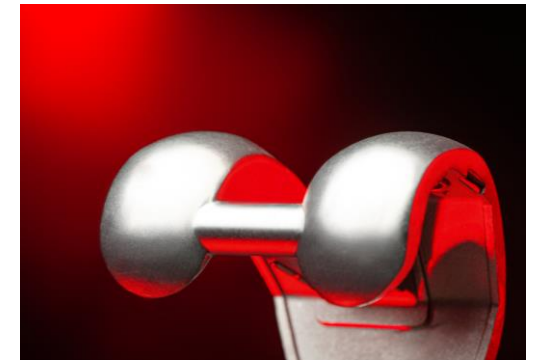


BODYCOTE.

HY25 RESULTS.

30 July 2025



Disclaimer

Bodycote plc (the 'Group') is providing the following cautionary statement: this presentation has been prepared solely to provide additional information to shareholders to assess the Group's strategies and the potential for those strategies to succeed. The presentation should not be relied on by any other party or for any other purpose. This presentation contains certain forward-looking statements. These statements are made by the Directors in good faith based on the information available to them up to the time of their approval of this presentation and such statements should be treated with caution due to the inherent uncertainties, including both economic and business risk factors, underlying any such forward-looking information.

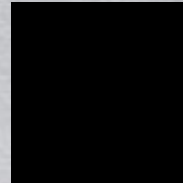
AGENDA

01 INTRODUCTION

02 HY25 RESULTS

03 STRATEGY UPDATE

04 Q&A



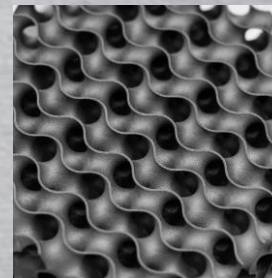
 **Bodycote**





INTRODUCTION.

JIM FAIRBAIRN.



Strategic progress in challenging end markets

Key highlights:

- 01 Challenging market conditions, though **revenue improved sequentially vs soft H2 2024**
- 02 Good momentum on Optimise; **new actions deliver increased benefit for lower costs**
- 03 Progress on **future growth** initiatives, including organic investments and M&A pipeline
- 04 New **£30m share buyback** announced, supported by strong balance sheet
- 05 **FY outlook unchanged**; H2 profit improvement reflecting order wins and Optimise benefits

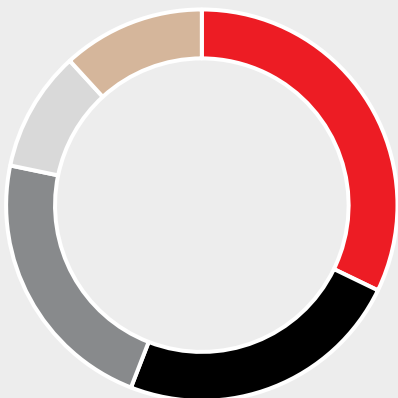
**Creating a high performing, resilient and faster growing Bodycote;
Confident in delivery of our medium-term financial targets**

End Market Environment

Core revenue down 3.6% year-on-year, but up 4.3% sequentially versus weak H2 2024:

- Aerospace growth accelerated through H1 as supply chain conditions improved
- Demand remains weak in Automotive & Industrial Markets, albeit with sequential improvement vs H2 2024
- Energy revenue impacted by expected end of O&G project work in Surface Technology and phasing headwinds in HIP PF

