

Goldman Sachs Global Metals & Mining Conference

November 19th, 2014

aperam

Forward-Looking Statements

This document may contain forward-looking information and statements about Aperam and its subsidiaries. These statements include financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future operations, products and services, and statements regarding future performance. Forward-looking statements may be identified by the words “believe,” “expect,” “anticipate,” “target” or similar expressions. Although Aperam’s management believes that the expectations reflected in such forward-looking statements are reasonable, investors and holders of Aperam’s securities are cautioned that forward-looking information and statements are subject to numerous risks and uncertainties, many of which are difficult to predict and generally beyond the control of Aperam, that could cause actual results and developments to differ materially and adversely from those expressed in, or implied or projected by, the forward-looking information and statements. These risks and uncertainties include those discussed or identified in Aperam’s filings with the Luxembourg Stock Market Authority for the Financial Markets (Commission de Surveillance du Secteur Financier). Aperam undertakes no obligation to publicly update its forward-looking statements or information, whether as a result of new information, future events, or otherwise.

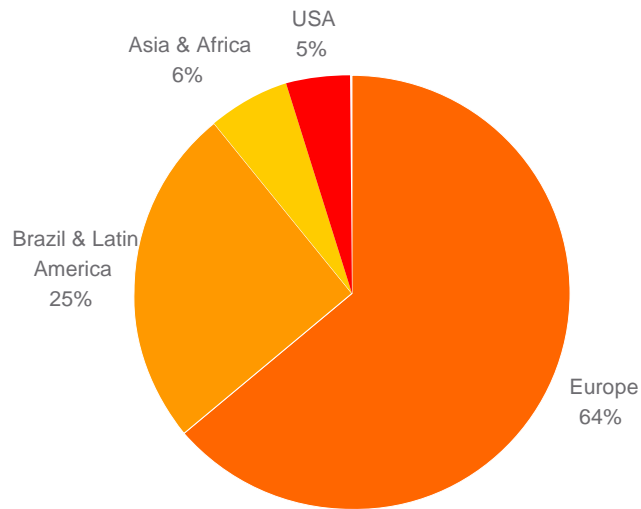
Aperam's fundamentals

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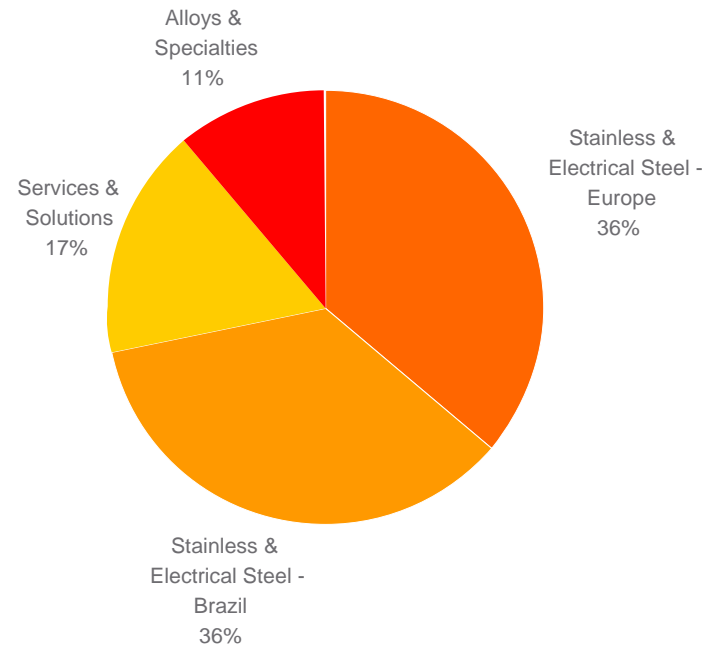
Solid and diversified sources of revenues



Aperam sales breakdown by destination (H1 2014)



Aperam EBITDA breakdown (H1 2014)



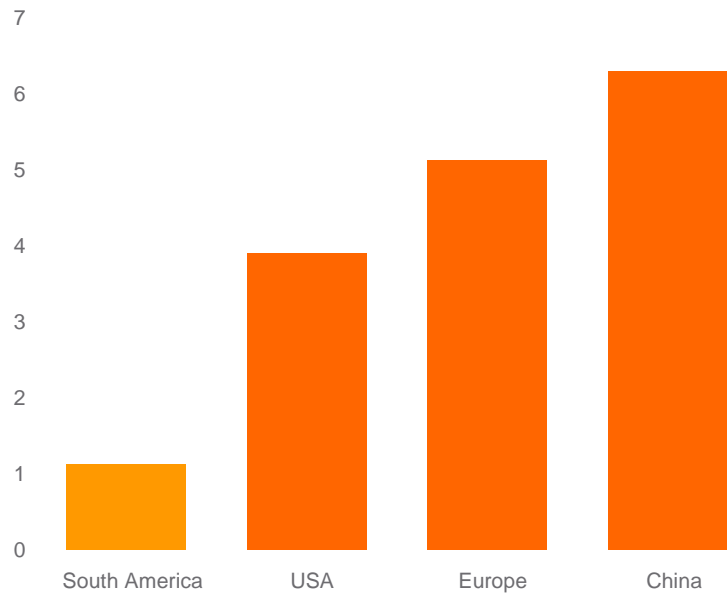
Aperam is number 1 in South America, number 2 in Europe in stainless steel and world number 4 in Nickel Alloys

