



Investor Presentation

May 21, 2026

Nasdaq: NDSN



Safe Harbor Statement

Under the Private Securities Litigation Reform Act of 1995

Certain statements contained in this release are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements may be identified by terminology such as “may,” “will,” “should,” “could,” “expects,” “anticipates,” “believes,” “projects,” “forecasts,” “outlook,” “guidance,” “continue,” “target,” or the negative of these terms or comparable terminology. These statements reflect management’s current expectations and involve a number of risks and uncertainties. These risks and uncertainties include, but are not limited to, U.S. and international economic conditions; financial and market conditions; currency exchange rates and devaluations; possible acquisitions, including the Company’s ability to successfully integrate acquisitions; the Company’s ability to successfully divest or dispose of businesses that are deemed not to fit with its strategic plan; the effects of changes in U.S. trade policy and trade agreements, including new or increased tariffs or trade restrictions; the effects of changes in tax law; and the possible effects of events beyond our control, such as political unrest, conflicts or wars between sovereign nations, acts of terror, natural disasters and pandemics, and the other factors discussed in Item 1A (Risk Factors) in the Company’s most recently filed Annual Report on Form 10-K and in its Forms 10-Q filed with the Securities and Exchange Commission, which should be reviewed carefully. The Company undertakes no obligation to update or revise any forward-looking statement in this presentation.



Nordson is a growth compounder with unique competitive advantages

Company Founded

2025 Revenue

2025 EBITDA%

Employees

Countries with
Direct Presence

1954

\$2.8B

32%

8,000+

35+

By the Numbers

Consistent Record
of Growth

6%

Sales Growth

Demonstrated
Value to
Customers

55%

Gross Margins

Disciplined focus
on profitability

30%+

EBITDA Margins

Solid Returns

12%

ROIC

Differentiated
Product Portfolio*

2,200+

Global Patents
Held

Consistent value to
shareholders

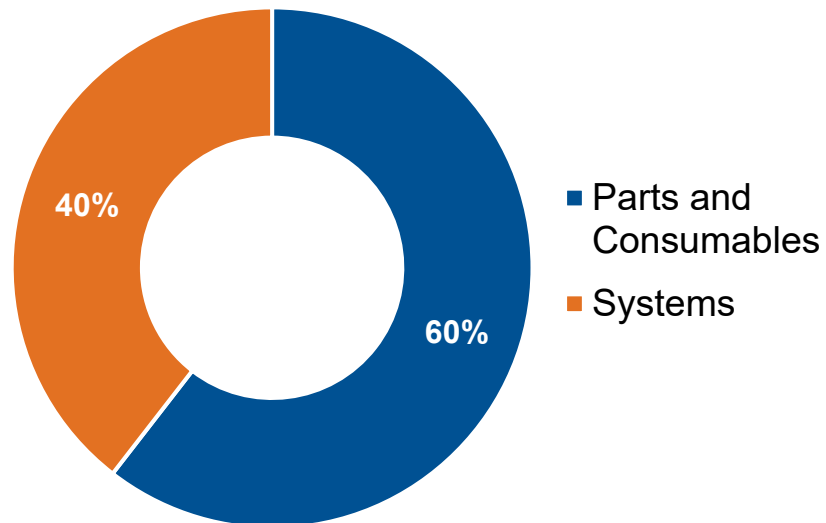
62 yrs.

of Annual
Dividend
Increases

Diversified Sources of Sales

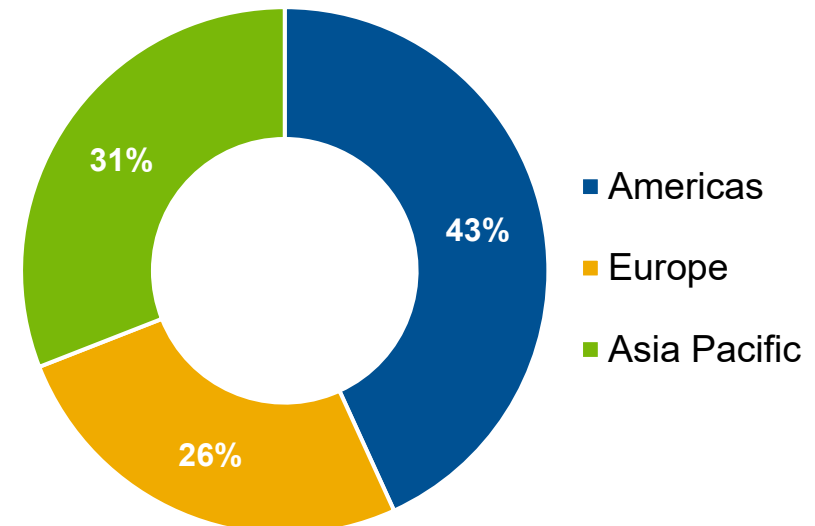
FY2025 Profile - \$2.8 Billion

Product Type



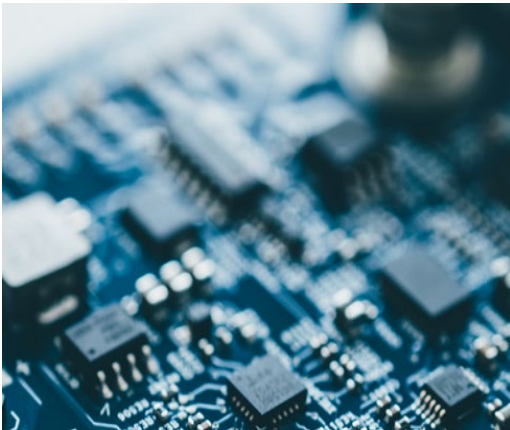
High percentage of recurring sales from parts and consumables.

Geographies



Diversified geographic footprint. Direct presence in over 35 countries.

Diversified End Markets



Electronics
27% of revenue



Medical
25% of revenue



Consumer Non-Durable
23% of revenue



Industrial
13% of revenue



Remaining Markets
12% of revenue

- Semiconductor packaging
- Wafer-level packaging
- Printed circuit boards
- Electronic component assembly – mobile phone, camera, ear buds, PC
- Automotive electronics

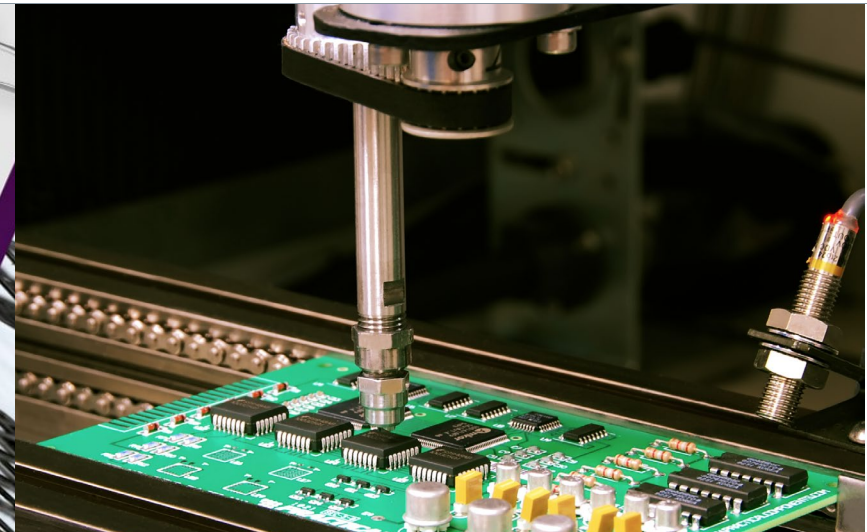
- Balloons, extrusions, delivery catheters and other minimally invasive devices
- Single-use fittings, connectors, fluid transfer components in medical equipment and surgical procedures
- Single-use specialty cannula for cardio-pulmonary procedures

- Box sealing
- Baby diapers
- Convenience food packaging
- Beverage straw and spot attachment
- Container and bottle labeling

- Construction and industrial machinery
- Rigid container
- Aerospace
- Chemical
- Defense
- Energy

- Consumer durable
- Automotive
- Animal health and delivery systems
- Agriculture

How We Are Organized



INDUSTRIAL PRECISION SOLUTIONS

Precision Adhesives Dispensing, Industrial Coatings,
Polymer Processing & Precision Agriculture

48%
REVENUE

MEDICAL FLUID SOLUTIONS

Interventional Solutions, Fluid Components
& Engineered Fluid Dispensing

30%
REVENUE

ADVANCED TECHNOLOGY SOLUTIONS

Electronic Processing Systems
& Test & Inspection

22%
REVENUE

Industrial Precision Solutions (IPS)

What We Do: Product lines reduce material consumption, increase line efficiency, and enhance product brand and appearance. Components are used for dispensing adhesives, coatings, paint, finishes, sealants and other materials. This business primarily serves the industrial, consumer durables and non-durables markets.

