

### **Investor Presentation**

**Growing Advanced Alloys** 

NASDAQ: USAP

univstainless.com

# Forward Looking Statement



Except for historical information contained herein, the statements in this presentation are forward-looking statements that are made pursuant to the "safe harbor" provision of the Private Securities Litigation Reform Act of 1995. Forward-looking statements involve known and unknown risks and uncertainties that may cause the Company's actual results in future periods to differ materially from forecasted results. Those risks include, among others, the concentrated nature of the Company's customer base to date and the Company's dependence on its significant customers; the receipt, pricing and timing of future customer orders; changes in product mix; the limited number of raw material and energy suppliers and significant fluctuations that may occur in raw material and energy prices; risks related to property, plant and equipment, including the Company's reliance on the continuing operation of critical manufacturing equipment; risks associated with labor matters; the Company's ongoing requirement for continued compliance with laws and regulations, including applicable safety and environmental regulations; the ultimate outcome of the Company's current and future litigation and matters; risks related to acquisitions that the Company may make; and the impact of various economic, credit and market risk uncertainties. Many of these factors are not within the Company's control and involve known and unknown risks and uncertainties that may cause the Company's actual results in future periods to be materially different from any future performance suggested herein. Any unfavorable change in the foregoing or other factors could have a material adverse effect on the Company's business, financial condition and results of operations. Further, the Company operates in an industry sector where securities values may be volatile and may be influenced by economic and other factors beyond the Company's control. Certain of these risks and other risks are described in the Company's filings with the Securities and Exchange Commission (SEC) over the last 12 months, copies of which are available from the SEC or may be obtained upon request from the Company.

#### Non-GAAP Financial Measures

Some of the information included in this presentation is derived from the Company's consolidated financial information but is not presented in the Company's financial statements prepared in accordance with U.S. Generally Accepted Accounting Principles (GAAP). Some of this data is considered "non-GAAP financial measures" under SEC rules. These non-GAAP financial measures supplement our GAAP disclosures and should not be considered an alternative to the GAAP measure. Reconciliation to the most directly comparable GAAP financial measure is provided.

### Universal Stainless At a Glance



#### Overview

- Leading manufacturer of specialty steel products creating sustainable value for all stakeholders
- Operations are fully integrated and geographically contiguous ensuring quality and consistency to customer demands
- Products are specifically tailored to address the aerospace, heavy equipment / auto, power generation and oil & gas markets through service centers, OEMs, forgers and rerollers

### **Strategic Objectives**

- Grow our portfolio of technologically advanced, higher-margin alloys
- 2 Expand targeted customer approvals for new products
- (3) Increase and broaden penetration in key, growing end markets
- (4) Optimize Universal's integrated manufacturing system
- 5 Targeted capital investment
- 6 Relentless focus on operational improvement

### Sales by End Market — 2016

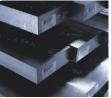
Sales by Customer Type — 2016

#### **Semi-Finished Products**



Ingots





**Bloom Bar** 



Forged Bar



**Finished Products** 





Reroll / Forging Billet

Plate

Rolled Bar

Rod and Wire

**Special Shapes** 

# Company History — Transformational Acquisitions; Expansion in Premium Alloys Unfolding





- Company was founded in conjunction with the acquisition of the Bridgeville Facility
  - Capabilities included melting and rolling semi-finished specialty steel products

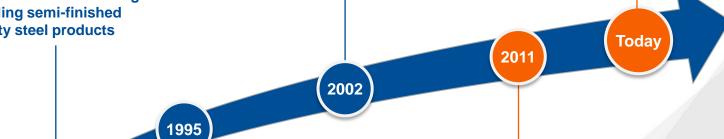
1994

### **Acquired Dunkirk, NY Facility for \$4.1 Million**

Purchase of a finishing facility transformed the Company into a fully integrated manufacturer of specialty steel products

#### **Poised for Growth**

- USAP continues to grow premium alloy sales and is focused on margin expansion through process integration and improving product mix
- Significant additional available capacity to deliver growth



