



Annual Meeting of Stockholders

May 3, 2024

11:00 A.M.

MEETING PROCEDURES

Welcome to the 2024 Annual Meeting of Stockholders (the “Annual Meeting”) of Barnes Group Inc. (the “Company”). To keep the meeting on schedule, we plan to strictly follow the Agenda. We ask your cooperation in observing the following procedures for the meeting:

1. The Chairman of the Board will preside over the Annual Meeting and will have authority to make all determinations with respect to matters that come before and issues that arise at the meeting.
2. Only stockholders of record as of the record date are permitted to vote or submit questions while participating in the Annual Meeting. If you have voted your shares prior to the start of the Annual Meeting, your vote has been received by the Company’s inspectors of election and there is no need to vote those shares during the Annual Meeting, unless you wish to revoke or change your vote.
3. Following adjournment of the formal business of the Annual Meeting, the Company will address appropriate questions from stockholders regarding the Company. Questions from multiple stockholders on the same topic or that are otherwise related may be grouped, summarized and answered together.
4. Stockholder questions are welcome, but conducting the business set out in the Agenda for the benefit of all stockholders will be paramount. The Company does not intend to address any questions that are, among other things:
 - irrelevant to the business of the Company or to the business of the Annual Meeting;
 - non-germane to the items of business under discussion;
 - related to personal matters or grievances or to the stockholder’s personal or business interests;
 - derogatory or otherwise in bad taste; or
 - out of order or not otherwise suitable for the conduct of the Annual Meeting as determined by the Chair or Corporate Secretary in their reasonable judgment.
5. Recording of the Annual Meeting is strictly prohibited.