

ANNUAL SHAREHOLDER MEETING 2021

JUNE 8, 2021

FORWARD LOOKING STATEMENTS & NON-GAAP FINANCIAL MEASURES

Statements in this presentation that are not strictly historical, including statements regarding business and acquisition opportunities, timing of acquisitions and other transactions, anticipated financial results, economic conditions, future prospects, anticipated market opportunities, anticipated impact of geopolitical events, and any other statements identified by their use of words like “anticipate,” “expect,” “believe,” “outlook,” “guidance,” “forecast,” or “will” or other words of similar meaning are “forward-looking” statements within the meaning of the federal securities laws. There are a number of important factors that could cause actual results, developments and business decisions to differ materially from those suggested or indicated by such forward-looking statements and you should not place undue reliance on any such forward-looking statements. These factors include, among other things: the duration and impact of the COVID-19 pandemic, deterioration of or instability in the economy, the markets we serve, international trade policies and the financial markets, changes in trade relations with China, contractions or lower growth rates and cyclicalities of markets we serve, competition, changes in industry standards and governmental regulations, our ability to recruit and retain key employees, our ability to successfully identify, consummate, integrate and realize the anticipated value of appropriate acquisitions and successfully complete divestitures and other dispositions, our ability to realize the intended benefits of our separation of Vontier, our ability to develop and successfully market new products, software, and services and expand into new markets, the potential for improper conduct by our employees, agents or business partners, contingent liabilities relating to acquisitions and divestitures, impact of the phase out of LIBOR, impact of changes to tax laws, our compliance with applicable laws and regulations and changes in applicable laws and regulations, risks relating to international economic, political, legal, compliance and business factors, risks relating to potential impairment of goodwill and other intangible assets, currency exchange rates, tax audits and changes in our tax rate and income tax liabilities, the impact of our debt obligations on our operations, litigation and other contingent liabilities including intellectual property and environmental, health and safety matters, our ability to adequately protect our intellectual property rights, risks relating to product, service or software defects, product liability and recalls, risks relating to product manufacturing, our relationships with and the performance of our channel partners, commodity costs and surcharges, our ability to adjust purchases and manufacturing capacity to reflect market conditions, reliance on sole sources of supply, security breaches or other disruptions of our information technology systems, adverse effects of restructuring activities, risk related to tax treatment of our separation of Vontier, impact of our indemnification obligation to Vontier, impact of changes to U.S. GAAP, labor matters, and disruptions relating to man-made and natural disasters. Additional information regarding the factors that may cause actual results to differ materially from these forward-looking statements is available in our SEC filings, including our Annual Report on Form 10-K for the year ended December 31, 2020. These forward-looking statements speak only as of the date of this presentation and Fortive does not assume any obligation to update or revise any forward-looking statement, whether as a result of new information, future events and developments or otherwise.

We present forward-looking non-GAAP measures, including “adjusted gross margin” and “adjusted operating profit margin.” We have not reconciled such forward-looking non-GAAP outlook because any corresponding GAAP measures and the reconciliations thereto would require us to make estimates or assumptions about unidentified and unknown acquisitions, currency exchange rate, and capital investments and similar adjustments during the relevant period.

We completed the divestiture of our Automation and Specialty Business (“A&S Business”) on October 1, 2018, and of our Industrial Technologies segment on October 9, 2020. The forward-looking financial outlook in this presentation are presented on continuing operations.

ENHANCING OUR ABILITY TO DELIVER ON OUR SHARED PURPOSE

Our Shared Purpose

We build
extraordinary teams
for extraordinary results



Customer success
inspires our innovation

We compete
for shareholders

Kaizen
is our way of life

Building a Stronger Fortive

- Consistently improving FBS to drive continuous improvement
- Increasing our focus and commitment to sustainability
- Increasing diversity at all levels of the organization
- Enhancing talent acquisition and development capabilities

