Q2 2026 EARNINGS PRESENTATION

JULY 31, 2026

CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

This presentation contains, and management may make on our call today, forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. In some cases, you can identify these forward-looking statements by the use of words such as "outlook," "believes," "expects," "potential," "continues," "may," "will," "should," "could," "seeks," "predicts," "intends,“ “trends,” "plans," "estimates," "anticipates" or the negative version of these words or other comparable words. These statements include, but are not limited to statements regarding demand trends, our investments in growth and efficiency initiatives, our capital allocation optionality, our ability to capitalize on the industrial recovery, expectations regarding core sales growth and profitability, the industrial cycle recovery, our ability to drive market outgrowth and our outlook for the third quarter and full year 2026 (including the related assumptions). Such forward-looking statements are subject to various risks and uncertainties, including, among others, U.S. policies, actions or legislation (including the imposition of tariffs); economic, political and other risks associated with international operations (including as a result of the ongoing conflicts in the Middle East and their impact on supply chains, such as reduced availability of certain of our production materials and increased supply costs, and economic conditions); availability of raw materials or other manufacturing inputs at favorable prices in sufficient quantities, or at a given time; changes in our relationships with, or the financial condition, performance, purchasing power or inventory levels of, key channel partners; dependence on the continued operation of our manufacturing facilities, supply chains, distribution systems and information technology systems; our ability to forecast demand or meet significant increases in demand and market acceptance of new product introductions and innovations. Additional factors that could cause the Company’s results to differ materially from those described in the forward-looking statements can be found under the section entitled "Risk Factors" of the Company’s Annual Report on Form 10-K for the fiscal year ended December 31, 2025, filed with the Securities and Exchange Commission ("SEC") on February 12, 2026, and Quarterly Report on Form 10-Q for the quarter ended June 27, 2026, which is expected to be filed with the SEC on or about the date of this presentation, as such factors may be updated from time to time in the Company’s periodic filings with the SEC, which are accessible on the SEC’s website at www.sec.gov. Accordingly, there are or will be important factors that could cause actual outcomes or results to differ materially from those indicated in these statements. These factors should not be construed as exhaustive and should be read in conjunction with the other cautionary statements that are included in the Company’s filings with the SEC. The Company undertakes no obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments or otherwise, except as required by law.

NON-GAAP FINANCIAL INFORMATION

This presentation includes certain non-GAAP financial measures, which management believes are useful to investors. Non-GAAP financial measures should be considered only as supplemental to, and not as superior to, financial measures prepared in accordance with GAAP. Please refer to the Appendix of this presentation and our earnings release filed with the SEC and posted on our website at investors.gates.com for a reconciliation of historical non-GAAP financial measures to the most directly comparable financial measures prepared in accordance with GAAP.

Because GAAP financial measures on a forward-looking basis are not accessible, and reconciling information is not available without unreasonable effort, we have not provided reconciliations for forward-looking non-GAAP measures, including expected Core Sales Growth, Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Earnings per Share, and Free Cash Flow conversion for 2026. For the same reasons, we are unable to address the probable significance of the unavailable information, which could be material to future results.

ROUNDING ADJUSTMENTS

Certain monetary amounts, percentages and other figures included in this presentation have been subject to rounding adjustments. Accordingly, figures shown as totals in certain tables or charts may not be the arithmetic aggregation of the figures that precede them, and figures expressed as percentages in the text may not total 100% or, as applicable, when aggregated, may not be the arithmetic aggregation of the percentages that precede them.

Q2 2026 KEY HIGHLIGHTS & METRICS

- **Generated ~7% total sales growth**
  - Strong core growth of ~5% across a broad set of industrial verticals
  - Record quarterly sales and adjusted EPS
- **Solid operational execution**
  - Adjusted EBITDA margin above expectations
  - Well positioned to achieve anticipated adjusted EBITDA margin target of 23.5% in 2H
- **Improving demand trends globally**
  - Positive demand momentum across the bulk of our end markets
  - Enterprise book-to-bill was above 1.0x
- **Increasing full year 2026 guidance**
  - Raising guidance for core sales growth, adjusted EBITDA and adjusted EPS
  - Anticipate double-digit adjusted EPS growth in 2026 vs. prior year

