

2Q 2024 Earnings Investor Presentation

July 31, 2024

The Timken Company



Agenda

Introduction	Neil Frohnapple Vice President of Investor Relations
Overview and Business Update	Rich Kyle President and Chief Executive Officer
Financial Review	Phil Fracassa Executive Vice President and Chief Financial Officer
Q&A	Question and Answer Session

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, including the information under the headings, "Organic Growth Outlook - FY 2024 By Market/Sector", "2024 Outlook", "Update on Business and Strategic Initiatives", "Looking Ahead", "2Q-24 Financial Comparison - Net Income & Diluted EPS", and "Cash Flow, Leverage & Capital Allocation" 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 finalization of the Company's financial statements for the second quarter of 2024; the Company's ability to respond to the 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 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); 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 high 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 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; 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; changes in the global regulatory landscape; restrictions on the use of, or claims or remediation associated with, per- and polyfluoroalkyl substances; 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 at all levels of the organization; 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 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, 2023, 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.

Overview and Business Update

Rich Kyle
President and
Chief Executive Officer

The Timken Company



2Q 2024 Performance Highlights

Sales of \$1.18 billion in 2Q-24, down 7.1% from last year's record level

- Revenue down 7.7% organically, an improvement from the first quarter YOY decline of 9.2%
 - Most of the decline driven by significantly lower renewable energy demand in China
 - Continued positive price realization
- Organically, sales were flat compared to 1Q-24 and in-line with company expectations

Adjusted EBITDA margin of 19.5% compared to 20.7% in prior year

- Strong margins in both segments, with positive price-cost and improved execution mitigating the impact of lower YOY organic revenue
- Excellent performance from recent acquisitions (net); accretive to Company adj. EBITDA margin in the quarter

Adjusted EPS of \$1.63, compared to \$2.01 in the prior-year period

Returned \$54 million of cash to shareholders during the quarter

- Repurchased 360K shares; raised quarterly dividend by 3% to \$0.34/share

Completed sell-down of Timken India Ltd. (TIL)

- Generated pre-tax proceeds of ~\$232M, or ~\$187M after taxes

Ended the 2nd quarter with net debt-to-adjusted EBITDA (TTM) at 1.9x

Organic Growth Outlook – FY 2024 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+)
Heavy Industries	Automation	Auto/Truck	Marine	Aerospace
Off-Highway	General Industrial	Ind. Distribution	Rail	
Renewable Energy		Services		

Current outlook is for FY organic revenue to be down ~5% at mid-point

- Guidance implies range of -4.5% to -5.5% (narrowed range with mid-point unchanged from prior outlook)
- Economic uncertainty remains elevated across several sectors and geographies

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

Note: Auto/Truck includes Auto OE, Heavy Truck OE and aftermarket
 See next slide for reconciliation of organic revenue to its most directly comparable GAAP financial measure.

	Prior Outlook (Apr. 30, 2024)	Current Outlook (Jul. 31, 2024)
Net Sales	-2% to -4%	-3% to -4%
Adjusted EPS	\$6.00 to \$6.30	\$6.00 to \$6.20
Free Cash Flow	~\$425M	>\$350M*

Current Outlook: Full Year 2024 vs. 2023

Sales -3.5% at mid-point (organic: -5%; M&A: +2.25%; FX: -0.75%)

- Organic outlook reflects lower demand and slightly higher pricing

Adj. EBITDA margins in the high-18's% range for FY-24 (unchanged)

- Reflects impact of lower volume and continued cost inflation, offset partially by favorable price/mix, improved execution and cost actions
- Net positive price-cost outlook for FY-24
- Favorable impact from acquisitions (net); currency unfavorable

Adj. EPS \$6.10 at mid-point

- Assumes adjusted tax rate of ~27% and interest expense of ~\$105M (before incremental M&A/buybacks)
- Includes modest net accretion from TIL transaction/proceeds

Free cash flow updated to >\$350M

- Includes ~\$45M of taxes related to the TIL transaction (payable in 2H-24); pre-tax proceeds reflected in financing cash flows in 2Q-24
- Expecting strong FCF generation in 2H-24 (>\$250M)

EPS outlook does not include the impact of any potential future mark-to-market pension remeasurement adjustments or other unplanned special items.

See appendix for reconciliations of 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.

*The updated free cash flow outlook includes ~\$45M of expected taxes to be paid in 2H-24 related to the TIL transaction and does not include any of the proceeds.

Sell-down of Timken India Ltd. (TIL):

- TIL is a listed company in India
- In May, Timken completed the sale of 5 million shares of TIL
- Transaction reduced the Company's stake in TIL from 57.70% to 51.05%
- Generated pre-tax proceeds of ~\$232M, or ~\$187M after taxes
 - Proceeds to support Timken's 2024 capital allocation priorities
 - Net impact from the transaction expected to be accretive to Timken EPS
- India remains a strategically important market to Timken
- The Company continues to hold a majority stake in TIL and plans no further sale transactions

Operational excellence:

- Adjusting headcount and variable costs to align with demand outlook
 - Operative headcount down over 10% since the start of 2023
- Driving continuous improvement initiatives
- Accelerating acquisition integration plans

Manufacturing footprint:

- Advancing footprint initiatives to support growth, enhance margins and improve customer service
- New belts investment in Mexico has started production; closure of Fort Scott, KS facility expected by early 2025
- New industrial bearings expansion in Bharuch, India on target to begin production by early 2025
- Consolidating automatic lubrication facilities in the U.K.

