



Precision technology  
that touches your life.

Every Day  
Everywhere.

Precision Dispensing | Fluid Management | Coating & Curing | Testing & Inspection | Surface Treatment



# Who we are



Nordson is an innovative precision technology company that leverages a scalable growth framework to deliver top tier growth with leading margins and returns.

Company Founded

**1954**

\*Sales

**\$2.8B**

\*2025 EBITDA

**32%**

Employees

**8,000+**

Countries with  
Direct Presence

**35+**

# By the Numbers

Consistent Record  
of Growth

Demonstrated  
Value to  
Customers

Disciplined focus  
on profitability

Solid Returns

Differentiated  
Product Portfolio\*

Consistent value to  
shareholders

**6%**

Sales Growth

**55%**

Gross Margins

**30%+**

EBITDA Margins

**12%**

ROIC

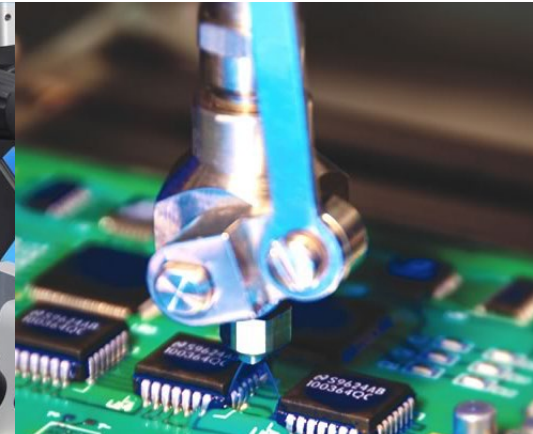
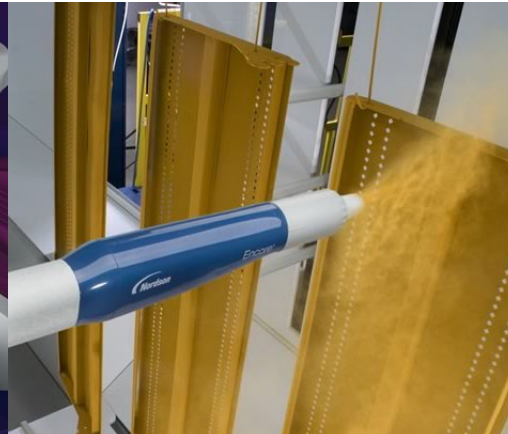
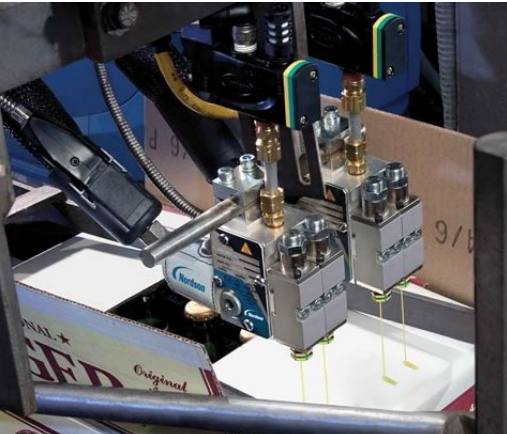
**2,200+**

Global Patents  
Held

**62 yrs.**

of Annual  
Dividend  
Increases

# What We Do



## PRECISION DISPENSING

## FLUID MANAGEMENT

## COATING & CURING

## TESTING & INSPECTION

## SURFACE TREATMENT

Automated high-speed precision dispensing  
Conformal Coating  
Manual precision dispensing  
Product packaging and assembly  
Laminating  
Plastic extrusion  
Injection molding  
Hot bar bonding  
Selective soldering

Precision dispense components  
Medical components and technologies

Powder coating  
Liquid painting  
Container coating  
Cold material dispensing  
UV curing

Bond testing  
Manual and automated x-ray  
Automated optical inspection  
Acoustic microscopy

