

BARNES™



2024 Sustainability Report

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2024 Sustainability Report

We are excited to share our 2024 Sustainability Report. For more than ten years, Barnes has released an annual sustainability report demonstrating our commitment to our people, our environment, and our stakeholders. Over the years, we have experienced a steady reduction in greenhouse gas emissions and water usage, reflecting our ongoing efforts to operate more sustainably.

Barnes achieved multiple transformation and strategic growth milestones during 2024, including reshaping our portfolio, innovating our platforms, and achieving our most significant revenue in the Company's history. Several important milestones from 2024 are reflected in this Sustainability Report, including,

- The full integration of our 2023 MB Aerospace acquisition into the Barnes Aerospace portfolio;
- The divestiture of the Associated Spring and Hänggi businesses; and
- The announcement that Barnes entered into a definitive agreement to be acquired by Apollo Global Management Inc. funds. The transaction was completed in January 2025.

Each of these critical milestones has impacted the scope of our metrics, alignment of systems and standards across newly acquired businesses, and our strategy. We remain committed to unlocking Barnes' full potential by implementing the following growth vectors: Core Business Execution, Scale Barnes Aerospace, and Integrate, Consolidate & Rationalize Industrial. We are intensely focused on working together to drive enterprise value by delivering against Core Business Execution and generating Top Line, Bottom Line, and Pipeline growth in our businesses.

We are excited about the business transformation efforts and would like to recognize our associates from around the globe whose continuing commitment drives our innovation and success.

The Barnes Sustainability Committee



BARNES™

2024 Barnes at a Glance

Barnes leverages world-class manufacturing capabilities and market-leading engineering to develop advanced processes, automation solutions, and applied technologies for industries ranging from aerospace and medical & personal care to mobility and packaging. With a celebrated legacy of pioneering excellence, Barnes delivers exceptional value to customers through advanced manufacturing capabilities and cutting-edge industrial technologies. Barnes Aerospace specializes in the production and servicing of intricate fabricated and precision-machined components for both commercial and military turbine engines, nacelles, and airframes. Barnes Industrial excels in advancing the processing, control, and sustainability of engineered plastics and delivering innovative, custom-tailored solutions for industrial automation and metal forming applications.

\$1.6B

\$ Approximate Revenue

5,600

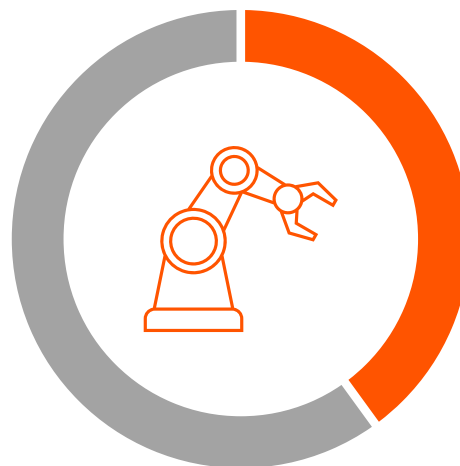
Employees

49

Manufacturing
Locations



≈60% Aerospace



≈40% Industrial

Our Commitment to Environmental Sustainability

In line with driving Top Line, Bottom Line, and Pipeline growth through core business execution, we continue to reduce the energy and water we use in our factories and the amount of industrial waste we generate from our manufacturing processes. This information is captured in our centralized sustainability reporting tool.

Barnes' 2024 Scope 1 & Scope 2 and water usage data was independently verified using a third-party resource.

Scope 1 & Scope 2 Greenhouse Gas Emissions*



Year	2020	2021	2022	2023	2024**
GHG Emissions (MT CO ₂ e)	48,680	48,880	47,080	45,300	51,267
Normalized GHG Emissions (MT CO ₂ e/M\$ Sales)	43.5	38.8	37.3	33.9	31.9

Water Usage*



Year	2020	2021	2022	2023	2024**
Water (m ³)	297,000	302,700	258,000	261,600	242,074
M ³ water/M\$ Sales	265	240	204	196	150

*Estimated emissions for facilities > 20,000 ft²; GHG Emissions for 2020-2021 revised to properly reflect renewable energy.

