2025 FULL YEAR RESULTS

Strong results, adjusted profit before tax up 21%

Delivering on strategy and on track to achieve medium-term financial targets

2 March 2026

Agenda

Introduction	David Squires	CEO
2025 Full Year Results	Alpna Amar	CFO
Markets, Investment Proposition & Outlook	David Squires	CEO

2025 highlights

- Successful completion of the sale of the Aerostructures business
- Strong financial performance from continuing operations
  - Book-to-bill ratio of 1.09
  - Revenue up 6% and adjusted profit before tax up 24% driven by improved performance in Aerospace
  - Strong margin growth to 11.4% in Aerospace and increased double-digit margin to 12.1% in Flexonics (including JV)
  - Good progress on ROCE up 140 bps to 13.1%
  - Excellent operating cash flow conversion of 90%, exceeding medium-term target
- Strengthened balance sheet with leverage (net debt to EBITDA) reducing to 0.9x (FY24: 1.8x)
- Total dividend of 3.00 pence per share, up 25% on 2024
- 2026 trading in line with expectations, outlook unchanged
- On track to achieve medium-term targets

(1) On a constant currency basis, whereby 2024 results have been translated using 2025 average exchange rates.

FULL YEAR 2025 RESULTS

Continuing operations

Senior plc 2025 Full Year Results

Financial Highlights

Strong 2025 performance with adjusted profit before tax up 24%[1]

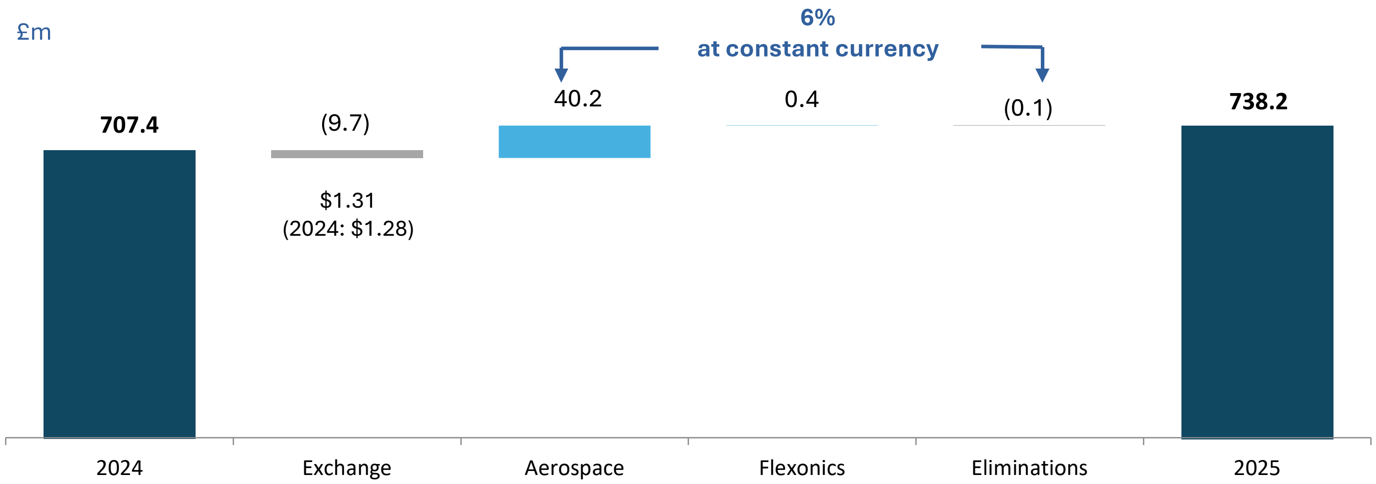
Revenue	£738.2m +6%[1]	2024: £697.7m
Adjusted operating profit	£63.6m +22%[1]	2024: £52.0m
Adjusted operating margin	8.6% +110 bps	2024: 7.5%
Adjusted profit before tax	£51.2m +24%[1]	2024: £41.4m
Adjusted EPS	9.65p +9%	2024: 8.86p
ROCE[2]	13.1% +140 bps	2024: 11.7%
Cash conversion[3]	90% +400 bps	2024: 86%
Dividend per share	3.00p +25%	2024: 2.40p

(1) On a constant currency basis, whereby 2024 results have been translated using 2025 average exchange rates
(2) ROCE is measured on a trailing 12-month basis.
(3) Cash conversion is measured as operating cash flow/adjusted operating profit

All figures are on a continuing group basis

2025 Revenue

Group revenue increased 4%



Aerospace [1]		Flexonics[1]	
2024 Revenue	£386.1m	2024 Revenue	£313.0m
Civil aerospace	£18.7m	Land vehicle	£3.0m
Defence	£12.7m	Power & energy	£(2.6)m
Adjacent markets	£8.8m		
2025 Revenue	£426.3m	2025 Revenue	£313.4m

(1) On a constant currency basis, whereby 2024 results have been translated using 2025 average exchange rates.

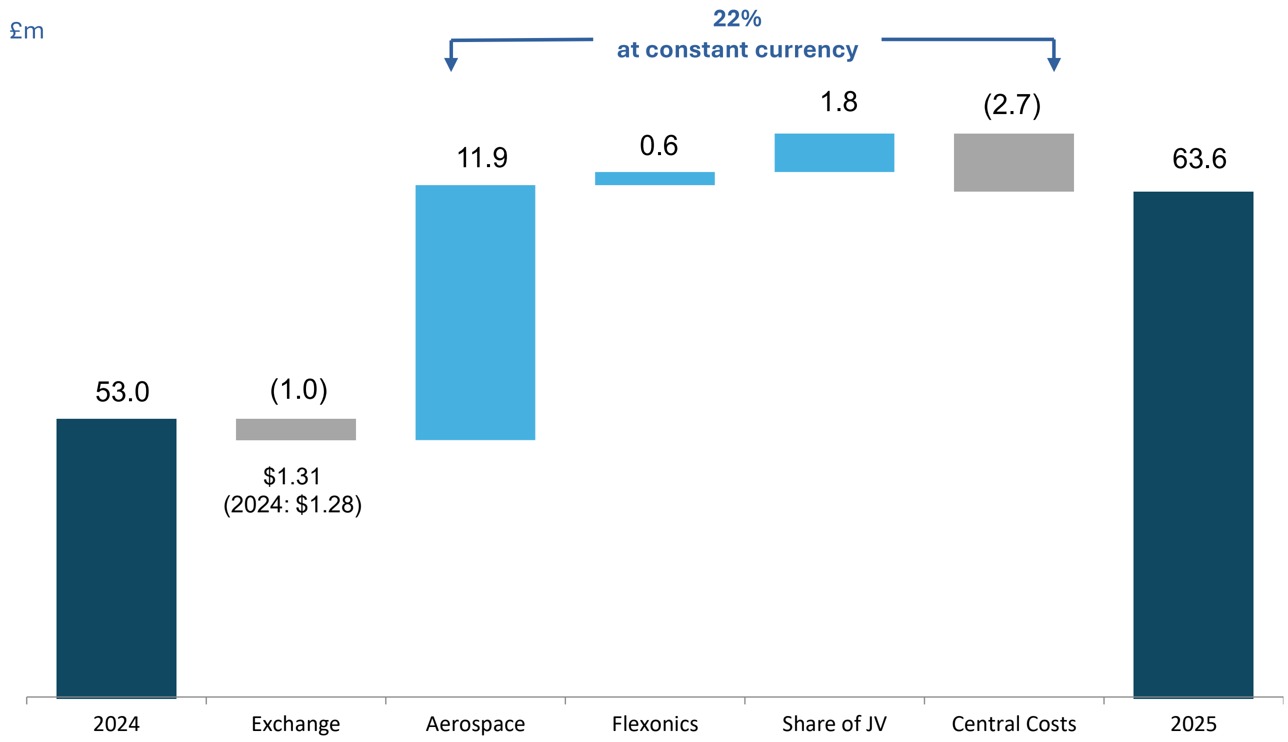
All figures are on a continuing group basis

Revenue increased 6% at constant currency (+4% reported basis)

- Aerospace: 10% increase driven by positive pricing and volume
- Flexonics: marginal increase, outperforming end markets
- Exchange rates had an adverse impact of £9.7m (1.4%)

2025 Adjusted operating profit

Adjusted operating profit increased 20%



(1) Adjusted operating profit is as defined on slide 11.
(2) On a constant currency basis, whereby 2024 results have been translated using 2025 average exchange rates.

