

The logo for COLFAX is displayed in a bold, black, sans-serif font. The letters are thick and blocky, with a slight shadow effect. The 'X' is formed by two intersecting diagonal lines. The logo is set against a light gray rectangular background.

COLFAX

Matthew Trerotola, President & CEO

November 2019

Forward Looking Statements & Non-GAAP Disclaimer

The following information may contain forward-looking statements, including forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. Such forward-looking statements include, but are not limited to, statements concerning Colfax's plans, objectives, expectations and intentions and other statements that are not historical or current fact. Forward-looking statements are based on Colfax's current expectations and involve risks and uncertainties that could cause actual results to differ materially from those expressed or implied in such forward-looking statements. Factors that could cause Colfax's results to differ materially from current expectations include, but are not limited to factors detailed in Colfax's reports filed with the U.S. Securities and Exchange Commission including its 2018 Annual Report on Form 10-K under the caption "Risk Factors." In addition, these statements are based on a number of assumptions that are subject to change. These materials speak only as of the date hereof. Colfax disclaims any duty to update the information herein, except as required by law.

Colfax has provided in this presentation financial information that has not been prepared in accordance with GAAP. These non-GAAP financial measures are adjusted EBITA and adjusted EBITDA. Colfax provides adjusted EBITA and adjusted EBITDA on a segment basis.

- Adjusted EBITA represents net income (loss) from continuing operations excluding restructuring and other related charges, pension settlement loss, acquisition-related amortization and other non-cash charges, and strategic transaction costs, as well as provision (benefit) for income taxes, and interest expense, net. Adjusted EBITDA incrementally excludes depreciation and other amortization. We also present Adjusted EBITA margin and Adjusted EBITDA margin, which are subject to the same adjustments as Adjusted EBITA and Adjusted EBITDA. Further, Colfax presents adjusted EBITA (and adjusted EBITA margin) and adjusted EBITDA (and adjusted EBITDA margin) on a segment basis, where it excludes the impact of strategic transaction costs, and acquisition-related amortization and other non-cash charges. Adjusted EBITDA (and adjusted EBITDA margin) on a segment basis is subject to the same adjustments as Adjusted EBITA and also excludes depreciation and other amortization.
- Core or organic sales growth (decline) excludes the impact of acquisitions and foreign exchange rate fluctuations.

These non-GAAP financial measures assist Colfax management in comparing its operating performance over time because certain items may obscure underlying business trends and make comparisons of long-term performance difficult, as they are of a nature and/or size that occur with inconsistent frequency or relate to discrete restructuring plans that are fundamentally different from the ongoing productivity improvements of Colfax. Colfax management also believes that presenting these measures allows investors to view its performance using the same measures that Colfax uses in evaluating its financial and business performance and trends.

Reconciliation to Non-GAAP measures are provided with these slides.