### **Acquired Titusville, PA Facility** for \$1.8 Million

**Expanded production** capability for aerospace and power generation applications

### Acquired North Jackson, OH Facility for \$104.5 Million

- Construction-stage facility with **state-of-the-art** radial forge, Vacuum Induction Melting (VIM) furnace, Vacuum Arc Remelting (VAR) furnaces and other heat treating / finishing equipment now fully operational
- Fast-tracks the Company's move toward technologically advanced alloys for aerospace, power generation and oil & gas markets; accelerates profit growth

# Acquisition of North Jackson — Fast Track Key Strategic Initiatives





### **Increase USAP Margins**

- Improve cycle times, yields company-wide
- Reduce 3rd party costs with internal forge & finish capability
- Eliminate capacity constraints in re-melting
- Move up value chain with Vacuum Induction Melting (VIM) of technologically advanced premium metals
- Expand product and tolling reach with advanced radial hydraulic forging technology



### **Expand Addressable Markets**

- Selected premium alloy markets in aerospace, power generation and oil & gas
- Larger and longer squares, rounds, bars and custom shapes
- International markets



### **Excel in Industry Lead-times and Customer Service**





Status

Report



**New Customer Approvals Received** in 2016:

**New Customer Approvals Received Prior to 2016:** 

**New Products Currently Under Development, including 2017 plans:** 

**Premium Products as Percentage** of 2016 Sales:

9.3%







# Moving Toward Higher-Value Alloys



### **Acquisition of North Jackson in 2011**

- State-of-the-art hydraulic radial forge; VIM furnace
- Added key capabilities in aerospace, power generation and oil & gas applications
  - Successful market entry into aerospace parts, landing gear, helicopter rotor masts and gears, and drill shafts for oil & gas applications

### **Continue to Penetrate Key End Markets**

- Opportunity for continued growth in aerospace due to a more comprehensive product offering
- Oil & gas presents an upside opportunity given a potential market recovery
  - Historical revenue contribution from oil & gas has been modest at approximately 10%

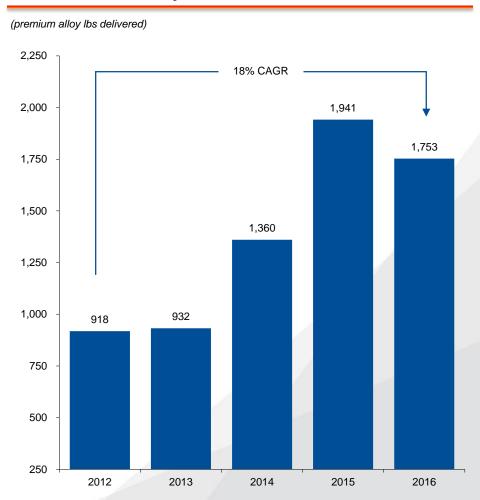
### **Premium Alloys to Drive Margin Accretion**

 Continued growth in higher-value premium alloy sales will be accretive to gross margin

### **Positive 2017 Outlook for Premium Alloys**

- Following a period of aerospace destocking throughout 2016, premium alloy sales are poised for accelerated growth in 2017
- Premium alloy backlog at year-end increased 66% sequentially and 49% compared with Dec 2015
- January 2017 premium alloys order in-take was +31% compared with January 2016

#### Premium Alloy<sup>1</sup> Sales Have Grown Since 2012



<sup>1.</sup> Premium alloys represent all Vacuum Induction Melted (VIM) products.

## Integrated Manufacturing Process



- Delivering a broad set of product offerings starting from either VIM or AOD melt capability
- Consistent operating model; integrated quality systems; sharing best practices



\*AOD: Argon Oxygen Decarburization VIM: Vacuum Induction Melting

**VAR: Vacuum-Arc Remelting** 

**ESR: Electro-Slag Remelting** 

# Business Model Provides Unique Leverage to Market Improvements



### **Unique Leverage to Market Recoveries**

- A majority of sales are made to service centers, forgers and rerollers
- Higher concentration of sales with service centers translates into greater sensitivity to periods of market recovery

