

Innovating today...



...enabling our tomorrow

## 2024 INTERIM RESULTS

Robust results, full-year expectations unchanged

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# AGENDA

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Introduction	David Squires	CEO
2024 Interim 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.

## 2024 INTERIM HIGHLIGHTS

- ⇒ Robust trading performance with sales up 7%<sup>(1)</sup> and adjusted operating profit up 13%<sup>(1)</sup>
- ⇒ Continued growth in order book, book-to-bill of 1.15
- ⇒ Notable new contract wins in both Aerospace and Flexonics divisions
- ⇒ Important contract renewals bringing pricing up-to-date
- ⇒ Strategic review of Aerostructures progressing
- ⇒ Interim dividend increased by 25% to 0.75p

**Full-year outlook unchanged with good growth anticipated for the full-year**

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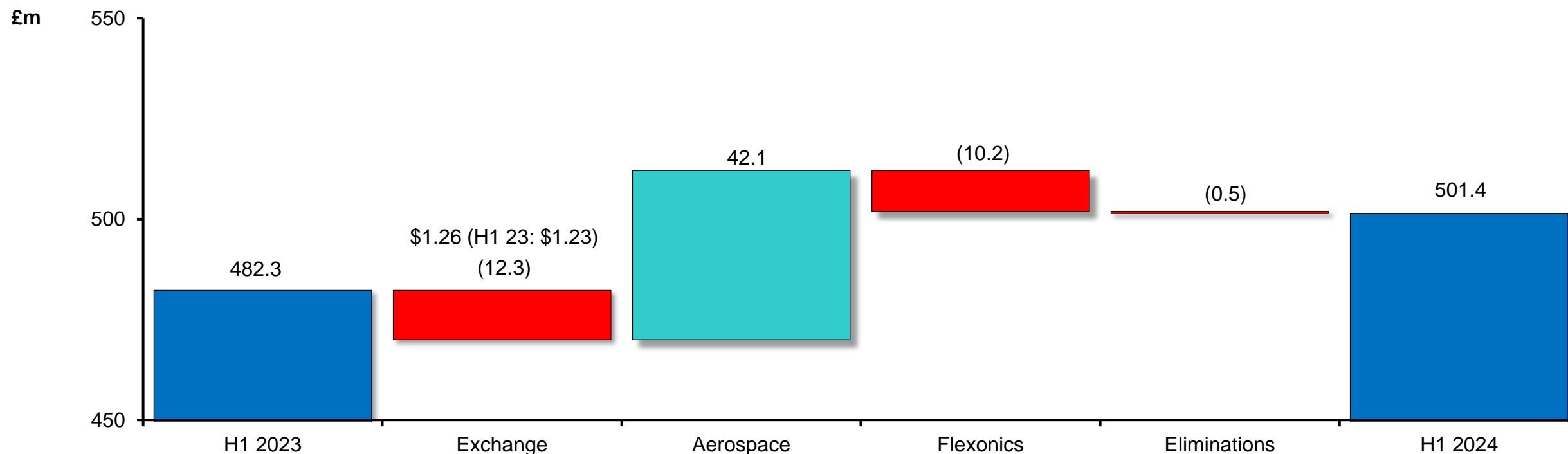
# 2024 INTERIM RESULTS

# FINANCIAL HEADLINES

	H1 2024	H1 2023	Change	Constant currency
Book to bill ratio	1.15	1.20		
Revenue	£501.4m	£482.3m	<b>+4%</b>	<b>+7%</b>
Adjusted Operating Profit	£25.1m	£22.9m	<b>+10%</b>	<b>+13%</b>
Adjusted Operating Margin	5.0%	4.7%	<b>+30bps</b>	<b>+30bps</b>
Adjusted Profit before Tax	£18.4m	£17.6m	<b>+5%</b>	<b>+8%</b>
Adjusted Earnings per Share	3.55p	3.53p	<b>+1%</b>	
Interim Dividend per Share	0.75p	0.60p	<b>+25%</b>	
Free Cash Flow	£3.0m	£(11.8)m	<b>+125%</b>	
Net Debt at 30 June 24 / 31 December 23 (excluding capitalised leases)	£156.1m	£132.0m	<b>£24m increase</b>	
ROCE	7.3%	6.3%	<b>+100bps</b>	

**Robust results, full-year expectations unchanged**

# H1 2024 REVENUE BRIDGE



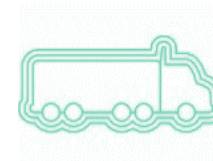
## Aerospace <sup>(1)</sup>



### Revenue Reconciliation

	£m
H1 2023 revenue	296.6
Civil aerospace	35.8
Defence	3.2
Other adjacent markets	3.1
H1 2024 revenue	<u>338.7</u>

## Flexionics <sup>(1)</sup>

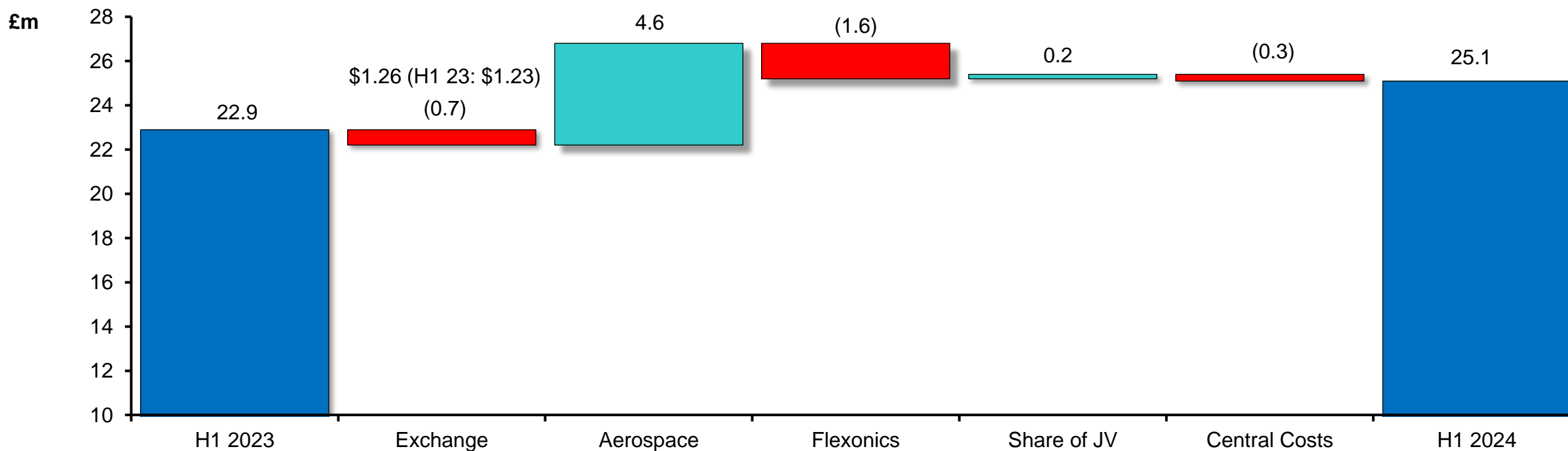


### Revenue Reconciliation

	£m
H1 2023 revenue	173.8
Land vehicle	(2.9)
Power & energy	(7.3)
H1 2024 revenue	<u>163.6</u>

(1) The Divisional review is on a constant currency basis, whereby H1 2023 results have been translated using H1 2024 average exchange rates

# H1 2024 ADJUSTED OPERATING PROFIT<sup>(2)</sup> BRIDGE



## Aerospace <sup>(1)</sup>



	H1 2024 £m	H1 2023 £m	Change
Revenue	338.7	296.6	+14.2%
Adj OP <sup>(2)</sup>	16.2	11.6	+39.7%
Margin	4.8%	3.9%	+90bps

## Flexonics <sup>(1)</sup>



	H1 2024 £m	H1 2023 £m	Change
Revenue	163.6	173.8	-5.9%
Adj OP <sup>(2)</sup>	17.9	19.5	-8.2%
Margin	10.9%	11.2%	-30bps

(1) The Divisional review is on a constant currency basis, whereby H1 2023 results have been translated using H1 2024 average exchange rates

(2) Adjusted operating profit is as defined on page 8

# ADJUSTED AND REPORTED PROFIT

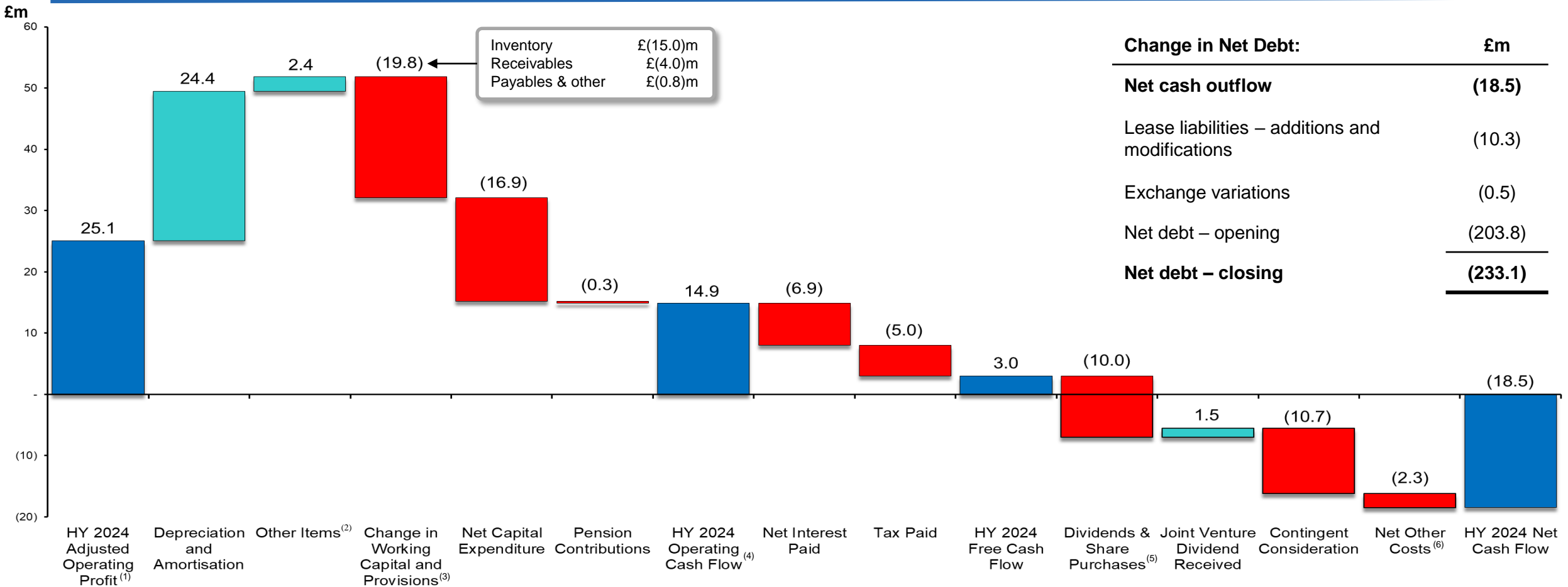
	H1 24 £m	H1 23 £m
<b>Adjusted operating profit</b>	<b>25.1</b>	<b>22.9</b>
Net finance costs – borrowings, cash	(6.1)	(4.8)
– lease liabilities (IFRS 16)	(1.6)	(1.5)
– retirement benefits	1.0	1.0
<b>Adjusted profit before tax</b>	<b>18.4</b>	<b>17.6</b>
Tax – ETR 20% (H1 23: 17%)	(3.7)	(3.0)
<b>Adjusted profit for the period</b>	<b>14.7</b>	<b>14.6</b>
Amortisation of intangible assets from acquisitions	(0.8)	(1.1)
Net restructuring cost	-	(0.9)
US pension settlement	-	(0.1)
US class action lawsuit	(1.1)	-
Corporate undertakings <sup>(1)</sup>	(0.7)	(2.0)
Site relocation costs <sup>(2)</sup>	(2.6)	-
Related tax on above items	1.4	1.1
<b>Reported profit for the period</b>	<b>10.9</b>	<b>11.6</b>

(1) Corporate undertakings of £0.7m for H1 24 relates to interest unwind of Spencer acquisition contingent consideration. In H1 23, £2.0m relates to the Spencer acquisition, of which £1.4m is interest unwind of deferred and contingent consideration, £0.4m is unwind of initial fair value uplift and £0.2m is other acquisition related costs.

