July 30, 2026

CARPENTER TECHNOLOGY CORPORATION

4th Quarter Fiscal Year 2026
Earnings Call

Cautionary Statement

Forward-looking statements

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Act of 1995. Forward-looking statements include, among other things, statements regarding guidance, outlook, targets, objectives, future operating performance, cash generation, capital allocation, market conditions and strategic initiatives. These forward-looking statements are subject to risks and uncertainties that could cause actual results to differ from those projected, anticipated, expected or implied. The most significant of these uncertainties are described in Carpenter Technology's filings with the Securities and Exchange Commission, including its report on Form 10-K for the fiscal year ended June 30, 2025, Form 10-Q for the fiscal quarters ended September 30, 2025, December 31, 2025, and March 31, 2026, and the exhibits attached to those filings. They include but are not limited to: (1) the cyclical nature of the specialty materials business and certain end-use markets, including aerospace, defense, medical, energy, transportation, industrial and consumer, or other influences on Carpenter Technology's business such as new competitors, the consolidation of competitors, customers, and suppliers or the transfer of manufacturing capacity from the United States to foreign countries; (2) the ability of Carpenter Technology to achieve cash generation, growth, earnings, profitability, operating income, cost savings and reductions, qualifications, productivity improvements or process changes; (3) the ability to recoup increases in the cost of energy, raw materials, freight or other factors; (4) domestic and foreign excess manufacturing capacity for certain metals; (5) fluctuations in currency exchange and interest rates; (6) the effect of government trade actions, including tariffs; (7) the valuation of the assets and liabilities in Carpenter Technology's pension trusts and the accounting for pension plans; (8) possible labor disputes or work stoppages; (9) the potential that our customers may substitute alternate materials or adopt different manufacturing practices that replace or limit the suitability of our products; (10) the ability to successfully acquire and integrate acquisitions; (11) the availability of credit facilities to Carpenter Technology, its customers or other members of the supply chain; (12) the ability to obtain energy or raw materials, especially from suppliers located in countries that may be subject to unstable political or economic conditions; (13) Carpenter Technology's manufacturing processes are dependent upon highly specialized equipment located primarily in facilities in Reading and Latrobe, Pennsylvania and Athens, Alabama for which there may be limited alternatives if there are significant equipment failures or a catastrophic event; (14) the ability to hire and retain a qualified workforce and key personnel, including members of the executive management team, management, metallurgists and other skilled personnel; (15) fluctuations in oil and gas prices and production; (16) the impact of potential cybersecurity incidents, ransomware attacks, operational technology disruptions, information technology failures, data security breaches and failures of third-party technology service providers; (17) the ability of suppliers, logistics providers and other supply-chain participants to meet obligations due to capacity constraints, transportation disruptions, geopolitical events, labor shortages or other factors; (18) the ability to meet increased demand, production targets or commitments; (19) the ability to manage the impacts of natural disasters, climate change, pandemics and outbreaks of contagious diseases and other adverse public health developments; (20) geopolitical, economic, regulatory and security risks relating to our global business, including international conflicts, military actions, diplomatic tensions, trade restrictions, sanctions, disruptions to transportation corridors and shipping routes, and changes in U.S. and foreign trade, tax and regulatory requirements; (21) challenges affecting the commercial aviation industry or key participants including, but not limited to production and other challenges at The Boeing Company; (22) the consequences of the announcement, maintenance or use of Carpenter Technology's share repurchase program; and (23) the ability to successfully execute major capital projects and brownfield expansion initiatives, including achieving expected costs, schedules, capacity additions, productivity improvements and returns on investment. Any of these factors could have an adverse and/or fluctuating effect on Carpenter Technology's results of operations. The forward-looking statements in this document are intended to be subject to the safe harbor protection provided by Section 27A of the Securities Act of 1933, as amended (the "Securities Act"), and Section 21E of the Securities Exchange Act of 1934, as amended. We caution you not to place undue reliance on forward-looking statements, which speak only as of the date of this presentation or as of the dates otherwise indicated in such forward-looking statements. Carpenter Technology undertakes no obligation to update or revise any forward-looking statements.

