



Barnes

Unlocking Value Through Execution

Safe Harbor Statement and Non-GAAP Measures

This Presentation Contains Forward-looking Statements

Forward-looking statements are made based upon management's good faith expectations and beliefs concerning future developments and their potential effect upon the Company.

These forward-looking statements are subject to risks and uncertainties that may cause actual results to differ materially from those expressed in the forward-looking statements, including the risks and uncertainties set forth under our full disclosure located at the end of this presentation and included in our SEC filings.

Any forward-looking statements speak only as of the date on which it is made, and the Company assumes no obligation to update our forward-looking statements.

References to adjusted financial results are non-GAAP measures. You will find GAAP reconciliation tables at the end of this presentation.

“EPS” refers to diluted earnings per share.



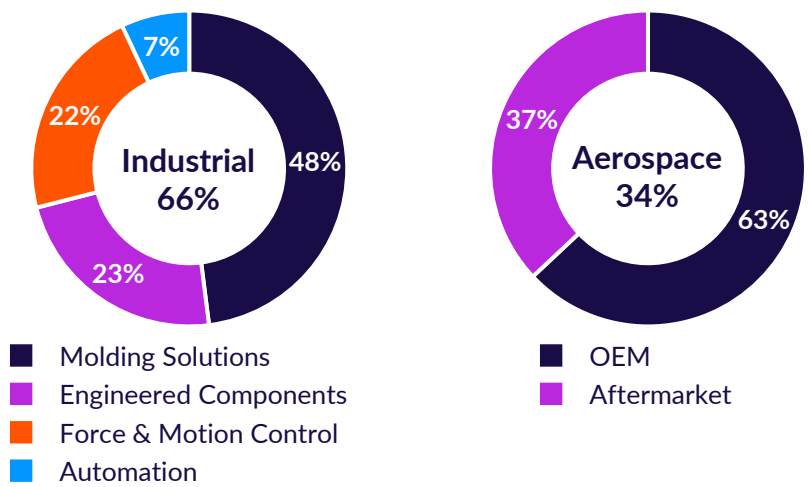
Barnes Overview (NYSE: B)

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

Key Statistics

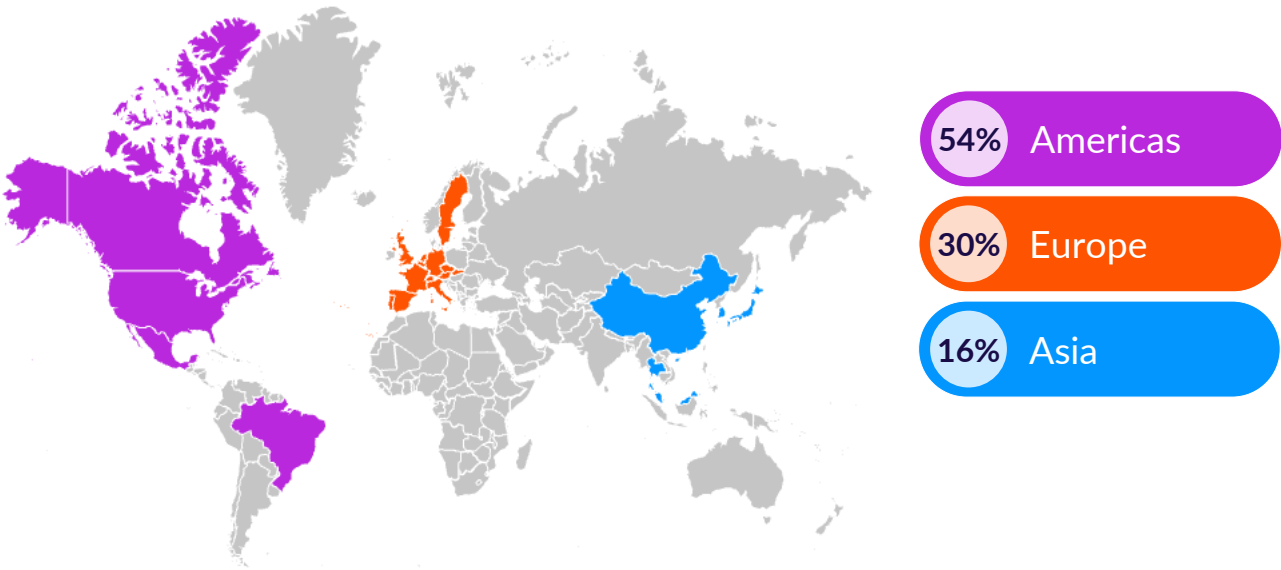
Founded	1857
Total Employees	~5,100
Countries Served	>70
Dividend History ¹	88 Years

2022E Revenue²: ~\$1.3B



Our Global Presence

Revenue by Geography³



Partnered with Global Industry Leaders



¹ Consecutive years of paying a dividend. ² 2022E revenue outlook as of October 28, 2022. ³ % of YTD FY22 Destination Sales as of September 30, 2022.



First 100 Days as CEO

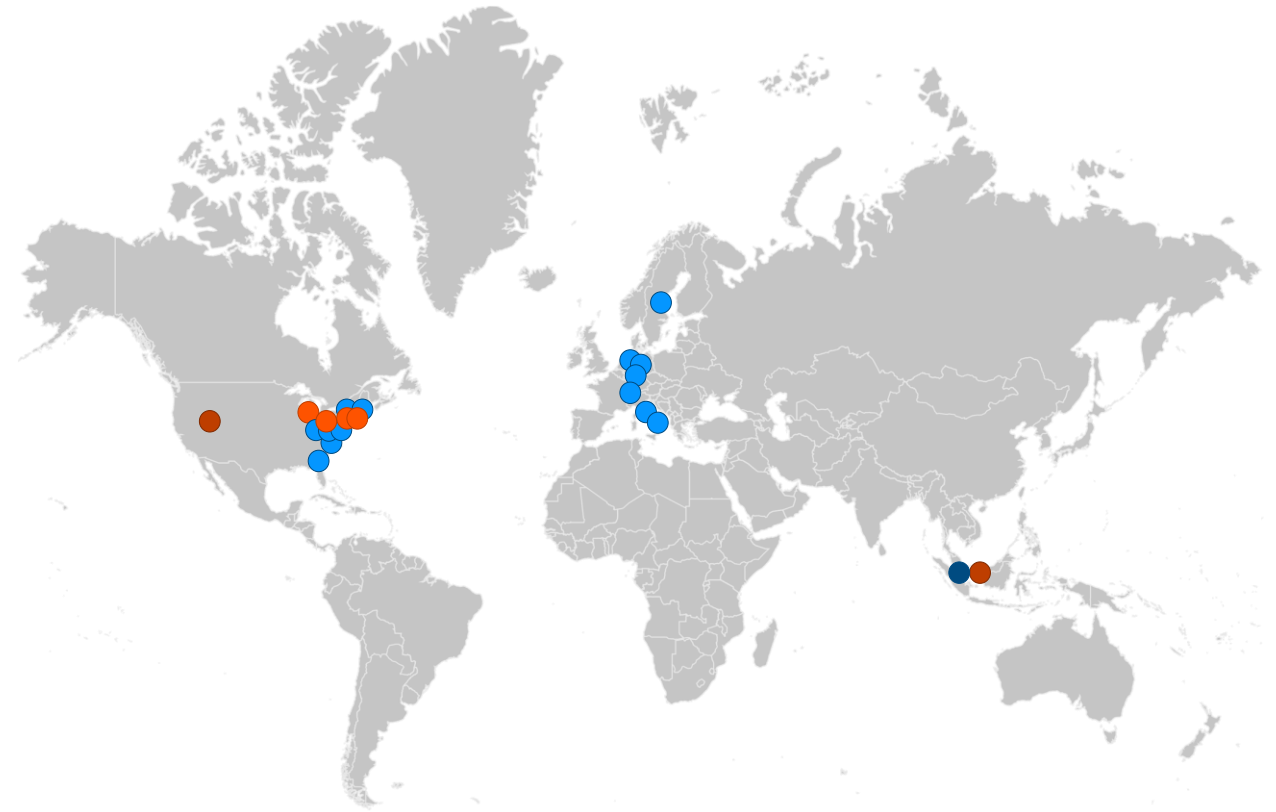


THOMAS HOOK
PRESIDENT & CEO

Appointed to Position Effective July 14, 2022

Previous Experience

- Barnes Board of Directors since 2016
- CEO and Director of SaniSure
- CEO and Director of Q Holding Company
- CEO and Director of Integer
- Executive Leadership positions at CTI Molecular Imaging and General Electric Medical Systems



