



CLEAR VISION

SOUND STRATEGIES

SOLID PERFORMANCE



*Investment Research Challenge*  
*November 9, 2009*

## Cautionary Statements

Statements in this presentation that are not historical are considered “forward-looking statements” and are subject to change based on various 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.



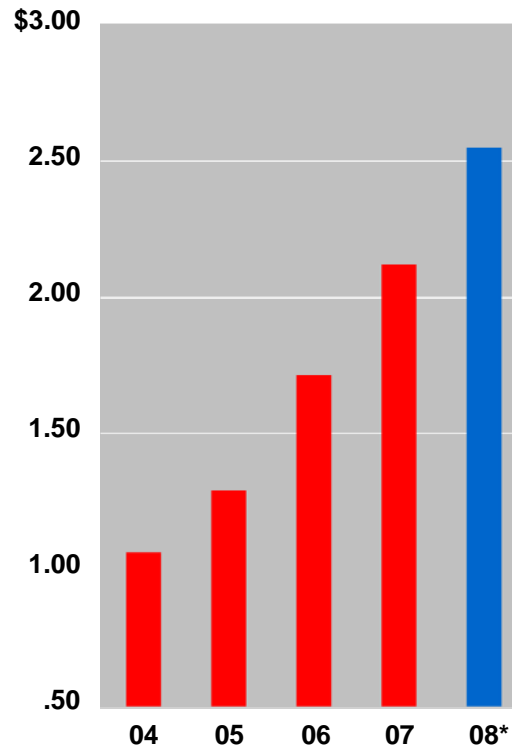
## AMETEK Overview

- Diversified manufacturer with annualized sales of \$2.1 billion
- Component of the S&P MidCap 400 and Russell 1000 indexes
- Listed on the New York Stock Exchange (symbol: AME)



# Diluted Earnings Per Share

Diluted  
Earnings  
Per Share  
5 year CAGR is 25%



\* Excludes impact of fourth quarter restructuring charge



## Third Quarter 2009

- Overall business has stabilized
- Restructuring initiatives are on track and are expected to generate \$135 million in savings this year.
- Sales were down 23% to \$497.1 million
- Operating income margin was 15.6%
- Cash Flow was strong at \$72 million
- We earned \$0.40 per diluted share, achieving our earnings estimates.
- Results included \$0.02 per diluted share of restructuring costs



# Third Quarter 2009 Comparisons

*(In Millions, Except EPS)*

	2008	2009	Change
Sales	\$ 647.4	\$497.1	-23%
Operating Income	\$ 120.1	\$77.5	-35%
Net Income	\$ 70.9	\$43.0	-39%
Diluted EPS	\$.66	\$.40	-39%



## We Are Well Positioned For An Economic Upturn

- Aggressively addressing cost structure
  - Cost reduction activities will total \$135M in 2009
  - Will provide \$45M of incremental improvement in 2010
- Strong Balance Sheet and Cash Flow
  - Ample liquidity to support growth plans
  - Leverage ratios remain investment grade



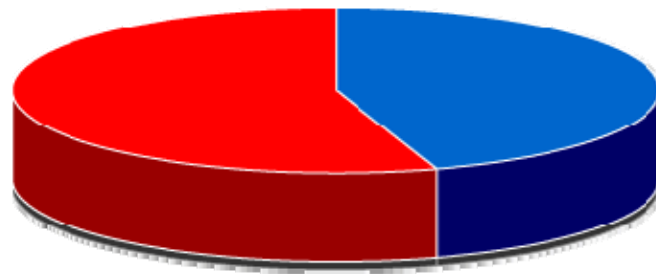
## We Are Well Positioned For An Economic Upturn

- Acquisitions remain a priority
  - Will continue to be a disciplined acquirer during the economic downturn
  - Acquired High Standard Aviation in January
- Maintaining strong new product development focus
  - Sales from new products were 20% of revenue in the third quarter
  - Engineering investment is stable despite the economic downturn
- Continued international expansion
  - Expansion in India, Russia and Japan

