



**SECOND QUARTER 2024**

# **INVESTOR PRESENTATION**

## CAUTIONARY STATEMENTS

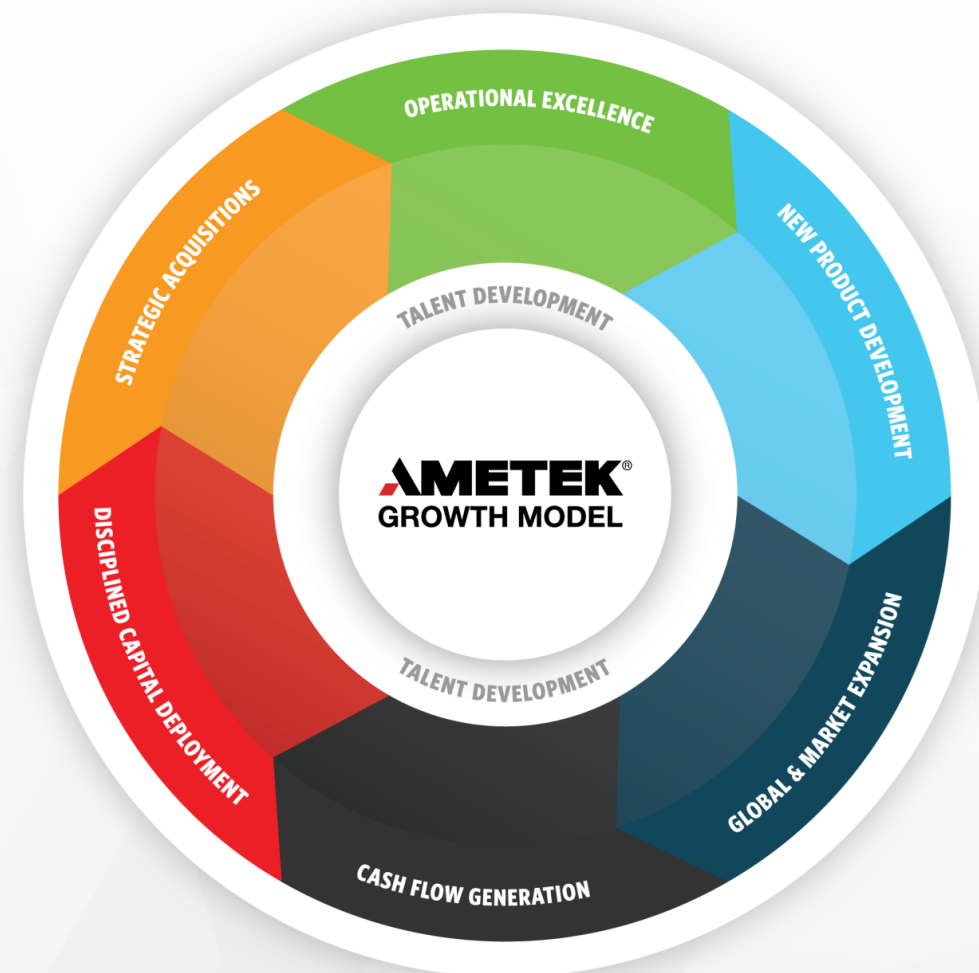
Statements in this presentation that are not historical in nature are considered “forward-looking statements” and are subject to change based on various risk factors and uncertainties that may cause actual results to differ significantly from expectations. Those factors are contained in AMETEK’s Securities and Exchange Commission filings. AMETEK disclaims any intention or obligation to update or revise any forward-looking statements.

In this presentation certain non-GAAP financial measures may be used. Please see the Investors section of AMETEK’s website ([www.ametek.com](http://www.ametek.com)) for a reconciliation to the appropriate GAAP measure.



# AMETEK OVERVIEW

- Global manufacturer of high-tech industrial solutions
- Annualized sales of **\$7.0** billion with approximately **50%** of sales outside U.S.
- Diverse set of niche markets and applications served
- Distributed operating structure with **~21,500** colleagues worldwide
- Experienced management team with a proven track record of creating shareholder value by executing the AMETEK Growth Model
- Strong culture and set of Core Values serve as the backbone of our long-term, sustainable growth



# FIRST QUARTER 2024 PERFORMANCE

- Strong first quarter with outstanding operating results
- Established records for sales, operating income and EBITDA
- Delivered robust margin expansion, outstanding cash flow and strong double-digit earnings growth
- Overall sales increased by 9% to \$1.74 billion
- Operating income and diluted EPS both increased 10%
- Raised earnings guidance for the full year

(in millions, except EPS)	Q1 2024	Q1 2023	Change
Sales	<b>\$1,736.2</b>	\$1,597.1	<b>+9%</b>
Operating Income	<b>\$446.4</b>	\$405.5	<b>+10%</b>
Operating Income Margin	<b>25.7%</b>	25.4%	<b>+30 bps</b>
Diluted EPS*	<b>\$1.64</b>	\$1.49	<b>+10%</b>
Free Cash Flow	<b>\$382.5</b>	\$366.5	<b>+4%</b>

\* Adjusted financial measure. For a reconciliation of GAAP to adjusted (Non-GAAP) financial measures, please visit the Investors section of our Website at [www.ametek.com](http://www.ametek.com).