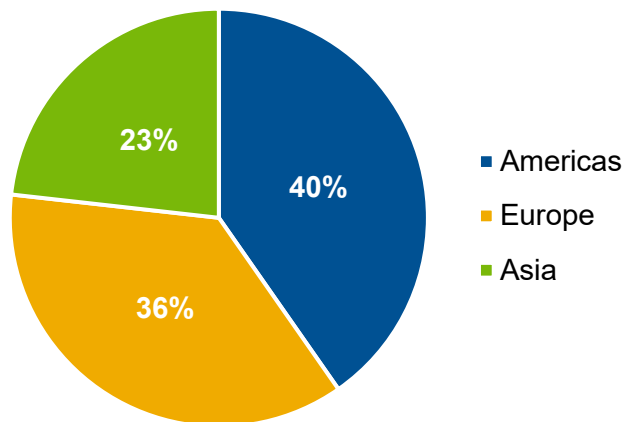
Fiscal 2025 Revenue

\$1.3B

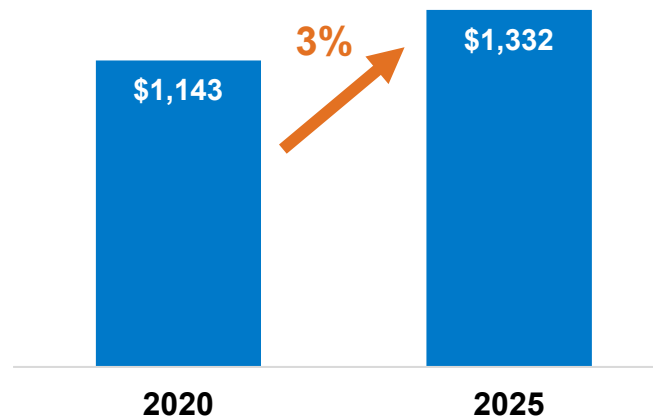
Fiscal 2025 EBITDA

37%

Geographic Diversification



Historical 5 Yr. Sales CAGR



Strategic Focus

- New applications for secular trends, including electric vehicle battery, advanced packaging, automotive and solar
- Material, machinery and process innovations
- Leverage aftermarket opportunity with the large systems installed base

IPS End Markets

% of Revenue / Applications / Growth Rates



Consumer Non-Durable
40% of IPS Sales

- Corrugated and carton packaging
- Food and beverage packaging
- Disposable hygiene
- Disposable medical garments

Market Growth Rate

1-3%



Industrial
35% of IPS Sales

- Industrial manufacturing machinery
- Plastic processing and recycling
- Metallic container and can coating
- Building and construction

Market Growth Rate

1-3%



Other
25% of IPS Sales

- Consumer durable (appliance / wood)
- Agricultural
- Automotive
- Solar and electric battery

Market Growth Rate

2-4%

Medical Fluid Solutions (MFS)

What We Do: Fluid management solutions for medical, high-tech industrial and other diverse end markets. Related plastic tubing, balloons, catheters, syringes, cartridges, tips, and fluid connection components are used to dispense or control fluids within customers' medical devices or products, as well as production processes.

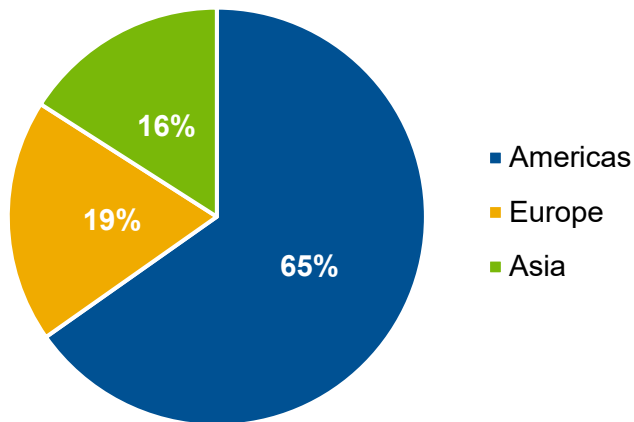
Fiscal 2025 Revenue

\$835M

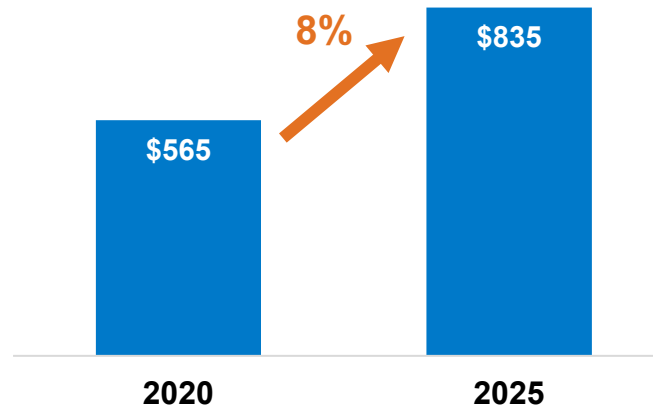
Fiscal 2025 EBITDA

37%

Geographic Diversification



Historical 5 Yr. Sales CAGR



Strategic Focus

- Differentiated single-use component solutions and devices:
 - Surgical solutions, including minimally invasive
 - Medical fluid management components
 - Medical device manufacturing
 - Industrial technologies
- Driving growth through differentiated products in defined market niches
- Scaling through M&A, both platform and technology tuck-in



MFS End Markets

% of Revenue / Applications / Growth Rates



Specialty Medical
40% of MFS Sales

Surgical, ECMO, Biopharma, Patient Care, Animal Health and Device Manufacturing

Market Growth Rate

5-7%



Minimally Invasive Surgical
36% of MFS Sales

Cardiovascular, Structural Heart, Neurovascular and Gastroenterology

Market Growth Rate

8%+



Industrial Technology
24% of MFS Sales

Electronics and Wireless, EV, Industrial, Aviation and Marine Safety

Market Growth Rate

3-4%

Advanced Technology Solutions (ATS)

What We Do: Design and develop proprietary technologies found in progressive stages of an electronics customer's production processes, such as surface treatment, precisely controlled dispensing of material and test, inspection and measurement to ensure quality and reliability.