HY 2025 Core revenue by end market

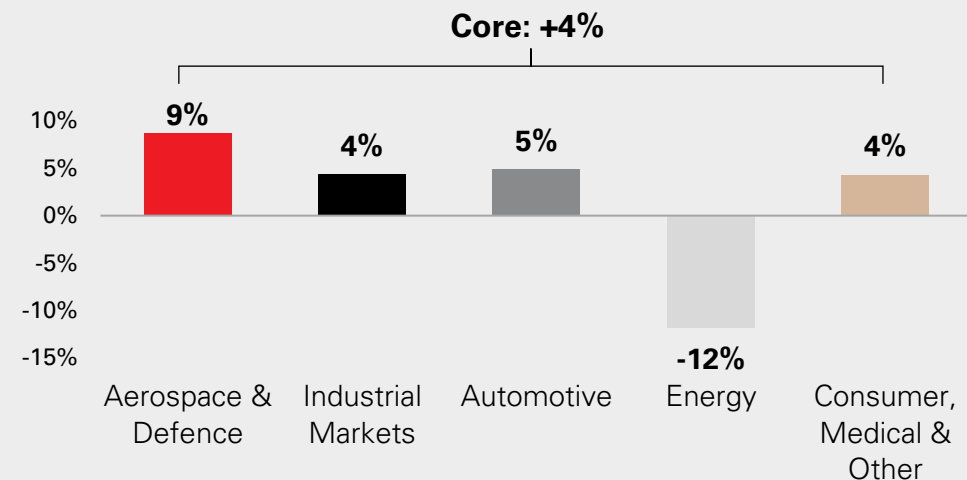


Organic YoY revenue growth

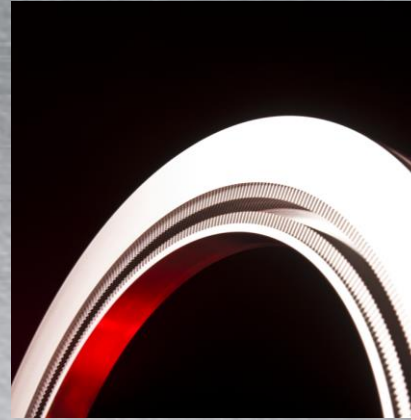
32%	■	Aerospace & Defence	▲	3.1%
24%	■	Industrial Markets	▼	6.6%
22%	■	Automotive	▼	3.9%
10%	■	Energy	▼	12.9%
12%	■	Consumer, Medical & Other	▼	5.5%
		Total Core	▼	3.6%

Core sequential growth

H1 2025 vs H2 2024 at constant currency



HY RESULTS. BEN FIDLER.



Key highlights

Continued focus on cost control; balanced capital deployment to drive returns

Core revenue growth

(3.6)%

Organic¹ year-on-year

Core operating margin

15.4%

-220bps vs H1 24

Earnings per share

21.3p

H1 24: 25.0p

Cash conversion

68%

Operating cash flow
conversion (H1 24: 74%)

Leverage

0.6x

Net Debt / EBITDA²
(FY 24: 0.3x)

Shareholder returns

~£60m

Cash returned via
dividend and buyback

¹ Organic measures are stated at constant currency, excluding contributions from acquisitions and disposals

² Net debt pre-IFRS 16 leases over adjusted EBITDA

Results summary

£m, unless stated		HY 2025	HY 2024	Organic Change	Total Change
CORE¹	Revenue	351.9	374.6	-3.6%	-6.1%
	Adjusted operating profit	54.3	65.9	-14.7%	-17.6%
	Adjusted operating margin	15.4%	17.6%		-220bps
GROUP	Revenue	369.0	399.0	-4.6%	-7.5%
	Adjusted operating profit	55.1	66.8	-14.1%	-17.5%
	Adjusted operating margin	14.9%	16.7%		-180bps
	Adjusted profit before tax	50.5	62.2		-18.8%
	Adjusted EPS	21.3p	25.0p		-14.8%
	Interim dividend	6.9p	6.9p		-

Challenging market conditions and Specialist Technologies phasing headwind

Core adjusted operating margin of 15.4%, with improvement expected in H2

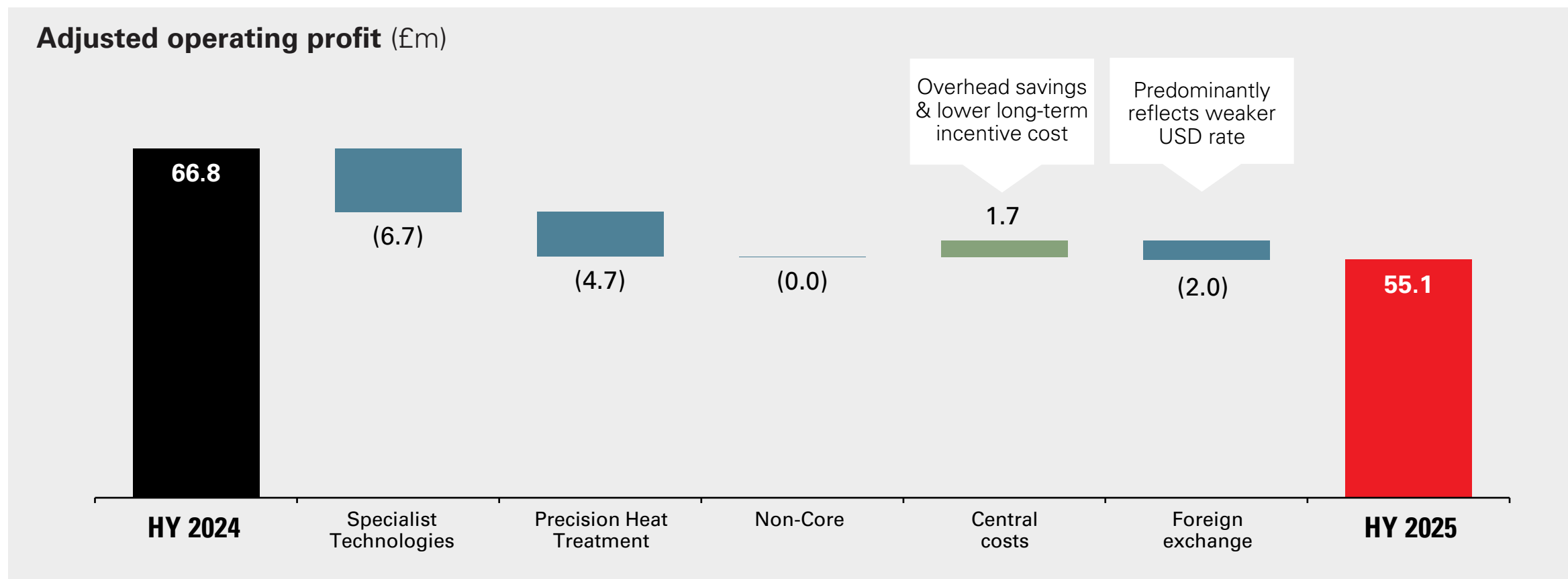
Group revenue reflects lower non-core activity