# AMETEK SHARED PURPOSE

The background of the slide is a 2x3 grid of images. The top-left image shows a misty forest with tall evergreen trees. The top-middle image is a close-up of a blue glass test tube. The top-right image shows a yellow industrial robotic arm. The bottom-left image shows a dense green forest. The bottom-middle image shows a blue glass test tube surrounded by several glass beakers. The bottom-right image shows a close-up of a robotic gripper holding a small object.

To make a safer, sustainable and more productive world a reality

# AMETEK MISSION STATEMENT



Using differentiated  
technology solutions to solve  
our customers' most complex  
challenges



# AMETEK CORE VALUES, GROWTH VISION & STRATEGY



*Ethics and Integrity,  
Respect for the Individual,  
Inclusion, Teamwork and  
Social Responsibility*

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**CORE VALUES**



*Deliver double digit  
earnings per share  
growth over the business  
cycle resulting in a  
superior return on capital  
for shareholders*

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**GROWTH VISION**



*Through the implementation  
of the AMETEK Growth  
Model, profitably grow and  
globally expand our  
differentiated businesses  
across a diverse set of niche  
market segments*

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**STRATEGY**





# SUSTAINABILITY AT AMETEK

**At AMETEK, we are driven by our mission to develop differentiated technology solutions to solve our customers' most complex challenges. Our global workforce, comprising world-class talent, works diligently to embody our shared purpose and mission in every interaction with our customers, our vendors, and our communities.**

- **Solutions** - AMETEK's innovative solutions are playing an important role in reducing carbon emissions, increasing renewable energy adoption, mitigating the effects of climate change, and improving healthcare outcomes.
- **Environment** - AMETEK has made substantial progress toward our stated emissions reduction target and in reducing our energy and water usage and in reducing hazardous waste.
- **Governance** - At AMETEK, we believe that sound corporate governance is key to enabling responsible decision-making, accountability and public trust.
- **People** - The innovation needed to solve our customers' most complex challenges can only come from employees that are fully engaged and committed, and who have diverse perspectives and backgrounds.
- **Communities** – Our commitment to creating a sustainable world extends beyond our facilities and into the local communities where we operate



[Click here for the AMETEK 2023 Sustainability Report](#)

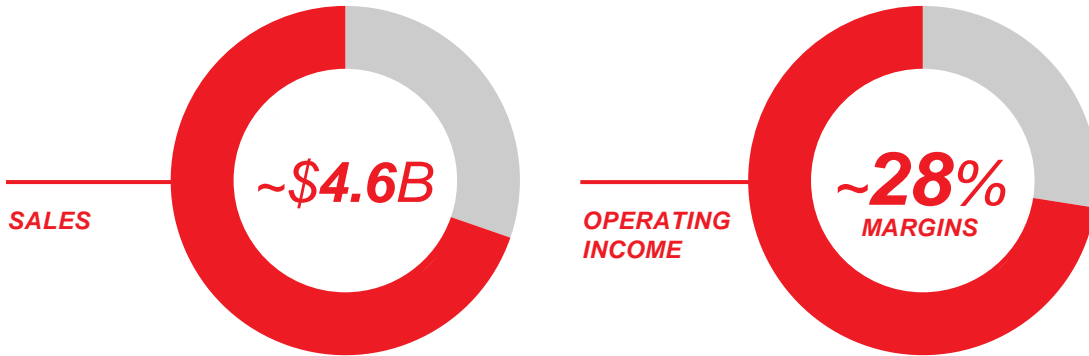




# BUSINESS SEGMENTS

## Electronic Instruments Group (EIG)

A worldwide leader in the design and manufacture of advanced analytical, test and measurement instrumentation, and mission-critical communications solutions.



## Electromechanical Group (EMG)

A differentiated supplier of automation and precision motion control solutions, as well as highly engineered electrical interconnects, specialty metals, and thermal management solutions.



