2019 FULL YEAR RESULTS

AGENDA

Introduction	David Squires	CEO
2019 Full Year Results	Bindi Foyle	FD
Markets, Strategy & Outlook	David Squires	CEO

2019 HIGHLIGHTS

- Robust full year results despite 737 MAX challenges
- Good progress with technology investments: additive, electrification
- Focus on cost, efficiency and cash generation: restructuring ongoing
- Portfolio review continues
  - Prune To Grow: disposal of three businesses
  - Exploring strategic options for Aerostructures: process ongoing
- Leadership rating of A- in Carbon Disclosure Project

ENVIRONMENTAL, SOCIAL & GOVERNANCE

A- leadership rating

Carbon intensity reduced 33% in last five years

Science-based targets set in support of Paris Agreement stretch target

Secured our first development contracts for electric vehicle applications

Safety and Ethics, our highest priority

61% reduction in LTIIR in last five years

Helps reinforce our strong commitment to our Code of Conduct

Committed to increasing levels of gender diversity and inclusivity across the company

We continue to participate in the 30% Club cross-company mentoring scheme

NED engagement with employees across the business

2019 FULL YEAR RESULTS

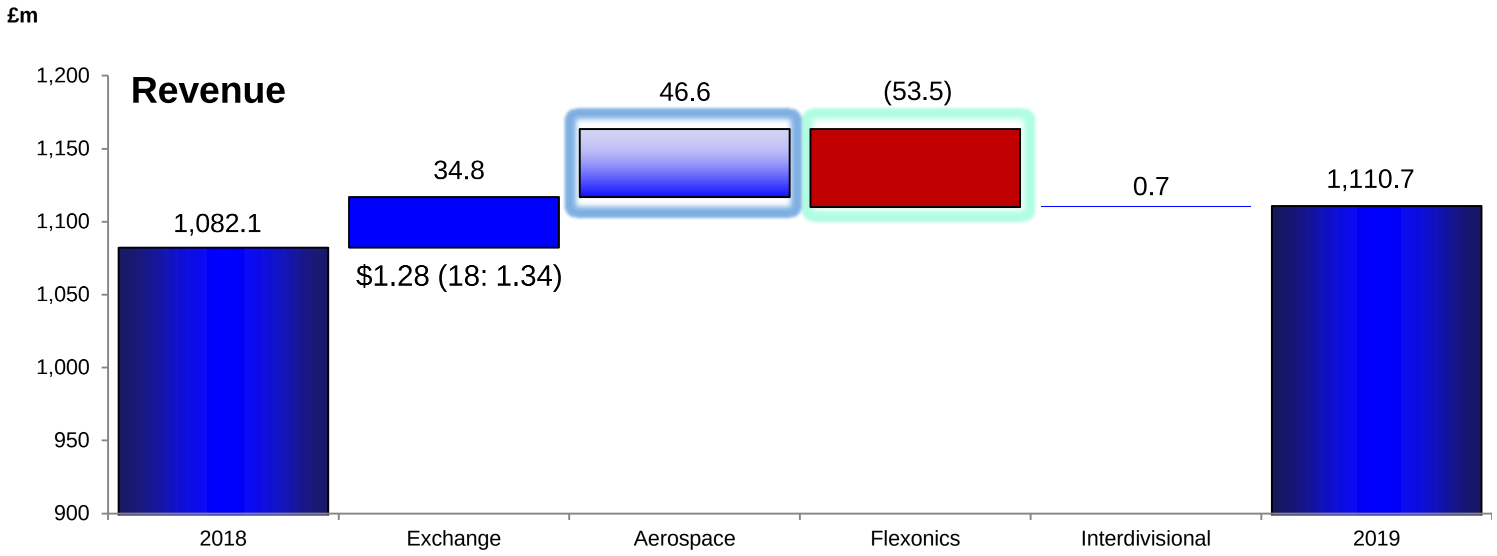
Cautionary Statement
This document contains certain forward-looking statements. Such statements have been made in good faith based on information available at the time of announcing the results for the year ended 31 December 2019. These statements should therefore be treated with caution due to the inherent uncertainties, including both economic and business risk factors, underlying such forward-looking information.

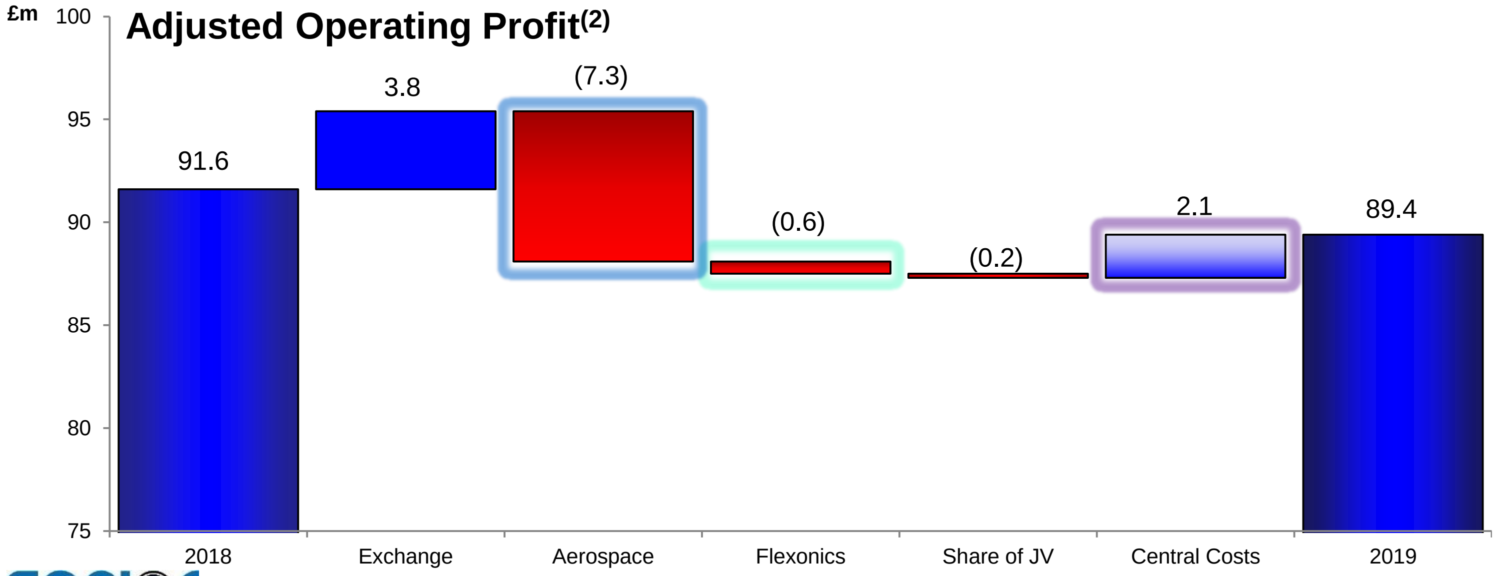
FINANCIAL HIGHLIGHTS

	2019	2018	Change	constant currency
Revenue	**£1,110.7m**	£1,082.1m	**+3%**	**-1% (+1% ex. disposals)**
Adjusted Operating Profit	**£89.4m**	£91.6m	**-2%**	**-6%**
Adjusted Operating Margin	**8.0%**	8.5%	**-50bps**	**-50bps**
Adjusted Profit before Tax	**£78.5m**	£83.0m	**-5%**	
Adjusted Earnings per Share	**16.17p**	16.08p	**+1%**	
Total Dividend per Share	**7.51p**	7.42p	**+1%**	
Free Cash Flow	**£58.3m**	£45.3m	**+29%**	
Net Debt (post IFRS 16)	**£229.6m**	£249.1m(1)	**£20m decrease**	**Net Debt:EBITDA 1.1x(2)**
ROCE (post IFRS 16)	**11.1%**	11.6%	**-50bps**	

(1) This number refers to the net debt position as at 1 January 2019
(2) Group lending covenants are based on frozen GAAP (i.e. pre-IFRS 16)

2019 AT A GLANCE





Aerospace[1]

	2019 £m	2018 £m	Change
Revenue	835.4	788.8	+5.9%
Adj OP[2]	76.4	83.7	-8.7%
Margin	9.1%	10.6%	-150bps

- Civil ↑ £34.7m
- Military ↑ £19.1m
- Other ↓ £(5.4)m
- Disposal ↓ £(1.8)m
- Margin ↓ 150 bps - increases from operational efficiencies, learning curve improvements and restructuring savings were offset by 737 MAX rate reduction, Malaysia facility start-up and mix

Flexonics[1]

	2019 £m	2018 £m	Change
Revenue	275.8	329.3	-16.2%
Adj OP[2]	26.1	26.7	-2.2%
Margin	9.5%	8.1%	+140bps

- Land Vehicles ↓ £(30.7)m
- Power & Energy ↓ £(3.1)m
- Disposals ↓ £(19.7)m
- Margin ↑ 140 bps - benefits from continued focus on cost management and efficiency initiatives, Prune To Grow activity and favourable mix

(1) The Divisional review is on a constant currency basis, whereby 2018 results have been translated using 2019 average exchange rates
(2) Adjusted operating profit is as defined on page 8

ADJUSTED AND REPORTED PROFIT

		2019 £m	2018 £m	Change	
Adjusted operating profit		**89.4**	**91.6**	**-2%**	(-6% on constant currency basis)
Net finance costs	– borrowings, cash	(8.1)	(8.8)		
	– IFRS 16	(3.5)	-		
	– retirement benefits	0.7	0.2		
Adjusted profit before tax		**78.5**	**83.0**	**-5%**	(-9% on constant currency basis)
Tax (2019: 14.5%; 2018: 19.0%)		(11.4)	(15.8)		
Adjusted profit for the period		**67.1**	**67.2**		
Amortisation of intangible assets from acquisitions		(13.1)	(15.4)		
Restructuring		(12.1)	-		
UK Guaranteed Minimum Pensions		-	(2.4)		
US class action lawsuits		(2.6)	(3.9)		
Loss on disposal of businesses		(22.0)	-		
Related tax on above items		8.3	4.6		
Non-cash deferred tax credit (2018 restated[1])		3.6	3.4		
Reported profit for the period (2018 restated[1])		**29.2**	**53.5**	**-45%**	

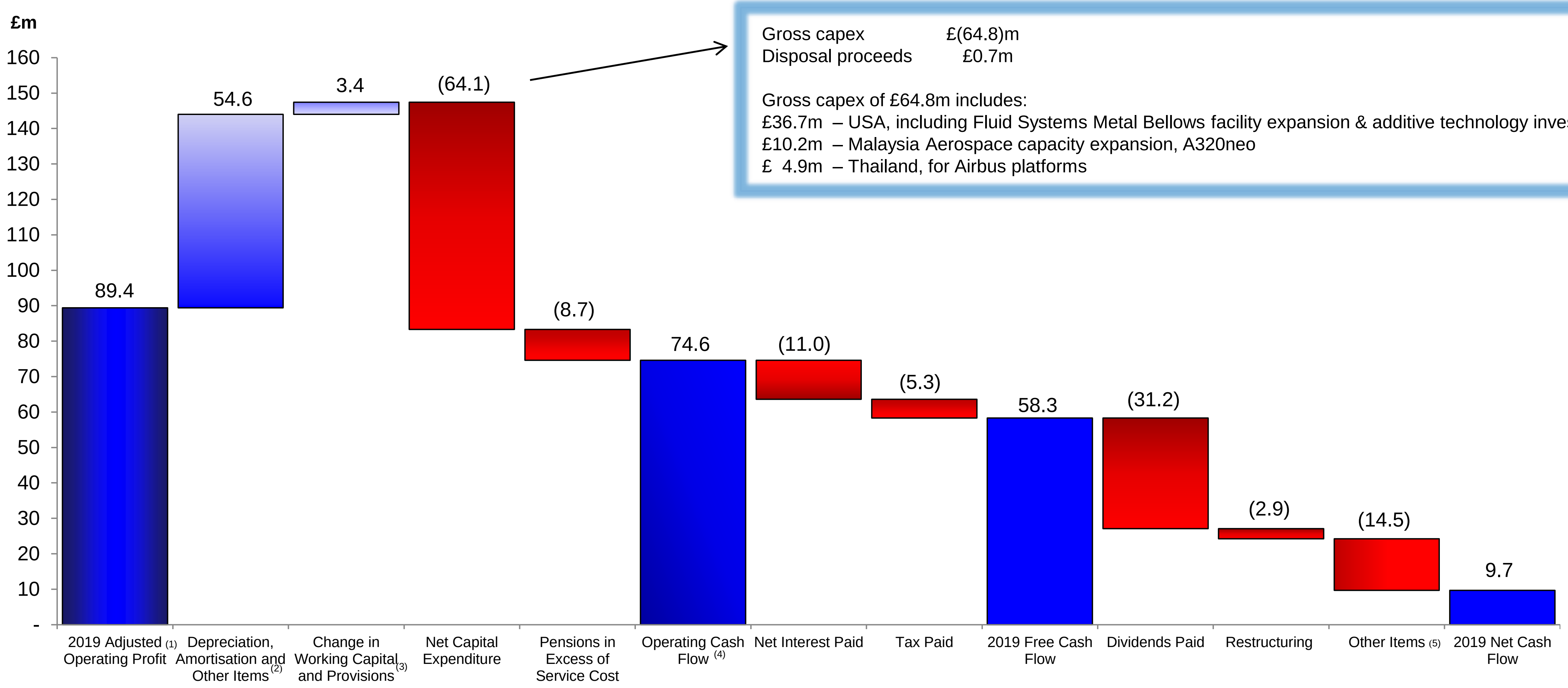
(1) The comparative figures for 2018 have been restated for an accounting policy change for deferred tax asset, following a recent change in accepted practice in terms of the tax treatment related to restricted interest deductions in the US

RESTRUCTURING

- Aligning headcount to match capacity to sales demand profile
- Further efficiency improvements resulting in overhead cost reductions
- Transferring major work packages to South East Asia, to take advantage of our global footprint and cost competitive country strategy
- Closure of Senior Aerospace AMT's South Carolina facility

- Total adjusted charge c.£23m (2019 £12m; 2020 £11m)
- Cash cost c.£15m (2019 £3m; 2020 £12m)
- Savings of £4m delivered in 2019, mainly related to lower headcount
- Cumulative savings of c.£20m expected to be delivered in 2020
- Group headcount reduction of 5% in H2 2019:
  - Flexonics ↓ 8% H2 2019
  - Aerospace ↓ 4% H2 2019; ↓ 2% H1 2020

