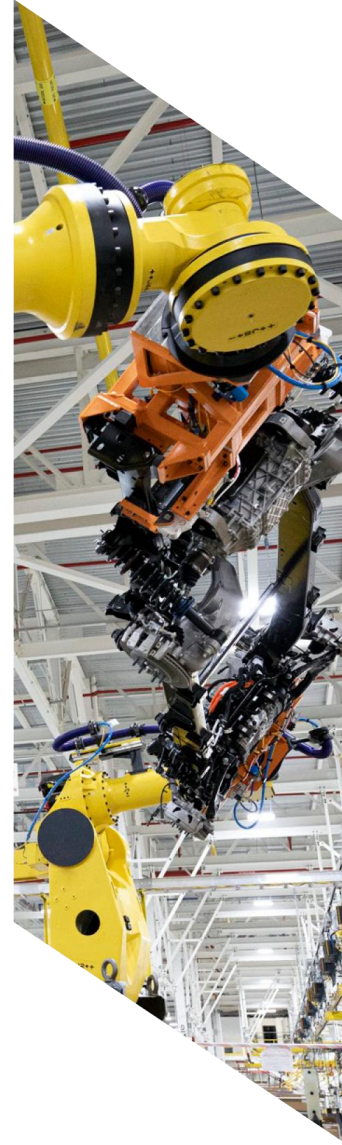




Lincoln Electric Holdings, Inc.

Q1 2026 Earnings

April 30, 2026



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.

First Quarter 2026 Highlights

Net sales growth led by price, benefits of FX translation, and the Alloy Steel acquisition

Actions largely offset record commodity inflation, lower volumes, and higher employee costs

Maintained a 16.9% Adjusted operating income margin vs PY with 17% incremental margin

Record Adjusted EPS of \$2.50

Maintained strong ROIC

\$1.1B

Record Net Sales performance

+12% vs. prior year; Organic sales +8%

21.5%

Adjusted ROIC performance

Steady vs. prior year

16.9%

Adjusted Operating Income Margin

Steady vs. prior year

\$102M

Cash flow from operations

-45% vs. prior year on higher working capital

\$2.50

Record Adjusted EPS

+16% vs. prior year

\$101M

Returns to shareholders

(\$44M in dividends + \$57M in share repurchases)

Q1 organic sales +8% led by price with improving volume performance in the AW and HPG segments