Fiscal 2025 Revenue

\$625M

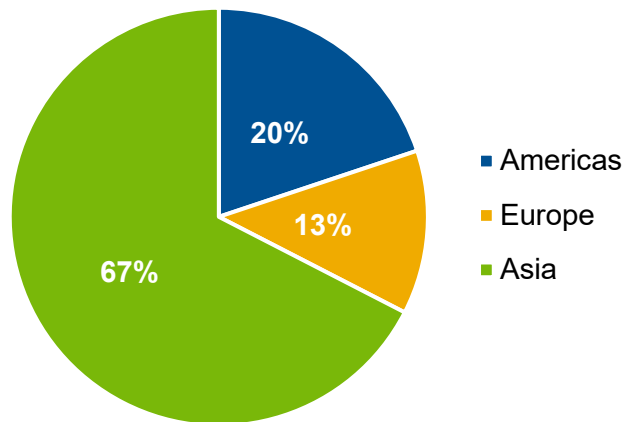
Fiscal 2025 EBITDA

24%

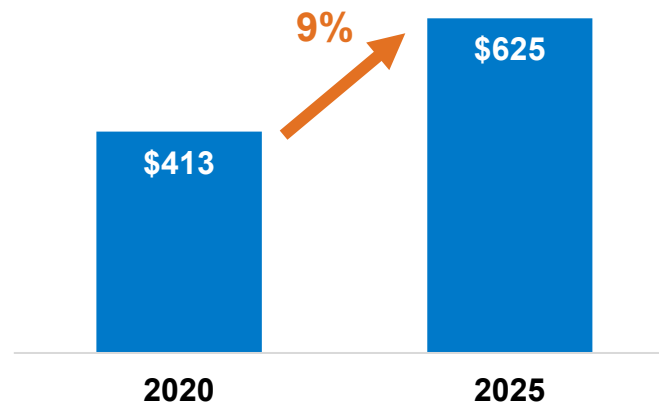
Strategic Focus

- Semiconductor front-end manufacturing process
- Semiconductor advanced packaging process
- Automotive electronics market
- Deploy NBS Next to expand our margins and position us for growth

Geographic Diversification



Historical 5 Yr. Sales CAGR



ATS End Markets

% of Revenue / Applications / Growth Rates



Semiconductors
50% of ATS Sales

- Process control for wafer processing
- Wafer level and chip level inspection and metrology
- Underfill dispense for advanced packaging

Market Growth Rate

6-8%



General Electronics
25% of ATS Sales

- PCBA inspection and metrology for solder paste and component placement
- Precision dispense for surface mount applications

Market Growth Rate

3-5%



Automotive Electronics
10% of ATS Sales

- PCBA inspection and metrology for solder paste and component placement
- Precision dispense for surface mount applications
- Conformal coating of PCBA

Market Growth Rate

2-4%



Industrial
15% of ATS Sales

- Integrated controls and technology to precisely measure outputs, such as film extrusion and converting, cable and tubing, and energy storage
- Proprietary 3D optical sensing and measurement capabilities

Market Growth Rate

1-3%

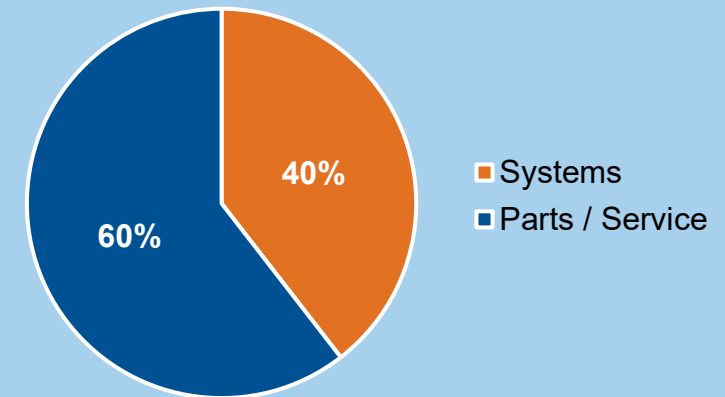
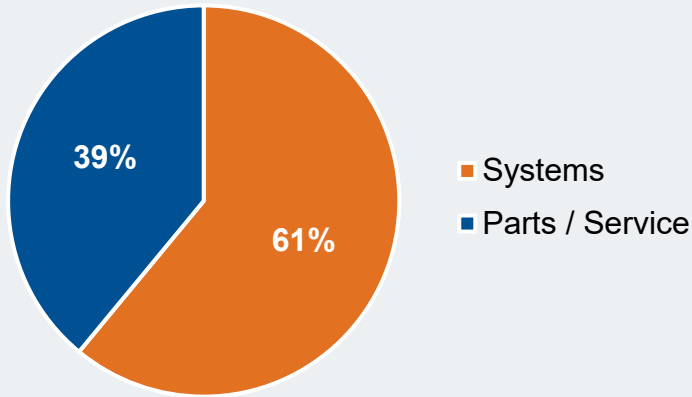


Why Invest in Nordson?

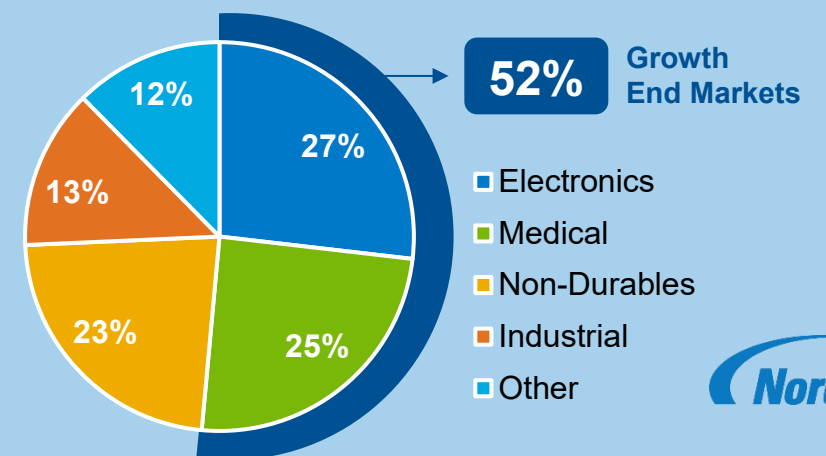
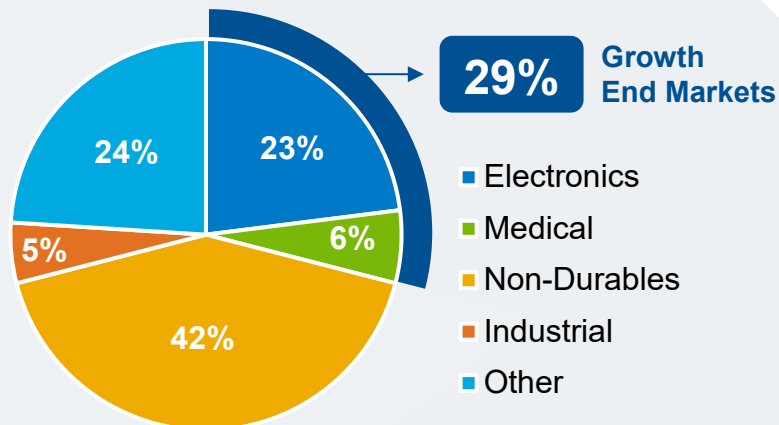
A Growth Portfolio Ready to Accelerate

2014 (FY Revenue \$1.7B)

2025 (FY Revenue \$2.8B)



Information is for directional purposes only.



