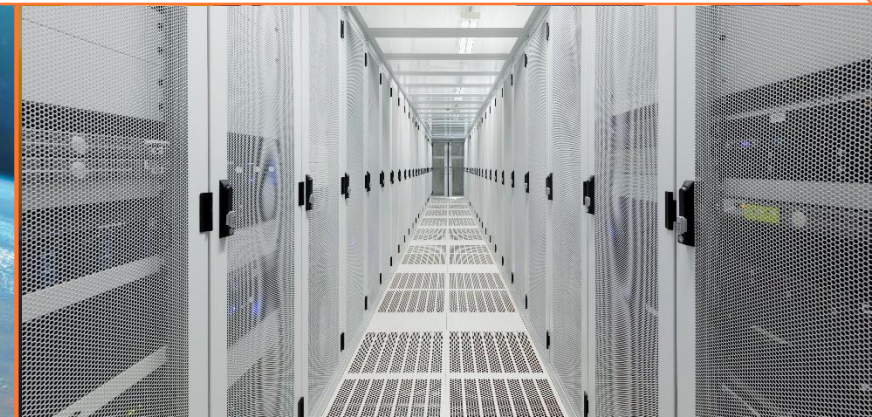




Ralliant Q1 2026 Results

May 12, 2026



Forward-Looking Statements

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: business outlook and priorities; future financial performance and results, including outlook, guidance, and any assumptions underlying such outlook or guidance; revenue growth; 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, productivity 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 (including the anticipated accelerated share repurchase program), 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 and increased demand in the Defense and Space end market; changes in government contracting requirements and reductions in, or forecasts of, 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 hostilities (including the ongoing conflict in the Middle East) and other geopolitical events; 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 “Information Relating to Forward-Looking Statements and Risk Factor Summary,” “Risk Factors,” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in the Company’s Annual Report on Form 10-K filed with the U.S. Securities and Exchange Commission (the “SEC”) on February 26, 2026, 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 Report on Form 10-Q to be filed with the SEC on May 12, 2026.

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.

The timing and amount of share repurchases will be determined by Ralliant based on its evaluation of market conditions and other factors. The Company’s stated plans do not obligate Ralliant to acquire any particular amount of shares and may be suspended or discontinued at any time.

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”), including “adjusted net earnings,” “adjusted diluted net earnings per share (“EPS”),” “normalized adjusted EPS,” “earnings before income taxes, interest, depreciation, and amortization (“EBITDA”),” “adjusted EBITDA” (including segment adjusted EBITDA), “adjusted EBITDA margin” (including segment adjusted EBITDA margin), “normalized adjusted EBITDA margin” (including segment normalized adjusted EBITDA margin), “return on invested capital” (or “ROIC”), “organic revenue growth,” “adjusted operating expenses,” “free cash flow,” “free cash flow conversion,” and “net leverage”. Please refer to the Appendix of this presentation for reconciliations of such historical non-GAAP financial measures with the most directly comparable financial measures calculated in accordance with GAAP. The Company has not reconciled the forward-looking statements regarding non-GAAP measures for “adjusted EPS,” “adjusted EBITDA margin,” “free cash flow,” “free cash flow conversion,” “organic revenue growth,” “ROIC,” “net leverage,” or “adjusted effective tax rate” 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. These items are uncertain, depend on various factors out of the Company’s control and could have a material impact on the corresponding measures calculated in accordance with GAAP.



Q1 2026 Highlights and Business Update



TAMI NEWCOMBE

President and
Chief Executive Officer



Business and Outlook Update

Q1 results above the high end of guidance and raising full-year 2026 guidance as we expect Test & Measurement growth to remain elevated and defense backlog is now over \$1 billion

Capitalizing on secular demand across electrification and defense with a clear focus on executing our profitable growth strategy

Driving adjusted EBITDA margin expansion with RBS-led Enterprise Productivity Program expected to deliver \$50-60 million of annualized run-rate savings by 2028

Increasing capital return to shareholders by targeting share repurchases of ~50% of FCF going forward; Increased repurchase authorization capacity to \$500 million and planning \$100 million accelerated share repurchase program