Reflects 2023 actual results

### PROCESS



### POWER & INDUSTRIAL



### AEROSPACE

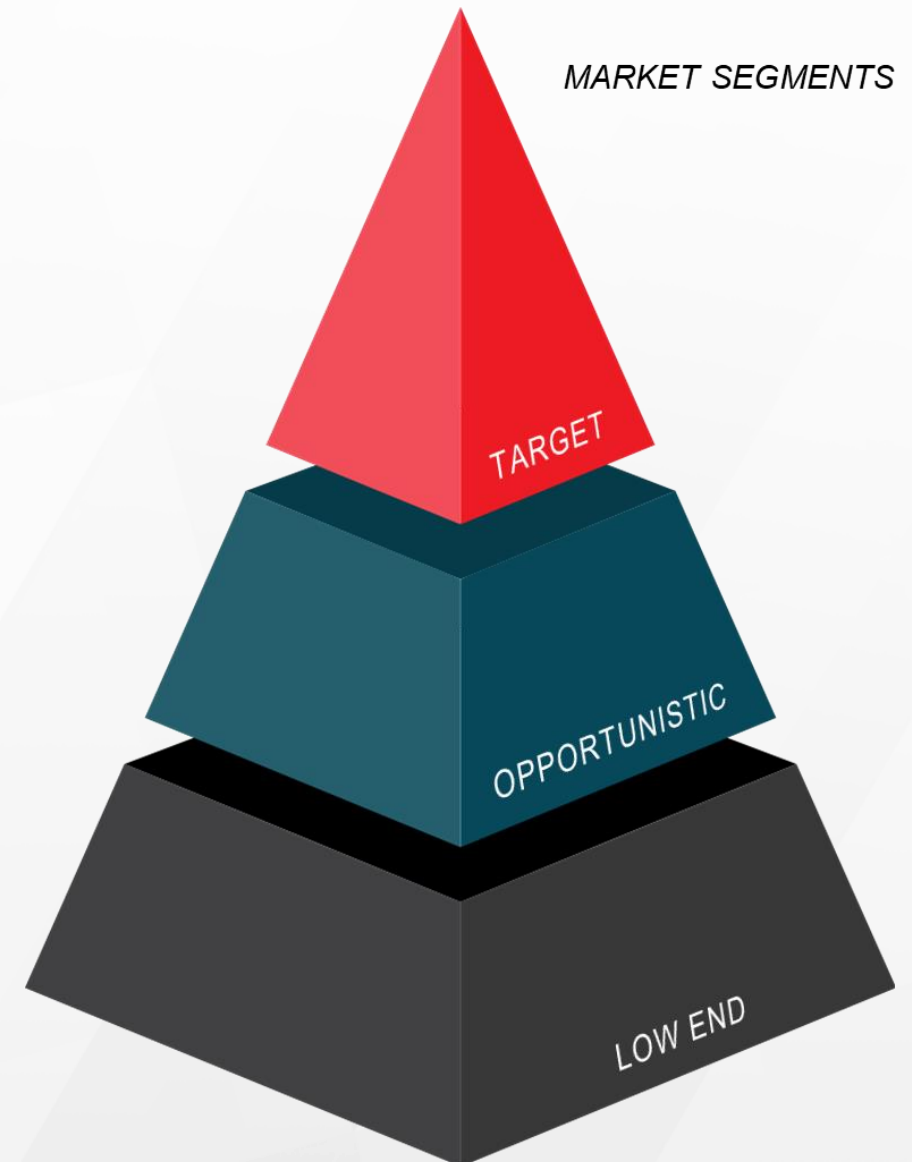


### AUTOMATION & ENGINEERED SOLUTIONS



# NICHE & DIVERSE MARKET FOCUS

- Broad end-market exposure reduces dependence on any single market, technology or customer
- Target niche markets and applications where we can provide differentiation through our technology
- Target leadership positions within each niche market and application
- Growth is focused on expanding share within existing niches and expanding into new, adjacent niches (platform development)
- Niches strategically aligned with number of secular growth trends, including growing number of sustainability driven applications





# ALIGNED WITH SECULAR GROWTH TRENDS



*Providing Mission-Critical  
Solutions to the*  
**MEDICAL & HEALTH  
CARE FIELDS**



