



Senior Flexonics Innovation Centre

Investor & Analyst Day

16th October 2025

David Squires

CEO, Senior plc

Welcome & introduction

Senior plc – Experts in fluid conveyance and thermal management

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Agenda



Time	Activity
1.00	Welcome remarks
1.05	David Squires, CEO
1.15	Shaz Malik, Flexonics, VP Business Development
1.30	Rob Vaughan, Managing Director, Senior Flexonics Innovation Centre
1.55	QA
2.15	Site Visit
3.00	QA
3.15	Closing Remarks
3.30	Depart

Today's presenters



David Squires

CEO of Senior Plc since 2015

35+ years experience in the aerospace and broader engineering sectors. Previous roles include COO of Cobham plc, various roles at Eaton Corporation and GEC Marcon / BAE Systems.



Shaz Malik

SVP, Business Development, Flexonics division

Joined Senior Plc in 2003, 22-year tenure, with extensive experience in business development.



Rob Vaughan

MD of Senior Flexonics Innovation Centre

Joined Senior Plc in 2015, 10-year tenure
Previous experience includes 12 years within the steel industry
Background in biomedical materials

Our Purpose



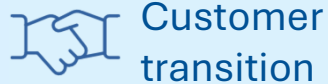
We help engineer the transition to a sustainable world for the benefit of all our stakeholders. We do this by...



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 Proposition



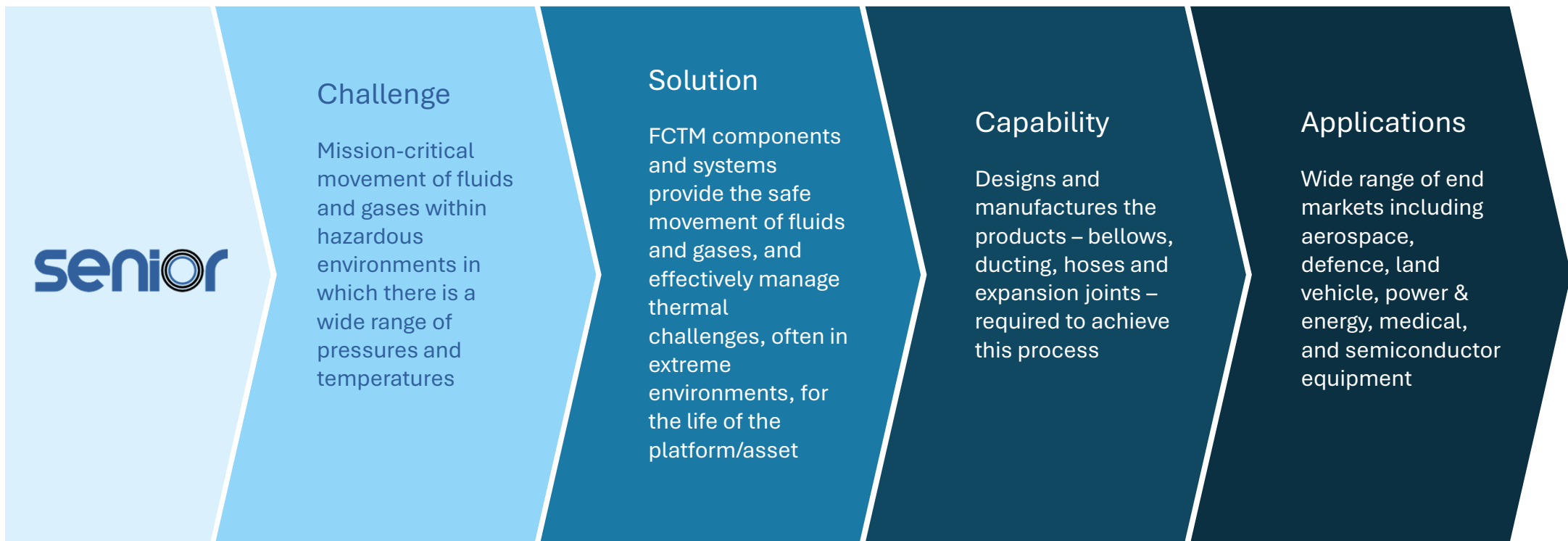
A differentiated Senior with strong fundamentals