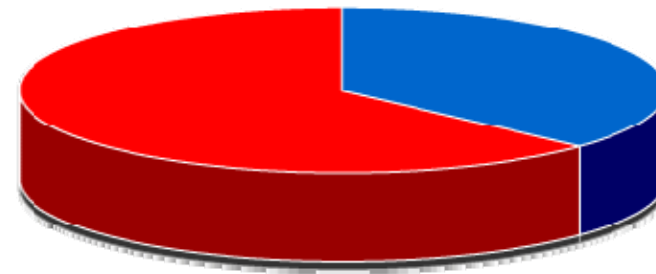




# We Produce Electronic Instruments and Electromechanical Devices

Revenue



Operating Income



-  **Electronic Instruments Group**
-  **Electromechanical Group**



## Electronic Instruments Group

- A leader in the development and manufacture of monitoring, testing, and calibrating instruments
- Markets served include:
  - Process & Analytical
  - Aerospace
  - Power and Industrial

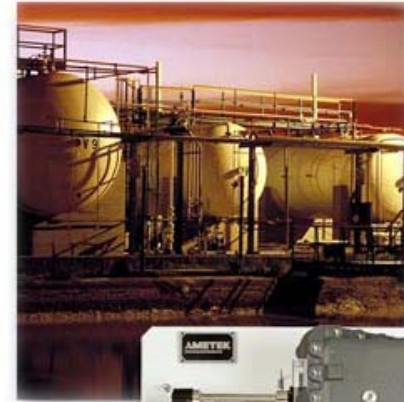




# Process & Analytical Instruments

(2008 Sales = \$910 Million)

- Products
  - Analytical and Emission Monitoring Instrumentation
  - Drilling and Completion Instruments
  - Level Measurement
  - Pressure Gauges, Transducers, and Seals
  - Materials Analysis
  - Radiation Measurement
- Markets
  - Chemical/ Petrochemical
  - Oil and Gas Production
  - Research/Laboratories



*Model 933 Hydrogen Sulfide Analyzer  
for the natural gas industry*



## Aerospace (2008 Sales = \$225 Million)

- Products
  - Airframe and Engine Monitoring Systems
  - Engine Sensors
  - Avionics
  - Fluid Gauging Systems
  - Pressure Transducers and Accelerometers
- Markets
  - Large Commercial Aircraft
  - Business and Regional Aircraft
  - Military



*AMETEK hydraulic quantity indicator, heat exchanger and temperature sensors for Boeing 787 Dreamliner*



# Power & Industrial (2008 Sales = \$270 Million)

- Products
  - Uninterruptible Power Supplies (UPS)
  - Power Quality Monitoring Instrumentation
  - Programmable Power Systems
  - Dash Panel Instruments
  - Food Service Instruments
- Markets
  - UPS Systems
  - Transmission and Distribution
  - Heavy Trucks
  - Construction, Agricultural and Military Vehicles
  - Food Service

*Universal Power Supply System*





## Electromechanical Group

- Differentiated Products
- Floorcare & Specialty Motors





# Differentiated Products (2008 Sales = \$820 Million)

- Products

- AC and brushless DC motors, blowers, and fans
- Electromechanical systems
- Highly engineered hermetic (moisture-proof) connectors, terminals and headers, and microelectronic packages
- Metal powders, metal strip, and specialty wire

- Markets

- Aerospace & defense
- Industrial
- Petrochemical
- Electronic components
- Medical
- Business machines and computers





# Floorcare & Specialty Motors (2008 Sales = \$305 Million)

- Products
  - Motors and Motor/Blower Systems
- Markets
  - Vacuum Cleaners
  - Commercial Floorcare Equipment
  - Outdoor Power Equipment
  - Small Household Appliances



