



The Steel Company of Canada

Third Quarter 2019 Earnings Call

David Cheney
Chief Executive Officer

Don Newman
Chief Financial Officer

November 14, 2019



Disclaimer

Caution Regarding Forward-Looking Statements and Key Assumptions

From time to time, we make written or oral forward-looking statements within the meaning of applicable securities laws. We may make forward-looking statements in this presentation, in other filings with Canadian securities regulators, in other reports to shareholders and in other communications. Forward-looking information may relate to our future outlook and anticipated events or results and may include information regarding our financial position, business strategy, growth strategy, budgets, operations, financial results, taxes, dividend policy, plans and objectives of our Company. Particularly, information regarding our expectations of future results, performance, achievements, prospects or opportunities is forward-looking information. Forward-looking information in this presentation includes the expected results from the Company's participation in higher margin segments of the steel industry and expectations concerning the declaration of a dividend. Undue reliance should not be placed on forward-looking information. The forward-looking information in this presentation is based on our opinions, estimates and assumptions in light of our experience and perception of historical trends, current conditions and expected future developments, as well as other factors that we currently believe are appropriate and reasonable in the circumstances. Despite a careful process to prepare and review the forward-looking information, there can be no assurance that the underlying opinions, estimates and assumptions will prove to be correct. Certain assumptions in respect of our ability to source raw materials and other inputs; our ability to supply to new customers and markets; our ability to effectively manage costs; our ability to attract and retain key personnel and skilled labour; our ability to obtain and maintain existing financing on acceptable terms; currency exchange and interest rates; the impact of competition; changes in laws, rules, and regulations, including international trade regulations; expectations that demand from our key end markets will remain stable; our ability to utilize our logistics infrastructure to expand our market footprint; our ability to leverage the investments we have made in the galvanizing and hot strip mill to service a high margin end market; expectations that our capital projects will improve our cost structure and overall efficiency; expectations regarding the additional production of coke resulting from our planned upgrade to the Lake Erie coke batteries; our ability to sell excess coke product at favorable rates in the merchant coke market; our ability to partner with a third party to develop a co-generation facility on favorable terms, and expectations that any such project will result in significant annual cost savings for the Company without having to incur significant capital expenditures; our ability to enter into favorable lease arrangements with various tenants with respect to the surplus land at our facilities and expectations that the Company will be able to generate material income from such lands; expectations regarding strategic and accretive M&A opportunities; expectations regarding future actions to maximize shareholder returns and profitability; expectations regarding our position to deliver organic and inorganic growth; and growth in steel markets and industry trends, as well as those set out in this presentation, are material factors made in preparing the forward-looking information and management's expectations contained in this presentation.

In some cases, forward-looking statements can be identified by the use of forward-looking terminology such as "plans", "targets", "expects" or "does not expect", "is expected", "an opportunity exists", "budget", "scheduled", "estimates", "outlook", "forecasts", "projection", "prospects", "strategy", "intends", "anticipates", "does not anticipate", "believes", or variations of such words and phrases or state that certain actions, events or results "may", "could", "would", "might", "will", "will be taken", "occur" or "be achieved". In addition, any statements that refer to expectations, intentions, projections or other characterizations of future events or circumstances may be forward-looking statements. Forward-looking statements are not historical facts but instead represent management's expectations, estimates and projections regarding future events or circumstances. The forward-looking statements contained in this document are presented for the purpose of assisting the holders of our securities and financial analysts in understanding our financial position and results of operations as at and for the periods ended on the dates presented, as well as our financial performance objectives, vision and strategic goals, and may not be appropriate for other purposes.

