

CACIB High Yield Conference

March 21st, 2013

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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*). For more information about these risks and uncertainties, the reader is encouraged to refer to page 142 of Aperam’s annual report for the year ended December 31, 2012 filed on March 7, 2013. Aperam undertakes no obligation to publicly update its forward-looking statements or information, whether as a result of new information, future events, or otherwise

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Aperam's fundamentals

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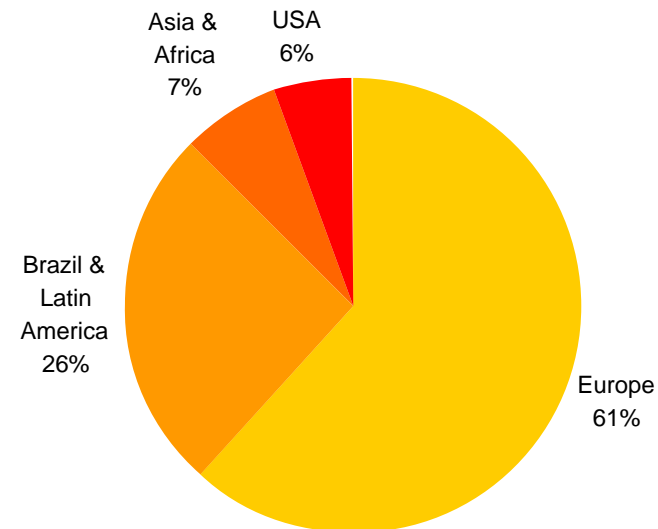
A key leader in the stainless steel industry



Aperam rankings

- ✓ Number 1 in South America
- ✓ Number 2 in Europe
- ✓ Number 6 in the World

Aperam sales breakdown in 2012 (by destination)



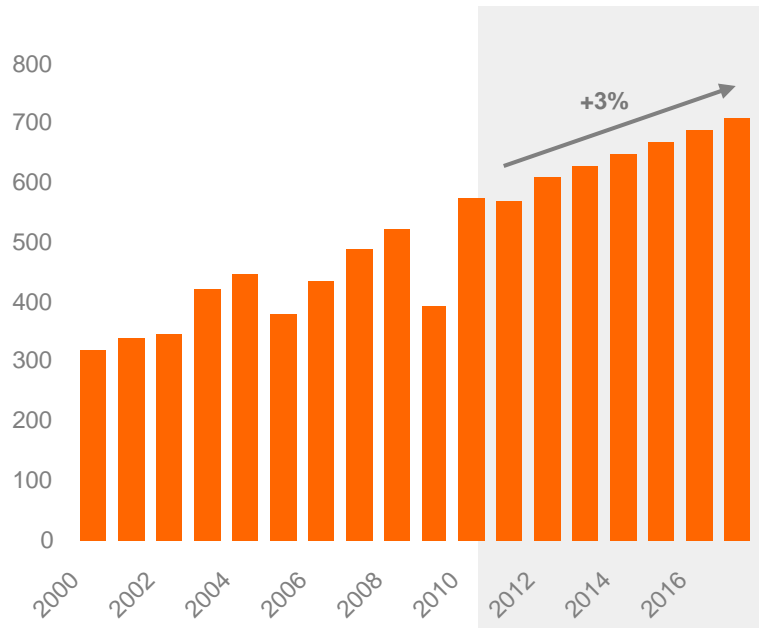
Well-positioned in both developed and emerging markets

Aperam's fundamentals

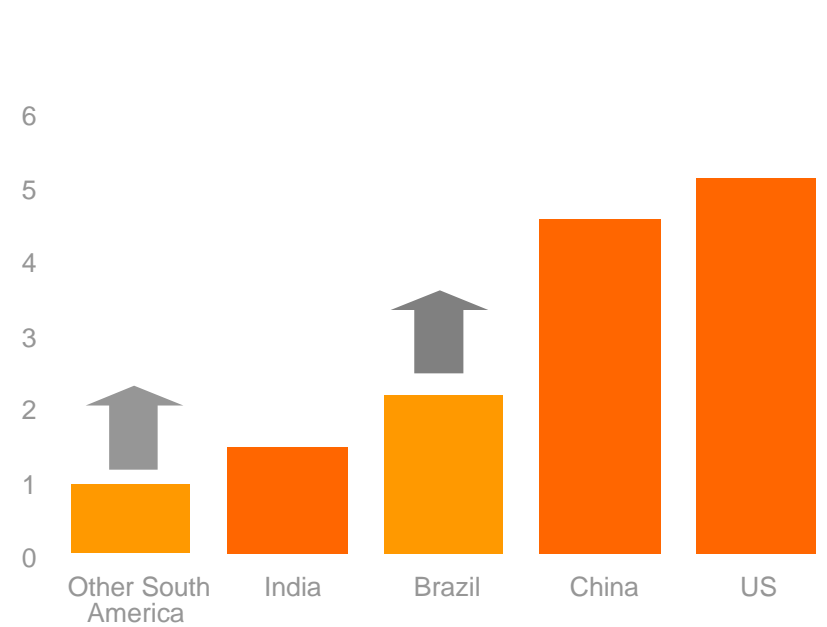
A unique position in Brazil



Apparent consumption in South America of stainless steel flat product ('000t)



Stainless steel consumption per capita pre-crisis (kg/year)



Based upon historically apparent consumption per capita, there is important growth potential in Brazil and South America

Source: CRU and Aperam South America

Aperam's fundamentals

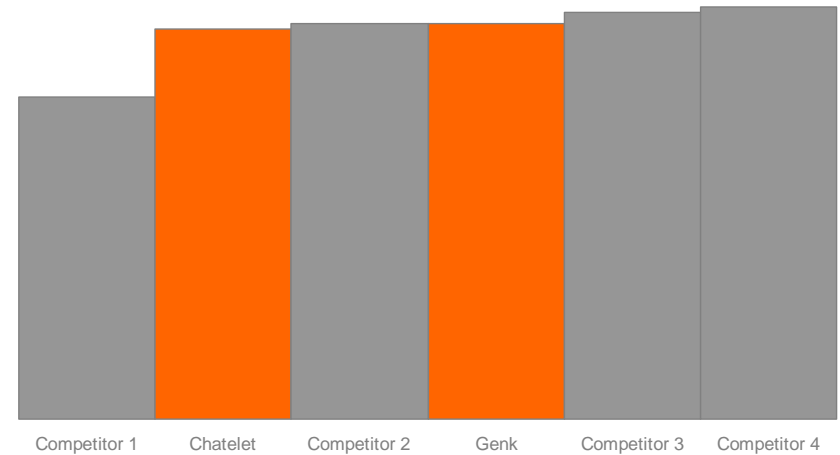
High quality and cost effective European operations



