

# Investor Presentation



**Amphenol**

Enabling the Electronics Revolution

March 2026

# Disclosures

## **Forward Looking Statements**

This presentation contains statements that are intended to be “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements, other than statements of historical facts, included in this presentation that address activities, events or developments that the Company expects or anticipates will or may occur in the future are forward-looking statements. These statements are based on certain assumptions and analyses made by the Company in light of its experience and its perception of historical trends, current conditions and expected future developments, as well as other factors it believes are appropriate under the circumstances. Forward-looking statements may be identified through the use of terms such as “expect,” “may,” “will,” “should,” “intend,” “plan,” “guidance,” “outlook” and/or other similar expressions generally intended to identify forward-looking statements. Such forward-looking statements are not guarantees of future performance and involve risks and uncertainties, and actual results may differ materially from those projected in the forward-looking statements. Factors that might cause or contribute to a material difference include, but are not limited to, uncertainties associated with a protracted economic slowdown; uncertainties and volatility in the global capital markets; and other governmental, political, economic, public health, end-market, competitive, technological, acquisition-related, cybersecurity, government contracting, intellectual property, changes in fiscal or tax policies, litigation and foreign currency-related risk factors that may affect the Company’s operations, products, markets, suppliers, customers and prices. Details regarding various significant risks and uncertainties that may affect our operating and financial performance can be found in the Company’s Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and other Company filings with the Securities and Exchange Commission including Current Reports on Form 8-K. Forward-looking statements set forth in this presentation speak only as of the date of this presentation and the Company does not undertake any obligation to revise or update these statements whether as a result of new information, future events or otherwise, except as required by law.

## **Non-GAAP Financial Measures**

The balances included within this presentation are prepared in accordance with accounting principles generally accepted in the United States of America (“GAAP”). This presentation also contains certain non-GAAP financial information, including Adjusted Operating Margin and Adjusted Diluted EPS (collectively, “non-GAAP financial measures”), which are intended to supplement the reported GAAP results. Management believes that such non-GAAP financial measures may be helpful to investors in assessing the Company’s overall financial performance, trends and period-over-period comparative results. The non-GAAP financial measures are defined within the Company’s Annual Report on Form 10-K and should be read in conjunction with the Company’s financial statements presented in accordance with GAAP.

# Amphenol: Enabling Electronics Everywhere

Leading provider of high-technology interconnect, antenna, sensor and cable solutions

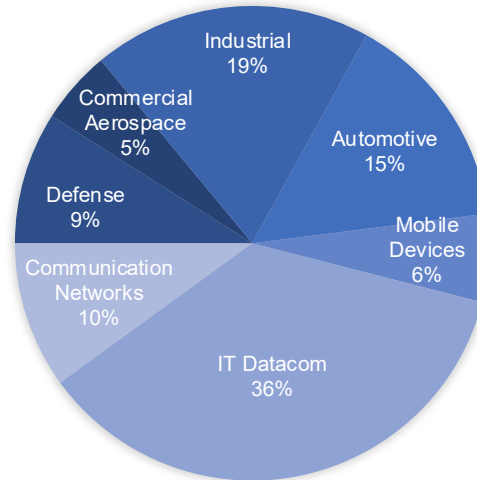
**\$23.1B** Sales

**26.2%** Adjusted Operating Margin

**\$3.34** Adjusted Diluted EPS

**\$4.4B** Free Cash Flow

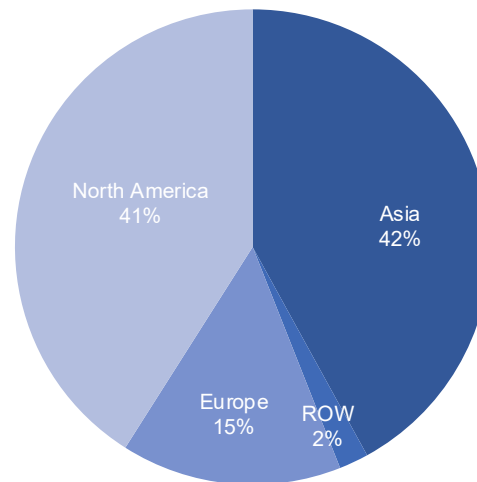
Sales By Market



~170,000 employees worldwide



By Geography



Broad Global Capabilities



**Amphenol**

# Delivering superior performance in any market environment

## Quick reactivity

- Proud of our organization's accomplishments in the dynamic global electronics market