**2024 reporting includes the locations associated with the MB Aerospace acquisition Scope 1 & Scope 2 Greenhouse Gas Emissions and Water Usage data (excludes 2024 Associated Spring and Hänggi divestiture and immaterial company vehicle fleet emissions).



Our Commitment to Our People

Celebrating Our People

Our global workforce includes individuals with a wide range of backgrounds and a mix of talents and experiences. We strive to maintain a respectful and supportive global workplace where all employees are valued and encouraged to contribute, grow, and succeed in a safe and rewarding environment.

Our Dynamic Workforce

Our global and collaborative workforce fosters creativity and innovation, and our teams are committed to driving meaningful conversations that lead to tangible and sustainable outcomes.

29%

U.S.-based Employees Self-Identify as an Ethnicity Other Than White/Not Hispanic

31%

U.S.-based Leadership is Female

23%

Global Leaders are Female

Recognition

Acknowledging the unique contributions of our employees is essential to cultivating a respectful and collaborative work environment. The Barnes recognition programs are designed to highlight individual and team achievements that align with our company's values, promoting a culture where all employees feel valued and empowered.

888

Employees Recognized in 2024 Through the Barnes BRAVO Program

\$400,000

Total 2024 BRAVO Program Spend

17

Countries Represented in the Barnes BRAVO Program



Our Commitment to Our Communities

At Barnes, we believe that being a good corporate citizen begins with being a great community leader. This is why we encourage philanthropy, compassion, and change through our Barnes Group Foundation. The Barnes Group Foundation is committed to supporting education, the arts, civic, and youth activities, and health-related charities in the communities in which Barnes operates.

2024 Community Giving

\$376,00

Student Scholarship Program

\$71,051

Matching Gifts Program

\$374,467

All Charitable Giving
(Includes Company Match)

Barnes Group Foundation Scholarship Program

The Barnes Group Foundation has administered a Scholarship Program for its global employee workforce since 1976. Since then, we have provided over \$10 Million in scholarships, serving over 1,000 students.

Other Charitable Support

Our global workforce is empowered to identify and support local organizations in the communities in which they live and work. Across the globe, our facilities have supported local non-profit organizations through monetary donations, volunteer hours, food drives, clothing drives, and toy drives.

Note with respect to recent structural changes

On October 22, 2025, Barnes Group Inc. - which was acquired by funds managed by affiliates of Apollo (“the Apollo Funds”) in January - [announced](#) that it successfully separated into two companies, Barnes Aerospace and The Industrial Solutions Group, each with its own leadership team and capital structure. Note also, Barnes’ sale of Associated Spring and Hanggi to One Equity Partners closed on April 4, 2024, and its purchase of MB Aerospace closed on August 31, 2023 with full integration occurring throughout 2024. ***The disclosures provided below reflect the Organization as it existed at the conclusion of Barnes’ 2024 fiscal year, ending December 31, 2024.***

TCFD Index

Barnes has developed this document based on the recommendations set forth by the Task Force on Climate-related Financial Disclosures (TCFD) and is organized in order of the TCFD areas of focus: Governance, Strategy, Risk Management, and Metrics and Targets.

TCFD Recommendation	Barnes Disclosure	Disclosure Location
Governance		
a) Describe the board’s oversight of climate-related risks and opportunities.	<p>The Board of Directors is our highest governing body and is actively engaged in risk management oversight, succession planning, and corporate governance matters. With regard to ESG, in particular, the Board exercises governance over ESG through its three key standing committees.</p> <ul style="list-style-type: none"> The Audit Committee (as noted in its charter) reviews and discusses with management the ESG reporting process, climate related metrics, and management’s evaluation of the adequacy and effectiveness of controls for related disclosures. The Compensation and Management Development Committee (as noted in its charter) oversees the Company’s efforts to ensure Barnes is seeking, developing, and retaining human capital appropriate to support the ongoing transformation of the Company, drive business performance, foster diversity, equity, and inclusion across the organization, and support the successful execution of the Company’s growth strategy. The Corporate Governance Committee (as noted in its charter) exercises oversight over shareholder outreach and feedback with respect to ESG. <p>While risk management is the responsibility of the Company’s management team, the Board is responsible for oversight of the Company’s risk management activities generally. The Audit Committee has been designated by the Board to take the lead in overseeing risk management at the Board level and each of the committees of the Board are tasked with assisting the Board with the oversight of certain categories of risk management within their respective areas of responsibility. The Audit Committee has primary responsibility for reviewing and discussing the guidelines and policies that govern the processes by which the Company assesses and manages its exposure to risk, including the Company’s enterprise risk management program. The Audit Committee periodically meets with management and the Board of Directors to discuss these guidelines and policies and reviews and assesses management’s identification and assessment of major risk exposure and the manner in which risk is monitored and controlled in areas such as: external financial reporting and controls, litigation and compliance, safety, data protection and cybersecurity. The Audit Committee also reviews and discusses with management the ESG reporting process, climate related metrics and management’s evaluation of the adequacy and effectiveness of controls for related disclosures. In conducting the above, the Audit Committee considers the nature of the material risks the Company faces and the adequacy of the Company’s guidelines and policies to respond to and manage these risks. The Audit Committee receives updates from</p>	<p>2024 Proxy Statement</p> <p>2025 CDP Disclosure (available to the CDP Capital Markets Signatories)</p>