Non-GAAP and other financial measures

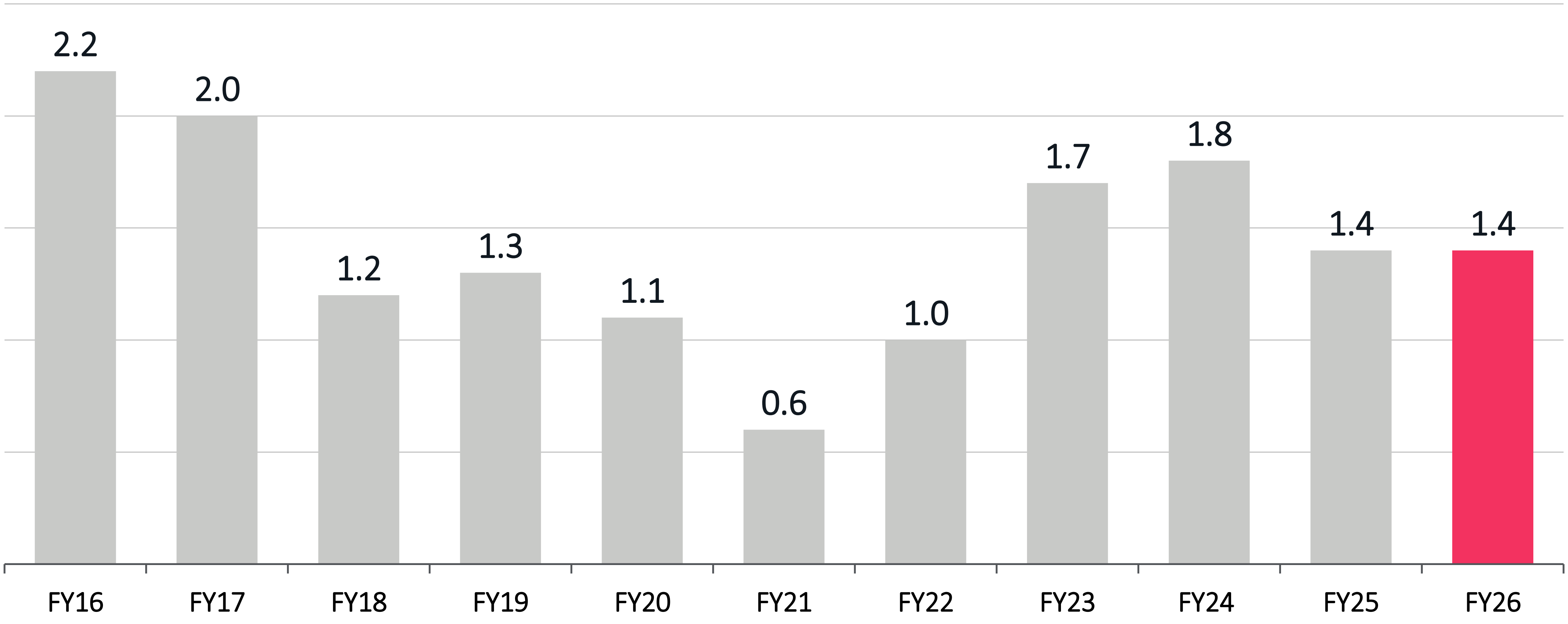
Financial information included in this presentation is unaudited. Some of the information included in this presentation is derived from Carpenter Technology's consolidated financial information but is not presented in Carpenter Technology's financial statements prepared in accordance with U.S. Generally Accepted Accounting Principles (GAAP). Certain of these data are considered "non-GAAP financial measures" under SEC rules. These non-GAAP financial measures supplement our GAAP disclosures and should not be considered an alternative to the GAAP measure. Reconciliations to the most directly comparable GAAP financial measures and management's rationale for the use of the non-GAAP financial measures can be found in the Appendix to this presentation.

