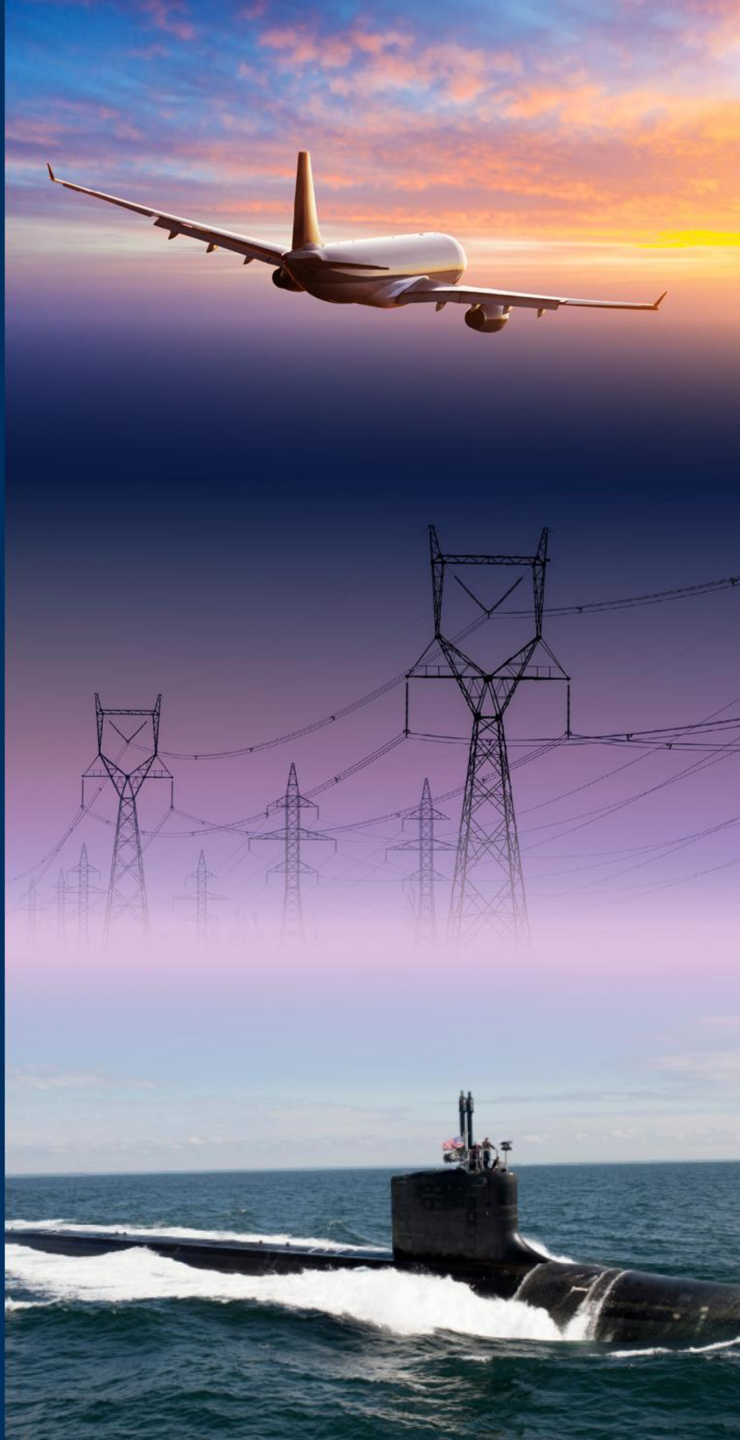
2026

INVESTOR PRESENTATION

ESCO TECHNOLOGIES INC.



Forward Looking Statement

Statements in this presentation regarding Management's intentions, expectations and guidance for fiscal 2026, including restructuring and cost reduction actions, sales, orders, revenue, margin, earnings, Adjusted EPS, acquisition related amortization, and any other statements which are not strictly historical, are "forward-looking statements" within the meaning of the safe harbor provisions of the U.S. securities laws.

Investors are cautioned that such statements are only predictions and speak only as of the date of this presentation, and the Company undertakes no duty to update them except as may be required by applicable laws or regulations. The Company's actual results in the future may differ materially from those projected in the forward-looking statements due to risks and uncertainties that exist in the Company's operations and business environment including but not limited to those described in Item 1A, "Risk Factors", of the Company's Annual Report on Form 10-K for the fiscal year ended September 30, 2025 and the following: the impacts of climate change and related regulation of greenhouse gases; the impacts of labor disputes, civil disorder, wars, elections, political changes, tariffs and trade disputes, terrorist activities, cyberattacks or natural disasters on the Company's operations and those of the Company's customers and suppliers; disruptions in manufacturing or delivery arrangements due to shortages or unavailability of materials or components or supply chain disruptions; inability to access work sites; the timing and content of future contract awards or customer orders; the timely appropriation, allocation and availability of Government funds; the termination for convenience of Government and other customer contracts or orders; weakening of economic conditions in served markets; the success of the Company's competitors; changes in customer demands or customer insolvencies; competition; intellectual property rights; technical difficulties or data breaches; the availability of acquisitions; delivery delays or defaults by customers; performance issues with key customers, suppliers and subcontractors; material changes in the costs and availability of certain raw materials; material changes in the cost of credit; changes in laws and regulations including but not limited to changes in accounting standards and taxation; changes in interest, inflation and employment rates; costs relating to environmental matters arising from current or former facilities; uncertainty regarding the ultimate resolution of current disputes, claims, litigation or arbitration; and the integration and performance of acquired businesses.

