



NUCOR CORPORATION SUMMER UPDATE

JUNE 2026

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 any pandemic or public health situation; and (16) the risks discussed in “Item 1A. Risk Factors” of the Company’s most recent Annual Report on Form 10-K 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 presentation, including adjusted earnings, EBITDA and Free Cash Flow (FCF). 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; amortization; and losses and impairments of assets.

We define Free Cash Flow (FCF) as Cash Provided by Operating Activities less Capital Expenditures.

Please note that other companies might define their non-GAAP financial measures differently than we do.

Management presents non-GAAP financial measures because it considers them to be an important supplemental measure of performance. Management believes that these non-GAAP financial measures provide 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 presentation, including in the accompanying tables located in the Appendix.

NUCOR AT A GLANCE

~\$57 Billion

MARKET CAP
as of 6/1/2026

27

STEEL MILLS⁽¹⁾

33,000+

TEAMMATES

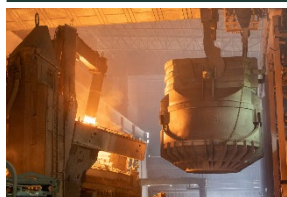
10,000+

**RECURRING
CUSTOMERS**



INDUSTRY LEADER

- Nucor is the largest and most diversified steel and steel products company in North America
- Produces roughly a quarter of all raw steel in the U.S.



HIGHLY EFFICIENT INDUSTRIAL MANUFACTURER

- 100% of Nucor steel produced in Electric Arc Furnaces (EAF)
- Able to rapidly flex output in response to real-time demand



SUSTAINABILITY IS A DIFFERENTIATOR

- Steel made with at least 75% recycled content, on average
- 0.77 GHG intensity: 60% lower than global steelmaking average (Scopes 1, 2 & 3)



DISCIPLINED CAPITAL ALLOCATION PHILOSOPHY

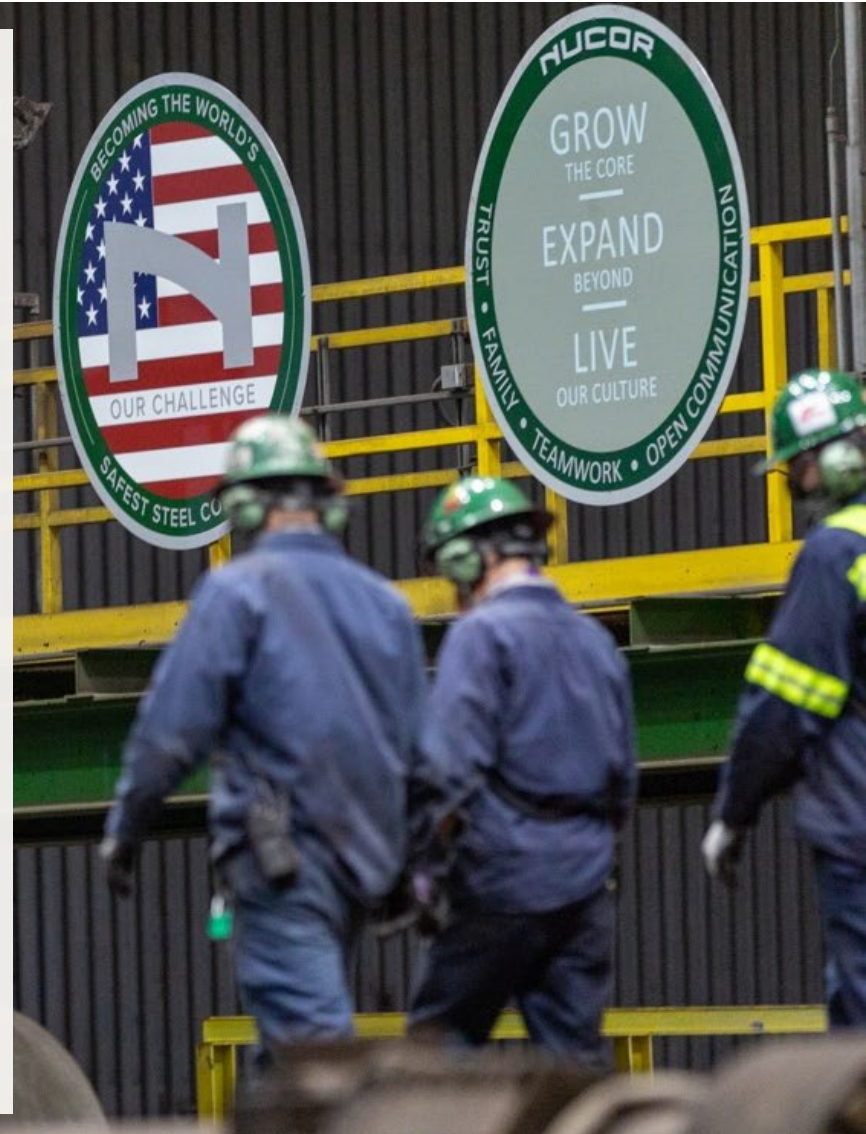
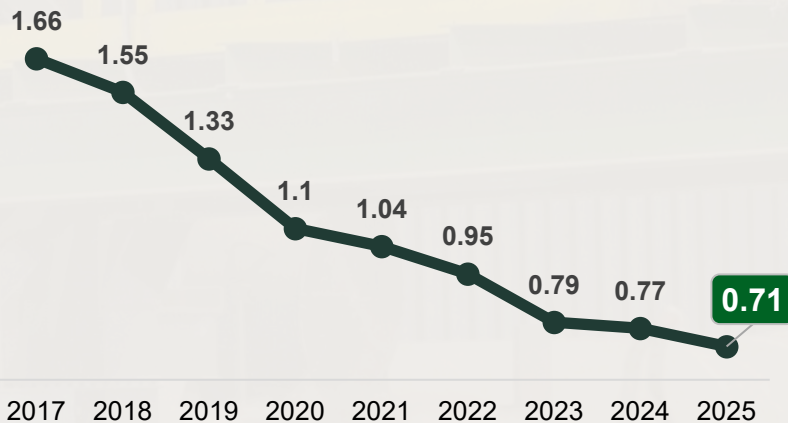
- Maintain strong, investment grade credit ratings
- Deploy capital into attractive growth opportunities
- Return at least 40% of net earnings to shareholders

