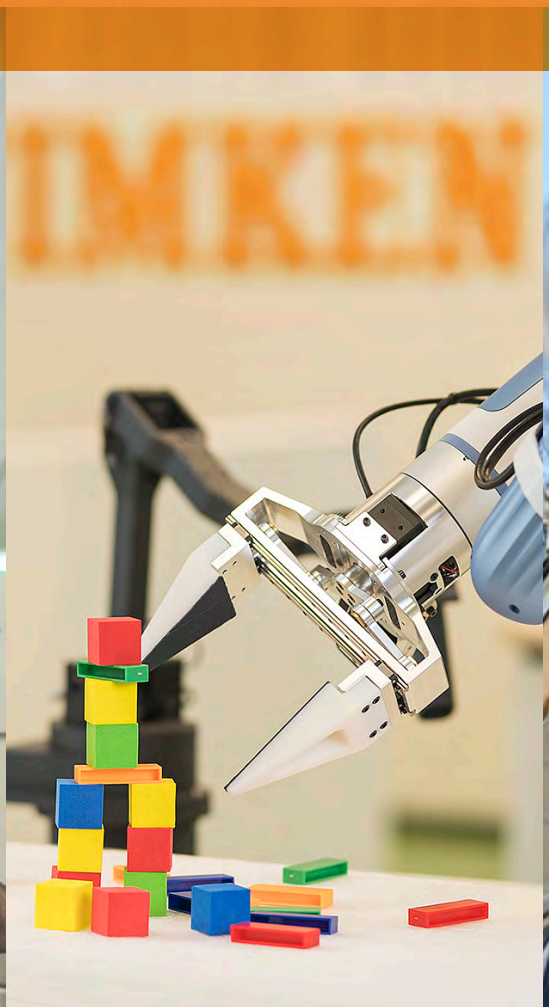
The Timken Company

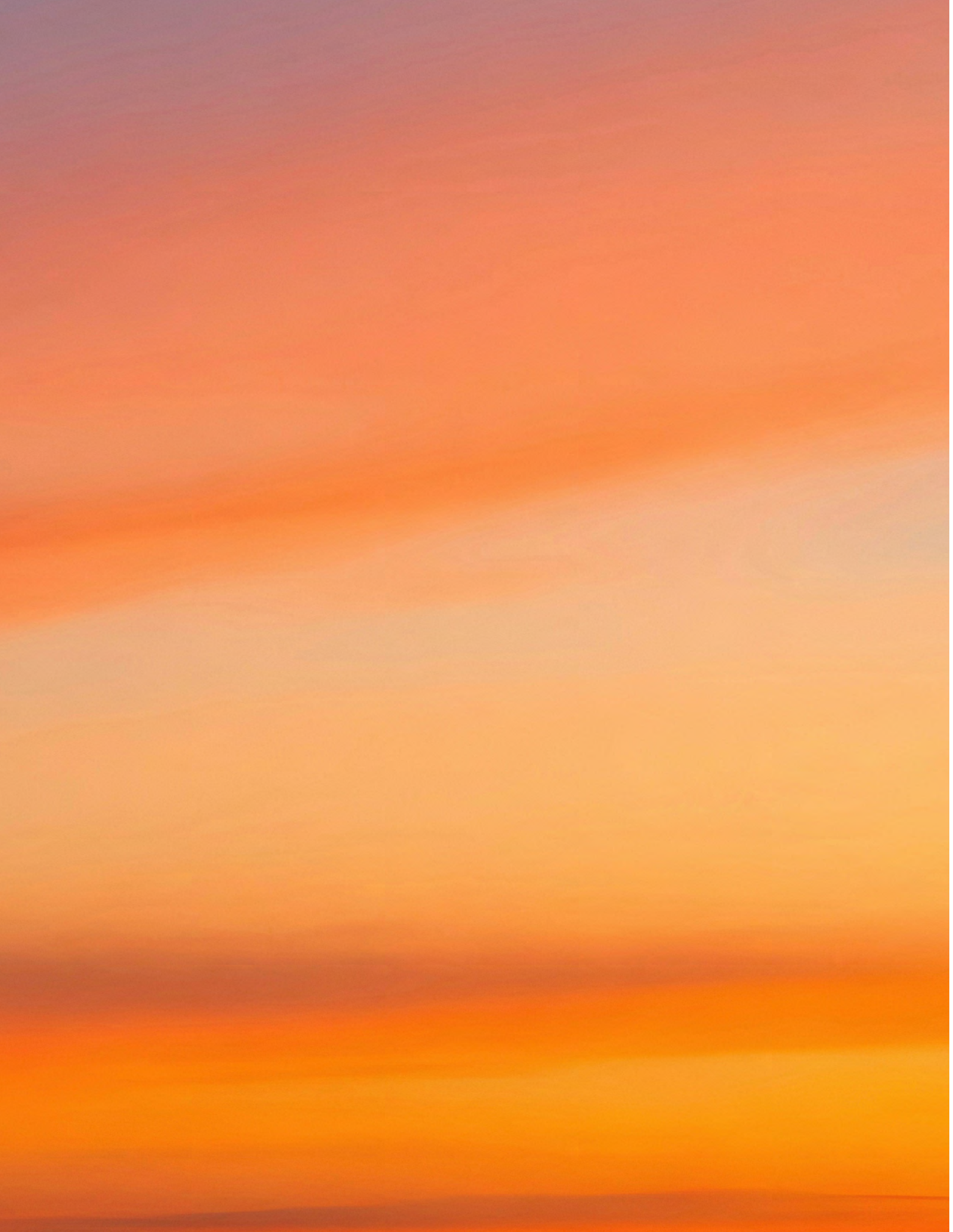
CORPORATE SOCIAL RESPONSIBILITY

2025









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Image credit: NASA

Dear Stakeholders,

The Timken Company is an advanced motion technology leader focused on helping industry move more efficiently and sustainably. We apply our engineering expertise to address the challenges that matter most to our customers, communities and the planet we share.

As the world faces rapid technological change and evolving market demands, our team is taking steps to transform Timken from a component supplier into a systems provider — creating customer value while advancing sustainability. We design solutions for critical applications where failure is not an option, from custom bearings that enable deep-space exploration to integrated systems that support next-generation automation and artificial intelligence. By thinking in terms of complete systems, we help customers achieve more with less energy, fewer resources and greater uptime. This is where engineering excellence meets environmental stewardship.

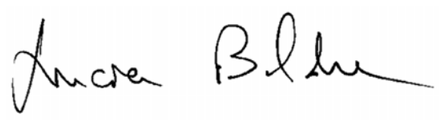
That mindset also drives our operations. We've set a 2030 target to reduce greenhouse gas emissions intensity by 50% from our 2018 baseline and already reached 48% at the end of 2025. These gains reflect investments in renewable energy, facility modernization and operational discipline.

Most important, our people power performance. I'm honored to lead 19,000 talented employees across 45 countries who bring skill, dedication and integrity to work every day. At Timken, employees can grow and make meaningful contributions through development programs, mentorship, apprenticeships and community service. Prioritizing our people strengthens our ability to provide superior service to our customers.

We're also committed to support beyond our walls. Across our multinational footprint, we're investing in STEM education, workforce development and partnerships that tackle the most pressing issues in our communities. We believe talent and innovation come from everywhere; expanding access to education and training builds a skilled, inclusive workforce ready to tackle tomorrow's toughest challenges.

I'm grateful to our employees for their dedication, innovation and unwavering commitment to quality and reliability. And I appreciate our stakeholders for your partnership as we continue to deliver strong financial and operational performance while earning our customers' trust, protecting the planet and creating opportunities in the communities we serve.

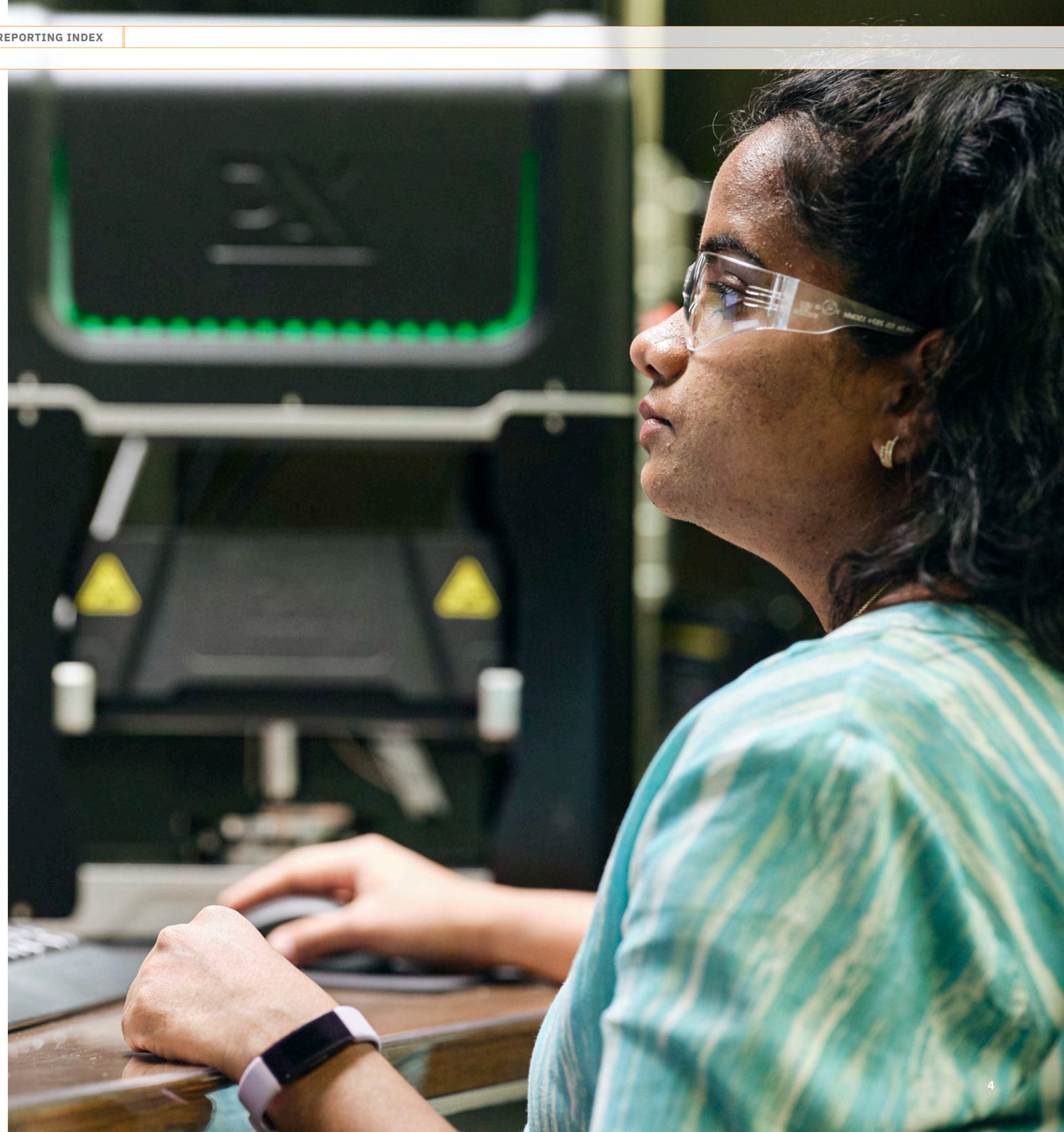
Sincerely,



Lucian Boldea
President and Chief Executive Officer

ABOUT
The Timken Company

The Timken Company (NYSE: TKR; www.timken.com), a leader in advanced motion technology, designs and manufactures highly engineered systems and components for strategic end-market sectors, including aerospace and defense, power and electrification, and automation and industrial solutions. With more than 125 years of specialized expertise and a multinational presence, Timken is a trusted partner to customers worldwide, innovating and powering performance across the application lifecycle. The company posted $4.6 billion in sales in 2025 and employs approximately 19,000 people, operating from 45 countries.



The Timken Company solves the most complex challenges for global industries operating where our customers need us.

2025 Sales by Geography



~55% Americas

~25% Europe, Middle East and Africa

~20% Asia Pacific

2025 Business Segment Sales



~34% Industrial Motion

~66% Engineered Bearings

2025 Channel Overview



~45% Distributors / End-Users

~55% Original Equipment Customers

Our Primary Brands

We serve our evolving customer needs with a portfolio of advanced motion technologies, engineered solutions and integrated industrial motion systems.

TIMKEN · GROENEVELD LUBRICATION SYSTEMS · BEKA LUBRICATION SYSTEMS · Cone Drive · PHILADELPHIA GEAR · SPINEA · ROLLON · NADELLA · DIAMOND · DRIVES · Lovejoy · GGB · PTTECH · TORSION CONTROL PRODUCTS · LAGERSMIT · DES-CASE · CGI

CSR Vision

Timken views corporate responsibility as an interconnected system of actions that improves lives, benefits the planet and strengthens our business. Guided by our engineering culture and over 125 years of expertise, we align our multinational programs to help build a world that is more efficient, more resilient and more sustainable for future generations.

People, Planet and **Product** represent the three focus areas of our CSR program. To make a meaningful impact, we follow these four steps:



1. Prioritize the issues our stakeholders care about and Timken can impact meaningfully
2. Align CSR with our business strategy and operations
3. Develop and invest in programs for long-term global impact
4. Report on our progress and results transparently and consistently

Overseeing CSR Responsibly

The Timken Board of Directors provides essential oversight of our CSR initiatives, drawing on members' diverse expertise in areas ranging from operations and human capital to sustainability and risk management. This cross-disciplinary perspective strengthens our approach to responsible leadership.

The Nominating and Corporate Governance Committee serves as the primary Board committee responsible for CSR oversight. The Committee remains apprised of evolving regulatory standards and best practices, while providing oversight of our CSR program and ensuring it reflects responsible leadership.

Nominating and Corporate Governance Committee
Provides Board-level oversight and governance of our CSR program.

CEO
Champions our CSR efforts and serves as the primary liaison to the Nominating and Corporate Governance Committee on CSR strategy and performance.

Executive Sponsors
Executive Vice President, General Counsel and Corporate Development; Senior Vice President and Chief Human Resources Officer; Executive Vice President and Chief Commercial Officer; and Vice President, Corporate Communications, provide executive leadership and oversight to our CSR Steering Committee.

CSR Steering Committee
This cross-functional committee, led by our designated CSR project team, is responsible for monitoring and evaluating CSR initiatives, recommending strategy, overseeing data collection and reporting progress to leadership.

Cross-Functional Management Team
Leaders from operations, human resources, compensation and benefits, communications, legal, environmental safety, supply chain and other key functions collaborate to execute CSR programs and drive results.

CSR Highlights

Timken is a responsible corporate citizen, innovator and employer of choice across our multinational footprint. We regularly receive external recognition for our CSR-related efforts.

2026 WORLD'S MOST ETHICAL COMPANIES® ™
ETHISPHERE
15-TIME HONOREE

AMERICA'S MOST RESPONSIBLE COMPANIES 2026
Newsweek
statista

48%
reduction in aggregate Scopes 1 and 2 emissions intensity since 2018

60K MT
CO_2e avoided by using renewable-energy sources in 2025

$13.4M+
invested since 2023 to enhance energy efficiency and cut emissions

21X
increase in renewable-energy use since 2018

86%
of waste diverted from landfill in 2025

41%
reduction in annual waste generation since 2018

1,200 ML
of water reused in 2025

22%
reduction in global water withdrawal since 2018

PEOPLE

Investing in Our Teams, Building Stronger Communities

Timken's strength rests on the fundamental truth that our employees are our most valuable resource. For more than a century, the Timken team has tackled complex challenges, pushed innovation forward and shaped the industries where we compete. As we navigate rapid technological change, evolving workforce expectations and shifting demographics in manufacturing, talent strategy is more important than ever.

Our engagement surveys and direct feedback keep employee perspectives at the center of that work. Investments in career pathways build digital skills, automation literacy and leadership at every level, preparing employees for the future of manufacturing. An inclusive culture ensures every employee feels welcome and can advance based on merit and capability.

Our responsibility extends into our communities, where we're supporting basic needs and investing in STEM (science, technology, engineering and mathematics) education to help build a talent pipeline that's skilled and equipped to solve tomorrow's challenges.

When we strengthen our people and the places we call home, we strengthen our own future.



Recruiting Exceptional Talent

We believe Timken's competitive advantage begins with how we identify exceptional talent and nurture their development from day one. We seek out standout individuals who bring technical expertise, curiosity and a genuine commitment to customers.

We build talent pipelines in the local markets where we operate by forming strategic partnerships with educational institutions and community organizations. Through structured apprenticeships, university recruiting and internal mobility programs, we ensure we reach talent from varied backgrounds and experiences.

The engineers, operators, project managers, skilled trade workers and other professionals who join us become part of an inclusive team of world-class talent dedicated to advancing efficiency, sustainability and innovation across critical industries.

By bringing the right people into the right roles, we energize Timken, enabling us to meet our business objectives and make a meaningful difference for our customers and our communities.

TIMKEN CORE VALUES

Safety
Wherever we do business, the wellbeing of our people is our priority.

Ethics & Integrity
As a trusted partner, we are transparent and do what's right.

Quality
Our technologies, systems and solutions set the standard for mission-critical applications.

Excellence
Our growth culture demands superior performance and relentless execution.

Teamwork
Our team of innovators collaborates to transform how the world moves.

Addressing Employee Input

Employee voices strengthen how we work, grow and deliver for customers. Through surveys and direct feedback, Timken listens, learns and turns employee input into actions that help us build a more collaborative, high-performing culture.