ESCO consists of 3 Business Segments working to solve difficult technical challenges through superior engineering, precision manufacturing, and world-class customer service

> Our **Aerospace & Defense (A&D)** companies provide highly-engineered hydraulic filtration systems, precision fluid control valves, machined components, and specialized metal finishing for aerospace applications. A&D also designs and manufactures complex shock and vibration dampening tiles, as well as signature and power management solutions that enhance the stealth capabilities of US & UK Navy submarines and surface ships.

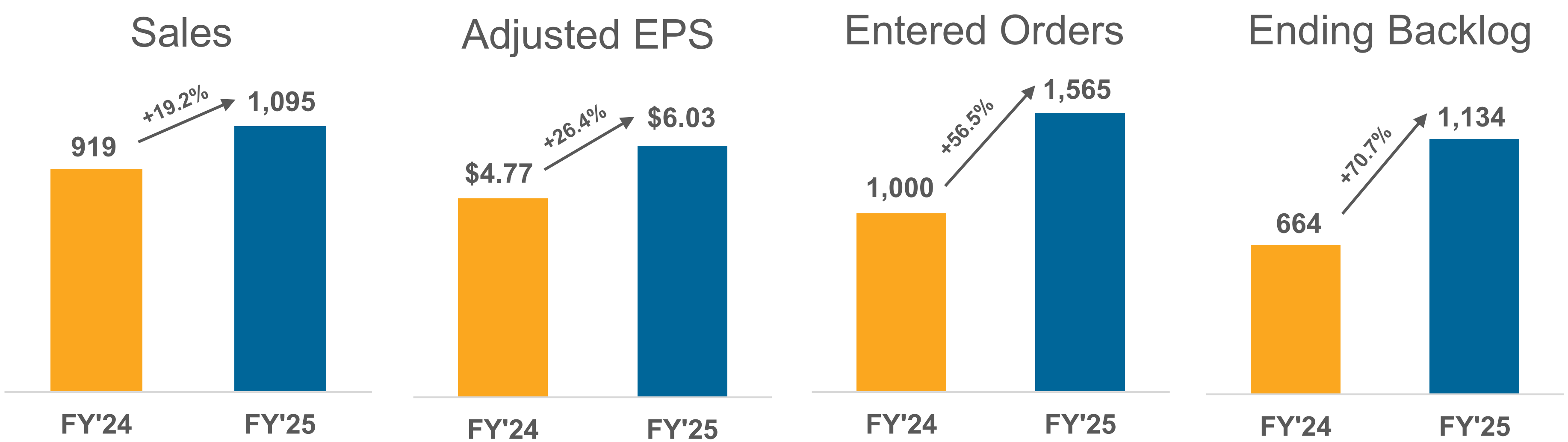
> Our **Utility Solutions Group (USG)** provides industry-leading diagnostic, protection testing, and condition monitoring equipment, expert consulting and laboratory testing services, and data analytics essential for electric grid reliability and renewable energy project development.

> Our **RF Test & Measurement (Test)** business is a leading provider of electromagnetic components and systems that measure and control RF energy for research and development, regulatory compliance, medical, EMP protection, and security applications.

FY'25 – Another Record Year [1]

> Record Sales, Earnings, Orders and Year-End Backlog

- Sales +19% to $1.1B
- Adjusted EPS +26% to $6.03
- Orders +57% to $1.6B
- Ending Backlog +71% to $1.1BM
- 64% increase in Market Cap



(1) Excludes Discontinued Operations - VACCO Industries sale completed 7/18/25

FY’25 Financial Results from Continuing Operations[1]

Dollars in Millions

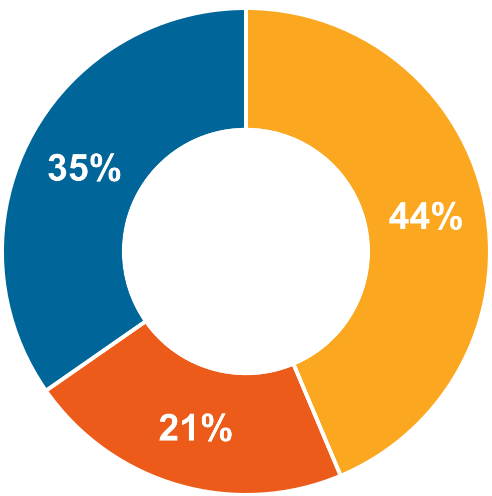
Sales

$1,095M

A&D
$478.2M

USG
$380.0M

Test
$237.2M



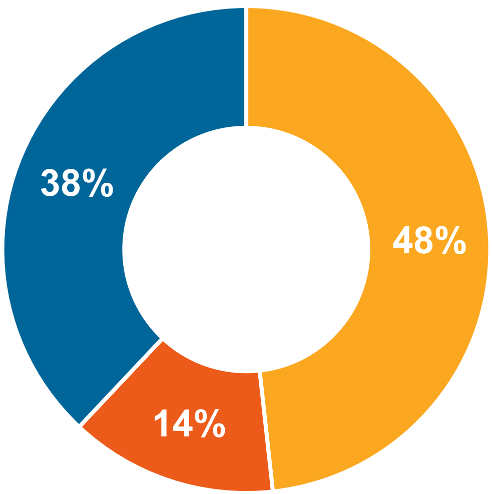
Segment EBITDA - As Adjusted[2]