Updating 2024 outlook

- Reducing top-end of prior outlook – reflects updated FX and M&A expectations, and slightly tempered view on rest of year
 - Organic outlook relatively unchanged; now expect a FX headwind of -0.75% (-0.50% prior); net M&A +2.25% (+2.5% prior)
 - Resilient margin performance with full-year outlook relatively unchanged from prior guide
 - Narrowed EPS range versus prior guide
- Continue to integrate recent acquisitions and drive synergies
- Execute profitable growth strategy: continue to drive operational excellence, cost initiatives and outgrowth tactics

Capital allocation

- Strong balance sheet and significant FCF generation expected in 2H-24 (>\$250M)
- Continue balanced and disciplined approach to capital allocation
 - CapEx at ~4% of sales to support growth and margin enhancement
 - Continued emphasis on accretive M&A to scale in attractive sectors and enhance product portfolio
 - Buyback remains an attractive option as well (~2.3M shares remaining on current authorization)

CEO transition on track for early September

Financial Performance

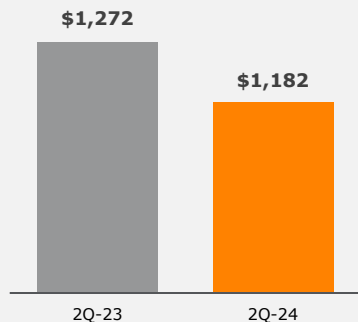
Phil Fracassa
Executive Vice President
and Chief Financial Officer

The Timken Company

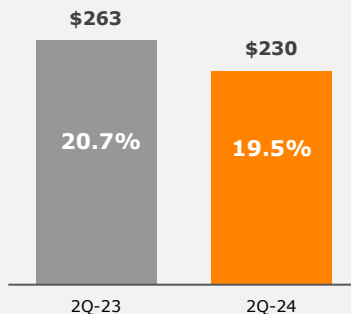


2Q 2024 Financial Overview

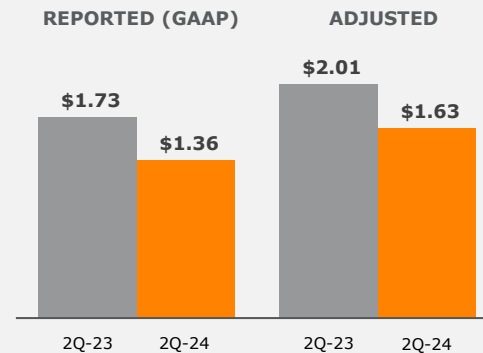
Net Sales (\$M)



Adjusted EBITDA (\$M)



Earnings Per Share



Sales of \$1.18 billion, down 7.1% from 2Q-23

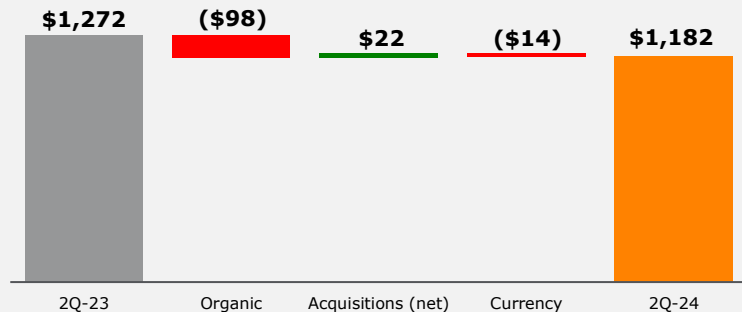
- Most of decline driven by significantly lower renewable energy demand in China compared to last year's strong second quarter; continued positive pricing
- Acquisitions (net) contributed to the top line; foreign currency translation was unfavorable

Adjusted EBITDA margin of 19.5%, down 120 bps from 2Q-23

- YOY margin contraction driven mainly by impact of lower volume and unfavorable currency, partially offset by favorable price-cost and net acquisition accretion

Second quarter adjusted EPS of \$1.63 per diluted share

2Q 2024 Financial Highlights - Sales



Sales of \$1.18 billion, down 7.1% from a year ago

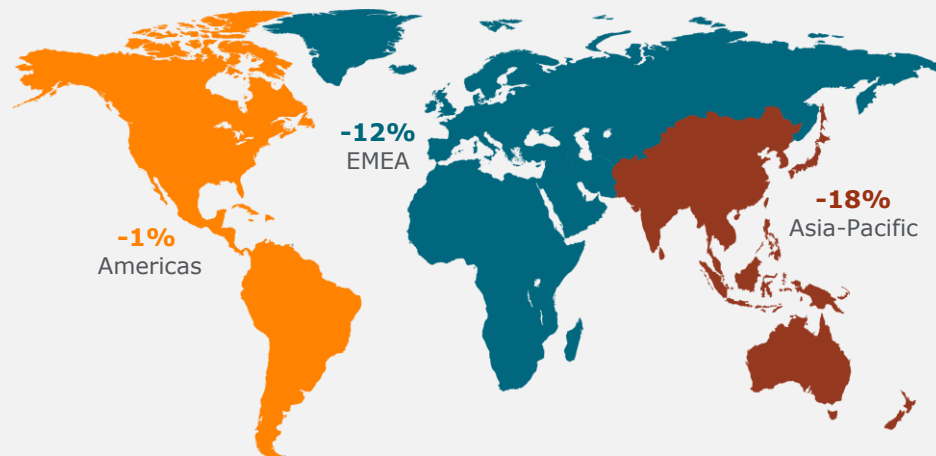
- Organically, revenue was down 7.7% in the quarter
- Acquisitions (net) added 1.7%; currency was negative 1.1%

