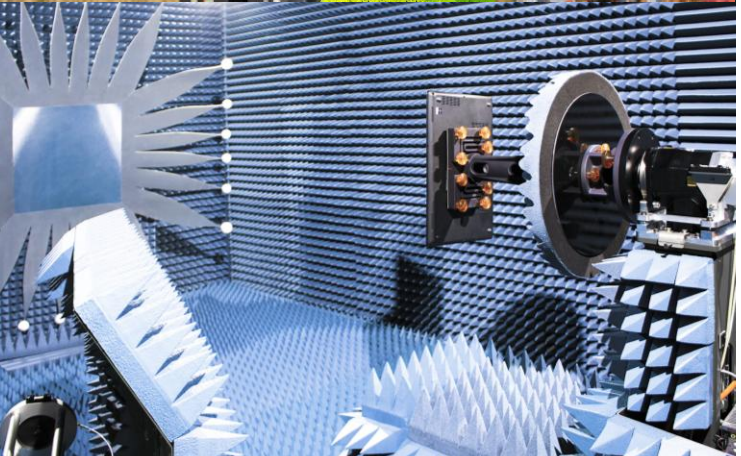


ESCO Technologies

Third Quarter FY 2026 Earnings Call

Bryan Sayler
President & CEO

Chris Tucker
Sr. Vice President & CFO

August 6, 2026

Forward Looking Statement

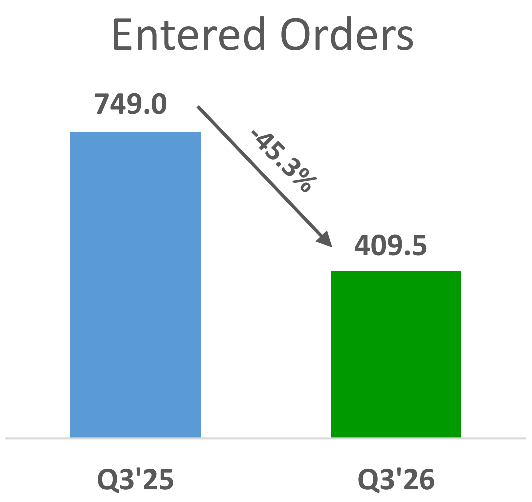
Statements in this presentation regarding Management’s intentions, expectations and guidance for fiscal 2026, including restructuring and cost reduction actions, sales, orders, revenues, margin, earnings, Adjusted EPS, acquisition related amortization, and any other statements which are not strictly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

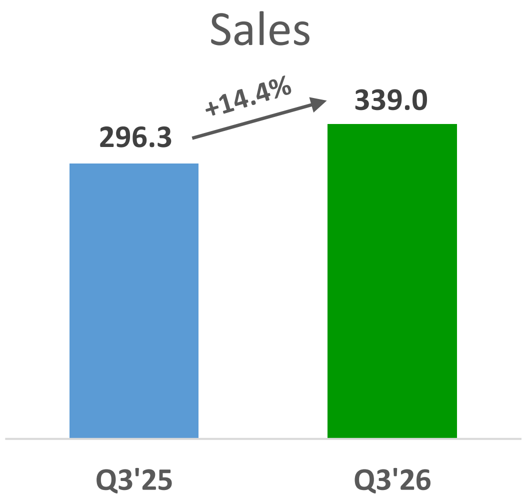
Investors are cautioned that such statements are only predictions and speak only as of the date of this release, and the Company undertakes no duty to update them except as may be required by applicable laws or regulations. The Company’s actual results in the future may differ materially from those projected 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 including the conflicts involving Iran and Lebanon, 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; restrictions or closures of critical supply routes such as the Strait of Hormuz; other 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.

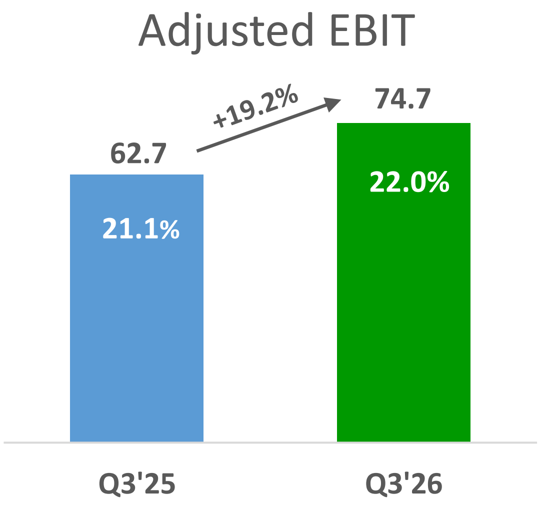
During the call, the Company may discuss some non-GAAP financial measures in describing the Company’s operating results. A reconciliation of these measures to their most comparable GAAP measures can be found in the press release issued today and found on the Company’s website at www.escotechnologies.com under the link: Investor Relations.

