



INTERIM RESULTS 2015

AGENDA

Introduction	David Squires	CEO
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2015 Interim Results	Derek Harding	FD
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Markets & Outlook	David Squires	CEO
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FIRST IMPRESSIONS

- ⇒ Business is healthy, has been well run
 - Focus is on enhancing, not transforming
- ⇒ Strong entrepreneurial spirit permeates through the business
 - Autonomy is enjoyed but increasing collaboration
- ⇒ Excellent technical and industrial capabilities
 - Design, development and manufacturing
- ⇒ Highly skilled workforce with strong leadership
 - Additional focus on talent development and succession planning
- ⇒ Much goodwill towards Senior plc
 - Customers
 - Investors
 - Employees
 - Wider business community
- ⇒ Inevitable operational challenges outweighed by myriad opportunities
- ⇒ Good track record on acquisitions
 - Post acquisition integration could and will be improved
- ⇒ Poised for further growth
- ⇒ Already a great company
 - With thoughtful planning and rigorous execution will be even better



2015 INTERIM RESULTS

FINANCIAL HIGHLIGHTS

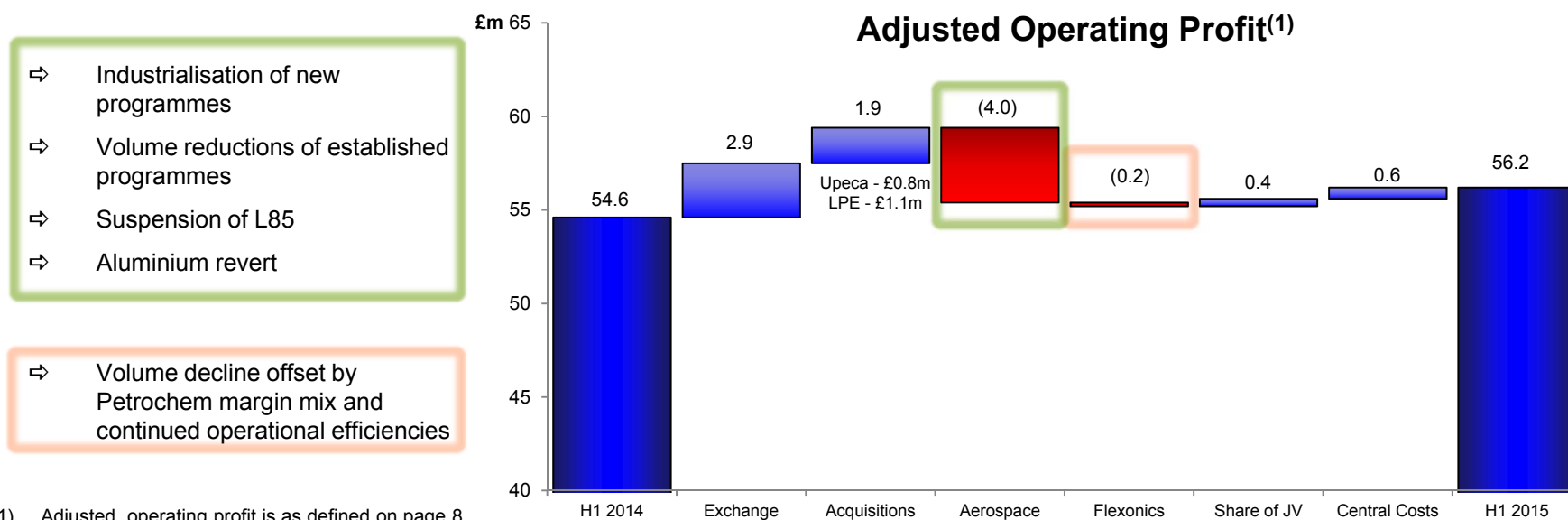
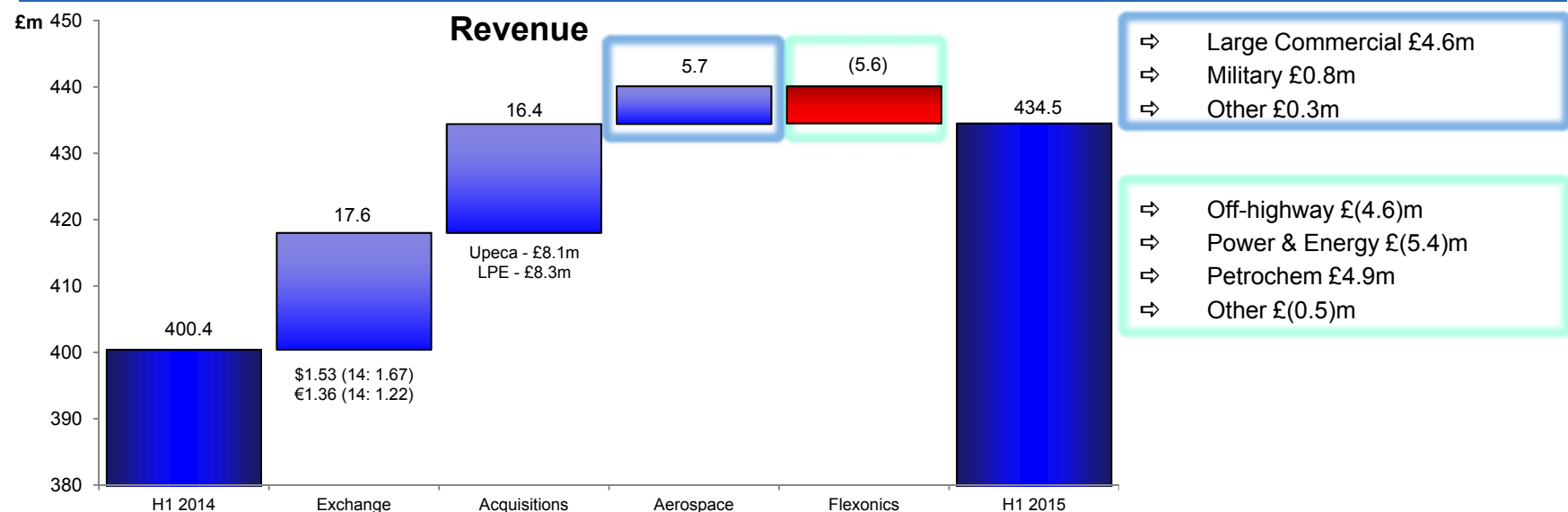
	H1 2015	H1 2014	Change	constant currency
Revenue	£434.5m	£400.4m	+9%	+4%⁽¹⁾
Adjusted Operating Profit	£56.2m	£54.6m	+3%	-2%⁽²⁾
Adjusted Operating Margin	12.9%	13.6%	-0.7ppts	-0.9ppts⁽³⁾
Adjusted Profit before Tax	£52.1m	£50.1m	+4%	-1%
Adjusted Earnings per Share	9.86p	9.65p	+2%	
Interim Dividend per Share	1.84p	1.67p	+10%	
Free Cash Flow	£24.7m	£32.7m	-24%	
Net Debt – June	£145.5m	£114.3m	£31m increase	
Net Debt – December 2014		£105.0m	£41m increase	

(1) Organic revenue (excluding acquisitions) was flat on a constant currency basis.

(2) Organic adjusted operating profit (excluding acquisitions) decreased by 6% on a constant currency basis.

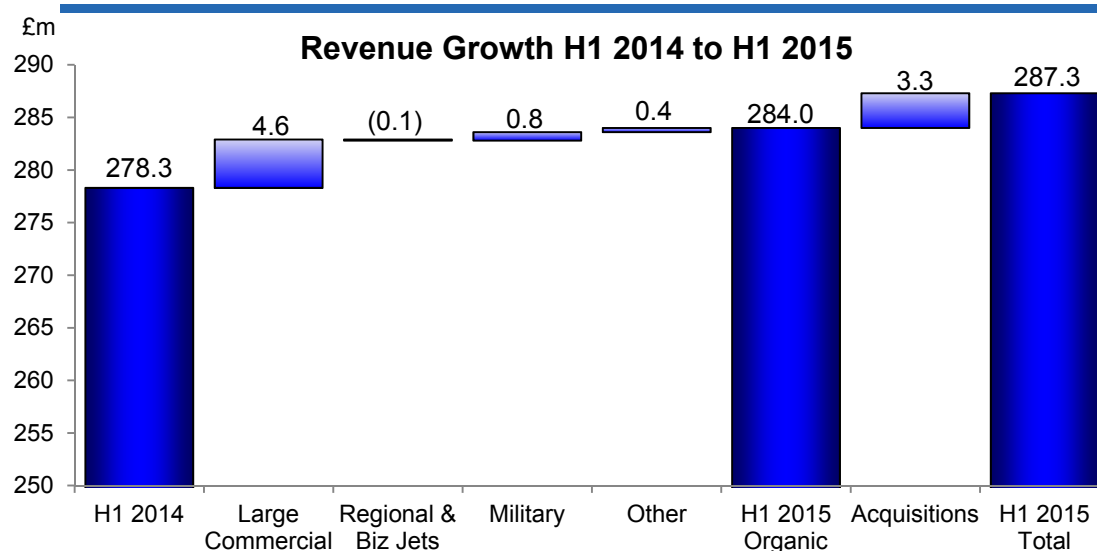
(3) Organic adjusted operating margin (excluding acquisitions) is 13.0% (2014: 13.8% on a constant currency basis).

H1 2015 AT A GLANCE



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

AEROSPACE RESULTS – constant exchange rates⁽²⁾



£m	H1 2015	H1 2014	Change
Revenue	287.3	278.3	+3.2%
Adj OP⁽¹⁾	37.9	41.6	-8.9%
Margin	13.2%	14.9%	-1.7ppts
<u>Organic⁽³⁾</u>			
Revenue	284.0	278.3	+2.0%
Adj OP⁽¹⁾	37.6	41.6	-9.6%
Margin	13.2%	14.9%	-1.7ppts

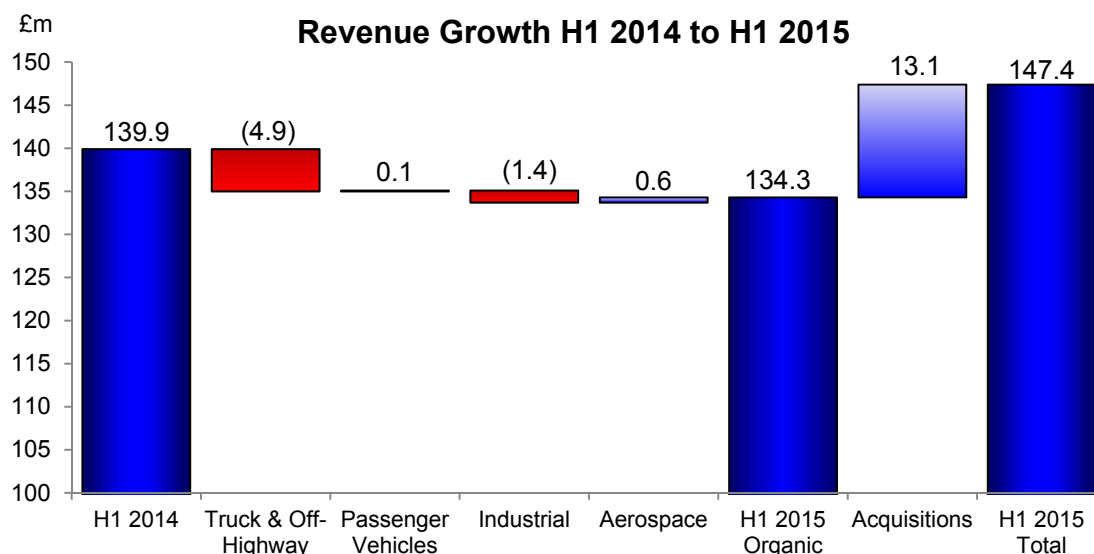
- ⇒ Organic sales in **large commercial aircraft** sector, up £4.6m (↑ 3%); total sales up £7.8m (↑ 5%)
- ⇒ **Regional jet** sales flat; **business jet** sales slightly down £0.1m (↓ <1%)
- ⇒ Sales in **military and defence** sector, up £0.8m (↑ 2%)
- ⇒ Sales in space, non-military helicopters and non-aerospace markets up £0.4m (↑ 2%)
- ⇒ Operating margin reduction due to costs associated with industrialising a number of new aerospace programmes, declines in build rates of some established aerospace programmes and reduced income from machined waste metal as a result of lower prices of waste aluminium.

(1) Before amortisation of intangible assets from acquisitions of £2.6m (2014: £2.1m), acquisition costs of £nil (2014: £0.2m) and loss on sale and write-down of fixed assets of £0.8m (2014: £nil).

(2) All at H1 2015 exchange rates – translation effect only.

(3) 2015 organic growth figures excludes 3 months contribution from Senior Aerospace Upeca (£3.3m revenue; £0.3m operating profit), which was acquired beginning of April 2014.

FLEXONICS RESULTS – constant exchange rates⁽²⁾



£m	H1 2015	H1 2014	Change
Revenue	147.4	139.9	+5.4%
Adj OP ⁽¹⁾	22.3	20.9	+6.7%
Margin	15.1%	14.9%	+0.2ppts
Organic⁽³⁾			
Revenue	134.3	139.9	-4.0%
Adj OP ⁽¹⁾	20.7	20.9	-1.0%
Margin	15.4%	14.9%	+0.5ppts

- ⇒ Revenue from **truck & off highway** markets decreased by £4.9m (↓ 9%)
 - N Am truck up by £0.7m (↑ 2%); N Am off-highway down £4.6m (↓ 29%); EU down £1.6m (↓ 20%)
- ⇒ **Passenger Vehicle** revenue increased by £0.1m (↑ <1%)
 - European passenger vehicle sales up by £1.7m (↑ 9%); Brazil and India weaker
- ⇒ Organic sales from **industrial** markets decreased by £1.4m (↓ 2%)
 - Petrochem sales grew by £4.9m (↑ 30%), offset by weaker powergen, HVAC and renewables
- ⇒ Revenue from aerospace markets in this Division increased by £0.6m (↑ 30%)
- ⇒ Increase in operating margin achieved due to favourable sales mix from the industrial division and continued operational efficiencies offsetting the volume impact of off-highway and power and energy reductions
- ⇒ LPE H1 performance in line with expectations – being integrated into the Group's Flexonics Division

(1) Before amortisation of intangible assets from acquisitions of £2.8m (2014: £1.0m) and acquisition costs of £0.9m (2014: £0.2m).

(2) All at H1 2015 exchange rates – translation effect only.

(3) 2015 organic growth figures exclude 3 months contribution from Senior Flexonics Upeca (£4.8m revenue; £0.5m operating profit), which was acquired beginning of April 2014, and 3 months contribution of Lymington Precision Engineering (£8.3m revenue; operating profit £1.1m), which was acquired end of March 2015.

DIVISION RESULTS – constant exchange rates⁽²⁾

£m	Revenue £m			Adj Operating Profit ⁽¹⁾ £m			Margin on Sales	
	2015	2014	Change	2015	2014	Change	2015	2014
Aerospace	287.3	278.3	+3.2%	37.9	41.6	-8.9%	13.2%	14.9%
Flexonics	147.4	139.9	+5.4%	22.3	20.9	+6.7%	15.1%	14.9%
Share of JV	-	-	-	0.2	(0.2)	-	-	-
<i>Inter-seg. sales</i>	(0.2)	(0.2)	-	-	-	-	-	-
Central Costs	-	-	-	(4.2)	(4.8)	-	-	-
At Constant FX	434.5	418.0	+3.9%	56.2	57.5	-2.3%	12.9%	13.8%
Exchange	-	(17.6)	-	-	(2.9)	-	-	-
As Reported	434.5	400.4	+8.5%	56.2	54.6	+2.9%	12.9%	13.6%

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

(2) All at H1 2015 exchange rates – translation effect only.

