

March 21, 2023

The Timken Company



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, 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: the company's ability to respond to changes in its end markets that could affect 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 or congestion, 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 risk posed by international trade disputes, tariffs, sanctions, and hostilities; weakness in global or regional general economic conditions and capital markets; the impact of inflation on employee expenses, shipping costs, raw material costs, energy and fuel prices, and other production costs; the company's ability to satisfy its obligations under its debt agreements and renew or refinance borrowings on favorable terms in a rising interest rate environment; fluctuations in currency valuations; 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; fluctuations in customer demand; 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; unplanned plant shutdowns; the effects of government-imposed restrictions, commercial requirements and company goals associated with climate change and emissions or other waste reduction initiatives; unanticipated litigation, claims, investigations or assessments; the Company's ability to maintain appropriate relations with unions and works councils; the company's ability to compete for skilled labor and to attract, retain and develop management and other key employees; negative impacts to the company's operations or financial position as a result of COVID-19 or other epidemics and associated governmental measures; and the company's ability to complete and achieve the benefits of announced plans, programs, initiatives, acquisitions and capital investments. 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, 2022, 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

Founded in 1899; NYSE-listed since 1922

Leader in Engineered Bearings and Industrial Motion

>19K Employees Operating in 46 Countries

100 Years of Continuous Quarterly Dividends

2022 Key Metrics

\$4.5B Revenue **\$856M** Adjusted EBITDA

\$6.46 Adjusted EPS* **19.0%** Adjusted EBITDA Margins

\$285M Free Cash Flow **1.8%** Dividend Yield⁽¹⁾

Flagship Brands



























Sales by Geography⁽²⁾

48% North America

22% Europe, Middle East, Africa

23% Asia Pacific

7% Latin America



Business Segment Sales(2) **Product Offering Sales**(2)



53% Process Industries47% Mobile Industries



69% Engineered Bearings **31%** Industrial Motion

Channel Overview⁽²⁾



60% OEM **40%** Distribution/End Users

⁽²⁾ Percentage of actual sales for 2022.







⁽¹⁾ Total dividend yield as of December 31, 2022.

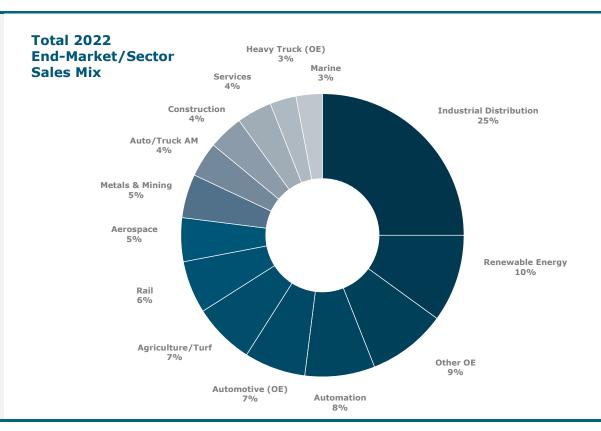
Attractive and Diverse Market Mix

Strong distribution and aftermarket channel position, including services

Complements OE business and provides recurring revenue at higher margins

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

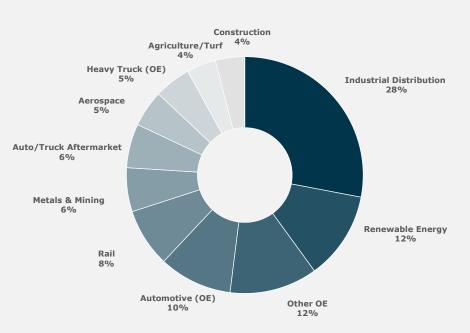
Renewable Energy is the company's single largest OE end market



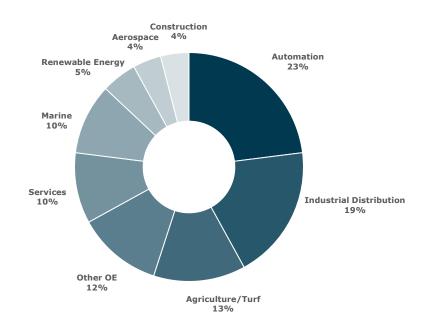


Diverse Market/Sector Mix in both Product Platforms

Engineered Bearings



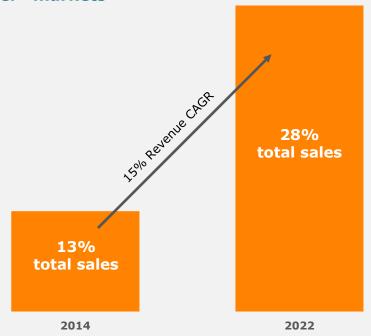
Industrial Motion





Significantly Evolved Market Mix





"Newer" markets include:

Renewable Energy

Automation

Industrial Services

Marine

Food & Beverage

Passenger Rail

Attractive sectors with strong margins, secular growth and/or different cyclicality profiles

Engineered Bearings: Targeting Attractive Industrial Markets



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 Metals Oil & Gas
Mining Power Generation
Cement & Aggregate Rail

Marine

Wood & Paper

Newer Market Opportunities

Historic Timken Markets



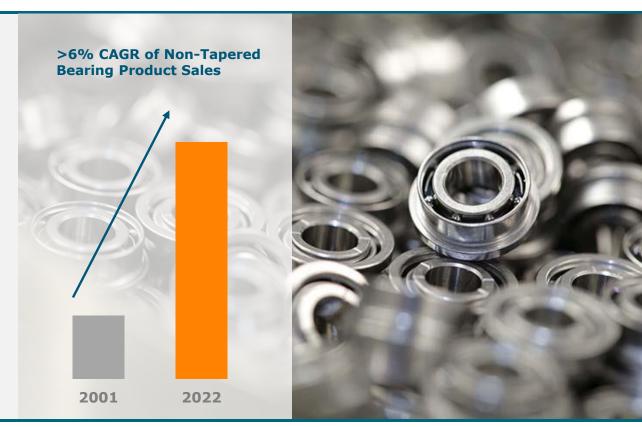
Engineered Bearings: Driving Growth via Product Diversification

