

# Barclays Industrial Select Conference

FEBRUARY 22<sup>ND</sup>, 2023

Jim Lico, President & CEO, Fortive

Chuck McLaughlin, Senior Vice President & CFO, Fortive

# FORWARD LOOKING STATEMENTS & NON-GAAP FINANCIAL MEASURES

Statements in this presentation that are not strictly historical, including statements regarding anticipated financial results, market and acquisition opportunities, secular trends, macroeconomic conditions 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: deterioration of or instability in the economy, the markets we serve, international trade policies and the financial markets, the spread of, and the remedial effort related to COVID-19, our ability to adjust purchases and manufacturing capacity to reflect market conditions, reliance on sole sources of supply, 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 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, security breaches or other disruptions of our information technology systems, adverse effects of restructuring activities, risk related to tax treatment of the 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, 2021. These forward-looking statements speak only as of the date of this release, 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 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, 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 can be found in the “Investors” section on our website, [www.fortive.com](http://www.fortive.com), under the heading “Quarterly Results.”

All financial metrics relate only to the continuing operations, and all growth or period changes refer to year-over-year comparisons unless otherwise stated.

# KEY MESSAGES

1

## High-quality Portfolio

**Leadership positions in attractive secular growth markets** and expanded innovation capabilities position Fortive for **above macro growth**

2

## Differentiated Performance

Portfolio generating **more gross margin, operating profit margin and free cash flow per \$ of revenue** versus peers\*

3

## Power of FBS

Enviably culture of continuous improvement driving **sustainable growth, profit and cash improvements** across all businesses

4

## Proven Value Creation Formula

**Strong balance sheet and differentiated growth, margins, and FCF generation** create a **more robust compounding model**

**MORE RESILIENT FINANCIAL PROFILE AND HIGHER FCF POWER A KEY DIFFERENTIATOR**

# HIGH QUALITY PORTFOLIO

## Focused Segments with Durable Growth Drivers

### INTELLIGENT OPERATING SOLUTIONS



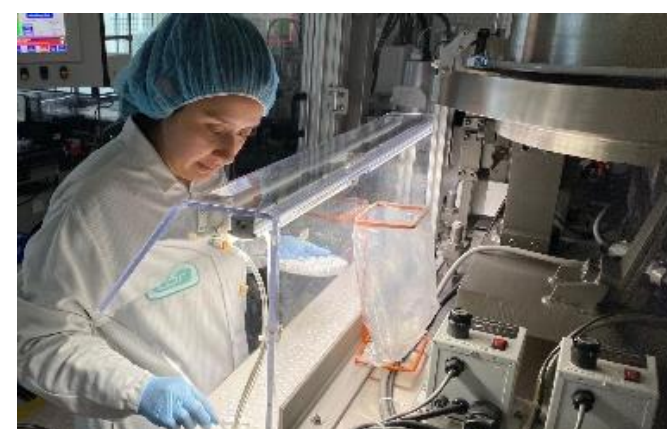
Delivering leading workflow solutions that facilitate field and facility safety, reliability, and productivity

### PRECISION TECHNOLOGIES



Enabling IoT expansion and accelerating the development of new technologies and innovations

### ADVANCED HEALTHCARE SOLUTIONS



Essential products and workflow solutions that ensure safe, efficient and timely delivery of healthcare

