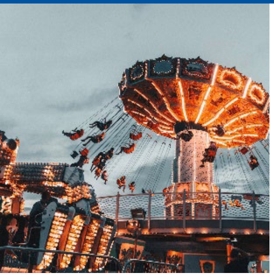
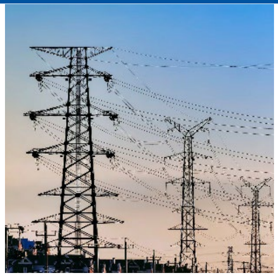
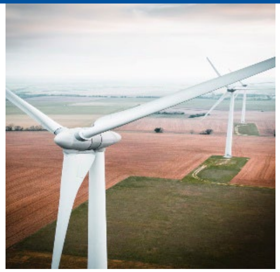
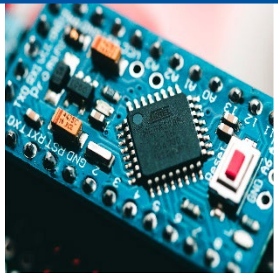





# ParkOhio®

## Investor Presentation

September 2026

# Overview

**ParkOhio is a diverse integrated group of leading high value industrial companies, each of which has a deep competitive moat built over decades on brand, customer relationships, process innovation and intellectual property.**

**We have recently completed a strategic review of our business portfolio and are prepared to resume our growth trajectory which began in 1992 with less than $100 million in sales.**

**Our Three Segments:**

**Supply Technologies:**
- Global leader in outsourced supply chain solutions for large OEM's.
- Service more than 7,000 customers in 18 different countries offering 280,000 active part numbers which are mostly designed for a specific use.
- Manufacture highly engineered innovative fasteners with long standing brand and IP protection.

**Assembly Components:**
- Manufacture highly engineered subassemblies for key global automotive and industrial OEM's including long standing brands in fluid transfer, electrical protection and fuel efficiency products.
- Maintain deep knowledge in process and product innovation as well as material science related to polymers.

**Engineered Products:**
- Leading global manufacturer of induction heating and forging related equipment and related aftermarket sales and services.
- Long standing brands and a history of strong innovation support a growing number of installed equipment sites which in turn support a growing amount of reoccurring revenue from aftermarket parts and service.
- Manufacture of highly complex forgings for which we maintain a unique equipment base.

## Key Facts

| | |
|---|---|
| **Symbol** | NASDAQ: PKOH |
| **Price** (1) | $46.81 |
| **Market Cap** (1) | $678 million |
| **Shares Out** (2) | 14.5 million |
| **Insider Ownership** (2) | 33% |
| **Cash** (2) | $48 million |
| **Debt** (2) | $666 million |
| **Fiscal Year** | Dec 31 |
| **Revenue (TTM)** (2) | $1.7 billion |
| **EBITDA adj. (TTM)** (2) | $141 million |
| **Fwd Dividend Yield** (1) | 1.1% |

(1) Information as of 9/9/26

(2) Information as of 6/30/26

# Our Portfolio of Integrated Global Brands

RB&W

Ajax CECO Erie Press
A ParkOhio Company

EMA induction technology

Control Transformer, Inc.
A ParkOhio Company

SAET

EMMEDI

Supply Technologies™
The efficiency experts.

hydraPower dynamics

PINES

PILLAR INDUCTION

ATM Autoform Tool & Mfg. Inc.
"We Sell Solutions"

