



ESAB Corporation

CORPORATE GOVERNANCE GUIDELINES

1. Introduction

The Board of Directors (the “Board”) of ESAB Corporation (the “Company”) has adopted these corporate governance guidelines (the “Guidelines”) to assist the Board in the exercise of its responsibilities. The Guidelines should be interpreted in the context of all applicable laws and regulations and the Company’s charter and bylaws. The Guidelines are subject to periodic review by the Nominating and Corporate Governance Committee (the “Nominating Committee”) of the Board and, based on this review and the recommendations of the Nominating Committee, these Guidelines may be amended in the future as the Board may deem necessary or advisable and in the best interests of the Company.

2. Board Composition and Size

Independent Directors (as defined below) shall constitute a majority of the Board, and each of the Audit Committee, the Compensation and Human Capital Management Committee and the Nominating Committee shall be entirely comprised of Independent Directors, subject to exemptions provided for in the rules and regulations of the Securities and Exchange Commission (the “SEC”) or the New York Stock Exchange (the “NYSE”). “Independent Director” shall mean a person who meets the then current requirements for “independence” of the applicable rules and regulations of the SEC and the NYSE.

The Board will periodically evaluate its own size and determine the size that is optimal.

3. The Committees of the Board

The Board shall have at least three committees: the Audit Committee, the Compensation and Human Capital Management Committee and the Nominating Committee (each, a “Committee” and collectively, the “Committees”). Each Committee shall have a written charter. Each Committee shall have, and shall perform, the duties and responsibilities set forth in its respective charter.

The Board will designate the members of each Committee. Each Committee member must satisfy the membership requirements set forth in the relevant Committee charter, including applicable SEC and NYSE requirements. A director may serve on more than one Committee.

Each Committee shall have the number of meetings provided for in its charter, with further meetings to occur when deemed necessary or desirable by the Committee or its chairperson. The agenda for each Committee meeting shall be established by the Committee chairperson in consultation with appropriate members of the Committee and with management.

4. Selection of Directors

Nominations and Appointments. The Nominating Committee shall be responsible for identifying and recommending to the Board qualified candidates for Board membership, based primarily on the following criteria:

- director candidates shall have the highest personal and professional integrity;
- director candidates shall have skills, business experience and industry knowledge useful to the oversight of the Company based on the perceived needs of the Company and the Board at any given time;
- director candidates must be able and willing to devote the required amount of time to the Company's affairs, including attendance at Board and Committee meetings, and the Nominating Committee shall evaluate the same in relation to principal occupation and outside board positions;
- director candidates should have the interest, capacity and willingness, in conjunction with the members of the Board, to serve the long-term interests of the Company and its stockholders; and
- director candidates shall be free of any personal or professional relationships that would adversely affect their ability to serve the best interests of the Company and its stockholders.

A director candidate should have expertise, skills, knowledge, diversity of background and experience that, when taken together with that of other Board members, will lead to a Board that is effective, collegial, diverse and responsive to the needs of the Company. The Board and the Nominating Committee seek out highly qualified candidates with diverse backgrounds, skills and experiences as part of the pool of candidates considered in each director search the Company undertakes. Each individual will be evaluated in the context of the Board as a whole, with the objective of recommending a group that can best perpetuate the success of the Company's business.

The Nominating Committee shall give appropriate consideration to candidates for Board membership recommended for nomination by stockholders, and shall evaluate such candidates in the same manner as other candidates identified to the Committee. Stockholders who wish to nominate director candidates for election by stockholders at the Company's annual meeting may do so in the manner disclosed in the Company's annual proxy statement and in accordance with the provisions of the Company's bylaws. The Nominating Committee has the right to use outside consultants to assist in identifying and evaluating candidates. Members of the Nominating Committee will discuss and evaluate possible candidates in detail prior to recommending them to the Board.

The Nominating Committee shall also be responsible for initially assessing whether a candidate would be an Independent Director. The Board, taking into consideration the recommendations of the Nominating Committee, shall be responsible for selecting the nominees for election to the Board by the stockholders and for appointing directors to the Board to fill vacancies and newly created directorships, with primary emphasis on the criteria set forth above. The Board, taking into consideration the assessment of the Nominating Committee, shall also make a determination as to whether a nominee or appointee would be an Independent Director.

