



Results for the year ended 28 February 2026

Tuesday, 12 May 2026

BTG overview



Making the complicated simple. Turning leading technologies into solutions.

We are specialists

97%

Software solutions sales¹

Large, diversified customer base

6k

Customers

We grow great people...

1,331

Employees

**We have two brands:
Private sector focused**



Leading vendor partner

200+

Vendors

... to deliver amazing things

62

eNPS

Public sector focused



Trusted by our customers

70+

Customer NPS

Shareholder returns

£74m

Five-year total²: £205.1m

FY26 financials

Gross invoiced income

£2.3bn

5yr CAGR: 19.6%

Gross profit

£167.3m

5yr CAGR: 13.3%

Cash conversion

105.1%

5yr average: 114.7%

¹ 97% of gross profit.
² Including FY26 final dividend and share buyback launched 12 May 2026

FY26 at a glance



Strategic progress

Services gross profit +38%

Working with vendors to support customers in discovery and implementation. Adding value through the technology lifecycle with managed services.

Increasing customer-centricity

We segmented our private sector sales force, staying ahead of wider transitions in our industry and supporting sales growth

FY26 results

Strong cash generation

We delivered another year of more than 100% cash conversion, alongside continued investment in the business, supporting £74m returned to shareholders

Microsoft incentive changes annualised

Returned to double-digit Microsoft gross profit growth in H2, with the enterprise incentive changes annualised

Sales momentum for FY27

Continuing momentum

Exited FY26 with momentum. Expect a return to high single-digit to low double-digit gross profit growth in FY27

Sector alignment progressing well

Increasing focus across our two businesses, one focusing on public sector customers and the other on private sector customers

Financial review



Financial highlights



Gross invoiced income¹

£2.3bn

+11.5%



Gross profit

£167.3m

+2.5%



Operating profit

£62.7m

(5.6)%



Earnings per share

21.4p

(6.1)%



Net cash

£98.6m

FY25 £113.1m



Cash conversion²

105.1%

FY25 113.8%



Ordinary dividend³

10.2p

+2%



Customers

5,916

FY25 5,913



GP/customer

£28.3k

+2.4%



¹ GII is a non-IFRS alternative performance measure that reflects gross income billed to customers adjusted for deferred and accrued revenue items.

² Cash conversion is a non-IFRS alternative performance measure that divides cash generated from operations less capital expenditure by operating profit.

³ FY25 interim dividend 3.1p and final dividend 6.9p.

Income statement



Income statement	2025/26 £'m	2024/25 £'m	Change %
Gross invoiced income (GII)	2,341.0	2,099.8	11.5
Netting adjustment	(2,120.5)	(1,882.7)	12.6
Revenue	220.5	217.1	1.6
Gross profit (GP)	167.3	163.3	2.5
GP/GII %	7.1%	7.8%	
Other income	0.6	0.1	
Administrative expenses	(105.2)	(96.9)	8.5
Salaries and pension costs	(47.7)	(40.8)	16.7
Commissions and bonuses	(24.1)	(24.2)	(0.4)
Social security costs	(9.6)	(8.0)	19.5
Share-based payments expense	(0.8)	(5.0)	(85.1)
Other administrative expenses	(23.2)	(18.9)	22.7
Operating profit (OP)	62.7	66.4	(5.6)
OP/GP %	37.5%	40.7%	
Net interest	7.3	8.2	(11.4)
Share of profit of associate	(0.2)	0.1	
Profit before tax	69.8	74.7	(6.5)
Income tax expense	(18.6)	(19.8)	(6.2)
Effective tax rate	26.6%	26.5%	
Profit after tax	51.3	54.9	(6.6)

- GII up 11.5% with balanced growth across segments
- Gross profit grew by 2.5%, affected by Microsoft enterprise agreement incentives changes in January 2025
- Other income is rental income from the offices acquired in FY25 but not yet occupied
- Salary costs up 16.7% due to average headcount growth of 12%, senior hires and cost-of-living wage increases
- Commissions and bonuses down due to lower gross profit growth below internal targets
- Social security +19.5% due to increased national insurance contributions
- Share-based payments -85.1% due to lower profitability
- Interest income down due to lower interest rates
- Effective tax rate is 26.6%, higher primarily due to a reduced deferred tax asset value of outstanding share options

