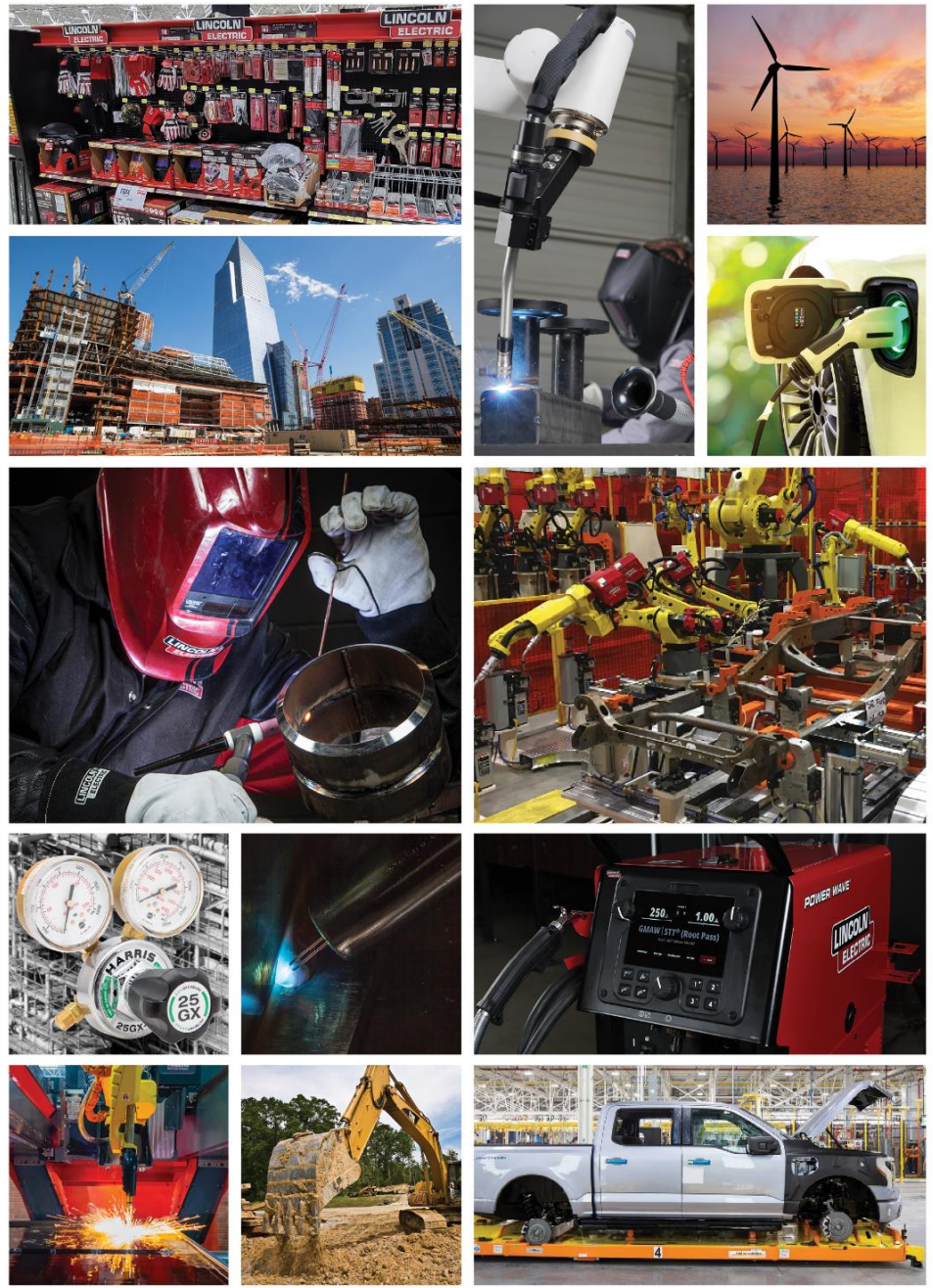
LINCOLN ELECTRIC HOLDINGS, INC.

# Overview



# Safe Harbor and Regulation G Disclosures

## Forward-Looking Statements:

Statements made during this presentation which are not historical facts may be considered forward-looking statements. Forward-looking statements involve risks and uncertainties that could cause actual events or results to differ materially from those expressed or implied. Forward-looking statements generally can be identified by the use of words such as “may,” “will,” “expect,” “intend,” “estimate,” “anticipate,” “believe,” “forecast,” “guidance” or words of similar meaning. For further information concerning issues that could materially affect financial performance related to forward-looking statements, please refer to Lincoln Electric’s quarterly earnings releases and periodic filings with the Securities and Exchange Commission, which can be found on www.sec.gov or on www.lincolnelectric.com.

