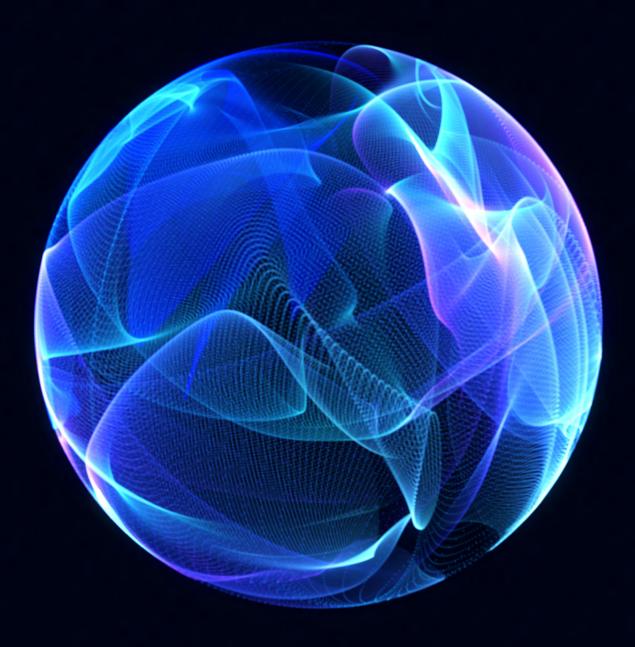


CREATING SOLUTIONS FOR YOUR WORLD



ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 COMPANY NUMBER: 01428210





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SPECIALIST COMPUTER CENTRES PLC
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025
COMPANY NUMBER: 01428210

Annual Report and Financial Statements 2025





TURNOVER

ADJUSTED OPERATING PROFIT

£884.6M

£15.1M

FY24 £915.7m

FY24 -£2.9m

NET ASSETS

PROFIT BEFORE TAX

£128.6M

£14.71VI

FY24 £111.7m

FY24 (3.9)m

CASH

£95.6M

FY24 £73.6m

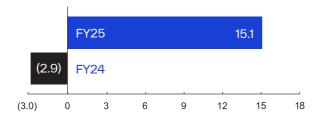
FINANCIAL HIGHLIGHTS 2025

SCC PLC UK GROUP METRICS

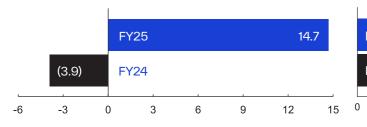
TURNOVER £M

FY25 884.6 FY24 915.7 0 200 400 600 800 1000

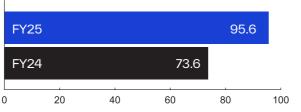
ADJUSTED OPERATING PROFIT £M



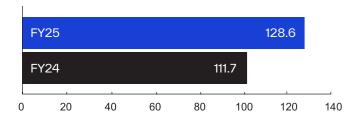
PROFIT BEFORE TAX £M

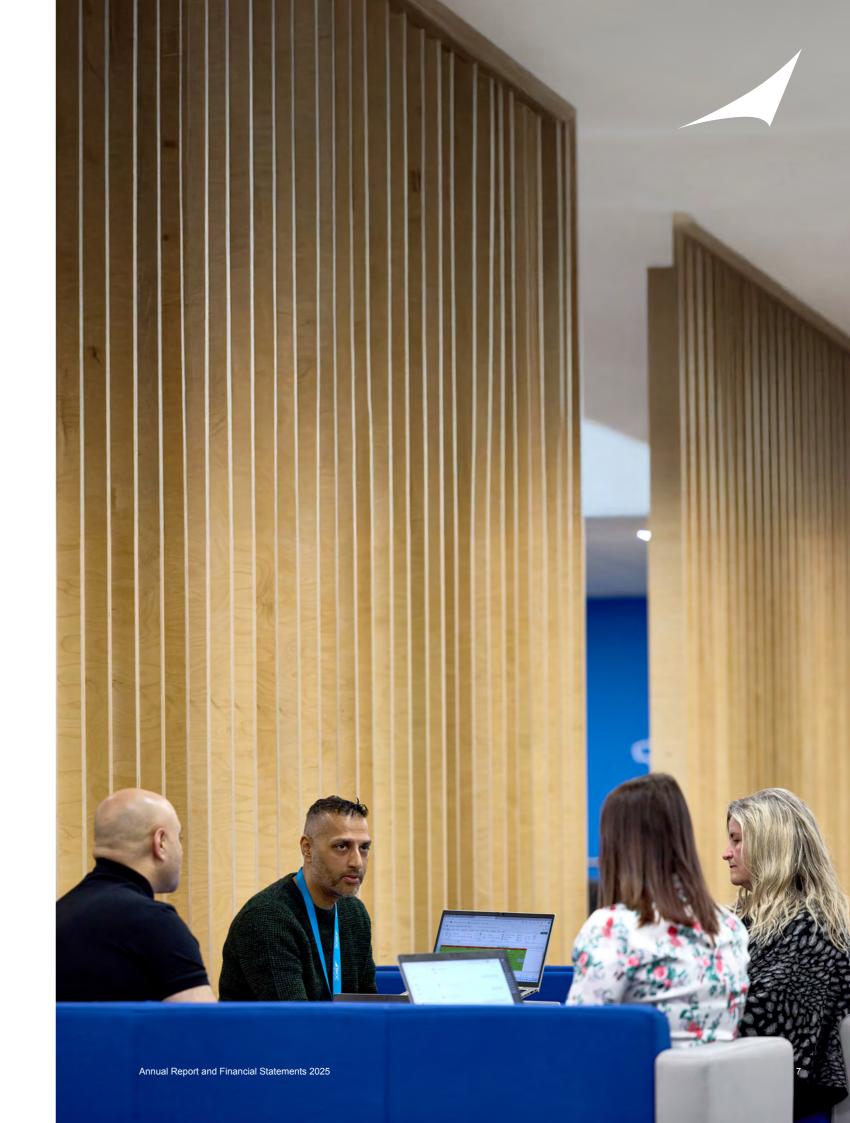


CASH £M



NET ASSETS £M











A CLEAR STRATEGY

CHAIRMAN'S STATEMENT

Fifty years ago, SCC UK was founded with a vision to harness the potential of technology to drive positive change – for our customers, our people, and society. That vision remains the cornerstone of our strategy today, and in this milestone year, we take pride in everything SCC UK has achieved as part of the Rigby Group that now spans many countries and employs more than 8,000 people.

The secret to longevity is no secret at all. It lies in passion, reinvestment, strong values, and high-performing teams – all of which are hallmarks of the culture we have fostered over the last five decades. Our success is built not on short-term gains, but on long-term decisions, family values, and a belief in our people.

FY25 has been a year of tangible progress for SCC UK. Following a period of significant challenge, our UK business has delivered a much-improved performance, reflecting the early results of decisive steps to strengthen our offering and restore margin. The modernisation of our private cloud platform, the expansion of our public cloud managed services, and renewed focus on product profitability are already showing signs of impact, and we are confident that the foundation is in place for continued improvement.

Our acquisition of Vohkus in March 2023 and Resonate in February 2024 continue to bring fresh talent, strong customer relationships, and complementary capability, helping us to broaden our footprint and deepen our relevance in the market. Vohkus in particular has had

a strong year, nearly doubling its operating profit since joining the Group. As we integrate these businesses further, we see clear opportunity to scale, grow, and increase strategic alignment.

Our long-term investment strategy remains central to our growth. The Group's multi-year technology investment programme has continued in FY25 with the successful go-live of our new FinOps system in the UK. improving our commercial agility and delivering operational efficiency. This investment in platforms, infrastructure and tools is helping us to scale in a sustainable and controlled way, ensuring we stay ahead of the needs of our customers.

People have always been at the heart of SCC's success. We remain committed to creating an inclusive, empowering culture that supports wellbeing, encourages innovation, and drives personal and professional growth.

Our values extend beyond the workplace. Through the Rigby Foundation, we continue to support charitable and community initiatives across the UK, and I am proud of the lasting difference we make. Our ESG strategy has taken further shape this year, with measurable progress across environmental and social commitments.

From reducing our carbon footprint to improving digital inclusion and supporting local education, we are embedding sustainability into every aspect of our decision-making. We are pleased to have maintained our Bronze status with Ecovadis, the global standard for resilient, sustainable supply chains, and continue to work towards higher standards across all our operations.

We are proud to be a British business. We remain headquartered in the UK, paying UK tax and contributing directly to the national economy. Our legacy includes decades of collaboration with the NHS and public sector – and our future includes continued investment in UK people, infrastructure, and innovation. As the UK faces ongoing economic headwinds, we are committed to supporting growth, skills and opportunity wherever we operate.

Looking forward, we see as much potential for SCC UK

today as we did in 1975. The business environment remains challenging, with some market uncertainty and continued delays to infrastructure investment - but the long-term direction of travel is clear. Digital transformation continues to accelerate. Al, data, cloud and cybersecurity are mission critical. And our clients are looking for trusted partners who combine local knowledge with international scale - a space in which SCC is uniquely positioned to lead.

My family and I remain deeply committed to this business. The next 50 years will bring new challenges and technologies we cannot yet imagine – but the values, leadership, and long-term mindset that define SCC UK will endure.

To our people, our customers and our partners – thank you. You are the reason we have come this far. And you are the reason we will go further still.

Pela Roby

Sir Peter Rigby Chairman SCC Plc And Rigby Group (RG) Plc





NEW PROSPECTS

JAMES RIGBY, SCC EMEA CHIEF EXECUTIVE

I am very proud that the SCC UK business has continued its journey of improvement during this financial year and made a significant advancement over last year achieving an adjusted operating profit of £15.1m.

The delivered profit was significantly boosted by the disposal of two Data Centres to Pulsant, a leading UK edge infrastructure provider, creating a long-term strategic partnership for the provision of critical co-location services, providing SCC and its customers access to a national network of data centres, generating a gain on disposal of £15.5m.

Whilst the level of profitability has also improved it remains at a level of profitability that we are not satisfied with.

Over the last couple of years, the UK business has suffered from margin erosion from its private cloud platform which is the principal reason for lower performance. We are encouraged by the results of initiatives to re-establish

performance including the launch of a new, modernised private cloud platform, the success of new public cloud managed services offerings and investment in our sales capacity to drive increased product re-sell margins.

The impact from our recent

past acquisitive activities has been really positive. Vohkus Limited which we acquired back in March 2023 has had a very successful year in the group and has delivered operating profit to £3.0m and delivered £84.9m of revenue. Resonate Consultancy Limited, which was acquired in February 2024, has delivered operating profit of £0.1m and £9.8m of revenue. As we seek to further integrate these new businesses into the SCC portfolio, we expect them to continue to grow in the

upcoming financial year, with a healthy pipeline of prospects across all businesses. Our major system development programme achieved a significant milestone during the year with the successful go-live of our new FinOps system.

Looking forward

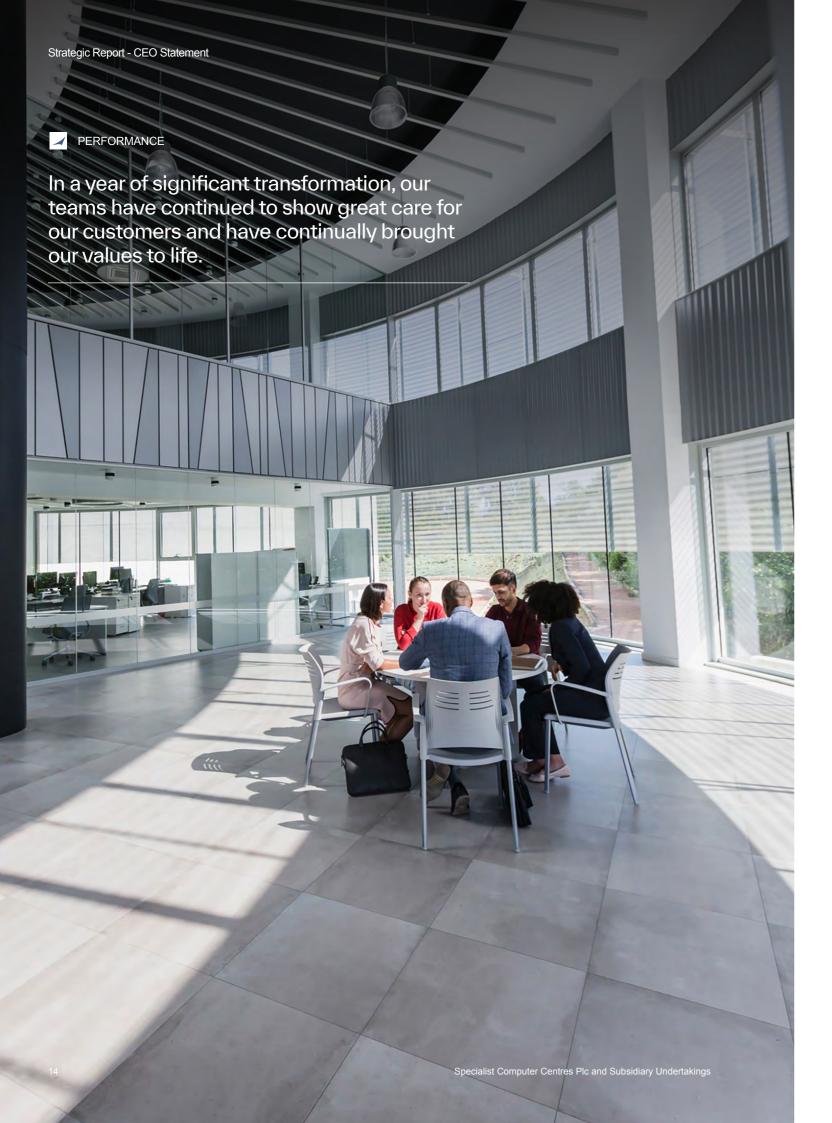
Whilst we expected FY25 to benefit from improving macroeconomic factors and a stronger investment climate we instead saw continued deferment in infrastructure decisions and Windows 11 delays. The year ahead will continue to be impacted by an uncertain macroeconomic environment not least the current situation in the US as well as domestic challenges in the UK economy.

Nevertheless, we continue to have confidence in the capability of our people, the relevance of our solutions and the need of our customers to invest in modernising their IT estates. We are confident that the investments we are making and the initiatives we are taking are the right ones to drive take-up with our clients and to further enhance our performance.

James Ho

James Rigby SCC EMEA Chief Exectuive









CEO STATEMENT

DENNIS BADMAN

Confidence in our long-term investment strategy continues to grow. High customer retention levels, portfolio modernisation, strengthened strategic vendor relationships and a return to operating profit are all indicators that we are executing our plan to deliver better outcomes for all stakeholders.

The sale of our datacentre business enhanced FY25 profit by £15.5m. Trading performance delivered a break-even result (FY24 Operating Loss of £2.9m) from 3% lower revenues on the prior year.

Looking at how the business performed, SCC UK top line growth was dominated by infrastructure with Compute, Storage and Networking up 9%, and our Hyperscale MSP revenue up 48% on prior year. This was offset by a decline in our desktop and video conferencing device business. Our Software focus began with Security Software delivering 16% growth, which was offset by a decline in our Core Software business. From our acquisitions, Vohkus delivered 8% growth, but Vissavi suffered a 40% decline from very soft collaboration device demand. Services revenues remained largely flat on the prior year with the service mix following the trend of our product sales.

Although the year was varied in top line performance, it was a year that prioritised long-term investments in our portfolio and quality of revenue, with marked improvements in margin rates generally across the board.

Our customers have faced a challenging year. At the beginning of FY25, all indicators were showing that the prevailing conditions would remain with us, and the UK economy has weathered many geopolitical and economic storms. Customer retention and new name acquisition performance have been strong in the year, and our customer base remains split evenly between the public and private sector. Although many of our customers have faced economic turbulence, an upturn in M&A activity and IT supply chain consolidation have been triggers for new demand in the private sector, and the need to adopt new technology solutions to drive cost reduction has been a prevalent theme in our public sector base.

In a year of significant transformation, our teams have continued to show great care for our customers and have continually brought our values to life. I would like to thank our customers and our team for their commitment, hard work and trust in SCC.

Al has been the dominant theme in our portfolio development. Long standing relationships with Dell, HPE, Nvidia, Microsoft and IBM have been reinvigorated by our investment in bringing Al technology and solutions to real customer challenges. We deployed our first public sector Al solution by partnering with IBM in the health sector and partnering with Microsoft in the legal sector.

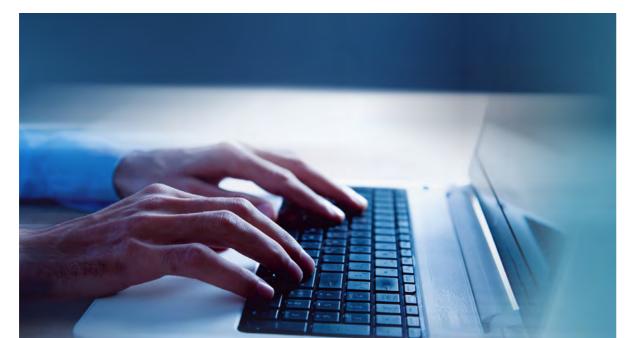
The launch of our Security Operations Centre has brought AI technology into our Cybersecurity managed service offering. Partnering with Microsoft, Crowdstrike and Zscaler is expanding our managed service offering as our customers seek to shrink and consolidate their cyber software estate.

We have secured our first wave of agentic AI service desk customers, unlocking lower cost options for them to deliver persona-based support services in their quest to improve their colleague experience.

Our acquisition of Resonate and closer integration with long-standing partners Cisco and Microsoft integrates MS Teams voice services into our workplace portfolio. Our offering of a full unified video and voice comms solution has timed well with customers upgrading to Windows 11.

Recyclea, our dedicated device refurbishing and recycling centre, has scaled up through the year, which is underpinned by SCC becoming HP's UK Renew Solutions partner for device refurbishment and distribution.

We completed our investment programme into Hybrid Cloud







INVESTMENT

Looking forward, our investment priority moves to driving growth. We have an enviable customer base and a proven track record of securing new name customers.

with the launch of our next generation Private Cloud that is fully integrated with our Hyperscale offering. Our in-house developed Vision observability portal now spans the Hybrid estate and is transforming our customers' ability to manage their infrastructure and control their consumption of cloud services. This launch coincided with the announcement that we have Partnered with Pulsant to offer 13 regional datacentres across the UK to customers who retain their own dedicated infrastructure.

Our most significant portfolio investment has been to scale up our ability to support our software partners. Strategic partners who have traditionally focused on hardware are pivoting towards software and SaaS solutions, which we are both investing in and supporting them in. With new leadership and much expanded Software team, we are providing partners with greater access to our customer

base and our customers with full software lifecycle services. Looking internally, we enabled our transformation with a move to a simpler operating model, executive leadership refresh, and going live with a new CRM and ERP system. Our people investment focused on our sales management, providing them with the tools and techniques to help all sellers achieve greater business performance.

Being a part of the Rigby Group has enabled us to expand our social value proposition, working more closely with charities who deliver direct action to people who need support most in all of our locations across the UK. We remain on track to be carbon neutral by 2040, which is down to the hard work and creativity of SCC team members right across the business.

Outlook

Looking forward, our investment priority moves to driving top line growth. We have an enviable customer base and a proven track record of securing new name customers. In FY 26 we will expand our salesforce in scale, breadth and experience, to ensure we are maximising the opportunity within our current base and continue to attract new customers in our target sectors.

Dennis Badman SCC UK CEO



OUR PLAN

On 1 January 2025 we implemented a new target operating model that enables our Vision and Purpose.

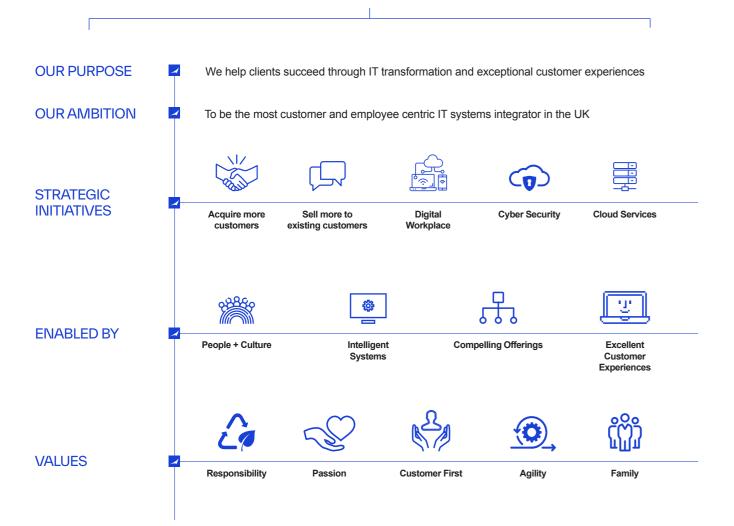
Purpose

"We are recognised as the most customer and people centric IT Partner in the UK"

Mission

"We simplify the complex by bringing vendors technology and our solution expertise together."

A key investment for us was to invest in our five strategic business units in order to join our vendor technology and our expertise together, set our strategic direction, simplify our offerings and deliver market growth.



OUR VALUES







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RESPONSIBILITY

We take responsibility for our customers. each other, our community, and environment.

We take accountability and lead by example.

We can all make a difference independently, and collectively, and always bring solutions to problems with a can-do attitude.

PASSION

02.

We're passionate and excited about what we do, and how we do it.

We nurture ideas and inspire excellence.

We find creative solutions to challenges - and have fun doing it.

03.

CUSTOMER FIRST

We always put our customers first.

We make decisions. and measure outcomes, based on providing exceptional customer service.

We work hard to establish long-term, trusted partnerships.

04.

AGILITY

on change.

We're agile and

responsive to the

and our business.

needs of customers

act quickly, and thrive

We think broadly,

As a family-owned business, we're both measured and decisive.

05.

