



2022 FULL YEAR RESULTS

Strong results as recovery continues



AGENDA

Introduction	David Squires	CEO
2022 Full Year Results	Bindi Foyle	FD
Markets, Strategy & Outlook	David Squires	CEO

Cautionary Statement

This document has been prepared solely to provide additional information to enable shareholders to assess the Group's strategy and business objectives and the potential for the strategy and objectives to be fulfilled. It should not be relied upon by any other party or for any other purpose. This document contains certain forward-looking statements. Such statements are made by the Directors in good faith based on the information available to them at the time of their approval of this IMR and they should be treated with caution due to the inherent uncertainties, including both economic and business risk factors, underlying any such forward-looking information.

2022 HIGHLIGHTS

- ⇒ Strong trading performance compared to prior year
 - Significantly improved profitability
 - Excellent free cash flow, double prior year
 - Healthy balance sheet, net debt / EBITDA of 1.47x
- ⇒ Acquired Spencer Aerospace with initial cash outlay of \$30m
- ⇒ Extended our sector leading sustainability progress and credentials
- ⇒ Good progress on technology milestones
- ⇒ Final dividend of 1.00p proposed

Another year of strong recovery and growth anticipated for 2023



2022 FULL YEAR RESULTS

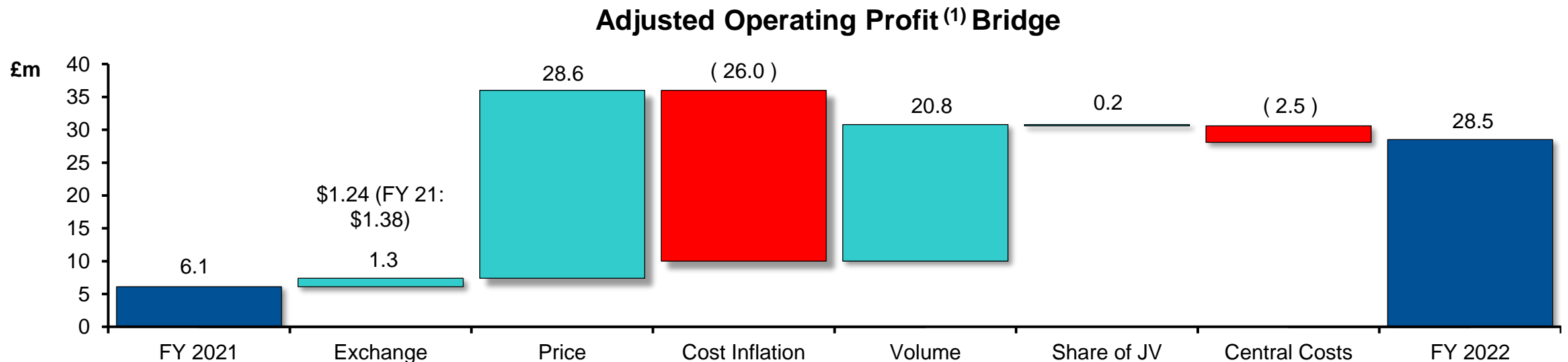
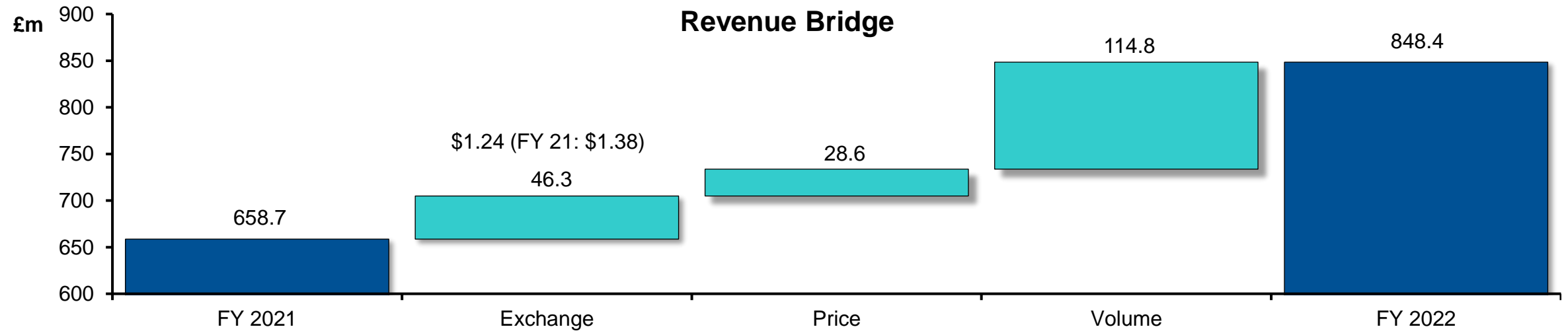


FINANCIAL HEADLINES

	2022	2021	Change	Constant currency
Book to bill ratio	1.24	1.16		
Revenue	£848.4m	£658.7m	+29%	+20%
Adjusted Operating Profit	£28.5m	£6.1m	+367%	+285%
Adjusted Operating Margin	3.4%	0.9%	+250bps	+240bps
Adjusted Profit/(Loss) before Tax	£20.1m	(£1.9m)	+1,158%	+1,775%
Adjusted Earnings per Share	4.36p	0.17p	+2,465%	
Total Dividend (paid and proposed) per Share	1.30p	nil p		
Free Cash Flow	£27.7m	£14.0m	+98%	
Net Debt (excluding capitalised leases)	£100.5m	£79.9m	£20.6m increase	
Net Debt/EBITDA ⁽¹⁾	1.47x	1.87x		
ROCE	4.7%	1.0%	+370bps	

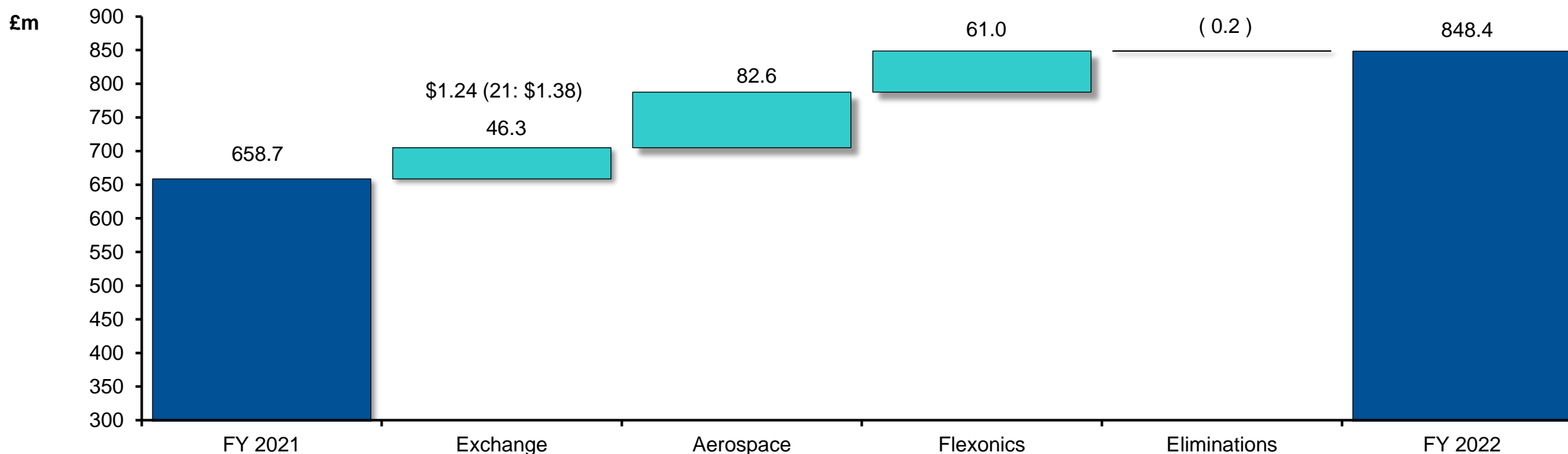
Delivered a strong set of results for 2022

FY 2022 AT A GLANCE



(1) Adjusted operating profit is as defined on page 9

2022 REVENUE BRIDGE



Aerospace ⁽¹⁾



Revenue Reconciliation

	£m
2021 revenue	471.0
Civil aerospace	81.4
Defence	(6.6)
Other markets	16.8
Disposal	(9.0)
2022 revenue	<u>553.6</u>

Flexonics ⁽¹⁾

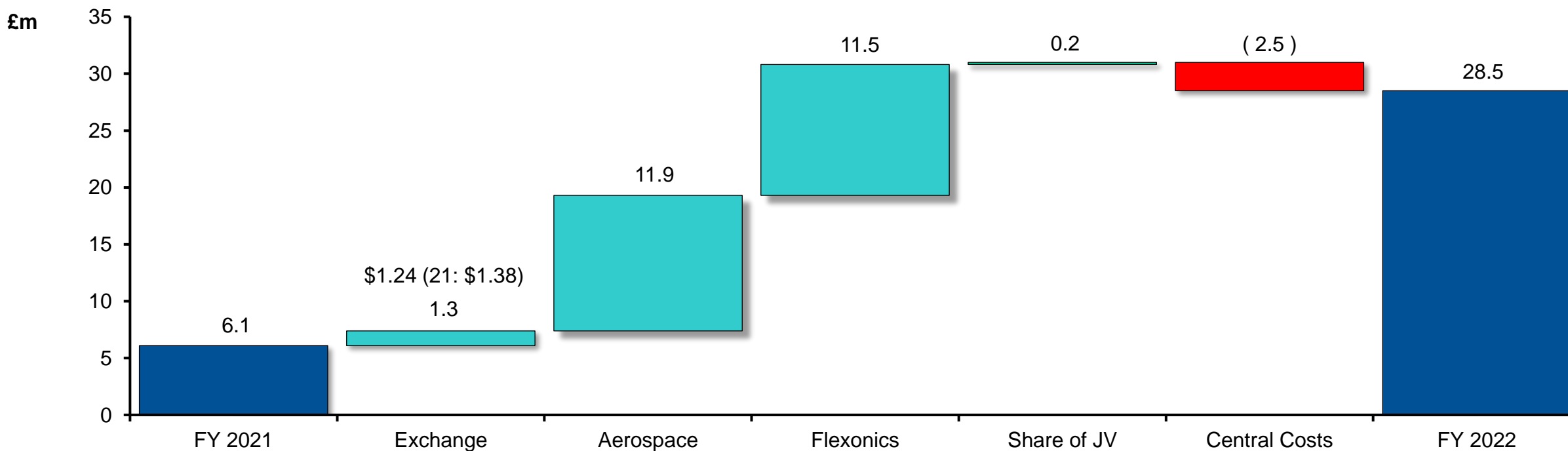


Revenue Reconciliation

	£m
2021 revenue	234.6
Land vehicles	37.1
Power & energy	<u>23.9</u>
2022 revenue	<u>295.6</u>

(1) The Divisional review is on a constant currency basis, whereby 2021 results have been translated using 2022 average exchange rates

2022 ADJUSTED OPERATING PROFIT⁽²⁾ BRIDGE



Aerospace (1)



	2022 £m	2021 £m	Change
Revenue	553.6	471.0	+17.5%
Adj OP ⁽²⁾	20.3	8.4	+141.7%
Margin	3.7%	1.8%	190bps

Flexonics (1)



	2022 £m	2021 £m	Change
Revenue	295.6	234.6	+26.0%
Adj OP ⁽²⁾	25.4	13.9	+82.7%
Margin	8.6%	5.9%	270bps

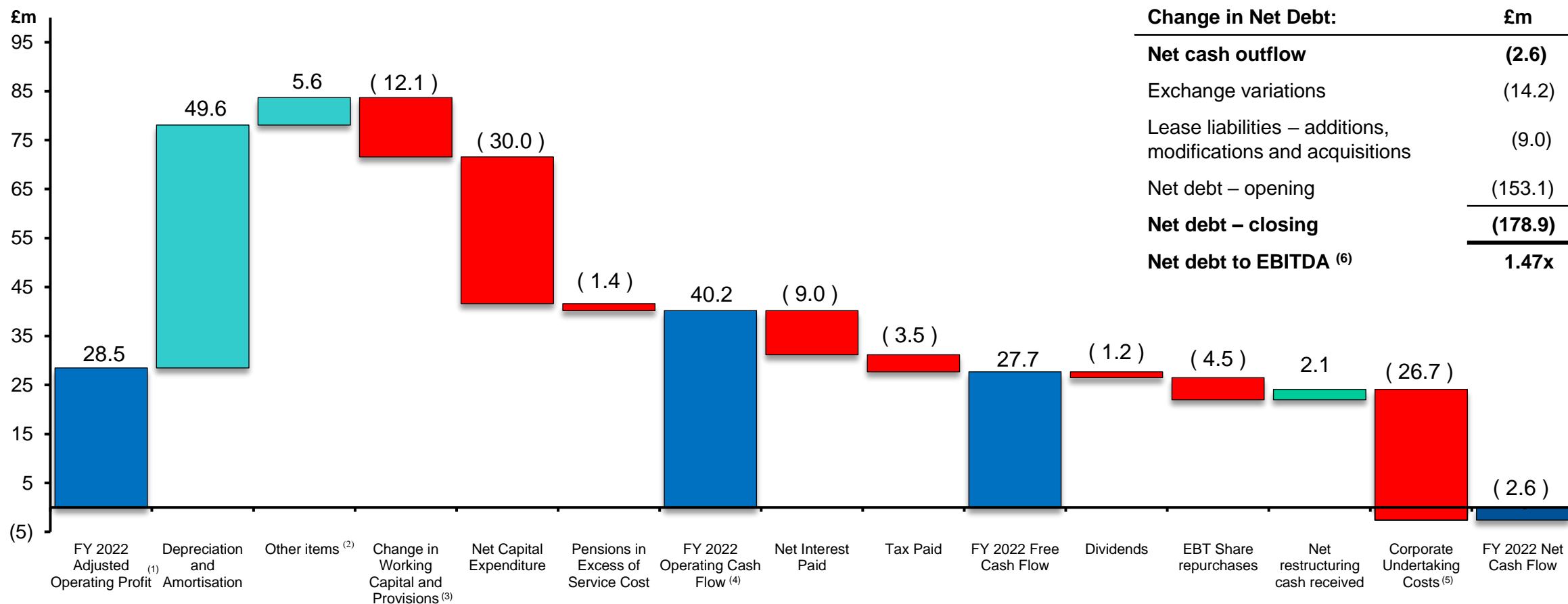
(1) The Divisional review is on a constant currency basis, whereby 2021 results have been translated using 2022 average exchange rates
 (2) Adjusted operating profit is as defined on page 9

ADJUSTED AND REPORTED PROFIT

	2022 £m	2021 £m
Adjusted operating profit	28.5	6.1
Net finance costs – borrowings, cash	(7.1)	(5.8)
– lease liabilities (IFRS 16)	(2.5)	(2.6)
– retirement benefits	1.2	0.4
Adjusted profit / (loss) before tax	20.1	(1.9)
Tax	(2.0)	2.6
Adjusted profit for the period	18.1	0.7
Amortisation of intangible assets from acquisitions	(0.2)	-
Net restructuring income	4.2	4.4
Corporate undertakings ⁽¹⁾	(1.7)	21.2
Related tax on above items	(0.2)	(2.1)
Reported profit for the period	20.2	24.2

(1) Corporate undertakings costs of £1.7m in 2022 comprises £1.2m Spencer acquisition costs, £0.3m interest unwind on Spencer acquisition consideration and £0.2m of costs relating to other corporate activities. Corporate undertakings net income of £21.2m in 2021 comprises £24.2m gain on disposal of Senior Aerospace Connecticut, partly offset by £3.0m bid defence and costs relating to other corporate activities.