14 Industrial

4 Aerospace

5 Visits Scheduled for November

FACILITY TOUR UPDATE

Visited 27 Facilities at 18 Barnes Sites Around the World Since August 2022, Meeting with Our Leaders & Associates



First 100 Days as CEO: Key Observations

OVERALL

- Excellent businesses with differentiated capabilities
- Highly engaged, passionate leaders and associates
- Robust foundation and legacy brand recognition to build on
- Deep manufacturing domain expertise
- Well respected and trusted customer partnerships
- Substantial potential for growth across product lines
 - Refocus on core business execution and commercial excellence
 - Targeted reinvestment in innovation, technology, and automation



INDUSTRIAL

- Strong portfolio of brands
- Significant strength in parts of the segment
- Opportunities for improvement
 - Simplify and streamline architecture
 - Address inefficiencies and effectiveness gaps



AEROSPACE

- Solidly-performing, integrated, and aligned
- Highly investable line of business with ability to scale
- Areas of focus
 - Expand into adjacent end markets and partnerships
 - Evaluate strategic M&A targets



Barnes' Strategic Priorities to Drive Value Creation

Execute

Core Business

- Operational execution
- Commercial excellence
- Deliver consistent financial results
- Drive productivity
- Simplify process complexity

Optimize

Industrial

- Integrate
- Consolidate
- Rationalize

Grow

Aerospace

- Enhance
- Focus
- Grow



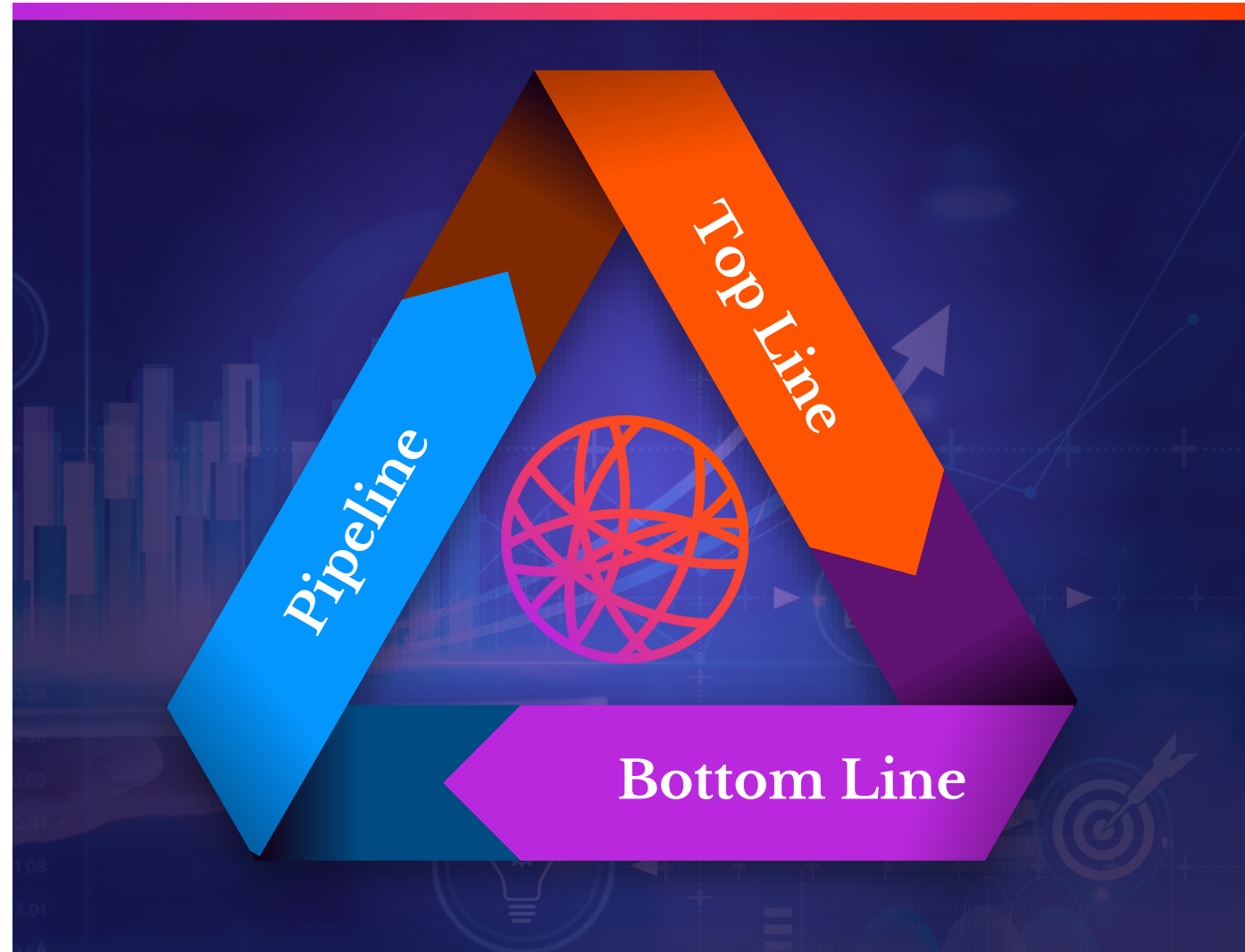
Execute Core Business

FOCUSED ON...

- World-class products delivered on time to customers
- Dedicated operational leadership focus
- Comprehensive commercial excellence
- Targeted investments in technology and innovation

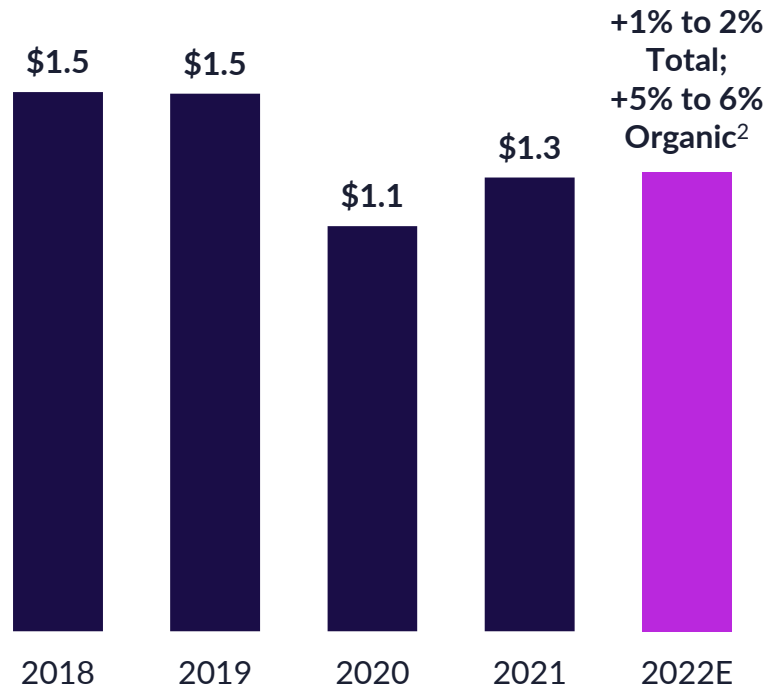
...DELIVERING

- Consistent growth and profitability
- Manufacturing productivity
- Streamlined overhead
- Simplified processes



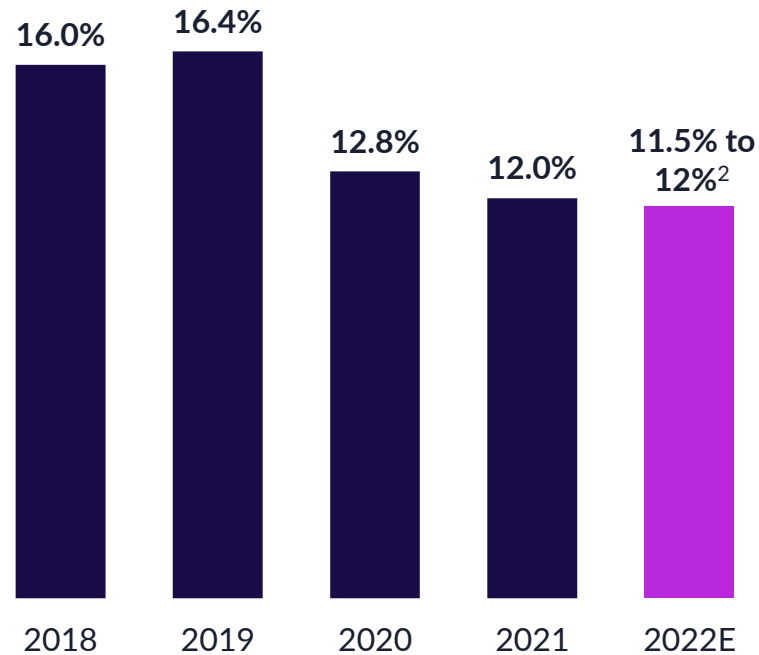
Execution to Improve Financial Performance