Fluid Conveyance & Thermal Management



High-value added products and systems provider



Our locations



Global footprint operating in primary home markets and cost competitive locations

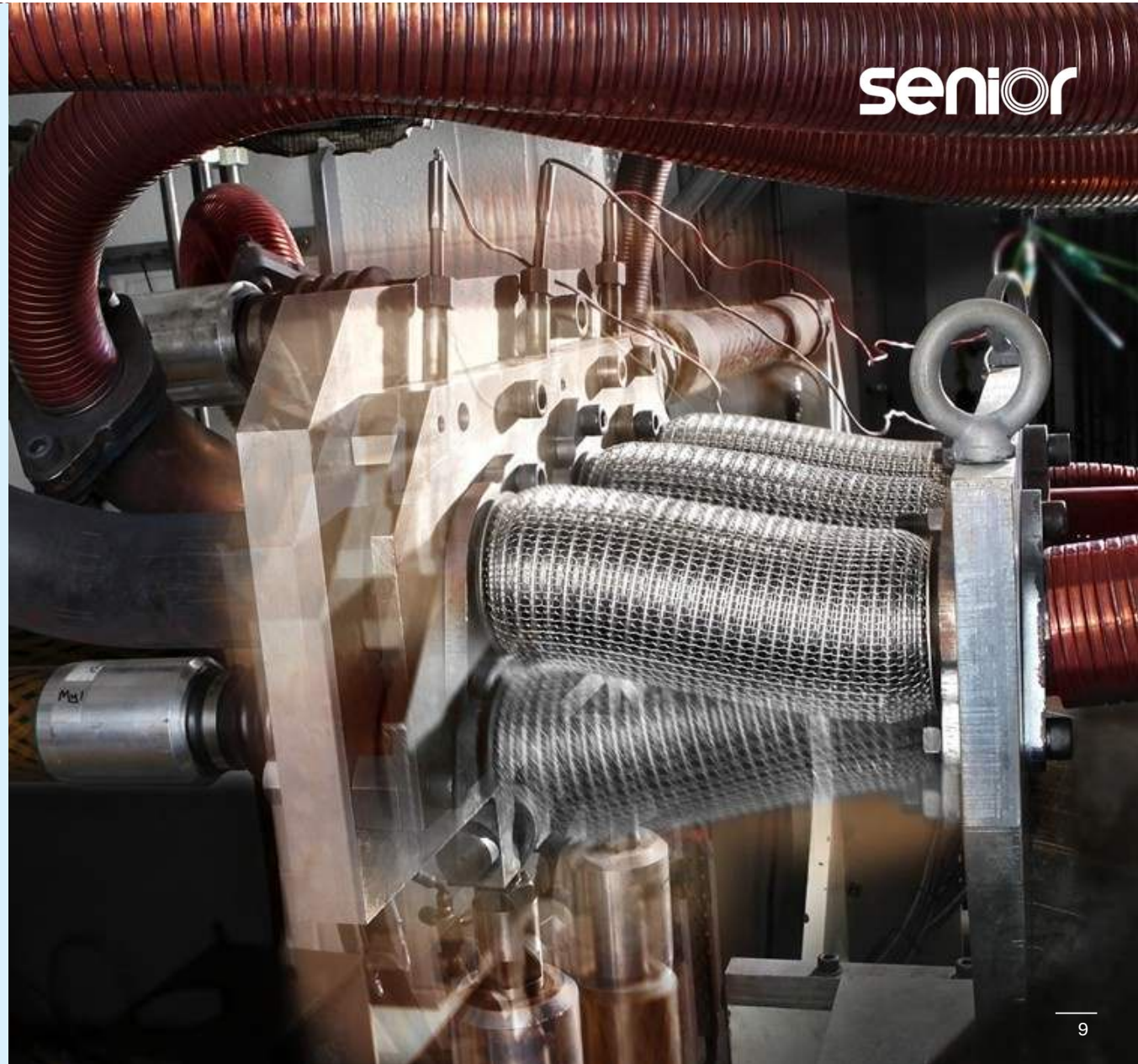


Shaz Malik

VP, Business
Development, Flexonics

Dynamics & characteristics of Flexonics

Senior plc – Experts in fluid conveyance and thermal management



Flexonics long term growth trends



Attractive & diverse end markets

Land Vehicles



Transport volumes

Tightening emissions
regulations

Power & Energy



Economic growth

Urbanisation

Electrification

Renewable Energy/
nuclear

Other markets



Aerospace - air passenger
traffic

Medical/Life sciences –
ageing population

Semi conductor equipment
- digitalisation

Process control – economic
growth

Product Portfolio

Emission control



EGR Coolers



Common Rails

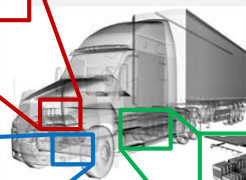


Exhaust Bellows

Power Inverter Chill Plate



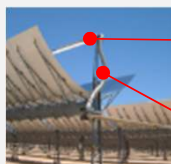
Tubes
Turbo-oil
feed and
drain



Fluid Distribution for
Cooling

Battery Pack Chill Plate
Electric propulsion

Process control



CSP - Solar
Troughs



Vacuum Seal
Bellows



RotationFlex®



Hydrogen fuel cell
components



Flexible Tubes & Hoses



Petrochemical,
Refineries, & Steel Mills



Metal Expansion Joints



Dampers/Diverters

Other markets



Instrument Control Bellows



Medical Heat Exchangers



Flow Control
Valve Bodies



Corrugated Metal Hose for gas
applications



Feedgas Hose for Steel Plant
Technology