All figures are on a continuing group basis

Adjusted operating profit[1] increased 22% at constant currency[2] (+20% reported basis)

Adjusted operating margin increased by 110bps to 8.6%

- Aerospace: positive pricing, volume, mix and commercial settlements
- Flexonics: favourable mix with increased aftermarket and restructuring initiatives
- Share of JV: higher profit from China joint venture
- Central costs driven by performance related incentives
- Exchange rates had an adverse impact of £1.0m

Aerospace performance

Strong FY25 growth with adjusted operating profit margin expansion

£m (constant currency)	2025	2024	Change
Aerospace[1]			
Book to bill	1.21	1.17	
Revenue	£426.3m	£386.1m	+10.4%
Adjusted Operating Profit	£48.5m	£36.6m	+32.5%
Adjusted Operating Margin	11.4%	9.5%	+190 bps

(1) The divisional review is on a constant currency basis, whereby 2024 results have been translated using 2025 average exchange rates.

All figures are on a continuing division basis

- Book to bill 1.21 driven by strong demand across most markets
- Revenue increased 10.4% across all sectors
- Adjusted operating margin increased by 190 bps to 11.4%
- Strong performance with volume benefits, positive pricing, mix, commercial settlements and operational efficiencies
- Strong sales growth in Spencer of 32% year on year

Flexonics performance

Performance ahead of markets, with successful restructuring initiatives

£m (constant currency)	2025	2024	Change
Flexonics (excluding JV)(1)			
Book to bill	0.93	1.01	
Revenue	£313.4m	£313.0m	+0.1%
Adjusted Operating Profit	£35.0m	£34.4m	+1.7%
Adjusted Operating Margin	11.2%	11.0%	+20 bps
Flexonics (including JV)(1)			
Adjusted Operating Profit	£38.0m	£35.6m	+6.7%
Adjusted Operating Margin	12.1%	11.4%	+70 bps

(1) The divisional review is on a constant currency basis, whereby 2024 results have been translated using 2025 average exchange rates.

- Book to bill 0.93 reflecting end-market dynamics
- Revenue marginal increase as expected due to softer heavy-duty truck market conditions
- Resilient adjusted operating margin for Flexonics (including JV) up 70 bps to 12.1%
  - Favourable mix with increase downstream Oil & Gas aftermarket activity in H2
  - Restructuring initiatives in certain operations.
- China JV performed very strongly in the year with Senior's share of adjusted Operating Profit £3.0m (2024: £1.2m)

Adjusted and reported profit

Reported profit £27.3 reflects restructuring and pension buy-in activities in 2025

£m	2025	2024
Adjusted operating profit	63.6	53.0
Net finance costs		
Net finance costs	(12.3)	(11.0)
Lease liabilities (IFRS 16)	(2.2)	(1.8)
Retirement benefits	2.1	2.0
Adjusted profit before tax	51.2	42.2
Tax		
Tax charge	(11.3)	(5.5)
Adjusted profit for the period	39.9	36.7
Amortisation of intangible assets from acquisitions	(1.6)	(1.6)
Site relocation costs(1)	(2.4)	(3.5)
US class action lawsuit	-	(1.1)
Pension benefit clarifications	(7.3)	-
Restructuring	(5.0)	-
Corporate undertakings(2)	(0.8)	1.4
Related tax on above items	4.5	1.3
Reported profit for the period	27.3	33.2

(1) Site relocation costs of £2.4m (24: £3.5m) include £1.5m related to the transfer of existing business to cost competitive facilities. The Group also incurred £0.8m of costs (24: £0.5m) related to the transfer of our Innovation Centre to a nearby higher-tech facility.
(2) Corporate undertakings was £0.8m for 2025 (24: £1.4m credit) mainly related to the Spencer acquisition including £0.5m FV change of contingent consideration.
(3) The reconciliation from adjusted to reported profit for continuing and discontinuing operations is in note 9 and 35 on of the ARA.

All figures are on a continuing group basis

Adjusted profit before tax increased by 21% to £51m

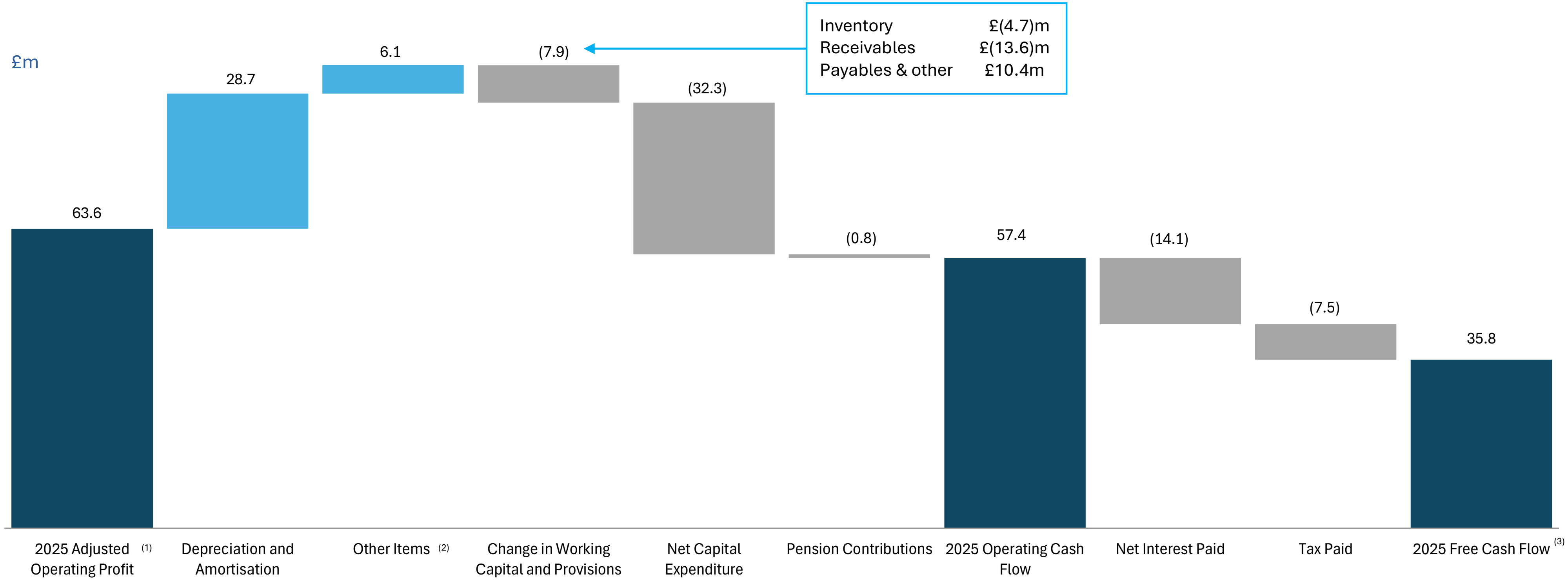
Adjustments in the period

- Amortisation: non-cash and related to acquisitions
- Pension benefit clarifications related to UK pension buy-in due diligence: £7.3m
- Restructuring: £5.0m cost reduction initiatives
- Site relocation costs: £2.4m
- Spencer and other corporate activity costs: £0.8m
- Tax credit: £4.5m

Reported profit of £27.3m

Cash flow generation

Free cash flow increased 37% to £36m

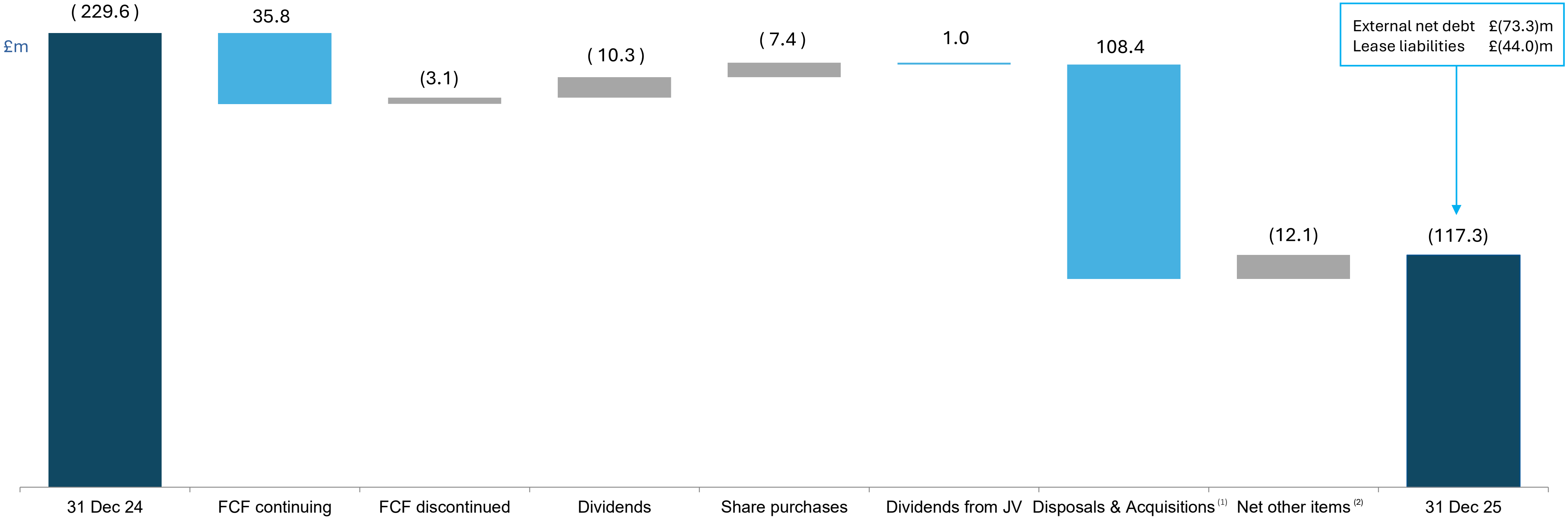


(1) Adjusted operating profit is as defined on slide 11.
(2) Other Items comprises £3.0m working capital and provision currency movements, £4.7m share-based payment charges, £1.6m pension service and running costs, £(0.2)m profit on sale of fixed assets and £(3.0)m share of joint venture.
(3) Operating cash flow is defined as cash generated by operations after investment in net capital expenditure, and before costs related to restructuring, corporate undertakings and site relocation costs.