European steelmaking restructuring realised in the mid-2000's



Black coil (HRC) European cost curve (base 100)



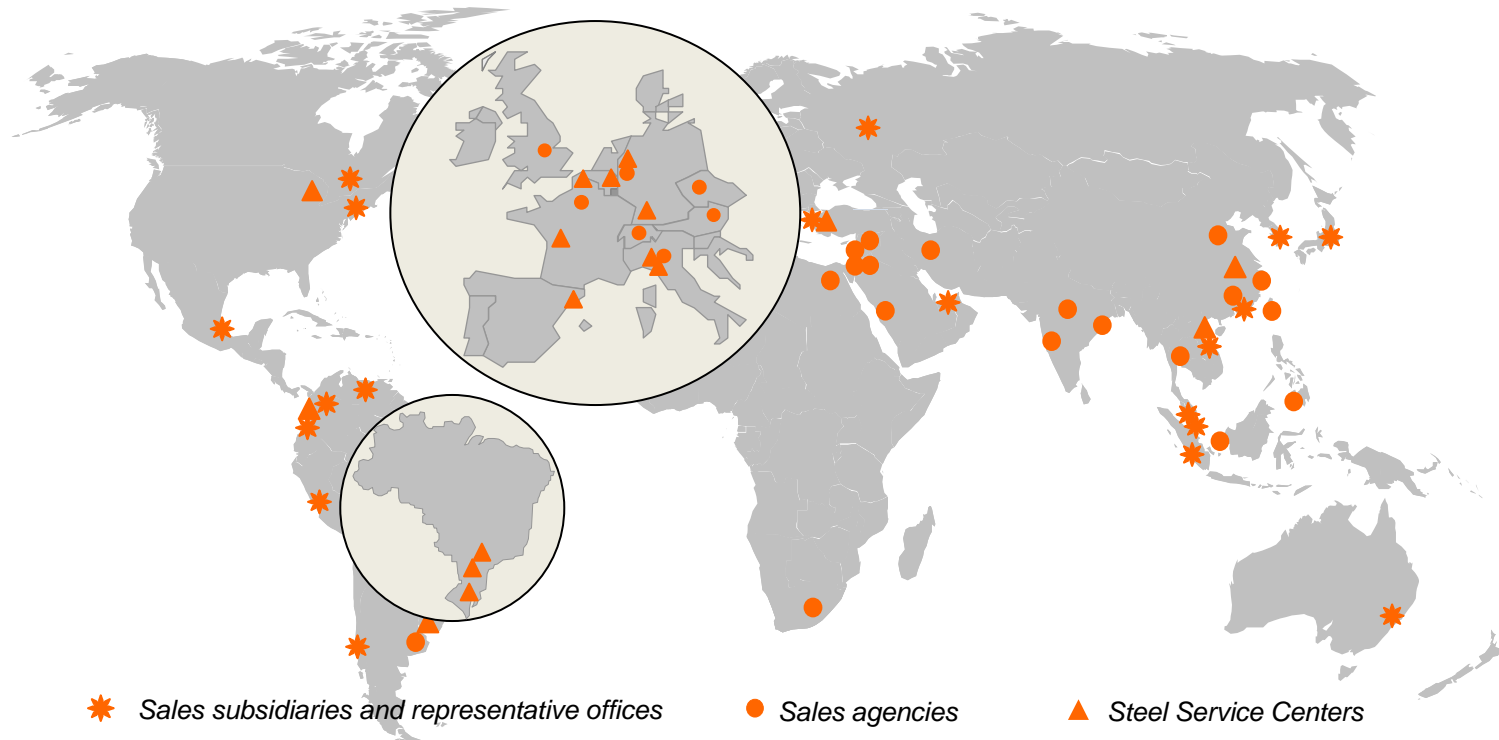
The last Greenfield built in Europe

Aperam's fundamentals

A global distribution network



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



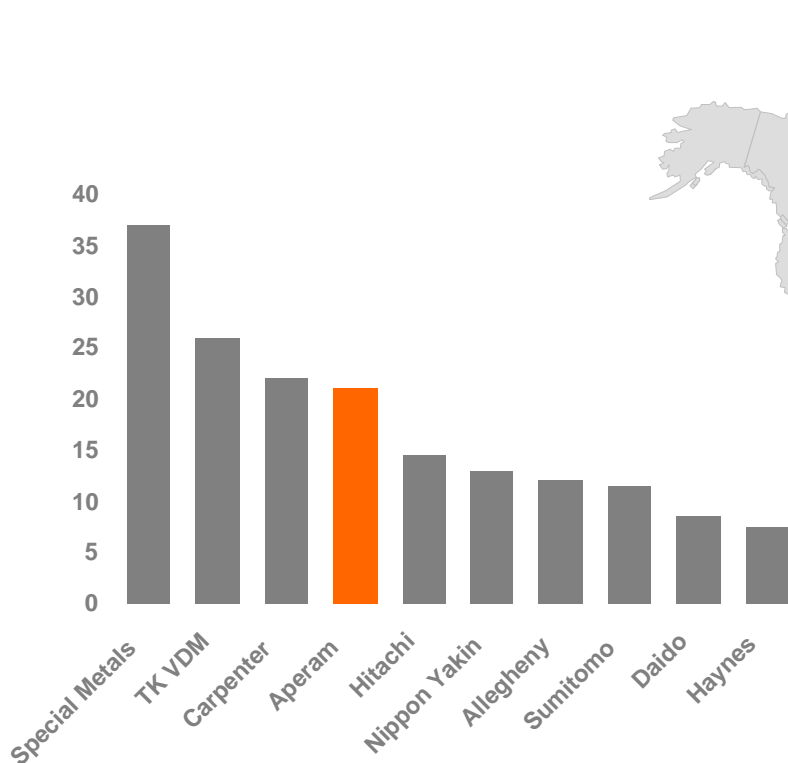
A key competitive advantage to maintaining market share and capturing growth opportunities

