APERAM ESG PRESENTATION

Best in Class in ESG
This document may contain forward-looking information and statements about Aperam SA 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 in particular, the length and severity of the COVID-19 (coronavirus) outbreak, including its impacts in the markets, 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). The information is valid only at the time of release and Aperam does not assume any obligation to update or revise its forward-looking statements on the basis of new information, future, events, subject to applicable regulation.
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Aperam is a Global Stainless, Electrical & Specialty Steel Producer. #2 in Europe and the Only Producer in S. America.

Revenue by industry:
- Building & Construction: 27%
- Catering & Appliances: 18%
- Energy & Chemicals: 21%
- General Industry: 17%
- Transport: 10%
- Automotive: 6%

Revenue by region:
- Americas: 24%
- Europe: 68%
- Asia: 8%

Key facts:
- €3.6bn Sales
- ~9,400 Employees
- 2.5mt Capacity
- 14 steel service centers
- FSC certified forest in Brazil

Location:
1. Timóteo, Brazil
2. Genk, Belgium
3. Châtelet, Belgium
4. Imphy, France
5. Gueugnon, France
6. Isbergues, France
7. BioEnergia, Brazil
ESG OVERVIEW

Aperam Approaches ESG Holistically

ENVIRONMENT

› Best in class CO₂ footprint
› Clear improvement targets
  - Waste
  - Air
  - Water
  - Energy
› Production is based on recycled materials
› FSC® certified forest provides renewable energy
› Committed to net zero 2050
› Superior product that supports the energy transition

SOCIAL

› Health & Safety is our prime objective
› Human Rights, Inclusion & diversity
› Training & development
› Positive social dialogue & responsible variabilization
› Quality of life at work and employee satisfaction

GOVERNANCE

› High ethical standards with zero tolerance
› Responsible supply chain
› Majority of Board is independent
› Committees are exclusively independent
› Corporate responsibility expressed in stakeholder engagement
Aperam Produces a Superior Product in a Sustainable and Responsible Way

**SUPERIOR PRODUCT**
- Very long useful life
- 100% recyclable
- Non toxic
- Corrosion resistant
- Acid resistant
- Fire proof
- Abrasion resistant
- Aesthetic
- Mechanically strong

**RENEWABLE ENERGY**
Our blast furnace in Brazil uses 100% charcoal as fuel-produced from our sustainably cultivated FSC-certified forests

**RECYCLING**
Aperam’s main input in Europe is recycled scrap (>80%)
Our Recyco unit recycles dust, sludges & residues for us and third parties

Best practice forest management, recognized by the Forest Stewardship Council's (FSC®) certification, which standards and principles conciliate ecological protection (flora and fauna, but also water reserves) with social benefits and economic feasibility. Our forests are made of selected cloned saplings which are considered among the best on the market and they are separated by firewalls and strips of natural vegetation to take into account both fire-prevention, biodiversity preservation and local development (beekeeping).

Renewable energy and recycling are key inputs in our production process.
# PRODUCTS