CASH FLOW AND USE OF FUNDS



Gross capex £(64.8)m
Disposal proceeds £0.7m

Gross capex of £64.8m includes:
£36.7m – USA, including Fluid Systems Metal Bellows facility expansion & additive technology investment
£10.2m – Malaysia Aerospace capacity expansion, A320neo
£ 4.9m – Thailand, for Airbus platforms

(1) Adjusted operating profit is as defined on page 8
(2) Other Items comprises £1.8m share-based payment charges, (£0.4m) share of joint venture and (£1.4m) working capital and provision currency movements
(3) Change in Working Capital and Provisions is defined as after restructuring items of (£2.9m) provisions and (£3.4m) of inventory
(4) Operating Cash Flow is defined as cash generated by operations after investment in net capital expenditure, before costs of disposal and restructuring costs
(5) Other Items includes £6.3m purchase of shares by the Employee Benefit Trust and £7.7m of cash held by disposed businesses

BALANCE SHEET

	Dec 2019 £m	Dec 2018 £m
Goodwill and other intangible assets	310.0	339.6
Investment in JV	3.3	3.0
Property, plant and equipment (1)	369.3	285.6
Other long-term assets	2.2	2.9
Non current assets (before pension)	**684.8**	**631.1**
Inventories	169.3	177.8
Receivables	133.6	165.0
Payables and Provisions	(177.2)	(207.3)
Current tax liabilities (net)	(23.1)	(18.8)
Net current assets (before net debt items)	**102.6**	**116.7**
Retirement benefits (net)	41.1	18.5
Net debt (2)	(229.6)	(153.0)
Other long-term liabilities (2018 restated(3))	(39.3)	(41.5)
Net assets (2018 restated(3))	**559.6**	**571.8**
Net debt to EBITDA (covenants on pre IFRS 16 basis)	**1.1x**	**1.1x**

FX Impact from Dec 2018

	£m
Non current assets	(17.8)
Working capital	(4.1)
Net debt	7.3

Retirement Benefits (net)

	£m
As at December 2018, net	18.5
Cash contributions	10.0
Actuarial loss on liabilities	(17.1)
Actuarial gain on assets	28.2
FX	0.4
Other	1.1
As at December 2019, net	41.1

Headroom of £159m on committed facilities

(1) As at December 2019, property, plant and equipment includes £82.3m right-of-use assets that have been recognised following adoption of IFRS 16 (comparatives not restated)
(2) As at December 2019, net debt includes £83.7m lease liabilities that have been recognised following adoption of IFRS 16 (comparatives not restated)
(3) The comparative figures for 2018 have been restated for an accounting policy change for deferred tax asset, following a recent change in accepted practice in terms of the tax treatment related to restricted interest deductions in the US

2019 FINANCIAL SUMMARY

Delivered strong cash performance in 2019; financial position of the Group remains robust

Organic Revenue Growth

+1% (ex. disposals)

Aerospace revenue +6%
Flexonics revenue -11%

Return on Revenue Margin (OP%)

8.0% (-50 bps)

Increases from cost management and operational efficiencies offset by mix, NPI, Malaysia facility start up and 737 MAX rate reduction

Adjusted Earnings per Share Growth

+1%

Adjusted PBT -5%, offset by lower adjusted tax rate

Net Cash from Operating Activities

FCF £58.3m (+29%)

Generated £116m of cash from operating activities, allowing us to invest £65m in capex for growth

Return on Capital Employed (ROCE)(1)

11.1% (-50 bps)

Year-on-year decrease in ROCE as a result of reduction in adjusted operating profit compared to prior year, with capital employed (post IFRS 16) remaining stable

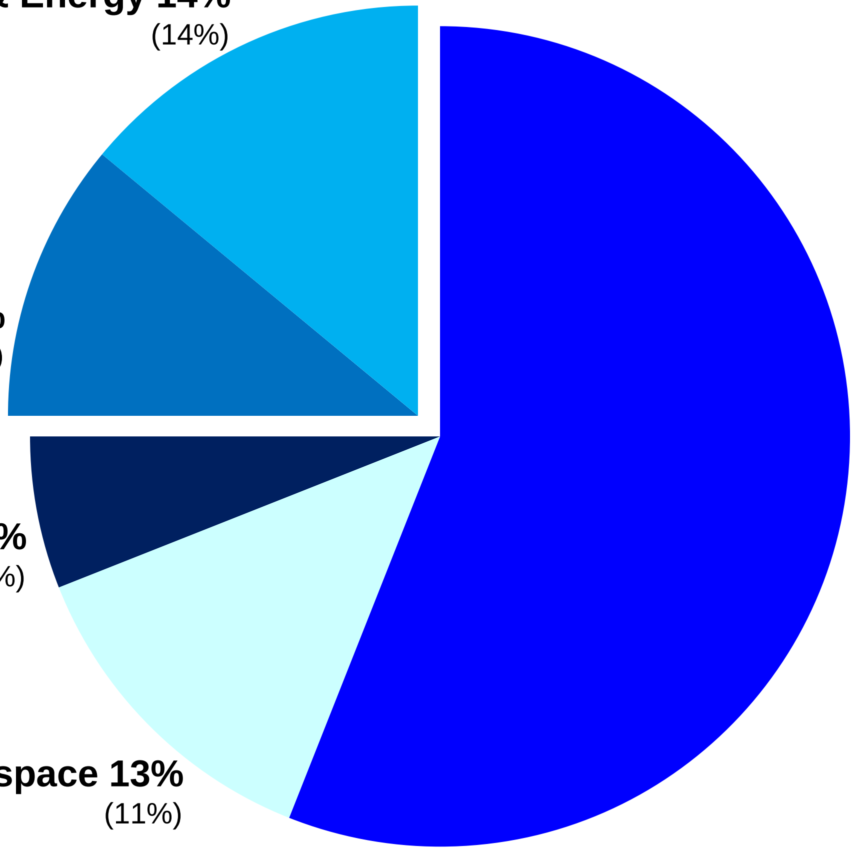
(1) ROCE is the Group's adjusted operating profit (for the last 12 months) divided by the average of the capital employed at the start and end of the period, capital employed being total equity plus net debt

MARKETS, STRATEGY & OUTLOOK

OUR MARKETS

25% Flexonics Division
(30%)

Aerospace Division 75%
(70%)



End markets composition based on 2019 revenue
% in brackets are 2018 comparatives

737 MAX

FAA request temporarily grounding
(13 March 2019)

Boeing announces temporary production rate decrease from 52 to 42 airplanes per month starting mid-April
(5 April 2019)

Senior issues trading update to highlight rate reduction impact
(25 April 2019)

FAA identifies additional requirement which Boeing advised will be addressed through updated software
(26 June 2019)

Boeing states assumption of regulatory approval to return to service in early Q4 2019 with gradual increase in production from rate 42 to 57 in 2020
(18 July 2019)

Senior’s working assumption of rate 42 to continue until at least end of 2019
(5 August 2019)

Boeing states assumption of regulatory approval to return to service in Q4 2019 with gradual increase in production from rate 42 to 57 by late 2020
(23 October 2019)

Boeing announces suspension of production starting January 2020 due to certification moving into 2020 to prioritise delivery of stored aircraft
(16 December 2019)

Senior issues market update noting temporary production halt
(17 December 2019)

Spirit Aerosystems announced Boeing directed them to stop all deliveries effective 1 January 2020
(20 December 2019)

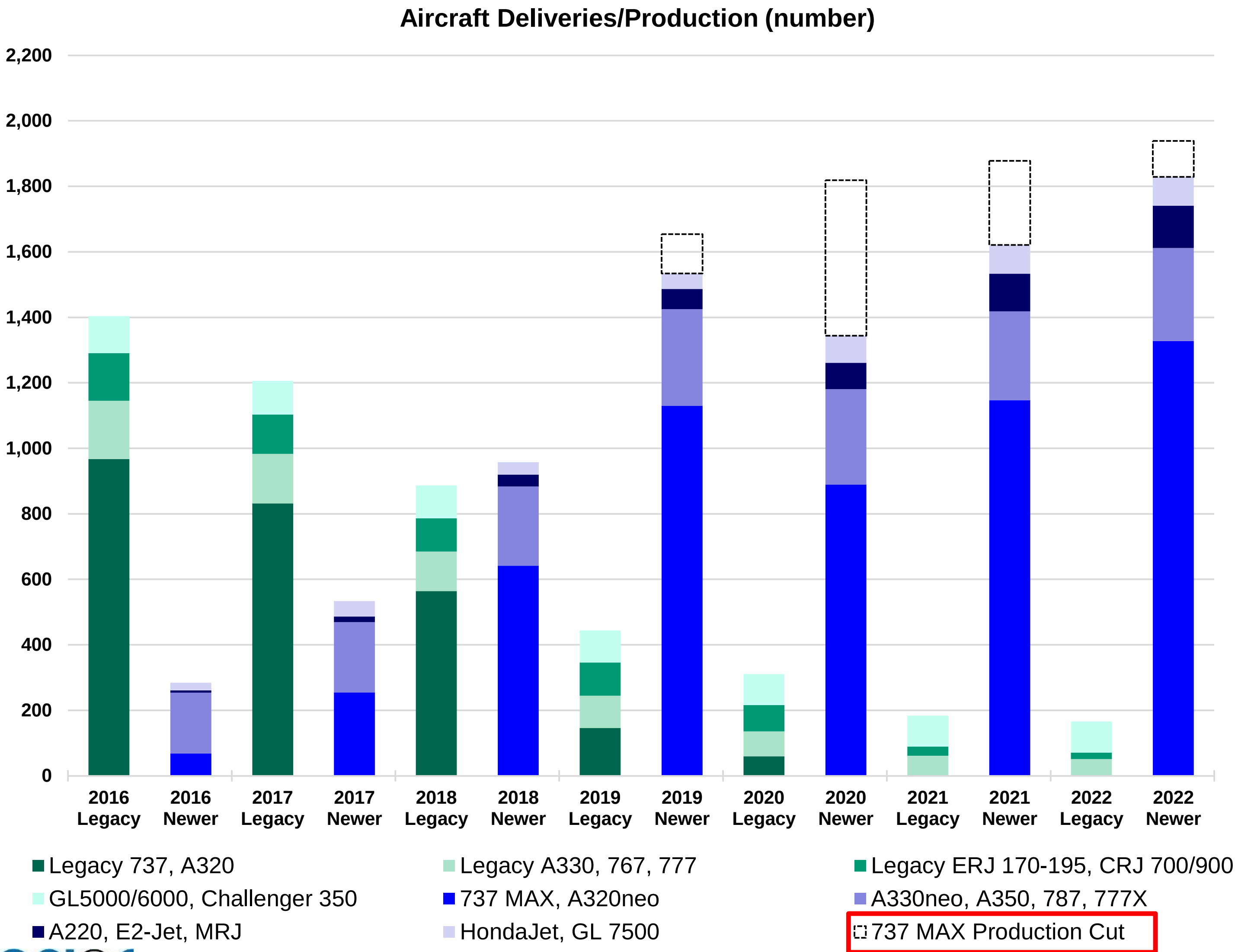
Boeing recommends simulator training in addition to computer-based training for all MAX pilots prior to return to service
(7 January 2020)

Boeing states working assumption to bring MAX back into service mid-year and start production at low rate ahead of that date
(29 January 2020)

Spirit announces agreement with Boeing to deliver 216 MAX shipsets in 2020 and does not expect to achieve rate 52 until late 2022
(30 January 2020)

Senior issues market update to highlight rate reduction impact
(31 January 2020)

CIVIL AEROSPACE TRANSITION



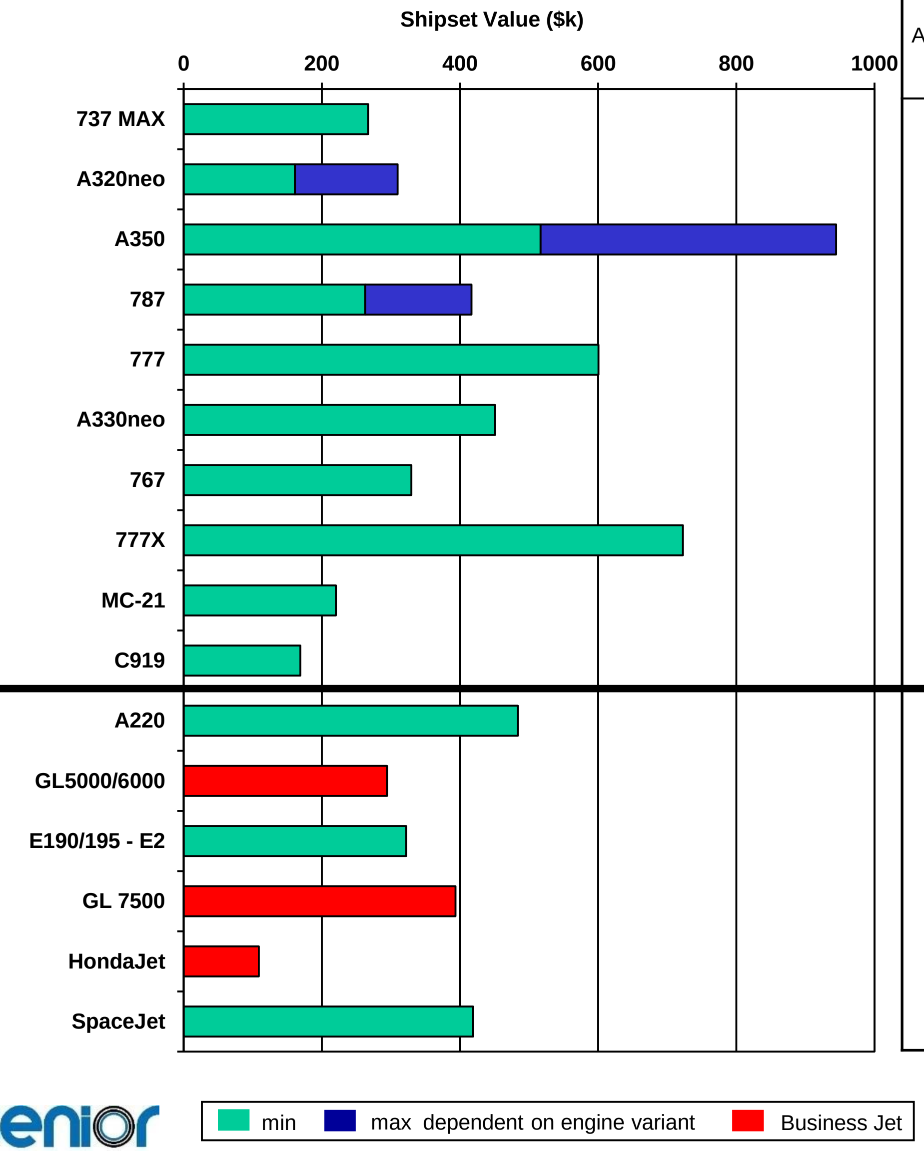
Source: Customers, Forecast International & internal estimates

