



**NUCOR®**  
POWERFUL PARTNERSHIPS. POWERFUL RESULTS.

**STRATEGIC INVESTMENTS UPDATE – FEBRUARY 2021**

# Forward-Looking Statements

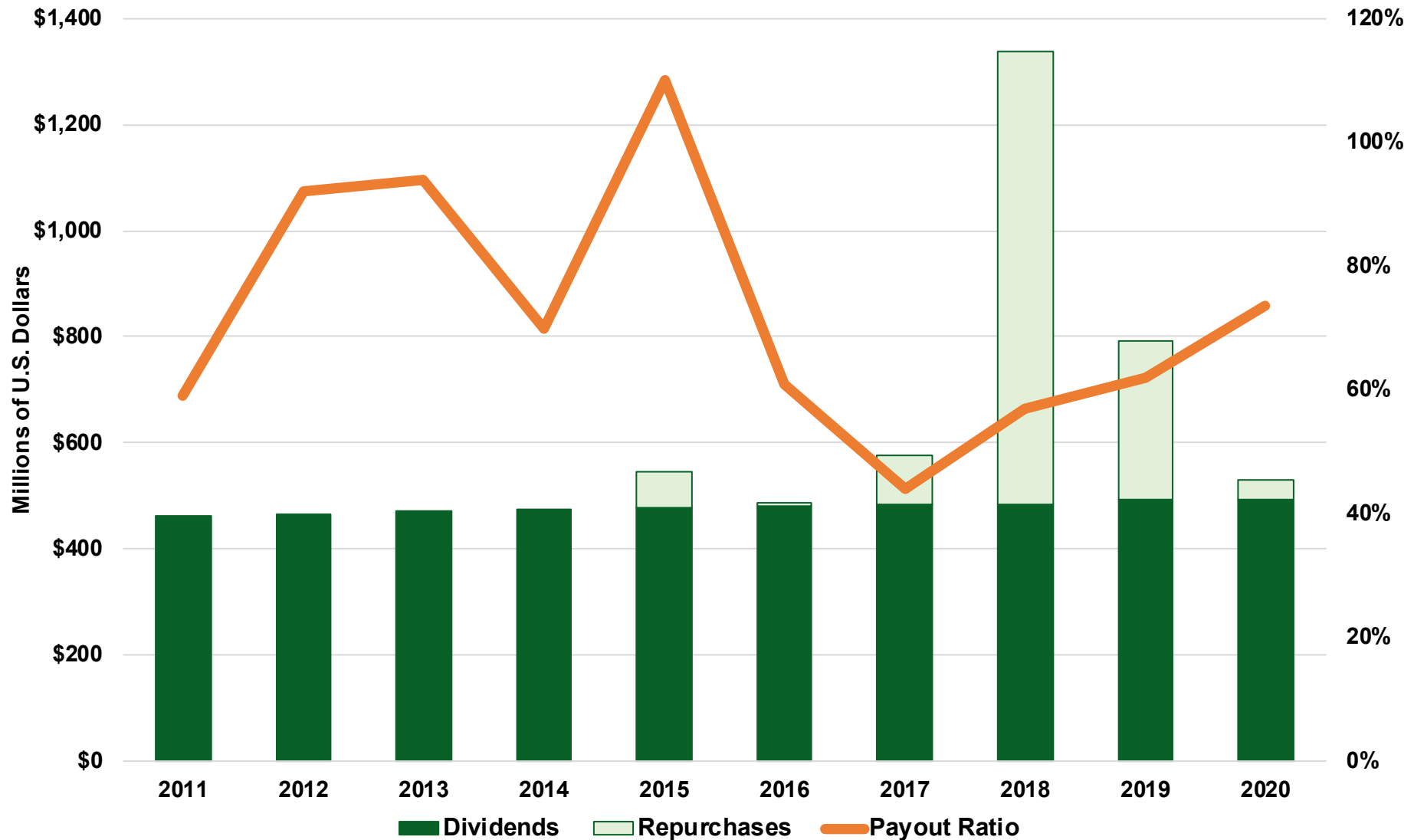
Certain statements made in this presentation are forward-looking statements that involve risks and uncertainties. The words “believe,” “expect,” “project,” “will,” “should,” “could” and similar expressions are intended to identify those forward-looking statements. These forward-looking statements reflect 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. As such, 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 report. 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 prevailing steel prices and changes in the supply and cost of raw materials, including pig iron, iron ore and scrap steel; (4) availability and cost of electricity and natural gas which could negatively affect our cost of steel production or could result in a delay or cancellation of existing or future drilling within our natural gas working interest 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 U.S.; (7) impairment in the recorded value of inventory, equity investments, fixed assets, goodwill or other long-lived assets; (8) uncertainties surrounding the global economy, including the severe economic downturn in construction markets and excess world capacity for steel production; (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 and our 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; and (13) our safety performance; (14) the impact of the COVID-19 pandemic; and (15) the risks discussed in “Item 1A. Risk Factors” of the Company’s Annual Report on Form 10-K for the year ended December 31, 2019 and elsewhere therein.

