

Gates Overview

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Gates Corporation

Building on strengths

Strong record of performance

Driving progress

Exciting future



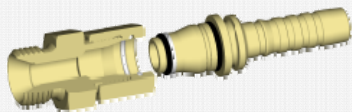
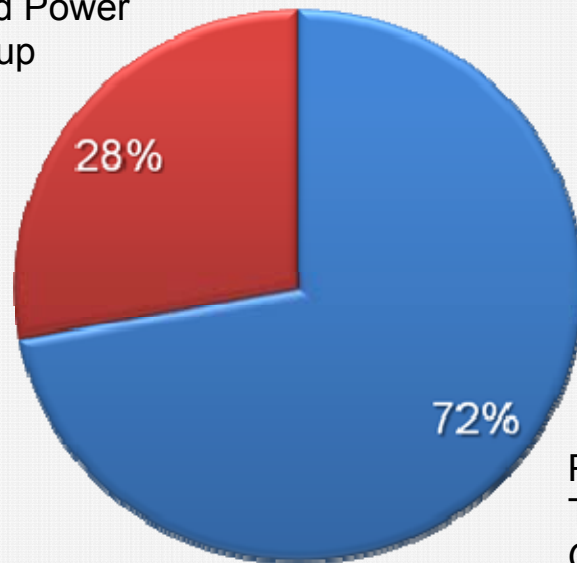
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Building a Balanced Global Business