(2) Site relocation costs of £2.6m (H1 2023 - £nil) include £2.3m related to the transfer of some manufacturing from Senior Aerospace SSP's facility in California, US, to its cost competitive facility in Mexico. The Group also incurred £0.3m costs related to the transfer of our Senior Flexonics Crumlin business to a nearby high-tech facility.



# CASH FLOW GENERATION



(1) Adjusted operating profit is as defined on page 8.

(2) Other Items comprises £2.6m share-based payment charges, £1.0m pension service and running costs, £(0.7)m share of joint venture and (£0.5)m working capital and provision currency movements.

(3) Change in working capital and provisions excludes change in restructuring items of £(0.3)m provisions.

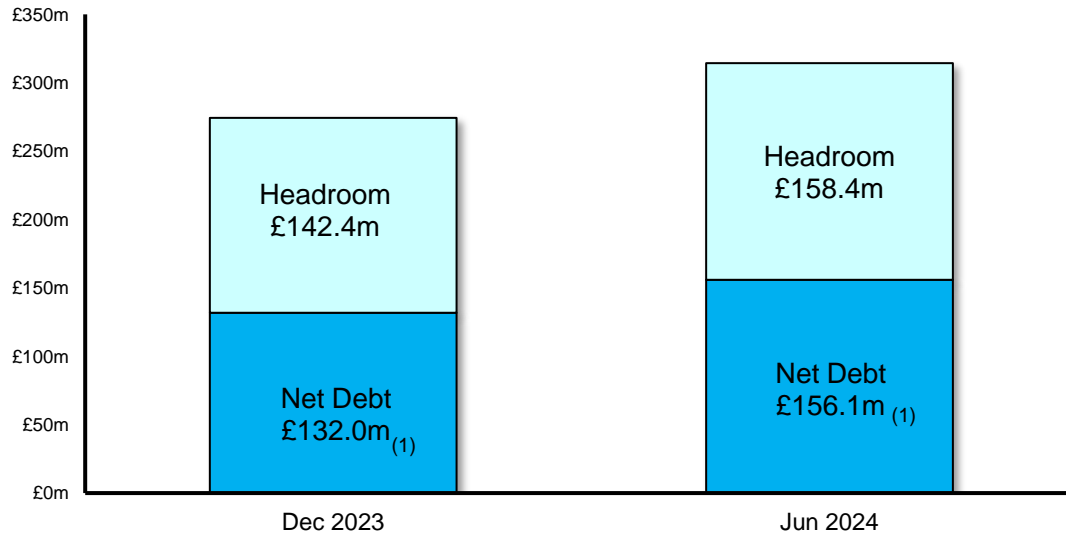
(4) Operating cash flow is defined as cash generated by operations after investment in net capital expenditure, and before costs related to corporate undertakings, net restructuring cash paid and site relocation costs.

(5) Dividends and share purchases include £7.0m dividends paid and £3.0m purchase of shares held by the employee benefit trust.

(6) Net other costs includes £1.3m costs related to potential disposal activities, £0.7m site relocation costs and £0.3m net restructuring cash paid.

# FINANCING ARRANGEMENTS

## Credit facilities and headroom

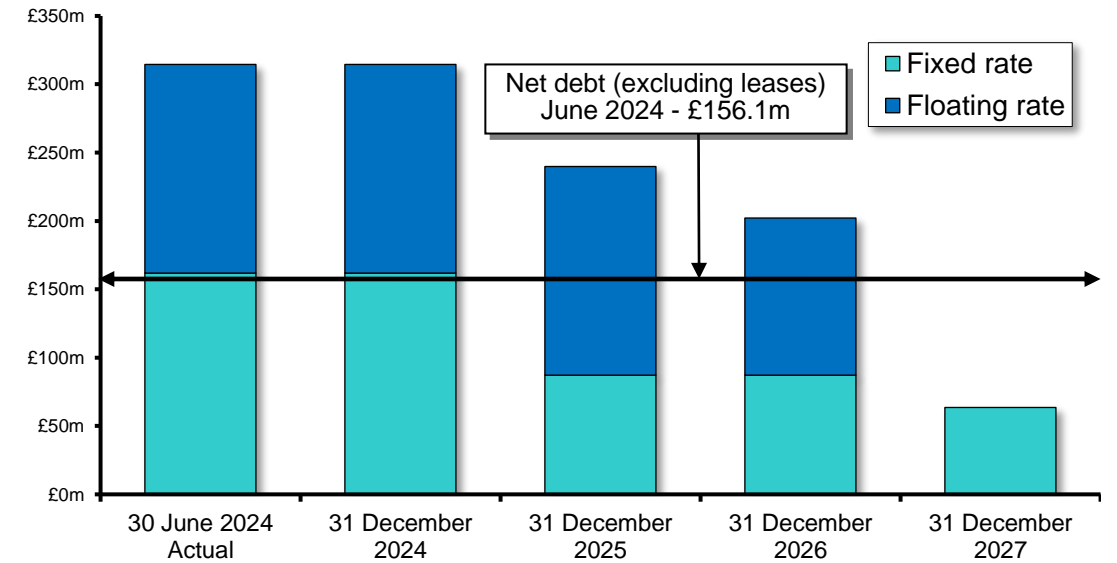


(1) Excluding capitalised leases.

- ⇒ **Healthy** headroom which was increased in the first half by the new private placement issuance
- ⇒ **Net Debt:EBITDA = 1.8x<sup>(2)</sup> at June 24** comfortably within the covenant limit of 3.0x

<sup>(2)</sup> Group lending covenants are based on frozen GAAP (i.e.. pre-IFRS 16)

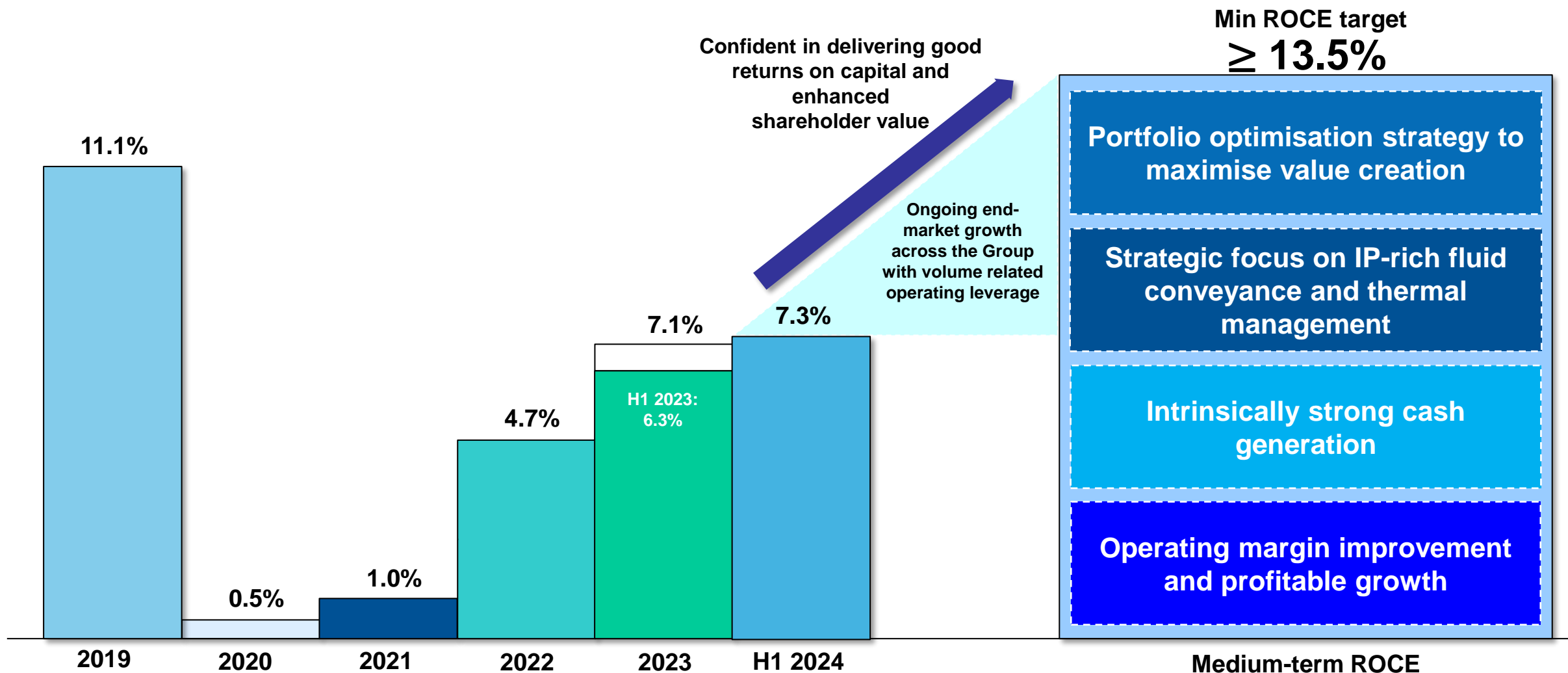
## Profile of committed credit facilities



- ⇒ The US RCF of \$50m (£39.7m) was extended in the half year and will now mature in June 2026
- ⇒ New 6-year private placement loan notes of \$50m (£39.7m) issued in February 24 (rate of 6.26%) in part to refinance upcoming 2025 maturities
- ⇒ The current weighted average maturity of the Group's facilities is 3.0 years

## Headroom supports growth

# ON TRACK TO ACHIEVE MINIMUM ROCE TARGET



Return on capital employed (ROCE) is the Group's adjusted operating profit divided by the average of the capital employed at the start and end of the period, capital employed being total equity plus net debt.

