BARNES™ AEROSPACE



2025 Sustainability Report

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2025 Sustainability Report

We are excited to share our 2025 Sustainability Report, the first issued by Barnes Aerospace as a standalone company following its separation from the former Barnes Industrial business. This report marks an important milestone in our evolution and establishes a sustainability baseline aligned with our Company's current business footprint, operations, and organizational structure.

For more than a decade, Barnes had issued annual sustainability reports reflecting our commitment to its people, the environment, and its stakeholders. We are proud to build upon that legacy as an independent aerospace business. As we move forward as one Barnes Aerospace, this report provides a foundation for measuring progress, identifying opportunities for improvement and advancing our sustainability priorities in support of our employees, customers, communities, and stakeholders.

In 2025, Barnes Aerospace achieved multiple transformation and strategic growth milestones, including reshaping our portfolio and innovating our platforms. Several important developments from 2025 are reflected in this Sustainability Report, including:

- The successful acquisition of Barnes by funds managed by Apollo Global Management, Inc., completed in January 2025.
- Barnes Aerospace's acquisition of the East Hartford, Connecticut facility, enhancing our offering across the aeroengine value chain by expanding capabilities in flight-safety-critical components and assemblies, completed in August 2025.
- The separation of Barnes into two companies – Barnes Aerospace and The Industrial Solutions Group, each with its own leadership team and capital structure, completed in October 2025.

Together, these developments have shaped the scope of our metrics, the alignment of systems and standards across newly acquired businesses, and our sustainability strategy. As we continue our transformation, we are committed to positioning Barnes Aerospace as a growth-leading partner of choice for complex aero engine component engineering, manufacturing, and repair—recognized for innovation, operational excellence, engineering quality, and reliability.

We are excited about the business transformation efforts and are grateful to our associates around the world. Their continued commitment drives our innovation, strengthens our performance, and supports the long-term success of Barnes Aerospace.

The Barnes Aerospace Sustainability Committee

Forward-Looking Statements
Certain statements in this report address future expectations and events, qualifying as forward-looking statements. These may include terms such as "believes," "expects", "may," "will" or similar expressions. Such statements are subject to risks, uncertainties, and unforeseen changes that may cause actual outcomes to differ from projections. While Barnes Aerospace bases these statements on reasonable assumptions, we caution that results may vary due to various factors. The information in this Sustainability Report is not intended as, and should not be construed as, marketing or advertising directed at consumers in connection with the promotion, sale or supply of any product or service.

2025 Barnes Aerospace at a Glance

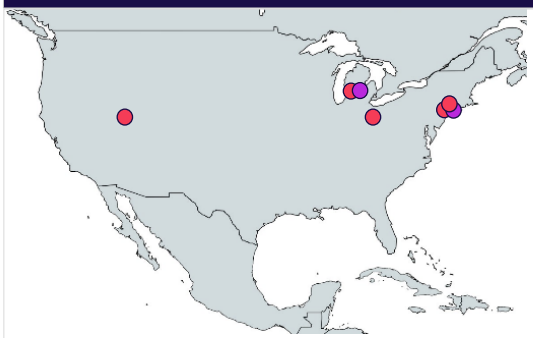
Barnes Aerospace is a premier provider for the full life-cycle supply and repair of complex aero engine components from fan to exhaust. The Barnes Aerospace global facility footprint provides responsive component repair and overhaul (CRO) services for both commercial and defense aero engine platforms and provides high-value solutions to major OEMs, MROs, and airlines. In addition, Barnes manufactures critical engine components with leading precision machining, fabrication, and assembly capabilities, earning its reputation as a trusted supply chain partner to major OEMs.