## Focused on customers

- Driving singular focus on enabling customers across our diversified markets

## Diversity and agility driving performance

- Combination of end-market diversification and organizational agility driving out-performance

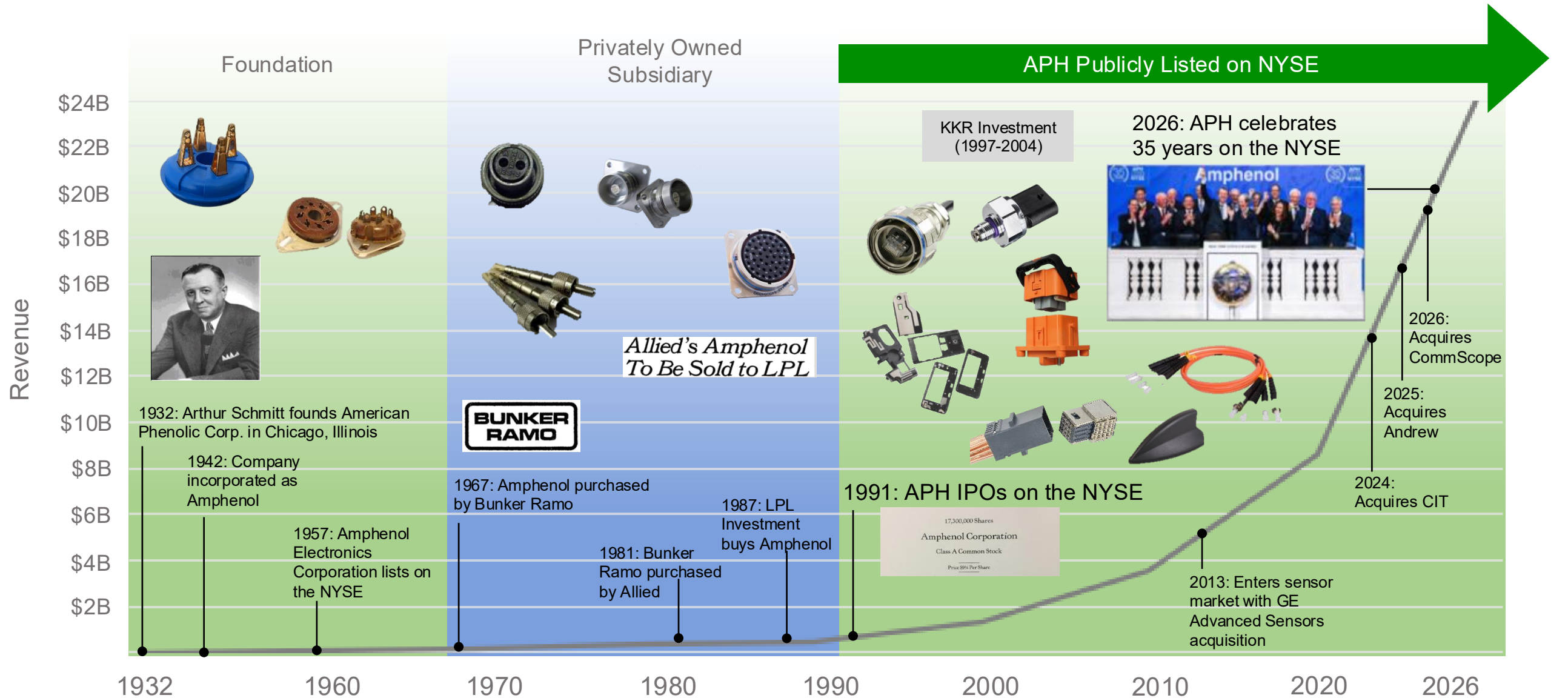
## Continued flexible and balanced capital allocation strategy

- Increased quarterly dividend by 52% in October 2025; consistent share repurchase program; successful M&A program