Group sales ↑ 6%[1] compared to 2018

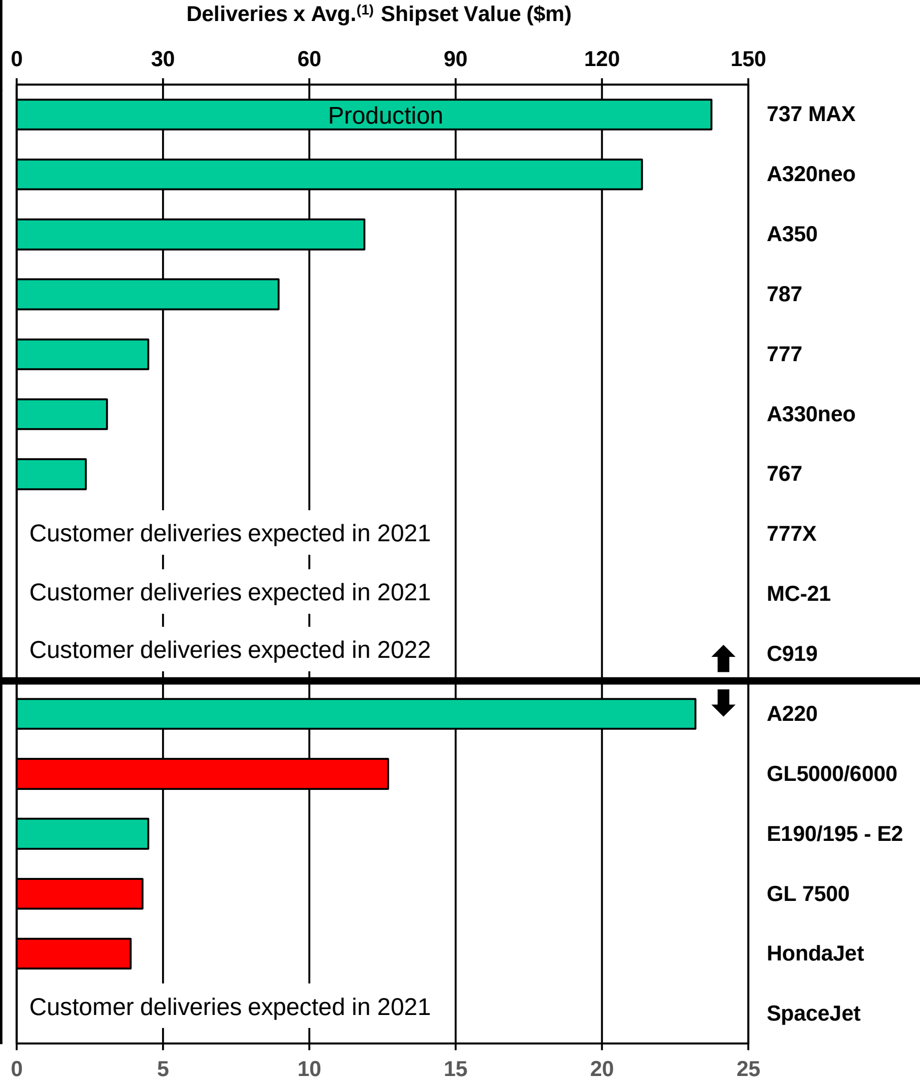
- 2019 was the peak transition year
- Increased production of the A320neo, 767, 787, A350, A330neo, A220 and E190 /195-E2 and Bombardier Global 7500
- Decline in build rates of the 777, A330, A380 and the current engine versions of the 737, A320 and ERJ 190/195
- Group mitigated some of the 737 MAX revenue impact through stronger sales on other civil and military programmes
- Outlook for civil aerospace supported by increase in air traffic; Boeing, Airbus and Independent forecasters predicting air traffic growth in excess of 4% pa over next 20 years
- Some softness in widebody demand: rate reduction in B787 and A330; no increase to A350 rate; and A380 production halt once current order book filled

(1) At constant exchange rates

CIVIL AEROSPACE (56% of Group)



Programme	Avg.(1) shipset value ($k)	Airframe 2019 deliveries (number)	Airframe Order book (number)	Var. in avg.(1) shipset value 6/19 to 12/19 ($k)
737 MAX	267	57	4,545	-83
A320neo	233	551	6.002	+1
A350	636	112	579	-90
787	340	158	546	-109
777	600	45	74	+100
A330neo	451	41	293	-27
767	330	43	94	-2
777X	722	Nil	309	-32
MC-21	220	Nil	174 (2)	+18
C919	169	Nil	305 (2)	+41
A220	483	48	495	-34
GL5000/6000	294	43	?	-
E190/195 - E2	322	14	153	+33
GL 7500	393	11	?	-1
HondaJet	109	36	?	-
SpaceJet	419	Nil	163 (2)	+38

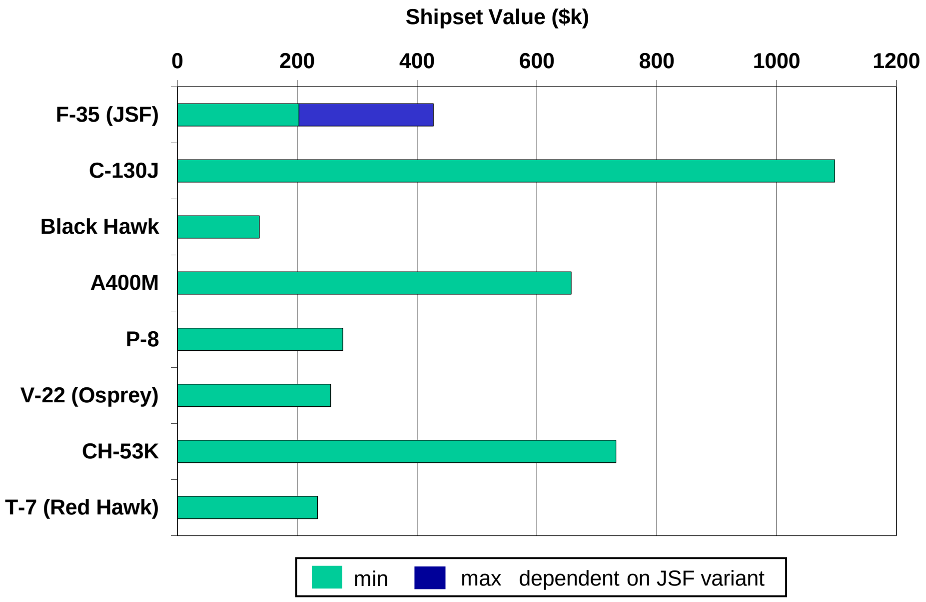


(1) Average based on programme share and estimated engine variant
(2) Estimate

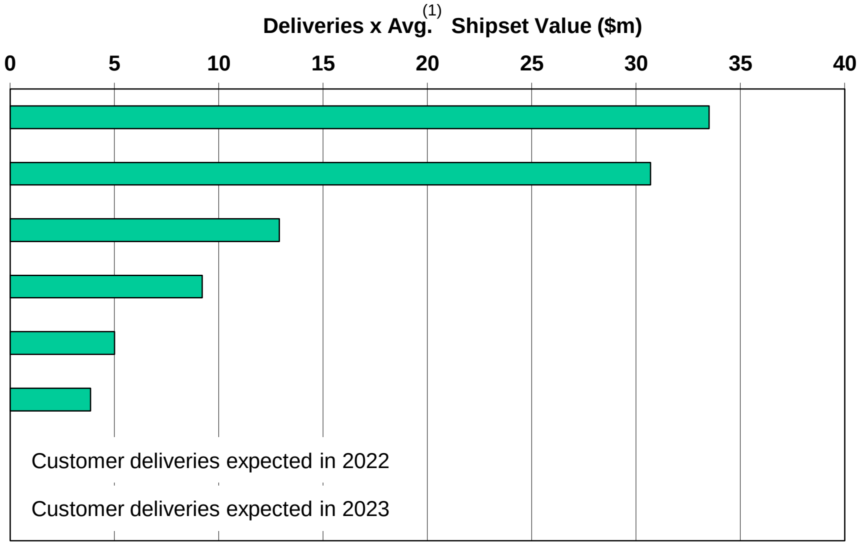
senior Aerospace

senior Flexonics

MILITARY AND DEFENCE (13% of Group)

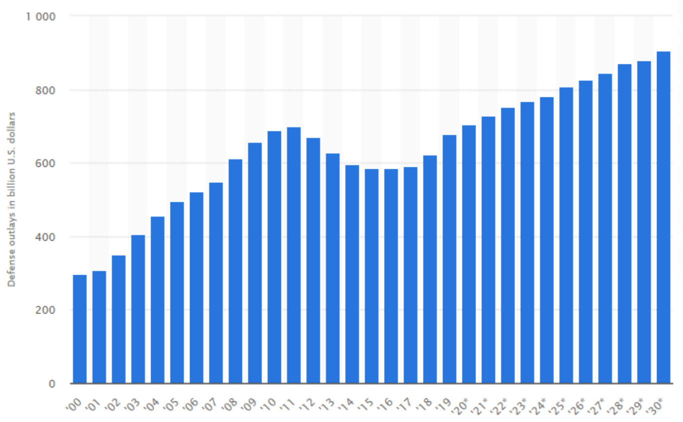


	Avg. shipset value ($k) (1)	Airframe 2019 deliveries (number)	Var. in avg. shipset value 6/19 to 12/19 ($k)
F-35 (JSF)	250	134	-
C-130J	1,097	28	+5
Black Hawk	137	94	-
A400M	657	14	+10
P-8	276	18	-80
V-22 (Osprey)	256	15	+5
CH-53K	732	Nil	-7
T-7 (Red Hawk)	234	Nil	+29



(1) Average based on programme share and estimated aircraft & engine variant

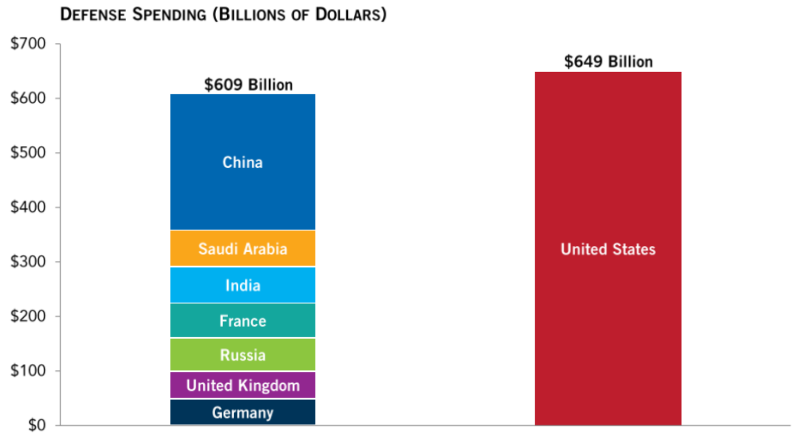
Defence outlays and forecast in the United States from 2000 to 2030 (in billion U.S. dollars)



Source: US Congressional Budget Office

PETER G. PETERSON FOUNDATION

The United States spends more on defence than the next seven countries combined



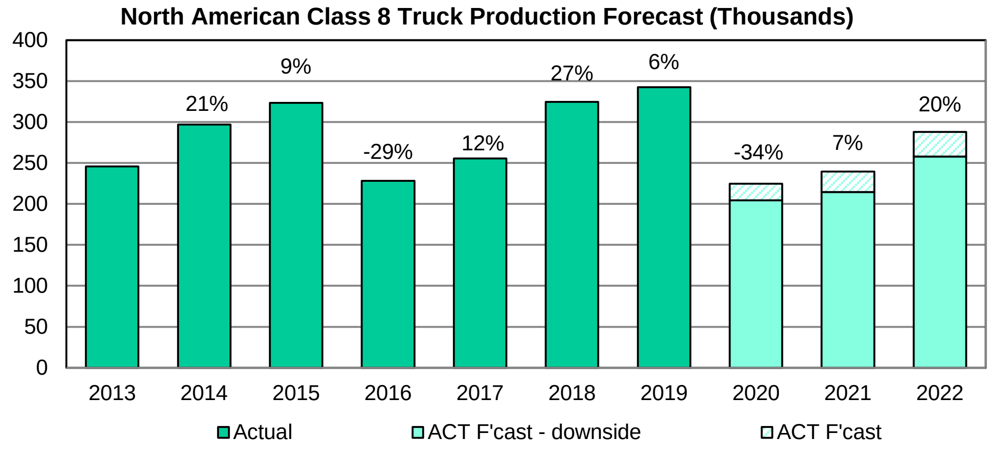
Source: Stockholm International Peace Research Institute, SIPRI Military Expenditure Database, April 2019. Notes: Figures are in US dollars, converted from local currencies using market exchange rates. Data for the United States are for fiscal year 2018, which ran from October 1, 2017 through September 30, 2018. Data for the other countries are for calendar year 2018

senior Aerospace

senior Flexonics

LAND VEHICLES (11% of Group)

North American Truck and Off-Highway (6% of Group)



<u>2019 compared to 2018</u>:

Market - N. Am. Class 8 truck production ↑ 6% (H1 ↑22%; H2 ↓9%)
- N. Am. Class 8 truck sales ↑ 6%

Group - N. Am. truck and off-highway sales ↓ 25%(1)

Group sales decreased due to lower off-highway market production and H2 reduction in truck production

Cummins forecasting 40% decline in 2020 N. Am. Class 8 truck production

Key Customer: Cummins (3% of Group), Caterpillar (2% of Group)

Source: ACT Research & internal estimates

EU & ROW Truck and Off-Highway (2% of Group)

Group EU & ROW sales ↓ 12%(1) over 2018

- Softening of truck and off-highway markets in Europe and China
- Significant opportunities for new business in EU as markets recover

Passenger Vehicles (3% of Group)