FAMILY

Our business is built on family values. entrepreneurship, and togetherness.

We're open, honest, supportive and inclusive.

Our people are our family, and we know that we're stronger together.

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SOFTWARE & SECURITY

DIGITAL WORKPLACE

ENTERPRISE & NETWORKING

SCC DIGITAL

1

COLLABORATION

SOFTWARE & SECURITY



Andy Dunbar, Manager Director

As more organisations transform their operations through digitally enabled technology - migrating traditional on-premise operations to the cloud, for example - their software often falls foul of vendor licensing agreements.

For most organisations it's a struggle to keep a track of software and licensing, how they're using it and the risks involved with the software licence conditions.

SCC's Manage SMART IT asset management helps

organisations to keep a tight control on their IT portfolio by helping them to manage the technology lifecycle regardless of what phase of growth the business is undergoing.

Whether customers have a major vendor audit due, or have audits taking place with increasing frequency, they need to have the right intelligence to be prepared. This intelligence helps them to understand any vendor licensing risk and provides for remediation.

DIGITAL WORKPLACE

20



Andy Wright, Manager Director

Never before have organisations across all sectors faced so much pressure to implement agile working, while at the same time deploying unified communications and collaboration solutions at pace. These are critical, so that people can work together securely and productively anytime, anywhere without compromise.

This year a few highlights include SCC becoming a founding member of XLA Institute pushing the boundaries of experience management and delivering meaningful outcomes for our customers. Ongoing

investments in our managed service portfolio and our adoption of agentic AI have helped us to be named by ISG as a Rising Star Managed End-user Technology Services in the Future of Work Services 2024 UK Quadrant.

Within our recycling services SCC became a certified partner for the HP Renew program, allowing us to offer refurbished HP products. We strengthened IT carbon data and sustainability reporting with Rejoose. At the CRN Channel 2024 awards SCC was successful in winning Best Sustainability Initiative with SCC Recyclea, adding to Asset Finance Connect Environmental award.

ENTERPRISE & NETWORKING



Steve Crompton, Manager Director

Enterprise and networking are integral components of modern business operations. Understanding their definitions, types, components, and benefits is crucial for the effective management and growth of any business organisation. Networking, in particular, plays a vital role in ensuring communication, resource sharing, and security, thereby contributing to the overall success of an enterprise.

This year a few highlights include SCC being crowned technology partner of the year by IBM and Rising Partner of the Year by NetApp. A 50 year relationship with IBM was

NHS, which is the first of what will no doubt be many more. A priority for us over the past year had been to invigorate our AI Infrastructure proposition for our customers. Working with an incredible product portfolio from our established partners, we have developed deep technical and engineering expertise that we are bringing together to support our customers take early steps into adopting AI. This has been complimented by establishing new relationships with new native Al partners who are helping to reduce the barriers to entering the world of AI.

underwritten by our first

WatsonX deployment into the

SCC DIGITAL (CLOUD & CYBER)



James Henigan, Manager Director

We have invested in our go-to team of architects, engineers, and delivery specialists who make cybersecurity, cloud, data, and Al easy for our customers. Through our consultancy, professional, and managed services, we remove the complexity from enterprise technology, so customers can focus on being brilliant at what they do.

SCC being ranked as top provider in ISG's Public Cloud Provider lens.

We were recognised with

This year's highlight include

We were recognised with Microsoft verified Managed XDR solution status, Infra and Database Migration to Microsoft Azure specialisation and ranked top 3 in Microsoft providers for Cyber pathfinders.

COLLABORATION



Graham Fry, Manager Director

We enable people to interact with colleagues, customers and their eco-system of partners. We deliver productivity gains which allow businesses to stay competitive with solutions including voice, video, messaging, contact centres and meeting rooms. We have a completeness of vision and a unique capability which, when overlaid with the wider SCC portfolio, makes us a market leader that our competition cannot match.

This year we have seen increasing success on providing consultancy to customers in taking advantage

of the advanced range of Microsoft 365 Copilot AI features for Meetings and Voice through our pathfinder.

We have filmed some fantastic case studies, including one with the London Fire Brigade, to improve their current AV systems with the goal of increasing situational awareness for their control and operational staff and benefiting the people of London. Through Visavvi and our partner Sennheiser we helped enhance student learning experiences at Durham University.

FINANCIAL REVIEW

The SCC Group delivers an extensive portfolio of IT products and services across Digital Workplace, Cyber Security, and Cloud Services through its leading IT reseller brands, SCC and Vohkus and digital workplace and collaboration specialists, Visavvi and Resonate.

Following a softer than expected start to the year, trading volumes picked up through the second half, resulting in a full year turnover of £884.6m for the Group, 3% below prior year. Of particular note was the top-line growth in our Vohkus and Resonate entities as well as the return to growth in the enterprise infrastructure business unit within SCC Plc, where revenues increased by 9%. Through improved product and service mix, careful cost management, and a keen focus on leveraging our vendor partners, Gross Profit increased by £6.4m when compared to the previous year, despite the reduction in revenue.

SCC Plc continued to prioritise its long-term investments, enhancing its services portfolio in the growth area of IT asset recycling, with a £3m investment in a brand new, Birmingham-based, recycling facility, launching our Recyclea brand in the UK market. We also made a significant new investment in the area of cybersecurity services and our CRESTaccredited Security Operations Centre, delivering Al-driven, Managed Extended Detection & Response (MXDR) Services to our clients.

As part of a strategic partnership with leading datacentre services provider Pulsant Limited, SCC divested its colocation datacentre services subsidiary (SCC DCS Ltd), resulting in a £15.5m gain on disposal As part of the ongoing partnership agreement, SCC are able to provide its customers with access to an enhanced network of regional datacentres, while focusing its own investments on its full hybrid cloud solutions supporting traditional, cloud native and AI workloads, high performance computing and edge technologies. In 2024, SCC Plc successfully migrated to its new ERP system, transitioning key enterprise applications and processes onto the Microsoft D365 platform. The programme to implement the next phase (Supply Chain Management) is well underway.

Profitability

We measure our performance in gross profit and operating profit. It is important to maintain a positive growth trajectory over a period of time, for which we track profitability as a percentage of turnover and the growth in that rate on an annual compound basis (CAGR).

Gross profit

Gross profit of £133.3m was up 5% on prior year (2024: £126.9m). The 2025 gross profit as a percent of revenue of 15.1% was significantly higher than in the preceding year, up 120 basis points (2024: 13.9%).

The higher margin rate was driven by a more favourable revenue mix, with increased contributions from high-margin enterprise infrastructure products and services, alongside cost efficiencies achieved within our digital workplace business unit through service automation and effective cost management.

Adjusted operating profit

The adjusted operating profit for the year was £15.1m, £18.0m higher than in the prior year (2024: loss of £(2.9)m). This resulted from the improved Gross profit of £6.4m, gain on disposal of SCC DCS Ltd and other operating income £15.5m, partially offset by increased Administrative expenses of £4.4m. Average headcount for 2025 of 2,101 was 38 (or 2%) lower than the prior year comparative, with employee remuneration increasing by £1m versus the prior year.

Finance Costs

The Group maintains a strong financial position with minimal debt. Its consistent track record of cash generation means that the only borrowings on the balance sheet relate to finance lease obligations. To support any working capital needs, the Group has access to both an invoice discounting facility and an overdraft facility. Net finance costs for the year amounted to £420,000 (2024: £983.000).

The reduction in cost was primarily due to market-driven declines in interest rates applied to the facilities, partially offset by lower returns on cash balances managed by the Company's parent on its behalf.

Taxation

As part of the Rigby Group (RG) plc group of companies, we adhere to the Rigby Group UK taxation policy. We establish levels of risk management and governance which are appropriate to our business. These include the operation of a group internal audit function and by working closely with dedicated tax specialists in our Rigby Group tax team. In addition,





we obtain specialist external tax advice for significant transactions and continuously improve our financial systems to reduce levels of risk where possible.

We structure our financial transactions in a manner consistent with the economic substance of the underlying activity and have no appetite for tax motivated planning, artificial tax structures, or offshore activities designed to avoid meeting our responsibilities to pay UK taxes. We trade in the UK and pay all applicable UK taxes. We are committed to maintaining an open and transparent relationship with HMRC which is based on regular communication, appropriate levels of disclosures and meetings to ensure HMRC are fully aware of key transactions.

The Group's tax charge for the year of £1.3m was £0.9m higher than in the prior year, primarily reflecting the increase in tax on in-year profits (£4.6m), partially offset by an increase in income not taxable on gain on disposal (£3.9m). The effective tax rate for the year is 9.1%, representing the tax charge on profit before tax (2024: 11.5%).

Dividends

The dividend policy we have agreed with our shareholders is to distribute around 50% of profit after tax. No dividend was declared or paid in 2025 up to the date of this report (2024: Nil).

Acquisitions and organic growth

Organically, the Group has invested in the growth of its software business through enhanced partner engagements and a larger software-focused sales force. Al is starting to become more prevalent across our portfolio, with Al-driven monitoring in our Security Operations Centre, and agentic-Al contact centre services improving end user experiences, being just two examples. We have invested in our next generation private cloud offering, providing enhanced service with a reduced number of racks and smaller carbon footprint as a result. Our cloud offering is supplemented by SCC's Vision portal enabling customers to observe workloads and be in control of their consumption of cloud services.

Net Assets & Cash

Group Net Assets of £128.6m are £16.9m higher than at 31 March 2024 of £111.7m) due to the profit in the financial year.

Following the deployment of the new ERP system, associated development costs have been reclassified to software costs and amortisation commenced during 2025 (£3m). In total, Intangible Assets were £6m lower than in 2024. The reduction in Tangible Assets was primarily due to the disposal of the leasehold properties and fixtures and

equipment associated with SCC DCS Ltd.

During the year, the Group's cash and cash equivalents increased £22.0m from £73.6m to £95.6m. Cash and working capital continue to be tightly managed and £28.7m of cash was generated from operations with £6.3m utilised on purchase of software and equipment and net interest paid of £0.6m.

The Company's principal source of financing is an £80 million invoice discounting facility, complemented by an additional £20 million overdraft facility. Together with cash on loan to the Company's parent, these resources ensure strong liquidity. We remain focused on identifying long-term investment opportunities that align with the Group's strategic goals and deliver earnings-enhancing potential.

✓ PARTNERSHIP

Organically, the Group has invested in the

enhanced partner engagements and a larger

Specialist Computer Centres Plc and Subsidiary Undertakings

growth of its software business through

software-focused sales force.







S172

Engaging with our stakeholders is an important aspect of the way we manage our Company and a key element of our governance framework.

Our directors are key to stakeholder engagement and are expected to meet their obligations under the Companies Act and to use all reasonable skill, care and diligence in doing so. To support them we provide training for new directors and refresher support for all existing directors.

Section 172 of the Companies Act 2006 requires directors to promote the success of the Company for the benefit of the members as a whole and in so doing to act fairly between members and to have regard to the interests of stakeholders. Under Section 172, directors have other obligations to consider the likely impact on stakeholders of decisions in the long term, the need

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to consider interests of employees and to foster relationships with suppliers and customers; to consider the impact which the Company has on the wider community and the environment, and to recognise the desirability of maintaining high standards of business conduct.

Within this report we demonstrate how our directors have met their Section 172 obligations. We explain who our stakeholders are and summarise here how we have engaged with them, describing the main elements of our relationship, how we have considered what is important to them and how we have responded to address those needs in the way we have managed the Company.

With a shareholder committed to the future of the business and with individual shareholders holding executive positions, we have always been able to take a long-term view and our ethical approach comes from those family values which underpin our culture. Having ethical policies and respect for stakeholders and the wider community is an established principal for the Company. We recognise how important ethical behaviour is to all of our stakeholders as a key element of strong long-term relationships which deliver value.

SHAREHOLDERS	CUSTOMERS	SUPPLIERS	PEOPLE	COMMUNITIES		
HOW WE ENGAGE						
Shareholder participation in board and executive meetings Executive roles are held Strong internal governance	Close Executive relationships Regular Account reviews Key account management Customer feedback	Close Executive relationships Strategic Relationship reviews Clearly defined supplier engagement policy Technical forums & collaboration	Employee consultations Information-rich intranet Monthly CEO communications CEO mailbox Management briefings	CSR and environmental policies Collaboration with local community charities Close relationships with schools and universities		
	WHA	T'S IMPORTANT TO T	HEM			
Long Term Return Dividend Flow Cash Generation and Gearing Financial Discipline Ethical Behaviour, Respect for family values	Quality of Technical Expertise Relevance of Services and Solutions Service Levels Technical relevance and Vision Trusted Partnership Ethical behaviour	Long Term Collaborative Partnership Proactive Communication Aligned Commercial Objectives Technical Expertise Ethical Behaviour	Continuity of Fair Employment Opportunity and equality Working Environment Participation	Ethical Behaviour Actively supporting local communities Environmental Awareness and Actions		
		HOW WE RESPOND				
Long term strategic planning framework Annual budgeting and planning Regular performance reporting Dividend and cash planning Shareholder board representation	Senior Executive engagement Focused Relationship Management Maintaining technical expertise Investment in new technology Agility in our approach Monthly board reviews of customer pipelines, new business and challenges.	Strategic Relationships with senior executives tracking technology change Engagement with our sales teams and at our key sales meetings Supplier Code of Conduct Skills training and investing to maintain accreditations Dedicated relationship management	Clear Employment Policies Active engagement programmes Involvement in developing our values framework Commitment to inclusive culture Flexible employment packages Access to skills and technology training	Developing our sustainability policy Employee volunteering days Support for the Rigby Foundation and for local charities Apprenticeship and graduate trainee programmes		



PEOPLE AT SCC

The past year has marked another pivotal chapter for our People team as we continue building a culture that puts people first. At SCC, we believe that empowered colleagues drive innovation, service excellence, and long-term business success. Our ethos as a People team is all about enabling growth—both personal and organisational—while staying true to the values that define us.







Our ambition to be the most people-centric IT systems integrator in the UK is more than words. It's seen in our actions: investing in tools that empower, platforms that connect, and initiatives that uplift every colleague.

Growing Our People

We believe learning never stops—and our investment in talent development has reflected that:

- PEAK, our performance development platform, has completed its first full year and continues to improve how we set goals, run 1-2-1s, and recognise development.
- Through STAR, our digital learning hub, thousands of hours of learning content are at our colleagues' fingertips—tailored, intuitive, and accessible.
- With ACE, our

apprenticeship initiative, more than 100 colleagues have embarked on new learning journeys, upskilling through programmes from Level 2 to Level 7.

Sales Academy

This year has also all been about putting in the ground-work for Sales Academy—a major investment in helping our sales teams grow, develop, and succeed in both defending and winning new business. The academy is built around three core pillars:

- Go to Market, focused on deepening knowledge of our propositions across each business unit, empowering teams to open conversations confidently with both existing and prospective customers.
- Fundamentals, designed to strengthen core

sales skills—from questioning techniques to objection handling and communication essentials.

 Enablement, equipping colleagues with tools, processes, and systems training to work more efficiently and effectively.

Whilst the first phase will focus on initial engagement and upskilling, each element will continue to evolve with new development opportunities. We officially launched the Sales Academy in April 2025.

Culture & Communication

This year in internal communication, for the first time since its inception, we re-launched evie, our company intranet. Designed to connect, inform and inspire, evie now gives our colleagues easier access to the tools and stories that matter, reinforcing a sense of unity across all sites. This upgrade, evie 2.0, was the first in what will be a few upgrades in the next few years.

That sense of connection was strengthened further through the SCC Strategy Roadshow. Led by our CEO Dennis Badman, the roadshow visited six locations across the UK, holding eleven sessions and engaging more than 1000 colleagues. It was one of the largest internal communications drives in SCC history, giving everyone the chance to understand and

connect with our UK strategy.

Diversity & Inclusion: SCC Belong

In 2024, we reimagined our Diversity & Inclusion efforts under a bold new identity—SCC Belong. This relaunch wasn't just a rebrand—it was a reaffirmation of our belief that everyone should feel seen, heard, and supported.

Our employee-led networks have continued to grow and thrive, driving meaningful action.

Men's Health Network

Newly launched this year,

the Men's Health Network was created to provide space and support around topics often under-discussed in the workplace—particularly mental health, emotional wellbeing, and physical health concerns that disproportionately affect men. By raising awareness, breaking down stigmas, and encouraging open conversations, the network aims to create a healthier. more supportive environment for male colleagues and allies alike. Initiatives under this group will help drive early intervention, provide peer support, and promote education—ensuring no one feels they have to face challenges alone. It's a small step that we believe will make a big difference.

James Long, Talent Acquisition Business Partner at SCC

"This was one of the most rewarding days

of my career. We set out to support these learners, but in doing so, we also gained so much – from fresh perspectives to the satisfaction of making a real difference.

I can't wait to run more of these sessions

and continue helping people into

Wellness in Action: Self-Care Workshops

fulfilling careers."

In recognition of National Self-Care Week (18th-24th November), our Wellbeing Network partnered with the Network of Women (NoW) group to take self-care on tour. Across multiple SCC locations. we hosted a series of engaging Self-Care Workshops encouraging colleagues to pause and prioritise their personal wellbeing. These sessions were designed to highlight the importance of daily self-care and its powerful influence on overall life satisfaction, both inside and outside of work. They gave attendees practical tips and reflective moments to better manage stress, set boundaries, and boost emotional resilience. It was a meaningful reminder that taking care of ourselves isn't a luxury-it's essential.

Community Impact: Generation UK

We took a major step forward in community engagement this year through a powerful partnership with Generation UK, in collaboration with The Rigby Foundation. Together, we hosted an employability training day at SCC HQ, giving 21 job seekers practical tools to break into the tech industry. Our colleagues, including those from our REACH network, led sessions, shared stories, and built connections that were truly transformative

—for both learners and SCC volunteers. The success of the programme has set the stage for future events that create real, lasting change in our communities

Listening to Our People

In 2024, we continued using our engagement survey tool Inpulse, to give managers real-time, digestible insights into their teams. Following previous feedback, we implemented a question that allowed for free-text, rather than just multiple choice, so colleagues could put their thoughts and feelings into their own words. This data continues to shape targeted improvements and holding us accountable for progress, particularly around diversity, inclusion, and belonging.

Looking Ahead

Everything we do is with our people in mind. From everyday initiatives to major strategic investments, our goal remains clear: to create a workplace where everyone can thrive, grow, and feel they belong. We're proud of the progress made this year—and even more excited for what's ahead.

CUSTOMERS

We empower our people with the skills and opportunities they need to thrive, so our customers consistently benefit from an excellent customer experience

Despite challenging market conditions and stiff competition, we continue to partner with 272 new customers and service 1,312 customers across public sector, commercial and business partnering.

We have brought expertise and technology together to support Department for Transport, Evri, Home Office, Lancashire Insurance, NHS Blood and Transplant, Oxford City Council, Pets at Home and TIP Group. These are just some examples of exciting new wins for SCC with tremendous growth opportunity.

We've clearly understood the challenges our existing customers face and how we align ourselves to deliver their business outcomes. Adecco, Derby City Council, Nottinghamshire County Council, HM Land Registry, Mitie Group, The Co-operative Bank, WHSmith, 10x Banking and UK Plumbing Suppliers are significant customers that have committed to extending and expanding their partnerships with SCC.

Cross-selling our services and upselling within our VAR business is building as a primary route to delivering better value to our customers and we have seen this via Vohkus with growing partnerships with Abrdn Holdings Limited, Allied Publicity Services, Arjo Huntleigh International, Cubic Transportation, Culina Logistics, Ellisons Legal LLP, Elysium Healthcare, Explore Learning, Forensic Risk Alliance, Mizuho International National Library of Wales, Nordeutsche Landesbank Girozentrale. Ocado. Peabody, Pinewood Studios. Turntide Drives. Wessex Water and YHA (England & Wales).

SCC have continued to secure new framework opportunities this year including:

 CCS G-Cloud 14 includes Lot 4

- CCS Audio Visual
 Technical Consultancy
 & Commissioning DPS
- NHS SBS Tech Devices
 Link 4
- Procurement Services (formerly KCS) - Software Products and Associated Services
- Scottish Gov Digital Technology and Cyber Services DPS
- Scottish Gov -Telephony and Communication Services DPS

We are committed to driving operational excellence, integrating automation and artificial intelligence with the skills and experience of our personnel to deliver optimised and forward-focused solutions for the benefit of our customers and their end users.

Our vision remains to be recognised as the most customer and employee-

centric IT systems integrator in the UK. We focus on ensuring the best experience and benefits realisation for our customers, continuously measuring these through:

- Service Sentiment: Understanding how our services impact our customers to provide exceptional service.
- Service Evolution:
 Adapting and improving
 our services to meet
 customer needs, enabling
 them to delight their own
 customers.
- Customer Automation: Simplifying and eliminating the need for service through digital automation.

For 50 years, we have supported British industry delivering exceptional customer experiences across the public and commercial sectors by aligning our values with those of our customers to provide high-quality, optimised solutions.

AWARD WINNERS



Sustainability Project/Initiative of the Year 2024 at the CRN Channel Awards for SCC Recyclea.



SCC was awarded Workstation Partner of the Year by Lenovo at Lenovo Accelerate 2024.



PCR Awards 2024 for VAR of the Year and MSP Specialist of the Year



SCC was recognised as the most successful overall IBM Technology Partner for 2024 at IBM's BP Summit UK.



Rigby Capital, Lombard and SCC, are delighted to have won Asset Finance Connect's Environment Award 2024



SCC is proud to announce it has been awarded the Rising Star Partner of the Year award at the NetApp UKI Partner Awards 2024.



SCC named a Rising Star in the ISG Provider Lens™ Future of Work Services 2024 Quadrant Report for its Managed End-user Technology Services – Local Specialists.

