Lincoln Electric Holdings, Inc.

Q2 2026 Earnings

July 30, 2026

Safe Harbor and Regulation G Disclosures

LINCOLN ELECTRIC

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.

Second Quarter 2026 Highlights

Record net sales from accelerating organic sales & Alloy Steel acquisition

Record Adjusted operating income margin with 22% incremental margin driven by volumes & improved cost management

Record Adjusted EPS of $2.93

Record cash generation with 138% cash conversion

LINCOLN ELECTRIC

$1.2B

Record Net Sales performance

+12% vs. prior year; Organic sales +10%

23.0%

Adjusted ROIC performance

+130 bps vs. prior year

18.4%

Adjusted Operating Income Margin

+50 bps vs. prior year

$254M

Record Cash flow from operations

+76% vs. prior year

$2.93

Record Adjusted EPS

+13% vs. prior year

$120M

Returned to shareholders

($43M in dividends + $76M in share repurchases)

Q2 organic sales +10% led by price and volume growth across all 3 product groups

Q2 Organic sales by product area

Solid momentum in Americas

Consumables increase low-teens percent

Equipment increases high-single digit percent

Automation increases mid-single digit percent

Q2 global end sector performance[1]

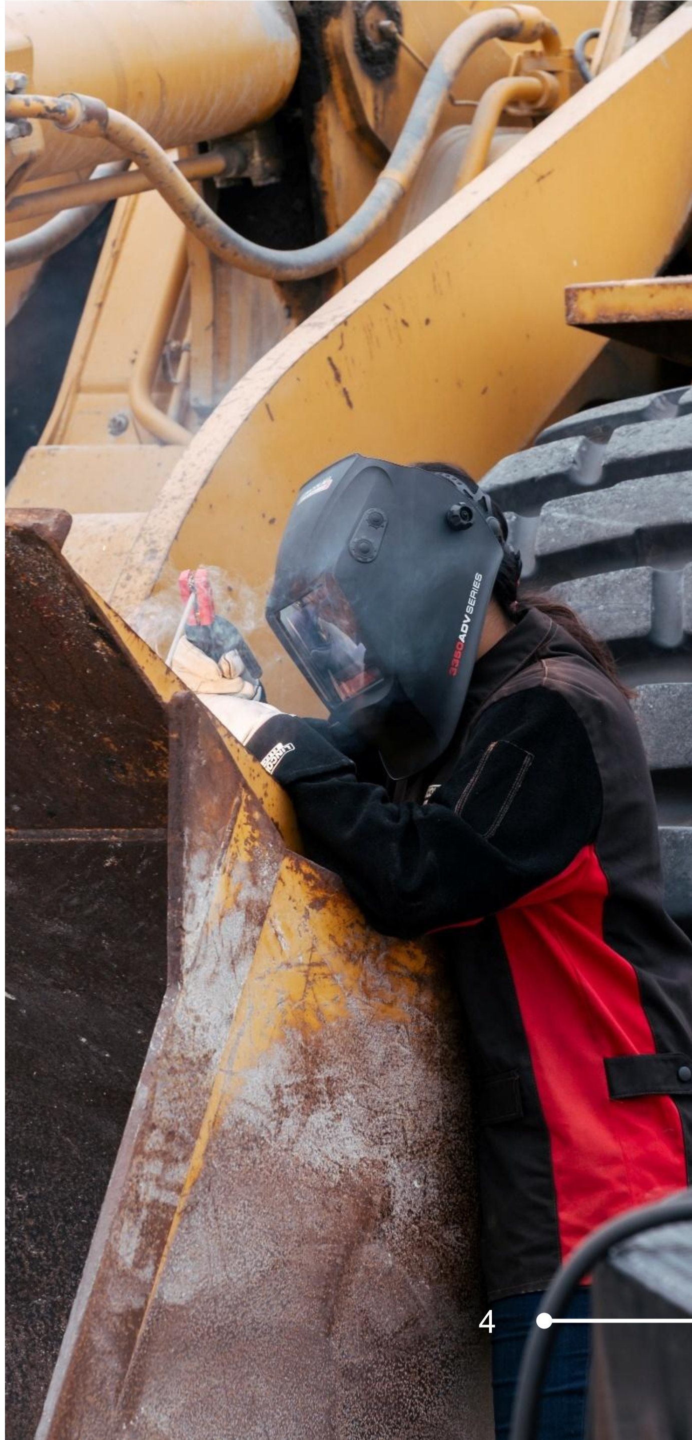
4 of 5 end markets growing

General Fabrication up mid-30 percent

Heavy Industries and Non-Resi Structural Steel up mid-single digit percent

Energy up low single digit percent

Transportation down mid-single digit percent



[1] End sector performance reflects only direct channel organic sales trends

Income Statement Highlights Q2-2026

($ in Millions)	Q2 2026	Q2 2025	% YoY Change Favorable / (Unfavorable)
Net Sales	$ 1,219.7	$ 1,088.7	12.0%
Gross Profit	$ 449.0	$ 405.5	10.7%
Gross Profit Margin	36.8%	37.3%	(50) bps
SG&A as % of net sales	18.4%	19.4%	100 bps
Adjusted Operating Income	$ 224.1	$ 195.1	14.9%
