



# INVESTOR PRESENTATION

JEFFERIES SOFTWARE CONFERENCE

JUNE 2, 2022

**SIMPLE IDEAS. POWERFUL RESULTS.**

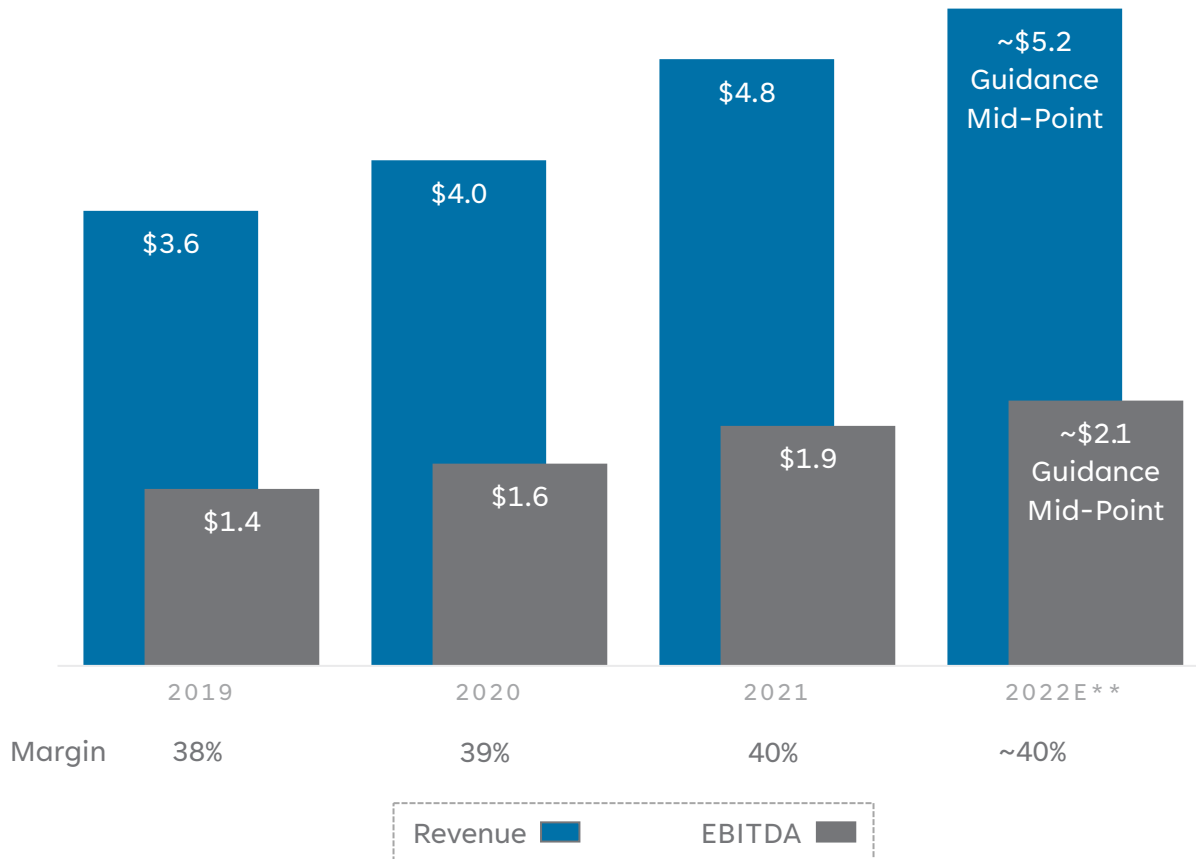
The information provided in this presentation contains forward-looking statements within the meaning of the federal securities laws. These forward-looking statements may include, among others, statements regarding operating results, the success of our internal operating plans, and the prospects for newly acquired businesses to be integrated and contribute to future growth, profit and cash flow expectations. Forward-looking statements may be indicated by words or phrases such as "anticipate," "estimate," "plans," "expects," "projects," "should," "will," "believes," "intends" and similar words and phrases. These statements reflect management's current beliefs and are not guarantees of future performance. They involve risks and uncertainties that could cause actual results to differ materially from those contained in any forward-looking statement. Such risks and uncertainties include any ongoing impacts of the COVID-19 pandemic on our business, operations, financial results and liquidity, which will depend on numerous evolving factors which we cannot accurately predict or assess, including: the duration and scope of the pandemic, new variants of the virus and the distribution and efficacy of vaccines; any negative impact on global and regional markets, economies and economic activity; actions governments, businesses and individuals take in response to the pandemic; the effects of the pandemic, including all of the foregoing, on our customers, suppliers, and business partners, and how quickly economies and demand for our products and services recover after the pandemic subsides. Such risks and uncertainties also include our ability to identify and complete acquisitions consistent with our business strategies, integrate acquisitions that have been completed, realize expected benefits and synergies from, and manage other risks associated with, the newly acquired businesses, as well as complete any announced divestitures, including obtaining any required regulatory approvals with respect thereto. We also face other general risks, including our ability to realize cost savings from our operating initiatives, general economic conditions and the conditions of the specific markets in which we operate, changes in foreign exchange rates, difficulties associated with exports, risks associated with our international operations, cybersecurity and data privacy risks, including litigation resulting therefrom, risks related to political instability, armed hostilities, incidents of terrorism, public health crises (such as the COVID-19 pandemic) or natural disasters, increased product liability and insurance costs, increased warranty exposure, future competition, changes in the supply of, or price for, parts and components, including as a result of the current inflationary environment and ongoing supply chain constraints, environmental compliance costs and liabilities, risks and cost associated with litigation, potential write-offs of our substantial intangible assets, and risks associated with obtaining governmental approvals and maintaining regulatory compliance for new and existing products. Important risks may be discussed in current and subsequent filings with the SEC. You should not place undue reliance on any forward-looking statements. These statements speak only as of the date they are made, and we undertake no obligation to update publicly any of them in light of new information or future events.

