

ESAB Corporation

Eddyfi Acquisition Conference Call

February 2, 2026



ESAB CORPORATION



© 2022

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 acquisition of Eddyfi, future results and leverage after the acquisition and funding of the acquisition, expected total addressable market, synergy opportunities, 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 period presented. 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 transaction, due diligence and integration expenses, amortization of intangibles and fair value charges on acquired inventories and Pension settlement loss, income tax expense, and interest expense 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 due diligence and transaction expenses, amortization of intangibles and fair value charges on acquired inventories and Pension settlement loss. 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;

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.

Remaining True To ESAB's Purpose



Shaping The World We Imagine



Shaping ESAB for the Future



Shaping Value & Workflow For Our Customers



Creating Value For Customers And Shareholders



Eddyfi
Technologies



Unrivaled provider of full workflow solution from fabrication to inspection to monitoring



Partner of choice to our most important global customers for their inspection & monitoring needs



Expands ESAB's TAM by \$5B¹, unlocking **faster growth, higher margins, and less cyclical**ity

Eddyfi increases ESAB's TAM while accelerating growth and expanding margins

Eddyfi at a Glance

Eddyfi Overview

- Global leader in inspection & monitoring technologies for mission-critical applications
- Serves fast-growing end markets such as Aerospace & Defense and Nuclear