GEOGRAPHIC RESULTS – constant exchange rates⁽²⁾

£m	Revenue £m			Adj Operating Profit ⁽¹⁾ £m			Margin on Sales	
	2015	2014	Change	2015	2014	Change	2015	2014
North America	272.9	275.8	-1.1%	38.2	41.1	-7.1%	14.0%	14.9%
United Kingdom	70.1	65.7	+6.7%	10.6	11.9	-10.9%	15.1%	18.1%
Rest of Europe	49.0	44.6	+9.9%	4.9	4.0	+22.5%	10.0%	9.0%
Rest of World	45.0	33.7	+33.5%	6.5	5.5	+18.2%	14.4%	16.3%
Share of JV	-	-	-	0.2	(0.2)	-	-	-
<i>Inter-seg. sales</i>	(2.5)	(1.8)	-	-	-	-	-	-
Central Costs	-	-	-	(4.2)	(4.8)	-	-	-
At Constant FX	434.5	418.0	+3.9%	56.2	57.5	-2.3%	12.9%	13.8%
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ADJUSTED AND REPORTED PROFIT

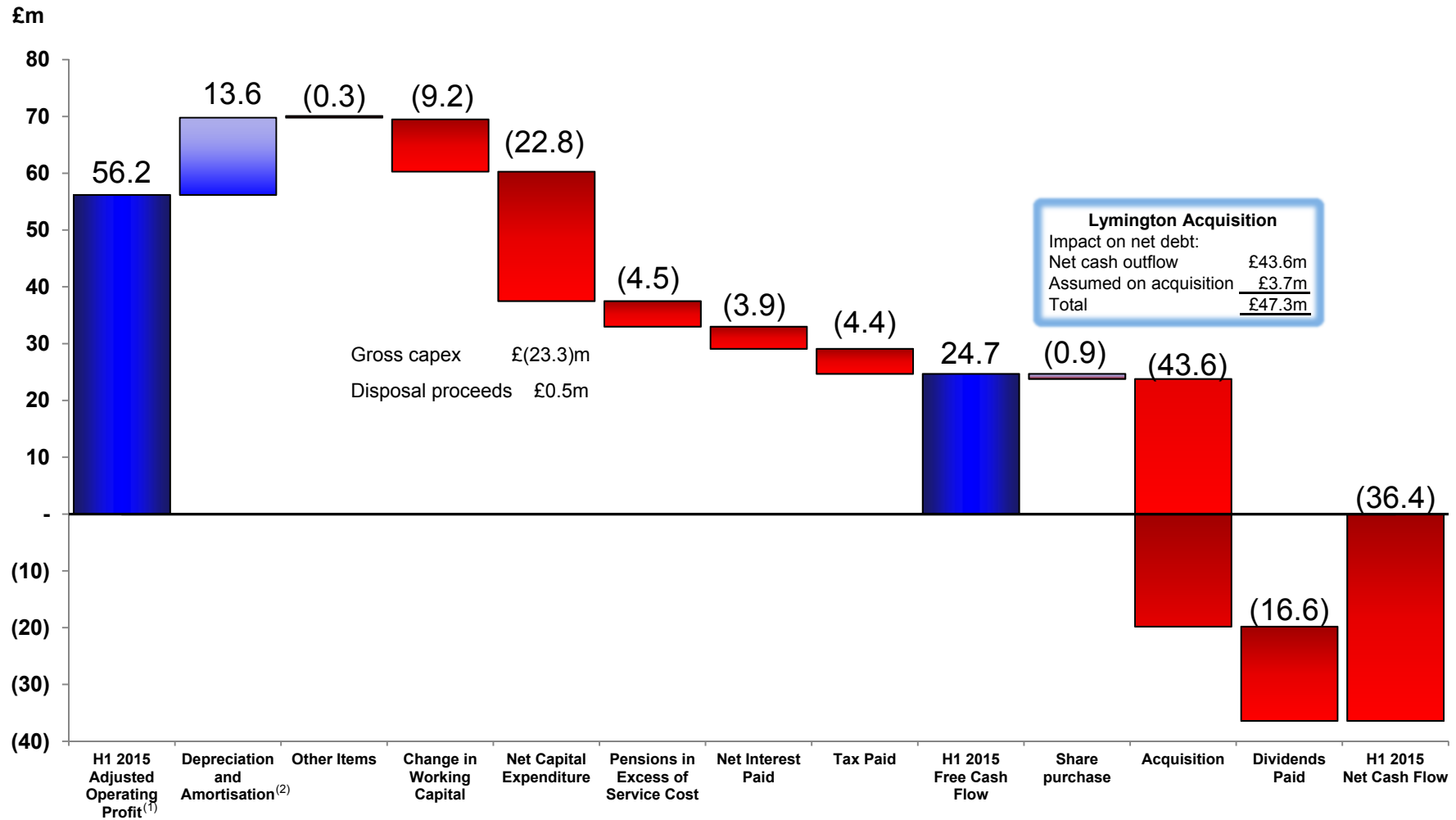
	H1 2015 £m	H1 2014 £m	Change
Adjusted operating profit	56.2	54.6	3% (-2% on constant currency basis)
Net interest payable - borrowings and cash	(3.9)	(4.1)	
- retirement benefits	(0.2)	(0.4)	
Adjusted profit before tax	52.1	50.1	4% (-1% on constant currency basis)
Tax (H1 2015: 21.0%; H1 2014: 20.0%)	(10.9)	(10.0)	
Adjusted profit for the period	41.2	40.1	3%
Exceptional pension charge	-	(1.5)	
Amortisation of intangible assets from acquisitions	(5.4)	(3.1)	
Acquisition costs	(0.9)	(0.4)	
Loss on sale and write-down of fixed assets	(0.8)	-	
Related tax on above items	1.2	0.9	
Reported profit for period	35.3	36.0	

EARNINGS PER SHARE AND DIVIDENDS

	H1 2015	H1 2014	Change
Average number of shares			
Basic	417.8m	415.7m	+2.1m
Fully diluted	422.6m	421.1m	+1.5m
Adjusted earnings per share⁽¹⁾			
Basic	9.86p	9.65p	+2%
Fully diluted	9.75p	9.52p	+2%
	2015	2014	
Dividends (pence per share)			
Interim	1.84p	1.67p	+10%
Final		<u>3.96p</u>	
Total		<u>5.63p</u>	
Dividend cost (£m)			
Interim	£7.7m	£6.9m	
Final		<u>£16.6m</u>	
Total		<u>£23.5m</u>	
Dividend cover (last 12 months)	3.5x	3.7x	

(1) Based on adjusted profit for the period as defined on page 8.

CASH FLOW AND USE OF FUNDS



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

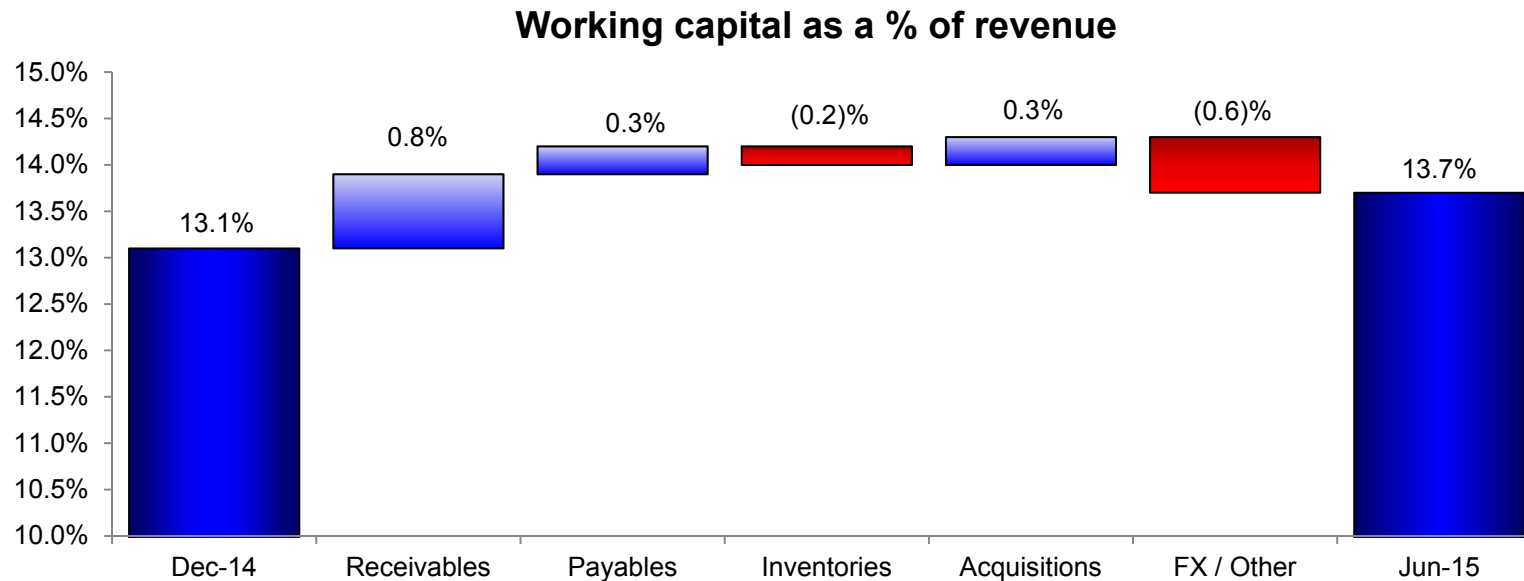
(2) Before amortisation of intangible assets from acquisitions of £5.4m (2014 H1: £3.1m).

BALANCE SHEET

	June 2015 £m	June 2014 £m	Dec 2014 £m
Goodwill and other intangible assets	325.5	289.5	290.8
Investment in JV	0.9	0.8	0.7
Property, plant and equipment	175.7	154.7	167.6
Other long-term assets	2.2	7.1	7.3
Non current assets	504.3	452.1	466.4
	£m		
Inventories	120.7	111.2	119.3
Receivables	147.7	133.1	137.1
Payables	(151.6)	(146.8)	(148.8)
Working capital (page 12)	116.8	97.5	107.6
Current tax liabilities (net)	(15.5)	(15.7)	(12.7)
Loan to JV	0.4	-	0.7
Net current assets	101.7	81.8	95.6
Retirement benefit obligations (page 39)	(15.1)	(24.8)	(19.8)
Net borrowings	(145.5)	(114.3)	(105.0)
Other long-term liabilities	(27.2)	(19.0)	(25.6)
Net assets	418.2	375.8	411.6
Net debt to EBITDA⁽¹⁾ (page 38)	1.0x	0.8x	0.8x

Retirement Benefit Obligations	
	£m
As at December 2014	(19.8)
Cash contributions	5.0
Actuarial loss on assets	(6.3)
Actuarial gain on liabilities	6.3
Other	(0.3)
As at June 2015	(15.1)

WORKING CAPITAL



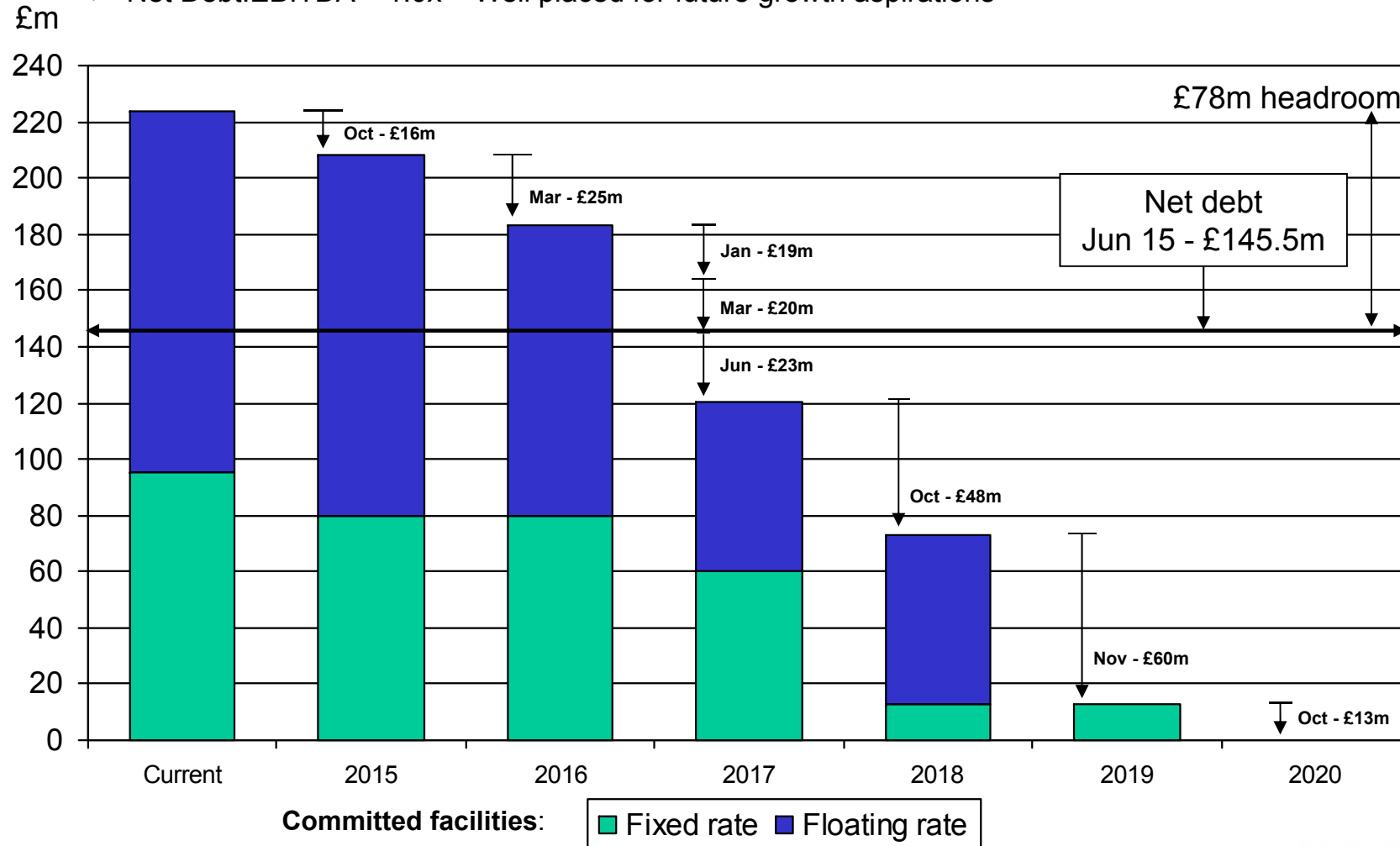
- ⇒ Receivables increased by £8.0m as the implementation of previously announced changes to payment terms were completed and due to the timing of a small number of collection issues, which have since been resolved
- ⇒ Inventory levels were broadly flat as a result of increased operational focus, offsetting the upwards pressure of ongoing industrialisation

- ⇒ Trade payables reduced by £1.6m reflecting some of the un-winding of higher payables at December 2014
- ⇒ £3.6m of working capital acquired with LPE

See page 32 for further details and history of working capital

MATURITY PROFILE OF CREDIT FACILITIES

- ⇒ New two-year £20m revolving credit facility and new one-year term loans £25m to fund acquisition of LPE
- ⇒ £16m US private placement to be repaid in October 2015 (6.42% interest rate)
- ⇒ Net Debt:EBITDA = 1.0x – Well placed for future growth aspirations



H1 2015 FINANCIAL SUMMARY

- ⇒ Group revenue increased by 9% to £434.5m (4% increase at constant currency)
- ⇒ Adjusted profit before tax increased by 4% to £52.1m (1% decrease at constant currency)
- ⇒ Adjusted earnings per share up 2% to 9.86 pence
- ⇒ Continued investment in capital expenditure in support of organic growth
- ⇒ Acquisition of Lymington Precision Engineering (“LPE”) for £47.3m
- ⇒ Generated £24.7m free cash flow
- ⇒ Interim dividend increased by 10% to 1.84 pence per share

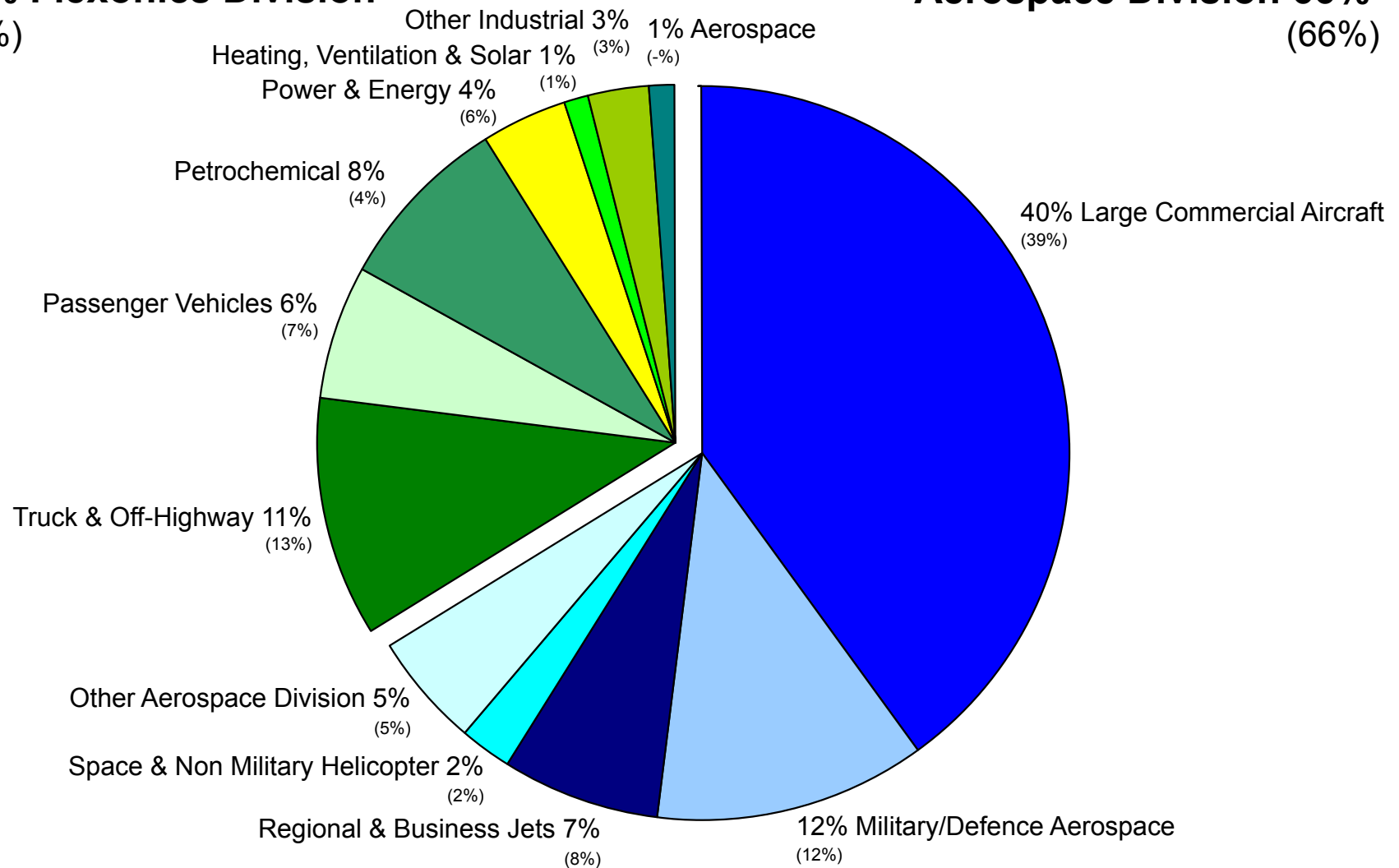


MARKETS & OUTLOOK

SENIOR'S MARKETS – H1 2015

34% Flexonics Division
(34%)

Aerospace Division 66%
(66%)

