

Exane BNP Paribas Basic Materials Seminar

April 1st, 2014

apream

Forward-Looking Statements

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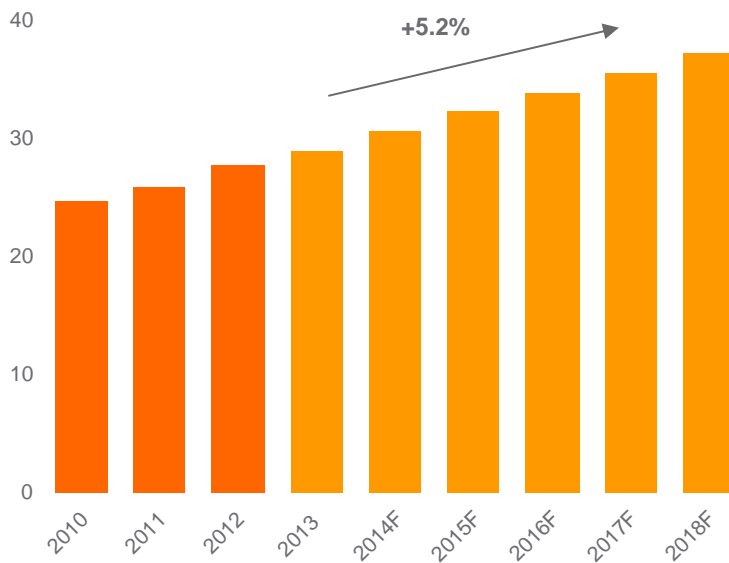
Environment and markets

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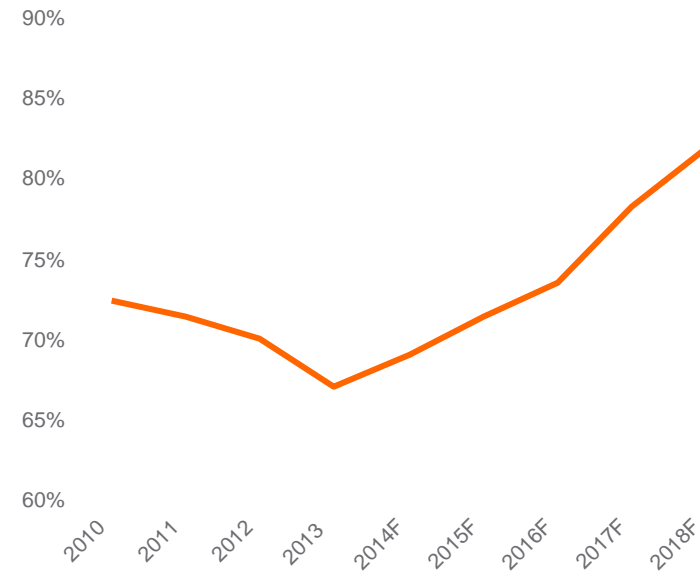
Stainless steel sustained growth worldwide



Stainless steel slab equivalent global demand (in million tonnes)



Stainless steel slab equivalent global utilization rates (% of capacity)