Organic revenue down YOY across all regions

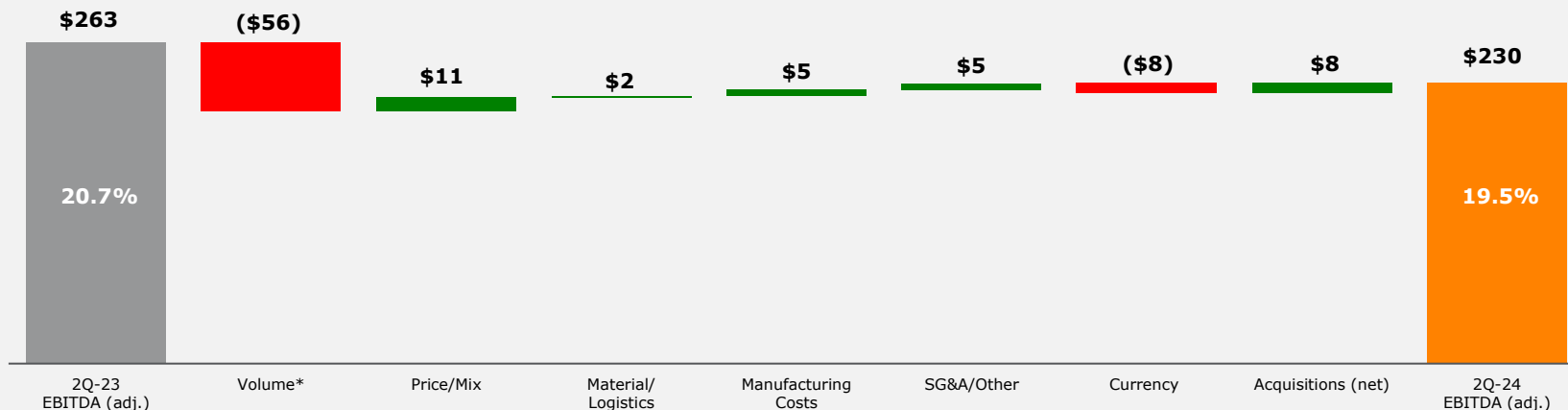
- Americas showing resiliency, down only slightly
- EMEA and APac down double digits
 - APac driven entirely by China; India up double digits

2Q-24 vs. 2Q-23 Sales by Geography – ORGANIC

(Excludes Acquisitions (net) and Currency Impact)



2Q 2024 Financial Comparison – Adjusted EBITDA



Adjusted EBITDA of \$230 million or 19.5% of sales, compared with \$263 million or 20.7% of sales in the same period a year ago

- Decline in adjusted EBITDA reflects the impact of lower organic volume and unfavorable currency, partially offset by favorable price/mix, improved operating cost performance and the benefit of acquisitions
- Solid margin performance as the impact of positive price-cost and net acquisition accretion mitigated the impact of lower organic volume

* Includes fixed manufacturing cost absorption impact on the lower sales volume

2Q 2024 Financial Comparison – Net Income & Diluted EPS

	2Q-23		2Q-24	
	\$M	EPS	\$M	EPS
Net Income / EPS	\$125.2	\$1.73	\$96.2	\$1.36
Adjustments	20.9	0.28	19.0	0.27
Adjusted Net Income / Adjusted EPS	\$146.1	\$2.01	\$115.2	\$1.63
Average diluted shares outstanding:	72.5 million		70.8 million	
GAAP tax rate:	26.7%		26.0%	
Adjusted tax rate:	26.0%		27.0%	

2Q-24 adjusted EPS of \$1.63, down 19% from the prior year

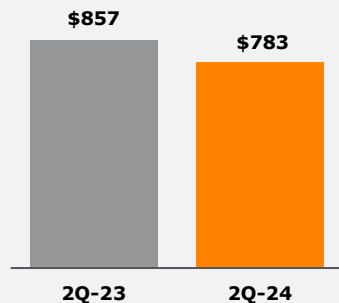
- Net interest expense of \$29.5 million in the quarter, up from \$26.4 million in 2Q-23
- Average diluted shares down YOY reflecting impact of share buybacks over the past 12 months

Adjusted tax rate of 27.0% in 2Q-24, in-line with expectations

- Continue to expect ~27% adjusted tax rate for FY-24

Engineered Bearings

Net Sales (\$M)



Sales of \$783 million, down 8.6% from the same period last year

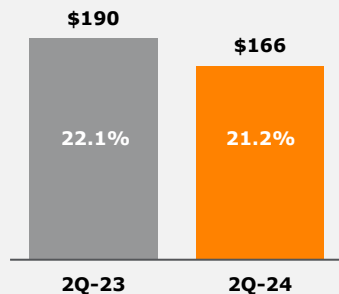
- Organically, sales down 7% YOY, driven by significant decline in renewable energy (China)
- Excluding renewable energy, organic sales were relatively flat YOY
- Sales down 1.2% from currency; acquisitions (net) slightly unfavorable



Q2 Organic Sales by Market/Sector

Aerospace	↑
Auto/Truck	↔
Distribution	↑
General Industrial	↓
Heavy Industries	↓
Off-Highway	↓
Rail	↑
Renewable Energy	↓↓

Adjusted EBITDA (\$M)

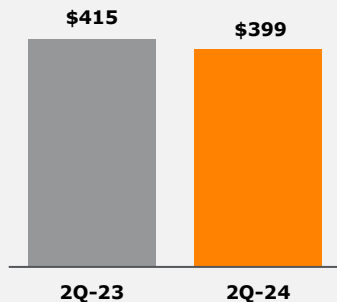


Adjusted EBITDA of \$166 million, or 21.2% of sales

- Favorable: price/mix and operating costs (material/manufacturing)
- Unfavorable: volume, logistics and currency

Industrial Motion

Net Sales (\$M)



Sales of \$399 million, down 3.9% from the same period last year

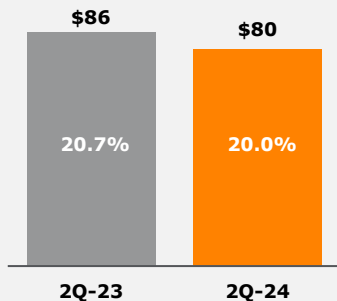
- Organically, sales down 9.2% YOY driven mainly by linear motion (Europe) and drive systems (military marine timing)
- Pricing higher YOY; volumes down across most platforms
- Acquisitions added 6.0%; currency was negative 0.7%



Q2 Organic Sales by Platform

Belts & Chain	↔
Couplings	↔
Drive Systems*	↓
Services*	↔
Linear Motion	↓
Lubrication Systems	↓

Adjusted EBITDA (\$M)



Adjusted EBITDA of \$80 million, or 20.0% of sales

- Favorable: acquisitions and SG&A
- Unfavorable: volume

*Both part of Drive Systems & Services platform
See appendix for reconciliations of adjusted EBITDA and adjusted EBITDA margin to their most directly comparable GAAP financial measures.
Certain data presented above has been rounded for presentation purposes.

