



Transformation:

ATI Exits Standard Stainless Sheet Products,
Redeploys Capital to High-Return Opportunities

December 2, 2020

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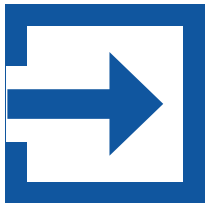
Forward Looking Statements

This presentation contains forward-looking statements. Actual results may differ materially from results anticipated in the forward-looking statements due to various known and unknown risks, many of which we are unable to predict or control. These and additional risk factors are described from time to time in the Company's filings with the Securities and Exchange Commission, including its Annual Report on Form 10-K for the year ended December 31, 2019.

Accelerating Our Future: Overview of ATI's Strategic Actions

What?

- Exiting very low-margin standard stainless sheet products by mid-2021
- Redeploying capital to higher-return opportunities



Why?

- Anticipate ~90% margin profile improvement in Advanced Alloys & Solutions segment
- Project returns ~3x cost of capital
- Intensifies focus on aerospace and defense end-markets and strategic applications with premium returns
- Leverages ATI's strengths in materials science and advanced process technologies



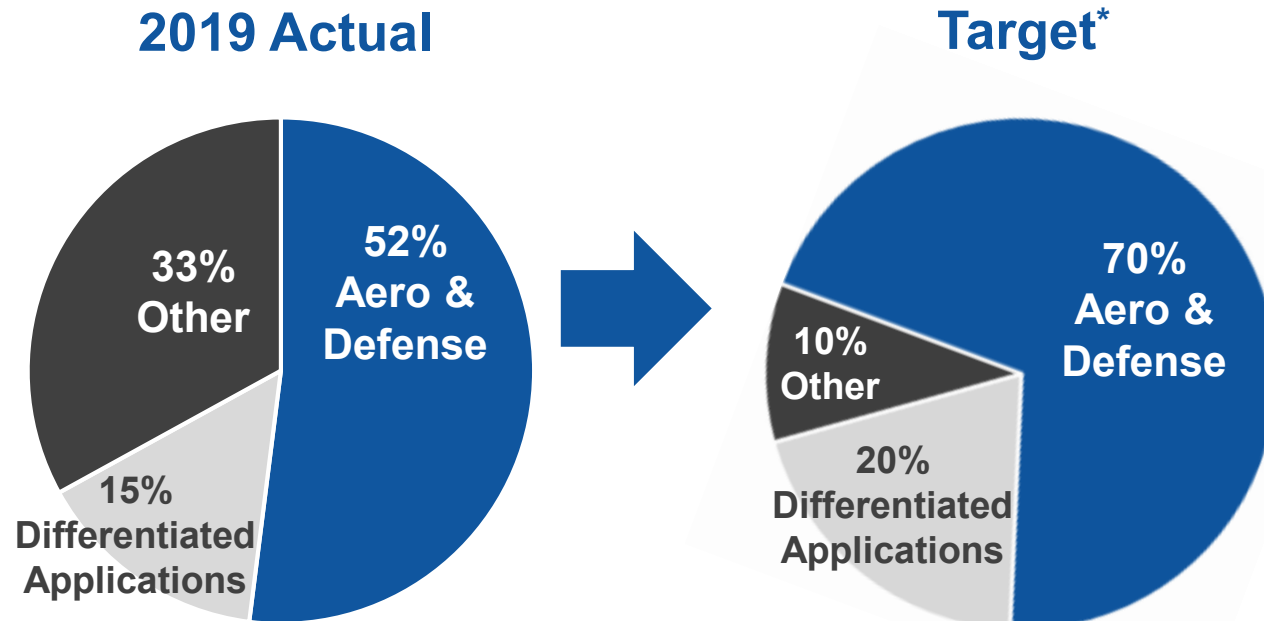
How?