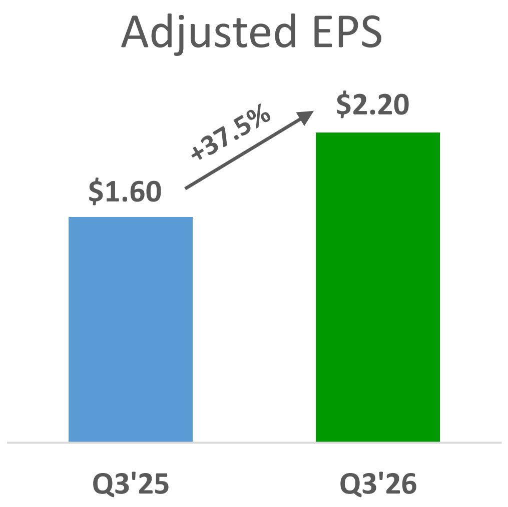
In addition, the financial results presented in this presentation include certain non-GAAP financial measures such as EBIT, Adjusted EBIT, EBITDA, Adjusted EBITDA and Adjusted EPS. These non-GAAP financial measures are reconciled to their respective GAAP equivalents in the “Reconciliation of Non-GAAP Measures” presented below.

Q3 Results – Continuing Operations ($ in Millions, except per share amounts)









Entered Orders

- Orders down $339M (-45%)
  - Organic Orders +$12M (+4%)
    - Aerospace, Test and Regulated Utility Orders all up >30%
    - Navy - Q3’25 contained large VA & Columbia Class orders
  - Q3’25 included $364M of acquired Maritime backlog
- Q3 Book-to-Bill of 1.21 / Record Backlog of $1.5B (+36% from 9/30/25)

Sales

- Sales +$43M (+14%) / Organic +$20M (+8%) / Maritime +$23M
- Broad Strength in Aerospace, Navy, Test and Regulated Utilities

Adjusted EBIT

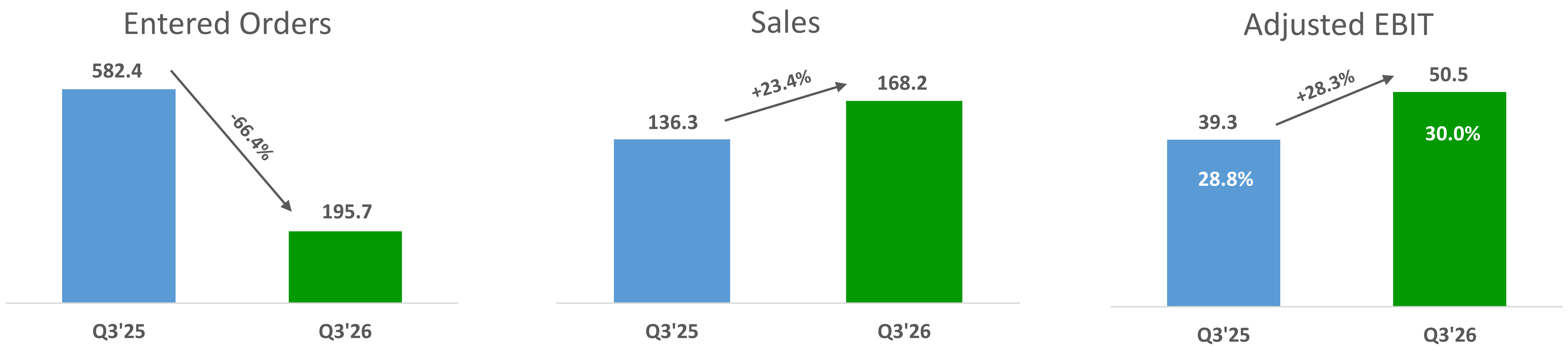
- Adjusted EBIT Margin increased 90 basis points to 22.0%

