The Timken Company

2Q 2021 Earnings Investor Presentation

August 2, 2021

Advancing as a Global Industrial Leader

Agenda

INTRODUCTION	**Neil Frohnapple – Director, 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 2021 by Market/Sector”, “2021 Outlook”, “Key Takeaways”, “2Q 2021 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; 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; fluctuations in material and energy costs; 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 and sanctions; weakness in global or regional economic conditions and capital markets; the company’s ability to satisfy its obligations under its debt agreements and renew or refinance borrowings on favorable terms; 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; the impact on operations of general economic conditions; 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 meant to address climate change; unanticipated litigation, claims, investigations or assessments; the Company’s ability to maintain appropriate relations with unions and works councils; negative impacts to the company’s business, results of operations, financial position or liquidity as a result of COVID-19 or other epidemics and associated governmental measures such as restrictions on travel and manufacturing operations; 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, 2020, 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.

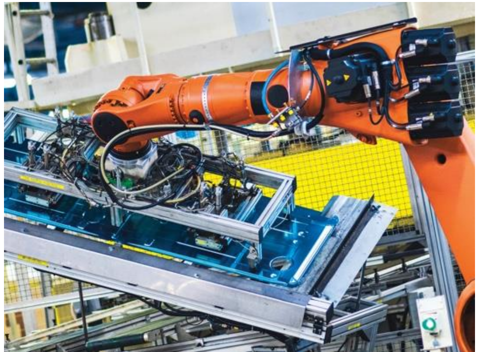
These materials were presented on August 2, 2021 and have not been confirmed or updated. The Company disclaims any obligation to do so based on subsequent events or for any other reason

The Timken Company

Overview and Business Update

Rich Kyle
President and Chief Executive Officer

Advancing as a Global Industrial Leader



2Q 2021 Performance Highlights

Record sales of $1.06 billion in 2Q-21, up 32% from prior-year period

- Revenue up 26% organically
  - Most end-market sectors experienced strong organic growth
  - Renewable energy up double-digits
  - Served customers well despite supply chain challenges; continued to win new business
  - Backlog up both year-on-year and sequentially
- Total sales up nearly 4% from 1Q-21

Adjusted EBITDA margin of 18.8% compared to 20.4% in prior-year period

- YOY margin comparison impacted by the significant amount of temporary cost reduction actions in 2Q-20

Adjusted EPS of $1.37, up from $1.02 per share in the prior-year period

- Company record for the second quarter

Strong free cash flow of $116 million in the quarter

Increased quarterly dividend by 3% to $0.30/share in 2Q-21

- Paid 396th consecutive quarterly dividend

Ended the second quarter with net debt to TTM adjusted EBITDA at 1.7x

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

Organic Growth Outlook – FY 2021 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+)
	Aerospace	Heavy Industries	Rail	Automotive
		Industrial Services		General Industrial
				Heavy Truck
				Ind. Distribution
				Marine
				Off-Highway
				Renewable Energy

Process Industries | Mobile Industries

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

Planning for revenue to be up roughly 15% organically in 2021 (at mid-point)

- Both segments expected to be up double-digits organically – Mobile Industries up high-teens; Process Industries up low-teens

2021 Outlook

	PRIOR OUTLOOK (APR. 28, 2021)	CURRENT OUTLOOK (AUG. 2, 2021)
Net Sales	~+18%*	~+19%*
Adjusted EPS	$5.15 to $5.45	$5.15 to $5.45
Free Cash Flow	$325M to $350M	$300M to $325M

** YOY growth at mid-point of guidance*

CURRENT OUTLOOK: FULL YEAR 2021 vs. 2020

Net sales up ~+19% at the mid-point

~+15% Organic	~+1% Acquisitions	~+3% Currency

Components (at mid-point)

Organic revenue up ~15% for the year
- Reflects robust and improving market conditions

Adj. EPS of $5.30 at the mid-point (a record), up almost 30% versus 2020
- Positive impact from higher volume, favorable currency and higher pricing
- Partially offset by higher operating costs, including the non-recurrence of 2020 temporary cost reduction actions, and unfavorable mix
- Adj. EBITDA margin roughly flat YOY at the mid-point

Free cash flow estimated at >75% of adjusted net income at mid-point
- FCF impacted by higher working capital to support strong sales growth

EPS outlook does not include the impact of any potential mark-to-market pension remeasurement adjustments. 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.

Key Takeaways

Looking back on 2Q-21

- Delivered record revenue performance
- Adj. EPS was a record for the second quarter
- Solid margins despite supply chain challenges and inflationary pressures
- Strong free cash flow generation

Looking ahead

- Robust revenue outlook
  - Demand continuing to strengthen across most markets; expect industrial expansion to sustain through 2022
  - Timken attractive end-market sector mix and outgrowth initiatives continuing to deliver results
- Planning for flattish adj. EBITDA margins for the full year
  - Prior-year margins impacted by significant amount of COVID-related temporary cost reduction actions
  - Higher pricing in 2H-21 versus 1H-21 will mitigate the impact of higher costs
  - Planning for supply chain headwinds to persist in 2H-21, but expecting improvement through the rest of the year
- Expect record adj. EPS of $5.30/share at the mid-point for 2021 with strong free cash flow
- Continue to focus on serving customers and advancing our growth strategy

See appendix for a reconciliation of adjusted EPS to its most directly comparable GAAP financial measure.