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# MARKETS

# ATTRACTIVE END MARKET EXPOSURE

**33% Flexonics Division**  
(37%)

**Aerospace Division 67%**  
(63%)

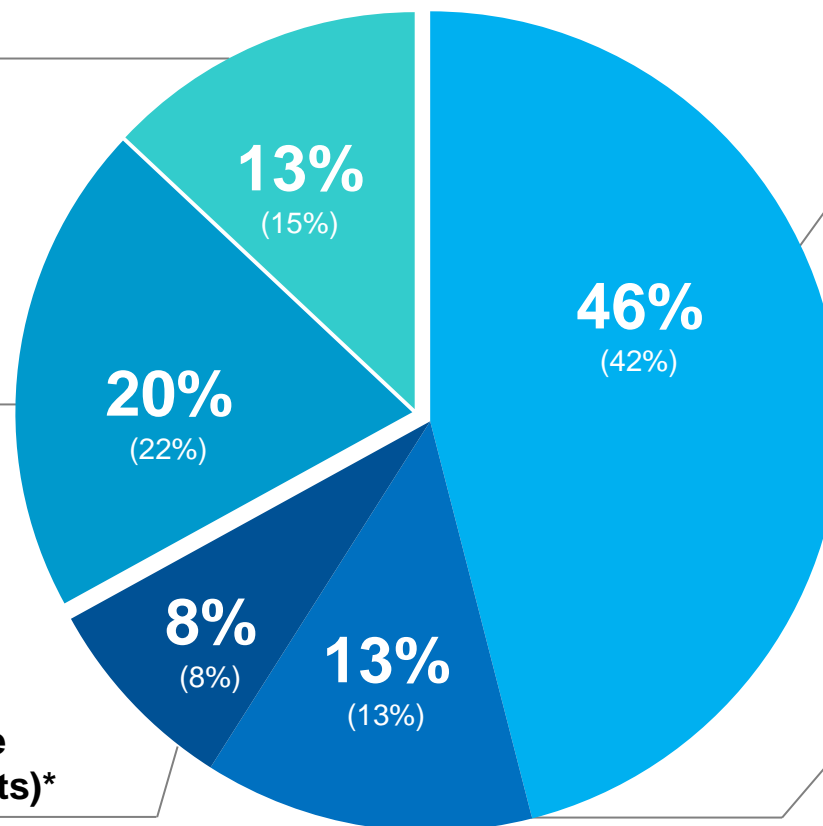
**Power & Energy**



**Land Vehicle**



**Other Aerospace  
(Adjacent Markets)\***



**Civil Aerospace**



**78%**  
Single aisle, regional  
and business jets



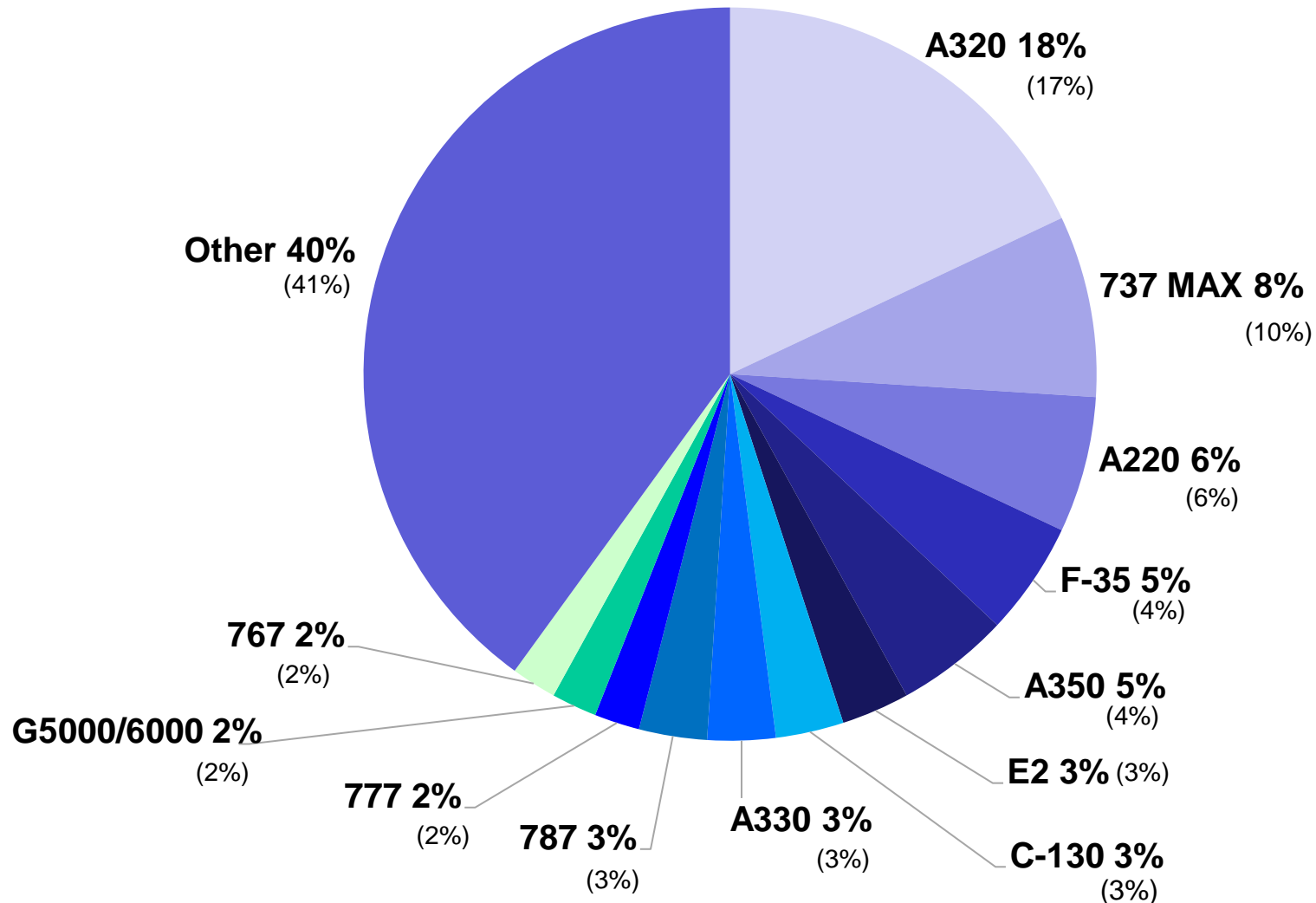
**22%**  
Wide body



**Defence**



# DIVERSIFIED AEROSPACE & DEFENCE PLATFORMS



Revenue (% of Group)	
A320	12%
737-MAX	6%
A220	4%
F-35	4%
A350	3%

Based on H1 2024 Aerospace revenue. % in brackets are H1 2023 comparatives.

Interim Results 2024

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# Boeing 737 MAX (6% of Group)

- ⇒ 737 MAX revenue represents 6% of Group in H1 2024
- ⇒ FAA imposed limit on 737 MAX production rate of 38 per month following Alaskan Airlines incident
- ⇒ Boeing steadily increasing production towards rate 38
  - ⇒ Expected to achieve that by end of 2024
  - ⇒ Further increases dependent on agreement with FAA to lift cap following satisfaction of audit actions
- ⇒ Senior has agreed sensible schedules with Boeing and other 737 MAX customers
  - ⇒ Takes account of likely aircraft build rates and inventory levels
  - ⇒ Costs being aligned to these production levels

Boeing's Renton production facility



Source: Business Journals

**737 order book at record level supporting future production rate increases**

# CIVIL AEROSPACE MARKET GROWTH (46% of Group)



Large commercial aircraft deliveries decreased by 14% in H1 2024 due to 737 MAX



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

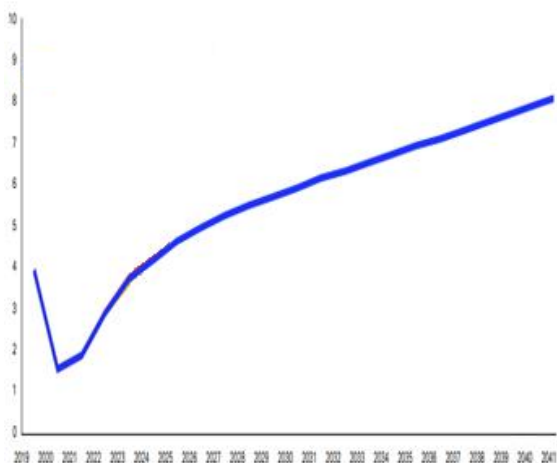


Single aisle OEM order books at record levels supporting strong growth

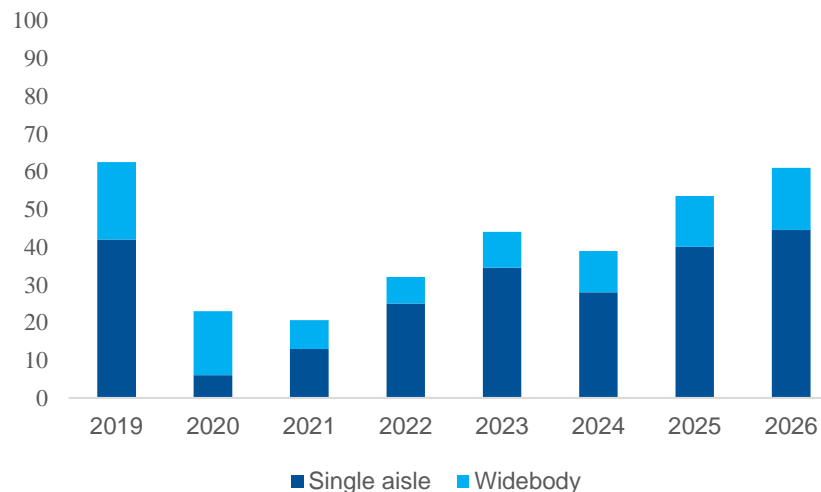


Resurgent long-haul travel supporting widebody growth rates

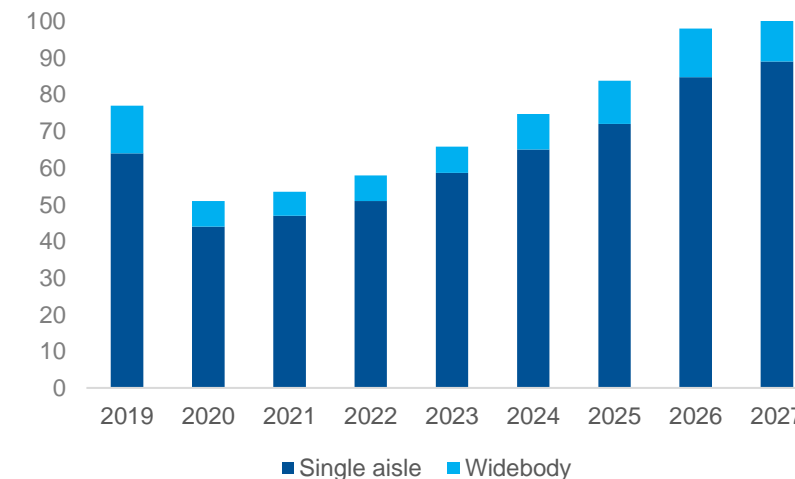
Global air passengers, billions



Boeing monthly production rates (all aircraft types)



Airbus monthly production rates (all aircraft types)



**Record order backlogs support production rate increases**



# DEFENCE MARKETS GROWING (13% of Group)



Senior's sales to the Defence sector are primarily focused on US military-aircraft programmes

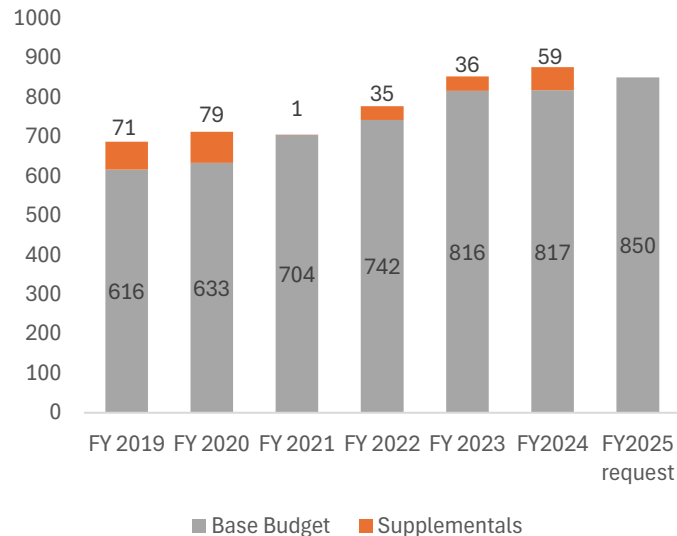


Mature programmes such as the C-130J continue in series production



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

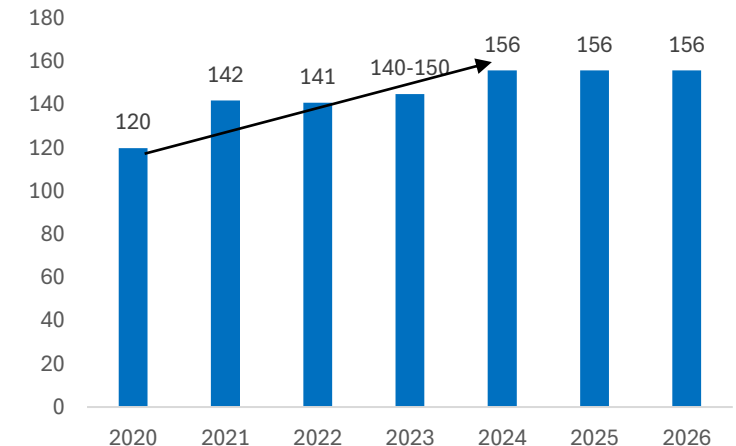
US defence spend continues to grow (USDbn)



