

December 2025

Team 4



ESCO Technologies Company Overview

Company Description

- Operates a diversified portfolio of engineered products serving aerospace, defense, utility, and industrial markets, delivering mission critical filtration technologies, high voltage grid diagnostics, and electromagnetic test and measurement systems
- Generates stable revenue through long standing relationships with aircraft OEMs, defense primes, electric utilities, and global electronics and automotive manufacturers that depend on ESCO for filtration components, grid integrity testing, and EMC compliance solutions
- Supports essential customer workflows by providing engineered filtration for aircraft and naval platforms, diagnostic tools for high voltage equipment, and RF shielding and measurement systems that enable accurate identification and control of electromagnetic and acoustic energy.
- Founded: 1990; Employees: 3,281+; HQ: St. Louis, Missouri

Key Financials and Trading Statistics

(\$mm, unless otherwise stated)			
Current Price (\$)	\$216	52Wk High / Low (\$)	\$229.46 / \$127.17
Market Cap (\$mm)	\$5,612	Avg. Volume (k)	421.22
Enterprise Value (\$mm)	\$6,035	Float (%)	99.4%
26E Revenue (\$mm)	\$1,323	Short Interest (%)	1.5%
'25A-'28E Revenue CAGR (%)	15.4%	EV / '26E EBITDA (x)	18.2x
'26E Gross Margin (%)	39.6%	'26E P/E (x)	37.0x
'26E EBITDA (\$mm)	\$331	Net Debt / '25A EBITDA (x)	1.7x
'26E EBITDA Margin (%)	25.0%	'25A ROA (%)	14.1%
'26E EPS (\$)	\$5.83	Dividend Yield (%)	0.2%

Product & Service Revenue







Commercial & Defense OEM















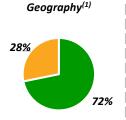
Electronics, Automotive, & Compliance Testing







Revenue Breakdown (FY 2025A)

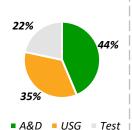


By Segment /

■ US ■ International

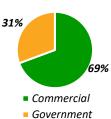
\$1.026mm 2024A Revenue

By Product Offering



~70% Of Revenue Comes From Recurring Revenue

By Customer Type(1)



+5,500

Clients Across Various Industries

Sources: Wall Street Research, company filings, and FactSet as of 11/21/25. (1) Represents Segment breakdown from 2024A fiscal filing.



ESCO Technologies Investment Thesis & Catalysts

Recommended Buy on ESCO Technologies with a target price of \$302, representing +40.1% upside

Leverage Multi-Year Defense and Aerospace Spending Cycles

- ✓ Benefit from rising defense budgets and long-cycle Navy and aerospace programs that support durable A&D growth and long-term revenue visibility
- Ramp in Navy and aerospace
 backlog adds ~\$204 \$380mm in
 A&D revenue and ~\$52 \$75mm in
 EBITDA from 2026E 20300E

Capitalize on Grid Modernization and Reliability Mandates

- ✓ Strengthen ESCO's position as utilities and data centers face stricter safety and reliability requirements, driving demand for its diagnostic and utility-focused technologies
- ☐ Tighter utility and data-center regulations unlock ~\$209 \$276mm in USG revenue and ~\$57 \$126mm in EBITDA from 2026E -2030E

Capture Growing Demand for RF and EMC Testing

- Expanding Rf and EMC Testing Needs as EVs, 5G/6G Devices, and Next-Generation Electronics Demand More Comprehensive Compliance Validation
- Surging RF/EMC testing
 requirements contribute
 ~\$50 \$145mm in Test revenue and
 ~\$22 \$202mm in EBITDA from
 2026E 2030E



ESCO Technologies Why the Opportunity Exists

Misunderstood Industrial Compounder

- Viewed as a slow industrial despite operating in highly regulated, mission-critical markets
- Technology leadership overlooked because investors see "utility test equipment" instead of differentiated IP
- Recurring, high-margin aftermarket and long-cycle
 A&D programs underappreciated by the market
- RF and EMC demand underestimated even as EVs, 5G/6G, drones, and advanced electronics drive structural growth
- Power-grid opportunity ignored despite utilities facing stricter reliability and safety mandate
- Organic growth masked by small tuck-ins that look like low-impact acquisitions
- Margin expansion potential not credited due to outdated perceptions from ESCO's pre-2020A mix

Know What You Own

What is ESCO Technologies?

Market Leader

Recurring,
Mission-Critical
Revenues

Beneficiary of Secular Grid + Defense Spend High-Margin, Asset-Lite Model

RF Test Exposure to EVs and 5G/6G

So, why is a High-Quality Industrial Tech Leader Trading Like a Sleeper?



Investor Confusion Keeps a Premium Industrial Platform Mispriced

Underutilization Of ESCO Technologies Platform

- Diverse portfolio makes company harder to categorize
- Underfollowed by Wall Street despite consistent execution
- Space divestiture creates near-term uncertainty
- High-tech engineering misunderstood as "industrial"
- Strong backlog growth not yet reflected in valuation
- Has only 2 sell-side coverage analysts vs. peers
- A&D cyclicality obscures recurring revenue strength
- Grid modernization story underappreciated despite long-term tailwinds
- RF Test seen as niche despite regulatory + defense demand
- Premium engineering and IP not captured in multiples

ESCO Platform Drives Sustained Growth

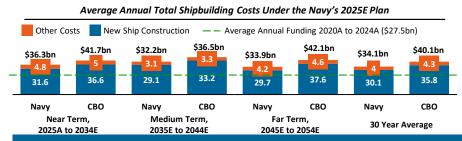
- Mission-critical solutions serving defense, energy, grid reliability, and test markets
- Recurring revenue and double-digit margin profile FY25A delivered record orders, earnings, and backlog
- Margin expansion opportunities across all segments
- Innovation in high-growth end-markets supports durable demand
- Strong balance sheet enabling ongoing reinvestment and M&A
- High-return, technology-oriented portfolio with long-term visibility

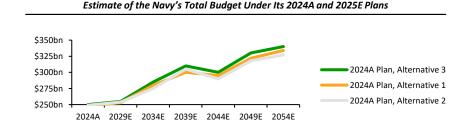


Investment Thesis #1: Benefit from Rising Defense Budgets and Long-Cycle Navy and Aerospace Programs That Support Durable A&D Growth and Long-Term Revenue **Visibility**

Why Does the Opportunity Exist⁽¹⁾

Shipbuilding and fleet-support costs have climbed steadily above Navy expectations, signaling a long runway of rising investment needs across the 30-year plan





Value Add

Captures defense growth by owning long-cycle Navy programs, supplying higher-spec A&D components, and locking in multi-year recurring content competitors can't match

- Deeply embedded in long-cycle Navy and aerospace programs
 - Supplies niche A&D components with higher mission-critical performance than peers
- Wins recurring content as platforms age, upgrade, and expand procurement cycles

Why Competitors Can't Compete

CURTISS - RALLIANT AMETEK CRANE

- Lack deep expertise in long-cycle defense and aerospace systems
- Don't offer mission-critical components designed for Navy and airframe programs
- Can't deliver the reliability or lifecycle support defense contracts require

\$53mm 04'25 Entered Orders 1.87x

FY'25 Book to Bill Ratio



FY'25 Additional Ending Backlog

Q4'25 Organic Orders

Financial Impact

Key Performance Indicators



Backlog

Growth







Book to **Bill Ratio**

Q4 2025 Earnings Call

"Let's start with Aerospace & Defense. We remain positive regarding the long-term outlook for both the aircraft and Navy markets. We see fundamental drivers across both of these markets and expect increasing production rates to drive growth going forward"