by Business Unit

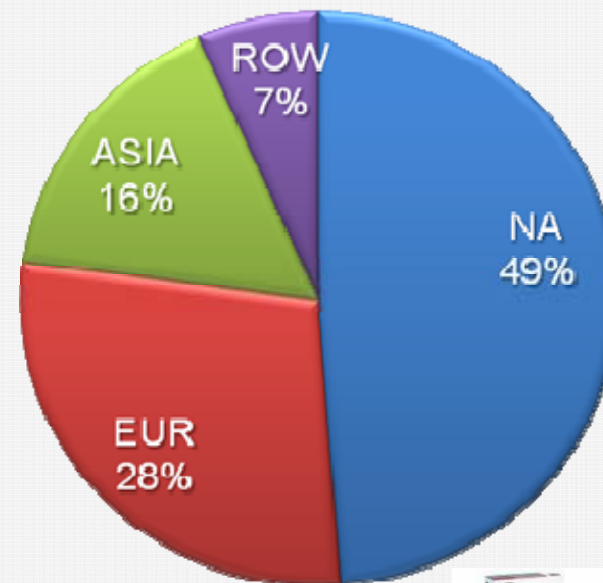
Fluid Power Group



Power Transmission Group

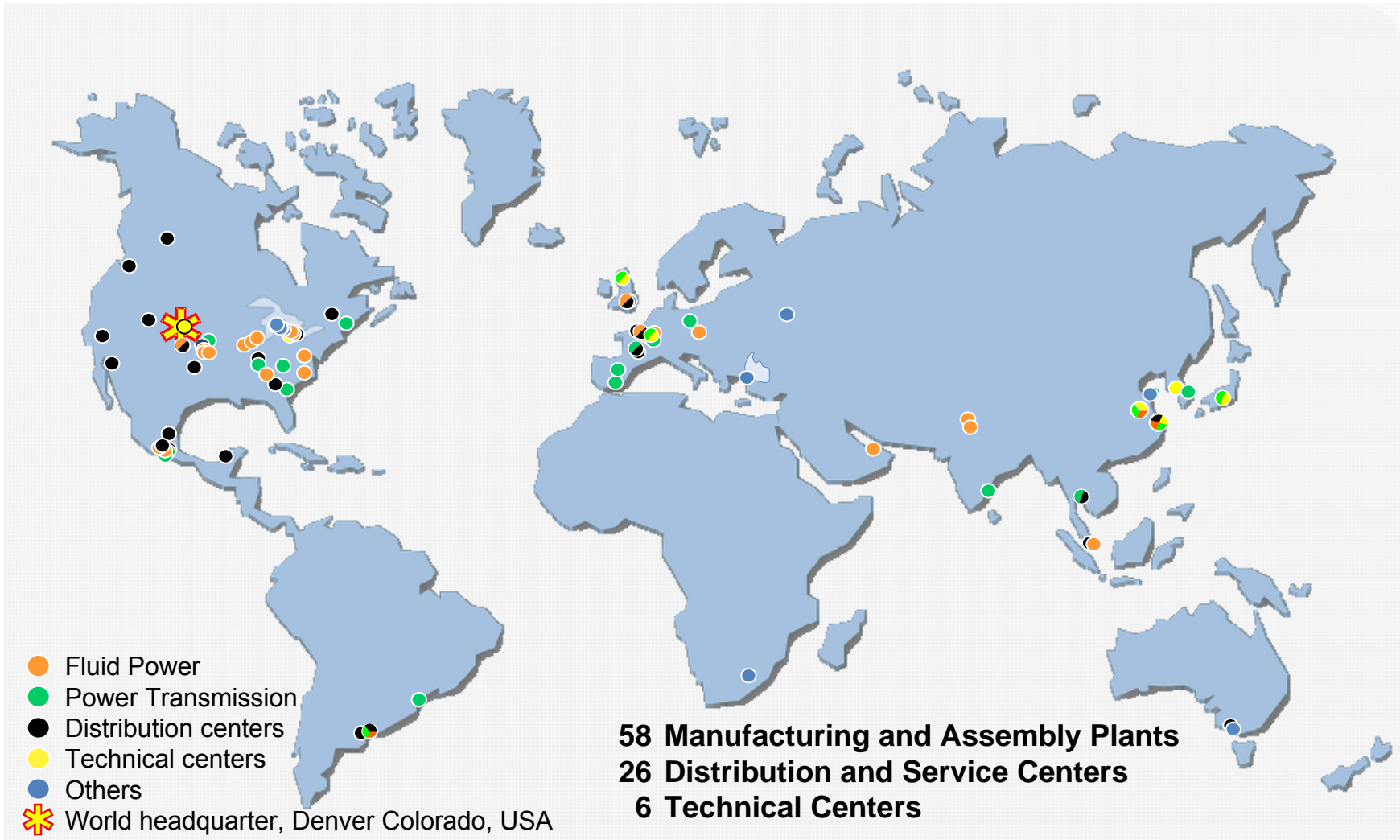


by Region



Note: 2007 sales; excludes disposals and discontinued operations

A Broad and Growing Global Footprint



Diverse Product Range

Synchronous belts



Hydraulic hose assemblies



Tensioners & pulleys



V belts



Couplings



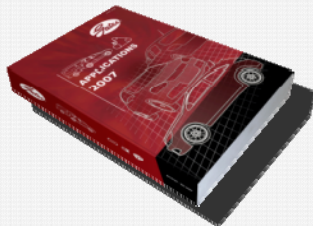
Aftermarket products



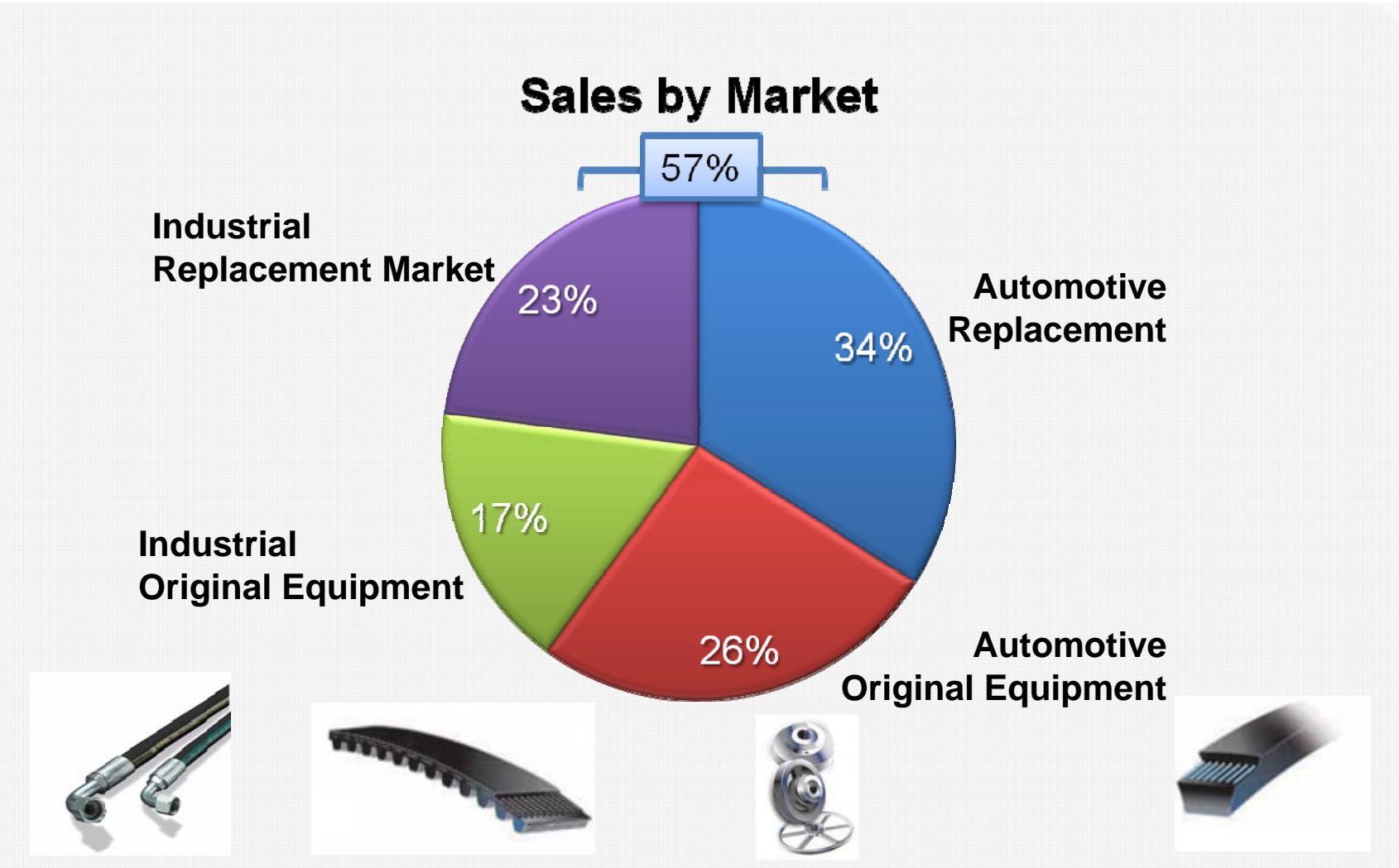
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Strength Across Diverse End-Markets