Q1 2026 Summary

Revenue
\$535 Million

Adjusted EBITDA Margin
18.6%

Adjusted Diluted EPS
\$0.57

Revenue Growth (Y/Y)
+11% Total
+9% Organic

Normalized Adjusted EBITDA Margin
+270 bps Y/Y

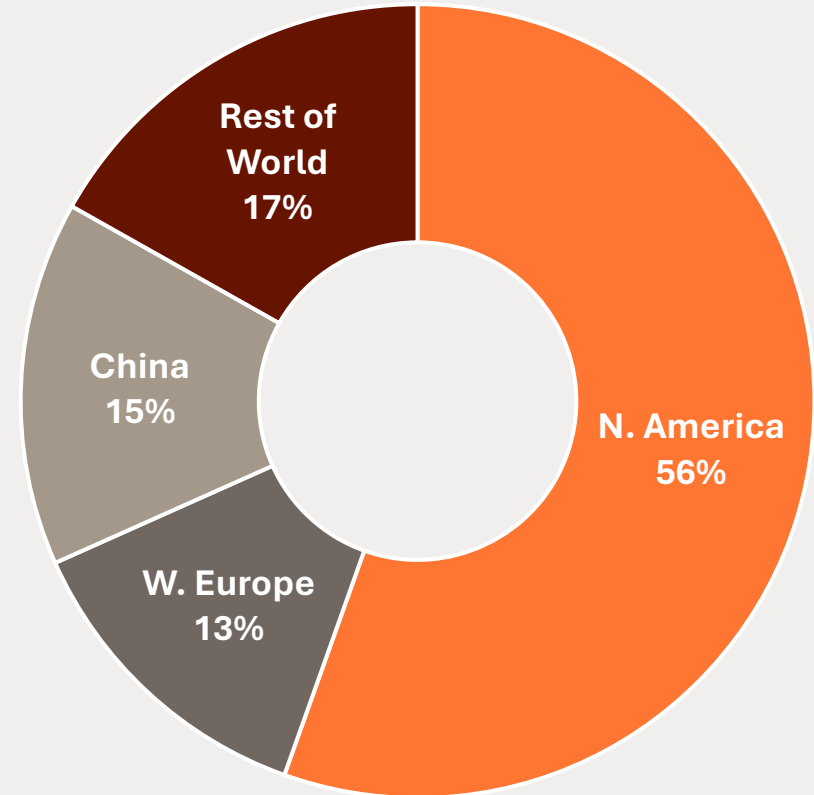
Free Cash Flow Conversion (TTM)
105%

Regional Trends

Q1 2026 Y/Y Organic Revenue Growth of +9%



% of Total Q1 2026 Revenue¹

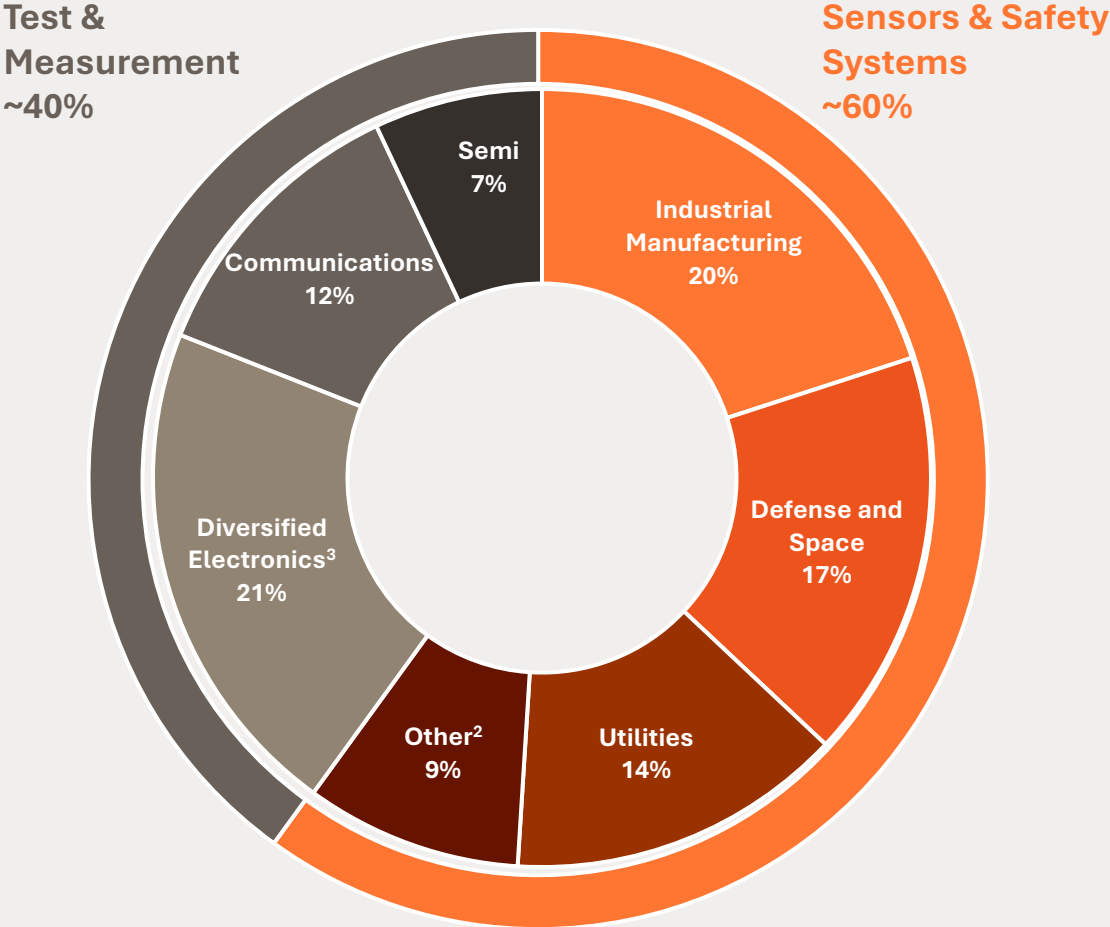


End Market Trends

Q1 2026 Y/Y Organic Revenue Growth

Sensors & Safety Systems	+9%
Industrial Manufacturing	+4%
Defense and Space	+21%
Utilities	+1%
Other ²	+10%
Test & Measurement	+9%
Diversified Electronics ³	+13%
Communications	+14%
Semiconductor	(8)%

% of Total Q1 2026 Revenue¹



Our Profitable Growth Strategy



01 Winning Growth Vectors

Capitalizing on long-term investment cycles across electrification and defense



02 Stronghold Positions

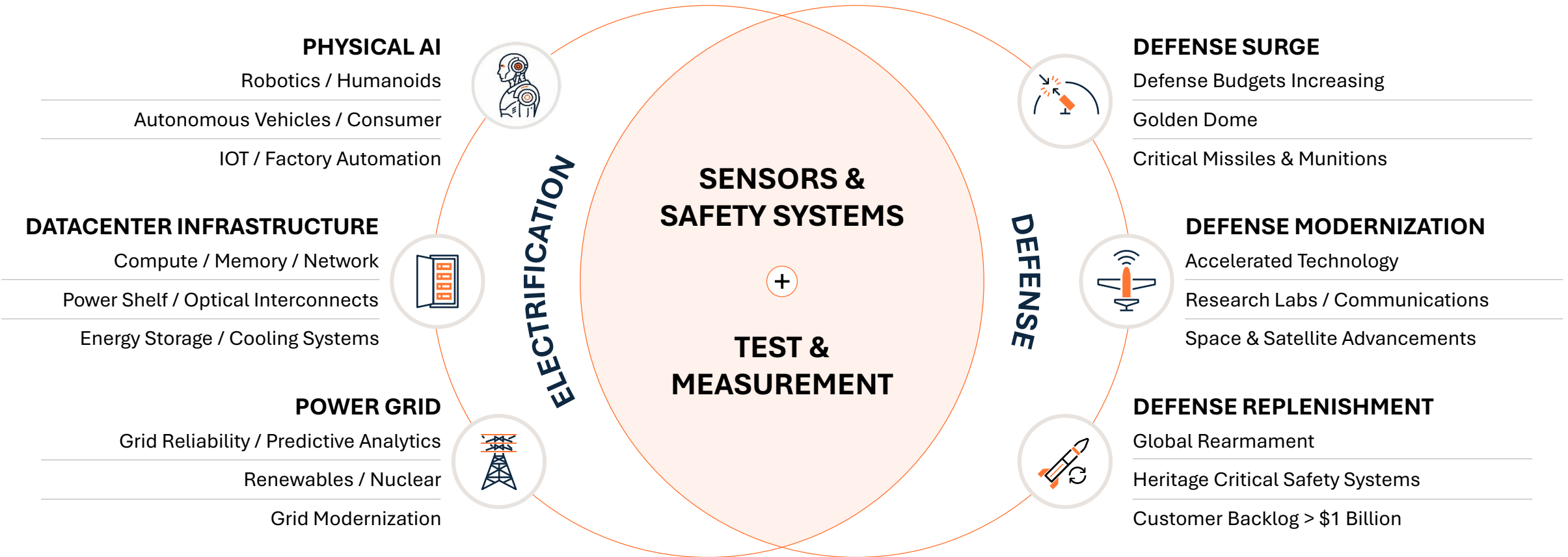
Deepening our advantaged positions where we have longstanding customer loyalty