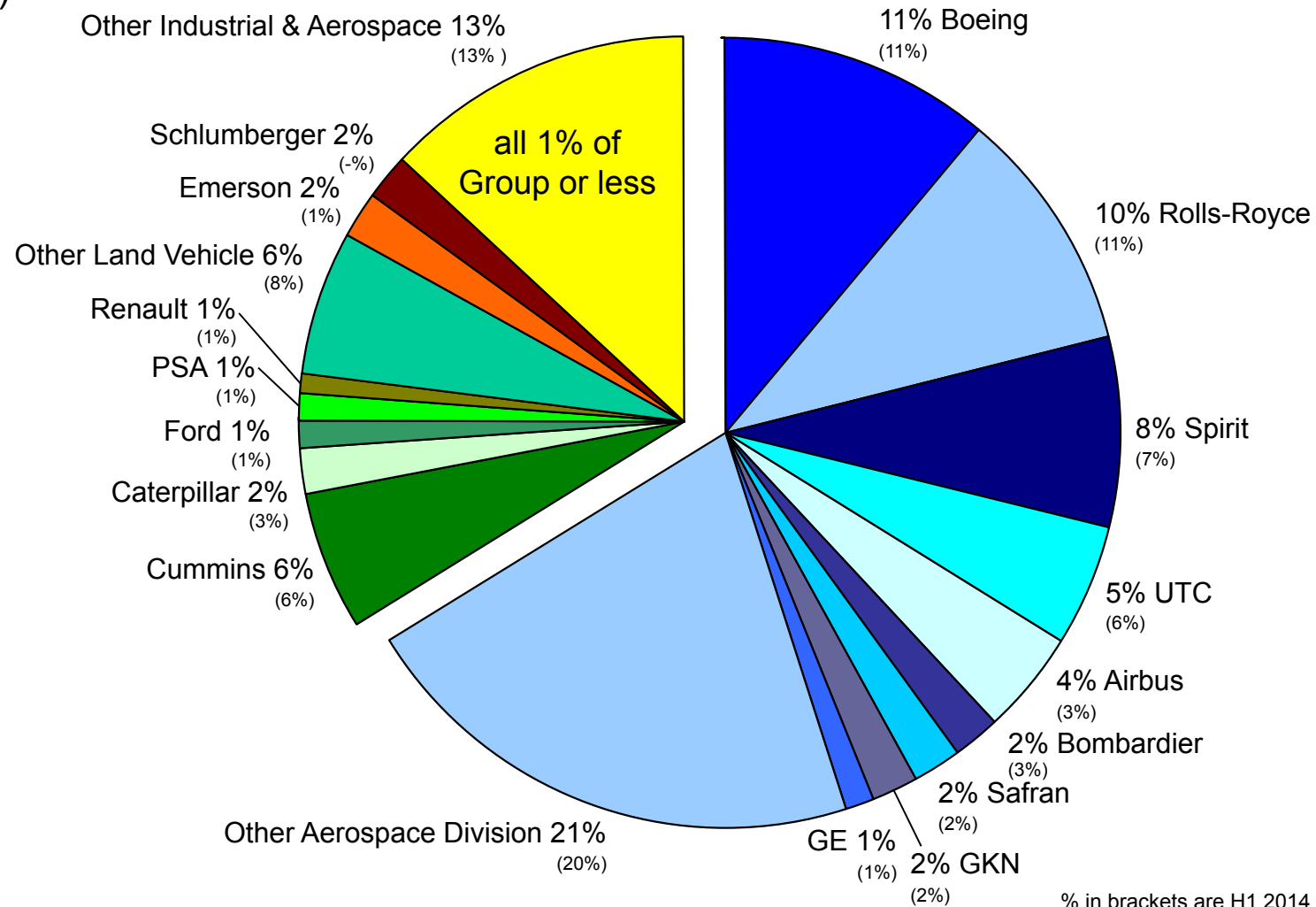


% in brackets are H1 2014 comparatives

SENIOR'S CUSTOMERS – H1 2015

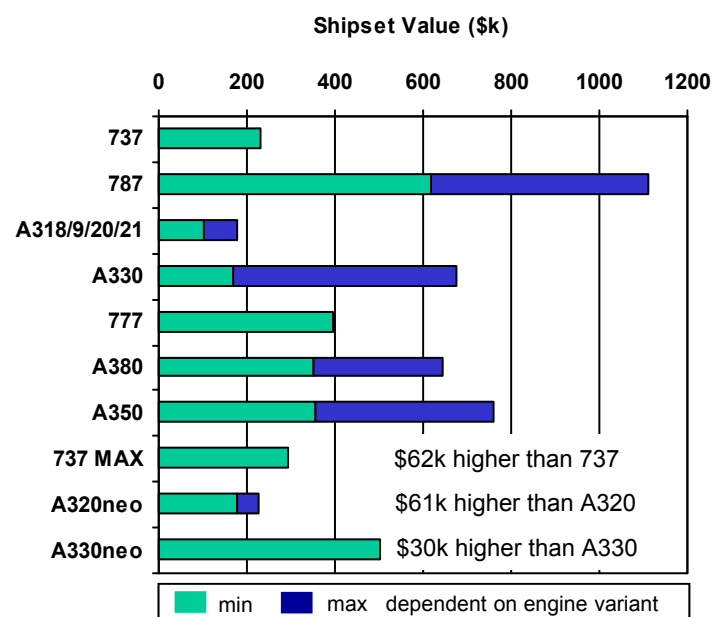
34% Flexonics Division
(34%)

Aerospace Division 66%
(66%)



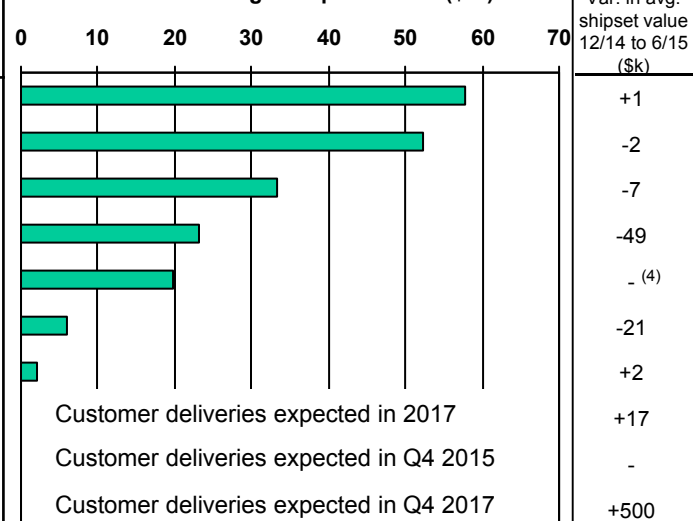
% in brackets are H1 2014 comparatives

LARGE COMMERCIAL AIRCRAFT (40% of Group)



Avg. ⁽¹⁾ shipset value (\$k)	Airframe H1 2015 deliveries (number)	Order book
232	249	1,422
815	64	803
140	238	1,315
470	49	186
394	50	563
468	13	152
517	4	776
294	Nil	2,831
201	Nil	3,866
500	Nil	135

H1 Deliveries x Avg.⁽¹⁾ Shipset Value (\$m)



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

⁽²⁾ At constant exchange rates

	Estimated annual production (number)					Growth (%)
	2013	2014	2015	2016	2017	2014-2017
737⁽³⁾	440	485	504	504	534	+10%
787	65	114	120	136	144	+26%
A320⁽³⁾	493	490	507	552	578	+18%
A330	108	108	91	64	66	-39%
777	98	99	99	99	99	-%
A380	25	30	27	27	26	-13%
A350	-	1	32	69	104	na

⁽³⁾ Estimates include A320neo / 737MAX, respectively

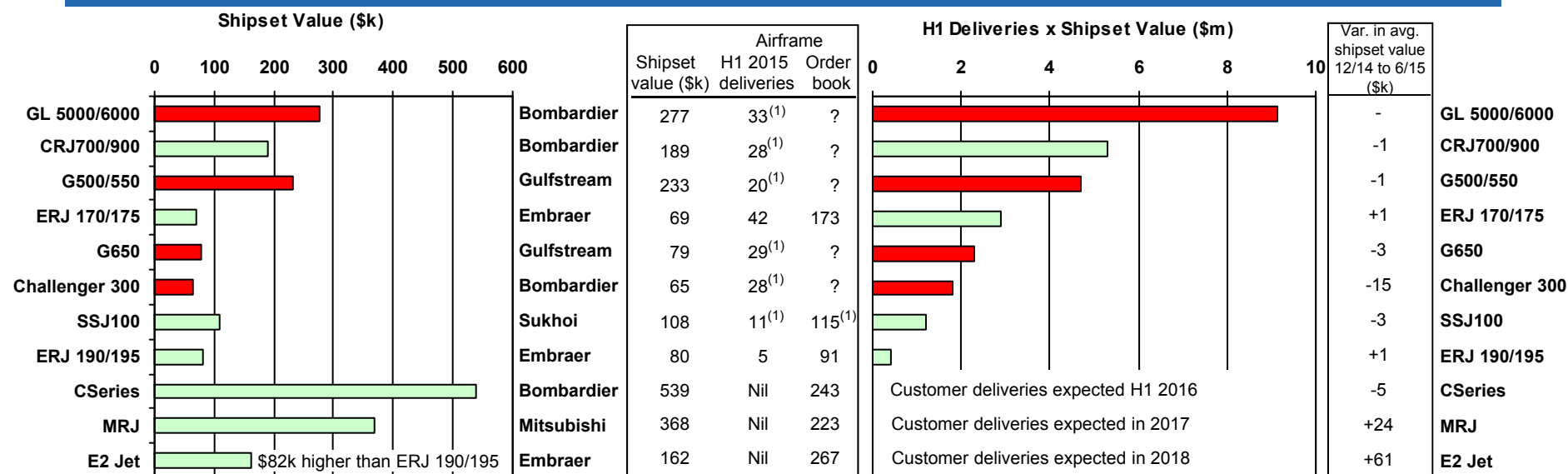
Source: Customers, Teal Group & internal estimates

Group sales $\uparrow$ 5%⁽²⁾ over H1 2014; organic basis $\uparrow$ 3%⁽²⁾

- ⇒ Boeing and Airbus H1 2015 deliveries $\uparrow$ 6% to 685 aircraft (H1 2014: 645)
Booked net orders of 629 aircraft (H1 2014: 789), 0.9x deliveries
Order book of 12,119 at June 2015, 9 years at current production rates
- ⇒ 737: 42pm in '14, 47 in '17, 52 in '18; A320: 42pm in '14, 46 in '16, 50 in '17
- ⇒ Decline in A330 build rates impacted H1 results as customers adjust inventory.
Secured shipset content of \$500k on A330neo, entry into service in Q4 2017.
A330ceo shipset value impacted by lower share of T700
- ⇒ R-R contract at 50% share for T1000 means 787 avg. shipset of \$754k in 2017
- ⇒ Single aisle and A380 shipset value impacted by currency conversion to USD

⁽⁴⁾ 777 shipset value reported at Dec 2014 adjusted for duplicated content to \$394k

REGIONAL AND BUSINESS JETS (7% of Group)

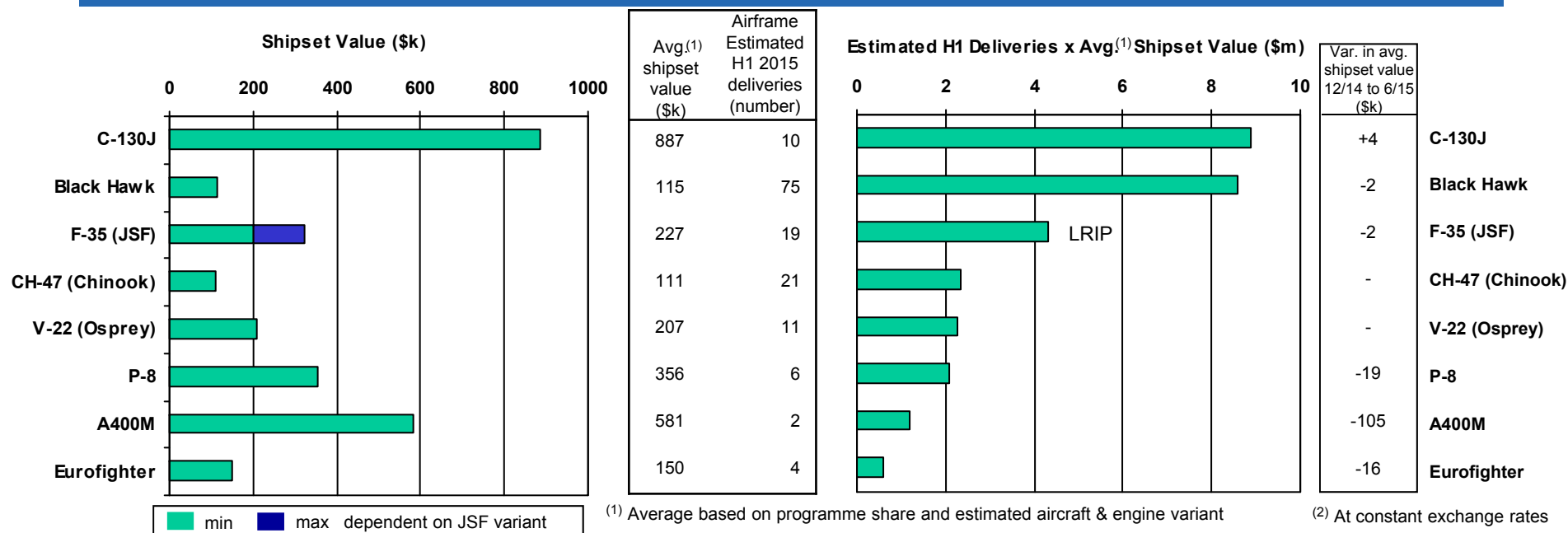


	Estimated annual production (number)					Growth % 2014-2017
	2013	2014	2015	2016	2017	
GL 5000/6000	62	80	72	47	46	-43%
CRJ700/900	19	55	40	38	36	-35%
G500/550	48	40	40	40	40	-%
G650	42	45	49	50	54	+20%
ERJ 170/175	28	63	60	60	60	-5%
Challenger 300	55	54	60	62	62	+15%
SSJ100	10	25	25	25	25	-%
ERJ 190/195	62	29	30	30	30	+3%
CSeries	-	-	-	8	24	na

Source: Customers, GAMA, Teal Group & internal estimates

- ⁽¹⁾ estimated ⁽²⁾ At constant exchange rates
- ⇒ **Business Jets** – Group sales flat⁽²⁾ (< £1m) compared to H1 2014
5% of Group
- Market Q1 2015 (H1 2015 not yet available) deliveries ↓ 14% to 133 aircraft (Q1 2014: 154)
 - L85 suspension impacts Composites facility in Wichita
 - Bombardier announced Global 5000/6000 production cuts
 - Challenger 300 shipset value reduced due to losing content
- ⇒ **Regional Jets** – Group sales the same⁽²⁾ as H1 2014
2% of Group
- Embraer H1 2015 deliveries ↑ 9% to 47 aircraft (H1 2014: 43)
 - Bombardier Q1 2015 (H1 not yet reported) deliveries ↑ 77% to 23 aircraft (H1 2014: 13)
 - Sales growth impacted by non repeat of SSJ100 inventory build in prior year
 - \$162k content on Embraer's 2nd generation E2 Jet (customer deliveries to commence in 2018)
 - Won additional ducting content on MRJ

MILITARY AND DEFENCE (12% of Group)



Group sales ↑ 2%⁽²⁾ over H1 2014

	Estimated annual production (number)					Growth % 2014-2017
	2013	2014	2015	2016	2017	
C-130J	25	24	24	24	24	-%
Black Hawk	173	173	179	179	144	-17%
F-35 (JSF)	35	36	36	39	48	+33%
CH-47 (Chinook)	44	54	43	24	20	-63%
V-22 (Osprey)	41	37	21	21	21	-43%
P-8	11	11	12	12	12	+9%
A400M	2	8	13	24	24	+200%
Eurofighter	39	27	27	27	21	-22%

Source: Customers, Teal Group & internal estimates

- ⇒ Growth in revenue primarily due to increases in production of the A400M, P-8 and F-35 (JSF), offset partially by the anticipated build rate reduction for V-22 Osprey and CH-47 Chinook and non repeat of a Black Hawk spares order from H1 2014
- ⇒ A400M deliveries paused in Q2 due to recent challenges; deliveries to resume shortly with Airbus targeting production of least 13 aircraft in 2015. Reduction in shipset content combination of lower content, learning curve production pricing and adverse USD currency impact
- ⇒ P-8 shipset value lower due to recognising 87% programme share; Eurofighter shipset value impacted by conversion to USD
- ⇒ F-35 (JSF) production to ramp up from 2016, targeting 100+pa by 2020

LAND VEHICLES (17% of Group)

Truck & Off-Highway Vehicles (11% of Group)

H1 2015 market⁽¹⁾ compared to H1 2014:

- ⇒ N. American truck sales ↑ 15%; production ↑ 13%
- ⇒ N. American truck production forecast⁽¹⁾:
2015 ↑ 8%; 2016 ↓ 5%; 2017 ↓ 6%
- ⇒ EU truck sales ↑ 13%; production ↑ 8%
- ⇒ EU truck production forecast⁽¹⁾:
2015 ↑ 3%; 2016 ↑ 6%; 2017 ↑ 6%

Group sales ↓ 9%⁽²⁾ from H1 2014

- ⇒ North America truck (7% of Group) Group sales ↑ 2%; higher OE cooler volumes offset partly by lower spares due to improvement in longevity of product and lower HP rails
- ⇒ North America off-highway (3% of Group) Group sales ↓ 29% due to weaker demand for agricultural and mining vehicles
- ⇒ EU (1% of Group) Group sales ↓ 20% (£2m) due to non-repeat of prior year prebuild by our customers ahead of further tightening of Tier 4 emission regulations and customer design changes

Passenger Vehicles (6% of Group)

H1 2015 market⁽¹⁾ compared to H1 2014:

- ⇒ Overall EU car sales ↑ 8%; production ↑ 4%
- ⇒ European sales of PSA, Renault and Ford ↑ 6%
- ⇒ EU car production forecast⁽¹⁾:
2015 ↑ 4%; 2016 ↑ 2%; 2017 ↑ 1%
- ⇒ N. Am. light vehicle sales ↑ 5%; production ↑ 2%
- ⇒ Brazil car sales ↓ 19%; production ↓ 17%
- ⇒ India car sales ↑ 7%