3,000
Employees

17
Manufacturing Sites

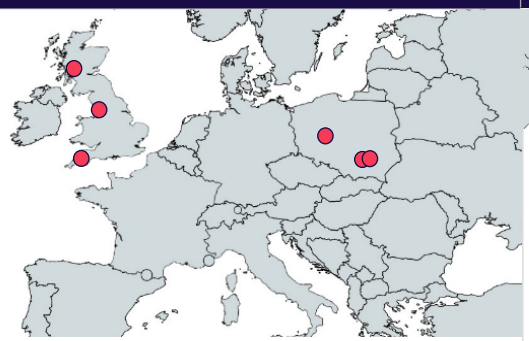
Global OEM and Aftermarket Component Repair & Overhaul (CRO) Footprint

North America – 7 Sites



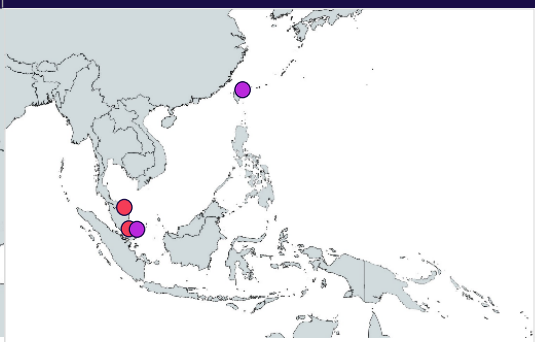
- **East Granby OEM** – *Connecticut, USA*
- **East Granby CRO** – *Connecticut, USA*
- **East Hartford** – *Connecticut, USA*
- **Warren OEM & CRO** – *Michigan USA*
- **Ogden** – *Utah, USA*
- **Lansing** – *Michigan USA*
- **West Chester OEM & CRO** – *Ohio, USA*

Europe – 6 Sites



- **Rzeszów** – *Rzeszow, PL*
- **Newton Abbot** – *Devon, UK*
- **Motherwell** – *Lanarkshire, UK*
- **Burnley** – *Lancashire, UK*
- **BA Technologies** – *Kalisz & Tajęcina, PL*

Asia – 4 Sites



- **Singapore OEM & CRO** – *Singapore*
- **Malaysia** – *Malaysia*
- **Taoyuan CRO** – *Taiwan*

OEM facilities

CRO facilities

Our Commitment to Environmental Sustainability

We value our environment, including the places where we work and live, and we innovate to make our business processes sustainable. We believe our people and our Company thrive in a healthy environment, and we are responsible for proactively mitigating environmental and safety risks, minimizing pollution, and ensuring that our operations protect the well-being of our employees and the communities in which we operate. Environmental data are collected through our centralized sustainability reporting tool.

The 2025 reporting boundary includes all Barnes Aerospace operating locations, including our East Hartford, Connecticut operations acquired in August 2025. Scope 1 and Scope 2 greenhouse gas emissions[1] exclude immaterial[2] company vehicle fleet emissions.

Barnes Aerospace's 2025 Scope 1 & Scope 2 greenhouse gas emissions were reviewed and verified by an independent third-party consultant.

2025 Scope 1 & Scope 2 Greenhouse Gas Emissions[1]

Market-based total with location-based Scope 2 disclosure

tCO_2e = metric tonnes of carbon dioxide equivalent

CO_2

48.6K

Total Scope 1 + Scope 2 emissions

48,687.99 tCO_2e, market-based

S2

93.8%

of market-based emissions came from

45,675.52 tCO_2e

$1M

46.29

tCO_2e per $1M revenue

GHG emissions intensity

S1

3,012.47

tCO_2e Scope 1 emissions

Direct emissions from owned or controlled sources

GRID

42.1K

tCO_2e Scope 2 location-based

Shown for transparency; total and intensity are calculated using market-based Scope 2 emissions.

[1]Scope 1 includes direct greenhouse gas emissions from sources owned or controlled by the Company.
Scope 2 includes indirect greenhouse gas emissions associated with the Company's purchased electricity, steam, heating, and cooling.
[2]Immaterial as defined by the Greenhouse Gas Protocols

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. The Barnes Aerospace Talent Management System (TMS) is designed to drive alignment across our talent systems, processes, tools and programs to enable organizational effectiveness and accelerate business outcomes.

