IDEX CORPORATION

3100 Sanders Road, Suite 301
Northbrook, IL 60062

March 26, 2025

Dear Stockholders,

You are cordially invited to attend the Annual Meeting of Stockholders of IDEX Corporation (the Company) on Thursday, May 8, 2025, at 9:00 a.m. Central Time. This year's Annual Meeting will be held virtually via the Internet. In order to attend the Annual Meeting, vote during the Annual Meeting and submit questions, stockholders must go to http://www.virtualshareholdermeeting.com/IEX2025 and enter the 16-digit control number found in their proxy materials.

The following pages contain our notice of annual meeting and proxy statement. Please review this material for information concerning the business to be conducted at the 2025 Annual Meeting, including the nominees for election of directors named in this proxy statement.

We will provide access to our proxy materials and 2024 Annual Report on the Internet and are mailing paper copies only to those stockholders who have requested them. For further details, please refer to the Summary at the beginning of our proxy statement.

Whether or not you plan to attend the 2025 Annual Meeting, it is important that your shares be represented. Please vote via telephone, the Internet or proxy card. If you own shares through a bank, broker or other nominee, please execute your vote by following the instructions provided by such nominee.

On behalf of the Board of Directors, I would like to express our appreciation for your continued interest in the Company.

Sincerely,

Katrina L. Helmkamp

Katrina L. Helmkamp
Non-Executive Chair

IDEX CORPORATION

NOTICE OF 2025 ANNUAL MEETING OF STOCKHOLDERS

Date and Time

Thursday, May 8, 2025, at 9:00 a.m. Central Time

Place

Go to http://www.virtualshareholdermeeting.com/IEX2025 and enter the 16-digit control number found in your proxy materials

Agenda

1. Election of the three Class III members of the IDEX Board of Directors named in this proxy statement, each for a term of three years
2. Advisory vote to approve named executive officer compensation
3. Ratification of the appointment of Deloitte & Touche LLP as our independent registered accounting firm for 2025
4. To consider a stockholder proposal, if properly presented, regarding a report on hiring practices related to people with arrest or incarceration records
5. To transact such other business as may properly come before the 2025 Annual Meeting or any adjournment or postponement thereof

Voting Recommendations

The Company's Board of Directors recommends that you vote:

1. "FOR" all of the director nominees
2. "FOR" the approval of the compensation of our named executive officers
3. "FOR" the ratification of the appointment of Deloitte & Touche LLP
4. "AGAINST" the stockholder proposal regarding a report on hiring practices related to people with arrest or incarceration records

Proxy Voting

Your vote is important. You can vote your shares by Internet, by telephone, or by mail. Instructions for each of these methods and the control number that you will need are provided on the proxy card or Notice of Internet Availability of Proxy Materials. If your shares are held in "street name" in a stock brokerage account, or by a bank or other nominee, you must provide your broker with instructions on how to vote your shares in order for your shares to be voted on important matters presented at the 2025 Annual Meeting.

Record Date

All stockholders as of the close of business on March 13, 2025 are entitled to attend and vote at the 2025 Annual Meeting.

March 26, 2025

By Order of the Board of Directors,

LISA M. ANDERSON
Senior Vice President, General Counsel and Corporate Secretary

Important Notice Regarding the Availability of Proxy Materials for the 2025 Annual Meeting
The Proxy Statement and 2024 Annual Report are available online at:
http://phx.corporate-ir.net/phoenix.zhtml?c=83305&p=irol-reportsAnnual

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IDEX CORPORATION

SUMMARY

IDEX Corporation (the Company or IDEX) has prepared this proxy statement (Proxy Statement) in connection with the solicitation by the Company's Board of Directors (the Board) of proxies for the Annual Meeting of Stockholders to be held virtually on Thursday, May 8, 2025, at 9:00 a.m. Central Time (the Annual Meeting). In order to attend the Annual Meeting, vote during the Annual Meeting and submit questions, stockholders must go to http://www.virtualshareholdermeeting.com/IEX2025 and enter the 16-digit control number found in their proxy materials. The meeting webcast will begin promptly at 9:00 a.m., Central Time, on May 8, 2025. We encourage you to access the webcast prior to the scheduled start time of the Annual Meeting. If you encounter any difficulties accessing the virtual Annual Meeting, please call the technical support number that will be posted on the virtual shareholder meeting log-in page. The Company commenced distribution of, or otherwise made available, this Proxy Statement and the accompanying materials on March 26, 2025.

Who is entitled to vote at the Annual Meeting?

You are entitled to vote if you owned shares of IDEX's common stock, par value $0.01 per share (Common Stock) as of the close of business on March 13, 2025, the record date of the Annual Meeting. On the record date, a total of 75,544,109 shares of Common Stock were outstanding. Each share of Common Stock entitles its holder of record to one vote on each matter upon which votes are taken at the Annual Meeting. There is no cumulative voting. No other securities are entitled to be voted at the Annual Meeting.

How do I vote?

Even if you plan to attend the Annual Meeting virtually, we encourage you to vote as soon as possible, using one of the methods listed below.

By Internet	By Telephone	By Mail	Virtually
www.proxyvote.com Open until 11:59 p.m. Eastern Time the day before the meeting date. Have your proxy card in hand when you access the website and follow the instructions.	**1-800-690-6903** Open until 11:59 p.m. Eastern Time the day before the meeting date. Have your proxy card in hand when you call and follow the instructions.	Mark, sign and date your proxy card and return it in the postage-paid envelope or return it to **Vote Processing, c/o Broadridge, 51 Mercedes Way, Edgewood, NY 11717**	In order to vote during the Annual Meeting you must go to http://www.virtualshareholdermeeting.com/IEX2025 and enter the 16-digit control number found in your proxy materials. If you decide to attend the Annual Meeting, you will be able to vote using the link above, even if you have previously voted by Internet, telephone or mail.

If you vote by telephone or over the Internet, you should not mail your proxy card unless you intend to revoke your earlier vote. If your completed proxy card or telephone or Internet voting instructions are received prior to the Annual Meeting, your shares will be voted in accordance with your voting instructions.

If your shares are held in "street name" (that is, they are held in the name of a broker, financial institution or other nominee), you will receive instructions with your materials that you must follow in order to have your shares voted.

Please review your voting instruction form to determine whether you will be able to vote by telephone or over the Internet.

Will I be able to ask questions at the Annual Meeting?

We are committed to ensuring that stockholders will be afforded the same rights and opportunities to participate as they would at an in-person meeting. Directors and members of our management team will join the virtual meeting and be available for questions, and we are committed to answering all relevant questions we receive during the meeting. Stockholders may submit questions during the meeting through the virtual meeting platform at http://www.virtualshareholdermeeting.com/IEX2025 and entering the 16-digit control number found in their proxy materials. We will address as many questions during the meeting as time permits, but if there are any questions that cannot be addressed due to time constraints or for any other reason, we will post answers to such questions on our website following the meeting. If we receive substantially similar questions, we may group them together and provide a single response to avoid repetition. Only questions that are relevant to the purpose of the Annual Meeting or our business will be answered.

What is a quorum for the Annual Meeting?

A quorum of stockholders is necessary to take action at the Annual Meeting. A majority of outstanding shares of Common Stock entitled to vote at the meeting present at the Annual Meeting or represented by proxy will constitute a quorum. The Company will appoint election inspectors to determine whether or not a quorum is present, and to tabulate votes cast by proxy or virtually at the Annual Meeting. Under certain circumstances, a broker or other nominee may have discretionary authority to vote shares of Common Stock if instructions have not been received from the beneficial owner or other person entitled to vote.

The election inspectors will treat abstentions and broker non-votes (which occur when a broker or other nominee holding shares for a beneficial owner does not vote on a particular proposal because such broker or other nominee does not have discretionary voting power with respect to that item and has not received instructions from the beneficial owner) as present for purposes of determining the presence of a quorum for the transaction of business at the Annual Meeting.

What are the voting requirements?

Proposal	Vote Required	Effect of Broker Non-Votes	Effect of Abstentions
Election of Directors	A nominee for director will be elected if the votes cast for such nominee exceed the votes cast against such nominee	No effect	No effect
Advisory Vote on Executive Compensation	The affirmative vote of a majority of shares present at the Annual Meeting or represented by proxy and entitled to vote on the matter	No effect	“Against”
Ratification of Auditors	The affirmative vote of a majority of shares present at the Annual Meeting or represented by proxy and entitled to vote on the matter	Brokers have discretion to vote	“Against”
Stockholder Proposal Regarding a Report on Hiring Practices Related to People with Arrest or Incarceration Records	The affirmative vote of a majority of shares present at the Annual Meeting or represented by proxy and entitled to vote on the matter	No effect	“Against”

What happens if a nominee does not receive a majority vote in an uncontested election?

The Company’s Corporate Governance Guidelines provide for a majority vote with respect to the election of directors. Any nominee who receives a greater number of against votes than affirmative votes in an uncontested election is required to submit an offer of resignation for consideration by the Nominating and Corporate Governance Committee of the Board within 90 days from the date of election.

The Nominating and Corporate Governance Committee must then consider all of the relevant facts and circumstances and recommend to the Board the action to be taken with respect to the offer of resignation.

How does the Board recommend that I vote?

The Board recommends that you vote:

1. FOR the election of each of the Company’s nominees named in this proxy as directors.
2. FOR the approval of the compensation of the Company’s named executive officers.
3. FOR the ratification of the appointment of auditors.
4. AGAINST the stockholder proposal regarding a report on hiring practices related to people with arrest or incarceration records.

What happens if I do not specify a choice for a matter when returning my proxy card?

If you sign and return your proxy card but do not give voting instructions, your shares will be voted as recommended by the Board, and in the discretion of the proxy holders as to any other business which may properly come before the Annual Meeting.

What can I do if I change my mind after I vote my shares?

You can revoke a proxy prior to the completion of voting at the Annual Meeting by:

1. Mailing a new proxy card with a later date.
2. Casting a new vote on the Internet or by telephone.
3. Sending a written notice of revocation addressed to Corporate Secretary, IDEX Corporation, 3100 Sanders Road, Suite 301, Northbrook, IL 60062.
4. Voting virtually at the Annual Meeting by logging into http://www.virtualshareholdermeeting.com/IEX2025 with the 16-digit control number found in your proxy materials.

If your shares are held in "street name," please contact your broker, financial institution or other nominee and comply with such nominee's procedures if you want to change or revoke your previous voting instructions.

Who will solicit the proxies and who will pay the cost of this proxy solicitation?

The Company will bear the costs of preparing and mailing this Proxy Statement and other costs of the proxy solicitation made by the Board. Certain of the Company's officers and employees may solicit the submission of proxies authorizing the voting of shares in accordance with the Board's recommendations, but no additional remuneration will be paid by the Company for the solicitation of those proxies. Any such solicitations may be made by personal interview, telephone, email or facsimile transmission.

The Company has made arrangements with brokerage firms and other record holders of its Common Stock to forward proxy solicitation materials to the beneficial owners of such Common Stock. The Company will reimburse those brokerage firms and others for their reasonable out-of-pocket expenses in connection with this work.

In addition, the Company has engaged Sodali & Co., 333 Ludlow Street, 5th Floor, South Tower, Stamford, Connecticut 06902 to assist in proxy solicitation and collection at a cost of $8,500, plus out-of-pocket expenses.

Why did I receive a "Notice of Internet Availability of Proxy Materials" but no proxy materials?

As permitted under rules of the Securities and Exchange Commission (SEC), we are making our proxy materials available to stockholders electronically via the Internet. We believe electronic delivery expedites receipt of our proxy materials by stockholders, while lowering the costs and reducing the environmental impact of the Annual Meeting.

If you receive a Notice of Internet Availability of Proxy Materials by mail, you will not receive a printed copy of the proxy materials by mail unless you specifically request it. Instead, the Notice of Internet Availability will provide instructions as to how you may review the proxy materials and submit your voting instructions over the Internet.

If you receive the Notice of Internet Availability by mail and would like to receive a printed copy of the proxy materials, you should follow the instructions in the notice for requesting a printed copy. In addition, the proxy card contains instructions for electing to receive proxy materials over the Internet or by mail in future years.

PROPOSALS TO BE VOTED ON AT THE 2025 ANNUAL MEETING

PROPOSAL 1 — ELECTION OF DIRECTORS

The Company's Restated Certificate of Incorporation, as amended, provides for a three-class Board of Directors, with one class being elected each year for a term of three years. The Board currently consists of twelve members, five of whom are Class III directors whose terms will expire at this year's Annual Meeting, four of whom are Class I directors whose terms will expire at the Annual Meeting to be held in 2026, and three of whom are Class II directors whose terms will expire at the Annual Meeting to be held in 2027.

David C. Parry and Livingston L. Satterthwaite, currently Class III directors, are retiring from the Board immediately following this year's Annual Meeting and will not stand for reelection at the Annual Meeting. The company is grateful to Messrs. Parry and Satterthwaite for their insight and many contributions during their Board service.

The size of the Board will be reduced to ten members immediately following the Annual Meeting.

Overview of IDEX Board of Directors

Our directors have a proven record of success, exhibit high integrity, are loyal to the Company and committed to its success and have knowledge of corporate governance and practices. Eleven out of our twelve directors are independent, and, as of the date of this Proxy Statement, the average tenure of our director nominees and continuing directors is 4.6 years, and the average age of our director nominees and continuing directors is 57.7 years old. The matrix below illustrates the diverse set of skills, knowledge, experiences, backgrounds and personal attributes represented by our director nominees and continuing directors.

	CLASS I DIRECTORS				CLASS II DIRECTORS			CLASS III DIRECTORS		
Experience, Skill or Attribute	**Beck**	**Christenson**	**Helmkamp**	**Quiroz Centeno**	**Buthman**	**Gunter**	**Watts-Stanfield**	**Ashleman**	**Disher**	**Glastra**
Leadership, Strategy and Operations:										
Deep senior leadership experience with the following:										
Decentralized/diversified business	x	x						x		x
Scale		x	x	x	x	x	x	x	x	
International/global manufacturing	x	x	x	x	x	x	x	x	x	x
M&A	x	x	x	x	x		x	x	x	x
Customer-focused organic growth	x	x	x	x	x	x	x	x	x	x
Technology/innovation			x			x		x		x
Current or former CEO and/or President	x	x	x	x				x	x	x
Other public company board experience	x	x	x		x			x	x	x
Sustainability experience	x			x	x			x		x
Financial										
High level of financial literacy	x	x	x	x	x	x	x	x	x	x
“Audit Committee Financial Expert”	x	x	x		x		x	x		
Board Tenure:										
Years	7.3	5.8	9.4	2.8	9.0	4.2	3.1	4.3	.1	.1
Demographic Information:										
Gender										
Male	x	x		x	x			x		x
Female			x			x	x		x	
Age (Years Old)	59	65	59	55	64	52	60	58	49	56
Nationality										
American	x	x	x	x	x	x	x	x		x
Australian									x	
Mexican				x						
Race/Ethnicity										
Hispanic or Latino				x						
White	x	x	x		x			x	x	x
Asian										
Black or African American						x	x			
Native Hawaiian or Other Pacific Islander										
American Indian or Alaska Native										
Two or more races										
Openly LGBTQ										
Disability										
Military Service										

The Board has nominated three individuals for election as Class III directors to serve for a three-year term expiring at the Annual Meeting to be held in 2028. Each director will hold office until his or her successor has been elected and qualified or until the director's earlier resignation or removal. The Class III nominees of the Board are Eric D. Ashleman, Stephanie J. Disher and Matthijs Glastra, each of whom is currently serving as a director of the Company. Mr. Ashleman has been previously elected by our stockholders. Ms. Disher and Mr. Glastra were each recommended by a third-party search firm and were appointed to the Board effective February 21, 2025.

The nominees and the other continuing directors are listed below, with brief statements setting forth their present principal occupations and other information, including any directorships in other public companies, and their particular experiences, qualifications, attributes and skills that led to the conclusion they should serve as directors. If for any reason any of the nominees are unavailable to serve, proxies solicited hereby may be voted for a substitute. The Board, however, expects the nominees to be available.

Our Board of Directors recommends that you vote FOR the election of each of the 2025 Class III director nominees

CLASS III DIRECTOR NOMINEES

Eric D. Ashleman

Age: 58
Director since December 2020
Chief Executive Officer
and President

Mr. Ashleman was appointed a director and Chief Executive Officer of the Company in December 2020. He has served as President of the Company since February 2020. Prior to that, Mr. Ashleman served since July 2015 as the Company's Chief Operating Officer. From February 2014 to July 2015, Mr. Ashleman was Senior Vice President and Group Executive of the Company's Global Dispensing, Fire & Safety/Diversified Products and Health & Science and Optics business segments. From September 2011 to February 2014, Mr. Ashleman was Vice President and Group Executive of the Company's Fire & Safety/Diversified Products business segment. From April 2010 to September 2011, Mr. Ashleman was President of Gast Manufacturing and Global Dispensing. Mr. Ashleman joined IDEX in March 2008 as President of Gast Manufacturing.

Mr. Ashleman's significant industrial manufacturing and operations experience, coupled with his extensive management experience, led to the conclusion that he should serve on the Board of Directors. Mr. Ashleman has been integral to the Company's success, including his role in developing our distinct culture, business model and global strategy.

Mr. Ashleman received a bachelor of arts degree in economics and a master of business administration degree from the University of Michigan. He serves as a director of Modine Manufacturing Co.

Stephanie J. Disher

Age: 49
Director since February 2025
Independent
Committees:
Nominating & Corporate Governance

Ms. Disher has served as Chief Executive Officer of Atmus Filtration Technologies Inc., a leader in filtration and media solutions since May 2023. Prior to her current role, from November 2021 to May 2023, Ms. Disher was Vice President of Cummins Inc. and President of Cummins Filtration division for Cummins Inc., a global power leader that designs, manufactures, distributes and services diesel and natural gas engines and engine-related component products. Prior to that, from December 2013 to November 2021, Ms. Disher served in various finance and operations roles of increasing responsibility with Cummins. Immediately prior to her relocation to the United States in 2020, Ms. Disher was the Managing Director for Cummins in the South Pacific region. Earlier in her career, Ms. Disher served in leadership positions in finance, operations, and human relations during her thirteen years with BP, p.l.c. Ms. Disher has strong global leadership experience having lived and worked in Australia, Asia and the United States.

Ms. Disher's experience as a chief executive officer of a public company, along with her extensive global leadership experience in finance and operations, led to the conclusion that she should serve on the Board of Directors.

Ms. Disher received a bachelor of commerce degree from the University of Western Sydney, Australia and a master of business administration from the University of Melbourne, Australia.

Matthijs Glastra

Age: 56
Director since February 2025
Independent
Committees:
Audit

Mr. Glastra has served as Chief Executive Officer of Novanta Inc., a global leader in core technology solutions for advanced industrial and medical manufacturers, since September 2016, and was appointed Chair of Novanta's board of directors in May 2021. He joined Novanta in 2012 as Group President and was appointed Novanta's Chief Operating Officer in February 2015.

Earlier in his career, from October 1994 to October 2012, Mr. Glastra held a wide range of leadership roles at Koninklijke Philips N.V., a global leader in healthcare, semiconductors and lighting, most recently as Chief Executive Officer of Philips' Entertainment Lighting in 2012, after serving as Chief Operating Officer of Philips Lumileds since 2010. Prior to that, Mr. Glastra held multiple general manager and leadership positions at various Philips' divisions, including the Healthcare division.

Mr. Glastra's experience as a public company chief executive officer and director, along with his significant international operations, innovation, M&A and strategic experience, led to the conclusion that he should serve on the Board of Directors.

Mr. Glastra holds a master of science degree in applied physics from Delft University of Technology in the Netherlands, an advanced engineering degree from ESPCI in Paris, France, and a master of business administration from INSEAD in Fontainebleau, France.

OTHER INCUMBENT DIRECTORS

Class I: Three-Year Term Expires in 2026

Katrina L. Helmkamp

Age: 59
Director since November 2015
Non-Executive Chair
Independent
Committees:
Audit

Ms. Helmkamp was appointed Non-Executive Chair of the Board of the Company in October 2022. Prior to that, since November 2015, Ms. Helmkamp served as an Independent Director of the Company and as a member of multiple Board committees, including as chair of the Nominating and Corporate Governance Committee. Ms. Helmkamp served as President and Chief Executive Officer of Cartus Corporation, the relocation services subsidiary of Anywhere Real Estate, from 2018 until her retirement in January 2023. Previously, she served as Chief Executive Officer of Lenox Corporation from November 2016 to June 2018, and prior to that, Ms. Helmkamp served as Chief Executive Officer of SVP Worldwide from 2010 through 2014, and as Senior Vice President, North America Product for Whirlpool Corporation from 2008 to 2010.

Ms. Helmkamp's operating leadership skills and her experience across multiple markets and technologies led to the conclusion that she should serve on the Board of Directors. During her time at SVP Worldwide and Whirlpool Corporation, Ms. Helmkamp was responsible for managing the operations and profitability of global businesses that derived a substantial portion of their revenues outside the United States.

In addition, Ms. Helmkamp successfully oversaw numerous new product development and technology initiatives, including the launch of innovative new products and service categories with improved margins and quality. Ms. Helmkamp also has significant mergers and acquisitions experience, both in identifying and evaluating potential targets, as well as leading post-acquisition integration activities.