CASH FLOW GENERATION



Change in Net Debt:	£m
Net cash outflow	(2.6)
Exchange variations	(14.2)
Lease liabilities – additions, modifications and acquisitions	(9.0)
Net debt – opening	(153.1)
Net debt – closing	(178.9)
Net debt to EBITDA⁽⁶⁾	1.47x

(1) Adjusted operating profit is as defined on page 9.

(2) Other Items comprises £4.3m share-based payment charges, £(0.4)m share of joint venture, £1.8m working capital and provision currency movements and £(0.1)m of profit on sale of fixed assets.

(3) Change in working capital and provisions excludes change in restructuring items of: £(0.7)m provisions and other receivables, and £(2.7)m of inventory.

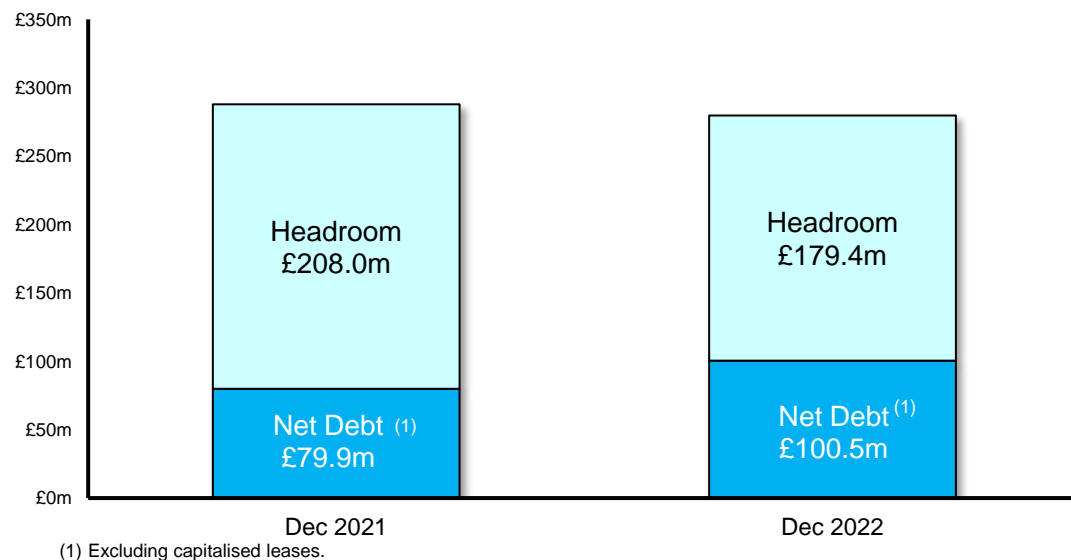
(4) Operating cash flow is defined as cash generated by operations after investment in net capital expenditure, and before costs related to corporate undertakings and net restructuring cash received.

(5) Corporate undertaking costs includes £25.3m initial consideration paid for the acquisition of Spencer Aerospace, £1.2m related acquisition costs and £0.2m costs related to other corporate activities.

(6) Based on rolling 12 month EBITDA; Group lending covenants are based on frozen GAAP (pre-IFRS16) and 12-month average exchange rates.

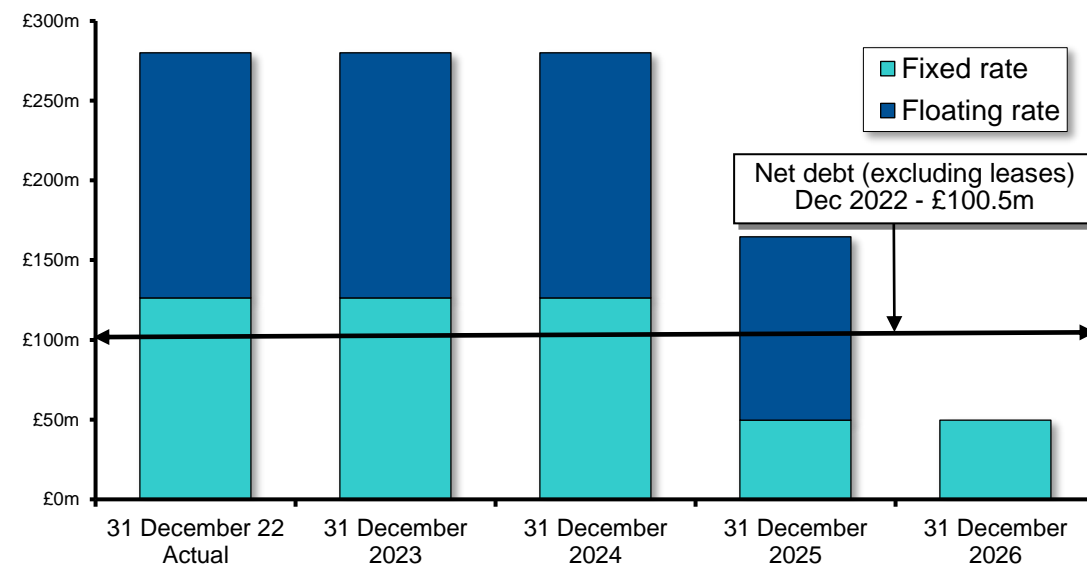
BALANCE SHEET STRENGTH

Credit facilities and headroom



- ⇒ The Group's financial position **remains robust**, with **further strengthening** of the balance sheet
- ⇒ **Net Debt:EBITDA = 1.47x at December 22 (1.87x Dec 21)**
- ⇒ **Intrinsically strong cash generation** funding acquisition of Spencer Aerospace

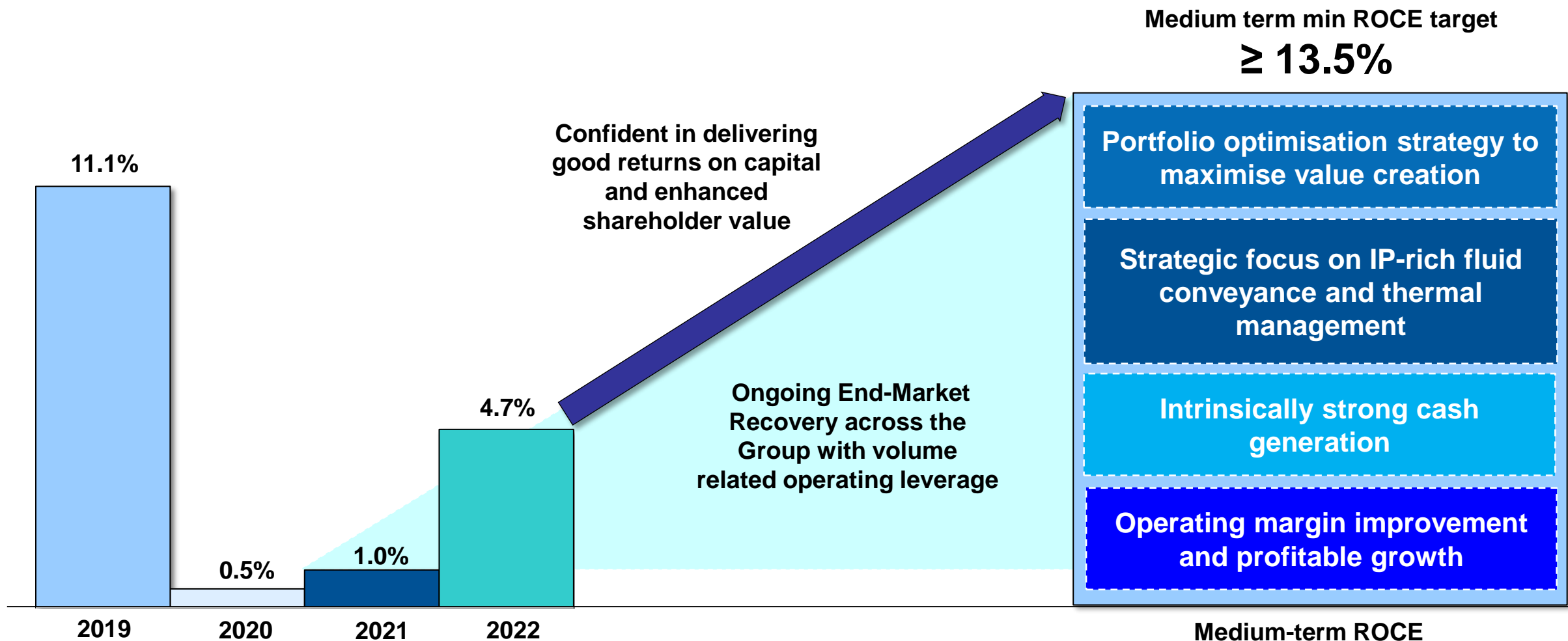
Profile of committed credit facilities



- ⇒ In June 2022, the \$50m US RCF was extended to June 2025. In November 2022, £115m of the £120m RCF was amended and extended until November 2026 and is now a sustainability-linked loan.
- ⇒ \$20m Private Placement Note was repaid in October 2022
- ⇒ Implemented a global notional cash pooling structure, enhancing liquidity and cash management

Healthy balance sheet, significantly de-levered with strong liquidity

ON TRACK TO DELIVER MEDIUM TERM MINIMUM ROCE TARGET



MARKETS



ATTRACTIVE END MARKET EXPOSURE

35% Flexonics Division
(34%)

Aerospace Division 65%
(66%)

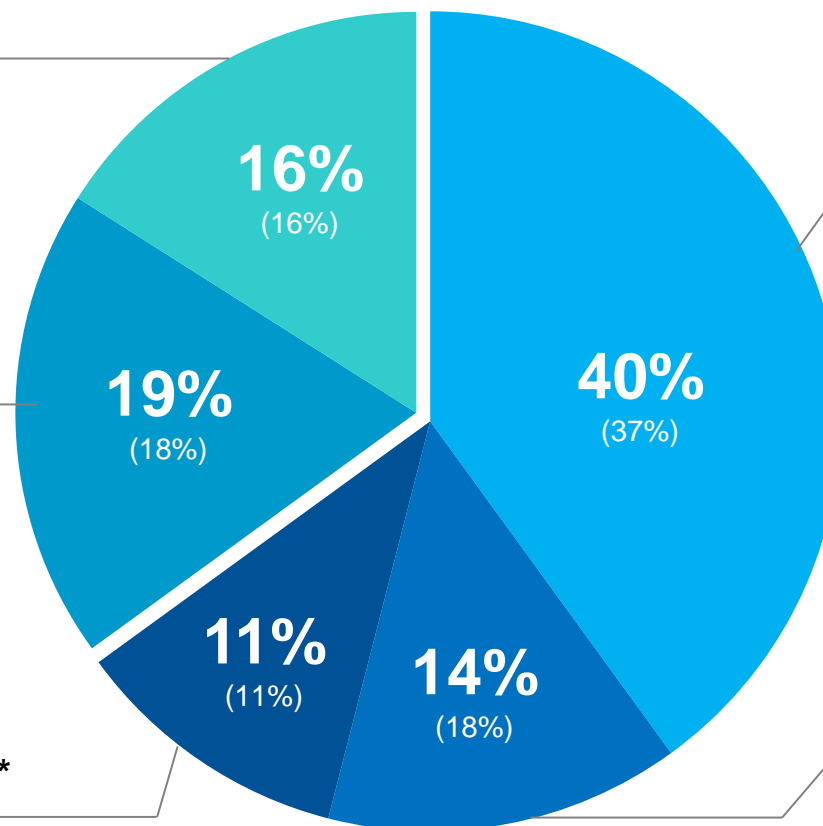
Power & Energy



Land Vehicles



Other Aerospace*



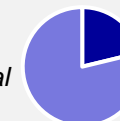
Civil Aerospace



79%
Single aisle, regional
and business jets



21%
Wide body

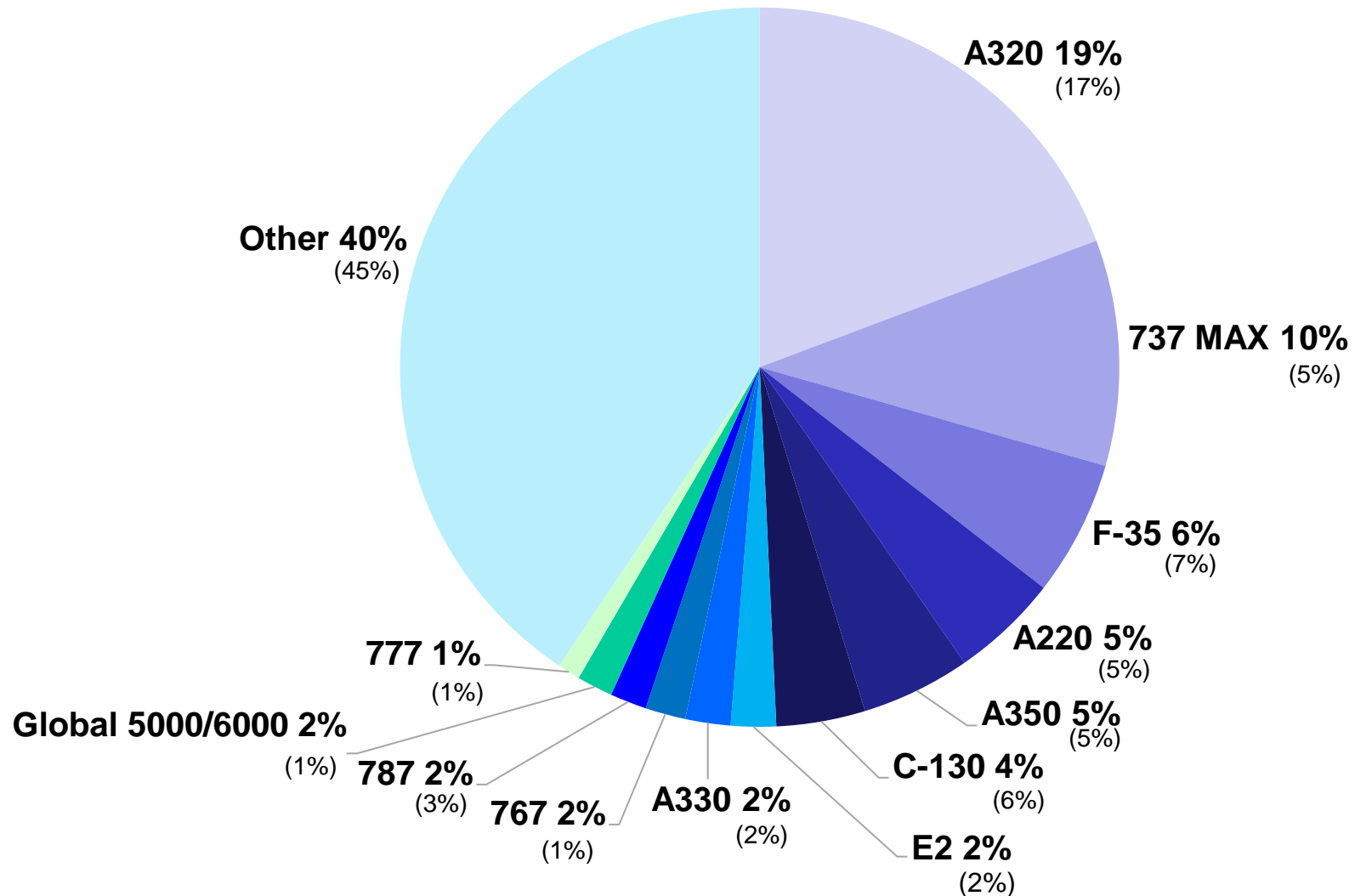


Defence



End markets composition based on 2022 revenue. % in brackets are 2021 comparatives and exclude Senior Aerospace Connecticut, which was divested in April 2021.
* "Other Aerospace" includes space, semi-conductor and medical.