GH GROUP induction

FRS
Fluid Routing Solutions

pmc colinet

APOLLO
AEROSPACE COMPONENTS
A Division of Supply Technologies

Ajax Magnethermic TOCCO

Canton CANTON DROP FORGE

Southern Fasteners & Supply, LLC

# Leadership Team

## Executive Leaders

**Ambassador Edward Crawford**
Founder and Board Member
Over 30 years at ParkOhio

**Matthew Crawford**
Chairman, Chief Executive Officer & President
30 years at ParkOhio

**Patrick Fogarty**
Vice President & Chief Financial Officer
30 years at ParkOhio

**Robert Vilsack**
Secretary & Chief Legal Officer
23 years at ParkOhio

## Operational Leaders

**Brian Norris**
President, Supply Technologies
4 years at ParkOhio

**Craig Cowan**
President, RB&W Manufacturing
34 years at ParkOhio

**Ravi Dodaballapur**
President, Assembly Components
13 years at ParkOhio

**Ronald Cozean**
President, Engineered Products
12 years at ParkOhio

**Matthew French**
President, Industrial Equipment Group
1 year at ParkOhio

**Operational Excellence**
Elevated through new leadership additions

**33% of Outstanding Shares**
Collectively owned by the leadership team

# Why Now?

**1** Well positioned to capitalize on several megatrends driving revenue growth; starting to see leading indicators of increased activity and backlog; new business is being won in data centers, silicon steel production, electrification, aerospace and defense, and more.

**2** Portfolio transformation should unlock increasing margins and operating leverage. We are now less cyclical and capital intensive. Focused investments in technology and centers of excellence that will drive margin improvement.

**3** Earnings quality and cash flow are increasing as we deleverage. Expect to generate $20 to $30 million of free cash flow in 2026. Each of our businesses has a high conversion rate from EBITDA to FCF.

**4** Progressing towards our long-term goals of $2 billion of annual sales and 10% EBITDA margins.

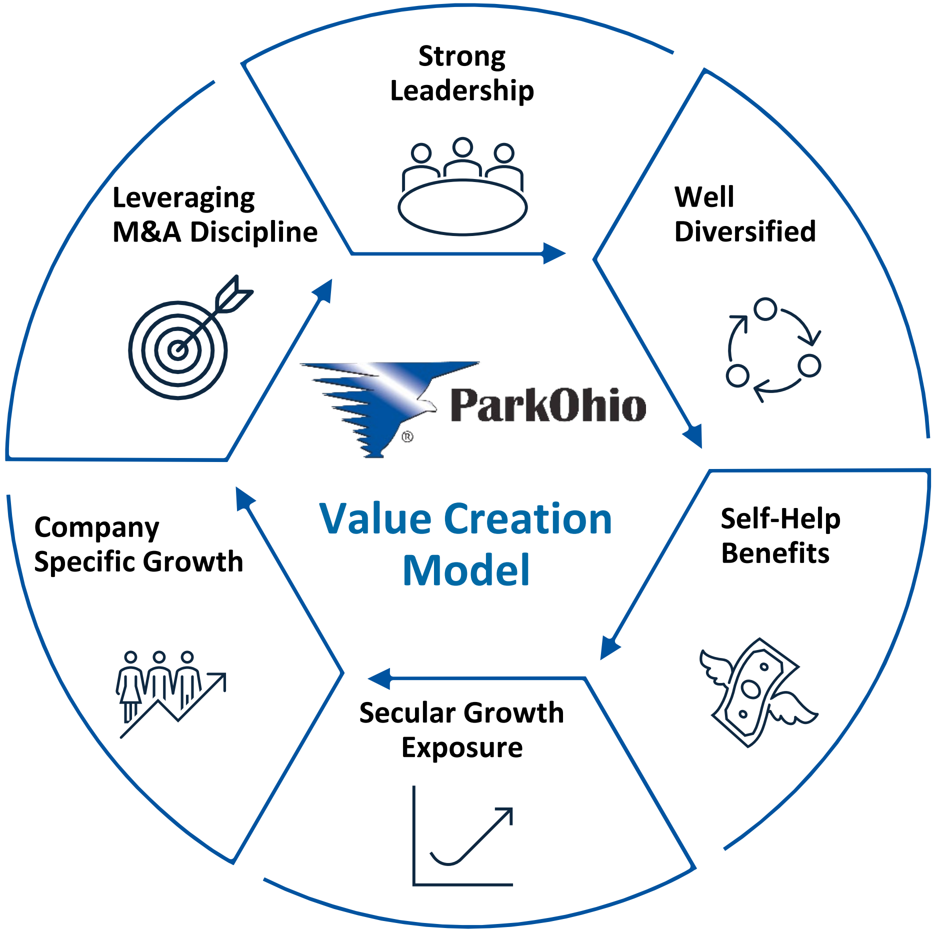
**5** Trading at approximately 9x EV/TTM EBITDA vs. peer average of 20x with a 1.1% forward dividend yield

