

INVESTORS AND CAPITAL MARKETS DAY

November 12, 2014



EXCELLENCE PLAN III 2013 - 2014

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Commercial Director

Excel Plan III 2013 - 2014



ACERINOX

INVESTORS AND CAPITAL MARKETS DAY

Excellence Plan I
2009 - 2010:

133
million €



Excel Plan III 2013 - 2014

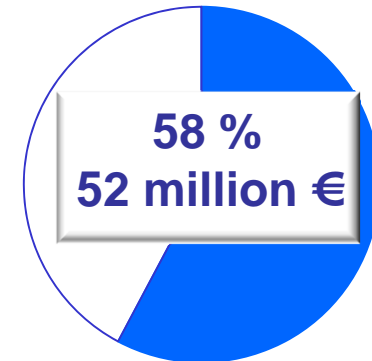
Excellence Plan I
2009 - 2010:

133
million €



Excellence Plan II
2011 - 2012:

90
million €



Excel Plan III 2013 - 2014

Excellence Plan I
2009 - 2010:

133
million €



73 %
97 million €

Excellence Plan II
2011 - 2012:


90
million €



58 %
52 million €

Excellence Plan III
2013 - 2014:

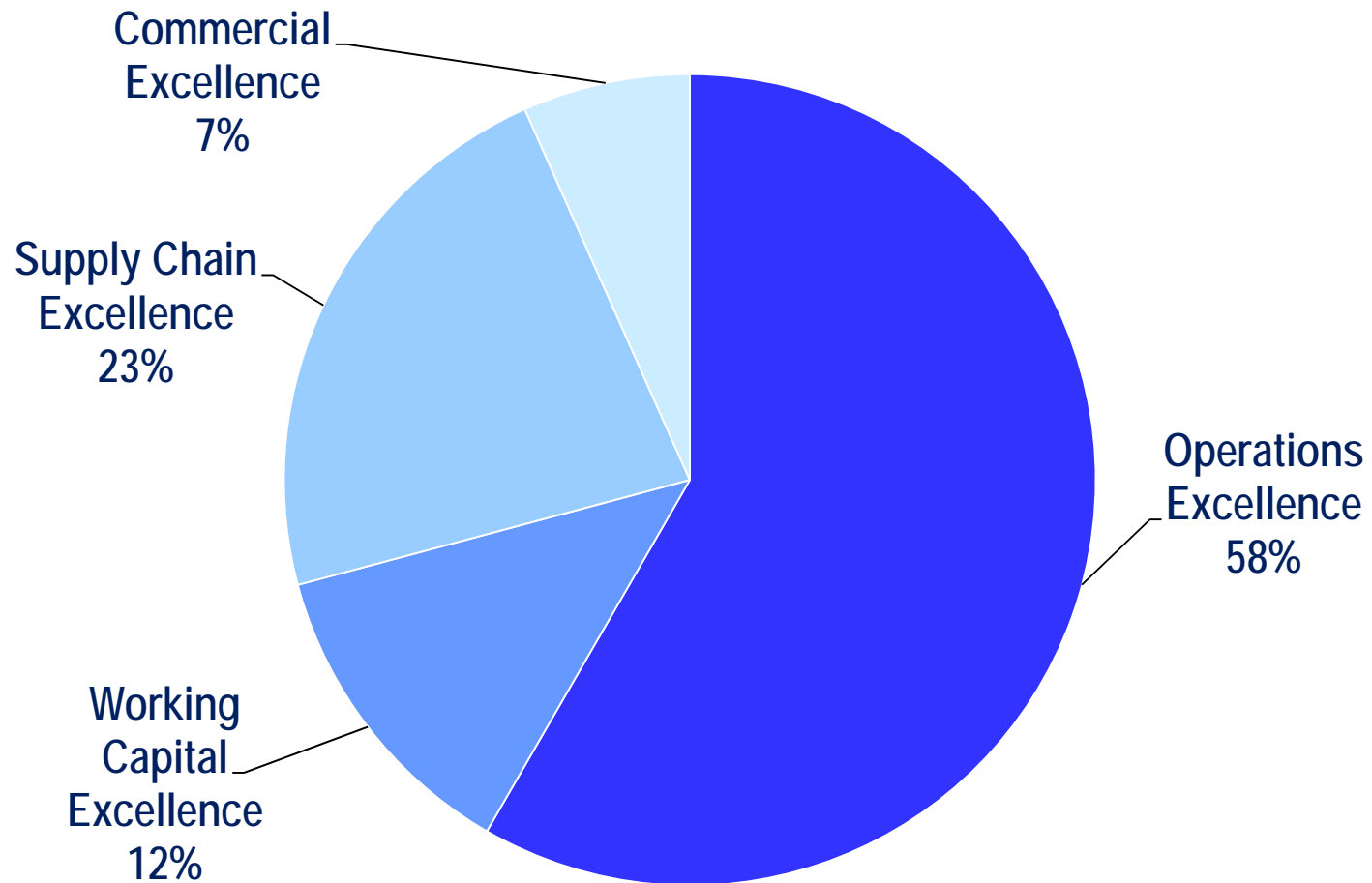
60
million €



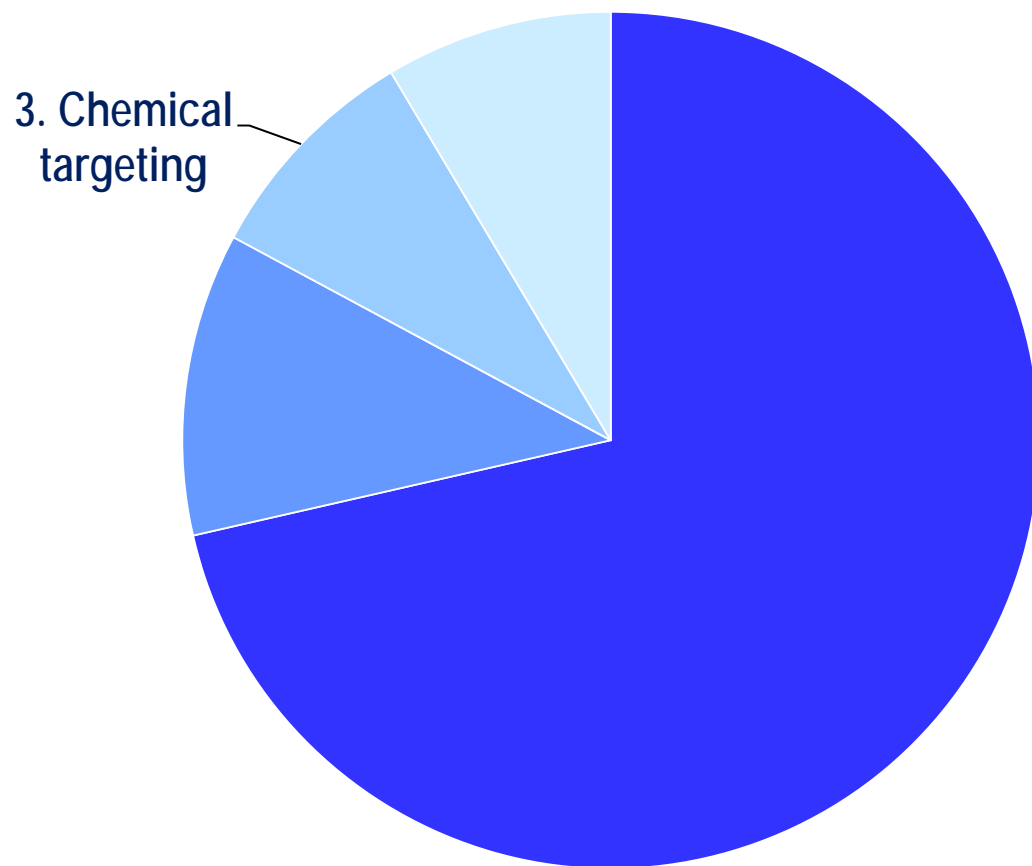
88 %
53 million €
(ytd)

