



The Timken Company

Corporate Social Responsibility



2021



The Timken Company's founding mission guides us to this day — to help customers save energy and improve efficiency. For more than 120 years, sustainability has been at the core of our customer-centric product innovation — driven by our specialized engineering knowledge in friction management, materials science and power transmission.

Dear Stakeholders,

At Timken, we continuously explore and develop new and better solutions for our customers' most challenging problems. This is also how we approach corporate social responsibility (CSR) and the goals and initiatives we choose to support.

With this report, we detail how we create and evaluate product sustainability across our portfolio, and how we innovate with our customers to advance their CSR commitments. We are also pursuing greater sustainability across our operations and are pleased to share our 2030 environmental emissions target. We are targeting a reduction of our aggregate Scope 1 and 2 greenhouse gas emissions intensity by 50 percent.[1] This covers direct emissions from our operations and indirect emissions from purchased energy.

In addition, we continue to help advance equal access to basic needs, education and careers in STEM. Doing so is critical to our efforts to build resilient communities and create a better future everywhere we operate. We also remain committed to further diversifying our world-class team of Timken problem solvers.

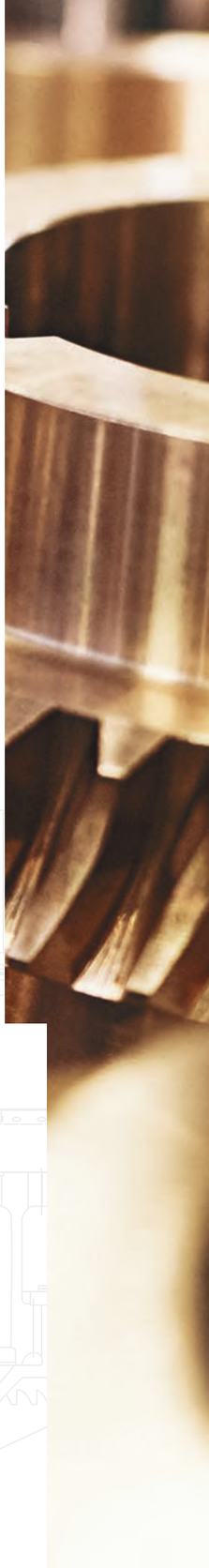
For the second straight year, *Newsweek* named us one of America's Most Responsible Companies. This recognition is a testament to our associates' daily commitment to CSR and our company's long-standing reputation for strong values, ethics and governance. On behalf of our company's leadership and Board of Directors, I thank our associates for their critical work in helping us realize the promise of tomorrow and our stakeholders for their ongoing confidence in The Timken Company.

Sincerely,



Richard G. Kyle
President and Chief Executive Officer

[1] See page 17 for more information regarding our 2030 emissions reduction target.





Our CSR Vision

As an engineering culture, we view corporate social responsibility as a system of actions to:

Improve the lives of individuals and communities

Protect and benefit the planet

Strengthen our business

We align our global programs with our engineering expertise to help build a world that is more efficient and more resilient. All our programs hone in on one of four key areas:

Environment

People

Community

Governance

Our Focused Approach

We adhere to the following steps to ensure our investments in our global programs make a meaningful impact and provide the greatest social value possible:



A Constant Drive for Sustainability

In the words of our founder: "Only in efficiency is there progress." Today, Timken continues to drive efficiency in the products we make, throughout our global operations and in the industries we advance.

The concept of efficiency is sustainability in the modern context. Less friction and energy use, fewer resources consumed, more materials recycled and reused – these attributes are all core to our sustainable engineering process and the products we make every day.

In addition to our products, we are also introducing new ways to increase sustainability across our operations – our target is to reduce our aggregate Scope 1 and Scope 2 greenhouse gas emissions intensity by 50 percent by 2030.[1]

We also continue to contribute significantly to the world's urgent move to renewable energy production. Renewable energy is our single-largest end-market sector, and we are a proud supplier to some of the most significant wind and solar projects worldwide.

"We are honored to play a significant part in taking wind energy to the next level with GE's Haliade-X, a milestone in turbine technology. As turbine manufacturers like GE continue to push the limits on performance to expand renewable energy options, we're there to help them overcome challenges with our technical problem-solving expertise and long history of engineering innovation."

Andreas Roellgen
Timken executive vice president, president of Engineered Bearings



Each of GE's Haliade-X turbines will have a capacity of up to 14 MW and be able to generate up to 74 GWh of clean energy a year. Initial Haliade-X installations are scheduled to begin in 2023.

[1] See page 17 for more information regarding our 2030 emissions reduction target.

Product Sustainability at Timken

Since its inception, one of The Timken Company's primary purposes has been to help customers save energy and improve efficiency. Sustainability is core to our customer-centric product innovation. We engineer and design efficient and sustainable products that also respond to the needs of our customers and the markets we serve.

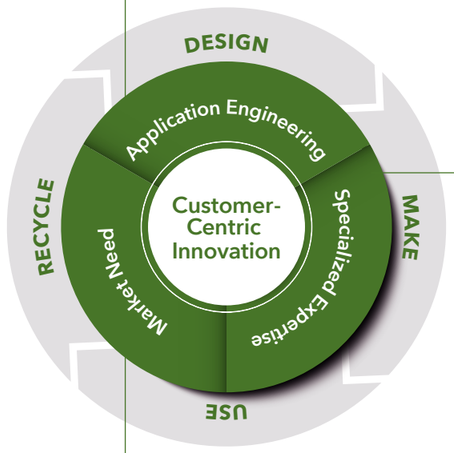
With our specialized engineering expertise in friction management, materials science and power transmission, we are committed to evaluating and refining the sustainability of our product portfolio – from product design and manufacturing to product use and recycling.

Our specialized expertise and focus on customer application engineering positions our research and development (R&D) and engineering teams to produce breakthroughs in efficiency and sustainability. This approach is the foundation of *The Timken Company's Sustainable Engineering Process.*

The Timken Company's Sustainable Engineering Process

Our process details how we create and evaluate product sustainability across our portfolio and how we innovate with our customers to advance everyone's CSR objectives. It also helps us identify opportunities at each stage of the process, so we can target additional improvements and progress across the portfolio. At Timken, R&D investments bridge the gap between opportunity and capability, creating new and more sustainable solutions for our global customer base.

We develop customer-focused solutions for the next generation of the world's most challenging problems and applications.



We are globally recognized for our specialized expertise in friction management, materials science and power transmission.

We innovate product and process technologies focused on changing market needs and emerging trends.

The Timken Company's Sustainable Product Attributes

The following select sustainable product attributes are critical to our customer-centric product innovations.

SUSTAINABLE PRODUCT ATTRIBUTES	
Recycled Content	Recycled materials, such as remelted scrap metal. Timken works with suppliers to identify the percentage of scrap material contained in raw material. For example, Timken can very often utilize recycled steel that contains up to 100 percent of remelted material. The percentage is calculated based on the total weight of the product.
Recyclable Materials	Materials that can be recycled, reconditioned and reused after a product's full-service life. Timken identifies which materials can be recycled after use – whenever practicable, we choose recyclable materials upfront.
Efficient Design	The size – weight or dimensions – of a product compared to alternative products that accomplish the same task in a given application. Timken designs with the intent to develop power-dense solutions that exceed industry standards.
Optimized Against Power Loss	A product's predicted energy efficiency or power consumption compared to alternative products that accomplish the same task in a given application. Timken designs with the intent to reduce power loss due to friction and develops solutions that exceed industry standards.
Optimized Manufacturability	The reduction in energy consumed, process steps or inspections needed to make a product compared to a standard alternative approach. Timken continuously explores opportunities to reduce energy inputs and processing steps, as part of our operational excellence mindset. This includes questioning every operation performed on every volume of material to ensure it is necessary to the form, fit or function of the final product for the customer's application.
Easy Installation and Maintenance	Product design features that render installation and maintenance easier and less time consuming compared to standard approaches, including easy-to-use tools to get the job done with less effort and energy required. Timken compares field service engineering and customer feedback on a regular basis to confirm efficacy.
Extended Service Life	Longer product life estimations compared to industry standards through calculations and predictive modeling, validated by R&D tests and customer feedback.
Reduced Maintenance	Improvements in product reliability and dependability reduce the amount of maintenance needed over a product's lifetime. Timken designs products based on customer goals and validates performance both through R&D tests and customer feedback.

Refer to the case studies on the following pages to see some of our sustainable product attributes in action.

CASE STUDY

Made from Recycled Content

Our uniquely designed tapered roller bearings for mainshaft applications help power wind turbines worldwide. While our bearings are made of up to 100 percent recycled steel, Timken's specialized engineering expertise in materials science allows us to meet our customers' performance expectations. Ahead of manufacturing, we methodically collaborate with our suppliers to set the necessary standard of quality. During manufacturing, complex metallurgical process parameters are precisely controlled so we remove impurities and optimize the steel for application performance.





CASE STUDY

Reduced Maintenance

The Groeneveld™ Twin Dual-Line automatic lubrication system (Twin) runs mostly in off-road equipment used in the construction and port industries – excavators, wheel loaders, dump trucks, ship-to-shore cranes, straddlers and gantry cranes. Most customers are used to greasing this equipment manually. Typically, they put a large amount of grease in at once and half of it squeezes out, resulting in immediate waste and potential ground contamination. With the Twin, a drop is released automatically at regular intervals while the machine is running, so the right amount gets spread on the pin, exactly where it's needed – saving manual labor and reducing machine downtime and waste.

CASE STUDY

Optimized Against Power Loss

Globally, electric vehicle manufacturers are reimagining the automobile. Backed by 120 years of R&D leadership, we innovate next-generation bearings for these novel vehicles–including the world's longest-range electric luxury car. Balancing fuel efficiency and power may seem like an insurmountable challenge but our fuel-efficient, power-dense transmission and driveline designs help our customers meet these new market demands. Our fuel-efficient bearings reduce power consumption up to 30 percent when compared to conventional bearings. Reducing power consumption in the bearings can also improve fuel efficiency as much as 2 percent.

CASE STUDY

Designed for Manufacturability

At Timken, we continuously explore ways to optimize our manufacturing processes to lessen the environmental footprint of our products during manufacturing. We have recently introduced two innovative approaches to an increasing number of plants worldwide, focused on reducing energy consumption. First, a more efficient heat treat process, where different part numbers and geometries are configured on trays and baskets to load furnaces more fully. Second, a variation on standard processing parameters, which ensures proper metallurgical properties are met while achieving excellent dimensional response that enables reduced hard finishing cycles and improved material utilization. While these processes originated in our European manufacturing facilities, they have been expanded to North America as well as Asia.



The Benefit of Partnership

In addition to our current product portfolio's attributes, we offer an array of sustainability-optimized options that are currently available to meet our customers' specific application needs and their companies' CSR goals.

On all our projects, we welcome the opportunity to work directly with customers on specific applications that push the boundaries of sustainability in innovative ways to meet their evolving and unique challenges.

SUSTAINABILITY-OPTIMIZED OPTIONS

- ☐ Application-specific product design and add-ons
- ☐ Enhanced internal geometry to improve life and reduce power loss
- ☐ Greater power density to minimize size and weight
- ☐ Material selection for improved reliability, durability, and recyclability
- ☐ Improved manufacturing processes such as: application-specific heat treat cycles, careful selection of net-shaping and final finishing processes to deliver proper surface characteristics with the least amount of energy and time
- ☐ Returnable packaging and dunnage

Timken's Commitment to Renewable Energy

Renewable energy, which consists of both wind and solar, is Timken's single-largest end-market sector, representing approximately 12 percent of total company sales in 2021.

Our customer-centric product innovations help drive some of the most advanced wind and solar applications worldwide, as shown on the following pages.

One of the World's Largest Single-Site Solar Plants

Timken is developing high-precision solar-tracking technology for Al Dhafra PV2

The World's Most Powerful Offshore Wind Turbine

Timken is designing and supplying mainshaft bearings for GE Renewable Energy's Haliade-X

The Next Frontier of Solar Energy

We continously explore increasingly efficient ways to leverage renewable energy sources that benefit our global customer base as well as our operations worldwide.

Storing Thermal Energy in Molten Salt

Northern Cape, South Africa

South Africa's BrightSource Energy has chosen Timken's solar-tracking technology to properly position Redstone's heliostat mirrors to reflect the sun's rays. The facility will store the thermal energy it collects in molten salt and convert it to electricity for delivery to South African consumers day and night.

