Baird 2020 Global Industrial Conference

November 11, 2020

Forward-Looking Statements and Non-GAAP Financial Measures

This presentation contains forward-looking statements within the meaning of the federal securities laws. These statements include, but are not limited to statements regarding Vontier Corporation's (the "Company's") business and acquisition opportunities, anticipated revenue growth, anticipated operating margin expansion, anticipated cash flow, and anticipated earnings growth, and any other statements identified by their use of words like "anticipate," "expect," "believe," "outlook," "guidance," or "will" or other words of similar meaning. There are a number of important risks and uncertainties 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 risks and uncertainties include, among other things, the ability to satisfy the conditions to, and complete, the transaction on a timely basis or at all, including the ability of Vontier to realize the benefits of the transaction, Vontier's performance and maintenance of important business relationships pending closing of the transaction, the duration and impact of the COVID-19 pandemic, deterioration of or instability in the economy, the markets we serve, international trade policies and the financial markets, trade relations with China, the phase out of the London Interbank Offered Rate, contractions or lower growth rates and cyclicality of markets we serve, competition, changes in industry standards and governmental regulations that may adversely impact demand for our products or our costs, 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, impact of divestitures, 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, political, 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, our ability to adjust purchases and manufacturing capacity to reflect market conditions, reliance on sole sources of supply, security breaches or other disruptions of our information technology systems, adverse effects of restructuring activities, impact of changes to U.S. GAAP, labor matters, and disruptions relating to man-made and natural disasters. 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 Information Statement filed with the Form 10-12B/A on September 21, 2020. These forward-looking statements represent Vontier's beliefs and assumptions only as of the date of this presentation and Vontier 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 contains references to "core revenue growth," "free cash flow conversion," and "adjusted operating profit margin" financial measures which are, in each case, not presented in accordance with generally accepted accounting principles ("GAAP").

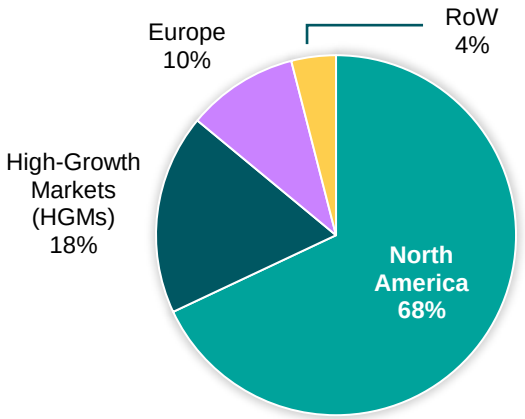
- Core revenue growth refers to the change of total sales calculated according to GAAP but excluding (1) sales from acquired and divested businesses; (2) the impact of currency translation; and (3) certain other items. References to sales attributable to acquisitions or acquired businesses refers to GAAP sales from acquired businesses recorded prior to the first anniversary of the acquisition less the amount of sales attributable to certain divested businesses or product lines not considered discontinued operations. The portion of sales attributable to the impact of currency translation is calculated as the difference between (a) the period-to-period change in sales (excluding sales from acquired businesses) and (b) the period-to-period change in sales, including foreign operations, (excluding sales from acquired businesses) after applying the current period foreign exchange rates to the prior year period. The portion of sales attributable to other items is calculated as the impact of those items which are not directly correlated to sales from existing businesses which do not have an impact on the current or comparable period.
- Free cash flow conversion refers to cash flow from operations calculated according to GAAP but excluding capital expenditures divided by net earnings.
- Adjusted operating profit margin refers to adjusted operating profit, or operating profit calculated in accordance with GAAP but excluding amortization of acquisition-related intangible assets, restructuring costs and asset impairments and is adjusted for standalone and other one-time public company costs, divided by GAAP sales.

We report our financial results in accordance with GAAP. However, we present certain non-GAAP measures, as described above, which are not recognized financial measures under GAAP, because we believe they assist investors and analysts in comparing our operating performance across reporting periods on a consistent basis by excluding items that we do not believe are indicative of our core operating performance. Management believes these measure are helpful in highlighting trends in our 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. The non-GAAP financial measures should not be considered in isolation or as a substitute for the GAAP financial measures but should instead be read in conjunction with the corresponding GAAP financial measures

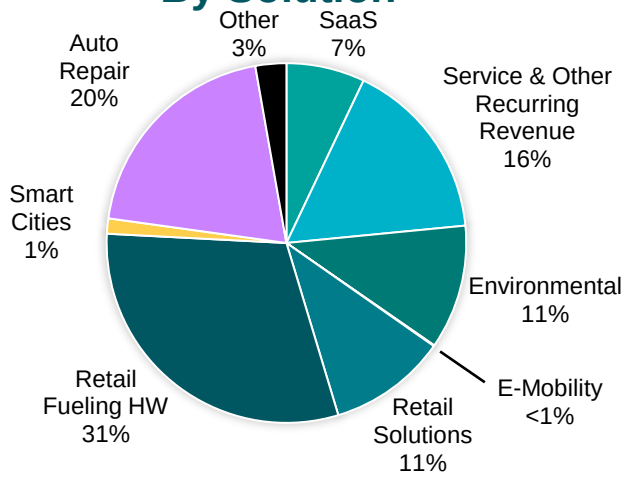
Establishing a New Premier Industrial Technology Company