MISHCON DE REYA

JOE HANCOCK, HEAD OF CYBER SECURITY AND COMPLEX INVESTIGATIONS SAID:

"We wanted a supplier we could collaborate with to tailor the service to our specific needs. We required rapid and effective detection, followed by a swift response.

That's why we chose SCC Managed SIEM."

CITY OF GLASGOW COLLEGE

KEMP ANDERSON, HEAD OF DIGITAL SERVICES SAID:

"When we go to market for a supplier, we're not looking for just a supplier. We're looking for a strategic partner that's going to help us make the most of the solutions that are available. What we look for is trust, expertise and flexibility, and SCC deliver that."

TIP GROUP (TIP)

ANDY WYATT, CIO

"Throughout the engagement, SCC took a collaborative approach. The overall relationship is flexible, collaborative and built on mutual trust. SCC Vision was a significant factor when choosing SCC's cloud managed cloud service. The tool has allowed us to manage our cloud spend more effectively, and we feel more in control of our cloud estate."

LONDON FIRE BRIGADE

JEREMY SANDERS SMITH TECHNICAL PROJECT MANAGER SAID:

"SCC have helped LFB deliver this complex project in our operations centre, benefitting both the control staff and more importantly, the people of London."

Annual Report and Financial Statements 2025

SUPPLIERS

Great things happen when we work together - that's why SCC partners with over 300 established and emerging technology leaders from across the globe.

By partnering with the largest, fastest-growing and most innovative tech pioneers, we share responsibility and a passion for service excellence. We work in collaboration to achieve a common goal: putting our customers first and creating truly bespoke solutions to meet diverse IT needs. Our 50 strategic partnerships and long-term relationships with major distributors enable continuous improvement and agile evolution. Our people and partners make it all possible, as part of the extended SCC family.

Stakeholder engagement (How we engaged)

- Close collaborative relationships throughout the business
- Executive sponsorship and close working relationships
- Strategic reviews throughout the year
- Clearly defined engagement strategy
- Technical engagement & collaboration
- Clear financial review of performance against defined targets and objectives
- Evolving sales specialist coverage model

Stakeholder material issues (What's important to them)

- Long term sustainable partnerships
- Constant communication
- Clearly defined shared Commercial objectives and targets
- Technical skill and
- Ethical Behaviour
- Growth objectives across customer engagement and financial performance
- Best Practice sharing

Continuous Improvement (How we responded)

- Strategic Relationships with clearly defined goals and responding to technological change
- Proactive engagements with Sales Teams and enablement plans
- Supplier Code of Conduct
- **Growth Initiatives**
- Ongoing skills training & accreditation attainment
- **Dedicated Partner** Management and Specialist Sales Coverage

OUR VENIDORS



going to market in partnership with SCC having appointed SCC as a strategic partner. SCC has built an outstanding reputation in delivering customer satisfaction with best of breed technologies. Given the RingCentral position as the global #1 Business Communications Platform it is exciting to be partnering together to assist our joint customers communicate faster, smarter, and more effectively

"We are delighted to be jointly

President. Channel Sales UKI

"Today, as IBM expands its hybrid cloud and AI ecosystem, SCC remains one of our key partners in the UK. I'm pleased to count SCC as a valued innovation partner across a number of industries with projects underway with Al solutions. Our relationship with SCC is truly multi-faceted and SCC is a great example of next generation partnership."

David Stokes

Partner Ecosystem

"The past year has seen significant investments made on both sides of our partnership, ushering in new opportunities for our mutual customers. We look forward to strengthening the joint value we'll bring to the UK market through strategic alignment across our shared initiatives. The opportunity for SCC to accelerate their share of market is one to watch."

"Through focus and mutual investment, the relationship between Dell Technologies and SCC is going from strength to strength; we are demonstrating growth in all areas of the Dell portfolio, but particularly seeing SCC drive revenue and new logo acquisition within their data centre business"

Tony McNish RingCentral, Regional Vice

than ever before.'

Eleri Gibbon General Manager, IBM EMEA Director - Services Partner Lead, Microsoft UK

Rob Tomlin VP & GM, Dell UK Channel

✓ SUPPLIERS

'SCC is a world-class strategic partner within HP's eco-system and we are delighted with the continued partnership between us. Through collaborative planning, communication and execution we continue to see innovative solutions and impressive customer wins. We are excited for the future as we bring new products and services to market and look forward to the continued growth and success with SCC.'

Neil MacDonald. UK & Ireland Channel Director, HP

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COMMUNITIES

We believe in the power of technology, partnerships, and people to change lives for the better.

Through our focused approach of giving back, tackling digital exclusion, supporting employability, and investing in skills and innovation, we aim to create opportunities that help our communities thrive.

As part of our broader sustainability strategy, community engagement sits within our 4 Ps framework -Plant, People, Prosperity, and Principles – and is driven by subject matter experts across SCC through our Sustainability Committee.

This group champions our outreach and volunteering efforts, while monitoring key performance indicators such as financial contributions, gifts in kind, and total volunteering hours.

During FY25, SCC colleagues donated 114.5 days of their time to support charitable initiatives and local communities across the UK.

Tackling employment barriers through training and lived experience

A new partnership between SCC, The Rigby Foundation and Generation UK saw our people deliver an employability skills day at SCC's Birmingham HQ, helping job seekers overcome barriers to employment in the tech sector.

More than 20 learners took part in a day of workshops on applications, interviews, and career development, guided by SCC volunteers including members of our REACH (Race, Ethnicity, and Cultural Heritage) Network. Alongside practical training, learners heard personal stories of resilience, career challenges, and navigating the workplace providing insight and encouragement for those looking to break into tech.

Attendees also visited SCC's IT recycling facility, Recyclea, where they explored sustainable practices in IT and alternative career pathways within the circular economy. For many participants, it was a transformative experience. One learner said: "This was a lot more valuable than I expected – I feel much more prepared to apply for jobs now."

The day left a lasting impression on everyone involved, including our colleagues. It was the first collaboration of its kind between SCC and Generation UK, with more planned in the year ahead.

Digital access for those who need it most

To help tackle loneliness through digital inclusion, SCC donated 70 refurbished laptops to WaveLength – the UK's leading loneliness charity helping people reconnect with loved ones, access essential services, and build digital confidence.

This initiative reflects SCC's long-standing belief that no one should be left behind in the digital age. It builds on our wider work to bridge the digital divide, including our partnership with the Good Things Foundation and the on-site SCC Academy, which provides free training for those seeking to improve their digital skills and employability.

Backing innovation in the **West Midlands**

In a bold new initiative. SCC and Rigby Group in partnership with Haatch, TechWM and the West Midlands Co-Invest Fund launched One to Win, the UK's biggest-ever pitch competition prize.

With a £1 million cash award for the winning business, One to Win will uncover the most promising start-up in the West Midlands and help it scale, invest and grow. The competition is designed to celebrate the region's tech talent and attract national attention to the West Midlands as a hub for innovation.

In addition to the main prize, One to Win also supports other entrants through mentoring, access to investors, trade missions and business development support helping unlock potential far beyond a single winner.

Birmingham Children's **Hospital Dragon Boat Race**

For the second year running, SCC joined forces with colleagues, customers and vendor partners to take part in Birmingham Children's Hospital's charity Dragon Boat Race.

The event brought our extended community together for a day of spirited competition and helped raise more than £200.000 for the hospital. SCC alone contributed over £3,500.





Spreading festive cheer at UHCW

In December, SCC's Sales Leadership team visited University Hospitals Coventry and Warwickshire NHS Trust to decorate the children's ward in time for Christmas. With SCC donating trees and decorations, the team volunteered their time to bring festive magic to children spending the holiday season in hospital – a gesture warmly welcomed by families and staff alike.

Rigby Group, The Rigby Foundation and SCC -A year in review

As a top 10 west midlands -based company with SCC in Birmingham and Rigby Group in Stratford upon Avon, we are proudly celebrating our 50th anniversary. The Group has also refocused on its charitable giving, with a £2m annual commitment from 2025 to The Rigby Foundation to support young people from challenging backgrounds. Together with the Foundation, we have committed to work with Birmingham City Council and West Midlands Combined Authority to ensure we maximise reach and impact.

Initiative

THE RIGBY FOUNDATION

A Rigby Foundation led Partnership with schools, colleges, evidencebased charities, West Midlands Combined Authority and Birmingham City Council that aims to accelerate academic progress, build essential skills, guide post-school decisions, boost employability opportunities and enhance wellbeing, for young people aged 11 to 25 years.

£3m commitment from The Rigby Foundation that includes a £100k allocation per education partner per year for 3 years. Inspiring Futures has been launched in

ptember 2025 and aims to support at least 1,000 students per year.



The Foundation is partnering with Springboard to support care experienced young people aged 11-18 years. Our donation will unlock fully funded bursaries and enable these vulnerable students to attend high performing schools

Every £1 from The Rigby Foundation unlocks £3 in support including Independent School bursaries

£100k initial Foundation commitment over 2 years starting in 2025.



The Grace Foundation's 'Ethos' approach includes provision of: - An Ethos leader to impact school

- culture and curriculum Youth Worker to support students and a
- Family Support worker to engage parents.

The program has been proven to transform schools in crisis from the inside out and has 13 school partners to date

Every £1 from The Rigby Foundation unlocks £3 in support including Independent School bursaries

£100k initial Foundation commitment over 2 years starting in 2025.



The Rigby Foundation is supporting 300 The program costs £5k per head: NEET's (not in education, employment, or training) into jobs including IT over three years. The programme enables unemployed local people to take part in 16 week 'Skills Boot Camps' with a 70% success rate of securing meaningful and sustainable employment

- a £2k donation pp from The Rigby Foundation unlocks
- £3k of government funding The Rigby Foundation made a 3 year commitment of £600k starting in 2024 to help 300 young adults



NON-FINANCIAL AND SUSTAINABILITY INFORMATION STATEMENT

Climate Related Financial Disclosure Regulations (2022) have been introduced in the UK to report on material climate related matters and the impact on the group.

The following section set out how climate change is addressed in the corporate governance activities across SCC, the impact on strategy and how climate -related risks and opportunities are managed, and the performance targets and metrics that are applied in managing them.

Governance

SCC forms a part of both the Rigby Group (RG) plc group and the SCC EMEA Limited Group and is aligned to the Group's overall corporate governance policies and procedures. The Rigby Group Board has delegated responsibility to the Audit, Risk and Remunerations (ARR) Committee for the monitoring and reporting of all enterprise risks. The ARR has prescribed the annual Enterprise Risk Management Process for the whole of the Rigby Group which considers emerging risks and opportunities, climate-related or otherwise.

SCC reports into the SCC **EMEA Divisional Board which** is responsible for identifying and mitigating risk for the SCC division and for compliance with the group's annual risk reporting requirements. SCC's nominated Enterprise Risk Officer (ERO) is responsible for coordinating the SCC submission into the SCC EMEA Board and the ARR and attends the SCC EMEA RED Board which comprises senior employees and executives with specific interests in environmental matters and are responsible for ensuring climate related risks and opportunities are identified and managed.

They are tasked within the operation to ensure:

- development and delivery of a coherent strategy including initiatives to meet carbon reduction targets.
- identification and assessment of climate related risks and opportunities.
- appropriate resources allocated to mitigate climate related risks and to realise climate related opportunities.
- accurate and timely information to measure progress against our adopted climate related targets.

Topics that are considered by the ESG committees include, but are not restricted, to the following areas: Buildings and Infrastructure; Internal travel policy, net zero strategy, circular economy considerations, fleet policy and emissions tracking.

Strategy

SCC forms part of the Rigby Group's strategy to cultivate longevity, growth and prosperity, while enriching the environment, society, and the lives of future generations — across all our divisions, through four pillars Planet, People, Prosperity and Principles. The SCC Board is responsible for its own carbon footprint and to take reasonable steps to reduce this in line with the Rigby Group's overall target to be net zero by 2040. Net zero is defined as reducing greenhouse gas emissions across our operations and supply chain as much as possible, and offsetting any remaining emissions to ensure our overall climate impact is neutral.

Our environmental, social and governance (ESG) plans have three key aims:

- Reduce our environmental impact to the lowest possible level.
- Invest in, and support, our people, and communities.
- Hold our ethics up to scrutiny and always do the right thing.

We'll keep challenging ourselves around our environmental commitments, build on our university partnerships to promote sustainable innovation and digital inclusion, and continue to give back.

Plane

Our purpose is to help clients succeed through IT transformation and exceptional customer experiences enabling them to reduce their impact on the planet. We are also committed to achieving net zero by 2040.

Resource circularity

Our resource circularity strategy focuses on the principles of reduce, reuse, and recycle. We emphasise these principles to our employees, suppliers, and partners. In our own operations, we seek to extend the lifespan of products and minimise waste across the Group. We buy recyclable products and equipment wherever possible and prioritise working with organisations who share our commitment to sustainability.

We have been a zero-landfill business since 2019 and ISO 14001 accredited.

Recycle

We have been refurbishing and recycling IT equipment for several years and the investment in our new state-of-the-art investment recycling facility, Recyclea, has enabled us to further extend this offering to our customers. Buying refurbished IT equipment means both lower cost and significantly lower carbon footprint.

Recyclea - continued

Recyclea consists of three core services: recycling, refurbishment and remarketing, all with a focus of securely maximising the output from customer IT equipment. Alongside these are a number of associated services which help maximise the security and sustainability of IT recycling, as well as contributing to the circular economy. All our services are extensively accredited, according to stringent Government, National Cyber Security Centre, and Ministry of Defence criteria.









Raising Awareness

SCC Staff are engaged through our Internal Communications Platform EVIE to consider the environment at work.

We have made a significant investment in our partnership with Rejoose to provide automated carbon footprint information at product level for all lifecycle stages and recognising the energy mix where the product is used. This information can be used for reporting and compliance purposes post transaction, but more purposefully pre transaction to produce scenario modelling and in our ecommerce platform to enable our customers to make an informed decision on the environmental impact of the equipment they purchase.

Transport and Travel

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We make extensive use of remote meeting technology, offer a "Cycle to Work"

scheme, replace diesel and petrol vehicles at the end of a lease with an electric or hybrid model, and plan to have a fully electric or hybrid car fleet by 2030. Our fleet is now 42% BEV with a further 6% PHEV. We also provide employees with salary sacrifice scheme to allow them access to EVs at reduced cost.

Responsible Purchasing

Where possible, SCC sources and promotes products with lower environmental impacts. We communicate our priorities to our suppliers, for example to decrease the frequency of deliveries, asking key suppliers to complete the CDP climate change assessment having been a supply chain member. We have also added contractual requirements for SBTi and CDP to supplier contracts, starting with logistics suppliers.

Climate Risk Assessment

We are committed to adhering to relevant laws, regulations, and industry standards. Our divisions regularly undertake risk assessments to ensure compliance and identify emerging risks and opportunities. We encourage each of our divisions to actively collaborate with industry peers, participate in sustainability networks, and share best practices to enhance our sustainability performance.

The Group's response to climate related matters focuses on transitional and physical risks and opportunities is detailed below. We assess risk over the short-term to 2030 as this coincides with our current strategic planning horizon, medium term to 2040 which represents the time horizon for the family second-generation management of the group and long term beyond 2040 looking at the potential impacts on our business, strategy, and financial planning.

In 2024 the group engaged with our insurers, Aon, to undertake a review of physical risks across all operations using their diagnostic tool. The tool provides 4 climate scenarios: SSP 1 – within 1.5 degrees; SSP2- up to 2.0 degrees; SSP3 – up to 4 degrees; SSP 5 over 4 degrees.

These scenarios have been overlayed with our physical locations and then assessed the likelihood of increases in chronic risks (drought, extreme heat, wildfires, rainfall and severe cold).

This review highlighted the following climate related risks

for the SCC business and SCC's response to climate related matters focuses on transitional and physical risks and opportunities.

	Risk / Impact	Timeline	Opportunity / Impact	Response
es Se	Accelerated timelines to reduce emissions and changes to reporting requirements. Increased staff, consultancy and software costs	Mid-Long	Enhanced reputation in market Increase revenue through improved customer relationships and expanded services.	Our carbon reduction objectives are clearly defined and we have a number of initiatives in place to work towards reducing our own carbon emissions
and Opportuniti	Reputational risk from perceived in-action. Damage to commercial relationships with customers and suppliers could reduce revenues and increase costs.	Mid-Long	Increased public reporting allows us to enhance the reputation of the SCC Potential to increase revenue opportunities.	Publication on our website of our action plans and initiatives
Transitional Risks and Opportunities	Increase in supply chain, power and utility costs Increases cost base and reduces margins.	Mid-Long	Reduced stocking levels Improves working capital management. Device as a service (DAAS) provides opportunities for customers to manage the cost of ownership	In the short term we work closely with the major vendors and the supply chain to manage the cost of goods sold which includes the move to direct shipping of goods from vendors to end customers. Electrification of our commercial fleets. Move to sustainable courier partnerships
	Changes to customers behaviour and demand for more energy efficient hardware and recyclable products. Change to income generating revenue stream	Short-Long	Customer demand for recycling provides opportunities for us to deliver recycling activities Potential to increase revenue opportunities	During the year we opened our state of the art recycling facilities "Recyclea" in Birmingham.
	Flash flooding. Whilst our Birmingham warehouse site is vulnerable the overall risk assessment is relatively benign. Damage to stock and fulfilment of customers orders	Mid-Long	Installation of flood mitigation can enhance long-term operational resilience and protect stock, reduce insurance claims.	Improvements made to racking and security within the warehouse are considered sufficient to mitigate any risks and insurance remains in place for any loss exposure.
er Events	Extreme Heat: All of our major operations continue to be based in the UK which is not considered to be at major risk of severe heat. Increases costs, reduced productivity in most severe scenarios	Mid-Long	Installation of Solar panels at our Head office and other sides will provide opportunities to reduce the cost of power consumption required to provide effective cooling systems. Reduces impact of increasing power prices.	Our Head office and other sites across the UK have been modernised to ensure efficient air conditioning systems are in place to secure a comfortable working environment for our colleagues.
Extreme Weather Events	Extreme Heat: Our Data Centre operations will be impacted by increases in temperature and will require increased effort to ensure ap- propriate cooling is in place. Increase to cost base	Mid-Long	Installation of Solar panels on our data centres provided opportunities to reduce the cost of power consumption required to provide effective cooling systems. Reduces impact of increasing power prices.	With the recent disposal of our data centres this is no longer a future risk for the business

Targets

At SCC we believe that doing what is ethically right gives our business the best foundation for our future success.

We are committed to meet, or where possible exceed EN ISO 14001 and our comprehensive **Environmental Management** across all company sites, is subject to an external audit to demonstrate compliance with this standard.

Identifying appropriate environmental targets and accreditations provides a basis for structured programmes of activity enabling engagement of our employees and partnerships with other organisations.

The journey to become more sustainable is not

straightforward and SCC has aligned itself to the following external standards and frameworks in order to monitor progress and commitment to sustainability goals. These include the UN Global Compact, Science Based Targets Initiative. CDP and Ecovadis.

zero-landfill business since 2019 and are ISO 14001 accredited. SCC France is a member of the Alliance Green IT (AGIT) committed to sustainable development and responsible IT.

SCC EMEA has recently submitted full value chain net zero targets to SBTi for approval and for these targets to be validated shortly. We have partnered with Rejoose to use product and category

level carbon data for IT hardware products that we provide to customers, accounting for >85% of total reported emissions.

Our target language** is detailed below: **Specialist Computer Centres** commits to reduce absolute scope 1 and 2 GHG emissions 50.00% by FY2030 from a FY2019 base year. Specialist Computer Centres commits to reduce absolute scope 3 GHG emissions from fueland energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, use of sold products 50.00% by FY2030 from a FY2019 base year. Specialist Computer Centres commits that 70.00% of its suppliers by emissions covering purchased goods

and services, will have science-based targets by FY2030.

Specialist Computer Centres commits to reduce absolute scope 1 and 2 GHG emissions 90.00% by FY2040 from a FY2019 base year. Specialist Computer Centres commits to reduce absolute scope 3 GHG emissions 90.00% by FY2040 from a FY2019 base year.

SCC Plc has presented the table below to demonstrate that it is part of SCC EMEA's SBTi validated net zero targets. The table shows the Science Based Target Initiative (SBTi) validated numbers globally for SCC EMEA. SBTi is the recognised gold standard of net zero commitments and having validated targets is an important milestone in progress towards net zero.

SCC EMEA Value Chain Emissions

Scope	FY20	FY24	Change	
1	6,727	4,793	-29%	
2	7,142	4,332	-39%	
3-1	704,260	737,489	5%	
3-2	10,296	5,767	-44%	
3-3	9,208	6,668	-28%	
3-4	6,597	5,228	-21%	
3-5	54	42	-23%	
3-6	7,626	2,596	-66%	
3-7	11,708	8,585	-27%	
3-11	415,371	326,766	-22%	
3-12	14,105	10,656	-24%	
Total	1,193,095	1,112,921	-7%	

FY25 figures are in progress and will be reported to CDP in September 2025 and through our Sustainability Report.

**SBTi practice for FY numbering differs from our standard and hence the target language FY2019 is equivalent to our FY20, (as the majority of FY20 falls in 2019).

Standard	FY26 Target	Status
SCIENCE BASED TARGETS DRIVING AMBITIOUS CORPORATE CLIMATE ACTION	Approved net zero targets	Our targets have been approved by SBTi.
CDP	С	SCC progressed to Level C in FY23 but have achieved a Level D rating in FY24 and FY25. We are also supply chain members of CDP which allows us to monitor our partners commitments to climate action.
ecovadis	Silver	SCC made its Ecovadis submission in FY24 for the first time and was awarded Bronze status. We are now working on plan to attain Silver Certification. In FY25, our score increased to 52.