Expected to begin commercial operations by the end of 2023, Redstone is capable of generating up to 100 MW, South Africa's largest renewable energy project to date. The facility is entirely emissions-free, with no requirement for natural gas or oil back up. Furthermore, Redstone significantly reduces water consumption for cooling by using an efficient, low-water dry cooling system.

Reducing Carbon Dioxide Emissions

Abu Dhabi, United Arab Emirates

Timken's high-precision solar-tracking technology, developed by our Cone Drive business, is essential for one of the world's largest single-site solar power plants, Al Dhafra PV2 in Abu Dhabi, United Arab Emirates (UAE). Our drives are used to precisely position the facility's solar panels in line with the sun. The site consists of 4 million solar panels controlled by 83,000 of our high-precision drives. When fully operational, it's projected to power as many as 160,000 homes across the UAE and reduce carbon dioxide emissions by approximately 2.4 million metric tons annually.

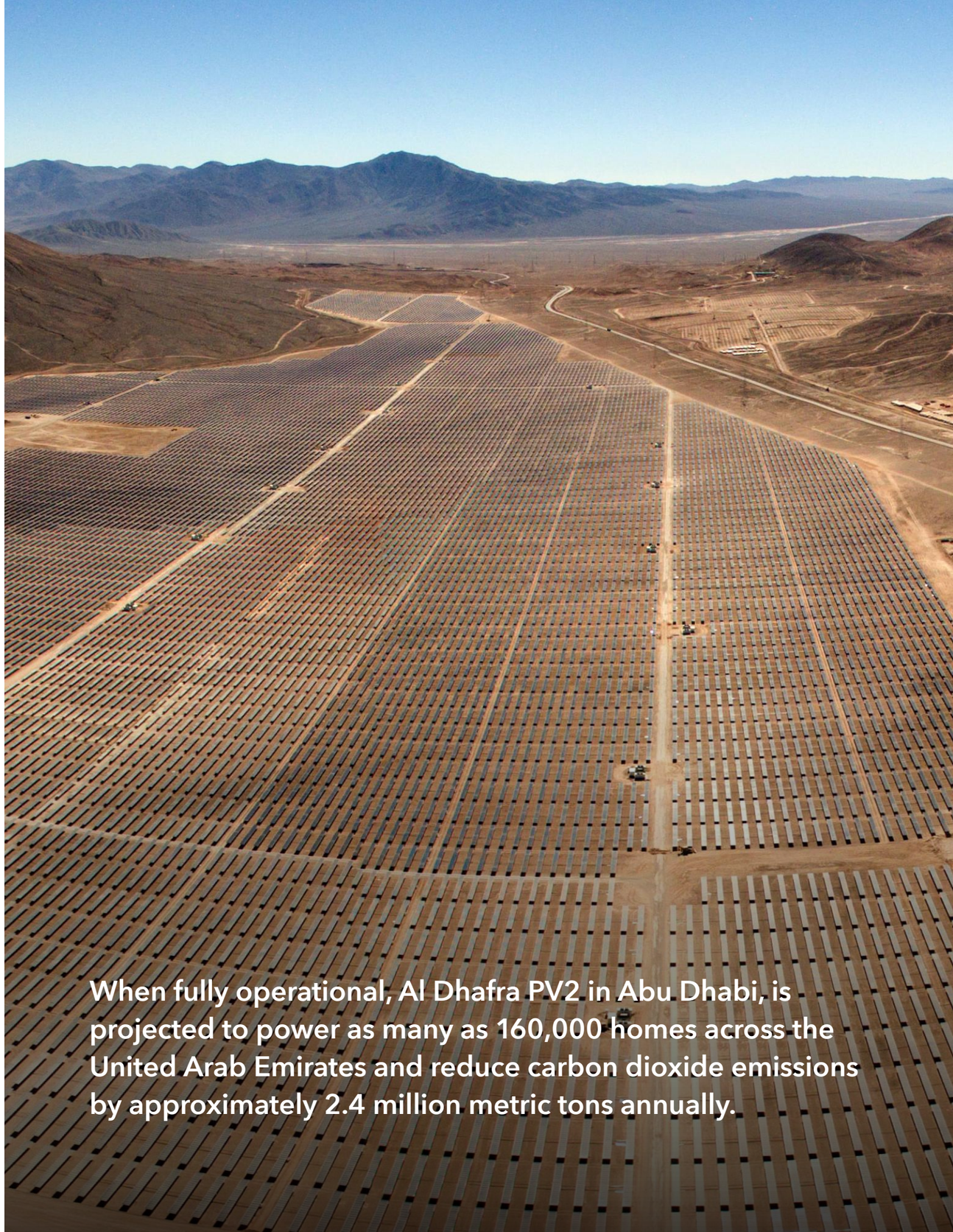
Our technology provides tracking and positioning capabilities for both photovoltaic (PV) applications, such as the Al Dhafra site, and concentrated solar power (CSP) applications. Since 2018, we've played a role in more than one-third of the world's utility-scale solar-tracking system projects.[1]

Reducing Dependency on Traditional Energy Sources

Chennai, India

Timken is also investing in a solar farm, which is able to provide up to 4.5 million KwH of solar power annually for our bearings plant in Chennai, India. That same plant already sources some of its power from rooftop solar panels on site. Combined, the rooftop panels and solar farm are expected to account for approximately 30 percent of the power consumed by the plant each year.

[1] Based on company estimates and IHS Markit and Wood Mackenzie data.





Timken's 2030 Greenhouse Gas Emissions Target

Timken's target is to reduce our aggregate Scope 1 and 2 greenhouse gas emissions[1] intensity by 50 percent by 2030. This covers direct emissions from our operations, and indirect emissions from purchased energy. To track our progress, we will use 2018 as our baseline year and company revenue as the normalizing factor to track emissions intensity.

Work is already underway in all of our global plants to make progress toward achieving this target, by purchasing renewable energy as it becomes more widely available and investing in plant-efficiency projects. Cultivating an eco-friendly mindset among our associates will be an important contributor as well.

Plant teams have received training and are holding energy and waste walks to help identify everyday savings. They are also submitting ideas for larger efficiency projects that require capital investment. Every year, we make capital investments in these types of projects. Our installation of new air compressors at our plant in Poland (detailed on the next page) is one such example.

As we look to the future, we expect to scale these efficiency projects. Associate engagement is also a great opportunity – there is a lot of interest and passion for helping Timken reduce our environmental footprint. For more details, please refer to the next chapter in this report, titled *A World-Class Team of Problem Solvers*.

Our expertise contributes to a myriad of sustainable technologies – from power-dense bearings driving electric vehicle efficiency to precision motion control solutions enabling solar power applications. However, our environmental commitment also includes our own manufacturing operations worldwide.

[1] Greenhouse gas emissions in this report have been calculated generally in accordance with The Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard and GHG Protocol Scope 2 Guidance. Actual emissions collected and calculated using location-based emissions factors currently cover an estimated 85 – 90 percent of the company's total aggregate Scope 1 and Scope 2 emissions. The company utilizes industry-recognized means of estimating aggregate Scope 1 and Scope 2 emissions for the remainder of the company's operations. The company is working to expand the coverage of its reporting and data collection efforts to reduce the estimated portion of its overall emissions.



Timken's Commitment to Sustainable Operations

Reducing Annual Greenhouse Gas Output

Sosnowiec, Poland

We're investing in our technical problem-solving expertise not only to serve customers, but also to advance the sustainability of Timken operations around the world. In Poland, for example, we're using innovative air compressors to manufacture products, heat the building and reduce greenhouse gas emissions.

"Essentially, we capture heat generated by the compressors and redistribute it throughout the facility during cold-weather months," said Marius Mazur, Timken's manager of environmental, health and safety (EHS) systems in Sosnowiec, Poland. "It is expected to reduce our annual greenhouse gas output generated from heating by approximately 17 percent."

Our Sosnowiec facility historically employed water-cooled air compressors to support the high horsepower needs of the equipment used in many different bearing production processes. In 2021, the facility transitioned from water-cooled air compressors to advanced air-cooled compressors. Using air instead of water for cooling, these units generate significant heat in the process. We're able to recover that heat and redistribute it as sustainable, economical heating throughout the building. In addition, we use thermal energy that's not consumed for heating the plant to warm up water for tasks like washing hands and cleaning. In 2020, the facility used 200 gigajoules of energy for this purpose, but only 11 in 2021.

The new compressors also require less electricity, which further reduces the site's carbon footprint. Additionally, the updated equipment contributes to greater manufacturing efficiency. Three air-cooled units operate independently to power equipment across three zones in the 50,000-square-meter building. Most manufacturing processes can continue even if one air compressor in a zone goes offline. The old water-cooled compressors, on the other hand, required an all-or-nothing approach.

"If we identify an issue and see other locations use the same machine or perform the same task, we pair them with engineers to develop a single solution that helps limit risk for every site."

Bob Scott
Timken Safety and Ergonomics specialist

Motion Capture Software Enhances Workplace Safety

Our perpetual goal is to ensure a safe and accident-free work environment. We regularly focus our associates on complying with our environmental, health and safety (EHS) management policies to protect themselves and those around them.

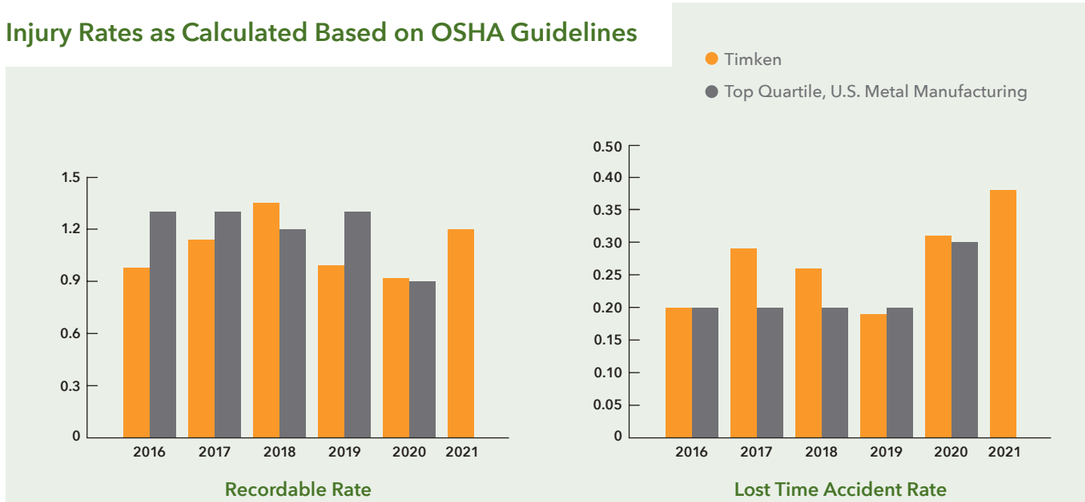
Using motion capture software, we can analyze associates performing work and compare against task standards, body position, movement and height and the weight of objects handled. The software then calculates an objective ergonomic risk score. Compared to previous manual methods, the software reduces our ergonomic assessment time by 80 percent.

"If we identify an issue and see other locations use the same machine or perform the same task, we pair them with engineers to develop a single solution that helps limit risk for every site," said Bob Scott, Timken's Safety and Ergonomics specialist.

We use the data to focus on reducing risks, preventing injuries and improving the work environment for our associates.

Timken teams also assess potential ergonomic risks in their facilities on a yearly basis. They develop and implement solutions that improve safety and productivity across our global operations. We select the teams with the best solutions to participate in our annual Timken Ergo Cup competition. The winner then advances to represent Timken at the Industrial and Systems Engineers' Ergo Cup® international event.

Injury Rates as Calculated Based on OSHA Guidelines



Reducing Our Impact

In 2021, we continued to take steps to make our operations more environmentally friendly, recognizing that we have opportunities to reduce our impact across our global footprint. While our energy consumption and water withdrawal increased year-over-year on an absolute basis from 2020 to 2021, the increase was at a significantly lower rate than our revenue growth of 18 percent over that time period. Our GHG emissions intensity likewise decreased in 2021, as shown in the chart below. We're constantly exploring sustainable alternatives to lower emissions and lessen waste. To that end, we recently announced our target to reduce our aggregate Scope 1 and Scope 2 greenhouse gas emissions intensity by 50 percent by 2030.

