



First Quarter 2025

EARNINGS CONFERENCE CALL

May 1, 2025

ESAB CORPORATION

Forward-Looking Statements & Non-GAAP Disclaimer

Forward-Looking Statements

This presentation includes forward-looking statements, including forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. Such forward-looking statements include, but are not limited to, statements concerning the Company's plans, goals, objectives, outlook, expectations, and intentions, including statements that are not historical or current fact. Forward-looking statements are based on the Company's current expectations and involve risks and uncertainties that could cause actual results to differ materially from those expressed or implied in such forward-looking statements, including general risks and uncertainties such as market conditions, economic conditions, geopolitical events, changes in laws, regulations or accounting rules, fluctuations in interest rates, terrorism, wars or conflicts, major health concerns, natural disasters or other disruptions of expected business conditions. Factors that could cause the Company's results to differ materially from current expectations include, but are not limited to, risks related to the impact of the war in Ukraine and the conflict in the Middle East and the resulting escalating geopolitical tensions; impact of supply chain disruptions; the impact of creditworthiness and financial viability of customers; impact of inflationary pressures, tariff and trade policies, foreign exchange fluctuations and commodity prices; other impacts on the Company's business and ability to execute business continuity plans; and the other factors detailed in the Company's Annual Report on Form 10-K and subsequent quarterly reports on Form 10-Q, as filed with the U.S. Securities and Exchange Commission ("SEC"). In addition, these statements are based on assumptions that are subject to change. This document speaks only as of the date hereof. The Company disclaims any duty to update the information herein.

Non-GAAP Financial Measures

This document includes a presentation of adjusted EBITA, adjusted EBITA margin, adjusted EBITDA, adjusted EBITDA margin, organic sales growth, and adjusted free cash flow and other financial measures that are not calculated in accordance with generally accepted accounting principles in the United States ("GAAP"), which ESAB uses to measure the performance of its business. The non-GAAP financial measures provided herein are adjusted for certain items as presented in the Appendix and should be considered in addition to, and not as a replacement for or superior to, the comparable GAAP measures, and may not be comparable to similarly titled measures reported by other companies. ESAB presents some of these non-GAAP financial measures including and excluding Russia due to economic and political volatility caused by the Russia and Ukraine conflict, which results in enhanced investor interest in this information. Core non-GAAP financial measures excludes Russia for the three months ended March 29, 2024, and April 4, 2025. Management believes that these non-GAAP financial measures provide useful information to investors by offering additional ways of viewing ESAB's results, and represent the following:

- Organic sales growth (presented with and without Russia or "Core") excludes the impact of acquisitions and foreign exchange rate fluctuations;
- Adjusted EBITA (presented with and without Russia or "Core") represents net income excluding the effect of restructuring and other related charges, acquisition-related amortization and other non-cash charges, pension settlement loss, income tax expense, and interest expense (income) and other, net;
- Adjusted EBITDA (presented with and without Russia or "Core") represents Adjusted EBITA excluding the effect of depreciation and other amortization;
- Adjusted EBITA and adjusted EBITDA margins are subject to the same adjustments as adjusted EBITA and adjusted EBITDA, respectively;
- Adjusted net income from continuing operations (presented with and without Russia or "Core") represents net income from continuing operations attributable to ESAB Corporation excluding restructuring and other related charges, acquisition-related amortization and other non-cash charges, pension settlement losses. Adjusted net income includes the tax effect of non-GAAP adjusting items at applicable tax rates;
- Adjusted net income per share from continuing operations (presented with and without Russia or "Core") is a calculation of adjusted net income from continuing operations over the weighted-average diluted shares outstanding;
- Adjusted free cash flow represents cash flows from operating activities excluding cash outflows related to the Separation and discontinued operations, less purchases of property, plant and equipment net of proceeds from sale of certain properties.
- Cash conversion represents Adjusted free cash flow divided by Core Adjusted net income from continuing operations.