## Non-GAAP Measures:

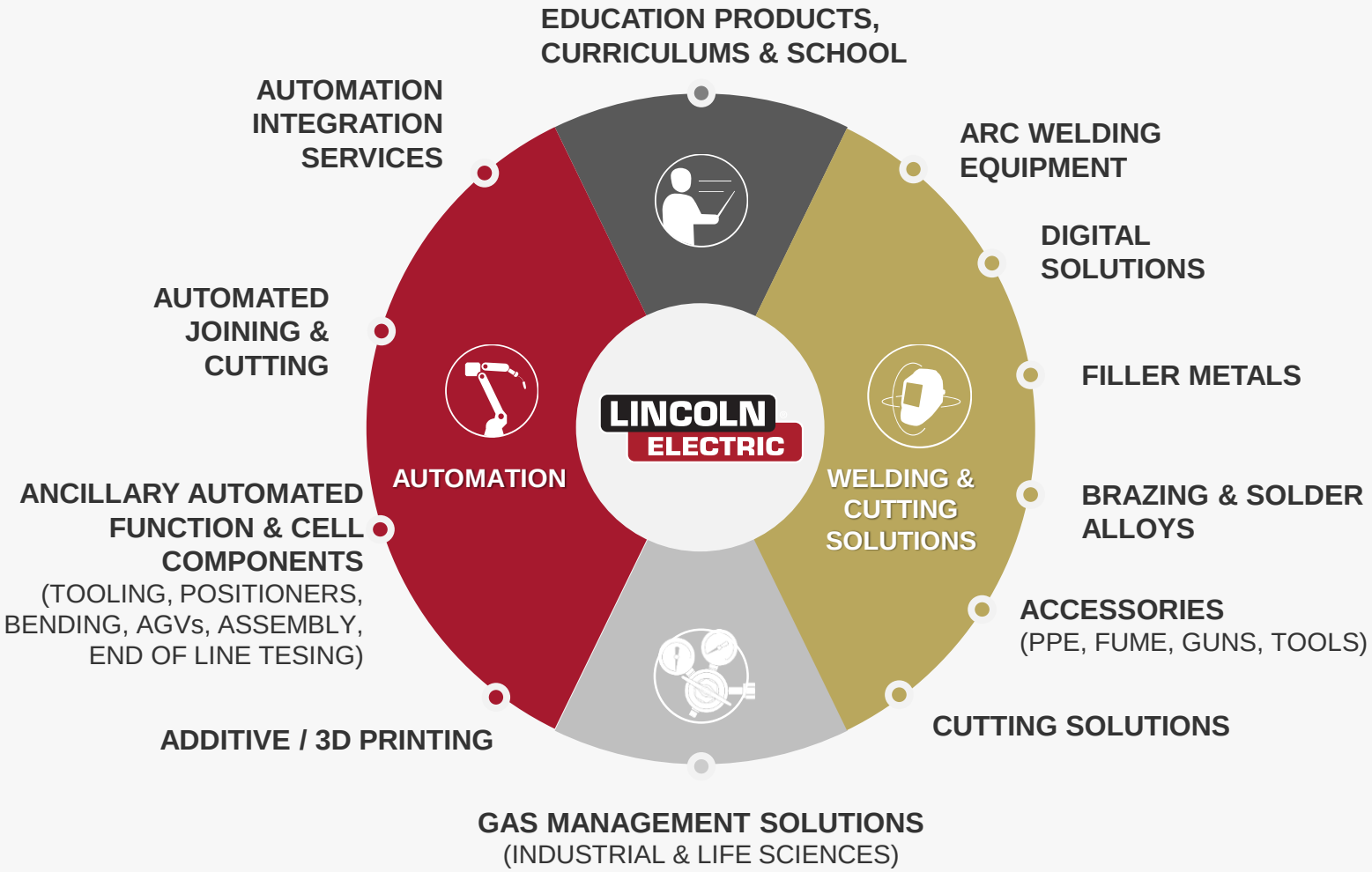
Our management uses non-GAAP financial measures in assessing and evaluating the Company’s performance, which exclude items we consider unusual or special items. We believe the use of such financial measures and information may be useful to investors. Non-GAAP financial measures should be read in conjunction with the GAAP financial measures, as non-GAAP measures are a supplement to, and not a replacement for, GAAP financial measures.  Please refer to the attached schedule for a reconciliation of non-GAAP financial measures to the related GAAP financial measures.

# High-Performance Industry Leader Targeting Superior Value Through the Cycle

| #1 Leader in Growing Arc Welding & Cutting Industry | Innovation & Operational Excellence Advances Profitability | Earnings Compounder Through the Cycle | Strong Cash Generation Through the Cycle | Predictable Model With Annual Dividend Increases | Disciplined Capital Deployment Delivers Top Quartile ROIC |
|---|---|---|---|---|---|
| Accelerating Growth with Automation & M&A | +200 bps in Average Operating Margin Goal (2020-2025) | High Teens to Low 20% EPS CAGR Goal (2020-2025) | 100+% Cash Conversion Goal | 27 Years of Dividend Increases<br>13% CAGR (2018-2022) | 18% to 20% ROIC Goal (2020-2025) |

# 125+ Years of Market-Leading Solutions

## Broadest Portfolio of Solutions in the Industry[1]




[1] Diagram does not represent net sales mix by product area

## Our Guiding Principle: The Golden Rule

Founded **1895**

**Renowned** business model with high-performance culture

HQ in **Cleveland, Ohio, USA**

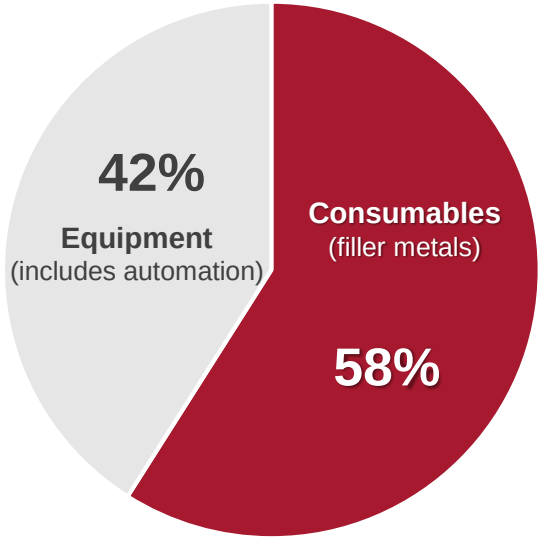
**12,000** employees

**71** manufacturing facilities in **20** countries

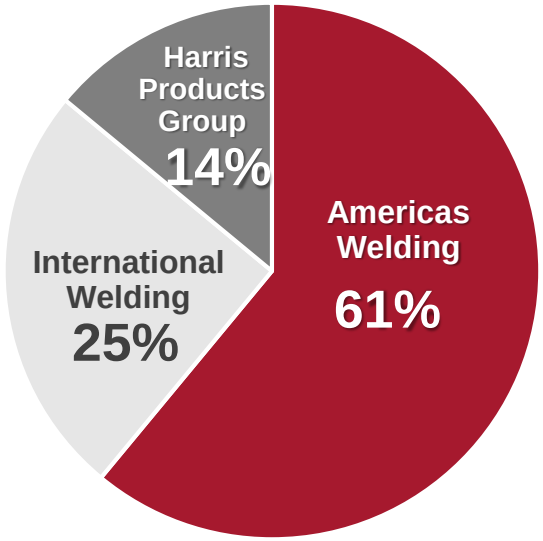
Distribution to **160+** countries

# Diversified Products and Reach

## Net Sales by Product Area[1]




## Net Sales by Segment[1]




**Americas Welding** includes North and South American welding and cutting solutions, including approximately 75% of automation solutions.

**International Welding** includes Europe and Asia Pacific welding and cutting solutions with Europe representing approximately 75% of segment revenue.

**Harris Products Group** offers brazing, soldering, oxy-fuel cutting and specialty gas solutions. Serves HVAC, refrigeration, plumbing, life sciences & general industries. HPG manages the retail channel for all Lincoln products.



