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Flex-Tek

New York

28 June 2011



This document contains certain statements that are forward-looking statements. They appear in a number of places throughout this document and include statements regarding our intentions, beliefs or current expectations and those of our officers, directors and employees concerning, amongst other things, our results of operations, financial condition, liquidity, prospects, growth, strategies and the business we operate. By their nature, these statements involve uncertainty since future events and circumstances can cause results and developments to differ materially from those anticipated. The forward-looking statements reflect knowledge and information available at the date of preparation of this document and unless otherwise required by applicable law the Company undertakes no obligation to update or revise these forward-looking statements. Nothing in this document should be construed as a profit forecast. The Company and its directors accept no liability to third parties in respect of this document save as would arise under English law.

Tedd Smith

President, Flex-Tek

Flex-Tek

Flex-Tek provides engineered components that heat and move fluids and gases for the aerospace, medical, industrial, construction and domestic markets.



Observations on Flex-Tek: an attractive business model

Leading brands in four distinct markets have enabled us achieve share gains and growth ahead of the market

Expertise in lean manufacturing is delivering margin improvement from restructuring initiatives

Margins are strongly leveraged to recovery in US residential construction and consumer spending

Organic growth through investment in research and development

Strong and consistent cash conversion and high returns on capital employed

Flex-Tek targets*: Sales growth of 0-7%; Margins 11-16%

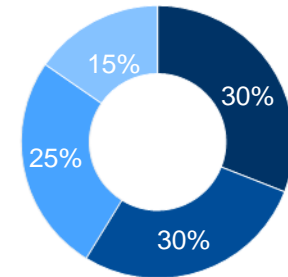
*Average annual organic growth over the medium term at constant currency

Flex-Tek at a glance

2010 Full year figures

Sales	£212m / \$354m
Operating Margin	11.0%
ROCE	18.1%

- Fluid Management
- Heat Solutions
- Construction Products
- Flexible Solutions



Fluid Management

Market leader within specialty flexible and rigid tubing assemblies for aerospace, industrial, and automotive applications

Heat Solutions

World's largest manufacturer of open coil heating elements for household appliances and HVAC equipment.

Construction Products

Market leading CSST flexible gas piping and HVAC flexible ducting for the US construction market.

Flexible Solutions

Broad range of hose & ducting products for industrial and OEM applications

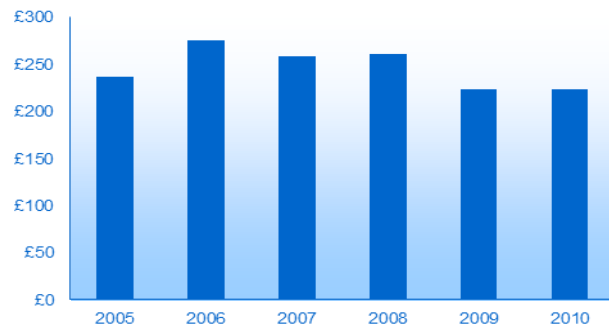
Flex-Tek Historic Performance

Sales and profit down 6% and 27% respectively against a backdrop of:

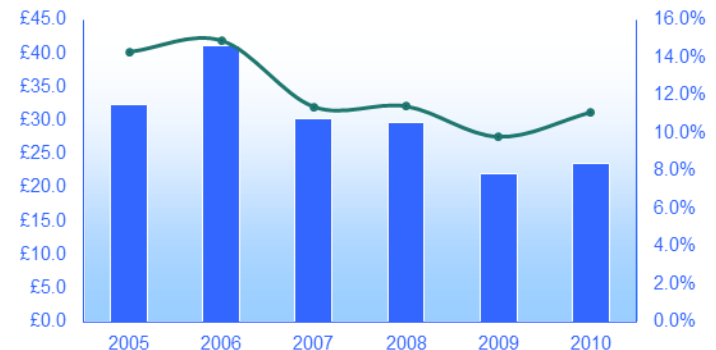
- 73% drop in US single family housing starts from 2005
- Construction sales down 32% or £23m
- Economic recession
- Exited £25m of sales in low margin, mass market segments where little value exists.
- Restructuring, new sales, and pricing offset much of the downfall

Source: U.S. Bureau of the Census, Construction Reports, Series C-20, Housing Starts

Sales history from 2005 (£m)



Profit history from 2005 (£m)