> Bryan H. Sayler President, Chief Executive Officer & Director November 20, 2025

(values are in \$mm)	2026E	2027E	2028E	2029E	2030E
Revenue Consensus	NA	NA	NA	NA	NA
Our Estimates for Revenue	\$617	\$713	\$823	\$951	\$1,098
EBITDA Consensus	NA	NA	NA	NA	NA
Our Estimates for EBITDA	\$141	\$159	\$180	\$203	\$230
Revenue Navy Surge Contribution	\$165	\$195	\$288	\$380	\$439
Revenue Navy Contribution YoY Growth %	50.0%	45.0%	40.0%	35.0%	35.0%
EBITDA Navy Surge Contribution	\$44	\$55	\$54	\$71	\$92
EBITDA Navy Surge Contribution YoY Growth %	55.0%	50.0%	45.0%	40.0%	40.0%

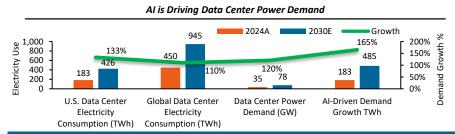
Sources: Wall Street Research, company filings, and FactSet as of 11/21/25. Note: "NA" means not available.

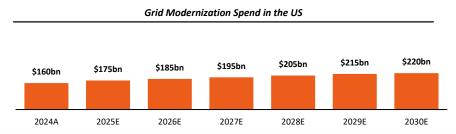


Investment Thesis #2: Strengthen ESCO's Position as Utilities and Data Centers Face Stricter Safety and Reliability Requirements, Driving Demand for Its Diagnostic and Utility-Focused Technologies

Why Does the Opportunity Exist

Explosive AI-driven electricity demand and rising U.S. grid-modernization spending signal a multi-year surge in infrastructure investment as data centers strain existing power capacity





Value Add

Gains utility and data-center share by delivering integrated diagnostics competitors can't match, creating sustained demand and strengthening recurring backlog

- Deliver High-Accuracy Grid Diagnostics for Aging Infrastructure
 - Provide Compliance-Ready Monitoring for Safety & Reliability Standards
- 3 Embed Hardware + Software + Field Services Into a Continuous Reliability Workflow

Why Competitors Can't Compete

AMETEK CRANE CURTISS - RALLIANT

- Lack grid-specific diagnostic depth or utility-grade measurement accuracy
- Don't offer end-to-end compliance workflows for utilities and data centers
- Can't integrate monitoring hardware, analytics software, and field services

~\$21mm

1.106x

Q4'25 Doble Entered Orders FY'25 Book to Bill Ratio

~\$24mm

FY'25 Additional Ending Backlog

Financial Impact

Key Performance Indicators



Growth







Book to Bill Ratio

Q4 2025 Earnings Call tility Group, we expect growth of 4

"For the **Utility Group, we expect growth of 4% to 6%, which includes Doble growing in a range of 6% to 8%...** seeing continued strong spending from the utilities that are really focused on grid infrastructure"

Christopher L. Tucker Chief Financial Officer & Senior Vice President November 20, 2025

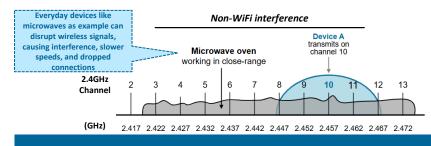
(values are in \$mm)	2026E	2027E	2028E	2029E	2030E
Revenue Consensus	NA	NA	NA	NA	NA
Our Estimates for Revenue	\$440	\$492	\$550	\$616	\$689
EBITDA Consensus	NA	NA	NA	NA	NA
Our Estimates for EBITDA	\$117	\$132	\$149	\$169	\$191
Revenue Grid Surge Contribution	\$209	\$261	\$193	\$246	\$276
Revenue Grid Surge Contribution YoY Growth %	25.0%	25.0%	25.0%	25.0%	25.0%
EBITDA Grid Surge Contribution	\$57	\$64	\$54	\$85	\$126
EBITDA Grid Surge Contribution YoY Growth %	25.0%	25.0%	25.0%	25.0%	20.0%

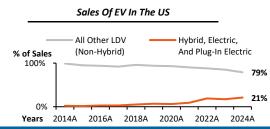


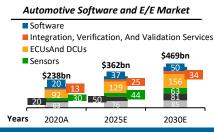
Investment Thesis #3: Expanding Rf and EMC Testing Needs as EVs, 5G/6G Devices, and **Next-Generation Electronics Demand More Comprehensive Compliance Validation**

Why Does the Opportunity Exist⁽¹⁾⁽²⁾⁽³⁾

More EV electronics and the move to 5G/6G sharply increase the need for RF and EMC testing to ensure reliable, interference-free performance







Value Add

Captures share by delivering RF/EMC capabilities and an integrated solutions model competitors can't match, driving stronger orders, a higher book-to-bill, and a growing backlog

- Provides Full-Spectrum RF + EMC Testing Across the Entire Signal Chain
- Delivers Mission-Critical, High-Power, High-Frequency Testing Capabilities Others Can't Match
- Combines Hardware, Software, and Lab Services Into a Recurring, Embedded Customer Workflow

Why Competitors Can't Compete

AMETEK CRANE CURTISS - RALLIANT

- Lack deep specialization in high-power RF/EMC systems
- Don't offer cross-industry compliance expertise for defense, EVs, and 5G/6G
- Can't provide an integrated hardware + software + services model

1.12x

FY'25 Entered Orders

FY'25 Book to Bill Ratio

FY'25 Additional Ending Backlog

Financial Impact

Key Performance Indicators



Growth

Backlog Entered



Orders



Bill Ratio

Q4 2025 Earnings Call

"For Test, we expect top line growth to be in the range of 3% to 5%...We would expect margin improvement from all three of the segments next year"

> Christopher L. Tucker Chief Financial Officer & Senior Vice President November 20, 2025

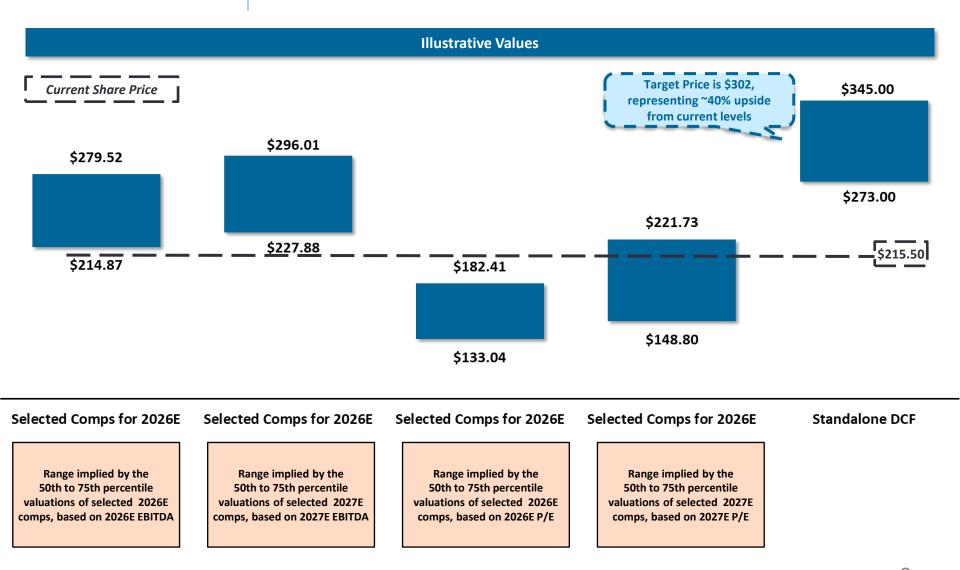
(values are in \$mm)	2026E	2027E	2028E	2029E	2030E
Revenue Consensus	NA	NA	NA	NA	NA
Our Estimates for Revenue	\$266	\$288	\$311	\$336	\$364
EBITDA Consensus	NA	NA	NA	NA	NA
Our Estimates for EBITDA	\$205	\$263	\$329	\$412	\$506
Revenue RF Surge Contribution	\$50	\$80	\$109	\$134	\$145
Revenue RF Surge Contribution YoY Growth %	25.0%	30.0%	35.0%	40.0%	40.0%
EBITDA RF Surge Contribution	\$22	\$20	\$99	\$144	\$202
EBITDA RF Surge Contribution YoY Growth %	20.0%	25.0%	30.0%	35.0%	40.0%

Sources: Wall Street Research, The Insight Partners, Network Academy, McKinsey & Company, EIA, company filings, and FactSet as of 11/21/25. Note: "EV" means electronic vehicles; "EMC" means electromagnetic compatibility; "RF" means radio frequency; "NA" means not available.