	management and others, including the Company's internal and external auditors and, in many instances, the discussion of these risk factors is integrated within the topics on the Board and committee agendas.	
b) Describe management's role in assessing and managing climate-related risks and opportunities.	<p>Barnes is committed to corporate responsibility and furthering environmental, social and governance (ESG) principles. We believe this allows us to create value for our stakeholders and is key to our success as a responsible and environmentally friendly organization. Since the launch of our company-wide ESG initiative in 2014, we continue to identify and implement ways in which we can benefit our customers, the environment, and society while executing our vision and strategy. This initiative is led by our Vice President of Health, Safety & Environmental Affairs (HSE) and ESG, with the full support of our Company's Senior Leadership Team and the Board of Directors.</p> <p>The ESG Steering Committee, consisting of members of the Senior Leadership Team, assesses and annually reports to the Board of Directors on the performance of the Company's ESG efforts. The Barnes ESG Steering Committee enlists the support of key leaders from within Barnes, including: Operations, HSE, Investor Relations, Legal, our Global Compliance Office, Supply Chain, Business Development, Finance, Human Resources, Marketing, Corporate Communications, and Internal Audit.</p>	2025 CDP Disclosure (available to the CDP Capital Markets Signatories)
Strategy		
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<p>In 2021, to better understand the climate-related risks and opportunities across our Company, we conducted our first climate scenario analysis. We assessed a limited set of risks under these scenarios: price of carbon (transition risk), water stress, temperature extremes, and average temperature (physical risks). We have identified climate-related risks and opportunities that were highlighted through our climate scenario analysis process with potential impact to our business over the short, medium, and long-term horizons.</p> <p>Weather-related events, natural disasters, political disruptions or wars involving oil-producing countries, changes in governmental policy concerning aircraft fuel production, changes in refining capacity, and other unpredictable events may result in future fuel supply shortages and fuel price increases. For example, widespread disruption to oil production, refinery operations and pipeline capacity in certain areas of the U.S. can impact the price of jet fuel significantly. In addition, our customers' and suppliers' facilities, as well as our own facilities, are located in areas that may be affected by natural disasters, including earthquakes, windstorms, droughts and floods, or by limited accessibility to sufficient water resources, which could cause significant physical damage and disruption to our equipment and facilities, as well as the infrastructure of our customers and suppliers, and, in turn, could have a material adverse effect on our business, financial condition, results of operations and cash flows.</p> <p>Our products and systems allow for optimized energy consumption, yielding enhanced production rates and efficiencies for our customers, including those customers engaged in the manufacturing of light-weight electric vehicle components and many other sustainability focused markets. Most notable is our recent introduction of Next Generation High Speed Stamping Manifolds for high volume commercial production of batteries used in cutting-edge electric vehicles. Also, its latest technology in stamping enables faster production speeds with longer tool life while consuming less energy. Our Barnes Aerospace divisions that manufacture new components are continuing their work with our aerospace customers to introduce component designs that will reduce the weight of the aircraft and engine parts. For airlines, reducing the weight of the aircraft or its engines through lower-weight parts and components drives lower fuel usage and lower carbon emissions. The projects are focused on reducing the weight of the components without sacrificing strength, durability, or safety. These lower-weight components will contribute to a reduction in fuel</p>	<p>Barnes 2023 10-K, pages 9, 11</p> <p>2025 CDP Disclosure (available to the CDP Capital Markets Signatories)</p>

