



# THIRD QUARTER 2023 EARNINGS CALL

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OCTOBER 24, 2023

**NUCOR®**

# FORWARD-LOOKING STATEMENTS

Certain statements made in this presentation may constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements involve risks and uncertainties. The words “anticipate,” “believe,” “expect,” “intend,” “may,” “project,” “will,” “should,” “could” and similar expressions are intended to identify forward-looking statements. These forward-looking statements reflect the Company’s best judgment based on current information, and although we base these statements on circumstances that we believe to be reasonable when made, there can be no assurance that future events will not affect the accuracy of such forward-looking information. The Company does not undertake any obligation to update these statements. The forward-looking statements are not guarantees of future performance, and actual results may vary materially from the projected results and expectations discussed in this presentation. Factors that might cause the Company’s actual results to differ materially from those anticipated in forward-looking statements include, but are not limited to: (1) competitive pressure on sales and pricing, including pressure from imports and substitute materials; (2) U.S. and foreign trade policies affecting steel imports or exports; (3) the sensitivity of the results of our operations to general market conditions, and in particular, prevailing market steel prices and changes in the supply and cost of raw materials, including pig iron, iron ore and scrap steel; (4) the availability and cost of electricity and natural gas, which could negatively affect our cost of steel production or result in a delay or cancellation of existing or future drilling within our natural gas drilling programs; (5) critical equipment failures and business interruptions; (6) market demand for steel products, which, in the case of many of our products, is driven by the level of nonresidential construction activity in the United States; (7) impairment in the recorded value of inventory, equity investments, fixed assets, goodwill or other long-lived assets; (8) uncertainties and volatility surrounding the global economy, including excess world capacity for steel production, inflation and interest rate changes; (9) fluctuations in currency conversion rates; (10) significant changes in laws or government regulations affecting environmental compliance, including legislation and regulations that result in greater regulation of greenhouse gas emissions that could increase our energy costs, capital expenditures and operating costs or cause one or more of our permits to be revoked or make it more difficult to obtain permit modifications; (11) the cyclical nature of the steel industry; (12) capital investments and their impact on our performance; (13) our safety performance; (14) our ability to integrate businesses we acquire; (15) the impact of the COVID-19 pandemic, any variants of the virus, and any other similar public health situation; and (16) the risks discussed in “Item 1A. Risk Factors” of the Company’s Annual Report on Form 10-K for the year ended December 31, 2022 and elsewhere therein and in the other reports we file with the U.S. Securities and Exchange Commission.

# NON-GAAP FINANCIAL MEASURES

The Company uses certain non-GAAP (Generally Accepted Accounting Principles) financial measures in this news release, including EBITDA. Generally, a non-GAAP financial measure is a numerical measure of a company's performance or financial position that either excludes or includes amounts that are not normally excluded or included in the most directly comparable financial measure calculated and presented in accordance with GAAP.

We define EBITDA as net earnings before noncontrolling interests adding back the following items: interest expense, net; provision for income taxes; depreciation; and amortization. Please note that other companies might define their non-GAAP financial measures differently than we do.

Management presents the non-GAAP financial measure of EBITDA in this news release because it considers it to be an important supplemental measure of performance. Management believes that this non-GAAP financial measure provides additional insight for analysts and investors evaluating the Company's financial and operational performance by providing a consistent basis of comparison across periods.

Non-GAAP financial measures have limitations as an analytical tool. Investors are encouraged to review the reconciliation of non-GAAP financial measures to their most directly comparable GAAP financial measures provided in this news release, including in the accompanying tables.

# Q3 2023 HIGHLIGHTS

## FINANCIAL HIGHLIGHTS



- \$1.8 billion EBITDA<sup>1</sup>
- \$1.1 billion Net Earnings
- \$4.57 Earnings Per Share (diluted)
- Returned \$627 million to shareholders, representing ~55% of Q3 net earnings
  - \$127M dividend payments
  - \$500M share repurchases

## OPERATIONAL HIGHLIGHTS



Brandenburg Plate Mill

- On track to set 5<sup>th</sup> consecutive record safety year
- Total Steel Mills segment shipped ~5.8M tons, compared to ~5.9M tons in Q3'22
- Steel Products segment shipped ~1.1M tons, compared to ~1.3M tons in Q3'22
- Broke ground on West Virginia sheet mill



# NUCOR IS MADE FOR GOOD

**Made for Good** is a campaign highlighting Nucor's leadership role in sustainable steel production and our work across industries to help customers achieve their sustainability goals.