ACHIEVING RECORD RESULTS AT THE EARLY STAGES OF AN INDUSTRIAL RECOVERY

Q2 2026 – FINANCIAL PERFORMANCE

$942M

Net Sales

6.6% Total Growth YoY

- 4.9% core growth; record quarterly sales
- Improving Industrial order trends; Industrial aftermarket beginning to turn

$211M

Adjusted EBITDA

22.5% Adjusted EBITDA margin

- Better vs. expectation
- Adjusted gross profit margin of 41.8%; up 50 bps YoY

$0.44

Adjusted Earnings per Share

Record quarterly adjusted EPS

- Adjusted EPS increased 13% YoY
- Delivered strong adjusted earnings while investing in enterprise initiatives

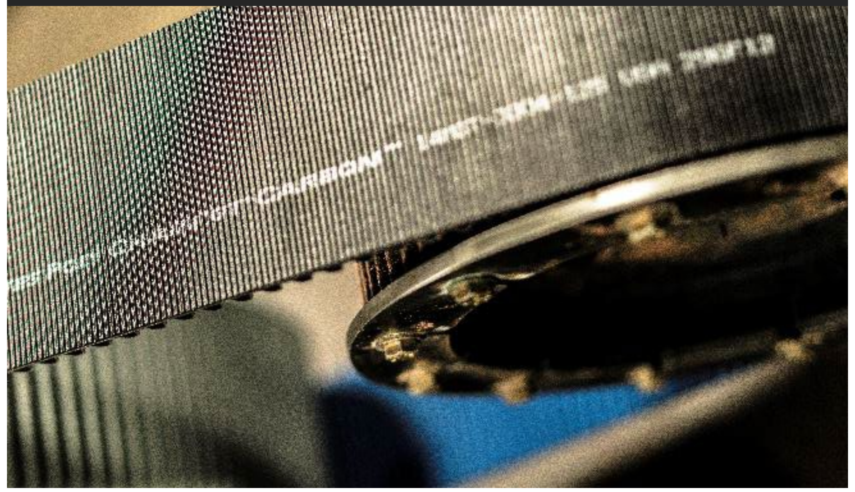
STRENGTHENING DEMAND TRENDS ACROSS MOST END MARKETS AND CHANNELS

Notes: Adjusted Earnings Per Share: Adjusted Net Income per diluted share
Adjust Gross Profit Margin: Gross Profit exclusive of inventory adjustments and restructuring related expenses expressed as a percentage of sales
Adjusted EBITDA Margin: Adjusted EBITDA expressed as a percentage of sales