The TMS framework focuses on five key areas (pillars)—Attract, Perform, Develop, Engage and Recognize—all supported by tools and processes that our employees, managers and leaders can use to support their own professional growth and development, as well as leverage to make better talent management decisions that promote and cultivate an agile, high-performance organization.

Barnes Aerospace Talent Management System				
Attract	**Perform**	**Develop**	**Engage**	**Recognize**
Processes and tools available to employees and management that support and facilitate the planning and effective recruiting, hiring and on-boarding of our employees, and workplace productivity, efficiency and innovation.	Processes and tools that help our employees fully leverage and utilize their skills and capabilities to perform at their best and contribute meaningfully to achieving the goals and objectives of the business.	Processes and tools that support the growth and development of our employees through on-going training, skill-building and upskilling, assessment, career planning and development, and enrichment opportunities	Programs, surveys and tools that support employee engagement and involvement across the Company and in the communities in which our employees work and live.	Processes and programs used to recognize and reward our employees and facilitate their on-going engagement and aligned with our "pay-for-performance" philosophy. Our compensation programs are designed to align employee compensation with the Company's performance, and provide the fair and proper incentives to attract, retain and motivate employees to achieve superior results for both short-term and long-term performance.

Recognition*

Acknowledging the unique contributions of our employees is essential to cultivating a respectful and collaborative work environment. A critical component of the Recognize pillar of our Talent Management System, the Barnes Aerospace 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.

519

Employees Recognized in 2025 Through the Barnes Aerospace BRAVO Program

$279,000

Total 2025 BRAVO Program Spend

6

Countries Represented in the Barnes Aerospace BRAVO Program

*This year's report removes former Barnes Industrial awards.

Our Commitment to Our Communities

At Barnes Aerospace, 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 Aerospace Foundation. The Barnes Aerospace Foundation is committed to supporting education, the arts, civic, and youth activities, and health-related charities in the communities in which Barnes Aerospace operates.

2025 Community Giving

$424,000	$65,000	$715,000
Student Scholarship Program	Matching Gifts Program	All Charitable Giving (Includes Company Match)

Barnes Aerospace Foundation Scholarship Program

The Barnes Aerospace Foundation has administered a Scholarship Program for its global employee workforce since 1976. Since then, we have provided more than $10.3 million in scholarships, serving over 1,100 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 nonprofit 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 2025 - announced that it successfully separated into two companies, Barnes Aerospace and The Industrial Solutions Group, each with its own leadership team and capital structure. ***The information provided below reflects the organization as it existed at the conclusion of Barnes Aerospace's 2025 fiscal year, ending December 31, 2025.***

TCFD Index

Barnes Aerospace 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
Governance	
a) Describe the board's oversight of climate-related risks and opportunities.	The Board provides oversight of climate-related risks and opportunities through its Audit Committee, consistent with the Audit Committee Charter. As part of this oversight, the Audit Committee reviews and discusses ESG reporting, climate-related metrics, and management's evaluation of the adequacy and effectiveness of the ESG program. Management periodically reports relevant ESG and climate-related matters to the Audit Committee. These updates may include climate-related metrics, regulatory developments, customer requirements, reporting considerations, and other sustainability matters that may affect Barnes Aerospace's operations, compliance obligations, or business priorities. The Board's oversight is supported by executive-level governance through the ESG / Sustainability Steering Committee, which is made up of members of the Executive Leadership Team. The Steering Committee is responsible for overseeing ESG and sustainability priorities, including climate-related risks and opportunities, and for supporting alignment across relevant business functions.
b) Describe management's role in assessing and managing climate-related risks and opportunities.	Management is responsible for assessing and managing climate-related risks and opportunities as part of Barnes Aerospace's sustainability, compliance, operational, and business planning processes. Management-level oversight is provided through the ESG / Sustainability Steering Committee, which is made up of members of the Executive Leadership Team. The Steering Committee reviews ESG and sustainability priorities, including climate-related risks and opportunities, regulatory developments, customer expectations, operational resilience, and related reporting matters. The Steering Committee is supported, as needed, by functional leaders and working-level resources, including representatives from Operations, HSE, Legal & Compliance, Supply Chain, Business Development, Finance, Human Resources, Marketing, and Corporate Communications. These functions support the identification, assessment, monitoring, and management of climate-related matters within their respective areas of responsibility. Management periodically reports relevant ESG and climate-related matters to the Audit Committee, consistent with the Audit Committee Charter, including updates on climate-related metrics, applicable disclosure controls, regulatory developments, and customer requirements.