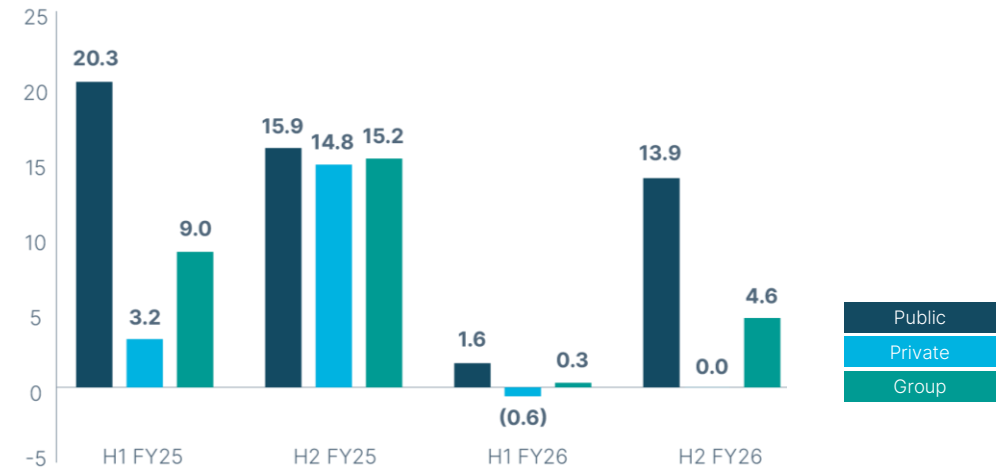
Income analysis – FY and HY trends



GII and GP by income stream and sector

	2025/26 £'m	2024/25 £'m	Change %	Share %
Gross invoiced income (GII)				
Product				
Software	2,233.4	2,005.3	11.4	95.4
Hardware	31.3	33.2	(5.9)	1.3
Services	76.4	61.3	24.6	3.3
Sector				
Public	1,536.9	1,366.8	12.4	65.6
Private	804.2	733.0	9.7	34.4
Gross profit (GP)				
Product				
Software	145.2	146.0	(0.5)	86.8
Hardware	4.7	4.7	0.4	2.8
Services	17.4	12.6	38.4	10.4
Sector				
Public	62.9	58.5	7.4	37.6
Private	104.5	104.7	(0.3)	62.4

GP growth (%)