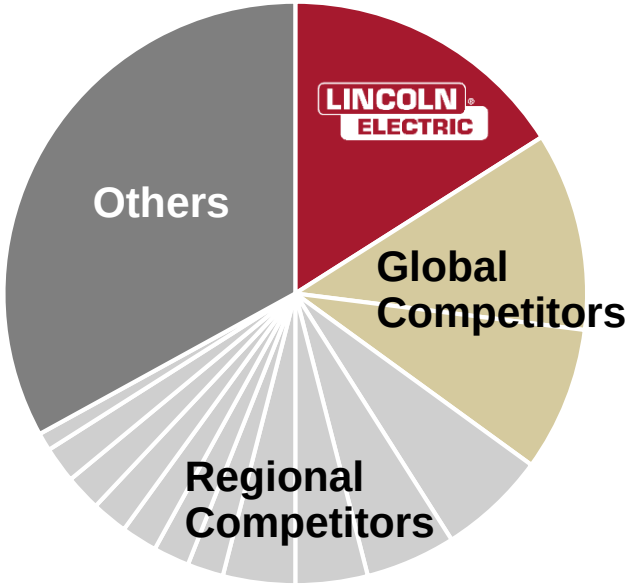


[1] Reflects FY2022 Net sales

# Leading Provider Across Diverse End Markets

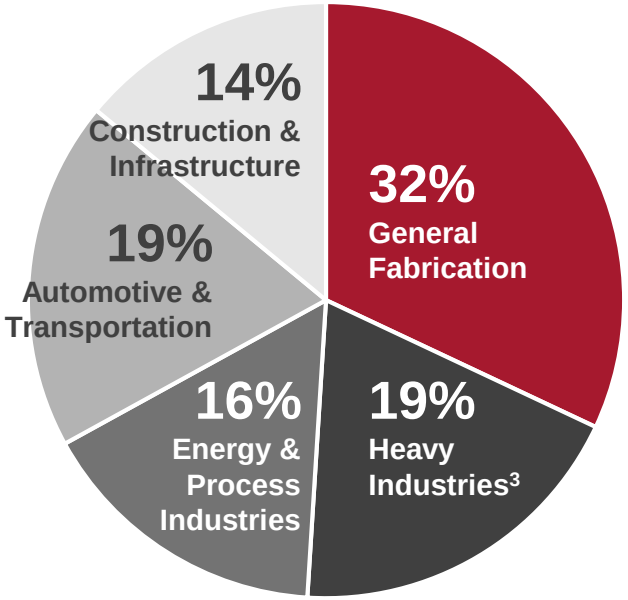
## $23B to $25B Global Arc Welding Market and Share Estimates[1]

LSD% average organic growth




**LECO is one of only three global providers to offer a complete solution**

## Lincoln Electric Revenue Mix by End Market Sector[2]




**10% to 15% of revenue serves infrastructure, EV and renewable energy applications[2]**

[1] Company estimate of the 2022 market
[2] Company estimate of 2022 revenue mix (direct & distributor channels)
[3] Heavy Industries includes heavy fabrication, ship building and maintenance & repair

# Higher Standard 2025 Strategy and High-Performance Culture Generates Superior Value

Drives compounded earnings growth across cycles

HIGHER STANDARD™ 2025 STRATEGY

**Customer-Focused**

- Brand strength
- Customer loyalty
- Trusted performance

**Operational Excellence & Employee Development**

- Lincoln Business System (LBS)
- EH&S commitment
- Training & development

**Solutions & Value**

- ~57% 2022 equipment sales from new products
- Automation leader
- Broadest product portfolio & expertise
- Growth initiatives

**Disciplined M&A**

- Key growth driver
- Proven integration process
- Strong ROIC track record
- Automation expands M&A opportunities

**Balanced Capital Allocation & Strong Cash Generation**

- 100+% cash conversion
- Prioritize growth investments
- Investment-grade profile
- Consecutive annual dividend increases and opportunistic share repurchases

**2020-2025 Targets**

- **High Single-Digit to Low Double-Digit % Sales Growth**
- **16% Average Adj. Operating Margin (+/- 150bps)**
- **High Teens to Low 20% EPS growth**
- **18% to 20% ROIC**
- **15% Working Capital**
- **2025 ESG Goals**

# Accelerating Growth in a Favorable Industrial Cycle

HIGHER STANDARD™
2025 STRATEGY

**Accelerate growth:** innovation, automation, additive, and M&A

**Increase profitability:** +200 bps to average adjusted operating income margin vs. last cycle on operational excellence

Maintain high-performing ROIC and working capital performance

Advance ESG initiatives

## Higher Standard 2025 Strategy Financial Targets

(2020 Baseline)

**Sales CAGR**: High Single-Digit to Low Double-Digit %

**Avg. Adj. Op Income Margin**: 16% (+/- 150 bps)

Segment Adj. EBIT Margin Ranges:

Americas Welding: 17% - 19%
International Welding: 12% - 14%
Harris Products Group: 13% - 15%

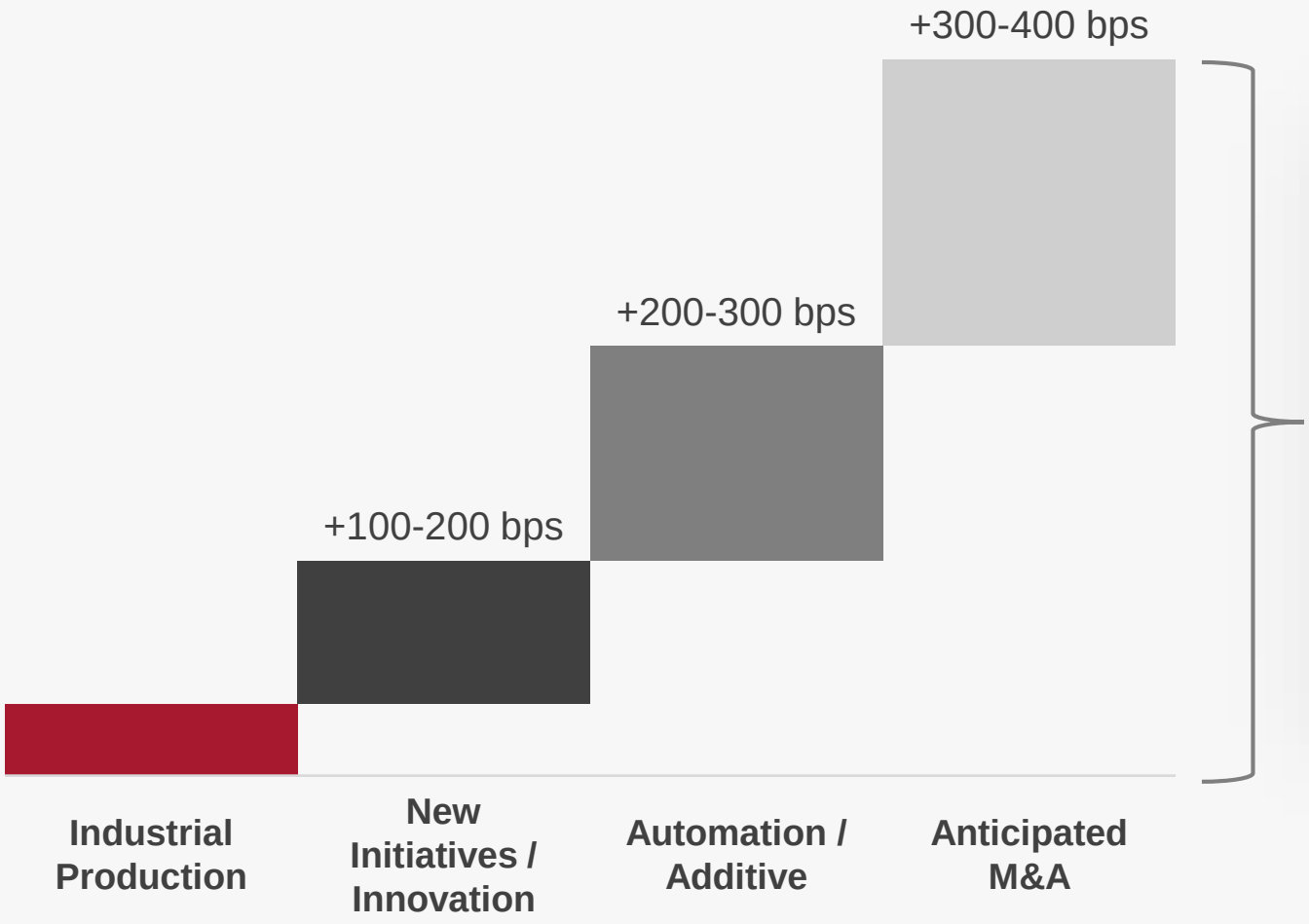
**Adj. EPS CAGR**: High Teens to Low 20%