Core markets: Aerospace

30% of revenue



Key Market Drivers: Fuel efficiency / Passenger traffic / Maintenance costs

- The global market demand remains solid with the backlog for large commercial jets at seven years
- The general aviation market is showing slight improvement after a 50% drop from 2008
- Improved fuel efficiency and lower maintenance costs drive replacement
- Growth in passenger traffic and air cargo is projected at 5%+ through 2020



Source: Aerospace Market News



Core markets: Domestic appliances

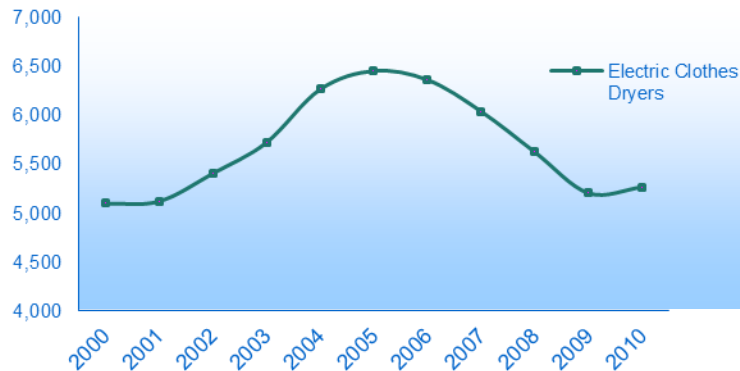
30% of revenue



Key Market Drivers: Energy efficiency / User friendly features / Consumer spending

- The global market for household appliance heating elements is in excess of \$1bn
- New technology, faster cycle times and energy efficiency driving growth in developed markets
- Demand in emerging markets will grow with increased consumer spending
- Over 120 million existing homes have central air conditioning / heating
- Replacement & aging of the installed base (74m HVAC systems over 10 years old)

Electric Clothes Dryers



Source: Association of Home Appliance Manufacturers

Unitary Air Conditioners and Heat Pumps



Source: Air-Conditioning, Heating & Refrigeration Institute

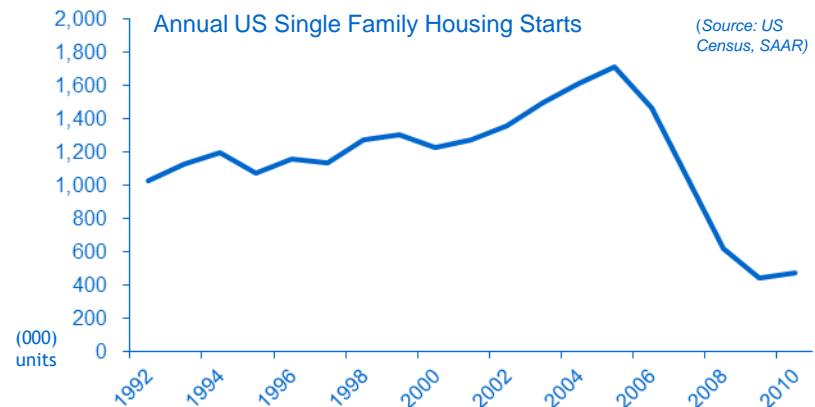
Core markets: US residential construction

25% of revenue



Core products for moving air and transferring gas efficiently in homes

- Housing statistics remain uncertain
- Foreclosures remain high
- US market size ~ \$600m
- We have gained market share during the downturn due to alignment with key market leading customers
- Exceptional credit management in a tough economic environment

