

# First Quarter 2026 Earnings

**EARNINGS PRESENTATION**

April 30, 2026

# Forward Looking Statements and Non-GAAP Financial Measures

## FORWARD-LOOKING STATEMENTS

Statements in this presentation that are not strictly historical, including statements regarding anticipated financial results, global and regional economic conditions, industry trends, geopolitical events, anticipated product introductions, future acquisitions, impact of trade and spending policies, impact of the war in Iran, the ability to execute the planned strategies, 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, international trade policies and deteriorating trade relations with other countries, including imposition of tariffs and retaliatory tariffs between United States and China and other countries, responsive economic nationalism, trade restrictions, and enhanced regulation, impact of any prolonged government shutdown, the financial markets, geopolitical conditions and conflicts, security breaches, data exfiltration, 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, contractions or lower growth rates and cyclicity of markets we serve, competition, changes in industry standards and governmental regulations, our ability to manage leadership transitions and recruit and retain key employees, our ability to successfully identify, consummate, integrate and realize the anticipated value of appropriate acquisitions or otherwise effectively deploy our capital, 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, our separation into two independent, publicly-traded companies, risk related to tax treatment of our prior separations, impact of our indemnification obligation to Ralliant and 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, 2025 and Quarterly Reports on Form 10-Q for the subsequent quarters. 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.

## NON-GAAP FINANCIAL MEASURES

This presentation contains 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 because any corresponding GAAP measures and the reconciliations thereto would require us to make estimates or assumptions with precision about acquisitions, currency transactions, capital and other expenditures and similar adjustments during the relevant period. Information required by Regulation G with respect to historical non-GAAP financial measures are set forth in the appendix to this presentation and the “Investors” section of our website, [www.fortive.com](http://www.fortive.com), under the heading “Financial Results”.

## PRECISION TECHNOLOGIES SEPARATION

On June 28, 2025, the Company completed the separation (the “Separation”) of its former Precision Technologies segment by distributing to Fortive shareholders on a pro rata basis all of the issued and outstanding common stock of Ralliant Corporation (“Ralliant”), the entity incorporated to hold the PT businesses. The accounting requirements for reporting Ralliant as a discontinued operation were met when the Separation was completed. Accordingly, the accompanying financial information for all periods presented reflect this business as a discontinued operation. Unless otherwise indicated, all references in this report refer to continuing operations.

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.

# Key Messages



1

Strong Q1 performance reflects continued solid execution at new Fortive, with core growth of just over 5% and adjusted EPS growth of ~25%

*Q1 growth benefited from ~150 basis point tailwind from additional year-over-year selling days*

2

~\$500M of share repurchases in Q1 demonstrates continued commitment to disciplined capital allocation approach

3

Solid progress on our Fortive *Accelerated* strategy, driving continued confidence in medium-term financial framework and value creation opportunity

4

Reaffirming our FY 2026 Adjusted EPS guidance range of \$2.90 to \$3.00; currently trending toward the upper half of the range

# Fortive *Accelerated* Strategy

1

## Faster Profitable Organic Growth

- Innovation Acceleration
- Commercial Acceleration
- Recurring Customer Value

**Powered by FBS Amplified**

Promising early indicators: accelerating new product introduction velocity, refocused commercial strategies driving acceleration, recurring revenue growth outpacing consolidated growth

2

## Disciplined Capital Allocation

- Invest in organic growth
- Smaller bolt-on M&A
- Share repurchases
- Modest growing dividend

Deployed ~\$1.8B to share repurchases since spin off, representing ~35M shares or ~10% of diluted shares outstanding as of Q2 2025

Bolt-on M&A engine in place, continuously evaluating opportunities against our rigorous strategic and financial criteria

3

## Build and Maintain Investor Trust

- Clear expectations and consistent delivery
- Simplified guidance and disclosure
- Do what we say we will do

Revamped internal financial processes for better forecast accuracy

Redesigned investor messaging and guidance framework

Delivered solid performance in every quarter since the July 2025 launch of New Fortive



