The background of the slide is a technical drawing of a mechanical assembly, possibly a piston or a similar component, rendered in a light gray, semi-transparent style. The drawing shows various parts, including a central shaft, a piston head, and a connecting rod, with hatching and cross-sections indicating different materials and internal structures.

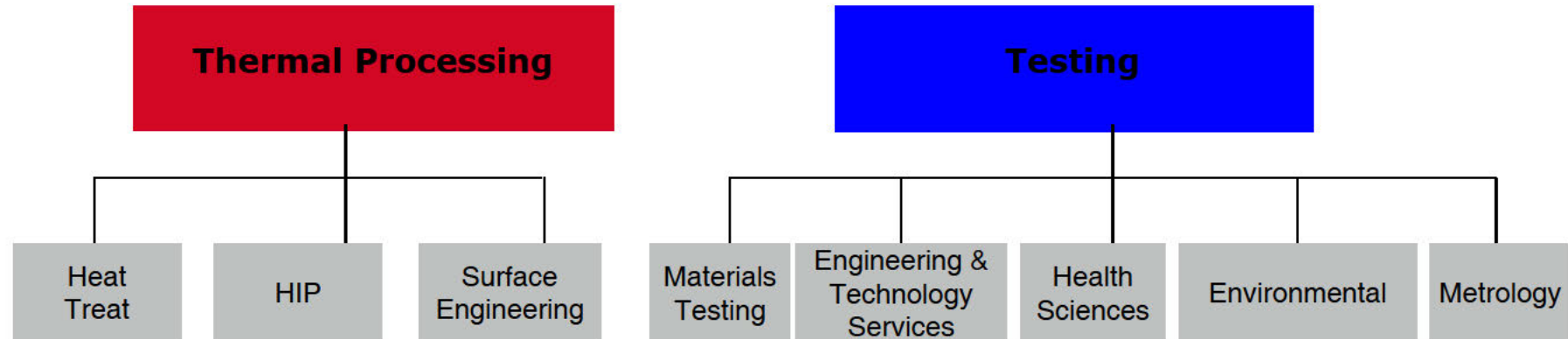
Bodycote – Globalisation Presentation to the Shareholders

John D Hubbard
CEO / Metallurgist P. E.

AGM - 23rd May 2006

 **Bodycote**

Group Organisational Structure



**Bodycote is currently operating
300+ facilities in 30 countries
with 8500 colleagues**

Vital Thermal Processing and Testing Services

- Providing our Customers with:
 - Added value for their products
 - Production Efficiency
 - Technical Support