Results

Maintaining leadership position in tapered roller bearings

Driving profitable outgrowth in other bearing product lines

- Mounted Bearings
- Precision
- Cylindrical
- Spherical



Industrial Motion: Unlocks New Opportunities

Industrial Motion significantly expands (>2X) 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

Lubrication Systems

Drive Systems

Belts & Chain

Couplings, Clutches & Brakes



Industrial Motion: Accelerating Growth

Over the Past 7 Years

\$1.5B+ in M&A Featuring Strong Brands

















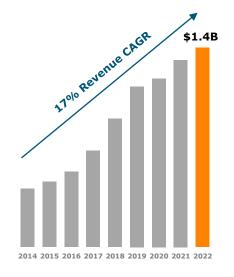




Representing Attractive Product Lines

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

Industrial Motion Sales





Continue to scale with strategic M&A

Drive additional outgrowth

Capitalize on emerging trends

\$2B+ sales in 2026E

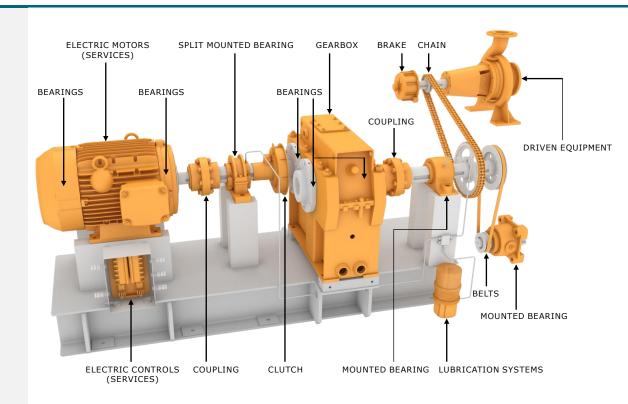
More Fully Serving Customers' Needs

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





Building a Diversified Industrial Leader

Pre-2015
Strengthening the Enterprise

2015-2022
Growing our Industrial Leadership Position

Future
The Next Generation of Timken

Spin-off of Steel

Aerospace and automotive fix

Start of acquisition strategy

Reduced pension exposure

Global expansion

Operational excellence

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

Execution of outgrowth initiatives

Margin expansion

Scaled in attractive markets

Scaling our position as a diversified industrial leader

Further demonstrate power of compounding growth

Top-quartile financial performance

Capitalize on emerging trends and technologies



Proven Strategy to Drive Shareholder Value



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

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

Invest in organic growth and productivity initiatives

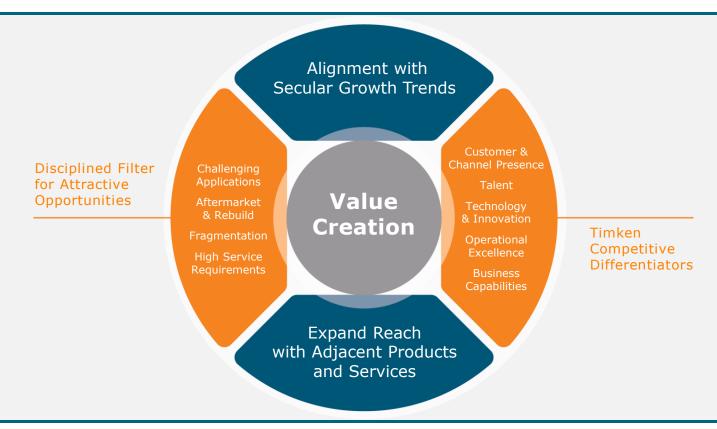
Pay an attractive dividend that grows over time with earnings⁽¹⁾

Broaden portfolio and reach through value-accretive M&A

Return capital through share repurchases⁽¹⁾



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" with industrial motion where integration is meaningful