Approximately **130** Locations Worldwide

**$1.7B** Annual Sales

**6,300** Employees

# Value Creation




### A strong and invested leadership team

- 175+ combined years of industry experience and tenure at PKOH
- Pivoting towards execution with new leadership talent at the segment level

### Well Diversified Portfolio of Premier Customers

- 25+ industries served
- Supported by a global footprint of approximately 130 facilities

### Self-Help Benefits Continue to Drive Margin Improvement

- Recent and ongoing footprint optimization and operational improvement actions
- Investments in technology, centers of excellence, and high return value driver projects will benefit our margin profile

### Significant Secular and Company Specific Growth Opportunities

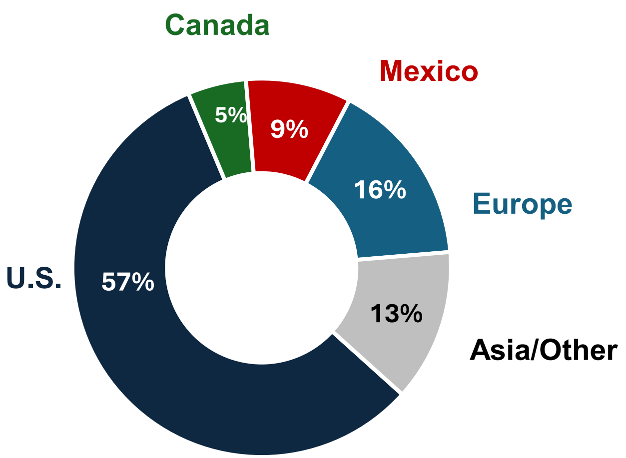
- Exposure to long-term growth trends such as electrification, aerospace & defense, semi conductor, light-weighting, and incremental infrastructure spend
- Company specific growth stemming from aftermarket spend across an aging asset base, capacity additions, as well as product innovation and expansion

### Long History of Successful M&A Discipline Remains Ongoing

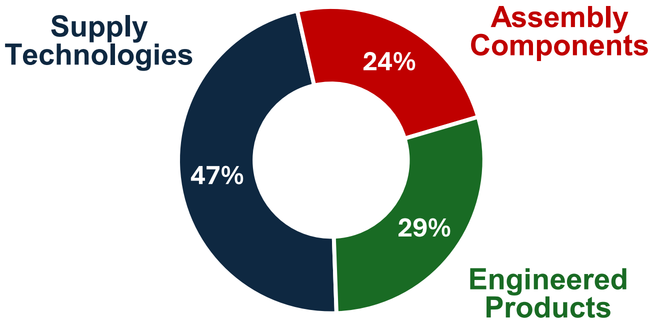
- Over twenty acquisitions since 2010
- Many of the industrial markets PKOH competes in are fragmented, which creates opportunities for buying smaller niche companies that enhance market share growth and profitability

# Diversified Portfolio

### Ship to Sales By Geography




### Sales By Segment

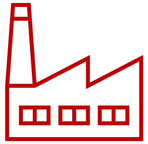



### End Markets

- Agriculture
- Aerospace & Defense
- Construction
- Automotive & EV's
- Bus & Coach
- Consumer Electronics
- Data Centers
- Electrical Distribution & Control
- Furniture
- Heavy Duty Truck
- HVAC
- Industrial Machinery
- Lawn & Garden
- Marine Equipment
- Medical Equipment
- Metal Fabrication
- Oil & Gas
- Plumbing Fixtures
- Rail & Locomotive
- Recreational
- Semiconductor
- Steel
- Theme Parks