2025-2029 Financial Targets

Ascend

STRATEGY

Revenue
Growth

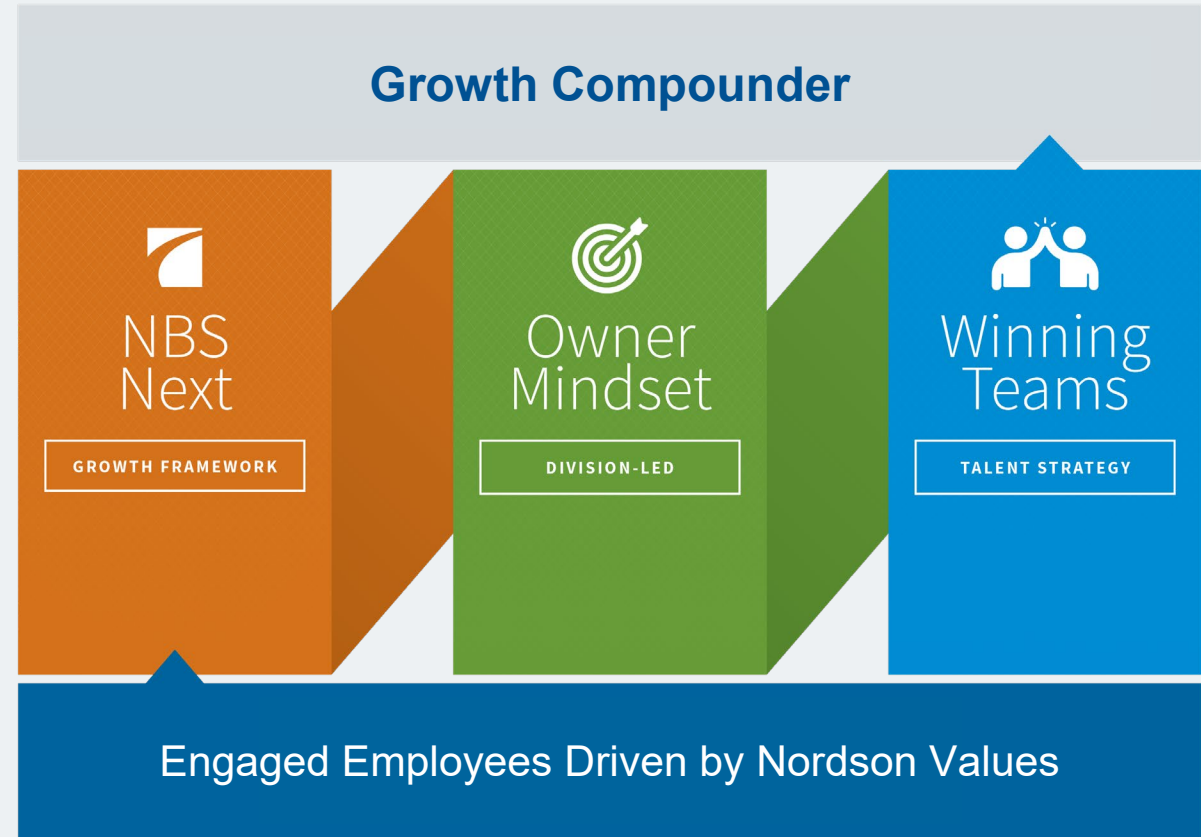
6-8%

Adjusted EPS
Growth

10-12%

Average annual growth

Growth Compounder





NBS Next

GROWTH FRAMEWORK



Driving profitable growth by selecting and investing disproportionately in the best growth opportunities.





Owner Mindset

DIVISION-LED

Entrepreneurial division-led organization:

- Decisions close to the customer
- Autonomy + Accountability
- Clear line of sight to deploying NBS Next



Winning Teams

TALENT STRATEGY

A key ingredient to successful execution of the Ascend strategy:

- Leaders inspiring trust and building followership in the organization
- Focus on inclusion and diversity in everything we do
- Create an engaging culture that attracts and retains top talent

Disciplined Approach to M&A



Strategic Criteria



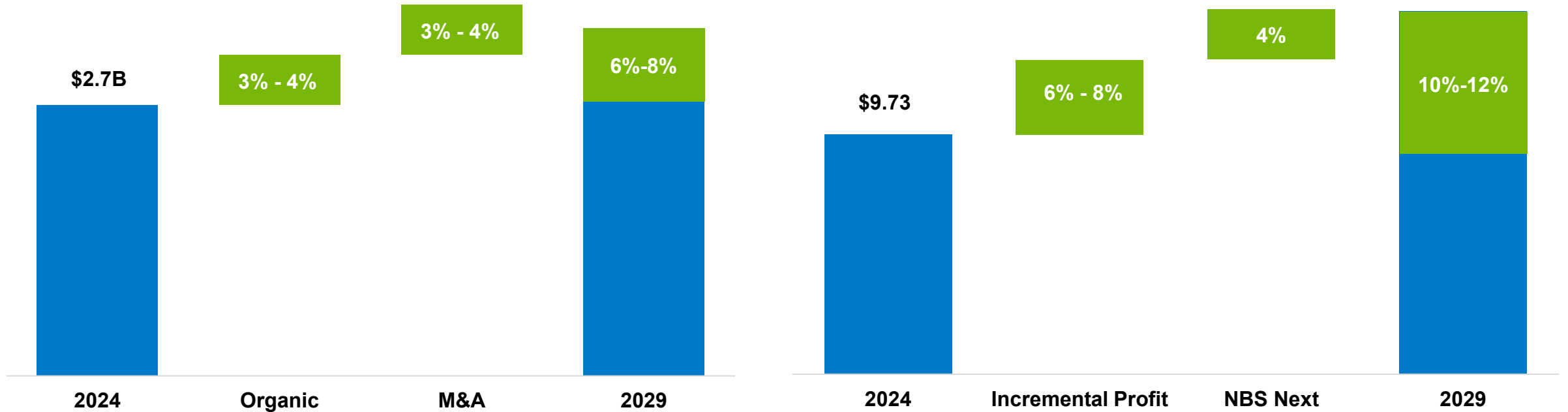
Financial Criteria

- Serving attractive end market niches and applications
 - Differentiated product technologies/solutions
 - Additive to our growth focused portfolio
- Growth at or above market rates with Nordson-like gross margins
 - EBITDA ~20+% with margin expansion opportunities
 - Returns that sufficiently exceed our cost of capital

Growth Algorithm

Revenue

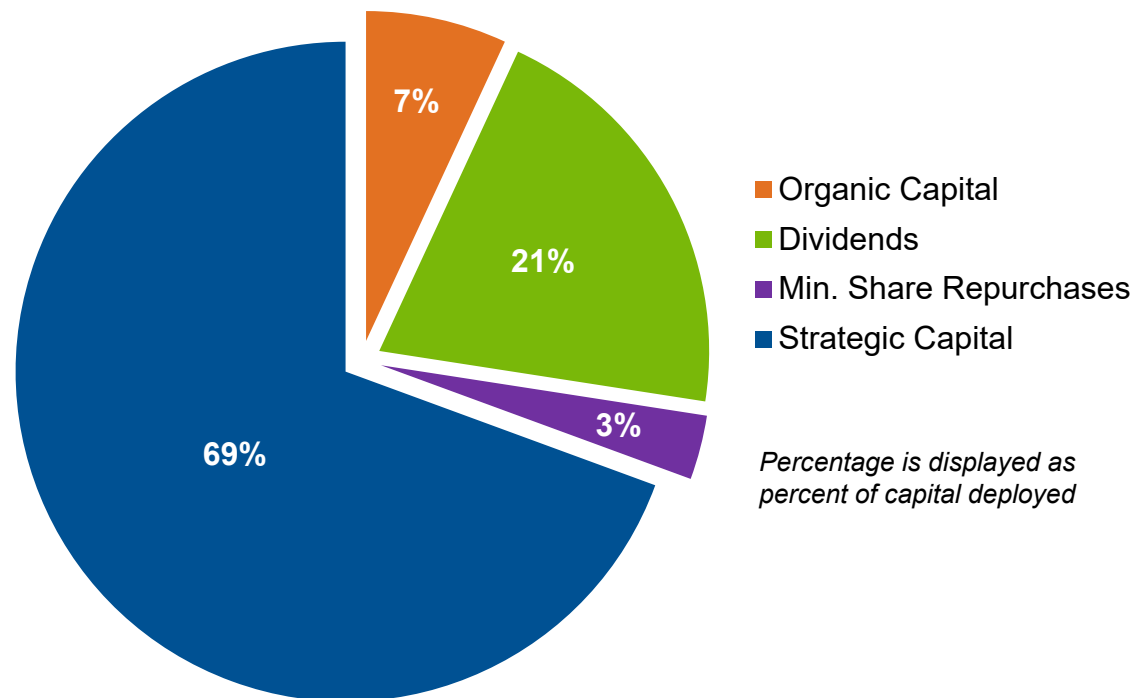
Adjusted EPS



Superior Conversion / Deployment of Cash Flows

Generation of ~ \$4.1B in operating cash flows through 2029

Capital Deployment through 2029



Cash Flow Deployment Priorities

- Fund organic growth
- Return to shareholders thru dividends and routine stock repurchases to offset dilution
- Strategic deployment of ~\$2.8B for:
 - Strategic M&A
 - Debt service
 - Additional share repurchases



