

## Employee FAQs for EHO Employees

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# Employee Frequently Asked Questions

**Purpose:** To Provide Answers to Employee Frequently Asked Questions Related to the Acquisition of EHO by Barnes Aerospace.

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## General Questions

### Can you explain today's announcement?

Today, East Hartford Operations (EHO) announced that it has officially been acquired by Barnes Aerospace (BA). EHO is now a part of Barnes Aerospace.

### Who is Barnes Aerospace?

Barnes Aerospace is a premier provider for the full life-cycle supply and repair of complex aeroengine 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 Aerospace manufactures critical engine components with leading precision machining, fabrication, and assembly capabilities, earning its reputation as a trusted supply chain partner to major OEMs.

You can learn more about Barnes Aerospace by visiting <http://www.barnesaero.com/>.

### Why did Barnes Aerospace acquire EHO?

EHO represents a strong strategic and complementary fit that aligns closely with Barnes Aerospace's growth strategy. The acquisition strengthens Barnes Aerospace's presence in key aerospace and defense market

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segments, enhancing its ability to deliver a broad range of products and services across the aeroengine value chain to customers worldwide.

EHO maintains long-standing relationships with industry leaders, including Sikorsky, which expands Barnes Aerospace's customer base while also allowing us to deepen existing key partnerships, such as those with General Electric and Pratt & Whitney.

Ultimately, this acquisition reinforces Barnes Aerospace's commitment to making strategic investments in talent, capabilities, technologies, and systems that will allow us to better serve customer needs, maximize growth, and enhance our position as a leader in the rapidly evolving aerospace and defense supply chains.

Most importantly, EHO shares Barnes Aerospace's core commitment to delivering exceptional service to its customers.

As Barnes Aerospace has ambitious plans for growth, the company believes that EHO's track record and potential will allow us to quickly advance our capabilities to partner, serve, and grow with our global customers more effectively.

## What Does this Change Mean for Me?

### **How does this acquisition affect my day-to-day at work?**

In large part, the acquisition should not significantly impact your day-to-day work, and business will continue as usual. You should continue to perform and execute your day-to-day responsibilities in the same manner to limit any potential disruptions to the business or our customers.

### **Will my reporting structure change?**

As noted in the employee presentation, we have already made some reporting changes at the leadership level, which may or may not affect your reporting structure. Unless you are advised otherwise, there will be no immediate changes in the reporting structure.

### **Are there any planned organizational changes with the management team?**

Barnes Aerospace intends to retain the existing EHO management team and will work closely with them to facilitate a smooth transition and integration.

### **Are there any planned workforce reductions?**

We do not expect workforce reductions based on today's announcement. This acquisition is focused on bringing complementary products and services together to drive growth and better serve our customers. A key factor in Barnes Aerospace's acquisition was EHO's talented workforce. As such, BA's objective is to retain existing employees, grow jobs in critical areas, and create new opportunities going forward.

We are focused on harmonizing and leveraging the best from both businesses to ensure that we have the best people, processes, and systems in place to achieve maximum performance, deliver the best results, and drive longer-term success.

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### Will the site in East Hartford be closed?

No, the EHO team will continue to operate out of our existing facility in East Hartford, Connecticut.

## The Integration Process

### What should we expect in terms of the integration process and combining the two businesses?

Our integration efforts are just beginning, and business should continue as usual. We understand that you will likely have several questions, and these FAQs have been designed to help address the most common ones. We are committed to transparency and providing you with answers to the range of questions we anticipate you may have.

### When will the integration planning begin?

Integration planning is a top priority for the company and is already underway.

Our integration teams are dedicated to ensuring a seamless transition for our employees, customers, and business partners. Now that all regulatory requirements have been met, we are actively engaging with EHO leaders and forming teams to collaborate on key integration initiatives.

Our integration is focused on harmonizing the combined business and optimizing our path forward based on the following five guiding principles:

- 1. Minimize Business Disruption**

- Ensure no disruptions to customer relationships, service, and on-time delivery
- Get our customers and suppliers excited for the future

- 2. Make Fast, Effective Decisions**

- Integrate, then optimize
- Empower leaders to make localized decisions and implement best practices

- 3. Operate as “One” Barnes Aerospace Team**

- Safety is our top priority
- Provide clear and timely communications
- Embrace and conduct business with Integrity, Velocity and Teamwork

- 4. Be ‘Stronger Together’**

- Put the best people, processes, and systems in place to enable growth and deliver results

- 5. Accelerate Growth**

- Set aggressive growth targets and build resilient teams to drive profitable growth and maximize value

You will hear more about our integration efforts in the coming weeks as Barnes Aerospace and EHO functional leaders work together to align on key priorities and next steps.