$293M

A&D
$141.4M

USG
$111.3M

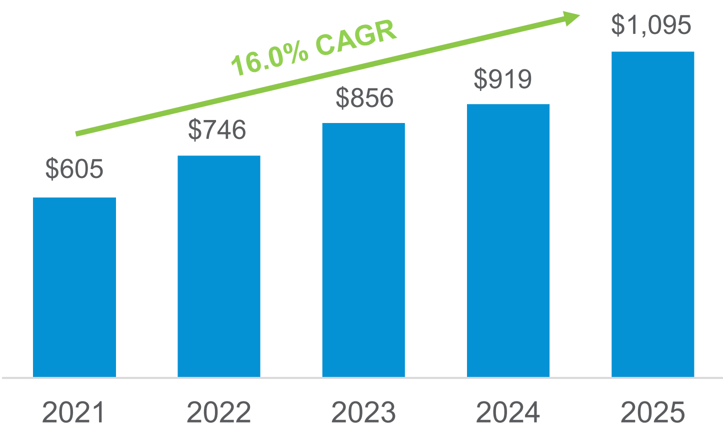
Test
$40.3M



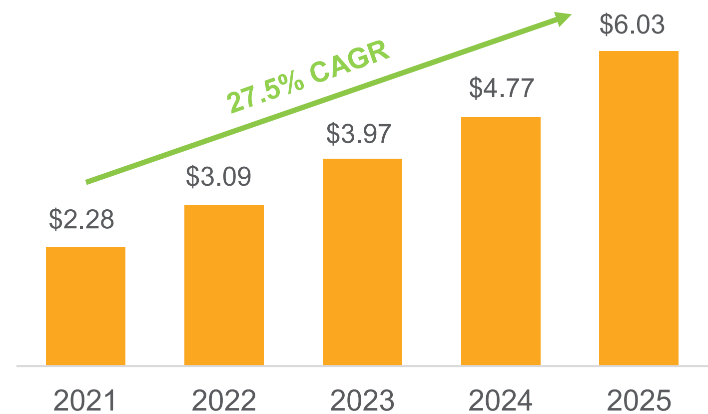
1) Excludes Discontinued Operations – VACCO Industries sale completed 7/18/25.
2) Excludes $36.7 million of Corporate costs and $10.9 million of charges related to Corporate acquisition costs, Maritime inven tory step-up and stamp duties, and restructuring within the Test and USG segments. See pages 30 & 32 for supporting detail.

5 Year Results from Continuing Operations[(1)]

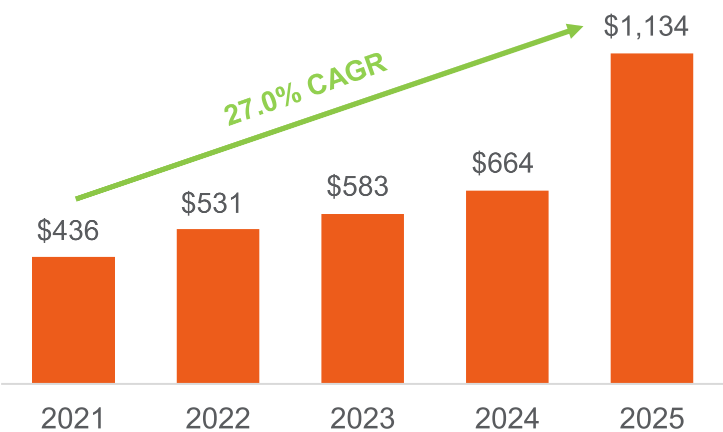
Net Sales (In Millions)



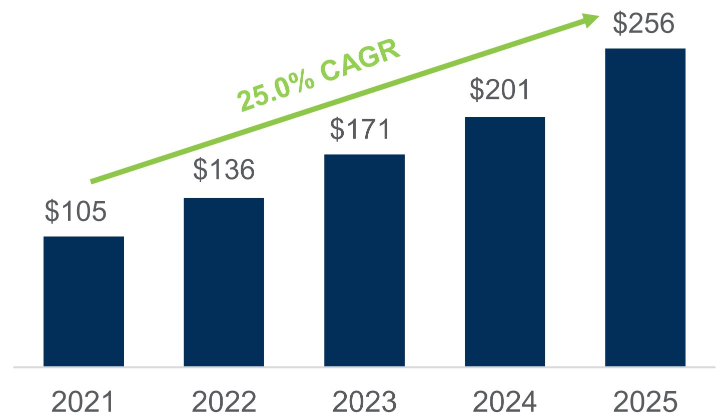
EPS – As Adjusted[(2)]



Ending Backlog (In Millions)



EBITDA – As Adjusted (in Millions)[(2)]



1) Excludes Discontinued Operations – VACCO Industries sale was completed 7/18/25. See Page 32 for supporting detail.
2) See page 32 for GAAP reconciliation .