Aperam's fundamentals

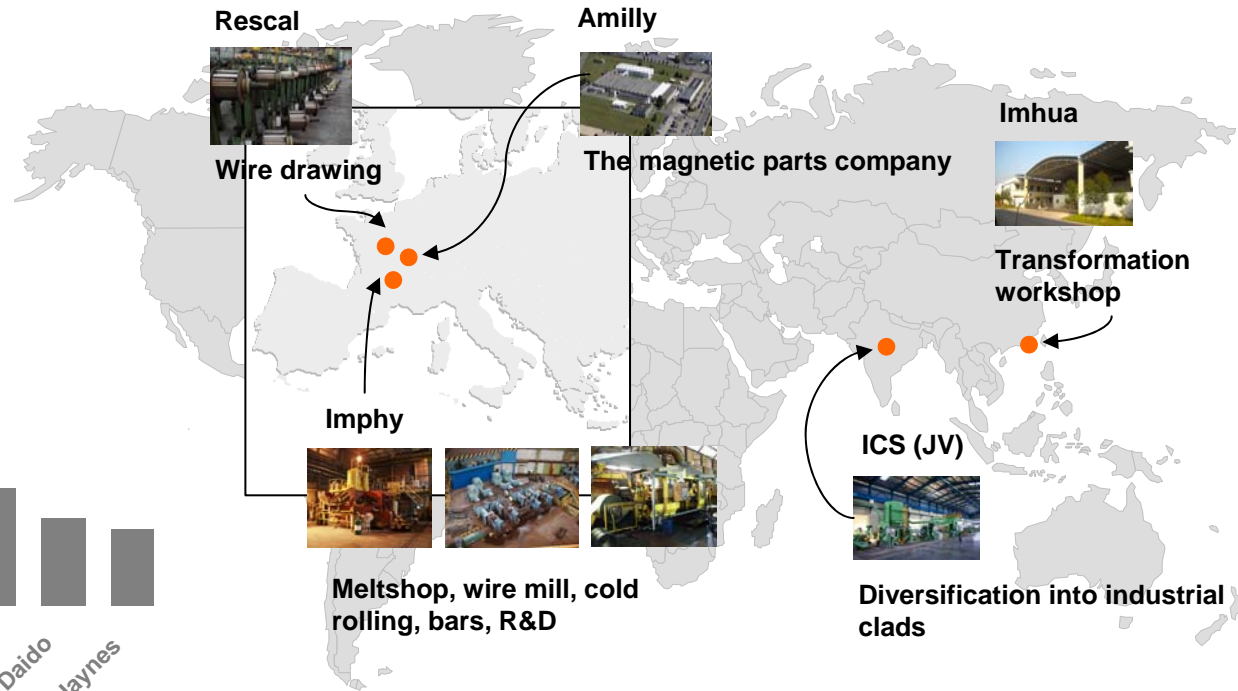
A leading position in nickel alloys



Global nickel alloys producers (kt)*



Aperam Alloys & Specialties geographical footprint



A highly value creative business

Source: SRM

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Aperam's value strategy

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Growing Alloys & Specialties