Our contribution to the UN Sustainable Development Goals



Ensure workplace safety and protection for our employees, support their physical and mental well-being



Promote inclusive and sustainable economic growth



Promote sustainable



Reduce plastic use across all operations



Provide employees with access to learning opportunities and promote ongoing development



Build resilient infrastructure and promote sustainable industrialisation whilst fostering innovation



Source technology responsibly





Work towards a balanced gender mix across the Group



Ensure equal opportunity and address inequality



Reduce the impact of our operations on the environment



Operate adhering to highest levels of ethical standards



Carbon Emissions

We have reported emissions using the GHG Protocol Guidance and applied operational control to calculate UK energy and emissions for all subsidiaries using DESNEZ Greenhouse Gas Reporting Conversion Factors. The following sources of information have been used:

Utility energy consumption Supplier consumption reports and invoices cross checked with HH meter data for electricity. Meter reads for electricity recharged to third parties.

Landlord recharge invoices, meter reads or estimates where we are not responsible for the supply.

Emissions from travel where the company is responsible for purchasing the fuel.

Fuel card report Expensed mileage reports derated vehicle emission factors where available. Other Scope 1 Emissions

F Gas Records
Fuel tank readings and
deliveries.

The intensity measurement used is TCO2e per £m revenue.

To accelerate our path towards net zero emissions by 2040, we have been making changes in our operations and supply chains and collaborating with stakeholders to curb our GHG emissions footprint

and energy use. SCC has purchased 100% renewable, REGO-backed electricity since 2018 where we are responsible for the supply and have requested all our landlords do the same.

We have continued to make progress towards our target of electrifying our fleet by 2030 during the reporting year with 47% of vehicles now EV with a further 5% PHEV, compared with 40% and 5% respectively in the previous period.

We are required to report on our scope 1 and scope 2 emissions – we also reported our scope 3 emissions for this year for all UK businesses in scope of the SECR requirements.

tCO2e	FY25	FY24	FY20
Emissions from combustion of gas (tCO2e)	283	236	339
Emissions from purchase of electricity (tCO2e)	3,770	3,963	6,269
Emissions from combustion of fuel for transport purposes (tCO2e)	1,470	1,799	3,304
Emissions from operations (tCO2e)	291	702	838
Total gross tCO2e	5,814	6,700	10,750
Intensity ratio (tCO2e/£100,000 United Kingdom turnover)	0.69	0.75	1.24

tCO2e	FY25	FY24	FY20
S1	1,737	2,218	3,376
S2	3,770	3,963	6,269
S3	307	519	1,105
Total	5,814	6,700	10,750
Energy kWh	26,782,266	27,746,943	36,922,717

Emissions by Scope



CLIMATE RELATED RISK IMPACT ON FINANCIAL STATEMENTS

SCC revenues will be impacted by the choices that our customers make. The demand for Technology product and services demand is not currently significantly impacted by climate related factors.

There are signs of customer demand switching to more sustainable solutions, as a service subscription models, more focus on lifetime ownership and asset/component recycling. This presents revenue opportunities to SCC as a VAR, and we are seeing a shift in revenue patterns which are becoming more annuity based.

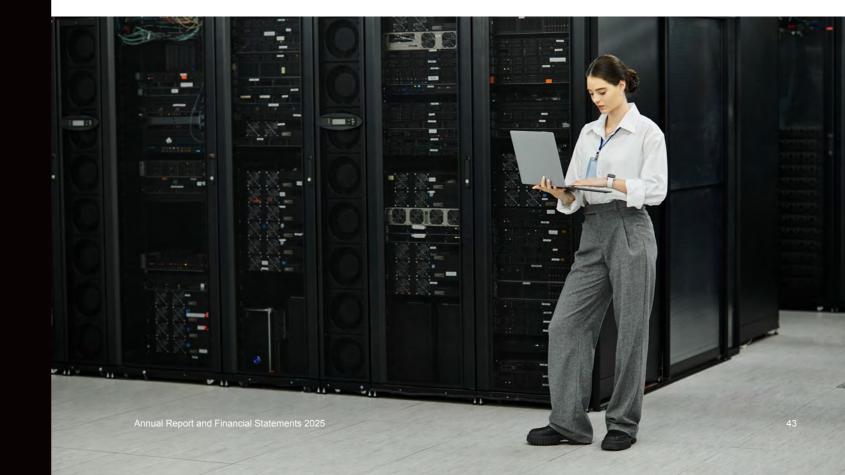
Energy consumption costs remains the most significant environmental impacting cost

and we have installed in Solar panels in our Data Centres to reduce reliance on the main grid and to reduce our costs. The Group has purchased REGO backed renewable electricity since 2018.

Following the investment in the recycling centre Recyclea in Birmingham our fixed asset base has increased and we are seeing higher depreciation charged through the P&L as a result.

With respect to financing costs, we do not have any green covenants in place on our finance facilities. Within our current balance sheet, we do not consider that there are any assets or liabilities that would be impacted by the climate risks that could impact our business. Our investments in the recycling facility will be depreciated over its useful economic life.

Having considered both the risks and the opportunities of the possible impacts of climate change in the context of our group wide risk management process, and the resilience of our strategy and business model, the Directors are satisfied that there are no implications on the Group's going concern assessment. This will continue to be reviewed and we will review evolving reporting standards in this area for legal and best practice compliance.



SHAREHOLDERS

SCC is one of five divisions of the Rigby Group (RG) plc; a family-owned multi-national company which, since its inception in 1975, has built a distinguished reputation and is now the 12th largest 100% family-owned business in the UK*

Our shareholders are closely involved in the management of the business, holding executive positions to ensure that the business goals and values are closely aligned to those of the Group and the family. SCC benefits from the shareholders' future commitment to the business for the long term. Dividends are remitted to our parent at 50% of the company's profit

after tax allowing retention of the remaining 50% for re-investment in the business to deliver future growth. We continuously monitor the suitability to pay dividends taking into consideration the growth objectives for the business alongside the long-term returns required by our shareholders.

*source Ernst & Young: https://familybusinessindex.com/).









GOVERNANCE

Board of Directors

The company's Board of Directors comprises the following individuals during the year end and as at the date of this report:

Sir Peter Rigby

Rigby Group Chairman

James Rigby

Rigby Group
Co-Chief Executive Officer
Rigby Group and SCC EMEA
Chief Executive Officer

Steve Rigby

Rigby Group Co-Chief Executive Officer (resigned 1 April 2024)

Dennis Badman

SCC plc Chief Executive Officer

SCC plc Chief Revenue Officer

Adam Clark

Dean Plowman

SCC plc Financial Director

Patricia Rigby Rigby Group

Director (resigned 1 April 2024)

The Board of Directors holds overall responsibility for the stewardship and governance of the company. Shareholders of the ultimate parent company, Rigby Group (RG) plc, participate on the Board, ensuring alignment with the ultimate shareholders' strategy.

The Board of Directors meets a minimum of four times a year. Attendance at Board meetings during the financial year has been 85%. Certain matters are reserved for the Board, including:

- Approval of company strategy

- and budgets
 Acquisitions and Disposals
- Acquisitions and Dispose Share issuances
- and dividends
- Financial guarantees and
- new borrowings
 Material contractual arrangements

The day-to-day operation of the company is largely delegated to the Executive Committee.

Executive committee

The Executive Committee comprises a number of senior leaders from across our business and reports to the Board of directors. The current composition of our Executive Committee can be found on our website (scc.com).

The Executive Committee meet formally each month and hold weekly performance reviews.

The Executive Committee prepare strategic insight for the Board, helping to set the goals of the company. Furthermore, the Executive Committee overlay the strategy with operational objectives for the business, reviews Enterprise Risk and sets the Company's ESG commitments.

The Executive Committee appoints sub-committees where appropriate and ensures that sufficient professional expertise is available to the Committee and the Board of Directors around corporate compliance. In particular, a dedicated Assurance practice delivers the execution of our corporate maturity plan, managing assurance audits and risk planning to drive a continuous improvement approach.

GOVERNANCE PRINCIPLES

SCC is committed to upholding the highest standards of governance to ensure sustainable growth, foster trust among stakeholders, and contribute positively to society. Here we outline our core principles of governance, which encompasses ethical integrity, enablement of people, risk management, and reporting transparency.

1. Ethical Integrity

Ethical integrity serves as the cornerstone of our governance framework. We believe that conducting business with honesty and fairness is essential for maintaining trust and credibility. Ethical integrity focuses our adherence to moral and ethical principles consistently, even when faced with challenges or temptations.

It involves maintaining honesty. fairness, and responsibility in all actions and decisions, ensuring that our behaviour aligns with ethical standards and values. It underscores the importance of doing the right thing, regardless of the potential consequences, and fosters a culture of respect and transparency. Our Ethical Integrity considers the following elements: -

Code of Conduct

We adhere to a robust Code of Conduct that guides our employees, partners, and stakeholders in making ethical decisions. This code emphasizes respect, accountability, and compliance with laws and regulations.

Conflict of Interest

We have established procedures to identify and manage conflicts of interest, ensuring that decisions are made in the

best interest of the company and its stakeholders.

Anti-Corruption Measures

We enforce strict anti-corruption measures to prevent bribery, fraud, and other unethical practices. Regular training and audits are conducted to ensure compliance.

2. Enablement of People

At SCC PLC, we recognise that our people are our greatest asset. People enablement is the strategic and thoughtful practice of empowering individuals within our organisation to achieve their highest potential. This multidimensional concept encompasses fostering skills development, encouraging innovative thinking, and providing the necessary resources and support to help employees excel in their roles.

At its core, people enablement involves creating an environment where individuals feel valued, motivated. and equipped to contribute meaningfully to the organisation's objectives. This entails offering continuous learning opportunities, mentoring, and cultivating a culture of collaboration and inclusivity. Managers play a pivotal role in this process by recognising and nurturing

the unique talents and aspirations of their team members

Effective people enablement not only enhances individual performance but also drives collective success. By investing in their workforce's growth and development, our organisation can achieve higher levels of engagement, productivity, and innovation.In essence, people enablement is about unlocking human potential and transforming it into a driving force for organisational excellence. Our Enablement of People philosophy considers the following elements: -

Inclusivity and Diversity

We are committed to creating a diverse and inclusive workplace where all employees feel valued and respected. This involves implementing policies that promote equal opportunities and prevent discrimination.

Professional Development We invest in the continuous

professional development of our employees through training programs, mentorship, and career advancement opportunities. Our goal is to nurture talent and encourage growth.

Employee Well-being

We prioritise the well-being of our employees by offering comprehensive health and wellness programs, flexible working arrangements, and support services. We believe that a healthy and happy workforce is crucial for productivity and innovation.

3. Risk Management

Effective risk management is critical for safeguarding our assets and ensuring operational resilience. Our principles for risk management include:

Risk Assessment

We conduct regular risk assessments to identify potential threats and vulnerabilities. This involves evaluating financial, operational, and strategic risks.

Risk Mitigation

We implement proactive measures to mitigate identified risks. This includes establishing internal controls, developing contingency plans, and conducting scenario analyses

Compliance and Monitoring

We ensure compliance with relevant laws, regulations, and industry standards. Continuous monitoring and reporting mechanisms are in place to track risk exposure and response effectiveness.

4. Reporting Transparency

Reporting transparency refers to the practice of openly and accurately communicating information, particularly within our organisational context. This concept involves providing clear, honest, and timely reports on various aspects of operations, performance, and decision-making processes. Transparency in reporting ensures that stakeholders, including employees, customers, investors, and regulators. have access to relevant and truthful data that reflects the organisations activities and outcomes.

Our principles for reporting transparency include: -

Accuracy and Honesty

At the heart of reporting transparency is the commitment to accuracy and honesty. This means that all reports should be free from manipulation, exaggeration, or omission, presenting facts as they are. Reliable data builds trust and credibility, essential for maintaining positive relationships with stakeholders.

Timeliness and Accessibility

Transparency also involves the timely release of information. Reports are made available as soon as they are ready. ensuring stakeholders can make informed decisions based on current data. Furthermore, information is made to be accessible. meaning it is easy to find and understand, regardless of the stakeholders' level of expertise.

Consistency and Completeness

Consistent reporting helps maintain stakeholder trust and ensures that data can be

compared over time. Reports should follow standardised formats and include all necessary details, providing a comprehensive view of our organisations performance and activities.

Our Governance Framework

Our governance framework defines the roles, responsibilities, and relationships of the different bodies and functions that oversee and manage our business. It also sets out the policies, procedures, and standards that govern our operations and activities.

The main components of our governance framework are:

- Board of Directors: The Board of Directors is the highest governing body of our company. It is responsible for setting the strategic direction, overseeing the management, and ensuring the accountability of our company. The **Board of Directors** consists of independent and qualified directors who represent the interests of our shareholders and other stakeholders.
- **Executive Leadership** Team: The FIT is responsible for executing the strategy, managing the operations, and delivering the results of our company. The ELT is led by the Chief Executive Officer (CEO) together with other senior executives who report to the CEO. The ELT is accountable to the Board of Directors for the performance and conduct of our company.

Senior Leadership Team:

The SLT is responsible for delivering financial SCC PLC's governance performance of the principles are designed to promote ethical integrity, business units, executing our deliverables, and enablement of people. leading our colleagues effective risk management, and reporting transparency. to achieve our stated outcomes. The SLT is By adhering to these a cohort of experienced principles, we strive to foster trust, drive sustainable growth, directors and senior managers who are and contribute positively to accountable to the society. We are committed to continuous improvement and **Executive Leadership** welcome feedback from our stakeholders to enhance Digital Trust Office: our governance practices.

Other Committees: The Board of Directors

the ELT.

may establish other committees as needed to assist in the governance of specific areas or issues

The Digital Trust Office

is a group function that

develops, implements,

and monitors the security,

privacy, ethics, ESG and

Trust Office reports to the

Audit and Risk Committee

and the global COO, and

follows the standards and

guidelines agreed with

data compliance of our

company. The Digital

SCC UK GROUP GOVERNANCE MODEL

SCC UK Group is a leading IT services and solutions provider in the UK and Europe, with a strong focus on delivering value, innovation, and sustainability to our customers, partners, and stakeholders.

We are committed to excellence in everything we do, and we operate with integrity, responsibility. and accountability. Our governance model, is a direct function of our corporate vision and mission, and how it guides our strategic, business, and operational objectives, as well as our performance

Our vision is to be the trusted partner of choice for IT services and solutions in the UK and Europe, enabling our customers to achieve their digital transformation goals and creating positive social and environmental impacts. Our mission is to deliver high-quality, innovative, and sustainable IT solutions measurement and improvement. that meet the needs and expectations of our customers, while generating value for

our shareholders, employees. and society.

The SCC UK Group governance model is a product of our overall business strategy and considers how we structure and operate our business to meet our objectives and deliver on client demand. It is the responsibility of the Board of Directors to define and execute our business strategy (1), with

the Executive leadership responsible for owning and delivering the components of that strategy (2) and the Senior Leadership team accountable for delivering the dimensions outline in (3).

Objectives and Policies

The leadership team overlays our ESG commitments, and enterprise risk appetite to define and set the operational

Business Strategy **Board of Directors** 2 Financial Sales and Workforce Business Control Portfolio Managemen Commercia Management Management **Business Area** Fundina Brand and Services & ales & Marketing Marketing Strategy Service Operational Enterprise Development Strated Lines of Business Commercia Behaviours Sales Development Plan Reward & Return on Business Resilience Sustainability & Operations **ESG Commitments** Security & Privacy OKRs (Objectives and Key Results) **Digital Trust**

objectives of the business. These objectives are aligned with our strategic intent, business imperatives, and delivery commitments, and they reflect our core values of Family, Agility, Customer First, Passion, and Responsibility. They also consider the interests and expectations of our key stakeholders, such as shareholders, employees, suppliers, regulators, and communities.

To ensure that we achieve our objectives in a consistent, efficient, and effective manner, we adhere to our corporate assurance policies, which are embedded in an Information Security Management System (ISMS). The ISMS provides a framework for establishing, implementing, operating, monitoring, reviewing, maintaining, and improving our information security practices, in accordance with the ISO 27001 standard and other relevant regulations and best practices. The ISMS covers all aspects of our information assets, including people, processes, and technology, and it applies to all our business units. functions, and locations.

A dedicated Digital Trust practice delivers the execution of our corporate maturity plan, managing assurance audits and risk planning to drive a continuous improvement approach. The Digital Trust practice monitors and evaluates our compliance with our policies, standards, and procedures, as well as

our performance against our objectives and targets. The Digital Trust practice also identifies and assesses the risks and opportunities that may affect our business and provides recommendations and guidance on how to mitigate or exploit them.

Controls and Practices

We hold ourselves to the highest standards and constantly seek to improve our controls and business management practices. We maintain our mandatory compliances, such as ISO 9001, ISO 14001, ISO 27001, and we challenge ourselves to achieve additional compliances that demonstrate our ethics, values, and behaviours, such as ISO 22301, ISO 50001 and ISO 26000.

Performance and Improvement

We assess the achievement of our goals, our delivery of our commitments, and the impacts of our business on an ongoing basis, never afraid to adopt new standards or methods that are attributive to our vision. We use various tools and techniques to measure and improve our quality, innovation, and sustainability, such as Lean Six Sigma, Agile, and ITIL. We also foster a culture of learning and development, where we encourage and support our employees to acquire new skills and knowledge, and to share their insights and best practices with their colleagues and

customers.

The realisation of our goals and objectives is qualitatively assessed through the collection and interpretation of meaningful key performance information from across our enterprise. We use this performance data to inform business decision making, set priorities, and adjust programme planning horizons. It is also a valuable source of trend analytics and data intelligence, which we make use of for several management and development purposes, such as customer satisfaction, employee engagement, process efficiency, innovation output, and sustainability impact.

We communicate our

performance results and improvement actions to our internal and external stakeholders through various channels and platforms, such as our annual report, our corporate website, our social media accounts, and our newsletters. We also solicit and welcome feedback from our stakeholders, and we use it to identify areas of improvement and opportunities for collaboration. We believe that transparency and accountability are essential for building trust and credibility, and for enhancing our reputation and brand.

SUPPLY CHAIN ETHICS

How we conduct business with our partners, how we select our suppliers and how we expect our ecosystem to behave reflects our ethical standards. Our approach to governing supplier performance against these ethical principles involves setting clear expectations and objective measures, together with a monitoring and assurance regime to check and verify compliance.

Our Ethical Principles

We operate under a transparent and accountable set of principles that guide our decisions and actions across all facets of our business. We believe it is our responsibility to our colleagues, suppliers, and customers to ensure that our business practices are ethical, legal, and sustainable. Furthermore, we expect our suppliers and partners to share and uphold these principles within their own operations.

Our ethical principles encompass the following:

Business Integrity: We categorically reject any form of bribery, corruption, or anticompetitive behaviour that may compromise our reputation or the trust of our stakeholders. We conduct our business with honesty, fairness, and respect for the law and the rights of others.

Human Rights: We respect and protect the dignity and rights of all individuals involved in our business, including our employees, candidates, suppliers, and customers. We do not tolerate any form of forced or child labour, discrimination, harassment, or abuse. We support the freedom of association and the right to collective bargaining for our workers and the workers of our suppliers.

Labour Standards: We provide our workers with fair and decent working conditions. including safe and healthy environments, appropriate training, reasonable working hours, and competitive wages and benefits. We also require our suppliers and partners to comply with the same standards and to adhere to the Ethical Trade Initiative (ETI) Base Code, which is founded on the conventions of the International Labour Organization (ILO).

Environmental Sustainability:

We strive to minimise the environmental impact of our business activities, including the sourcing, production, distribution, and disposal of technology products and services. We also encourage our suppliers and partners to adopt environmentally responsible practices and to reduce their carbon footprint, waste, and resource consumption.

Our Ethical Practices

We have established several policies and procedures to implement and enforce our ethical principles in our supply chain management. These include:

Supplier Code of Conduct:
We have developed a Supplier
Code of Conduct that
delineates our expectations
and requirements for our

suppliers and partners in terms of business integrity, human rights, labour standards, and environmental sustainability. We communicate this code to all our suppliers and partners and request them to sign a declaration of compliance.

Supplier Audits and Assessments: We

conduct regular audits and assessments of our suppliers and partners to verify their compliance with our Supplier Code of Conduct and to identify any areas for improvement or concern. We employ a risk-based approach to prioritize our audits and assessments, taking into account factors such as the country of origin, the type of product or service, and the supplier's performance history.

Supplier Development and Capacity Building: We provide our suppliers and partners with training and support to help them enhance their ethical practices and performance. We also collaborate with them to develop and implement corrective action plans to address any issues or gaps identified during our audits and assessments.

Supplier Engagement and Feedback: We maintain regular and open communication with our suppliers and partners to

foster a relationship of trust and mutual respect. We also solicit and respond to their feedback and suggestions on how we can improve our ethical practices and policies.

Stakeholder Engagement and Reporting: We engage with various stakeholders, including our customers, employees, investors, regulators, NGOs, and industry associations, to share our ethical practices and policies and to learn from their perspectives and best practices. We also report on our ethical performance and progress through our annual sustainability report and other channels.

We are committed to upholding the highest ethical standards in our supply chain management and to contributing to the social and environmental well-being of our communities. We recognize that ethical sourcing and management of technology is a complex and dynamic challenge that requires constant vigilance and improvement. We welcome any feedback or inquiries regarding our supply chain ethics report and our ethical practices and policies.





RISK MANAGEMENT

Enterprise Risk Management (ERM) is an essential strategic management practice designed to identify, assess and respond to enterprise level opportunities and threats before these have become business issues. Oversight of risk provides executives and senior leadership with a framework to easily articulate both positive and negative consequences of particular courses of actions or sequence of events occurring, and how those impact the objectives of the business.

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Risk Universe

Plc (the "SCC UK Group") adopts the corporate "risk inventory" assigned by the Rigby Group Audit, Risk, and Remuneration (ARR) committee, and uses these risk categories to create the "Risk Universe" for the SCC UK Group. Through causality modelling the Enterprise Risk Register (ERR) captures the enterprise level risks into the risk categories and uses risk scoring methods to assess the Inherent Risk scores for each risk.