## SUSTAINABILITY INITIATIVES – PAST 12 MONTHS

SEP 2023	Investment in <b>Helion Energy</b> to develop 500MW fusion plant
AUG 2023	Executed 250MW Sebree solar PPA with <b>NextEra Energy</b>
AUG 2023	Through GSCC, proposed a <b>Global Steel Standard</b> mandating science-based emission targets for steel manufacturers
JUN 2023	CCS Agreement with <b>ExxonMobil</b> to capture, transport and store up to 800,000 mt/yr. CO <sub>2</sub> from Nucor Louisiana DRI plant
MAY 2023	MOU with <b>NuScale</b> to explore advanced nuclear facilities near Nucor mills
APR 2023	Announced effort to develop carbon emissions standard for global steel industry – <b>Global Steel Climate Council (GSCC)</b>
JAN 2023	Introduced <b>Elcyon™</b> , a sustainable high-strength steel plate for offshore wind monopile foundations
DEC 2022	Investment in <b>Electra</b> to develop carbon-free iron to make steel
NOV 2022	First major industrial company to join the <b>UN 24/7 Carbon-Free Energy Compact</b>

# GROWING THE CORE TO CREATE **SHAREHOLDER VALUE**



## SHEET



## PLATE



## BAR

### STRATEGIES

- Shift mix to higher margin, value-added products
- Broaden geographic reach
- Diversify customer base
- Leverage our GHG & cost advantages

- Establish flagship mill in largest plate consuming region in North America
- Become leading supplier of specialty plate products for wind, power transmission and military applications

- Capitalize on growing demand for rebar over next decade
- Improve margins and lower GHG intensity with modernized equipment and processes










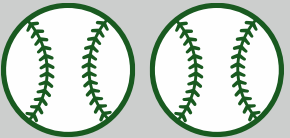


### INVESTMENTS

- Acquired 51% of CSI (California)
- Building new mill in West Virginia
- Adding 2+ Mtpa state of the art galvanizing capacity
- New paint and tube lines

- Completed construction of Nucor Steel Brandenburg (Kentucky), the most versatile plate mill in North America

- Completed micro mills in FL and MO
- Modernization projects in OH & IL
- Building new micro mill in NC
- Adding melt shop in AZ

# STEEL MEGA-TRENDS: STILL IN THE “EARLY INNINGS”

STEEL MEGATRENDS	INNINGS PLAYED (not tons produced)	MVPs	HOME RUNS	BASE HITS
 <p><b>REBUILD</b> (IIJA)</p>	<p>Still some tailgating</p>  <p>Bottom of the 1<sup>st</sup></p>	 	<ul style="list-style-type: none"> <li>➤ FABRICATED REBAR</li> <li>➤ PLATE</li> <li>➤ SHEET</li> </ul>	<ul style="list-style-type: none"> <li>➤ PILING</li> <li>➤ BEAM</li> <li>➤ MBQ</li> </ul>
 <p><b>REPOWER</b> (IRA)</p>	 <p>Top of the 2<sup>nd</sup></p>	 	<ul style="list-style-type: none"> <li>➤ TORQUE TUBE</li> <li>➤ ELCYON™ PLATE</li> <li>➤ PILING</li> </ul>	<ul style="list-style-type: none"> <li>➤ POLE MOUNTS</li> <li>➤ TOWERS &amp; STRUCTURES</li> <li>➤ FASTENERS</li> </ul>
 <p><b>RESHORE</b> (CHIPS)</p>	 <p>Bottom of the 2<sup>nd</sup></p>	 	<ul style="list-style-type: none"> <li>➤ STRUCTURAL BEAMS</li> <li>➤ JOIST &amp; DECK</li> <li>➤ FABRICATED REBAR</li> </ul>	<ul style="list-style-type: none"> <li>➤ OVERHEAD DOORS</li> <li>➤ INSULATED PANELS</li> <li>➤ PRE-ENGINEERED BUILDINGS</li> </ul>

# Q3 2023 SEGMENT RESULTS

## STEEL MILLS SEGMENT

Q3 2023 VS. Q2 2023

	Q3 '23	Q2 '23	Q3 '22	% Change Versus	
				Prior Qtr	Prior Year
Shipments ( <i>tons in 000s</i> )	5,746	5,979	5,869	-4%	-2%
EBT <sup>1</sup> (\$M)	883	1,404	1,288	-37%	-31%
EBT/Ton (\$)	154	235	219	-35%	-30%

