solutions

Implement

105

programme management and delivery engineers

Support

110

engineers across 18 service lines

Manage

85

analysts providing 22 proactive managed services across security, observability, cloud consumption and many more

410 staff across our service organisation

The three facets of our technical offering

Technology proposition

The expertise we have in modern fields of digital infrastructure, cloud data, AI and cyber security

Workspace

Hybrid platforms

Cyber security

Data, AI and automation

Networking and connectivity

Vendor management

The relationships we have with the top and emerging global manufactures



400+ vendors

Technical and service offering

Our in-house technical capabilities and services portfolio augmented by partner and vendor skills and offering

Advise

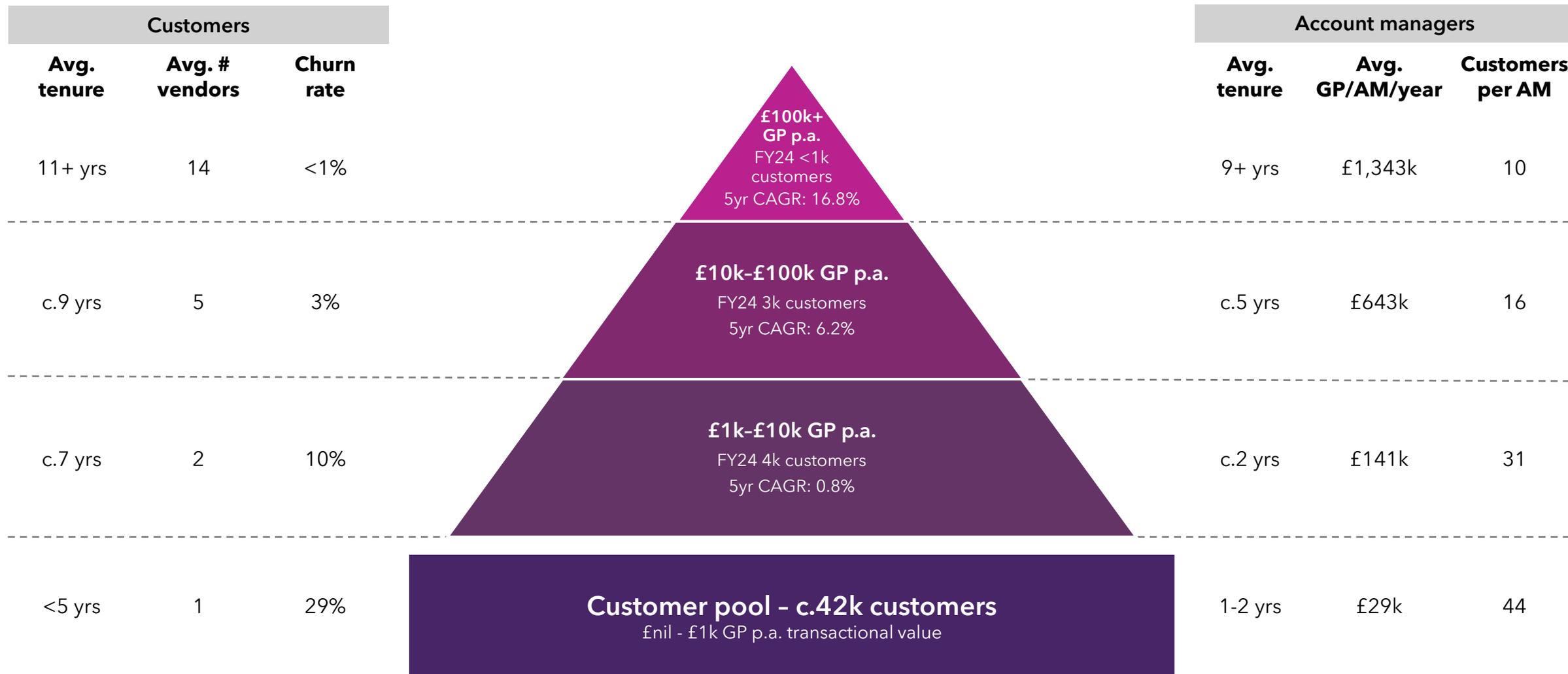
Architect

Implement

Support

Manage

How we and customers both win from this expansion of our capability



<h2>Vision</h2>	<h2>Sustainability</h2> <p>We strive for a sustainable future and one where our people and our planet can prosper</p>		
<h2>Strategy</h2>	<h3>Environmental</h3> <ul style="list-style-type: none"> Softcat operations Supply chain Customer solutions 	<h3>Social</h3> <ul style="list-style-type: none"> People and community Education and economy Diversity and inclusion 	<h3>Governance</h3> <ul style="list-style-type: none"> Risk Reporting Compliance
<h2>Goals</h2>	<ul style="list-style-type: none"> ✓ Carbon neutral since 2021 ✓ 100% renewable energy since 2023 • Net zero value chain by 2040 	<ul style="list-style-type: none"> • Gender workforce mix of 40% by 2030 • Ethnic minority representation • Management Team diversity 	<ul style="list-style-type: none"> • Regulatory compliance • Data protection and security • Transparency and influence