Group sales ↓ 15%(1) over 2018

- Lower end market demand in Europe and India

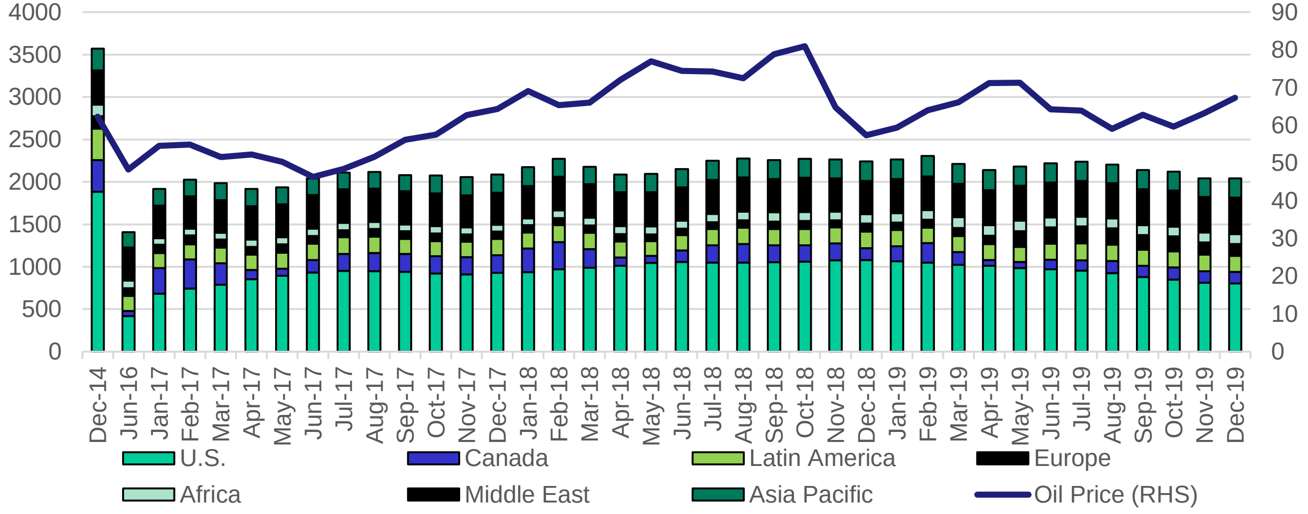
Future developments

- Tightening of global environment legislation will increase future demand for electric/hybrid engines
- Developed industry leading electronic heat exchangers
- Developed new radial fin EGR coolers for diesel, natural gas and hybrid applications to reduce CO_2 emissions and improve efficiency and durability

Senior is developing solutions for the next generation of more efficient internal combustion engines, as well as electrified land vehicle applications

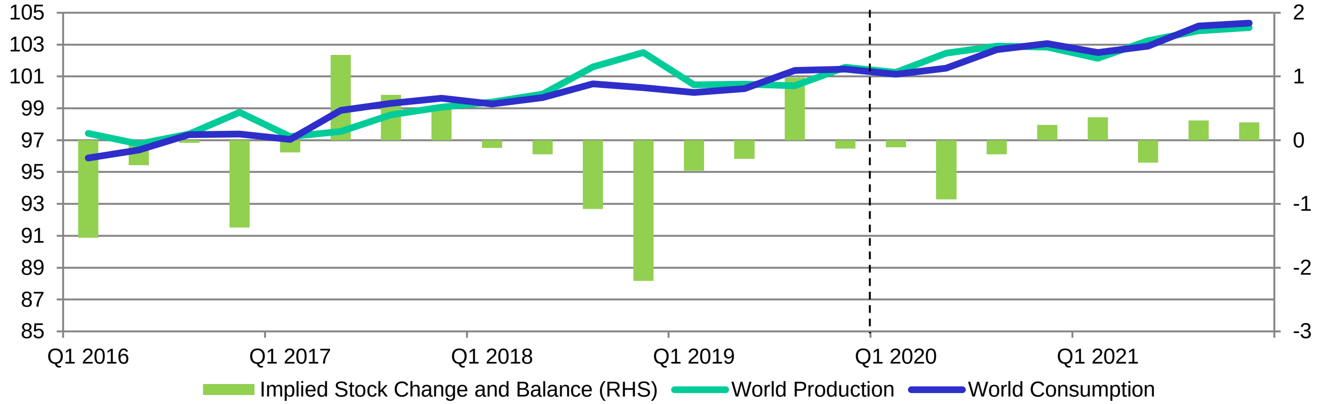
(1) Organic at constant exchange rates

POWER & ENERGY (14% of Group)



Source: Rig count data from Baker Hughes, Oil price from EIA, Dec 2019

World Liquid Fuels Production and Consumption Balance (million barrels per day)



Source: EIA, short-term energy outlook, Dec 2019

Group 2019 sales compared to 2018[(1)]

Oil & Gas (6% of Group):
Sales ↓ 6% (£4.1m)
Upstream – lower demand in N. Am. fracking market
Downstream - increased repair and overhaul activity

Power Generation (4% of Group):
Sales ↑ 2% (£0.9m)
Higher nuclear power sales in North America

Other Markets (4% of Group):
Sales ↑ £0.1m

2020 Outlook
Upstream oil & gas - N Am. Onshore is expected to contract further; however, international offshore is expected to grow

Downstream oil & gas and other power and energy sectors are forecast to be stable

(1) Organic at constant exchange rates

STRATEGIC PRIORITIES

Strategic Priorities

- Autonomous and Collaborative Business Model
- Focus on Growth
- High Performance Operating System
- Competitive Cost Country Strategy
- Considered and Effective Capital Deployment
- Talent Development

Rigorous Strategy Deployment process embeds detailed action plans for each priority

Focus on Growth

Outgrow our end markets by:

- ⇨ Growing market share, particularly with key customers
- ⇨ Focusing on innovation
- ⇨ Geographical expansion
- ⇨ Seeking out and exploiting adjacent opportunities
  - organically and through acquisition

Considered and Effective Capital Deployment

The executive team continually reviews investment priorities across the Group to ensure that the best choices are made for the allocation of capital

- ⇨ Rigorous investment appraisal process
- ⇨ Group objective to maintain an overall return on capital employed in excess of the Group's cost of capital. Medium term ROCE target minimum 13.5%

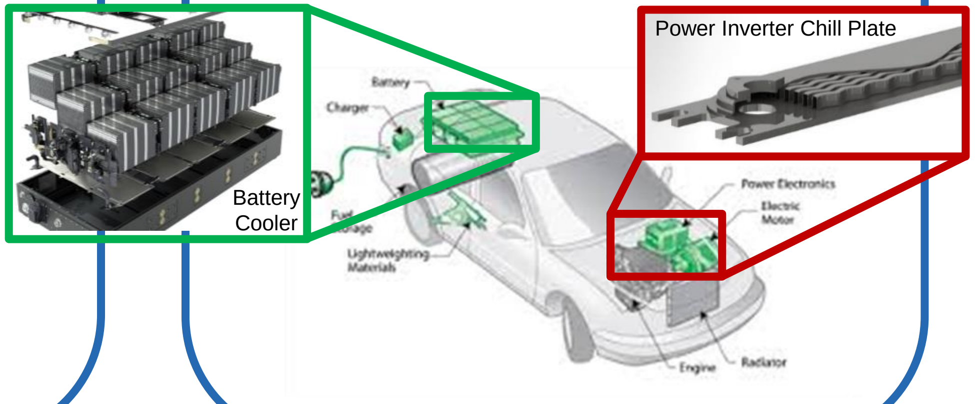
TECHNOLOGY DEVELOPMENTS

Additive Manufacturing

- Established Advanced Additive Manufacturing Centre
- Collaboration across Senior
- Improves cost, weight and cycle time
- Flight-worthy hardware delivery 2020

Electric vehicles

- Series production of 70kW battery cooler commences 2020
- Imminent source selection for our newly developed inverter chill plate



RT2i™

- RT2i™ is our composite thermoplastic aerospace ducting product
- Development progressing well with advancement of composite and component complexity
- Product qualification and first production deliveries during 2020

World Class Mechanical Engineering Capabilities

PORTFOLIO UPDATE

The Group's Prune To Grow activities in 2019 included the disposal of three more non-core businesses:

- In February 2019, the Group sold its French Flexonics land vehicle business, Senior Flexonics Blois SAS ("Blois"). Blois' main end market was European passenger vehicles
- In September 2019, the Group disposed of its Flexonics operating company in Brazil, Senior Flexonics Brasil Ltda ("São Paulo"), serving the local automotive and power & energy markets
- In October 2019, the Group sold its Aerospace business unit Senior Aerospace Absolute Manufacturing ("Absolute"), based in Washington state, USA which focused on small build-to-print precision machined components

In December 2019, Senior confirmed that it has been reviewing all strategic options for its Aerostructures business, which includes an early stage assessment of a potential divestment of the division. That review continues and there can be no certainty that this will lead to a transaction

GROUP OUTLOOK

The Board's current expectations for 2020:

- Aerospace – revenue in 2020 to be around 20% below 2019 level
  – weighted more to H2 than normal because of 737 MAX situation
- Flexonics – revenue is expected to be lower in 2020 compared to 2019 due to cyclical end markets
- Margins – impact of lower sales partially mitigated by restructuring savings
  – therefore operating margins in both divisions are likely to be lower than 2019
- We are closely monitoring the development of the coronavirus (COVID-19)

Beyond 2020:

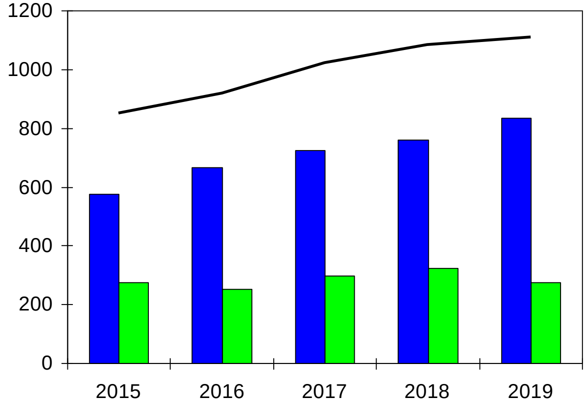
We entered 2020 with a robust balance sheet and a continued focus on cost, efficiency and cash generation. We are taking firm actions to restructure the business and have every confidence in returning to growth in 2021

ANY QUESTIONS?

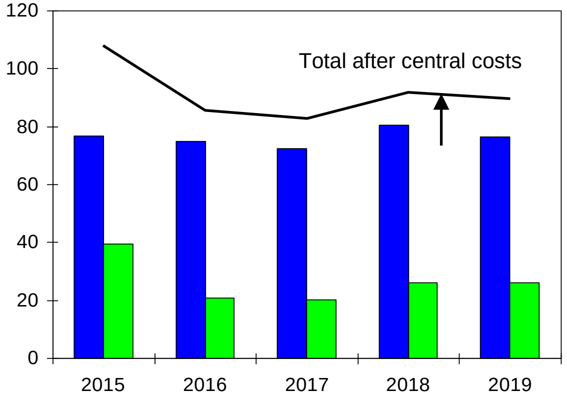
APPENDICES

GROUP EVOLUTION

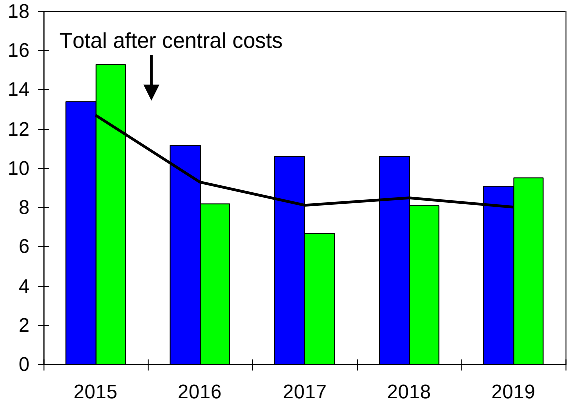
Revenue (£m)



Adjusted Operating Profit (£m)

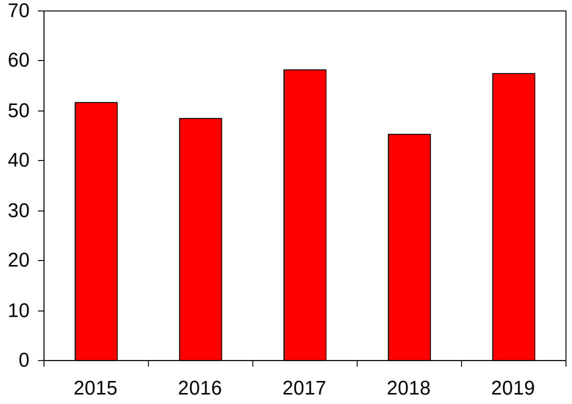


Adjusted Operating Margin (%)

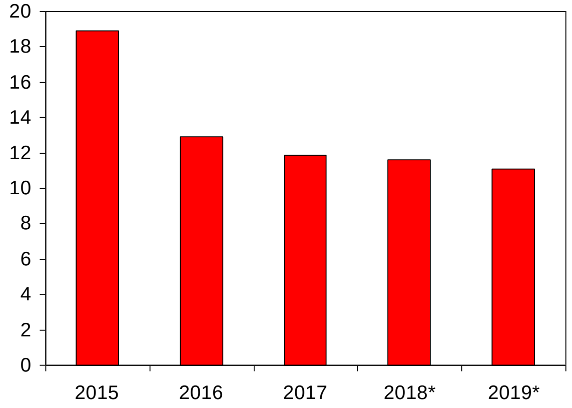


Aerospace Flexonics Group

Free Cash Flow (£m)



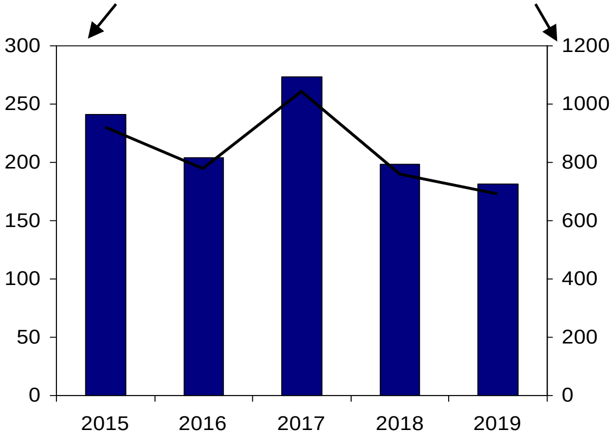
Return on Capital Employed (%)