Management also believes that presenting these measures allows investors to view its performance using the same measures that ESAB uses in evaluating our financial and business performance and trends. See the Appendix to this presentation for a reconciliation of these non-GAAP measures to their closest equivalent GAAP measures. Refer to information about the non-GAAP measures contained in this presentation. Additional information regarding non-GAAP measures can be found in our most recent Form 10-K and our Form 8-K furnished as of the date of this presentation with the SEC, which are available at www.ESABcorporation.com.

1Q 2025 Highlights

- Strong execution
- MSD welding & gas equipment growth
- Robust 1Q margin driven by EBX
- Full year outlook remains on-track
 - Includes tariff impact
- Completed Bavaria acquisition



1Q 2025 results:

\$647M

Sales¹



Flat

Organic Sales Growth¹



\$128M

aEBITDA¹



+4%

Year-over-Year



19.8%

aEBITDA Margin¹



+100bps

Year-over-Year



Focused on executing our long-term strategic plan

Training The Next Generation Of Global Welders

Creating welding career opportunities for Indian students



- Partnered with the Government of Tamil Nadu
- Providing students welding skills development and training
- Certified training providing attractive career path

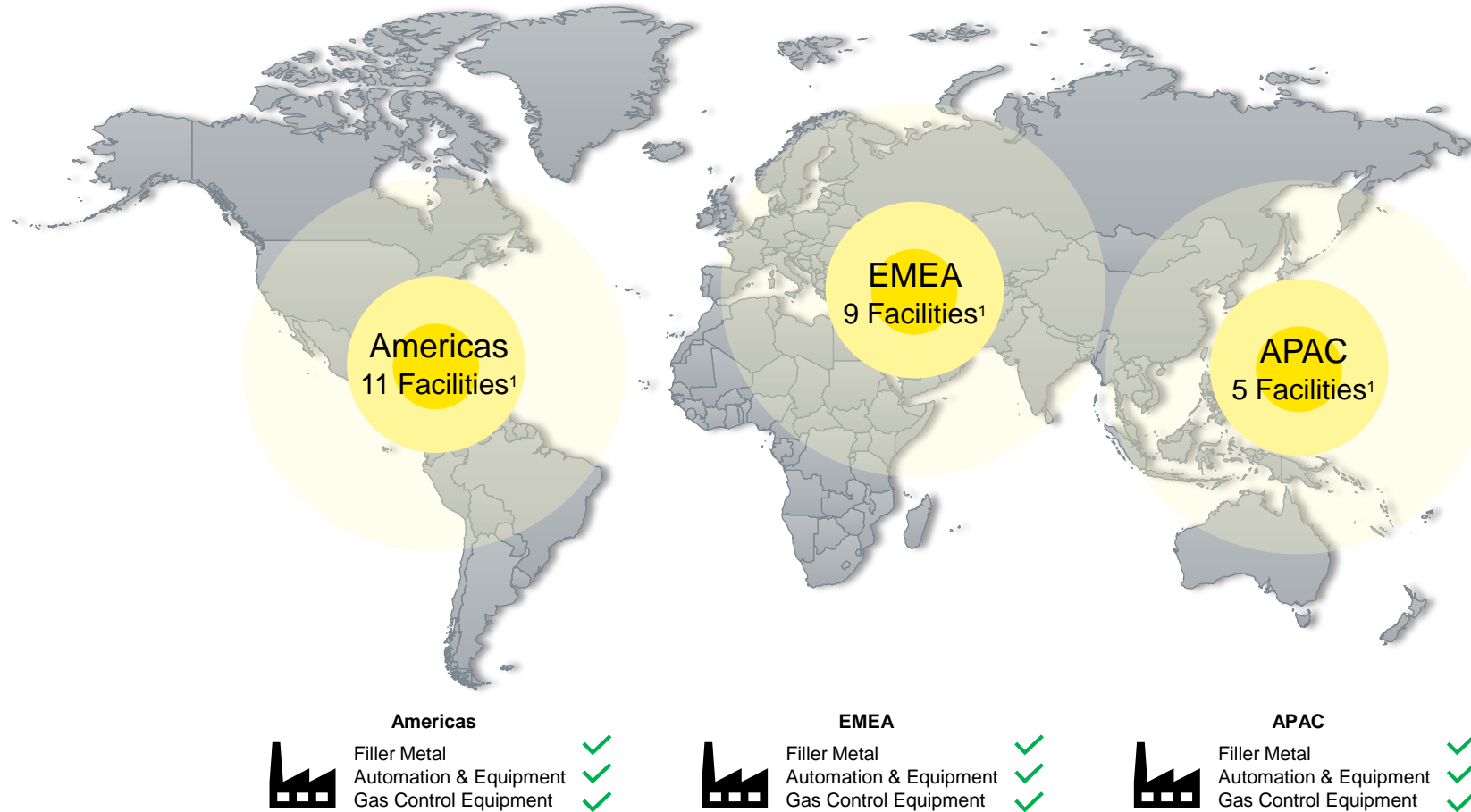
Investing in the next generation of US welders