**We Are Part of the Solution**

<table>
<thead>
<tr>
<th>e-Mobility solutions</th>
<th>Aperam’s solutions enable e-vehicle components such as converters, inverters, onboard-charges, motors, EPS, cooling systems, air conditioning systems, current sensors, charging stations, fuel cells and battery packs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Clean air</strong></td>
<td>Stainless and alloys help the marine transport sector minimizing emissions. Aperam offers scrubbing systems that remove over 90% of Sulphur and 80% of particles. Corrosion resistance grades with high mechanical properties are required</td>
</tr>
<tr>
<td><strong>Cryogenic applications</strong></td>
<td>They require a material that can withstand very low temperatures. Aperam solutions (stainless and INVAR M93 LNG tanker) are specially designed for cryogenic storage; transporting natural gas, ethane, or ethylene; and handling liquefied air gases like nitrogen, oxygen and argon</td>
</tr>
<tr>
<td><strong>Sustainable water supply</strong></td>
<td>Due to its inert nature, stainless is the material of choice for water supply (e.g. tanks and fountains, water boilers, sanitary piping systems, etc.) and water treatment (e.g. sewerage, distillation, desalination) applications</td>
</tr>
<tr>
<td><strong>Solar power</strong></td>
<td>Alloys are resistant to heat, corrosion, fatigue, and creep. It is the ideal material for the receiver tubes used to ensure the flow of molten salt and for glass metal sealing. Stainless, is the material of choice for the structural and fixing elements used in solar power systems</td>
</tr>
</tbody>
</table>
| **Renewable energy** | • Electrical steels enable high performing wind generators due to their high permeability.  
• The magnetic properties of alloys convert and shape an electrical signal from generation to end use  
• Anemometric towers built of stainless steel enjoy an increased life span, reduced maintenance costs, better safety |
| **The hydrogen economy** | Stainless steel and alloys are already used in a number of important hydrogen applications eg fuel cells, production and storage installations, and transportation*. Aperam is a big supporter of the shift to hydrogen and a proud member of HydrogenEurope |

* Eg electrodes in alkaline electrolyzers, catalysts for steam methane reforming, storage and transportation

**Stainless steel is a high added-value material that has a key role in the energy transition**
~30% of Aperam’s Workforce will Create Value from Working in Renewables and Recycling Upstream Post the ELG Acquisition*

* Subject to regulatory approvals
Aperam supports the United Nations’ Sustainable Development goals, in particular:

1. Health & Safety is Aperam’s primary concern and the priority in all our proceedings.
2. Gender balance ranks highly on our priority list since 2017 with a special commitment from Management. Aperam established specific objectives for creating more gender balance in our workforce.
3. Lowering fresh water consumption and improving the quality of discharge are key elements of our environmental strategy.
4. More than 30% of Aperam’s energy comes from renewables, mainly as biomass (charcoal) and increasingly also, wind and solar.
5. Research & Development and innovation are top priorities for Aperam. We also help our customers to adapt their own processes (welding, stamping, etc.) to make the most of their tools.
6. Aperam is committed to a sustainable cohabitation with our neighboring communities, allowing host cities to thrive and accommodating inhabitants’ needs.
7. Aperam is a recycling champion: We use the maximum amount of recycled material in our production (eg +85% in Europe) and also recycle wastes and by-Products in line with our zero-waste target.
8. Our blast furnace uses charcoal, produced from our FSC certified forest which also acts as a carbon sink. We have ambitious reduction targets to 2030 and target carbon neutrality by 2050.
9. Ethics are a key to Aperam’s values. We comply with all applicable regulations, interact transparently with authorities and support the fight against corruption, money laundering and anti-competitive practices - among others.
# ESG STATUS & TARGETS

## A best in class footprint

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>2030 TARGET</th>
<th>APERAM 2020</th>
<th>vs 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy intensity*</td>
<td>7.3 GJ/t</td>
<td>7.8 GJ/t</td>
<td>-5%</td>
</tr>
<tr>
<td>CO₂ intensity**</td>
<td>0.39 t/t</td>
<td>0.47 t/t</td>
<td>-14%</td>
</tr>
<tr>
<td>Water consumption</td>
<td>5.8 m³/t</td>
<td>11.6 m³/t</td>
<td>+14%</td>
</tr>
<tr>
<td>Dust intensity</td>
<td>70 g/t</td>
<td>152 g/t</td>
<td>-36%</td>
</tr>
<tr>
<td>Zero waste target</td>
<td>&gt;97% reused / recycled</td>
<td>94.0%</td>
<td>+0.5pp</td>
</tr>
<tr>
<td>Lost-time injury frequency rate</td>
<td>&lt;1</td>
<td>1.5</td>
<td></td>
</tr>
<tr>
<td>Diversity</td>
<td>Increase</td>
<td>Women 13% of staff</td>
<td>6.7% blue collar, 21% of exempts</td>
</tr>
<tr>
<td>Training hours / FTE</td>
<td>Increase</td>
<td>19.6</td>
<td></td>
</tr>
<tr>
<td>Absenteeism</td>
<td>2.0%</td>
<td>2.9%</td>
<td></td>
</tr>
</tbody>
</table>