Partnering with Customers

Delivering solutions for, and in partnership with, customers

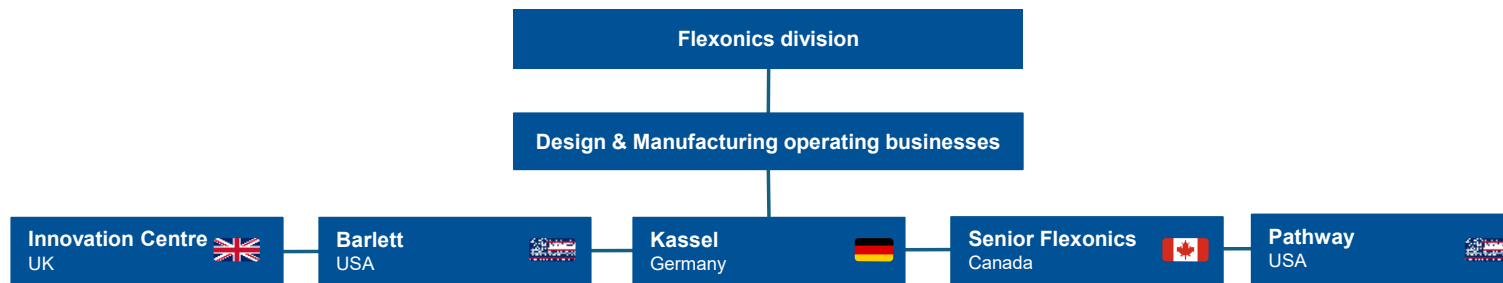
- Trusted “strategic supplier” and partner to blue-chip customers
- Long-term commercial & engineering relationships
- Engineering expertise enables solving of complex challenges presented by customers
- Development of proprietary IP solutions
- Design and engineering collaboration with customers
- Cost competitive manufacturing footprint advantage
- Global marketing team strategy enabling cross introductions

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Global Commercial Strategy

Our strategy helps to grow, and win new, market share



- Provide customers with ability to launch global product programmes
- 5 design & manufacturing operating businesses in the division
- These sites also develop product for manufacturing in the other operating businesses (for example Bartlett into Saltillo, Mexico and India)

Driving Organic Growth

Expertise in FCTM design and engineering applicable in multiple end markets

Existing markets

- One foot in today, one foot in tomorrow – aiding customers' energy transition
- Design and develop new products which improve efficiency and extend lifespan

New markets

- Common characteristics across different applications driving opportunity:
 - Aerospace
 - Space
 - Medical/Life Sciences
 - Nuclear
 - Energy storage
- Utilising existing relationships with customers in Aerospace to develop cross divisional opportunities and create commercial synergies