Aperam's fundamentals

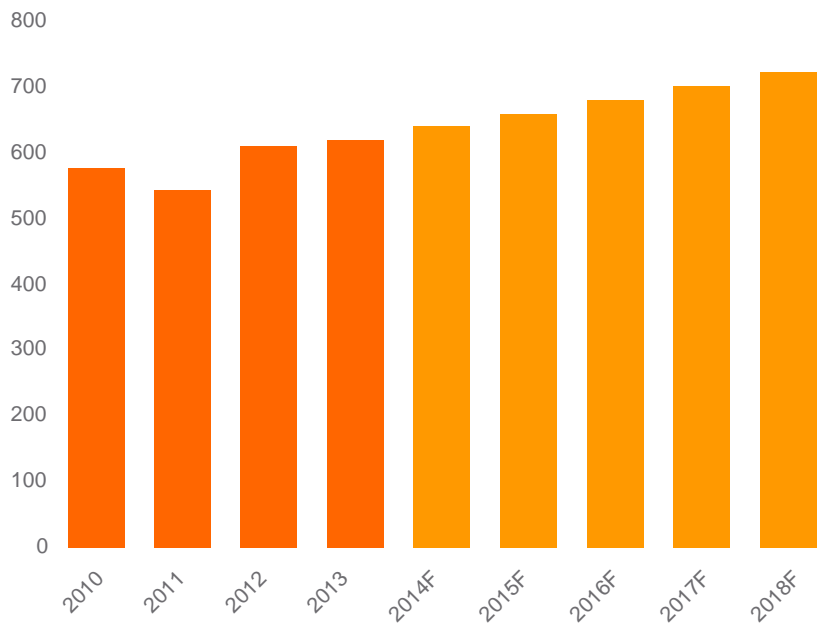
A unique position in Brazil



Stainless steel flat stainless steel consumption per capita (kg/year)



South American Stainless steel demand (in kt)



Aperam targeting to capture market growth

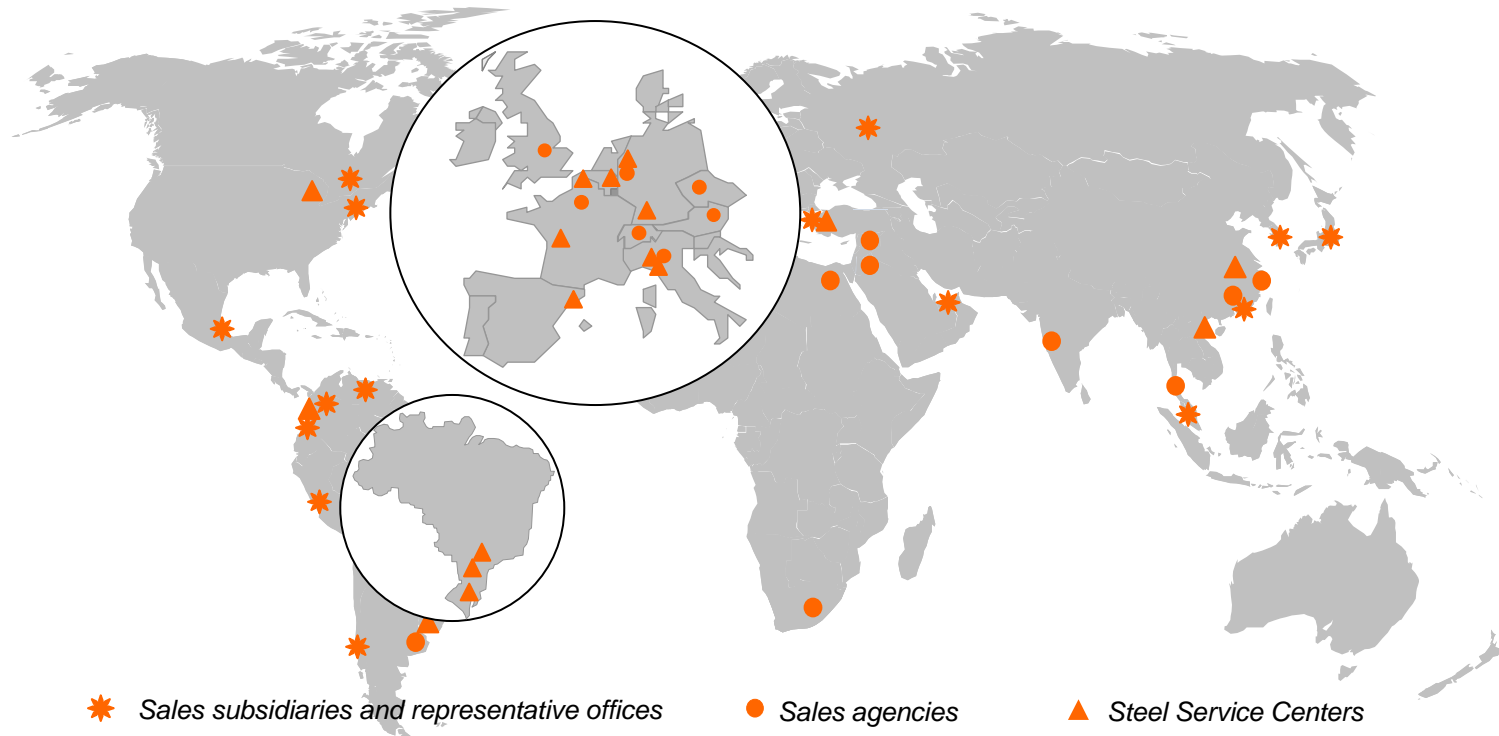
Source: CRU and Aperam estimate

Aperam's fundamentals

A global distribution network



Sales, distribution and steel service centers network, including precision & tubes businesses



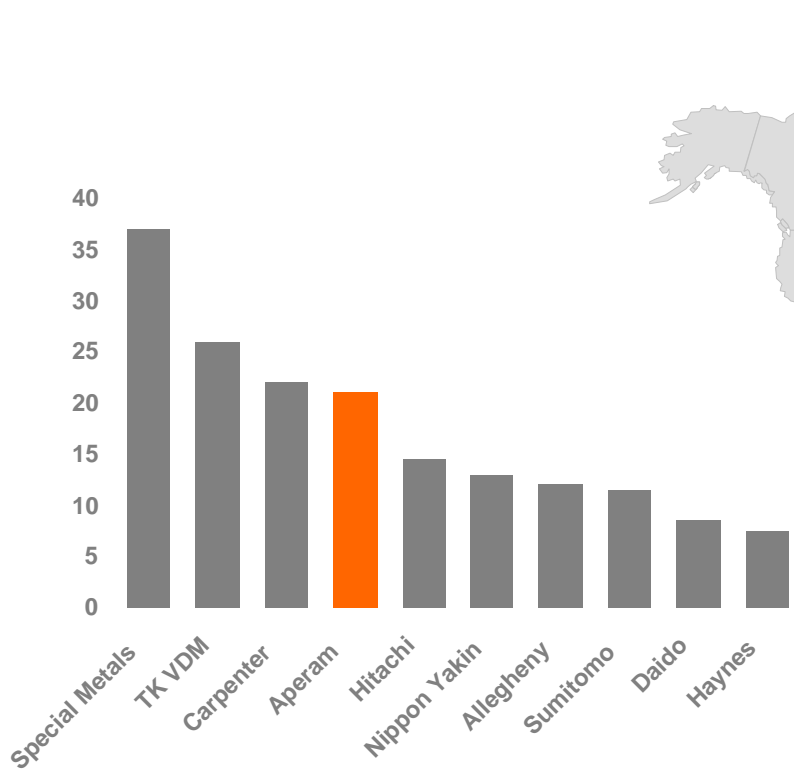
A key competitive advantage to maintaining market share and capturing growth opportunities