FX headwind of £9.6m to revenue and £2.0m to adjusted operating profit year-on-year

¹ Excludes Non-core sites included in the original Optimise programme, as defined in the 2024 Capital Markets Event (CME)

Lower revenue partly offset by cost control

- Profit reduction in H1 reflects lower organic revenue and FX headwind, partly offset by reduced Central costs

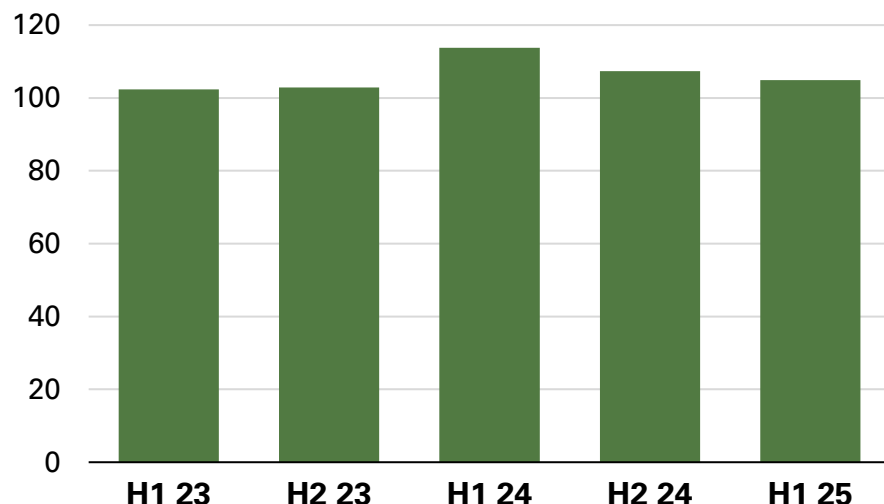


Specialist Technologies

Improving momentum through H1, with recovery in H2 underpinned by new orders

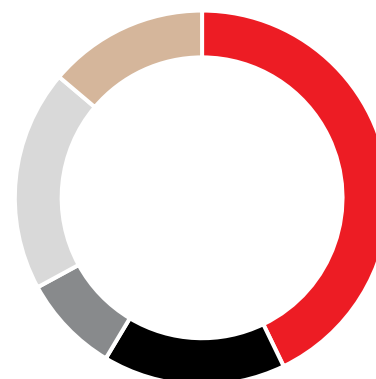
£m	HY 2025	HY 2024	Organic Change	Total Change
Revenue	105.6	116.3	-7.7%	-9.2%
Adjusted operating profit	27.0	34.2	-19.6%	-21.1%
Adjusted operating margin	25.6%	29.4%		-380bps

Revenue (constant currency)



- Revenue decline reflects phasing headwinds, challenging Industrial and Automotive markets and end of Energy project work
- Improving YoY momentum:** revenue flat in May/June vs first four months (-11%), supported by Aerospace supply chain recovery
- Margin performance reflects revenue reduction; costs carefully managed to support expected volume recovery in H2
- Strong H2 improvement expected,** underpinned by Aerospace recovery and contract wins in HIP PF and Surface Technology

H1 2025 Revenue by end market



Organic revenue growth

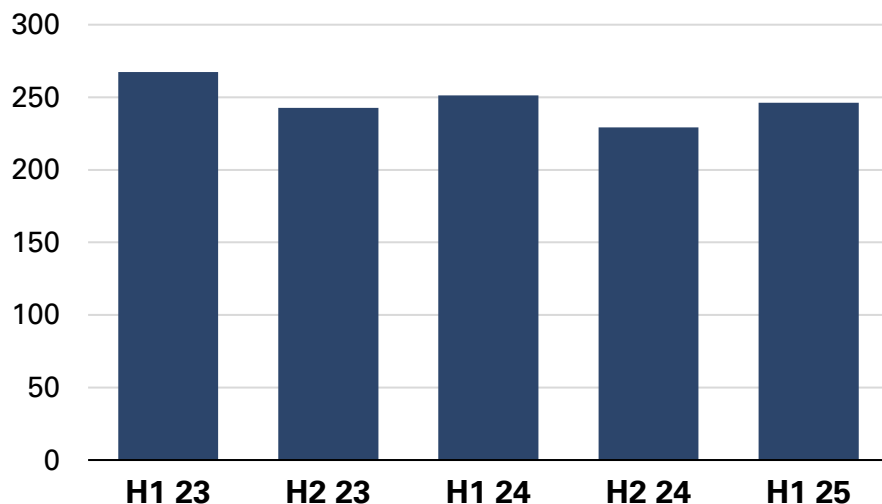
43%	Aerospace & Defence	▲ 7.3%
16%	Industrial Markets	▼ 10.2%
8%	Automotive	▼ 14.6%
19%	Energy	▼ 21.4%
14%	Consumer, Medical & Other	▼ 16.7%
Total Specialist Technologies		▼ 7.7%