**Aerotec  
Motor**





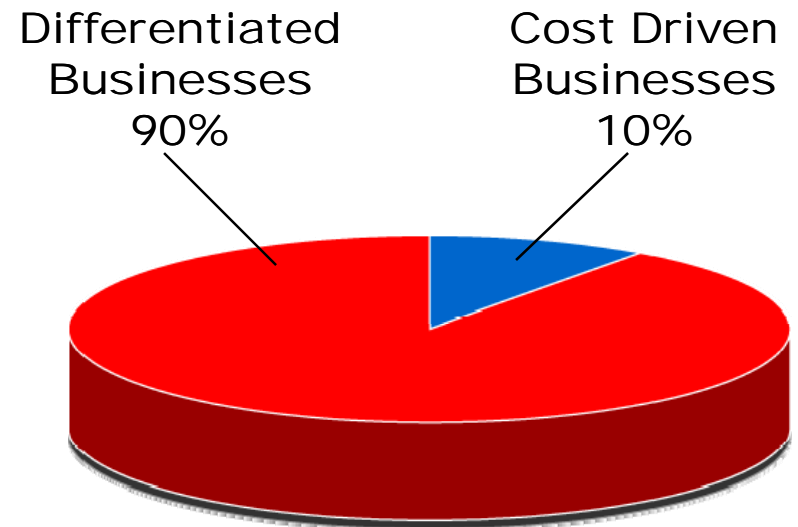
## Another View of AMETEK

- Differentiated Businesses
  - Compete primarily on product features
  - Niche oriented
  - Higher margins
  - Lower capital requirements
- Cost Driven Businesses
  - Compete primarily on price
  - Higher capital requirements
  - Lower margins



## Strategic View of AMETEK

- Differentiated Businesses
  - Electronic Instruments Group
  - Materials, Interconnects and Packaging
  - Technical Motors & Systems
  
- Cost Driven Businesses
  - Floor Care and Specialty Motors



**Differentiated businesses will be an increasingly larger part of AMETEK**



## Vision

*Double the Size and  
Profitability of the  
Company in Five Years*



## Commitment

*Double Digit  
Earnings Growth  
Over the Business Cycle*



## Four Growth Strategies

- Operational Excellence
- Global and Market Expansion
- New Products
- Acquisitions



## Operational Excellence

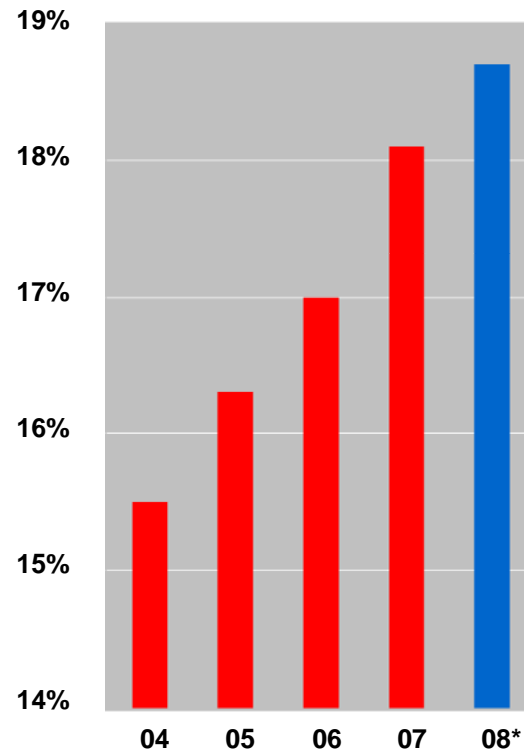
- Cornerstone strategy for the Company
  - Focused on cost and asset management
- Key to delivering value from both existing and acquired businesses
  - Drives profitability and growth for cost driven businesses
  - Adds value to our differentiated businesses
  - Creates value from acquisitions through expense and asset reductions



# Operational Excellence

- Strong margin performance

Consolidated Operating Margins



\* Excludes impact of fourth quarter restructuring charge

- Working capital performance ranks at top of peer group



## Operational Excellence Results

- SPECTRO Integration
  - AMETEK acquired SPECTRO Analytical Instruments, a highly differentiated instrument company in June 2005
  - SPECTRO produces technologically advanced atomic spectroscopy instrumentation used to analyze the elemental composition of solids and liquids.
  - Great strategic addition to our high-end analytical instruments business
  - Within the first year of ownership improved operating margins from 10% to more than 20% through:
    - Global sales channel rationalization
    - Other headcount and expense reductions
- Ability to integrate acquisitions is a core competency