**Avg. ROIC**: 18% - 20% (top quartile)

**Avg. Op Working Capital**: 15% (top decile)

# Robust Topline Growth

More than 2x growth expected vs. underlying market




**High Single-Digit %** to **Low Double-Digit %** Sales CAGR (2020-2025)



* graph is not to scale.

# Attractive Trends Drive Growth

## Industrial Sector Tailwinds



### Labor Shortage

- Automation offering services customer growth and reshoring
- Education solutions train new and upskill professional welders
- Easy-to-use “Ready.Set.Weld” technology helps new welders achieve higher productivity and quality



### Renewable & Infrastructure Investment

- Extensive portfolio and expertise for renewable, EV & infrastructure applications
- Adoption of new metals for light-weighting favors Lincoln Electric
- 10% to 15% of revenue serves these attractive growth areas

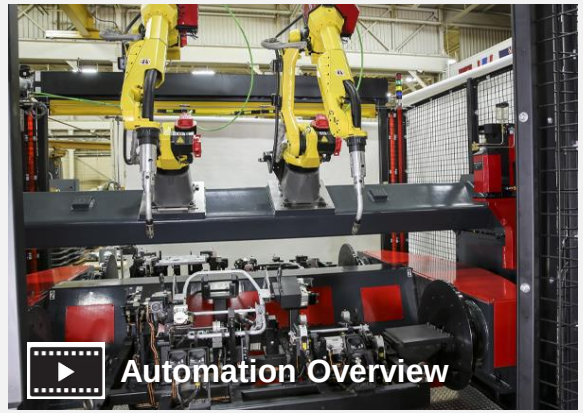


### Safer and Energy-Efficient Solutions

- Product stewardship team engineers safer and more sustainable products
- PPE and fume management growth opportunities
- Proprietary software solutions deliver more productive and efficient welding performance

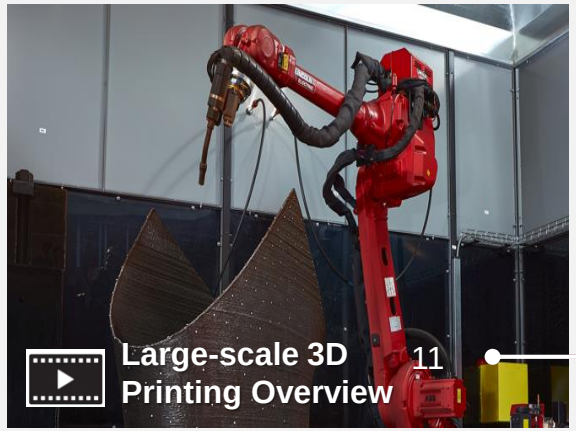
# Adoption of Automation Accelerates Growth

Leading automation offering places LECO at the forefront of industry transformation










## 2025 Target: $1B sales & mid-teens percent operating income margin

An automation leader with $900M sales run rate growing at a HSD% to LDD% organic sales rate with a LDD% operating income margin[1]

### Cobots to Lights Out Automation

System integrator with global build, design, and application expertise

Proprietary automated welding, cutting, laser, tooling/positioners, material handling, industrial AGVs, module assembly, and end of line testing solutions

Broadest portfolio of automation solutions serving low volume/high mix operations to high volume, full line builds

Largest provider worldwide of large-scale metal wire 3D printing for spare parts, molds and prototypes

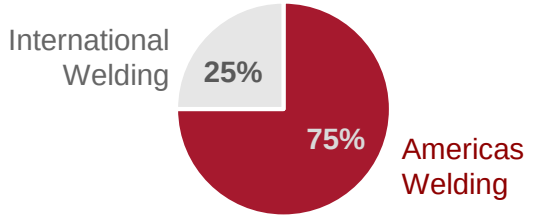
### Demand Drivers

- Labor shortages
- Increased productivity
- Operational efficiency
- New models/platforms
- Onshoring/reshoring

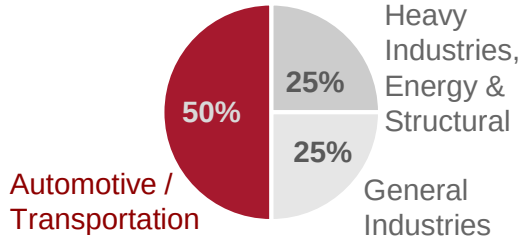
### Our Scale & Reach

- 2,000+ automation team
- 2 million ft$^2$ build space
- 32 automation facilities
- 10 country presence

### Automation Sales Mix[1]




### End Market Mix[1]




[1] Data reflects approximate percentage mix.