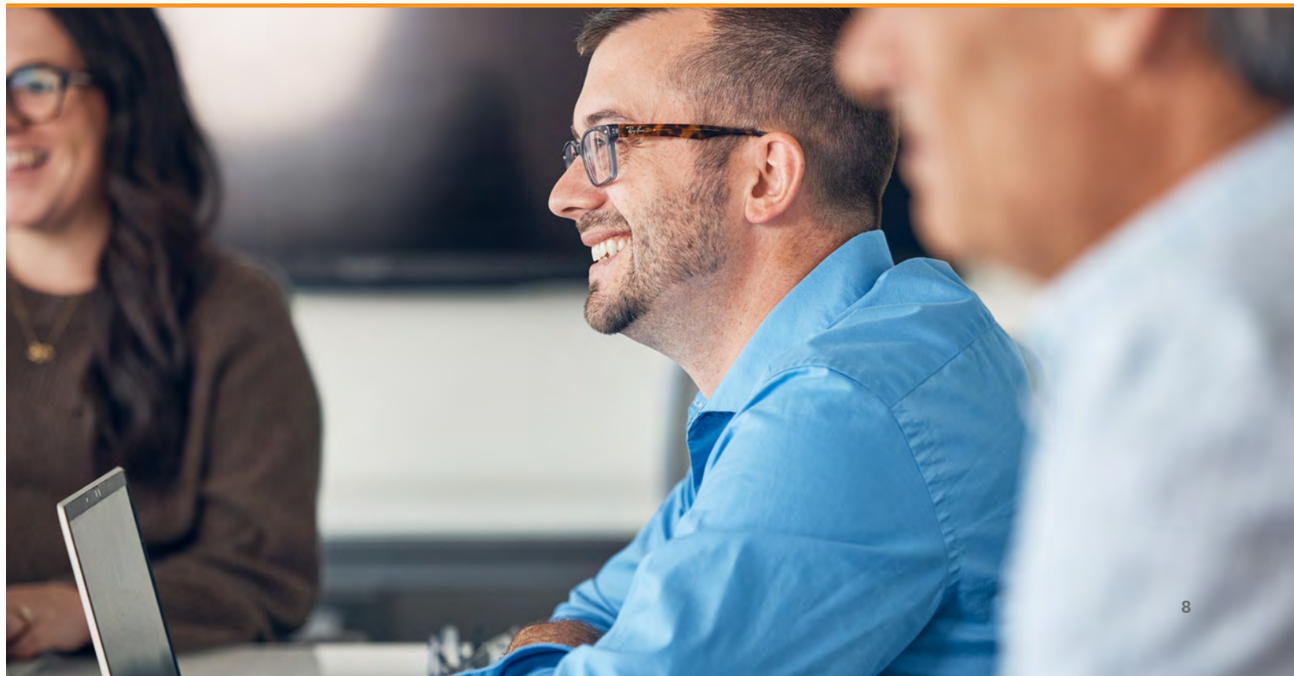
In 2024, 91% of our salaried workforce responded to our Voice of the Employees survey, a testament to the trust our people have in leadership to listen and respond. Employees highlighted three priorities: opportunities for career advancement and skill development, meaningful work aligned with company values and accessible leadership. Our hourly employees, surveyed separately, confirmed strong confidence in Timken's commitment to quality and ethical operations.

This feedback is driving tangible change. We've expanded Timken University offerings, enhanced mentorship programs and increased transparency from senior leadership. We're also addressing specific geographic and functional needs through tailored action plans developed with business unit leaders.

When employees see their opinions drive decisions, they are encouraged to bring their full selves to work. That's when innovation happens and we build resilience as an organization.

91%

of our salaried workforce responded to Timken's Voice of the Employees survey.



Investing in Learning and Leadership

Timken believes in empowering our employees at every stage of their careers. Our commitment is to provide the tools, resources and support they need to develop critical skills, advance into leadership roles and drive innovation across Timken and our broader industry. We achieve this through internal development programs, strategic partnerships and a culture that rewards curiosity, growth and continuous improvement.

Some key examples of how we invest in our people and equip them to realize their full potential are featured in the stories that follow.

Offering On-Demand Access to Education

Our online learning platform provides employees with access to thousands of courses — from technical skills and project management to leadership development, business acumen and wellbeing. We also utilize third-party resources, including Harvard's HBR Spark and TED Talks, giving employees flexibility to learn on their own schedule.

In May 2025, we launched an enhanced Timken University experience featuring new content partners, an improved user interface, curated collections on leadership topics, expanded certification opportunities and seamless integration with Aperian Global. Aperian enables employees to understand their natural working styles and build stronger, more intentional connections across our global organization, driving enhanced collaboration and team performance.

Strengthening Connections through Mentorship

Launched in 2025, our mentoring program creates structured, formal, scalable opportunities for employees to grow through one-on-one relationships with experienced leaders. Designed to complement our formal development initiatives, the program pairs mentees with mentors across functions and geographies, fostering cross-functional learning and strengthening our global culture.

This initiative responds directly to employee requests for more mentorship and career guidance, giving every team member the opportunity to learn from experienced colleagues and accelerate their development journey.

Developing High-Potential Leaders

The Operations Excellence Academy is Timken's premier annual development program for high-potential leaders. The two-week program combines classroom learning at our corporate headquarters with site visits to manufacturing facilities, giving participants a firsthand view of our operations, culture and strategic priorities.

Each year, approximately 30 high-potential employees are selected, representing various geographies, functions and perspectives. Participants deepen their understanding of operations, business strategy, financial performance and enterprisewide initiatives while building cross-functional relationships that strengthen collaboration across Timken.

Building the Next Generation of Skilled Tradespeople

Timken recognizes that diverse pathways lead to rewarding careers in manufacturing. As our industry faces an aging workforce and growing skills shortages, we're taking strategic action to build a sustainable talent pipeline through an enterprisewide apprenticeship program.

Our TRADE Program is an ambitious, global initiative designed to attract, develop and retain skilled operative and technical talent across our manufacturing footprint. The program is built with three objectives in mind:

- Build a sustainable talent pipeline that addresses skills shortages and strengthens our competitive position in every region we operate.
- Establish consistent quality standards for apprenticeship training while enabling safe, structured and effective on-the-job learning tailored to local manufacturing environments and national frameworks.
- Ensure full compliance with apprenticeship legislation and labor laws while empowering regional and local teams to implement programs that reflect their unique contexts.

Apprenticeships represent a fundamental commitment to opportunities for youth. Many talented individuals don't pursue college degrees, yet they possess the curiosity, work ethic and capability to build meaningful careers in manufacturing. By opening doors through structured apprenticeships beginning in high school, we're:

- Addressing urgent skills shortages in our industry.
- Building employer brand and strengthening community relationships.
- Creating pathways to stable, well-paying technical careers.
- Strengthening workforce resilience and retention.

Advancing a Professional Global Workplace

Our Professional Global Workplace (PGW) program is an interactive learning experience, available virtually or in person, that addresses key workplace topics and reflects our code of conduct and leadership principles.

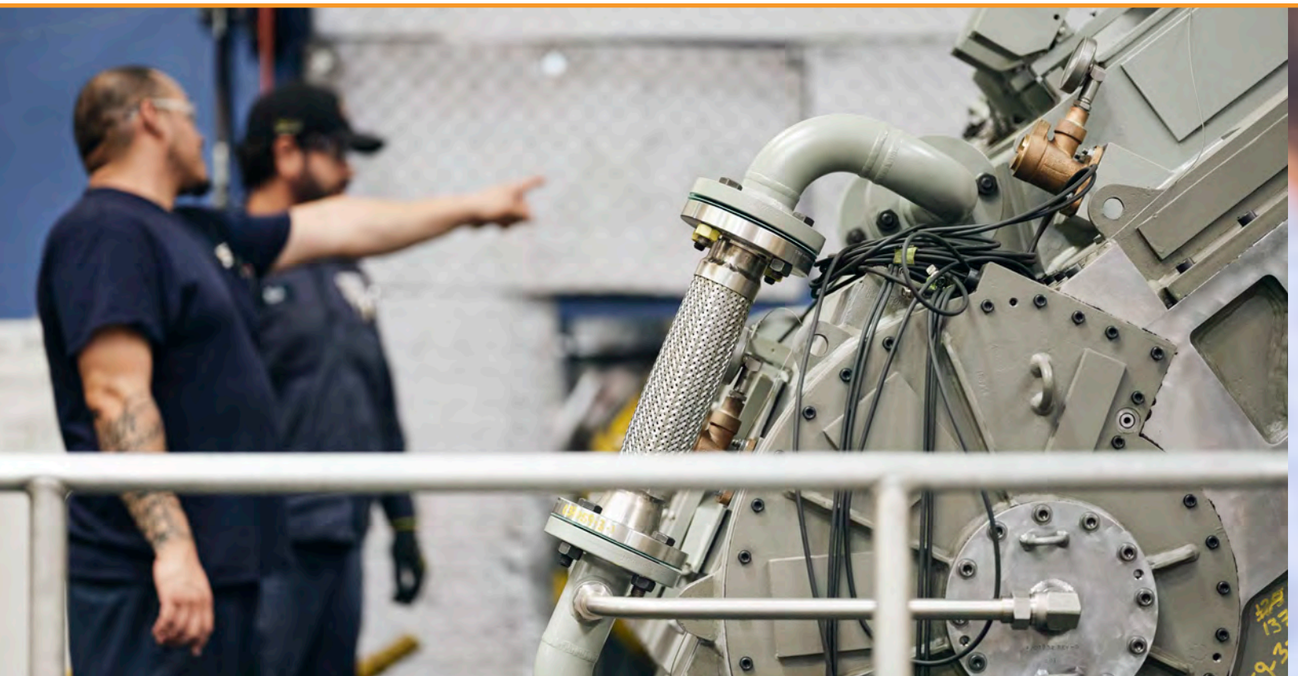
Through PGW, employees and managers across our multinational footprint gain practical knowledge and tools to:

- Identify and address workplace behaviors that impact individual and organizational success.
- Clearly communicate behavioral expectations and demonstrate accountability.
- Foster an open culture where ideas and concerns are welcomed.
- Maintain behaviors that support a professional, inclusive and productive workplace.

PGW empowers our global teams to uphold Timken's high standards and values, transcending geographic boundaries.

Providing Access to Career Guidance

Our internal library of professional development resources empowers employees to take ownership of their professional journeys. It provides conversation starters, resources and guidance on topics ranging from advancement and personal development to goal setting, collaboration and leadership. Managers use the library to support their teams' growth, identify succession candidates and build strong talent pipelines.





Funding Tuition Expenses

We support employees' pursuit of further degreed education through our tuition reimbursement program, enabling them to build new skills and advance their careers while strengthening our workforce with emerging expertise.

Focusing on Safety and Wellbeing

Safety is our priority every day, at every facility, in every job. Our commitment centers on prevention, employee engagement and continuous improvement, supported by environmental, health and safety (EHS) management systems aligned to global standards.



Enabling Employees to Protect Each Other

Every employee has the authority and responsibility to identify hazards, raise concerns and propose solutions. We've built accessible reporting systems that ensure no voice goes unheard. Many of our strongest safety improvements come directly from operators and technicians who know their work better than anyone.

Our Good Catch! initiative and annual Ergo Cup Challenge exemplify this. Both efforts unearth ideas born from firsthand experience on the factory floor. They're creative, practical solutions that directly improve safety and operational efficiency. The caliber of input reflects genuine employee investment in making Timken a safer place to work.

Engaging employees in safety builds a culture of ownership, where everyone takes responsibility for their own safety and looks out for one another.
For Timken 2025 EHS statistics, see Page 29.

Building Strong EHS Foundations

Before any new operative employee steps onto a facility floor, they participate in a comprehensive EHS orientation designed to embed safety consciousness from the start. This immersive introduction covers critical competencies: hazard recognition and response protocols, safe handling of dangerous materials, waste management and reduction practices, and our broader commitment to environmental stewardship.

The goal is straightforward: equip every person with the knowledge and confidence to work safely and sustainably, regardless of their role or location. When a safety mindset is established at onboarding, it becomes part of how employees think and act every day.

Enhancing Safety and Sustainability: The Good Catch! Initiative

Our companywide Good Catch! initiative empowers every employee to report environmental, health and safety concerns before they become incidents. By catching potential hazards early and taking quick action, we prevent injuries, environmental impacts and operational disruptions.

Launched as a pilot in North America in 2023, Good Catch! has expanded globally through a phased rollout. We implemented waves 1 and 2 throughout 2025, establishing the program across key facilities and building employee familiarity with the reporting process. Wave 3, our final expansion wave, launched in 2026, extending Good Catch! access to our complete multinational footprint.

The response has been extraordinary. Employees have submitted nearly 7,000 Good Catches! to date with an 88% closure rate, meaning we're taking action on the vast majority of observations employees raise.

7,000

Nearly 7,000 Good Catches! through December 2025.

These observations are transforming safety vigilance into measurable improvements in workplace safety. Every observation helps us build a stronger culture of care, teamwork and continuous improvement.

Recognizing Innovation in Ergonomics

Ergonomic hazards are often invisible until they cause injury. The Timken Ergo Cup Challenge changes that by channeling employee ingenuity toward redesigning jobs, processes and workstations to prevent physical strain.

Since 2011, this annual competition has proven an essential lever for cultural change. The nearly 1,000 distinct ideas shared over the years have yielded game-changing results. Our workforce has experienced a 70% decline in ergonomic-related injuries since the launch of the competition, a testament to what happens when front-line employees take ownership for preventing injuries.

In 2025, we received a record 95 submissions, providing further evidence that our teams increasingly see ergonomic innovation not as a compliance exercise but as an opportunity to improve how they work every day. From facility leaders to new hires, participants across our global footprint submitted creative solutions tackling real workplace challenges.

The Ergo Cup strengthens our safety culture by engaging employees to take ownership, solve workplace challenges and make work safer for themselves and their coworkers.

Connecting Global Operations

Managing EHS activities at more than 100 facilities in eight languages across our multinational footprint requires real-time visibility and intelligent systems. Timken operates an integrated cloud-based platform that connects our global network, enabling consistent standards regardless of geography.

This digital infrastructure captures compliance metrics, records safety incidents and tracks corrective actions. Facility leaders access geographic-specific dashboards that illuminate performance patterns and reveal opportunities for improvement. By consolidating sustainability data from across our multinational footprint, we quantify resource reductions, calculate emissions avoided and identify which processes deliver the greatest environmental gains.

The result: a unified operational foundation that sustains rigorous standards for safety, environmental responsibility and business performance.

Earning Recognition for Wellbeing Commitment

Timken was named a 2025 Excellence in Wellness Award winner by Marquee Health, recognition that celebrates our commitment to building a comprehensive health and wellbeing culture for our people.

Among 2,500+ eligible organizations, 30 companies were selected as award winners based on measurable performance across four key dimensions: employee engagement in wellness initiatives, breadth of wellbeing support, visible leadership commitment and demonstrated improvements in employee health outcomes.

This recognition reflects the collective effort of our teams, from HR leaders designing innovative programs to facility leaders championing wellness locally to employees actively engaging in their own health.

Supporting Physical, Mental and Financial Health

Employee wellbeing extends far beyond the job. Timken has designed integrated health and support programs recognizing that people perform best when their complete selves are cared for. From on-site fitness resources to mental-health counseling to financial-planning assistance, we're committed to removing barriers that prevent employees from thriving in all dimensions of their lives.

Our portfolio of wellness offerings reflects a simple truth: a supported employee is a healthier, more engaged employee.

Prioritizing Mental Wellness

Mental health is integral to how we support our people at Timken. We encourage open conversations about wellbeing and create workplaces where employees feel free asking for help.

Our global Employee Assistance Program (EAP) reflects this commitment: a confidential, 24/7 resource available to all employees and their families at no cost.

The EAP addresses life's full spectrum of challenges: stress and mental health counseling, guidance on family and relationships, financial planning resources, legal consultations and childcare resources. Whether navigating a difficult period, managing work stress or simply needing someone to talk to, the EAP is accessible whenever needed.

Colleagues across our multinational footprint have shared how these resources have made a tangible difference.

Simplifying Healthcare Access

Navigating health insurance shouldn't add stress. In 2025, Timken launched dedicated healthcare navigation support providing U.S. employees with expert assistance understanding coverage, finding providers, managing bills and accessing specialized care.

Dedicated care coordinators guide employees through complex health conditions, while streamlined tools remove confusion from the benefits process. This commitment ensures employees focus on their health, not their paperwork.



Building a Workplace Where Everyone Belongs

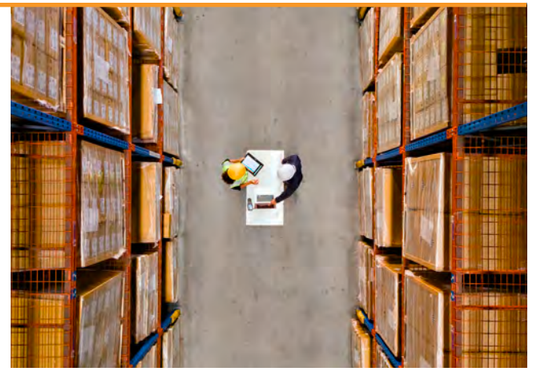
Timken is an Equal Opportunity Employer committed to treating all employees and applicants fairly based on their individual qualifications, abilities, experiences and job performance. We believe that when people from different backgrounds, perspectives and life experiences work together, we serve customers better.

At Timken, belonging means more than checking a box. It means creating genuine opportunities for every employee to contribute fully, advance their careers and feel valued for who they are. We reject discrimination in all forms — whether based on race, color, religion, sex, sexual orientation, gender identity, national origin, disability, veteran status or any other protected status.

This commitment extends to reasonable accommodations for qualified individuals with disabilities. We work collaboratively to understand specific needs and identify practical solutions that enable full participation in our workplace.

Broadening Our Supply Chain

Timken works with suppliers representing varied backgrounds, geographies and business models. A robust supplier ecosystem brings fresh thinking, specialized capabilities and local market knowledge that strengthen our operations and serve our customers better.



Connecting Employees across Backgrounds and Interests

Timken's six Employee Resource Groups (ERGs) are sponsored by members of our executive team, creating channels where all employees can drive culture, influence company direction and build meaningful connections across our global operations. These employee-led communities are open to all employees and demonstrate that authentic inclusion happens when organizational leadership actively supports employee-created spaces.

The unique backgrounds, experiences and abilities of our teammates form the foundation of who we are and how we compete. Our ERGs translate this reality into action, creating communities where employees network, develop professionally, contribute to shaping workplace culture and engage in their local communities.

Our ERGs drive business and community impact by:

Including
Creating spaces where all employees feel they belong

Serving
Engaging in community partnerships and volunteer initiatives that strengthen neighborhoods where we operate

Educating
Providing professional development, skills training and access to global competency platforms

Recruiting
Attracting and retaining talent

Influencing
Creating forums for employee feedback and shaping workplace culture from within

Our six ERGs are:

Women's International Network
Advancing professional development and leadership opportunities for women across Timken.

Multicultural Association of Professionals
Building cross-cultural understanding and celebrating the richness of our global workforce.

Young Professionals Network
Connecting early-career talent, fostering mentorship and accelerating leadership development for next-generation leaders.