These materials were presented on August 2, 2021 and have not been confirmed or updated. The Company disclaims any obligation to do so based on subsequent events or for any other reason

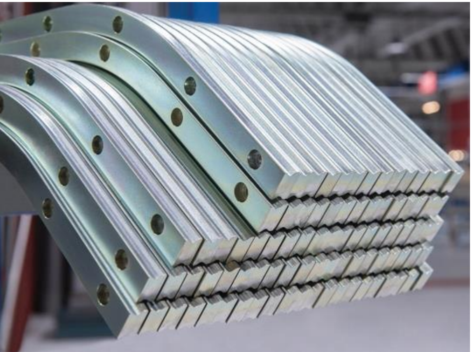
The Timken Company

Financial Performance

Phil Fracassa

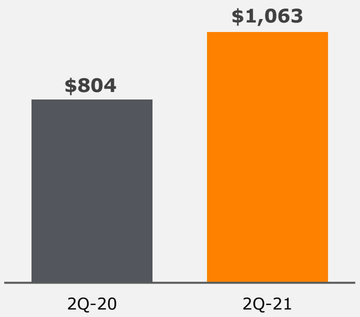
Executive Vice President and Chief Financial Officer

Advancing as a Global Industrial Leader

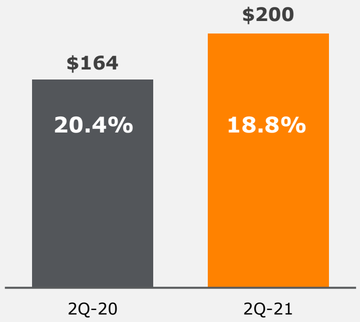


2Q 2021 Financial Overview

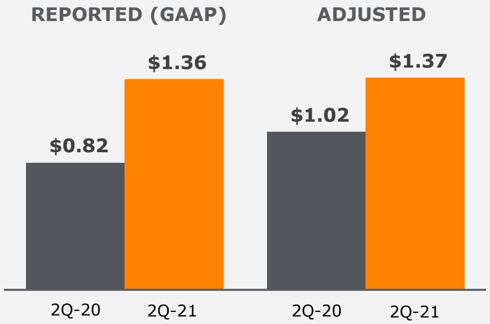
Net Sales ($M)



Adjusted EBITDA ($M)



Earnings Per Share



Sales of $1.06 billion, up 32% from 2Q-20

- Increase driven by organic growth across most end-market sectors, as well as the benefit of currency translation and the Aurora Bearing acquisition

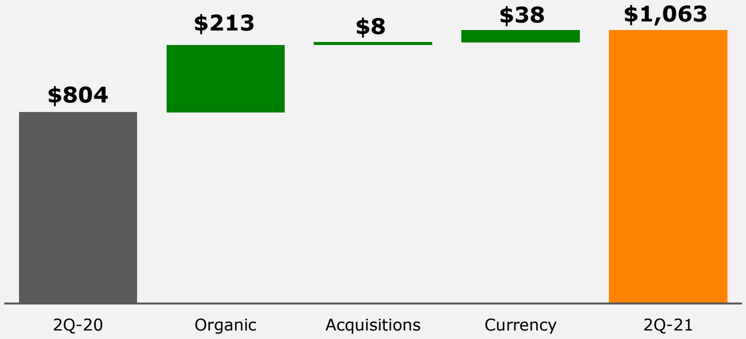
Adjusted EBITDA margin of 18.8%, down 160 bps from 2Q-20

- YOY EBITDA margin performance impacted by the significant amount of temporary cost reduction actions taken in the year ago period, higher material & logistics costs and unfavorable mix, partially offset by the impact of higher volume, favorable manufacturing performance and currency

Second quarter adjusted EPS of $1.37 per diluted share (record for the second quarter), up 34% from 2Q-20

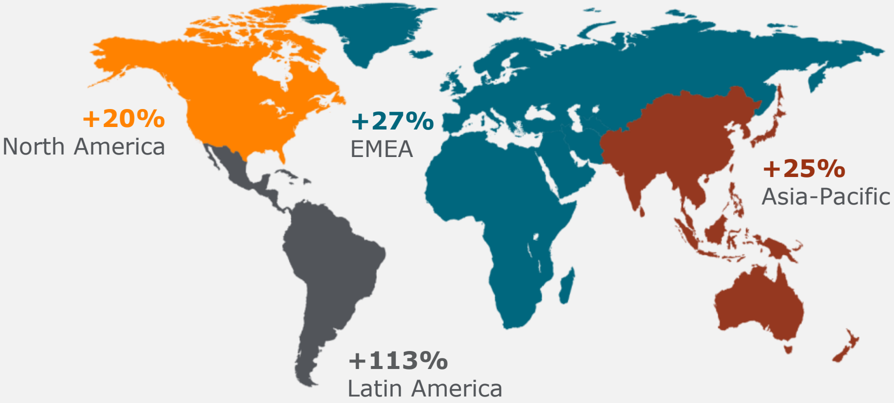
See appendix for reconciliations of adjusted EBITDA, adjusted EBITDA margin and adjusted EPS to their most directly comparable GAAP financial measures.

