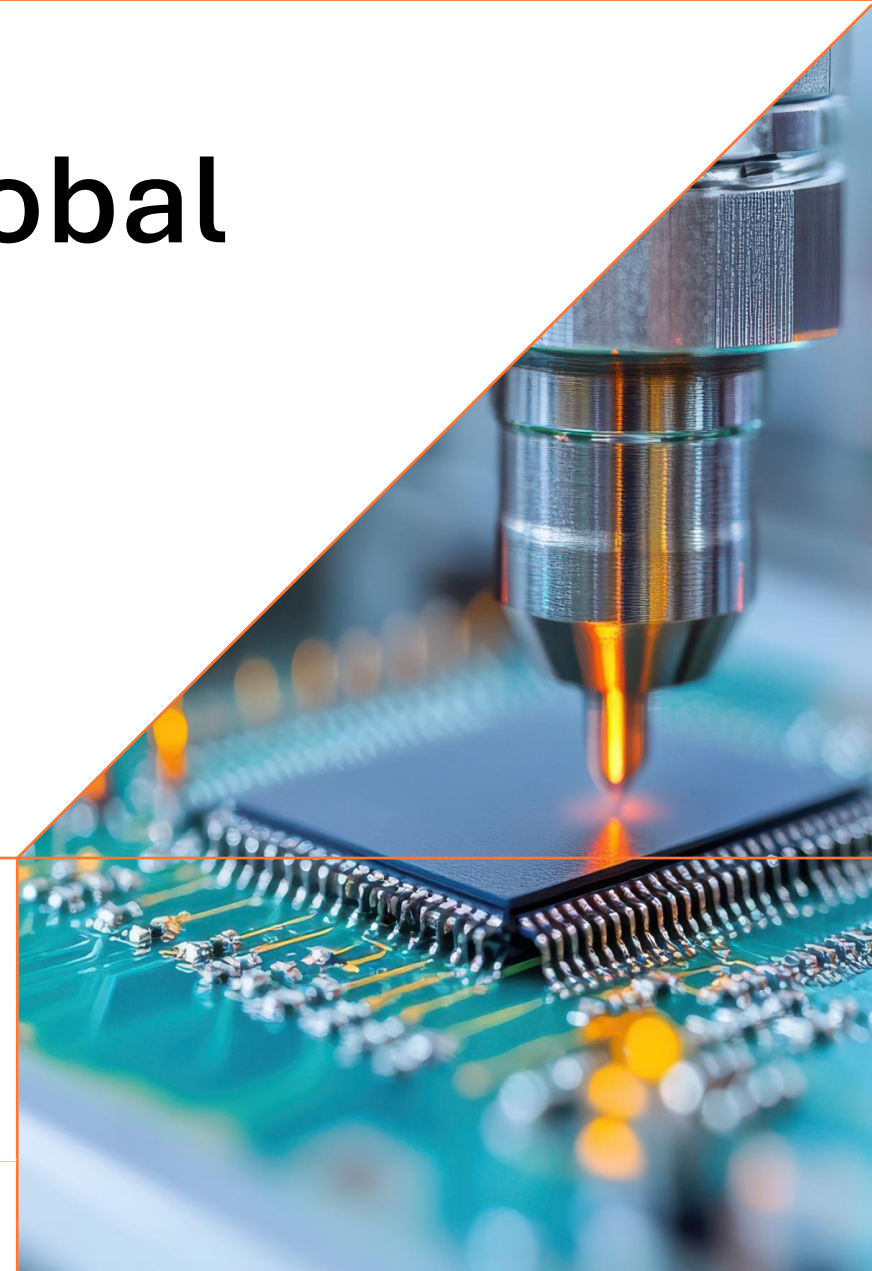




Baird 2025 Global Industrial Conference

November 11, 2025



Forward Looking Statements & Non-GAAP Financial Measures

Certain statements included in this presentation and the oral remarks made in connection herewith are “forward-looking statements” within the meaning of the U.S. federal securities laws. All statements other than historical factual information are forward-looking statements, including, without limitation, statements regarding: anticipated financial results, outlook or guidance, assumptions underlying such outlook or guidance (including the effects of tariffs and our ability to offset them and the effects of seasonality); cash flows, the Company’s liquidity position or other financial measures; management’s plans and strategies for future operations and growth, including statements relating to anticipated operating performance, cost reductions and savings initiatives, restructuring activities, new product and service developments, customer demand, competitive strengths or market position, acquisitions, divestitures, strategic opportunities, shareholder value creation, capital allocation priorities, stock repurchases and dividends; the effects of the separation from Fortive on the Company; growth, declines and other trends in markets the Company sells into, including the expected impact of trade and tariff policies; changes in government contracting requirements and reductions in federal spending; new or modified laws, regulations and accounting pronouncements; outstanding claims, legal proceedings, tax audits and assessments and other contingent liabilities; foreign currency exchange rates and fluctuations in those rates; tax rates, tax provisions, and the impact of changes to tax laws; general economic and capital markets conditions, including expected impact of inflation or interest rate changes; impact of geopolitical events and other hostilities; the timing of any of the foregoing; assumptions underlying any of the foregoing; and any other statements that address events or developments that the Company intends or believes will or may occur in the future.