DIVERSIFIED AEROSPACE & DEFENCE PLATFORMS



Based on 2022 Aerospace revenue. % in brackets are 2021 comparatives and exclude Senior Aerospace Connecticut, which was divested in April 2021.

CIVIL AEROSPACE MARKET GROWTH (40% of Group)



ICAO/IATA forecasts world passenger flows will return to 2019 levels in 2023/2024

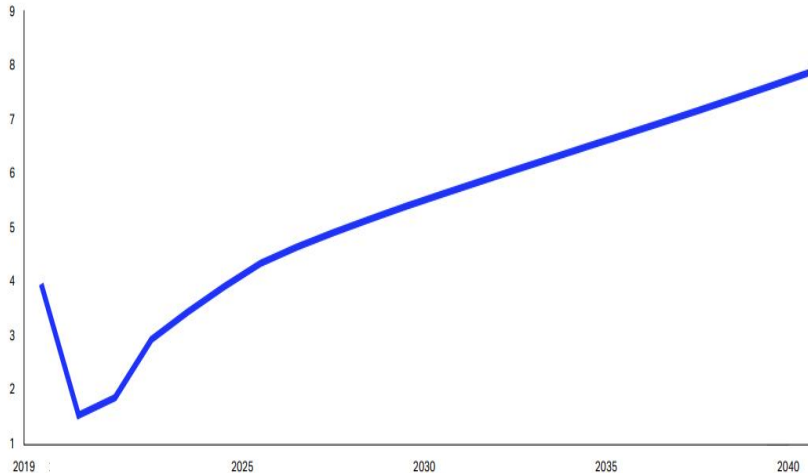


Global air travel demand resilient, with both domestic and international traffic recovering strongly

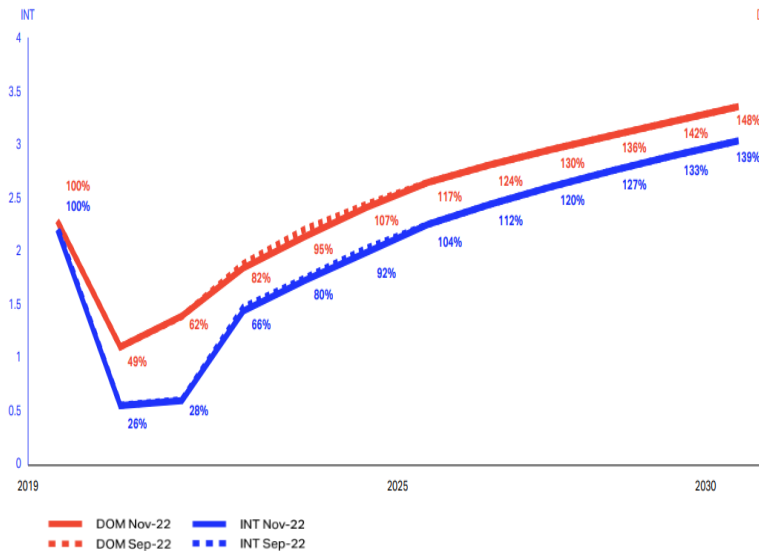


Structural growth in air travel; driven by growing demand in Asia; supported by replacement cycle

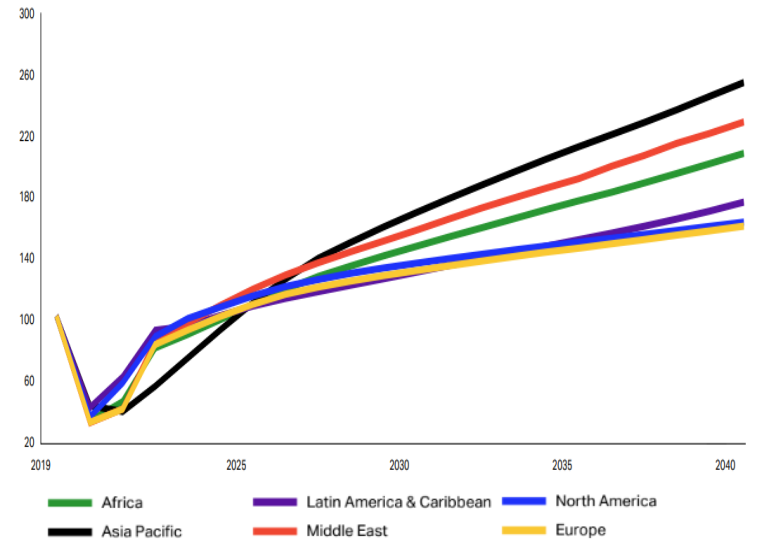
Global air passenger numbers, billions



Domestic and international passengers, billions



Passengers/region, 2019=100



CIVIL AEROSPACE: LARGE COMMERCIAL GROWTH



Large commercial aircraft deliveries increased by 21% in 2022, now 31% below prior peak of 2018

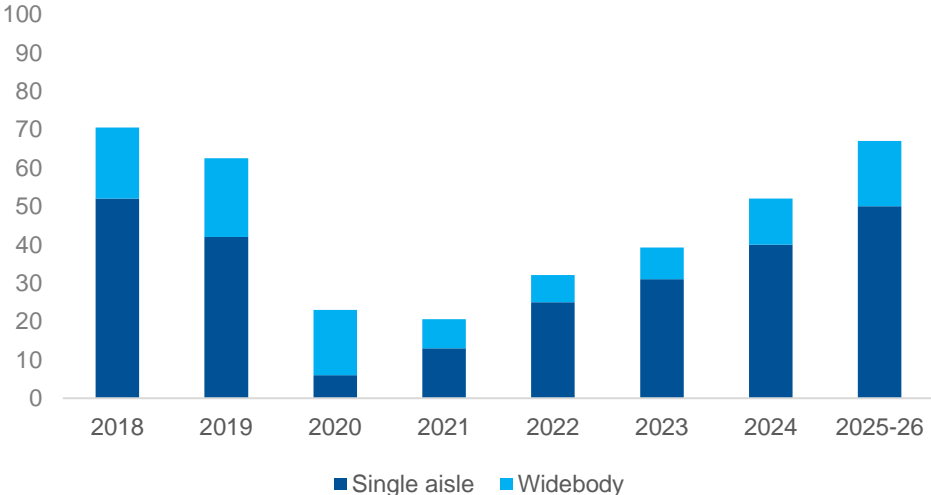


Single aisle OEM order books at record levels supporting strong growth

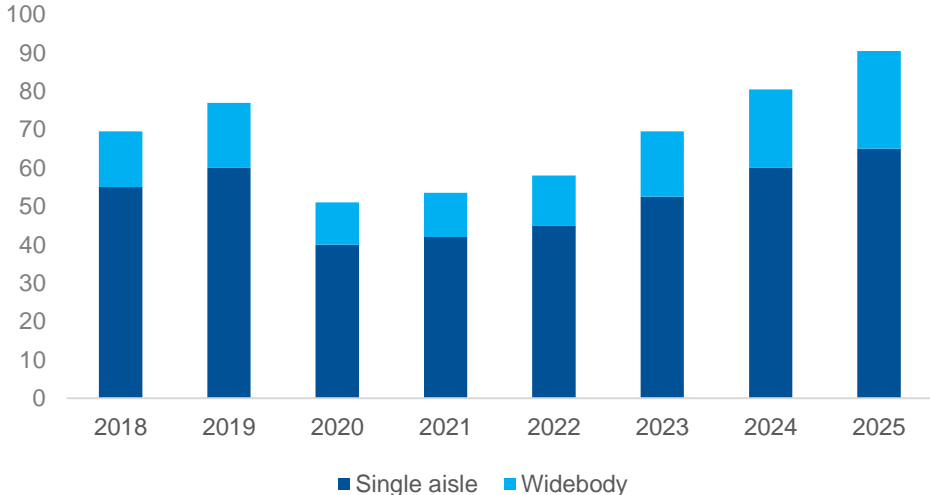


Resurgent long-haul travel supporting widebody growth rates

Boeing monthly production rates (all aircraft types)



Airbus monthly production rates (all aircraft types)



DEFENCE MARKET GROWING (14% of Group)

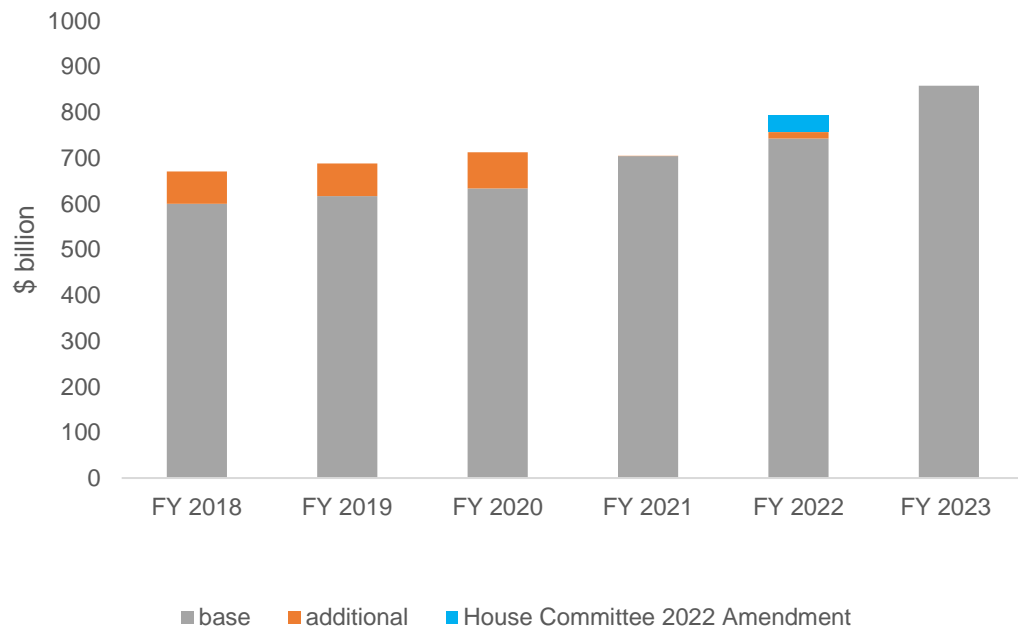


Approved budget for US Defence in 2023 is \$858bn



2023 budget is 10% higher than the budget in 2022

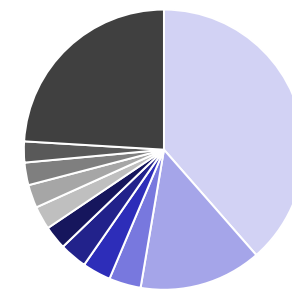
US defence spend continues to grow



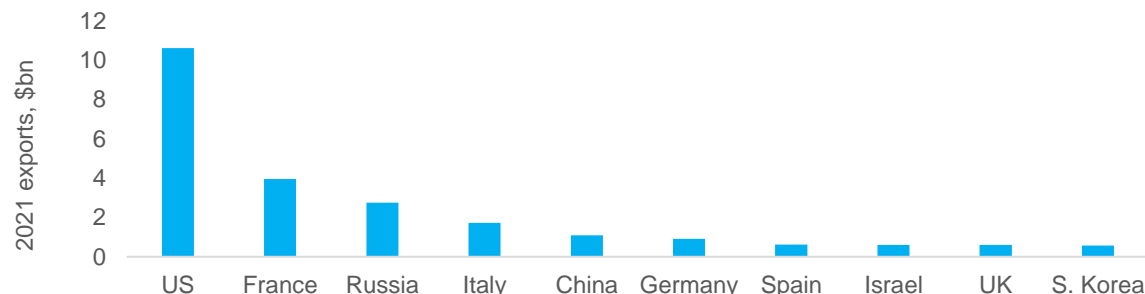
The US spends almost as much on defence as rest of top 10 ...

Global defence spending 2021 (\$2.08 trillion)

- United States of America
- China
- India
- United Kingdom
- Russia
- France
- Germany
- Saudi Arabia
- Japan
- Korea, South
- Other



...and is the world's largest exporter of defence goods



DEFENCE PLATFORMS



Senior's sales to the Defence sector are primarily focused on the US defence market



Mature programmes such as the C-130 transport aircraft continue in series production

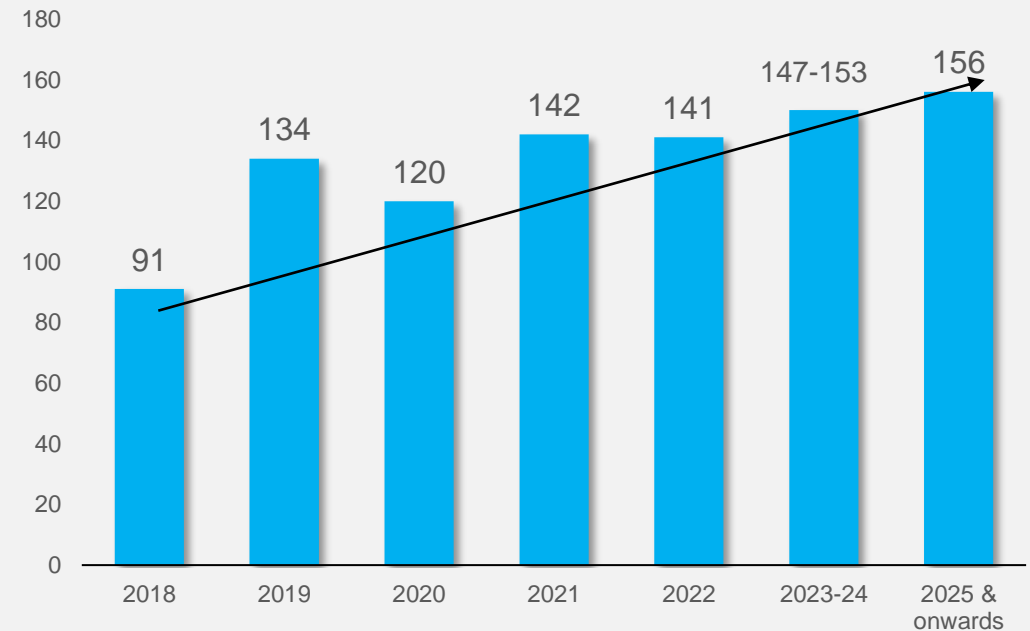


Senior is well placed with good content on key programmes such as F-35 and T-7A Red Hawk