Whether actual results, achievements, or performance will conform to our expectations and predictions is subject to a number of known and unknown uncertainties and risks which could cause actual results to differ materially from our expectations. Such risks and uncertainties include and are not limited to: risks inherent in a cyclical and highly competitive industry; cash flow volatility; the strength of economies in North America, particularly the automotive sector; changes in the automotive market; global steel capacity growth; existing and new trade laws and regulations; competition from other producers, imports, or alternative materials; ability to secure commitments or future orders from new or existing customers; ability to realize higher margins on products we produce; changes in availability and cost of raw materials, electricity, and natural gas; contractual counterparty's exercise of termination option upon change of control or default; maintenance of proper inventory levels; disruption of operations due to unforeseen circumstances such as power outages, explosions, fires, floods, accidents, and severe weather conditions; the loss of leased property on which operating facilities are located; and other unforeseen conditions or events that could impact Stelco's business.

The preceding lists are not exhaustive of all opinions, estimates and assumptions underlying our forward-looking statements or of all possible risk factors and other factors could also adversely affect our results. Additional information on these and other factors that could affect our business, operations or financial results are included in reports on file with applicable securities regulatory authorities, including but not limited to the information under the headings Risk Factors in our management's discussion and analysis of financial condition and results of operations for the year ended December 31, 2018 and Stelco Holdings Inc.'s management discussion and analysis of financial condition and results of operations for the year ended December 31, 2018, which may be accessed on Stelco's SEDAR profile at www.sedar.com. The forward-looking statements contained in this presentation are made as of the date hereof. Stelco undertakes no obligation to update publicly or revise any forward-looking statements, whether written or oral, whether as a result of new information, future events or otherwise, except as required by law. Readers are cautioned against relying or otherwise obtaining information in respect of the Company from sources other than from the Company's public filings on the SEDAR website

Information contained in or otherwise accessible through the websites mentioned herein does not form part of this presentation.

Non-IFRS Measures

This presentation makes reference to non-IFRS measures, including Adjusted EBITDA, Adjusted net income, Adjusted EBITDA per net ton, Average Selling Price per net ton, Shipping Volume. These measures are not recognized measures under IFRS, do not have a standardized meaning prescribed by IFRS and therefore may not be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement those IFRS measures by providing further understanding of our results of operations from management's perspective. Accordingly, these measures should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS. Reconciliations of IFRS to non-IFRS measures as well as the rationale for their use can be found starting on page 7 of the Stelco Holdings, Inc. Management Discussion and Analysis for the three and nine months ended September 30, 2019, which may be accessed on Stelco Holdings' SEDAR profile at www.sedar.com.

Earnings Call Agenda



David Cheney
Chief Executive Officer

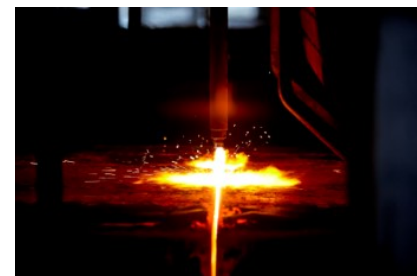


Don Newman
Chief Financial Officer

- **Highlights**
 - Q3 2019 performance
 - Progress on value-adding initiatives
 - Cold-rolled and coated volumes
 - Adding pig iron capabilities
 - Cost improvements
 - Land development
 - Liquidity
 - Declaring \$0.10/share regular cash dividend
- **Questions & Answers**

Q3 Highlights

- Revenue was \$475 million in Q3 2019, down 10% sequentially from \$431 million in Q2 2019, and lower by 23% year-over-year from \$619 million in Q3 2018
 - Average selling price was \$704/nt* in Q3 2019, down 7% sequentially from \$761/nt* in Q2 2019, and less by 28% from \$980/nt* in Q3 2018
 - Shipping volume of 654 thousand nt* in Q3 2019, up 20% sequentially from 545 thousand nt* Q2 2019, and higher by 12% from 586 thousand nt* in Q3 2018
- Adjusted EBITDA was \$23 million* in Q3 2019, down 28% sequentially from \$32 million* in Q2 2019, and down from \$193 million* in Q3 2018
- Adjusted EBITDA per nt was \$35/nt* in Q3 2019
- \$464 million of liquidity as at September 30, 2019, with \$349 million of cash and \$115 million of undrawn ABL revolver capacity
 - Added \$100 million ABL Term Loan in November, secured by company's machinery and equipment
- Stelco Holdings Inc. declares a regular quarterly dividend of \$0.10 per share payable on November 29, 2019 to shareholders of record as of the close of business on November 25, 2019



* See "Non-IFRS measures" below for a reconciliation of Non-IFRS measures; see also "Non-IFRS Measures" as outlined in Stelco Inc.'s Management's Discussion & Analysis for the periods ended September 30, 2019, June 30, 2019 and September 30, 2018.