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Rob Vaughan

Managing Director,
Senior Flexonics Innovation Centre

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History & Background



One foot in today, one foot in tomorrow

OUR EVOLUTION

1992

Senior Automotive Crumlin launched (Automotive Flex production)

1997

Transfer of Auto Flex production to Cape Town begins

1999

Transfer of Tubing business from Waltham Cross to Crumlin

2007

Transfer of Tubing business from Crumlin to Olomouc, Czech

2009

Launch of JCB EGR Cooler production in Crumlin

2013

Transfer of JCB EGR Cooler production to Senior India begins

2015

Crumlin becomes a dedicated Product & Business Development site

2022

Launch of high value EV Thermal Management production in Crumlin

2025

Launch of new Innovation Centre (transition from existing Crumlin site)

At the Innovation Centre there is a team of 50 employees, with a high proportion of skilled engineers

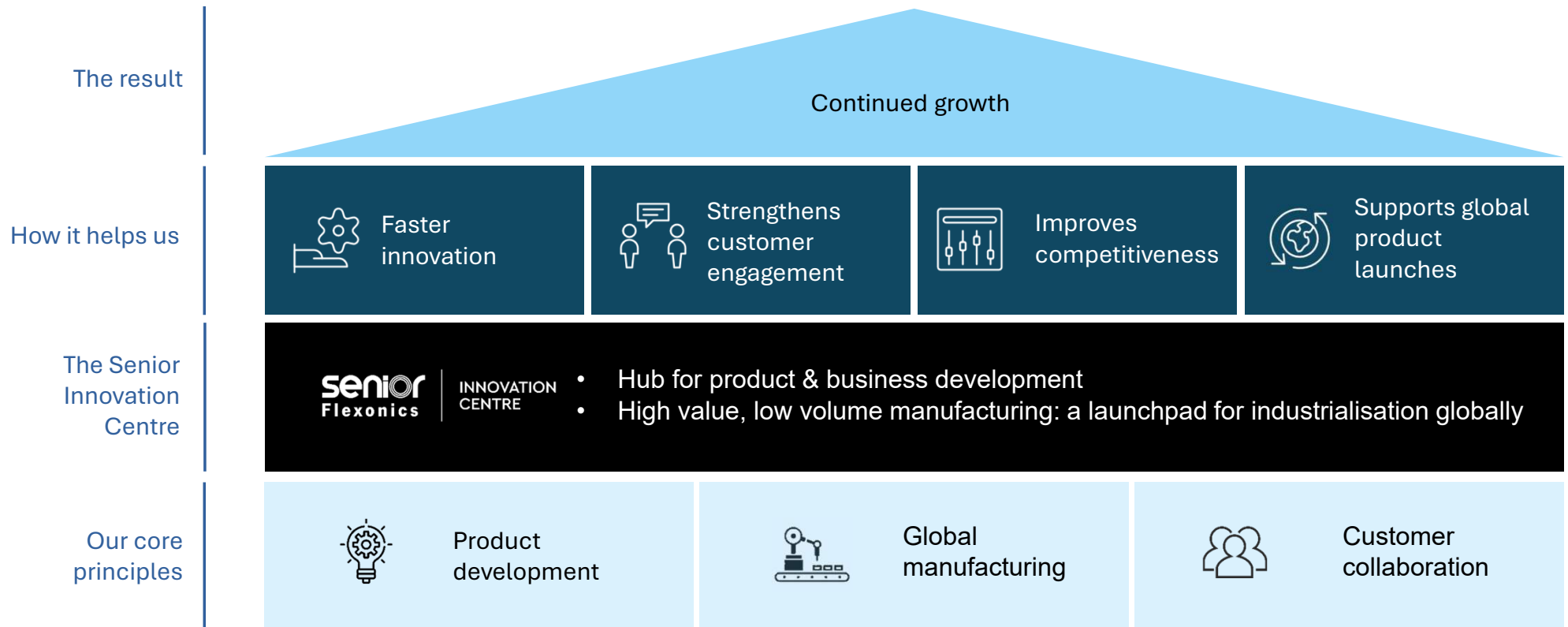
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Strategy