# Capital Allocation Priorities



**We expect to return a minimum of 40% of our earnings to shareholders, while maintaining our strong investment grade (Baa1/A-) credit rating**

# \$6.1 Billion Returned – 10 Year Period Ended 2020



# Investing in high return growth



## 1. Investing In Profitable Growth Opportunities

- Nucor generally seeks opportunities to deploy growth capital at an IRR substantially above our cost of capital
- In 2021, we expect our capital expenditures to be approximately \$2 billion
  - Major growth projects including:
    - \$900 million – Brandenburg plate mill
    - \$250 million – Gallatin sheet mill modernization & expansion
    - \$100 million – Hickman sheet mill Gen 3 Flex Galvanizing Line
  - Approximately 80% of 2021 capital spend for to expand product capabilities & reduce costs
  - Annual maintenance capex averages around \$400 million to \$500 million
- Major growth projects detailed on the following slides total approximately \$4 billion capital commitment (\$1.9 billion remaining at year-end 2020)
- Nucor expects these growth investments to contribute incremental annual EBITDA exceeding \$600 million during normal business environments

# Growth Investments – In Production

Project	Product	Startup	Capex (\$ millions)
<b>Ohio Rebar Rolling Mill Modernization</b> 2020 Cost & Profit Performance well above budget	Bar	2019	\$85
<b>Gallatin, KY Hot Band Galvanizing Line</b> 2020 was first full year of production – 40% ahead of plan	Sheet	2019	\$200
<b>Arkansas Specialty Flexible Cold Mill</b> 2020 was first full year of production – 30% ahead of plan	Sheet	2019	\$245
<b>Nucor-JFE Mexico Joint Venture Galvanizing Line<sup>1</sup></b> Production underway after lengthy COVID related delays	Sheet	2020	\$180
<b>Missouri Rebar Micro Mill</b> Finished commissioning in Q2 & profitable in Q3	Bar	2020	\$245
<b>Kankakee, IL Midwest Merchant Bar Expansion</b> Commissioning finished in December 2020	Bar	2020	\$187
<b>Florida Rebar Micro Mill</b> Began production/commissioning in December 2020	Bar	2020	\$249

<sup>1</sup>50-50 joint venture between Nucor and JFE

# Growth Investments – Pipeline

Project	Product	Startup	Budgeted Amount (millions of \$USD)
<b>Gallatin, KY Hot Band Capacity Expansion</b> Expands annual capacity by 1.4 million tons to 3.0 mm tons Expanded capabilities to supply heavier gauge, wider coils.	Sheet	Late 2021	\$650
<b>Arkansas Gen 3 Flex Galvanizing Line</b> 500,000 tons annual capacity Produce continuous galvanized & continuous annealed sheet Unique thermal processing for Advanced High Strength Steels	Sheet	Second Half 2021	\$325
<b>Brandenburg, Kentucky Greenfield Plate Mill</b> 1.2 million tons annual capacity Expand Nucor's capability to wider & thicker plate products Located on Ohio River in the heart of U.S. plate market	Plate	Late 2022	\$1,700



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