- Ceasing production activities at five facilities by year-end 2021; two already complete
- Consolidating and upgrading to create best-in-class specialty sheet finishing operations in a single location
- Largely self-funded investment to expand specialty capabilities
- Purpose-built flow path focused on producing more high-value, differentiated materials



Richer Revenue Mix Drives Increased Profitability

ATI Revenue Mix



Leveraging Capabilities to Increase Profitability

- Our **unmatched materials science capabilities** and **advanced process technologies** enable us to supply products for our customers' most demanding requirements
- Other **differentiated applications in markets** with exacting requirements **reward our capabilities** and **diversify our portfolio**, including:
 - Specialty Energy
 - Medical
 - Consumer Electronics
- **Higher revenue in these key areas equals higher ATI profitability**

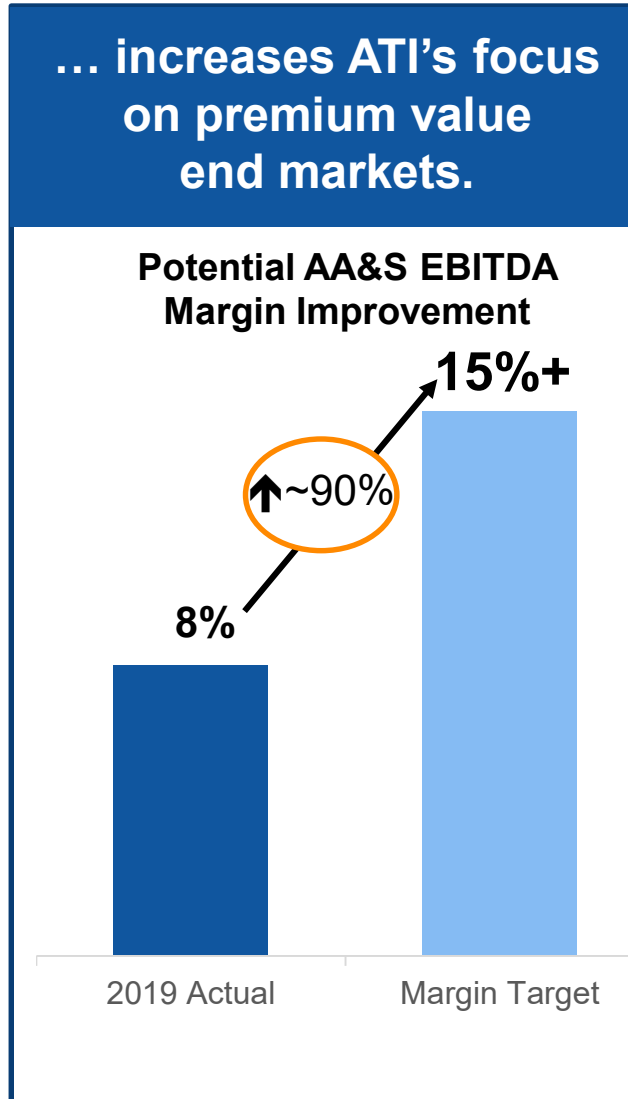
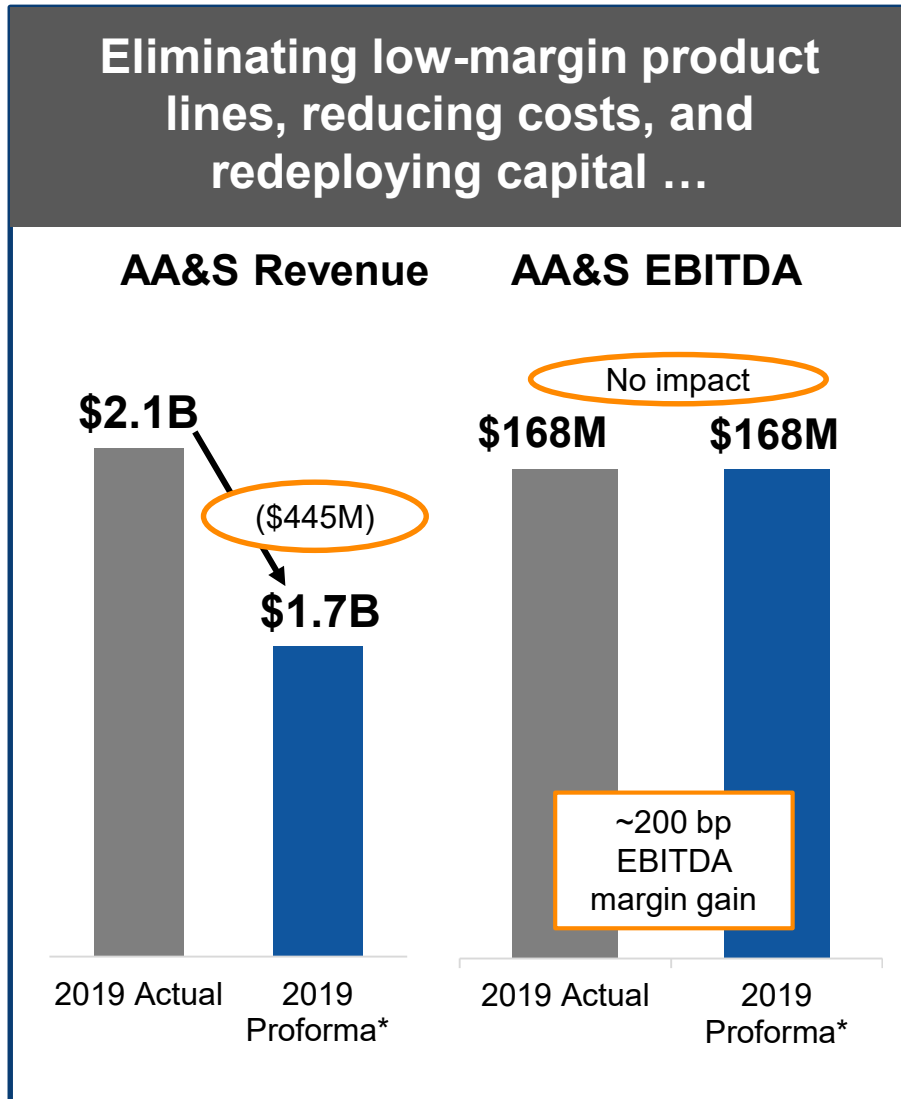