Q1 Organic sales by product area

Early-stage recovery in Americas

Consumables increase high-teens percent

Equipment relatively steady

Automation decreases mid-single digit percent

Q1 global end sector performance¹

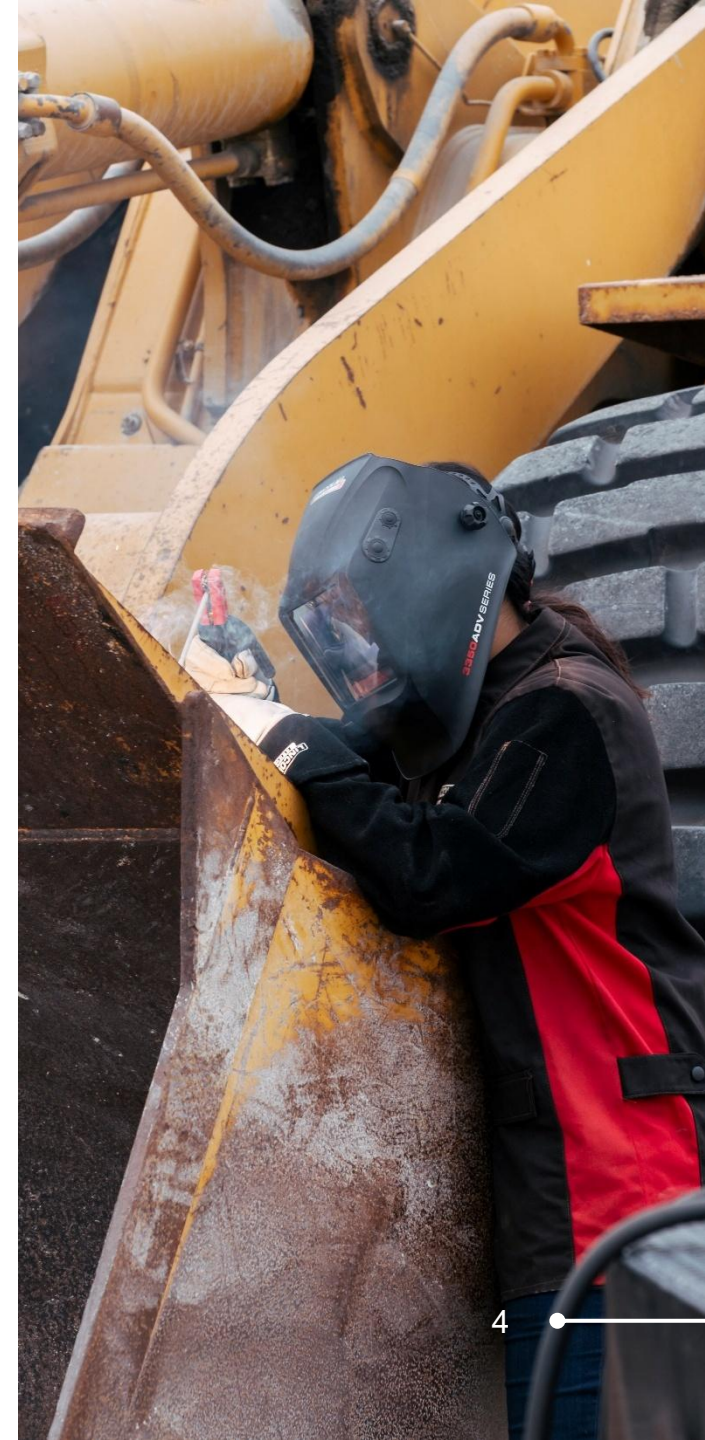
3 of 5 end markets flat-to-up

General Fabrication up high-30 percent

Heavy Industries up mid-single digit percent

Energy steady

Non-Resi Structural Steel & Transportation down high-teens percent



¹ End sector performance reflects only direct channel organic sales trends

Income Statement Highlights Q1-2026



(\$ in Millions)	Q1 2026	Q1 2025	% YoY Change Favorable / (Unfavorable)
Net Sales	\$ 1,121.4	\$ 1,004.4	11.7%
Gross Profit	\$ 399.1	\$ 365.4	9.2%
Gross Profit Margin	35.6%	36.4%	(80) bps
SG&A as % of net sales	18.8%	19.6%	80 bps
Adjusted Operating Income	\$ 189.0	\$ 169.4	11.5%
Adjusted Operating Income Margin ¹	16.9%	16.9%	-
EPS	\$ 2.47	\$ 2.10	17.6%
Adjusted EPS¹	\$ 2.50	\$ 2.16	15.7%

Q1 2026 CHANGE IN NET SALES MIX²

Volume	(2.6)%	Price	10.4%	Acq/Div	1.6%	FX	2.3%
TOTAL	11.7%						

¹ Refer to the appendix for reconciliation of non-GAAP financial measures to U.S. GAAP.

² Figures may not sum due to rounding.

Americas Welding Segment

Segment Highlights

Organic sales increase led by price while volume declines narrowed with modest volume growth in consumables and automation

Margin performance reflects timing of price/cost recovery, higher employee costs and corporate allocations

(\$ in Millions)	Q1 2026	Q1 2025	% YoY Change
Net Sales	\$ 706.2	\$ 653.1	8.1% ↑
Adjusted EBIT	\$ 127.5	\$ 124.2	2.6% ↑
Adjusted EBIT Margin²	17.2%	18.2%	(100) bps ↓

Q1 2026 CHANGE IN NET SALES MIX ¹							
Volume	(0.4)%	Price	7.6%	Acq/Div	-	FX	0.9%
TOTAL	8.1%						

¹ Figures may not sum due to rounding.

² Segment Adjusted EBIT Margin is calculated using segment Total Sales, which includes Inter-segment sales. Refer to the earnings release for segment Total Sales.

International Welding Segment

Segment Highlights

Organic sales decline primarily from a challenging prior year comparison in automation and an estimated \$5M impact from the Middle East conflict

Acquisition benefit from Alloy Steel (ASI)

Margin performance reflects the benefit of ASI offset by lower volumes and higher corporate allocations

(\$ in Millions)	Q1 2026	Q1 2025	% YoY Change
Net Sales	\$ 227.0	\$ 219.1	3.6% ↑
Adjusted EBIT	\$ 22.7	\$ 23.0	(1.5)% ↓
Adjusted EBIT Margin²	9.7%	10.2%	(50) bps ↓

Q1 2026 CHANGE IN NET SALES MIX ¹							
Volume	(9.9)%	Price	0.1%	Acq/Div	7.2%	FX	6.2%
TOTAL	3.6%						

¹ Figures may not sum due to rounding.