Demand growth expected to lead to capacity utilization improvement

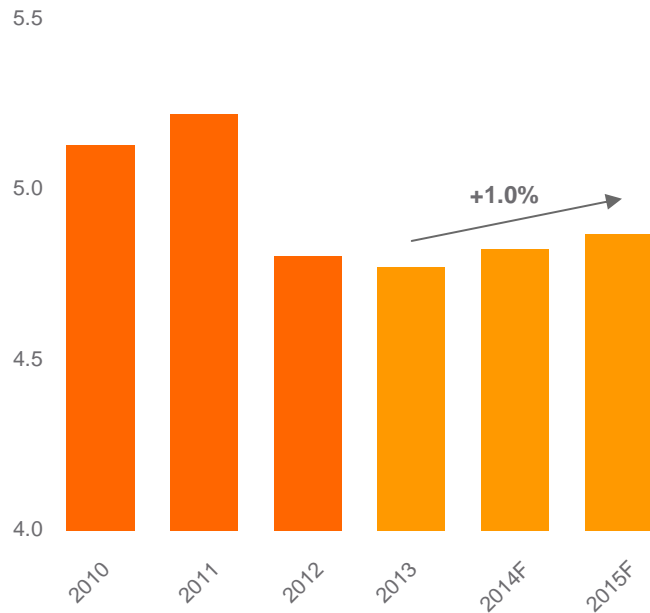
Source: CRU & Aperam estimates

Environment and markets

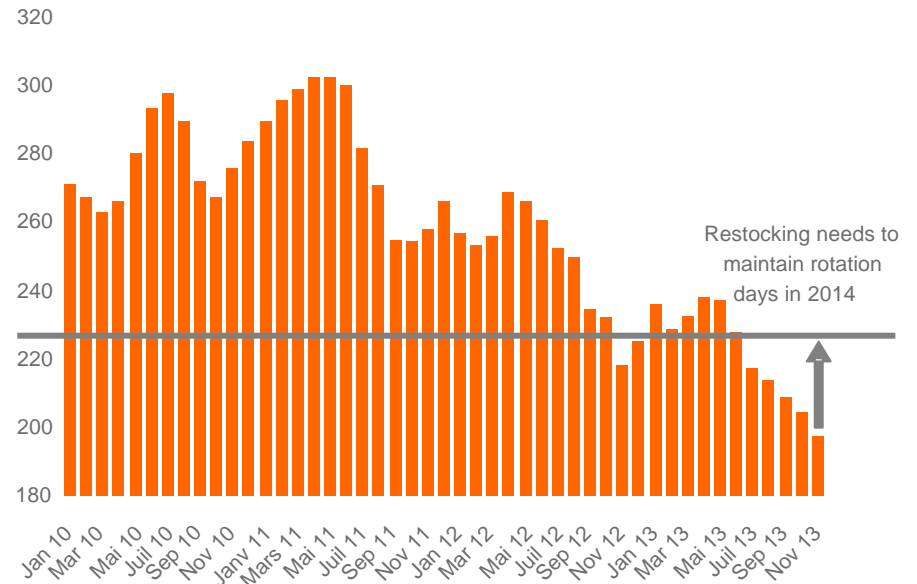
European demand expected to recover slowly



Stainless steel slab equivalent European demand (in million tonnes)



Stocks of flat stainless steel in EU-27 for distribution ('000t)



European slow economic recovery and restocking needs should contribute to some demand improvement

