



Tenaris Way

What is our mission?

Tenaris is a leading supplier of tubes and related services for the world's energy industry and certain other industrial applications. Our mission is to deliver value to our customers through product and process innovation, manufacturing excellence, supply chain integration, technical assistance and customer service, aiming to reduce risk and costs, increase flexibility and improve time-to-market. Wherever we operate, we are committed to safety and minimizing our impact on the environment, providing opportunities for our people, and contributing to the sustainable development of our communities. Our employees seek constant improvement by sharing knowledge across a single global organization.

Where do we operate?

Tenaris operates globally. We manufacture steel tubes in Argentina, Brazil, Canada, Colombia, Italy, Japan, Mexico, Romania, Saudi Arabia and the USA. We also have a network of finishing, service and distribution facilities in more than 40 locations worldwide.

What does Tenaris believe in? What are our values?

Tenaris is committed to:

- safety: nothing is more important than the health and safety of everyone who enters our mills or uses our products and services.
- serving our customers by understanding their needs and fulfilling our commitments efficiently and transparently; employing supply chain innovation and digital tools to make it easier for our customers to do their business.
- communicating transparently with our shareholders, customers, employees, suppliers and local communities.
- conducting business in accordance with the highest ethical standards.
- caring for our people, offering them opportunities for development and continuous learning and rewarding them based on merit and achievement.
- addressing climate change and minimizing the environmental impact in all of our operations.
- promoting the long-term sustainability of our business and our local communities with a focus on education and excellence.

- leading our industry with a constant focus on innovation, developing new product technologies, transforming industrial processes and using digital technologies to set new standards of customer service and efficiency.
- managing rationally, taking decisions after duly analyzing the relevant information.
- operating as a single, globally integrated organization and approaching our customers under a single corporate and product brand.
- using our resources wisely, operating without waste or excess.
- embracing diversity in all its forms (culture, gender, creed, race, nationality and generation) as a factor that creates value, and ensuring a work environment free from any form of harassment.

What does 'Tenaris' mean?

Our brand name is derived from the word tenacity, representing our determination to serve our customers wherever they are and pursue and achieve the goals that we set ourselves. It is about striving for excellence in everything we do.

The colors in our multi-bar represent the diversity of the people that make up Tenaris around the world.

What are the main elements of our management model?

Our global management model strikes a balance across three dimensions: geography, customers (commercial) and business functions (manufacturing, R&D, finance, HR, etc.).

In each region, we have Presidents, who bring together our operations in the region and serve as our chief representatives.

Our commercial operations are organized by business units and sub-business units under the responsibility of our regional leaders. Business and sub-business units are organized mainly on geographical lines but sometimes they can be organized by product or for specific customers. They have responsibility for the business strategy of their units, customer service, and the commercial profit they contribute.

Our mills function as production units. Their responsibility is to manufacture products on schedule, in compliance with safety and environmental standards, with high quality and efficiency. They report to the President of the region they are in, and are supported by industrial coordination and technology departments which are responsible for quality and HSE management systems, product and process development and sharing technical, product and manufacturing know-how throughout our operations.

We apply a single, unified quality management system, qualified to the highest level of international standards, which is designed to promote continuous improvement in our operations and to ensure that our customers obtain the same standard of quality in our products and services throughout the world.

For the most part, we deal directly with our end user customers, through our Rig Direct® service, understanding deeply their product and service needs and seek to differentiate ourselves from our competitors through innovative product and service development and better customer service. Our Rig Direct® service aims to simplify operations and reduce costs through integrating the supply chain from the mill to the well under a single, reliable QHSE management system.

We run a single, globally integrated supply chain management system, which schedules all production and coordinates logistics to the customer. Leveraging a suite of digital tools, we can synchronize our production with customer drilling schedules, making sure each project has the right product at the right time and the right place.

We operate a global network of research and development centers and maintain relationships with leading research centers and universities throughout the world in order to develop the products required by our customers and optimize our industrial processes to assure the best performance and reliability in our products.

We also operate a few specialized businesses – for example, Coiled Tubes, Industrial Equipment and Sucker Rods. Unlike our main Tubes business, these function as integrated profit centers, handling their manufacturing and sales with responsibility for the profit and loss of their operations.

Most of our procurement is managed globally, through Exiros, a specialized procurement organization, owned in equal shares by us and our affiliate, Ternium. Many of our other functions (finance, HR, IT, etc.) are also globally coordinated. This allows us to take full advantage of our scale and global reach.

We seek to standardize globally as many of our operations as possible. Our procedures are designed with a view towards managing our operations consistently, efficiently, and in compliance with all applicable laws, while maintaining flexibility to respond to our customers' needs.

We constantly monitor our performance against objectives, to understand where we are in relation to the market and factors beyond our control and how we can improve.

We use IT, automation and digital technologies extensively in our industrial and overall management. Through efficient management of data and constant process improvements, we aim to enhance the reliability and quality of our products and services, improve the quality of work for our employees, integrate our supply chain operations with those of our customers and share knowledge throughout our global organization.

We manage knowledge with equal energy and commitment. This is central to our ability to operate as a single, global company. Know-how that we develop in one part of Tenaris is

swiftly captured, communicated through training, systematically improved through research and development and enriched through the interchange of best practices among our units. At Tenaris, we protect information and knowledge as actively as we do any other asset.

Our human resources policies are designed to provide equal opportunities for development and compensate our employees fairly on the basis of the market where they operate, their position, their individual performance and taking into consideration the company's performance.

In each stage of our employees' career development, we offer targeted training opportunities. The Global Trainee Program, foundational in our company's history, is an intensive two-year program that supports the development of promising professionals with the potential to become the next generation of Tenaris leaders.

Our global Performance Management Process ensures that performance assessment is carried out in an equitable and transparent manner, focused on meritocracy, and to set clear professional development plans for our employees. The process encourages permanent dialogue between supervisor and employee to foster a shared understanding of both professional and individual goals aligned with the company's business strategy.

We have established a corporate university to integrate, align and disseminate knowledge across the company and to provide continuous learning opportunities for our employees. Through its training programs, TenarisUniversity plays a strategic role in helping us consolidate a unified corporate culture and integrate knowledge and processes throughout the company.