## Global and Market Expansion

- Increase international sales to more than one-half of total
  - Penetrate new markets for differentiated products
  - Add international acquisitions
  - Expand distribution



## Global and Market Expansion

- Implementing a “best cost” strategy by aggressively moving manufacturing to low-cost locales
  - Create a sustainable competitive position in cost driven products that will allow us to gain market share and strengthen profitability in highly competitive markets
  - \$275 million in volume in low cost locales in 2009
    - Reynosa, Mexico
    - Czech Republic
    - Shanghai



## Global and Market Expansion

- Leverage existing technologies into new markets.
  - AMETEK Process Instruments is a leading supplier of mass spectrometers and other analytical instrumentation for the process industries.
  - We have taken this proven technology and applied it in pharmaceutical manufacturing.
  - AMETEK's ProMaxion™ is being widely used in solvent drying end point detection, reducing manufacturing process time and improving throughput.
  - Customers include most major pharmaceutical manufacturers.





## New Products

- Key strategy for generating internal growth
  - Continued strong funding of R&D
  - Many new product introductions
  - Well positioned with fresh new products that meet the needs of the marketplace



## New Products

- Phantom® v710 Digital High-Speed Camera
  - World's fastest digital camera with maximum recording speed of 1.3 million frames per second
  - Ideally suited for a wide range of industrial, research and military and ballistics testing





## New Products

- JOFRA® RTC-156 Reference Temperature Calibrator
  - Most advanced dry-block reference temperature calibrator offering a host of innovative features
  - Can calibrate to within  $\pm 0.04$  ° C.





## New Products

- Model 5100 Portable Gas Analyzer
  - Hand-held, battery-powered instrument based on tunable diode laser absorption spectroscopy (TDLAS)
  - Can accurately measure the amount of water in natural gas and hydrocarbon gas streams





## Acquisitions

- Will play an important role in driving the growth of the company
- One-half to two-thirds of our growth
- Acquisition program is targeted at businesses with revenues between \$30 million and \$100 million
- Will focus on adding differentiated businesses – over time, these businesses will become a larger part of AMETEK



# Acquisitions

Name	Date	Annual Revenue*
High Standard Aviation	January 2009	\$31 Million
Muirhead Aerospace Limited	November 2008	\$54 Million
Xantrex Programmable Power	August 2008	\$80 Million
Vision Research	June 2008	\$37 Million
Reading Alloys	April 2008	\$80 Million
Motion Control Group	February 2008	\$26 Million
Drake Air	February 2008	\$15 Million
California Instruments	December 2007	\$22 Million
Umeco	November 2007	\$58 Million
Cameca	August 2007	\$82 Million
Hamilton Precision Metals	June 2007	\$25 Million
Advanced Industries/ B&S Aircraft Parts	June 2007	\$25 Million
Seacon Phoenix	April 2007	\$17 Million
Southern Aeroparts	December 2006	\$17 Million
Precitech	November 2006	\$19 Million
Land Instruments	June 2006	\$41 Million
PennEngineering Motion Technologies	May 2006	\$55 Million
Pulsar Technologies	February 2006	\$10 Million
HCC Industries	October 2005	\$104 Million
Solartron Group	September 2005	\$50 Million
SPECTRO	June 2005	\$104 Million
Hughes-Treitler	July 2004	\$32 Million

\* At acquisition



## Acquisitions

- Strong free cash flow levels and ability to prudently expand our debt levels
- Track record of success in making and integrating acquisitions
- Ability to integrate acquisitions is a core competency
  - Looked at last thirty five acquisitions through August 2008
  - Pre-tax profit in first year of our ownership up approximately 25% over previous year



## Summary

- Strong Foundation
- Clear Vision
- Solid Strategy
- Proven Management Team
- Committed to creating shareholder value through our Four Growth Strategies



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