Net Sales (\$B)



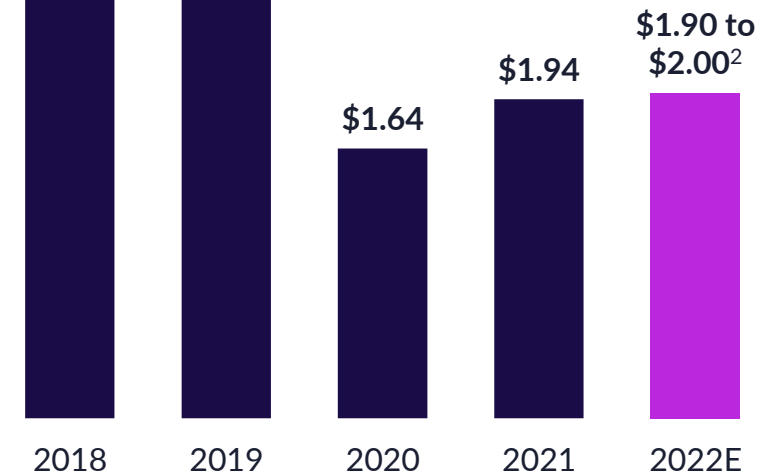
Core business execution and commercial excellence to drive top-line growth

Adj. Operating Margin¹



Integrate, consolidate, and rationalize cost structure to deliver higher margins

Adj. EPS¹



Reinvest in targeted innovation and technology to build pipeline vibrancy

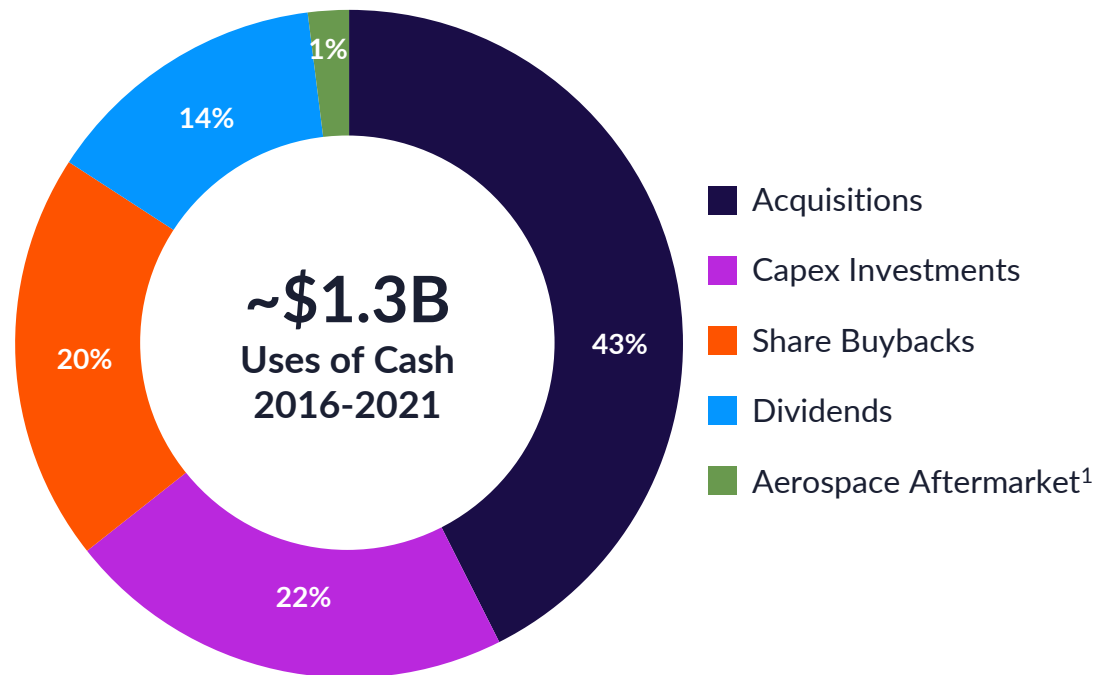
¹ Adjusted EPS and Adjusted Operating Margin are non-GAAP measures. For a reconciliation to the appropriate GAAP measure, see the Appendix of this presentation.

² 2022E outlook as of October 28, 2022 earnings call.



Continue to Maintain a Strong, Flexible Balance Sheet and a Disciplined Approach to Capital Allocation

CAPITAL ALLOCATION



HIGHLIGHTS

Cash Generation²

- Target cash conversion >100%
- Average 5-year cash conversion: 127%

Balance Sheet³

- Cash and available credit provide over \$300M in liquidity
- Debt to EBITDA ratio of ~2.3x

Capital Allocation

- Drive organic growth
- Pursue strategic acquisitions
- Return cash to shareholders

¹ Aerospace Aftermarket Investments – Component Repair Programs (CRPs) and Revenue Sharing Programs (RSPs). ² Average 5-year adjusted cash conversion for 2017 – 2021 from 2021 Annual Report. Average cash conversion equals average adjusted free cash flow divided by average adjusted net income. ³ Balance sheet as of September 30, 2022. Debt to EBITDA as defined by bank covenants.





Industrial Segment



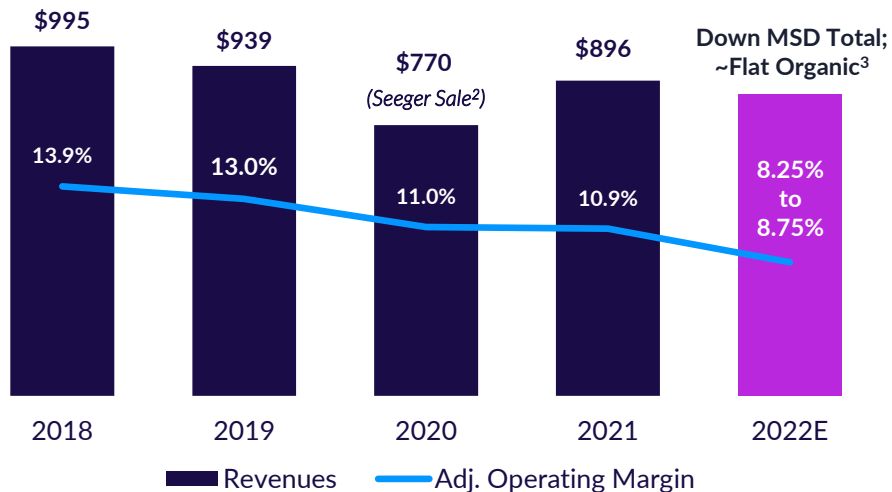
BARNES

Optimize 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

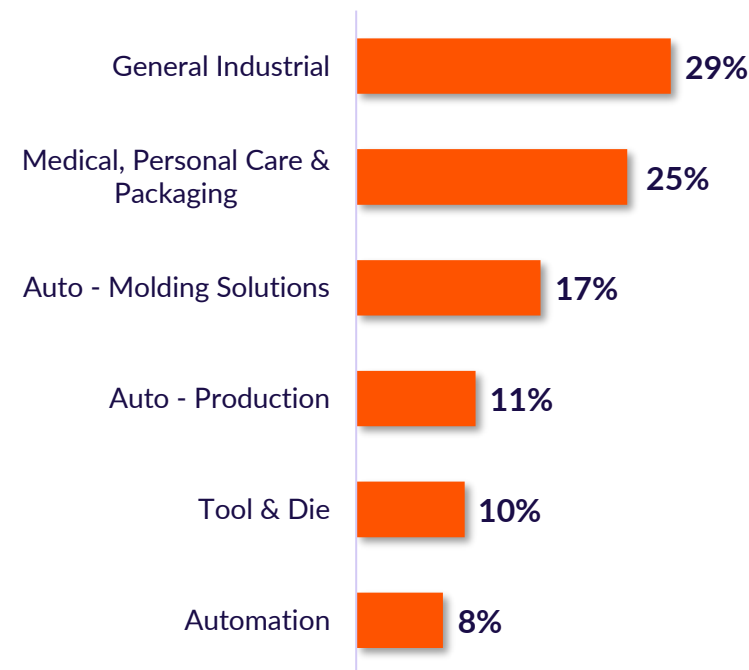
¹ Reference to Adjusted Operating Margin is a non-GAAP measure. For a reconciliation to the appropriate GAAP measure, see the Appendix of this presentation. ² The Company completed the sale of its Seeger business on February 1, 2020, negatively impacting 2020 sales by \$51.2M as compared to 2019. ³ 2022E outlook as of October 28, 2022 earnings call.