5. Continuation as a Director

Term Limits; Retirement. The Board does not believe it should limit the number of terms for which an individual may serve as a director. Directors who have served on the Board for an extended period of time are able to provide valuable insight into the operations and future of the Company based on their experience with and understanding of the Company's history, policies and objectives. Similarly, although the Board does not currently believe that a fixed retirement age for directors is appropriate, the Board will periodically review this position.

Change In Job Responsibility. When a director's principal occupation or business association changes substantially during the director's tenure on the Board, such director shall notify the chairperson

of the Nominating Committee and offer to tender a letter of proposed resignation to the chairperson of the Nominating Committee and the Company Secretary (which shall be effective only if requested and subsequently accepted by the Board). The Nominating Committee shall review the director's continuation on the Board, and recommend to the Board whether, in light of the circumstances, the Board should accept or reject such proposed resignation.

6. Elections of Directors

In accordance with the Company's bylaws, unless the Secretary of the Company determines that the number of nominees exceeds the number of directors to be elected at any meeting of the stockholders as of the record date for the meeting, a nominee must receive more votes cast for than against his or her election or re-election (with abstentions not counted as a vote cast either for or against that nominee's election) in order to be elected or re-elected to the Board. The Board shall nominate for re-election as directors only incumbent candidates who tender, prior to the mailing of the proxy statement for the meeting at which they are to be re-elected as directors, irrevocable resignations that will be effective upon the occurrence of both (1) the failure to receive the required vote for re-election at any meeting at which they are nominated for re-election and (2) Board acceptance of such resignation. In addition, the Board shall fill director vacancies and new directorships only with candidates who tender, at or prior to the time of their appointment to the Board, the same form of resignation tendered by other directors in accordance with the Guidelines.

In the event one or more directors fails to receive the required vote for election or re-election (each, a "Subject Director"), either (i) the Nominating Committee or (ii) if one or more of the members of the Nominating Committee is a Subject Director or the Board determines that a committee other than the Nominating Committee should recommend whether to accept the Subject Director's resignation, a committee consisting solely of Independent Directors (as determined in accordance with applicable NYSE rules and listing requirements) who are not Subject Directors (the committee described in clause (i) or (ii) of this sentence, the "Committee" for purposes of the Guidelines) will make a recommendation to the Board as to whether to accept or reject the Subject Director's previously tendered resignation, or whether other action should be taken (including whether to request that a Subject Director resign from the Board if no resignation had been previously tendered). The Board, not including any Subject Director, shall act with respect to any Subject Directors, taking into account the recommendation of the Committee, within ninety (90) days from the date of the certification of the election results and shall notify the Subject Directors of its decision. Notwithstanding the foregoing, if the result of accepting all tendered resignations then pending and requesting resignations from directors who did not submit a resignation prior to the relevant meeting would be that the Company would have fewer than three directors who were in office before the election of directors, the Board may determine to extend such 90-day period by an additional ninety (90) days if it determines that such an extension is in the best interests of the Company and its stockholders.

The Committee in making its recommendation, and the Board in making its decision, may each consider all factors it considers relevant, including any stated reasons for "against" votes, whether the underlying cause or causes of the "against" votes are curable, the length of service of each Subject Director, each Subject Director's contributions to the Company, whether the acceptance of any resignation would cause the Company to fail to comply with any requirement of the NYSE or any rule or regulation promulgated under the Securities Exchange Act of 1934, as amended, whether acceptance of any resignation would lead to a "change of control" of the Company as determined pursuant to any financing or other material agreement of the Company or any of its subsidiaries, and whether acceptance of any resignation would lead to a default under any material agreement to which the Company or any of its subsidiaries is a party or otherwise bound. Subject Directors shall not participate in the deliberation or

recommendation(s) of the Committee or in the deliberation or decision(s) of the Board. Notwithstanding the foregoing, if all of the Independent Directors are Subject Directors, then the Committee shall consist of all the Independent Directors, provided that each Independent Director shall abstain and not participate in the Committee's deliberations when his or her resignation is under consideration. Furthermore, if the directors who are not Subject Directors constitute less than a quorum of the Board, then (i) all directors may participate in the Board's deliberation and decisions regarding whether to accept or reject the previously tendered resignations, provided that each Subject Director shall abstain and not participate in the Board's deliberations and decisions when his or her resignation is under consideration, and (ii) the Board may determine that the effectiveness of its acceptance of any resignations of Subject Directors will occur after the Board has considered the resignations of all Subject Directors.