* Post IFRS 16

Group

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



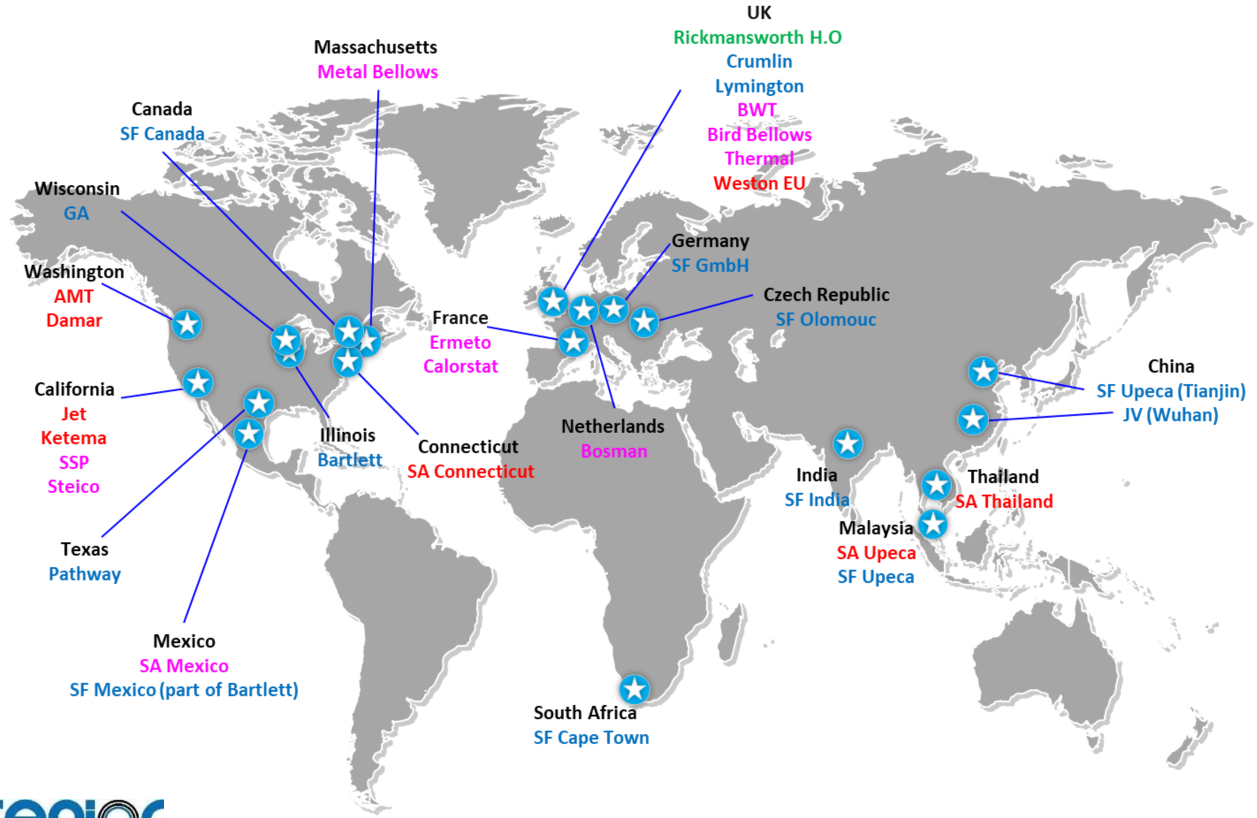
Market Capitalisation Share Price

senior Aerospace

senior Flexonics

TRADE CONSIDERATIONS

2019 split	Sales	Adj. OP	Employees
N. America	63%	64%	3,333
UK	15%	12%	1,487
Rest of Europe	10%	12%	950
Rest of World	12%	12%	1,835



- Senior is an international manufacturing Group with 30 operating businesses in 13 countries
- Within Europe, Senior has 11 operations across 5 countries, including the UK
- Senior has 13 operations across North America
- 85% of Group revenue is generated from operations outside the UK
- We do not anticipate a significant direct impact from Brexit on the Group’s activities, given the Group’s global positioning.
- 63% of Group revenue is generated from operations in North America: US - 61%; Mexico - 1%; Canada - 1%
- 10 cents movement in the $:£ exchange rate is estimated to affect full-year revenue by £55m, adjusted operating profit by £5m and net debt by £10m.
- Monitoring ongoing geopolitical developments to assess any impact

IFRS 16 LEASES – FROM 1 JANUARY 2019

Opening Balance Sheet Adjustments at 1 January 2019:

➪ Right of Use Assets	↑ £96.7m	Net Balance Sheet Impact Nil
➪ Lease Liabilities/ Net Debt	↑ £96.3m	
➪ Working Capital and Other	↓ £0.4m	

Balance Sheet at 31 December 2019:

➪ Right of Use Assets	£82.3m
➪ Lease Liabilities/ Net Debt	£83.7m

Income Statement Impact for FY 2019:

➪ Depreciation Charge	↑ £10.2m
➪ Lease Rental Costs	↓ £11.3m
➪ Interest Charge	↑ £ 3.5m
Therefore Profit Before Tax	↓ £ 2.4m

This accounting change does not impact overall cash flow

Impact on other Ratios:

- ➪ Return on Capital Employed ↓ 140bps (FY 2018)
- ➪ Lending Covenants are currently based on Frozen GAAP, therefore not impacted by IFRS 16

CURRENCY EFFECT

FULL YEAR			Translation Impact on FY 2018[1] (£m)	
Avg. FY 2018	Exchange Rates to GBP	Avg. FY 2019[1]	Revenue	Adj. PBT[2]
1.34	US $	1.28	29.8	2.8
1.13	Euro €	1.14	(1.0)	(0.1)
17.50	South African Rand	18.53	(0.6)	-
43.21	Thai Baht	39.76	6.0	1.0
4.85	Brazilian Real	5.06	(0.3)	-
1.73	Canadian $	1.70	0.2	-
29.03	Czech Rep. Koruna	29.32	(0.1)	-
91.02	Indian Rupee	90.04	0.1	-
5.39	Malaysian Ringgit	5.30	0.7	0.1
8.85	Chinese Renminbi	8.83	-	-
	Net Impact on FY 2018		**34.8**	**3.8**

(1) The impact on 2018 results if exchange rates were at the 2019 average rates (translation impact only)
(2) Adjusted profit before tax (PBT) is as defined on page 8

EARNINGS PER SHARE AND DIVIDENDS

	2019	2018	Change
Average number of shares			
Basic	415.0m	417.8m	-2.8m
Fully diluted	416.8m	423.5m	-6.7m
Adjusted earnings per share (1)			
Basic	16.17p	16.08p	+0.6%
Fully diluted	16.10p	15.87p	+1.4%
	2019	**2018**	
Dividends (pence per share) (2)			
Interim	2.28p	2.19p	+4.1%
Final	5.23p	5.23p	-%
Total	7.51p	7.42p	+1.2%
Dividend cost (£m) (2)			
Interim	£9.5m	£9.1m	
Final	£21.7m	£21.7m	
Total	£31.2m	£30.8m	
Dividend cover (1)(2)	2.2x	2.2x	

(1) Based on adjusted profit for the period as defined on page 8
(2) Final figures for 2019 are proposed

CHANGE IN NET DEBT

	2019 £m	2018 £m
Free cash flow (page 10)	**58.3**	**45.3**
Dividends	(31.2)	(29.6)
Proceeds on disposal of businesses net of costs and cash disposed	(8.2)	-
Restructuring	(2.9)	-
Loan repayment by JV	-	0.5
Purchase of shares by employee benefit trust	(6.3)	(7.2)
Net cash inflow	**9.7**	**9.0**
Exchange variations	7.3	(6.7)
IFRS 16 Lease liabilities – change at opening	(96.1)	-
Lease liabilities – additions, modifications and disposals	2.5	-
Net debt – opening	(153.0)	(155.3)
Net debt – closing (page 34)	**(229.6)**	**(153.0)**
Net debt to EBITDA [1] (page 36)	**1.1x**	**1.1x**

(1) Based on rolling 12 month EBITDA; Covenants definition of net debt and EBITDA

GROSS CAPITAL EXPENDITURE

	2019		2018	
	Capex	**Depn (1)**	**Capex**	**Depn (1)**
	£m	**£m**	**£m**	**£m**
Aerospace	51.2	39.5	43.3	29.0
Flexonics	13.5	14.5	12.8	12.3
Holding Companies	0.1	0.6	0.2	0.2
Total	**64.8**	**54.6**	**56.3**	**41.5**

(1) Depreciation of £42.3m (2018: £39.5m), IFRS 16 depreciation £10.2m (2018: £nil) and amortisation of software of £2.1m (2018: £2.0m)

USAGE OF CREDIT FACILITIES – December 2019

	Interest %	Facility £m	Usage £m	Usage by Currency £	$	€	Other
US Private placements:							
$30.0m (Sep 2028)	4.18%	22.6	22.6	-	22.6	-	-
€28.0m (Feb 2027)	1.51%	23.7	23.7	-	-	23.7	-
$60.0m (Oct 2025)	3.75%	45.2	45.2	-	45.2	-	-
£27.0m (Jan 2025)	2.35%	27.0	27.0	27.0	-	-	-
$20.0m (Oct 2022)	3.42%	15.0	15.0	-	15.0	-	-
$20.0m (Oct 2020)	6.94%	15.0	15.0	-	15.0	-	-
	3.49%	**148.5**	**148.5**	**27.0**	**97.8**	**23.7**	-
Bank facilities:							
RCF £120.0m (Feb 2024) Libor+77.5bps	1.48%	120.0	7.0	7.0	-	-	-
US RCF $48.5m (Jun 2021) Libor+85bps	2.61%	36.5	6.8	-	6.8	-	-
Total committed facilities		**305.0**	**162.3**	**34.0**	**104.6**	**23.7**	**-**
Overdrafts, cash pooling and bank loans		44.4	0.7	3.0	(0.5)	(1.8)	-
Cash			(15.8)	(1.5)	(4.8)	(4.0)	(5.5)
Debt transaction costs			(1.3)	(0.9)	(0.3)	(0.1)	-
Net debt (excluding lease liabilities)			**145.9**	**34.6**	**99.0**	**17.8**	**(5.5)**
IFRS 16 lease liabilities			83.7	13.7	33.8	4.1	32.1
Net debt			**229.6**	**48.3**	**132.8**	**21.9**	**26.6**

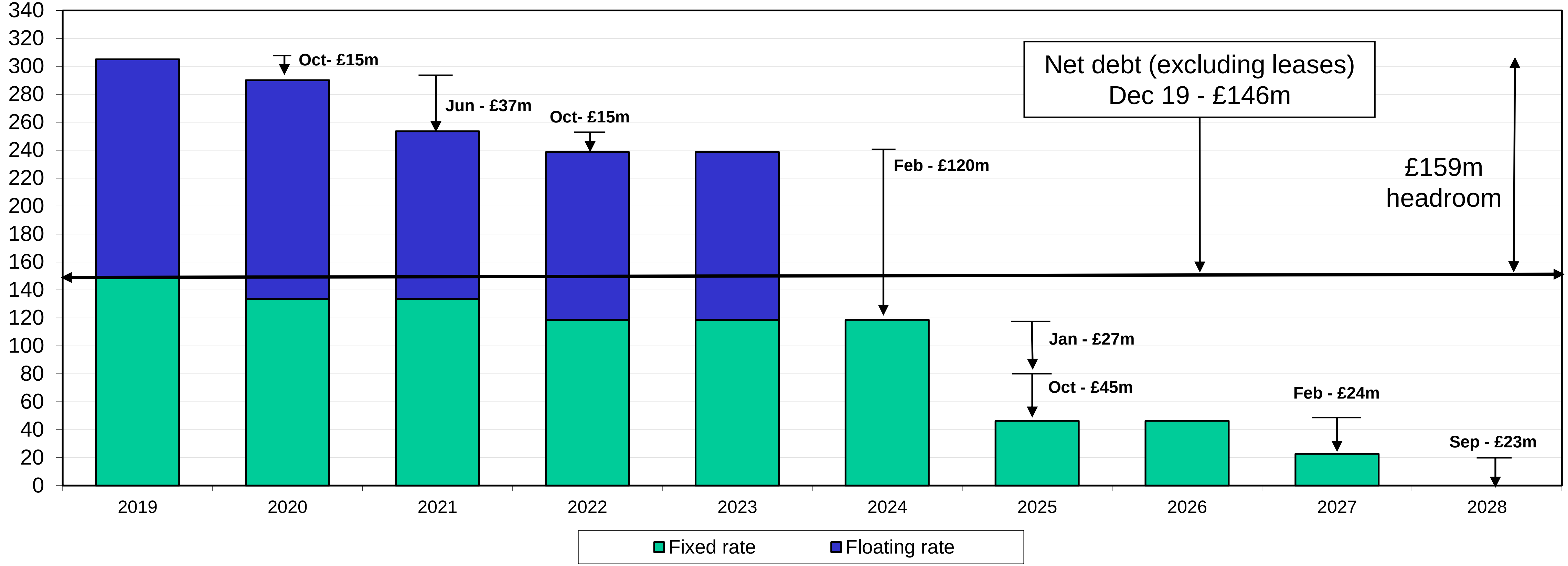
Headroom of £159m on committed facilities

senior Aerospace

senior Flexonics

MATURITY PROFILE OF CREDIT FACILITIES

- In February 2019 the Group refinanced its main UK RCF of £80m by increasing the committed facilities to £120m and extending the maturity to February 2024
- Net Debt:EBITDA = 1.1x



COVENANTS at FROZEN GAAP(1)

	Dec 2019	Jun 2019	Dec 2018	Jun 2018
Net debt - restated at average exchange rates	£150.3m	£171.4m	£147.8m	£146.6m
Net interest - rolling 12 months	£8.0m	£8.4m	£8.8m	£9.0m
EBITDA - rolling 12 months	£135.3m(2)	£138.1m(3)	£133.7m	£127.6m(4)
Interest cover (to exceed 3.5 times)	**16.9 x**	**16.4 x**	**15.2 x**	**14.2 x**
Net debt to EBITDA (not to exceed 3 times)(4)(5)	**1.1 x**	**1.2 x**	**1.1 x**	**1.1 x**

(1) The adoption of IFRS 16 does not impact the Group's lending covenants as these are currently based on frozen GAAP, hence figures shown in the table for 2019 exclude the impact of IFRS 16 on net debt, net interest and EBITDA. In addition, as required by covenant definition: net debt is restated using 12-month average exchange rates (the same exchange rates used in the consolidation of EBITDA); EBITDA is derived from adjusted operating profit after IAS19 net finance income/(expense) on retirement benefits and before depreciation and loss/(profit) on sale of PPE; net interest is stated before IAS19 net finance income/(expense) on retirement benefits

(2) For covenant purposes, EBITDA and net interest for the 12-month period to December 2019 exclude £1.9m loss and £0.1m expense, respectively, relating to results of Senior Blois SAS, Senior Flexonics Brasil Ltda and Absolute Manufacturing, prior to their disposals in February 2019, September 2019 and October 2019

(3) For covenant purposes, EBITDA for the 12-month period to June 2019 excludes £0.6m loss relating to Senior Flexonics Blois SAS's results prior to its disposal in February 2019

(4) For covenant purposes, EBITDA for the 12-month period to June 2018 excludes £1.6m profit relating to BWT Ilkeston facility's results prior to its disposal in September 2017

(5) The net debt to EBITDA covenant threshold has changed in all loan documentation that is classed as Group debt. The new UK RCF has a net debt to EBITDA covenant of 3.5x. The existing US RCF and the existing US Private Placements have been amended to include an acquisition spike which allows a temporary increase in the net debt to EBITDA covenant between 3.0x and 3.5x if certain conditions are met