Cash Flow, Leverage & Capital Allocation

(\$M)	2Q-23	2Q-24	YTD-23	YTD-24
Net Cash from Operations	\$144.0	\$124.6	\$222.6	\$173.9
Capital Expenditures	(49.6)	(37.3)	(91.3)	(81.4)
Free Cash Flow (FCF)	\$94.4	\$87.3	\$131.3	\$92.5

Capital Structure (\$M)

	12/31/23	06/30/24
Cash	\$ 419	\$ 470
Total Debt	<u>2,396</u>	<u>2,176</u>
Net Debt	\$1,977	\$1,706
Adjusted EBITDA (TTM)	\$ 940	\$ 888
Net Debt/Adj. EBITDA	2.1x	1.9x

2Q-24 Highlights:

- Modest decline in FCF from last year; expect 2H step-up
- CapEx of \$37M (3.1% of sales)
- Increased quarterly dividend by 3% to \$0.34/share in May
- Repurchased 360K shares during the quarter
- Issued senior notes (€600M, 4.125%, 10 years) to repay other debt; no significant debt maturities until 2027

FY-24 Outlook:

- CapEx of ~4% of sales; includes footprint initiatives and other spending to drive growth and operational excellence
- FY-24 net interest expense: ~\$105M (pre-tax)
- Continue to pay an attractive dividend⁽¹⁾
- Intend to deploy capital toward accretive M&A and/or share repurchases, while maintaining a strong balance sheet

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

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

(1) Subject to Board approval

	Prior Outlook (Apr. 30, 2024)	Current Outlook (Jul. 31, 2024)
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Free Cash Flow	~\$425M	>\$350M*

Current Outlook: Full Year 2024 vs. 2023

Sales -3.5% at mid-point (organic: -5%; M&A: +2.25%; FX: -0.75%)

- Organic outlook reflects lower demand and slightly higher pricing

Adj. EBITDA margins in the high-18's% range for FY-24 (unchanged)

- Reflects impact of lower volume and continued cost inflation, offset partially by favorable price/mix, improved execution and cost actions
- Net positive price-cost outlook for FY-24
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Adj. EPS \$6.10 at mid-point

- Assumes adjusted tax rate of ~27% and interest expense of ~\$105M (before incremental M&A/buybacks)
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Free cash flow updated to >\$350M


- Includes ~\$45M of taxes related to the TIL transaction (payable in 2H-24); pre-tax proceeds reflected in financing cash flows in 2Q-24
- Expecting strong FCF generation in 2H-24 (>\$250M)

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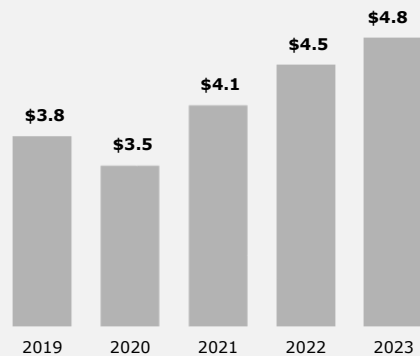
A large-scale construction site at sunset. A massive crane is positioned on the right, lifting a large, curved concrete structure. The structure is supported by a complex network of steel scaffolding. The sky is a mix of orange and blue, indicating the time is either dawn or dusk. The overall scene is one of industrial activity and large-scale engineering.

Appendix: Backup Slides and GAAP Reconciliations

The Timken Company

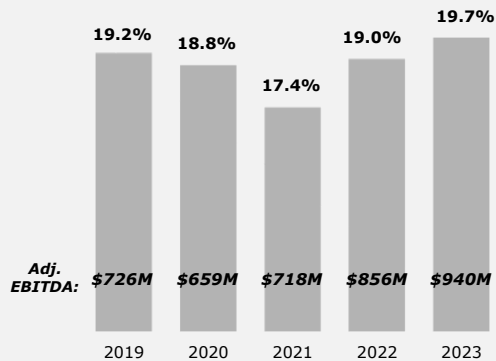
Consistent, Growing and Strong Performance

Revenue (\$B)



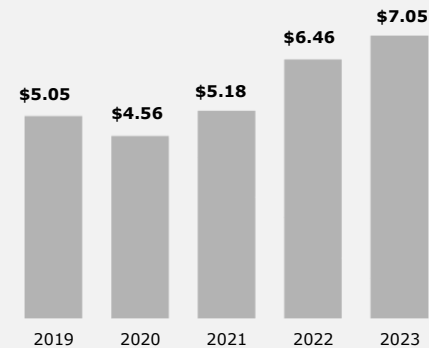
Record revenue four out of five years
Organic outgrowth initiatives adding to top-line performance
Acquisitions also contributing meaningfully to revenue growth

Adj. EBITDA Margin



Attractive margin profile and consistent performance through dynamic operating environments
Growth, price/mix, acquisitions and operational excellence delivering next-level results
2023 performance is a new high

