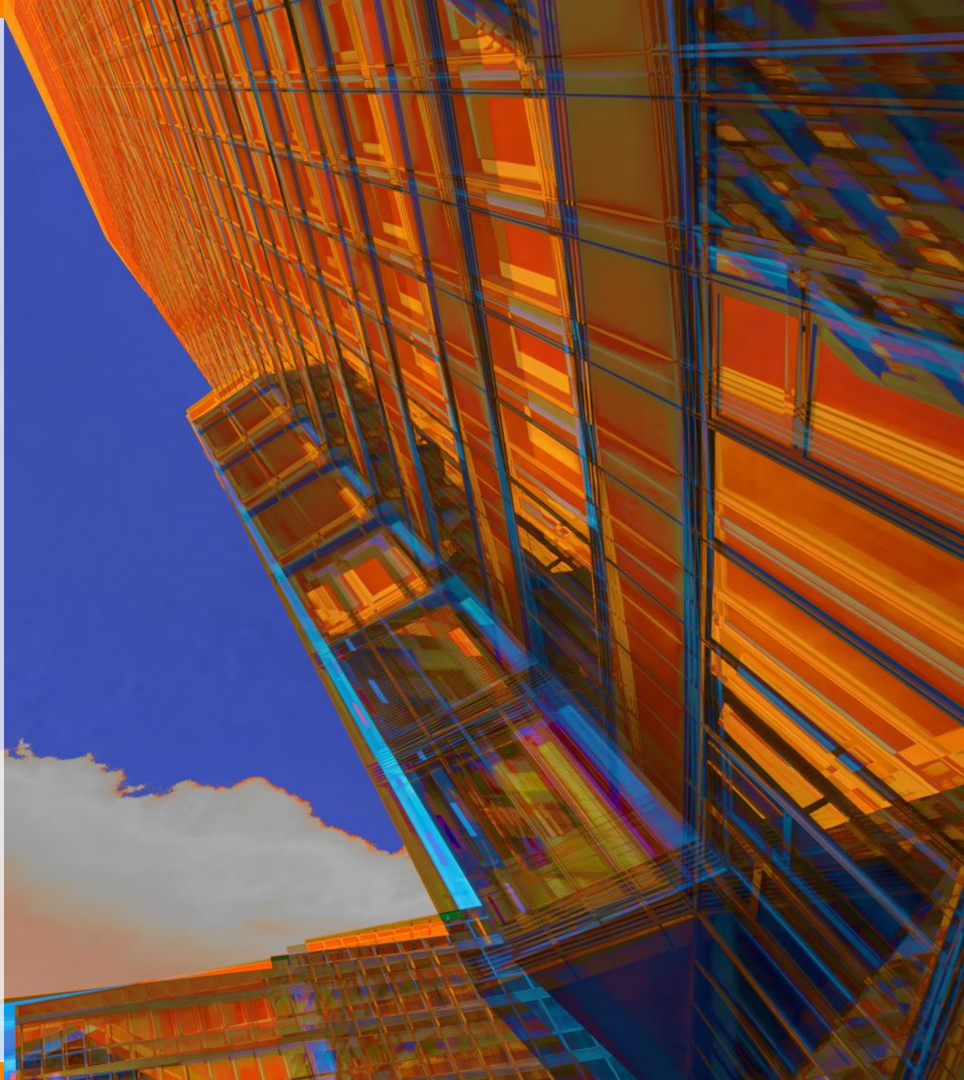
TIMKEN

The Timken Company Investor Day 2026

May 20, 2026



Welcome and Introductions

Neil Frohnapple

Vice President, Investor Relations

TIMKEN

Agenda

Welcome and Introductions — 9:00 AM

Neil Frohnapple
Vice President, Investor Relations

Strategy and Vision — 9:05 AM

Lucian Boldea
President and Chief Executive Officer

Technology Growth Multiplier — 9:30 AM

John Szarka
Senior Vice President and Chief Technology Officer

Break — 9:55 AM

One Timken in Action — 10:10 AM

Tim Graham
Executive Vice President and President of Industrial Motion

Financial Targets — 10:35 AM

Mike Discenza
Executive Vice President and Chief Financial Officer

Closing Remarks and Q&A — 11:00 AM

All Speakers

Networking & Lunch — 11:45 AM

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Our Presenters Today

Lucian Boldea

President and
Chief Executive Officer

Mike Discenza

EVP and
Chief Financial Officer

Tim Graham

EVP and President of
Industrial Motion

John Szarka

SVP and
Chief Technology Officer

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

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, commitments, 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; changes in customer preferences due to emergent technologies, evolving regulatory landscapes or other factors; 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; costs associated with inclement weather events; 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; new technology, such as artificial intelligence, that may impact the way the Company’s products are produced, sold or distributed; 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 and compliance risks; 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, 2025, 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. Reconciliations of those measures to the most directly comparable GAAP financial measures are provided in the appendix to this presentation.

Strategy and Vision

Lucian Boldea

President and Chief Executive Officer

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Today's Key Messages

Strong foundation with a clear vision for the future

Clear transformation roadmap with embedded execution discipline

Short-term levers to deliver growth while transforming

2028 financial targets provide significant shareholder value creation opportunity

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Timken Today: A Motion Technology Leader

More Than 125 Years
of engineering expertise

66% Engineered Bearings[1]
34% Industrial Motion[1]

19K Employees
operating in 45 countries

104 Years
of continuous
quarterly dividends

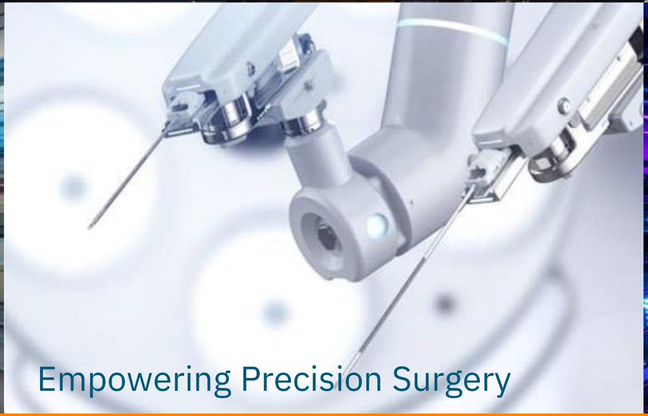
Net Sales	Adj. EBITDA Margin	Adj. EPS
$4.6B	17.4%	$5.33
2025 Net Sales	2025 Adj. EBITDA Margin	2025 Adj. EPS

Free Cash Flow	Free Cash Flow Yield	Net Leverage[2]
$406M	6.4%	2.0x
2025 FCF	3-Year FCF Yield	Net Debt to Adj. EBITDA

1. Percentage of actual sales for 2025
2. As of December 31, 2025

See appendix for reconciliations of adjusted EBITDA margin, adjusted EPS, free cash flow and the ratio of net debt to adjusted EBITDA to their most directly comparable GAAP financial measures.
Free cash flow is defined as net cash provided by operating activities minus capital expenditures. 3-year FCF yield based on stock closing price on final trading day of each respective year.

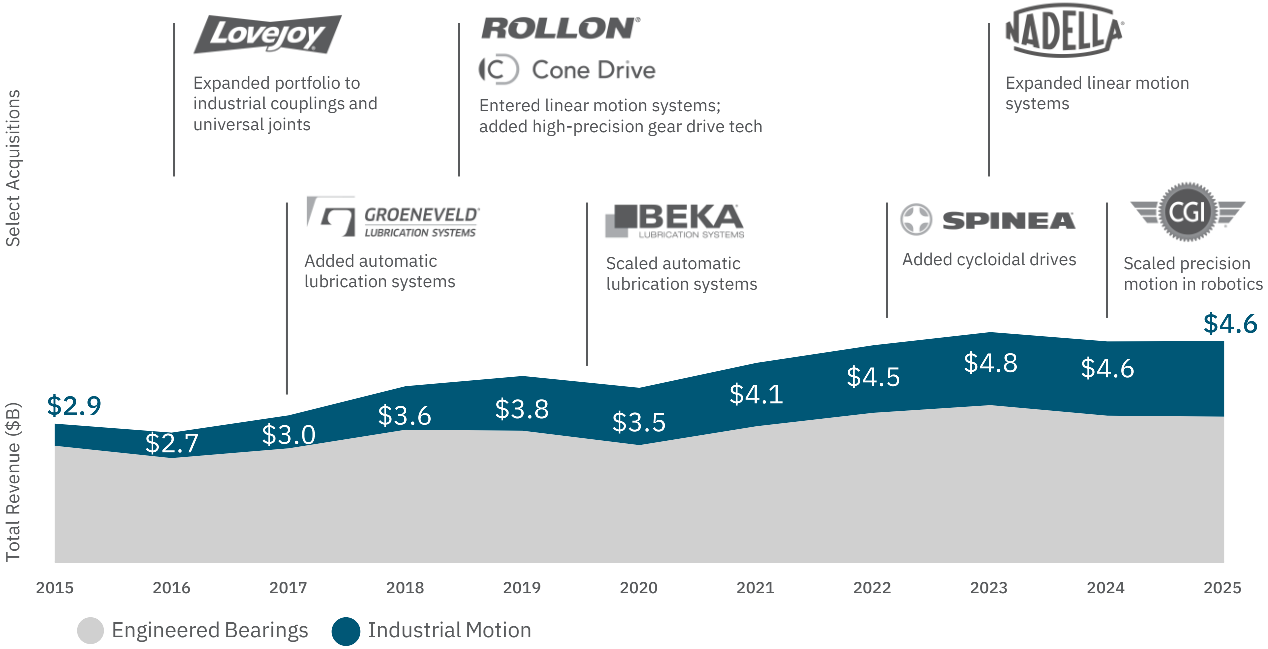
Advancing Technology to Move the World Forward



Mission Critical Systems: Supporting Artemis II

Building a Higher-Performing Motion Leader

Industrial Motion Sales CAGR of 13% Over the Last 10 Years



Our Evolution

Enhanced offerings across precision motion, gearing and linear motion systems

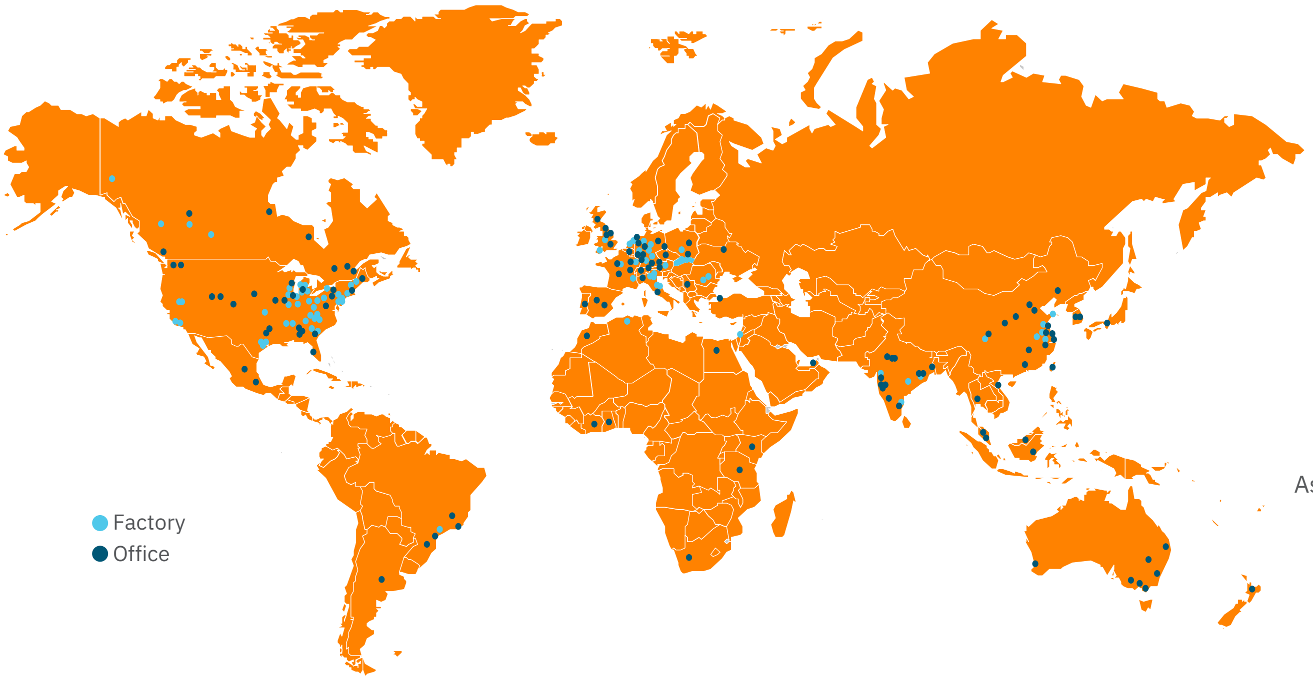
Increased exposure to higher-value, application-specific platforms

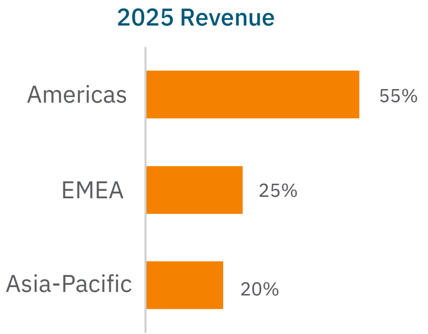
Scaling to build $500M+ platforms in linear motion systems, lubrication systems and drive systems

Certain data contained in the graphic above has been rounded for presentation purposes