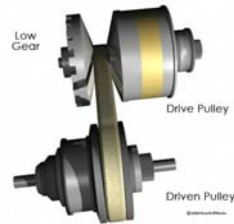


Key specific market and customers of Aperam in Alloys

Oil & Gas – LNG Tankers



Automotive - CVT



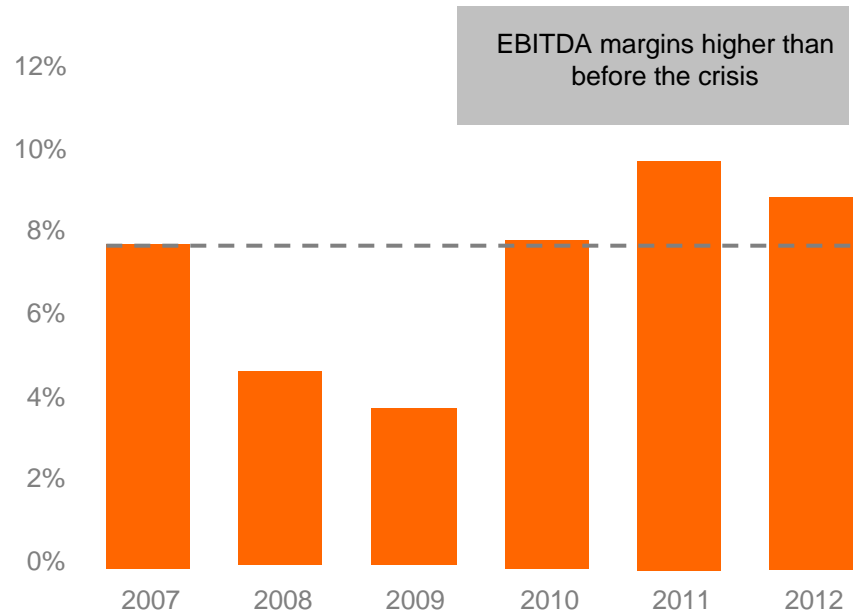
Welding - Overlay



Aerospace - Mould



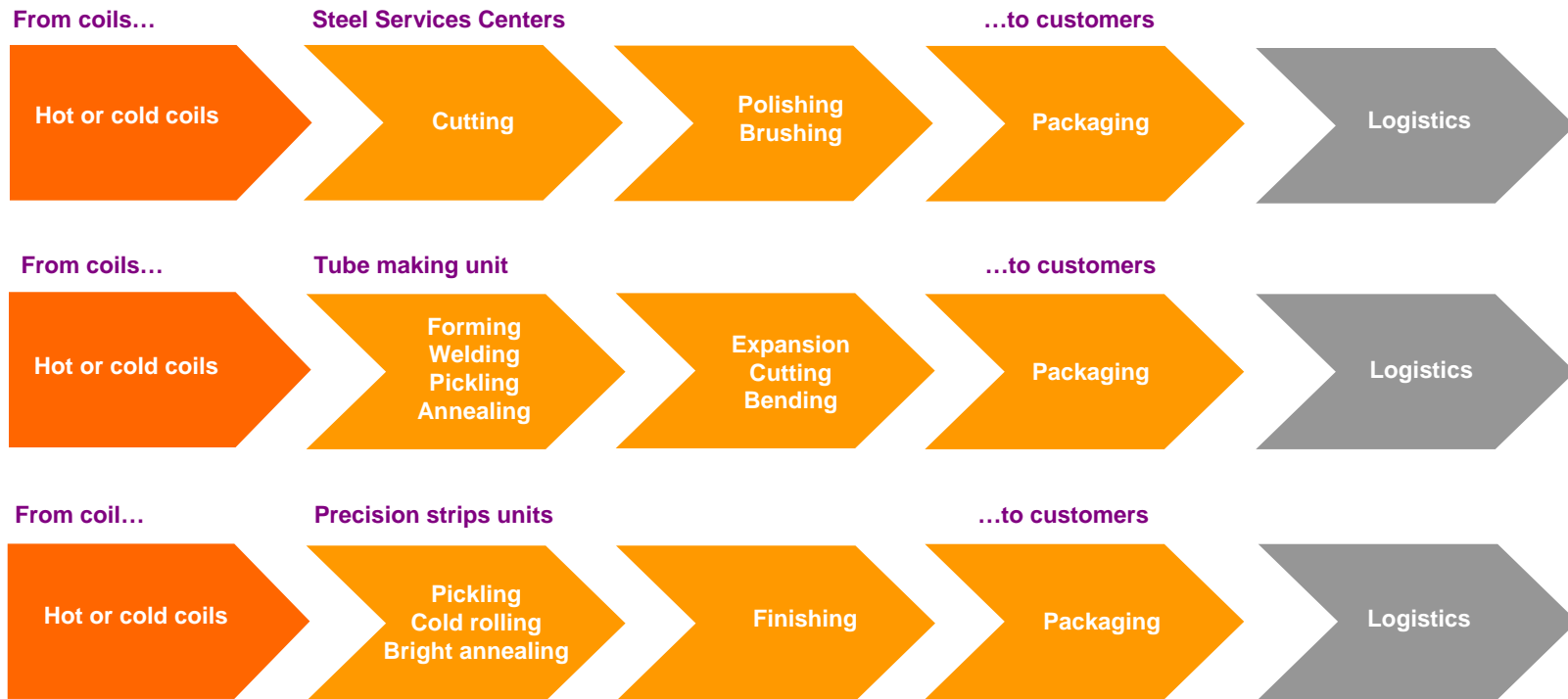
EBITDA margin



Significant growth potential in Alloys & Specialties to be captured with new investment

Aperam's value strategy

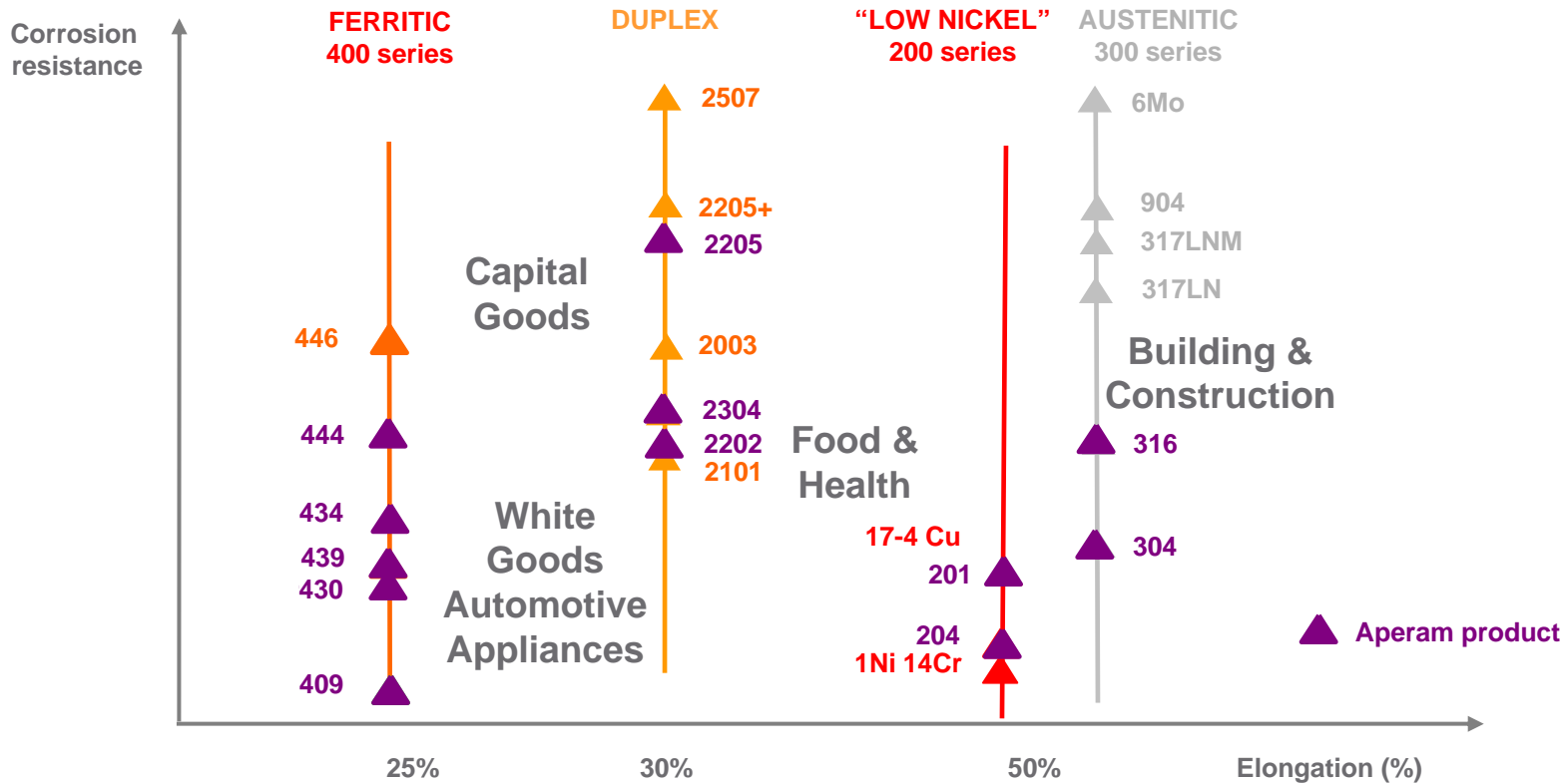
Adding value with Services & Solutions



Since crisis, Services & Solutions has generated on average more than 50 USD/t of EBITDA

