



Barnes Motion Control Solutions

April 2023 | Overview

Version 2023.1

Barnes Overview (NYSE: B)

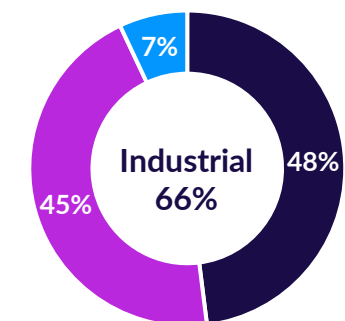


Global Provider of Highly Engineered Products, Differentiated Industrial Technologies, and Innovative Solutions Serving a Broad Range of End Markets and Customers

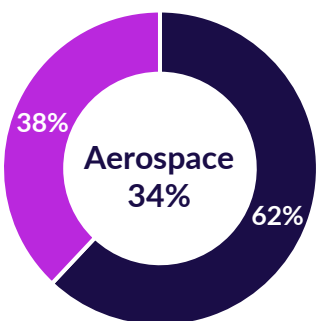
Key Statistics

Founded	1857
Total Employees	~5,200
Countries Served	>70
Dividend History ¹	89 Years

2022 Revenue: ~\$1.3B



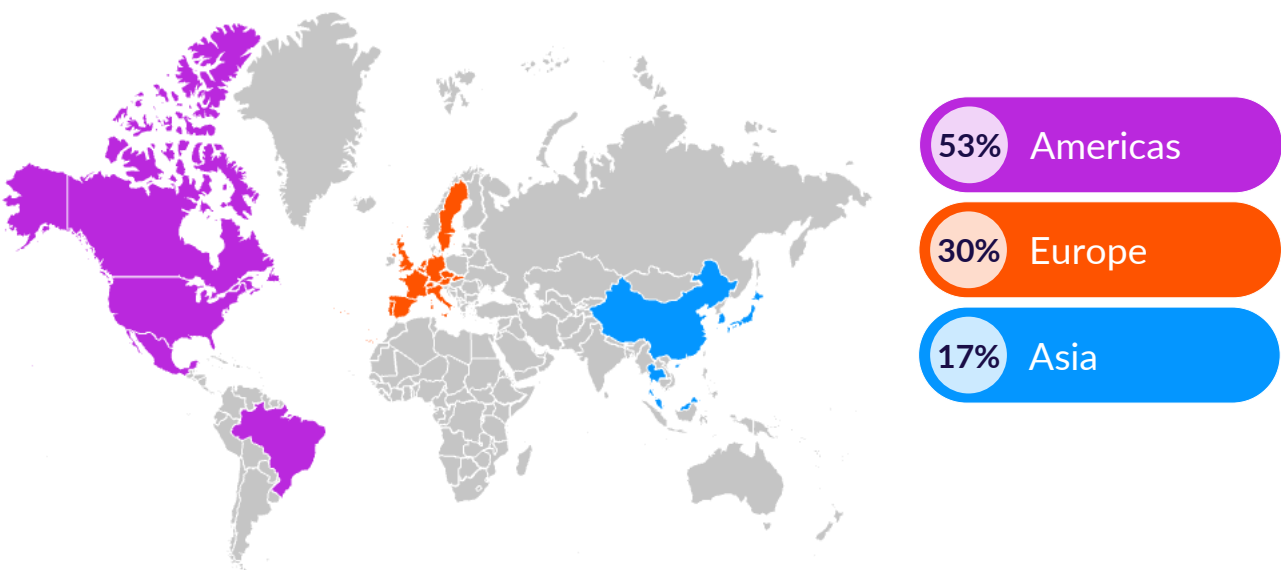
■ Molding Solutions
■ Motion Control Solutions
■ Automation



■ OEM
■ Aftermarket

Our Global Presence

Revenue by Geography²



Partnered with Global Industry Leaders



¹ Consecutive years of paying a dividend. ² % of FY22 Destination Sales.