- EIA reports, "U.S. share of electric and hybrid vehicle sales reached a record in the third quarter" on 12/04/24.
- McKinsey & Company discloses, "Outlook on the automotive software and electronics market through 2030" on 01/03/23. Network Academy publishes, "Interference, RSSI, and SNR" on 10/10/2025.



Valuation Summary





Public Company Comparable Valuation and Operational Benchmarking

	Share	Market	Enterprise	CY	EV / Rev	enue	CY	EV / EBI	ΓDA		CY P/E			Y Reven	iue		CY EBITD	Α		CY EPS		'25E	- '27E C	AGR	CY 202	5 Margii
Companies	Price	Сар	Value	2025E	2026E	2027E	2025E	2026E	2027E	2025E	2026E	2027E	2025E	2026E	2027E	2025E	2026E	2027E	2025E	2026E	2027E	Revenue	EBITDA	EPS	Gross	EBITD
AMETEK	\$195.02	\$45,155	\$47,180	6.44x	6.02x	5.71x	20.3x	18.8x	17.6x	26.6x	24.6x	22.9x	\$7,331	\$7,832	\$8,260	\$2,328	\$2,516	\$2,676	\$7.34	\$7.92	\$8.50	6.1%	7.2%	7.6%	35.7%	31.6%
CURTISS - WRIGHT	536.00	19,909	20,652	6.01	5.61	5.19	27.0	24.8	22.5	40.9	36.8	33.1	3,438	3,683	3,976	764	834	919	13.10	14.55	16.20	7.5%	9.7%	11.2%	37.0%	21.0%
CRANE	178.89	10,476	10,137	4.44	3.92	3.71	20.6	17.6	15.6	30.2	27.1	24.2	2,283	2,589	2,734	492	576	650	5.92	6.61	7.40	9.4%	14.9%	11.8%	40.7%	20.0%
RALLIANT	45.97	5,186	6,072	2.95	2.82	2.70	14.3	12.8	11.8	24.2	23.0	NA	2,058	2,154	2,249	424	474	514	1.90	2.00	NA	4.5%	10.1%	5.3% (1)	38.7%	15.7%
rd Quartile		\$38,843	\$40,548	6.33x	5.92x	5.58x	25.4x	23.3x	21.3x	38.2x	34.4x	33.1x	\$6,358	\$6,795	\$7,189	\$1,937	\$2,096	\$2,237	\$11.66	\$12.89	\$16.20	9.0%	13.7%	11.7%	40.2%	28.9%
nd Quartile		15,192	15,394	5.22	4.76	4.45	20.4	18.2	16.6	28.4	25.8	24.2	2,861	3,136	3,355	628	705	785	6.63	7.27	8.50	6.8%	9.9%	9.4%	37.8%	20.5%
st Quartile		6,508	7,088	3.32	3.09	2.95	15.8	14.0	12.8	24.8	23.4	22.9		2,263	2,370				2.91		7.40	4.9%	7.8%	5.9%	36.0%	16.8%
(ESCO)	\$215.50	\$5,612	\$6,035	5 51v	4.56x	4.05v	23.6x	18 2v	15.8x	10 7v	27 Ov	20.7v	\$1,005	¢1 222	¢1 402	\$256	\$331	#202	Φ44 EE	#E 02	¢7.25	16.7%	22.20/	NM	42.1%	22 40/



Summary of Historical and Projected Financial Performance Based on Illustrative Explorations

15.5%

11.9%

8.1%

12.9%

14.3%

25.3%

15.1%

23.2%

23.2%

		Histo	orical			Wall	Street Res	search		C.
	2022A	2023A	2024A	2025A	2026E	2027E	2028E	2029E	2030E	'22A
A&D	\$351	\$392	\$448	\$460	\$617	\$713	\$823	\$951	\$1,098	8.
USG	\$278	\$342	\$369	\$382	\$440	\$492	\$550	\$616	\$689	9.
Test	\$228	\$221	\$210	\$254	\$266	\$288	\$311	\$336	\$364	(2
Revenue	\$858	\$956	\$1,027	\$1,095	\$1,323	\$1,492	\$1,684	\$1,903	\$2,151	6
% Growth		11.5%	7.4%	6.7%	20.8%	12.8%	12.9%	13.0%	13.1%	
Less: COGs	(525)	(580)	(623)	(634)	(799)	(893)	(1,000)	(1,120)	(1,255)	
Gross Profit	\$333	\$376	\$404	\$461	\$524	\$599	\$684	\$783	\$896	6
% Margin	38.8%	39.3%	39.3%	42.1%	39.6%	40.1%	40.6%	41.1%	41.6%	
Less: Amortization of Intangible Assets	(26)	(29)	(33)	(53)	(42)	(46)	(54)	(59)	(69)	
Less: SG&A	(195)	(217)	(224)	(235)	(277)	(290)	(302)	(313)	(321)	
Adj. EBIT	\$111	\$130	\$147	\$173	\$205	\$263	\$329	\$412	\$506	9
% Margin	13.0%	13.6%	14.3%	15.8%	15.5%	17.6%	19.5%	21.6%	23.5%	
Plus: Deprecation & Amortization	29	32	35	54	50	57	67	79	85	
Plus: Total Adjustments	21	23	25	28	76	62	43	17	(9)	
Adj. EBITDA	\$161	\$184	\$207	\$256	\$331	\$383	\$438	\$507	\$581	8
% Margin	18.8%	19.3%	20.1%	23.4%	25.0%	25.6%	26.0%	26.6%	27.0%	
Adj. Net Income	\$82	\$93	\$102	\$116	\$150	\$187	\$231	\$284	\$347	7
% Margin	9.6%	9.7%	9.9%	10.6%	11.4%	12.6%	13.7%	14.9%	16.1%	
Adj. EPS	\$3.16	\$3.57	\$3.94	\$11.55	\$5.83	\$7.25	\$8.96	\$11.00	\$13.42	7
Selected Cash Flow Items										
Capital Expenditures	\$29	\$32	\$35	\$54	\$50	\$57	\$67	\$79	\$85	
% of Revenue	3.4%	3.3%	3.4%	4.9%	3.8%	3.9%	4.0%	4.1%	3.9%	
Deprecation & Amortization	\$29	\$32	\$35	\$54	\$50	\$57	\$67	\$79	\$85	
% of Revenue	3.4%	3.3%	3.4%	4.9%	3.8%	3.9%	4.0%	4.1%	3.9%	
Change in Net Working Capital		68	28	(113)	9	(55)	(71)	(91)	(115)	
% Change in Revenue		7.1%	2.8%	(10.3%)	0.7%	(3.7%)	(4.2%)	(4.8%)	(5.3%)	