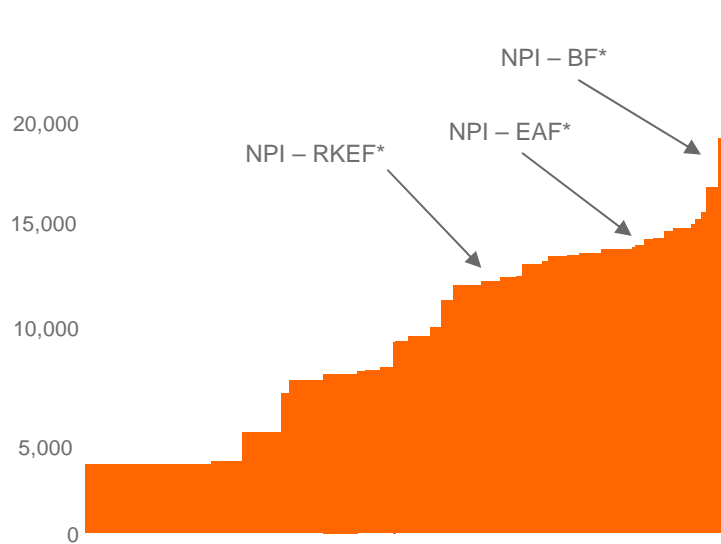
Source: Eurofer, CRU & Aperam estimates

Environment and markets

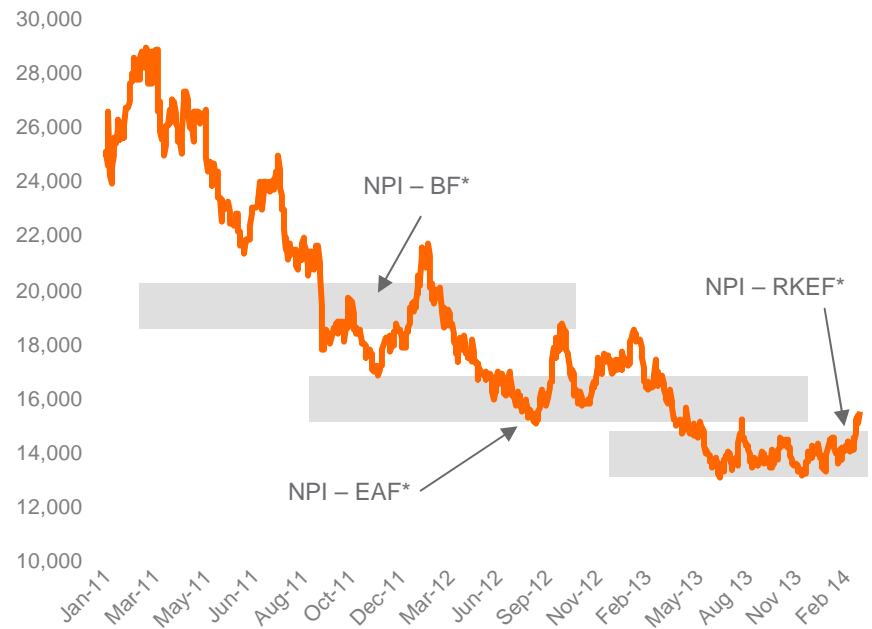
Nickel price sharp decline by approx. 50% over the past 3 years was led by the NPI* developments



Nickel production^[1] cost curve (USD/t)



Nickel - LME Cash (USD/t)



Nickel price recently on uptrend with tailwind from the Indonesian ban

* Nickel Pig Iron – Blast Furnace – Electric Arc Furnace - Rotary Kiln Electric Furnace

[1] Including Nickel Pig Iron production cost curve

Source: SBB & Aperam estimates

Environment and markets

Recent pricing outlook stable to favorable



Stainless steel transaction price in China for CR 304 2B 2mm coil (USD/t)



Stainless steel base price in South Europe for CR 304 2B 2mm coil (USD/t)



Stainless steel market started to recover at the end of 2013

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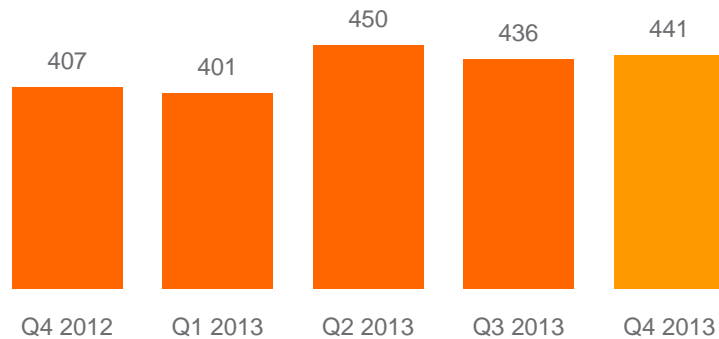
Aperam performance

Aperam performance

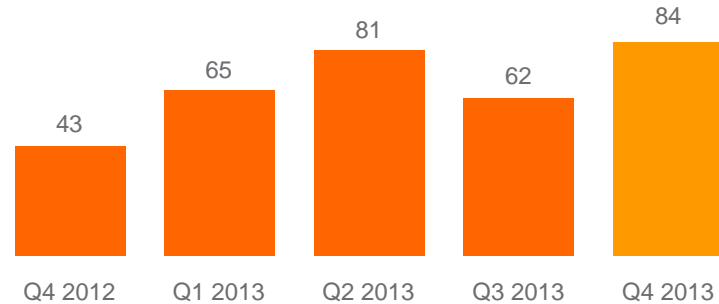
The best fourth quarter performance since the spin-off



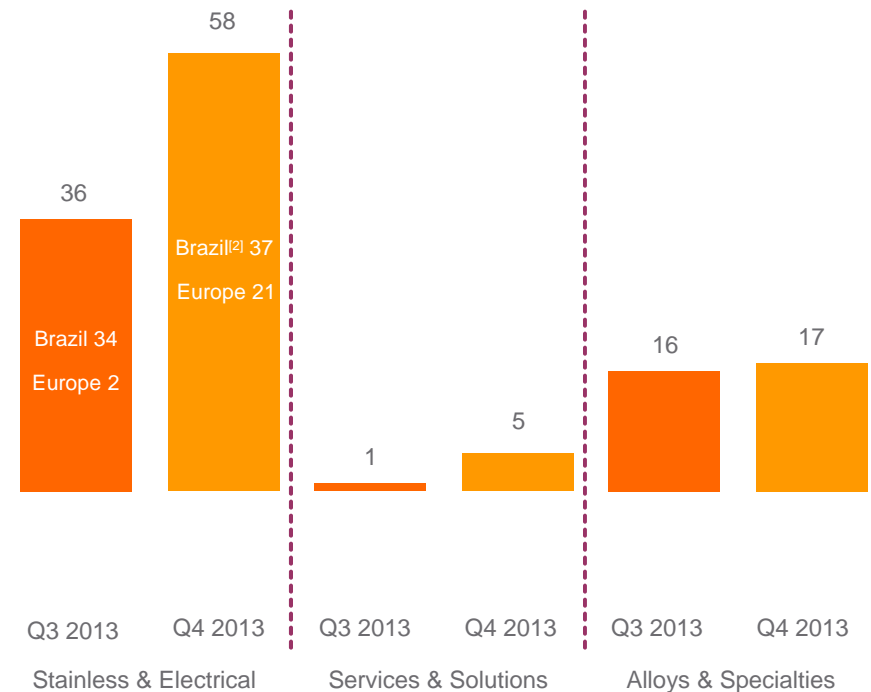
Shipments ('000t)



