

# Strategic report

## To the Members of Bodycote plc

The Group Strategic report provides a review of the business for the financial year and describes how we manage risks.

The report outlines the developments and performance of the Group during the financial year, the position at the end of the year and discusses the main trends and factors that could affect the future.

Key performance indicators are published to show the performance and position of the Group. Pages 7 and 8 outline the Group's strategy and objectives, along with the business model.

The directors, in preparing this Strategic report, have complied with s414c of the Companies Act 2006.

This Strategic report has been prepared for the Group as a whole and therefore gives greater emphasis to those matters which are significant to Bodycote plc and its subsidiary undertakings when viewed as a whole.

### **The Strategic report discusses the following areas:**

- Strategy and objectives
- Business model
- Measuring our progress
- Core technologies
- Global network
- Markets
- Business performance
- Business review – Aerospace, Defence & Energy
- Business review – Automotive & General Industrial
- Finance Director's report
- Principal risks and uncertainties
- Corporate responsibility and sustainability