Strategic Evolution to Next-Gen Technology with a Growth Mindset



	Where We Were	Where We Are	Where We Are Going
Portfolio Profile	Cyclical	More Secular	Diversified High-Performance Portfolio
Geographic Exposure	Overweight US	Globally Balanced	Globally Positioned, Local for Local
Patents	~300	~1,100	Expanding Patent Portfolio through Disciplined IP Management
Core Competency	Manufacturing, Distribution	Design, Applications, Manufacturing & Service	Digitally-Enabled Solutions, Advanced Manufacturing, Recurring Revenues and Integrated Systems
IP Ownership	Primarily Process	Process, Products & Systems	Process, Product & Systems IP as a Core Differentiator
New Markets	—	Automation, Medical, Personal Care & Packaging, Auto Model Changes	Attractive End Markets Aligned with Secular Growth Trends

Transformation Building on Our Strong Foundation – Sustainable Competitive Advantages



Core Strengths

- Market leadership with high-quality brands
- Culture built on strong values, teamwork, agility and community spirit
- Deep, experienced management driving performance excellence
- Global manufacturing, sales and service; “local for local”
- Strong balance sheet with significant cash generation
- Increased investment in new growth platforms — strategic marketing and digitalization
- An unwavering commitment to ESG

Competitive Advantages

Total solutions provider of design, application and process engineering

Mission-critical technologies for high-precision and high-volume applications

Deep, long-standing customer partnerships with industry leaders

Leveraging the Barnes Enterprise System (BES)

Strategic focus on innovation, commercial excellence and digitalization

Focus Areas to Expand Our Innovation Leadership



Integrated Smart Connected Products and Solutions



Automation, Robotics, and Smart Connected Factory



Sustainability and Bioplastics



Digital Transformation, Advanced Sensors and Controls are the Backbone for Managing Innovation

Commitment to Corporate Responsibility



Barnes is committed to corporate accountability and furthering environmental, social and governance principles as evidenced by our listing as one of **America's Most Trusted Companies by Newsweek in 2022**.

We are proud of this accomplishment as it reflects the ethical nature of our global team members who strive to increase value for our shareholders the right way, every day.



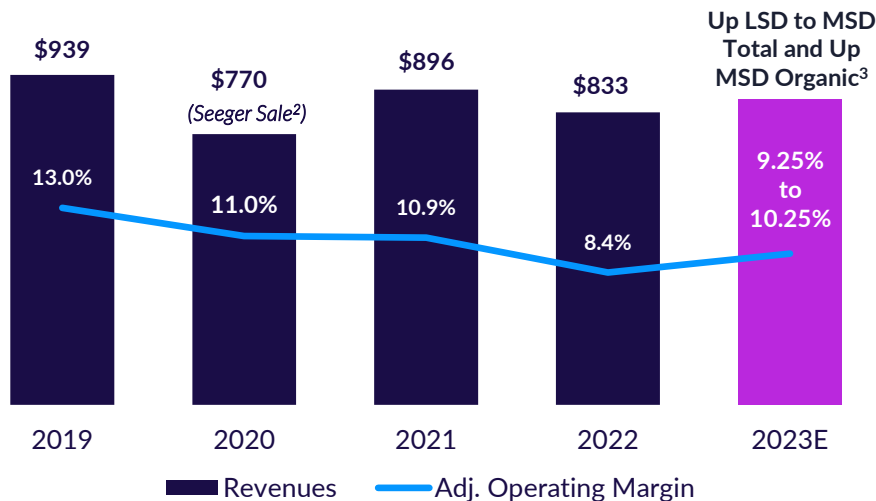
Barnes Industrial Segment

Barnes Industrial

HIGHLIGHTS

- Leading global provider of highly-engineered precision products, systems, and solutions; manufacturing expertise from concept to production to in-service support
- Strong portfolio of brands – decentralized and independent businesses with pockets of significant strength

Revenues (\$M) & Adj. Operating Margin (%)^{1,2}



FOCUS AREAS

- **Integrate, consolidate, and rationalize** to drive efficiency and profitability
- Leverage core capabilities to expand in attractive end markets
- Manage through dynamic macroeconomic headwinds
- Proactive pricing to mitigate inflationary pressures
- Continue to invest in sales, marketing, and R&D to drive growth
- Evolve portfolio to align with long-term market drivers
- Deliver financial results consistent with Industrial portfolio investments

