

FOLLOWING THE SALE OF ITS AEROSTRUCTURES BUSINESS, SENIOR WILL BE A MARKET-LEADING PURE-PLAY FLUID CONVEYANCE AND THERMAL MANAGEMENT (“FCTM”) BUSINESS



GLOBAL, MARKET-LEADING, FCTM SYSTEMS PROVIDER

Senior designs and manufactures high-value added FCTM products and systems for the principal original equipment manufacturers in the worldwide aerospace, defence, land vehicle and power & energy markets

INVESTMENT PROPOSITION

- **Differentiated products**, combined with design-rich IP and expert know-how
- **Well-positioned for growth**, outperforming attractive and structurally resilient end markets
- Structurally **higher operating margins**
- **Sustained profitable growth and lower capital intensity**, driving improved returns and enhanced value for shareholders
- **Stronger operational cash flow conversion**, supporting investment in growth and shareholder returns

WHERE OUR PRODUCTS GO

Senior provides differentiated, highly engineered products in attractive and structurally resilient end markets, underpinned by FCTM technology, which is embedded in our design-rich IP products and systems



39% CIVIL AEROSPACE*

Increasing air traffic, the need for more fuel-efficient aircraft and replacement demand drives 3-4% growth in new aircraft demand. Senior's product and technology portfolio is well placed to benefit from this demand.

*Includes space and adjacent markets (semiconductors and medical)



16% DEFENCE

Senior develops content for key US and European military aircraft platforms. The business has key positions on major funded programmes like the F-35, C-130J, T7 Red Hawk, Eurofighter Typhoon and Dassault Rafale.



27% LAND VEHICLES*

Senior's products for the land vehicle sector are used on both traditional ICE and new BEV programmes. Demand will be driven by growth in transport volumes and tightening emissions regulations for truck, off-highway and passenger vehicles.



18% POWER & ENERGY*


Senior is a market leader in FCTM systems used within industrial, petrochemical and power generation sectors. Its products and technologies serve both existing energy markets and growing sectors including hydrogen and nuclear power.

OUR **DESIGN-RICH IP** AND **EXPERT KNOW HOW** POSITIONS SENIOR AS A MARKET LEADING PURE PLAY FLUID CONVEYANCE AND THERMAL MANAGEMENT BUSINESS


SENIOR WILL BE A HIGHER QUALITY, PURE PLAY
FCTM BUSINESS

senior


Strategy to deliver enhanced shareholder value
underpinned by new medium-term financial targets:

Operating profit margins

Achieve at least **double-digit (%) margins** in the medium term
Aerospace adjusted operating margins: **at least mid-teens (%)** in the medium term
Flexonics adjusted operating margins: **10%-12%** in the medium term

Cash conversion

Greater than 85% through the cycle

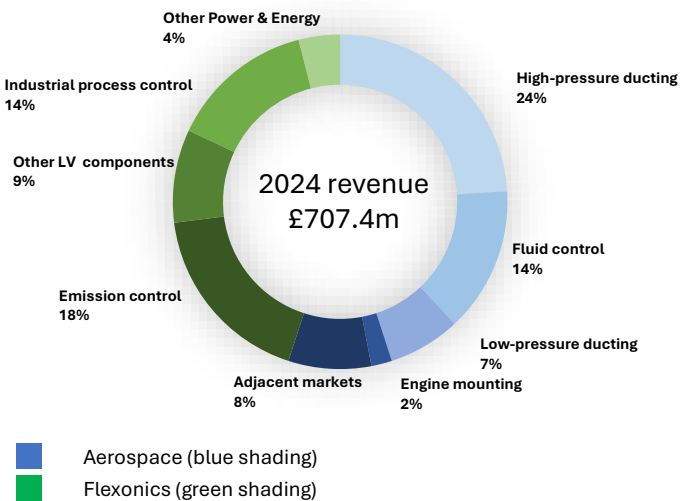
Return on capital employed

15-20% ROCE in the medium term

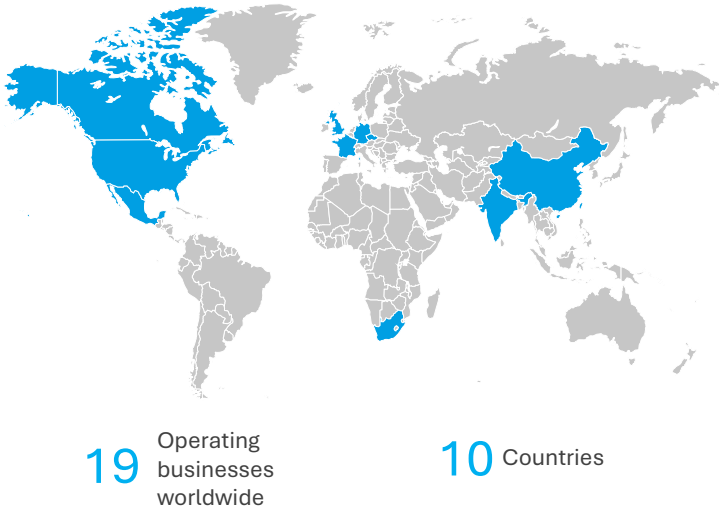
Underpinned by a strong balance sheet, with leverage at 0.5x – 1.5x

This will be supported by an expectation of mid-single digit organic revenue growth through the cycle

PRODUCT CATEGORIES



GLOBAL FOOTPRINT



PRODUCT EXAMPLES



High pressure ducting



Fluid control



Emission control



Industrial process control

Product categories and people worldwide based on pro-forma 2024 revenue excluding Aerostructures