ENERGY CONSUMPTION[1]		2021	2020
Energy Consumption within the Organization 1,000 gigajoules	Total from non-renewable and renewable sources	4,640.26	4,215.25
	Total from non-renewable sources	4,614.55	4,203.63
	Natural Gas	1,735.25	1,686.83
	Electricity	2,614.63	2,308.50
	No. 6 Fuel Oil	8.85	–
	No. 2 Fuel Oil	.04	.06
	Propane	126.54	99.90
	Diesel	7.27	5.66
	Recovered Fuel	22.37	.58
	Purchased Steam/Hot Water	99.60	101.30
	Gasoline	–	.79
	Total from renewable sources	25.71	11.62
	Solar Energy	21.57	11.62
	Biodiesel	–	–
	Wood/Wood Residual	4.14	–

WATER CONSUMPTION[2]		2021	2020
Water Withdrawal megaliters	Total from all sources	3,180	2,979
	Ground Water	1,844	1,775
	Surface Water	–	–
	Seawater	–	–
	Produced Water	–	–
	Third-Party Water	1,336	1,204

GREENHOUSE GAS EMISSIONS ESTIMATES[3]		
Direct (Scope 1) emissions; natural gas and fuel[4] 1,000 MTCO2e	116.05	109.20
Indirect (Scope 2) emissions; electricity[4] 1,000 MTCO2e	370.09	352.99
GHG emission intensity (Scope 1 and Scope 2)[4] 1,000 MTCO2e per $MM revenue	0.1175	0.1315

EFFLUENTS AND WASTE[5]	2021	2020	2021	2020
	From all sources hazardous waste (1,000 metric tons)		From all sources nonhazardous waste (1,000 metric tons)	
Total	7.17	5.69	69.21	55.48
Reuse	–	–	–	–
Recycling	4.07	3.35	57.56	47.46
Composting	–	–	.02	.04
Energy Recovery	1.25	.61	2.26	.41
Incinerations	1.55	1.44	.68	.40
Deep Well Injection	–	–	–	–
Landfill	.29	.28	8.69	7.17
On-site Storage	–	–	–	–
TRANSPORT/TREATMENT OF HAZARDOUS WASTE (1,000 metric tons)				
Hazardous waste transported			7.17	5.69
Hazardous waste imported			–	–
Hazardous waste exported			–	–
Hazardous waste treated			N/A	N/A
Percentage of hazardous waste shipped internationally			–	–
Percentage of hazardous waste shipped internationally			0	0

Certain data in the foregoing charts has been revised since the publication of the 2020 Corporate Social Responsibility Report to reflect immaterial corrections made as a result of Timken's internal review processes. The scope of reporting reflected in the foregoing charts covers all manufacturing facilities owned/operated by Timken that employee more than 100 people along with our world headquarters, except where indicated in the notes below. Timken is working to expand the coverage of its reporting and data collection efforts to reduce the estimated portion of its overall emissions.

1 Energy consumption tracked using utility records and internal logs. Conversion of fuel consumption to gigajoules based on information from U.S. Energy Information Administration and Abraxas Energy Consulting, LLC. No energy was sold by the organization during the reporting period. Energy intensity includes electricity, natural gas, fuel oils, propane and solar energy and reflects only energy consumption within the company.

2 Water consumption data obtained from utility records and internal meters and logs. Change in water storage not identified as significant.

3 Baseline year for company emissions tracking: 2018. $MTCO_2e$ = metric tons of CO_2 equivalent. Gases included in Scope 1 emissions: CO_2, CH_4 and N_2O; no biogenic emissions. Source of Scope 1 emissions factors: stationary and mobile fuel combustion from USEPA GHG Emission Factors Hub. Source of Scope 2 emissions factors for U.S. facilities: USEPA's Emissions and Generation Resource Integrated Database (eGRID). Source of Scope 2 emissions factors for non-U.S. facilities: national or regional grid average emission factors sourced from Carbon Footprint LTD.

4 Emissions data includes an estimated value of emissions for current gaps in our aggregate Scope 1 and Scope 2 GHG emissions inventory (estimated to comprise 10 –15 percent of our total aggregate Scope 1 and Scope 2 emissions). Intensity metric estimates are based on overall company revenue and also include such estimates.

5 Waste data collected from vendors, invoices and transportation records. Timken has decided to eliminate the category detailing oily water recycled off-site in the above charts given the success of its reduction efforts applicable to that category of waste and the increasingly small amount of waste processed in such a manner. Oily water recycled off-site is now included in the general categories of non-hazardous waste recycled or hazardous waste recycled where applicable.



Our associates collaborate on global, cross-disciplinary teams, benefitting from each other's perspectives and knowledge as they develop critical solutions for a rapidly changing world.

A World-Class Team of Problem Solvers

We consider CSR a daily action, not just a yearly report. CSR is a company-wide, global effort and part of our culture. Each of our associates is integral to advancing our commitment to building a more efficient and resilient world.

To create a stronger future, we focus on attracting and developing the next generation of world-class problem solvers.

We commit to their success, offering them global programs and individualized career development and advancement opportunities.

Recent third-party awards underscore the importance of our work as well as the need to expand the impact we make around the world.

Recent Awards

In the past year, we were recognized among some of the world's most respected companies.

These awards take on even more meaning as most incorporate the opinions of our own associates and corporate peers.



***Forbes:* America's Best Employers** (2021), **Best Employers for New Graduates** (2021 and 2022) and **Best Employers for Women** (2021)

***Newsweek:* America's Most Responsible Companies** (2021 and 2022)

The Ethisphere Institute: World's Most Ethical Companies® (2021)

Every day, members of our world-class team of problem solvers contribute their diverse perspectives, skills, experiences and passions to advance our business and move forward our CSR strategy and programs – both at a corporate level and at our individual sites across the globe. We think of them as momentum creators.



"Associates at our Ploiesti Plant have been supporting **Habitat for Humanity Romania** both financially and through volunteering for many years. After two years of pandemic restrictions, we are back to building homes for less-advantaged families."

Simona Tudor
Plant Manager Assistant, Romania

"One of the most significant energy-efficiency projects we implemented at our plant is a "nesting" process for our heat treat furnaces. As a result, we can load a greater number of parts into the furnaces, saving energy and time."

Wang Bin
China EHS Leader, Wuxi Plant EHS Manager



"Today's talent seeks tailored professional growth and development opportunities. They look for challenging work on diverse, global teams where they can make positive, real-world impact. To respond to their needs and those of the next generation, we regularly refresh and evolve our associate resources and career enhancement programs."

Natasha Pollock
Vice President, Human Resources



"The work we are doing in renewable energy is important not only for the future of Timken but for our planet and the next generations. It is exciting to be at the forefront of this important trend, working with our customers."

Sommer Moon
Sales Manager, U.S.



"I'm proud when I drive past a local wind farm, knowing the products I represent are contributing to a more sustainable world."

Bernd Bertelmann
Senior Sales Manager, Wind, Germany



"Once again, Timken has been named one of **America's Most Responsible Companies** by *Newsweek*. This award belongs to all our associates who make meaningful contributions to communities worldwide – from product sustainability to STEM education."

Nicole DiSalvo
Director, Corporate Communications



"We've been collaborating with colleagues across Europe to expand our **Women's International** and **Young Professionals** resource groups for associates. These well-established programs have proven effective in nurturing gender diversity and diverse talent globally."

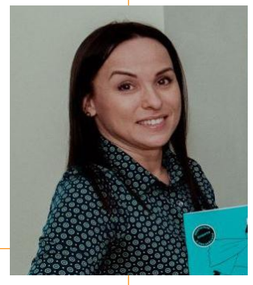
Andreea Raghina
General Manager, HR – Europe, Africa, Asia





"We will continue to improve our data collection efforts to transparently report on Timken's emissions reduction, energy efficiency and investments in people. We remain focused and are collaborating with peers and stakeholders to identify both best practices and creative initiatives."

John-Alex Shoaff
Corporate Attorney



"We wanted to help Ukrainian children with an unmet need. Books in their own language can help refugee children feel more like they are in their own place, because everything here is so new for them."

Justyna Smolucha
Section Manager CS & Sales Support, Poland



"Good governance is not just about compliance. We pursue policies that create value for all stakeholders, manage enterprise risk effectively, and create a more inclusive and dynamic environment for employees, customers and investors."

Hansal Patel
Vice President, General Counsel & Secretary



"We engage with local teams worldwide to identify projects that advance on our stated goals of reducing emissions and increasing energy efficiency. Sustainability continues to be an operational imperative that we systemically build into our global operating infrastructure."

Timothy Graham
Vice President, Bearing Operations

"We're always looking for ways to operate more efficiently, use fewer scarce resources and deliver highly efficient products and services that help our customers operate more sustainably. Sustainability is both an important aspect of our evolving operations and a go-to-market strategy."

Doug Smith
Vice President of Technology



"Most energy in Poland is still produced by coal, and we are proud to make a positive impact by decreasing our CO2 footprint. We are now mapping our plant's energy and water consumption to find additional ways to save on both."

Mariusz Mazur
Manager – EHS Systems, Sosnowiec, Poland Plant





Across our global operations, we focus on creating a values-driven, inclusive culture that promotes high performance, global knowledge sharing and cross-team collaboration.

The growth of current and future talent is critical to our ability to engineer sustainable solutions for a rapidly changing world.

Nurturing Next-Generation Talent

At the heart of Timken's engineering culture is a commitment to cultivating technical problem-solving talent. Timken's global associates have access to continuous learning programs, on-the-job training, global experiences and cross-team collaboration. And they receive strong compensation and benefits for the good work they do.

"People find purpose in the work we do here and that fuels their passion for personal and professional growth," said Natasha Pollock, Timken vice president of human resources. "When we hire people, we view it as the beginning of a long-term partnership that mutually benefits both the business and the individual. That's proved out by the fact that the average tenure of a Timken associate is 10 years."

When new hires arrive at Timken, they find a wealth of knowledge at their fingertips. Nearly 10 percent of our workforce has been with the company for more than 30 years and many of those veteran employees happily serve as mentors for new staff members. Conversely, our more tenured associates welcome the fresh and diverse perspectives that our recent hires offer.

Beyond mentoring and networking, we also help build the next generation's skills through more formal efforts, including:

- Our **Operations Development Program (ODP)** is designed to increase the internal pool of people who are ready to take on leadership roles at Timken. ODP emphasizes skill diversity as well as leadership.
- Our **Associate Sales Engineer Training Program** helps new engineering graduates gain a complete understanding of friction management and power transmission concepts.
- And our **Timken Engineering Co-Op Program** gives engineering students with diverse backgrounds the opportunity to work up to five semesters alongside our experienced engineers while completing their bachelor's degrees.

In recognition of our approach to nurturing the next generation of leaders, *Forbes* named Timken to its 2022 list of **America's Best Employers for New Graduates.**



Global Associate Programs: Focusing on Engagement and Inclusion

Over the past year, we expanded our associate development efforts and continued our investment in trusted, agile and global leaders. We created the following four programs with all our associates in mind:

Our **Inclusive Leader Program** is designed to deliver real-world impact through associate listening, feedback, mutual learning, adaptability and collaboration. The program is focused on increasing our global managers' understanding of the day-to-day impacts of their own cultural tendencies, style and biases at work. It's also designed to drive inclusion by providing our leaders with tools to increase and leverage the diversity that surrounds them.

We also launched an online platform called **BetterUp,** which uses a "whole person assessment" as a jumping off point to virtual coaching sessions, customized learning plans and access to a library of professional development content. The assessment covers attributes inside and outside of work, from health and wellness to leadership and strategy.

In addition, we put in place **GlobeSmart,** a cross-cultural learning and inclusion platform, that focuses on style differences that impact interactions between people. It helps individuals understand their own preferences and tendencies for interacting with others, supporting strong teamwork.

Finally, we're also partnering with **PSI Services,** a global technology and workforce assessment company, to conduct regular leadership assessments that increase self-awareness, drive meaningful development actions, and help us further prepare future Timken leaders.