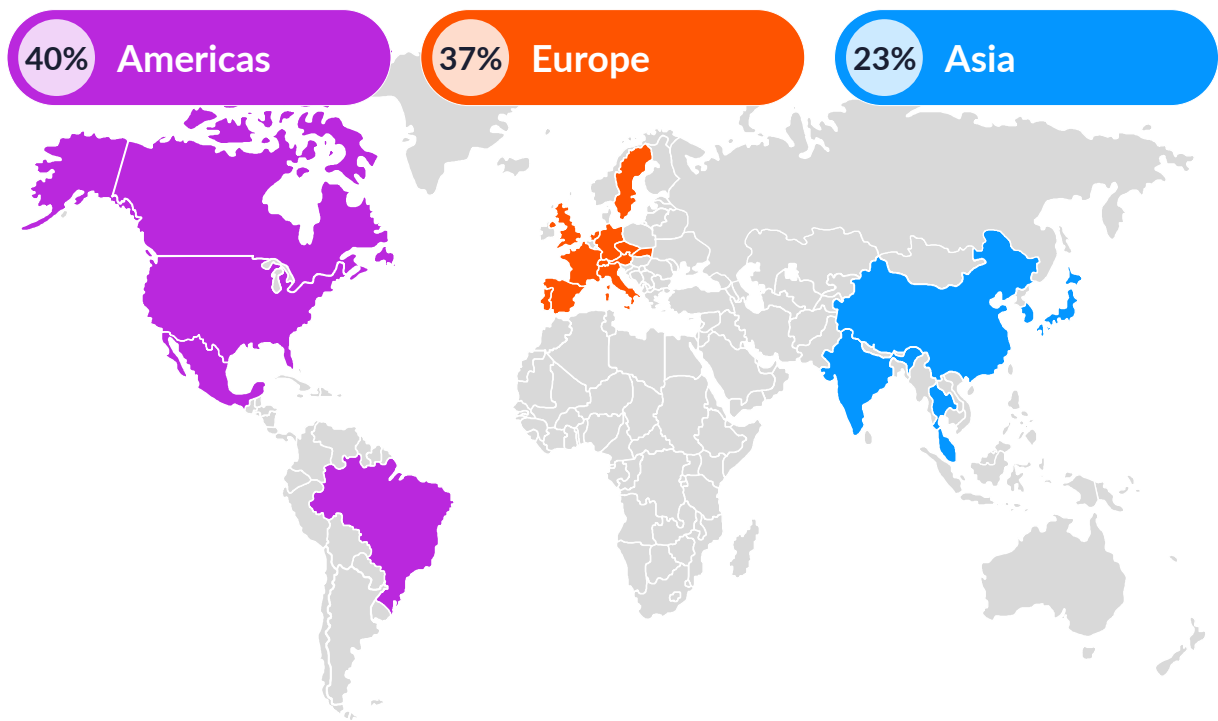
Industrial Segment at a Glance

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 (FY21)



Our Global Presence Revenue by Geography²



¹ Company estimates. ² % of FY21 Destination Sales.



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	     	       
Force & Motion Control	Innovative solutions enabling customers to overcome challenges in metal forming, heavy duty suspension, industrial and medical markets	   	    
Automation	Robotic grippers, vacuum cups, advanced end-of-arm tooling systems, sensors, and other components for intelligent robotic handling solutions		    
Engineered Components	Extensive range of manufacturing capabilities including fine-blanked solutions, precision components, and assemblies for industrial, medical and automotive applications	 	        

Diversified Portfolio of Market Leading Brands Serving Attractive End Markets



Portfolio Aligned with Several Long-term Macro Drivers



Automation Demand Increasing

Demand for skilled labor exceeding capacity

- Growing contactless manufacturing and distribution driven by digitalization
- Continued increase in installed robotics propelled by lower equipment costs
- Higher demand for system solutions based on efficiency gains through compatibility



Aging Global Population

Increased access to healthcare

- Safety/hygiene critical consideration in packaging with higher use of disposables
- Explosion of at-home testing applications due to technology and convenience



Electrification of Vehicles

OEMs accelerated plans to convert new product platforms to EV by 2030

- New opportunities for high-margin specifications
- Increasing number of new entrants into EV space
- Opportunities to partner with OEMs on component innovation vs. build to spec



Consumer Sustainability

Broader preference for sustainable products and purpose-driven brands

- Lightweight and environmentally friendly plastics in high demand but difficult to mold high quality parts with legacy equipment / technology
- Supply chains favor earth-conscious suppliers



Connected World

Consumer behavior and digital innovation

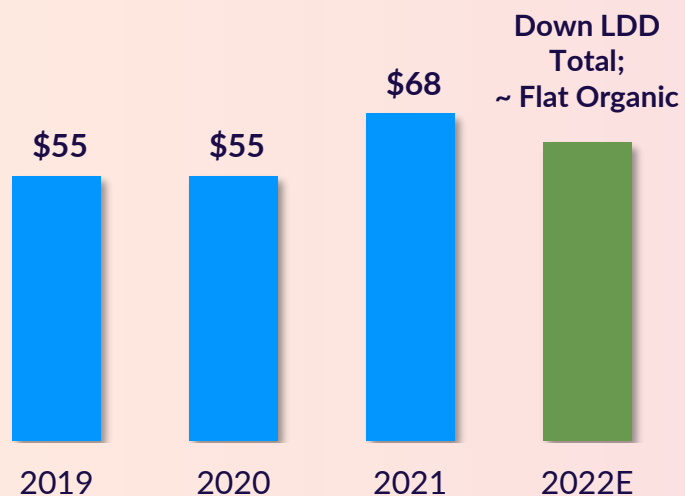
- Connected devices improve operational performance with real time data
- Digital thread and associated analytics accelerating continuous improvement in product quality and working capital management

Well-positioned to Address Key Macro Trends and Drive Higher Growth



Automation Overview

Revenue (\$M)¹

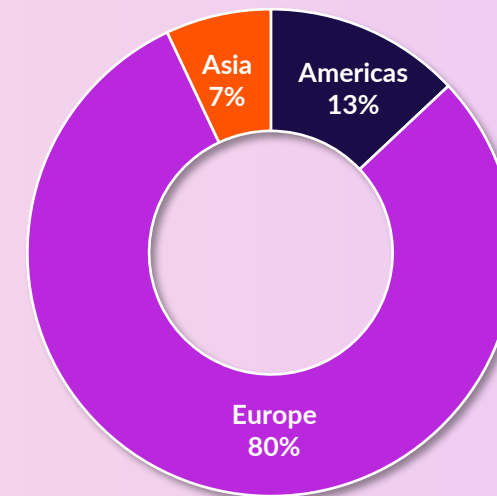


End Markets

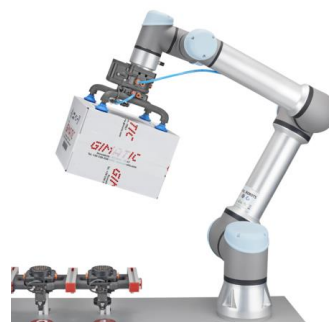
100% Automation in Applications, Including

Automotive, Factory Automation, Food & Beverage, Tooling, Home Appliances, Pharma & Medical, Among Others