¹ Reference to Adjusted Operating Margin is a non-GAAP measure. For a reconciliation to the appropriate GAAP measure, see the Appendix of this presentation. ² The Company completed the sale of its Seeger business on February 1, 2020, negatively impacting 2020 sales by \$51.2M as compared to 2019. ³ 2023E outlook as of February 17, 2023 earnings call. Note: LSD – Low single digits %, MSD – Mid single digits %

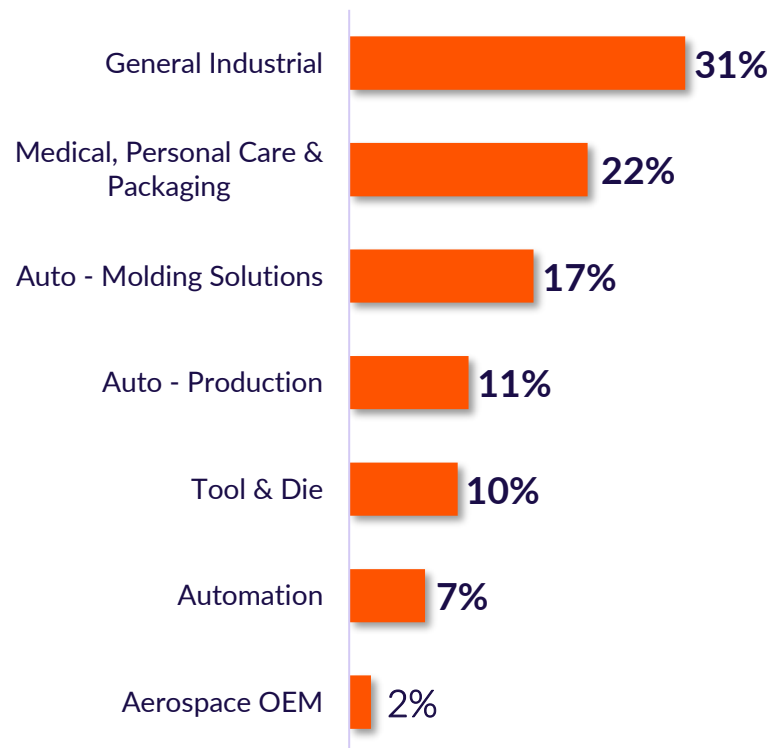


Industrial Segment at a Glance

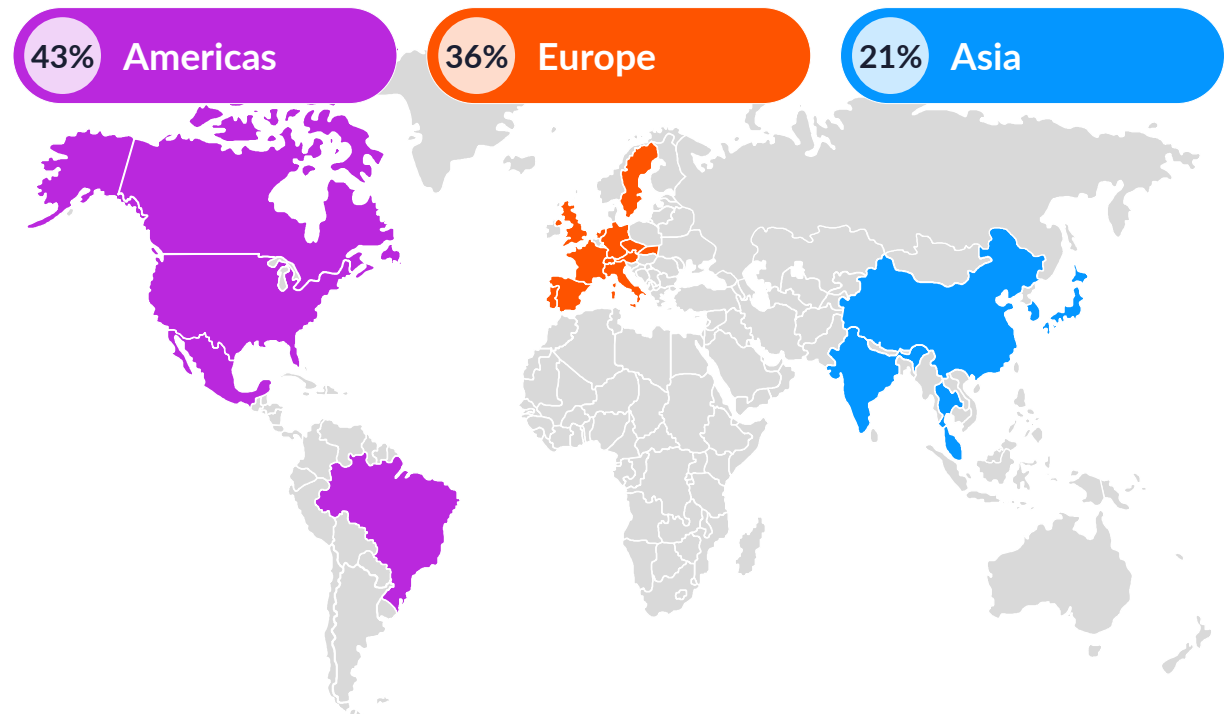


Global Provider of Highly-engineered, High-quality Precision Products, Systems and Solutions for Critical Applications Serving a Diverse Customer Base in Several Key End Markets

Industrial End Markets¹ (FY22)



Our Global Presence Revenue by Geography²



Industrial: Strategic Business Unit Overview



Leading Global Provider of Highly-Engineered Precision Products, Systems and Solutions

Overview	Brands	Leading Customers
Molding Solutions Targeted portfolio of premium products and technologies serving high-quality segments of plastic injection molding industry		
Automation Robotic grippers, vacuum cups, advanced end-of-arm tooling systems, sensors, and other components for intelligent robotic handling solutions		
Motion Control Solutions Next-generation force and motion control solutions and highly engineered precision components in metal forming, medical, heavy-duty suspension, automation and other industrial applications.		