#### Representative Customers — Direct and Indirect



















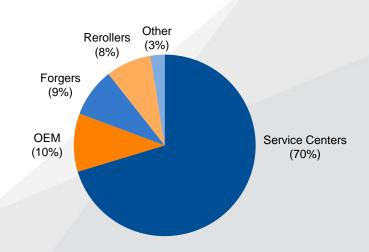




### Positioned for Growth in 2017

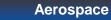
- Aerospace destocking in Q4 2016 now passed; oil & gas inventory depleted over the last two years
- December 2016 year-end backlog +14.5%, compared with 2015 year-end
- January 2017 order in-take +25% vs. January 2016, signaling a positive start to 2017

### Sales by Customer Type — 2016



### End Markets — Overview







- Airbus / Boeing record backlog equal to ~8 years of production
- Passenger traffic growth to continue
- Customer inventories appear in balance, or slightly below, heading into 2017









### **Heavy Equipment / Auto**



- Vehicle production levels are expected to continue on growth trajectory
- New model introduction cadence is expected to accelerate through 2020
- Tool steel requirements expecting continued shift to domestic supply









#### **Power Generation**



- Natural gas continues to supplant coal as a source of electricity generation
- New industrial gas turbines are expected to account for significant capacity additions through 2040







#### Oil & Gas



- Oil prices have shown some improvement, but industry remains challenged
- Uptick in oil & gas demand represents an upside opportunity, although not expecting return to 2014 activity levels

### **HALLIBURTON**

Schlumberger

Other

(10%)

Aerospace

(60%)

### End Markets — Aerospace



### **The USAP Opportunity**

- Aircraft production growth rates, combined with new customer approvals, are driving increased demand of premium alloys from USAP
- USAP's alloys are used across a variety of aircraft applications, from the airframe to the engines

### **Aerospace Market Remains Robust**

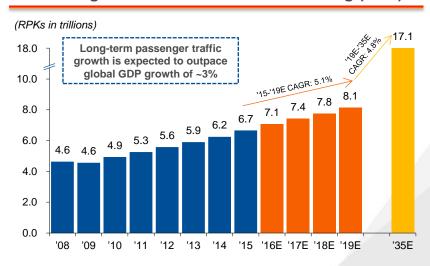
- Airbus and Boeing delivery schedules expected to continue recent growth — combined backlog is equal to ~8 years of production
- Passenger traffic remains strong, continuing the trend of single-digit growth since 2010
- Defense spending supports specialty alloy demand

### **Illustrative Product Applications in Aero**

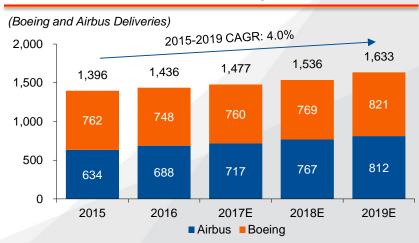


Source: Wall Street research, IATA, Boeing Current Market Outlook 2016-2035.
RPK figures are estimates based on historical figures and forecasted RPK growth rates.

### Passenger Traffic Growth Remains Strong (RPK)<sup>1</sup>



### **Robust Aircraft Delivery Schedule**



## End Markets — Heavy Equipment / Auto



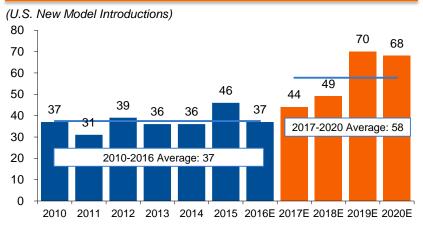
### The USAP Opportunity

- Cadence of new model introductions is heavily correlated with demand for tool steel — new models require OEMs to re-tool factories
- Higher production levels also drive demand, as retooling is required for existing models

### **Positive Demand Dynamics for Tool Steel**

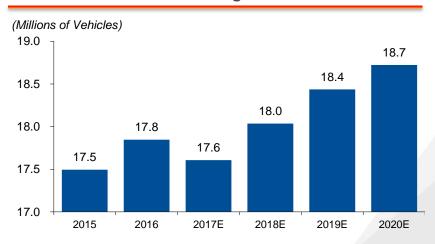
- New model introductions are expected to accelerate in the next few years, bolstering tool steel demand
- Strong levels of North American light vehicle production — 18.7 million vehicles expected by 2020
- Share gains from imported product

