

Morgan Stanley Laguna Conference

September 11, 2025

The Timken Company



Forward-Looking Statements Safe Harbor and Non-GAAP Financial Information

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Certain statements in this presentation (including statements regarding the company's forecasts, beliefs, estimates and expectations) that are not historical in nature are "forward-looking" statements within the meaning of the Private Securities Litigation Reform Act of 1995. In particular, the statements related to Timken's plans, outlook, future financial performance, targets, projected sales, cash flows, liquidity, cost reduction measures and expectations regarding the future financial performance of the company are forward-looking.

The Company cautions that actual results may differ materially from those projected or implied in forward-looking statements due to a variety of important factors, including: fluctuations in customer demand for the Company's products or services; unanticipated changes in business relationships with customers or their purchases from the Company; changes in the financial health of the Company's customers, which may have an impact on the Company's revenues, earnings and impairment charges; logistical issues associated with port closures, delays or increased costs; the impact of changes to the Company's accounting methods; political risks associated with government instability; recent world events that have increased the risks posed by international trade disputes, tariffs, sanctions and hostilities; strained geopolitical relations between countries in which we have significant operations; weakness in global or regional general economic conditions and capital markets (as a result of financial stress affecting the banking system or otherwise); changes in wages, shipping costs, raw material costs, energy and fuel prices, and other production costs; changes in customer demand or tariff rates and other costs associated with tariffs; the Company's ability to satisfy its obligations under its debt agreements and renew or refinance borrowings on favorable terms; fluctuations in currency valuations or interest rates; changes in the expected costs associated with product warranty claims; the ability to achieve satisfactory operating results in the integration of acquired companies, including realizing any accretion, synergies, and expected cashflow generation within expected timeframes or at all; the Company's ability to effectively adjust prices for its products in response to changing dynamics; the impact on the Company's pension obligations and assets due to changes in interest rates, investment performance and other tactics designed to reduce risk; the introduction of new disruptive technologies, including artificial intelligence; unplanned plant shutdowns; the effects of government-imposed restrictions, commercial requirements, and Company goals associated with climate change and emissions or other sustainability initiatives; unanticipated litigation, claims, investigations, remediation, or assessments; the rapidly evolving global regulatory landscape and the corresponding heightened operational complexity; restrictions on the use of, or claims or remediation associated with, per- and polyfluoroalkyl substances or polytetrafluoroethylene; the Company's ability to maintain positive relations with unions and works councils; the Company's ability to compete for skilled labor and to attract, retain and develop management, other key employees, and skilled personnel; negative impacts to the Company's operations or financial position as a result of pandemics, epidemics, or other public health concerns and associated governmental measures; and the Company's ability to complete and achieve the benefits of announced plans, programs, initiatives, acquisitions, capital investments, and cost reduction actions. Additional factors are discussed in the Company's filings with the Securities and Exchange Commission, including the Company's Annual Report on Form 10-K for the year ended Dec. 31, 2024, quarterly reports on Form 10-Q and current reports on Form 8-K. Except as required by the federal securities laws, the Company undertakes no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

This presentation includes certain non-GAAP financial measures as defined by the rules and regulations of the Securities and Exchange Commission. Reconciliation of those measures to the most directly comparable GAAP financial measures are provided in the Appendix to this presentation.

Company Overview and Strategy

The Timken Company



Company Overview

Founded in 1899; NYSE listed since 1922

Leader in Engineered Bearings and Industrial Motion

19K Employees Operating in 45 Countries

102+ Years of Continuous Quarterly Dividends

2024 Key Metrics

\$4.6B Revenue	\$845M Adjusted EBITDA
\$5.79 Adjusted EPS	18.5% Adjusted EBITDA Margins
\$306M Free Cash Flow	1.9% Dividend Yield ⁽¹⁾

Key Brands



Sales by Geography⁽²⁾

56% Americas
24% Europe, Mid-East, Africa (EMEA)
20% Asia-Pacific



Business Segment Sales⁽²⁾



66% Engineered Bearings
34% Industrial Motion

Channel Overview⁽²⁾



55% Original Equipment Customers
45% Distributors/End-Users

(1) Total dividend yield as of December 31, 2024.

(2) Percentage of actual sales for 2024.

See appendix for reconciliations of adjusted EBITDA, adjusted EBITDA margin, adjusted EPS and free cash flow to their most directly comparable GAAP financial measures. Free cash flow is defined as net cash provided by operating activities minus capital expenditures.

Attractive and Diverse Market Mix

Diverse and fragmented mix of industrial and other attractive end-market sectors

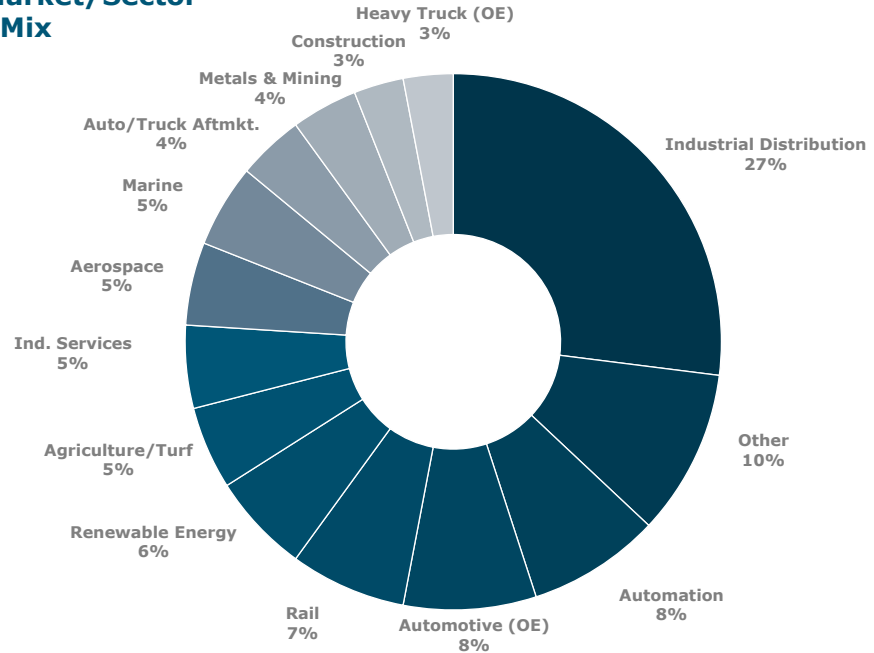
Growing positions in “newer” sectors* with secular growth and different cyclical profiles

- 10-year revenue CAGR: +12%
- Nearly 1/3 of total company sales

Strong distribution and aftermarket channel position, including services

Aftermarket complements OE business and provides recurring revenue at higher margins

**Total 2024
End-Market/Sector
Sales Mix**



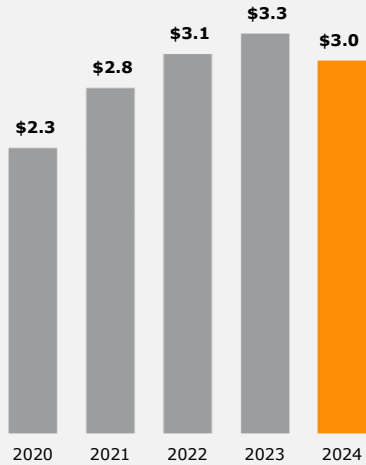
Note: Market/Sector Mix in chart above represents percentage of actual sales for 2024. Certain data contained in the pie chart above has been rounded for presentation purposes.

*Newer sectors include renewable energy, automation, industrial services, marine, food & beverage and passenger rail

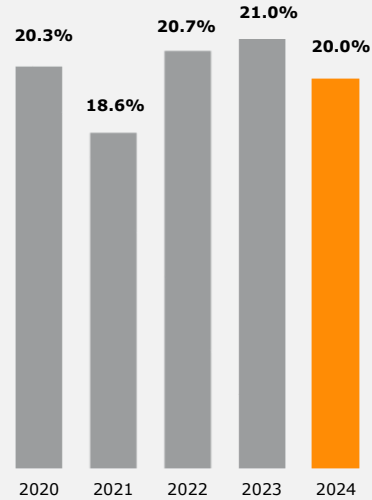
Two High-Performing Segments

Engineered Bearings

Revenue (\$B)