Senior benefits from positions on important defence programmes



F-35 anticipated production



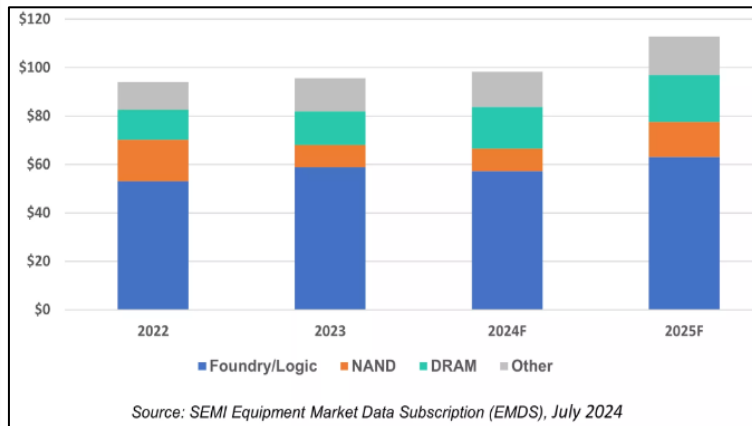
Continued focus on growing content on key platforms

# OTHER ADJACENT MARKETS (8% of Group)

⇒ Senior's aerospace businesses supply to other markets e.g., space, semiconductor equipment and medical

## Semiconductor equipment market

SEMI 2024 Mid-End Wafer Fab Equipment Forecast by Application (USDbn)



## Our diversification into other attractive end-markets

### Semiconductor equipment



### Space

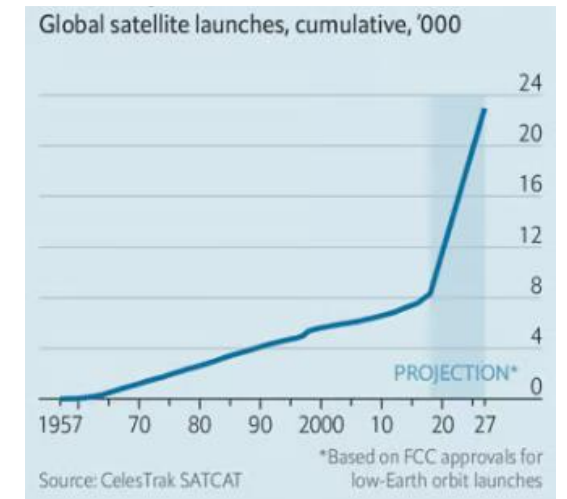


### Medical



## Low earth orbit satellite market

Growth of active satellites (1957 - 2027)



Growth opportunities from low-earth-orbit satellites and the recovery in semiconductor markets

# LAND VEHICLE MARKETS GROWING THROUGH THE CYCLE (20% of Group)



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



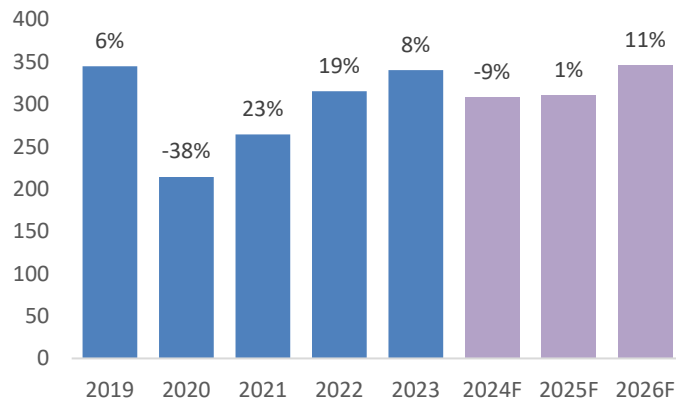
Global commercial vehicle market is expected to grow at low single-digit CAGR through the cycle



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

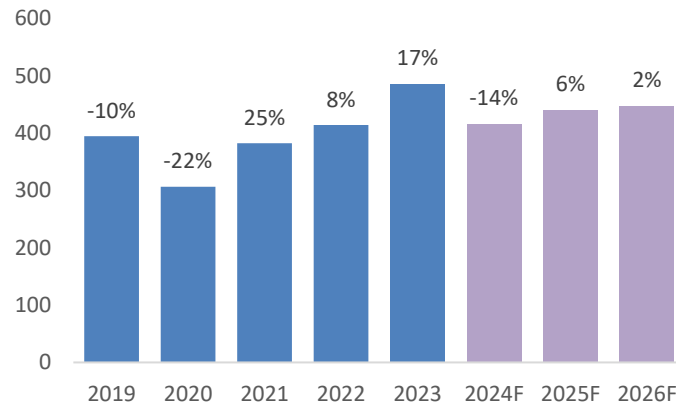
## Truck & Off-Highway (15%)

North America Class 8 Heavy Duty Truck Production ('000)



Senior's sales to N Am. truck market increased by 5% in H1 2024 compared to H1 2023

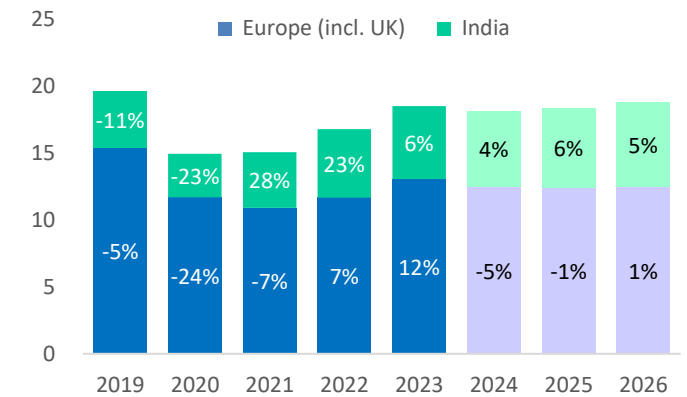
Europe (incl. UK) Class 8 Heavy Duty Truck Production ('000)



Senior's sales to European truck & off-highway market decreased by 3% in H1 2024 compared to H1 2023

## Passenger Vehicles (5%)

Europe (incl. UK) and India Passenger Vehicle Production



Senior's sales to passenger vehicle markets decreased by 5% in H1 2024 compared to H1 2023

**Resilient performance as new programme wins help to offset normalising markets**

# POWER & ENERGY MARKETS GROWING (13% of Group)



Global demand for oil to grow 1% in 2024 then <1% p.a. until 2028, when it peaks.

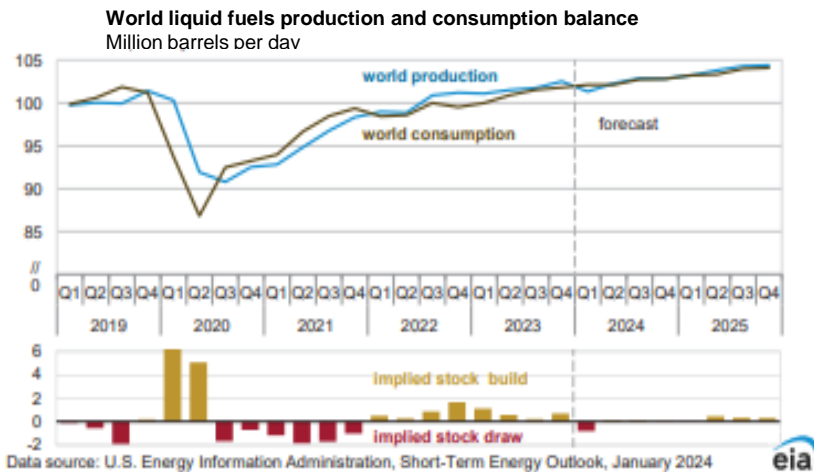


Electricity generation from renewable sources will make up over one-third of mix by 2025



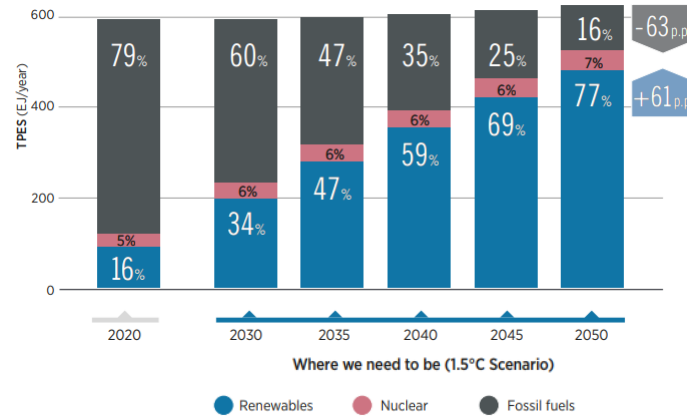
Nuclear based generation important role to play in achieving Net Zero targets

## World Liquid Fuels Production and Consumption Balance



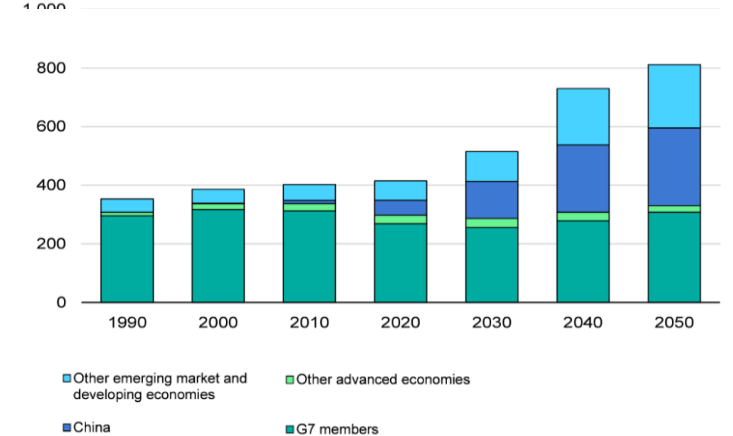
## Clean energy to take a greater share of total primary energy supply

Total primary energy supply, 2020-2050 under the 1.5°C Scenario



## Nuclear power capacity expected to increase

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



Good momentum continued in Senior's power & energy markets

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# STRATEGY & OUTLOOK

# STRATEGY UPDATE

- ⇒ Focus on fluid conveyance and thermal management continues.
  - Customers appreciate “one foot in today, one foot in tomorrow” strategy.
- ⇒ The Group actively reviews its overall portfolio of operating businesses and evaluates them in terms of their strategic fit in order to grow returns, maximise Group operating efficiency and optimise value for shareholders.
- ⇒ We continue to progress strategic options for our Aerostructures business including the potential divestment of the business.
  - Within the period, revenue in Aerostructures grew strongly by 16% from £121.9m to £141.2m on a constant currency basis.
  - We have secured notable new contract awards and important contract renewals bringing pricing up-to-date from various customers, with multiple ongoing discussions regarding attractive new business opportunities.

**Considered and effective capital deployment to maximise shareholder value**

# CONTINUED PROGRESS MADE ON SUSTAINABILITY



**E**

- ⇒ Awarded the top 'A' score by CDP in its global annual ranking for transparency on climate change and supplier engagement for 2023
- ⇒ We remain on track to achieve our Scope 1, 2 and 3 Science Based Target Initiative ("SBTi") verified Near-Term Targets (2025)
- ⇒ Safran Low Carbon Supplier competition award



**S**

- ⇒ We undertook a Global Employee Engagement Survey in the first half of 2024 and were pleased to see improvements in participation rates, engagement, and health & wellbeing scores
- ⇒ Our Lost Time Injury Illness Rate shows a reduction with a figure of 0.27 in June 24 down from 0.32 in December 2023
- ⇒ Currently, 57% of the Board Directors are female.
- ⇒ Two of the Directors (29%) are from ethnic minority backgrounds



**G**

- ⇒ As previously reported two new non-financial performance measures were introduced for 2024 (carbon reduction and employee engagement) to the Company's annual bonus targets
- ⇒ Adoption of an enhanced Group Fraud Policy
- ⇒ Employees continue to receive training on risk and compliance
- ⇒ Annual Global Code of Conduct training ready to roll out to all employees



**Sector leading sustainability performance**

# GROUP OUTLOOK

- ⇒ Senior has delivered a robust set of results that are in line with our expectations
- ⇒ For the full-year we still expect to maintain good performance in Flexonics with H1 slightly higher than H2 due to a return to more typical levels of land vehicle demand
- ⇒ The Group's diversified position across key civil and defence aircraft platforms, strong order intake and increasing aircraft build rates are expected to drive good growth in Aerospace for the full-year. Higher volumes, operational efficiency benefits and improved pricing are expected to result in H2 performance being higher than H1
- ⇒ At a Group level, we expect to continue to largely mitigate the impact of lower 737 MAX production with growth in other business

**Overall, the Board's expectations of good growth for the Group in 2024 are unchanged<sup>(1)</sup>**

(1) Our current assumption is that the average US Dollar to Pound Sterling exchange rate for the full-year 2024 is \$1.27. 10 cents movement in \$:£ exchange rate is estimated to affect full-year revenue by £45m, adjusted operating profit by £3m, and net debt by £11m.