Ms. Helmkamp received a bachelor of science degree in industrial engineering and a master of business administration degree from Northwestern University. In May 2021, she obtained a certificate from the Berkeley Law Executive Education program, "ESG: Navigating the Board's Role." She serves as an independent director of Federal Signal Corporation and of KPMG LLP.

Mark A. Beck

Age: 59
Director since January 2018
Independent
Committees:
Compensation
Nominating and Corporate Governance (Chair)

Mr. Beck is the co-founder and owner of B-Square Precision, LLC, a private company engaged in the acquisition and management of companies that manufacture high-precision tools, dies, molds and components, founded in 2018. Previously, Mr. Beck served as President and Chief Executive Officer of JELD-WEN Holding, Inc., one of the world's largest door and window manufacturers, from November 2015 to February 2018, and was a director of JELD-WEN from May 2016 to February 2018. Prior to JELD-WEN, Mr. Beck served as an Executive Vice President at Danaher Corporation, leading Danaher's water quality and dental platforms, beginning in April 2014. Previously, he spent 18 years with Corning Incorporated in a series of management positions with increasing responsibility, culminating in his appointment as Executive Vice President overseeing Corning's environmental technologies and life science units in July 2012. He also served on the board of directors of Dow-Corning Corporation from 2010 to 2014.

Mr. Beck's experience as a chief executive officer of a public company with significant international operations and his track record of innovation and successfully integrating acquired businesses led to the conclusion that he should serve on the Board of Directors.

Mr. Beck received a bachelor of arts degree in business management from Pacific University and a master of business administration degree from Harvard University. He serves as a director of kdc/one and is chairman of the board of Owens & Minor, Inc.

Carl R. Christenson

Age: 65
Director since June 2019
Independent
Committees:
Compensation
(Chair)

Mr. Christenson served as Chief Executive Officer and Chairman of the Board of Directors of Altra Industrial Motion Corp., a leading global designer, producer and marketer of a wide range of electromechanical power transmission and motion control products, from April 2014 until his retirement in March 2023. Prior to that, Mr. Christenson served as President and Chief Executive Officer of Altra from January 2009 to April 2014, after serving as President and Chief Operating Officer of Altra from January 2005 to December 2008. From 2001 to 2005, Mr. Christenson was President of Kaydon Bearings, a manufacturer of custom-engineered bearings and a division of Kaydon Corporation. Prior to joining Kaydon, Mr. Christenson held several management positions at TB Wood's Incorporated and several positions at the Torrington Company, a division of Ingersoll Rand.

Mr. Christenson's extensive experience leading industrial businesses and executing strategic acquisitions, including in his most recent role as chief executive officer of a public company with global operations, led to the conclusion that he should serve on the Board of Directors.

Mr. Christenson received bachelor of science and master of science degrees in mechanical engineering from the University of Massachusetts and a master of business administration degree from Rensselaer Polytechnic Institute. He serves as a director of Samuel, Son & Co. Ltd.

Alejandro Quiroz Centeno

Age: 55
Director since June 2022
Independent
Committees:
Compensation

Mr. Quiroz has served as Chief Executive Officer of Beontag, one of the world's largest manufacturers of self-adhesives and smart tags using technologies such as RFID and NFC, since January 2025. From September 2021 to June 2024, he served as CEO Latin America for Prysmian Group, a leader in the energy and telecommunications cable systems industry. Prior to joining Prysmian, Mr. Quiroz served as President, Aptiv Latin America, a $5.5 billion automotive technology business, from November 2017 to August 2021. Earlier in his career, Mr. Quiroz held several leadership positions in various countries at automotive suppliers Tenneco Inc., Edscha AG and Continental AG, as well as home appliance manufacturer Whirlpool Corporation.

Mr. Quiroz's extensive experience leading manufacturing organizations in various industries and executing strategic initiatives, combined with his vast international experience, led to the conclusion that he should serve on the Board of Directors.

Mr. Quiroz received a master of business administration degree from the University of Michigan Ross School of Business, and a bachelor of science degree in mechanical engineering from Universidad de las Americas-Puebla. He also holds executive education degrees in strategy and business, from INSEAD in Singapore and Hult Ashridge Business School in the UK, and he is a member of the Latino Corporate Directors Association.

Class II: Three-Year Term Expires in 2027

Mark A. Buthman

Age: 64
Director since April 2016
Independent
Committees:
Audit (Chair)
Nominating and Corporate Governance

Mr. Buthman retired from Kimberly-Clark Corporation, a leading global manufacturer of consumer packaged goods and personal care products, in 2015, where he was Executive Vice President and Chief Financial Officer from January 2003 to April 2015. During his 33-year career at Kimberly-Clark, Mr. Buthman held a wide range of leadership roles, and led or participated in more than 50 acquisition transactions totaling more than $10 billion in value. Mr. Buthman has been a disciplined financial leader with a track record of allocating capital in shareholder-friendly ways.

Mr. Buthman's experience as a chief financial officer of a Fortune 150 company with significant international operations and as a public company director led to the conclusion that he should serve on the Board of Directors.

Mr. Buthman received a bachelor of business administration degree in finance from the University of Iowa. He is a director of West Pharmaceutical Services, Inc.

Lakecia N. Gunter

Age: 52
Director since January 2021
Independent
Committees:
Compensation
Nominating and Corporate Governance

Ms. Gunter served as Chief Technology Officer for the Global Partner Solutions organization at Microsoft Corporation from June 2023 until October 2024. Prior to this role, and beginning in May 2022, she served as Vice President and General Manager of the Device Partner Solution Sales Group, after joining Microsoft in May 2020 as Vice President and General Manager of IoT Global and Strategic Engagement. From April 2018 to May 2020, Ms. Gunter was Vice President of the Programmable Solutions Group and General Manager of Ecosystem Development and Operations at Intel Corporation. Prior to that, since October 2008, Ms. Gunter served in several leadership roles at Intel, including Chief of Staff and Technical Assistant to the CEO. Prior to joining Intel, Ms. Gunter held several positions at the Department of Defense from 2004 to 2008.

Ms. Gunter's deep technology and digital innovation experience and her extensive strategic and commercial leadership experience gained at two Fortune 50 companies led to the conclusion that she should serve on the Board of Directors. Ms. Gunter has successfully developed and executed strategic initiatives to create new business models and to accelerate the growth and increase the profitability of multiple technology solutions. Ms. Gunter architected the operating model to transform Intel from a PC-centric company to a data-centric company, which transformation led to a greater than 50% increase in revenues within 18 months.

Ms. Gunter received a bachelor of science degree in computer engineering from the University of South Florida and a master of science degree in electrical engineering from the Georgia Institute of Technology.

L. Paris Watts-Stanfield

Age: 60
Director since February 2022
Independent
Committees:
Audit

Ms. Watts-Stanfield serves as Chief Procurement Officer of Alcon, Inc., a global leader in eyecare, after having served as Chief Financial Officer, International, of Alcon from April 2022 to March 2024. Prior to her time at Alcon, from June 2021 to April 2022, Ms. Watts-Stanfield served as Vice President and Chief Financial Officer, Greater China, of Medtronic, Inc., a global leader in medical technology, services and solutions, and earlier, she served as Vice President and Chief Audit Executive at Medtronic from July 2017 to June 2021. Previously, Ms. Watts-Stanfield was Chief Financial Officer, Alcoa Transportation and Construction Solutions Group from 2015 to 2017 and Vice President and Chief Audit Executive from 2012 to 2015 at Alcoa, Inc., a global producer of aluminum. Prior to Alcoa, Inc., Ms. Watts-Stanfield served as Vice President, Finance & Strategy from 2010 to 2012 and Vice President, Internal Audit – International from 2009 to 2010 at Walmart Stores, Inc. Earlier in her career, she gained significant finance experience at Procter & Gamble.

Ms. Watts-Stanfield's extensive experience in finance and audit matters, significant experience within global business leadership and strong background in business development led to the conclusion that she should serve on the Board of Directors.

Ms. Watts-Stanfield received a bachelor of science degree in mathematics from the State University of New York, Brockport and a master of business administration degree from the University of Rochester.

NOT STANDING FOR REELECTION

Livingston L. Satterthwaite

Age: 64
Director since April 2011
Independent
Committees:
Compensation
Nominating and Corporate Governance

Mr. Satterthwaite served as Senior Vice President of Cummins Inc., a global power leader that designs, manufactures, distributes and services diesel and natural gas engines and engine-related component products, from August 2022 until his retirement in September 2024. From March 2021 to August 2022, he served as Vice Chairman, after serving as President and Chief Operating Officer of Cummins since October 2019. From April 2015 through October 2019, Mr. Satterthwaite was President of Cummins Distribution Business, a unit of Cummins, and prior to that, Mr. Satterthwaite served as President of Cummins Power Generation from June 2008 to April 2015.

Mr. Satterthwaite's business leadership and sales skills, international experience and extensive experience in industrial manufacturing led to the conclusion that he should serve on the Board of Directors. Earlier in his career with Cummins, Mr. Satterthwaite held various positions at Cummins Power Generation and other divisions, including 14 years in managerial and sales positions in the United Kingdom and Singapore.

Prior to joining Cummins, Mr. Satterthwaite spent four years at Schlumberger Limited, an oil field services provider, as a general field engineer.

Mr. Satterthwaite received a bachelor of science degree in civil engineering from Cornell University and a master of business administration degree from Stanford University. He serves as a director of The Chemours Company and of Amprius Technologies, Inc.

David C. Parry

Age: 71
Director since December 2012
Independent
Committees:
Audit
Nominating and Corporate Governance

Mr. Parry served as Vice Chairman of Illinois Tool Works Inc. (ITW) from 2010 until his retirement in April 2017. Prior to that, Mr. Parry was Executive Vice President of ITW with responsibility for the Polymers and Fluids Group.

Mr. Parry's strategic and operating leadership skills and global commercial perspective gained from over 30 years of international business leadership experience, his significant acquisition experience and his extensive expertise in the industrial products manufacturing industry led to the conclusion that he should serve on the Board of Directors. During 18 years of executive and management experience in various senior management positions at ITW, a multinational manufacturer of a diversified range of industrial products and equipment, Mr. Parry successfully grew the operations and profitability of multiple business units and helped ITW complete numerous acquisitions.

Prior to joining ITW in 1994, Mr. Parry spent 17 years in various executive and management positions at Imperial Chemical Industries, which at the time was one of the largest chemical producers in the world.

Mr. Parry received a bachelor of science degree in chemistry, a master of science degree in chemistry and a Ph.D. in polymer chemistry from Victoria University of Manchester, Manchester, England. Mr. Parry previously served as a director of Celanese Corporation.

CORPORATE GOVERNANCE

Framework for Corporate Governance

The Board of Directors has the ultimate authority for the management of the Company's business. The Corporate Governance Guidelines, the charters of the Board committees, the Code of Business Conduct and Ethics, and the Standards for Director Independence (Governance Documents) provide the framework for the governance of the Company. Copies of the current Governance Documents are available under the Investors link on the Company's website at www.idexcorp.com. Please note that information posted on or accessible through websites referenced in this Proxy Statement is not incorporated by reference or otherwise included in this Proxy Statement.

Corporate Governance Guidelines and Code of Business Conduct and Ethics

The Corporate Governance Guidelines address matters such as election of directors, size and retirement age for the Board, Board composition and membership criteria, the role and responsibilities of the Board and each of its committees, Board evaluations, limits on service on outside boards, and the frequency of Board meetings (including meetings to be held without the presence of management).

The Code of Business Conduct and Ethics sets forth the guiding principles of business ethics and certain legal requirements applicable to all of the Company's employees and directors.

Director Independence

The Board has adopted standards for determining whether a director is independent. These standards are based upon the listing standards of the New York Stock Exchange (NYSE) and applicable laws and regulations and are available on the Company's website as described above. The Board also reviewed commercial relationships between the Company and organizations with which directors were affiliated by service as an executive officer. The relationships with these organizations involved the Company's sale or purchase of products or services in the ordinary course of business that were made on arm's-length terms and other circumstances that did not affect the relevant directors' independence under applicable law and NYSE listing standards.

The Board has affirmatively determined, based on these standards and after considering the relationships described immediately above, that the following current directors are independent: Messrs. Beck, Buthman, Christenson, Glastra, Parry, Quiroz and Satterthwaite and Mss. Disher, Gunter, Helmkamp and Watts-Stanfield. The Board has also determined that Mr. Ashleman is not independent because he is the Chief Executive Officer and President of the Company. All standing Board committees are, and throughout fiscal year 2024 were, composed entirely of independent directors.

Director Nominations

The Board believes that maintaining a diverse membership with regard to skills, perspectives, backgrounds, and experiences enhances the Board's deliberations. Accordingly, the Board is committed to seeking out highly qualified candidates with diverse skills, perspectives, backgrounds, and experiences as part of each Board search the Company undertakes. As part of this commitment, the Board has a policy to include at least two women and at least two racially or ethnically diverse candidates every time the Board conducts a search for a new member. The selection of a new member is made without regard to race or gender. The Board considers the following in selecting nominees for the Board:

Experience (in one or more of the following):

- high level leadership experience in business or administrative activities;
- specialized expertise in the industries in which the Company competes;

- financial expertise;
- breadth of knowledge about issues affecting the Company;
- ability and willingness to contribute special competencies to Board activities; and
- expertise and experience that are useful to the Company and complementary to the background and experience of other Board members, so that an optimal balance and diversity of Board members may be achieved and maintained.

Personal attributes and characteristics:

- personal integrity;
- loyalty to the Company and concern for its success and welfare, and willingness to apply sound independent business judgment;
- awareness of a director's vital part in the Company's good corporate citizenship and corporate image;
- time available for meetings and consultation on Company matters taking into account the nature and time involved in a director's service on other boards, such as leadership roles and board committee service; and
- willingness to assume fiduciary responsibilities.

Qualified candidates for membership on the Board shall not be discriminated against with regard to age, race, color, religion, sex, ancestry, national origin, sexual orientation or disability. In the past, the Company has engaged executive search firms to help identify and facilitate the screening and interviewing of director candidates. Any search firm retained by the Company to find director candidates is instructed to take into account all of the considerations used by our Nominating and Corporate Governance Committee. After conducting an initial evaluation of a candidate, members of the Nominating and Corporate Governance Committee and the Chair of the Board will interview that candidate if the Committee believes the candidate is suitable to be a director. The Nominating and Corporate Governance Committee may also ask the candidate to meet with other members of the Board.

If the Nominating and Corporate Governance Committee believes a candidate would be a valuable addition to the Board, it will recommend to the full Board appointment or election of that candidate. Annually, the Nominating and Corporate Governance Committee reviews the qualifications and backgrounds of the directors, as well as the overall composition of the Board, and recommends to the full Board the slate of directors for nomination for election at the annual meeting of stockholders.

Board Refreshment and Retirement Policy

As part of its annual process, the Nominating and Corporate Governance Committee reviews each director's continuation on the Board as well as the composition of the Board and its Committees. The Nominating and Corporate Governance Committee also considers the need for additional directors based on the strategy of the Company. When reviewing Board and Committee composition, the Nominating and Corporate Governance Committee considers the needs of the Company and the value of having directors with various tenures and experiences. The Nominating and Corporate Governance Committee evaluates Director time commitments at least annually.

As set forth in our Corporate Governance Guidelines, a director must retire by the end of the term following such director's 70th birthday. However, the Board, upon the recommendation of the Nominating and Corporate Governance Committee, may waive the requirement in any particular case or change the retirement age if it believes it is in the Company's best interest.

Board Leadership Structure

The Nominating and Corporate Governance Committee, in consultation with the other independent directors, evaluates on an ongoing basis whether the Board's leadership structure is appropriate to effectively address the evolving needs of our business and the long-term interests of our stockholders. The Committee then makes recommendations to the Board concerning the Board's leadership structure, including whether the roles of Chair of the Board and Chief Executive Officer should be separated or combined. The Board, in accordance with our Bylaws, elects a Chair of the Board from among the directors. The Board believes it is in the best interests of the Company and its stockholders for the Board to determine which director is best qualified to serve as Chair in light of the circumstances at the time, rather than based on a fixed policy. As a result, the roles of Chair of the Board and Chief Executive Officer have been combined at some times, while at other times the roles have been split. In the event that the Chair is the Chief Executive Officer or is not an independent director, our Bylaws require that an independent Lead Director be elected by a majority of the independent directors.

On October 1, 2022, Ms. Helmkamp became Non-Executive Chair of the Board. Our separate Board Chair and Chief Executive Officer roles enable our Non-Executive Chair to oversee corporate governance matters and our Chief Executive Officer to lead the Company's business. Independent directors also chair our Board committees. This structure facilitates effective oversight, further strengthens our Board's independent leadership and supports our commitment to enhancing shareholder value and strong governance.

The independent non-management directors of the Board meet separately as a group at every regularly scheduled Board meeting. During 2024, the Non-Executive Chair presided at these non-management executive sessions. During 2024, the Board held eight meetings.

The Board believes that its current leadership structure provides independent board leadership and engagement.

During 2024, each director holding office in 2024 attended more than 75% of the aggregate number of meetings of the Board and of committees of the Board of which he or she was a member. The Company encourages its directors to attend the annual meeting of stockholders but has no formal policy with respect to that attendance. All of the directors holding office in 2024 attended the 2024 Annual Meeting.

Board's Role in Risk Oversight

The Board oversees an annual assessment of enterprise risk exposure, and the management of such risk, conducted by the Company's executives. The risk assessment was refreshed in 2024 and included an evaluation of enterprise-wide risks, including risks associated with the following on a short and longer term basis: M&A growth; organic growth; human capital management, including succession planning, talent attraction, development and retention; information security/cybersecurity; supply chain; and geopolitical shifts. In 2023 we partnered with outside consultants to conduct a climate risk assessment and scenario analysis to better understand the types of climate-related physical and transition risks and opportunities potentially relevant to the Company. The results of that assessment were included in the 2023 annual review with the Board, and such assessed transition risks and opportunities continue to be considered as part of the Company's ongoing strategic planning. The Company intends to update its physical risk assessment in 2025.

When assessing enterprise risk, the Board focuses on the achievement of organizational objectives, including strategic objectives, to improve long-term performance and enhance stockholder value. Direct oversight allows the Board to assess management's inclination for risk, to determine what constitutes an appropriate level of risk for the Company and to discuss with management risk prioritization, risk mitigation and risk accountability.

Cybersecurity

Senior management reviews the Company's cybersecurity program at least once a year with the Board, and at least twice a year with the Audit Committee and on an as-needed basis. Such reviews, among other things, include the results of internal and/or external assessments, a review of cybersecurity governance at the management level, and a review of the Company's cybersecurity program and progress toward various initiatives.

The Company's cybersecurity program is designed to be aligned to the Cybersecurity Framework published by the National Institute of Standards and Technology ("NIST"). In 2024, the Audit Committee invited two external consultants to meetings to advise the Committee on Board oversight of cybersecurity matters and to review the findings of an external assessment of the Company against the NIST framework.

Each year, an annual external penetration test is performed against the Company's network in addition to the Company's regular internal vulnerability scans. Employees are required to complete cybersecurity awareness training and are regularly tested with internal phishing exercises. The Company maintains global cybersecurity insurance coverage reviewed annually for adequacy against operations and information systems. See Item 1C. "Cybersecurity" in the our Annual Report on Form 10-K for the year ended December 31, 2024 for more information related to our cybersecurity program.

Sustainability Risk Oversight

The Board, along with the Audit Committee and the Nominating and Corporate Governance Committee (NCGC), provides oversight of certain risks associated with environmental, social and governance matters most relevant to the Company and its internal and external stakeholders. As noted above, the Board reviews risks associated with a number of these topics as part of its annual assessment of enterprise risk exposure. In addition, the Audit Committee provides oversight of the Company's compliance and corporate environmental, health and safety functions, and, in 2025, will begin reviewing sustainability reporting processes and controls to meet emerging regulatory reporting requirements. The NCGC oversees the Company's corporate sustainability efforts and progress generally, and in 2022, it added an additional meeting to its calendar focused on the Company's sustainability initiatives. In 2024, the NCGC used that meeting to review emerging regulatory reporting requirements and the Company's progress toward satisfying those requirements, along with the Company's progress toward various environmental sustainability goals related to emissions reductions.

Sustainability Program & Reporting

As an embodiment of our continuing commitment to sustainability, since 2019, we have published a sustainability report every other year highlighting the various ways in which the Company, our products and our people have a positive impact. In addition to the reports, we have disclosed sustainability-related metrics every year since 2019, and our disclosures have been in alignment with the Sustainable Accounting Standards Board (SASB) sector standards since 2021.

Most recently, in March 2025, we published the Company's 2024 Sustainability Report, including updated data tables and SASB, TCFD and GRI-aligned disclosures. The 2024 Sustainability Report and related data tables, as well as prior reports and SASB Indices, are available under the Sustainability link on our website at https://www.idexcorp.com/about-idex/idex-sustainability/.

