



INVESTOR & ANALYST'S DAY



C a m p o d e G i b r a l t a r (S p a i n)

*Investor & Analyst's Day
Campo de Gibraltar, Oct.3, 2012*



Opportunity of Stainless Steel growth in developing markets

I. Stainless Steel Macroeconomic Overview

- a. Stainless Steel
- b. Current Situation
- c. Upcoming Opportunities

II. Main Opportunities by Geographic Area

- a. Key Points
- b. Latin America
- c. Middle East & Africa
- d. Eastern Europe & Turkey
- e. Asia

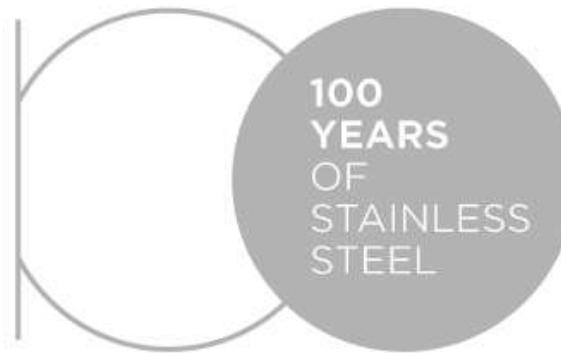
I. Stainless Steel Macroeconomic Overview

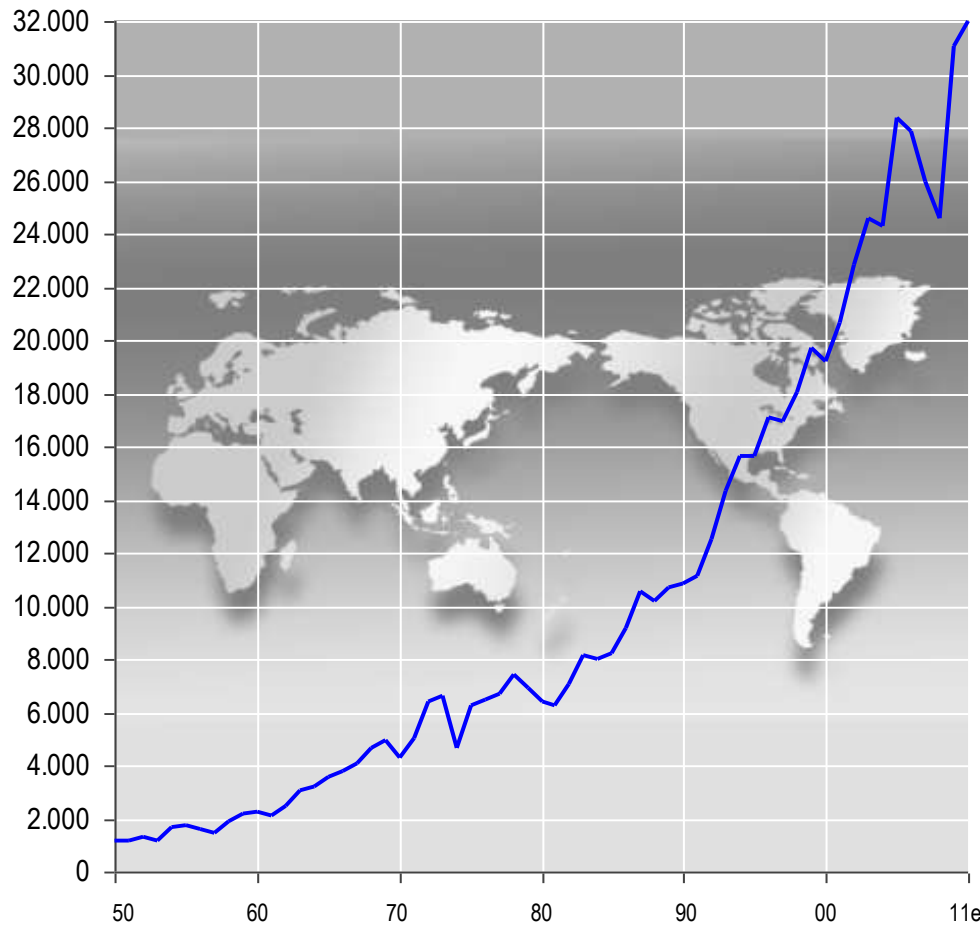
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2012 → STAINLESS STEEL CENTENARY





Stainless Steel World

Production 2011:

32 million/tm

Annual rate

Years 1950 to 2011e:

+ 5.8%

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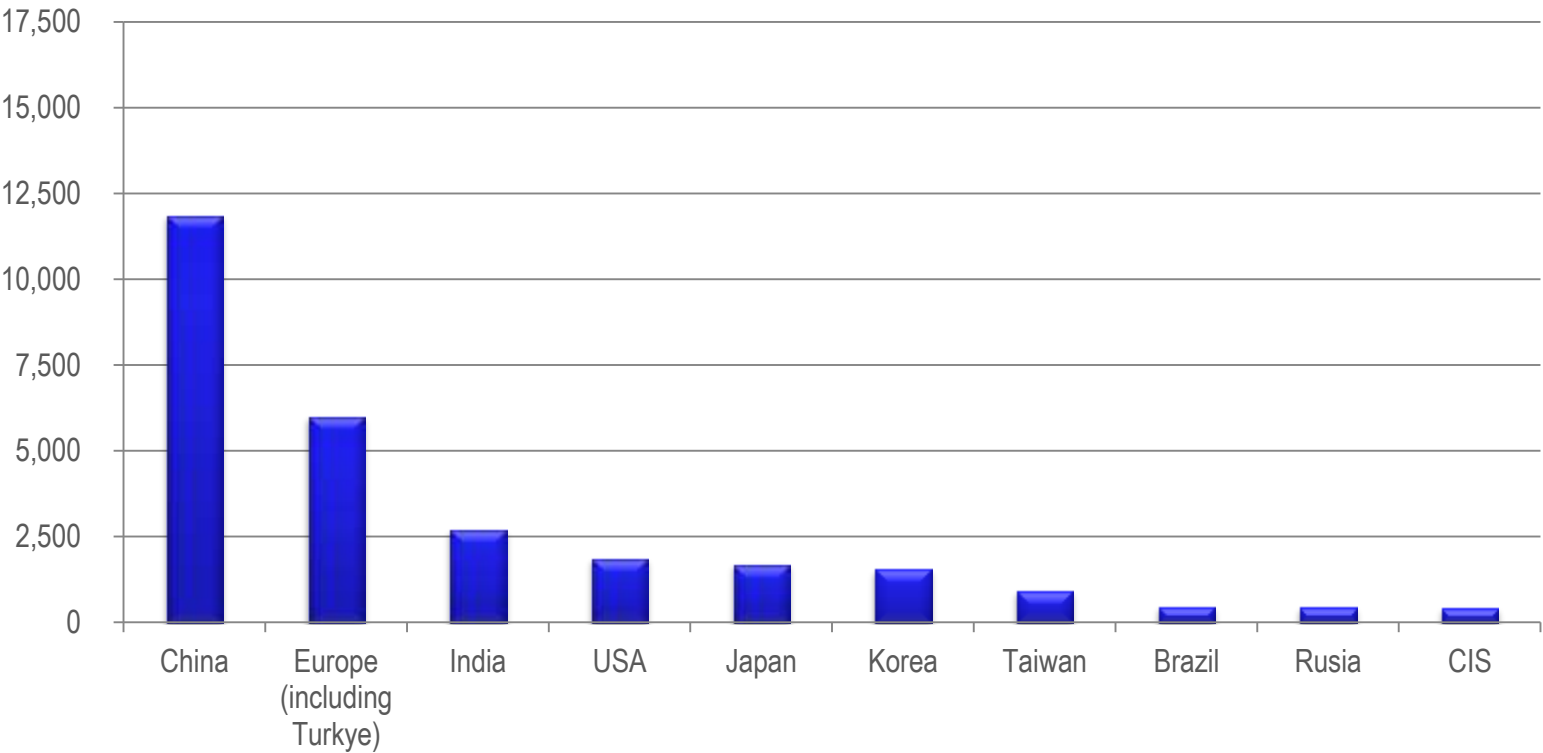
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2011

Global Flat Stainless Steel Demand ('000)

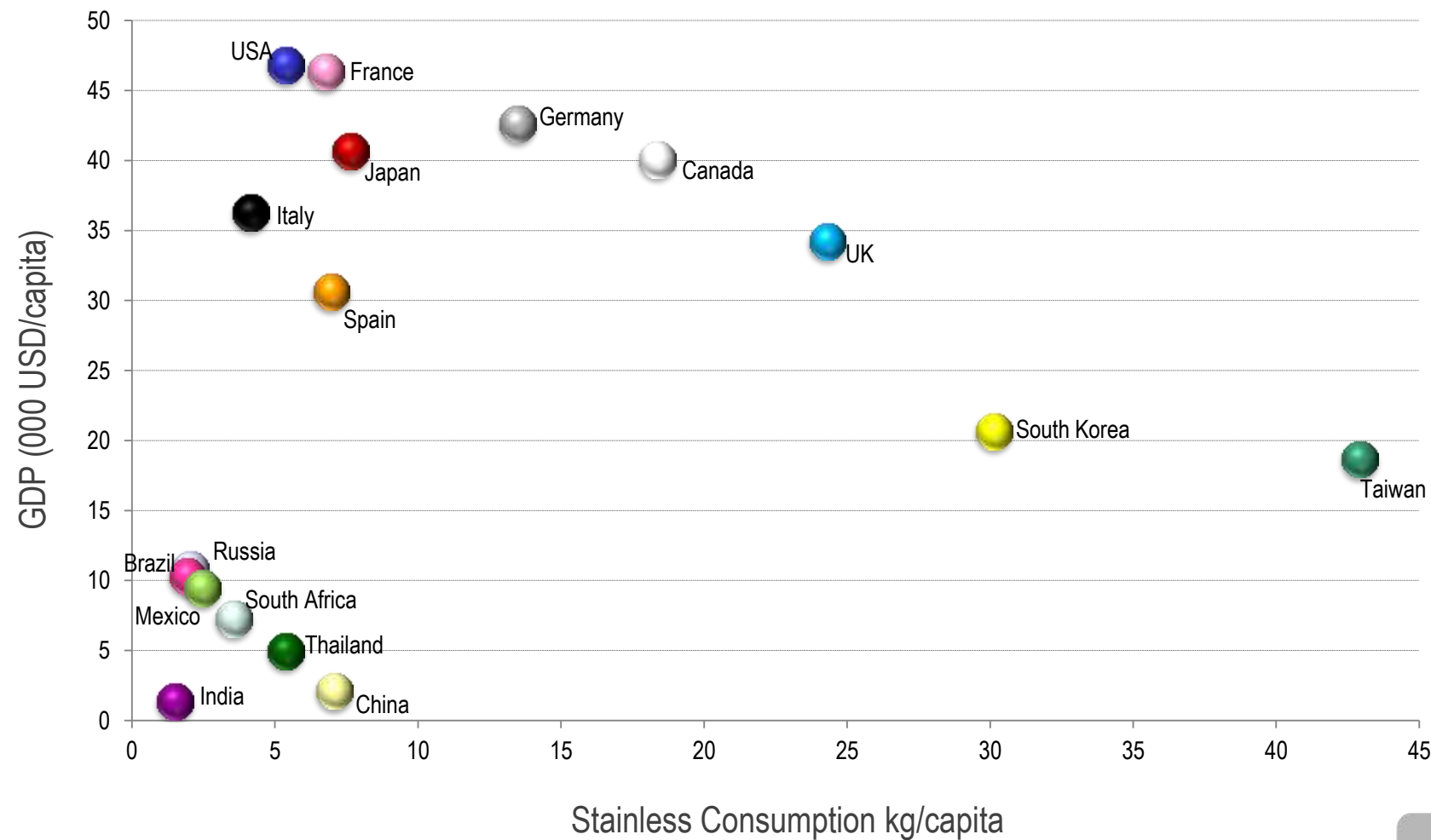
Total consumption 23 M tones



Source: SMR



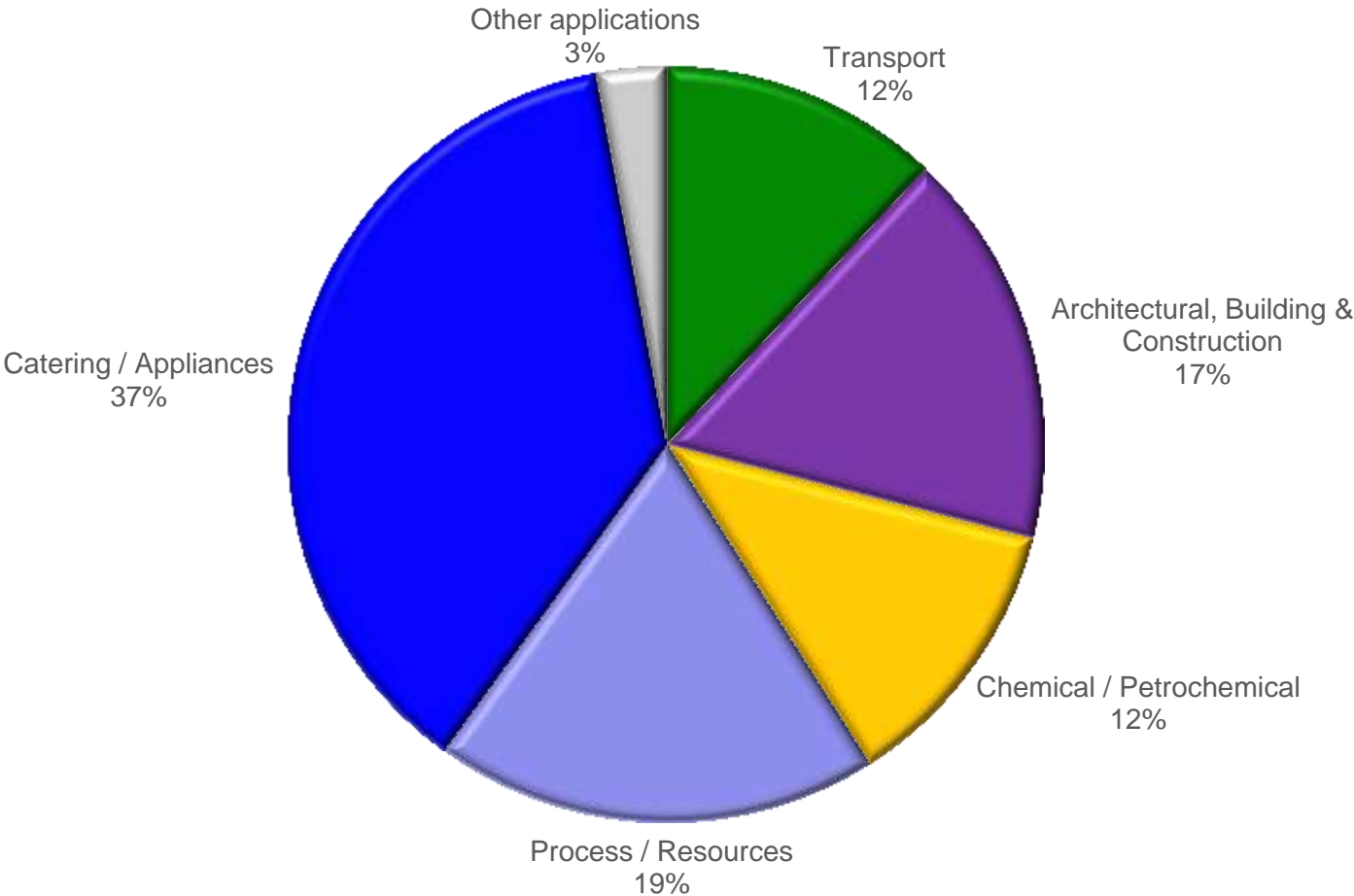
Stainless Steel / GDP 2010



Source: VALE | World Bank



Stainless Steel consumption by end use



Source: VALE



I. Stainless Steel Macroeconomic Overview

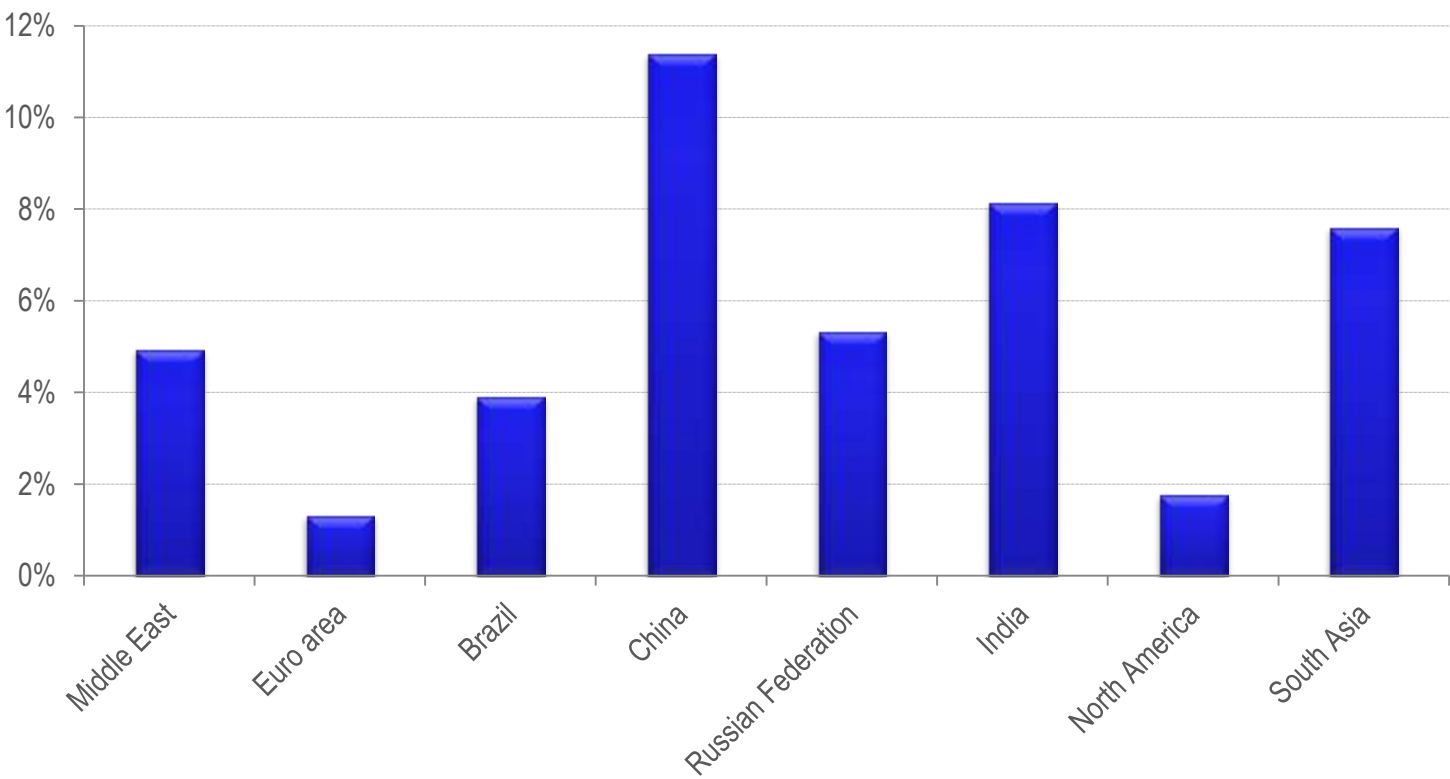
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Average of Annual percentage growth rate of GDP