ESCO Defined

ESCO is a global provider of highly-engineered products and solutions serving diverse and growing end-markets

> Shared characteristics

- Technology driven products and services
- Market leader across served industrial markets
  - Key supplier in high growth Navy, aerospace, and utility markets
- Deep and broad engineering and operating expertise
- Global presence in served markets

ESCO Strategy

> **To increase shareholder value by providing highly-engineered products and solutions that make the world more reliable, safe and secure**

- **Operate technology-oriented businesses** serving long-term growth markets that reward precision solutions with premium value
- **Build high performance teams** through a culture of integrity, collaboration and purpose
- **Grow market share** by focusing on innovation, quality, and superior customer service
- **Expand margin and cash flow** through a continuous process of improvement in productivity, strategic sourcing, and price leadership
- **Supplement organic growth with strategic acquisitions** which can leverage our existing markets, engineering expertise and operating model

Above Market Growth, Increasing Returns, Premium Valuation

ESCO Investor Fundamentals

> Positioned for Continuing Revenue & EBITDA Growth

- A&D – Commercial aerospace & Navy build rates need to increase to meet demand
- USG – Long term growth in electricity usage drives increased investment
  - Increased throughput on existing grid drives demand for diagnostic instruments, condition monitoring and services to extend the life of aging assets
  - Expansion of transmission infrastructure & reduced carbon generation (gas & renewables)
- Test - Technology driven end-markets / MPE broadened EMP power filter end-markets and international reach

> Recent Strategic Portfolio Initiatives

- Acquisition of ESCO Maritime Solutions adds scale & expansion into UK Navy programs – finalized April 2025
- Strategic Review of Space business – divested VACCO Industries in July 2025

> Strong Balance Sheet Allows Investment in Existing Business and Pursuit of Acquisition Opportunities

> Focus on Cost Structure Optimization & Cash Flow Management

> Return on Invested Capital (ROIC) Focus

- Management & Shareholder interests aligned - Component of LTI Compensation since 2023

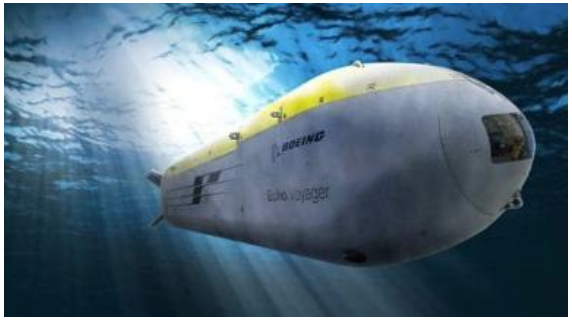
Continuing Pursuit of M&A to Support Growth

> Characteristics we are looking for:

- In our core businesses or markets, or very close
- Leadership position in niche markets
- Technology driven products or services
- Demonstrated financial performance
  - Reasonably predictable revenue streams
  - Solidly profitable
- Clearly defined growth opportunities
- Synergistic to core business platforms

AEROSPACE & DEFENSE

A&D Overview [1]



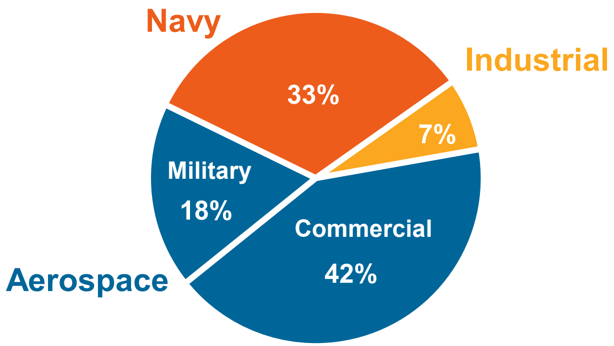
> Provides highly-engineered products and solutions to the Aerospace, Navy & Industrial markets

> 2025 Revenue +40% to $478M
  - Segment Organic Growth +12% + Maritime $95M (5 months)
    - Aerospace +14% (Commercial +25% / Defense -6%)
    - Navy +145% - Organic Growth +24%

> 2025 Adjusted EBITDA Margin increased 130 basis points to 29.6%

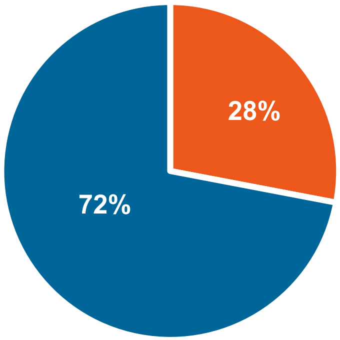
> Long term programs (20 - 40 years)
  - Production, Aftermarket, Repairs & Spares