Aperam's fundamentals

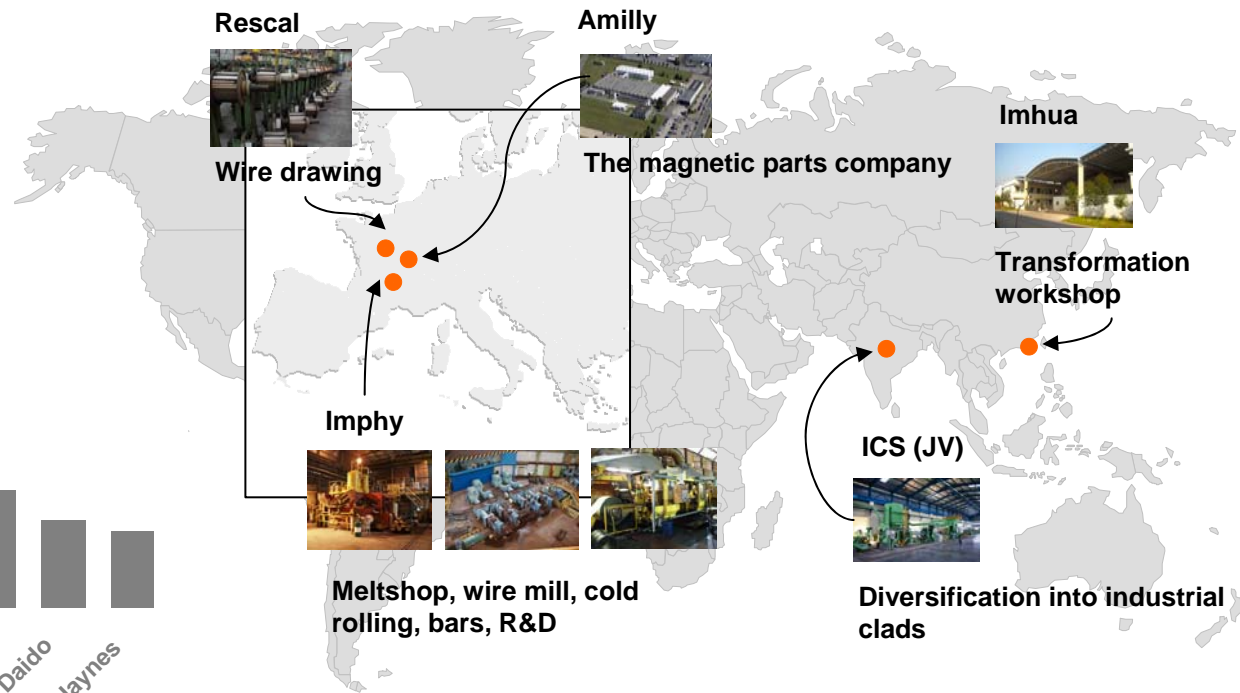
A leading position in nickel alloys



Global nickel alloys producers (kt)



Aperam Alloys & Specialties geographical footprint



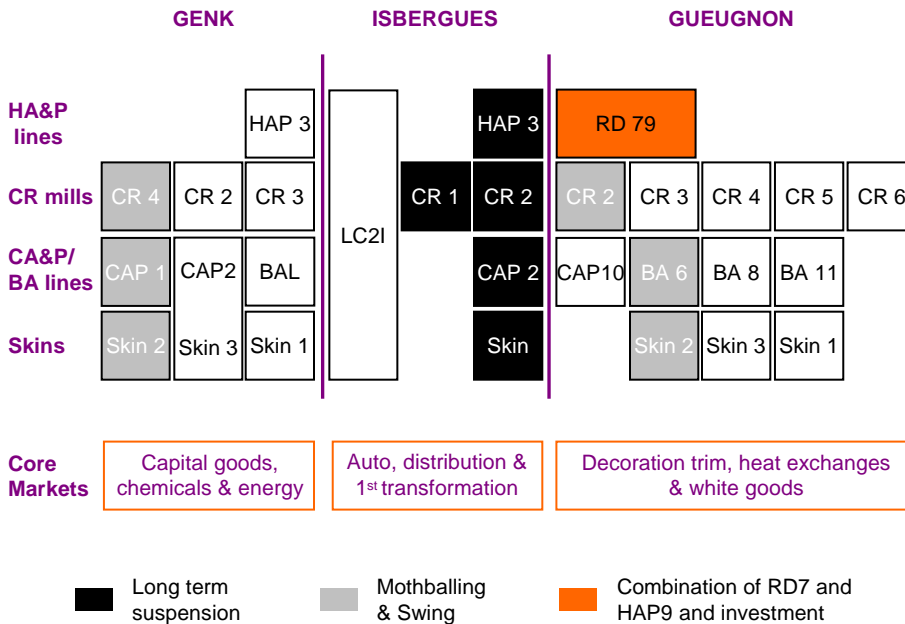
A highly value creative business

Aperam's fundamentals

Three years of active restructuring for a footprint best in class in addressing all the stainless steel markets in Europe



Aperam downstream rationalization in EU from 29 tools to 17 tools



European stainless steel industry footprint after restructuring



Aperam well positioned in the core markets in Europe, with good loading of its most efficient assets benefiting from completed restructuring