## Strong balance sheet

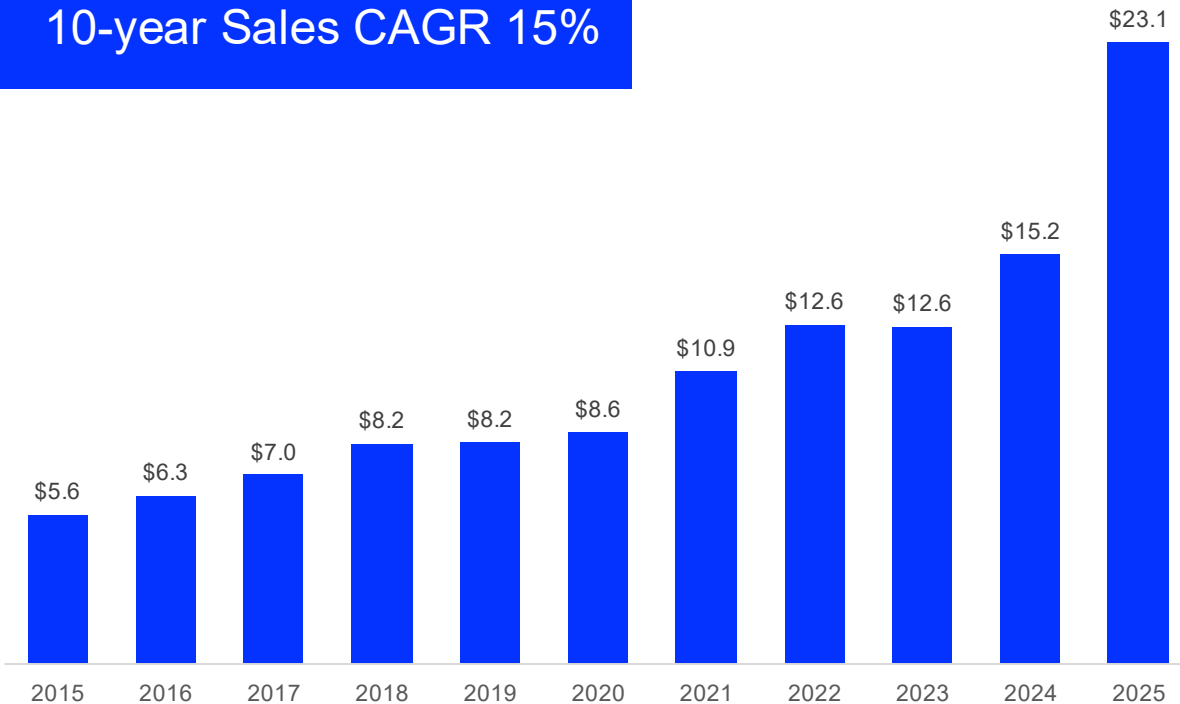
- Excellent liquidity and low leverage including cash and short-term investments of \$11.4 billion as of December 31, 2025, and \$3.9 billion adjusting for the CommScope acquisition

# A 94-Year History of Innovation and Success



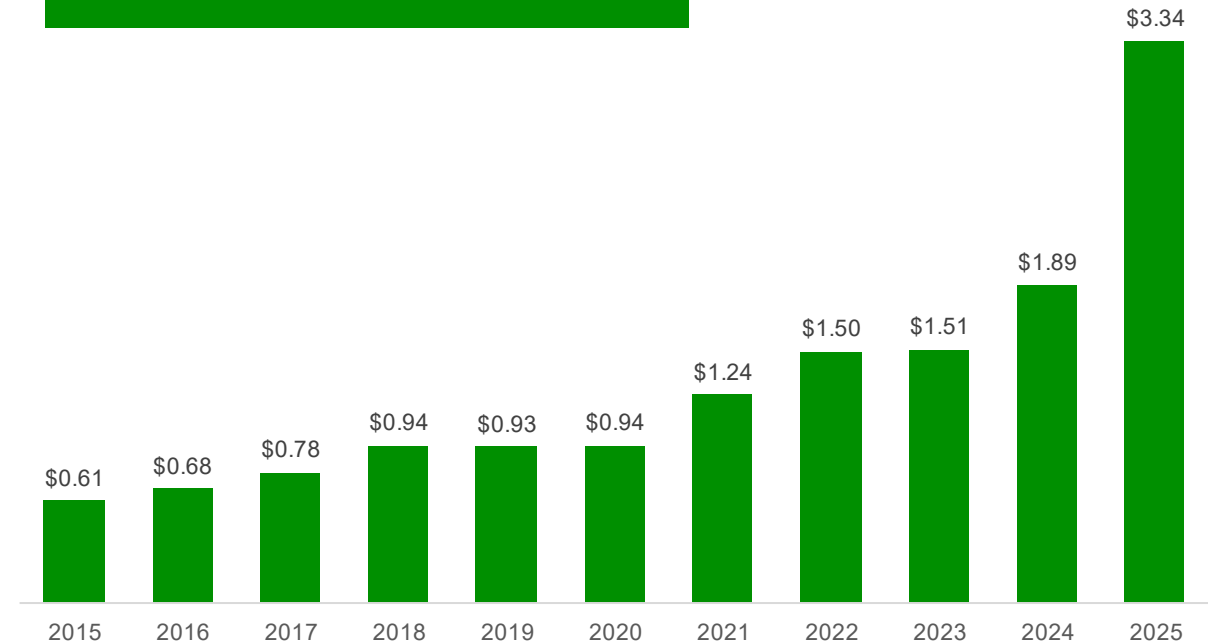
# Delivering Long-Term Industry-Leading Results