Note: Definitions of Adjusted EBITDA and Adjusted Net Income were amended in Q2 2019 to adjust for tariff and tariff related costs. Prior period figures were restated to reflect the change in definition.

Stelco Holdings Inc. - Quarterly Financial Metrics

(CA\$ millions, except volume and per nt figures)

	Year-over-year			Prior quarter	
	Q3 2019	Q3 2018	Change	Q2 2019	Change
Revenue	475	619	(23)%	431	10%
Operating income	9	138	(93)%	3	NM
Net income	—	125	NM	1	NM
Average selling price per nt *	704	980	(28)%	761	(7)%
Shipping volume (in thousands of nt) *	654	586	12%	545	20%
Adjusted net income *	(11)	174	NM	6	NM
Adjusted EBITDA *	23	193	(88)%	32	(28)%
Adjusted EBITDA margin *	5%	31%	(26)%	7%	(2)%
Adjusted EBITDA per nt *	35	330	(89)%	59	(41)%



* See "Non-IFRS measures" below for a reconciliation of Non-IFRS measures; see also "Non-IFRS Measures" as outlined in Stelco Holdings' Management's Discussion & Analysis for the periods ended September 30, 2019, June 30, 2019 and September 30, 2018.

Stelco Holdings Inc. - YTD & TTM Financial Metrics

(CA\$ millions, except volume and per nt figures)

	Nine months ended September 30,			Trailing twelve months ended September 30,		
	2019	2018	Change	2019	2018	Change
Revenue	1,423	1,812	(21)%	2,071	2,264	(9)%
Operating income	56	358	(84)%	174	400	(57)%
Net income	44	143	(69)%	154	158	(3)%
Average selling price per nt *	763	880	(13)%	805	842	(4)%
Shipping volume (in thousands of nt) *	1,811	1,947	(7)%	2,484	2,539	(2)%
Adjusted net income *	55	389	(86)%	178	441	(60)%
Adjusted EBITDA *	131	447	(71)%	298	516	(42)%
Adjusted EBITDA margin *	9%	25%	(16)%	14%	23%	(9)%
Adjusted EBITDA per nt *	72	230	(69)%	120	203	(41)%

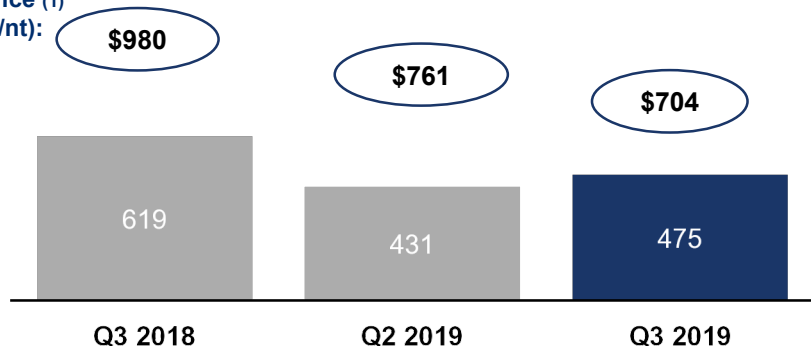
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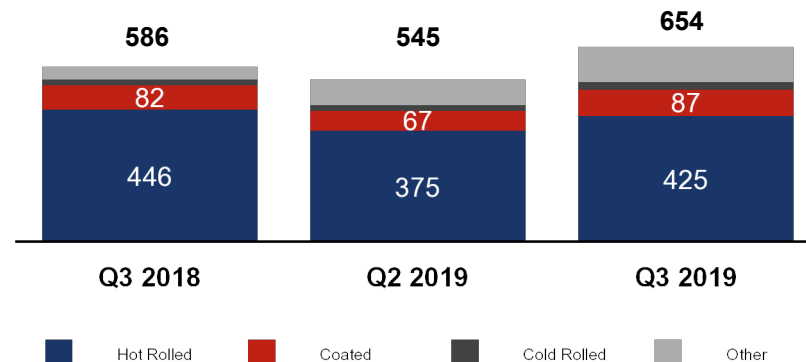
Stelco Holdings Inc. - Historical Financial Results