- Donated products for the Skills USA Texas competition
- Contributed \$500k of ESAB products to local high schools
- Held an open house at our Denton facility for students

Molding the future cohort of welders

ESAB's Global Operations Provide A Comparative Advantage



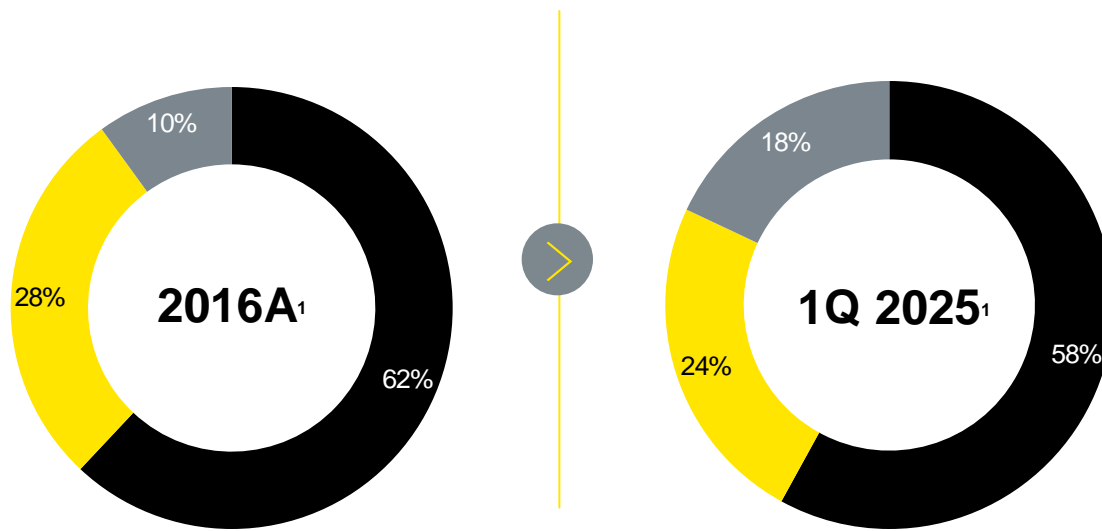
Successfully navigating tariffs

-  ~80% of products made locally
-  Strong regionally based teams
-  Flexible supply-chains
-  Disciplined price management

ESAB positioned to perform through challenging market conditions

Shaping A Premier Industrial Compounder

Improved Sales Mix








aEBITDA Margin % 13%

20%

■ Filler Metal ■ Automation & Equipment ■ Gas Control Equipment
















What we have done since 2016:

-  Refreshed product portfolio and gained market share
-  Created a differentiated and less cyclical automation solution
-  Expanded leading gas control franchise into medical gas control
-  Optimized manufacturing footprint
-  Created financial flexibility to fund compounder strategy