Specialist Computer Centres

Risk Scoring

Inherent risk scores are calculated using a standard contingency model, with likelihood (a measure of

how likely a risk is to occur) and impact (a measure of the severity of the risk) scores being multiplied together to give an untreated risk score. Scores for each component range from 1 to 5, with 1 being a low likelihood or impact, and 5 being a high likelihood or impact. Total scores will range from 1 to 25

		LIKELIHOOD				
RISK RATING		5	4	3	2	1
	5	25		15	10	5
IMPACT	4	20	16	12	8	4
	3	15	12	9	6	3
	2	10	8	6	4	2
	1	5	4	3	2	1

Risk Level High Medium

Risk Treatment

These untreated risks are subject to mitigation actions dependent on the type of risk treatment selected with risks either being accepted, avoided, transferred or reduced. For more complex risks (especially those of an enterprise nature) a combination of risk mitigation actions might be employed to treat the inherent nature of the risk. Mitigation actions address either the reduction of likelihood or a reduction in impact (or both) such that a "treated risk" score can be calculated using the same Likelihood and Impact scoring method.

Risk Governance

Enterprise Risks are "owned" by the relevant Executive Board member responsible for the area of the business impacted by the risk. Periodic risk reviews of the ERR are conducted by the SCC UK Group Enterprise Risk Officer (ERO) with the risk owners to provide updates on actions and mitigations, and to rescore any risks and monitor risk trending.

The ERO works with the Executive Board of SCC UK Group to ensure that the ERR is an accurate reflection of the risk position of the company and gains formal approval to submit to the ARR for review. The ERR is prepared for formal submission and review to the Rigby Group ARR twice a year. The ARR provide strategic guidance aligned to group strategy, and work with the ERO to "deep dive" on any specific risks of interest which require more detailed information or an alternate focus in the forthcoming period.

Internal Control & Assurance

The Board has overall responsibility for the maintaining and reviewing the SCC UK Group's system of internal controls and ensuring that controls are robust and aligned

to the appetite to risk when pursuing its strategic objectives.

The SCC UK Group falls within the scope of the Rigby Group Audit Risk and Remuneration Committee (ARR). The ARR is chaired by the Rigby Group's non-executive director and has responsibility for co-ordinating the response of the overall group to risk. The committee's scope covers Financial Reporting, Internal Controls and Risk Management, Internal Audit, External Audit, and the Monitoring of Executive Remuneration.





PRINCIPAL RISKS AND MITIGATIONS

STRATEGIC:

COMPETITION AND TECHNOLOGY CHANGE

Risk Description	Risk Mitigation	Risk & Action Update	Risk Trend
As a result of our market approach and / or our brand recognition There is a risk that clients do not buy our goods or services which might result in negative impacts to our revenues and profitability	Cost reviews and market benchmarking provide granularity / precision of risks to better inform decision making Sales Effectiveness training Brand marketing Customer Acquisition Define commercial strategy as function of	Sales Transformation programme underway to advance sales academy, sales effectiveness training. New hurdle rates implemented and significant improvements in vendor	Risk Level
Causality 1. Uncompetitive commercials (costs or risk appetite) 2. Ineffective Sales & Marketing 3. Limited / no market access 4. Absence of Commercial Strategy 5. Underperforming Investments 6. Damage to Brand / Reputation	business strategy Impact Mitigations Adjust risk appetite Adjust pricing Remodel costs Sales Targets & performance management Marketing effectiveness campaign Adjust commercial strategy in line with market dynamics	funds / bid supported pricing having strong improvement on margin position	High

PROCESS/TECHNOLOGY: INFRASTRUCTURE SECURITY

Risk Description	Risk Mitigation	Risk & Action Update	Risk Trend
As a result of insufficient system maintenance There is a Risk that our systems have exploitable vulnerabilities or latent defects Which Might Result in loss of service / access to systems impacting service delivery / contractual obligations Causality 1. Human Error 2. Lack of use / redundancy 3. Accrued Technical Debt / Obsolescence 4. Malicious Actor	Automation of maintenance monitoring and scheduling with risk alerts Policy driven risk categorisation for controls Active lifecycle asset management Decommissioning process Patch / update Management Vulnerability Scanning technologies Cyber Incident Response Service Impact Mitigations Cyber Insurance Adjust Asset Management Strategy to provide business case rules for treating or retiring debt items.	Cyber Essentials certification completed (pending external verification for CE +) Continue control of Operating System estate and minimise divergence from this (e.g. Apple end user devices)	Risk Level High

FINANCIAL: BUSINESS ENVIRONMENT & MARKET CONDITIONS

Risk Description	Risk Mitigation	Risk & Action Update	Risk Trend
Poorly performing contracts or contracts not under management resulting in missed revenue opportunities	Train for commercial skills Establish commercial "footprint" and operative processes	MSFA Reform (Simplification of SCCs own contractual provisions completed for SCC Digital. Will be expanded to include other BUs	-
Causality	Define areas of responsibility / authority	in FY26)	
Lack of Contract Mgmt. skills Gaps in governance model	Test and implement assurance processes Provide detailed commercial risk awareness	Indexation on the professional	Risk Level
Lack of risk awareness P&L visibility (cost controls)	training	service elements of Managed Service Contracts addressed and	
5. Elevated operational costs	Establish commercial risk appetite thresholds and communicate accepted "norms"	revenue leakage position removed	High
		Active commercial contract	
	Provide cost owners with detailed financial information and support to understand budgetary controls and financial behaviours Implement continuous efficiency assessment and correction process perform six sigma / kanban analysis	management of high value contracts undertaken	

FINANCIAL: LIQUITY MANAGEMENT

Risk Description	Risk Mitigation	Risk & Action Update	Risk Trend
Liquidity risk of having insufficient cash resources to meet strategic objectives, bank covenants or other liabilities as they fall due.	The Group maintains it cash position, cash reserves are held at high credit-rated banks. Covenants for borrowings are monitored by	Group cash position and relationships with the bank remains strong.	
Credit risk of recoverability of trade receivables, and access to funding to meet short- and long-term cash requirements.	the treasury team with periodic reporting to the group's parent treasury team with an increased focus on cash forecasting and working capital management.	Cash reserves have been loaned to the group's parent SCC EMEA Ltd who have invested in money market and current asset investments to safeguard returns to the Group. The loan is repayable on demand however it is not anticipated we will recall any funds in the next 12 months.	Risk Level

VIABILITY STATEMENT

The directors have assessed the prospects of the Group over a period longer than the 12 months required by the "Going Concern" provision.

This viability statement is prepared to provide guidance to stakeholders in relation to the long-term viability of SCC UK Group and is not prepared as part of the requirements of the UK Corporate Governance code such that it is also not subject to the associated audit requirements.

The directors have assessed the Group's long-term strategy for the next three years, drawing on historical performance and current market dynamics to support our objectives for sustainable value creation for shareholders. The directors have carefully evaluated the business's long-term viability and implemented measures to ensure it is managed prudently in pursuit of these goals. The Board's forecasts take into account projected profitability, cash flow, and other key financial metrics over the period. This assessment also includes an analysis of the potential impact of the principal risks and uncertainties outlined above, should they materialize. This is summarised in the below viability factors:

Current Performance

- Growth in operating profit whilst maintaining a good cash profile
- Resilience in annual performance
- Capability to flex costs and operating model in the short term
- Diversified product and solution sets in our key markets
- Customers diversified between markets and sectors
- Tight financial control
- Adequate banking

Strategy and Market Knowledge

- 50 years of market knowledge
- Experienced executive teams
- Selective acquisition policy focussed on expanding capabilities around our core business
- Long term investment programmes
- Long standing partnerships with market leading vendors

Risks and Mitigations

- Regular risk assessment and responsive mitigation actions
- Infrastructure security maintained through expert internal resources and knowledge base
- Technology change managed through market knowledge and executive experience
- Commercial and financial risks mitigated through strong internal controls

Strategic and Financial **Planning**

Each company is responsible for building an annual budget detailing profit and loss account, balance sheet and cash flow performance which is reviewed initially by local management and then is consolidated into a SCC UK

group plan. The proposed budget is then approved by the EMEA Board and the Rigby Group Board each year.

A cycle of quarterly reforecasting which covers profit and loss, balance sheet and cash flow was in operation throughout the year ensuring executives have a clear view of the future financial outcome for the fiscal period.

Headroom and access to cash expectations for the Group over the next 12 months are updated monthly by each division and reviewed by the SCC UK Group executive team

Future Expectations

Given the current market uncertainties and broader economic conditions that may arise in the near term, it is prudent to plan for a level of performance that may be lower than previously anticipated.

Despite this change in environment, the Group expects to meet the needs of its shareholders in the short term, and over the longer term to deliver growth in operating profit and cash without support from the Group though such support is available if required. We continue to expect to deliver long term value and to fund investments supporting productivity improvements, out of our cash generation. Capital expenditure and acquisitions

will be funded by cash generated and appropriate levels of debt finance if required. Growth in operating profit will not be delivered by growth in leverage and the Group will not be reliant on the wider Rigby Group to deliver these results. Current planning takes these expectations into account.

The SCC management team recognise the improvement required to achieve the Budgeted P&L performance for FY26 and are confident in the strategic plans and actions in place to deliver it.

The budget was prepared on the premise that economic conditions would improve in FY26 compared to the previous year. It reflects expectations that higher national insurance rates may suppress economic activity in the first half, while interest rates are anticipated to decline over the year, contributing to stronger economic growth in the second half.

The anticipated improvement in the trading environment alone is not expected to deliver the budgeted profitability. The management team have implemented actions to accelerate sales growth and control costs to deliver improved financial performance.

Profit improvement initiatives are clearly defined with





actionable plans and measurable outcomes. with senior managers held accountable for execution. Progress is monitored through performance dashboards and reviewed weekly by the Executive Team.

Viability

The Group's extensive portfolio of products and services. combined with a customer base that spans all sectors of the UK economy—both public and private—provides strong diversification. This breadth has enabled the Group to consistently maintain robust operating profitability, even in the face of economic uncertainty and cyclical fluctuations.

The Group benefits from strong, long-standing strategic partnerships with key vendors, enabling it to leverage a world-class supply chain that complements SCC's extensive in-house capabilities and supports the delivery of an exceptional customer experience.

We maintain a long-standing relationship with HSBC UK Bank plc and have continued to review our financing facilities

throughout the year to ensure they remain well-suited to both our working capital requirements and long-term funding needs. The Board considers the current level of facility headroom and cash access to be more than sufficient to support the Company's operations over the next twelve months.

We have reviewed our forecasts for the upcoming financial year and anticipate generating both positive cash flow and operating profit. As part of this process, we have assessed the level of risk within our budget, taking into account current market conditions and recent performance. Based on this analysis, we remain confident that our internal forecast expectations for the year ahead are achievable.

The unwavering long-term support from shareholders strengthens confidence in the Group's sustained viability. Following this assessment. the directors remain confident that the Group will continue to operate effectively and meet its financial obligations as they fall due over the three-year evaluation period.

Our balance sheet and access to cash remains strong with net assets of £128.6m, net current assets of £36.6m and a cash balance of £95.6m. The Group has banking facilities in the form of receivable finance and overdrafts which are at least adequate to meet day to day working capital requirements.

Considering both performance over the last financial year and the Group's medium term financial forecasts and expectations of market conditions and economic factors, the Group expects to be able to operate within the current level of facilities and available cash resources. As a consequence, the directors believe that the Group is able to manage its business risks successfully as it has been able to do over recent years.

The directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for a minimum 12 months after signing these financial statements. Accordingly, they continue to adopt the going concern basis in preparing the annual report

The directors are confident in the Group's ability to effectively manage its business risks, and current projections indicate that it will remain cash generative and continue to operate within the scope of its existing financing arrangements.

Accordingly, the directors continue to adopt the going concern basis for the preparation of the annual report and financial statements.

Approved by the board of directors and signed on its behalf by:

James Rigby **SCC EMEA CEO**

12 September 2025



DIRECTORS REPORT

The directors present their directors' report, of the Group and Company for the year ended 31 March 2025.

Strategic Report

A separate Strategic Report has been prepared in compliance with the Companies Act 2006 and contains information about the Group's and Company's business model, strategy, business performance over the last year and its prospects for the future.

The Strategic Report sets out the details of the Group's and Company's approach to risk management, covering all of the principal risks and uncertainties of the Group, including credit, liquidity and cash flow risk.

The Communities section of the Strategic Report covers the Group's and Company's policies in respect of equality and diversity, employee communication, the environment and carbon reporting, taxation and charitable donations.

Details of how the directors have met their section 172 obligations are also included in the Strategic Report.

A Going Concern statement is presented separately within the Viability Statement of the Strategic Report.

Summary Performance and Dividends Declared

The Group activities during the year generated Turnover of £884.6m (FY24 £915.7m). The Group's profit before tax for the year was £14.7m compared to a loss of £3.9m in the prior year.

Company's turnover was £777.5m (FY24 £800.8m) and profit before tax was £17.0m, (FY24 £3.7m).

No Group and company Dividends were declared and paid during the year (FY24 £nil). No further dividends have been proposed after the year end.

Net Assets of the Group at the year-end are £128.6m, an increase of £16.9m over the previous year (FY24: £111.7m) due to the profit in the financial year. (Company Net Assets £136.5m, FY24 £115.9m).

Research and Development Expenditure

Research and development activity during the year of £4.7m (2024: £9.2m) to develop innovative solutions to meet our customers' needs, £3.7m (2024: £6.8m) of which has been capitalised. The year's expenditure is in line with our

exceed £3m per year on average over the last five years.

Directors and Directors' Indemnities

The following directors have held office since 1 April 2024 and up to the date of signing: Sir Peter Rigby, Ms PA Rigby (resigned 1 April 2024), Mr JP Rigby, Mr SP Rigby (resigned 1 April 2024), Mr A Clark, Mr DA Badman, Mr D Plowman.

The Group has made qualifying third-party indemnity provisions for the benefit of its directors which were made during the year and remain in force at the date of this report.

Branches

There are no branches operated by the Company or the Group.

Post balance sheet events

On 1 April 2025, Specialist Computer Centres Plc completed a strategic reorganisation, transferring the managed document solutions division into a wholly owned subsidiary, Flow AI (Automated Intelligence) Limited (formerly Oworx Limited). The consideration received was

annual investment levels which equivalent to the net assets of the division as at 1 April 2025.

> This transaction represents a non-adjusting event under FRS 102, as it occurred after the reporting period and does not impact the financial position as at 31 March 2025. However, the Directors consider this event to be significant and has disclosed it accordingly, as it may have implications for the future operational and financial performance of the business.

On 30 May 2025, the legal ownership of SCC DCS Ltd was transferred to a third party for a consideration of £23,458,000. Although legal ownership was formally transferred after the balance sheet date, control of the subsidiary had already passed during the financial year ended 31 March 2025. As control was relinquished prior to the balance sheet date on 28 March 2025, the disposal has been accounted for in the current financial statements. Cash consideration has been received in July 2025. Accordingly, there is no further financial impact anticipated in the next financial year. The directors have assessed the implications of this event and concluded that it does not materially affect the Group's

ability to continue as a going concern.

Directors' Responsibilities Statement

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations. Company law requires the directors to prepare financial statements for each financial year.

Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 "The Financial Reporting Standard Applicable in the UK and Republic of Ireland". Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

In preparing these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently.
- Make judgements and accounting estimates that are reasonable and prudent.
- State whether applicable **UK Accounting Standards** have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will

continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Group's and Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Company to enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the Group and Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Group's and Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approval of Reduced Disclosures

As a qualifying entity, the Company has taken advantage of the disclosure exemptions in FRS 102, paragraph 1.12, in respect of preparing related party, shared based payments and financial instrument disclosures.

Statement of Disclosure to

Each of the directors at the date of the approval of this report confirms that:

so far as the directors are aware, there is no relevant audit information of which the Group's and Company's auditor is unaware: and

the directors have taken all necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the Group's and Company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of Section 418 of the Companies Act 2006.

Auditor

Deloitte LLP have expressed their willingness to continue in office as auditor of the Group and Company

A resolution to reappoint Deloitte LLP as the Group's and Company's auditor will be proposed at the forthcoming Board Meeting.

Approved by the board of directors and signed on its

James Rigby Director SCC EMEA CEO

19 September 2025

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

In our opinion the financial statements of Specialist Computer Centres Plc (the 'parent company') and its subsidiaries (the 'group'):

- give a true and fair view of the state of the group's and of the parent company's affairs as at 31 March 2025 and of the group's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland": and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the consolidated profit and loss account;
- the consolidated statement of comprehensive income;
- the consolidated and parent company balance sheets:
- the consolidated and parent company statements of changes in equity;
- the consolidated cash flow statement;
- the related notes 1 to 30.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the group and the parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent company's ability to continue as a going

concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read

the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the

aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below

We considered the nature of the group's industry and its control environment, and reviewed the group's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management, internal audit, and the directors about their own identification and assessment of the risks of irregularities, including those that are specific to the group's business sector.

We obtained an understanding of the legal and regulatory framework that the group operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included UK Companies Act, pensions legislation, tax legislation; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to

the group's ability to operate or to avoid a material penalty. These included Employment Law, Environmental Regulations, Health & Safety and Building Regulations, and the Data Protection Act 2018.

We discussed among the audit engagement team including significant component audit team and relevant internal specialists such as tax and IT specialists regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud is in relation to revenue recognition. Specifically, the fraud risk is in relation to product revenue cut-off.

In relation to product revenue, the significant increase in sales transactions immediately prior to the year-end raises the risk that errors in cut-off procedures could result in a material misstatement of revenue.

In order to assess that product revenue was recognised in the correct period, we performed the following procedures:

tested a sample of transactions in revenue over the final week in March 2025 and first week of April 2025 for cut-off of revenue by agreeing details of the sales to invoices, customer orders and evidence of delivery of the relevant product.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business

rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management, internal audit and external legal counsel concerning actual and potential litigation and claims, and instances of noncompliance with laws and regulations; and
- reading minutes of meetings of those charged with governance and reviewing internal audit reports.

Report on other legal and regulatory requirements

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the group and of the parent company and their environment obtained in the course of the audit, we have not identified any material misstatements in the strategic report or the directors' report.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

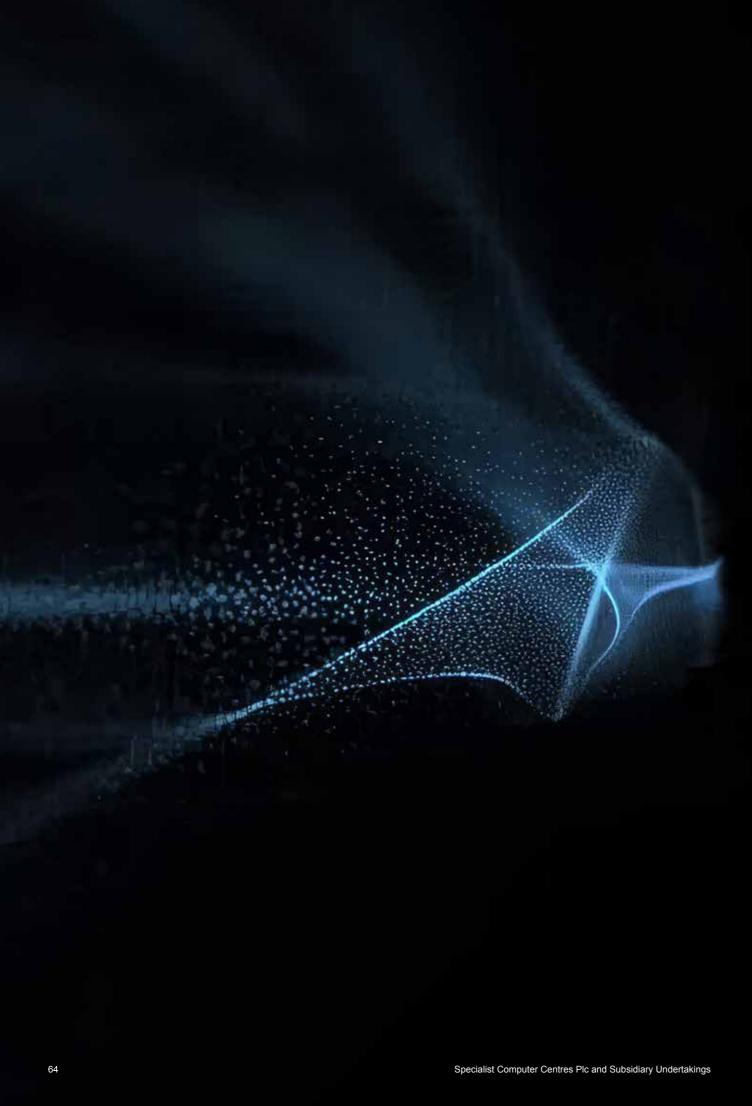
We have nothing to report in respect of these matters.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

David Mitchell, FCA (Senior statutory auditor)

For and on behalf of Deloitte LLP Statutory Auditor Birmingham, United Kingdom 19 September 2025



FINANCIAL STATEMENTS

Annual Report and Financial Statements 2025



for the Year Ended 31 March 2025

	Note	2025 £'000	2024 £'000
Turnover	3	884,644	915,743
Cost of sales		(751,354)	(788,854)
Gross profit		133,290	126,889
Administrative expenses		(134,218)	(129,781)
Other operating income	5	574	6
Operating loss		(354)	(2,886)
Gain on disposal of subsidiary	14	15,488	-
Adjusted operating profit/(loss)		15,134	(2,886)
Finance costs (net)	4	(420)	(983)
Profit/(loss) before taxation	5	14,714	(3,869)
Tax on profit/loss	8	(1,342)	(447)
Profit/(loss) for the financial year		13,372	(4,316)

The notes form part of these financial statements.