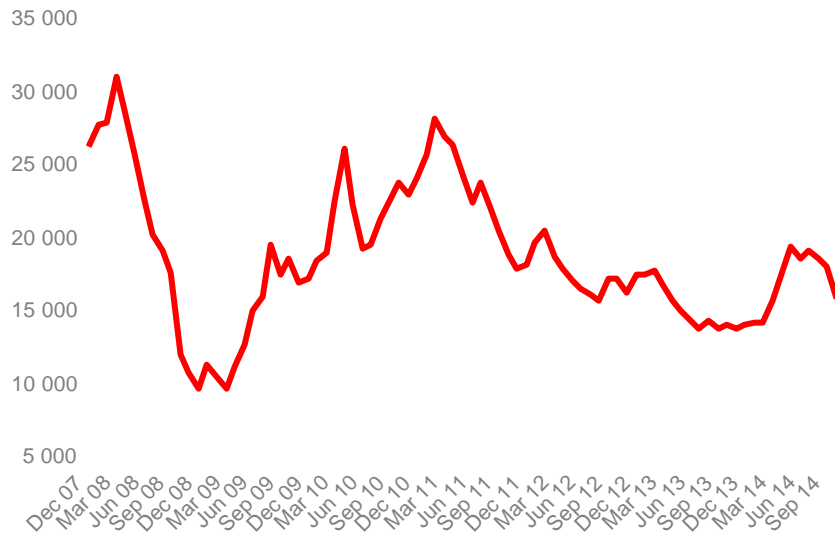
Environment and markets

Environment and markets

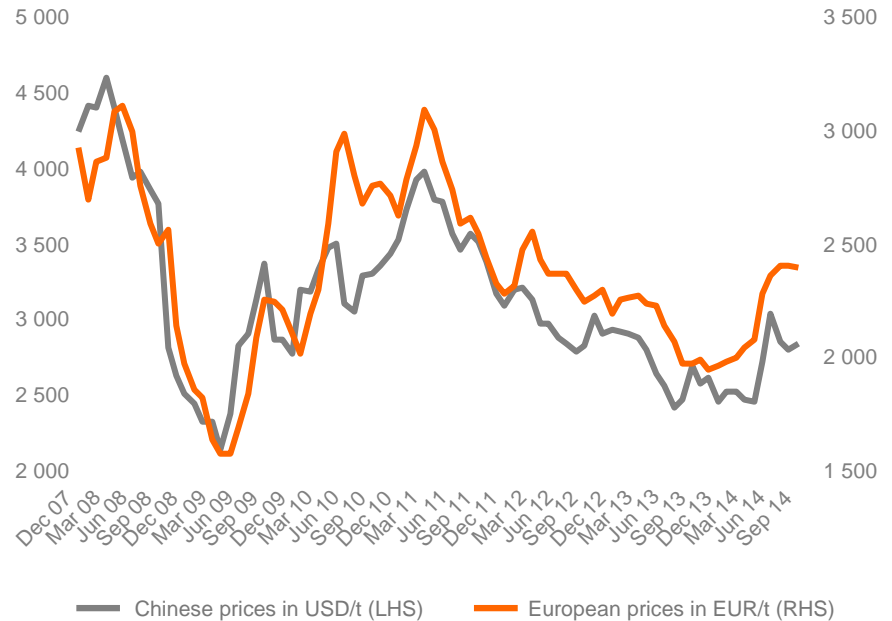


European stainless steel market is improving but still under pressure of the imports and the nickel price evolution

Nickel - LME Cash (USD/t)



Chinese versus European CR 304 2B 2mm coil transaction price



Price increase was initiated in 2014

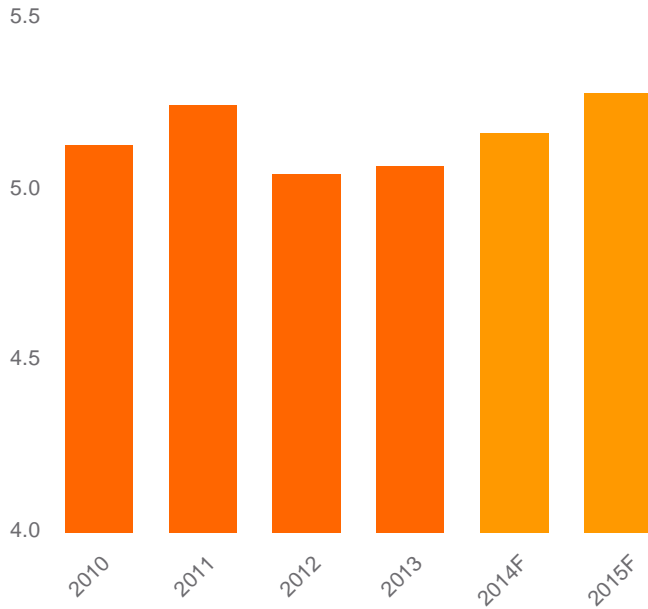
but movement was halted under the pressure of imports and recent sharp nickel price decrease

Environment and markets

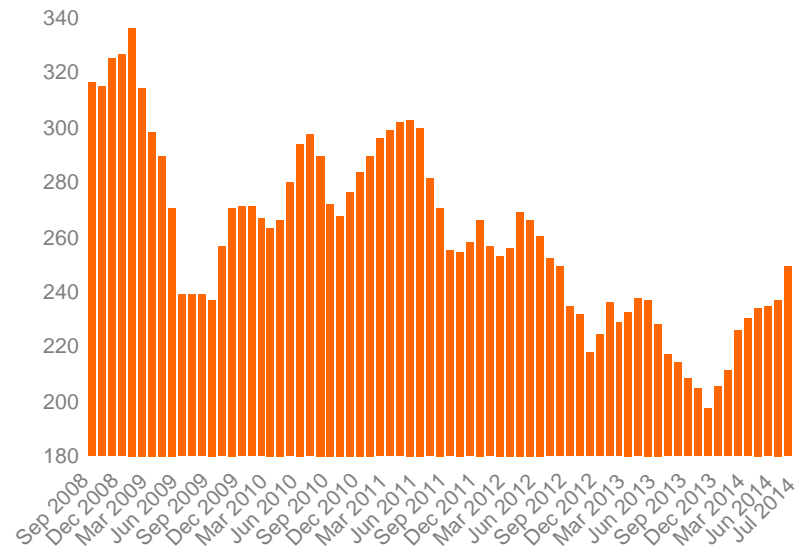
European demand recovery under way



Stainless steel slab equivalent European demand (in million tonnes)



Stocks of flat stainless steel in EU-27 for distribution



Customers have replenished their inventories during the first semester supporting the apparent demand. Second semester is under destocking pressure.

