# Baird Global Industrials Conference

## Fireside Chat

**November 10, 2026**


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IDEX CORPORATION

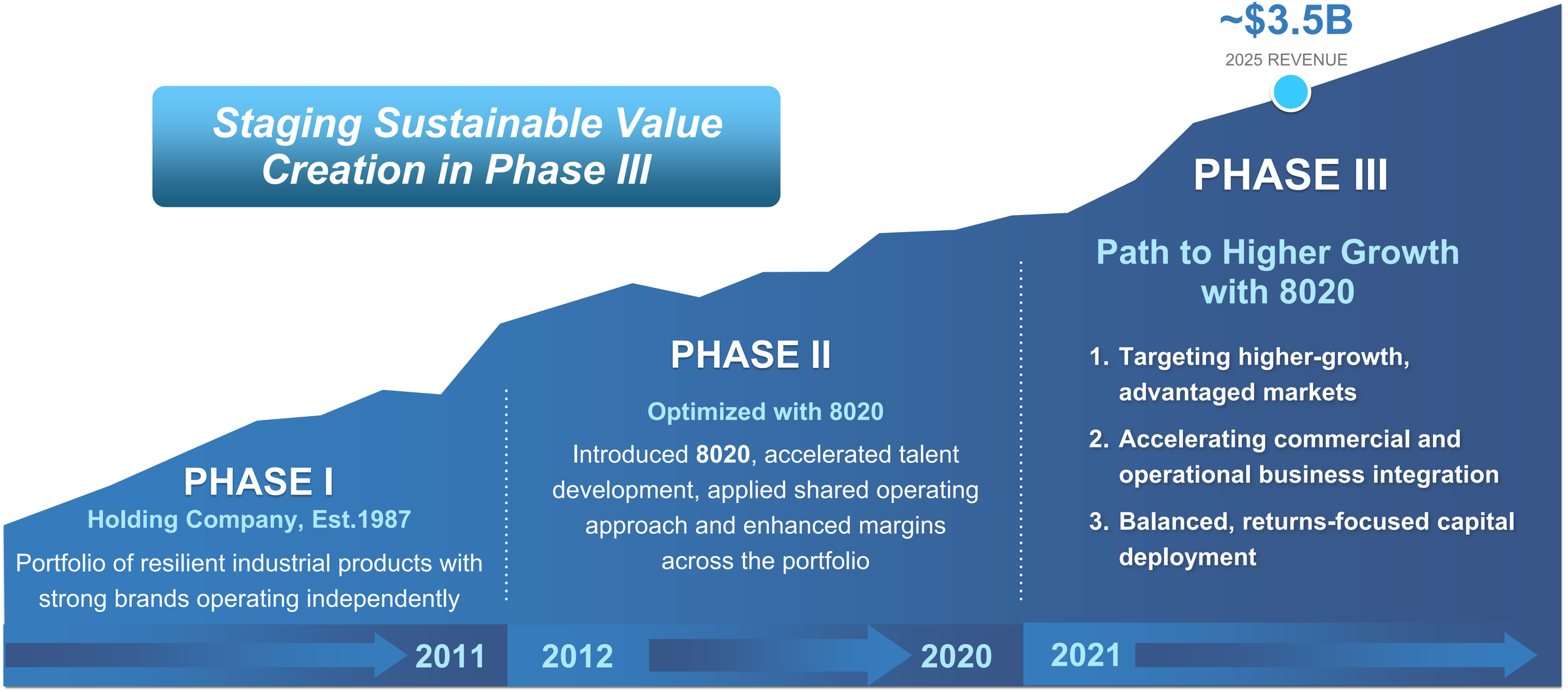
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# Cautionary Statement

**Cautionary Statement Under the Private Securities Litigation Reform Act**

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# The Purposeful Evolution of IDEX



# IDEX Business Characteristics

## Business Model

- Manufacturing focus on components, subcomponents and modules
- High criticality but small portion of customers' bill of materials
- Asset-light manufacturing and efficient operations
- Proprietary, customer co-developed, and differentiated technology

## Competitive Advantages

- Industry leaders
- High margins with room to grow
- Favorable end market secular trends
- Long-tenured customer relationships and collaboration with emerging innovators
- Proprietary technology that can be tuned for new opportunities in adjacent spaces



**We choose specialized spaces where we can optimize growth and profitability, turning proprietary technology into new opportunities**

# Advantaged market focus driving higher growth

*Represent over 1/3 of HST and ~20% of IDEX overall*



## Data Center

Power generation thermal management solutions and chip cooling



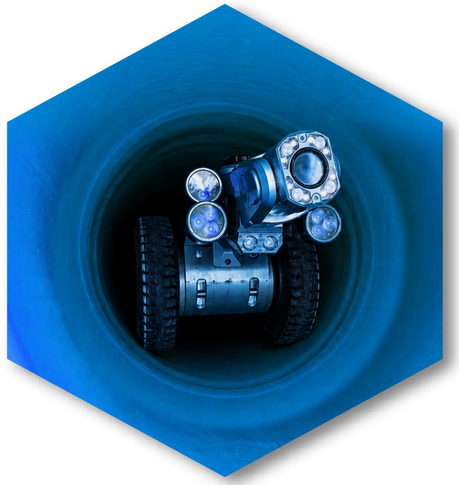
## Semiconductor

Wafer positioning, instrument thermal management, gas purification, and critical sealing