Diversified Portfolio of Market Leading Brands Serving Attractive End Markets



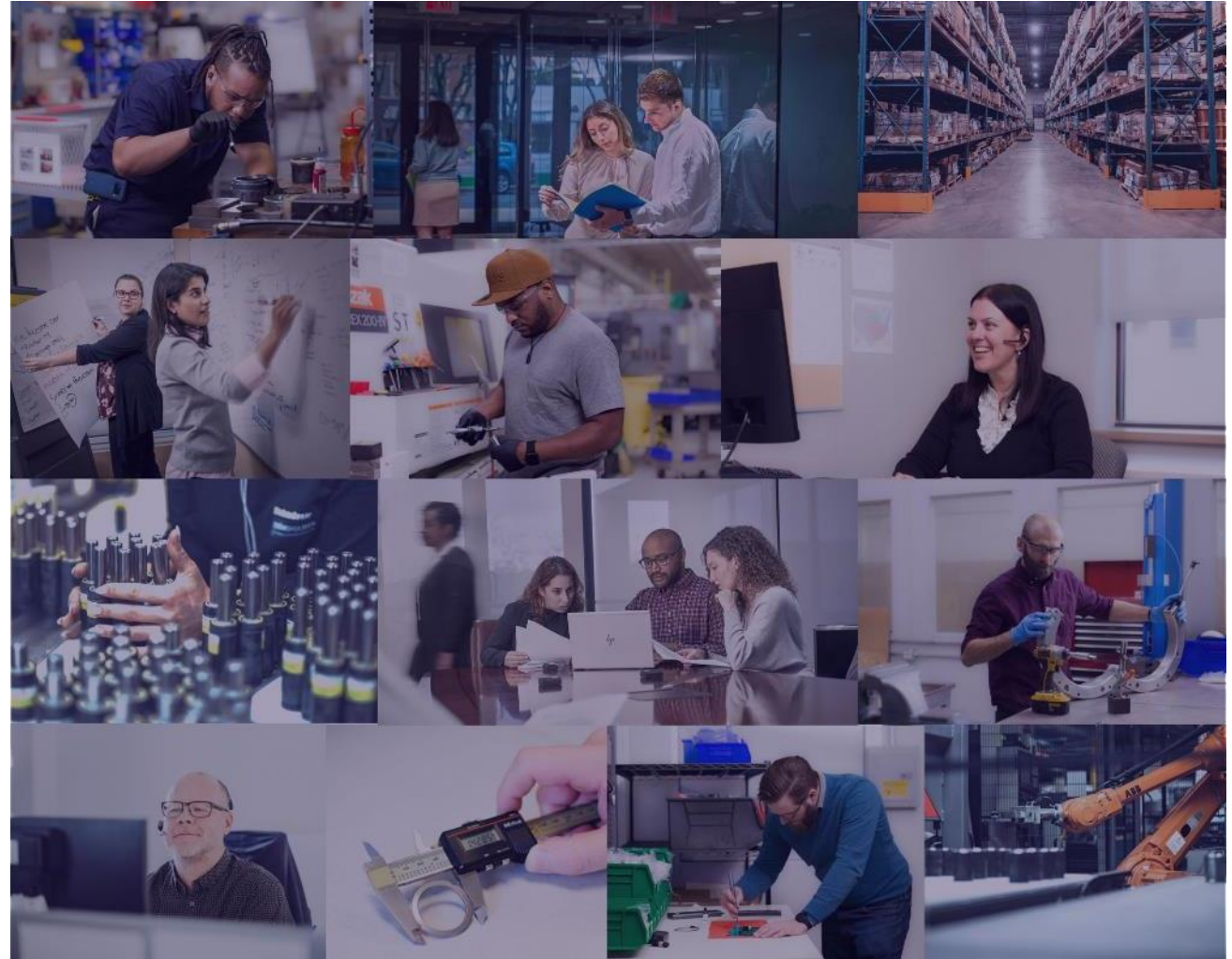
Barnes Motion Control Solutions





Our Strong Foundation

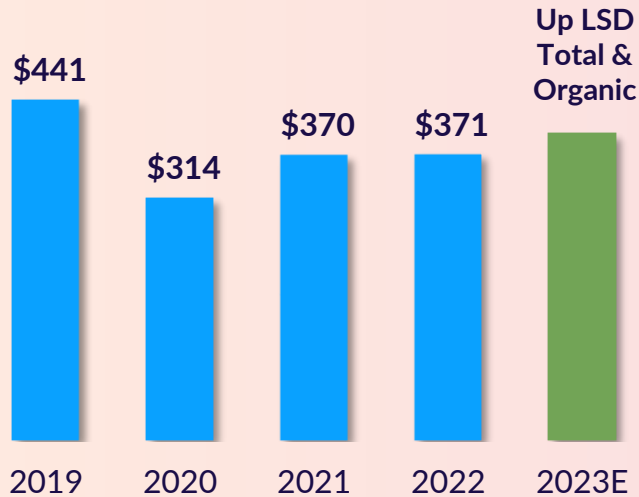
- Leading global provider of force and motion control systems and highly-engineered precision components in a broad range of industrial applications.
- Strong portfolio of brands.
- Differentiated innovative solutions serving a broad range of end markets and customers.
- Deep, long-standing customer partnerships with industry leaders.