4^{th} QUARTER FISCAL YEAR 2026

Tony Thene | Chairman, President and Chief Executive Officer

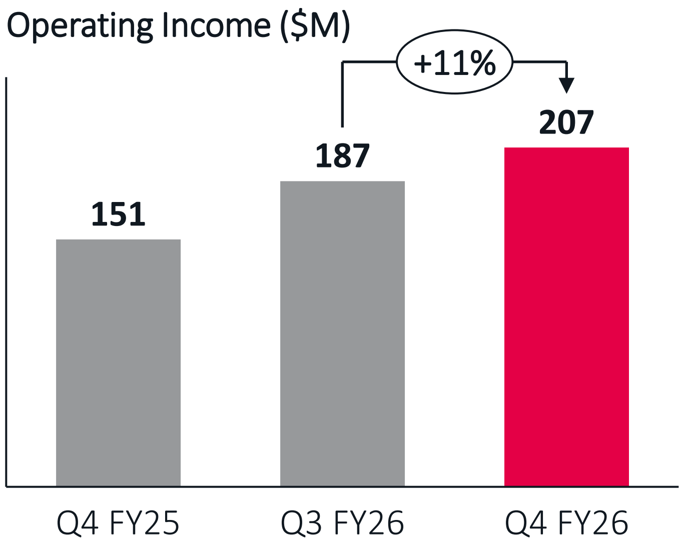
Safety is Our Highest Value

Total case incident rate



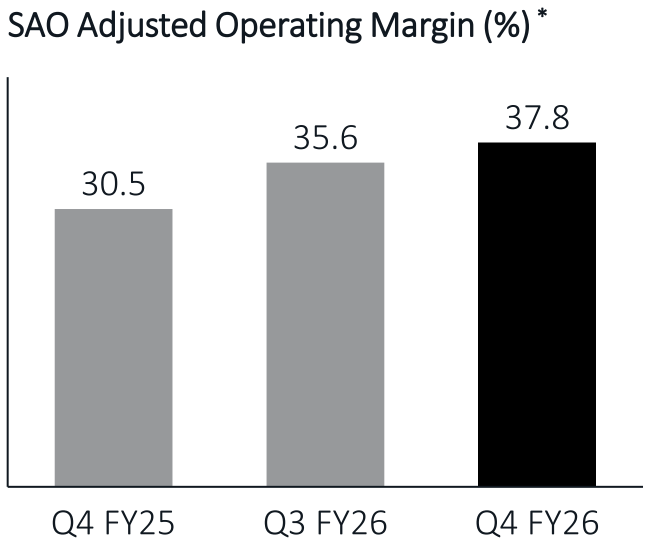
Quarter Performance: record operating income and operating margins

Strong execution delivering record quarterly profit



- Operating income up 11% over Q3 FY26, our previous record, and 37% over Q4 FY25

SAO continues to expand adjusted operating margins



- SAO operating income of $229.7 million, up 38% year-over-year
- Margin expansion from higher productivity, improving mix and pricing actions

Strong cash generation; continue to repurchase shares

Generated $155.0 million in adjusted free cash flow* in Q4 FY26

- Includes investments in brownfield capacity expansion project
- Expanding margins, improvements in working capital

Executed $45.2 million in share repurchases in Q4 FY26

- $281.0 million of stock repurchases completed to date against $400.0 million authorization

*Detailed schedule included in Non-GAAP Schedules in Appendix.