- **Automotive Replacement**
 - Growing car park needing the right parts, skills and intelligence
- **Industrial General Market**
 - Strong emphasis on uptime and delivery
- **Automotive Original Equipment**
 - Highly competitive market seeking energy and environmental savings
- **Industrial Original Equipment**
 - Opportunities to provide value-added system solutions



Well Positioned in Replacement Markets



Strength of Gates Powers Every Business

People

- Commitment and knowledge



Brand

- Quality and performance



Technology

- Materials and platforms



Manufacturing

- Supply base and processes



Distribution

- Customers and end-markets



**Powers Every
Gates Business**



Drive to Make Customers More Successful



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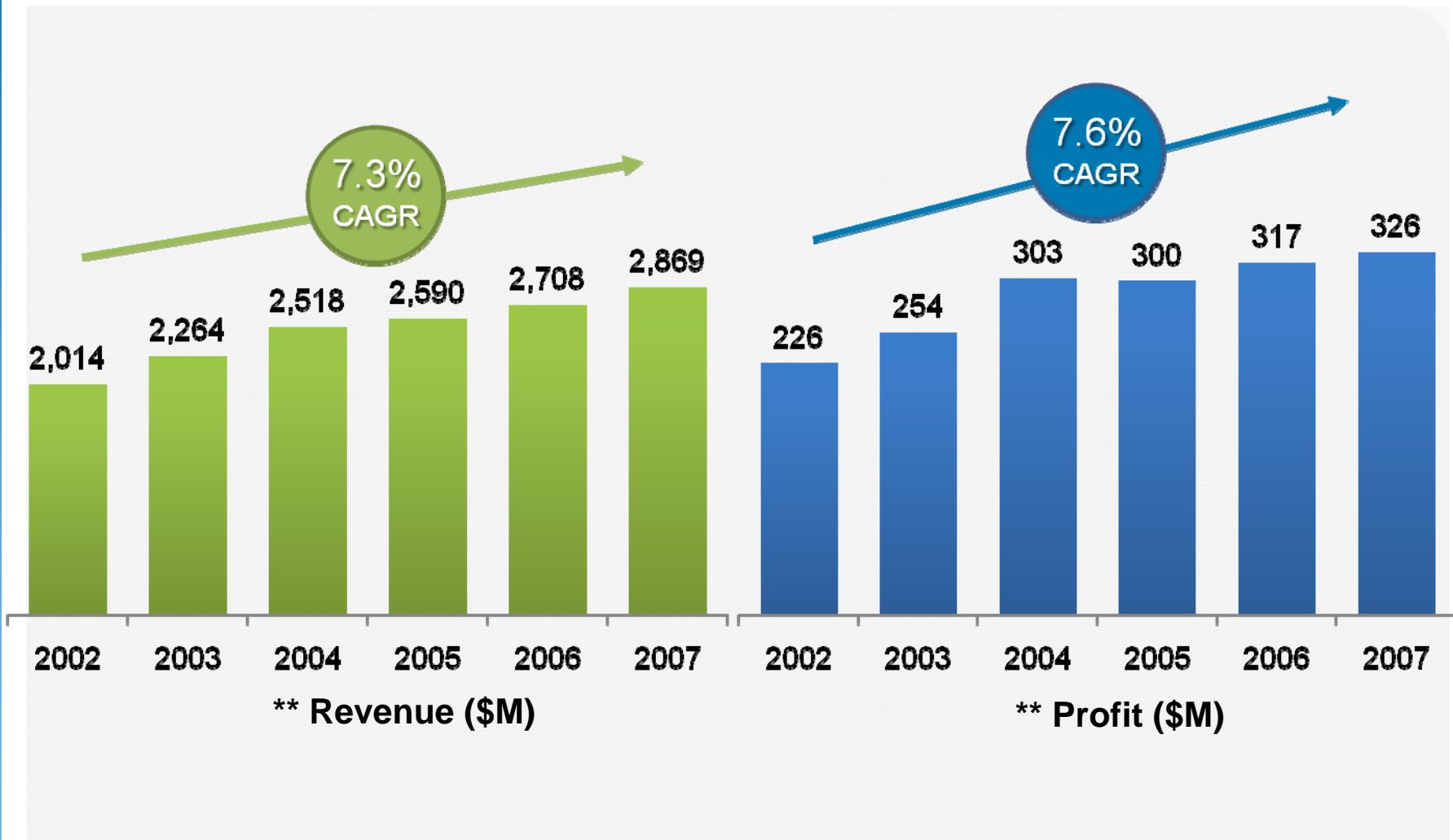
Exciting future