- Lower realized pricing, reduced metal margin
- Modest decrease in shipments
- Higher conversion costs driven by lower operating rate

## STEEL PRODUCTS SEGMENT

	Q3 '23	Q2 '23	Q3 '22	% Change Versus	
				Prior Qtr	Prior Year
Shipments ( <i>tons in 000s</i> )	1,141	1,193	1,291	-4%	-12%
EBT <sup>1</sup> (\$M)	807	1,011	1,197	-20%	-33%
EBT/Ton (\$)	707	847	927	-17%	-24%

- Modest decrease in shipments
- Lower realized pricing
- Continued high profitability per ton

## RAW MATERIALS SEGMENT

	Q3 '23	Q2 '23	Q3 '22	% Change Versus	
				Prior Qtr	Prior Year
Production ( <i>tons in 000s</i> ) <sup>2</sup>	1,997	2,103	1,932	-5%	3%
EBT <sup>1</sup> (\$M)	71	138	279	-49%	-75%

- Lower shipments
- Lower realized prices

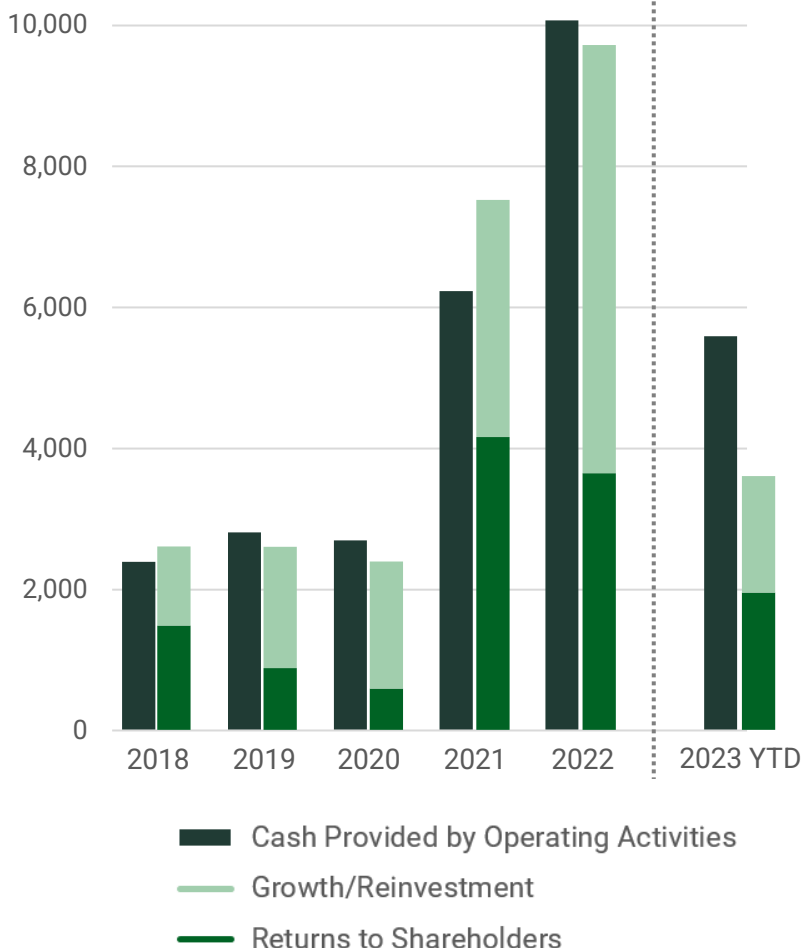
8 <sup>1</sup>EBT (\$M) refers to Earnings (loss) before income taxes and noncontrolling interests as disclosed in relevant quarterly Nucor quarterly earnings news release. <sup>2</sup>Excludes scrap brokerage activities



# BALANCED CAPITAL ALLOCATION CONTINUES

## CAPITAL ALLOCATION (2018-2023YTD)






thousands of \$USD



## Q3 '23 BALANCE SHEET SUMMARY

\$USD in millions as of September 30, 2023	xLTM		
	Amount	EBITDA <sup>1</sup>	% cap
\$1.75Bn Revolving Credit Facility	\$0		
Short-Term Debt	\$36		
Long-Term Debt <sup>2</sup>	\$6,646		
<b>Total Debt</b>	<b>\$6,682</b>	<b>0.8x</b>	<b>24%</b>
<b>Cash and Cash Equivalents</b>	<b>(\$6,732)</b>		
<b>Net Debt</b>	<b>(\$50)</b>		
<b>Total Equity &amp; Non-Controlling Int.</b>	<b>\$21,509</b>		<b>76%</b>
<b>Total Book Capitalization</b>	<b>\$28,191</b>		<b>100%</b>
Rating Agency	Long-term Rating	Short-term Rating	Outlook
S&P	A-	A-1	Stable
Fitch	A-	F-1	Stable
Moody's	Baa1	P-2	Stable