All figures are on a continuing group basis

Net debt including IFRS 16 leases

Net debt reduced significantly to £117m at 31 December 2025

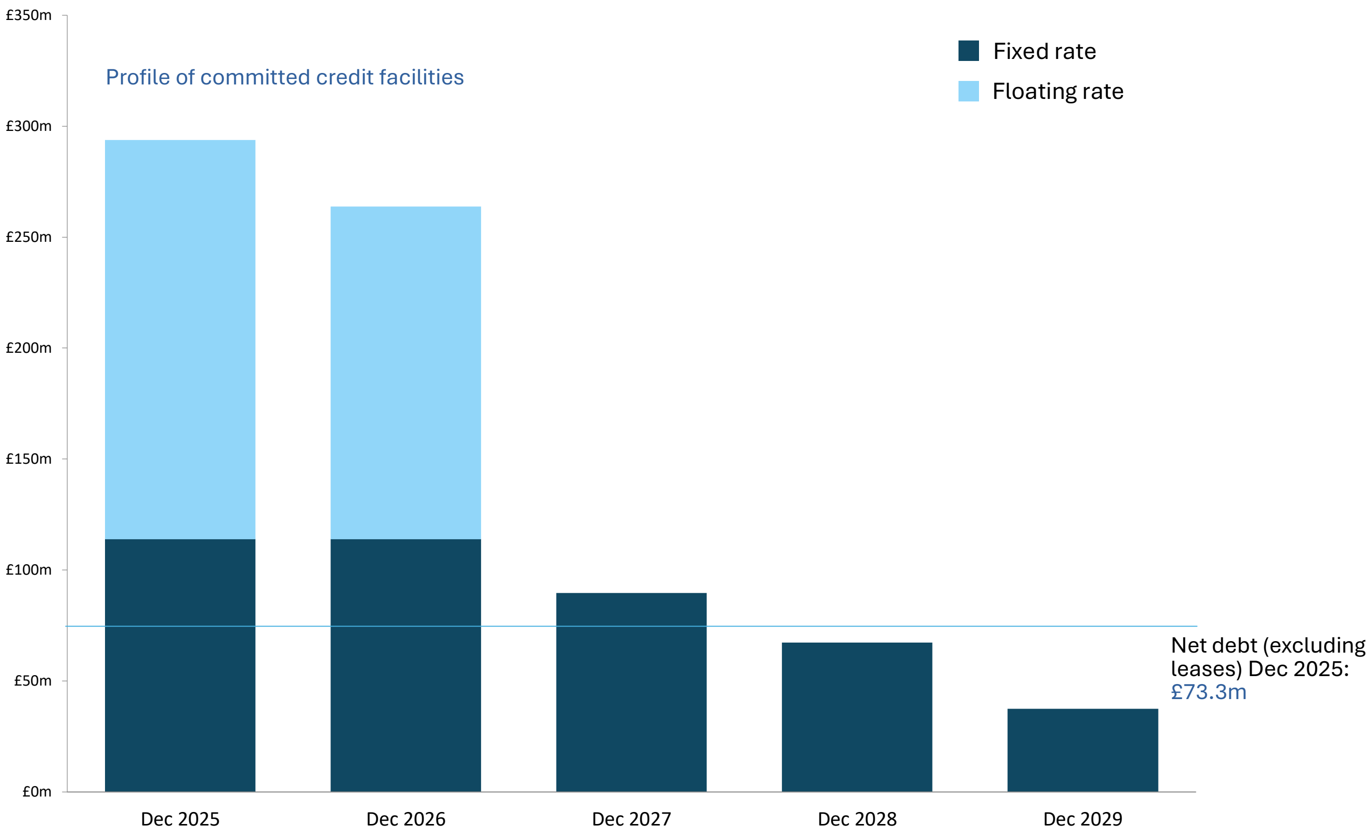


(1) Disposals & Acquisitions is made up of +95.7m net proceeds, +£33.5m lease liabilities and net debt disposed, £(7.0)m disposal costs and £(13.8)m Spencer contingent consideration & related costs.
(2) Net other items includes £15.8m lease liability additions and modifications, £2.4m site relocation costs, £1.5m restructuring costs partially offset by £7.6m FX gains.

Figures reconcile opening net debt to closing net debt as such include continuing and discontinued cash flows

Financing arrangements

Strengthened balance sheet with leverage of 0.9x at 31 December 2025



Net debt of £73.3m excl. £44.0m of IFRS 16 leases

Net debt to EBITDA: 0.9x at 31 December 2025

Committed borrowing facilities of £293.8m

- Comprising five US Private Placement Notes and two Revolving Credit Facilities ("RCF"). $40m US Private Placement Notes were issued in February 2025
- Repaid maturing US Private Placements in 2025: £27m in January 2025 and $60m in October 2025
- January 2026: repaid £30m Term loan facility (a short-term facility entered as a bridge to the Aerostructures disposal)

Medium-term financial targets update

On track to deliver medium-term financial targets

	Medium-term financial targets	FY2025	Progress
Group Operating Profit Margin	Achieve at least double digit	8.6%	On track
Aerospace Operating Profit Margin	At least mid-teens	11.4%	On track
Flexonics Operating Profit Margin	10% - 12%	11.2%	✓
Cash conversion	>85% through the cycle	90%	✓
Return on capital employed	15% - 20%	13.1%	On track
Underpinned by a strong balance sheet, with leverage at 0.5x – 1.5x			✓
Supported by an expectation of mid-single digit organic revenue growth through the cycle			✓

Capital allocation

Capital deployment to enhance returns

Capital allocation	Objective	How	2025:
Organic growth	Outgrow end markets, improve cost efficiency	- Invest 2% to 3% of revenue into R&D - Capex / depreciation of 1.1x. Capex investment:	£15.7m £32.6m
Dividends	Continue progressive dividend policy	Maintain earnings cover of 2.5x to 3.5x	£12.3m(1)
Leverage	Maintain strong balance sheet	Target net debt / EBITDA of 0.5x to 1.5x	0.9x