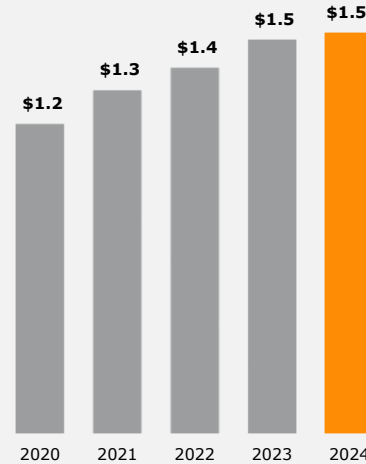


Adj. EBITDA Margin

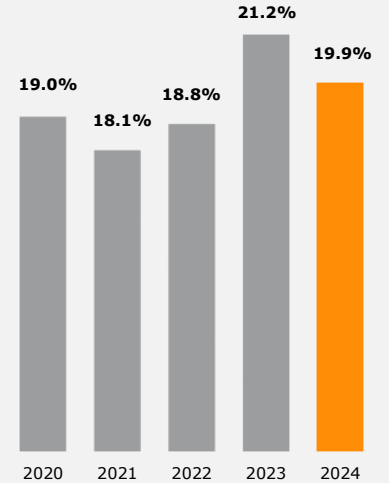


Industrial Motion

Revenue (\$B)



Adj. EBITDA Margin



Engineered Bearings: Targeting Attractive Industrial Markets



Light Industrial

Medium Industrial

Heavy Industrial

Consumer
Medical
Food and Beverage
HVAC

Material Handling
Industrial Machinery
Automation

Printing & Packaging
Rubber & Plastics
Drive Systems
Machine Tool

Off-Highway
Industrial Machinery
Solar Energy
Aerospace

Metals
Mining
Cement & Aggregate
Wood & Paper

Oil & Gas
Power Generation
Rail
Marine

Newer Market Opportunities

Historic Timken Markets

Engineered Bearings: Driving Growth via Product Diversification

Results

Maintaining leadership position in tapered roller bearings

Driving profitable outgrowth in other bearing product lines

- Mounted Bearings
- Precision
- Cylindrical
- Spherical
- Premium Ball
- Plain
- Metal-Polymer

>6% CAGR of Non-Tapered Bearing Product Sales



Industrial Motion: Unlocks New Opportunities

Industrial Motion more than doubles Timken's total addressable market with a broader range of products and technologies
Highly technical components leverage Timken's engineering expertise in materials science, power transmission and metallurgy
Targets same end users and aftermarket channels with strong profit pools
Creates additional revenue potential with current customers while expanding global customer base
Provides attractive growth opportunities in a large and fragmented space



Linear Motion
(16% of Segment Sales)



Automatic Lubrication Systems
(20% of Segment Sales)



Drive Systems & Services
(37% of Segment Sales)



Belts & Chain
(16% of Segment Sales)



Couplings, Clutches & Seals
(11% of Segment Sales)



Note: sales are a percentage of actual segment sales for 2024

Industrial Motion: Accelerating Growth

Over \$2.5B deployed to M&A to build a high-performing segment

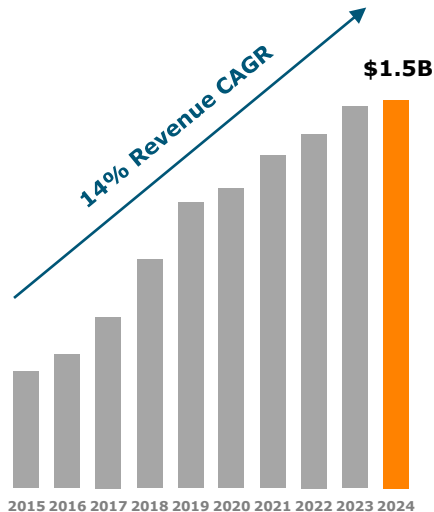
Growing Portfolio of Strong Brands



Representing Attractive Product Lines

Drive Systems, Linear Motion,
Lubrication Systems, Belts & Chains, Seals,
Clutches & Brakes, Couplings, Filtration Systems

Industrial Motion Sales



Future Opportunities

Continue to scale with strategic M&A

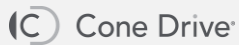
Drive organic outgrowth

Leverage synergies with Engineered Bearings

Focused on Scaling in Higher-Growth Automation Applications



CGI Precision Gearing



Cone Drive Harmonic Solutions®

ROLLON®

Rollon® Robotic Transfer Units
Rollon® Linear Guides, Telescopic Rails
and Actuators



Spinea® Cycloidal Drives

TIMKEN

Timken® Precision Bearings
Timken® Mounted and Roller Bearings
Timken® Sensors/Encoders



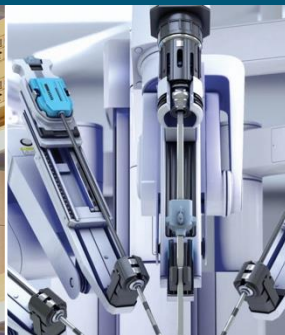
Industrial Robotics



Factory/Warehouse
Automation



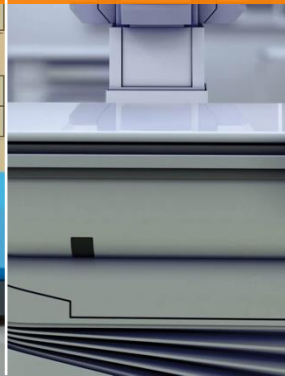
Autonomous Guided
Vehicles (AGV)



Medical Robotics



Humanoids



TIMKEN

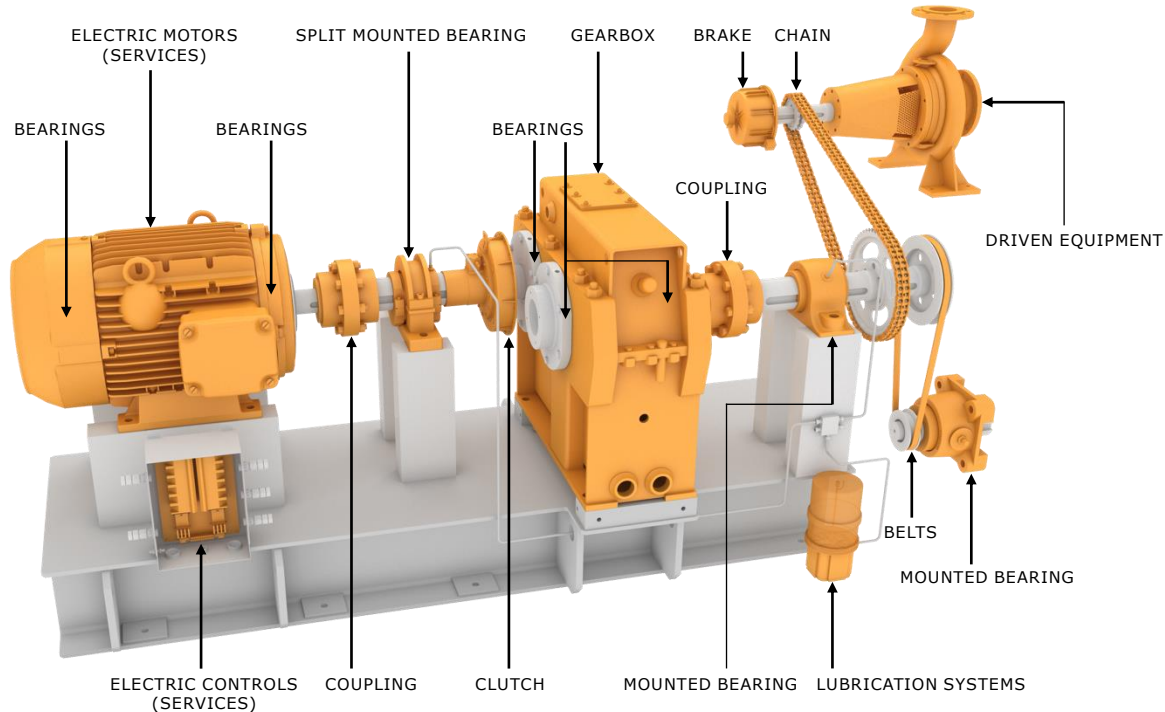
More Fully Serving Customers with Complementary Products

Industrial motion and engineered bearings are closely adjacent products across the industrial powertrain

Increased customer and channel relevance; greater share of wallet

Stronger distribution/aftermarket presence

Package of solutions provide cross-selling opportunities and other synergies



2015-2024

Growing our Industrial Leadership Position

Operational excellence

\$2B+ in M&A to accelerate profitable growth strategy

Organic outgrowth initiatives

Margin expansion

Scaled in attractive markets

Repurchased >20% of total shares outstanding

Future

The Next Generation of Timken

Scaling our position as a diversified industrial leader

Further demonstrate power of compounding growth

Advance outgrowth initiatives through product vitality and innovation

Top-quartile financial performance

Capitalize on emerging trends and technologies

Disciplined capital allocation

Proven Strategy to Drive Shareholder Value

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Drive Profitable Organic Growth

Be the technical leader in solving our customers' toughest challenges

Expand both our product portfolio and geographic presence

Deliver best-in-class customer service experience with our differentiated technical sales model