Fourth Quarter Fiscal Year 2026 Net Sales

MARKET	Q4-26 NET SALES EX. SURCHARGE ($M)*	% NET SALES EX. SURCHARGE	VS. Q3-26	VS. Q4-25
AEROSPACE & DEFENSE	$449.4	66%	↑ +3%	↑ +17%
MEDICAL	$54.1	8%	↑ +5%	↓ -30%
ENERGY	$39.2	6%	↓ -22%	↓ -12%
TRANSPORTATION	$22.6	3%	↑ +17%	↑ +3%
INDUSTRIAL & CONSUMER	$92.8	14%	↑ +19%	↑ +22%

Increasing sales in strengthening demand environment

- Aerospace demand remains robust, driven by increasing production rates and elevated MRO activity
- Continued strength in bookings for Aerospace and Defense customers
- New builds of industrial gas turbines (IGT) driving demand in energy market; decline in sales due to production timing
- Medical sales and bookings increasing as end-use market remains strong

*Excludes sales through Carpenter's Distribution businesses.

4th QUARTER FISCAL YEAR 2026 FINANCIAL OVERVIEW

Tim Lain | Senior Vice President and Chief Financial Officer

Income Statement Summary

$ millions, except per share amounts	Q4-26	Q3-26	Q4-25	SEQUENTIAL CHANGE	YEAR-OVER-YEAR CHANGE
Pounds (‘000)	59,578	53,474	48,746	6,104	10,832
Net Sales	851.0	811.5	755.6	39.5	95.4
Net Sales ex. Surcharge Revenue*	679.7	655.6	623.7	24.1	56.0
Gross Profit	268.9	251.8	213.9	17.1	55.0
Selling, General and Administrative Expenses	62.0	65.3	62.5	(3.3)	(0.5)
Operating Income	206.9	186.5	151.4	20.4	55.5
*Adjusted Operating Margin ex. Surcharge Revenue**	*30.4%*	*28.4%*	*24.3%*	*2.0%*	*6.1%*
Effective Tax Rate	20.7%	21.0%	19.7%	(0.3%)	1.0%
Net Income	162.4	139.6	111.7	22.8	50.7
Earnings per Diluted Share	$3.23	$2.77	$2.21	$0.46	$1.02
Adjusted Earnings per Diluted Share ex. Special Item*	$3.23	$2.77	$2.21	$0.46	$1.02

CARPENTER TECHNOLOGY

*Detailed schedule included in Non-GAAP Schedules in Appendix.

SAO Segment Summary

$ millions	Q4-26	Q3-26	Q4-25	SEQUENTIAL CHANGE	YEAR-OVER-YEAR CHANGE
Pounds ('000)	57,454	51,832	46,872	5,622	10,582
Net Sales	770.5	735.1	674.1	35.4	96.4
Net Sales ex. Surcharge Revenue*	607.4	585.0	548.0	22.4	59.4
Operating Income	229.7	208.0	167.0	21.7	62.7
*Adjusted Operating Margin ex. Surcharge Revenue**	*37.8%*	*35.6%*	*30.5%*	*2.2%*	*7.3%*

Q4-26 Business Results

- Net sales excluding surcharge increased 4% sequentially driven by Aerospace and Defense and Industrial and Consumer end-use markets
- Record operating income, up 10% sequentially, the result of higher productivity, mix management and realized benefits of pricing actions
- Record adjusted operating margin, the eighteenth consecutive quarter with margin expansion

Q1-27 Outlook

- Maintaining focus on increasing productivity while managing operating costs closely and optimizing product mix
- Anticipating ongoing strong demand and pricing environment partially offset by less available effective capacity uptime due to planned maintenance
- Q1-27 operating income expected to be in the range of $218 million to $222 million

CARPENTER TECHNOLOGY

*Detailed schedule included in Non-GAAP Schedules in Appendix.

PEP Segment Summary

$ millions	Q4-26	Q3-26	Q4-25	SEQUENTIAL CHANGE	YEAR-OVER-YEAR CHANGE
Pounds ('000)*	3,256	2,602	2,674	654	582
Net Sales	108.5	97.7	104.6	10.8	3.9
Net Sales ex. Surcharge Revenue**	98.2	90.6	97.1	7.6	1.1
Operating Income	7.1	6.7	11.7	0.4	(4.6)
*Adjusted Operating Margin ex. Surcharge Revenue***	*7.2%*	*7.4%*	*12.0%*	*(0.2%)*	*(4.8%)*

Q4-26 Business Results

- Net sales excluding surcharge up 8% sequentially reflecting increased sales in all end-use markets except Energy
- Sequentially, flat operating income

Q1-27 Outlook

- Continuing to drive actions to enhance productivity and throughput rates across manufacturing facilities while closely managing costs
- Q1-27 operating income expected to be $6 million to $7 million

*Pounds includes only Dynamet and Additive businesses.
**Detailed schedule included in Non-GAAP Schedules in Appendix.