Terminology such as “believe”, “expect”, “anticipate”, “forecast”, “positioned”, “intend”, “plan”, “project”, “estimate”, “grow”, “will”, “should”, “could”, “would”, “may”, “strategy”, “opportunity”, “possible”, “potential”, “outlook”, “assumptions”, “target”, and “guidance” and similar references to future periods are intended to identify forward-looking statements, although not all forward-looking statements are accompanied by such words. Forward-looking statements are based on assumptions and assessments made by management of the Company in light of their experience and perceptions of historical trends, current conditions, expected future developments and other factors they believe to be appropriate. These forward-looking statements are subject to a number of risks and uncertainties, including but not limited to the risks and uncertainties set forth under “Cautionary Statement Concerning Forward-Looking Statements”, “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in the Company’s Information Statement filed as an exhibit to the Company’s Form 10-12B/A with the U.S. Securities and Exchange Commission (the “SEC”) on May 28, 2025, and under “Information Relating to Forward-Looking Statements,” “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in the Company’s Quarterly Reports on Form 10-Q filed with the SEC on August 11, 2025, and filed on November 6, 2025.

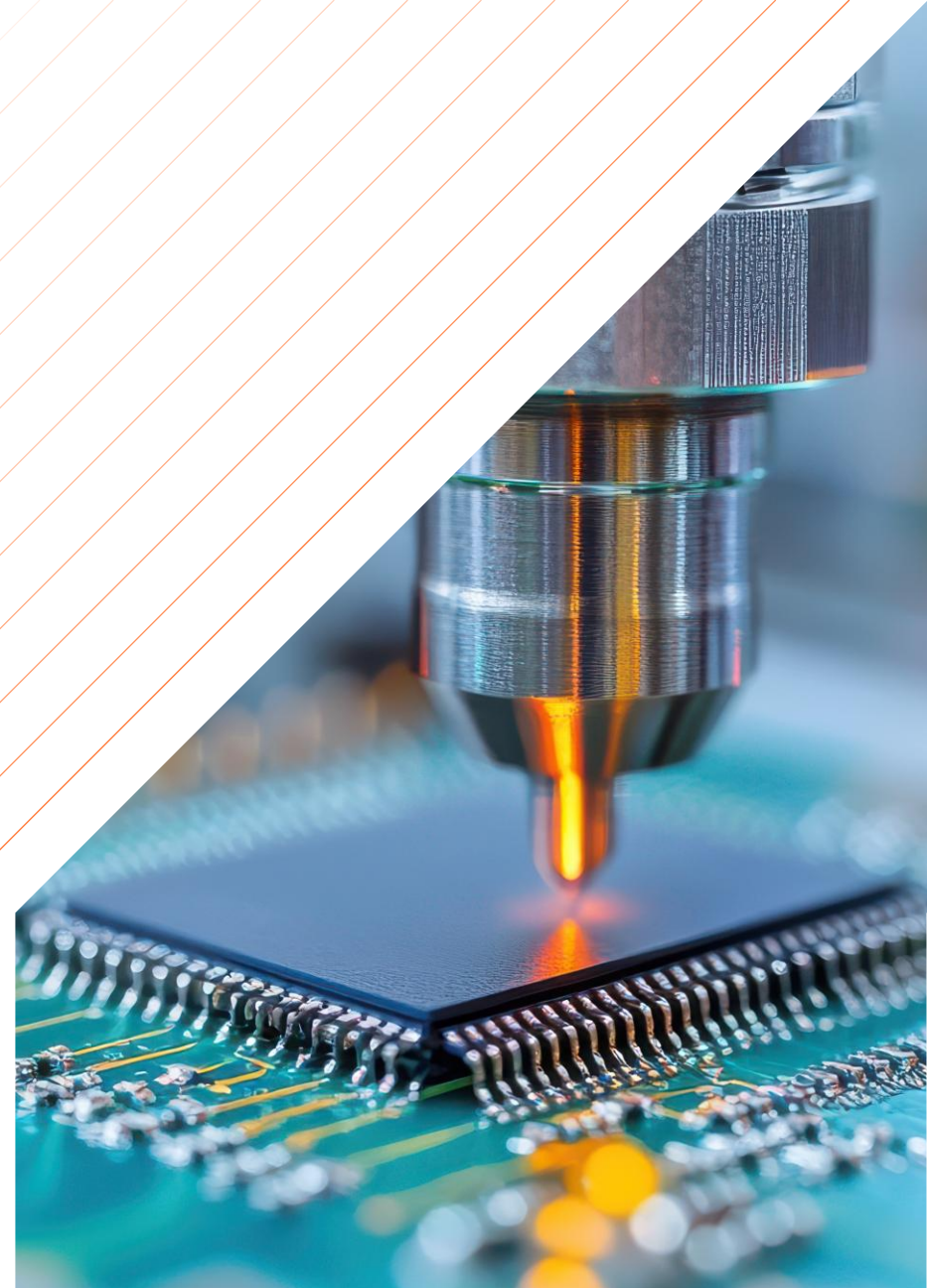
Forward-looking statements are not guarantees of future performance and actual results may differ materially from the results, developments and business decisions contemplated by the Company’s forward-looking statements. Accordingly, you should not place undue reliance on any such forward-looking statements. Forward-looking statements speak only as of the date of the document or other communication in which they are made (or such earlier date as may be specified in such statement). Ralliant assumes no obligation to update or revise any forward-looking statement, whether as a result of new information, future events and developments or otherwise.