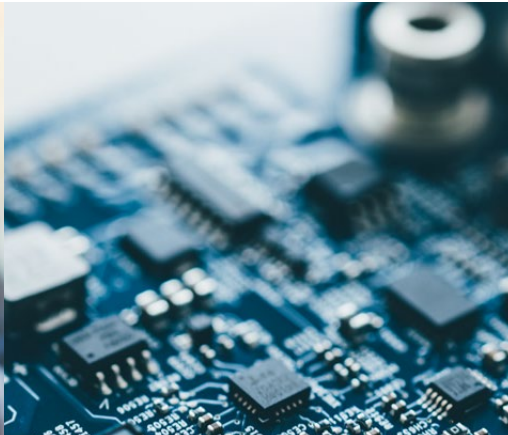
Plasma cleaning and conditioning

# Where You Will Find Us



## MOBILE DEVICES

- Mobile phone and tablet assembly
- Flat panel displays
- Printed circuit boards
- LEDs and electronic components
- Semiconductor packaging
- Electric batteries



## COMPUTERS

- PC and laptop assembly
- Hard disk drives
- Wafer-level packaging
- Automotive electronics
- Flat panel displays
- Printed circuit boards
- LEDs and electronic components
- Semiconductor packaging
- Electric batteries



## FOOD AND CONSUMER GOODS

- Beverage straw and spot attachment
- Convenience food packaging
- Baby diapers
- Tissues and paper towels



## PACKAGING

- Container and bottle labeling
- Box sealing
- Inside container coating
- Can marking and identification
- Tamper evident closure



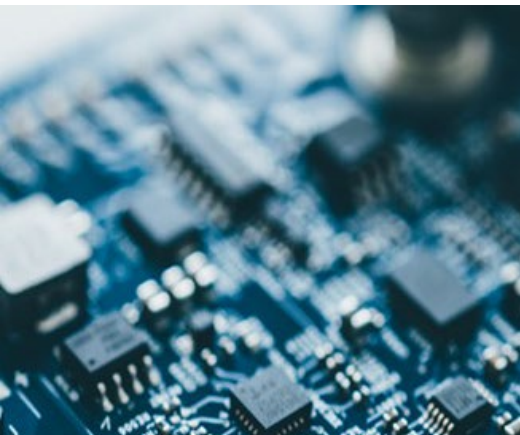
## MEDICAL

- Balloons, catheters and other minimally invasive devices
- Single use fittings, valves, syringes, tips and tubing for controlling fluids in medical equipment and surgical procedures



# Our Business

# Diversified End Markets



**Electronics**  
27% of revenue

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



**Medical**  
25% of revenue

- 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



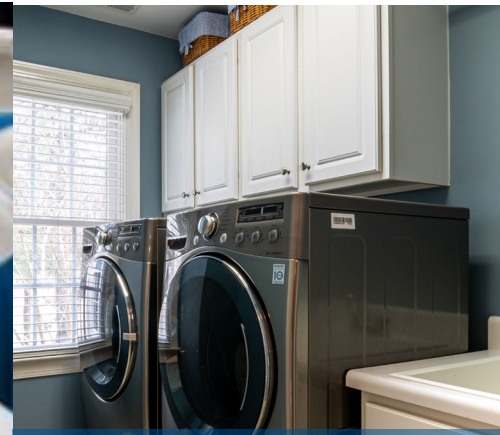
**Consumer Non-Durable**  
23% of revenue

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



**Industrial**  
13% of revenue

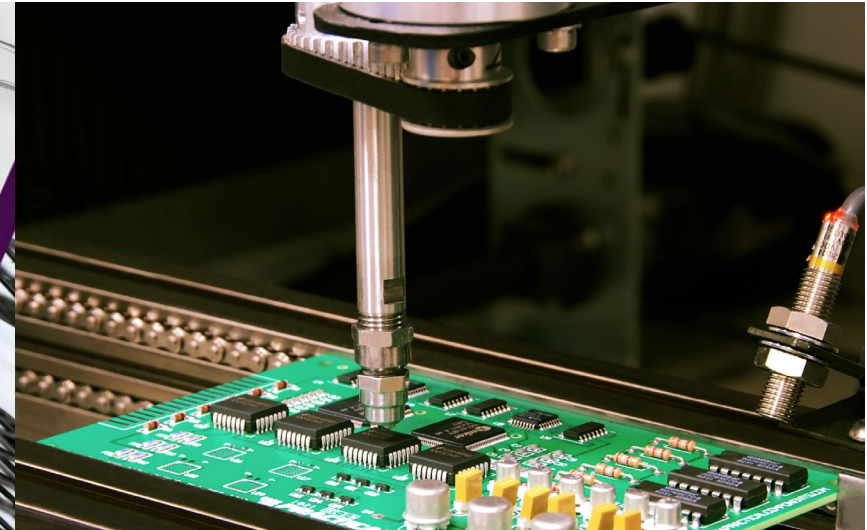
- Construction and industrial machinery
- Rigid container
- Aerospace
- Chemical
- Defense
- Energy