Senior benefits from positions on important defence programmes



F-35 annual production rates increasing

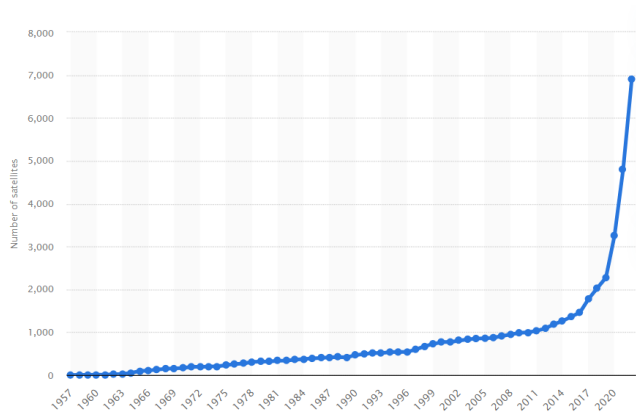


OTHER MARKETS (11% of Group)

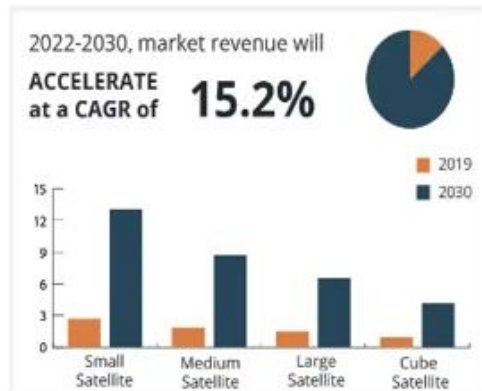
- ⇒ Senior's aerospace businesses supply to other markets e.g. space, semi-conductor equipment and medical
 - Good growth in space, slowdown in semi-conductor equipment market; medical stable

Low earth orbit satellite market

Growth of active satellites (1957 – 2022)



Market revenue CAGR (2022 – 2030)



The proliferation of low orbit satellites providing growth opportunities for our Aerospace businesses

Our diversification into other attractive end-markets



Space



Semi-conductor equipment



Medical

LAND VEHICLE MARKETS GROWING (19% of Group)



Global growth in GDP and tighter emissions regulations increase demand for Senior's land vehicle products



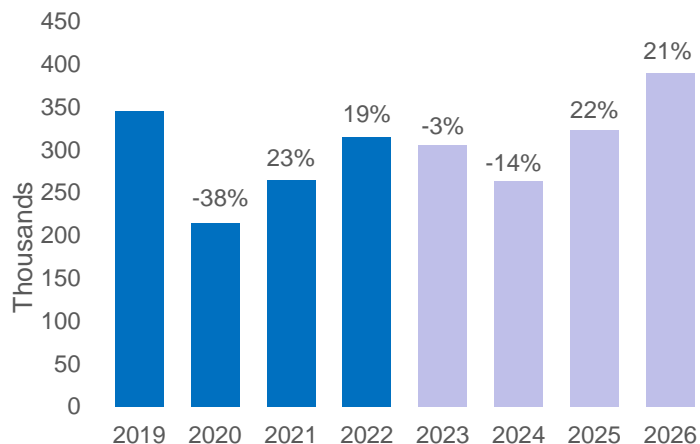
Commercial vehicles grow at 4% p.a. and passenger vehicles grow at 3% p.a. through the cycle



Senior is supporting the transition to a low carbon economy; providing thermal management and fluid conveyance solutions for alternative powertrains such as electric and hydrogen

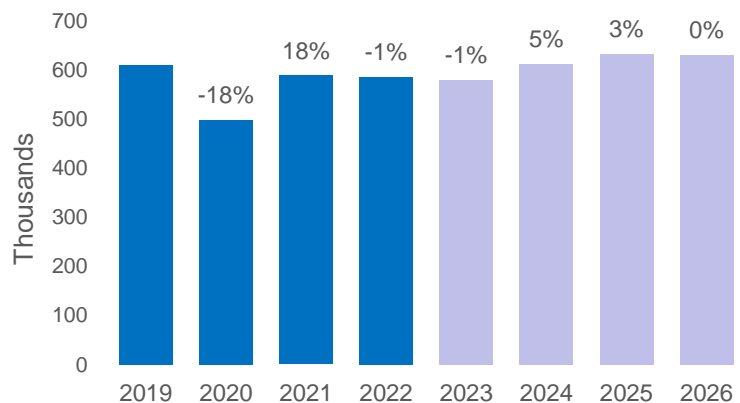
Truck & Off-Highway (15%)

North America Class 8 Heavy Duty Truck Production



Senior's sales to N Am. truck and off-highway market increased by 26% in 2022 compared to 2021

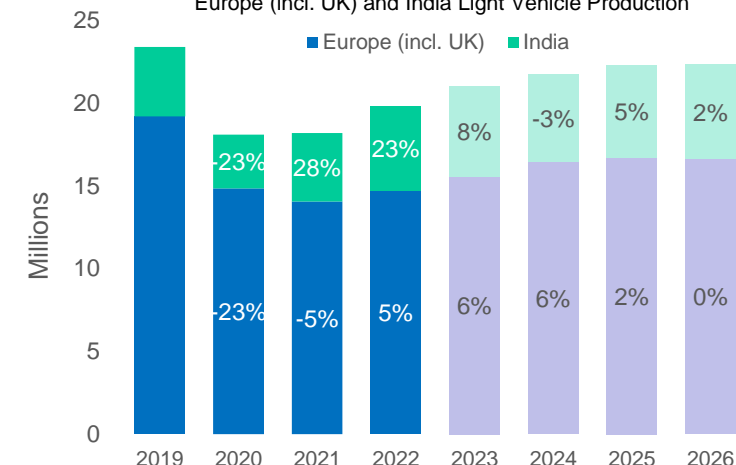
Europe (incl. UK) Commercial Vehicle Production



Senior's sales to European truck and off-highway market increased by 50% in 2022 compared to 2021

Passenger Vehicles (4%)

Europe (incl. UK) and India Light Vehicle Production



Senior's sales to European (incl. UK) PV market increased by 15%, and sales to Indian PV market increased by 14% in 2022 compared to 2021

Senior outgrowing market due to market share gains

POWER & ENERGY MARKETS IMPROVING (15% of Group)



Higher activity levels in upstream oil & gas, nuclear and renewables



Demand for world oil expected to surpass pre-pandemic levels in 2023

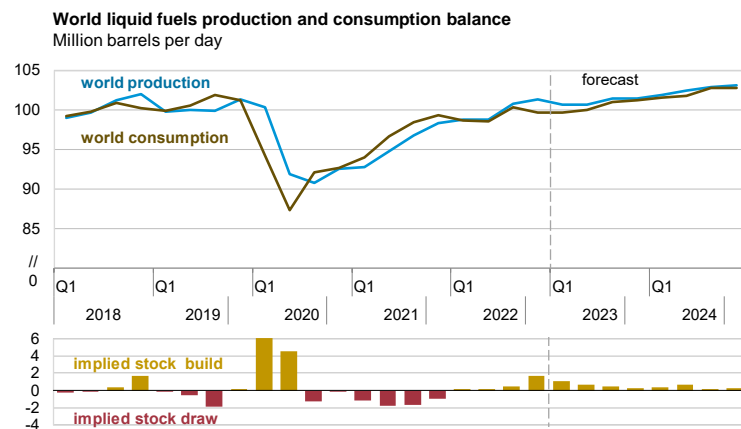


Electricity generation from renewable sources to rise to c.50% by 2030 and c.80% by 2050



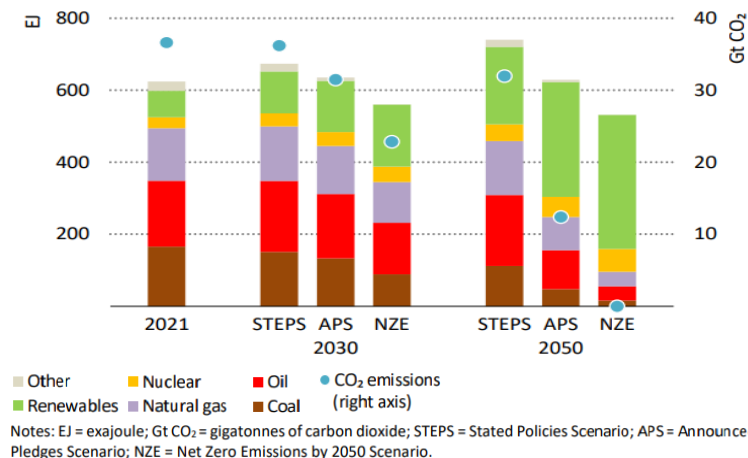
Nuclear based generation potential to play a significant role to secure transition to energy systems dominated by renewables

World Liquid Fuels Production and Consumption Balance



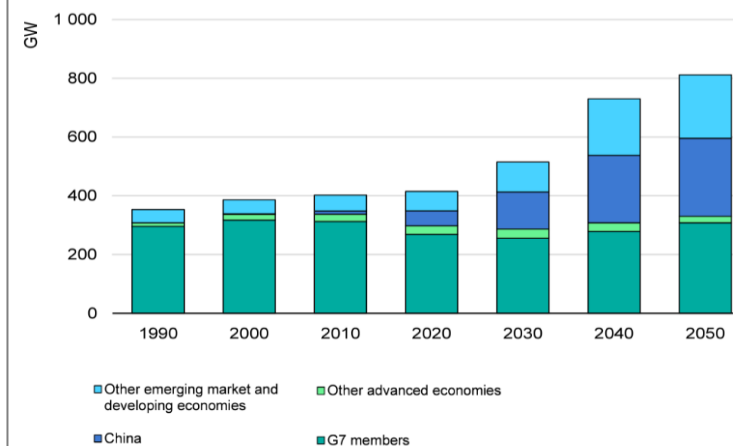
Clean energy to take a greater share of total primary energy supply

Total energy supply by fuel and CO2 emissions by scenario



Nuclear power capacity expected to increase

Nuclear power capacity by country/region in the Net Zero Emissions by 2050 Scenario



Senior is a supplier to the nuclear and renewable power & energy industries

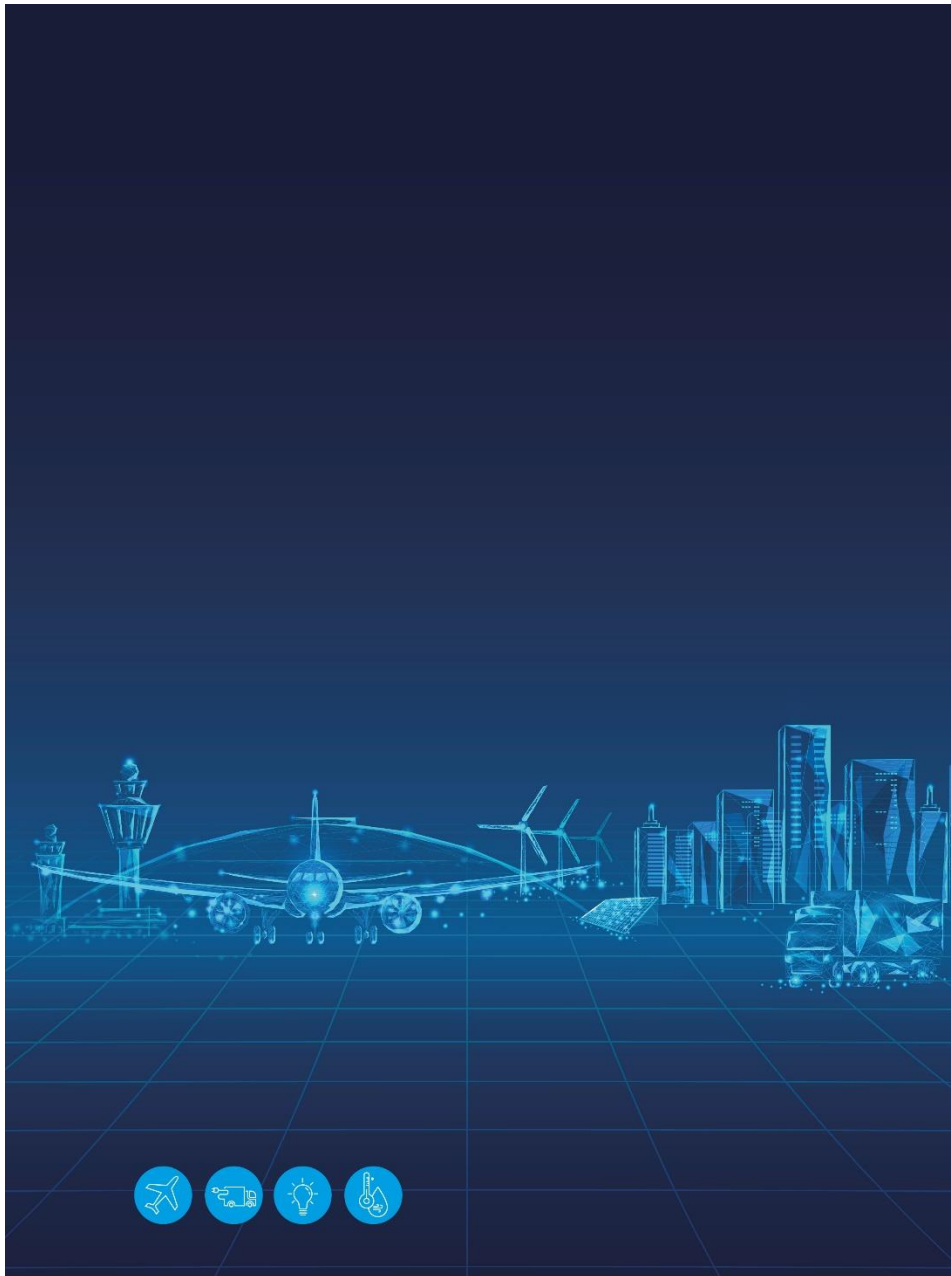
Source: Left: US EIA, short-term energy outlook, February 2023
Middle: IEA, "World Energy Outlook", Oct 2022
Right: IEA Nuclear Power and Secure Energy Transitions June 2-22

Full Year Results 2022

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STRATEGY & OUTLOOK



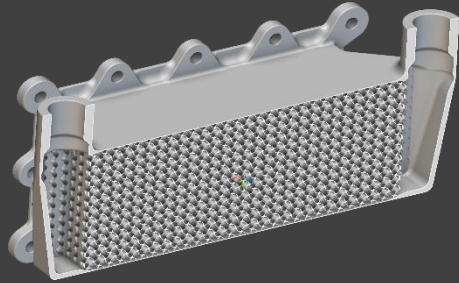
OUR RENEWED PURPOSE

We help engineer the transition to a sustainable world for the benefit of all our stakeholders.