<h2>Updates and awards</h2>	<ul style="list-style-type: none"> ✓ Industry-leading Carbon Neutral Cisco Support Service ✓ Financial Times European Climate Leaders 2024  	<ul style="list-style-type: none"> • Best Workplace in Tech by GPTW and 5th Best Workplace overall • Four Equitable Workplace Awards • £542k in charitable donations  	<ul style="list-style-type: none"> • Improved international tax management • Ongoing data security and governance reviews  

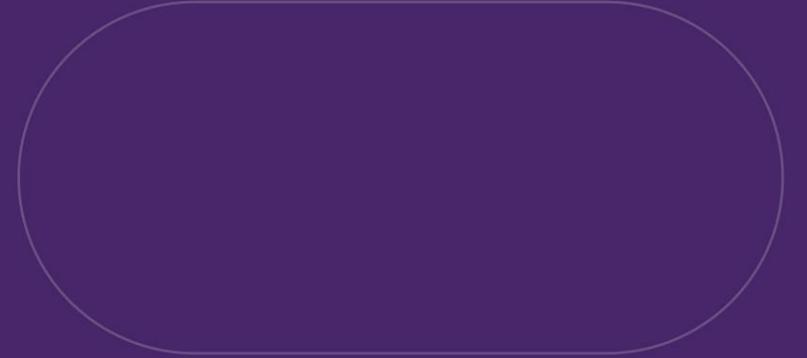
**Consistent
strategic
execution**

**Delivering
sustainable
growth**

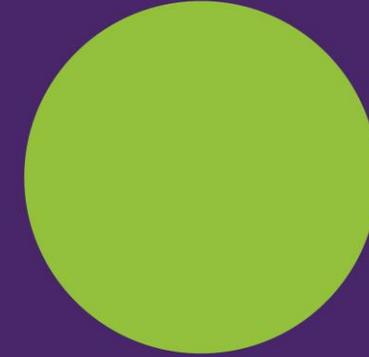
**Enhancing our
competitive
advantage**

**Well positioned
for long-term
opportunity**

SOFTCAT



Q&A



Appendix



Awards from our vendors and channel partners during FY24

Client Partner of the Year	Dell
EMEA Partner of the Year	CrowdStrike
Cloud Innovation and Transformation Award	VMware
As One Partner of the Year and ESG Partner of the Year	Lenovo
SMB Partner of the Year	Cisco
Partner of the Year	Trend Micro
Emerging Partner of the Year	Tanium
Trailblazer EMEA Partner of the Year	Snow Software
Growth Partner of the Year	Palo Alto Networks
Commercial Partner of the Year Commercial Deal of the Year	Park Place Technologies
Top Advance Pro Partner	Neat
Collaboration Pioneer Award	Yealink
Channel Partner of the Year	Wasabi
Innovation Partner of the Year	Riverbed
Reseller Partner of the Year - Specialist Segment, EMEA region	ServiceNow

UKI EMEA Partner of the Year	Tenable
Sustainable Impact Partner of the Year	HP
EMEA Partner of the Year	Netskope
UKI Partner of the Year	Varonis
Aggregation Partner of the Year	Veeam
Prestige Partner of the Year New Logo Partner of the Year ASA Partner of the Year	NetApp
EMEA Reseller Partner of the Year	Mimecast
Outstanding Partner Excellence Award Services Partner of the Year	Lenovo
Spotlight Award for Best Partner	Jamf
New Business Partner of the Year	Fortinet
CX Partner of the Year	Avant
Mid-Market Partner of the Year Partner of the Year	Sophos