



BARNES
AEROSPACE

ESG Steering Committee Charter

Approval Date: February 9, 2026
Owner: ESG Steering Committee

1. Purpose

The Barnes Aerospace ESG Steering Committee (the “Committee”) assists the Company’s Board of Directors (the “Board”), as well as the Chief Executive Officer in administering the Company’s environmental, social, and governance (“ESG”) objectives.

2. Structure and Operations

The Committee shall be comprised of Chief Financial Officer, Chief Operations Officer, Vice President, Human Resources, and the General Counsel & Compliance.

In fulfilling its responsibilities, the Committee may, from time to time, enlist the support of key leaders within Barnes Aerospace including members from the following functional and operational teams:

- Operations
- Health, Safety and Environmental Affairs
- Human Resources
- Marketing & Communications
- Supply Chain
- Business Development
- Legal & Compliance

3. Meetings

The Committee will hold regular meetings on a quarterly basis and will hold special meetings when requested by any member of the Committee, or directed by the Board, Apollo, or the Company’s Chief Executive Officer.

4. Responsibilities and Duties

The Committee, consistent with the Barnes Aerospace Values, will provide oversight, guidance, and strategic direction with respect to the Company’s ESG priorities, including:

- Overseeing and advising on global public policy trends, legislative and regulatory developments, stakeholder expectations, and emerging issues relating to ESG matters that may impact the Company’s strategy, operations, or reputation.
- Recommending and supporting actions that the Company may take to advance its ESG strategy and initiatives and address ESG risks
- Fostering the Company’s progress toward its diversity and inclusion goals, policies and practices
- Assisting the Board in its oversight of ESG-related risks and opportunities



Release Date: February 9, 2026

Owner: Compliance Committee

- Periodically reviewing and evaluating the Company's ESG performance, including progress against goals and benchmarks
- Reviewing the Company's human rights and workplace practices, including how the Company demonstrates respect for human and workplace rights within its operations, supply chain, and in the communities in which we operate
- Annually assessing and reporting to the Board on the performance of the Company's ESG efforts
- Reviewing the Company's policies and practices related to corporate philanthropy
- Preparing and publishing the Company's Sustainability Report

The foregoing responsibilities are intended to serve as a framework to guide the Committee's activities. The Committee may carry out additional functions and adopt additional policies and procedures as may be appropriate considering evolving business, legislative, regulatory, legal, and other conditions. The Committee will also carry out other responsibilities as may be delegated to it by the Board, Apollo, or the Company's Chief Executive Officer.

5. References

- Code of Business Ethics and Conduct



BARNES[™]
AEROSPACE

Compliance Committee Charter

Release Date: February 9, 2026

Owner: Compliance Committee