Adj. EPS



Record earnings four out of five years; up ~9% YOY in 2023
Consistently growing the earnings power and cash generation of the company through varying macro-economic conditions

GAAP Reconciliation: Net Income & EPS

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

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

(Dollars in millions, except share data)

	Three Months Ended June 30,				Six Months Ended June 30,			
	2024	EPS	2023	EPS	2024	EPS	2023	EPS
Net Income Attributable to The Timken Company	\$ 96.2	\$ 1.36	\$ 125.2	\$ 1.73	\$ 199.7	\$ 2.82	\$ 247.5	\$ 3.39
Adjustments: ⁽¹⁾								
Acquisition intangible amortization	\$ 19.0		\$ 17.3		\$ 39.0		\$ 30.8	
Impairment, restructuring and reorganization charges ⁽²⁾	6.0		6.0		10.8		36.3	
Corporate pension and other postretirement benefit related income ⁽³⁾	—		(1.0)		—		(1.9)	
Acquisition-related charges ⁽⁴⁾	3.0		3.8		7.7		8.5	
(Gain) loss on divestitures and sale of certain assets ⁽⁵⁾	(0.2)		0.4		(0.9)		(4.4)	
Noncontrolling interest of above adjustments	—		—		(0.1)		(0.2)	
Provision for income taxes ⁽⁶⁾	(8.8)		(5.6)		(15.3)		(17.0)	
Total Adjustments:	19.0	0.27	20.9	0.28	41.2	0.58	52.1	0.72
Adjusted Net Income Attributable to The Timken Company	\$ 115.2	\$ 1.63	\$ 146.1	\$ 2.01	\$ 240.9	\$ 3.40	\$ 299.6	\$ 4.11

⁽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. On March 26, 2024, the Company announced that Richard G. Kyle, President and Chief Executive Officer ("CEO") of the Company would be retiring from his position as CEO and that Tarak Mehta would be appointed CEO on September 5, 2024. Impairment, restructuring and reorganization charges for 2024 include the acceleration of certain stock compensation awards for Mr. Kyle and other one-time costs associated with the transition. Impairment, restructuring and reorganization charges for 2023 included \$28.3 million related to the impairment of goodwill. 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 represents actuarial gains that resulted from the remeasurement of plan assets and obligations as a result of changes in assumptions or experience. The Company recognizes actuarial gains and losses in connection with the annual remeasurement in the fourth quarter, or if specific events trigger a remeasurement. 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⁾ Acquisition-related charges represent deal-related expenses associated with completed transactions and any resulting inventory step-up impact.

⁽⁵⁾ Represents the net (gain) loss resulting from divestitures and sale of certain assets.

⁽⁶⁾ 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: 2019-2023 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)	2023	2022	2021	2020	2019
Net Income Attributable to The Timken Company	\$ 394.1	\$ 407.4	\$ 369.1	\$ 284.5	\$ 362.1
Adjustments:					
Corporate pension and other postretirement benefit related expense (income) ⁽¹⁾	\$ 20.6	\$ 2.9	\$ 0.3	\$ 18.5	\$ (4.1)
Acquisition intangible amortization	65.7	43.9	46.8	47.3	46.7
Impairment, restructuring and reorganization charges ⁽²⁾	51.6	39.5	15.1	29.0	9.8
Gain on divestitures and sale of certain assets	(5.2)	(2.9)	—	(0.4)	(4.5)
Russia-related charges ⁽³⁾	8.5	15.6	—	—	—
Acquisition-related charges ⁽⁴⁾	31.8	14.8	2.3	(7.4)	15.5
Tax indemnification and related items	—	0.3	0.2	0.5	0.7
Property losses (recoveries) and related expenses ⁽⁵⁾	—	—	—	(5.5)	7.6
Brazil legal matter ⁽⁶⁾	—	—	—	—	1.8
Noncontrolling interest	(2.1)	(5.3)	—	(0.1)	(0.5)
Provision for income taxes	(56.9)	(35.9)	(35.0)	(18.2)	(47.2)
Total Adjustments:	114.0	72.9	29.7	63.7	25.8
Adjusted Net Income Attributable to The Timken Company	\$ 508.1	\$ 480.3	\$ 398.8	\$ 348.2	\$ 387.9
Diluted Earnings per Share (EPS)	\$ 5.47	\$ 5.48	\$ 4.79	\$ 3.72	\$ 4.71
Adjusted EPS	\$ 7.05	\$ 6.46	\$ 5.18	\$ 4.56	\$ 5.05
Diluted Shares	72,081,884	74,323,839	77,006,589	76,401,366	76,896,565

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

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

⁽³⁾ Russia-related charges include impairments or allowances recorded against certain property, plant and equipment, inventory and trade receivables and write-down of a 51%-owned joint venture ("Russian JV") to reflect the current impact of Russia's invasion of Ukraine (and associated sanctions) on the Company's operations. In addition to the 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 the 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 and certain unsuccessful transactions, as well as any resulting inventory step-up impact. In addition, the 2021 and 2020 acquisition-related charges include an acquisition-related gain due to the bargain purchase gain related to a 2020 acquisition.

⁽⁵⁾ 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.