Precision Heat Treatment

Sequential growth vs H2 2024 and continued cost control

£m	HY 2025	HY 2024	Organic Change	Total Change
Revenue	246.3	258.3	-1.8%	-4.6%
Adjusted operating profit	35.9	41.9	-11.2%	-14.3%
Adjusted operating margin	14.6%	16.2%		-160bps

Revenue (constant currency)



- Organic revenue -1.8% YoY
- Revenue **+7% higher sequentially vs H2 2024** with strong improvement in all end markets compared with a soft end to 2024
- Continue to see challenging conditions in Automotive and Industrial Markets, with stronger demand in Aerospace and Energy (IGT)
- Remain focused on cost control, efficiency and utilisation**

H1 2025 Revenue by end market



Organic revenue growth

28%	Aerospace & Defence	▲ 0.4%
27%	Industrial Markets	▼ 5.6%
28%	Automotive	▼ 2.3%
6%	Energy	▲ 1.8%
11%	Consumer, Medical & Other	▲ 1.8%
Total Precision Heat Treatment		▼ 1.8%

Cash flow statement

Headline operating cash conversion broadly stable year-on-year

£m	H1 2025	H1 2024	Change
Adjusted operating profit	55.1	66.8	-11.7
Depreciation & amortisation	35.1	37.7	-2.6
Other	-	0.1	-0.1
Adjusted EBITDA	90.2	104.6	-14.4
Capital expenditure	(38.0)	(34.6)	-3.4
Principal element of lease payments	(6.8)	(6.7)	-0.1
Provisions movement	(0.1)	(6.4)	+6.3
Working capital movement	(7.6)	(7.7)	+0.1
Adjusted operating cash flow	37.7	49.2	-11.5
Restructuring	(7.0)	(0.4)	-6.6
Net financing costs	(4.0)	(3.8)	-0.2
Net tax	(8.7)	(19.0)	+10.3
Free cash flow	18.0	26.0	-8.0

EBITDA reflects lower adjusted operating profit

Modestly higher capex is more than offset by non-repeat of provision outflow in H1 2024

Operating cash conversion in line with normal H1 levels at 68% (H1 24: 74%)

Restructuring reflects Optimise execution cost

Tax £10.3m lower, due to timing and H1-weighting in 2024 (FY tax of ~£25m expected)

Capital allocation

Strong balance sheet enables further capital deployment to drive returns

- Net debt (excluding leases) of £112.5m at period end; **leverage remains low at 0.6x net debt/EBITDA**
- Modest increase in capex investment to support growth strategy, focused on Aerospace in North America
- Share buyback completed in July; 14.1m shares (~7% of total) acquired through total £90m programme since H1 2024
- **New £30m share buyback announced, expected to run through to early 2026**
- Good progress on development of M&A pipeline aligned to our growth strategy

CAPITAL EXPENDITURE

HY 2025:

£38.0m

HY 2024: £34.6m

ORDINARY DIVIDENDS

HY 2025:

£28.7m

HY 2024: £30.1m
DPS: 6.9p (flat YoY)

ACQUISITIONS

HY 2025:

–

HY 2024: £54.9m

SHARE BUYBACKS

HY 2025:

£30.9m

HY 2024: £25.8m

Technical guidance

	FY 2024	HY 2025	Guidance FY 2025	
	Reported	Reported	Prior	Updated
Translational foreign exchange				
Revenue impact	£(24.3)m	£(9.6)m	~£(7)m	~£(12)m
Adjusted operating profit impact	£(4.9)m	£(2.0)m	~£(1)m	~£(3)m
Other items				
Capital expenditure	£60.5m	£38.0m	~£85m	~£85m
Share-based payment charge	£0.8m	£2.5m	£3-5m	£3-4m
P&L net finance charge	£9.5m	£4.6m	£10-12m	£11-12m
P&L adjusted tax rate	23.8%	24.2%	~24.5%	~24.5%
Cash tax	£32.1m	£8.7m	~£30m	~£25m
Weighted average share count ¹	186m	178.7m	178-179m	176-177m

Estimated translational FX impact for FY 2025 based on current FX rates

Capex increase reflects disciplined growth investment to drive strategy

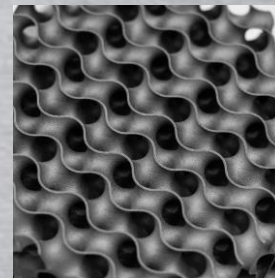
Low level of share-based bonus charge in 2024; return to more typical levels

Further share count reduction reflects estimated impact of new buyback in H2

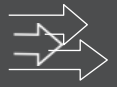
¹ Share count assumes new £30m buyback largely completes in H2 2025 at current share price

STRATEGY UPDATE.