Sales by End Market

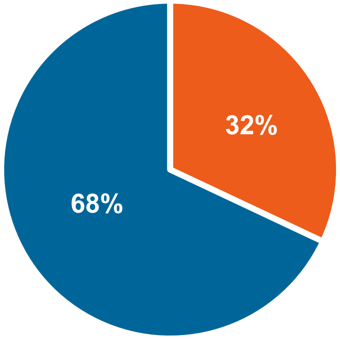


OEM vs. Aftermarket

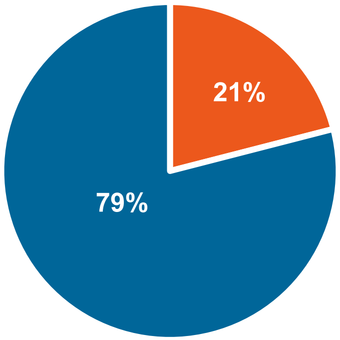
A&D Segment



Aerospace



Navy



OEM Aftermarket

(1) Excludes Discontinued Operations - VACCO Industries sale completed 7/18/25

Aerospace

PTI Technologies

> Leading provider of filtration and fluid control equipment, subsystems and miniature CAD/PAD devices for a full range of mission and life critical operations on commercial and military aircraft

Crissair

> Industry leader in a wide range of products from miniature fluid control valves and components to large manifold assemblies for the aerospace, defense and space industries

Mayday Manufacturing

> Leading manufacturer of mission-critical bushings, pins, sleeves and precise-tolerance machined parts for the aerospace industry

> Full-service metal processor - anodizing, cadmium and zinc-nickel plating, organic coatings, non-destructive testing and heat treatment

Navy

ESCO Maritime Solutions

> Provides mission-critical signature and power management solutions for the US and UK naval defense markets.

- Signature Management
  - Magnetic and electric field countermeasures to prevent underwater mine and sensor detection
  - Advanced signature management solutions for surface ships and submarines
- Power Management
  - Highly engineered power management systems featuring ultra-quiet motors that drive ship propulsion while minimizing vibration

Globe Composite Solutions

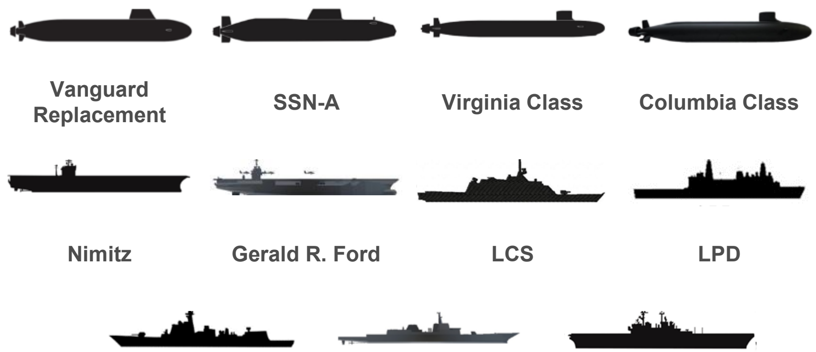
> Leading provider of mission-critical composite solutions

- Navy
  - Special Hull Treatment (SHT) & baffle panels to increase stealth capabilities of submarines
  - Buoyancy materials for Navy Unmanned Underwater Vehicles (UUVs)
  - Shock and vibration dampening systems that reduce acoustic signatures and modify signal emissions on submarines and surface ships
- Industrial
  - Shielding for security, material handling, and marine applications

ESCO Maritime Solutions (Maritime) – Acquisition Finalized April 2025

- Leading provider of signature & power management solutions for US and UK naval defense market
- Highly advanced, designed-in, and mission critical IP that is substantially retained throughout production stages
- Expected FY’26 Revenue ~$230-$245M
- 9/30/25 Backlog of $360M + $200M in Q1’26 Orders
- Headquartered in Yaphank, New York with 3 other locations strategically located across the US and UK

Content on Major US, UK and AUKUS Platforms



Vanguard Replacement | SSN-A | Virginia Class | Columbia Class

Nimitz | Gerald R. Ford | LCS | LPD

Arleigh Burke DDG | Constellation FFG | LHD/ LHA

On Board Degaussing

Sensors

HMI Controllers

EMC Filters

ICCP

High Integrity Motor Drives

Power Dense Motors

Select Customers

BAE SYSTEMS

GENERAL DYNAMICS

ROLLS ROYCE

HII

Growth Drivers

Aerospace

- Commercial Aero - OEMs committed to increasing build rates to meet long-term airline demand
- Military Aero – geopolitical tensions driving increasing defense budgets
  - NGAD Opportunity – Boeing awarded F-47 program

Navy

- Submarine build rates scheduled to increase
- Multi-year submarine procurement in process in the US – intended to secure supplier base (12 Virginia Class / 5 Columbia Class) – initial $80M in funded orders booked in 2025
  - Virginia Class – US Navy Fast Attack Submarine
    - Shipset Content ~$40M
  - Columbia Class – Ohio Class replacement – US Navy’s top priority
    - Anticipated Shipset Content ~$15M
- Maritime Acquisition
  - Sole source content on US/UK submarine & surface ship platforms
- UUV’s – growing market to address heightened maritime security concerns – our buoyancy products are utilized on numerous development programs
- Spares & Repairs above trend growth through 2027