In 2022, working with outside consultants, we conducted our second materiality assessment as part of ensuring that we maintain a current understanding of areas of opportunity and risk related to various sustainability topics relevant to IDEX. By engaging with internal and external stakeholders, we confirmed the corporate sustainability topics most likely to impact the Company and for which the Company can make a meaningful impact. Building on that assessment, we have continued our commitment to sustainability, including to evolve our strategy to improve the operational impact of our operations, build out our environmental, health and safety program, and enhance our approach to responsible supply chain management. Our Chief Sustainability Officer continues to focus on developing and monitoring progress against various sustainability initiatives relevant to our businesses, managing cross-functional governance of certain sustainability topics, and, in partnership with our Sustainability Controller hired in 2024, continuing to prepare for pending and emerging sustainability disclosure requirements.

Board and Committee Assessment Process

On an annual basis, the Board and each Committee conduct assessments, which consist of written self-assessment questionnaires, supplemented by individual interviews of each director conducted by the Chair and members of the NCGC. The results of the assessment process are then reviewed and discussed by the Board and each Committee and have led to process and oversight improvements.

Board's Engagement with Management

The Board approves the Company's executive officers, delegates responsibilities for the conduct of the Company's operations to those officers and monitors their performance. In addition, members of the Board informally mentor executive officers, meeting with such officers individually to share insights and experiences accumulated over the course of the directors' careers.

During 2024, directors had a combination of in-person and virtual meetings with management, including by visiting various manufacturing facilities in the U.S. and Europe, participating in operational reviews with senior management, and attending the Company's annual global leadership conference. Site visits are also included in our onboarding program for new directors.

Board's Role in Strategic Planning and Talent Management & Development

Each fall, the Board participates in a three-year enterprise strategy review with the Company's executive officers and other senior management. Management and the Board agree upon a strategy, and it is used as a lens for decision making at each Board meeting following the annual comprehensive review. As a result, strategy discussions are a regular feature of Board meetings throughout the year.

Our Board calendar also includes at least one meeting per year at which the Board participates in an extensive review of the Company's talent management and retention strategies, leadership development pipeline, and succession plans for senior management. Management also discusses the drivers of employee engagement and culture with the Board and reviews various ongoing initiatives, including with respect to employee resource groups, which are open to all employees, regardless of their specific background or identity, talent development networks, and skill building for inclusive leadership. Progress updates with respect to talent management and development, culture, and engagement, are shared with the Board throughout the year, as needed.

As part of the Company's continued commitment toward transparency in the reporting of the diversity of its workforce, we publish our EEO-1 consolidated report reflecting information related to the U.S. workforce. This information is available at https://investors.idexcorp.com/corporate-governance/highlights. The EEO-1 Consolidated Report requires the Company to list the number of employees in ten specific categories that may differ from how the Company organizes its workforce and evaluates its data. Comparisons between the EEO-1 Consolidated Report data and other descriptions of the Company's diversity statistics and disclosures may not be possible.

Director Onboarding and Education

All new directors participate in our director onboarding program. The onboarding process includes meetings with senior leaders to familiarize new directors with the Company's strategic vision, values and culture; operational and financial reporting structure; and legal, compliance and governance framework. In addition, new directors have also attended training courses led by IDEX senior leaders covering the 80/20 business process that serves as the foundation of IDEX's operating model and seeks to accelerate profitable growth by focusing resources on our highest value opportunities.

The Board encourages all directors to participate in continuing director education programs, either individually or together with other Committee members, and directors are reimbursed for their expenses for such programs. Over the past year, directors attended virtual and in-person education seminars and webinars covering a variety of topics, including board and committee leadership; risk oversight and governance; strategy; geopolitical shifts; sustainability; cybersecurity; artificial intelligence; regulatory developments; harassment; and human capital management. As mentioned above, in 2024, the Audit Committee also invited external consultants to attend various Audit Committee meetings to hold director education sessions related to cybersecurity oversight and best practices for Audit Committee effectiveness.

Investor Outreach

We value the input of our stockholders and believe that it is important to understand their questions and concerns about the Company. During 2024, we met with a number of our stockholders and prospective stockholders to answer questions about the Company and learn about matters that are important to them. We plan to continue our investor outreach efforts during 2025.

Communications with Our Board

Stockholders and other interested parties may contact the Board and the directors by writing to Corporate Secretary, IDEX Corporation, 3100 Sanders Road, Suite 301, Northbrook, IL 60062. Inquiries sent will be reviewed, sorted and summarized by the Corporate Secretary before they are forwarded to any director.

BOARD COMMITTEES

Important functions of the Board are performed by committees comprised of members of the Board. There are three standing committees of the Board: the Audit Committee, the Compensation Committee, and the Nominating and Corporate Governance Committee. Each committee has a written charter that is available under the Investors link on the Company's website at www.idexcorp.com.

Subject to applicable provisions of the Company's Bylaws and based on the recommendations of the Nominating and Corporate Governance Committee, the Board as a whole appoints the members of each committee each year at its February meeting. The Board may, at any time, appoint or remove committee members or change the authority or responsibility delegated to any committee, subject to applicable law and NYSE listing standards.

The following table summarizes the current membership of the committees of the Board.

Director	Audit Committee	Compensation Committee	Nominating and Corporate Governance Committee
Mark A. Beck		√	√*
Mark A. Buthman	√*		√
Carl R. Christenson		√*	
Stephanie J. Disher			√
Matthijs Glastra	√		
Lakecia N. Gunter		√	√
Katrina L. Helmkamp	√		
David C. Parry	√		√
Alejandro Quiroz Centeno		√	
Livingston L. Satterthwaite		√	√
L. Paris Watts-Stanfield	√		

* Indicates Committee Chair

Audit Committee

Pursuant to its charter, the Audit Committee has the authority and responsibility to:

- monitor the integrity of the Company's financial statements, financial reporting process and systems of internal controls regarding finance, accounting, legal and regulatory compliance;
- monitor the qualifications, independence and performance of the Company's independent auditor and monitor the performance of the Company's internal audit function;
- hire and fire the Company's independent auditor and approve any audit and non-audit work performed by the independent auditor;
- provide an avenue of communication among the independent auditor, management and the Board;
- prepare the audit committee report that SEC rules require to be included in the Company's annual proxy statement;
- provide oversight of the Company's compliance, corporate environmental, health and safety and information security/cybersecurity functions; and
- administer the Company's Related Person Transactions Policy (described further below).

While the Board has the ultimate oversight responsibility for the risk management process, the Audit Committee focuses on financial risk management and exposure, and legal compliance. The Audit Committee receives an annual risk assessment report from the Company's internal auditors and reviews and discusses the Company's financial risk exposures and the steps management has taken to monitor, control and report those exposures.

During 2024, Messrs. Buthman and Parry and Mss. Helmkamp and Watts-Stanfield served as members of the Audit Committee for the full year. The Board determined that Mr. Buthman and Mss. Helmkamp and Watts-Stanfield are "audit committee financial experts," as defined by SEC rules.

The Board has adopted a written Related Person Transactions Policy regarding the review and approval of transactions with related persons. All related person transactions (defined as any transactions that are required to be disclosed under Item 404(a) of Regulation S-K) are approved by the Audit Committee. If the transaction involves a related person who is an Audit Committee member or immediate family member of an Audit Committee member, that Audit Committee member will not be included in the deliberations or vote regarding approval. In approving the transaction, the Audit Committee must determine that the transaction is consistent with the interests of the Company and its stockholders. The Audit Committee periodically reviews any previously approved related person transactions that remain ongoing. Based on all relevant facts and circumstances, taking into consideration the Company's contractual obligations, the Audit Committee determines if it is in the best interests of the Company and its stockholders to continue, modify or terminate any such related person transactions. Since January 1, 2024, there were no related person transactions requiring disclosure under SEC rules.

During 2024, the Audit Committee held eight meetings.

Compensation Committee

The Compensation Committee's primary purpose and responsibilities are to:

- establish the Company's compensation philosophy and structure the Company's compensation programs to be consistent with that philosophy;
- develop and recommend to the independent members of the Board for approval the compensation of the Chief Executive Officer;
- approve the compensation of the executive officers of the Company (other than the Chief Executive Officer), the Chief Executive Officer's direct reports and selected other managers identified by the Compensation Committee from time to time, and communicate such compensation decisions to the Board;
- develop and recommend to the Board for approval the compensation of the Board;
- review and recommend to the Board the Company's compensation discussion and analysis to be included in the Company's annual proxy statement; and
- produce a Compensation Committee Report on executive compensation to be included in the Company's annual proxy statement.

To assist the Compensation Committee in discharging its responsibilities, the Compensation Committee retained Frederic W. Cook & Co., Inc. (F.W. Cook) to act as an outside consultant. F.W. Cook is engaged by, and reports directly to, the Compensation Committee.

The Compensation Committee has reviewed the nature of the relationship between itself and F.W. Cook, including all personal and business relationships between the committee members, F.W. Cook and the individual compensation consultants who provide advice to the Compensation Committee. Based on its review, the Compensation Committee did not identify any actual or potential conflicts of interest in F.W. Cook's engagement as an independent consultant.

F.W. Cook works with the Compensation Committee and management to structure the Company's executive compensation programs and to evaluate the competitiveness of its executive compensation levels. F.W. Cook's primary areas of assistance to the Compensation Committee are:

- analyzing market compensation data for all executive positions;
- advising on emerging trends in incentive design and governance;
- advising on the structure of the Company's compensation programs;
- advising on the terms of equity awards;
- assessing the relationship between named executive officer compensation and the Company's financial performance;
- reviewing the risks associated with the Company's compensation programs; and

- reviewing materials to be used in the Company's annual proxy statement.

F.W. Cook periodically provides the Compensation Committee and management market data on a variety of compensation-related topics. The Compensation Committee has authorized F.W. Cook to interact with the Company's management, as needed, on behalf of the Compensation Committee, to obtain or confirm information.

The charter of the Compensation Committee permits the Compensation Committee to, in its discretion, delegate all or a portion of its duties and responsibilities to a subcommittee of the Compensation Committee.

During 2024, Messrs. Beck, Christenson, Quiroz and Satterthwaite and Ms. Gunter served on the Compensation Committee for the full year. None of these directors (i) was an officer or employee of the Company or any of its subsidiaries during 2024, (ii) was formerly an officer of the Company or any of its subsidiaries, or (iii) had any relationship requiring disclosure by the Company under Item 404 of Regulation S-K under the Securities Act of 1933, as amended. There were no relationships between the Company's executive officers and the members of the Compensation Committee that require disclosure under Item 407(e)(4) of Regulation S-K.

During 2024, the Compensation Committee held six meetings.

Nominating and Corporate Governance Committee

The Nominating and Corporate Governance Committee's primary purpose and responsibilities are to:

- develop and recommend to the Board corporate governance principles and a code of business conduct and ethics;
- review periodically the size of the Board and the makeup of the Board committees and make recommendations to the Board regarding any appropriate changes;
- develop and recommend criteria for selecting new directors;
- identify individuals qualified to become directors consistent with criteria approved by the Board, and recommend that the Board select such individuals as nominees for election to the Board;
- make recommendations to the Board regarding any director who submits an offer of resignation under the Company's Corporate Governance Guidelines because (i) the director did not receive a majority of votes cast for his or her election, or (ii) the director experienced a significant change in his or her principal business, occupation or position or has a significant conflict of interest that cannot be resolved;
- screen and recommend to the Board individuals qualified to become Chief Executive Officer in the event of a vacancy and any other senior officer whom the committee may wish to approve;
- oversee evaluations of the Board, individual Board members and Board committees;
- oversee an orientation program for new directors and a continuing education program for all directors; and
- oversee the Company's sustainability efforts and progress.

It is the policy of the Nominating and Corporate Governance Committee to consider nominees for the Board recommended by the Company's stockholders in accordance with the procedures described under "STOCKHOLDER PROPOSALS AND DIRECTOR NOMINATIONS FOR THE 2026 ANNUAL MEETING OF STOCKHOLDERS" below.

Stockholder nominees who are nominated in accordance with these procedures will be given the same consideration as nominees for director from other sources.

During 2024, Messrs. Beck, Buthman, Parry and Satterthwaite and Ms. Gunter served on the Nominating and Corporate Governance Committee for the full year.

During 2024, the Nominating and Corporate Governance Committee held five meetings.

COMPENSATION OF DIRECTORS

The objectives of our director compensation program are to attract highly qualified individuals to serve on our Board and to align our directors' interests with the interests of our stockholders. The Compensation Committee periodically reviews the program to evaluate whether it continues to meet these objectives.

The Company believes that to attract and retain qualified directors, pay levels should be targeted at the 50th percentile (or median) of pay levels for directors at comparable companies. The Compensation Committee, with the assistance of F.W. Cook, regularly evaluates the competitiveness of director compensation. The primary reference point to determine market pay is the peer group of companies used for the Company's executive compensation analysis as described in "Peer Companies" under "Setting Executive Compensation" in the Compensation Discussion and Analysis below. Market composite data derived from pay surveys provided by F.W. Cook is also used to evaluate the competitiveness of our director compensation program. Based on such review and in order to better align the Company's director compensation program with the market data, for 2024, our Board approved an increase in the Annual Cash Retainer by $5,000 and increased the grant date fair value of the annual equity grant by $10,000.

Our director compensation for 2024 is set forth below.

	2024
Annual Cash Retainer	$ 95,000
Committee Chair Retainer	
Audit Committee	$ 20,000
Compensation Committee	$ 15,000
Nominating and Corporate Governance Committee	$ 15,000
Additional Non-Executive Chairman of the Board Fees	
Annual Retainer	$ 100,000
Annual Equity Grant (100% Restricted Stock Units)	$ 50,000
Value of Equity Grants Upon Initial Election to the Board (100% Restricted Stock Units)	Pro-rated annual grant
Value of Annual Equity Grants (100% Restricted Stock Units)	$165,000

Equity Grants

Under the Company's Amended and Restated Non-Employee Director Compensation Policy (Director Compensation Policy), equity grants upon initial election to the Board are made on the date of appointment. Initial equity grant values are equal to the annual grant value prorated for the remaining period of time until the next Annual Meeting. Annual equity grants to continuing directors are made on the date of the Annual Meeting. All grants are structured to provide 100% of the expected value in the form of restricted stock unit awards and are made under the Company's equity plan then in effect, which in the case of the 2024 annual grants was the IDEX Corporation 2024 Incentive Award Plan (Incentive Award Plan). Restricted stock units granted as annual equity grants vest in full on the earliest to occur of: (i) the earlier of the first anniversary of the date of grant and the date of the next annual stockholders meeting if it is at least 50 weeks after the prior year's meeting, subject to continuous service through such date; (ii) the date on which the director ceases to serve on the Board for any reason after achieving at least six years of continuous service on the Board; (iii) the date of the director's death or disability; (iv) the date on which the director ceases to serve on the Board by reason of a failure to be re-elected to the Board; and (v) the occurrence of a change in control subject to the director's continuous service through such date. Restricted stock units granted upon a director's initial election vest in full on the earliest to occur of: (i) the first anniversary of the date of grant; (ii) the date of the director's death or disability; and (iii) the occurrence of a change in control subject to the director's continuous service through such date. The restricted stock units are non-transferable until the recipient is no longer serving as a director and are subject to forfeiture if the director terminates service as a director prior to the vesting date for reasons other than death, disability, or, for the restricted stock units granted as annual equity awards, termination after at least six years of continuous service on the Board. Directors have the ability to defer payment of all or a portion of their annual equity grant.

Directors Deferred Compensation Plan

Under the Company's Directors Deferred Compensation Plan, directors are permitted to defer the payment of their cash compensation to either termination of Board service or a later specified date. In general, directors must make elections to defer fees payable during a calendar year by the end of the preceding calendar year. Newly appointed directors have up to 30 days from their appointment to elect to defer future fees.

All amounts deferred are recorded in a memorandum account for each director and are credited or debited with earnings or losses as if such amounts had been invested in an interest-bearing account or certain mutual funds, at the option of the director. The deferred compensation credited to the interest-bearing account is adjusted on at least a quarterly basis with hypothetical earnings equal to the lesser of the Barclays Capital Long Term Bond AAA — Corporate Bond Index as of the first business day in November of the calendar year preceding the year for which the earnings are to be credited or 120% of the long-term applicable federal rate as of the first business day in November.

In accordance with SEC rules, no earnings on deferred compensation are shown in the 2024 Director Compensation table below because no "above market or preferential" rates were earned on deferred amounts in 2024. Directors must elect irrevocably to receive the deferred funds either in a lump sum or in equal annual installments of up to 10 years, subject to earlier settlement in the event of the participant's death.

The memorandum accounts are not funded, and the right to receive future payments of amounts recorded in these accounts is an unsecured claim against the Company's general assets.

Stock Ownership Guideline

Under the Director Compensation Policy, non-management directors are subject to a stock ownership guideline. Non-management directors are required to maintain direct ownership of shares of Common Stock equal to or greater in value to five times the current annual Board service retainer. No non-management director is permitted to sell shares of Common Stock until the director satisfies the stock ownership guideline. Once a director meets the stock ownership guideline, the director may not sell shares if the sale would put the director below the stock ownership guideline.

As of the record date, all non-management directors were in compliance with the stock ownership guideline or subject to the mandatory holding requirement until the ownership guideline is met.

2024 Director Compensation

The following table summarizes the total compensation earned in 2024 for the Company's non-management directors. Mr. Ashleman receives no additional compensation for his service as a director and his compensation for serving as our Chief Executive Officer and President is included in the 2024 Summary Compensation Table.

Name	Fees Earned or Paid in Cash ($)	Stock Awards ($) (1)	All Other Compensation ($) (2)	Total ($)
Mark A. Beck	110,000	165,000	—	275,000
Mark A. Buthman	115,000	165,000	—	280,000
Carl R. Christenson	110,000	165,000	10,000	285,000
Lakecia N. Gunter	95,000	165,000	10,000	270,000
Katrina L. Helmkamp	195,000	215,000	10,000	420,000
David C. Parry	95,000	165,000	10,000	270,000
Alejandro Quiroz Centeno	95,000	165,000	5,000	265,000
Livingston L. Satterthwaite	95,000	165,000	—	260,000
Paris Watts-Stanfield	95,000	165,000	—	260,000

(1) Reflects the aggregate grant date fair value of the restricted stock units granted in 2024, determined in accordance with FASB ASC Topic 718 using the assumptions set forth in note 15 "Share-Based Compensation" to the financial statements in the Company's Annual Report on Form 10-K for the year ended December 31, 2024, assuming no forfeitures. As of December 31, 2024, each non-management director had outstanding the following number of restricted stock units, including vested restricted stock units subject to deferred settlement at the election of the director: Mr. Beck, 6,055; Mr. Buthman, 8,325; Mr. Christenson, 3,005; Ms. Gunter, 2,340; Ms. Helmkamp, 2,815; Mr. Parry, 2,340; Mr. Quiroz Centeno, 2,330; Mr. Satterthwaite, 10,050; and Ms. Watts-Stanfield, 2,495.

(2) Reflects matching gifts of up to $10,000 per year directed to Internal Revenue Code 501(c)(3) tax-exempt, non-profit organizations under the IDEX Corporation Matching Gift Program.

SECURITY OWNERSHIP

The following table furnishes information as of March 13, 2025, except as otherwise noted, with respect to shares of Common Stock beneficially owned by (i) each director and nominee for director, (ii) each executive officer named in the Summary Compensation Table, (iii) directors, nominees and executive officers of the Company as a group, and (iv) any person who is known by the Company to be a beneficial owner of more than five percent of the outstanding shares of Common Stock.

Except as indicated by the notes to the following table, the holders listed below have sole voting power and investment power over the shares beneficially held by them. Under SEC rules, the number of shares shown as beneficially owned includes shares of Common Stock subject to options that are exercisable currently or will be exercisable within 60 days of March 13, 2025. Shares of Common Stock subject to options that are exercisable currently or will be exercisable within 60 days of March 13, 2025, are considered to be outstanding for the purpose of determining the percentage of shares held by a holder, but not for the purpose of computing the percentage held by others. An asterisk (*) indicates ownership of less than one percent of the outstanding Common Stock.

For purposes of the following table, the address for each of the directors, nominees for director and executive officers of the Company is c/o 3100 Sanders Road, Suite 301, Northbrook, IL 60062.