JIM FAIRBAIRN.



Executing our strategy at pace



Optimise



- Programme progressing on track with lower execution costs to-date
- More than half of site consolidations now underway and ~20% completed
- Enhanced **scope of programme & significantly reduced net cash costs**



Perform



- Continued progress on HEAT programme
- Enhanced service quality progress with **full roll-out of daily management underway**
- Continued investment in rapid capability improvement across the group



Grow

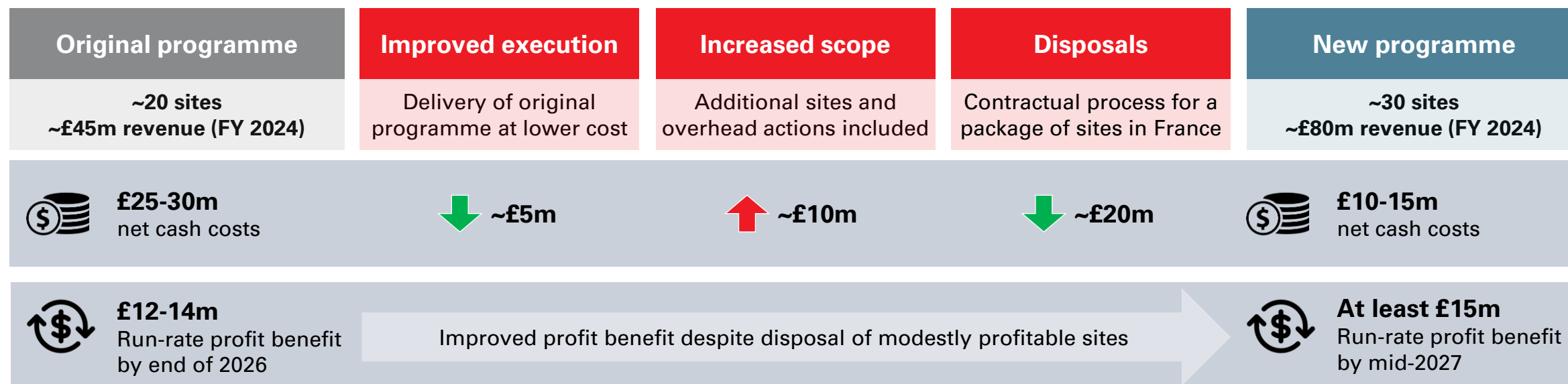


- **Growth initiatives launched across group**, aligned to high-growth, high-margin areas
- Improving customer offering via sustainability, with customer engagement underway
- Good progress on developing M&A pipeline; remaining disciplined on requirements

Optimise programme update

Delivering a greater benefit for materially lower cost

- Strong execution of original plan at lower cost: latest total cash cost estimate £5m below initial guidance
- Scope increased with additional sites and overhead actions, with attractive payback
- Entered into a contractual process to dispose of a package of Automotive and Industrial sites in France for ~£20m
- Revised programme to deliver run-rate benefit of at least £15m by mid-2027, with reduced net cost of £10-15m





Perform: becoming consistently high-performing

H E A T

Enhanced Service Quality

Case Study Eden Prairie, MN, USA:

- Implemented Daily Management and 5S¹
- Streamlined order entry and scheduling processes
- Increased flow through combining processes
- Selective investment to improve equipment uptime and remove flow pinch-points