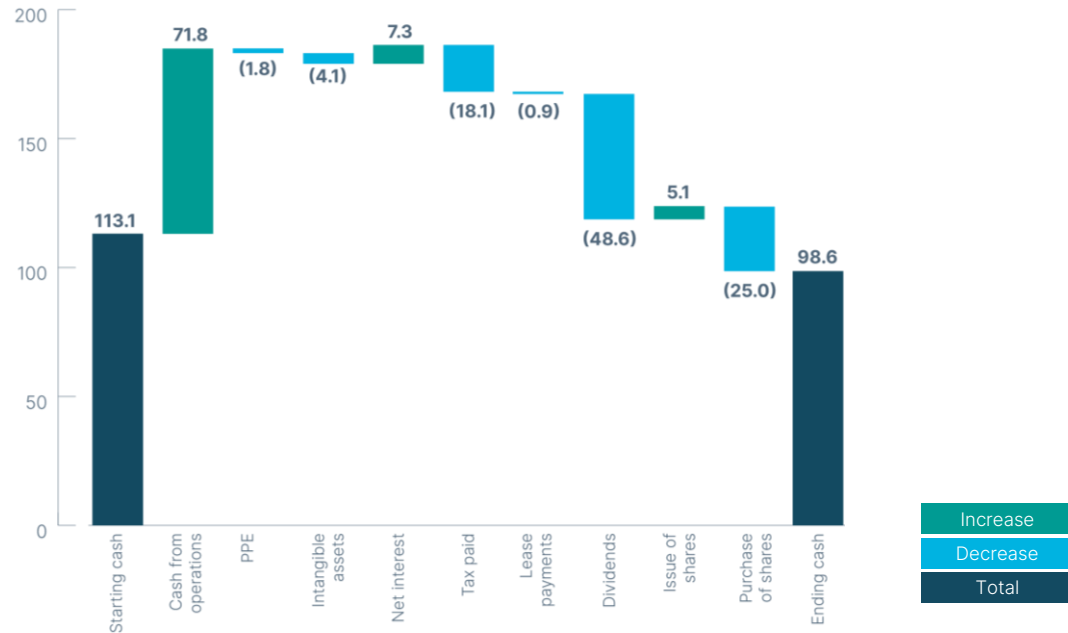


- Public sector GP growth ahead of private sector
- The public sector GP was more heavily affected in H1
- Microsoft enterprise agreement incentive changes resulted in lower software gross profit growth than GII
- Services grew strongly on top and bottom line
- Services margin expansion was driven by mix and cost efficiencies

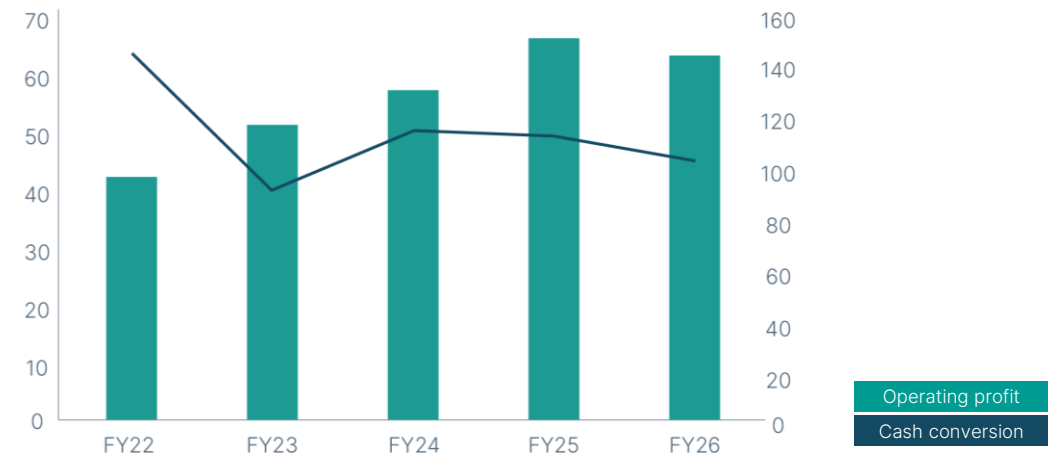
Cash flow



Cash flow (£'m)



Operating profit (£'m) and cash conversion (%)



- Remain a capital-light business, with average cash conversion >100% since IPO
- Cash balance a healthy £98.61m after dividend payment of £48.6m and share buyback of £25m
- Cash conversion for the full year of 105%
- £4.1m capitalised development spend, upgrading systems to drive efficiency and capture marketplace opportunity (total c.£8m)
- The £5.1m cash received from the issue of share capital relates to the exercising of c.1.6m share options by participating staff, primarily under our CSOP and ShareSave plans

Balance sheet



Balance sheet	2025/26 £'m	2024/25 £'m
Investment in associate	3.0	3.3
Property, plant and equipment	14.1	13.6
Intangible assets	46.5	43.5
Other non-current assets	1.8	1.7
Fixed assets	65.3	62.0
Trade and other receivables	299.9	268.5
Trade and other payables	(359.2)	(327.5)
Contract assets	8.7	11.7
Contract liabilities	(29.2)	(27.3)
Net working capital	(79.8)	(74.6)
Other current assets	1.5	0.0
Other non-current liabilities	(2.6)	(0.4)
Cash and cash equivalents	98.6	113.1
Lease liabilities	(2.0)	(1.9)
Net financial assets	95.6	110.7
Net assets	81.1	98.1

- Our strong balance sheet supports large gross receivables and payables balances inherent to our business model
- Our £98.6m cash position balances our £(79.8)m negative net working capital position
- We operate with shorter debtor days (38) than creditor days (48), helped by our GII skew to the public sector (66%), which is typically a fast payer