**Remaining Markets**  
12% of revenue

- Consumer durable
- Automotive
- Animal health & 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 and 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**

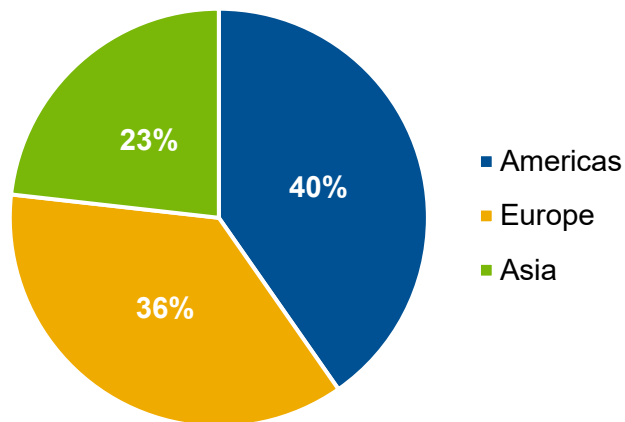
Fiscal 2025 EBITDA

**37%**

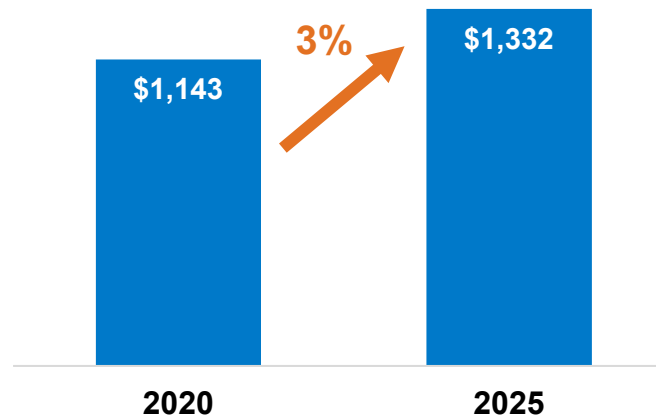
## Strategic Focus

- 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

Geographic Diversification



Historical 5 Yr. Sales CAGR



# 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.

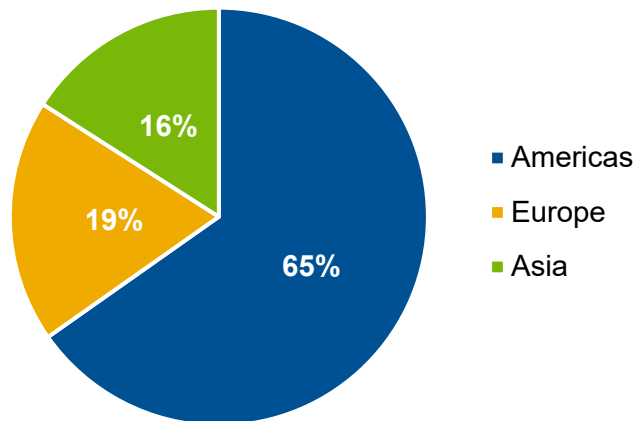
Fiscal 2025 Revenue

**\$835M**

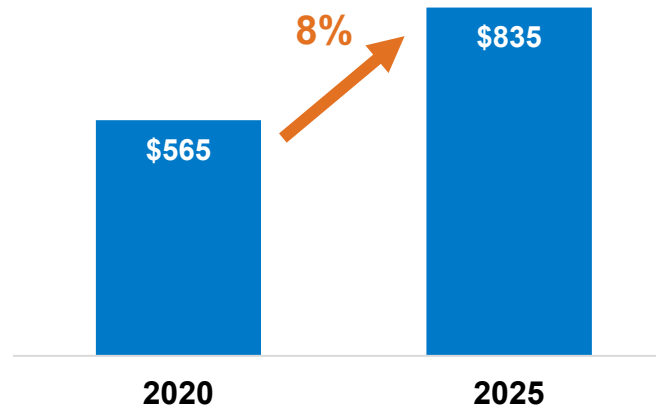
Fiscal 2025 EBITDA

**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



# 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**

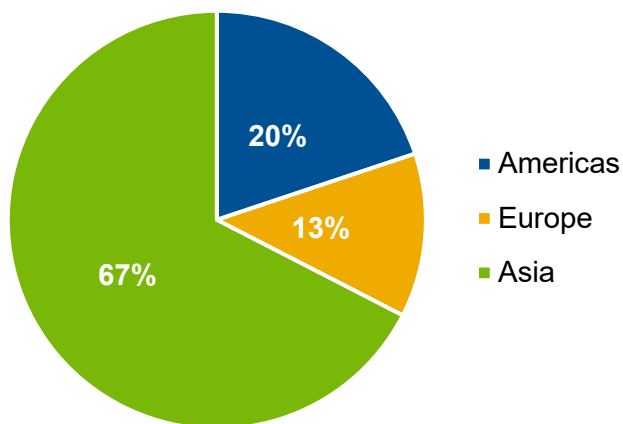
Fiscal 2025 EBITDA

**24%**

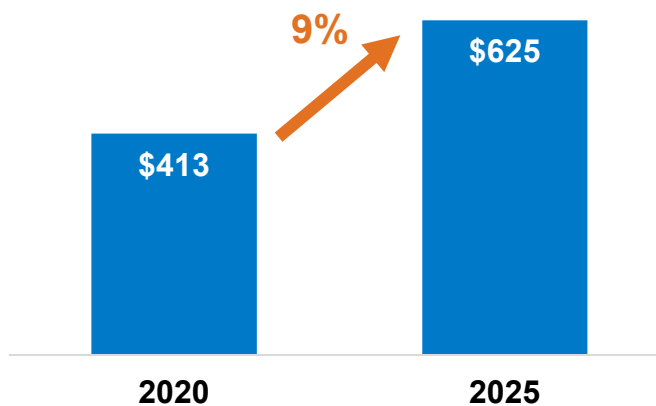
## Strategic Focus

- 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



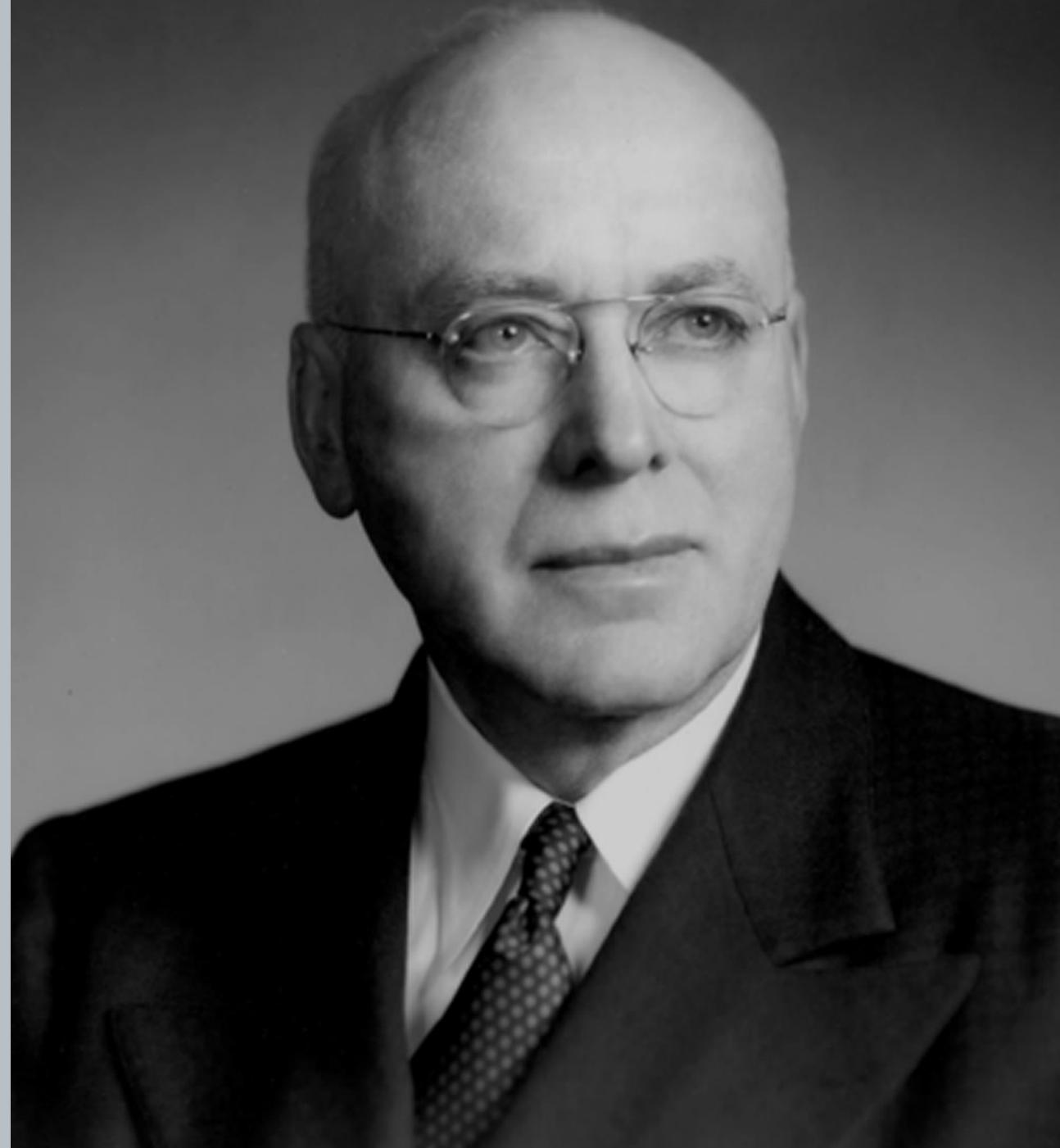


