

# Third Quarter 2025 Earnings

October 29, 2025





# Cautionary Statement

## Cautionary Statement Under the Private Securities Litigation Reform Act; Non-GAAP Measures

This presentation contains “forward-looking” statements within the meaning of the Private Securities Litigation Reform Act of 1995, as amended. These statements may relate to, among other things, the Company’s fourth quarter 2025 and full year 2025 outlook including expected sales, expected organic sales, expected earnings per share, expected adjusted earnings per share, expected revenue, estimated net income and estimated adjusted EBITDA and the assumptions underlying these expectations, capital return strategy, anticipated future acquisition behavior, and the anticipated benefits of the Company’s recent or future acquisitions, resource and capital deployment and focus and organic and inorganic growth, returns on invested capital, the Company’s ability to adapt to macroeconomic challenges, anticipated impacts of tariffs and global trade policies, anticipated trends in end markets, including expectations regarding future order volumes and order patterns, anticipated growth initiatives and expansions, anticipated benefits and restructuring charges, including severance charges, related to the Company’s organizational changes and the anticipated benefits of the Company’s productivity and cost containment efforts, are indicated by words or phrases such as “outlook,” “continues,” “anticipates,” “estimates,” “plans,” “guidance,” “expects,” “projects,” “forecasts,” “should,” “could,” “will,” “management believes,” “the Company believes,” “the Company intends” and similar words or phrases. These statements are subject to inherent uncertainties and risks that could cause actual results to differ materially from those anticipated at the date of this presentation.

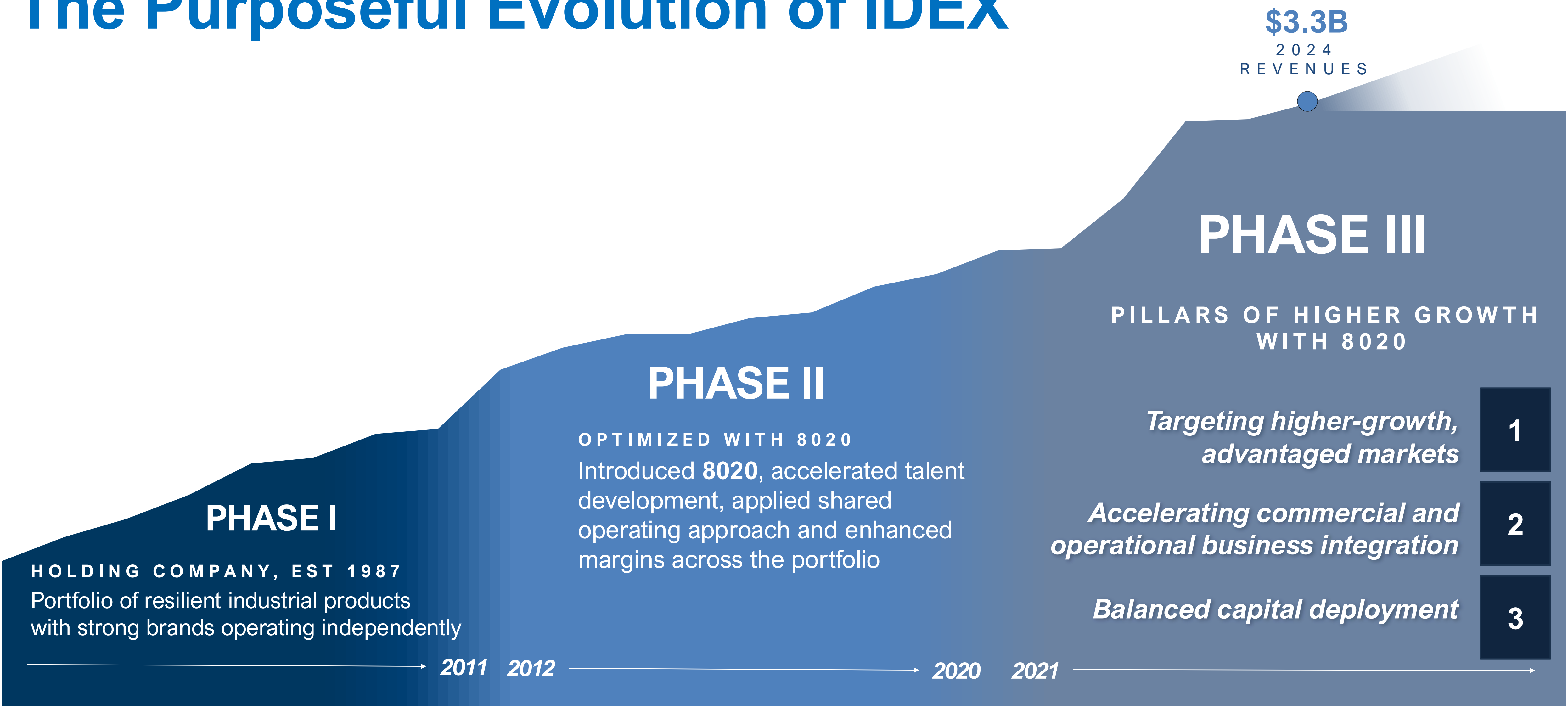
The risks and uncertainties include, but are not limited to, the following: levels of industrial activity and economic conditions in the U.S. and other countries around the world, including uncertainties in the financial markets; pricing pressures, including inflation and rising interest rates, and other competitive factors and levels of capital spending in certain industries; the impact of severe weather events, natural disasters and public health threats; economic and political consequences resulting from terrorist attacks and wars; the Company’s ability to make acquisitions and to integrate and operate acquired businesses on a profitable basis; cybersecurity incidents; the relationship of the U.S. dollar to other currencies and its impact on pricing and cost competitiveness; political and economic conditions in countries in which the Company operates; developments with respect to trade policy and existing, new or increased tariffs or other similar measures; interest rates; capacity utilization and the effect this has on costs; labor markets; supply chain conditions; market conditions and material costs; risks related to environmental, social and corporate governance issues, including those related to climate change and sustainability; and developments with respect to contingencies, such as litigation and environmental matters.

Additional factors that could cause actual results to differ materially from those reflected in the forward-looking statements include, but are not limited to, the risks discussed in the “Risk Factors” section included in the Company’s most recent annual report on Form 10-K and the Company’s subsequent quarterly reports filed with the Securities and Exchange Commission (“SEC”) and the other risks discussed in the Company’s filings with the SEC. The forward-looking statements included here are only made as of the date of this presentation, and management undertakes no obligation to publicly update them to reflect subsequent events or circumstances, except as may be required by law. Investors are cautioned not to rely unduly on forward-looking statements when evaluating the information presented here.