Optionality for investment in growth and shareholder returns

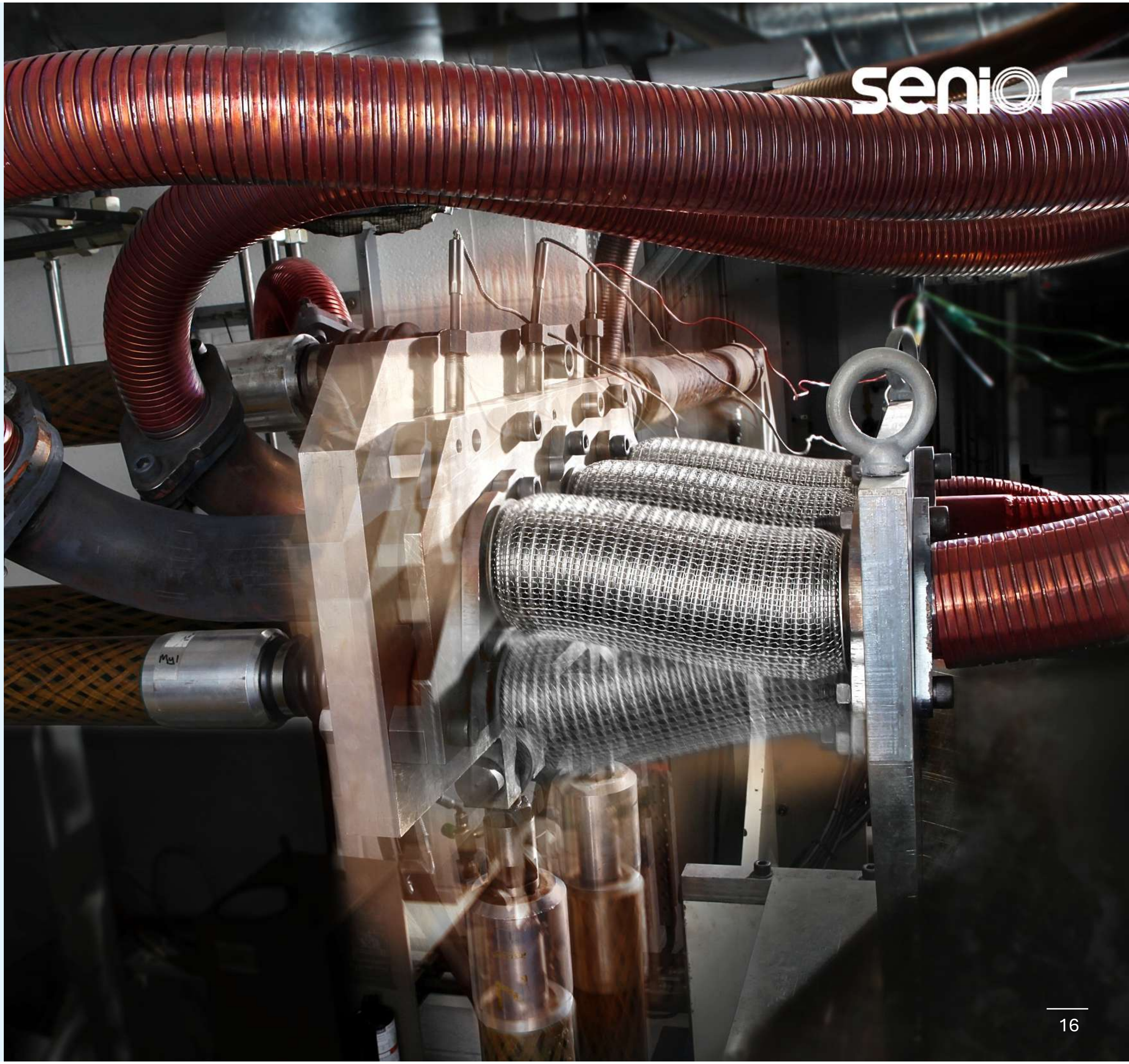
Return of capital
Return excess cash to shareholders

Value accretive bolt-on M&A
Maintain disciplined approach to additions to our portfolio

(1) Dividend payments relating to 2025 of £12.3m (interim paid £3.4m, final to be paid £8.9m).

MARKETS, INVESTMENT PROPOSITION & OUTLOOK

Senior plc 2025 Full Year Results



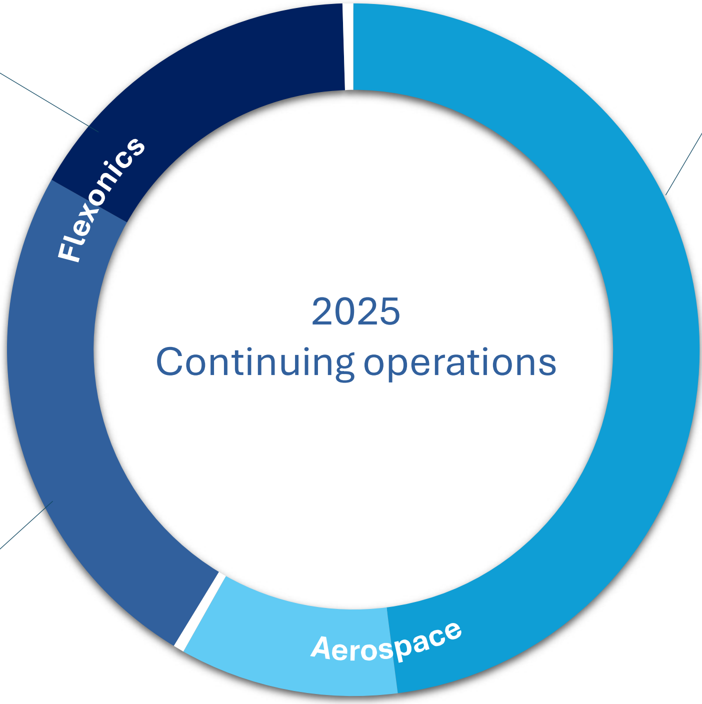
Attractive end market exposure

Structurally resilient growth markets

42% Flexonics Division
(45%)

Power & Energy
17% (18%)

Land Vehicle
25% (27%)



Adjacent Markets*
10% (9%)

Aerospace Division 58%
(55%)

Aerospace & Defence
48% (46%)

67% (65%)
Commercial aircraft and business jets

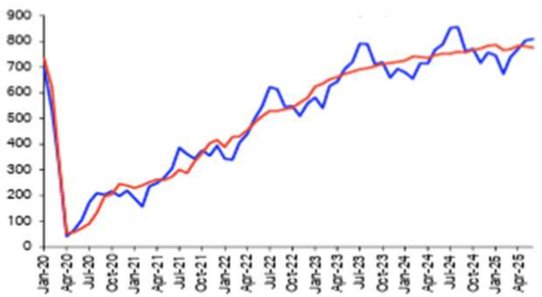
33% (35%)
Military aircraft

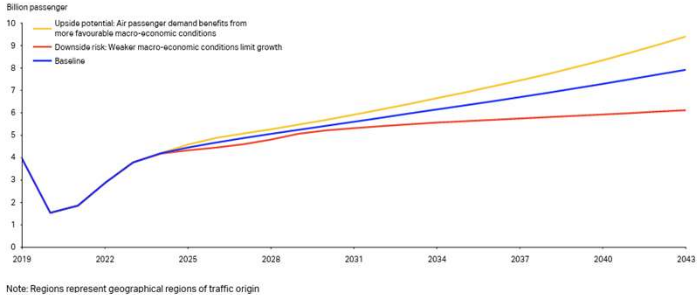
* "Adjacent Markets" includes semiconductor equipment and medical device markets.
Based on 2025 revenue. % in brackets are 2024 comparatives.

Aerospace markets

Good long-term growth anticipated in both civil and defence markets

Civil Aerospace (32% of revenue)





Source: (left) June IATA Sustainability and Economics, IATA Information and Data - Monthly Statistics (Right) IATA Sustainability and Economics, Tourism Economics (December 2024 release)

Defence (16% of revenue)

F-35

T-7A

Eurofighter

A400M

C-130J

Rafale

(1) Revenue Passenger Kilometres, *Average of Airbus and Boeing 20-year forecasts

Senior supplies to the large commercial, regional, business jet, defence and adjacent markets

Civil aerospace achieved 10% growth in 2025

- RPKs[1] increased by 5% in year (IATA)
- Improved pricing and higher build rates
- Strong growth in regional jets

3%* long-term air traffic growth driven by Asian markets and fleet modernisation/replacement

In defence, Senior has good content on key US and European military-aircraft platforms

Defence experienced 12% growth in 2025

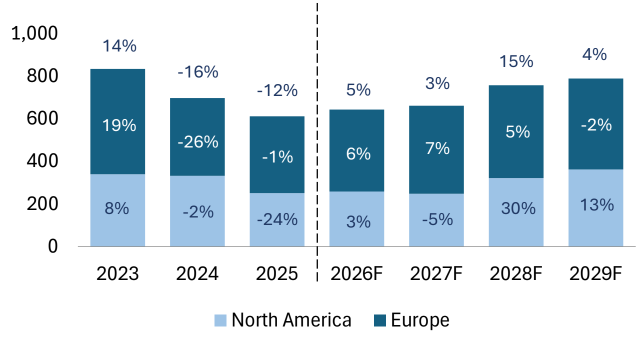
- Demand from the F-35 programme remains strong
- Good demand from other military programmes including strong aftermarket

Flexonics markets

Senior outperforming end markets

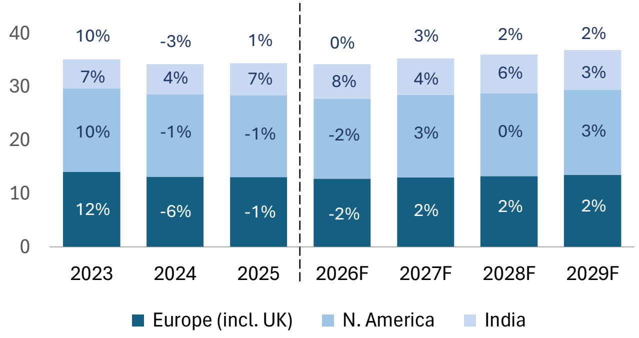
Truck & Off-Highway (17% of revenue)

North America & Europe (incl. UK) Class 8 Heavy Duty Truck Production (‘000)