Deliver the best service in the industry

Global distribution network

Optimized inventory

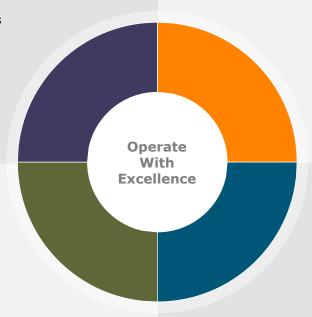
Material and Supply Chain

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

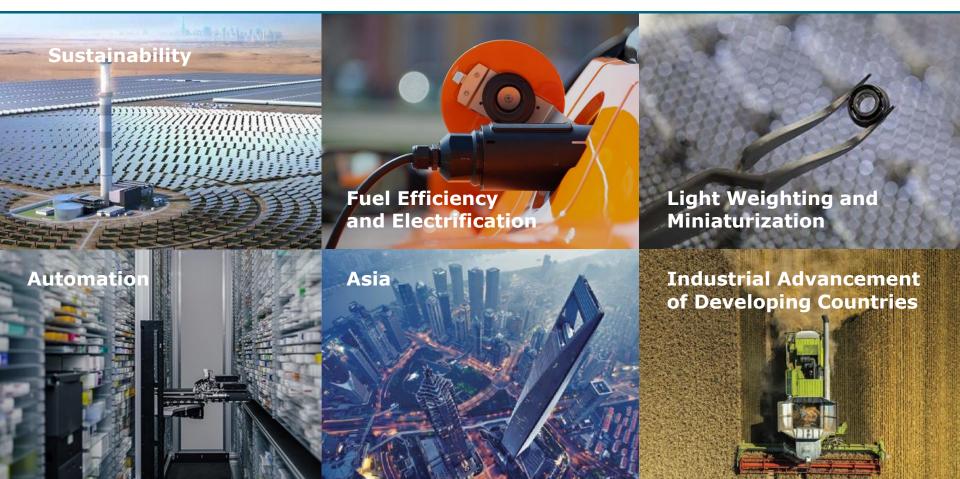
Advanced supply chain analytics

Best-practice global pricing processes

Investing in next-level digital customer experience and supplier connectivity



Timken is Positioned to Capitalize on Emerging Trends



2026e: 12.6MW

A Global Leader in Wind Energy

Strong macros and industry trends support long-term growth

More bearing content per MWh than traditional fossil fuels

More power-dense, customized designs due to growing turbine sizes

Timken's differentiated capabilities have made us a "supplier of choice" and technical partner with major OEMs

Aftermarket opportunities will increase as installed base grows and ages

Opportunities for cross-selling with industrial motion





2026e: 5.8MW

Building a Strong Position in Industrial Automation

Automation is Timken's 2nd largest individual end-market sector, and growing



Industrial Robotics

- Spinea® Cycloidal Reduction Gears
- · Cone Drive® Harmonic Gearing
- Rollon® Robotic Transfer Units
- Timken Sensors/Encoders

Automated Warehouses

- Timken Sensors/Encoders
- Rollon® Telescopic Rails
- Timken® Mounted, Ball and Tapered Roller Bearings
- Timken® Belts and Diamond Chain®

Autonomous Guided Vehicles (AGV)

- Timken Sensors/Encoders
- Rollon® Telescopic Rails
- Timken® Tapered Roller Bearings

Surgical Robotics

- · Cone Drive® Harmonic Gearing
- Rollon® Actuators
- Timken® Precision Ball Bearings

Automatic Lubrication Systems

- Groeneveld® Lubrication Systems
- BEKA® Lubrication Systems



Corporate Social Responsibility (CSR) at Timken







The Timken Company



Consistent, Growing and Strong Performance

Revenue (\$B)



Record revenue four out of five years

Organic outgrowth initiatives adding to top-line performance

Acquisitions also contributing meaningfully to revenue growth

Adj. EBITDA Margin

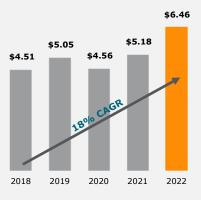


Consistent margin performance through dynamic operating environments

Attractive margin profile; higher and more consistent performance

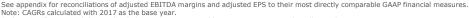
Growth, price/mix, acquisitions and operational excellence delivering next-level results

Adj. EPS*



Record earnings four out of five years; up ~25% YOY in 2022

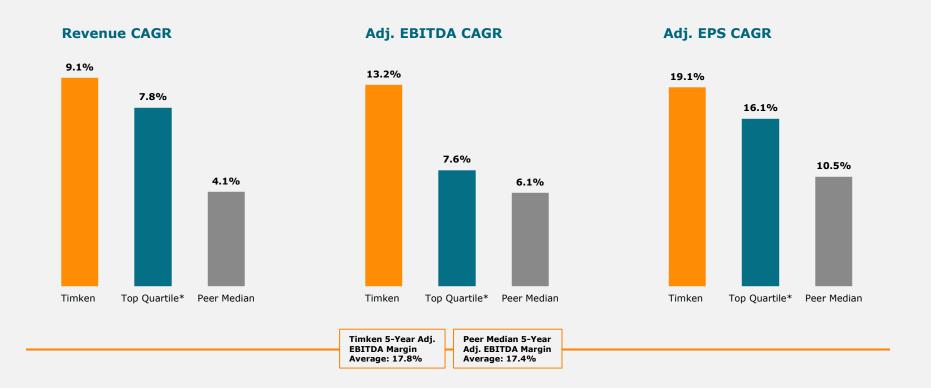
Consistently growing the earnings power and cash generation of the company through varying macro-economic conditions



^{*}Adj. EPS reflects new definition (excludes acquisition intangible amortization expense) in all periods



Timken's Top Quartile Performance vs. Peers — 2017-2021

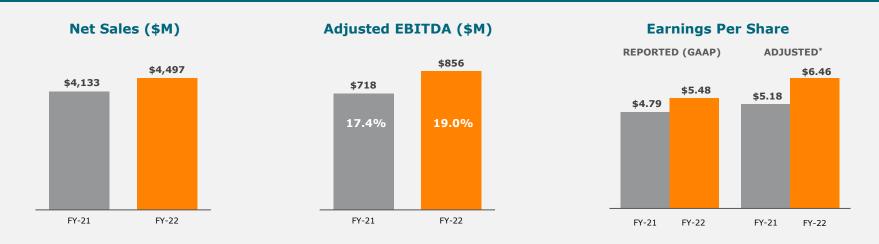


^{*}Threshold for Peer Top Quartile performance; See page 44 of the 2022 Proxy Statement for a list of the 18 companies in the 2022 Peer Group; CAGRs calculated with 2016 as the base year.