Strong Growth – Exciting Future

2012-17: Industrial Growth

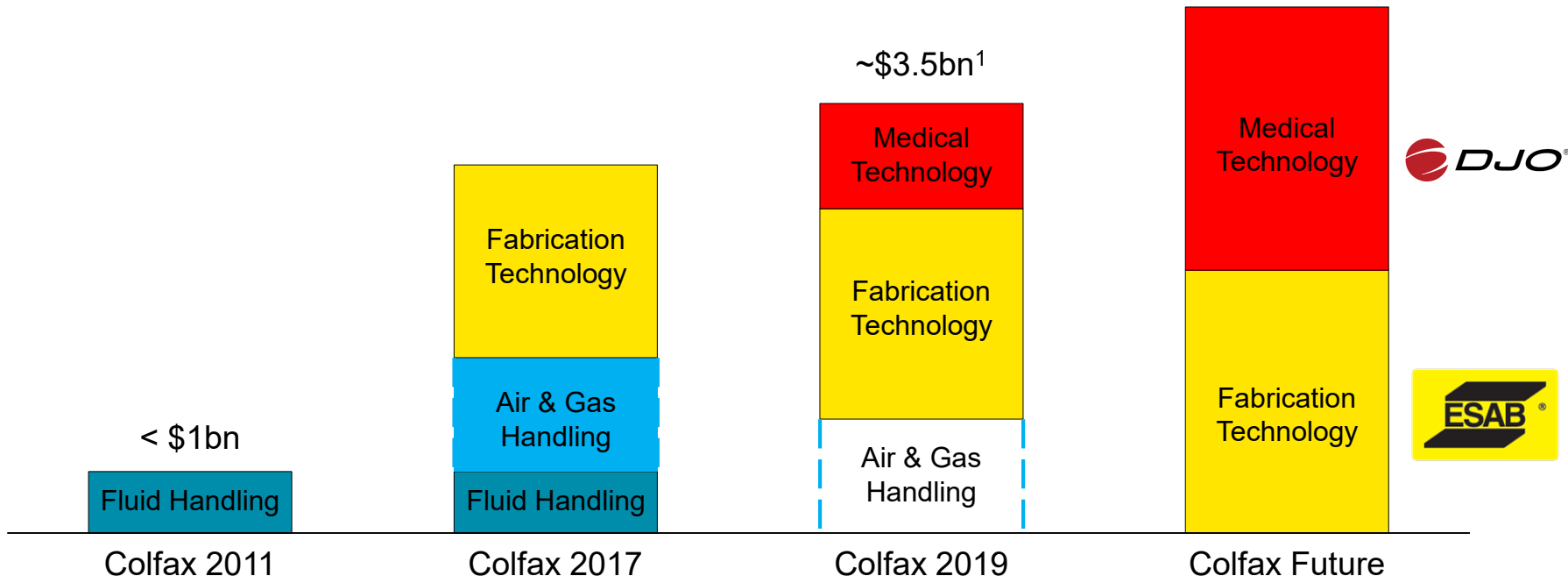
- Charter acquired
- ~25 bolt-on acquisitions

2017-2019: Transformation

- DJO Global acquired, \$1.2B revenue
- Divest Fluid Handling and Air & Gas Handling (~\$2B revenue)

2020+: Diversified Tech Growth

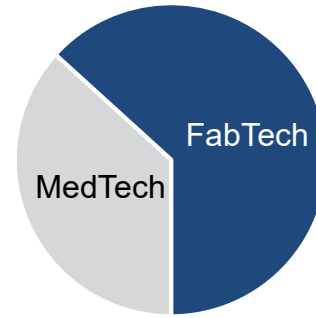
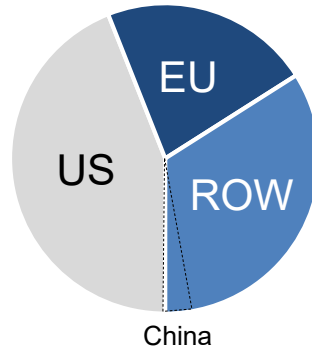
- Grow existing businesses
- Acquire attractive add-ons



Pivot complete; aggressively grow MedTech and FabTech

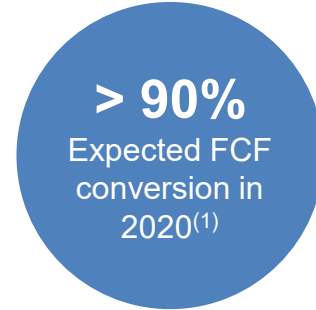
The Power of the New Colfax Portfolio

Market-leading positions in attractive markets



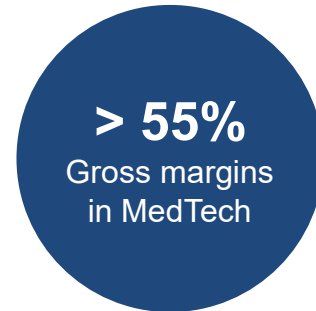
- Long-term demographic & secular growth drivers
- Significant bolt-on and adjacent acquisition runway

Less cyclical sales and cash flow



- Non-cyclical Medical Technology segment
- Higher, stable cash generation throughout economic cycles

Structurally higher margins with meaningful upside



- Use CBS to improve margins
- Innovation & acquisitions to improve mix

Colfax – A Winning Model

Acquire Good Companies

- Attractive markets
- Strong brands and solutions
- Opportunities to improve and expand