Adjusted EPS

- Adjusted EPS of $2.20 increased 38%

	Q3’25	Q3’26	Delta $	Delta %
Entered Orders	$749.0	409.5	(339.5)	-45.3%
Sales	296.3	339.0	42.7	14.4%
Adjusted EBIT	62.7	74.7	12.0	19.2%
Adj EBIT Margin	*21.1%*	*22.0%*	*+0.9 pts*	
Adjusted EBITDA	71.5	83.8	12.3	17.1%
Adj EBITDA Margin	*24.1%*	*24.7%*	*+0.6 pts*	
EPS GAAP-Cont Ops	$0.96	$1.26	$0.30	31.3%
EPS Adjusted-Cont Ops	$1.60	$2.20	$0.60	37.5%

A&D - Continuing Operations – Q3 ($ in Millions)



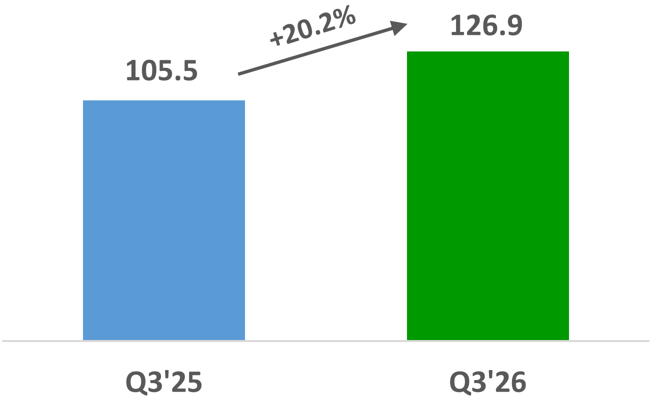
Entered Orders
- Q3 Book-to-Bill of 1.16 / Record Backlog of $1.1B up (+37% from 9/30/25)
- Organic Orders down $35M (-21%)
  - Navy down $66M (-70%) - Q3'25 included $82M in VA/Columbia Class Orders
  - Aerospace +$31M (+41%) – broad strength in commercial & military orders
- Maritime - Q3'25 included $364M of acquired backlog
- Maritime - Q3'26 orders of $62M +$13M (+26%) compared to Q3'25

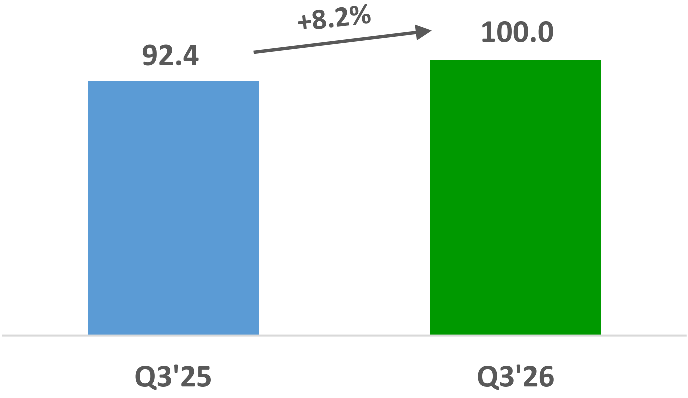
Sales
- Sales +$32M (+23%) / Organic +$9M (+9%) / Maritime +$23M
  - Aerospace +$8M (+10%) – Organic +$7M (+10%) / Maritime +$1M
  - Navy +$22M (+43%) / Organic +$2M (+10%) / Maritime +$20M

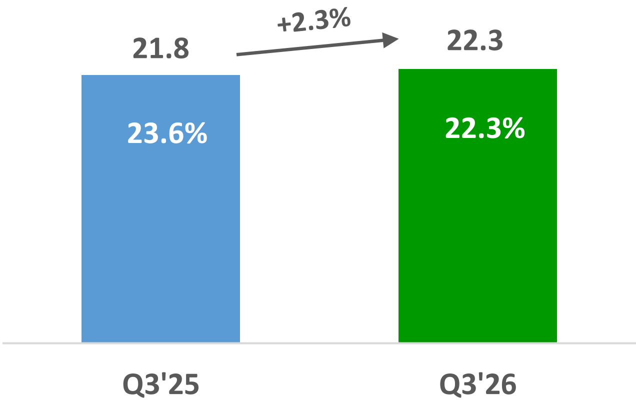
Adjusted EBIT
- Driven by price increases and leverage on higher volume, partially offset by mix and inflationary pressures
- Adjusted EBIT Margin reached 30.0%