Recent Financial Results

Total Company – 2Q 2026



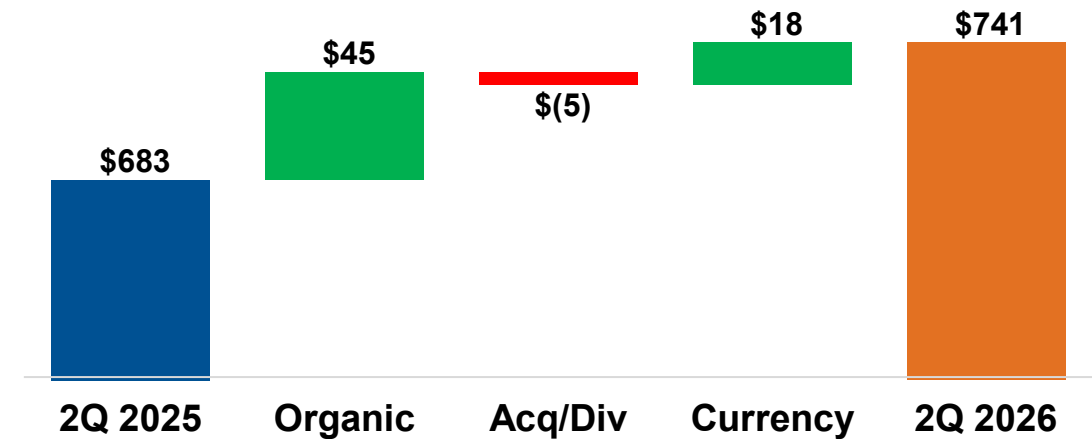
Sales

- Reported sales of \$741M, an increase of 8% compared to the prior year
 - 7% organic sales increase driven by growth in all segments
 - Favorable currency impact of 3% and unfavorable net impact of 1% from divested sales and Capstan acquisition

EBITDA

- EBITDA was \$235 million, up 8% over prior year
- Strong EBITDA margin of 32%, in line with prior year
- 18% adjusted EPS growth

2Q 2026 Sales Bridge**



| | 2Q 2025 | 2Q 2026 | | Δ |
|------------------------|---------|---------|---|-----|
| Sales | \$682.9 | \$740.8 | ↑ | 8% |
| Adj. Operating Profit* | \$179.6 | \$198.9 | ↑ | 11% |
| EBITDA* | \$217.2 | \$235.2 | ↑ | 8% |
| EPS GAAP | \$1.97 | \$2.09 | ↑ | 6% |
| EPS Adjusted* | \$2.42 | \$2.86 | ↑ | 18% |

**Amounts may not add due to rounding.

*Non-GAAP numbers - See appendix for reconciliation. In millions except for per share data.

Balanced Capital Deployment Returning Value to Shareholders

Net Debt

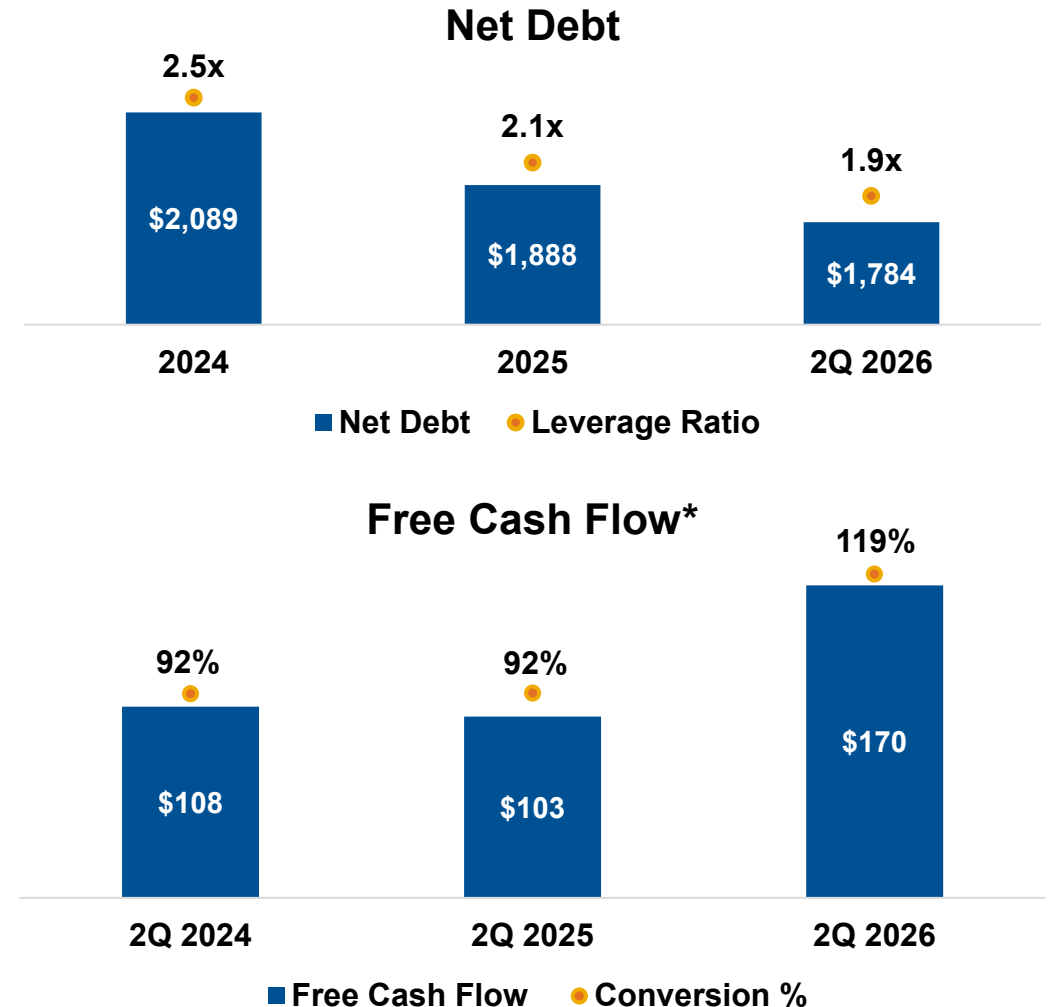
- Cash totaled \$102 million
- 1.9x net debt leverage ratio based on trailing 12-month EBITDA, a 0.2x improvement from year end
- \$900 million in capacity available for strategic acquisition in the near term

Free Cash Flow*

- Free cash flow of \$170 million, which is a conversion rate of 119% excluding the non-cash minority investment and pension charges