Aperam's value strategy

Fully leveraging Aperam unique product portfolio



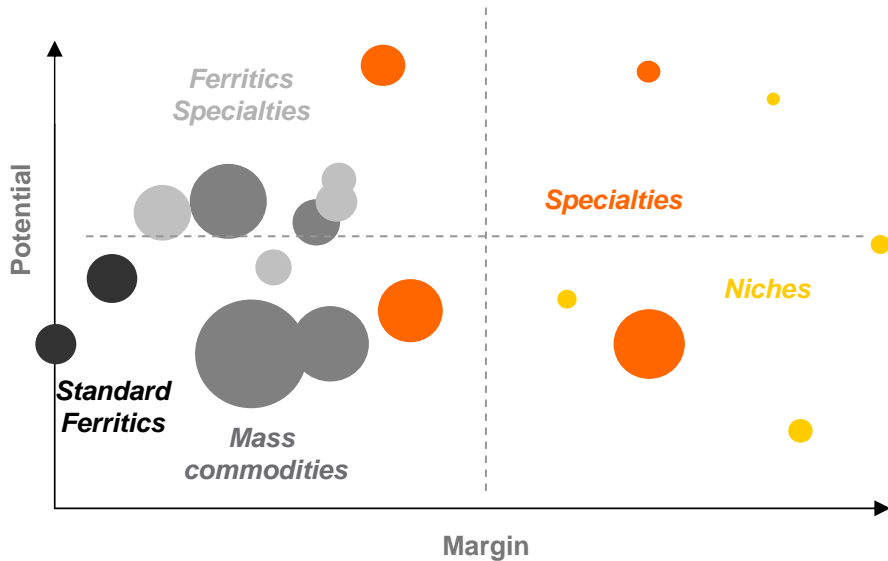
Historically positioned on 400 & 300 series, marketing and R&D initiatives enable Aperam to enlarge its product range – especially high-end applications and specialty products benefiting from higher margins and growth

Aperam's value strategy

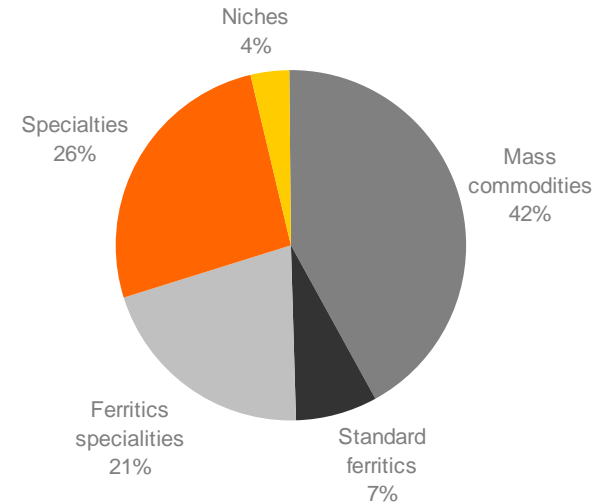
Enhancing marketing strategy and promoting high margin products...



Market segments



Aperam portfolio breakdown in Europe



Margin of stainless steel specialties and niches are more than 500 USD/t higher than for commodities. Top line target is to increase those high margin products by 5% to 10% per year

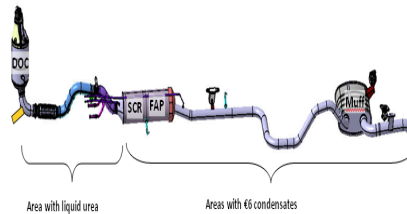
Aperam's value strategy

... and catch new opportunities



Brazed heat exchangers

New application for Aperam



Selective catalytic reduction system

New application for stainless



Fuel cells stacks

New application for stainless



Evaporators in desalination

New market for Aperam



Automotive structural component

New application for stainless



PV Solar systems

New application for stainless

Sustainability initiatives will drive greater stainless steel demand and create opportunities for Aperam

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Environment and performance

Environment and performance

In a context of structural overcapacity, the global economic crisis has strongly hit the stainless steel industry in 2012



Nickel LME Cash (USD/t)



China domestic grade 304 stainless steel CR (2mm) USD/t in warehouse



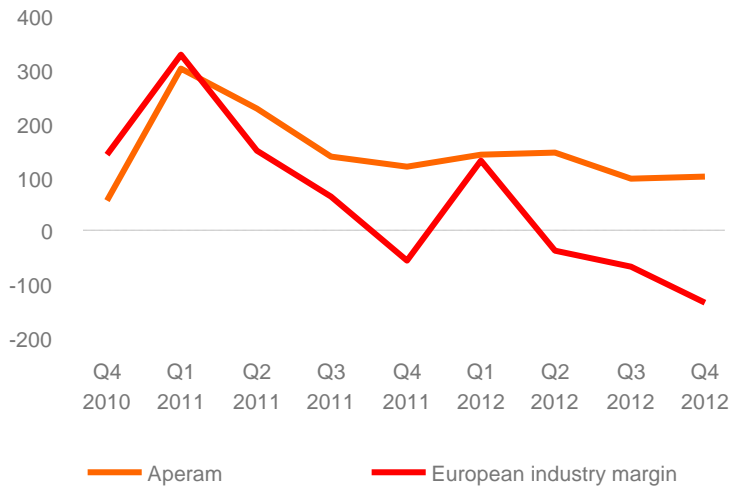
China slowdown, European crisis and Nickel price fall have put strong pressure on stainless steel price

Environment and performance

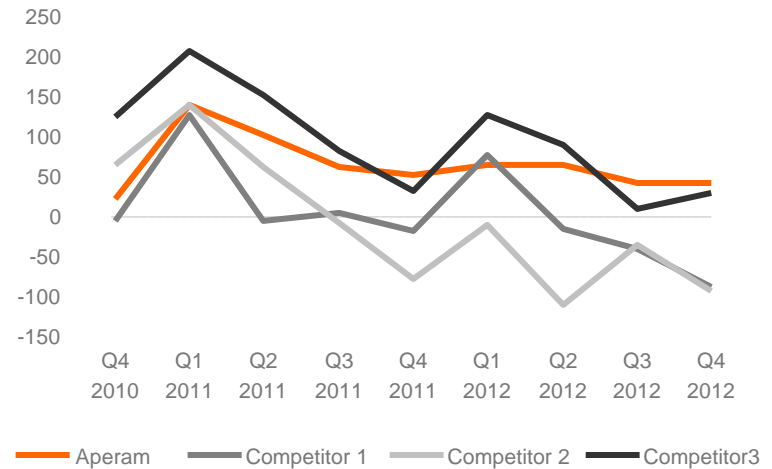


Aperam profitability has deteriorated but has been more resilient than the industry

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



Quarterly EBITDA of the European producers (USDm)



Since spin-off, Aperam has outperformed competition notably due to the Leadership Journey®