*Developing Solutions for*  
**AUTOMATION &  
MANUFACTURING**



*Advanced Cutting-Edge*  
**RESEARCH &  
DEVELOPMENT**



*Supporting Next Generation*  
**AEROSPACE &  
DEFENSE PLATFORMS**



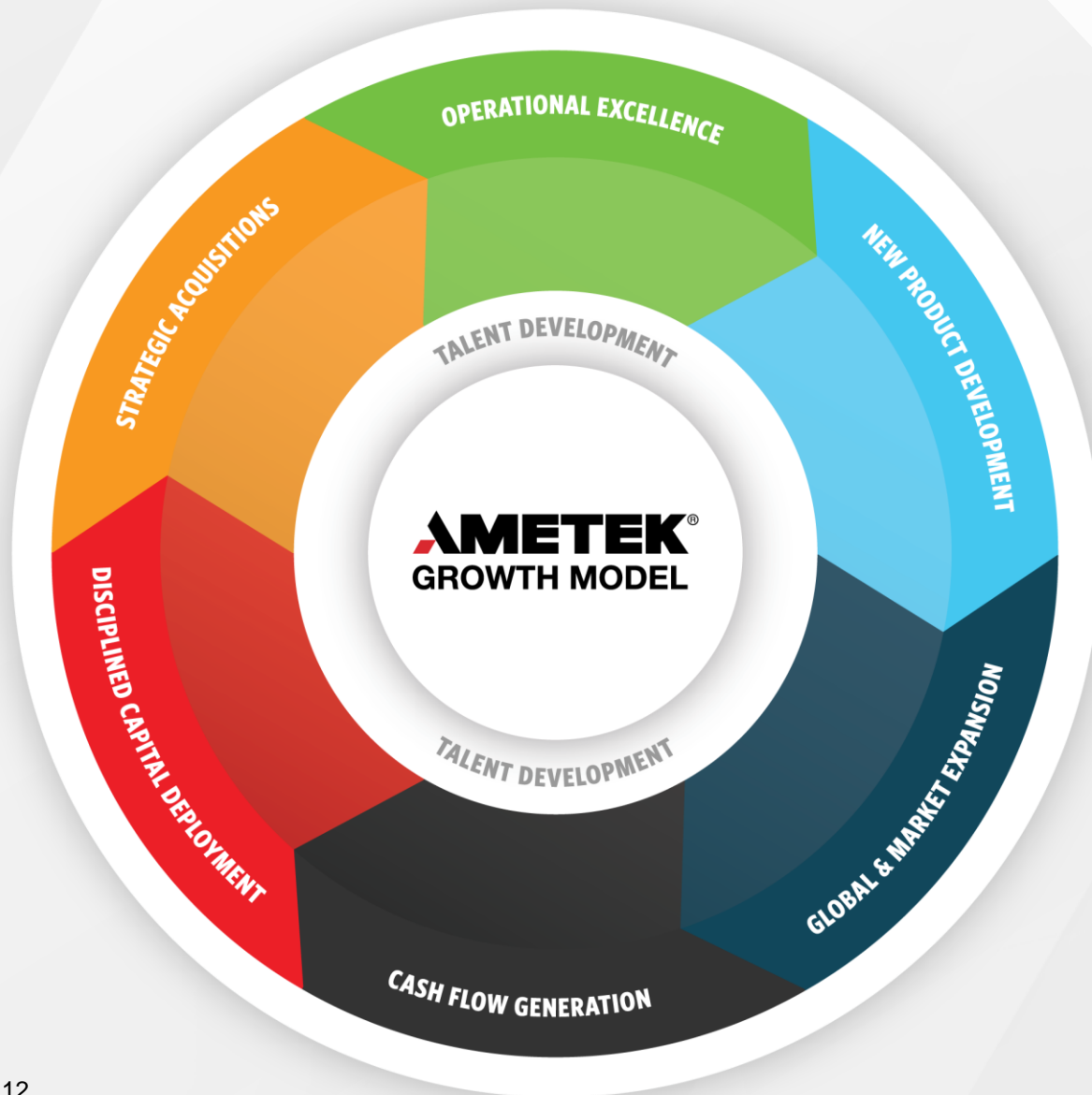
*Extending Limits in*  
**TEST, MEASUREMENT  
& DETECTION**



*Ensuring Reliable*  
**ENERGY PRODUCTION  
& SUPPLY**



# AMETEK GROWTH MODEL



*The AMETEK Growth Model has been proven successful and is a result of the well-ingrained, performance-based culture embodied at AMETEK.*