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### How will the two companies be integrated?

We aim to fully integrate EHO into Barnes Aerospace, leveraging our combined capabilities and strengths to drive business growth and meet global customer demands. We will have multiple integration initiatives – some of which are already in progress – across all functional areas of the company to ensure a smooth transition and onboarding process for our teams, customers, and business partners.

It is important to recognize that certain aspects of our integration will move quickly while others will require more time. You will hear more about our integration efforts in the coming weeks as Barnes Aerospace and EHO functional leaders work together to align on key priorities and next steps.

### How will employees be kept informed about the integration process?

We are committed to transparency and providing recurring updates throughout our integration process. This will include scheduled communications and regular employee meetings to ensure you receive consistent and timely updates.

### When will I have the opportunity to meet my new Barnes Aerospace team members?

Members from the Barnes Aerospace leadership team will visit the EHO site in the first few days and weeks to introduce themselves to the EHO team. We will also conduct individual and group meetings to get to know you and develop a better understanding of how EHO operates and conducts business.

Importantly, this should have no impact on our operations, and we must continue to perform and maintain business as usual to ensure we meet the needs of our customers and fulfill our business commitments.

### How will our operational policies and procedures be affected by the agreement?

EHO is now part of a Barnes Aerospace, which will involve some new processes and protocols related to the following:

- Monthly business performance reviews;
- Health, environmental, and safety requirements and operating procedures;
- Ethics and compliance-related standards, training, and communications;
- Barnes Aerospace's internal operating system of business processes and tools to drive continuous improvement and operational excellence.

We are committed to transparency and will communicate any relevant updates as they become available.

### How will we integrate EHO and Barnes Aerospace's cultures?

Over the coming months, we will work together to assess and look for ways to leverage best practices across both businesses.

### May I discuss this with my family and friends?

The acquisition of EHO is now public information and can be shared. However, you may never share any of EHO or Barnes Aerospace's confidential information. If you have any questions or are uncertain about what information you can discuss, please contact your manager, site leader, or HR.

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### When will our IT systems be integrated (e.g., email, SaaS applications, business platforms)?

Our IT team is working diligently to combine the extensive array of IT systems into a cohesive and unified platform. To ensure a secure and seamless transition, this process requires careful planning and execution.

The plan is to continue to use EHO ERP system until we perform comprehensive analysis on a way forward.

A small group of EHO users will be granted access to the broader Barnes Aerospace tech ecosystem on Day 1 to facilitate a smooth start and allow us to access each other's critical business data and capabilities in the interim period before full integration.

For the broader EHO employee population, the comprehensive integration of Microsoft 365 is expected to take several months. This will give us ample time to address technical challenges, perform thorough testing, and guarantee that the integration meets the highest security and reliability standards.

Please continue to reach out through your standard processes if you encounter any IT-related issues. We understand that the transition may bring questions and concerns, and we are committed to providing timely updates and support throughout the process.

## Our Customers and Suppliers

### How will this acquisition affect our customers and suppliers?

There should be no immediate impact on our customers and suppliers or on how we communicate and conduct business with them. We will continue to focus on satisfying our customers' needs with the same level of service and commitment that we always provided.

### Will we start selling Barnes Aerospace's products and services to our customers?

Not yet. Although we strive to begin this process as soon as possible, we must thoroughly assess the best approach to delivering maximum value to our customers. EHO's customers have been notified of the acquisition, and we will be advising suppliers in the coming days; however, we will maintain business as usual. You can expect further information on how to approach customer relationships going forward.

### What happens if a customer or supplier asks me a question to which I don't know the answer?

Please discuss the request with your manager, and they will escalate as appropriate.

## Employee-Specific Questions

### Will my current title or position change?

We do not anticipate immediate changes to individual positions.

### Will my benefits be affected by today's announcement?

We have entered into a Transition Services Agreement (TSA) with ATI in which your EHO benefit plans and programs will continue unchanged for an interim period of time, post-close (approximately two to three months). During this time, there will be no changes to the pay or benefits you are currently enrolled in.

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### **Will my compensation be affected by today's announcement?**

Per the terms of the transaction agreement, your pay and benefits will remain substantially similar, in the aggregate, for a period of 12 months post-close.

### **How will I continue to receive my pay?**

There will be no immediate changes to the way you receive your pay today. Under the terms of the TSA, you will continue to receive your pay from EHO until you transfer to Barnes payroll, expected to occur in early Q4 2025.

### **When will I learn more about the Barnes Aerospace benefits offerings?**

We anticipate conducting onsite benefits education meetings in September, including representatives from Fidelity Investments, our 401(k) recordkeeper. During these meetings, we will share highlights of our plans and programs and discuss the enrollment process and deadlines.