- ***Market Leader in Mobility Technologies***
- ***Large, Global Installed Base with Historically Low Cyclicality***
- ***Attractive Financial Profile with Strong Margins & Free Cash Flow***
- ***Proven Business System and Culture, Inherited from Danaher & Fortive***
- ***Runway of Opportunities for Profitable Growth and M&A***

By Geography[1]



By Solution[1]



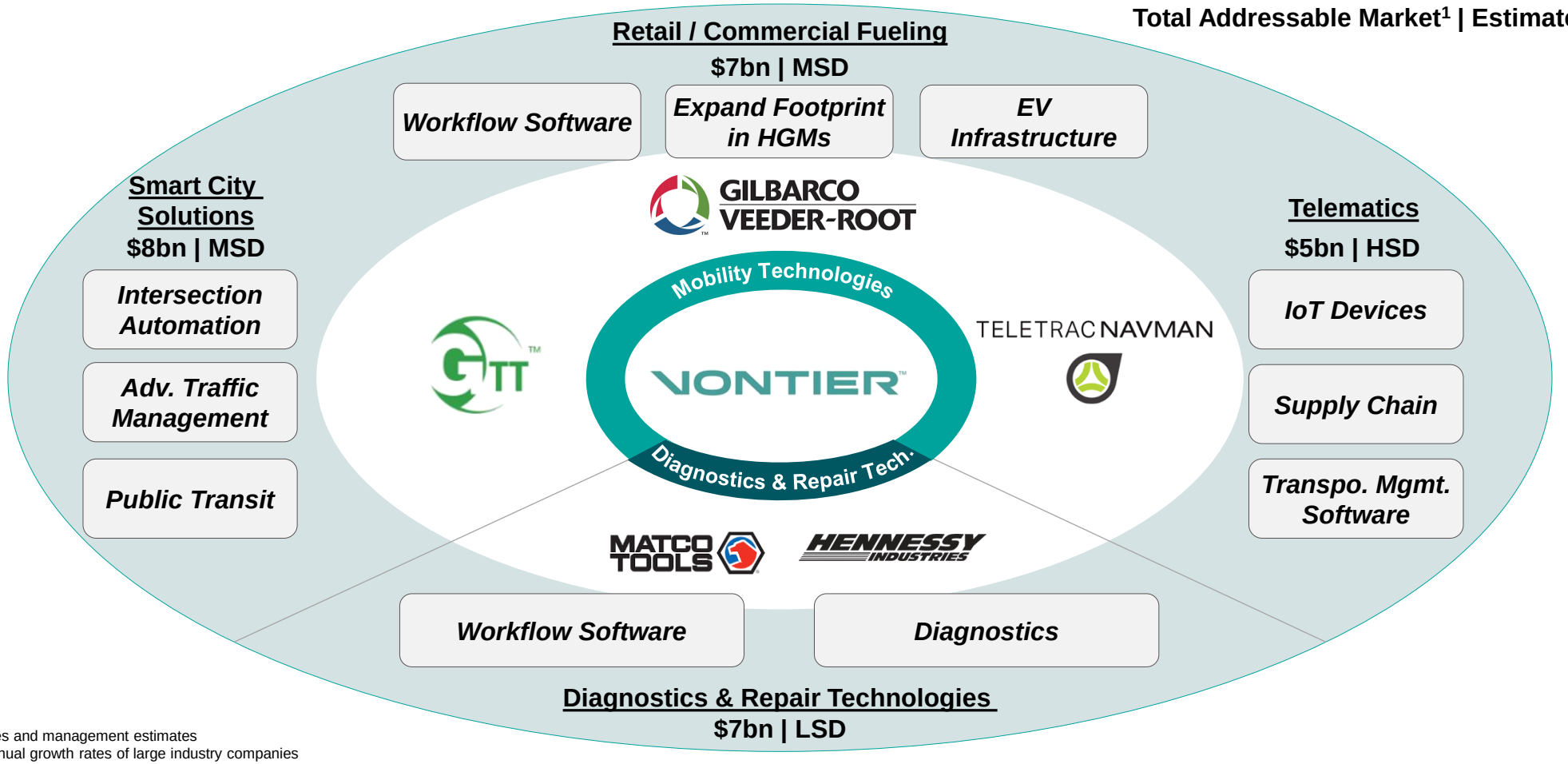
Key Financials

- **$2.8bn** 2019 Sales
- **GDP+** Core Revenue Growth
- **Mid-20%** Recurring Sales
- **>40%** Gross Margin
- **~20%** Adj. Op. Profit Margin
- **>100%** FCF Conversion

Note: Core Revenue Growth, Adjusted Operating Profit Margin, and Free Cash Flow Conversion are non-GAAP financial metrics.
[1] Based on 2019A sales. High-growth markets are defined as developing markets of the world experiencing extended periods of accelerated growth in gross domestic product and infrastructure, which include Eastern Europe, the Middle East, Africa, Latin America, and Asia Pacific (with the exception of Japan and Australia).