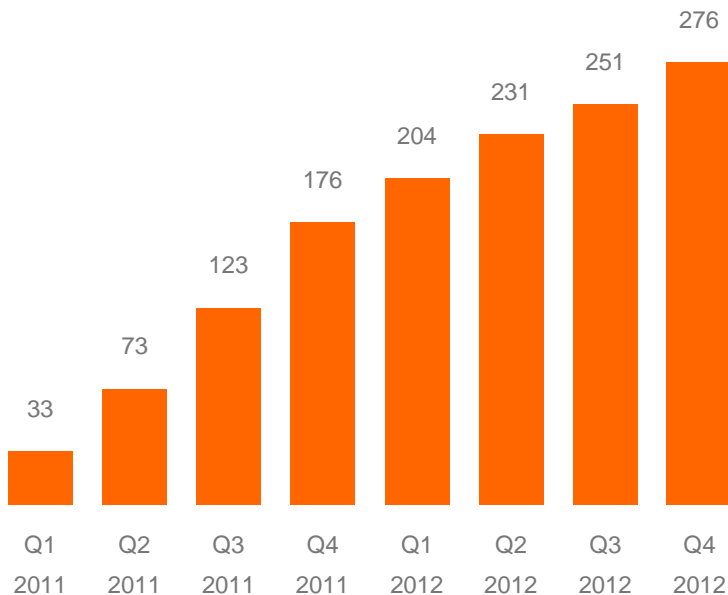
Sources: Corporate financial reports (Acerinox, Outokumpu, Inoxum w/o non recurring impact of the merger in Q4 2012, Aperam)

Environment and performance

Expansion of Leadership Journey®



Cumulated gains and 2013 target (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. Service center expansion in Campinas
- In Europe, suspension of traditional cold roll mill in Isbergues and investment.

Key projects progressing

- New induction furnace, Electro Slag Remelting furnace and new VAR furnace at Imphy (France – Alloys & Speciality)
- New hot annealing and pickling line in Gueugnon to be restart before second half 2013 (France).
- Industrial optimization and rationalization in Europe (from 20 tools to 17 tools)
- Yield and Quality improvement, Sourcing initiative, SG&A reduction through organisation simplification...

Aperam is ahead of schedule in its savings program and further expands it with USD 150 million targeted over next 2 years

*VSS – Voluntary Separation Scheme

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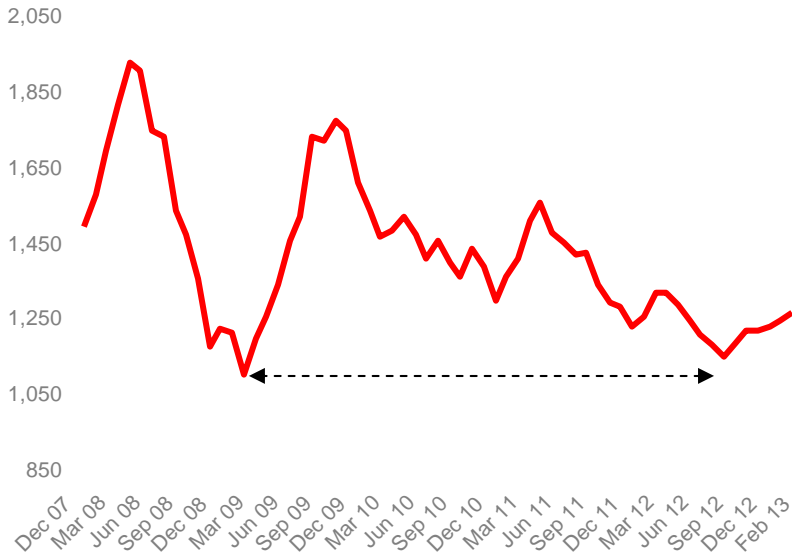
Key drivers and prospect

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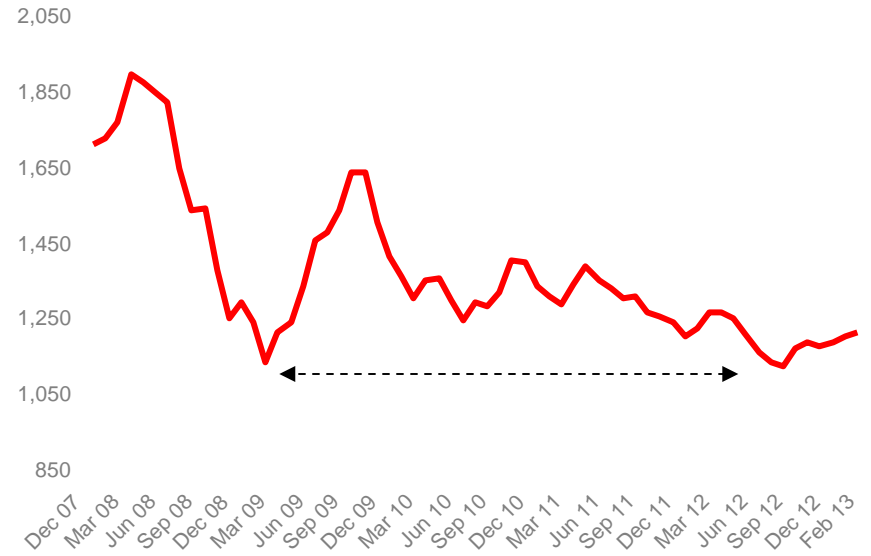
Stainless steel market has started to improve



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



Stainless steel base price in South Europe for CR 430 BA 2mm coil (USD/t)



Prices start to increase.

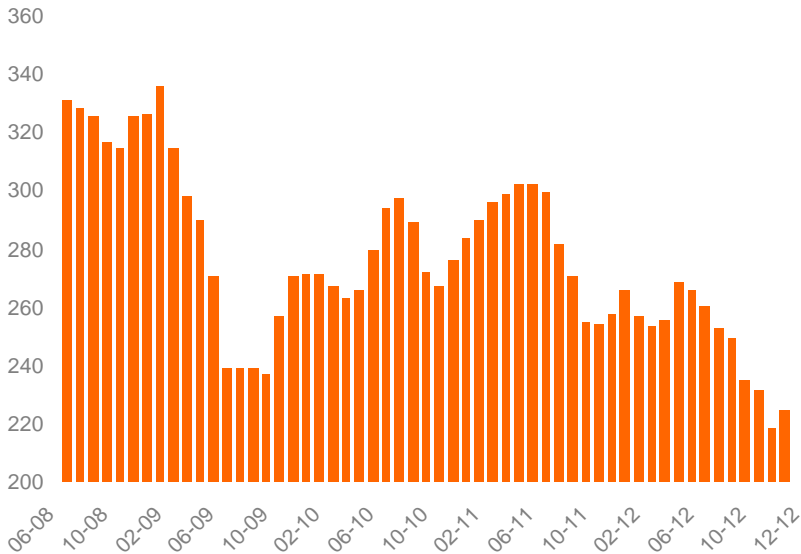
Further improvement will depend on Nickel price evolution

