



Associated Spring Overview

A go-to-market brand of Barnes Group Inc.



Barnes Overview

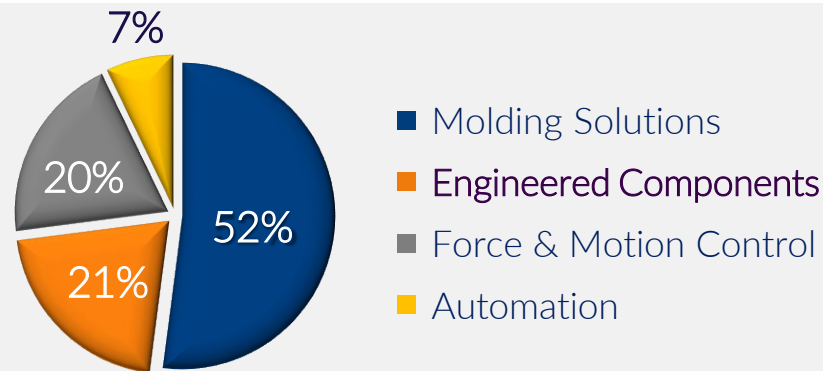
GLOBAL PROVIDER

- Highly engineered products
- Differentiated industrial technologies
- Innovative solutions serving diversified end markets

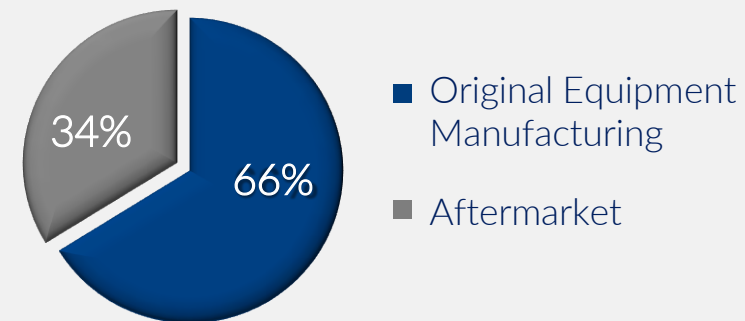
KEY STATISTICS

Headquarters	Bristol, CT USA
Total 2020 Revenue	\$1.1B
Employees	~5,000
Dividend History ²	87 Years