EBITDA (USD million) ^[1]



Q4 2013 EBITDA per division (USD million) ^[1]



EBITDA of 190 USD/t in Q4 2013 compared to 142 USD/t in Q3 2013 and 106 USD/t in Q4 2012

^[1] Figures for 2012 have been restated due to change in accounting principle of defined benefit plans and other long-term employee benefits, and adoption of revised IAS 19 standard.

Difference with total Aperam's quarterly Ebitda comes from the Others & Specialties division.

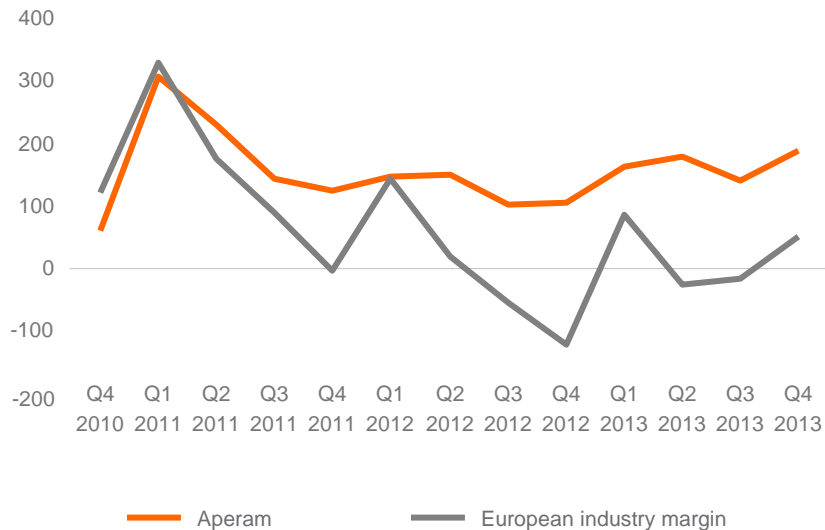
^[2] Inclusive of 9 m\$ non recurring capital gain on real estate sales

Aperam performance

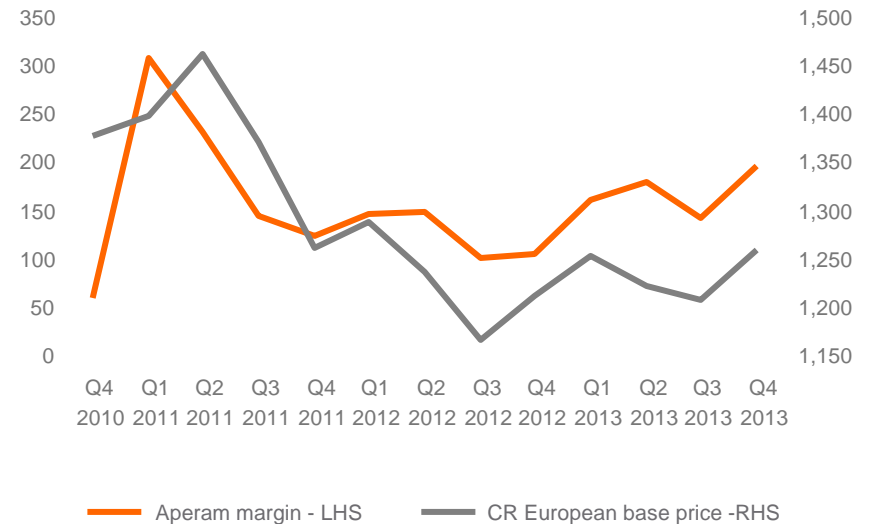
Industry and historical comparison



EBITDA margin of Aperam and of the European industry (USD/t)