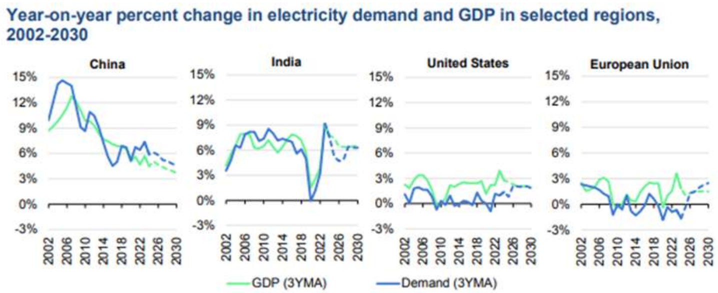
Passenger Vehicles (8% of revenue)

Europe (incl. UK), N. America and India Passenger Vehicle Production (m)

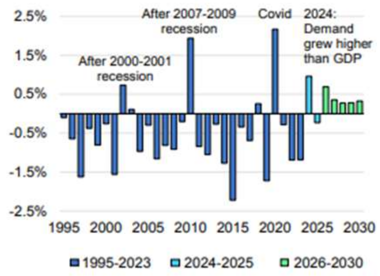


Power & Energy: (16% of revenue)

Electricity demand in US and EU is now growing



Difference between electricity demand and GDP growth rates



Source: Top left: ACT Research & S&P Feb 2026; top right: S&P Feb 2026; Bottom left: IEA; bottom right: IEA

senior

Senior continues to outperform markets in land vehicles due to the launch and ramp up of newer programmes:

- Senior’s NA, EU & India passenger vehicles sales increased 31% in 2025 compared to market growth of 1%
- Senior’s NA heavy-duty truck sales decreased 18% while market declined 24% in 2025
- Senior’s EU heavy-duty truck sales were down 1% in line with the market

In Power & Energy, sales decreased 2% in year

- Reduced exposure to commoditised products for Oil & Gas
- Strong growth in downstream Oil & Gas underpinned by large CATOFIN project in India

Investment proposition

Profitable growth and strong cash flow conversion driving enhanced shareholder returns

Differentiated products	Supported by design-rich intellectual property and technical expertise
Attractive markets	Strong positions in attractive and resilient markets
Customer relationships	Deep customer relationships with high barriers to entry
Operational excellence	Senior Operating Systems driving operational excellence and efficiency
Global footprint	Established cost competitive global footprint
Financial strength	Balance sheet strength, enhanced profit and cash generation supports investment and shareholder returns

Outlook

- Trading in the first two months of 2026 have started well and the Board's expectations are unchanged for 2026.
- In Aerospace, growth in civil aircraft build rates and increased demand across our other markets is expected to drive further good progress in 2026 and beyond.
- Flexonics expectations for 2026 are unchanged with robust double-digit margins being maintained, when including the JV, notwithstanding the softer conditions in certain end markets.
- Looking ahead, we are confident of delivering enhanced shareholder value as we execute on our strategy and continue to strengthen our financial performance in line with our medium-term financial targets.

APPENDICES

Senior plc 2025 Full Year Results

Aerostructures Divestment

Successful completion of Aerostructures divestment on 31 December 2025

- Identified as non-core with limited operational synergies
- Significant capital requirements to grow the business
- Disposal completed on 31 December 2025
- Classified as discontinued operations
- Customary completion adjustments and earn-out to be finalised in 2026 and are excluded from the table below
- Cash proceeds used to reduce net debt

	£m
Initial Consideration	
Initial proceeds	£96m
Lease liabilities net of cash transferred	£34m
Net debt impact (before customary adjustments)	£130m
Transaction costs (cash impact)	£(12)m

M&A framework

More Likely → Less Likely

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

Value accretive bolt-on acquisition: Spencer

Case Study: Bolt-on accelerating growth opportunities

- Spencer designs and manufactures high pressure hydraulic fluid fittings for use in commercial and military
- Located in California, USA. Previously owner managed business
- Acquired in November 2022
- Revenue growth of 32% in 2025 and revenue growth of 200% under Senior's ownership
- New customers secured in 2025
- More fittings qualified and added to LTA's, expanding product range

Synergies

- Continuing to leverage global customer relationships to expand and accelerate revenue growth. First European orders now received
- Utilising Senior Operating System and engineering expertise to improve manufacturing capability and accelerate product qualifications

Senior plc

A global leader in Fluid Conveyance and Thermal Management with c.100 years experience

- Senior plc is a specialised engineering company that designs, engineers and manufactures high performance components used in demanding environments
- Global specialist in components that manage and control extreme temperature and high-pressure fluids or gases
- Multi-decade expertise in engineering and manufacturing bellows, ducting, hoses and expansion joints
- Products and systems used in aerospace and defence, land vehicles, power and energy and industrial markets with high barriers to entry
- Resilient, competitive and flexible cost structure
- A focused Senior well positioned to deliver profitable growth

- Revenue 2025: £738m (2024: £707m)
- Adjusted operating profit 2025: £64m (2024: £53m)
- Operating cash flow conversion: 90%
- Book to bill: 1.1
- Employees c5,000
- 19 Operating businesses (incl. JV)
- Country locations: 10

Competitive Positioning

Market leading offering helps drive sustained profitable growth and shareholder value

	Senior	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5
Products/Capabilities						
Low-pressure ducting	✓	✓	✓	✓	✓	
High-pressure ducting	✓	✓	✓	✓	✓	
Edge-Welded Bellows	✓		✓	✓		✓
Expansion Joints	✓			✓		✓
Aerospace Standard Parts	✓	✓	✓	✓		✓
Heat exchangers	✓			✓		
Vacuum jacketed hoses	✓			✓		
Battery cooling/Heat sinks	✓	✓				
EGR cooler	✓					
Markets						
Aerospace & Defence	✓	✓	✓	✓	✓	✓
Land Vehicles	✓	✓	✓			✓
Power & Energy	✓	✓	✓	✓		✓
Semiconductor Equipment	✓			✓		
Med-Tech	✓			✓		

Senior's strengths

- **Operational Track Record**
  - Best in Class safety
  - Quality
  - On Time Delivery
- **Customer Support**
- **Speed to market**
  - Rapid prototyping
- **Concurrent Engineering**
- **Financial stability**
- **Autonomous & Collaborative** structure
  - Skilled and highly motivated Leadership teams
- **World class factories**
- **State of art engineering labs**
- **Sustainability credentials**

Our Businesses and Markets

Two divisions, Aerospace and Flexonics, supplying highly engineered products and systems across attractive end markets

Aerospace

Civil Aerospace

Defence

- Design, engineering, manufacture and testing of high-pressure ducting, low pressure ducting systems, engine build-up ("EBU") systems
- Products include bellows, tubing, flexible joints, flanges and fittings
- Civil aerospace, business jets, regional jets and defence aircraft markets

Adjacent Markets

- Design, engineering, manufacture and testing of metal bellows
- Semi-conductor equipment and medical markets

Flexonics

Energy

Industrial

- Engineered expansion joint (bellows) and dampers for power generation and industrial applications
- Oil & Gas, petrochemicals, nuclear, space and digital infrastructure industry
- Aftermarket services of inspection, installation, and repair of expansion joints and piping systems

Truck and Off Highway

Passenger Vehicles

- Thermal management for land vehicles
- Exhaust gas recycling, battery cooling, EGR coolers, tubing and bellows
- Ability to handle temperature stresses and vibration

Market Drivers

Market environment underpinning increased spending in core and growth markets

Air Passenger Traffic Growth

- Global passenger air-traffic is recovering strongly
- Air traffic volumes ("RPKs") have surpassed pre-pandemic levels
- Rising GDP per capita in emerging markets (particularly Asia)

Increased Defence Spending

- Geopolitical tensions elevated
- Higher defence budgets globally
- Increased spending on military aircraft programmes

Emissions Reduction

- Longer term sustainability trend towards demand for clean vehicles
- Air quality regulations leading the development of cleaner ICE vehicles

Higher Energy Demand

- Continued demand for oil and gas infrastructure repairs and maintenance
- Increased demand for nuclear infrastructure
- Energy storage for renewables

Investment in Digital Infrastructure

- Demand for semi-conductor manufacturing equipment
- Primarily driven by cloud, AI and digital infrastructure investments

Growth in Space Economy

- Both commercial and state sponsored investment
- National security and civil applications.
- Communications, navigation and observation

