



Supplier Code of Conduct

At Barnes, we partner with Suppliers who share in our Values and our commitment to Integrity. Barnes has relaunched its Code of Business Ethics and Conduct for Suppliers (the “Supplier Code”) to better align with Barnes’ Values, and our customers’ and stakeholders’ expectations. The [Supplier Code](#) requires that all suppliers and partners adhere to the Supplier Code and the Barnes Code of Conduct by ensuring the safety, security, and fundamental human rights of their employees while taking steps to safeguard the environment.

Health, Safety, and Environmental Affairs (HSE)

Barnes is committed to promoting and maintaining a safe workplace for our employees and strives to ensure that all aspects of our operations are conducted in conformance with applicable laws and regulations, as well as with all of our corporate policies pertaining to workplace safety and protection of the environment. At the corporate level, Barnes maintains a global Health, Safety, and Environmental Affairs (HSE) program which focuses on promoting employee safety throughout the enterprise. In certain cases, the Company or its strategic business units (SBUs) may establish more stringent requirements as policies, procedures, or directives. At the corporate level, these requirements are documented as Barnes HSE Standards.

The Barnes HSE Standards are consistent with our commitment to worker health and safety and to environmental protection, as well as prevailing regulatory frameworks in place around the globe. All locations are required to meet local laws and regulations, or the Barnes HSE Standards, whichever are more stringent. Furthermore, our internal corporate HSE audit program measures and monitors progress using standard protocols, ensuring that actions are tracked to closure and results are communicated to Senior Leadership.

Our past and present business operations require the use and handling of chemicals and hazardous products that are subject to extensive environmental laws and regulations pertaining to the discharge of materials into the environment, the disposal of wastes, and the use, shipping, labeling, and storage of chemicals and hazardous materials. We closely monitor hazardous waste management and environmental permitting and reporting requirements to ensure compliance with applicable laws while striving to minimize the environmental impact of our operations through our management systems approach to HSE.

Across the globe in 2022, Barnes had two HSE non-conformances for which penalties were paid. These deficiencies were related to electrical safety, and the presence of an unauthorized chemical in a wastewater discharge. Each deficiency was corrected in a timely fashion to the satisfaction of the governing agencies. Our goal continues to be to eliminate HSE non-compliance.

HSE Regulatory Compliance		
2022	Electrical, Wastewater	\$12,045
2021	None Reported	\$0
2020	None Reported	\$0
2019	Air Compliance	\$4,918

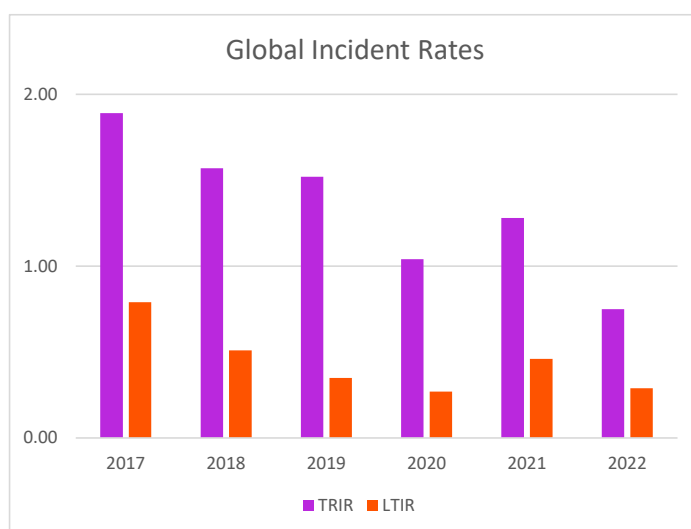


Safety

We have ambitious goals when it comes to identifying and controlling hazards in the workplace to ensure our employees' safe return to their homes and families at the end of their workday.

This “safety first” mindset starts with our leadership. Barnes aims to identify and mitigate hazards in the workplace before injuries occur by implementing HSE Standards, initiatives such as the critical risk mitigation program and HSE Zone Leadership, and leveraging tools such as job safety analyses (JSAs), risk assessments, non-routine pre-job reviews, and management of change (MOC). Year after year, our Operations teams proactively address risk, and we share the successful risk mitigation stories across our strategic business units (SBUs) to learn from one another. The most common work-related injuries include lacerations and strains/sprains. Our HSE Zone Leaders and Safety Committees are actively engaged in addressing the physical hazards that may cause harm, reinforcing safe practices, and correcting unsafe behaviors through our behavior observation programs. We also engage with employees who perform critical risk tasks, which we determined may contribute to high-consequence injuries, such as lockout/tagout, working at heights, and confined space entry in “practicing safety.” Our Operations and HSE leaders work directly with these employees to review or “practice” the correct steps to safely execute these tasks and ensure they know how to protect themselves.