### **New Model Introductions Expected to Be Strong**

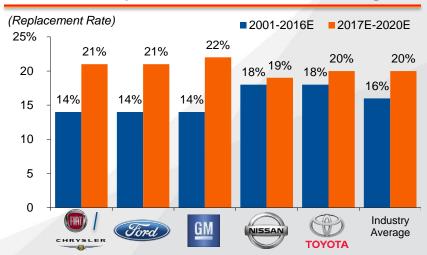


Source: Wall Street research, IHS Automotive (December 2016). Note: New model introductions and replacement rates for U.S.

#### **Robust North American Light Vehicle Production**



### **Model Replacement Rates Are Accelerating**



### End Markets — Power Generation

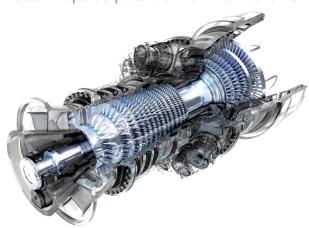


### **The USAP Opportunity**

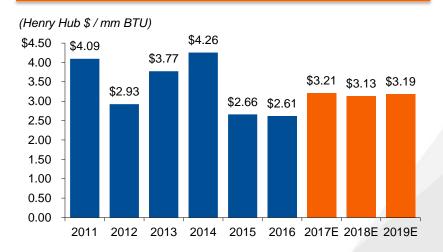
- Continued emphasis on increased efficiency and reduced emissions necessitate higher operating temperatures and therefore more advanced alloys
- USAP's specialty and premium alloys are used in critical gas-powered turbine components

### **Shift Toward Natural Gas Power Generation**

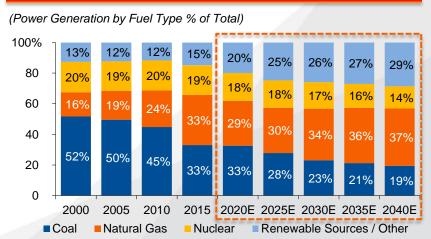
- Natural gas continues to supplant coal as a leading fuel for electricity generation, led by demand from the industrial and electric power sectors
- By 2040, natural gas is expected to account for nearly 40% of U.S. power generation
- Current demand is driven primarily by maintenance business — upside potential from new turbine market



### **Natural Gas Prices Support Shift to Gas Turbines**



### **Paradigm Shift from Coal to Natural Gas**



Source: U.S. Energy Information Administration Annual Energy Outlook – Reference Case (2017), Capital IQ and Bloomberg as of January 2017.

### End Markets — Oil & Gas



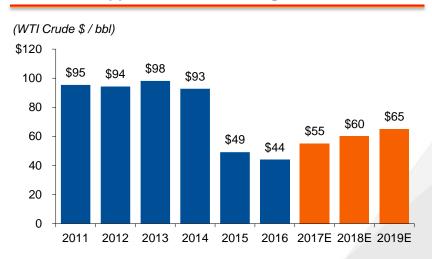
### **The USAP Opportunity**

- Oil & gas sales have accounted for a modest ~10% of revenue since 2013 — business has not been heavily dependent on activity in energy sector
- North Jackson expanded high-value product offering; positioned to seize opportunities in oil & gas market

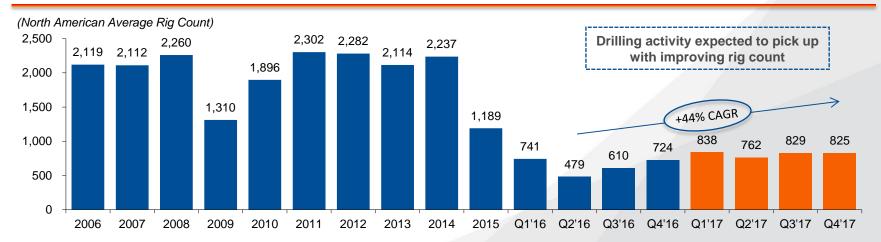
# Oil & Gas Remains Challenged, But Prices are Stabilizing

- Oil prices have begun to stabilize around \$45-\$55/bbl and have nearly doubled since bottoming in 2016
- Steady improvement in commodity prices expected to drive higher rig count and drilling activity

#### Oil Prices Appear to be Stabilizing



### **Rig Count Expected to Gradually Recover**



Source: Baker Hughes, Wall Street research, Capital IQ and Bloomberg as of January 2017.