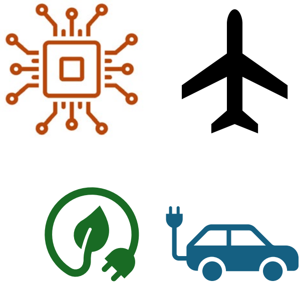
- Our revenue base is highly diversified; no customer represents more than 7% of total sales
- Due to our expanding technological capabilities, processes, and products, we continue to further diversify our customer base and global reach
- The majority of our sales are sole sourced which fosters long-term supply relationships with our customers
- **Our quality of earnings and cash flow is driven by the growth, diversification, and strength of our premier manufacturing customer base**

# Aligned With Global Megatrends



## Manufacturing Resurgence

- Our customers are focused on building supply chain resiliency to mitigate risks associated with global supply chain disruptions and higher tariffs
- Reshoring is a central focus as companies aim to reduce their reliance on overseas suppliers
- We expect to benefit in each of our business segments



## End Market Growth

- Strong demand in aerospace & defense, semiconductor, renewable energy, transportation, data centers, and electrification markets will drive growth
- Continue to gain market share with new customers and new business with existing customers
- New products and process development / applications using electrification

## Infrastructure Spend

- Strong end-market relationships with heavy earth moving, industrial, and agricultural equipment as well as truck
- Industries that benefit from increased infrastructure spend represent approximately 30% of revenue
- Forging and induction heating product support, off-highway equipment, steel products for bridges, roads, rail and power grid, railway and railcar forgings

# Diverse Quality Customers

EATON
POLARIS
Ford
BOSCH
BurgaFlex NORTH AMERICA
BENDALL AUTO SERVICE
JOHN DEERE
CAT
VOLVO
APPLIED MATERIALS think it. apply it.
gm
TOYOTA
Whirlpool CORPORATION
SDI Steel Dynamics, Inc.
BLACK&DECKER
PHINIA
WORTHINGTON INDUSTRIES
FOXCONN Advancing Through Innovation
Johnson Controls
Cummins
CooperStandard
DELL
Pratt & Whitney An RTX Business
HITACHI
BOEING
ROLLS ROYCE
NORTHROP GRUMMAN
GENERAL DYNAMICS
Collins Aerospace
Honeywell

# Supply Technologies

# Supply Technologies

Total Supply Management™ services, available for a broad range of high-volume, specialty production components, manage everything from supplying production parts and materials to the manufacturing floor to strategic planning and program implementation.

| Organic Growth Enablers | | |
|---|---|---|
| Aerospace and Defense Demand | MRO Product Expansion | Electrification Trends |

## Supply Technologies Summary of Financials

| *(in millions)* | 2022 | 2023 | 2024 | 2025 | YTD 6/30/26 |
|---|---|---|---|---|---|
| **Sales** | **$712** | **$763** | **$776** | **$748** | **$404** |
| YoY % Change | 14.8% | 7.2% | 1.7% | -3.6% | 7.9% |
| **Adj. Operating Income** | **$47** | **$59** | **$75** | **$74** | **$36** |
| Adj. Margin | 6.6% | 7.8% | 9.7% | 9.9% | 9.0% |
| **Capex as % of Sales** | **0.5%** | **0.8%** | **1.4%** | **2.3%** | **2.1%** |

ParkOhio

# Supply Technologies

## Our Right to Win Through Competitive Advantages

- Reduce direct and indirect costs for customers
- Drive purchasing and working capital efficiencies
- Leverage technical expertise in component selection, design, and engineering
- Generally long-term, sole-source, and sticky supply relationships; average tenure of over 10 years across top 50 customers

## Mission Critical Production Components And Fasteners

- Service Intensive Supplier of Class-C assembly parts to global OEMs
- Procurement: Design component, identify suppliers, and ensure quality
- Logistics: manage all logistics from sourcing to point of use at supplier assembly location

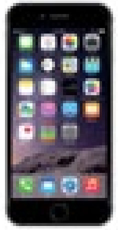
### Supply Chain Service Examples

**Bin Sensors**

**E-Labels**


**Dispensing**

**Electronic Ordering**



# Case Study: Electrical Distribution for Data Centers

For more than 40 years, Supply Technologies has had one defining goal: to enable any manufacturer of any size to build its products better, smarter, and faster than ever before.