PENSIONS

IAS 19 Retirement Benefit	2019 UK Funded £m	2019 USA Funded £m	2019 Various Unfunded £m	2019 Total £m	2018 Total £m
Scheme assets	309.6	47.3	0.8	357.7	368.7
Scheme liabilities	(278.7)	(52.5)	(8.0)	(339.2)	(364.0)
Scheme asset/(deficit) at opening	**30.9**	**(5.2)**	**(7.2)**	**18.5**	**4.7**
Current service cost	-	(0.3)	(0.5)	(0.8)	(0.5)
Past service cost (GMP)	-	-	-	-	(2.4)
Running costs	(0.4)	(0.1)	-	(0.5)	(0.4)
Total employer cash contributions	7.3	2.4	0.3	10.0	11.2
Net interest credit / (charge)	1.0	(0.2)	(0.1)	0.7	0.2
Actuarial variations - assets	22.8	5.4	-	28.2	(16.7)
- liabilities	(12.7)	(4.1)	(0.3)	(17.1)	22.5
Disposal / PY curtailment gain	-	-	1.7	1.7	0.4
Foreign exchange impact	-	0.1	0.3	0.4	(0.5)
Scheme asset/(deficit) at closing	**48.9**	**(2.0)**	**(5.8)**	**41.1**	**18.5**
Scheme assets	334.7	52.6	1.1	388.4	357.7
Scheme liabilities	(285.8)	(54.6)	(6.9)	(347.3)	(339.2)

Discount rate	2.0%
Price inflation (RPI)	3.0%
Life expectancy of male aged 65 in 20 years	22.0yrs

UK Scheme Actuarial Valuation

Last valuation:	5 April 2019
Scheme assets at valuation:	£325.6m
Scheme liabilities at valuation:	(£335.8m)
Funding level:	97%

UK Scheme is closed to future accrual

OUR BUSINESS MODEL

Our purpose is to provide safe and innovative products for demanding thermal management and fluid conveyance applications

What We Do

Design and manufacture of **highly engineered, technology rich products and systems** for OEMs in the following markets:

- Aerospace & Defence
- Land Vehicle
- Power & Energy

How We Do It

Our Values	Our Strengths	Strategic Priorities
Safety	Organisation	Autonomous and Collaborative Business Model
Integrity	Financial	Focus on Growth
Customer Focus	Global Footprint	High Performance Operating System
Respect & Trust	People & Culture	Competitive Cost Country Strategy
Accountability	Innovation	Considered and Effective Capital Deployment
Excellence		Talent Development

Long-Term Sustainable Value

Create value for all our stakeholders through our business model

- Shareholders
- Customers
- Employees
- Our Communities
- Suppliers

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

STRATEGIC PRIORITIES

Autonomous and Collaborative Business Model

- Empowerment and accountability
- Retain entrepreneurial spirit whilst growing
- Strong control framework and disciplined governance
- Economies of scale whilst maintaining autonomous business structure

Focus on Growth

Outgrow our end markets by:

- Growing market share, particularly with key customers
- Focusing on innovation
- Geographical expansion
- Seeking out and exploiting adjacent opportunities
  - organically and through acquisition

High Performance Operating System

Key elements include:

- The Senior Operating System - an operational toolkit incorporating best practice processes:
  - Lean and continuous improvement techniques
  - Supplier management and development processes
  - Engineering, new product introduction (NPI) and project management processes
  - 5/6S methodology
  - Factory visual management systems
  - Risk and financial management
- A strengthened business review process
  - KPI focus on performance, growth, operational excellence and talent development

Competitive Cost Country Strategy

Enhance global footprint to ensure businesses stay competitive at a capability and cost level

- Meet customers' cost and price challenges
- Protect margins
- Key investments:

  - Thailand - India
  - Malaysia - Mexico
  - China - Czech Rep.
- Actively move product lines and processes
- Increasingly sophisticated capabilities in competitive cost economies

Considered and Effective Capital Deployment

The executive team continually reviews investment priorities across the Group to ensure that the best choices are made for the allocation of capital

- Rigorous investment appraisal process
- Group objective to maintain an overall return on capital employed in excess of the Group's cost of capital. Medium term ROCE target min 13.5%

Talent Development

A strong focus on improving organisational capability

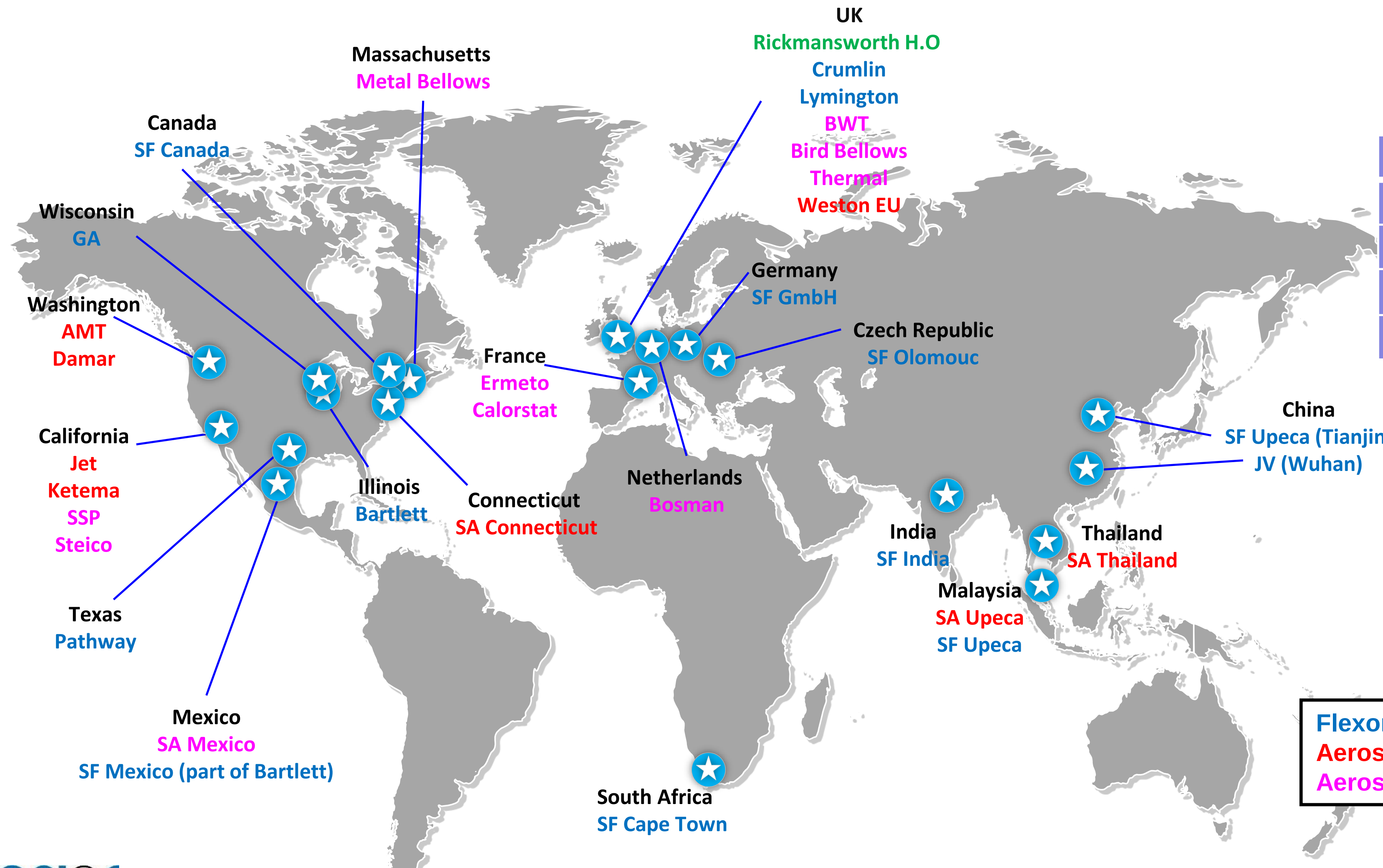
- Further develop leadership talent
- Upgrade functional capability across the Group
- Ensure robust succession plans are in place
- Team with world-class external partners to develop Senior's top talent

ACQUISITION FRAMEWORK

More Likely → Less Likely

Division	Fluid Systems, Flexonics, Structures, New Markets
Market	Large Commercial, Rotorcraft, Reg Jet, Biz Jet, VLJ Defence, Energy, Truck/ Off Highway, Automotive General Industrial, Medical, Semi-conductor Equipment
Product	Aero Ducting, Control Bellows, Precision Machining High Temp. Composites, Emission Control, Auto Piping Thermal Management Products, Expansion Joints, Industrial Tube
Nature	Own design / IP, Highly Engineered BTP, Commodity BTP Higher Value Assembly, Components
Geography	North America, UK, Europe, Africa Asia, South America, Australasia
Ownership	Owner managed, Trade, Private Equity
Revenue	\$50 to \$100m, \$100m+, \$30 to \$50m, less than \$30m

SENIOR'S LOCATIONS



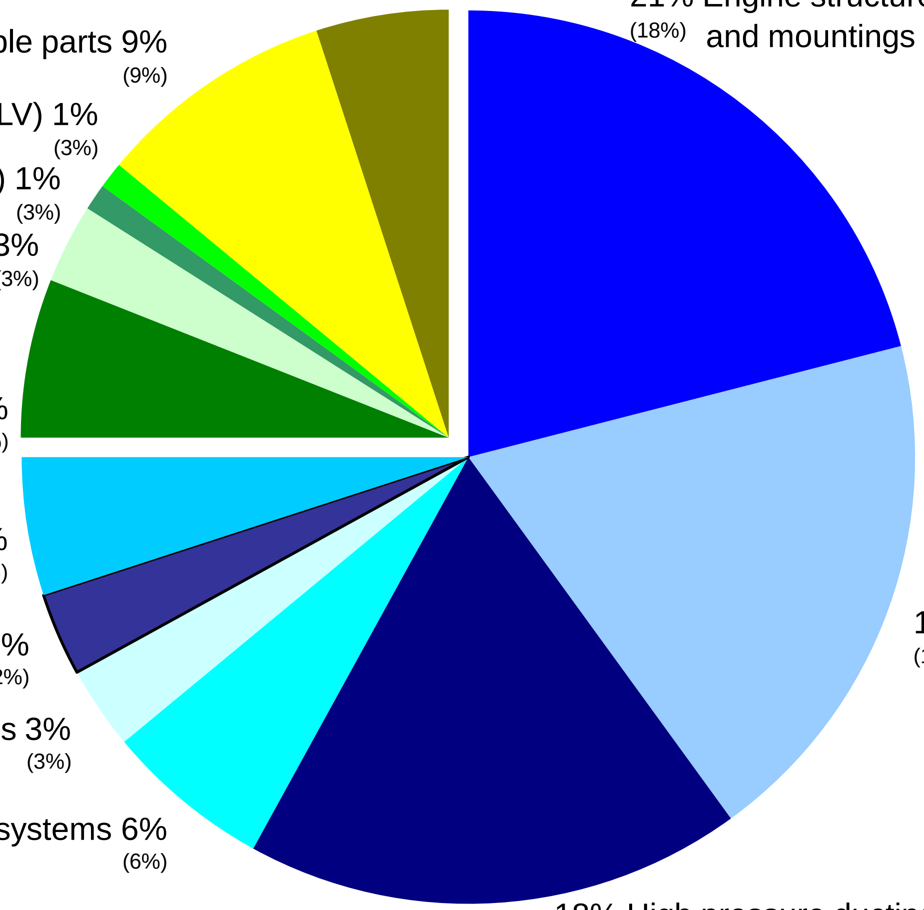
2019 split	Sales	Adj. OP
N. America	63%	64%
UK	15%	12%
Rest of Europe	10%	12%
Rest of World	12%	12%

Flexonics	(11 ops & JV)
Aerospace – Structures	(8 ops)
Aerospace – Fluid Systems	(10 ops)

SENIOR’S PRODUCTS – 2019

25% Flexonics Division
(30%)

Aerospace Division 75%
(70%)

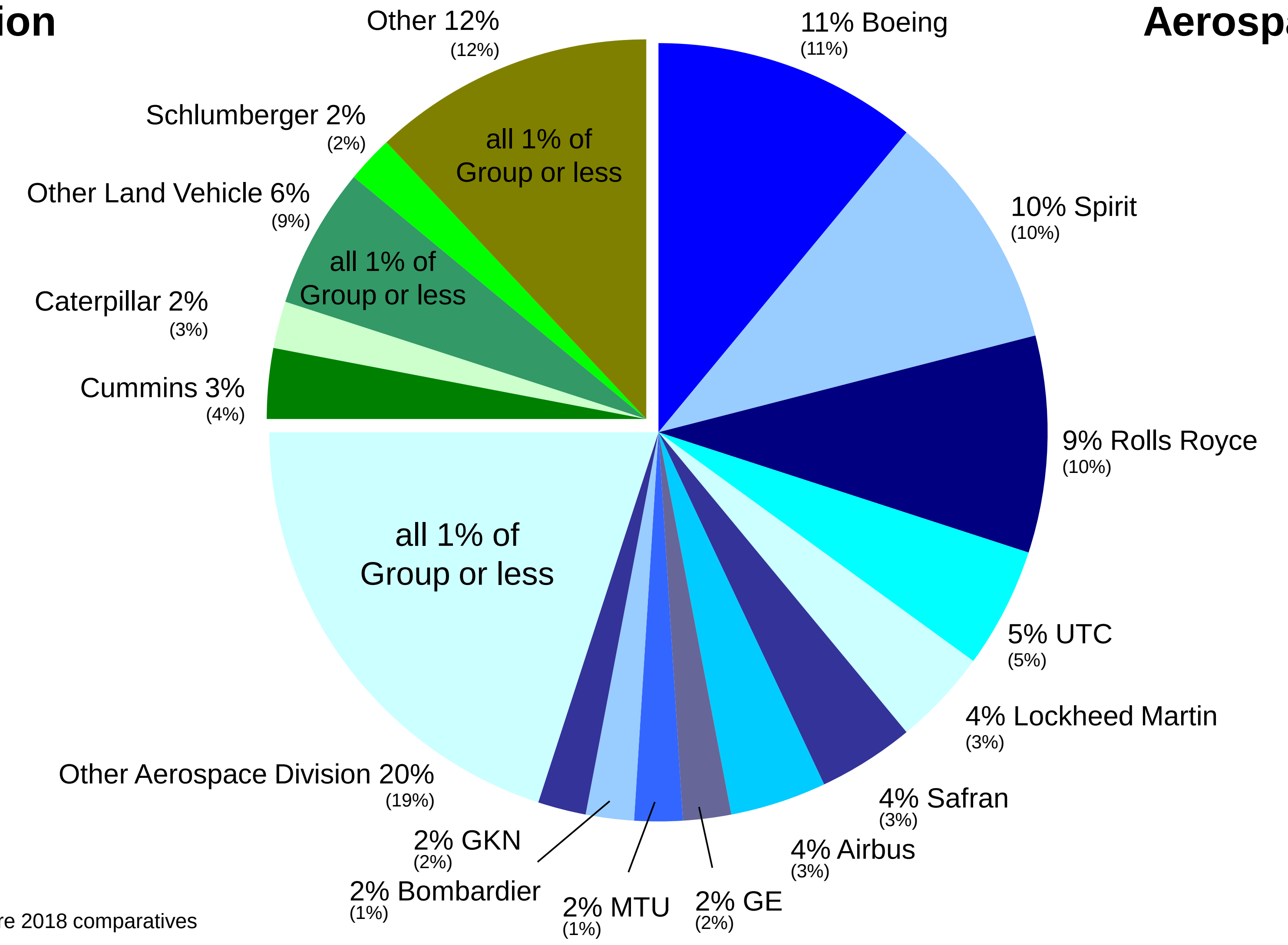


(LV) - Land vehicles
% in brackets are 2018 comparatives

SENIOR'S CUSTOMERS – 2019

25% Flexonics Division
(30%)