Diverse Perspectives Create Impact

We work closely with universities and leverage recruiting firms and job-posting sites with expertise attracting diverse talent. Our talent-development programs are designed to be inclusive and offer personalized plans, talent assessments, coaching and mentoring as well as experiential job assignments. The gender and ethnicity initiatives we employ across our operations help to ensure all employees are not only included, but are active participants in our ongoing efforts to solve the critical challenges of tomorrow.

TOTAL WORKFORCE	17,945* (FULL TIME >95%; PART TIME <5%)
REGION	**PERCENTAGE OF WORKFORCE**
Americas	41%
Asia Pacific	32%
Europe, Middle East, Africa	27%
GENDER	
Male	77%
Female	23%
AGE	
< 30	22%
30 – 50	50%
> 50	28%

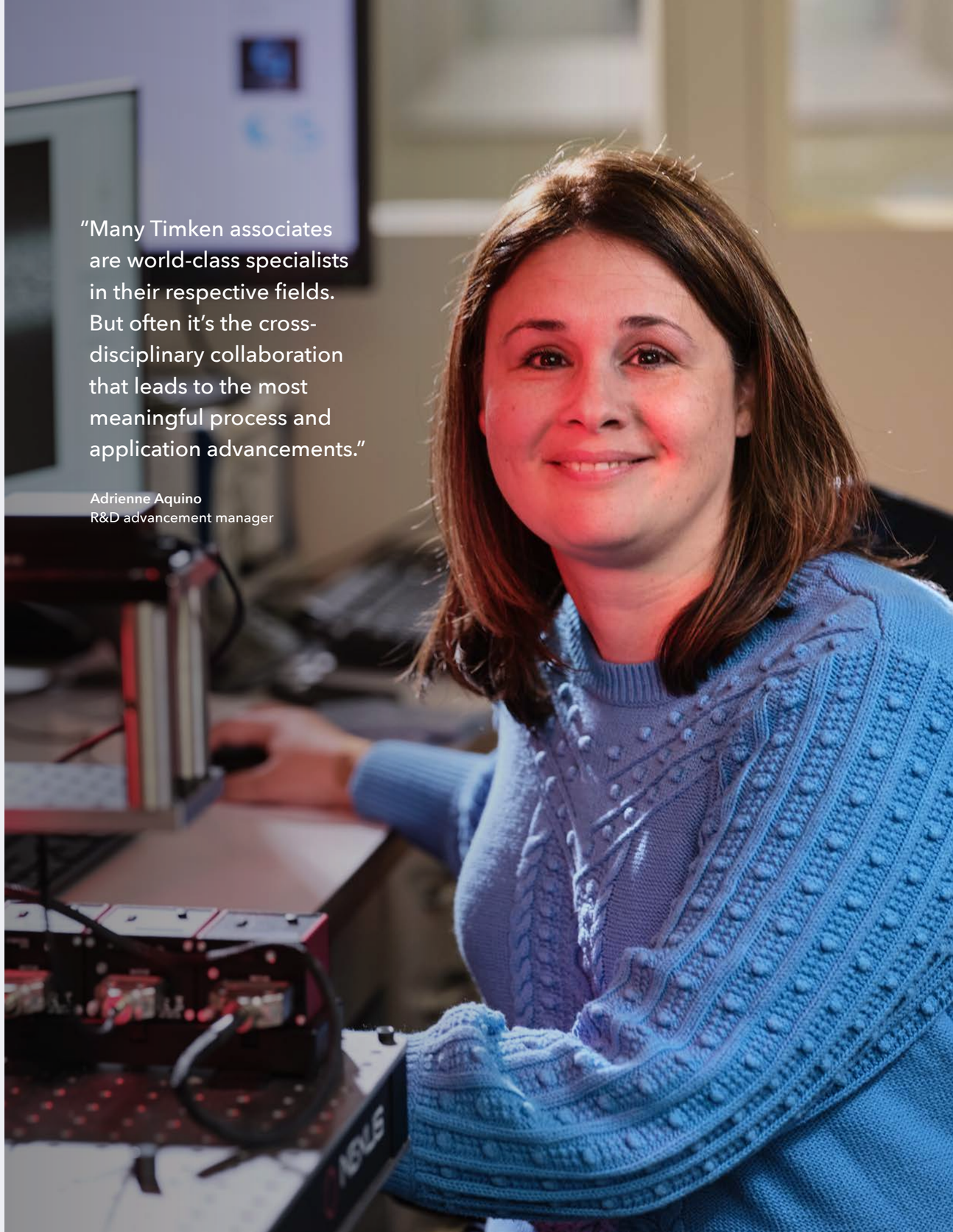
TOTAL U.S. WORKFORCE	6,996*
	PERCENTAGE OF U.S. WORKFORCE
Ethnically Diverse	17%
Female	26%
EXECUTIVE LEADERSHIP TEAM	**14**
	PERCENTAGE OF EXECUTIVE LEADERSHIP TEAM
Ethnically Diverse	29%
Female	7%
BOARD OF DIRECTORS	**12**
	PERCENTAGE OF BOARD OF DIRECTORS
Ethnically Diverse	8%
Female	33%

Information provided is as of December 31, 2021, with the exception of information regarding the executive leadership team and the Board of Directors, which is as of September 1, 2022.

Fair and Equitable Pay

In 2021, we partnered with a third-party expert to conduct a global pay equity and wage gap analysis to assess and address any differences across gender, level, location, job description and other individual factors. Based on that in-depth statistical analysis, we can make informed decisions to help ensure we are providing fair and equitable pay to associates.







Our community commitment spans the globe, transcending cultures and local teams. Around the world, our local teams manage and fund their own philanthropic programs to ensure alignment with local needs, and we encourage flexible work schedules to allow for time spent on volunteerism.

Building Resilient Communities

At Timken, we view equal access to basic needs, education and careers in STEM as critical to developing stronger individuals, more resilient communities and a better future everywhere we operate. We also believe in associate-centric and associate-driven community engagement with the goal of empowering our associates to strengthen the communities in which they live and work.

While our programs are global, our ability to remain flexible and respond to emerging local needs remains – from people in need due to armed conflicts to communities affected by natural disasters.

We focus our philanthropic efforts in three ways:

1. **Equal Access to Housing, Healthcare and Food: Developing Strong Individuals**

   We work with national and global strategic partners, such as Habitat for Humanity, Feeding America, United Way and the American Red Cross, to address basic needs in communities around the world.

2. **Equal Access to Education: Unlocking the Potential of Tomorrow's Workforce**

   We support students to build the manufacturing workforce of tomorrow through strategic collaboration with The Manufacturing Institute and scholarships to support first-generation college students.

3. **Equal Access to STEM Knowledge: Driving Our Future**

   We provide STEM opportunities for underrepresented and at-risk students worldwide. Together with STEM partners, including NASA and Maison pour la Science, we work to deepen and diversify the pool of future world-class problem solvers. Our STEM support also provides many volunteer opportunities, so that our associates can mentor and share their skills with students.

Local Support on a Global Scale

In 2021, we advanced all three areas of philanthropic focus in collaboration with our associates who supported efforts to help children cope with the loss of their homecountry to those who moved into their first home ever.

2021 Housing, Healthcare and Food Efforts

With the ongoing humanitarian crisis in Eastern Europe, and in response to our associates' input, we leveraged the previously established Timken Disaster Relief Program. The program coordinated associates' collective donations so we could aggregate charitable efforts, give more efficiently, and together make a greater impact. We collaborated with the American Red Cross, a key member of the world's largest humanitarian network. The Timken Company Charitable and Educational Fund and our associates funded the Ukrainian Red Cross, which provided aid for people affected by the war in Ukraine. Funds were earmarked for Ukraine and neighboring countries to provide food, shelter, medicine, working cell phones and other critical items.

Closer to home, we continued our investment in Habitat for Humanity in Canton, Ohio, our community partner of 30 years. Canton now boasts 600 Habitat houses, many of which our associates helped build.

Through our longstanding partnership with Habitat, our associates have also volunteered to build homes for residents in China, India, Europe and the U.S.

Key Global Philanthropic Partners

Our philanthropic partners across basic needs and education help us expand our network and our efforts to deliver more access to more community members globally. We continually seek new strategic partnerships to increase our impact. We appreciate the work these partners do daily to strengthen our future.

American Red Cross

Education Bureau of Yantai

Habitat for Humanity

Indian Institute of Science

I PROMISE School

Maison pour la Science

NASA

Peer Experience Exchange Rostrum

Shanghai Yusi Youth Computational Science Development Center

The Central Board of Secondary Education School in Jamshedpur

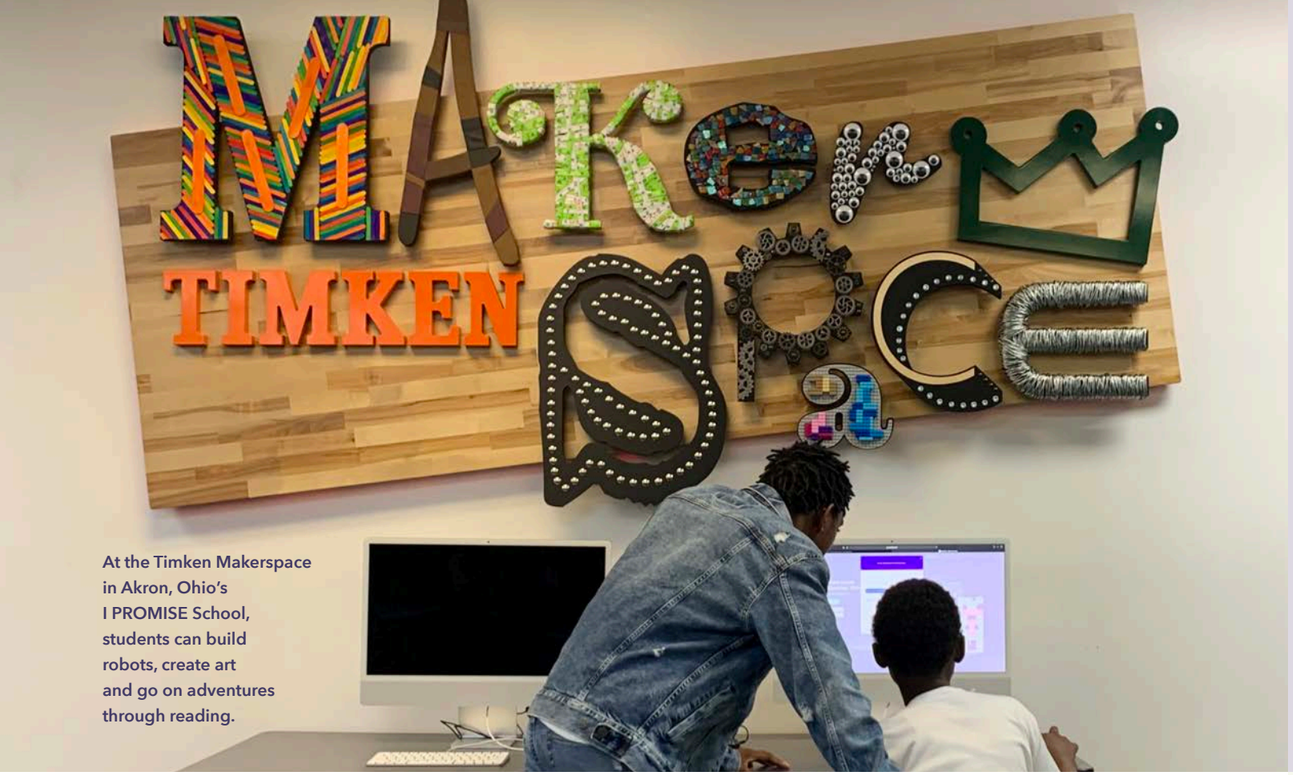
The Manufacturing Institute

United Way



"Thanks to the steadfast support of The Timken Company, Habitat for Humanity continues to thrive as we partner with low-income families who work hard alongside Timken associates to build their own homes and purchase them with a zero-interest mortgage through Habitat. Timken continued their commitment to building with us throughout the pandemic and even raised the bar to build more when they saw the need for affordable housing growing as a result. We couldn't be more thankful for the genuine partnership the company and its associates provide."

Beth Lechner, CEO
Habitat for Humanity
East Central Ohio



At the Timken Makerspace in Akron, Ohio's I PROMISE School, students can build robots, create art and go on adventures through reading.