Capital Allocation: Repurchasing shares while investing in brownfield capacity expansion

FY26 strong cash flow generation…

- Generated $605.0 million in cash from operating activities; $362.3 million in adjusted free cash flow*
- Higher earnings and focus on working capital management while increasing productivity drove cash from operating activities
- Spent $242.7 million in capital expenditures including brownfield capacity expansion

…While executing against planned capital allocation priorities…

- Repurchased $179.1 million of stock in FY26; to date total of $281.0 million of stock repurchases completed against $400.0 million authorization
- Funded consistent quarterly cash dividend
- Brownfield capacity expansion project is on schedule and on budget; equipment installation ongoing

…And maintaining healthy liquidity and strong balance sheet

- Liquidity remains healthy at $892.4 million including $393.3 million of cash and $499.1 million of available borrowings under Credit Facility
- Net Debt/EBITDA (0.3x) remains at historic lows with no near-term debt maturities

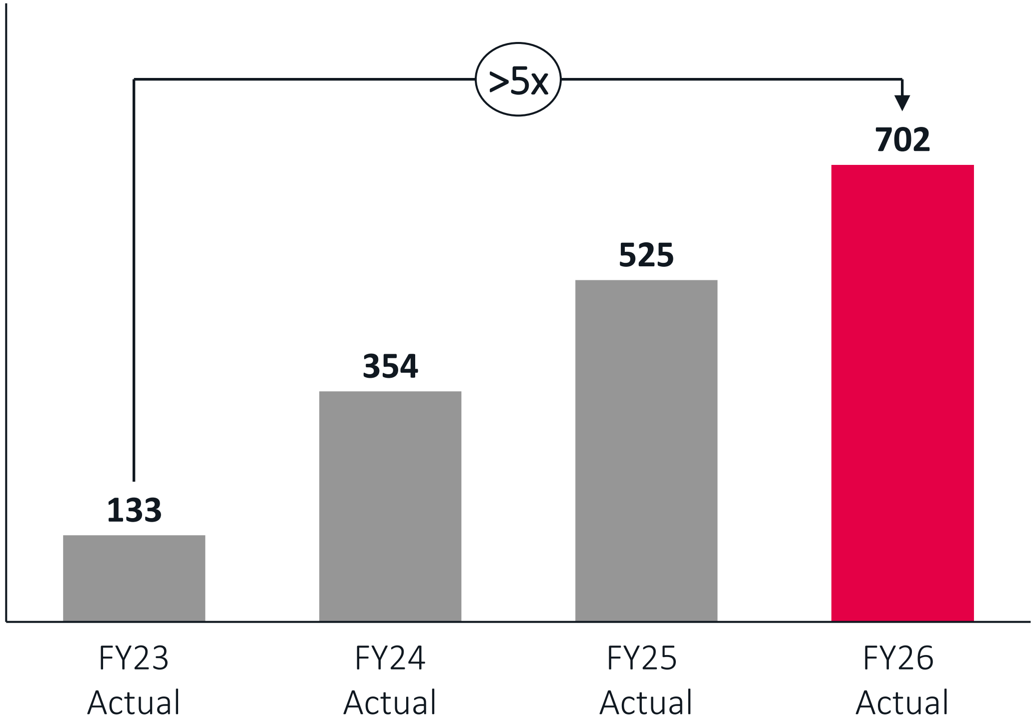
*Detailed schedule included in Non-GAAP Schedules in Appendix.