	Q3'25	Q3'26	Delta $	Delta %
Entered Orders	$582.4	195.7	(386.7)	-66.4%
Sales	136.3	168.2	31.9	23.4%
Adjusted EBIT	39.3	50.5	11.2	28.3%
Adj EBIT Margin	*28.8%*	*30.0%*	*+1.2 pts*	
Adjusted EBITDA	42.4	53.9	11.5	27.2%
Adj EBITDA Margin	*31.1%*	*32.1%*	*+1.0 pts*	
	Prior YE	**6/30/26**	**Delta $**	**Delta %**
Backlog	$803.0	1,102.4	299.4	37.3%

USG – Q3 ($ in Millions)







Entered Orders
- Doble +$26M (+30%) – Record orders driven by broad increases in demand from utility customers across all product lines
- NRG down $5M (-27%) - sunsetting of U.S. tax credits
- Q3 Book-to-Bill of 1.27 / Backlog of $189M (+32% from 9/30/25)

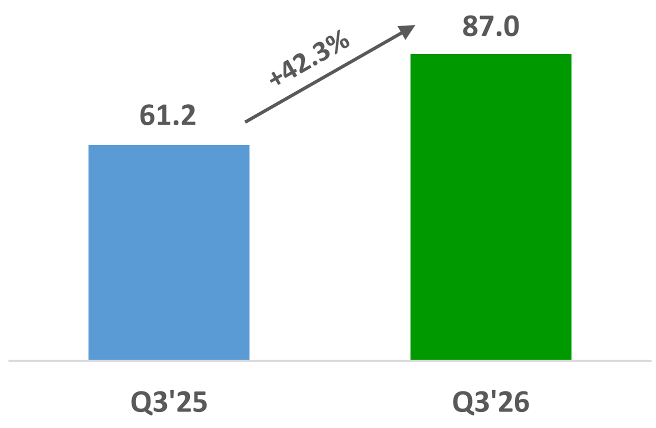
Sales
- Doble +$13M (+17%) – primarily driven by higher Protection Testing, Offline Test Equipment and Services
- NRG down $5M (-29%) – sunsetting of U.S. tax credits

Adjusted EBIT
- Driven by leverage on higher volume at Doble and price increases, partially offset by deleverage on lower volume at NRG, and inflationary pressures

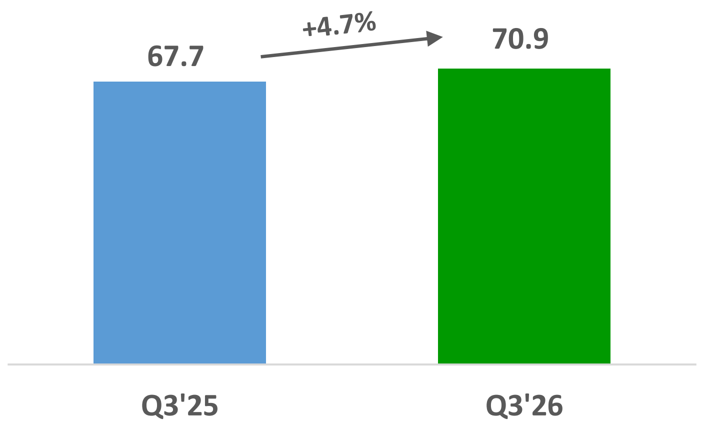
	Q3’25	Q3’26	Delta $	Delta %
Entered Orders	$105.5	126.9	21.4	20.2%
Sales	92.4	100.0	7.6	8.2%
Adjusted EBIT	21.8	22.3	0.5	2.3%
Adj EBIT Margin	*23.6%*	*22.3%*	*-1.3 pts*	
Adjusted EBITDA	26.0	26.4	+0.4	+1.3%
Adj EBITDA Margin	*28.2%*	*26.4%*	*-1.8 pts*	
	Prior YE	**6/30/26**	**Delta $**	**Delta %**
Backlog	$143.5	189.4	45.9	32.0%

Test – Q3 ($ in Millions)