ESSENTIAL TECHNOLOGIES FOR THE PEOPLE WHO ACCELERATE PROGRESS

FBS IS THE CORNERSTONE OF OUR CULTURE

Tools & Processes that span across business functions

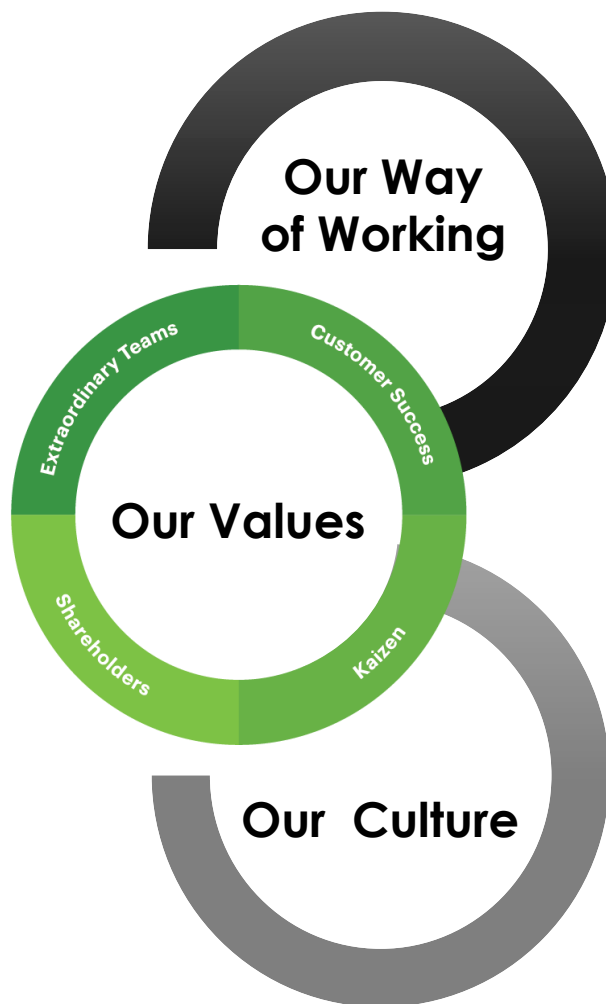
We build extraordinary teams for extraordinary results

Customer success defines our innovation

Kaizen is our way of life

We compete for shareholders

Fundamental commitment to continuous improvement



Core Value Drivers (CVDs)

SHAREHOLDERS

- Core Growth
- Operating Margin Expansion
- Cash Flow
- Return on Invested Capital

