THIS LETTER IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION.

This letter is for information purposes only and is not intended to, and does not, constitute or form part of any offer or invitation, or the solicitation of an offer to purchase, otherwise acquire, subscribe for, sell or otherwise dispose of, any securities or the solicitation of any vote or approval in any jurisdiction pursuant to this letter or otherwise. Any offer (if made) will be made solely by certain offer documentation which will contain the full terms and conditions of any offer, including details of how it may be accepted.

This document should not be forwarded or transmitted into any jurisdiction where to do so would constitute a violation of the relevant laws or regulations of that jurisdiction. If you are not resident or located in the United Kingdom, you should inform yourself of, and observe, any applicable legal or regulatory requirements of your jurisdiction.

This letter has been prepared in accordance with English law and the City Code on Takeovers and Mergers (the "Code") and information disclosed may not be the same as that which would have been prepared in accordance with the laws of jurisdictions outside England.

7 August 2026

Dear Employees and Employee Representatives of Bodycote plc

POSSIBLE OFFERS FOR BODYCOTE PLC ("BODYCOTE" OR THE "COMPANY") BY CVC ADVISERS LIMITED (“CVC”) AND VERITAS CAPITAL FUND IX, L.P. (“VERITAS”)

In accordance with the requirements of the Code, I am directing you to an announcement released on 5 August 2026 in relation to two separate conditional proposals for a possible cash offer for the Company by CVC and Veritas (the “**Possible Offers**” and each, the "**Possible Offer**"), which is available on the Company's website at www.bodycote.com/investors/possible-offer-for-bodycote/.

This letter is not a summary of the announcement and should not be regarded as a substitute for reading the announcement in full.

If CVC and/or Veritas announces a firm intention to make an offer pursuant to Rule 2.7 of the Code, formal offer documentation in the form of a circular will be provided to you in due course, setting out the full terms and conditions of the offer. That circular, if it is sent, will contain more detailed information about the offer and potentially more information on future plans for the business. Employee representatives (see explanatory note below) and pension scheme trustees will have the right to have a separate opinion on the offer appended to that circular. The Company will bear any costs reasonably incurred by the employee representatives in obtaining advice required for the verification of the information contained in the opinion.

Yours faithfully

Digitally signed by Broughton, Alison
Date: 2026.08.07 13:16:00 +01'00'

Alison Broughton
Company Secretary

Bodycote plc · Springwood Court · Springwood Close · Tytherington Business Park · Macclesfield · Cheshire · SK10 2XF · UK
Tel: +44 (0)1625 505300 · Email: info@bodycote.com

Registered No 519057 (England)

Notes

Please be aware that addresses, electronic addresses and certain other information provided by Company shareholders, persons with information rights and other relevant persons (for example, Company optionholders) for the receipt of communications from the Company may be provided to an offeror during the offer period as required under Section 4 of Appendix 4 of the Code.

If you have any questions regarding administrative matters relating to this letter or its subject matter, please call +44 (0)1625 505300.

If you have received this letter in electronic form, you can obtain a hard copy of the document by contacting Equiniti Limited at Highdown House, Yeoman Way, Worthing, West Sussex, BN99 6DA or by telephoning 0333 207 5951 (for UK calls) or +44 (0) 333 207 5951 (for calls outside the UK. You will not receive a hard copy of this letter unless you so request. You may also inform the Company Secretary or Equiniti Limited that you wish all future documents, announcements and information in relation to the Possible Offer(s) be sent to you in hard copy.

Responsibility

The Directors of the Company accept responsibility for the information contained in this document relating to the Company. To the best of the knowledge and belief of the directors of the Company (who have taken all reasonable care to ensure that such is the case), such information is in accordance with the facts and does not omit anything likely to affect the import of the information.

Disclosure requirements of the Code

Under Rule 8.3(a) of the Code, any person who is interested in 1% or more of any class of relevant securities of an offeree company or of any securities exchange offeror (being any offeror other than an offeror in respect of which it has been announced that its offer is, or is likely to be, solely in cash) must make an Opening Position Disclosure following the commencement of the offer period and, if later, following the announcement in which any securities exchange offeror is first identified. An Opening Position Disclosure must contain details of the person's interests and short positions in, and rights to subscribe for, any relevant securities of each of (i) the offeree company and (ii) any securities exchange offeror(s). An Opening Position Disclosure by a person to whom Rule 8.3(a) applies must be made by no later than 3.30 pm (London time) on the 10th business day following the commencement of the offer period and, if appropriate, by no later than 3.30 pm (London time) on the 10th business day following the announcement in which any securities exchange offeror is first identified. Relevant persons who deal in the relevant securities of the offeree company or of a securities exchange offeror prior to the deadline for making an Opening Position Disclosure must instead make a Dealing Disclosure.

Under Rule 8.3(b) of the Code, any person who is, or becomes, interested in 1% or more of any class of relevant securities of the offeree company or of any securities exchange offeror must make a Dealing Disclosure if the person deals in any relevant securities of the offeree company or of any securities exchange offeror. A Dealing Disclosure must contain details of the dealing concerned and of the person's interests and short positions in, and rights to subscribe for, any relevant securities of each of (i) the offeree company and (ii) any securities exchange offeror(s), save to the extent that these details have previously been disclosed under Rule 8. A Dealing Disclosure by a person to whom Rule 8.3(b) applies must be made by no later than 3.30 pm (London time) on the business day following the date of the relevant dealing.

If two or more persons act together pursuant to an agreement or understanding, whether formal or informal, to acquire or control an interest in relevant securities of an offeree company or a securities exchange offeror, they will be deemed to be a single person for the purpose of Rule 8.3. Opening Position Disclosures must also be made by the offeree company and by any offeror and Dealing Disclosures must also be made by the offeree company, by any offeror and by any persons acting in concert with any of them (see Rules 8.1, 8.2 and 8.4).

Details of the offeree and offeror companies in respect of whose relevant securities Opening Position Disclosures and Dealing Disclosures must be made can be found in the Disclosure Table on the Takeover Panel's website at www.thetakeoverpanel.org.uk, including details of the number of relevant securities in issue, when the offer period commenced and when any offeror was first identified.

You should contact the Panel's Market Surveillance Unit on +44 (0)20 7638 0129 if you are in any doubt as to whether you are required to make an Opening Position Disclosure or a Dealing Disclosure.

Publication of the announcement

A copy of the announcement is available at www.bodycote.com/investors/possible-offer-for-bodycote/.

Neither the contents of the Company's website nor the contents of any website accessible from hyperlinks on the Company's website are incorporated into or form part of the announcement.

Employee representatives

Employee representatives for these purposes means:

(a) a representative of an independent trade union, where that trade union has been recognised by the Company in respect of some or all of its employees; and

(b) any other person who has been elected or appointed by employees to represent employees for the purposes of information and consultation.

In respect of bodies representing employees, such as recognised trade unions, elected works councils etc, who wish to provide an opinion, this should take the form of a single consolidated opinion prepared on behalf of all employees such body represents. As indicated above, the Company shall bear the costs reasonably incurred by the relevant body in obtaining advice required for the verification of the information contained in such opinion.

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