Hydraulic Manifolds

421® Metal Fiber Media filters

Check Valves

Degaussing Products

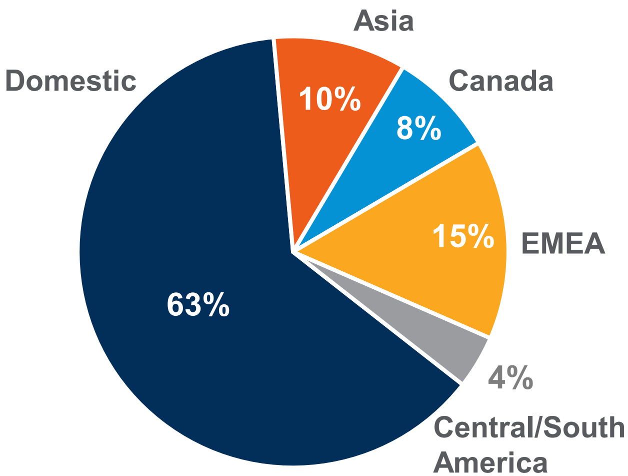
Power Dense Motors

UTILITY SOLUTIONS GROUP

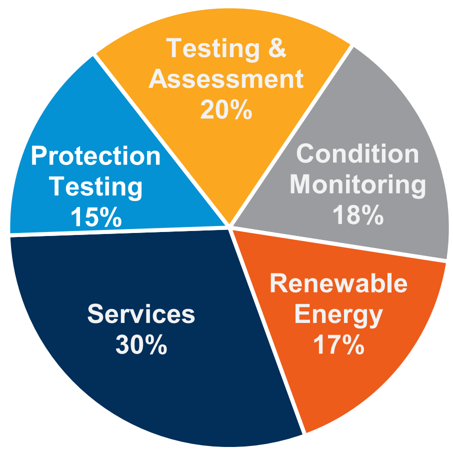
Overview

- Offers industry leading diagnostic measurement and monitoring equipment and services vital for ongoing electric grid reliability and renewable energy project development
- Provides a complete range of solutions that efficiently measure asset health and ensure the reliable, safe, and secure delivery of power
- 2025 Revenue +3% - All Organic - Doble +6% & NRG -10%
- 2025 Adjusted EBITDA Margin increased 170 basis points to 29.3%
- Increasing demand for electricity driving spending on maintenance of existing assets and accelerating investment in utility infrastructure & renewables

Sales by Geography



Sales by Product Area



Utility Product Offerings

Test & Assessment Systems

- Diagnostic instrumentation & software for utilities to perform deep diagnostic evaluation of operational transformers, circuit breakers and related substation hardware in the field
- High power test systems for factory test of transformers, high voltage cables, circuit breakers and large motors

Protection Testing

- Power System Simulators and software solutions for the verification of electrical system fault detection by protective relays

Condition Monitoring

- Diagnostic Instrumentation permanently mounted in substations to continuously monitor asset health while power system is online
- Monitoring software to record historical data, identify system anomalies and alert utility of emerging threats

M7100 HV Asset Analyzer

F8300 Power System Simulator

Hi Voltage Lab System

Calisto™ R9 Dissolved Gas Analyzer

Utility Service Offerings

> **Doble Database™**
- Cloud storage solution for all Doble Customers with over 75 million test results from hundreds of thousands of HV apparatus and growing
- FRANK™: First Response ANalytics Knowledgebase engine - automatically analyzes Doble Test results for asset management & health assessment

> **Equipment Leasing**
- HV test equipment leasing program / recurring revenue

> **Consulting & Testing Services**
- Allows customers to outsource diagnosis and assessment of critical assets

> **Conferences & Training**
- International Conference of Doble Clients - Brings together power industry peers for education, discussion, and collaboration on asset management, operational concerns & diagnostic approaches to asset optimization

> **Laboratory Services**
- Fully equipped labs provide a wide variety of testing and diagnostic services – (Oil Analysis, Forensic Analysis, DGA, Insulation Testing & HV Testing)

> **Cyber Security & Compliance**
- NERC/CIP compliant transient cyber asset solution
- Hardware Sale followed by multi-year managed services agreement

Core Renewable Energy Solutions

NRG Systems

WRA & WRM

Wind measurement solutions globally trusted by analysts, owners & operators for decades

SRA & SRM

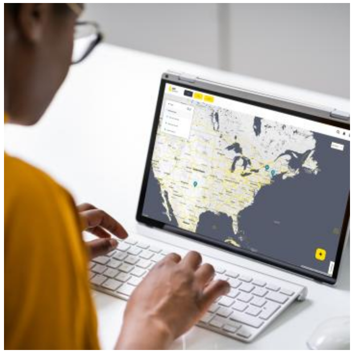
Turnkey solutions for Utility Scale Solar projects