TIMKEN

Multinational Footprint and Expanding Market Reach





19K+
Employees

110+
Factory Sites

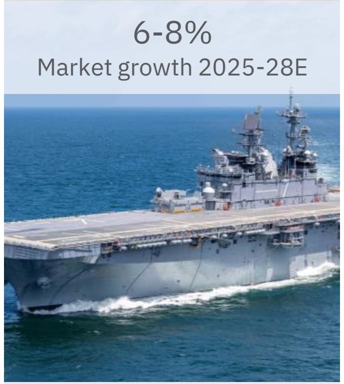
29
Innovation Centers

45
Countries

Attractive End-Market Sector Sales Mix

Aerospace & Defense

6-8%
Market growth 2025-28E



12% of Sales

Power & Electrification

6-8%
Market growth 2025-28E

9% of Sales

Automation & Industrial Solutions

4-6%
Market growth 2025-28E

27% of Sales

Infrastructure

2-3%
Market growth 2025-28E

23% of Sales

Industrial Transportation & Mobility

2-3%
Market growth 2025-28E

16% of Sales

Note: End-market sector sales mix is based on actual sales for 2025. Sales do not add up to 100% as on-highway is not included for presentation purposes. Market growth rates are CAGR % expected from 2025-28.
Source: Boston Consulting Group

TIMKEN

Positioned to Leverage Megatrends

Automation & Robotics

~10% Global industrial automation market CAGR[1]

Labor constraints, smart factory investment, precision manufacturing demands

AI-Driven Power Demand & Electrification

~15% Global data center electricity demand CAGR[2]

AI compute growth, power density, hyperscale infrastructure buildout

Aerospace & Defense Spending

~1.8x Increase in airplane fleets by 2044[3]

Fleet expansion, defense modernization, mission-critical platform demand

Urban Infrastructure Buildout

$15T+ Global infrastructure investment gap by 2040[4]

Emerging market mobility demand, infrastructure modernization

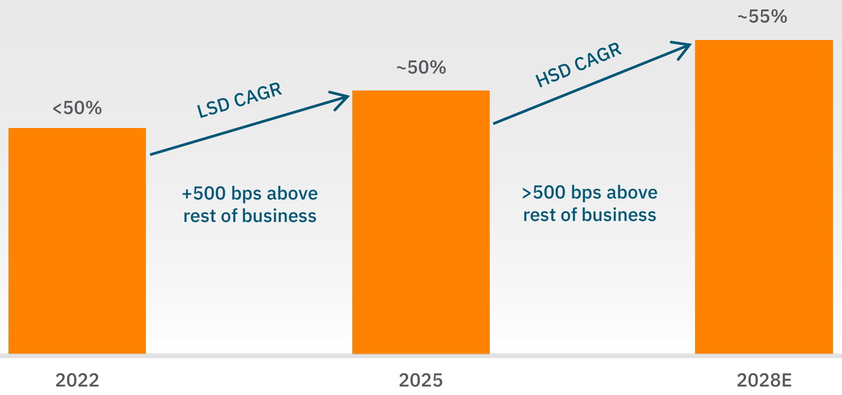
Primarily derived from the following sources and correlated with other relevant industry data: 1. Technavio market research report (2024-2029); 2. IEA Energy and AI report (Apr. 2025); 3. A leading U.S. global aerospace company commercial market outlook (2024-2043); and 4. Global Infrastructure Hub / Oxford Economics (2017); corroborated by premium strategy consulting firm estimate (Sep. 2025) .

Focused on Strategic Verticals to Deliver Strong Growth

End-Market Sectors	Aerospace & Defense	Power & Electrification	Automation & Industrial Solutions	Infrastructure	Industrial Transportation & Mobility
Strategic Verticals	> Commercial Aerospace > Defense & Naval	> Power Generation > Renewable Energy	> Automation & Robotics > Food & Beverage	> Construction > Mining	> Marine > Rail

Strategic Verticals Expected to Grow HSD CAGR[1]

% of Total Company Sales



1. Timken estimated sales CAGR % from 2025-28 for the strategic verticals: Commercial Aerospace, Defense & Naval, Power Generation, Renewable Energy, Automation & Robotics, Food & Beverage, Construction, Mining, Marine, Rail
Denotes Timken sales outgrowth of the Strategic Verticals compared to the rest of the business during these periods / LSD = low-single digit percentage; HSD = high-single digit percentage

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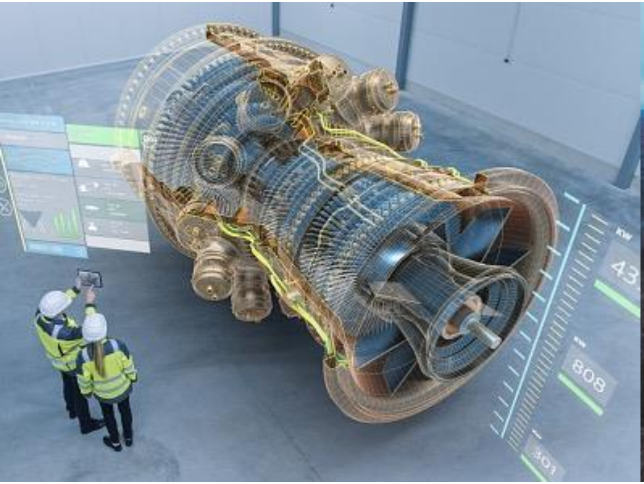
Structural Forces Reshaping Industry Value Pools

Customer Expectations



OEMs outsourcing
engineering complexity to suppliers

Lifecycle Economics

Profit pools increasingly driven by
service and replacement

Competitive Pressure

High-volume bearing segments face
ongoing pricing pressure

To harness these structural shifts in the market environment, we must **continue to evolve …**

From standalone supplier

To ecosystem player driving advantage in design and customer integration

From competing on unit economics

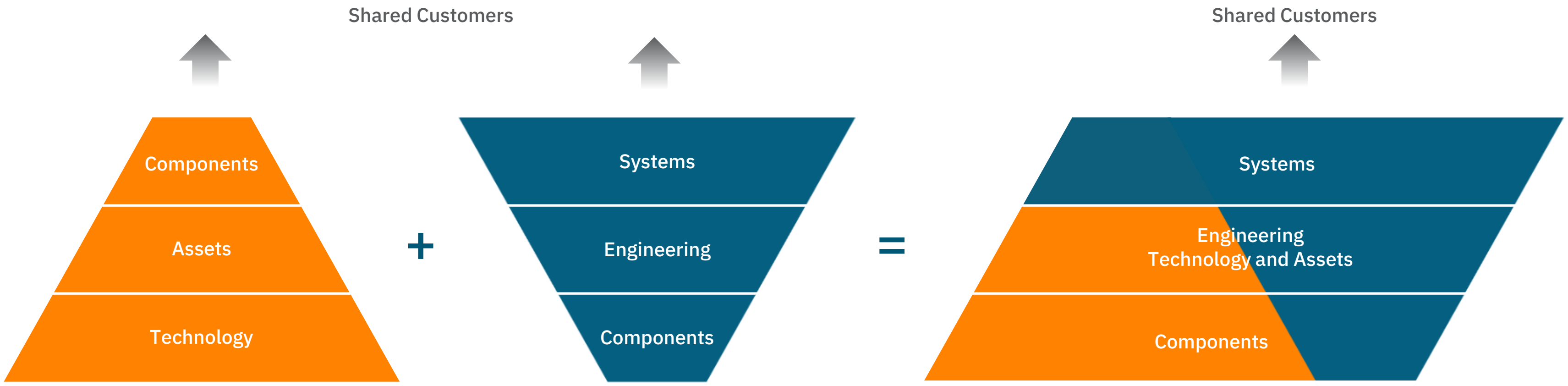
To monetizing delivered value across lifecycle

From product-led offerings

To fully integrated, application-specific engineered solutions

Industrial Motion to Drive Our Evolution into Systems

From Leading with Engineered Bearings (Components) to Leading with Industrial Motion (Systems)



Engineered Bearings	**Industrial Motion**	**One Timken**
Strong and Well-Established Global Foundation	Growing Scale in Systems Engineering	Systems-First Commercial Approach to Unlocking Greater Customer Value

TIMKEN

ELEVATE

to Outperform

3 Strategic Pillars

Deploying Our 80/20 Mindset to Accelerate Profitable Growth and Drive Shareholder Value

PILLAR 1

Optimize the Portfolio

PILLAR 2

Focus Resources to Strategic Verticals

PILLAR 3

Leverage Our Multinational Footprint

Executed Across 3 Time Horizons

3 Time Horizons

HORIZON 3 Scale the Advantage

Institutionalize proactive portfolio management, disciplined M&A integration and enterprise operating rigor

2028+

HORIZON 2 Evolve the Model

Accelerate growth in strategic verticals, expand Industrial Motion platforms and increase customer share of wallet

2027+

HORIZON 1 Transform the Core

Reduce complexity and exit non-strategic underperforming businesses, refocus vertical resources and integrate Timken Operating System

2026+

Transform the Core

2026+

PILLAR 1
Optimize the Portfolio

Exit non-strategic product or business lines with structurally lower margins

Reduce complexity through 80/20 actions

Streamline manufacturing and supply chain

150-200 bps Adj. EBITDA Margin
increase expected from divestment/exits

PILLAR 2
Focus Resources to Strategic Verticals

Target >80% of incremental capital and resources to strategic verticals[1]

Accelerate technology-led growth by focusing R&D on strategic verticals[1]

Execute disciplined M&A deploying capital to strategic verticals[1]

Target >70%
of seller capacity allocated to growth

PILLAR 3
Leverage Our Multinational Footprint

Operate as One Timken to best serve customers

Aggressive regional expansion by leveraging existing infrastructure

Deploy Timken Operating System globally

4
existing platforms scaled to new regions

1. Including Commercial Aerospace, Defense & Naval, Power Generation, Renewable Energy, Automation & Robotics, Food & Beverage, Construction, Mining, Marine and Rail

Evolve the Model

2027+

PILLAR 1
Optimize the Portfolio

Continue to execute 80/20 discipline to drive faster growth and higher margins

Consider acquisitions that are complementary to existing portfolio in strategic verticals

Financial results benefiting
from 80/20 portfolio optimization

PILLAR 2
Focus Resources to Strategic Verticals

Realign investment to higher-growth verticals and regions

Fully deploy key account strategies and execution

Structurally raising
the organic growth algorithm to above GDP

PILLAR 3
Leverage Our Multinational Footprint

Scale regional platforms into new markets

Create the ecosystem needed to deploy systems-engineering value proposition

Maximize
regional translation opportunity of acquisitions

Scale the Advantage

2028+

PILLAR 1
Optimize the Portfolio

Add new revenue streams and business models

Consider acquisitions that create new high-growth vertical positions

Top quartile margin
target versus peer group[1]

PILLAR 2
Focus Resources to Strategic Verticals

Scale solution engineering in verticals suited to system integration

Fully deploy One Timken key account focus on vertical solutions

Top quartile revenue growth
target versus peer group[1]

PILLAR 3
Leverage Our Multinational Footprint

Institutionalize process to regionalize and scale new acquisitions rapidly

Develop and implement multinational key account growth strategy

Key systems
scaled across target regions

1. See page 44 of the Company's 2026 Proxy Statement for a list of the 18 companies in the Company's Peer Group

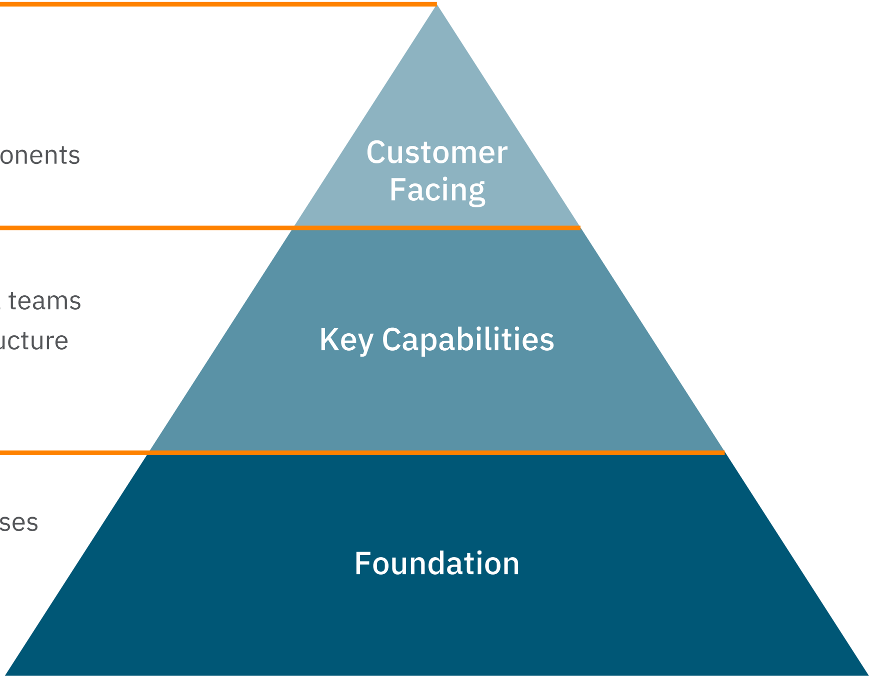
Disciplined Execution Framework

Strong Fundamentals

- Technical sales model
- Deep technical relationships
- Customized & differentiated components

- Brand equity & experienced global teams
- Engineering capabilities & infrastructure
- Manufacturing & purchasing scale

- Global business systems & processes
- Encoded technical knowledge
- Strong lean mindset (TMOS)



Disciplined Execution Framework

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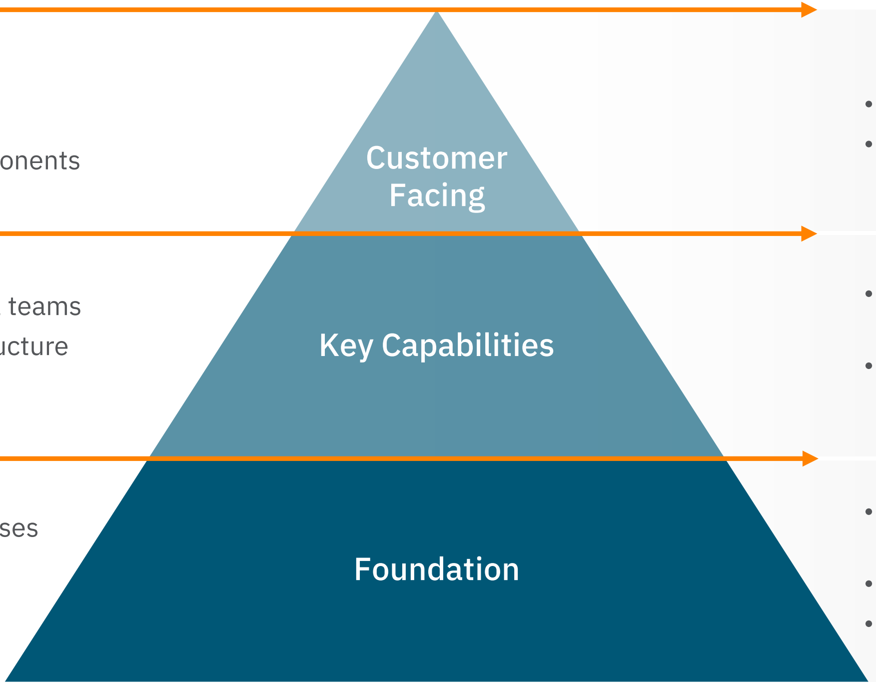

Enhanced Execution

- One commercial team
- Components → systems

- CTO to drive tech integration & innovation
- Focused marketing to accelerate growth

- TMOS → Timken OS across business
- Disciplined operating model
- 80/20 mindset

Financial Targets Summary

2028 Targets

Total Sales in 2028	Adj. EBITDA Margin in 2028	Adj. EPS in 2028	Free Cash Flow cumulative
$5.0-5.2B	21-23%	~$8.50	~$1.3B
Mid-Single Digit	**+~500 bps[1]**	**>55% growth**	**+$200M**
Organic growth CAGR	vs. 2025A of 17.4%	vs. 2025A of $5.33	vs. 2023-2025 total: ~$1.1B

1. At midpoint

See appendix for reconciliations of 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.