CUSTOMERS

- Customer Quality
- Customer Delivery

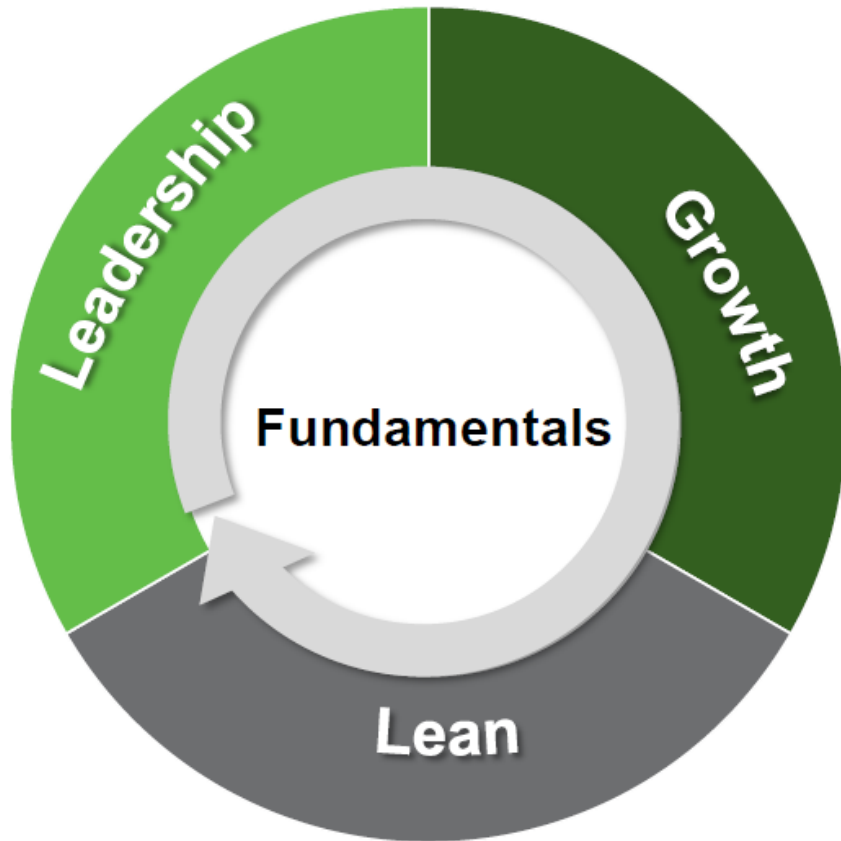
TEAM

- Employee Experience
- Turnover

AN INEXTRICABLE PART OF WHO WE ARE

CONSISTENTLY IMPROVING FBS TO INCREASE IMPACT

THE FORTIVE BUSINESS SYSTEM



ADDING TO OUR INNOVATION TOOLSET & CAPABILITIES

INNOVATION



DATA ANALYTICS

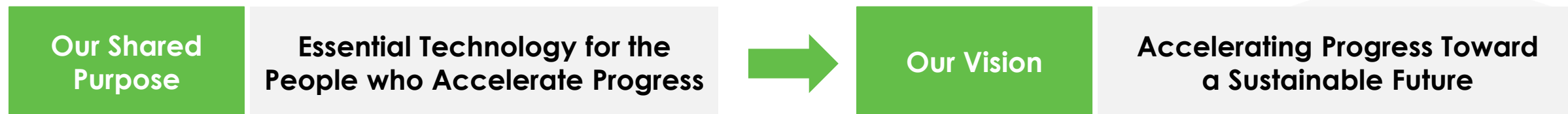


SOFTWARE



ENHANCING FBS TO DRIVE INCREASED IMPACT ACROSS OUR HARDWARE, SOFTWARE, AND DATA ANALYTICS OFFERINGS

COMMITMENT TO SUSTAINABILITY



Our Sustainability Pillars



DRIVING MEANINGFUL, RESPONSIBLE, AND SUSTAINABLE IMPACT FOR AREAS THAT MATTER MOST TO OUR STAKEHOLDERS

STRONG AND INCLUSIVE CULTURE

Continued Commitment

- **77%** Employee Engagement (+19 points since 2016)
- **100%** Human Rights Campaign Corporate Equality Index
- **100%** Employees Completed Unconscious Bias Learning

Diversity Representation

- **80%** Involvement and Belonging
- **12%** increase in representation of professional women since 2018
- **16%** increase in US BIPOC professional representation since 2018

Board of Directors Diversity*

- **38%** Women
- **38%** US Black, indigenous, people of color (BIPOC)

2020 - 2025 Ambitions














- **+5 point increase** in Involvement in Belonging
- **>1.5X increase** in representation of women
- **>2.0X increase** in Black and Latinx representation

* Based on 2021 Director Nominees



CREATING AN ENVIRONMENT WHERE PEOPLE CAN DO THEIR BEST WORK

POSITIONED FOR ACCELERATED GROWTH & COMPOUNDING

	Intelligent Operating Solutions (~40% of Sales*)			Precision Technologies (~35%*)			Advanced Healthcare Solutions (~25%*)		
	Delivering leading workflow solutions that facilitate field and facility safety, reliability, and productivity			Enabling IoT expansion and accelerating the development of new technologies and innovations			Serving hospital customers with essential products and workflow solutions that ensure safe, efficient and timely healthcare		
LT Core Growth		MSD+			LSD			MSD+	
Key Financials*	Adj. Gross Margin Mid-60s	Adj. OP Margin High-20s	Recurring Revenue ~30%	Adj. Gross Margin Low-50s	Adj. OP Margin Low-20s	Recurring Revenue High-20s	Adj. Gross Margin Mid-50s	Adj. OP Margin Low-to-Mid-20s	Recurring Revenue Low-70s
Key Brands	    			   			   		

* Based on expected FY 2021 results.