This presentation contains non-GAAP financial information. Reconciliations of non-GAAP measures to their GAAP equivalents are included in this presentation and our earnings release which is available on our website.



# The Purposeful Evolution of IDEX





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# Targeting Higher-Growth, Advantaged Markets

**8020 Focus:** Upgrade portfolio vitality through proprietary M&A and selective divestiture

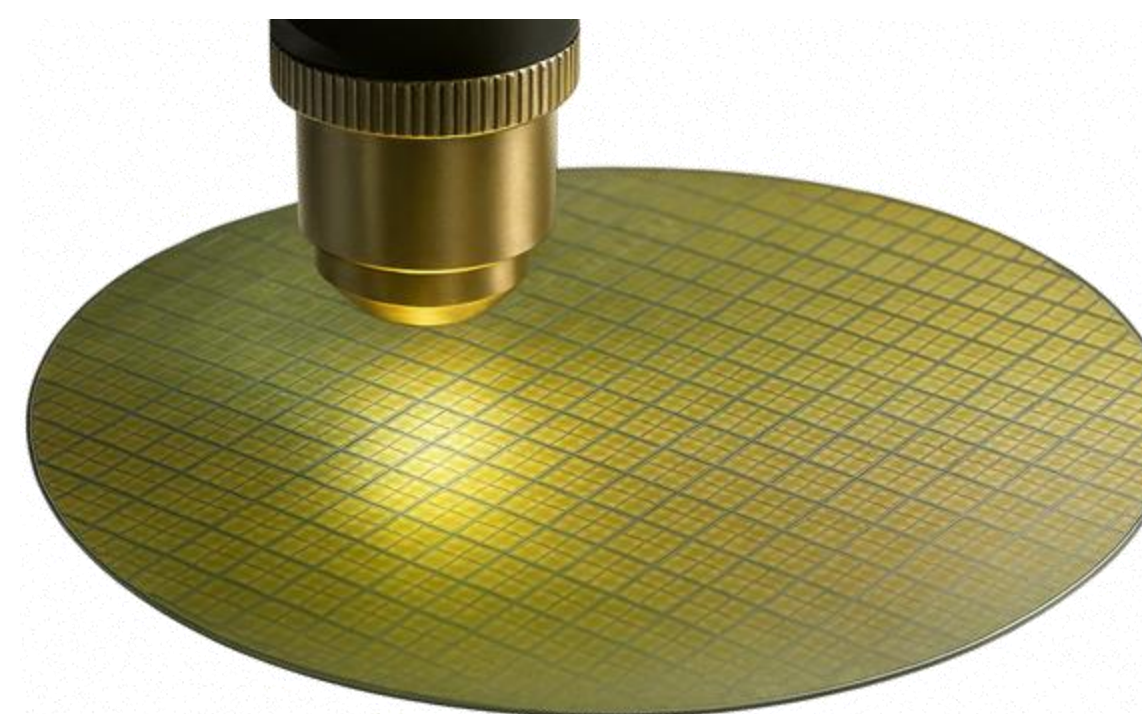
## Data Centers



## Space and Defense



## Semiconductor



## Water



- Airtech and Muon
- Thermal management solutions for standby power generation and chip cooling



- Iridian, STC, Muon, Mott, Micro-Lam
- Optical and propulsion elements for satellite communications, earth observation, and guidance

- Muon and Mott
- Wafer positioning, instrument thermal management, gas purification, critical sealing

- Nexsight and Subterra
- Advanced solutions for water infrastructure condition and performance monitoring