**Demonstrated progress**

**Ambition: 3-5 Year Total Shareholder Return > the S&P 500 Index<sup>1</sup>**

# Fortive Results

Q1 2026

	Q1 2026
Revenue <i>Reported Growth</i> <i>Core Growth</i>	\$1,069.4M +7.7% +5.3%
Adj. Gross Profit <i>Adj. Gross Margin</i> <i>Adj. Gross Profit Growth (YoY)</i>	\$676.3M 63.2% +5.8%
Adj. EBITDA <i>Adj. EBITDA Margin</i> <i>Adj. EBITDA Growth (YoY)</i>	\$313.7M 29.3% 13.2%
Adj. EPS <i>Adj. EPS Growth (YoY)</i>	\$0.70 +25.4%
Trailing Twelve Month (TTM) Free Cash Flow <i>TTM FCF Conversion on Adj. Net Income</i>	\$953.7M +102.3%

## COMMENTARY

- Core growth of ~5% driven by price and volume growth at both segments  
*Q1 growth benefited from ~150 bps tailwind from additional year-over-year selling days*
- Adjusted Gross Margin of ~63%, with year-over-year change impacted by net effect of tariffs that were introduced last year
- Adj. EBITDA grew ~13% year-over-year and margin expanded ~140 bps to ~29%, reflecting operating leverage, structural cost savings, and favorable FX, partially offset by growth investments
- Adj. EPS grew ~25% year-over-year, driven by Adj. EBITDA growth and favorable impact of share repurchases
- TTM Free Cash Flow Conversion on Adj. Net Income >100%, with Q1 FCF conversion in line with normal seasonality

# Intelligent Operating Solutions

Q1 2026

	Q1 2026
Revenue <i>Reported Growth</i> <i>Core Growth</i>	\$743.2M +7.6% +5.2%
Adj. Gross Profit <i>Adj. Gross Margin</i> <i>Adj. Gross Profit Growth (YoY)</i>	\$484.5M 65.2% +5.1%
Adj. EBITDA <i>Adj. EBITDA Margin</i> <i>Adj. EBITDA Growth (YoY)</i>	\$255.1M 34.3% +8.0%

## COMMENTARY

- Core revenue growth of ~5%, solid performance in professional instrumentation, Facilities and Asset Lifecycle solutions and gas detection  
*Q1 IOS growth benefited from ~100 bps tailwind from additional year-over-year selling days*
- Adj. Gross Margin of ~65%, with year-over-year performance impacted by product mix and the net impact of tariffs
- Adj. EBITDA grew 8%, driven by operating leverage, structural cost savings, and favorable FX, partially offset by growth investments



# Advanced Healthcare Solutions

Q1 2026

	Q1 2026
Revenue <i>Reported Growth</i> <i>Core Growth</i>	\$326.2M +7.9% +5.8%
Adj. Gross Profit <i>Adj. Gross Margin</i> <i>Adj. Gross Profit Growth (YoY)</i>	\$191.8M 58.8% +7.7%
Adj. EBITDA <i>Adj. EBITDA Margin</i> <i>Adj. EBITDA Growth (YoY)</i>	\$83.8M 25.7% +17.7%

## COMMENTARY

- Core revenue growth of ~6%, driven by solid demand for healthcare consumables, services and software  
*Q1 AHS growth benefited from ~300 bps tailwind from additional year-over-year selling days*
- Adj. Gross Margin of ~59% was ~flat year-over-year, reflecting operating leverage, offset by the net impact of tariffs
- Adj. EBITDA growth of ~18% driven by operating leverage, structural cost savings, and favorable FX, partially offset by growth investments

# Balance Sheet & Capital Allocation

Q1 2026

## Balance Sheet

As of April 3, 2026

Cash and equivalents	\$0.36B
Gross Debt, principal amounts	\$3.50B
Net Debt	\$3.14B

## Leverage

Q1 2026 TTM Adj. EBITDA	\$1.27B
Gross Debt / Adj. EBITDA	~2.8X
Net Debt / Adj. EBITDA	~2.5X

## Cash Flow

TTM as of Q1 2026

TTM Operating Cash Flow	\$1,064.3M
TTM Capital Expenditures	(\$110.6M)
TTM Free Cash Flow	\$953.7M
<i>TTM Free Cash Conversion on Adj. Net Income</i>	<i>102.3%</i>

## COMMENTARY

- Deployed ~\$500M towards share repurchase in Q1, representing ~9M shares (~3% of diluted shares outstanding) at an average price of \$56.21
- Ample capacity and flexibility to execute our capital deployment priorities, always with a disciplined focus on allocating capital to optimize shareholder returns over the medium to long term