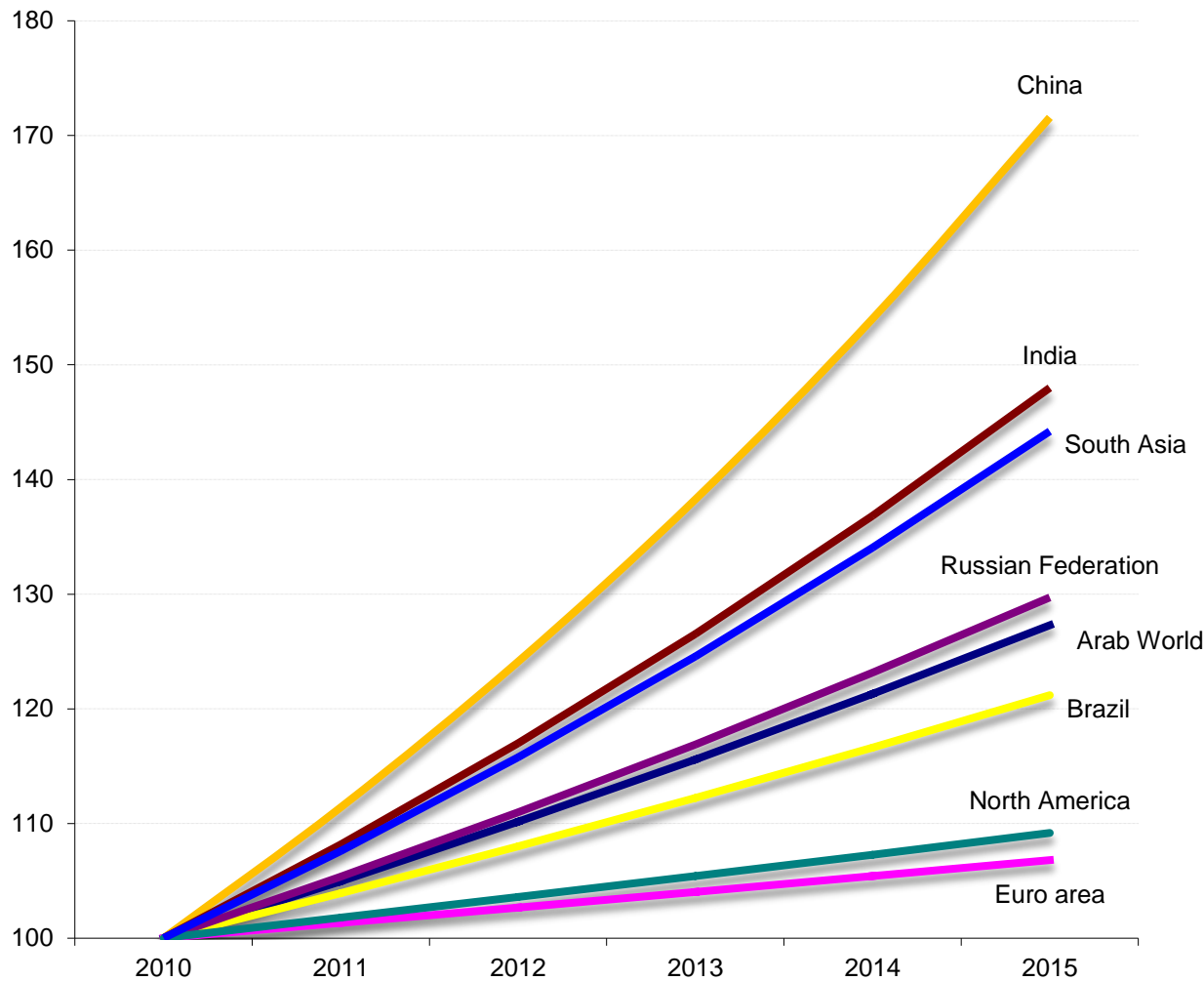
2000 - 2010



Source: World Bank



Emerging Markets Forecast

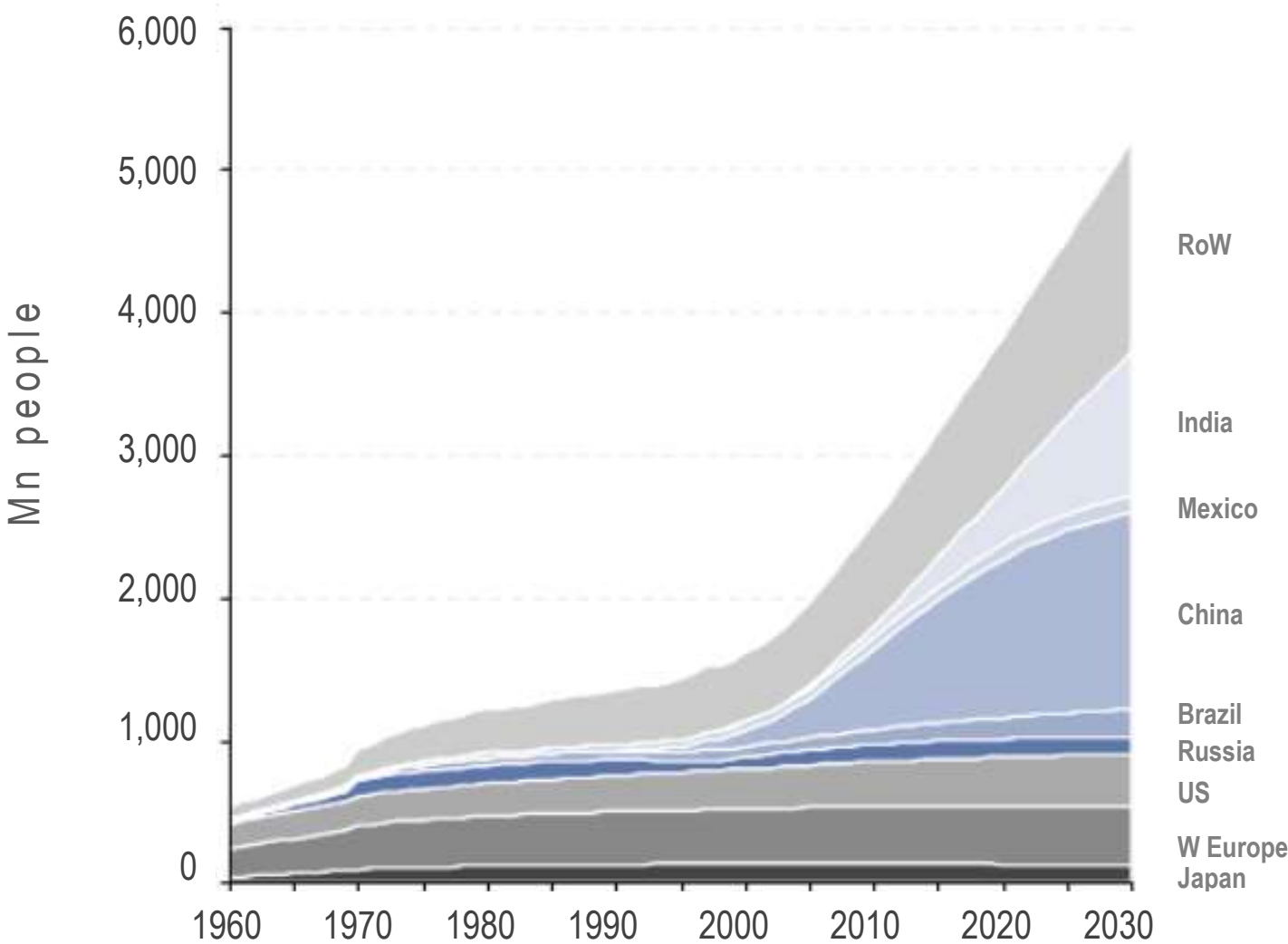


Source: World Bank

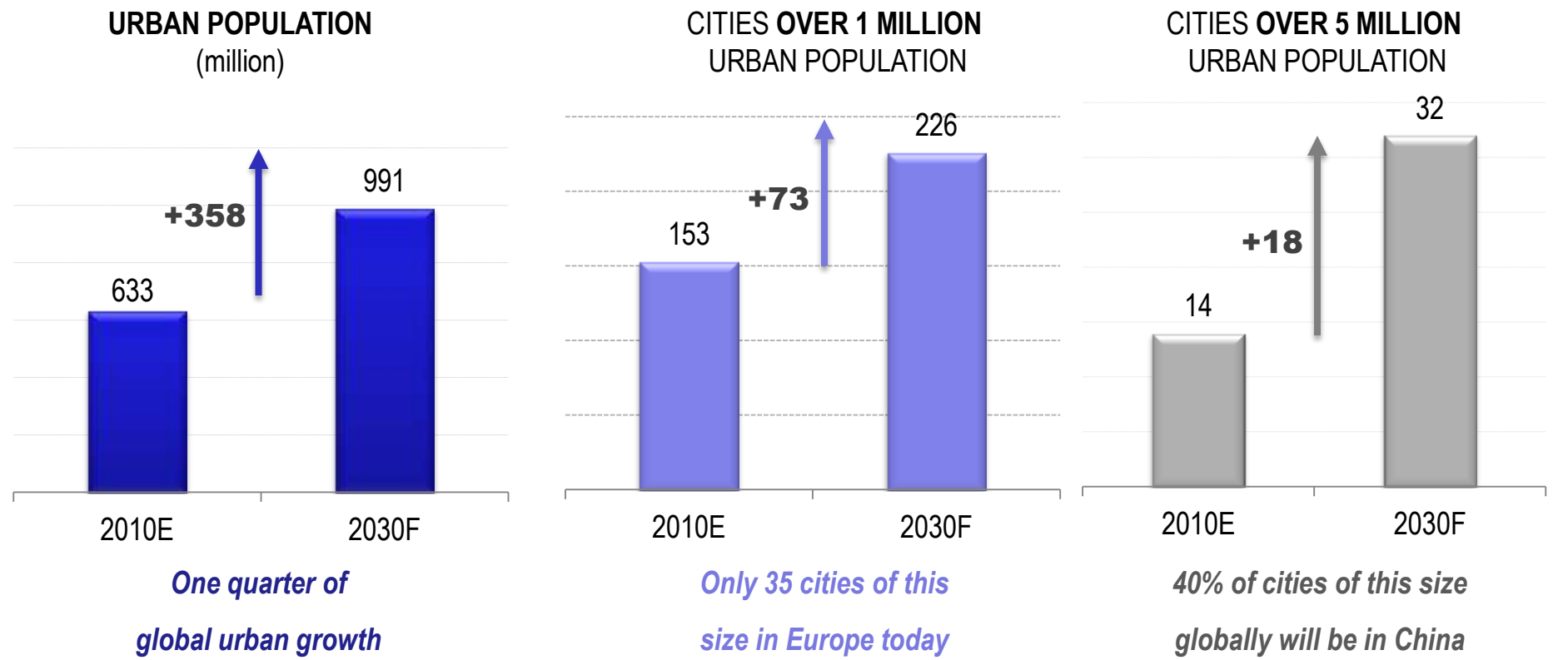


Middle class is growing

Source: Goldman Sachs



Urbanization is growing

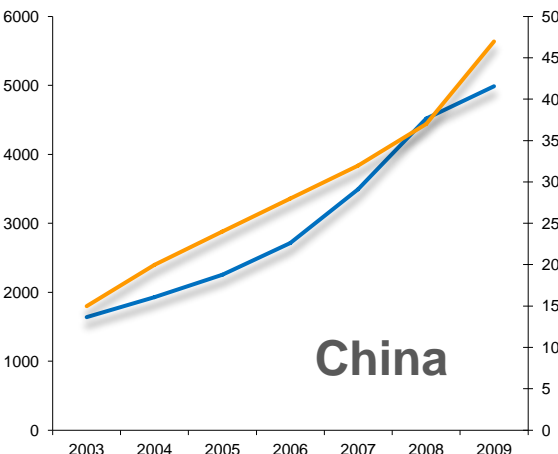
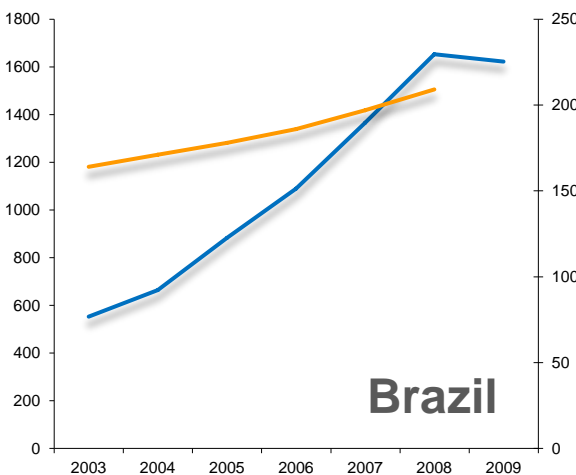
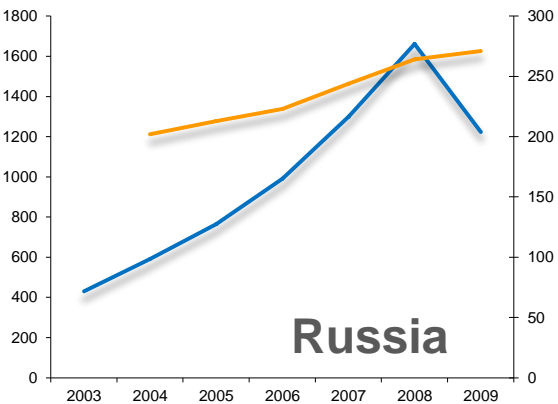
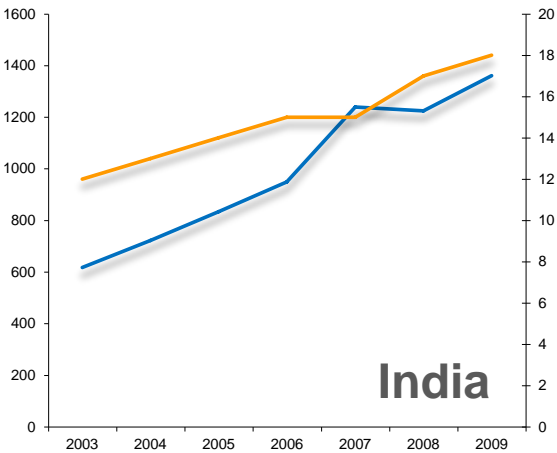


Source: McKinsey



GDP growth drives metals demand

Source: World Bank



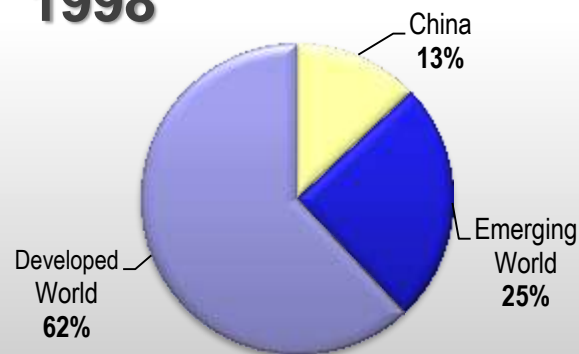
- GDP
- Motor vehicles per 1,000 people



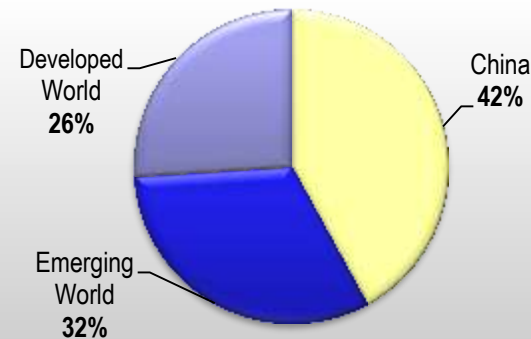
GDP growth drives metals demand

Source: CRU

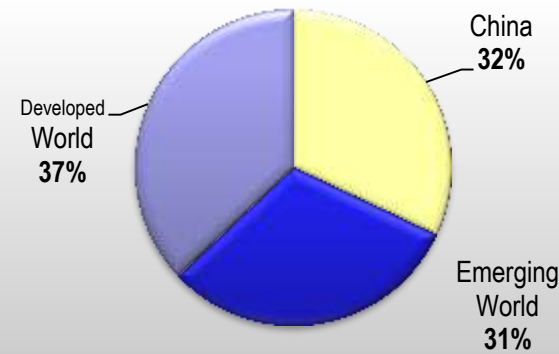
1998



2008

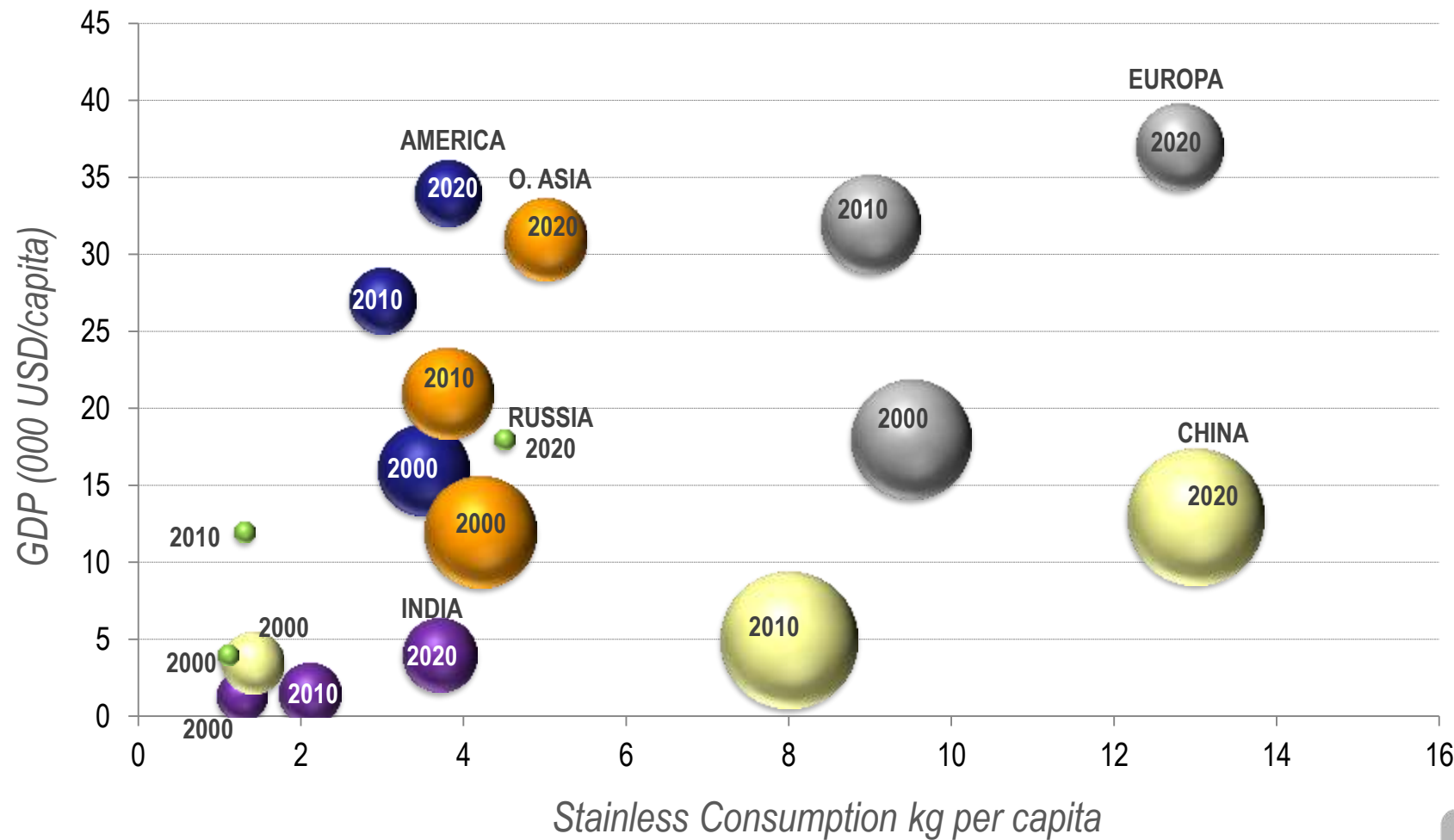


2014E



Stainless Steel / GDP

Forecast

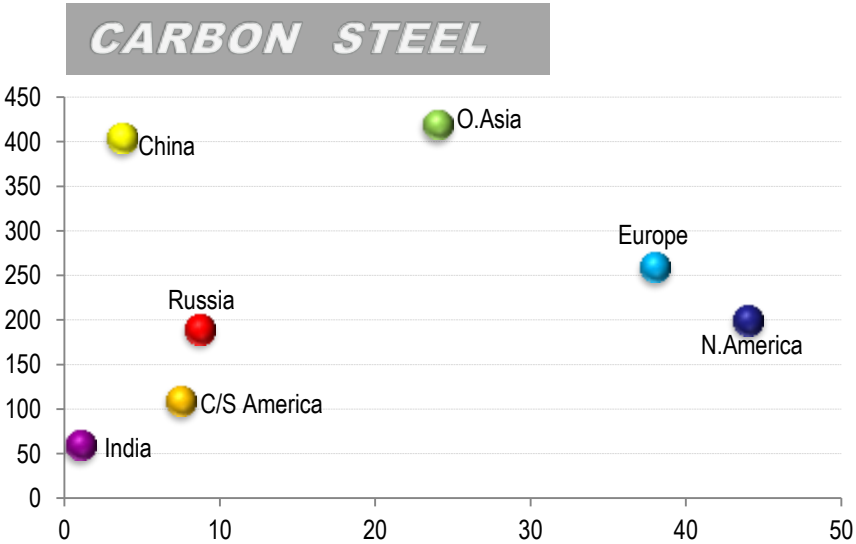
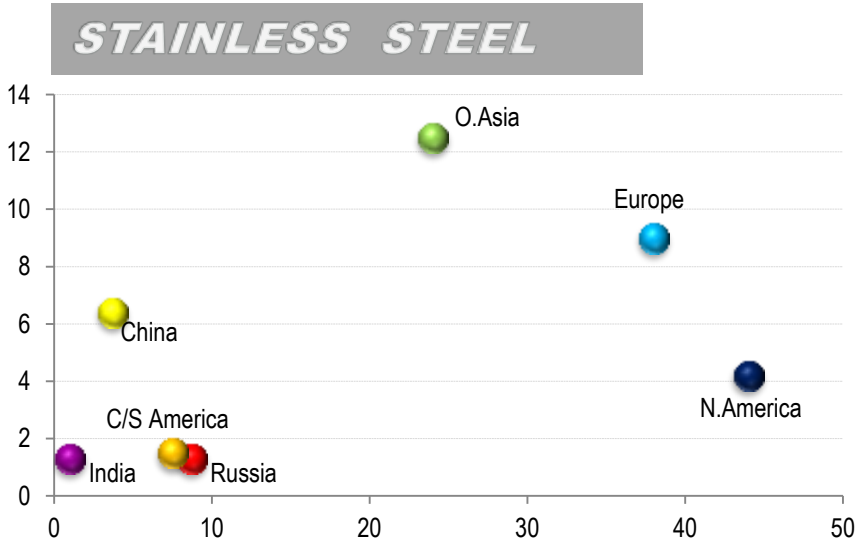


Source: SMR



Consumption and GDP per capita (2009)

Source: Vale | Mundial Bank

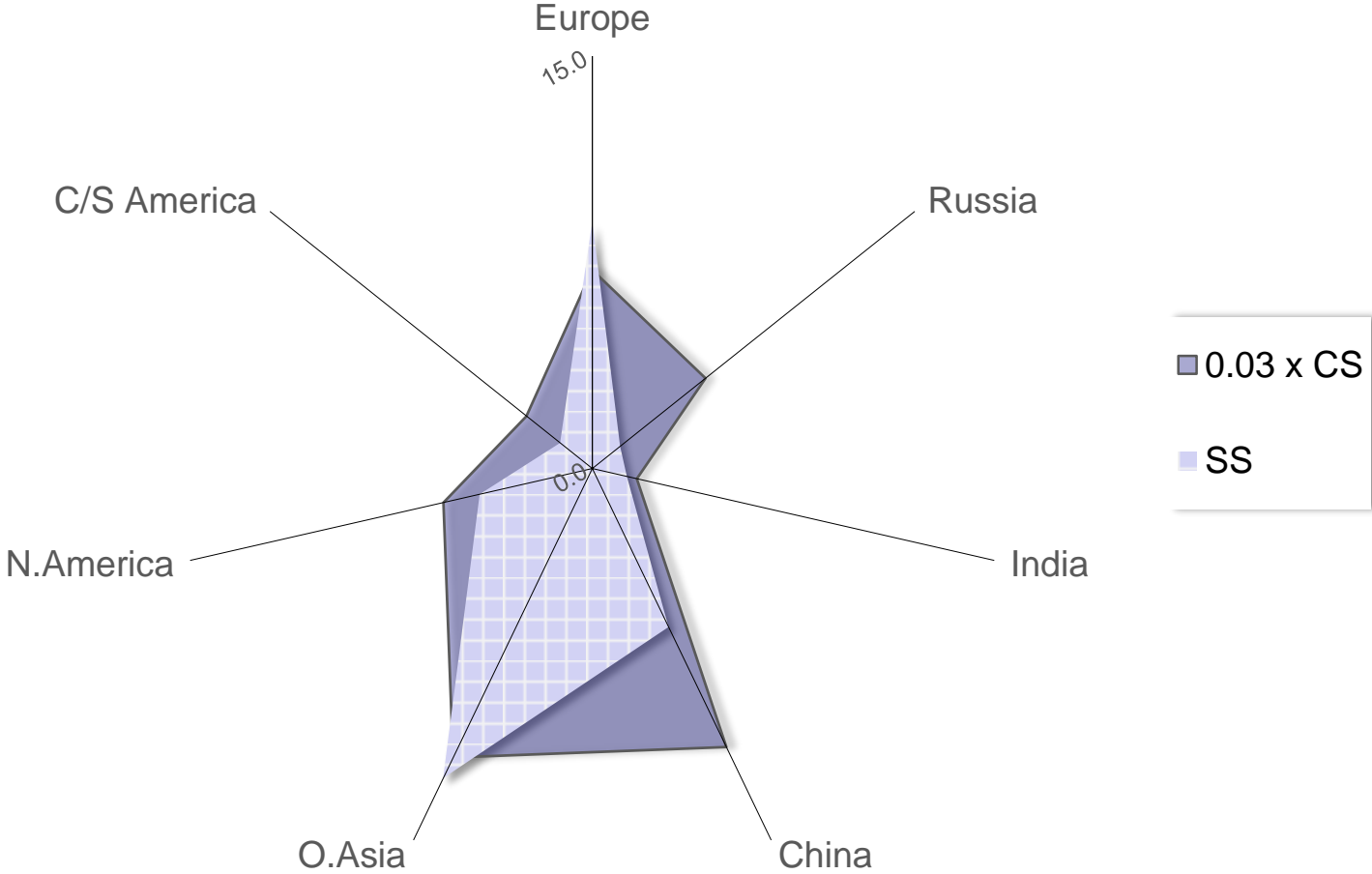


NON DEVELOPED COUNTRIES: **0.01** Kg of **Stainless Steel** for each Kg of **Carbon Steel**

DEVELOPED COUNTRIES: **0.03** Kg of **Stainless Steel** for each Kg of **Carbon Steel**



Stainless Steel potential in Emerging Markets



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KEY POINTS

INFRASTRUCTURE



KEY POINTS

INFRASTRUCTURE



BRIDGES

Eiffel bridge, Oporto

SS 2205

KEY POINTS

INFRASTRUCTURE



KEY POINTS

INFRASTRUCTURE



RAILWAYS

AVE PALENCIA – LEÓN (Spain)

ENERGY | TRADITIONAL SOURCES



Heat exchangers

TALLERES CAMPIÑOS

AISI 316

ENERGY | TRADITIONAL SOURCES



COMBINE CYCLE POWER PLANTS

Stejasa
AISI 434

ACERINOX

ENERGY / RENEWABLE SOURCES



ENERGY / RENEWABLE SOURCES



*Reliability
at high
temperatures*

ENERGY / RENEWABLE SOURCES

FOUNDATIONS:

- **Foundations**

Reinforced Duplex Stainless Steel

- **Jackets**

High Strength Stainless Steel

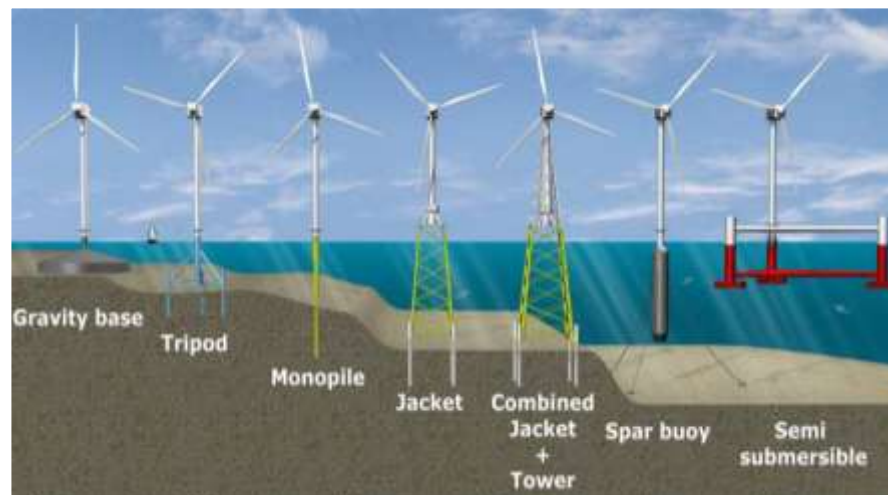
- **Fixings** (biofilm)

Reinforced Duplex Stainless Steel

TOWER:

- **Splash Area** (High)

Duplex Stainless Steel



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MINING

Proyecto Esperanza, Chile

3CR12





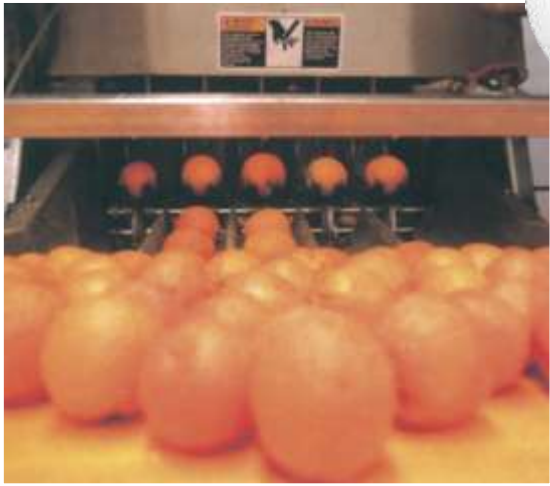
VEGETABLE OIL



**Parcitant
AISI 304**



Resistant



Hygienic

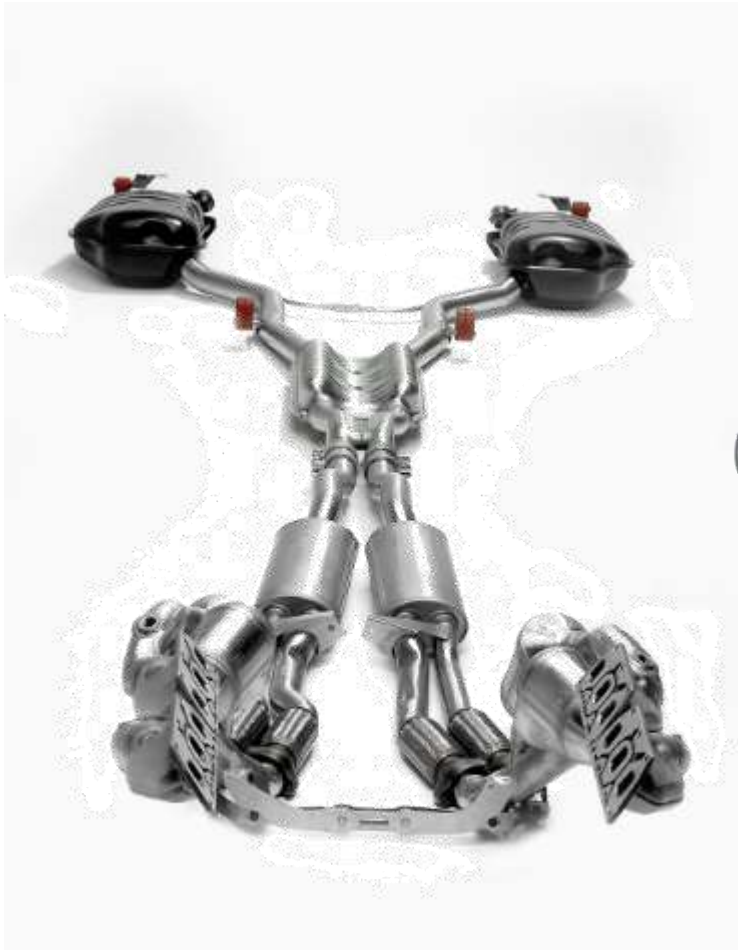


FOOD INDUSTRY



Inertless





AUTOMAKERS

Friedrich Boysen GmbH
AISI 430Ti 430Nb



RAILWAY INDUSTRY



**CAF
3CR12**



WOOD INDUSTRY



Maplain
AISI 316

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PETROCHEMICAL - GAS

Adriatic LNG (Liquified Natural Gas)

AISI 316 - Duplex 2205





DESALINATION



Abengoa Water
AISI 316L - Duplex 2205

NaCl High concentrations



DESALINATION

MED type evaporator, Marafiq IWPP, Saudi Arabia

Duplex 2205



PORTS

Bahrein Harbour

Duplex 2205

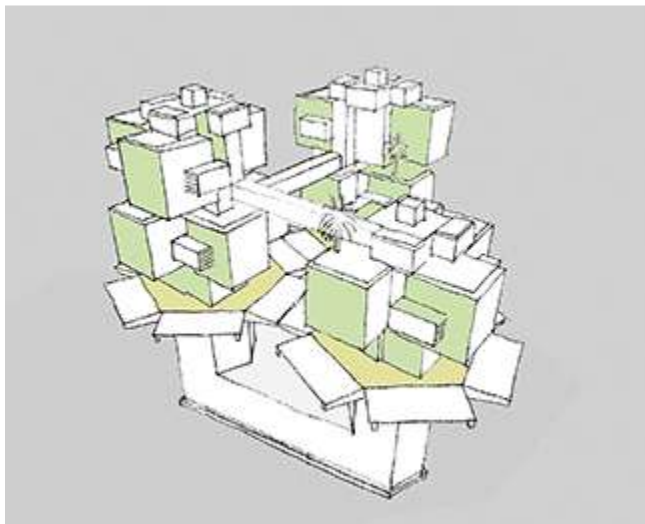




IISIS

“Investigación Integrada Sobre Islas Sostenibles”

Integrated Research on Sustainable Islands



ISLANDS



BRIDGES

Sitra Bridge
Duplex 2205



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EASTERN COUNTRIES & TURKEY

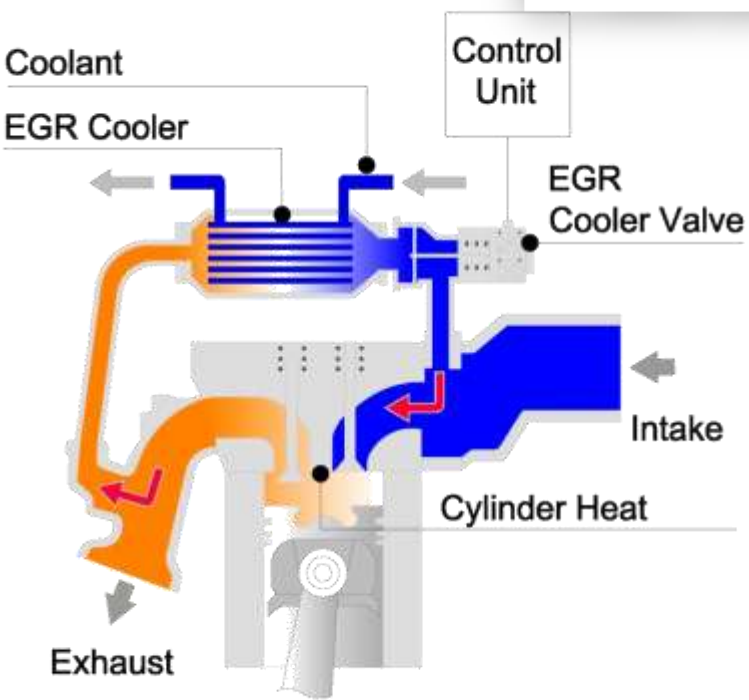




APPLIANCES



AUTOMAKERS



High corrosion resistance guarantees the durability of exhaust & emission control solutions





Regasification Plant

Saint Gobain Wanner

AISI 316



SUB-SAHARAN AFRICA

Main Opportunities by Geographic Area





Transport Rail Engineering (TRE)
Río Tinto, Mozambique





RAILWAYS

Port Elizabeth to Barkley Bridge rail line

3CR12



TANKTAINERS

AISI 316L

Manufactured by COLUMBUS STAINLESS





EXHAUST SYSTEMS

Ferritic grades

Manufactured by COLUMBUS STAINLESS



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CUTLERY, POTS & PANS



AISI 420MoV



AISI 304



VALVES, SCREWS, FLANGES





PALM OIL

OILTEK
AISI 304



MOTORCYCLES

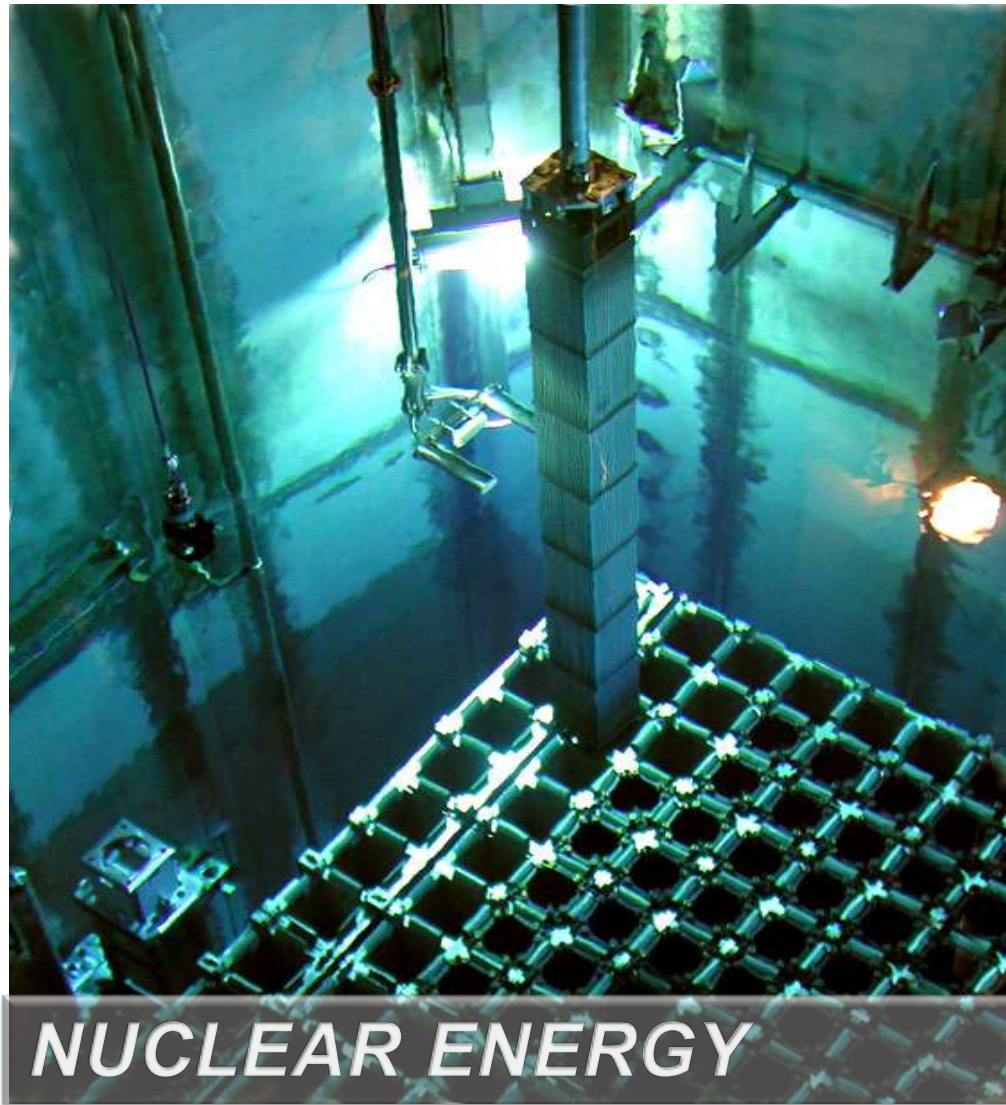


Yamaha, Suzuki
AISI 409L



TRAINS

AMTRAK
CAF
AISI 301LN



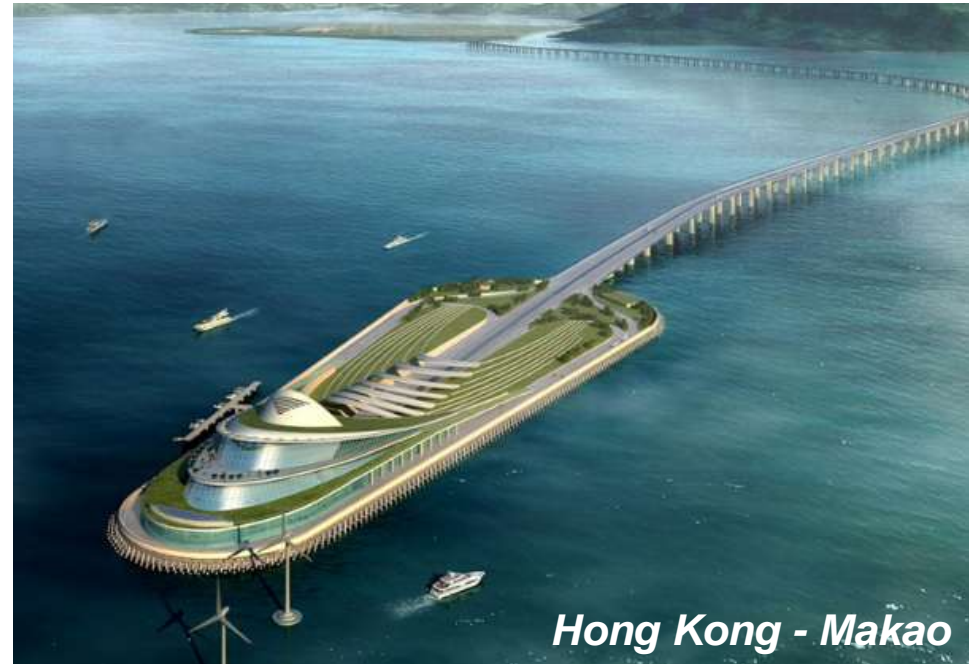
NUCLEAR ENERGY

**ENSA
RACKS
AIS 304L**





PROJECTS



Hong Kong - Makao



waste water

Bio-reactor
Duplex 2205



Weir plates
AISI 316



Longitudinal bridge: Sweeping arms
built in tubular profiles and plates
AISI 304L or 316L





waste water

Screens

*Pre-primary treatment
AISI 316L or 304L*



Thickener

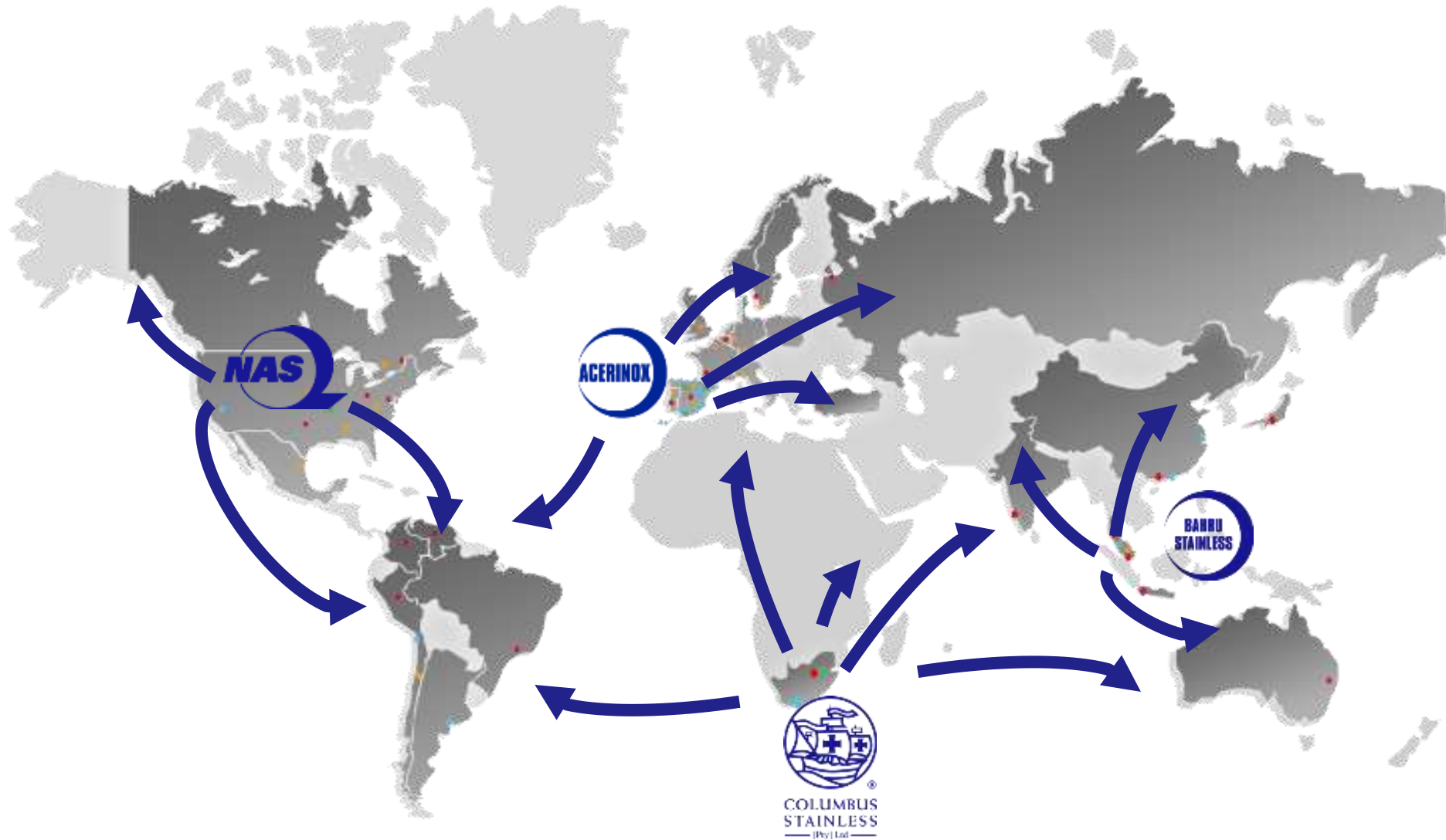
*Sludge pit sweeper
and Central feeding bell
AISI 316L or 304L*



Thickener

*Vertical axis and sweeping arms
AISI 316L or 304L*







Thank you



*Investor & Analyst's Day
Campo de Gibraltar, Oct.3, 2012*



ACERINOX: A SUSTAINABLE COMPANY



What does sustainability really mean?

“Meet the needs of the present generation without compromising the ability of future generations to meet their own needs.”

G.H. Brundtland 1987



The real meaning of Gro's words

Sustainability must be focused not in one but in three key areas :

ECONOMY

SOCIAL

ECOLOGY



*if one fails, the whole building will **CRUMBLE.***

The importance of Industry in GHB thoughts (1)

“industry is central to the economies of modern societies and a indispensable motor of growth “

“though industrialize countries are said to be moving into a postindustrial information-based era, this shift must be powered by a continuing flow of wealth from industry”



The importance of Industry in GHB thoughts (2)

“ .. according to UN, world industrial output would have to be increased by a factor of 2.6 if consumption of manufactured goods in developing countries were to be raised to current industrial levels.

Given expected population growth, a five to tenfold increase in industrial output can be anticipated .”



Acerinox “economy” way towards sustainability (1). Stability.

More than 42 years since inception, which make of ACERINOX the oldest European stainless producer as such.



Of the inicial 35 Ibex companies:

- ***18** have exited the Index (9 of them do not exist anymore)*
- ***9** have undergone big changes (mergers etc.)*
- *only **8** still exist today as they were*

Acerinox “economy” way towards sustainability (2)

- *Invest in hard times, **anticipate** .*
- *Don't purchase other people's problems.*
*Start from scratch using your **knowledge**.*
- *Keep a good relationship with the **owners**.*
- *Never too many eggs in the same **basket**. **Diversify**.*



Acerinox “social” way towards sustainability (1)

- *Exceptionally low turnover of workers.*
- *Average age in this plant of 44 years.*
- *Average seniority in this plant of \pm 20 years.*
- *Unions and workers are willing to indexate wages to profits. Non indexation to CPI has been a première in the Spanish Ibex companies.*



Acerinox “social” way towards sustainability (2)

- *Internal promotion as a main rule.*
- *Internal learning, training and skill development.*
- *Keep a lean organisation. Bureaucrats are expensive.*
- *Good contracts: good professionals can't be retained with junk or temporary contracts.*



Acerinox “ecological ” way towards sustainability

- **Recycling** as the main source of raw materials.
- Constant **reduction of water** consumption:

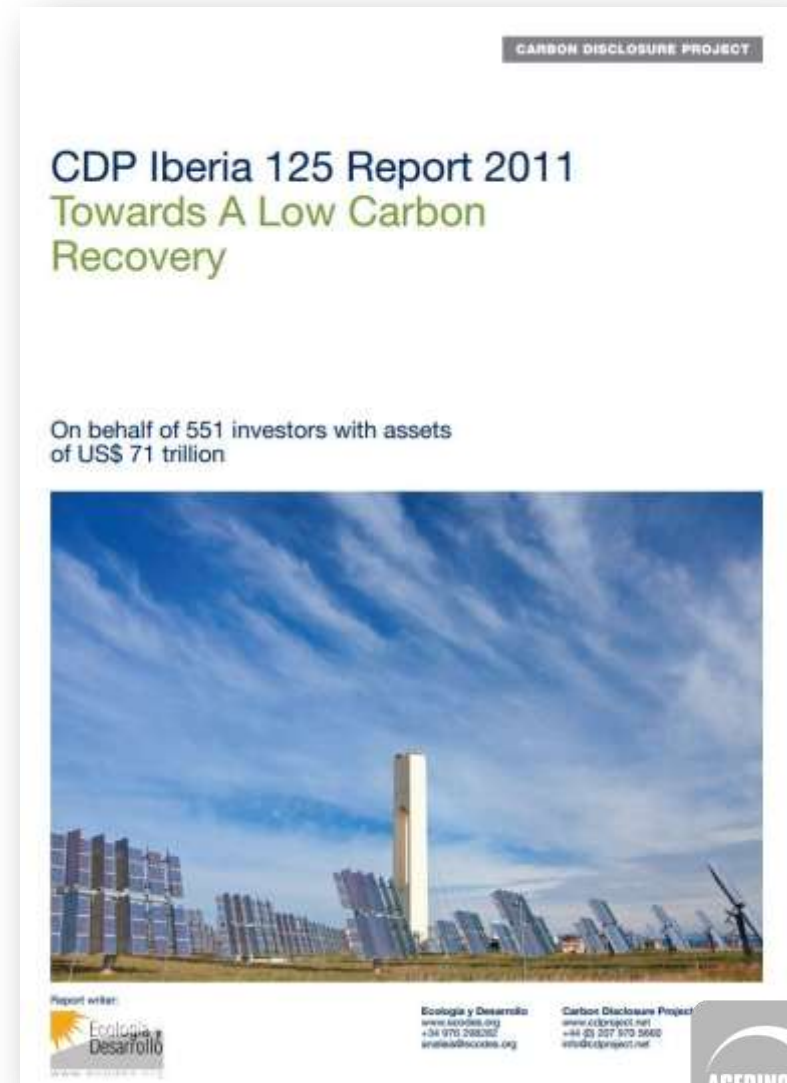
GHB: “an integrated steel mill uses about 80 to 200 tons of water for every ton of crude steel”

*In Algeciras only **4** tons of water steel is needed.*



Acerinox “ecological ” way towards sustainability (2)

- **CO2 emissions:** decreasing to 0.24mt/MT of steel since 2005.
- **Discharges of water:** 1.5 cubic meter/MT, so less than 50% of the 2003 average.
- **Particles emitted** (innocuous): 0.031 Kgs/MT of steel.