Commentary

- Revenue grows at a solid ~13% CAGR
 Growth supported by rising utility grid reliability mandates and data-center safety requirements, expanding demand for ESCO's diagnostic and utility-focused technologies
- Additional uplift from long-cycle defense and Navy programs, providing recurring backlog conversion and multi-year visibility
- B Gross margin expands steadily from ~39% to ~42% by '30E, reflecting ESCO's strengthening position in RF testing and grid diagnostics
 - Higher-margin mix from test & measurement and regulated A&D programs supports margin expansion
 - Scale efficiencies and standardized manufacturing offset inflationary pressure across aerospace, defense, and industrial markets
- C EBIT margin improves from ~16% to ~24% by '30E, the defense and Navy programs drive operating leverage
- Margin lift supported by disciplined SG&A and stronger recurring revenue from utility and data-center services
- Increasing contribution from mission-critical diagnostics and compliance platforms enhances ESCO's moat across A&D, utility, and test markets

11



ESCO TechnologiesRisks & Mitigants

Risk	Description	Mitigation
Slower-than-expected utility grid-modernization spending	 	 Grid modernization is regulatory and non-discretionary is 70% of transformers are 40+ years old (DOE) EEI forecasts \$1.1 trillion utility capex 2025E–2029E Spending shifts timing but not magnitude Doble is embedded with 90% of US IOUs, ensuring capture even in slower cycles
Data-center build-outs slow or hyperscale capex fluctuates	Al-driven power demand might moderate, delaying electrical infrastructure upgrades tied to ESCO's USG and Test segments	 Even if construction slows, power density continues rising, requiring reliability, protection testing, and EMC/EMI compliance Al rack density (5 -10×) forces continuous upgrades to transformers + substations regardless of build pace ESCO's exposure is to reliability spend, which persists through cycles
Competition from OMICRON, Megger, or other diagnostics vendors	Utilities may consider alternative test systems or monitoring platforms	 Doble's installed base: 50,000+ devices; 5,500 customers in 110 countries 95% software renewal rates leading to high switching cost Proprietary database: 55mm+ points of transformer/relay test data NERC workflows already written around Doble
Execution risk in Test segment (project timing volatility)	 ETS-Lindgren revenues can be lumpy due to timing of EMC/EMI chamber installations	 Long-term demand driven by AI, 5G, EVs, aerospace, and FCC/EMC regulation Growing software & service mix reduces lumpiness Recent MPE acquisition diversifies Test revenue
Supply-chain bottlenecks (transformers, semiconductors, electronic components)	Could delay deliveries or inflate costs for Doble monitors or ETS-Lindgren systems	 ESCO historically maintains 99%+ on-time delivery due to diversified suppliers High margins + niche pricing equivalates to ability to pass through cost increases Services & software unaffected by hardware constraints
Defense program timing risk in A&D segment	 Navy or defense procurement schedule changes could impact A&D revenue pacing	 A&D is ~45% of revenue and well diversified across commercial aerospace + defense + space Multi-year Navy programs (Columbia-class subs) provide long-duration revenue visibility Grid USG tailwinds offset A&D cyclicality
Customer concentration in utilities	Large utilities represent a significant portion of USG demand	 Utilities rarely change vendors for diagnostic workflows due to NERC compliance requirements No single customer +10% of revenue 5,500+ customers across 110 countries symbolizing global breadth
Over-reliance on a few key suppliers (Doble has one supplier providing ~23% of products)	Manufacturing disruption risk in single-source components	 ESCO maintains contingency plans and has diversified supply chains across 6+ manufacturers High-margin service/software reduces dependency on hardware shipments
Valuation risk (premium multiple vs. past industrial comparables)	ESCO may screen as expensive vs. traditional industrials if comps are miss elected	 ESCO's mix (55% recurring, software-enabled diagnostics) warrants tech-industrial comps (AME, FTV, BMI) Multi-year TAM tailwinds support higher long-term EBITDA compounding



Questions



Appendix



Valuation Overview - Sensitivity Analysis

EBITDA		Revenue Growth									
Margin	10.0%	12.5%	15.0%	17.5%	20.0%						
20.0%	\$277.00	\$282.00	\$288.00	\$294.00	\$300.00						
22.5%	\$277.00	\$283.00	\$288.00	\$294.00	\$300.00						
25.0%	\$277.00	\$283.00	\$289.00	\$294.00	\$300.00						
27.5%	\$277.00	\$283.00	\$289.00	\$295.00	\$300.00						
30.0%	\$277.00	\$283.00	\$289.00	\$295.00	\$300.00						

- Face revenue drag if
 Virginia/Columbia submarine
 timing slips
- Encounter USG softness from NRG and renewables uncertainty
- Risk Test slowdown if tariffs or mix headwinds persist

EBITDA		Revenue Growth								
Margin	20.0%	22.5%	25.0%	27.5%	30.0%					
20.0%	\$300.00	\$306.00	\$312.00	\$318.00	\$323.00					
22.5%	\$300.00	\$306.00	\$312.00	\$318.00	\$324.00					
25.0%	\$300.00	\$306.00	\$312.00	\$318.00	\$324.00					
27.5%	\$300.00	\$306.00	\$312.00	\$318.00	\$324.00					
30.0%	\$300.00	\$306.00	\$312.00	\$318.00	(\$324.00)					

- Capture record A&D backlog converting into multi-year revenue
- Lift USG revenue as strong

 Doble orders convert to
 shipments
- Acceleration from Test segment

EBITDA		Entry EBITDA Multiple									
Margin	21.0x	22.0x	23.0x	24.0x	25.0x						
20.0%	\$203.00	\$213.00	\$224.00	\$234.00	\$244.00						
22.5%	\$230.00	\$241.00	\$253.00	\$265.00	\$276.00						
25.0%	\$257.00	\$270.00	\$282.00	\$295.00	\$308.00						
27.5%	\$284.00	\$298.00	\$312.00	\$326.00	\$340.00						
30.0%	\$311.00	\$326.00	\$341.00	\$357.00	\$372.00						

- Absorb USG margin pressure from timing issues at Doble
- Face multiple compression if tariff impacts rise
- Risk margin dilution if
 Maritime integration costs
 linger

EBITDA		Entry EBITDA Multiple									
Margin	25.0x	26.0x	27.0x	28.0x	29.0x						
20.0%	\$244.00	\$254.00	\$265.00	\$275.00	\$285.00						
22.5%	\$276.00	\$288.00	\$299.00	\$311.00	\$322.00						
25.0%	\$308.00	\$321.00	\$334.00	\$346.00	\$359.00						
27.5%	\$340.00	\$354.00	\$368.00	\$382.00	\$396.00						
30.0%	\$372.00	\$387.00	\$403.00	\$418.00	(\$434.00)						

- Re-rate higher on A&D margin expansion and Maritime synergies
- Gain leverage from strong
 Test margin rebound
- Capture mix-driven uplift as higher-margin Navy work scales

Net Income		Enti			
Margin	38.0x	39.0x	40.0x	41.0x	42.0x
10.0%	\$183.05	\$188.17	\$193.29	\$198.42	\$203.54
12.0%	\$221.98	\$228.13	\$234.28	\$240.42	\$246.57
14.0%	\$260.92	\$268.09	\$275.26	\$282.43	\$289.60
16.0%	\$299.85	\$308.04	\$316.24	\$324.44	\$332.63
18.0%	\$338.78	\$348.00	\$357.22	\$366.44	\$375.67

- **A&D volumes normalize** postorder surge
- EPS pressure if NRG weakness spreads within USG
- Face valuation headwinds if integration costs distort GAAP earnings

