



Barclays Industrial Select Conference

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Forward-Looking Statements and Non-GAAP Financial Measures

Statements in this presentation that are not strictly historical, including statements regarding anticipated financial results, global and regional economic conditions, industry trends, geopolitical events, our plans to separate into two independent, publicly-traded companies, including the timing and cost related to the planned separation, interest rate and current exchange rate impact, future prospects, shareholder value, and any other statements identified by their use of words like “anticipate,” “expect,” “believe,” “outlook,” “guidance,” “target”, or “will” or other words of similar meaning, are “forward-looking statements” within the meaning of the United States federal securities laws. Factors that could cause actual results to differ materially from those in the forward-looking statements include, among other things: deterioration of or instability in the economy, the markets we serve, geopolitical conditions and conflicts, international trade policies and the financial markets, security breaches or other disruptions of our information technology systems, supply chain constraints, our ability to adjust purchases and manufacturing capacity to reflect market conditions, reliance on sole sources of supply, changes in trade relations with other countries, 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 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 changes to tax laws, our compliance with applicable laws and regulations and changes in applicable laws and regulations, risks relating to international economic, geopolitical, including war and sanctions, 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, adverse effects of restructuring activities, risk related to tax treatment of our prior or pending separation, 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 and climate change. 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, 2023 and the Quarterly Report on Form 10-Q for the quarter ended September 27, 2024. 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.

This presentation may contain references to financial measures not presented in accordance with generally accepted accounting principles (“GAAP”). We have not reconciled forward-looking targets or outlook regarding non-GAAP measures, other than forecasted adjusted EPS, because any corresponding GAAP measures and the reconciliations thereto would require us to make estimates or assumptions with precision about acquisitions, capital and other expenditures and similar adjustments during the relevant period. Information required by Regulation G with respect to historical non-GAAP financial measures and for forward-looking adjusted EPS are set forth in the appendix to this presentation and the “Investors” section of our website, www.fortive.com, under the heading “Financial Results”.

All growth or period changes refer to year-over-year comparisons unless otherwise stated.

Forward looking financial information not otherwise presented as a range reflect assumptions underlying the midpoint of our forward-looking targets.

Today's Discussion

Building on a Strong Foundation to Enhance Shareholder Value

Strong Foundation for Growth

- FTV 5-year track record: +MSD CG, ~600 bps adj. OMX, 18% FCF CAGR
- Record margins and FCF in 2024: 60% adj. GM, AOM 27%, +13% FCF growth
- FBS driving accelerated NPI velocity

Strategically Well Positioned for 2025

- Stable industrial demand and NPI momentum drive continued growth
- +HSD software & recurring revenue growth in 2025
- Expected timing of spin accelerated to early 3Q'25

Compelling Formula for Value Creation for New Fortive*

- Recurring revenue and industry-leading brands deliver consistent MSD growth powered by FBS
- Disciplined capital allocation drives DD+ earnings and FCF compounding
- Significant opportunity to unlock shareholder value and drive returns