03 RBS Everywhere

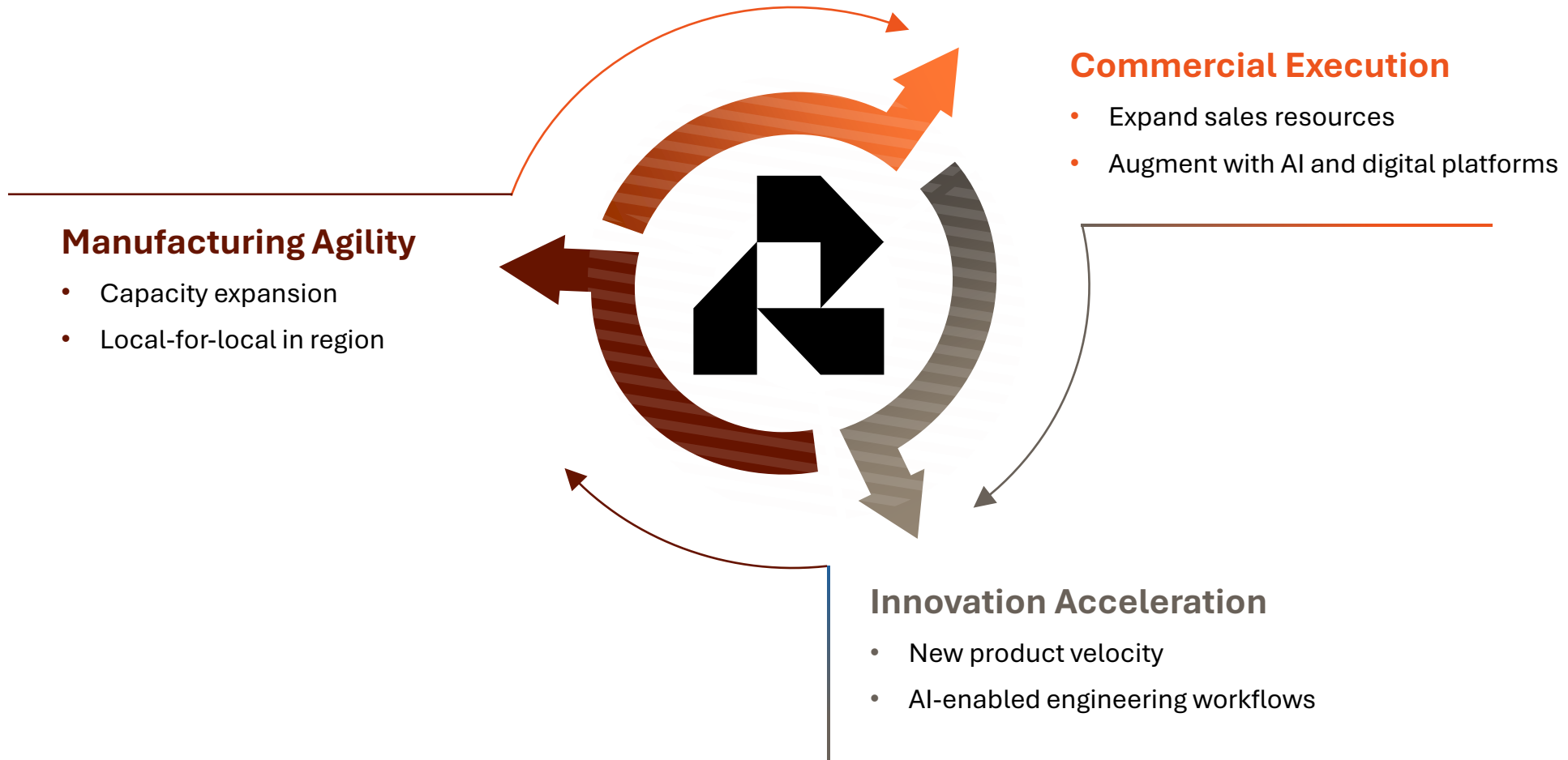
Unifying culture and business system to deliver disciplined financial performance

Winning Growth Vectors | Exposure to Secular Drivers



Both business segments capitalizing on secular demand across electrification and defense

RBS Everywhere | Enterprise Growth Enablers



RBS Everywhere | Enterprise Productivity Program

Program Overview

- Executing a multi-year, CEO-sponsored productivity program to support our **Profitable Growth Strategy** and drive **\$50-60 million of expected run-rate annualized savings** by 2028
- Post-spin opportunity to simplify how we operate and drive productivity to **expand adjusted EBITDA margins** and **invest for growth**
- **Actions already executed** for \$20 million of annualized run-rate savings¹

Drivers of Savings



Cost of Sales: Materials, Maintenance, and Facility Services

- Group Purchasing Office (GPO) for centralized buying
- Vendor negotiations and consolidating with fewer vendors
- Rationalize specs and launch RFPs for improved pricing



G&A: Labor and Indirect Spend Optimization

- Higher employee productivity through AI workflows
- Centralizing and streamlining key functions and services
- Labor optimization leveraging low-cost locations for appropriate roles

Expect annualized run-rate savings of \$50-60M by 2028² to drive adjusted EBITDA margin expansion

1. Includes previously announced \$9-11 million Cost Savings Program.
2. Ralliant does not provide a reconciliation for non-GAAP estimates for adjusted EBITDA margin on a forward-looking basis because the information necessary to calculate a meaningful or accurate estimation of reconciling items is not available without unreasonable effort. See the Appendix of this presentation for more information.

Well-Positioned for Value Creation

GROWTH



Revenue Growth
Extension

+

PROFITABILITY



Adjusted EBITDA Growth
Faster than Revenue

+

FREE CASH FLOW



Strong and Durable
Free Cash Flow

+

RETURNS



Disciplined Capital
Allocation

**CONSISTENT EARNINGS GROWTH
AND SHAREHOLDER RETURNS**



Financial Overview and Outlook



NEILL REYNOLDS

Chief Financial Officer

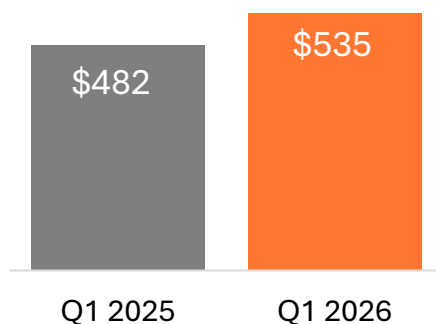


Q1 2026 Financial Results

(\$ in millions, except adjusted EPS)

Revenue

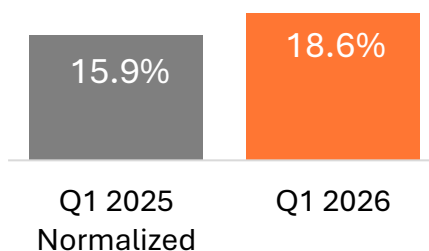
+11% Total Y/Y
+9% Organic Y/Y



- High-single-digit organic growth across both segments
- Disciplined execution against >\$1 billion backlog in Defense & Space
- Pockets of growth in Industrial Manufacturing and Other
- Broad-based improvement in Test & Measurement

Adjusted EBITDA Margin

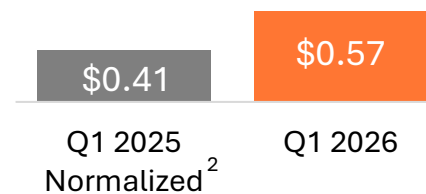
+270 bps Y/Y¹



- Margin expansion on a normalized basis driven by operating leverage from higher sales volume and productivity savings

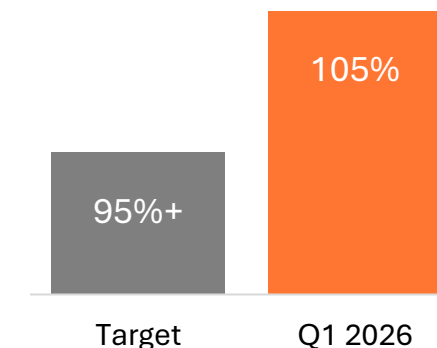
Adjusted EPS

+39% Y/Y¹



- Growth driven by revenue growth and adjusted EBITDA margin expansion
- Repurchased \$50 million shares in Q1 2026

Free Cash Flow Conversion (TTM)



- Robust TTM cash flow generation
- TTM FCF conversion of 105% driven by disciplined capital expenditures
- Q1 2026 FCF of \$10M, a step-down based on timing

