



Dennis Oates

Dennis M. Oates is Chairman, President and Chief Executive Officer of Universal Stainless & Alloy Products, Inc. (NASDAQ: USAP). He was named Chairman of the Board in 2010 and has served as President and Chief Executive Officer since January, 2008. Oates joined the Board of Directors of Universal in 2007.

Mr. Oates served as Senior Vice President of the Specialty Alloys Operations of Carpenter Technology Corporation from 2003 to 2007 where he led the \$1.5 Billion specialty steel manufacturing operations with global operations serving the aerospace, medical, energy, automotive, consumer and industrial markets. In 2002, Oates was the Senior Vice President of Engineered Products Operations for Carpenter with responsibility for revenue growth and operational effectiveness of its titanium, powder metals and engineered products companies.

From 1997 through 2002, Oates was President and Chief Executive of TW Metals, a \$500 million metals processing and Distribution Company formed in 1997 with 44 locations around the world providing specialty metals mainly to the aerospace market.

Prior to forming TW Metals, he was President and Chief Operating Officer of the Boston-based Connell Limited Partnership (CLP) from 1995 to 1997. CLP was a \$1.4 Billion privately-held company in the metals recycling and precision metal fabrication industries doing business as Luria Brothers, Wabash Alloys, Danly Machine, Danly Die Set, Mayville Metal Products and Yuba Heat Exchange Company.

Mr. Oates began his career in the metals industry in 1974 at Lukens Inc. (NYSE:LUK) in Coatesville, PA where he progressed through positions of increasing responsibility before being named President and Chief Operating Officer of Lukens' General Industries Group in 1988. In 1991, he was appointed Senior Vice President of Lukens Inc. and President and Chief Operating Officer of Lukens Steel Company.

Mr. Oates was named Entrepreneur of the Year 2012 by Ernst & Young. He is a past Chairman of the North American Specialty Metals Council and previously served on the Boards of Directors of the Steel Manufacturers Association and the American Iron and Steel Institute. He currently serves as Vice Chairman of the Board of the Specialty Steel Institute of North America and as a Director on the Metal Service Center Institute Board. Mr. Oates is a National Association of Corporate Directors (NACD) Fellow and a NACD Governance Fellow. Mr. Oates holds a Bachelor's Degree in Economics from Wharton School of the University of Pennsylvania and an MBA from Temple University.

Universal Stainless & Alloy Products, Inc. (NASDAQ: USAP) manufactures and markets semi-finished and finished specialty steel products to the aerospace, power generation, petrochemical and general industrial markets.