Adjusted Operating Income Margin[1]	18.4%	17.9%	50 bps
EPS	$ 2.88	$ 2.56	12.5%
Adjusted EPS[1]	$ 2.93	$ 2.60	12.7%

Q2 2026 CHANGE IN NET SALES MIX[2]							
Volume	2.4%	**Price**	7.7%	**Acq/Div**	1.5%	**FX**	0.4%
TOTAL	**12.0%**						

[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

($ in Millions)	Q2 2026	Q2 2025	% YoY Change
Net Sales	$ 774.4	$ 696.7	11.2%
Adjusted EBIT	$ 158.1	$ 137.9	14.6%
Adjusted EBIT Margin[2]	19.7%	18.6%	110 bps

Q2 2026 CHANGE IN NET SALES MIX[1]							
Volume	7.1%	**Price**	3.7%	**Acq/Div**	-	**FX**	0.4%
TOTAL	**11.2%**						

Segment Highlights

Volumes increased across all product areas led by accelerated capital spending

Price reflects the partial benefit of Q2-2026 price actions and the anniversarying of substantially all 2025 price

Margin improved on volume leverage and price/cost headwind narrowed, aided by tariff refunds

[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

($ in Millions)	Q2 2026	Q2 2025	% YoY Change
Net Sales	$ 243.3	$ 232.8	4.5%
Adjusted EBIT	$ 26.6	$ 30.6	(12.9)%
Adjusted EBIT Margin[2]	10.6%	12.7%	(210) bps

Q2 2026 CHANGE IN NET SALES MIX[1]							
Volume	(4.7)%	**Price**	1.6%	**Acq/Div**	7.0%	**FX**	0.6%
TOTAL	**4.5%**						

Segment Highlights

Organic sales decline reflects Asia Pacific growth offset by slowing EMEA trends including a $2M impact from the Middle East conflict

Acquisition benefit from Alloy Steel (ASI)

Margin results reflect the impact of lower EMEA volumes

[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

($ in Millions)	Q2 2026	Q2 2025	% YoY Change
Net Sales	$ 201.9	$ 159.1	26.9%
Adjusted EBIT	$ 42.3	$ 31.9	32.5%
Adjusted EBIT Margin[2]	20.4%	19.4%	100 bps

Q2 2026 CHANGE IN NET SALES MIX[1]							
Volume	(8.2)%	**Price**	34.2%	**Acq/Div**	-	**FX**	0.9%
TOTAL	**26.9%**						

Segment Highlights

Lower volumes primarily due to challenging prior year comparisons in HVAC and the retail channel