Building a less cyclical, higher margin and cash flow enterprise

Track Record Of M&A Implementation Since 2016

Strategic Criteria

		Digital Solution	Automation Solutions	Consumables	TAM Expansion
    Bangladesh 	Consumables			✓	✓
				✓	✓
				✓	✓
				✓	✓
				✓	✓
      	Automation & Equipment	✓	✓	✓	✓
		✓	✓	✓	✓
		✓	✓	✓	✓
			✓	✓	✓
 Gas Control Equipment   Therapy Equipment Ltd	Gas Control	✓			✓
					✓
					✓



Completed Acquisition on 30th April

- Strengthens ESABs proprietary consumable portfolio
- Leader in end-markets expected to gain from EU stimulus
- Utilizes ESAB's distribution to increase share
- Leverages ESAB's global scale to reduce cost
- Expected to be aEPS neutral in year one

Strategic M&A strengthening ESAB

ESAB 1Q 2025 Financial Summary

(\$ Millions)	1Q 2025 ¹	1Q 2024 ¹	YoY
Organic Sales Growth			↔ Flat
Total Sales	\$647	\$656	↓ (1)%
aEBITA	\$119	\$115	↑ 4%
aEBITA Margin %	18.4%	17.5%	↑ 90 bps
aEBITDA	\$128	\$123	↑ 4%
aEBITDA Margin %	19.8%	18.8%	↑ 100 bps

1Q Highlights:

- Strength in high-growth markets
- Welding and gas equipment increased MSD
- EBX contributing to robust margins
- Acquisitions performing well

1Q 2025 Sales Growth^{1,2}:

Organic	0%
Price	1%
Volume	(1)%
FX Translation	(4)%
Acquisitions	2%
Total	(1)%

Strong execution in a challenging environment

ESAB 1Q 2025 Americas

(\$ Millions)	1Q 2025	1Q 2024	YoY
Organic Sales Growth			↓ (2)%
Total Sales	\$281	\$296	↓ (5)%
aEBITDA	\$55	\$54	↑ 1%
aEBITDA Margin %	19.4%	18.3%	↑ 110 bps

1Q Highlights:

- Strong price management
- Well positioned to handle tariff fluctuations
- Continuing to invest in growth initiatives
 - MSD growth in welding and gas control equipment
- EBX driving efficiency gains

1Q 2025 Sales Growth¹:

Organic	(2)%
Price	3%
Volume	(5)%
FX Translation	(6)%
Acquisitions	3%
Total	(5)%

Robust performance in challenging environment

ESAB 1Q 2025 EMEA and APAC¹

(\$ Millions)	1Q 2025 ¹	1Q 2024 ¹	YoY
Organic Sales Growth			↑ 2%
Total Sales	\$366	\$360	↑ 2%
aEBITDA	\$73	\$69	↑ 6%
aEBITDA Margin %	20.0%	19.2%	↑ 80 bps

1Q Highlights:

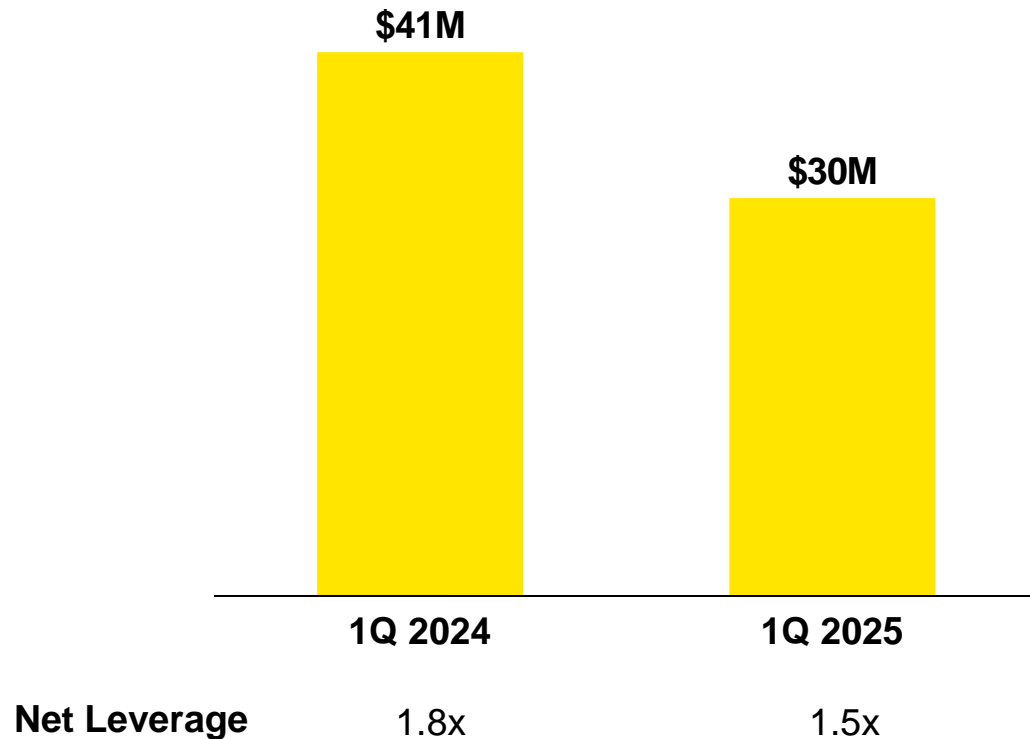
- High-growth markets continue to show strength
- Europe shows ongoing resilience
- MSD growth in welding and gas equipment
- Maintaining focus on price discipline