# Q4 2023 EARNINGS OUTLOOK

SEGMENT	EXPECTATIONS FOR Q4 2023	OUTLOOK VARIANCE TO Q3 2023
Steel Mills	<ul style="list-style-type: none"> <li>Decreased profitability on lower average selling prices and shipments</li> </ul>	
Steel Products	<ul style="list-style-type: none"> <li>Profitability to decrease with lower average selling prices and seasonally lower volumes</li> </ul>	
Raw Materials	<ul style="list-style-type: none"> <li>Expect lower earnings on decreased pricing at scrap operations and planned outages at DRI facilities</li> </ul>	
Corp / Eliminations	<ul style="list-style-type: none"> <li>Intercompany eliminations likely trend lower, offsetting some of the margin compression reported by operating segments</li> </ul>	
Consolidated Earnings	<ul style="list-style-type: none"> <li>Overall lower than Q3</li> </ul>	

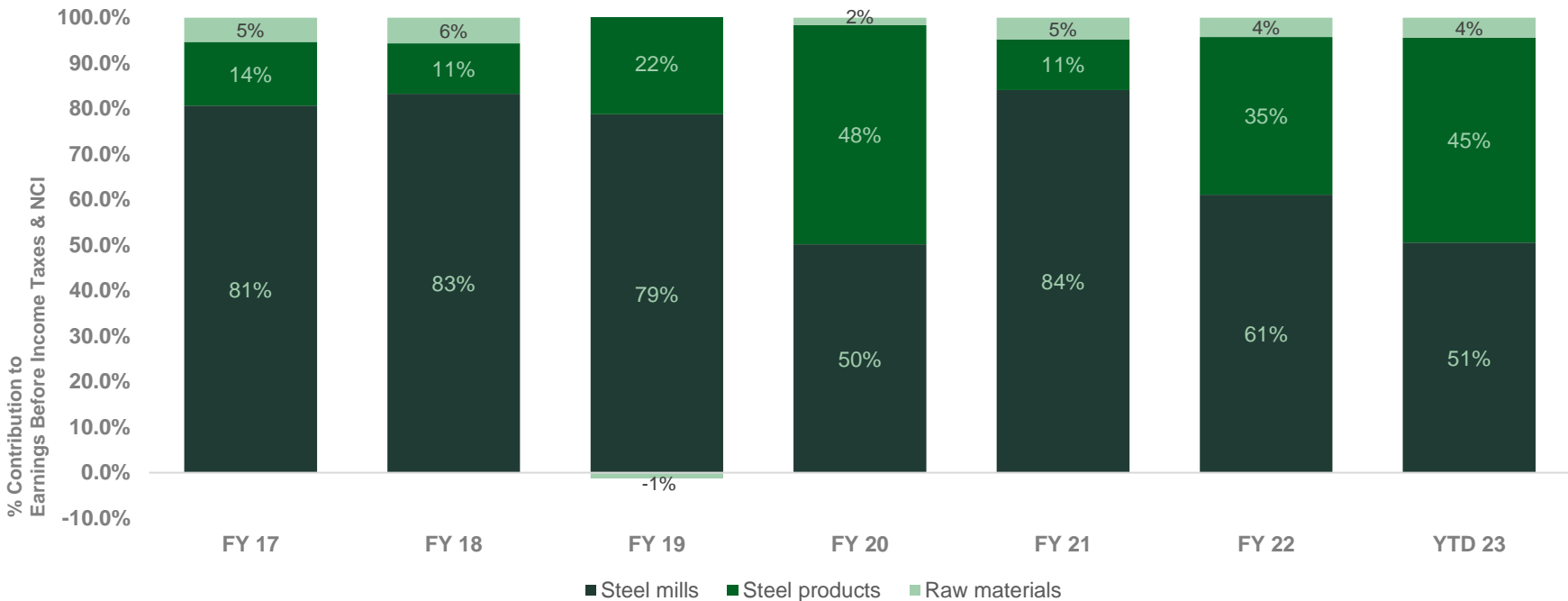
# APPENDIX

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# STRENGTH OF THE PORTFOLIO

## A DIVERSE MIX

### 2017-2023 EARNINGS MIX



On average, Steel Products accounted for ~16% of 2017-2019 EBT

Since 2020, Steel Products accounted for ~35% of EBT, on average

- Transforming the earnings profile to be more diverse through the cycle
- Within the segments, shifting the existing mix to focus on value added products