For us, sustainability is

(to) meet the needs of the present stakeholders: shareholders, workers, clients etc. without compromising the ability of future generations of shareholders, workers, clients - and even analysts - to meet their own needs.

All our efforts are focused to preserve our leadership by fair means .

By sustainable means.





Thank you

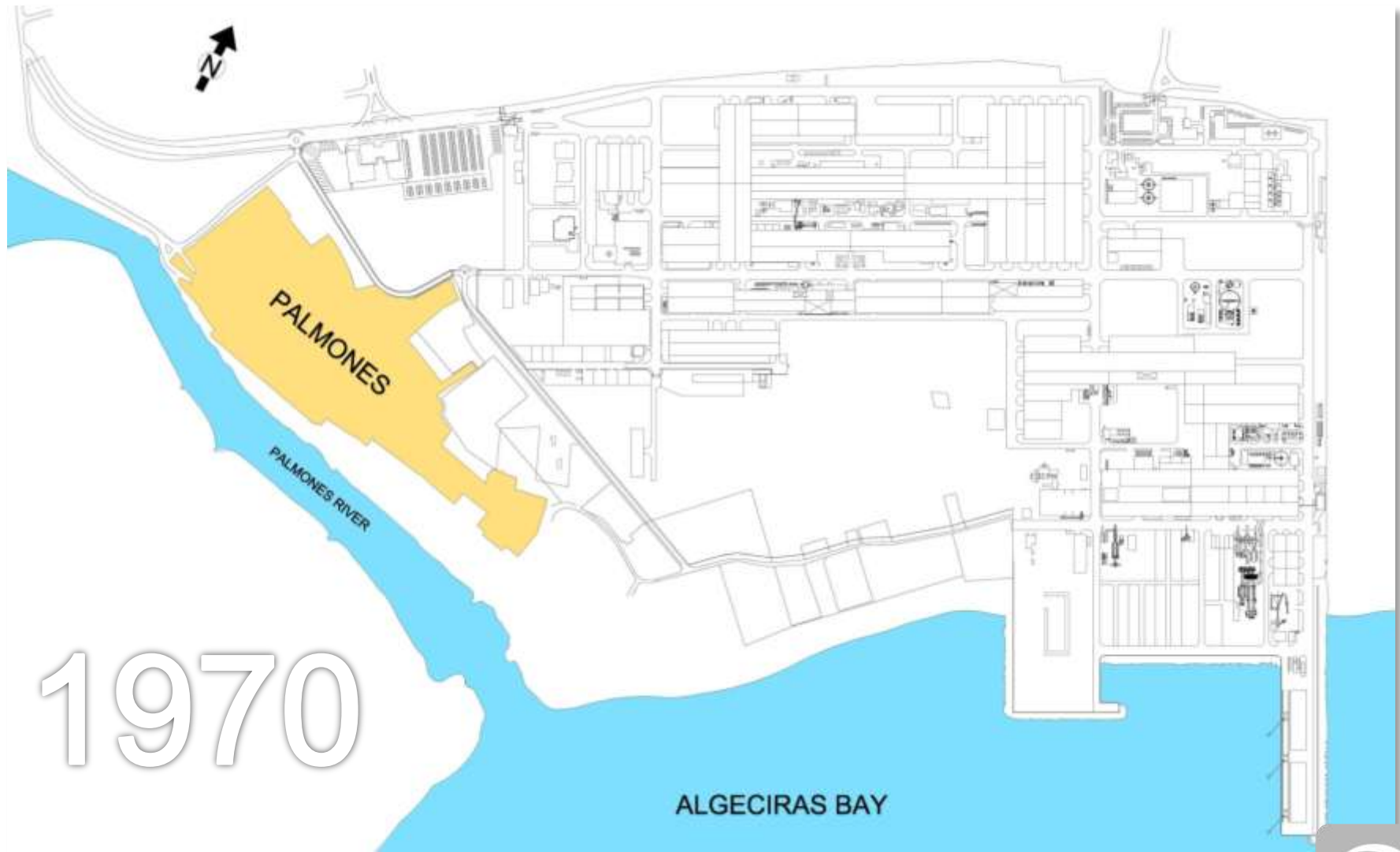


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Campo de Gibraltar, Oct.3, 2012*



ACERINOX EUROPA: DEVELOPMENT ALONG THE PLANT HISTORY





1970

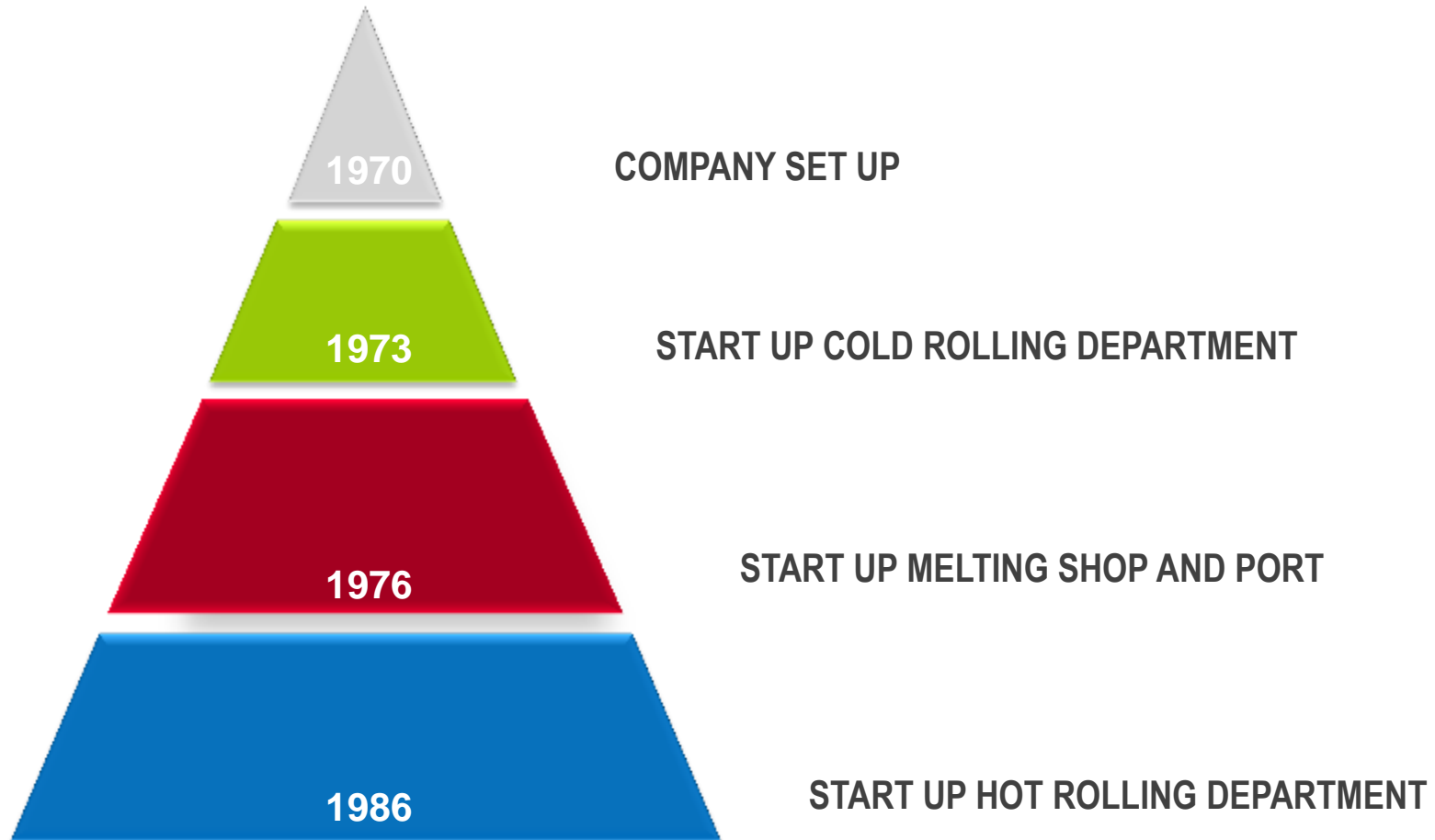
ALGECIRAS BAY



Acerinox Europa plant Campo de Gibraltar, Spain



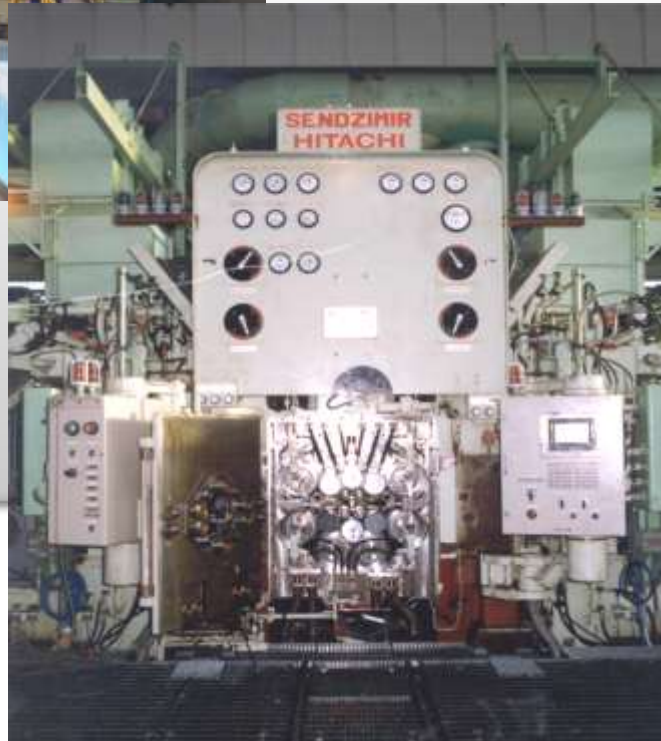
Acerinox Europa: development along the plant history



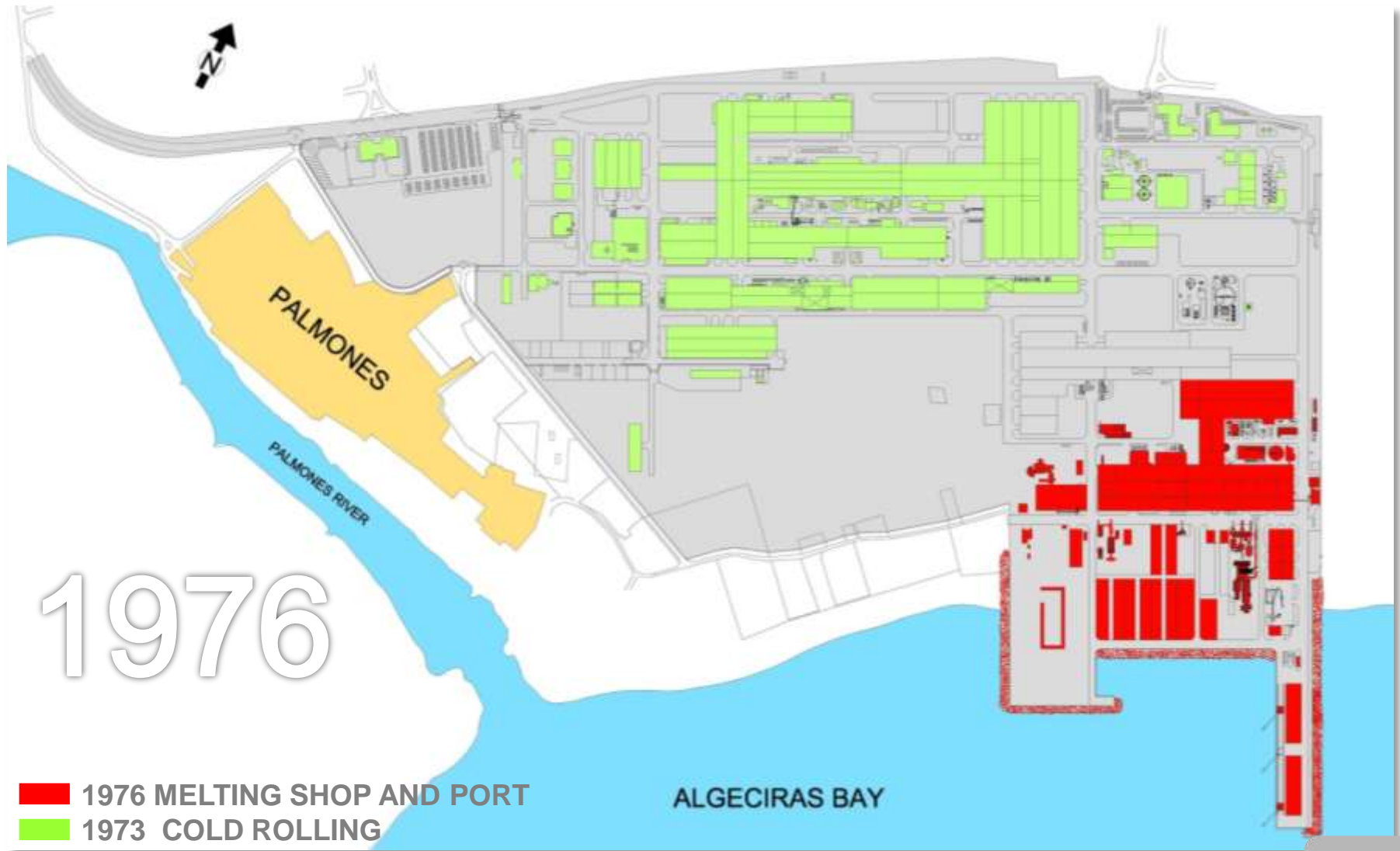
Start up cold rolling



Cold rolling



Start up melting shop and port

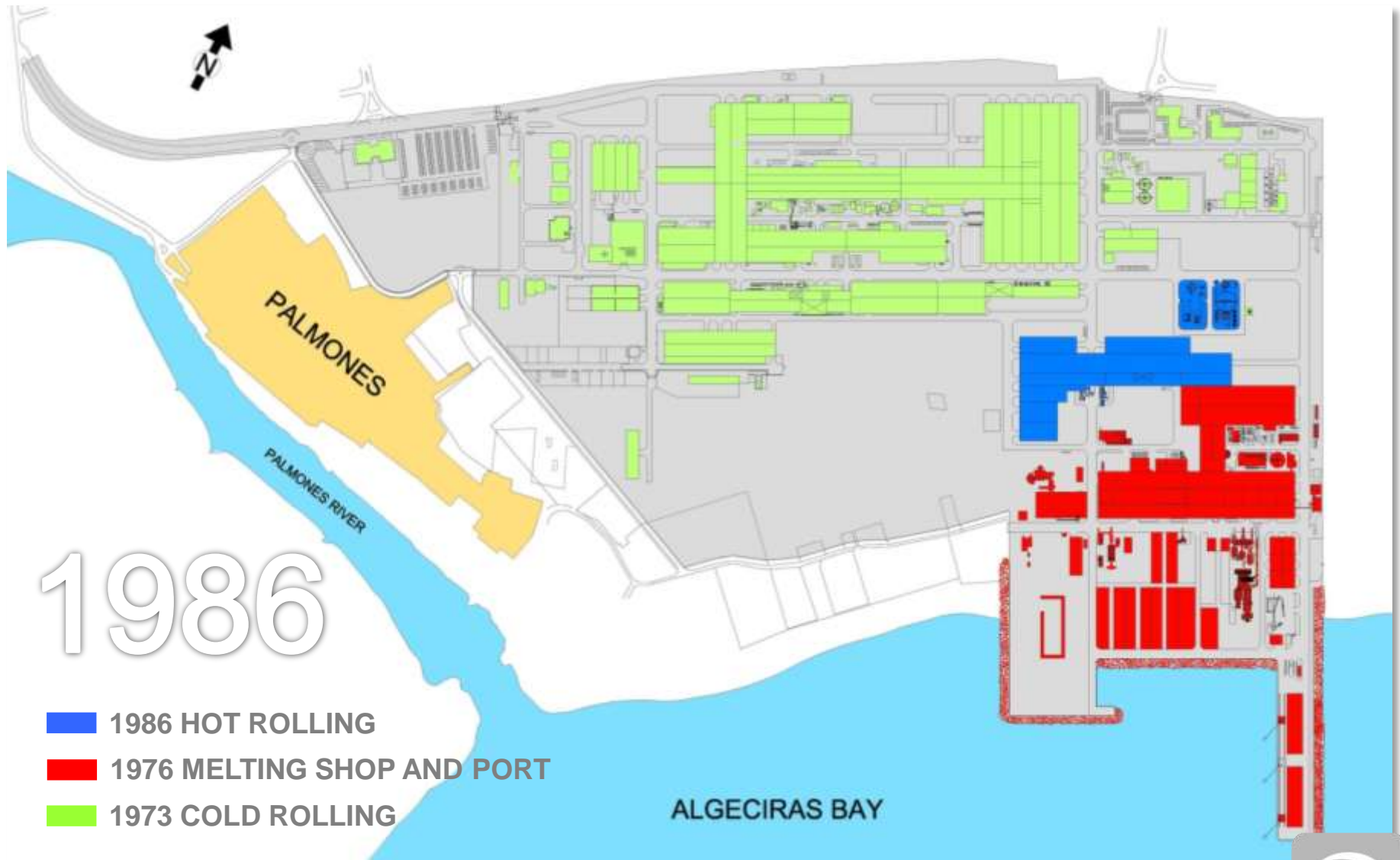


Melting shop





Start up hot rolling



Hot rolling



Bright annealing line



Acerinox Europa





Thank you



INVESTOR & ANALYST'S DAY



C a m p o d e G i b r a l t a r (S p a i n)

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Challenges for NAS in the Current Scenario



Agenda

- 1 Overview
- 2 Process and Capacity
- 3 Products
- 4 Economic Outlook
- 5 Consumption
- 6 Production and Forecast
- 7 Flat Products
- 8 Long Products
- 9 Financial





Located in Carroll County, Kentucky



State of the art production facility located on 1400 acres



Near major interstate highway



Rail access



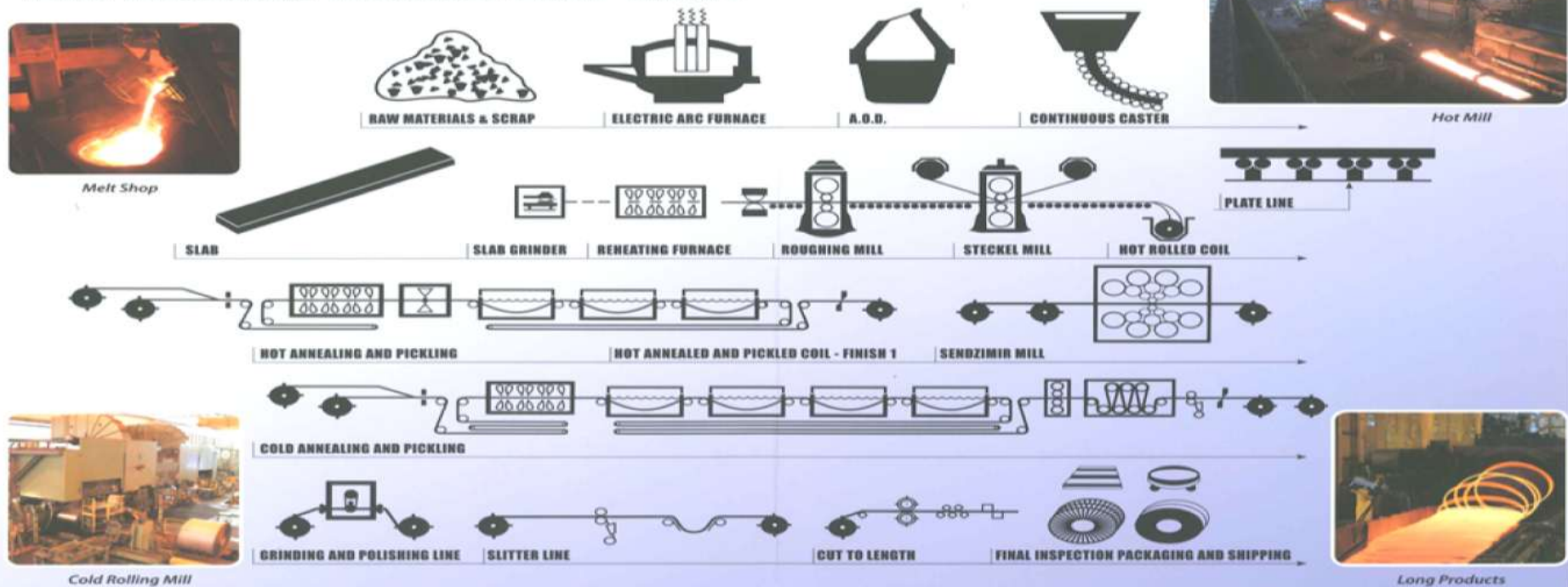
Direct access to the Ohio river



Fully integrated mill

Designed for maximum efficiency and offers a full range of stainless flat and long products with competitive delivery times.

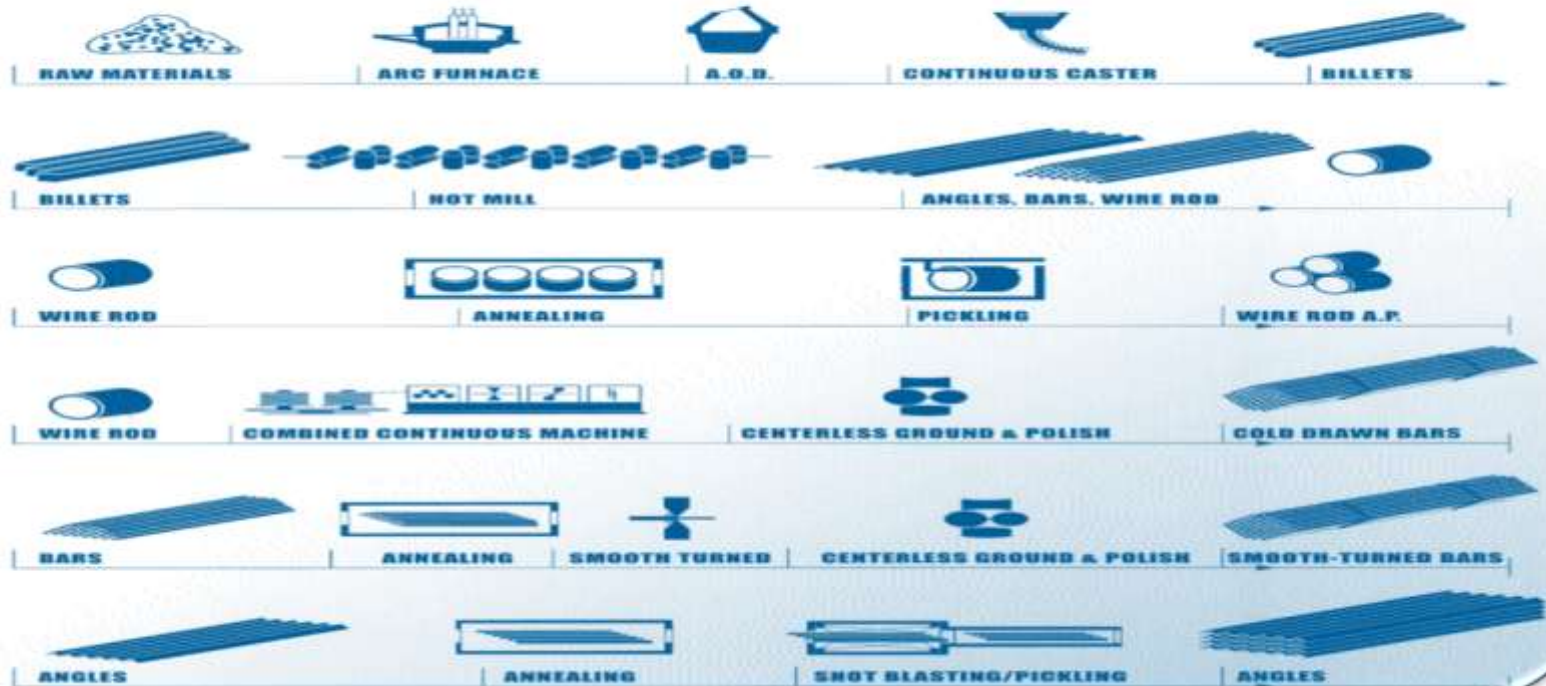
Flat Products Process Flow Chart





Long products

Long Products Process Flow Chart



North American Stainless



MELT SHOP

Capacity →

1.4 MMT



HOT MILL

Capacity →

1.2 MMT



**PLATE
SHOP**

Capacity →

.1 MMT



COLD MILL

Capacity →

.8 MMT



**LONG
PRODUCTS**

Capacity →

.2 MMT





Flat Products

Cold Rolled Coil/Sheet
Hot Rolled Coil/Sheet
Hot Rolled Plate
Hot Rolled Tread
Hot Rolled Black Coil



Steel Grades

201-201LN
304-304L-304H
309S
310S
301-301LN
316-316L
321
409
430
2205 (duplex)
NAS441-NAS 18CrCb
NAS 439



Long Products

Round Bar
Angles
Wire Rod Coils
Reinforcement Bars





ECONOMIC OUTLOOK

United States economic recovery not as robust as expected at the beginning of 2012.