Sales (CA\$ mm)

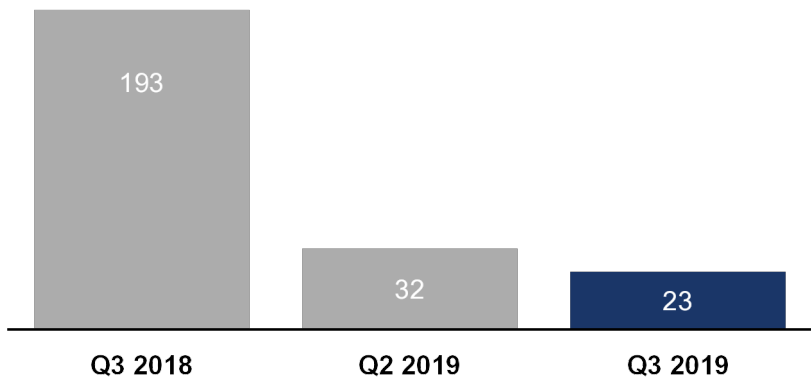
Avg. Selling Price (1) (\$/nt):



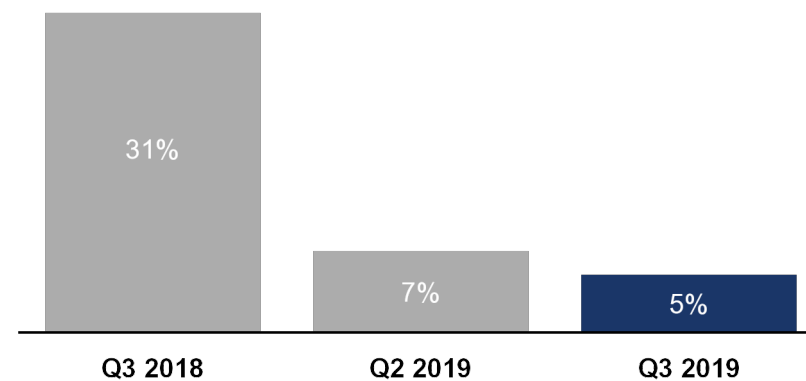
Shipping Volume (knt) (2)



Adjusted EBITDA (CA\$ mm) (2)



Adjusted EBITDA Margin (%) (2)



(1) Average selling price calculated as steel-related revenue divided by tons of steel shipped and recognized as revenue in the period

(2) See "Non-IFRS measures" below for a reconciliation of Non-IFRS measures; see also "Non-IFRS Measures" as outlined in Stelco Holding's Management's Discussion & Analysis for the periods ended September 30, 2019, June 30, 2019 and September 30, 2018.

Financial Position (selected items)

(CA\$ millions)

As at	Stelco Holdings Inc.			
	Sept 30, 2019	June 30, 2019	Mar 31, 2019	Dec 31, 2018
Cash	349	277	285	438
Accounts receivable	136	170	265	252
Inventories	508	466	346	468
Property, plant & equipment	636	569	506	448
Trade and other payables	544	401	285	436
Other liabilities	84	57	58	53
Pension benefits	5	4	3	2
Obligations to independent employee trusts	542	552	586	591
Total equity	485	494	502	568

Non-IFRS Measures

Stelco Holdings Inc. – Adjustments to EBITDA (Quarter)

(CA\$ millions)