Premier Financial Profile¹

~\$270M / HSD

2026E Sales / Growth

~65%+

2026E Adj. Gross Margin

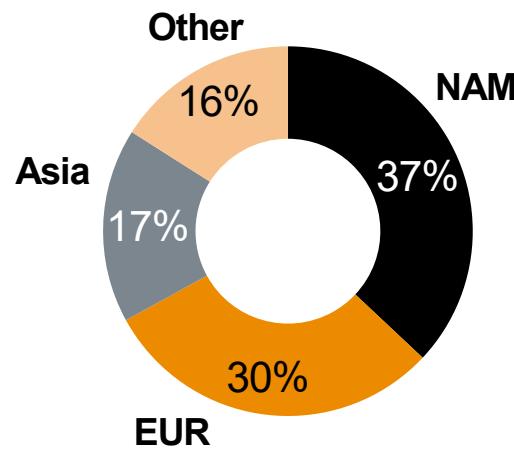
~55%

Recurring Sales

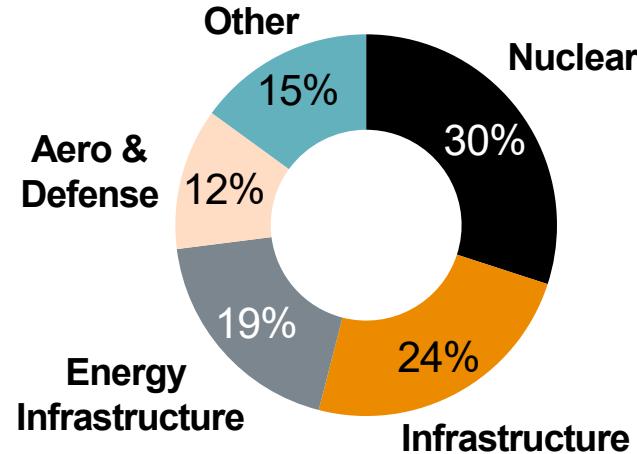
~30%+

2026E aEBITDA Margin

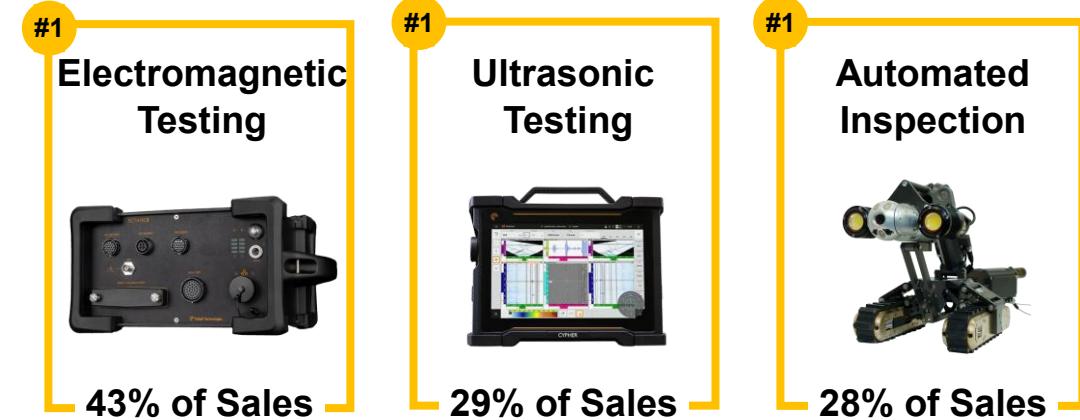
Sales By Region^{1,2}



Sales By End Market^{1,2}



Best-In-Class Technology^{1,2}



A strategic asset accelerating ESAB's journey to a premier industrial compounder

ESAB's Unrivaled Workflow Solution



Weld Management & Traceability



Filler
Metals



Welding & Gas
Equipment



In-Process
Monitoring



Eddyfi
Technologies

Magnifi

Inspection & Continuous Monitoring



Post Weld
Inspection

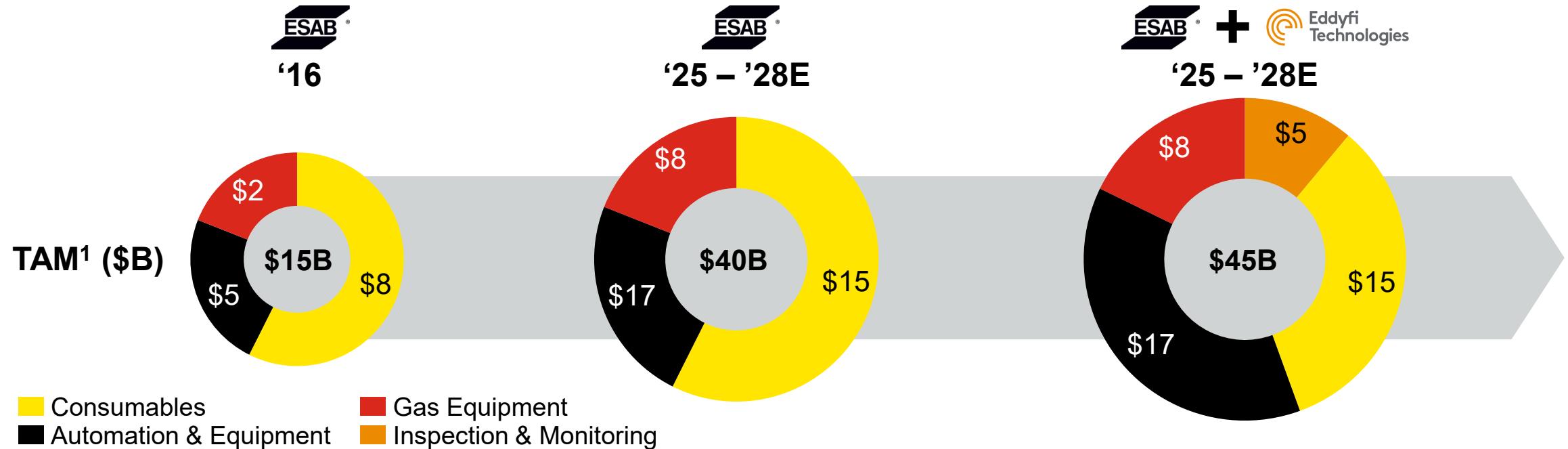


Structural
Integrity &
Monitoring

Sales	LSD		HSD	
Growth	LSD		HSD	
Gross	35%+		65%+	
Margin				

Uniquely positions ESAB into higher growth and higher margin solutions

Expanding ESAB's Total Addressable Markets



How We Are Expanding the TAM



Strengthening mission critical product offering



Leveraging ESAB's geographic scale



Additional opportunities for compounding

Eddyfi provides access to a rich pipeline for future bolt-on opportunities

Significant Synergy Opportunities

EBXai – Our Values, Process & Tools

~\$20M¹ of Cost Synergies



EBXai to Drive Sourcing & Productivity Efficiencies



Back Office Optimization to Streamline Operations