Only modest economic growth expected in the next 6 – 9 months.

Positives:

- Energy sector with oil and gas is growing.
- Passenger vehicle manufacturing and sales are up.
- Housing sales have started to climb.
- Existing home sales are up.
- Unemployment improving.

Negatives:

- Many businesses holding line on hiring and investment.
- Banks not freeing up lending to pre-recession levels.





ELECTION

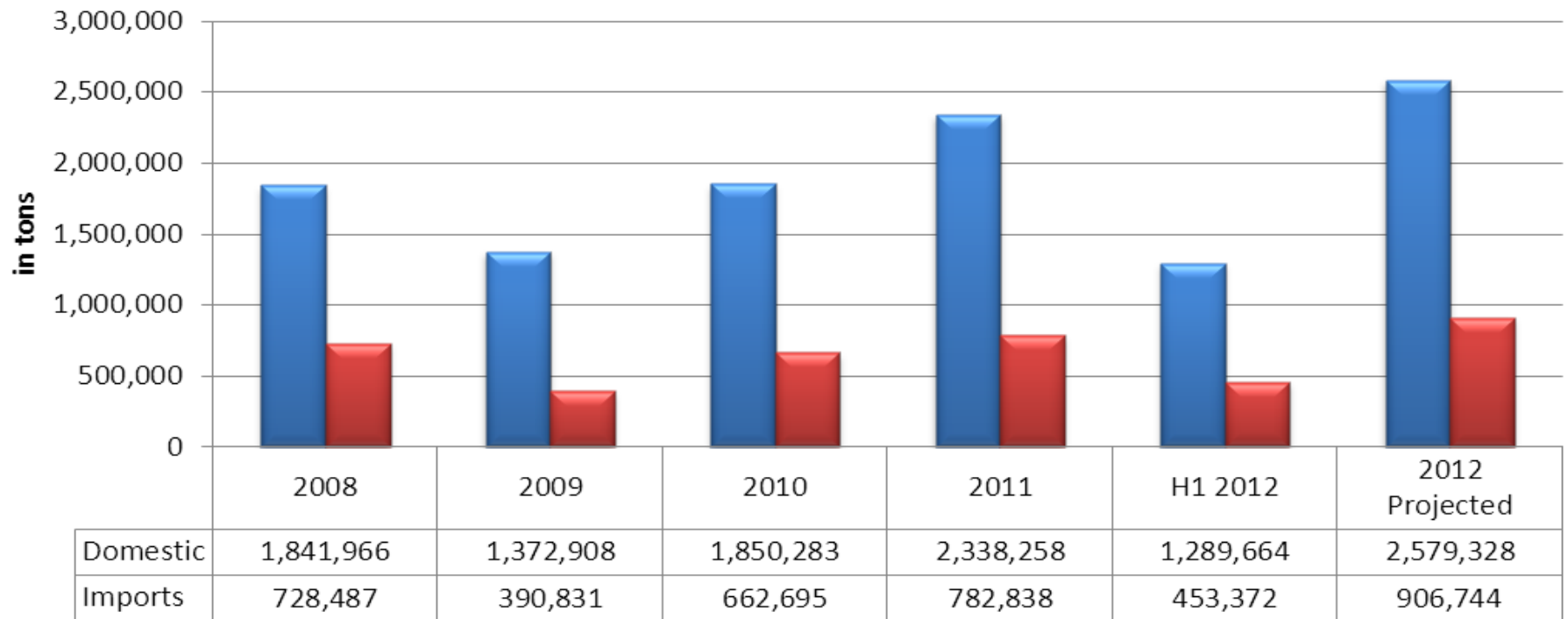
- Uncertainty over the November election and the outlook for taxes and spending are weighing on the minds of businesses and individuals.
- Concern over the possibility of a “Fiscal Cliff” in 2013.
 - Income tax increases due to not continuing Bush tax cuts. Impact of \$450 billion.
 - Spending cuts by government of \$150 billion due to bill passed by super committee to allow increase in debt ceiling.
- Businesses concerned over current regulatory environment in environmental and labor areas.





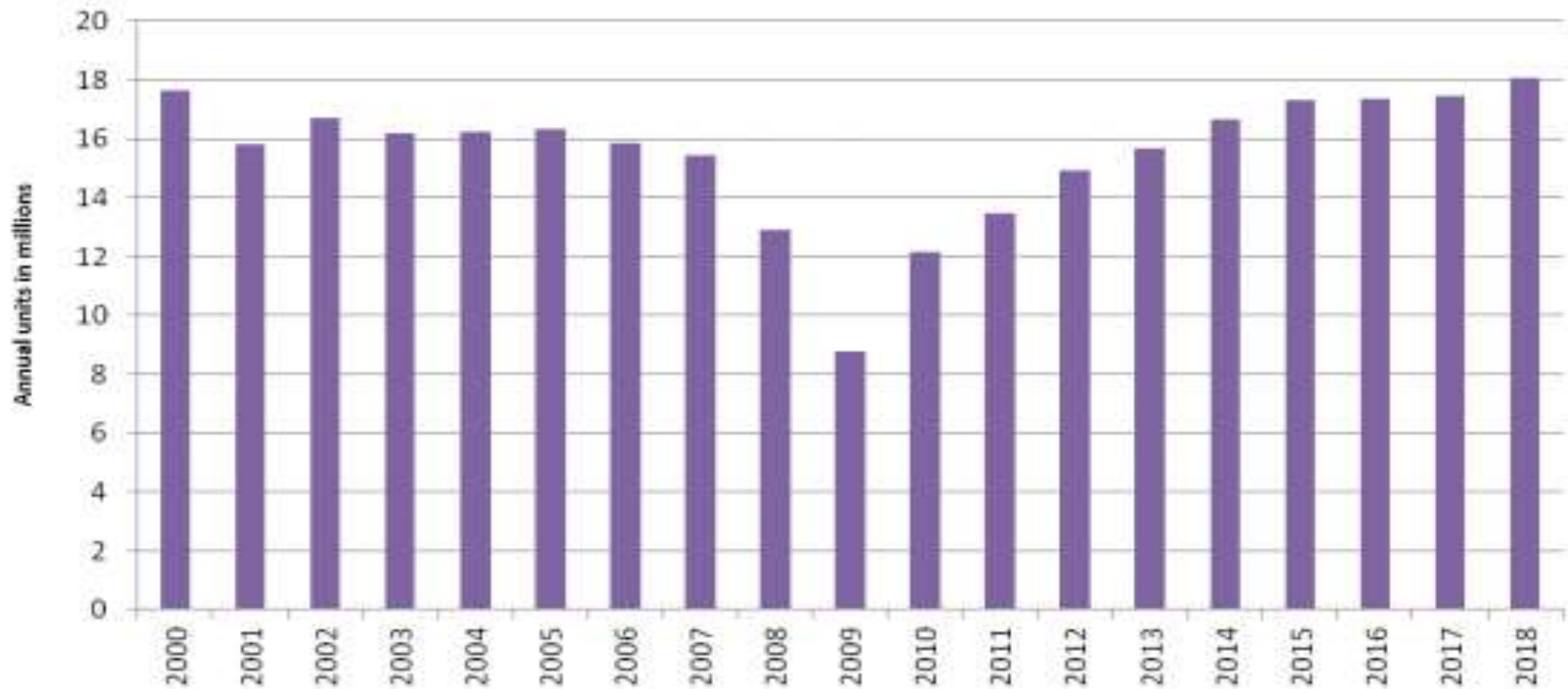
US Consumption & Imports

Sheet, Strip, Plate, Bar, Rod, & Wire





North American Production by Calendar Year Including Forecasts through 2018
(Includes medium- and heavy-duty trucks)



Source: WardsAuto

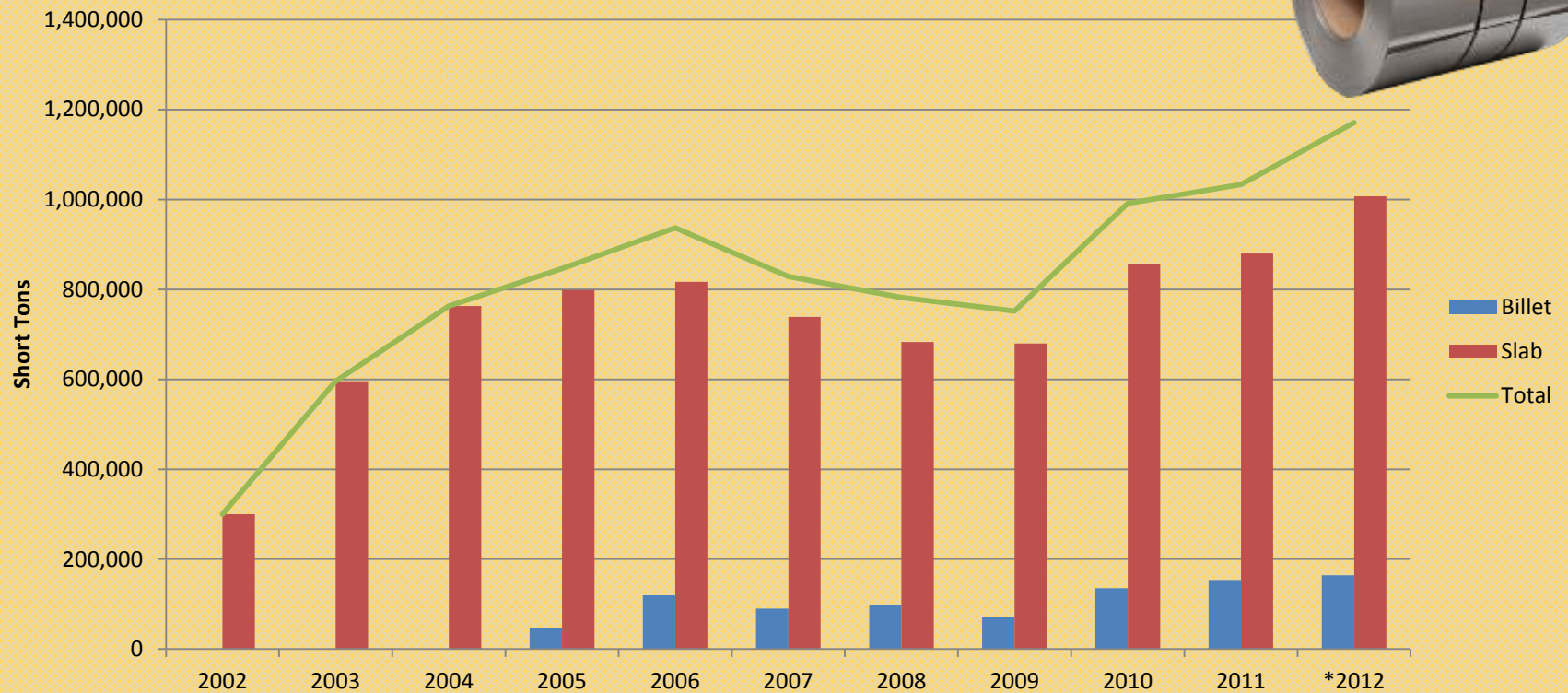


North American Stainless



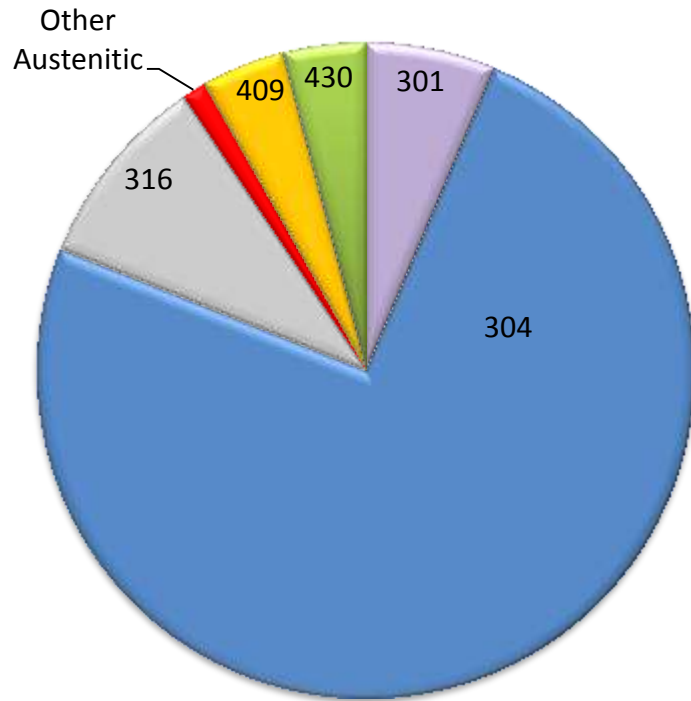
Melt Shop Production History

*2012 Expected Melt Tonnage



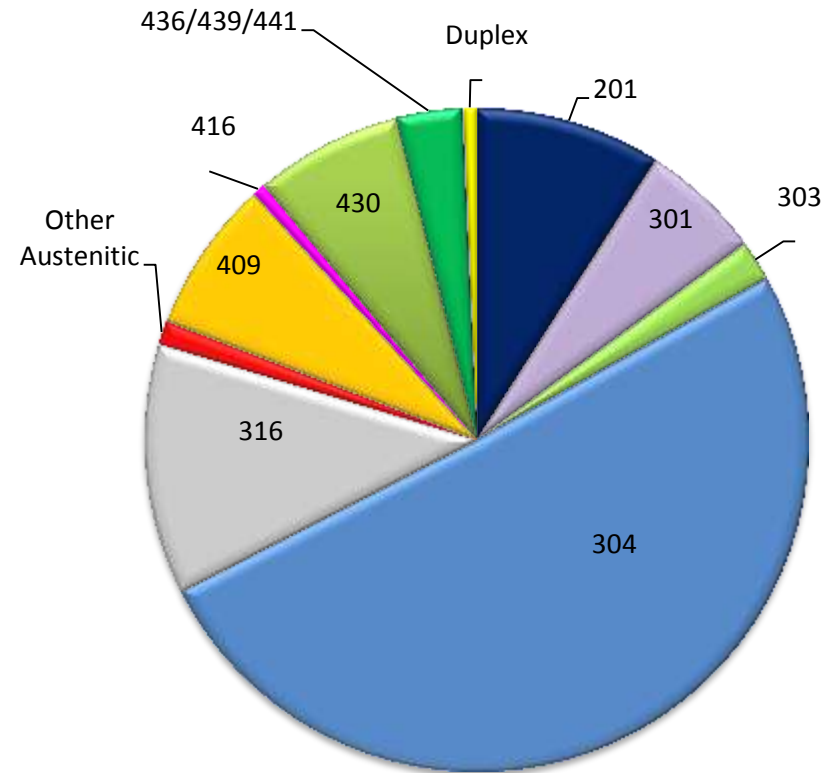
2002 Melt by Alloy

Flat Products



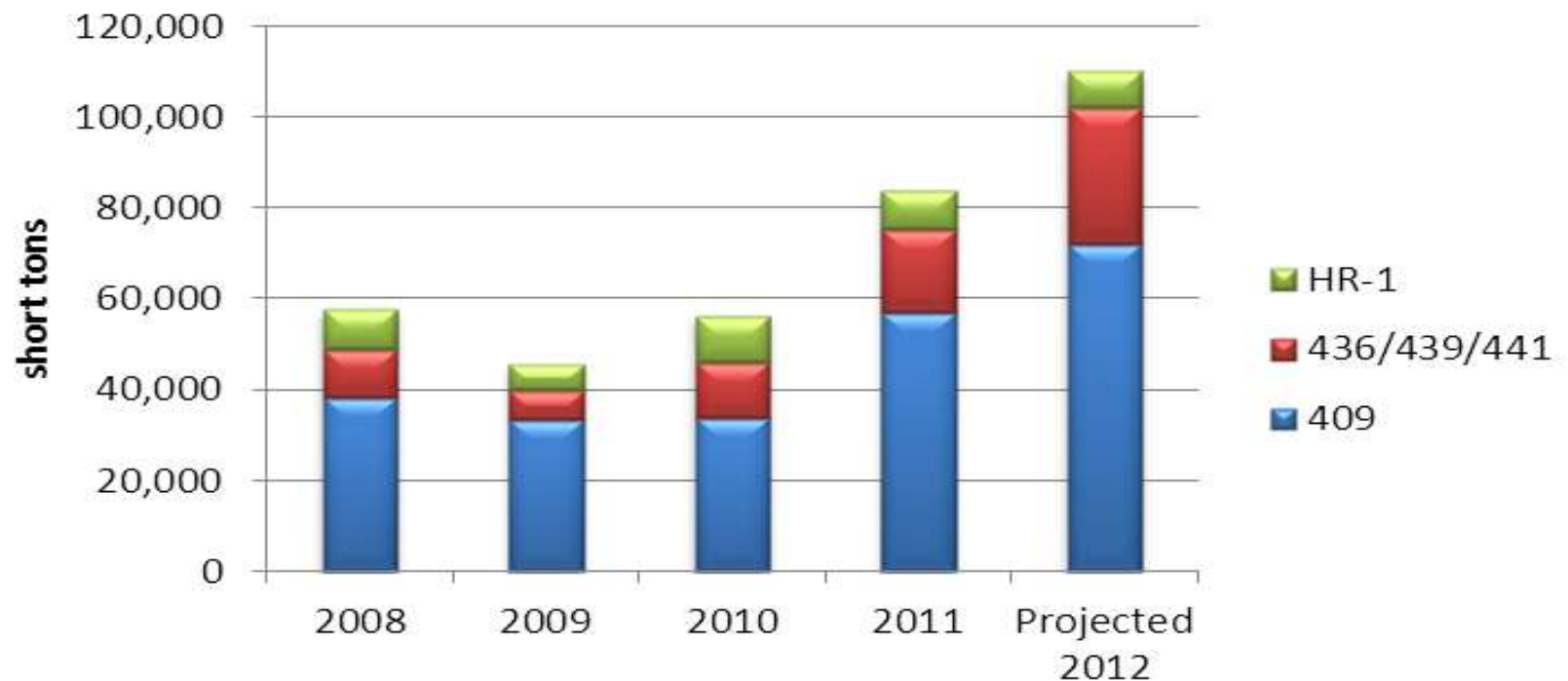
2012 Melt by Alloy

Flat and Long Products





NAS Automotive Shipments by Product





Flat

436/439/441/429

Automotive Exhaust Parts
Manifold Parts
Heat Exchanger Tubing

301

Sinks
Hose Clamps
Food Equipment
Railway and Subway Cars

304

Cookware
Food Preparation
Meat Processing
Brewery Equipment

316

Chemical Equipment
Pharmaceutical Equipment
Pulp and Paper Industry

201

Appliance
Truck Trailer
Cooking Equipment
Hose Clamps

409

Automotive Exhaust System
Agriculture
Heat Exchangers



APPLICATIONS

Flat 304



APPLICATIONS

Flat



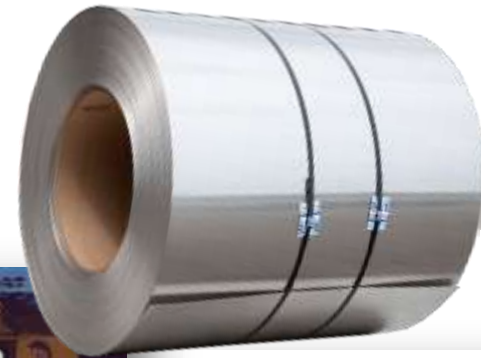
316





APPLICATIONS

**Flat
301**





APPLICATIONS

Flat 409





APPLICATIONS

Flat 430





APPLICATIONS

Flat 201





APPLICATIONS



Flat 436/439/441/429





Long

303

Nuts and Bolts
Screws
Bushings

304

Architectural Railings
Chemical Containers
Fasteners
Springs
Angles

316

Compression Fittings
Hardware
Hose Fittings
Springs
Angles

416

Axles
Fasteners
Bolts
Motor Shafts
Nuts and Screws
Valve Parts

Duplex

Rebar

17-4

Air Spray
Boat Fittings
Bearings
Gears
Hardware
Precision Rifle Barrels
Aerospace
Oil Drilling Shaft





APPLICATIONS

Long 304/316





APPLICATIONS

Long 303





APPLICATIONS

Long 416



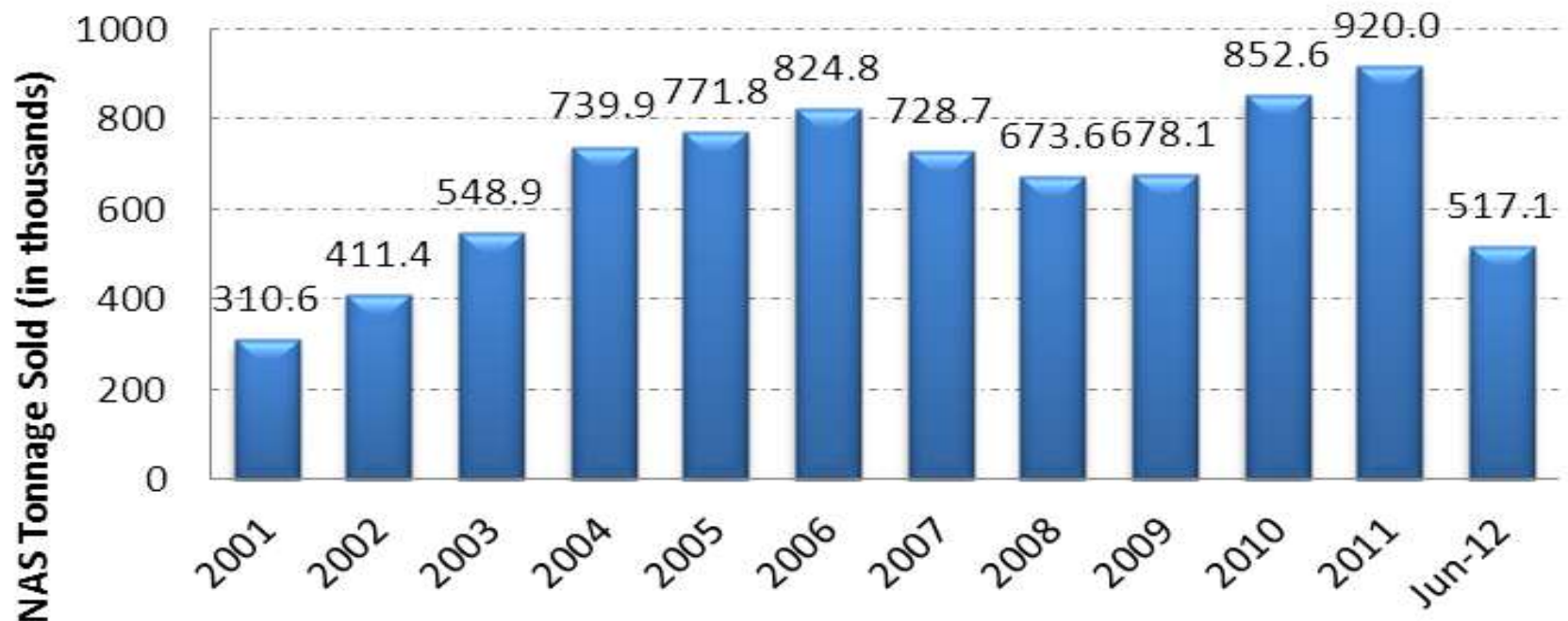
APPLICATIONS

Long 17-4





NAS Sales Volume Trends (Flat and Long Product)