1. Y/Y comparison versus normalized adjusted EBITDA margin and adjusted EPS for Q1 2025.

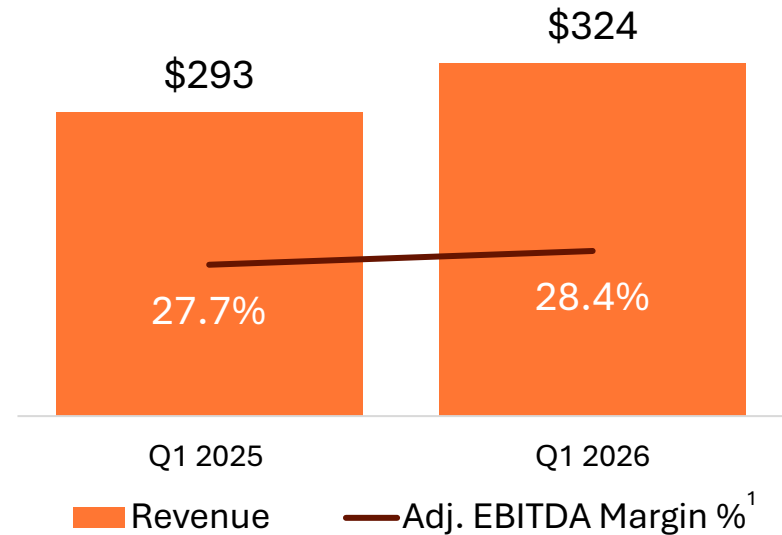
2. Q1 2025 EPS assuming share count of 112.7 million, consistent with the share count at time of spin on June 28, 2025.

Further discussion regarding our use of Non-GAAP financial measures and reconciliations between certain GAAP and non-GAAP measures are included in the Appendix of this presentation.

Segment Performance: Sensors & Safety Systems

Power grid solutions, defense technologies, industrial sensors for demanding environments

REVENUE (\$M)



Total revenue growth: **+11%**

Organic revenue growth: **+9%**

KEY DRIVERS

Organic Revenue

- Defense & Space up 21% driven by strong shipments; backlog continues to build with robust demand for critical programs
- Industrial Manufacturing and Other were up 6% driven by broad customer demand across North America, China and Rest of World
- Utilities up 1% with continued robust demand supported by record orders; lower revenue growth due to shipment timing

Adjusted EBITDA Margin¹

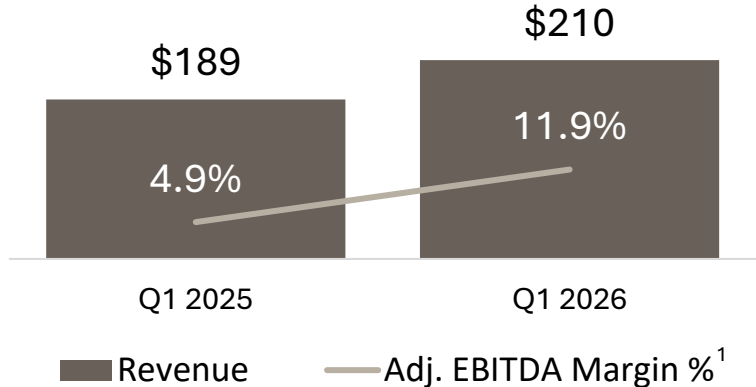
- Margin expansion driven by operating leverage on higher revenue partially offset by unfavorable mix impact from higher Defense & Space growth

Organic revenue grew 9% with robust demand across all end markets

Segment Performance: Test & Measurement

Precision instruments and services for advanced electronics

REVENUE (\$M)



Total revenue growth: **+12%**

Organic revenue growth: **+9%**

KEY DRIVERS

Organic Revenue

- Communications revenue up 14% driven by continued demand from defense and government customers
- Diversified Electronics up 13% on broad improvement across humanoid robotics, energy storage, and advanced research
- Semiconductor declined 8% primarily driven by the expected headwind from lapping a large customer project
 - High-teens revenue growth excl. customer project impact

Adjusted EBITDA Margin¹

- 700 bps margin expansion due to operating leverage on higher revenue and ramping of productivity savings

T&M returned to growth with broad-based acceleration in demand leading to 9% organic revenue growth

Balance Sheet and Cash Flow

Strong balance sheet and durable cash flow to support growth

Balance Sheet

As of April 3, 2026

Cash and cash equivalents	\$268M
Debt	\$1.15B
Net debt	\$882M
Net leverage ¹	1.9x

Cash Flow

Q1 2026

Operating cash flow	\$19M
Capital expenditures	\$9M
Free cash flow	\$10M

Balance Sheet

- Net leverage steady and within long-term target range
- Completed refinancing of 18-month term loan extending maturity and amending certain covenants with more favorable terms

Cash Flow

- TTM FCF conversion of 105% continues to exceed long-term target of >95%²
- Returned \$56M of capital to shareholders in Q1, through quarterly dividend and \$50M of share repurchases
- Increased share repurchase authorization to \$500M, targeting repurchase of ~50% of FCF going forward
- \$100M accelerated share repurchase program expected to be executed in Q2

Raising Full-Year 2026 Guidance and Introducing Q2 2026 Guidance

	Q2 2026 ¹	2026 Guide ¹ <i>Prior</i>	2026 Guide ¹ <i>Revised</i>	Additional Assumptions
Revenue <i>Y/Y organic growth</i>	\$540M to \$556M +7% to 10%	\$2.1B to \$2.2B +2% to 6%	\$2.185B to \$2.245B +5% to 8%	<ul style="list-style-type: none"> Tariff assumptions are based on policy announcements as of May 8, 2026; expect to continue to fully offset tariff cost; does not include potential for any tariff refunds Geopolitical environment remains consistent without more severe disruption FY 2026 Enterprise Productivity Program in-year savings of \$10-12M FY 2026 net interest expense of \$14-16M per quarter and adjusted effective tax rate of 16-18% Q2 weighted average diluted shares of ~112M and FY 2026 of 111 to 112M FY 2026 share repurchases to represent approximately 50% of free cash flow
Adjusted EBITDA Margin <i>Y/Y margin expansion²</i>	18.5% to 19.5% + 260 bps to 360 bps	18% to 20% (10) bps to +190 bps	19.5% to 20.5% +140 bps to 240 bps	
Adjusted EPS <i>Y/Y growth²</i>	\$0.58 to \$0.64 +35% to 49%	\$2.22 to \$2.42 +6% to 15%	\$2.53 to \$2.69 +20% to 28%	

Increased Test & Measurement demand and building defense backlog support guidance raise

Productivity Program Supporting Path to Mid-Point of Margin Range By 2028

\$50-60 million of annualized run-rate savings by 2028 expected to contribute to ~50% incremental adj. EBITDA margins

Enterprise Productivity Program Expected Savings

\$ millions	In-Year Savings ¹
2026	\$10 – \$12 <i>+20-25M Y/Y</i>
2027	\$30 – \$35 <i>+20-25M Y/Y</i>
2028	\$50 – \$60

Savings Details

- Actions already complete for ~\$20M of the \$50-60M annualized run-rate savings, which is comprised of:
 - Previously announced \$9-11M Cost Savings Program
 - Additional productivity actions executed by the end of Q1 with ~\$10M of run-rate annualized savings
- Anticipate reaching full run-rate of annualized savings mid-2028

Path to Mid-Point of Through-Cycle Margin Range

	Incremental Adjusted EBITDA Margin		
	Baseline Incremental Margin	Productivity Savings Contribution ¹	Total Incremental Margin
2026	35%-40% ²	+ ~10%	→ 45%-50%
2027 & 2028	30%-35% ²	+ 15%-20%	→ ~50%
2025-2028	~35%	+ ~15%	→ ~50%