Our global STEM-focused initiatives have been rapidly evolving in the last couple of years. Current and new efforts are further increasing the impact we make in developing the next generation of diverse engineering talent, including our burgeoning relationship with The Manufacturing Institute.

Noteworthy 2021 Education Efforts

We continued to grow our commitment to STEM opportunities for underserved and at-risk students worldwide from China to Europe, India and the U.S.

In Europe, we greatly advanced our collaboration with Maison pour la Science in Strasbourg, France. Together, we have been developing the concept of the FabLab, which provides two secondary schools and their teachers with critical materials and technology. In the words of Serge Misztal, a teacher at one of the two schools:

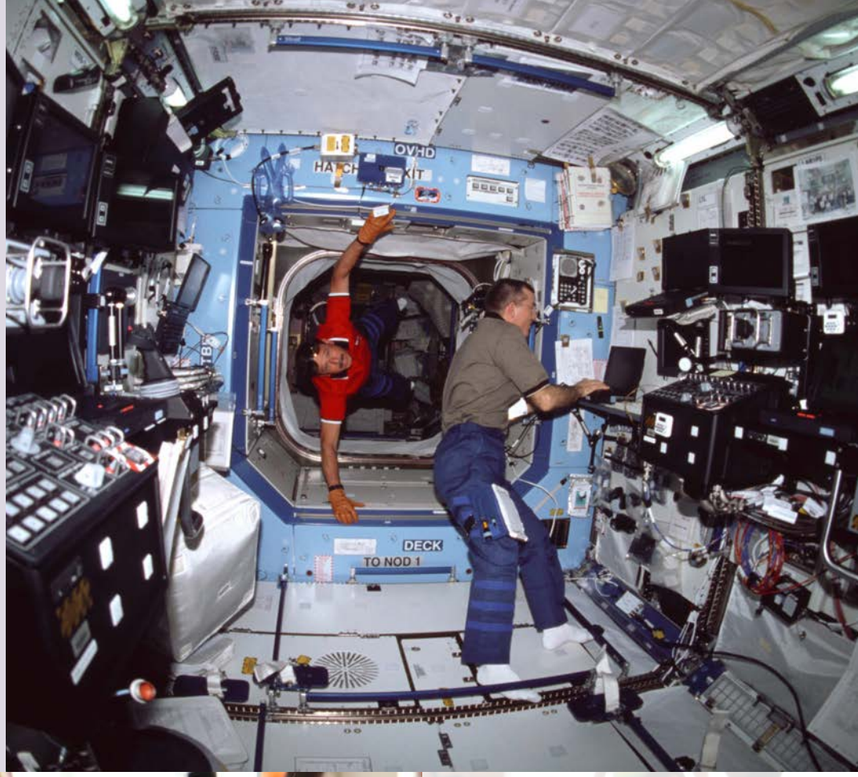
"The acquisition of materials and machines used in a FabLab requires a substantial budget for a school. It would take us years to acquire such equipment. Timken's support has enabled us to open up the perspectives for our discipline. They have also opened up the field of possibilities for our school, as the FabLab will increase collaboration between students, teachers and external partners, thereby enhancing the value of technology and engineering sciences."

In addition to the FabLab experience, students have been invited to visit local Timken plants, where they meet with our application engineers and learn about engineering jobs and various bearings applications. According to associates and teachers, the highlight is the hands-on session in our service engineering lab.

Based on the early success and interest shown by both students and teachers, Timken Europe plans to expand the program to provide additional schools with FabLabs.

NASA: Science in Orbit

Elementary school students connected virtually with NASA astronauts Raja Chari and Tom Marshburn aboard the International Space Station. During the Q&A, they learned how the astronauts eat, sleep, use water and tools, and spend their free time in space. In turn, the astronauts explained some of the science behind life in orbit, including how they're able to grow plants on the space station.





STEM Summer Camp: Sparking Curiosity

Timken provides scholarships for approximately 200 at-risk and diverse youth to attend STEM summer camp at the Great Lakes Science Center. Timken contributes to the development of the yearly science-focused curriculum and underwrites the full cost of the camp for scholarship winners, including healthy meals and care before and after the day's activities to accommodate parents' schedules.

Next Gen STEM Nights: Science-Driven Career Paths

The goal of Next Gen STEM Nights is to spark "ah-ha" moments in young people – especially girls, who've historically not pursued STEM careers at the same rate as men. As presenting sponsor, Timken gives students, grades 7 – 11, opportunities to explore areas like robotics, chemistry, engineering and space in a fun and interactive environment.





Strategic Relationship with The Manufacturing Institute

Timken has entered into a strategic collaboration with The Manufacturing Institute to support its **Creators Wanted** initiative as well as its **Women Make America** program.

The manufacturing industry's largest effort to attract and build the workforce of tomorrow. By 2025, Creators Wanted aims to:

- Help hire manufacturing workers to reduce the skills gap by 600,000 positions
- Increase the number of students enrolling in technical and vocational schools or reskilling programs by 25 percent
- Increase the positive perception of the industry among parents to 50 percent from 27 percent

This collaboration is strongly aligned with Timken's desire to support students and unlock their potential as we build the workforce of tomorrow.



Timken's Engineer for a Day program has two main goals: demystify the abstract concept of "engineering," and introduce a diverse mix of students to career possibilities in the field through the exploration of manufacturing R&D, material science and tribology. This year's participants represented 18 different high schools in neighborhoods with varying socioeconomic circumstances.

Our global team's actions are informed by our four core values:

Ethics & Integrity
Timken is built on ethics and integrity. We believe trust, transparency and treating people with respect are key to creating strong relationships and shared value.

Excellence
Our high standards set us apart. Winning in a rapidly changing world requires a constant drive to perform and advance for all stakeholders.

Quality
Our products have stood for quality for more than 120 years. We are focused on increasing reliability and efficiency through innovative solutions.

Teamwork
Our global teams are collaborative problem solvers in a culture that recognizes and rewards new ideas and contributions.



Shared Values

Our long-standing values of ethics and integrity, quality, teamwork and excellence are core to our culture. They guide how we conduct business and produce better outcomes for all – from our leadership team to our associates around the globe.

To live up to our values, we focus on upholding strong governance practices with an emphasis on shareholder engagement.

With expectations of businesses rapidly changing, we are evolving our associate programs to ensure they are ready to serve an increasingly complex global marketplace with honesty, fairness, respect and responsibility.

Four principles exemplify our core value of ethics & integrity:

1. **Honesty**
We tell the truth. If we make a mistake, we own it. We behave so that all of our stakeholders can rely on us to do what we say we will do.

2. **Fairness**
We buy and sell based on our business merits and avoid unethical practices. We understand that our company's business interests, opportunities and information belong to Timken and should only be used in the company's best interests.

3. **Respect**
We treat each other with dignity. We operate safely with environmental responsibility and respect our fellow associates, our suppliers, our customers and the communities where we operate.

4. **Responsibility**
We are guardians of The Timken Company's outstanding reputation for ethics and integrity. We act responsibly, exercise sound judgment and do what is necessary to preserve and enhance that reputation.

Timken Board Member Sarah Lauber on the Importance of Governance, Diversity, Inclusion and CSR

Sarah Lauber has served as chief financial officer and secretary of Douglas Dynamics (NYSE: PLOW) since 2017. She has held a diverse range of financial leadership and strategic roles since starting her career as an accountant at KPMG over 25 years ago. Sarah, a licensed Certified Public Accountant, serves on the Timken board's Audit and Compensation committees. She holds a bachelor's degree from California State University-San Bernardino and an executive MBA from Northwestern University's Kellogg School of Management.

In the following interview, Sarah discusses why she decided to join Timken's board, the role of governance, and the increasing importance of diversity, inclusion and CSR.

Joining The Timken Company Board

Several factors played a role in my decision. Timken is highly regarded for its strong ethics and well-established approach to governance – the company's track record is impeccable. In addition, the company's management team has developed an excellent long-term strategy, which continues to pay off for all its stakeholders. On a more personal level, my background in industrial companies allows me to bring real value and insights to the table. It's also exciting that Timken is progressing well on the CSR journey relative to many in the industrial space.

The Benefits of Diversity

I believe in and have witnessed diversity in many forms. However, in my experience, companies that pursue diversity amongst all stakeholders are the strongest. That's where real value emerges. Diverse viewpoints – informed by culture, ethnicity, gender and geography – lead to richer dialogue, enabling companies to make more informed decisions and develop more inclusive strategies. In manufacturing, of course, closing the gender gap continues to be a key concern. As an industry, we have made progress, but we still have work to do.



"Expectations of publicly held companies – from environmental and social considerations to questions of governance – will not slow down … it is crucial for a company to develop a clear understanding where and how it can make the most impact and create the most value for all stakeholders involved."

Sarah C. Lauber
Chief Financial Officer and Secretary
Douglas Dynamics, Inc.

Member of The Timken Company Board since 2021

The Role of CSR

CSR has greatly broadened the scope of conversation for boards and management teams. It provides a framework for companies to think holistically and globally about their social and environmental impact, in addition to the daily, tactical considerations of how best to deliver goods and services to customers. Companies are tasked to think about the many stakeholders involved. But, to me, the most critical aspect of CSR is that it drives action.

Expectations of publicly held companies – from environmental and social considerations to questions of governance – will not slow down. However, it is crucial for a company to develop a clear understanding where and how it can make the most impact and create the most value for all stakeholders involved. I think Timken has done its homework – our CSR vision and programs are focused yet flexible enough to evolve with emerging trends and expectations.

The Most Meaningful Aspects of Timken's CSR Vision

I'm passionate about the development of people – individuals and entire communities. Personally, I spend a lot of time mentoring and being active in my community. I'm a firm believer in corporations ensuring that employees have opportunities to develop themselves and give back to their families and communities.

Board Priorities

I'm focused on providing relevant experiences and insights to support the ongoing strategic discussions at Timken. ESG and CSR are very relevant topics that I am also navigating as the chief financial officer of Douglas Dynamics. There are many paths we can take as industrial companies. But no matter what we do, we have to measure our progress over time to understand how far we have come and where we can go next.

Board Composition Overview

83%
Independence

42%
Gender and Ethnic Diversity

>50%
More than half of the Board refreshed within the last decade

Representative Skills and Attributes of the Board

Members of our Board bring a wealth of cross-disciplinlinary knowledge to the table, enabling us to analyze any given opportunity critically and fully.

Leadership and Governance
Senior leadership experience at a large organization, including current or former service as a public company officer (CEO, CFO, etc.) or military general, or other public company board service leading to valuable insight on corporate governance matters

Human Capital Management
Expertise in talent management, public company compensation structures, key employee development and retention, and executive succession planning

Financial Reporting and Capital Allocation
Experience in the finance function of an enterprise, including an in-depth understanding of financial management, financial reporting and capital allocation processes

Manufacturing and Environmental Management
Expertise in manufacturing operations and logistics and environmental management to drive operating performance through sustainable means

Governmental and Regulatory Affairs
Insight into managing governmental and regulatory affairs relevant to the company's business operations

Marketing and Sales
Expertise in marketing, sales and customer service at a scale relevant to the company's global business

Risk Management
Experience with risk management and compliance oversight relevant to the exercise of fiduciary responsibilities

Global Operations
Service in a leadership role with multinational companies or in global markets, leading to a deep knowledge of global industry dynamics and international supply chain management

Strategy and M&A
Responsibility for driving growth through innovative strategic initiatives and through acquisitions and other business combinations





A Global Approach to Ethics and Compliance

Timken has a long-established ethics and compliance program designed to detect and prevent criminal conduct and other unethical actions or behavior. An executive officer of the company (our vice president, General Counsel and Secretary) oversees the program, while a functional leader (our manager – Ethics & Compliance and Global Data Privacy) is responsible for designing, implementing and executing the program.

Our approach involves three key activities.

Maintaining Active Board Oversight
Our board provides strong oversight of our ethics and compliance program and our directors have expertise with ethics and compliance issues. All directors receive periodic briefings on ethics and compliance matters and audit committee members receive regular updates at each meeting. Our board also regularly receives briefings from company subject matter experts focused on ethics and compliance risks relevant to our business. Both the executive officer overseeing the program and our operational leader responsible for management of the program have direct access to the board, our audit committee and our external auditor. They present quarterly reports to the audit committee and an annual report to the full board. In addition to these matters, the full board has oversight regarding talent, organizational culture and succession planning matters.