DEMOGRAPHICS



INTERNET OF THINGS



RESHORING / MFG



REGULATION, SAFETY, ESG



AUTOMATION & DIGITIZATION



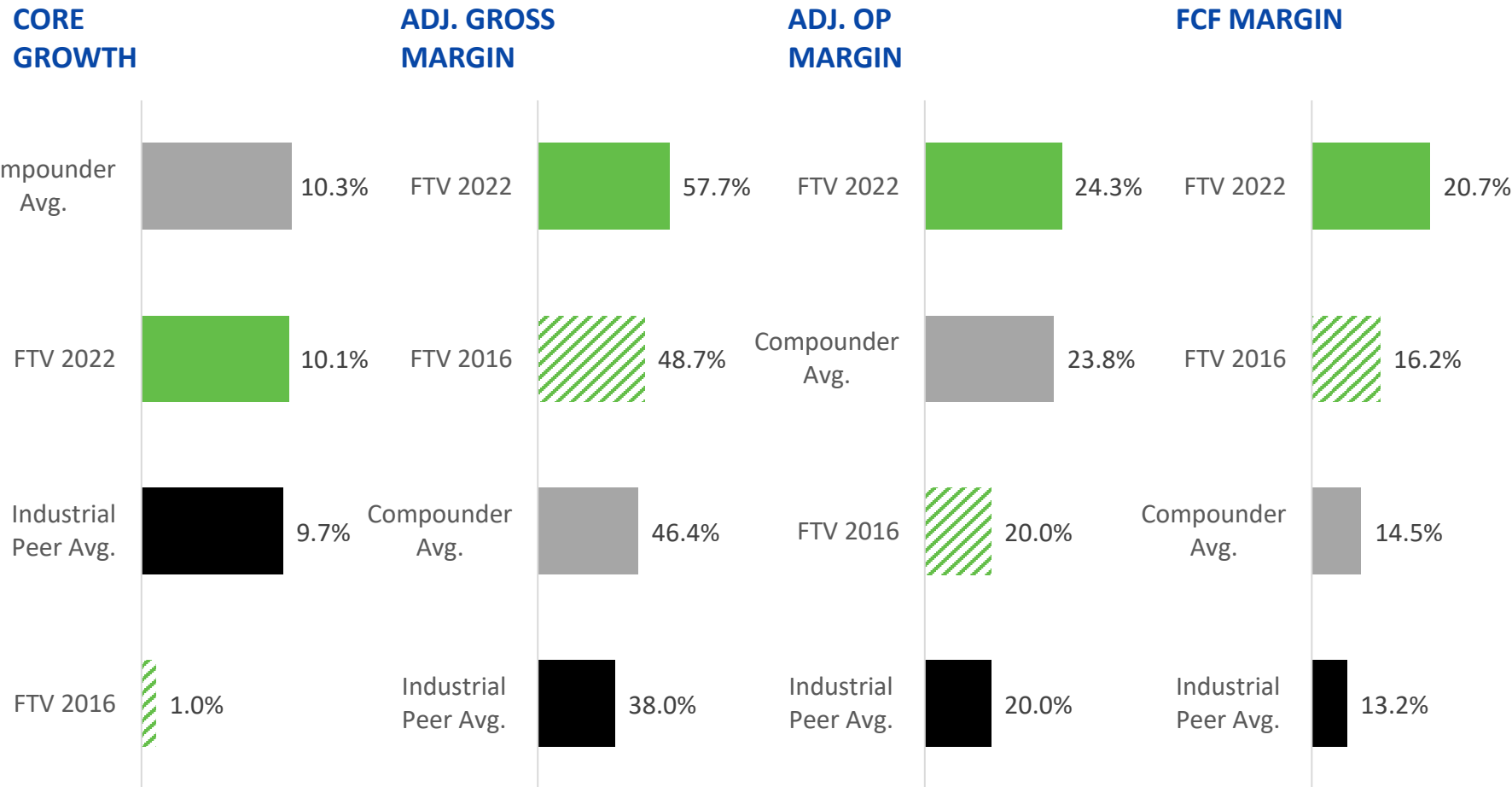
**Essential technologies for the people who accelerate progress...**

Connected solutions for all types of facilities: factories, buildings, engineering labs and hospitals

**LEADING  
POSITIONS IN  
CRITICAL CONNECTED  
WORKFLOWS**

# OUR TRANSFORMATION IS YEILDING DIFFERENTIATED RESULTS

COMPARING FAVORABLY TO PEERS ON HEADLINE FINANCIAL METRICS



## HIGHLIGHTS

- Significant progress delivering on our vision and strategy over the last 6 years
- Portfolio today consists of higher growth and more profitable businesses aligned to more enduring secular trends
- Strong 2-year stack performance of 20% core growth and +330bps adj. OMX
- Compounding cash flow off higher base, a key FTV differentiator and value driver

## 2022 PERFORMANCE HIGHLIGHTS BENEFITS OF PORTFOLIO TRANSFORMATION AND EXECUTION

\* Compounder avg. includes AME, DOV, IEX, ROP using actual numbers for companies that have reported and Factset consensus for those that have not. \*\* Industrial peer average includes EMR, ETN, HON, IR, ITW, MMM, PH and ROK, using actual numbers for companies that have reported and Factset consensus for those that have not. \*\*\* Because no corresponding adjustments were applicable in 2016, FTV 2016 non-GAAP measures are equal to the corresponding GAAP measures. \*\*\*\* 2-year stack core growth calculated by adding 2021 core growth of 9.5% and 2022 core growth of 10.1%

# POWER OF FBS



## Our Culture, Everyday

Kaizen is our way of life → relentless focus on execution and continuous improvement everyday

## Innovating for Impact

Portfolio aligned to strategic focus and accelerating innovation cycle to drive share gains and maximize R&D returns