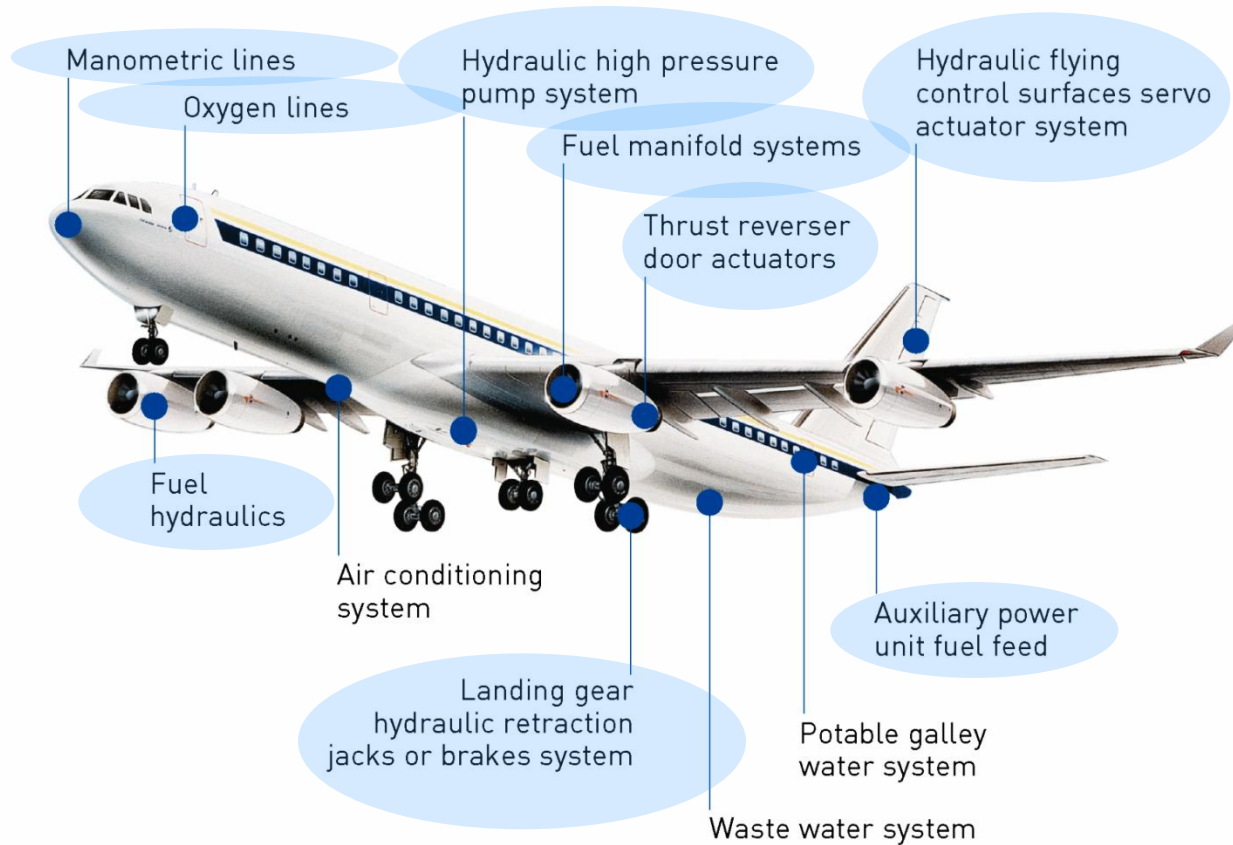


Shan Hood

Vice President - Business Development

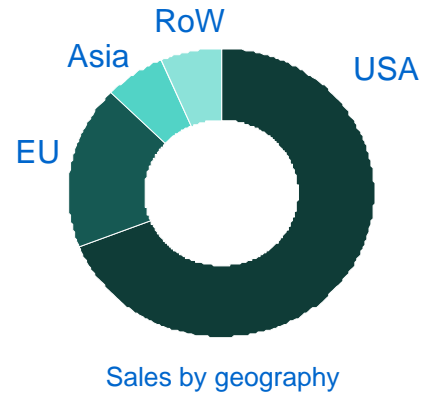
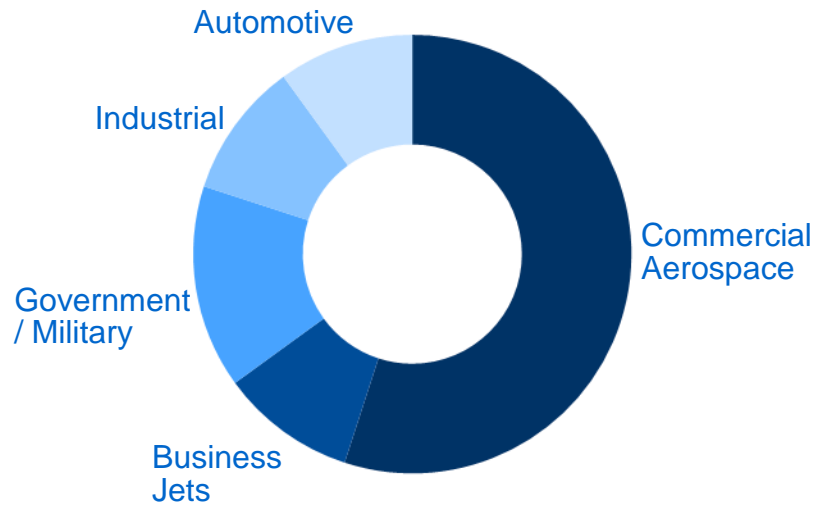
Flex-Tek