Capital allocation hierarchy



Maintaining a strong balance sheet through the cycle

1 Organic growth

Continue our proven strategy of growing our customer base and wallet share with our clients

Grow sales capacity (new sales intakes and regional growth)

Expand solutions capability (vertical expertise and knowledge)

Broaden vendor partnerships (developing technical expertise)

2 Dividends

Dividend policy is to distribute 40-50% of post-tax pre-exceptional earnings

Full year dividend of 10.2p per share (including 7.0p final dividend)

3 M&A

Actively monitoring acquisition opportunities to accelerate the implementation of our strategy

High-quality bar, with cultural alignment key

Focus on cross-sell potential, vendor specialism and solutions expertise

Attractive financial profile

4 Return of excess cash

£25m share repurchase programme completed in FY26

We consider both special dividends and share buybacks as methods to return excess cash

The Board has approved another share repurchase of up to **£25m**, beginning in FY27



Business review



Strong growth opportunity



1

Large addressable market

- <3% market share of £82bn total addressable market¹
- 6k out of 42k customers and c.25–30% average wallet share



Significant growth opportunity with new customers and existing customers

2

Structural growth drivers

- AI – reshaping business processes
- Cloud – siloed data remains a bottleneck
- Cybersecurity – rising attack surfaces and regulation
- Services – growing complexity requires specialist skills



Software solutions spending forecast to grow by >10% a year²

3

Microsoft cornerstone in ICT spending

- Microsoft spans all software technology pillars
- Our relationship enables us to lead the market, driving growth in Microsoft and other vendors



Cornerstone of budgets and a gateway to technology decisions

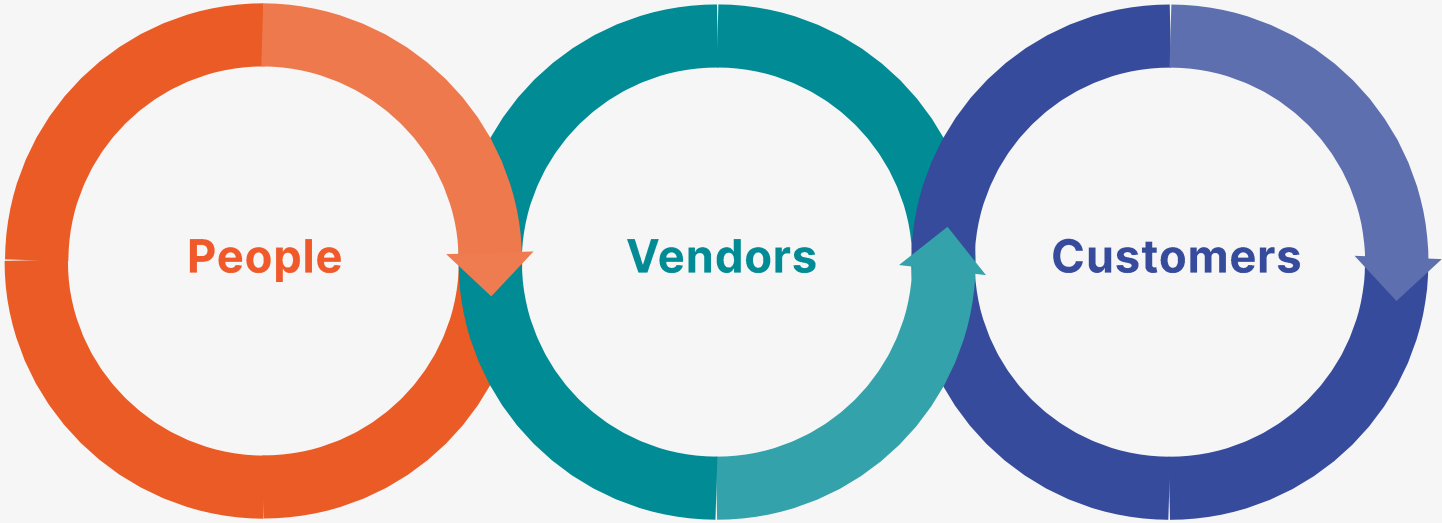
¹ Total addressable market in UK&I (2026), derived from internal analysis of various industry sources.