Collectively, these efforts have helped us reduce work-related injuries over time. In 2022, we continued to reduce our lost time and total recordable injury rates versus prior year, but we had a fatality in our Pont Saint Martin, Italy facility, resulting from a fall. This tragedy reminds us that we must maintain an expansive approach in our safety vigilance, and, in furtherance of our approach, our Segment Presidents have led efforts to enhance recognition of potential fatality hazards, including in our non-core operations processes.



Employee health and safety remain a top priority at Barnes, and we are committed to implementing our HSE Standards and critical risk mitigation program, and preventing fatalities, serious injuries and other work-related incidents. We are confident in our HSE Management system and strategy and continue encouraging employees to proactively identify and mitigate potential safety issues through Safety Committees, HSE inspections, Zone Leadership Walks, and our Near-Miss program.

Safety incidents across our operations are reported per our corporate standard for incident management, and incident rates are calculated based on 200,000 hours worked.





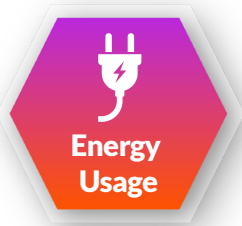
Environmental

Environment

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.

The GHG emissions reported here 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 here.

Barnes Scope 1 & Scope 2 GHG Emissions*



Year	2019	2020	2021	2022
GHG Emissions (MT CO ₂ e)	56,760	48,680	48,880	47,080
Normalized GHG Emissions (MT CO ₂ e/M\$ Sales)	39.6	43.5	38.8	37.3

*Estimated emissions for facilities > 20,000 ft²;
GHG Emissions for 2019-2021 revised to properly reflect renewable energy;
Excludes 2019 Seeger-Orbis divestiture and company vehicle fleet emissions.

Our operations have been tracking water usage data (measured in cubic meters, m³) for several years, and we are pleased to report that we have made substantial improvements thanks to the Operational Excellence initiatives implemented by our divisions.

Barnes Water Usage*



Year	2019	2020	2021	2022
Water (m ³)	520,800	297,000	302,700	258,000
m ³ water/M\$ Sales	363	265	240	204

*Estimated usage for facilities > 20,000 ft²; excludes 2019 Seeger-Orbis divestiture

We take a data-driven approach to our decisions and business practices and continually analyze our manufacturing divisions' water, energy usage, and process waste streams to determine which strategic business units are the greatest contributors to our footprint. This allows us to identify strategic investments that will reduce our environmental footprint in the most cost-effective manner.



Waste Management

At Barnes, our operations track and report waste generation data using a common online system, according to the framework established in our corporate environmental standards. Centralized reporting of both non-recycled and recycled industrial process wastes enables us to identify pollution prevention and waste minimization opportunities, as well as to drive toward recycling a greater percentage of our industrial waste streams. This year, a number of our divisions took steps to minimize waste generation at the process level, increase resource efficiency, and reduce single-use waste to reduce the volume sent for offsite disposal. The following paragraphs highlight some examples of this work.

Our Barnes Aerospace location in West Chester, Ohio increased its recycling efforts by expanding their recycling portfolio through piloting various process wastes and byproducts (e.g. spent grinding wheels) with a new vendor partner. With these new initiatives and a refocused initiative on landfill diversion, the location now recycles an additional 13 tons of waste per year.

Barnes Aerospace West Chester's Fluoride Ion Cleaning (FIC) system came online in late 2021 and has shown significant benefits in reducing hazardous waste and natural gas usage from the previously used chemical clean line process. West Chester continued to introduce new parts to the FIC process in 2022, and the environmental benefits include a reduction of 82,300 pounds of hazardous waste — an 84% reduction from the previous year — and a potential natural gas reduction of 6,000 CCF.