Fluid Management



Markets

Fluid Management represents
30% of Flex-Tek revenue



Products and capabilities



Engine and Airframe fluid management tubing

- Flexible and rigid tubing, assemblies, and fittings
- Applications include hydraulics, fuel, oxygen, and lubrication
- Space applications include launch vehicles and space station



Overhaul & Repair

- A world leader in the overhaul and repair of rigid tubes, manifolds, ducts, and flexible hose assemblies
- We hold FAA, EASA and CAAC repair station certifications



Industrial / Transportation specialty tubing

- Fuel and brake tubing for automobiles
- Industrial, high pressure hoses and assemblies for critical applications for fluids, gases, and molten solids

Customers



- Key positions on high volume commercial platforms
- Gaining early stage positions on new airframes in Russia, India, and China
- Major airlines worldwide contract maintenance & repair services for engines, landing gear, etc.

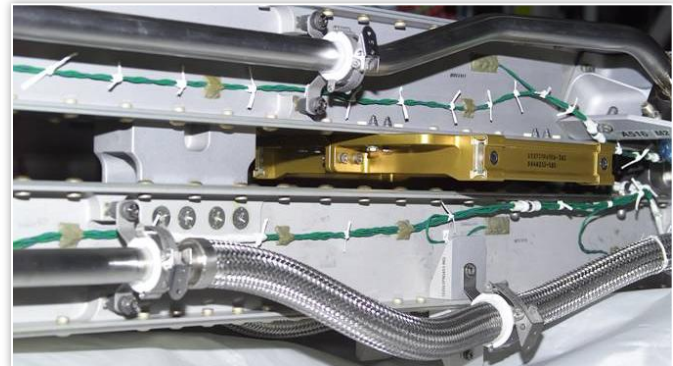
Competitive position

- Very high barriers to entry
- Parker and Eaton are able to leverage their position as a complete system integrator
- We have the broadest range of technology for complex hoses assemblies for rigid and flexible applications
- Superior ratings for service and quality