Key drivers and prospect

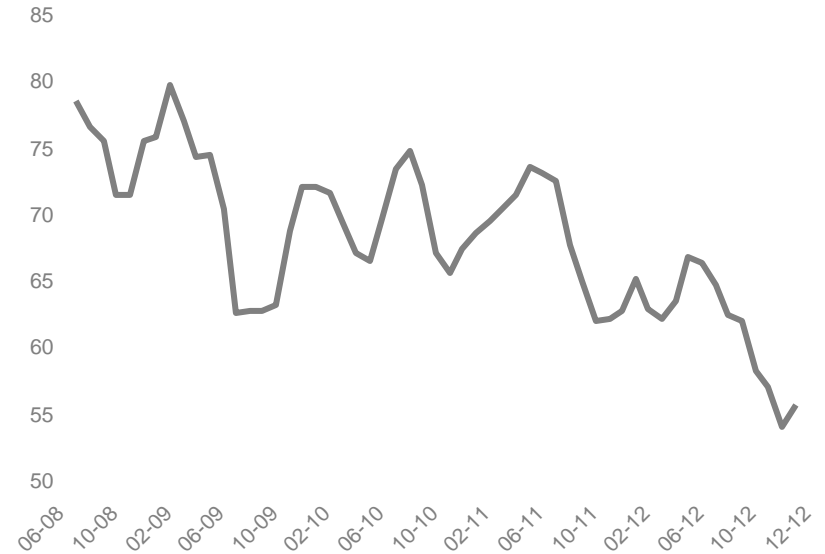
Low level of inventory expected support further market improvement



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



Stocks of flat stainless steel in EU-27 for distribution
(in number of days)



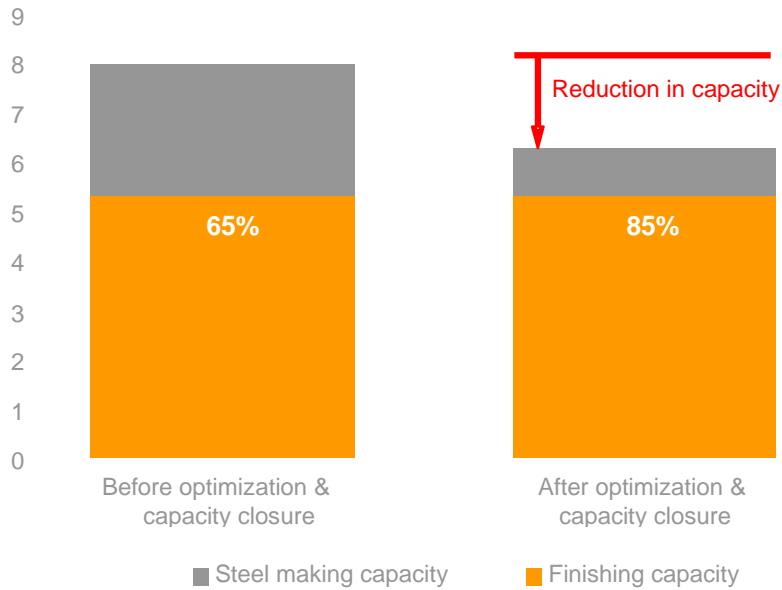
Inventories are at a historical low whereas global stainless steel demand continues to grow

Key drivers and prospect

European capacity closures expected to have a positive impact



Steel making and finishing capacity for European producers (mt)



European stainless steel industry footprint after restructuring



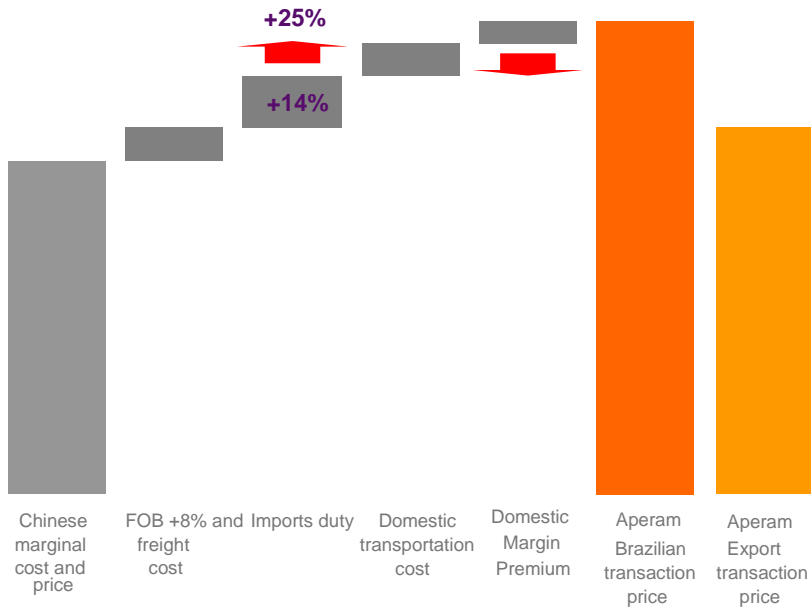
Capacity closures planned in Europe

Key drivers and prospect

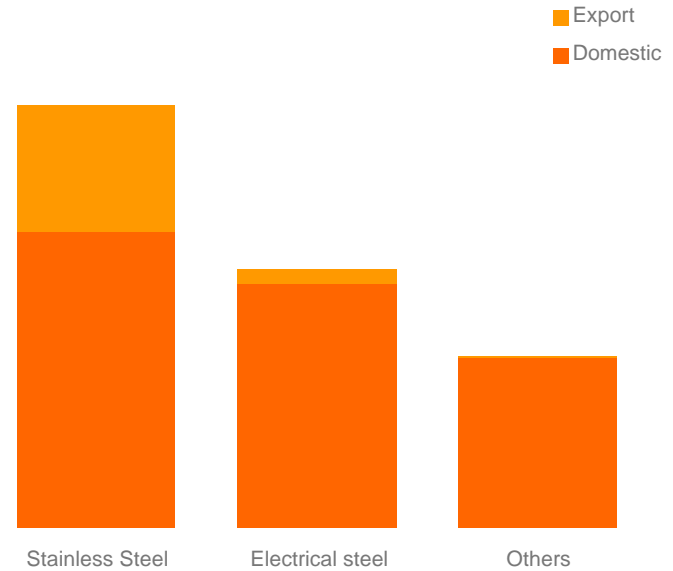
Brazilian import duty expected to lead to market share gains and mix improvement



