

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



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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

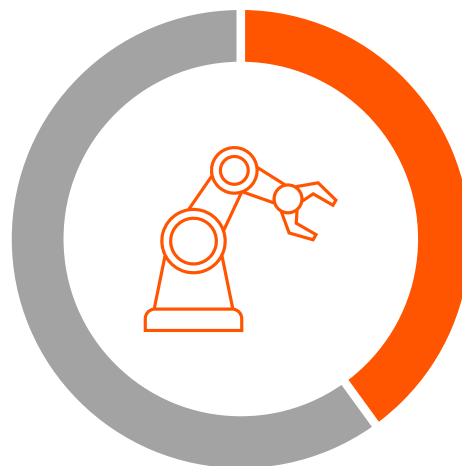
Employees

49

Manufacturing
Locations



≈60% Aerospace



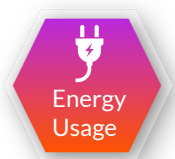
≈40% Industrial

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.