# SEGMENT RESULTS: STEEL MILLS AND STEEL PRODUCTS

## STEEL MILLS

Shipments (tons in thousands)	Q3 '23	Q2 '23	Q3 '22	% Change Versus	
				Prior Qtr.	Prior Year
Sheet	2,723	2,786	2,677	-2%	2%
Bars	2,001	2,122	2,169	-6%	-8%
Structural	530	505	583	5%	-9%
Plate	460	520	379	-12%	21%
Other Steel	32	46	61	-30%	-48%
Total Shipments	5,746	5,979	5,869	-4%	-2%
EBT <sup>1</sup> (\$ in millions)	\$883	\$1,404	\$1,288	-37%	-31%
EBT <sup>1</sup> /Ton (\$)	\$154	\$235	\$219	-35%	-30%

- Decrease in shipment levels
- Lower realized pricing
- Higher conversion costs driven by lower operating rate

## STEEL PRODUCTS

Shipments (tons in thousands)	Q3 '23	Q2 '23	Q3 '22	% Change Versus	
				Prior Qtr.	Prior Year
Tubular	223	239	231	-7%	-3%
Joist & Deck	231	249	289	-7%	-20%
Rebar Fabrication	307	332	350	-8%	-12%
Piling	117	113	119	4%	-2%
Cold finished	103	112	112	-8%	-8%
Other	160	148	190	8%	-16%
Total Shipments	1,141	1,193	1,291	-4%	-12%
EBT <sup>1</sup> (\$ in millions)	\$807	\$1,011	\$1,197	-20%	-33%
EBT <sup>1</sup> /Ton (\$)	\$707	\$847	\$927	-17%	-24%

- Slightly lower shipments
- Moderately lower realized pricing
- Continued high profitability per ton



# SEGMENT RESULTS: RAW MATERIALS

## RAW MATERIALS

Production (tons in thousands)	Q3 '23	Q2 '23	Q3 '22	% Change Versus	
				Prior Qtr.	Prior Year
DRI	1,005	1,028	987	-2%	2%
Scrap Processing	993	1,075	945	-8%	5%
Total Shipments <sup>1</sup>	1,997	2,103	1,932	-5%	3%
EBT <sup>2</sup> (\$ in millions)	\$71	\$138	\$279	-49%	-75%

- Lower shipments
- Lower realized prices

<sup>1</sup>Total production excluding scrap brokerage activities.

<sup>2</sup>EBT refers to Earnings (loss) before income taxes and noncontrolling interests as disclosed in relevant Nucor quarterly earnings news release

# QUARTERLY SALES AND EARNINGS DATA

YEAR	SALES TONS (THOUSANDS) TO OUTSIDE CUSTOMERS															NET SALES (000'S)	COMP. SALES PRICE PER TON	EARNINGS (LOSS) BEFORE INCOME TAXES	
	STEEL					STEEL PRODUCTS							RAW MATLS	TOTAL TONS	(000'S)			PER TON	
	SHEET	BARS	STRUCTURAL	PLATE	TOTAL STEEL	STEEL JOISTS	STEEL DECK	COLD FINISH	REBAR FAB	PILING	TUBULA R PRODS	OTHER STEEL PRODS							TOTAL STEEL PRODS
2023																			
Q1	2,384	1,550	440	430	4,804	135	99	117	279	101	275	135	1,141	498	6,443	\$8,709,980	\$1,352	\$1,501,697	\$244
Q2	2,404	1,481	399	490	4,774	142	107	112	332	113	239	148	1,193	621	6,588	\$9,523,256	\$1,446	\$1,924,061	\$306
Q3	2,305	1,408	439	426	4,578	127	104	103	307	117	223	160	1,141	521	6,240	\$8,775,734	\$1,406	\$1,468,333	\$247
Q4																			
YEAR																			
2022																			
Q1	2,023	1,603	524	389	4,539	179	136	133	291	111	230	155	1,235	620	6,394	\$10,493,282	\$1,641	\$2,766,623	\$450
Q2	2,470	1,625	494	452	5,041	158	123	123	339	119	274	175	1,311	625	6,977	\$11,794,474	\$1,690	\$3,324,398	\$499
Q3	2,197	1,498	491	367	4,553	160	129	112	350	119	231	190	1,291	571	6,415	\$10,500,755	\$1,637	\$2,218,627	\$363
Q4	1,974	1,365	373	355	4,067	174	127	99	302	94	215	167	1,178	493	5,738	\$8,723,956	\$1,520	\$1,462,893	\$267
YEAR	8,664	6,091	1,882	1,563	18,200	671	515	467	1,282	443	950	687	5,015	2,309	25,524	\$41,512,467	\$1,626	\$9,772,541	\$401