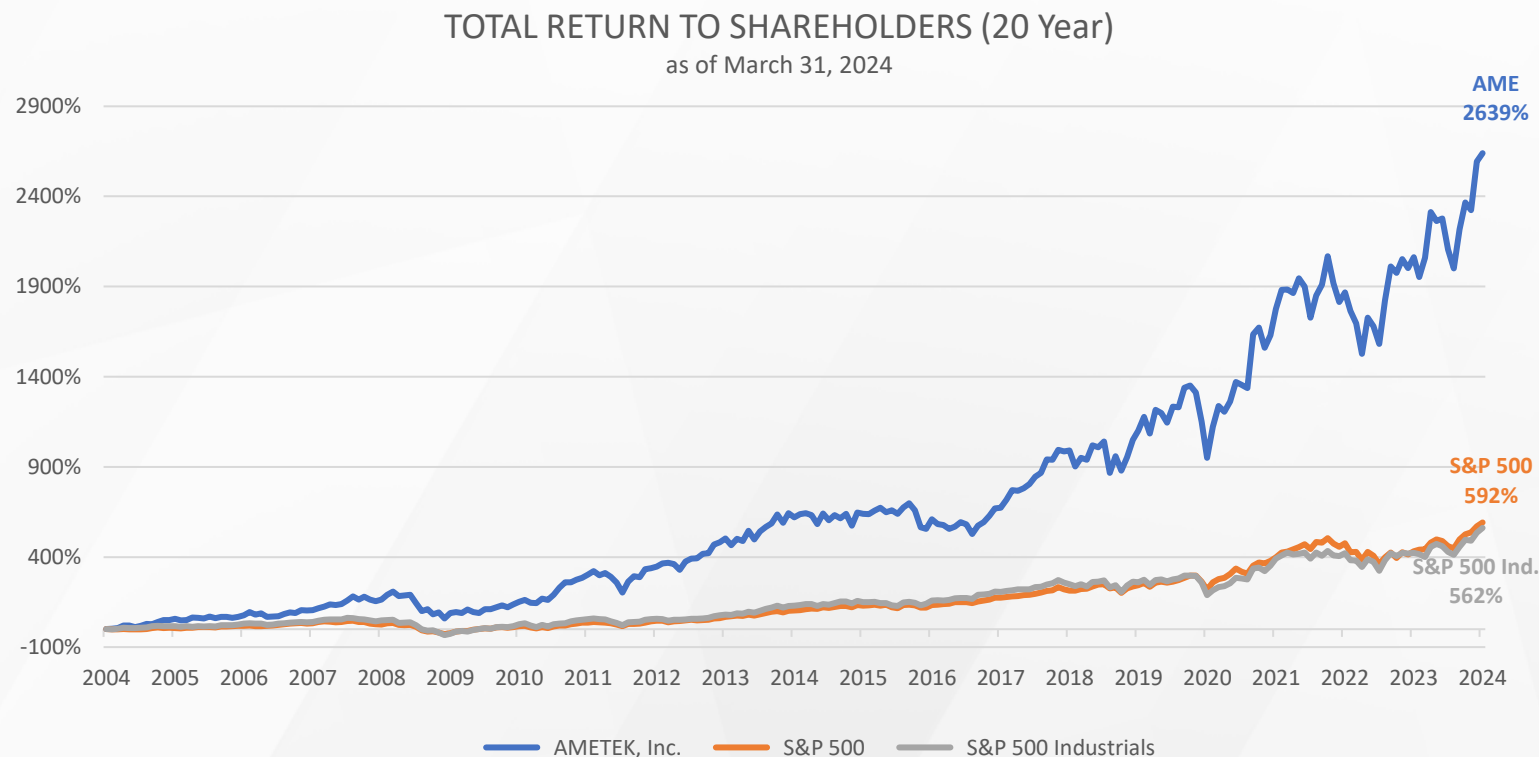




# SUCCESSFUL GROWTH MODEL

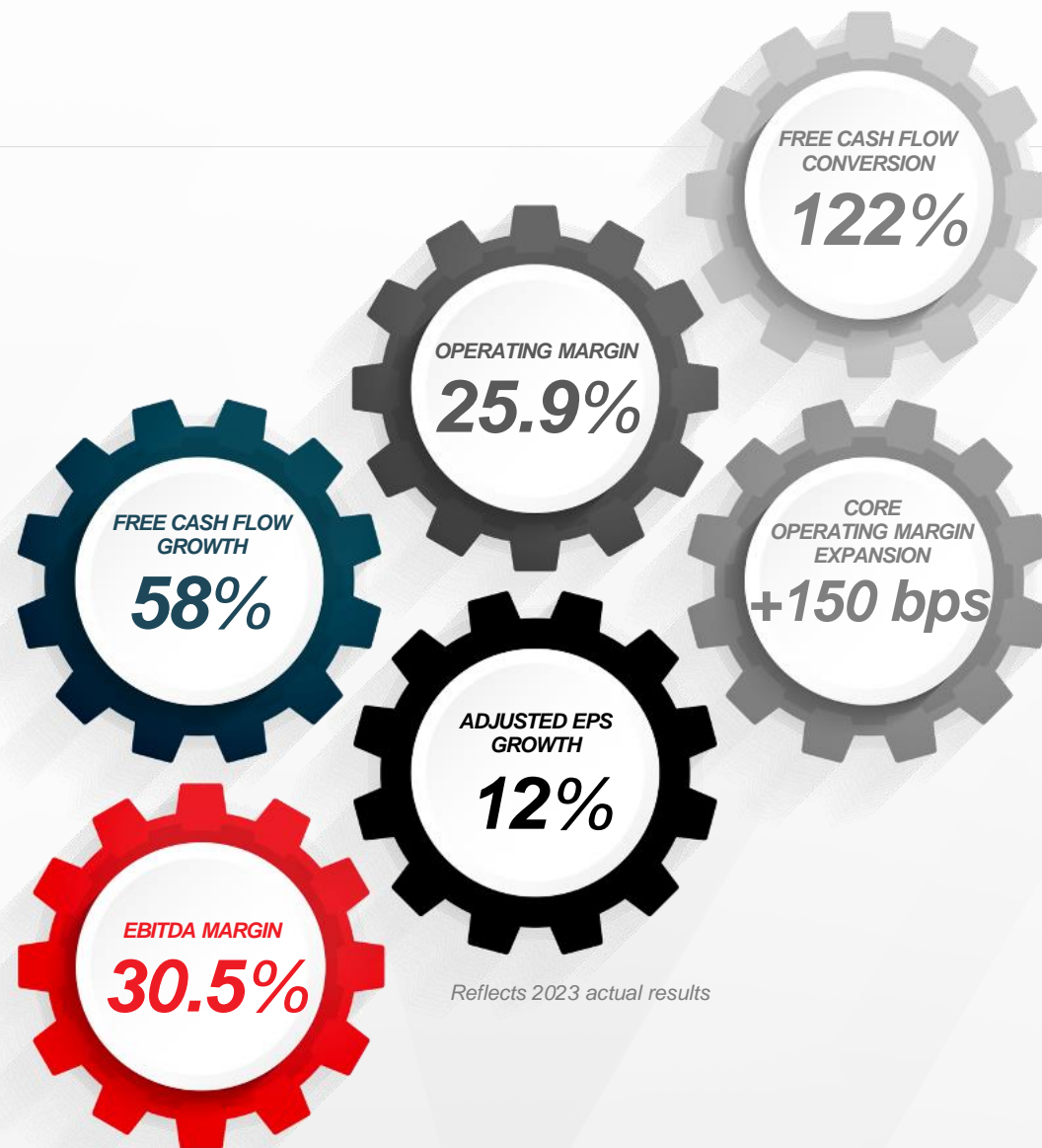
AMETEK's Growth Model has allowed the company to:

- Transition into higher quality niche businesses and markets aligned with strong secular growth trends
- Drive strong and consistent sales and earnings growth
- Generate cash flow to accelerate growth through niche, differentiated acquisitions
- Develop world-class talent
- Deliver consistent & superior shareholder returns
- Position AMETEK as a premier multi-industry company well positioned for long-term sustainable growth



# OPERATIONAL EXCELLENCE

- Our cornerstone strategy, ingrained in our culture
- Focus on operational efficiency, cost and asset management, and supply chain management
- Utilize traditional tools including LEAN, Six Sigma, Global Sourcing, Kaizens
- Value Analysis / Value Engineering process has created a new stream of cost savings and pricing opportunities
- Successfully expanding initiatives / tools to help accelerate market expansion and organic growth
- Global supply chain teams proactively managing and addressing supply chain challenges



**Our OPEX strategy** has driven tremendous efficiency gains and margin expansion



# GLOBAL & MARKET EXPANSION

- Approximately 50% of AMETEK sales come from outside the U.S.
- Continued sales and service investment in key growth regions
- AMETEK Europe and Asia teams facilitate international sales growth
- Focus on expanding into niche, adjacent market segments
- Growth Kaizen process driving attractive expansion opportunities
- Opening new Technology Solution Centers
- Opening / expanding low-cost manufacturing infrastructure
- Expanding global shared services capabilities

NORTH AMERICA

**11,500 employees**  
**\$3.4 billion in sales**

EUROPE

**6,000 employees**  
**\$1.4 billion in sales**

ASIA + ROW

**5,000 employees**  
**\$1.8 billion in sales**

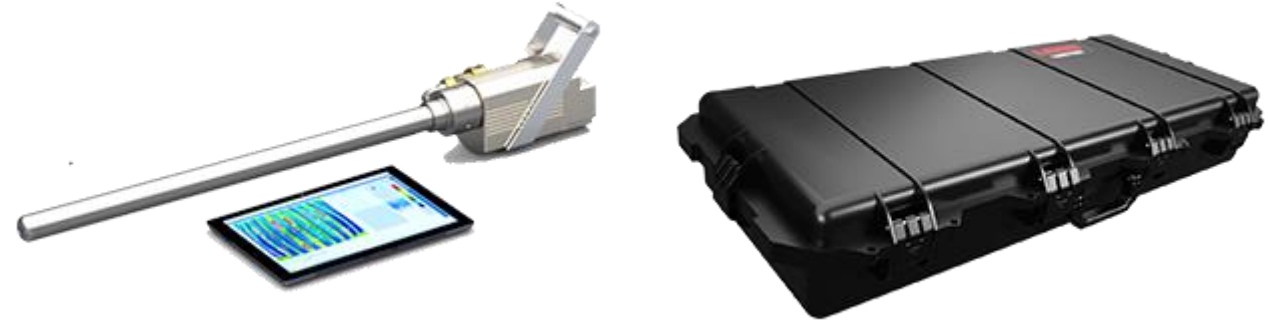


Reflects 2023 actual results



# NEW PRODUCT DEVELOPMENT

- Success in our niches depends on innovative, differentiated new products
- Approximately 25% of sales come from products released in the past three years (up from 16% in 2005)
- RD&E investment is a healthy 5.5% of sales
  - 2,900 engineers worldwide
- India Engineering Center now nearly 250 employees
  - Low-cost resource for world-class talent
- Tools used: VOC, Design for Six Sigma, Stage Gate and Portfolio Management