EBITDA margin of Aperam and stainless steel price (USD/t)



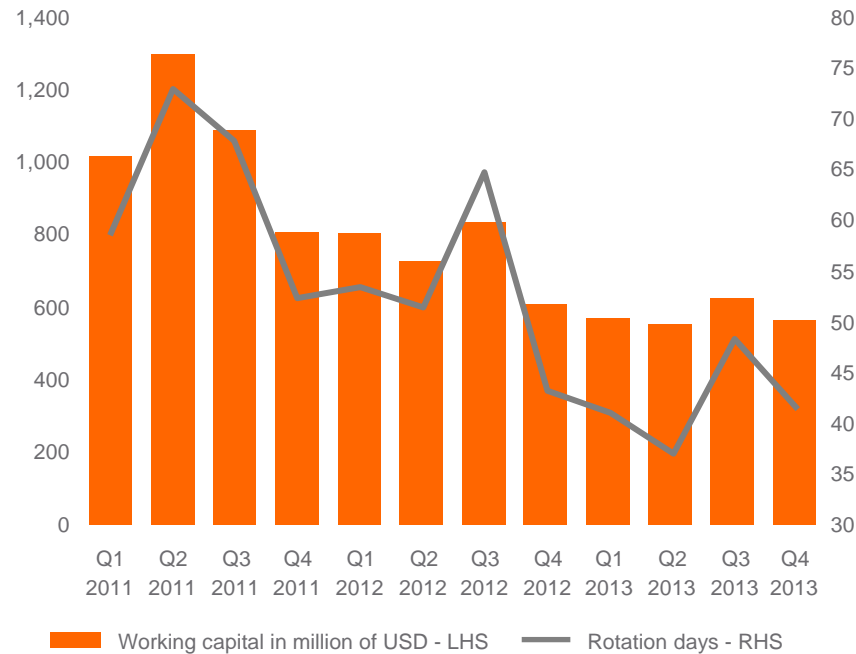
Industry and historical comparisons demonstrate the positive effects of the Leadership Journey® and the Top line strategy

Aperam performance

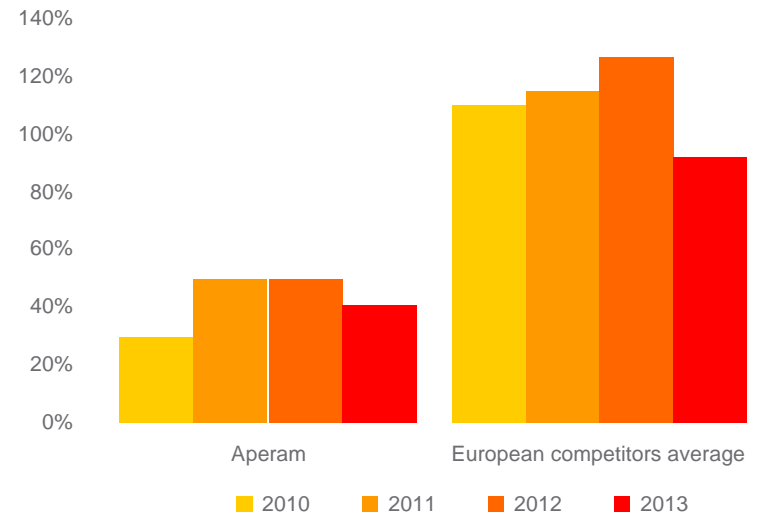
Active working capital and CAPEX management



Working capital evolution



CAPEX level in % of depreciation



Despite crisis and low EBITDA, Aperam has consistently generated positive cash-flow