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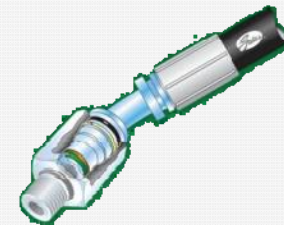
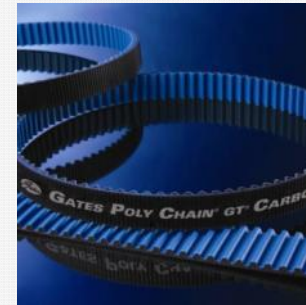
Gates Portfolio Management for Profitable Growth



** includes acquisitions; excludes disposals and discontinued operations

Innovative Products Driving Growth

- **Gates Poly Chain® GT® CARBON™**
 - Nothing Tougher™
 - Successfully attacking roller chain
 - Gearboxes next
- **Quick Lok™**
 - Reduces customer costs
 - Improves reliability
 - Differentiated technology
- **Aftermarket products**
 - Largest supplier of OEM belts
 - Wide range of products
 - Best application coverage



Operational Excellence → Increased Efficiency

- **Gates Production System**

- Lean methodologies enhanced by Six Sigma techniques
- Elimination of waste and improved efficiency
- Operations and Back Office discipline

- **Cost reduction**

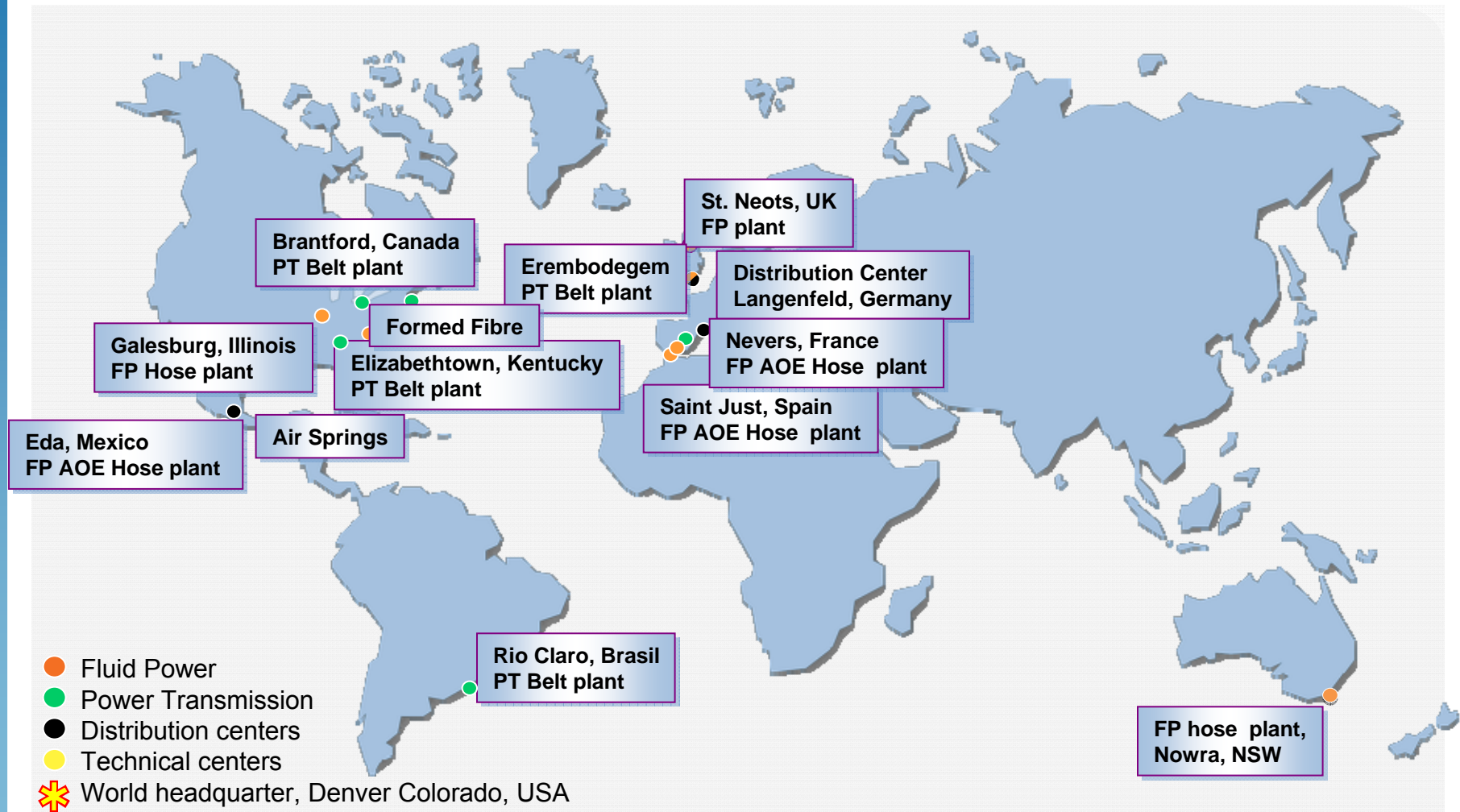
- Globally-coordinated Supply Chain Management
- Technology-driven product and process innovation to create higher performance and lower cost products
- Business process outsourcing

