



**APRIL 2026**

# **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.



# INTRODUCING AMETEK

- Global manufacturer of highly engineered solutions
- Market leader across a diverse set of niche markets
- Annual sales of approximately **\$7.5 billion** with **~50%** of sales outside U.S.
- Distributed operating structure with **~22,500** colleagues worldwide
- Consistent execution through economic cycles - double digit EPS growth with superior return on capital
- Experienced management team and proven track record of creating meaningful shareholder value driven by the AMETEK Growth Model



# FIRST QUARTER 2026 RESULTS

- Outstanding quarter with sizeable orders growth, double-digit sales growth, robust margin expansion, and a high-quality of earnings
- Orders were up 23% in the quarter with broad based strength
- Overall sales were up 11% to \$1.93 billion, operating income increased 14% to \$517 million, and adjusted diluted earnings increased 13% to \$1.97 per diluted share
- Core operating margins were 27.9%, up 160 basis points versus prior year
- EBITDA increased 11% to \$620 million and free cash flow to net income conversion was a strong 107%

(in millions, except EPS)	Q1 2026	Q1 2025	Change
Sales	<b>\$1,928.4</b>	\$1,732.0	<b>+11%</b>
Operating Income*	<b>\$516.6</b>	\$454.8	<b>+14%</b>
Operating Income Margin**	<b>27.9%</b>	26.3%	<b>+160 bps</b>
Diluted EPS*	<b>\$1.97</b>	\$1.75	<b>+13%</b>
Adjusted EBITDA*	<b>\$620.0</b>	\$558.5	<b>+11%</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).

\*\* Core operating income margin excluding impact of recent acquisitions and foreign exchange