Name and Address of Beneficial Owner	Shares Beneficially Owned	Percent of Class
Directors and Nominees (other than Named Executive Officers):		
Mark A. Beck(1)	6,055	*
Mark A. Buthman(1)	8,325	*
Carl R. Christenson(1)	4,856	*
Stephanie J. Disher	180	*
Matthijs Glastra	180	*
Lakecia N. Gunter(1)	3,225	*
Katrina L. Helmkamp(1)	9,535	*
David C. Parry(1)	21,830	*
Alejandro Quiroz Centeno(1)	2,330	*
Livingston L. Satterthwaite(1)	14,747	*
L. Paris Watts-Stanfield(1)	2,495	*
Named Executive Officers:		
Eric D. Ashleman(2)	253,840	*
Abhishek Khandelwal(2)	14,305	*
Lisa M. Anderson(2)	16,934	*
Roopa Unnikrishnan(2)	8,150	*
Melissa S. Flores(2)	19,850	*
Directors, Nominees and All Executive Officers as a Group: (16 persons)(3)	386,837	0.5%*
Other Beneficial Owners:		
The Vanguard Group(4) 100 Vanguard Blvd. Malvern, PA 19355	9,180,201	12.14%
BlackRock Inc.(5) 55 East 52nd Street New York, NY 10055	6,068,198	8.0%
Wellington Management Group LLP (6) c/o Wellington Management Company LLP, 280 Congress Street, Boston MA 02210	4,219,596	5.6%

(1) Includes 1,405 restricted stock units issued to Mr. Satterthwaite on February 20, 2015, for which Mr. Satterthwaite elected to defer settlement; 1,610 restricted stock units issued to Mr. Satterthwaite on February 19, 2016, for which Mr. Satterthwaite elected to defer settlement; 1,290 restricted stock units issued to Mr. Buthman on April 6, 2016, for which Mr. Buthman elected to defer settlement; 1,290 restricted stock units issued to each of Messrs. Buthman and Satterthwaite on February 22, 2017, for which Messrs. Buthman and Satterthwaite each elected to defer settlement; 310 restricted stock units issued to Mr. Beck on January 2, 2018, for which Mr. Beck elected to defer settlement; 945 restricted stock units issued to each of Messrs. Beck, Buthman and Satterthwaite on April 25, 2018, for which Messrs. Beck, Buthman and Satterthwaite each elected to defer settlement; 845 restricted stock units issued to each of Messrs. Beck, Buthman and Satterthwaite on May 10, 2019, for which Messrs. Beck, Buthman and Satterthwaite each elected to defer settlement; 950 restricted stock units issued to each of Messrs. Beck, Buthman, and Satterthwaite on May 7, 2020, for which Messrs. Beck, Buthman, and Satterthwaite each elected to defer settlement; 665 restricted stock units issued to each of Messrs. Beck, Buthman, Christenson, and Satterthwaite on May 12, 2021, for which Messrs. Beck, Buthman, Christenson and Satterthwaite each elected to defer settlement; 825 restricted stock units issued to Mss. Gunter, Helmkamp and Watts-Stanfield and Messrs. Beck, Buthman, Christenson, Parry and Satterthwaite on May 6, 2022, which vest on May 6, 2025 (provided that Messrs. Beck, Buthman and Satterthwaite each elected to defer settlement); 815 restricted stock units issued to Mr. Quiroz on June 15, 2022, for which Mr. Quiroz elected to defer settlement; 1,020 restricted stock units issued to Ms. Helmkamp on May 25, 2023, which vest on May 25, 2026; 770 restricted stock units issued to Mss. Gunter and Watts-Stanfield and Messrs. Beck, Buthman, Christenson, Parry, Quiroz and Satterthwaite on May 25, 2023, which vest on May 25, 2026 (provided that Ms. Gunter and Messrs. Beck, Buthman, Christenson, Quiroz and Satterthwaite each elected to defer settlement); 970 restricted stock units issued to Ms. Helmkamp on May 7, 2024, which vest on May 7, 2025; 745 restricted stock units issued to Mss. Gunter and Watts-Stanfield and Messrs. Beck, Buthman, Christenson, Parry, and Satterthwaite on May 7, 2024, which vest on May 7, 2025 (provided that Ms. Gunter and Messrs. Buthman, Christenson, Quiroz, and Satterthwaite each elected to defer settlement); and 180 restricted stock units issued to Ms. Disher and Mr. Matthijs on February 21, 2025, which vest on February 21, 2026. The restricted shares and restricted stock units held by the directors may vest earlier than the dates indicated above upon a change in control of the Company, retirement, or failure to be re-elected to the Board. All shares of restricted stock and restricted stock units are eligible for dividends.
(2) Includes 196,222, 7,370, 13,812, 17,334, and 6,980 shares under options that are exercisable currently or will be exercisable within 60 days of March 13, 2025, for Messrs. Ashleman and Khandelwal and Mss. Anderson, Flores, and Unnikrishnan, respectively.
(3) Includes 241,718 shares under options that are exercisable currently or will be exercisable within 60 days of March 13, 2025.
(4) Based solely on information in Schedule 13G, as of December 29, 2023, filed by The Vanguard Group (Vanguard) with respect to Common Stock owned by Vanguard and certain subsidiaries. Vanguard has shared power to vote or direct the vote of 95,687 shares of Common Stock, sole power to dispose or to direct the disposition of 8,860,235 shares of Common Stock and shared power to dispose or to direct the disposition of 319,966 shares of Common Stock.
(5) Based solely on information in Schedule 13G, as of December 31, 2023, filed by BlackRock, Inc. (BlackRock) with respect to Common Stock owned by BlackRock and certain subsidiaries. BlackRock has sole power to vote or to direct the vote of 5,563,326 shares of Common Stock and sole power to dispose or to direct the disposition of all 6,068,198 shares of Common Stock.
(6) Based solely on information in Schedule 13G, as of December 31, 2024, filed by Wellington Management Group LLP (Wellington) with respect to Common Stock owned by Wellington and certain subsidiaries. Wellington has shared power to vote or direct the vote of 3,923,126 shares of Common Stock and shared power to dispose or to direct the disposition of 4,219,596 shares of Common Stock.

EXECUTIVE COMPENSATION

Compensation Discussion and Analysis

This Compensation Discussion and Analysis describes our executive compensation philosophy and programs, and compensation decisions made under those programs for our named executive officers (NEOs) for fiscal year 2024, who are listed below.

Name	Title
Eric D. Ashleman	Chief Executive Officer and President
Abhishek Khandelwal	Senior Vice President and Chief Financial Officer
Lisa M. Anderson	Senior Vice President, General Counsel and Corporate Secretary
Roopa Unnikrishnan	Senior Vice President, Chief Strategy and Innovation Officer
Melissa S. Flores	Senior Vice President and Chief Human Resources Officer

Principles of Our Compensation Programs

Pay-for-Performance	The key principle of our compensation philosophy is pay-for-performance.
Alignment with Stockholders' Interests	We reward performance that meets or exceeds the performance goals that the Compensation Committee establishes with the objective of increasing stockholder value.
Variation Based on Performance	We favor variable pay opportunities that are based on performance over fixed pay. The total compensation received by our NEOs varies based on corporate and individual performance measured against annual and long-term goals.

Compensation Philosophy

The following table describes our compensation philosophy that guides our pay programs, structure and decisions.

Compensation Philosophy	How We Deliver
Attract and retain an effective management team	• We offer a total pay package that consists of both compensation and benefits that are targeted to be competitive with the market. • We seek to retain our executives by regularly benchmarking our total compensation package relative to companies of similar size, scope and complexity — our peer group is constructed to include companies within an appropriate range of revenue and market capitalization values.
Motivate and reward management with a focus on pay-for-performance	• We tie a meaningful portion of total compensation to financial and stock price performance – with 87% of our CEO’s target compensation tied to performance. • Our compensation program provides a mix of base salary, short-term incentives and long-term incentives — the balance of our compensation elements provides direct line of sight with our objectives, designed to motivate executives to outperform on our goals. • In line with our compensation philosophy to align pay and performance, when the Company outperforms or underperforms the goals in our incentive plans, payouts can result in above or below target levels, respectively.
Create a strong financial incentive that aligns with our stockholders and long-term objectives	• Through a combination of performance metrics and targets, executives are paid according to how the Company performs. • Specific financial measures used in our incentive programs include: – Adjusted earnings before interest, taxes, depreciation, and amortization (Adjusted EBITDA), cash flow conversion, and organic sales growth in our short-term incentive plan; and – Total stockholder return (TSR) relative to companies in the relevant market index in our long-term incentive plan.
Align the interests of management and stockholders	• In order to emphasize long-term stockholder returns, we require our executives to maintain significant stock ownership levels through the use of stock ownership guidelines.

Governance Best Practices

The Company employs compensation principles in delivering executive pay that we believe are supportive of our business strategy and governance best practices.

What We Do

√ **Annual Say-on-Pay Vote:** We conduct an annual say-on-pay advisory vote. At our 2024 Annual Meeting of Stockholders, more than 91% of the votes cast on the say-on-pay proposal were in favor of the fiscal year 2023 compensation of our NEOs.

√ **Clawback Policies:** In 2023, we updated our approach to clawbacks and adopted a clawback policy to comply with the Dodd-Frank Wall Street Reform and Consumer Protection Act (the "Dodd-Frank Act") as well as a broader policy that provides the Company the means to recoup awards due to financial restatement or certain improper conduct.

√ **Short-Term and Long-Term Incentives/Measures:** Our annual and long-term plans provide a balance of incentives and include different measures of performance, with the use of both absolute and relative performance goals.

√ **Independent Compensation Consultant:** The Compensation Committee engages an independent compensation consultant, who does not provide any services to management.

√ **Stock Ownership Guidelines:** To further align the interests of management and our directors with our stockholders, we have stock ownership guidelines, which require our executive officers and directors to hold a multiple of their annual base compensation in Common Stock.

√ **Limited Perquisites:** We provide limited perquisites.

√ **Mitigate Inappropriate Risk Taking:** In addition to our clawback policies, stock ownership guidelines and prohibition of hedging and pledging, we structure our compensation programs so that they minimize inappropriate risk taking by our executive officers and other employees, including using multiple performance metrics and multi-year performance periods and capping payouts under our short-term incentive and performance share unit awards.

What We Don't Do

× **Gross-ups for Excise Taxes:** Our executive severance agreements do not contain a gross-up for excise taxes that may be imposed as a result of severance or other payments made in connection with a change in control.

× **Reprice Stock Options:** Our long-term incentive plan prohibits the repricing of stock options and stock appreciation rights without prior stockholder approval.

× **Fixed Term Employment Agreements:** Employment of our executive officers in the U.S. is "at will" and may be terminated by either the Company or the employee at any time.

× **Hedging and Pledging:** Our insider trading policy prohibits all employees (including officers) and directors from hedging or pledging their economic interest in the Common Stock they hold.

Performance Highlights and Impact on Incentive Compensation

Our executive compensation program has strong performance orientation with pay outcomes tied to financial results and the shareholder experience. We had a solid finish to close out 2024 as the teams delivered in an increasingly uncertain environment. While the Company made significant progress on strategic priorities to build IDEX to outperform throughout the entirety of a cycle, such as the acquisition of Mott Corporation, our largest acquisition to date, we also faced market headwinds that affected performance, resulting in below target payouts in the bonus and relative TSR PSUs, as indicated below:

Key 2024 Performance Objectives	Incentives Support Performance Objectives	2024 Incentive Plan Results*
	Management Incentive Compensation Plan	**Management Incentive Compensation Plan Payout of 60% of Target**
Profitable growth and operational excellence	• Adjusted EBITDA (40%)	• Adjusted EBITDA of $870.2M
Customer commitments and price capture	• Organic Sales Growth (40%)	• Organic sales growth of -1.9%
Strong cash flow management	• Cash Flow Conversion (10%)	• Cash flow conversion of 110%
Commitment to our culture, people and environmental stewardship	• Sustainability (10%)	• Improvement and progress on sustainability
	Long-Term Incentive Plan	**2021 PSU Payout of 50% of Target**
Growth in shareholder value and quarterly dividends	• Stock Options (50%)	• 11% three-year TSR
Value-added acquisitions	• Relative TSR PSUs (50%)	• 37th percentile versus S&P 500

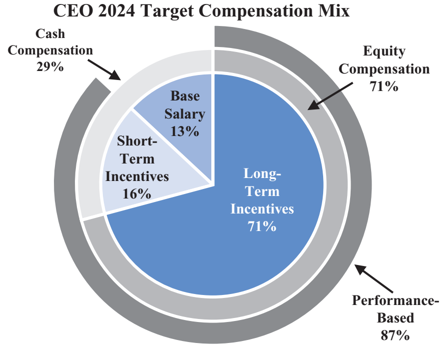
* *A reconciliation from GAAP to non-GAAP financial measures and other related information is included in Item 7 of the Company's Annual Report on Form 10-K for the year ended December 31, 2024. In addition to the adjustments noted in the Form 10-K, additional adjustments are used to determine the short-term incentive payouts, including adjustments related to acquisitions and divestitures, and actual capital expenditures.*

NEO Compensation Aligns with Company Performance

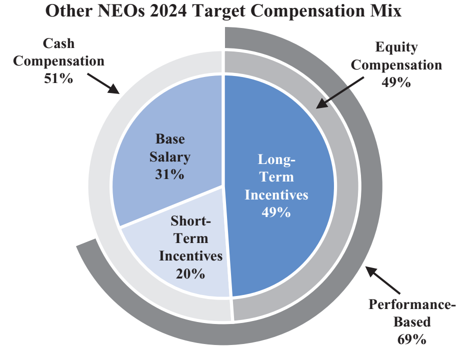
The compensation opportunities of our executives are designed to be directly tied to the performance of the Company. Our pay-for-performance philosophy is demonstrated by the following elements of our executive compensation program for 2024:

Approximately 87% of Mr. Ashleman's 2024 total targeted pay was performance-based, and an average of approximately 69% of our other NEOs' total targeted pay in 2024 was performance-based. The charts below show the allocation of 2024 targeted pay across base salary, short-term incentive awards, and long-term incentive awards for Mr. Ashleman and our other NEOs.

CEO 2024 Target Compensation Mix



Other NEOs 2024 Target Compensation Mix



In 2024, our long-term incentives continued to represent the single largest component of our CEO's and other NEOs' targeted pay, representing approximately 71% and 49% of total targeted pay, respectively.

Maintaining a balanced perspective is a core part of the Company's business strategy, which requires employees to take calculated risks to capitalize on anticipated changes in the Company's numerous businesses. The Compensation Committee believes that balancing the proportion of cash and non-cash awards, as well as short-term versus long-term awards, is important to motivate performance while mitigating risk. Cash-based awards are important in motivating executives for the short-term, while long-term incentives focus executives who have the greatest ability to impact business results on managing the business for the long-term and reinforce the link between their earnings opportunity and the long-term growth of the Company.

Our 2024 incentive awards are directly tied to performance metrics that balance absolute and relative performance goals: adjusted EBITDA, organic sales growth, cash flow conversion, sustainability, and relative TSR. We believe these are the best measures of our financial success and support the creation of stockholder value.

Role of Say-on-Pay

The Company held an advisory vote on executive compensation (say-on-pay) at the Company's 2023 Annual Meeting of Stockholders. The say-on-pay advisory vote received support from over 94% of the votes cast at the 2023 Annual Meeting. The Compensation Committee believes this affirms stockholders' support of the Company's approach to executive compensation. Accordingly, the Compensation Committee did not make any changes to the underlying structure of our executive compensation program for fiscal year 2024 in response to the 2023 "say-on-pay" vote. The Compensation Committee will continue to review and consider the outcome of the Company's say-on-pay votes when making future compensation decisions for the NEOs and acknowledge the support of the current executive compensation approach from over 91% of the votes cast in 2024.

2024 Executive Compensation Program

The following discussion describes our 2024 compensation elements and 2024 compensation decisions related to our NEOs.

2024 Key Compensation Elements

The material elements of 2024 compensation for the NEOs are outlined below:

Element	Type of Pay	Purpose	General Characteristics
Base Salary	Fixed	Provides a fixed level of current cash compensation commensurate with the executive's primary duties and responsibilities and necessary to attract, retain and reward NEOs.	Reviewed annually and adjusted as necessary to reflect market changes, salary budgets and individual performance.
Short-Term Incentives — Annual Bonus	Performance-Based	Focuses NEOs on annual performance by rewarding corporate and individual performance and achievement of pre-determined goals.	Variable cash payments. Annual awards based on performance against pre-determined individual and corporate performance goals.
Long-Term Incentives — Stock Options	Performance-Based	Provides retention through vesting schedules and aligns each NEO's interests with long-term stockholder interests by linking a substantial portion of each executive's compensation to stock price appreciation.	Variable compensation based on stock value, with no value received if the stock price does not appreciate from the grant date. Options vest ratably over four years and have a ten year term.
Long-Term Incentives — PSUs	Performance-Based	Ties long-term compensation to relative performance, further aligning the interests of NEOs with stockholders.	PSUs vest based on continued service and relative TSR compared to companies in the S&P 500 Index over a cumulative three-year period.

2024 Target Total Direct Compensation

The Committee takes a holistic view to setting target compensation for the NEOs each year. The three elements described below, base salary, short- and long-term incentives, together comprise the target total direct compensation. Consistent with its pay strategy, the Committee reviews performance, tenure, and market data to determine any adjustments to target total direct compensation for each individual NEO. For Mr. Ashleman, the Committee made a market-based adjustment and increased his total target pay by 19.5%. This increase recognizes his 2023 performance and tenure, and aligns his target total direct compensation more closely with the market median. Ms. Anderson (15% target increase) and Ms. Flores (10% target increase) also received increases in target total direct compensation aligned with their performance, our compensation philosophy and to better position them versus the market median. Consistent with the Company's long-standing compensation philosophy, a majority of the total target direct compensation increases was delivered in the form of long-term incentive awards to align the NEOs' interests with stockholders through the risks and rewards of equity ownership and to further support the execution of the Company's long-term strategy. Mr. Khandelwal (1.3% target increase) and Ms. Unnikrishnan (3.9% target increase) each received target pay increases to maintain their competitive market positions. Further details on the individual components of pay for each NEO are described in the sections below.

For further information on compensation actually paid to our NEOs as compared to the Total in the Summary Compensation Table, please see the Pay for Performance section on Page 61.

Base Salary

Base salaries are typically reviewed annually in February and may be adjusted to reflect market data, as well as individual responsibility, experience and performance. At the time of hire or promotion, the Compensation Committee approves the compensation of the newly appointed or promoted executive based on market data, prior experience and performance, the compensation received at the prior employer and the compensation received by the executive's predecessor at the Company. The table below highlights the change in 2024 base salary for each NEO, reflecting one or more of the following: annual merit increase, market and/or performance-related adjustments.

NEO	2023 Base Salary Rate	2024 Base Salary Rate	Percentage Increase
Eric D. Ashleman	1,000,000	1,050,000	5.0%
Abhishek Khandelwal	575,000	592,500	3.0%
Lisa M. Anderson	440,000	480,000	9.1%
Roopa Unnikrishnan	425,000	440,000	3.5%
Melissa S. Flores	425,000	440,000	3.5%

2024 Short-Term Incentives

The Company administers short-term incentives under the Management Incentive Compensation Plan (MICP). The amount of the annual bonus paid to each participant is determined under the following formula:

Annual Bonus = Base Salary x Individual Target Bonus Percentage x Business Performance Factor

Individual Target Bonus Percentage for the year is a percentage of the participant's base salary and is based on the participant's position and market data. For Mr. Ashleman, the Compensation Committee increased his Individual Target Bonus Percentage from 115% to 125%, which was aligned with the Compensation Committee's strategy of moving Mr. Ashleman's target compensation closer to the median of the target market composed of CEOs at other similarly sized companies. The Business Performance Factor (discussed in more detail below) is calculated based on measurable corporate quantitative objectives and strategic measures.

The Business Performance Factor Components listed below for 2024 are the same as those for 2023.

Business Performance Factor Components	2024 MICP Weighting
Adjusted EBITDA	40%
Organic Sales Growth	40%
Adjusted Cash Flow Conversion	10%
Sustainability	10%
Total	100%

Adjusted EBITDA aligns our incentive opportunities to our growth and acquisition strategy and rewards the profitability metric. We believe Adjusted EBITDA also has strong correlation to long-term TSR performance. Organic Sales Growth represents the percentage increase in sales revenue compared to the previous year's revenue, which by definition excludes revenue from businesses acquired in the year. We believe that rewarding executives on organic sales growth highlights the importance and emphasis on growth. In addition, Adjusted Cash Flow Conversion continues to be viewed as a vital metric for the overall health of the business.

At the beginning of each year, the Compensation Committee agrees on the categories of items that can be excluded or added back to arrive at the adjusted results in calculating the financial metrics included in the Business Performance Factor, as permitted by the terms of the MICP. After the year is complete, the Compensation Committee reviews the adjustments put forward by the Company for approval, resulting in the final Business Performance Factor. Typical adjustments include, but are not limited to, the impact of acquisition and divestiture-related income and charges, restructuring charges, capital expenditure investments versus plan, and the impact of foreign currency translation.

Over the past few years, executive leadership and the Board continued to focus on corporate sustainability matters viewed as most relevant to the Company and its internal and external stakeholders. Results of this effort are available under the Sustainability link on our website at www.idexcorp.com. To highlight the importance of corporate sustainability and progress with respect to specific topics, the Company first adopted Sustainability as a metric in the 2022 MICP.

Corporate sustainability, and, in particular our commitment with respect to our culture, people and environmental stewardship, is important to the Company and to our internal and external stakeholders. Environmental sustainability and having a highly engaged workforce are part of our culture and strategy. Several of the Company's growth opportunities are aligned to markets and customer initiatives focused on sustainable products or practices around energy reductions, water savings and alternative energy. A commitment to and progress toward various social and environmental initiatives serves as a differentiator in attracting and retaining exceptional talent and teams who have a tremendous impact on our communities and the customers we serve.

For the Sustainability component, the Compensation Committee assesses the Company's performance against goals and initiatives for 2024 to further drive progress against our sustainability strategy. The initiatives are the actions that the Compensation Committee has agreed to that we believe will best help the Company achieve its short- and long-term goals. Employees can earn a 0% to 200% payout on the Sustainability component, similar to the financial metrics, depending upon completion of each enabling initiative as well as performance against short-term goals and progress towards the long-term goals.

For 2024, the Company exceeded its employee engagement goal with 81% engagement and completed a number of initiatives including change leadership training and leader development. The Company also exceeded its goal to complete various initiatives to reduce electricity consumption in 2024 and test various ways to ultimately reach its long-term 2035 emissions goal.