Supporting Compliance
We have a dedicated ethics and compliance steering committee comprised of cross-functional executives and managers that provides operational guidance for our ethics and compliance program. In addition, a third party maintains a helpline available at all our

locations, providing our associates the ability to anonymously report any incident. Annual helpline reporting statistics and real-life examples are communicated to all employees and the audit committee. We have a non-retaliation policy and do not tolerate acts of retaliation for any legally protected activity against anyone who makes a good faith report or who participates in an investigation. This non-retaliation policy is communicated to employees as is our Standards of Business Ethics (our stand-alone Code of Conduct) as well as certain other material policies which are translated into all applicable local languages.

Investigations are supported by uniform guidelines and support from our office of ethics and compliance. We also review and analyze ethics and compliance risks as part of our overall enterprise risk management processes. To better understand and support best practices, we are a member of a globally recognized organization of companies sharing ethics and compliance trends and industry developments.

Informing Employees

We conduct regular training with our global team of associates. All new hires and the employees of newly acquired companies receive dedicated training on key ethics and compliance topics and tone-at-the-top messaging regarding Timken culture and values. Additionally, our managers receive tailored ethics and compliance training and are expected to reinforce expectations throughout the organization. Our training plan maps out targeted and varied training to be delivered over multiple years and was developed using input from functions inside and outside of ethics and compliance. The training program consists of live and electronic training and communications that are broad-based or targeted to job level, job function, geography or business unit.



To meet our ethics and compliance program goals, we:

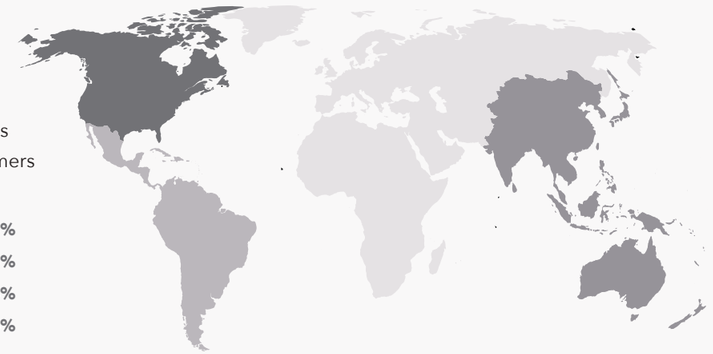
- Establish and maintain policies, procedures and controls
- Exercise effective ethics and compliance oversight
- Conduct due diligence and seek to engage, and delegate authority to, only those individuals who share our core values
- Communicate with and educate employees on ethics and compliance expectations
- Monitor and audit ethics and compliance program elements for effectiveness
- Target consistent promotion of the program and enforcement of violations
- Respond appropriately to incidents, and take steps to prevent future occurrences

The Timken Company (NYSE: TKR; timken.com) designs a growing portfolio of engineered bearings and industrial motion products. With more than a century of knowledge and innovation, we continuously improve the reliability and efficiency of global machinery and equipment to move the world forward. Timken posted $4.1 billion in sales in 2021 and employs more than 18,000 people globally, operating from 43 countries.

2021 Sales by Geography

We solve the most complex challenges for global industries by operating where our customers need us.

North America	**45%**
Europe, Middle East, Africa	**25%**
Asia Pacific	**24%**
Latin America	**6%**



2021 Business Segment Sales



$2.0B Mobile Industries
$2.2B Process Industries

2021 Product Offering Sales



32% Industrial Motion
68% Engineered Bearings

2021 Channel Overview



40% Distribution / End Users
60% Original Equipment Manufacturers

Our Flagship Brands

Our growing portfolio of engineered bearings and industrial motion product brands serve our customers' evolving needs.

TIMKEN · ROLLON · PHILADELPHIA GEAR · GROENEVELD · SPINEA · Cone Drive · PT TECH · BEKA LUBRICATION SYSTEMS · Lovejoy · DIAMOND · DRIVES · TORSION CONTROL PRODUCTS

Keeping Our Information Secure

Timken has instituted an enterprise-wide information security program with oversight from our Audit Committee. Recognizing that this is an evolving and complex space, we perform regular assessments of our information security program. Specific features include:

- Industry-leading cyber-prevention, detection and response tools
- Annual third-party system penetration testing
- Annual information security training for all our associates – topics include identifying phishing attacks and insider threats, among other items
- The purchase of both first- and third-party cyber liability insurance

The Audit Committee or Board receives reports on cyber security threats and trends at least annually and regular updates on our information security program. In addition, we actively work to comply with various government frameworks and certifications. We're in the process of obtaining our Cybersecurity Maturity Model Certification for the United States Department of Defense and the Cyber Essentials for the United Kingdom's National Cyber Security Centre to demonstrate our compliance. Timken has not experienced any material information security breaches within the past three years.

About this Report

The Timken 2021 Corporate Social Responsibility Report includes information focused primarily on data collected and activities that occurred during calendar year 2021, except where indicated. We believe that this report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2020, Core option. We also recognize that certain of our stakeholders have found the Task Force on Climate-Related Financial Disclosures and The Sustainability Accounting Standards Board frameworks helpful. We have included cross references to those frameworks in our 2021 CSR Report – Indices, Approach and Engagement documentation. We currently expect to update this report annually.

Report Scope

Quantitative data in this report covers Timken's and all of its subsidiaries' significant locations of operations worldwide, defined as locations employing 100 or more people, unless otherwise noted. Demographic information regarding our global associates covers all locations worldwide.

Environmental Data Collection Process

Select 2020 environmental data in this report has been restated to reflect improvements in data collection and analysis following Timken's internal review processes. Timken utilizes third-party reporting software 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.

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, associates 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.

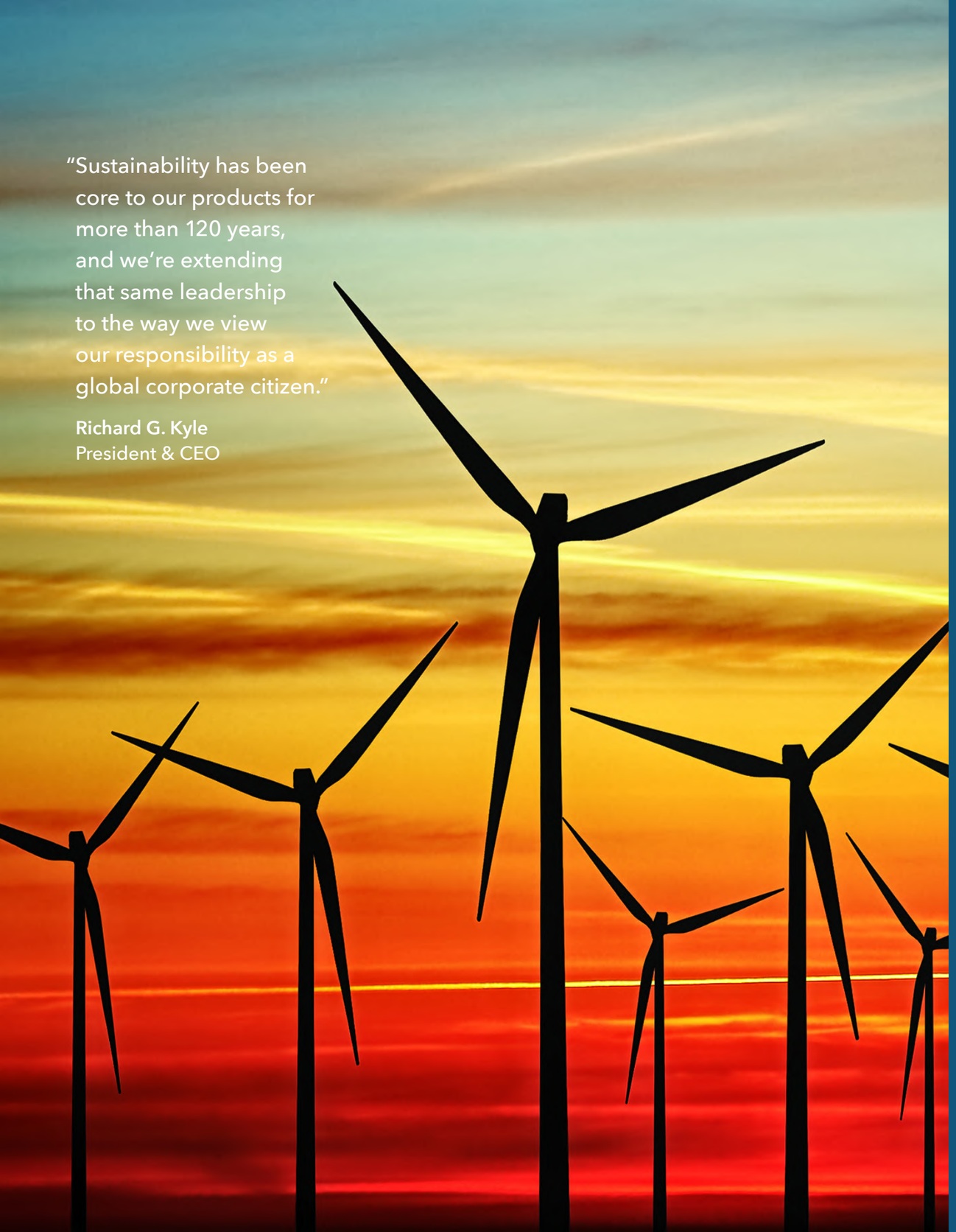
The CSR Steering Committee assessed the correlation between the ranked topics and external standards, such as the industry-specific reporting standards from the Sustainability Accounting Standards Board for the Industrial Machinery & Goods market and the United Nations Sustainable Development Goals, 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: Diversity and Equal Opportunity, Emissions, Energy, Financial Performance, Health and Safety, Human Rights, Regulatory Compliance, Retention, Compensation and Benefits, Training and Education and Waste.

For definitions, boundaries, management approaches and other information for each of our material topics, please see Page 64 (Management Approach) of the 2021 CSR Report – Indices, Approach, and Engagement.

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 diversity plans, developments, targets, goals, commitments 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, 2021, 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.

Timken® is a registered trademark of The Timken Company. All other registered trademarks are the property of their respective owners.



"Sustainability has been core to our products for more than 120 years, and we're extending that same leadership to the way we view our responsibility as a global corporate citizen."