² European combined software and services growth (2026), derived from internal analysis of various industry sources.

How we grow



Our growth enablers



We grow great people to deliver amazing things

Engaged

Incentivised

Collaborative

Accountable

We turn leading vendor technologies into solutions and services

Services

Partnership

Outcomes

Consumption

We are a trusted advisor providing expertise, value, choice and dedicated service

Customer-centricity

Depth and breadth

Commercial acumen

Sector-specific

Our market continues to develop



Customer buying is changing. Vendor partner models are changing.



1 → **Per-seat licensing to consumption**

Cloud and AI models suit consumption where value tracks usage not licence counts

2 → **Point products to solutions**

Rising complexity means integrated, secured & cost-optimised solutions are preferred to isolated SKUs

3 → **Reseller to partner**

Customers want advisors and implementors who shape decisions, not just fulfilment

Driving customer-centricity



Three phases, one thesis: organise around how customers buy and what they need

Customer-led segmentation

What we did – FY26

- Moved private sector sales from generalist to segmented structure
- Aligned by customer size: enterprise, corporate and mid-market
- Technical specialists moved into the same segments as sales teams

✔ **Complete**

Why it matters

Different customer sizes consume differently. Segmentation improves account management, vendor engagement and services attach rate.

FY27 Effect

Comparators normalise.
Pipelines returned to normal in H2 FY26.

Services-led capability

What we did – FY26

- Grew services GP 38%, using vendor funding upfront in customer lifecycle
- Technical delivery headcount +8%
- New AI practice leads appointed: SCOUT, SCAN agents in production

✔ **Embedded, continuing**

Why it matters

Services carry higher margin and deepen customer relationships. Vendor incentives are shifting toward pre-sales and advisory work.

FY27 Effect

Services mix continues to grow as a proportion of Group GP.

Sector-led go-to-market

What we did – FY26

- Commenced brand refocus: Bytes to private sector, Phoenix to public sector
- Bytes already 87% private sector GP, Phoenix 98% public sector GP
- Small internal colleague moves, customer relationships carried across

✔ **In progress, FY27**

Why it matters

Private and public sectors engage differently and need different support. Removes internal overlap and competition, and unlocks deeper sector specialisation.

FY27 Effect

Simpler, more scalable organisation with deeper sector expertise.

People: Investing for growth



We're expanding our teams to meet our customers' evolving needs

1

Growth

Employee growth of 6.9% (11.9% average)

2

Capability

Investment focused on Sales and Technical delivery staff. New practice leads add capability for new AI service demands

3

Expansion

Added capacity to existing modern and inviting workspaces, with plans to expand London footprint in FY27

4

Collaboration

Continued emphasis on collaboration between account managers, technical sales, consultancy and managed services to deliver innovative joined-up solutions

Engagement and culture remains strong

eNPS increased to 62 from 57 in FY25

Number of £1m GP sellers increased to 59, with continued strong retention

Ranked 14 2026 FT UK's Best Employer*



343	Sales staff +12%
381	Sales support staff +3%
339	Technical delivery staff +8%
268	Administration staff +6%
1,331	Total staff +7%

We have restated where we report some employees since the FY25 results. Sales now only includes account managers with technical and vendor sales specialists sitting in Sales support unless they are delivering a service, in which case they are included in Technical delivery. The restatement reduced Sales staff by 98, increased Sales support staff by 87, increased Technical delivery staff by 10 and increased Administration staff by one.