Q2 2026 – SEGMENT RESULTS

	PERFORMANCE		HIGHLIGHTS

POWER TRANSMISSION



NET SALES	**$589M** *5.3% Core YoY*	
ADJUSTED EBITDA	**$135M**	
ADJUSTED EBITDA MARGIN	**22.9%** *60 bps YoY*	

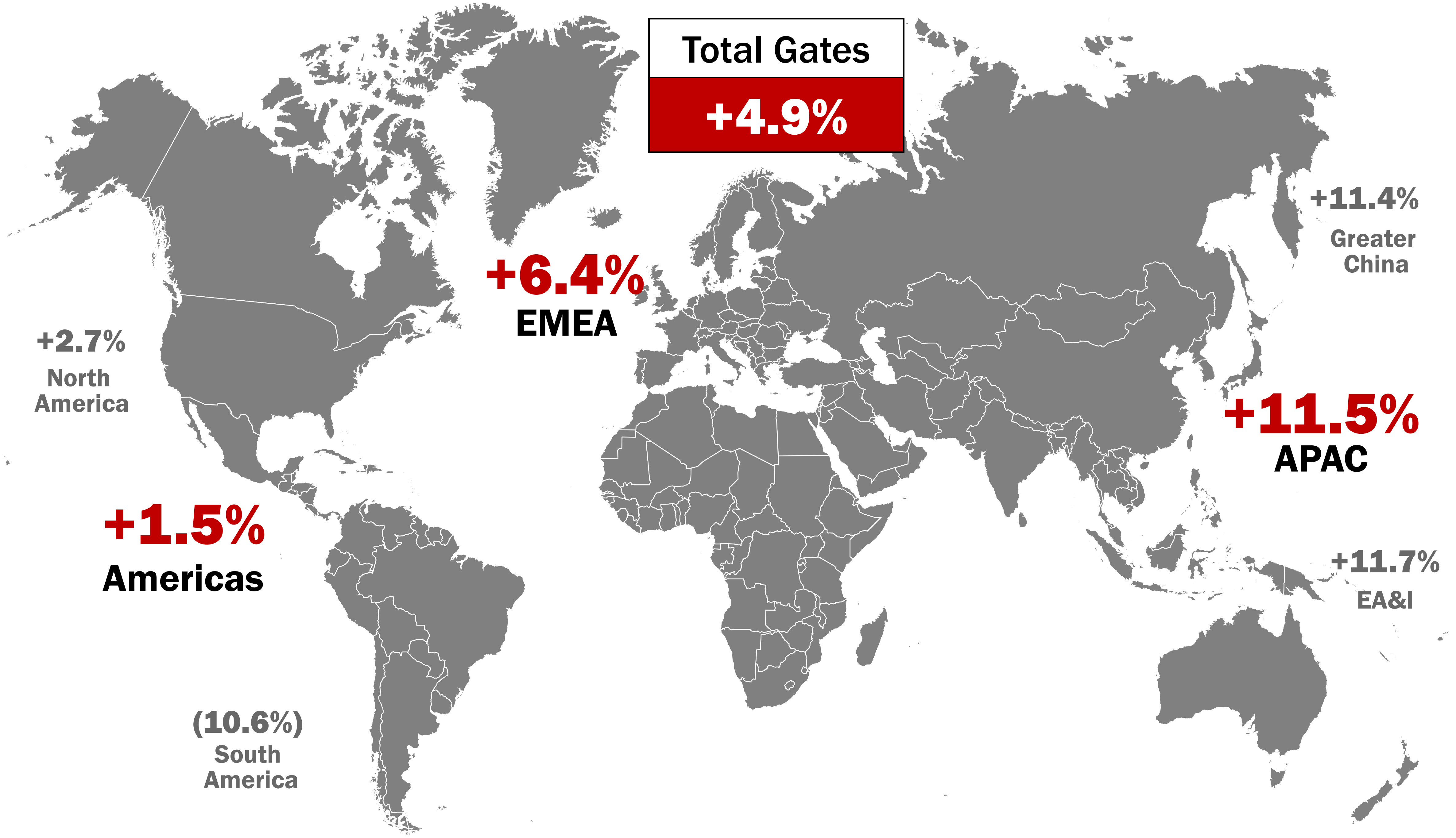
- Industrial OEM delivered low-teens growth; Industrial Aftermarket remained positive with mid-single-digit expansion
- Personal Mobility and On-Highway grew 25%+
- Solid margin expansion supported by improved volume and manufacturing performance

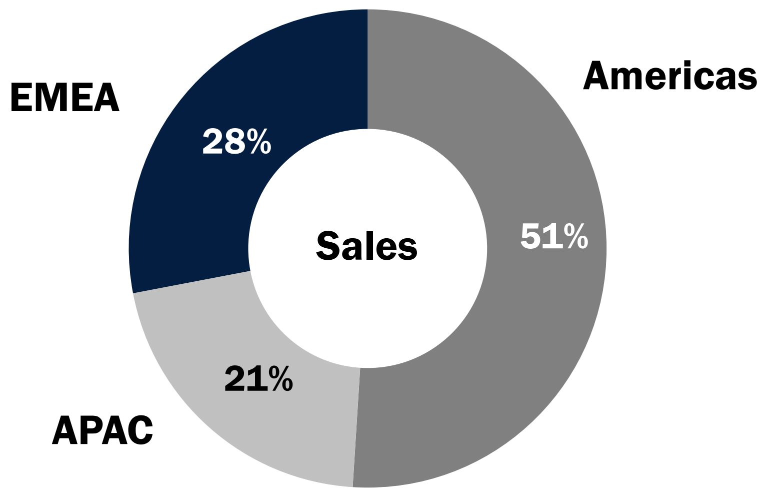
FLUID POWER

NET SALES	**$353M** *4.2% Core YoY*	
ADJUSTED EBITDA	**$77M**	
ADJUSTED EBITDA MARGIN	**21.7%** *(120) bps YoY*	

- Demand accelerated as quarter progressed; double-digit growth in Industrial OEM
- High teens growth in On-Highway; mid-single digit growth in Construction and Diversified Industrial
- YoY margin performance affected by footprint realignment costs, investments in R&D and commercial front end