⁽⁶⁾ 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: EBITDA and EBITDA, After Adjustments to GAAP Net Income

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

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

(Dollars in millions)

	Three Months Ended June 30,				Six Months Ended June 30,			
	2024	Percentage to Net Sales	2023	Percentage to Net Sales	2024	Percentage to Net Sales	2023	Percentage to Net Sales
Net Income	\$ 102.0	8.6 %	\$ 129.5	10.2 %	\$ 212.6	9.0 %	\$ 255.2	10.1 %
Provision for income taxes	35.9		47.1		78.6		89.6	
Interest expense	34.6		28.3		66.8		52.4	
Interest income	(5.1)		(1.9)		(7.9)		(3.4)	
Depreciation and amortization	54.2		51.2		109.5		96.8	
Consolidated EBITDA	\$ 221.6	18.7 %	\$ 254.2	20.0 %	\$ 459.6	19.4 %	\$ 490.6	19.4 %
Adjustments:								
Impairment, restructuring and reorganization charges ⁽¹⁾	\$ 5.8		\$ 5.6		\$ 10.2		\$ 35.7	
Corporate pension and other postretirement benefit related income ⁽²⁾	—		(1.0)		—		(1.9)	
Acquisition-related charges ⁽³⁾	3.0		3.8		7.7		8.5	
(Gain) loss on divestitures and sale of certain assets ⁽⁴⁾	(0.2)		0.4		(0.9)		(4.4)	
Total Adjustments	8.6	0.8 %	8.8	0.7 %	17.0	0.7 %	37.9	1.4 %
Adjusted EBITDA	\$ 230.2	19.5 %	\$ 263.0	20.7 %	\$ 476.6	20.1 %	\$ 528.5	20.8 %

⁽¹⁾ Impairment, restructuring and reorganization charges (including items recorded in cost of products sold) relate to: (i) plant closures; (ii) the rationalization of certain plants; (iii) severance related to cost reduction initiatives; and (iv) impairment of assets. On March 26, 2024, the Company announced that Richard G. Kyle, President and CEO of the Company would be retiring from his position as CEO and that Tarak Mehta would be appointed CEO on September 5, 2024. Impairment, restructuring and reorganization charges for 2024 include the acceleration of certain stock compensation awards for Mr. Kyle and other one-time costs associated with the transition. Impairment, restructuring and reorganization charges for 2023 included \$28.3 million related to the impairment of goodwill. The Company re-assesses its operating footprint and cost structure periodically, and makes adjustments as needed that result in restructuring charges. However, management believes these actions are not representative of the Company's core operations.

⁽²⁾ Corporate pension and other postretirement benefit related income represents actuarial gains that resulted from the remeasurement of plan assets and obligations as a result of changes in assumptions or experience. The Company recognizes actuarial gains and losses in connection with the annual remeasurement in the fourth quarter, or if specific events trigger a remeasurement. 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⁾ Acquisition-related charges represent deal-related expenses associated with completed transactions and any resulting inventory step-up impact.

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

GAAP Reconciliation: 2019-2023 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	2023	2022	2021	2020	2019
Net Sales	\$ 4,769.0	\$ 4,496.7	\$ 4,132.9	\$ 3,513.2	\$ 3,789.9
Net Income	408.0	417.0	381.5	292.4	374.7
Provision for income taxes	122.5	133.9	95.1	103.9	97.7
Interest expense, net	101.4	70.8	56.5	63.9	67.2
Depreciation and amortization	201.3	164.0	167.8	167.1	160.6
Consolidated Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)	\$ 833.2	\$ 785.7	\$ 700.9	\$ 627.3	\$ 700.2
Adjustments:					
Corporate pension and other postretirement benefit related expense (income) ⁽¹⁾	\$ 20.6	\$ 2.9	\$ 0.3	\$ 18.5	\$ (4.1)
Impairment, restructuring and reorganization charges ⁽²⁾	50.8	39.5	14.3	25.9	9.1
Gain on divestitures and sale of certain assets	(5.2)	(2.9)	—	(0.4)	(4.5)
Acquisition related charges ⁽³⁾	31.8	14.8	2.3	(7.4)	15.5
Russia-related charges ⁽⁴⁾	8.5	15.6	—	—	—
Tax indemnification and related items	—	0.3	0.2	0.5	0.7
Property losses (recoveries) and related expenses ⁽⁵⁾	—	—	—	(5.5)	7.6
Brazil legal matter ⁽⁶⁾	—	—	—	—	1.8
Total Adjustments	106.5	70.2	17.1	31.6	26.1
Adjusted EBITDA	\$ 939.7	\$ 855.9	\$ 718.0	\$ 658.9	\$ 726.3
Adjusted EBITDA Margin (% of net Sales)	19.7 %	19.0 %	17.4 %	18.8 %	19.2 %

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

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

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

⁽⁴⁾ Russia-related charges include impairments or allowances recorded against certain property, plant and equipment, inventory and trade receivables and write-down of a Russian JV to reflect the current impact of Russia's invasion of Ukraine (and associated sanctions) on the Company's operations. In addition to the 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 the Russia Operations in Management Discussion and Analysis within the Company's annual report on Form 10-K for additional information.

⁽⁵⁾ 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.

⁽⁶⁾ 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: Segment EBITDA & EBITDA Margin

Reconciliation of segment EBITDA, after adjustments, to segment EBITDA, and segment EBITDA, after adjustments, as a percentage of sales to segment EBITDA, as a percentage of sales: (Unaudited)

The following reconciliation is provided as additional relevant information about the Company's Engineered Bearings and Industrial Motion segment performance deemed useful to investors. Management believes that non-GAAP measures of adjusted EBITDA and adjusted EBITDA margin for the segments are useful to investors as they are representative of each segment's core operations and are used in the management of the business, including decisions concerning the allocation of resources and assessment of performance.