*amounts to -11% on electricity, natural gas & LPG  **Scope 1+2. An internal CO₂ price of €60/t is applied to all investments. We review and adjust this if necessary to maintain the incentive for CO₂ savings  °all per tonne data is per ton of crude steel

We aim to exceed environmental legislation and are committed to continuous improvement.
**ESG SUMMARY**

**Why look at Aperam from an ESG perspective?**

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Products</strong></td>
<td>Non toxic, long lifespan and 100% infinitely recyclable without loss of quality</td>
</tr>
<tr>
<td><strong>Process</strong></td>
<td>We have ambitious ESG targets and a convincing track record</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td>We are recycling champion and &gt;33% of our energy intake is renewable</td>
</tr>
<tr>
<td><strong>Climate change</strong></td>
<td>We have a best in class CO₂ footprint in the industry globally*</td>
</tr>
<tr>
<td><strong>Social</strong></td>
<td>We value our diverse workforce, invest in training, 86% rate us a good employer</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td>The majority of our board is independent, committees are 100% independent</td>
</tr>
<tr>
<td><strong>Compliance</strong></td>
<td>We have a robust compliance framework and a zero tolerance policy</td>
</tr>
</tbody>
</table>

* Scope 1+2

**Our mission is to produce reliable, 100% recyclable, green stainless steel**
“Our People are our greatest asset. Their Safety is our priority, their development is the key to our success.”

> **LTIFR: 1.5** (vs. 1.7 in 2019) - target to become a zero-accident company.
> **Absenteeism: 2.9** - target at 2
> **2019 Performance review: 99%** of Exempts, **67%** of White collars (vs. 80% in 2019), **69%** of Blue collars (vs. 83% in 2019) aiming for 100%
> **2020 Training hours of 19.6 hours per employees** (vs. 35.5 in 2019)
> **86%** of our employees **recommended Aperam as a good place to work in 2019**, which confirms our rating among **Brazilian and French top employers**[1]

[1] For the eighth consecutive year, Aperam South America was selected as one of the best companies to work for by Guia Você S/A, in recognition of our work on employee health and wellbeing and in 2019, French magazine “Capital” listed Aperam among France’s best employers within the sector “Heavy Industry & Metals”.
Our Values

LEADERSHIP
We seek to be bold and courageous in our approach, while remaining relevant to the marketplace, and to promote sustainable solutions.

AGILITY
We recognize the need to move quickly, adapt to changing market conditions, as well as to be flexible enough to meet specific customer requirements.

INGENUITY
Our people are skillful, imaginative and innovative in their work. They are passionate to share their skills. This results in developing new ideas, or seeing things with new eyes to find the appropriate solution.
HEALTH & SAFETY

Our Prime Objective

CEO STATEMENT

The safety of our people is non-negotiable and always our top priority. When we protect each other, we build team spirit and promote proximity and performance at the same time.

“The people who work for and with Aperam represent the heart of our Company, and nothing is more important than their Health and Safety.”

Timoteo di Maulo (Aperam CEO)

2020 HIGHLIGHTS

- 1.5 Lost-Time frequency rate
- 0.14 Severity rate
- 0 Fatalities
- 1,661 employees participated to Cultural Maturity workshops
**HEALTH & SAFETY**

Very Good LTIFR paired with low Severity

**LTIFR IS HALF OF SS INDUSTRY**

<table>
<thead>
<tr>
<th>Year</th>
<th>ISSF</th>
<th>Aperam</th>
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<tbody>
<tr>
<td>2020</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2019</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2018</td>
<td>1</td>
<td>2</td>
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<tr>
<td>2017</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2016</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