Strategy	
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Barnes Aerospace, as a newly separated and stand alone company is in the process of identifying climate-related risks and opportunities that may affect the business over short-, medium-, and long-term time horizons, including transition risks, such as potential increases in energy costs, carbon-related costs, customer sustainability requirements, and evolving regulatory expectations, as well as physical risks, including extreme weather events, water stress, temperature extremes, droughts, floods, and other natural disasters that could affect Barnes Aerospace facilities, customers, suppliers, or transportation networks. Barnes Aerospace also recognizes climate-related opportunities are associated with product innovation, operational efficiency, and customer demand for lighter and more efficient aerospace components. Barnes Aerospace continues to work with customers on component designs that support reduced weight, improved performance, and lower fuel usage, while maintaining strength, durability, quality, and safety requirements. The Company's maintenance, repair and overhaul capabilities may also support customer sustainability objectives by extending the useful life of aerospace components, supporting repair over replacement where technically appropriate, reducing material intensity, and improving lifecycle efficiency.
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Climate-related risks and opportunities may affect Barnes Aerospace's business, operations, supply chain, customer requirements, cost structure, and long-term planning. Physical climate risks, including severe weather, flooding, drought, water stress, and temperature extremes, could disrupt operations, delay production or shipment of products, affect suppliers or customers, increase operating costs, or require additional business continuity planning. Transition-related risks, including legal, regulatory, customer, and market measures intended to address climate change, may also affect business planning, capital investments, operating costs, and customer expectations. Barnes Aerospace considers these risks and opportunities as part of its sustainability, compliance, operational, and business planning processes. Climate-related opportunities are also relevant to Barnes Aerospace's strategy. These include opportunities to support customers through product design, component weight reduction, process efficiency, waste reduction, energy efficiency, and other operational improvements that may reduce resource use, improve lifecycle efficiency, or support customer requirements.
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Barnes Aerospace, as a newly separated and stand-alone company, is evaluating whether to conduct a climate-related risks and opportunities review using climate scenario analysis. Barnes Aerospace may ultimately decide not to conduct such analysis. If one were conducted however, such analysis would include a low-emissions scenario generally aligned with limiting global warming to well below 2°C and a moderate-to-high-emissions scenario in which physical climate impacts become more frequent or severe. Under a moderate-to-high-emissions scenario, physical risks such as drought, flooding, excessive rainfall, wildfires, water stress, and temperature extremes may increase the potential for operational disruption, facility impacts, supply chain challenges, and higher operating costs. Under a low-emissions scenario, transition risks may increase, including potential costs associated with carbon pricing, energy transition requirements, regulatory expectations, and customer sustainability commitments. Barnes Aerospace is evaluating whether updates or refinements are appropriate in light of current operations, customer expectations, regulatory developments, and available data. The Company also continues to identify ways to conserve water, increase energy efficiency, reduce waste, improve process efficiency, and incorporate environmentally beneficial practices into facilities, operational, and improvement projects where appropriate.