Bat Deterrents

Ultrasonic technology protects bats & increases energy yield

Data Management

NRG Cloud, a SaaS solution that lets owners & operators retrieve, store & share data



Industry Acronyms

Application	Wind	Solar
Resource Assessment (Pre-Construction)	WRA	SRA
Resource Monitoring (Operational)	WRM	SRM

Utility Market Growth Drivers

> **Increasing Demand for Electricity**

- Electricity demand forecasted to double in the U.S. by 2050 (U.S. Energy Information Administration) and the same trajectory is expected globally (McKinsey Global Energy Perspective 2024)
- Demand Drivers - reshoring, data centers, AI, heat pumps, EV charging, extreme weather events

> **Aging Infrastructure**

- Many distribution networks are decades old, making them vulnerable to failures and inefficiencies. Average age of large power transformers is >40 years (U.S. Dept of Energy)
- Doble's diagnostic solutions enable utilities to drive more power through the existing grid

> **Integration of Renewable Energy**

- Global demand for clean energy increasing - utilities investing heavily in renewable power generation and infrastructure to connect it

> **Increasing Regulatory Compliance Requirements**

- North American Electric Reliability Corporation Critical Infrastructure Protection (NERC CIP) - set of mandatory standards designed to enhance the security and reliability of the Bulk Electric System (BES) in North America

> **Digital Transformation**

- Utility industry is undergoing a digital transformation – smart grids, advanced metering, predictive maintenance, and customer engagement platforms to enhance efficiency, reliability, and sustainability

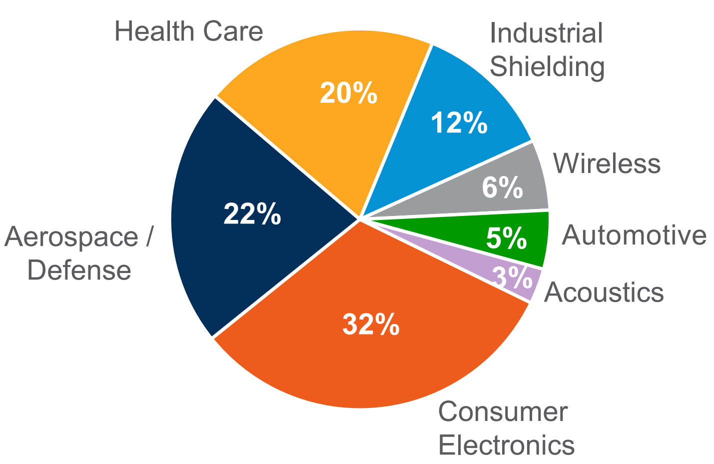
RF TEST & MEASUREMENT

RFT TEST & MEASUREMENT

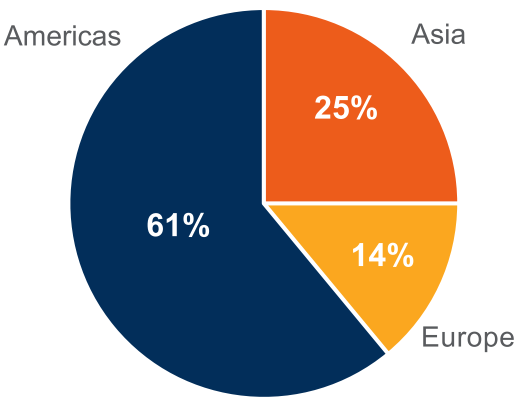
Overview

- Designs and manufactures systems and components to measure and control RF energy for research and development, regulatory compliance, medical, and security applications
- Provides medical, electromagnetic pulse (EMP), and industrial shielding
- 2025 Revenue increased 13% - All Organic
  - Solid revenue growth across all end markets except wireless
- 2025 Adjusted EBITDA increased 60 basis points to 17.0%

Sales by End Market



Sales by Geography

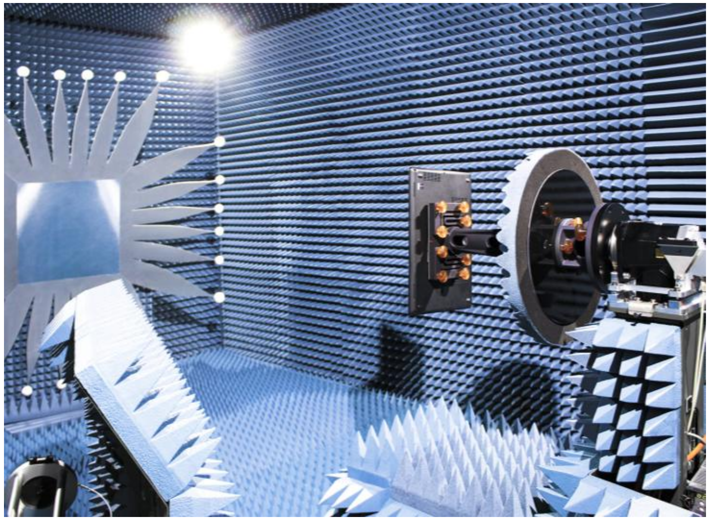


Global Customer Base

Diverse Product Offerings

Shielded Doors

RF Test Systems



Antennas & Test Accessories

Power Line Filters

Shielded MRI Suites

Shielded Enclosures

Growth Drivers

> Aerospace & Defense

- Electronic warfare and increasing unmanned systems
- Critical Infrastructure vulnerability to EMP
- Orders strength in T&M projects for large A&D customers