Operate with Excellence

Drive enterprise-wide lean and continuous improvement efforts

Build a more cost-effective global manufacturing footprint

Deliver efficiencies across our supply chains

Optimize processes and SG&A efficiency



Deploy Capital to Deliver Shareholder Value

Invest in organic growth and productivity initiatives

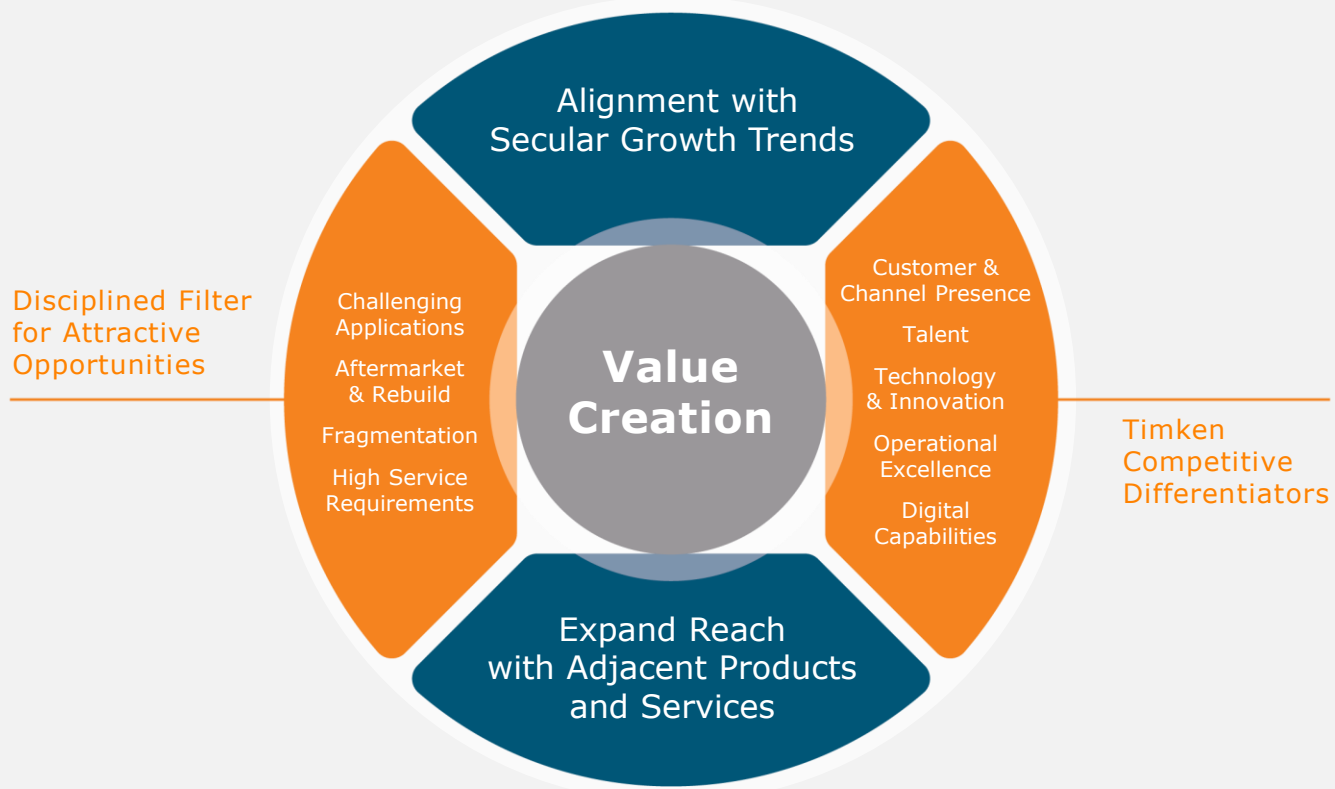
Pay an attractive dividend that grows over time with earnings⁽¹⁾

Broaden portfolio and reach through value-accretive M&A

Return capital through share repurchases⁽¹⁾

(1) Subject to Board approval.

Creating Value with The Timken Business Model



Operational Excellence: Core to the Strategy

Sales & Service

Technical sales model for custom solutions
"One face to the customer" where valued/meaningful
Deliver the best service in the industry
Global distribution network
Optimized inventory

Material and Supply Chain

Strong standards for supplier quality and specifications all around the world
Best-practice supply chain processes
Drive "next-level" efficiency and effectiveness across supply chains
Material- and energy-saving initiatives



Manufacturing

Leverage best-cost locations
Globally consistent quality and safety
Lean and continuous improvement
Automation and investments in new proprietary technologies
Ramping sustainability

Digital

Integrated ERP system across most of the Company
Advanced supply chain connectivity and analytics
Best-practice global pricing processes
Investing in next-level digital tools and technologies
Enhanced customer experience

Timken is Positioned to Capitalize on Emerging Trends



**Sustainability and
Clean Energy**



**Fuel Efficiency
and Electrification**



**Light Weighting and
Miniaturization**



**Automation and
On-Shoring**



**Asia and Other
Emerging Markets**



**Infrastructure
Megaprojects**

CSR Vision

As a global technology leader in engineered bearings and industrial motion, our Corporate Social Responsibility (CSR) vision is to improve the lives of individuals and communities, benefit the planet and strengthen our business.

For our most recent CSR report, please visit <https://www.timken.com/corporate-social-responsibility>



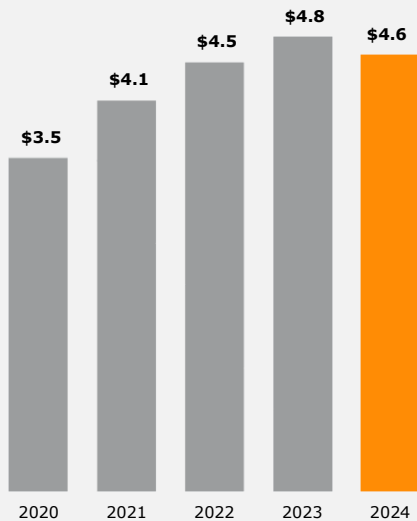
Financial Performance & Capital Allocation Strategy

The Timken Company

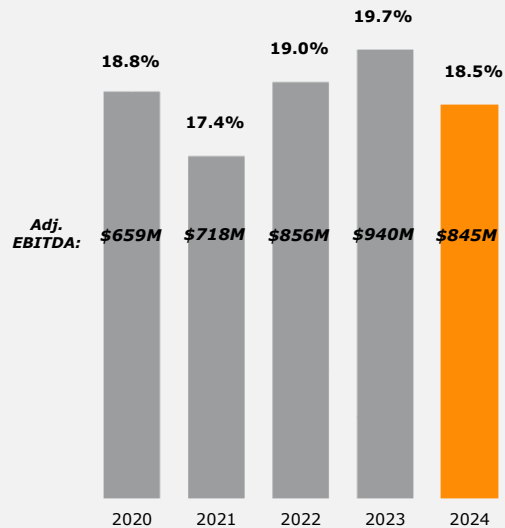


Consistent and Resilient Performance

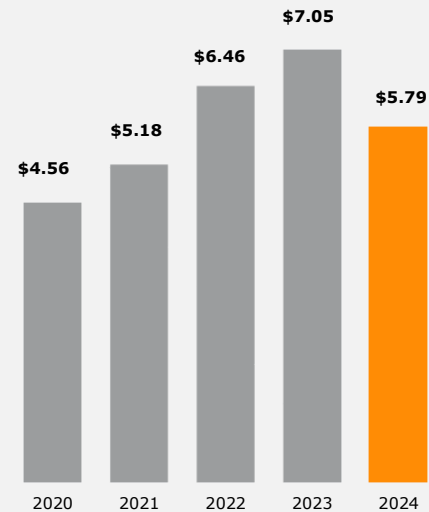
Revenue (\$B)



Adj. EBITDA Margin



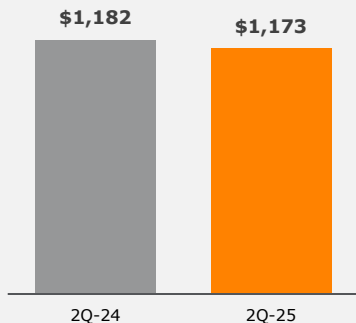
Adj. EPS



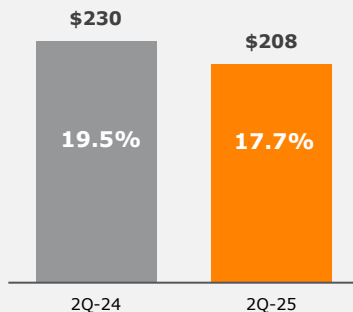
See appendix for reconciliations of adjusted EBITDA margins, adjusted EBITDA and adjusted EPS to their most directly comparable GAAP financial measures.
Adj. EPS excludes acquisition intangible amortization expense in all periods