# Universal Stainless — Advancing Our Position to Serve Clients and Achieve Profitable Growth



Successful progress in strategy execution has strengthened operations, expanded product offerings

**Transformative acquisition** of North Jackson expands addressable markets + moves up value chain in products

**Growing ability** to capture aerospace, power generation, and oil & gas opportunities and better serve all end markets

Commitment to responsible capital investment supported by solid operating cash flow and balance sheet

Experienced management team relentlessly focused on operational improvement, customer service, profitable growth





Financial Performance Review



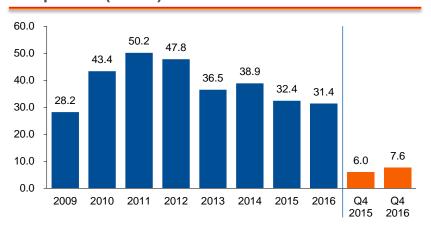
### Historical Financial Performance



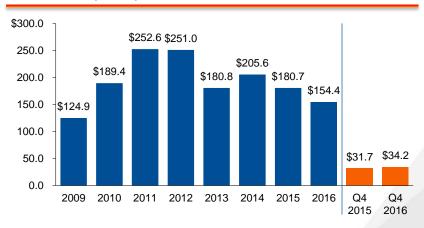
#### **Notes**

- Increase in net sales in Q4 2016 over the prior year period was driven by higher sales to service center customers
- Poised for accelerated sales growth in 2017 given increased year-end 2016 backlog and higher early 2017 order in-take
- Decrease in average sales dollar per shipped ton was primarily a result of aerospace destocking in 2H 2016, combined with strong sales in the heavy equipment / auto end market

### **Shipments (k tons)**



### Net Sales (\$mm)



### **Average Net Sales (\$ per ton)**



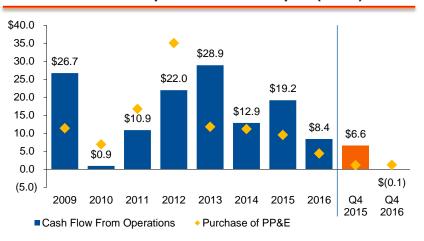
### Historical Financial Performance (Cont.)



#### **Notes**

- Increase in Adjusted EBITDA driven by operational productivity enhancements and better alignment of customer surcharges and commodity input costs
- Selective capex in 2016 was focused on maintenance projects and high-return manufacturing enhancements; 2017 capex expected to be \$8 to \$10 million
- Total debt has decreased 31% since year-end 2012 due to intense focus on generating cash flow and reducing debt
- 2016 bank refinancing put in place a new 5-year ABL and extended the maturity of the convertible notes until 2021
- Cash flow from operations was impacted in Q4 2016 reflecting the positioning of inventory for Q1 2017 shipments

### **Cash Flow From Operations and Capex (\$mm)**



### Adjusted EBITDA<sup>1</sup> (\$mm)



### Total Debt (\$mm)<sup>2</sup>



1. See page 21 for reconciliation to GAAP Net Income.

2.

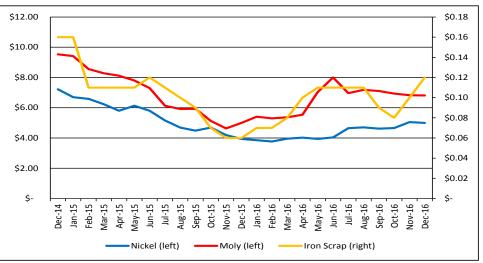
Represents Long-Term Debt plus Current Portion of Long-Term Debt less Deferred Financing Costs.