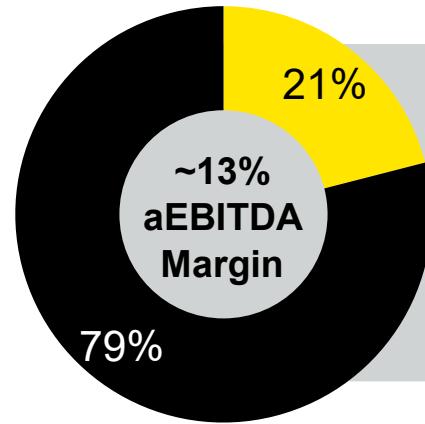
ESAB's Shared Service Centers to Provide Leverage

Leveraging our proven EBXai business system to deliver long-term value

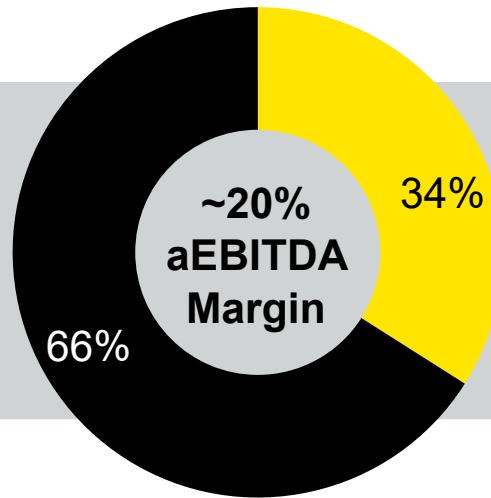
A Stronger And More Resilient ESAB



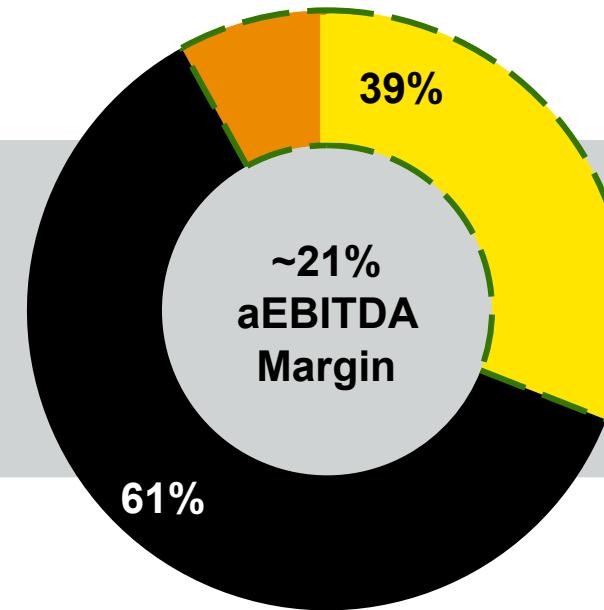
'16 Revenue: \$1.7B¹



'25 Revenue: ~\$2.7B¹



'25 Combined Revenue: ~\$3B¹



- Eddyfi Equipment
- ESAB Equipment
- Consumables

Accelerating our mix to higher growth and higher margin equipment portfolio

Transaction Summary

Overview

- Acquisition of Eddyfi Holdings, a market-leader in inspection and monitoring technologies
 - ~\$270M 2026E Revenue
 - ~30%+ 2026E aEBITDA margin
- Currently expected to close in mid-2026

Transaction Consideration

- TEV of \$1.45B on a cash-free, debt-free basis
 - ~14.5x 2026E aEBITDA assuming run-rate synergies
 - ~18.0x 2026E aEBITDA
- Funded with cash on hand, debt, and \$318M of MCPS and common equity

Financial Impact

- Accretive to core growth (+50 bps impact in 2027E+)
- Accretive to aEBITDA margins (+200 bps impact in 2027E+)
- Expect net leverage of <3.0x by year end 2026

On track to achieve 22%+ EBITDA margins by 2027E

4Q 2025 Highlights

- Strong execution
- Softer December sales due to customer shutdowns
- EBXai delivering margins
- Acquisitions performing as expected
- Initiating 2026 guidance