Net Incom	ŧ	Ent			
Margin	42.0x	43.0x	44.0x	45.0x	46.0x
10.0%	\$203.54	\$208.66	\$213.79	\$218.91	\$224.03
12.0%	\$246.57	\$252.72	\$258.87	\$265.01	\$271.16
14.0%	\$289.60	\$296.77	\$303.95	\$311.12	\$318.29
16.0%	\$332.63	\$340.83	\$349.03	\$357.22	\$365.42
18.0%	\$375.67	\$384.89	\$394.11	\$403.33	(\$412.55)

- ✓ EPS grows 21 24% and guidance moves higher
- Boost valuation as portfolio shift exits low-growth Space
- Strengthen EPS durability
 from recurring A&D and Test
 demand

Bear Case Bull Case



ESCO TechnologiesManagement & Board of Directors Overview

Key Management



Bryan Sayler CEO & President

- Serves as CEO and President at ESCO Technologies since 2023
- Previously worked within ESCO's Utility Solutions Group, where he played a key role in building and expanding the division
- Has degrees from BA degree from Southeastern University and an MBA from Baylor University



David Schatz Senior Vice President, General Counsel & Secretary

- Joined company in 1995
- Worked in many roles within the company having extensive knowledge of the company's operations, technologies, intellectual property, regulatory matters, M&A and other complex legal matters
- Holds a BS from the University of Iowa and a JD from St. Louis University



Christopher Tucker Senior Vice President & Chief Financial Officer

- Joined company in 2021
- Used to work at Emerson Electric as Vice President and Chief Financial Officer of Emerson's Commercial and Residential Solutions business segment
- Holds a BS from the University of Missouri-Columbia and a MBA from Washington University in St. Louis



Matthew Carrara

President

Doble Engineering &
Group President, USG at

ESCO Technologies

- Joined company in 2022
- Used to work at Schneider Electric as Vice President Process Analyzers and Instrument
- Holds a BS from Northeastern University and MBA from D'Amore-McKim School of Business at Northeastern University



Andy Warner President, ETS-Lindgren (Test & Measurement)

- Joined company in 2022
- Prior to joining ETS-Lindgren, he spent time at Advanced Micro Devices, Sikorsky, and Lockheed Martin in various roles
- Holds a BS from Purdue University and an MBA from University of Texas



Bill Comeau Aerospace & Defense President

- Joined company in 2023
- Served most recently as Chief Operating Officer and Executive Vice President at Tecomet
- Holds a BS from Marquette University in Milwaukee and a MBA from the University of Notre Dame

Board of Directors



Robert J. Phillippy Chair of Board

- Served as Director Since 2014
- Serves as Executive consultant to technology companies on a range of strategic, operational and organizational issues
- Has an MBA from Northwestern University's Kellogg School of Management and BS in Electrical Engineering from the University of Texas at Austin



Bryan Sayler CEO & President

- Serves as CEO and President at ESCO Technologies since 2023
- Previously worked within ESCO's Utility Solutions Group, where he played a key role in building and expanding the division
- Has degrees from BA degree from Southeastern University and an MBA from Baylor University



Patrick M. Dewar Director (Audit)

- Served as Director Since 2017
- Serves as Chief Executive of The Trenton Group
- Has MS from Drexel University and BS from Swarthmore College



Janice Hess Director (Audit)

- Served as Director Since 2022
- Previously served as President at Engineered Systems Segment of Teledyne Technologies
- Has a BS and BA from Auburn University



Vinod Khilnani. Director (Audit)

- Served as Director Since 2014
- Serves as Executive Chairman of the Board of Directors of CTS Corporation
- Has an MBA from the University of New York at Albany and BA from Delhi University



David Campbell Audit & Finance

- Serves as Chairman and Chief Executive Officer at Evergy
- Previously holding executive positions at many electric and integrated energy companies in Texas
- Has degrees from Yale University, Oxford University, and Harvard Law School



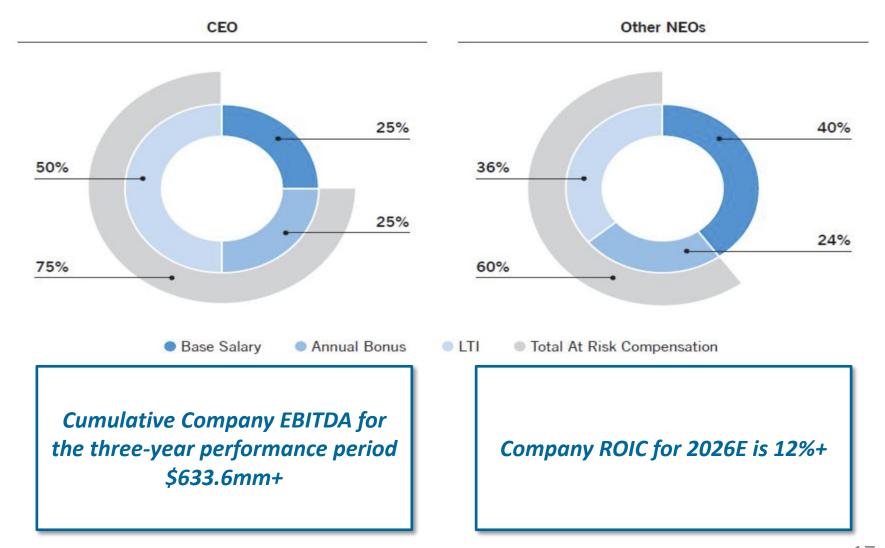
Penelope Conner
Director
(Governance
Committee)

- Served as Director Since 2024
- Serves as Executive Vice President, Customer Experience and Energy Strategy at Eversource Energy
- Has BS from North Carolina State University

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Management Compensation Overview





Questions



Competitive Landscape

	(ESCO)	CURTISS - WRIGHT	AMETEK	CRANE	RALLIANT
Market Position	Undisputed #1	# 2	# 3	 	#5
Enterprise Valuation (\$bn)	\$5.6 ⁽¹⁾	\$19.9 ⁽¹⁾	\$45.2 ⁽¹⁾	\$10.5 ⁽¹⁾	\$5.2 ⁽¹⁾
Revenue / Scale	\$1,095mm ⁽¹⁾	\$3,121mm ⁽¹⁾	\$6,941mm ⁽¹⁾	 \$2,131mm ⁽¹⁾ 	\$2,155mm ⁽¹⁾
# of End-Market Verticals Served	3	2] 3] 2	2
Key End Markets Serving	 Utility / Grid Reliability RF Test & Shielding Aerospace & Defense 	Defense & Nuclear Industrial / Aerospace Controls	Test & Measurement Selection Test & Measurement Selection Test & Measurement Selection Test & Measurement Selection Test & Measurement	Aerospace Fluid Systems Industrial / Process Flow	 Test and Measurement Sensors and Safety Systems
Key Peformance Indicators	Backlog GrowthBook to Bill RatioEntered Orders	Backlog Growth Book to Bill Ratio Entered Orders	Free Cash Flow Growth Operating Margin Free Cash Flow Conversion	Backlog Growth Operating Leverage Entered Orders	Free Cash Flow Growth Operating Margin Net Leverage
Competitive Moat Strength					
Comprehensives of Offering					
Technology	•				
Regulatory / Qualification Barriers					19