Product Categories

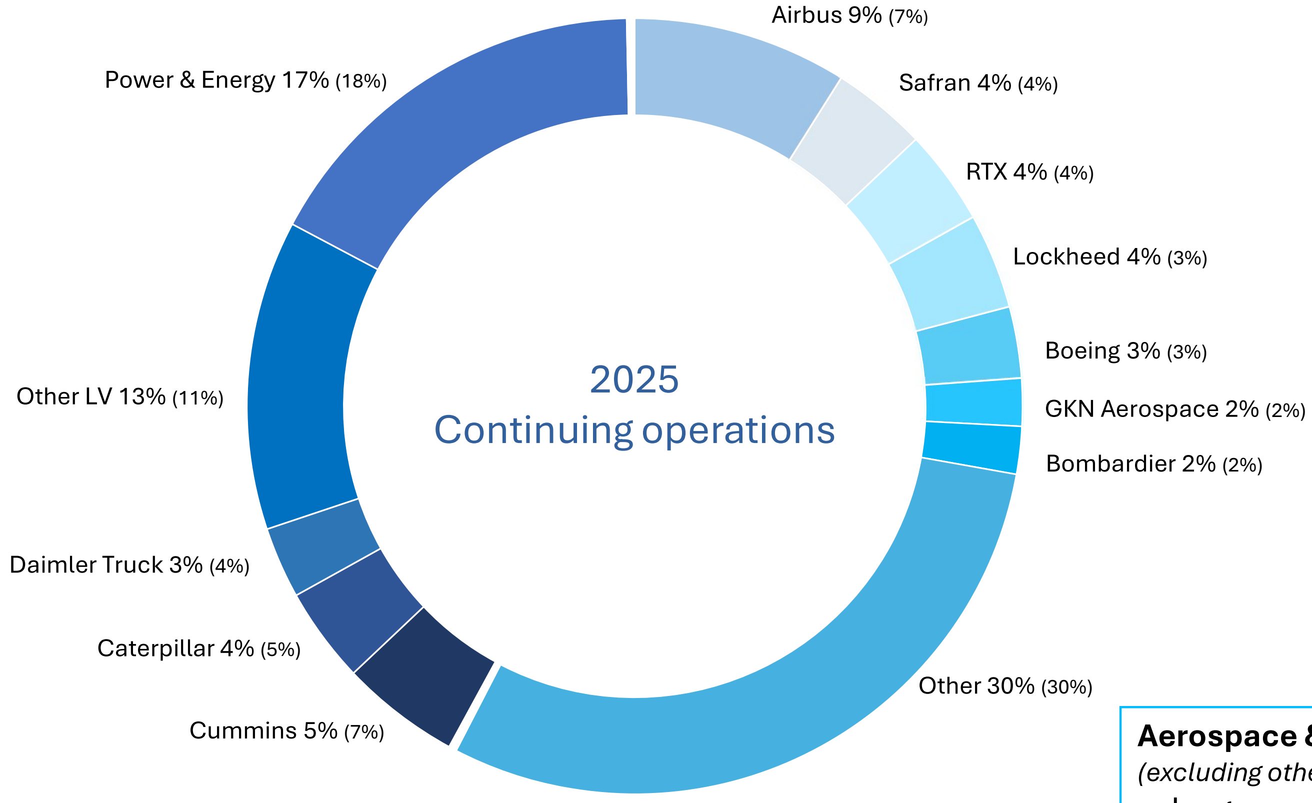
Differentiated products with rich IP & expert know how

Aerospace (light blue shading)

Flexonics (dark blue shading)

Based on 2025 revenue. % in brackets are 2024 comparatives.

Customers



Aerospace (light blue shading)
Flexonics (darker shading)

Aerospace & Defence revenue:
(excluding other adjacent markets)
- Large commercial aircraft (33%)
- Regional and Business aircraft (33%)
- Defence market (34%)

Based on 2025 revenue. % in brackets are 2024 comparatives.

Product Portfolio

Standard Parts ⟷ **Bespoke components**

Aerospace high pressure hydraulic fluid fitting

Squeeze duct for aerospace application

EGR cooler

Lightweight compressor for aerospace applications

Aerospace flanges

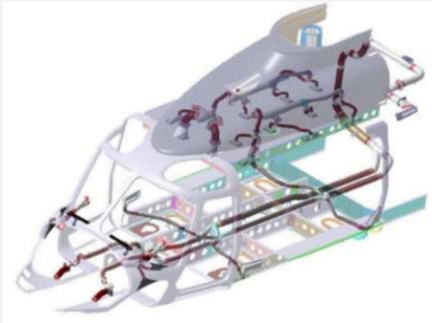
Exhaust flex for Heavy Trucks

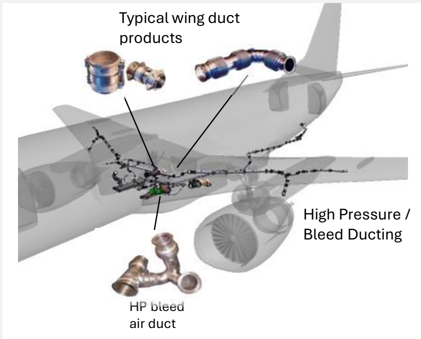
Medical tool for open heart surgery

Product Portfolio continued

Sub-system assemblies ⟷ **System design**

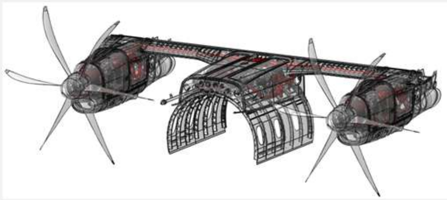
Expansion joint used in oil-refinery	T-duct for bleed air systems in commercial aircraft	Low-pressure ducting systems for rotorcraft	High-pressure ducting system for commercial aircraft