Our customer is a world class manufacturing and engineering company that focuses on electrical distribution for data centers. To meet their growth strategy, the company requires a scalable manufacturing process that maintains the highest levels of productivity and efficiency. They needed a trustworthy, experienced supply chain partner to take its processes forward. This partnership would allow our customer to focus on larger strategic issues, confident that their component supply is well-managed and fully integrated into their production processes.

**The Solution**

- Supply Technologies to manage over 1,000 components and hardware lines
- Bulk stock held at Supply Technologies' branches in the UK, Ireland, and the United States
- Multiple customized Kanban stations installed to support various production facilities
- Supply Technologies employees present on each customer site
- Daily visits to service and replenish all Kanban stations
- Seamless transition to Supply Technologies' systems within a short timeframe

**Results**

- Seamless system installation and supplier transition
- Rationalization of suppliers
- Reduced costs and improved time efficiency
- No need for stores or sub-store locations—goods delivered straight to the point of use
- No costly line stoppages
- No carriage charges
- Considerable savings in both time and costs are the net results of the project, with savings achieved at every stage of the procurement process
- By investing considerable resources and expertise into the relationship, and understanding our customers specific requirements, Supply Technologies delivered a tailored solution to support the company's global growth

# Supply Technologies Transformation

**Who are we?**

Supply Technologies is a leading global supply chain management company for assembly components and fasteners, managing every stage of the product lifecycle, from development to supply chain optimization through production.  We provide over 120,000 different products from over 5,000 suppliers to 7,000+ customers in over 100 distinct end markets and operate in approximately 20 countries and over 80 locations globally.

**Transformation**

- Continue to invest in information management tools through partnerships with data enabling partners like SAP, UKG, Microsoft and (CRM) to increase productivity throughout our network and increase the visibility and nimbleness of all aspects of the supply chain.
- Deploying several AI solutions aimed at increasing the accuracy and lower the cost of millions of transactions per year.
- Reconfiguring our distribution network to utilize more automation, optimize freight flow and leverage our scale without sacrificing customer service.
- Provide our global customers with a premium service which enhances our position with them as a partner while investing in new tools and people to target and cultivate new customer opportunities that can benefit from our best-in-class model and reducing their total cost of ownership.

**Results**

- Already seeing sustainable improvements in margin performance and our ability to react to fluctuations in demand.
- Expect to see continued improvement throughout the next 24 months while also seeing the benefit of improved ROIC as we reduce our overall investment in working capital.
- Targeted sales and marketing initiatives to improve our competitive position resulting in faster growth.

# Assembly Components

# Assembly Components

We are a leader in manufacturing highly engineered components used in the final product of major OEM's assemblies, such as automobiles, agriculture, commercial trucks, forklifts, and industrial equipment. We specialize in fluid transfer products, metallic tube manipulation, hose extrusion, molding of rubber and plastic products, and hose assemblies.