FISCAL YEAR 2026 RECAP & OUTLOOK

Tony Thene | Chairman, President and Chief Executive Officer

Fiscal Year 2026: Strong performance and meaningful shareholder return

Adj. Operating Income ($M)*



Delivered another significant record-breaking year for profitability

Expanded SAO adjusted margins to 37.8% in Q4 FY26 driven by focus on operational execution, production planning to optimize product mix and commercial discipline

Generated $362.3 million in adjusted free cash flow* for FY26, including investments in brownfield expansion

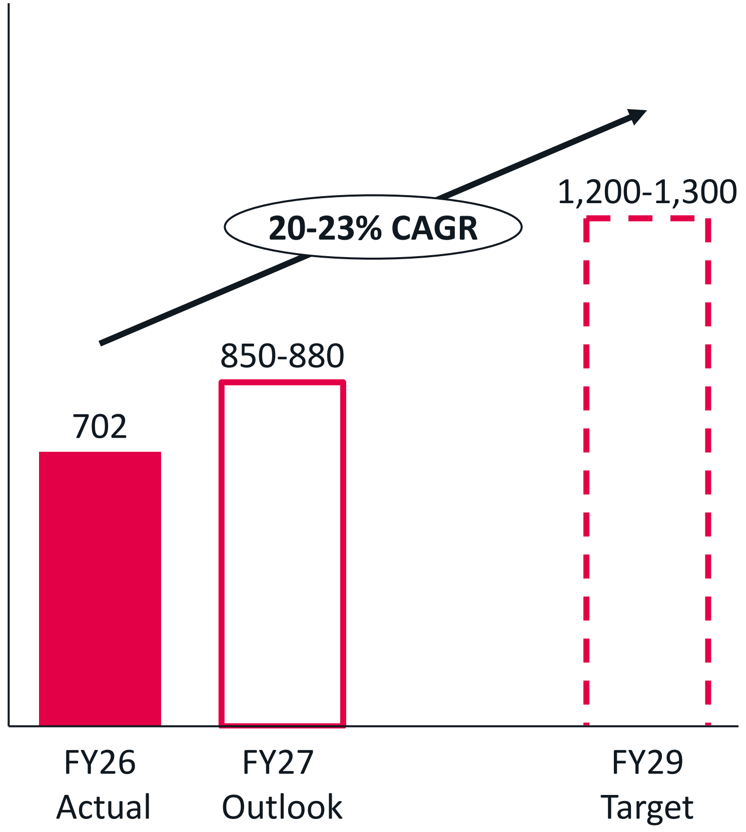
Progressed on brownfield capacity expansion project, with commissioning expected early in FY28

Returned cash to shareholders with $179.1 million in share repurchases and $40.3 million in annual dividends

*Detailed schedule included in Non-GAAP Schedules in Appendix.

Outlook: Strong growth over next several years

Operating Income ($M)



FY27 operating income outlook represents **21% to 25% increase** over record FY26

Demand continues to accelerate, especially in Aerospace and Defense end-use market

Volume, mix, and price drive **expanding margins in SAO**

Anticipate **$400 million to $430 million in adjusted free cash flow** in FY27

FY29 operating income target represents attractive, 3-year **20% to 23% earnings CAGR**

Brownfield capacity expansion expected to contribute beginning in FY28

FY29 is not the peak, with market dynamics continuing to strengthen and ongoing ramp of brownfield capacity expansion

RECORD FY26 PERFORMANCE

- Completed **record fiscal year** with Q4 profits up 37% year-over-year
- SAO continues to **expand operating margins**, reaching 37.8%, in Q4*
- Generated **meaningful adjusted free cash flow**: $362.3 million in FY26*
- Executed $179.1 million of **stock repurchases** in FY26

STRONG EARNINGS OUTLOOK

- FY27 operating income expected to be **21% to 25% higher** than record FY26 with **meaningful cash generation**
- **Brownfield capacity expansion** online in FY28, driving further growth
- FY29 target represents 3-year operating income CAGR of **20% to 23%;** target **not the peak** of earnings power

ATTRACTIVE LONG-TERM VIEW

- Operating in **accelerating demand environment**
- Offering **unique portfolio of specialized solutions** for high value, critical applications
- Strong balance sheet and cash flow generation enables **balanced approach to capital allocation**
- **Returning cash to shareholders** through a longstanding dividend and robust share repurchase program

*Detailed schedule included in Non-GAAP Schedules in Appendix.