Richard G. Kyle
President & CEO

2021 CSR Report – Indices, Approach, and Engagement

GRI Standards Index

GENERAL DISCLOSURES		
DISCLOSURE	**TITLE**	**EXPLANATION OR LOCATION**
102-01	Name of the organization	The Timken Company
102-02	Activities, brands, products, and services	timken.com: About (Product Brand Portfolio) Timken 2021 Form 10-K: Item 1
102-03	Location of headquarters	North Canton, Ohio, United States
102-04	Location of operations	Timken 2021 Form 10-K: Item 2
102-05	Ownership and legal form	The Timken Company is publicly traded on the New York Stock Exchange (NYSE: TKR).
102-06	Markets served	Timken 2021 Form 10-K: Item 1
102-07	Scale of the organization	Timken 2021 Form 10-K: Item 1 and Item 6
102-08	Information on employees and other workers	See table on page 28.
102-09	Supply chain	Timken 2021 Form 10-K: Item 1
102-10	Significant changes to the organization and its supply chain	Timken 2021 Form 10-K: Item 1 and Item 7
102-11	Precautionary principle or approach	Timken is committed to being a good steward of the environment. We embrace energy efficiency, pollution prevention, waste management and recycling, and we have the structures in place to ensure success, including our Global EHS Policy and EHS Management System governing the actions of Timken leadership and associates alike. We recognize that we must remain focused on reducing risks, improving safe behaviors and strengthening our health and safety management systems. Our plant managers are required to report all significant incidents to our CEO, and all associates are instructed to report concerns to the leadership team or by calling the Timken HelpLine.
102-12	External initiatives	Timken continues to make progress to meet its corporate goal to have in place or implement an environmental management system (EMS) based on the principles of the ISO 14001 standard at each of our major manufacturing facilities* worldwide. At the end of 2021, 21 facilities were certified to ISO 14001. Timken also has two U.S. Green Building Council® (USGBC) Leadership in Energy & Environmental Design™ (LEED) certifications for its world headquarters in North Canton, Ohio, U.S., and its plant in Xiangtan, China. Both locations are certified as LEED Gold by USGBC. *Defined as manufacturing facilities where we employ more than 100 people.
102-13	Membership of associations	Timken President and CEO Richard Kyle has served as a board member of the National Association of Manufacturers (NAM) since 2017. 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. Timken is a member of the following trade associations, which we view as strategic to our business: National Association of Manufacturers (USA); American Bearing Manufacturers Association (USA); North Carolina Chamber of Commerce (USA); North Carolina Manufacturers Alliance (USA); South Carolina Manufacturers Alliance (USA); Canton Regional Chamber of Commerce (USA); Bearing Specialists Association (USA); The Ordre des ingénieurs du Québec (Canada); Ohio Chamber of Commerce (USA); American Chamber Shanghai (China); US-China Business Council (USA/China); Foreign Investors Council (Romania); American Chamber of Commerce (Romania); Prahova Chamber of Commerce (Romania); Metal Employer Federation (France); Black Country Chamber of Commerce (UK); Northamptonshire Chamber of Commerce (UK); FEDERTEC (Italy); American Chamber of Commerce (India); Confederation of Indian Industry (India); Engineering Export Promotion Council (India); NASSCOM (India); Heavy Duty Manufacturers Association (India). The above non-exhaustive list represents our most material trade association memberships and excludes memberships entered into by recent acquisitions.
102-14	Statement from senior decision-maker	CEO Letter, Page 1
102-15	Key impacts, risks, and opportunities	Timken 2021 Form 10-K: Item 1A
102-16	Values, principles, standards, and norms of behavior	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 associate, officer and Director of the company and its subsidiaries should conduct Timken business activities. Our code of conduct is available in all languages in which we conduct business. Ethics and Integrity See also our Human Rights Policy
102-17	Mechanisms for advice and concerns about ethics	To help protect our company's values and reputation, all associates 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 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 associates 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. Ethics and Integrity

DISCLOSURE	TITLE	
102-18	Governance structure	Board of Directors Committee Composition Governance Documents (Committee Charters, Board Policies and Procedures, Amended Regulations) Timken 2022 Proxy Statement, Page 25 (Corporate Governance and Social Responsibility Highlights)
102-19	Delegating authority	Timken 2022 Proxy Statement, Page 26 (Oversight and Management of the Company's CSR Program) The CSR Steering Committee communicates and consults with stakeholders regarding CSR issues through one-on-one contacts with customers, suppliers, employees and shareholders, related conferences and events, third-party reports, and ongoing dialogue with political and community leaders where Timken operates around the globe. See also Timken 2022 Proxy Statement, Page 29 (Shareholder Engagement in 2021)
102-20	Executive-level responsibility for economic, environmental, and social topics	
102-21	Consulting stakeholders on economic, environmental, and social topics	
102-22	Composition of the highest governance body and its committees	Timken 2022 Proxy Statement, Page 3 (Board Composition Overview), Page 12 (Nominees), Page 22 (Board Committees)
102-23	Chair of the highest governance body	Since 2014, the Chair of the Board has been independent. Board of Directors
102-24	Nominating and selecting the highest governance body	Timken 2022 Proxy Statement, Page 24 (Nominating and Corporate Governance Committee), Page 19 (Board and Committee Meetings, Board Leadership Structure), Page 19 (Director Compensation), Page 22 (Board Committees)
102-25	Conflicts of interest	Ethics and Integrity Standards of Business Ethics: Our Code of Conduct, Page 30 (Conflicts of Interest)
102-26	Role of highest governance body in setting purpose, values, and strategy	Timken 2022 Proxy Statement, Page 22 (Board Committees) Governance Documents
102-27	Collective knowledge of highest governance body	See Disclosures 102-19 through 102-21. Governance Documents
102-28	Evaluating the highest governance body's performance	Timken 2022 Proxy Statement, Page 24 (Nominating and Corporate Governance Committee) Governance Documents
102-29	Identifying and managing economic, environmental, and social impacts	See Disclosures 102-19 through 102-21.
102-30	Effectiveness of risk management processes	Timken 2022 Proxy Statement, Page 29 (Risk Oversight)
102-31	Review of economic, environmental, and social topics	See Disclosures 102-19 through 102-21.
102-32	Highest governance body's role in sustainability reporting	CEO Rich Kyle formally reviews and approves Timken's CSR report. The Nominating and Corporate Governance Committee, the Board Committee responsible for CSR, reviews and provides feedback on Timken's CSR report.

GRI STANDARDS INDEX: GENERAL DISCLOSURES

DISCLOSURE	TITLE	
102-33	Communicating critical concerns	See Disclosure 102-17.
102-35	Remuneration policies	Timken 2022 Proxy Statement, Page 19 (Director Compensation); Page 34 (Compensation Discussion and Analysis)
102-36	Process for determining remuneration	Timken 2022 Proxy Statement, Page 19 (Director Compensation); Page 34 (Compensation Discussion and Analysis)
102-37	Stakeholders' involvement in remuneration	Timken 2022 Proxy Statement, Page 38 (2021 Compensation Decisions and Actions)
102-38	Annual total compensation ratio	(Partially reported) Timken 2022 Proxy Statement, Page 73 (CEO Pay Ratio)
102-40	List of stakeholder groups	See page 65 of this 2021 CSR Report.
102-41	Collective bargaining agreements	Approximately 25% of the total employee population were covered by a collective bargaining agreement or agreements with works councils during the reporting year.
102-42	Identifying and selecting stakeholders	See page 65 of this 2021 CSR Report.
102-43	Approach to stakeholder engagement	See page 65 of this 2021 CSR Report. In 2021, Timken engaged in various forms of shareholder outreach, including participating in 10 investor conferences, seven non-deal roadshows, and a significant number of individual investor meetings. In total, Timken completed over 400 interactions with investors during 2021.
102-44	Key topics and concerns raised	See page 63 of this 2021 CSR Report.
102-45	Entities included in the consolidated financial statements	Timken 2021 Form 10-K: Exhibit 21 (Subsidiaries of the Registrant)
102-46	Defining report content and topic Boundaries	About this Report, page 46; see also page 63 of this 2021 CSR Report
102-47	List of material topics	About this Report, page 46; see also page 63 of this 2021 CSR Report
102-48	Restatements of information	About this Report on page 46
102-49	Changes in reporting	None
102-50	Reporting period	Calendar year 2021
102-51	Date of most recent report	October 2021
102-52	Reporting cycle	The Timken Company 2021 Corporate Social Responsibility Report includes information focused primarily on data collected and activities that occurred during calendar year 2021, except where indicated. We currently expect to update this report annually.
102-53	Contact point for questions regarding the report	CSR@timken.com
102-54	Claims of reporting in accordance with the GRI Standards	We believe this report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2020, Core option (unless otherwise indicated in this index). See also: About This Report on page 46.
102-55	GRI content index	Pages 49 through 62 of this 2021 CSR Report.
102-56	External assurance	Other than content that references our 2021 Form 10-K, this report has not been externally assured. Timken may consider seeking external assurance for some report data in the future.

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
ECONOMIC PERFORMANCE		
201-1	Direct economic value generated and distributed	Timken 2021 Form 10-K: Item 8
201-2	Financial implications and other risks and opportunities due to climate change	See page 69 of this 2021 CSR Report.
201-3	Defined benefit plan obligations and other retirement plans	Timken maintains a competitive defined contribution retirement program for its associates in the United States. We believe the defined contribution plan to be above market and the plan includes an employer match along with a non-elective contribution. The program has high participation with over 90% of the eligible population participating in the plan. To maintain high participation, we provide training and education sessions, one-on-one financial counseling, retirement planning, and make updates to the plans to maintain the program as one of the more competitive plans among U.S. manufacturing companies. Timken also offers five additional defined contribution plans for six separate bargaining unit populations. In the United States, Timken offers four defined benefit plans. All four plans have been closed to new members for some time and are sufficiently funded to meet obligations. Internationally, Timken offers a variety of retirement programs consistent with the legal requirements in the countries in which our facilities are located.
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 associates 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, associates' starting salaries are typically well above applicable minimum-wage requirements.
INDIRECT ECONOMIC IMPACTS		
203-1	Infrastructure investments and services supported	Timken's corporate giving focus areas include associate giving, basic needs, education, and reputation and community building. In 2021, 6% of our total corporate giving went toward community building efforts as the majority of our giving was devoted towards basic needs and education initiatives.
203-2	Significant indirect economic impacts	Our associates donate thousands of volunteer hours supporting personal charities and company-sponsored events, as well as fulfilling community leadership roles and sitting on the boards of various charitable organizations. Our matching gift program provides a dollar-for-dollar match (up to certain limits) to 501(c)(3) organizations championed by our associates. The Timken Grant Program contributes to nonprofit charitable organizations in our local communities. Our corporate giving focus areas include associate giving, basic needs, education, and reputation and community building. Timken Charitable and Education Fund, U.S. Giving in 2021: Basic Needs: $1,105,062 Education: $746,914 Community Building: $105,953 Our international giving approach mirrors our efforts in the United States. In India, our giving totaled $795,000 to help local residents with basic needs, education and community building. In 2021, we launched new STEM initiatives in China ($67,000) and France ($67,000).

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
PROCUREMENT PRACTICES		
204-1	Proportion of spending on local suppliers	Of the approximately 400,000 tons of steel that Timken purchases annually, about 320,000 tons, or 80%, are 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	The risk assessment for corruption is conducted on an enterprise-wide basis. While the Audit Committee of the Board of Directors is ultimately responsible for the oversight of Timken's anti-corruption program, our Vice President, General Counsel & Secretary provides the highest level of executive oversight for that program.
205-2	Communication and training about anti-corruption policies and procedures	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 associates, and all salaried associates 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.
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 anticompetitive 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.

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
TAX		
207-1	Approach to tax	Timken is headquartered in the U.S. and operates in 42 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's 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/WATER/EMISSIONS/WASTE/COMPLIANCE		
302-1	Energy consumption within the organization	See table on page 20.
302-3	Energy intensity	See table on page 20.
303-3	Water withdrawal	See table on page 20.
303-5	Water consumption	See table on page 20.
305-1	Direct (Scope 1) GHG emissions	See table on page 20.
305-2	Energy indirect (Scope 2) GHG emissions	See table on page 20.
305-4	GHG emissions intensity	See table on page 20.
306-2 (2016)	Waste by type and disposal method	See table on page 21.
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.

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
307-1	Noncompliance with environmental laws and regulations	During the reporting period, Timken identified no noncompliance with environmental 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.
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	Less than 5% of associates are considered part-time, and while some do receive the same level of benefits as full-time associates, most do not. We conduct market studies around the world to ensure full-time associates receive competitive benefits relative to the markets where they work. While benefits vary around the world, Timken offers benefit programs consistent with the legal requirements in the countries in which our facilities are located, and in many cases, Timken offers programs that we believe are above market. In the United States, Timken provides its full-time associates with a variety of medical plans and programs, a vast menu of supplemental benefits (from basic and supplemental life insurance to paid parental leave), and a number of wellbeing and work-life balance programs. Both full-time and part-time associates are eligible to participate in defined contribution (401(k)) retirement plans, and some full-time associates are rewarded with stock ownership as part of our long-term incentive plan.
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.
OCCUPATIONAL HEALTH AND SAFETY		
403-1	Occupational health and safety management system	All of Timken manufacturing facilities must implement an effective EHS management system in accordance with our corporate EHS standards and procedures, which are regularly reviewed and updated to conform with ISO Standard 45001 (occupational health and safety). All plant associates and temporary workers are covered by our EHS management systems. Facility-level management systems consider regulatory requirements, customer specifications, facility performance, hazards and risks, and integration of new acquisitions. Third-party certification must be obtained when required by customers or regulatory agencies, or if approved by Corporate EHS.