Geography²



End of Arm Tooling Solution



Vacuum Application



Medical Solutions

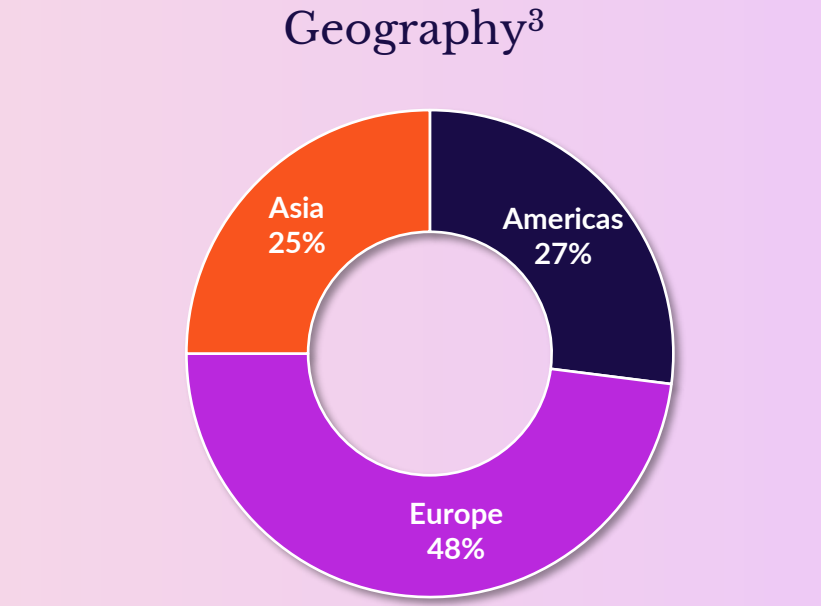
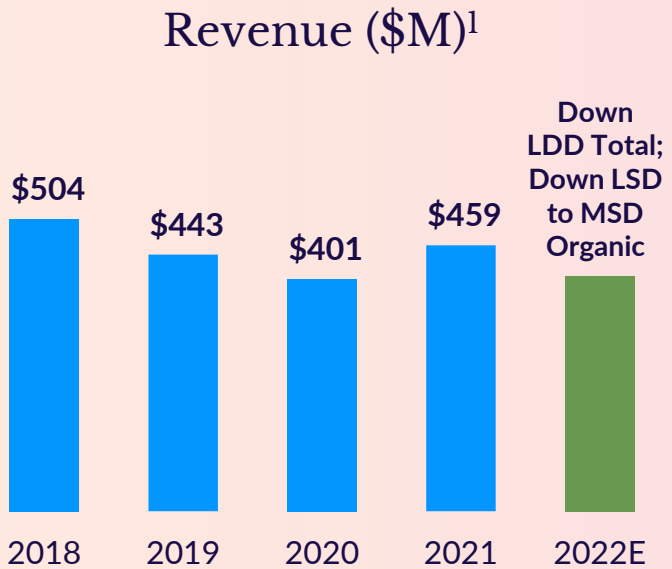


Mechanical Gripper

¹ 2022E outlook as of October 28, 2022 earnings call. ² % of FY21 Destination Sales. Note: LDD – Low double digits %



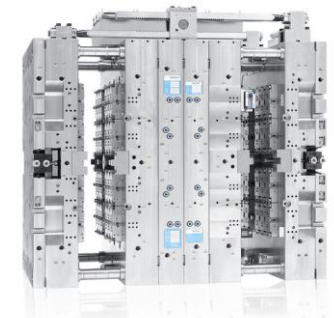
Molding Solutions Overview



Hot Runner Systems



Temperature Controllers



High Cavitation Molds



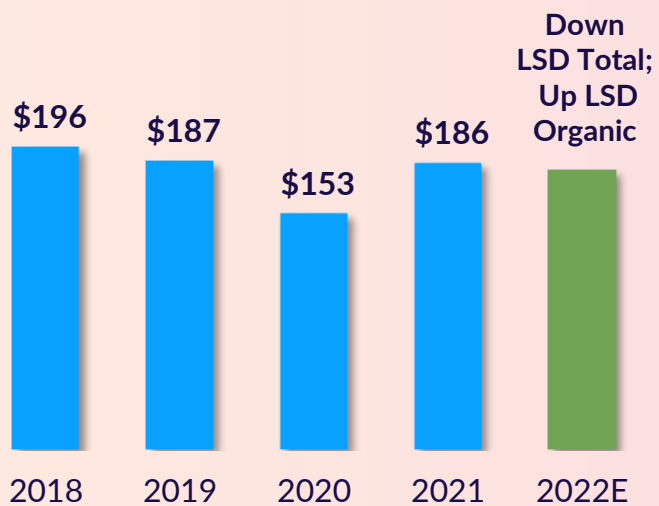
Sensors & Electronics

¹ 2022E outlook as of October 28, 2022 earnings call. ² % of FY21 Revenue. Company estimates. ³ % of FY21 Destination Sales. Note: LSD – Low single digits %, MSD – Mid single digits %, LDD – Low double digits %



Force & Motion Control Overview

Revenue (\$M)¹

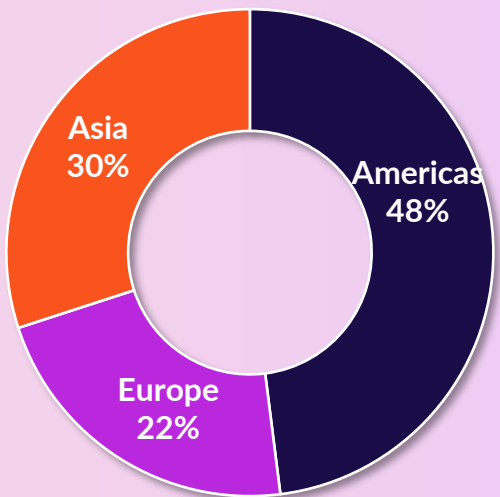


End Markets²

51%
TOOL & DIE
 Market Leader
 High-quality Brands: KALLER, HYSON, AS RAYMOND, and Industrial Gas Springs

49%
GENERAL INDUSTRIAL
 Brands: ASRaymond, Industrial Gas Springs and KALLER

Geography³



Nitrogen Gas Springs



Mechanical & Gas Struts



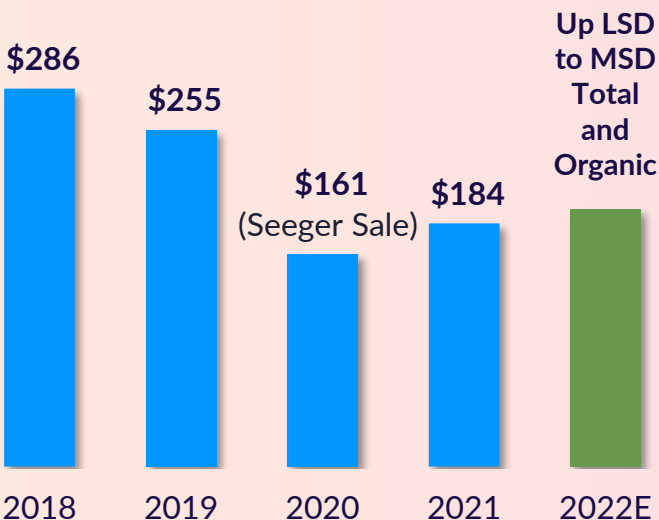
Counterbalance Solutions

¹ 2022E outlook as of October 28, 2022 earnings call. ² % of FY21 Revenue. Company estimates. ³ % of FY21 Destination Sales. Note: LSD – Low single digits %



Engineered Components Overview

Revenue (\$M)¹



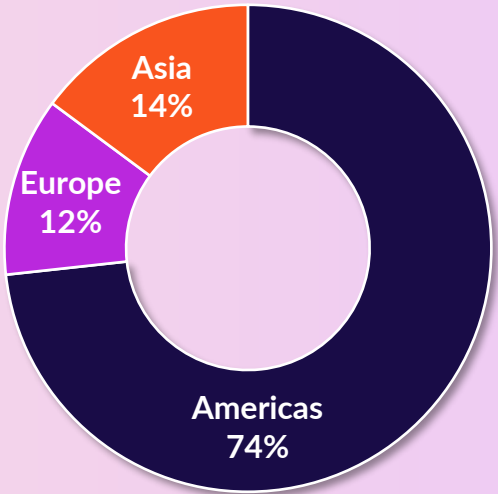
End Markets²

53%
AUTO PRODUCTION

47%
GENERAL INDUSTRIAL

Well-respected Brands
 Associated Spring & Hänggi

Geography³



Custom Springs



Transmission Products



Micro Stamping

¹ 2022E outlook as of October 28, 2022 earnings call. ² % of FY21 Revenue. Company estimates. ³ % of FY21 Destination Sales.
 Note: LSD – Low single digits %, MSD – Mid single digits %





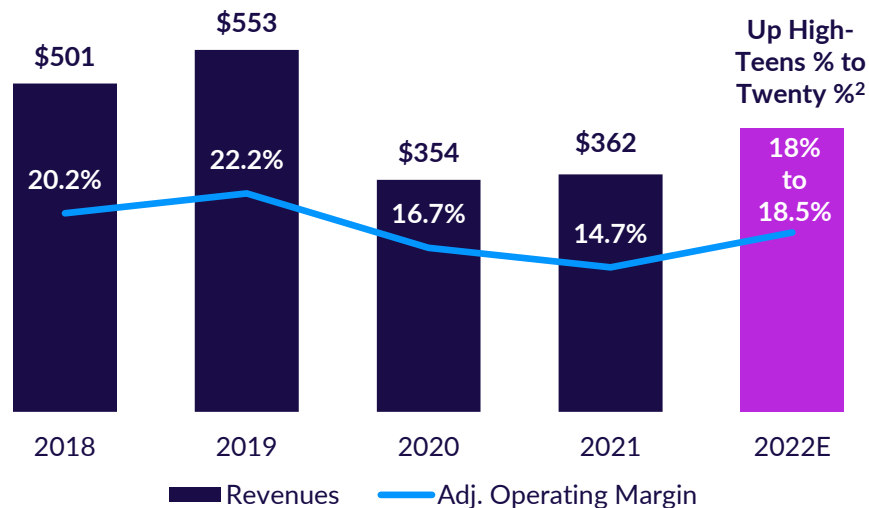
Aerospace Segment



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HIGHLIGHTS

- Manufacturer of complex fabricated and precision machined components and assemblies for aerospace industry including spares and component repairs for aftermarket; life of engine support
- Integrated and aligned business; robust aftermarket continues to drive strong revenue and margin growth

Revenues (\$M) & Adj. Operating Margin (%)¹

FOCUS AREAS

- Enhance, focus, and grow to drive performance
- Leverage core capabilities to expand into adjacent aerospace markets
- Drive organic growth and evaluate inorganic opportunities
- Invest in sales and deepen strategic partnerships
- Advance investments in automation and smart factory

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 2022E outlook as of October 28, 2022 earnings call.