APPENDIX OF NON-GAAP SCHEDULES

Selected Fiscal Year 2027 Guidance Assumptions

in millions	FY27 ESTIMATE	COMMENTS
Depreciation and Amortization	~$150	
Capital Expenditures	$355 - $375	Includes Brownfield capacity expansion project
Required Pension Contributions	$25	Minimum required pension contributions based on current actuarial estimates
Net Pension Expense	$6	$8 million will be included in operating income, balance reported in other (income) expense, net
Interest Expense	$21 - $25	Net of capitalized interest
Effective Tax Rate	20-22%	

Non-GAAP Schedules

Adjusted Operating Margin ex. Surcharge Revenue and Special Items

$ millions	Q4-26	Q3-26	Q4-25	FY26	FY25	FY24
Net Sales	851.0	811.5	755.6	3,124.2	2,877.1	2,759.7
Less: Surcharge Revenue	171.3	155.9	131.9	596.7	531.0	592.0
Net Sales ex. Surcharge Revenue	679.7	655.6	623.7	2,527.5	2,346.1	2,167.7
Operating Income	206.9	186.5	151.4	702.0	521.8	323.1
Special Items:						
Goodwill impairment	—	—	—	—	—	14.1
Restructuring and asset impairment charges	—	—	—	—	3.6	16.9
Adjusted Operating Income ex. Special Items	206.9	186.5	151.4	702.0	525.4	354.1
Operating Margin	24.3%	23.0%	20.0%	22.5%	18.1%	11.7%
Adjusted Operating Margin ex. Surcharge Revenue and Special Items	*30.4%*	*28.4%*	*24.3%*	*27.8%*	*22.4%*	*16.3%*

Management believes that removing the impact of raw material surcharge from operating margin provides a more consistent basis for comparing results of operations from period to period, thereby permitting management to evaluate performance and investors to make decisions based on the ongoing operations of the Company. In addition, management believes that excluding the impact of special items from operating margin is helpful in analyzing the operating performance of the Company, as these items are not indicative of ongoing operating performance. Management uses its results excluding these amounts to evaluate its operating performance and to discuss its business with investment institutions, the Company's board of directors and others.

There are no special items in FY23.

Non-GAAP Schedules

Adjusted Segment Operating Margin ex. Surcharge Revenue

$ millions	SAO Q4-26	SAO Q3-26	SAO Q4-25	PEP Q4-26	PEP Q3-26	PEP Q4-25
Net Sales	770.5	735.1	674.1	108.5	97.7	104.6
Less: Surcharge Revenue	163.1	150.1	126.1	10.3	7.1	7.5
Net Sales ex. Surcharge Revenue	607.4	585.0	548.0	98.2	90.6	97.1
Operating Income	229.7	208.0	167.0	7.1	6.7	11.7
Operating Margin	29.8%	28.3%	24.8%	6.5%	6.9%	11.2%
Adjusted Operating Margin ex. Surcharge Revenue	*37.8%*	*35.6%*	*30.5%*	*7.2%*	*7.4%*	*12.0%*

Management believes that removing the impact of raw material surcharge from operating margin provides a more consistent basis for comparing results of operations from period to period, thereby permitting management to evaluate performance and investors to make decisions based on the ongoing operations of the Company. Management uses its results excluding these amounts to evaluate its operating performance and to discuss its business with investment institutions, the Company's board of directors and others.