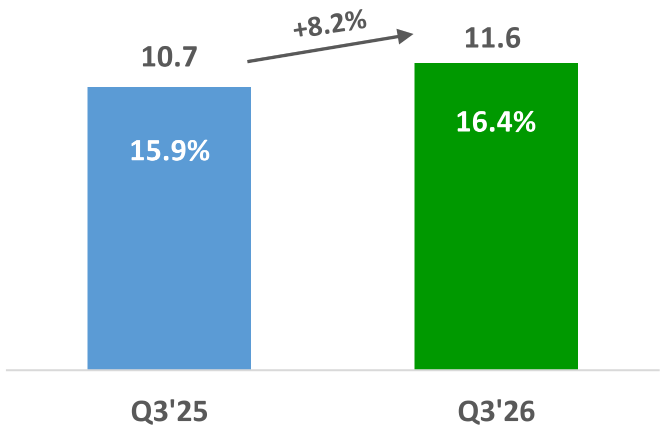
Entered Orders



Sales



Adjusted EBIT



Entered Orders

- Orders +$26M (+42%)
  - Strength driven by Industrial Shielding projects & EMI Filters for U.S. data centers
- Q3 Book-to-Bill of 1.23 / Record Backlog of $249M (+33% from 9/30/25)

Sales

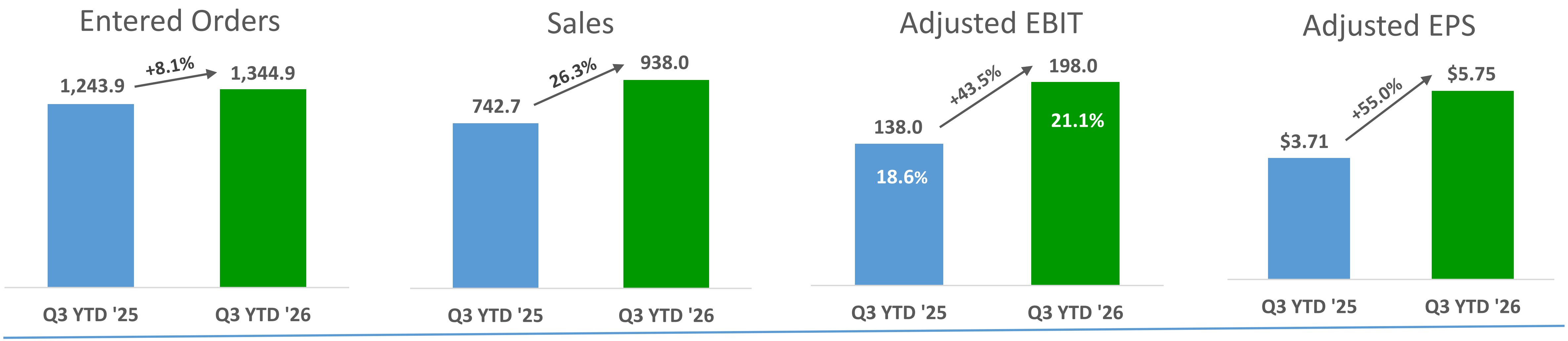
- Sales +$3M (+5%)
- U.S. sales +$7M offset by lower sales in Asia ($4M)
- Growth driven by higher Test & Measurement (EMC), Medical & Industrial Shielding

Adjusted EBIT

- Leverage on higher volume and price increases, partially offset by inflationary pressures

	Q3'25	Q3'26	Delta $	Delta %
Entered Orders	$61.2	87.0	25.8	42.3%
Sales	67.7	70.9	3.2	4.7%
Adjusted EBIT	10.7	11.6	0.9	8.2%
Adj EBIT Margin	*15.9%*	*16.4%*	*+0.5 pts*	
Adjusted EBITDA	12.2	13.0	0.8	6.7%
Adj EBITDA Margin	*18.1%*	*18.4%*	*+0.3 pts*	
	Prior YE	**6/30/26**	**Delta $**	**Delta %**
Backlog	$187.2	248.6	61.4	32.8%

Q3 YTD Results – Continuing Operations ($ in Millions, except per share amounts)



Entered Orders
- Orders strength across Aerospace, Navy, Test & Regulated Utilities
  - Organic Growth +$161M (+19%) - A&D +20%, Test +26%, USG +14% (Doble +22% & NRG -26%)
  - Maritime lower by $60M - YTD’25 included $364M in acquired backlog
    - Maritime YTD’26 orders of $354M vs $50M YTD’25
- YTD Book-to-Bill of 1.43, Ending Backlog of $1.5B (+36% from 9/30/25)