2Q 2025 Financial Overview

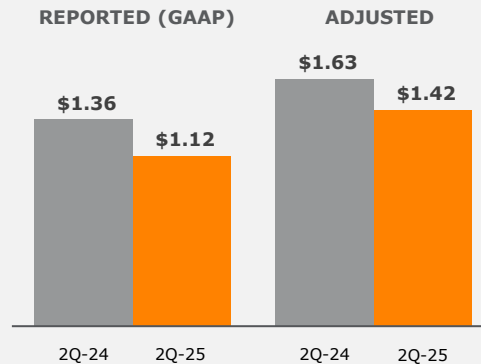
Net Sales (\$M)



Adjusted EBITDA (\$M)



Earnings Per Share



Sales of \$1.17 billion, down 0.8% from 2Q-24

- Decline driven primarily by lower end-market demand in both segments, offset in large part by revenue from the CGI acquisition, favorable pricing and FX translation

Adjusted EBITDA margin of 17.7%, down 180 bps from 2Q-24

- Margins lower year-on-year driven primarily by the impact of lower production volume, incremental tariff costs and unfavorable FX

Second quarter adjusted EPS of \$1.42 per diluted share

Cash Flow, Leverage & Capital Allocation

(\$M)	2Q-24	2Q-25
Net Cash from Operations	\$124.6	\$111.3
Capital Expenditures	(37.3)	(33.1)
Free Cash Flow (FCF)	\$87.3	\$78.2

Capital Structure (\$M)

	12/31/24	06/30/25
Cash	\$ 373	\$ 419
Total Debt	<u>2,063</u>	<u>2,198</u>
Net Debt	\$1,690	\$1,779
Adj. EBITDA (TTM)	\$ 845	\$ 785
Net Debt/Adj. EBITDA	2.0x	2.3x

2Q-25 Highlights:

- Modest decline in FCF from last year; expect 2H step-up
- CapEx of \$33M (2.8% of sales)
- Increased quarterly dividend by 3% to \$0.35/share in May
- Repurchased >340K shares in the quarter
- Integration of CGI acquisition progressing well

Free cash flow is defined as net cash provided by operating activities minus capital expenditures.

See appendix for reconciliations of free cash flow, net debt, adjusted EBITDA and net debt/adjusted EBITDA to their most directly comparable GAAP equivalents.

(1) Subject to Board approval

Organic Growth Outlook – FY 2025 By Market/Sector

(Market/Sector Placement Reflects Midpoint of Guidance)

NEGATIVE (down HSD+)	----- (down MSD)	NEUTRAL (flat to +/- LSD)	----- (up MSD)	POSITIVE (up HSD+)
Heavy Industries	Auto/Truck	General Industrial	Aerospace	
	Automation	Ind. Distribution	Renewable Energy	
	Off-Highway	Marine		
	Services	Rail		

Expect organic sales of -2.0% in 2025 at midpoint*

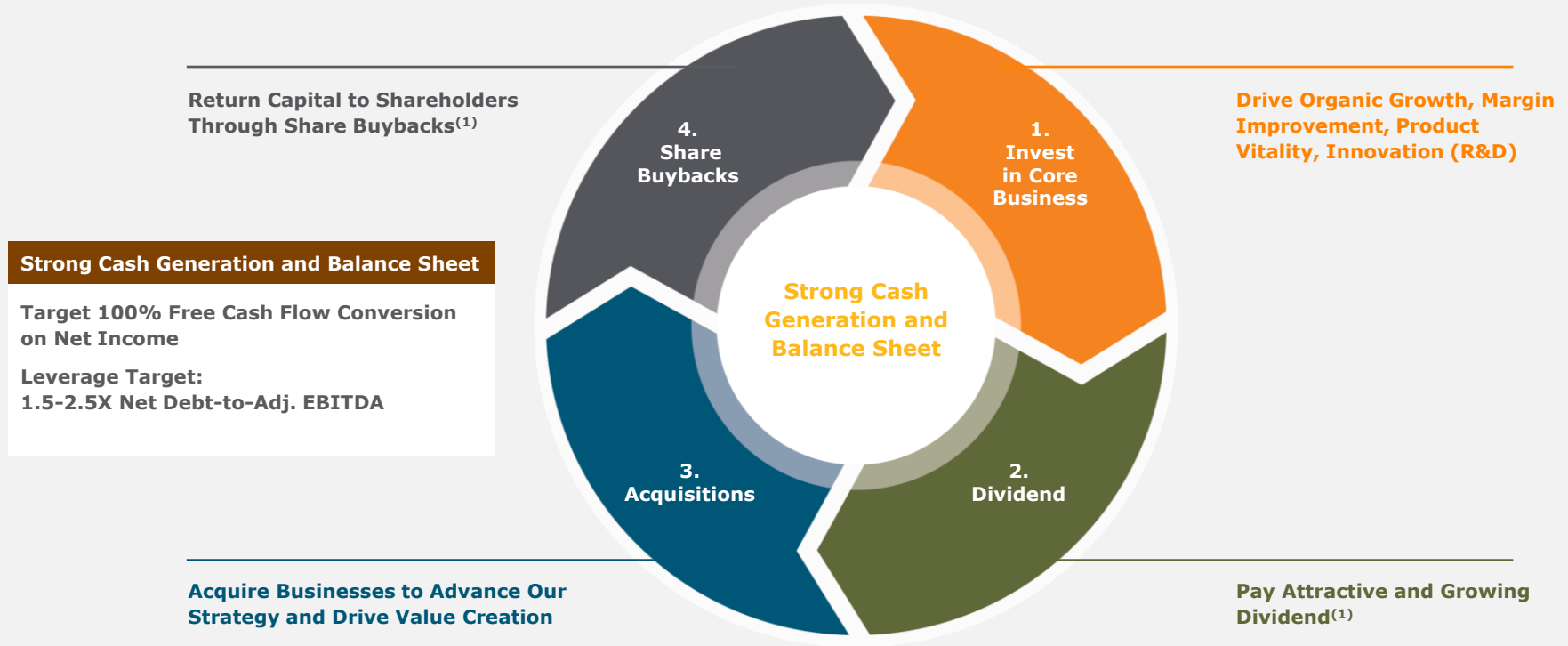
- Volumes down; pricing up (including tariff pricing)
- Guidance implies FY-25 range of -2.75% to -1.25% (1H-25: -2.8%)
- Reflects cautious view on 2H-25 with lower volumes as compared to the prior outlook

Blue = stable versus prior guide
Green = higher versus prior guide
Red = lower versus prior guide

LSD = low-single digit percentage change
MSD = mid-single digit percentage change
HSD = high-single digit percentage change

Note: Auto/Truck includes Auto OE, Heavy Truck OE and aftermarket
 See next slide for reconciliation of organic revenue to its most directly comparable GAAP financial measure.
 *Total sales down 1.25% at midpoint (organic: -2%; M&A: +0.75%; FX: 0%)

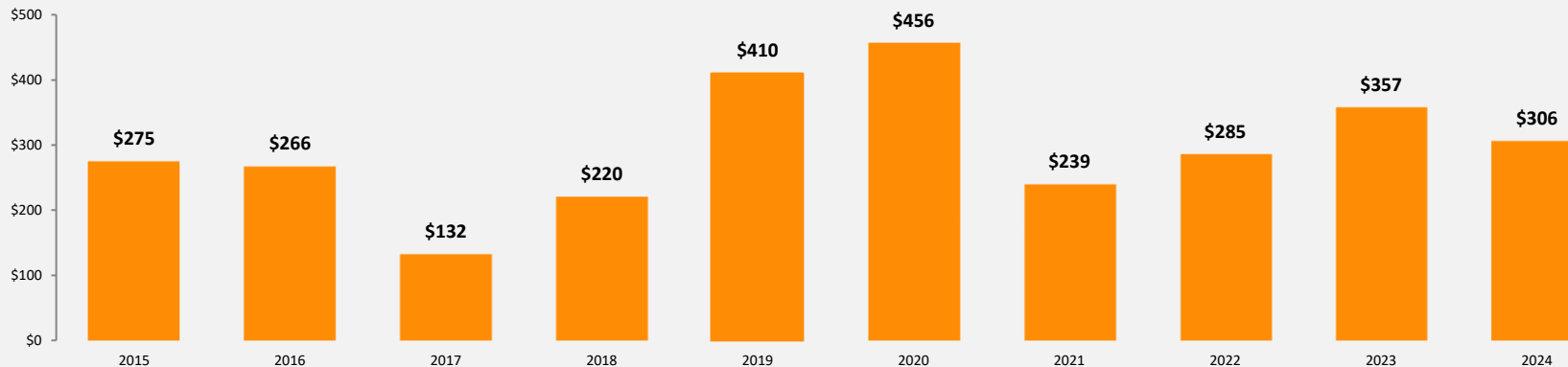
Disciplined Capital Allocation Framework a Differentiator



(1) Subject to Board approval.