2Q 2021 Financial Highlights - Sales



2Q-21 vs. 2Q-20 SALES BY GEOGRAPHY – ORGANIC

(Excludes Acquisitions and Currency Impact)



Sales of $1.06 billion, up 32.3% from a year ago

- Organically, revenue was up 26.5% in the quarter
- Aurora Bearing contributed 1.0%; currency added 4.8%

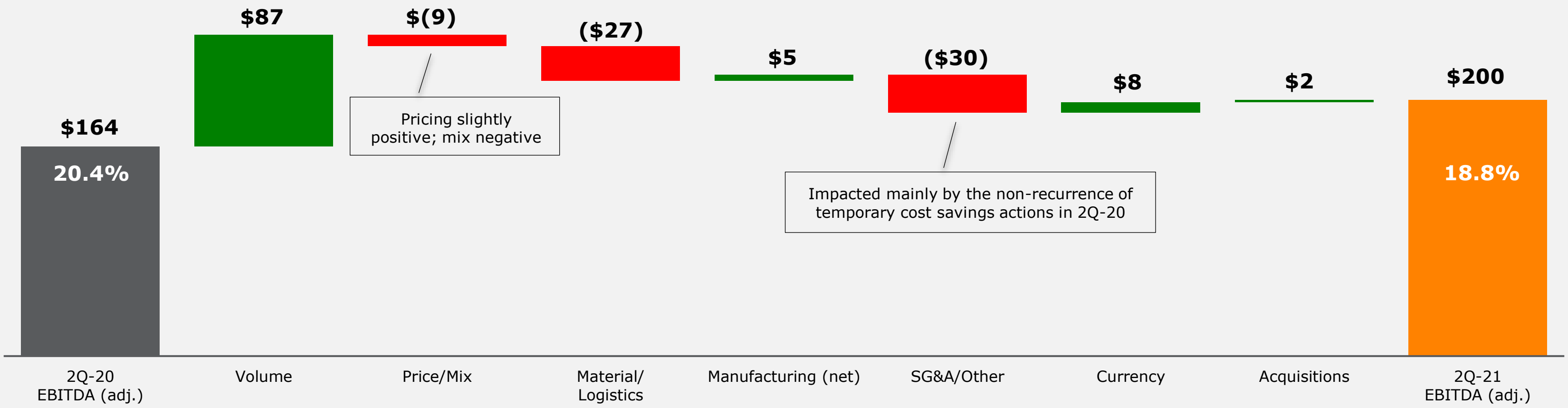
Sales up ~4% compared to 1Q-21

Organic revenue up strongly in all regions

- Driven by broad-based growth across most end-market sectors

Certain data contained in the bar graph above has been rounded for presentation purposes.

2Q 2021 Financial Comparison – Adjusted EBITDA



Adjusted EBITDA of $200 million or 18.8% of sales compared with $164 million or 20.4% of sales in the same period a year ago

- The increase in adjusted EBITDA reflects the impact of higher volume, favorable manufacturing performance and currency, partially offset by higher SG&A expenses, higher material/logistics costs and unfavorable mix
- Higher SG&A expenses reflect the significant amount of temporary cost actions taken last year in response to the COVID-19 pandemic; SG&A expense relatively flat year-on-year otherwise

Certain data contained in the bar graph above has been rounded for presentation purposes. See appendix for reconciliations of adjusted EBITDA and adj. EBITDA margin to their most directly comparable GAAP financial measures.

2Q 2021 Financial Comparison – Net Income & Diluted EPS

	2Q-20		2Q-21	
	$M	EPS	$M	EPS
Net Income / EPS	$61.9	$0.82	$104.8	$1.36
Adjustments	15.1	0.20	1.3	0.01
Adjusted Net Income / Adjusted EPS	$77.0	$1.02	$106.1	$1.37
Average diluted shares outstanding:	75.7 million		77.3 million	
GAAP tax rate:	31.2%		21.5%	
Adjusted tax rate:	27.0%		24.5%	

Adjusted EPS of $1.37, up 34% from the prior year

- Net interest expense of $14.6 million in the quarter, down from $18.3 million in 2Q-20
- Average diluted shares up YOY

GAAP tax rate of 21.5% in 2Q-21, versus rate of 31.2% in 2Q-20

- Lower rate reflects geographic mix of earnings and the impact of discrete tax items in both periods