1Q 2025 Sales Growth^{1,2}:

Organic	2%
Price	(1)%
Volume	4%
FX Translation	(2)%
Acquisitions	1%
Total	2%

Continuing to benefit from differentiated exposure to high-growth markets

Focused On Creating Strong Cash Flow



- Proactively pre-purchased ~\$10 million of inventory due to tariffs
- A net leverage ratio of 1.5x provides financial flexibility
- Strongly positioned to implement compounder strategy

Cash Flow enabling our goal of becoming a premier industrial compounder

2025 Outlook

Financial Metrics	Prior FY 2025 Guidance ^{1,2}	FY 2025 Guidance ^{1,2}
Sales	\$2.54–\$2.59	\$2.57–\$2.63
Core Organic Growth %	0%–2%	0%–2%
aEBITDA	\$515–530M	\$520–530M
aEPS	\$5.10–\$5.25	\$5.10–\$5.25
aFCF Conversion %	~100%	~100%

- Total Sales guidance increased:
 - M&A includes the Bavaria acquisition; guidance increased to 2.0-2.5% from ~1.5%
 - Foreign exchange outlook improved to ~(3.0)% from ~(3.5)%
- Seasonality: 2Q at ~25.5%, 3Q at ~24.5%, and 4Q also ~25.0%
- EBITDA increased by \$2.5 million at mid-point
- Interest guidance adjusted to \$65-\$70 million due to Bavaria acquisition
- Free cash flow remains on track

Executing well on our plan

Summary



- On-track to deliver 2025
- Continuing to invest in growth
- Shifting to a more profitable mix
- EBX driving higher margins
- Strong M&A funnel

Shared
Success

Help Each
Other Win

Always
Improving

Purposeful
Leadership

Every Voice
Valued

ESAB's comparative advantage driving long-term shareholder value

Appendix



ESAB CORPORATION

Full Year 2025 Outlook

ESAB	Prior 2025 Guidance ¹	2025 Guidance ¹
Sales (\$B)	2.54 – 2.59	2.57 – 2.63
Total Growth	(2.0)% - 0.0%	(1.0)% - 1.5%
Core Organic Growth	0.0% - 2.0%	0.0% - 2.0%
FX	~(3.5)%	~(3.0)%
M&A	~1.5%	2.0% - 2.5%
aEBITDA (\$M)	515 – 530	520 – 530
Interest Expense & Other (\$M)	62 – 65	65 – 70
Adjusted Tax Rate	22% – 23%	22% – 23%
NCI (\$M)	~8	~8
aEPS (\$)	5.10 – 5.25	5.10 – 5.25
ESAB Total Diluted Shares (M)	~61.5	~61.5