Source: Eurofer, CRU & Aperam estimates



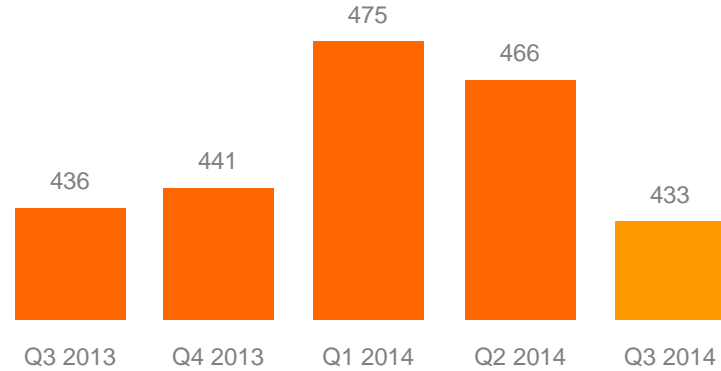
Aperam performance

Performance

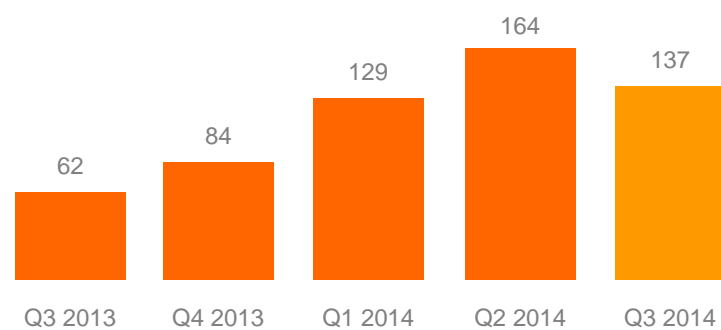
Third quarter operating performance



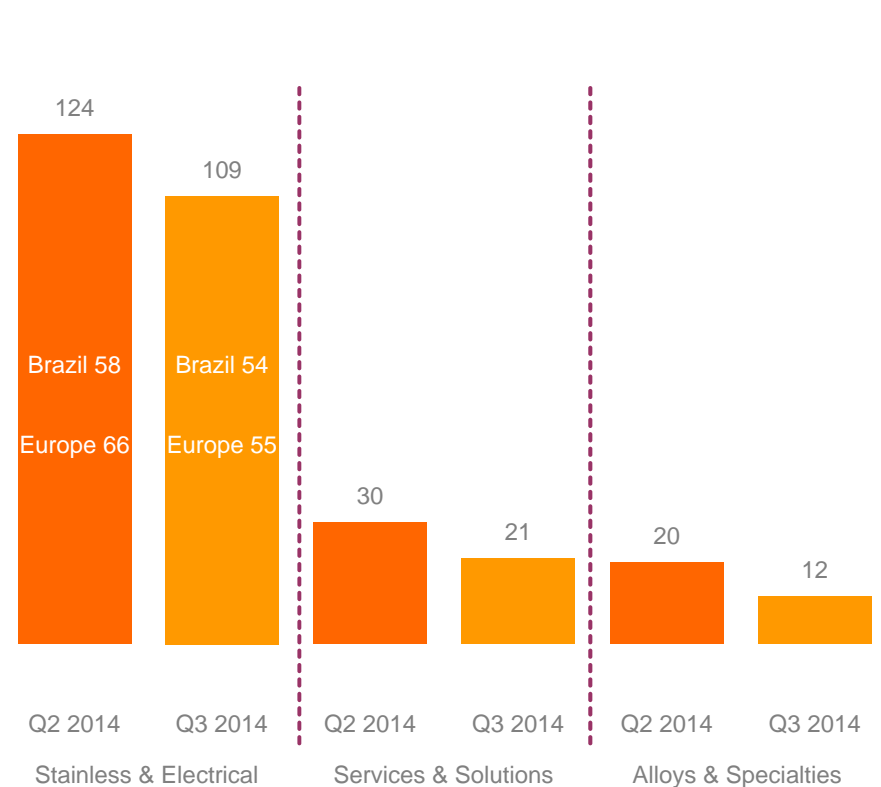
Shipments ('000t)



EBITDA (USD million)



Q3 2014 EBITDA per division (USD million) ^[1]



EBITDA of 316 USD/t in Q3 2014 compared to 352 USD/t in Q2 2014

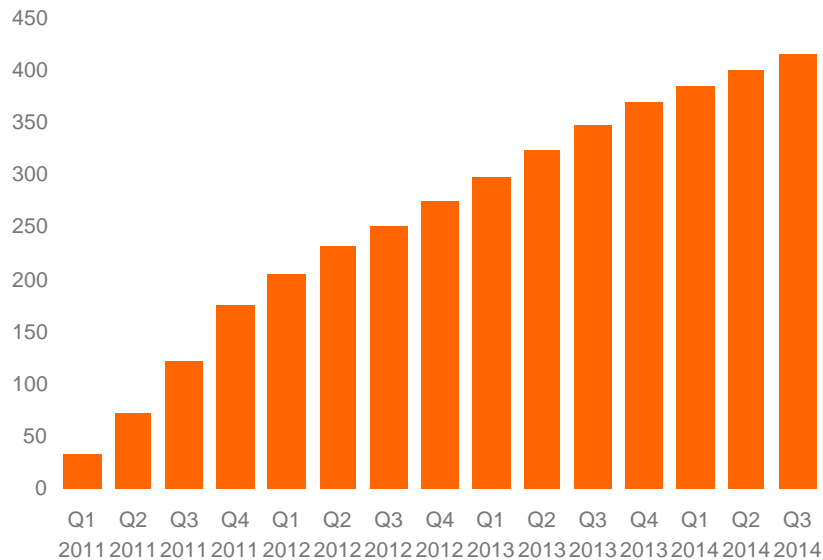
^[1] Difference with total Aperam's quarterly Ebitda comes from the Others & Eliminations division.