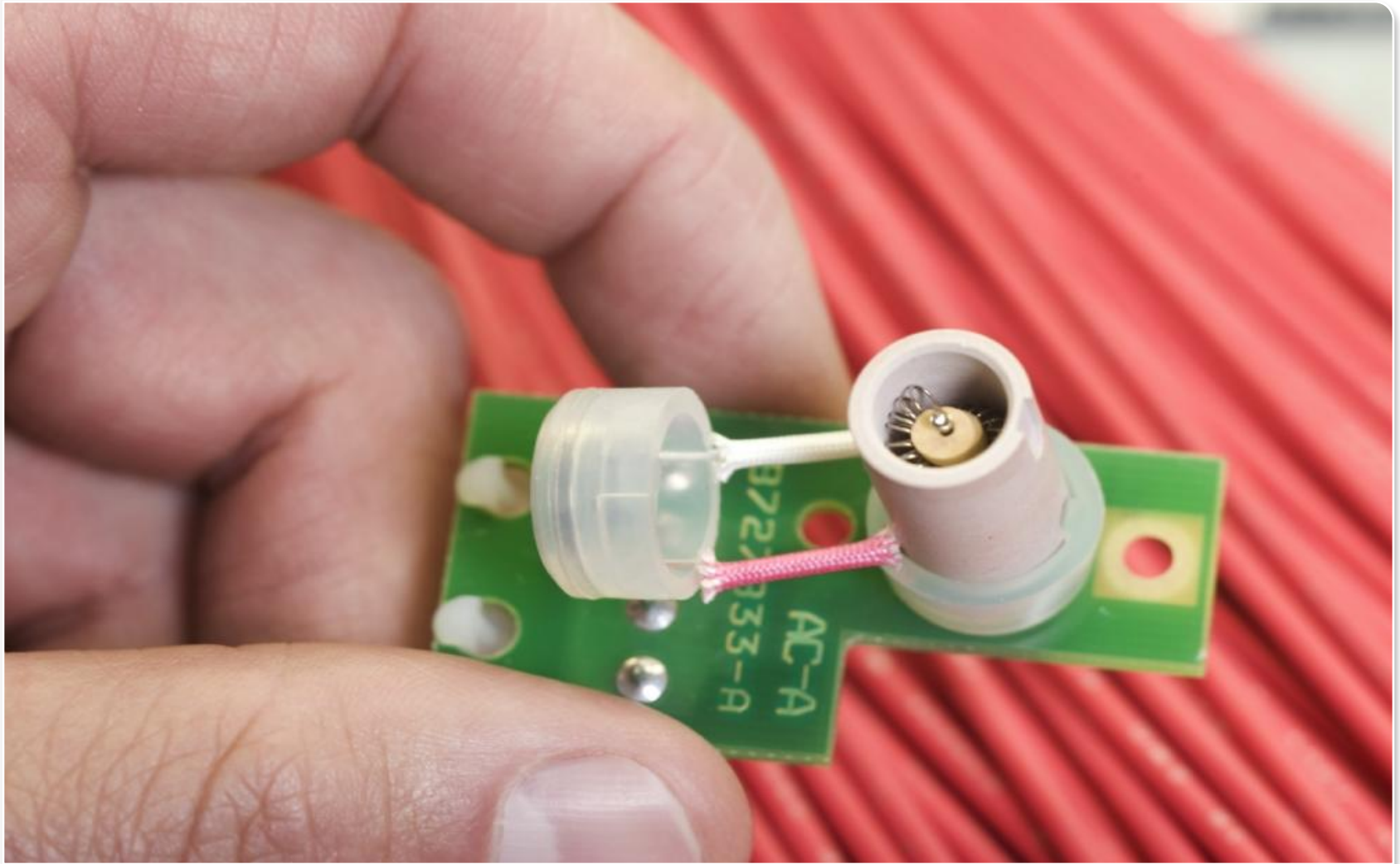


Summary

- Technical leader in critical design flexible and rigid fluid management tubing
- Globally positioned to address a global market
- High barriers to entry include:
 - Investment & Certification
 - Technical knowledge, highly complex PTFE extrusion, fluid engineering
 - Pedigree / reputation
- Strong fundamental growth drivers:
 - Passenger & cargo traffic
 - Lower cost of operation:
 - Fuel efficiency
 - Maintenance costs



Heat Solutions



Markets and products

Heat Solutions represents 30% of Flex-Tek revenue comprised as follows:

HVAC systems - 50%

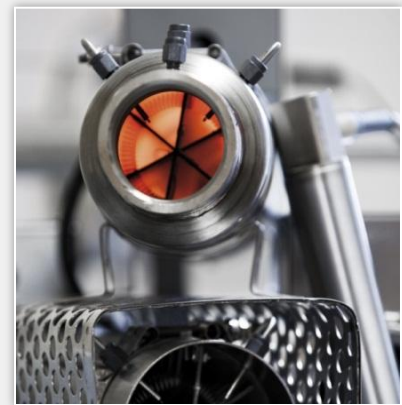
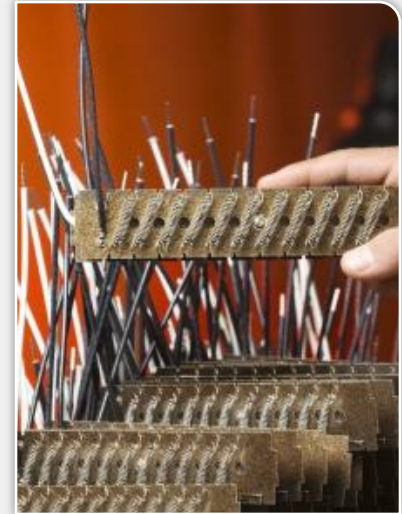
- Electrical resistance open coil heating elements
- Our Tutco brand is the #1 recognised brand name worldwide in open coil heating
- UL, CSA, ETL certified test laboratory

Clothes dryers - 25%

- Supplying over 85% of the clothes dryer heaters in North America
- OEM heat kits and replacement parts
- Low cost manufacturing in Mexico and China

Specialty / Niche markets - 25%

- Specialised heaters for medical and diagnostic equipment
- Versatile manufacturing cells provide quick turnaround for custom applications



Customers



Market leading global household appliance manufacturers

- Quality, Reliability, & Service

World leaders in air conditioning systems, services and solutions

- Energy efficiency
- Improved air quality
- Lower cost of operation

Specialist OEMs requiring improved function and efficiency

Competitive position

- Market leading position in North America for open coil convection heating elements
- Well recognised brand name for quality, service, engineering, and support
- Zoppas, Kawai, and Emerson, offer a broader range of heating elements
- Technology and competition varies globally as markets customize appliances to local needs

