



Gathering Momentum

Trading Update

24 February 2026

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Q3 UPDATE & OUTLOOK

Björn Conway, CEO
Noel Douglas, CFO



CLIENT-CENTERED BUSINESSES



TPXimpact

end-to-end digital transformation
partner for the public sector

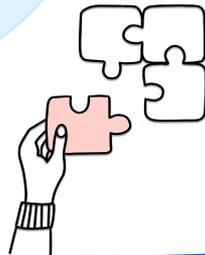
c75% of
revenues

KITS | Keep IT
Simple

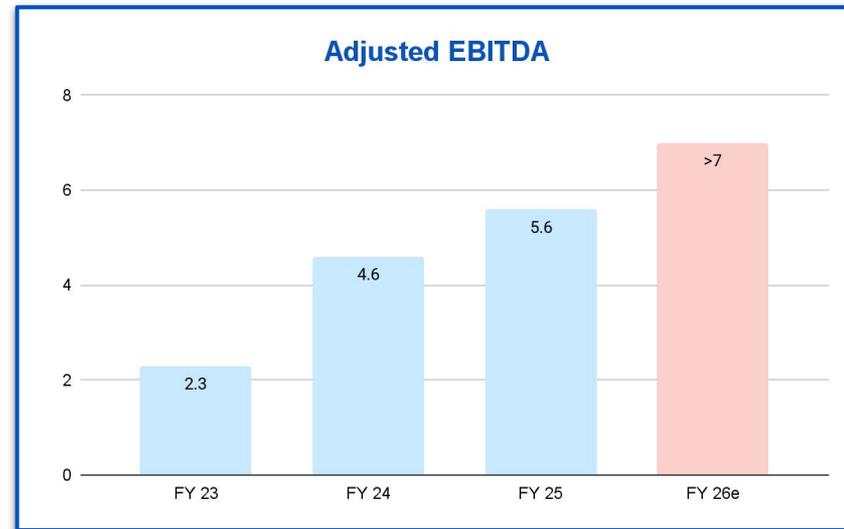
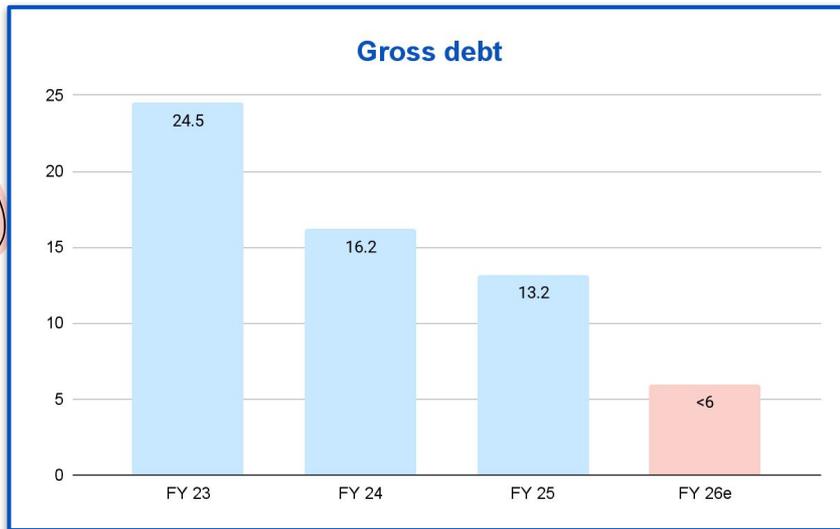
programme recovery and managed
services for the public sector

manifesto

digital experience and engagement
for not for profit, visits and
attractions



FROM TRANSFORMATION TO GROWTH



Financial foundation

Improved financial performance, operations streamlined, and debt reduced

Platform for scalable growth

Positioned to execute the next chapter of the 3-Year Vision.

Our end-to-end digital transformation business

Established in 2018

> 20 active clients

Annual Turnover:
c£60M

Over 200 permanent
consultants and 150+ in
our extended
associate/subcontractor
network

DT CAMP
2026



TPXimpact is a **leading digital provider** to the **UK public sector**

Only a handful of **technology consultancies** have our **scale, framework access**, and credentials of large **multi-year, £ multi-million** client programmes for **user-centred design led service transformation**

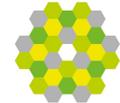
The flexibility and intimacy of a boutique with the depth and breadth of a systems integrator

STRATEGIC WIN PROFILES Scaling our impact



Department
for Environment
Food & Rural Affairs

HM Land
Registry



£22m over 2 years
(option to extend to £33m)

Mission-Critical Health

Focus: Digital Prevention Services Portfolio, specifically national vaccination pathways.

Impact: Building and operating systems for maternity, neonatal, and school-age vaccinations across the UK.

£39m over 4 years

National Scale Stewardship

Focus: Selected for the "Product Development" lot under the new DDaT Capability model.

Impact: Supporting the UK's environmental and rural digital agenda, specifically supporting 80,000 farmers in the transition to sustainable practices.

£60m Total contract value
(£11m recent uplift)

Data Innovation

Focus: Moving legacy mainframe services to modern, agile digital platforms.

Impact: Using AI-led validation and geospatial automation to modernise the UK property market.

FINANCIAL RESILIENCE & OUTLOOK

Upgraded Guidance



Adjusted EBITDA: >£7m

Increased from previous
£6.0–7.0m range.

Healthy Balance Sheet



Net Debt: <£6m

Net Debt/EBITDA leverage reduced
to c.0.85x, providing a de-risked
platform for growth.