Q2 2026 – REGIONAL CORE SALES PERFORMANCE

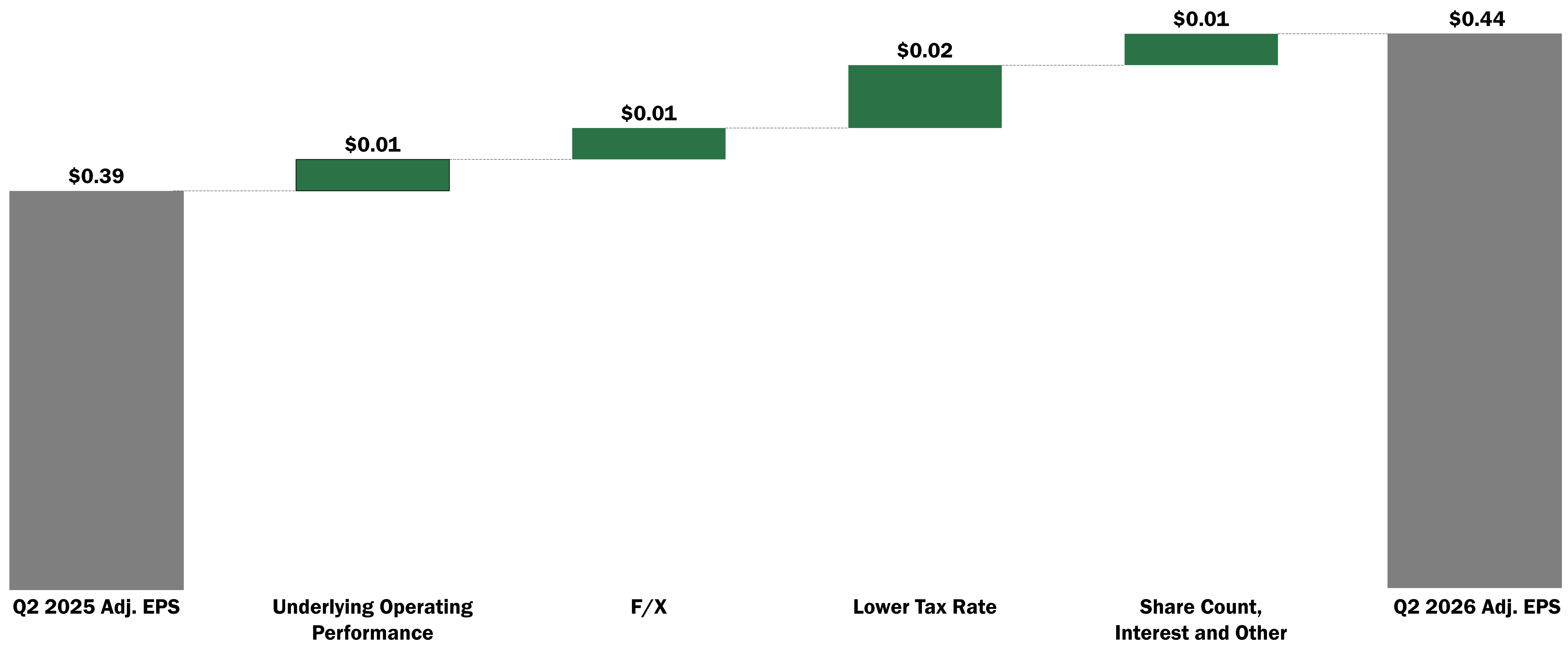




- **Americas:** NA core growth accelerated through the quarter with exit rate in MSD range
- **EMEA:** Industrial markets recovering with strength in On-Highway, Mobility and Diversified Industrial end markets
- **APAC:** Double digit growth across most Industrial end markets