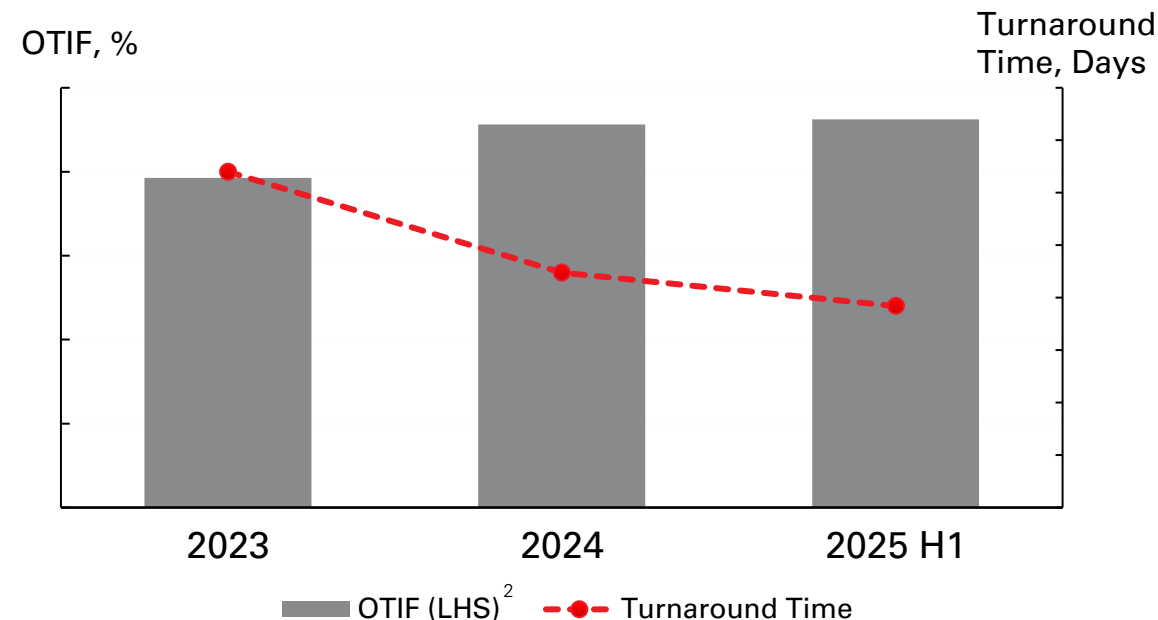


¹ 5S: Japanese lean workplace organisation methodology (Sort, set in order, shine, standardise, sustain)

² OTIF: on-time-in-full (a measure of success at delivering to customer requirements)

Results:

- Turnaround Time reduced by >20% from FY23
- OTIF² increased by 6% from FY23





Growth strategy in action: A&D

Multiple levers to drive growth in our target areas



1 Sales capability & focus

Actions:

- Enhanced sales team capability
- Cross-divisional selling
- Segment planning & customer targeting

Result:

- Increased new order momentum including new LTPA¹ with P&W tier one supplier



2 Organic investment

Actions:

- Two major US site upgrades
- Vacuum furnace capacity expansion
- Surface Technology capacity expansion in Canada

Result:

- Capacity to support significant expected demand growth



3 Enhancing value proposition

Actions:

- 'One-stop shop' in South Carolina, combining multiple processes under one roof – targeting additive manufacturing

Result:

- Increased wallet share & customer stickiness
- Multiple early order wins in South Carolina (IGT and Space)

01

Target high growth areas

~65% of our business is in areas with faster growth potential, with above-average margins

End Markets



Processes



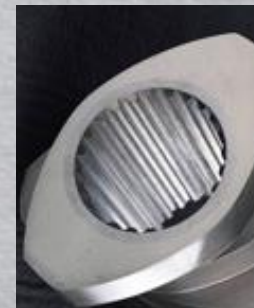
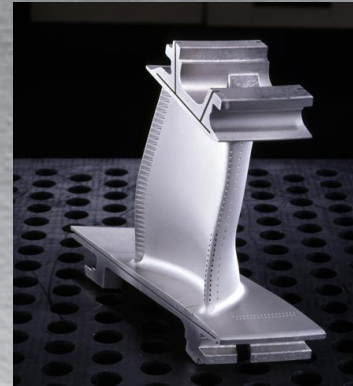
Geographies



¹ Long-term partnering agreement

OUTLOOK.

JIM FAIRBAIRN.



H2 profit improvement

Market environment

- Macro outlook remains uncertain
- Continued growth in Aerospace and Defence and Industrial Gas Turbines
- Industrial and Automotive markets expected to remain challenging



Specialist Technologies

- H2 trading improvement expected, supported by:
 - Delivery phasing of HIP PF order book
 - Surface Technology new oil & gas wins