People: Driving GP growth



Our sales development programme drives sales growth and culture



£85k

← Sales employee average tenure

Longer-tenure employees continue to deliver higher GP per customer and greater customer share of wallet growth

← Gross profit sales per annum

Continuing to invest in our sales development programme to drive GP per customer and in new hires

- Engaged
- Talented
- Incentivised
- Culture

Vendors: Strongly positioned for growth



Our largest vendor and strategic partner

50%
FY26 GP



Builds trust

Microsoft is a cornerstone in customer ICT budgets and spans all software technology pillars, opens the door and builds trust

Drives growth

Our relationship enables us to lead the market, driving growth in Microsoft and other vendors

The Enterprise Agreement incentives changes are now annualised



Trusted partner to 200+ vendors

Hold top-tier accreditations across our vendor portfolio

Deliver value and vendors products with knowledge and skill

Investment in services capability is strengthening vendor relationships beyond Microsoft

Easy to engage with, to reach a large customer base in a focused way



Vendors: Increasing Services GP



Moving from Reseller to Partner: Our Services help turn vendors' technologies from point products into solutions for customers

1

Advise

Advisory services help customers identify gaps, opportunities and priorities. This helps customers shape decisions before they buy

2

Design

Design gives customers confidence a solution will deliver the desired outcome

3

Deliver

Delivery encompasses helping customers both deploy and adopt the solution

4

Manage and Support

Both deepen our customer and vendor relationships

Customer case studies

Hollywood Bowl
Data protection



- Used Microsoft Data Security Envisioning Engagement funding for planning, configuration and testing of certain functionality within Microsoft Purview
- Strengthened the customer's overall data-security posture

Farrer & Co LLP
Microsoft support

FARRER&Co

Leading law firm bought Bytes Microsoft Support Services to deliver:

- Proactive governance and reporting to maintain operational resilience
- Assurance that downtime and disruption would be kept to an absolute minimum

AI: positioned to benefit our customers



Strongly positioned with Microsoft and customer relationships

Customer needs

Key AI growth foundations

Access and identity
Compliance
Security

Infrastructure

Key gateway

For wider infrastructure and services sales discussions

Frontier Firm status



NHS AI Copilot case study

Existing customer >

We support many NHS trusts across our business

Specialist public sector and healthcare teams supporting customer growth through IT market change and complexity

AI support expansion >

2025 trial delivered more than 80 tailored workshops across participating NHS trusts

Supporting NHS in 2026 to deploy and adopt Copilot for c.500k employees

Reseller to partner

Establishing AI use cases and driving adoption

Drafting referral letters, prompting techniques, governance, guard-rails and change management

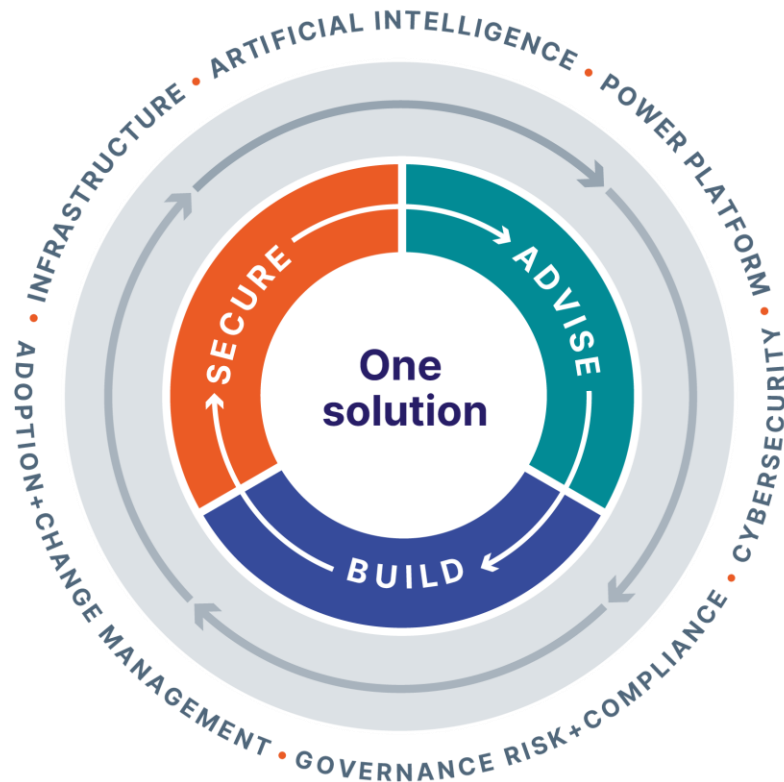


AI: The power of an integrated team



Aligned with customers as the market accelerates

We offer a collaborative, cross-practice approach



A challenge such as **deploying a secure AI agentic solution** is not just an **AI task**