# Leading Innovation and End Sector Expertise Drives Growth

Extensive R&D, 500+ technical sales & industry application experts & 2,000+ automation team

## Vitality Index[1]

**~37%**

2022 total sales from new products

**~57%**

2022 equipment sales from new products

## IP Leader

Leading global welding industry solutions provider and patent filer

## Speed-to-Market

Regional co-development of new products and solutions using standardized platforms accelerates innovation

## 41 ARC APPLICATION RESOURCE CENTER

Infrastructure of global technology centers drives collaboration and customized solutions for customers

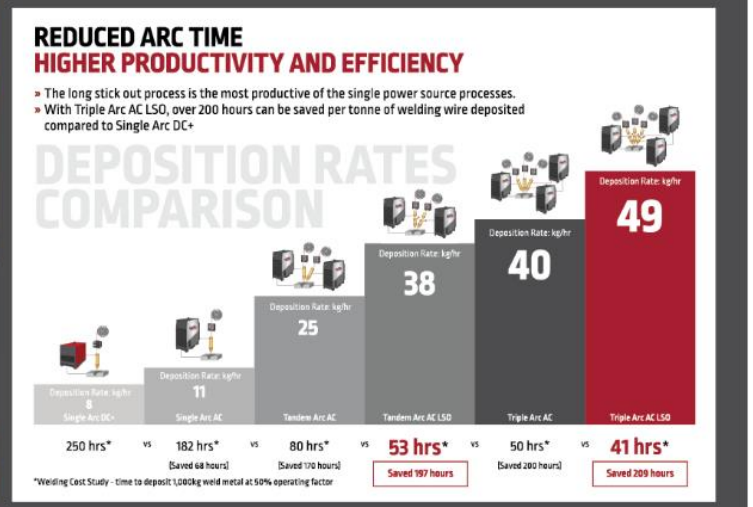
## Areas of Innovation That Address Customers' Operational Challenges

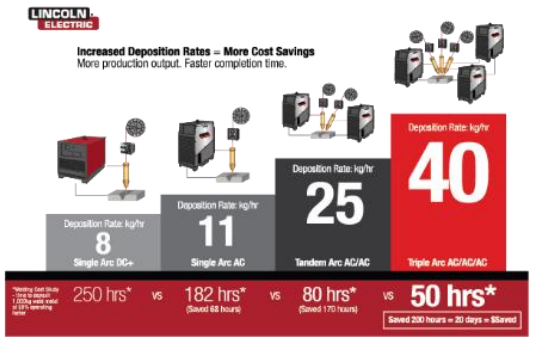


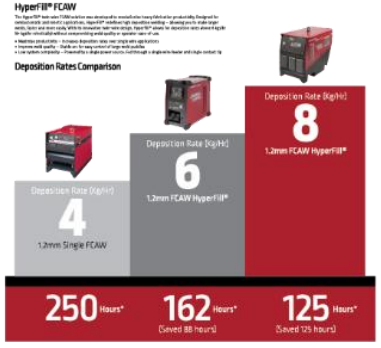

[1] Vitality Index reflects the percent of net sales from new products launched in the last five years, excluding customized automation sales.

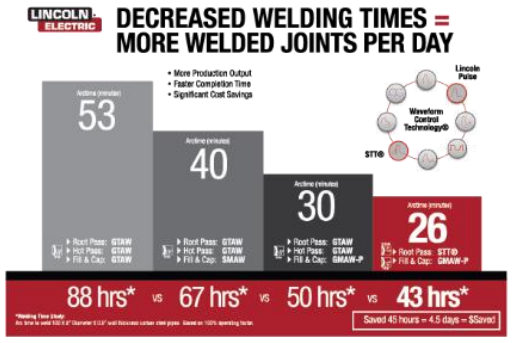
# Solutions Engineered to Deliver Measurable Value



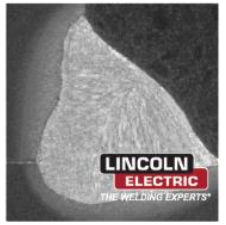


























# New Growth Initiative: DC Fast Charger for EVs

- Finalizing design and production ahead of our Q4-2023 launch of our new Velion™ 150kW (level 3) DC fast charger for the U.S. market
- Initially targeting public EV charger infrastructure and private fleet managers

## Why Lincoln Electric?

- Proven power electronics manufacturer – renowned for durable, high up-time performance under extreme conditions
- Investing $15M in 2023 to support 500 unit/month EV charger production capacity in 2024
- Scalable product design and capacity to meet market needs
- Vertically integrated manufacturer with HQ in Cleveland, Ohio
- Exceeds the “Buy America” domestic content requirements
- Established U.S. service network of factory-trained technicians




Operational proof of concept 150kW charger – actual product design will vary

# Disciplined Acquisition Program Creates Value

Acquisitions are a core growth driver of our Higher Standard 2025 Strategy

HIGHER STANDARD™

2025 STRATEGY

**3.0%**

CAGR from M&A sales growth 2012 - 2022

**$1.1B**

Cumulative M&A Investment 2013 - 2022

**20**

Acquisitions and integrations executed 2013 - 2022

**Mid-Teens %**

Average ROIC performance of acquisitions

**Doubled**

Targeted addressable market size with the addition of automation and additive growth opportunities

**Dedicated**

M&A team and experienced integration managers deploy LBS to optimize and align operations

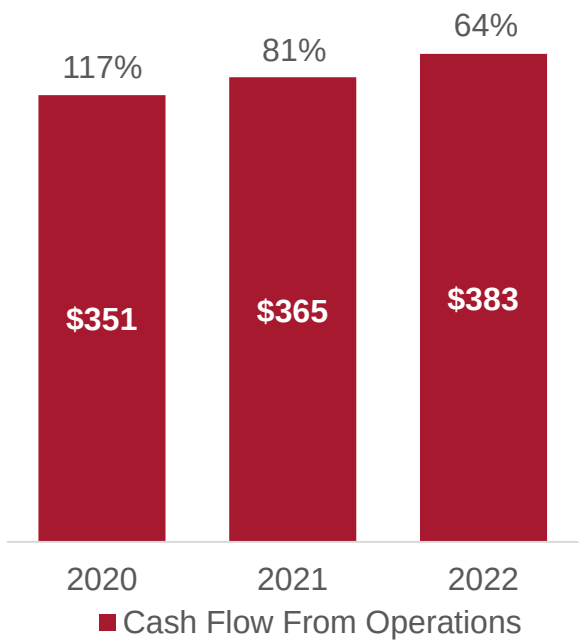
# Operational Initiatives Advance 200 bps Margin Improvement (vs. prior cycle average)