Zoppas Industries
Heating Element Technologies

Kawai


EMERSON

Customer
Vertical
integration


WATLOW

Summary

- Our strong market position in North America can be leveraged globally with customers in developing markets
- Low cost manufacturing in China and Mexico can be leveraged for further margin enhancement
- Significant barriers to entry due to certification, testing, & working capital
- Continue to invest in R&D, production improvements, and laboratory testing facilities
- Growth opportunities from:
 - New products
 - Developing market demand
 - Better indoor air quality
 - Higher efficiency appliances

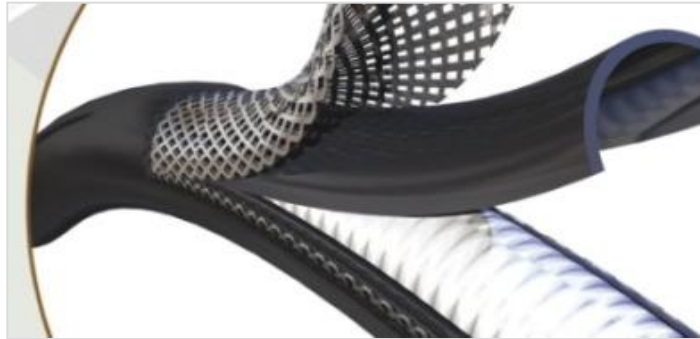


Construction Products

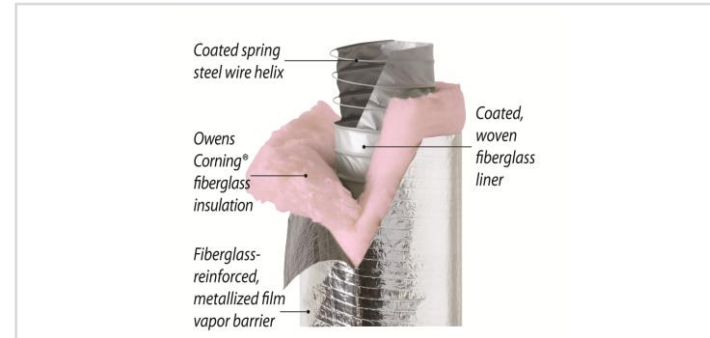


Overview

- Leading manufacturer of flexible gas piping and flexible ventilation ducting in North America
- Represents 25% of total Flex-Tek revenue



Market leading provider of flexible corrugated stainless steel tubing supplying natural gas and propane to household appliances



Leading brand of flexible heating, ventilation, and air conditioning ducting to the US construction market

Products and capabilities



Heating, Ventilation, & Cooling Ducting

- Complete line of residential and commercial ducting products
- Anti-microbial ducting resists mold, mildew, and fungus
- Nationwide manufacturing, inventory, and customer support



Flexible Corrugated Stainless Steel Tubing

- Complete gas piping systems from the meter to the appliance
- New multi-layered FlashShield reduces the risk of damage from lightning strikes
- New applications in solar heating and underground conduit

Flexible Solutions

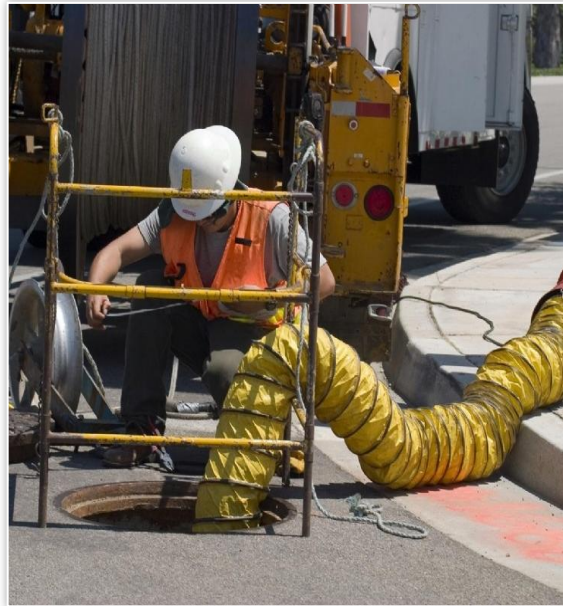


Overview

Leading manufacturer of flexible hose and ducting products for OEM and industrial applications