Seasonality: 2Q ~25.5%, 3Q ~24.5% and 4Q ~25.0%

Non-GAAP Reconciliation EBITA – 1Q '25 Total & Segments¹

(\$ Millions)	Three Months Ended April 4, 2025					
	Americas	% of NSV	EMEA & APAC	% of NSV	Total ESAB	% of NSV
Net Sales	\$ 280.7		\$ 397.5		\$ 678.1	
Net Sales attributable to Russia	\$ —		\$ 31.3		\$ 31.3	
Core Net Sales	\$ 280.7		\$ 366.2		\$ 646.9	
Operating Income	\$ 43.2	15.4 %	\$ 66.6	16.8 %	\$ 109.8	16.2 %
Restructuring and other related charges	\$ 1.7		\$ 2.8		\$ 4.5	
Acquisition amortization and other related charges	\$ 5.6		\$ 4.0		\$ 9.6	
Adjusted EBITA	\$ 50.5	18.0 %	\$ 73.4	18.5 %	\$ 123.9	18.3 %
Adjusted EBITA attributable to Russia	\$ —		\$ 5.0		\$ 5.0	
Core Adjusted EBITA	\$ 50.5	18.0 %	\$ 68.4	18.7 %	\$ 118.9	18.4 %

Non-GAAP Reconciliation EBITDA – 1Q '25 Total & Segments¹

(\$ Millions)	Three Months Ended April 4, 2025					
	Americas	% of NSV	EMEA & APAC	% of NSV	Total ESAB	% of NSV
Net Sales	\$ 280.7		\$ 397.5		\$ 678.1	
Net Sales attributable to Russia	\$ —		\$ 31.3		\$ 31.3	
Core Net Sales	\$ 280.7		\$ 366.2		\$ 646.9	
Operating Income	\$ 43.2	15.4 %	\$ 66.6	16.8 %	\$ 109.8	16.2 %
Restructuring and other related charges	\$ 1.7		\$ 2.8		\$ 4.5	
Acquisition amortization and other related charges	\$ 5.6		\$ 4.0		\$ 9.6	
Adjusted EBITA	\$ 50.5	18.0 %	\$ 73.4	18.5 %	\$ 123.9	18.3 %
Depreciation and other amortization	\$ 3.9		\$ 6.0		\$ 10.0	
Adjusted EBITDA	\$ 54.5	19.4 %	\$ 79.4	20.0 %	\$ 133.9	19.7 %
Adjusted EBITDA attributable to Russia	\$ —		\$ 6.0		\$ 6.0	
Core Adjusted EBITDA	\$ 54.5	19.4 %	\$ 73.4	20.0 %	\$ 127.9	19.8 %

Non-GAAP Reconciliation EBITA – 1Q '24 Total & Segments¹

Three Months Ended March 29, 2024						
(\$ Millions)	Americas	% of NSV	EMEA & APAC	% of NSV	Total ESAB	% of NSV
Net Sales	\$ 296.0		\$ 393.7		\$ 689.7	
Net Sales attributable to Russia	\$ —		\$ 33.6		\$ 33.6	
Core Net Sales	\$ 296.0		\$ 360.1		\$ 656.1	
Operating Income	\$ 46.0	15.5 %	\$ 64.7	16.4 %	\$ 110.7	16.0 %
Restructuring and other related charges	\$ 0.2		\$ 1.7		\$ 1.9	
Acquisition amortization and other related charges	\$ 4.4		\$ 3.3		\$ 7.7	
Adjusted EBITA	\$ 50.6	17.1 %	\$ 69.7	17.7 %	\$ 120.3	17.4 %
Adjusted EBITA attributable to Russia	\$ —		\$ 5.5		\$ 5.5	
Core Adjusted EBITA	\$ 50.6	17.1 %	\$ 64.2	17.8 %	\$ 114.8	17.5 %