Notes: (1) Timken adjusted EBITDA CAGR and adjusted EPS CAGR are calculated based on adjusted EBITDA and EPS as originally reported (including before adoption of mark-to-market accounting for pension/OPEB in 2016 and prior to adjusting for acquisition-related amortization), (2) Carlisle's 2021 adjusted EPS calculation includes acquisition-related amortization of \$1.80/share to make comparable to 2016, (3) Gates' 2016 adjusted EPS calculation utilizes the company's diluted shares outstanding upon completion of the IPO in early 2018, (4) Dover's 2016 adjusted EPS as originally reported and excludes acquisition-related amortization of \$0.84/share, (5) Fortive's 2016 figures as originally reported (pre-Vontier separation and the combination of its A&S platform with Altra), (6) Ingersoil Rand's 2016-2019 figures utilize Gardner Denver's standalone results. See appendix for reconciliations of adjusted EBITDA and adjusted EPS to their most directly comparable GAAP financial measures. Source: company reports.



Full Year 2022 Financial Overview



Sales of \$4.5 billion, up 8.8% from 2021

- Increase driven by growth across most end-market sectors and the impact of higher pricing and acquisitions, partially offset by unfavorable FX translation
- Organically, 2022 sales were up 11.6% versus 2021

Adjusted EBITDA margin of 19.0%, up 160 bps from 2021

Strong EBITDA margin performance, with favorable price/mix and the impact of higher volume more than offsetting higher operating costs

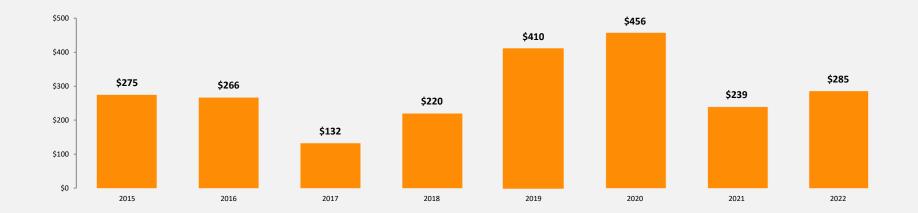
2022 adjusted EPS of \$6.46 (a record year)

- Adjusted EPS up 25% due mainly to positive price/mix, higher volume and a lower share count, partially offset by significantly higher operating costs



Consistent Free Cash Flow Generation Fuels Strategy

Free Cash Flow (\$M)



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

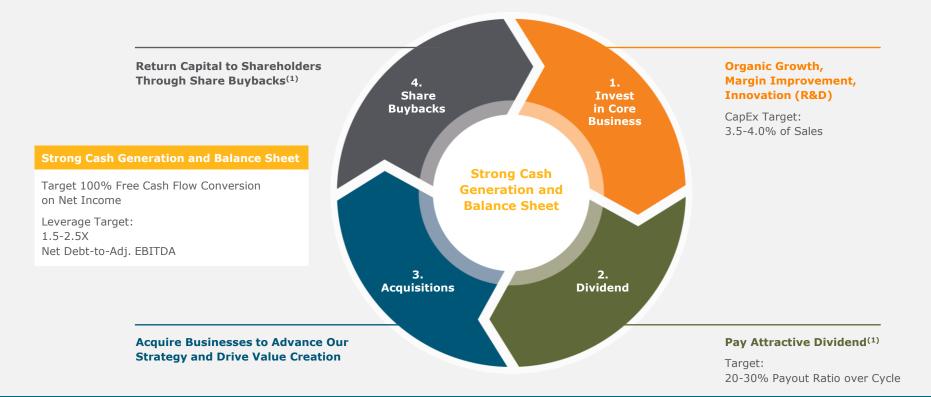
101% Conversion* (2015-2022A)

Expect strong cash flow going forward

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



Disciplined Capital Allocation Framework a Differentiator





Cash Flow, Leverage & Capital Allocation

(\$M)	4Q-21	4Q-22	FY-21	FY-22
Net Cash from Operations	\$102.8	\$241.5	\$387.3	463.8
Capital Expenditures	(44.7)	(55.9)	(148.3)	(178.4)
Free Cash Flow (FCF)	\$58.1	\$185.6	\$239.0	\$285.4

Capital Structure (\$M)

	12/31/21	12/31/22
Cash	\$ 257	\$ 332
Total Debt	<u>1,465</u>	<u>1,963</u>
Net Debt	\$1,208	\$1,632
Adjusted EBITDA (TTM)	\$ 718	\$ 856
Net Debt/Adj. EBITDA	1.7x	1.9x

FY-22 Highlights:

- Increase in FCF driven by higher earnings, which more than offset the impact of higher working capital and CapEx
- Returned a total of \$303M of cash to shareholders in 2022
 - Repurchased 3.25M shares during the year
- Expanded the portfolio with acquisitions of GGB Bearings and Spinea
- Completed important debt financings during the year
- Net debt/adj. EBITDA of 1.9x as of December 31 (TTM)
 - Net leverage target: 1.5-2.5x net debt/adj. EBITDA



Capital Deployment is Focused on Value Creation

Balanced approach to capital deployment focused on driving top quartile returns for shareholders

Allocated a significant amount of capital toward growth over the last five years

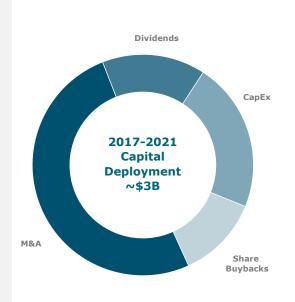
- ~\$1.5B deployed to M&A from 2017-21
- Over \$600M in capital expenditures

Returned nearly \$800M of cash to shareholders through dividends and share buybacks from 2017-21

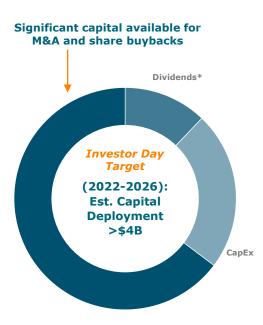
- Over \$400M in dividends
- Over \$350M in share buybacks