**... WITH VERY LOW SEVERITY RATE**

- Fatality: 0
- LTI: 36
- Restricted work: 13
- Declared accident: 86
- First aid: 348
- Unsafe acts: 33,363

**ROADMAPS WITH 3 STRATEGIC AXES**

- **Prevent and control the risk of fatal and severe accidents**
  - Detailed improvement plan post a H&S audit of each site
  - Monthly monitoring

- **Identify cultural maturity**
  Uses external framework to assess and improve H&S at each site individually

- **Support and coordinate transversal actions**
  - Launch of single incident reporting and investigation tool

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* Lost time injury frequency rate = number of injuries resulting in lost time per million working hours - 2020: Aperam 1.5 versus ISSF average 3.1
** Severity rate = total number of days lost for accidents/total/hours worked x 1,000,000.

**H&S Performance is reflected in Management Compensation**
Environment

“We have a best in class CO₂-footprint and constantly reduce our production costs and impacts”

- **CO₂ intensity** reduction -14% vs. 2015 to 0.47/t due to maximal usage of own charcoal

- **Energy intensity** reduction: -5% vs. 2015 due low production volumes in 2020

- 94.0% reuse/recycle performance

- 95.3% of water in closed circuits

- Steep improvement in Dust emissions

→ **On track for -30% by 2030** vs. 2015, leveraging further energy savings and maximum scrap usage

→ On track towards our 2030 target at -11% vs. 2015

→ Long Term target at 100%

→ Target 2030 -40% intake

→ Target 2030: 70 g/t
Recycling Content & Renewable Share puts Aperam in a Best-in-Class Position

The image contains three sections:

1. **Scrap Usage Reduces CO2 Emissions Substantially**
   - A chart showing the reduction in CO2 emissions with integrated producers with blast furnaces or RGF for NPI (Asia) and EAF process route (mostly Europe).
   - Scrap share percentages are indicated: 0%, 23%, 45%, 68%, and 90%.
   - The chart compares 3XX and 4XX scrap usage.

2. **Aperam Energy Mix 2020**
   - A pie chart showing the energy mix:
     - 28% Charcoal
     - 39% Natural Gas
     - 30% Electricity
     - 3% Other
   - The chart indicates the distribution of energy sources used in production.

3. **Electricity is Key for Decarbonizing**
   - A bar chart showing the kg CO2/MWh for different countries:
     - Belgium, Brazil, Finland, France, Germany, Italy, Spain, USA, South Africa, China.

Source: Company data, Aperam estimates, EEA, IEA

*Scope 1 + 2 + 3a incl. raw material
Aperam has a Transparent & Realistic Plan for Realizing a 30% CO₂

**GHG**

**APERAM CO₂ EMISSION BY SCOPE 0.47 t/t**

<table>
<thead>
<tr>
<th>SCOPE 2</th>
<th>Electricity</th>
<th>Other</th>
<th>Electrode</th>
<th>Carbon contained in raw mat</th>
<th>Coke</th>
<th>Natural gas</th>
<th>Anthracite</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCOPE 1</td>
<td></td>
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</table>

**APERAM CO₂ EMISSION ROADMAP**

- Global steel 2019
- Global stainless
- -52% 
- -74%

**MEASURES & CAPEX**

Target: 30% CO₂ reduction in 2030*

- ~50% are based on energy efficiency projects and heat recuperation
- ~50% are based on the substitution of natural gas
- The transition requires high amounts of green electricity and green gas
- Capex for 2030 targets ~EUR200m**

* Scope 1+2  
**versus 2015  
**Mainly covered by normal annual maintenance & growth capex budget

We are covered with ETS Certificates till ~2030 and our plan is Capex Light
Aperam’s CO₂ FOOTPRINT

Aperam Stainless Europe aligned with the taxonomy criteria applicable to activities contributing to climate change mitigation

We aim to become carbon neutral by 2050

Scope 1 - All Direct Emissions from the activities of an organisation or under their control.
Scope 2 - Indirect Emissions from electricity purchased and used by the organisation.
Scope 3 - All Other Indirect Emissions from activities of the organisation, occurring from sources that they do not own or control.