NAS Financial Trends



North American Stainless



Historical Balance Sheet		Fiscal Years Ended December 31				
		2008	2009	2010	2011	June 2012-YTD
Current Assets (excluding interco. loan)		\$ 605,151,232	\$ 649,331,011	\$ 797,944,759	\$ 744,000,268	\$ 701,095,937
Intercompany Loan			\$ 15,000,000	\$ 200,000,000	\$ 350,000,000	\$ 500,000,000
Fixed Assets		\$ 1,383,336,402	\$ 1,362,084,001	\$ 1,284,818,614	\$ 1,205,630,305	\$ 1,176,886,102
Other Assets		\$ 3,643,692	\$ 22,597,831	\$ 6,939,314	\$ 6,726,964	\$ 6,571,002
<u>Total Assets</u>		<u>\$ 1,992,131,326</u>	<u>\$ 2,049,012,843</u>	<u>\$ 2,289,702,687</u>	<u>\$ 2,306,357,537</u>	<u>\$ 2,384,553,041</u>
Current Liabilities		\$ 141,754,461	\$ 219,398,050	\$ 403,122,430	\$ 319,437,190	\$ 303,298,956
Current Portion - Syndicated Loan		\$ -	\$ -	\$ -	\$ -	\$ 38,560,000
Long-Term Liabilities		\$ 232,624,675	\$ 259,837,605	\$ 280,330,670	\$ 331,497,932	\$ 337,798,425
Long-Term Portion - Syndicated Loan		\$ -	\$ -	\$ -	\$ -	\$ 327,760,000
<u>Total Liabilities</u>		<u>\$ 374,379,136</u>	<u>\$ 479,235,655</u>	<u>\$ 683,453,100</u>	<u>\$ 650,935,122</u>	<u>\$ 1,007,417,381</u>
<u>Shareholders' Equity</u>		<u>\$ 1,617,752,190</u>	<u>\$ 1,569,777,188</u>	<u>\$ 1,606,249,587</u>	<u>\$ 1,655,422,415</u>	<u>\$ 1,377,135,660</u>
<u>Total Liabilities and Shareholders' Equity</u>		<u>\$ 1,992,131,326</u>	<u>\$ 2,049,012,843</u>	<u>\$ 2,289,702,687</u>	<u>\$ 2,306,357,537</u>	<u>\$ 2,384,553,041</u>





NAS FINANCIAL STRENGTHS

- **DSO consistently averages at 30 days.**
- **Efficient inventory management:**
 - Raw material inventories average 15 days.
 - WIP and Finished Goods inventories average 30 days.
- **60-day terms from most significant raw material suppliers.**
- **Long-term debt of NAS at \$46.3M**
 - 30-yr bonds with maturities in 2030 and 2031.
 - Interest rate at below market levels (less than 2% for most of 2012).



North American Stainless



Historical Performance (\$ in millions)		Fiscal Years Ended December 31				
		2008	2009	2010	2011	June 2012-YTD
Total Revenue		\$ 2,647.50	\$ 1,538.00	\$ 2,681.00	\$ 3,058.70	\$ 1,488.70
% Growth		-19.5%	-41.9%	74.3%	14.1%	
EBITDA		\$ 307.30	\$ 12.30	\$ 337.20	\$ 388.00	\$ 183.60
EBITDA Margin		11.6%	0.8%	12.6%	12.7%	12.3%
Cash & Cash Equivalents (includes interco. loan)		\$ 35.50	\$ 41.60	\$ 218.00	\$ 405.60	\$ 540.00
Total Funded Debt (includes syndicated loan)		\$ 52.30	\$ 46.30	\$ 46.30	\$ 46.30	\$ 412.62
Shareholders' Equity (includes off-set for syndicated loan)		\$ 1,614.50	\$ 1,569.80	\$ 1,606.20	\$ 1,655.00	\$ 1,377.10
Total Capitalization		\$ 1,666.80	\$ 1,616.10	\$ 1,652.50	\$ 1,701.30	\$ 1,789.72
Funded Debt/Capitalization		3%	3%	3%	3%	23%
Funded Debt/EBITDA		0.2	3.8	0.1	0.1	2.2





2012 Syndicated Loan

- Closed in January 2012 for a total of \$482M
- \$385.6 Term Loan for ACX with 5-year term
- \$96.4M Revolver for NAS
- Two covenants measured as NAS level

Participating banks:

BB&T

JP Morgan Chase

Wells Fargo

5/3 Bank

Regions Bank

US Bank

Bank of Montreal

Huntington Bank

PNC Bank

Bank of Kentucky





2012 Syndicated Loan

Fixed Charge Coverage Ratio determines loan spread and must be at least 2X

$\leq 2.75X$	2.00%
$> 2.75X$ but $\leq 3.5X$	1.75%
$> 3.5X$ but $\leq 4.25X$	1.50%
$> 4.25X$	1.25%

Current coverage ratio is 3.78X

Adjusted Debt to Adjusted Capitalization
no greater than 50%

Current ratio is 32%



North American Stainless





Thank you



*Investor & Analyst's Day
Campo de Gibraltar, Oct.3, 2012*



Bahru Stainless: One Step Beyond



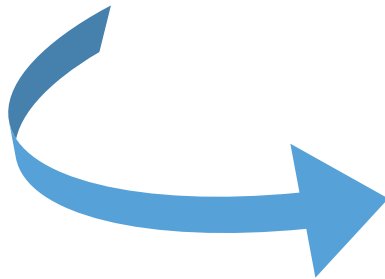


Malaysia/ Main advantages

- ▶ Strategic location at the seaside.
- ▶ Strong and growing local markets in ASEAN.
- ▶ Competitive costs.
- ▶ Malaysia: Stable and developed country, with good infrastructure.
- ▶ Developed commercial presence in the region of Acerinox.
- ▶ Unique geographic distribution of the group within the stainless steel sector.
- ▶ Consolidate the presence in the region with the highest consumption and growth of the world.

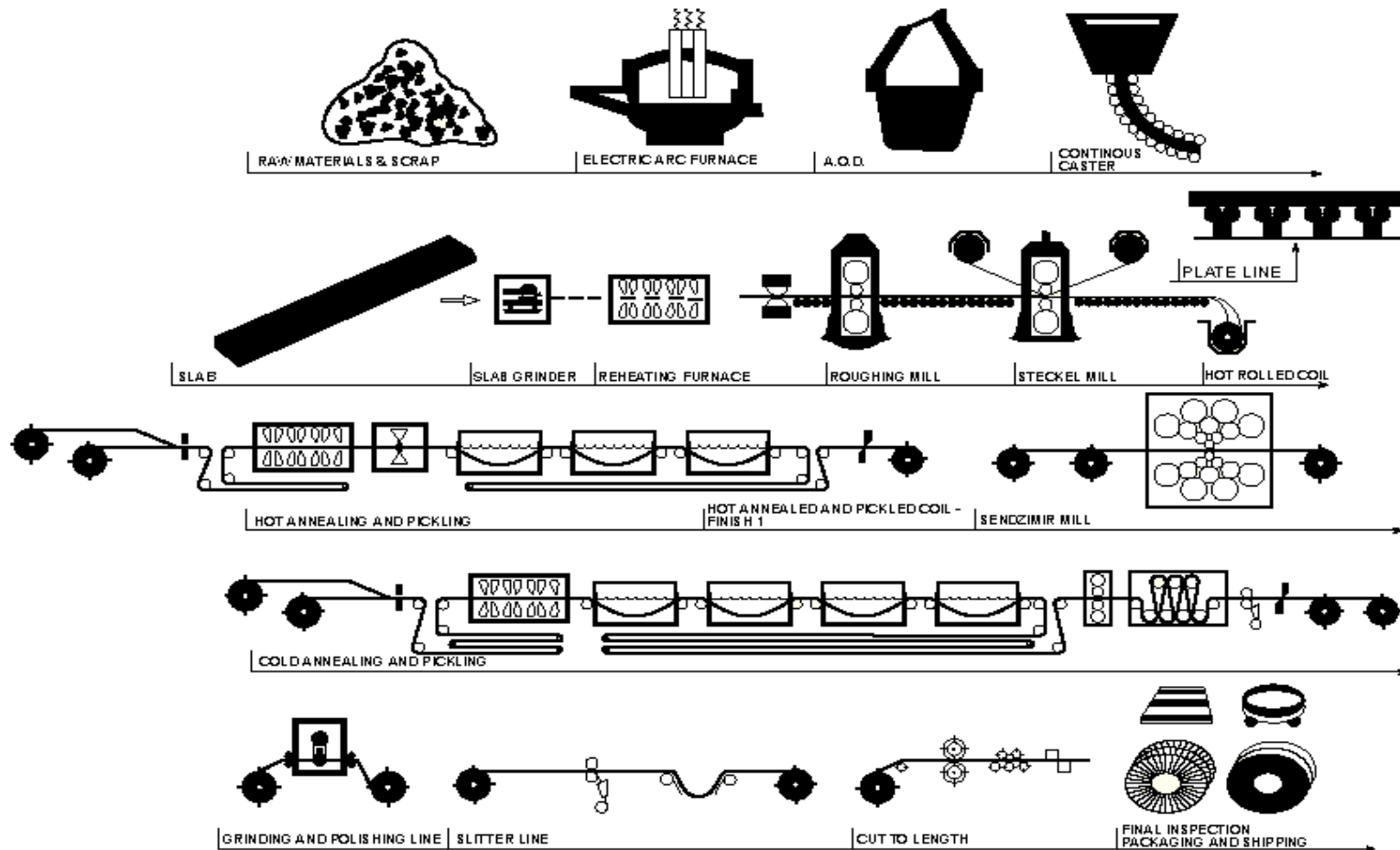


Bahru Stainless



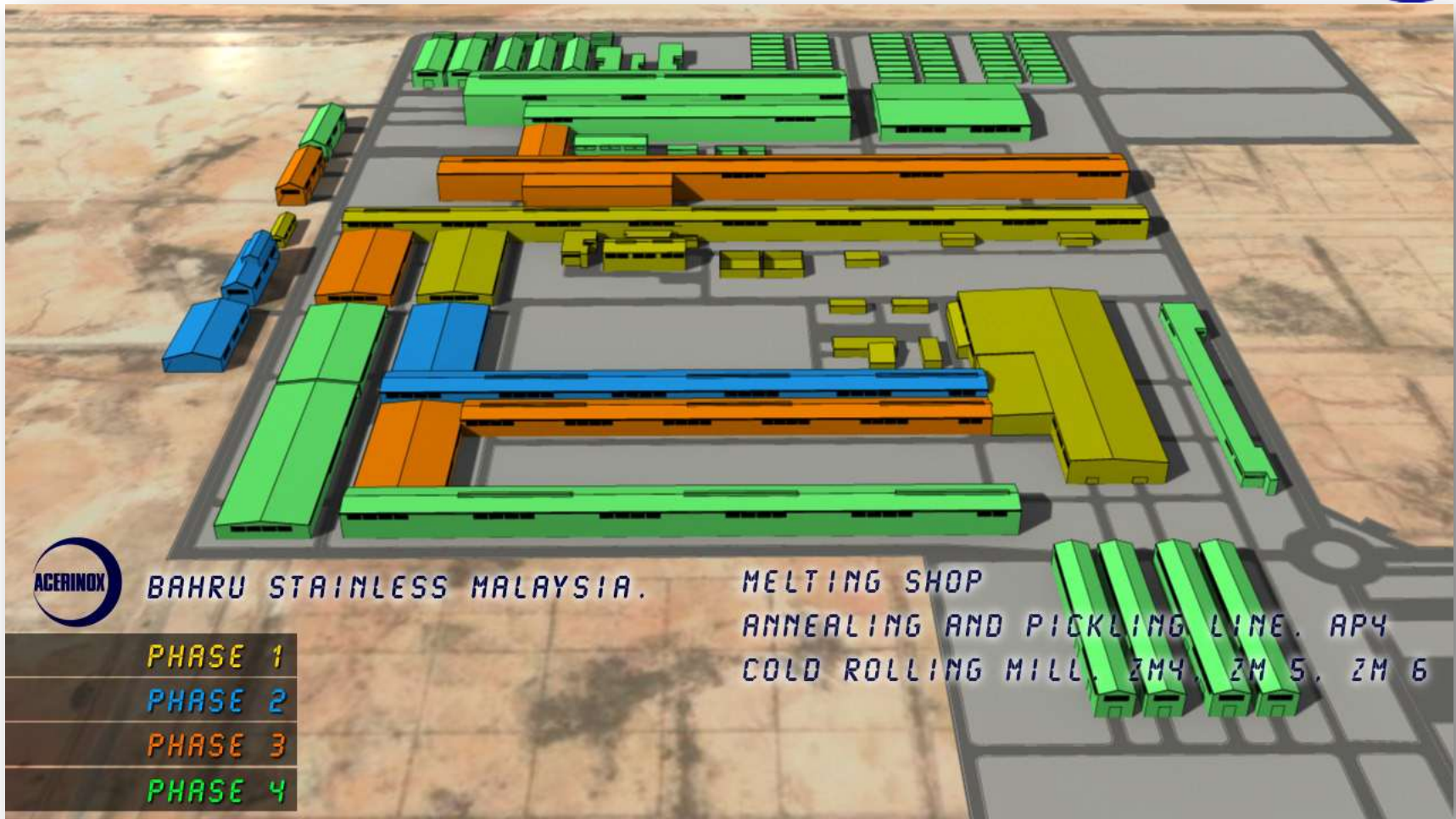


Project – Integrated Stainless Steel Mill





General Plant Lay-out : Phase IV



BAHRU STAINLESS MALAYSIA.

MELTING SHOP
ANNEALING AND PICKLING LINE. AP4
COLD ROLLING MILL. ZM4, ZM 5, ZM 6

PHASE 1

PHASE 2

PHASE 3

PHASE 4





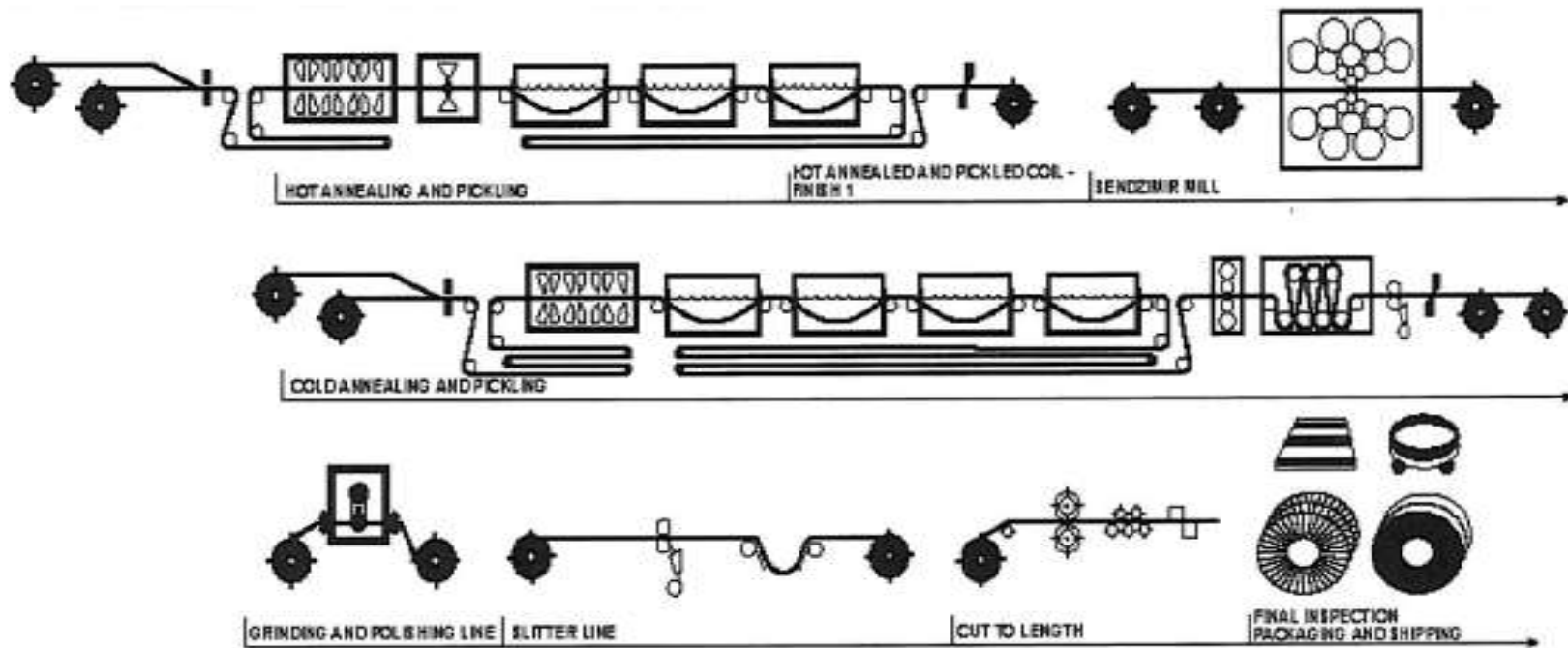
Phases committed for development

- ✓ Development of a new integrated stainless steel Plant in Malaysia.
- ✓ Phase I in operation.
- ✓ Phase II under construction.

		Equipments (000.000 USD)	Production (Mt/year)
Phase I	ZM 1 + AP 1 + Finishing lines	370	240,000
Phase II	ZM 2 + AP 2 + Finishing lines	310	400,000
		680	
TOTAL PROJECT :		1 million mt/ year	

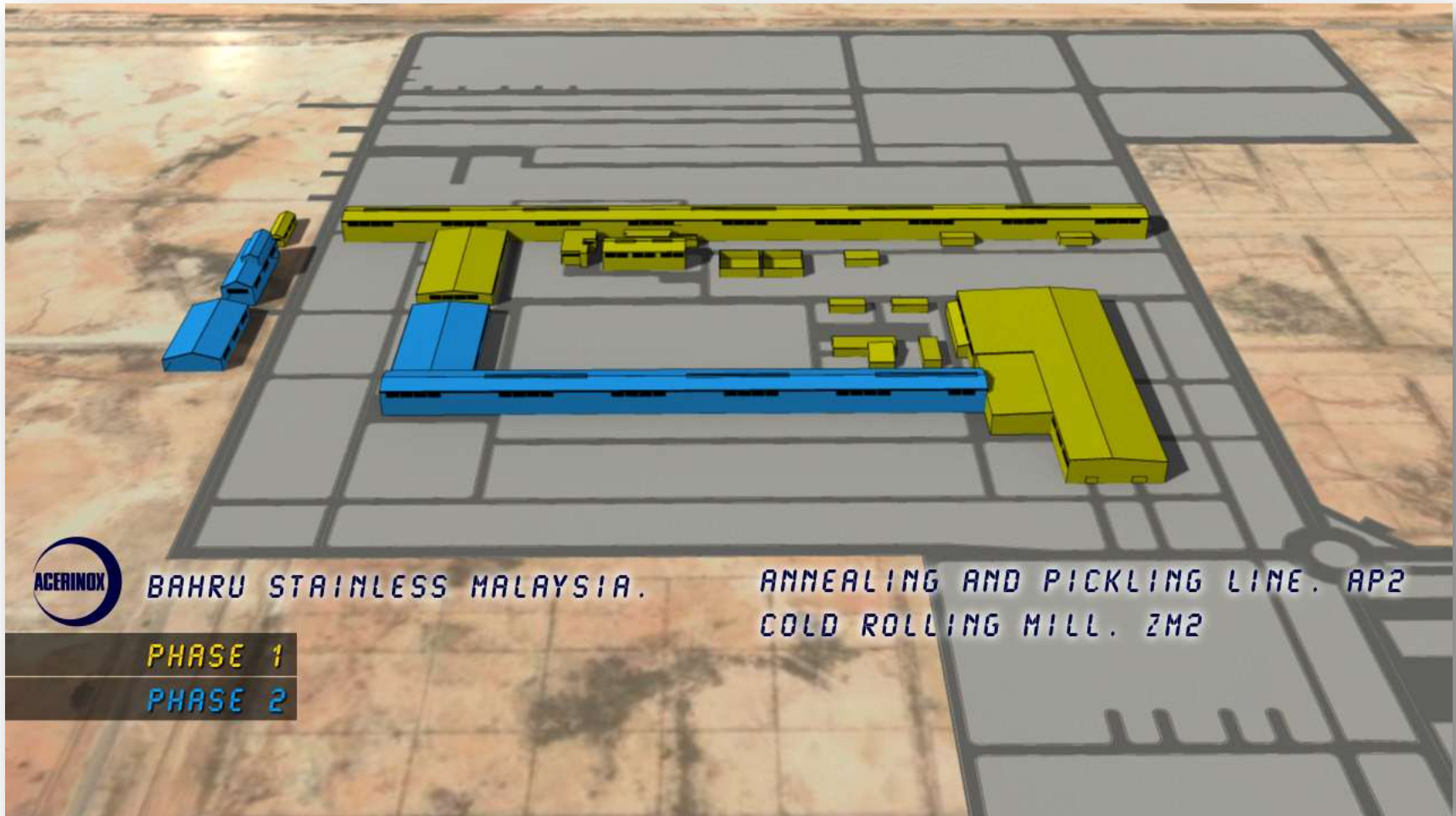


Currently Re-roller Situation





General Plant Lay-out : Phase I&II





One Step Beyond

PIER





STATISTICS FOR PHASE I & II

PHASE	I	II
Approved Investment	MYR 1.297 Billion	MYR 999 Million
Area under roof	72,042 m ²	36,940 m ²
No. of piling points	9,161	3,783
Concrete used	118,258 m ³	36,587 m ³
Reinforcing bar	8,692 MT	4,547 MT
Steel structure	18,780 MT	7,704 MT





ANNEALING & PICKLING LINE





ANNEALING & PICKLING LINE (" AP 1 ")