Strategic Roadmap



FY27 Three-Year Vision

Finalising budget to launch our
next chapter of growth

- **Revenue Visibility:** High proportion of FY27 revenue already secured via Tier 1 contract wins (DEFRA, NHS, HMLR)
- **Public Sector Leadership:** Reaffirmed status as a leading digital provider to the UK public sector, with a focus on DDaT (Digital, Data, and Technology) frameworks.



THANK YOU

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Corporation





APPENDIX

OUR SENIOR LEADERSHIP TEAM



Björn Conway
Chief Executive Officer



Noel Douglas
Chief Finance Officer



Kate Sloggett
Chief People Officer



Rebecca Hull
Managing Director, manifesto



Luke Murphy
Head of Investor Relations &
Chief of Staff

OUR DT LEADERSHIP TEAM



Björn Conway
Chief Executive Officer



Ciara MacCooley
Chief Operating Officer (COO)



Emma Broom
Chief Growth Officer (CGO)



Ben Holliday
Chief Design Officer (CDO)



Jay Bangle
Chief Tech Innovation Officer
(CTIO)

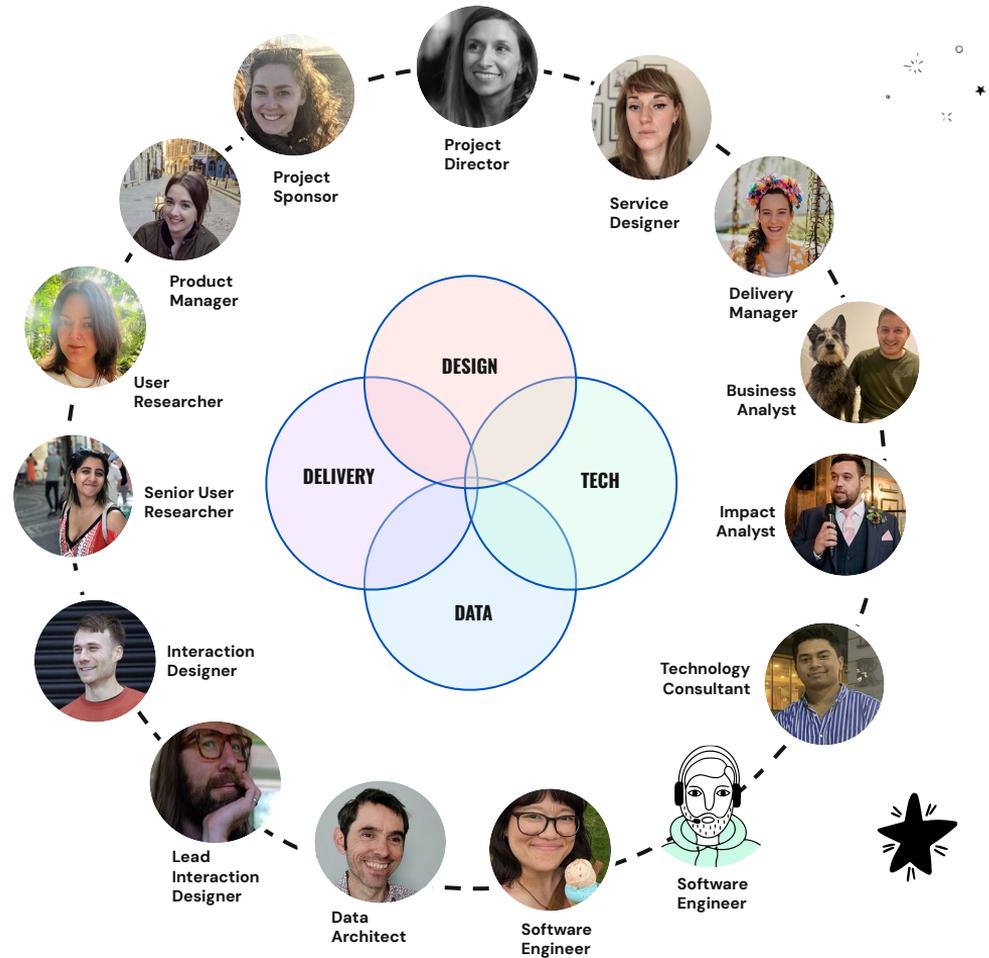


Oliver Cook
Delivery & Product Director

WORKING AS A MULTIDISCIPLINARY TEAM

We work with clients to understand their context and design strategies to help them identify and achieve their goals.

We bring together teams across different practices and capabilities; who bring deep policy/technical expertise, to work alongside clients to deliver outcomes.



The image to the right is an real example project team used in a pitch deck

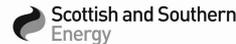
CLIENTS | SECTORS



We also support across the health and care space, including public sector institutions, not for profit organisation and regulators



Our main client base is UK government, with large engagements / partnerships across a range of departments and government agencies.



With a presence in the utilities and financial services sectors

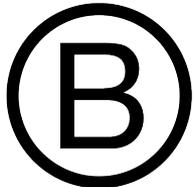


SOCIAL VALUE

Many bids require a **SOCIAL VALUE PLAN** with measured outcomes.

CLIENTS are becoming more specific: in many cases, winning work relies upon running top quality social value initiatives, and weaving it into our project approach.

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OUR OPERATING MODEL

For most of our work:

- We operated through frameworks with pre-agreed rates and terms and conditions
- We are expert at bidding in public sector procurement competitions
- We develop deep, long lasting, account relationships
- We sell large, multi-year engagements
- This gives good visibility of revenue
- And helps us plan demand for our people
- A flexible contractor base for specialists and demand peaks
- Our work is time and materials
- Our clients pay at 30 days