# FY 2026 Guidance

Adj. EPS | FY 2026

**\$2.90 to \$3.00**



# Fortive *Accelerated*

Innovating essential technologies to keep our world **safe** and **productive**



# Appendix & Supplemental Reconciliation Data

## CORE REVENUE GROWTH

	Three Months Ended April 3, 2026		
	Intelligent Operating Solutions	Advanced Healthcare Solutions	Total Fortive
<b>Total revenue growth (GAAP)</b>	<b>7.6 %</b>	<b>7.9 %</b>	<b>7.7 %</b>
Excluding impact of:			
Acquisitions and divestitures	0.1 %	— %	— %
Currency exchange rates	(2.5)%	(2.1)%	(2.4)%
<b>Core revenue growth (Non-GAAP)</b>	<b>5.2 %</b>	<b>5.8 %</b>	<b>5.3 %</b>

## ADJUSTED GROSS PROFIT AND ADJUSTED GROSS PROFIT MARGIN

*\$ in millions*

	Three Months Ended April 3, 2026			Three Months Ended March 28, 2025		
	Intelligent Operating Solutions	Advanced Healthcare Solutions	Total Fortive	Intelligent Operating Solutions	Advanced Healthcare Solutions	Total Fortive
<b>Revenue (GAAP)</b>	\$ 743.2	\$ 326.2	\$ 1,069.4	\$ 690.9	\$ 302.2	\$ 993.1
<b>Gross Profit (GAAP)</b>	\$ 483.8	\$ 191.7	\$ 675.5	\$ 459.4	\$ 178.1	\$ 637.5
Discrete Restructuring Charges	0.7	0.1	0.8	1.8	—	1.8
<b>Adjusted Gross Profit (Non-GAAP)</b>	\$ 484.5	\$ 191.8	\$ 676.3	\$ 461.2	\$ 178.1	\$ 639.3
<b>Gross Profit Margin (GAAP)</b>	65.1 %	58.8 %	63.2 %	66.5 %	58.9 %	64.2 %
<b>Adjusted Gross Profit Margin (Non-GAAP)</b>	65.2 %	58.8 %	63.2 %	66.8 %	58.9 %	64.4 %

## ADJUSTED EBITDA AND ADJUSTED EBITDA MARGIN FROM CONTINUING OPERATIONS

\$ in millions	Three Months Ended				
	April 3, 2026	December 31, 2025	September 26, 2025	June 27, 2025	March 28, 2025
<b>Revenue (GAAP)</b>	\$ 1,069.4	\$ 1,122.5	\$ 1,027.2	\$ 1,016.4	\$ 993.1
<b>Net Earnings from Continuing Operations (GAAP)</b>	\$ 136.4	\$ 191.5	\$ 117.0	\$ 111.6	\$ 112.6
Interest expense, net	31.6	31.0	25.4	32.1	32.0
Income taxes	27.2	2.4	18.0	28.0	21.1
Depreciation	20.4	18.1	17.6	17.6	16.8
Amortization	93.2	93.2	91.5	91.6	91.2
<b>EBITDA (Non-GAAP)</b>	<b>308.8</b>	<b>336.2</b>	<b>269.5</b>	<b>280.9</b>	<b>273.7</b>
Pretax acquisition, divestiture, and Separation related items <sup>(a)</sup>	1.9	2.1	38.3	1.6	—
Pretax discrete restructuring charges	6.3	18.5	2.1	8.0	3.4
Pretax foreign currency transaction (gains) and losses related to Euro-denominated debt	(3.3)	1.2	(0.5)	—	—
Pretax gain from divestiture	—	(0.1)	—	(2.1)	—
<b>Adjusted EBITDA (Non-GAAP)</b>	<b>\$ 313.7</b>	<b>\$ 357.9</b>	<b>\$ 309.4</b>	<b>\$ 288.4</b>	<b>\$ 277.1</b>
<b>Trailing Twelve Months Adjusted EBITDA (Non-GAAP) as of April 3, 2026</b>	<b>\$ 1,269.4</b>				
<b>Net Earnings Margin from Continuing Operations (GAAP)</b>	<b>12.8 %</b>	<b>17.1 %</b>	<b>11.4 %</b>	<b>11.0 %</b>	<b>11.3 %</b>
<b>Adjusted EBITDA Margin (Non-GAAP)</b>	<b>29.3 %</b>	<b>31.9 %</b>	<b>30.1 %</b>	<b>28.4 %</b>	<b>27.9 %</b>

(a) Includes pretax transaction costs, integration costs, corresponding restructuring charges related to acquisitions, and certain Separation-related costs recorded in Net earnings from continuing operations.