In summary, 2024 was a successful year as a result of quality work completed by employees on the enabling initiatives, with the Company overall tracking above expectations for long-term goals, resulting in the Committee providing a Sustainability rating of 125%.

For 2024, the relative weightings and the performance against the quantitative and strategic measures resulted in a calculated Business Performance Factor of 60%, as shown in the table below.

MICP Objective	Threshold	Goal	Maximum	Actual*	Payout	MICP Weighting	Business Performance Factor
Adjusted EBITDA	$862.7M	$927.5M	$1,050.1M	$870.2M	36.6%	40%	14.7%
Organic Sales Growth	-3.0%	1.0%	5.0%	-1.9%	47.0%	40%	18.8%
Adjusted Cash Flow Conversion	80%	100%	129%	110%	140.6%	10%	14.1%
Sustainability	Combination of long-term goals and initiatives as described above			125.0%	125.0%	10%	12.5%
Total						100%	60.1%

* *A reconciliation from GAAP to non-GAAP financial measures and other related information is included in Item 7 of the Company's Annual Report on Form 10-K for the year ended December 31, 2024. In addition to the adjustments noted in the Form 10-K, additional adjustments are used to determine the short-term incentive payouts, including adjustments related to acquisitions and divestitures, restructuring charges, capital expenditure investments versus plan, and the impact of foreign currency translation.*

The short-term incentive payments are included in the 2024 Summary Compensation Table under the "Non-Equity Incentive Plan Compensation" column and summarized in the table below.

NEO	Base Salary Rate	Individual Target Bonus Percentage	Business Performance Factor	Actual 2024 Short-Term Incentive Award
Eric D. Ashleman	1,050,000	125%	60%	787,500
Abhishek Khandelwal	592,500	75%	60%	266,625
Lisa M. Anderson	480,000	65%	60%	187,200
Roopa Unnikrishnan	440,000	60%	60%	158,400
Melissa Flores	440,000	65%	60%	171,600

2025 Short-Term Incentives

Beginning in 2025, the MICP will increase the weighting of Adjusted Cash Flow Conversion from 10% to 20%. Adjusted EBITDA and Organic Sales Growth will continue to both be weighted at 40%, while the Sustainability component will no longer be part of the MICP design. These changes reflect the importance of cash flow as a vital metric reflecting the overall health of the business providing fuel for growth. The Sustainability metric was added to the MICP in 2022 and we are proud of the progress we've made in our sustainability efforts. The initiatives associated with the prior Sustainability metric, reducing energy usage and enhancing employee engagement, will continue with the same level of importance going forward with oversight by the Board and included in our NEOs' annual goals.

2024 Long-Term Incentive Awards

Working with its independent compensation consultant, the Compensation Committee granted long-term incentive awards to the NEOs in early 2024. Each NEO has a long-term incentive target established on an individual basis taking into consideration market practice for each role, and individual impact and performance. The Compensation Committee may grant awards above or below target based on individual and Company performance.

In 2024, the NEOs received annual long-term incentive awards consisting of PSUs and stock options, which are intended to emphasize the link between pay and performance. The target number of PSUs granted was determined by dividing the PSU target award value (50% of the total LTI target) by the closing price of Common Stock on the date of grant. The number of stock options granted was determined by dividing the stock option award value (50% of the total LTI target) by the grant date fair value, utilizing the Black Scholes option-pricing model. For additional details of the assumptions made in the valuation of such awards, see note 15 "Share-Based Compensation" of the financial statements in the Company's Annual Report on Form 10-K for the year ended December 31, 2024.

2024 CEO Awards. For 2024, the Board granted Mr. Ashleman an award based on the Compensation Committee's strategy and recommendation, which reflect Mr. Ashleman's three years of tenure in the CEO role and strong performance, which resulted in a target LTI award positioned near the CEO market median. The following chart shows the grant value recommended by the Compensation Committee and approved by the Board, and the Summary Compensation Table reported value of Mr. Ashleman's long-term incentive awards for 2023 and 2024. The Summary Compensation Table reported value reflects the grant date fair value determined in accordance with FASB ASC Topic 718, which differs from the target value.

	2023	2024
Target Value	$4,750,000	$5,880,000
Reported Grant Value	$5,618,356	$7,311,810

Objectives of Long-Term Incentive Vehicles

The Compensation Committee believes that PSUs and stock options both motivate management actions that support the creation of stockholder value and promote executive stock ownership. However, each long-term incentive component has different characteristics. The value of the PSUs after the approximate three-year performance period is directly linked to relative TSR, as described above, as well as the stock price movement during the performance period. Stock options provide value only to the extent that the Company's stock price appreciates above the stock price on the date of grant.

2024 PSU Design Features

The PSUs have an approximate three-year performance period and measure the Company's relative TSR against the TSR of companies in the S&P 500 Index over such period. If the Company achieves 50th percentile TSR performance as compared to the peer group of companies, each NEO will receive the target number of PSUs, paid out in shares of Common Stock. Threshold performance is at the 33rd percentile, which will result in a payout equal to 33% of target; performance below this level will result in zero payout. Maximum payout is 250% of the target number of shares for 80th percentile performance or higher. Payouts are interpolated for performance between the 33rd percentile and 50th percentile and between the 50th percentile and 80th percentile performance.

Notwithstanding the payout percentages indicated above, if the Company's TSR for the performance period is negative, the payout percentage will not be greater than 100%. Cumulative dividend equivalent payments will be made at the end of the performance period based on the number of shares of Common Stock received by each executive. All terms of the awards, including those identified above, are captured in participant award agreements.

In selecting relative TSR as the measure, the Compensation Committee noted that TSR is highly correlated with a combination of other metrics that are important to the Company and investors, notably: return on invested capital, EBITDA, net income growth, operating profit margin and compound annual sales growth rate (CAGR).

For the 2024 PSU grant, the Compensation Committee selected the S&P 500 Index companies as the comparator group for relative TSR as the Company is also included in this index. In addition, a one-year post-vest holding requirement was first instituted with the 2020 PSU grant, which we believe further aligns our executives' interests with those of our stockholders.

Payout of 2021 PSU Award

The 2021 PSU award was granted on February 25, 2021, with a performance period ending on January 31, 2024, and resulted in a 50% payout based on 11% TSR, which placed the Company in the 37th percentile of companies in the S&P 500 Index. These shares settled in February 2024.

2025 Long-Term Incentive Design

Beginning with the 2025 annual long-term incentive award provided in February 2025, the Company added restricted shares or restricted stock units (RSUs) as a third award vehicle for our NEOs as well as other senior leaders. Restricted shares or RSUs may be granted based on whether the recipient has satisfied the retirement vesting conditions. Awards were targeted to be 50% in PSUs, 25% in stock options and 25% in restricted shares/RSUs.

In addition, the 2025 PSU grants have two metrics covering the approximate three-year performance period. Relative TSR as measured against companies in the S&P 500 Index continues to be a metric, but now weighted at 75% of the PSU award, with net income growth as an internal financial metric representing the remaining 25% of the PSU award.

These changes collectively are designed to put greater emphasis on profitably growing our business and creating shareholder value by reinforcing the leadership behaviors associated with the Company's growth strategy.

Setting Executive Compensation

Role of Compensation Committee

The Compensation Committee establishes the Company's compensation philosophy, structures the Company's compensation programs to be consistent with that philosophy, and approves each element of NEO compensation. In the case of the CEO, the Board reviews, ratifies and approves compensation recommendations made by the Compensation Committee.

The Compensation Committee performs periodic reviews of executive pay tally sheets. The tally sheets outline each executive's recent annual target and actual pay history, unvested equity holdings and termination payments under various scenarios. Data from the tally sheets is considered by the Compensation Committee when setting target total compensation. Generally, the Compensation Committee reviews and adjusts target total compensation levels annually. Actual total compensation may vary from target based on performance and changes in stock price over time.

Generally, the amount of compensation realized historically, or potentially realizable in the future, from past equity awards does not directly impact the level at which future pay opportunities are set. When granting equity awards, the Compensation Committee considers market data and Company and individual performance.

Role of Compensation Consultant

The Compensation Committee has the sole authority to retain and replace, as necessary, compensation consultants to provide it with independent advice. The Compensation Committee has engaged F.W. Cook as its independent consultant to advise it on executive and non-employee director compensation matters. This selection was made without the input or influence of management.

Under the terms of its agreement with the Compensation Committee, F.W. Cook will not provide any other services to the Company, unless directed to do so by the Compensation Committee. During fiscal year 2024, F.W. Cook provided no services to the Company other than to advise the Compensation Committee on executive and non-employee director compensation issues. In its review, the Compensation Committee did not identify any conflicts of interest raised by the work F.W. Cook performed in fiscal year 2024, nor any business or personal relationships that would impair F.W. Cook's independence.

Setting Individual Executive Pay

The Compensation Committee formulates a recommendation of CEO pay based on the financial and operating performance of the Company, the Compensation Committee's assessment of the CEO's performance and a review of the market benchmarking data discussed below. The CEO pay recommendations put forth by the Compensation Committee are then reviewed and subject to approval by the Board.

The pay packages for the other NEOs are set by the Compensation Committee after taking into consideration the recommendations of the CEO. Individual pay decisions are based on an assessment of the individual executive, utilizing the following criteria:

1. Contribution
    - Value to IDEX; short-and long-term
    - Individual contribution and impact to team performance
2. Market attractiveness
    - Supply-demand of role
    - Experience, background, track record
3. Replacement difficulty
    - Challenge of replacing the role with equivalent capability
4. Experience in role
    - Overall experience in current or similar role
5. Company Performance
    - In determining the long-term incentive award value, the Compensation Committee reviews the Company's performance relative

to our peers against key performance indicators, including growth and returns and stock price performance

- The Compensation Committee has the latitude to adjust awards up and down relative to the executives' target

The Compensation Committee reviews pay data from two primary sources (third party surveys and peer company data) as one input in determining appropriate target compensation levels. The Compensation Committee utilizes the expertise of its independent compensation consultant, F.W. Cook, in developing compensation recommendations for the NEOs, including the CEO. The Compensation Committee believes that to attract and retain qualified management, total direct compensation should be competitively targeted within a range that includes the market median for comparable positions at comparable companies, with market compensation data being only one of many factors considered by the Compensation Committee when setting the compensation levels for any particular executive. While an individual executive's target compensation is positioned within the competitive range based on the individual factors listed above, actual compensation in any given year should and does vary from target based on Company and individual performance as well as other considerations, such as tenure within role.

The Compensation Committee undertook a review and analysis to evaluate whether the 2024 executive compensation programs appropriately reflected the market for talent. The Compensation Committee considered relevant market pay practices to strengthen the Company's ability to recruit and retain high performing talent across its diversified markets and global footprint. The Compensation Committee believes that multiple data sources provide for a clearer perspective of the market. Three surveys and a peer group analysis were utilized for the 2024 executive compensation market analysis for the NEOs.

Survey Data

The Aon Radford Global Compensation Database, Willis Towers Watson Executive Compensation Database Survey and the F.W. Cook Executive Compensation Survey were used because they include a broad range of manufacturing companies that are considered comparable to the Company in size, geography and industry.

Peer Companies

The peer group of companies identified below consists of companies that are similar to the Company in terms of their size (i.e., revenue, and market capitalization), diversified industry profile (ranging from customized manufacturing solutions to emerging markets in highly specialized health science technology), investment in research and development and global presence. In addition, the peer companies have executive officer positions that are comparable to the Company's in terms of breadth, complexity and scope of responsibilities. F.W. Cook reviewed the composition of the peer group used to benchmark pay in 2023 with the Compensation Committee. Based on that review, for 2024 the Compensation Committee maintained the same peer group of companies. The following peer group was used to evaluate 2024 executive compensation decisions:

Agilent Technologies, Inc.	Lincoln Electric Holdings, Inc.
AMETEK, Inc.	Mettler-Toledo International Inc.
Bruker Corporation	Nordson Corporation
Crane Co.	Pentair Ltd.
Donaldson Company, Inc.	Revvity, Inc.
Dover Corporation	Roper Technologies, Inc.
Flowserve Corporation	Waters Corporation
Graco Inc.	Watts Water Technologies, Inc.
Ingersoll Rand Inc.	Woodward, Inc.
ITT Corporation	Xylem Inc.

Based on the representation of the position matches within the data sources, the market data was weighted 80% peer group data and 20% survey data for the President and Chief Executive Officer and Senior Vice President and Chief Financial Officer positions, 70% survey data and 30% peer group data for the Senior Vice President, General Counsel and Corporate Secretary position, and 100% survey data for the Senior Vice President and Chief Human Resources Officer and Senior Vice President, Chief Strategy and Innovation Officer positions.

Other Compensation Components

Employee Benefits

The NEOs participate in nonqualified supplemental retirement plans, deferred compensation arrangements and supplemental disability benefits. Participation in these nonqualified plans is intended to provide the NEOs with the opportunity to accumulate retirement benefits at levels above the limitations imposed by tax qualified plans.

For a more complete explanation of these plans, see the "Narrative to 2024 Summary Compensation Table," the "Narrative to Nonqualified Deferred Compensation at 2024 Fiscal Year End Table," and the discussion under "Potential Payments upon Termination or Change in Control."

Severance and Change in Control Benefits

Each of the NEOs is entitled to severance benefits under the terms of written agreements in the event that their employment is actually or constructively terminated without cause. The amount of the benefit, which varies with the individual, depends on whether or not the termination is in connection with a change in control. The level of each NEO's severance benefits reflects the Company's perception of the market for their positions at the time the agreements were put in place.

For additional information regarding the Company's severance and change in control arrangements, see the section below entitled "Potential Payments upon Termination or Change in Control."

Perquisites

The Compensation Committee believes in providing limited perquisites in line with market practice. The principal perquisite provided to our NEOs is a car allowance. For further details on these perquisites, see the "Narrative to 2024 Summary Compensation Table" below.

Other Executive Compensation Matters

Stock Grant Practices

For our stock option awards, the exercise price of the stock option award will be the closing price of Common Stock on the NYSE on the date of the grant. If the grant date for the annual awards falls on a weekend, the exercise price of stock option awards will be the closing price of Common Stock on the NYSE on the last trading day preceding the date of grant.

Stock Ownership

Consistent with its executive pay philosophy, the Company requires that executive officers maintain minimum ownership levels of Common Stock as follows:

Executive	Ownership as a Multiple of Base Salary
CEO	5x
CFO	3x
Other NEOs	2x

NEOs must comply with these ownership requirements within five years of their date of hire or promotion. Counted for purposes of satisfying ownership requirements are shares directly owned, unvested restricted shares and PSUs at target. Due to the NEOs' annual equity awards consisting of PSUs and stock options, PSUs at target have been included for purposes of satisfying ownership requirements while stock options have been excluded in determining compliance. As of the record date, all NEOs either met or exceeded the ownership guidelines, or were on track to meet within the required timeline.

Insider Trading and Hedging and Pledging

We have adopted insider trading policies and procedures that govern the purchase, sale and other dispositions of Company securities by directors, officers, employees and contractors, as well as by the Company itself. We believe these policies and procedures are reasonably designed to promote compliance with insider trading laws, rules and regulations and applicable listing standards.

All directors and employees (including officers) of the Company are prohibited from (i) pledging Company securities (including through holding Company securities in margin accounts), and (ii) engaging in any transaction in which they may profit from short-term speculative swings in the value of the Company's securities ("hedging"). For this purpose, "hedging" includes "short-sales" (selling borrowed securities that the seller hopes can be purchased at a lower price in the future) or "short sales against the box" (selling owned, but not delivered securities), "put" and "call" options and other derivative instruments (publicly available rights to sell or buy securities within a certain period of time at a specified price or the like, including prepaid variable forward contracts, equity swaps, collars, and exchange funds), and other transactions designed to minimize the risk inherent in owning Common Stock, such as zero-cost collars and forward sales contracts.

Clawbacks

In 2023, the Company amended its clawback policy to comply with the requirements of the NYSE listing rules under the Dodd-Frank Act. Under the Company's Dodd-Frank Act clawback policy, the Company shall recover, or clawback, from current or former officers any wrongfully earned incentive compensation (as determined under the clawback policy), upon the determination by the Compensation Committee that:

- the Company's financial statements have been restated due to material noncompliance with any financial reporting requirement;
- the cash incentive or equity compensation to be recouped was calculated on, or its realized value was affected by, the financial results that were subsequently restated;
- the cash incentive or equity compensation would have been less than that actually awarded or paid based upon the application of the correct financial results; and
- the pay affected by the calculation was earned or awarded within three years of the restatement.

In addition, the Company also implemented an additional broad policy that provides the Company the means to recoup awards, including time-based awards, due to financial restatement or certain improper conduct and applies to the NEOs as well as the broader population of award recipients.

Tax Gross-Up Provisions

The Company has not entered into any agreements that include excise tax gross-up provisions with respect to payments contingent upon a change in control since the adoption of a no gross-up policy by the Compensation Committee in February 2011. No executives are eligible for an excise tax gross-up.

Risk Assessment

The Compensation Committee periodically reviews the potential risks arising from our compensation policies, practices and programs to determine whether any potential risks are material to the Company. In approving the 2024 compensation program design, the Compensation Committee engaged in discussions with F.W. Cook and management regarding any potential risks and concluded that the Company's compensation policies and practices are designed with the appropriate balance of risk and reward in relation to the Company's overall business strategy, do not incentivize employees, including executive officers, to take unnecessary or excessive risks, and that any risks arising from the Company's policies and practices are not reasonably likely to have a material adverse effect on the Company.

In this review, the Compensation Committee considered the attributes of the Company's policies and practices, including:

- the mix of fixed and variable compensation opportunities;
- the balance between short-term and long-term, stock-based performance opportunities;
- multiple performance factors tied to key measures of short-term and long-term performance that motivate sustained performance and are based on quantitative measures;
- caps on the maximum payout for cash incentives;
- stock ownership requirements for executives that encourage a long-term focus on performance;
- an insider trading policy that prohibits hedging and pledging;
- a clawback policy that applies to performance-based compensation, including time-based stock-based awards; and
- oversight by an independent compensation committee.

Compensation Committee Report

The Compensation Committee has reviewed the Compensation Discussion and Analysis and discussed its contents with management. Based on this review and discussion, the Compensation Committee recommended to the Board that the Compensation Discussion and Analysis be included in this Proxy Statement, which will be incorporated by reference into our Annual Report on Form 10-K for the fiscal year ended December 31, 2024.

Carl R. Christenson, Chair
Mark A. Beck
Lakecia N. Gunter
Alejandro Quiroz Centeno
Livingston L. Satterthwaite

2024 Summary Compensation Table

The table below and related footnotes summarize the total compensation earned or paid in 2024, and, to the extent required by SEC disclosure rules, 2023 and 2022 for the Company's CEO or CFO, and each of the three most highly compensated executive officers other than individuals serving as CEO or CFO. All amounts are paid in U.S. Dollars.

Name and Principal Position	Year	Salary ($)	Bonus ($) (1)	Stock Awards ($) (2)	Option Awards ($) (3)	Non-Equity Incentive Plan Compensation ($) (4)	All Other Compensation ($) (5)	Total ($)
Eric D. Ashleman, Chief Executive Officer and President	2024	1,040,385	0	4,371,623	2,940,187	787,500	231,773	9,371,468
	2023	992,308	0	3,243,595	2,374,761	828,000	320,212	7,758,876
	2022	948,462	0	2,548,123	2,050,207	1,668,480	279,955	7,495,227
Abhishek Khandelwal, Senior Vice President and Chief Financial Officer	2024	589,135	0	966,616	650,007	266,625	82,054	2,554,437
	2023	55,288	300,000	1,000,129	1,000,253	0	5,671	2,361,341
Lisa M. Anderson, Senior Vice President, General Counsel and Corporate Secretary	2024	472,308	0	484,182	325,163	187,200	91,130	1,559,983
	2023	433,269	0	375,980	275,075	190,080	101,570	1,375,974
	2022	387,434	0	311,176	250,071	364,655	74,598	1,387,934
Roopa Unnikrishnan, Senior Vice President, Strategy and Corporate Development	2024	437,115	0	447,475	300,273	158,400	84,033	1,427,296
	2023	420,192	0	392,930	287,537	183,600	88,739	1,372,998
Melissa S. Flores, Senior Vice President and Chief Human Resources Officer	2024	437,115	0	428,248	287,509	171,600	84,412	1,408,884
	2023	420,192	0	342,080	250,151	183,600	99,427	1,295,450
	2022	395,192	0	280,646	225,147	379,200	94,598	1,374,783

(1) Mr. Khandelwal received a cash sign-on award of $300,000 in 2023, upon his appointment as Senior Vice President and Chief Financial Officer.

(2) Reflects the aggregate grant date fair value of restricted shares and PSUs for the year indicated in accordance with FASB ASC Topic 718. For a discussion of the assumptions made in the valuation of those awards granted in 2024, see note 15 "Share-Based Compensation" of the financial statements in the Company's Annual Report on Form 10-K for the year ended December 31, 2024. For PSUs granted in 2024, the grant date fair value is based on the probable outcome of the related performance conditions which reflects the target level of performance. The grant date fair value of the PSUs granted in 2024 based on the maximum level of performance is as follows: Mr. Ashleman, $10,929,057; Mr. Khandelwal, $2,416,541; Ms. Anderson, $1,210,455; Ms. Unnikrishnan, $1,118,688; and Ms. Flores, $1,070,619. All shares of restricted stock are eligible for dividend payments when paid on Common Stock and, with respect to PSUs, cumulative dividend equivalents are paid based on actual number of shares delivered at the end of the performance period.