Optimise benefits

- Full year Core benefit of £4-5m, with second-half weighting

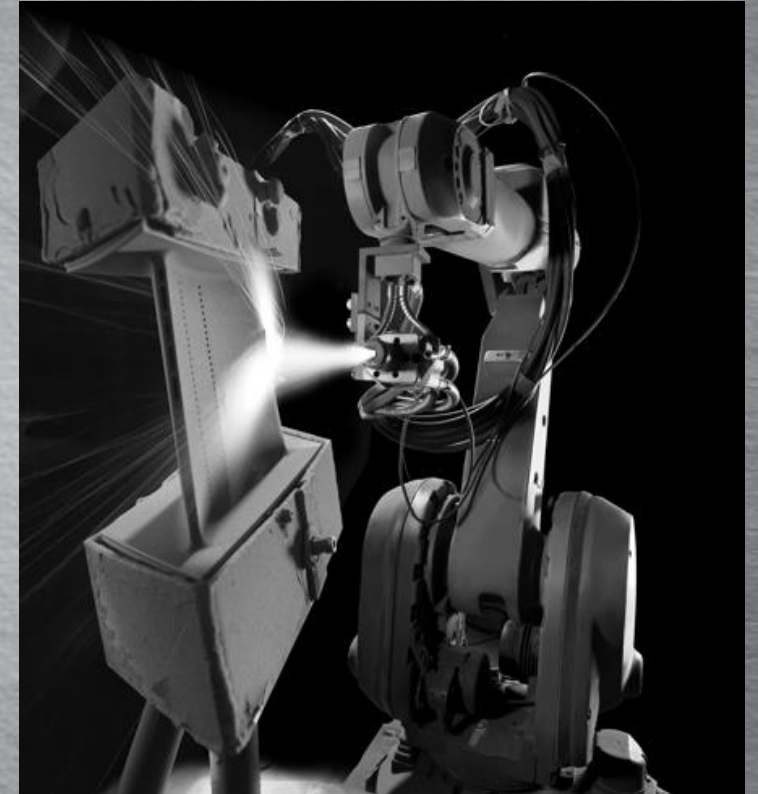
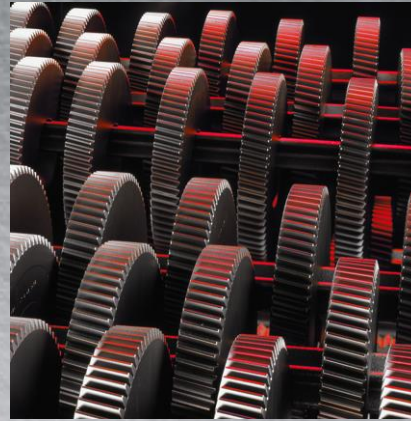
Unchanged outlook

- **Outlook for the full year unchanged and in line with market expectations¹**
- Uncertain macro-economic environment; focus remains on operational delivery and strict cost control
- Improved adjusted operating profit expected in the second half, supported by Optimise benefits, continued Aerospace growth and Specialist Technologies improvement
- Progressing at pace with Optimise, Perform & Grow initiatives to create a higher quality, more resilient and faster growing Bodycote
- **Remain confident in the delivery of our medium-term financial targets**

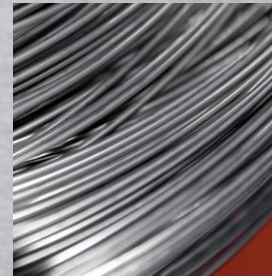
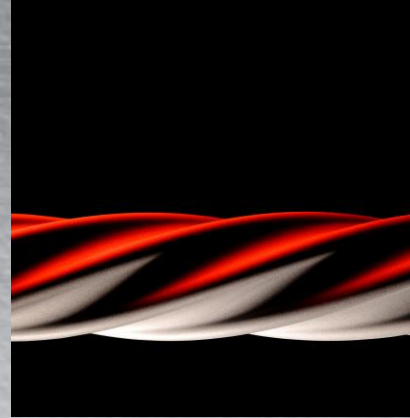
¹ Company-compiled consensus available at: <https://www.bodycote.com/investors> (FY25 operating profit range: £115.7-123.0m, mean: £119.9m)

Q&A

 **Bodycote**



Appendix



Optimise programme

Updated view of costs, charges and benefit phasing

Updated Non-core reflecting expanded scope to be provided in H2; Pro-forma Non-core revenue ~£80m (FY24)

	2024	2025	2026-27	Total programme
 Net cash costs	£3.9m	Broadly neutral	Remainder weighted to 2026	£10-15m
 P&L charge	£31.9m	£15-20m	Remainder weighted to 2026	~£60m
 Profit impact	N/A	£4-5m	~£10m expected in FY 2026	At least £15m at full run-rate in mid-2027

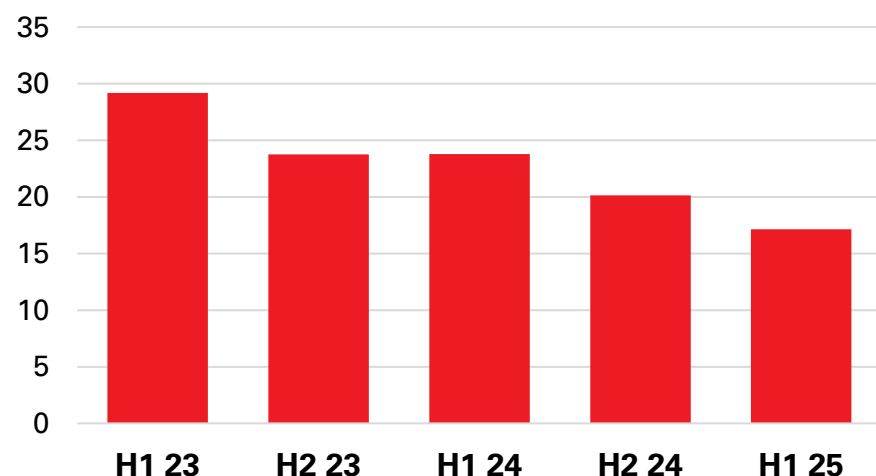
Gross cash spend offset by expected proceeds of ~£20m from disposal of a package of sites in France