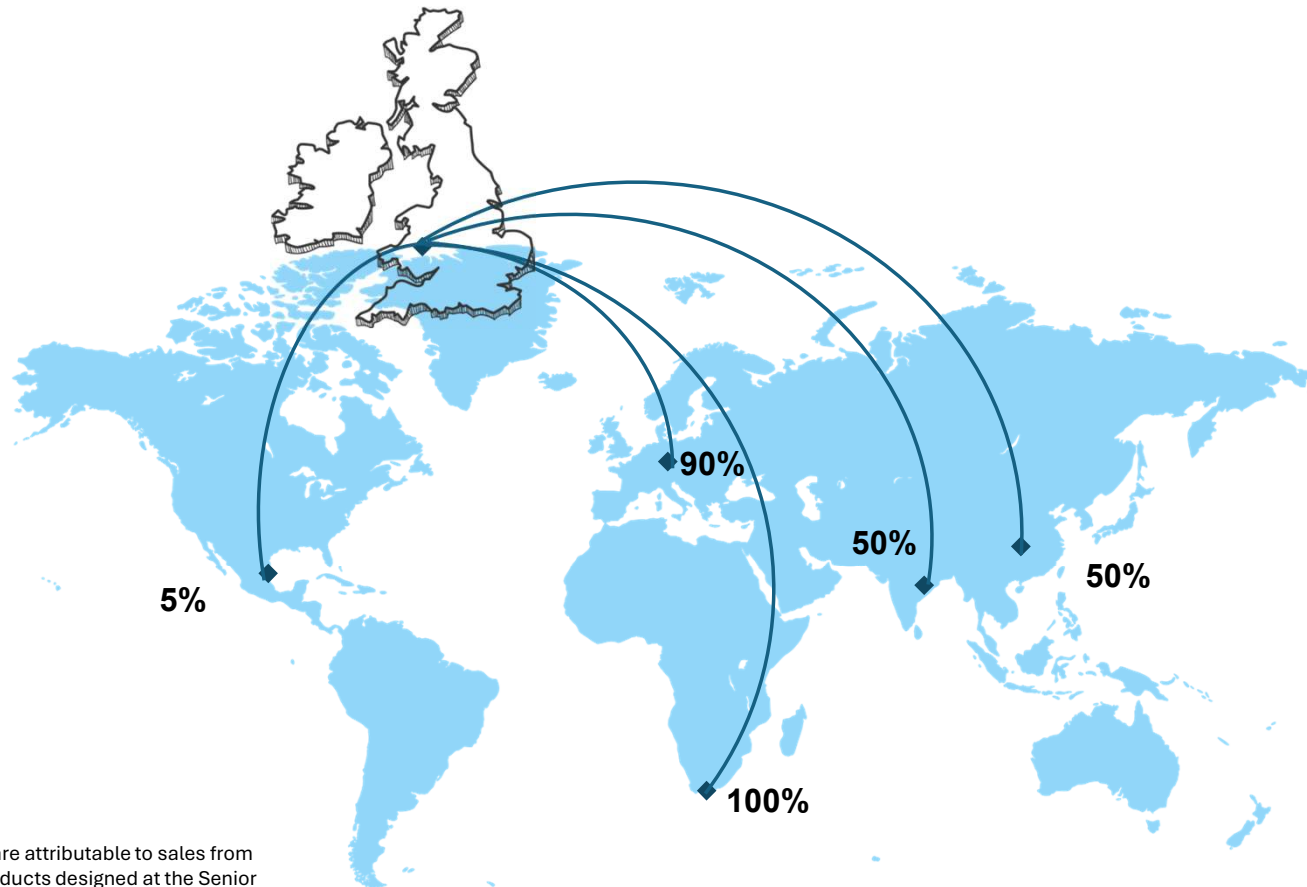


Innovate locally, deliver globally



Integrated design and manufacturing

Designed at Innovation Centre, manufactured at cost competitive locations



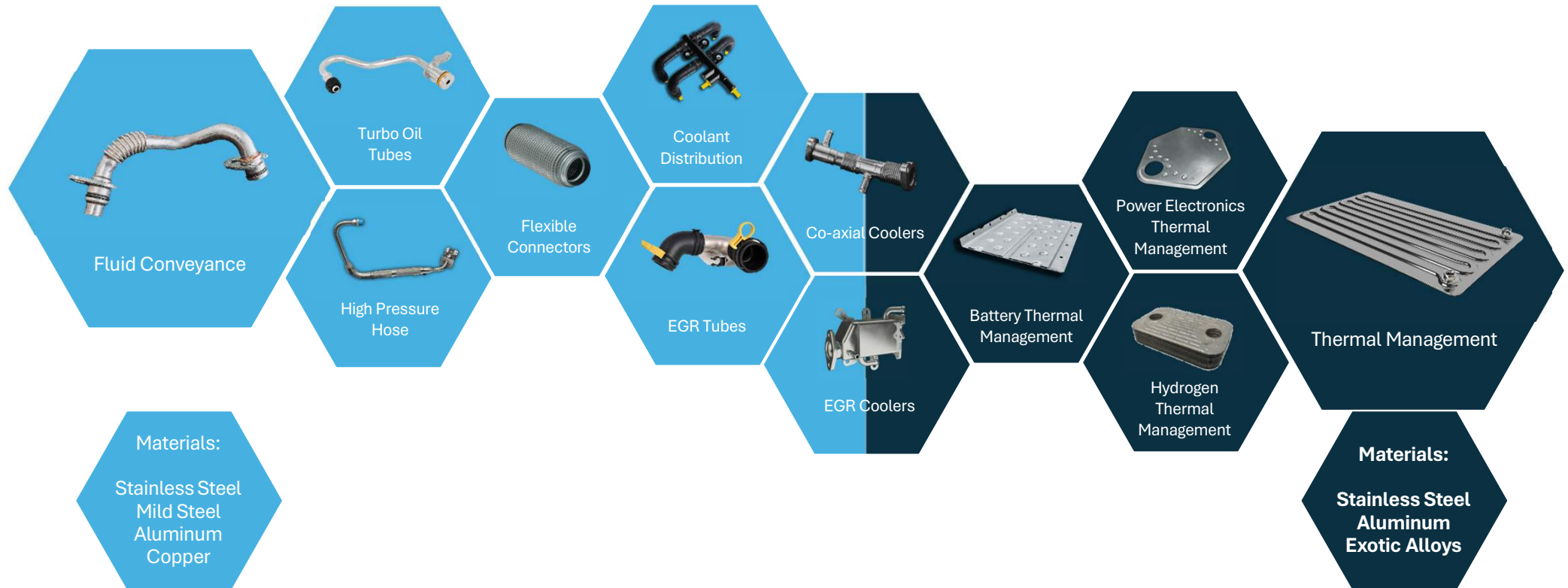
% are attributable to sales from products designed at the Senior Flexonics Innovation Centre