Medical Applications



Industrial Market



Floor Care

Products and capabilities



Industrial Ducting

- Ventilation, dust control, material handling, & high temperature applications
- Leader in quality, service, and innovation



Floor care hoses and systems

- High end canister vacuum cleaners
- Whole house central vacuum systems



Medical Hose

- Sleep apnea
- Laser smoke evacuation
- Respiratory therapy

Investing for growth - New Products

Challenge:

- Airlines look for new ways to reduce fuel consumption and carbon emissions
- Hydraulic systems on aircraft operate at very high pressures
- Traditional high pressure, flexible hoses are braided with stainless steel wire
- Identify, test, and qualify a lighter weight material to replace stainless steel

Solution:

- Kevlar® braided, Teflon® lined hydraulic hoses
- FAA approved, 5000 psi rated, 50% weight reduction



Investing for growth - New Products

Challenge:

- CT scanner image quality can be greatly improved if the internal temperatures of the apparatus are constant and stable. This permits the scanner to focus to the highest resolution possible

Solution:

- A turnkey system with a blower, element, temperature controller and flow sensor. The CT Scanner is now able to operate at maximum performance for all patients, providing the best images possible

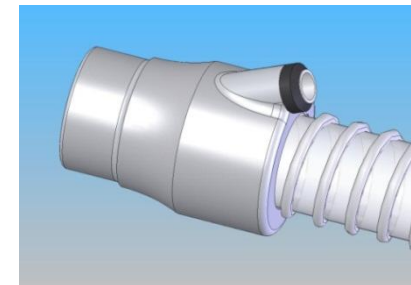


Challenge:

- Condensation develops in sleep apnea tubing due to temperature differences

Solution:

- Incorporate a heating element wire in our sleep apnea hoses to control temperature and eliminate condensation



Investing for growth - R&D

Develop thermally efficient heating elements that are not dependant on commodities, specifically nickel, which price volatility can impact margins in our current design

- Iron chromium
- Mechanical design
- Thermal Spray



Alternative applications for corrugated stainless steel tubing

- Harsh environment conduit
- Solar water heating



Investing for growth - Asian markets

- Asian manufacturing sites:
 - Heating elements in China
 - Floorcare and medical hoses in Malaysia
 - Aerospace tubing in India
- Opportunity to leverage facilities for other Flex-Tek products
- Local production for local consumption
- Major customers include:

Haier®



dyson

PHILIPS
RESPIRONICS



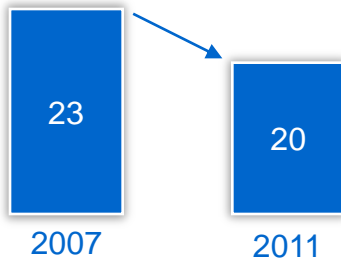
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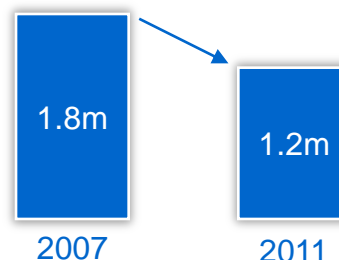
Driving efficiencies

Restructuring complete

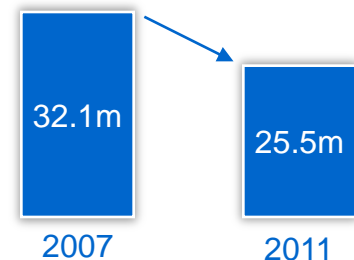
- Organised into 4 key technology / market segments
- Significant reduction in fixed cost base
- Improved production efficiencies and on time deliveries
- 3/4 of the manufacturing locations have doubled their ROS
- Greatly improved safety record & environmental metrics
- Focus on revenue growth by leveraging our cost & technology base in existing and new markets



Locations



Manufacturing space (ft²)



Manufacturing costs (£m)

Value Drivers

Internal

- Manufacturing capacity exists to double our revenues of existing products with little capital investment
- Our low fixed cost base will drive margin improvement
- We are increasing our investment in R&D, new product development, and sales & marketing resources
- Improving margins ahead of capital investment will drive improved ROCE
- Our historic and projected cash conversion is greater than 95%

External

- Airlines will need 33,500 new jets from now through 2030. (Source: Boeing)
- A modest improvement in the US housing market will provide margin benefit
- 50% of the household appliance market is driven by replacement.
- Our new Asian facilities will support growth in developing markets
- Our brand strength and relationships can be further leveraged in the market