Performance

Leadership Journey®



Cumulated gains (USD million)



Key projects completed since beginning of 2011

- In Brazil, VSS*, switch from LPG to natural gas and conversion of blast furnace number 2 from coke to biomass.
- In Europe,
 - Suspension of traditional cold roll mill in Isbergues
 - Completion of the new hot annealing and pickling line in Gueugnon
 - Industrial optimization and rationalization (from 29 to 17 tools)
- In Services & Solutions, Service Center expansion in Campinas
- Alloys & Speciality, completion of the Imphy meltshop enhancement
- Closure of Firminy (Precision)

Key projects progressing

- Yield and Quality improvement, Sourcing initiative, SG&A reduction through organisation simplification
- Debottlenecking the finishing line of the Imphy Wire Rod mill (A&S)
- Productivity increase of the downstream facilities in Genk, Gueugnon and Timoteo
- Upgrade of the Grain Oriented Electrical Steel operations in Timoteo

Continuous solid progress of the Leadership Journey®

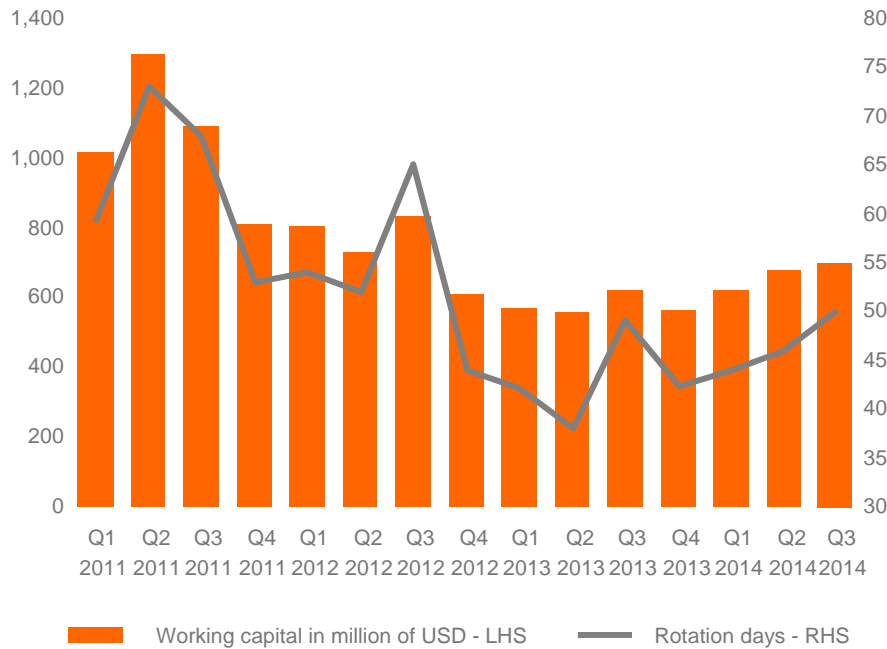
*VSS – Voluntary Separation Scheme

Performance

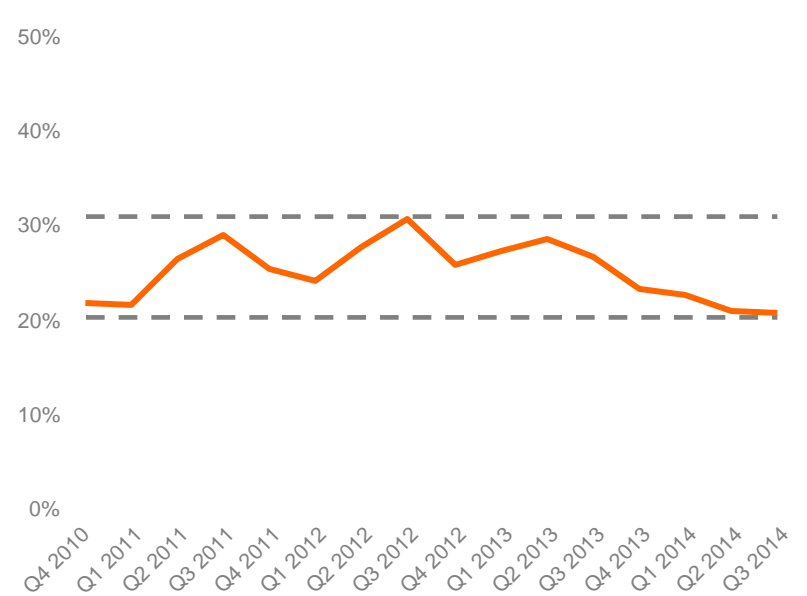
Debt control



Working capital evolution



Gearing evolution (%)



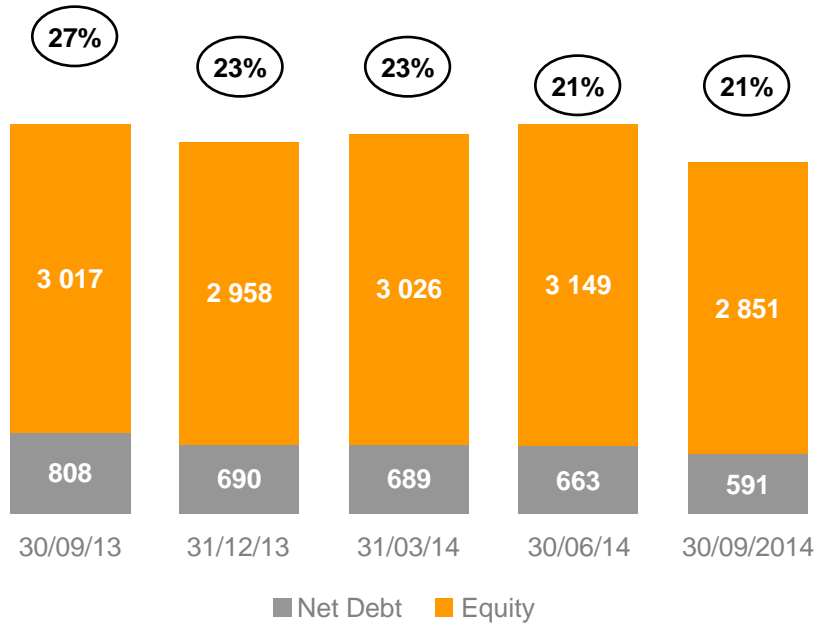
Strong focus on cash generation and working capital management