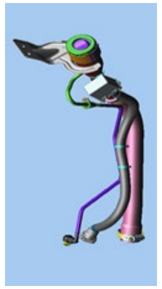
| Organic Growth Enablers | |
|---|---|
| Electrification Trends | New Model Launches |

## Assembly Components Summary of Financials

| *(in millions)* | 2022 | 2023 | 2024 | 2025 | YTD 6/30/26 |
|---|---|---|---|---|---|
| **Sales** | **$389** | **$428** | **$399** | **$381** | **$202** |
| YoY % Change | 20.8% | 10.0% | -6.8% | -4.5% | 5.0% |
| **Adj. Operating Income** | **$7** | **$35** | **$27** | **$22** | **$11** |
| Adj. Margin | 1.8% | 8.2% | 6.6% | 5.8% | 5.4% |
| **Capex as % of Sales** | **2.1%** | **2.0%** | **2.2%** | **1.8%** | **1.8%** |

# Assembly Components

**Product Lines**

| Fuel Rails | Fuel Filler Assemblies | Extruded Rubber & Plastics | Molded Rubber & Plastics |
| --- | --- | --- | --- |
|   |   |   |   |

**Product Offering Plays Well To Current Vehicle Trends**

- We play a crucial role in the automobile industry and other transportation and industrial applications by providing essential components that ensure the safe and efficient handling of fluids
- Hybrid vehicles content significantly higher than EV and ICE
- ~83% of products and processes apply across all powertrains allowing us to participate in all light vehicle Trends

# Assembly Component Group Transformation

**Who are we?**

Assembly Components Group is a leader in manufacturing of highly engineered components used in the final product of major OEM’s assemblies, such as automobiles, agricultural, commercial trucks, forklifts, engines or industrial equipment. We specialize in metallic tube manipulation, hose extrusion, molding of rubber and plastic products, and hose assemblies and are focused on fluid routing for many transportation and industrial end markets

**Transformation**

- Highly competitive local workforce in every major transportation market in the world including the US, Mexico, Europe and China.
- Focused on our knowledge of polymers in the extrusion and molding space with vertical integration into mixing and a deep understanding of material science.
- Investment model generally is not dependent on any powertrain type or OEM.
- Actively seek to leverage our reputation as a long-standing premium supplier of our products across dozens of global OEMs into new product development and innovation.

**Results**

- Positioned to compete aggressively regardless of geo-political or trade concerns.
- Winning and launching significant blocks of new business which will provide significant operating leverage to our current profitability model.
- Positioned to benefit as the incumbent as a critical supplier going forward as OEM’s become more cautious and less resourced to redesign quickly

ParkOhio®

# Engineered Products

# Engineered Products

We operate a diverse group of niche manufacturing businesses that design and manufacture a broad range of highly-engineered products, including induction heating and melting systems, tube & pipe threading and bending systems, as well as forged and machined components. **We lead with innovation, and we win because of our technology and engineering.**

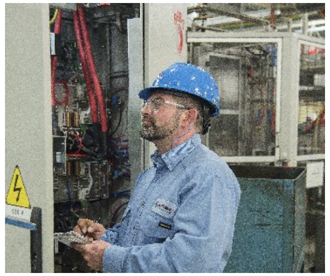
| Organic Growth Enablers | | |
|---|---|---|
| Infrastructure Spend | Green Energy | Aging Installed Base |

## Engineered Products Summary of Financials

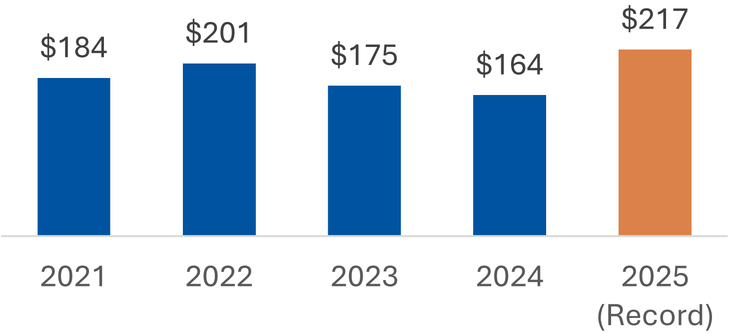
| *(in millions)* | 2022 | 2023 | 2024 | 2025 | YTD 6/30/26 |
|---|---|---|---|---|---|
| **Sales** | **$393** | **$469** | **$482** | **$471** | **$255** |
| YoY % Change | 17.0% | 19.3% | 2.8% | -2.3% | 6.9% |
| **Adj. Operating Income** | **$23** | **$24** | **$21** | **$17** | **$16** |
| Adj. Margin | 5.9% | 5.1% | 4.4% | 3.6% | 6.2% |
| **Capex as % of Sales** | **3.9%** | **2.7%** | **2.1%** | **2.7%** | **3.6%** |