Adjusted tax rate of 24.5% in 2Q-21, down from 27.0% in 2Q-20

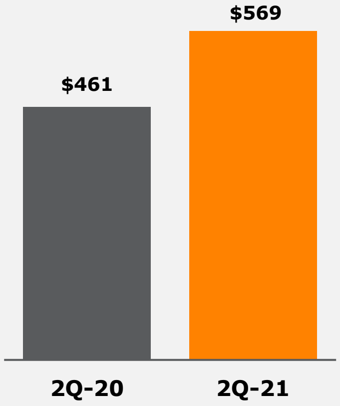
- Reflects geographic mix of earnings; expect FY-21 adjusted tax rate of approximately 25%

See appendix for reconciliations of adjusted net income and adjusted EPS to their most directly comparable GAAP financial measures. Certain data above has been rounded for presentation purposes.

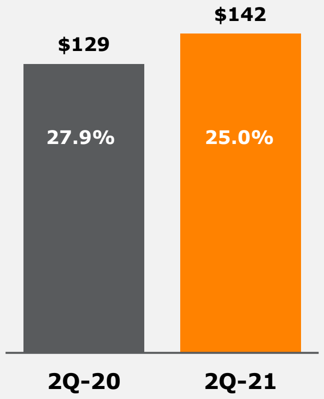
2Q 2021 Segment Performance

Process Industries

Net Sales ($M)



Adjusted EBITDA ($M)



Sales of $569 million, up 23.4% from the same period last year

- Organically, sales up 17.0% YOY: distribution, renewable energy and general industrial posted the largest gains; heavy industries and marine also up; services down
- Sales up 5.7% from currency; Aurora Bearing added 0.7%

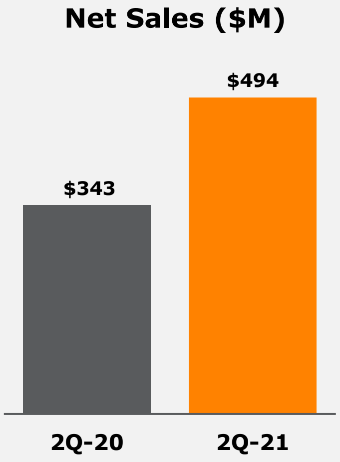
Adjusted EBITDA of $142 million, or 25.0% of sales

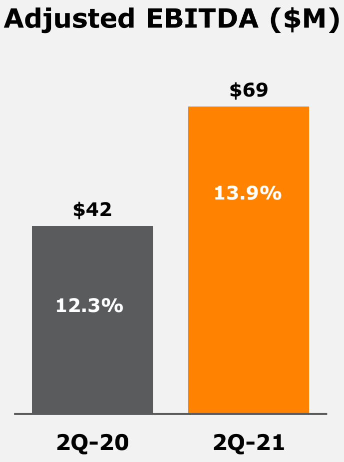
- Increase in adjusted EBITDA reflects higher volume and the benefit of currency, partially offset by higher SG&A expenses (COVID-related temporary cost actions in 2Q-20) and higher material/logistics costs

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.

2Q 2021 Segment Performance

Mobile Industries





Sales of $494 million, up 44.2% from the same period last year

- Organically, sales up 39.3% YOY: off-highway, automotive and heavy truck posted the strongest gains; rail also up; aerospace down
- Sales up 3.6% from currency; Aurora Bearing added 1.3%
- Sales declined 2% sequentially from 1Q-21 reflecting global supply chain constraints impacting customers, including semi-conductor chip shortages

Adjusted EBITDA of $69 million, or 13.9% of sales

- Increase in adjusted EBITDA reflects higher volume and favorable manufacturing performance, partially offset by higher material and logistics costs, higher SG&A expenses (COVID-related temporary cost actions in 2Q-20) and unfavorable mix

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-20	2Q-21	YTD-20	YTD-21
Net Cash from Operations	$247.4	$147.1	$303.6	$178.8
Capital Expenditures	(24.7)	(31.1)	(56.5)	(60.5)
Free Cash Flow (FCF)	$222.7	$116.0	$247.1	$118.3

Solid performance despite higher working capital needs to support sales growth

Capital Structure ($M)	12/31/20	06/30/21
Cash	$320	$305
Total Debt	1,565	1,511
Net Debt	$1,244	$1,206
Adjusted EBITDA (TTM)	$659	$722
Net Debt/Adj. EBITDA	1.9x	1.7x

Commentary:

- Expect seasonally strong cash flow in the second half of the year
- Increased quarterly dividend by 3% to $0.30/share in May; paid 396th consecutive quarterly dividend ($23 million) in 2Q-21
- Cash flow and improving EBITDA drove net debt/adj. EBITDA to 1.7x as of June 30 (TTM), well within 1.5-2.5x targeted range

FY-21 Outlook:

- CapEx of ~$150M (~3.6% of sales mid-point); supports long-term growth and operational excellence initiatives
- FY-21 net interest expense: ~$60M (pre-tax)
- Continue to pay an attractive dividend(1)
- Continue to drive synergies with respect to recent acquisitions; look to drive strategy further with M&A