(3) Reflects the aggregate grant date fair value of stock options for the year indicated in accordance with FASB ASC Topic 718. For a discussion of assumptions made in the valuation of stock options granted in 2024, see note 15 "Share-Based Compensation" of the financial statements in the Company's Annual Report on Form 10-K for the year ended December 31, 2024.

(4) Reflects the short-term bonus under the MICP.

(5) Consists of the following for 2024:

Name	Company Contributions to the IDEX Corporation Savings Plan, and Accrued SERP Benefits ($)	Automotive, Supplemental Disability ($) (a)	Total ($)
Eric D. Ashleman	202,638	29,135	231,773
Abhishek Khandelwal	61,609	20,445	82,054
Lisa M. Anderson	69,301	21,829	91,130
Roopa Unnikrishnan	64,026	20,007	84,033
Melissa Flores	64,925	19,487	84,412

(a) Consists of automotive and fuel allowance and supplemental disability premiums.

Narrative to 2024 Summary Compensation Table

Perquisites and Supplemental Disability

In addition to benefits generally available to all other U.S.-based non-union employees, the NEOs receive an automotive and fuel allowance and participate in a supplemental long-term disability program. The supplemental disability benefit is in addition to the group long-term disability benefit generally available to all U.S.-based non-union employees. The group long-term disability plan provides an annual benefit of 60% of the first $300,000 of base salary, or an annual maximum benefit of $180,000 per year. The supplemental program provides an annual benefit of 60% of their base salary above $300,000, with a maximum supplemental benefit of $60,000 per year.

Retirement Benefits

The Company maintains a tax-qualified retirement plan for U.S. employees, the IDEX Corporation Savings Plan, in which the NEOs participate, which consists of a 401(k) with a prescribed matching contribution (401(k)) and a defined contribution portion (Defined Contribution).

Defined Contribution

The Defined Contribution portion of the IDEX Corporation Savings Plan is an ongoing tax-qualified "defined contribution" plan that provides contributions based on a participant's compensation and a combination of the participant's age and years of service as shown below:

Age + Years of Service	Company Contribution
Less than 40	3.5% of Eligible Compensation
40 but less than 55	4.0% of Eligible Compensation
55 but less than 70	4.5% of Eligible Compensation
70 or more	5.0% of Eligible Compensation

Under the plan, participants are entitled to receive the lump-sum value of their vested account at termination of employment subject to distribution rules under the law. Account balances are 100% vested after three years of service.

401(k)

The 401(k) is an ongoing tax-qualified "401(k)" plan that provides a matching contribution based on the employee's contribution up to 8% of eligible compensation. The maximum matching contribution by the Company is 4% of eligible compensation. The matching contribution vests 20% for each year of service and is 100% vested after five years of service.

2024 Grants of Plan-Based Awards

The following table provides information on plan-based awards for all NEOs for 2024.

		Estimated Future Payouts Under Non-Equity Incentive Plan Awards (1)			Estimated Future Payouts Under Equity Incentive Plan Awards (2)			All Other Option Awards: Number of Securities Underlying Options (#)	Exercise or Base Price of Option Awards ($/Sh) (3)	Grant Date Fair Value of Stock and Option Awards ($) (4)
Name	Grant Date	Threshold ($)	Target ($)	Maximum ($)	Threshold (#)	Target (#)	Maximum (#)			
Eric D. Ashleman	01/01/2024	65,625	1,312,500	2,625,000						
	02/22/2024				4,168	12,505	31,263			4,371,623
	02/22/2024							46,070	235.13	2,940,187
Abhishek Khandelwal	01/01/2024	22,219	444,375	888,750						
	02/22/2024				922	2,765	6,913			966,616
	02/22/2024							10,185	235.13	650,007
Lisa M. Anderson	01/01/2024	15,600	312,000	624,000						
	02/22/2024				462	1,385	3,463			484,182
	02/22/2024							5,095	235.13	325,163
Roopa Unnikrishnan	01/01/2024	13,200	264,000	528,000						
	02/22/2024				427	1,280	3,200			447,475
	02/22/2024							4,705	235.13	300,273
Melissa S. Flores	01/01/2024	14,300	286,000	572,000						
	02/22/2024				408	1,225	3,063			428,248
	02/22/2024							4,505	235.13	287,509

(1) Amounts reflect payment levels under the MICP at a percentage of base salary for each executive and a Business Performance Factor of 0% for below threshold, 100% for target and 200% for maximum. See "Short-Term Incentives" under "Compensation Discussion and Analysis — 2024 Executive Compensation Program." The amounts actually earned by the NEOs are reflected in the Non-Equity Incentive Plan Compensation column in the 2024 Summary Compensation Table.

(2) Reflects the range of the number of shares of Common Stock that could be issued pertaining to the PSUs awarded in 2024 under the Incentive Award Plan (IAP). The target number of PSUs is used to determine the grant date fair value for this award.

(3) Reflects closing price of Common Stock on the grant date, which is the fair market value of the stock under the terms of the IAP.

(4) Represents the grant date fair value of PSUs and stock options granted under the IAP to each NEO in accordance with FASB ASC Topic 718. For a discussion of the assumptions made in the valuation of those awards, see note 15 "Share-Based Compensation" of the financial statements in the Company's Annual Report on Form 10-K for the year ended December 31, 2024. For PSUs, the grant date fair value is based on the probable outcome of the related performance conditions which reflects the target level of performance. The grant date fair value of the PSUs granted in 2024 based on the maximum level of performance is as follows: Mr. Ashleman, $10,929,057; Mr. Khandelwal, $2,416,541; Ms. Anderson, $1,210,455; Ms. Unnikrishnan, $1,118,688; and Ms. Flores, $1,070,619. With respect to PSUs, cumulative dividend equivalents are paid based on actual number of shares delivered at the end of the performance period. For stock options, the actual value a NEO realizes from the stock option will depend on the difference between the market price of the underlying share at exercise and the exercise price of the stock option established at the time of the grant.

Narrative to 2024 Grants of Plan-Based Awards Table

Stock options awarded to the NEOs in 2024 had the following characteristics:

- all are nonqualified stock options;
- all have an exercise price equal to the closing price of Common Stock on the grant date;
- all vest annually in equal amounts over a four-year period based on the NEO's continued service;
- all shares vest upon retirement if retirement eligible (defined as at least age 50, with a minimum of five years of service, and the NEO's age plus years of service equals 70); and
- all expire 10 years after the date of grant.

PSUs awarded to the NEOs in 2024 had the following characteristics:

- all have an approximate three-year performance period with vesting based on relative TSR and the NEO's continued service;
- all shares vest upon retirement if the NEO is retirement eligible (defined as at least age 50, with a minimum of five years of service, and the NEO's age plus years of service equals 70); but are paid out only based on the Company's actual TSR as compared to the companies in the S&P 500 Index determined as of the last day of the performance period;
- cumulative dividend equivalents are paid based on actual number of shares delivered at the end of the performance period; and
- shares delivered upon vesting are subject to a one-year holding requirement.

Outstanding Equity Awards at 2024 Fiscal Year End

The following table provides information on all PSU, restricted stock and stock option awards held by the NEOs as of December 31, 2024.

	Option Awards				Stock Awards			
	Number of Securities Underlying Unexercised Options		Option Exercise Price ($)	Option Expiration Date	Number of Shares of Stock that Have Not Vested (#)(2)	Market Value of Shares of Stock that Have Not Vested ($)(3)	Equity Incentive Plan Awards: Number of Unearned Shares, Units or Other Rights That Have Not Vested (#) (4)	Equity Incentive Plan Awards: Market or Payout Value of Unearned Shares, Units or Other Rights That Have Not Vested ($) (4)
Name	Exercisable (#) (1)	Unexercisable (#) (1)						
Eric D. Ashleman	15,385	-	93.27	02/22/2027	-	-	7,378	1,544,142
	18,710	-	138.12	02/22/2028				
	20,615	-	144.85	03/01/2029				
	25,490	-	173.35	02/21/2030				
	35,966	11,989	197.11	02/25/2031				
	24,678	24,677	188.99	02/24/2032				
	9,766	29,299	225.69	02/23/2033				
	-	46,070	235.13	02/22/2034				
Abhishek Khandelwal	4,824	14,471	195.72	11/20/2033	5,110	1,069,472	-	-
	-	10,185	235.13	02/22/2034				
Lisa M. Anderson	385	-	93.27	02/22/2027	-	-	901	188,570
	825	-	138.12	02/22/2028				
	935	-	144.85	03/01/2029				
	1,540	-	173.35	02/21/2030				
	1,556	519	197.11	02/25/2031				
	3,010	3,010	188.99	02/24/2032				
	1,131	3,394	225.69	02/23/2033				
	-	5,095	235.13	02/22/2034				
Roopa Unnikrishnan	2,293	2,292	198.47	03/21/2032	-	-	687	143,782
	1,183	3,547	225.69	02/23/2033				
	-	4,705	235.13	02/22/2034				
Melissa S. Flores	820	-	74.74	02/19/2026	-	-	813	170,153
	1,565	-	93.27	02/22/2027				
	1,065	-	138.12	02/22/2028				
	865	-	144.85	03/01/2029				
	1,555	-	173.35	02/21/2030				
	3,161	1,054	197.11	02/25/2031				
	2,710	2,710	188.99	02/24/2032				
	1,029	3,086	225.69	02/23/2033				
	-	4,505	235.13	02/22/2034				

(1) All options expire on the 10th anniversary of the grant date and vest 25% per year on the anniversary of the grant date. As discussed in “Potential Payments upon Termination or Change in Control”, all stock options vest 100% upon a qualifying termination of employment following a change in control.

(2) The following table sets forth grant and vesting information for the outstanding restricted stock award for Mr. Khandelwal, the only NEO who holds outstanding restricted stock. The award will vest 100% upon a qualifying termination of employment following a change in control.

	Grant Date	# Shares	100% Vesting
Abhishek Khandelwal	11/20/2023	5,110	11/20/2026

(3) Determined based on the closing price of the Company's Common Stock on December 31, 2024 of $209.29.

(4) Represents the number and value of outstanding PSU awards based on performance as of December 31, 2024, as set forth in the following table. Actual number of shares delivered upon vesting will be based on performance through January 31, 2025, for the PSU award granted in 2022; performance through January 31, 2026, for the PSU award granted in 2023; and performance through January 31, 2027, for the PSU award granted in 2024. The 2022 PSU awards are disclosed at 68% of the target; the 2023 PSU awards are disclosed at 0% of the target; and the 2024 PSU awards are disclosed at 0% of the target, all based on performance through December 31, 2024, and at a closing price of $209.29 on December 31, 2024.

	Grant Date	Number of PSUs at Target (#)	Market or Payout Value of Unearned Shares, Units or Other Rights That Have Not Vested ($)	Vesting
Eric D. Ashleman	02/24/2022	10,850	1,544,142	Award vests on 01/31/2025
	02/23/2023	10,525	0	Award vests on 01/31/2026
	02/22/2024	12,505	0	Award vests on 01/31/2027
Abhishek Khandelwal	02/22/2024	2,765	0	Award vests on 01/31/2027
Lisa M. Anderson	02/24/2022	1,325	188,570	Award vests on 01/31/2025
	02/23/2023	1,220	0	Award vests on 01/31/2026
	02/22/2024	1,385	0	Award vests on 01/31/2027
Roopa Unnikrishnan	02/24/2022	1,010	143,782	Award vests on 01/31/2025
	02/23/2023	1,275	0	Award vests on 01/31/2026
	02/22/2024	1,280	0	Award vests on 01/31/2027
Melissa S. Flores	02/24/2022	1,195	170,153	Award vests on 01/31/2025
	02/23/2023	1,110	0	Award vests on 01/31/2026
	02/22/2024	1,225	0	Award vests on 01/31/2027

2024 Option Exercises and Stock Vested

The following table provides information on stock option exercises and stock vesting for all NEOs in 2024.

Name	Option Awards		Stock Awards	
	Number of Shares Acquired on Exercise (#)	Value Realized on Exercise ($) (1)	Number of Shares Acquired on Vesting (#)	Value Realized on Vesting ($) (2)
Eric D. Ashleman	-	-	4,695	1,065,624
Abhishek Khandelwal	-	-	-	-
Lisa M. Anderson	-	-	205	46,529
Roopa Unnikrishnan	-	-	-	-
Melissa S. Flores	-	-	413	93,739

(1) Calculated based on the difference between the closing price of Common Stock on the date of exercise and the exercise price.
(2) Calculated based on the closing price of Common Stock on the release date. For 2021 PSUs vesting on January 31, 2024, after the end of the performance period with a release price of $226.97 and a multiplier of 50% due to IDEX's TSR performance at the 37th percentile as compared to companies in the S&P 500 Index, Mr. Ashleman had 4,695 shares vest, Ms. Anderson had 205 shares vest, and Ms. Flores had 413 shares vest.

Nonqualified Deferred Compensation at 2024 Fiscal Year End

The Supplemental Executive Retirement and Deferred Compensation Plan (SERP) is an unfunded, nonqualified plan designed to provide supplemental executive retirement benefits. The following table provides information related to the benefits payable to each NEO under the SERP, which is the Company's only defined contribution nonqualified deferred compensation plan:

Name	Executive Contributions in Last Fiscal Year ($) (1)	Registrant Contributions in Last Fiscal Year ($) (2)	Aggregate Earnings in Last Fiscal Year ($) (3)	Aggregate Withdrawals / Distributions ($)	Aggregate Balance at Last Fiscal Year End ($) (4)
Eric D. Ashleman	-	176,773	348,585	7,938	2,447,492
Abhishek Khandelwal	-	34,834	757	793	30,898
Lisa M. Anderson	-	42,526	8,346	1,356	182,186
Roopa Unnikrishnan	-	38,150	3,870	-	94,640
Melissa Flores	-	38,150	9,622	1,219	204,406

(1) None of the NEOs contributed to the SERP in 2024.
(2) Amounts are reflected in All Other Compensation column of the "2024 Summary Compensation Table."
(3) None of the amounts reported in this column are reported in the "2024 Summary Compensation Table" because the Company does not pay guaranteed, above-market or preferential earnings on deferred compensation under the SERP.
(4) The following amounts have been previously reported as "All Other Compensation" in the Summary Compensation Table for prior years: Mr. Ashleman, $1,219,912; Mr. Khandelwal, $885: Ms. Anderson, $90,068; Ms. Unnikrishnan, $47,282 and Ms. Flores, $79,099.

Narrative to Nonqualified Deferred Compensation at 2024 Fiscal Year End Table

Supplemental Executive Retirement and Deferred Compensation Plan

Eligible employees may defer until a future date payment of all or any portion of their annual salary or bonus under the SERP. Deferral elections may be made annually. These amounts are fully vested. The Company also contributes to an eligible employee's account additional amounts, as described below, that are fully vested after the employee has completed three years of service.

The Company contributes an amount equal to 4% of the eligible employee's compensation up to the IRS limit on compensation reduced by the amount of any Company matching contribution that is made to the 401(k) Plan. Additionally, the Company makes annual contributions to the accounts of eligible employees based on the employee's compensation above the IRS limit on compensation in the Defined Contribution Plan, determined based on the following table:

Sum of Participant's Age Plus Years of Service	Contribution Percentage
Less than 40	7.5
40 but less than 55	8.0
55 but less than 70	8.5
70 or more	9.0

Certain eligible employees designated by the Compensation Committee, including the NEOs, also receive an additional contribution equal to 2% of the employee's compensation.

Deferred Compensation Account

All amounts deferred are recorded in a memorandum account for each employee and are credited or debited with earnings or losses as if such amounts had been invested in either an interest-bearing account or receive an investment return as if the funds were invested in certain mutual funds, as selected by the employee. The deferred compensation credited to the interest-bearing account is adjusted on at least a quarterly basis with hypothetical earnings equal to the lesser of the Barclays Capital Long Term Bond AAA — Corporate Bond Index as of the first business day in November of the calendar year preceding the year for which the earnings are to be credited or 120% of the long-term applicable Federal rate as of the first business day in November. The memorandum accounts are not funded, and the right to receive future payments of amounts recorded in these accounts is an unsecured claim against the Company's general assets.

The deferred compensation account amounts are payable upon separation of service within the meaning of IRC Section 409A; however, no benefits are payable prior to the date that is six months after the date of separation of service, or the date of death of the employee, if earlier. Account balances will be paid either in a single lump sum or in up to ten substantially equal annual installments, as elected by the employee at the time he or she first becomes eligible for the SERP.

Prior to separation from service, amounts may be paid only upon the occurrence of an unforeseeable emergency, within the meaning of IRC Section 409A. On the occurrence of a change in control event within the meaning of IRC Section 409A, all amounts become vested and are distributed at that time in a single lump-sum payment.

Potential Payments upon Termination or Change in Control

Messrs. Ashleman and Khandelwal, and Mss. Anderson, Flores, and Unnikrishnan

The Company has entered into letter agreements with Messrs. Ashleman and Khandelwal and Mss. Anderson, Flores and Unnikrishnan, providing for (a) severance pay in an amount equal to two times the sum of the executive's annual base salary and target MICP bonus in the event of an involuntary termination within two years following a change in control, payable over the 24-month period following termination and (b) severance pay in an amount equal to the sum of one year of salary and target MICP bonus in the event of an involuntary termination without cause other than in connection with a change in control, in exchange for a signed release.

Equity Awards

The IAP provides that if a change in control occurs, then each outstanding award will continue in effect, or be assumed or an equivalent award substituted by the Company's successor; provided, that if the grantee incurs a termination of service without cause or for good reason (each as defined in the IAP) within 24 months following such change in control, the awards will become fully exercisable and all forfeiture restrictions will lapse. If an outstanding award is not assumed or substituted upon a change in control or if, following a change in control, neither the Company nor its successor has equity securities that are readily tradable on a regulated securities exchange, then the awards will vest in full. As of December 31, 2024, Mr. Ashleman satisfied the requirements for retirement status and his awards will vest upon his retirement from the Company.

2022, 2023 and 2024 PSU Grants

Notwithstanding the foregoing, the award agreements for PSUs granted in 2022, 2023 and 2024 provide that if a change in control occurs, the grantee will receive a cash payment in respect of such PSUs valued based on the actual level of achievement of the performance goals against the target performance goal measured as of the date of the change in control, including dividend equivalents earned up to the change in control, with such value adjusted to the date of payment to reflect hypothetical earnings (equal to the lesser of the Barclays Long Aaa U.S. Corporate Index or 120% of the applicable federal long-term rate, in each case, determined as of the first business day of November of the calendar year preceding the change in control and compounded) for the period between such change in control and the date of payment. The cash payment will be paid as soon as practicable following the earliest to occur of the following events: (i) if, as of the time of the change in control, the grantee is eligible for retirement, as of the date of the change in control, (ii) as of the date the grantee first becomes eligible for retirement following the change in control if that date occurs prior to the end of the performance period, (iii) if the grantee's service is terminated by the Company without cause or by the grantee for good reason and the date of termination occurs, in each case, within 24 months following the change in control, on the date of such termination, (iv) if the grantee remains employed through the end of the applicable performance period, as of the end of the applicable performance period, or (v) if the grantee's employment is terminated due to death or disability prior to the end of the performance period, as of the date of death or disability.

Termination due to Death, Disability or Retirement

The award agreements for stock options and restricted stock awards provide that if the grantee's service is terminated by reason of death, disability or retirement, the award will become fully vested and exercisable. The award agreements for the 2022, 2023 and 2024 PSU grants provide that if the grantee's service is terminated by reason of death, disability or retirement, the PSUs and any dividend equivalents thereon will become fully vested and earned based on the actual level of achievement of the performance goals against target measured through the end of the performance period. Mr. Ashleman satisfied the retirement vesting conditions as of December 31, 2024.

SERP

Pursuant to the SERP, if a change in control occurs then not later than the closing date for the change in control event the amount credited to each participant's deferred compensation account shall be distributed in one lump sum.

Quantification of Termination Payments and Benefits — Change in Control

The following tables set forth the amount each NEO would receive in the event of a termination of employment, as severance or as a result of accelerated vesting if his or her employment was terminated without cause or for good reason, or for disability or death, upon a change in control or in connection with a termination of employment following a change in control, using the following assumptions:

- change in control and/or termination of employment on December 31, 2024;
- accelerated vesting of options and restricted stock, and exercise of all accelerated vested options based on the closing market price of $209.29 per share of Common Stock on December 31, 2024; and
- accelerated vesting of PSUs and payment of cumulative dividend equivalents as valued based on performance as of December 31, 2024.

SERP benefits are excluded from this table to the extent such benefits were vested as of December 31, 2024. Please see the "Nonqualified Deferred Compensation at 2024 Fiscal Year End" section above for further information regarding the SERP.

All potential termination payments set forth in the tables below reflect full payments under the potential scenarios and do not reflect any reductions that could occur if the payment is subject to excise tax under Section 280G of the Internal Revenue Code.