INDUSTRIAL | 68% ¹



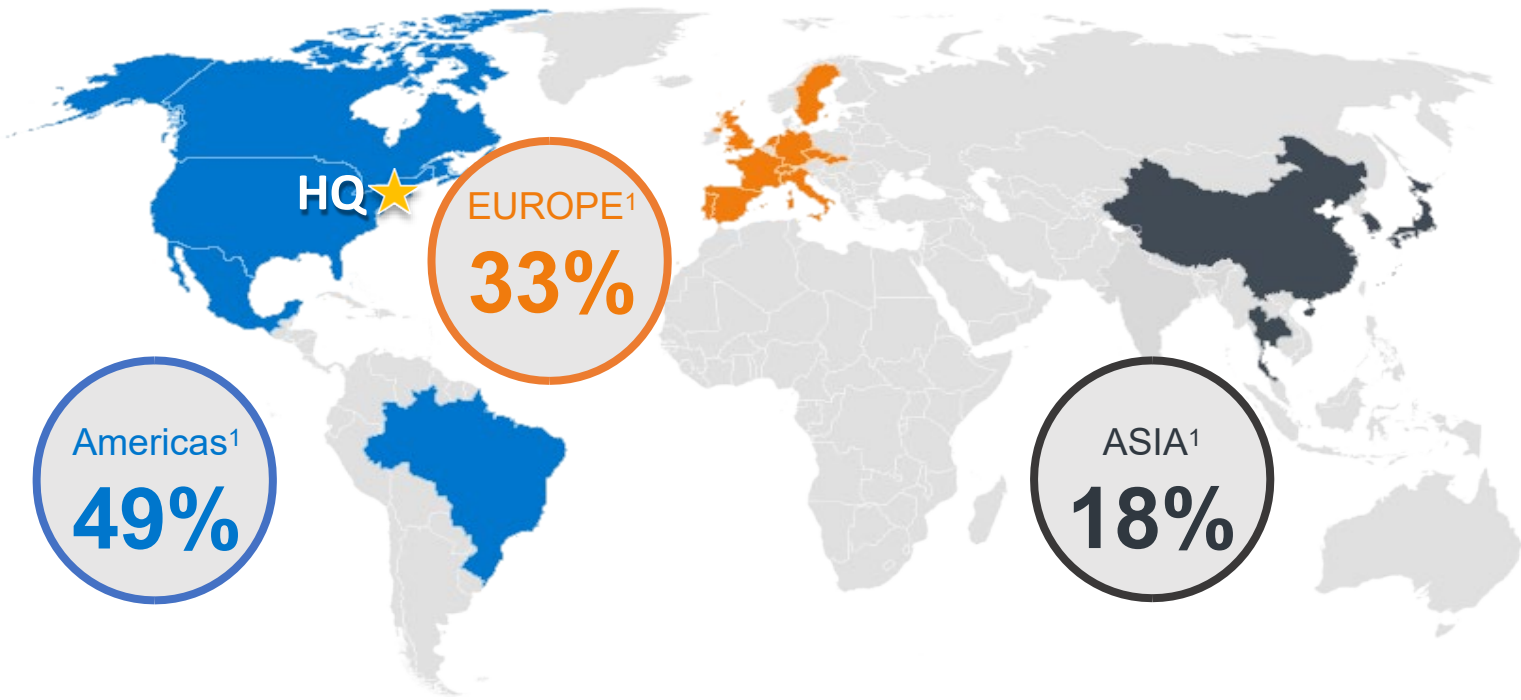
AEROSPACE | 32% ¹



Associated Spring is part of the Engineered Components SBU in the Industrial Segment of Barnes



Global Presence



LOCATIONS

	Sales & Technical Service	Manufacturing
INDUSTRIAL	59	29
AEROSPACE	3	16

 **Expand Footprint via Acquisitions and Globalization**

 **Focus on Local for Local**

 **Increase Aftermarket Services and Field Support**

¹ Percent of 2020 Destination Sales. Company estimates.



Creating Superior Value – Aligned with Industry Leaders

Providing Differentiated Service through Global Network and Capabilities

Delivering Highly Valued Engineering and Manufacturing Expertise from Initial Concept to Production