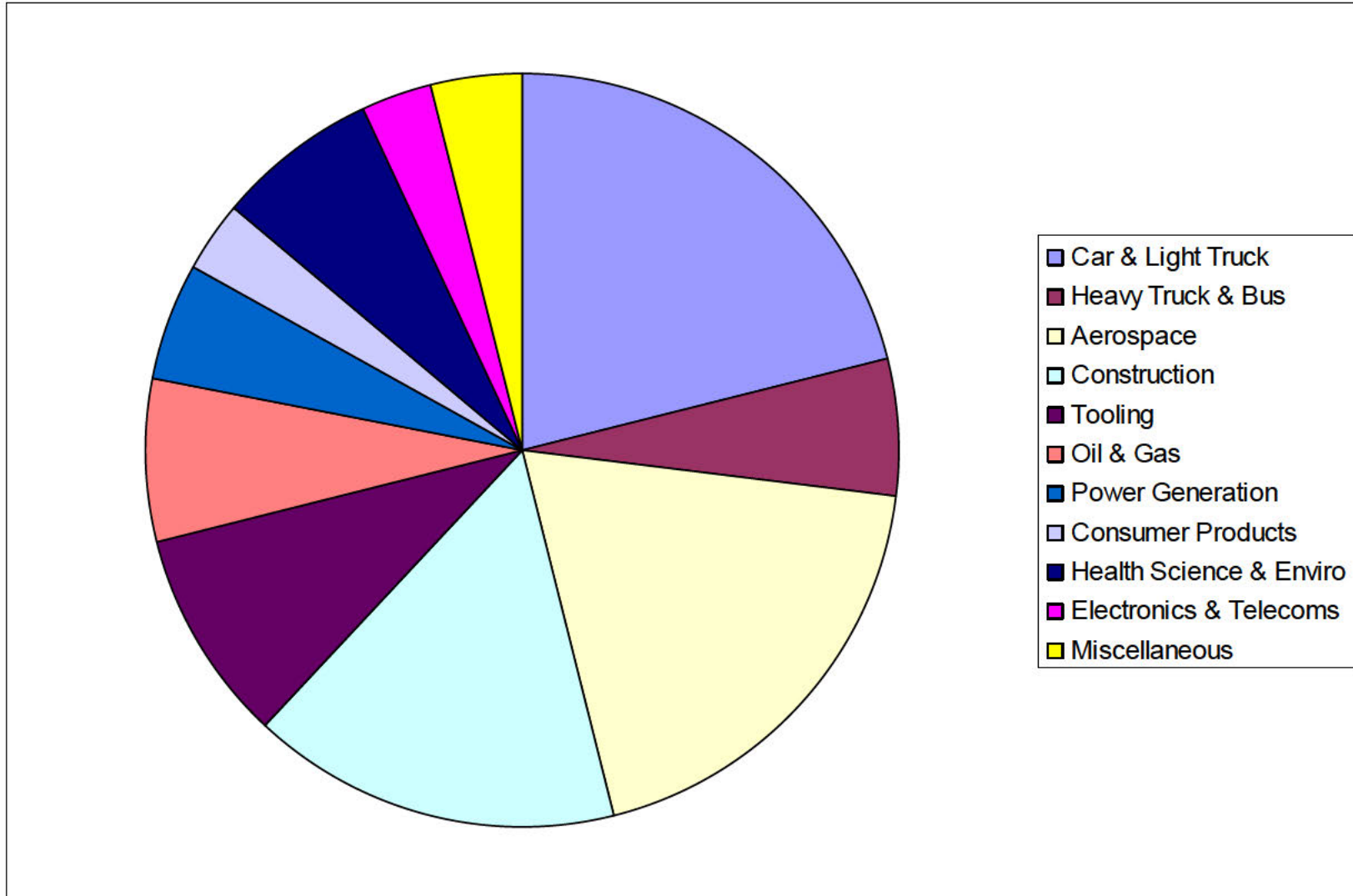
- By applying:
 - Continuous development of our people
 - The best technology
 - The Bodycote Management System, satisfying the highest global quality standard
 - Continuous Improvement in equipment and services

- Ensuring that we play our part in protecting the environment and colleagues:
 - All treatment facilities to be approved to ISO 14001 environmental standard
 - All facilities actively participate in the Group Safety, Health and Environmental programme

A Global Client Base

- The Group has more than 60,000 clients
 - Many clients use services from more than one Business Unit
 - Multi-national interest in our specialist services
 - Our services are used for:
 - manufacturing and production support
 - product release
 - research & development
 - failure analysis
 - health & safety support
 - product testing
 - inspection
 - environmental analysis
 - health sciences
 - materials consultancy
 - metrology / calibration
- 
- A light blue outline map of the world is positioned in the background, centered behind the text. The map shows the continents and major landmasses.