- Safety-focused operating plan emphasizes reduction in emissions, energy intensity, waste and water use
- Lean initiatives and broad six-sigma training advances continuous improvement and productivity
- Lincoln Business System's (LBS) standardized tools, processes, KPIs and goals align activities
- Optimizing our manufacturing and administrative processes through automation and digitization
- Expanding regional shared services for administrative functions

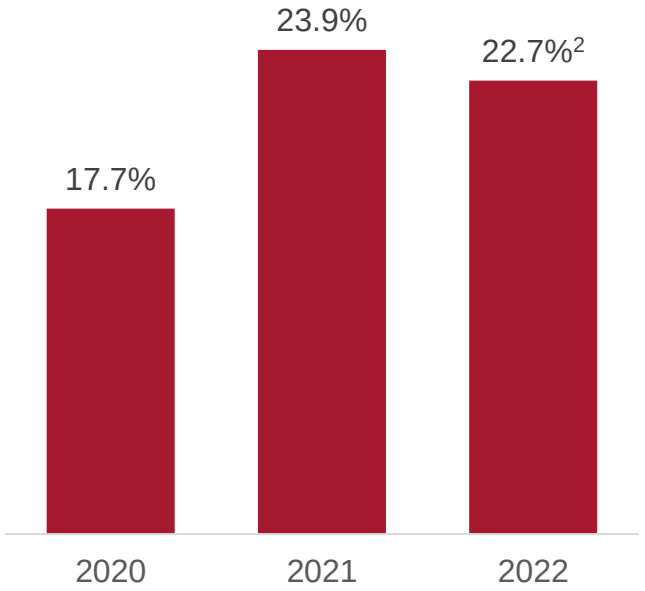
# Strong Cash Generation and Top Quartile ROIC

### Cash Flow From Operations ($M) & Cash Conversion (%)




**87% Average Cash Conversion**[3]
Target >100% Cash Conversion

### Return on Invested Capital (Adj. ROIC)




**21.4% Average Adjusted ROIC**




[1] Lower cash conversion ratios in 2021 and 2022 reflect strategically elevated inventory levels to mitigate supply chain constraints
[2] 2022 Adjusted ROIC excluding Fori would have been 28.6% with a 3 year Average adjusted ROIC of 23.4%
[3] Cash Conversion is defined as Cash Flow from Operations less Capital Expenditures divided by Adjusted Net Income

# Growth and Return Focused Capital Allocation Strategy

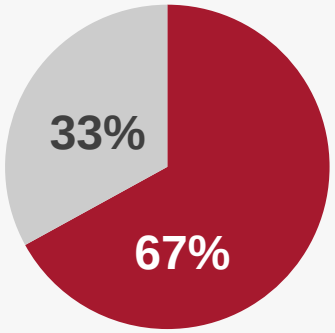
**DISCIPLINED ACQUISITIONS**

**CONSECUTIVE 26-YEAR DIVIDEND INCREASE**

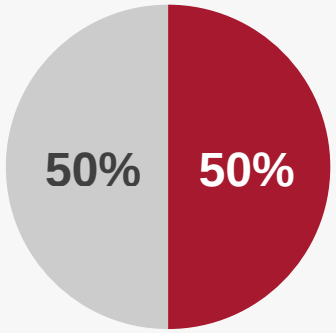
**OPPORTUNISTIC SHARE REPURCHASES**

**INVESTMENT GRADE PROFILE BALANCE SHEET**

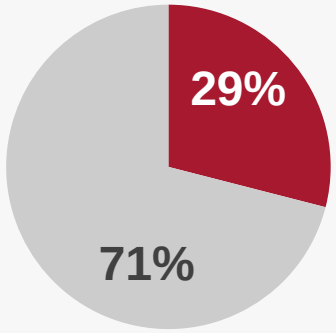
**2004-2008**
Commodity Super-Cycle



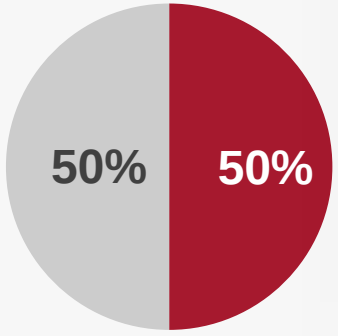

**2009-2013**
Post Great Recession




**2015-2019**
Mini Industrial Recessions




**2020-2025**
Higher Standard 2025 Strategy




HIGHER STANDARD™
2025 STRATEGY

**Prioritizing Growth Investments**

Growth: capital expenditure and acquisitions

Return to Shareholders: share repurchases and dividends

# Protecting the Environment at Every Step

## Safety
2025 Goal: 52% Reduction vs. 2018

**16% Reduction**
(2022 vs. 2018)

## Water Use
2025 Goal: 14% Reduction vs. 2018

**25% Reduction**
(2022 vs. 2018)

## GHG Emissions
2025 Goal: 10% Reduction vs. 2018

**19% Reduction**
(2022 vs. 2018)

## Recycling
2025 Goal: 80% recycle rate

**76%** **recycle rate**
in 2022 (+250 bps vs. 2018)

## Energy Intensity
2025 Goal: 16.2% Reduction vs. 2018

**1% Reduction***
(2022 vs. 2018)

## Landfill Avoidance
2025 Goal: 97% landfill avoidance

**95.2%** **landfill avoidance**
in 2022 (+40 bps vs. 2018)

*Energy intensity's modest decline is due to lower man hours. Absolute energy has declined 5% (2022 vs. 2018)
Visit https://sustainability.lincolnelectric.com to view our sustainability report and additional information

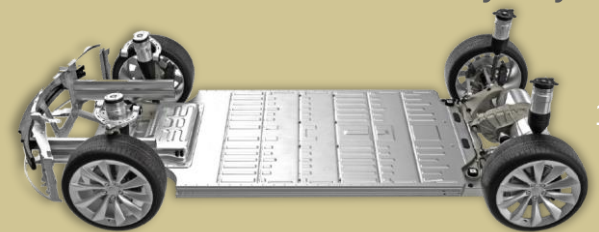
## Product Stewardship

Innovation includes designing greater energy efficiency into our products to address climate change and help customers achieve their ESG goals.