Engineered Bearings

(Dollars in millions)	Three Months Ended June 30,			
	2024	Percentage to Net Sales	2023	Percentage to Net Sales
Earnings before interest, taxes, depreciation and amortization (EBITDA)	\$ 163.3	20.8 %	\$ 185.5	21.6 %
Impairment, restructuring and reorganization charges ⁽¹⁾	2.8		4.0	
Acquisition-related charges ⁽²⁾	0.3		0.1	
Gain on divestitures and sale of certain assets ⁽³⁾	(0.2)		—	
Adjusted EBITDA	\$ 166.2	21.2 %	\$ 189.6	22.1 %

Industrial Motion

(Dollars in millions)	Three Months Ended June 30,			
	2024	Percentage to Net Sales	2023	Percentage to Net Sales
Earnings before interest, taxes, depreciation and amortization (EBITDA)	\$ 75.6	19.0 %	\$ 80.9	19.5 %
Impairment, restructuring and reorganization charges ⁽¹⁾	1.9		1.5	
Acquisition-related charges ⁽²⁾	2.2		3.1	
Loss on divestitures and sale of certain assets ⁽³⁾	—		0.4	
Adjusted EBITDA	\$ 79.7	20.0 %	\$ 85.9	20.7 %

⁽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. Impairment, restructuring and reorganization charges for 2023 included \$28.3 million related to the impairment of goodwill. 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⁾ The acquisition-related charges represent the inventory step-up impact of the completed acquisitions.

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

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 next slide of GAAP reconciliations), and the Ratio of Net Debt to Adjusted EBITDA are important measures of the Company's financial position, due to the amount of cash and cash equivalents on hand. The Company presents net debt to adjusted EBITDA because it believes it is more representative of the Company's financial position as it is reflective of the ability to cover its net debt obligations with results from its core operations.

(Dollars in millions)

	June 30, 2024	December 31, 2023
Short-term debt, including current portion of long-term debt	\$ 46.5	\$ 605.6
Long-term debt	2,129.9	1,790.3
Total Debt	\$ 2,176.4	\$ 2,395.9
Less: Cash and cash equivalents	(469.9)	(418.9)
Net Debt	\$ 1,706.5	\$ 1,977.0
Total Equity	\$ 2,950.1	\$ 2,702.4
Ratio of Net Debt to Capital	36.6 %	42.2 %
Adjusted EBITDA for the Twelve Months Ended	\$ 887.8	\$ 939.7
Ratio of Net Debt to Adjusted EBITDA	1.9	2.1

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

(Unaudited)

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

(Dollars in millions)

	Three Months Ended June 30,		Six Months Ended June 30,	
	2024	2023	2024	2023
Net cash provided by operating activities	\$ 124.6	\$ 144.0	\$ 173.9	\$ 222.6
Less: capital expenditures	(37.3)	(49.6)	(81.4)	(91.3)
Free cash flow	\$ 87.3	\$ 94.4	\$ 92.5	\$ 131.3

GAAP Reconciliation: Consolidated EBITDA

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

(Unaudited)

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

(Dollars in millions)	Twelve Months Ended June 30, 2024		Twelve Months Ended December 31, 2023	
Net Income	\$	365.4	\$	408.0
Provision for income taxes		111.5		122.5
Interest expense		125.1		110.7
Interest income		(13.8)		(9.3)
Depreciation and amortization		214.0		201.3
Consolidated EBITDA	\$	802.2	\$	833.2
Adjustments:				
Impairment, restructuring and reorganization charges ⁽¹⁾	\$	33.8	\$	59.3
Corporate pension and other postretirement benefit related expense ⁽²⁾		22.5		20.6
Acquisition-related charges ⁽³⁾		31.0		31.8
Gain on divestitures and sale of certain assets ⁽⁴⁾		(1.7)		(5.2)
Total Adjustments		85.6		106.5
Adjusted EBITDA	\$	887.8	\$	939.7

⁽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. On March 26, 2024, the Company announced that Richard G. Kyle, President and CEO of the Company would be retiring from his position as CEO and that Tarak Mehta would be appointed CEO on September 5, 2024. Impairment, restructuring and reorganization charges for 2024 include the acceleration of certain stock compensation awards for Mr. Kyle and other one-time costs associated with the transition. In addition, impairment, restructuring and reorganization charges for the twelve months ended December 31, 2023 included \$28.3 million related to the impairment of goodwill. 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 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.

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

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

Supplemental Information: EBITDA Adjustments and Depreciation & Amortization by Segment

(Unaudited)

(Dollars in millions)

	Three Months Ended June 30, 2024				Three Months Ended June 30, 2023			
	Engineered Bearings	Industrial Motion	Corporate	Timken	Engineered Bearings	Industrial Motion	Corporate	Timken
Cost of products sold	\$ 1.1	\$ 3.4	\$ —	\$ 4.5	\$ 2.8	\$ 3.6	\$ —	\$ 6.4
Selling, general and administrative expense	—	(0.6)	1.6	1.0	(0.4)	0.2	0.7	0.5
Impairment and restructuring charges	2.0	1.3	—	3.3	1.7	0.8	—	2.5
Other (income) expense, net	(0.2)	—	—	(0.2)	—	0.4	(1.0)	(0.6)
Total Adjustments to EBITDA	\$ 2.9	\$ 4.1	\$ 1.6	\$ 8.6	\$ 4.1	\$ 5.0	\$ (0.3)	\$ 8.8

(Unaudited)

(Dollars in millions)

	Three Months Ended June 30, 2024				Three Months Ended June 30, 2023			
	Engineered Bearings	Industrial Motion	Corporate	Timken	Engineered Bearings	Industrial Motion	Corporate	Timken
Depreciation and amortization expense (GAAP)	\$ 26.8	\$ 27.1	\$ 0.3	\$ 54.2	\$ 27.1	\$ 23.8	\$ 0.3	\$ 51.2
Adjusted depreciation and amortization expense	26.8	26.9	0.3	54.0	26.7	23.8	0.3	50.8
Total Adjustments to Depreciation and Amortization	\$ —	\$ 0.2	\$ —	\$ 0.2	\$ 0.4	\$ —	\$ —	\$ 0.4
Acquisition intangible amortization	2.8	16.2	—	19.0	3.4	13.9	—	17.3
Total Adjustments to Income Before Income Taxes and Noncontrolling Interest	\$ 5.7	\$ 20.5	\$ 1.6	\$ 27.8	\$ 7.9	\$ 18.9	\$ (0.3)	\$ 26.5