# Engineered Products

## Product and Service Examples

| Induction Equipment | Stretch Forming Equipment | Forgings | Aftermarket Field Service |
|---|---|---|---|
|  |  |  |  |

**New Capital Equipment Orders** ($ in millions)




**Significant Growth Opportunities**

- New installs for immediate preventative maintenance and service revenue opportunity
- Growing aging installed base creates repair, rebuild, replace opportunities
- Drives customers for life
- Aftermarket parts and service represent 38% of segment revenues
- 2025: All-time record bookings of new capital equipment totaling $217 million, including an individual order of $47 million
- Aerospace & Defense products produced on unique forging assets driving strong demand and backlogs

# Industrial Equipment Group Transformation

## Who are we?

Industrial Equipment Group is a leading global provider of innovative induction heating and melting solutions for customers worldwide through several well-recognized and established brands. Brands are globally utilized by a diverse group of end markets and customers. Original pioneers of induction technology and deliver cutting edge technology. Design and build capital equipment for complex applications supported by aftermarket parts and services. Induction heating solutions contribute to decarbonization efforts in many industries by improving energy efficiency and reducing carbon emissions.

### Transformation

- Transitioning into a power management solutions supplier for a broader and more diverse customer base than ever before.
- Utilizing our leading technology to expand into new markets and applications.
- Provide more efficient solutions to shorten production cycle times and reduce costs of existing power sources.
- Deliver an innovative engineered solution that provides meaningful value over the lifecycle of the customer's product.
- Range of products include power supplies, induction hardening equipment and melting technologies that can be delivered around the world from strategically well positioned operations.
- Expanding globally our existing aftermarket parts and service operations to support the installed base of capital equipment for each of our brands.
- Increasing our penetration into each end market with our broad range of services, including spare parts to minimize any potential downtime, conducting regularly scheduled preventative maintenance, and providing technology upgrades.
- Focused on streamlining our production processes, investing in our human capital, and implementing more efficient information systems across most brands and locations.

### Results

- Received the largest known single order in the history of the induction market valued at nearly $50 million.
- Record level of bookings in 2025 greater than $200 million from a diverse range of customers from end markets including defense, steel producing, mining, power generation, and agriculture.
- Aftermarket orders remain strong and growing in various regions of the world.
- New technological developments around graphitization and applications supporting the defense industry are resulting in new orders.
- We anticipate ending 2025 with a record high backlog and an improved operational structure in which to service our customers.
- Expect to benefit from global electrification trends in many industries and experiencing record orders and backlogs