Markets Served



Automotive

Comprehensive Services



Airbag deployment testing



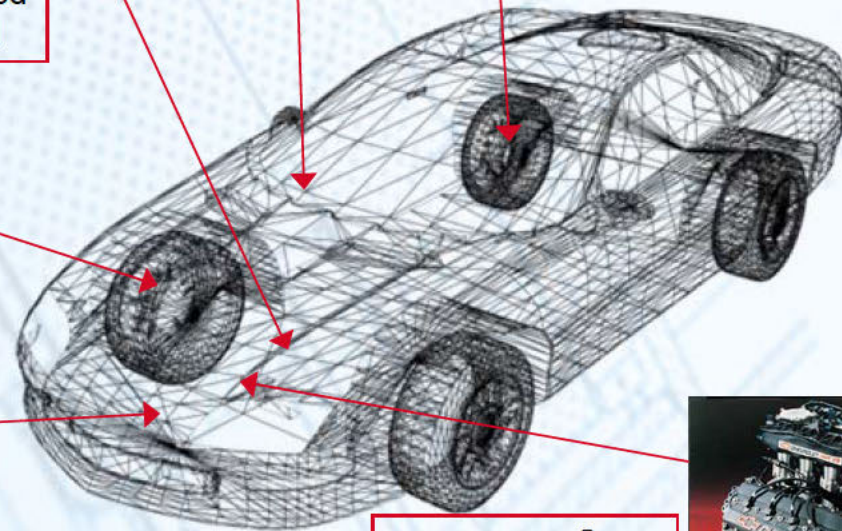
Gear,
PVD Coated



Ballpins,
Bodycote Corr-i-Dur®



Drive shaft,
Electron Beam Welded
and case hardened



Engine Testing



Block Densal® HIP



Aerospace

Critical Services

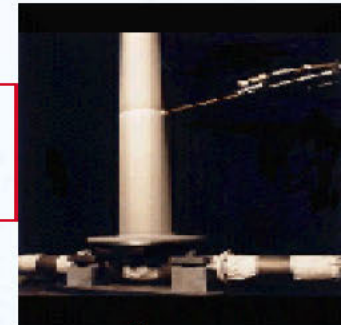


Hipped MMC component



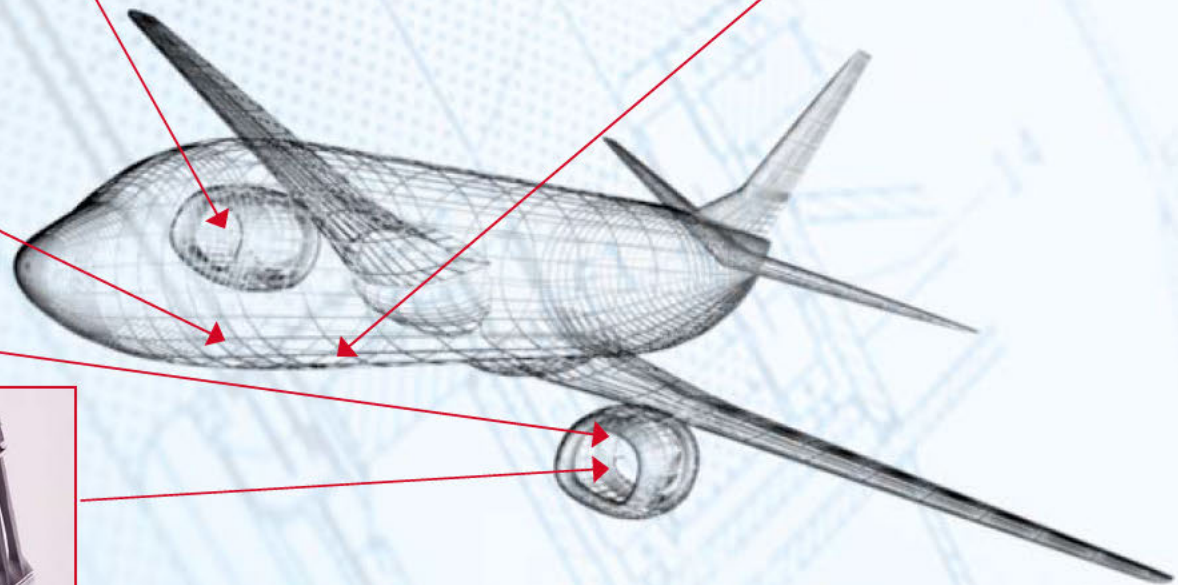
Creep Testing

Landing gear arm, plasma coated to replace Cr plate.