Aperam performance

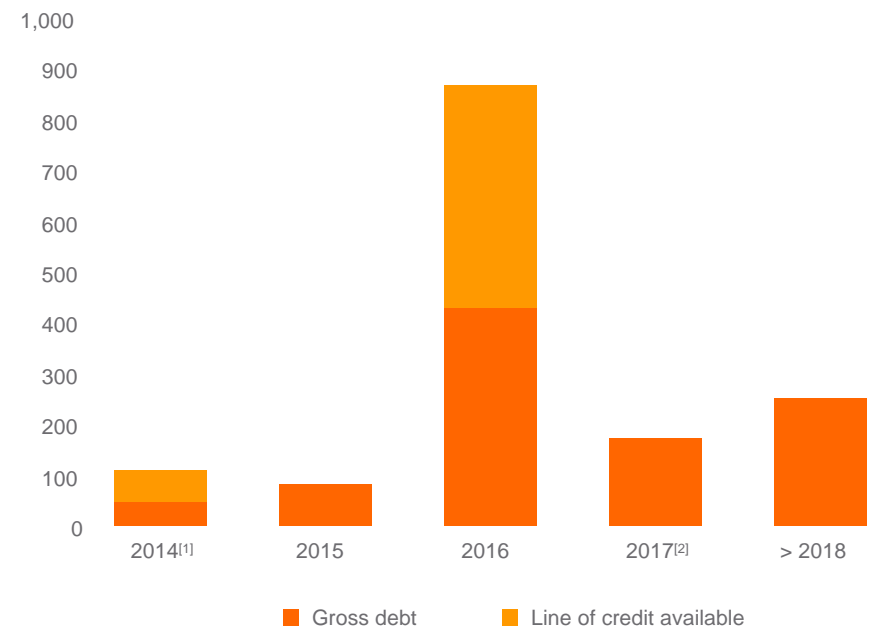
Aperam debt control



Quarterly net debt of Aperam and average evolution (USDm)



Debt maturity profile (USD millions and as of December 31, 2013)



Over the last 3 years, Aperam has reduced its net debt by more than USD300m
Target of net debt of USD650m by the end of 2014

^[1] Including BBF Tranche A of USD69m maturing in March 2014, fully drawn as of December 31, 2013. This amount will be redrawn under BBF Tranche B.
^[2] Assuming convertible bond reimbursement.

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Strategy: moving a step forward

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Strategic priority maintained allowing to capture new opportunities



Strategic priority

- 1 Leadership Journey®
- 2 Top Line Strategy
- 3 Reduction of net debt and cost of debt



5 profit-driving pillars

- 1 Aiming at “best in cost” with the Leadership Journey®
- 2 Optimizing portfolio with the Top Line Strategy
- 3 Brazilian development
- 4 Growing in Alloys specialties
- 5 European Restructuring

Robust strategy with significant upsides

Strategy: moving a step forward

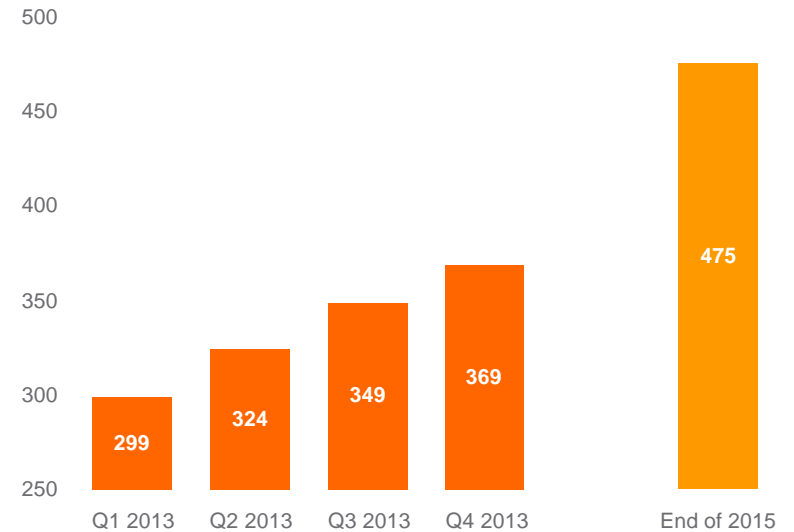
Leadership Journey® target



Leadership Journey initiatives by typology

- Restructuring**
Launched at the early stage of the program, the restructuring initiatives are focused on the closure of non-competitive capacities and the reduction of fixed costs through, in particular, process simplification
- Investments projects**
In parallel to the restructuring initiatives, major cost cutting investments have been launched with the goal to improve the industrial footprint and to reduce the number of tools.
- Performance projects**
Finally, reinforcing the existing continuous improvement program, several performance projects have been launched in order to accelerate cost reduction. In particular, specific action plans have been implemented for sourcing, IT and SG&A

Cumulated gains (USD million)