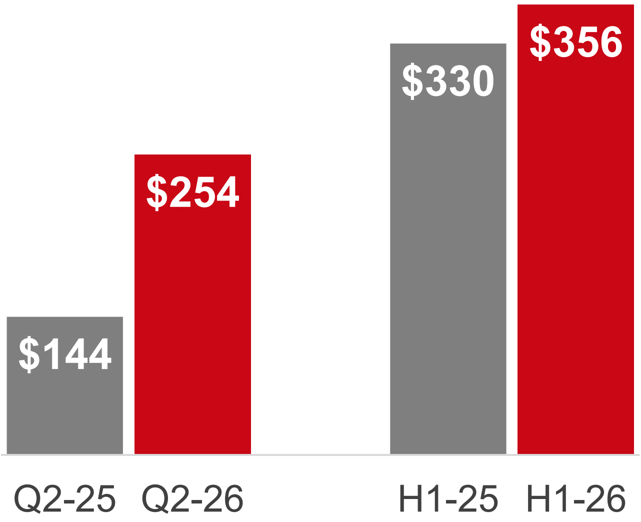
Price reflects higher YoY metal costs, primarily silver

Margin increased on SG&A leverage aided by a tariff refund

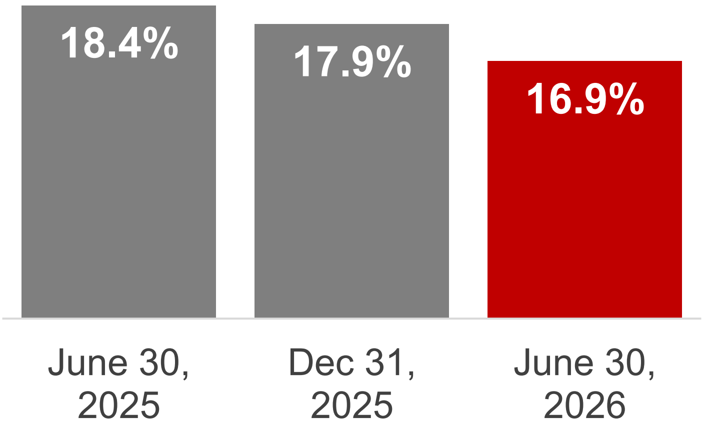
[1] Figures may not sum due to rounding
[2] Segment Adjusted EBIT Margin is calculated using segment Total Sales, which includes Inter-segment sales. Refer to the earnings release for segment Total Sales.

Record Cash Flows & Improved Working Capital

Cash Flows from Operations
($ in Millions)



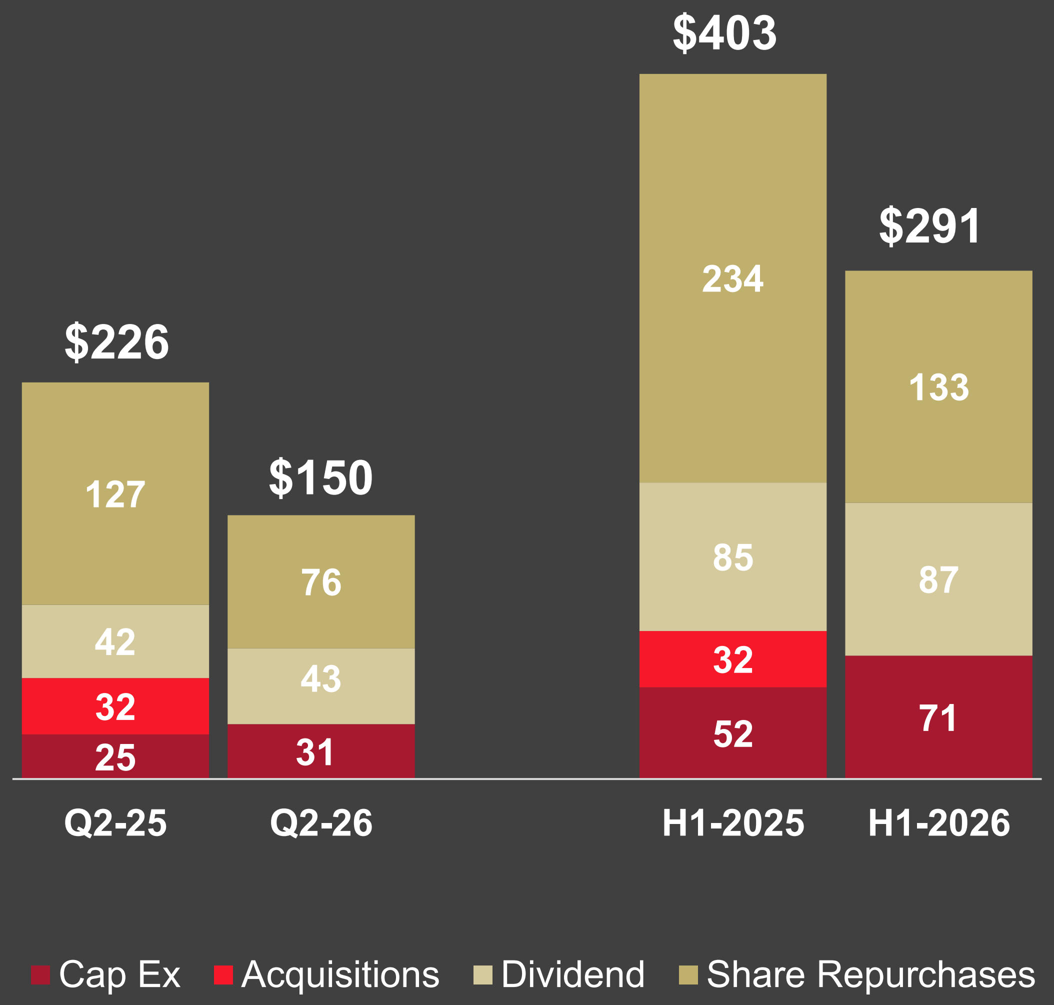
Average Operating Working Capital to Net Sales Ratio