- **Restructuring**

- Shift high labor production to lower labor countries
- Consolidated some operations to reduce fixed cost
- Removed labor from current processes



Restructuring and Consolidations → Improved Cost Base



Gates Corporation

Building on strengths

Strong record of performance

Driving progress

Exciting future



Gates Focused Growth Model

1 Organic growth



- Technology & new products
- New markets & business model
- Lean Enterprise
- Supply Chain Management

2 Geographic expansion



- China
- India
- Eastern Europe

3 Strategic acquisitions



- Winhere
- EMB
- Fleximak
- AE Hydraulics
- Mectrol

2002-2007 CAGR

← Organic growth 4.3% →

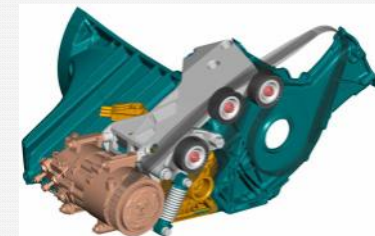
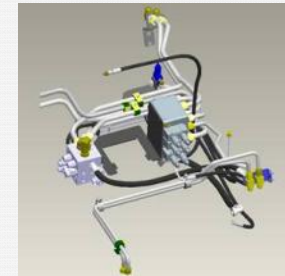
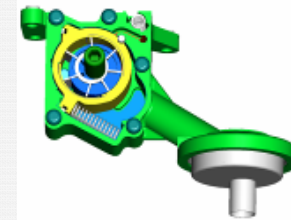
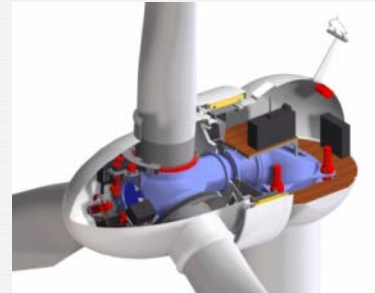
← Acquisitions 3.0% →

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1. Organic Growth

Solve 'System Level' Problems to Create Real Value

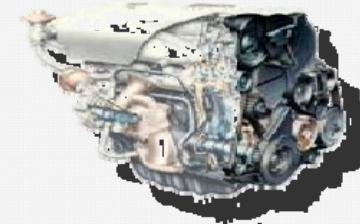
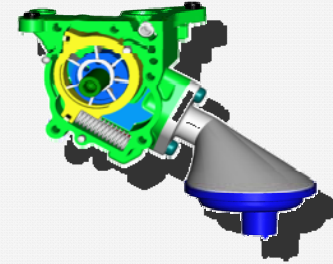
- **Innovative technology**
 - “What’s possible”
- **Customer needs**
 - “What’s needed”
- **Sustainable competitive advantage**
 - “What will prevail competitively”
- **Life-cycle product strategy**
 - “What will maximize value”



1. Organic Growth

Product Technology with Fuel Saving Benefits

- **Variable vane engine oil pumps**
 - Innovative technology
 - Results in 2-4% fuel advantage
 - Start of production 2008 in Europe
- **Timing belt drive system**
 - Lower rotating inertia and friction
 - Demonstrated fuel advantage of 2-4%
 - Proven life of engine durability
- **E3 two-speed accessory drive**
 - Improves fuel economy by 10%
 - Reduces CO2 emission by 5%
 - Allows more efficient, smaller and lighter accessories
- **EMD – Mild Hybrid Drive System**
 - Engine off at idle [start/stop]
 - 3-8% fuel economy advantage
 - In production and proven