AP 1 ENTRY





AP 1 FURNACE



AP 1 FURNACE AND
QUENCH SECTION





AP 1 PICKLING





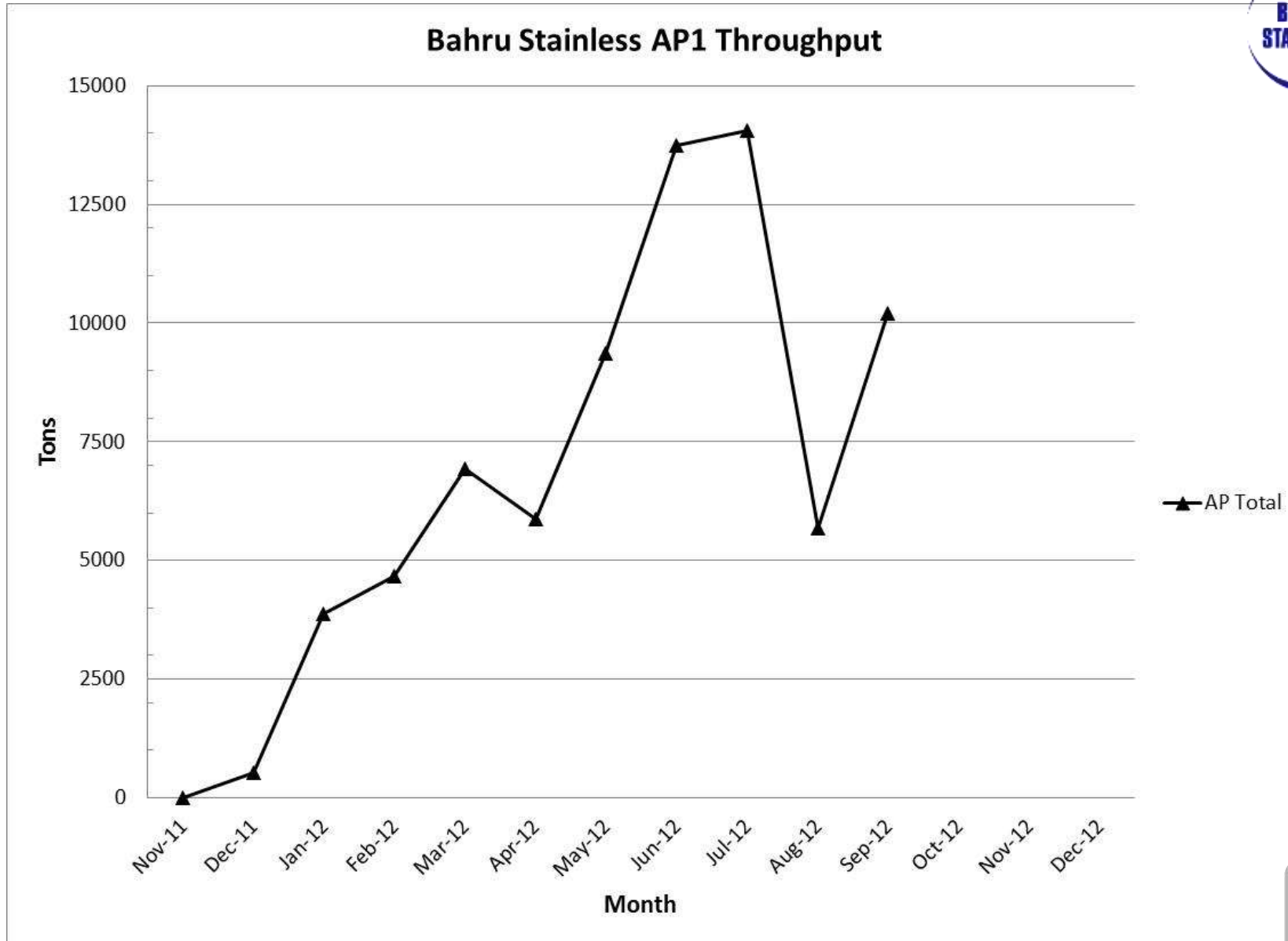
AP 1 EXIT





12th December 2011
AP 1 First Production Coil







COLD ROLLING REDUCTION (ZM 1)



ZM



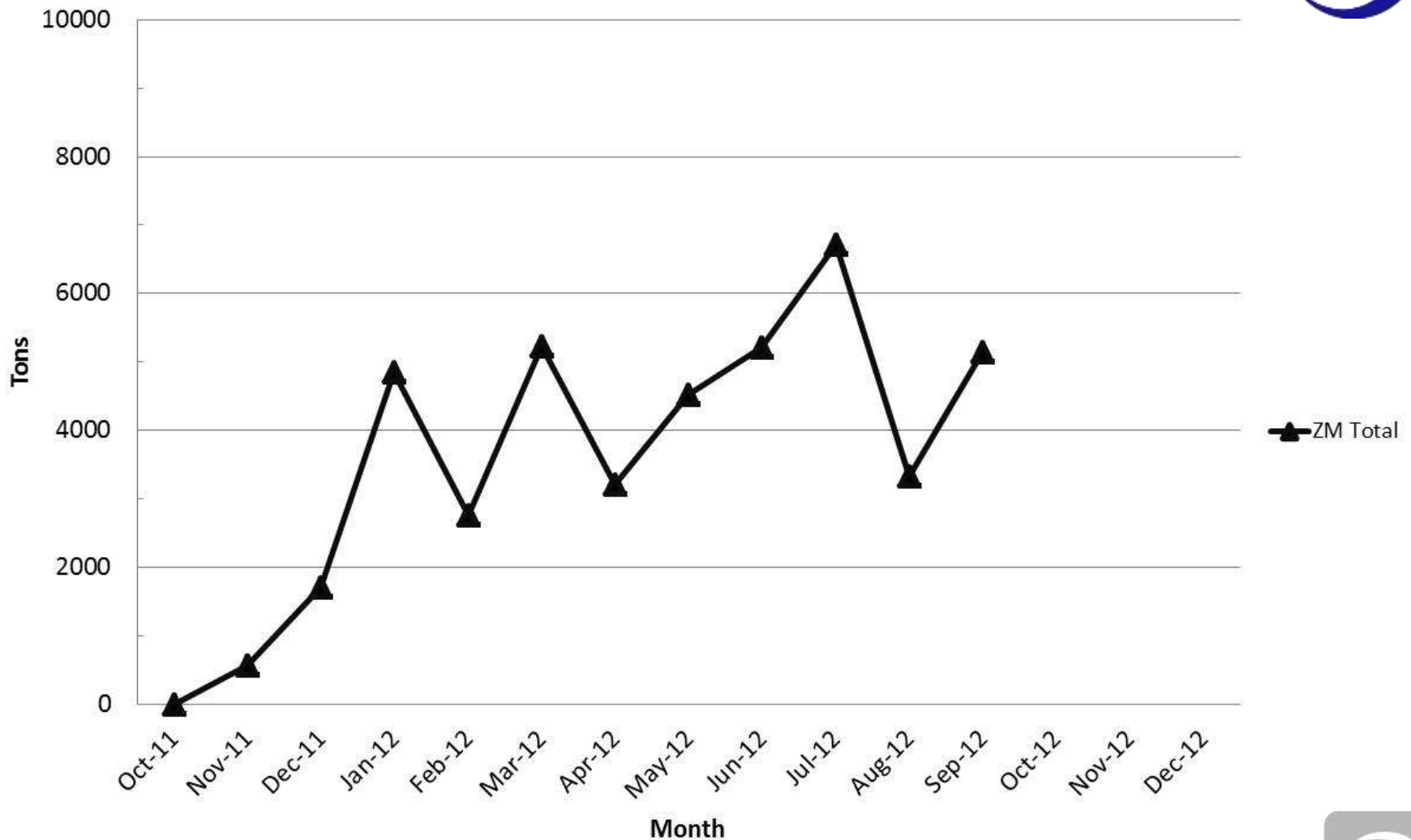


15th August 2011
ZM 1 First Production Coil





Bahru Stainless ZM1 Throughput



FINISHING LINES



CUT TO SHEET



SLITTING LINE



SKIN PASS MILL



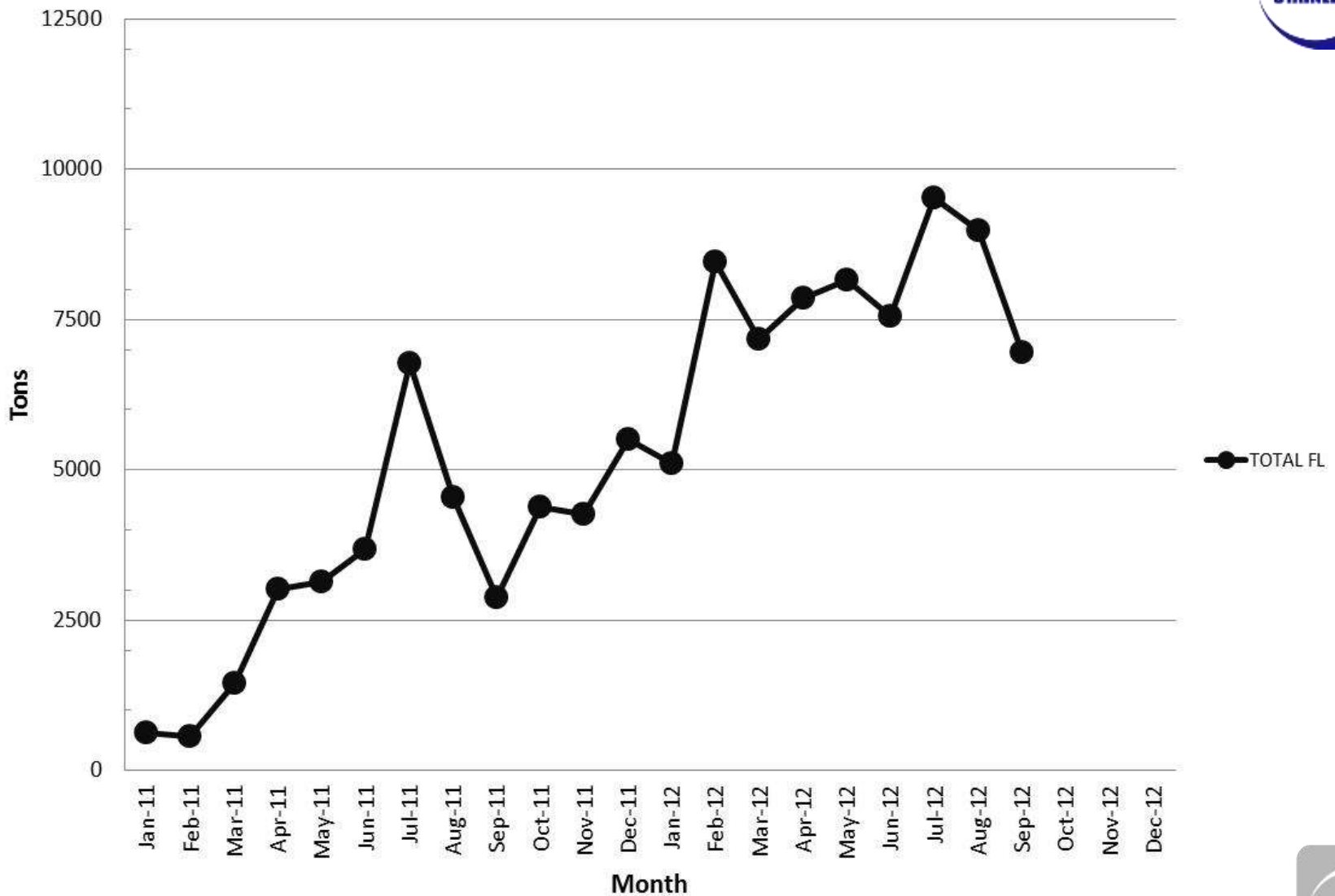


7th September 2011
SKP First Production Coil





Bahru Stainless Fin Lines Throughput



WATER TREATMENT PLANT



Z MILL 2



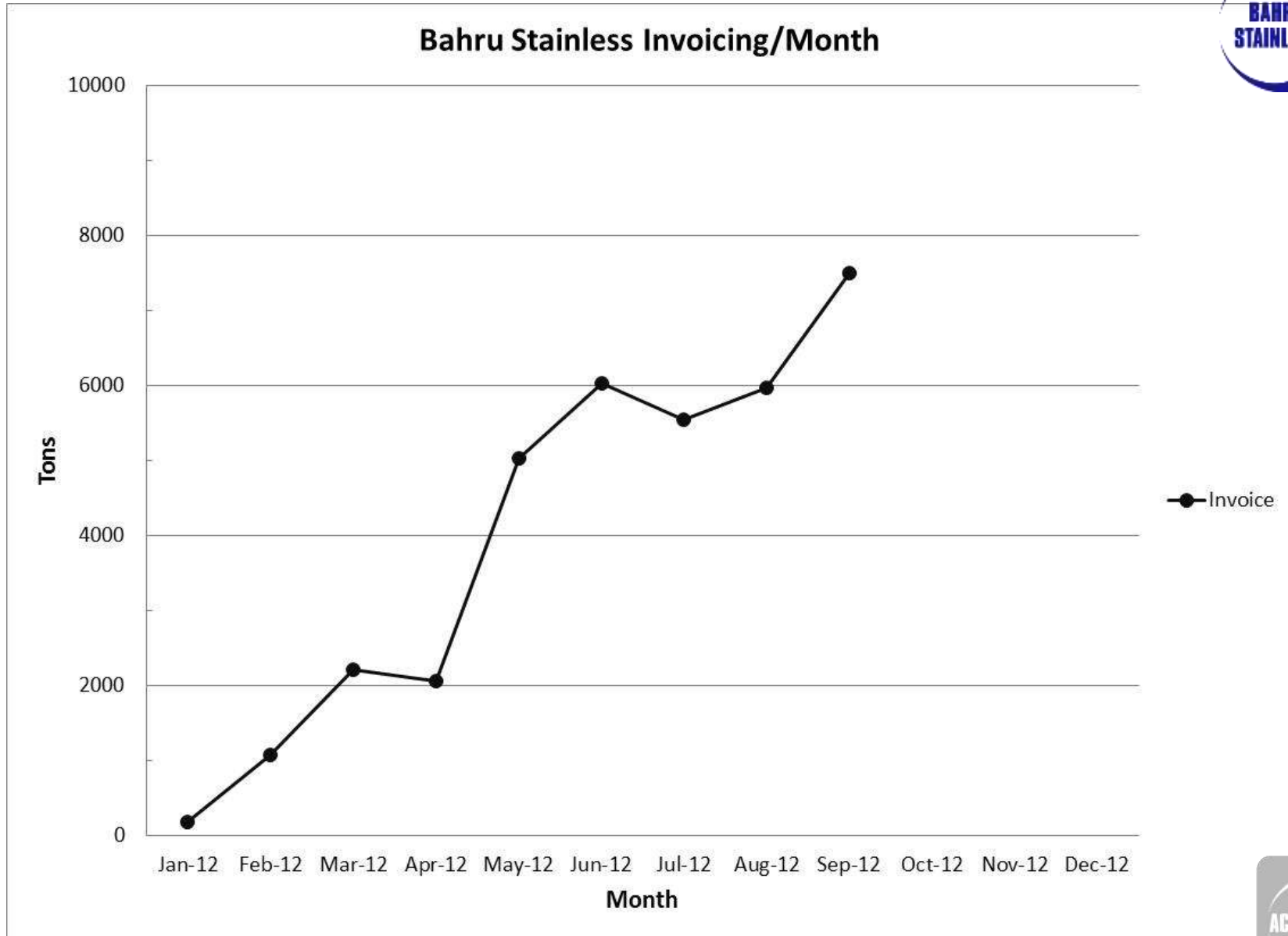
ANEAL & PICKLE LINE 2





MAIN ADMINISTRATION OFFICE



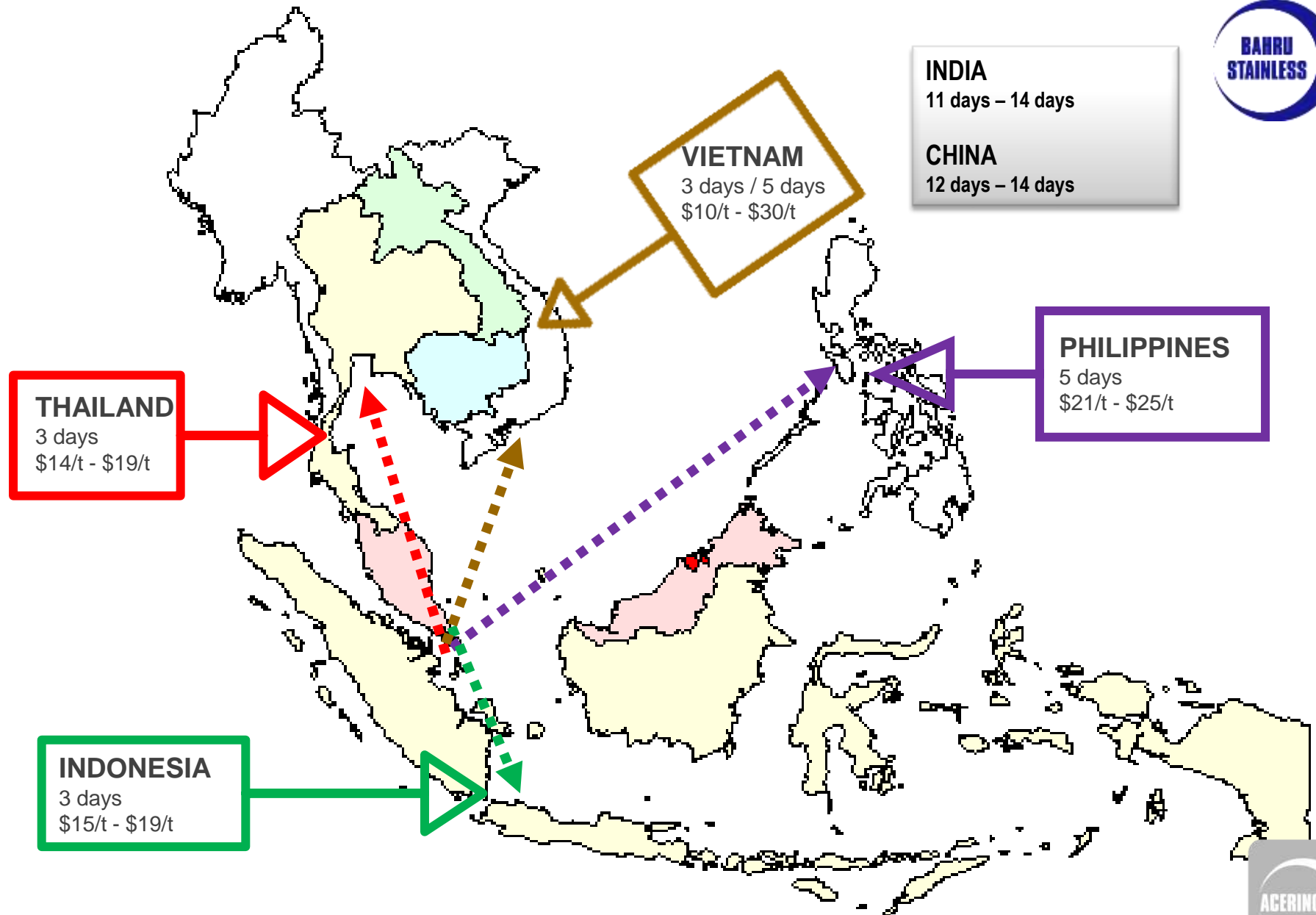




Invoiced – from January to August 2012

COUNTRY		(t)
Export	Australia	2,406
	India	4,624
	Indonesia	2,195
	New Zealand	489
	Pakistan	66
	Singapore	779
	Sri Lanka	21
	Thailand	6,114
	Vietnam	2,311
Subtotal Export		19,005
Domestic	Malaysia	9,092
Subtotal Domestic		9,092
TOTAL INVOICED		28,097
COUNTRY		(t)
Hire Works	Malaysia	14,197





INDIA
11 days – 14 days

CHINA
12 days – 14 days

PHILIPPINES
5 days
\$21/t - \$25/t

THAILAND
3 days
\$14/t - \$19/t

INDONESIA
3 days
\$15/t - \$19/t





ASEAN ZONE STAINLESS STEEL MARKET

ASEAN Countries	Population (million)	Total flat consumption of SS (Mt/year)	SS production (Mt/year)	Consumption per capita (kg/year)
Thailand	67	281,370	150,000	4.2
Malaysia	29	182,116	---	6.2
Singapore	5	75,518	---	14.1
Indonesia	249	194,418	100,000	0.8
Vietnam	92	260,256	80,000	2.8
Philippines	104	37,048	---	0.4
Burma	55	10,000	---	0.1
Laos	7		---	0.1
Brunei	0		---	0.1
Cambodia	15		---	0.1
<i>Total ASEAN countries</i>	622	1,040,726	330,000	1.7