10-year Sales CAGR 15%



Sales in \$B

10-year EPS CAGR 19%

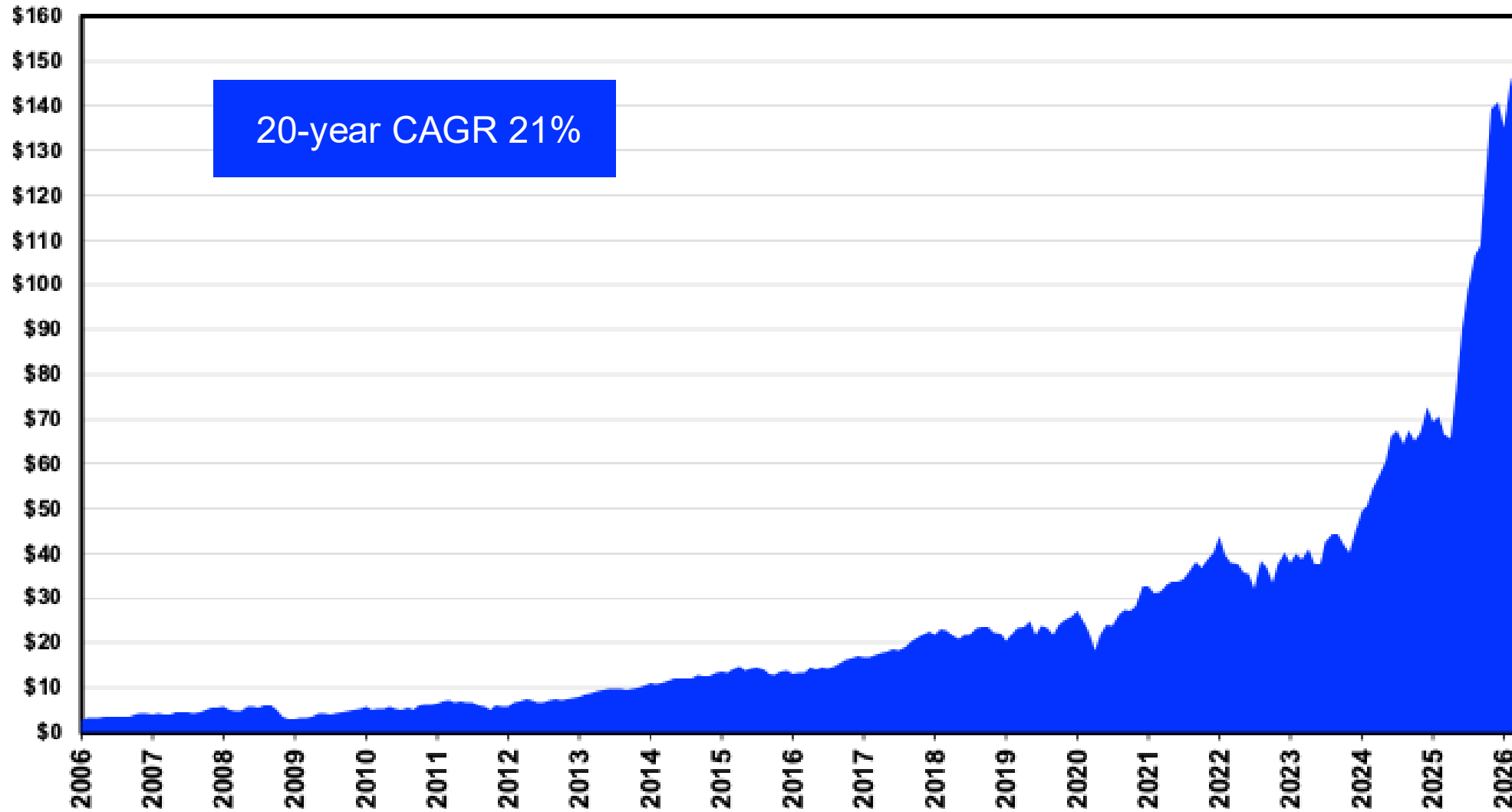


Adjusted Diluted EPS

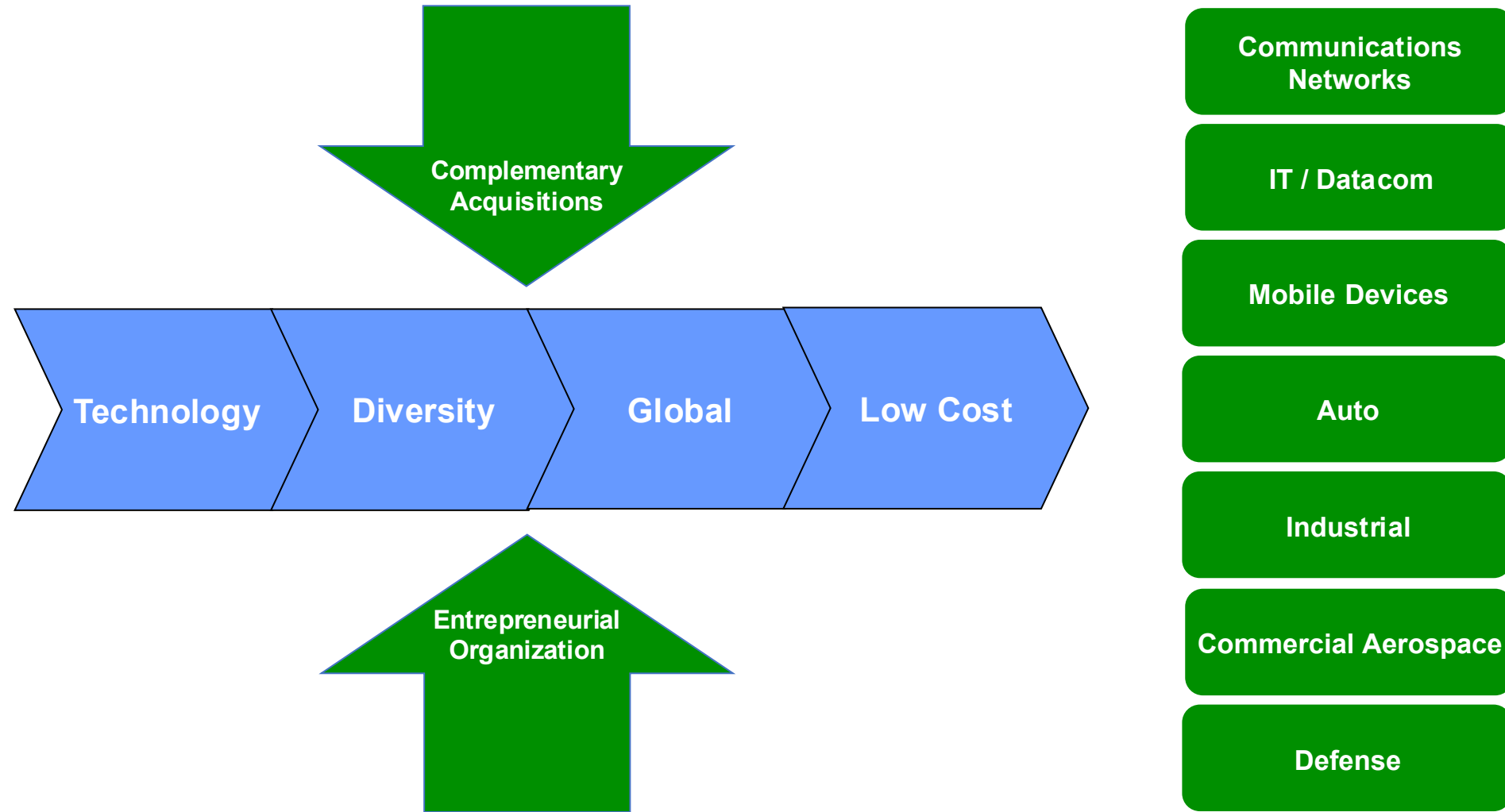
- Industry-leading growth and profitability
- High-quality of earnings
- Strong cash flow generation in all business cycles
- Flexible and balanced capital deployment strategy