# QUARTERLY SALES PRICES & SCRAP COST

AVG EXTERNAL SALES PRICE PER NET TON	STEEL MILLS					TOTAL STEEL PRODUCTS
	SHEET	BARS	STRUCTURAL	PLATE	TOTAL STEEL	
<b>2023</b>						
1 <sup>st</sup> Quarter	\$876	\$1,031	\$1,452	\$1,490	\$1,035	\$2,872
2 <sup>nd</sup> Quarter	\$1,103	\$1,080	\$1,456	\$1,506	\$1,168	\$2,884
First Half	\$990	\$1,055	\$1,454	\$1,499	\$1,101	\$2,878
3 <sup>rd</sup> Quarter	\$1,021	\$1,029	\$1,429	\$1,558	\$1,114	\$2,837
Nine Months	\$1,000	\$1,047	\$1,445	\$1,517	\$1,105	\$2,865
4 <sup>th</sup> Quarter						
YEAR						
<b>2022</b>						
1 <sup>st</sup> Quarter	\$1,571	\$1,140	\$1,496	\$1,861	\$1,436	\$2,689
2 <sup>nd</sup> Quarter	\$1,441	\$1,226	\$1,583	\$1,913	\$1,429	\$2,931
First Half	\$1,499	\$1,183	\$1,538	\$1,889	\$1,432	\$2,814
3 <sup>rd</sup> Quarter	\$1,228	\$1,176	\$1,603	\$1,765	\$1,296	\$3,167
Nine Months	\$1,410	\$1,181	\$1,559	\$1,851	\$1,388	\$2,933
4 <sup>th</sup> Quarter	\$961	\$1,063	\$1,543	\$1,564	\$1,102	\$3,230
YEAR	\$1,308	\$1,155	\$1,556	\$1,786	\$1,324	\$3,003

AVERAGE SCRAP AND SCRAP SUBSTITUTE COST		
	PER GROSS TON USED	PER NET TON USED
<b>2023</b>		
1 <sup>st</sup> Quarter	\$414	\$370
2 <sup>nd</sup> Quarter	\$455	\$406
First Half	\$435	\$388
3 <sup>rd</sup> Quarter	\$415	\$371
Nine Months	\$429	\$383
4 <sup>th</sup> Quarter		
YEAR		
<b>2022</b>		
1 <sup>st</sup> Quarter	\$495	\$442
2 <sup>nd</sup> Quarter	\$534	\$477
First Half	\$516	\$461
3 <sup>rd</sup> Quarter	\$502	\$448
Nine Months	\$511	\$456
4 <sup>th</sup> Quarter	\$427	\$381
YEAR	\$492	\$439

# RECONCILIATION OF GAAP TO NON-GAAP MEASURE

\$ in millions	2021	2022	9Mo 2022	9Mo 2023	LTM
Net earnings before non-controlling interests	7,122	8,080	6,753	4,040	5,367
Net Interest expense	159	170	143	1	28
Income taxes	2,078	2,165	1,958	1,155	1,362
Depreciation expense	735	827	610	681	898
Amortization expense	129	235	164	176	247
<b>EBITDA</b>	<b>10,223</b>	<b>11,477</b>	<b>9,628</b>	<b>6,053</b>	<b>7,902</b>

# RECONCILIATION OF GAAP TO NON-GAAP MEASURE

\$ in millions

	2021	2022	9Mo '23
CASH PROVIDED BY OPERATING ACTIVITIES	6,231	10,072	5,592
CAPITAL EXPENDITURES	(1,622)	(1,948)	(1,496)
<b>FREE CASH FLOW</b>	<b>4,609</b>	<b>8,124</b>	<b>4,096</b>