# Our History



Nordson Corporation was founded in 1954 in Amherst, Ohio, by brothers Eric and Evan Nord. However, the company's roots trace back to the U.S. Automatic Corporation, which began in 1909.

Under the direction of Walter G. Nord,  
the company shifted its production  
emphasis to lower-volume, high-precision  
parts that were critical in supporting  
the United States' defense effort during  
World War II.





Following the war, the Nords searched for a proprietary product to serve as a basis for future growth. This product was found in 1954 with the acquisition of patents covering the "hot airless" method of spraying paint and other coating materials. With the patents in hand, Nordson was started as a division of U.S. Automatic Corporation to produce and market airless spray equipment.

From the outset, Walter G. Nord and sons Eric and Evan established a corporate philosophy built on entrepreneurship, innovation and philanthropy. These virtues remain at the core of our identity today.



***“My hope for Nordson is that we continue to be a venturesome company, operating somewhere out on the leading edge... This can only happen if we continue to encourage innovators and entrepreneurs.”***

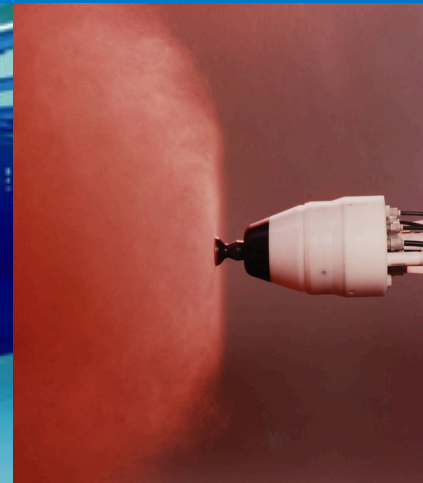
- Co-founder Eric Nord (1917-2008)

# 1950s

Following WWII, the Nords searched for a proprietary product to serve as a basis for future growth. This product was found in 1954 with the acquisition of patents covering the "hot airless" method of spraying paint and other coating materials. With the patents in hand, Nordson was started as a division of U.S. Automatic Corporation to produce and market airless spray equipment.

# 1960s

In 1966, the entire U.S. Automatic operation was merged into the subsidiary, Nordson Corporation. Nordson pioneered the technology and equipment for applying powder coatings with the development of the compact and efficient cartridge-type recovery/recycle systems. The first Nordson international subsidiaries were established in Europe and Asia. Total company sales reached \$10 million.