TransMedics Company Overall DCF

			Ilustrative Exploration	on		
	2026E	2027E	2028E	2029E	2030E	Terminal
Revenue	\$1,323	\$1,492	\$1,684	\$1,903	\$2,151	\$2,151
% Growth		12.8%	12.9%	13.0%	13.1%	
EBITDA	\$331	\$383	\$438	\$507	\$581	\$581
% Margin	25.0%	25.6%	26.0%	26.6%	27.0%	27.0%
EBIT	\$205	\$263	\$329	\$412	\$506	\$581
% Margin	15.5%	17.6%	19.5%	21.6%	23.5%	22.2%
(-) Taxes	(35)	(47)	(62)	(80)	(100)	(122)
Memo: Effective Tax Rate	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%
Tax-Effected EBIT	\$170	\$216	\$267	\$332	\$405	\$459
Plus: Deprecation & Amortization	50	57	67	79	85	
Less: Change in NWC	(9)	55	71	91	115	115
Less: Capital Expenditures	(50)	(54)	(64)	(74)	(82)	(82)
Unlevered Free Cash Flow	\$161	\$273	\$341	\$427	\$523	\$492
% Year Recognition	11%	100%	100%	100%	100%	100%
Period Adjusted Unlevered Free Cash Flow	\$18	\$273	\$341	\$427	\$523	\$492

Discount	PV of 26E - '30E			PV of Terminal Value erpetuity Growth Rate			Pe	Enterprise Value at	
Rate	Cash Flows		2.75%	3.00%	3.25%		2.75%	3.00%	3.25%
7.5%	1,575		8,033	\$8,479	\$8,978		\$9,609	\$10,055	\$10,554
8.0%	1,555	+	7,147	7,505	7,900	=	8,702	9,060	9,455
8.5%	1,535		6,418	6,709	7,029		7,953	8,244	8,564

Target Price is \$302, representing ~40% upside from current levels

•	ity Value Per Sha petuity Growth Ra			•	ed '26E EBITDA Mult rpetuity Growth Rate	•
2.75%	3.00%	3.25%		2.75%	3.00%	3.25%
\$323.00	\$339.00	\$360.00		29.0x	30.4x	31.9x
\$288.00	\$302.00	\$317.00	=	26.3x	27.4x	28.6x
\$258.00	\$270.00	\$282.00		24.0x	24.9x	25.9x



TransMedicsAerospace Defense Segment DCF

			Illustrative Exploration	n		
	2026E	2027E	2028E	2029E	2030E	Terminal
Revenue	\$617	\$713	\$823	\$951	\$1,098	\$1,098
% Growth		15.5%	15.5%	15.5%	15.5%	
EBITDA	\$141	\$159	\$180	\$203	\$230	\$230
% Margin	22.9%	22.4%	21.9%	21.4%	20.9%	20.9%
.ess: Deprecation & Amortization	(19)	(22)	(26)	(30)	(32)	(27)
.ess: Total Adjustments	(76)	(62)	(43)	(17)	9	9
ВІТ	\$46	\$75	\$112	\$157	\$207	\$212
% Margin	7.5%	10.6%	13.6%	16.5%	18.8%	19.3%
-) Taxes	(10)	(16)	(23)	(33)	(43)	(44)
Memo: Effective Tax Rate	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%
ax-Effected EBIT	\$36	\$59	\$88	\$124	\$163	\$167
Plus: Deprecation & Amortization	19	22	26	30	32	27
ess: Change in NWC	(4)	23	30	38	48	48
.ess: Capital Expenditures	(19)	(19)	(22)	(26)	(30)	(30)
Inlevered Free Cash Flow	\$33	\$85	\$122	\$166	\$214	\$213
6 Year Recognition	11%	100%	100%	100%	100%	100%
Period Adjusted Unlevered Free Cash Flow	\$4	\$85	\$122	\$166	\$214	\$213

Discount	PV of 26E - '30E			V of Terminal Value			Pe	Enterprise Value at rpetuity Growth Rate	
Rate	Cash Flows		2.75%	3.00%	3.25%		2.75%	3.00%	3.25%
7.5%	648		\$3,467	\$3,660	\$3,875		\$4,115	\$4,308	\$4,523
8.0%	639	+	3,085	3,239	3,409	=	3,724	3,878	4,049
8.5%	631		2,770	2,896	3,034		3,401	3,527	3,664

Pe	Equity Value at Perpetuity Growth Rate of			Equity Value Per Share at Perpetuity Growth Rate of			•	Implied '26E EBITDA Multiple at Perpetuity Growth Rate of		
2.75%	3.00%	3.25%	2.75%	3.00%	3.25%		2.75%	3.00%	3.25%	
3,691	3,884	4,099	\$143.00	\$150.00	\$159.00		29.1x	30.5x	32.0x	
3,300	3,455	3,625	\$128.00	\$134.00	\$140.00	=	26.3x	27.4x	28.6x	
2,977	3,103	3,241	\$115.00	\$120.00	\$125.00		24.0x	24.9x	25.9x	



TransMedicsUtility Solutions Segment DCF

			Illustrative Exploration	on		
	2026E	2027E	2028E	2029E	2030E	Terminal
Revenue	\$440	\$492	\$550	\$616	\$689	\$689
% Growth		11.9%	11.9%	11.9%	11.9%	
EBITDA	\$117	\$132	\$149	\$169	\$191	\$191
% Margin	26.7%	26.9%	27.1%	27.4%	27.7%	27.7%
Less: Deprecation & Amortization	(21)	(25)	(29)	(33)	(36)	(33)
Less: Total Adjustments	(26)	(22)	(15)	(6)	3	3
EBIT	\$69	\$86	\$106	\$129	\$157	\$161
% Margin	15.8%	17.5%	19.2%	21.0%	22.8%	23.3%
(-) Taxes	(15)	(18)	(22)	(27)	(33)	(34)
Memo: Effective Tax Rate	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%
Tax-Effected EBIT	\$55	\$68	\$83	\$102	\$124	\$127
Plus: Deprecation & Amortization	21	25	29	33	36	33
Less: Change in NWC	(3)	19	25	32	40	40
Less: Capital Expenditures	(21)	(25)	(29)	(33)	(36)	(36)
Unlevered Free Cash Flow	\$52	\$87	\$108	\$134	\$164	\$164
% Year Recognition	11%	100%	100%	100%	100%	100%
Period Adjusted Unlevered Free Cash Flow	\$6	\$87	\$108	\$134	\$164	\$164

Discount	PV of 26E - '30E			V of Terminal Value			Pe	Enterprise Value at	
Rate	Cash Flows		2.75%	3.00%	3.25%		2.75%	3.00%	3.25%
7.5%	540		\$2,665	\$2,813	\$2,978		\$3,205	\$3,353	\$3,518
8.0%	533	+	2,371	2,490	2,621	=	2,904	3,022	3,153
8.5%	526		2,129	2,226	2,332		2,655	2,752	2,858

Pe	Equity Value at Perpetuity Growth Rate of			Equity Value Per Share at Perpetuity Growth Rate of			•	ed '26E EBITDA Mult	•
2.75%	3.00%	3.25%	2.75%	3.00%	3.25%		2.75%	3.00%	3.25%
2,781	2,929	3,094	\$108.00	\$113.00	\$120.00		27.3x	28.6x	30.0x
2,480	2,599	2,730	\$96.00	\$101.00	\$106.00	=	24.8x	25.8x	26.9x
2,231	2,328	2,434	\$86.00	\$90.00	\$94.00		22.6x	23.5x	24.4x