Aerospace Division 75%
(70%)



% in brackets are 2018 comparatives

On a derived basis:

Boeing:Airbus ratio
c.50:50

TECHNOLOGY THEME ONE: FLUID CONVEYANCE

Aerospace

Aircraft

Low Pressure Ducting
High Pressure Ducting
Aerospace Control Products
Non-Aerospace Control Products

Gas Turbine Engines

Complex Ducts, Tubes & Pipes
Bellows Seals & Controls

Controlling the flow of fluids within systems

Extending the technology to numerous applications

Flexonics

Land Vehicle Emission Control

Thermal Heat Exchangers
Common Rail Diesel
Exhaust Flexes
Engine flexes & tubes

Industrial Process Control

Expansion Joints & Dampers
Hoses, Flexes, Bellows
Fuel Cells, CHP, Solar Power & Heating

Senior Aerospace

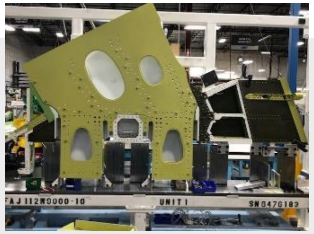
Senior Flexonics

TECHNOLOGY THEME TWO: STRUCTURES

Aerospace

Airframe Structures & Assemblies

Airframe Structures
Airframe Assemblies
Helicopter Transmission Structures
Hard & Soft Metal Machined Parts



Engine Structures & Mountings

Nacelle Rings
Engine Casings
Aerofoils

Precision Machined Components and Assemblies

Flexonics

Land Vehicles

Fuel Injectors
Hydraulic Machined Components

Power & Energy

Oil & Gas Directional Drilling Equipment
Flow Control Valve Bodies
Oilfield Services Packers

senior Aerospace

senior Flexonics

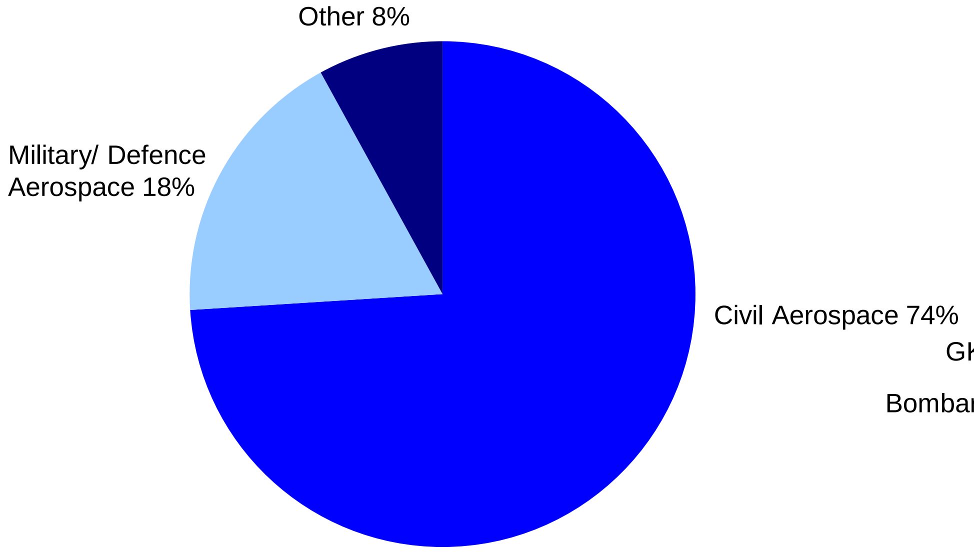
AEROSPACE DIVISION

AEROSPACE DIVISION: A SUMMARY

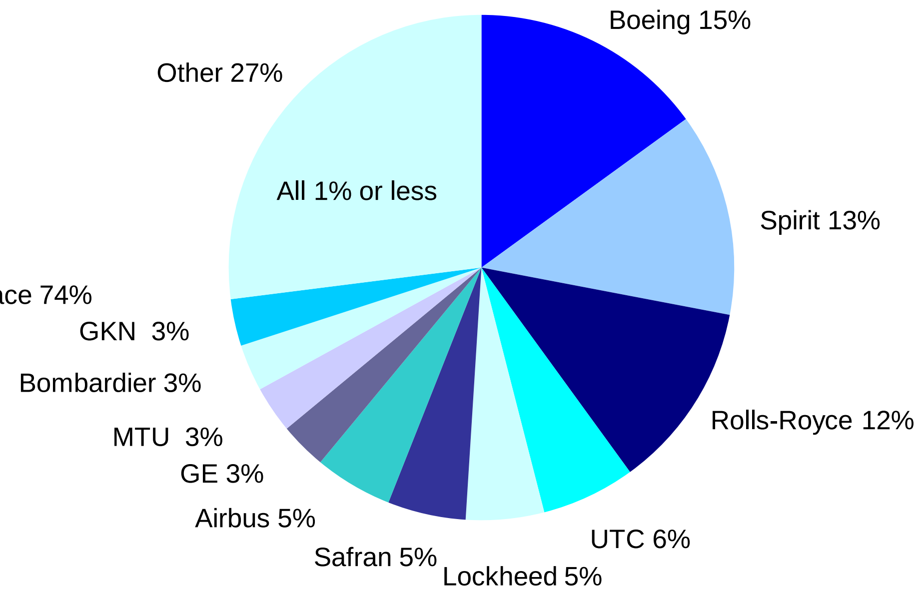
	2019	2018(1)	Change
Revenue	**£835.4m**	£788.8m	**+5.9%**
Adjusted Operating Profit(2)	**£76.4m**	£83.7m	**-8.7%**
Adjusted Operating Margin(2)	**9.1%**	10.6%	**-150bps**

18 Operations	
NAFTA	9
Europe	3
UK	4
ROW	2

Markets



Customers

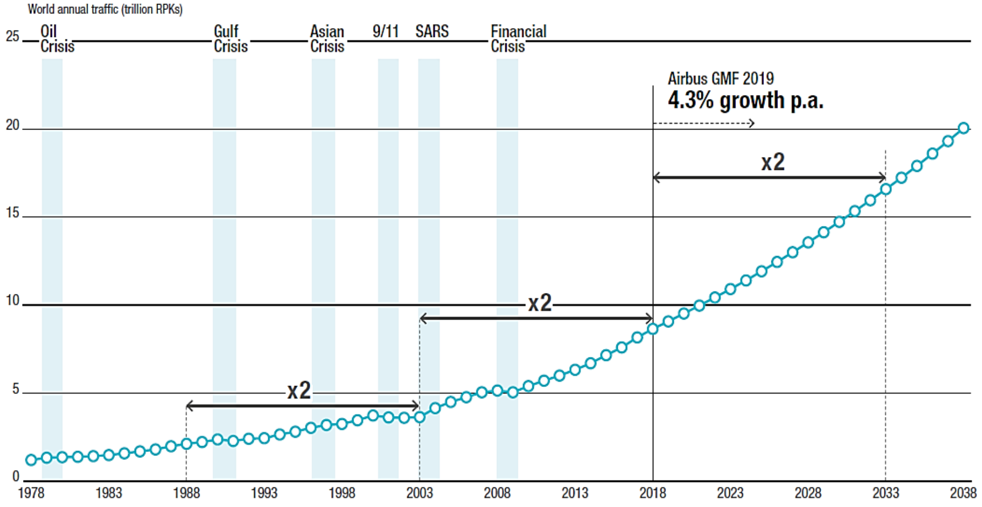


(1) All at 2019 exchange rates – translation effect only
(2) Before amortisation of intangible assets from acquisitions £7.1m (2018: £8.3m) and restructuring £5.6m (2018: nil)

CIVIL AEROSPACE (56% of Group)

- ➪ Demand for new civil aircraft robust: short term softness in widebody demand
- ➪ Boeing, Airbus and independent forecasters predicting air traffic to grow > 4% p.a. over the next 20 years
- ➪ In 2038, Emerging countries will make approx. 0.95 trips per capita (up from 0.35 trips in 2018)

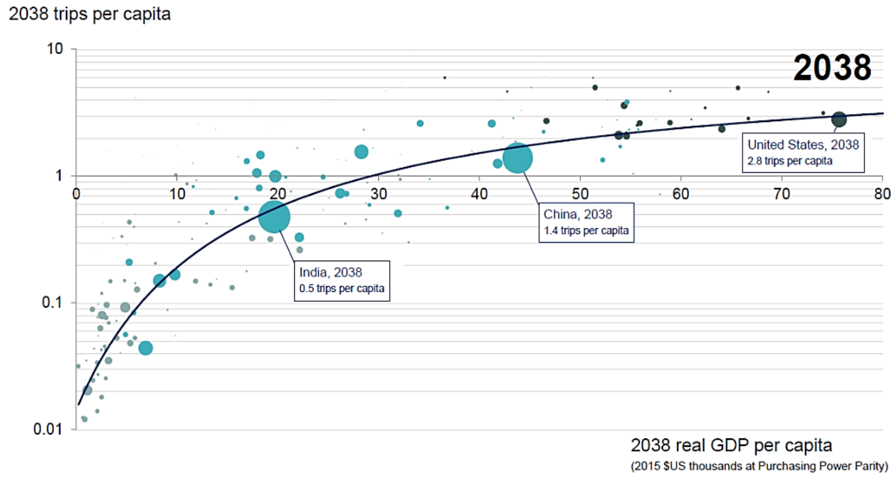
World Air Traffic

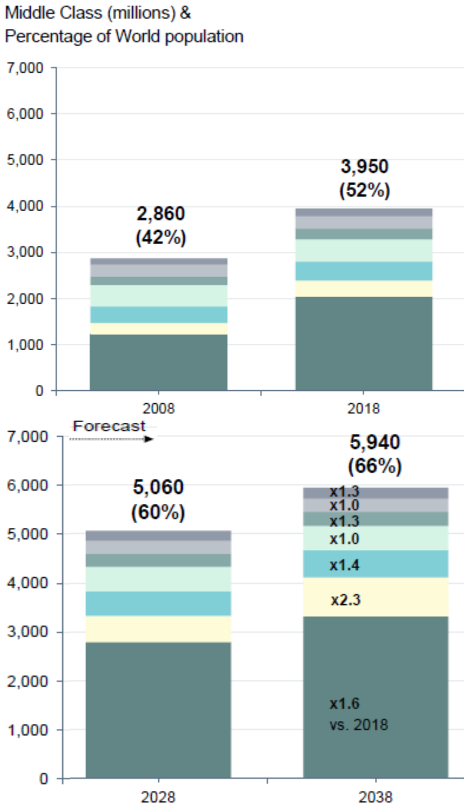


Source: Airbus Global Market Forecast 2019-2038

Trips per Capita (2019-2038)

…and in 2038, ~0.95 trips per capita in Emerging countries



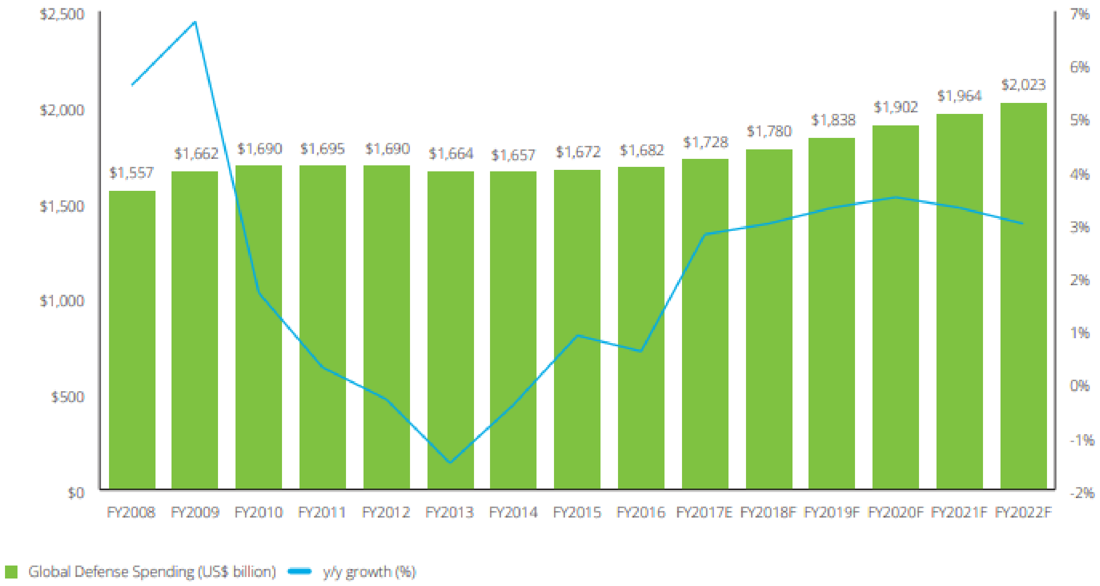


MILITARY AEROSPACE (13% of Group)

- Global defence spending expected to growth at 3% CAGR 2019-2023 and to exceed $2 trillion in 2023[1]
- The US continues to spend more on defence than the next 7 countries combined
- Senior is well placed with good content on F-35, CH-53K and T-X Trainer