4Q 2025 Results¹:

\$687 - 689M

Sales



~8.5%

Total Core Growth²

~(2%) Organic Core Growth²



\$139 - 141M

aEBITDA



~9.0%

Year-over-Year²



20.2 - 20.5%

aEBITDA Margin



~10bps

Year-over-Year²



EBXai driving strong margin performance

Full Year 2025 Highlights

Metric ¹	Original '25 Guide	1Q '25 Guide	2Q '25 Guide	3Q '25 Guide	Preliminary 2025 ¹	Delivered
Sales	\$2.54-\$2.59B	↑\$2.57-\$2.63B	↑\$2.63-\$2.68B	↑\$2.71-\$2.73B	~\$2.70B	✓
aEBITDA	\$515-\$530M	↑ \$520-\$530M	↑ \$525-\$535M	↑ \$535-\$540M	\$539-\$541M	✓
aEPS	\$5.10-\$5.25	=\$5.10-\$5.25	↑ \$5.15-\$5.30	↑ \$5.20-\$5.30	\$5.25-\$5.27	✓

Delivering on our commitments

2026 Outlook

Core Financial Metrics	FY 2026 Guidance <i>(Excludes Eddyfi)</i>		
Sales	\$2.85–\$2.95B		
Organic Growth %	2.0%-4.0%		
aEBITDA	\$575–\$595M		
aEPS	\$5.70–\$5.90		
aFCF Conversion %	~90%		



- Sales guidance assumes:
 - M&A benefit ~4%
 - FX tailwind 0-1%
- Seasonality: 1Q ~24.5%, 2Q ~25.5%, 3Q ~25.0% and 4Q ~25.0%
- aEBITDA margin expansion and aEPS growth continues
- Expecting another year of robust cash flow

Focused on delivering another year of strong results

Eddyfi: A Compelling Strategic Fit for ESAB



Positions ESAB to provide an unrivaled workflow solution



Accelerates journey to a premier industrial compounder



Increases exposure to Aerospace & Defense and Nuclear



Generates ~\$20M¹ of synergies



aEBITDA accretive immediately; aEPS accretive in 2027

Shared
Success

Help Each
Other Win

Always
Improving

Purposeful
Leadership

Every Voice
Valued

Creating significant long-term shareholder value

Appendix



ESAB CORPORATION

Non-GAAP Reconciliation – Adjusted EBITDA (Unaudited)

(\$ Millions)	Three Months Ended		Year Ended	
	December 31, 2025		December 31, 2025	
Net Sales	\$ 720 - 722		\$ 2,842 - 2,844	
Net Sales attributable to Russia	33		142	
Core Net Sales	\$ 687 - 689		\$ 2,700 - 2,702	
Operating Income	\$ 86 - 88		\$ 411 - 413	
Restructuring and other related charges	18		28	
Acquisition-amortization and other related charges	24		72	
Depreciation and other amortization	14		48	
Adjusted EBITDA	\$ 142 - 144		\$ 559 - 561	
Adjusted EBITDA attributable to Russia	3		20	
Core Adjusted EBITDA	\$ 139 - 141		\$ 539 - 541	

Non-GAAP Reconciliation – Adjusted EPS¹ (Unaudited)

(\$ Millions, except Per Share Data)	Three Months Ended		Year Ended	
	December 31, 2025		December 31, 2025	
Net income per share - diluted from continuing operations	\$ 0.81 - 0.83		\$ 4.08 - 4.10	
Restructuring and other related charges - pretax	0.29		0.45	
Acquisition - amortization and other related charges - pretax	0.40		1.18	
Tax effect on above items	(0.21)		(0.41)	
Discrete tax adjustments	0.06		0.10	
Adjusted net income per share - diluted from continuing operations	\$ 1.35 - 1.37		\$ 5.39 - 5.41	
Adjusted net income per share - diluted from continuing operations attributable to Russia	(0.01)		(0.14)	
Core adjusted net income per share – diluted from continuing operations	\$ 1.34 - 1.36		\$ 5.25 - 5.27	