Mid-point of through-cycle adjusted EBITDA margin range (low-to-mid-20s) by 2028

Expect strong incremental margins plus productivity savings to lead to mid-point of low-to-mid-20s adj. EBITDA margin range by 2028

Disciplined Capital Allocation Approach

Strong cash generation allowing for strategic reinvestment and significant capital return

01	Organic Reinvestment	<ul style="list-style-type: none">• Enabling organic revenue growth through RBS Everywhere• Investing in capacity expansion in Defense and Utilities to serve identified demand• Targeting returns in excess of cost of capital
02	Return of Capital	<ul style="list-style-type: none">• Repurchased 1.2M shares at an average price of \$42.40 per share for \$50M• Increased share repurchase authorization to \$500M• Target share buyback of ~50% of FCF going forward, inclusive of expected \$100M accelerated share repurchase program• Declared quarterly dividend of \$0.05/share on May 7, 2026
03	Focused Acquisitions	<ul style="list-style-type: none">• Tuck-in acquisitions aligned with winning growth vectors• Target double-digit 3-year ROIC with opportunity for operating synergies

Allocating capital to generate strong returns while maintaining target net leverage



Closing Remarks



TAMI NEWCOMBE

President and
Chief Executive Officer



Key Takeaways



01 Executing Growth Strategy

02 Driving Margin Expansion

03 Returning Capital



Appendix



Non-GAAP Financial Measures

The Company reports financial results in accordance with GAAP. However, this presentation contains references to certain non-GAAP measures, which are not recognized financial measures under GAAP, because management believes they assist investors and analysts in comparing the Company's operating performance across reporting periods on a consistent basis by excluding items that they do not believe are indicative of ongoing operating performance. Management believes these measures are helpful in highlighting trends in the Company's operating results, while other measures can differ significantly depending on long-term strategic decisions regarding capital structure and allocation, the tax jurisdictions in which companies operate and capital investments and acquisitions.

This presentation contains references to "adjusted net earnings," "adjusted diluted EPS," "normalized adjusted net earnings," "normalized adjusted diluted EPS," "EBITDA," "adjusted EBITDA" (including segment adjusted EBITDA), "adjusted EBITDA margin" (including segment adjusted EBITDA margin), "normalized adjusted EBITDA margin" (including segment normalized adjusted EBITDA margin), "organic revenue growth," "adjusted operating expenses," "free cash flow," "free cash flow conversion," and "net leverage" financial measures which are, in each case, not presented in accordance with GAAP. The non-GAAP financial measures are not intended to replace the presentation of the comparable measures under GAAP, should be read in conjunction with the most directly comparable GAAP financial measures, and may not be comparable to similarly titled measures reported by other companies. The Company define these non-GAAP financial measures as follows:

- Adjusted net earnings refers to net (loss) earnings calculated in accordance with GAAP, adjusted to exclude amortization of acquisition-related intangible assets, acquisition and divestiture related adjustments and costs, discrete restructuring charges, separation costs, Goodwill impairment and the tax effect of those adjustments, as well as a discrete tax adjustment and Goodwill impairment.
 - Normalized adjusted net earnings refers to adjusted net earnings normalized to reflect additional standalone public company costs, normalized interest expense, and corresponding tax benefit adjustment.
- Adjusted diluted EPS refers to adjusted net earnings divided by average common diluted stock outstanding.
 - Normalized adjusted diluted EPS refers to normalized adjusted net earnings divided by average common diluted stock outstanding.
- EBITDA refers to net (loss) earnings calculated in accordance with GAAP, excluding, interest, taxes, depreciation, and amortization.
 - Adjusted EBITDA refers to EBITDA adjusted to exclude acquisition and divestiture related adjustments and costs, discrete restructuring charges, separation costs, and Goodwill impairment.
 - Adjusted EBITDA margin refers to adjusted EBITDA as a percentage of GAAP revenue.
 - Adjusted EBITDA, which is also shown for the segments, also refers to operating (loss) profit calculated in accordance with GAAP adjusted to exclude amortization of acquisition-related intangible assets, acquisition and divestiture related adjustments and costs, discrete restructuring charges, separation costs, Goodwill impairment, depreciation, other non-recurring charges resulting from the Separation from Fortive such as duplicative corporate allocation from Fortive, and other.
 - Normalized adjusted EBITDA (which is also shown for the segments) refers to adjusted EBITDA normalized to reflect additional standalone public company costs.
 - Normalized adjusted EBITDA margin (which is also shown for the segments margin) refers to normalized adjusted EBITDA as a percentage of GAAP revenue.
- Organic revenue growth refers to revenue from operations growth calculated according to GAAP, but excluding (1) the impact from acquired and divested businesses and (2) the impact of currency translation. References to revenue attributable to acquisitions or acquired businesses refer to GAAP revenue from acquired businesses recorded prior to the first anniversary of the acquisition, less the amount of revenue attributable to certain businesses or product lines that, at the time of reporting, have been divested or are pending divestiture, but are not, and will not be, considered discontinued operations prior to the first anniversary of the divestiture. The portion of revenue attributable to the impact of currency translation is calculated as the difference between (a) the period-to-period change in revenue (excluding revenue impact from acquired businesses) and (b) the period-to-period change in revenue (excluding the revenue impact from acquired businesses) after applying the current period foreign exchange rates to the prior year period.
- Adjusted operating expenses refers to operating expenses calculated in accordance with GAAP, adjusted to exclude Goodwill impairment, amortization of acquisition-related intangible assets, acquisition and divestiture related adjustments and costs, discrete restructuring charges, and separation costs.
- Free cash flow refers to cash flow from operations calculated according to GAAP but excluding purchases of property, plant and equipment ("capital expenditures").
 - Free cash flow conversion refers to free cash flow divided by adjusted net earnings.
- Net leverage refers to net debt divided by trailing twelve months (TTM) adjusted EBITDA as defined by the Company's credit agreement.

The Company has not reconciled the forward-looking statements regarding non-GAAP measures for "adjusted EPS" (including adjusted EPS growth), "adjusted EBITDA margin," "incremental adjusted EBITDA margin," "organic revenue growth," "free cash flow," "free cash flow conversion," "adjusted effective tax rate," "net leverage," or "return on invested capital" because the Company is 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. These items are uncertain, depend on various factors out of the Company's control and could have a material impact on the corresponding measures calculated in accordance with GAAP.

ADJUSTED NET EARNINGS, ADJUSTED DILUTED NET EPS, NORMALIZED ADJUSTED NET EARNINGS, & NORMALIZED ADJUSTED DILUTED NET EPS (UNAUDITED)

(\$ in millions, except per share amounts)

	Three Months Ended					
	April 3, 2026		December 31, 2025		March 28, 2025	
	Per share values		Per share values		Per share values	
Net earnings (loss) and diluted net earnings (loss) per share (GAAP)	\$ 44.2	\$ 0.39	\$ (1,373.9)	\$ (12.17)	\$ 63.9	\$ 0.57
Goodwill impairment	—	—	1,441.7	12.77	—	—
Amortization of acquisition related intangible assets	22.3	0.20	22.2	0.20	20.3	0.18
Acquisition and divestiture related adjustments and costs	—	—	—	—	1.0	0.01
Discrete restructuring charges	2.1	0.02	9.0	0.08	0.5	—
Separation costs	—	—	2.6	0.02	—	—
Tax effect of the adjustments reflected above	(3.8)	(0.03)	(5.6)	(0.05)	(3.0)	(0.03)
Discrete tax adjustments	—	—	(17.5)	(0.16)	—	—
Adjusted net earnings and adjusted diluted net earnings per share (Non-GAAP)	64.8	0.57	78.5	0.70	82.7	0.73
Normalizing Adjustment ^(a)	—	—	—	—	(37.0)	(0.33)
Normalized adjusted net earnings and normalized adjusted diluted net earnings per share (Non-GAAP)	\$ 64.8	\$ 0.57	\$ 78.5	\$ 0.70	\$ 45.7	\$ 0.41
Average common diluted stock outstanding (shares in millions)		113.2		112.9		112.7

The sum of the components of adjusted diluted net earnings per share may not foot due to rounding.