# AMETEK SHARED PURPOSE

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*

**CORE VALUES**



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

**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*

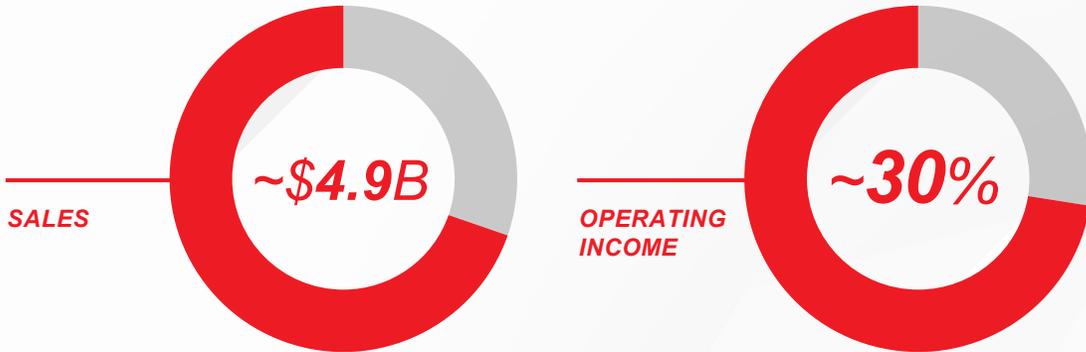
**STRATEGY**



# TWO OPERATING GROUPS, ONE OPERATING MODEL

## 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 2025 adjusted results and core margins

### PROCESS



### POWER & INDUSTRIAL



### AEROSPACE & DEFENSE

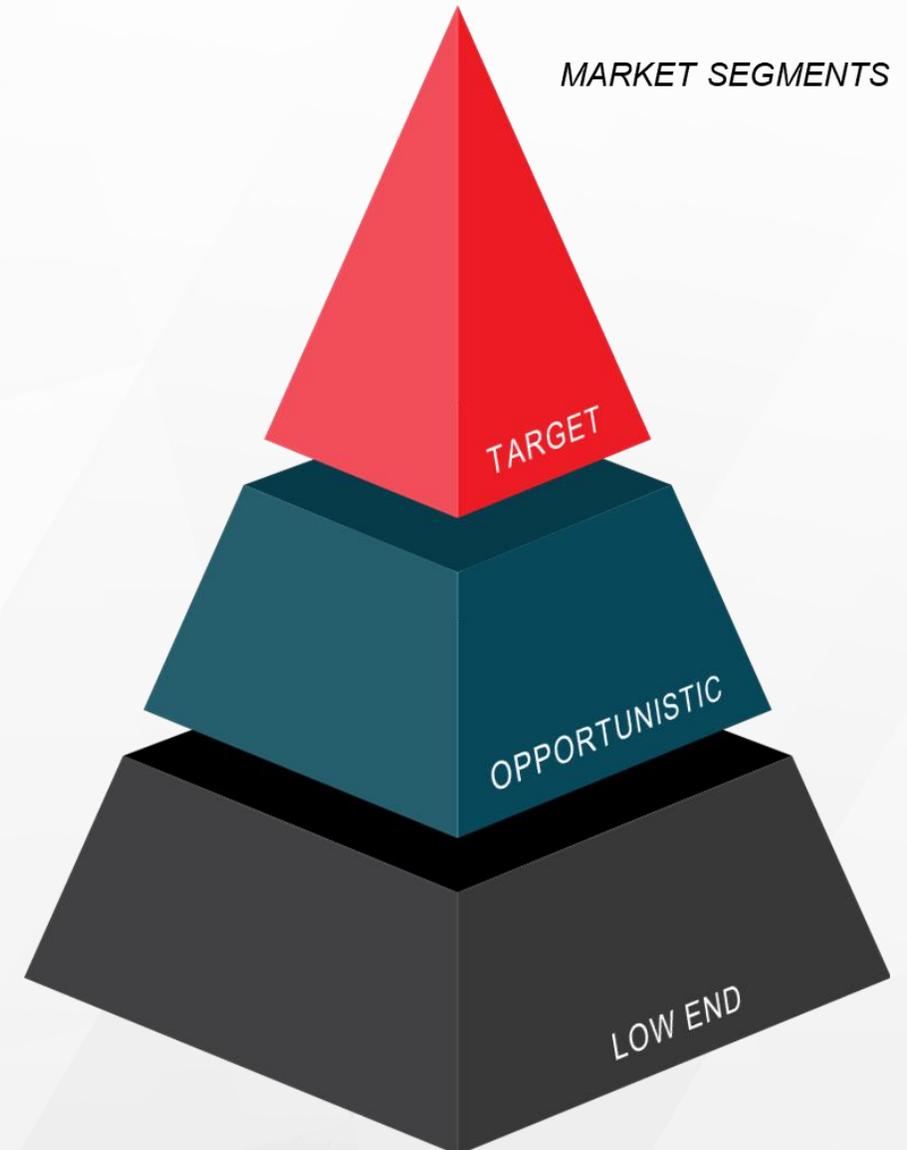


### AUTOMATION & ENGINEERED SOLUTIONS



# NICHE AND DIVERSE MARKET FOCUS

- Broad and diversified 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



*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**

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



# 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.*

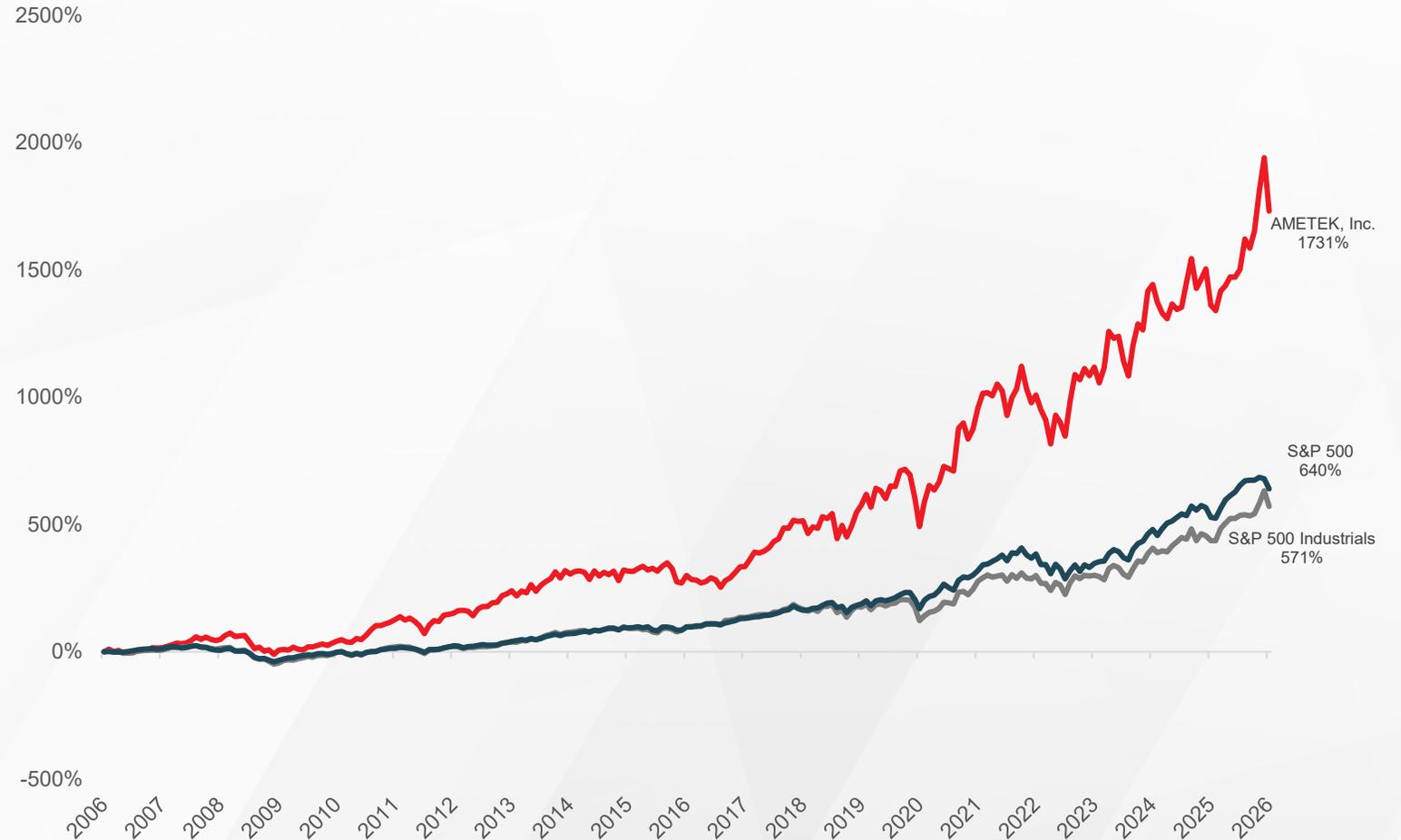


# SUCCESSFUL GROWTH MODEL

AMETEK's Growth Model has allowed the company to:

- Transition into higher quality niche markets aligned with strong secular growth trends
- Drive strong and consistent sales and earnings growth
- Generate cash flow to accelerate growth through strategic 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

Total Return to Shareholders (20 Year TSR)  
(as of March 31, 2026)



# 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 / AI adoption to help accelerate market expansion and organic growth
- Global supply chain teams proactively managing and addressing supply chain challenges



# GLOBAL & MARKET EXPANSION INTO ATTRACTIVE ADJACENCIES

- 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

**12,500 employees**  
**\$3.8 billion in sales**

EUROPE

**6,500 employees**  
**\$1.8 billion in sales**

ASIA + ROW

**4,700 employees**  
**\$1.9 billion in sales**



# TECHNOLOGY INNOVATION DRIVING STRONGER GROWTH

- Success in our niches depends on innovative, differentiated and highly engineered new products
- Disciplined, ROI driven approach to technology innovation
- Approximately 30% 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
  - ~3,000 engineers worldwide
- India Engineering Center now ~250 employees
- Tools used: VOC, Design for Six Sigma, Stage Gate and Portfolio Management