Group sales ↑ <1%⁽²⁾ from H1 2014

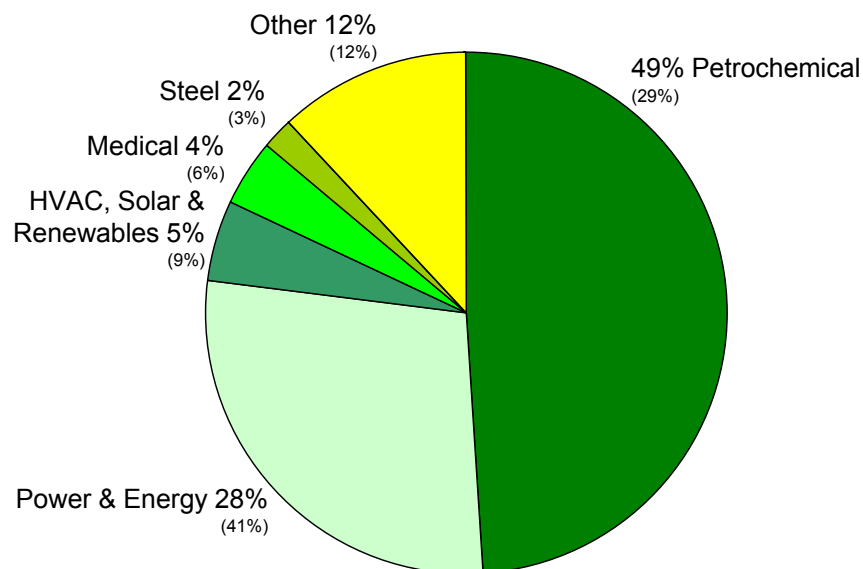
- ⇒ EU (5% of Group) Group sales ↑ 9% (£2m) as European passenger vehicle markets continue to recover
- ⇒ Elsewhere, outside of EU, Group sales ↓ 19% (£2m) due to weaker market led sales in Brazil and weaker sales for our main customers in India

(1) Industry Data - Source: ACEA, Wards, IHS Automotive, ACT Research & internal estimates

(2) At constant exchange rates

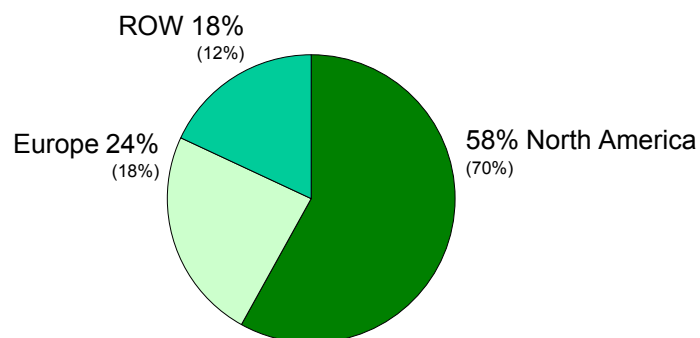
INDUSTRIAL (15% of Group)

H1 2015 Industrial sales split



(1) At constant exchange rates
% in brackets are H1 2014 comparatives

H1 2015 Sales by Origin



Group sales ↑ 21%⁽¹⁾ over H1 2014; ↓ 2%⁽¹⁾ on organic basis

Petrochemical:

- organic	↑ 30% ⁽¹⁾	↑ £5m; large N America and Korean petrochemical projects that started in H2 2014
- total	↑ 100% ⁽¹⁾	

Power & Energy:

- organic	↓ 24% ⁽¹⁾	↓ £6m; lower fuel cell dielectrics (volume & design led lower price) and weaker power generation and nuclear sales
- total	↓ 22% ⁽¹⁾	

HVAC, Solar & Renewables:

↓ 14% ⁽¹⁾	↓ < £1m; weak European Solar and HVAC, offset partly by slightly improved Canadian markets
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Other Markets:

- organic	↑ 1% ⁽¹⁾	↑ < £1m; improved cryogenics, offset by weaker medical
- total	↑ 10% ⁽¹⁾	

H2 2015

Softening anticipated as result of:

- impact of weaker oil and gas related markets and equipment de-stocking;
- Currently no large petrochemical expansion joint project booked for H2 2015;
- ongoing difficulties at Petrobras; and
- continued weakness in the Eurozone

FLEXONICS – LYMINGTON ACQUISITION

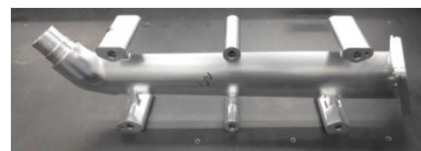
Lymington Precision Engineering (“LPE”) is a leading manufacturer of precision machined components, fabrications, assemblies and kit sets for the oil and gas, telecommunications, aerospace, defence, land and sea systems, nuclear and marine industries.

- ⇒ Owner managed business with over 30 years of manufacturing experience
- ⇒ Total 121,000 sq ft of manufacturing space based in Lymington, Hampshire, UK; 171 employees at the end of June 2015
- ⇒ Markets: 83% Petrochemical (primarily oil and gas); 7% Defence; 5% Nuclear; 5% Communications
- ⇒ Customers include Schlumberger, Cavendish Nuclear, Cobham, Alcatel-Lucent and Rolls-Royce
- ⇒ Year to 31 March 2015: Revenue £50.7m; EBITDA £8.8m
- ⇒ Financial performance expected to be materially lower in 2015 and 2016 but well-positioned to benefit from a recovery in the oil and gas industry when it comes
- ⇒ Initial consideration £47.3m: £45.8m for 100% of business and £1.5m for working capital; up to an additional £31.7m of potential “earn-out”

Oil & Gas Directional Drilling Equipment



Air to Air Refuelling Technology



Neutron Scatter Plug



LPE represents an excellent addition to Senior's portfolio, strengthening the Group's precision machining capabilities and providing access to LPE's strong customer relationships and adjacent markets

ACQUISITION FRAMEWORK

	More Likely				Less Likely			
Division	Fluid Systems		Structures		New Markets			
Market	Large Commercial		Biz Jet		Rotorcraft		Reg Jet	
Product	Aero Ducting		Structural Composites		Control Bellows		VLJ	
Nature	Own design		Highly Engineered BTP		Commodity BTP		Higher Value Assy.	
Geography	North America		UK		Europe		Australasia	
Ownership	Owner managed		Trade		Venture Capital		Small add-ons	
Revenue	\$50 to \$100m		\$100m+		\$30 to \$50m		less than \$30m	

 LPE (£45.8m)

GROUP 2015 SUMMARY

Tailwinds

- ⇒ Large Commercial Aerospace market strong with A350 ramping up
- ⇒ Won additional shipset content on 737 MAX, A330neo and E2 Jet
- ⇒ Military & Defence stabilising with rate of decline reducing
- ⇒ North American Truck market continues to perform well, albeit at a slower growth rate
- ⇒ Continued recovery in the European passenger vehicle market

Headwinds

- ⇒ Industrialisation of a number of new programmes. Expense costs as incurred
- ⇒ The impact of L85 programme suspension, earlier impact of A330 build rate decline, impact of reductions in build rates of GL 5000/6000, S92 and S76
- ⇒ Lower income from waste machined aluminium
- ⇒ Weakness in off-highway markets such as agriculture and mining
- ⇒ Impact of lower oil price on industrial markets and natural gas engines

Currency: transaction impact of 10 cent movement in \$:£ = £5m PBT; £6m net debt
Currently assuming \$1.55 : £1 average for year

Senior has delivered a solid set of results in the first half of 2015. Revenue and adjusted profits have increased and free cash flow remains healthy despite more challenging conditions in some of our end markets. In response to these market headwinds, we are taking appropriate mitigating actions and anticipate some improvement in profitability in the second half of this year at current exchange rates.

GROUP LONGER-TERM OUTLOOK

Aerospace

- ⇒ Large commercial aerospace market strong with increases in build rates of B737, B787, A320, A350
- ⇒ Higher content on new engine options – B737 MAX, A320neo, A330neo, Embraer E2 Jets
- ⇒ Significant content on CSeries and MRJ
- ⇒ Ramp up of new military programmes – A400M, JSF
- ⇒ Growth opportunities from presence in South East Asia and South Carolina, US
- ⇒ Opportunities from customers consolidating supply chains

Flexonics

- ⇒ Growth in Global GDP driving demand for land vehicles as well as higher energy usage
- ⇒ Tightening environmental legislation
- ⇒ Opportunities to extend EGR cooler range to natural gas applications and mid-size trucks; stabilisation in cooler spares demand
- ⇒ Growth opportunities from global footprint as customers introduce global land vehicle platforms
- ⇒ Growth opportunities from presence in Asia
- ⇒ Well positioned to benefit from cyclical recovery in off-highway, oil and gas, and commodities markets

The Group remains well positioned to make good progress in 2016 and beyond

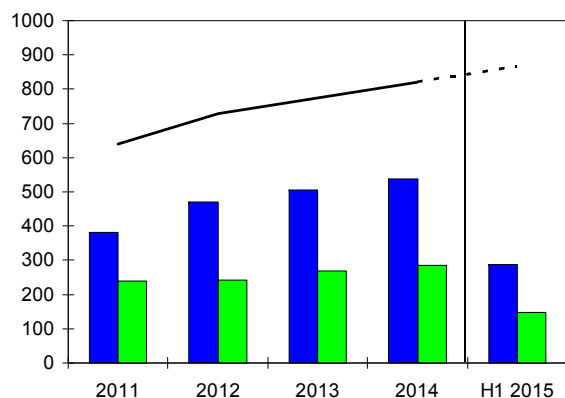


**ANY
QUESTIONS?**

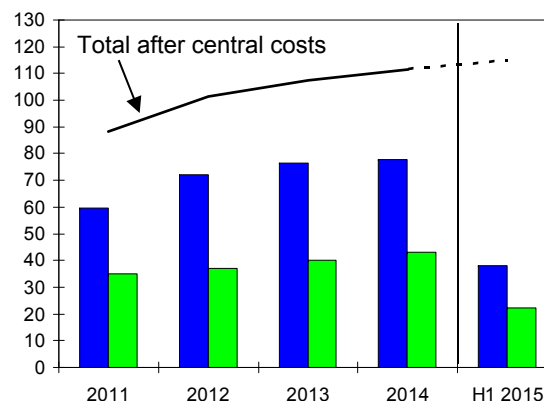
APPENDICES

GROUP EVOLUTION

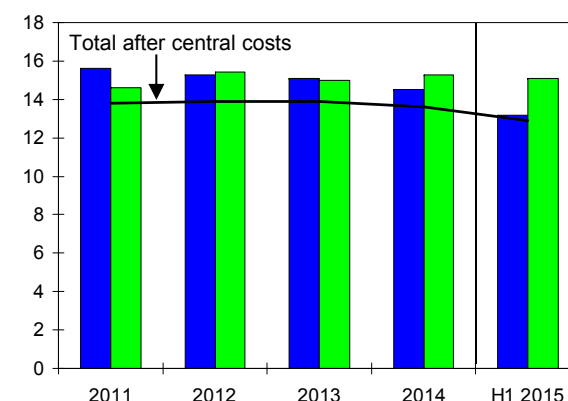
Revenue (£m)



Adjusted Operating Profit (£m)

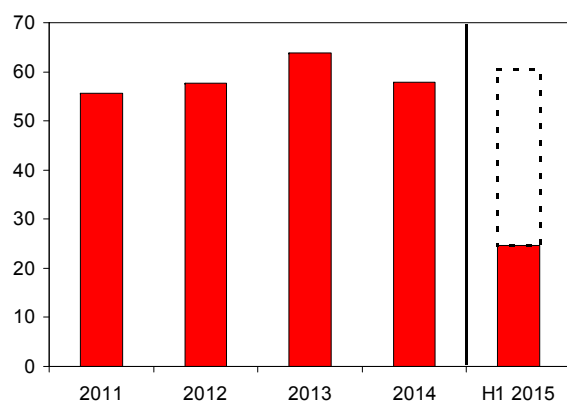


Adjusted Operating Margin (%)

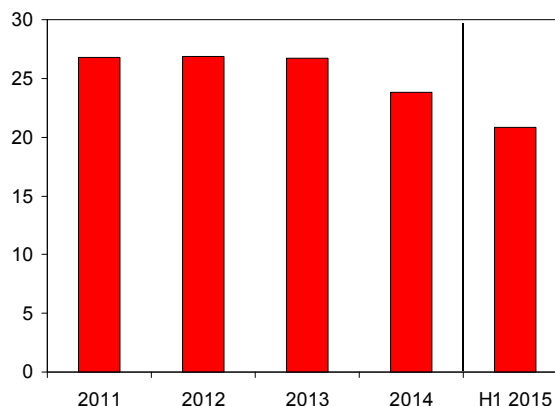


■ Aerospace ■ Flexonics — Group JHG FY Forecast (pre results)

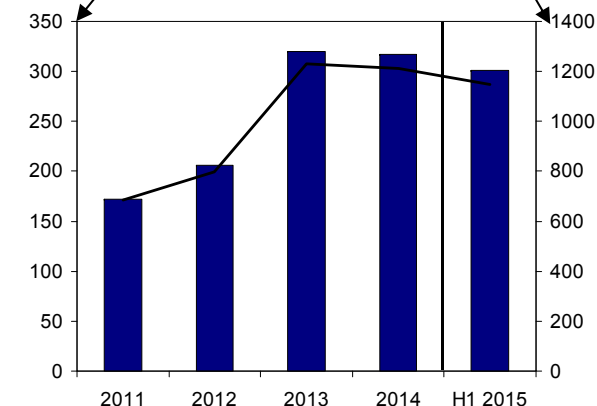
Free Cash Flow (£m)



Return on Capital Employed (%)



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



■ Group JHG FY Forecast (pre results)

■ Market Capitalisation — Share Price

CURRENCY EFFECT

HALF YEAR			Translation Impact on H1 2014 ⁽¹⁾ (£m)	
Avg. H1 2014	Rates to GBP	Avg. H1 2015	Revenue	Adj. PBT ⁽²⁾
1.67	US \$	1.53	22.7	3.0
1.22	Euro €	1.36	(4.5)	(0.3)
17.83	South African Rand	18.21	(0.2)	(0.1)
54.63	Thai Baht	50.49	0.8	0.1
3.83	Brazilian Real	4.54	(0.6)	-
1.83	Canadian \$	1.89	(0.1)	-
33.45	Czech Rep. Koruna	37.44	(0.6)	(0.2)
101.66	Indian Rupee	96.26	0.1	-
5.45	Malaysian Ringgit	5.55	(0.1)	-
10.31	Chinese Renminbi	9.53	0.1	0.1
Net Impact on H1 2014			17.6	2.6

FULL YEAR			Translation Impact on FY 2014 ⁽¹⁾ (£m)	
Avg. FY 2014	Rates to GBP	Avg. FY 2015 ⁽³⁾	Revenue	Adj. PBT ⁽²⁾
1.65	US \$	1.55	32.7	4.3
1.24	Euro €	1.38	(8.7)	(0.5)
17.82	South African Rand	18.69	(0.8)	(0.3)
53.62	Thai Baht	51.73	0.8	0.1
3.88	Brazilian Real	4.71	(1.7)	(0.1)
1.82	Canadian \$	1.92	(0.5)	(0.1)
34.21	Czech Rep. Koruna	37.80	(1.0)	(0.4)
100.65	Indian Rupee	98.02	0.1	-
5.38	Malaysian Ringgit	5.73	(1.4)	(0.1)
10.15	Chinese Renminbi	9.64	0.2	0.1
Net Impact on FY 2014			19.7	3.0

(1) The impact on H1 2014 results if exchange rates were at the H1 2015 average rates (translation impact only)

(2) Adjusted profit before tax (PBT) is as defined on pages 8 (H1) and 31 (FY)

(3) The impact on FY 2014 results if exchange rates were at the FY 2015 average rates (translation impact only) – assumes 30th June 2015 rates for rest of 2015.

EXCHANGE RATES

	Profit and Loss Account				Balance Sheet			
	Average Rates				Period End Rates			
	H1 2015	H1 2014	Change	FY 2014	June 2015	June 2014	Change	Dec 2014
£ : US Dollar	1.53	1.67	+9.2%	1.65	1.57	1.70	+8.3%	1.56
£ : Euro	1.36	1.22	-10.3%	1.24	1.41	1.25	-11.3%	1.29
£ : Rand	18.21	17.83	-2.1%	17.82	19.24	18.09	-6.0%	18.04
Euro : Rand	13.39	14.61	+9.1%	14.37	13.65	14.47	+6.0%	13.98

Using H1 2015 average rates would have increased H1 2014 sales by £17.6m
 Using H1 2015 average rates would have increased H1 2014 operating profits by £2.9m
 Period end rates decreased reported debt by £2.2m compared to Dec 2014

Estimated that 10 cents movement in £:\$ (£:€) exchange rate affects full year sales by £35m (£6m), operating profit by £5m (£0.3m), profit before tax by £5m (£0.3m) and net debt by £6m (£nil)

DIVISION RESULTS – AS REPORTED

£m	Revenue £m			Adj Operating Profit ⁽¹⁾ £m			Margin on Sales	
	2015	2014	Currency Impact ⁽²⁾	2015	2014	Currency Impact ⁽²⁾	2015	2014
Aerospace	287.3	264.0	14.3	37.9	39.4	2.2	13.2%	14.9%
Flexonics	147.4	136.6	3.3	22.3	20.1	0.8	15.1%	14.7%
Share of JV	-	-	-	0.2	(0.2)	-	-	-
<i>Inter-seg. sales</i>	<i>(0.2)</i>	<i>(0.2)</i>	-	-	-	-	-	-
Central Costs	-	-	-	(4.2)	(4.7)	(0.1)	-	-
Total	434.5	400.4	17.6	56.2	54.6	2.9	12.9%	13.6%

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

(2) Currency impact is the effect on the H1 2014 reported figures when retranslated at H1 2015 average exchange rates.

GEOGRAPHIC RESULTS – AS REPORTED

£m	Revenue £m			Adj Operating Profit ⁽¹⁾ £m			Margin on Sales	
	2015	2014	Currency Impact ⁽²⁾	2015	2014	Currency Impact ⁽²⁾	2015	2014
North America	272.9	253.1	22.7	38.2	37.7	3.4	14.0%	14.9%
United Kingdom	70.1	65.7	-	10.6	11.9	-	15.1%	18.1%
Rest of Europe	49.0	49.8	(5.2)	4.9	4.5	(0.5)	10.0%	9.0%
Rest of World	45.0	33.6	0.1	6.5	5.4	0.1	14.4%	16.1%
Share of JV	-	-	-	0.2	(0.2)	-	-	-
<i>Inter-seg. sales</i>	(2.5)	(1.8)	-	-	-	-	-	-
Central Costs	-	-	-	(4.2)	(4.7)	(0.1)	-	-
Total	434.5	400.4	17.6	56.2	54.6	2.9	12.9%	13.6%

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

(2) Currency impact is the effect on the H1 2014 reported figures when retranslated at H1 2015 average exchange rates.