Radiography

Vane assembly, vacuum brazed, and heat treated



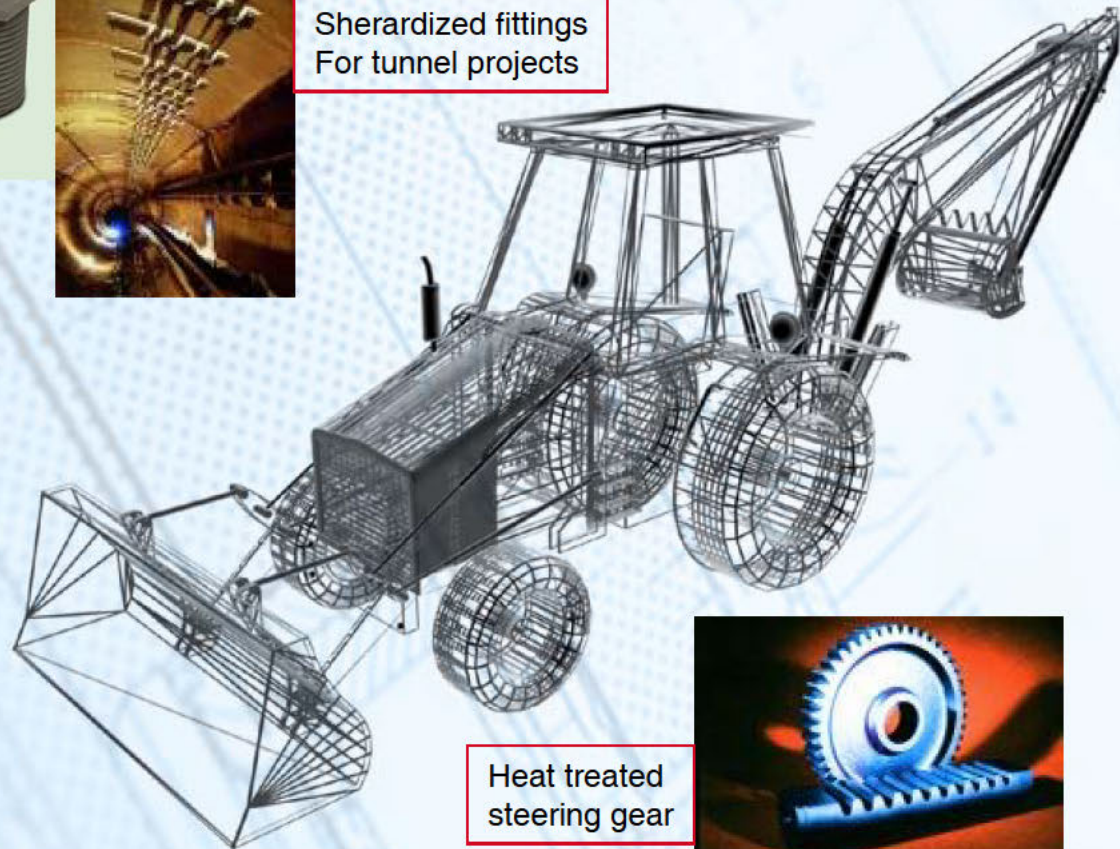
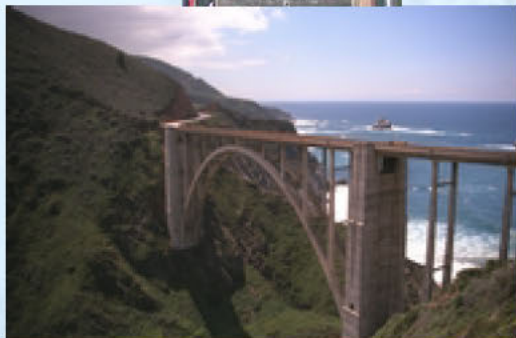
Construction

