AMETEK®



NOVEMBER 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) 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
- Annualized sales of approximately **$9.0** billion with **~50%** of sales outside U.S.
- Distributed operating structure with **~26,000** 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. **~19%** annualized growth rate in total shareholder return over past 10 years



AMETEK is built to <u>compound value</u> over time

THIRD QUARTER 2026 RESULTS

- Outstanding quarter with double digit organic sales growth, continued robust orders growth, excellent core margin expansion, sizeable cash flow generation and record earnings
- Orders were up 35% in the quarter with broad based strength
- Overall sales were up 17% to $2.22 billion, operating income increased 20% to $595 million, and adjusted earnings increased 17% to $2.21 per diluted share
- Core operating margins were 27.3%, up 110 basis points versus prior year
- EBITDA increased 19% to $704 million and free cash flow to net income conversion was a robust 124%
- Completed the acquisition of Indicor Instrumentation

(in millions, except EPS)	Q3 2026	Q3 2025	Change
Sales	**$2,220**	$1,893	**+17%**
Operating Income*	**$595**	$496	**+20%**
Operating Income Margin**	**27.3%**	26.2%	**+110 bps**
Diluted EPS*	**$2.21**	$1.89	**+17%**
Adjusted EBITDA*	**$704**	$592	**+19%**