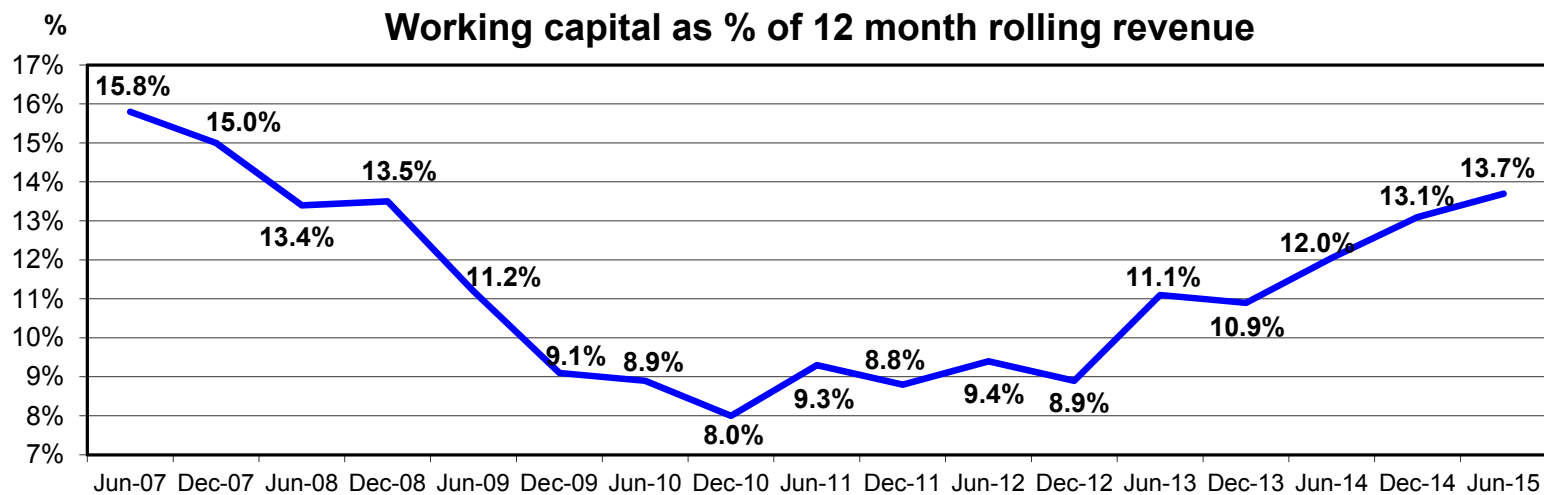
DIVISION RESULTS – HALF YEARLY

	Revenue				Adjusted Operating Profit			
	H1 2015	H2 2014	H1 2014	H2 2013	H1 2015	H2 2014	H1 2014	H2 2013
Aerospace	287.3	272.6	264.0	252.4	37.9	38.5	39.4	39.7
Flexonics	147.4	148.0	136.6	123.7	22.3	23.4	20.1	19.8
Inter-segment sales	(0.2)	(0.2)	(0.2)	(0.3)	-	-	-	-
Share of JV	-	-	-	-	0.2	(0.1)	(0.2)	(0.2)
Central costs	-	-	-	-	(4.2)	(4.8)	(4.7)	(5.0)
Total operations	434.5	420.4	400.4	375.8	56.2	57.0	54.6	54.3
Interest - borrowings and cash					(3.9)	(4.0)	(4.1)	(3.8)
- retirement benefits					(0.2)	(0.5)	(0.4)	(0.7)
Tax					(10.9)	(10.0)	(10.0)	(9.6)
Adjusted profit for the period ⁽¹⁾					41.2	42.5	40.1	40.2
Adjusted earnings per share ⁽¹⁾					9.86p	10.19p	9.65p	9.69p

(1) Before acquisition costs (H1 2015 £0.9m; H2 2014 £0.2m; H1 2014 £0.4m; H2 2013 £0.3m), amortisation of intangible assets from acquisitions (H1 2015 £5.4m; H2 2014 £4.1m; H1 2014 £3.1m; H2 2013 £2.1m), restructuring costs (H2 2014 £1.5m; H2 2013 £1.9m; Others £nil), impairment of inventory relating to the suspended L85 programme (H2 2014 £1.8m; Others £nil), goodwill impairment charge (H2 2014 £9.4m; Others £nil), pension curtailment charge (H1 2014 £1.5m; H2 2013 £1.1m gain; Others £nil), and loss on sale and write-down of fixed assets (H1 2015 £0.8m; Others £nil).

WORKING CAPITAL

	Balance Sheet			Cash Flow
	Inventories	Receivables	Payables	Working Capital
	£m	£m	£m	£m
31 December 2014 (page 11)	119.3	137.1	(148.8)	
Movements in period:				
Aerospace	2.0	5.2	(5.1)	(2.1)
Flexonics	(2.4)	2.1	5.9	(5.6)
Holding companies	-	0.7	0.8	(1.5)
	(0.4)	8.0	1.6	(9.2)
Acquisitions and disposals	4.5	6.2	(7.1)	
Foreign exchange effect	(2.7)	(3.6)	3.1	
Other non-cash movements	-	-	(0.4)	
30 June 2015 (page 11)	120.7	147.7	(151.6)	(9.2) (page 33)



FREE CASH FLOW

	H1 2015 £m	H1 2014 £m	FY 2014 £m
Operating profit	49.1	49.6	89.6
Share of JV	(0.2)	0.2	0.3
Depreciation	13.2	11.8	24.1
Amortisation of intangible assets from acquisitions	5.4	3.1	7.2
Amortisation of other intangible assets	0.4	0.3	0.8
Loss on sale and write-down of fixed assets	0.8	-	-
Goodwill impairment	-	-	9.4
Restructuring charge	-	-	1.5
Charge for share-based plans	0.9	1.7	2.5
Pension curtailment charge	-	1.5	1.5
Pension payments above service cost	(4.5)	(4.6)	(9.1)
Working capital (page 32)	(9.2)	(9.0)	(16.5)
Currency movements	(0.1)	0.5	(1.5)
Cash generated from operations	55.8	55.1	109.8
Interest paid (net)	(3.9)	(4.0)	(8.4)
Tax paid	(4.4)	(6.5)	(12.7)
Capital expenditure (page 35)	(23.3)	(12.1)	(31.1)
Sale of fixed assets	0.5	0.2	0.2
Free cash flow	24.7	32.7	57.8

CHANGE IN NET DEBT

Lymington acquisition
impact on net debt £47.3m

	H1 2015 £m	H1 2014 £m	FY 2014 £m
Free cash flow (page 33)	24.7	32.7	57.8
Dividends	(16.6)	(15.0)	(21.9)
Acquisitions (net of cash & o/d acquired)	(43.6)	(60.1)	(60.1)
Loan to JV	-	-	(1.1)
Share issues	-	0.1	1.1
Purchase of shares by employee benefit trust	(0.9)	(0.7)	(0.7)
Net cash outflow	(36.4)	(43.0)	(24.9)
Exchange variations	(0.4)	2.2	(6.6)
Finance leases assumed on acquisition	(1.8)	(1.4)	(1.4)
Bank and other loans assumed on acquisition	(1.9)	(12.9)	(12.9)
Net debt – opening	(105.0)	(59.2)	(59.2)
Net debt – closing (page 37)	(145.5)	(114.3)	(105.0)
Net debt to EBITDA (page 38)	1.0x⁽¹⁾	0.8x⁽¹⁾	0.8x

(1) Based on rolling 12 month EBITDA

GROSS CAPITAL EXPENDITURE

	H1 2015		H1 2014	
	Capex	Depn ⁽¹⁾	Capex	Depn ⁽¹⁾
	£m	£m	£m	£m
Aerospace	18.3	8.8	7.9	7.7
Flexonics	4.7	4.6	3.9	4.3
Holding Companies	0.3	0.2	0.3	0.1
Total	<u>23.3</u>	<u>13.6</u>	<u>12.1</u>	<u>12.1</u>

(1) Depreciation of £13.2m (H1 2014: £11.8m) and amortisation of computer software of £0.4m (H1 2014: £0.3m).

'BUILDING' FOR THE FUTURE

South Carolina

Senior's commitment to providing market leading solutions to our customers was the primary objective with the decision by the Group to expand operations to South Carolina. In February 2015, the Group opened a 39,000 sq. f.t satellite AMT facility adjacent to Boeing's rapidly growing facility in Charleston, to assemble 787 structural parts.



India

An additional 26,000 sq. ft. leased facility in New Delhi is being fitted out to support EGR Cooler manufacturing for the domestic and EU construction equipment markets. The total expected investment is £1m, consisting of building improvements and capital equipment, being spent in 2015, with production expected in early 2016 for an existing customer.

California

An additional 59,000 sq. ft. facility has been constructed near the Group's existing SSP facility to meet the future A320neo and CSeries production demands. The new facility will be operational during H2 2015 with £4m investment in plant and equipment being spent 2014-2016.



Thailand

In Thailand, the Group is expanding capacity threefold (+196,000 sq. ft.) and adding processing capability at a total cost of £9m (for the building & treatment plant), being spent 2014 - 2016. The first phase of building has completed and is scheduled to be operational during H2 2015.

This facility, which includes an in-house treatments plant, will significantly raise the profile of Senior Aerospace in Asia, providing low cost reliable solutions in the region for our customers.



USAGE OF CREDIT FACILITIES – JUNE 2015

	<u>Interest</u>	<u>Facility</u>	<u>Usage</u>	<u>Usage by Currency</u>			
	<u>%</u>	<u>£m</u>	<u>£m</u>	<u>£</u>	<u>\$</u>	<u>€</u>	<u>Other</u>
<u>Private placements:</u>							
US \$20.0m (Oct 2020)	6.94%	12.7	12.7	-	12.7	-	-
US \$75.0m (Oct 2018)	6.84%	47.8	47.8	-	47.8	-	-
US \$30.0m (Jan 2017)	5.85%	19.1	19.1	-	19.1	-	-
US \$25.0m (Oct 2015)	6.42%	15.9	15.9	-	15.9	-	-
	6.59%	95.5	95.5	-	95.5	-	-
<u>Bank facilities:</u>							
RCF £60.0m (Nov 2019) Base+0.65%	1.15%	60.0	23.6	23.0	0.6	-	-
Harris \$36.7m (Jun 2017) Base+1.10%	1.20%	23.4	0.4	-	0.4	-	-
RCF £20.0m (Mar 2017) Base+0.5%	1.05%	20.0	20.0	20.0	-	-	-
Term Loan £20.0m (Mar 2016) Base+0.35%	0.90%	20.0	20.0	20.0	-	-	-
Term Loan £5.0m (Mar 2016) Base+0.35%	1.05%	5.0	5.0	5.0	-	-	-
Total committed facilities		223.9	164.5	68.0	96.5	-	-
Overdrafts and bank loans		46.0	0.8	-	-	-	0.8
Finance leases		2.2	2.2	1.7	0.2	-	0.3
Gross debt		272.1	167.5	69.7	96.7	-	1.1
Cash	Headroom of £78m on committed facilities	-	(22.0)	(1.7)	(9.0)	(4.4)	(6.9)
Net debt		272.1	145.5	68.0	87.7	(4.4)	(5.8)

**Headroom of £78m on
committed facilities**

COVENANTS

	June 2015	Dec 2014	June 2014	Dec 2013
Net Debt	£145.5m	£105.0m	£114.3m	£59.2m
Net interest ⁽¹⁾ - rolling 12 months	£8.2m	£8.5m	£9.0m	£8.4m
EBITDA ⁽¹⁾ - rolling 12 months	£145.7m	£137.8m	£137.5m	£129.7m
Interest cover (to exceed 3.5 times)	17.8 x	16.2 x	15.3 x	15.4 x
Net Debt to EBITDA (not to exceed 3 times)	1.0 x	0.8 x	0.8 x	0.5 x

(1) The Group's results only include Lymington, Upeca, Thermal, and Atlas from their date of acquisition (April 2015, April 2014, Nov 2013, and Feb 2013, respectively). Consequently, for covenant purposes for rolling 12 months to June 2015, net interest and EBITDA include an additional £0.3m and £6.8m respectively in respect of Lymington's results prior to acquisition. For covenant purposes for 2014, net interest and EBITDA include an additional £0.4m and £2.2m respectively in respect of Upeca's results prior to acquisition. For covenant purposes for rolling 12 months to June 2014, net interest and EBITDA include an additional £1.1m and £6.6m respectively in respect of Upeca and Thermal's combined results prior to acquisition. For covenant purposes for 2013, net interest and EBITDA include an additional £0.3m and £1.2m respectively in respect of Thermal and Atlas' combined results prior to acquisition.

PENSIONS – DEFICIT MOVEMENT

	6 Months 2015				2014
	UK Funded £m	USA Funded £m	Various Unfunded £m	Total £m	Total £m
IAS19 Scheme deficit at 31 Dec 2014	(9.4)	(4.7)	(5.7)	(19.8)	(25.6)
Current service cost	-	(0.2)	(0.1)	(0.3)	(0.8)
Running costs	(0.2)	-	-	(0.2)	(0.9)
Curtailment charge	-	-	-	-	(1.5) ⁽¹⁾
Total employer cash contributions	4.4	0.5	0.1	5.0	10.8
Net interest charge	(0.1)	(0.1)	-	(0.2)	(0.9)
Actuarial variations - assets	(3.2)	(3.1)	-	(6.3)	29.8
- liabilities	3.9	2.4	-	6.3	(30.7)
Foreign exchange impact	-	(0.1)	0.5	0.4	-
IAS19 Scheme deficit at 30 June 2015	<u>(4.6)</u>	<u>(5.3)</u>	<u>(5.2)</u>	<u>(15.1)</u>	<u>(19.8)</u>
Discount rate	3.70%				3.50%
Salary inflation	na ⁽¹⁾				na ⁽¹⁾
Price inflation	3.10%				2.90%
Life expectancy of male aged 65 in 20 years	23.7yrs				23.7yrs

} UK 2014

(1) UK plan closed to future accrual from April 2014.

PENSIONS – UK PLAN FUNDING

Actuarial Valuations

Last valuation	5 April 2013
Scheme assets/(liabilities) at valuation	£226.3m / (£275.3m)
Funding level	82%

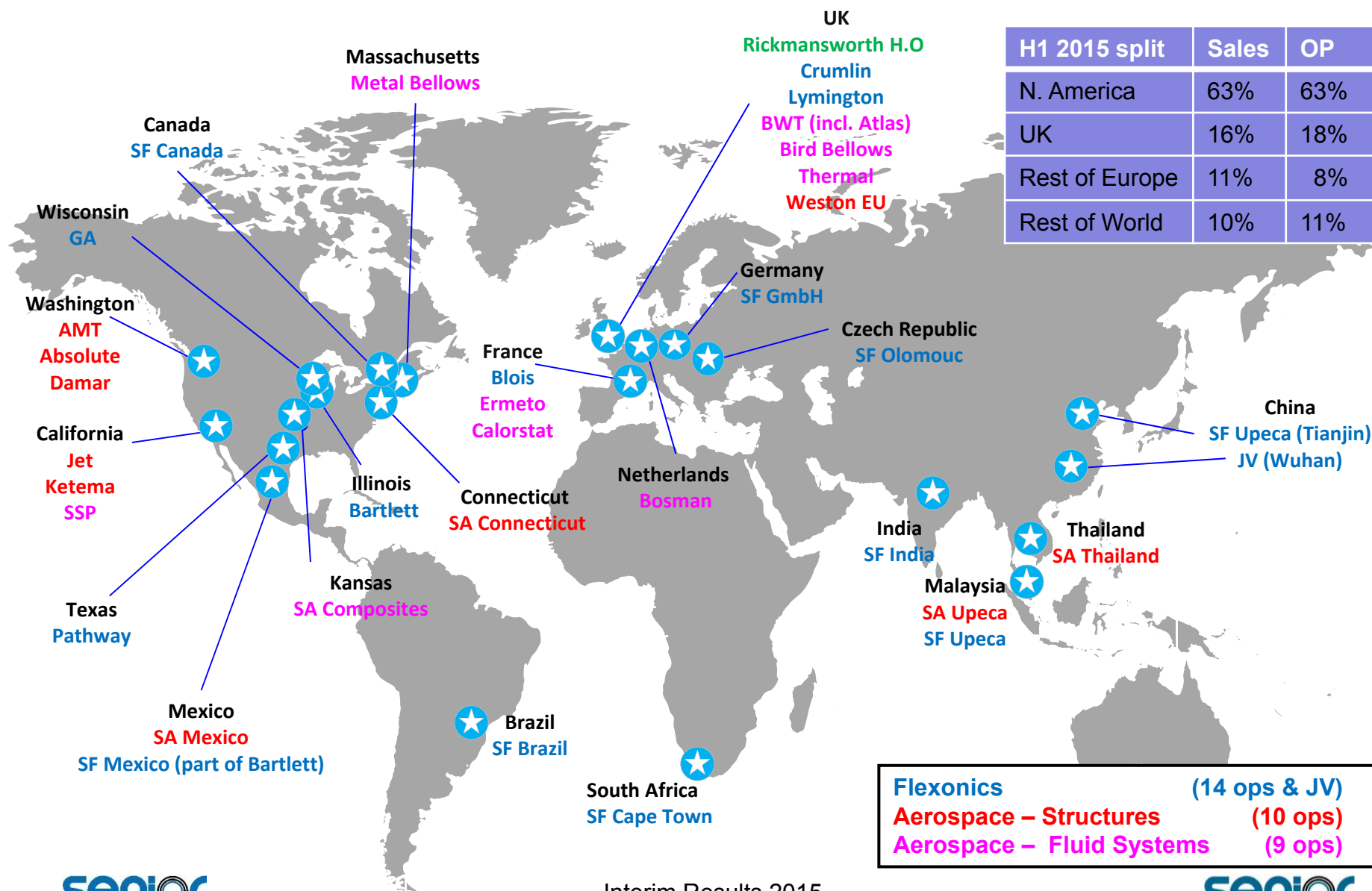
IAS 19 Valuations

	Jun 2015 £m	Dec 2014 £m	Jun 2014 £m
Scheme Assets			
Equities	76.7	74.8	75.2
Bonds	84.6	84.2	85.7
Gilts	94.9	96.9	71.9
Cash & net current liabilities	2.0	2.0	1.2
Total	258.2	257.9	234.0
Scheme Liabilities	£262.8m	£267.3m	£250.1m
Scheme deficit	£4.6m	£9.4m	£16.1m
Scheme assets / liabilities (IAS19)	98%	96%	94%