- Global manufacturing, sales and service; “local for local”.
- Expertise from concept to production to in-service support.
- Global network of distribution partners .
- Culture built on strong values, teamwork, agility and community spirit.



Motion Control Solutions at a Glance



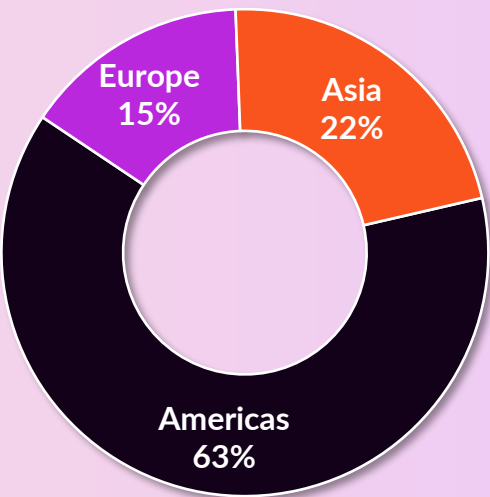
Revenue (\$M)¹



End Markets²

- 52% - GENERAL INDUSTRIAL
- 25% - AUTO PRODUCTION
Brands: ASRaymond, Industrial Gas Springs, Associated Spring, and Hänggi
- 23% - TOOL & DIE
Market Leading Brands: KALLER and Hyson