Focus and Empower Top Talent

- Independent businesses
- Great leaders, strong teams, winning spirit
- Lean, high value corporate



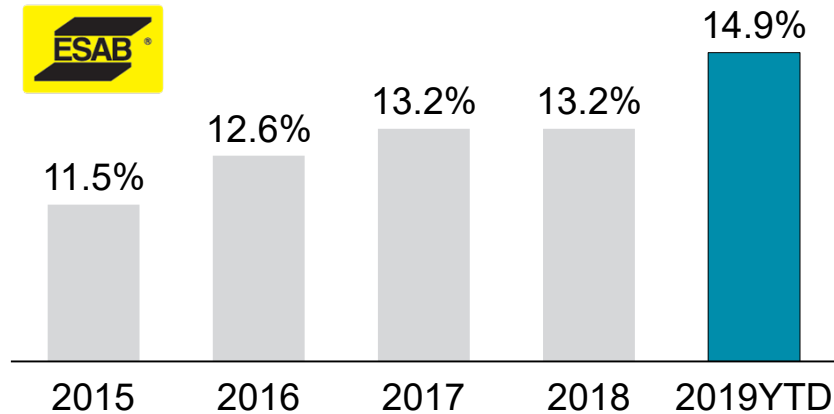
Use CBS to Make Them Great

- Operational improvement
- Growth and innovation
- Bolt-on and adjacency integration

We use CBS to make good businesses great

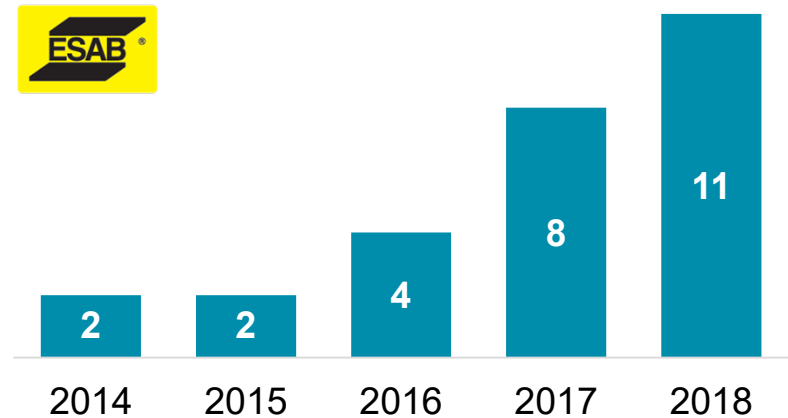
FabTech Improvement Journey

Fabrication Technology adj. EBITA Margin Growth



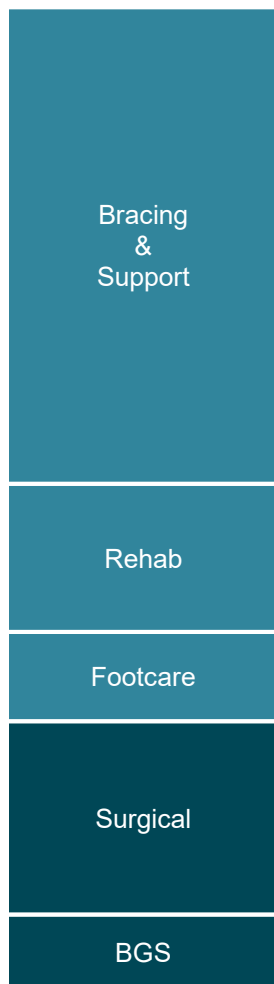
- ~340 bps of margin improvement:
 - Capturing operating leverage
 - CBS productivity
 - Site consolidation (47 sites to 34)
 - Proactive price / cost management
 - Acquiring differentiated businesses and product lines
 - New product development
- Demonstrated ability to expand margins throughout a range market conditions
- Path for continued margin expansion

Major New Product Launches



- After acquiring ESAB in 2012, created and funded robust new product development process
- Strengthened the brand reputation as an innovator
- Open innovation to leverage leading technologies and resources

DJO Uniquely Advantaged in \$22 Billion Market



PREVENTION & REHABILITATION

Bracing & Support (\$3bn global market)

Leader with comprehensive offering of rigid and soft bracing for use in both functional and acute settings