	usage of the affected airplanes each year. In 2021, as an example, our Barnes Aerospace, Ogden, Utah location continued to work with several additional design refinements to reduce the weight of a complex structural assembly. Our other facilities are engaged with customers in similar design optimization activities to drive lower part weight and higher performance.	
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	<p>Climate change, or legal, regulatory or market measures to address climate change, may materially adversely affect our financial condition and business operations.</p> <p>A major catastrophe such as an earthquake, windstorm, drought, flood or other natural disaster, infectious disease outbreak, significant labor strikes, work stoppages, or political unrest, in any of the areas where we or our customers or key suppliers conduct operations could result in a prolonged interruption of our business. Any disruption resulting from these events could cause significant delays in the manufacture or shipment of products or the provision of repair and other services that may result in our loss of sales and customers.</p> <p>Although we have obtained property damage and business interruption insurance, our insurance will not cover all potential risks. The effects of climate change, including extreme weather events, long-term changes in temperature levels, water availability, supply costs impacted by increasing energy costs, or energy costs impacted by carbon prices or offsets may exacerbate these risks. Such disruptions could interrupt our ability to manufacture certain products and result in increased pricing, and could materially and adversely affect our business, financial condition, results of operations and cash flows.</p> <p>The Company continues to expand applied and fundamental research and development activities to generate a continuous flow of innovative new products and services for our customers. Focal areas include the development of new technology that significantly improves existing products, components, integrated systems and services, and the development of new applications for existing products and services. Our product development strategy is driven by product design teams and collaboration with our customers, particularly within Industrial's Molding Solutions and Automation businesses. Initial focus has been on four key technology platforms including digitalization, software, hardware and sensors, each of which we believe will be instrumental to the future success of the Company. These combined technologies are planned to be at the core of the next generation of products and services we bring to market. Investments in research and development are critical to our long-term growth, enabling us to meet changing customer and marketplace needs.</p> <p>Sustainability is an increased focus in all markets today. Automotive is just another example where customers are demanding more sustainable solutions. Synventive launched eGate Sync, a motion controller enabling the electrical movement of the valve gate. The eGate Sync offers injection molders a much faster "plug and play" installation on a hot runner. Unlike hydraulic or pneumatic systems, eGate Sync improves the process by leveraging electrical technology, resulting in higher quality parts with greater efficiency and reliability. The Priamus portfolio has always been at the forefront of offering intelligent process monitoring and closed-loop process control systems for injection molding. Our Priamus FILLCONTROL solution allows an injection molder to automatically balance inconsistencies in the molding process by reducing cavity-to-cavity variations. These auto-corrections are even more relevant when processing bio or regrind materials to control and balance viscosity variations. At the same time, this allows for the processing of regrind resins with a broader viscosity range. The ability to minimize personnel attendance to adjust the process – even with the complexity of high cavitation molding - is a clear benefit to customers.</p>	<p>Barnes 2023 10-K, pages 9, 11</p> <p>2025 CDP Disclosure (available to the CDP Capital Markets Signatories)</p>