Defining the Next Chapter for Timken

Our Vision

Trusted partner in advanced motion technology, powering performance across the application lifecycle

Technology Growth Multiplier

John Szarka

SVP and Chief Technology Officer

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The Foundation

A Century of Advancing Motion Technology Innovation

~<$5B SAM

Foundational Tech
Pre-1990

Tribology, precision manufacturing and metallurgy foundation

- Tapered roller bearings

~$20-25B SAM

Tech Advancement
1990 – 2010

Power density, bearing system and application analysis

- Precision bearings
- Mounted bearings
- Industrial bearings

~$40B SAM

Motion Leadership
2010 – 2017

Mechanical power transmission, gear drive systems, lubrication delivery

- Couplings and chains
- Power systems
- Automated lubrication systems

>$75B SAM

Precision Motion Platform Build-out
2017 – Present

Enabled scalable, high-spec, integrated solutions across priority verticals

- Linear motion systems
- Precision drive systems
- Plain bearings

Advancing the tech of the future through **integrated, intelligent motion platforms**

Served Addressable Market (SAM) is based on Company estimates and third-party market studies of our SAM over the periods presented

The Foundation

How We Operate

Engineer
where it matters

We focus our innovation on mission-critical applications where performance and reliability are paramount

~60% of revenue from mission-critical applications

Innovate
with the customer

We develop solutions in close partnership with customers, embedding ourselves early and deeply in their lifecycle

>95% of top 100 OEM accounts engaged pre-specification

Execute
at multinational scale

We support customers wherever they operate, driving innovation through multinational tech centers and engineering talent

~2,000 engineers across the company

The Future

Scaling Our Technology Model for Growth

Engineer
where it matters

We focus our innovation on mission-critical applications where performance and reliability are paramount

Scale integrated systems aligned to strategic verticals

Innovate
with the customer

We develop solutions in close partnership with customers, embedding ourselves early and deeply in their lifecycle

Centralized technology resource allocation, shared knowledge and infrastructure

Execute
at multinational scale

We support customers wherever they operate, driving innovation through multinational tech centers and engineering talent

Repeatable innovation playbook to scale technology across platforms and regions

Advancing the Next Generation of Motion Technologies

Automation & Robotics Technology

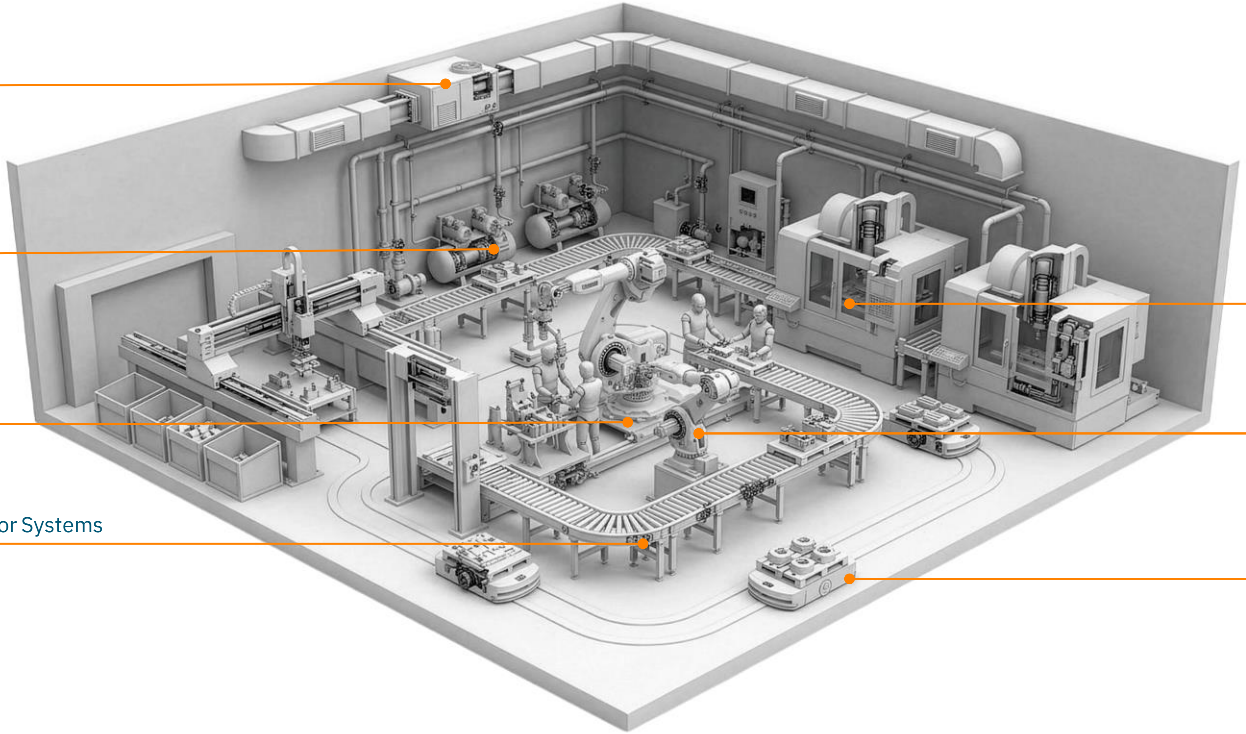
Select Example: Smart Factory Ecosystem

Lubrication
for HVAC Systems

Plain & Roller Bearings
for Compressors

Linear Systems
for Automated Multi-axis Movement

Mounted Bearings
for Automated Conveyor Systems



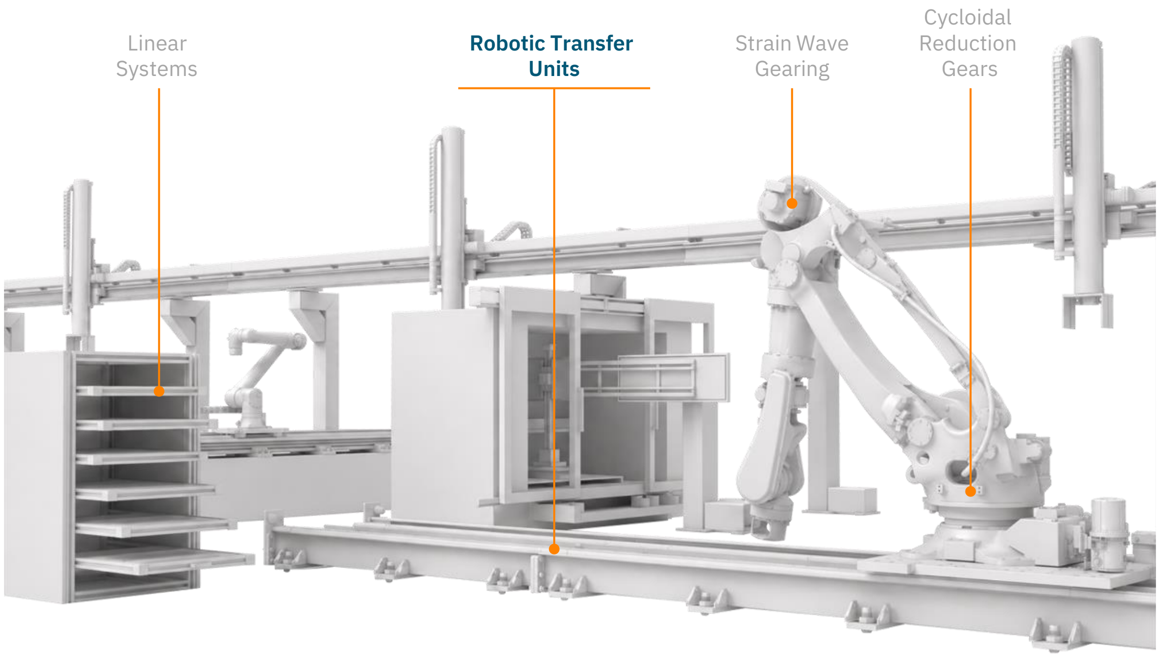
Linear Systems
for CNC Machines

Strain Wave & Cycloidal Drives
for Robotic Arms

Precision Location Sensors
for AGVs

Automation & Robotics Technology

Technology Example: Robotic Transfer Unit



Enables robotic picking in high-mix workflows through modular linear systems, reducing lead times (~10–16+ weeks to ~4 weeks)

Minimizes backlash for faster, repeatable cycle times

Extends service life from system reconfiguration while reducing total cost of ownership

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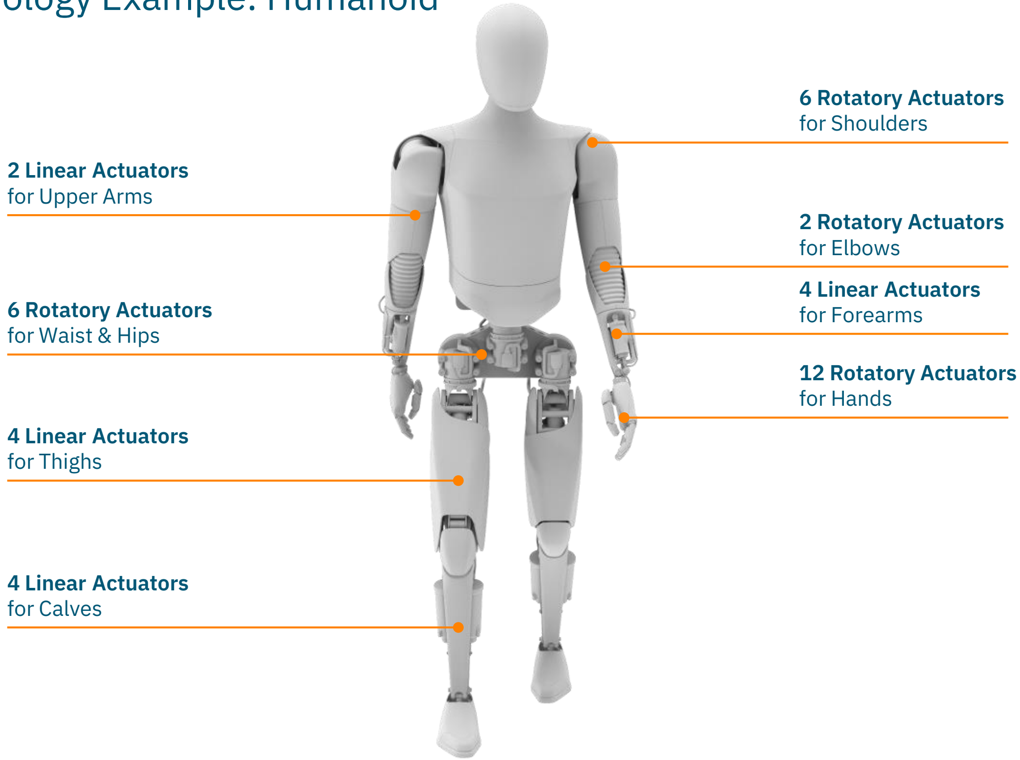
Automation & Robotics Technology

Technology Example: Humanoid



Premium offering of technology and solutions across bearings, encoders, precision drives and linear systems

Current offering allows value-added participation across an estimated 25% to 30% of bill of materials