New Fortive: Simpler and Attractive Financial Profile

Two Pillars: Industrial and Healthcare Safety & Productivity

Attractive financial profile

\$4.0B
Revenue¹

64%
Gross Margin¹

6%
3-year core
growth CAGR²

31%
Adj. Op. Margin¹

~50%
Recurring revenue¹

Intelligent Operating Solutions

~33%
Recurring

HSD
3-yr Core CAGR²

\$2.7B
2024 Revenue

**FLUKE
& FAL**
Anchor Brands

Advanced Healthcare Solutions

~80%
Recurring

MSD
3-yr Core CAGR²

\$1.3B
2024 Revenue

ASP
Anchor Brand

Anchor brands represent
~80% of New Fortive

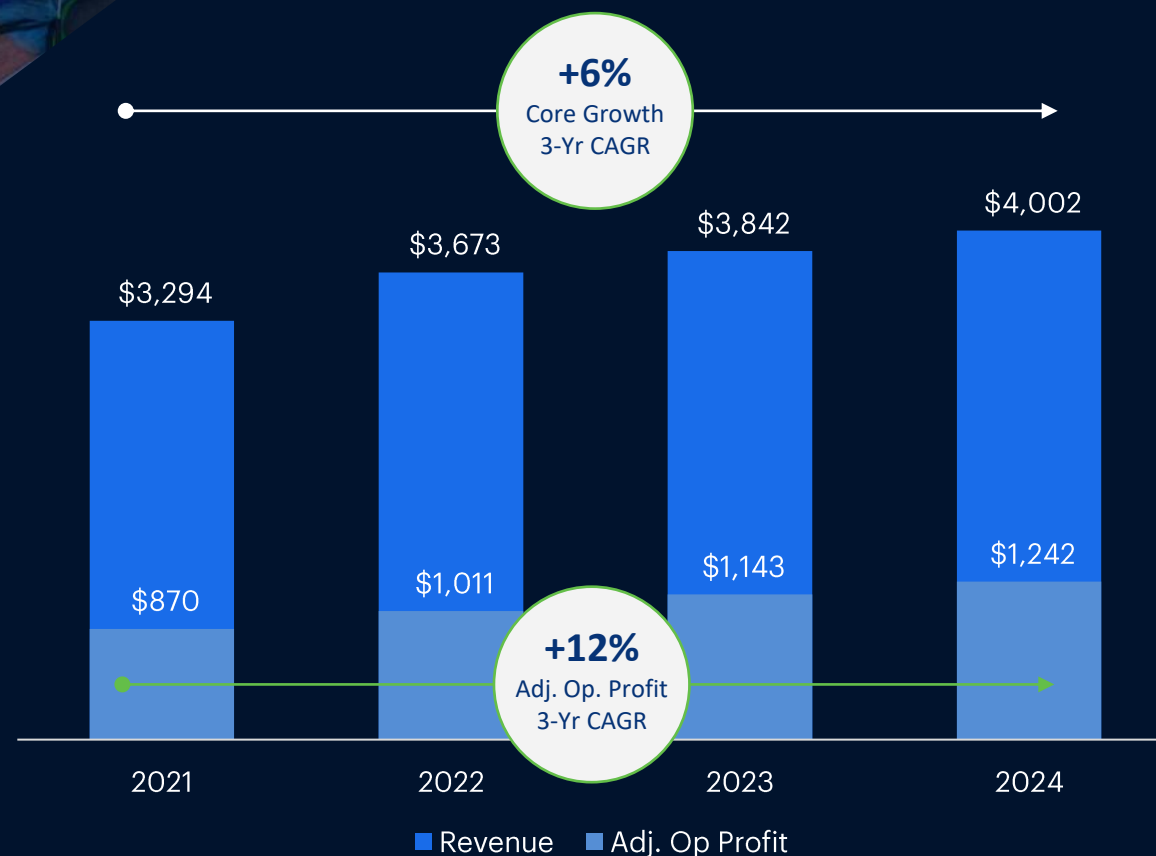
Industry-leading solutions in **safety & productivity** in industrial and healthcare settings

1. FY 2024A; 2. Based on 2021A to 2024A; All financial measures include the combined historical results of IOS and AHS segments as operating segments of Fortive corporation and do not give effect to the pending separation of Ralliant as a standalone, publicly-traded company.

New Fortive: Strong Track-Record of Results

Consistent Results Over Last Few Years

Strong track record



New Fortive Value Creation Algorithm

Organic growth strategy

- Durable revenue growth
- FBS-driven innovation

MSD

Core Growth

HSD Organic Earnings
Compounding



Disciplined capital allocation

- Focused bolt-ons
- Steady share repurchases

Bolt-on M&A

Accretive to growth and
durable/recurring revenue
Attractive cash returns

Systematic repurchases
Return-maximizing approach



New Fortive

- Resilient financial profile
- Industry-leading FCF

MSD+





Total Revenue Growth

DD+ Total Earnings &
FCF Compounding

Delivering robust shareholder returns

Bolt-on Deals: Illustrative Success Case

Clear Playbook for Success with Strong M&A Returns

| | Description | Strategic Rationale | Aggregate Performance | |
|--|--|--|--------------------------|-----------|
|  <p>Closed 12/8/23</p> | Leading engineering document management software for asset owners | "Born-in-the-cloud" SaaS offering complementary to Accruent's Meridian offering | 2024 Revenue | \$35M |
|  <p>Closed 8/11/23</p> | Leading UK construction cost database | Entry point for UK Measured Term contract segment with existing public owner client base | YoY Growth | 25%+ |
|  <p>Closed 8/23/23</p> | Leading provider of vibration monitoring, analytics, and expert services | Build on existing Fluke Reliability capabilities | 2024 ROIC | HSD |
|  <p>Closed 8/24/23</p> | Leading manufacturer of measurement and productivity tools for solar professionals | Add to Fluke's industry-leading test and measurement portfolio | 2025E ROIC (Y2) | Low teens |
| | | | 2028E ROIC (Y5) | 30%+ |
| | | | Total Capital Deployment | ~\$100M |

- 4 successful IOS "bolt-ons" executed in the last year
- Focused on deals of similar size and profile
- Dedicated to enhancing and expanding the expertise to close similar deals