Consistent Free Cash Flow Generation Fuels Strategy

Free Cash Flow (\$M)



>\$1.6B of free cash flow generated over last 5 years

95% Conversion* (2015-2024A)

Expect strong cash flow going forward

- Over 100% FCF conversion on GAAP net income through the cycle
- FCF metric included in our annual incentive compensation plans

Note: Free cash flow in 2016 includes \$39 million in after-tax income received under the U.S. Continued Dumping Subsidy Offset Act. See appendix for reconciliations of free cash flow to its most directly comparable GAAP financial measure. Free cash flow is defined as net cash provided by operating activities minus capital expenditures.

*Represents free cash flow conversion on GAAP net income

Investing in Core Business Remains Top Priority

Investing in core business remains our top priority for capital deployment

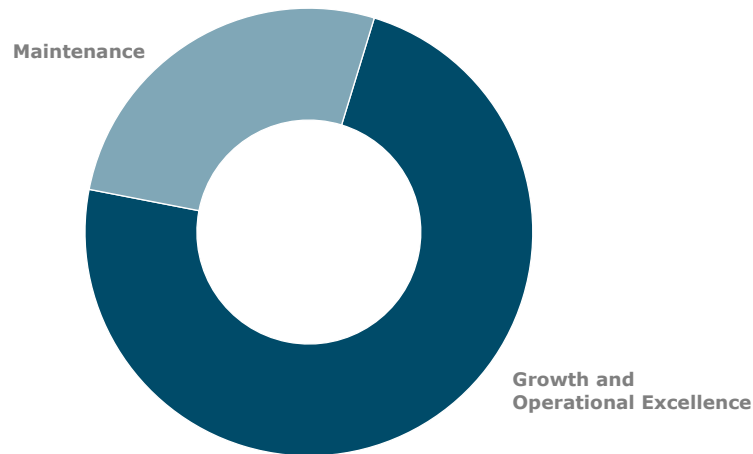
- Supporting organic growth and margin expansion in the core business
- Our best use of capital – i.e., usually produces the highest risk-adjusted returns

Includes investments in CapEx, R&D, etc.

CapEx – target 3.5-4.0% of sales over the cycle

- Includes maintenance (~1% of sales)
- Remaining spend generally allocated to organic growth and/or productivity improvement initiatives
 - New capacity/capabilities to drive growth
 - Investments in productivity/automation to maintain cost competitiveness
 - Operational excellence initiatives across the footprint

Breakdown of Target CapEx



Growth – Add new capabilities/capacity

Operational Excellence – Improve productivity and margins

Rich History of Dividend Payments

Goal: Pay an attractive dividend that grows over time with earnings

- Target 20–30% payout on EPS over the cycle
- Attractive yield as compared to peers and other mid-cap industrial benchmarks

Paid 413th consecutive quarterly dividend in August

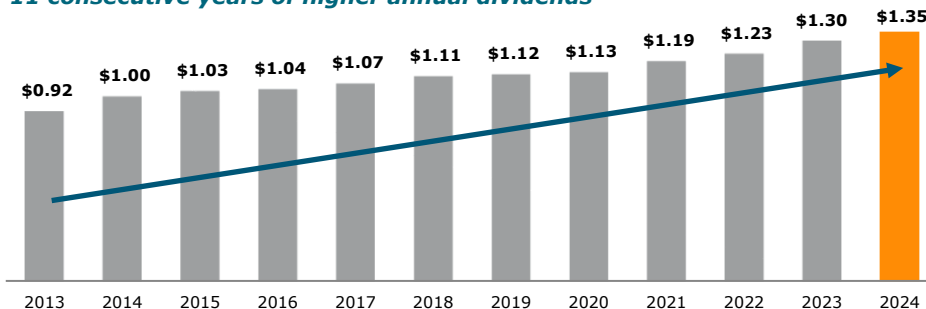
- Dividend of \$0.35/share
- One of the longest active streaks on NYSE

2024 marked the 11th consecutive year of higher annual dividends

Commitment to increasing dividend expected to continue⁽¹⁾

Annual Dividend History:

11 consecutive years of higher annual dividends



Dividend Yield (as of: 12/31/24)

The Timken Company	1.9%
Peer Median ⁽²⁾	1.0%
S&P 500	1.3%
S&P Mid-Cap 400 Industrials	0.9%

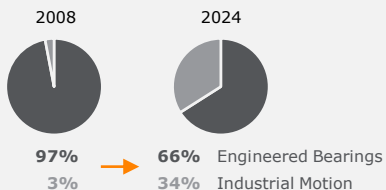
(1) Subject to ongoing Board approval

(2) Peers represent composite of 18-company group consisting primarily of S&P 400 Mid-Cap Industrials

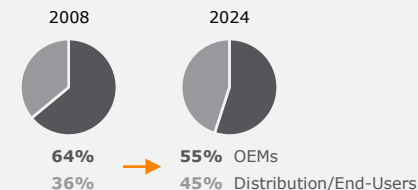
M&A Strategy: Creating a Diversified Industrial Leader

Past & Present (last 15+ years): Diversified Portfolio and Enhanced Growth Profile

Product Diversification⁽¹⁾



Channel Diversification⁽¹⁾



Timken has completed at least one acquisition every year since 2010

- Allocated over \$3 billion of capital to acquire over 25 businesses that have added over \$1 billion to sales in the aggregate
- Significantly expanded industrial motion portfolio; added new products
- Added scale in new, faster-growing markets
- Expanded global customer base
- Reduced capital intensity of the portfolio
- Accretive to earnings

Future (next 5 years): Scaling and Strengthening Our Position

Targeting inorganic growth CAGR of 2-3% over the next 5 years

- Disciplined approach to acquisitions — target attractive businesses that are a strong strategic fit and meet our financial criteria
- Deepen position in established product lines; expand into new adjacencies
- Higher-growth end markets and geographies
- Significant cost and sales synergies
- Balance sheet strength and expected cash flow provide capacity to accelerate M&A strategy

(1) Percentage of actual sales

M&A Criteria – Driving Profitable Growth Through Acquisitions ²⁹

Strategic Fit

Consolidate attractive targets within the global bearing space

Add scale or expand into new adjacencies within the industrial motion space

Focus on targets with:

- Robust growth macros
- Diverse and attractive market mix
- Highly engineered products
- Aftermarket and rebuild cycle
- Strong synergy potential

Financially Attractive

Accretive to adjusted EPS in Year 1

Exceed our cost of capital (ROIC >9%) within 3-5 years

Attractive longer-term IRR as compared to other uses of capital

Other/Intangibles

Cross-selling opportunities

Geographic and channel expansion

Digital capabilities

Strong management team

Culture consistent with Timken (e.g., ethics & integrity, operational excellence, innovation, safety, etc.)

Buy Good Businesses + Make Them Better = A Stronger Timken

Returning Capital Through Share Repurchases

Share repurchase has been a key component of our capital deployment strategy

Since 2013:

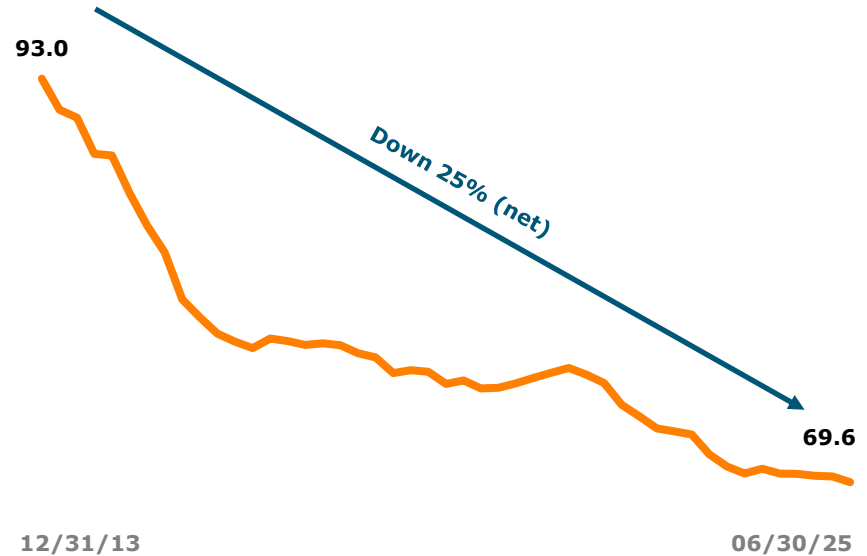
- Repurchased ~31.5M shares for ~\$1.58B (avg. ~\$50/share)
 - Basic shares outstanding have been reduced by ~25%, which is net of shares issued for stock-based compensation

10 million shares authorized for repurchase through February 2026:

- 1.5 million shares remaining as of Jun. 30, 2025

Share repurchase expected to remain an important and attractive option for capital allocation⁽¹⁾

Basic Shares Outstanding (Millions)



(1) Subject to ongoing Board approval.