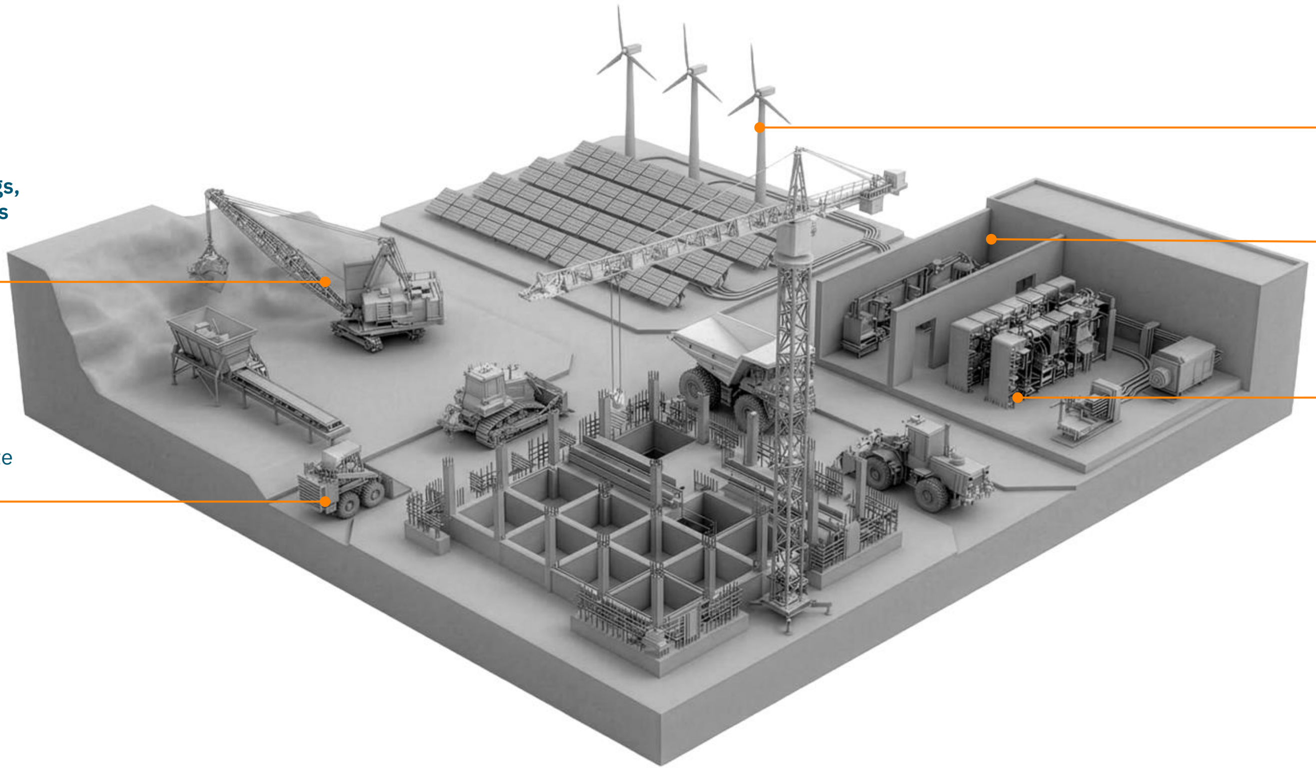
Cross-functional team actively working on designs and prototypes with several U.S. companies

Large U.S. manufacturing footprint and capabilities to quickly scale

Note: Actuator is any combination of motor, reducer, bearings, encoders and force sensor
Source: Frost & Sullivan; Company estimates

AI-Driven Power Demand & Electrification Technology

Select Example: Data Center Ecosystem



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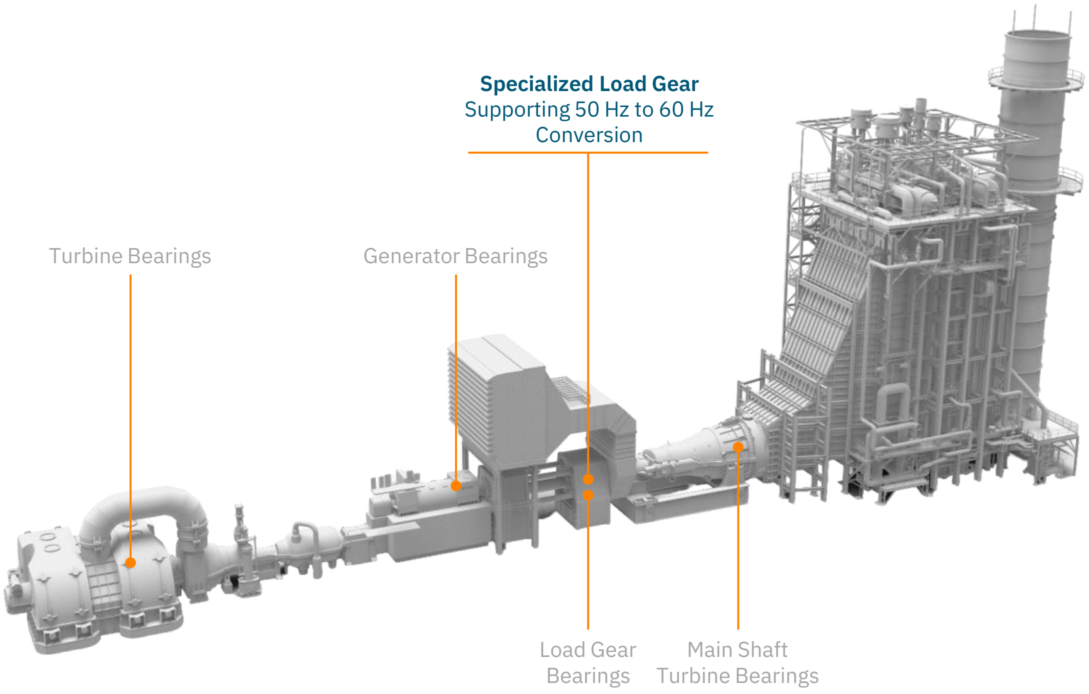
AI-Driven Power Demand & Electrification Technology

Technology Example: Cogeneration Power Plant



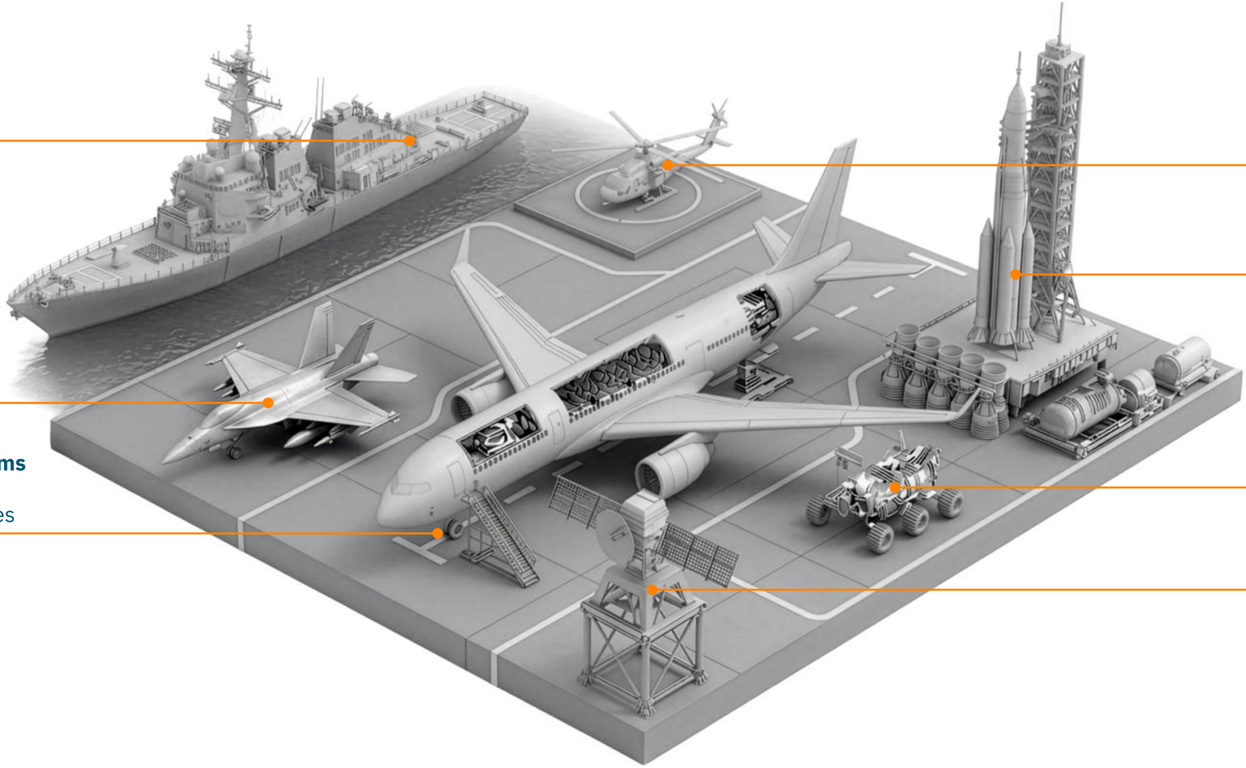
Enables conversion of gas turbines (e.g., 50Hz to 60Hz) through speed increaser/load gear redesign

Unlocks stranded turbine assets for data center power with shorter lead times

Accelerates time-to-power while avoiding greenfield capital costs

Aerospace & Defense Technology

Select Example: Aerospace & Defense Ecosystem



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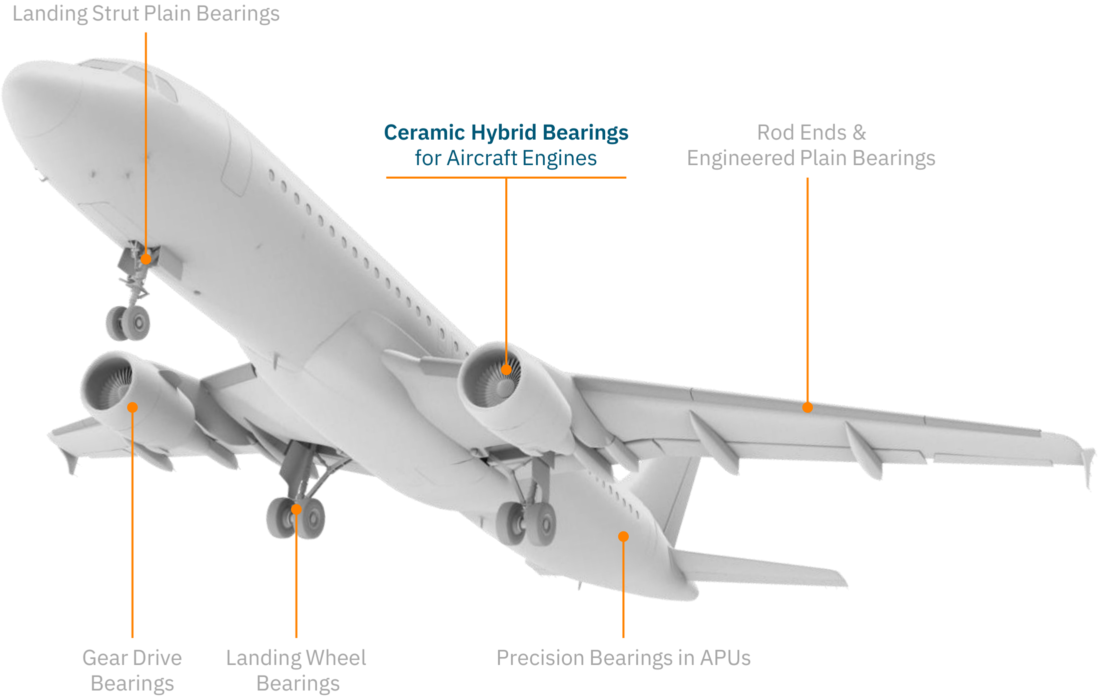
Aerospace & Defense Technology

Technology Example: Aircraft



Reduced aircraft weight through ceramic hybrid bearings (up to 58% lighter rolling elements, 50% stiffer) vs. steel

Improves fuel efficiency and payload capacity without redesigning core platforms

Delivers high-precision, mission-critical performance

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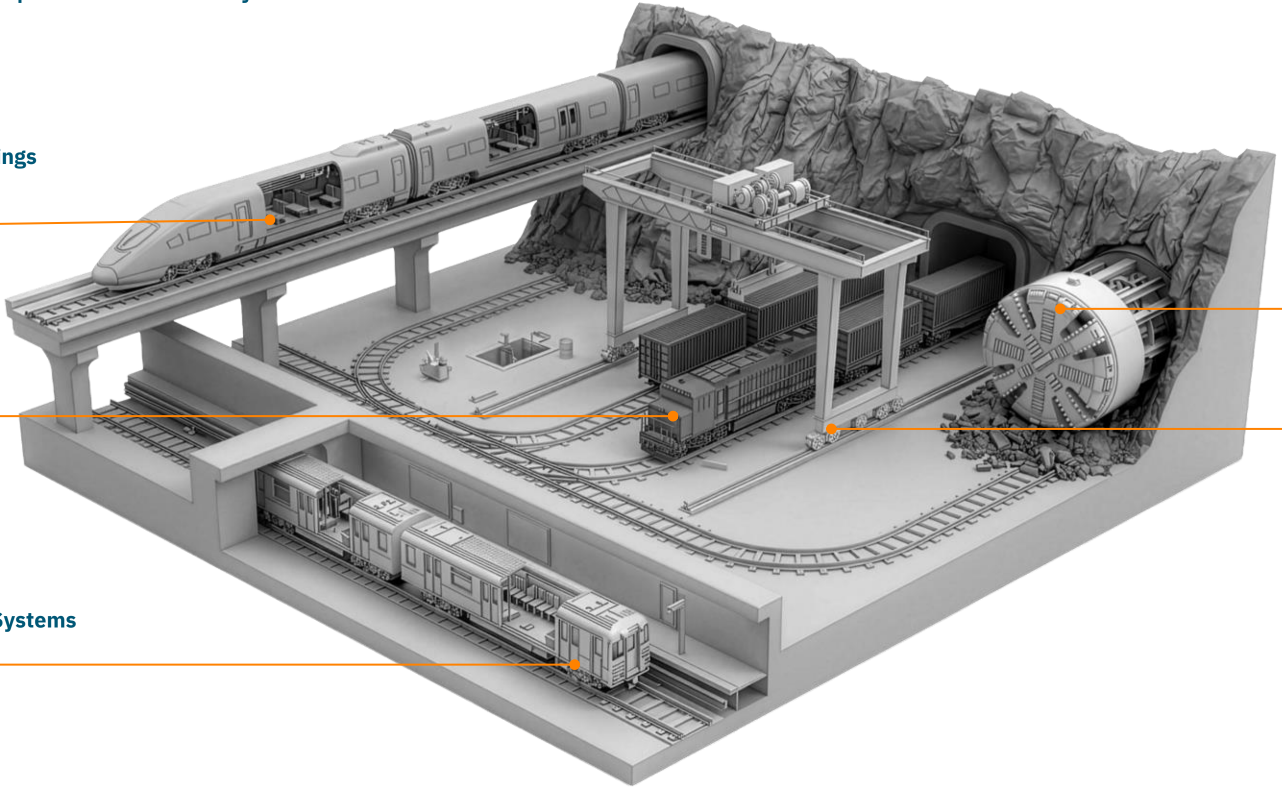
Urban Infrastructure Buildout Technology