## Space & Defense

Optical and propulsion elements for satellite communications, earth observation, and guidance



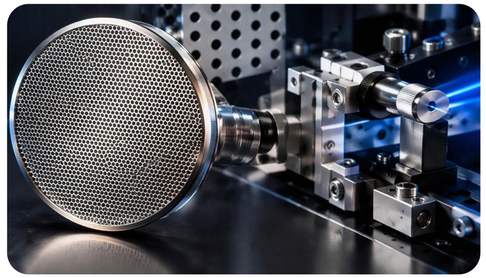
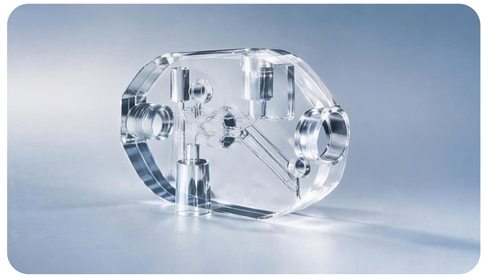
## Water

Advanced solutions for water infrastructure condition and performance monitoring/assessment

## *DIFFERENTIATED 8020 OPERATING MODEL*

- Reallocating Resources
- Leveraging Adjacent Technologies
- Maximizing Go-to-market Synergies
- Delivering Operational Efficiencies

# Tuning Capabilities with Speed & Agility Boosts Organic Growth

| | Core Capability | Existing Application | *Tuned to* | New High-Growth Application (80) |
|---|---|---|---|---|
| MOTT | **Advanced metal filtration** | **Impurity Removal**<br>*(Energy)*<br>Designed filters to withstand harsh environmental conditions |  | **Impurity Removal**<br>*(Semiconductor)*<br>Tuned porosity control ensuring subnanometer impurities are removed from fluid streams |
| MUON | **Electroforming, i.e., growing small parts with precise dimensions & mechanical properties** | **Drug Delivery**<br>*(Medical Devices)*<br>Hundreds of micro-holes break fluid down to atomic levels for drug delivery |  | **Optical Circuit Switching**<br>*(Data Centers)*<br>Micro-precision, mechanical components enable fast, accurate and repeatable fiber alignment |
| MUON | **Micro-machining of ceramics & glass** | **Implantables**<br>*(Medical Devices)*<br>Laser etching creates microchannels inside glass bodies |  | **Radio-Frequency Antennas**<br>*(Space)*<br>Tuned capabilities to create precise beam shapers, optimizing performance |

***Unique core capabilities + deep application knowledge enable tunability***
***8020 informs focus areas + drives efficient reallocation of resources without adding complexity***

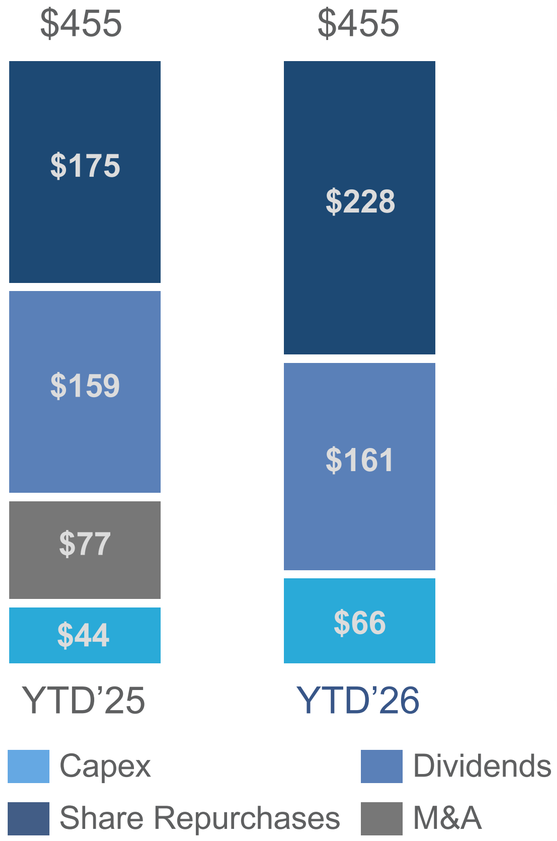
# Capital Deployment

## Maintaining a balanced and returns-oriented approach

### Gross Leverage*




### Capital Deployment (YTD'25 vs. YTD'26)




** Gross Leverage defined as Total Debt / TTM Adj. EBITDA YTD Is through 3Q26*

## IDEX Capital Deployment Framework

| | |
|---|---|
| ***Maintain flexible balance sheet*** | • Maintain investment grade credit rating<br>• Gross leverage target < 2.0x |
| ***Organic growth investment*** | • 80s focus areas<br>• Highest ROI opportunities |
| ***Opportunistic M&A*** | • Integrating newly acquired businesses<br>• Near-term focus on tuck-ins |
| ***Return capital to shareholders*** | • Dividends and share repurchases<br>• Flex depending on leverage and M&A actionability |




# Thank you