*AMETEK Virtek  
IRIS AI Inspection Camera*

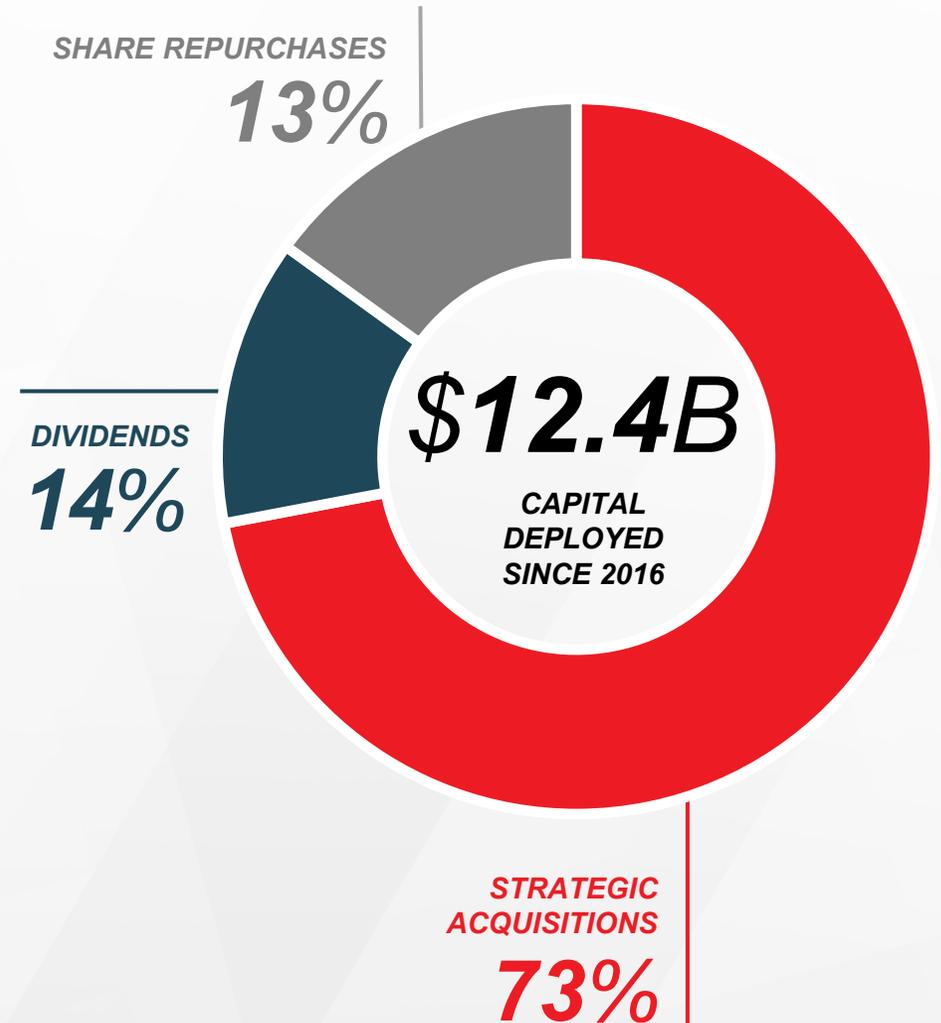


*AMETEK FARO  
Blink™ Imaging Laser Scanner*



# CASH GENERATION & CAPITAL DEPLOYMENT

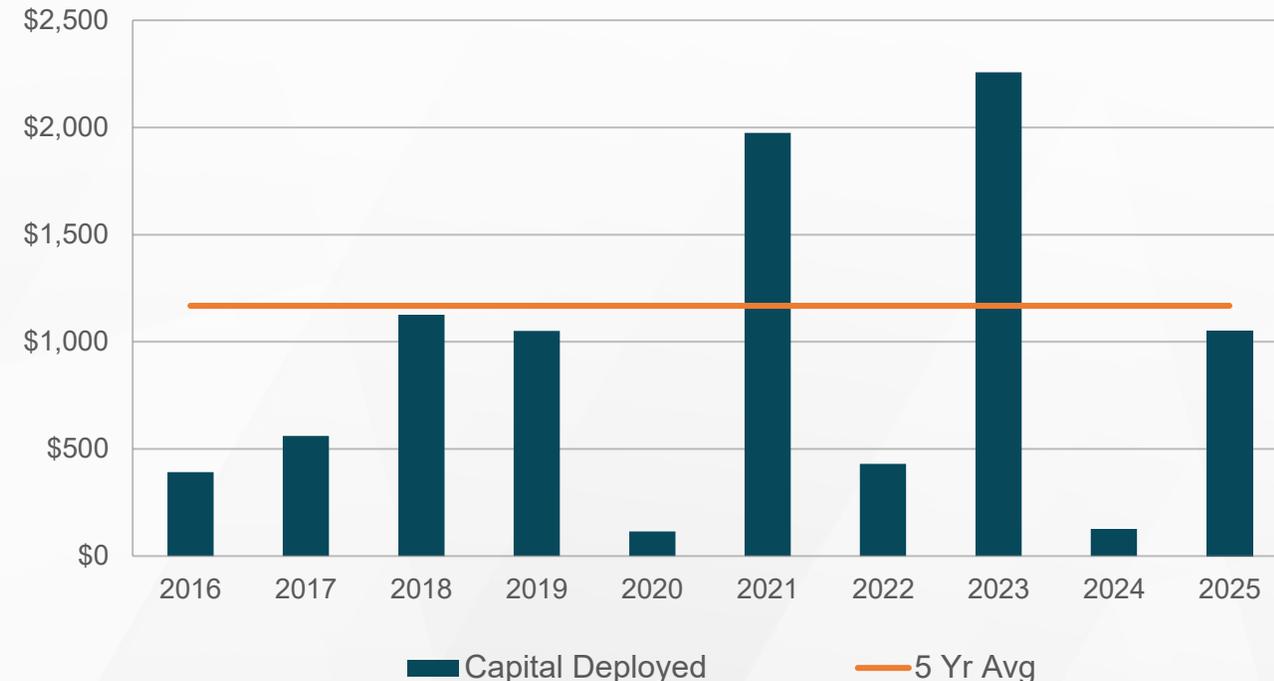
- AMETEK's asset-light business model drives strong and consistent cash flow generation
  - Disciplined focus on working capital & asset management
- Robust balance sheet and strong liquidity position
- Debt to EBITDA 0.9x and net debt to EBITDA 0.7x
- Excellent cash flow supports capital deployment 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 6 years)



# DISCIPLINED ACQUISITION PROCESS

- Disciplined process executed well 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 and consistent 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 2016: 35 acquisitions and \$9.1B capital deployed



**Acquired:**  
July 2025

**Capital Deployed:**  
\$920 million

**Annual Sales:**  
~\$340 million

**Products:**  
Designs and develops advanced 3D metrology and digital reality solutions, including measurement arms, laser scanners and integrated software platforms

**Markets Served:**  
Aerospace and Defense, Architecture, Engineering, and Construction (AEC), Public Safety



**Acquired:**  
January 2025

**Capital Deployed:**  
\$110 million

**Annual Sales:**  
~\$55 million

**Products:**  
Leading manufacturer of high-precision machining and optical inspection solutions that achieve industry-leading accuracy

**Markets Served:**  
Semiconductor, MedTech, Defense, and Space



**Acquired:**  
October 2024

**Capital Deployed:**  
\$120 million

**Annual Sales:**  
~\$40 million

**Products:**  
Leading provider of laser-based projection and machine vision inspection solutions.

**Markets Served:**  
Aerospace, Defense, and Industrial markets



**Acquired:**  
December 2023

**Capital Deployed:**  
\$1.9 billion

**Annual Sales:**  
~\$450 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



# 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