	Three months ended		
	Sept 30, 2019	June 30, 2019	Sept 30, 2019
Net income (loss)	\$ —	\$ 1	\$ 125
Add back/(Deduct):			
Finance income	(1)	(1)	(3)
Depreciation	15	15	8
Tariff related costs ¹	(1)	7	39
Separation costs related to USS support services ²	2	2	5
Finance costs	9	3	12
Carbon tax expense (recovery) ³	(2)	—	—
Share-based compensation (recovery) ⁴	(2)	1	—
Restructuring and other costs ⁵	2	2	3
Property related idle costs included in cost of goods sold ⁶	1	1	3
Secondary offering costs	—	—	1
Batch annealing facility startup related costs ⁷	—	1	—
Adjusted EBITDA	\$ 23	\$ 32	\$ 193
Adjusted EBITDA as a percentage of total revenue	5%	7%	31%

1. Includes tariff and tariff related costs associated with U.S. bound steel shipments. In connection with the US administration announcing effective May 20, 2019, the elimination of all tariffs imposed under Section 232 on imports of aluminum and steel products from Canada, we have modified the definition of Adjusted EBITDA and Adjusted EBITDA per nt to include tariff and tariff related costs as a non-recurring item adjustment from earnings. The prior periods have been restated to reflect the change in presentation. Refer to '*Non-IFRS Performance Measures*' section in the Second Quarter 2019 MD&A for further details.
2. Includes ERP implementation costs associated with the process of separating from USS, management fees and shared services arrangement costs.
3. Represents a non-cash carbon tax provision for the period, connected to Stelco's estimated requirements under the Greenhouse Gas Pollution Pricing Act (Federal Backstop) for industrial facilities with greenhouse gas emissions. Actual cash payments related to the carbon taxes, if any, are not expected to occur until the year 2020 at the earliest.
4. Share-based compensation consists of costs connected with share options awarded to certain members of the Company's executive senior leadership team during the period.
5. Restructuring and other costs includes certain non-routine items that include, but are not limited to, building demolition costs, professional fees and travel related expenses. For 2018, restructuring costs include legal fees and other costs connected to Stelco's emergence from CCAA proceedings.
6. Includes utility costs incurred by Stelco for non-operating and idled assets acquired from the Land Vehicle on June 5, 2018.
7. Represents incremental employee training and other costs connected with Stelco's new batch annealing facility that was completed during Q2 2019 and commenced operations during June 2019. Refer to '*Results of Operations*' section of the Second Quarter 2019 MD&A for further details.

Stelco Holdings Inc. – Adjustments to EBITDA (YTD)

(CA\$ millions)

	Nine months ended September 30,	
	2019	2018
Net income	\$ 44	\$ 143
Add back/(Deduct):		
Finance income	(4)	(3)
Depreciation	38	22
Tariff related costs ¹	19	50
Separation costs related to USS support services ²	9	15
Finance costs	15	198
Share-based compensation ³	1	—
Carbon tax expense ⁴	1	—
Restructuring and other costs ⁵	4	8
Property related idle costs included in cost of goods sold ⁶	3	3
Batch annealing facility startup related costs ⁷	1	—
Loss from commodity-based swaps	—	10
Secondary offering costs	—	1
Adjusted EBITDA	\$ 131	\$ 447
Adjusted EBITDA as a percentage of total revenue	9%	25%

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Stelco Holdings Inc. – Adjustments to EBITDA (TTM)

(CA\$ millions)

	Trailing twelve months ending	
	September 30,	
	2019	2018
Net income	\$ 154	\$ 158
Add back/(Deduct):		
Finance income	(5)	(3)
Depreciation	51	28
Tariff related costs ¹	42	50
Separation costs related to USS support services ²	14	21
Finance costs	32	219
Share-based compensation ³	1	—
Carbon tax expense ⁴	1	—
Restructuring and other costs ⁵	5	13
Property related idle costs included in cost of goods sold ⁶	5	3
Batch annealing facility startup related costs ⁷	1	—
Secondary offering costs	—	1
Land vehicle adjustment	(3)	—
Initial public offering costs	—	16
Loss from commodity-based swaps	—	10
Adjusted EBITDA	\$ 298	\$ 516
Adjusted EBITDA as a percentage of total revenue	14%	23%