DIFFERENTIATED COMPOUNDING PROFILE SUPPORTED BY HIGH QUALITY GROWTH SEGMENTS

VALUE CREATION COMPOUNDING THROUGH PROVEN FLYWHEEL

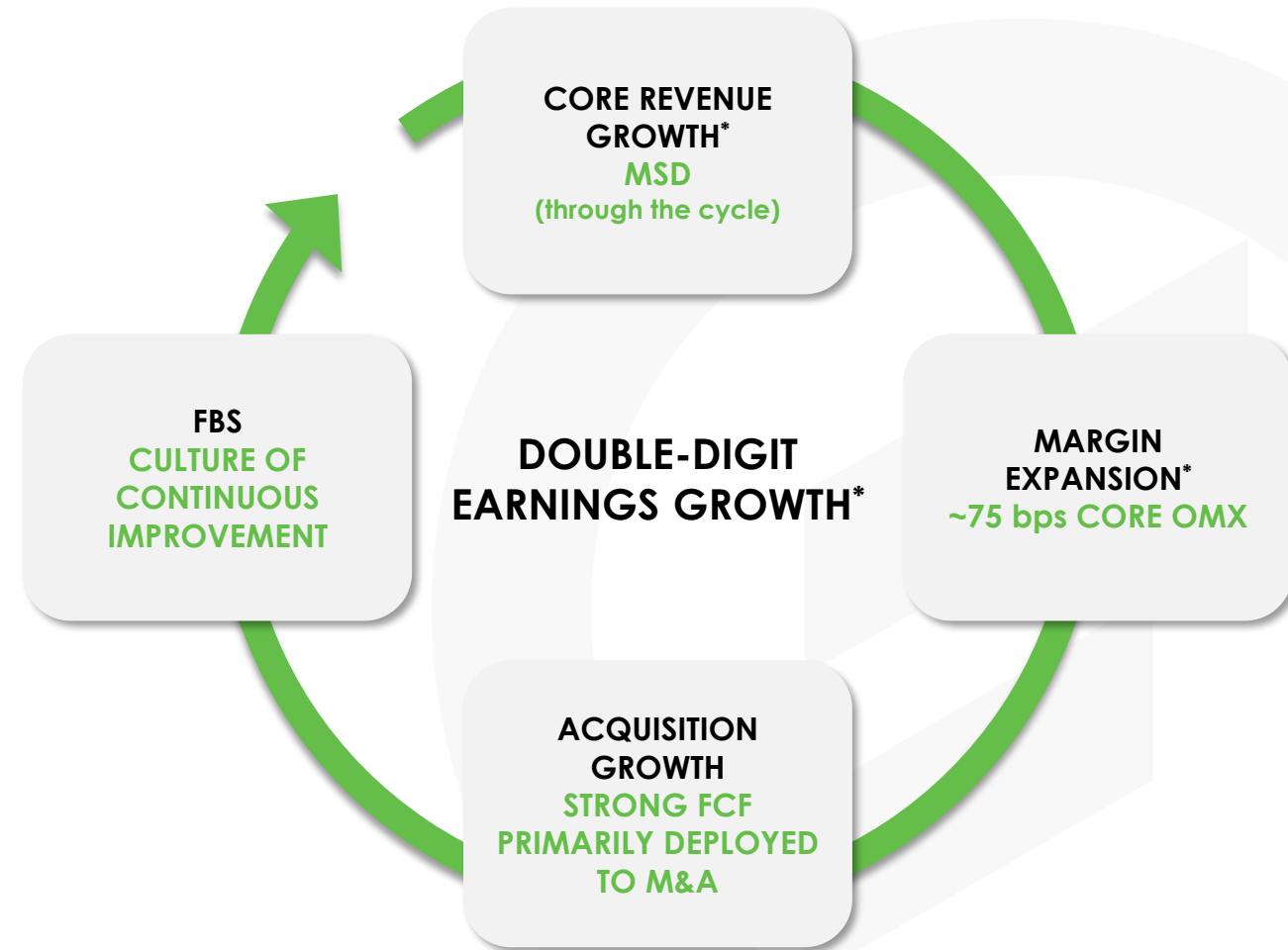
SUSTAINABLE COMPETITIVE ADVANTAGES

Leadership positions in attractive growth markets – solving critical customer needs

Durable financial profile with strong margins and free cash flow

Successful capital allocation track record

Supported by the Fortive Business System, the cornerstone of our culture



* Represents strategic targets and not forecasted results for any future periods

TARGETING CONSISTENT, DOUBLE-DIGIT EARNINGS GROWTH