# Superior Shareholder Returns Through All Cycles

## Share Price Performance



# Consistent High-Performance Strategy



*Strength through all cycles*

# Enabling the Electronics Revolution



## Clean and Efficient

- Environmentally friendly
- More power efficient



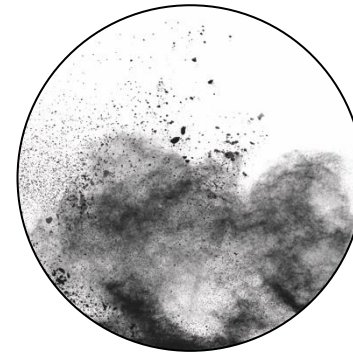
## Connected and Mobile

- Always on
- Available anywhere



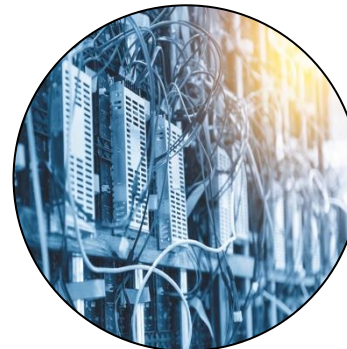
## High Speed

- Enabling Artificial Intelligence (AI)
- 5G capable and beyond



## Harsh Environment

- Ruggedized
- Extreme vibration, temperature, pressure



## Increased Complexity

- Multiple connections
- Next-generation applications

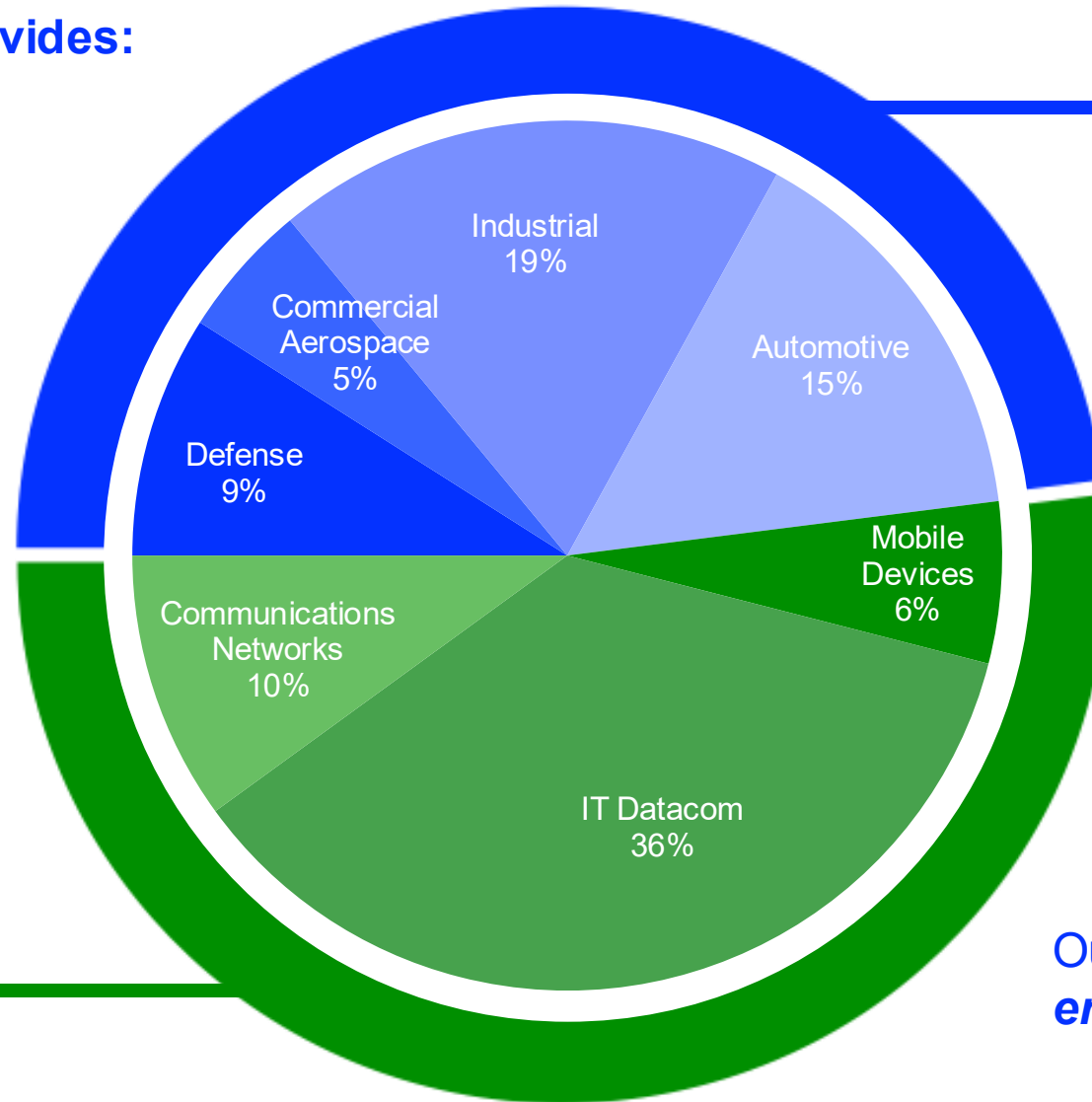
# Balanced and Broad Market Position

## End-market diversification provides:

- Less volatility
- Broad technology visibility
- Proliferation of our know-how



## Shorter-cycle markets



## Longer-cycle markets



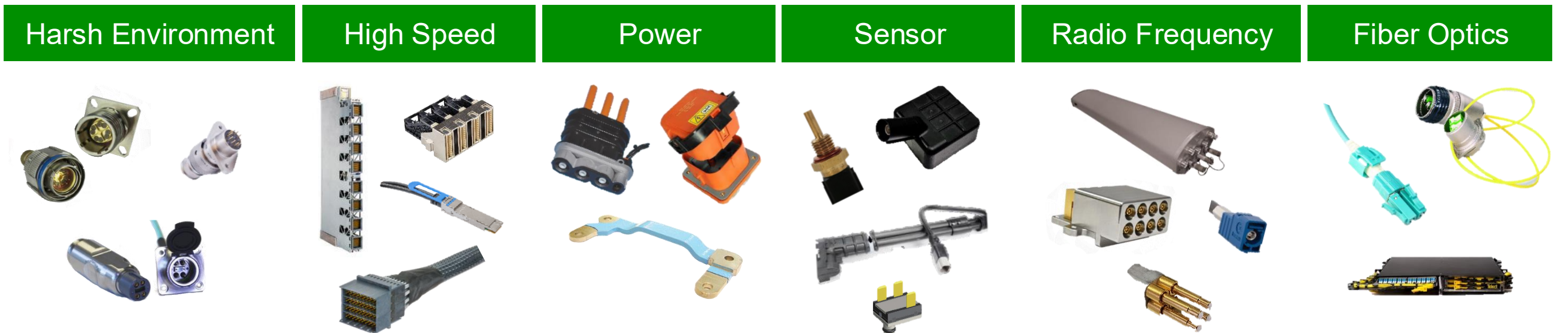
Our high-technology solutions  
*enable electronics across industries*

# Leading Interconnect Technologies

## Extending the reach of the interconnect system



## Core pillars of technology innovation



# Disciplined Acquisition Program Creating Consistent Value

Management

Technology

Market Position

- Acquirer of choice
- Successful acquisition program in a fragmented but consolidating industry
- Focused on high-quality management teams with complementary technology
- Target acquisitions to account for approximately one-third of growth over the long term

More than 50 companies acquired in the last 10 years



*Acquisition program helps support robust sales growth*

# Unique Entrepreneurial Culture

HQ

Divisions

Operating  
Groups

General Managers  
*Empowered and Accountable*



Agile

Accountable

Passionate

Talented

# Creating Sustained Long-Term Value

## Unique entrepreneurial culture

- High-performance culture
- Agile, empowered and accountable

## Broad market diversification

- Balanced across end markets
- Ideal balance of long- and short-cycle markets

## Global presence and reach

- Sales in ~70 countries across 6 continents

## Technology solutions positioned for secular growth

- Enabling the Electronics Revolution

## Disciplined acquisition strategy

- Acquirer of choice and long-term value creator

## Responsible corporate citizen

- Committed to sustainable business practices

Our long-term goals

Grow sales faster  
than our markets

+

Deliver strong  
contribution margin

+

Strong free cash  
flow for reinvestment

=

Sustained Value Creation



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