**Aerospace & defense-focused portfolio,
leveraging capabilities in specialty markets with aero-like margins**



**Target reflects anticipated ATI revenue mix with recovery of commercial aerospace markets to 2019 levels, share gains, and largely the portfolio we have today.*

ATI's Actions Position AA&S Segment for 15%+ Margins



- **Significant margin improvement** driven largely by cost actions **within our control**
- **Further margin expansion** from improved product mix
- **Aerospace market recovery enhances** margin improvement
- **Increased earnings stability** due to reduced exposure to volatile raw material prices
- Contributes to long-term **goal of eliminating pension funding obligations**

*2019 Proforma numbers reflect the impact of removing the revenue and margin associated with standard stainless sheet products.

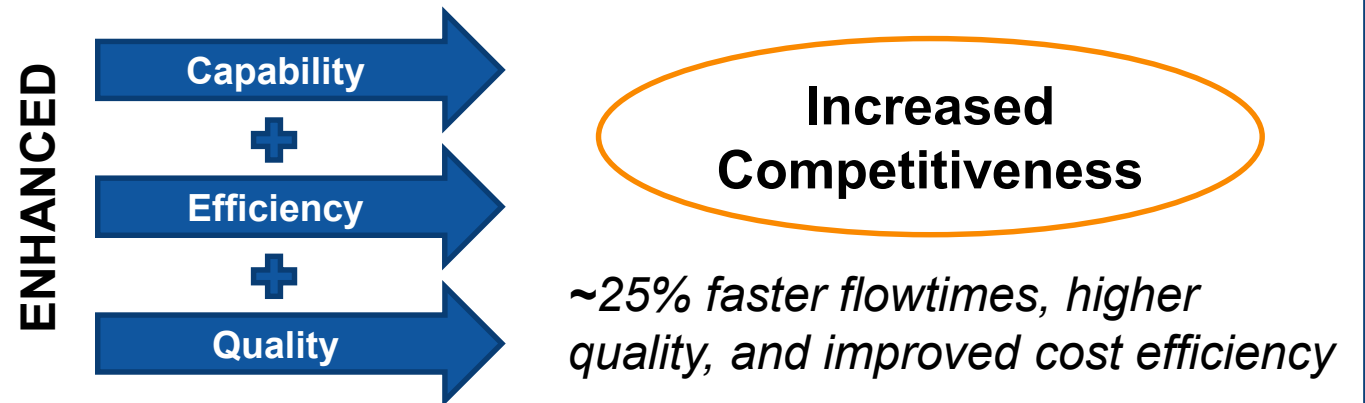
Streamlined Flow Path Built to Support High-Value Strategy

Legacy Flow Path

- **Multi-site flow path evolved over time**, largely through acquisition, creating a wide range of standard sheet capabilities
- **Primarily served various industrial end-markets** through distributors seeking standard-value products
- **Specialty capabilities** – grown by the hot-rolling and processing facility's (HRPF) capabilities – accelerated our evolution to a high-value product producer

Streamlined Footprint

- **Working capital releases largely self-fund incremental capital investment** of \$65-\$85 million, spent over three years
- **Delivers attractive returns** over time; ~3x the cost of capital
- **Dedicated flow path, optimized to improve lead times** for high-value plate and sheet products
- **Business unit headcount decreases by 40%**; from 2,000 to 1,200



Combined Segment Leadership



John Sims

Currently EVP, High Performance Materials & Components

Intends to retire in 2021



Kimberly Fields

Currently EVP, Advanced Alloys & Components (AA&S)

Assumes additional responsibility for High Performance Materials & Components

- To retire in 2021 after nearly 25 years of ATI service
- Served in current role since 2013
- Instrumental in ATI's aerospace and defense growth, positioning the company as a leader in supplying next-generation jet engines
- Continues as a senior advisor to the CEO, providing a smooth transition to ensure ATI is recovery ready

- Will oversee both HPMC and AA&S segments
- Joined ATI in 2019 to lead Flat Rolled Products segment; leader of new Advanced Alloys & Solutions segment in 2020
- More than 20 years of industry experience:
 - Group President for Industrial and Energy at IDEX Corp.
 - President of GAST Manufacturing, a leader in the design and manufacturing of air-moving products
 - EVP for the integrated global steel producer EVRAZ, responsible for the North American Flat Products business
 - General Manager of Industrials for GE Energy

Accelerating Our Future:

Focus on specialty markets to create shareholder value through materials science and advanced process technologies



Create Significant Shareholder Value

Sharper focus on differentiated products

Exit Standard Stainless Sheet Products *(Year-End 2021)*

Realigned business segments *(January 2020)*

- Accelerated synergies
- Streamlined structure drives organizational focus, de-emphasizes stainless

- Right-sizing capacity
- Enhancing efficiency
- Upgrading capabilities

- Leverages unique capabilities in high-value products
- Ensures company emerges stronger, better positioned for the future
- Supplier of choice, solving customers' challenges through materials science

- Deploy capital to high-value markets
 - Aerospace
 - Defense
 - Differentiated applications within:
 - Specialty Energy
 - Medical
 - Consumer Electronics



Additional Materials

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2019 Actual and Pro Forma Revenue Mix

2019 Actual

High-Value Products	
Nickel-based Alloys and Specialty Steels	32%
Titanium and Titanium Alloys	18%
Precision Forgings and Components	18%
Precision Rolled Strip Products	11%
Exotic Alloys	6%
Total High-Value Products	85%
Standard Products	
Plate	2%
Standard Stainless Sheet Products	13%*
Total Standard Products	15%
Total	100%