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

AMETEK SHARED PURPOSE

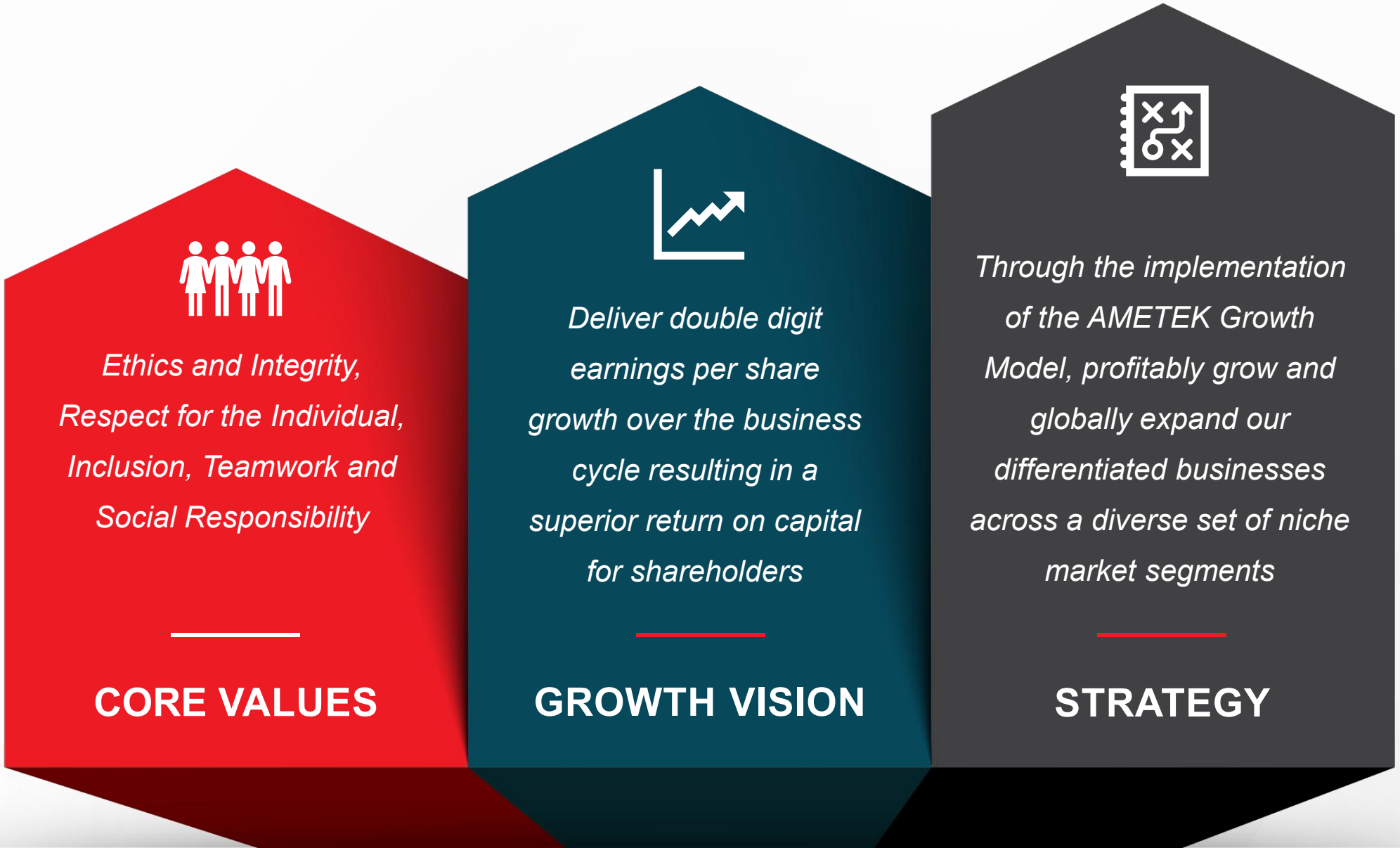


To make a safer, sustainable and more productive world a reality

AMETEK MISSION STATEMENT



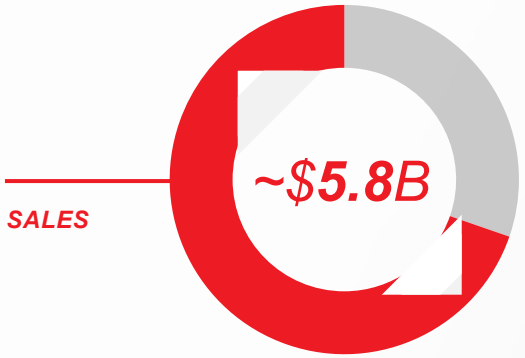
AMETEK CORE VALUES, GROWTH VISION & STRATEGY

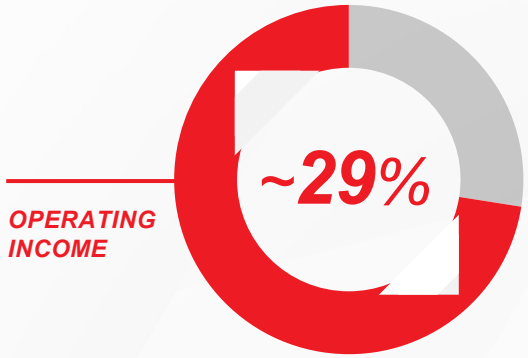


TWO OPERATING GROUPS, ONE OPERATING MODEL

Electronic Instruments Group (EIG)

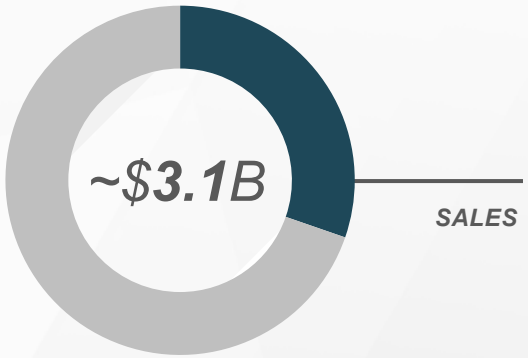
A worldwide leader in the design and manufacture of advanced analytical, test and measurement instrumentation, and mission-critical communications solutions.

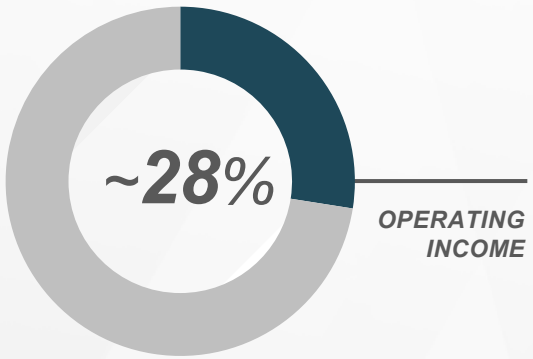




Electromechanical Group (EMG)