Our Motion Control Solutions, Strömsholmen location in Trånas, Sweden replaced plastic cups with paper cups in their coffee machines, resulting in a waste reduction of over 100,000 plastic cups. In 2022, our Strömsholmen location will have recycled an estimated 400 kg of plastic. Starting in October of 2022, Strömsholmen also began selling their wooden pallets and other parts for re-use, which is expected to reduce wood waste by approximately 40 tons.

Our Motion Control Solutions, Associated Spring location in Milwaukee, Wisconsin's paperless quoting process has eliminated an estimated 10,000 sheets of paper per year, preventing them from reaching the landfill. Our Motion Control Solutions, Associated Spring location in Mexico City went paperless by implementing Nintex Forms. With this system, they avoid using almost 13,000 paper sheets per year and the water and energy consumed to produce them. Our Mexico City location also implemented a filtration system for an aqueous washing tank and changed to a new biodegradable industrial soap. With these actions applied, the team has reduced hazardous waste by around 40%, from 14,600 kg in 2021 to 8,800 kg in 2022.

Our Molding Solutions, männer location in Bahlingen, Germany replaced the residual waste bins located at each office workplace with central recycling bins. This has helped decrease the amount of paper, plastics, and residual waste collected separately in administrative areas and each workstation. By using central recycling bins, waste separation has visibly improved, environmental awareness in the company has increased, and the disposal of many low-fill garbage bags at each workplace has been eliminated. The total investment for 14 central recyclable containers was just €6,000.



Recycle



Our Motion Control Solutions, Associated Spring location in Mexico City created a system to recycle polypropylene plastic materials. The estimated amount of waste generated in the Mexico City office was approximately 125 kg per month. The volume of waste has decreased to 62.5 kg per month, 97.54% of waste at the site is recyclable, and only 2.46% of waste is sent to the landfill. Therefore, this recycling system will reduce 50% of the volume of landfill waste per month.

Our Molding Solutions, männer location in Bahlingen, Germany operates a Validation Center where customers conduct mold trials for new and modified products. Since the test pieces from these trials are not used for production, männer collects these parts along with unused granules and partners with a recycling company committed to 100% material recycling of the residual plastics. The plastics are sorted on a granulator, finely ground, packed in bulk containers, and marketed to new end users. The primary appliers of reprocessed materials are plastic profile producers for the construction industry. In 2022, this partnership enabled männer to revert more than 53 metric tonnes of plastic to the marketplace, preventing the material from being landfilled and supporting the circular economy.

Our Molding Solutions, FOBOHA location in Haslach, Germany has a similar plastics recycling program in place. In Haslach, a large quantity of the test parts made in the production line is collected and sent for recycling. This process resulted in the recycling of more than 100 metric tonnes in 2022.



Sustainability News

EcoVadis, the worldwide Sustainability Ratings Provider, has evaluated our Automation, Gimatic; Molding Solutions, männer; and Motion Control Solutions, Associated Spring businesses and awarded each a Silver EcoVadis Medal in 2022, placing them among the top 25% of companies assessed. The EcoVadis rating is a common tool used globally for supplier evaluation.



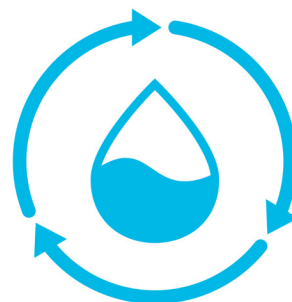
Water Conservation

Barnes is pleased to report that we are making steady progress in reducing water usage thanks to the Operational Excellence initiatives implemented by our divisions. Some of the most recent water conservation initiatives implemented include the following:

- Our Barnes Aerospace locations that operate chemical process lines have implemented smart connected factory digitalization projects for the past two years to ensure that we optimize water and energy usage while ensuring quality for our customers.
- Our Molding Solutions, Synventive location in Bensheim, Germany installed a filter system for the cooling system supporting their hardening furnace. The small investment of €7,000 resulted in 1800 m³ liters of water saved in the current year alone.
- Our Molding Solutions, Synventive location in Suzhou, China installed a coolant recycling system that saved a total of 82 tons of water and \$52,600 in 2022. In addition, the team installed touchless faucets, which will save an estimated 742,000 liters of water.