Non-GAAP Financial Measures

This presentation contains references to financial measures not presented in accordance with generally accepted accounting principles in the United States (“GAAP”). The Company has not reconciled the forward-looking statements regarding non-GAAP measures for "adjusted EBITDA margin" (including segment adjusted EBITDA margin), "free cash flow," "free cash flow conversion," or "Net Leverage" because we are unable to do so without unreasonable efforts or to reasonably estimate the projected outcome of certain significant items, including currency impacts, impacts of acquisitions and divestitures and similar adjustments.



TAMI NEWCOMBE
President and Chief Executive Officer



Our Precision Technologies Create Confidence...

What we do

We deliver instruments, sensors & safety systems for applications where **accuracy, reliability, and safety matter.**

Why it matters

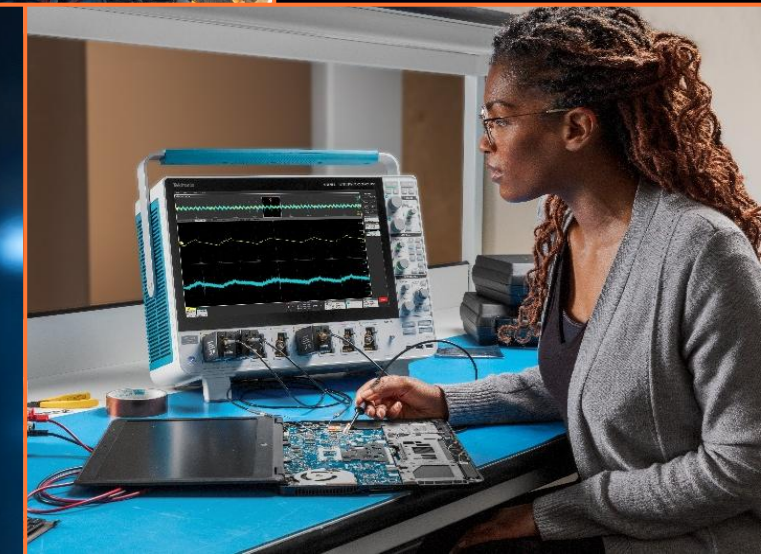
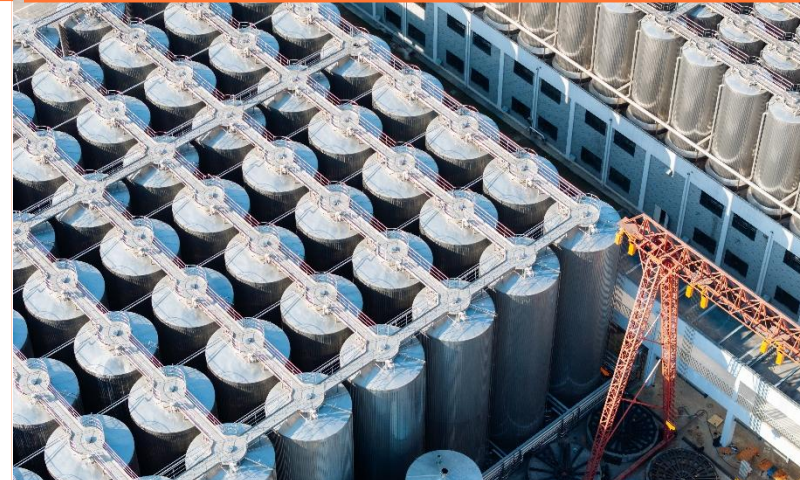
Precision creates confidence for the innovators, scientists, and engineers we empower.