Per tonne of slab, scope 1 + 2 based on ISO14404

**EU Taxonomy** requires 0.352 t CO₂/t scope 1+2 or 90% scrap
Aperam has a convincing environmental track record and clear improvement targets. Low volumes impacted 2019 & 2020

CO2 emissions (t/t crude steel)²

Energy consumption (GJ/t crude steel)

Aperam has a unique production set-up

The steel sector is an energy intensive sectors because the standard steel-making process requires carbon add-ins during the melting process.

Aperam’s sector leading CO2 footprint is driven by two factors:

- Low energy consumption, which impacts our Scope 2 carbon emissions (see below)
- Electricity procurement with a high share coming from renewable & other low carbon sources
- Aperam’s blast furnace is 100% heated by sustainable charcoal produced from our FSC certified forest

We also evaluate all new projects by adding a specific price of EUR60 for each ton of CO2 produced

*target ²cope 1 & 2
Water & clearly improved dust emissions

Dust emissions (g/t crude steel)

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</thead>
<tbody>
<tr>
<td></td>
<td>211</td>
<td>213</td>
<td>240</td>
<td>254</td>
<td>185</td>
<td>162</td>
<td>147</td>
<td>152</td>
<td>70</td>
</tr>
</tbody>
</table>

Water intake (m³/t)

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<tr>
<th></th>
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<tbody>
<tr>
<td></td>
<td>115</td>
<td>107</td>
<td>102</td>
<td>101</td>
<td>101</td>
<td>99</td>
<td>118</td>
<td>116</td>
<td>85</td>
</tr>
</tbody>
</table>

Aperam has a unique production set-up

**Dust:** Almost 90% of Aperam’s total dust emissions originate from our unit in Brazil. The environmentally friendly charcoal that we use is lighter and easily blown by the wind. This makes dust containment particularly challenging. We started a new multi-year plan in 2016 to overcome this challenge. Progress is clearly visible.

**Water** is moving up on our priority list. Our discussions with local authorities confirm that dry seasons may foster more problems regarding water availability. We start to establish new procedures at the central level, and establish site-specific action plans.

We strive to further improve our recycling margin. 95.0% of our water was recycled in 2020.
Recycling: Stainless steel is endlessly re-usable without loss of quality

Aperam actively works towards becoming a recycling champion

- Steel is an input into our process and our end product
- Product recyclability is a unique property, that Aperam is fully committed to optimize
- In Europe >80% of raw materials are coming from scrap & recycled material
- Recyco, our European recycling unit, recovers and treats the metallic content from melt-shop dust for reuse (also for third parties). This reduces the need for landfill
- We are acquiring ELG one of Europe’s top 3 stainless steel traders*
- Aperam has committed to become a zero-waste company. All our units are looking for solutions for the all waste produced, especially the slags, dust and acids
- The 2020 recycling rate of internal waste is 94.0%
Aperam is at the Heart of the European Circular Economy. Scrap & Recycled Material are our Dominating Input

Customer (Fabrication & Manufacturing)

Automotive
- Life cycle: 14 years
- Recycling rate: 90%
- % of end use: 12%

Construction
- Life cycle: 50 years
- Recycling rate: 85%
- % of end use: 18%

Machinery
- Life cycle: 25 years
- Recycling rate: 90%
- % of end use: 29%

Appliances, Electronics
- Life cycle: 15 years
- Recycling rate: 80%
- % of end use: 8%

Other Transport
- Life cycle: 30 years
- Recycling rate: 90%
- % of end use: 3%

Metal Goods
- Life cycle: 15 years
- Recycling rate: 80%
- % of end use: 29%

Scrap collection e.g. + others

Stainless steel
- New scrap: ~5-25% in 6 months
- Revert scrap: ~11%, <1 month

Steel making
- Hot rolling
- Cold rolling

APERAM

End product

Recyco
- Recycles metal from dust, mud etc.