(1) Source: Deloitte 2020 global aerospace and defense industry outlook

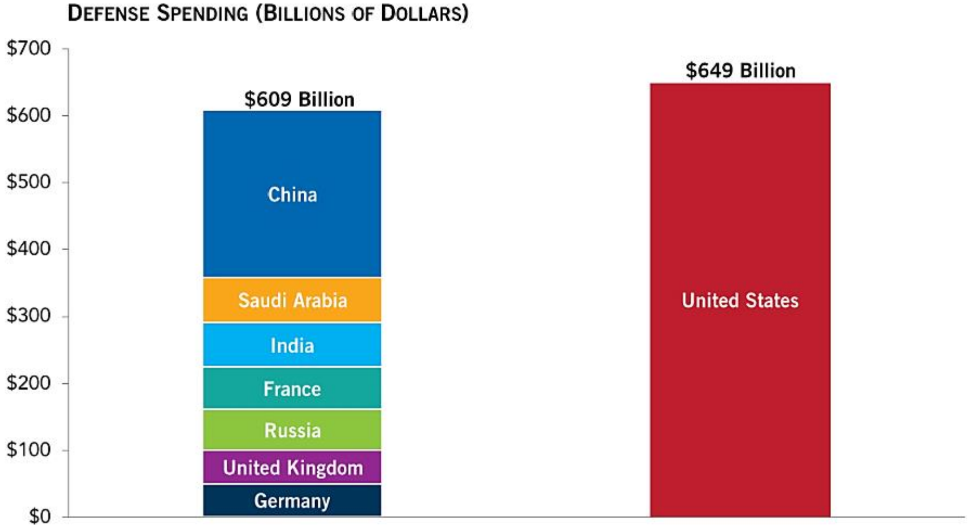
Global Defence Spending



Source: Deloitte analysis of data from Stockholm International Peace Research Institute (SIPRI) Military Expenditure Database, accessed in December 2017

PETER G. PETERSON FOUNDATION

The United States spends more on defense than the next seven countries combined



Source: Stockholm International Peace Research Institute, SIPRI Military Expenditure Database, April 2019.
Notes: Figures are in US dollars, converted from local currencies using market exchange rates. Data for the United States are for fiscal year 2018, which ran from October 1, 2017 through September 30, 2018. Data for the other countries are for calendar year 2018

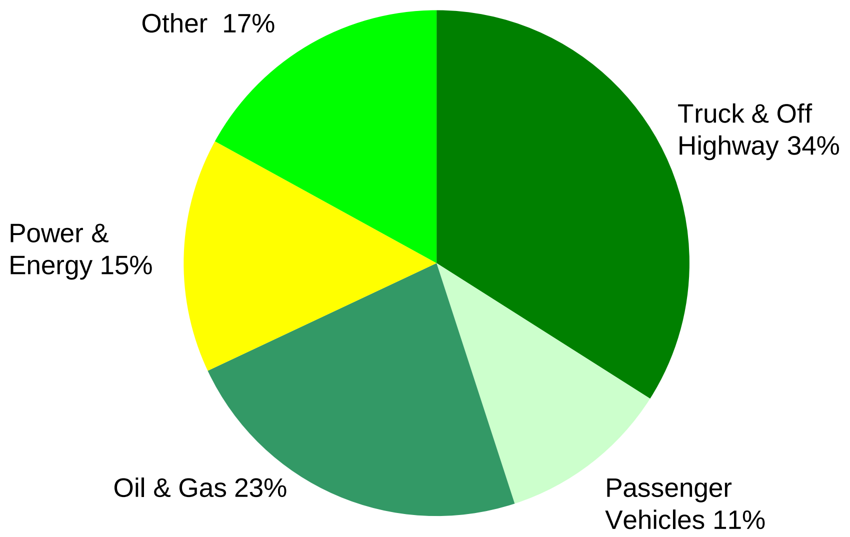
FLEXONICS DIVISION

FLEXONICS DIVISION: A SUMMARY

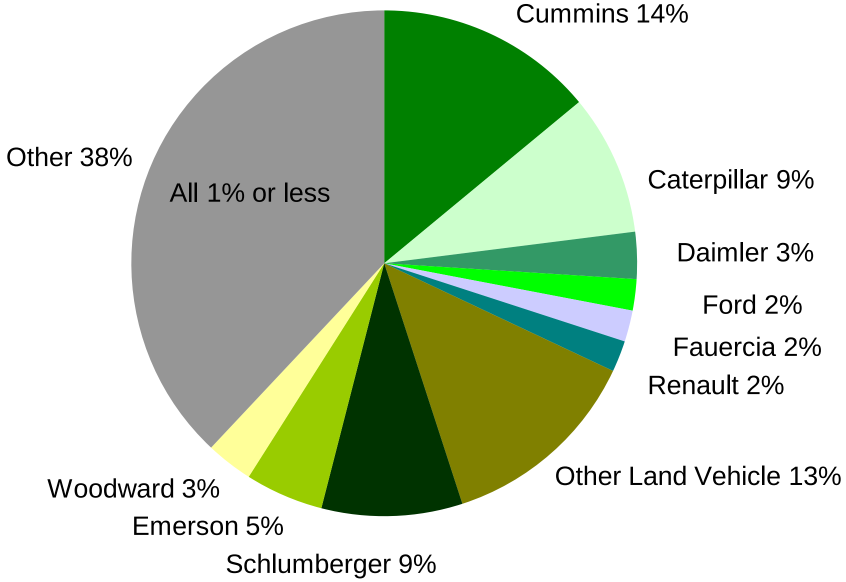
	2019	2018(1)	Change
Revenue	**£275.8m**	£329.3m	**-16.2%**
Adjusted Operating Profit(2)	**£26.1m**	£26.7m	**-2.2%**
Adjusted Operating Margin(2)	**9.5%**	8.1%	**+140bps**

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

Markets



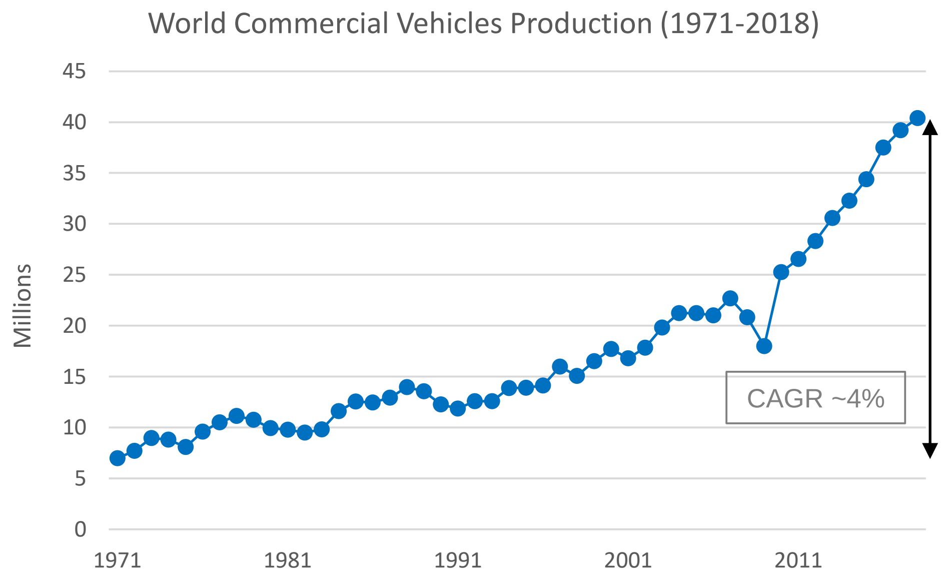
Customers



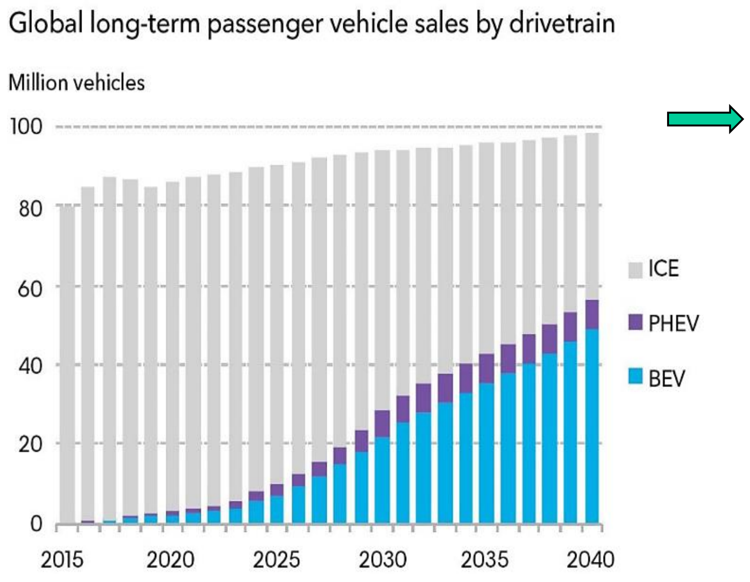
(1) All at 2019 exchange rates – translation effect only
(2) Before amortisation of intangible assets from acquisitions £6.0m (2018: £7.1m) and restructuring £6.5m (2018: nil)

LAND VEHICLES (11% of Group)

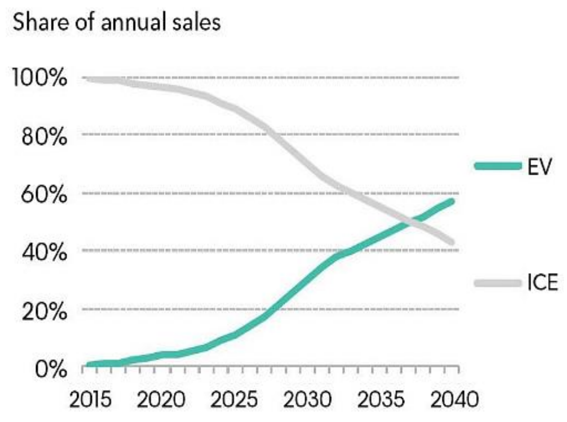
- Commercial vehicles grew at 4% p.a. and passenger vehicles grow at 2% p.a. through the cycle
- Growth in GDP and tighter emissions regulations increase demand for Senior's land vehicle products
- Senior is addressing the changing landscape with innovative products



Source: Wards Intelligence, 2019



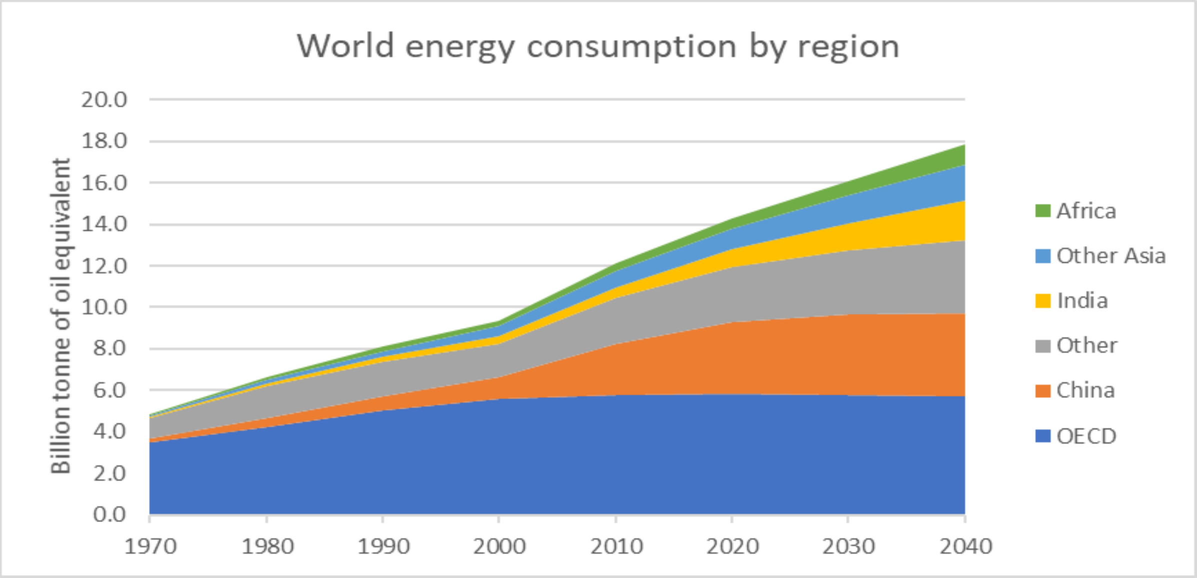
Source: BloombergNEF, 2019



Source: BloombergNEF, 2019

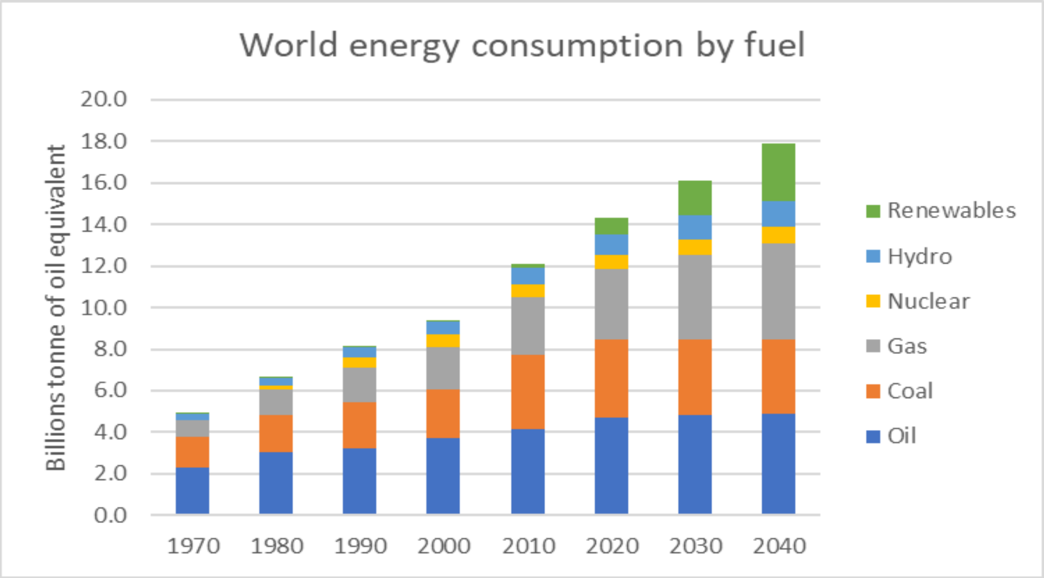
POWER & ENERGY (14% of Group)

- Projected increases in global energy usage, tightening emission control regulations and emerging changes in power generation will drive increased demand for Senior's power & energy products
- Senior supplies into oil and gas and power generation, including nuclear and renewables



Source: BP Energy Outlook 2020

Global energy mix shifts to lower-carbon fuels



Source: BP Energy Outlook 2020

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Presentation

Appendices