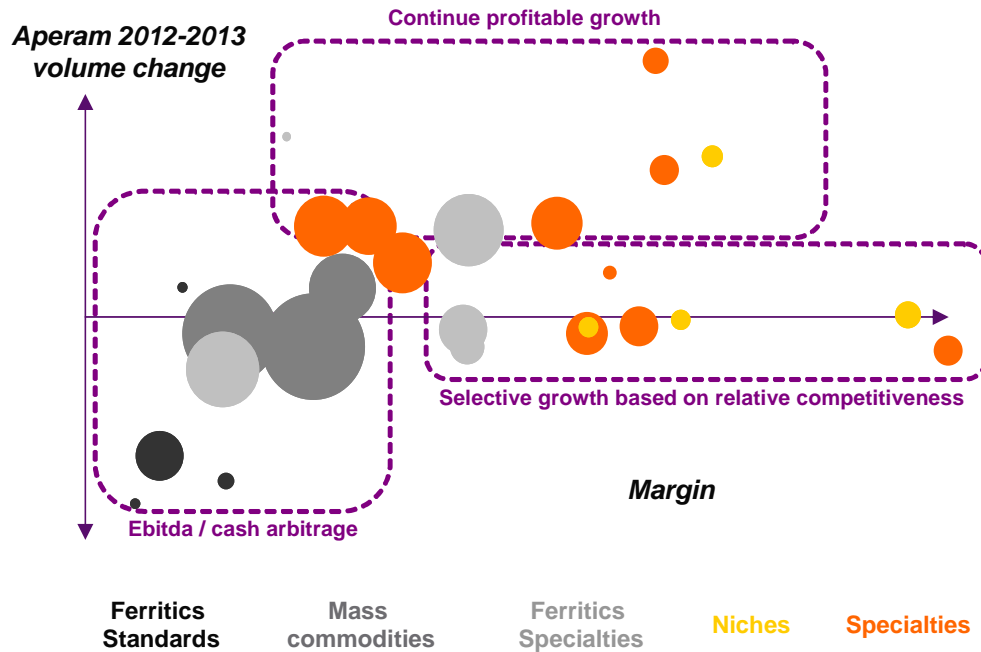
Expansion of Leadership Journey® to USD 475 million by 2015, targeting more than USD 100 million of gains over next 2 years

Strategy: moving a step forward

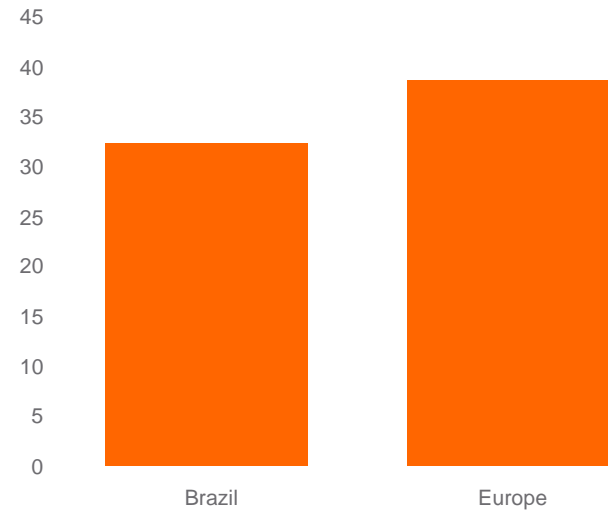
Further mix improvement expected



Market segments



Top line product growth target for 2014 ('000t)



Expanding further high margin products to replace low contribution margin products

Strategy: moving a step forward

Brazilian protections against unfair market behaviour



Type of products	Import duties status	Anti-dumping status
Stainless Steel Flat Products	<ul style="list-style-type: none"> ✓ Import duties applicable on Cold Rolled product back from 25% to 14% in October 2013 	<ul style="list-style-type: none"> ✓ AD rights have just been published valid as of October 4th for 5 years from 236 USD/t to 1,077 USD/t. The case involves austenitic grades (types 304, 304L and 304H) and CR ferritic stainless 430 strip, in thicknesses between 0.35mm and 4.75mm. Countries involved are China, Finland, Germany, Korea, Taiwan and Vietnam
Stainless Steel Welded Tubes	<ul style="list-style-type: none"> • No import duties 	<ul style="list-style-type: none"> ✓ AD rights have just been published valid as of July 29th for 5 years and up to 911USD/t. Countries involved are China and Taiwan.
Electrical steel – Non Grain Oriented	<ul style="list-style-type: none"> ✓ 14% of Import duties on NGO 	<ul style="list-style-type: none"> ✓ AD rights imposed for NGO on July 17th with fixed USD/t values ranging from 133 USD/t to 567 USD/t for 5 years. The countries involved are China, Korea and Taiwan.
Electrical steel – Grain Oriented	<ul style="list-style-type: none"> ✓ Import duties applicable on Cold Rolled product back from 25% to 14% in October 2013 	<ul style="list-style-type: none"> ✗ No anti-dumping investigation