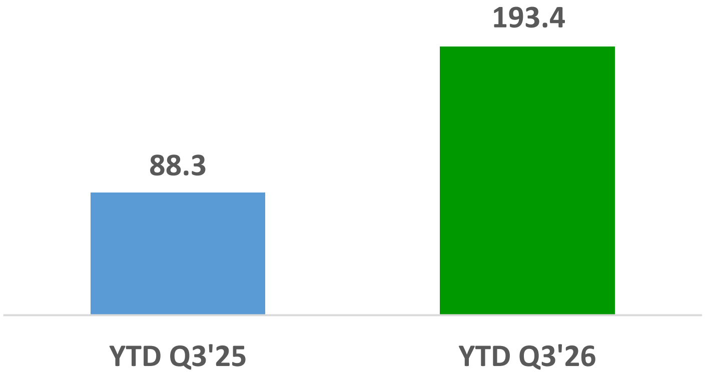
Sales
- Continuing strength in Aerospace, Navy, Test & Regulated Utilities
  - Organic Growth +$74M (+11%) - A&D +12%, Test +18%, USG +4% (Doble +12% & NRG -29%)
  - Maritime Sales +$121M

Adjusted EBIT
- Margins increased 250 basis points as leverage on higher sales and price increases more than offset inflationary impacts

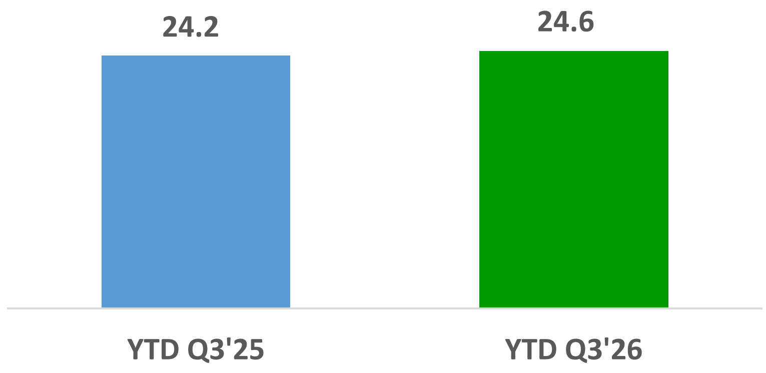
	Q3 YTD FY’25	Q3 YTD FY’26	Delta $	Delta %
Entered Orders	$1,243.9	1,344.9	101.0	8.1%
Sales	742.7	938.0	195.3	26.3%
Adjusted EBIT	138.0	198.0	60.0	43.5%
Adj EBIT Margin	*18.6%*	*21.1%*	*+2.5 pts*	
Adjusted EBITDA	163.0	225.2	62.2	38.2%
Adj EBITDA Margin	*21.9%*	*24.0%*	*+2.1 pts*	
EPS GAAP	$2.76	$3.66	$0.90	32.6%
EPS Adjusted	$3.71	$5.75	$2.04	55.0%

Cash Flow & Capital Expenditures – Continuing Operations ($ in Millions)

Operating Cash Flow



Capital Spending



Operating Cash Flow
- Improvement mainly driven by lower working capital requirements and higher earnings

Capital Expenditures
- Flat to prior year

Acquisitions/Divestitures
- Maritime acquisition completed in Q3’25, some related Maritime working capital and tax settlements in Q1/Q2’26

EBITDA Leverage
- Leverage ratio at 0.2X - strong cash generation and healthy balance sheet

Cash Flow	YTD Q3’25	YTD Q3’26	Delta
Operating Cash Flow - Contin Ops	$88.3	193.4	105.1
Capital Expenditures – Contin Ops	(24.2)	(24.6)	(0.4)
Acquisitions/Divestitures	(472.0)	(10.2)	461.8
EBITDA Leverage	1.7X	0.2X	(1.5X)

FY’26 Guidance – Continuing Operations

Sales

- Raising the lower end of guidance range and now expect Sales to be in the range of $1.30B - $1.33B (19% - 21% growth)