Non-GAAP Schedules

Adjusted Earnings per Diluted Share

$ millions, except per share amounts	Q4-26	Q3-26	Q4-25	FY26	FY25
Earnings per Diluted Share	$3.23	$2.77	$2.21	$10.52	$7.42
Net Income	162.4	139.6	111.7	529.8	376.0
Special Items, net of tax:					
Restructuring and asset impairment charges	—	—	—	—	2.7
Debt extinguishment losses	—	—	—	12.0	—
Special Items, net of tax:	—	—	—	12.0	2.7
Net Income Excluding Special Items	162.4	139.6	111.7	541.8	378.7
Adjusted Earnings per Diluted Share Excluding Special Items	$3.23	$2.77	$2.21	$10.76	$7.48

Management believes that earnings per share adjusted to exclude the impact of special items is helpful in analyzing the operating performance of the Company, as these items are not indicative of ongoing operating performance. Management uses its results excluding these amounts to evaluate its operating performance and to discuss its business with investment institutions, the Company's board of directors and others.

Non-GAAP Schedules

Adjusted Free Cash Flow

$ millions	Q4-26	Q3-26	Q2-26	Q1-26	FY26	FY25
Net Cash Provided from Operating Activities	240.1	193.5	132.2	39.2	605.0	440.4
Purchases of Property, Plant, Equipment and Software	(85.1)	(68.7)	(46.3)	(42.6)	(242.7)	(154.3)
Proceeds from Disposals of Property, Plant and Equipment, and Assets Held for Sale	—	—	—	—	—	1.4
Adjusted Free Cash Flow	155.0	124.8	85.9	(3.4)	362.3	287.5

Management believes that the adjusted free cash flow measure provides useful information to investors regarding the Company's financial condition because it is a measure of cash generated, which management evaluates for alternative uses.

The clerical accuracy of certain amounts may be impacted due to rounding.

Cash Flow & Liquidity Summary

$ millions	Q4-26	Q3-26	Q2-26	Q1-26	FY26	FY25
Net Income + Noncash Items	221.5	191.3	169.8	173.8	756.1	549.9
Inventory	16.8	(17.3)	(43.4)	15.6	(28.4)	(60.4)
Working Capital / Other	8.4	25.1	11.4	(144.3)	(98.9)	15.7
Total Net Working Capital / Other	25.2	7.8	(32.0)	(128.7)	(127.3)	(44.7)
Pension Plan Contributions	(6.6)	(5.6)	(5.6)	(5.9)	(23.8)	(64.8)
Net Cash Provided from Operating Activities	240.1	193.5	132.2	39.2	605.0	440.4
Purchases of Property, Plant, Equipment and Software	(85.1)	(68.7)	(46.3)	(42.6)	(242.7)	(154.3)
Proceeds from Disposals of Property, Plant and Equipment and Assets Held for Sale	—	—	—	—	—	1.4
Adjusted Free Cash Flow	155.0	124.8	85.9	(3.4)	362.3	287.5

$ millions	Q4-26	Q3-26	Q2-26	Q1-26	FY26	FY25
Cash	393.3	294.8	231.9	208.0	393.3	315.5
Available Borrowing Under Credit Facility	499.1	499.0	498.9	348.9	499.1	348.9
Total Liquidity	892.4	793.8	730.8	556.9	892.4	664.4

- Repurchased $45.2 million (100,000 shares) in Q4-26; $179.1 million (545,000 shares) in FY26; and $281.0 million (1,120,000 shares) to date under $400.0 million repurchase program
- Funded consistent quarterly cash dividend of $0.20 per share ($10.1 million)

The clerical accuracy of certain amounts may be impacted due to rounding.

Your trusted **partner in innovation.**

Carpenter Technology Corporation (NYSE: CRS) is a recognized leader in high-performance specialty alloy materials and process solutions for critical applications in the aerospace and defense, medical, and other markets. Founded in 1889, Carpenter Technology has evolved to become a pioneer in premium specialty alloys including nickel, cobalt, and titanium and material process capabilities that solve our customers' current and future material challenges.

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