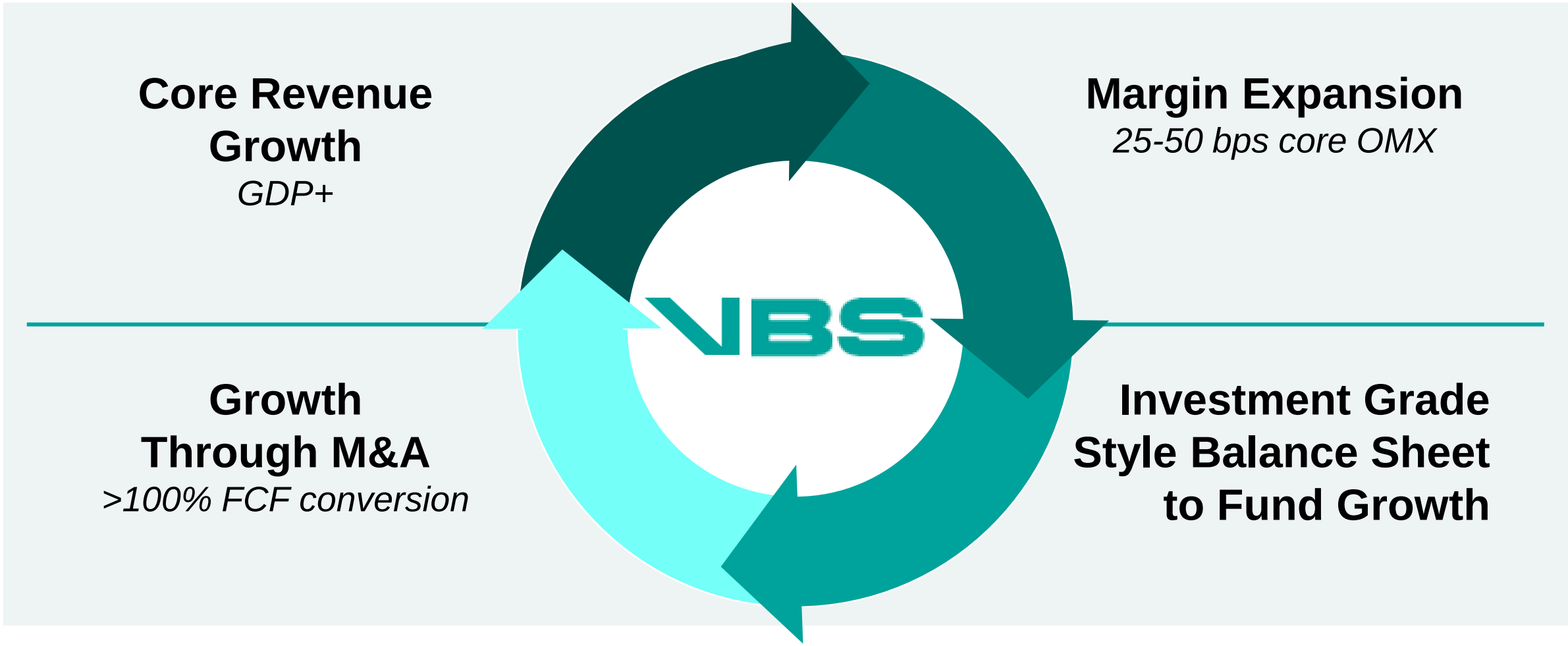
$27bn Market with Large Runway for Earnings Growth

Total Addressable Market[1] | Estimated Market Growth[2]



[1] Based on 2019 industry sales and management estimates
[2] Based on the compound annual growth rates of large industry companies

Value Creation Flywheel



Note: Represents general target measures

Vontier | A Compelling Investment Opportunity

- ***Industrial technology leader with outstanding brands and strong installed base levered to attractive $27bn mobility market***
- ***Strong performance and limited cyclicality, supported by recurring sales***
- ***Robust free cash flow generation and investment grade style balance sheet to fund M&A***
- ***Runway of opportunities to drive profitable growth***
- ***Experienced and proven leadership team with track record of driving substantial growth and strategic portfolio transformation***
- ***Vontier Business System is a cornerstone of culture and competitive advantage***

VONTIER™