Aerospace Segment Overview

Manufacturer of Complex Fabricated and Precision Machined Components and Assemblies for the Aerospace Industry including Spares and Component Repairs for the Aftermarket

Overview

OEM

63% of 2022E¹
Total Revenue

Deliver highly engineered assemblies and components through specialized metal forming expertise and innovative machining capabilities

Delivering customer value through performance and innovative solutions; generating competitive advantage via technical innovation and smart factory

Aftermarket

37% of 2022E¹
Total Revenue

Provide OEM source approved repairs and new repair development for major OEMs with industry leading quality and turn-around time performance

Customer partnerships creating strategic relationships leading to long-term deals such as our component repair programs and spare parts (revenue sharing programs)

Leading Customers



Rolls-Royce



**Collins
Aerospace**



SAFRAN



BOEING

**NORTHROP
GRUMMAN**



Rolls-Royce



Commercial Airlines



SAFRAN



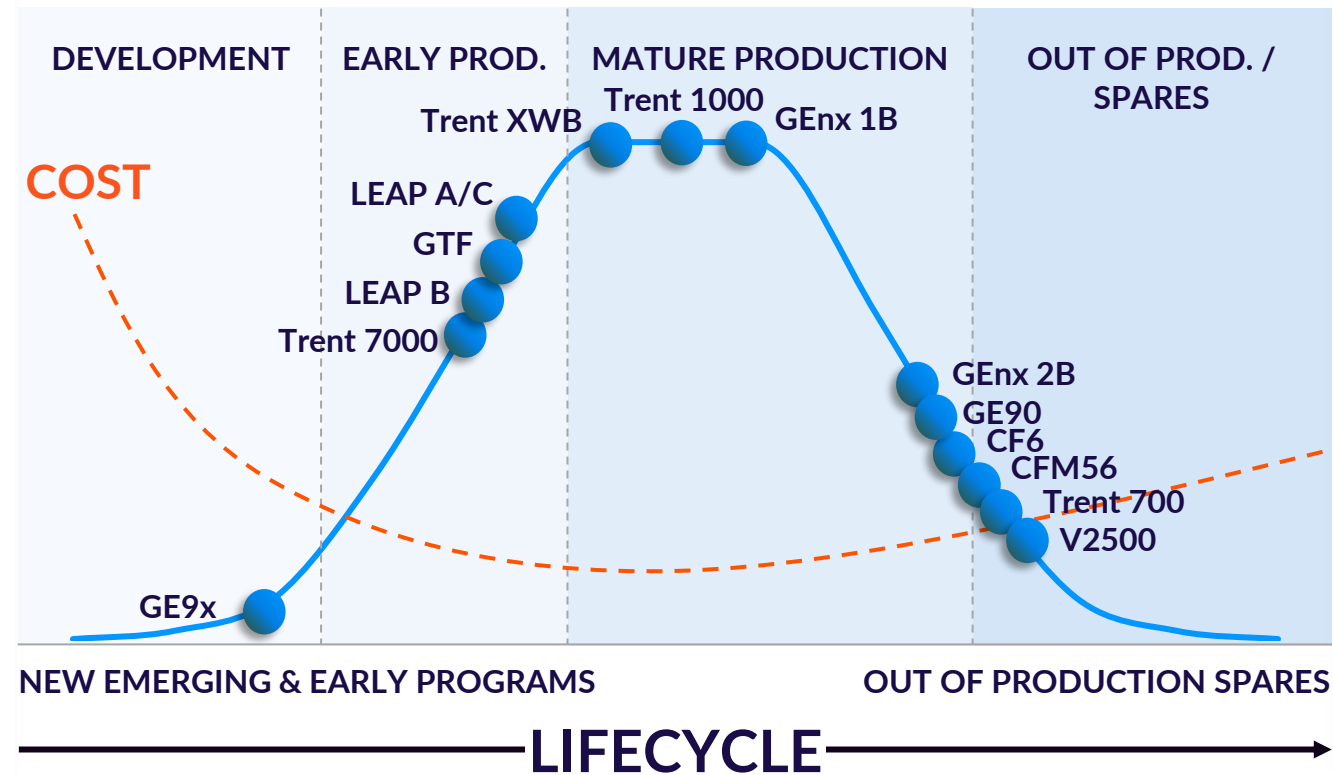
¹ 2022E outlook as of October 28, 2022 earnings call.



Agile and Diversified with Balanced Growth throughout Lifecycle

New Platforms

Design Change Management
Rate Readiness
Dual Sourcing
Learning Curve



Legacy Platforms

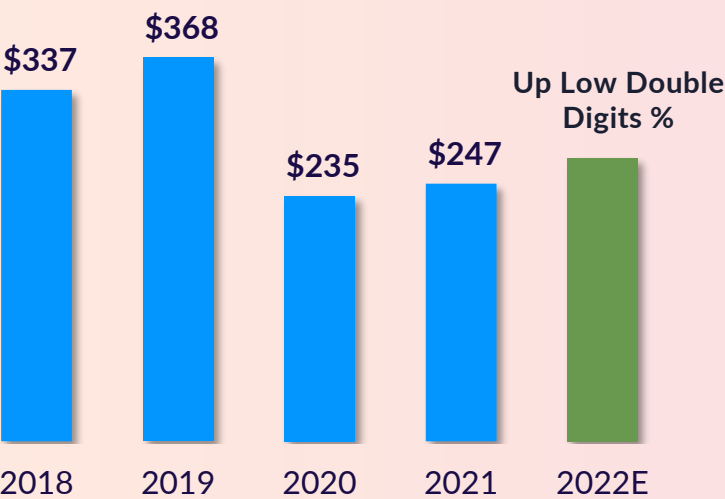
Pricing Pressure
Cost Cycle
Repair Development/
Service Network
Spares Management

Established Reputation to Support Existing and New Customers in Both Production and Aftermarket

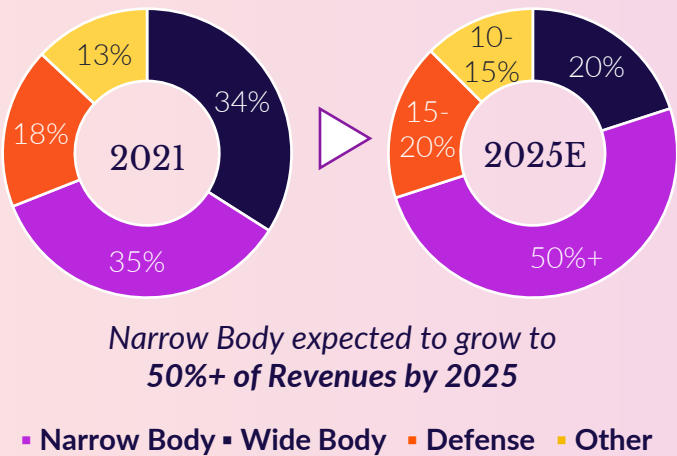


OEM SBU Overview

Revenue (\$M)¹



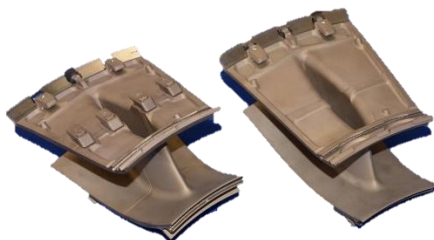
By Platform Type²



Competitive Advantages

How We Win

- Industry-leading performance
- Best-in-class in new product development
- Solutions provider
- Trusting customer relationships
- Technical innovation



Well-positioned to Return to Pre-COVID Revenue Levels

¹ 2022E outlook as of October 28, 2022 earnings call. ² Company estimates.