### **What will happen to my 401(k) plan?**

If you are currently enrolled in the ATI 401(k) plan, you will remain eligible for participation through the end of the TSA period. At the conclusion of the TSA period, you will be treated as a terminated participant from the ATI 401(k) plan and, as such, you will have the ability to retain your assets in the ATI plan (subject to minimum balance requirements), request a complete distribution, rollover to the Barnes Aerospace 401(k) plan, or rollover to an independent IRA of your choosing.

Eligibility for the Barnes Aerospace 401(k) Retirement Savings Plan (401(k)) will become effective at the end of the TSA period, as soon as administratively feasible. Once eligible for the Barnes Aerospace 401(k) plan, all employees will receive credit for prior service with EHO for purposes of vesting.

### **Will the money in my EHO 401(k) account be rolled over automatically to the Barnes Aerospace 401(k) plan?**

No, it will not be automatic. It will be at each participant's decision and discretion regarding how they want to handle their 401(k). Participants may independently initiate a direct rollover to the Barnes Aerospace 401(k) plan once eligible to participate. Participation in the Barnes Aerospace 401(k) plan (administered by Fidelity) is anticipated to occur in early Q4 2025.

### **What if I have an outstanding loan on my 401(k) when my participation in the ATI plan is terminated?**

The Barnes 401(k) plan cannot accept outstanding loans from the ATI plan; however, we understand that the ATI plan permits loan repayment from terminated participants. More information regarding your loans and repayment options should be shared by ATI's 401(k) recordkeeper following your termination from their plan.

### **Will I be able to contribute the maximum annual IRS contribution limit to my 401(k) in 2025?**

Yes. Participants who are on track to reach the IRS maximum in 2025 should be able to continue their contributions under the Barnes Aerospace plan with limited disruption. Additionally, once eligible for the

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Barnes Aerospace plan, you may elect a higher rate of deferral from your paycheck to account for any missed contributions, allowing you to reach the annual IRS maximum for 2025.

### Will our holiday schedule(s) change?

Your current holiday schedule will not be affected for the remainder of 2025. As part of the integration process, we may review and harmonize holiday schedules in the future, where appropriate.

### What will happen to my vacation time?

Based on your years of service with EHO, Barnes Aerospace will recognize your current annual vacation entitlement. Please note that the Barnes Aerospace policy does not permit carryover of unused vacation time from year to year. Any vacation not taken during the calendar year will be subject to forfeiture if not used by December 31<sup>st</sup> of each calendar year unless required by local labor laws.

### For those with a credit card issued by EHO, will we receive a new credit card through Barnes Aerospace?

Depending on your position, your requirement to have a company-issued credit card, and in accordance with Barnes Aerospace's policy, you may be issued a new company credit card. Additional information will be shared at a later date. Until then, employees required to travel should continue using their current credit card.

## **Branding and Marketing**

### What will happen to the EHO brand?

Our company will now go to market as Barnes Aerospace, and the ATI EHO brand will no longer be used in external communications. This change is part of our effort to present consistent communication and a unified identity to our clients, partners, and key stakeholders.

However, during our transition, some of our internal platforms, such as email and certain business applications, will retain EHO's branding for a brief period. Our IT teams are working diligently to integrate these platforms quickly and effectively, so rest assured that this is a temporary situation as we work towards a complete and cohesive integration of our systems.

### Do I keep using my EHO email address? What about Microsoft Office?

For now, yes. At some point in the coming months, all EHO employees will transition to a [@barnesaero.com](mailto:@barnesaero.com) email address and integrated Microsoft 365 platforms. When that time comes, we will have detailed instructions on making that transition as smooth as possible.

### Should I order new business cards?

Not yet. As all EHO employees will retain their original email addresses for some time, please do not order new business cards until your EHO email address has been transitioned to a [@barnesaero.com](mailto:@barnesaero.com) email address.

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### Should I update my LinkedIn profile today?

Not yet. Please hold off on making any immediate changes to your LinkedIn profile to give us time to communicate with customers, suppliers, and other external stakeholders. We will provide guidance in the coming days on when to make any updates and will support you with branding guidelines, ensuring we present ourselves as a unified front to our customers.

### Should I update my email signature today?

Our IT teams are creating an updated email signature that highlights the news that EHO is now a part of Barnes Aerospace. This will be rolled out in the coming days.

## Media and Press Inquiries

### What should I do if a reporter calls?

You should never discuss Barnes' business activities with the media. Please refer all media inquiries, including those from digital media such as bloggers or social media, to Christine Destefano, Manager, Corporate Communications, Barnes, at [cdestefano@onebarnes.com](mailto:cdestefano@onebarnes.com).