# Commercial and Operational Business Integration

**8020 Focus:** Integrate technologies and market access points within growth platforms

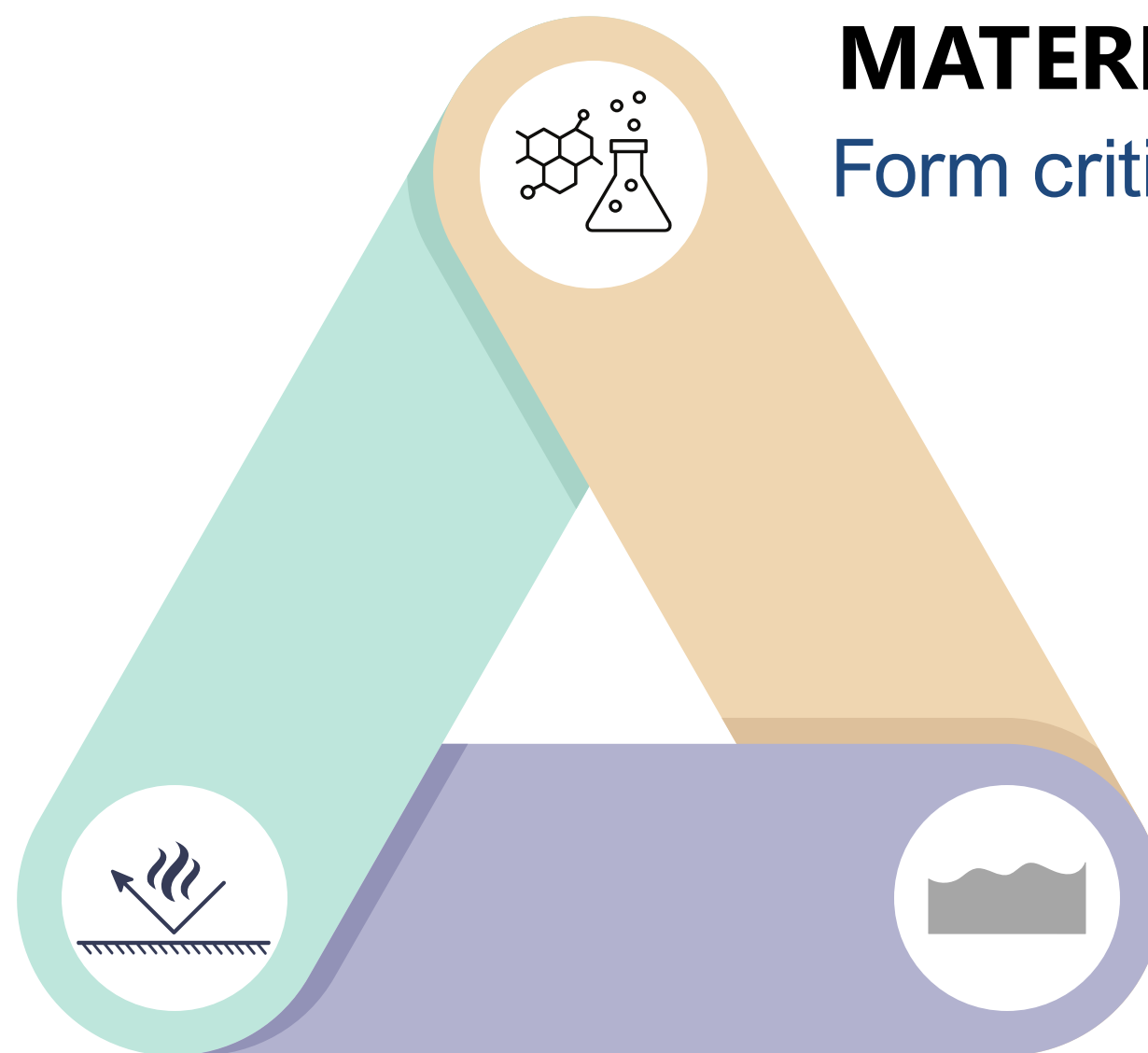
Materials Science Solutions

Muon Update



## FUNCTION

Enable surface function: optical, electrical, chemical



## MATERIALS

Form critical properties

## SHAPE

Create & control physical nature of surfaces

## Our 8020 Focus:

- Improving operational productivity
- Streamlining cost structure
- Focusing on higher quality revenue
- Redeploying resources and tunable technologies to higher value commercial opportunities

## Outcome:

With cost benefits at full run rate, **margin up** several hundred basis points this quarter **above consolidated HST levels**

# Balanced Capital Deployment

**8020 Focus:** Near-term, target bolt-on acquisitions and return capital to shareholders

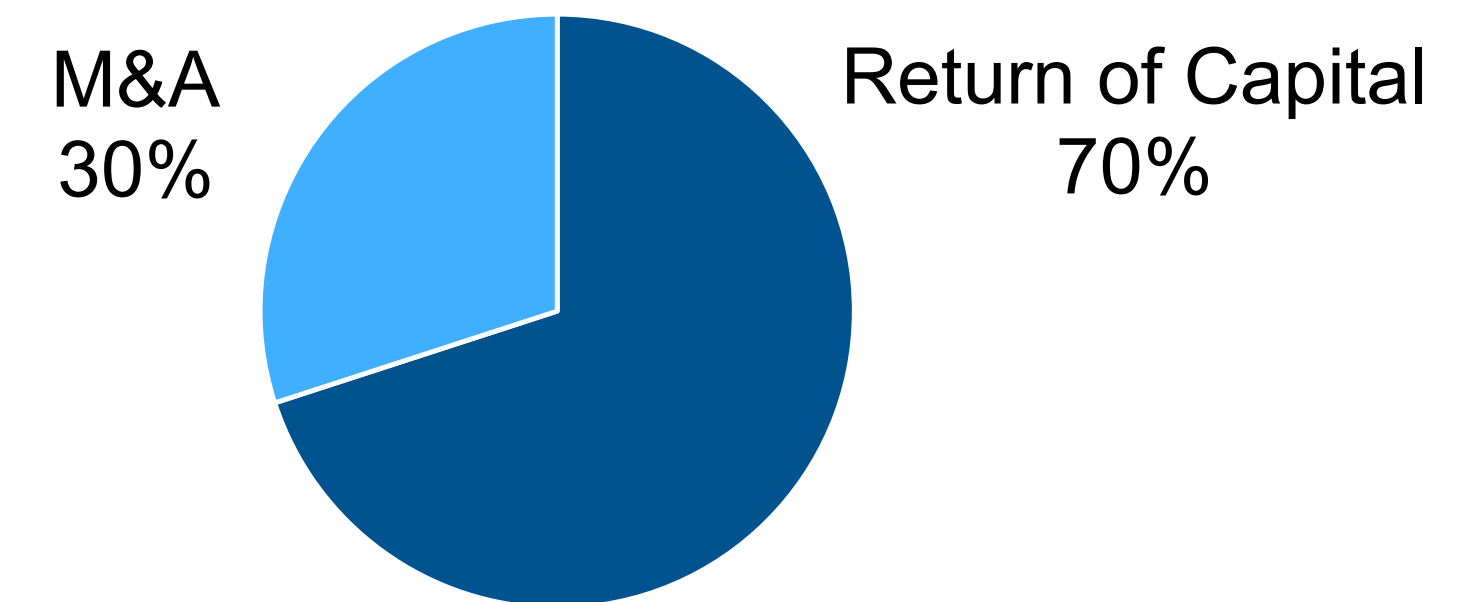
## Framework for Capital Allocation

### 8020 Approach to Allocating FCF to Highest Return Opportunities

M&A	Dividends	Share Repurchase
<ul style="list-style-type: none"> <li>Core to our growth compounding strategy</li> <li>Scaling critical capabilities in advantaged markets</li> <li>Continuous portfolio optimization</li> </ul>	<ul style="list-style-type: none"> <li>Delivering reliable and consistent dividends</li> <li>Target of 30-35% of adjusted net income</li> </ul>	<ul style="list-style-type: none"> <li>Balancing additional return of capital to shareholders with growth investment</li> </ul>

## Near-Term Deployment Highlights

### Target 2025 Free Cash Flow Deployment



- **Core growth platforms have been established**
- **Near-term capital deployment priorities focused on:**
  - Additional return of capital via share repurchases
  - M&A focused on bolt-on acquisitions
- **Accelerated return of capital YTD 2025**
- **Increased our repurchase authorization to \$1 billion**

**Strong FCF generation provides financial flexibility to drive our compounding strategy and maximize returns**



# IDEX 3Q25 Highlights

Delivered better than expected results despite macro uncertainty; leveraging **8020**, integrated growth strategies gaining traction

Industrial businesses tracking in line with 2H expectations but leading indicator businesses showed no signs of positive inflection

Continued to see large order deferrals, weighing on near/intermediate-term visibility and expectations

Balanced, returns-focused capital deployment continued

Strength of our diversified model, business portfolio, and balance sheet showcased; FY25 outlook narrowed within prior guidance range