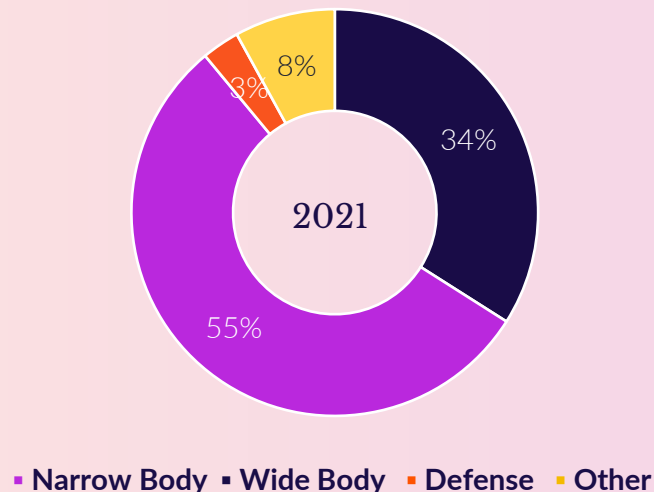


Aftermarket SBU Overview

Revenue (\$M)¹



By Platform Type²



Competitive Advantages

How We Win

- Industry-leading performance
- Deep OEM customer relationships
- OEM-aligned
- Broad repair process expertise
- Technical innovation



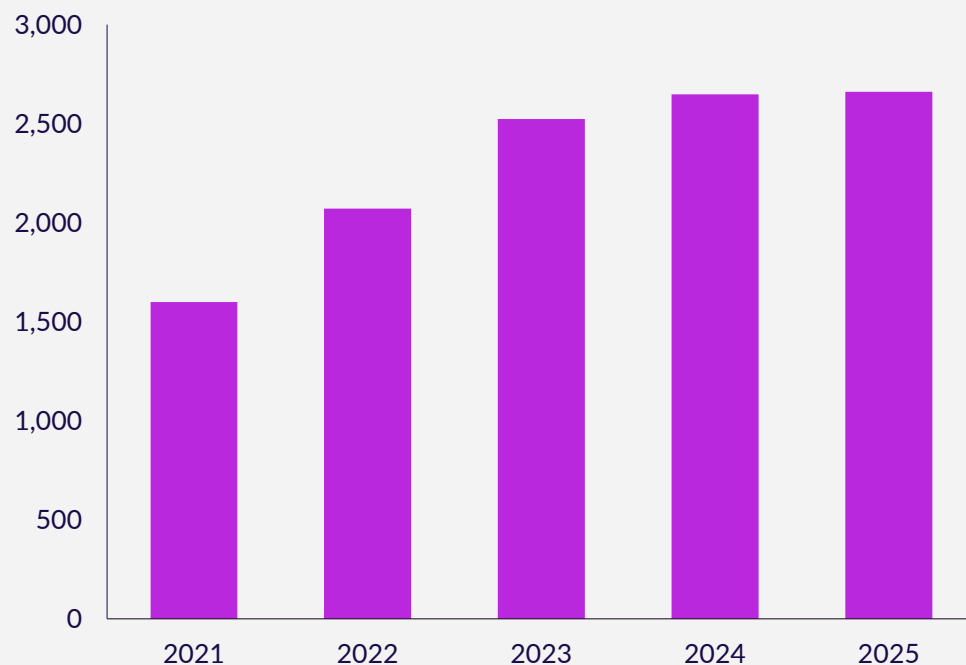
Well-positioned to Return to Pre-COVID Revenue Levels

¹ 2022E outlook as of October 28, 2022 earnings call. ² Company estimates. Note: Revenue Sharing Program (RSP), Component Repair Program (CRP).

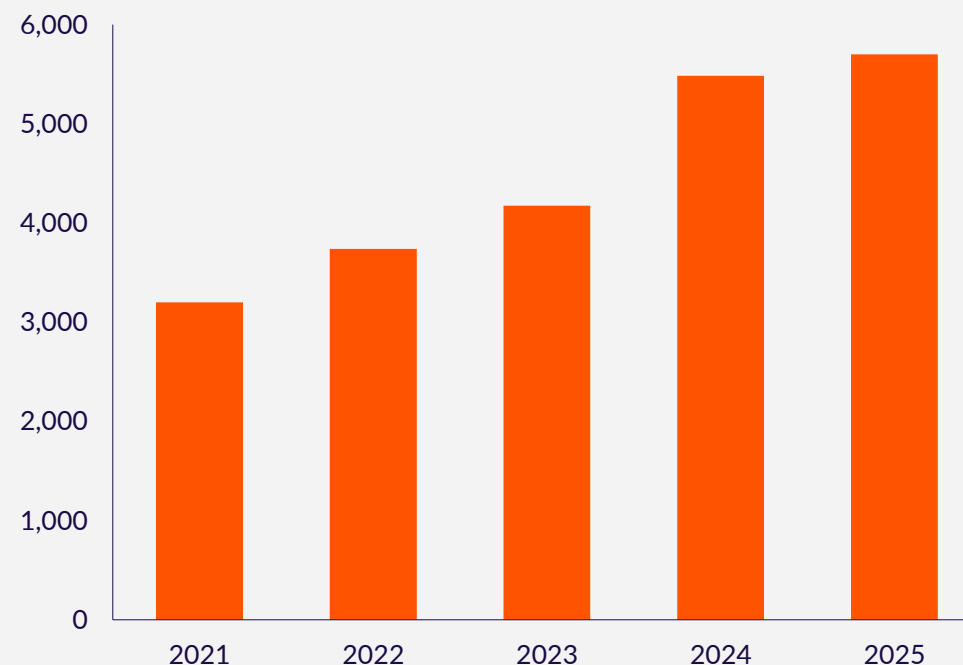


Commercial Engine Aftermarket Projections

CFM56 Shop Visit Forecast¹



Large Commercial Engine Shop Visit Forecast
Excludes CFM56²



Well-positioned with CFM56 Content for Market Recovery

¹ Source: Company estimates. ² Source: ICF.





Why Invest in Barnes?

Unlocking Value Through Execution

Driving *Profitable Growth*,
Delivering *Consistent Performance*,
and Generating *Enterprise Value*
Efficiently and Effectively
for Our Stakeholders

01

Invigorated leadership focused on core business execution and delivering consistent performance

02

Drive integration, consolidation, and cost rationalization to improve efficiency and profitability

03

Committed to smart capital deployment and targeted innovation investment for pipeline vibrancy





Appendix

Non-GAAP Financial Measure Reconciliation (1 of 5)

(Dollars in thousands) (Unaudited)	Twelve Months Ended December 31,			
	2021	2020	2019	2018
SEGMENT RESULTS				
Operating Profit - Industrial Segment (GAAP)	\$97,726	\$66,582	\$113,968	\$130,404
Seeger divestiture adjustments	-	2,466	-	-
Seeger divestiture non-cash impairment charge	-	-	5,600	-
IGS short-term purchase accounting adjustments	-	-	-	2,887
Gimatic short-term purchase accounting adjustments	-	-	2,060	2,707
Acquisition transaction costs	-	-	-	2,350
Restructuring/reduction in force	103	15,907	-	-
Operating Profit - Industrial Segment as adjusted (Non-GAAP)¹	\$97,829	\$84,955	\$121,628	\$138,348
Operating Margin - Industrial Segment (GAAP)	10.9%	8.6%	12.1%	13.1%
Operating Margin - Industrial Segment as adjusted (Non-GAAP)¹	10.9%	11.0%	13.0%	13.9%
Operating Profit - Aerospace Segment (GAAP)	\$52,292	\$56,788	\$122,480	\$101,360
Restructuring/reduction in force	864	2,251	-	-
Operating Profit - Aerospace Segment as adjusted (Non-GAAP)¹	\$53,156	\$59,039	\$122,480	\$101,360
Operating Margin - Aerospace Segment (GAAP)	14.4%	16.0%	22.2%	20.2%
Operating Margin - Aerospace Segment as adjusted (Non-GAAP)¹	14.7%	16.7%	22.2%	20.2%



Non-GAAP Financial Measure Reconciliation (2 of 5)