Long-Term Financial Goals*

Goals

<p>Strong Top-Line Growth</p> <ul style="list-style-type: none"> ▪ Positive macros (incl. new markets); strong pricing power ▪ Organic outgrowth driven by new products and innovation ▪ Strategic acquisitions will enhance growth 	<p>Organic Growth CAGR: 4-5% Inorganic Growth CAGR: 2-3% Total Growth CAGR: 6-8%</p>
<p>Earnings Growth</p> <ul style="list-style-type: none"> ▪ Strong EPS growth over the cycle ▪ Operational excellence delivers improved EBITDA margins ▪ Share buyback will continue to contribute 	<p>Adj. EPS CAGR: >10% Adj. EBITDA Margins: +200 bps versus 2017-2021 period</p>
<p>Robust Cash Generation</p> <ul style="list-style-type: none"> ▪ Expect strong cash flow to continue ▪ Continued focus on working capital and asset efficiency ▪ Supports overall capital allocation strategy 	<p>Free Cash Flow: >100% Conversion on Net Income</p>
<p>Value-Creating Capital Deployment</p> <ul style="list-style-type: none"> ▪ Organic growth remains top priority with greatest returns ▪ Acquisitions provide long-term value creation potential ▪ Pay an attractive dividend; continue share buybacks 	<p>Adj. ROIC: 15%+ Leverage: 1.5-2.5x Net Debt-to- Adj. EBITDA</p>

Long-Term Targets (5-Year)

* 5-year forward targets – i.e., covering the 2022E-2026E period – as originally presented on September 28, 2022, which have not been updated since. ROIC is defined as ANOPAT divided by average invested capital for the applicable year. Acquisition intangible amortization expense is excluded from ANOPAT.

Timken: A Compelling Investment

Experienced leadership team with proven track record of performing in dynamic environments

Top-quartile financial performance with additional runway for further enhancements

Two strong product platforms with proven business model and strategy to drive profitable growth

Disciplined capital allocation approach with successful M&A track record

Compelling long-term targets





Appendix: GAAP Reconciliations

The Timken Company

GAAP Reconciliation: Net Income & EPS

Reconciliations of Adjusted Net Income to GAAP Net Income and Adjusted Earnings Per Share to GAAP Earnings Per Share:

(Unaudited)

The following reconciliation is provided as additional relevant information about the Company's performance deemed useful to investors. Management believes that the non-GAAP measures of adjusted net income and adjusted diluted earnings per share are important financial measures used in the management of the business, including decisions concerning the allocation of resources and assessment of performance. Management believes that reporting adjusted net income and adjusted diluted earnings per share is useful to investors as these measures are representative of the Company's core operations.

(Dollars in millions, except share data)

	Three Months Ended June 30,				Six Months Ended June 30,			
	2025	EPS	2024	EPS	2025	EPS	2024	EPS
Net Income Attributable to The Timken Company	\$ 78.5	\$ 1.12	\$ 96.2	\$ 1.36	\$ 156.8	\$ 2.23	\$ 199.7	\$ 2.82
Adjustments: ⁽¹⁾								
Acquisition intangible amortization	\$ 19.9		\$ 19.0		\$ 38.9		\$ 39.0	
Impairment, restructuring and reorganization charges ⁽²⁾	5.0		4.9		8.2		9.6	
Acquisition-related charges ⁽³⁾	—		3.0		—		7.7	
Gain on sale of certain assets ⁽⁴⁾	(0.1)		(0.2)		(1.3)		(0.9)	
CEO transition expenses ⁽⁵⁾	3.2		1.1		11.8		1.2	
Noncontrolling interest of above adjustments ⁽⁶⁾	1.0		—		4.8		(0.1)	
Provision for income taxes ⁽⁷⁾	(8.2)		(8.8)		(21.3)		(15.3)	
Total Adjustments:	20.8	0.30	19.0	0.27	41.1	0.59	41.2	0.58
Adjusted Net Income Attributable to The Timken Company	\$ 99.3	\$ 1.42	\$ 115.2	\$ 1.63	\$ 197.9	\$ 2.82	\$ 240.9	\$ 3.40

⁽¹⁾ Adjustments are pre-tax, with the net tax provision listed separately.

⁽²⁾ Impairment, restructuring and reorganization charges (including items recorded in cost of products sold) relate to: (i) plant closures; (ii) the rationalization of certain plants; (iii) severance related to cost reduction initiatives; (iv) impairment of assets; and (v) related depreciation and amortization. The Company re-assesses its operating footprint and cost structure periodically, and makes adjustments as needed that result in restructuring charges. However, management believes these actions are not representative of the Company's core operations.

⁽³⁾ Acquisition-related charges represent deal-related expenses associated with completed transactions and any resulting inventory step-up impact.

⁽⁴⁾ Represents the net gain resulting from sale of certain assets.

⁽⁵⁾ On March 31, 2025, the Company announced that Tarak B. Mehta, President and Chief Executive Officer ("CEO") of the Company would be departing from the Company, effective immediately, and Richard G. Kyle would be serving as interim President and CEO. CEO transition expenses primarily relate to the cost of the settlement agreement with Mr. Mehta in connection with his departure, net of the impact for stock awards forfeited, and incremental stock compensation expense related to a deferred share award issued to Mr. Kyle. During 2024, the Company announced that Mr. Kyle, President and CEO of the Company would be retiring from his position as CEO as of February 15, 2025, and that Mr. Mehta would be appointed CEO on September 5, 2024. CEO transition expenses for 2024 relate to the acceleration of certain stock compensation awards for Mr. Kyle and other one-time costs associated with the transition in 2024.

⁽⁶⁾ Represents the noncontrolling interest impact of the adjustments listed above, as well as the reversal of uncertain tax positions related to Timken India Limited.

⁽⁷⁾ Provision for income taxes includes the net tax impact on pre-tax adjustments (listed above), the impact of discrete tax items recorded during the respective periods as well as other adjustments to reflect the use of one overall effective tax rate on adjusted pre-tax income in interim periods.

GAAP Reconciliation: EBITDA and EBITDA, After Adjustments to GAAP Net Income

Reconciliation of EBITDA to GAAP Net Income, EBITDA Margin to Net Income as a Percentage of Sales, and EBITDA Margin, After Adjustments, to Net Income as a Percentage of Sales, and EBITDA, After Adjustments, to Net Income: (Unaudited)

The following reconciliation is provided as additional relevant information about the Company's performance deemed useful to investors. Management believes consolidated earnings before interest, taxes, depreciation and amortization (EBITDA) is a non-GAAP measure that is useful to investors as it is representative of the Company's performance and that it is appropriate to compare GAAP net income to consolidated EBITDA. Management also believes that adjusted EBITDA, adjusted EBITDA margin and EBITDA margin are useful to investors as they are representative of the Company's core operations and are used in the management of the business, including decisions concerning the allocation of resources and assessment of performance.

(Dollars in millions)

	Three Months Ended June 30,				Six Months Ended June 30,			
	2025	Percentage to Net Sales	2024	Percentage to Net Sales	2025	Percentage to Net Sales	2024	Percentage to Net Sales
Net Income	\$ 85.7	7.3 %	\$ 102.0	8.6 %	\$ 177.1	7.7 %	\$ 212.6	9.0 %
Provision for income taxes	30.7		35.9		57.6		78.6	
Interest expense	29.8		34.6		56.3		66.8	
Interest income	(3.0)		(5.1)		(5.3)		(7.9)	
Depreciation and amortization	57.2		54.2		112.3		109.5	
Consolidated EBITDA	\$ 200.4	17.1 %	\$ 221.6	18.7 %	\$ 398.0	17.2 %	\$ 459.6	19.4 %
Adjustments:								
Impairment, restructuring and reorganization charges ⁽¹⁾	\$ 4.7		\$ 4.7		\$ 7.8		\$ 9.0	
Acquisition-related charges ⁽²⁾	—		3.0		—		7.7	
Gain on sale of certain assets ⁽³⁾	(0.1)		(0.2)		(1.3)		(0.9)	
CEO transition expenses ⁽⁴⁾	3.2		1.1		11.8		1.2	
Total Adjustments	7.8	0.6 %	8.6	0.8 %	18.3	0.8 %	17.0	0.7 %
Adjusted EBITDA	\$ 208.2	17.7 %	\$ 230.2	19.5 %	\$ 416.3	18.0 %	\$ 476.6	20.1 %

⁽¹⁾ Impairment, restructuring and reorganization charges (including items recorded in cost of products sold) relate to: (i) plant closures; (ii) the rationalization of certain plants; (iii) severance related to cost reduction initiatives; and (iv) impairment of assets. The Company re-assesses its operating footprint and cost structure periodically, and makes adjustments as needed that result in restructuring charges. However, management believes these actions are not representative of the Company's core operations.