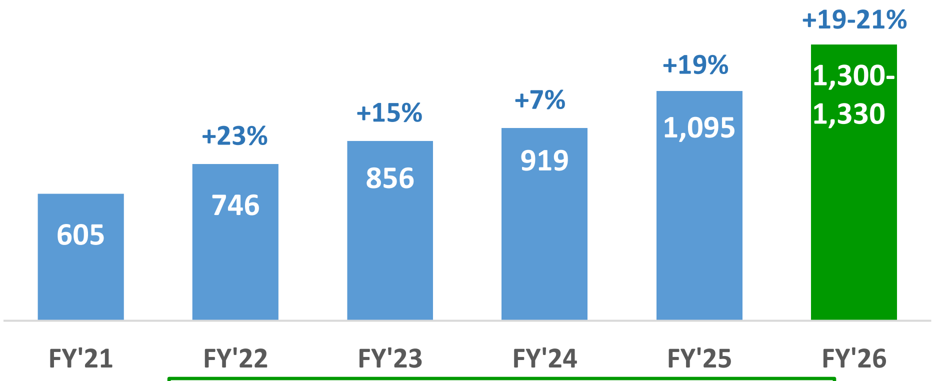
Adjusted EPS

- **Full Year -** Raising to be in the range of $8.30 - $8.40 per share (38% - 39% growth)
  - Midpoint increase of $0.22 from May guidance of $8.00 - $8.25 per share (33% - 37% growth)
  - Midpoint increase of $0.70 from initial November guidance of $7.50 - $7.80 per share (24% - 29% growth)
- **Q4’26 -** Expected to be in the range of $2.55 – 2.65 per share (10% - 14% growth compared to Q4’25 Adjusted EPS)

FY’26 Guidance excludes:

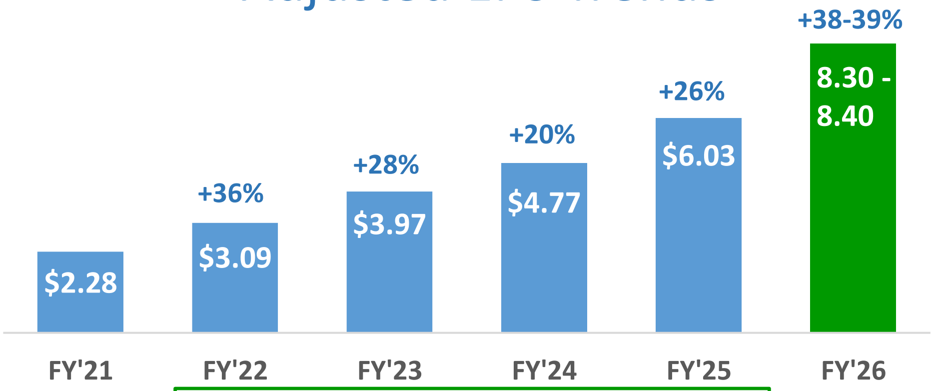
- Megger – the Megger acquisition is expected to close in Q1 of FY’27

Sales Trends ($in Millions)