Select Example: Rail Ecosystem

Linear Systems, Lubrication & Bearings
for High-Speed Passenger Trains

Bearings & Lubrication
for Freight Trains

Bearings & Linear Systems
for Subway Trains

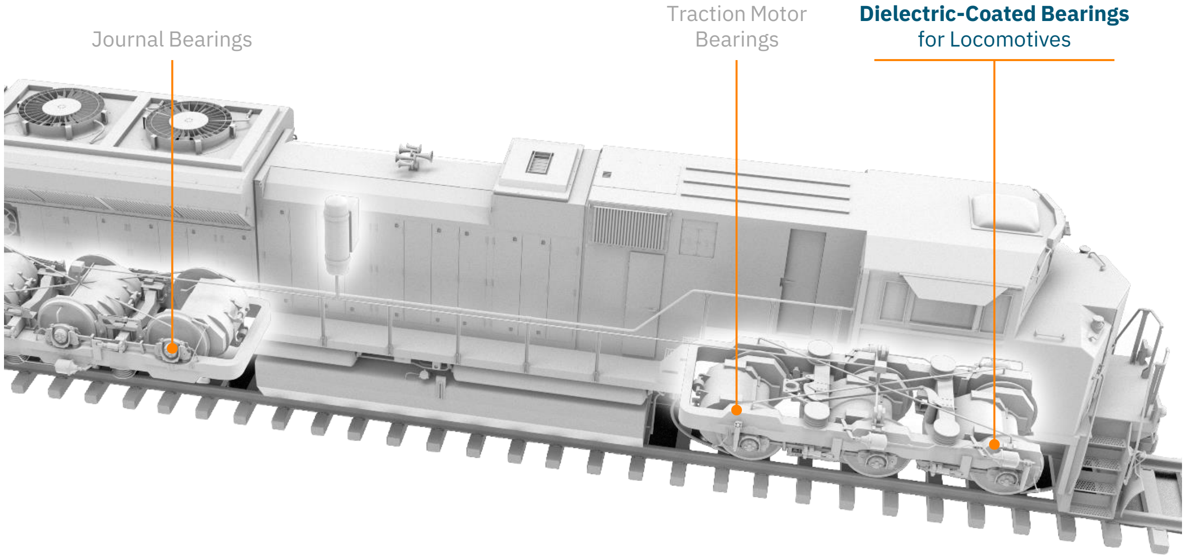


Cutter Bearings, Couplings & Lubrication
for Tunnel Boring Equipment

Bearings, Couplings & Lubrication
for Freight Yard Equipment

Urban Infrastructure Buildout Technology

Technology Example: Locomotives



Dielectric-coated bearings insulate stray current, preventing electrical arcing and premature bearing failure

Delivers ~2x service life in high-load traction motor applications

Reduces unplanned maintenance and lowers lifecycle cost across large locomotive fleets

Technology as an Enabler

PILLAR 1

Optimize the Portfolio

Technology focuses **where we win**

Apply an 80/20 lens to innovation — prioritizing high-value platforms and eliminating complexity

PILLAR 2

Focus Resources to Strategic Verticals

Technology fuels **priority markets**

Redirect R&D investment to strategic verticals with scalable growth opportunity

PILLAR 3

Leverage Our Multinational Footprint

Technology scales **across One Timken**

Deploy shared platforms globally and integrate acquisitions through a repeatable innovation model

Break

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One Timken in Action

Tim Graham

EVP and President of Industrial Motion

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Two Strong Businesses Operating as One Timken

Industrial Motion

34% of sales

Expands system solutions and customer offer

Leverages shared regional sales and resources

Captures incremental growth in key verticals

Engineered Bearings

66% of sales

Offers strong customer and distributor access

Provides global footprint and regional infrastructure

Generates cash flow to accelerate growth

One integrated ecosystem
expanding share of wallet, scale and growth globally

Segment sales shown as a % of total company sales for 2025

Leading Provider of Customized Solutions

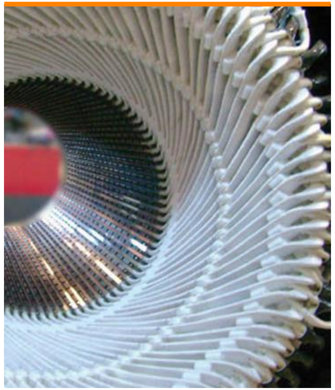
Linear Motion Systems

#1
Customized
Linear Systems

Lubrication Systems

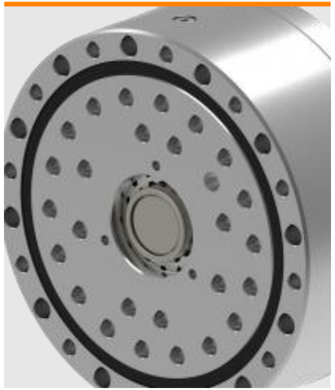
Top 2
Global
Automated Systems

Power Systems



Top 2
Marine Defense Gear Drives
North America

Precision Drives Systems



Top 2
Strain Wave Drives
North America

Power Transmission Solutions

#1
Breadth of Product Lines
North America

Based on Company estimates

Industrial Motion: Early Wins and Select Priorities

PILLAR 1

Optimize the Portfolio

Belts divestiture expected to structurally increase Industrial Motion segment margins

Reallocate commercial focus towards top 50% of customers and partners

+200 bps Adj. EBITDA Margin
increase expected from Belts divestiture

PILLAR 2

Focus Resources to Strategic Verticals

Target >80% of incremental capital and resources to strategic verticals[1]

Execute disciplined M&A deploying capital to strategic verticals[1]

Acquisition of Bijur Delimon
accelerates growth in strategic verticals

PILLAR 3

Leverage Our Multinational Footprint

One commercial team applying an 80/20 mindset and vertical marketing to increase customer share of wallet

Leveraging existing regional resources and network to rapidly scale acquisitions to new regions

+10% Revenue CAGR
targeted from aggressive regional expansion[2]

1. Including Commercial Aerospace, Defense & Naval, Power Generation, Renewable Energy, Automation & Robotics, Food & Beverage, Construction, Mining , Marine and Rail
2. Timken targeted CAGR over the next 3 years across select platforms and regions

2026 M&A Actions Aligned with 80/20

Acquisition

BIJUR DELIMON INTERNATIONAL

$60M+

2026E revenue

Strong Strategic Fit

- Timken is a natural owner
- Accelerates growth in strategic verticals
- Accretive to Industrial Motion segment margins[1]
- Scales automated lubrication systems platform to ~$400M in revenue

Divestiture

TIMKEN BELTS

~$100M

2025 revenue

Divestment of Belts business

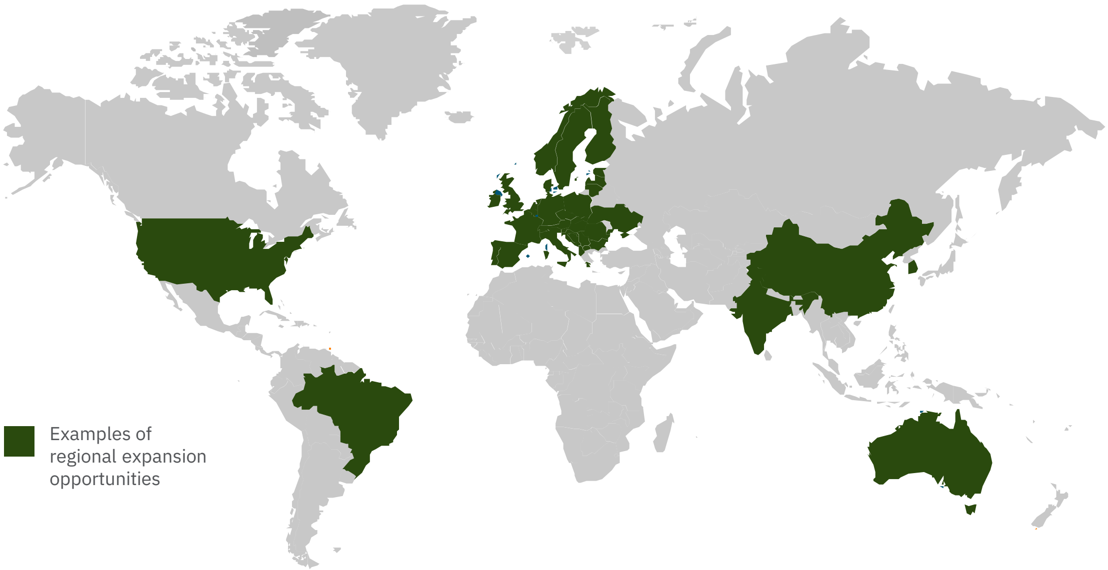
- Consistent with 80/20 mindset to structurally improve margins
- Redeploying resources to strategic verticals
- Expected to be accretive to EPS in 2027

Result is a higher-margin, faster-growing Industrial Motion portfolio

1. Post realization of expected synergies

Aggressive Regional Expansion

Leveraging Timken's Strong OEM and Distributor Network



Examples of regional expansion opportunities

Key Platforms	Key Target Regions
Linear Motion Systems	U.S., Brazil, China and India
Lubrication Systems	
Precision Drives	Europe, S. Korea, China and Australia
Power Transmission Solutions	

>10% growth targeted across these key platforms and key regions[1]

1. Timken targeted CAGR over the next 3 years

Two Strong Businesses Operating as One Timken

Industrial Motion

34% of sales

- Expands system solutions and customer offer
- Leverages shared regional sales and resources
- Captures incremental growth in key verticals

Engineered Bearings

66% of sales

- Offers strong customer and distributor access
- Provides global footprint and regional infrastructure
- Generates cash flow to accelerate growth

One integrated ecosystem
expanding share of wallet, scale and growth globally

Segment sales shown as a % of total company sales for 2025

Timken Offers Industry-Leading Bearings Solutions

Industrial Bearings	Mounted Bearings	Plain Bearings	Aerospace and Precision Bearings	Rail Bearings	Wind Bearings
					
Top 2 Globally	**Broadest Industry Range** growing at >10% CAGR	**Top 3** Broadest Industry Capability	**#1** Landing Gear and Strut Bearings	**Top 2** Global Freight	**Top 2** Global Gearbox Bearings

Based on Company estimates

TIMKEN

Engineered Bearings: Early Wins and Select Priorities

PILLAR 1
Optimize the Portfolio

Exiting low-margin business and focusing on higher-margin industrial market sectors

Reduce product complexity with ~25% of SKUs identified for harmonization

+150 bps Adj. EBITDA Margin
increase expected from selective Auto OE action

PILLAR 2
Focus Resources to Strategic Verticals

Target >80% of incremental capital and resources to strategic verticals[1]

Accelerate technology-led growth by focusing R&D on strategic verticals[1]

Target >70%
of seller capacity allocated to growth

PILLAR 3
Leverage Our Multinational Footprint

Operate as One Timken to best serve customers

Enterprise-wide lean manufacturing, footprint optimization, digital supply chain and operations management

36 months
Timken OS deployment should be completed

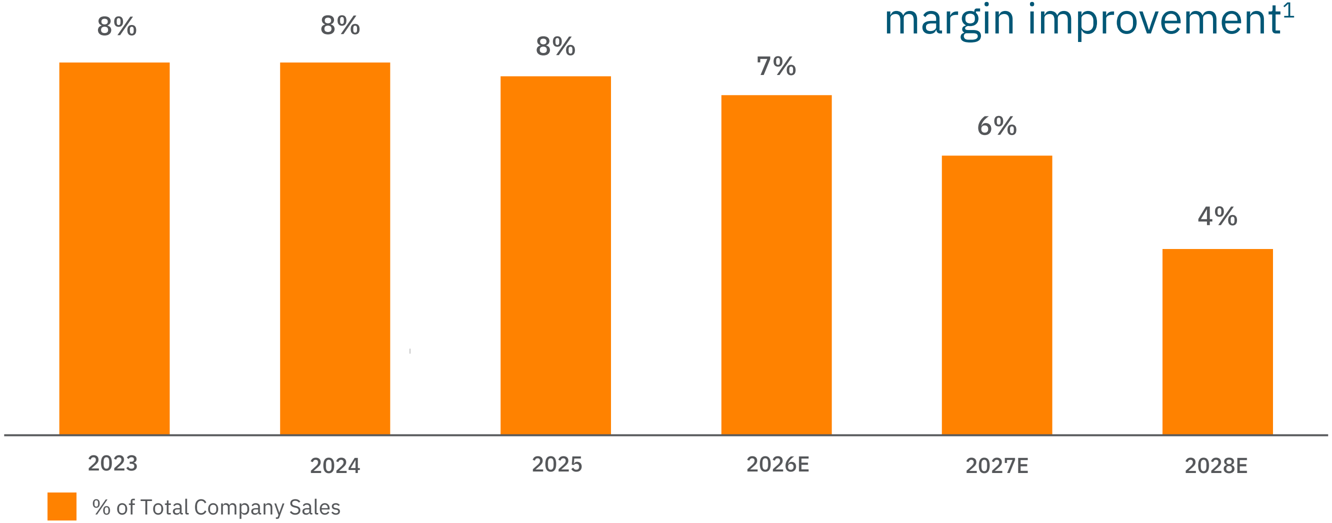
1. Including Commercial Aerospace, Defense & Naval, Power Generation, Renewable Energy, Automation & Robotics, Food & Beverage, Construction, Mining, Marine and Rail

Exit Non-Strategic Business

Automotive OE Revenue Becoming Less of Total Company Sales

+150 bps

margin improvement[1]