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1. Organic Growth

Product Technology Enabling Innovative System Solutions

- **Spyder motorcycle**

- Innovative three-wheeled vehicle
- Integrated design with customer
- System supply



- **Hydraulic systems**

- Unique technologies integrated into system
- Modular/Sub-assembly manufacturing
- Increased reliability



- **Aftermarket kits**

- Highest sales growth for replacement market
- Application knowledge and component requirements critical
- Value-added selling and increased margins for jobbers

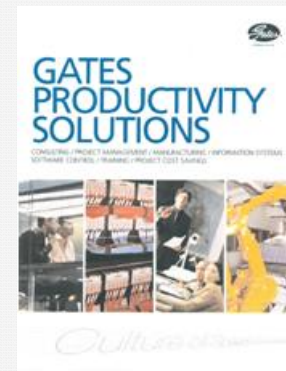


1. Organic Growth

Systems Understanding → To Value-Added Services

- **Gates Productivity Solutions**

- Belt drive system design
- Gates powered savings
- Installation and maintenance services



- **Training and application knowledge for the automotive replacement market**

- Online catalogues
- Specialized tools
- Training through Exponentia



1. Organic Growth

Global Supply Chain Management

Driving “same day, next day” supply to customers

- **Global leverage**
 - Purchasing
 - Demand management
 - Distribution
 - Logistics
 - Transportation
- **Competitive advantage**
 - Integrated Supply Chain
 - VMI activities with key customers
 - Improve customers’ inventory turns



2. Geographic Expansion

Capture Sales in Growing Economies

Added 9 new facilities and 2 technical centers since 2002



2. Geographic Expansion

Driving top-line growth in emerging Asia

Gates Asia

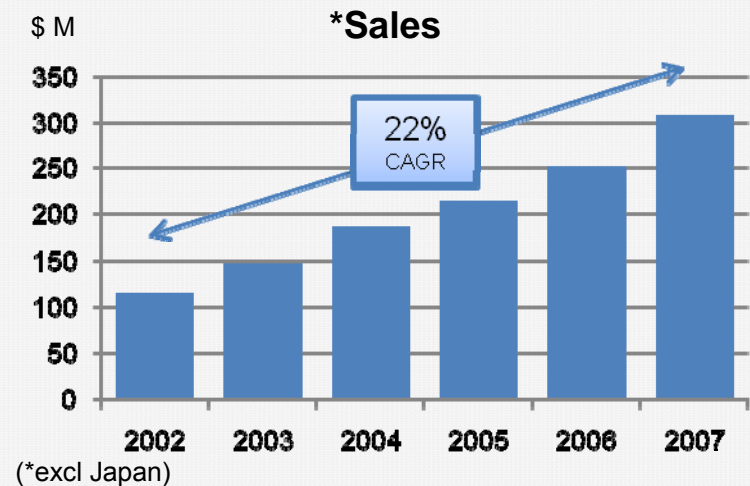
- CAGR 2002-2007 > 22%
- Markets serviced
 - Industrial
 - Automotive OE
 - Aftermarket
- Major growth enablers
 - Industrial production
 - Regional car park growth
 - Transportation
 - Infrastructure
 - Aftermarket distribution maturing
 - Capacity investment in region
 - Quality & brand reputation



Gates Unitta Power Transmission
(Suzhou) Limited



Chery Supplier Award



2. Geographic Expansion

Driving top-line growth in emerging Europe

Gates PT

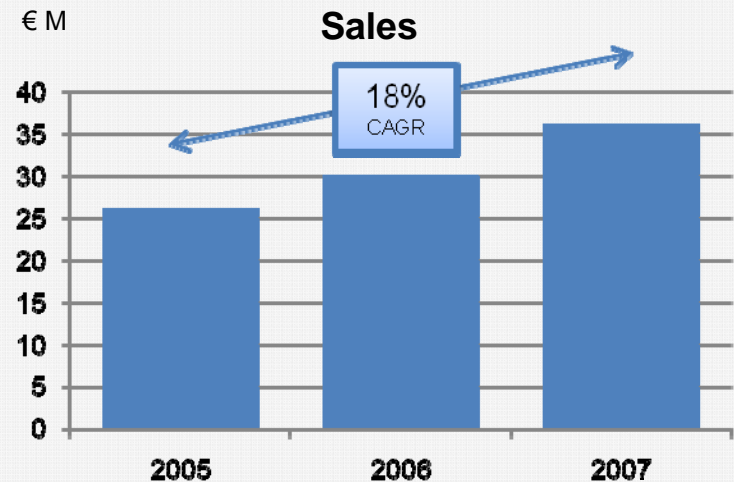
- CAGR 2005-2007 > 18%
- Markets serviced
 - Industrial
 - Automotive OE
 - Aftermarket
- Major growth enablers
 - Industrial production
 - Car park growth
 - Profitable AOE growth
 - Agriculture market penetration
 - Investment in Russia
 - Distribution efficiency



Gates Polska Sp. z o.o.