Veteran Engagement at Timken
Honoring military service, supporting veteran career success and creating spaces for veterans and allies to connect.

Timken Pride Network
Creating safe, affirming spaces for LGBTQ+ employees and allies to build community and advance workplace inclusion.

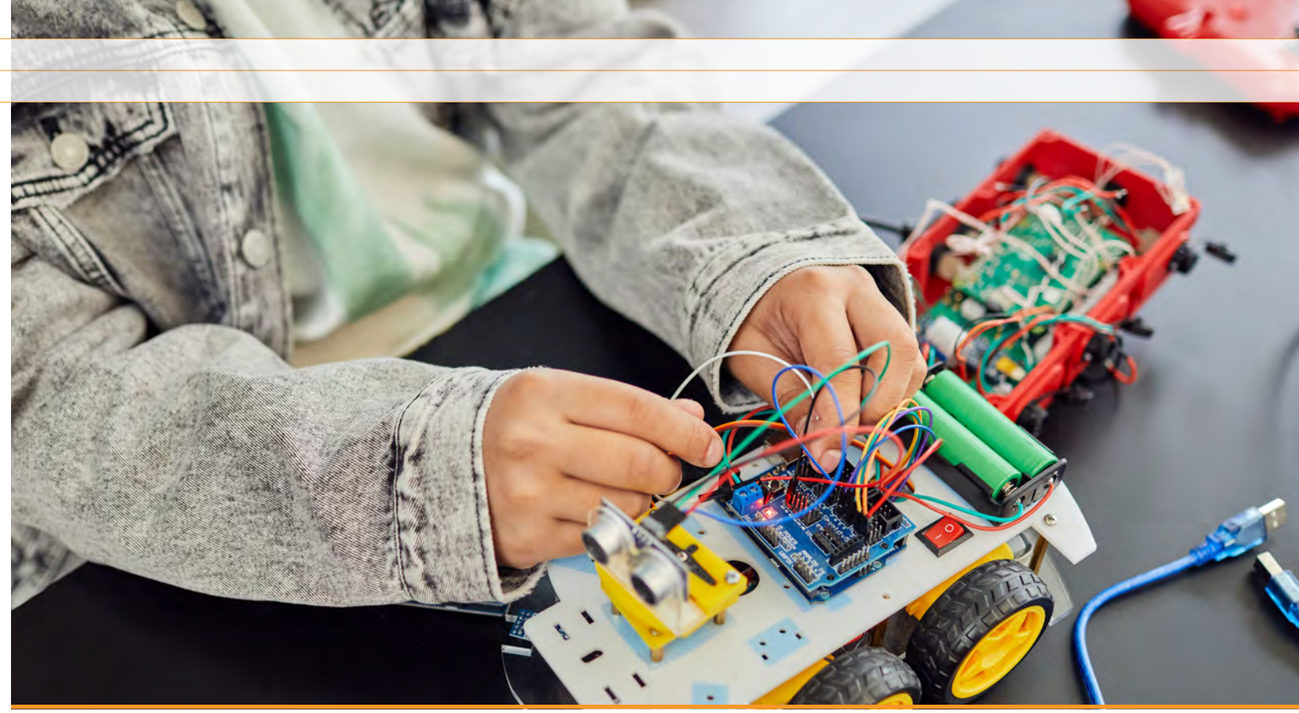
Celebrating Abilities Network
Promoting awareness, understanding and respect for employees with differing abilities, caretakers and allies. Celebrating and supporting every employee's unique contributions to ensure all can thrive.

Shaping the Futures of Our Communities

When Timken employees volunteer and our company invests locally, something powerful happens. Time, talent and resources create tangible community impact. Students discover STEM careers, families receive meals during hardship and neighborhoods grow through collective action. Our commitment to strengthening the communities where we live and work is personal, visible and woven into who we are.

We partner strategically with organizations like the Manufacturing Institute, Habitat for Humanity, Feeding America, *FIRST*® (For Inspiration and Recognition of Science and Technology) and many others, aligning corporate resources with employee passion to tackle issues that matter most: expanding opportunity through STEM education, addressing food insecurity, advancing economic resilience and building pathways to meaningful careers.

Our approach combines corporate investment with the volunteer efforts of our employees. Volunteerism strengthens the communities we serve while enriching our workplace culture, creating shared purpose and deeper connections across our teams.



Partnering to Build Sustained Impact

Beyond annual volunteer events and STEM programs, Timken's deepest community impact comes through sustained partnerships with local organizations addressing fundamental needs. Our founder, Henry H. Timken, held a conviction that companies should invest back in the communities where employees lived and worked. That belief was fulfilled in 1922 when Timken helped establish the United Way chapter in our Ohio headquarters community — a partnership that continues today.

Timken and United Way of Greater Stark County have refined their focus over time, responding to the most pressing community needs. Today, the partnership centers on the "Strong Neighborhoods, Strong Families" initiative, supporting young children and their caregivers. Research shows that the earlier a child receives support, the more likely they are to succeed.

United Way deploys resources strategically, placing community health workers and mentors directly inside schools and funding flexible assistance for basic needs such as transportation, rent, utilities and food distribution. These targeted interventions interrupt cycles of generational poverty in ways that create lasting change.

Roman Dreussi, manager of process design and development, served as Timken's corporate headquarters campaign chair and now sits on the United Way board. He applies the same continuous-improvement mindset he uses in manufacturing to community problem-solving.

"United Way's superpower is the ability to support and cultivate a network of high-quality community organizations, leveraging their collective expertise to address complex social challenges and create lasting community impact," he said.

This partnership exemplifies Timken's philosophy: sustained commitment, measurable impact, employee engagement and the belief that strengthening communities strengthens the company itself.

Investing in Advanced Learning Spaces

Along with direct student engagement, Timken is funding cutting-edge educational infrastructure that will serve young people for decades. In Poland, we're partnering with the University of Silesia in Katowice and local secondary schools to build innovation labs that position the next generation for success in emerging fields.

At Silesia, our investment is enabling the creation of the Human-Cobot Lab, an interdisciplinary learning space dedicated to Industry 5.0 technologies. Equipped with state-of-the-art collaborative robots, vision systems, sensors and digitally connected infrastructure, the lab provides hands-on training in programming, process automation and human-robot interaction while exploring emerging applications in artificial intelligence (AI) and data analysis.

What distinguishes this initiative is its commitment to democratizing access to advanced technology. The lab serves university students pursuing degrees in mechatronics, applied computer science, biomedical engineering, data science and AI. Secondary and primary school students from the region also use the space for workshops, demonstrations and scientific events that break down barriers to STEM careers. And, through dedicated programming for underrepresented groups, the lab works to inspire future engineers and technologists.

Furthermore, internships, mentoring and collaborative research projects give students real-world exposure to how collaborative robotics advances manufacturing competitiveness and sustainability. Development plans for the lab include expansion to mobile robotics, integration of AR/VR technologies, a robotics festival and summer school courses across education levels.

Also in Poland, Timken is funding a Molecular Biology and Astrobiology Lab at Stanisław Staszic Secondary School in Sosnowiec. This innovative facility will enable advanced research in molecular biology and biotechnology while exploring the unique intersection of space science and terrestrial life. Secondary and primary school students will conduct experiments examining how space conditions affect living organisms, preparing the next generation of scientists for emerging fields while strengthening Poland's capacity in space-related research. The lab will also provide dedicated programming for underrepresented groups.

Both initiatives exemplify Timken's belief that sustainable talent pipelines require investment in physical infrastructure, partnerships with educational institutions and a commitment to reaching young people early and broadly.

Events like these empower students to explore manufacturing careers and help address the industry's talent shortage.

Opening Doors to Engineering's Future

Across Timken, facility-hosted career day activities reflect a simple but meaningful idea: engineering and manufacturing jobs are interesting and fulfilling. Teams worldwide invite students to learn by doing through programs such as "Engineer for a Day" at our corporate headquarters, career days at our Ploiesti plant, facility tours at our Cone Drive operations and more. These events reinforce our belief that access to STEM education strengthens individuals, communities and the next generation of innovators. Interactive, student-first experiences spark curiosity, build confidence and open doors to futures that students might not otherwise imagine.





Learning by Doing

For two days each spring at Timken's ultra-large-bore bearings facility in Ploiesti, Romania, the shop floor transforms into a learning laboratory. Students tour modern manufacturing operations, seeing giant wind-turbine bearings, automated robots and sophisticated coating processes. The highlight is an activity in which teams reassemble bearing demo rigs, a tactile learning experience that students enjoy.

Octavian Konnerth, senior specialist in service engineering, helped shape the program after observing a similar event at Timken's facility in Colmar, France. As a student growing up in Ploiesti, Konnerth completed apprenticeships on the same shop floor. "Most students come in not understanding what happens in a plant," he said. "By the end of the program, they're asking questions, comprehending information and engaging fully."

Each year, the site welcomes 60 students across two cohorts, with engineers, technical experts and HR leaders coordinating supervision and activities. Over time, career days like this build talent pipelines as attendees become interns, co-ops, technicians and engineers.





Inspiring Young Innovators

Whether through facility tours, competitions or classroom mentoring, our volunteers help students see possibilities they might not otherwise imagine. Here are some of the other programs we held in 2025:

Discovery Day
Colmar, France
Each spring, Colmar plant employees organize a multiday program for 100+ students ages 12 to 15. The immersive experience includes facility tours, hands-on activities that explore friction through games and cartoons and presentations on technical careers.

Engineer for a Day
North Canton, Ohio
More than 50 corporate headquarters employees supported this annual program in March 2025, welcoming 85 students from 26 high schools. Students shadowed engineers, toured R&D labs, learned about manufacturing processes and collaborated in teams to build LEGO® vehicles. Each member was responsible for a different business objective: quality, sales, manufacturing, application or testing.

Engineers Day
Bangalore, India
In September, our Bangalore team hosted 30 young women pursuing engineering and technology degrees. The day combined classroom instruction and R&D facility tours where students learned bearing design and testing. Our Young Professionals Network and other employee resource group leaders facilitated interactive activities, including a marshmallow challenge that introduced basic engineering concepts.

Plant Tours and Robotics Coaching
Traverse City, Michigan
Cone Drive hosts school plant tours and classroom presentations year-round, tailoring topics to student ages and interests. Employees are also heavily involved with local robotics teams, coaching, volunteering and delivering keynotes to help young talent build engineering skills and confidence.

Shadow Day
China
In the fall, employees in Chengdu, Suzhou and Wuxi hosted high school, vocational and university students from Junior Achievement China for immersive shadow days. The experience included plant tours, skill-building sessions and half-day engineer shadowing, helping students understand the connection between education and career development.

PLANET
Building Efficiency Across Our Footprint

Innovation and operational discipline define how Timken competes. We're translating that competitive intensity into environmental progress by embedding energy efficiency throughout our global operations. We're committed to reducing emissions, optimizing resource use and accelerating the transition to renewable power.

Our manufacturing sites are systematically upgrading energy systems, sourcing renewable electricity and eliminating waste. More efficient facilities consume less energy, reduce costs and build resilience in an uncertain energy landscape.

Cross-functional teams spanning operations, engineering and sustainability now routinely collaborate on efficiency upgrades, renewable projects and circular-economy innovations. By sharing solutions across regions, we are accelerating adoption of proven practices.

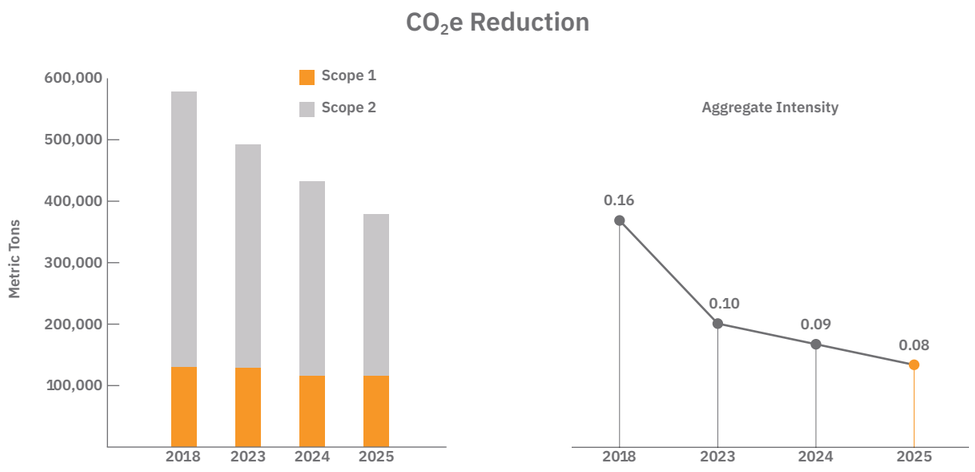
Whether it's advanced manufacturing technologies, facility redesigns or resource-recovery programs, our teams are designing sustainability into how we build products and run plants. The result is measurable progress: lower energy consumption, expanded renewable capacity, reduced waste streams and less water intensity — all while strengthening our competitive position in a carbon-conscious market.



Embedding Sustainability in Our Operations

At Timken, sustainable operations are core to our growth. By optimizing processes, embracing renewable-energy use and expanding automation, we are reducing greenhouse gas (GHG) emissions, waste and water use, while sourcing more responsibly to power our business forward.

Reducing Emissions Globally



Every Timken facility is essential to reaching our GHG reduction goals. Since our 2018 baseline, we've cut aggregate Scope 1 and 2 emissions intensity by about 48%, putting us well on track for a 50% reduction by 2030. This progress reflects our focus on energy efficiency and operational improvements across the company.

Optimizing Facilities for Operational Resilience

From 2023 to 2025, we committed over $13.4 million to capital projects aimed at improving energy efficiency and reducing CO_2e emissions. Through these investments, we leveraged employee-driven ideas and prioritized high-impact projects.

$13.4M+

invested since 2023 to enhance energy efficiency and cut emissions

Expanding Renewable Power Generation

We're expanding on-site energy generation and entering into more power purchase agreements to reduce grid electricity consumption and stabilize energy costs. Today, 23 Timken plants use renewables including biomass, solar, wind and hydropower. In 2025, we completed global solar projects at our facilities in San Jose, Iturbide, Mexico, and Chengdu, China, each avoiding hundreds of metric tons of CO_2e emissions and generating substantial annual cost savings. Also, at our Bharuch facility in India, we installed a new 1.3 MWp rooftop solar system under a power purchase agreement that is expected to begin generating power in 2026.

Upgrading Cooling Systems for Peak Efficiency

In 2025, we completed large chiller and HVAC modernization projects at our facilities in Lincolnton, North Carolina; Sosnowiec, Poland; Chennai, India; and Union (Tyger River), South Carolina. At each of these locations, we replaced aging equipment with high-efficiency systems that reduce peak electrical demand, extend equipment life and deliver substantial energy savings. These upgrades lower downtime risk for production-critical cooling and help our sites meet demand more sustainably during peak operating periods.

100%

renewable electricity at sites in Vimercate and Valmadrera, Italy; Pegnitz, Germany; and Sučany, Slovakia

60K MT

CO_2e avoided by using renewable-energy sources in 2025

21X

increase in renewable-energy use since 2018

Enhancing Motor, Pump and Fan Performance

We're deploying variable frequency drives (VFDs) and upgrading motors to match equipment speed to operational demand, reducing energy waste and extending equipment life. At Jamshedpur, India, we implemented a two-part compressed air strategy with dedicated VFD-controlled compressors to eliminate inefficient idle running. And in Colmar, France, we installed a variable speed pump at the soluble oil filtration station.

Capturing and Reusing Waste Heat

Process-efficiency projects like our waste-heat utilization expansion in Wuxi, China, capture thermal energy from operations to reduce fuel and electricity demand. By recovering process heat, we displace purchased energy for heating and preheating, lowering operational costs while improving overall plant energy intensity.

Transitioning to Electrified Systems

We're replacing fossil-fueled and inefficient technologies with electrified, renewable-ready alternatives. At Yantai, China, we introduced electric forklifts. And, at our Groeneveld-BEKA plant in Pegnitz, Germany, we're transitioning to an electric vehicle fleet.

These investments shift our operations toward lower-emission technologies while reducing direct operational emissions.

These interconnected investments reflect our commitment to embedding sustainability into every facility upgrade and operational decision we make.