Cash Flows

	£m	£m	£m
DB contributions			
- Service cost	-	0.2	0.2
- Planned deficit funding	4.1	7.9	3.9
- Other	0.3	0.7	0.3
	4.4	8.8	4.4

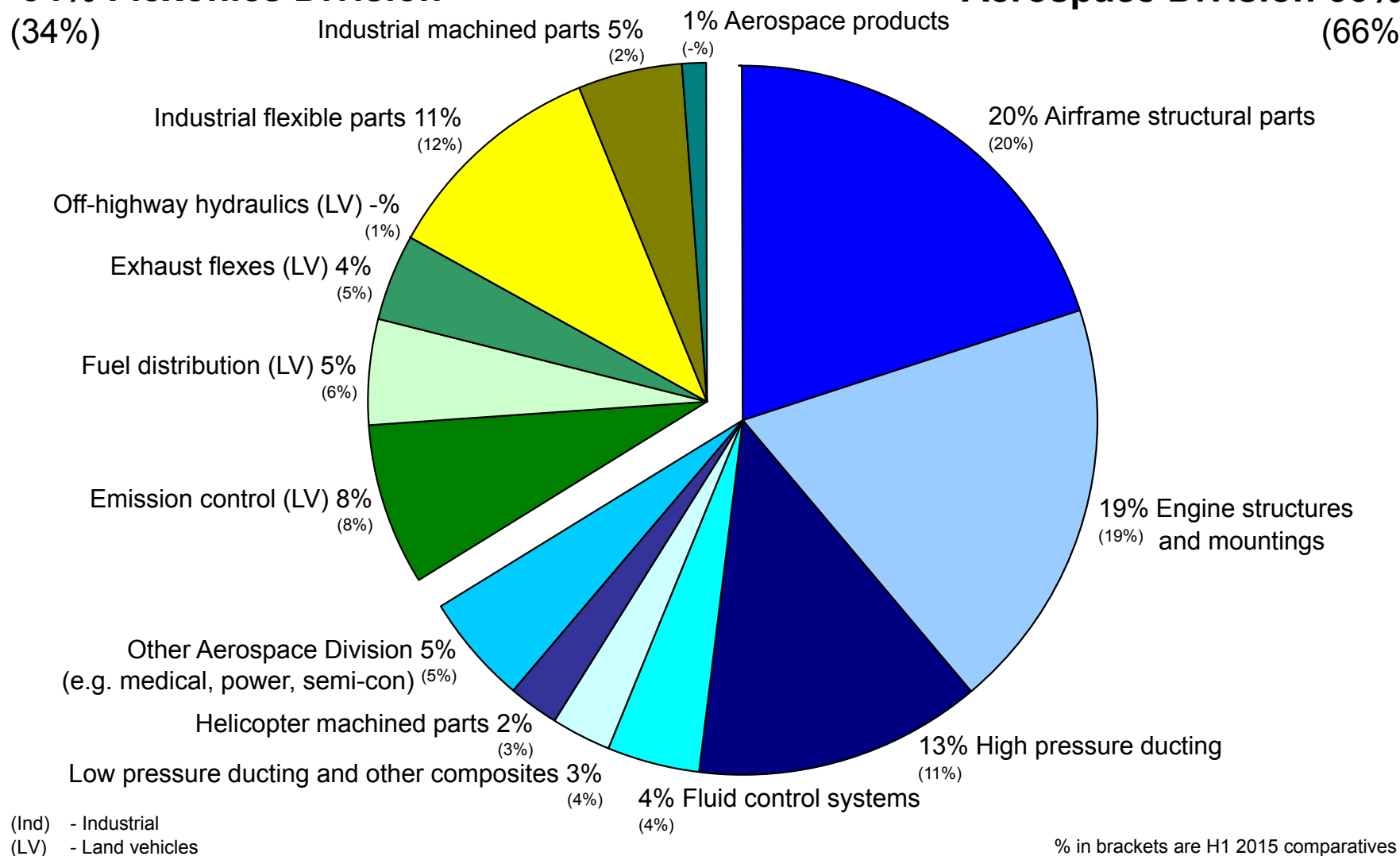
SENIOR'S LOCATIONS



SENIOR'S PRODUCTS – H1 2015

34% Flexonics Division
(34%)

Aerospace Division 66%
(66%)





AEROSPACE DIVISION



AEROSPACE – ORDERS AND DELIVERIES

Large Commercial Aircraft	Deliveries				Net Orders				Order Book			
	H1 2015	2014	2013	2012	H1 2015	2014	2013	2012	June 2015	Dec 2014	Dec 2013	Dec 2012
Boeing	381	723	648	601	281	1,432	1,355	1,203	5,689	5,789	5,080	4,373
Airbus	304	629	626	588	348	1,456	1,503	833	6,430	6,386	5,559	4,682
Total	685	1,352	1,274	1,189	629	2,888	2,858	2,036	12,119	12,175	10,639	9,055

Regional Jets	Deliveries				Net Orders				Order Book			
	H1 2015	2014	2013	2012	H1 2015	2014	2013	2012	June 2015	Dec 2014	Dec 2013	Dec 2012
Bombardier ⁽¹⁾	na	59	26	14	na	107	64	88	na ⁽²⁾	341	293	255
Embraer	47	92	90	106	119	122	334	42	531 ⁽³⁾	459	429	185
Total	na	151	116	120	na	229	398	130	na	800	722	440

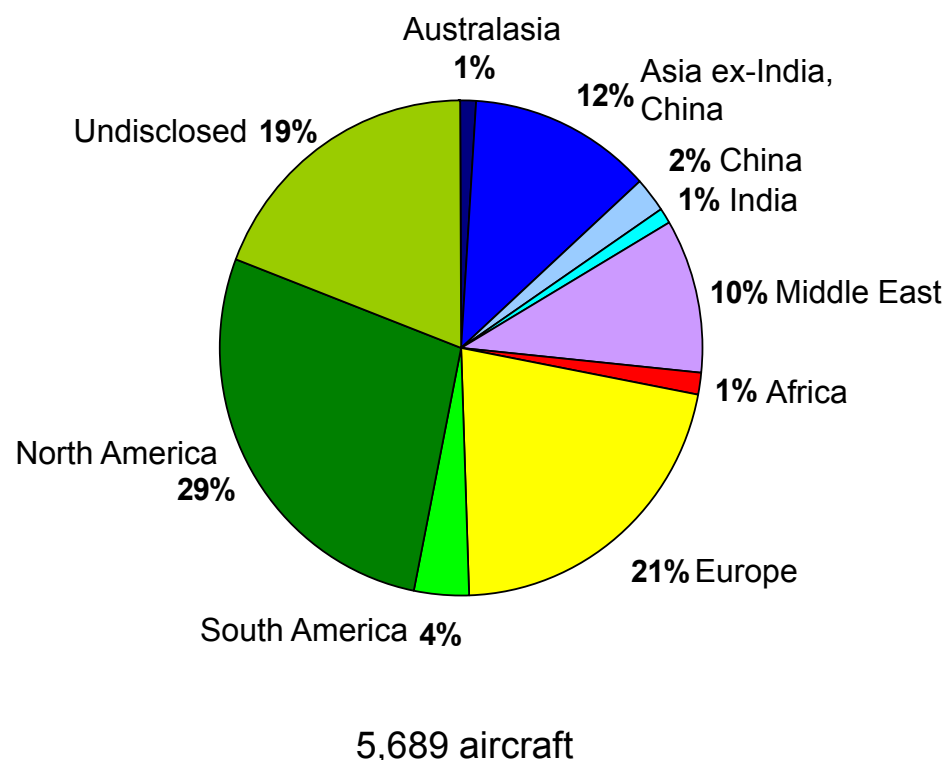
Business Jets	Deliveries			
	Q1 2015	2014	2013	2012
Total	133	722	678	672
Q1 2014 – 154				

- (1) Bombardier H1 2015 figures not yet available.
Prior year figures exclude Q-Series turboprop Q-Series
2014 deliveries 25 (2013: 29; 2012: 36);
2014 net orders 41 (2013: 17; 2012: 50)
- (2) Bombardier currently has 243 orders for CSeries
- (3) Includes 267 orders for E175/190/195-E2

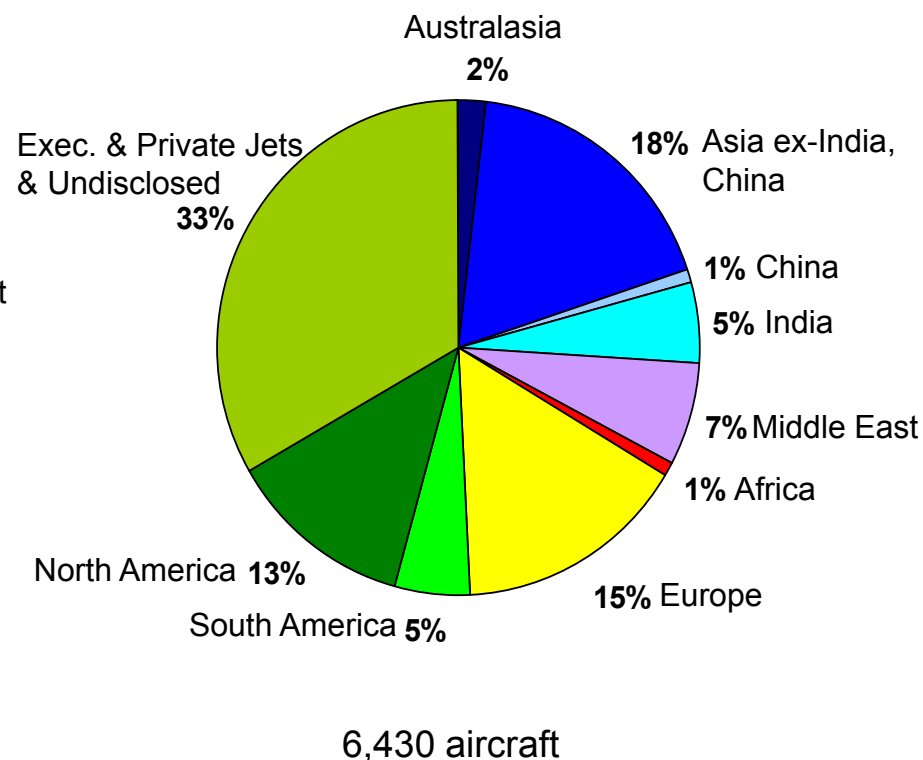
Source: General Aviation Manufacturers Association
and Speednews

AEROSPACE – LARGE COMMERCIAL AIRCRAFT BACKLOG

Boeing backlog by region: June 2015



Airbus backlog by region: June 2015



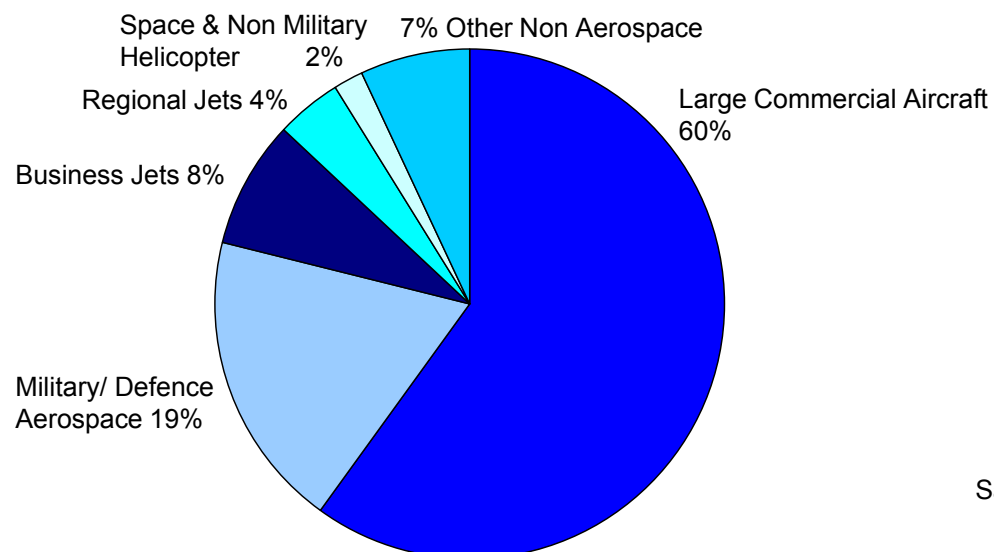
Source: Boeing and Airbus

AEROSPACE DIVISION: A SUMMARY

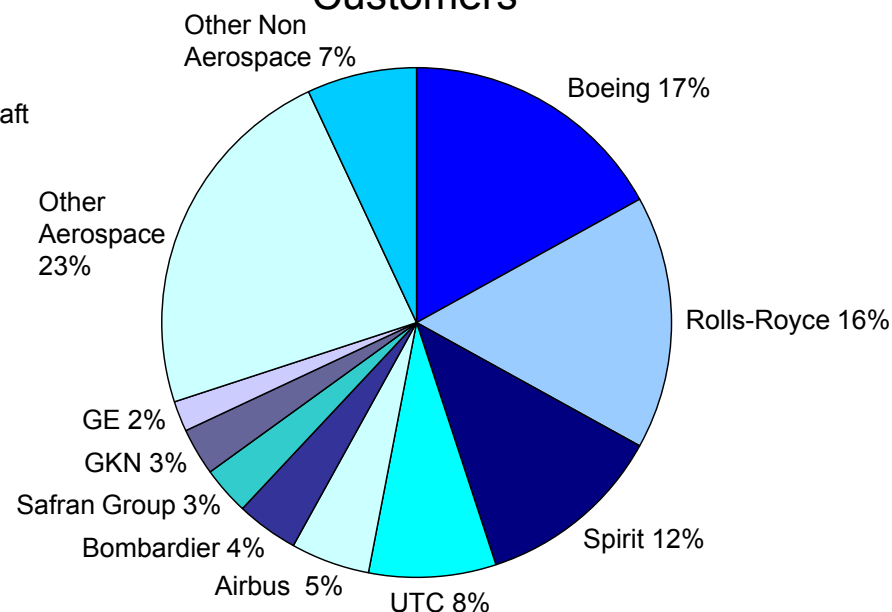
	H1 2015	H1 2014 ⁽²⁾	Change
Revenue	£287.3m	£278.3m	+3.2%
Adjusted Operating Profit ⁽¹⁾	£37.9m	£41.6m	-8.9%
Adjusted Operating Margin ⁽¹⁾	13.2%	14.9%	-1.7ppts

19 Operations	
NAFTA	10
Europe	3
UK	4
ROW	2

Markets



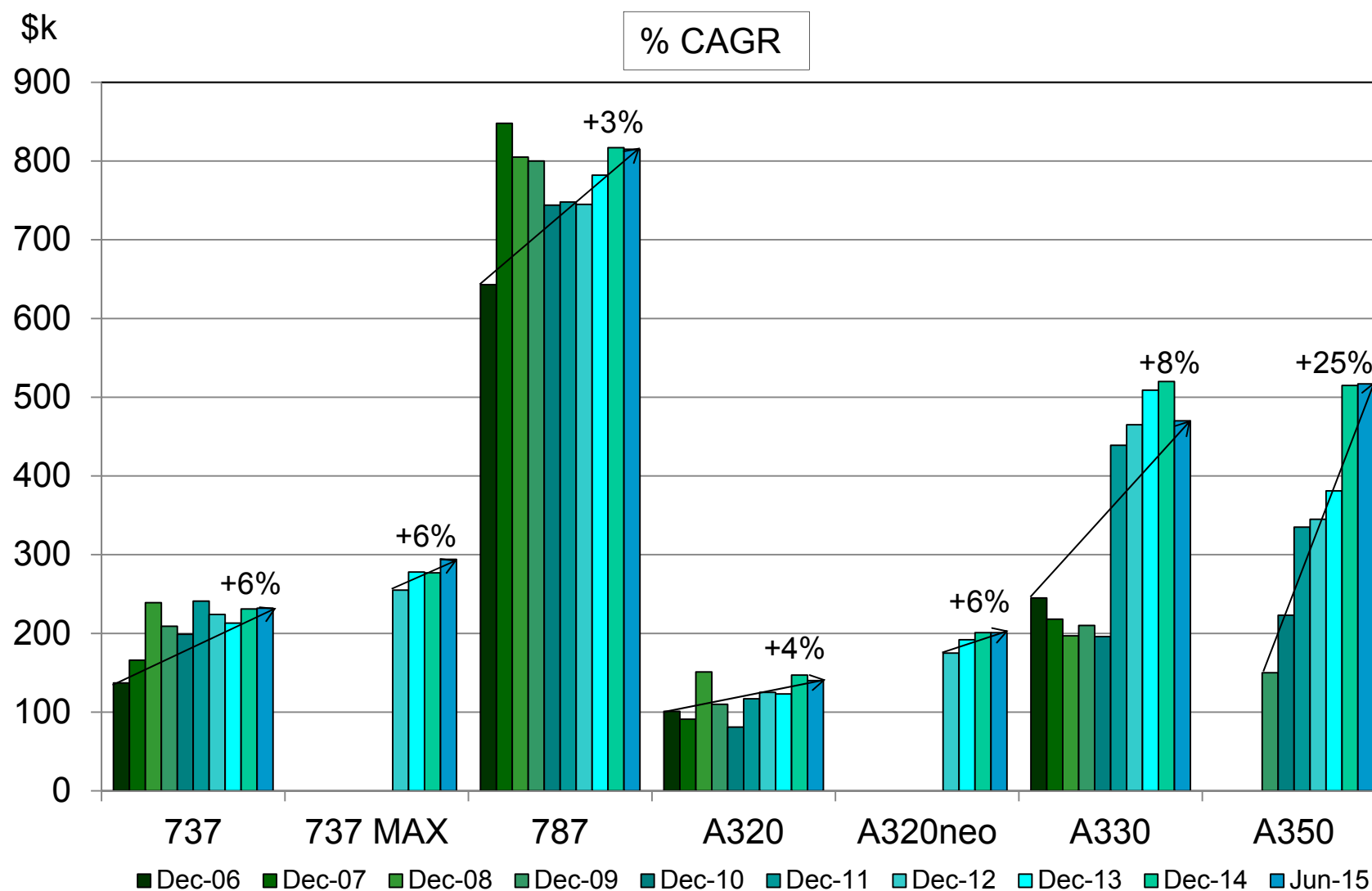
Customers



(1) Before amortisation of intangible assets from acquisitions of £2.6m (2014: £2.1m), acquisition costs of £nil (2014: £0.2m) and loss on sale and write-down of fixed assets of £0.8m (2014: £nil).