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





Reflects 3Q 2026 core margins and annualized sales

PROCESS



POWER & INDUSTRIAL



AEROSPACE & DEFENSE

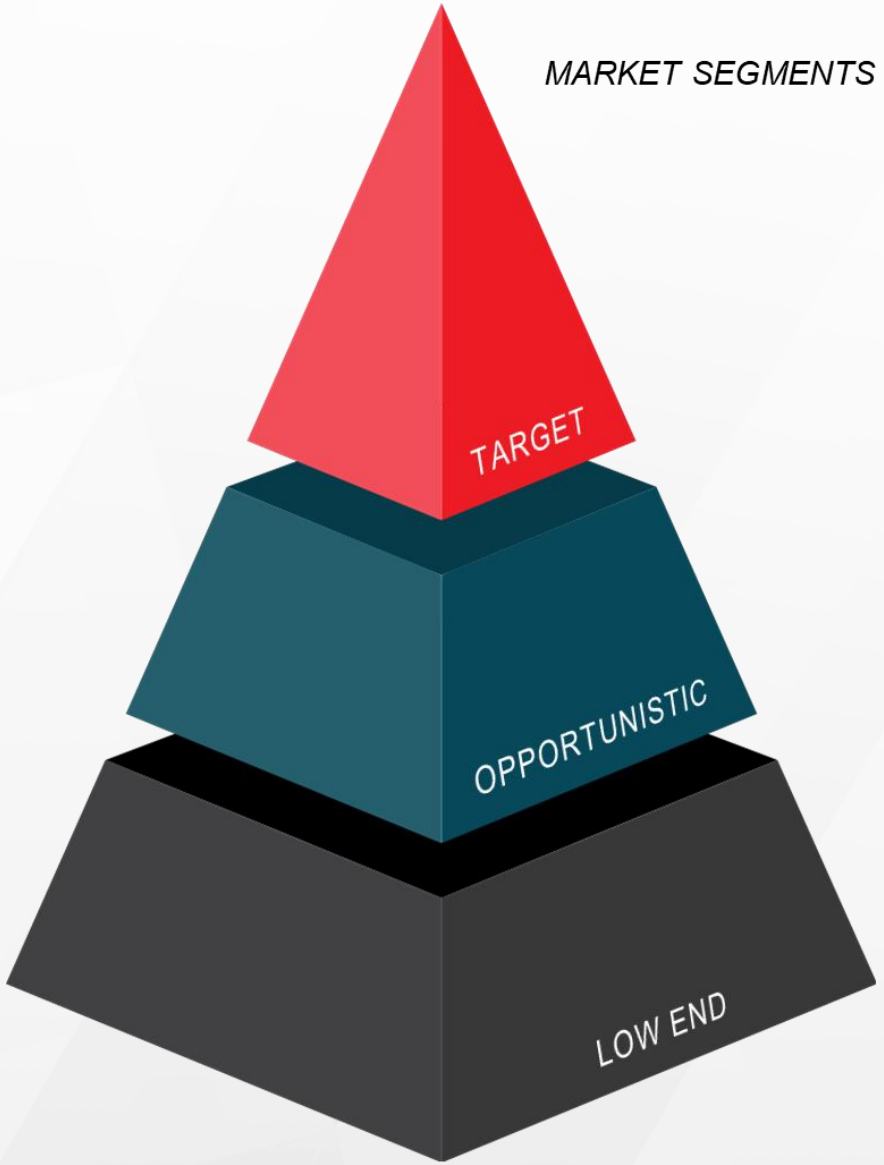


AUTOMATION & ENGINEERED SOLUTIONS

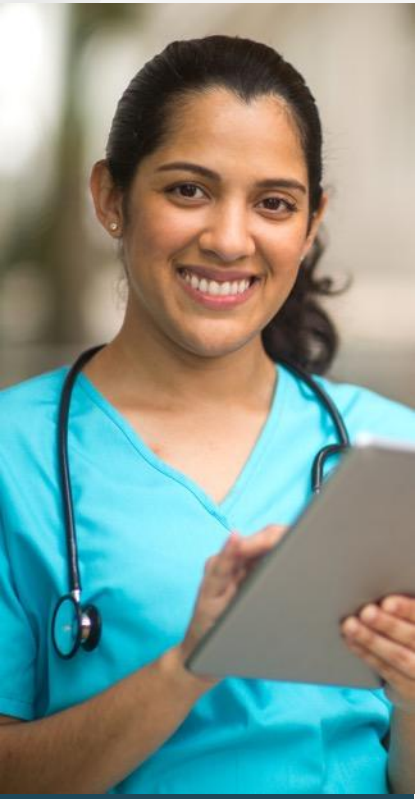