138% Cash conversion in Q2 on earnings and improved working capital performance

Capital Allocation[1]

($ in Millions)



Q2 Capital Allocation & Returns

- **Growth**: $31 million
- **Return to Shareholders**: $120 million
- **Return on Invested Capital[2]**: 23.0%

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 on Higher Volumes

Assumptions

Raising Net sales growth to LDD% (from: HSD%)
(Organic sales mix: 1/3 volume; 2/3 price)

Neutral price/cost in H2-2026

Adj Op income margin improvement at a mid-20% incremental margin in H2-2026

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

Commodity prices

Economic and geopolitical headwinds

Inflation (raw materials & labor)

Opportunities
(not in assumptions)

Acquisitions

Middle East ceasefire

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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 June 30,		Six Months Ended June 30,	
	2026	2025	2026	2025
Operating income as reported	$ 220,644	$ 192,144	$ 406,802	$ 357,062
Special items (pre-tax):				
Rationalization and asset impairment net charges [2]	3,481	2,542	5,644	6,407
Transaction costs [3]	15	429	668	1,231
Amortization of step up in value of acquired inventories [4]	—	—	—	(140)
Adjusted operating income [1]	$ 224,140	$ 195,115	$ 413,114	$ 364,560
As a percent of net sales	18.4 %	17.9 %	17.6 %	17.4 %
Net income as reported	$ 158,519	$ 143,396	$ 294,901	$ 261,883
Special items:				
Rationalization and asset impairment net charges [2]	3,481	2,542	5,644	6,407
Transaction costs [3]	15	429	668	1,231
Amortization of step up in value of acquired inventories [4]	—	—	—	(140)
Tax effect of Special items [5]	(795)	(755)	(1,535)	(1,913)
Adjusted net income [1]	161,220	145,612	299,678	267,468
Interest expense, net	12,521	12,619	25,895	24,746
Income taxes as reported	49,363	40,163	86,335	74,911
Tax effect of Special items [5]	795	755	1,535	1,913
Adjusted EBIT [1]	$ 223,899	$ 199,149	$ 413,443	$ 369,038
Effective tax rate as reported	23.7 %	21.9 %	22.6 %	22.2 %
Net special item tax impact	—	—	0.1 %	0.1 %
Adjusted effective tax rate [1]	23.7 %	21.9 %	22.7 %	22.3 %
Diluted earnings per share as reported	$ 2.88	$ 2.56	$ 5.34	$ 4.66
Special items per share	0.05	0.04	0.09	0.10
Adjusted diluted earnings per share [1]	$ 2.93	$ 2.60	$ 5.43	$ 4.76
Weighted average shares (diluted)	55,102	55,968	55,206	56,242

Please see the following slide for corresponding footnotes

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 Americas Welding and International Welding.