Free cash flow is defined as net cash provided by operating activities minus capital expenditures.
See appendix for reconciliations of net debt, adjusted EBITDA and net debt/adjusted EBITDA to their most directly comparable GAAP equivalents.
(1) Subject to Board approval

These materials were presented on August 2, 2021 and have not been confirmed or updated. The Company disclaims any obligation to do so based on subsequent events or for any other reason

2021 Outlook

	PRIOR OUTLOOK (APR. 28, 2021)	CURRENT OUTLOOK (AUG. 2, 2021)
Net Sales	~+18%*	~+19%*
Adjusted EPS	$5.15 to $5.45	$5.15 to $5.45
Free Cash Flow	$325M to $350M	$300M to $325M

** YOY growth at mid-point of guidance*

CURRENT OUTLOOK: FULL YEAR 2021 vs. 2020

Net sales up ~+19% at the mid-point

~+15%	~+1%	~+3%
Organic	Acquisitions	Currency

Components (at mid-point)

Organic revenue up ~15% for the year

- Reflects robust and improving market conditions

Adj. EPS of $5.30 at the mid-point (a record), up almost 30% versus 2020

- Positive impact from higher volume, favorable currency and higher pricing
- Partially offset by higher operating costs, including the non-recurrence of 2020 temporary cost reduction actions, and unfavorable mix
- Adj. EBITDA margin roughly flat YOY at the mid-point

Free cash flow estimated at >75% of adjusted net income at mid-point

- FCF impacted by higher working capital to support strong sales growth

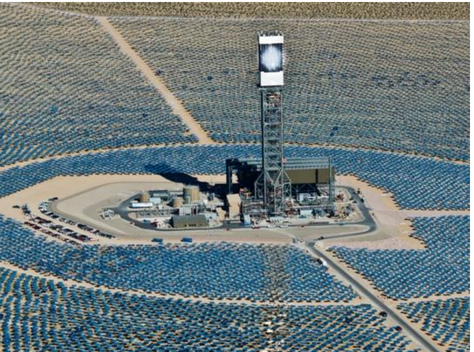
EPS outlook does not include the impact of any potential mark-to-market pension remeasurement adjustments. See appendix for reconciliations of adjusted EPS and free cash flow to their most directly comparable GAAP financial measures. Free cash flow is defined as net cash provided by operating activities minus capital expenditures.

These materials were presented on August 2, 2021 and have not been confirmed or updated. The Company disclaims any obligation to do so based on subsequent events or for any other reason

The Timken Company

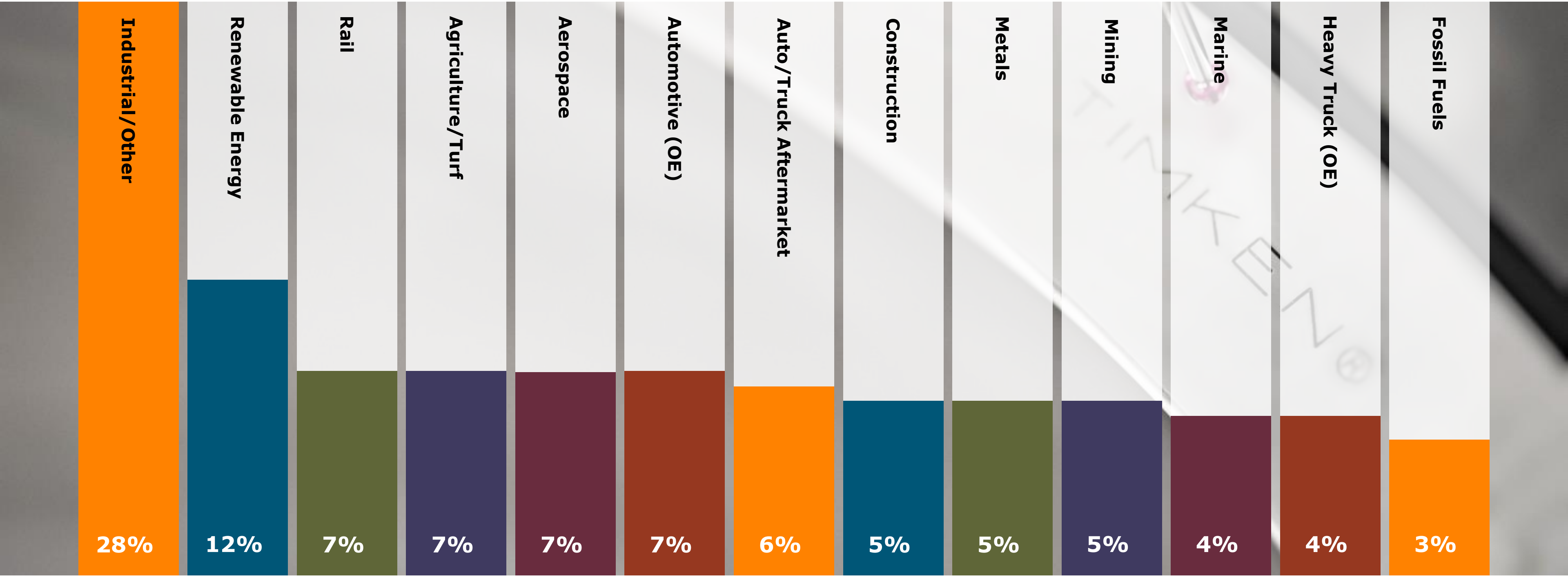
Appendix: Backup Slides and GAAP Reconciliations

