

Barnes Code of Business Ethics and Conduct Overview



- Barnes is committed to following the **highest ethical standards** and doing business lawfully around the world
- Barnes sets the expectation that all employees **act with honesty and integrity**
- Our Code **applies to all** Barnes employees, officers, and members of the Board of Directors and unites us across geography and cultures
- The **Code of Business Ethics and Conduct** can be found on Barnes' [Investor Relations website](#).

Integrity

Innovation

Evolution



A Joint Message from Our CEO and Our Chairman of the Board

Our record of achievement depends on our Values and on our thousands of employees around the world. Each and every one of our employees makes Barnes a unique and special Company. Working together unites us globally and allows us to create a culture of excellence and inclusiveness. The diversity of our experiences, capabilities, and perspectives is the cornerstone of our culture and what it means to truly engage as One Team. One Company.

Our Values guide us as we continue to meet the challenges and opportunities of the twenty-first century. These Values, along with our Barnes Enterprise System (BES), are the foundation of who we are as a company. This Code of Business Ethics and Conduct is built from those Values and establishes the behaviors we expect from all our employees, officers, and directors.

Please take the time to read this Code and become familiar with its guidance. By acting consistently with our Values, we can advance what is possible and create new solutions for a better, cleaner, more inclusive, and sustainable

world. Our reputation for Persistent Inge and conducting business to the highest standards is key to advancing our mission pioneering world-changing technologies

If you have any questions or concerns, d hesitate to speak up. If you are unclear a how any part of this Code pertains to yo at Barnes, please ask for clarification. W committed to transparency and collabor and to maintaining an environment whel can raise questions and concerns and we together to find solutions.

Thank you for your dedication to our Co and for your commitment to our Values. Through our shared commitment to our to the Company, and to each other, we a stronger together.

Thomas Hook, President & CEO
Thomas O. Barnes, Chairman of the Board

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Introduction to Our Code

Integrity. Innovation. Evolution.

Consistent with our global presence, the Barnes Code of Business Ethics and Conduct is available in nine languages. It is intended to transcend geography to instill the Barnes Values everywhere we do business. Our Code allows us to extend our traditions of Integrity, Respect, Collaboration, Empowerment, and Determination. Our Code gives us the tools to make something better, to help change the world.



"I've worked at Barnes for 33 years, and Barnes is continually and innovatively giving us everything we need to be successful. You want to do the best job that you can because every one of us is going to sit on an airplane one day. I want to look out on that wing and say I can be proud, I've got parts in that engine, and I know they are right."

Keith Starfield
Lead CNC Machinist
Barnes Aerospace

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