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
403-2	Hazard identification, risk assessment, and incident investigation	(Partially reported) Timken assesses health and safety risks and opportunities by using established methodologies and criteria defined with respect to their scope, nature and timing to ensure they are proactive rather than reactive and are used in a systemic way to improve the health and safety management system. 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 associates 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 feature nurses on-site. We also take preventative measures by requiring preemployment medical screenings to be performed for associates, and we have provisions for addressing health concerns when they arise for existing associates.
403-4	Worker participation, consultation, and communication on occupational health and safety	(Partially reported) Timken associates 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 also actively engage associates as safety observers through our Precaution Based Safety (PBS) program.
403-5	Worker training on occupational health and safety	Anyone working for or on behalf of Timken (including associates, 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.
403-6	Promotion of worker health	Timken is committed to improving the health and lives of our associates and their families around the globe. We believe in the power of innovation and approach wellbeing through a holistic lens. Powered by our partnerships with industry-leading health and wellness companies, we offer dynamic and impactful benefits and resources that ensure we continue to move forward together. In the United States, Timken offers a robust wellness program, unlimited 1:1 health coaching, a Tobacco Cessation Program, point solutions for weight management and diabetes reversal, telemedicine, a 24/7 Work-Life Balance program, and much more. Domestic associates have access to biometric screenings, in person and virtual exercise classes, dieticians, registered wellness nurses, onsite clinical mental health counselors, occupational nurses, and a fully equipped Fitness Center located at World Headquarters. U.S. associates and spouses on Timken-sponsored medical plans can earn a discount on their monthly medical plan premiums by completing the Better Health Program, which is designed to encourage improved health through education, empowerment, and action. Outside of the United States, we offer a variety of locally managed wellness programs, and our objective is to expand our comprehensive wellbeing programs to our locations throughout the world. Our overall goal is to develop and drive the implementation of diverse, inclusive, and accessible health and wellbeing solutions for our associates, their families, and the communities in which they live and work anywhere in the world.

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Associates 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 manufacturing 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	All plant associates and temporary workers are covered by our EHS management systems.
403-9	Work-related injuries	(Partially reported) See table on page 19. 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) See table on page 19. 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	Timken University, Timken's online training platform contains approximately 12,000 courses in a diverse range of subjects, providing associates with access to instructor-led learning activities, as well as a broad range of on-demand courses and other learning opportunities. Timken also offers position-specific training ranging from 20-week to two-year programs. To support associates in developing skills and competencies to grow their career, Timken also offers an Educational Reimbursement Program that pays full tuition for many degree programs. At Timken, many associates 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.
404-3	Percentage of employees receiving regular performance and career development reviews	All salaried associates, including both managers and non-managers, received annual performance reviews to guide their career paths and provide important feedback for personal growth.
DIVERSITY AND EQUAL OPPORTUNITY		
405-1	Diversity of governance bodies and employees	See table on page 28. Timken 2022 Proxy Statement, Page 2 (Director Nominees), Page 3 (Board Composition Overview)
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 associates are paid according to their abilities, responsibilities, qualifications and experience rather than their gender.
NON-DISCRIMINATION		
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 diversity and inclusion.

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
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	Timken Supplier Code of Conduct, Section A, Paragraph 3; 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 www.timken.com/contact-suppliers). In 2021, no violations of child labor were identified in Timken or its suppliers' operations. See also, Forced Labor and Human Trafficking Statement and The Timken Company Human Rights Policy
FORCED OR COMPULSORY LABOR		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	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 www.timken.com/contact-suppliers). In 2021, no violations of forced labor were identified in Timken or suppliers' operations. See also, Forced Labor and Human Trafficking Statement
SECURITY PRACTICES		
410-1	Security personnel trained in human rights policies or procedures	All Timken employed security personnel follow the company Standards of Business Ethics 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

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
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	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. 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	Employee training on human rights policies or procedures	(Partially Reported) Timken is committed to ensuring all of our associates understand our stance on human rights. This is a key component of our Standards of Business Ethics, 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 associates can call (anonymously if they choose and it is permitted under local laws) 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	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 www.timken.com/contact-suppliers). In 2021, no violations of human rights were identified in Timken or suppliers' operations. See also, Forced Labor and Human Trafficking Statement; Timken Supplier Code of Conduct, Section A, Paragraph 4; and The Timken Company Human Rights Policy

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
LOCAL COMMUNITIES		
413-1	Operations with local community engagement, impact assessments, and development programs	(Partially reported) With 129 manufacturing facilities and service centers in 42 countries, Timken is an active member of many communities around the world. We engage with our neighbors in various ways and empower our individual facility leaders to develop relationships that enable them to understand and best meet the needs of the local communities. In and around the Northeast Ohio, home to our global headquarters, we financially support several local groups dedicated to expanding economic development in the region. When Timken is developing a new manufacturing facility or other significant presence in a community, we work with local officials and community leaders to assess potential impacts on local infrastructure, the environment, the economy and more.
413-2	Operations with significant actual and potential negative impacts on local communities	(Partially reported) With 129 manufacturing facilities and service centers in 42 countries, Timken's operations have the potential to impact the local community both positively and negatively. Positive impacts include providing good-paying jobs, enhancing local economies, paying local taxes as applicable and, in many cases, supporting community education and other philanthropic efforts. 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	Our new 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	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.

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
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.
SOCIOECONOMIC COMPLIANCE		
419-1	Noncompliance with laws and regulations in the social and economic area	During the reporting period, Timken identified no noncompliance with laws and/or regulations in the social and economic area 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

Disclosure 103-1 & 103-2					
MATERIAL TOPIC	**DEFINITION**	**LOCATION/RESPONSE**	**BOUNDARY**	**SASB***	**U.N. SDGs***
Diversity and Equal Opportunity	Promoting equal employment opportunities, non-discrimination policies and practice in the workplace, and the value of diversity in the workforce	See page 27. See also Disclosure 406-1.	Internal/ External		X
Financial Performance	Promoting responsible economic growth	Timken 2021 Form 10-K: Item 7 See also Disclosure 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 associates	Global EHS Policy See also 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 associates, 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 Governance Documents Global EHS Policy See also Disclosures 205-1 and 205-2	Internal/ External		X
Emissions	Working to track and reduce greenhouse gas emissions associated with our footprint	See page 20. See Global Environmental Health and Safety (EHS) Policy and Processes. Global EHS Policy	Internal/ External	X	X
Energy	Working to reduce our energy use and continuing to produce more energy efficient products	See page 20. See Global Environmental Health and Safety (EHS) Policy and Processes. Global EHS Policy	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 Human Rights Policy See also Disclosures 408-1, 409-1, 412-1 and 412-2	Primarily External		X

Disclosure 103-1 & 103-2					
MATERIAL TOPIC	**DEFINITION**	**LOCATION/RESPONSE**	**BOUNDARY**	**SASB***	**U.N. SDGs***
Retention, Compensation and Benefits	Offering benefit and compensation packages to our associates that help ensure their well-being and to help attract and retain talented individuals and maintain healthy labor relations	See also Disclosures 402-1 and 407-1	Primarily Internal		X
Training and Education	Supporting ongoing training and education for associates	See pages 26 – 27. See also Disclosures 404-2	Primarily Internal		X
Waste	Sustainably managing waste at our facilities, including through waste reduction efforts, reuse, and recycling	See page 21. See Global Environmental Health and Safety (EHS) Policy and Processes. Global EHS Policy	Internal/ External		

* 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.

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.

GRI 102-40, 102-42, 102-43, 102-44

STAKEHOLDER GROUP	TYPE OF ENGAGEMENT	TOPICS RAISED/COMPANY RESPONSE
Communities	• Memberships in and/or support of community organizations • Site visits/tours • Local governments	• Community development • Economic development • Employment opportunities
Customers	• timken.com • Satisfaction surveys • In-person meetings • Plant tours	• Advancing sustainable solutions • Product safety and sustainability • Supply chain management • Training • Industry conference and trade shows • Social media • E-stores
Suppliers	• Supplier surveys • Industry initiatives • Supplier days • Bilateral talks • Training sessions	• 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	• Benefits • Diversity and inclusion • Development opportunities • Engagement • Satisfaction • Safety, health and wellness
Investors	• SEC filings • Quarterly earnings communications • Annual shareholders' meeting • investors.timken.com • Perception studies • Conference presentations, roadshow 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

Sustainability Accounting Standards Board

Consistent with our ongoing approach to engagement with our shareholders, we have been monitoring the Sustainability Accounting Standards Board (SASB) framework as a means to assess the financial materiality of environmental, social and governance risks to our company. 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 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 its materiality assessment within the context of producing a report that was prepared in accordance with the Global Reporting Initiative (GRI) Standards 2020, Core option 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 order to try to make our report easier to navigate for SASB users, Timken put together a chart showing the risks that SASB has identified as likely material for companies in the Industrial Machinery and Goods industry alongside the relevant SASB standards. We then identified initial 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 chart below are for information 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 below have been prepared in accordance with SASB standards or that the underlying data has been gathered in accordance with SASB methodology. In addition, certain disclosures below are only partially responsive to the applicable standards.

SASB		
SASB METRIC	**DESCRIPTION**	**RESPONSES/REFERENCES**
RT-IG-000.A	Number of units produced by product category	(Partially Responsive) 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 Timken 2021 Form 10-K: Item 7
RT-IG-000.B	Number of employees	See table on page 28.
RT-IG-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	(Partially Responsive) See page 20.
RT-IG-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	(Partially Responsive) See page 19.
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 non-road 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 non-road diesel engines	
RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	(Partially Responsive) 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

We recognize that certain stakeholders have found the Task Force on Climate-related Financial Disclosures ("TCFD") to be a useful framework for evaluating climate-related financial information and we hope that the following information is helpful for such stakeholders. Timken is not representing that the following disclosures, responses, and information have been prepared in accordance with TCFD, that the underlying data has been gathered in accordance with TCFD methodology, or that the underlying topics are material to Timken. In addition, certain disclosures below are only partially responsive to the referenced request.

	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.	The Nominating and Corporate Governance Committee (the "NCGC") of our Board of Directors provides primary oversight for our Corporate Social Responsibility ("CSR") program, of which climate change impacts and sustainability are substantial components, and the full Board of Directors 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 committee reviews and approves our CSR report each year and has approved our 2030 emissions reduction targets. Our Vice President, General Counsel & Secretary provides regular updates to the NCGC regarding trends and best practices as well as ongoing CSR initiatives.
	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. Two members of our executive leadership team (our Vice President, General Counsel & Secretary and Vice President Human Resources) and one other senior executive (our Director – Corporate Communications) provide management oversight and leadership to our CSR steering committee. The 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. Two members of our steering committee, our Vice President, Bearing Operations and Manager – Global Environmental, Health & Safety are specifically charged with driving sustainability-related initiatives and tracking performance towards our climate-related goals.
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 2022, we engaged a third-party consultant to help identify short-and medium-term risks and opportunities related to climate change. As a result of that review, we finalized and published our 2030 greenhouse gas ("GHG") emissions reduction targets, which are detailed on page 17 of this report. We have also identified various opportunities to reduce energy consumption and GHG emissions associated with our operations (including potentially sourcing a higher percentage of our energy use from renewables) which we will look to implement in the coming years to help us meet our targets. Timken also regularly works with our insurance carriers to identify and mitigate severe weather-related risks which could potentially impact 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 which support the renewable energy end-market sector.
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	Renewable energy has been our single-largest end-market sector 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 of >$75 million made during the last two years to increase capabilities and support growth.
	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, taking into consideration various climate-related scenarios.
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 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-efficient strategies such as upgrades to HVAC systems, boilers, lighting as well as heat recovery. We are exploring sourcing a greater percentage of our energy use through renewables in the future.
	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 is comprised of various business leads and members of senior management. Recently, our short-term initiatives have been primarily comprised of energy efficiency projects. As a medium-to-long-term objective, Timken is currently considering sourcing a higher percentage of its energy use from renewables.
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	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 lead by the company's Vice President – Auditing and governed by the executive leadership team and the Board of Directors. Risks and associated risk mitigation actions related to climate change, natural disasters, and changing customer behaviors are considered and evaluated throughout the ERM process.

	RECOMMENDED DISCLOSURE	COMMENT
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.	See pages 20 – 21 and page 17 of this CSR report.
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 emissions, and the related risks.	See pages 20 – 21 of this CSR report.
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	See pages 20 – 21 and page 17 of this CSR report.

TIMKEN

TIMKEN

ROLLON

PHILADELPHIA GEAR

SPINEA

GROENEVELD

BEKA LUBRICATION SYSTEMS

PTTECH

Cone Drive

Lovejoy

DIAMOND DRIVES

TORSION CONTROL PRODUCTS

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