c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<p>Our qualitative evaluation of climate scenarios included a 1.5-2°C low emissions scenario, and a moderate to high emissions scenario where the world has warmed more than 2°C above pre-industrial levels by the end of the century. Under the moderate to high scenario, droughts, wildfires, floods, and excessive rainfall occur more intensely and more frequently, and climate policy is less ambitious. In the low emissions scenario, global warming will be limited to rising well below 2°C, the effects of climate change remain manageable with proper prevention tactics, industries have evolved into a circular economy, and it is generally assumed that society acts rapidly to limit GHG emissions.</p> <p>Key outcomes for ongoing strategic conversations about Climate-related Risks and Opportunities as they relate to our relationship with automotive, aerospace and healthcare industries are:</p> <ul style="list-style-type: none"> • Of the two physical risk scenarios, the Moderate to High Emissions Scenario enhances Climate-related Physical Risks the most and has the greatest impact on business interruption due to temperature extremes, current water risk, and future water risk. • Of the two transition risk scenarios, the Low Emissions Scenario enhances Climate-related Transition Risks the most and has the greatest impact on operating costs of the due to increased Cost of Carbon. <p>We continue to evaluate and refine this climate scenario analysis and identify potential strategic changes for affected businesses and locations to address the plausible risks and opportunities identified in these scenarios. In addition to looking at strategies to mitigate plausible long-term climate risks and opportunities, we will continue to identify ways to conserve water, increase energy efficiency, and reduce waste as part of our pursuit of Operational Excellence. We keep health, safety, and environmental performance top of mind, and look to optimize process efficiency, while seeking opportunities to incorporate environmentally beneficial technology in our facility expansions and operational improvement projects.</p>	<p>Barnes 2023 10-K, pages 9, 11</p> <p>2025 CDP Disclosure (available to the CDP Capital Markets Signatories)</p>
Risk Management		
a) Describe the organization's processes for identifying and assessing climate-related risks.	<p>Increased operating costs and business interruption are risks to Barnes; hence, the questions used to guide the climate scenario analysis are listed below:</p> <ul style="list-style-type: none"> • "Will there be a climate-related increase in business interruptions across operations?" • "Will there be increased climate related operating costs?" • "How will 'Net Zero' commitments by our customers impact our cost of doing business?" • "How will shifting airline passengers to less carbon intensive transportation modes impact Aerospace?" • "How will single-use-plastics bans (EPR Laws) impact Molding Solutions?" • "How will the emergence of Electric Vehicles (EVs) impact our business with Automotive customers?" • "How will increased human health challenges impact our business with Health Care customers?" 	<p>Barnes 2023 10-K, pages 9, 11</p>

b) Describe the organization's processes for managing climate-related risks.	<p>Barnes evaluates and manages environmental risks in accordance with its Health, Safety and Environmental Affairs (HSE) Management System and as part of its enterprise risk management (ERM) program. The HSE management system is consistent with our commitment to worker health and safety and to environmental protection, as well as prevailing regulatory frameworks in place around the globe, and ESG has been identified as an enterprise risk and assessed based on impact and likelihood by our Risk Council as part of their annual enterprise risk survey. The Risk Owner is responsible for identifying mitigation strategies, coordinating implementation of those strategies across the enterprise, and reporting progress to the Council and Board. Furthermore, when evaluating longer-term social and environmental issues that may impact our business, such as climate change, we apply the precautionary approach. The Company is also striving to reduce its environmental footprint, using less water and encouraging recycling within its operations. We believe the precautionary approach will help us reduce our environmental footprint and yield a more sustainable world consistent with our Values.</p>	2025 CDP Disclosure (available to the CDP Capital Markets Signatories)
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	<p>Through our existing enterprise risk management process, Barnes manages a broad range of risks related to our business and the industries in which we operate, including risks related to climate change, and legal, regulatory and market measures to address climate change.</p>	2025 CDP Disclosure (available to the CDP Capital Markets Signatories)
Metrics and Targets		
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<p>Our climate-related metrics, Emissions and Water, can be found in our 2024 Environmental, Social and Governance Report.</p>	2024 Sustainability Report (page 4)
b) Disclose Scope 1, 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<p>The GHG emissions reported are measured in metric tonnes of carbon dioxide equivalents (MT CO₂e) and include natural gas used in our facilities (Scope 1) and indirect emissions from grid electricity (Scope 2). We have determined that fleet emissions from company vehicles are not material and are therefore not included in the Scope 1 emissions reported.</p>	2025 CDP Disclosure (available to the CDP Capital Markets Signatories)
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<p>We are mindful of our potential environmental footprint and seek continuous improvement opportunities to reduce our impact, particularly our energy and water usage, as well as our waste. Barnes is working to reduce the energy and water we use in our factories, and the amount of industrial process waste we generate from our manufacturing operations. The Barnes HSE Standards define the metrics and supporting documentation to be reported by all non-office locations greater than 20,000 ft² using our centralized HSE information system. To ensure accuracy in reporting, select data is audited by our Internal Audit Department (IAD) and our centralized HSE information system stores an electronic audit trail for our data. Given the interests and inquiries expressed by our stakeholders, we have prioritized the disclosure of energy (Scope 1 and Scope 2 GHG emissions) and water usage.</p>	2025 CDP Disclosure (available to the CDP Capital Markets Signatories)