Change in Control and Termination Payments and Benefits for Eric D. Ashleman

Incremental Benefits Due to Termination Event	Involuntary Not for Cause Termination ($)(2)	Disability, Death or Retirement ($)	Change in Control ($)	Involuntary Not for Cause Termination or Voluntary Good Reason Termination Following Change in Control ($)
Cash Severance	2,362,500	-	-	4,725,000
Unvested Options	646,969	646,969	-	646,969
Unvested PSUs (1)	1,601,100	1,601,100	-	1,596,009
Total	4,610,569	2,248,069	-	6,967,978

Change in Control and Termination Payments and Benefits for Abhishek Khandelwal

Incremental Benefits Due to Termination Event	Involuntary Not for Cause Termination ($)	Disability or Death ($)	Change in Control ($)	Involuntary Not for Cause Termination or Voluntary Good Reason Termination Following Change in Control ($)
Cash Severance	1,036,875	-	-	2,073,750
Unvested Restricted Stock	-	1,069,472	-	1,069,472
Unvested Options	-	196,371	-	196,371
Unvested PSUs	-	-	-	-
Total	1,036,875	1,265,843	-	3,339,593

Change in Control and Termination Payments and Benefits for Lisa M. Anderson

Incremental Benefits Due to Termination Event	Involuntary Not for Cause Termination ($)	Disability or Death ($)	Change in Control ($)	Involuntary Not for Cause Termination or Voluntary Good Reason Termination Following Change in Control ($)
Cash Severance	792,000	-	-	1,584,000
Unvested Options	-	67,424	-	67,424
Unvested PSUs (1)	-	195,526	-	194,904
Total	792,000	262,950	-	1,846,328

Change in Control and Termination Payments and Benefits for Roopa Unnikrishnan

Incremental Benefits Due to Termination Event	Involuntary Not for Cause Termination ($)	Disability or Death ($)	Change in Control ($)	Involuntary Not for Cause Termination or Voluntary Good Reason Termination Following Change in Control ($)
Cash Severance	704,000	-	-	1,408,000
Unvested Options	-	24,799	-	24,799
Unvested PSUs (1)	-	149,086	-	148,612
Unvested SERP (3)		94,640	94,640	94,640
Total	704,000	268,525	94,640	1,676,051

Change in Control and Termination Payments and Benefits for Melissa S. Flores

Incremental Benefits Due to Termination Event	Involuntary Not for Cause Termination ($)	Disability or Death ($)	Change in Control ($)	Involuntary Not for Cause Termination or Voluntary Good Reason Termination Following Change in Control ($)
Cash Severance	726,000	-	-	1,452,000
Unvested Options	-	67,851	-	67,851
Unvested PSUs (1)	-	176,429	-	175,868
Total	726,000	224,280	-	1,695,719

(1) In the event of a termination for disability, death, or retirement, PSU grants and cumulative dividend equivalents will generally become fully vested at the end of the applicable performance period, based on actual performance. For purposes of the termination payment calculation, PSU grants have been valued based on performance as of December 31, 2024.

(2) Mr. Ashleman's Involuntary Not for Cause Termination includes the value of Unvested Options and Unvested PSUs, as Mr. Ashleman has satisfied the retirement eligibility requirements as of December 31, 2024.

(3) Ms. Unnikrishnan would receive accelerated vesting of her SERP balance upon a change in control, a termination due to disability or death, or involuntary not for cause or voluntary good reason termination following a change in control.

CEO and Median Employee Pay Ratio

As required by Section 953(b) of the Dodd-Frank Wall Street Reform and Consumer Protection Act, the Company is providing the following disclosure about the relationship of the annual total compensation of our employees to the annual total compensation of our CEO. SEC rules for identifying the median employee and calculating the pay ratio allow companies to apply various methodologies and assumptions and, as a result, the pay ratio reported by us may not be comparable to the pay ratio reported by other companies. Given the leverage of our executive compensation program towards performance-based elements, we expect that our pay ratio disclosure will fluctuate year-to-year based on the Company's performance against the pre-established performance goals. We believe our executive compensation program must be consistent and internally equitable to motivate our employees to perform in ways that enhance stockholder value. We are committed to providing market-competitive compensation and to internal pay equity.

Methodology for Identifying the Median Employee

The Compensation Committee reviewed a comparison of our CEO's annual total compensation in 2024 to that of the median employee for the same period. As permitted under Item 402(u), the Company determined that there were no material changes to the employee population or employee compensation arrangements over the last fiscal year and elected to use the median employee identified in 2023 for the 2024 analysis. Approximately 390 employees from the Mott Corporation were excluded from the calculation due to acquisition by the Company in 2024. To determine our median employee, we used December 31, 2023 as our median employee identification date and used total annual cash compensation (salary/ hourly earnings, commissions, bonuses paid, and allowances/fixed payments) as of December 31, 2023 as cash compensation represents the principal form of compensation delivered to all of our employees and is readily available in each country.

Under the Item 402(u)(4)(ii) ("de minimis") exemption, the Company may exclude non-U.S. employees up to a 5% threshold when identifying the median employee. As noted in the Company's 2024 Proxy Statement, in determining such median employee, the Company excluded 232 employees from the following jurisdictions, comprising less than 5% of the 8,249 total Company population (with number of employees):

Australia (25)	France (7)	Poland (39)	Spain (20)
Austria (48)	Ireland (20)	Saudi Arabia (5)	United Arab Emirates (15)
Belgium (16)	Korea (3)	Singapore (21)	
Brazil (7)	Mexico (4)	South Africa (2)	

The 8,017 employees who were included in identifying the median employee are located in the following countries:

Canada	India	Sweden	United Kingdom
China	Italy	Switzerland	United States of America
Germany	Japan	The Netherlands	

Pay Ratio

After identifying the median employee based on actual cash compensation, we calculated annual total compensation for such employee consistent with the same methodology we use for our NEOs as set forth in the 2024 Summary Compensation Table. The annual total compensation of the CEO is $9,371,468. The median of the annual total compensation of all employees, except the CEO is $67,484. The pay ratio is 139:1.

Pay Versus Performance

The following table sets forth information regarding the Company's performance and the "compensation actually paid" to our NEOs, as calculated in accordance with SEC disclosure rules:

Year (1)	Summary Compensation Table Total for Eric D. Ashleman (PEO) ($)(2)	Compensation Actually Paid to Eric D. Ashleman (PEO) ($)(3)	Summary Compensation Table Total for Andrew K. Silvernail (PEO) ($)(2)	Compensation Actually Paid to Andrew K. Silvernail (PEO) ($)(3)	Average Summary Compensation Table Total for Non-PEO NEOs ($)(2)	Average Compensation Actually Paid to Non-PEO NEOs ($)(3)	Value of Initial Fixed $100 Investment Based On: (4)		Net Income ($000,000)	Adjusted EBITDA ($000,000) (6)
							TSR ($)	Peer Group TSR ($)(5)		
2024	9,371,468	2,773,408	N/A	N/A	1,737,650	1,021,356	129	198	505.0	874.3
2023	7,758,876	2,066,071	N/A	N/A	1,848,761	655,908	132	174	596.1	899.6
2022	7,495,227	11,439,171	N/A	N/A	2,396,496	2,058,991	137	132	586.9	884.2
2021	6,719,772	9,849,418	N/A	N/A	1,743,998	2,463,917	140	150	449.4	765.4
2020	3,407,839	5,952,238	8,890,861	(14,813,422)	1,709,129	2,782,284	117	116	377.8	622.9

(1) The Principal Executive Officer (PEO) and NEOs for the applicable years were as follows:

- 2024: Mr. Ashleman served as the PEO for the entirety of 2024. The Company's other NEOs for 2024 were: Abhishek Khandelwal; Lisa M. Anderson; Roopa Unnikrishnan; and Melissa S. Flores.
- 2023: Mr. Ashleman served as the PEO for the entirety of 2023. The Company's other NEOs for 2023 were: Abhishek Khandelwal; Lisa M. Anderson; Roopa Unnikrishnan; Melissa S. Flores; Allison S. Lausas; William K. Grogan; and Marc Uleman.
- 2022: Mr. Ashleman served as the PEO for the entirety of 2022. The Company's other NEOs for 2022 were: William K. Grogan; Melissa Aquino; Marc Uleman; and Lisa M. Anderson.
- 2021: Mr. Ashleman served as the PEO for the entirety of 2021. The Company's other NEOs for 2021 were: William K. Grogan; Denise R. Cade; Melissa S. Flores; Daniel J. Salliotte; and Michael J. Yates.
- 2020: Mr. Ashleman was appointed PEO effective December 15, 2020, and Mr. Silvernail served as PEO prior to Mr. Ashleman's appointment. The Company's other NEOs for 2020 were: William K. Grogan; Denise R. Cade; Jeffrey D. Bucklew; and Daniel J. Salliotte.

(2) Amounts reported in this column represent (i) the total compensation reported in the Summary Compensation Table for the applicable year in which the NEO served as PEO in the case of Messrs. Ashleman and Silvernail and (ii) the average of the total compensation reported in the Summary Compensation Table for the applicable year for the Company's other NEOs reported for the applicable year.

(3) To calculate the compensation actually paid ("CAP"), adjustments were made to the amounts reported in the Summary Compensation Table for the applicable year. A reconciliation of the adjustments for Messrs. Ashleman and Silvernail and for the average of the other NEOs is set forth following the footnotes to this table.

(4) Pursuant to rules of the SEC, the comparison assumes $100 was invested on December 31, 2019. Historic stock price performance is not necessarily indicative of future stock price performance.

(5) The TSR Peer Group consists of the S&P 400 Midcap Industrials Sector Index, an independently prepared index (and which is used for the Company's stock performance chart in the Annual Report on Form 10-K for the year ended December 31, 2024).

(6) As noted in "Compensation Discussion and Analysis," the Compensation Committee selected Adjusted EBITDA as a key metric for evaluating and rewarding management's performance in the 2024 incentive program design. This measure is used to determine the payout of 40% of the 2024 MICP awards. Adjusted EBITDA is a non-GAAP financial measure and is calculated based on the Company's earnings before interest, taxes, depreciation and amortization, adjusted to exclude the impact of acquisitions and divestitures and actual capital expenditures. A reconciliation from GAAP to non-GAAP financial measures and other related information is included in Item 7 of the Company's Annual Report on Form 10-K for the year ended December 31, 2024.

The following tables sets forth the detailed calculation from SCT Total to Compensation Actually Paid for the PEOs and NEOs:

	Eric D. Ashleman				
Prior FYE Current FYE	**12/31/2019 12/31/2020**	**12/31/2020 12/31/2021**	**12/31/2021 12/31/2022**	**12/31/2022 12/31/2023**	**12/31/2023 12/31/2024**
Fiscal Year	**2020**	**2021**	**2022**	**2023**	**2024**
SCT Total	$3,407,839	$6,719,772	$7,495,227	$7,758,876	$9,371,468
- Grant Date Fair Value of Option Awards and Stock Awards Granted in Fiscal Year	($2,006,979)	($4,174,035)	($4,598,330)	($5,618,356)	($7,311,810)
+ Fair Value at Fiscal Year-End of Outstanding and Unvested Option Awards and Stock Awards Granted in Fiscal Year	$2,659,808	$6,194,944	$8,424,336	$4,453,992	$4,611,397
+ Change in Fair Value of Outstanding and Unvested Option Awards and Stock Awards Granted in Prior Fiscal Years	$1,362,544	$1,050,803	$865,977	($4,529,994)	($4,070,069)
+ Fair Value at Vesting of Option Awards and Stock Awards Granted in Fiscal Year That Vested During Fiscal Year	$0	$0	$0	$0	$0
+ Change in Fair Value as of Vesting Date of Option Awards and Stock Awards Granted in Prior Fiscal Years For Which Applicable Vesting Conditions Were Satisfied During Fiscal Year	$443,050	$21,243	($916,830)	($93,950)	$120,488
- Fair Value as of Prior Fiscal Year-End of Option Awards and Stock Awards Granted in Prior Fiscal Years That Failed to Meet Applicable Vesting Conditions During Fiscal Year	$0	$0	$0	$0	$0
+ Value of Dividends Earned on Stock Awards in the Covered Fiscal Year, Prior to Vesting	$85,976	$36,691	$168,791	$95,503	$51,934
Compensation Actually Paid	**$5,952,238**	**$9,849,418**	**$11,439,171**	**$2,066,071**	**$2,773,408**

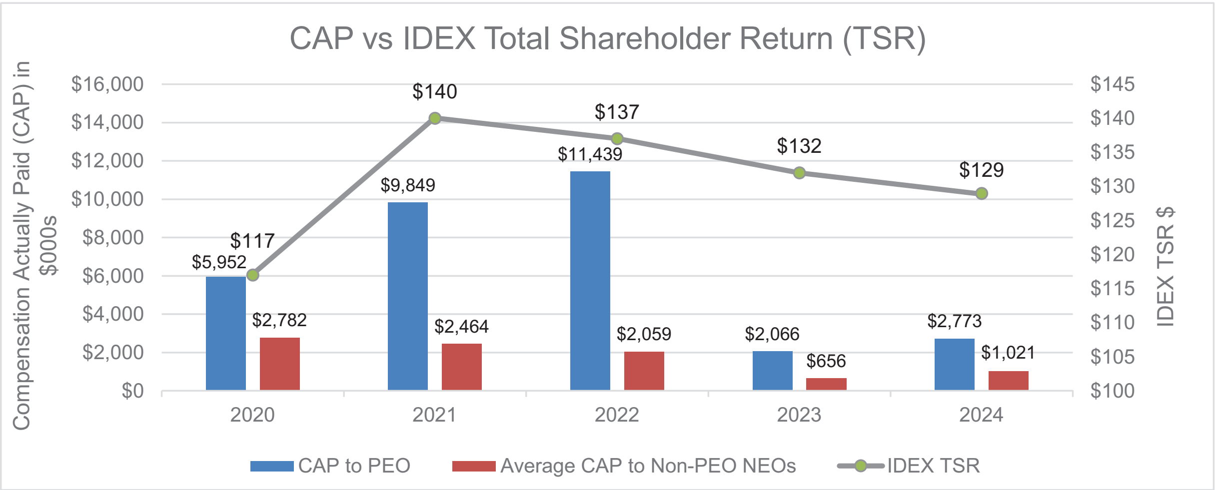
	Andrew K. Silvernail
Prior FYE	**12/31/2019**
Current FYE	**12/31/2020**
Fiscal Year	**2020**
SCT Total	$8,890,861
- Grant Date Fair Value of Option Awards and Stock Awards Granted in Fiscal Year	($6,277,937)
+ Fair Value at Fiscal Year-End of Outstanding and Unvested Option Awards and Stock Awards Granted in Fiscal Year	$0
+ Change in Fair Value of Outstanding and Unvested Option Awards and Stock Awards Granted in Prior Fiscal Years	$0
+ Fair Value at Vesting of Option Awards and Stock Awards Granted in Fiscal Year That Vested During Fiscal Year	$0
+ Change in Fair Value as of Vesting Date of Option Awards and Stock Awards Granted in Prior Fiscal Years For Which Applicable Vesting Conditions Were Satisfied During Fiscal Year	($295,496)
- Fair Value as of Prior Fiscal Year-End of Option Awards and Stock Awards Granted in Prior Fiscal Years That Failed to Meet Applicable Vesting Conditions During Fiscal Year	($17,130,850)
+ Value of Dividends Earned on Stock Awards in the Covered Fiscal Year, Prior to Vesting	$ 0
Compensation Actually Paid	**($14,813,422)**

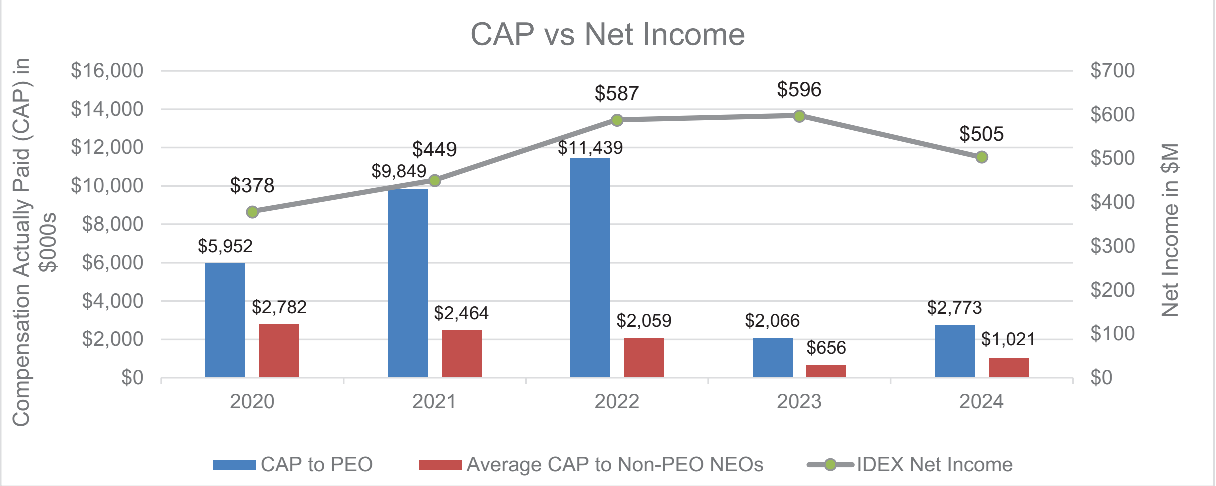
	Non-PEO NEOs				
Prior FYE	**12/31/2019**	**12/31/2020**	**12/31/2021**	**12/31/2022**	**12/31/2023**
Current FYE	**12/31/2020**	**12/31/2021**	**12/31/2022**	**12/31/2023**	**12/31/2024**
Fiscal Year	**2020**	**2021**	**2022**	**2023**	**2024**
SCT Total	$1,709,129	$1,743,998	$2,396,496	$1,848,761	$1,737,650
- Grant Date Fair Value of Option Awards and Stock Awards Granted in Fiscal Year	($853,306)	($727,995)	($1,537,000)	($1,045,073)	($972,368)
+ Fair Value at Fiscal Year-End of Outstanding and Unvested Option Awards and Stock Awards Granted in Fiscal Year	$1,130,856	$1,080,430	$1,212,682	$763,785	$613,175
+ Change in Fair Value of Outstanding and Unvested Option Awards and Stock Awards Granted in Prior Fiscal Years	$548,525	$359,737	$166,194	($242,297)	($366,958)
+ Fair Value at Vesting of Option Awards and Stock Awards Granted in Fiscal Year That Vested During Fiscal Year	$0	$0	$0	$0	$0
+ Change in Fair Value as of Vesting Date of Option Awards and Stock Awards Granted in Prior Fiscal Years For Which Applicable Vesting Conditions Were Satisfied During Fiscal Year	$225,012	($2,016)	($209,489)	($10,109)	$2,171
- Fair Value as of Prior Fiscal Year-End of Option Awards and Stock Awards Granted in Prior Fiscal Years That Failed to Meet Applicable Vesting Conditions During Fiscal Year	$0	$0	$0	($665,779)	$0
+ Value of Dividends Earned on Stock Awards in the Covered Fiscal Year, Prior to Vesting	$22,068	$9,763	$30,108	$6,620	$7,686
Compensation Actually Paid	**$2,782,284**	**$2,463,917**	**$2,058,991**	**$655,908**	**$1,021,356**

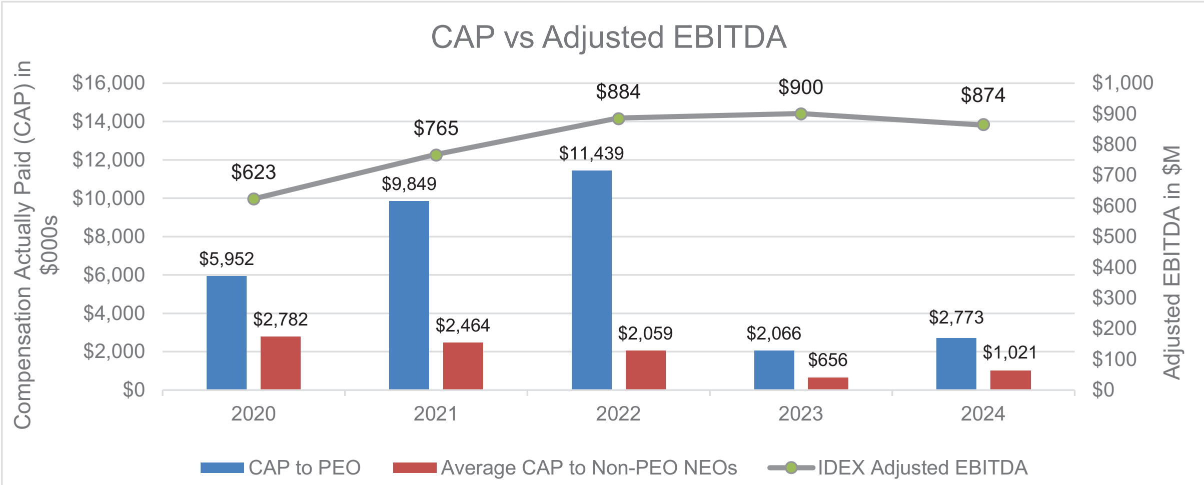
Relationship Between Pay and Performance

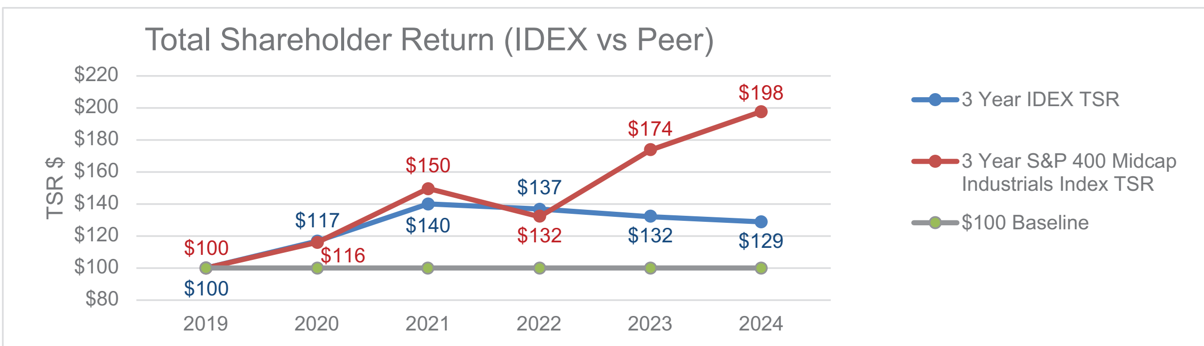
We believe the “Compensation Actually Paid” in each of the years reported above and over the five-year cumulative period are reflective of the Compensation Committee’s emphasis on “pay-for-performance” as the “Compensation Actually Paid” fluctuated year-over-year, primarily due to the result of our stock performance and our varying levels of achievement against pre-established performance goals under our MICP and our PSUs. Given the leverage of our compensation program towards equity awards, the “Compensation Actually Paid” is most directly impacted by our stock price performance and aligned with shareholder value creation.