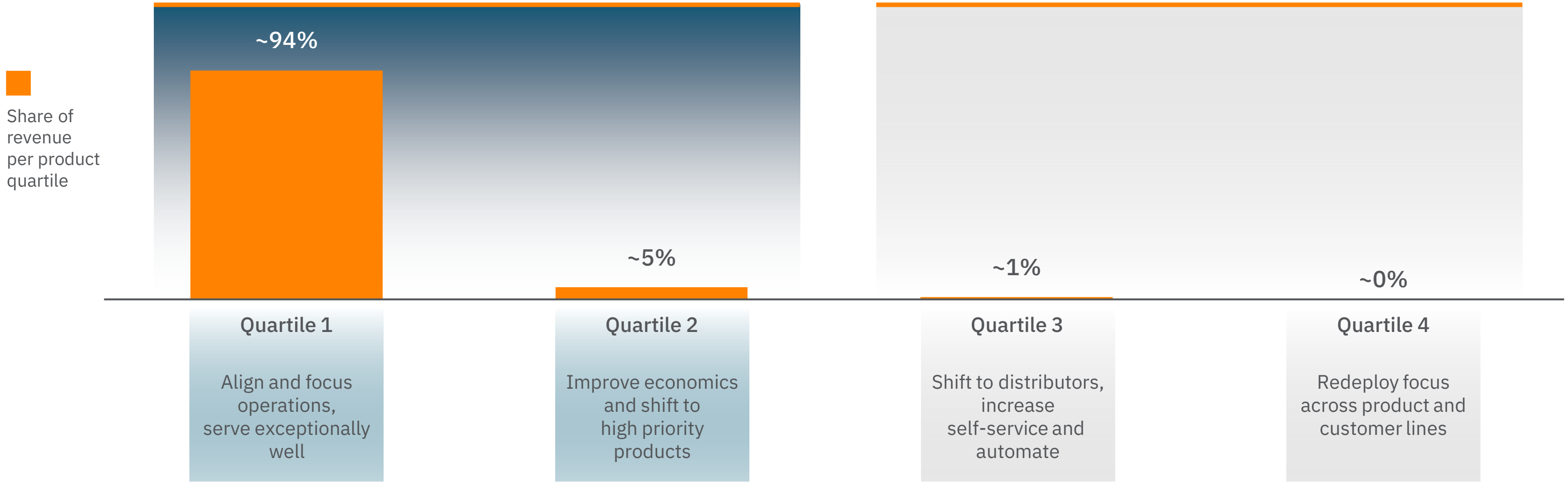
1. Expected adj. EBITDA margin impact to the Engineered Bearings segment on a pro-forma basis in 2028 vs. 2025

Reduce Product Complexity Aligned with 80/20

25% of SKUs Identified for Harmonization

10% of SKUs and 6% of customers drive 80% of sales – serve exceptionally well

50% of SKUs and 50% customers only ~1% of revenue – redeploy resources



One Timken

Integrated Industrial Motion and Engineered Bearings Ecosystem

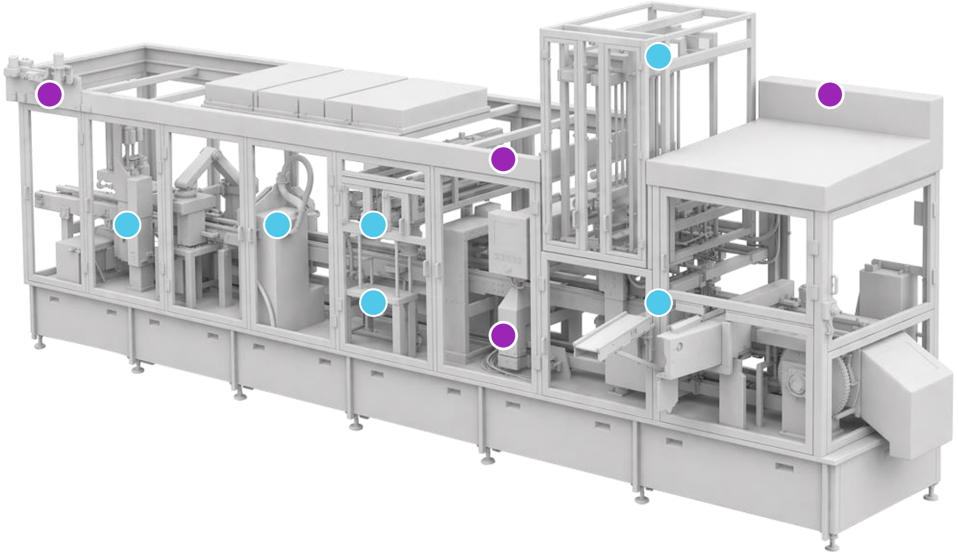
TIMKEN

Serving Customers as One Timken

One Commercial Team Regional presidents and regional allocation of resources	**Channel Strategy** OEM vs. distributor allocation for cost efficiency and aftermarket
80/20 Mindset Shifting resources to focus on most valuable customers and products	**Strategic Vertical Alignment** Dedicated vertical marketing team including new director
Digital Customer Experience Self-service tool for quicker and easier access to application engineering	**Data Integration** Integrated ERP, CRM and master data across businesses

One Timken Accelerates Growth in Strategic Verticals

Customer Example: Food & Beverage



Initial Product Offering

- Stainless Steel Bearings
- Mounted Ball Bearings

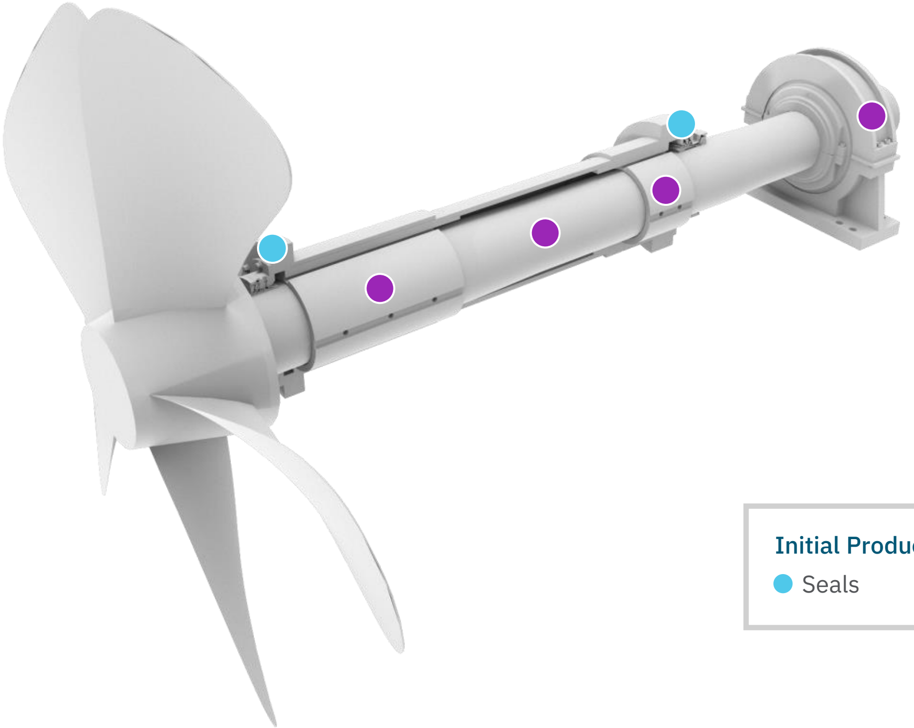
4x lifetime value

Increased Share of Wallet

- Stainless Steel Bearings
- Mounted Ball Bearings
- Stainless Gear Drives
- Servo Drives
- Lubrication Systems
- Linear Motion Systems
- Couplings
- Chain
- \+ Stronger Aftermarket

One Timken Accelerates Growth in Strategic Verticals

Customer Example: Marine



3x lifetime value

Initial Product Offering
- Seals

Increased Share of Wallet
- Seals
- Stern Tubes
- Stern Tube Bearings
- Shaft Support Bearings
- Lubrication Systems
- \+ Stronger Aftermarket

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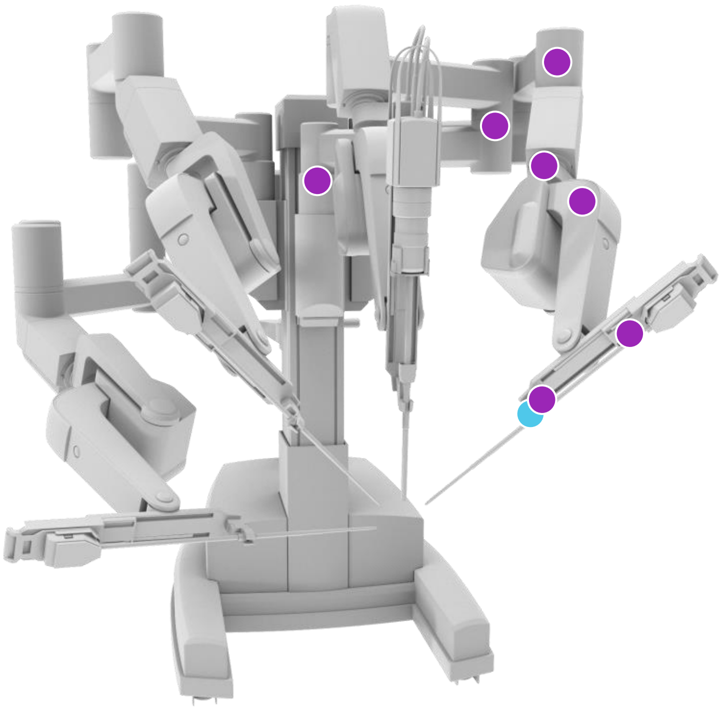
One Timken Accelerates Growth in Strategic Verticals

Customer Example: Automation & Robotics



Initial Product Offering
- Precision Gears

50x lifetime value

Increased Share of Wallet
- Precision Gears
- Servo Gear Drives
- Electrical Mechanical System
- Strain Wave
- Cycloidal Drive
- Thin Section Bearings
- Ball Screws with Encoder
- Precision Linear Guides

Deploy One Timken Operating System

>10-15% Manufacturing Output

Engineered Bearings Manufacturing System

2016+

- Leadership and problem solving
- Stability and standard work
- Daily management discipline

3,000+ employees trained in 35 facilities in 8 countries

>30% Productivity Improvement

Timken Manufacturing System

2023+

- Continuous improvement
- Material flow
- Machine effectiveness
- Methods optimization
- Select Industrial Motion deployment

600+ employees trained in 20 facilities in 7 countries

~500 bps Margin Improvement[1]

One Timken Operating System

2026+

- Portfolio transformation
- 80/20 integration
- Expand Timken OS to commercial functions
- Drive Timken OS across Industrial Motion
- Procurement and supply chain integration

Fully deployed across all businesses, regions and functions by 2028

1. Includes expected margin increase from Elevate to Outperform strategy

Financial Targets

Mike Discenza

EVP and Chief Financial Officer

TIMKEN

Taking Action to Transform the Core

Launched in January 2026

Sharper focus

driving transformation and translating strategy into measurable results

Transformation office

governing execution across revenue, cost and investment initiatives

Strong early traction

with 17 80/20 workstreams launched and organization mobilized

Accelerating Growth and Margin Uplift

Deploying Our 80/20 Mindset to Accelerate Profitable Growth and Drive Shareholder Value

PILLAR 1
Optimize the Portfolio

Higher margins driven by portfolio actions and complexity reduction

PILLAR 2
Focus Resources to Strategic Verticals

Higher structural growth due to focused investment toward higher growth markets

PILLAR 3
Leverage Our Multinational Footprint

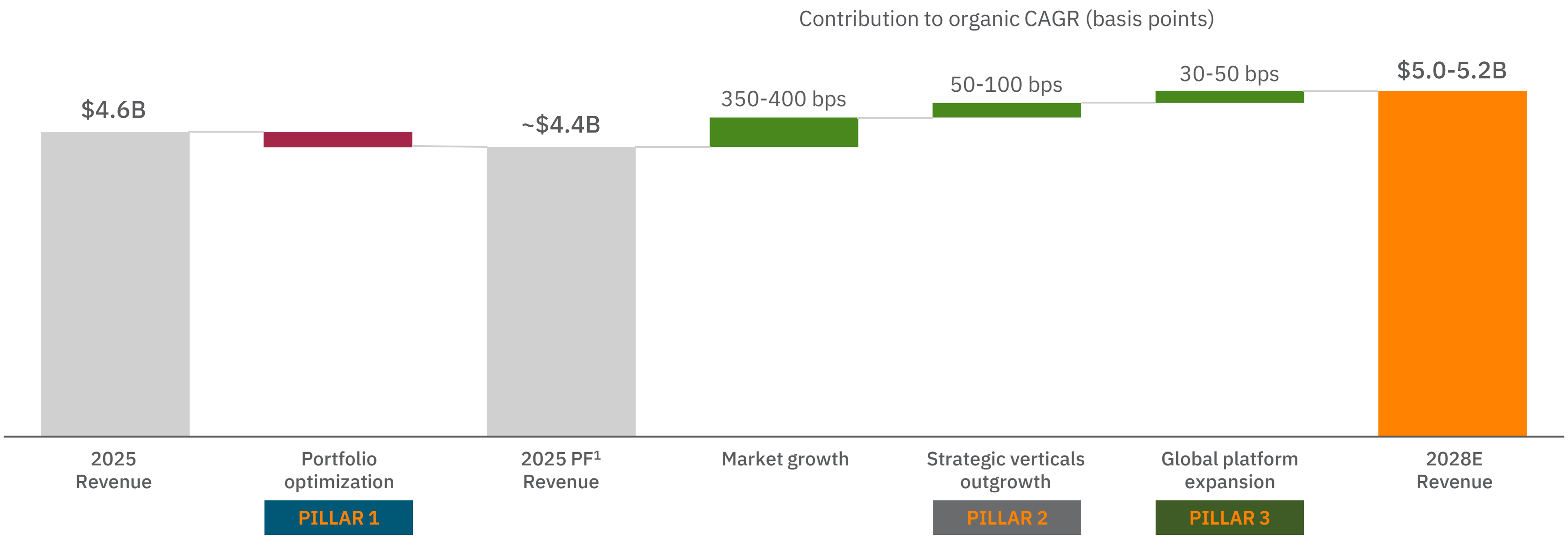
Faster scaling in key markets and improved margin with Timken Operating System