**Our product sustainability council focuses on:**

- reducing the energy intensity and greenhouse gas emissions of our welding equipment
- reducing products' scale & weight
- reducing fume generation
- streamlining packaging and using recyclable or reusable materials
- improving the overall speed, efficiency quality & safety of our products in use

Our solutions support EV & renewable energy applications including our **Precision Power Laser** solution for EV battery tray fabrication



# Strong Social and Governance Track Record

## ESG Governance

- Board oversight and expanded ESG governance in 2022
- ESG strategy aligns to our Higher Standard 2025 Strategy

## Committed to Employee Development

- Extensive global training and development programs
- Support employee resource group programming
- Provide $125,000 student loan repayment per U.S. employee

## Committed to Our Communities

- Hosted the 2022 WorldSkills® International Competition for Welding and Construction Metal Work
- Broad programming to support workforce development
- 85+ years of welding & community support by the *James F. Lincoln Foundation* & the *Lincoln Electric Foundation*
- Employee matching and volunteer programs

LEed Lincoln Electric EMPLOYEE DEVELOPMENT
Global training and development platform

40%
Gender & Ethnically Diverse Directors

CEO ACT!ON FOR DIVERSITY & INCLUSION

4
New Directors in the Last 5 Years

2023 WORLD'S MOST ETHICAL COMPANIES® ™
ETHISPHERE
5-TIME HONOREE

Oversight
Board oversight of ESG and D&I with integrated metrics in the Chairman & CEO's annual goals and compensation

INVESTOR'S BUSINESS DAILY®
2022 BEST ESG COMPANIES
ENVIRONMENTAL, SOCIAL & GOVERNANCE

3
Female Directors

Lincoln Electric foundation
Supporting communities since 1952

Learn more about our governance and social programs at https://sustainability.lincolnelectric.com

# Proven Strategy and High-Performance Culture Generates Superior Value

Drives compounded earnings growth across cycles

HIGHER STANDARD™ 2025 STRATEGY

**Customer-Focused**

- Brand strength
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- **2025 ESG Goals**

## Contact:

Amanda Butler
Vice President, Investor Relations & Communications

✉ Amanda_Butler@lincolnelectric.com
✆ 216.383.2534



# 2025 Strategy Advances Performance vs. Prior Cycles

| | 2003-2008 | 2009-2013 | 2015-2019 | | 2020-2025 Target |
|---|---|---|---|---|---|
| **Areas of Focus** | **Commodity Super-Cycle**<br>• Market share strategy<br>• BRIC focused<br>• Balance sheet positioned for large acquisitions | **Post Great Recession**<br>• ROIC and margin-focused strategy<br>• Pruned $110M to richen mix<br>• Invested in automation | **Mini Industrial Recessions**<br>• Accelerated automation<br>• Improved HPG and ALW margin performance<br>• Pruned $275M to richen mix<br>• Optimized balance sheet | | **Higher Standard 2025 Strategy**<br>• Accelerate growth thru innovation, automation & additive<br>• +200bps operating margin<br>• Maintain top quartile ROIC<br>• Advance ESG initiatives |
| **Sales CAGR** | 19% | 13%[1] | 4%[1] | 2X-3X | High Single-Digit to Low Double-Digit % CAGR |
| **Average Adjusted Operating Margin** | 10.3% | 11.7% | 13.7% | 200+ bps | 16% (+/- 150 bps) |
| **Adjusted EPS CAGR** | 32% | 45% | 8% | 2X | High Teens to Low 20% |
| **Average Adjusted ROIC** | 14.8% | 14.6% | 18.9% (top quartile) | | 18% to 20% (top quartile) |
| **Average Operating Working Capital** | 24.8% | 17.2% | 16.9% | | 15% (top decile) |



[1]Approximately $385 million of revenue decline from 2009 to 2019 from strategic pruning and the deconsolidation and closure of our Venezuela business

# Non-GAAP Information

Adjusted operating income, Adjusted net income, Adjusted EBIT, Adjusted effective tax rate, Adjusted diluted earnings per share, Organic sales, Cash conversion, and Return on invested capital are non-GAAP financial measures.

Management uses non-GAAP measures to assess the Company's operating performance by excluding certain disclosed special items that management believes are not representative of the Company's core business. Management believes that excluding these special items enables them to make better period-over-period comparisons and benchmark the Company's operational performance against other companies in its industry more meaningfully. Furthermore, management believes that non-GAAP financial measures provide investors with meaningful information that provides a more complete understanding of Company operating results and enables investors to analyze financial and business trends more thoroughly. Non-GAAP financial measures should not be viewed in isolation, are not a substitute for GAAP measures and have limitations including, but not limited to, their usefulness as comparative measures as other companies may define their non-GAAP measures differently.



# Non-GAAP Financial Measures

## Reconciliation of Operating Income and Operating Income Margin to Non-GAAP Adjusted Operating Income and Adjusted Operating Income Margin

($ in millions)

| | Period Ended December 31, | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| **Operating income:** | $80.9 | $108.1 | $153.5 | $232.2 | $266.1 | $283.5 | $115.3 | $200.2 | $305.7 | $376.8 | $413.7 | $367.1 | $324.6 | $283.6 | $376.9 | $375.5 | $370.9 | $282.1 | $461.7 | $612.3 |
| **Special items:** | | | | | | | | | | | | | | | | | | | | |
| Rationalization and asset impairment charges / (gains) | 1.7 | 2.4 | 1.8 | 3.5 | (0.2) | 19.4 | 29.9 | (0.4) | 0.3 | 9.4 | 8.5 | 30.1 | 20.0 | - | 6.6 | 25.3 | 15.2 | 45.5 | 9.8 | 11.8 |
| (Gains) losses on sale of assets | - | - | 1.9 | (9.0) | - | - | - | - | - | - | 0.7 | - | - | - | - | - | (3.0) | - | - | - |
| Venezuelan devaluation and deconsolidation charges (gains) | - | - | - | - | - | - | - | 3.1 | - | 1.4 | 12.2 | 21.1 | 27.2 | 34.3 | - | - | - | - | - | - |
| Acquisition-related net charges (gains) (1) | - | - | - | - | - | - | - | - | - | - | - | - | - | - | (30.1) | 4.5 | 4.8 | 0.8 | 7.7 | 7.1 |
| Retirement Costs | - | 4.5 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| **Adjusted operating income:** | $82.6 | $115.1 | $157.2 | $226.7 | $265.9 | $302.9 | $145.1 | $202.9 | $306.0 | $387.5 | $435.1 | $418.3 | $371.8 | $318.0 | $353.5 | $405.3 | $387.9 | $328.3 | $479.2 | $631.2 |
| Net sales | $1,040.6 | $1,333.7 | $1,601.2 | $1,971.9 | $2,280.8 | $2,479.1 | $1,729.3 | $2,070.2 | $2,694.6 | $2,853.4 | $2,852.7 | $2,813.3 | $2,535.8 | $2,274.6 | $2,624.4 | $3,028.7 | $3,003.3 | $2,655.4 | $3,234.2 | $3,761.2 |
| Op income margin | 7.8% | 8.1% | 9.6% | 11.8% | 11.7% | 11.4% | 6.7% | 9.7% | 11.3% | 13.2% | 14.5% | 13.0% | 12.8% | 12.5% | 14.4% | 12.4% | 12.4% | 10.6% | 14.3% | 16.3% |
| **Adjusted operating income margin:** | 7.9% | 8.6% | 9.8% | 11.5% | 11.7% | 12.2% | 8.4% | 9.8% | 11.4% | 13.6% | 15.3% | 14.9% | 14.7% | 14.0% | 13.5% | 13.4% | 12.9% | 12.4% | 14.8% | 16.8% |