The following charts provide a description of the relationship between the compensation actually paid (CAP) to the PEOs and non-PEO NEOs and respective metrics. Mr. Ashleman's CAP as PEO is used below for all five years. We excluded Mr. Silvernail's 2020 CAP from the charts below as his 2020 CAP, the only year he was an NEO for purposes of this disclosure, was ($14,813,422) due to the forfeiture of his outstanding equity awards in the year of his separation. Accordingly, because Mr. Silvernail's CAP is primarily based on the forfeiture of his equity awards rather than Company performance, his CAP is not aligned with the performance metrics included in the charts below.









Tabular List of Financial Performance Measures

The following is a list of financial performance measures, which in our assessment represent the most important financial performance measures used by the Company to link compensation actually paid to the NEOs for 2024. In addition to these metrics, the Company's MICP includes performance goals relating to Sustainability initiatives in order to emphasize those initiatives as priorities throughout the organization. Please see the "Compensation Discussion and Analysis" for a further description of the metrics used in the Company's executive compensation program.

1. Total Shareholder Return

2. Relative TSR percentile ranking as compared to companies in the S&P 500 Index

3. Adjusted EBITDA

Policies and Practices Regarding Long-Term Incentive Awards

Long-term incentive awards are generally made on an annual basis, or at the time of a special event (such as upon hiring or promotion), and are provided under the IAP. We typically grant awards at the February Board meeting each year for the NEOs after we announce our financial results for the prior fiscal year and the Compensation Committee has had the opportunity to consider our expectations and projections for the fiscal year of grant. Stock options may be granted only with an exercise price at or above the closing market price of the Company's Common Stock on the date of grant.
Because the Compensation Committee's regular meeting schedule is determined in the prior fiscal year, the proximity of any awards to other significant corporate events is coincidental. We attempt to

make equity awards during periods when we do not have material non-public information (MNPI) that could impact our stock price and we do not time the release of MNPI based on equity grant dates.

The following table presents information regarding stock options issued to our NEOs in fiscal year 2024 during any period beginning four business days before the filing or furnishing of a periodic report or current report disclosing MNPI and ending one business day after the filing or furnishing of such report with the SEC.

Name	Grant Date(1)	Number of securities underlying the award	Exercise price of the award ($/share)	Grant date fair value of award	Percentage change in the closing market price of the securities underlying the award between the trading day ending immediately prior to the disclosure of material non-public information and the trading day beginning immediately following the disclosure of material non-public information
Eric D. Ashleman	02/22/24	46,070	$235.13	$2,940,187	1.55%
Abhishek Khandelwal	02/22/24	10,185	$235.13	$ 650,007	1.55%
Lisa M. Anderson,	02/22/24	5,095	$235.13	$ 325,163	1.55%
Roopa Unnikrishnan	02/22/24	4,705	$235.13	$ 300,273	1.55%
Melissa S. Flores	02/22/24	4,505	$235.13	$ 287,509	1.55%

(1) The Company's Annual Report on Form 10-K for the period ended December 31, 2023 was released on February 22, 2024, with the Company's press release announcing the Company's financial results for the same period released on February 6, 2024.

Our Board of Directors recommends that you vote FOR the approval of the Company's executive compensation

PROPOSAL 2 — ADVISORY VOTE ON EXECUTIVE COMPENSATION

We are soliciting a non-binding advisory vote (say-on-pay) on the compensation of the NEOs, as described in the Compensation Discussion and Analysis, the compensation tables, and the accompanying narrative disclosure set forth in this Proxy Statement, as required under Section 14A of the Securities Exchange Act of 1934, as amended.

The Company maintains a balanced approach to executive compensation with a mix of both cash and non-cash awards and short- and long-term incentives, with total direct compensation targeted within a range that includes market median for comparable positions at companies viewed as comparable to the Company. Where an individual executive's target compensation is positioned within the competitive range is based on the individual factors listed in the Compensation Discussion and Analysis. Actual compensation in any given year should and does vary from target based on Company and individual performance. In this way, the Company motivates and rewards both vital short-term performance and long-term value creation. The Board of Directors strongly endorses the Company's executive compensation program and recommends that the stockholders vote in favor of the following resolution:

RESOLVED, that the stockholders approve, on an advisory basis, the compensation paid to the Company's named executive officers as disclosed in this Proxy Statement pursuant to Item 402 of Regulation S-K, including the Compensation Discussion and Analysis, compensation tables and accompanying narrative discussion contained in this Proxy Statement.

Because the vote is advisory, it will not be binding on the Company. However, the Compensation Committee will consider the outcome of the vote in determining future compensation policies and decisions. Consistent with the preferences expressed by our stockholders in agreement with our Board, our stockholders are given an opportunity to cast an advisory vote on this topic annually.

AUDIT COMMITTEE REPORT

For the year ended December 31, 2024, the Audit Committee has reviewed and discussed the audited financial statements with management and the Company's independent registered public accounting firm, Deloitte & Touche LLP. The Audit Committee discussed with Deloitte & Touche LLP the matters required to be discussed by the applicable requirements of the Public Company Accounting Oversight Board and the SEC, and reviewed the results of the independent registered public accounting firm's examination of the financial statements.

The Audit Committee also received the written disclosures and the letter from the independent registered public accounting firm required by applicable requirements of the Public Company Accounting Oversight Board regarding Deloitte & Touche LLP's communications with the Audit Committee concerning independence, discussed with the auditors their independence, and satisfied itself as to the auditors' independence.

Based on the above reviews and discussions, the Audit Committee recommends to the Board of Directors that the financial statements be included in the Annual Report on Form 10-K for the year ended December 31, 2024, for filing with the SEC.

Notwithstanding anything to the contrary set forth in any of the Company's previous filings under the Securities Act of 1933, as amended, or the Securities Exchange Act of 1934, as amended, that might incorporate future filings made by the Company under those statutes, in whole or in part, this report shall not be deemed to be incorporated by reference into any such filings, nor will this report be incorporated by reference into any future filings made by the Company under those statutes.

Mark A. Buthman, Chair
Katrina L. Helmkamp
David C. Parry
L. Paris Watts-Stanfield

PRINCIPAL ACCOUNTANT FEES AND SERVICES

The aggregate fees billed to the Company for each of the last two fiscal years for professional services rendered by the Company's principal accounting firm, Deloitte & Touche LLP, the member firms of Deloitte Touche Tohmatsu, and their respective affiliates (collectively, the Deloitte Entities), are set forth in the table below. All such fees were pre-approved by the Audit Committee in accordance with the pre-approval policy discussed below.

	2024	2023
Audit fees(1)	$5,325,000	$4,466,000(2)
Audit-related fees(3)	-	-
Tax fees(4)	$2,150,000	$ 1,626,000
All other fees(5)	-	-
Total	$7,475,000	$ 6,092,000

(1) Audit fees represent the aggregate fees billed for the audit of the Company's financial statements, review of the financial statements included in the Company's quarterly reports, and services in connection with statutory and regulatory filings or engagements.
(2) Audit fees include $22,000 of additional fees related to the 2022 audit of the Company's financial statements that were billed after the Company's 2022 Proxy Statement was filed on April 4, 2023.
(3) Audit-related fees represent the aggregate fees billed for assurance and related services that are reasonably related to the performance of the audit or review of the Company's financial statements and are not reported under audit fees.
(4) Tax fees represent the aggregate fees billed for professional services for tax compliance, tax advice and tax planning.
(5) All other fees represent the aggregate fees billed for products and services that are not included in the audit fees, audit-related fees, and tax fees. The Audit Committee has determined that the provision of these services is not incompatible with maintaining the Deloitte Entities' independence.

Pre-Approval Policies and Procedures

The Audit Committee has adopted a policy that requires the pre-approval of audit and non-audit services rendered by the Deloitte Entities. For audit services, the accounting firm provides the Audit Committee with an audit services plan during the second quarter of each fiscal year outlining the scope of the audit services proposed to be performed for the fiscal year and the associated fees. This audit services plan must be formally accepted by the Audit Committee.

For non-audit services, management submits to the Audit Committee for approval during the second quarter of each fiscal year and from time-to-time during the fiscal year a list of non-audit services that it recommends the Audit Committee engage the accounting firm to provide for the current year, along with the associated fees. Company management and the accounting firm each confirm to the Audit Committee that any non-audit service on the list is permissible under all applicable legal requirements.

The Audit Committee approves both the list of permissible non-audit services and the budget for such services. The Audit Committee delegates to its Chair the authority to amend or modify the list of approved permissible non-audit services and fees. The Chair reports any such actions taken to the Audit Committee at a subsequent Audit Committee meeting.

Our Board of Directors and Audit Committee recommend that you vote FOR the ratification of the appointment of Deloitte & Touche LLP

PROPOSAL 3 — APPROVAL OF AUDITORS

The Audit Committee has appointed Deloitte & Touche LLP as the Company's independent registered public accounting firm for 2025. Representatives of Deloitte & Touche LLP will attend the Annual Meeting and will have the opportunity to make a statement if they desire to do so. They will also be available to respond to appropriate questions.

Although the rules of the U.S. Securities and Exchange Commission and the corporate governance listing standards of the New York Stock Exchange require that the Audit Committee be directly responsible for selecting and retaining the independent registered public accounting firm, we are providing stockholders with the opportunity to express their views on this issue. While this vote is not binding, if the stockholders do not ratify the appointment of Deloitte & Touche LLP, the Audit Committee will take the vote into account in making future appointments.

Our Board of Directors recommends that you vote AGAINST the Stockholder Proposal

PROPOSAL 4 — STOCKHOLDER PROPOSAL REGARDING A REPORT ON HIRING PRACTICES RELATED TO PEOPLE WITH ARREST OR INCARCERATION RECORDS

NorthStar Asset Management, Inc. Funded Pension Plan, P.O. Box 301840 Boston, MA 02130, the beneficial owner of at least $2,000 worth of shares of IDEX Corporation common stock for at least the last three years, intends to propose the following resolution at the Annual Meeting.

Eliminating Discrimination Risk and Improving Talent Pipeline Through Inclusive Hiring

WHEREAS:

U.S. incarceration rates have surged, disproportionately impacting people of color, with formerly incarcerated individuals facing a 27% unemployment rate – higher than the total U.S. unemployment rate during any historical period. Meanwhile, 2.1 million manufacturing jobs are projected to go unfilled by 2030, risking $1 trillion in economic losses. Studies have shown employment is the most effective way to reduce recidivism, yet excluding this talent pool can cost upwards of $87 billion annually in GDP. Fair chance employers are not blind to criminal records but commit to overcome stigma and bias through inclusive hiring practices. With 77% of manufacturers anticipating ongoing labor challenges, peers Eaton and Xylem have embraced fair chance hiring to address shortages. Both are members of the Second Chance Business Coalition, which champions expanding the talent pool by creating economic opportunities for individuals with criminal records while meeting corporate needs. Therefore, IDEX has an opportunity to tap into this overlooked workforce, solving critical labor needs while driving social and economic progress;

Case studies show this population has excellent attendance, reduced turnover, and increased productivity. In contrast, companies with outdated hiring practices risk discrimination claims and non-compliance with EEOC guidelines and state laws. Since people of color are disproportionately impacted by the criminal justice system, fair chance employment can also advance company diversity goals. In its 2022 Sustainability Report, IDEX describes that, “[w]e firmly believe that a diverse and inclusive workforce leads to diversity of thought, which in turn drives innovation and success.” Yet IDEX’s EEO-1 reports only 29.4% of its U.S. workforce is diverse, significantly lower compared to 40% of the general U.S. population that is considered racially or ethnically diverse.

Best practices can include:

- Resolving technical barriers in job applications such as removing criminal history disclosure requirements;
- Partnering with community-based organizations specializing in job preparation for people with past convictions;
- Reviewing background screening practices to ensure an inclusive and compliant processes;
- Reviewing language and building internal communications destigmatizing the issue throughout the entire workforce;
- Creating employee support structures for justice-involved individuals;

Shareholders believe that company value would be well-served by examining whether revisions to company practices related to recruiting formerly incarcerated individuals could expand IDEX's talent pool and decrease future risks related to discriminatory hiring.

RESOLVED: Shareholders request that the Board of Directors consult with an independent expert to review hiring practices from a Fair Chance lens and prepare a report, at reasonable cost, omitting proprietary information, and published publicly within one year from the annual meeting date, analyzing opportunities for IDEX to expand hiring practices related to people with arrest or conviction records. The report should also assess whether practices are aligned with IDEX's publicly stated diversity commitments, and whether those practices may pose reputational or legal risk due to potential discrimination (including racial discrimination) claims.

OUR BOARD OF DIRECTORS RECOMMENDS THAT YOU VOTE "AGAINST" THIS PROPOSAL FOR THE FOLLOWING REASONS:

COMPANY STATEMENT IN OPPOSITION TO THE PROPOSAL

This proposal, which is substantively identical to proposals presented by the proponent at the Company's 2023 and 2024 Annual Meetings, has been consistently rejected by our stockholders, with just 18.5% and 16.8%, respectively, of votes cast in support of the proposal. As stated in previous responses to this proposal, the requested report is unnecessary because IDEX has put in place numerous steps to effectively address equitable employment practices, including with regard to people with arrest or incarceration records.

To attract, develop, and retain a highly-qualified and engaged workforce, while continuing to mitigate any potential bias in our employment practices, we have identified the critical strategies likely to have the biggest impact and then focused intensely on those areas to accelerate progress. At IDEX we embrace the principles of "80/20," allowing us to go deep on a few focused priorities versus the many, to ensure meaningful progress is made. This applies to our approach to hiring and developing people and, we believe, allows us to impact more groups of people faster, including, but not limited to, previously incarcerated individuals.

We have implemented programs and policies to provide equal opportunities, access, and advancement for all employees, including individuals with a wide variety of backgrounds, experiences, and perspectives, to grow their careers at IDEX, with an emphasis on mitigating the risk of stigma or bias.

IDEX has developed a robust talent strategy focused on removing bias and ensuring access to a broad and varied talent pool. Examples of some of this work include:

- Working with HR teams and hiring managers to avoid bias in employment gaps on resumes, with the understanding that such bias could impact many types of candidate pools.
- Maintaining our candidate attraction efforts that we believe provide access to a talent pool rich in diversity of skills, perspectives, backgrounds, and experiences.
- Conducting training for leaders highlighting specific expectations and behaviors to create a more equitable work environment for all employees. These training sessions have presented methods of mitigating various types of bias in job descriptions, interviews, and post-interview internal discussions, including for justice impacted applicants. We believe these trainings help to destigmatize applicants and employees with prior criminal history throughout the entire workforce.
- Conducting annual training for all IDEX HR professionals to accelerate the performance and development of talent, effective employee coaching and inclusive leadership for all employees.
- Periodically conducting pay equity analyses for U.S. employees to evaluate our pay structures for bias or inequity. Our most recent survey was conducted in 2023 through an independent third party for our U.S. employees. Where appropriate, the Company provided base pay adjustments for all employees who were outliers from their predicted pay, further reinforcing the Company's commitment to a culture of inclusion, equality and respect.

In addition, we maintain the following hiring practices, a number of which are identified as best practices in the proposal:

- We do not use any algorithms in our hiring processes which would automatically eliminate applicants with employment gaps.
- We do not maintain any blanket exclusions on specific crimes committed by applicants.
- We do not use prior convictions as a basis for automatic exclusion and follow EEOC guidance and all legal requirements to conduct individualized assessments when information about prior convictions comes up during a background check.
- Individuals are not asked about their criminal history as part of the application process. Applicants are made aware that offers of employment are conditioned on successful completion of background checks, but such checks are conducted only after an applicant has accepted a conditional offer.
- Our HR and legal teams are trained in properly reviewing the results of such background checks, and our background check process follows legal requirements to allow candidates an opportunity to explain any convictions before any decisions are made. We have hired many candidates with prior convictions when the circumstances are appropriate (82% of applicants whose background checks revealed prior convictions were hired in 2024).
- We partner with an external vendor for targeted job postings, and we believe the local job banks we post with are sources to which fair chance organizations direct candidates. To further expand our efforts in providing more visibility to our job opportunities and broaden our candidate pools, we are exploring a partnership with a dedicated fair chance job board company focused on helping individuals with records to secure meaningful employment.

CONCLUSION

Over the last several years, we have worked to raise awareness and education on important diversity and inclusion matters and have promoted an inclusive and engaged organization for all of our employees. We aim to provide an inclusive workplace free of unnecessary barriers to those with criminal records. Based on the foregoing, we continue to believe that the key objectives of the proposal are already being met by IDEX's existing hiring practices and that the report requested by the proposal is not necessary.

STOCKHOLDER PROPOSALS AND DIRECTOR NOMINATIONS FOR THE 2026 ANNUAL MEETING OF STOCKHOLDERS

A stockholder desiring to submit a proposal for inclusion in the Company's proxy statement for the 2026 Annual Meeting of Stockholders under Exchange Act Rule 14a-8 must deliver the proposal so that it is received by the Company at its principal executive offices no later than November 26, 2025 and otherwise comply with SEC rules. The Company requests that all such proposals be addressed to Corporate Secretary, IDEX Corporation, 3100 Sanders Road, Suite 301, Northbrook, IL 60062, and mailed by certified mail, return receipt requested.

Stockholders who intend to submit director nominees for inclusion in the Company's proxy statement for the 2026 Annual Meeting of Stockholders must comply with the requirements of proxy access set forth in the Company's Bylaws. The stockholder or group of stockholders who wish to submit director nominees pursuant to proxy access must deliver the required materials to the Company so that they are received by the Company no earlier than 150 or later than 120 days before the first anniversary of the date the definitive proxy statement was first made available to stockholders in connection with the preceding year's annual meeting of stockholders. To be timely for the 2026 Annual Meeting of Stockholders, any such notice must be received by the Corporate Secretary, at the address above, on any date beginning on October 27, 2025 and ending on November 26, 2025.

In addition, any stockholder desiring to nominate a director for election or propose other business for consideration at the 2026 Annual Meeting of Stockholders (other than under Exchange Act Rule 14a-8) must provide written notice in accordance with the Company's Bylaws. Such notice must contain the information required by the Bylaws and must be received by the Corporate Secretary no earlier than 120 or later than 90 days before the first anniversary of the preceding year's annual meeting of stockholders. To be timely for the 2026 Annual Meeting of Stockholders, any such notice must be received by the Corporate Secretary, at the address above, on any date beginning on January 8, 2026 and ending on February 7, 2026. In addition to satisfying the foregoing requirements under our Bylaws, to comply with the universal proxy rules, stockholders who intend to solicit proxies in support of director nominees other than management's nominees must provide notice that sets forth the information required by Rule 14a-19 under the Exchange Act no later than March 9, 2026.

OTHER BUSINESS

The Board of Directors does not know of any business to be brought before the Annual Meeting other than the matters described in the Notice of Annual Meeting. However, if any other matters are properly presented for action, it is the intention of each person named in the accompanying proxy to vote said proxy in accordance with his or her judgment on those matters.

By Order of the Board of Directors,

Lisa M Anderson

LISA M. ANDERSON
Senior Vice President, General Counsel
and Corporate Secretary
March 26, 2025
Northbrook, Illinois

A copy of the Company's Annual Report on Form 10-K for the year ended December 31, 2024, including the financial statement schedules, as filed with the Securities and Exchange Commission, may be obtained by stockholders without charge by sending a written request to Chief Financial Officer, IDEX Corporation, 3100 Sanders Road, Suite 301, Northbrook, IL 60062.

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