Excel Plan III 2013 - 2014

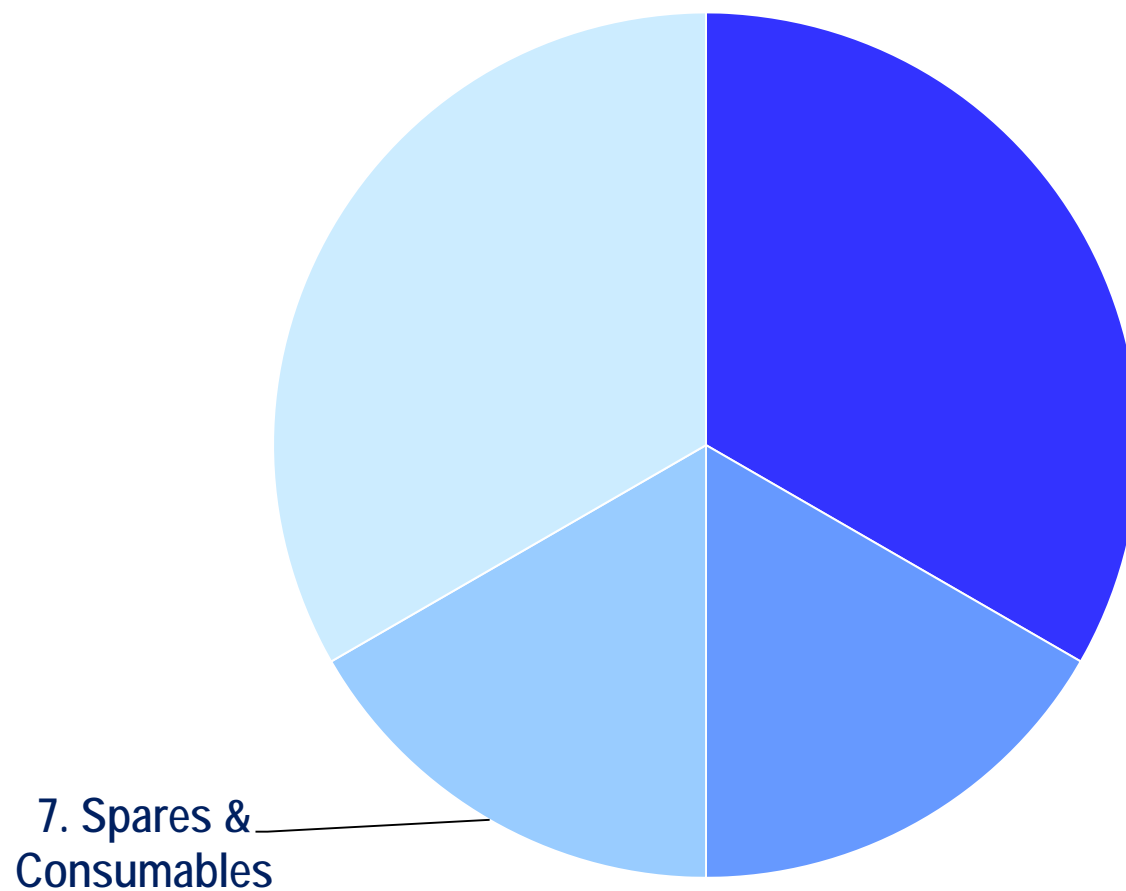
Excellence Plan III 2013 - 2014:



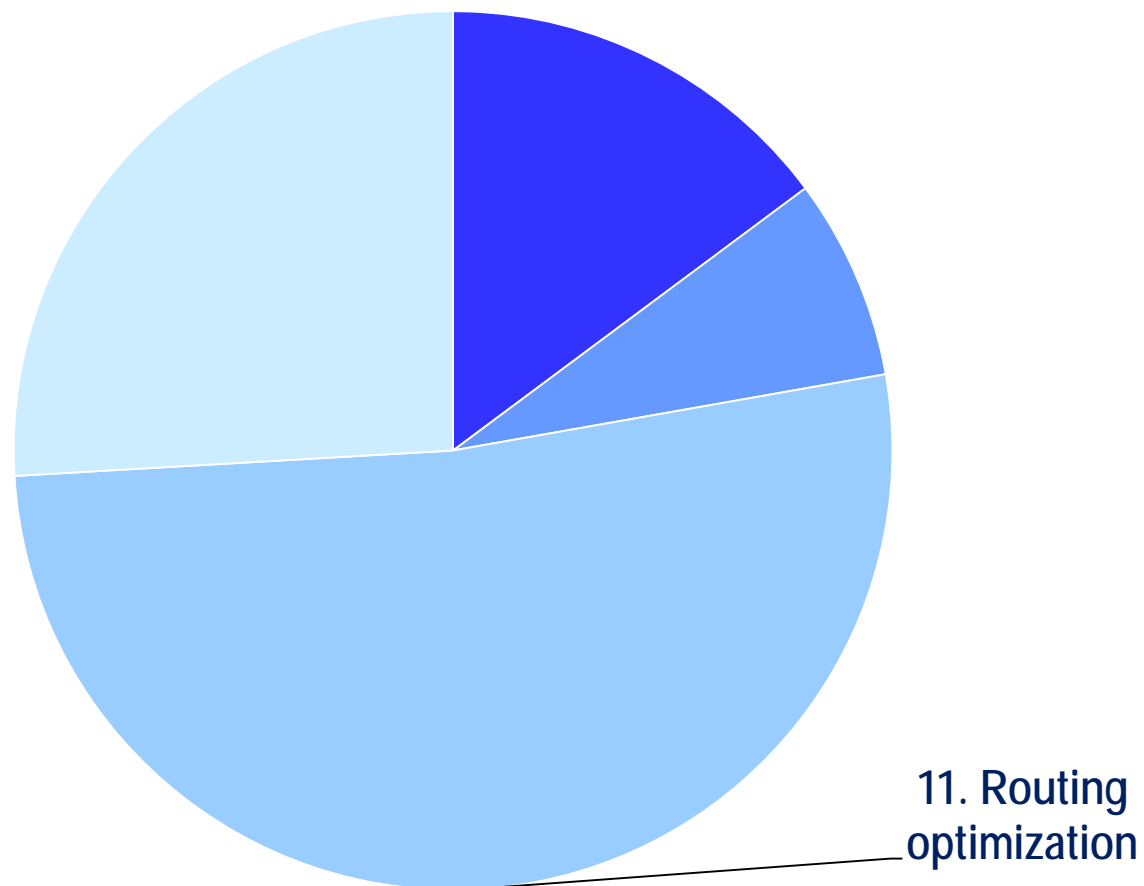
A) OPERATIONS EXCELLENCE



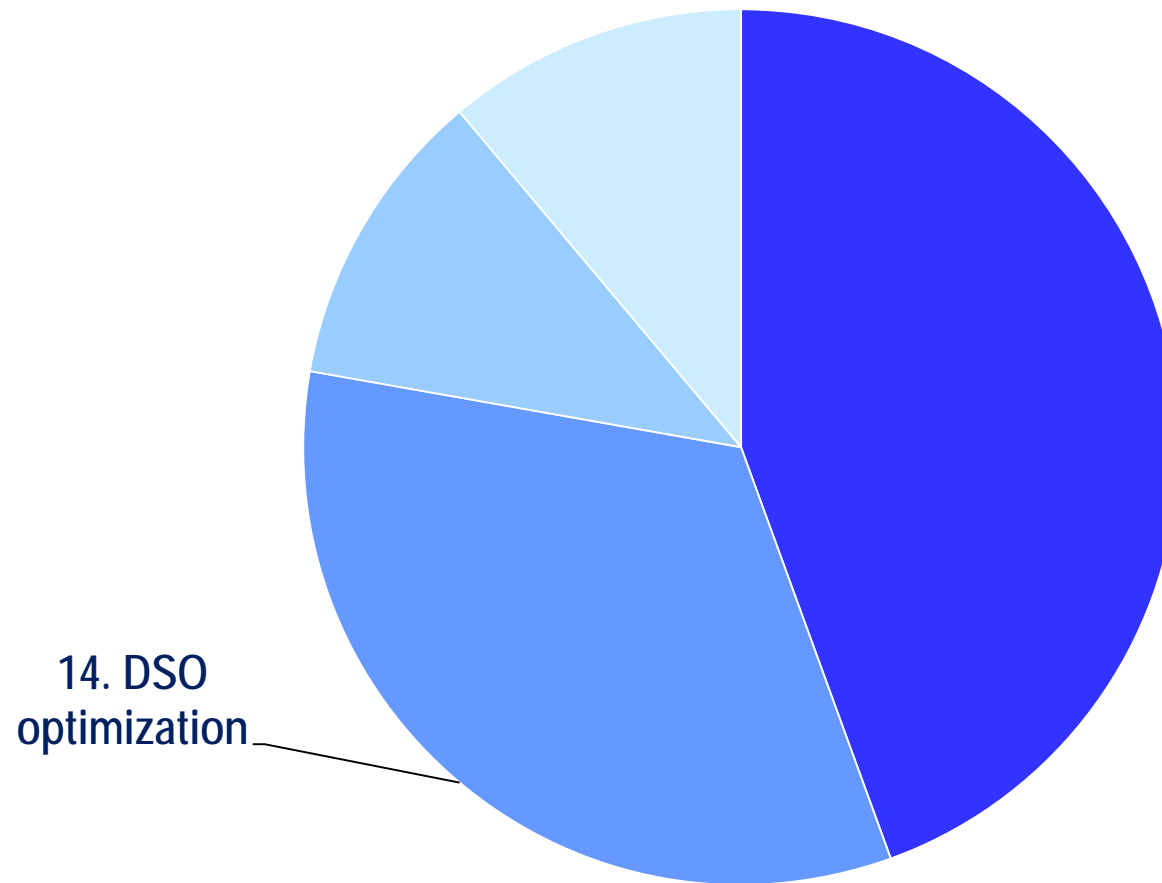
B) WORKING CAPITAL EXCELLENCE