During the year ended 31 March 2025, the Group disposed of SCC DCS Ltd, a subsidiary of Specialist Computer Centres plc, which has been separately disclosed in Note 14. All other profits in the current financial year have been generated from continuing operations. Comparatives for the prior year relate solely to continuing operations.

Consolidated Statement of Comprehensive Income

for the Year Ended 31 March 2025

	2025 £'000	2024 £'000
Profit/(loss) for the financial year	13,372	(4,316)
Currency translation differences on foreign currency net investments	(5)	50
Re-measurement of net defined benefit obligation (note 23)	(101)	(434)
Fair value gain on valuation of investment property	3,586	
	3,480	(384)
Tax relating to components of other comprehensive income (note 22)	25	109
Other comprehensive expense	3,505	(275)
Total comprehensive income/ (expense)	16,877	(4,591)





Consolidated Balance Sheet

for the Year Ended 31 March 2025

		2025	2024
	Note	£'000	£'000
Fixed assets			
Intangible assets	11	78,643	84,623
Tangible assets	12	36,806	49,853
		115,449	134,476
Current assets			
Stocks	15	11,559	11,855
Debtors			
- due within one year	16	241,947	236,567
- due after more than one year	16	14,191	2,042
Cash at bank and in hand		95,614	73,579
		363,311	324,043
Creditors: amounts falling due within one year	17	(326,612)	(323,759)
Derivative financial liabilities	19	(88)	(5)
Net current assets		36,611	279
Total assets less current liabilities		152,060	134,755
Creditors: amounts falling due after more than one year	18	(8,516)	(5,536)
Provisions for liabilities	22	(14,924)	(17,476)
Net assets		128,620	111,743
Capital and reserves			
Called-up share capital	24	1,158	1,158
Share premium account	24	143	143
Profit and loss account	24	127,319	110,442
Shareholders' funds		128,620	111,743

The financial statements of Specialist Computer Centres Plc, registered number 01428210, were approved by the Board of Directors and authorised for issue on 19th September 2025 and signed on its behalf by:

James Rigby Chief Executive

Company Balance Sheet

for the Year Ended 31 March 2025

		2025	2024
	Note	£'000	£'000
Fixed assets			
Intangible assets	11	48,030	46,930
Tangible assets	12	36,381	49,472
Investments	13	42,983	45,623
investinents	10	127,394	142,025
Current assets			
Stocks	15	10,355	10,441
Debtors		, , , , , ,	-,
- due within one year	16	230,252	218,485
- due after more than one year	16	14,138	1,978
Cash at bank and in hand		85,247	67,082
		339,992	297,986
Creditors: amounts falling due within one year	17	(307,579)	(301,153)
Derivative financial liabilities	19	(88)	(5)
Net current assets/(liabilities)		32,325	(3,172)
Total assets less current liabilities		159,719	138,853
Creditors: amounts falling due after more than one year	18	(8,516)	(5,535)
Provisions for liabilities	22	(14,671)	(17,375)
Net assets		136,532	115,943
Capital and reserves			
Called-up share capital	24	1,158	1,158
Share premium account	24	143	143
Profit and loss account	24	135,231	114,642
Shareholders' funds		136,532	115,943

The profit for the year of the parent company was £17,079,000 (2024: £4,344,000). The Company paid a dividend during the year of £Nil (2024: £Nil). As permitted by section 408 of the Companies Act 2006 no separate profit and loss account is presented in respect of the parent company.

The financial statements of Specialist Computer Centres Plc, registered number 01428210, were approved by the Board of Directors and authorised for issue on 19th September 2025 and signed on its behalf by:

James Rigby Chief Executive

Consolidated Statement of Changes in Equity

for the Year Ended 31 March 2025

	Called-up share capital £'000	Share premium account £'000	Profit and loss account £'000	Total £'000
At 1 April 2023 (unaudited)	1,158	143	115,033	116,334
Loss for the financial year	-	-	(4,316)	(4,316)
Currency translation differences on foreign currency net investment	-	-	50	50
Re-measurement of net defined benefit obligation	-	-	(434)	(434)
Tax relating to items of other comprehensive income (note 22)	-	-	109	109
Total comprehensive income	-	-	(4,591)	(4,591)
At 31 March 2024	1,158	143	110,442	111,743
Profit for the financial year	-	-	13,372	13,372
Currency translation differences of foreign current net investments	-	-	(5)	(5)
Re-measurement of net defined benefit liability (note 23)	-	-	(101)	(101)
Fair value gain on valuation of investment property (note 12)	-	-	3,586	3,586
Tax relating to items of other comprehensive income (note 22)	-	-	25	25
Total comprehensive income	-	-	16,877	16,877
At 31 March 2025	1,158	143	127,319	128,620

Company Statement of Changes in Equity

for the Year Ended 31 March 2025

	Called-up share capital £'000	Share premium account £'000	Profit and loss account £'000	Total £'000
At 1 April 2023 (unaudited)	1,158	143	110,623	111,924
Profit for the financial year	-	-	4,344	4,344
Re-measurement of net defined benefit liability (note 23)	-	-	(434)	(434)
Tax relating to items of other comprehensive income	-	-	109	109
Total comprehensive income	-	-	4,019	4,019
At 31 March 2024	1,158	143	114,642	115,943
Profit for the financial year	-	-	17,079	17,079
Re-measurement of net defined benefit obligation (note 23)	-	-	(101)	(101)
Fair value gain on valuation of investment property (note 12)	-	-	3,586	3,586
Tax relating to items of other comprehensive income (note 22)	-	-	25	25
Total comprehensive income	-	-	20,589	20,589
At 31 March 2025	1,158	143	135,231	136,532



Consolidated Cash Flow Statement

for the Year Ended 31 March 2025

		2025	2024
	Note	£'000	£'000
Operating loss		(354)	(2,886)
Depreciation of tangible fixed assets		7,460	7,425
Amortisation of intangible fixed assets		8,278	6.789
(Gain)/loss on sale of fixed assets		(73)	189
Adjustment for pension funding		9	15
Net movement in stocks		296	11,512
Net movement in debtors		1,529	(9,411)
Net movement in creditors		9,383	(11,701)
Cash generated from operations		26,528	1,932
Income tax received		2,130	1,619
Net cash generated from operations		28,658	3,551
Investing a stirities			
Investing activities		00	44
Proceeds from sale of property and equipment Purchase of software and equipment		80 (6.344)	(14.005)
Acquisitions	14	(6,341)	(14,905) (8,583)
Interest received	14	1,758	2,412
Net cash flow used in investing activities		(4,503)	(21,035)
The countries about in invocating activated		(4,000)	(21,000)
Finance activities			
Drawdown/(repayment) of borrowings		560	(3,946)
Repayment of obligations under finance leases		(332)	(143)
Interest paid		(2,352)	(3,461)
Net cash flow used in financing activities		(2,124)	(7,550)
Net increase in cash and cash equivalents		22,031	(25,034)
		,_,	(20,001)
Cash and cash equivalents at beginning of year		73,579	98,614
Net increase/(decrease) in cash and cash equivalents		22,031	(25,034)
Effects of foreign exchange rates		4	(1)
Cash and cash equivalents at end of year		95,614	73,579

An analysis of changes in net debt is disclosed in note 25.

SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies in the Group are summarised below. They have all been applied consistently throughout the year and in the preceding year.

1.1 General information and basis of accounting

Specialist Computer Centres Plc "the Company" is a private company limited by shares incorporated in England and Wales in the United Kingdom under the Companies Act 2006. The registered office of the Company is provided in the Company Information section of this Annual Report. The nature of the operations of Specialist Computer Centres Plc and subsidiary undertakings "the Group" and its principal activities are set out in the strategic report and directors' report.

The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value, and in accordance with Financial Reporting Standard 102 (FRS 102) issued by the Financial Reporting Council.

The presentational currency of the Group is considered to be pound sterling because that is the currency of the primary economic environment in which the Group operates.

The consolidated financial statements are also prepared in pounds sterling. Foreign operations are included in accordance with the policies

set out below.

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Intly
In the definition of a qualifying entity under FRS 102 and therefore taken advantage certain disclosure exempt available to it in respect or

entity under FRS 102 and has therefore taken advantage of certain disclosure exemptions available to it in respect of its separate financial statements, which are presented alongside the consolidated financial statements. Exemptions have been taken in relation to preparing related party, shared based payments and financial instrument disclosures. As permitted by Section 408 of the Companies Act 2006, no separate profit and loss account or statement of comprehensive income is presented in respect of the parent company. The profit attributable to the Company is disclosed in the Company's balance sheet. The Company meets the definition of a qualifying entity under FRS 102 and has taken advantage of the exemption to prepare a company cash flow statement.

1.2 Basis of consolidation

The Group financial statements consolidate the financial statements of Specialist Computer Centres Plc and its subsidiary undertakings drawn up to 31 March 2025. The Specialist Computer Centres Plc consolidated financial statements represent the smallest

group for which consolidated financial statements are prepared.

The results of subsidiaries acquired or sold are consolidated for the periods from or to the date on which control passed.

Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies into line with those used by the Group. All intra-group transactions, balances, income and expenses are eliminated on consolidation. In accordance with Section 35 of FRS 102, Section 19 of FRS 102 has not been applied to these financial statements in respect of business combinations effected prior to the date of transition.

Going concern

The Group's business activities, together with factors likely to affect its future developments, performance and position are set out within the strategic report and directors' report. The strategic report and directors' report describe the financial position of the Group, its financial risk management objectives and its exposure to credit risk and liquidity risk.

The Group has banking facilities in both the UK and

Continental Europe in the form of receivable finance and overdrafts which are used to meet day-to-day working capital requirements.

The Group's medium-term financial forecasts and projections consider the impact of market conditions and economic factors on the trading performance of the Group. A review of the factors concluded that the Group expects to be able to operate within the level of their current facilities and available cash resources. As a consequence, the directors believe that the Group is well placed to manage its business risks successfully.

The directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for a minimum 12 months after signing these financial statements. Accordingly, they continue to adopt the going concern basis in preparing the annual report and financial statements.

Notes to the Financial Statements Notes to the Financial Statements



Goodwill arising on the acquisition of subsidiary undertakings and businesses, representing any excess of the fair value of the consideration given over the fair value of the identifiable assets and liabilities acquired, is capitalised and written off on a straight-line basis over its expected useful economic life. The assessment of the economic life is undertaken by reference to the nature of the business acquired. the structure of the deal and the future intentions for the business. In the opinion of the directors the average expected useful economic life will be 10 years with a maximum of 20 years. Provision is made for any impairment.

Intangible assets -Software costs

Software costs are capitalised as intangible assets and amortised over the expected useful economic life on a straight-line basis. Typically, this period is between two to fifteen years. Provision is made for any impairment.

1.6 Intangible assets -Other

Research and development

Research expenditure is written off as incurred. Software development expenditure is also written off as incurred except where the directors are satisfied as to the technical, commercial and financial viability of individual projects. In such cases and provided they meet the criteria in accordance with Section 18 of the FRS 102, the identifiable expenditure is capitalised as an intangible asset.

Amortisation is not provided on software development until the asset is complete and ready for its intended use.

Once development activity is complete and ready for its intended use expenditure is reclassified as software and will be amortised in line with the above policy.

Tangible fixed assets

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is provided on all tangible fixed assets other than freehold land at rates calculated to write off the cost or valuation less estimated residual value of each asset over its expected useful life on a straight-line basis, as follows:

Freehold land and buildings	up to 50 years
Leasehold land and buildings	up to 50 years
Fixtures and fittings	3 to 20 years
Motor vehicles	3 to 6 years

The cost and depreciation attributable to leasehold improvements is included within leasehold buildings.

Depreciation is not provided on assets in the course of construction until the asset is complete and ready for its intended use. An asset is impaired where there is objective evidence that, as a result of one or more events that occurred after initial recognition, the estimated recoverable value of the asset has been reduced.

Residual value represents the estimated amount which would currently be obtained

from disposal of an asset after deducting estimated costs of disposal if the asset were already of the age and in the condition expected at the end of its useful life.

Investment Properties

Investment properties for which fair value can be measured. reliably are measured at fair value annually with any change recognised in the profit and loss account.

Fixed asset investments in the Company's balance sheet are shown at cost less any provision for impairment.

Impairment of assets

Assets, other than those held at fair value are assessed for indicators of impairment at each balance sheet date. If there is objective evidence of impairment then an impairment loss is recognised in the profit and loss account as described below.

Non-financial assets An asset is impaired where

there is objective evidence that, as a result of one or more events that occurred after initial recognition, the estimated recoverable amount of the asset has been reduced. The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. The recoverable amount of goodwill is derived from measurement of the present value of the future cash flows of the cash generating unit (CGU) of which the goodwill is a part. Any impairment loss in respect of a CGU is allocated first to the goodwill attached to the CGU and then to other assets within that CGU on a pro rata basis.

Where indicators exist for a decrease in impairment loss, the prior impairment loss is

tested to determine reversal. An impairment loss is reversed only on an individual impaired asset to the extent that the revised recoverable value does not lead to a revised carrying value higher than the carrying value had no impairment been recognised. Where a reversal of impairment occurs in respect of a CGU, the reversal is applied first to the assets, other than goodwill, on a pro-rata basis and then to any goodwill allocated to that CGU.

Financial assets

For financial assets carried at amortised cost, the amount of impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate.

For financial assets carried at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that would be received for the asset if it were to be sold at the reporting date.

Where indicators exist for a decrease in impairment loss, and the decrease can be related objectively to an event occurring after the impairment was recognised, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired financial asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

1.9 Stocks

Goods held for resale are stated at the lower of purchase cost and estimated selling price less cost to sell which is equivalent to the net realisable value. Cost comprises third party purchase cost net of attributable rebates and is calculated using the FIFO (first-in, first-out) method. No internal labour or overhead costs are included.

These stocks held are analysed by age and provision is made for obsolete and slow moving or defective items where appropriate taking into account customer orders and market conditions indicating recoverability rates.

Maintenance stocks are stated at purchase cost less a provision created to reflect age and the current levels of item usage within the business. Where items have not been used in the last three years then no value is attributed to these parts even though they may be retained for future use, whereupon a value may be attributed to them based on the current replacement cost.

Employee benefits

The Group makes contributions to defined contribution schemes. The amount charged to the profit and loss account in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Specialist Computer Centres plc is the registered employer for a section of the Railway Pension Scheme, a closed

defined benefit scheme with no active members such that no contributions are payable by the employer or the members. Flow Al (Automated Intelligence) Limited, a subsidiary of Specialist Computer Centres plc is the registered employer for a section of the Federated Pension Plan, a closed defined benefit pension scheme in which there are 4 active members.

The net interest cost is charged to the profit and loss account and included within finance costs. Re-measurement comprising actuarial gains and losses arising from changes in assumptions are recognised immediately in other comprehensive income.

Cash at bank and in hand

Cash at bank and in hand include cash in hand, deposits held at call with banks and other short term highly liquid investments which are readily convertible to a known amount of cash and are subject to insignificant risk of change in value.

112 **Financial instruments**

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all of its liabilities.

Financial assets and liabilities

All financial assets and liabilities are initially measured at the transaction price (including transaction costs),

except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value. If an arrangement constitutes a financing transaction, the financial asset or liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Debt instruments that comply with all of the condition of paragraph 11.9 of FRS 102 are classified as 'basic'. For debt instruments that do not meet the conditions of FRS 102.11.9, the Group considers whether the debt instrument is consistent with the principle in paragraph 11.9A of FRS 102 in order to determine whether it can be classified as basic. Instruments classified as 'basic' financial instruments are measured subsequently at amortised cost using the effective interest method.

With the exception of derivative financial instruments, all other financial instruments are measured subsequently at amortised cost

In order to manage both

liquidity requirements and credit risk, the group has banking facilities in the form of recourse and non-recourse receivable finance and overdrafts which are used to meet day to day working capital requirements. Under the non-recourse finance facility receivables are sold at a discount to face value on non-recourse terms, and the discount retained by the banks represent the fees charged for use of the facility. Under the recourse facility, receivables are sold on a recourse basis and corresponding liability recognised for facility used. The bank charges a fee for use of each facility. See note 21 for further details.

Financial assets and liabilities are only offset when and only when there is a legally enforceable right of offset.

Financial assets are derecognised when and only when the contractual rights to the cash flows from the asset expire or are settled. or the company transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or the company, despite having retained some significant risks and rewards of ownership has transferred control of the asset to another party which has the practical ability to sell the asset to an unrelated third party unilaterally and without imposing further restrictions on the transfer.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

Derivative Financial Instruments

The Group holds a number of foreign currency forward contracts in order to reduce exposure to foreign exchange risk. The Group does not hold or issue derivative financial instruments for speculative purposes.

Forward contracts are initially measured at fair value at the date the contract is entered into and are subsequently re-measured to their fair value at each reporting date. The resulting gain or loss arising being recognised in the profit and loss account



Current tax, including UK corporation tax and foreign tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date.

Timing differences are differences between the taxable profits of the Group and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments for periods that are different from those in which they are recognised in the financial statements.

Unrelieved tax losses and other deferred tax assets are recognised only when, on the basis of all available evidence, it can be regarded as more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted. When the amount that can be deducted for tax as an asset (other than goodwill) that is recognised in a business combination is less/ (more) than the value at which it is recognised, a deferred tax liability/(asset) is recognised for the additional tax that will be paid/(avoided) in respect of that difference

Similarly a deferred tax asset/ (liability) is recognised for the additional tax that will be paid/(avoided) because of a difference between the value at which the liability is recognised and the amount that will be assessed for tax. The amount attributed to goodwill is adjusted by the amount of deferred tax recognised.

1.14

Fore

Deferred tax is measured using the tax rates that have been enacted or substantively enacted by the balance sheet date that are expected to apply to the reversal of the timing difference.

Where items recognised in other comprehensive income or equity are chargeable or deductible for tax purposes, the resulting current or deferred tax expense or income is presented in the same component of the other comprehensive income or equity as the transactions which gave rise to the resultant tax charge or credit.

Current tax assets and liabilities are offset only when there is a legally enforceable right to set off the amounts and the Group intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Deferred tax assets and liabilities are offset only if: a) the Group has a legally enforceable right to set off current tax assets against current tax liabilities; and b) the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

1.14 Foreign currency

Transactions in foreign currencies are recorded at the rate of exchange at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are reported at the rates of exchange prevailing at that date.

The results and cash flows of operations whose functional currency is not pound sterling are translated at the average rates of exchange during the year and their balance sheets at the rates ruling at the balance sheet date. Exchange differences arising on translation of the opening net assets and on foreign currency borrowing to the extent that they hedge the group's investment in such operations, are reported in other comprehensive income (attributed to non-controlling interests as appropriate).

Other exchange differences are recognised in the profit and loss in the period in which they arise except for:

- Exchange differences arising on gains or losses on non-monetary items which are recognised in other comprehensive income: and
- In the case of the consolidated financial statements, exchange differences on monetary items receivable from or payable to a foreign operation for which settlement is neither planned nor likely to occur (therefore forming part of the net investment in the foreign operation), which are recognised initially in other comprehensive income and reported under equity.

1.15 Lease accounting

The Group as lessee

Assets held under finance leases, hire purchase contracts and other similar arrangements which confer rights and obligations similar to those attached to owned assets are capitalised as tangible fixed assets at the fair value of the leased asset (or, if lower, the present value of the minimum lease payments as determined at the inception of the lease) and are depreciated over the shorter of the lease terms and their useful lives. The capital elements of future lease obligations are recorded as liabilities, while the interest elements are charged to the profit and loss account over the period of the leases to produce a constant rate of charge on the balance of capital repayments outstanding.

The Group as lessor

(a) Finance leases
Lease contracts which transfer
substantially all
of the risks and rewards of
ownership to the lessee
are classified as finance
leases

Finance leases are accounted for on the basis of gross receivables less unearned income and provisions for bad debts, and are included within debtors. Unearned income is allocated to future periods to give a constant periodic rate of return on teh net investment. (b) Operating leases Lease contracts which do not transfer substantially all risk and rewards of the ownership to the lease are classified as operating leases and the equipment is recorded at cost in fixed assets. Depreciation is charged on a straight-line basis to bring the equipment to a net book value based on the estimated market value. Rental income for such

leases are recognised on a straightline basis over the period of the contract. Rental costs represent the depreciation charge of the leased equipment.

Hire purchase transactions are dealt with similarly, except that assets are depreciated over their useful lives.

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis.

Benefits received or receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the life of the lease.

1.16 Interest income

Interest income is recognised when it is probable that the economic benefits will flow to the Group and the amount of revenue can be measured reliably.

1.17 Investment income

Dividends shall be recognised when the shareholder's right to receive payment is established.

1.18 Rebates and marketing income

Vendor rebates, allowances and marketing income are recorded as a reduction to the cost of sales in the period in which the related goods and services are provided, or deducted from the cost of stock as appropriate in accordance with the underlying agreement with the vendor. Amounts received that require specific performance are recognised when the performance is satisfied, the amount is fixed and determinable and the

collection is reasonably assured. Lump sum payments received in advance of performance are recognised over the period of the agreement.

1.19 Government grants

Government grants are recognised on the accruals basis and measured at the fair value of the asset received or receivable. Grants are classified as relating to either turnover or to assets. Grants relating to turnover are recognised in income over the period in which the related costs are recognised. Grants relating to assets are treated as deferred income and released to the profit and loss account over the expected useful lives of the assets concerned.

1.20 Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessment of the time value of money and the risks specific to the liability.

1.21 Turnover

Turnover represents amounts receivable for goods and services provided in the normal course of business, net of trade discounts, VAT and other sales related taxes. Revenue is recognised when persuasive evidence of an arrangement with a customer exists, delivery has occurred or all significant performance obligations have

been completed, the price is fixed or determinable and the collection of the amount due is reasonably assured. Income from service contracts is recognised on a straight-line basis over the period of the contract, or on a percentage completion basis based on contract deliverables and

Rebates due to customers are accrued for in accordance with relevant contracts. Rebates reduce turnover and are held as other creditors until settlement is made.

milestones as appropriate.

CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the

Group's accounting policies, which are described in note 1, the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

2.1 Critical judgements in applying the Group's accounting policies

There were no critical judgements made by the

directors during the year in applying the Group's accounting policies.

2.2 Key sources of estimation of uncertainty

The key assumption concerning the future, and other sources of

estimation uncertainty at the balance sheet date, that have a significant risk of causing material adjustment to the carrying value of the assets and liabilities within the next financial year, are discussed below.

Valuation of investment properties

The Group carries its investment property at fair value, with changes in fair value being recognised in the profit and loss account. There is a lack of comparable market data because of the nature of the property. The valuation technique applies a discounted rental yield depending on the location and the quality of the property, tenant and lease.

Therefore the determined fair value is most sensitive to the estimated yield.

At 31 March 2025, the yield was 6.50%. An increase or decrease of 0.50% in the yield would not materially change the fair value of the investment property.



3. Turnover

	2025	2024
	£'000	£'000
By geographical destination		
United Kingdom	843,992	891,043
Continental Europe	37,074	19,162
Rest of World	3,578	5,538
	884,644	915,743
By category		
Sale of goods	663,335	703,276
Rendering of services	221,218	212,307
Government grants	91	160
	884,644	915,743

The grant received represents amounts received in respect of our data centre operations and has been fully released to the profit and loss account over the useful economic life of those assets. There are no further conditions which need to be satisfied in respect of the grant received.

4. Finance costs (net)

	2025	2024
	£'000	£'000
Interest payable and similar charges	2,246	3,507
Investment income	(387)	(710)
Interest receivable from Group undertakings	(1,372)	(1,789)
Other finance (income)	(67)	(25)
Finance costs (net)	420	983
	2025	2024
	£'000	£'000
Interest on bank loans and overdrafts	8	630
Interest on asset backed financing	2,210	2,377
Finance leases and hire purchase contracts	3	17
Other interest payable	25	483
Interest payable and similar charges	2,246	3,507
	2025	2024
	£'000	£'000
Net fair value adjustments on derivative instruments	83	(120)
Net unwinding of discount on long term debtors/creditors	170	(46)
Net foreign exchange gains and losses	(301)	178
Net interest on defined benefit obligation (see note 23)	(19)	(37)
Other finance and investment (income)	(67)	(25)

Specialist Computer Centres Plc and Subsidiary Undertakings

5. Profit/(Loss) before taxation

Profit/(loss) before taxation is stated after charging /(crediting):

	2025	2024
	£'000	£'000
Depreciation of tangible fixed assets	7,460	7,425
Amortisation of intangible assets	3,334	1,821
Amortisation of goodwill	4,946	4,968
Research expenditure	1,290	1,245
Government grant income	(91)	(160)
Operating lease rentals	4,100	6,046
Fair value adjustment on derivative	-	(120)
Foreign exchange gains	(861)	(680)
Sublet rental income	(574)	(6)
(Gain)/Loss on disposal of fixed assets	(76)	189
Cost of stock recognised as an expense	598,643	647,462
Impairment of stock recognised as an expense	301	-
Reversal of impairment of stock	-	(143)

Amortisation of goodwill, impairments and reversal of impairment of fixed assets and intangible assets are included within administrative expenses.

Impairment of stock is booked to cost of sales. Impairment of stock was made following the annual reassessment at year end of stock selling price less costs to sell.

The analysis of auditor's remuneration is as follows:

	2025 £'000	2024 £'000
Fees payable to the Company's auditor for the audit of the	555	403
Company's annual financial statements		
Fees payable to the Company's auditor and their associates for	233	193
the audit of the Company's subsidiaries pursuant to legislation		
Total audit fees	788	596
Tax compliance services	5	18
Total non-audit fees	5	18

No services were provided pursuant to contingent fee arrangements.

6. Staff costs

The average monthly number of employees of the Group was:

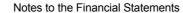
	Gr	Group		Company	
	2025	2024	2025	2024	
Sales	408	426	340	385	
Administration	460	443	333	351	
Engineering	1,083	1,126	956	1,030	
Warehouse	150	144	150	137	
	2,101	2,139	1,779	1,903	

Their aggregate remuneration comprised:

	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Wages and salaries	124,050	123,377	105,158	106,587
Social security costs	15,306	15,252	13,173	13,537
Pension costs	2,752	2,874	2,442	2,492
	142,108	141,503	120,773	122,616

Aggregate remuneration excludes redundancy payments for the Group of £1,518,000 (2024: £2,733,000) and in the Company of £1,518,000 (2024: £2,559,000), which have been included within administrative expenses.

Pension costs relate to contributions into defined contributions schemes, and the service cost in respect of defined benefit schemes.



7. Directors' Remuneration and Transactions

Remuneration

The remuneration of the directors was as follows:

	2025 £'000	2024 £'000
Emoluments	1,252	1,453
Company contributions to money purchase schemes	53	51
	1,305	1,504

The above amounts do not include any gains made on the exercise of any shares or share options received. No director exercised share options in the year (2024 - 0). During the year no share options were granted to the directors (2024 - none).

The directors Sir Peter Rigby, Ms PA Rigby, Mr JP Rigby, and Mr SP Rigby are paid by Rigby Group (RG) plc, the ultimate parent company, and as such their total emoluments are disclosed in the financial statements of Rigby Group (RG) plc, but it is not practicable to determine the proportions of such emoluments which are attributable to the directors' services to the Company.

Total remuneration of directors paid by other Group Companies was £2,860,000 (2024:£2,851,000). No directors are accruing benefits under a Group pension scheme.

Pensions

The number of directors for whom retirement benefits are accruing under a defined contribution scheme is 5 (2024: 5).

Remuneration of highest paid Director

	2025	2024 £'000
	£'000	
Emoluments	636	608
Company contributions to money purchase schemes	20	20
	656	628

The highest paid director has no share options.

8. Tax on profit/(loss)

	2025	2024
	£'000	£'000
Current tax		
UK Corporation tax	(557)	902
Foreign tax	97	39
	460	941
Adjustments in respect of prior years		
UK Corporation tax	(531)	26
Foreign tax	· -	57
Total current tax	(991)	1,024
Deferred tax		
Origination and reversal of timing differences	1,922	(549
Adjustments in respect of prior years	411	(28
Effect of changes in tax rate	-	•
Total deferred tax (note 22)	2,333	(577
Total tax on profit	1,342	447

The standard rate of corporation tax in the UK is currently 25%. Deferred tax at the balance sheet date has been measured using this tax rate and reflected in these financial statements.

Deferred tax assets and liabilities of the foreign entities have been measured utilising the corresponding foreign standard rates of corporation tax substantively enacted at the balance sheet date.

8. Tax on profit/(loss) (continued)

The difference between the total tax charge shown above and the amount calculated by applying the standard rate of UK corporation tax to the profit before tax is as follows:

	2025 £'000	2024 £'000
Factors affecting the tax charge for the year		
Profit/ (Loss) before tax	14,714	(3,869)
Tax on group profit/ (loss) at standard UK Corporation tax rate of 25% (2024: 25%)	3,679	(967)
Effects of:		
Expenses not deductible for tax purposes	1,892	1,776
Income not taxable for tax purposes	(202)	(250)
Share acquisition relief	-	(119)
Income not taxable on gain on disposal	(3,896)	-
Effect of overseas tax rates	(10)	(48)
Adjustment in respect of prior years	(121)	55
Group total tax charge for year	1,342	447

9. Dividends

No dividends were paid in the current financial year (2024: no dividends).

10. Profit attributable to Specialist Computer Centres Plc

The profit for the financial year within the financial statements of Specialist Computer Centres Plc was £17,079,000 (2024: £4,344,000).

As permitted by section 408 of the Companies Act 2006, no separate profit and loss account or statement of comprehensive income is presented in respect of the Company.

11. Intangible assets

Group	Goodwill £'000	Software costs £'000		Tota
-	2 000	2 000	2 000	2.000
Cost				
At 1 April 2024	68,384	32,964	28,300	129,648
Adjustment to contingent consideration (see note 22)	(2,640)	-	-	(2,640)
Additions	-	1,257	3,683	4,940
Transfer	-	28,849	(28,849)	
At 31 March 2025	65,744	63,070	3,134	131,948
Amortisation				
At 1 April 2024	29,198	15,827	-	45,025
Charge for the year	4,946	3,334	-	8,280
At 31 March 2025	34,144	19,161	-	53,305
Net Book Value				
At 31 March 2025	31,600	43,909	3,134	78,643
At 31 March 2024	39,186	17,137	28,300	84,623

Amortisation charged on goodwill, and software costs are included within administrative expenses in the profit and loss account.

Included in software costs is a net book value of £28,260,000 (2024: £nil) relating to the ERP system in Specialist Computer Centres Plc, which is considered material to the Group. The system went live during the year ended 31 March 2025 and was transferred from Development costs to Software costs.

Development costs of £3,134,000 (2024: £27,643,000) relates to further development of the ERP system in Specialist Computer Centres Plc, which has not yet gone live so has not yet commenced amortisation.

Development costs have been capitalised in accordance with the requirements of FRS 102 and are therefore not treated, for dividend purposes, as a realised loss.

Additions during the year include £44,000 (2024: £125,000) for which payment had not yet been made at the balance sheet date. The balance is included within creditors.

11. Intangible assets (continued)

Company	Goodwill £'000	Software costs £'000	Development costs £'000	Total £'000
Cost				
At 1 April 2024	8,227	30,147	28,299	66,673
Additions	-	491	3,682	4,173
Transfers	-	28,849	(28,849)	-
At 31 March 2025	8,227	59,487	3,132	70,846
Amortisation				
At 1 April 2024	4,768	14,975	-	19,743
Charge for the year	430	2,643	-	3,073
At 31 March 2025	5,198	17,618	-	22,816
Net Book Value				
At 31 March 2025	3,029	41,869	3,132	48,030
At 31 March 2024	3,459	15,172	28,299	46,930

Amortisation charged on goodwill and software costs are included within administrative expenses in the profit and loss account.

Included in software costs is a net book value of £28,260,000 (2024: £nil) relating to the ERP system in Specialist Computer Centres Plc, which is considered material to the Company. The system went live during the year ended 31 March 2025 and was transferred from Development costs to Software costs.

Development costs of £3,134,000 (2024: £27,643,000) relates to further development of the ERP system in Specialist Computer Centres Plc, which has not yet gone live so has not yet commenced amortisation.

Development costs have been capitalised in accordance with the requirements of FRS 102 and are therefore not treated, for dividend purposes, as a realised loss.

Additions during the year include £40,000 (2024: £3,000) for which payment had not yet been made at the balance sheet date. The balance is included within creditors.

12. Tangible assets

Land and Buildings

	Investment			Fixtures and	Motor	
Group	property £'000	Freehold £'000	Leasehold £'000	equipment £'000	vehicles £'000	Total £'000
01						
Cost		04.000	04.004	400 700	0.000	454.000
At 1 April 2024	-	21,988	24,281	102,708	2,032	151,009
Additions	-	-	951	2,782	-	3,733
Disposals	-	-	-	(173)	(349)	(522)
Disposals of subsidiary	-	-	(5,323)	(34,818)	-	(40,141)
Transfer to investment property	4,034	-	(5,914)	(2,140)	-	(4,020)
Revaluation	3,586	-	-	-	-	3,586
At 31 March 2025	7,620	21,988	13,995	68,359	1,683	113,645
Depreciation						
At 1 April 2024	-	7,499	12,051	79,895	1,711	101,156
Charge for the year	-	455	1,048	5,775	182	7,460
Disposals	_	-	, -	(167)	(349)	(516)
Disposal of subsidiary	_	-	(1,417)	(25,824)	-	(27,241)
Transfer to investment property	_	-	(2,216)	(1,804)	-	(4,020)
At 31 March 2025	-	7,954	9,466	57,875	1,544	76,839
Net Book Value						
At 31 March 2025	7,620	14,034	4,529	10,485	139	36,806
At 31 March 2024	-	14,489	12,230	22,813	321	49,853

Included above are Motor Vehicles held under finance lease and hire purchase contracts which are held as securities against finance lease liabilities and their carrying values are £1,537,000 (2024: £320,000).

Additions during the year include £1,512,000 (2024: £46,000) of assets acquired under finance lease arrangements and £806,000 (2024: £352,000) of assets for which payment has not yet been made at the balance sheet date. The latter are included within creditors

On 28 March 2025, the Group has transferred a property from tangible fixed assets to investment property. These properties were previously owner-occupied and used in the operations of the business. The transfer reflects a change in use, whereby the property is now held to earn rentals. The fair value of the group's investment property has been arrived on the basis of a valuation carried out by an independent valuation carried out by CBRE, in accordance with the RICS Valuation – Global Standards (incorporating the International Valuation Standards) and the UK national supplement. The valuation was performed by L Howells, a member of the Royal Institute of Chartered Surveyors (membership number 0103292), who has recent experience in the location and class of the investment properties. The valuation was based on the traditional investment capitalisation method, applying an appropriate yield to net income, with reference to comparable market evidence. Yield selection considered market conditions at the valuation date, tenant covenant strength, property characteristics, and lease terms. Assumptions were made regarding future rental income, expenditure, and occupancy. There are no restrictions on the realisability of investment property or the remittance of income and disposal proceeds. The historic cost of these properties held at fair value was £7,620,000, net book value at transfer was £4,034,000.

Other comprehensive income is stated after crediting:	2025 £'000	2024 £'000	
Fair Value Gain	3,586	-	
At the balance sheet date, the Group had contracted with tenants for the followers	owing minimum lease payments:		
At the balance sheet date, the Group had contracted with tenants for the followithin one year	owing minimum lease payments:	-	
,		- -	

12. Tangible assets (continued)

Land and Buildings

			_			
Company	Investment property £'000	Freehold £'000	Leasehold £'000	Fixtures and equipment £'000	Motor vehicles £'000	Total £'000
Cost						
At 1 April 2024	_	17,511	23,596	92,187	1,967	135,261
Additions	-	17,511	950	2,620	1,307	3,570
	-	-	930	,	(240)	,
Disposals	-	-	(F 222)	(104)	(349)	(453)
Disposal of subsidiary	-	-	(5,323)	(34,818)	-	(40,141)
Transfer to investment property	4,034	-	(5,914)	(2,140)	-	(4,020)
Revaluation	3,586					3,586
At 31 March 2025	7,620	17,511	13,309	57,745	1,618	97,803
Depreciation						
At 1 April 2024	=	3,023	11,392	69,727	1,647	85,789
Charge for the year	_	460	1,014	5,698	182	7,354
Disposals	_	-	-	(113)	(347)	(460)
Disposal of subsidiary	_	_	(1,417)	(25,824)	-	(27,241)
Transfer to investment property	_	_	(2,216)	(1,804)	_	(4,020)
At 31 March 2025	-	3,483	8,773	47,684	1,482	61,422
Net Book Value						
At 31 March 2025	7,620	14,028	4,536	10,062	136	36,381
At 31 March 2024	-	14,488	12,204	22,460	320	49,472

Included above are Motor Vehicles held under finance lease and hire purchase contracts which are held as securities against finance lease liabilities and their carrying values are £1,537,000 (2024: £320,000).

Additions during the year include £1,512,000 (2024: £46,000) of assets acquired under finance lease arrangements and £839,000 (2024: £371,000) of assets for which payment has not yet been made at the balance sheet date. The latter are included within creditors.

On 28 March 2025, the Company has transferred a property from tangible fixed assets to investment property. These properties were previously owner-occupied and used in the operations of the business. The transfer reflects a change in use, whereby the property is now held to earn rentals. The fair value of the company's investment property has been arrived on the basis of a valuation carried out by an independent valuation carried out by CBRE, in accordance with the RICS Valuation – Global Standards (incorporating the International Valuation Standards) and the UK national supplement. The valuation was performed by L Howells, a member of the Royal Institute of Chartered Surveyors (membership number 0103292), who has recent experience in the location and class of the investment properties. The valuation was based on the traditional investment capitalisation method, applying an appropriate yield to net income, with reference to comparable market evidence. Yield selection considered market conditions at the valuation date, tenant covenant strength, property characteristics, and lease terms. Assumptions were made regarding future rental income, expenditure, and occupancy. There are no restrictions on the realisability of investment property or the remittance of income and disposal proceeds. The historic cost of these properties held at fair value was £7,620,000, net book value at transfer was £4,034,000.

	£'000	£'000	
Fair Value Gain	3.586	-	

2025

2024

At the balance sheet date, the Group had contracted with tenants for the following minimum lease payments:

Other comprehensive income is stated after crediting:

Within one year	-	-
In the second to fifth years inclusive	1,705	-
After five years	-	-

13. Investments

Shares in subsidiary undertakings £'000

Cost and net book value	
As at 1 April 2024	45,623
Reduction in contingent consideration (note 22)	(2,640)
As at 31 March 2025	42,983

Specialist Computer Centres Plc directly and indirectly holds investments of the ordinary share capital in the following subsidiaries.

Company subsidiary	Country of	Nature of	Holding	Principal
undertakings	incorporation	Holding		activity
SCC Capital Limited	England and Wales	Direct	100%	Dormant
SCC (UK) Limited	England and Wales	Direct	100%	Dormant
SCC AVS Limited	England and Wales	Direct	100%	Audio visual services
Visavvi Limited	England and Wales	Indirect	100%	Audio visual services
Quadra Concepts (UK) Limited	England and Wales	Indirect	100%	Manufacture of furniture
Sea Holdings (UK) Limited	England and Wales	Direct	100%	Holding company
Sea Holdings Limited	England and Wales	Indirect	100%	Holding company
Quadra AV Furniture Limited	England and Wales	Indirect	100%	Dormant
Saville Audio Visual Group Limited	England and Wales	Indirect	100%	Dormant
The Saville Group Limited	England and Wales	Indirect	100%	Dormant
Vohkus Limited	England and Wales	Direct	100%	Systems integration
E-Plenish Limited	England and Wales	Indirect	100%	Systems integration
Meggha Technologies SRL	Romania	Indirect	100%	Systems integration
Meggha Private Ltd	Singapore	Indirect	100%	Systems integration
Meggha Technologies Private Ltd	India	Indirect	100%	Systems integration
Meggha Technologic Services SL	Spain	Indirect	100%	Systems integration
Meggha Limited	England and Wales	Indirect	100%	Dormant
Azure Factory Limited	England and Wales	Indirect	100%	Dormant
M2 Digital Limited	England and Wales	Indirect	100%	Dormant
M2 Smile Limited	England and Wales	Direct	100%	Dormant
Flow AI (Automated Intelligence)	England and Wales	Direct	100%	Dormant
Limited, formerly Oworx Limited				
Resonate-UCC Consultancy LLC	USA	Indirect	100%	Technology services
Resonate Services s.r.o.	Slovakia	Indirect	100%	Technology services
Resonate Benelux B.V.	Netherlands	Indirect	100%	Technology services
UCC Resonate India Private Limited	India	Indirect	100%	Technology services
Resonate Consultancy Ltd	England and Wales	Indirect	100%	Technology services
Resonate-UCC Holdings Ltd	England and Wales	Indirect	100%	Technology services

See Page 106 for the registered addresses of all subsidiaries of Specialist Computer Centres Plc.

14. Acquisitions and Disposals

Flow AI (Automated Intelligence) Limited formerly Oworx Limited

On 01 April 2025, the subsidiary, Flow AI (Automated Intelligence) Limited, ceased to be dormant and commenced trading operations.

SCC DCS Limited

On 12 November 2024 Specialist Computer Centres plc incorporated a new subsidiary, SCC DCS Limited. The initial investment consisted of 2 shares issued at a nominal value of £1 per share.

On 28 March 2025, Specialist Computer Centres plc transferred control of its subsidiary SCC DCS Limited to a third party. As a result, the subsidiary is not included within the group financial statements. The disposal was completed for total consideration of £28,189,000. The net assets of SCC DCS Limited at the date of sale amounted to £11,425,000 and legal and professional fees directly related to the transaction totaled £1,180,000. The gain on disposal of SCC DCS Limited was £15,488,000 after deduction of SCC DCS Limited consolidation adjustments of £96,000.

Whilst control of the subsidiary was transferred on 28 March 2025, legal ownership was not transferred until the 30 May 2025. This transaction has been accounted for in accordance with FRS 102 Section 9, with the resulting gain on disposal recognised in the income statement.

15. Stocks

	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Goods held for resale	5,890	5,229	4,686	3,815
Print consumables	4,133	4,749	4,133	4,749
Maintenance stock	1,536	1,877	1,536	1,877
	11,559	11,855	10,355	10,441

There is no material difference between the carrying value of stocks and their replacement cost.

16. Debtors

Amounts falling due within one year:

	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Trade debtors	112,273	144,160	95,348	121,655
Amounts owed by group undertakings	42,137	45,746	49,088	53,360
Other debtors	23,628	15,453	23,329	14,560
Amounts owed by related parties (note 28)	11,489	-	11,489	-
Group relief debtor	53	-	1,395	-
Corporation tax	1,742	2,998	1,636	3,070
Prepayments	32,736	16,917	31,098	15,388
Accrued income	15,355	7,465	14,924	6,879
Deferred taxation	2,534	3,828	1,945	3,573
	241,947	236,567	230,252	218,485

The Group has amounts owed by group undertakings consisting of £46,000 (2024: £423,000) owed by the ultimate parent Rigby Group (RG) plc, £31,340,000 (2024: £25,515,000) owed by the immediate parent SCC EMEA Ltd and £10,751,000 (2024: £19,808,000) owed by other fellow subsidiaries.

The Company has amounts owed by group undertakings consisting of £46,000 (2024: £423,000) owed by the ultimate parent Rigby Group (RG) plc and an interest-bearing loan of £29,319,000 (2024: £25,221,000) to SCC EMEA Limited which is the parent company. The loan is unsecured, has no fixed date of prepayment and is repayable on demand. The Company had amounts of £1,957,000 (2024: £7,614,000) owed by directly owned subsidiaries of the company.