NICHE AND DIVERSE MARKET FOCUS

- 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



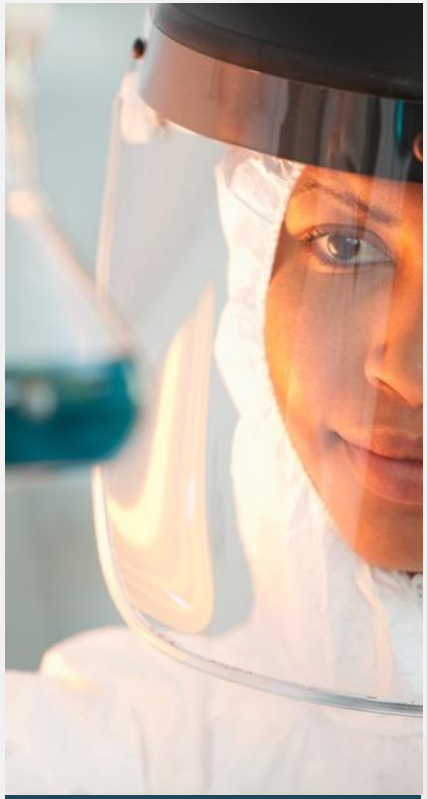
ALIGNED WITH SECULAR GROWTH TRENDS



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

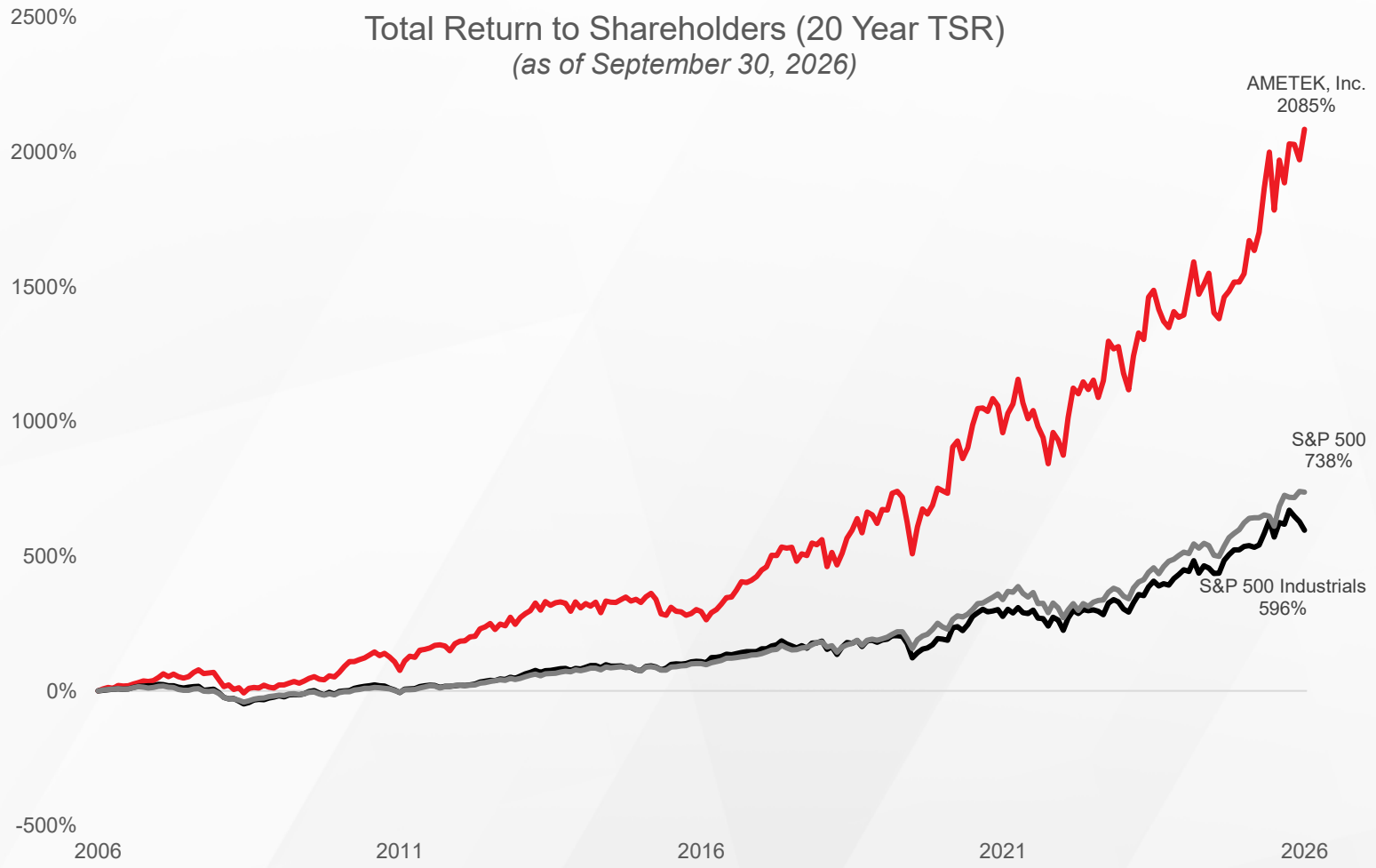