Non-GAAP Reconciliation EBITDA – 1Q '24 Total & Segments

(\$ Millions)	Three Months Ended March 29, 2024					
	Americas	% of NSV	EMEA & APAC	% of NSV	Total ESAB	% of NSV
Net Sales	\$ 296.0		\$ 393.7		\$ 689.7	
Net Sales attributable to Russia	\$ —		\$ 33.6		\$ 33.6	
Core Net Sales	\$ 296.0		\$ 360.1		\$ 656.1	
Operating Income	\$ 46.0	15.5 %	\$ 64.7	16.4 %	\$ 110.7	16.0 %
Restructuring and other related charges	\$ 0.2		\$ 1.7		\$ 1.9	
Acquisition amortization and other related charges	\$ 4.4		\$ 3.3		\$ 7.7	
Adjusted EBITA	\$ 50.6	17.1 %	\$ 69.7	17.7 %	\$ 120.3	17.4 %
Depreciation and other amortization	\$ 3.5		\$ 5.3		\$ 8.8	
Adjusted EBITDA	\$ 54.1	18.3 %	\$ 75.0	19.1 %	\$ 129.1	18.7 %
Adjusted EBITDA attributable to Russia	\$ —		\$ 5.9		\$ 5.9	
Core Adjusted EBITDA	\$ 54.1	18.3 %	\$ 69.1	19.2 %	\$ 123.2	18.8 %

Non-GAAP Reconciliation – 2016 Pro Forma aEBITDA¹

(Dollars in millions)	12/31/2016	% of NSV
Net Sales	\$ 1,800.5	
Net Sales attributable to Russia	\$ 110.4	
Adjusted Net Sales excluding Russia (Core)	\$ 1,690.1	
Operating Income	\$ 195.4	10.9 %
Acquisition amortization and other related charges	\$ 30.9	
Depreciation and other amortization	\$ 41.7	
Pro-Forma public company cost	\$ (20.0)	
Pro-Forma Adjusted EBITDA	\$ 248.0	13.8 %
Adjusted EBITDA attributable to Russia	\$ 22.7	
Pro-Forma Adjusted EBITDA excluding Russia (Core)	\$ 225.4	13.3 %

Non-GAAP Reconciliation – Net Income to Adjusted EPS¹

(\$ Millions, except Per Share Data)	Three months ended	
	April 4, 2025	March 29, 2024
Net income from continuing operations	\$ 72.6	\$ 62.9
Income attributable to noncontrolling interest, net of taxes	\$ 2.5	\$ 1.6
Net income from continuing operations attributable to ESAB Corporation	\$ 70.1	\$ 61.3
Restructuring and other related charges - pretax	\$ 4.5	\$ 1.9
Acquisition amortization and other related charges - pretax	\$ 9.6	\$ 7.7
Non-cash pension settlement loss	\$ —	\$ 12.2
Tax effect on above items	\$ (3.5)	\$ (5.3)
Adjusted net income from continuing operations	\$ 80.7	\$ 77.9
Adjusted net income from continuing operations attributable to Russia	\$ 3.8	\$ 4.2
Core adjusted net income from continuing operations	\$ 76.9	\$ 73.7
Net income per share - diluted from continuing operations	\$ 1.14	\$ 1.00
Restructuring and other related charges - pretax	\$ 0.07	\$ 0.03
Acquisition - amortization and other related charges - pretax	\$ 0.16	\$ 0.13
Non-cash pension settlement loss	\$ —	\$ 0.20
Tax effect on above items	\$ (0.06)	\$ (0.09)
Adjusted net income per share - diluted from continuing operations	\$ 1.31	\$ 1.27
Adjusted net income per share - diluted from continuing operations attributable to Russia	\$ 0.06	\$ 0.07
Core adjusted net income per share – diluted from continuing operations	\$ 1.25	\$ 1.20

Non-GAAP Reconciliation – Adj. Free Cash Flow

(\$ Millions)	Three months ended			
	April 4, 2025		March 29, 2024	
Net cash provided by operating activities	\$	35.4	\$	44.5
Purchases of property, plant and equipment	\$	(7.3)	\$	(7.4)
Payments related to discontinued operations	\$	2.3	\$	3.7
Adjusted free cash flow	\$	30.4	\$	40.8