INDUSTRIAL

Engineered Solutions that Enhance Performance

Applied Research and Technical Service Centers

Active Onsite Customer Engagement

AEROSPACE

Concurrent Engineering, Complex Fabrication and Machining Expertise

OEM Certified Spare Parts and Repair Services; Life of Engine Support



Rolls-Royce



Collins Aerospace



BOEING



Johnson & Johnson



BD

P&G



Industrial Segment Overview

Leading Global Provider of Highly Engineered Systems and Solutions

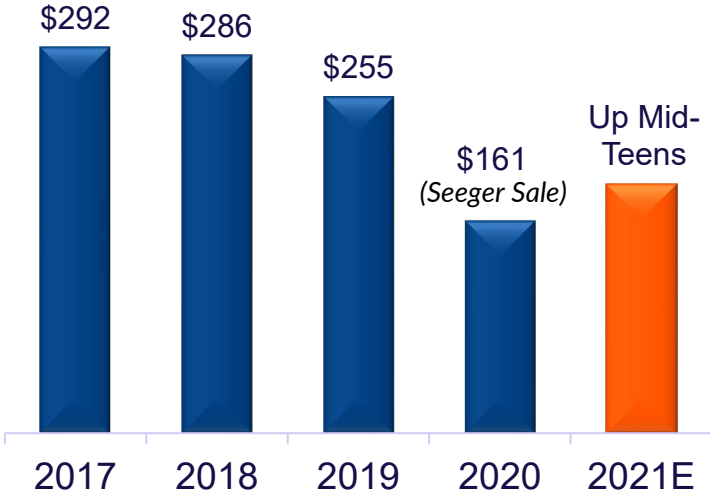
	AUTOMATION	MOLDING SOLUTIONS	FORCE & MOTION CONTROL	ENGINEERED COMPONENTS
OVERVIEW	<p>Robotic grippers, vacuum cups, advanced end-of-arm tooling systems, sensors, and other automation components for intelligent robotic handling solutions.</p>	<p>Targeted portfolio of premium products and technologies serving the high-quality segments of the plastic injection molding industry.</p>	<p>Innovative solutions enabling customers to overcome challenges in metal forming, heavy duty suspension, and industrial markets.</p>	<p>Extensive range of manufacturing capabilities including fine blanked solutions, precision components, and assemblies for industrial applications.</p>
BRANDS	Gimatic	Synventive • FOBOHA • Männer • Priamus • Gammaflux • Thermoplay	KALLER • HYSON • AS RAYMOND • Industrial Gas Springs	Associated Spring • Hänggi
2020 % OF REVENUE ¹	7%	53%	20%	20% ¹
LEADING CUSTOMERS				

Diversified Portfolio of Market Leading Brands Serving Customers in Attractive End Markets; Associated Spring is part of the Engineered Components SBU in the Industrial Segment of Barnes



Engineered Components Overview

REVENUES (\$M)¹



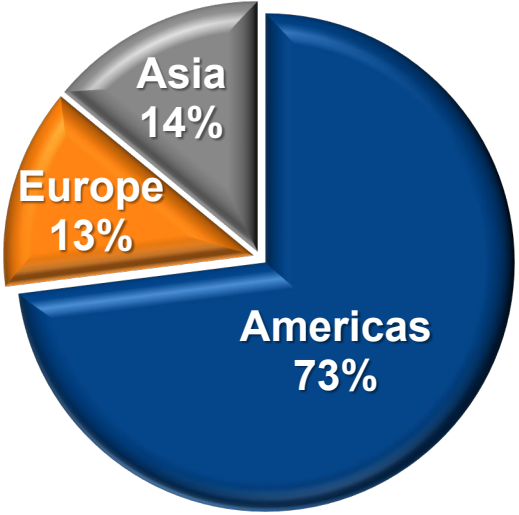
END MARKETS²

- 64% AUTO PRODUCTION
- 31% GENERAL INDUSTRIAL
- 5% OTHER

2 well-respected brands:



GEOGRAPHY²

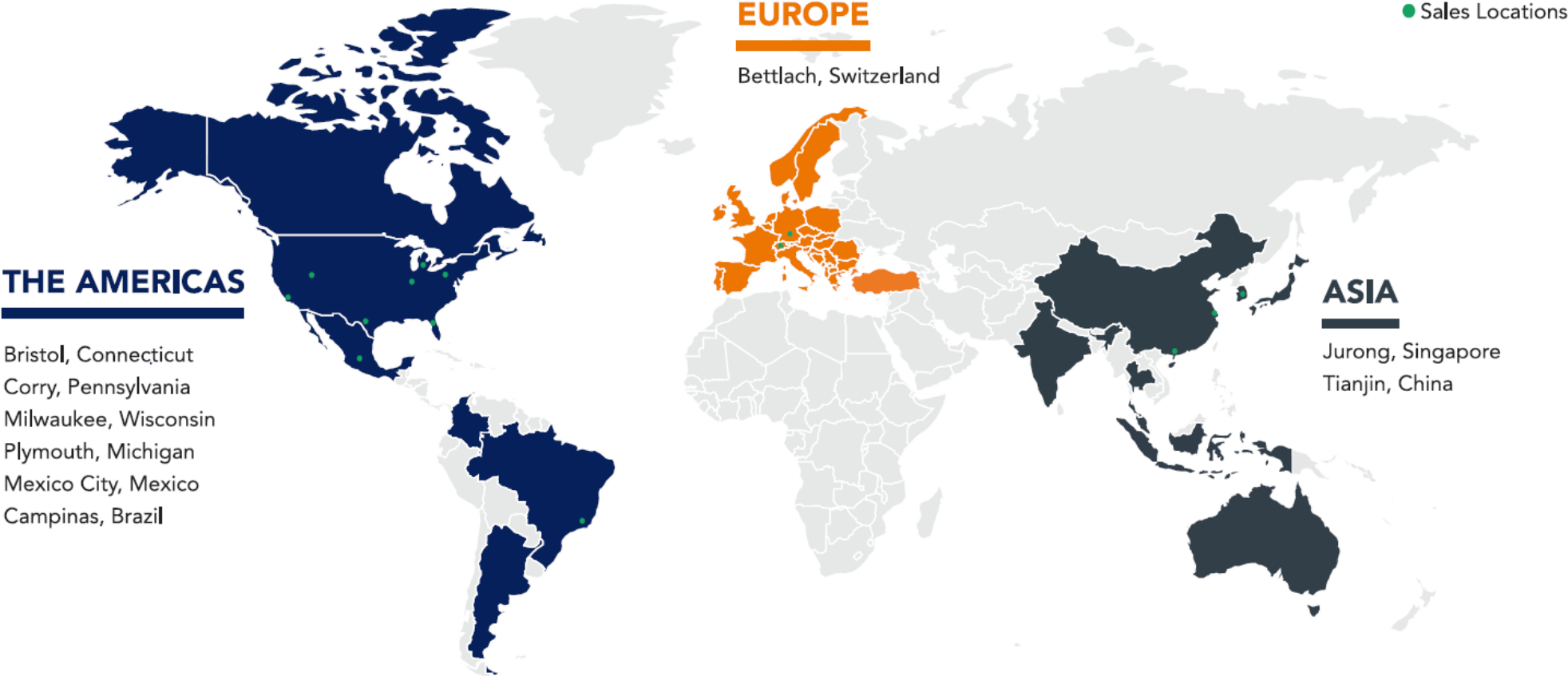


¹ Our 2021 full-year outlook is only as of our July 30, 2021 earnings release and is not being updated or affirmed at this time. The Company completed the sale of its Seeger business on February 1, 2020, negatively impacting 2020 sales by \$51.2 million as compared to 2019. ² Percentage split by 2020 Revenue. Company estimates.



EC Global Footprint

Expansive Global Footprint Serving Medical, Aerospace, Industrial and Automotive Markets

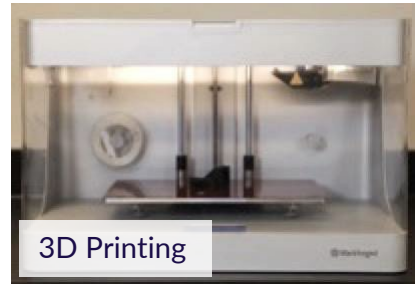


Associated Spring Global Manufacturing and R&D

Engineering Innovative Precision Springs and Stamping Solutions since 1857



Associated Spring Innovation & Technology Center (ITC)



Innovation & Technology Center (ITC) supports customers and Associated Spring locations worldwide with design, analysis, testing, manufacturing, quality and program management.