Mid-Single Digit Organic Sales CAGR and +500 bps Adj. EBITDA Margin Increase[1]

1. Organic sales CAGR target through 2028 and adj. EBITDA margin increase at midpoint of 2028 target vs. 2025

Revenue Growth Target

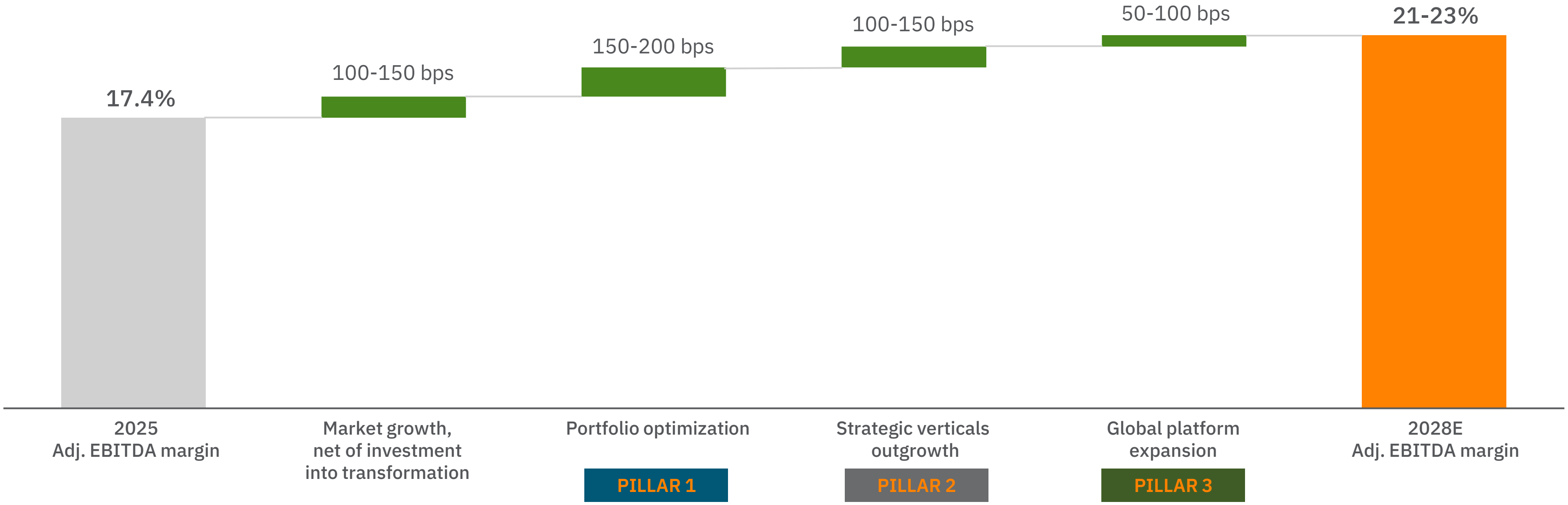
Expecting Mid-Single Digit Organic CAGR (2025-2028E)



1. Adjusted for portfolio exits and recent Bijur Delimon acquisition; revenue target does not include any potential impact from future M&A.

Margin Expansion Opportunity of ~500 bps

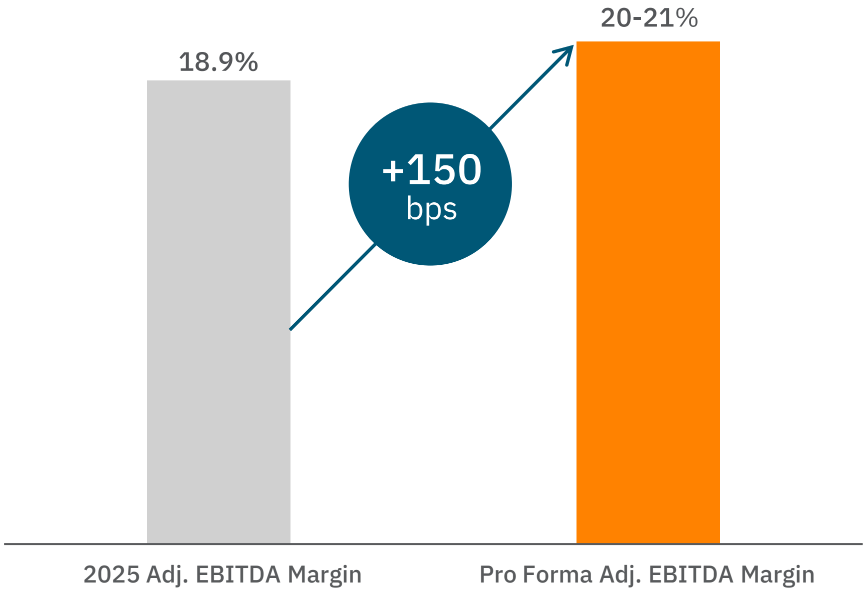
Key Drivers of 2028E Adj. EBITDA Margin Target



See appendix for reconciliation of 2025 total company adjusted EBITDA margin to its most directly comparable GAAP financial measure.

Automotive OE: Actions to Structurally Increase Margins

Expected to Increase Engineered Bearings Segment Margins by ~150 bps[1]



Timeline and Impact

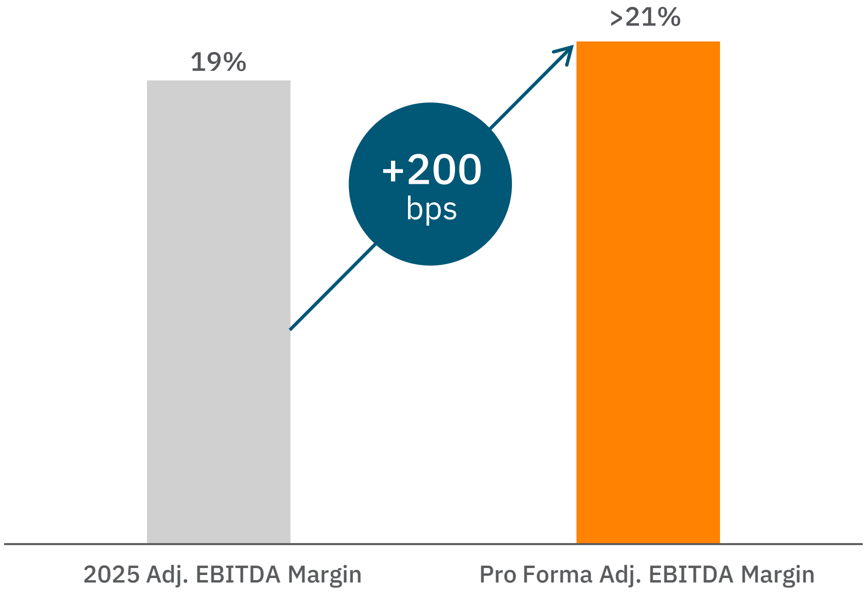
- Exiting ~$150M automotive OE business through 2028 (vs. 2025A)
  - Modest sales impact in 2026; ~$50M in 2027
- Pro forma adj. EBITDA margin illustrates the positive impact of this specific action on segment margins in 2028[1]
- Redeploying resources to strategic growth verticals

1. +150 bps is at the midpoint of the pro forma adj. EBITDA margin range for the Engineered Bearings segment

Note: See slide titled "Expecting Growth and Margin Expansion Across Segments" for total segment 2028E margin and revenue, inclusive of this action.

Belts Exit: Significant Uplift to Industrial Motion Margins

Expected to Increase Industrial Motion Segment Margins by >200 bps[1]



Timeline and Impact

- Divestiture consistent with portfolio 80/20 mindset
- 2025 Belts revenue: ~$100M
- Expected to be accretive to EPS in 2027
- Redeploying resources to strategic growth verticals

1. On a run-rate basis after divestiture

Note: See slide titled "Expecting Growth and Margin Expansion Across Segments" for total segment 2028E margin and revenue, inclusive of this action.

Expecting Growth and Margin Expansion Across Segments

	Total Sales			Margins	
	2025 Sales	2028E Sales	CAGR	2025 Adj. EBITDA Margin	2028E Adj. EBITDA Margin
Engineered Bearings	~$3.0B	~$3.2B	~2%	~19%	21% – 23%
Industrial Motion	~$1.6B	~$1.9B	~7%	~19%	25% – 27%
Total Company[1]	~$4.6B	~$5.0-5.2B	~4%	~17.4%	21% – 23%

1. Total Company Adj. EBITDA margins are after corporate expense; Sales CAGRs include an estimated impact from exits/divestitures.
See appendix for reconciliation of 2025 total company adjusted EBITDA margin to its most directly comparable GAAP financial measure.

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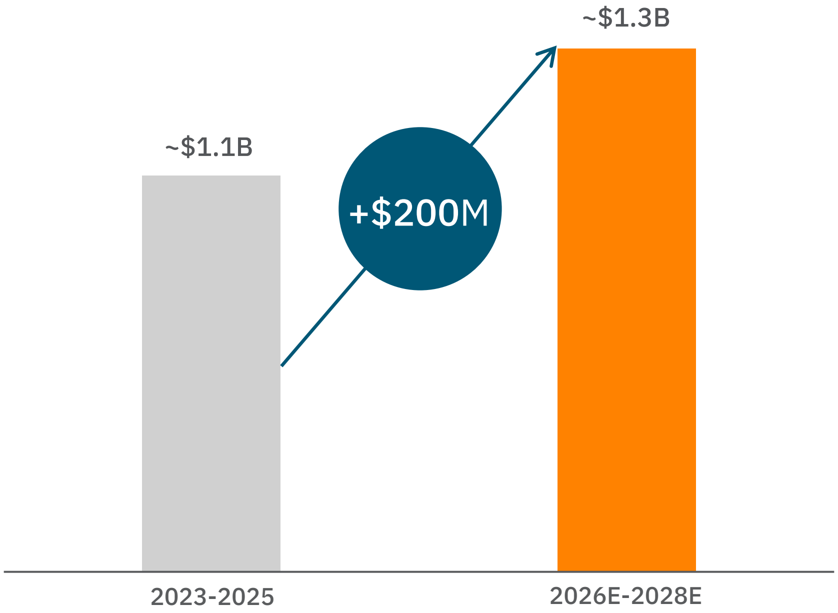
Increasing Free Cash Flow

Expecting ~$1.3B Over a 3-Year Period



2026 – 2028 Targets

- Assumes ~95% FCF to GAAP Net Income
- CapEx: ~3.5% of sales
- Tax rate: ~26.5%
- Positive drivers: Higher margins and 80/20 initiatives

Free cash flow is defined as net cash provided by operating activities minus capital expenditures.
See appendix for reconciliation of free cash flow to its most directly comparable GAAP financial measure.

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Disciplined Capital Deployment Framework

Invest in Core Business

Organic Growth, Margin Improvement, Innovation (R&D)
CapEx Target: 3.5% of Sales

Dividend

Pay Attractive Dividend[1]

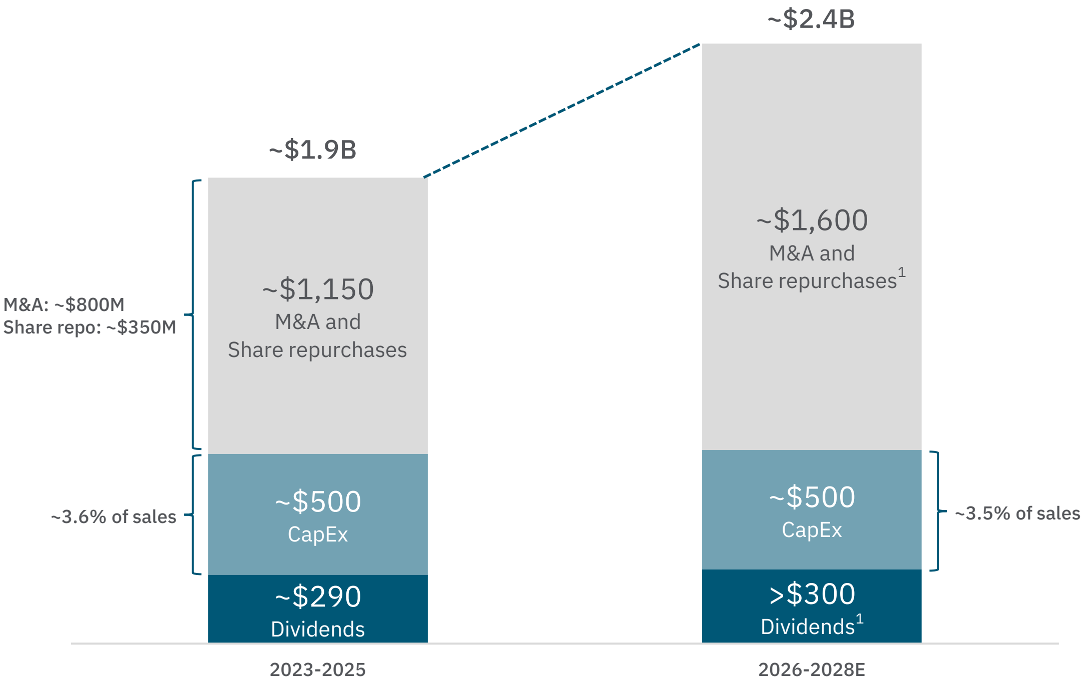
Acquisitions	Share Repurchase
Strategic Fit and Financially Attractive	Important Option of Returning Capital to Shareholders[1]

Leverage Target: 1.5x – 2.5X Net Debt-to-Adj. EBITDA

1. Subject to Board approval

Capital Deployment Optionality

Free Cash Flow and Earnings Growth Allow for Significant Capital Deployment



- Capital deployment optionality to be additive to 3-year financial targets

  Targets do not include incremental M&A and share buybacks beyond offsetting dilution

- 2026–2028E Cumulative FCF: ~$1.3B
- Planning for modest annual dividend/share growth
- Assumes net leverage ratio remains at ~2.0x

1. Subject to Board approval

Note: Capital deployment in 2026–2028 includes available cash from operating cash flow plus capacity from targeted adj. EBITDA expansion