Strong balance sheet, cash flow and earnings growth allow for further deployment to create value*

- Significant capital available for M&A and share buybacks after dividends and CapEx over the next five years
- Expecting significant step-up in free cash flow generation over the period compared to ~\$1.5B in 2017-21









Investing in Core Business Remains Top Priority

Investing in core business remains our top priority for capital deployment

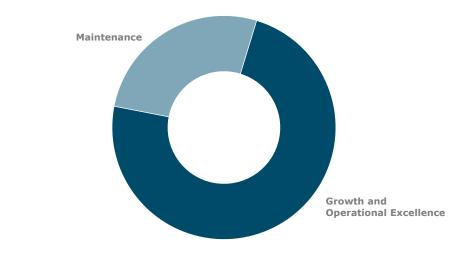
- Supporting organic growth and margin expansion in the core business
- Our best use of capital i.e., usually produces the highest risk-adjusted returns

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/capacityOperational 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 over the cycle
- Attractive yield as compared to peers and other mid-cap industrial benchmarks

Paid 403rd consecutive quarterly dividend in March

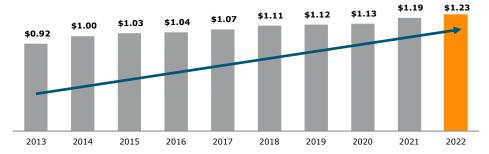
- Dividend of \$0.31/share
- One of the longest active streaks on NYSE

2022 marked the 9th consecutive year of higher annual dividends

Commitment to increasing dividend expected to continue⁽¹⁾

Annual Dividend Payout

9 consecutive years of higher annual dividends



Dividend Yield (as of: 12/31/22)	
The Timken Company	1.8%
Peer Median ⁽²⁾	1.3%
S&P 500	1.8%
S&P Mid-Cap 400 Industrials	1.1%

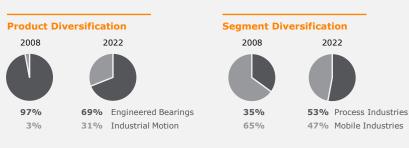


⁽²⁾ Peers represent composite of 18-company group consisting primarily of S&P 400 Mid-Cap Industrials



M&A Strategy: Creating a Diversified Industrial Leader

Past & Present (last 10+ years): Diversified Portfolio and Enhanced Growth Profile



Timken has completed at least one acquisition every year since 2010

- Allocated over \$2 billion of capital to acquire more than 20 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



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



M&A Criteria – Driving Profitable Growth Through Acquisitions ³²

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%) by Year 5

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, 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:

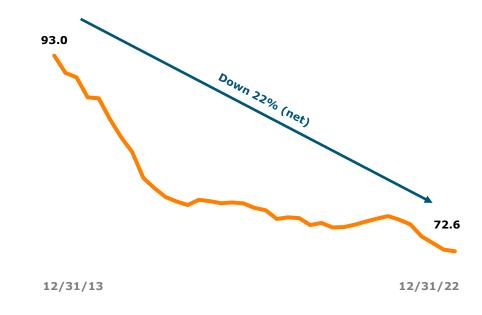
- Repurchased ~27M shares for \$1.24B (avg. ~\$46/share)
 - Basic shares outstanding have been reduced by ~22%, which is net of shares issued for stock-based compensation

10 million shares authorized for repurchase through February 2026:

■ 5.8 million shares remaining as of Dec. 31, 2022

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

Basic Shares Outstanding (Millions)





Organic Growth Outlook - FY 2023 By Market/Sector

(Market/Sector Placement Reflects Mid-Point of Guidance)

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

Expect revenue to be up 6% in total, 3% organic, in 2023 (at mid-point)

- Positive price realization
- Modest volume growth

Process Industries Mobile Industries

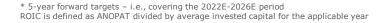
LSD = low-single digit percentage change MSD = mid-single digit percentage change HSD = high-single digit percentage change



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	 Strong Top-Line Growth Positive macros (incl. new markets); strong pricing power Organic outgrowth driven by new products and innovation Strategic acquisitions will enhance growth 	Organic Growth CAGR: 4-5% Inorganic Growth CAGR: 2-3% Total Growth CAGR: 6-8%
<u>n</u>	 Earnings Growth Strong EPS growth over the cycle Operational excellence delivers improved EBITDA margins Share buyback will continue to contribute 	Adj. EPS CAGR: >10% Adj. EBITDA Margins: +200 bps versus 2017-2021 period
	Robust Cash Generation Expect strong cash flow to continue Continued focus on working capital and asset efficiency Supports overall capital allocation strategy	Free Cash Flow: >100% Conversion on Net Income
	Value-Creating Capital Deployment Organic growth remains top priority with greatest returns Acquisitions provide long-term value creation potential Pay an attractive dividend; continue share buybacks	Adj. ROIC: 13%+ Leverage: 1.5-2.5x Net Debt-to- Adj. EBITDA



Long-Term Financial Goals*



Timken: A Compelling Investment

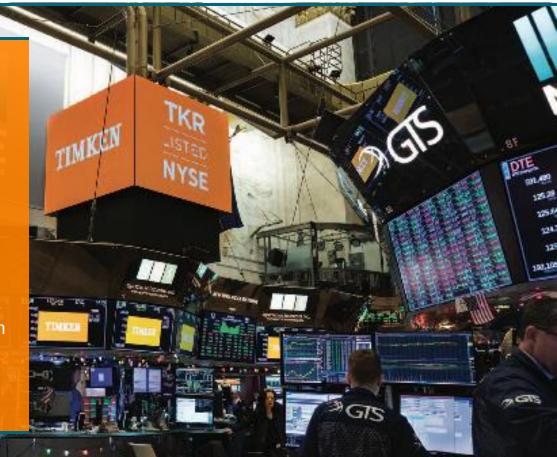
Experienced leadership team with proven track record of performing in dynamic environments