Who we serve

We serve customers designing mission critical systems in **demanding environments** like utilities, aerospace, defense, electronics, and industrial manufacturing.

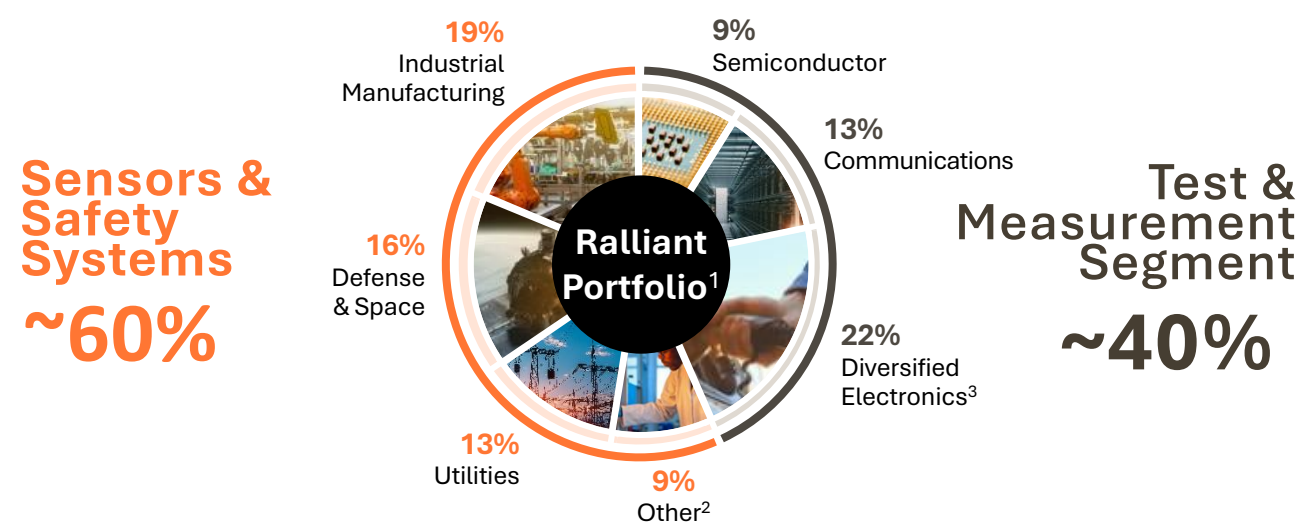
What sets us apart

Our **people-first culture, precision expertise** and the **Ralliant Business System** together drive growth and productivity.



We are Ralliant: A Premier Player in Precision Technologies

REVENUES BY SEGMENT AND END MARKET¹



BY THE NUMBERS¹

\$2B+ Revenue	~7K Team Members	21 Manufacturing Sites	~90K Customers	~2.2K Active Patents
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THROUGH-CYCLE FINANCIAL TARGETS²

3-5% Revenue Growth	Low to Mid-20s Adj. EBITDA Margin
95%+ FCF Conversion	1.5X – 2.0x Net Leverage ³

FLAGSHIPS BRANDS

Tektronix	PACIFIC SCIENTIFIC <small>INTEGRATED MATERIALS COMPANY</small>	QUALITROL
HENGSTLER DYNAPAR	Gems Setra	ANDERSON-NEGELE

100+ Years of Innovation:

Ralliant Business Segments Overview

SENSORS & SAFETY SYSTEMS ~60% of revenue¹

- ▶ Our advanced sensors deliver actionable data and insights that proactively monitor performance and anticipate issues across critical systems **maximizing uptime, efficient operations, and safety.**
- ▶ Our safety technologies deliver uncompromising timing and accuracy for equipment and systems in mission-critical environments **safeguarding lives and billions of dollars of investment.**