² Segment Adjusted EBIT Margin is calculated using segment Total Sales, which includes Inter-segment sales. Refer to the earnings release for segment Total Sales.

The Harris Products Group

Segment Highlights

Organic sales increase on price with volume growth in the retail channel

Price primarily reflects changes in metal costs, primarily silver, with a neutral price/cost position

Margin increase is primarily due to SG&A leverage from higher sales dollars and mix

(\$ in Millions)	Q1 2026	Q1 2025	% YoY Change
Net Sales	\$ 188.2	\$ 132.2	42.3% ↑
Adjusted EBIT	\$ 40.8	\$ 24.3	67.7% ↑
Adjusted EBIT Margin²	21.2%	17.9%	+330 bps ↑

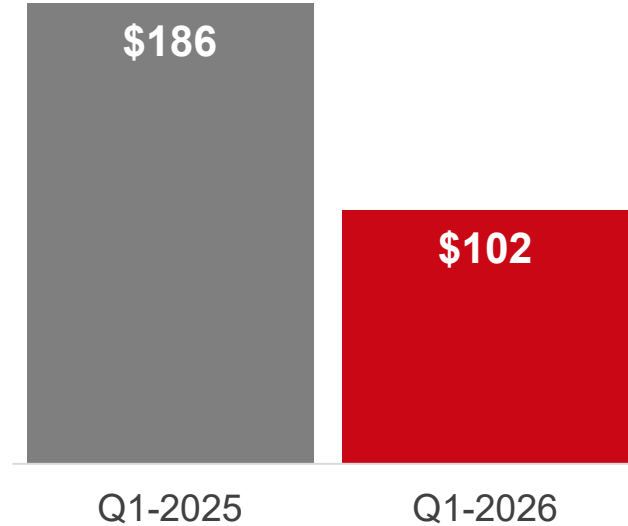
Q1 2026 CHANGE IN NET SALES MIX ¹					
Volume	(1.0)%	Price	41.4%	Acq/Div	-
				FX	1.9%
TOTAL	42.3%				

¹ Figures may not sum due to rounding

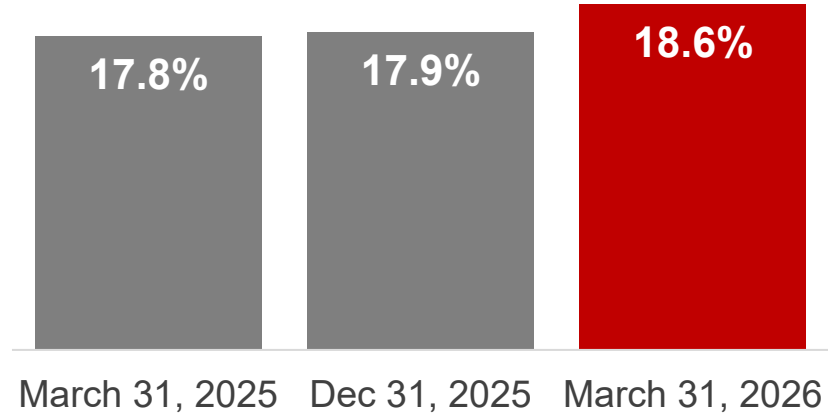
² Segment Adjusted EBIT Margin is calculated using segment Total Sales, which includes Inter-segment sales. Refer to the earnings release for segment Total Sales.