#1 Globally

Rehabilitation Equipment (\$1bn global market)

Leader with musculoskeletal, neurological and soft tissue treatment products including electrotherapy, CPM¹ devices, traction devices, and treatment tables

#1 Globally

Footcare (\$0.2bn US market)

Leader in diabetic footwear, orthotics, and compression hosiery

#1 in US

RECONSTRUCTIVE

Surgical Implants (\$17bn global market)

One of the fastest-growing adult reconstructive surgery businesses; launched new reverse shoulder in U.S. which is now the leading product worldwide in its class

**#1 in US
Reverse Shoulder**

Bone Growth Stimulation (\$0.5bn US market)

Technology leader in bone growth stimulation with products for spine fusions and fractures; powered by a proprietary continuous magnetic field ("CMF") technology

#2 in US

Orthopedic Continuum of Care

Prevention

Repair

Recovery



PERFORMANCE

- Athletic braces
- Muscle stimulation



PREVENTION

- Pre-op braces
- Slings
- Protective solutions
- Orthotic shoes



SURGICAL

- Shoulders
- Knees
- Hips
- Bone growth stimulators



RECOVERY

- Post-op braces
- Bone growth stimulators
- DVT
- Cold therapy



REHAB

- Traction devices
- Electrotherapy
- Heat/cold therapy


Purpose-built SaaS platform

 MotionIQ™
Connected medicine

DJO Strategic Rationale & Financial Goals

- Finish operational transformation, embrace CBS culture
- Re-invigorate vitality in Prevention & Rehabilitation
- Leverage clinic workflow position
- Fuel strong innovation-driven implants growth
- Accelerate/expand via acquisitions



DJO Financial Goals	
Ramp to 4-5% annual growth	Improve adj EBITDA margins >50 bps per year
Increase unlevered FCF to \$200+ million p.a. by year 3	Target Colfax 10% ROIC by year 5

Integration on track, growth accelerating

Strong Performance in Q3

- Recently completed portfolio transformation with close of Air & Gas Handling transaction; proceeds used to pay down debt
- Achieved financial results at the upper end of expectations
- Accelerated organic growth rate in MedTech
 - Returned Prevention & Rehabilitation to growth, up over 3%
 - 8% growth in Reconstructive, double-digit surgical performance
- Delivered strong FabTech margins in softer market conditions
 - Commercial and operating improvement momentum
 - Recent acquisitions on track and enabling growth

Re-affirmed guidance of \$1.90 – \$2.00

Key Takeaways

- New portfolio with higher margins, faster growth, and less cyclicality
 - Fabrication Technology and Medical Technology continue to improve with strong and consistent cash flow capabilities
 - Attractive bolt-on opportunities

- DJO integration on track and building momentum
 - Returned Prevention and Rehabilitation to growth
 - Focus on completing existing operating improvement projects
 - CBS enables a culture of continuous improvement

- Fabrication Technology outperforming and improving margins
 - Strong operational and commercial performance
 - Accelerating innovation cycle, new product introductions



Appendix



Non-GAAP Reconciliation

	Fabrication Technology										
	Years Ended December 31,								Nine Months Ended September 27,		
	2015		2016		2017		2018		2019		
Net sales	\$	1,985.2	\$	1,800.5	\$	1,937.3	\$	2,193.1	\$	1,692.3	
Segment operating income		199.8	10.1%	195.4	10.9%	224.4	11.6%	249.9	11.4%	224.6	13.3%
Strategic transaction costs		-		0.5		0.0		0.0		0.0	
Adjusted operating profit	\$	199.8	10.1%	\$ 195.9	10.9%	\$ 224.4	11.6%	\$ 250.0	11.4%	\$ 224.6	13.3%
Acquisition-related amortization and other non-cash charges ⁽¹⁾		29.4	1.5%	30.4	1.7%	31.9	1.6%	39.8	1.8%	26.9	1.6%
Adjusted EBITA	\$	229.2	11.5%	\$ 226.3	12.6%	\$ 256.3	13.2%	\$ 289.8	13.2%	\$ 251.4	14.9%

(1) Includes amortization of acquired intangibles and fair value charges on acquired inventory.