Risk Management	
a) Describe the organization's processes for identifying and assessing climate-related risks.	Barnes Aerospace identifies and assesses climate-related risks through its sustainability, compliance, HSE, operational, and business review processes. The Company considers both physical risks, such as business interruption, water stress, temperature extremes, and severe weather, and transition risks, such as changing customer expectations, regulatory developments, energy costs, carbon-related costs, and market shifts. In assessing climate-related risks, the Company considers whether climate-related events could increase business interruptions, whether climate-related developments could increase operating costs, whether customer sustainability commitments could affect the cost of doing business, and whether shifts in the aerospace market could affect demand for products or services. Barnes Aerospace also uses internal data collection and reporting processes, together with external support from a third-party vendor, to help evaluate ESG and climate-related data, reporting readiness, and areas where additional review or refinement may be appropriate.
b) Describe the organization's processes for managing climate-related risks.	Barnes Aerospace manages climate-related risks through its Health, Safety and Environmental Affairs management system, sustainability initiatives, compliance processes, operational controls, business continuity planning, and ESG reporting review processes. The HSE management system supports the Company's approach to worker health and safety, environmental protection, and compliance with applicable regulatory requirements. Management and relevant functional leaders are responsible for identifying potential mitigation actions, coordinating implementation within their areas of responsibility, and monitoring progress. The Company also works with a third-party vendor to support ESG and climate-related data review, reporting readiness, and identification of potential gaps or improvement opportunities. Barnes Aerospace seeks to improve environmental performance through specific operational actions, including energy efficiency initiatives, water-use review, recycling, waste reduction, and operational improvements that support responsible manufacturing practices. When evaluating longer-term environmental issues that may affect the business, including climate change, the Company considers prudent risk mitigation and prevention measures intended to support operational resilience, regulatory compliance, customer commitments, and responsible operations.
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Barnes Aerospace integrates climate-related risk considerations into its sustainability, compliance, HSE, operational, and business planning processes. Climate-related risks are considered alongside other business risks that may affect operations, supply chain performance, customer requirements, regulatory compliance, cost structure, and long-term business priorities. Relevant functional and site-level leaders support the identification, assessment, and management of climate-related risks within their respective areas of responsibility. Management-level oversight is provided through the ESG / Sustainability Steering Committee, with relevant matters periodically reported to the Audit Committee consistent with the Audit Committee Charter. The Company's work with a third-party vendor also supports ongoing review of ESG and climate-related reporting practices, data readiness, and potential areas for process improvement.

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.	Barnes Aerospace uses environmental metrics to support the review of climate-related risks and opportunities, including energy usage and Scope 1 and Scope 2 greenhouse gas emissions. These metrics support the Company's evaluation of operational efficiency, environmental performance, and sustainability-related reporting.
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks.	Barnes Aerospace reports greenhouse gas emissions in metric tonnes of carbon dioxide equivalents. Reported emissions include direct emissions associated with natural gas used in facilities, reported as Scope 1 emissions, and indirect emissions associated with purchased electricity, reported as Scope 2 emissions. The Company continues to evaluate the relevance, availability, and quality of emissions data, including whether additional categories of emissions data may be appropriate for future review or reporting. This work supports the Company's understanding of related risks, including energy cost volatility, regulatory developments, customer expectations, and operational efficiency opportunities.
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Barnes Aerospace tracks energy usage, Scope 1 and Scope 2 greenhouse gas emissions, and water usage to support internal review of environmental performance and identify potential improvement opportunities. The Company's HSE Standards define applicable metrics and supporting documentation to be reported by covered non-office locations using the Company's centralized sustainability reporting tool. Barnes Aerospace is working to align its ESG and climate-related reporting practices with applicable sponsor-level sustainability expectations, including expectations related to environmental data collection, reporting consistency, and performance monitoring. The Company continues to evaluate how these expectations should be translated into site-level and business-level actions, metrics, and controls. Internal review processes, system controls, and support from a third-party vendor are used to help improve the accuracy, consistency, and readiness of reported ESG and climate-related data.