Pension Annuitization

- Annuitized \$113 million liability at a 7.5% discount



3Q Fiscal 2026 Guidance



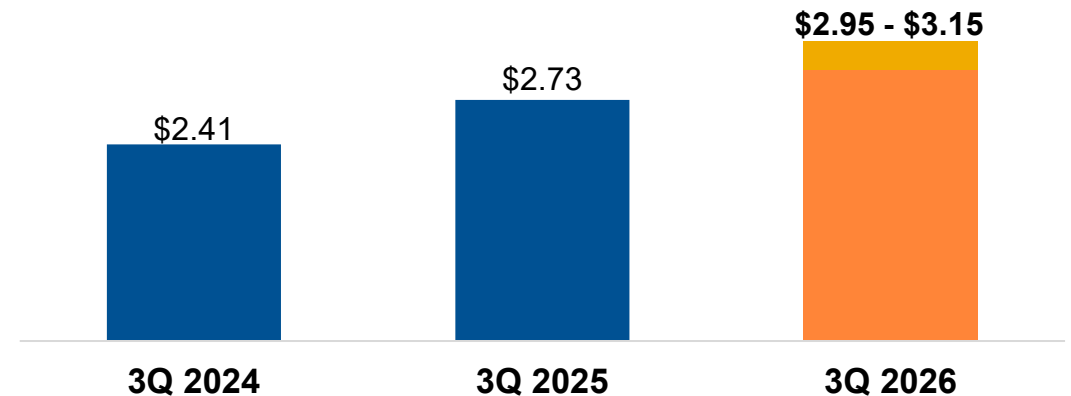
Continued stability in industrial and medical end markets combined with robust momentum in electronic end markets

- Q3 FY2026 revenue of \$760 - \$790 million
- Q3 FY2026 adjusted earnings per share in the range of \$2.95 - \$3.15
- Context: growing backlog entering the quarter and strong order entry trends; assumes FX rates remain at current levels which are relatively neutral on a year over year basis

Q3 FY2026 Revenue Guidance



Q3 FY2026 Adjusted EPS Guidance



Full Year Outlook Increased Again after Strong 1H

- Order entry strength continued during the quarter with backlog up 18% YOY, excluding the divestiture from prior year
- Fiscal 2026 sales growth now expected in the range of 5% to 8%
- Assumes FX rates hold at current levels and impact in the second half on a YOY basis is neutral; tax rate now expected to be between 18-19% with other assumptions unchanged
- Adjusted earnings now expected to grow 10% – 15%, up 13% YOY at the midpoint

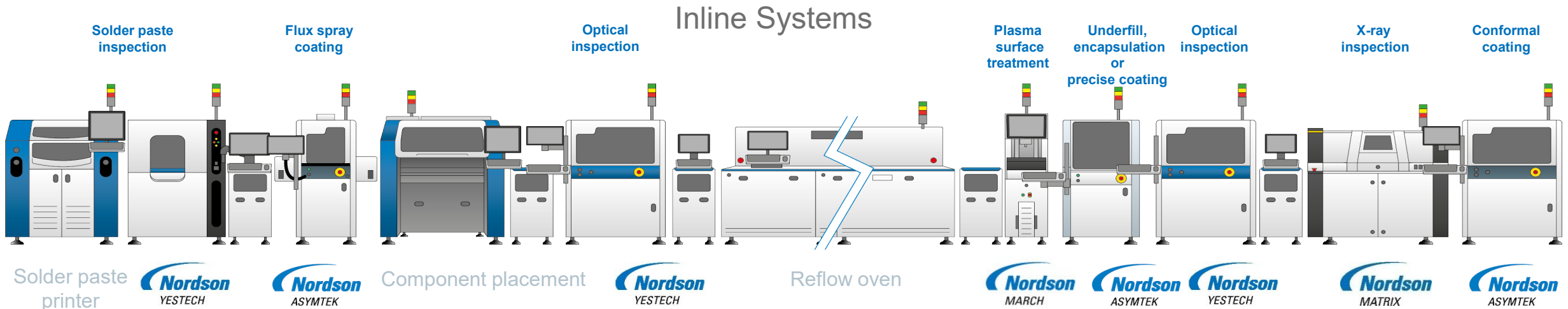
| | Initial Guidance | Q1 Update | Q2 Update |
|-----------------------|-------------------|-------------------|----------------------------|
| Reported Sales | \$2,830 - \$2,950 | \$2,860 - \$2,980 | \$2,930 - \$3,010 ↑ |
| Adjusted EPS | \$10.80 - \$11.50 | \$11.00 - \$11.60 | \$11.30 - \$11.80 ↑ |

Appendix 1:

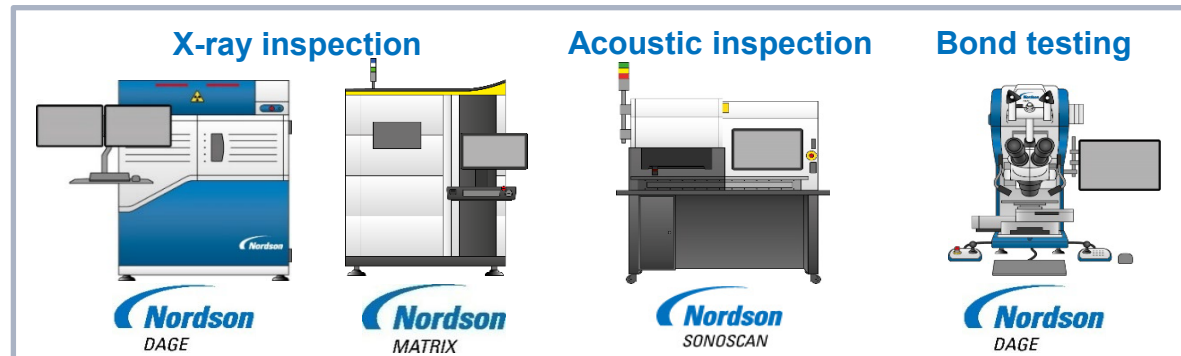
Product Innovation

Our Electronics Industry Position

Surface Mount Manufacturing



QA Lab / Island of Automation



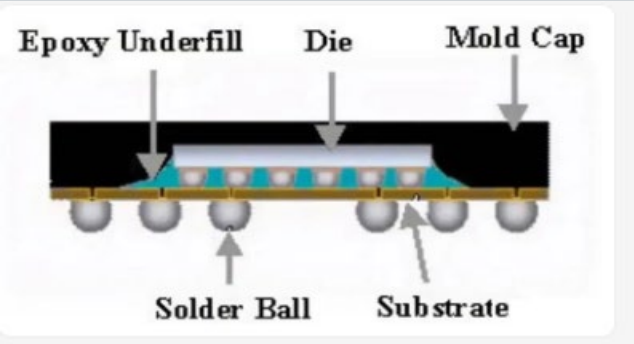
ATS - Best in Class Portfolio for Semiconductor