# Commodities & Gross Margin %



- Gross margin improvements in 2016 were primarily attributable to operational productivity enhancements combined with significant improvement in the alignment of customer surcharges and commodity input costs
- Recent stability in core commodities resulted in significant gross margin recovery 2016
- Gross margin softer in Q4 2016, relative to Q2 & Q3 2016, reflecting impact of lower sales volume

#### **Commodity Price Per Pound**



#### **Gross Margin %**



# Recent Refinancing Provides Flexibility



Capitalization													
(\$s in thousands)	12/31/2015		12/31/2016		Current Rate <sup>1</sup>	Maturity							
Cash	\$	112	\$	75									
Term Loan <sup>2</sup> Revolving Credit Facility <sup>2</sup> Swing Loan Credit Facility <sup>2</sup> Convertible Notes <sup>3</sup> Capital Leases <sup>4</sup>	\$	12,500 44,350 287 20,000	\$	26,273 26,546 - 19,000 1,763	LIBOR + 350 LIBOR + 300 LIBOR + 300 5.0% NM	Jan 2021 Jan 2021 Jan 2021 Mar 2021 Feb / Mar 202							
Total Debt	\$	77,137	\$	73,582									
Less: Current Portion Less: Deferred Financing Costs		(3,000) (1,253)		(4,579) (1,005)									
Long-Term Debt	\$	72,884	\$	67,998									
Stockholders' Equity		184,977		181,220									
Total Capitalization	\$	262,114	\$	254,802									
Debt to Capitalization		29.4%		28.9%									

<sup>1.</sup> As of January, 2017.

On January 21, 2016, the Company entered into a new credit agreement that provides for a senior secured revolving credit facility of up to \$65.0 million, a senior secured term loan facility in the amount of \$30.0 million, a letter of credit sub-facility of up to \$10.0 million and a swing loan sub-facility of up to \$6.5 million.

<sup>3.</sup> On January 22, 2016 the Company announced the amendment of the terms of the convertible notes, which allows for the extension of the final maturity date of the notes until as late as March 2021, at the Company's discretion.

<sup>4.</sup> On February 1, 2016 and March 1, 2016, the Company entered into capital leases for equipment with a term of five years.

# Universal Stainless — A Leader in Specialty Metals



**Leading Manufacturer of Specialty Steel Products** 

Fully Integrated, Geographically Contiguous Operations Improve Supply Chain Efficiency