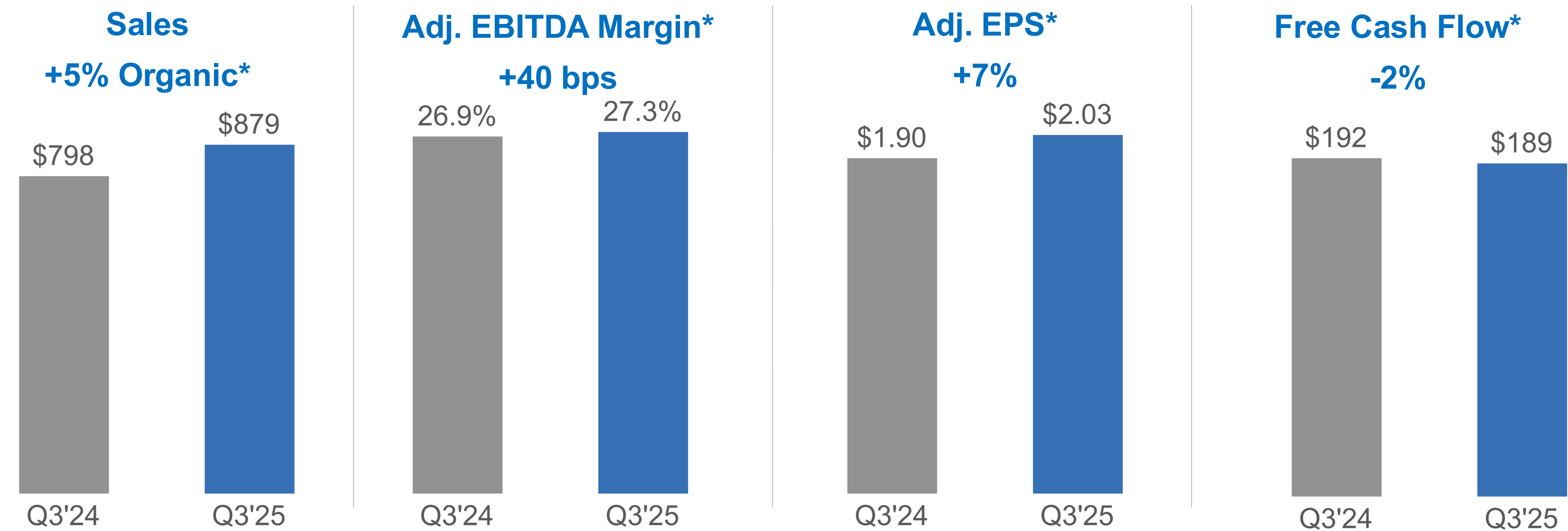


Airtech Valves



# Q3 2025 Financial Performance

(\$ in millions excl. EPS)



	Organic*	FX	M&A	Y/Y Δ
Sales Growth	5%	1%	4%	10%

Organic\* orders increased 7% y/y



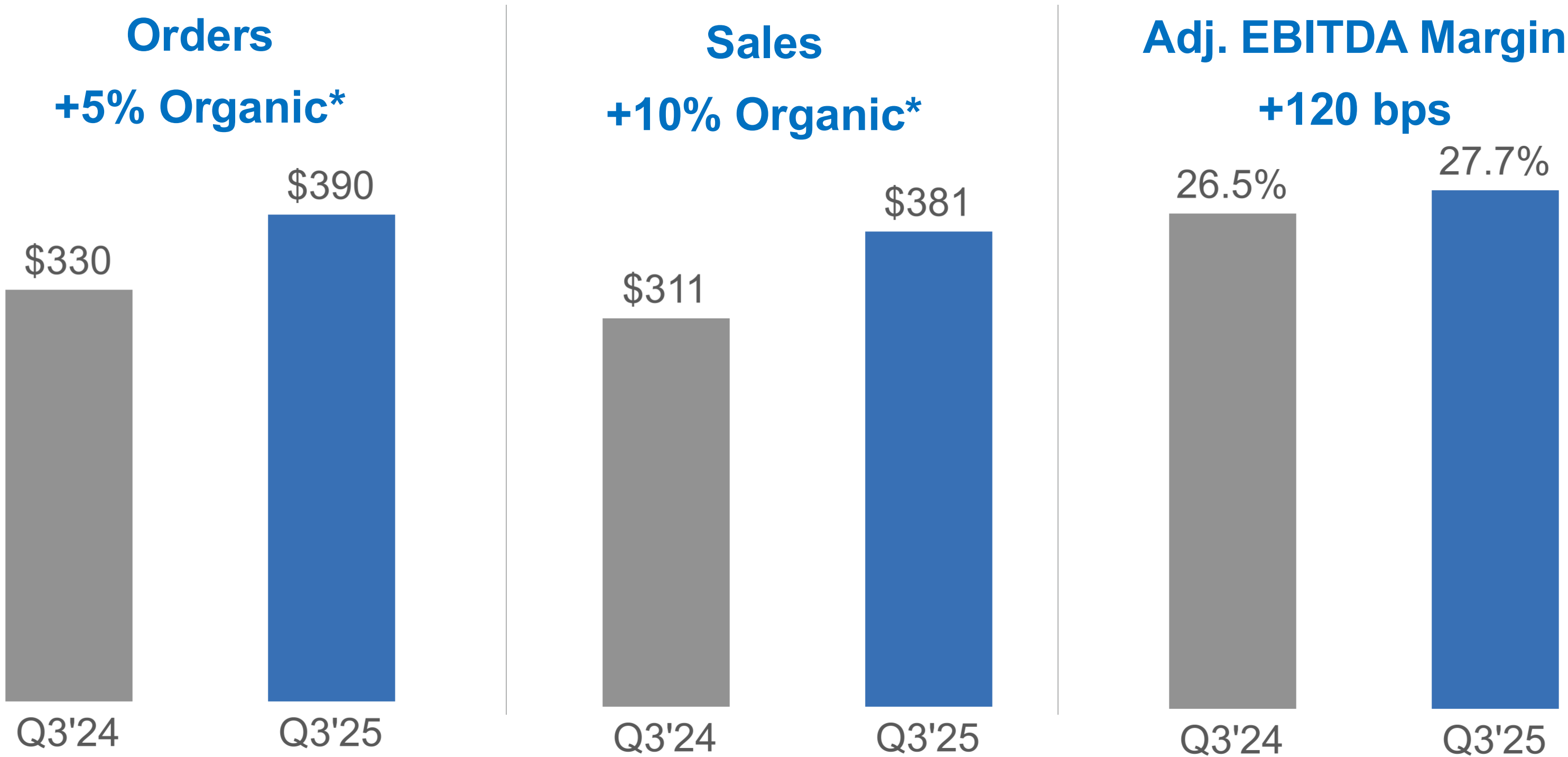
*Q3 results above expectations and reflect record order intake*

\*This presentation contains non-GAAP financial information whose reconciliations are included in both this presentation.