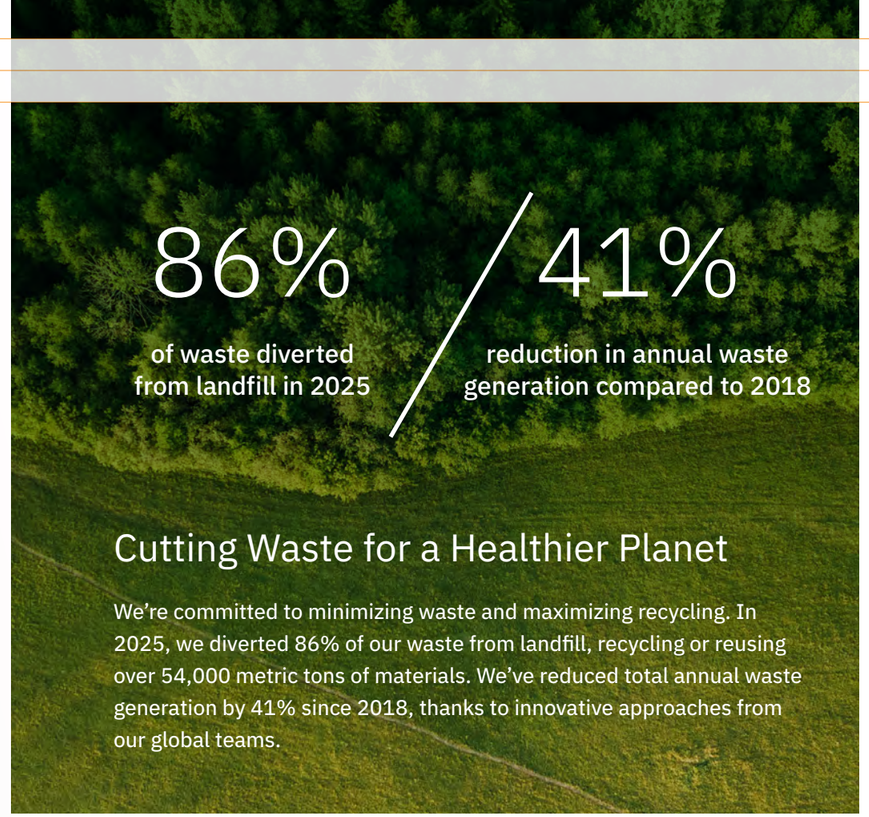
Recent Facility Projects

Union (Tyger River), South Carolina
Variable speed chiller upgrade reducing electrical consumption by 9% and cutting annual emissions by 615 metric tons of CO_2e

Lincolnton, North Carolina
Chiller and control system modernization expected to reduce annual emissions by 6,900 metric tons of CO_2e

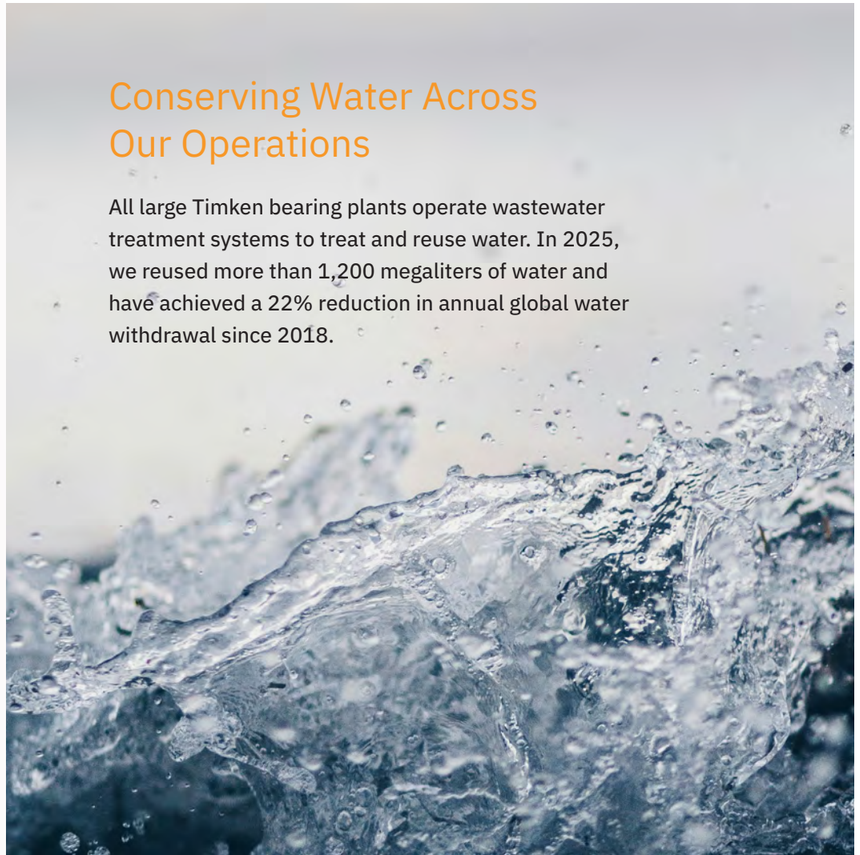
Sosnowiec, Poland
Process and pump upgrades reducing annual CO_2e emissions by 1,750 metric tons

Wuxi, China
Waste-heat recovery systems saving 405,000 kWh annually



Cutting Waste for a Healthier Planet

We're committed to minimizing waste and maximizing recycling. In 2025, we diverted 86% of our waste from landfill, recycling or reusing over 54,000 metric tons of materials. We've reduced total annual waste generation by 41% since 2018, thanks to innovative approaches from our global teams.



Conserving Water Across Our Operations

All large Timken bearing plants operate wastewater treatment systems to treat and reuse water. In 2025, we reused more than 1,200 megaliters of water and have achieved a 22% reduction in annual global water withdrawal since 2018.

Responsible Sourcing for a Sustainable Supply Chain

We prioritize suppliers who share our commitment to sustainability — nearly half our total spend is with suppliers running active CSR programs. Our rigorous Supplier Code of Conduct and onboarding process ensure all new suppliers meet our standards for quality, capacity and corporate responsibility.

Designing for a Greener Future

All new construction and facility modifications are evaluated using LEED principles, ensuring our buildings are efficient, sustainable and supportive of corporate social responsibility goals.

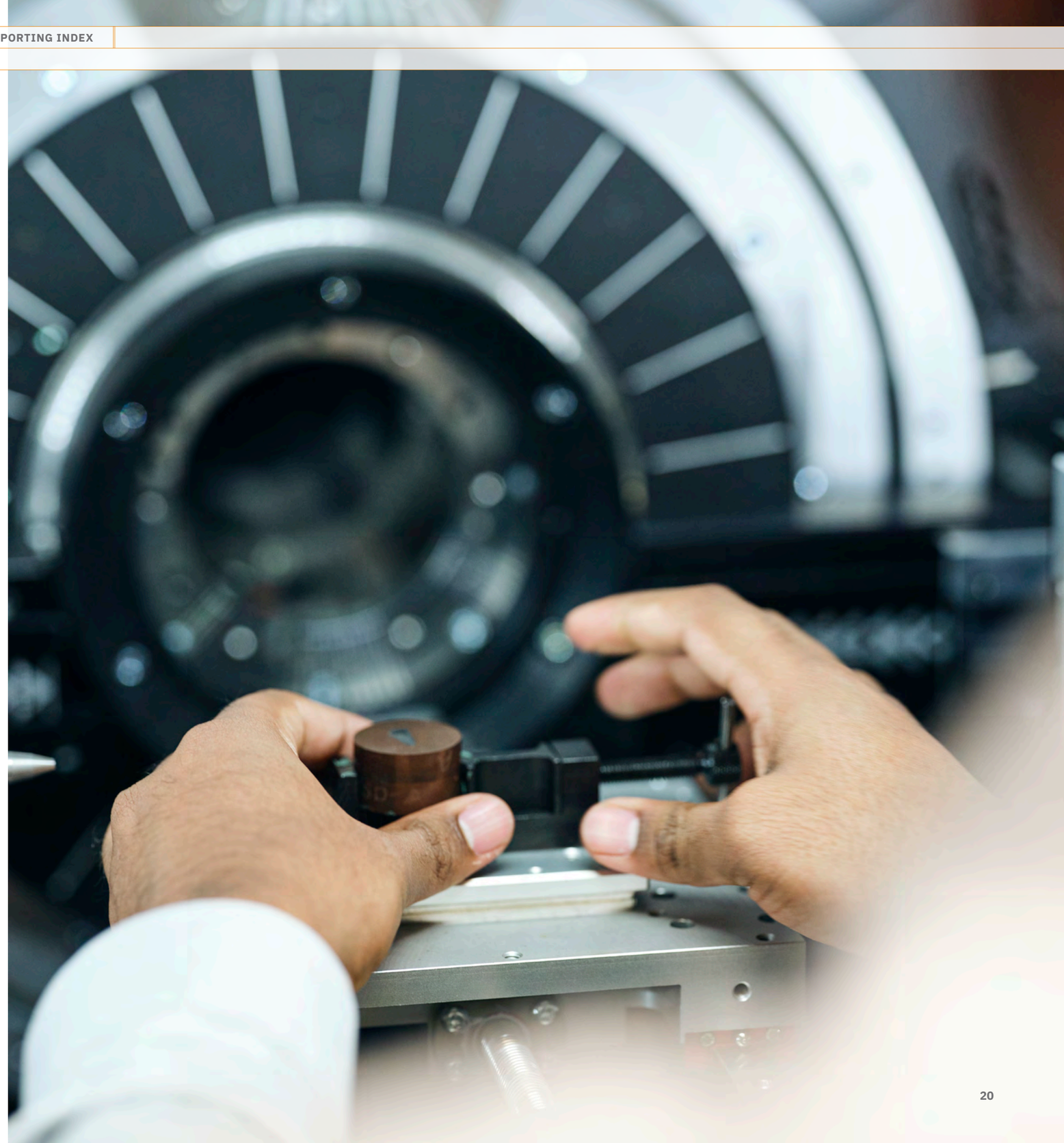
PRODUCT

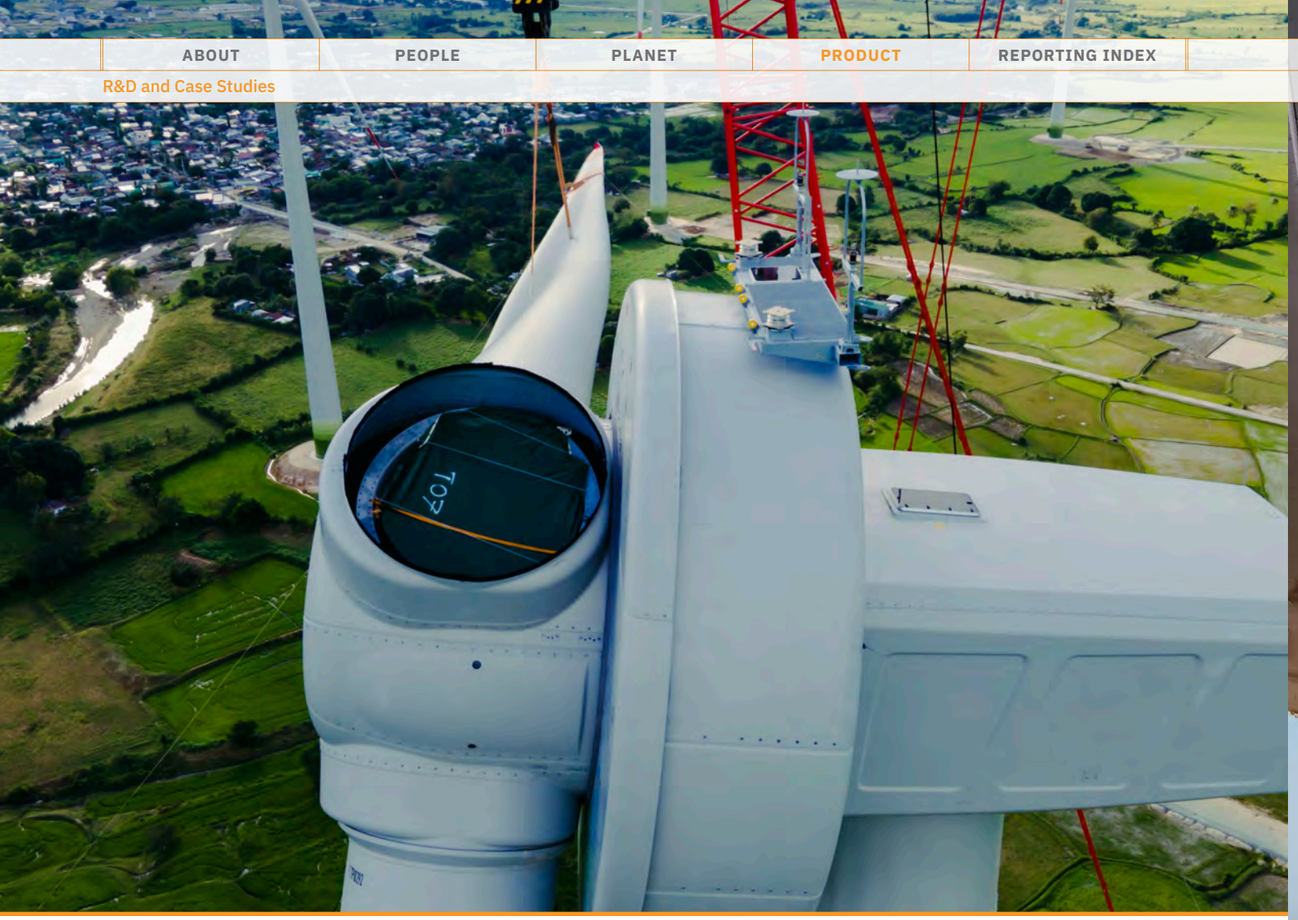
Developing Sustainable Solutions to Power Progress

At Timken, innovation and environmental responsibility work hand in hand. Our R&D teams and engineering experts are committed to creating products and solutions that help our customers operate more sustainably while solving their most demanding technical challenges. We design with the entire product journey in mind — from concept through manufacturing, deployment and end-of-life recycling — ensuring quality and sustainability are embedded at every stage.

Through deep collaboration with customers, strategic partnerships and the strength of our growing portfolio, we develop solutions that deliver measurable environmental benefits and operational improvements. Whether through enabling renewable-energy systems, automating food production or supporting breakthrough medical technologies, Timken's products power industries forward while advancing a more resource-efficient world.

Our commitment is clear: Help the industries we serve reduce their environmental footprint while building resilience and competitive advantage for the future.





Accelerating Bearing Innovation

Timken is advancing bearing technology for critical industries by working alongside leading academics and industry peers in cutting-edge research facilities, including a partnership with Texas A&M University.

As systems demand higher efficiency and greater reliability from components, we are helping to develop bearing solutions that can withstand the extreme speeds, temperatures and loads demanded by next-generation wind turbines and compressors. By combining Timken's materials expertise and real-world application knowledge with Texas A&M's research capabilities, we're accelerating the innovation cycle and working to bring breakthrough solutions to market faster than either organization could alone.

This partnership strengthens our competitive advantage while advancing the sustainability goals of the entire sector.

SUSTAINABILITY HIGHLIGHTS

- Partnering to advance bearings for renewable-energy applications
- Optimizing bearing designs to reduce energy losses and improve system efficiency across thousands of installations
- Developing next-generation solutions to support clean energy transitions



Strengthening Aerospace Bearings, Reducing Energy Use

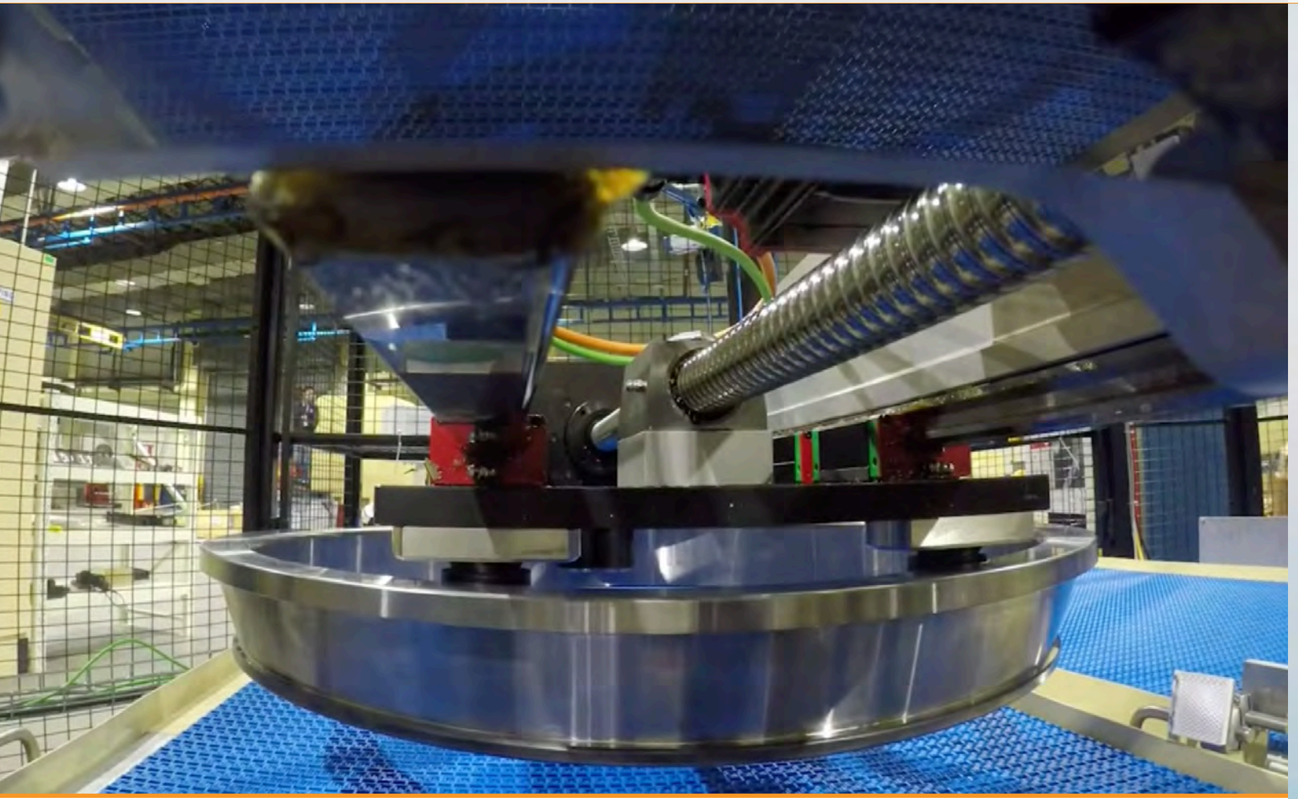
At our Lebanon, New Hampshire, facility, we've advanced our heat-treatment capabilities for aerospace bearings. Low-pressure carburizing (LPC) technology is a precision process that strengthens bearing components while significantly reducing energy consumption and emissions compared to traditional methods.

Low-pressure carburizing operates in a controlled, oxygen-free environment, enabling us to achieve superior material properties with minimal distortion and waste. This precision translates to lighter-weight bearings that enhance fuel efficiency in aerospace applications, which is critical for that industry's own sustainability goals.

By adopting LPC, we've reduced process cycle times and improved energy efficiency, lowering both operational costs and environmental impact. The technology supports our commitment to manufacturing bearings that help customers achieve their sustainability targets without compromising performance.

SUSTAINABILITY HIGHLIGHTS

- Advanced materials designed for aerospace platforms to improve fuel efficiency
- Reduces energy consumption across commercial and defense fleets
- Supports industry commitments to net-zero goals



Automating Quality Control with Precision Vision Systems

Our team has deployed advanced eddy current gauges with integrated vision systems at our facilities in Wuxi, China, and Lincolnton, North Carolina, automating critical quality control processes that traditionally required manual inspection.

This innovation reduces human error, accelerates production throughput and improves safety by removing repetitive manual tasks from the shop floor. Employees can now focus on higher-value operations while the system delivers consistent, real-time defect detection and traceability data.

The automated inspection system also supports operational efficiency by identifying process improvements and reducing scrap rates, directly contributing to waste reduction and resource conservation goals.

SUSTAINABILITY HIGHLIGHTS

- Automated defect detection eliminates manual inspection touch points
- Reduces material waste
- Improves worker safety

Enabling Flexible Power Infrastructure for Data Centers

Timken's custom gearbox engineering is advancing infrastructure capacity for critical applications, such as electrification.