QUALITROL

Gems Setra



16%
Defense
& Space



13%
Utilities



19%
Industrial
Manufacturing



9%
Other²

TEST & MEASUREMENT ~40% of revenue¹

- ▶ Made by engineers, for engineers, our precision instruments, software, and services measure, monitor, and analyze system performance, **ensuring reliability and safety**

Tektronix



KEITHLEY



22%
Diversified
Electronics³



13%
Communications



9%
Semiconductor

Our Growth Strategy



01 RBS Everywhere

Continue the operating discipline across our portfolio to drive scale, efficiency, and profitability



02 Stronghold Positions

Provide ongoing roadmap of precision technologies solutions for our loyal customers



03 Winning Growth Vectors

Expand portfolio aligned to secular growth drivers

- Defense technologies
- Grid modernization
- Electrification

Growth Vector: Defense Technologies

Delivering mission-critical safety systems and solutions for Defense & Space



Winning Growth Vectors

Expand portfolio aligned to secular growth vectors

- **Defense technologies**
- Grid modernization
- Electrification



**DEFENSE
MODERNIZATION**



**GEOPOLITICAL
ENVIRONMENT**



**SPACE ADVANCEMENTS
AND COMMUNICATIONS**

KEY APPLICATIONS

- Ground Safety
- Launch Safety
- Flight Safety

OUR CUSTOMERS

- Defense Primes
- Space Exploration Programs
- DOD Agencies
- Commercial Aviation Players

Growth Vector: Grid Modernization

Delivering essential and reliable grid solutions for Utilities



Winning Growth Vectors

Expand portfolio aligned to secular growth vectors

- Defense technologies
- **Grid modernization**
- Electrification



**AGING GRID
INFRASTRUCTURE**

**INCREASING POWER
DEMAND**

NEW ENERGY SOURCES

KEY APPLICATIONS

Monitoring of:

- Generation
- Transmission
- Distribution

OUR CUSTOMERS

- Utility Providers
- OEMs

Growth Vector: Electrification

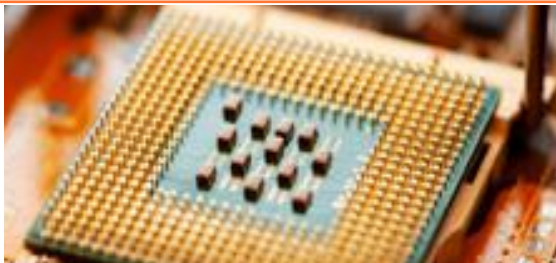
Delivering measurement insights to engineers innovating in advanced electronics



Winning Growth Vectors

Expand portfolio aligned to secular growth vectors

- Defense technologies
- Grid modernization
- **Electrification**



INTELLIGENT EDGE



ENERGY RESILIENCE



INTELLIGENCE INFRASTRUCTURE

KEY APPLICATIONS

- Semiconductor
- Communication
- Power Electronics

OUR CUSTOMERS

- Automotive
- Consumer Electronics
- Education & Research
- Semi
- Industrial & Utilities
- Medical
- Aerospace & Defense
- Data Center & Network

Clear Financial Priorities to Drive Value Creation

GROWTH

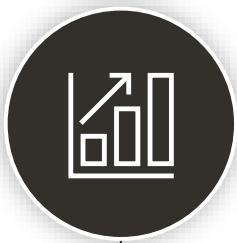


Revenue Growth Extension

LT GROWTH TARGETS

3-5%
through cycle revenue growth

PROFITABILITY



Adj. EBITDA Growth Faster than Revenue

Through cycle Adj. EBITDA margin:
Ralliant¹: **Low-to-Mid-20s**
S&SS Segment: **High-20s**
T&M Segment: **Mid-Teens to Low-20s**

FREE CASH FLOW



Strong and Durable Free Cash Flow

Generate **>\$1B** of cumulative FCF through 2028¹

RETURNS



Disciplined Capital Allocation

Return capital to shareholders and invest in **growth vectors**

CONSISTENT EARNINGS GROWTH AND SHAREHOLDER RETURNS

1. The Company has not reconciled the forward-looking statements regarding non-GAAP measures because we are unable to do so without unreasonable efforts or to reasonably estimate the projected outcome of certain significant items, including currency impacts, impacts of acquisitions and divestitures and similar adjustments