Data referred to year 2011





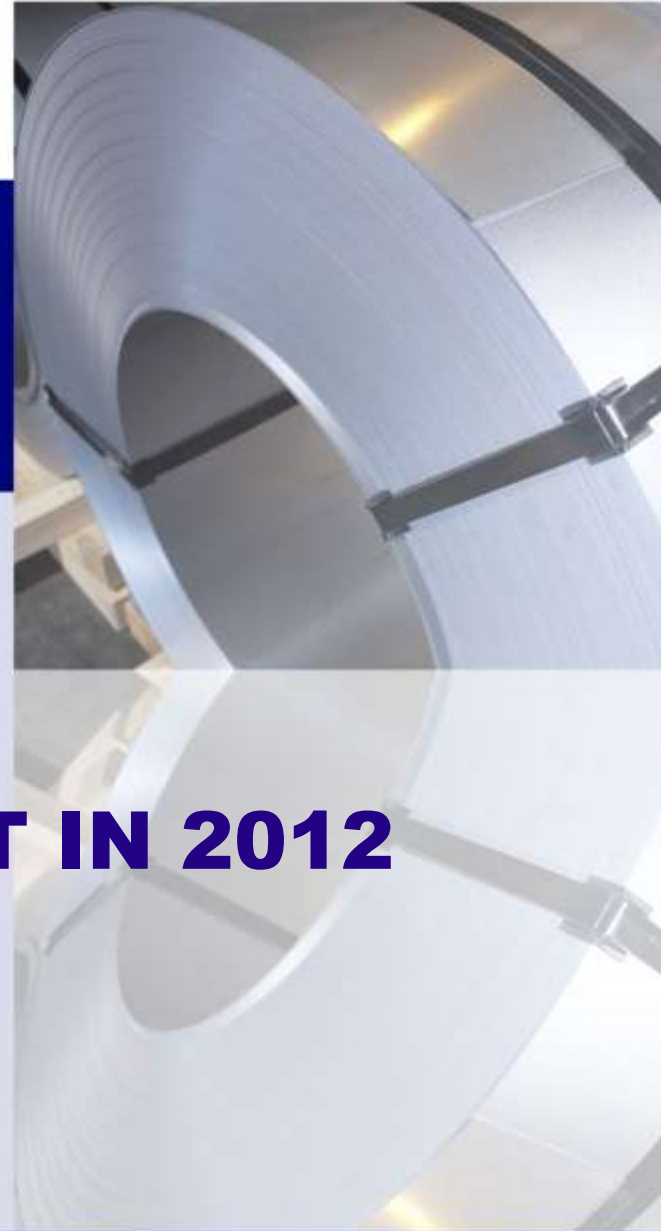
Thank you



*Investor & Analyst's Day
Campo de Gibraltar, Oct.3, 2012*



STAINLESS STEEL MARKET IN 2012

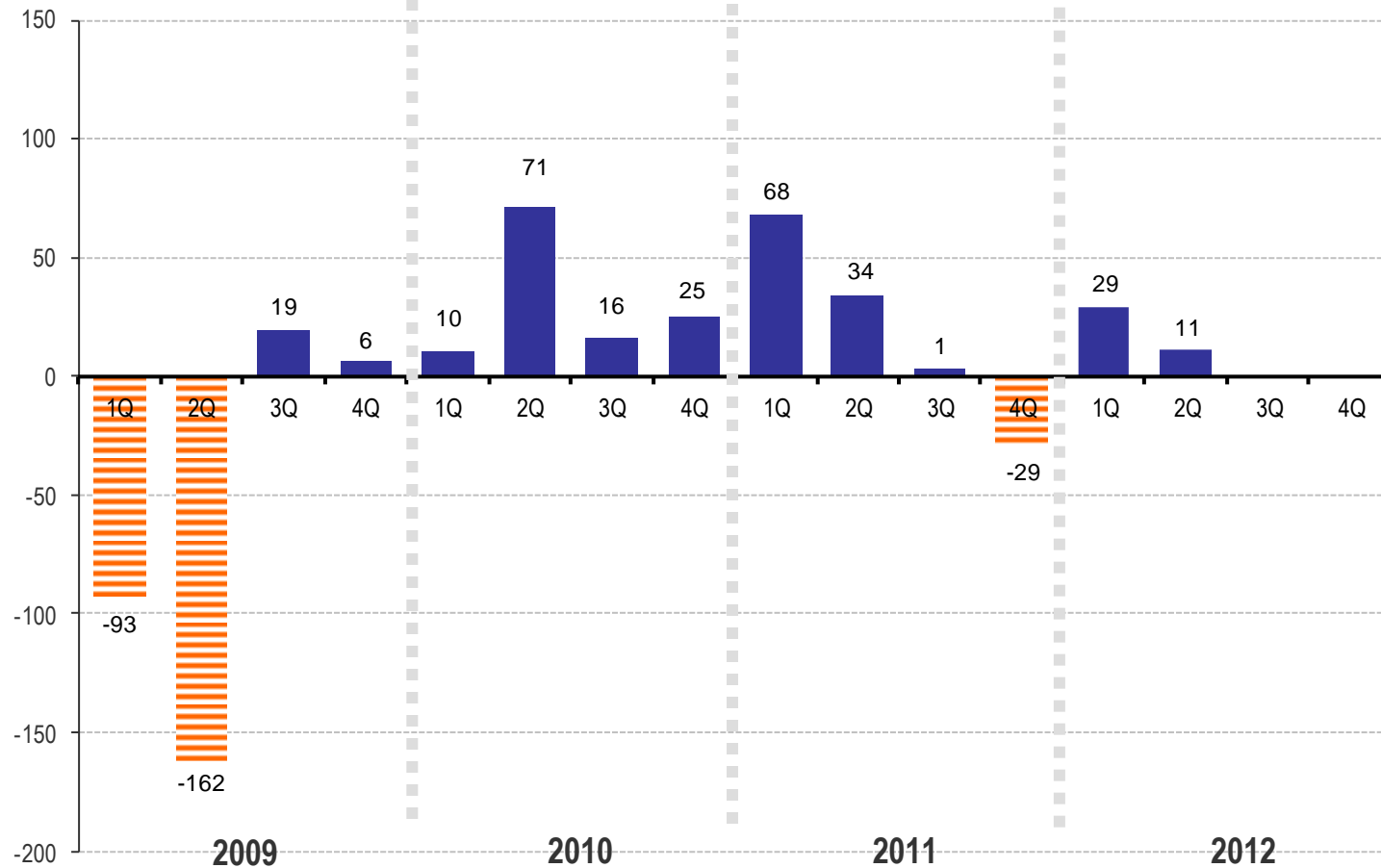


Quarterly Profit & Loss Account

Million €	Year 2011				Year 2012		Variation year 2011
	1º Q. 11	2º Q. 11	3º Q. 11	4º Q. 11	1º Q. 12	2º Q. 12	
Net sales	1,413.35	1,147.13	1,061.29	1,050.48	1,230.42	1,188.72	-5.5%
Gross margin	388.81	329.84	261.07	240.24	341.86	320.85	-7.8%
% over sales	27.5%	28.8%	24.6%	22.9%	27.8%	27.0%	
Gross Operating Result / EBITDA	151.21	106.18	58.30	24.82	96.62	69.29	-35.5%
% over sales	10.7%	9.3%	5.5%	2.4%	7.9%	5.8%	
EBIT	114.09	69.81	21.69	-13.17	60.00	30.61	-50.7%
% over sales	8.1%	6.1%	2.0%	-1.3%	4.9%	2.6%	
Result before taxes	102.51	54.13	5.50	-29.51	45.80	14.05	-61.8%
Result after taxes and minorities	67.81	33.99	0.96	-29.03	29.36	10.80	-60.5%
Depreciation	37.36	35.93	36.45	37.06	36.89	37.56	1.6%
Net cash flow	105.16	69.91	37.41	8.03	66.25	48.36	-34.5%

Result After Taxes and Minorities

Million €



Acerinox performance in 2012

- ▶ Strengthening of the financial structure.
- ▶ Improvement of the efficiency.
- ▶ Improvement of the productivity.
- ▶ Commercial network rationalization.
- ▶ Start up of Bahru Stainless.
- ▶ Development of the second phase of Bahru Stainless.
- ▶ Commercial expansion in Asia.
- ▶ Compliance and sustainability.



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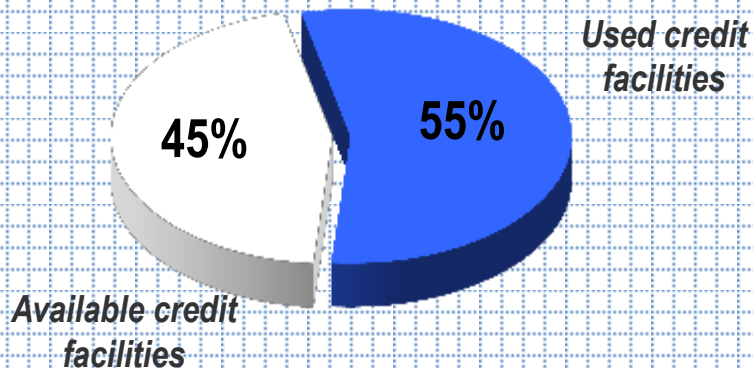


Strengthening of the financial structure

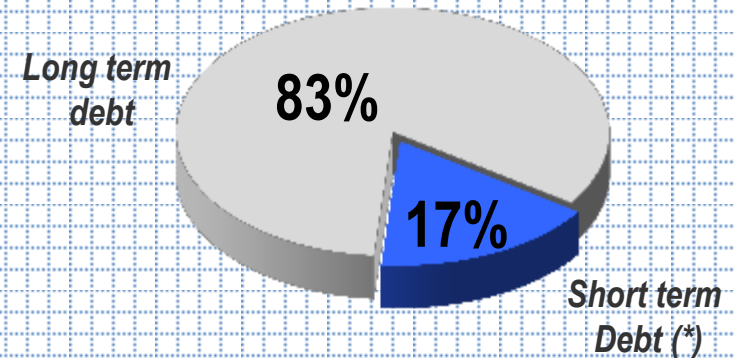
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- \$385.6 Term Loan for ACX with 5-year term
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June 2012



June 2012



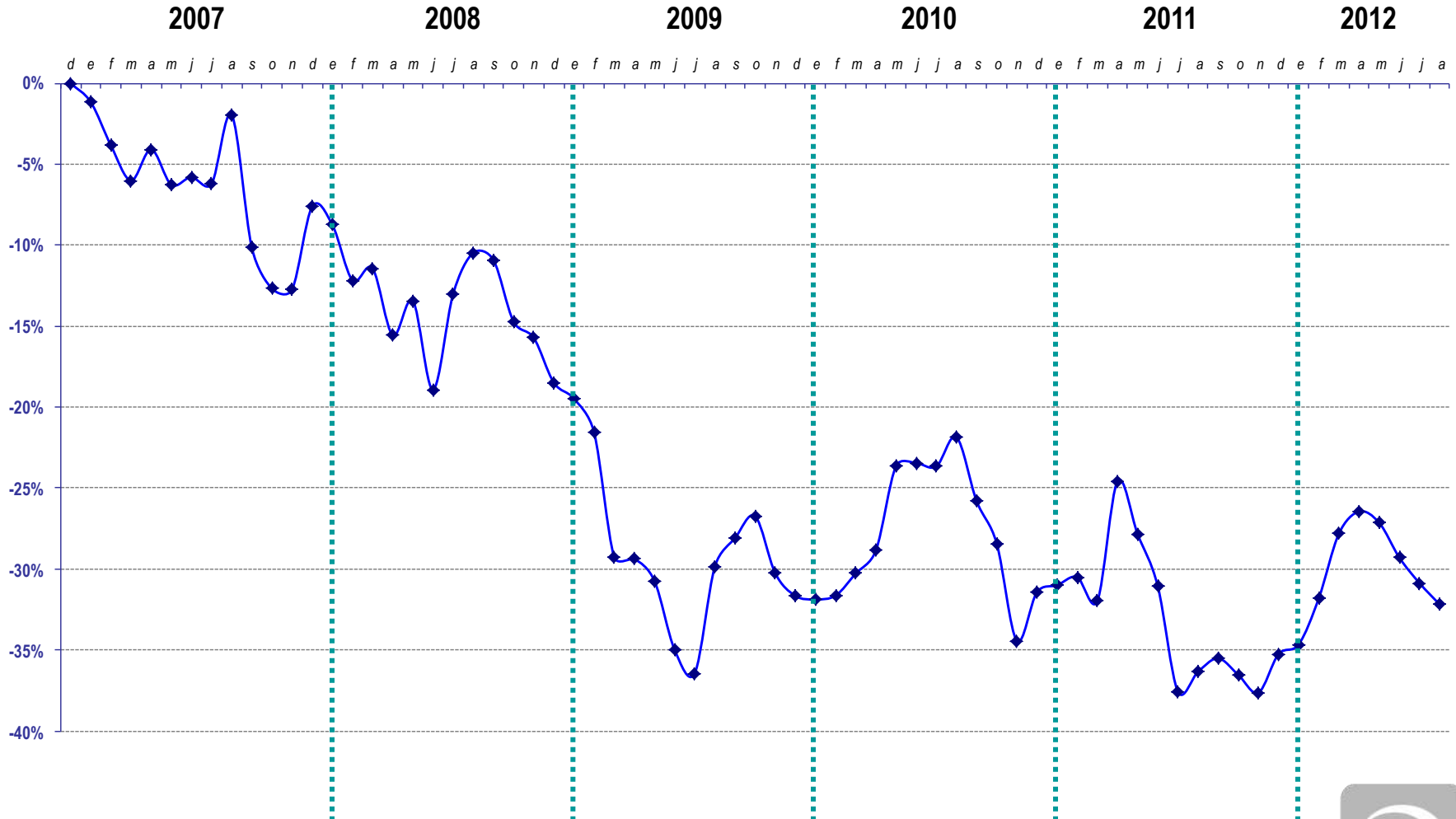
(*) Treasury has been deducted from the short term debt

TOTAL EXISTING LINES:

2,413 million €

Strengthening of the financial structure

Monitoring stocks



Acerinox performance in 2012

- ▶ Strengthening of the financial structure.
- ▶ Improvement of the efficiency.
- ▶ Improvement of the productivity.
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- ▶ Start up of Bahru Stainless.
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Improvement of the efficiency

Excellence Plan I

Excellence plan II

2009 - 2010	2011 - 2012
<ul style="list-style-type: none">■ 10 chapters■ Internal benchmarking■ Realistic targets■ Recurrent savings: 133 million €/year■ Result: 73% (97 million €)	<ul style="list-style-type: none">■ 15 chapters■ Internal benchmarking■ Realistic targets (including part of Excellence I)■ Recurrent savings: 90 million €/year■ Already reach: 51% (46 million €)

Acerinox performance in 2012

- ▶ Strengthening of the financial structure.
- ▶ Improvement of the efficiency.
- ▶ Improvement of the productivity.
- ▶ Commercial network rationalization.
- ▶ Start up of Bahru Stainless.
- ▶ Development of the second phase of Bahru Stainless.
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- ▶ Compliance and sustainability.



Improvement of the productivity

Reduction of fixed costs

Labour Agreement in Acerinox Europa

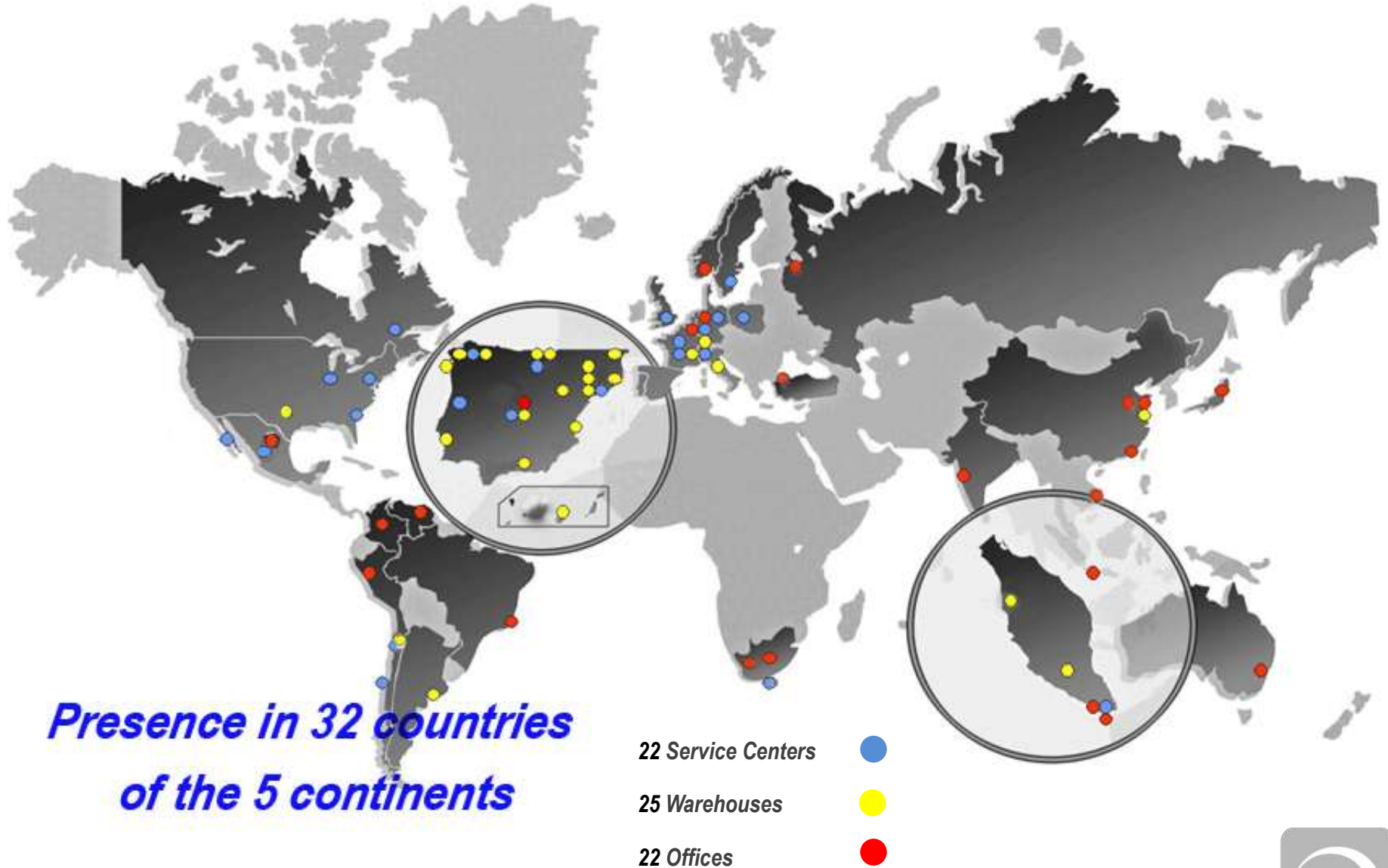
Rejuvenation of the workforce

Training plan for the excellence

Acerinox performance in 2012

- ▶ Strengthening of the financial structure.
- ▶ Improvement of the efficiency.
- ▶ Improvement of the productivity.
- ▶ Commercial network rationalization.
- ▶ Start up of Bahru Stainless.
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- ▶ Commercial expansion in Asia.
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Commercial network rationalization



Acerinox performance in 2012

- ▶ Strengthening of the financial structure.
- ▶ Improvement of the efficiency.
- ▶ Improvement of the productivity.
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- ▶ Start up of Bahru Stainless.
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Start up of Bahru Stainless



Start up of Bahru Stainless

2009



2012



Acerinox performance in 2012

- ▶ Strengthening of the financial structure.
- ▶ Improvement of the efficiency.
- ▶ Improvement of the productivity.
- ▶ Commercial network rationalization.
- ▶ Start up of Bahru Stainless.
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Development of the second phase of Bahru Stainless

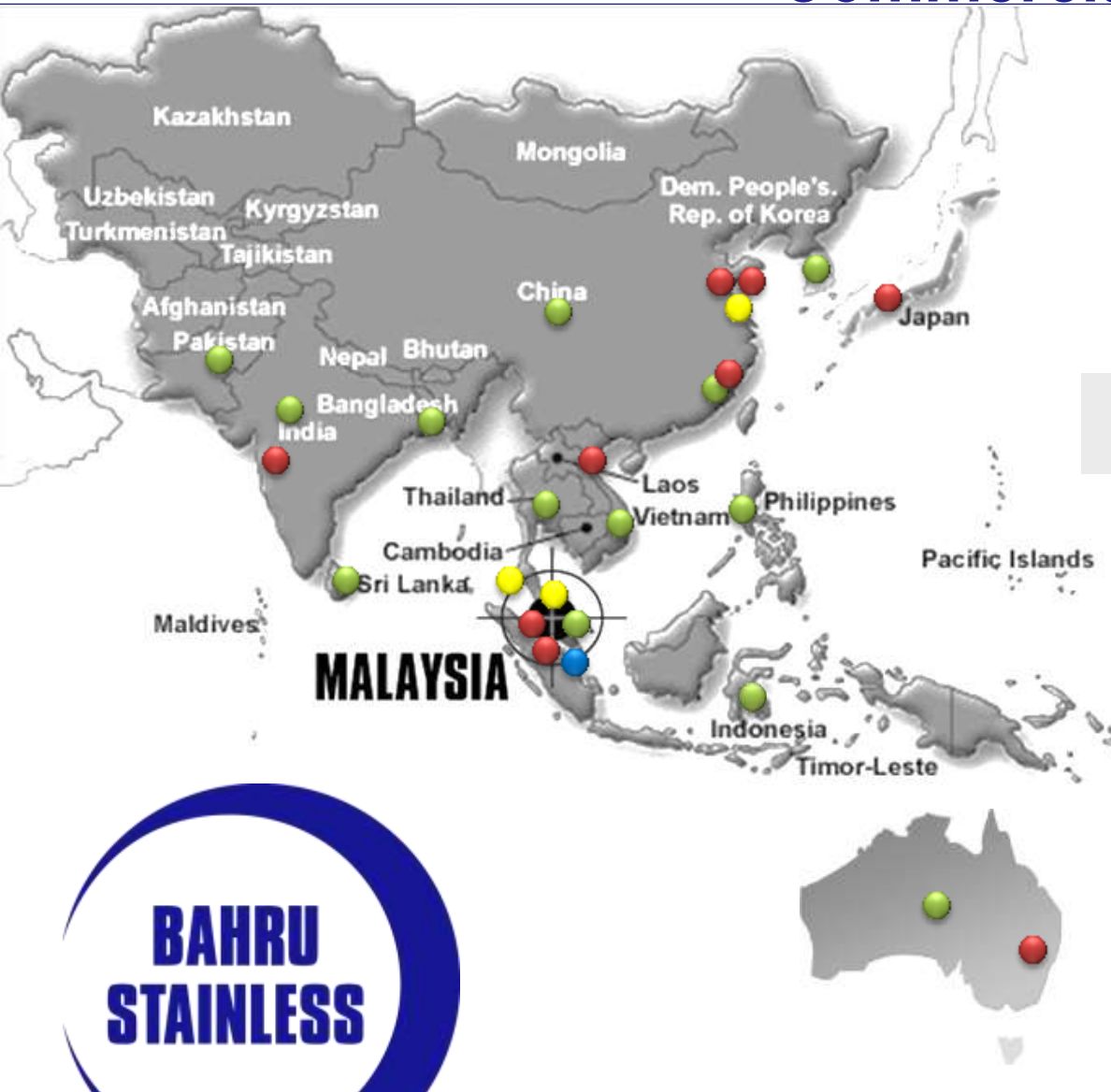


Acerinox performance in 2012





- ▶ Strengthening of the financial structure.
- ▶ Improvement of the efficiency.
- ▶ Improvement of the productivity.
- ▶ Commercial network rationalization.
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Commercial expansion in Asia



 **NISSHIN STEEL**

-  Service Centers
-  Warehouses
-  Offices
-  Commercial agents

Acerinox performance in 2012

- ▶ Strengthening of the financial structure.
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Improvements in sustainability and accident rates

SUSTAINABILITY – Black Empowerment




**NERA**
NATIONAL EMPOWERMENT RATING AGENCY

MEASURED ENTERPRISE	
Company Name	COLUMBUS STAINLESS (PTY) LTD
Trade Name	COLUMBUS STAINLESS (PTY) LTD
Location	Men Stone, Nelson Mandela Drive, Mafikeng, Mmaseburg
Registration Number	19890047507
VAT Number	404180388
Certificate Number	GEN 14215 REV1

B-BBEE SCORE PER ELEMENT	
Equity Ownership	0.00
Management & Control	3.00
Employment Equity	0.00
Skills Development	0.10
Preferential Procurement	13.00
Enterprise Development	15.00
Socio Economic Development	0.00

B-BBEE STATUS	
B-BBEE Recognition Level	80 %
B-BBEE Status	Level 6 Contributor
Black Ownership	0.00 %
Black Female Ownership	0.00 %
Value Added Supplier	No
Enterprise Development Beneficiary	No
Beneficiary Category	N/A
Applicable Scorecard	Generic Scorecard
Applicable BEE Code	Generic Code 29617
Verification Date	05-September-2012
Expiry Date	04-September-2013


Sizelle Ngidi
Verification Manager

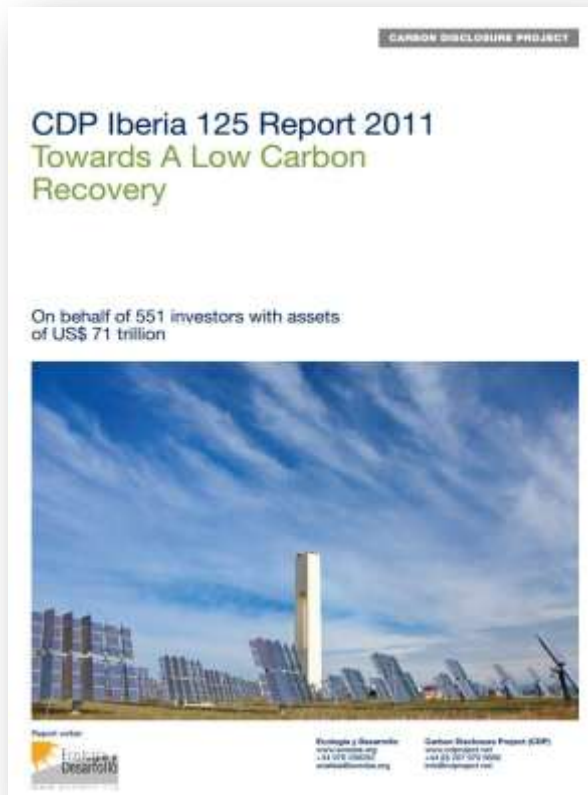

Sanas
BEE 100

NERA is a SANAS Accredited Verification Agency. NERA has assessed and verified the relevant B-BBEE Elements of the above mentioned enterprise, to provide an independent and impartial opinion on the B-BBEE status of the enterprise, based on the Broad-Based BEE Codes of Good Practice (Codes 900-905).
www.nera.co.za
National Empowerment Rating Agency (Pty) Ltd Reg. 2005/04106287

Improvements in sustainability and accident rates

SUSTAINABILITY

Carbon Disclosure



Global Reporting Initiative (GRI)



Improvements in sustainability and accident rates

ACCIDENT RATES



- **Accident rate** = total no. injuries or illnesses * 200,000 / no. worked hours.

2012 Awards



Prince Felipe de Borbón presented Acerinox the award to the trajectory of Internationalization
(Círculo de Empresarios, January 2012)



Acerinox receives the Trade & Innovation Award for its expansion in the US
(AmChamSpain, September 2012)



Thank you very much

Questions & Answers