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 (Prior Definition)

Reconciliations of Adjusted Net Income to GAAP Net Income and Adjusted Earnings Per Share to GAAP Earnings Per Share (Prior Definition): (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	Mon	ths End	led D	ecembe	r 31,		Twelve	e Moi	nths Ended	Decembe	r 31,	
		2022		EPS	2	2021		EPS	2022		EPS	2021		EPS
Net Income Attributable to The Timken Company	\$	97.2	\$	1.32	\$	62.9	\$	0.82	\$ 407.4	\$	5.48 \$	369.1	\$	4.79
Adjustments: (1)														
Impairment, restructuring and reorganization charges (2)	\$	3.8			\$	1.8			\$ 39.5		\$	15.1		
Corporate pension and other postretirement benefit related (income) expense (3)		(12.3)				(8.0)			2.9			0.3		
Russia-related charges (4)		0.3				_			15.6			_		
Acquisition-related charges (5)		9.1				0.2			14.8			2.3		
Gain on divestitures and sale of real estate (6)		(2.9)				_			(2.9)			_		
Tax indemnification and related items		0.3				0.2			0.3			0.2		
Noncontrolling interest of above adjustments		0.4				(0.2)			(5.3)			_		
Provision for income taxes (7)		(6.3)				2.7			(24.5)			(23.6)		
Total Adjustments:	Ť	(7.6)	·	(0.10)		(3.3)	·	(0.04)	40.4		0.54	(5.7)		(0.07)
Adjusted Net Income Attributable to The Timken Company	\$	89.6	\$	1.22	\$	59.6	\$	0.78	\$ 447.8	\$	6.02 \$	363.4	\$	4.72

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

⁽iv) 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 held for sale; and (v) related depreciation and amortization. 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⁾ Corporate pension and other postretirement benefit related (income) expense represents actuarial (gains) and 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⁾ Russia-related charges include impairments or allowances recorded against certain property, plant and equipment, inventory and trade receivables to reflect the current impact of Russia's invasion of Ukraine (and associated sanctions) on the Company's operations. In addition to impairments and allowances recorded, the Company recorded a loss on the divestiture of its Timken-Rus Service Company ooo ("Timken Russia") business during the third quarter of 2022. Refer to Russia Operations in Management Discussion and Analysis within the Company's annual report on Form 10-K for additional information.

⁽⁵⁾ Acquisition-related charges represent deal-related expenses associated with completed transactions and certain unsuccessful transactions, as well as any resulting inventory step-up impact. In addition, the 2021 acquisition-related charges includes an acquisition-related gain due to measurement period adjustments to the bargain purchase gain on the acquisition of the assets of Aurora Bearing Company ("Aurora") that closed on November 30, 2020.

⁽⁶⁾ Represents the net gain resulting from divestitures and the sale of real estate.

⁽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.

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)	2021	2020	2019	2018	2017	2016 (MTM) ⁽¹⁾	20	16 As Originally Reported (2)
Net Income Attributable to The Timken Company	\$ 369.1	\$ 284.5	\$ 362.1	\$ 302.8	\$ 203.4	\$ 140.8	\$	152.6
Adjustments:								
Corporate pension and other postretirement benefit related expense (income) (3)	0.3	18.5	(4.1)	12.8	18.1	67.0		28.1
Impairment, restructuring and reorganization charges (4)	15.1	29.0	9.8	7.1	13.1	28.0		28.0
(Gain) loss on divestitures and sale of real estate	_	(0.4)	(4.5)	0.8	(3.6)	(0.5)		(0.5)
Acquisition-related charges (5)	3.2	3.7	15.5	20.6	9.0	4.2		4.2
Acquisition-related gain (6)	(0.9)	(11.1)	_	_	_	_		_
Tax indemnification and related items	0.2	0.5	0.7	1.5	(1.0)	_		_
Health care plan modification costs	_	_	_	_	(0.7)	2.9		2.9
Property losses (recoveries) and related expenses (7)	_	(5.5)	7.6	_	_	_		_
CDSOA income, net of expense (8)	_	_	_	_	_	(59.6)		(59.6)
Brazil legal matter (9)	_	_	1.8	_	_	_		_
Noncontrolling interest	_	(0.1)	(0.5)	(1.3)	_	_		_
Provision for income taxes	(23.6)	(6.0)	(34.6)	(16.8)	(30.8)	(13.8)		0.5
Total Adjustments:	(5.7)	28.6	(8.3)	24.7	4.1	28.2		3.6
Adjusted Net Income Attributable to The Timken Company	\$ 363.4	\$ 313.1	\$ 353.8	\$ 327.5	\$ 207.5	\$ 169.0	\$	156.2
Diluted Earnings per Share (EPS) - Continuing Operations	\$ 4.79	\$ 3.72	\$ 4.71	\$ 3.86	\$ 2.58	\$ 1.78	\$	1.92
Adjusted EPS - Continuing Operations	\$ 4.72	\$ 4.10	\$ 4.60	\$ 4.18	\$ 2.63	\$ 2.13	\$	1.97
Diluted Shares	77,006,589	76,401,366	76,896,565	78,337,481	78,911,149	79,234,324		79,234,324

⁽¹⁾ The 2016 results are depicted to incorporate the financial impact of mark-to-market accounting that was adopted in that respective year

⁽²⁾ The 2016 results are as originally reported in the respective year (prior to the adoption of mark-to-market accounting).