*AMETEK Land  
Portable Furnace Thermal Imaging System*



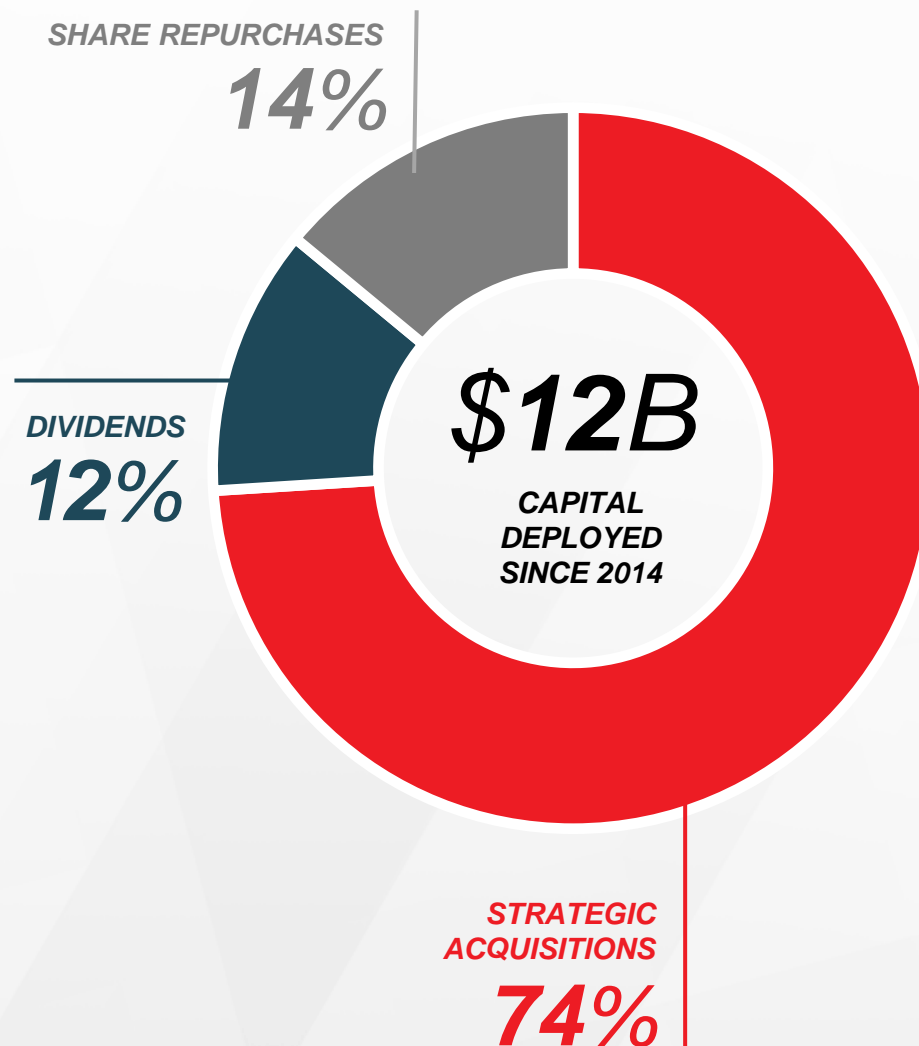
*AMETEK Programmable Power  
Elgar™ Advanced Solar Power Simulator*