We do this by:



Technology
expertise



Using our technology expertise in fluid conveyance and thermal management to provide safe and innovative products for demanding applications in some of the most hostile environments



Customer
transition



Enabling our customers, who operate in some of the hardest to decarbonise sectors, to transition to low carbon and clean energy solutions



Climate
action



Staying at the forefront of climate disclosure and action by ensuring our own operations achieve our net zero commitments

GREAT PROGRESS MADE ON SUSTAINABILITY



E

- ⇒ Achieved the highest CDP rating of A for our climate change disclosure
- ⇒ Applied to SBTi to validate our 2040 Net Zero targets
- ⇒ Reduced Scope 1 and 2 emissions by 22% compared to 2018 base year
- ⇒ 41% of our electricity sourced from renewable energy (2021: 36%)
- ⇒ Recycled 94.8% of waste produced



S

- ⇒ Achieved 81% response rate on Global Employee Opinion Survey with increased engagement score of 7.2
- ⇒ Reduced Total Recordable Injury & Illness Rate to 0.93 (2021 - 1.17)
- ⇒ Currently, 55% of the Board Directors are female and two of the Directors are from ethnic minority backgrounds
- ⇒ Salaries and other benefits improved for broader workforce to help with cost of living crisis
- ⇒ Increased the range of community support activities in the regions where we operate



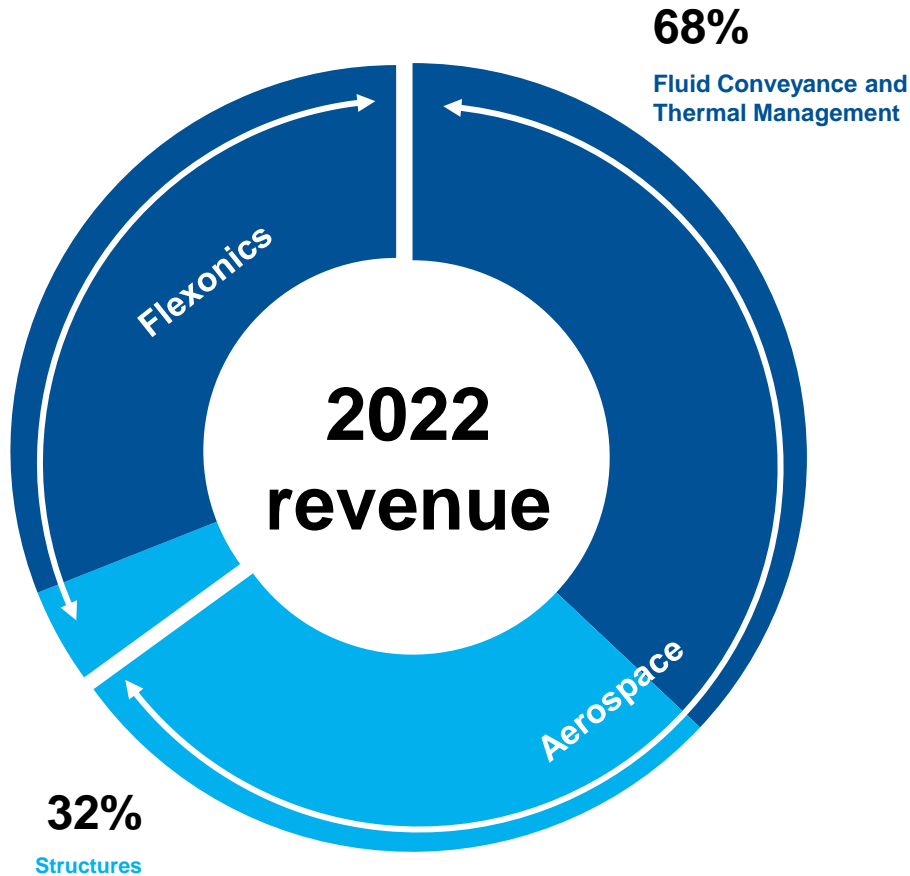
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- ⇒ Employees received refresher training on Senior's Code of Conduct
- ⇒ Employees continue to receive training and regular reminders about the risks related to information/cyber security
- ⇒ Developed our Climate Change training to improve awareness of climate related matters across the Group



Sector leading sustainability performance

FOCUS ON IP-RICH TECHNOLOGY AND MANUFACTURING



Fluid Conveyance and Thermal Management

Product and System Design & Manufacturing IP

UK	North America	Asia & Africa	Europe

Structures

Complex Machining and Manufacturing Know-How/ Process IP

UK	North America	Asia & Africa

Core capabilities underpin shareholder value growth

HIGHLY ENGINEERED PRODUCTS IN ATTRACTIVE END-MARKETS



Fluid conveyance and thermal management technology embedded in our IP-rich products

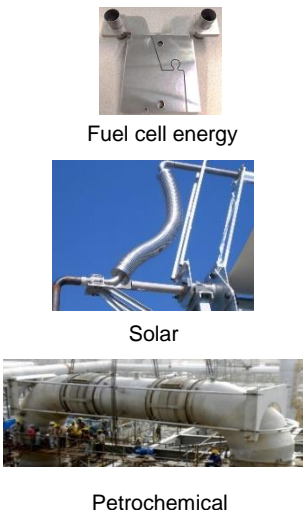
Semiconductor Equipment



Medical



Power & Energy



Land vehicles



Defence



Aerospace



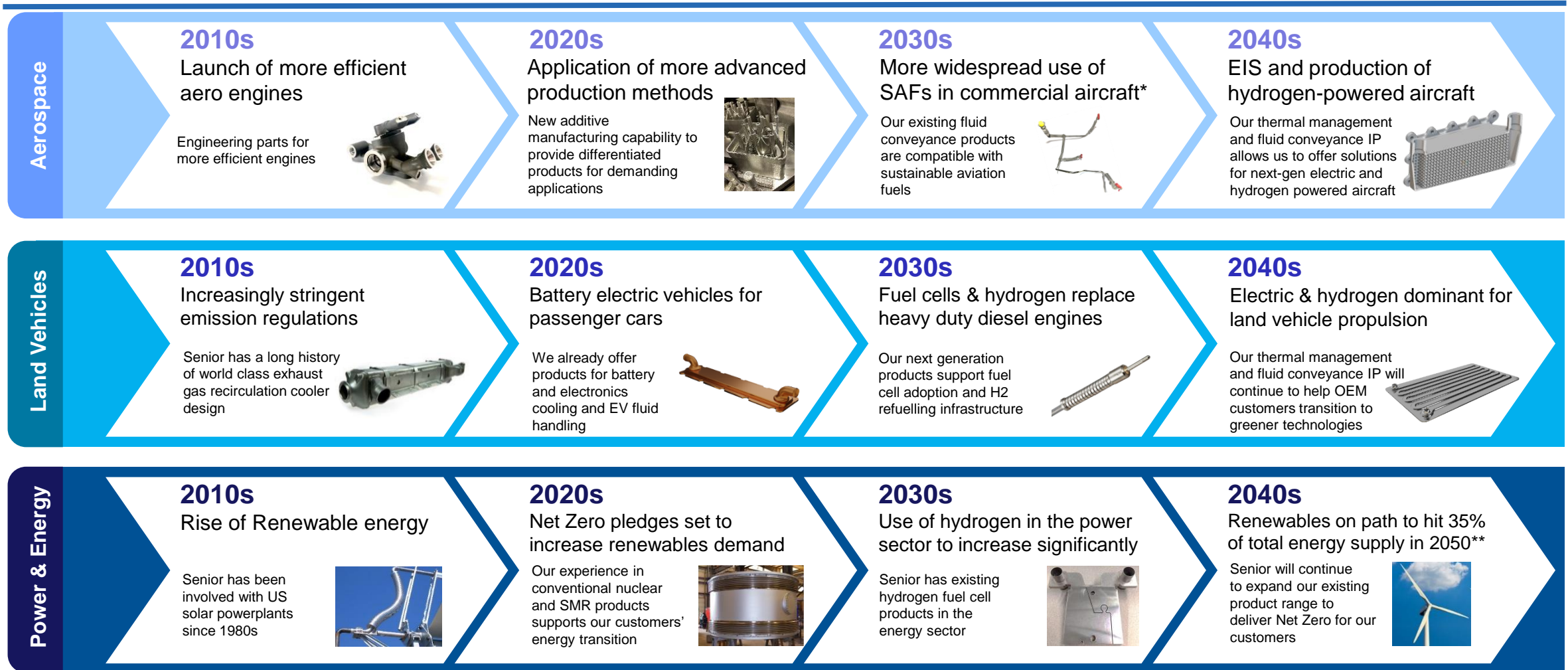
This core capability continues to be highly relevant as we transition towards a Low Carbon Economy

NASA X-59 PROGRAMME : CAPABILITIES IN ACTION

- Quiet supersonic technology demonstrator testing low sonic-boom technologies. First flight scheduled this year
- Senior Aerospace SSP designed and manufactured X-59's entire bleed air duct system
 - Innovative design provides performance benefits
 - Adhered to tight programme schedule timescales
- SSP made extensive use of Additive Manufacturing to bring this innovative system to fruition
 - Lower weight than conventional manufacturing methods
 - Shorter lead times by eliminating tooling requirements
 - Enables multiple components to be consolidated into single assemblies



TECHNOLOGY ROADMAPS REFLECT MARKET TRENDS



Future proofing our business as we transition to a low carbon world

ACTIVE PORTFOLIO OPTIMISATION



Actively review overall portfolio of operating businesses and evaluate their strategic fit within the Group



We are considering the best time to relaunch the divestment process for Aerostructures to ensure we optimise value for shareholders, taking into account financing markets and end market conditions



Expanding Senior's high quality fluid conveyance and thermal management businesses remains an ongoing priority

- Acquired Spencer Aerospace November 2022

Considered and effective capital deployment to maximise shareholder value

FLUID CONVEYANCE ACQUISITION – SPENCER AEROSPACE

Spencer Aerospace supplies highly engineered high-pressure hydraulic fluid fittings for use in commercial and military aerospace applications:

- Founded in 2013, located in Valencia, CA,
- Acquired 28 November 2022
- Integration progressing well
- Trading at start of 2023 as expected
- Good dialogue underway with new and existing customers



AXIAL SWAGED titanium fittings designed for hydraulic and pneumatic titanium and stainless-steel tube connections at operating pressures ranging from 1,500 to 5,080 psi (103 to 350 bar).

Significant advancement in Senior's strategic focus on fluid conveyance

2023 PRIORITIES

Fully support customers as build rates increase

Further improve profitability and ROCE

Diligent management of supply chain constraints and inflationary pressures

Continue to actively manage portfolio

Achieve key milestones for technology development projects

Maintain sector leading sustainability performance

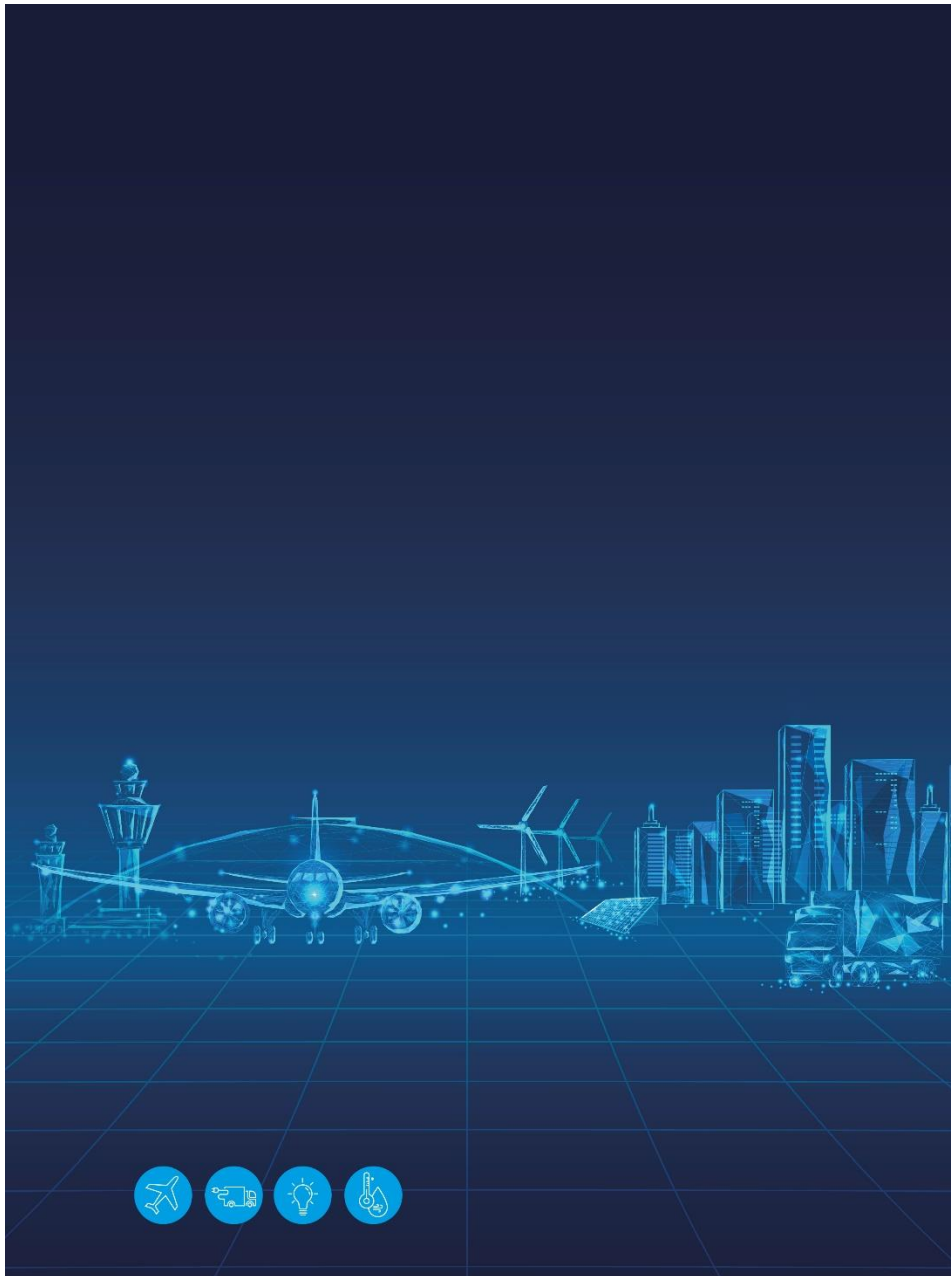
GROUP OUTLOOK

- Order book is healthy, reflecting favourable market dynamics, with commercial aerospace recovery in full swing and other important markets remaining buoyant
- Demand currently holding up well, though we remain mindful of the potential impact of the ongoing supply chain pressures in aerospace, as well as the broader macro-economic situation and geopolitical uncertainty
- Trading in Aerospace to be more second half weighted with aircraft build rates increasing through the year and the continuing supply chain challenges
- The Board anticipates strong growth for the Group in 2023 in line with its expectations
- We remain on track to drive the Group ROCE to a minimum of 13.5% in line with our previously stated ambition

*Our **strategy** and **positioning** in attractive and structurally resilient core markets, combined with our sector leading sustainability credentials and highly relevant technical capabilities, is delivering a strong recovery across our Aerospace and Flexonics Divisions and enhanced value for our stakeholders.*

On track to delivering min. ROCE of 13.5% over the medium term

ANY QUESTIONS?