Advancing as a Global Industrial Leader



Serving an Attractive and Diverse End-Market Sector Mix

(End-market sector sales mix based on 2020 full year actual sales)



Certain data contained in the bar charts above has been rounded for presentation purposes.

Supplemental Information: EBITDA Adjustments and Depreciation & Amortization by Segment

(Unaudited)

(Dollars in millions)	**Three Months Ended June 30, 2021**				Three Months Ended June 30, 2020			
	Mobile Industries	**Process Industries**	**Corporate**	**Timken**	Mobile Industries	Process Industries	Corporate	Timken
Cost of products sold	**$ 0.3**	**$ 0.8**	**$ —**	**$ 1.1**	$ 2.0	$ 0.6	$ —	$ 2.6
Selling, general and administrative expense	**—**	**—**	**1.0**	**1.0**	—	—	—	—
Impairment and restructuring charges	**1.1**	**0.2**	**—**	**1.3**	1.2	1.9	(0.1)	3.0
Other expense (income), net	**—**	**—**	**3.5**	**3.5**	—	—	8.8	8.8
Total Adjustments to EBITDA	**$ 1.4**	**$ 1.0**	**$ 4.5**	**$ 6.9**	$ 3.2	$ 2.5	$ 8.7	$ 14.4

(Unaudited)

(Dollars in millions)	**Three Months Ended June 30, 2021**				Three Months Ended June 30, 2020			
	Mobile Industries	**Process Industries**	**Corporate**	**Timken**	Mobile Industries	Process Industries	Corporate	Timken
Depreciation and amortization expense (GAAP)	**$ 20.2**	**$ 21.7**	**$ 0.3**	**$ 42.2**	$ 20.2	$ 21.3	$ 0.2	$ 41.7
Adjusted depreciation and amortization expense	**20.2**	**21.5**	**0.3**	**42.0**	19.3	21.0	0.2	40.5
Total Adjustments to Depreciation and Amortization	**$ —**	**$ 0.2**	**$ —**	**$ 0.2**	$ 0.9	$ 0.3	$ —	$ 1.2
Total Adjustments to Income Before Income Taxes	**$ 1.4**	**$ 1.2**	**$ 4.5**	**$ 7.1**	$ 4.1	$ 2.8	$ 8.7	$ 15.6

Supplemental Information: EBITDA Adjustments and Depreciation & Amortization by Segment

(Unaudited)

(Dollars in millions)	**Six Months Ended June 30, 2021**				Six Months Ended June 30, 2020			
	Mobile Industries	**Process Industries**	**Corporate**	**Timken**	Mobile Industries	Process Industries	Corporate	Timken
Cost of products sold	$ 0.6	$ 1.7	$ —	$ 2.3	$ 4.3	$ 1.8	$ —	$ 6.1
Selling, general and administrative expense	—	—	0.5	0.5	—	—	0.5	0.5
Impairment and restructuring charges	1.3	4.0	—	5.3	1.9	4.7	—	6.6
Other (income) expense, net	—	—	3.8	3.8	(2.1)	—	8.8	6.7
Total Adjustments to EBITDA	$ 1.9	$ 5.7	$ 4.3	$ 11.9	$ 4.1	$ 6.5	$ 9.3	$ 19.9

(Unaudited)

(Dollars in millions)	**Six Months Ended June 30, 2021**				Six Months Ended June 30, 2020			
	Mobile Industries	**Process Industries**	**Corporate**	**Timken**	Mobile Industries	Process Industries	Corporate	Timken
Depreciation and amortization expense (GAAP)	$ 40.6	$ 44.0	$ 0.6	$ 85.2	$ 40.3	$ 43.3	$ 0.4	$ 84.0
Adjusted depreciation and amortization expense	40.6	43.5	0.6	84.7	38.4	42.6	0.4	81.4
Total Adjustments to Depreciation and Amortization	$ —	$ 0.5	$ —	$ 0.5	$ 1.9	$ 0.7	$ —	$ 2.6
Total Adjustments to Income Before Income Taxes	$ 1.9	$ 6.2	$ 4.3	$ 12.4	$ 6.0	$ 7.2	$ 9.3	$ 22.5