TransMedicsRF Test & Measurement Segment DCF

			Ilustrative Exploration	on		
	2026E	2027E	2028E	2029E	2030E	Terminal
Revenue	\$266	\$288	\$311	\$336	\$364	\$364
% Growth		8.1%	8.1%	8.1%	8.1%	
EBITDA	\$79	\$89	\$100	\$113	\$128	\$128
% Margin	29.6%	30.9%	32.3%	33.7%	35.3%	35.3%
Less: Deprecation & Amortization	(9)	(11)	(13)	(15)	(16)	(14)
Less: Total Adjustments	(18)	(15)	(10)	(4)	2	2
EBIT	\$52	\$64	\$78	\$94	\$114	\$116
% Margin	19.5%	22.2%	25.0%	28.0%	31.5%	31.9%
(-) Taxes	(11)	(13)	(16)	(20)	(24)	(24)
Memo: Effective Tax Rate	21.0%	21.0%	21.0%	21.0%	21.0%	21.0%
Tax-Effected EBIT	\$41	\$50	\$61	\$74	\$90	\$92
Plus: Deprecation & Amortization	9	11	13	15	16	14
Less: Change in NWC	(2)	13	17	21	27	27
Less: Capital Expenditures	(9)	(11)	(13)	(15)	(16)	(16)
Jnlevered Free Cash Flow	\$39	\$63	\$78	\$96	\$117	\$117
% Year Recognition	11%	100%	100%	100%	100%	100%
Period Adjusted Unlevered Free Cash Flow	\$4	\$63	\$78	\$96	\$117	\$117

Discount	PV of 26E - '30E			PV of Terminal Value erpetuity Growth Rate			Enterprise Value at Perpetuity Growth Rate of					
Rate	Cash Flows		2.75%	3.00%	3.25%		2.75%	3.00%	3.25%			
7.5%	388		\$1,901	\$2,007	\$2,125		\$2,289	\$2,395	\$2,513			
8.0%	383	+	1,692	1,776	1,870	=	2,074	2,159	2,252			
8.5%	378		1,519	1,588	1,664		1,897	1,966	2,042			

Pe	Equity Value at rpetuity Growth Rate o	of		quity Value Per Share rpetuity Growth Rate			Implie Per	•	
2.75%	3.00%	3.25%	2.75%	3.00%	3.25%		2.75%	3.00%	3.25%
1,865	1,971	2,089	\$72.00	\$76.00	\$81.00		29.0x	30.4x	31.9x
1,651	1,735	1,829	\$64.00	\$67.00	\$71.00	=	26.3x	27.4x	28.6x
1,473	1,542	1,618	\$57.00	\$60.00	\$63.00		24.0x	24.9x	25.9x



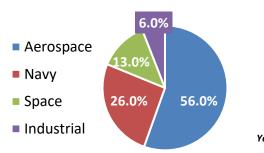
ESCO Technologies Aerospace and Defense Segment

Segment Description

- Developer and manufacturer of filtration, fluid-control, and sealing systems serving Aerospace, Navy, Space, and Industrial markets through subsidiaries PTI Technologies, Crissair, Mayday Manufacturing, VACCO Industries, and Globe Composite Solutions
- Delivers precision components for aircraft, submarines, and space systems supporting critical propulsion, control, and fluid management functions
- Enhances capabilities through the Ultra Maritime SM&P acquisition, adding signature and power-management solutions for US and U.K. naval platforms
- Supports major defense platforms including Virginia and Columbia class submarines, Gerald R. Ford carriers, and AUKUS initiatives
- Serves a diversified customer base including BAE Systems, General Dynamics, Huntington Ingalls Industries, Rolls-Royce, and other top aerospace and defense OEMs

Financial Overview (FY 2024)

2024A Sales by End Market



\$448mm

Of Revenue Contribution

~22%
Adjusted EBITDA Margin

~**14%**YoY Growth from 2023A-2024A

Segment Highlights



PTI Technologies designs and manufactures highperformance filtration and fluid-control systems for commercial and military aircraft, ensuring mission reliability



Crissair produces precision miniature valves and manifold assemblies that regulate fluid and hydraulic systems in aerospace and defense platforms



Mayday Manufacturing machines and supplies critical bushings and precision parts that reinforce aircraft structure and performance



VACCO Industries develops advanced valves and propulsion components for submarines, launch vehicles, and satellite systems



Globe Composite Solutions creates engineered composite materials that enhance stealth, durability, and vibration control for naval and industrial use



Ultra Maritime SM&P delivers signature and powermanagement technologies that strengthen stealth and efficiency across US and U.K. naval programs

Key Leadership



Bill ComeauPresident



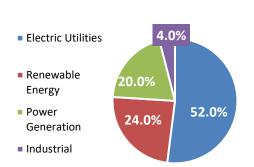
ESCO TechnologiesUtility Solutions Segment

Segment Description

- Developer and provider of diagnostic instruments, software, and services that help electric utilities monitor and maintain the reliability of high-voltage assets through subsidiaries Doble Engineering Company, Morgan Schaffer, Altanova, and NRG Systems
- Delivers testing and analytics solutions that strengthen transformer performance, grid modernization, and predictive maintenance across utility networks
- Generates 70 90% recurring revenue through multi-year service contracts, subscriptions, and equipment renewals
- Serves a global base of +5,500 utilities and industrial clients in +110 countries, providing unmatched coverage in power reliability
- Enhances grid decision-making through data platforms such as Doble PRISM and Manta Test Systems
- Acts as a trusted partner to most major North American utilities and expanding international operators driving grid resilience and energy transition

Financial Overview (FY 2024)

2024A Sales by End Market



\$369mm
Of Revenue Contribution

~28%
Adjusted EBITDA Margin

1.10x

Book to Bill Ratio

Segment Highlights



Doble Engineering Company develops diagnostic instruments and software that help utilities evaluate transformer health, manage grid reliability, and prevent equipment failures



Morgan Schaffer provides dissolved-gas analysis and monitoring systems that detect transformer faults early to extend asset life and reduce downtime



NRG Systems designs sensor and measurement technologies that optimize wind and solar generation performance for renewable energy operators



ISA delivers portable testing and monitoring equipment that supports commissioning, maintenance, and troubleshooting of electrical substations worldwide



Techimp develops partial-discharge monitoring systems and advanced analytics that enable predictive maintenance and reduce power asset failure risk



Phenix Technologies manufactures high-voltage test equipment and systems that validate insulation integrity and performance of transformers and switchgear

Key Leadership



Matthew Carrara

Doble Engineering Company President &
Utility Solutions Group President



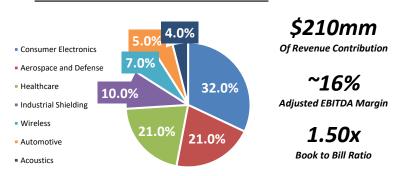
ESCO Technologies RF Test & Measurement Segment

Segment Description

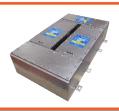
- ETS-Lindgren designs and manufactures electromagnetic (EMC/EMI) test systems, chambers, and measurement solutions used across commercial, aerospace, defense, and medical markets to ensure electronic device performance and regulatory compliance
- Delivers antennas, sensors, and shielding systems that support RF testing for wireless communication, radar, and automotive technologies
- Supports global 5G, EV, and aerospace programs by enabling electromagnetic compatibility testing and signal integrity validation
- Operates as a market leader with a broad installed base of anechoic chambers and field measurement systems across +100 countries
- Serves leading customers in telecommunications, defense, automotive, and healthcare sectors requiring advanced RF measurement and certification

Financial Overview (FY 2024)

2024A Sales by End Market



Segment Highlights



- Designs and manufactures electromagnetic test and measurement systems that ensure RF performance, compliance, and reliability across commercial, defense, and medical applications
- Provides antennas, chambers, and shielding solutions that support wireless, radar, and 5G testing for aerospace and telecom customers



- Develops high-power microwave amplifiers and subsystems that enable precise electromagnetic testing, radar operations, and advanced research applications
- Supplies broadband and pulsed RF amplifiers that deliver stability, power, and reliability in demanding defense and scientific environments