⁽²⁾ Acquisition-related charges represent deal-related expenses associated with completed transactions and any resulting inventory step-up impact.

⁽³⁾ Represents the net gain resulting from sale of certain assets.

⁽⁴⁾ On March 31, 2025, the Company announced that Tarak B. Mehta, President and CEO of the Company would be departing from the Company, effective immediately, and Richard G. Kyle would be serving as interim President and CEO. CEO transition expenses primarily relate to the cost of the settlement agreement with Mr. Mehta in connection with his departure, net of the impact for stock awards forfeited, and incremental stock compensation expense related to a deferred share award issued to Mr. Kyle. During 2024, the Company announced that Mr. Kyle, President and CEO of the Company would be retiring from his position as CEO as of February 15, 2025, and that Mr. Mehta would be appointed CEO on September 5, 2024. CEO transition expenses for 2024 relate to the acceleration of certain stock compensation awards for Mr. Kyle and other one-time costs associated with the transition in 2024.

GAAP Reconciliation: 2020-2024 Net Income & EPS

Reconciliations of Adjusted Net Income to GAAP Net Income and Adjusted Earnings Per Share to GAAP Earnings Per Share:

(Unaudited)

The following reconciliation is provided as additional relevant information about the Company's performance deemed useful to investors. Management believes that the non-GAAP measures of adjusted net income and adjusted diluted earnings per share are important financial measures used in the management of the business, including decisions concerning the allocation of resources and assessment of performance. Management believes that reporting adjusted net income and adjusted diluted earnings per share is useful to investors as these measures are representative of the Company's core operations.

(Dollars in millions, except share data)

	2024	2023	2022	2021	2020
Net Income Attributable to The Timken Company	\$ 352.7	\$ 394.1	\$ 407.4	\$ 369.1	\$ 284.5
Adjustments:					
Corporate pension and other postretirement benefit related expense (income) ⁽¹⁾	\$ (1.3)	\$ 20.6	\$ 2.9	\$ 0.3	\$ 18.5
Acquisition intangible amortization	78.0	65.7	43.9	46.8	47.3
Impairment, restructuring and reorganization charges ⁽²⁾	19.1	60.1	55.1	15.1	29.0
Gain on divestitures and sale of certain assets	(14.7)	(5.2)	(2.9)	—	(0.4)
Acquisition-related charges ⁽³⁾	13.0	31.8	14.8	2.3	(7.4)
Tax indemnification and related items	(1.1)	—	0.3	0.2	0.5
Property losses (recoveries) and related expenses ⁽⁴⁾	1.2	—	—	—	(5.5)
CEO succession expenses ⁽⁵⁾	3.7	—	—	—	—
Noncontrolling interest	(0.2)	(2.1)	(5.3)	—	(0.1)
Provision for income taxes	(41.0)	(56.9)	(35.9)	(34.8)	(18.1)
Total Adjustments:	56.7	114.0	72.9	29.9	63.8
Adjusted Net Income Attributable to The Timken Company	\$ 409.4	\$ 508.1	\$ 480.3	\$ 399.0	\$ 348.3
Diluted Earnings per Share (EPS)	\$ 4.99	\$ 5.47	\$ 5.48	\$ 4.79	\$ 3.72
Adjusted EPS	\$ 5.79	\$ 7.05	\$ 6.46	\$ 5.18	\$ 4.56
Diluted Shares	70,750,482	72,081,884	74,323,839	77,006,589	76,401,366

⁽¹⁾ Corporate pension and other postretirement benefit related expense (income) represent actuarial losses and (gains) that resulted from the remeasurement of plan assets and obligations as a result of changes in assumptions. The Company recognizes actuarial losses and (gains) in connection with the annual remeasurement in the fourth quarter, or if specific events trigger a remeasurement. Refer to the Retirement Benefit Plans and Other Postretirement Benefit Plans footnotes within the Company's annual reports on Form 10-K and quarterly reports on Form 10-Q for additional discussion.

⁽²⁾ Impairment, restructuring and reorganization charges (including items recorded in cost of products sold) relate to: (i) plant closures; (ii) the rationalization of certain plants and (iii) severance related to cost reduction initiatives; (iv) impairment of assets; and (v) related depreciation and amortization. Impairment, restructuring and reorganization charges for 2023 included \$28.3 million related to the impairment of goodwill. Impairment, restructuring and reorganization charges for 2022 included \$29.3 million related to the sale of Timken Aerospace Drives Systems, LLC ("ADS"). The Company re-assesses its operating footprint and cost structure periodically, and makes adjustments as needed that result in restructuring charges. However, management believes these actions are not representative of the Company's core operations.

⁽³⁾ Acquisition-related charges represent deal-related expenses associated with completed and certain unsuccessful transactions, as well as any resulting inventory step-up impact. In addition, the 2021 and 2020 acquisition-related charges include an acquisition-related gain due to the bargain purchase gain related to a 2020 acquisition.

⁽⁴⁾ Represents property loss and related expenses incurred during the periods presented resulting from a fire that occurred during the second quarter of 2024 at one of the Company's plants in Slovakia, as well as insurance recoveries received in 2020 resulting from property loss that occurred during the first quarter of 2019 at one of the Company's warehouses in Knoxville, Tennessee and during the third quarter of 2019 at one of the Company's warehouses in Yantai, China.

⁽⁵⁾ On March 26, 2024, the Company announced that Richard G. Kyle, President and CEO of the Company would be retiring from his position as CEO and that Tarak Mehta would be appointed CEO on September 5, 2024. CEO succession expenses include the acceleration of certain stock compensation awards for Mr. Kyle and other one-time costs associated with the transition.

GAAP Reconciliation: 2020-2024 EBITDA, and EBITDA, After Adjustments to Net Income

Reconciliations of GAAP to Non-GAAP Measures:

(Unaudited)

The following reconciliation is provided as additional relevant information about the Company's performance deemed useful to investors. Management believes consolidated earnings before interest, taxes, depreciation and amortization (EBITDA) is a non-GAAP measure that is useful to investors as it is representative of the Company's performance and that it is appropriate to compare GAAP net income to consolidated EBITDA. Management also believes that non-GAAP measures adjusted EBITDA and adjusted EBITDA margin are useful to investors as they are representative of the Company's core operations and are used in the management of the business, including decisions concerning the allocation of resources and assessment of performance.

Reconciliation of Adjusted EBITDA and Margin	2024	2023	2022	2021	2020
Net Sales	\$ 4,573.0	\$ 4,769.0	\$ 4,496.7	\$ 4,132.9	\$ 3,513.2
Net Income	375.3	408.0	417.0	381.5	292.4
Provision for income taxes	118.9	122.5	133.9	95.1	103.9
Interest expense, net	110.2	101.4	70.8	56.5	63.9
Depreciation and amortization	221.8	201.3	164.0	167.8	167.1
Consolidated Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)	\$ 826.2	\$ 833.2	\$ 785.7	\$ 700.9	\$ 627.3
Adjustments:					
Corporate pension and other postretirement benefit related expense (income) ⁽¹⁾	\$ (1.3)	\$ 20.6	\$ 2.9	\$ 0.3	\$ 18.5
Impairment, restructuring and reorganization charges ⁽²⁾	17.8	59.3	55.1	14.3	25.9
Gain on divestitures and sale of certain assets	(14.7)	(5.2)	(2.9)	—	(0.4)
Acquisition related charges ⁽³⁾	13.0	31.8	14.8	2.3	(7.4)
Tax indemnification and related items	(1.1)	—	0.3	0.2	0.5
Property losses (recoveries) and related expenses ⁽⁴⁾	1.2	—	—	—	(5.5)
CEO succession expenses ⁽⁵⁾	3.7	—	—	—	—
Total Adjustments	18.6	106.5	70.2	17.1	31.6
Adjusted EBITDA	\$ 844.8	\$ 939.7	\$ 855.9	\$ 718.0	\$ 658.9
Adjusted EBITDA Margin (% of net Sales)	18.5 %	19.7 %	19.0 %	17.4 %	18.8 %

⁽¹⁾ Corporate pension and other postretirement benefit related expense (income) represent actuarial losses and (gains) that resulted from the remeasurement of plan assets and obligations as a result of changes in assumptions. The Company recognizes actuarial losses and (gains) in connection with the annual remeasurement in the fourth quarter, or if specific events trigger a remeasurement. Refer to the Retirement Benefit Plans and Other Postretirement Benefit Plans footnotes within the Company's annual reports on Form 10-K and quarterly reports on Form 10-Q for additional discussion.