CAPITALIZING ON INDUSTRIAL RECOVERY ACROSS REGIONS

Q2 2026 ADJUSTED EPS WALK



GENERATED DOUBLE-DIGIT ADJUSTED EPS GROWTH

Q2 2026 – CASH FLOW & CAPITAL EFFICIENCY

$60M
Free Cash Flow

LTM free cash flow conversion exceeded 90%+

- LTM FCF conversion above historical averages

1.8x
Net Leverage

Record low net leverage

- YoY net leverage reduction of 0.4x while executing ~$22 million of share repurchases

21.6%
ROIC

Improved 30 bps YoY

- Continue to invest in growth and efficiency initiatives while delivering ROIC expansion

CAPITAL ALLOCATION OPTIONALITY CONTINUES TO INCREASE

Notes: Free Cash Flow: Net cash provided by (used in) operating activities less capital expenditures
Free Cash Flow Conversion: LTM Free Cash Flow (Net Cash Provided by Operations minus capital expenditures) expressed as a percentage of LTM Adjusted Net Income
Net Leverage: Net Debt (defined as the principal amount of our debt less the carrying amount of cash and cash equivalents) divided by LTM Adjusted EBITDA
ROIC: Tax-effected LTM Adjusted EBIT divided by total assets minus cash, accounts payable, income tax-related assets and intangibles related to 2014 acquisition of Gates

RAISING FULL YEAR 2026 FINANCIAL GUIDANCE

	PRIOR 2026	CURRENT 2026	B/W (Midpoint)
CORE SALES GROWTH	+1.0% to +4.0%	+2.5% to +4.5%	+100bps
ADJUSTED EBITDA	$775M – $835M	$800M – $830M	+$10M
ADJUSTED EPS	$1.52 – $1.68	$1.62 – $1.70	+$0.06
CAPITAL EXPENDITURES	~$120M	~$120M	No Change
FREE CASH FLOW CONVERSION	90%+	90%+	No Change

Q3 COMMENTARY

- **Sales: $880M - $920M**
  - At midpoint, core growth estimated to be ~5.5% YoY
- **Adjusted EBITDA Margin**
  - Up ~70 bps at the midpoint

INCREASING CORE GROWTH, PROFITABILITY AND ADJUSTED EPS GUIDANCE

SUMMARY THOUGHTS

- **Delivered strong core growth in Q2; positioned to capitalize on the industrial recovery**
  - Core growth expected to accelerate over the balance of the year
  - We believe the industrial cycle recovery is in the early stages
- **Delivering on our commitments**
  - 1H 2026 Adjusted EBITDA margin outperformed
  - On target to achieve ~23.5% Adjusted EBITDA margin in 2H 2026
- **Well situated to grow the business over the mid-term**
  - Strategic initiatives accelerating; expect to drive market outgrowth
  - Balance sheet is strong and we have significant capital allocation optionality

WE HAVE A SOLID FOUNDATION TO DRIVE GROWTH AND PROFITABILITY AS THE GLOBAL INDUSTRIAL UPCYCLE MATURES

Gates®

APPENDIX

RECONCILIATIONS – CORE SALES GROWTH

(USD in millions)

Reconciliation of Core Sales Growth	Power Transmission	Fluid Power	Q2 2026
Net sales for the quarter ended June 27, 2026	**$ 588.5**	**$ 353.1**	**$ 941.6**
Impact on net sales of movements in currency rates	(9.5)	(5.5)	(15.0)
Core sales for the quarter ended June 27, 2026	**$ 579.0**	**$ 347.6**	**$ 926.6**
Net sales for the quarter ended June 28, 2025	550.1	333.6	883.7
Increase in net sales	38.4	19.5	57.9
Increase in net sales on a core basis (core sales)	**$ 28.9**	**$ 14.0**	**$ 42.9**
Net sales increase	**7.0%**	**5.8%**	**6.6%**
Core sales increase	**5.3%**	**4.2%**	**4.9%**

(USD in millions)