The sum of the components of adjusted EBITDA may not equal due to rounding.

## FORTIVE CONTINUING OPERATIONS: OPERATING PROFIT & OPERATING PROFIT MARGIN TO ADJUSTED EBITDA AND ADJUSTED MARGIN BRIDGE

<i>\$ in millions</i>	Three Months Ended	
	April 3, 2026	March 28, 2025
<b>Revenue (GAAP)</b>	<b>\$ 1,069.4</b>	<b>\$ 993.1</b>
<b>Operating Profit (GAAP)</b>	<b>\$ 191.7</b>	<b>\$ 165.3</b>
Amortization of acquisition-related intangible assets	93.2	91.2
Acquisition, divestiture, and Separation related items <sup>(a)</sup>	1.9	—
Discrete restructuring charges	6.3	3.4
<b>Adjusted Operating Profit (Non-GAAP)</b>	<b>\$ 293.1</b>	<b>\$ 259.9</b>
Depreciation	20.4	16.8
Other	0.2	0.4
<b>Adjusted EBITDA (Non-GAAP)</b>	<b>\$ 313.7</b>	<b>\$ 277.1</b>
<b>Operating Profit Margin (GAAP)</b>	<b>17.9 %</b>	<b>16.6 %</b>
<b>Adjusted Operating Profit Margin (Non-GAAP)</b>	<b>27.4 %</b>	<b>26.2 %</b>
<b>Adjusted EBITDA Margin (Non-GAAP)</b>	<b>29.3 %</b>	<b>27.9 %</b>

(a) Includes pretax transaction costs, integration costs, corresponding restructuring charges related to acquisitions, and certain Separation-related costs recorded in Operating profit.



## SEGMENT ADJUSTED EBITDA AND SEGMENT ADJUSTED EBITDA MARGIN

\$ in millions	Three Months Ended April 3, 2026				Three Months Ended March 28, 2025			
	Intelligent Operating Solutions	Advanced Healthcare Solutions	Corporate	Total Fortive	Intelligent Operating Solutions	Advanced Healthcare Solutions	Corporate	Total Fortive
<b>Revenue (GAAP)</b>	\$ 743.2	\$ 326.2	\$ —	\$ 1,069.4	\$ 690.9	\$ 302.2	\$ —	\$ 993.1
<b>Operating Profit (GAAP)</b>	\$ 186.2	\$ 32.7	\$ (27.2)	\$ 191.7	\$ 174.6	\$ 21.7	\$ (31.0)	\$ 165.3
Amortization of acquisition-related intangible assets	47.7	45.5	—	93.2	46.6	44.6	—	91.2
Acquisition, divestiture, and Separation related items <sup>(a)</sup>	0.5	—	1.4	1.9	—	—	—	—
Discrete restructuring charges	6.0	0.3	—	6.3	3.4	—	—	3.4
Adjusted Operating Profit (Non-GAAP)	\$ 240.4	\$ 78.5	\$ (25.8)	\$ 293.1	\$ 224.6	\$ 66.3	\$ (31.0)	\$ 259.9
Depreciation	14.7	5.3			\$ 11.6	\$ 4.9		
<b>Adjusted EBITDA (Non-GAAP)</b>	\$ 255.1	\$ 83.8			\$ 236.2	\$ 71.2		
<b>Operating Profit Margin (GAAP)</b>	25.1 %	10.0 %		17.9 %	25.3 %	7.2 %		16.6 %
<b>Adjusted Operating Profit Margin (Non-GAAP)</b>	32.3 %	24.1 %		27.4 %	32.5 %	21.9 %		26.2 %
<b>Adjusted EBITDA Margin (Non-GAAP)</b>	34.3 %	25.7 %			34.2 %	23.6 %		

(a) Includes pretax transaction costs, integration costs, corresponding restructuring charges related to acquisitions, and certain Separation-related costs recorded in Operating profit.