The AMETEK Growth Model has been proven successful *and is a result of the well-ingrained, performance-based culture embodied at AMETEK.*

SUCCESSFUL GROWTH MODEL

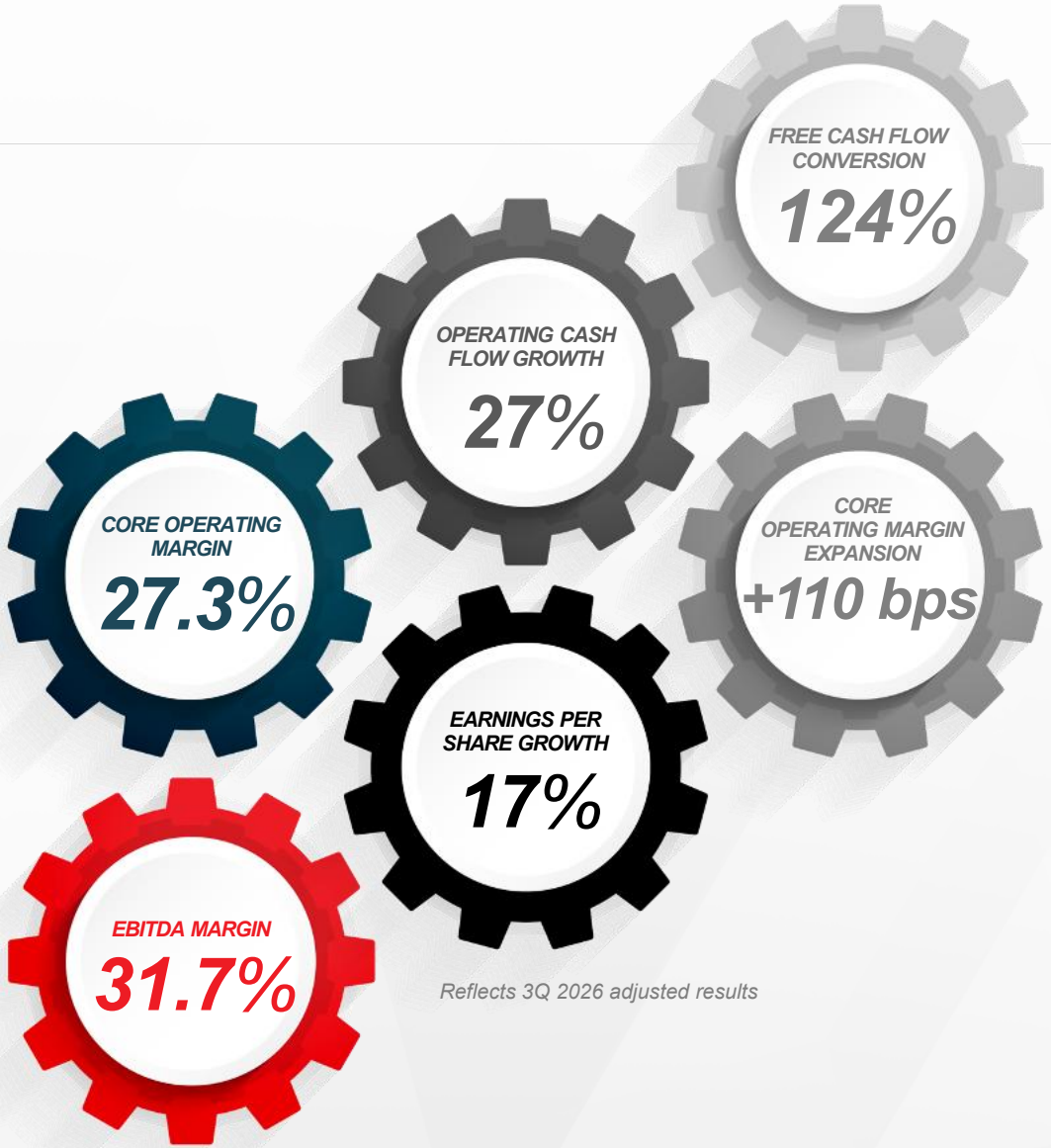
AMETEK's Growth Model has allowed the company to:

- Transition into higher quality niche 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



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



Reflects 3Q 2026 adjusted results

Our OPEX strategy has driven tremendous efficiency gains and margin expansion

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



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 25% of sales come from products released in the past three years
- 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



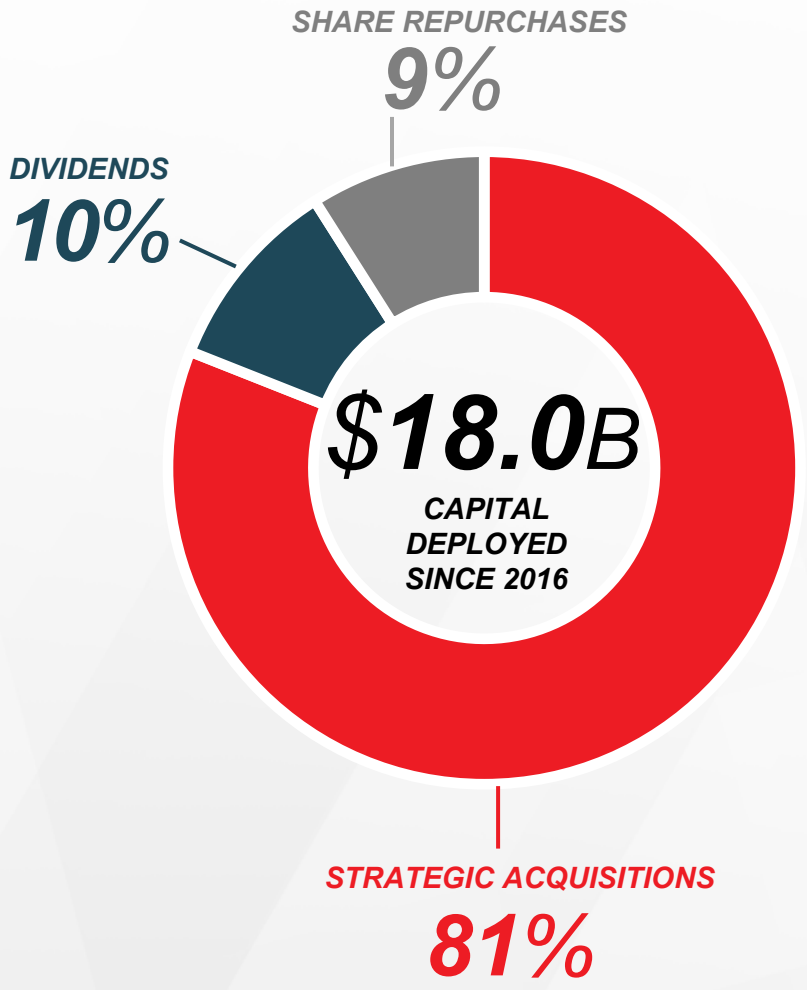
AMETEK Virtek
IRIS AI Inspection Camera



AMETEK FARO
Blink™ Imaging Laser Scanner

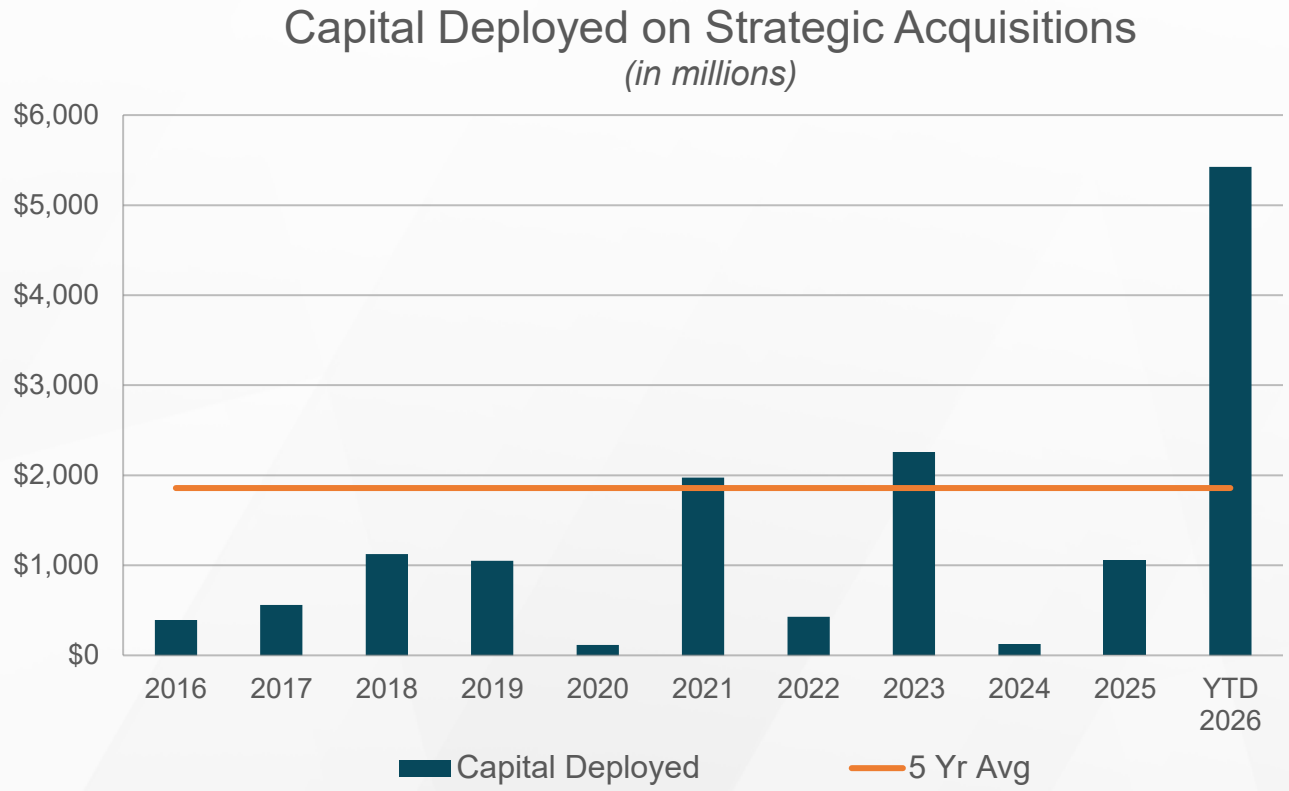
CASH GENERATION & CAPITAL DEPLOYMENT

- 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 2.3x and net debt to EBITDA 2.1x
- 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 7 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



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: 38 acquisitions and $14.5B capital deployed

indicor

Acquired:
August 2026

Capital Deployed:
$5.0 billion

Annual Sales:
~$1.1 billion

Products:
Broad range of differentiated, mission-critical instrumentation and industrial technology solutions

Markets Served:
Diversified end-market exposure, including Energy, Water, Power, Food and Beverage, MedTech, and Research

First Aviation Services Inc.

Acquired:
May 2026

Capital Deployed:
Not Disclosed

Annual Sales:
~$80 million

Products:
Aviation MRO and proprietary parts, including advanced electronics, rotor blades and assemblies, propellers, landing gear, and flight controls

Markets Served:
Aerospace and Defense

FARO

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

KERN

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

Paragon Medical

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)

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



We are confident in our plan and ability to significantly grow AMETEK