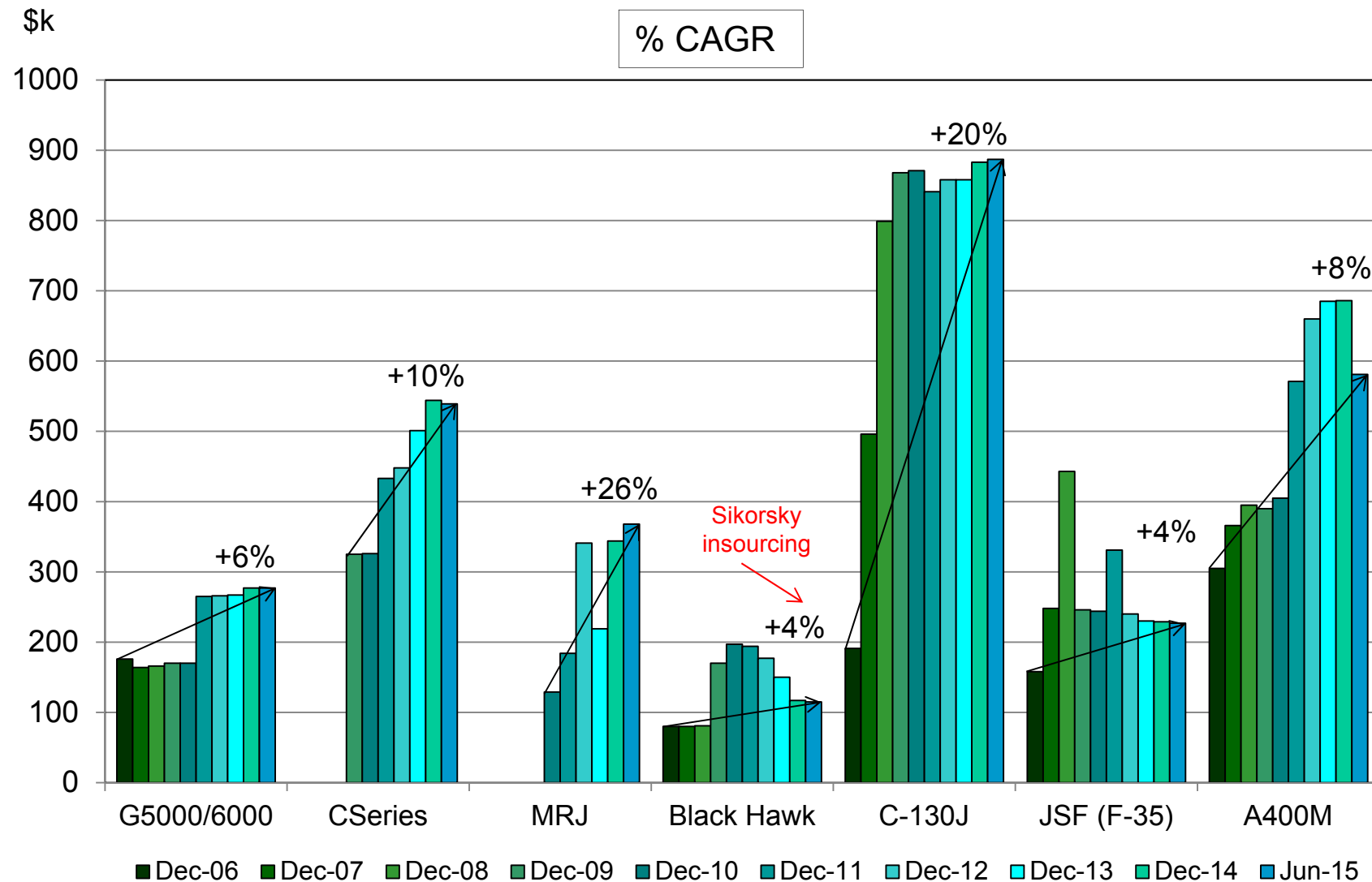
(2) All at H1 2015 exchange rates – translation effect only.

SHIPSET VALUE⁽¹⁾ PROGRESSION – LARGE COMMERCIAL AIRCRAFT



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

SHIPSET VALUE⁽¹⁾ PROGRESSION – Regional, Business and Military



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

AEROSPACE – OPERATIONS

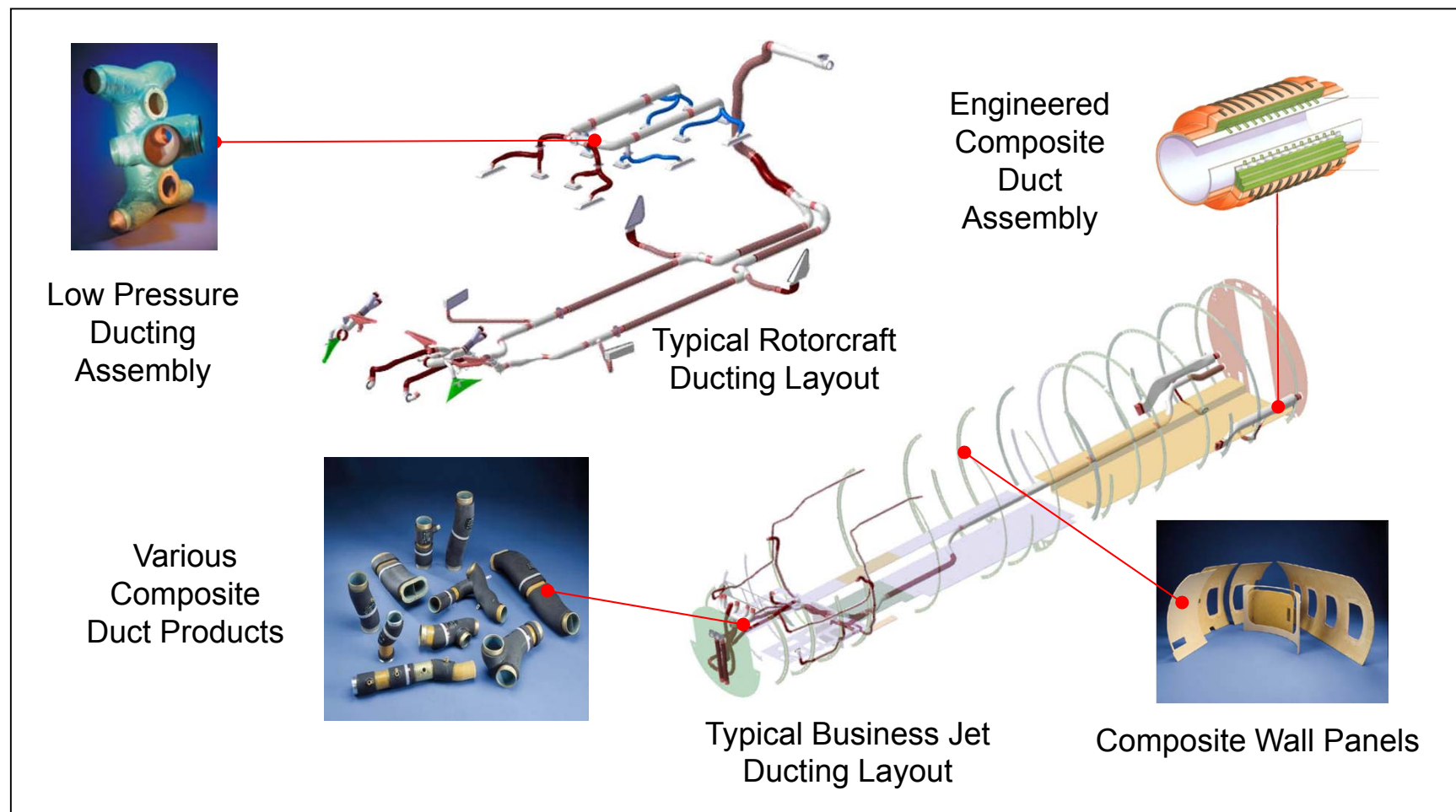
	Operation	Location
Structures	Senior Aerospace AMT	Seattle, USA
	Senior Aerospace Ketema	San Diego, USA
	Senior Aerospace Weston EU	Colne, UK
	Senior Aerospace Jet Products	San Diego, USA
	Senior Aerospace Thailand	Chonburi, Thailand
	Senior Aerospace Connecticut	Enfield, CT, USA
	Senior Aerospace Damar	Seattle, USA
	Senior Aerospace Absolute Mnfg	Seattle, USA
	Senior Aerospace Upeca	Kuala Lumpur, Malaysia
	Senior Aerospace Mexico	Saltillo, Mexico
Fluid Systems	Senior Aerospace SSP	Los Angeles, USA
	Senior Aerospace Metal Bellows	Boston, USA
	Senior Aerospace BWT (incl. Atlas)	Macclesfield & Ilkeston, UK
	Senior Aerospace Bird Bellows	Congleton, UK
	Senior Aerospace Ermeto	Blois, France
	Senior Aerospace Thermal Engineering	Royston, UK
	Senior Aerospace Bosman	Rotterdam, Holland
	Senior Aerospace Composites	Wichita, KS, USA
	Senior Aerospace Calorstat Bellows	Dourdan, France

H1 2015 Total Gross Sales were £289.9m (H1 2014 £267.8m)

AEROSPACE – STRATEGY

Sector	Strategic Objectives
Fluid Systems <u>Fluid Conveyance Systems</u> Low Pressure Ducting High Pressure Ducting Aerospace Control Products Non-Aerospace Control Products	- Continue to develop products for new platforms - Further develop strategic customer relationships - Successful execution of new development programmes - Expand engineered product portfolio - Acquire new or adjacent technologies
Gas Turbine Engines <u>Gas Turbine Engines</u> Fluid Systems Engine Components	- Target higher value-add engineered or flight critical parts (e.g. rotating) - Develop cross-business customer relationships - Further develop low-cost country footprint - Secure additional content on engines for next generation narrow-body and wide-body commercial aircraft - Expand process capabilities via new technology investment
Aerostructures <u>Structures</u> Airframe Assemblies Nacelles Helicopter Transmissions	- Extend customer value proposition via increased collaboration across the Group - Place significant internal emphasis upon utilisation of internal low-cost countries such as Malaysia, Thailand and Mexico - Continue to focus on operational excellence to drive customer satisfaction and increase market share - Develop capabilities and build a business of increased scale in South East Asia including the expansion of process capabilities to enhance added value for customers - Invest in new technologies necessary for substantial growth

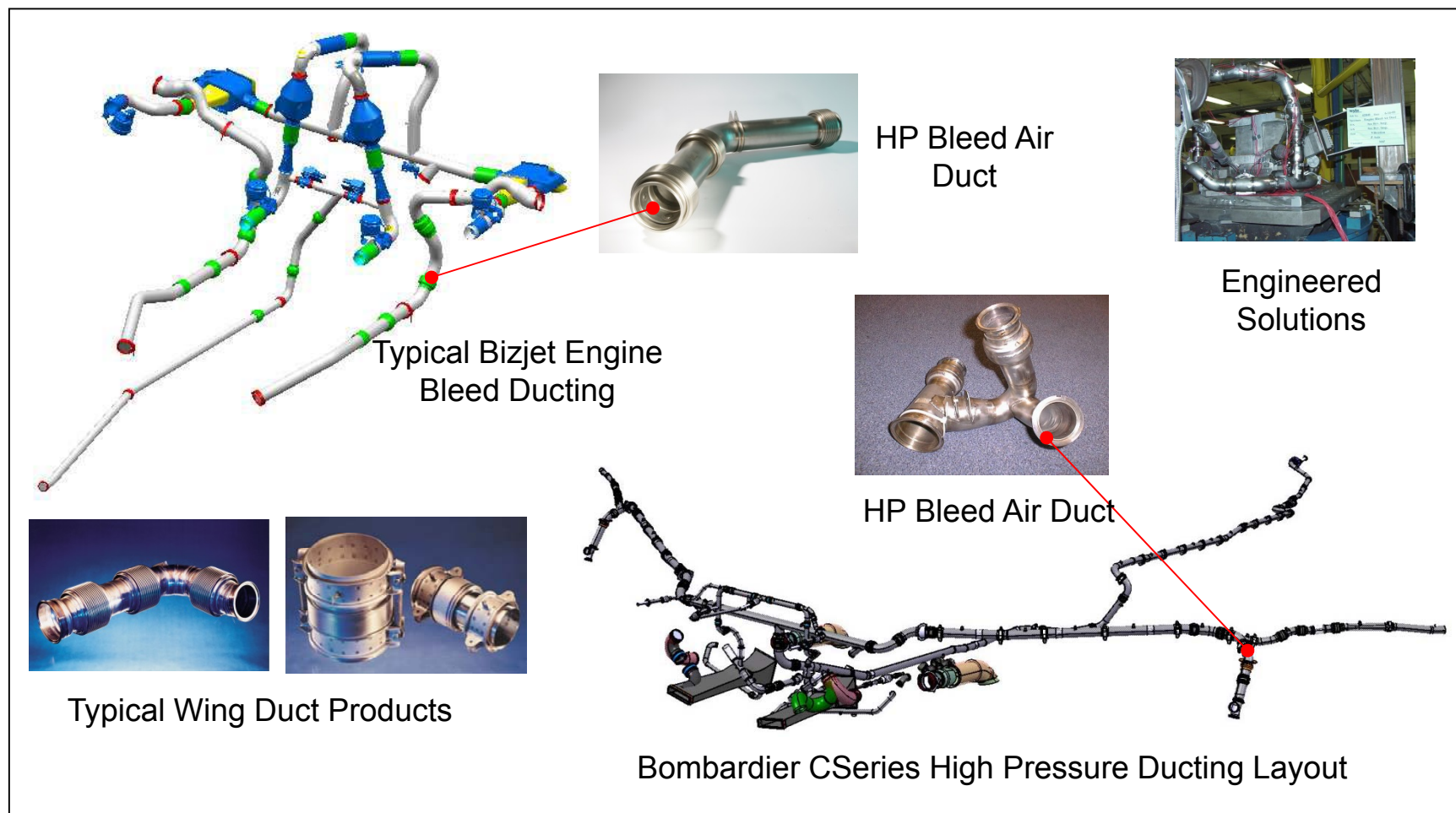
Fluid Conveyance: Low Pressure Ducting



Main Operations: BWT, Composites, Atlas

Main Customers: Bombardier, Cessna, Hawker, Mitsubishi, Embraer, Agusta Westland

Fluid Conveyance: High Pressure Ducting



Main Operations: SSP, Bird Bellows, Calorstat

Main Customers: Airbus, Boeing, Bombardier, Lockheed Martin, Gulfstream, GKN

Fluid Conveyance: Aerospace Control Products



Hydraulic Bellows
Accumulators



Hydraulic System Couplings



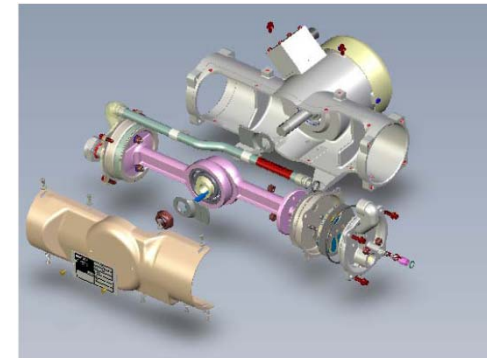
Control Actuators



Pressure/Temp Sensors



Hydraulic Control Manifold



Compressor Assembly

Main Operations: Metal Bellows, Calorstat, Bird Bellows, Ermeto

Main Customers: Airbus, Boeing, Lockheed Martin, Northrop Grumman, Embraer, Eaton, GKN

Fluid Conveyance: Non-Aerospace Control Products



Pin Lift Actuator
(Semi-Conductor)



Bellows Assembly
(Nuclear industry)



Process Control Valves
(Chemical process)

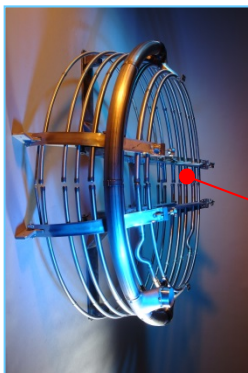


Drug Pump Implant
(Medical)

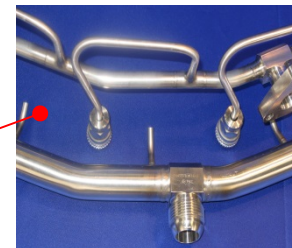
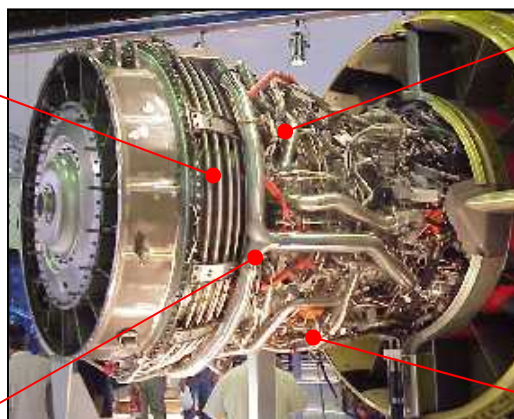
Main Operations: Calorstat, Metal Bellows, Ermeto, Bird Bellows

Main Customers: AECL Nuclear, Volvo, LAM Industries, Medtronics, Carrier, Dresser, Tyco

Gas Turbine Engines: Fluid Systems



Active Clearance Control System



Hydraulic/Fuel Feed Manifolds



Engine Bleed Ducting



Static Seal



Bellows Face Seal

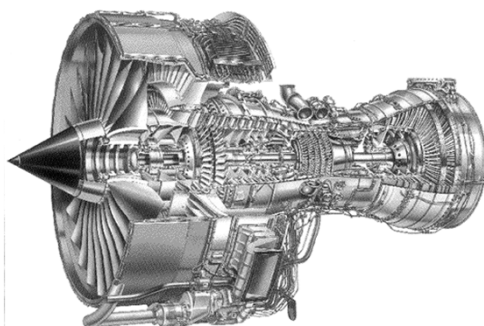
Main Operations: Bosman, Ermeto, Metal Bellows, Bird Bellows, SSP, Thermal