⁽ains) that resulted from the remeasurement of plan assets and obligations as a result of changes in assumptions. The Company recognizes 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-Q for additional discussion.

⁽h) 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. 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.

⁽⁵⁾ Acquisition-related charges represent deal-related expenses associated with completed and certain unsuccessful transactions, as well as any resulting inventory step-up impact.

⁽⁶⁾ The acquisition-related gain represents a bargain purchase price gain on the acquisition of the assets of Aurora hat closed on November 30, 2020.

⁽⁷⁾ Represents property loss and related expenses during the year (net of insurance proceeds) 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.

⁽Continued Dumping and Subsidy Offset Act ("CDSOA") income represents the amount of funds received by the Company from monies collected by U.S. Customs and Border Protection on merchandise subject to anti-dumping orders that entered the U.S. prior to October 1, 2007.

¹⁹⁾ The Brazil legal matter represents expense recorded to establish a liability associated with an investigation into alleged antitrust violations in the bearing industry that was settled in the fourth quarter of 2015

GAAP Reconciliation: 2017-2022 Net Income & EPS (Excluding Intangible Amortization Expense)

Reconciliations of Adjusted Net Income to GAAP Net Income and Adjusted Earnings Per Share to GAAP Earnings Per Share (New Definition):

(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 (see the previous two pages) 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. Going forward, the Company is excluding intangible amortization expense in its adjusted earnings per share calculation. Amortization expense has grown in recent years due to the large number of acquisitions completed, and the Company believes this change will better reflect its core operating earnings and improve comparability.

(Dollars in millions, except share data)	2022	EPS	2021	EPS	2020	EPS	2019	EPS	2018	EPS	2017	EPS
Adjusted Net Income (Prior Definition)	\$ 447.8	\$ 6.02 \$	363.4	\$ 4.72 \$	313.1	\$ 4.10 \$	353.8	\$ 4.60 \$	327.5	4.18 \$	207.5	2.63
Intangible amortization, net	32.6	0.44	35.6	0.46	35.2	0.46	34.3	0.45	25.6	0.33	17.8	0.23
Adjusted Net Income (Excluding Intangible Amortization Expense)	\$ 480.4	\$ 6.46 \$	399.0	\$ 5.18 \$	348.3	\$ 4.56 \$	388.1	\$ 5.05 \$	353.1	\$ 4.51 \$	225.3	\$ 2.86
Diluted Shares	74,323,839		77,006,589		76,401,366		76,896,565		78,337,481		78,911,149	

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 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)	Thre	e Months Ended De	ecember 31	1,	7	Twelve Months Ende	d Decembe	er 31,
	2022	Percentage to Net Sales	2021	Percentage to Net Sales	2022	Percentage to Net Sales	2021	Percentage to Net Sales
Net Income	\$ 99.1	9.2 % \$	66.7	6.6 %	\$ 417.0	9.3 % \$	381.5	9.2 %
Provision for income taxes	25.0		20.0		133.9		95.1	
Interest expense	22.7		13.8		74.6		58.8	
Interest income	(1.1)		(0.6)		(3.8)		(2.3)	
Depreciation and amortization	42.0		41.3		164.0		167.8	
Consolidated EBITDA	\$ 187.7	17.3 % \$	141.2	14.0 %	\$ 785.7	17.5 % \$	700.9	17.0 %
Adjustments:								
Impairment, restructuring and reorganization charges (1)	\$ 3.8	\$	1.8		\$ 39.5	\$	14.3	
Corporate pension and other postretirement benefit related (income) expense (2)	(12.3)		(8.0)		2.9		0.3	
Russia-related charges (3)	0.3		_		15.6		_	
Acquisition-related charges (4)	9.1		0.2		14.8		2.3	
Gain on divestitures and sale of real estate (5)	(2.9)		_		(2.9)		_	
Tax indemnification and related items	0.3		0.2		0.3		0.2	
Total Adjustments	(1.7)	(0.1)%	(5.8)	(0.6)%	70.2	1.5 %	17.1	0.4 %
Adjusted EBITDA	\$ 186.0	17.2 % \$	135.4	13.4 %	\$ 855.9	19.0 % \$	718.0	17.4 %

⁽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 held for sale. 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.

⁽²⁾ Corporate pension and other postretirement benefit related (income) expense represents actuarial (gains) and 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.

⁽³⁾ Russia-related charges include impairments or allowances recorded against certain property, plant and equipment, inventory and trade receivables to reflect the current impact of Russia's invasion of Ukraine (and associated sanctions) on the Company's operations. In addition to impairments and allowances recorded, the Company recorded a loss on the divestiture of its Timken Russia business during the third quarter of 2022. Refer to Russia Operations in Management Discussion and Analysis within the Company's annual report on Form 10-K for additional information.

⁽⁴⁾ Acquisition-related charges represent deal-related expenses associated with completed transactions and certain unsuccessful transactions, as well as any resulting inventory step-up impact. In addition, the 2021 acquisition-related charges includes an acquisition-related gain due to measurement period adjustments to the bargain purchase gain on the acquisition of the assets of Aurora that closed on November 30, 2020.

⁽⁵⁾ Represents the net gain resulting from divestitures and the sale of real estate.