# Q3 2025: Health & Science Technologies

(\$ in millions)



## 3Q25 Highlights

- Y/Y organic orders and sales growth driven by pricing, strength in advantaged markets and easier year-over-year comparisons
- HST continues tuning capabilities towards data center, space & defense, life science, semiconductor consumables and pharma
- Adj EBITDA margin expanded on volume leverage, platform optimization savings, cost controls, and favorable price-cost, which more than offset negative mix

## Key Markets Health

LS Instrumentation (~30% of segment sales)	↔
Food & Pharma (~15% of segment sales)	↗
Semiconductor (~15% of segment sales)	↔
Diversified Industrial (~40% of segment sales)	↔

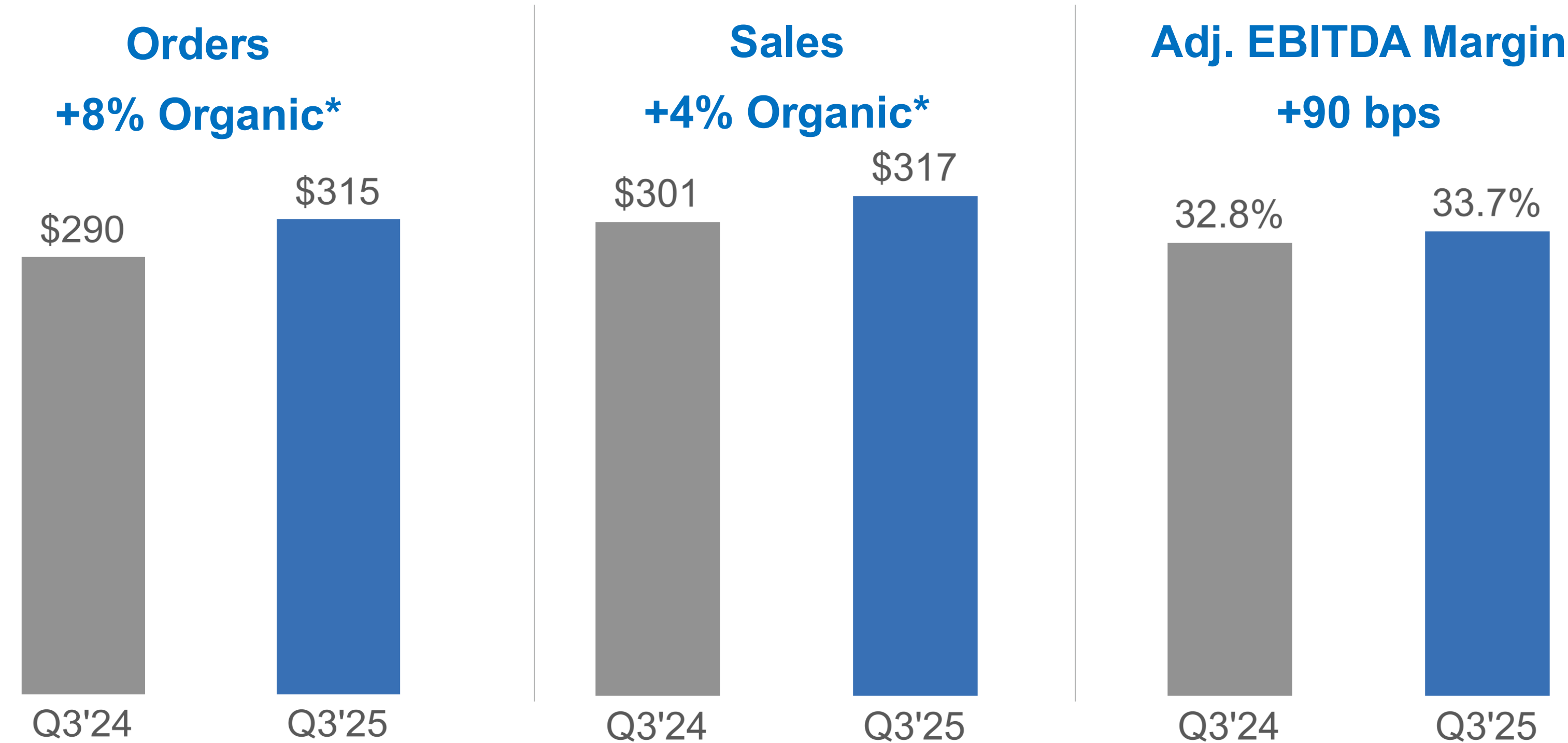
*HST demand trends stable to improving*



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# Q3 2025: Fluid & Metering Technologies

(\$ in millions)



	Organic*	FX	M&A	Y/Y Δ
Sales Growth	4%	1%	—%	5%

## 3Q25 Highlights

- Orders grew on strength in municipal water and project timing and easier year-over-year comparisons
- Organic sales increased on price benefits and easy comparisons as industrial rapid-replenishment businesses signal some slowing
- Adj EBITDA margin expanded given favorable price-cost, platform optimization and cost-containment actions

## Key Markets Health

- Diversified Industrial (~85% of segment sales)
- Municipal Water (~15% of segment sales)

*Pricing and easy comps drove both organic growth and margin expansion year-over-year*