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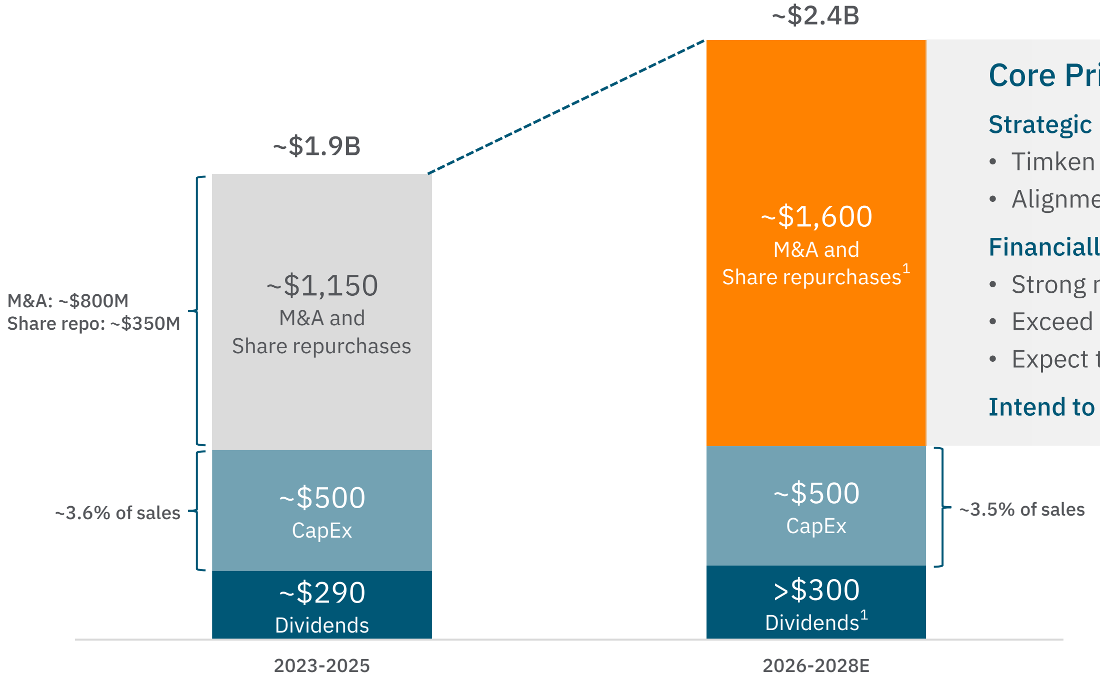
Capital Deployment Optionality

Free Cash Flow and Earnings Growth Allow for Significant Capital Deployment



Core Principles for Future Acquisitions

Strategic Fit

- Timken is a natural owner
- Alignment with the strategic verticals

Financially Attractive

- Strong margins – at or above Timken margins[2]
- Exceed our cost of capital (ROIC > ~9%) in 3-5 years
- Expect to be accretive to adj. EPS in first full year of ownership

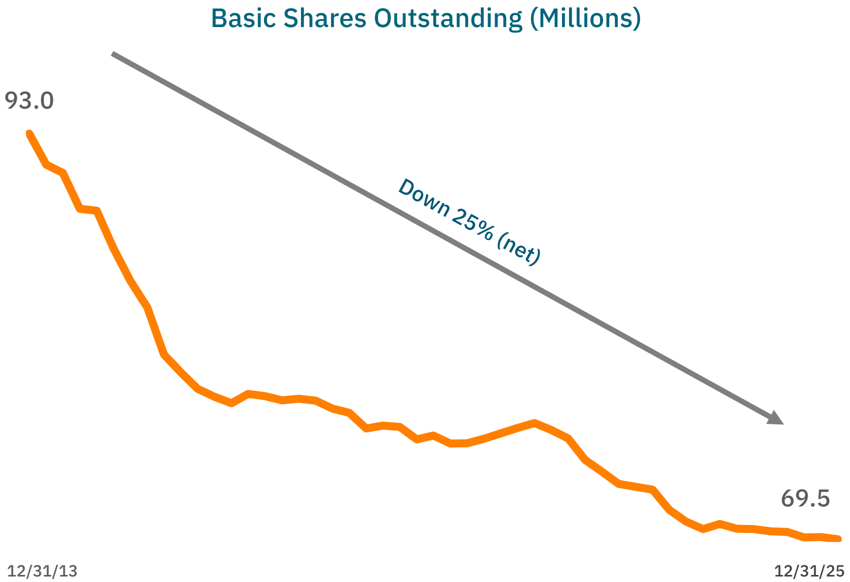
Intend to Maintain Investment-Grade-Rated Balance Sheet

1. Subject to Board approval 2. Post realization of expected synergies

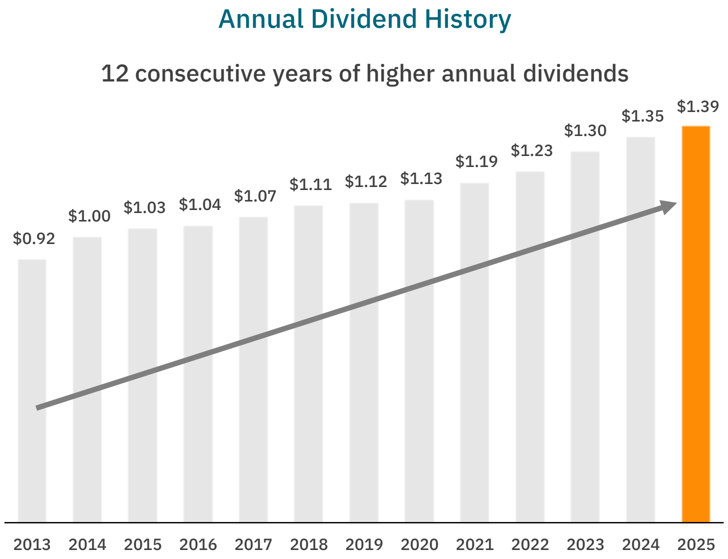
Note: Capital deployment in 2026–2028 includes available cash from operating cash flow plus capacity from targeted adj. EBITDA expansion

Strong History of Returning Capital to Shareholders

Nearly $2B Through Dividends and Share Buybacks Over the Last 10 Years



10M authorized share repurchase until Feb. 2031



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Strong Investment-Grade-Rated Balance Sheet

Capital Structure ($M)

	12/31/25
Cash	$ 364
Total Debt	1,922
Net Debt	$1,558
Adj. EBITDA (TTM)	$ 796
Net Debt/Adj. EBITDA	2.0x

Reaffirming Net Leverage Target Range of 1.5x to 2.5x

See appendix for reconciliations of net debt, adjusted EBITDA and the ratio of net debt to adjusted EBITDA to their most directly comparable GAAP equivalents.

Financial Targets Summary

2028 Targets

Total Sales in 2028	Adj. EBITDA Margin in 2028	Adj. EPS in 2028	Free Cash Flow cumulative
$5.0-5.2B	21-23%	~$8.50	~$1.3B
Mid-Single Digit	**+~500 bps[1]**	**>55% growth**	**+$200M**
Organic growth CAGR	vs. 2025A of 17.4%	vs. 2025A of $5.33	vs. 2023-2025 total: ~$1.1B

1. At midpoint

See appendix for reconciliations of 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.

Closing Remarks

Lucian Boldea

President and Chief Executive Officer

TIMKEN

3 Strategic Pillars

Deploying Our 80/20 Mindset to Accelerate Profitable Growth and Drive Shareholder Value

PILLAR 1

Optimize the Portfolio

PILLAR 2

Focus Resources to Strategic Verticals

PILLAR 3

Leverage Our Multinational Footprint

Why Timken

A Proven Franchise Entering Its Next Value-Creation Chapter

Strong Foundation to Build On

Leadership in mission-critical motion systems

Attractive end-market sector exposure with high aftermarket mix

Strong balance sheet and cash flow generation

Strategic Verticals Aligned with Megatrends

Automation & Robotics

AI-Driven Power Demand and Electrification

Aerospace & Defense Spending

Urban Infrastructure Buildout

Elevate to Outperform

Pillar 1: Optimize the Portfolio

Pillar 2: Focus Resources to Strategic Verticals

Pillar 3: Leverage Our Multinational Footprint

Committed to Financial Targets

2028E

$5.0-5.2B revenue

21–23% adj. EBITDA margin

>55% adj. EPS growth

~$1.3B cumulative free cash flow[1]

1. Over the 3-year period: 2026E-2028E

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

Q&A

Thank you

TIMKEN

Appendix:
GAAP Reconciliations

TIMKEN

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)	**Twelve Months Ended December 31,**	
	2025	**EPS**
Net Income Attributable to The Timken Company	**$ 288.4**	**$ 4.11**
Adjustments: [1]		
Acquisition intangible amortization	**$ 79.1**	
Impairment, restructuring and reorganization charges [2]	**21.8**	
Corporate pension and other postretirement benefit related expense [3]	**10.8**	
Gain on sale of certain assets [4]	**(2.6)**	
CEO transition expenses [5]	**20.8**	
Noncontrolling interest of above adjustments [6]	**4.9**	
Provision for income taxes [7]	**(48.7)**	
Total Adjustments:	**86.1**	**1.22**
Adjusted Net Income Attributable to The Timken Company	**$ 374.5**	**$ 5.33**

[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] Corporate pension and other postretirement benefit related expense represents actuarial losses that resulted from the remeasurement of plan assets and obligations as a result of changes in assumptions or experience. 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.

[4] Represents the net gain resulting from the sale of certain assets.

[5] On August 22, 2025, the Company announced the appointment of Lucian Boldea as President and Chief Executive Officer ("CEO"), effective September 1, 2025, and that Richard G. Kyle would retire from the role of interim President and CEO. 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 Mr. 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, the acceleration of certain stock compensation awards issued to Mr. Kyle, and other one-time costs associated with the transition in 2025.

[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: 2021-2025 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	2025	2024	2023	2022	2021
Net Sales	$ 4,581.8	$ 4,573.0	$ 4,769.0	$ 4,496.7	$ 4,132.9
Net Income	317.3	375.3	408.0	417.0	381.5
Provision for income taxes	98.7	118.9	122.5	133.9	95.1
Interest expense, net	100.0	110.2	101.4	70.8	56.5
Depreciation and amortization	230.1	221.8	201.3	164.0	167.8
Consolidated Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)	$ 746.1	$ 826.2	$ 833.2	$ 785.7	$ 700.9
Adjustments:					
Corporate pension and other postretirement benefit related expense (income) (1)	$ 10.8	$ (1.3)	$ 20.6	$ 2.9	$ 0.3
Impairment, restructuring and reorganization charges (2)	20.7	17.8	59.3	55.1	14.3
Gain on divestitures and sale of certain assets (3)	(2.6)	(14.7)	(5.2)	(2.9)	—
Acquisition related charges (4)	—	13.0	31.8	14.8	2.3
Tax indemnification and related items	—	(1.1)	—	0.3	0.2
Property losses and related expenses (5)	—	1.2	—	—	—
CEO transition expenses (6)	20.8	3.7	—	—	—
Total Adjustments	49.7	18.6	106.5	70.2	17.1
Adjusted EBITDA	$ 795.8	$ 844.8	$ 939.7	$ 855.9	$ 718.0
Adjusted EBITDA Margin (% of net Sales)	17.4 %	18.5 %	19.7 %	19.0 %	17.4 %

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

(4) 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 acquisition-related charges include an acquisition-related gain due to the bargain purchase gain related to a 2020 acquisition.

(5) 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.

(6) On August 22, 2025, the Company announced the appointment of Lucian Boldea as President and CEO, effective September 1, 2025, and that Richard G. Kyle would retire from the role of interim President and CEO. 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 Mr. Kyle would be serving as interim President and CEO. CEO transition expenses for 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, the acceleration of certain stock compensation awards issued to Mr. Kyle, and other one-time costs associated with the transition in 2025. 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 President and 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.

TIMKEN

GAAP Reconciliation: Net Debt

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)

	December 31, 2025	December 31, 2024	December 31, 2023	December 31, 2022	December 31, 2021
Short-term debt, including current portion of long-term debt	**$ 38.9**	$ 13.0	$ 605.6	$ 49.0	$ 53.8
Long-term debt	**1,883.1**	2,049.7	1,790.3	1,914.2	1,411.1
Total Debt	**$ 1,922.0**	$ 2,062.7	$ 2,395.9	$ 1,963.2	$ 1,464.9
Less: Cash and cash equivalents	**(364.4)**	(373.2)	(418.9)	(331.6)	(257.1)
Net Debt	**$ 1,557.6**	$ 1,689.5	$ 1,977.0	$ 1,631.6	$ 1,207.8
Total Equity	**$ 3,345.7**	$ 2,984.1	$ 2,702.4	$ 2,352.9	$ 2,377.7
Ratio of Net Debt to Capital	**31.8 %**	36.1 %	42.2 %	40.9 %	33.7 %
Adjusted EBITDA for the Twelve Months Ended	**$ 795.8**	$ 844.8	$ 939.7	$ 855.9	$ 718.0
Ratio of Net Debt to Adjusted EBITDA	**2.0**	2.0	2.1	1.9	1.7

GAAP Reconciliation: 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 2023-2025 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	2025	2024	2023
Net cash provided by operating activities	$ 554.3	$ 475.7	$ 545.2
Less: capital expenditures	(148.2)	(170.0)	(187.8)
Free cash flow	$ 406.1	$ 305.7	$ 357.4
Weighted average dilutive shares	70,231,706	70,750,482	72,081,884
Free cash flow per share	$ 5.78	$ 4.32	$ 4.96
Closing stock price [1]	$ 84.13	$ 71.37	$ 80.15
Free cash flow yield [2]	6.9 %	6.1 %	6.2 %
Three-year free cash flow yield [3]			6.4 %

[1] Stock closing price based on final trading day of each respective year.
[2] Free cash flow yield represents the free cash flow per dilutive share, divided by the closing stock price.
[3] Percentage represents the average of the three years presented.

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