GAAP Reconciliation: 2016-2021 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 are 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	2021	2020	2019	2018	2017	2016 (MTM) (1)		2016 As Originally Reported (2)
Net Sales	\$ 4,132.9	\$ 3,513.2	\$ 3,789.9	\$ 3,580.8	\$ 3,003.8	\$ 2,669.8	\$	2,669.8
Net Income	381.5	292.4	374.7	305.5	202.3	141.1		152.9
Provision for income taxes	95.1	103.9	97.7	102.6	57.6	60.5	;	69.2
Interest expense, net	56.5	63.9	67.2	49.6	34.2	31.6	;	31.6
Depreciation and amortization	167.8	167.1	160.6	146.0	137.7	131.7		131.7
Consolidated Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)	\$ 700.9	\$ 627.3	\$ 700.2	\$ 603.7	\$ 431.8	\$ 364.9	9	385.4
Adjustments:								
Corporate pension and other postretirement benefit related expense (income) (3)	0.3	18.5	(4.1)	12.8	18.1	67.0)	28.1
Impairment, restructuring and reorganization charges (4)	14.3	25.9	9.1	7.1	11.2	26.5	;	26.5
(Gain) loss on divestitures and sale of real estate	_	(0.4)	(4.5)	0.8	(3.6)	(0.5	i)	(0.5)
Acquisition related charges (5)	3.2	3.7	15.5	20.6	9.0	4.2	!	4.2
Acquisition-related gain (6)	(0.9)	(11.1)	_	_	_	=		_
Tax indemnification and related items	0.2	0.5	0.7	1.5	(1.0)	=		_
Health care plan modification costs	_	_	_	_	(0.7)	2.9)	2.9
Property losses (recoveries) and related expenses (7)	_	(5.5)	7.6	_	_	_		_
CDSOA income, net of expense (8)	_	_	_	_	_	(59.6	i)	(59.6)
Brazil legal matter (9)			1.8					
Total Adjustments	17.1	31.6	26.1	42.8	33.0	40.5		1.6
Adjusted EBITDA	\$ 718.0	\$ 658.9	\$ 726.3	\$ 646.5	\$ 464.8	\$ 405.4		387.0
Adjusted EBITDA Margin (% of net Sales)	17.4 %	18.8 %	19.2 %	18.1 %	15.5 %	15.2	%	14.5 %

⁽¹⁾ The 2016 results are depicted to incorporate the financial impact of mark-to-market accounting that was adopted in that respective year

⁽²⁾ The 2016 results are as originally reported in the respective year (prior to the adoption of mark-to-market accounting)

⁽³⁾ 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.

⁽⁴⁾ 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. 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.

⁽⁵⁾ Acquisition-related charges represent deal-related expenses associated with completed and certain unsuccessful transactions, as well as any resulting inventory step-up impact.

⁽⁶⁾ The acquisition-related gain represents a bargain purchase price gain on the acquisition of the assets of Aurora that closed on November 30, 2020.

⁽⁷⁾ Represents property loss and related expenses during the year (net of insurance proceeds) 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.

⁽⁸⁾ CDSOA income represents the amount of funds received by the Company from monies collected by U.S. Customs and Border Protection on merchandise subject to anti-dumping orders that entered the U.S. prior to October 1, 2007.

⁽⁹⁾ The Brazil legal matter represents expense recorded to establish a liability associated with an investigation into alleged antitrust violations in the bearing industry that was settled in the fourth quarter of 2019.

GAAP Reconciliation: Net Sales to Organic Sales

Reconciliation of Net Sales to Organic Sales

(Unaudited)

The following reconciliation is provided as additional relevant information about the Company's performance deemed useful to investors. Management believes that net sales, excluding the impact of acquisitions, divestitures and foreign currency exchange rate changes, allow investors and the Company to meaningfully evaluate the percentage change in net sales on a comparable basis from period to period.

	Months Ended nber 31, 2022	Twelve Months Ended December 31, 2021	\$ Change	% Change
Net sales	\$ 4,496.7	\$ 4,132.9 \$	363.8	8.8 %
Less: Acquisitions and divestitures	28.2	_	28.2	NM
Currency	(142.4)	_	(142.4)	NM
Net sales, excluding the impact of acquisitions, divestitures and currency	\$ 4,610.9	\$ 4,132.9 \$	478.0	11.6 %

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 two pages), 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)

	De	ecember 31, 2022	D	ecember 31, 2021
Short-term debt, including current portion of long-term debt	\$	49.0	\$	53.8
Long-term debt		1,914.2		1,411.1
Total Debt	\$	1,963.2	\$	1,464.9
Less: Cash and cash equivalents		(331.6)		(257.1)
Net Debt	\$	1,631.6	\$	1,207.8
Total Equity	\$	2,352.9	\$	2,377.7
Ratio of Net Debt to Capital		40.9 %	6	33.7 %
Adjusted EBITDA for the Twelve Months Ended	\$	855.9	\$	718.0
Ratio of Net Debt to Adjusted EBITDA		1.9		1.7

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 E December 3		Twelve Months Ended December 31,				
	2022	2021	2022	2021			
Net cash provided by operating activities	\$ 241.5 \$	102.8 \$	463.8 \$	387.3			
Less: capital expenditures	(55.9)	(44.7)	(178.4)	(148.3)			
Free cash flow	\$ 185.6 \$	58.1 \$	285.4 \$	239.0			

GAAP Reconciliation: 2014-2021 Consolidated Free Cash Flow

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

(Unaudited)

The following reconcilitation is provided as additional relevant information about the Company's 2014-2021 performance 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		2021		2020		2019		2018		2017		2016		2015		2014	
Net cash provided from operating activities	s	387.3	\$	577.6	\$	550.1	S	332.5	S	236.8	\$	403.9	\$	380.3	S	299.2	
Less: capital expenditures		148.3		121.6		140.6		112.6		104.7		137.5		105.6		126.8	
Free cash flow	S	239.0	\$	456.0	\$	409.5	S	219.9	S	132.1	\$	288.4	\$	274.7	S	172.4	