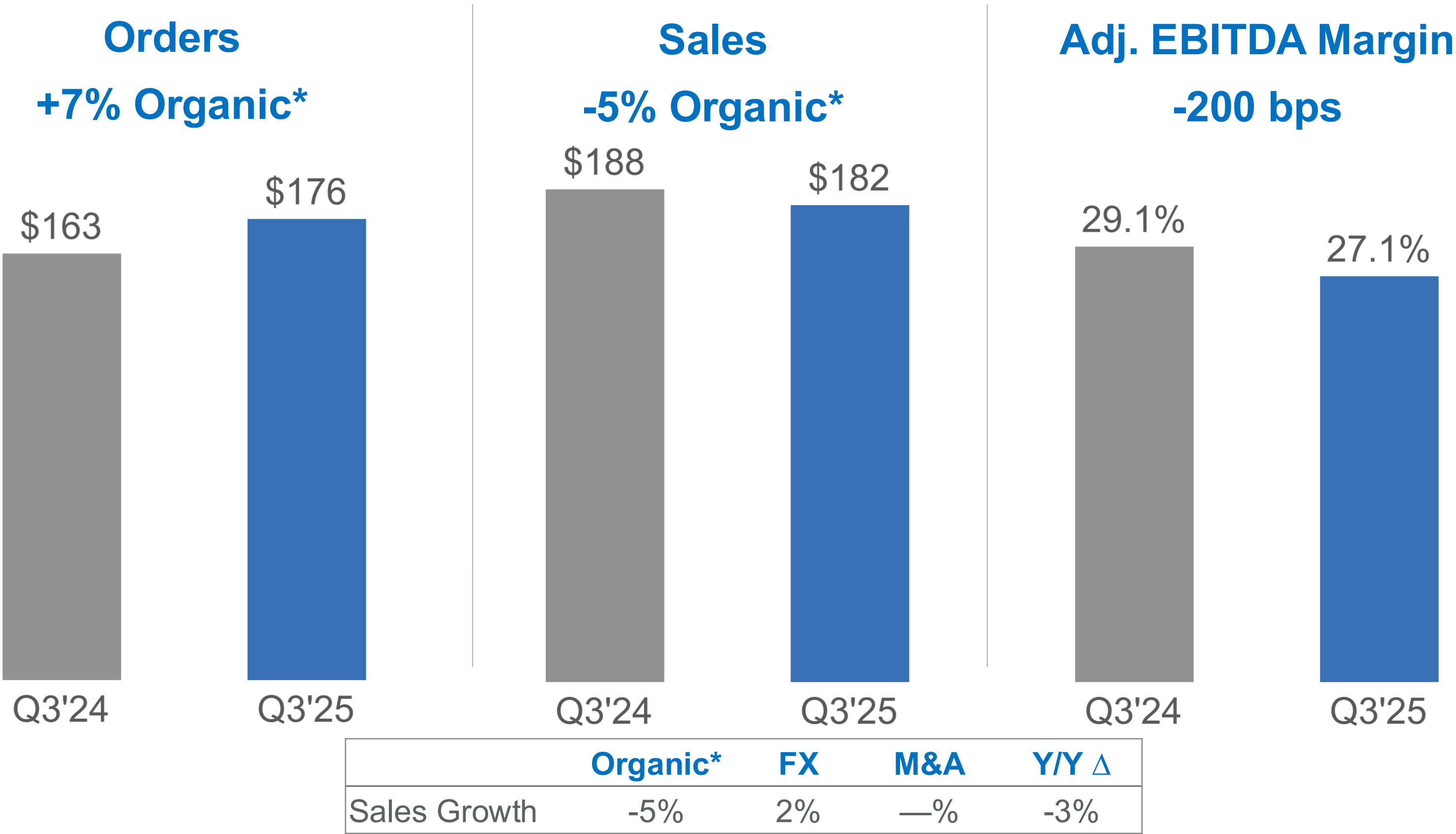


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# Q3 2025: Fire & Safety / Diversified Products

(\$ in millions)



## 3Q25 Highlights

- Orders increased given easier year-over-year comparisons
- Sales pressured by government funding disruptions and sluggish equipment replenishment spending
- Adj EBITDA margin declined y/y given volume deleverage, only partially offset by platform optimization and favorable price-cost

## Key Markets Health

- Fire & Safety

(~55% of segment sales)



US  
Europe, Asia
- Dispensing

(~20% of segment sales)


- Diversified Industrial

(~25% of segment sales)



*Fire & Safety and Dispensing experienced near/intermediate-term demand pressures*