Associated Spring is a One Stop Shop



Associated Spring 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)

Secondary Finishing

- Tumbling
- Peening
- Polishing / Grinding
- Heat Treat – internal & external
- Heat Setting
- Coating – external

Assembly

- Highly Automated
- Riveting
- Welding
- Brazing (in development)
- 3-D Printing (in development)

Quality

- 100% Quality Checks
- Vision Systems
- Cycle Testing
- Material Laboratories
- ISO 9001, ISO 14001, ISO 45001
- AS9100, IATF 16949, ISO 13485



Associated
Spring



Associated Spring Milwaukee, WI Division Overview

Quality Certifications

- AS9100D/ISO 9001:2015
- ISO 13485:2016



Key Markets Served

- Aerospace and Defense
- Space Systems
- Medical
- Automotive
- Heavy Duty Diesel
- Industrial



77,000 square feet

70 employees

Associated
Spring 



Associated Spring Milwaukee, WI Division Quality

- AS9100D Certified
- ITAR/DDTC/SAM Registration
- DFARS 252.225-7009 & 252.225-7014 per AS-9102
- Cybersecurity Compliance DFARS 252.204.7012
- Robust Contract Review
- Documentation of Commerciality
- Multi-Year Record Retention
- Certifications back to Mill Source
- Directorate of Defense Trade Controls (D.D.T.C.) Registered
- First Article Inspection Reports per AS9102
- System for Award Management (S.A.M.) Registered
- Prime contractor access through Exostar website
- Prime contractor access to Approved Supplier Lists (A.S.L.)
- NADCAP Certified
- Export compliance program supporting International Traffic in Arms Regulation (ITAR) and Export Administration Regulation (EAR)
- More info on our [website](#)



Competitive Advantages: Aerospace and Defense, Space

- Use of Exotic Materials:
 - Inconel, Elgiloy, MP35N, Molybdenum, Titanium
- Custom manufacturing
- AS9100D Certified
- Made in U.S.A.
- Low MOQs (minimum order quantities)
- Pursuing Cybersecurity Maturity Model Certification (CMMC) 2.0 certification

Other Material Types:		
Chrome Vanadium	Chrome Silicon	Stainless Steel
Beryllium Copper	Phosphor Bronze	Brass



Associated Spring Product Samples



Compression Springs



Torsion Springs/Torque Coils



Arcuate Spring



Wire Forms



Extension Springs



Flat Coil/Power Springs



Curved Washers



Wave Washers



Associated Spring Product Samples



Retaining Rings/Snap Rings



Flat Springs



Multi-Slide Components



Constant Force Springs



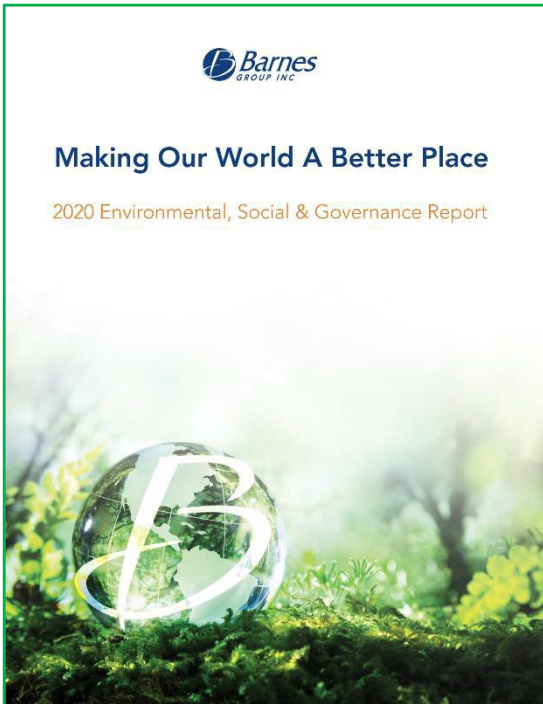
Belleville Washers



Assemblies



Commitment to Corporate Responsibility



- ✓ Since the launch of our first ESG (Environment, Social & Governance) report in 2014, Barnes has sought to identify and implement processes, policies, and products that benefit our stakeholders, the environment, and society.
- ✓ Barnes is committed to corporate accountability and furthering environmental, social and governance principles as evidenced by our listing as one of **America's Most Responsible Companies** by *Newsweek*.
- ✓ We believe this is central to our success as a responsible and environmentally friendly organization.
- ✓ Supplier quality awards from GM, Honda and Borg Warner in 2021