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,**			
	2021	**EPS**	2020	EPS	**2021**	**EPS**	2020	EPS
Net Income Attributable to The Timken Company	**$ 104.8**	**$ 1.36**	$ 61.9	$ 0.82	**$ 218.1**	**$ 2.82**	$ 142.6	$ 1.88
Adjustments: (1)								
Impairment, restructuring and reorganization charges (2)	**$ 2.2**		$ 5.8		**$ 7.4**		$ 11.6	
Corporate pension and other postretirement benefit related expense (3)	**3.5**		8.8		**4.4**		8.8	
Acquisition-related charges (4)	**1.4**		0.9		**0.6**		4.2	
Property losses (recoveries) and related expenses (5)	**—**		0.1		**—**		(2.1)	
Noncontrolling interest of above adjustments	**—**		—		**0.2**		—	
Provision for income taxes (6)	**(5.8)**		(0.5)		**(17.9)**		(3.4)	
Total Adjustments:	**1.3**	**0.01**	15.1	0.20	**(5.3)**	**(0.07)**	19.1	0.25
Adjusted Net Income Attributable to The Timken Company	**$ 106.1**	**$ 1.37**	$ 77.0	$ 1.02	**$ 212.8**	**$ 2.75**	$ 161.7	$ 2.13

(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 and (iv) related depreciation and amortization. The Company re-assesses its operating footprint and cost structure periodically, and makes adjustments as needed that result in restructuring charges. However, management believes these actions are not representative of the Company's core operations.

(3) Corporate pension and other postretirement benefit related expense represents actuarial losses and (gains) 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) Acquisition-related charges represent 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 and deal-related expenses associated with completed and potential transactions, as well as any resulting inventory step-up impact.

(5) Represents property loss and related expenses during the period presented (net of insurance recoveries received in 2020) resulting from property loss that occurred during the first quarter of 2019 at one of the Company's warehouses in Knoxville, Tennessee and during the third quarter of 2019 at one of the Company's warehouses in Yantai, China.

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

These materials were presented on August 2, 2021 and have not been confirmed or updated. The Company disclaims any obligation to do so based on subsequent events or for any other reason

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,			
	2021	**Percentage to Net Sales**	2020	Percentage to Net Sales	**2021**	**Percentage to Net Sales**	2020	Percentage to Net Sales
Net Income	**$ 107.2**	**10.1 %**	$ 61.8	7.7 %	**$ 223.2**	**10.7 %**	$ 145.8	8.4 %
Provision for income taxes	**29.4**		28.0		**54.7**		57.6	
Interest expense	**15.3**		18.9		**30.2**		36.0	
Interest income	**(0.7)**		(0.6)		**(1.2)**		(2.1)	
Depreciation and amortization	**42.2**		41.7		**85.2**		84.0	
Consolidated EBITDA	**$ 193.4**	**18.2 %**	$ 149.8	18.6 %	**$ 392.1**	**18.8 %**	$ 321.3	18.6 %
Adjustments:								
Impairment, restructuring and reorganization charges (1)	**$ 2.0**		$ 4.6		**$ 6.9**		$ 9.0	
Corporate pension and other postretirement benefit related expense (2)	**3.5**		8.8		**4.4**		8.8	
Acquisition-related charges (3)	**1.4**		0.9		**0.6**		4.2	
Property losses (recoveries) and related expenses (4)	**—**		0.1		**—**		(2.1)	
Total Adjustments	**6.9**	**0.6 %**	14.4	1.8 %	**11.9**	**0.5 %**	19.9	1.2 %
Adjusted EBITDA	**$ 200.3**	**18.8 %**	$ 164.2	20.4 %	**$ 404.0**	**19.3 %**	$ 341.2	19.8 %

(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; 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.

(2) Corporate pension and other postretirement benefit related expense represents actuarial losses and (gains) 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) Acquisition-related charges represent measurement period adjustments to the bargain purchase gain on the acquisition of the assets of Aurora that closed on November 30, 2020 and deal-related expenses associated with completed and potential transactions, as well as any resulting inventory step-up impact.

(4) Represents property loss and related expenses during the period presented (net of insurance recoveries received in 2020) resulting from property loss that occurred during the first quarter of 2019 at one of the Company's warehouses in Knoxville, Tennessee and during the third quarter of 2019 at one of the Company's warehouses in Yantai, China.

GAAP Reconciliation: Segment EBITDA & EBITDA Margin

Reconciliation of segment EBITDA Margin, After Adjustments, to segment EBITDA as a Percentage of Sales and segment EBITDA, After Adjustments, to segment EBITDA:

(Unaudited)

The following reconciliation is provided as additional relevant information about the Company's Mobile Industries and Process Industries 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.