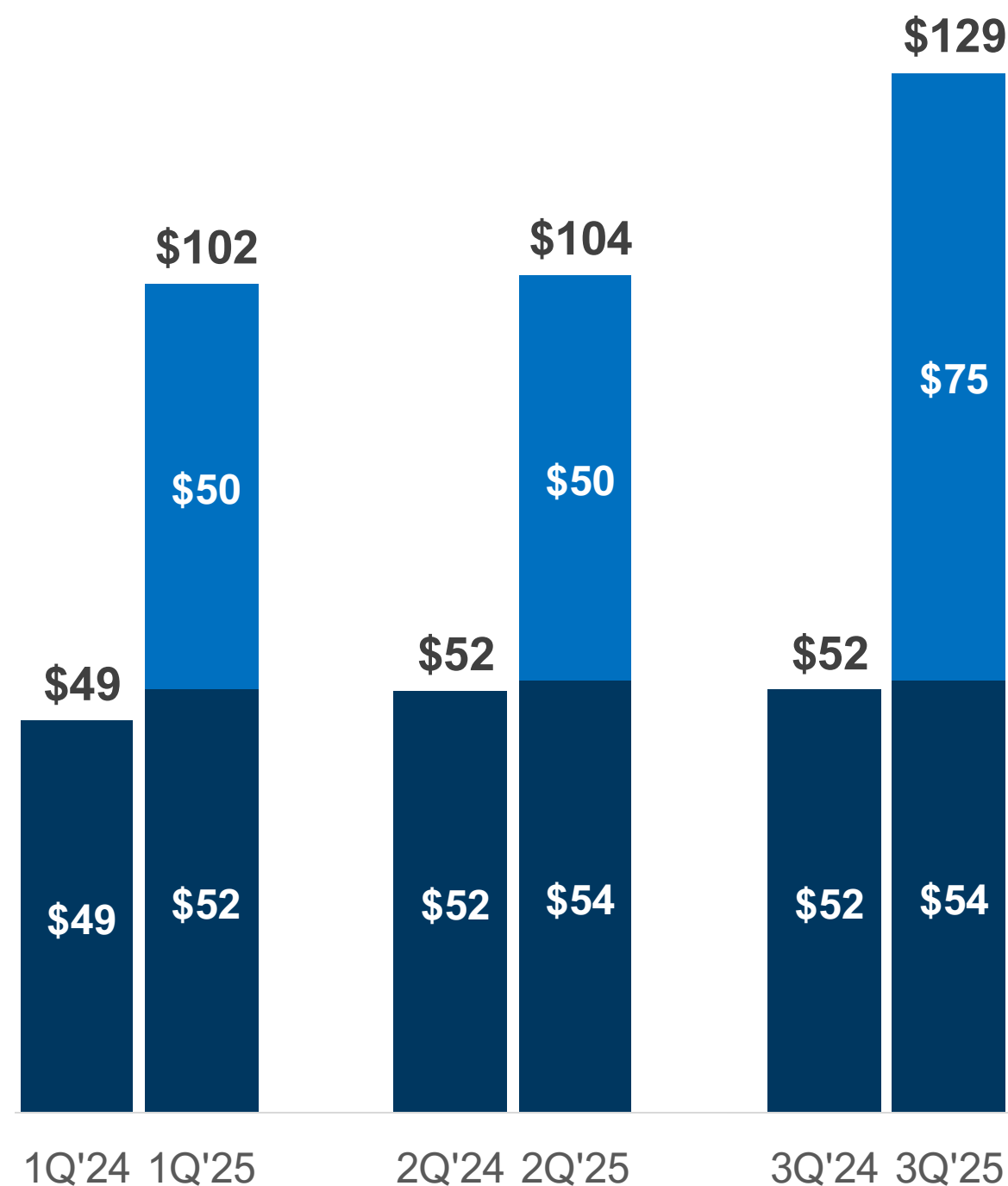


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# Capital Deployment

**8020 Focus:** Near-term, return capital to shareholders and target bolt-on acquisitions

## 1 Capital Return Including Buybacks



■ Dividends ■ Share Repurchases



- Continue to return capital through dividends and share repurchases
- Increased share repurchase activity
- Improved flexibility with increased share repurchase authorization to \$1 billion

## 2 Bolt-on Acquisitions



- Seeking to scale and expand critical capabilities
- Micro-Lam complements and advances MSS platform solution set
- Off to a great start at IDEX, with integration ahead of schedule



# 2025 Guidance Summary

	<u>Full Year</u> Current Guidance	<u>Full Year</u> Prior Guidance
Organic Revenue % vs Prior Year*	No change	~1%
Adjusted EBITDA %*	No change	26.5% – 27.0%
Reported Earnings Per Share	\$6.35 - \$6.40	\$6.30 - \$6.44
Adjusted Earnings Per Share*	\$7.86 - \$7.91 (narrowed)	\$7.85 - \$7.95
<u>Other Modeling Items:</u>		
FX Impact on Sales <sup>(a)</sup>	No change	~1%
Acquisition/Divestiture Impact on Sales	3-4%	~3%
Depreciation	No change	~\$77M
Amortization	~\$131M	~\$129M
Net Interest	~\$65M	~\$64M
Restructuring charges	~\$20M	~\$21-25M
Capital Expenditures	\$70M+	~\$90M
Tax Rate	~24%	~23.5–24%
Free Cash Flow % of Adjusted Net Income <sup>*+</sup>	No change	100%+
Corporate Costs	\$98-100M	\$104-105M


(a) – Current guidance based on 9/30/2025 FX Rate; prior guidance based on 6/30/2025 FX rate

Current earnings per share estimates exclude all future acquisitions


\*This presentation contains non-GAAP financial information whose reconciliations are included in this presentation. Please refer to 2Q25 disclosures for related information on prior guidance

+Reconciliations of the Company's Free Cash Flow as a percentage of Adjusted Net Income guidance to the most directly comparable GAAP financial measures cannot be provided without unreasonable efforts and are not provided herein because of the inherent difficulty in forecasting and quantifying certain amounts that are necessary for such reconciliations.

# IDEX Value Drivers



Differentiated **8020** operating model drives full business potential through simplification, focused resourcing and streamlined execution



Focused on continuously **evolving our portfolio** toward high-growth, advantaged markets with secular tailwinds



Balanced allocator of capital with **strong deployable cash flow** that supports M&A, dividends and share repurchases



Focused on delivering **above-market organic growth and margins, amplified by strategic M&A** to drive sustainable value creation

**Advancing IDEX through strong execution and disciplined capital deployment**



# Non-GAAP Reconciliations

**Table 1: Reconciliations of the Change in Net Sales to Organic Sales**

	HST	FMT	FSDP	IDEX
<b>Three Months Ended September 30, 2025</b>				
Change in net sales	22%	5%	(3%)	10%
Less:				
Net impact from acquisitions/divestitures <sup>(1)</sup>	11%	—%	—%	4%
Impact from foreign currency <sup>(2)</sup>	1%	1%	2%	1%
Change in organic net sales	10%	4%	(5%)	5%
<b>Nine Months Ended September 30, 2025</b>				
Change in net sales	18%	(2%)	1%	6%
Less:				
Net impact from acquisitions/divestitures <sup>(1)</sup>	13%	(1%)	—%	4%
Impact from foreign currency <sup>(2)</sup>	1%	—%	1%	1%
Change in organic sales	4%	(1%)	—%	1%

**Table 2: Reconciliations of Reported-to-Adjusted Gross Profit and Gross Margin (dollars in millions)**

	<b>Three Months Ended September 30,</b>		<b>Nine Months Ended September 30,</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
Gross profit	\$ 390.6	\$ 353.9	\$ 1,151.7	\$ 1,078.1
Fair value inventory step-up charges	0.6	2.1	0.6	4.6
Adjusted gross profit	\$ 391.2	\$ 356.0	\$ 1,152.3	\$ 1,082.7
Net sales	\$ 878.7	\$ 798.2	\$ 2,558.4	\$ 2,405.9
Gross margin	44.5%	44.3%	45.0%	44.8%
Adjusted gross margin	44.5%	44.6%	45.0%	45.0%



**Table 3: Reconciliations of Reported-to-Adjusted Net Income Attributable to IDEX and Diluted EPS Attributable to IDEX** (in millions, except per share amounts)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2025	2024	2025	2024
Reported net income attributable to IDEX	\$ 127.8	\$ 119.1	\$ 354.9	\$ 381.8
Fair value inventory step-up charges	0.6	2.1	0.6	4.6
Tax impact on fair value inventory step-up charges	(0.1)	(0.5)	(0.1)	(1.0)
Restructuring expenses and asset impairments <sup>(3)</sup>	0.1	3.0	18.0	5.4
Tax impact on restructuring expenses and asset impairments	(0.1)	(0.7)	(4.4)	(1.3)
Gain on sale of business	—	0.6	—	(4.0)
Tax impact on gain of sale of business	—	—	—	—
Acquisition-related intangible asset amortization	33.0	26.5	96.5	75.0
Tax impact on acquisition-related intangible asset amortization	(8.5)	(6.0)	(23.2)	(17.1)
Adjusted net income attributable to IDEX	<u>\$ 152.8</u>	<u>\$ 144.1</u>	<u>\$ 442.3</u>	<u>\$ 443.4</u>
Reported diluted EPS attributable to IDEX	\$ 1.70	\$ 1.57	\$ 4.70	\$ 5.02
Fair value inventory step-up charges	0.01	0.03	0.01	0.06
Tax impact on fair value inventory step-up charges	—	—	—	(0.01)
Restructuring expenses and asset impairments <sup>(3)</sup>	—	0.04	0.24	0.07
Tax impact on restructuring expenses and asset impairments	—	(0.01)	(0.06)	(0.02)
Gain on sale of business	—	0.01	—	(0.05)
Tax impact on gain of sale of business	—	—	—	—
Acquisition-related intangible asset amortization	0.43	0.35	1.27	0.99
Tax impact on acquisition-related intangible asset amortization	(0.11)	(0.09)	(0.31)	(0.22)
Adjusted diluted EPS attributable to IDEX	<u>\$ 2.03</u>	<u>\$ 1.90</u>	<u>\$ 5.85</u>	<u>\$ 5.84</u>
Diluted weighted average shares outstanding	75.2	75.9	75.5	75.9