We refer to certain non-GAAP financial measures in this presentation. Reconciliations of these non-GAAP financial measures to the most directly comparable GAAP financial measures can be found within this presentation.

We compound cash flow by acquiring and growing niche, market-leading technology businesses.

## REVENUE & EBITDA\*

(in \$ billions)



## VERTICAL SOFTWARE

(~75% of Revenue, 18 Businesses)

## MEDICAL & WATER PRODUCTS

(~25% of Revenue, 8 Businesses)

In \$ billions.  
 Results are presented on an Adjusted (Non-GAAP) basis. Excludes completed and announced divestitures. See appendix of this presentation for reconciliations.  
 \* Preliminary estimates; subject to change pending finalization of expenses from continuing operations.  
 \*\* 2022 estimates based on mid-point of guidance range provided in Q1'22 earnings presentation (not updated).



Market-Leading Businesses  
in Defensible Niches

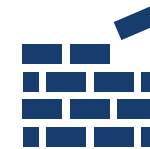
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- *Substantial Excess Free Cash Flow*
- *Investment Grade Leverage*
- *Centralized Capital Deployment*

- *Resilient Organic Growth*
- *High Recurring Revenue Mix*
- *Strong Margins*
- *Customer Intimacy*



Redeploy Capital to Acquire  
Next Great Business

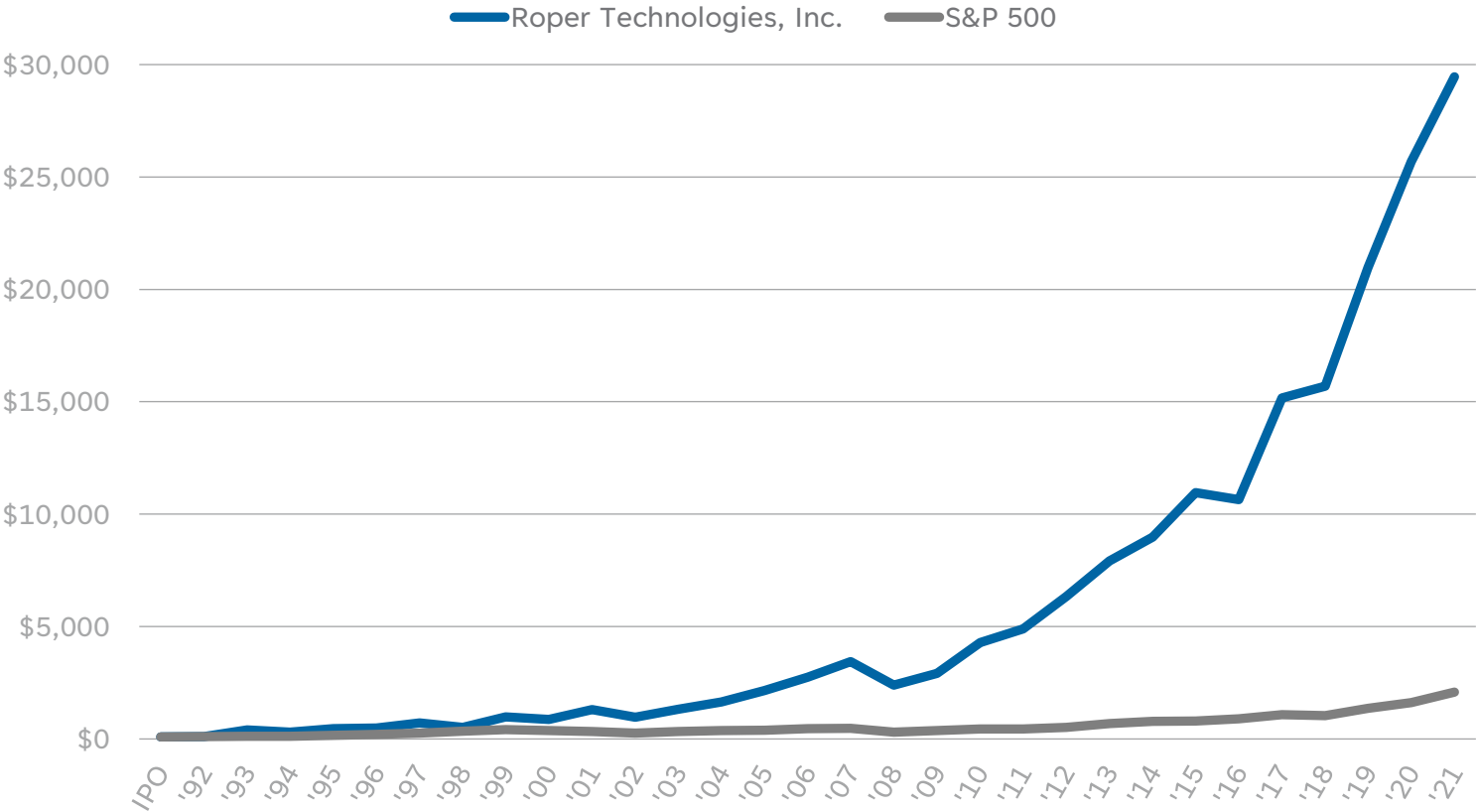


Focus on Continuous  
Business Improvement

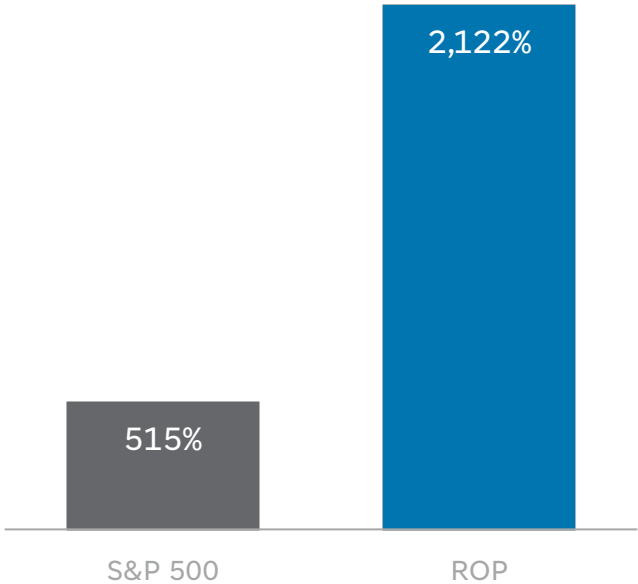
- *Governance Model Enables Long-Term Business Building*
- *Decentralized Operations*
- *Growth-Based Incentives*

# SIGNIFICANT OUTPERFORMANCE VS. THE MARKET

### CUMULATIVE TOTAL SHAREHOLDER RETURN (IPO – 12/31/21)



### TOTAL SHAREHOLDER RETURN (12/31/03 – 12/31/21)



Business Model & Strategy Designed for Long-Term Value Creation

\* Chart depicts \$100 invested in IPO vs S&P 500