Cash Flow From Operations & Working Capital

Cash Flow from Operations
(\$ in Millions)



Average Operating Working
Capital to Net Sales Ratio



Higher working capital reflects a temporary increase in inventory investments to support customer service levels



Capital Allocation¹

(\$ in Millions)



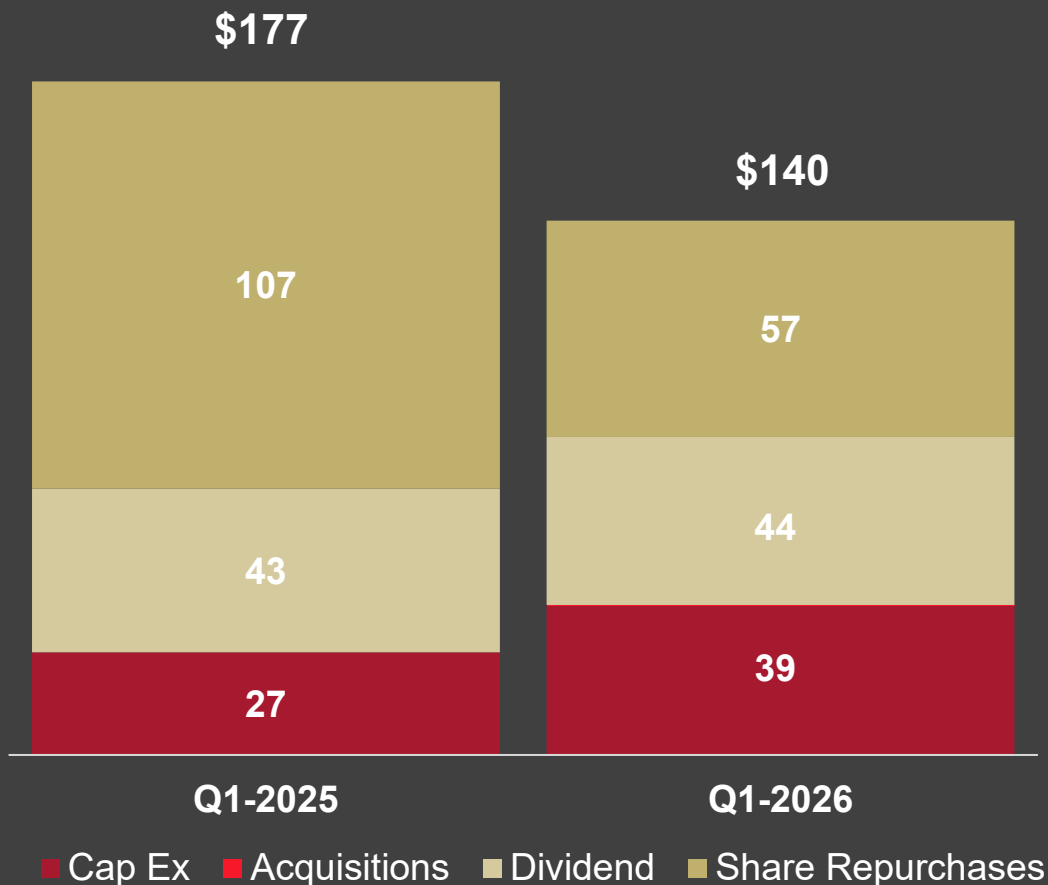
Q1 Capital Allocation & Returns

- **Growth:** \$39 million
- **Return to Shareholders:** \$101 million
- **Return on Invested Capital²:** 21.5%

Capital Allocation Strategy

Prioritized uses of cash:

- Growth investments (organic and M&A)
- Return to shareholders
 - Dividend: +5.3% 2026 pay out rate
 - Share repurchases



¹ Figures may not sum due to rounding

² Adjusted Return on Invested Capital. Please refer to the appendix for reconciliation of Non-GAAP metrics.

Increasing Sales Assumption Due to Higher Price

Continue to expect demand trends to improve through the year

Assumptions

Raising to HSD% Net sales growth (from MSD%)
(Organic mix: ~25% volume & ~75% price)

Neutral price/cost

Adj Op income margin slight improvement
on mid-20% incremental margin

Interest expense, net \$50-55 million

Low-to-mid 20% tax rate

\$110 to \$130 million in cap-ex

100% cash conversion

Share repurchases (maintenance & opportunistic)

Risks

Net impact of trade & regulatory policies

Economic and geopolitical headwinds

Inflation (raw materials & labor)

Opportunities

(not in assumptions)

Acquisitions



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Non-GAAP Information

Adjusted operating income, Adjusted net income, Adjusted EBIT, EBITDA, Adjusted EBITDA, Adjusted effective tax rate, Adjusted diluted earnings per share, Adjusted EPS, Organic sales, Cash conversion, Free Cash Flow, and Adjusted 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

Non-GAAP Financial Measures:

Reconciliation of Operating Income, Net Income, Effective Tax Rate, and EPS to Non-GAAP Adjusted Operating Income, Adjusted Net Income, Adjusted Effective Tax Rate, and Adjusted EPS

(In thousands, except per share
amounts)
(Unaudited)

	Three Months Ended March 31,	
	2026	2025
Operating income as reported	\$ 186,158	\$ 164,918
Special items (pre-tax):		
Rationalization and asset impairment net charges ⁽²⁾	2,163	3,865
Transaction costs ⁽³⁾	653	802
Amortization of step up in value of acquired inventories ⁽⁴⁾	—	(140)
Adjusted operating income ⁽¹⁾	<u>\$ 188,974</u>	<u>\$ 169,445</u>
As a percent of net sales	16.9 %	16.9 %
Net income as reported	\$ 136,382	\$ 118,487
Special items:		
Rationalization and asset impairment net charges ⁽²⁾	2,163	3,865
Transaction costs ⁽³⁾	653	802
Amortization of step up in value of acquired inventories ⁽⁴⁾	—	(140)
Tax effect of Special items ⁽⁵⁾	(740)	(1,158)
Adjusted net income ⁽¹⁾	<u>138,458</u>	<u>121,856</u>
Interest expense, net	13,374	12,127
Income taxes as reported	36,972	34,748
Tax effect of Special items ⁽⁵⁾	740	1,158
Adjusted EBIT ⁽¹⁾	<u>\$ 189,544</u>	<u>\$ 169,889</u>
Effective tax rate as reported	21.3 %	22.7 %
Net special item tax impact	0.1 %	0.1 %
Adjusted effective tax rate ⁽¹⁾	<u>21.4 %</u>	<u>22.8 %</u>
Diluted earnings per share as reported	\$ 2.47	\$ 2.10
Special items per share	0.03	0.06
Adjusted diluted earnings per share ⁽¹⁾	<u>\$ 2.50</u>	<u>\$ 2.16</u>
Weighted average shares (diluted)	55,317	56,527

Non-GAAP Financial Measures (continued)

Footnotes for Non-GAAP Financial Measures:

Reconciliation of Operating Income, Net Income, Effective Tax Rate, and EPS to Non-GAAP Adjusted Operating Income, Adjusted Net Income, Adjusted Effective Tax Rate, and Adjusted EPS

- 1) Adjusted operating income, adjusted net income, adjusted EBIT, adjusted effective tax rate and adjusted diluted EPS are non-GAAP financial measures. Refer to Non-GAAP Information section.
- 2) 2026 and 2025 net charges primarily relate to rationalization plans within all three segments.
- 3) Transaction costs primarily relate to acquisitions and are included in Selling, general & administrative expenses.
- 4) Costs relate to acquisitions and are included in Cost of goods sold.
- 5) Includes the net tax impact of Special items recorded during the respective periods. The tax effect of Special items impacting pre-tax income was calculated as the pre-tax amount multiplied by the applicable tax rate. The applicable tax rates reflect the taxable jurisdiction and nature of each Special item.

Non-GAAP Financial Measures

Adjusted Return on Invested Capital (ROIC)

(In thousands)
(Unaudited)

	Twelve Months Ended March 31,	
	2026	2025
Return on Invested Capital		
Net income as reported	\$ 538,428	\$ 461,180
Plus: Interest expense (after-tax)	44,044	41,450
Less: Interest income (after-tax)	4,459	6,868
Net operating profit after taxes	\$ 578,013	\$ 495,762
Special Items:		
Rationalization and asset impairment net charges	16,497	55,120
Transaction costs	2,590	6,085
Pension settlement net charges	719	3,792
Amortization of step up in value of acquired inventories	4,104	4,883
Loss on asset disposal	—	4,950
Tax effect of Special items ⁽²⁾	5,595	(11,545)
Adjusted net operating profit after taxes ⁽¹⁾	\$ 607,518	\$ 559,047
Invested Capital	March 31, 2026	March 31, 2025
Short-term debt	\$ 163,502	\$ 109,620
Long-term debt, less current portion	1,150,138	1,150,473
Total debt	1,313,640	1,260,093
Total equity	1,511,260	1,340,170
Invested capital	\$ 2,824,900	\$ 2,600,263
Return on invested capital as reported	20.5 %	19.1 %
Adjusted return on invested capital ⁽¹⁾	21.5 %	21.5 %

- 1) Adjusted net operating profit after taxes and Adjusted ROIC are non-GAAP financial measures. Refer to Non-GAAP Information section.
- 2) Includes the net tax impact of Special items recorded during the respective periods. The tax effect of Special items impacting pre-tax income was calculated as the pre-tax amount multiplied by the applicable tax rate. The applicable tax rates reflect the taxable jurisdiction and nature of each Special item.