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)

Return on Invested Capital	Twelve Months Ended June 30, 2026	2025
Net income as reported	$ 553,551	$ 502,868
Plus: Interest expense (after-tax)	44,075	42,688
Less: Interest income (after-tax)	4,564	6,636
Net operating profit after taxes	$ 593,062	$ 538,920
Special Items:		
Rationalization and asset impairment net charges	17,436	31,172
Transaction costs	2,176	4,332
Pension settlement net charges	719	3,792
Amortization of step up in value of acquired inventories	4,104	4,771
Tax effect of Special items [2]	5,555	(11,118)
Adjusted net operating profit after taxes [1]	$ 623,052	$ 571,869
Invested Capital	**June 30, 2026**	**June 30, 2025**
Short-term debt	$ —	$ 105,323
Long-term debt, less current portion	1,150,054	1,150,395
Total debt	1,150,054	1,255,718
Total equity	1,554,180	1,379,613
Invested capital	$ 2,704,234	$ 2,635,331
Return on invested capital as reported	21.9 %	20.4 %
Adjusted return on invested capital [1]	23.0 %	21.7 %

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)

Cash Conversion	Three Months Ended June 30, 2026	Three Months Ended June 30, 2025	Six Months Ended June 30, 2026	Six Months Ended June 30, 2025
Net cash provided by operating activities	$ 253,764	$ 143,828	$ 355,934	$ 329,521
Capital expenditures	(31,437)	(25,443)	(70,600)	(52,392)
Free cash flow (1)	$ 222,327	$ 118,385	$ 285,334	$ 277,129
Adjusted net income	$ 161,220	$ 145,612	$ 299,678	$ 267,468
Cash conversion (1)	138 %	81 %	95 %	104 %

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 June 30, 2026

(In thousands)
(Unaudited)

	Americas Welding	International Welding	The Harris Products Group	Corporate / Eliminations	Consolidated
Three months ended June 30, 2026					
Net sales	$ 774,438	$ 243,292	$ 201,933	$ —	$ 1,219,663
Inter-segment sales	28,904	7,564	4,972	(41,440)	—
Total sales	$ 803,342	$ 250,856	$ 206,905	$ (41,440)	$ 1,219,663
Net income					$ 158,519
As a percent of total sales					13.0 %
EBIT [1]	$ 157,083	$ 24,313	$ 42,066	$ (3,059)	$ 220,403
As a percent of total sales	19.6 %	9.7 %	20.3 %		18.1 %
Special items charges [3]	1,012	2,282	187	15	3,496
Adjusted EBIT [2]	$ 158,095	$ 26,595	$ 42,253	$ (3,044)	$ 223,899
As a percent of total sales	19.7 %	10.6 %	20.4 %		18.4 %
Three months ended June 30, 2025					
Net sales	$ 696,730	$ 232,824	$ 159,119	$ —	$ 1,088,673
Inter-segment sales	43,391	7,641	5,110	(56,142)	—
Total sales	$ 740,121	$ 240,465	$ 164,229	$ (56,142)	$ 1,088,673
Net income					$ 143,396
As a percent of total sales					13.2 %
EBIT [1]	$ 137,010	$ 28,999	$ 31,798	$ (1,629)	$ 196,178
As a percent of total sales	18.5 %	12.1 %	19.4 %		18.0 %
Special items charges [4]	905	1,551	86	429	2,971
Adjusted EBIT [2]	$ 137,915	$ 30,550	$ 31,884	$ (1,200)	$ 199,149
As a percent of total sales	18.6 %	12.7 %	19.4 %		18.3 %

Please see the following slide for corresponding footnotes

Non-GAAP Financial Measures
(continued)

Footnotes for EBIT and Adjusted EBIT Reconciliation – Three Months Ended June 30, 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 $1,012 in Americas Welding, $2,282 in International Welding, and $187 in The Harris Products Group.

4) Special items in 2025 primarily reflect Rationalization and asset impairments net charges of $905 in Americas Welding, $1,551 in International Welding and $86 in The Harris Products Group, as well as transaction costs of $429 in Corporate/Eliminations.