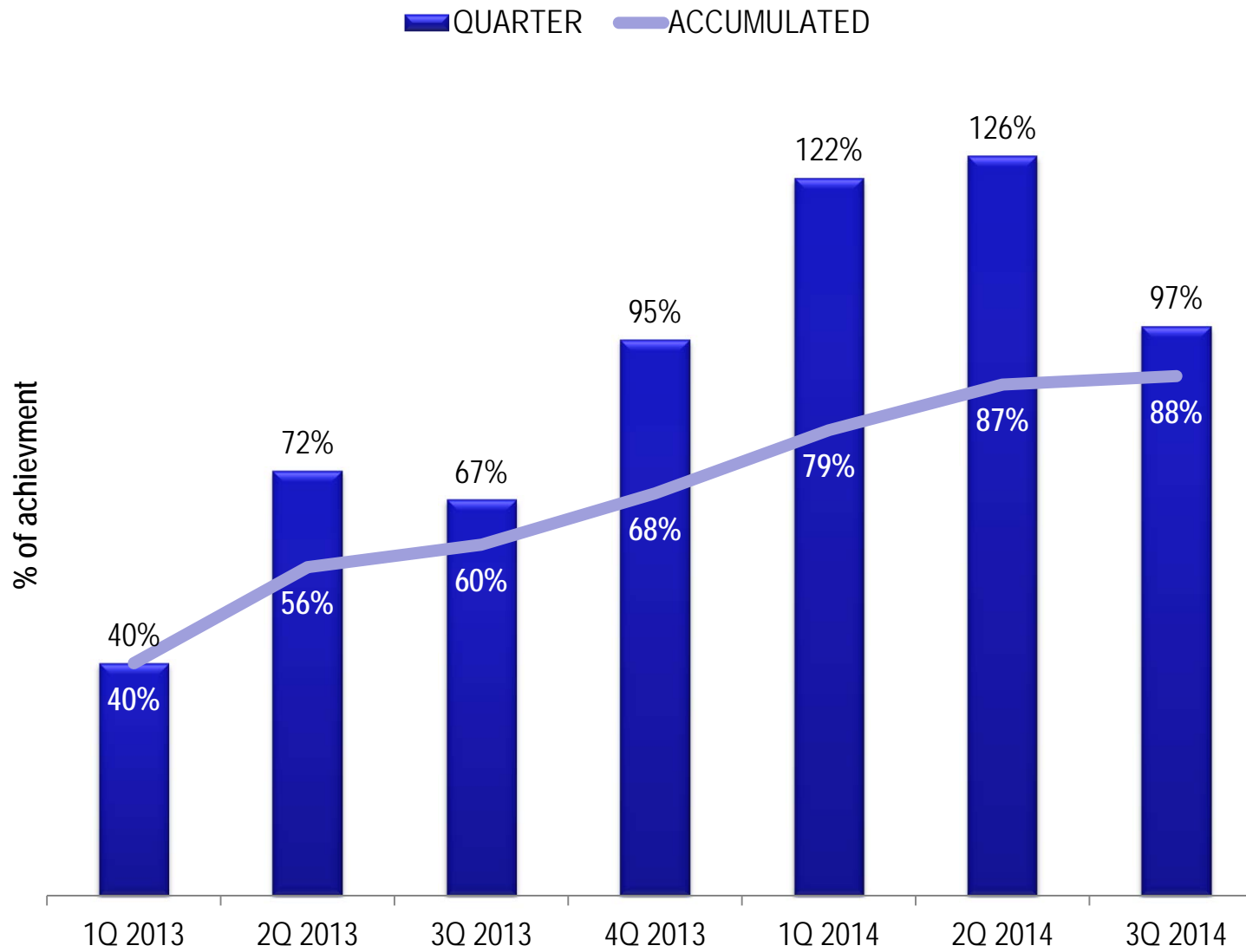
C) SUPPLY CHAIN EXCELLENCE



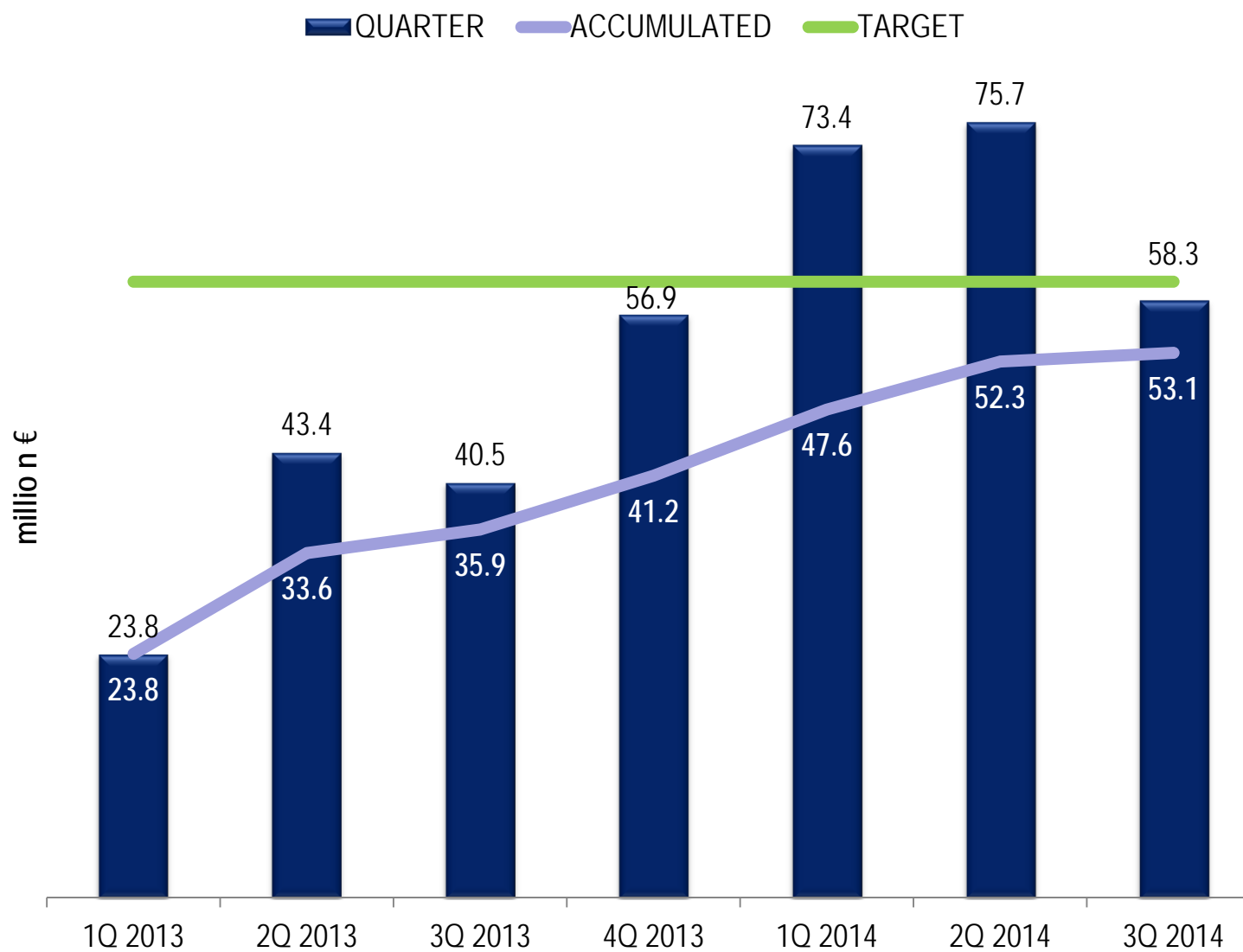
D) COMMERCIAL EXCELLENCE



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Excel Plan III 2013 - 2014



Excel Plan III 2013 - 2014