# APPENDIX

|                                   | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> |
|-----------------------------------|----------------|----------------|----------------|
| <b>Revenue Reconciliation</b>     |                |                |                |
| As Reported*                      | \$ 5.38        | \$ 5.54        | \$ 6.42        |
| Less: 2021 announced divestitures | (0.64)         | (0.67)         | (0.64)         |
| Less: Prior divestitures          | (0.15)         | -              | -              |
| Less: Industrial businesses       | (1.02)         | (0.83)         | (0.94)         |
| Go-Forward Portfolio              | <u>\$ 3.57</u> | <u>\$ 4.03</u> | <u>\$ 4.83</u> |
| <b>EBITDA Reconciliation</b>      |                |                |                |
| As Reported*                      | \$ 1.93        | \$ 1.98        | \$ 2.35        |
| Less: 2021 announced divestitures | (0.18)         | (0.17)         | (0.15)         |
| Less: Prior divestitures          | (0.05)         | -              | -              |
| Less: Industrial businesses**     | (0.33)         | (0.23)         | (0.26)         |
| Go-Forward Portfolio**            | <u>\$ 1.36</u> | <u>\$ 1.59</u> | <u>\$ 1.94</u> |
| EBITDA Margin                     | 38%            | 39%            | 40%            |

In \$ billions. Note: Numbers may not foot due to rounding.

\* Presented on an Adjusted (Non-GAAP) basis; See financial disclosures from each respective period for reconciliations to GAAP results; As Reported includes discontinued operations

\*\* Preliminary estimates; subject to change pending finalization of expenses from discontinued operations.



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