Chinese marginal cost player to landed price in Brazil (USD/t)



Aperam shipments breakdown from Brazil (in '000t)



Brazilian government is still investigating on anti-dumping

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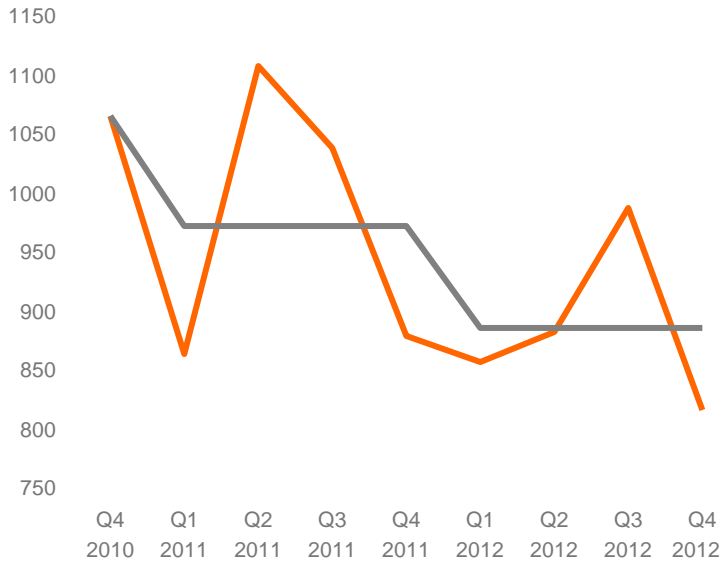
Debt focus

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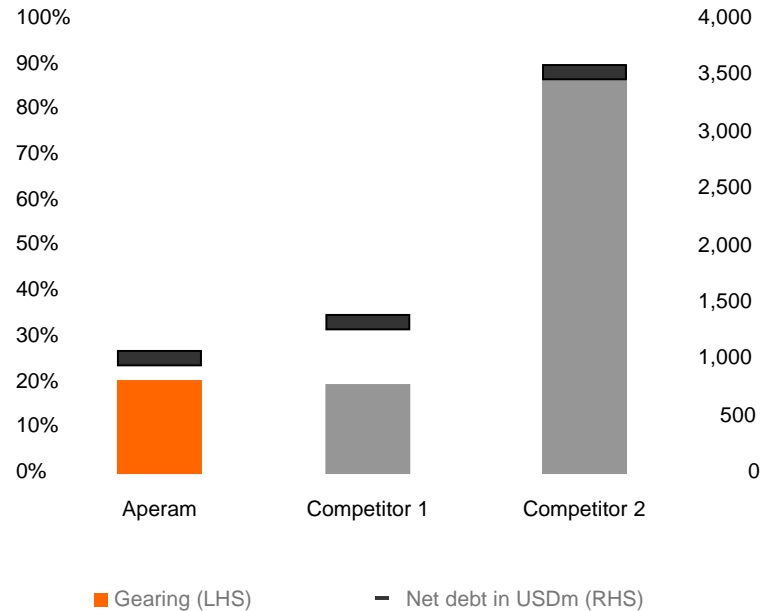
Acceleration of net debt reduction



Quarterly net debt and average evolution (USDm)



Debt level of the European stainless steel producers, end of 2012



Target of net debt of USD 650 million by the end of 2014.

Dividend stopped to accelerate this net debt reduction

*Excluding right issue

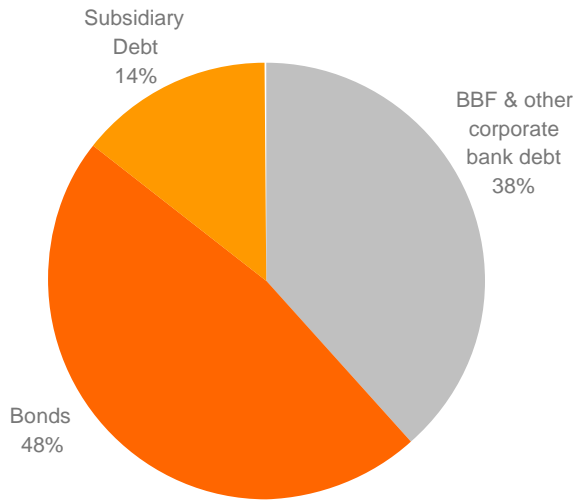
Sources: Corporate financial reports (Acerinox, Outokumpu, Inoxum, Aperam)

Debt focus

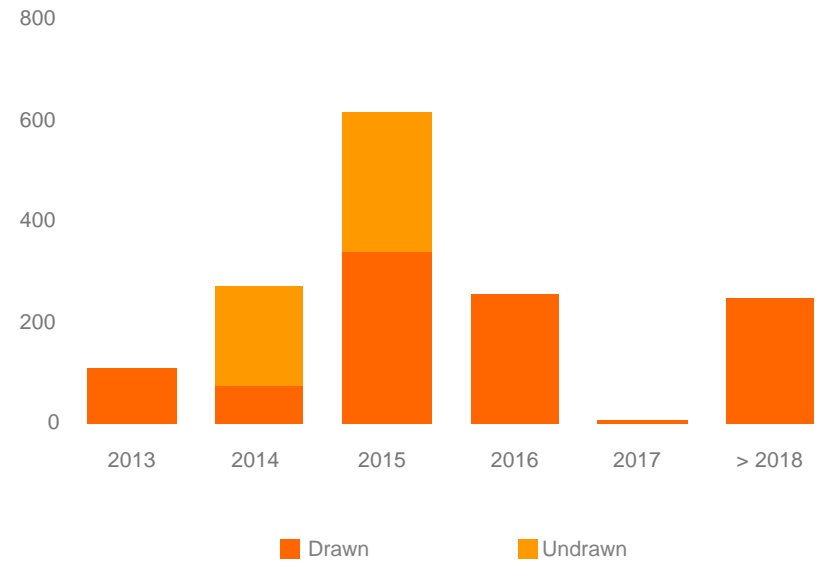
Improved debt maturity



Debt breakdown (as of December 31, 2012)



Debt maturity profile (USD millions)



Aperam obtained an in-principle refinancing commitment to extend a portion of USD 600 million of its current Secured Borrowing Base Revolving Credit Facility from March 2014 until March 2015

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Q&A