Performance

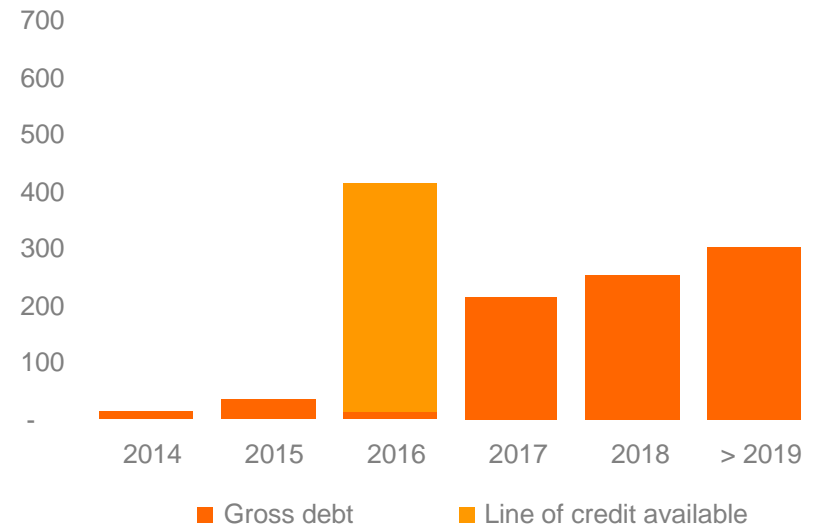
Diversified funding structure & low refinancing risk



Equity & net debt (USD million)



Debt maturity profile (USD million and as of September 30, 2014) ^[1]



Continuous balance sheet strengthening and debt maturity improvement

^[1] Assuming convertible bonds reimbursement and taking into account the repayment of the High Yield Bond 2016 completed in October 1st, 2014.

Plan 2014 - 2015

Plan 2014 - 2015

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 Innovation in Stainless & Electrical Steel
- 3 Brazilian development
- 4 Alloys specialties
- 5 Net debt reduction program

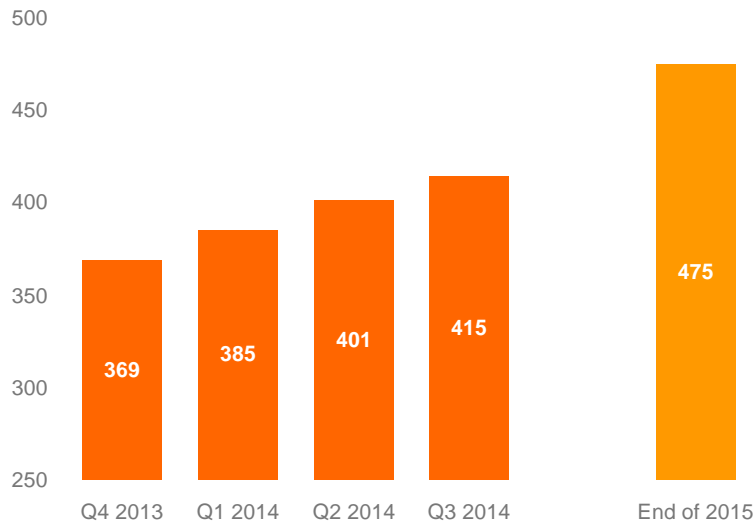
Robust strategy with significant upsides

Plan 2014 - 2015

Aiming at “best in cost” with the Leadership Journey®



Cumulated gains (USD million)



New investment announced in 2014

- February 6** USD 10 million in debottlenecking the finishing line of the Imphy Wire Rod mill. This aims at further improving competitiveness and increasing revenue in the Alloys & Specialties segment.
- May 7** USD 25 million in productivity improvement of the downstream facilities in Genk, Gueugnon and Timoteo.
- July 31** USD 17 million aiming at offering High Grain Oriented electrical steel products while at the same time improving the costs competitiveness of Aperam’s Brazilian Grain Oriented Electrical Steel operations

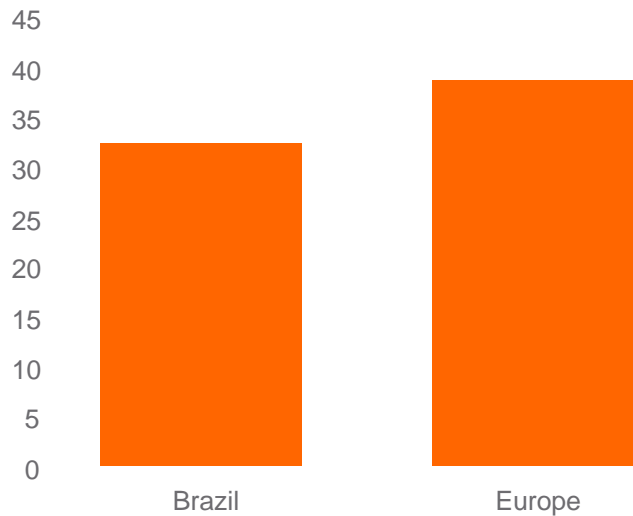
USD 52 m of investments launched since the beginning of 2014 to debottleneck its downstream operations and enhance Aperam’s product portfolio