(a) Normalizing adjustment reflects additional standalone public company costs (\$25.1M in Q1 2025) that correspond to an approximately \$175M quarterly run-rate for adjusted operating expense, interest expense from debt (\$16.0M in Q1 2025), and related tax benefit adjustment (\$4.1m in Q1 2025).

ADJUSTED NET EARNINGS, ADJUSTED DILUTED NET EPS, NORMALIZED ADJUSTED NET EARNINGS, & NORMALIZED ADJUSTED DILUTED NET EPS (UNAUDITED)

	Three Months Ended								Year Ended		
	March 28, 2025		June 27, 2025		September 26, 2025		December 31, 2025		December 31, 2025		
	Per share values		Per share values		Per share values		Per share values		Per share values		
<i>(\$ in millions, except per share amounts)</i>											
Net earnings (loss) and diluted net earnings (loss) per share (GAAP)	\$ 63.9	\$ 0.57	\$ 47.6	\$ 0.42	\$ 39.9	\$ 0.35	\$ (1,373.9)	\$ (12.17)	\$ (1,222.5)	\$ (10.84)	
Goodwill impairment	—	—	—	—	—	—	1,441.7	12.77	1,441.7	12.78	
Amortization of acquisition related intangible assets	20.3	0.18	21.9	0.19	22.5	0.20	22.2	0.20	86.9	0.77	
Acquisition and divestiture related adjustments and costs	1.0	0.01	1.4	0.01	—	—	—	—	2.4	0.02	
Discrete restructuring charges	0.5	—	0.4	—	3.1	0.03	9.0	0.08	13.0	0.12	
Fortive corporate allocations	—	—	10.1	0.09	—	—	—	—	10.1	0.09	
Stock-based compensation modification	—	—	—	—	22.4	0.20	—	—	22.4	0.20	
Separation costs	—	—	—	—	0.9	0.01	2.6	0.02	3.5	0.03	
Tax effect of the adjustments reflected above	(3.0)	(0.03)	(5.7)	(0.05)	(7.9)	(0.07)	(5.6)	(0.05)	(22.4)	(0.20)	
Discrete tax adjustments	—	—	—	—	(12.4)	(0.11)	(17.5)	(0.16)	(29.8)	(0.26)	
Adjusted net earnings and adjusted diluted net earnings per share (Non-GAAP)	82.7	0.73	75.7	0.67	68.5	0.60	78.5	0.70	305.3	2.71	
Normalizing Adjustment ^(a)	(37.0)	(0.33)	(27.1)	(0.24)	(4.1)	(0.04)	—	—	(68.2)	(0.60)	
Normalized adjusted net earnings and normalized adjusted diluted net earnings per share (Non-GAAP)	\$ 45.7	\$ 0.41	\$ 48.6	\$ 0.43	\$ 64.4	\$ 0.57	\$ 78.5	\$ 0.70	\$ 237.1	\$ 2.10	
Average common diluted stock outstanding (shares in millions)	112.7		112.7		113.4		112.9		112.8		

The sum of the components of adjusted diluted net earnings per share may not foot due to rounding.

(a) Normalizing adjustment reflects additional standalone public company costs (\$25.1M in Q1 2025, \$19.3M in Q2 2025, and \$4.9m in Q3 2025) that correspond to an approximately \$175M quarterly run-rate for adjusted operating expense, interest expense from debt (\$16.0M in Q1 2025 and Q2 2025), and related tax benefit adjustments (\$4.1m in Q1 2025, \$8.2m in Q2 2025, and \$0.8 in Q3 2025).

ADJUSTED EBITDA, ADJUSTED EBITDA MARGIN, NORMALIZED ADJUSTED EBITDA, & NORMALIZED ADJUSTED EBITDA MARGIN (UNAUDITED)

(\$ in millions)	Three Months Ended		
	April 3, 2026	December 31, 2025	March 28, 2025
Revenue (GAAP)	\$ 534.6	\$ 554.6	\$ 481.8
Net earnings (loss) (GAAP)	\$ 44.2	\$ (1,373.9)	\$ 63.9
Interest (income) expense, net	14.7	16.0	—
Income taxes	8.7	(9.9)	9.4
Depreciation	7.4	7.8	6.6
Amortization	22.3	22.2	20.3
EBITDA (Non-GAAP)	97.3	(1,337.8)	100.2
Goodwill impairment	—	1,441.7	—
Acquisition and divestiture related adjustments and costs	—	—	1.0
Discrete restructuring charges	2.1	9.0	0.5
Separation costs	—	2.6	—
Adjusted EBITDA (Non-GAAP)	99.4	115.5	101.7
Normalizing Adjustment ^(a)	—	—	(25.1)
Normalized Adjusted EBITDA (Non-GAAP)	\$ 99.4	\$ 115.5	\$ 76.6
Net earnings (loss) margin (GAAP)	8.3 %	(247.7)%	13.3 %
Adjusted EBITDA margin (Non-GAAP)	18.6 %	20.8 %	21.1 %
Normalized adjusted EBITDA margin (Non-GAAP)	18.6 %	20.8 %	15.9 %

(a) Normalizing adjustment reflects additional standalone public company costs (\$25.1M in Q1 2025), corresponding to approximately \$175M quarterly run-rate for adjusted operating expenses.

ADJUSTED EBITDA, ADJUSTED EBITDA MARGIN, NORMALIZED ADJUSTED EBITDA, & NORMALIZED ADJUSTED EBITDA MARGIN (UNAUDITED)

(\$ in millions)	Three Months Ended				Year Ended
	March 28, 2025	June 27, 2025	September 26, 2025	December 31, 2025	December 31, 2025
Revenue (GAAP)	\$ 481.8	\$ 503.3	\$ 529.1	\$ 554.6	\$ 2,068.8
Net earnings (loss) (GAAP)	\$ 63.9	\$ 47.6	\$ 39.9	\$ (1,373.9)	\$ (1,222.5)
Interest (income) expense, net	—	—	16.3	16.0	32.3
Income taxes	9.4	11.3	(4.7)	(9.9)	6.1
Depreciation	6.6	6.7	7.5	7.8	28.6
Amortization	20.3	21.9	22.5	22.2	86.9
EBITDA (Non-GAAP)	100.2	87.5	81.5	(1,337.8)	(1,068.6)
Goodwill impairment	—	—	—	1,441.7	1,441.7
Stock-based compensation modification	—	—	22.4	—	22.4
Acquisition and divestiture related adjustments and costs	1.0	1.4	—	—	2.4
Discrete restructuring charges	0.5	0.4	3.1	9.0	13.0
Separation costs	—	—	0.9	2.6	3.5
Fortive corporate allocations	—	10.1	—	—	10.1
Adjusted EBITDA (Non-GAAP)	101.7	99.4	107.9	115.5	424.5
Normalizing Adjustment ^(a)	(25.1)	(19.3)	(4.9)	—	(49.3)
Normalized Adjusted EBITDA (Non-GAAP)	\$ 76.6	\$ 80.1	\$ 103.0	\$ 115.5	\$ 375.2
Net earnings (loss) margin (GAAP)	13.3 %	9.5 %	7.5 %	(247.7) %	(59.1) %
Adjusted EBITDA margin (Non-GAAP)	21.1 %	19.8 %	20.4 %	20.8 %	20.5 %
Normalized adjusted EBITDA margin (Non-GAAP)	15.9 %	15.9 %	19.5 %	20.8 %	18.1 %

(a) Normalizing adjustment reflects additional standalone public company costs (\$25.1M in Q1 2025, \$19.3M in Q2 2025, and \$4.9m in Q3 2025) that correspond to an approximately \$175M quarterly run-rate for adjusted operating expenses.