Specifically, our Philadelphia Gear business designed a specialized speed-increaser gearbox that solves a complex infrastructure challenge: converting 50 Hz gas turbine generators sourced from overseas to operate on the 60 Hz standard required by U.S. electrical grids. Rather than requiring customers to replace turbines or redesign entire power systems, this engineered solution enables existing equipment to function seamlessly in new environments, eliminating expensive equipment replacement and accelerating project timelines for data center deployment.

The solution reflects how Timken's precision engineering and deep industry expertise translate into practical, high-value outcomes. By providing custom-engineered power transmission solutions tailored to evolving infrastructure needs, we help customers optimize their operations.

These advancements enable customers to deploy critical power infrastructure faster, with lower total cost of ownership and a reduced environmental footprint. Our commitment remains focused on delivering engineered solutions that meet emerging infrastructure demands while advancing sustainability and efficiency for customers and the industry.

SUSTAINABILITY HIGHLIGHTS

- Advanced gearbox design reduces cooling energy demand
- Lowers carbon footprint and operational costs for mission-critical infrastructure
- Offers scalable solution for data centers pursuing net-zero operations



Connecting Customers to Real-Time Performance Insights

By enabling predictive maintenance, reducing unnecessary travel and extending component lifecycles, Timken's digital customer experience platform is helping customers achieve operational excellence and environmental stewardship simultaneously.

Specifically, the platform gives customers real-time visibility into bearing and equipment performance, allowing them to optimize maintenance schedules before problems occur. By providing actionable performance data, the platform helps customers extend component lifecycles, minimize waste and eliminate unplanned downtime that disrupts operations.

These advancements enable customers to shift from reactive maintenance to predictive strategies, gaining both cost savings and environmental benefits. Our commitment remains focused on scaling digital tools that help customers operate more efficiently and sustainably, proving that data-driven innovation and environmental stewardship advance together.

SUSTAINABILITY HIGHLIGHTS

- Enables real-time performance monitoring and predictive maintenance optimization
- Extends component lifecycles and minimizes waste through intelligent maintenance scheduling



Advancing Large-Scale Environmental Restoration Through Precision Engineering

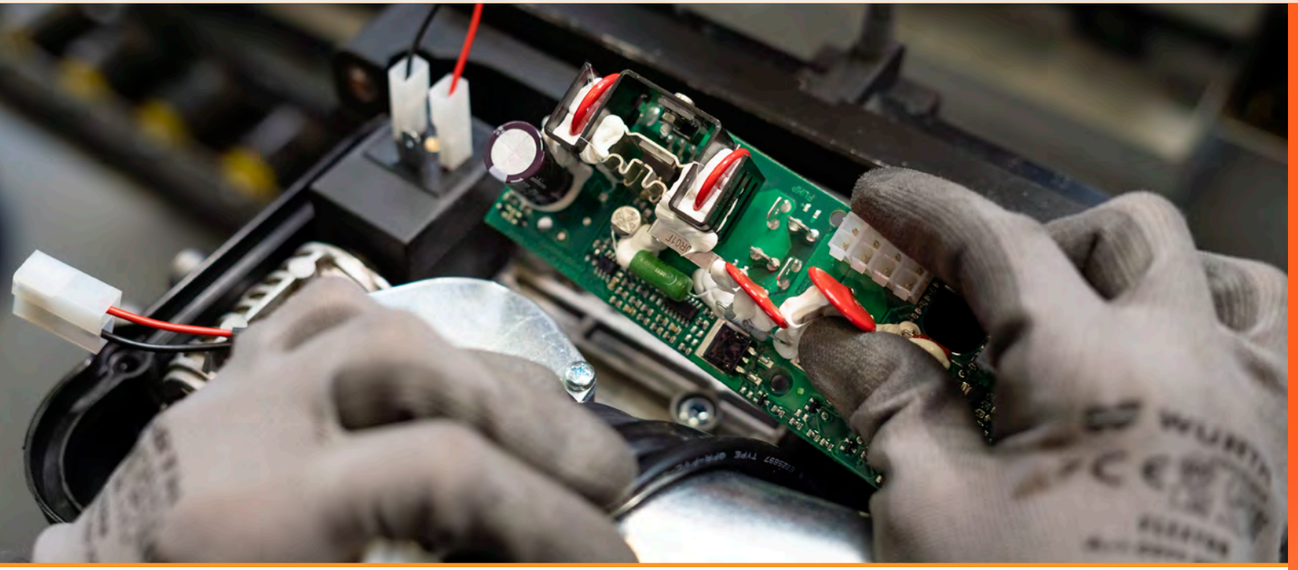
To help advance one of the world's largest environmental restoration initiatives, our Philadelphia Gear team developed an innovative solution. They designed and manufactured custom gearboxes for pump systems critical to the Comprehensive Everglades Restoration Plan (CERP).

These engineered solutions enable precise control of water flows across the Florida Everglades — restoring natural hydrology, rebuilding ecosystem health and recovering wildlife habitats that millions of people and countless species depend on. Rather than relying on conventional equipment, Philadelphia Gear's precision-engineered gearboxes deliver the reliability and performance necessary for sustained large-scale environmental restoration operations.

These advancements enable conservation partners and environmental agencies to restore complex ecosystems at scale while maintaining operational excellence and long-term reliability. Our commitment remains focused on leveraging Timken's engineering expertise to solve real-world environmental challenges that extend beyond our operations into the communities we serve.

SUSTAINABILITY HIGHLIGHTS

- Supports large-scale water management and ecosystem restoration for millions of people
- Enables precise control of critical water flows for wildlife habitat recovery
- Protects vulnerable ecosystems and water security through reliable, engineered solutions



Bringing Industrial Maintenance and Sustainability Together Through Digital Innovation

By enabling remote monitoring, reducing operational downtime and embedding circular design principles, Timken's Groeneveld-BEKA business is demonstrating how digital innovation and environmental stewardship work together.

Groeneveld-BEKA introduced five new automatic lubrication solutions, including its flagship GPO oil pump with an integrated smartphone app that enables customers to monitor performance and predict maintenance needs in real time. By shifting from reactive, schedule-based maintenance to proactive, data-driven strategies, these systems help extend equipment lifecycles and reduce energy consumption. Groeneveld-BEKA is also advancing biodegradable, oil-based lubrication systems that improve energy efficiency while being more environmentally friendly than traditional alternatives. A wireless connectivity pilot for the Groeneveld Twin heavy-duty dual-line pumps is underway, setting the foundation for next-generation predictive maintenance.

These advancements reflect Timken's commitment to embedding sustainability into product innovation. By prioritizing connected solutions and circular design — including a goal of featuring 90% reusable materials in all new Groeneveld-BEKA products by 2027 — Timken demonstrates how engineering innovation advances customer performance and reduces environmental impact.

SUSTAINABILITY HIGHLIGHTS

- Enables predictive maintenance and remote monitoring through app-connected digital solutions
- Reduces equipment downtime, energy consumption and lubrication waste through real-time data
- Advances circular design with the goal of featuring 90% reusable materials in all new solutions by 2027
- Offers biodegradable, eco-friendly oil-based lubrication systems that improve energy efficiency

Supporting Sustainability Through Mounted Bearing Innovation

By accelerating electric vehicle manufacturing, supporting renewable-energy systems and reducing emissions in steel production, Timken® mounted bearing solutions are demonstrating how precision engineering and customer sustainability goals work together.

Timken's portfolio of mounted bearings — engineered to deliver stability, efficiency and reliability in extreme applications — is increasingly enabling breakthrough sustainability technologies. In electric vehicle battery manufacturing, Timken engineers collaborated with GGB, which specializes in plain bearings and bushings, to solve a critical corrosion challenge. The teams designed a custom mounted bushing solution that eliminates corrosion from harsh factory chemicals, optimizing facility productivity and supporting the global EV industry's acceleration.

Simultaneously, advanced split cylindrical and spherical mounted bearing solutions are enabling direct reduction systems in steel production that lessen the metal industry's energy consumption and carbon emissions. In renewable energy, Timken mounted bearings play a critical role in tidal power systems in British Columbia, harnessing ocean wave energy for grid electricity.

Timken's commitment to solving our customers' toughest sustainability challenges stems from leveraging our vast R&D capabilities and cross-portfolio expertise through continuous innovation. This integrated approach positions us as a strategic partner uniquely equipped to build the sustainable technologies and industries of the future.

SUSTAINABILITY HIGHLIGHTS

- Enables electric vehicle battery manufacturing by solving corrosion challenges in high-chemical environments
- Supports steel industry decarbonization through advanced bearing solutions that reduce energy consumption and carbon emissions
- Contributes to renewable-energy generation through mounted bearings in tidal power systems
- Accelerates customer sustainability goals through cross-portfolio collaboration and precision engineering





About This Report

The Timken 2025 Corporate Social Responsibility Report includes information focused primarily on data collected and activities that occurred during calendar year 2025, except where indicated. This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021, except where expressly indicated. While we have historically produced this report annually, we are currently analyzing the impacts of new regulations in Europe, India and elsewhere regarding sustainability reporting and proposed rules in the United States that may impact the timing, nature and frequency of our reporting.

Report Scope

Demographic information regarding our global employees covers all locations worldwide. Safety data includes all operations regardless of size. Waste and water data includes only manufacturing and distribution facilities, regardless of size. For manufacturing sites where waste and water data was not available, estimates were used. Our emissions data has been gathered in accordance with the GHG Protocol and includes estimates for all our manufacturing, warehouse and office locations where actual data was not collected.

Timken received independent third-party limited assurance for Scope 1 and Scope 2 (location- and market-based) emissions for 2025.

Data Collection and Verification Process

Select 2024 energy, emissions, waste and water data in this report has been restated to reflect improvements in data collection and analysis following Timken's internal review and audit processes. Timken utilizes third-party reporting software and third-party consultants to assist in its environmental data collection efforts. Each in-scope facility reports its own environmental information on a quarterly basis. The Timken corporate environmental team, in coordination with each individual site, conducts an annual review of the data provided by our facilities to identify discrepancies and ensure the quality of reporting. Information provided in prior years is also reviewed and verified as part of this process. Timken received independent third-party limited assurance for Scope 1 and Scope 2 (location- and market-based) emissions for 2025.

In line with the GHG Protocol, Timken uses the operational control approach as its organizational boundary to account for and report global energy use and GHG emissions. This scope includes manufacturing facilities, nonmanufacturing facilities (offices, warehouses, etc.), and vehicles (cars, light-, medium- and heavy-duty vehicles, electric vehicles, forklifts and the corporate jet) used at locations where Timken has operational control.

Estimates were applied for manufacturing, warehouse, office and other locations where actual data were not available. Energy use and emissions from closed or divested manufacturing and nonmanufacturing facilities, based on actual or calculated activity data, are included through the month and year Timken closes or divests them. Energy use and emissions from new or acquired manufacturing and nonmanufacturing facilities, based on actual or calculated activity data, are included beginning in the month and year Timken assumes operational control.

Waste and water data are reported for manufacturing and distribution facilities only. Where waste and water data were not available for facilities, estimates were used.

Materiality Assessment

In 2019, we conducted a materiality assessment to inform much of the content in this report and guide Timken's strategy and programs going forward. The topics considered in the materiality assessment were developed by reviewing the GRI Standards in the Economic, Environmental and Social categories, which were classified into 17 key subtopics to allow for a more focused assessment. Internal stakeholders, including a cross-section of Timken executives, employees and the CSR Steering Committee, completed a ranking exercise to determine how topics should be prioritized based on their importance to Timken and its external stakeholders. The CSR Steering Committee, which is defined on Page 5 of this report, assessed the correlation between the ranked topics and external standards, such as the industry-specific reporting standards from the Sustainability Accounting Standards Board (SASB) for the Industrial Machinery and Goods market and the United Nations Sustainable Development Goals to aggregate the topics into a list of material topics. We also reviewed customer, supplier and peer CSR reports to further inform our view of additional topics relevant to our industry. The resulting material topics were reviewed and approved by Timken's executive management. Timken's material topics include: Emissions, Energy, Financial Performance, Health and Safety, Human Rights, Inclusion, Regulatory Compliance, Retention, Compensation and Benefits, Training and Education, and Waste.

The company has also conducted materiality assessments in accordance with government regulations that may become applicable to its operations around the world, which have likewise reframed the content of this report.

Additional Information

For definitions, boundaries, management approaches and other information for each of our material topics, please see Page 36 of this report.

Our EEO-1 2024 Employer Information Report is available here.

Certain statements in this report (including statements regarding the company's 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 sustainability and inclusive culture plans, developments, targets, goals and expectations are forward looking. Timken cautions that actual results may differ materially from those projected or implied in forward-looking statements due to a variety of important factors, including those 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 December 31, 2025, quarterly reports on Form 10-Q and current reports on Form 8-K. Except as required by the federal securities laws, the company undertakes no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

The characterization of items identified throughout this report as "material" should not be construed as a statement or determination by Timken that such items are material for purposes of U.S. securities laws.

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Stakeholder Engagement

We engage with a variety of stakeholders based on their genuine interest in Timken and their potential to impact our business, our employees and the communities where we live and work. Stakeholder interaction takes many forms, with the intent being to better understand stakeholder priorities and how they factor into our operational decisions. Timken currently does not have a centralized mechanism for tracking the full range of feedback we receive from all of our various stakeholders, but Timken personnel are available to address stakeholder feedback on specific topics related to their functional areas.

STAKEHOLDER GROUP	TYPE OF ENGAGEMENT		TOPICS RAISED/COMPANY RESPONSE	
Communities	• Memberships in and/or support of community organizations	• Site visits/tours • Discussions with local governments	• Community development • Economic development	• Employment opportunities
Customers	• Timken.com • Satisfaction surveys	• In-person and virtual meetings • Plant tours	• Advancing sustainable solutions • Product safety and sustainability • Supply chain management	• Training • Industry and trade shows • Social media • E-stores
Suppliers	• Timken.com • Surveys	• In-person meetings • Training	• Supplier surveys • Industry initiatives • Supplier days	• Bilateral talks • Training sessions
Employees	• Intranet site • Satisfaction and engagement surveys • Training and development • Social media	• Union representatives • Employee calls/webcasts • Town hall meetings • Quarterly business performance reviews	• Benefits • Inclusive culture • Development opportunities • Engagement	• Satisfaction • Safety, health and wellness • Environmental sustainability
Investors	• SEC filings • Quarterly earnings communications • Annual shareholders' meeting • Investors.timken.com	• Perception studies • Conference presentations, road show investor meetings and proactive investor calls	• Business results • Company strategy • Governance practices • Board composition	• Environment/ Sustainability • Risk management
Regulators/ National and Regional Governments	• Lobbying • Proposals for funded research • Participation on standards councils and committees		• Taxes and other revenue sources • Job creation • Human rights • Infrastructure investments • National security • Ethics • Environment • Health	• Education and workforce development • International trade • Energy supply, security and affordability • New technology development projects • Standardization
Universities	• In-person engagement • Conference presentations • Networking • Publications		• Partnerships, collaboration, sharing and cross training to advance our industry	• R&D and new product development • Student recruitment

Cybersecurity and Data Privacy

Timken has an enterprisewide information security program with oversight from the Audit Committee of the Board of Directors. We are focused on:

- Continuously assessing cybersecurity trends and potential gaps
- Deploying industry-leading tools
- Training employees in information security and global data privacy
- Conducting system penetration tests
- Complying with various government regulations, frameworks and certifications
- Implementing policies that are closely aligned to relevant security-control frameworks and standards, such as NIST and ISO, to support the Cybersecurity Maturity Model Certification for the United States Department of Defense

We are committed to protecting the sensitive data shared with us from clients. We have purchased first- and third-party cyber liability insurance and have not identified any material information security breaches in more than three years.

The Audit Committee or Board receives quarterly reports on cybersecurity threats and trends, including an annual in-person update, as well as regular briefings on our information security program.

Reducing Our Environmental Impact*

Our efforts to operate in a more environmentally sustainable manner are ongoing. Everywhere we operate, we continue to see progress from our actions, including our target to decrease Timken's aggregate Scope 1 and Scope 2 GHG emissions intensity by 50% by 2030, off our baseline year of 2018.

ENERGY CONSUMPTION[1, 2]		2025	2024
Energy Consumption within the Organization 1,000 gigajoules (GJ)	Total from nonrenewable and renewable sources	4,726.62	4,870.95
	Total from nonrenewable sources	4,380.19	4,610.54
	Electricity	2,216.05	2,445.89
	Purchased steam/hot water	52.91	74.21
	Natural Gas	1,706.36	1,663.13
	Propane	57.60	57.01
	LPG	50.06	56.67
	Methanol	101.04	110.55
	Fuel Oils	196.16	203.08
	Total from renewable sources	346.43	260.41

GREENHOUSE GAS EMISSIONS ESTIMATES[3, 4, 5]	2025	2024
Scope 1 (Direct) emissions; 1,000 $MTCO_2e$	112.12	111.26
Scope 2 (Indirect) emissions; 1,000 $MTCO_2e$	259.49	313.67
GHG emission intensity (Scope 1 and Scope 2) 1,000 $MTCO_2e$ per $MM revenue	0.081	0.093

EFFLUENTS AND WASTE[6]	2025	2024	2025	2024
	From all sources: hazardous waste (1,000 metric tons)		From all sources: nonhazardous waste (1,000 metric tons)	
Total	10.05	8.72	58.73	64.58
Reuse	–	–	–	–
Recycling	6.73	5.73	47.66	54.21
Composting	–	–	–	0.02
Energy Recovery	1.77	1.37	1.57	0.99
Incinerations	1.20	1.19	0.50	0.48
Deep Well Injection	–	–	–	–
Landfill	0.35	0.42	9.00	8.88
On-site Storage	–	–	–	–
TRANSPORT/TREATMENT OF HAZARDOUS WASTE (1,000 metric tons)				
Hazardous waste transported			10.05	8.72
Hazardous waste imported			–	–
Hazardous waste exported			–	–
Hazardous waste treated			N/A	N/A
Percentage of hazardous waste shipped internationally			–	–

WATER CONSUMPTION[6]		2025	2024
Water Withdrawal (1,000 megaliters)	Total from all sources	3.74	3.85
	Ground Water	1.01	1.11
	Surface Water	1.25	1.16
	Seawater	–	–
	Produced Water	–	–
	Third-Party Water	1.48	1.58

* Select 2024 energy, emissions, waste and water data in this report has been restated to reflect improvements in data collection and analysis following Timken's internal review and audit processes.