# Long Term Goals & Summary

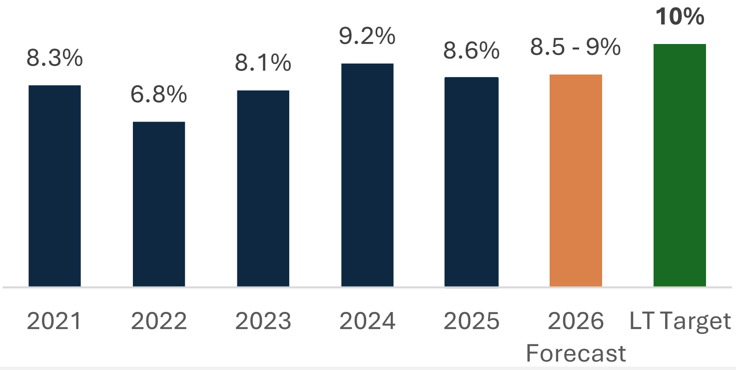
# Long-Term Goals

## Net Sales

On a Path to $2 Billion in Sales Through Organic & Inorganic Growth

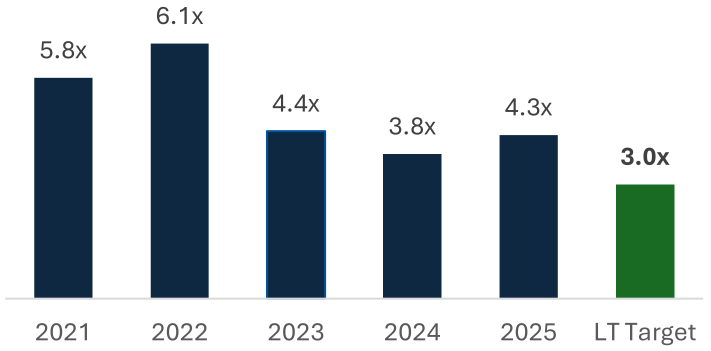

## EBITDA Margin

Sales Growth & Operational Improvements Expected to Drive 10% EBITDA, as defined Margins




## Net Debt Leverage

Stronger Cash Generation Will Drive Balance Sheet Improvement




**2025 Performance**

- Demand continues to be driven by reshoring trends, steady growth in Europe, and long-standing vendor managed inventory programs embedded with OEM customers.
- Engineered Products demand is being driven by sustained investment in defense, infrastructure, and electrical steel capacity expansion.
- Our capital equipment orders in 2025 were an all-time record and included an order from a major steel producer totaling $47 million for induction slab heating equipment for high silicon steel production using our world-leading technology.
- Our capital equipment backlog continues to be strong, totaling $252 million at June 30, 2026, an increase of 23% compared to December 31, 2025.

**Longer-Term Drivers**

- New business expansions across all segments
- Successful execution of M&A will remain ongoing
- Longer-term trends in infrastructure spend, semiconductor production, data center investments, and aerospace & defense provide meaningful growth opportunities

**2025 Performance**

- Gross margin steady at 17.3% in 2025, reflecting the impact of profit-improvement initiatives across the company.
- During Q4 2025, we delivered free cash flow of $36 million and repaid debt of approximately $40 million.
- Demand trends from several of our end markets remain encouraging, and we continue to focus on gross margin improvement through the implementation of value-driver initiatives in each business.

**Longer-Term Drivers**

- Favorable product mix
- Cost reduction and productivity investments including vertical integration
- Optimizing centers of excellence across the organization

**2025 Performance**

- ParkOhio is in the late innings of a portfolio transformation resulting in a higher quality, more profitable, de-leveraged business.
- We generated EBITDA of $138 million in 2025. As a percentage of net sales, our EBITDA margin was 8.6%.
- We expect 2026 free cash flow to be $20 to $30 million.

**Longer-Term Drivers**

- Further improvement in free cash flow generation following operational improvements
- Continued capital allocation discipline
- Continued focus on debt reduction and discrete asset sales
- High conversion of EBITDA to FCF in each segment

# Why Invest in PKOH

| | |
|---|---|
| 1 | Well-diversified portfolio on a global scale supported by a premier group of customers |
| 2 | Well-positioned to execute on secular long-term growth trends such as onshoring and an increase in domestic manufacturing, aerospace & defense, renewable energy, light-weighting, elevated infrastructure spend and electrification |
| 3 | Early stages of realizing benefits from recent footprint optimization efforts and operational improvement actions |
| 4 | Company specific growth opportunities such as aftermarket growth supported by an aging asset base, capacity additions, product innovation and end market growth, and product line growth |
| 5 | **Trading at approximately 9x EV/TTM EBITDA vs. peer average of 20x with a 1.1% forward dividend yield** |

## Long-Term Goals

**$2 Billion**
In Sales

**10%**
EBITDA, as defined Margin

**≤ 3x**
Net Debt Leverage

ParkOhio

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Cleveland, OH 44124
United States Of America
Phone: 440-947-2000