Geography³



Nitrogen Gas Springs



Counterbalance Solutions



Mechanical & Gas Struts



Custom Springs



Micro Stamping

¹ 2023E outlook as of February 17, 2023 earnings call. ² % of FY22 Revenue. Company estimates. ³ % of FY22 Destination Sales. Note: LSD – Low single digits %

Our Advantages and Capabilities



Capabilities

- Global Manufacturing & Support
- Research, Engineering & Simulation expertise
- Prototyping & 3D printing
- In-house Technology Centers
- In-house Equipment Development & Construction
- On-site dynamic testing equipment
- Global warehousing network to meet customer demands locally
- Assembly support
- Specialty packaging to simplify assembly operations
- Kanban, JIT and other inventory support programs available to customers

Industries Served

- | | |
|-----------------------------|--------------------------|
| Aerospace | Marine |
| Automotive | Medical |
| Construction & Agricultural | Military / Defense |
| EV/AV | Lift Equipment |
| Factory Automation | Oil & Gas |
| General Industrial | Paper & Pulp |
| Heavy Duty Truck | Plastic Ejection Molding |
| Heavy Industrial | Recreational Vehicle |
| Hot Stamping | Steelmaking & Processing |
| HVAC | White Goods & Appliance |

Certifications

- | | |
|-----------|------------|
| ISO 9001 | AS 9100D |
| ISO 14001 | IATF 16949 |
| ISO 45001 | AQAP2110 |
| ISO 13485 | Orgalime |
| | AAA |



Leading Customers





Global Production and Distribution Centers



Offering one of the largest portfolios of spring components available via direct sales, distributors, and e-Commerce, ASRaymond™ can replace several spring vendors. Since 1883, we've delivered outstanding quality through our growing inventory from well-known brands such as Raymond®, IGS™, SPEC®, and SPD™ – available globally. Additionally, through a network of engineers, custom solutions are available.

- Modeling and 3D printing for prototyping and tooling (not metal).
- Complete spring design and counterbalance analysis, including counterbalance design for rotating masses.
- On-site dynamic testing equipment.
- Global warehousing network to meet customer demands in their region.
- Ability to provide Kanban, JIT, and other inventory support programs to customers.
- Specialty packaging to streamline assembly operations.
- NDA / confidentiality agreement covered work accepted.

INDUSTRIES SERVED



Recreational Vehicle



Aerospace



Marine



General Industrial



Heavy Duty Truck



Military / Defense



Lift Equipment



Medical



Construction and
Agricultural

PRODUCT RANGE



COUNTERBALANCE



SHOCK ABSORBERS



COMPRESSION



HARDWARE



DIE SPRINGS



TORSIONS



EXTENSION SPRINGS



FLATS



Hyson™ is a world-class engineering and manufacturing company that provides high-quality, safety-engineered force and motion control solutions for various applications and industries. Our team collaborates with customers to understand their applications and provide trustworthy solutions that optimize their operations through unmatched customer service, local support, and highly engineered technical excellence.

- Decades of experience solving the toughest challenges.
- Inhouse metal forming facility for research and development advancements.
- Dedicated team of engineering eager to collaborate to problem solve application challenges.
- Customizable solutions for improved performance.
- Free Die Follow Up Service and Safety App to combat against counterfeit springs.
- Preferred partner in worldwide OEM standards.
- Service in 60 locations worldwide.