APPENDICES

INVESTMENT CASE: POSITIONED FOR GROWTH

Our purpose: We help engineer the transition to a sustainable world for the benefit of all of our stakeholders



Trusted and collaborative high value-added engineering and manufacturing company delivering sustainable growth

Delivering minimum 13.5% ROCE* over medium-term

STRONG CORE END-MARKETS

-  **Civil Aerospace**
-  **Defence**
-  **Land Vehicle**
-  **Power & Energy**

OUR DIFFERENTIATORS

- Safety & ethics are always our highest priorities
- High performance operating system
- Intrinsically strong cash generation
- Autonomous and collaborative business model with a robust control framework
- Strong balance sheet
- Technology, product and process innovation supporting transition to clean energy
- Considered and effective capital deployment
- Global footprint

ESG LEADERSHIP

- First worldwide in A&D sector to have greenhouse gas reduction targets verified and approved by the Science Based Targets initiative
- CDP "Leadership" rating of A on climate disclosure
- Highest CDP "Leadership" rating on supplier engagement
- Continuously improving Lost Time Injury Illness Rate; improved by 62% from 2015 to 2022
- Early adopters of Hampton Alexander and Parker Reviews on gender and ethnic diversity targets

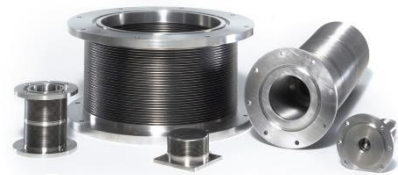
FLUID CONVEYANCE & THERMAL MANAGEMENT CAPABILITY HIGHLIGHTS



1

World class fluid conveyance & thermal management system design capabilities

- Incorporating zero-leakage flexible joints and couplings to compensate for vibration and thermal displacement



2

Industry leading edge-welded and formed bellows

- Devices and components from 3.2mm to 5.1M
- Multiple applications, including frictionless servo-pneumatic actuators



3

Component & system level simulation & analysis

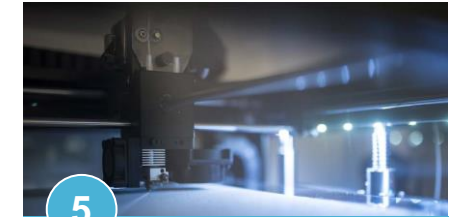
- Including Finite Element, Computational Fluid Dynamics and vibration analysis, plus verification and qualification testing



4

Thin-wall metal manufacturing expertise

- Extensive experience with aluminium, copper and stainless steel structures for demanding thermal management solutions
- Applications including battery cooling, fuel cells and cryogenics



5

Additive manufacturing expertise


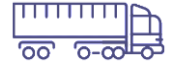







- In both metal and polymer materials
- Enabling technology for complex high-pressure and low pressure ducting systems and heat exchanger systems

Our design expertise and experience and long term relationships with customers creates growth opportunities

OUR BUSINESS MODEL

Our vision is to be a trusted and collaborative high value-added engineering and manufacturing company delivering sustainable growth in operating profit, cash flow and shareholder value

Our purpose: We help engineer the transition to a sustainable world for the benefit of all our stakeholders

What We Do	How We Do It		Long-Term Sustainable Value
<p>Design and manufacture of highly engineered, technology rich products and systems for OEMs in the following markets:</p> <p>Aerospace & Defence</p>  <p>Land Vehicle</p>  <p>Power & Energy</p> 	<p>Our Strengths</p> <p>Organisation</p> <p>Financial</p> <p>Global Footprint</p> <p>People & Culture</p> <p>Innovation</p>	<p>Strategic Priorities</p> <p>Focus on Growth</p> <p>Considered and Effective Capital Deployment</p> <p>Talent Development</p> <p>Autonomous and Collaborative Business Model</p> <p>Competitive Cost Country Strategy</p> <p>High Performance Operating System</p> <p>Sustainability</p>	 Employees  Customers  Suppliers  Our Communities  Shareholders  Planet

Our cores values – The “Senior Way”

Safety

Integrity

Customer Focus

Respect & Trust

Accountability

Excellence

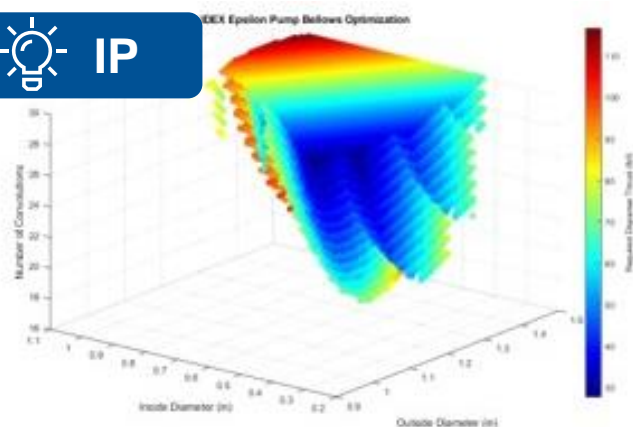
STRATEGIC PRIORITIES

Focus on Growth	Considered and Effective Capital Deployment	Talent Development	Autonomous and Collaborative Business Model	Competitive Cost Country Strategy	High Performance Operating System	Sustainability
<p>Outgrow our end markets by:</p> <ul style="list-style-type: none"> ⇒ Growing market share, particularly with key customers ⇒ Focusing on innovation ⇒ Geographical expansion ⇒ Seeking out and exploiting adjacent opportunities <ul style="list-style-type: none"> • organically and through acquisition 	<p>The executive team continually reviews investment priorities across the Group to ensure that the best choices are made for the allocation of capital</p> <ul style="list-style-type: none"> ⇒ Rigorous investment appraisal process ⇒ Group objective to maintain an overall return on capital employed in excess of the Group's cost of capital. Medium term ROCE target min 13.5% 	<p>Skilled workforce and highly experienced entrepreneurial business leaders</p> <ul style="list-style-type: none"> ⇒ Further develop and attract new talent ⇒ A strong focus on diversity and inclusion across the business including on our Board and Executive Team ⇒ Achieved targets set out for gender diversity in the Hampton-Alexander Review and met the Parker Review recommendations for Board gender and ethnic diversity. 	<ul style="list-style-type: none"> ⇒ Empowerment and accountability ⇒ Retain entrepreneurial spirit whilst growing ⇒ Strong control framework and disciplined governance ⇒ Economies of scale whilst maintaining autonomous business structure 	<p>Enhance global footprint to ensure businesses stay competitive at a capability and cost level</p> <ul style="list-style-type: none"> ⇒ Meet customers' cost and price challenges ⇒ Enhance returns on investment ⇒ Key investments: <ul style="list-style-type: none"> - Thailand - Mexico - Malaysia - South Africa - China - Czech Rep. - India ⇒ Increasingly sophisticated capabilities in competitive cost countries to align with demand 	<p>Key elements include:</p> <ul style="list-style-type: none"> ⇒ The Senior Operating System - an operational toolkit incorporating best practice processes: <ul style="list-style-type: none"> • Lean and continuous improvement techniques • Supplier management and development processes • Engineering, new product introduction (NPI) and project management processes • 5/6S methodology • Factory visual management systems • Risk and financial management ⇒ A strengthened business review process <ul style="list-style-type: none"> • KPI focus on performance, growth, operational excellence and talent development 	<p>Sustainability is an integral part of our strategy.</p> <ul style="list-style-type: none"> ⇒ We continuously aim to deliver our products in a manner that is both environmentally sustainable and supports economic growth and long-term value creation for shareholders through sustainable methods. ⇒ We help tackle climate change by applying our expertise and technology across many different applications in hard to decarbonise sectors.

STRATEGIC PROGRESS: IP, TECHNOLOGY & MANUFACTURING



IP



Technology



Manufacturing



Maintained focus on IP-rich technology and manufacturing

- Senior designs, develops and supplies proprietary products for applications across a range of diverse and attractive end markets
- Acquisition of Spencer Aerospace enhances Senior's industry-leading fluid conveyance capabilities

Developing novel solutions for low and zero carbon applications

- End-markets evolving to reflect the global effort to achieve net zero carbon emissions
- Senior's technology and product roadmap aligned to these trends

Capabilities supported by a strong body of design and manufacturing process intellectual property and know-how

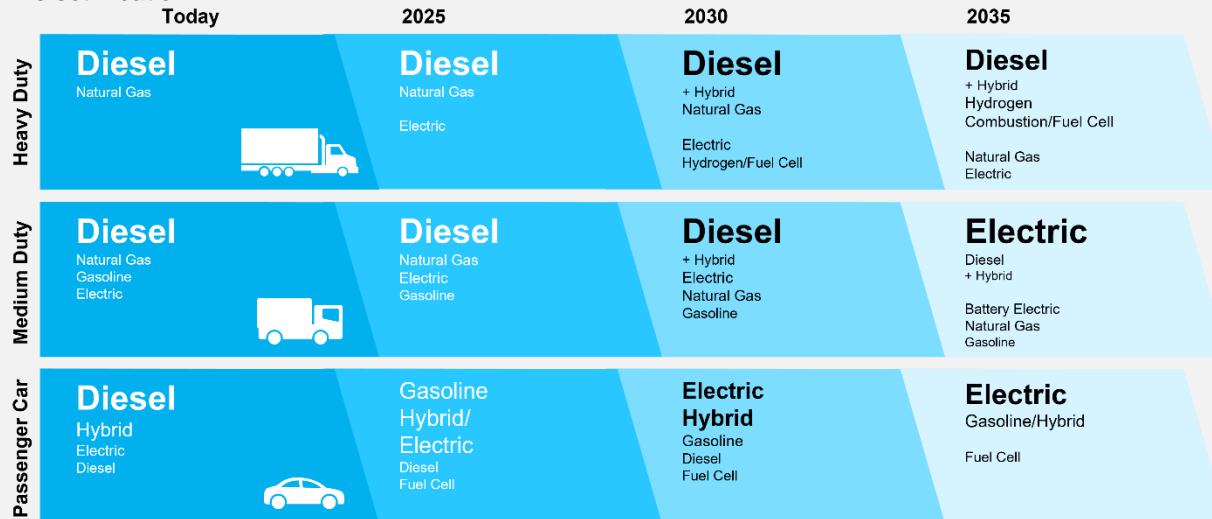
- Innovation underpinned by key enabling technologies such as Additive Manufacturing and Digitisation
- Senior's Technology Council oversees a collaborative approach in developing safe and innovative products

PRODUCT DEVELOPMENT STRATEGY COMPATIBLE WITH OUR FOCUS ON ESG

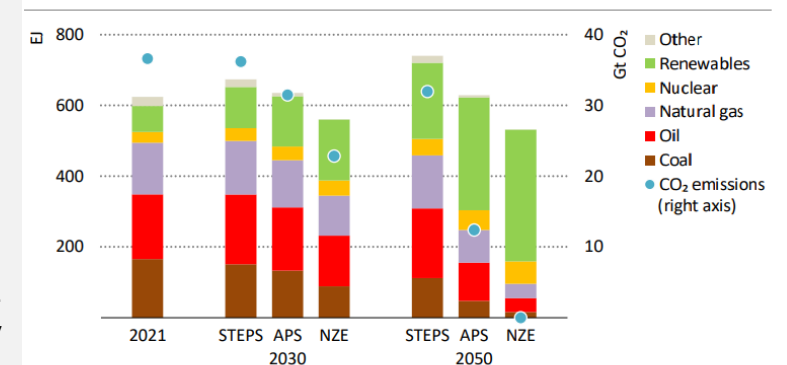
End-market evolution to achieve net zero

Aerospace - Airbus envisions using multiple pathways including use of hydrogen and sustainable aviation fuels to reduce emissions

Land vehicles - More efficient diesel engines and accelerating hydrogen/electrification



Total energy supply by fuel and CO₂ emissions by scenario



Notes: EJ = exajoule; Gt CO₂ = gigatonnes of carbon dioxide; STEPS = Stated Policies Scenario; APS = Announced Pledges Scenario; NZE = Net Zero Emissions by 2050 Scenario.

Power & Energy - Growing total energy supply with renewables taking a greater share

Source: Airbus (top right); company estimates, Dec 2022 (left); IEA, Oct 2022 (bottom right).

ACQUISITION FRAMEWORK

More Likely → Less Likely

Market	Aerospace & Defence Power & Energy (clean energy) Land Vehicles (electrification)	Semi-conductor Equipment Medical	Volume Automotive
Product	Fluid Conveyance Products Thermal Management Products	Structures / Machining	
Nature	Own design / IP products & higher-level sub-systems	Highly engineered Build to Print Commodity Build to Print	
Geography	North America Asia	UK Europe	Africa South America Australasia
Ownership	Owner managed	Trade	Private Equity
Revenue	\$50m to \$100m \$100m+	\$15m to \$50m	less than \$15m

FLUID CONVEYANCE ACQUISITION – SPENCER AEROSPACE

Spencer Aerospace supplies highly engineered high-pressure hydraulic fluid fittings for use in commercial and military aerospace applications

- Owner managed business founded in 2013, located in Valencia, CA, USA with approx. 50 employees
- Use of these highly engineered fluid fittings on aircraft requires them to be either on a Qualified Parts List (QPL), and/or have specific customer approval
- Growing contracted business with NA OEM and Tier 1 customers
- Meaningful opportunities to win additional OE and aftermarket business from customers with whom Senior has existing strong relationships
- Combination benefits will open potential opportunities in adjacent markets such as hydrogen infrastructure and fluid handling in medium term
- Synergistic engineering and manufacturing capabilities will help accelerate product qualifications and revenue growth
- Experienced existing leadership team will continue to run the business and will benefit from continued investment by Senior in engineering and manufacturing capabilities at Valencia, CA facility.