[1] Timken's energy consumption includes electricity, purchased steam/hot water, natural gas, methanol, propane, LPG, fuel oils and renewable energy, and reflects only energy consumption within the company. Energy consumption is tracked using energy utility records and internal logs. Conversion of fuel consumption to gigajoules is based on information from U.S. Department of Energy, U.S EPA and Abraxas Energy Consulting, LLC. For offices, warehouses and small manufacturing sites that do not have metered, validated energy consumption data, energy consumption estimates were done using the building square footages along with U.S. average energy intensities by building type from U.S. Energy Information Administration data.

[2] 87.85 GJ (2024) and 89.79 GJ (2025) of on-site solar energy was sold.

[3] Base year for company Scope 1 and 2 GHG emissions tracking: 2018.

[4] $MTCO_2e$ = metric tons of carbon dioxide equivalent. Gases included in Scope 1 and 2 GHG emissions: CO_2, CH_4 and N_2O. Source of Scope 1 emissions factors: stationary and mobile fuel combustion from USEPA GHG Emission Factors Hub. Sources of market-based Scope 2 emissions factors for U.S. facilities: 1) utility-specific data where available; 2) regional average residual mix emissions factors from Green-e, where no utility-specific emission factors were available. Sources of Scope 2 market-based emissions factors for non-U.S. facilities: 1) utility-specific data where available; 2) national average residual mix emission factors sourced from Carbon Footprint LTD Carbon Database Initiative (which compiles emission factors from various sources for countries); 3) national or regional total grid average factors sourced from Carbon Footprint LTD Carbon Database Initiative, for countries that do not publish residual mix factors.

[5] Scope 2 location-based emissions were 326.58 and 353.70 (units: 1,000 MT CO_2e) for 2025 and 2024, respectively. Scope 2 location-based emissions factors U.S. facilities: USEPA GHG Emission Factors Hub. Sources of Scope 2 location-based emissions factors for non-U.S. facilities: national or regional total grid average factors sourced from Carbon Footprint LTD Carbon Database Initiative.

[6] Water consumption data is obtained from utility records and internal meters and logs. Waste data includes disposal records and internal logs where available. When direct measurements could not be obtained, estimates were derived based on data from similar plants or historical data from previous years.

Attracting and Retaining Strong Talent

We embrace a variety of perspectives and backgrounds at Timken. Our focus on inclusion has propelled our global business forward, fostering innovation and resilience. We deliver programs and initiatives to enable an inclusive organizational culture and ensure that professional growth opportunities are accessible to all.

TOTAL WORKFORCE[1]		18,511*
REGION	**PERCENT**	**COUNT**
Americas	41%	7,570
Asia Pacific	30%	5,491
Europe, Middle East, Africa	29%	5,450
GENDER	**PERCENT**	**COUNT**
Female	23%	4,298
Male	77%	14,169
Other	0%	3
Undeclared	0.2%	38
Unknown	0%	3
AGE	**PERCENT**	**COUNT**
< 30	16%	3,013
> 50	34%	6,381
30 — 50	49%	9,117

EXECUTIVE OFFICERS[1]		6
	PERCENT	**COUNT**
Employees with Diverse Backgrounds[2]	17%	1
Female	17%	1
Male	83%	5
BOARD OF DIRECTORS[1]		**12**
	PERCENT	**COUNT**
Female	33%	4
Male	67%	8

* Includes all full-time and part-time Timken employees only.

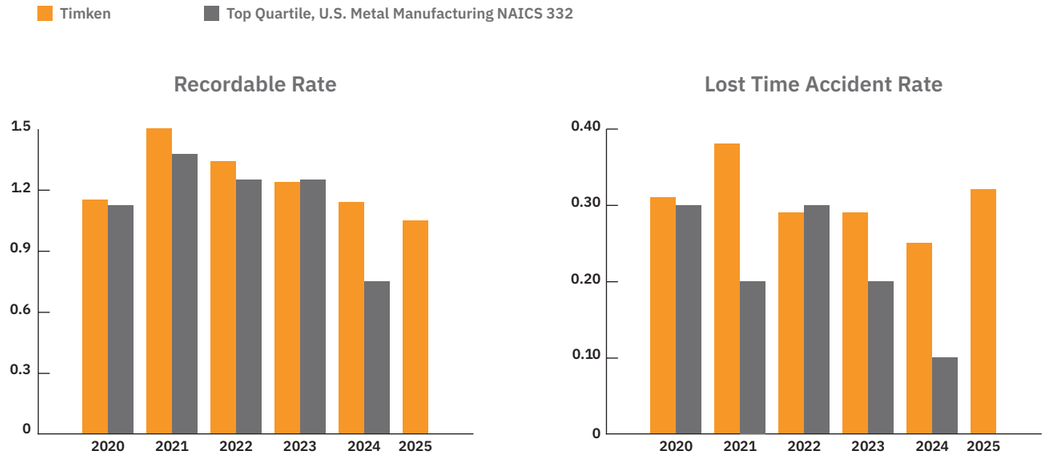
[1] All data is as of December 31, 2025, except for our Executive Officers and Board of Directors, which is as of June 30, 2026.

[2] Employees with Diverse Backgrounds is defined for our Executive Officers as any employee that would be considered ethnically diverse relative to the United States population.

Keeping Our Workplaces Safe

Timken is committed to operating safely and responsibly across our global footprint. Our goal is to maintain incident rates that align with the Top Quartile of U.S. Metal Manufacturing (U.S. Bureau of Labor) and eliminate workplace injuries. We prioritize protecting the health and safety of our employees, partners, customers and all others who engage in our operations.

Injury Rates as Calculated Based on OSHA Guidelines



* Data provided in these charts represents our recordable and lost time rates as of June 30, 2026. These rates are subject to change if injury and illness cases are reclassified.

GRI Standards Index

The Timken Company has reported with reference to the GRI Standards for the period beginning on January 1, 2025 and ending on December 31, 2025. GRI1: Foundation 2021

GENERAL DISCLOSURES		
DISCLOSURE	**DISCLOSURE TITLE**	**EXPLANATION OR LOCATION**
2-1	Organizational details	Name of Organization: The Timken Company The Timken Company is publicly traded on the New York Stock Exchange (NYSE: TKR). Headquarters: North Canton, Ohio, United States The Timken Company 2025 Form 10-K; Exhibit 21 (Subsidiaries of the Registrant).
2-2	Entities included in the organization's sustainability reporting	The Timken Company 2025 Form 10-K; Exhibit 21 (Subsidiaries of the Registrant).
2-3	Reporting period, frequency and contact point	Timken currently expects to continue to publish its CSR report on an annual basis. The information in this report covers the period beginning on January 1, 2025 and ending on December 31, 2025 unless otherwise specified. For questions regarding reported information, please contact csr@timken.com. This report was published on September 29, 2026.
2-4	Restatements of information	The Timken Company CSR Report 2025; Page 26 (About This Report).
2-5	External assurance	Timken received independent third-party limited assurance for Scope 1 and Scope 2 (location- and market-based) emissions in 2025. View our Independent Assurance Statement for further information. Timken may consider seeking external assurance for additional report data in the future.
2-6	Activities, value chain and other business relationships	The Timken Company 2025 Form 10-K; Item 1 (Business).
2-7	Employees	The Timken Company CSR Report 2025; Page 29 (Employee Data Table).
2-9	Governance structure and composition	The Timken Company 2026 Proxy Statement; Page 2 (Director Nominees), Page 3 (Representative Skills and Attributes of the Board), Page 10 (Nominees) and Page 21 (Board Committees).
2-10	Nomination and selection of the highest governance body	The Timken Company 2026 Proxy Statement; Page 9 (Proposal No. 1: Election of Directors) and Page 21 (Board Committees).
2-11	Chair of the highest governance body	Our independent Chairman John M. Timken, Jr. is not a senior executive in the organization.
2-12	Role of the highest governance body in overseeing the management of impacts	The Timken Company 2026 Proxy Statement; Page 21 (Board Committees), Page 26 (Oversight and Management of the Company's CSR Program) and Page 28 (Risk Oversight).
2-13	Delegation of responsibility for managing impacts	The Timken Company 2026 Proxy Statement; Page 26 (Oversight and Management of the Company's CSR Program).
2-14	Role of the highest governance body in sustainability reporting	CEO Lucian Boldea formally reviews and approves the Timken CSR report. The Nominating and Corporate Governance Committee, which is the Board Committee responsible for CSR, reviews and provides feedback on Timken's CSR report.

DISCLOSURE	**DISCLOSURE TITLE**	**EXPLANATION OR LOCATION**
2-15	Conflicts of interest	(Partially reported) Website: Ethics and Integrity. The Timken Company 2026 Proxy Statement; Page 17 (Related Party Transactions Approval Policy). Standards of Business Ethics: Our Code of Conduct; Page 30 (Conflicts of Interest).
2-16	Communication of critical concerns	(Partially reported) To help protect our company's values and reputation, all employees are asked to speak up if something doesn't seem right or when they have a question. Customers, suppliers and other third parties may contact Timken's ethics reporting resources, which include: • Any company leader • Our HR team • Our ethics and compliance office • The Timken HelpLine The Timken HelpLine is answered by an external third party, and reports are not traced or recorded. All reports are kept confidential to the maximum extent possible under local law. This allows our employees to report freely any concerns they may have if they are uncomfortable directly approaching management. These reports are investigated by specified individuals trained to deal with sensitive situations. Our policy prohibits retaliation following any good faith report. See also, website: Ethics and Integrity.
2-17	Collective knowledge of the highest governance body	(Partially reported) The Timken Company 2026 Proxy Statement; Page 3 (Representative Skills and Attributes of the Board).
2-18	Evaluation of the performance of the highest governance body	The Timken Company 2026 Proxy Statement; Page 22 (Nominating and Corporate Governance Committee). See also, our The Timken Company Board of Directors General Policies and Procedures.
2-19	Remuneration policies	The Timken Company 2026 Proxy Statement; Page 18 (Director Compensation) and Page 33 (Compensation Discussion and Analysis).
2-20	Process to determine remuneration	The Timken Company 2026 Proxy Statement; Page 18 (Director Compensation), Page 21 (Compensation Committee) and Page 33 (Compensation Discussion and Analysis).
2-21	Annual total compensation ratio	(Partially reported) The Timken Company 2026 Proxy Statement; Page 75 (CEO Pay Ratio).
2-22	Statement on sustainable development strategy	The Timken Company CSR Report 2025; Page 3 (CEO Letter).
2-23	Policy commitments	(Partially reported) Four core values guide our approach to business — Ethics & Integrity, Quality, Teamwork and Excellence. At Timken, everyone is responsible for turning ethics into action. Our Standards of Business Ethics Policy, Our Code of Conduct, provides the foundation for our commitment, outlining how each employee, officer and Director of the company and its subsidiaries should conduct Timken business activities. Our code of conduct is available in all major languages in which we conduct business. See also, disclosures under 412-1 through 412-3 herein. Website: Ethics and Integrity See also, Human Rights Policy.

DISCLOSURE	DISCLOSURE TITLE	EXPLANATION OR LOCATION
2-25	Processes to remediate negative impacts	(Partially reported) To help protect our company's values and reputation, all employees are asked to speak up if something doesn't seem right or when they have a question. Customers, suppliers and other third parties may contact Timken's ethics reporting resources, which include: • Any company leader • Our HR team • Our ethics and compliance office • The Timken HelpLine The Timken HelpLine is answered by an external third party, and reports are not traced or recorded. All reports are kept confidential to the maximum extent possible under local law. This allows our employees to report freely any concerns they may have if they are uncomfortable directly approaching management. These reports are investigated by specified individuals trained to deal with sensitive situations. Our policy prohibits retaliation following any good faith report. See also, website: Ethics and Integrity.
2-26	Mechanisms for seeking advice and raising concerns	
2-27	Compliance with laws and regulations	During the reporting period, Timken identified no noncompliance with laws and/or regulations that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC other than as disclosed in such reports.
2-28	Membership associations	Timken President and CEO Lucian Boldea joined the board of the National Association of Manufacturers (NAM) in March 2026. The NAM board comprises more than 200 of the nation's top manufacturing executives, representing large and small companies alike, across all industrial sectors. Board members provide national and global perspectives on the impact of federal government action on their companies' ability to grow and prosper. In addition, board members contribute their leadership and expertise to NAM's policy-development process. Timken supports NAM's position on a number of issues important to manufacturers, including taxes, free trade, energy, infrastructure and workforce development. NOTE: Timken also strategically engages with other trade associations from time to time.
2-29	Approach to stakeholder engagement	The Timken Company CSR Report 2025; Page 27 (Stakeholder Engagement). We engage with a variety of stakeholders based on their genuine interest in Timken and their potential to impact on our business, our employees and the communities where we live and work. Stakeholder interaction takes many forms, with the intent being to better understand stakeholder priorities and how they factor into our operational decisions. Timken currently does not have a centralized mechanism for tracking the full range of feedback we receive from all of our various stakeholders, but Timken personnel are available to address stakeholder feedback on specific topics related to their functional areas.
2-30	Collective bargaining agreements	(Partially reported) Approximately 27% of the total employee population was covered by a collective bargaining agreement or agreements with works councils during the reporting year.

DISCLOSURE	DISCLOSURE TITLE	EXPLANATION OR LOCATION
3-1	Process to determine material topics	(Partially reported) The Timken Company CSR Report 2025; Page 26 (About This Report).
3-2	List of material topics	The Timken Company CSR Report 2025; Page 26 (About This Report) and Page 36 (Management Approach).
3-3	Management of material topics	(Partially reported) The Timken Company CSR Report 2025 and Page 36 (Management Approach).
ECONOMIC PERFORMANCE		
201-1	Direct economic value generated and distributed	The Timken Company 2025 Form 10-K; Item 8 (Financial Statements and Supplementary Data).
201-2	Financial implications and other risks and opportunities due to climate change	The Timken Company CSR Report 2025; Page 38 (Task Force on Climate-related Financial Disclosures).
201-3	Defined benefit plan obligations and other retirement plans	Timken offers an array of competitive defined contribution programs that empower our U.S. workforce to secure their financial futures with confidence. Our plan features an employer matching contribution of up to 4.5%, complemented by an additional above market nonmatching contribution of up to 4.5% — both fully vested from day one. Designed with auto-enrollment and auto-escalation features, the program boasts high levels of participation and encourages meaningful employee contributions. Over 92% of eligible employees actively participate, contributing an average of 8% to their retirement savings. To prepare employees for retirement, we deliver a comprehensive suite of resources, including training and education sessions, personalized one-on-one financial counseling, and comprehensive financial and retirement planning tools. Our commitment to our employees drives us to continuously refine our retirement plan designs, to position Timken as a retirement benefits leader among U.S. manufacturing companies. Beyond our primary plan, we offer three additional defined contribution plans tailored for select nonbargaining employees and six specialized plans serving seven distinct bargaining unit populations, ensuring inclusivity across our diverse workforce. In addition to our defined contribution offerings, Timken maintains four defined benefit plans in the United States, though they have been closed to new entrants for some time. These plans remain well funded. Internationally, Timken offers a variety of statutory retirement programs consistent with the legal requirements in the countries in which our facilities are located. In select regions, we elevate our offerings with supplemental retirement programs, including stock ownership plans, reinforcing our dedication to the financial wellbeing of our international workforce. For specifics on Timken's global defined benefit plans, see The Timken Company 2025 Form 10-K ; Note 17 (Retirement Benefit Plans).
MARKET PRESENCE		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	(Partially reported) We are committed to providing equal pay for equal work. Globally, our employees are paid according to their abilities, responsibilities, qualifications and experience rather than their gender. And while Timken operates in multiple locales and jurisdictions that have varying minimum-wage requirements, employees are paid at or above the applicable minimum-wage requirements.

DISCLOSURE	DISCLOSURE TITLE	EXPLANATION OR LOCATION
INDIRECT ECONOMIC IMPACTS		
203-1	Infrastructure investments and services supported	(Partially reported) Timken's 2025 charitable giving in the U.S. supported basic needs, education, STEM and community-building programs. In India, giving supported basic needs and education projects. Giving in Europe supported STEM learning and basic needs and, in China, we provided teacher resources and materials for STEM learning. Also, our employees were active participants in classrooms, encouraging the next generation of STEM leaders. Timken employees also donate money and thousands of volunteer hours with charities they choose to support and via company-sponsored opportunities with our charitable partners. They also provide leadership through a commitment to serve on nonprofit boards. The company's matching-gift program provides a dollar-for-dollar match to employee contributions (up to certain limits) to 501(c)(3) organizations. Timken education initiatives are aimed at creating education opportunities globally. Timken funds scholarships for first-generation and underrepresented students to provide a pathway to pursue college degrees. In 2025, Timken continued its global STEM education partnership with *FIRST*® (For Inspiration and Recognition of Science and Technology), whose mission is to inspire and engage young people in mentor-based programming. The company also partners with America's largest hunger-relief organization to volunteer and fund food banks to help overcome the disparity in food resources. Timken employees volunteer to build homes for local residents in the United States, Europe and Asia Pacific through our long-standing partnership with Habitat for Humanity.
203-2	Significant indirect economic impacts	See Disclosure 203-1.
PROCUREMENT PRACTICES		
204-1	Proportion of spending on local suppliers	Of the steel that Timken purchases annually, about 80% is purchased regionally/locally, which is defined as the ability to be shipped without crossing open seas. Approximately 85% of our overall materials used are sourced regionally/locally.
ANTI-CORRUPTION		
205-1	Operations assessed for risks related to corruption	(Partially reported) The risk assessment for corruption is conducted on an enterprisewide basis. While the Audit Committee of the Board of Directors is ultimately responsible for the oversight of Timken's anti-corruption program, our Executive Vice President, General Counsel and Corporate Development provides the highest level of executive oversight for that program.
205-2	Communication and training about anti-corruption policies and procedures	(Partially reported) Timken's anti-corruption policies and procedures have been communicated to all Board members, and all Board members have received training on anti-corruption. Timken's anti-corruption policies and procedures have been communicated to all salaried employees, and all salaried employees are assigned mandatory training on anti-corruption. Timken has a Supplier Code of Conduct, which is available on our website and communicated to suppliers. The Supplier Code of Conduct addresses anti-corruption.
205-3	Confirmed incidents of corruption and actions taken	During the reporting period, Timken did not experience any incidents of corruption that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC other than as disclosed therein.