Old scrap
- ~70% in 0-27 years

Finishing line
- Steel making

Outokumpu

Acerinox

Terni

Aperam

Scrap is a closed loop in Europe and our primary input in our European operations

Source: Aperam, SMR, ISSF
* see 2020 Sustainability report p.35-37 for detail
Governance & stakeholders

“We lead by example and maintain constant engagement with all our Stakeholders in quest for mutually beneficial solutions”

> **Best practice in Corporate Governance** reflected in our:
  - Board and Committee composition
  - Risk management approach
  - Extensive Compliance plan

> **Strong Customer & Innovation**

> **CSR indicators** cascaded within the entire organisation

> **Community** engagement

> **Leadership/Excellence level 2019-2020** ESG ratings

(refer to last page)
External Certification and Recognition of Corporate Responsibility is part of our strategic plan

**Nature**
- Independent, non-profit organization
- Mission is to enhance the responsible sourcing, production, use & recycling of steel
- Independent assurance and oversight
- International recognition with new members from Asia and the U.S.

**Standards**
- On-site audits
- Governance / Social / Environmental aspects
- Multi stakeholders’ perspectives
- Requirements consistent with CDP and Science-based targets

**Certification**
- Corporate leadership, ESG management systems
- H&S, labor & human rights, stakeholder, engagement, local communities,
- Climate change, noise, emissions, effluents, waste, water, biodiversity, closure & decommissioning

**Time line**
- 05/19 Aperam becomes a member
- 06/21 Site inspections
- 09/21 Certification of European sites

“The ResponsibleSteel™ label will play a prominent role in making the steel industry a true ally in building the sustainable and responsible society we strive to live in.”
Tim Di Mauio, Aperam CEO

 Guarantees responsibly produced material for customers and communities
GOVERNANCE & STAKEHOLDERS

Maintaining a Close Relationship with our Stakeholders is Part of our Values and also Sound Business Management

APERAM ACESITA FOUNDATION

The Aperam Acesita Foundation is a private, non-profit institution in Brazil.

It’s mission is to promote the integrated and sustainable development of communities where Aperam South America maintains its activities.

The foundation concentrates on four key areas:

- Education
- Culture
- Environment
- Social Promotion

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Unit</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beneficiaries</td>
<td>#</td>
<td>&gt;40,000</td>
<td>&gt;65,000</td>
<td>&gt;64,000</td>
</tr>
<tr>
<td>Cultural Events</td>
<td>#</td>
<td>94</td>
<td>89</td>
<td>102</td>
</tr>
<tr>
<td>Online events - views</td>
<td>#</td>
<td>&gt;265,000</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Social impact events</td>
<td>BRLm</td>
<td>1.9</td>
<td>2.3</td>
<td>2.9</td>
</tr>
<tr>
<td>Other foundation expenses</td>
<td>BRLm</td>
<td>0.8</td>
<td>0.9</td>
<td>n/a</td>
</tr>
<tr>
<td>Total investment by foundation²</td>
<td>BRLm</td>
<td>2.7</td>
<td>3.2</td>
<td>2.9</td>
</tr>
</tbody>
</table>

*Including expenses linked to services provided*
GOVERNANCE & STAKEHOLDERS

Ethics and Compliance

- **Very strong ethical guidelines** based on Aperam values that go much beyond regulatory required compliance
- **Zero tolerance for non-compliant behaviour**
- **Full ethical framework** based on regular Communications, Training, Expertise and Continuous improvement with yearly routines (Conflicts of interest declarations)
- Beyond regulations, high focus on **best practices**

**Aperam policies inspired by international references:**
- International Labour Office
- UN Human Rights Charter
- UN Global Compact
- UN Convention Against Corruption
- OECD Guidelines for Multinationals
- ISO standards: Quality, Energy, etc
- SA 8000

**Key actions:**
- Release of Aperam updated Responsible Purchasing policy
- 2nd Company wide anti-fraud week and specific event on Anti-Harassment & Bullying.
- The Compliance organisation was reviewed and strengthened by the incorporation into our Global Assurance department while continuing to report to the CFO

**Investigations:**
- 8 allegations relating to fraud referred to the Group’s Internal Audit for investigation.
- At end 2020: 4 forensic cases and 4 ethical cases, with investigations finalized (0 significant cases).
- Review by Audit and Risk Management Committee & report to Board of Directors.