We combine several practices



AI

To design the models, agents and workflows

Infrastructure

To build the foundational infrastructure and landing zone

Cloud security

To implement the necessary safeguards

GRC

To establish the governance policy and controls

ACM

To empower and educate users to drive adoption

We break down internal silos to provide customers with a single, cohesive team that delivers holistic solutions

Summary and outlook



Structured and focused strategy to deliver for all our stakeholders

Large TAM

Large addressable market, opportunities supported by growing customer IT spend

Strategic changes implemented

Successfully implementing strategic changes to increase customer-centricity and growth

Strong balance sheet

Group benefits from strong balance sheet and no debt

Structural growth

Positioned to capture medium-term growth, including cloud computing, cybersecurity, AI and managed services

Strong partnerships

Strong strategic partnerships with vendors, with continued expansion of services

Outlook

Deliver high single-digit to low double-digit gross profit growth and broadly flat operating profit in FY27

FY27



Q&A Appendix

bytesplc.com

Technical guidance



Income statement

- Share based payments c.£1m
- Amortisation c.£2m
- Net interest c.£6m
- Effective tax rate c.25.5%
- Average basic / diluted shares c.233m / c.241m

Cash flow

- Intangible capex nil
- Tangible capex c.£2m

Sustainability integral to our mission



Environmental

- 2025/26 Scope 1 and Scope 2 GHG reduction targets exceeded – through 100% renewable energy tariffs for our owned offices
- 10% reduction from prior year in greenhouse gas emissions intensity across Scope 3
- First year working with third party on reasonable assurance against ISO 14064 for each scope
- Introduction of a waste and water policy, with targets to reduce and improve our resource use
- CDP score B-, ISS ESG B- and top decile scoring with ISS for governance and environment

Social

- New Chief People Officer held sessions with employees to gain valuable feedback
- Expanded social value educational and work-readiness activities alongside partners across the UK
- Strengthened our leadership coaching programme and Women in Tech initiative
- Ongoing support to communities through donations, fundraising events and volunteer days
- EcoVadis silver medals (top 15 %) across both operating companies

Governance

- Creation of the culture and innovation forum
- Phase 1 of our Net Zero Transition Plan reviewed by our ESG Committee



Corporate ESG Performance
RATED BY ISS ESG ▶ Prime






GOVERNANCE QUALITYSCORE 1
HIGHEST RANKED BY ISS ESG ▶








ENVIRONMENTAL QUALITYSCORE 1
HIGHEST RANKED BY ISS ESG ▶



Vendor awards



	<ul style="list-style-type: none">• Microsoft Azure Expert MSP• Microsoft Frontier Partner• Microsoft Copilot Specialisation• Microsoft verified Managed Extended Detection and Response (MXDR) solution
	<ul style="list-style-type: none">• Rising Star Consulting Partner of the Year 2025
	<ul style="list-style-type: none">• Adobe Platinum Partner• Adobe Education Elite Partner
	<ul style="list-style-type: none">• VMware Pinnacle Partner• VMware by Broadcom Expert Advantage Partner (EAP)• Broadcom Expert Advantage Partner (EAP) for Consulting Services
	<ul style="list-style-type: none">• Dell Technologies Titanium Partner• Accredited for Dell Professional Services Delivery

	<ul style="list-style-type: none">• Check Point Elite Partner• Certified Collaborative Support and Professional Services Partner• Infinity Partner of the Year 2025• Exposure Management Partner of the Year
	<ul style="list-style-type: none">• Rubrik Transform Elite+ Partner
	<ul style="list-style-type: none">• ServiceNow Specialist Reseller Partner
	<ul style="list-style-type: none">• Nutanix Rising Star 2026
	<ul style="list-style-type: none">• Barracuda's UK Partner of the Year 2025
	<ul style="list-style-type: none">• EMEA Partner of the Year 2026
	<ul style="list-style-type: none">• Enterprise Partner of the Year 2025