> Medical Shielding

- Ongoing investments in medical infrastructure

> Increasing electronic content

- Increased wireless content with higher frequencies and functionality
- Increased Electronic / RF “Pollution” = Interference

> International Growth

- International requirements for electromagnetic compatibility (EMC) testing
- Increased security investments in NATO countries

> MPE Power Filters

- Facility and Component filter product offerings
- Complementary EMC/EMP power filters for military and other critical infrastructure applications
- MPE broadened end-markets and expanded international reach

SUMMARY

Wrap-up

- We have confidence in our well-tested operating model
  - 3 solidly profitable business segments
  - Record sales, earnings, orders and ending backlog in 2025
- We serve technology-oriented end-markets with long-term organic growth trajectories
  - Commercial Aerospace – build rates increasing
  - Navy submarine procurement activity
  - Utility infrastructure spending and asset maintenance
- Strategic portfolio focus
  - Evaluate supplement growth opportunities - M&A
- ROIC Focus – Management and Shareholder interests aligned
  - Target 30% incremental margins across all segments
  - Implementing Operating System to drive better execution / continuous improvement / working capital management

FINANCIAL HIGHLIGHTS

Photo courtesy of navy.mil

FY'25 Segment Performance from Continuing Operations ($ in Millions) [(1)]

	Net Sales	GAAP EBIT	Adjustments [(2)]	D&A As Adjusted	EBITDA As Adjusted	*EBITDA Margin*
A&D	$ 478.2	$ 125.1	$ 4.6	$ 11.7	$ 141.4	*29.6%*
USG	380.0	94.8	0.4	16.1	111.3	*29.3%*
Test	237.2	34.1	0.5	5.7	40.3	*17.0%*
Segment Totals	1,095.4	254.0	5.5	33.5	293.0	*26.7%*
Corporate	-	(83.6)	46.6	0.4	(36.7)	
Continuing Ops	1,095.4	170.4	52.1	33.9	256.3	*23.4%*
EBITDA Reconciliation						
Less D&A					(33.9)	
Less Interest					(17.5)	
Less Income Tax					(48.5)	
Net Earnings – As Adjusted					$ 156.4	*14.3%*

(1) Excludes Discontinued Operations – VACCO Industries sale completed 7/18/25

(2) Excludes $5.5 million of Corporate acquisition costs, $4.4 million of Maritime inventory step-up charges and stamp duties, $1.1 million of restructuring costs (primarily severance), and $41.1 million of acquisition related amortization.

Financial Highlights ($ in Millions)

	2021	2022	2023	2024	**2025**
Net Debt	$98	$55	$60	$56	**$85**
Leverage Ratio	1.0X	0.8X	0.5X	0.5X	**0.6X**
Debt-to-Capital	13%	13%	8%	9%	**11%**
Cash from Operating Activities (1)	$97	$114	$81	$122	**$200**

FY 2025 Backlog (1)	Beginning Backlog	Orders	Sales	Ending Backlog	Book-to-Bill
A&D	385.6	895.6	478.2	803.0	1.87
USG	120.0	403.5	380.0	143.5	1.06
Test	158.6	265.7	237.2	187.1	1.12
Total - Continuing Operations	664.2	1,564.8	1,095.4	1133.6	1.43

1) Excludes Discontinued Operations – VACCO Industries sale completed 7/18/25.

Discontinued Operations and Adjustments to Earnings Detail

VACCO Industries (Divested 7/18/25)	2021	2022	2023	2024	2025
Sales ($ in Millions)	110.1	111.6	100.2	107.6	102.9
EPS – As Adjusted	$0.73	$0.67	$0.27	($0.03)	$7.06 [1]

Segment EBITDA – As Adjusted Cont Ops	2021	2022	2023	2024	2025
EBITDA	98.8	135.1	166.8	198.4	245.4
Discrete Adjustments	6.0	1.3	3.9	3.1	10.9
EBITDA – As Adjusted Continuing Ops	104.8	136.4	170.7	201.5	256.3
Corporate Costs	23.8	27.5	31.8	31.1	36.7
Segment EBITDA – As Adjusted Continuing Ops	128.6	163.9	202.5	232.6	293.0

EPS – As Adjusted Continuing Ops	2021	2022	2023	2024	2025
GAAP EPS	$2.42	$3.16	$3.58	$3.94	$11.55
Discrete Adjustments	$0.17	$0.04	$0.11	$0.21	$0.31
Acquisition Related Amortization	$0.42	$0.56	$0.55	$0.59	$1.23
Disc Ops – VACCO Industries	($0.73)	($0.67)	($0.27)	$0.03	($7.06) [1]
EPS – As Adjusted Continuing Operations	$2.28	$3.09	$3.97	$4.77	$6.03

1) Includes gain on sale of VACCO Industries of $6.66 in FY'25

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