The Company shall promptly disclose the decision(s) of the Board in a filing with the Securities and Exchange Commission on a Current Report on Form 8-K. If a Subject Director's tendered resignation is not accepted by the Board, such Director shall continue to serve until his or her successor is duly elected and qualified, or his or her earlier resignation or removal. If a Subject Director's resignation is accepted by the Board, or if a nominee for director is not elected and the nominee is not an incumbent director, then the Board, in its sole discretion, may fill any resulting vacancy or decrease the size of the Board in accordance with the Company's bylaws.

7. Board Meetings and Materials

The Board is expected to meet at least once per quarter. Further meetings shall occur when called in accordance with the Company's bylaws.

The agenda for each Board meeting shall be established by the chairman of the Board (the "Chairman") and the Company's chief executive officer (the "CEO"). Any Board member may suggest the inclusion of additional subjects on the agenda. Information important to the Board's understanding of the items of the agenda of the meeting should be distributed in writing to the Board a reasonable time before each Board meeting. However, in certain circumstances, it may not be possible to circulate materials in advance of the meeting and this shall not preclude discussion of the matters by the Board.

The Board encourages management to bring into Board meetings from time to time (or otherwise make available to Board members, at their request) individuals who can provide additional insight into the items being discussed because of personal involvement and substantial knowledge in those areas.

8. Selection of Chairman of the Board and Chief Executive Officer

The Board shall select the Chairman of the Board. The positions of Chairman and CEO shall be held by separate persons.

9. Executive Sessions

In accordance with the requirements of the NYSE, Independent Directors must meet in regularly convened executive sessions ("Independent Director Sessions") at least twice per year, and perhaps more frequently, in conjunction with regularly scheduled Board meetings. If the Chairman is not an Independent Director, the Independent Directors shall select an Independent Director to chair each Independent Director Session.

These executive sessions shall serve as the forum for the annual evaluation of the performance of the CEO, the annual review of the CEO's plan for management succession and the annual evaluation of the performance of the Board, each as discussed below.

10. Board Responsibilities

The business and affairs of the Company are managed by or under the direction of the Board in accordance with Delaware law. The Board's responsibility is to provide direction and oversight. The Board establishes the strategic direction of the Company and oversees the performance of the Company's business and management. The management of the Company is responsible for presenting strategic plans to the Board for review and approval and for implementing the Company's strategic direction. In performing their duties, the primary responsibility of the directors is to exercise their business judgment in the best interests of the Company.

Certain specific corporate governance functions of the Board are set forth below:

Management Succession. The Board, acting through the Nominating Committee, shall review and concur in a management succession plan, developed by the CEO, to ensure a continuity in senior management. This plan, on which the CEO shall report at least annually, shall address:

- interim CEO succession in the event of an unexpected occurrence;
- CEO succession in the ordinary course of business; and
- succession for the other members of senior management.

The plan shall include an assessment of senior management experience, performance, skills and planned career paths.

Evaluating the CEO and Other Executive Officers. At least annually, the Board shall evaluate the performance of the CEO. The Compensation and Human Capital Management Committee shall evaluate, and review with the Board, the performance of the CEO and other senior executive officers of the Company in connection with the determination of the annual compensation to be paid to such officers.

Appointment of Officers. The Board shall appoint the executive officers of the Company and designate those officers of the Company required to file reports under Section 16 of the Securities Exchange Act of 1934.

Director Compensation. The Compensation and Human Capital Management Committee shall annually review the form and amounts of director compensation and make recommendations to the Board with respect thereto. The Board shall set the form and amounts of director compensation, taking into account the recommendations of the Compensation and Human Capital Management Committee. The Board believes that the amount of director compensation should fairly reflect the contributions of the directors to the performance of the Company. Only non-management directors shall receive compensation for services as a director. To create a direct linkage with corporate performance, the Board believes that a meaningful portion of the total compensation of non-management directors should be provided and held in Company common stock, stock options or other types of equity-based compensation. Accordingly, directors are expected to own, within five years from the date of their appointment to the Board, an amount of Company common stock, stock options or other types of equity-based compensation equal to five times their annual cash remuneration for service on the Board.