Equipment and site related services



Sherardized fittings
For tunnel projects

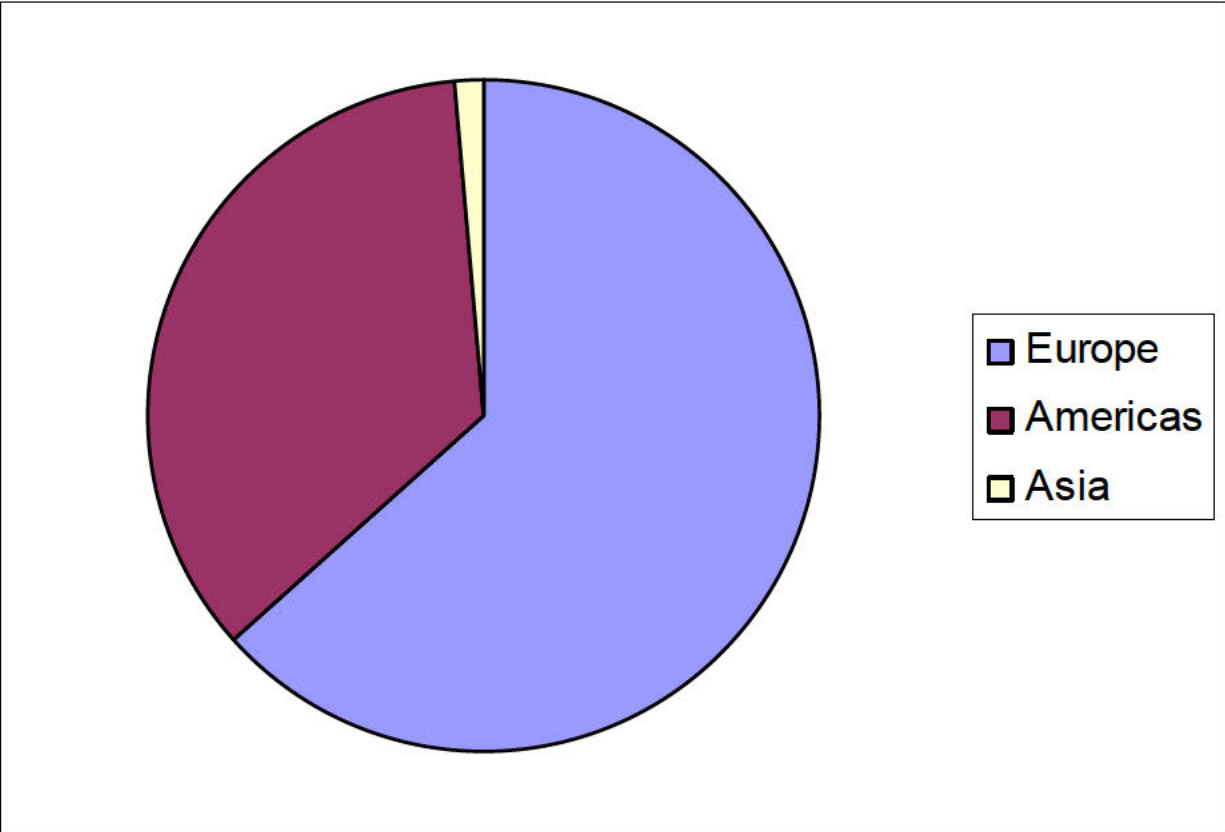
Testing bridge damper




Heat treated
steering gear



Sales by Geography



Strategy for Growth

- 
- A light blue outline map of the world is positioned in the background, centered behind the list of strategic points.
- Continued focus on Outsourcing
 - Aggressively expand Testing
 - Further develop Thermal Processing
 - Roll out unique offerings
 - Migrate with Clients to low cost regions