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**ANY QUESTIONS?**

# APPENDICES

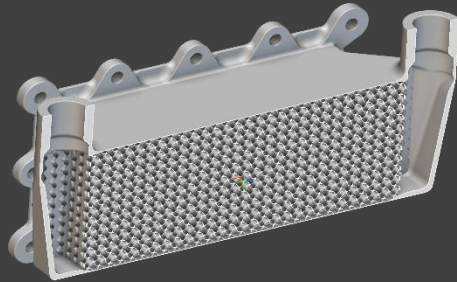
# OUR PURPOSE

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

# 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 68% from 2015 to 2023
- Early adopters** of FTSE Women Leaders and Parker Reviews on gender and ethnic diversity targets

# 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 <b>highly engineered, technology rich products and systems</b> for OEMs in the following markets:</p> <p>Aerospace &amp; Defence</p>  <p>Land Vehicle</p>  <p>Power &amp; Energy</p> 	<p><b>Our Strengths</b></p> <p>Organisation</p> <p>Financial</p> <p>Global Footprint</p> <p>People &amp; Culture</p> <p>Innovation</p>	<p><b>Strategic Priorities</b></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>	 <p>Employees</p>  <p>Customers</p>  <p>Suppliers</p>  <p>Our Communities</p>  <p>Shareholders</p>  <p>Planet</p>

Our cores values – The “Senior Way”

Safety

Integrity

Customer Focus

Respect & Trust

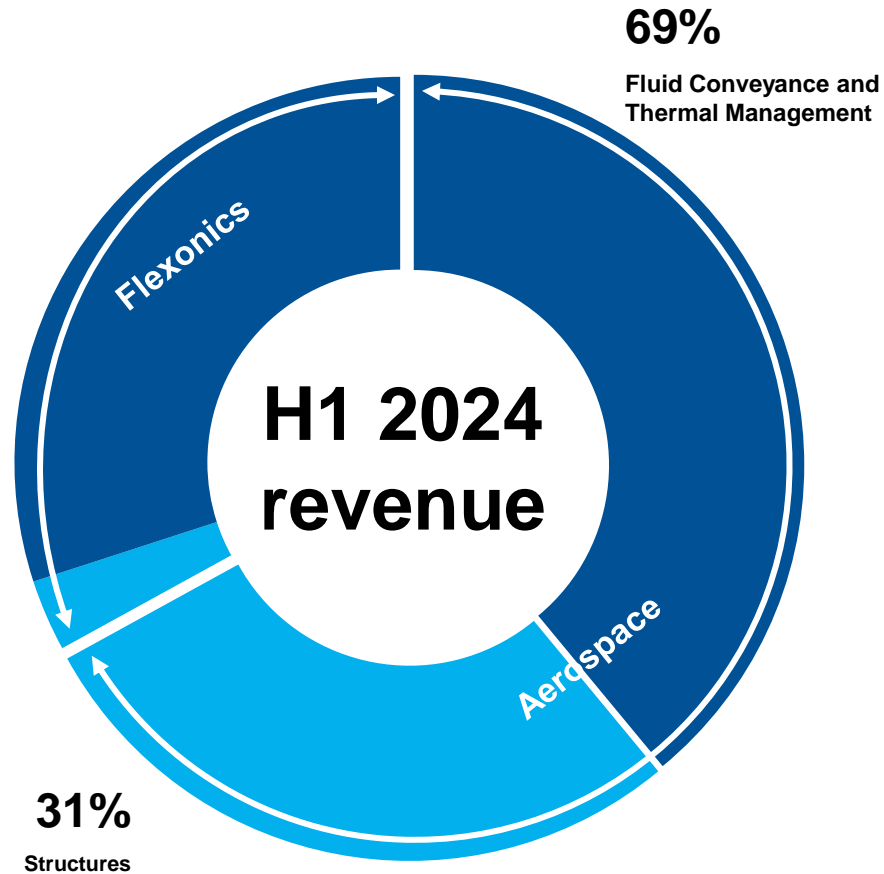
Accountability

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"> <li>⇒ Growing market share, particularly with key customers</li> <li>⇒ Focusing on technology and product innovation</li> <li>⇒ Geographical expansion</li> <li>⇒ Seeking out and exploiting adjacent opportunities organically and through acquisition</li> </ul>	<p>The executive team continually reviews investment priorities to ensure that the best choices are made for the allocation of capital</p> <ul style="list-style-type: none"> <li>⇒ Rigorous investment appraisal process</li> <li>⇒ 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%</li> </ul>	<p>Skilled workforce and highly experienced entrepreneurial business leaders</p> <ul style="list-style-type: none"> <li>⇒ Further develop and attract new talent</li> <li>⇒ A strong focus on diversity and inclusion across the business including on our Board and Executive Team</li> <li>⇒ Achieved targets for the Board set out for gender diversity in the FTSE Women Leaders and met the Parker Review recommendations gender and ethnic diversity.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Empowerment and accountability</li> <li>⇒ Increasing collaboration amongst operating businesses</li> <li>⇒ Maintain an autonomous business structure</li> <li>⇒ Priorities set at both divisional and Group level to address and expand in our evolving markets</li> </ul>	<p>Enhance global footprint to ensure businesses stay competitive at a capability and cost level</p> <ul style="list-style-type: none"> <li>⇒ Meet customers' cost and price challenges</li> <li>⇒ Enhance returns on investment</li> <li>⇒ Key investments               <ul style="list-style-type: none"> <li>-Thailand -Mexico</li> <li>-Malaysia -S. Africa</li> <li>-China -Czech Rep</li> <li>-India.</li> </ul> </li> <li>⇒ Increasingly sophisticated capabilities in competitive cost countries to align with demand</li> </ul>	<p>Key elements include:</p> <ul style="list-style-type: none"> <li>⇒ The Senior Operating System - an operational toolkit incorporating best practice processes           <ul style="list-style-type: none"> <li>• Lean and continuous improvement techniques</li> <li>• Supplier management processes</li> <li>• Engineering new product introduction (NPI) and project management processes</li> <li>• 5/6S methodology</li> <li>• Factory visual management systems</li> <li>• Risk and financial management</li> </ul> </li> <li>⇒ A comprehensive business review process           <ul style="list-style-type: none"> <li>• KPI focus on performance, growth, operational excellence and talent development</li> </ul> </li> </ul>	<p>Sustainability is an integral part of our strategy.</p> <ul style="list-style-type: none"> <li>⇒ 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.</li> <li>⇒ We help tackle climate change by applying our expertise and technology in hard to decarbonise sectors.</li> </ul>

# 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

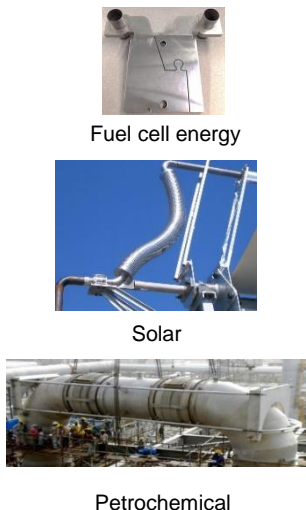
## Semiconductor Equipment



## Medical



## Power & Energy



## Land vehicle



## Defence






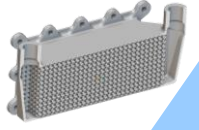


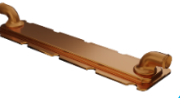





## Aerospace



This core capability continues to be highly relevant as we transition towards a low carbon economy



# FUTURE PROOFING BUSINESS AS WE TRANSITION TO LOW CARBON WORLD

Aerospace	<p><b>2010s</b> Launch of more efficient aero engines</p> <p>Engineering parts for more efficient engines</p> 	<p><b>2020s</b> Urban Air Mobility (UAM) services to start from 2024</p> <p>We are working with multiple UAM providers on prototype thermal management solutions for eVTOL UAMs</p> 	<p><b>2030s</b> More widespread use of SAF in commercial aircraft*</p> <p>Our existing fluid conveyance products are compatible with sustainable aviation fuels</p> 	<p><b>2040s</b> EIS and production of hydrogen-powered aircraft</p> <p>Our thermal management and fluid conveyance IP allows us to offer solutions for next-gen electric and hydrogen powered aircraft</p> 
Land Vehicle	<p><b>2010s</b> Increasingly stringent emission regulations</p> <p>Senior has a long history of world class exhaust gas recirculation cooler design</p> 	<p><b>2020s</b> Higher semiconductor content in cars, especially EVs</p> <p>We are a key supplier to semiconductor equipment manufacturers</p> 	<p><b>2030s</b> New ICE cars to be banned by 2035</p> <p>We have patented solutions for electric vehicle inverter heat sinks</p> 	<p><b>2040s</b> 27 countries have committed to zero-emission trucks &amp; buses</p> <p>We are now in series production of large-capacity battery coolers for BEVs</p> 
Power & Energy	<p><b>2010s</b> Rise of Renewable energy</p> <p>Senior has been involved with US solar powerplants since 1980s</p> 	<p><b>2020s</b> A transition away from fossil fuels was agreed at COP28</p> <p>Our flue gas diversion products are mitigating the climate impact of conventional energy</p> 	<p><b>2030s</b> EU is targeting renewables to be ≥45% of its energy mix.</p> <p>We are working to develop thermal management solutions for the energy-storage sector.</p> 	<p><b>2040s</b> Ensuring stable power supply for data centres</p> <p>We have extensive experience in land-based solid oxide fuel cell components used in back-up power units for data centres.</p> 

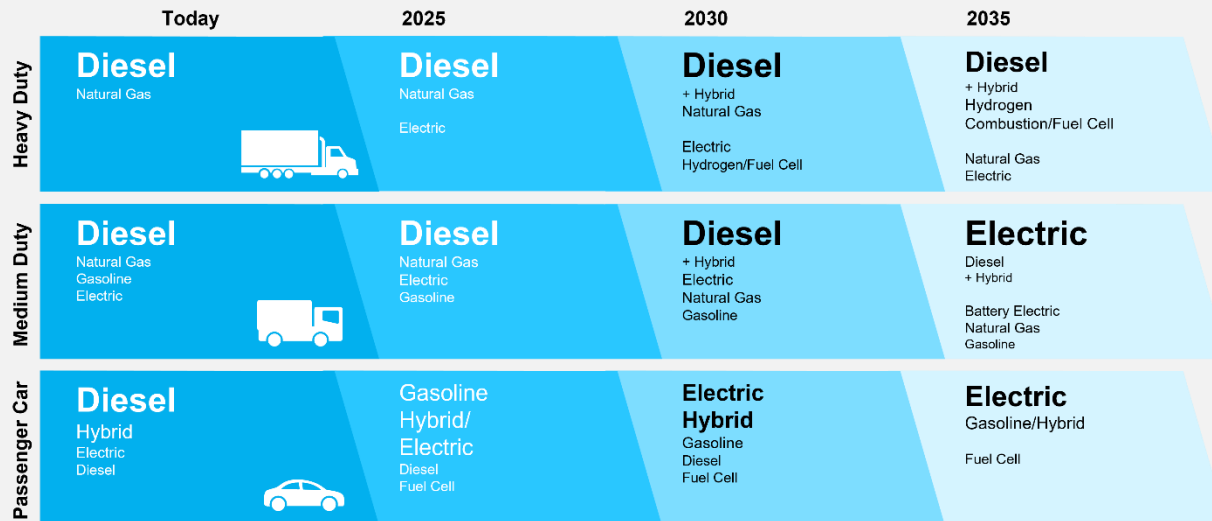
Delivering sustainable solutions

# PRODUCT DEVELOPMENT STRATEGY COMPATIBLE WITH OUR FOCUS ON ESG

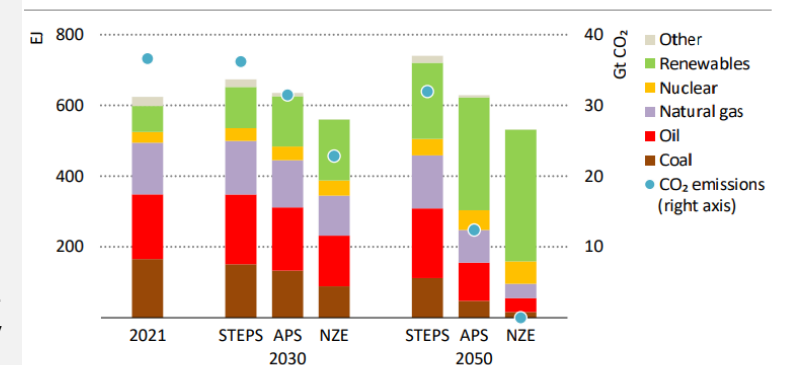
## End-market evolution to achieve Net Zero

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

**Land vehicle** - More efficient diesel engines and accelerating hydrogen/electrification



Total energy supply by fuel and CO<sub>2</sub> emissions by scenario



Notes: EJ = exajoule; Gt CO<sub>2</sub> = 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).