DISCLOSURE	DISCLOSURE TITLE	EXPLANATION OR LOCATION
ANTI-COMPETITIVE BEHAVIOR		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	During the reporting period, Timken was not identified as a participant in any legal actions alleging anti-competitive behavior or violations of anti-trust and monopoly legislation that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC other than as disclosed in such reports.
TAX		
207-1	Approach to tax	Timken is headquartered in the U.S. and operates in 45 countries around the world. We contribute to the communities in which we operate through the taxes we pay. We are a current income taxpayer both within and outside the U.S. bringing value to the countries in which we operate. Our global tax strategy closely follows our financial and ethical policies and guidelines. We observe all applicable tax rules, regulations and disclosure requirements in the jurisdictions where we have a tax presence. We emphasize internal controls and strive to achieve the appropriate transparency with local governments and tax authorities. We are also compliant with country-by-country reporting, as required under the Organization for Economic Co-operation and Development action plan to address base erosion and profit shifting. We have tax procedures in place to ensure our senior management understands the tax consequences of all material company transactions, audit settlements and other material tax matters, globally. Timken does not undertake aggressive tax planning or use artificial tax arrangements intended for tax avoidance. We implement tax planning strategies that have business purpose and commercial substance but will enhance tax efficiency through the use of available tax incentives that are within the scope of normal business activity. Our dedicated tax professionals partner with the business to provide proactive and efficient tax services to satisfy all tax reporting and filing obligations in accordance with laws and regulations and to develop and implement tax strategies that support business goals and deliver long-term value. There are clear management responsibilities and technical review by skilled tax professionals, and where necessary, the tax function is supported by external tax advisors. Tax risk is mitigated as far as possible through thoughtful implementation and documentation, as well as transparent audit programs with tax authorities. All dealings with the tax authorities are conducted in a collaborative, courteous and timely manner in an effort to minimize uncertainty in tax matters.
207-2	Tax governance, control and risk management	See Disclosure 207-1.
ENERGY		
302-1	Energy consumption within the organization	The Timken Company CSR Report 2025; Page 28 (Data Tables).
302-3	Energy intensity	The Timken Company CSR Report 2025; Page 28 (Data Tables).
WATER AND EFFLUENTS		
303-3	Water withdrawal	The Timken Company CSR Report 2025; Page 28 (Data Tables).
WATER		
303-5	Water consumption	The Timken Company CSR Report 2025; Page 28 (Data Tables).

DISCLOSURE	DISCLOSURE TITLE	EXPLANATION OR LOCATION
EMISSIONS		
305-1	Direct (Scope 1) GHG emissions	The Timken Company CSR Report 2025; Page 28 (Data Tables).
305-2	Energy indirect (Scope 2) GHG emissions	The Timken Company CSR Report 2025; Page 28 (Data Tables).
305-4	GHG emissions intensity	The Timken Company CSR Report 2025; Page 28 (Data Tables).
WASTE 2020		
306-2 (2020)	Management of significant waste-related impacts	The Timken Company CSR Report 2025; Page 28 (Data Tables).
306-3 (2020)	Waste generated	The Timken Company CSR Report 2025; Page 28 (Data Tables).
306-4 (2020)	Waste diverted from disposal	The Timken Company CSR Report 2025; Page 28 (Data Tables).
306-5 (2020)	Waste directed to disposal	The Timken Company CSR Report 2025; Page 28 (Data Tables).
EFFLUENTS AND WASTE		
306-3 (2016)	Significant spills	During the reporting period, Timken experienced no spills that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC other than as disclosed in such reports.
SUPPLIER ENVIRONMENTAL ASSESSMENT		
308-1	New suppliers that were screened using environmental criteria	All new direct material suppliers are subject to a stringent onboarding process. This can include on-site visits ensuring systems and processes are in place covering areas such as quality, capacity, risk management and corporate social responsibility topics. Environmental and social expectations are also outlined in Timken's Supplier Code of Conduct including violation reporting procedures and expectations up to and including termination of the business relationship.
EMPLOYMENT		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	At Timken, our workforce is predominantly comprised of full-time employees, with less than 5% classified as part-time. While a select group of part-time team members enjoy access to the same benefits as their full-time counterparts, most receive a distinct benefits package tailored to their status. Timken is committed to supporting the health and wellbeing of its global workforce. We offer a variety of supplemental health and welfare programs designed to meet the diverse needs of our employees. These programs are customized to align with local standards and regulations and are available in select countries. Though our offerings naturally vary across regions, Timken maintains compliance with local legal requirements in every country where we have a presence. In the United States, Timken provides full-time employees with choice and access to quality medical plans, as well as an array of supplemental health and welfare benefits and wellbeing programs. From foundational offerings like basic and supplemental life insurance to targeted solutions, such as our Type-2 diabetes reversal program, virtual physical therapy and earned wage access, we strive to address the full range of employee needs. As part of our commitment to supporting the health and wellbeing of our workforce, we recently launched personalized healthcare navigation services to help employees and their families access the right care, understand their benefits and make informed healthcare decisions. Both full-time and part-time employees are eligible to participate in our industry-leading defined contribution (401(k)) retirement plans, ensuring broad access to financial security. Moreover, select full-time employees are recognized with stock ownership opportunities through our long-term incentive compensation plan, a testament to our investment in those who drive our success.

DISCLOSURE	DISCLOSURE TITLE	EXPLANATION OR LOCATION
LABOR/MANAGEMENT RELATIONS		
402-1	Minimum notice periods regarding operational changes	Timken complies with the local legal and regulatory requirements in the locations where we operate. This includes providing proper notice to employees who are impacted by business and operational changes. Notice periods relating to significant operational changes are agreed on at a local level by management, human resources and when applicable, employee representatives or unions. We do not track this information centrally, but all of our operations are required to abide by the legal and regulatory requirements of their jurisdiction as part of our Standards of Business Ethics: Our Code of Conduct. See also, website: Ethics and Integrity.
OCCUPATIONAL HEALTH AND SAFETY		
403-1	Occupational health and safety management system	(Partially reported) Timken's EHS Global Standards mandate that all manufacturing facilities implement an effective Environmental, Health and Safety (EHS) management system in accordance with established corporate procedures. These procedures are aligned with the international standards ISO 14001 (Environmental Management Systems) and ISO 45001 (Occupational Health and Safety Management Systems). Conformance to these standards is evaluated through internal corporate EHS audits. Where required by customers, regulatory agencies or as approved by corporate EHS, facilities must also obtain third-party certification to these standards.
403-2	Hazard identification, risk assessment, and incident investigation	(Partially reported) All Timken manufacturing facilities conduct health and safety risk assessments using established methodologies and criteria with respect to their activity, equipment and regulatory obligations. The assessments are proactive and used in a systematic way to improve EHS risk management. Triggers for risk assessment include new designs and redesigns; change management; routine tasks; infrequent, one-time or first time tasks; high-risk tasks; hazardous processes and equipment; incidents/mishaps; serious near misses; abnormal or upset conditions; emergencies; chemical exposures; worker concerns; physical agents and at-risk observations.
403-3	Occupational health services	Timken takes great care to protect the health of both employees and temporary employees at work. Around the world, all of our manufacturing plants have a designated occupational health clinic to handle on-the-job injuries and designated first responders on-site. Many of our larger facilities have nurses on site. We also take preventive measures by requiring preemployment medical screenings to be performed for employees, and we have provisions for addressing health concerns when they arise for existing employees.
403-4	Worker participation, consultation, and communication on occupational health and safety	(Partially reported) Timken employees influence safety directly through interactions with plant leadership or through joint management-worker safety committees. Workers' union representatives, where they exist, are typically included as well. We actively engage employees in identifying EHS concerns and addressing minor issues through our Good Catch! initiative, along with other facility-specific inspection and engagement programs.
403-5	Worker training on occupational health and safety	Anyone working for or on behalf of Timken (including employees, temporary employees and, as applicable, contractors and suppliers) must be made aware of the Global EHS Policy, as well as EHS risks and considerations relevant to their occupation and the location where they will be working. All compliance training is completed according to national, regional, state and local regulations. We also have an extensive suite of function-specific EHS training requirements.

DISCLOSURE	DISCLOSURE TITLE	EXPLANATION OR LOCATION
403-6	Promotion of worker health	Timken remains committed to supporting the health and wellbeing of our global workforce and their families. In the United States, Timken offers a wellness program to all full-time employees and spouses, which includes access to unlimited one-on-one health coaching, a tobacco cessation program, and digital tools and resources. Timken also offers targeted solutions for weight management, a Type 2 diabetes reversal program, virtual physical therapy, an Employee Assistance Program, and on-site biometric and health screening opportunities at many of our locations. Outside of the United States, Timken provides our employees and their families with 24/7 access to our Employee Assistance Program and offers a variety of locally tailored wellness programs and offerings. Timken is committed to the continual offering of impactful and data-driven health and wellbeing solutions to our employees.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employees are instructed to report safety concerns to the leadership team or by calling the Timken HelpLine. Suppliers are expected to adhere fully to all applicable governmental laws and regulations to protect the health and safety of their workers. All materials used in product manufacture shall satisfy current government and safety constraints on restricted, toxic and hazardous materials.
403-8	Workers covered by an occupational health and safety management system	(Partially reported) All plant employees and temporary workers are covered by our EHS management systems.
403-9	Work-related injuries	(Partially reported) The Timken Company CSR Report 2025; Page 29 (Data Tables). NOTE: Regarding this indicator, Timken does not distinguish between injuries and ill health. Injury and accident rates are calculated based on 200,000 hours worked.
403-10	Work-related ill health	(Partially reported) The Timken Company CSR Report 2025; Page 29 (Data Tables). NOTE: Regarding this indicator, Timken does not distinguish between injuries and ill health. Injury and accident rates are calculated based on 200,000 hours worked.
TRAINING AND EDUCATION		
404-2	Programs for upgrading employee skills and transition assistance programs	The Timken Company CSR Report 2025; Page 8 (Recruiting Exceptional Talent). At Timken, many employees who involuntarily leave the company due to workforce reductions or who are retiring have access to third-party assistance to help them plan and learn new skills for the next phase of their careers or personal lives. Timken, together with our vendor partners, delivers financial and retirement planning resources, featuring tools, engaging financial education sessions and personalized one-on-one counseling, empowering employees to confidently strategize and secure their retirement future.
404-3	Percentage of employees receiving regular performance and career development reviews	The Timken Company CSR Report 2025; Page 8 (Recruiting Exceptional Talent). All salaried employees, including both managers and nonmanagers, received annual performance reviews to guide their career paths and provide important feedback for personal growth.

DISCLOSURE	DISCLOSURE TITLE	EXPLANATION OR LOCATION
INCLUSIVE CULTURE		
405-1	Diversity of governance bodies and employees	The Timken Company CSR Report 2025; Page 29 (Attracting and Retaining Strong Talent). The Timken Company 2026 Proxy Statement; Page 2 (Director Nominees).
405-2	Ratio of basic salary and remuneration of women to men	(Partially reported) We are committed to providing equal pay for equal work. Globally, our employees are paid according to their abilities, responsibilities, qualifications and experience rather than their gender. This is supported by analysis of employees and remuneration.
NONDISCRIMINATION		
406-1	Incidents of discrimination and corrective actions taken	We do not report on the total number of alleged incidents of discrimination and any corrective actions taken as this is Timken confidential information. Timken does not tolerate any form of discrimination and embraces an inclusive culture.
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Timken respects the right of employees to join unions and be represented by these unions in accordance with the applicable national or local laws and practices. Timken does not have any known issues at operations in sectors or geographical areas that constitute a risk to the right to exercise freedom of association. See also, Forced Labor and Human Trafficking Statement and The Timken Company Human Rights Policy.
CHILD LABOR		
408-1	Operations and suppliers at significant risk for incidents of child labor	(Partially reported) The Timken Supplier Code of Conduct addresses issues of particular importance in our global supply chain. It outlines the workplace standards and business practices that are consistent with our core values of ethics and integrity and our own employee code of conduct. We expect our suppliers around the world to adhere to this code as we work together for mutual success. The issue of child labor is included in the Timken Supplier Code of Conduct in Section A, paragraph 3, which is reviewed with new incoming suppliers and referenced on every Timken purchase order via our terms and conditions (see also, website: Ethics and Integrity). In 2025, no violations of child labor were identified in Timken's or its suppliers' operations. See also, Forced Labor and Human Trafficking Statement, The Timken Company Human Rights Policy and Timken Supplier Code of Conduct; Section A, Paragraph 3.
FORCED OR COMPULSORY LABOR		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	(Partially reported) The Timken Supplier Code of Conduct addresses issues of particular importance in our global supply chain. It outlines the workplace standards and business practices that are consistent with our core values of ethics and integrity and our own employee code of conduct. We expect our suppliers around the world to adhere to this code as we work together for mutual success. The issue of forced labor is included in the Timken Supplier Code of Conduct in Section A, paragraph 4, which is reviewed with new incoming suppliers and referenced on every Timken purchase order via our terms and conditions. See also website: Ethics and Integrity. In 2025, no violations of forced labor were identified in Timken's or suppliers' operations. See also, Forced Labor and Human Trafficking Statement.

DISCLOSURE	DISCLOSURE TITLE	EXPLANATION OR LOCATION
SECURITY PRACTICES		
410-1	Security personnel trained in human rights policies or procedures	All security personnel employed by Timken follow the company Standards of Business Ethics: Our Code of Conduct and complete all company-mandated training on such topics. In addition, Timken security personnel cover topics such as human rights, search and seizure rules, and illegal detainment laws in their annual training. For third-party security services, Timken contracts with reputable, certified security providers whose personnel are trained in accordance with local laws. These services providers are managed by local Timken leadership and are required to follow the legal, regulatory and Timken Global Security Standards in the locations in which they serve. Complaints or potential violations can be reported through the standard company process or corporate HelpLine and are investigated accordingly. See also, Forced Labor and Human Trafficking Statement.
RIGHTS OF INDIGENOUS PEOPLES		
411-1	Incidents of violations involving rights of Indigenous peoples	Timken promotes development of our local communities and always seeks to obtain free, prior-informed consent when transacting with Indigenous peoples. Timken is also not aware of any incidents involving Indigenous rights violations. See also, The Timken Company Human Rights Policy.
HUMAN RIGHTS ASSESSMENT		
412-1 (2020)	Operations that have been subject to human rights reviews or impact assessments	All our operations are subject to reviews or assessments that deal with human rights, as well as broader reviews addressed by our Standards of Business Ethics: Our Code of Conduct. Furthermore, we have established a global HelpLine, which all violations against our Standards of Business Ethics can be reported, including violations of human rights. See also, Forced Labor and Human Trafficking Statement and The Timken Company Human Rights Policy.
412-2 (2020)	Employee training on human rights policies or procedures	(Partially reported) Timken is committed to ensuring all of our employees understand our stance on human rights. This is a key component of our Standards of Business Ethics: Our Code of Conduct, which has been translated in multiple languages and distributed to all offices, plants and locations around the world. As part of this, we recognize the importance of promoting individual health and welfare and watch for indicators of exploitations of children, physical punishment or abuse, and involuntary servitude of any person. We do not condone or permit human trafficking, the use of child, forced, indentured or involuntary labor in any of our operations. We expect our suppliers and other third parties to uphold these same standards (as set forth in our Supplier Code of Conduct). In addition, we provide various training and awareness opportunities worldwide. To further combat violations of human rights, such as discrimination and harassment, we provide a companywide HelpLine that employees can call (anonymously if they choose) and voice concerns relating to human rights without fear of retaliation. See also, Forced Labor and Human Trafficking Statement and The Timken Company Human Rights Policy.
412-3 (2020)	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Our standard terms and conditions of purchase references the Timken Supplier Code of Conduct. The Timken Supplier Code of Conduct addresses issues of particular importance in our global supply chain. It outlines the workplace standards and business practices that are consistent with our core values of ethics and integrity and our own employee code of conduct. We expect our suppliers around the world to adhere to this code as we work together for mutual success. Human rights issues are included in the Timken Supplier Code of Conduct in Section A, which is reviewed with new incoming suppliers and referenced on every Timken purchase order via our terms and conditions (see also, Ethics and Integrity). In 2025, no violations of human rights were identified in Timken's or suppliers' operations. See also, Forced Labor and Human Trafficking Statement and The Timken Company Human Rights Policy.

DISCLOSURE	DISCLOSURE TITLE	EXPLANATION OR LOCATION
LOCAL COMMUNITIES		
413-1	Operations with local community engagement, impact assessments, and development programs	(Partially reported) With 133 manufacturing facilities and service centers in 44 countries, Timken is an active member of global communities. We engage with our neighbors in various ways and empower our facility leaders to develop relationships that enable them to understand and best meet the needs of local communities. In and around Northeast Ohio, home to our corporate headquarters, we financially support local groups dedicated to expanding economic development in the region. When Timken is developing a new manufacturing facility or expanding our presence in a community, we work with local officials and community leaders to assess and mitigate potential negative impacts on local infrastructure, the environment and the economy.
413-2	Operations with significant actual and potential negative impacts on local communities	(Partially reported) With 133 manufacturing facilities and service centers in 44 countries, Timken's operations have the potential to impact local communities positively and negatively. Positive impacts include providing well-paying jobs, enhancing local economies, paying local taxes and, in many cases, providing access to education resources and other philanthropic efforts. Our facility leaders work closely with local leaders to minimize negative impacts wherever possible. Potential negative impacts include wear and tear on roadways, traffic congestion, noise, emissions and other safety impacts. Timken employs a variety of measures to keep employees, visitors and communities safe, including safety management, pollution prevention, community awareness and emergency-response planning.
SUPPLIER SOCIAL ASSESSMENT		
414-1	New suppliers that were screened using social criteria	(Partially reported) Our supplier evaluation process looks at a number of criteria, which includes social impact and risk. Environmental and social expectations are also outlined in Timken's Supplier Code of Conduct including violation reporting procedures and expectations up to and including termination of the business relationship. See also, Forced Labor and Human Trafficking Statement.
414-2	Negative social impacts in the supply chain and actions taken	We are not aware of any negative social impacts in the supply chain or actions taken during the reporting period.
CUSTOMER HEALTH AND SAFETY		
416-1	Assessment of the health and safety impacts of product and service categories	(Partially reported) We aim to prevent and address identified health and safety issues in all our product categories.
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	During the reporting period, Timken identified no new incidents of noncompliance with regulations and/or voluntary codes concerning the health and safety impacts of Timken products and services that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC other than as disclosed in such reports.
MARKETING AND LABELING		
417-2	Incidents of noncompliance concerning product and service information and labeling	During the reporting period, Timken identified no new incidents of noncompliance with regulations and/or voluntary codes concerning the health and safety impacts of Timken products and services that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC other than as disclosed in such reports.