Main Customers: Rolls-Royce, Snecma, MTU, Pratt & Whitney

Gas Turbine Engine: Engine Components



TFE 731 Lear
Jet/Hawker Front
Frame



Typical Gas Turbine
Aero-engine



307 Combustion
Case (Dassault 7X)



Silencer



F-35 Front Strutt
Case



Trent 1000 Engine Casing
(B787)



Trent 1000 Combustor
Case (B787)



Aerofoil for gas
turbine engine

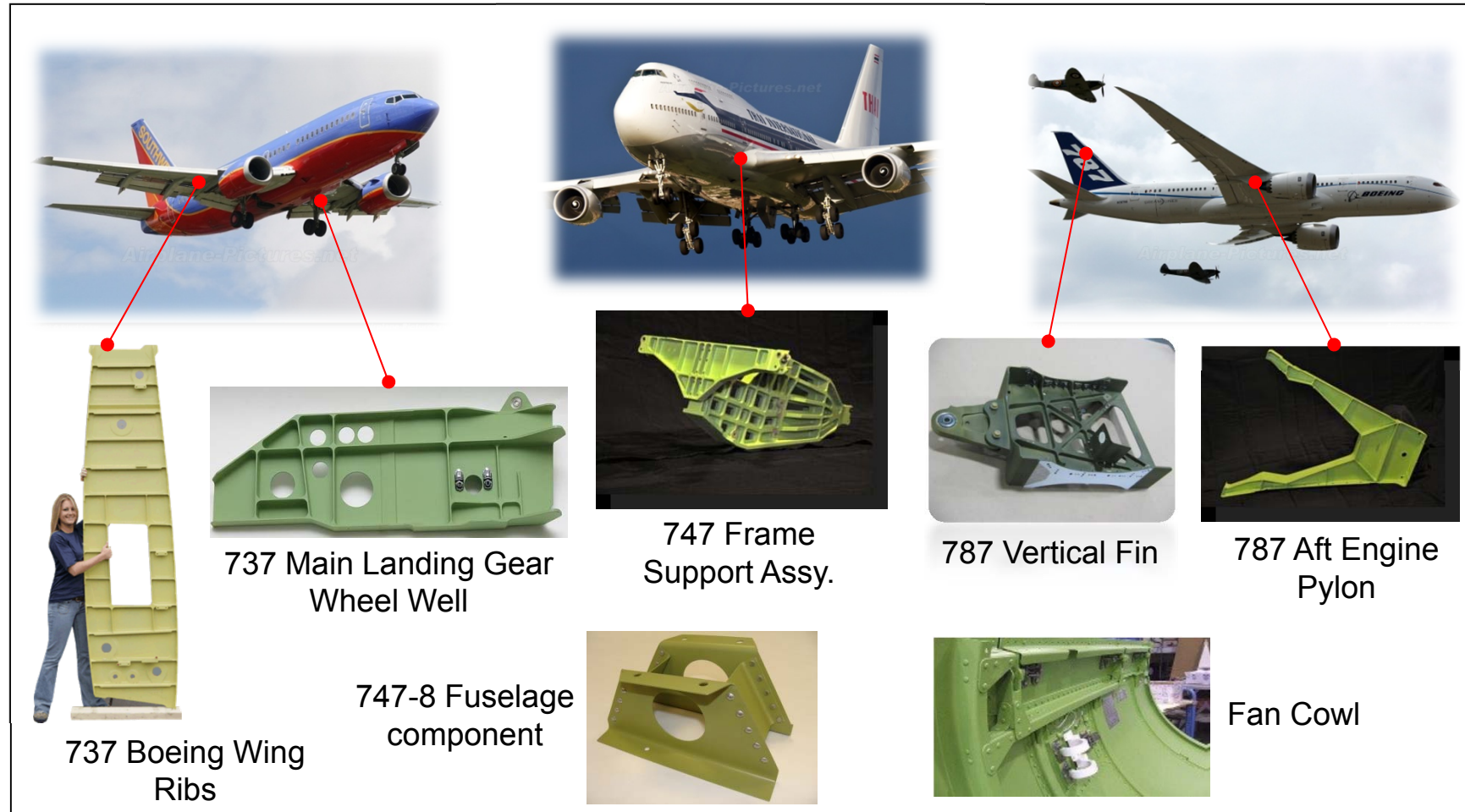


TFE 731 Learjet/Hawker
Bearing Support Housing

Main Operations: Ketema, Jet, Weston, S A Thailand, Thermal

Main Customers: GE, Rolls-Royce, Honeywell, UTC (P&W and Goodrich)

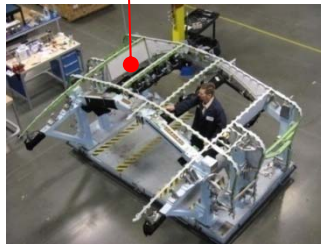
Structures: Airframe



Main Operations: AMT, Absolute, Damar, Mexico, Weston, S A Thailand, S A Upeca

Main Customers: Boeing, Spirit, Goodrich (UTC)

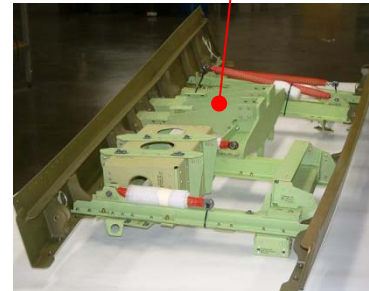
Structures: Assemblies



737 Wing to Body
Frame (Birdcage)



737 Air Inlet (2ea)
Ram Air



767 Engine Pylon



787 Wing to Body
Frame

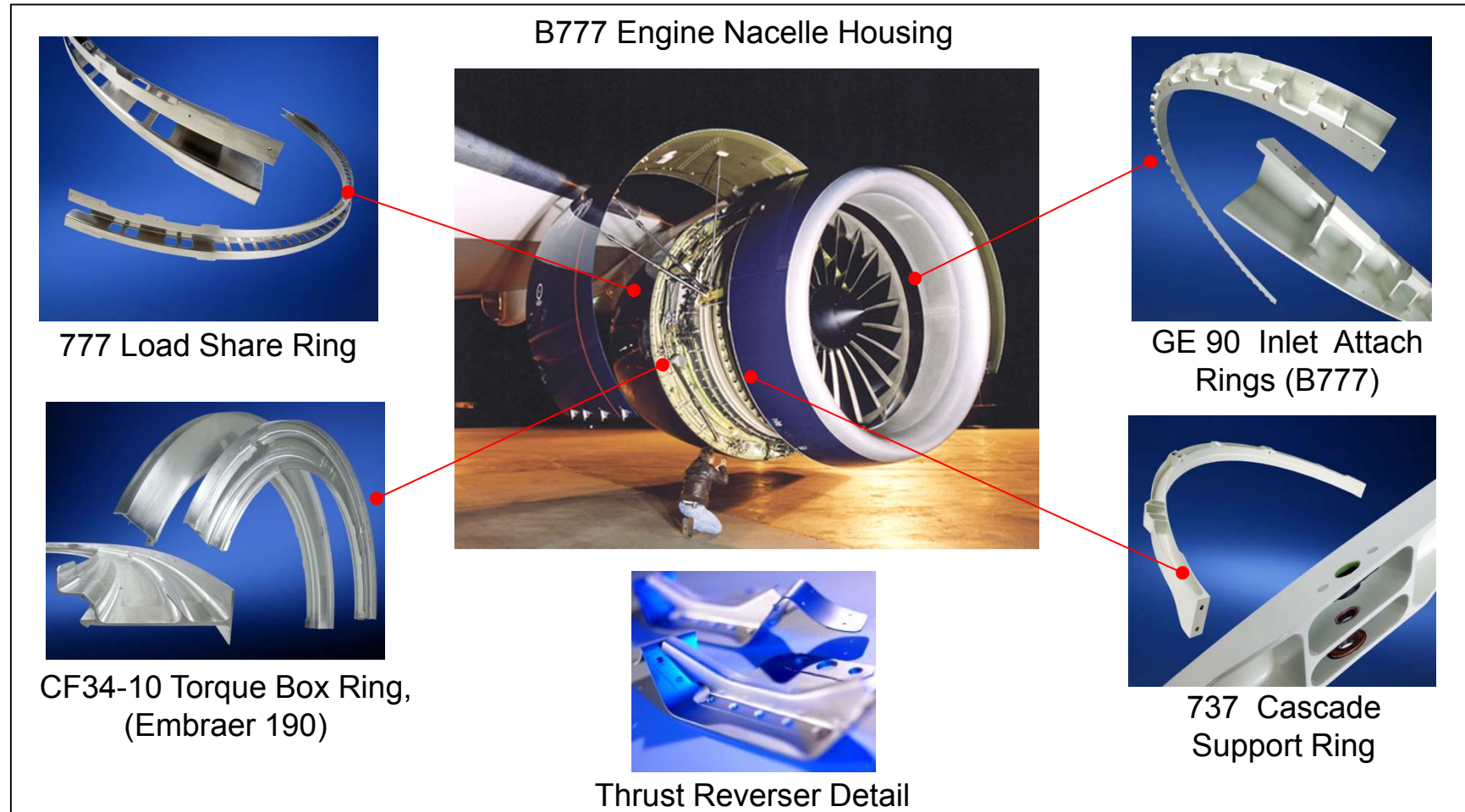


Premium Seat Chassis

Main Operations: AMT, Weston, S A Thailand

Main Customers: Boeing, Spirit, Contour (Zodiac)

Structures: Nacelles



Main Operations: Jet, Ketema, Thermal

Main Customers: Boeing, Goodrich, Spirit, Middle River (GE)

Structures: Helicopter Transmissions



Sikorsky UH60 Blackhawk



Sikorsky S-92 Rotorcraft



Blackhawk Gear Housing Assy.



UH60 Blackhawk Housing Assy.



S-92 Swash Plate Guide



Blackhawk Spindle



Blackhawk Carrier Assy.



S-92 Carrier Assy.

Main Operations: S A Connecticut

Main Customers: Sikorsky, Rolls-Royce

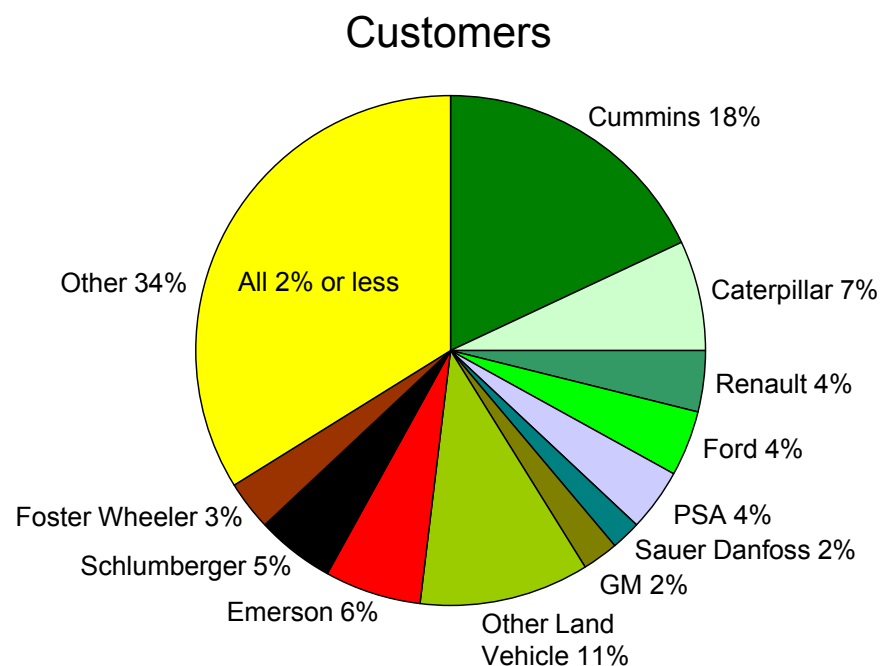
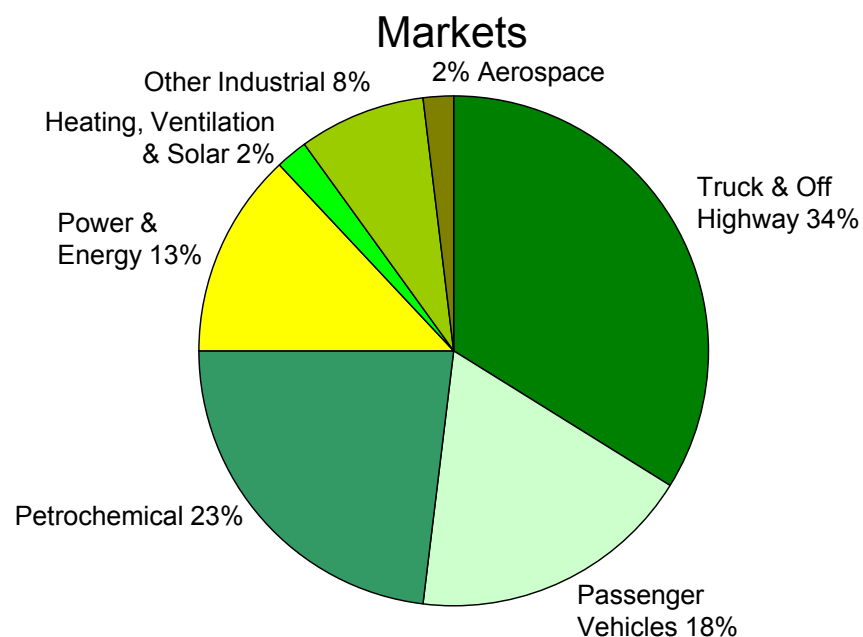


FLEXONICS DIVISION

FLEXONICS DIVISION: A SUMMARY

	H1 2015	H1 2014 ⁽²⁾	Change
Revenue	£147.4m	£139.9m	+5.4%
Adjusted Operating Profit ⁽¹⁾	£22.3m	£20.9m	+6.7%
Adjusted Operating Margin ⁽¹⁾	15.1%	14.9%	+0.2ppts

14 Operations + JV	
NAFTA	4
Europe	3
UK	2
ROW	5
China JV	1



(1) Before amortisation of intangible assets from acquisitions of £2.8m (2014: £1.0m) and acquisition costs of £0.9m (2014: £0.2m).

(2) All at H1 2015 exchange rates – translation effect only.

FLEXONICS – OPERATIONS

Operation	Location
Senior Flexonics Bartlett	Chicago, USA & Saltillo, Mexico
Senior Flexonics Pathway	San Antonio & Maine, USA
Senior Flexonics GA	Wisconsin, USA
Senior Flexonics Germany	Germany
Senior Flexonics Blois	France
Senior Flexonics Upeca	Malaysia & Tianjin, China
Senior Flexonics Cape Town	South Africa
Senior Flexonics Olomouc	Czech Republic
Senior Flexonics Lymington	Lymington, UK
Senior Flexonics Canada	Toronto, Canada
Senior Flexonics Sao Paulo	Brazil
Senior Flexonics New Delhi	India
Senior Flexonics Crumlin	South Wales (R&D centre)
Senior Flexonics Technologies	Wuhan, China (Joint venture)

H1 2015 Total Gross Sales (incl. JV) were £153.5m (H1 2014 £138.6m)

FLEXONICS – STRATEGY

Sector

Strategic Objectives

Land Vehicle Emission Control

Heat Exchangers

Exhaust Flexes

Common Rail Diesel

Industrial Process Control

Expansion Joints & Dampers

Hoses, Flexes, Bellows

Machined Components

Fuel Cells, CHP, Solar Power & Heating

- ❑ Develop product portfolio as emission regulation thresholds increase globally
 - ❑ Build programmes with new truck and off-highway customers
 - ❑ Invest further in emerging market footprint, in growth markets
 - ❑ Investment in passenger car niches to support development of global platform capabilities
-
- ❑ Expand global presence as emerging markets add local hydrocarbon refining and processing facilities
 - ❑ Secure growth from tightening emission standards in developed markets
 - ❑ Seek proprietary adjacent products
 - ❑ Participate in new technology developments and applications (e.g. combined heat & power fuel cells, concentrated solar power, micro turbines)
 - ❑ Secure new major process projects as their capital funding becomes available

Land Vehicle Emission Control

Tubes

Turbo-oil
feed and
drain



Exhaust
Bellows



Common Rails



High Pressure
Fuel Lines



Diesel fuel injector components



EGR Coolers/Heat
Exchangers

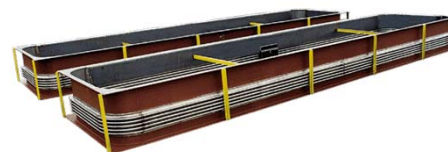
Main Operations: Bartlett, GA, Germany, Blois, Cape Town, Sao Paulo, New Delhi

Main Customers: Cummins, Perkins, CAT, MAN, Scania, JCB, PSA, Ford, Renault, Faurecia

Industrial Process Control (1)



Metal Expansion Joints



Fabric Expansion Joints



Refineries
Steel Mills

Power
Generation



Dampers/Diverter



Oil & Gas Directional Drilling Equipment



Oilfield Services
Packers



Flow Control Valve
Bodies

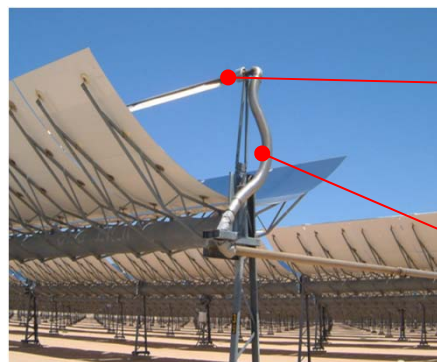
Main Operations: Pathway, WahlcoMetroflex, S F Upeca, LPE

Main Customers: US domestic operators (400+), Constructors (Global), Emerson, Schlumberger

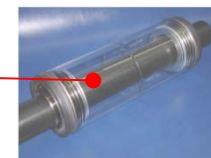
Industrial Process Control (2)



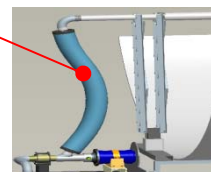
Flexible Tubes & Hoses



CSP - Solar Troughs



Vacuum Seal Bellows



RotationFlex®



Medical Heat Exchangers



Fuel Cells – Dielectric for fuel delivery



Instrument Control Bellows

Main Operations: Bartlett, Canada, Germany, Crumlin

Main Customers: Medtronics, Valliant, Schott, Abengoa, Bloom Energy

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