YTD Reconciliation of Core Sales Growth	Power Transmission	Fluid Power	YTD 2026
Net sales for the six months ended June 27, 2026	**$ 1,121.7**	**$ 671.0**	**$ 1,792.7**
Impact on net sales of movements in currency rates	(28.7)	(14.2)	(42.9)
Core sales for the six months ended June 27, 2026	**$ 1,093.0**	**$ 656.8**	**$ 1,749.8**
Net sales for the six months ended June 28, 2025	1,077.3	654.0	1,731.3
Increase in net sales	44.4	17.0	61.4
Increase in net sales on a core basis (core sales)	**$ 15.7**	**$ 2.8**	**$ 18.5**
Net sales increase	**4.1%**	**2.6%**	**3.5%**
Core sales increase	**1.5%**	**0.4%**	**1.1%**

(1) Throughout this document the terms "net sales" and "revenue" are used interchangeably in reference to the GAAP measure "net sales."

RECONCILIATIONS – ADJUSTED EBITDA & NET LEVERAGE

(USD in millions)

	Q2 2026	Q2 2025	LTM Q2 2026	LTM Q2 2025
Reconciliation to Adjusted EBITDA				
Net Income from Continuing Operations	**$ 178.2**	**$ 63.4**	**$ 389.7**	**$ 228.4**
Adjusted for:				
Income tax (benefit) expense	(78.0)	16.8	(45.4)	102.7
Interest expense	30.0	28.8	127.4	127.6
Other (income) expenses, excluding foreign currency transaction gain or loss and insurance recoveries (1)	(2.0)	5.8	(6.5)	(6.1)
Loss on deconsolidation of Russian subsidiary (2)	-	-	-	12.7
Depreciation and amortization	57.1	53.3	221.1	213.3
Transaction-related expenses (3)	3.1	-	3.7	2.1
Asset impairments	-	0.2	2.7	0.8
Restructuring expenses	0.7	13.0	13.1	18.3
Share-based compensation expense	9.4	9.6	27.2	30.7
Inventory adjustments (4) (included in cost of sales)	3.6	4.0	20.2	8.0
Restructuring related expenses (included in cost of sales)	4.0	1.2	11.0	4.2
Restructuring related expenses (included in SG&A)	5.3	3.1	13.4	7.4
Credit gain related to customer bankruptcy (included in SG&A)	-	-	-	(0.2)
Cybersecurity incident insurance recovery (5)	-	-	(5.2)	-
Other items not directly related to current operations	-	-	-	(0.1)
Adjusted EBITDA	**$ 211.4**	**$ 199.2**	**$ 772.4**	**$ 749.8**
Adjusted EBITDA margin				
Net Sales	$ 941.6	$ 883.7	$ 3,504.6	$ 3,391.4
Adjusted EBITDA	$ 211.4	$ 199.2	$ 772.4	$ 749.8
Adjusted EBITDA margin	**22.5%**	**22.5%**	**22.0%**	**22.1%**
Reconciliation to Net Leverage				
Total principal amount of debt			$ 2,235.5	$ 2,354.2
Less: Cash and cash equivalents			(823.5)	(719.7)
Net Debt			**$ 1,412.0**	**$ 1,634.5**
Net Leverage (Net Debt divided by LTM Adjusted EBITDA)			**1.8 x**	**2.2 x**
Net Leverage Change YoY			**(.4 x)**	

(1) Other (income) expenses excludes foreign currency transaction losses of $1.5 million and $4.3 million and insurance losses of $1.8 million and $2.5 million during the three and six months ended June 27, 2026, respectively, and foreign currency transaction losses of $1.0 million and $2.1 million during the three and six months ended June 28, 2025, respectively.

(2) In July 2022, Gates suspended our operations in Russia. In September 2024, we deconsolidated the Russian subsidiary upon loss of control and recognized a deconsolidation loss.

(3) Transaction-related expenses relate primarily to advisory fees and other costs recognized in respect of major corporate transactions, including the acquisition of businesses, and equity and debt transactions.

(4) Inventory adjustments include the reversal of the adjustment to remeasure certain inventories on a Last-in-First-out ("LIFO") basis.

(5) In July 2025, we received insurance recoveries related to a previously disclosed cybersecurity incident that occurred in February 2023 for which we previously excluded $5.2 million of expenses from Adjusted EBITDA.