Non-GAAP Financial Measures

Cash Conversion

(In thousands)
(Unaudited)

	Three Months Ended March 31,	
	2026	2025
Cash Conversion		
Net cash provided by operating activities	\$ 102,170	\$ 185,693
Capital expenditures	(39,163)	(26,949)
Free cash flow ⁽¹⁾	\$ 63,007	\$ 158,744
Adjusted net income	\$ 138,458	\$ 121,856
Cash conversion ⁽¹⁾	46 %	130 %

- 1) Free cash flow and cash conversion are non-GAAP financial measures. Refer to Non-GAAP Information section.

Segment EBIT

EBIT and Adjusted EBIT Reconciliation – Three Months Ended March 31, 2026

(In thousands)
(Unaudited)

	Americas Welding	International Welding	The Harris Products Group	Corporate / Eliminations	Consolidated
Three months ended March 31, 2026					
Net sales	\$ 706,225	\$ 227,035	\$ 188,174	\$ —	\$ 1,121,434
Inter-segment sales	36,709	5,807	4,664	(47,180)	—
Total sales	<u>\$ 742,934</u>	<u>\$ 232,842</u>	<u>\$ 192,838</u>	<u>\$ (47,180)</u>	<u>\$ 1,121,434</u>
Net income					\$ 136,382
As a percent of total sales					12.2 %
EBIT ⁽¹⁾	\$ 126,895	\$ 20,890	\$ 40,991	\$ (2,048)	\$ 186,728
As a percent of total sales	17.1 %	9.0 %	21.3 %		16.7 %
Special items charges (gain) ⁽³⁾	573	1,772	(182)	653	2,816
Adjusted EBIT ⁽²⁾	<u>\$ 127,468</u>	<u>\$ 22,662</u>	<u>\$ 40,809</u>	<u>\$ (1,395)</u>	<u>\$ 189,544</u>
As a percent of total sales	17.2 %	9.7 %	21.2 %		16.9 %
Three months ended March 31, 2025					
Net sales	\$ 653,107	\$ 219,061	\$ 132,220	\$ —	\$ 1,004,388
Inter-segment sales	30,372	6,832	3,984	(41,188)	—
Total sales	<u>\$ 683,479</u>	<u>\$ 225,893</u>	<u>\$ 136,204</u>	<u>\$ (41,188)</u>	<u>\$ 1,004,388</u>
Net income					\$ 118,487
As a percent of total sales					11.8 %
EBIT ⁽¹⁾	\$ 122,063	\$ 21,600	\$ 24,151	\$ (2,452)	\$ 165,362
As a percent of total sales	17.9 %	9.6 %	17.7 %		16.5 %
Special items charges ⁽⁴⁾	2,135	1,412	178	802	4,527
Adjusted EBIT ⁽²⁾	<u>\$ 124,198</u>	<u>\$ 23,012</u>	<u>\$ 24,329</u>	<u>\$ (1,650)</u>	<u>\$ 169,889</u>
As a percent of total sales	18.2 %	10.2 %	17.9 %		16.9 %

Non-GAAP Financial Measures (continued)

Footnotes for EBIT and Adjusted EBIT Reconciliation – Three Months Ended March 31, 2026

- 1) EBIT is defined as Operating income plus Other income.
- 2) The primary profit measure used by management to assess segment performance is adjusted EBIT. EBIT for each operating segment is adjusted for special items to derive adjusted EBIT.
- 3) Special items in 2026 primarily reflect Rationalization and asset impairments net charges of \$573 in Americas Welding and \$1,772 in International Welding, and a net gain of \$182 in Harris Products Group. In addition, there were transaction costs of \$653 in Corporate/Eliminations.
- 4) Special items in 2025 primarily reflect Rationalization and asset impairments net charges of \$2,135 in Americas Welding, \$1,552 in International Welding and \$178 in Harris Products Group, as well as transaction costs of \$802 in Corporate/Eliminations.