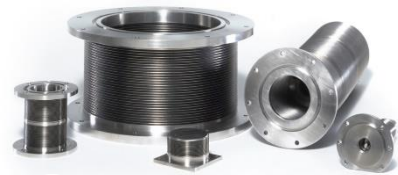
# FLUID CONVEYANCE & THERMAL MANAGEMENT CAPABILITY HIGHLIGHTS



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

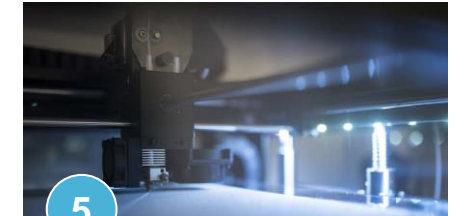
- Including Finite Element, Computational Fluid Dynamics and vibration analysis, plus verification and qualification testing



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

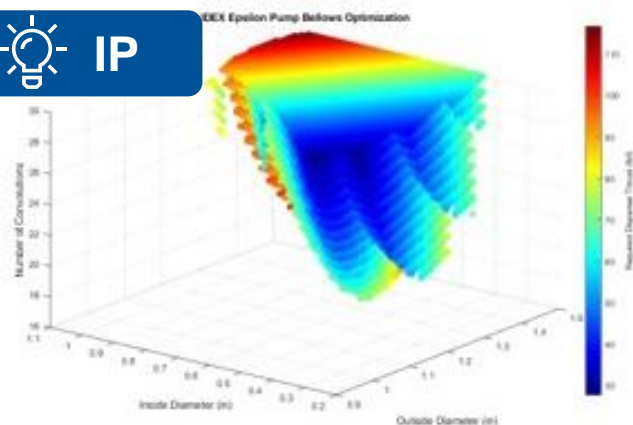
- In both metal and polymer materials
- Enabling technology for complex high-pressure and low-pressure ducting systems and heat exchanger systems

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

# STRATEGIC PROGRESS: IP, TECHNOLOGY & MANUFACTURING



IP



## 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



Technology



## 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



Manufacturing



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

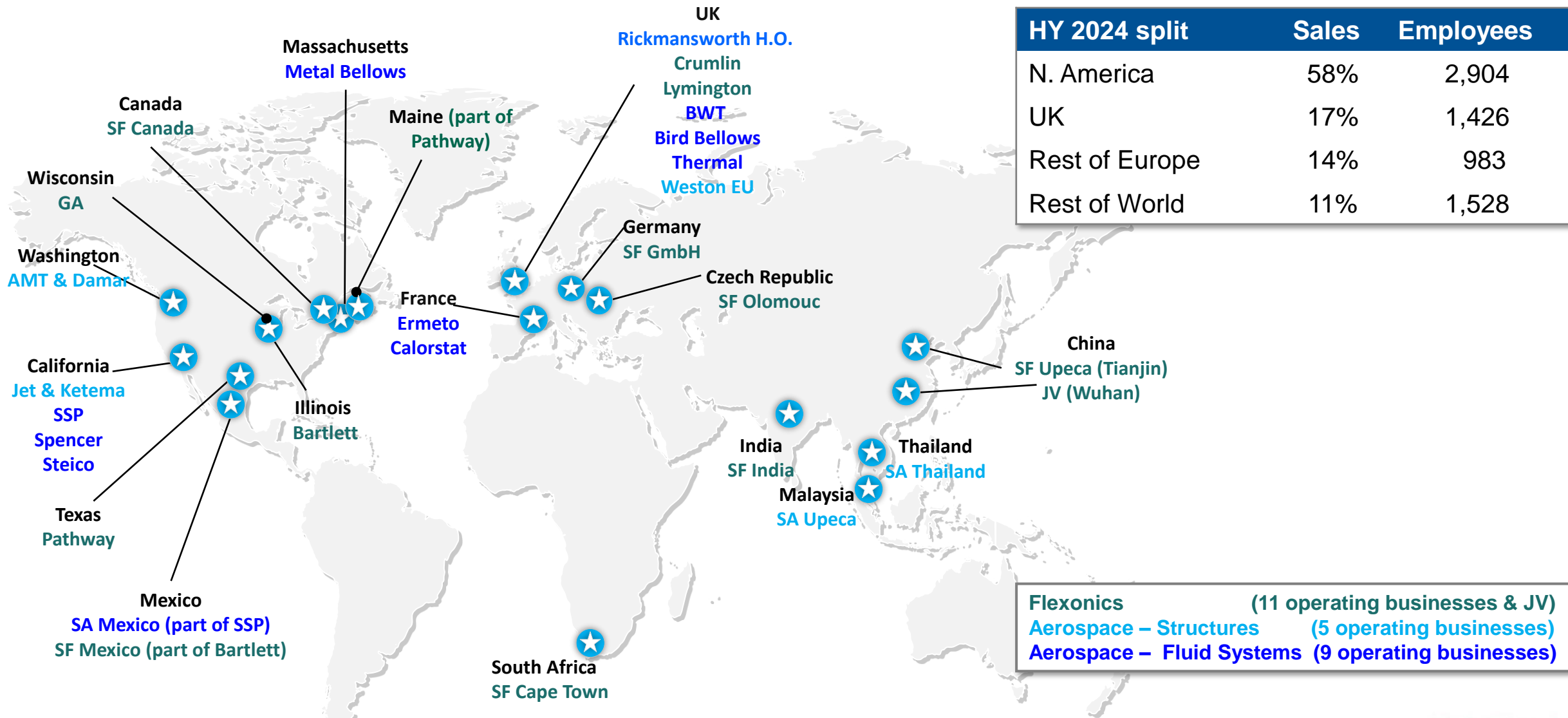
- Innovation underpinned by key enabling technologies such as Additive Manufacturing and Digitisation
- Senior's Technology Council oversees a collaborative approach in developing safe and innovative products

# ACQUISITION FRAMEWORK

More Likely → Less Likely

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

# OUR LOCATIONS



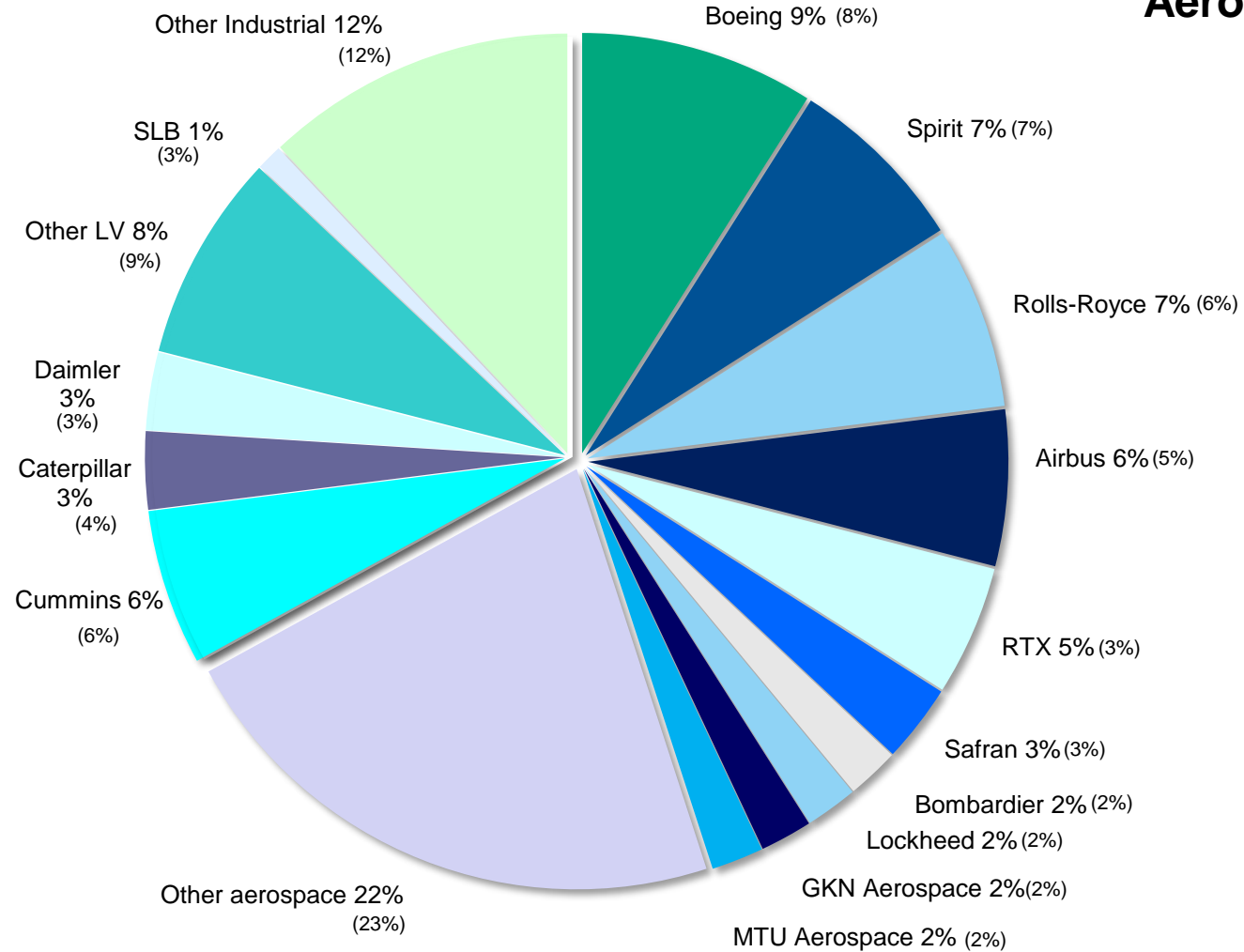
HY 2024 split	Sales	Employees
N. America	58%	2,904
UK	17%	1,426
Rest of Europe	14%	983
Rest of World	11%	1,528

<b>Flexionics</b>	(11 operating businesses & JV)
<b>Aerospace – Structures</b>	(5 operating businesses)
<b>Aerospace – Fluid Systems</b>	(9 operating businesses)