# CASH GENERATION & CAPITAL DEPLOYMENT

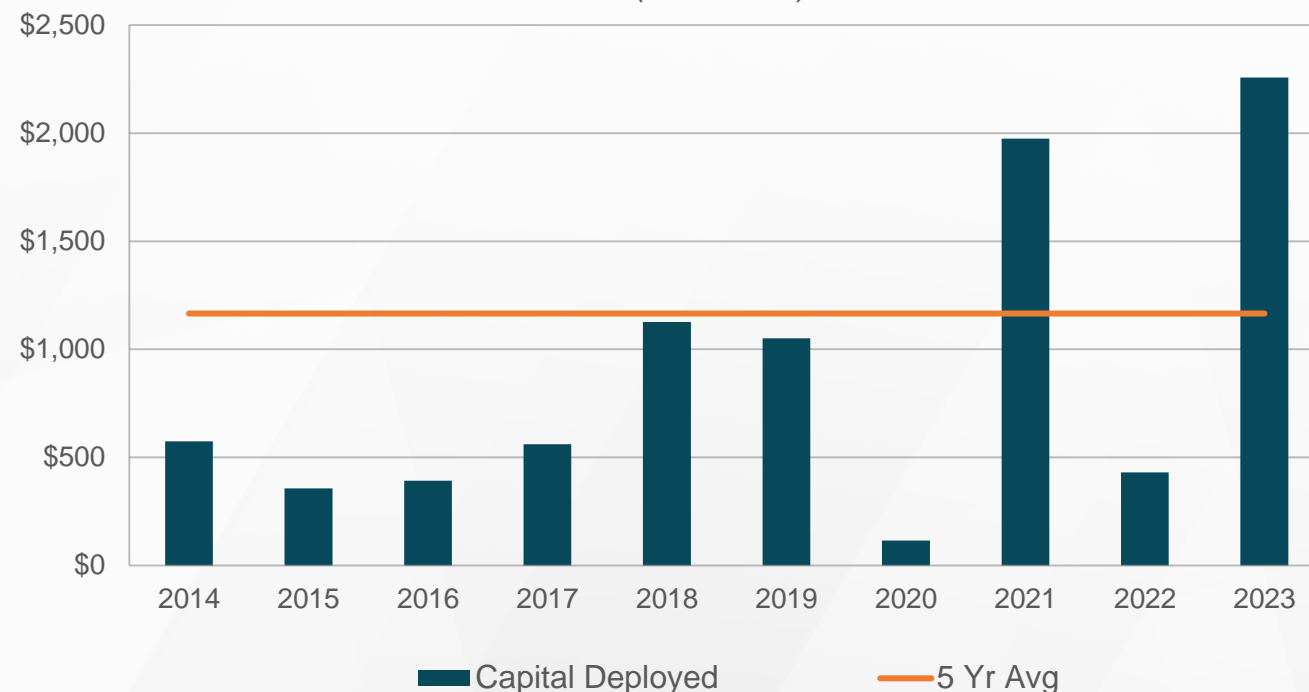
- AMETEK's asset-light business model drives strong and consistent cash flow generation
  - Disciplined focus on working capital & asset management
- Robust balance sheet and strong liquidity position
  - ~\$1.8 billion in liquidity
- Debt to EBITDA 1.35x and net debt to EBITDA 1.2x
- Excellent cash flow supports capital deployment strategy, driving significant return for shareholders
- Hierarchy of capital deployment
  - Strategic Acquisitions
  - Opportunistic Share Repurchases
  - Consistent Quarterly Dividends (10%+ increase in dividend each of the last 5 years)



# STRATEGIC ACQUISITIONS

- Disciplined process flawlessly executed over many years
- Process includes deal sourcing, deal modeling, due diligence and integration
- Talent developed over many years of working together
- Development of attractive growth platforms through acquisition strategy
- Excellent returns well in excess of cost of capital
- Evaluation Criteria:
  - Technically differentiated products and solutions
  - Attractive end markets dynamics
  - Strong management teams and solid cultural fit
  - Operational synergies
  - Ability to achieve 20%+ selling profit within 3 years
  - Year 3 ROIC 10%+ and Year 1 cash accretive

Capital Deployed on Strategic Acquisitions  
(in millions)



**We continue to explore deals in core and adjacent spaces**  
New division/platforms will slowly emerge over time using our adjacency process



# ACQUISITION HIGHLIGHTS

Since 2014: 37 acquisitions and \$8.8B capital deployed



**Acquired:**  
December 2023

**Capital Deployed:**  
\$1.9 billion

**Annual Sales:**  
~\$500 million

**Products:**  
Leading provider of highly engineered medical devices, components and instruments.

**Markets Served:**  
Medical (specialty applications include orthopedics, minimally invasive surgery, robotic surgery, and drug delivery)



**Acquired:**  
October 2023

**Capital Deployed:**  
\$105 million

**Annual Sales:**  
~\$60 million

**Products:**  
RF microwave solutions, amplifiers, receivers and control software and EMC testing systems.

**Markets Served:**  
Defense, Medical, Communications, and Automotive



**Acquired:**  
August 2023

**Capital Deployed:**  
\$138 million

**Annual Sales:**  
~\$35 million

**Products:**  
Highly ruggedized test, measurement, simulation, and control solutions used in a wide range of data acquisition applications.

**Markets Served:**  
Defense, Space, Commercial Aviation Energy, and Semiconductor



**Acquired:**  
March 2023

**Capital Deployed:**  
\$100 million

**Annual Sales:**  
~\$80 million

**Products:**  
Highly customized linear motion control solutions including gear motors, gearboxes, drives and other mechanical components.

**Markets Served:**  
Industrial Automation, Food & Beverage, Power, and Transportation



# WE ARE WELL POSITIONED FOR FUTURE GROWTH

- Our culture is strong and our foundation is solid
- Our Growth Model is proven and scalable
- We have an excellent set of niche, differentiated businesses
- Our historical success provides the framework / blueprint for future growth
- We generate tremendous cash flow and have a strong balance sheet
- We are well positioned to manage in the current environments given our proven operating model, diverse market positions and strong liquidity