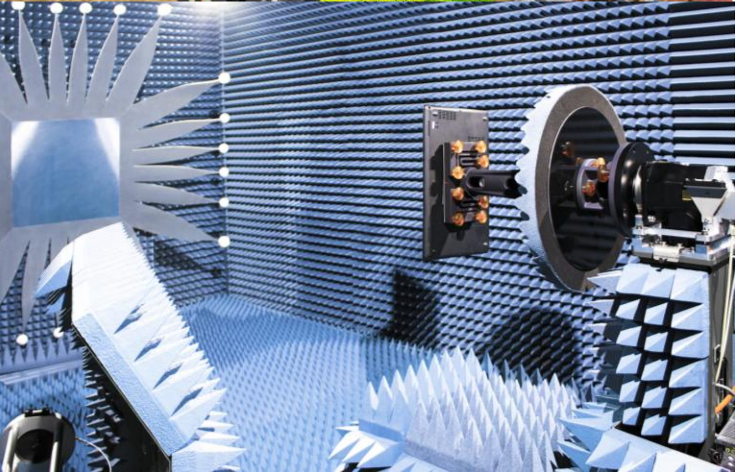
4 Year CAGR (FY21-FY’25) = 16.0%

Adjusted EPS Trends



4 Year CAGR (FY’21-FY’25) = 27.5%





ESCO Technologies

Third Quarter FY 2026
Earnings Call

Q&A



Reconciliation of Non-GAAP Measures – Continuing Operations

		3 Months ended June 30					
		GAAP		Adjustments		As Adjusted	
EBIT		Q3'25	Q3'26	Q3'25	Q3'26	Q3'25	Q3'26
A&D	$	36,577	50,418	2,742	37	39,319	50,455
USG		21,540	21,983	249	299	21,789	22,282
Test		10,732	10,882	-	735	10,732	11,617
Corporate		(27,859)	(33,616)	18,675	23,938	(9,184)	(9,678)
Consolidated EBIT		40,990	49,667	21,666	25,009	62,656	74,676
D&A							
A&D	$	3,059	3,456	-	-	3,059	3,456
USG		4,246	4,082	-	-	4,246	4,082
Test		1,496	1,433	-	-	1,496	1,433
Corporate		13,559	17,772	(13,471)	(17,664)	88	108
Consolidated EBIT		22,360	26,743	(13,471)	(17,664)	8,889	9,079
EBITDA							
A&D	$	39,636	53,874	2,742	37	42,378	53,911
USG		25,786	26,065	249	299	26,035	26,364
Test		12,228	12,315	-	735	12,228	13,050
Corporate		(14,300)	(15,844)	5,204	6,274	(9,096)	(9,570)
Consolidated EBITDA		63,350	76,410	8,195	7,345	71,545	83,755
Less: Depreciation & Amortization		(22,360)	(26,743)	13,471	17,664	(8,889)	(9,079)
Consolidated EBIT	$	40,990	49,667	21,666	25,009	62,656	74,676
Less: Interest Expense		(7,921)	(8,713)	-	6,863	(7,921)	(1,850)
Less: Income Tax		(8,314)	(8,219)	(4,983)	(7,329)	(13,297)	(15,548)
Net Earnings	$	24,755	32,735	16,683	24,543	41,438	57,278

		3 Mos ended June 30	
EPS Reconciliation		Q3'25	Q3'26
EPS - GAAP from Continuing Ops	$	0.96	1.26
Purchase Accounting/Acq Related Exp		0.23	0.19
Debt Financing		-	0.20
Restructuring Charges		0.01	0.03
Acquisition Related Amortization		0.40	0.52
Adjustments		0.64	0.94
EPS - As Adjusted from Continuing Ops	$	1.60	2.20

		Adjusted EPS Guidance			
		Q4'26		FY'26	
		Low	High	Low	High
EPS - GAAP	$	2.02	2.12	5.68	5.78
Restructuring/Acquisition Charges	$	-	-	0.52	0.52
Acquisition Related Amortization	$	0.53	0.53	2.10	2.10
Adjusted EPS Guidance	$	2.55	2.65	8.30	8.40

		9 Months ended June 30					
		GAAP		Adjustments		As Adjusted	
		YTD	YTD	YTD	YTD	YTD	YTD
EBIT		Q3'25	Q3'26	Q3'25	Q3'26	Q3'25	Q3'26
A&D	$	78,246	131,372	2,770	278	81,016	131,650
USG		62,808	63,998	332	931	63,140	64,929
Test		21,523	27,697	465	2,057	21,988	29,754
Corporate		(56,918)	(88,779)	28,776	60,457	(28,142)	(28,322)
Consolidated EBIT		105,659	134,288	32,343	63,723	138,002	198,011
D&A							
A&D	$	8,545	10,203	-	-	8,545	10,203
USG		11,998	12,288	-	-	11,998	12,288
Test		4,225	4,354	-	-	4,225	4,354
Corporate		23,633	53,228	(23,428)	(52,902)	205	326
Consolidated EBIT		48,401	80,073	(23,428)	(52,902)	24,973	27,171
EBITDA							
A&D	$	86,791	141,575	2,770	278	89,561	141,853
USG		74,806	76,286	332	931	75,138	77,217
Test		25,748	32,051	465	2,057	26,213	34,108
Corporate		(33,285)	(35,551)	5,348	7,555	(27,937)	(27,996)
Consolidated EBITDA		154,060	214,361	8,915	10,821	162,975	225,182
Less: Depreciation & Amortization		(48,401)	(80,073)	23,428	52,902	(24,973)	(27,171)
Consolidated EBIT	$	105,659	134,288	32,343	63,723	138,002	198,011
Less: Interest Expense		(12,373)	(13,992)	-	6,863	(12,373)	(7,129)
Less: Income Tax		(21,841)	(25,314)	(7,438)	(16,232)	(29,279)	(41,546)
Net Earnings	$	71,445	94,982	24,905	54,354	96,350	149,336

		YTD	YTD
EPS Reconciliation		Q3'25	Q3'26
EPS - GAAP from Continuing Ops	$	2.76	3.66
Purchase Accounting/Acq Related Exp		0.23	0.23
Debt Financing		-	0.20
Restructuring Charges		0.02	0.09
Acquisition Related Amortization		0.70	1.57
Adjustments		0.95	2.09
EPS - As Adjusted from Continuing Ops	$	3.71	5.75