Plan 2014 - 2015

Optimizing portfolio with the Top Line Strategy



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



Examples of innovation



The Selective Catalytic Reduction System



New ferritics grades for Automotive applications



Duplex offer



Carbon steel substitution

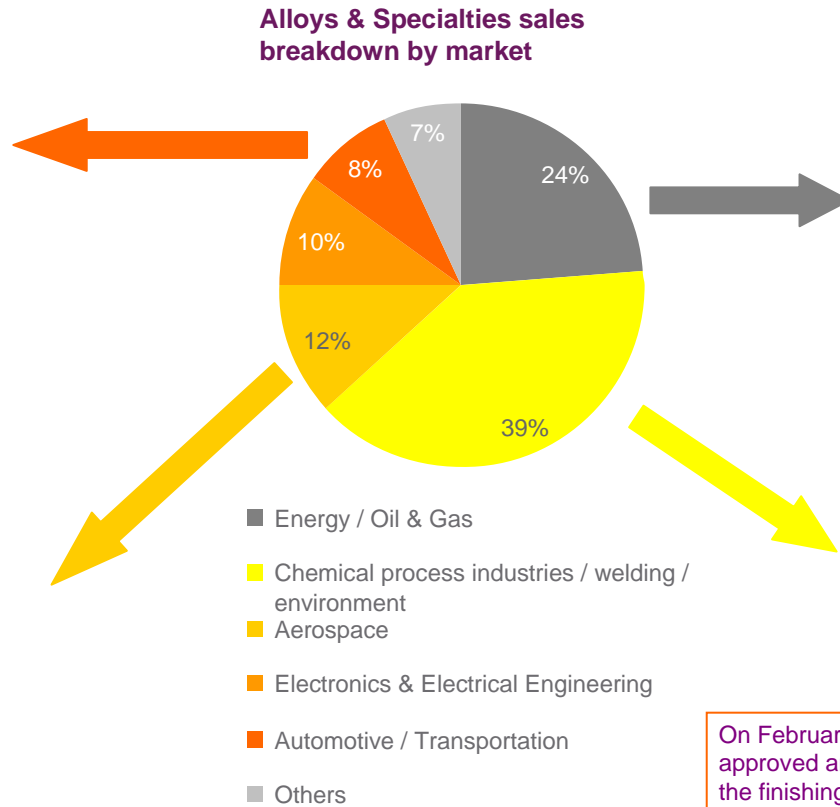
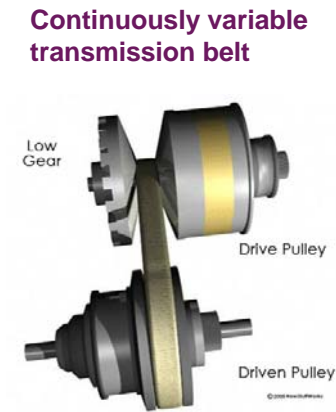
Expanding further high margin products to replace low contribution margin products

Type of products	Import duties status	Anti-dumping status
Stainless Steel Flat Products	<ul style="list-style-type: none"> ✓ Normal import duties are 14% 	<ul style="list-style-type: none"> ✓ AD rights published last year and valid as of October 4th for 5 years from 236 USD/t to 1,077 USD/t. The case involves CR 304 and 430, in thicknesses between 0.35mm and 4.75mm from China, Finland, Germany, Korea, Taiwan and Vietnam.
Stainless Steel Welded Tubes	<ul style="list-style-type: none"> ✓ 14% of Import duties Stainless Steel welded tubes. 	<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. ✗ On August 15, 2014, Camex released NGO AD partially, giving 45Kt of imports in the next 12 months without AD penalties.
Electrical steel – Grain Oriented	<ul style="list-style-type: none"> ✓ Normal import duties are also 14% 	

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

Plan 2014 - 2015

Growing in Alloys specialties



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

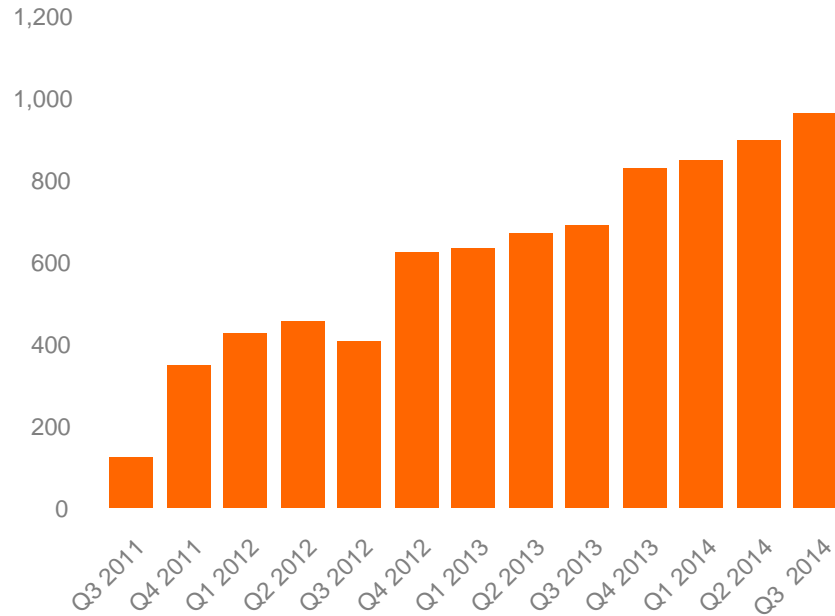
* Liquefied Natural Gas
Source: Aperam

Plan 2014 - 2015

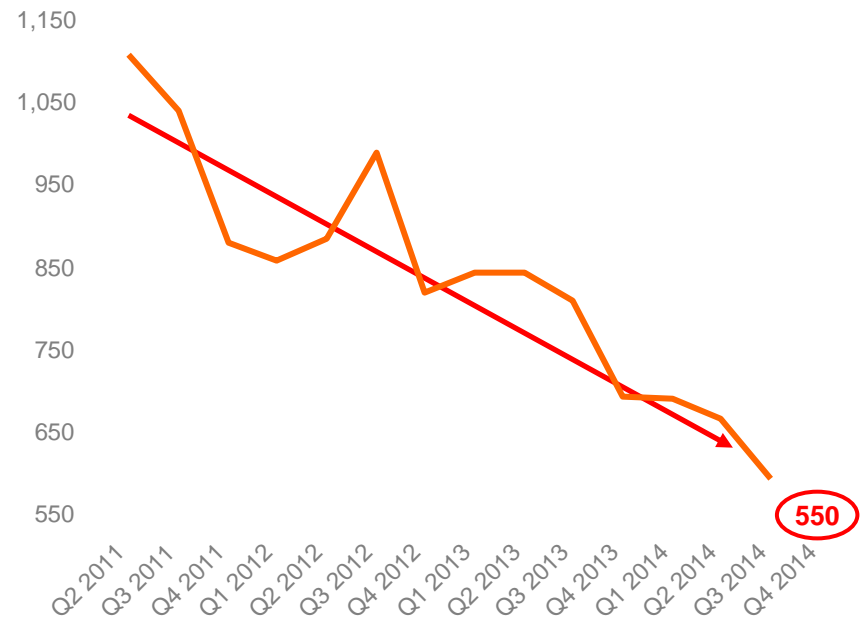
Sustainable cash flow from operations across the cycles



Cumulated net cash provided by operating activities (USD million)



Quarterly net debt of Aperam evolution (USD million)



Continuous progress of the Net Debt reduction program with a target of USD 550 million by year end



Bodega Barbastro, Huesca (Spain)