Mobile Industries

	Three Months Ended June 30,				Six Months Ended June 30,			
(Dollars in millions)	**2021**	**Percentage to Net Sales**	2020	Percentage to Net Sales	**2021**	**Percentage to Net Sales**	2020	Percentage to Net Sales
Earnings before interest, taxes, depreciation and amortization (EBITDA)	**$ 67.3**	**13.6 %**	$ 38.8	11.3 %	**$ 146.9**	**14.7 %**	$ 113.9	14.1 %
Impairment, restructuring and reorganization charges (1)	**1.2**		2.4		**1.5**		3.6	
Acquisition-related charges (2)	**0.2**		0.7		**0.4**		2.6	
Property losses (recoveries) and related expenses (3)	**—**		0.1		**—**		(2.1)	
Adjusted EBITDA	**$ 68.7**	**13.9 %**	$ 42.0	12.3 %	**$ 148.8**	**14.9 %**	$ 118.0	14.6 %

Process Industries

	Three Months Ended June 30,				Six Months Ended June 30,			
(Dollars in millions)	**2021**	**Percentage to Net Sales**	2020	Percentage to Net Sales	**2021**	**Percentage to Net Sales**	2020	Percentage to Net Sales
Earnings before interest, taxes, depreciation and amortization (EBITDA)	**$ 141.2**	**24.8 %**	$ 126.3	27.4 %	**$ 272.2**	**25.0 %**	$ 233.8	25.5 %
Impairment, restructuring and reorganization charges (1)	**0.8**		2.2		**5.4**		5.3	
Acquisition-related charges (2)	**0.2**		0.3		**0.3**		1.2	
Adjusted EBITDA	**$ 142.2**	**25.0 %**	$ 128.8	27.9 %	**$ 277.9**	**25.5 %**	$ 240.3	26.2 %

(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; 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.

(2) The acquisition-related charges represent the inventory step-up impact.

(3) Represents property loss and related expenses during the period presented (net of insurance recoveries received in 2020) resulting from property loss that occurred during the first quarter of 2019 at one of the Company's warehouses in Knoxville, Tennessee and during the third quarter of 2019 at one of the Company's warehouses in Yantai, China.

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, 2021**		Twelve Months Ended December 31, 2020
Net Income	**$**	**369.8**	$	292.4
Provision for income taxes		**101.0**		103.9
Interest expense		**61.8**		67.6
Interest income		**(2.8)**		(3.7)
Depreciation and amortization		**168.3**		167.1
Consolidated EBITDA	**$**	**698.1**	$	627.3
Adjustments:				
Impairment, restructuring and reorganization charges (1)	**$**	**23.8**	$	25.9
Corporate pension and other postretirement benefit related expense (2)		**14.1**		18.5
Acquisition-related charges (3)		**0.7**		3.7
Acquisition-related gain (4)		**(11.7)**		(11.1)
Gain on sale of real estate		**(0.4)**		(0.4)
Property recoveries and related expenses (5)		**(3.4)**		(5.5)
Tax indemnification and related items		**0.5**		0.5
Total Adjustments		**23.6**		31.6
Adjusted EBITDA	**$**	**721.7**	$	658.9

(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 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.

(2) Corporate pension and other postretirement benefit related 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 (gains) and losses in connection with the annual remeasurement in the fourth quarter, or if specific events trigger a remeasurement.

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

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

(5) Represents property loss and related expenses during the periods presented (net of insurance recoveries received in 2020) resulting from property loss that occurred during the first quarter of 2019 at one of the Company's warehouses in Knoxville, Tennessee and during the third quarter of 2019 at one of the Company's warehouses in Yantai, China.

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 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, 2021		December 31, 2020
Short-term debt, including current portion of long-term debt	**$**	**87.1**	$	130.7
Long-term debt		**1,424.3**		1,433.9
Total Debt	**$**	**1,511.4**	$	1,564.6
Less: Cash and cash equivalents		**(305.5)**		(320.3)
Net Debt	**$**	**1,205.9**	$	1,244.3
Total Equity	**$**	**2,367.3**	$	2,225.2
Ratio of Net Debt to Capital		**33.7 %**		35.9 %
Adjusted EBITDA for the Twelve Months Ended	**$**	**721.7**	$	658.9
Ratio of Net Debt to Adjusted EBITDA		**1.7**		1.9

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,**		
		2021		2020		**2021**		2020
Net cash provided by operating activities	**$**	**147.1**	$	247.4	**$**	**178.8**	$	303.6
Less: capital expenditures		**(31.1)**		(24.7)		**(60.5)**		(56.5)
Free cash flow	**$**	**116.0**	$	222.7	**$**	**118.3**	$	247.1

GAAP Reconciliation: Adjusted EPS & Free Cash Flow Outlook

Reconciliation of Adjusted Earnings per Share to GAAP Earnings per Share for Full Year 2021 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	$	5.30
Forecasted Adjustments:				
Restructuring and other special items, net [(1)]		0.15		0.15
Total Adjustments:	$	0.15	$	0.15
Forecasted full year adjusted diluted earnings per share	$	5.15	$	5.45

[(1)] Restructuring and other special items, net do not include the impact of any potential 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 for Full Year 2021 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.

(Dollars in Millions)		**Low End Free Cash Flow**		**High End Free Cash Flow**
Net cash provided by operating activities	**$**	**450.0**	**$**	**475.0**
Less: capital expenditures		**(150.0)**		**(150.0)**
Free cash flow	**$**	**300.0**	**$**	**325.0**