**Table 4: Reconciliations of Net Income to Adjusted EBITDA** (dollars in millions)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2025	2024	2025	2024
Reported net income	\$ 127.7	\$ 118.9	\$ 354.2	\$ 381.4
Provision for income taxes	42.8	35.5	110.7	106.7
Interest expense - net	16.5	10.3	48.2	27.8
Gain on sale of business	—	0.6	—	(4.0)
Depreciation	19.1	17.4	56.5	49.9
Amortization	33.0	26.5	96.5	75.0
Fair value inventory step-up charges	0.6	2.1	0.6	4.6
Restructuring expenses and asset impairments	0.1	3.0	18.3	5.4
Adjusted EBITDA	<u>\$ 239.8</u>	<u>\$ 214.3</u>	<u>\$ 685.0</u>	<u>\$ 646.8</u>
Adjusted EBITDA Components:				
HST	\$ 105.4	\$ 82.6	\$ 287.8	\$ 248.2
FMT	106.8	98.5	310.8	311.6
FSDP	49.3	54.7	159.9	159.9
Corporate and other	(21.7)	(21.5)	(73.5)	(72.9)
Total Adjusted EBITDA	<u>\$ 239.8</u>	<u>\$ 214.3</u>	<u>\$ 685.0</u>	<u>\$ 646.8</u>
Net sales	\$ 878.7	\$ 798.2	\$ 2,558.4	\$ 2,405.9
Net income margin	14.5%	14.9%	13.8%	15.9%
Adjusted EBITDA margin	27.3%	26.9%	26.8%	26.9%



**Table 5: Reconciliations of Cash Flows from Operating Activities to Free Cash Flow (dollars in millions)**

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2025	2024	2025	2024
Cash flows from operating activities	\$ 203.5	\$ 205.3	\$ 470.9	\$ 495.5
Less: Capital expenditures	14.8	13.7	43.9	49.6
Free cash flow	<u>\$ 188.7</u>	<u>\$ 191.6</u>	<u>\$ 427.0</u>	<u>\$ 445.9</u>
Reported net income attributable to IDEX	\$ 127.8	\$ 119.1	\$ 354.9	\$ 381.8
Adjusted net income attributable to IDEX	152.8	144.1	442.3	443.4
Operating cash flow conversion	159%	172%	133%	130%
Free cash flow conversion	123%	133%	97%	101%

**Table 6: Reconciliation of Estimated 2025 Change in Net Sales to Change in Organic Sales**

	Guidance <sup>(4)</sup>	
	Full Year 2025	
	Low End	High End
Estimated change in net sales	5%	6%
Less:		
Net impact from acquisitions/divestitures <sup>(1)</sup>	3%	4%
Impact from foreign currency <sup>(2)</sup>	1%	1%
Estimated change in organic sales	<u>1%</u>	<u>1%</u>

**Table 7: Reconciliation of Estimated 2025 Diluted EPS Attributable to IDEX to Adjusted Diluted EPS Attributable to IDEX**

	Guidance <sup>(4)</sup>
	Full Year 2025
Estimated diluted EPS attributable to IDEX	\$6.35 - \$6.40
Fair value inventory step-up charges	0.01
Tax impact on fair value inventory step-up charges	—
Restructuring expenses and asset impairments <sup>(5)</sup>	\$0.25
Tax impact on restructuring expenses and asset impairments	\$(0.06)
Acquisition-related intangible asset amortization	\$1.72
Tax impact on acquisition-related intangible asset amortization	\$(0.41)
Estimated adjusted diluted EPS attributable to IDEX	<u>\$7.86 - \$7.91</u>

**Table 8: Reconciliation of Estimated 2025 Net Income to Adjusted EBITDA (dollars in millions)**

	Guidance <sup>(4)</sup>	
	Full Year 2025	
	Low End	High End
Estimated Reported net income	\$ 478.0	\$ 481.6
Provision for income taxes	150.7	152.0
Interest expense - net	65.4	65.4
Depreciation	76.7	76.7
Amortization of intangible assets	130.6	130.6
Fair value inventory step-up charges	0.6	0.6
Restructuring expenses and asset impairments <sup>(5)</sup>	19.2	19.2
Estimated Adjusted EBITDA	<u>\$ 921.2</u>	<u>\$ 926.1</u>
Estimated Net sales	\$ 3,445.3	\$ 3,461.3
Estimated Net income margin	13.9%	13.9%
Estimated Adjusted EBITDA margin	26.5%	27.0%

<sup>(1)</sup> Represents the sales from acquired or divested businesses during the first 12 months of ownership or prior to divestiture.

<sup>(2)</sup> The portion of sales attributable to foreign currency translation is calculated as the difference between (a) the period-to-period change in organic sales, and (b) the period-to-period change in organic sales after applying prior period foreign exchange rates to the current year period.

<sup>(3)</sup> This adjustment represents the amount of Restructuring expenses and asset impairments attributable to IDEX. Restructuring expenses and asset impairments of \$18.3 million on the Condensed Consolidated Statements of Income during the nine months ended September 30, 2025 included charges of \$0.6 million recognized by the Company's joint venture, \$0.3 million of which was attributable to noncontrolling interest.

<sup>(4)</sup> Amounts may not foot or recalculate precisely due to rounding.

<sup>(5)</sup> Represents estimated restructuring costs to be incurred during the remainder of 2025, primarily related to severance.