# OUR CUSTOMERS

**33% Flexonics Division**  
(37%)

**Aerospace Division 67%**  
(63%)



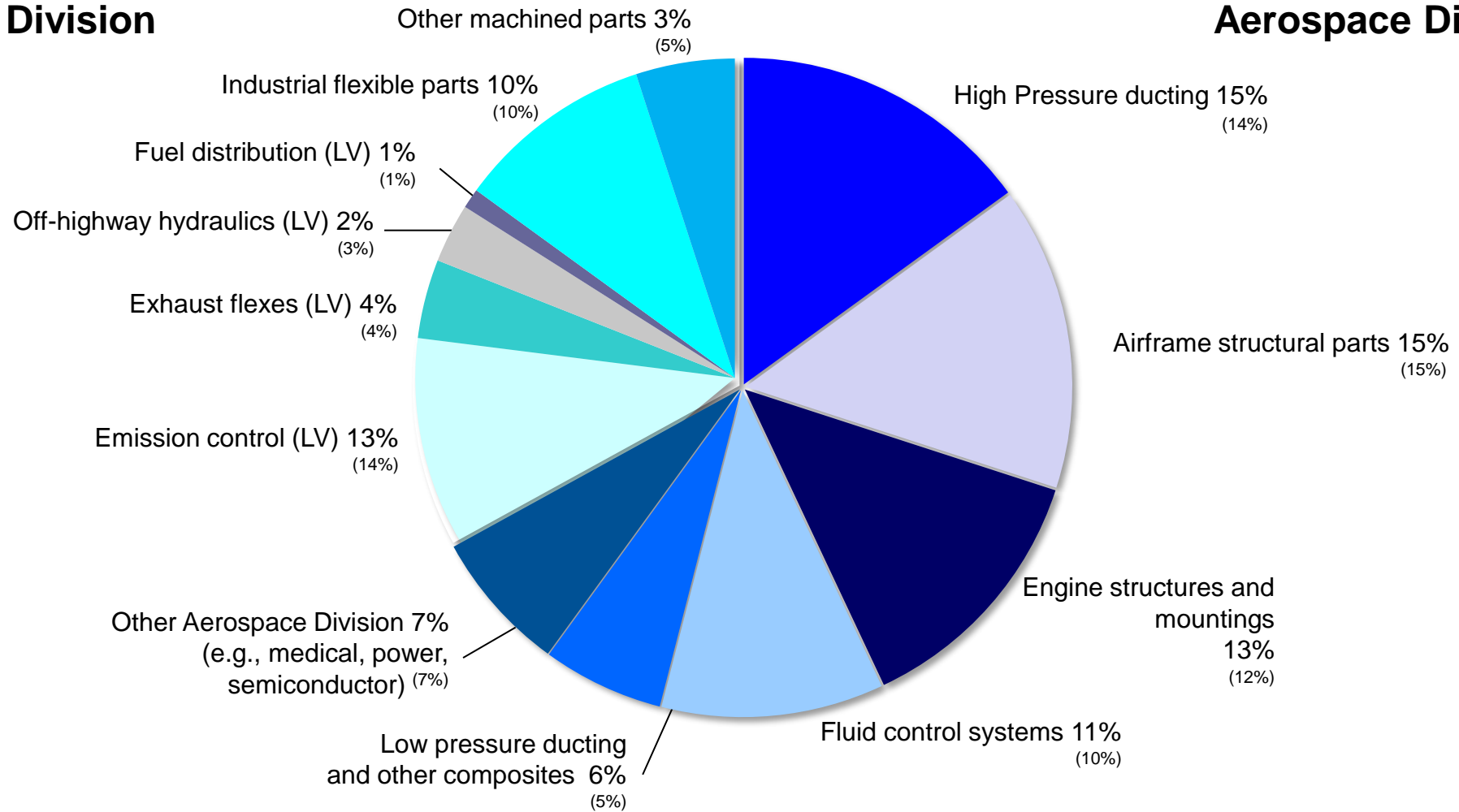
**On a derived basis:**  
Airbus:Boeing ratio  
62:38

Based on H1 2024 revenue. % in brackets are H1 2023 comparatives.

# OUR PRODUCTS

**33% Flexonics Division**  
(37%)

**Aerospace Division 67%**  
(63%)



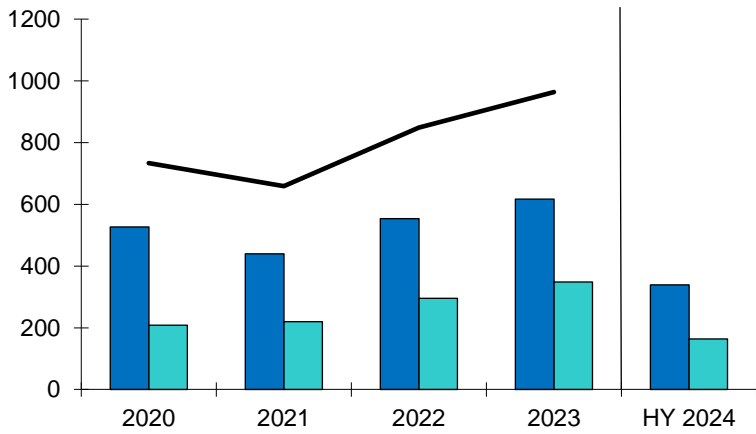
Based on H1 2024 revenue. % in brackets based on H1 2023 revenue

LV = Land Vehicle

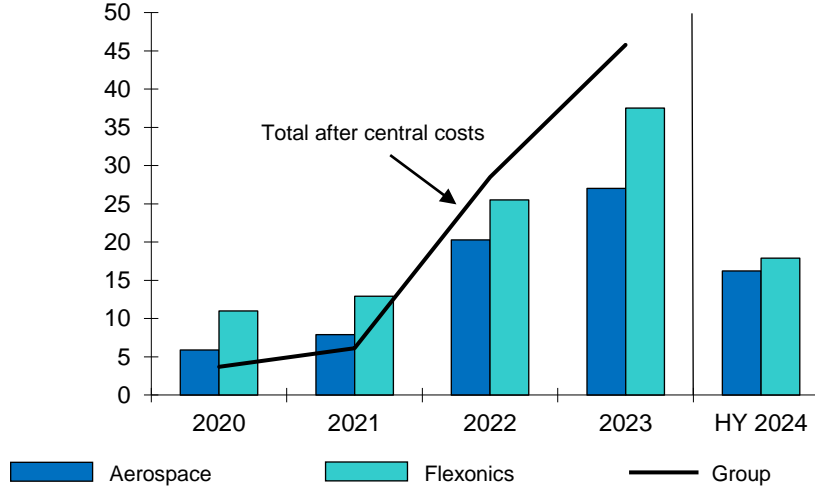


# GROUP EVOLUTION

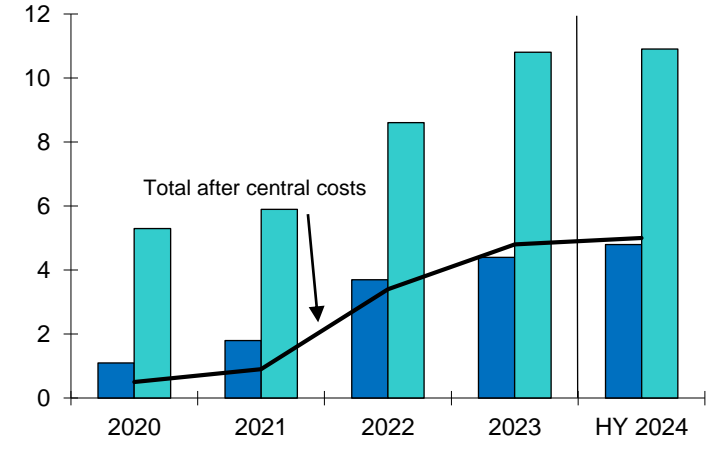
### Revenue (£m)



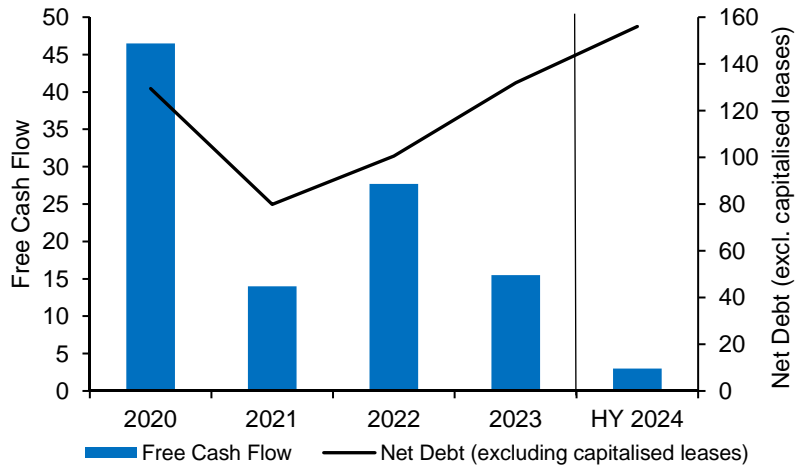
### Adjusted Operating Profit (£m)



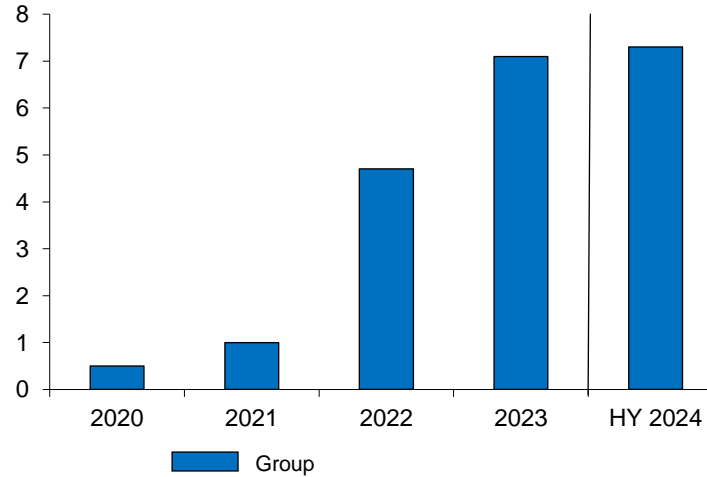
### Adjusted Operating Margin (%)



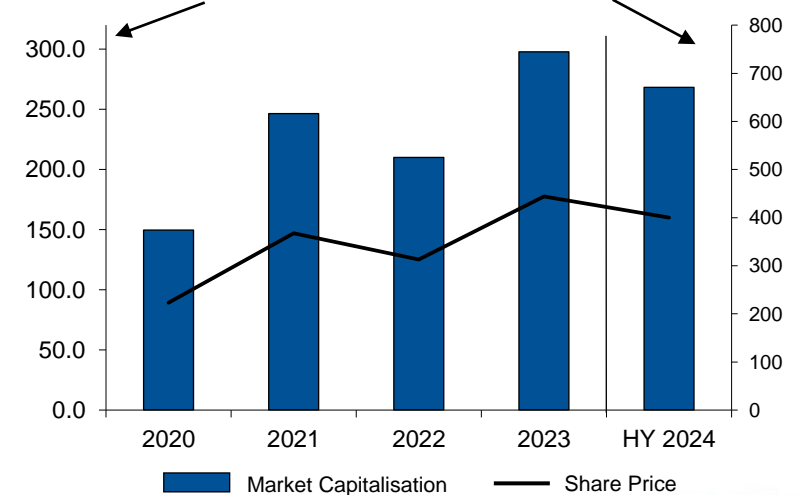
### Free Cash Flow and Net Debt (£m)