INDUSTRIES SERVED



Aerospace



Appliance



Automotive



EV / AV



Factory Automation



Hot Stamping



HVAC



Medical



Oil and Gas

PRODUCT RANGE



HIGH SPEED



INDUSTRIAL



PRESS



MILL



TOOL & DIE



COUNTERBALANCE



Paper & Pulp

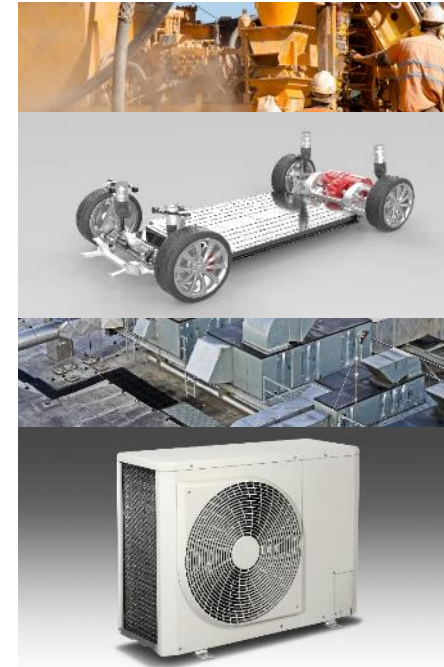


Steelmaking & Processing

KALLER® is a trusted partner supporting global customers with leading service and world-class products. We ensure safety for your business, workers, and the environment by investing in training, safety, and superior product quality. Since 1876, KALLER has been The Safer Choice because of our investment in our people, products, and customers.

- More than a century of experience as an industry leader in safety.
- Large catalog of high-quality products.
- Product safety and reliability features.
- PED approved products.
- Free online training courses through the KALLER Academy.
- Free Die Follow Up Service and Safety App to protect against counterfeit Gas Springs.
- Quality and testing processes to meet global standards.
- Global support via regional locations.

INDUSTRIES SERVED



Appliance
Automotive
Drilling & Mining
EV / AV
Heavy Industrial
Heavy Duty Off Road
Hot Stamping
HVAC
Plastic Ejection Molding
White Goods

PRODUCT RANGE



NITROGEN GAS SPRINGS



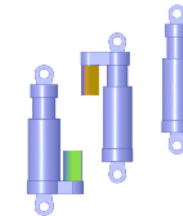
PIERCING, FORMING, ROLLER CAM



DELAYED RETURN UNITS



LIFTERS



SUSPENSION

Our Capabilities

R&D

- Material Selection
- Finishing Processes
- Part Testing
- Assembly Support

Coiling & Spring Products

- Compression
- Torsion
- Four Slide

Wire Products & Four Slide

- Wire Form
- Accordion Spring

Stamping & Forming

- General Stampings (0.02 mm –3 mm)
- Precision Stampings
- Micro Stamping & Micro Piercing
- Micro Fine Blanking (0.5mm –6mm)

INDUSTRIES SERVED



Medical



Aerospace & Defense



General Industrial



Mobility



Heavy Duty Truck



Recreation & Power Sports

PRODUCT RANGE



COMPRESSION SPRINGS



TORSION SPRINGS



ACUATE SPRINGS



WIREFORMS



EXTENSION SPRINGS



POWER SPRINGS



CURVED WASHERS



WAVED WASHERS



RETAINING RINGS
/SNAP RINGS



FLAT SPRINGS



FOUR SLIDE
COMPONENTS



CONSTANT
FORCE SPRINGS



PRECISION
STAMPINGS



BELLEVILLE
WASHERS



ASSEMBLIES

We Engineer Solutions.

Our engineers design for manufacturability & scale. We can help you increase quality & efficiency by reducing processing steps through Hänggi's innovative manufacturing solutions.

Development Systems

- Co-Create Drafting (ME10)
- Co-Create Modeling
- P-Cam (Erosion)
- Mastercam (CNC)
- FEM Simulation

R&D

- Material Selection
- Finishing Processes
- Part Testing
- Assembly Support

Coiling & Spring Products

- Compression
- Torsion
- Four Slide

Wire Products & Four Slide

- Wire Form
- Accordion Spring

Stamping & Forming

- General Stampings (0.02 mm – 3 mm)
- Precision Stampings
- Micro Stamping & Micro Piercing
- Micro Fine Blanking (0.5mm – 6mm)

INDUSTRIES SERVED



Medical



Mobility



Industrial High Tech



Watches

PRODUCT RANGE



PUNCHING



MICRO STAMPING



FINE BLANKING



MEDICAL APPLICATIONS



Thank You