2019 Pro Forma

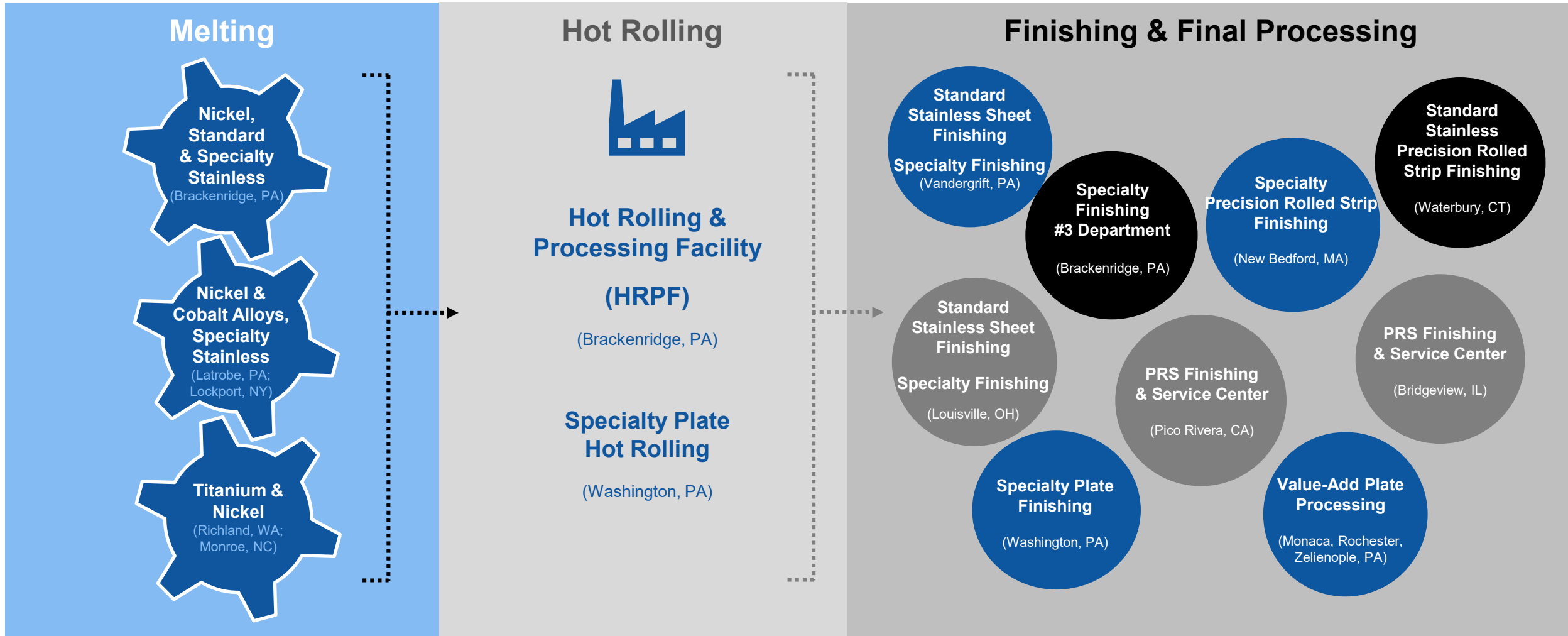
High-Value Products	
Nickel-based Alloys and Specialty Steels	40%
Titanium and Titanium alloys	21%
Precision Forgings and Components	20%
Precision Rolled Strip Products	13%
Exotic Alloys	6%
Total High-Value Products	100%
Standard Products	
Plate	0%
Standard Stainless Sheet Products	0%
Total Standard Products	0%
Total	100%

Standard Stainless Revenues

1Q19	\$112.1
2Q19	\$114.0
3Q19	\$110.7
4Q19	\$108.3
2019 Total	\$445.1M
1Q20	\$112.3
2Q20	\$95.1
3Q20	\$68.3
1Q-3Q 2020 Total	\$275.7

*Most of this revenue will be exited. A small amount of revenue from other products will be reclassified to nickel-based alloys.