# 1970s

Nordson continued to build on the innovations of the previous decade. Under the leadership of Eric Nord, the company exceeded \$100 million in sales. Shares of Nordson began to be traded on the NASDAQ exchange.

# 1980s

Nordson began to acquire companies that would strengthen its position as a leader in technology, product quality and customer service. The company's first Latin American subsidiary was established in Brazil. International sales reached more than 50% of the company's \$250 million in annual revenue.



# 1990s

Nordson continued to grow organically and via acquisition. The company began to expand its presence in emerging high technology and electronics industries. By the end of the decade, sales exceeded \$500 million and subsidiaries were established in China and India.

# 2000s

Multiple acquisitions expand dispensing capabilities and provide entry into test and inspection markets. Global market share expands as Nordson increases focus on technology differentiation, lean manufacturing, application expertise and direct service. Sales exceed \$1 billion.



# 2010s

Nordson continues to grow via new products, new applications and new markets, including medical, test and inspection, and polymer processing. Strategic acquisitions bring additional growth. The company strengthens its position as the global leader in precision technology solutions.

# 2020s

In August 2019, Nordson welcomed Sundaram Nagarajan as our president and chief executive officer. In 2021, Nordson launched the Ascend Strategy, designed to deliver top-tier growth with leading margins and returns. The company also continues to grow through acquisitions, including the acquisitions of ARAG and Atrion Corporation.





# Community Outreach



# Nordson *Impact*

We have a long and proud history of giving back to the communities where we live and work.

**\$183M+**

Overall Giving  
to Date

**121K**

Total Hours  
Volunteered

**\$8.1M**

Towards BUILDS  
Scholarships

**17/10**

Communities/  
Countries Where  
We Give Back

# *Nordson* **Impact**

At Nordson, we have a long and proud history of giving back to the communities where we live and work. As we grow, we continue to positively impact more people each year through volunteering, donations, scholarships and more. We encourage all employees to make a difference in our communities in the ways that are most meaningful to them. We provide opportunities to get involved through six community engagement programs that together create The Nordson Impact.



*Nordson Corporation  
Foundation*



*Time 'n Talent*



*A Time to Give*



*Nordson BUILDS  
Scholarships*



*Matching Gifts*



*Nordson Corporate  
Donations*



## **Nordson Corporation Foundation**

The Nordson Corporation Foundation awards grants to non-profits in our communities in the United States. Since 1989, the Foundation has awarded more than \$118.1 million in grants to improve the quality of life in our communities, placing a special focus on causes related to education.



## Time 'n Talent

Time 'n Talent represents Nordson's employee volunteer efforts worldwide. Since 2014, employees have logged more than 67,000 hours organizing and participating in projects in their communities.



## **A Time to Give**

A Time to Give is our annual employee giving campaign in the United States. Since 2006, our yearly campaigns have raised over \$5 million for our communities.



## **Nordson BUILDS Scholarships**

Nordson BUILDS Scholarships support college students in our communities in the United States who are pursuing majors related to manufacturing. Since the program's inception in 2013, \$6.5 million has been awarded to over 1,651 scholarship recipients.



## Matching Gifts

Matching Gifts the donations Nordson employees make to non-profit organizations in the United States 3:1. In 2025, we made matching contributions of \$1.8 million.



## **Nordson Corporate Donations**

Nordson's corporate donations support programs around the world that fall outside the bounds of the Nordson Corporation Foundation. During the last financial year, Nordson gave \$2.5 million in corporate donations.

***To be truly fit,  
we must exercise our  
'giving' muscles.***

- Evan Nord



# Culture & Values



Our unique culture is built around people, not just the work we do. Life at Nordson is about empowering possibilities, building connections and finding purpose in every step of the journey.

## How It Feels

### Our Employee Experience

There's something truly special about working at Nordson. You'll feel it in the way ideas are encouraged, how we support each other and the difference we make together.

## What Guides Us

### Our Values

At the heart of Nordson are core values that never waver. They guide how we treat our customers, our work and each other.

## How We Succeed

### Our Foundational Attributes

Each win is a team effort. We make it happen with clear focus, strong performances and innovative mindsets.