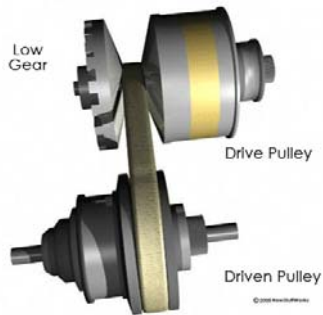
Recent anti-dumping measures should create a stable and fair market environment for next 5 years

Strategy: moving a step forward

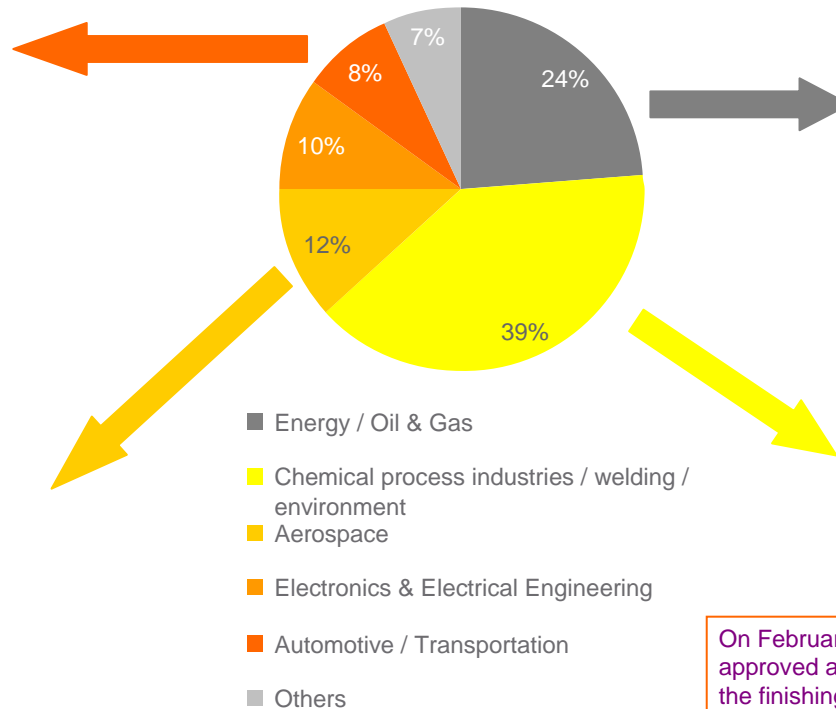
Specific markets' prospects to be key



Continuously variable transmission belt



Alloys & Specialties sales breakdown by market



LNG* tankers



Special welding



Mould for composite aircraft fuselage parts



On February 6, 2014, the Board of Directors of Aperam approved an investment of USD 10 million in debottlenecking the finishing line of the Imphy Wire Rod mill.

Specific high margin products on “star segments” to drive Alloys & Specialties growth

* Liquefied Natural Gas
Source: Aperam

Strategy: moving a step forward

Three years of active restructuring



Key European restructuring milestone

- **January 2011: Aperam spin-off and Leadership Journey®**
Long term suspension of 100kt of downstream capacity in Isbergues (France) and mothballing of 80kt of downstream capacity at Gueugnon (France) and Genk (Belgium)
- **April 2011: ThyssenKrupp stainless steel operations strategic review**
Closure of the 220kt downstream plant of Benrath (Germany) and investment of 220kt of downstream capacity in Krefeld (Germany)
- **October 2011: Aperam Leadership Journey® extension**
Upstream optimization at Genk (Belgium) resulting a capacity reduction of 400kt
- **February 2012: Acquisition by Outokumpu of ThyssenKrupp's stainless steel operations**
Closure of 500kt of upstream capacity at Krefeld (Germany)
- **October 2013: Outokumpu accelerating restructuring plan**
Announcement of the closure of 800kt of upstream capacity at Bochum (Germany) and reduction of 550kt of downstream capacity in Dillenburg (Germany), Krefeld (Germany) and Tornio (Finland).

European stainless steel industry footprint after restructuring



A more competitive European industry to better serve the local market base

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Q&A