GAUI Gold Supplier Award



3. Strategic Acquisitions

Enhancing and Extending to Add More Value



- Broadened our coupling and tube product offerings
- Strong market position in stationary hydraulics in Europe and China



- Supports growth strategy to provide services to the oil & gas industry
- Increased Gates presence in Middle East, Africa, and Asia



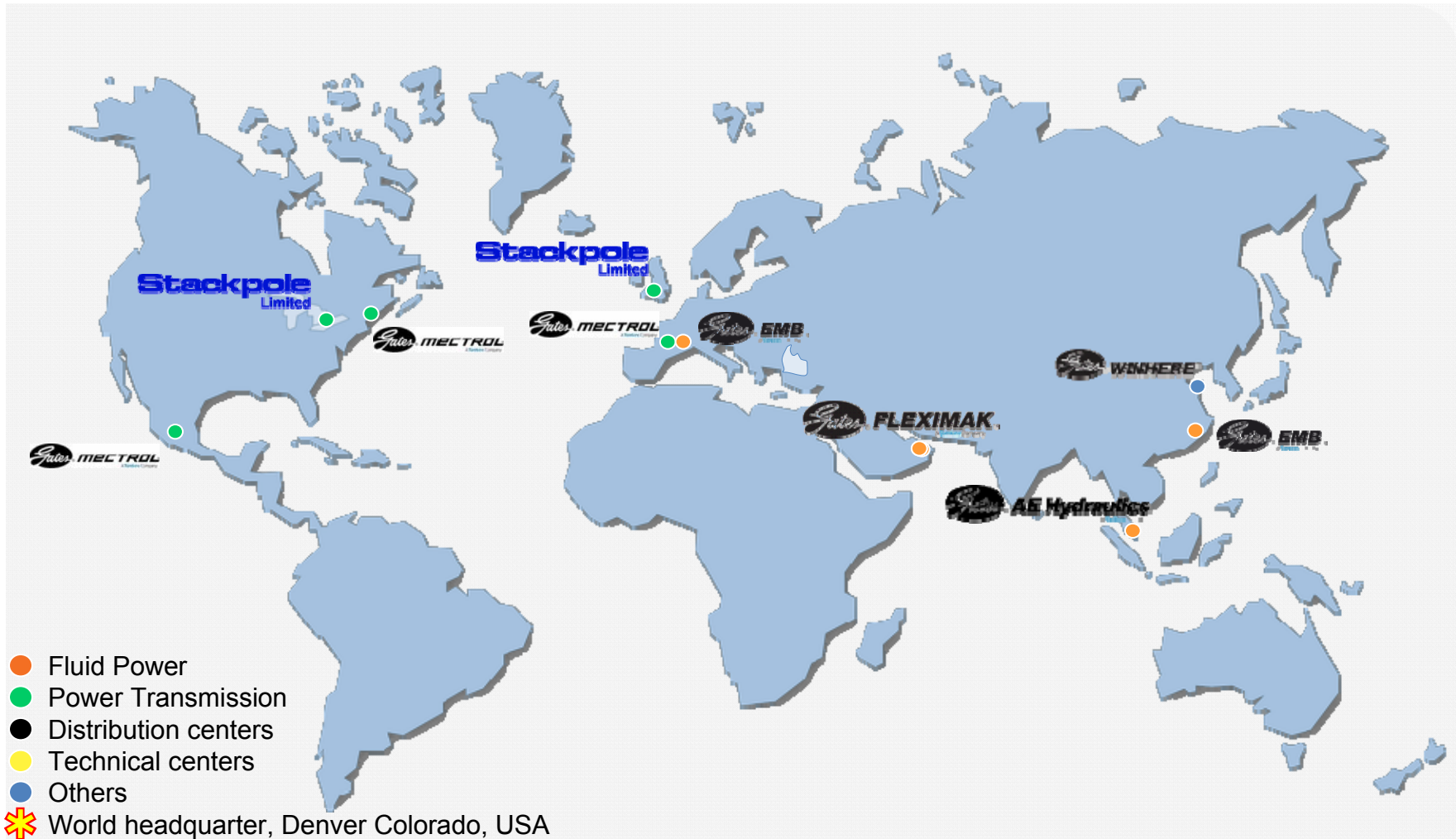
- North American market leader in polyurethane motion and precision belting
- Leverage global sales and application resources for industrial markets



- Water pump design and manufacturing expertise
- Leverage heating and cooling sales expertise into the automotive replacement market