- Includes tariff and tariff related costs associated with U.S. bound steel shipments. In connection with the US administration announcing effective May 20, 2019, the elimination of all tariffs imposed under Section 232 on imports of aluminum and steel products from Canada, we have modified the definition of Adjusted EBITDA and Adjusted EBITDA per nt to include tariff and tariff related costs as a non-recurring item adjustment from earnings. The prior periods have been restated to reflect the change in presentation. Refer to 'Non-IFRS Performance Measures' section in the Second Quarter 2019 MD&A for further details.
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- Restructuring and other costs includes certain non-routine items that include, but are not limited to, building demolition costs, professional fees and travel related expenses. For 2018, restructuring costs include legal fees and other costs connected to Stelco's emergence from CCAA proceedings.
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- Represents incremental employee training and other costs connected with Stelco's new batch annealing facility that was completed during Q2 2019 and commenced operations during June 2019. Refer to 'Results of Operations' section of the Second Quarter 2019 MD&A for further details.



Stelco Holdings Inc. – Adjustments to Net Income (Quarter)

(CA\$ millions)

	Three months ended		
	Sept 30, 2019	June 30, 2019	Sept 30, 2019
Net income (loss)	\$ —	\$ 1	\$ 125
Add back/(Deduct):			
Remeasurement of employee benefit commitment ¹	(11)	(9)	(2)
Tariff related costs ²	(1)	7	39
Separation costs related to USS support services ³	2	2	5
Carbon tax expense (recovery) ³	(2)	—	—
Restructuring and other costs ⁵	2	2	3
Share-based compensation ⁶	(2)	1	—
Property related idle costs included in cost of goods sold ⁷	1	1	3
Batch annealing facility startup related costs ⁸	—	1	—
Secondary offering costs	—	—	1
Adjusted net income	\$ (11)	\$ 6	\$ 174

1. Remeasurement of employee benefit commitment for change in the timing of estimated cash flows and future funding requirements.
2. Includes tariff and tariff related costs associated with U.S. bound steel shipments. In connection with the US administration announcing effective May 20, 2019, the elimination of all tariffs imposed under Section 232 on imports of aluminum and steel products from Canada, we have modified the definition of Adjusted EBTIDA and Adjusted EBITDA per nt to include tariff and tariff related costs as a non-recurring item adjustment from earnings. The prior periods have been restated to reflect the change in presentation. Refer to 'Non-IFRS Performance Measures' section in the Second Quarter 2019 MD&A for further details.
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Stelco Holdings Inc. – Adjustments to Net Income (YTD)

(CA\$ millions)

	Nine months ended September 30,	
	2019	2018
Net income	\$ 44	\$ 143
Add back/(Deduct):		
Remeasurement of employee benefit commitment ¹	(27)	159
Tariff related costs ²	19	50
Separation costs related to USS support services ³	9	15
Carbon tax expense ⁶	1	—
Restructuring and other costs ⁴	4	8
Share-based compensation ⁷	1	—
Property related idle costs included in cost of goods sold ⁵	3	3
Batch annealing facility startup related costs ⁸	1	—
Loss from commodity-based swaps	—	10
Secondary offering costs	—	1
Adjusted net income	\$ 55	\$ 389

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Stelco Holdings Inc. – Adjustments to Net Income (TTM)

(CA\$ millions)

	Trailing twelve months ending September 30,	
	2019	2018
Net income	\$ 154	\$ 158
Add back/(Deduct):		
Remeasurement of employee benefit commitment ¹	(42)	169
Tariff related costs ²	42	50
Separation costs related to USS support services ³	14	21
Carbon tax expense ⁴	1	—
Restructuring and other costs ⁵	5	13
Share-based compensation ⁶	1	—
Property related idle costs included in cost of goods sold ⁷	5	3
Batch annealing facility startup related costs ⁸	1	—
Land vehicle adjustment	(3)	—
Secondary offering costs	—	1
Initial public offering costs	—	16
Loss from commodity-based swaps	—	10
Adjusted net income	\$ 178	\$ 441

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