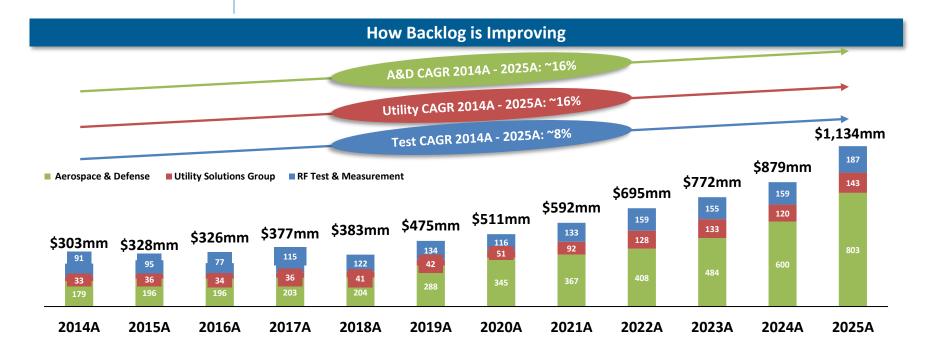
Key Leadership



Andy Warner
ETS-Lindgren President &
Test & Measurement Group President



ESCO Technologies Backlog



Strategy for Improving Market Penetration

Aerospace and Defense

- Expanded naval exposure through Ultra Maritime acquisition, adding stealth and power systems across US/U.K. fleets
- Exited space business to focus on higher-growth aircraft and naval programs
- Improved pricing and margins via stronger LTAs and ESCO Operating System efficiency gains

Utility Solutions Group

- Built recurring revenue through Doble's diagnostic and condition-monitoring contracts
- Captured grid-expansion tailwinds from AI data centers, EVs, and electrification projects
- Sustained backlog growth (+15% YoY) through grid reliability and modernization demand

RF Test & Measurement

- Grew backlog +24% through turnkey EMC, acoustic, and shielding wins across defense and industrial markets
- Restored EBIT margins to mid-teens via cost optimization and improved project execution
- Expanded recurring revenue by bundling calibration, design, and service contracts to strengthen customer retention



Key Revenue Drivers

																16A-25A	26E-30E
	2016A	2017A	2018A	2019A	2020A	2021A	2022A	2023A	2024A	2025E	2026E	2027E	2028E	2029E	2030E	CAGR	CAGR
A&D Market Opportunity (\$bn)	3,200	3,450	3,600	3,750	4,000	4,150	4,450	4,700	4,966	5,231	5,519	5,832	6,155	6,512	6,876	5.6%	5.6%
YoY Growth %		7.8%	4.3%	4.2%	6.7%	3.8%	7.2%	5.6%	5.7%	5.3%	5.5%	5.7%	5.5%	5.8%	5.6%		
Utility Solutions Group Market Opportunity (\$bn) YoY Growth %	2,000	2,150 7.5%	2,250 4.7%	2,450 8.9%	2,650 8.2%	2,800 5.7%	2,950 5.4%	3,100 5.1%	3,301 6.5%	3,509 <i>6.3%</i>	3,740 <i>6.6%</i>	3,973 6.2%	4,210 6.0%	4,462 6.0%	4,734 6.1%	6.5%	6.2%
RF Test & Measurement Opportunity (\$bn) YOY Growth %	900	950 5.6%	1,050 10.5%	1,100 4.8%	1,150 4.5%	1,200 4.3%	1,250 4.2%	1,300 4.0%	1,370 5.4%	1,444 5.4%	1,512 4.7%	1,582 4.6%	1,656 4.7%	1,734 4.7%	1,817 4.8%	5.4%	4.7%
Total Addressable Market (\$bn)	6,100	6,550	6,900	7,300	7,800	8,150	8,650	9,100	9,637	10,185	10,770	11,387	12,020	12,707	13,426	5.9%	5.7%
YoY Growth %		7.4%	5.3%	5.8%	6.8%	4.5%	6.1%	5.2%	5.9%	5.7%	5.7%	5.7%	5.6%	5.7%	5.7%		
U.S. TAM (%)	3,965	4,258	4,485	4,745	5,070	5,298	5,623	5,915	6,264	6,620	7,001	7,401	7,813	8,260	8,727		
OUS TAM (%)	2,135	2,293	2,415	2,555	2,730	2,853	3,028	3,185	3,373	3,565	3,770	3,985	4,207	4,448	4,699		
Global TAM (\$mm)	\$6,100	\$6,550	\$6,900	\$7,300	\$7,800	\$8,150	\$8,650	\$9,100	\$9,637	\$10,185	\$10,770	\$11,387	\$12,020	\$12,707	\$13,426	5.9%	5.7%
YoY Growth %		7.4%	5.3%	5.8%	6.8%	4.5%	6.1%	5.2%	5.9%	5.7%	5.7%	5.7%	5.6%	5.7%	5.7%		
ESCO Market Penetration Rate (%,	9.4%	10.5%	11.2%	11.1%	9.4%	8.8%	9.9%	10.5%	10.7%	11.1%	11.5%	11.9%	12.3%	12.7%	13.1%		
ESCO Technologies (\$mm)	\$571	\$686	\$772	\$813	\$733	\$715	\$858	\$956	\$1,027	\$1,095	\$1,323	\$1,492	\$1,684	\$1,903	\$2,151	7.6%	14.8%
YoY Growth %		20.0%	12.5%	5.4%	(9.8%)	(2.4%)	19.9%	11.5%	7.4%	6.7%	20.8%	12.8%	12.9%	13.0%	13.1%	,	,

Commentary

- A&D TAM expands at a steady midsingle-digit pace on defense and aerospace strength
- Grow at ~5.6% CAGR through 2030E driven by submarine programs and commercial recovery
- Benefit from long-cycle Navy contracts and strong backlog visibility
- B Utility TAM accelerates on grid modernization and reinvestment tailwinds
 - Grow at ~6.2% CAGR supported by transformer replacements and reliability mandates
 - Capture recurring revenue through software-enabled diagnostics and asset management
- RF Test TAM grows steadily with 5G, EV, and defense testing demand
 - Increase at ~4.7% CAGR as customers expand test facilities and upgrade EMC systems
 - Support growth through electronics miniaturization and evolving standards
- Global TAM rises ~6% annually, reflecting balanced exposure across core markets
 - Expand from ~\$6.1bn in 2016A to ~\$13bn by 2030E
 - US market sustains ~65% share with strong funding visibility
 - OUS markets contribute ~35%, led by European defense and utility upgrades
- Increase from ~9% in 2016A to ~13% by 2030E through share gains and portfolio optimization
 - Add ~\$90 100M in annualized revenue per 100 bps penetration gain



TransMedicsWeighted Average Cost of Capital Analysis

_	Rai	nge				
Cost of Equity	Low	High	Sources			
Risk Free Rate	4.06%		Ten year U.S. Government Bond yield as of 11/21/2025			
Levered Beta	1.0)2	FactSet adjusted beta is based on regression of three years of weekly performance as compared to the broad U.S. equity market			
Equity Risk Premium	4.6%	6.6%	Equity risk premium relative to the 10 year U.S. Government bond yield per FactSet estimates			
Cost of Equity	8.8%	10.8%				
Cost of Debt						
Pre-tax Cost of Debt	6.4	1%	Based on FactSet estimates			
Marginal Tax Rate	21.	0%	Effective Tax Rate			
After-tax Cost of Debt	5.1	%				
Debt / Equity	8.8	%	Based on Company's Capital Structure			
Weighted Average Cost of Capital	8.4%	10.3%				