Non-core

Optimise programme results in reduced Non-core revenue

£m	HY 2025	HY 2024	Organic Change	Total Change
Revenue	17.1	24.4	-21.1%	-29.9%
Adjusted operating profit	0.8	0.9		-11.1%
Adjusted operating margin	4.7%	3.7%		+100bps

Revenue (constant currency)



- Plan to exit all Non-Core sites as part of the Optimise programme
- Revenue reduction driven largely by early site closures and beginning of revenue transfers
- Improved margin performance reflects early closures focusing on lower margin / loss making sites
- FY revenue expected to be 30-40% lower

H1 2025 Revenue by end market



Organic revenue growth

9%	Aerospace & Defence	▼ 18.8%
34%	Industrial Markets	▼ 18.7%
44%	Automotive	▼ 26.1%
5%	Energy	▼ 35.1%
8%	Consumer, Medical & Other	▲ 20.0%
Total Non-core		▼ 21.1%

FY 2024 Statutory income statement

£m	H1 2025	H1 2024
Revenue	369.0	399.0
Adjusted operating profit	55.1	66.8
Amortisation of acquired intangible assets	(4.8)	(5.3)
Acquisition costs	-	(2.4)
Exceptional items	(9.1)	(28.3)
Operating profit	41.2	30.8
Net finance charge	(4.6)	(4.6)
Profit before taxation	36.6	26.2
Earnings per share (basic)	15.5p	10.2p
Adjusted earnings per share (basic)	21.3p	25.0p

HY 2025 Cash flow statement

£m	HY 2025	HY 2024
Adjusted EBITDA	90.2	104.6
Net capital expenditure	(38.0)	(34.6)
Principal element of lease payments	(6.8)	(6.7)
Provisions movement	(0.1)	(6.4)
Working capital movement	(7.6)	(7.7)
Adjusted operating cash flow	37.7	49.2
Restructuring	(7.0)	(0.4)
Net financing costs	(4.0)	(3.8)
Net tax	(8.7)	(19.0)
Free cash flow	18.0	26.0
Net lease liability additions and disposals	4.3	(2.0)
Ordinary dividend	(28.8)	(30.1)
Acquisition spend, net	-	(54.9)
Ordinary shares purchased for share buyback programme	(30.9)	(25.8)
Own shares purchased less share-based payments	2.1	3.6
(Increase)/decrease in net debt	(35.3)	(83.2)
Opening net debt	(131.8)	(51.7)
Foreign exchange movements	(3.2)	1.6
Closing net debt	(170.3)	(133.3)
Lease liabilities	57.8	65.3
Net (debt) excluding lease liabilities	(112.5)	(68.0)

Foreign Exchange

B/S currency

(at closing rates)

	HY 2025	HY 2024
EUR	1.17	1.18
USD	1.37	1.26
SEK	13.06	13.40
TRY	54.53	41.43

P&L currency

(at average rates)

	HY 2025	HY 2024	% of HY 2025 revenue	Annual revenue sensitivity ¹	Annual profit sensitivity ¹
EUR	1.19	1.17	33%	~£2.5m	~£0.4m
USD	1.30	1.27	38%	~£3.0m	~£0.5m
SEK	13.25	13.35	6%	~£0.5m	~£0.1m
TRY	48.87	40.01	1%	~£0.1m	~£0.05m

¹ Estimated impact of a 1% change in FX rate on annual revenue and adjusted operating profit

Definitions

Term	Definition
Organic measures	At constant currency, and excluding corporate acquisition and disposal activities from the current and comparative periods
Adjusted operating profit	Operating profit before acquisition costs, exceptional items and amortisation of acquired intangibles
Adjusted profit before tax	Profit before tax, acquisition costs, exceptional items and amortisation of acquired intangibles
Adjusted EBITDA	Earnings before interest, tax, depreciation, amortisation, impairment of fixed assets, profit or loss on disposal of property, plant and equipment, exceptional items and acquisition costs
Adjusted operating margin	Adjusted operating profit divided by revenue
Adjusted operating cash flow	Adjusted EBITDA including working capital movements, provisions, capital expenditure and the principal element of lease payments
Free cash flow	Adjusted operating cash flow less restructuring cash flows, finance costs and taxes paid
Free cash flow conversion	Free cash flow as a percentage of adjusted operating profit
Adjusted EPS	Earnings per share excluding acquisition costs, exceptional items and amortisation of acquired intangible assets
RCF	Revolving Credit Facility
Exceptional items	Significant (by virtue of size or incidence) events or transactions including, but not limited to, impairment charges, costs associated with significant restructuring and reorganisation costs and other one-off items