



MAY 6, 2026

AMETEK'S STRATEGIC ACQUISITION OF INDICOR INSTRUMENTATION



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.



ACQUISITION OVERVIEW

- Highly strategic acquisition of a portfolio of industrial technology businesses
- Unique opportunity to acquire a scaled portfolio of respected brands aligned with AMETEK's growth strategy
- Provider of differentiated mission-critical solutions serving attractive end markets
- Strong strategic and operational fit expected to drive meaningful shareholder value creation
- ~\$1.1 billion in annual sales

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 Struers

 HANSEN
TECHNOLOGIES

 PAC

 amot

 METRIX

 Dynisco

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ALPHA TECHNOLOGIES

 FLOW
TECHNOLOGY

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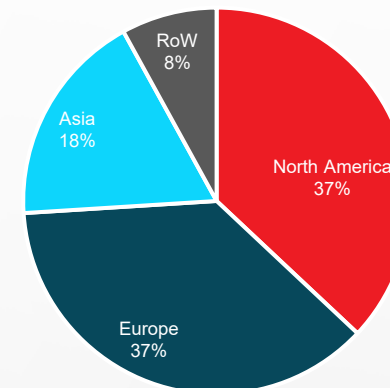
 TECHNOLOG



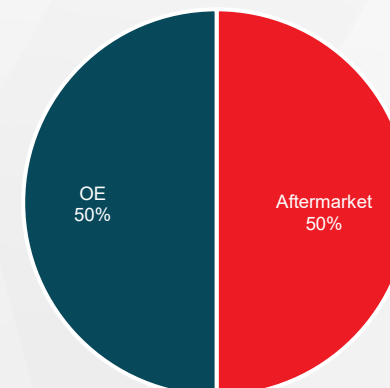
COMPELLING STRATEGIC FIT AND VALUE CREATION

- **Strategic alignment:** Perfect fit with AMETEK's mission-critical niche market strategy
- **Diversified exposure:** Complementary end markets and balanced geographic mix
- **Recurring revenue:** ~50% aftermarket mix reinforced by strong IP and embedded customer relationships
- **Synergy opportunity:** Annualized synergies of 10% to 12% of sales
- **Financial returns:** Year 1 cash earnings accretion and strong returns on capital

By Geography



By Aftermarket / OE



BUSINESSES CLOSELY ALIGNED WITH THE AMETEK PORTFOLIO

Electronic Instruments Group (EIG)



Electromechanical Group (EMG)



End Market	AMETEK	AMETEK + Indicor
Medical	21%	20%
Aerospace & Defense	18%	17%
Power	10%	10%
Research	10%	10%
Semiconductor	5%	4%
Oil & Gas	4%	6%
Food & Beverage	3%	4%
General Industrial & Other	29%	29%



TRANSACTION OVERVIEW

Consideration and Valuation

- Cash consideration of \$5.0B
- Represents ~14x EBITDA

Financing

- Funded through credit facility borrowings and new debt
- Expected leverage at closing ~2.3x

Financial Impact

- Attractive cash earnings accretion in Year 1 and strong returns on capital
- Profitability in-line with AMETEK; typical synergies of 10% to 12% of sales











Timing and Approvals

- Subject to customary closing conditions and regulatory approvals
- Transaction expected to close in 2nd half 2026

Leveraging balance sheet flexibility to acquire a **strategically-aligned portfolio** of high-quality businesses and **create shareholder value**



A CLOSER LOOK AT INDICOR INSTRUMENTATION BUSINESSES

Business	Business Description	AMETEK Reportable Segment	Key End Markets
 Struers	Sample preparation solutions and services for quality control and research applications	EIG	Research, Aero & Defense, General Industrial
 TECHNOLOG	Remote monitoring and control solutions and services for the utility and critical infrastructure markets	EIG	Utilities, Infrastructure
 PAC	Advanced laboratory and process analytical instruments for use in mission critical testing applications	EIG	Energy, Research, MedTech
 amot	Actuation solutions used to optimize operating performance, reduce emissions and ensure safe operations	EMG	Power, Energy
 HANSEN TECHNOLOGIES	Control solutions used to ensure safety across food processing and pharmaceutical applications	EMG	Food & Beverage, General Industrial
 ALPHA TECHNOLOGIES	Advanced laboratory and quality control instruments and services in support of materials analysis	EIG	Aero & Defense, General Industrial
 Dynisco	Process control instrumentation and aftermarket services for laboratory and quality control applications	EIG	General Industrial
 METRIX	Monitoring and sensing solutions for use in gas turbines and other mission critical applications	EIG	Power, General Industrial
 Agr	In-line and laboratory process inspection equipment for use in food and beverage and packaging industries	EIG	Food & Beverage, General Industrial
 FLOW TECHNOLOGY	Precision flow measurement solutions and services for mission critical applications	EIG	Aero & Defense, Energy



STRATEGICALLY AND FINANCIALLY COMPELLING ACQUISITION

- **Strategic fit:** Complementary to AMETEK's mission-critical niche market strategy
- **Scale & diversification:** ~\$1.1B in sales across diversified end markets, technologies and geographies
- **Resilient revenue:** ~50% recurring aftermarket revenue with deep customer relationships
- **Value creation:** 10% to 12% annualized synergies through the AMETEK Growth Model
- **Strong returns:** Year 1 cash earnings accretion and strong returns on capital

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■ Q & A

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