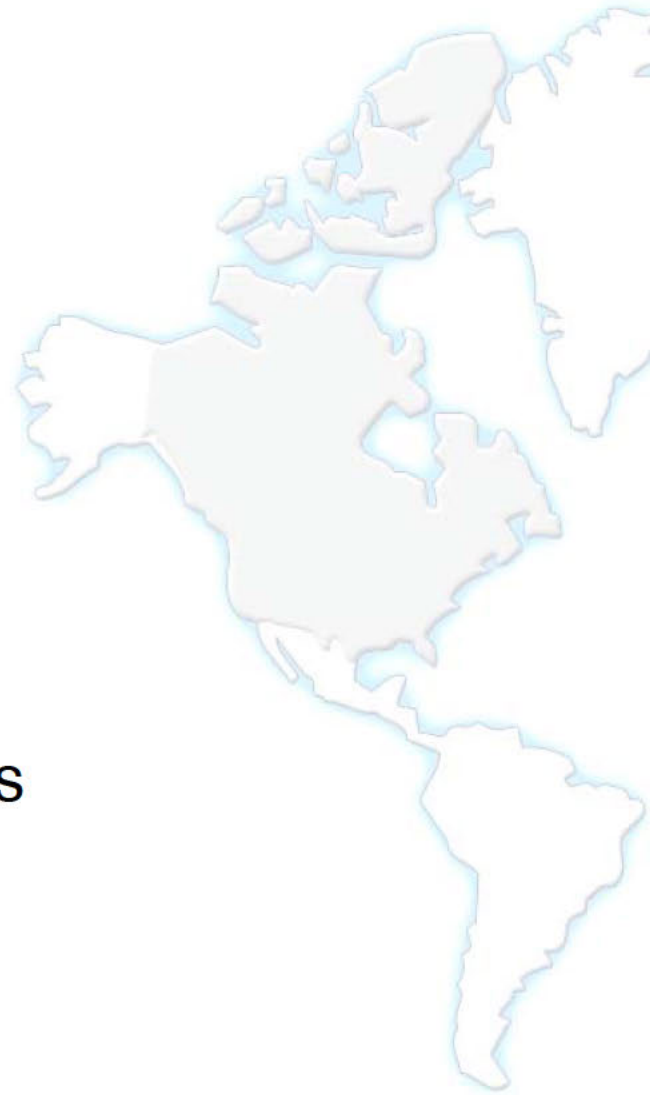
European Development

- Outsource Projects
- Eastwards Development to Reduce Cost
- Technology Transfer
- New Technology



Americas Development

- Outsource Projects
- Technology Transfer
- New Technology
- Enter Low Cost Markets



Asian Development

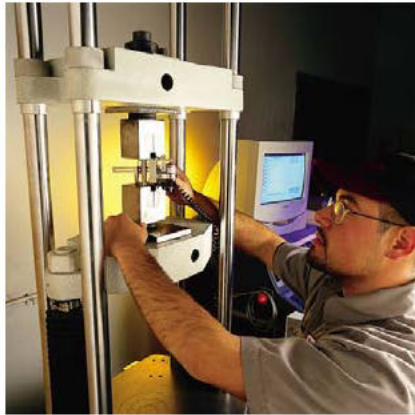
- China (Wuxi) facility
- Develop further JV opportunities
- Capture outsource before in-sourced



Testing Emphasis

- Underlying Concepts:
 - Less cyclical
 - Legislation / Regulation drives growth
 - Less capital intensive
 - Acquisitions bring new technology services, as well as geographical expansion