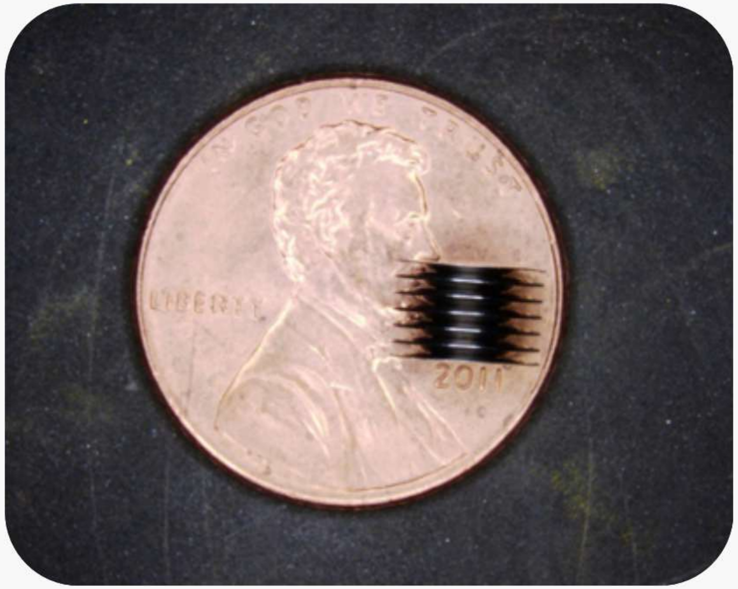
EBU system

Bleed air and engine build up system for turboprop



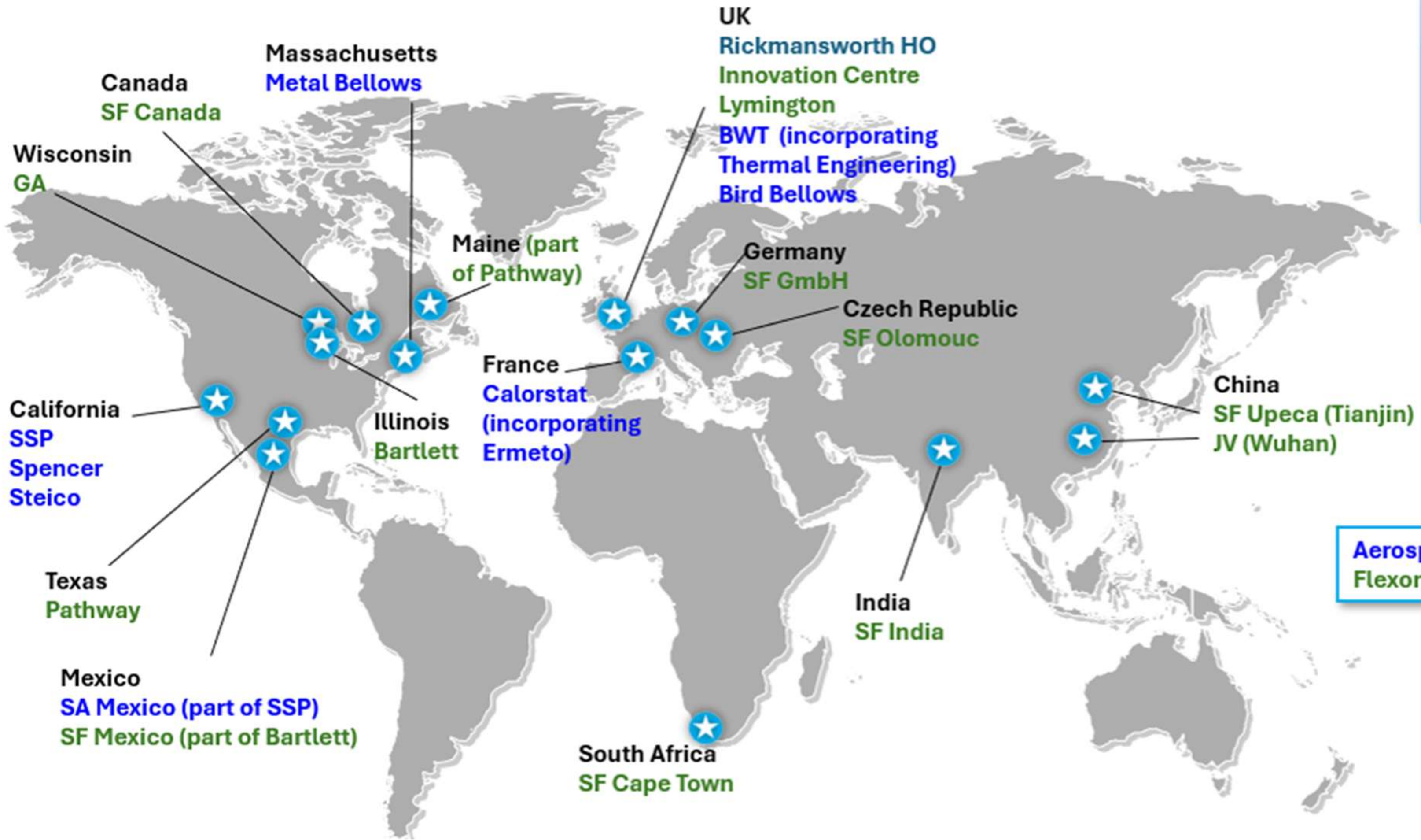
Product Portfolio continued

Diverse end use applications



Locations

Global footprint operating in primary home markets and cost competitive locations



FY 2025 split	Sales	Employees
N. America	62%	2,280
UK	16%	1,125
Rest of Europe	19%	1,041
Rest of World	3%	528

Aerospace	(7 operating businesses)
Flexonics	(11 operating businesses & JV)

Medium-term targets

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

Through cycle revenue growth

Aim to outgrow end markets by 50% through the cycle with market share gains and new product introductions & innovation

Expectation of mid-single digit organic revenue growth through the cycle

Aerospace & Defence

Market growth rate of 3-4%

Driven by passenger traffic growth, fleet replacement and increasing defence budgets

Land Vehicles

Market growth rate of 2-3%

Driven by transport volumes & tightening emissions regulations

Power & Energy

Market growth rate of 2%

Driven by economic growth & urbanisation

Balance sheet

£m	Dec 2025	Dec 2024
Goodwill and other intangible assets	187.6	227.5
Investment in JV	5.2	3.3
Property, plant and equipment	176.4	292.1
Other long-term assets	30.1	27.9
Non-current assets, before retirement benefits	399.3	550.8
Inventories	144.9	236.0
Receivables, excl. hedging	106.6	136.2
Payables, excl. hedging	(151.8)	(193.2)
Working capital	99.7	179.0
Current tax liabilities, net	(4.8)	(5.2)
Provisions	(14.3)	(11.3)
Deferred and contingent consideration receivable/(payable)	21.1	(13.0)
Other current assets, net	1.0	(2.7)
Net current assets, before cash/borrowings	102.7	146.8
Net borrowings	(73.3)	(153.4)
Lease liabilities	(44.0)	(76.2)
Net debt	(117.3)	(229.6)
Retirement benefits, net	17.0	36.7
Contingent consideration	(3.5)	(3.5)
Other long-term liabilities	(17.9)	(31.3)
Other items, net	(121.7)	(227.7)
Net assets	380.3	469.9

FX impact from Dec 25: Non-current assets £(13.4)m, working capital £(5.1)m, Net debt £7.6m

Aerostructures disposed on 31st December 2025. December 2024 figures above include Aerostructures

Usage of credit facilities – December 2025

	Interest %	Facility £m	Usage £m	Usage by Currency			
				£	$	€	Other
US Private placements:							
$25.0m (Feb 2030)	6.26%	18.7	18.7	-	18.7	-	-
$25.0m (Feb 2030)	6.26%	18.7	18.7	-	18.7	-	-
$40.0m (Feb 2029)	5.46%	29.9	29.9		29.9		
$30.0m (Sep 2028)	4.18%	22.3	22.3	-	22.3	-	-
€28.0m (Feb 2027)	1.51%	24.3	24.3	-	-	24.3	-
	4.63%	113.9	113.9	-	89.6	24.3	-
Bank facilities[1]:							
RCF £115.0m (Nov 2027)	3.60%	115.0	12.2	-	-	12.2	-
US RCF $46.8m (Jun 2027)	5.52%	34.9	-	-	-	-	-
£30m Term Loan	5.72%	30.0	30.0	30.0	-	-	-
Total committed facilities		293.8	156.1	30.0	89.6	36.5	-
Overdrafts and bank loans		12.0	0.0	-	-	-	-
Cash and cash pooling			(82.0)	(55.6)	(7.8)	(10.5)	(8.1)
Debt transaction costs			(0.8)	(0.6)	(0.2)	-	-
Net debt (excluding lease liabilities)			73.3	(26.2)	81.6	26.0	(8.1)
IFRS 16 lease liabilities			44.0	13.5	24.8	0.8	4.9
Net debt			117.3	(12.7)	106.4	26.8	(3.2)

Headroom of £220.5m on committed facilities

10 cents movement in $:£ exchange rate is estimated to affect full-year revenue by £32m, adjusted operating profit by £4m, and net debt by £8m.

[1] New term loan facility of £30m, issued as a bridge to the Aerostructures disposal, has since been repaid in January 2026

Pension

Buy-in of c.£180m of pension liabilities from the closed Senior plc UK defined benefit scheme ("the Scheme") in September 2025 with M&G

Scheme trustee has further data cleanse workstreams following the buy-in. For 2025, because of the buy-in, data cleanse projects resulted in a £7.3m income statement impact; treated as an adjusting item

At 5 April 2025, for the triennial valuation, the Scheme reported a £23.3m actuarial surplus and at 31 December 2025, it reported a £23.3m accounting surplus

Following the buy-in, Senior plc appointed a professional sole trustee to the Scheme in December, replacing the 7 existing pension trustees, following an assessment of the governance structure and the workstream requirements following the buy-in

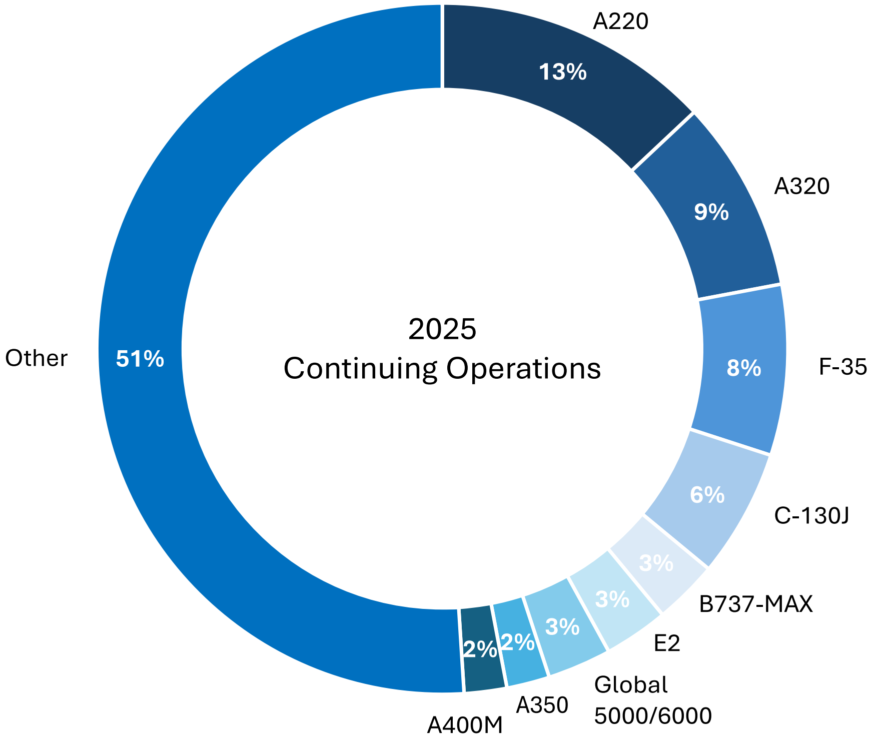
Senior also has a small US defined benefit pension scheme. The US scheme has a £2.3m deficit with contributions of £0.4m in 2025.