Significant advancement in Senior's strategic focus on fluid conveyance technology, adding new highly engineered product capabilities to the Aerospace Division

OUR LOCATIONS



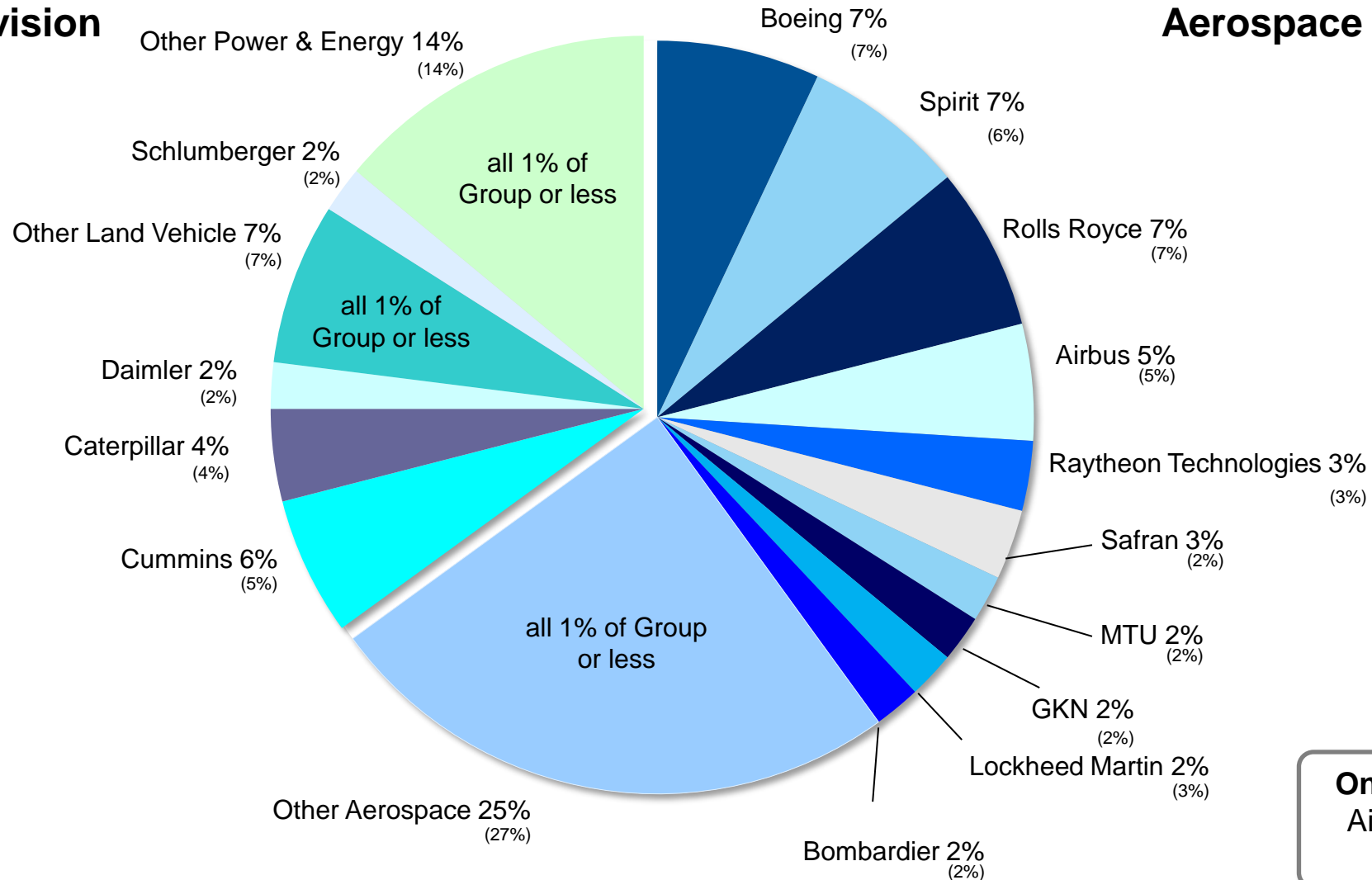
FY 2022 split	Sales	Employees
N. America	59%	2,681
UK	17%	1,316
Rest of Europe	12%	880
Rest of World	12%	1,484

Flexonics (11 operating businesses & JV)
Aerospace – Structures (5 operating businesses)
Aerospace – Fluid Systems (9 operating businesses)

OUR CUSTOMERS

35% Flexonics Division
(34%)

Aerospace Division 65%
(66%)



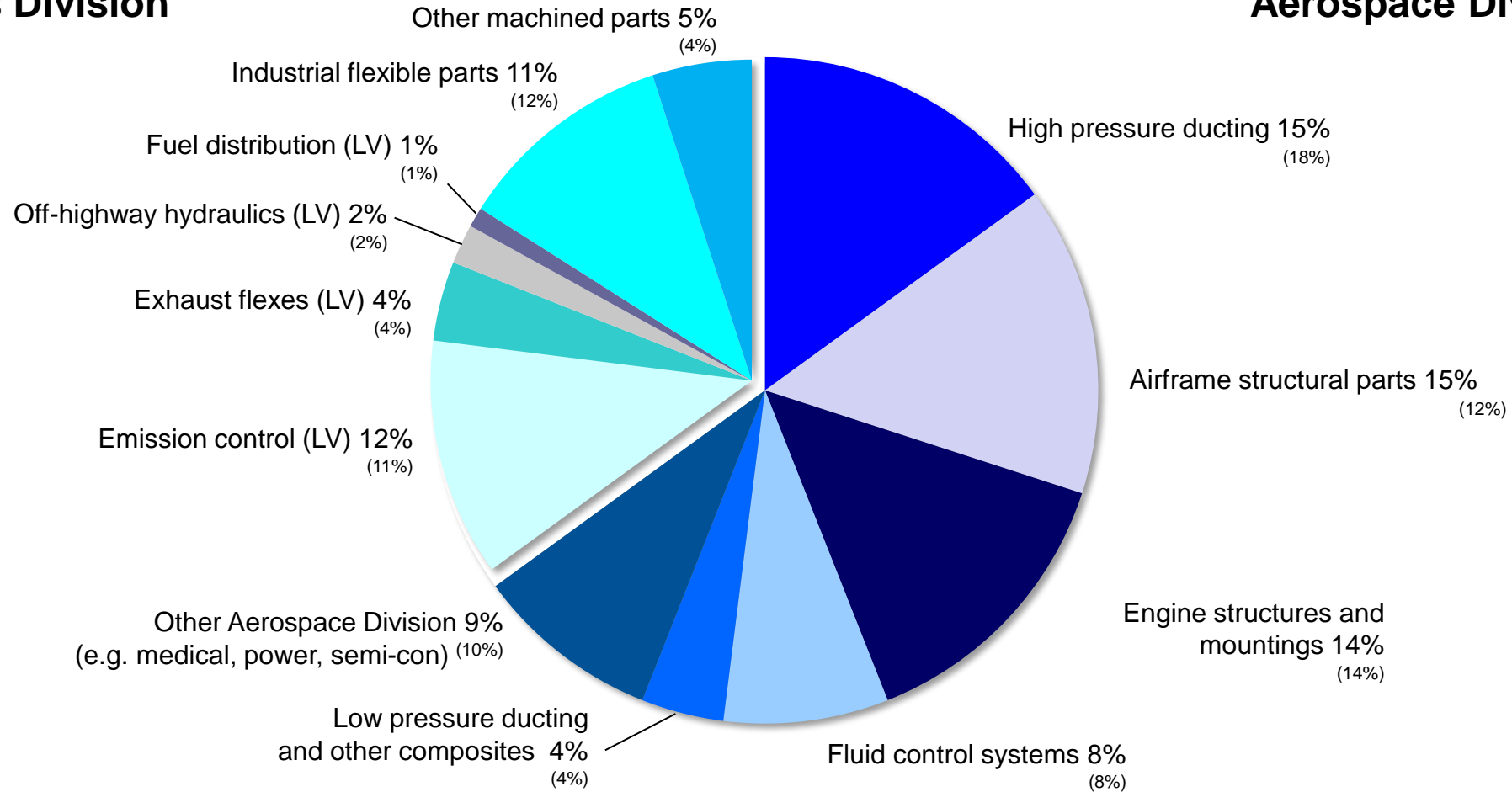
On a derived basis:
Airbus:Boeing ratio
67:33

Based on 2022 revenue. % in brackets are 2021 comparatives and exclude Senior Aerospace Connecticut, which was divested in April 2021.

OUR PRODUCTS

35% Flexionics Division
(34%)

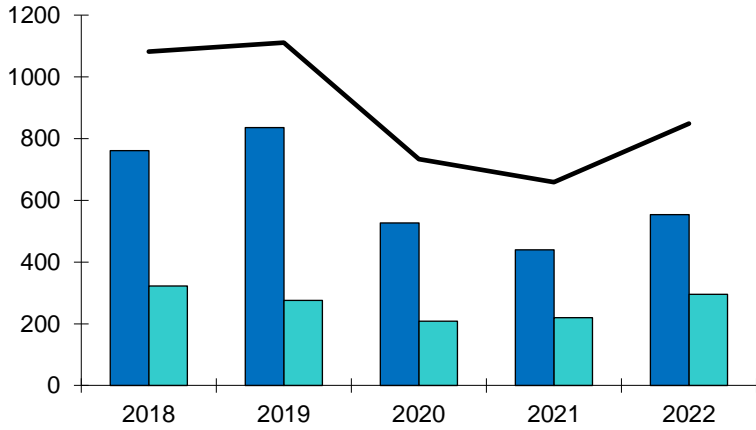
Aerospace Division 65%
(66%)



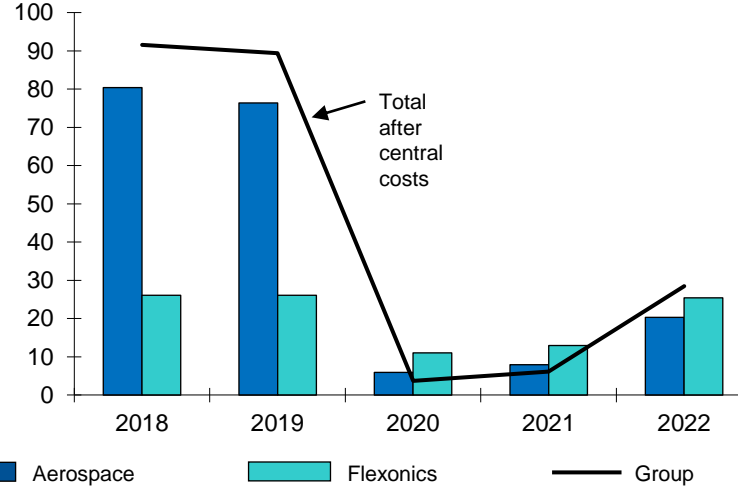
End markets based on 2022 revenue. % in brackets are 2021 comparatives and exclude Senior Aerospace Connecticut, which was divested in April 2021.
LV = Land vehicles

GROUP EVOLUTION

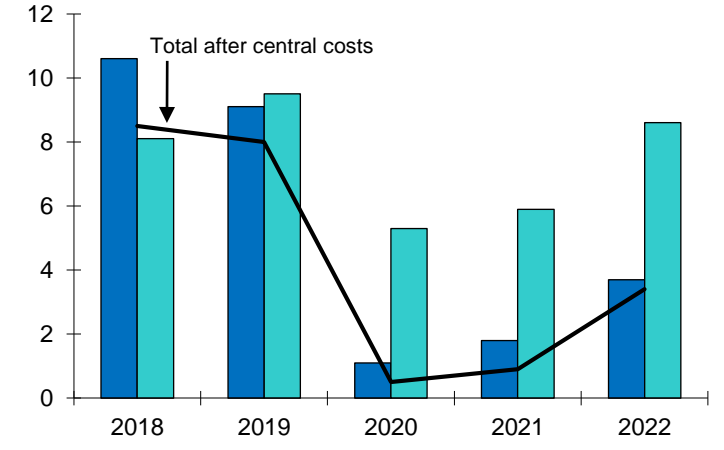
Revenue (£m)



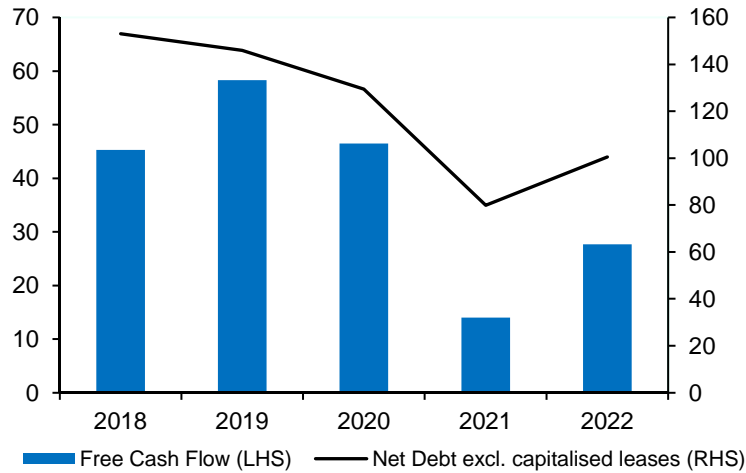
Adjusted Operating Profit (£m)



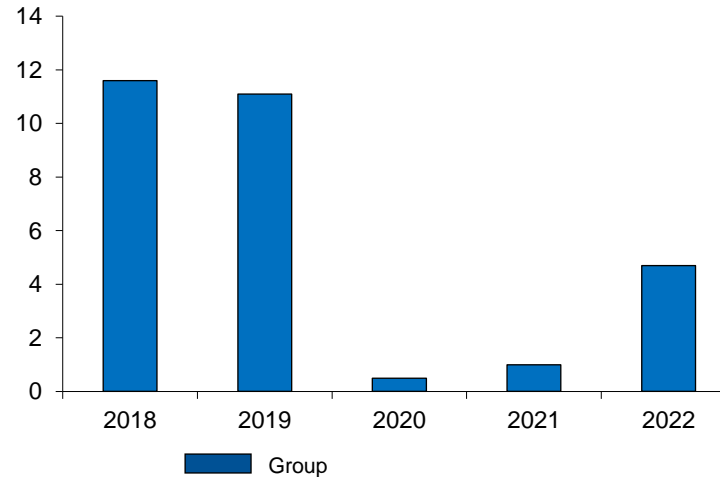
Adjusted Operating Margin (%)



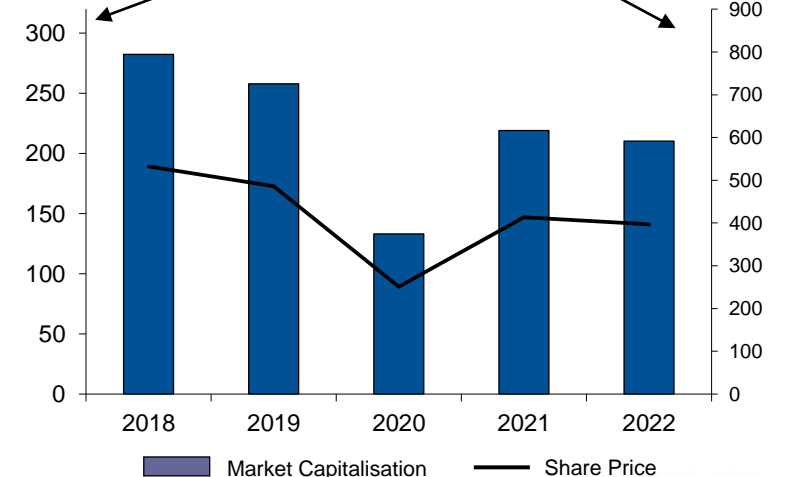
Free Cash Flow and Net Debt (£m)



Return on Capital Employed (%)



Share Price (p) / Market Capitalisation (£m)



BALANCE SHEET

£m	Dec 2022	Dec 2021
Goodwill and other intangible assets	235.9	154.4
Investment in JV	4.4	3.9
Property, plant and equipment	307.2	294.6
Other long-term assets	11.3	5.8
Non current assets, before retirement benefits	558.8	458.7
Inventories	194.3	145.2
Receivables, excl. hedging and earnout	124.3	97.2
Payables, excl. hedging	(187.3)	(139.4)
Working capital	131.3	103.0
Current tax liabilities, net	(15.6)	(12.0)
Provisions	(16.7)	(13.8)
Deferred consideration	(23.4)	-
Other current liabilities, net	(1.5)	(2.8)
Net current assets, before cash/borrowings	74.1	74.4
Net borrowings	(100.5)	(79.9)
Lease liabilities	(78.4)	(73.2)
Net debt	(178.9)	(153.1)
Retirement benefits, net	39.7	61.2
Contingent consideration	(28.9)	-
Other long-term liabilities	(15.4)	(16.1)
Other items, net	(183.5)	(108.0)
Net assets	449.4	425.1