SEGMENT ADJUSTED EBITDA, SEGMENT ADJUSTED EBITDA MARGIN, SEGMENT NORMALIZED ADJUSTED EBITDA, & SEGMENT NORMALIZED ADJUSTED EBITDA MARGIN (UNAUDITED)

(\$ in millions)	Three Months Ended								
	April 3, 2026			December 31, 2025			March 28, 2025		
	Sensors and Safety Systems	Test and Measurement	Unallocated Corporate Costs and Other ^(a)	Sensors and Safety Systems	Test and Measurement	Unallocated Corporate Costs and Other ^(a)	Sensors and Safety Systems	Test and Measurement	Unallocated Corporate Costs and Other ^(a)
Revenue (GAAP)	\$ 324.4	\$ 210.2	\$ —	\$ 337.2	\$ 217.4	\$ —	\$ 293.3	\$ 188.5	\$ —
Operating profit (loss) (GAAP)	\$ 88.7	\$ (3.2)	\$ (17.4)	\$ 84.6	\$ (1,437.6)	\$ (14.8)	\$ 87.0	\$ (11.9)	\$ (1.3)
Goodwill Impairment	—	—	—	—	1,441.7	—	—	—	—
Amortization of acquisition-related intangible assets	0.3	22.0	—	0.3	21.9	—	0.6	19.7	—
Acquisition related adjustments and costs	—	—	—	—	—	—	—	1.0	—
Discrete restructuring charges	—	2.1	—	5.9	3.1	—	—	0.5	—
Separation Costs	—	—	—	0.3	0.5	1.8	—	—	—
Depreciation	3.0	4.3	0.1	3.2	4.9	(0.3)	2.8	3.8	—
Other	0.1	(0.1)	(0.5)	0.1	—	(0.1)	(0.2)	(0.3)	—
Adjusted EBITDA (Non-GAAP)	92.1	25.1	(17.8)	94.4	34.5	(13.4)	90.2	12.8	(1.3)
Normalizing Adjustment ^(b)	—	—	—	—	—	—	(8.9)	(3.5)	(12.7)
Normalized Adjusted EBITDA (Non-GAAP)	\$ 92.1	\$ 25.1	\$ (17.8)	\$ 94.4	\$ 34.5	\$ (13.4)	\$ 81.3	\$ 9.3	\$ (14.0)
Operating profit (loss) margin (GAAP)	27.3 %	(1.5)%		25.1 %	(661.3)%		29.7 %	(6.3)%	
Adjusted EBITDA margin (Non-GAAP)	28.4 %	11.9 %		28.0 %	15.9 %		30.8 %	6.8 %	
Normalized adjusted EBITDA margin (Non-GAAP)	28.4 %	11.9 %		28.0 %	15.9 %		27.7 %	4.9 %	

(a) Amounts primarily related to standalone public company costs.

(b) Normalizing adjustment reflects additional standalone public company costs (\$25.1M in Q1 2025), corresponding to approximately \$175M quarterly run-rate for adjusted operating expenses.

The sum of the components of adjusted operating profit and adjusted EBITDA may not foot due to rounding.

SEGMENT ADJUSTED EBITDA, SEGMENT ADJUSTED EBITDA MARGIN, SEGMENT NORMALIZED ADJUSTED EBITDA, & SEGMENT NORMALIZED ADJUSTED EBITDA MARGIN (UNAUDITED)

Three Months Ended

(\$ in millions)	March 28, 2025			June 27, 2025			September 26, 2025			December 31, 2025		
	Sensors and Safety Systems	Test and Measurement	Unallocated Corporate Costs and Other ^(a)	Sensors and Safety Systems	Test and Measurement	Unallocated Corporate Costs and Other ^(a)	Sensors and Safety Systems	Test and Measurement	Unallocated Corporate Costs and Other ^(a)	Sensors and Safety Systems	Test and Measurement	Unallocated Corporate Costs and Other ^(a)
Revenue (GAAP)	\$ 293.3	\$ 188.5	\$ —	\$ 310.8	\$ 192.5	\$ —	\$ 326.0	\$ 203.1	\$ —	\$ 337.2	\$ 217.4	\$ —
Operating profit (loss) (GAAP)	\$ 87.0	\$ (11.9)	\$ (1.3)	\$ 79.5	\$ (14.3)	\$ (6.3)	\$ 90.1	\$ (1.7)	\$ (36.4)	\$ 84.6	\$ (1,437.6)	\$ (14.8)
Goodwill Impairment	—	—	—	—	—	—	—	—	—	—	1,441.7	—
Amortization of acquisition-related intangible assets	0.6	19.7	—	0.6	21.3	—	0.5	22.0	—	0.3	21.9	—
Acquisition related adjustments and costs	—	1.0	—	—	1.4	—	—	—	—	—	—	—
Discrete restructuring charges	—	0.5	—	—	0.4	—	—	3.1	—	5.9	3.1	—
Fortive corporate allocations	—	—	—	5.3	4.8	—	—	—	—	—	—	—
Stock-based compensation modification	—	—	—	—	—	—	—	—	22.4	—	—	—
Separation Costs	—	—	—	—	—	—	0.1	0.4	0.4	0.3	0.5	1.8
Depreciation	2.8	3.8	—	2.9	3.8	—	2.9	4.2	0.4	3.2	4.9	(0.3)
Other	(0.2)	(0.3)	—	—	—	—	—	—	(0.5)	0.1	—	(0.1)
Adjusted EBITDA (Non-GAAP)	90.2	12.8	(1.3)	88.3	17.4	(6.3)	93.6	28.1	(13.8)	94.4	34.5	(13.4)
Normalizing Adjustment ^(b)	(8.9)	(3.5)	(12.7)	(7.9)	(3.5)	(7.9)	(2.9)	(2.5)	0.5	—	—	—
Normalized Adjusted EBITDA (Non-GAAP)	\$ 81.3	\$ 9.3	\$ (14.0)	\$ 80.4	\$ 13.9	\$ (14.2)	\$ 90.7	\$ 25.6	\$ (13.3)	\$ 94.4	\$ 34.5	\$ (13.4)
Operating profit (loss) margin (GAAP)	29.7 %	(6.3)%		25.6 %	(7.4)%		27.6 %	(0.8)%		25.1 %	(661.3)%	
Adjusted EBITDA margin (Non-GAAP)	30.8 %	6.8 %		28.4 %	9.0 %		28.7 %	13.8 %		28.0 %	15.9 %	
Normalized adjusted EBITDA margin (Non-GAAP)	27.7 %	4.9 %		25.9 %	7.2 %		27.8 %	12.6 %		28.0 %	15.9 %	

(a) Amounts primarily related to standalone public company costs and stock-based compensation modification.