c. 20% of Flexonics revenue is generated from products designed by the Innovation Centre

Products



Wide breadth of design capabilities



Materials:

Stainless Steel
Mild Steel
Aluminum
Copper

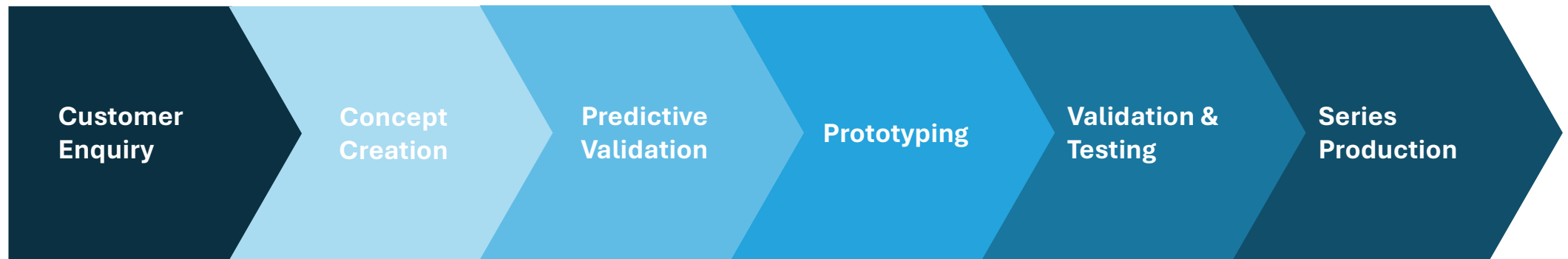
Materials:

Stainless Steel
Aluminum
Exotic Alloys

Design & engineering



From design concept through to high volume manufacture



Our Core Strength:

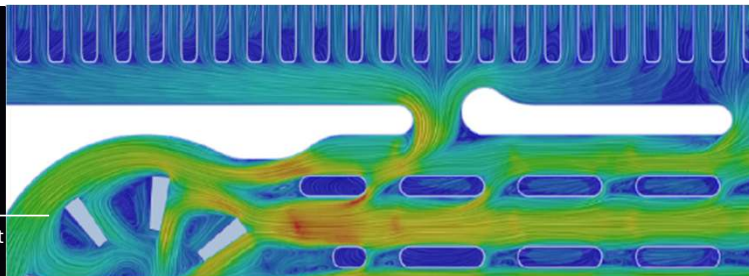
Deep Engineering
Expertise



Advanced Manufacturing
Expertise



High Performance
Solutions



Case Study

Global product launch enabled through collaboration

- Global Marketing team successfully won programme
- Designed at Senior Flexonics Innovation Centre
- Manufactured in Europe, North America & South Africa

EGR tubing programme launch for major truck OEM

Product: Heavy Duty EGR Tubes

Requirement: European & North American production

Volume: c.120,000 pa (peak forecast) / SOP 2026

Responsibility: Design, Testing & Development, Project Management & Commercials

Manufacturing: Olomouc, Cape Town, Saltillo

Annual revenue: c.€20m at peak (forecast)



Case Study

Cross-divisional Collaboration

- Both divisions working on a hydrogen propulsion system project to provide thermal management system
- Flexonics' thermal management knowledge transferable to Aerospace
- Aerospace division providing support to Flexonics division on aerospace qualification
- Manufacturing will be at Flexonics site

Hydrogen Aerospace Innovation

Application: Hydrogen Fuel Cell Propulsion System

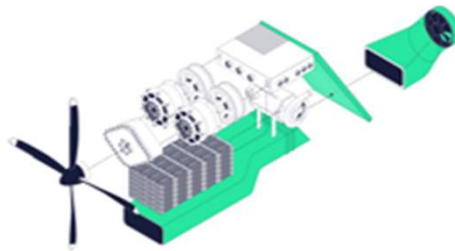
Product: Heat exchanger and tube & hose system

Requirement: Retro fit of Dash 8-300 aircraft

Responsibility: Thermal Management System

Funding: £3.8m approved over 4 years

Test flight planned 2029



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FLEXONICS

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AEROSPACE

Cross-divisional Collaboration



Case Study

New market application

- Breaking into new market
- Utilising existing solutions in new application
- Expansive market opportunity

High Value EV Bus & Rail Thermal Management

Product: Battery Thermal Management plates

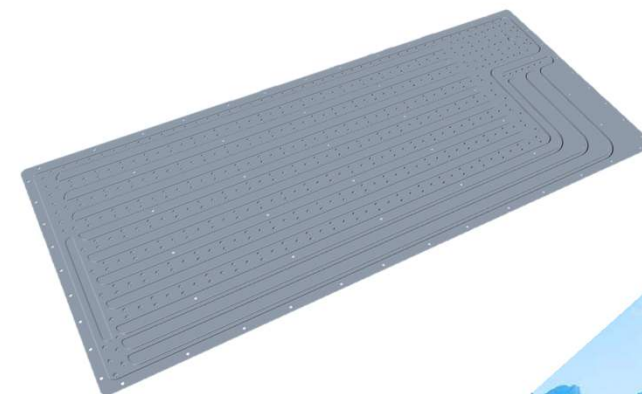
Requirement: safety, performance & durability

Responsibility: design & brazing of battery plate

Manufacturing: Senior Innovation Centre

Designed & Produced in Senior Innovation Centre

Programme life: 10-years (rail application)



Summary

Over 30 years experience

Experts in Fluid Conveyance & Thermal Management

Innovate Locally, Deliver Globally

Innovation Centre is key to delivering our strategy

Q&A

Senior plc – Experts in fluid conveyance and thermal management



PPE & Site Visit

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Q&A



Final Remarks