### Return on Capital Employed (%)



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



# BALANCE SHEET

£m	June 2024	Dec 2023	June 2023
Goodwill and other intangible assets	226.2	226.4	226.8
Investment in JV	4.2	5.1	4.6
Property, plant and equipment	284.0	284.7	283.1
Other long-term assets	24.4	21.5	12.8
<b>Non current assets, before retirement benefits</b>	<b>538.8</b>	<b>537.7</b>	<b>527.3</b>
Inventories	221.9	207.5	199.4
Receivables, excl. hedging	143.3	139.7	144.2
Payables, excl. hedging	(184.6)	(186.3)	(179.8)
Working capital	180.6	160.9	163.8
Current tax liabilities, net	(5.0)	(7.7)	(16.1)
Provisions	(12.0)	(10.5)	(16.1)
Deferred and contingent consideration	(12.5)	(10.5)	(36.1)
Other current assets, net	(2.5)	(0.1)	(0.5)
<b>Net current assets, before cash/borrowings</b>	<b>148.6</b>	<b>132.1</b>	<b>95.0</b>
Net borrowings	(156.1)	(132.0)	(119.4)
Lease liabilities	(77.0)	(71.8)	(71.1)
Net debt	(233.1)	(203.8)	(190.5)
Retirement benefits, net	38.9	40.5	38.1
Contingent consideration	(6.8)	(18.5)	(15.1)
Other long-term liabilities	(32.3)	(30.9)	(16.6)
<b>Other items, net</b>	<b>(233.3)</b>	<b>(212.7)</b>	<b>(184.1)</b>
<b>Net assets</b>	<b>454.1</b>	<b>457.1</b>	<b>438.2</b>

## FX Impact from Dec 2023

	£m
Non current assets	(1.0)
Working capital	(0.2)
Net debt	(0.5)

## Retirement Benefits (net)

	£m
As at Dec 2023, net	40.5
Pension contribution	0.3
Actuarial gain on liabilities	11.7
Actuarial loss on assets	(13.7)
Other including fx	0.1
As at June 2024, net	<u>38.9</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

# USAGE OF CREDIT FACILITIES – JUNE 2024

	<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>
<b><u>US Private placements:</u></b>							
\$25.0m (Feb 2030)	6.26%	19.8	19.8	-	19.8	-	-
\$25.0m (Feb 2030)	6.26%	19.8	19.8	-	19.8	-	-
\$30.0m (Sep 2028)	4.18%	23.8	23.8	-	23.8	-	-
€28.0m (Feb 2027)	1.51%	23.7	23.7	-	-	23.7	-
\$60.0m (Oct 2025)	3.75%	47.7	47.7	-	47.7	-	-
£27.0m (Jan 2025)	2.35%	27.0	27.0	27.0	-	-	-
	<b>3.87%</b>	<b>161.8</b>	<b>161.8</b>	<b>27.0</b>	<b>111.1</b>	<b>23.7</b>	<b>-</b>
<b><u>Bank facilities:</u></b>							
RCF £115.0m (Nov 2027)	6.77%	115.0	24.0	24.0	-	-	-
US RCF \$47.4m (Jun 2026)	6.98%	37.7	8.1	-	8.1	-	-
		<b>314.5</b>	<b>193.9</b>	<b>51.0</b>	<b>119.2</b>	<b>23.7</b>	<b>-</b>
Overdrafts and bank loans		9.1	-	-	-	-	-
Cash and cash pooling			(36.4)	(8.3)	(7.4)	(9.4)	(11.3)
Debt transaction costs			(1.4)	(1.0)	(0.3)	(0.1)	-
<b>Net debt</b> (excluding lease liabilities)			<b>156.1</b>	<b>41.7</b>	<b>111.5</b>	<b>14.2</b>	<b>(11.3)</b>
IFRS 16 lease liabilities			77.0	8.4	40.4	1.1	27.1
<b>Net debt</b>			<b>233.1</b>	<b>50.1</b>	<b>151.9</b>	<b>15.3</b>	<b>15.8</b>

**Headroom of £158.4m  
on committed facilities**

Innovating today...



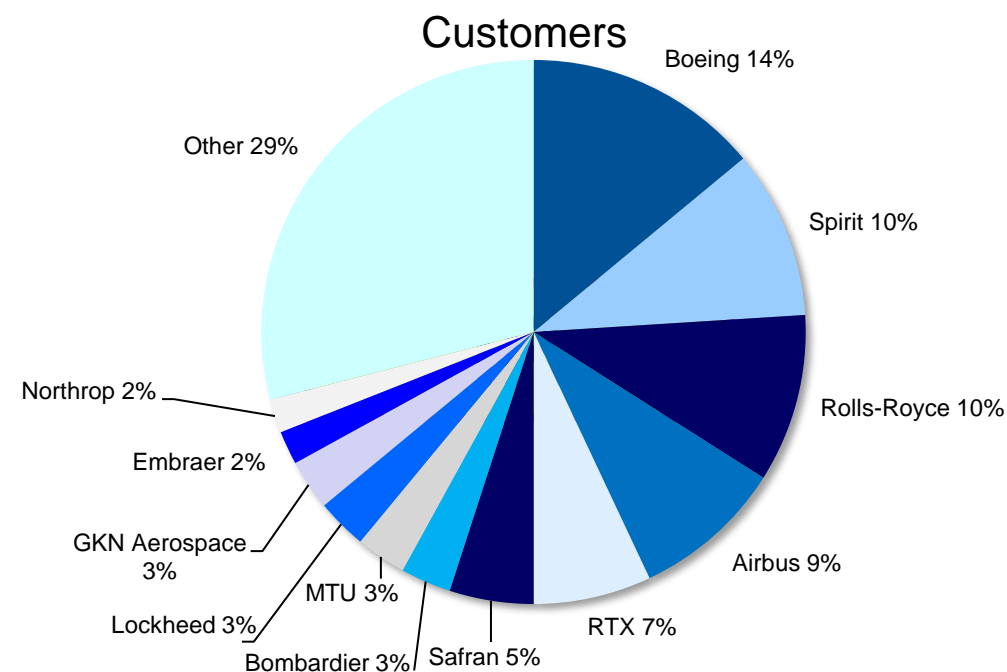
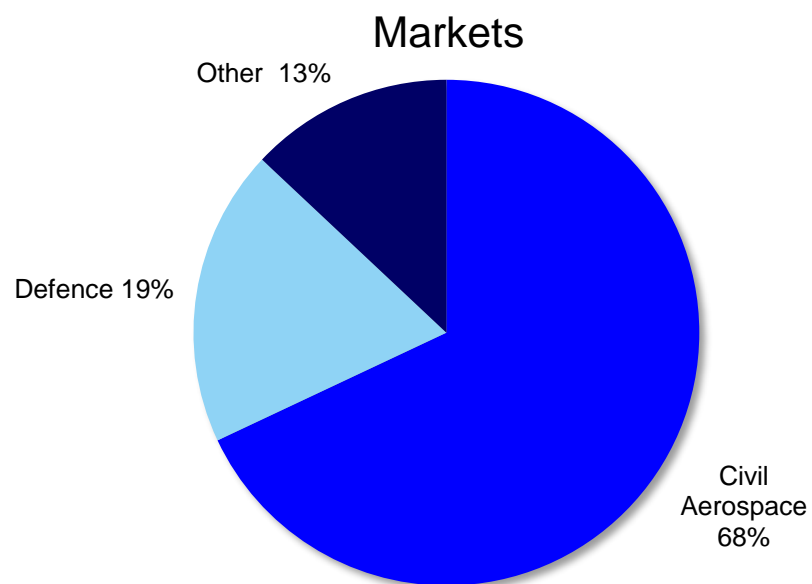
...enabling our tomorrow

# AEROSPACE DIVISION



# AEROSPACE DIVISION: A SUMMARY

	HY 2024	HY 2023 <sup>(1)</sup>	Change	14 Operations	
Revenue	£338.7m	£296.6m	<b>+14.2%</b>	NAFTA	6
Adjusted Operating Profit <sup>(2)</sup>	£16.2m	£11.6m	<b>+39.7%</b>	France	2
Adjusted Operating Margin <sup>(2)</sup>	4.8%	3.9%	<b>+90bps</b>	UK	4
				ROW	2



(1) All at HY 2024 exchange rates – translation effect only.

(2) Before amortisation of intangible assets from acquisitions of £0.8m (HY 2023: £1.1m), site relocation costs of £2.3m (HY 2023: £nil) and US class action lawsuit of £1.1m (HY 2023: £nil).

Innovating today...



...enabling our tomorrow

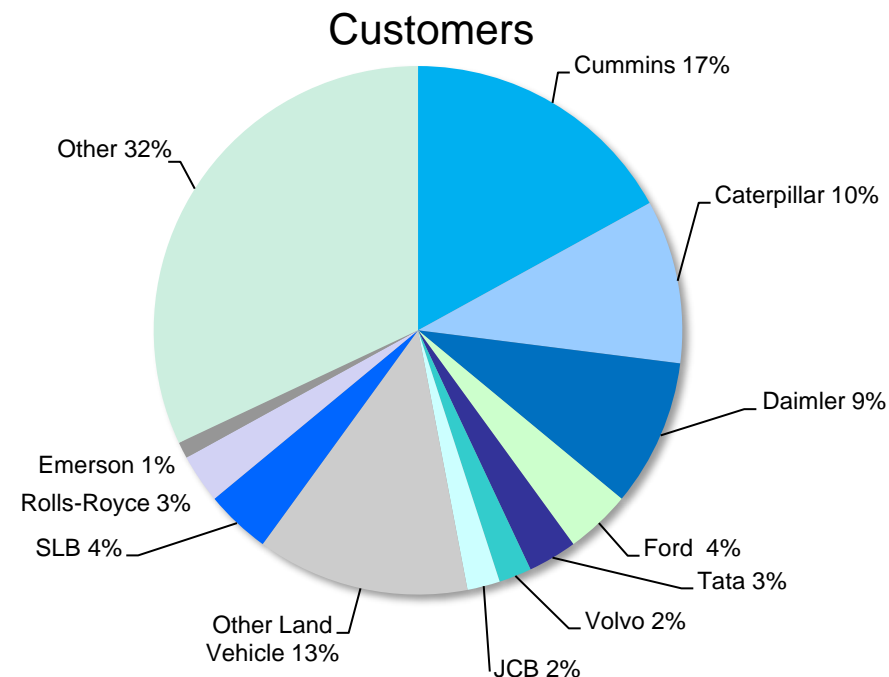
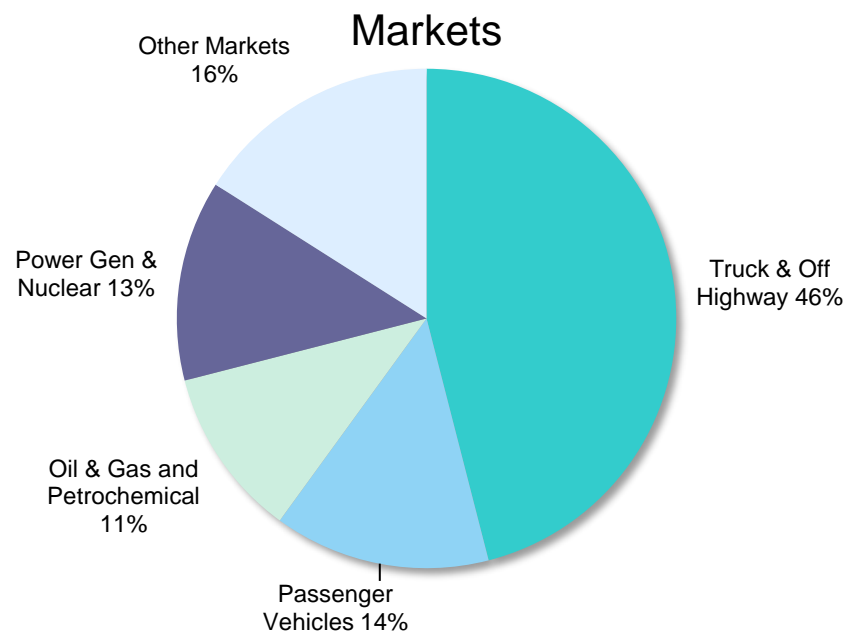
# FLEXONICS DIVISION



# FLEXONICS DIVISION: A SUMMARY

	HY 2024	HY 2023 <sup>(1)</sup>	Change
Revenue	£163.6m	£173.8m	<b>-5.9%</b>
Adjusted Operating Profit <sup>(2)</sup>	£17.9m	£19.5m	<b>-8.2%</b>
Adjusted Operating Margin <sup>(2)</sup>	10.9%	11.2%	<b>-30bps</b>

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



(1) All at HY 2024 exchange rates – translation effect only.  
 (2) Before site relocation costs of £0.3m (HY 2023: £nil).