## Differentiated Performance

Building extraordinary teams through rigorous and disciplined use of FBS to create and sustain our competitive advantage

RELENTLESS FOCUS ON EXECUTION AND CONTINUOUS IMPROVEMENT YIELDING SUSTAINABLE RESULTS

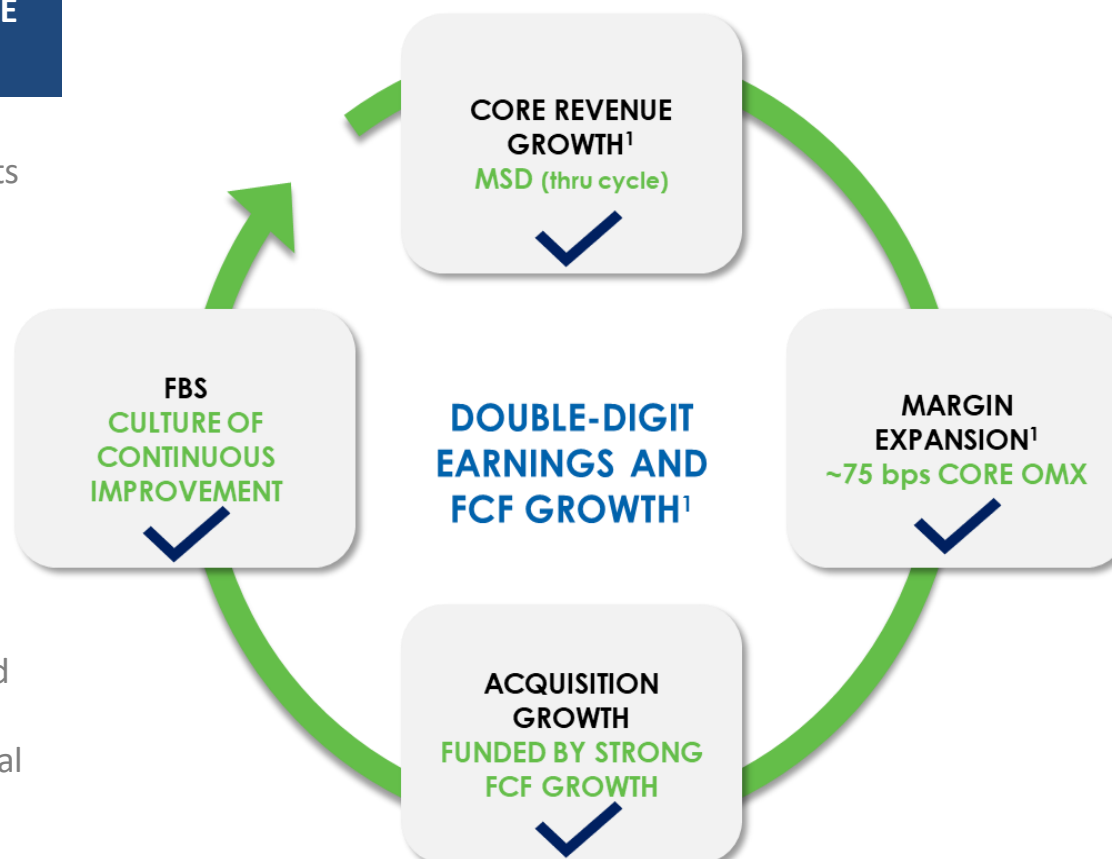


# PROVEN VALUE CREATION FORMULA

MORE RESILIENT FINANCIAL PROFILE AND HIGHER FCF POWER

## SUSTAINABLE COMPETITIVE ADVANTAGES

- ✓ Leadership positions in attractive growth markets
- ✓ Resilient financial profile with ~40% recurring revenue and strong incremental margins
- ✓ FBS enabling and empowering differentiated and sustainable results
- ✓ Disciplined approach and strong balance sheet position Fortive for capital deployment upside



## SUMMARY

- Portfolio optimization has yielded a higher-growth, more resilient business, well-positioned to navigate the evolving macro
- 4-year stack reflects execution on through-cycle targets, with MSD growth, +425 bps adj. OMX, ~65% adj. earnings growth and ~100% FCF growth<sup>2</sup>
- Relentless deployment of FBS to drive innovation and sustainable results across evolving portfolio
- Free cash flow profile supports accelerated compounding and value creation upside

**DIFFERENTIATED GROWTH, MARGINS, AND FCF GENERATION CREATE A MORE ROBUST COMPOUNDING MODEL**



**FORTIVE**