FX Impact from Dec 2022

	£m
Non current assets	32.0
Working capital	9.3
Net debt	(14.2)

Retirement Benefits (net)

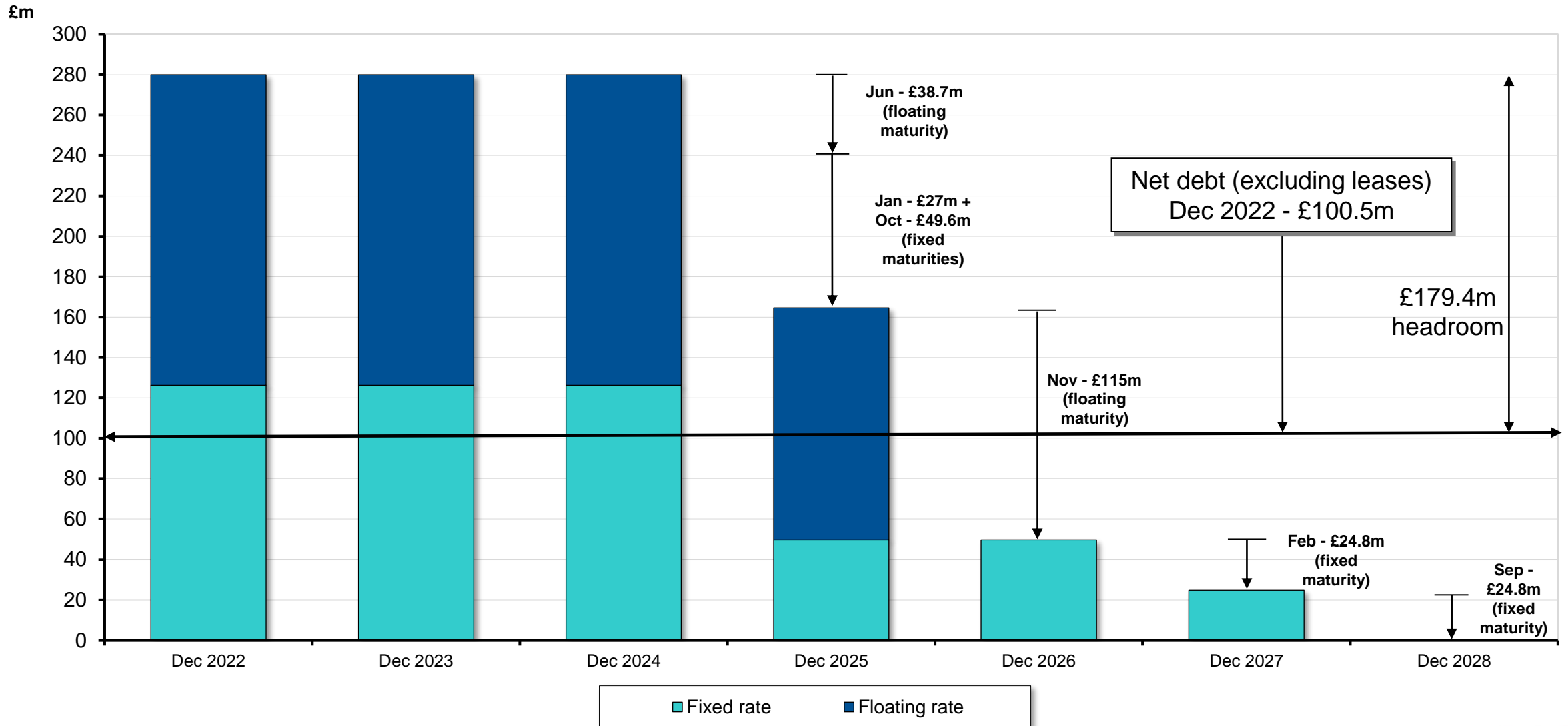
	£m
As at December 2021, net	61.2
Cash contributions	2.5
Actuarial gain on liabilities	101.6
Actuarial loss on assets	(124.7)
Other	(0.9)
As at Dec 2022, net	<u>39.7</u>

UK Scheme Actuarial Valuation

Last valuation:	5 April 2022
Scheme assets at valuation:	£344.6m
Scheme liabilities at valuation:	(£320.1m)
Funding level:	108%

- **No further contributions being paid by the Company (previously £5.5m pa)**
- UK Scheme is closed to future accrual

MATURITY PROFILE OF COMMITTED CREDIT FACILITIES



USAGE OF CREDIT FACILITIES – DECEMBER 2022

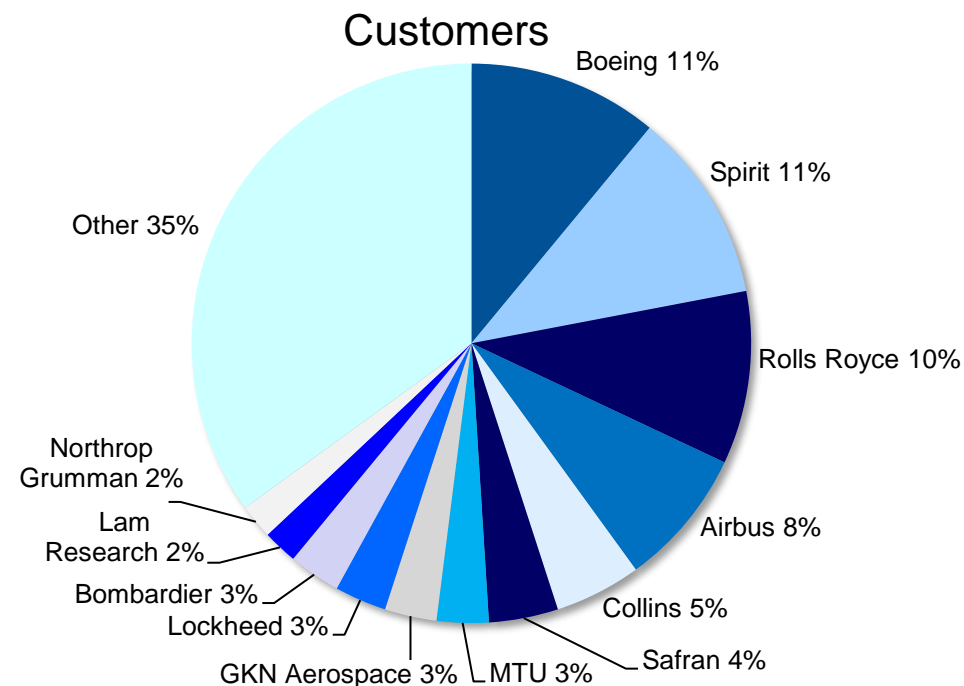
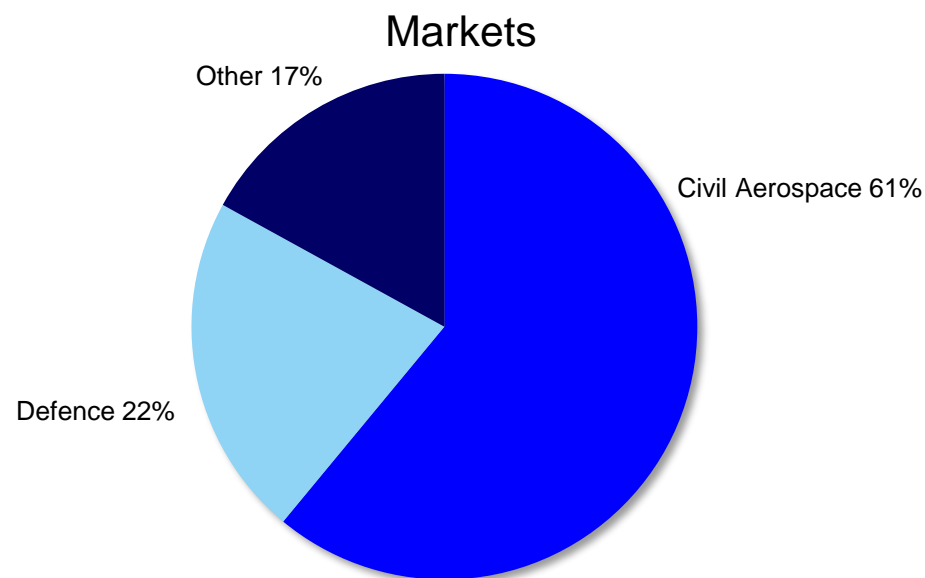
	<u>Interest</u> %	<u>Facility</u> £m	<u>Usage</u> £m	<u>Usage by Currency</u>					
				<u>£</u>	<u>\$</u>	<u>€</u>	<u>Other</u>		
US Private placements:									
\$30.0m (Sep 2028)	4.18%	24.8	24.8	-	24.8	-	-		
€28.0m (Feb 2027)	1.51%	24.8	24.8	-	-	24.8	-		
\$60.0m (Oct 2025)	3.75%	49.6	49.6	-	49.6	-	-		
£27.0m (Jan 2025)	2.35%	27.0	27.0	27.0	-	-	-		
	3.09%	126.2	126.2	27.0	74.4	24.8	-		
Bank facilities:									
RCF £115.0m (Nov 2026) 1.35% margin + 4.34% ref. rate	5.69%	115.0	16.5	-	16.5	-	-		
US RCF \$46.9m (Jun 2025) 1.50% margin + 4.02% ref. rate	5.52%	38.7	2.1	-	2.1	-	-		
		279.9	144.8	27.0	93.0	24.8	-		
Total committed facilities									
Overdrafts and bank loans		11.5	0.5	-	-	0.5	-		
Cash and cash pooling			(43.2)	(14.3)	(9.3)	(10.6)	(9.0)		
Debt transaction costs			(1.6)	(1.3)	(0.2)	(0.1)	-		
Net debt (excluding lease liabilities)			100.5	11.4	83.5	14.6	(9.0)		
IFRS 16 lease liabilities			78.4	8.7	38.0	1.3	30.4		
Net debt			178.9	20.1	121.5	15.9	21.4		

**Headroom of £179.4m
on committed facilities**

AEROSPACE DIVISION: A SUMMARY

	2022	2021	Change
Revenue	£553.6m	£471.0m	+17.5%
Adjusted Operating Profit ⁽²⁾	£20.3m	£8.4m	+141.7%
Adjusted Operating Margin ⁽²⁾	3.7%	1.8%	+190bps

14 Operations	
NAFTA	6
Europe	2
UK	4
ROW	2



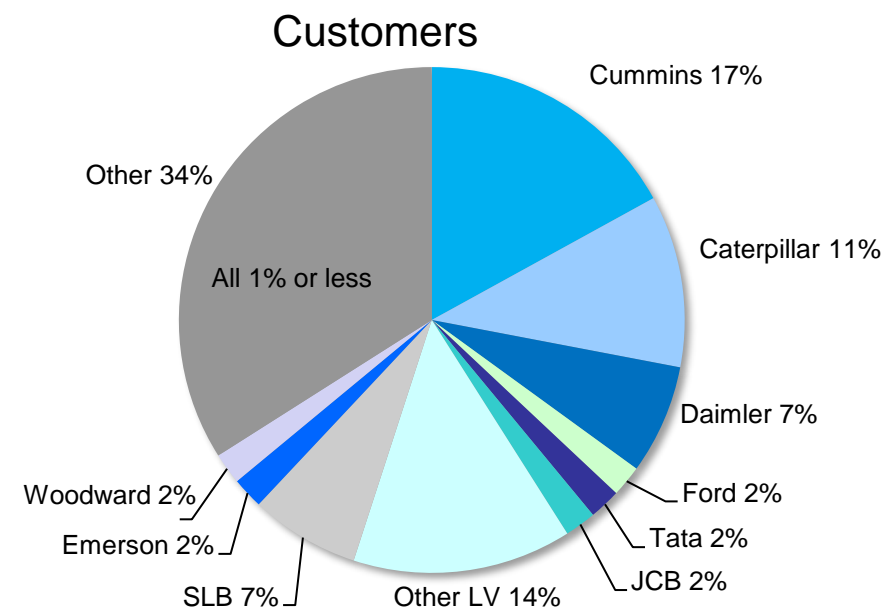
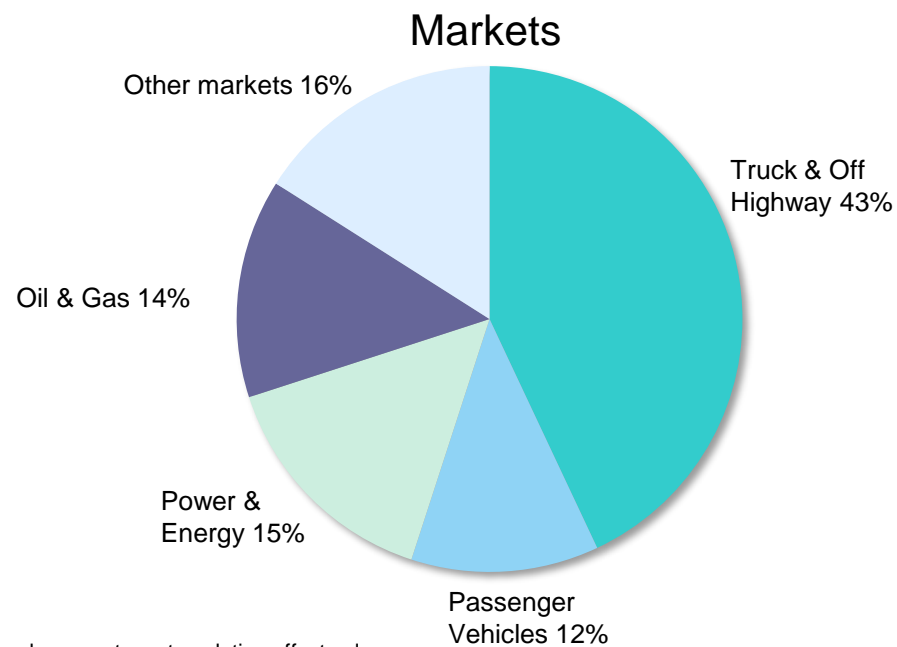
(1) All at FY 2022 exchange rates – translation effect only.

(2) Before net restructuring income of £4.2m (2021: £2.2m cost) and amortisation of intangible assets from acquisitions of £(0.2)m (2021: £nil).

FLEXONICS DIVISION: A SUMMARY

	2022	2021 ⁽¹⁾	Change
Revenue	£295.6m	£234.6m	+26.0%
Adjusted Operating Profit ⁽²⁾	£25.4m	£13.9m	+82.7%
Adjusted Operating Margin ⁽²⁾	8.6%	5.9%	+270bps

11 Operations & JV	
NAFTA	4
EU	2
UK	2
ROW	3
China JV	1



(1) All at FY 2022 exchange rates – translation effect only.

(2) Before net restructuring income of £nil (2021: £2.2m).