**2020 key facts**

**Zero tolerance policy for non compliant behaviour**
GOVERNANCE & STAKEHOLDERS

Board of Directors

BOARD STRUCTURE

> Responsible for strategic direction and oversight of the business, as well as for appointing senior management
> Election subject to shareholder approval. Directors are elected for 3 year terms
> Chairman: Mr. Lakshmi N. Mittal
> 7 members with a majority of independent directors (4 independent directors out of 7)
> 2 Board Committees composed of 100% of independent directors and reporting to the Board of Directors:
  > Audit and Risk Management Committee covering also ESG matters; Chair: Ms. Bernadette Baudier
  > Remuneration, Nomination and Corporate Governance Committee; Chair: Mr. Alain Kinsch

Highest Corporate Governance Standards with a majority of independent directors

Our board committees are composed of 100% independent directors

From left to right: Lakshmi Mittal, Alain Kinsch, Saneep Jalan, Joseph Greenwell, Ros Rivaz (Lead Independent Director), Aditya Mittal, Bernadette Baudier

Diverse skills, backgrounds, knowledge, experience, geographic locations, nationalities and gender are reflected on our board and ensure effective governance
Our Leadership Team: Diverse & Experienced

KEY FACTS & COMPENSATION

- Entrusted with day-to-day management of the Company
- Appointed by the Board of Directors
- Experience and industry know how
- Average age: 49 / 6 nationalities
- CEO: responsible for Aperam's sustainability performance and compliance
- CTO is also Head of Health, Safety & Environment
- Compensation aligned with long term interest of the Company and its stakeholders
  - Multiplier for performance related bonus includes H&S factors (1 year plan)
  - Long term incentive plans based on EPS and TSR evolution (3 year plan) vs relevant peers and index

Aperam benefits from the experience and industry know-how of its Leadership Team
RECENT RECOGNITION

Our Commitment to Sustainability is Recognised by Investors, NGOs, and Certification Authorities

INVESTOR PERSPECTIVE

MSCI
Reconfirmed as “AA” (Leadership level) by MSCI

Listed in Excellence registers

Rated 78/100 pts by EthiFinance.

CUSTOMER PERSPECTIVE

Rated Gold by EcoVadis

EMPLOYEE PERSPECTIVE

Rated “B” (Management level) by CDP

2020 ecoVadis Sustainability Rating

SUSTAINABILITY TOP RATED

CERTIFICADO
QUALIDADE DO AMBIENTE DE TRABALHO

2020/21
BUSINESS OVERVIEW

Group Segments*

STAINLESS & ELECTRICAL STEEL

- 2.5mt production capacity
- 1.6mt of gross shipments
- 77% of group adj EBITDA

Amongst the largest global producers of stainless steel*

- **Europe:**
  - 2 Electric Arc Furnaces use scrap as major input material
  - Stainless steel flat product output
- **South America:**
  - 2 blast furnace use iron ore and charcoal produced from own forests
  - 2 EAF use recycled scrap
  - Stainless flat products & electrical steel

SERVICES & SOLUTION

- 646kt of gross shipments
- 13% of group adj EBITDA

S&S is Aperam’s distribution arm

- S&S provides value added and customized solutions through further processing according to specific customer requirements. S&S core activities:
  - direct sale of Aperam products to end users
  - distribution of Aperam and third party material
  - transformation services, according to specific customer requirements