Facilitating Process Productivity and Yield Improvement

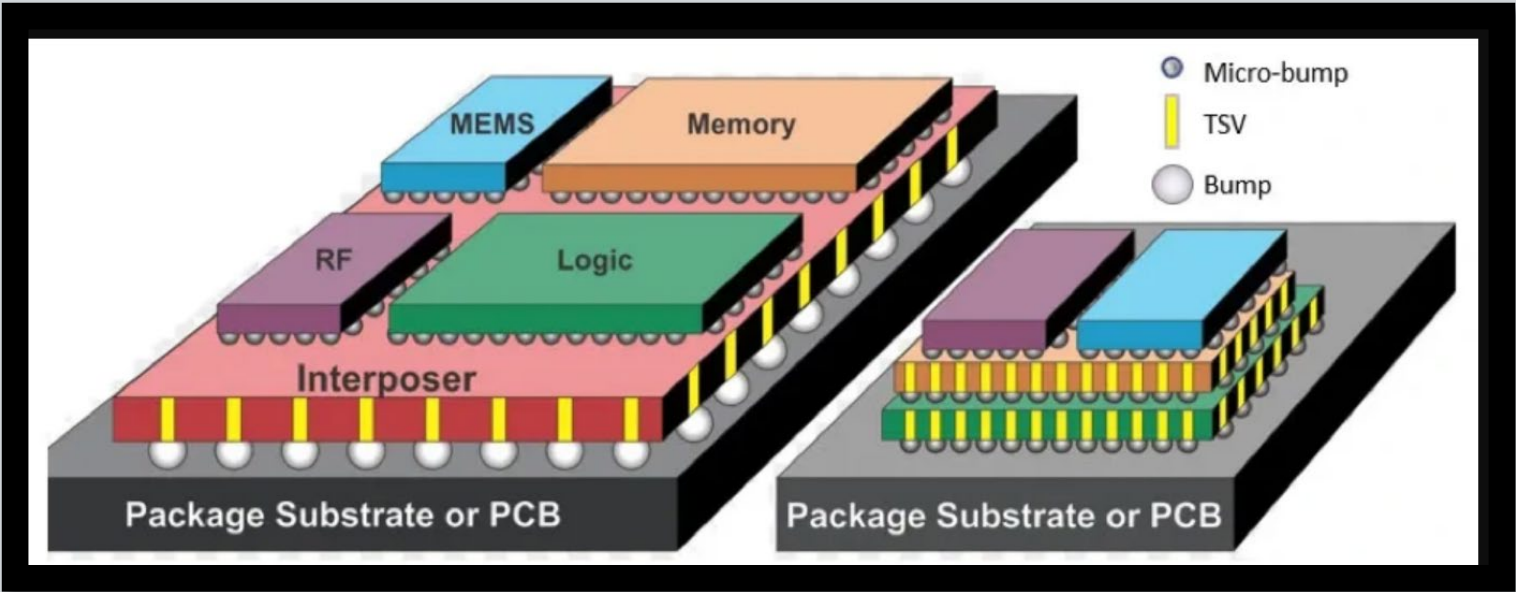


ATS - Advances in Semiconductor Packaging

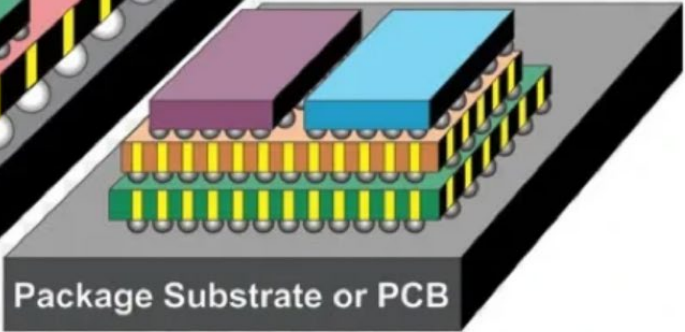
2D Architecture



2.5D Architecture



3D Architecture



**Demand for data requires more complex chip architecture.
Nordson's technologies play a key role.**

Medical and Fluid Solutions



Fluid Solutions

Precision Low-Volume Dispensing



Interventional Solutions

Medical balloons, catheters, cannulas



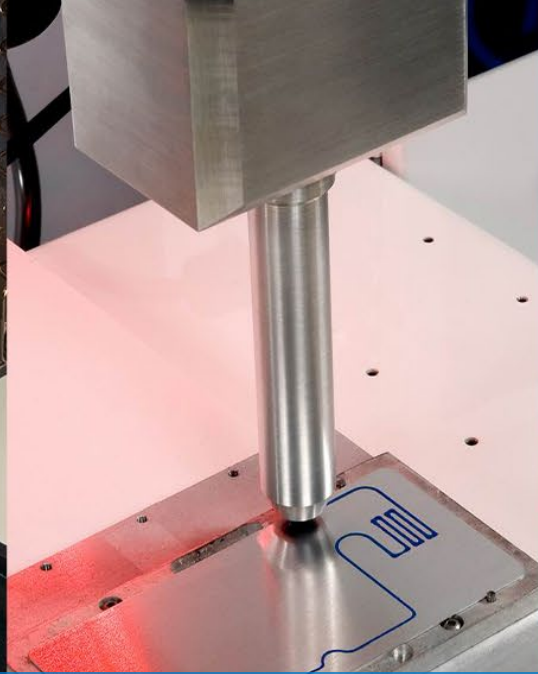
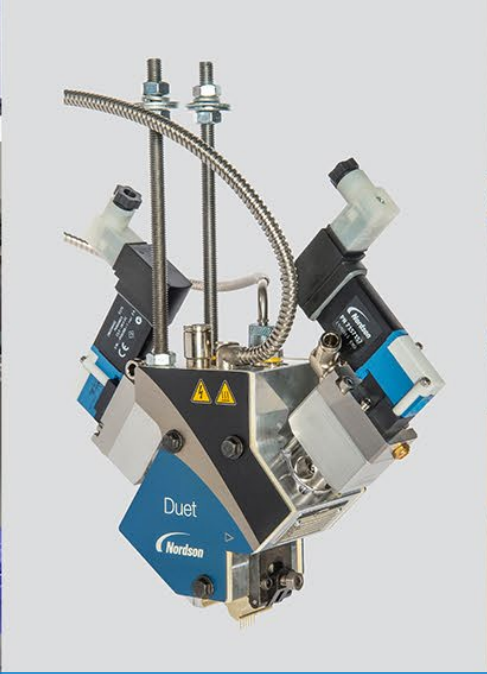
Fluid Components

Single-use components

From benchtop dispensers to industry-best jetting valves and automated dispensing robots, Nordson fluid solutions systems deliver accurate, repeatable deposits of glues, greases, and other industrial fluids in precise, low-volume applications.

From specialty tubing, catheters, medical balloons, Nordson is an expert in the design, development and manufacture of complex medical devices and component technologies.

Proprietary single-use plastic connectors, stopcocks, valves, clamps, etc., used for patient care (IV's and blood pressure cuffs), biopharma and gene therapy applications.



IPS - Core Adhesives Innovative Technology

Auto-fill Tankless Technology

Adhesive fill systems monitor and maintain optimum adhesive levels

Variable Dispense Technology

Delivering different add-on rates with one applicator

Foaming Technology

Maintains bond strength while reducing volume of adhesive required

Jetting Technology

Dispenses adhesive using non-contact jetting into channels as small as 0.3mm or 300 micron per second

Precision Dispense Technology

Increases production efficiency for nonwovens manufacturing process

Appendix 2:

Financial Exhibits

This presentation contains references to non-GAAP financial information. Although these are non-GAAP measures, we believe that they are useful to an investor in evaluating the company performance for the period presented. These non-GAAP definitions include:

- EBITDA is defined as operating profit plus certain adjustments, such as severance, fees and non-cash inventory charges associated with acquisitions, plus depreciation and amortization.
- Return on Invested Capital is defined as adjusted operating profit after tax as a percentage of the sum of average debt (net of cash) plus average shareholders' equity.
- Organic sales defined as sales growth excluding the impacts of changes in foreign currencies and acquisitions. We express period over period revenue variances as a percentage.
- Free cash flow is defined as cash flow provided by operating activities less additions to property, plant and equipment.
- Net debt is defined as total long-term debt less cash and cash equivalents.

Amounts may be rounded.

See the company's earnings release for the first quarter ended April 30, 2026, for a reconciliation of the non-GAAP measures Adjusted Operating Profit and EBITDA.