**Transitioning to Higher-Value Premium Alloy Sales** 

Well-Positioned to Further Penetrate Attractive End Markets

**Unique Leverage to Improving Market Environment** 

Significant Financial Flexibility Provided by Recent Refinancing

**Experienced Management Team Relentlessly Focused on Operational Improvement, Customer Service and Safety** 





# Adjusted EBITDA Reconciliation to GAAP Net Income



2009	2010	2011	2012	2013	2014	2015	2016	Q4 2015	Q4 2016
(\$2,958)	\$13,242	\$18,122	\$14,617	(\$4,062)	\$4,050	(\$20,672)	(\$5,347)	(\$3,396)	(\$1,585)
65	435	1,265	2,284	2,598	3,035	2,324	3,659	511	928
(1,093)	6,821	10,356	6,334	(2,504)	3,149	(12,144)	(3,526)	(2,497)	(877)
4,859	5,486	8,851	14,368	16,280	17,476	18,608	18,533	4,499	4,699
\$873	\$25,984	\$38,594	\$37,603	\$12,312	\$27,710	(\$11,884)	\$13,319	(\$883)	\$3,165
1,058	1,819	1,580	1,649	1,827	2,082	1,865	1,405	378	433
-	-	-	-	-	-	-	768	//-	-
-	-	-	-	-	-	20,268	-	-	-
\$1,931	\$27,803	\$40,174	\$39,252	\$14,139	\$29,792	\$10,249	\$15,492	(\$505)	\$3,598
	(\$2,958) 65 (1,093) 4,859 <b>\$873</b> 1,058	(\$2,958) \$13,242 65 435 (1,093) 6,821 4,859 5,486 \$873 \$25,984 1,058 1,819 	(\$2,958) \$13,242 \$18,122 65 435 1,265 (1,093) 6,821 10,356 4,859 5,486 8,851 \$873 \$25,984 \$38,594 1,058 1,819 1,580 	(\$2,958)       \$13,242       \$18,122       \$14,617         65       435       1,265       2,284         (1,093)       6,821       10,356       6,334         4,859       5,486       8,851       14,368         \$873       \$25,984       \$38,594       \$37,603         1,058       1,819       1,580       1,649         -       -       -       -         -       -       -       -         -       -       -       -         -       -       -       -         -       -       -       -	(\$2,958)       \$13,242       \$18,122       \$14,617       (\$4,062)         65       435       1,265       2,284       2,598         (1,093)       6,821       10,356       6,334       (2,504)         4,859       5,486       8,851       14,368       16,280         \$873       \$25,984       \$38,594       \$37,603       \$12,312         1,058       1,819       1,580       1,649       1,827         -       -       -       -       -         -       -       -       -       -         -       -       -       -       -         -       -       -       -       -	(\$2,958)         \$13,242         \$18,122         \$14,617         (\$4,062)         \$4,050           65         435         1,265         2,284         2,598         3,035           (1,093)         6,821         10,356         6,334         (2,504)         3,149           4,859         5,486         8,851         14,368         16,280         17,476           \$873         \$25,984         \$38,594         \$37,603         \$12,312         \$27,710           1,058         1,819         1,580         1,649         1,827         2,082           -         -         -         -         -         -           -         -         -         -         -         -           -         -         -         -         -         -	(\$2,958)       \$13,242       \$18,122       \$14,617       (\$4,062)       \$4,050       (\$20,672)         65       435       1,265       2,284       2,598       3,035       2,324         (1,093)       6,821       10,356       6,334       (2,504)       3,149       (12,144)         4,859       5,486       8,851       14,368       16,280       17,476       18,608         \$873       \$25,984       \$38,594       \$37,603       \$12,312       \$27,710       (\$11,884)         1,058       1,819       1,580       1,649       1,827       2,082       1,865         -       -       -       -       -       -       -       -       20,268	(\$2,958)         \$13,242         \$18,122         \$14,617         (\$4,062)         \$4,050         (\$20,672)         (\$5,347)           65         435         1,265         2,284         2,598         3,035         2,324         3,659           (1,093)         6,821         10,356         6,334         (2,504)         3,149         (12,144)         (3,526)           4,859         5,486         8,851         14,368         16,280         17,476         18,608         18,533           \$873         \$25,984         \$38,594         \$37,603         \$12,312         \$27,710         (\$11,884)         \$13,319           1,058         1,819         1,580         1,649         1,827         2,082         1,865         1,405           -         -         -         -         -         -         -         768           -         -         -         -         -         -         20,268         -	(\$2,958)       \$13,242       \$18,122       \$14,617       (\$4,062)       \$4,050       (\$20,672)       (\$5,347)       (\$3,396)         65       435       1,265       2,284       2,598       3,035       2,324       3,659       511         (1,093)       6,821       10,356       6,334       (2,504)       3,149       (12,144)       (3,526)       (2,497)         4,859       5,486       8,851       14,368       16,280       17,476       18,608       18,533       4,499         \$873       \$25,984       \$38,594       \$37,603       \$12,312       \$27,710       (\$11,884)       \$13,319       (\$883)         1,058       1,819       1,580       1,649       1,827       2,082       1,865       1,405       378         -       -       -       -       -       -       768       -         -       -       -       -       -       -       20,268       -       -

Adjusted EBITDA is not a recognized term under GAAP and does not purport to be an alternative to our net (loss) income determined in accordance with GAAP. We believe that Adjusted EBITDA provides information that is useful to investors because it allows for a more direct comparison of our performance for the period reported with our performance in prior periods. Because all companies do not use identical calculations, the presentation of our Adjusted EBITDA may not be comparable to similarly titled measures of other companies.