RECONCILIATIONS – SEGMENT ADJUSTED EBITDA

(USD in millions)

	Q2 2026	Q2 2025	Change	YTD Q2 2026	YTD Q2 2025	Change
Reconciliation to Adjusted EBITDA Margin						
Power Transmission Net Sales	$ 588.5	$ 550.1	$ 38.4	$ 1,121.7	$ 1,077.3	$ 44.4
Power Transmission Adjusted EBITDA	$ 134.8	$ 122.8	$ 12.0	$ 246.8	$ 239.5	$ 7.3
Adjusted EBITDA Margin	22.9%	22.3%	60 bps	22.0%	22.2%	-20 bps
Fluid Power Net Sales	$ 353.1	$ 333.6	$ 19.5	$ 671.0	$ 654.0	$ 17.0
Fluid Power Adjusted EBITDA	$ 76.6	$ 76.4	$ 0.2	$ 142.0	$ 147.0	$ (5.0)
Adjusted EBITDA Margin	21.7%	22.9%	-120 bps	21.2%	22.5%	-130 bps
Total Net Sales	$ 941.6	$ 883.7	$ 57.9	$ 1,792.7	$ 1,731.3	$ 61.4
Total Adjusted EBITDA	$ 211.4	$ 199.2	$ 12.2	$ 388.8	$ 386.5	$ 2.3
Adjusted EBITDA Margin	22.5%	22.5%	0 bps	21.7%	22.3%	-60 bps
Net Income From Continuing Operations	$ 178.2	$ 63.4	$ 114.8	$ 244.6	$ 132.0	$ 112.6
Net Income From Continuing Operations Margin	18.9%	7.2%	1080 bps	13.6%	7.6%	600 bps

RECONCILIATIONS – ADJUSTED NET INCOME

(USD in millions, except share numbers and per share amounts)	Q2 2026	Q2 2025	FY 2026	FY 2025
Reconciliation to Adjusted Net Income				
Net Income Attributable to Shareholders	**$ 170.9**	**$ 56.5**	**$ 230.6**	**$ 118.5**
Adjusted for:				
Loss on the disposal of discontinued operations	0.2	0.3	0.4	0.6
Amortization of intangible assets arising from the 2014 acquisition of Gates	29.6	29.0	58.9	57.3
Transaction-related expenses (1)	3.1	-	3.6	0.4
Asset impairments	-	0.2	-	0.8
Restructuring expenses	0.7	13.0	1.4	14.6
Restructuring related expenses (included in cost of sales)	4.0	1.2	6.5	2.4
Restructuring related expenses (included in SG&A)	5.3	3.1	6.6	4.6
Share-based compensation expense	9.4	9.6	15.7	15.7
Inventory adjustments (2) (included in cost of sales)	3.6	4.0	7.6	3.0
Adjustments relating to post-retirement benefits	0.1	0.5	5.5	0.9
Financing and other FX related (gains) losses	1.3	7.8	(3.3)	11.0
Discrete tax items (3)	(100.7)	(7.2)	(107.0)	(7.1)
Other adjustments	(1.7)	(1.5)	(3.1)	(2.8)
Estimated tax effect of the above adjustments	(13.3)	(15.4)	(22.2)	(24.9)
Adjusted Net Income	**$ 112.5**	**$ 101.1**	**$ 201.2**	**$ 195.0**
Diluted weighted average number of shares outstanding	256,135,551	260,469,532	256,417,931	261,005,482
GAAP Net Income per diluted share	**$ 0.67**	**$ 0.22**	**$ 0.90**	**$ 0.45**
Adjusted Net Income per diluted share	**$ 0.44**	**$ 0.39**	**$ 0.78**	**$ 0.75**
YoY Adjusted Net Income per diluted share	**12.8%**		**4.0%**	

Note: Referenced footnotes continue on the following page

(1) Transaction-related expenses relate primarily to advisory fees and other costs recognized in respect of major corporate transactions, including the acquisition of businesses, and equity and debt transactions.

(2) Inventory adjustments include the reversal of the adjustment to remeasure certain inventories on a Last-in-First-out ("LIFO") basis.