ALLOYS & SPECIALTIES

- 40 kt production capacity
- 31kt of gross shipments
- 15% of group adj EBITDA

Top 3 producer of nickel alloys globally

- Aperam specializes in nickel alloys and specific stainless steels
- Our products take the form of bars, semis, cold-rolled strips, wire and wire rods, and plates, and are offered in a wide range of grades
- High value items that are often sold on a kg basis

Aperam covers the complete stainless value chain with industry leading assets in Europe and Brazil
## Main Production Sites

<table>
<thead>
<tr>
<th>Location</th>
<th>Description</th>
<th>Capacity</th>
<th>Location</th>
<th>Description</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Châtelet, Belgium</td>
<td>Melt Shop, Hot rolling mill</td>
<td>Slabs 1,000 kt, HSM 2,800 kt</td>
<td>Genk, Belgium</td>
<td>Melt Shop, Cold-rolling mill Finishing</td>
<td>Slabs 1,000 kt, Cold-rolling 700 kt</td>
</tr>
<tr>
<td>Gueugnon, France</td>
<td>Cold-rolling mill, Specialized in Bright Annealing, Stabilized Ferritics</td>
<td>Finished 400 kt</td>
<td>Isbergues, France</td>
<td>Cold-rolling mill, Finishing</td>
<td>Finished 350 kt</td>
</tr>
<tr>
<td>Timóteo, Brazil</td>
<td>Melt Shop, Cold-rolling mill Finishing</td>
<td>Slabs 900 kt, Stainless finished 350 kt</td>
<td>Imphy, France</td>
<td>Melt Shop, Cold-rolling mill Finishing</td>
<td>Slabs 60kt, 1 VIM, 2 VAR, Rotary continuous Caster for long products</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 m wide capacity 316 and duplex grades</td>
<td></td>
<td></td>
<td>Wire hot rolling mill: 40kt, Cold rolling mills</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cold-rolling 700 kt</td>
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</tr>
</tbody>
</table>

**State of the art production assets in Europe and South America**
BUSINESS OVERVIEW

Value chain & Segments

<table>
<thead>
<tr>
<th>Slabs</th>
<th>Hot rolling</th>
<th>Cold rolling / Finishing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Châtelet 1.0Mt</td>
<td>Châtelet 2.8Mt</td>
<td>Isbergues 0.35Mt</td>
</tr>
<tr>
<td>Genk 1.0Mt</td>
<td>Genk 0.7Mt</td>
<td>Gueugnon 0.4Mt</td>
</tr>
<tr>
<td>Timoteo 0.9Mt</td>
<td>Timoteo 0.88Mt</td>
<td>Electrical 0.18Mt</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stainless 0.35Mt</td>
</tr>
<tr>
<td>Imphy 0.06Mt</td>
<td>Châtelet</td>
<td>Electrical flat</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stainless flat</td>
</tr>
<tr>
<td></td>
<td>Imphy</td>
<td>Ni alloys &amp; specialties</td>
</tr>
</tbody>
</table>

Service

- Direct Sale
- Service Center
- Steel service centers
- Transformation
- Direct Sale

Stainless & Electrical Steel Europe
Stainless & Electrical Steel South America
Alloys & Specialties
Services & Solutions

34
A Balanced Risk Profile and Customer Structure

**SHIPMENT BY SEGMENT 2020***
- Europe: 28%
- Asia & Africa: 26%
- Americas: 45%

**REVENUE BY REGION 2020**
- Europe: 27%
- Asia & Africa: 12%
- Americas: 58%

**ADJ. EBITDA BY SEGMENT 2020***
- Europe: 12%
- S&E S. America: 41%
- A&S: 14%

**REVENUE BY CUSTOMER INDUSTRY 2020**
- Building & Construction: 7%
- Catering & Appliances: 21%
- General Industry: 27%
- Automotive: 18%
- Energy & Chemicals: 17%
- Transport: 10%
BUSINESS OVERVIEW

Self-help has transformed the group

Higher cash generation and profitability even in adverse market conditions