AEROSPACE

Senior plc 2025 Full Year Results

Aerospace platforms

Embedded across all major civil aerospace and defence platforms



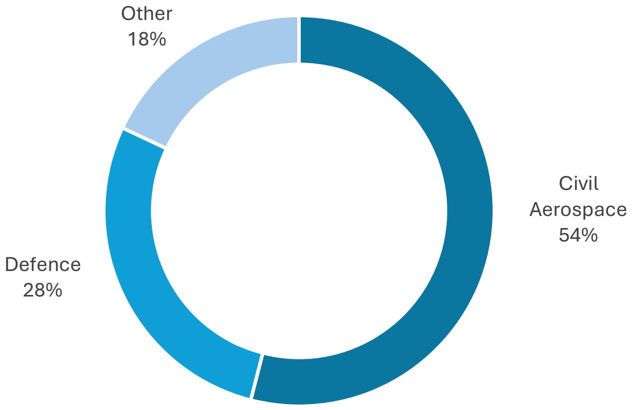
Based on H1 2025 revenue. % in brackets are 2024 comparatives.

Aerospace division: a summary

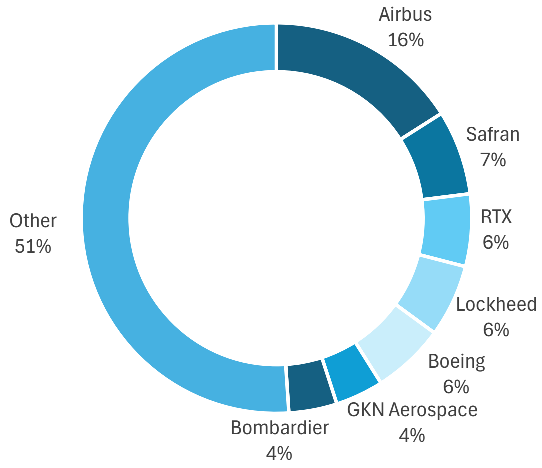
	2025	2024[1]	Change
Revenue	£426.3m	£386.1m	+10.4%
Adjusted Operating Profit[2]	£48.5m	£36.6m	+32.5%
Adjusted Operating Margin[2]	11.4%	9.5%	+190 bps

7 Operations	
NAFTA	4
France	1
UK	2

Markets



Customers



(1) All at 2025 exchange rates – translation effect only
(2) Before amortisation of intangible assets from acquisitions of £1.6m (2024: £1.6m), site relocation costs £1.5m (2024: £3.0m) and restructuring costs of £0.3m (2024: £nil)

All figures are on a continuing division basis

FLEXONICS

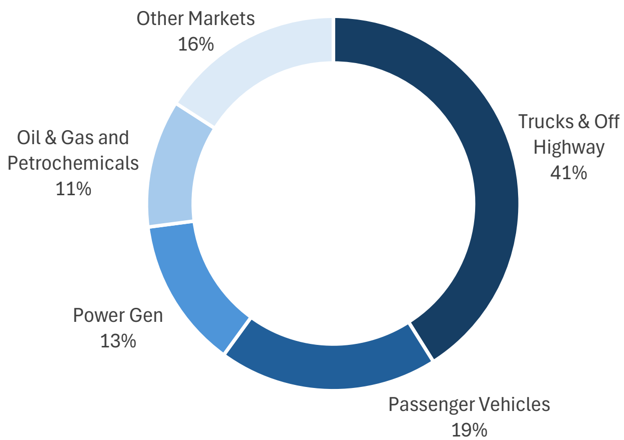
Senior plc 2025 Full Year Results

Flexonics division: a summary

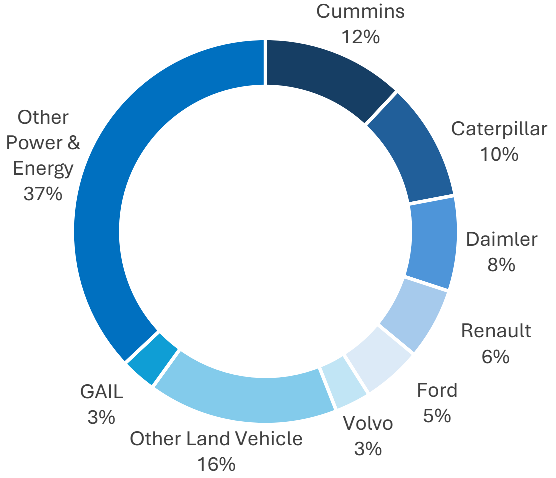
Flexonics (excluding JV)	2025	2024[1]	Change
Revenue	£313.4m	£313.0m	+0.1%
Adjusted Operating Profit[2]	£35.0m	£34.4m	+1.7%
Adjusted Operating Margin[2]	11.2%	11.0%	+20 bps
Flexonics (including JV)	**2025**	**2024[1]**	**Change**
Adjusted Operating Profit[2]	£38.0m	£35.6m	+6.7%
Adjusted Operating Margin[2]	12.1%	11.4%	+70 bps

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

Markets



Customers



(1) All at 2025 exchange rates – translation effect only.
(2) Before restructuring costs of £4.7m (2024: £nil) and site relocation costs of £0.9m (2024: £0.5m).

Full Year Results – Disclaimer – Page 1

This presentation are being provided to you solely for your information and do not constitute or form part of, and should not be construed as, any offer, invitation or recommendation to purchase, sell or subscribe for any securities of the Senior plc (the "**Company**") in any jurisdiction and neither the information nor anything contained herein shall form the sole basis for evaluation of the Group's strategy and business objectives and any investment activity or be relied upon in connection with, or act as an inducement to enter into, any investment activity or for any other purpose. Nothing in this presentation should be construed as constituting legal, business, tax, actuarial, financial or other specialist advice nor as advice or a recommendation with respect to any securities or other financial instruments. You should conduct your own independent analysis of the Company, including consulting your own independent advisers, and you shall not use this presentation or the information contained therein in any manner detrimental to the Company.

This presentation has been issued by and is the sole responsibility of the Company. No representation or warranty, express or implied, is or will be made as to, or in relation to, and no responsibility or liability is or will be accepted by any other party or any of their respective affiliates or agents as to, or in relation to, the accuracy or completeness of this presentation or any other written or oral information made available to or publicly available to any interested party or its advisers, and any liability therefore is expressly disclaimed.

This presentation is not intended for distribution to, or use by, any person or entity in any jurisdiction or country where such distribution or use would be contrary to local law or regulation. Failure to comply with this restriction may constitute a violation of applicable laws. The Company does not accept any liability whatsoever to any person in relation to the distribution or possession of this presentation in or from any jurisdiction. Any recipients of this presentation outside of the UK should inform themselves of and observe any applicable legal or regulatory requirements in their jurisdiction and are treated as having represented that they are able to receive this presentation without contravention of any law or regulation in the jurisdiction in which they reside or conduct business.

The information contained in this presentation is provided as at the date of such presentation and are subject to change without notice. The information set out herein is subject to updating, completion, revision, verification and amendment, and such information may change materially. This presentation and the related presentation have not been independently verified, some of the information is subject to change, and no representation or warranty, express or implied, is made or given by or on behalf of the Company or any their respective parent or subsidiary undertakings, or the subsidiary undertakings of any such parent undertakings, or any of such person's respective directors, officers, employees, agents, affiliates or advisers, as to, and no reliance should be

Full Year Results – Disclaimer – Page 2

placed on, the accuracy, completeness or fairness of the information or opinions contained in this presentation or the related presentation and no responsibility or liability is assumed by any such persons for any such information or opinions or for any errors or omissions. All information presented or contained in this presentation and the related presentation is provided as at the date of such presentation and is subject to verification, correction, completion and change without notice. In giving this presentation, none of the Company or any of its subsidiary undertakings, or any of such person's respective directors, officers, employees, agents, affiliates or advisers, undertakes any obligation to amend, correct or update this presentation or to provide the recipient with access to any additional information that may arise in connection with it.

No statement in this presentation is intended as a profit forecast or estimate for any period and no statement in this presentation should be interpreted to mean that earnings for the Company or earnings per Company share, as appropriate, for the current or further financial years would necessarily match the Company’s historical published earnings or earnings per share.

This presentation may contain "forward-looking statements". These statements can be identified by the fact that they do not relate only to historical or current facts. Without limitation, forward-looking statements often use words such as anticipate, target, expect, estimate, intend, plan, goal, believe, will, may, should, would, could or other words of similar meaning. These statements may (without limitation) relate to the Company's financial position, business strategy, plans for future operations or market trends. No assurance can be given that any particular expectation will be met or proved accurate and shareholders are cautioned not to place undue reliance on such statements because, by their very nature, they may be affected by a number of known and unknown risks, uncertainties and other important factors which could cause actual results to differ materially from those currently anticipated. Any forward-looking statement is made on the basis of information available to the Company as of the date of the preparation of this presentation. All forward-looking statements contained in this presentation are qualified by the cautionary statements contained in this section. Other than in accordance with its legal and regulatory obligations, the Company disclaims any obligation to update or revise any forward-looking statement contained in this presentation to reflect any change in circumstances or its expectations.

Certain figures included in this presentation may have been subject to rounding adjustments. Accordingly, figures shown for the same category presented in different tables may vary slightly and figures shown as totals in certain tables may not be an arithmetic aggregation of the figures that precede them.