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Strongly leveraged to recovery in US residential construction

Organic growth through investment in research and development

Share gains achieve growth ahead of the market

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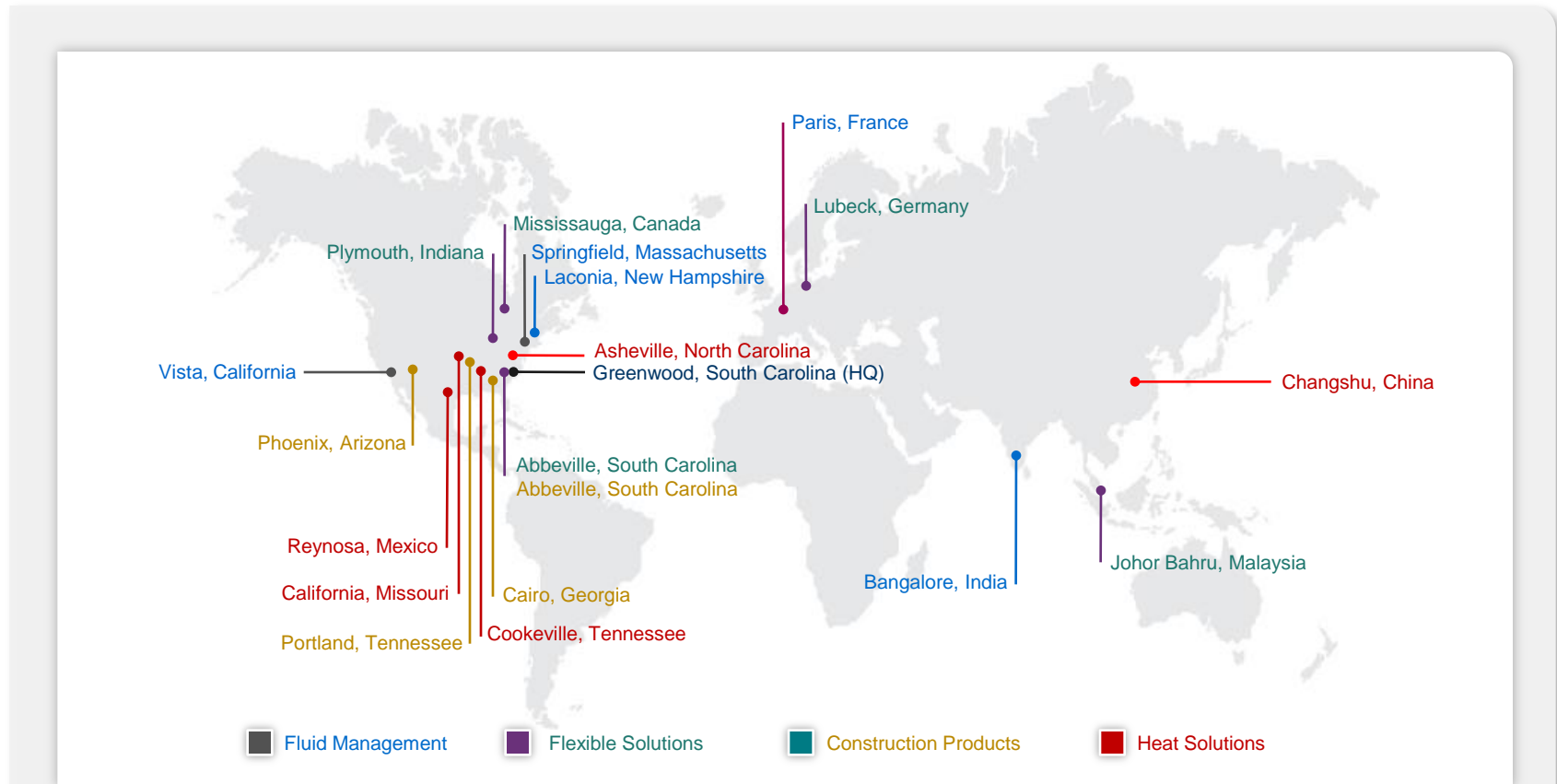


Questions and answers



Appendix

Geography



- 20 facilities occupying 1.2m sq. ft. including approximately 20% in lower cost regions
- 2,000 employees; over 25% in emerging economies