Supplemental Information: EBITDA Adjustments and Depreciation & Amortization by Segment

(Unaudited)

(Dollars in millions)	Six Months Ended June 30, 2024				Six Months Ended June 30, 2023			
	Engineered Bearings	Industrial Motion	Corporate	Timken	Engineered Bearings	Industrial Motion	Corporate	Timken
Cost of products sold	\$ 3.5	\$ 6.9	\$ —	\$ 10.4	\$ 5.7	\$ 4.2	\$ —	\$ 9.9
Selling, general and administrative expense	—	(0.6)	2.5	1.9	(0.4)	0.2	3.2	3.0
Impairment and restructuring charges	3.0	2.6	—	5.6	2.4	29.0	—	31.4
Other (income) expense, net	(0.9)	—	—	(0.9)	(4.8)	0.3	(1.9)	(6.4)
Total Adjustments to EBITDA	\$ 5.6	\$ 8.9	\$ 2.5	\$ 17.0	\$ 2.9	\$ 33.7	\$ 1.3	\$ 37.9

(Unaudited)

(Dollars in millions)	Six Months Ended June 30, 2024				Six Months Ended June 30, 2023			
	Engineered Bearings	Industrial Motion	Corporate	Timken	Engineered Bearings	Industrial Motion	Corporate	Timken
Depreciation and amortization expense (GAAP)	\$ 53.5	\$ 55.3	\$ 0.7	\$ 109.5	\$ 53.1	\$ 43.0	\$ 0.7	\$ 96.8
Adjusted depreciation and amortization expense	53.5	54.7	0.7	108.9	52.5	43.0	0.7	96.2
Total Adjustments to Depreciation and Amortization	\$ —	\$ 0.6	\$ —	\$ 0.6	\$ 0.6	\$ —	\$ —	\$ 0.6
Acquisition intangible amortization	5.8	33.2	—	39.0	7.0	23.8	—	30.8
Total Adjustments to Income Before Income Taxes and Noncontrolling Interest	\$ 11.4	\$ 42.7	\$ 2.5	\$ 56.6	\$ 10.5	\$ 57.5	\$ 1.3	\$ 69.3

GAAP Reconciliation: Adjusted EPS and Free Cash Flow Outlook

Reconciliation of Adjusted Earnings per Share to GAAP Earnings per Share for Full Year 2024 Outlook:

(Unaudited)

The following reconciliation is provided as additional relevant information about the Company's outlook deemed useful to investors. Forecasted full year adjusted diluted earnings per share is an important financial measure that management believes is useful to investors as it is representative of the Company's expectation for the performance of its core business operations.

	Low End Earnings Per Share	High End Earnings Per Share
Forecasted full year GAAP diluted earnings per share	\$ 5.00	\$ 5.20
Forecasted Adjustments:		
Impairment, restructuring and other special items, net ⁽¹⁾	0.20	0.20
Acquisition-related intangible amortization expense, net	0.80	0.80
Forecasted full year adjusted diluted earnings per share	\$ 6.00	\$ 6.20

⁽¹⁾ Impairment, restructuring and other special items, net do not include the impact of any potential future mark-to-market pension and other postretirement remeasurement adjustments, because the amounts will not be known until incurred.

Reconciliation of Free Cash Flow to GAAP Net Cash Provided by Operating Activities in Full Year 2024 Outlook:

(Unaudited)

Forecasted full year free cash flow is a non-GAAP measure that is useful to investors because it is representative of the Company's expectation of cash that will be generated from operating activities and available for the execution of its business strategy.

	Free Cash Flow Outlook
Net cash provided from operating activities	\$ 535.0
Less: capital expenditures	185.0
Free cash flow	\$ 350.0

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.

Total Company

	Three Months Ended June 30, 2024	Three Months Ended June 30, 2023	\$ Change	% Change
Net sales	\$ 1,182.3	\$ 1,272.3	\$ (90.0)	(7.1) %
Less: Acquisitions and divestitures	21.9	—	21.9	NM
Currency	(13.7)	—	(13.7)	NM
Net sales, excluding the impact of acquisitions, divestitures and currency	\$ 1,174.1	\$ 1,272.3	\$ (98.2)	(7.7) %

Engineered Bearings

	Three Months Ended June 30, 2024	Three Months Ended June 30, 2023	\$ Change	% Change
Net sales	\$ 783.4	\$ 857.2	\$ (73.8)	(8.6) %
Less: Acquisitions and divestitures	(2.9)	—	(2.9)	NM
Currency	(10.7)	—	(10.7)	NM
Net sales, excluding the impact of acquisitions, divestitures and currency	\$ 797.0	\$ 857.2	\$ (60.2)	(7.0) %

Industrial Motion

	Three Months Ended June 30, 2024	Three Months Ended June 30, 2023	\$ Change	% Change
Net sales	\$ 398.9	\$ 415.1	\$ (16.2)	(3.9) %
Less: Acquisitions and divestitures	24.8	—	24.8	NM
Currency	(3.0)	—	(3.0)	NM
Net sales, excluding the impact of acquisitions, divestitures and currency	\$ 377.1	\$ 415.1	\$ (38.0)	(9.2) %

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.

Total Company

	Three Months Ended March 31, 2024	Three Months Ended March 31, 2023	\$ Change	% Change
Net sales	\$ 1,190.3	\$ 1,262.8	\$ (72.5)	(5.7) %
Less: Acquisitions and divestitures	50.0	—	50.0	NM
Currency	(6.5)	—	(6.5)	NM
Net sales, excluding the impact of acquisitions, divestitures and currency	\$ 1,146.8	\$ 1,262.8	\$ (116.0)	(9.2) %