All other amounts owed by group undertakings to the Company are as a result of normal trading activities.

Amounts falling due after more than one year:

	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Trade debtors	9,119	32	9,119	32
Other debtors	4,731	1,567	4,731	1,567
Defined benefit pensions (note 23)	288	379	288	379
Deferred taxation	53	64	=	
	14,191	2,042	14,138	1,978

17. Creditors: amounts falling due within one year

	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Obligations and under finance leases and HP contracts (note 20)	350	123	350	123
Bank loans and overdrafts (note 21)	560	-	-	-
Trade creditors	227,701	222,480	212,902	206,750
Corporation tax	68	56	-	-
Group relief creditor	-	1,292	-	403
Amounts owed to Group undertakings	6,533	8,088	9,033	10,279
Other taxation and social security	26,179	27,214	25,090	25,535
Other creditors	10,377	7,445	8,718	6,219
Government grants	-	46	-	46
Accruals	20,478	28,131	19,570	27,413
Deferred income	34,366	28,884	31,916	24,385
	326,612	323,759	307,579	301,153

The Group has amounts owed to group undertakings which consist of £6,533,000 (2024: £8,088,000) owed to other fellow subsidiaries.

The Company had amounts owed to group undertakings which consist of the above group numbers plus £2,480,000 (2024: £2,191,000) owed to the directly owned subsidiaries of the company. These amounts arise entirely from ordinary trading activities with group companies, are non-interest bearing, and payable on demand.

Within trade creditors is a balance of £nil (2024: £520,000) relating to fixed assets additions yet to be cash settled.

There are no securities over creditors except those disclosed in note 21.

18. Creditors: amounts falling due after more than one year

	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Obligations under finance leases and HP contracts (note 21)	1,025	71	1,025	71
Accruals and deferred income	5,251	5,113	5,251	5,112
Trade creditors	2,240	352	2,240	352
	8,516	5,536	8,516	5,535

Included within obligations under finance leases and HP contracts are amounts payable under finance lease agreements relating to motor vehicles and equipment.

Specialist Computer Centres Plc and Subsidiary Undertakings



19. Derivative financial liabilities

	2025 £'000	2024 £'000
Group and Company Liabilities - Forward foreign currency contracts	88	5

Forward foreign currency transactions are valued at fair value at the period end using quoted forward exchange rates and yield curves derived from quoted interest rates matching maturities of the contracts.

The Company entered into contracts with suppliers to buy goods in US Dollars and supply goods to customers in Sterling. The Company entered into forward foreign currency transactions to hedge the exchange rate risk arising from those anticipated future transactions, which were considered by management as hedges of foreign exchange risk in a highly probably forecast transaction.

The following table details the forward foreign currency contracts outstanding at the year-end:

		2025 2024 Rate Rate	Nominal value		Market value	
			2025 £'000	2024 £'000	2025 £'000	2024 £'000
Buy US Dollar						
Less than 3 months	1.291	1.263	18,009	12,818	17,921	12,813
			18,009	12,818	17,921	12,813

There are no significant terms and conditions that may affect the amount, timing and certainty of future cash flows.

Notes to the Financial Statements

20. Financial instruments

The carrying values of the Group's financial assets and liabilities are summarised by category below:

	2025 £'000	2024 £'000
Financial asset		
Measured at undiscounted amount receivable		
- Trade and other debtors	191,269	208,357
Measured at discounted amount receivable	·	
- Long-term trade and other debtors	13,850	1,599
Measured at carrying value	,	•
- Cash and cash equivalents	95,614	73,579
	300,733	283,535

	2025 £'000	£'000
Financial liability		
Measured at fair value through profit and loss		
- Derivative financial liabilities	(88)	(5)
Measured at amortised cost		
- Loans payable	(560)	-
- Long-term trade and other creditors	(2,240)	(352)
- Obligations under finance leases	(1,374)	(194)
Measured at undiscounted amount payable		
- Trade and other creditors	(270,858)	(265,283)
	(275.120)	(265.834)

The group's income, expenses, gains and losses in respect of financial instruments are summarised below:

	2025 £'000	£'000
Interest income and expenses		
Total interest income for financial assets at amortised cost	(387)	(710)
Total interest income for financial assets at discounted amount receivable	170	87
Total interest expense for financial liabilities at amortised cost	1,935	3,549

Specialist Computer Centres Plc and Subsidiary Undertakings

21. Borrowings

Due within one year

In more than one year but no more than two years

In more than two years but no more than five years

	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Asset backed recourse debt	560	-	-	
Obligations under finance leases and HP contracts	1,375	194	1,374	194
	1,935	194	1,374	194
Borrowings are repayable as follows:	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
On demand or within one year	910	123	350	123
On demand or within one year	327	34	326	34
Between one and two years Between two and five years	698	37	698	37
Between two and live years	1,935	194	1,374	194
Finance Leases	Gro	oup	Com	pany
	2025 £'000	2024 £'000	2025 £'000	2024 £'000

The Group's divisions have a range of borrowing facilities in place that are adequate to finance their requirements, which fluctuate during the year.

350

327

698

1,025

123

34

37

71

Specialist Computer Centres Plc and Subsidiary Undertakings

350

327

698

1,025

The facilities are approved by the Group's core relationship banks and the agreements are entered into by subsidiary companies. Where applicable the facilities are secured on the assets within those businesses without recourse to the ultimate parent.

Borrowing Class	Rate	Term	Currency	Facility Value
Overdraft	BOE Base Rate +1.65%	Rolling	GBP	20,000,000
	BOE Base Rate +3.00%	Rolling	GBP	30,000
	BOE Base Rate +3.45%	Rolling	GBP	300,000
	BOE Base Rate +1.70%	Rolling	GBP	4,000,000
Non-Recourse Facility	BOE Base Rate +1.25%	Rolling	GBP	80,000,000
Recourse Facility	BOE Base Rate +2.50%	Rolling	GBP	10,000,000

The obligations under finance leases and hire purchase contracts are secured over motor vehicles and equipment. The obligations under recourse debt are secured over trade debtors.

22. Provisions

	Deferred contingent consideration £'000	Deferred tax £'000	Total £'000
Group			
At 1 April 2024	6,764	10,712	17,476
Reduction in contingent consideration	(2,640)	=	(2,640)
Charged to the profit and loss account	716	(480)	236
Credited to other comprehensive income	-	(25)	(25)
Utilisation of provision	(123)	-	(123)
At 31 March 2025	4,717	10,207	14,924

	Deferred contingent consideration £'000	Deferred tax £'000	Total £'000
Company			
At 1 April 2024	6,764	10,611	17,375
Reduction in contingent consideration	(2,640)	-	(2,640)
Charged to the profit and loss account	716	(632)	84
Credited to other comprehensive income	-	(25)	(25)
Utilisation of provision	(123)	-	(123)
At 31 March 2025	4,717	9,954	14,671

Deferred consideration of £4,717,000 (2024: £6,764,000) has been recognised at year end for future expected payments related to the acquisition of Vohkus Limited and Resonate-UCC Holdings and their subsidiary undertakings.

Where there is contingent consideration based on the results of the acquired Company this has been reassessed at 31 March 2025 and a release of £2,640,000 (2024: £nil) has been made. Unwinding of discounting of £716,000 (2024: £141,000) was charged to the profit & loss account in the year and £123,000 (2024: £Nil) of provision was utilised in the year as cash settled payments. The remaining deferred consideration is expected to be settled in the financial year ending 31 March 2027.

123

34

37

22. Provisions (continued)

Deferred Taxation

The Group's net deferred taxation liability comprises:

£'000	£'000
2,534	3,828
53	64
(1,532)	(2,879)
(8,675)	(7,833)
(7,620)	(6,820)
	2,534 53 (1,532) (8,675)

2025

Specialist Computer Centres Plc and Subsidiary Undertakings

2024

	£'000	£'000
At 1 April 2024	(6,820)	(7,039)
Credit to profit and loss account (See note 8)	(2,333)	(2,520)
Amount credited to other comprehensive income	25	25
Movement arising from the acquisition of business	1,508	1,525
At 31 March 2025	(7,620)	(8,009)

The deferred taxation liability is made up as follows:	Group		Company	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Depreciation in excess of capital allowances	(9,869)	(10,567)	(9,688)	(10,514)
Deferred tax arising in relation to retirement benefits	(72)	(98)	(72)	(98)
Tax losses available	2,083	3,513	1,547	3,376
Other timing differences	238	332	204	197
	(7,620)	(6,820)	(8,009)	(7,039)

The net deferred tax liability not provided is made up as follows:

Group and Company	2025 £'000	2024 £'000
Tax losses available	927	324

A deferred taxation asset amounting to £927,000 (2025: £324,000) in respect of non-expiring UK capital losses has not been recognised due to limited opportunities to relieve future expected capital gains.

The expected net reversal of deferred tax assets and liabilities in the next 12 months to 31 March 2025 is £1,002,000. This is expected to arise due to the reversal of short-term timing differences and utilisation of brought forward tax losses less reversal of deferred tax liabilities on fixed asset timing differences (as a result of depreciation anticipated to be higher than available capital allowances).

Further reversals (or further increases in deferred tax balances) may arise due to changes in the defined benefit pension or retirement provisions. As future deferred tax balances, if any, will be dependent on future changes in fair values of assets and liabilities, it is not possible to estimate any further future reversals.

23. Employee benefits

Defined Benefit Schemes

Specialist Computer Centres Plc is the employer under the Specialist Computer Centres Section of the Railway Pension Scheme, a shared cost final salary pension scheme which is closed to new members. The scheme has no remaining active members and as such there will be no future contributions to the scheme made by the members or the employer. A formal actuarial valuation was undertaken as at 31 December 2019, an actuarial valuation on the scheme at 31 December 2022 is currently ongoing, the next valuation being due as at 31 December 2025.

Flow AI (Automated Intelligence) Limited is the employer under the Flow AI (Automated Intelligence) Section of the Federated Pension Plan, a shared final salary pension scheme which is closed to new members. The scheme has 3 active members (2024: 3 members) and the best estimate of the contributions payable by the Company for the next financial year is £31,000. A formal actuarial valuation was undertaken at 5 April 2022, the next valuation being due as at 5 April 2025.

For the purposes of these financial statements and in order to account for both schemes under the provisions of Section 28 of Financial Reporting Standard 102 (FRS 102), the Company has engaged the services of an external actuary to undertake a FRS 102 valuation as at 31 March 2024 and 31 March 2025 for the Federated Pension Plan only.

Key assumptions used in the assessment of the liability of both schemes at the balance sheet date are as follows:

	2025 %	2024 %
Inflation	3.2	3.2
Future pension increases	2.9	2.9
Discount rate	5.8	4.9

Mortality assumptions

The assumed average additional life expectancy in years for male and female members aged 65 years now and 65 in 20 years time is as follows:

Amounts recognised in the statement of comprehensive income in respect of these obligations are as follows:	2025 £'000	2024 £'000
Female currently aged 45	25.0	24.9
Female currently aged 65	23.1	23.1
Male currently aged 45	21.7	21.7
Male currently aged 65	20.0	20.1

Current service cost	30	21
Net interest (income)	(19)	(37)
Expenses	10	25
Total amount charged in profit and loss account	21	ç
Actuarial losses/(gains) recognised through other comprehensive income	101	434
Total charge relating to defined benefit obligation	122	443

2025



23. Employee benefits (continued)

Amount included in balance sheet arising from the Group's obligations

	2025 £'000	2024 £'000
Present value of defined benefit obligations	3,312	3,642
Fair value of scheme assets	(3,600)	(4,021)
Net asset recognised in the balance sheet	(288)	(379)
Movements in the defined benefit obligations were as follows:		£'000

At 1 April 2024	3,642
Current service cost	30
Interest cost	145
Contributions	4
Actuarial gains	(447)
Actual benefit payments	(62)
At 31 March 2025	3,312

Movements in the fair value of scheme assets were as follows:

At 1 April 2024	4,021
Interest income on assets	164
Loss on plan assets	(548)
Contributions	35
Actual benefit payments	(62)
Administration costs	(10)
At 31 March 2025	3,600

The analysis of the scheme assets at the balance sheet date was as follows:

	2025 £'000	£'000
Growth assets	848	1,318
Government bonds	1,181	2,099
Non-government bonds	1,316	602
Cash	255	2
Total asset value	3,600	4,021

24. Called-up share capital and reserves

	2025 Number	2024 Number	2025 £'000	2024 £'000
Allotted, called-up and fully-paid				
Ordinary shares of £1 each	1,026,671	1,026,671	1,026	1,026
A Ordinary shares of £1 each	132,000	132,000	132	132
	1,158,671	1,158,671	1,158	1,158

Ordinary shareholders have full rights to receive dividends and capital distributions and each share confers upon the holder one vote. Ordinary shares are not redeemable. A Ordinary shareholders are entitled to receive notice and vote at general meetings of the Company. They confer no right to receive dividends. The A ordinary share have a par value of £1, and a share premium of £1.08.

The Company's reserves comprise the following:

- Profit and loss account which comprises the accumulated profits and losses of the Company net of any dividends paid.
- Share premium account of £143,000 which represents the premium on the shares issued under a long term incentive plan.

25. Net cash/(debt) statement

	2025	2024
	£'000	£'000
Net cash/(debt) at beginning of year	73,384	94,378
Net cash generated by operations	28,658	3,551
Net capital expenditure and disposal proceeds	(6,341)	(14,905)
Proceeds from sales of assets	80	41
Interest received and paid	(593)	(1,047)
Acquisitions	-	(8,583)
New finance leases	(1,512)	(46)
Net decrease in net cash/(debt)	20,292	(20,989)
Effects of foreign exchange rates	3	(5)
Net cash/(debt) at end of year	93,679	73,384
Components of net cash/(debt)		
Cash at bank and in hand	95,614	73,579
Finance facilities (note 17)	(560)	-
Obligations under finance leases and HP contracts (note 21)	(1,375)	(195)
	93,679	73,384

All cash and cash equivalents held at the reporting date are readily available for use by the Group and are not subject to any restrictions.

£'000



26. Contingent liabilities

There is a cross guarantee between certain companies within the group in relation to their overdrafts with HSBC (UK) Limited at 31 March 2025, total overdraft positions of these accounts amounted to £nil (2024: £nil).

27. Financial commitments

Group	2025 £'000	2024 £'000
Capital commitments contracted but not provided for: - Property, non-finance leases	266	295

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2025 2024		24	
Group	Land and buildings £'000	Other £'000	Land and buildings £'000	Other £'000
Within one year	2,598	2,428	2,752	1,923
Between two and five years	8,231	3,859	10,056	4,166
In over five years	9,847	-	12,012	3
	20,676	6,287	24,820	6,092

	2025		2024	
Company	Land and buildings £'000	Other £'000	Land and buildings £'000	Other £'000
Within one year	2,355	2,194	2,388	1,923
Between two and five years	8,048	3,379	8,932	4,166
In over five years	9,847	-	11,718	3
	20,250	5,573	23,038	6,092

Leases of land and buildings are typically subject to rent reviews at specified intervals and provide for the lessee to pay all insurance, maintenance and repair costs.

28. Related party transactions

The Group has taken an exemption from disclosing transactions and balances with other wholly owned subsidiaries of Rigby Group (RG) Plc.

Other transactions with related parties

During the year Specialist Computer Centres plc sold assets to SCC DCS Limited (a former subsidiary company) with a net value of £11,347,000. Subsequently Specialist Computer Centres plc lost control of this Company and the debtor balance due is now treated as a Related Party. As at year end the amount due was £11,489,000 (2024:£nil). A 5% interest charge was payable on the loan position, and during the year £47,280 was charged. These balances are due to be settled in the year ending 31 March 2026.

Two shareholders of The SCC Academy Limited, are also directors of Specialist Computer Centres plc. During the financial year sponsorship income was paid to The SCC Academy Limited of £70,000 (2024: £70,000). Recharges of £117,000 (2024: £65,000) were made during the year by Specialist Computer Centres plc to The SCC Academy Limited for additional property costs and license to occupy agreement. At 31 March 2025, £39,000 (2024: £19,500) was owed to Specialist Computer Centres plc. The balance owed by The SCC Academy is within the Trade Debtors balance (note 16). All transactions were conducted on an arm's length basis on normal trading terms.

Specialist Computer Centres plc purchased £nil (2024: £85,000) during the year from The SCC Academy Limited. All transactions were conducted on an arm's length basis on normal trading terms. At 31 March 2025, £nil (2024: £nil) was owed by Specialist Computer Centres plc.

29. Controlling party

Ultimate parent undertaking

The Company is a subsidiary undertaking of Rigby Group (RG) plc, a company registered in England and Wales. Rigby Group (RG) plc, is the largest group of which the Company is a member that prepares consolidated financial statements including the results of the Company. Copies of the financial statements of Rigby Group (RG) plc are available from its registered office being Bridgeway House, Bridgeway, Stratford Upon Avon, Warwickshire, CV37 6YX.

The results of the Company, Specialist Computer Centres Plc, registered in England and Wales, are consolidated into those of Specialist Computer Centres Plc Group, being the smallest group for which consolidated and financial statements are prepared and whose principal place of business is at James House, Warwick Road, Birmingham, B11 2LE, which is its registered office.

Ultimate controlling body

The Rigby Family control the Company as a result of being members of the group of trustees and the only beneficiaries of trusts which own 100% of the issued ordinary share capital and control 100% of the voting rights of Rigby Group (RG) plc, the ultimate parent company.



30. Post balance sheets

On 1 April 2025, Specialist Computer Centres Plc completed a strategic reorganisation, transferring the managed document solutions division into a wholly owned subsidiary, Flow AI (Automated Intelligence) Limited. The consideration received was equivalent to the net assets of the division as at 1 April 2025.

This transaction represents a non-adjusting event under FRS 102, as it occurred after the reporting period and does not impact the financial position as at 31 March 2025. However, the Directors consider this event to be significant and has disclosed it accordingly, as it may have implications for the future operational and financial performance of the business.

On 30 May 2025, the legal ownership of SCC DCS Ltd was transferred to a third party for a consideration of £23,458,000. Although legal ownership was formally transferred after the balance sheet date, control of the subsidiary had already passed during the financial year ended 31 March 2025. As control was relinquished prior to the balance sheet date on 28 March 2025, the disposal has been accounted for in the current financial statements. Cash consideration has been received in July 2025 and there is no further financial impact anticipated in the next financial year. The directors have assessed the implications of this event and concluded that it does not materially affect the Group's ability to continue as a going concern.

Company Information



01	DIRECTORS	Sir Peter Rigby JP Rigby DA Badman A Clark D Plowman PA Rigby (Resigned 1 April 2024) SP Rigby (Resigned 1 April 2024)
02	COMPANY SECRETARY	D Plowman
03	REGISTERED OFFICE	James House Warwick Road Birmingham West Midlands B11 2LE United Kingdom
04	AUDITORS	Deloitte LLP Statutory Auditor Four Brindleyplace Birmingham West Midlands B1 2HZ United Kingdom
05	BANKERS	HSBC UK Bank plc 1 Centenary Square Birmingham West Midlands B1 1HQ United Kingdom
06	SOLICITORS	Gowling WLG (UK) LLP 2 Snowhill Birmingham West Midlands B4 6WR United Kingdom
07	COMPANY NUMBER	01428210

Specialist Computer Centres Plc and Subsidiary Undertakings Annual Report and Financial Statements 2025

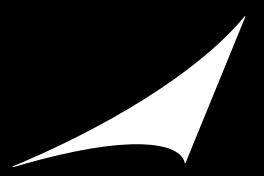


ENTITY

REGISTERED OFFICES

SCC AVS Limited SCC (UK) Limited SCC Capital Limited Flow AI (Automated Intelligence) Limited (previously Oworx Limited) M2 Smile Limited Resonate Consultancy Ltd Resonate-UCC Holdings Ltd	James House, Warwick Road, Birmingham, West Midlands, B11 2LE United Kingdom
Vohkus Limited E-Plenish Limited Meggha Limited Azure Factory Limited	Centurion House, Barnes Wallis Road, Fareham, Hampshire, England, PO15 5TT
Meggha Technologies SRL	Cluj Business Campus, Strada Henri Barbusse, Cluj-Napoca, Romania
Meggha Private Ltd	112 Robinson Road, Singapore
Megha Technologies Private Ltd	Purva Premiere, Residency Road, Ward NO 76, Bengaluru (Bangalore) Urban, Karnataka, 560025
Meggha Technologic Services SL	Carrer Del Pallas 193, Barcelona, 08005, Espana
Visavvi Limited Quadra Concepts (UK) Limited Sea Holdings (UK) Limited Sea Holdings Limited Quadra AV Furniture Limited Saville Audio Visual Group Limited The Saville Group Limited	Unit 5 Millfield Lane, Nether Poppleton, York, YO26 6PQ
Resonate-UCC Consultancy LLC	1209 Orange Street, Corporation Trust Center, Wilmington, Delaware, United States 19801
Resonate Services s.r.o.	Štúrova 50, 040 01 Košice, Slovak Republic
Resonate Benelux B.V.	Blaak 520, 3011TA Rotterdam
UCC Resonate India Private Limited	No. 2/3 MES Road, Flexi, Tumkur Road, Yeswanthpura, Bangalore North, Bangalore-560022, Karnataka

The above companies have been included in the scope of Specialist Computer Centres Plc consolidation. SCC EMEA Limited parent company of Specialist Computer Centres Plc approved the resolutions to exempt its subsidiaries Flow AI (Automated Intelligence) Limited (company number 12739673) and E-Plenish Limited (company number 05922577) from the requirements of the Companies Act 2006 related to the audit of individual accounts by virtue of article 479A (2) (a) of the said Act for the financial year ended 31 March 2025.



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