## ADJUSTED NET EARNINGS AND ADJUSTED DILUTED NET EPS FROM CONTINUING OPERATIONS

\$ in millions, except per share amounts

	Three Months Ended			
	April 3, 2026		March 28, 2025	
		Per share value		Per share value
<b>Net Earnings and Net Earnings Per Share from Continuing Operations (GAAP)</b>	<b>\$ 136.4</b>	<b>\$ 0.44</b>	<b>\$ 112.6</b>	<b>\$ 0.33</b>
Interest on the Convertible Notes to apply if-converted method <sup>(a)</sup>	—	—	—	—
Tax effect of the Convertible Notes to apply if-converted method	—	—	—	—
<b>Diluted Net Earnings and Diluted Net Earnings Per Share (GAAP)</b>	<b>136.4</b>	<b>0.44</b>	<b>112.6</b>	<b>0.33</b>
Pretax amortization of acquisition related intangible assets	93.2	0.30	91.2	0.26
Pretax acquisition, divestiture, and Separation related items <sup>(a)</sup>	1.9	0.01	—	—
Pretax discrete restructuring charges	6.3	0.02	3.4	0.01
Pretax foreign currency transaction (gains) and losses related to Euro-denominated debt	(3.3)	(0.01)	—	—
Tax effect of the adjustments reflected above	(17.0)	(0.06)	(16.1)	(0.05)
<b>Adjusted Net Earnings and Adjusted Net Earnings Per Share from Continuing Operations (Non-GAAP)</b>	<b>\$ 217.5</b>	<b>\$ 0.70</b>	<b>\$ 191.1</b>	<b>\$ 0.55</b>
<b>Average Common Diluted Stock Outstanding (shares in millions)</b>		<b>312.8</b>		<b>344.6</b>

(a) Includes pretax transaction costs, integration costs, corresponding restructuring charges related to acquisitions, and certain Separation-related costs recorded in Net earnings from continuing operations.

Percentages presented elsewhere may not recalculate based on the amounts shown due to rounding.

## DEBT PRINCIPAL, NET DEBT, AND LEVERAGE

*\$ in millions*

	<u>April 3, 2026</u>
Current portion of long-term debt, carrying value	\$ 899.8
Long-term debt, carrying value	2,589.3
<b>Debt, net carrying value (GAAP)</b>	<b>3,489.1</b>
Plus: Aggregate unamortized debt discounts, premiums, and issuance costs	8.3
<b>Debt, principal amounts</b>	<b>3,497.4</b>
Less: Cash and equivalents	356.1
<b>Net debt (Non-GAAP)</b>	<b>\$ 3,141.3</b>
<b>TTM Adjusted EBITDA</b>	<b>\$ 1,269.4</b>
<b>Gross Leverage</b>	<b>2.8X</b>
<b>Net Leverage</b>	<b>2.5X</b>

## FREE CASH FLOW FROM CONTINUING OPERATIONS

*\$ in millions*

	Three Months Ended				Trailing Twelve Months
	April 3, 2026	December 31, 2025	September 26, 2025	June 27, 2025	
<b>Operating Cash Flows from Continuing Operations (GAAP)</b>	\$ 220.4	\$ 344.2	\$ 294.7	\$ 205.0	\$ 1,064.3
Less: Purchases of property, plant & equipment (capital expenditures) (GAAP)	(26.6)	(30.4)	(28.6)	(25.0)	(110.6)
<b>Free Cash Flow (Non-GAAP)</b>	\$ 193.8	\$ 313.8	\$ 266.1	\$ 180.0	\$ 953.7
<b>Adjusted Net Earnings from Continuing Operations (Non-GAAP)</b>	\$ 217.5	\$ 288.9	\$ 228.3	\$ 197.8	\$ 932.5
<b>Free Cash Flow Conversion on Adjusted Net Earnings from Continuing Operations</b>	89.1 %	108.6 %	116.6 %	91.0 %	102.3 %

	Three Months Ended				Trailing Twelve Months
	March 28, 2025	December 31, 2024	September 27, 2024	June 28, 2024	
<b>Operating Cash Flows from Continuing Operations (GAAP)</b>	\$ 191.8	\$ 327.7	\$ 304.7	\$ 217.5	\$ 1,041.7
Less: Purchases of property, plant & equipment (capital expenditures) (GAAP)	(21.1)	(22.6)	(21.6)	(19.6)	(84.9)
<b>Free Cash Flow (Non-GAAP)</b>	\$ 170.7	\$ 305.1	\$ 283.1	\$ 197.9	\$ 956.8
<b>Adjusted Net Earnings from Continuing Operations (Non-GAAP)</b>	\$ 191.1	\$ 279.8	\$ 207.4	\$ 198.6	\$ 876.9
<b>Free Cash Flow Conversion on Adjusted Net Earnings from Continuing Operations</b>	89.3 %	109.0 %	136.5 %	99.6 %	109.1 %