Reconciliation of Non-GAAP Measures

Net Income to EBITDA (Dollars in thousands)



NORDSON CORPORATION

RECONCILIATION OF NON-GAAP MEASURES - NET INCOME TO EBITDA (Unaudited) (Dollars in thousands)

| | Three Months Ended | | Six Months Ended | |
|---|--------------------|----------------|------------------|----------------|
| | April 30, 2026 | April 30, 2025 | April 30, 2026 | April 30, 2025 |
| Net income | \$ 117,316 | \$ 112,404 | \$ 250,698 | \$ 207,056 |
| Income taxes | 23,858 | 26,366 | 54,977 | 48,569 |
| Interest expense — net | 21,580 | 26,019 | 44,321 | 51,637 |
| Pension settlement charge | 24,049 | — | 24,049 | — |
| Other expense (income) — net | 10,400 | 3,961 | (10,437) | 2,435 |
| Inventory step-up amortization ⁽¹⁾ | 1,135 | — | 1,135 | 3,135 |
| Severance and other ⁽¹⁾ | — | 10,313 | — | 16,274 |
| Acquisition-related costs ⁽¹⁾ | 534 | 513 | 534 | 1,543 |
| Adjusted operating profit | 198,872 | 179,576 | 365,277 | 330,649 |
| Depreciation and amortization | 36,315 | 37,578 | 72,900 | 74,608 |
| EBITDA (non-GAAP) ⁽²⁾ | \$ 235,187 | \$ 217,154 | \$ 438,177 | \$ 405,257 |

⁽¹⁾ Represents non-recurring cost reduction actions as well as fees and non-cash inventory charges associated with acquisitions.

⁽²⁾ EBITDA is a non-GAAP measure used by management to evaluate the Company's ongoing operations. EBITDA is defined as operating profit plus certain adjustments, such as non-recurring cost reduction actions, fees and non-cash inventory charges associated with acquisitions, plus depreciation and amortization.

Reconciliation of Non-GAAP Measures

Adjusted Net Income and Earnings Per Share (Dollars in thousands)



NORDSON CORPORATION

RECONCILIATION OF NON-GAAP MEASURES - ADJUSTED NET INCOME AND EARNINGS PER SHARE (Unaudited) (Dollars in thousands)

| | Three Months Ended | | Six Months Ended | |
|---|--------------------|----------------|------------------|----------------|
| | April 30, 2026 | April 30, 2025 | April 30, 2026 | April 30, 2025 |
| GAAP AS REPORTED | | | | |
| Net income | \$ 117,316 | \$ 112,404 | \$ 250,698 | \$ 207,056 |
| Diluted earnings per share | \$ 2.09 | \$ 1.97 | \$ 4.47 | \$ 3.62 |
| Shares outstanding - diluted | 56,100 | 57,038 | 56,113 | 57,265 |
| ADJUSTMENTS | | | | |
| Inventory step-up amortization ⁽¹⁾ | \$ 1,135 | \$ — | \$ 1,135 | \$ 3,135 |
| Acquisition costs ⁽¹⁾ | 534 | 513 | 534 | 1,543 |
| Severance and other ⁽¹⁾ | — | 10,313 | — | 16,274 |
| Acquisition amortization of intangibles | 19,406 | 19,696 | 38,975 | 39,007 |
| Entity liquidation | — | 988 | — | 988 |
| Non-cash loss (gain) on minority investments ⁽²⁾ | 9,827 | — | (12,411) | — |
| Pension settlement charge | 24,049 | — | 24,049 | — |
| Total adjustments | \$ 54,951 | \$ 31,510 | \$ 52,282 | \$ 60,947 |
| Adjustments net of tax | \$ 43,342 | \$ 25,523 | \$ 42,711 | \$ 49,367 |
| EPS effect of adjustments | \$ 0.77 | \$ 0.45 | \$ 0.76 | \$ 0.86 |
| NON-GAAP | | | | |
| Adjusted net income ⁽³⁾ | \$ 160,658 | \$ 137,927 | \$ 293,409 | \$ 256,423 |
| Adjusted earnings per share ⁽⁴⁾ | \$ 2.86 | \$ 2.42 | \$ 5.23 | \$ 4.48 |

⁽¹⁾ Represents non-recurring cost reduction actions as well as fees and non-cash inventory charges associated with acquisitions.

⁽²⁾ Represents non-cash loss (gain) on minority investments accounted for at fair value.

⁽³⁾ Adjusted net income is a non-GAAP measure defined as net income plus tax effected adjustments and other discrete tax items.

⁽⁴⁾ Adjusted earnings per share is a non-GAAP measure defined as GAAP EPS adjusted for tax effected adjustments and other discrete tax items.

Reconciliation of Non-GAAP Measures

Operating Cash Flow to Free Cash Flow



NORDSON CORPORATION

RECONCILIATION OF NON-GAAP MEASURES - OPERATING CASH FLOW TO FREE CASH FLOW (Unaudited) (Dollars in thousands)

| | Year to Date | |
|---|----------------|------------------|
| | April 30, 2026 | January 31, 2026 |
| Net cash provided by operating activities | \$ 321,101 | \$ 140,428 |
| Additions to property, plant and equipment | (27,693) | (17,513) |
| Free cash flow ⁽¹⁾ | \$ 293,408 | \$ 122,915 |
| Free cash flow - quarter to date ⁽¹⁾ | \$ 170,493 | |
| Net income | \$ 250,698 | \$ 133,382 |
| Non-cash loss (gain) on minority investments and pension charge — after-tax | 9,383 | (16,679) |
| Net income excluding non-cash loss (gain) on minority investments and pension loss ⁽²⁾ | \$ 260,081 | \$ 116,703 |
| Free cash flow conversion ⁽³⁾ | 113 % | 105 % |
| Net income excluding non-cash loss (gain) on minority investments and pension charge - quarter to date ⁽²⁾ | \$ 143,378 | |
| Free cash flow conversion - quarter to date ⁽²⁾ | 119 % | |

⁽¹⁾ Free cash flow is a non-GAAP measure used by management to evaluate the Company's ongoing operations and is defined as Net cash provided by operating activities minus Additions to property, plant and equipment.

⁽²⁾ Net income excluding non-cash loss (gain) on minority investments and pension charge is a non-GAAP measure used by management as an input to the calculation of Free cash flow conversion and is defined as Net income excluding non-cash losses (gains) on minority investments and pension settlement charge.

⁽³⁾ Free cash flow conversion is a non-GAAP measure used by management to evaluate the Company's ongoing operations and is defined as Free cash flow divided by Net income excluding non-cash losses (gains) on minority investments and pension settlement charge.

Reconciliation of Non-GAAP Measures

Operating Cash Flow to Free Cash Flow



NORDSON CORPORATION

RECONCILIATION OF NON-GAAP MEASURES - OPERATING CASH FLOW TO FREE CASH FLOW (Unaudited) (Dollars in thousands)

| | Year to Date | |
|--|----------------|------------------|
| | April 30, 2025 | January 31, 2025 |
| Net cash provided by operating activities | \$ 278,292 | \$ 159,122 |
| Additions to property, plant and equipment | (37,439) | (21,399) |
| Free cash flow ⁽¹⁾ | \$ 240,853 | \$ 137,723 |
| Free cash flow - quarter to date ⁽¹⁾ | \$ 103,130 | |
| Net income | \$ 207,056 | \$ 94,652 |
| Free cash flow conversion ⁽³⁾ | 116 % | 146 % |
| Net income - quarter to date ⁽²⁾ | \$ 112,404 | |
| Free cash flow conversion - quarter to date ⁽²⁾ | 92 % | |

⁽¹⁾ Free cash flow is a non-GAAP measure used by management to evaluate the Company's ongoing operations and is defined as Net cash provided by operating activities minus Additions to property, plant and equipment.

⁽²⁾ Net income excluding non-cash loss (gain) on minority investments and pension charge is a non-GAAP measure used by management as an input to the calculation of Free cash flow conversion and is defined as Net income excluding non-cash losses (gains) on minority investments and pension settlement charge.

⁽³⁾ Free cash flow conversion is a non-GAAP measure used by management to evaluate the Company's ongoing operations and is defined as Free cash flow divided by Net income excluding non-cash losses (gains) on minority investments and pension settlement charge.