# How It Feels

## Our Employee Experience

There's something truly special about working at Nordson. You'll feel it in the way ideas are encouraged, how we support each other, and the difference we make together. At Nordson, we:

### Fuel an entrepreneurial spirit

Nordson employees are results-oriented and are empowered to make choices with an owner mindset.

### Provide opportunity for growth

We are a growing organization, and our future is bright and dynamic. We invest in our employees by offering career growth.

### Encourage connection with others

Our employees across the globe thrive on relationships and collaboration, with customers and with each other.

### Make a positive impact

With an innovative mindset, we create products and technologies that impact everyday life. We positively impact the communities in which we operate.

# What Guides Us

## Our Values

At the heart of Nordson are core values that never waver. They guide how we treat our customers, our work, and each other. At Nordson, we:

Prioritize  
**customer  
passion**

Bring  
**energy** and  
enthusiasm

Strive for  
**excellence**  
every day

Lead  
with  
**integrity**

Show  
**respect for  
people**

# How We Succeed

## Our Foundational Attributes

Each win is a team effort. We make it happen with clear focus, strong performances, and innovative mindsets. At Nordson, we:

Create a shared  
**strategic vision**

**Deliver results**  
through  
NBS Next

Embrace  
learning,  
**innovation**  
and change

Build **flexible teams** and  
organizations

Inspire  
**collaboration**  
and trust



# Our Culture

A career at Nordson is defined by opportunity – where entrepreneurial thinking, making an impact in your role and in your community, and global collaboration shape your path to success.

Nordson is a growing organization with a team of over 8,000 employees across the globe. With an innovative mindset and an entrepreneurial spirit, we connect with our team members and customers to create innovative precision technology solutions for essential products used in everyday life.

## Empowering Possibilities



# Our Values

Nordson Values

Customer Passion | Energy | Excellence | Integrity | Respect for People

In striving to reach its goals, Nordson remains committed to a unique set of core values. Embedded with the Nord's original vision for the company, these values have since been articulated and reinforced by succeeding Nordson leadership teams to this day.





# Integrity

We are honest with employees, customers, shareholders, the media and ourselves.

We will do what is right. We will not compromise standards.



# Respect for People

We value employees. We thrive on teamwork, collaboration and diversity.

We will not compromise safety. We communicate openly and honestly.

We give back to our communities.





# Customer Passion

We expect more from ourselves than our customers do.

Quality and service come first.



# Energy

We approach challenges with an attitude of “lean forward, let’s get it done”.

Enthusiasm drives the pace of work.

We care... complacency is worse than our toughest competitor.



# Excellence

We expect the best from management, co-workers and ourselves.

We are not satisfied with work that is “average” or “OK”.



# Our Leadership

# Our Leaders



Sundaram Nagarajan

President,  
Chief Executive Officer



Dan Hopgood

Executive Vice President,  
Chief Financial Officer



Sarah Siddiqui

Executive Vice President,  
Chief Human Resources  
Officer

# Our Leaders



Joe Kelley

Executive Vice President,  
IPS



Justin Hall

Executive Vice President,  
MFS



Srini Subramanian

Executive Vice President,  
ATS

# Our Leaders



Jennifer McDonough

Executive Vice President,  
General Counsel



Chelsey Young

Vice President,  
Enterprise Technology  
Solutions



Katie Colacarro

Vice President,  
Corporate Development

# Our Board of Directors

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## Chairman of the Board:

### **Victor L. Richey, Jr.**

Retired President and Chief Executive Officer  
ESCO Technologies, Inc.

### **John DeFord**

Executive Vice President and Chief Technology Officer  
Becton, Dickinson and Company

### **Frank M. Jaehnert**

Retired President and Chief Executive Officer  
Brady Corporation

### **Ginger M. Jones**

Retired Sr. Vice President and Chief Financial Officer  
Cooper Tire & Rubber Company

### **Christopher L. Mapes**

Executive Chairman, Retired President and Chief Executive  
Officer  
Lincoln Electric Holdings, Inc.

### **Michael J. Merriman, Jr.**

Business Consultant  
Product Launch Ventures, LLC

### **Sundaram Nagarajan**

President and Chief Executive Officer  
Nordson Corporation

### **Dr. Milton Morris**

Retired President and Chief Executive Officer  
Neuspera Medical, Inc.

### **Jennifer Parmentier**

Chief Executive Officer  
Parker Hannifin Corporation