3. Strategic Acquisitions

Enhancing and Extending our Business to Add More Value



3. Strategic Acquisitions

Engineering Services for Oil & Gas Market



...leveraging core products, while developing new competencies

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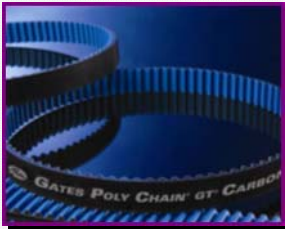


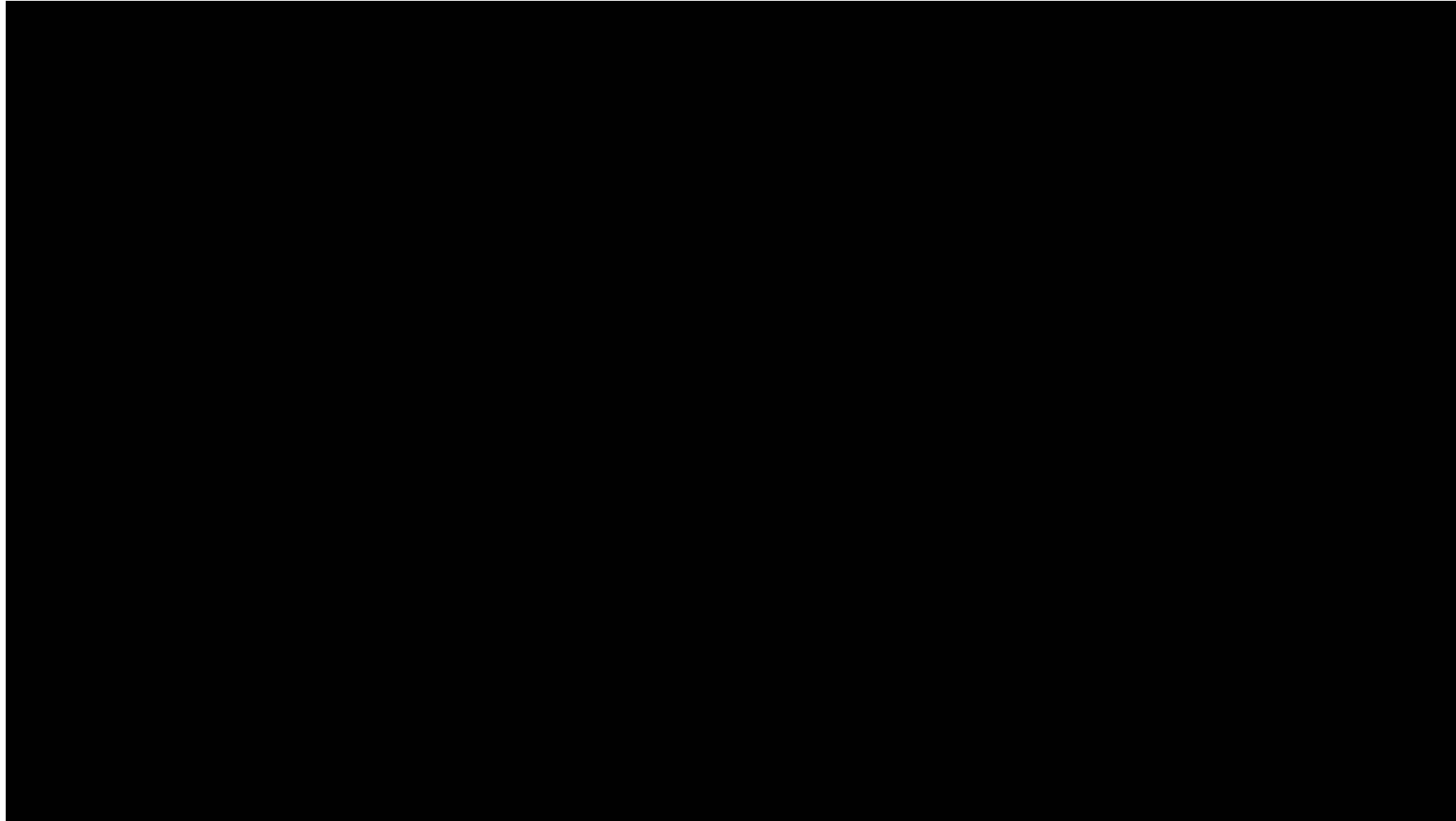
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Exciting Future for Gates

- Broad global footprint of technology, manufacturing, distribution, and sales
- Diversity of people, customers, markets and products
- Driving to make customers more successful with value-adding solutions
- Record of operational excellence focused on waste elimination and cost base optimization
- Executing focused growth model – organic, geographic, and acquisitions
- Leveraging the global strength of the Gates brand





Questions & Answers



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