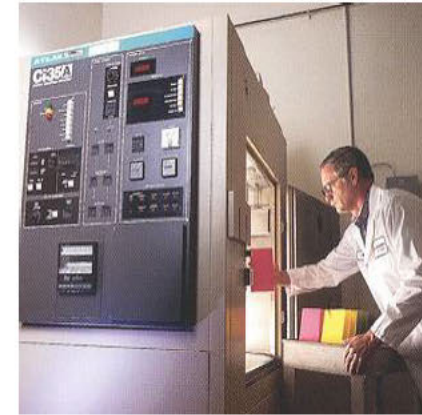
Materials Testing



Tensile testing



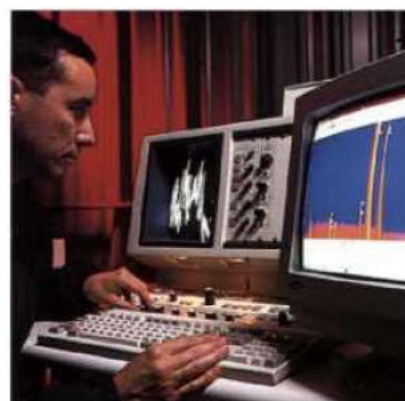
Impact testing



Exposure cabinet



CNC specimen machining



Microscopy



Micro-focus radiography

Engineering & Technology



High load test on bridge damper



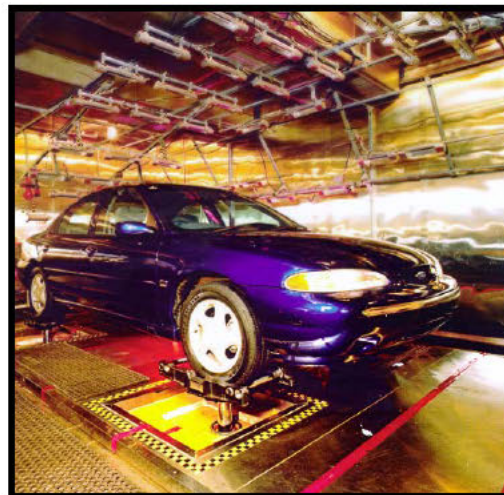
Airbag activation test



Fracture mechanics – aircraft skin



Turbine blade test



Vehicle testing



Corrosion testing

Health Sciences



Food testing



Testing and surveying for asbestos in buildings



Testing and evaluating pharmaceuticals



Advisory services

Environmental



Sampling hazardous substances



Testing soil and water



Stack emission testing



Eco-toxicology

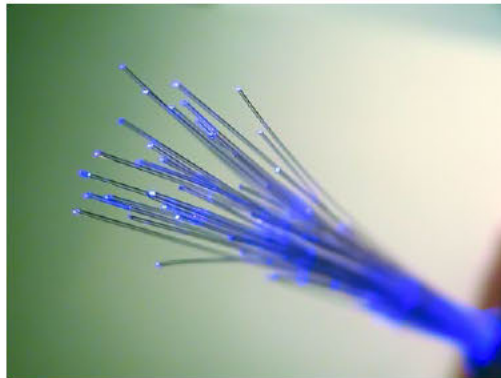


Lagoon water sampling

Metrology



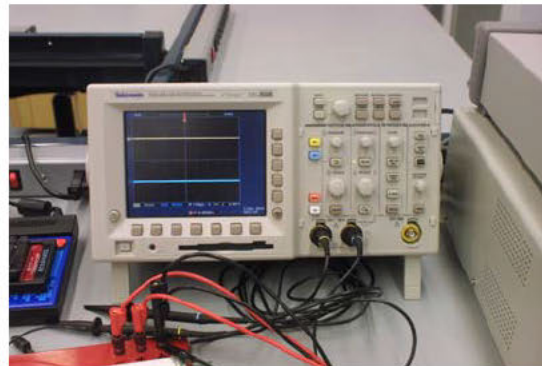
Telecommunications



Healthcare



Metrology



Avionics

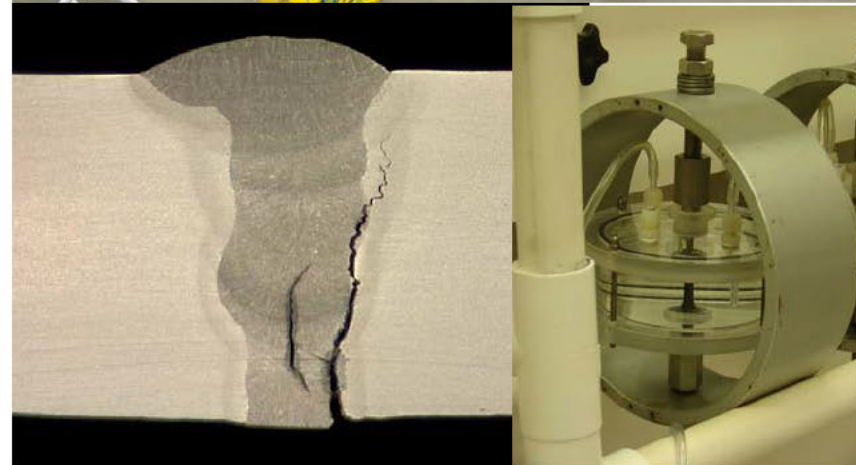
Technology Transfer – Bodycote Testing Group

- Objectives

- Promote organic growth
- Extend global reach of our services

- Recent Example

- Transfer of sour gas testing for the oil industry
- From our UK Corrosion Centre to our laboratories in:
 - Norway
 - Italy
 - Middle East
 - USA



Continuous 'Self Help' Programme

- Continuous cost control
- On-going improvement of under-performing facilities
- Financing Expansion from our own resources
- Focussed on ROCE improvement