(Dollars in thousands, except per share data) (Unaudited)	Twelve Months Ended December 31,			
	2021	2020	2019	2018
CONSOLIDATED RESULTS				
Operating Income (GAAP)	\$150,018	\$123,370	\$236,448	\$231,764
Seeger divestiture adjustments	-	2,466	-	-
Seeger divestiture non-cash impairment charge	-	-	5,600	-
IGS short-term purchase accounting adjustments	-	-	-	2,887
Gimatic short-term purchase accounting adjustments	-	-	2,060	2,707
Acquisition transaction costs	-	-	-	2,350
Restructuring/reduction in force	967	18,158	-	-
Operating Income as adjusted (Non-GAAP)¹	\$150,985	\$143,994	\$244,108	\$239,708
Operating Margin (GAAP)	11.9%	11.0%	15.9%	15.5%
Operating Margin as adjusted (Non-GAAP)¹	12.0%	12.8%	16.4%	16.0%
Diluted Net Income per Share (GAAP)	\$1.96	\$1.24	\$3.07	\$3.15
Seeger divestiture adjustments	-	0.13	-	-
Seeger divestiture non-cash impairment charge	-	-	0.11	-
IGS short-term purchase accounting adjustments	-	-	-	0.04
Gimatic short-term purchase accounting adjustments	-	-	0.03	0.04
Foreign Tax Matters	(0.04)	-	-	-
Acquisition transaction costs	-	-	-	0.04
Restructuring/reduction in force	0.02	0.27	-	-
Effects of U.S. tax reform	-	-	-	(0.05)
Diluted Net Income per Share as adjusted (Non-GAAP)¹	\$1.94	\$1.64	\$3.21	\$3.22



Non-GAAP Financial Measure Reconciliation (3 of 5)

NOTES:

¹ The Company has excluded the following from its historical "as adjusted" financial measurements:

2021: 1) The impact of certain foreign tax matters including a benefit related to the Italy tax realignment, partially offset by a charge related to the UK tax rate and 2) charges related to restructuring actions at certain businesses.

2020: 1) Adjustments related to the divestiture of the Seeger business, including \$2.5M reflected within the Industrial segment's operating profit and \$4.2M of tax expense and 2) charges taken in 2020 related to restructuring and workforce reduction actions implemented across its businesses, including \$18.2M reflected within operating profit and \$1.0M reflected within other expense (income), net.

2019: 1) Short-term purchase accounting adjustments related to its Gimatic acquisition and 2) the non-cash impairment charge related to the divestiture of the Seeger business.

2018: 1) \$2,613 of adjustments made in 2018 to reduce the tax expense recorded in December 2017 related to U.S. tax reform (commonly referred to as the Tax Cuts and Jobs Act), 2) short-term purchase accounting adjustments related to its Industrial Gas Springs (IGS) and Gimatic acquisitions and 3) transaction costs related to the IGS and Gimatic acquisitions.

The tax effects of these items, excluding 1) the effects of U.S. tax reform in 2017 which impacted tax directly and 2) the non-cash impairment charge which was recorded pre-tax in 2019, were calculated based on the respective tax jurisdiction of each item. Management believes that these adjustments provide the Company and its investors with an indication of our baseline performance excluding items that are not considered to be reflective of our ongoing results. Management does not intend results excluding the adjustments to represent results as defined by GAAP, and the reader should not consider them as an alternative measurement calculated in accordance with GAAP, or as an indicator of the Company's performance. Accordingly, the measurements have limitations depending on their use.



Non-GAAP Financial Measure Reconciliation (4 of 5)

	Full-Year 2022 Outlook			
Operating Margin (GAAP)	4.8%	to	5.3%	
Restructuring/reduction in force charges		1.3%		
Goodwill impairment charge		5.4%		
Operating Margin as adjusted (Non-GAAP)¹	11.5%	to	12.0%	
Diluted Net Income per Share (GAAP)	\$ 0.30	to	\$ 0.40	
Restructuring/reduction in force charges		0.27		
Goodwill impairment charge		1.33		
Diluted Net Income per Share as adjusted (Non-GAAP)¹	\$ 1.90	to	\$ 2.00	

NOTES:

¹ The Company has excluded the following from its "as adjusted" financial measurements for 2022: 1) estimated charges related to restructuring actions at certain businesses and 2) the goodwill impairment charge recorded in the second quarter of 2022 related to the Automation reporting unit.



Non-GAAP Financial Measure Reconciliation (5 of 5)

(Dollars in thousands) (Unaudited)	Twelve Months Ended December 31,					
	2022F	2021	2020	2019	2018	2017
FREE CASH FLOW (FCF):						
Net cash provided by operating activities	~\$112,000	\$167,806	\$215,462	\$248,301	\$237,199	\$203,920
Capital expenditures	(35,000)	(34,117)	(40,698)	(53,286)	(57,273)	(58,712)
Free cash flow ¹	~\$77,000	\$133,689	\$174,764	\$195,015	\$179,926	\$145,208
Free cash flow to net income cash conversion ratio (as adjusted):						
Net income	~17,200	99,873	63,375	158,350	166,186	59,415
Goodwill impairment charge	~68,200	-	-	-	-	-
Seeger divestiture charges	-	-	6,677	-	-	-
Non-cash impairment charge related to divestiture	-	-	-	5,600	-	-
Effects of U.S. tax reform	-	-	-	-	(2,613)	96,700
Net income (as adjusted) ²	~\$85,400	\$99,873	\$70,052	\$163,950	\$163,573	\$156,115
Free cash flow to net income cash conversion ratio (as adjusted) ²	~90%	134%	249%	119%	110%	93%

NOTES:

¹ The Company defines free cash flow as net cash provided by operating activities less capital expenditures. The Company believes that the free cash flow metric is useful to investors and management as a measure of cash generated by business operations that can be used to invest in future growth, pay dividends, repurchase stock and reduce debt. This metric can also be used to evaluate the Company's ability to generate cash flow from business operations and the impact that this cash flow has on the Company's liquidity.

² For the purpose of calculating the cash conversion ratio, the Company has excluded the following:

2022: The goodwill impairment charge recorded in the second quarter of 2022 related to the Automation reporting unit from net income.

2020: The Seeger divestiture charges from net income.

2019: The non-cash impairment charge related to the divestiture of the Seeger business from net income.

2018 & 2017: The effects of U.S. tax reform, commonly referred to as the Tax Cuts and Jobs Act, from net income.



Forward-Looking Statements

This presentation contains forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements often address our expected future operating and financial performance and financial condition, and often contain words such as "anticipate," "believe," "expect," "plan," "estimate," "project," "continue," "will," "should," "may," and similar terms. These forward-looking statements do not constitute guarantees of future performance and are subject to a variety of risks and uncertainties that may cause actual results to differ materially from those expressed in the forward-looking statements. These include, among others: the Company's ability to manage economic, business and geopolitical conditions, including rising interest rates, global price inflation, and shortages impacting the availability of materials; the duration and severity of the COVID-19 pandemic, and governments' responses to the pandemic such as regional lockdowns, including their impacts across our business on demand, supply chains, operations and liquidity; failure to successfully negotiate collective bargaining agreements or potential strikes, work stoppages or other similar events; changes in market demand for our products and services; rapid technological and market change; the ability to protect and avoid infringing upon intellectual property rights; challenges associated with the introduction or development of new products or transfer of work; higher risks in global operations and markets; the impact of intense competition; the physical and operational risks from natural disasters, severe weather events, climate change which may limit accessibility to sufficient water resources, outbreaks of contagious diseases and other adverse public health developments; acts of war, terrorism and other international conflicts; the failure to achieve anticipated cost savings and benefits associated with workforce reductions and restructuring actions; currency fluctuations and foreign currency exposure; impacts from goodwill impairment and related charges; our dependence upon revenues and earnings from a small number of significant customers; a major loss of customers; inability to realize expected sales or profits from existing backlog due to a range of factors, including changes in customer sourcing decisions, material changes, production schedules and volumes of specific programs; the impact of government budget and funding decisions; government-imposed sanctions, tariffs, trade agreements and trade policies; changes or uncertainties in laws, regulations, rates, policies or interpretations that impact the Company's business operations or tax status, including those that address climate change, environmental, health and safety matters, and the materials processed by our products or their end markets; fluctuations in the pricing or availability of raw materials, freight, transportation, energy, utilities and other items required by our operations; labor shortages or other business interruptions at transportation centers, shipping ports, our suppliers' facilities or our facilities; disruptions in information technology systems, including as a result of cybersecurity attacks or data security breaches; the ability to hire and retain senior management and qualified personnel; the continuing impact of prior acquisitions and divestitures, and any other future strategic actions, and our ability to achieve the financial and operational targets set in connection with any such actions; the ability to achieve social and environmental performance goals; the outcome of pending and future litigation and governmental proceedings; the impact of actual, potential or alleged defects or failures of our products or third-party products within which our products are integrated, including product liabilities, product recall costs and uninsured claims; future repurchases of common stock; future levels of indebtedness; the impact of shareholder activism; and other risks and uncertainties described in documents filed with or furnished to the Securities and Exchange Commission ("SEC") by the Company, including, among others, those in the Management's Discussion and Analysis of Financial Condition and Results of Operations and Risk Factors sections of the Company's filings. The Company assumes no obligation to update its forward-looking statements.