(1) Acquisition-related net charges (gains) includes acquisition transaction and integration costs, amortization of step up in value of acquired inventories, gain on change in control and bargain purchase gain

# Non-GAAP Financial Measures

## Return on Invested Capital[1] & Reconciliation of Diluted EPS to Non-GAAP Diluted Adjusted EPS

| ($ in millions) | Period Ended December 31, | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| **Net income:** | $54.5 | $80.6 | $122.3 | $175.0 | $202.7 | $212.3 | $48.6 | $130.2 | $217.2 | $257.4 | $293.8 | $254.7 | $127.5 | $198.4 | $247.5 | $287.1 | $293.1 | $206.1 | $276.5 | $472.2 |
| **Special items:** | | | | | | | | | | | | | | | | | | | | |
| Rationalization and asset impairment charges / (gains) | 1.7 | 2.4 | 1.8 | 3.5 | (0.2) | 19.4 | 29.9 | (0.4) | 0.3 | 9.4 | 8.5 | 30.1 | 20.0 | - | 6.6 | 25.3 | 15.2 | 45.5 | 9.8 | 11.8 |
| (Gains) or losses on sale of assets | - | - | 1.9 | | | | (5.7) | - | - | - | 0.7 | - | - | - | - | - | (3.6) | - | - | - |
| Acquisition-related net charges (gains) | - | - | - | - | - | - | 7.9 | - | - | - | - | - | - | - | (30.1) | 4.5 | (2.8) | 0.8 | 7.7 | 7.1 |
| Loss on deconsolidation of Venezuela & devaluation charges | - | - | - | - | - | - | - | 3.1 | - | 1.4 | 12.2 | 21.1 | 27.2 | 34.3 | - | - | - | - | - | - |
| Pension settlement loss (gain) | - | - | - | - | - | - | (2.1) | - | - | - | - | - | 142.7 | - | 8.2 | 6.7 | - | 8.1 | 126.5 | (4.3) |
| Non-controlling interests | - | - | - | - | - | - | 0.6 | 1,8 | - | - | (1.1) | (0.8) | - | - | - | - | - | - | - | - |
| Retirement costs | - | 4.5 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Settlement of legal disputes | - | - | (1.4) | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Tax effect of Special items | (0.4) | (2.1) | (11.8) | 1.8 | 0.1 | (1.1) | (6.1) | (5.2) | (4.9) | (2.4) | (0.9) | 0.8 | (57.2) | (8.3) | 20.5 | (6.9) | (7.4) | (10.6) | (47.2) | (1.2) |
| **Adj. Net income:** | $55.9 | $85.5 | $112.7 | $171.3 | $202.6 | $230.6 | $ 73.1 | $ 129.6 | $ 212.6 | $ 265.8 | $ 313.2 | $ 305.9 | $ 260.2 | $ 224.5 | $252.7 | $316.6 | $294.6 | $249.9 | $373.3 | $485.7 |
| Plus: Interest expense (after-tax) | 4.9 | 3.7 | 4.9 | 6.3 | 7.1 | 7.6 | 5.3 | 4.2 | 4.2 | 2.6 | 1.8 | 6.4 | 13.5 | 11.8 | 14.9 | 18.4 | 19.5 | 17.9 | 17.8 | 23.3 |
| Less: Interest income (after-tax) | 1.9 | 1.8 | 2.5 | 3.6 | 5.1 | 5.5 | 2.2 | 1.5 | 1.9 | 2.5 | 2.0 | 1.9 | 1.7 | 1.3 | 3.0 | 5.2 | 1.9 | 1.5 | 1.2 | 1.2 |
| Adjusted net operating profit after taxes | 58.9 | 87.3 | 115.2 | 173.9 | 204.6 | 232.7 | 76.2 | 132.3 | 214.8 | 265.9 | 312.9 | 310.5 | 272.0 | 234.9 | 264.7 | 329.8 | 312.1 | 266.4 | 390.0 | 507.7 |
| Invested Capital[2] | 652.6 | 750.8 | 824.6 | 1,024.0 | 1,219.4 | 1,152.2 | 1,209.4 | 1,247.2 | 1,296.6 | 1,378.6 | 1,549.8 | 1,356.4 | 1,287.1 | 1,417.8 | 1,638.7 | 1,590.3 | 1,566.3 | 1,508.4 | 1,633.7 | 2,238 |
| **Adjusted ROIC:** | 9.0% | 11.6% | 14.0% | 17.0% | 16.8% | 20.2% | 6.3% | 10.6% | 16.6% | 19.3% | 20.2% | 22.9% | 21.1% | 16.6% | 16.2% | 20.7% | 19.9% | 17.7% | 23.9% | 22.7% |
| **Diluted EPS[3]** | $0.66 | $0.97 | $1.45 | $2.04 | $2.34 | $2.47 | $0.57 | $1.54 | $2.56 | $3.06 | $3.54 | $3.18 | $1.70 | $2.91 | $3.71 | $4.37 | $4.68 | $3.42 | $4.60 | $8.04 |
| Special Items Impact | 0.01 | 0.06 | (0.12) | (0.05) | (0.01) | 0.21 | 0.29 | (0.02) | (0.05) | 0.10 | 0.23 | 0.64 | 2.12 | 0.38 | 0.08 | 0.45 | 0.02 | 0.73 | 1.62 | 0.23 |
| **Adjusted Diluted EPS[3]** | $0.67 | $1.03 | $1.33 | $1.99 | $2.33 | $2.68 | $0.86 | $1.52 | $2.51 | $3.16 | $3.77 | $3.82 | $3.48 | $3.29 | $3.79 | $4.82 | $4.70 | $4.15 | $6.22 | $8.27 |



[1] Return on Invested Capital is defined as rolling 12 months of Adjusted Net Income excluding tax-effected interest income and expense *divided by* Invested Capital.
[2] Invested Capital is defined as Total Debt *plus* Total Equity.
[3] EPS and Adjusted EPS have been adjusted to reflect stock splits.