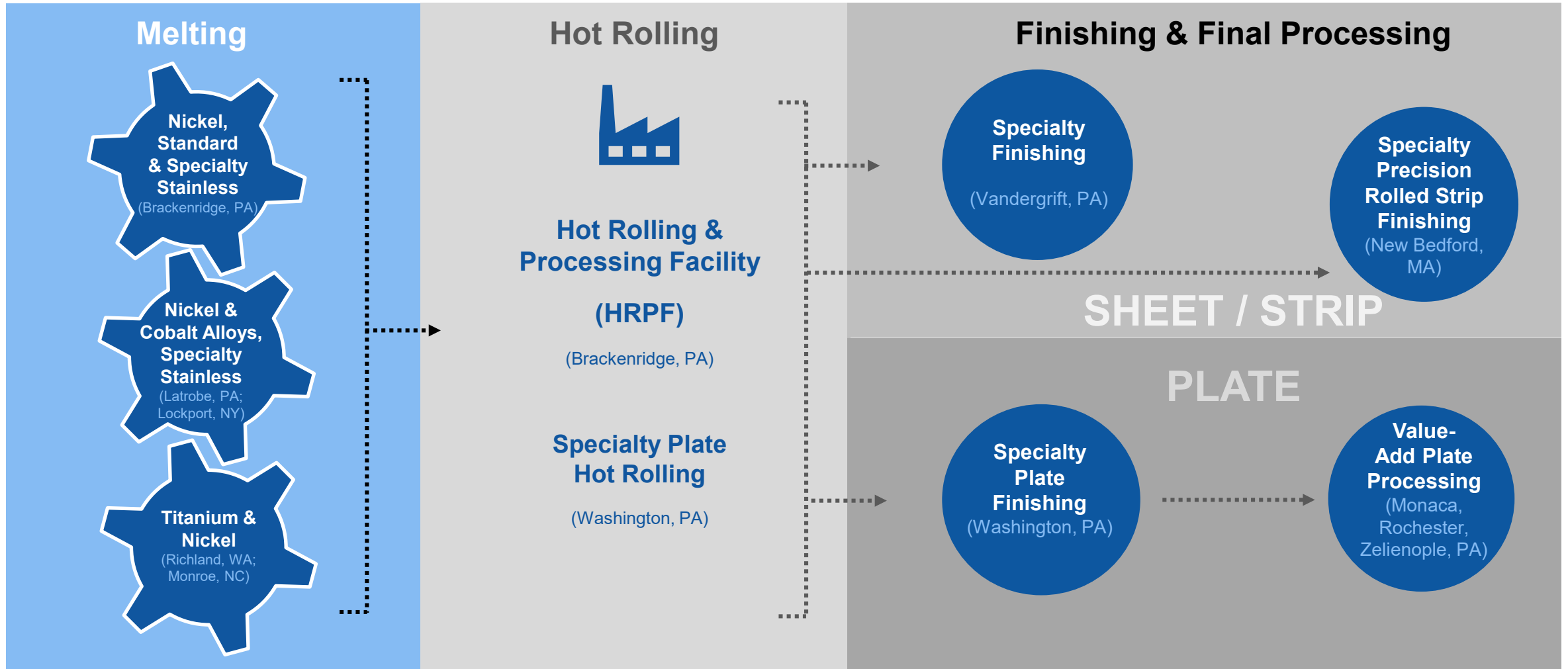
Legacy Flow Path Built to Support a High-Volume Strategy



- Maintain
- Production ceased in 2H-20
- Production to cease by year-end 2021

Streamlined Footprint Focused on High-Value Products

Footprint as of year-end 2021





Thank you for your interest in ATI

Investor Contact:

Scott Minder: 412.395.2720

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