(b) Normalizing adjustment reflects additional standalone public company costs (\$25.1M in Q1 2025, \$19.3M in Q2 2025, and \$4.9m in Q3 2025) that correspond to an approximately \$175M quarterly run-rate for adjusted operating expense.

The sum of the components of adjusted operating profit and adjusted EBITDA may not foot due to rounding.

SEGMENT ADJUSTED EBITDA, SEGMENT ADJUSTED EBITDA MARGIN, SEGMENT NORMALIZED ADJUSTED EBITDA, & SEGMENT NORMALIZED ADJUSTED EBITDA MARGIN (UNAUDITED)

	Year Ended		
	December 31, 2025		
	Sensors and Safety Systems	Test and Measurement	Unallocated Corporate Costs and Other ^(a)
<i>(\$ in millions)</i>			
Revenue (GAAP)	\$ 1,267.3	\$ 801.5	\$ —
Operating profit (loss) (GAAP)	\$ 341.1	\$ (1,465.4)	\$ (58.7)
Goodwill Impairment	—	1,441.7	—
Amortization of acquisition-related intangible assets	2.0	84.9	—
Acquisition related adjustments and costs	—	2.4	—
Discrete restructuring charges	6.0	7.0	—
Fortive corporate allocations	5.3	4.8	—
Stock-based compensation modification	—	—	22.4
Separation Costs	0.4	1.0	2.1
Depreciation	11.8	16.7	0.1
Other	(0.3)	(0.3)	(0.5)
Adjusted EBITDA (Non-GAAP)	366.3	92.8	(34.6)
Normalizing Adjustment ^(b)	(19.7)	(9.5)	(20.1)
Normalized Adjusted EBITDA (Non-GAAP)	\$ 346.6	\$ 83.3	\$ (54.7)
Operating profit (loss) margin (GAAP)	26.9 %	(182.8)%	
Adjusted EBITDA margin (Non-GAAP)	28.9 %	11.6 %	
Normalized adjusted EBITDA margin (Non-GAAP)	27.3 %	10.4 %	

(a) Amounts primarily related to standalone public company costs and the stock-based compensation modification.

(b) Normalizing adjustment reflects additional standalone public company costs (\$9.5M for Test and Measurement, \$19.7M for Sensors and Safety Systems, and \$20.1M for Corporate in 2025), corresponding to approximately \$175M quarterly run-rate for adjusted operating expenses.

The sum of the components of adjusted operating profit and adjusted EBITDA may not foot due to rounding.

ORGANIC REVENUE GROWTH (UNAUDITED)

	Three Months Ended April 3, 2026 vs. Comparable 2025 Period		
	Ralliant	Sensors and Safety Systems	Test and Measurement
Total revenue growth (GAAP)	11.0 %	10.6 %	11.6 %
Impact of:			
Currency exchange rates	(2.2)%	(1.8)%	(2.9)%
Organic revenue growth (Non-GAAP)	8.8 %	8.8 %	8.7 %

ADJUSTED OPERATING EXPENSES (UNAUDITED)

(\$ in millions)	Three Months Ended									
	April 3, 2026			December 31, 2025			March 28, 2025			
	Ralliant	Total Segments	Unallocated Corporate Costs and Other ^(a)	Ralliant	Total Segments	Unallocated Corporate Costs and Other ^(a)	Ralliant	Total Segments	Unallocated Corporate Costs and Other (a)	
Operating expenses:										
Selling, general and administrative	\$ (160.5)	\$ (143.1)	\$ (17.4)	\$ (163.2)	\$ (148.4)	\$ (14.8)	\$ (128.3)	\$ (127.0)	\$ (1.3)	
Research and development	(43.7)	(43.7)	—	(42.9)	(42.9)	—	(41.3)	(41.3)	—	
Goodwill impairment	—	—	—	(1,441.7)	(1,441.7)	—	—	—	—	
Operating expenses (GAAP)	(204.2)	(186.8)	(17.4)	(1,647.8)	(1,633.0)	(14.8)	(169.6)	(168.3)	(1.3)	
Goodwill impairment	—	—	—	1,441.7	1,441.7	—	—	—	—	
Amortization of acquisition-related intangible assets	22.3	22.3	—	22.2	22.2	—	20.3	20.3	—	
Acquisition related adjustments and costs	—	—	—	—	—	—	1.0	1.0	—	
Discrete restructuring charges	1.7	1.7	—	1.7	1.7	—	0.5	0.5	—	
Separation costs	—	—	—	2.6	0.8	1.8	—	—	—	
Adjusted operating expenses (Non-GAAP)	\$ (180.2)	\$ (162.8)	\$ (17.4)	\$ (179.6)	\$ (166.6)	\$ (13.0)	\$ (147.8)	\$ (146.5)	\$ (1.3)	

(a) Amounts primarily related to standalone public company costs

FREE CASH FLOW AND FREE CASH FLOW CONVERSION (UNAUDITED)

	Three Months Ended		
	April 3, 2026	December 31, 2025	March 28, 2025
<i>(\$ in millions)</i>			
Operating cash flows (GAAP)	\$ 19.1	\$ 101.6	\$ 72.0
Less: Purchases of property, plant & equipment (capital expenditures) (GAAP)	(8.7)	(10.0)	(5.6)
Free cash flow (Non-GAAP)	\$ 10.4	\$ 91.6	\$ 66.4
Adjusted net earnings (Non-GAAP)	\$ 64.8	\$ 78.5	\$ 82.7
Free cash flow conversion (Non-GAAP)	16.0 %	116.7 %	80.3 %

	Trailing Twelve Months
	April 3, 2026
<i>(\$ in millions)</i>	
Operating cash flows (GAAP)	\$ 344.9
Less: Purchases of property, plant & equipment (capital expenditures) (GAAP)	(42.3)
Free cash flow (Non-GAAP)	\$ 302.6
Adjusted net earnings (Non-GAAP)	\$ 287.5
Free cash flow conversion (Non-GAAP)	105.3 %

NET LEVERAGE (UNAUDITED)

	As of	TTM	As of	TTM
	April 3, 2026	April 3, 2026	December 31, 2025	December 31, 2025
<i>(\$ in millions)</i>				
Long-term debt, gross	\$ 1,150.0		\$ 1,150.0	
Cash and cash equivalents	268.0		292.8	
Net debt per credit agreement	\$ 882.0		\$ 857.2	
Net earnings (GAAP)		\$ (1,242.2)		\$ (1,222.5)
Interest expense, net		47.0		32.3
Income tax expense (benefit)		5.4		6.1
Depreciation		29.4		28.6
Amortization		88.9		86.9
EBITDA (Non-GAAP)		(1,071.5)		(1,068.6)
Acquisition and divestiture related adjustments and costs		1.4		2.4
Discrete restructuring charges		14.6		13.0
Goodwill impairment		1,441.7		1,441.7
Fortive corporate allocations		10.1		10.1
Stock compensation expense		60.8		56.2
Other		2.1		1.1
Adjusted EBITDA per credit agreement (Non-GAAP)		\$ 459.2		\$ 455.9
Net leverage (Non-GAAP)	1.9		1.9	