- Our Motion Control Solutions, Associated Spring location in Corry, Pennsylvania installed a chiller unit in their heat treat department, eliminating single-use cooling water for the oven belt. While the water used to flow continuously for 24 hours a day, it now only flows when the levels get low in the tank and will save an estimated 525,600 gallons per year.
- Our Motion Control Solutions, Associated Spring location in Mexico City has a rainwater collection loop for their fire suppression system that helps reduce the amount of water used. The site's sprinkler system is also designed to minimize water consumed. After several years of continuous use, the facility has saved 2,301 m³ of water.
- Our Molding Solutions, Thermoplay location in Pont-Saint-Martin, Italy installed meters to track water consumption used in the electrical discharge machining (EDM) process. Valves which are regulated by timers were installed in order to block the flow of water used for cooling when the machine stops, thereby decreasing the facility's water consumption by 40%.
- Our Molding Solutions, Synventive location in Bensheim, Germany installed a vacuum hardening furnace at their facility. This vacuum curing oven consists of two chambers where the water flows to protect the outer and inner walls. By switching to distilled water to reduce corrosion due to impurities, the system will save 11,600 liters of water per year.



Energy Conservation

Our divisions continue to demonstrate their commitment to energy conservation. As in previous years, our facilities expanded their use of energy-efficient LED lighting and motion sensors, with significant relamping projects completed at our Molding Solutions, männer location in Bahlingen, Germany, and our Motion Control Solutions, ASRaymond location in Maumee, Ohio. In addition, select divisions have achieved climate-conscious energy reductions through different means as described below.

- Our Motion Control Solutions, Strömsholmen location in Trånas, Sweden installed additional heaters and insulated their storage structure to decrease heat loss. This investment cost \$211,000 and will reduce district heating by 600 MWh/year, or 42%, yielding an annual savings of approximately \$40,000. These changes will produce a carbon footprint reduction of roughly 10,000 kg at Strömsholmen.
- Our Molding Solutions, männer location in Bahlingen, Germany used a special ultrasound measuring device to find compressed air leaks throughout its plant. An estimated €10,000 was spent on replacing defective components and repairing the leaks to drive future energy savings.
- Our Molding Solutions, FOBPHA location in Suzhou, China has two fans that run all day in the CNC workshop for ventilation. Because the fans were programmed to work in 15-minute intervals, the facility will save approximately 3,500 kWh of energy and \$377 annually. The cost of the control device was only \$11.
- Our Molding Solutions, Synventive location in Suzhou, China has motion-sensing light controllers in their warehouse, saving an estimated 5,702 kWh of energy yearly.





- Our Motion Control Solutions, Associated Spring location in Milwaukee, Wisconsin conducted an air leak survey and repaired dozens of identified air leaks. The repairs will reduce the air compressor demand by 81.5 ft³ per minute, saving the facility \$4,488 in electrical costs annually. As the division is also filing this project with Wisconsin Focus on Energy, a rebate will be issued to cover part of the survey and repair costs.
- Our Motion Control Solutions, Associated Spring location in Mexico City has installed solar lamps at their site to help reduce electricity consumption. Ten solar lamps with 150 watts, six with 3.5 watts, and 15 with 4 watts were installed, which saved the site 19,710 kWh this year.

Renewable Energy at Barnes

- Our Motion Control Solutions ASRaymond location in Mitcham, United Kingdom purchases its electricity from a company that ensures it only supplies 100% Renewable Energy Guarantees of Origin (REGO)-backed renewable energy into the grid. The REGO scheme provides transparency about the proportion of electricity that EU suppliers source from renewable generation.
- Our Motion Control Solutions KALLER location in Tranås, Sweden obtains its district heating from Tranås Energy's combined heat and power plant, which only burns renewable biomass. Tranås Energy also repurposes the leftover ash as a natural fertilizer.
- Our Molding Solutions, Synventive location in Bensheim, Germany purchases its electricity from a local energy provider, 65% of which is derived from a mix of solar, wind, and hydropower.
- Our Molding Solutions, männer location in Au, Switzerland derives all its purchased energy from hydropower.
- Our Automation, Gimatic location in Bagnolo Mella, Italy generates a small portion of its energy from a rooftop solar panel system.
- Our Molding Solutions, Thermoplay location in Pont-Saint-Martin, Italy generates approximately 9% of its energy from a rooftop solar panel system. Thermoplay also purchases the balance of its electricity from a local supplier that derives all its energy from hydropower.