Public Communications With the Board. The Board shall provide a means by which persons, including stockholders and employees, may communicate directly with nonmanagement directors with regard to matters relating to the Company's corporate governance and performance. The Board's Independent Directors shall approve a process to be maintained by the Company's management for collecting and distributing communications with the Board. The means of communications with the Board shall be disclosed in the Company's annual proxy statement.

11. Expectations for Directors

The Board has developed a number of specific expectations of directors to promote the discharge by the directors of their responsibilities and to promote the efficient conduct of the Board's business. It is understood that the non-management directors are not full-time employees of the Company.

Commitment and Attendance. All directors should make every effort to attend meetings of the Board and the Committees of which they are members and all annual and special meetings of stockholders. Attendance by telephone or video conference may be used to facilitate a director's attendance.

Other Directorships and Significant Activities. The Company values the experience directors bring from other corporate boards on which they serve and other activities in which they participate, but recognizes that those boards and activities may also present demands on a director's time and availability and may present conflicts or legal issues, including independence issues. Directors must notify the chairperson of the Nominating Committee before accepting membership on other for-profit corporate boards and before any additional for-profit board audit committee assignment that increases the total number of audit committee memberships above three. The chairperson of the Nominating Committee shall undertake a review in connection with such notification, including with management and outside counsel in the chair's sole discretion, and may deem such membership or committee assignment to require the procedures set forth in Section 5. – Change in Job Responsibility of these Guidelines. Further, directors should advise the chairperson of the Nominating Committee and the CEO before establishing other significant relationships with businesses, institutions, governmental units or regulatory entities, particularly those that may result in significant time commitments or a change in the director's relationship to the Company. Directors should also consult the Company's Policy on Related Person Transactions, the Company's Conflict of Interest Policy, and the Company's Code of Business Conduct and Ethics in this regard.

Speaking on Behalf of the Company. It is important that the Company speak to employees and outside constituencies with a single voice, and that management serve as the primary spokesperson. In this light and to prevent any unintentional and intentional disclosure of material non-public information, the Company has adopted a Public Disclosure Policy. If a situation does arise in which it seems necessary for a non-management director to speak on behalf of the Company to one of these constituencies, the director should consult with the CEO.

Confidentiality. The proceedings and deliberations of the Board and its committees shall be confidential. Each director shall maintain the confidentiality of information received in connection with his or her service as a director.

12. Evaluating Board and Committee Performance

The Board shall conduct an annual self-evaluation. An annual performance evaluation of each Committee shall be conducted as provided for in its respective charter.

13. Orientation and Continuing Education

Management, working with the Nominating Committee, shall provide an orientation process for new directors, including background material on the Company, meetings with management and visits to Company facilities, as determined necessary. In addition, management, working with the Nominating Committee, shall develop and maintain, through third-party service providers or otherwise, an ongoing continuing education program for incumbent directors that satisfies all applicable requirements, including the NYSE rules.

14. Reliance on Management and Outside Advice

In performing its functions, the Board shall be entitled to rely on the advice, reports and opinions of management, counsel, accountants, auditors and other expert advisors. Except as otherwise provided in the charter of a Committee, the Board shall have the authority to select, retain, terminate and approve the fees and other retention terms of its outside advisors.

15. Pledging of ESAB Stock

No director or executive officer of the Company may pledge as security under any obligation any shares of Company common stock that he or she directly or indirectly owns and controls (provided that any shares of Company common stock directly or indirectly owned and controlled by any director or executive officer of the Company that were pledged as of April 4, 2022, the date of adoption of these Guidelines (including any additional shares accruing thereto on or after such date as a result of any stock splits, stock dividends or similar transactions after such date) are not covered by this policy (“Grandfathered Pledged Shares”)). Grandfathered Pledged Shares shall not be counted toward the stock ownership requirements set forth for directors and under the ESAB Corporation Stock Ownership Policy.

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