Management Approach

MATERIAL TOPIC	DEFINITION	LOCATION/RESPONSE	BOUNDARY	SASB*	UN SDGs*
Inclusive Culture	Promoting equal employment opportunities, nondiscrimination policies and practice in the workplace, and the value of inclusion in the workforce	The Timken Company CSR Report 2025; Page 13 (Building a Workplace Where Everyone Belongs). See also, GRI Disclosure 406-1.	Internal/ External		X
Financial Performance	Promoting responsible economic growth	The Timken Company 2025 Form 10-K; Item 7 (Management's Discussion and Analysis of Financial Condition and Results of Operations) See also, GRI Disclosures 201-1 and 201-2.	Primarily Internal		X
Health and Safety	Offering workplace conditions, support systems, and policies to promote the well-being, health and safety of our employees	Global EHS Policy See also,GRI Disclosures 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7 and 403-8.	Primarily Internal/ Partially External	X	X
Regulatory Compliance	Ensuring that all employees, officers, and directors practice sound ethics, that we establish sound governance standards, and that we comply with law and applicable regulations	Standards of Business Ethics: Our Code of Conduct Website: Governance Documents Global EHS Policy See also, GRI Disclosures 205-1 and 205-2.	Primarily Internal/ Partially External		X
Emissions	Working to track and reduce greenhouse gas emissions associated with our footprint	Global EHS Policy See also, GRI Disclosures 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7 and 403-8.	Internal/ External	X	X
Energy	Working to reduce our energy use and continuing to produce more energy-efficient products	Global EHS Policy The Timken Company CSR Report 2025; Page 18 (Embedding Sustainability in Our Operations).	Internal/ External	X	X
Human Rights	Prohibiting the use of child, forced or compulsory labor and promoting general human rights	Timken Supplier Code of Conduct Forced Labor and Human Trafficking Statement The Timken Company Human Rights Policy See also, GRI Disclosures 408-1, 409-1, 412-1 and 412-2.	Primarily External		X
Retention, Compensation and Benefits	Offering benefit and compensation packages to our employees that help ensure their well-being and to help attract and retain talented individuals and maintain healthy labor relations	See GRI Disclosures 202-1, 401-2, 402-1, 403-6, 405-2 and 407-1.	Primarily Internal		X
Training and Education	Supporting ongoing training and education for employees	The Timken Company CSR Report 2025; Page 8 (Recruiting Exceptional Talent). See also, GRI Disclosures 404-2 and 404-3.	Primarily Internal		X
Waste	Sustainably managing waste at our facilities, including through waste reduction efforts, reuse and recycling	The Timken Company CSR Report 2025; Page 18 (Embedding Sustainability in Our Operations). Global EHS Policy	Internal/ External	X	

* The SASB and UN SDGs references are to indicate the material topics to which they relate. We are not claiming that this report fulfills any specific SASB indicator or that it demonstrates progress against specific UN SDG targets or indicators.

Sustainability Accounting Standards Board

INDUSTRY STANDARD | VERSION 2023-12

We continue to monitor the application of the Sustainability Accounting Standards Board (SASB) framework, acknowledging that the International Sustainability Standards Board (ISSB) assumed responsibility for the SASB Standards in 2022 and that the SASB Standards have been incorporated into the International Financial Reporting Standards (IFRS) General Requirements for Disclosure of Sustainability-related Financial Information (IFRS 1).

In 2019, we utilized the SASB Materiality Map® and the risks identified by SASB for companies in the Industrial Machinery and Goods industry under SASB's Sustainable Industry Classification System as part of Timken's initial materiality assessment. The SASB Materiality Map informed, in part, Timken's assessment of what certain third-party stakeholders viewed as material topics for Timken. That said, Timken conducted that materiality assessment within the context of producing a report that was prepared in reference to the Global Reporting Initiative (GRI) Standards and not using SASB methodology.

While we utilized the SASB Materiality Map as part of our materiality assessment, this report has not been prepared in accordance with the SASB framework. However, we understand that certain of our stakeholders utilize the SASB framework and find it helpful for identifying certain information that they may determine to be particularly relevant about a company from a sustainability perspective.

In an attempt to make our report easier to navigate for stakeholder audiences, Timken developed a table showing the risks that the SASB Standards have identified as likely material for companies in the Industrial Machinery and Goods industry alongside the relevant SASB Standards. We then identified responses to those standards with references to where similar information (where available) is provided in our public disclosures. The responses and references provided in the table below are for informational purposes only, and their inclusion is not an admission that the underlying topics are material to Timken. By providing the information below, Timken is not representing that the responses have been prepared in accordance with SASB Standards, that the underlying data has been gathered in accordance with SASB methodology or that the underlying topics are material to Timken. In addition, certain disclosures below are only partially responsive to the applicable standards.

SASB METRIC	DESCRIPTION	RESPONSES/REFERENCES
RT-IG-000.A	Number of units produced by product category	(Partially reported) Sales and revenue information broken out by segment is provided in Timken's reports to shareholders on Forms 10-K and 10-Q and is regularly communicated to investors on our quarterly earnings calls. See also, The Timken Company 2025 Form 10-K; Item 7 (Management's Discussion and Analysis of Financial Condition and Results of Operations).
RT-IG-000.B	Number of employees	The Timken Company CSR Report 2025; Page 29 (Data Tables).
RT-IG-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	The Timken Company CSR Report 2025; Page 28 (Data Tables).
RT-IG-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	The Timken Company CSR Report 2025; Page 29 (Data Tables).
RT-IG-410a.1	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	Given the diverse variety of applications in which our various products are used, Timken does not calculate sales-weighted fuel efficiency or emissions in this manner.
RT-IG-410a.2	Sales-weighted fuel efficiency for nonroad equipment	
RT-IG-410a.3	Sales-weighted fuel efficiency for stationary generators	
RT-IG-410a.4	Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other nonroad diesel engines	
RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	(Partially reported) The Timken Company Form SD and Conflict Minerals Report.
RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	Timken does not currently collect or report revenue information in accordance with this standard. However, Timken has more than a century of combined experience remanufacturing bearings, gear drives, electric motors and generators. The company offers a complete line of services that consume significantly less raw material than manufacturing new products. Through its industrial repair and service business, Timken helps reduce the environmental impact by recycling numerous tons of steel and copper each year from service parts that can't be reused. As part of its contribution to the circular economy, Timken recertifies, reconditions, remanufactures and modifies most types of bearings. For gear drives, electric motors and generators, the company also offers emergency repair, upgrade and uprating services that can help restore customers' equipment to "like-new" condition.

Task Force on Climate-related Financial Disclosures

The following statement is made by The Timken Company ("us," "Timken" or the "Company") in good faith pursuant to the recommended disclosures and framework contained in the Final Report of Recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD") (June 2017). This statement covers Timken's operations globally.

	RECOMMENDED DISCLOSURE	COMMENT
GOVERNANCE		
Disclose the organization's governance around climate-related risks and opportunities	Describe the board's oversight of climate-related risks and opportunities	Timken's Nominating and Corporate Governance Committee (the "NCGC") of the Board of Directors (the "Board") provides primary oversight for our Corporate Social Responsibility ("CSR") program, of which climate change impacts and sustainability are substantial components. The full Board, as well as its other standing committees, also play a role in advising on certain CSR-related topics such as human capital initiatives and risk oversight. The NCGC reviews and approves our CSR report each year, has reviewed the risks and opportunities identified in our multiple scenario-based climate risk assessment, and has approved our 2030 emissions-reduction targets (details of which are set forth below). In addition, the Board primarily relies on its Audit Committee for oversight of risk management. The Audit Committee regularly reviews issues that present particular risks to Timken and their impacts on planning, strategy, budgets and business plans, including CSR-related risks such as operations and supply chain, environmental, health and safety, climate-related impacts and other matters. The full Board and other committees also review certain of these issues as appropriate. The Board believes that this approach, supported by our leadership structure, provides appropriate checks and balances against undue risk taken with respect to CSR-related matters. Our Executive Vice President, General Counsel and Corporate Development, as well as other members of management, provide regular updates to the NCGC, full Board or other committees, as applicable, regarding trends and best practices, ongoing CSR initiatives, monitoring implementation and performance, and progress toward CSR-related goals and targets (including our 2030 emissions-reduction target).
	Describe management's role in assessing and managing climate-related risks and opportunities	Our President and Chief Executive Officer champions our CSR efforts and liaises with the NCGC on CSR developments. Four members of our executive leadership team (our Executive Vice President, General Counsel and Corporate Development, Senior Vice President and Chief Human Resources Officer, Executive Vice President and President of Industrial Motion, and Vice President — Corporate Communications) provide management oversight and leadership to our CSR Steering Committee. The CSR Steering Committee is a cross-functional team charged with monitoring and evaluating current and future CSR initiatives (including those meant to address climate-related risks and opportunities), recommending strategies, managing data collection processes and reporting on our progress. In addition, certain members of our CSR Steering Committee, including our Director — Environmental, Health and Safety, are specifically charged with driving sustainability-related initiatives and tracking performance toward our climate-related goals.

	RECOMMENDED DISCLOSURE	COMMENT
STRATEGY		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning where such information is material	Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term	In 2025, we engaged a third-party consultant to help identify risks and opportunities related to climate change and conduct a multiple scenario-based climate risk assessment. As a result of that assessment, we identified the risks and opportunities listed in The Timken Company CSR Report 2025; Pages 39 and 40 (Risks and Opportunities Identified as a Result of Multiple Scenario-Based Climate Risk Assessment), most of which had been previously identified and disclosed as a result of our ongoing CSR risk-related processes and business planning. We also regularly identify various opportunities to reduce energy consumption and greenhouse gas ("GHG") emissions associated with our operations (including potentially sourcing a higher percentage of our energy use from renewable sources), which we will look to implement in the coming years to help us meet our established GHG emissions-reduction target. We have provided updates regarding how we are progressing toward our 2030 emissions target on an annual basis in our global CSR report (posted on our website at Corporate Social Responsibility and plan to continue to do so. Timken also regularly works with our insurance carriers to identify and mitigate the potential impact from severe weather-related risks on our operations. With respect to long-term opportunities, we believe that more restrictive regulations regarding emissions could lead to increased demand for renewable-energy, which could in turn increase demand for our products that support the renewable-energy end-market sector. For additional information, please see our disclosures under *Describe the organization's processes for identifying and assessing climate-related risks* and *Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario* below.
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning	Renewable energy has been one of our largest end-market sectors in terms of sales since 2020. More restrictive emissions regulations could lead to increased demand for renewable energy, in turn leading to increased demand for certain of our products. Timken has responded to this opportunity by continuing to invest in our renewable-energy business with announced capital investments to expand our renewable-energy end-market sector capacity in Europe and Asia. In addition, Timken has invested more than $13 million in capital expenditures to support our operational energy efficiency and emissions-reduction efforts from 2023 to 2025. Due to various factors, including size, location and industry, our typical acquisition target often does not have energy or emissions data readily available to provide as part of the due-diligence review process. However, acquisitions are typically added to our energy and emissions reporting and reduction programs once acquired (using estimates based on square footage and type of operations) even if actual emissions data is not otherwise immediately available.
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	By committing to our emissions-reduction targets and continuing to make investments to support the renewable-energy end-market sector, Timken has fostered a resilient business strategy. In 2025, we finalized our first multiple scenario-based climate risk assessment. The multiple scenario-based climate risk assessment included a number of drivers and scenarios considered by the International Energy Agency, Network for Greening the Financial System, and Intergovernmental Panel on Climate Change and derivate sources. As a result of that assessment, we identified the risks and opportunities listed in The Timken Company CSR Report 2025; Pages 39 and 40 (Risks and Opportunities Identified as a Result of Multiple Scenario-Based Climate Risk Assessment), most of which had been previously identified and disclosed as a result of our ongoing CSR risk-related processes and business planning.

	RECOMMENDED DISCLOSURE	COMMENT
RISK MANAGEMENT		
Disclose how the organization identifies, assesses and manages climate-related risks	Describe the organization's processes for identifying and assessing climate-related risks	Timken has an established enterprise risk management ("ERM") process, which is aligned with the Committee of Sponsoring Organizations framework. This process includes risk identification from a universe of major risks, risk assessment, and the prioritization and development of risk mitigation plans and actions. ERM plans are monitored and adjusted as needed from a continuous improvement perspective. The ERM process is led by our Vice President — Auditing and governed by the executive leadership team and our Audit Committee. Risks and associated risk mitigation actions related to climate change, natural disasters and changing customer behaviors are considered and evaluated throughout the ERM process and on an ongoing basis. Please see our disclosures under *Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario* above.
	Describe the organization's processes for managing climate-related risks	Potential initiatives designed to help manage climate-related risks are evaluated annually as part of Timken's business planning process and are reviewed and approved by our Environmental, Health and Safety ("EHS") Steering Committee, which comprises various business and operational leads and members of senior management. Timken is responding to climate-related risks by continuing our investment in building and maintaining resilient operations and supply chains, while also expanding upon our capabilities to serve our renewable-energy customers. We have also implemented certain energy-efficiency strategies, such as upgrades to HVAC systems, boilers and lighting, as well as heat recovery. We are exploring sourcing a greater percentage of our energy use through renewables in the future. In addition, Timken regularly works with our insurance carriers to identify and mitigate the potential impact from severe weather-related risks on our operations. Recently, our short-term initiatives have been primarily comprised of energy-efficiency projects. As to short-, medium- and long-term objectives, Timken is looking to continue improving on sourcing a higher percentage of energy use from renewables.
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management	Please see our disclosures under *Describe the organization's processes for identifying and assessing climate-related risks; Describe the organization's processes for managing climate-related risks;* and *Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario* above.
METRICS AND TARGETS		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	The Timken Company CSR Report 2025; Page 26 (About This Report).
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 emissions, and the related risks	The Timken Company CSR Report 2025; Page 28 (Data Tables).
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	Timken has set a target to reduce our aggregate Scope 1 and Scope 2 GHG emissions intensity by 50% by 2030 from a 2018 baseline year. Timken uses total company revenue as the normalizing factor for its intensity calculations.

Risks and Opportunities Identified as a Result of Multiple Scenario-based Climate Risk Assessment

TYPE	CATEGORY	DESCRIPTION
RISKS		
Transition	Policy & Legal	Current and emerging regulations related to sustainability disclosures, climate change and broader environmental protection create ongoing compliance obligations and potential liabilities for in-scope companies. Evolving and conflicting requirements across jurisdictions add complexity, increase compliance costs and may require changes to manufacturing processes or raw material inputs. In addition, carbon pricing mechanisms, varying requirements across jurisdictions and tariffs imposed directly on Timken or its value chain may increase the cost of doing business. Across these regulations, noncompliance could lead to fines, litigation, supply chain disruptions, reputational harm, or loss of market access, which can negatively impact operations and financial performance.
Transition	Reputation	The company faces increased scrutiny from customers, investors, regulators and other stakeholders regarding climate-related performance, corporate social responsibility goals and transparent disclosure of progress toward sustainability goals. Failure — or perceived failure — to meet stated targets and accurately report progress could damage Timken's reputation, erode customer demand and stakeholder trust, weaken its competitive position, impair investor confidence and limit access to capital, adversely affecting Timken's long-term financial performance.
Transition	Technology	Timken operates a network of technology and engineering centers to support customer needs and deliver innovative engineered bearings and industrial motion solutions. As customer preferences and sustainability requirements evolve, Timken may need to advance and commercialize additional low-carbon, efficiency-enhancing technologies. Lack of availability of renewable energy and decarbonization technologies, delays or setbacks in research, development, production or market adoption could disrupt product transitions, shorten life cycles and reduce returns on new investments. Ineffective adaptation may also create operational inefficiencies, erode competitiveness and contribute to long-term financial underperformance.
Transition	End-Market Sectors	Timken serves a range of industries, including energy, transportation and other sectors with increasing sustainability needs and requirements. A slowdown in investment, reduced interest or shifts in customer priorities within these market sectors could lower demand for the company's products. Such changes may require product adjustments, pricing strategies or diversification into new sectors, potentially affecting growth and profitability.
Physical	Acute Physical	Increasingly frequent and severe weather events — such as flooding, hurricanes, extreme heat, severe storms, wildfires and other natural disasters — pose risks to Timken's operations, supply chain and distribution networks. Such events may cause work stoppages, damage to company or supplier facilities and disruptions to transportation routes, leading to delays in manufacturing and delivery. These impacts could reduce operational capacity, impair the availability of raw materials and necessitate higher logistics or expedited freight costs, increasing insurance premiums, and possibly result in lost sales due to the inability to meet customer demand.

TYPE	CATEGORY	DESCRIPTION
OPPORTUNITIES		
Transition	Products & Services	Through efficient design, optimization against power loss, enhanced manufacturability, and continued research and development, Timken's bearings and industrial motion products help customers achieve operational efficiencies and reduce environmental impact, therefore limiting operational costs and aiding in compliance with climate-related regulations. Timken can gain revenue and market share by aligning sustainable solutions, such as energy-efficient bearings and remanufacturing services, with growing demand for products that help customers increase energy efficiency and reduce environmental impact.
Transition	Products & Services	Through optimized manufacturing and cleaner sourcing methods/inputs, Timken reduces the environmental impact of its production processes and, in turn, its bearings and industrial motion products. Timken can capitalize on the growing proclivity for low-carbon products from customers with climate-related procurement requirements and others seeking to reduce overall environmental impact, contributing to increased revenue and market share.
Transition	Markets	Timken's products play a role in advancing innovation in renewable energy, aviation, marine shipping and other industries that are key to enabling the energy transition. As the world decarbonizes, Timken has the opportunity to capitalize on increased demand from these markets that are focused on decarbonization and present demand for bearings and other Timken products.
Transition	Resilience	By strategically engaging with supply chain partners and diversifying its supply chain based on geography, cost and environmental impact of materials, Timken can build a more resilient supply chain that is less prone to disruptions associated with climate-related impacts. These considerations can mitigate risks in the supply chain, improve reliability and contribute to a competitive advantage.
Transition	Energy Source	As the energy transition influences the cost of energy, increased reliance on renewable-energy sources (e.g., through power purchase agreements), as well as energy-efficient technologies and processes, can reduce exposure to fossil fuel market volatility, mitigate risk associated with climate change and contribute to positive brand recognition.

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