

Lincoln Electric is the world leader in the design, development and manufacture of arc welding solutions, robotic welding and cutting systems, plasma and oxyfuel cutting, and is a leading provider of brazing and soldering alloys. Headquartered in Cleveland, Ohio, USA, Lincoln Electric has 63 manufacturing locations, including operations and joint ventures in 23 countries, and a worldwide network of distributors and sales offices reaching over 160 countries. For more information about Lincoln Electric and its products and services, visit the Company's website at www.lincolnelectric.com.

AT-A-GLANCE

- » Founded in 1895 by **John C. Lincoln**
- » Global headquarters: **Cleveland, Ohio, USA**
- » **Industry leader** worldwide
- » **#1 or #2** ranked position in key regions
- » **11,000** employees worldwide
- » **42** global technical application facilities
- » **325+** global R&D team
- » **1,400+** global automation team
- » 2016 Pro forma Sales¹: **USD \$2.7 billion**
- » NASDAQ stock exchange: **LECO**
- » Chairman, President & CEO: **Christopher L. Mapes**

MISSION

We are customer-focused and seek to develop innovative technologies and solutions that make our customers more productive and successful.

We distinguish ourselves through an unwavering commitment to our employees and a relentless drive to maximize shareholder value.

OUR CULTURE & VALUES

Our culture is founded on mutual respect and has a heritage of being performance-oriented through an incentive management system that seeks to align all stakeholders' interests.

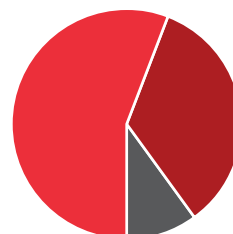
Our Core Values:

- » Customer focus
- » Integrity
- » Performance-driven
- » Quality focused and committed to continuous improvement
- » Reliable – as we honor our commitments
- » Develop our people for long-term success

BUSINESS SEGMENTS

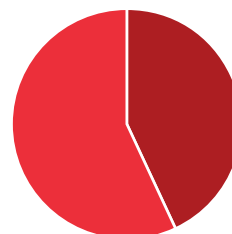
- » **Americas Welding:** North and South American welding and cutting solutions, including global automation solutions and the former Air Liquide® Welding Canada facilities
- » **International Welding:** EMEA and Asia Pacific welding and cutting solutions, including former Air Liquide Welding
- » **Harris® Products Group:** International brazing, soldering, oxyfuel cutting and gas valve business. Largely serving general fabrication, HVAC, plumbing and refrigeration applications

PRO FORMA 2016 SALES MIX PROFILE¹



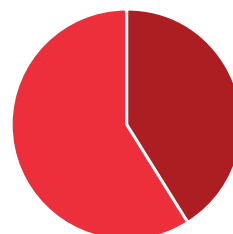
By Segment

- Americas Welding **56%**
- International Welding **34%**
- Harris Products Group **10%**



By Product

- Consumables (filler metals) **57%**
- Equipment **43%**



By Channel

- Distribution **59%**
- Direct **41%**



By End-Market

- General Fabrication **33%**
- Energy & Process Industries **22%**
- Heavy Industries **18%**
- Automotive & Transport **17%**
- Construction & Infrastructure **10%**

¹ Reflects Lincoln Electric and Air Liquide Welding revenue

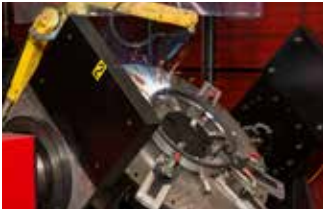
**BROADEST OFFERING
OF SOLUTIONS IN
THE INDUSTRY**



Welding Equipment



**Consumables
[filler metals]**



**Automation Solutions
[joining, cutting, fume]**



Accessories



Plasma Cutting



**Oxyfuel Cutting and
Gas Regulators**



**OUR 2020 VISION AND STRATEGY –
GOALS & PROGRESS**

Our '2020 Vision and Strategy' was launched in 2010 to advance Lincoln Electric's position as a value-added solutions provider. Goals include accelerating innovation, driving operational excellence, and achieving best-in-class financial results through an economic cycle. Key initiatives include richening our portfolio mix in equipment systems, automation, and alloy consumables, as well as leveraging continuous improvement initiatives to improve profitability and returns. Our 2020 financial goals and achievements through 2016 are:

GOAL 10% Sales compounded average growth rate (CAGR)
PROGRESS 6% CAGR

GOAL Average 15% Adjusted operating income margin through an economic cycle

PROGRESS 14.2%-15.1% in recent recession

GOAL Average operating working capital ratio of 15% at 2020
PROGRESS 15.6% in 2016

GOAL Average return on invested capital (ROIC) of 15% through an economic cycle

PROGRESS 16.7% average 2009-2016

Our 2020 program also focuses on making a measurable impact on safety performance and our carbon footprint.

Our 2020 Environmental, Health and Safety goals and performance from 2011 through 2016 are:

GOAL SAFETY: Improve DART¹ rate by 75%
PROGRESS Improved 65%

GOAL GREENHOUSE GAS EMISSIONS (GHG): Reduce by 15%
PROGRESS Reduced 16%

GOAL ENERGY INTENSITY: Reduce by 30%
PROGRESS Reduced 27%

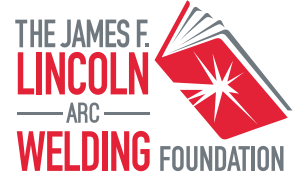
GOAL RECYCLING & REUSE: Achieve a 70% recycle & reuse rate (all materials)
PROGRESS 67% Rate [93% for eligible recyclables]

¹ DART = Days Away, Restrictions & Transfers incidents per 100 equivalent workers

**COMMUNITY
ENGAGEMENT AT
LINCOLN ELECTRIC**

James F. Lincoln Foundation

Founded in 1936 with a mission to promote the art and science of arc welding



Lincoln Electric Foundation

Founded in 1952 with a mission to support the communities where employees live and work

**In Kind Gifts & Nonprofit
Board Engagement**

Product donations and executive engagement on nonprofit boards supports the mission of our local partners



Employee Engagement

Employees sponsor local events and partnerships with organizations to support local community needs



Career Pathways in Welding

We support youth and educational organizations such as the Boy Scouts, 4-H™, FFA® and WorldSkills to support career pathways in the trades