⁽²⁾ Impairment, restructuring and reorganization charges (including items recorded in cost of products sold) relate to: (i) plant closures; (ii) the rationalization of certain plants and (iii) severance related to cost reduction initiatives and (iv) impairment of assets. Impairment, restructuring and reorganization charges for 2023 included \$28.3 million related to the impairment of goodwill. Impairment, restructuring and reorganization charges for 2022 included \$29.3 million related to the sale of ADS. The Company re-assesses its operating footprint and cost structure periodically, and makes adjustments as needed that result in restructuring charges. However, management believes these actions are not representative of the Company's core operations.

⁽³⁾ Acquisition-related charges represent deal-related expenses associated with completed and certain unsuccessful transactions, as well as any resulting inventory step-up impact. In addition, the 2021 and 2020 acquisition-related charges include an acquisition-related gain due to the bargain purchase gain related to a 2020 acquisition.

⁽⁴⁾ Represents property loss and related expenses incurred during the periods presented resulting from a fire that occurred during the second quarter of 2024 at one of the Company's plants in Slovakia, as well as insurance recoveries received in 2020 resulting from property loss that occurred during the first quarter of 2019 at one of the Company's warehouses in Knoxville, Tennessee and during the third quarter of 2019 at one of the Company's warehouses in Yantai, China.

⁽⁵⁾ On March 26, 2024, the Company announced that Richard G. Kyle, President and CEO of the Company would be retiring from his position as CEO and that Tarak Mehta would be appointed CEO on September 5, 2024. CEO succession expenses include the acceleration of certain stock compensation awards for Mr. Kyle and other one-time costs associated with the transition.

GAAP Reconciliation: Consolidated EBITDA

Reconciliation of EBITDA and EBITDA, After Adjustments, to GAAP Net Income:

(Unaudited)

The following reconciliation is provided as additional relevant information about the Company's performance deemed useful to investors. Management believes consolidated earnings before interest, taxes, depreciation and amortization (EBITDA) is a non-GAAP measure that is useful to investors as it is representative of the Company's performance and that it is appropriate to compare GAAP net income to consolidated EBITDA. Management also believes that the non-GAAP measure of adjusted EBITDA is useful to investors as it is representative of the Company's core operations and is used in the management of the business, including decisions concerning the allocation of resources and assessment of performance.

(Dollars in millions)	Twelve Months Ended June 30, 2025		Twelve Months Ended December 31, 2024	
Net Income	\$	339.8	\$	375.3
Provision for income taxes		97.9		118.9
Interest expense		114.6		125.1
Interest income		(12.3)		(14.9)
Depreciation and amortization		224.6		221.8
Consolidated EBITDA	\$	764.6	\$	826.2
Adjustments:				
Impairment, restructuring and reorganization charges ⁽¹⁾	\$	16.6	\$	17.8
Corporate pension and other postretirement benefit related income ⁽²⁾		(1.3)		(1.3)
Acquisition-related charges ⁽³⁾		5.3		13.0
Gain on sale of certain assets ⁽⁴⁾		(15.1)		(14.7)
Property losses and related expenses ⁽⁵⁾		1.2		1.2
CEO transition expenses ⁽⁶⁾		14.3		3.7
Tax indemnification and related items		(1.1)		(1.1)
Total Adjustments		19.9		18.6
Adjusted EBITDA	\$	784.5	\$	844.8

⁽¹⁾ Impairment, restructuring and reorganization charges (including items recorded in cost of products sold) relate to: (i) plant closures; (ii) the rationalization of certain plants; (iii) severance related to cost reduction initiatives; and (iv) impairment of assets. The Company re-assesses its operating footprint and cost structure periodically, and makes adjustments as needed that result in restructuring charges. However, management believes these actions are not representative of the Company's core operations.

⁽²⁾ Corporate pension and other postretirement benefit related income represents actuarial gains that resulted from the remeasurement of plan assets and obligations as a result of changes in assumptions or experience. The Company recognizes actuarial gains and losses in connection with the annual remeasurement in the fourth quarter, or if specific events trigger a remeasurement.

⁽³⁾ Acquisition-related charges represent deal-related expenses associated with completed transactions and any resulting inventory step-up impact.

⁽⁴⁾ Represents the net gain resulting from sale of certain assets. Gain on sale of certain assets for the third quarter of 2024 included \$13.8 million gain related to the sale of the Gaffney, South Carolina plant.

⁽⁵⁾ Represents property loss and related expenses incurred during the periods presented resulting from property loss that occurred during the second quarter of 2024 at one of the Company's plants in Slovakia.

⁽⁶⁾ On March 31, 2025, the Company announced that Tarak B. Mehta, President and CEO of the Company would be departing from the Company, effective immediately, and Richard G. Kyle would be serving as interim President and CEO. CEO transition expenses for the twelve months ended June 30, 2025, primarily relate to the cost of the settlement agreement with Mr. Mehta in connection with his departure, net of the impact for stock awards forfeited, and incremental stock compensation expense related to a deferred share award issued to Mr. Kyle. During 2024, the Company announced that Mr. Kyle, President and CEO of the Company would be retiring from his position as CEO as of February 15, 2025, and that Mr. Mehta would be appointed CEO on September 5, 2024. CEO transition expenses for 2024 relate to the acceleration of certain stock compensation awards for Mr. Kyle and other one-time costs associated with the transition in 2024.

GAAP Reconciliation: Net Debt & Free Cash Flow

Reconciliation of Total Debt to Net Debt, the Ratio of Net Debt to Capital, and the Ratio of Net Debt to Adjusted EBITDA:

(Unaudited)

These reconciliations are provided as additional relevant information about the Company's financial position deemed useful to investors. Capital, used for the ratio of net debt to capital, is a non-GAAP measure defined as total debt less cash and cash equivalents plus total shareholders' equity. Management believes Net Debt, the Ratio of Net Debt to Capital, Adjusted EBITDA (see prior page of GAAP reconciliations), and the Ratio of Net Debt to Adjusted EBITDA are important measures of the Company's financial position, due to the amount of cash and cash equivalents on hand. The Company presents net debt to adjusted EBITDA because it believes it is more representative of the Company's financial position as it is reflective of the ability to cover its net debt obligations with results from its core operations.

(Dollars in millions)

	June 30, 2025	December 31, 2024
Short-term debt, including current portion of long-term debt	\$ 58.7	\$ 13.0
Long-term debt	2,139.6	2,049.7
Total Debt	\$ 2,198.3	\$ 2,062.7
Less: Cash and cash equivalents	(419.3)	(373.2)
Net Debt	\$ 1,779.0	\$ 1,689.5
Total Equity	\$ 3,272.8	\$ 2,984.1
Ratio of Net Debt to Capital	35.2 %	36.1 %
Adjusted EBITDA for the Twelve Months Ended	\$ 784.5	\$ 844.8
Ratio of Net Debt to Adjusted EBITDA	2.3	2.0

Reconciliation of Free Cash Flow to GAAP Net Cash Provided by Operating Activities:

(Unaudited)

Management believes that free cash flow is a non-GAAP measure that is useful to investors because it is a meaningful indicator of cash generated from operating activities available for the execution of its business strategy.

(Dollars in millions)

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
Net cash provided by operating activities	\$ 111.3	\$ 124.6	\$ 169.9	\$ 173.9
Less: capital expenditures	(33.1)	(37.3)	(68.3)	(81.4)
Free cash flow	\$ 78.2	\$ 87.3	\$ 101.6	\$ 92.5

GAAP Reconciliation: 2015-2024 Consolidated Free Cash Flow

Reconciliation of Free Cash Flow to GAAP Net Cash Provided by Operating Activities:

(Unaudited)

The following reconciliation is provided as additional relevant information about the Company's 2015-2024 performance is deemed useful to investors. Management believes that free cash flow is a non-GAAP measure that is useful to investors because it is a meaningful indicator of cash generated from operating activities available for the execution of its business strategy.

Reconciliation of Free Cash Flow	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
Net cash provided by operating activities	\$ 475.6	\$ 545.2	\$ 463.8	\$ 387.3	\$ 577.6	\$ 550.1	\$ 332.5	\$ 236.8	\$ 403.9	\$ 380.3
Less: capital expenditures	170.0	187.8	178.4	148.3	121.6	140.6	112.6	104.7	137.5	105.6
Free cash flow	\$ 305.6	\$ 357.4	\$ 285.4	\$ 239.0	\$ 456.0	\$ 409.5	\$ 219.9	\$ 132.1	\$ 266.4	\$ 274.7
GAAP Net Income	\$ 375.3	\$ 408.0	\$ 417.0	\$ 381.5	\$ 292.4	\$ 374.7	\$ 305.5	\$ 202.3	\$ 141.1	\$ 191.4
Free cash flow conversion	81 %	88 %	68 %	63 %	156 %	109 %	72 %	65 %	189 %	144 %