(3) Discrete tax items include changes in uncertain tax positions relating to prior years, changes in tax laws or rates, changes in valuation allowances, excess tax benefits on stock option exercises, and prior year adjustments in various foreign jurisdictions in which returns were filed.

RECONCILIATIONS – FREE CASH FLOW & FREE CASH FLOW CONVERSION

(USD in millions)	Q2 2026	Q2 2025	LTM Q2 2026	LTM Q2 2025
Reconciliation of Free Cash Flow				
Net Cash Provided By Operating Activities	$ 78.6	$ 103.0	$ 476.6	$ 417.1
Capital Expenditures [1]	(18.7)	(29.4)	(98.5)	(117.0)
Free Cash Flow	**$ 59.9**	**$ 73.6**	**$ 378.1**	**$ 300.1**

(USD in millions)	Q2 2026	Q2 2025	LTM Q2 2026	LTM Q2 2025
Reconciliation of Free Cash Flow Conversion				
Free Cash Flow	$ 59.9	$ 73.6	$ 378.1	$ 300.1
Adjusted Net Income	$ 112.5	$ 101.1	$ 401.1	$ 375.4
Free Cash Flow Conversion	**53.2%**	**72.8%**	**94.3%**	**79.9%**
YoY Free Cash Flow Conversion Increase			14 bps	

RECONCILIATIONS – RETURN ON INVESTED CAPITAL (ROIC)

(USD in millions)	LTM Q2 2026	LTM Q2 2025
Return On Invested Capital (ROIC)		
LTM Adjusted EBITDA	**$ 772.4**	**$ 749.8**
LTM Total depreciation and amortization	(221.1)	(213.3)
LTM Amortization of intangible assets arising from the 2014 acquisition of Gates	117.4	114.8
LTM Adjusted EBIT	**668.7**	**651.3**
Notional tax at 25%	(167.3)	(162.8)
LTM Tax-effected Adjusted EBIT	**$ 501.4**	**$ 488.5**
Total Assets	$ 7,392.8	$ 7,217.8
Adjusted for:		
Cash	(823.5)	(719.7)
Taxes receivable	(43.1)	(59.7)
Deferred tax assets	(729.4)	(628.6)
Prepaid taxes	(20.7)	(15.5)
Accounts payable	(482.4)	(411.3)
Intangibles arising from the acquisition of Gates	(2,975.7)	(3,089.1)
Invested Capital	**$ 2,318.0**	**$ 2,293.9**
Return On Invested Capital	**21.6%**	**21.3%**
Change YoY	**30 bps**	

RECONCILIATIONS – ADJUSTED GROSS PROFIT

(USD in millions, except share numbers and per share amounts)	Q2 2026	Q2 2025	YTD 2026	YTD 2025	LTM Q2 2026	LTM Q2 2025
Reconciliation to Adjusted Gross Profit						
Net Sales	**$ 941.6**	**$ 883.7**	**$ 1,792.7**	**$ 1,731.3**	**$ 3,504.6**	**$ 3,391.4**
Cost of sales	555.5	523.5	1,068.6	1,026.5	2,113.6	2,015.5
Gross Profit	**$ 386.1**	**$ 360.2**	**$ 724.1**	**$ 704.8**	**$ 1,391.0**	**$ 1,375.9**
Adjusted for:						
Inventory adjustments [1] (included in cost of sales)	3.6	4.0	7.6	3.0	20.2	8.0
Restructuring related expenses (included in cost of sales)	4.0	1.2	6.5	2.4	11.0	4.2
Adjusted Gross Profit	**$ 393.7**	**$ 365.4**	**$ 738.2**	**$ 710.2**	**$ 1,422.2**	**$ 1,388.1**
Gross Profit margin	**41.0%**	**40.8%**	**40.4%**	**40.7%**	**39.7%**	**40.6%**
Adjusted Gross Profit margin	**41.8%**	**41.3%**	**41.2%**	**41.0%**	**40.6%**	**40.9%**
YoY Change in Adjusted Gross Profit	**50 bps**		**20 bps**		**-40 bps**	

[1] Inventory adjustments includes the reversal of the adjustment to remeasure certain inventories on a LIFO basis.