SPOTLIGHT ON SAFETY

- Our challenge is to become the **world's safest steel company**, with all Nucor teammates returning home safely after every shift
- I&I rate has improved each year since 2017 and sits at the **lowest point in company history**
 - 35% improvement over past five years
 - 21 divisions had zero recordable injuries in 2025

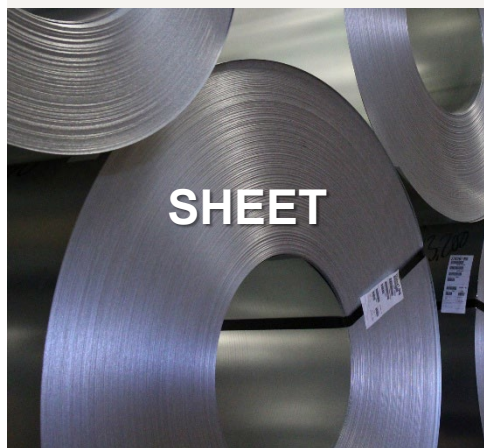
NUCOR INJURY & ILLNESS RATE

Annual OSHA Recordables per 200,000 hours/year



DIVERSIFIED STEELMAKING PRODUCT MIX

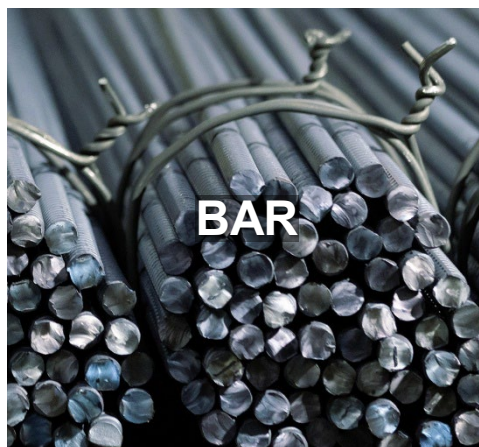
FLAT PRODUCTS



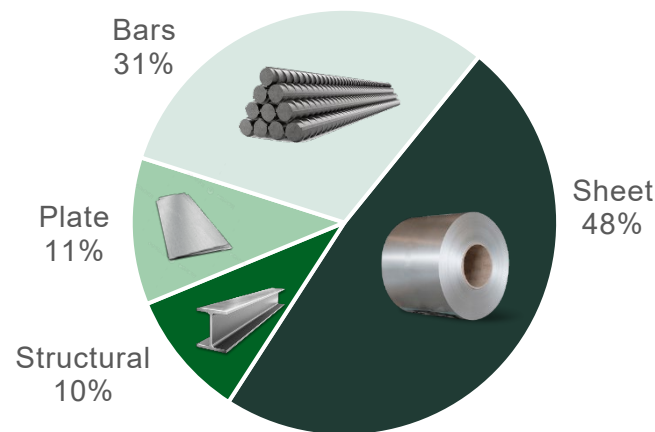
STEEL MILLS SEGMENT

- 27 Steel mills⁽¹⁾
- More than 31 million tons of annual capacity
- ~20% of sales to internal customers
- Nearing completion of 3 million tpa state-of-the-art sheet mill in West Virginia (year-end 2026)

LONG PRODUCTS



2025 STEEL SALES BY PRODUCT⁽²⁾



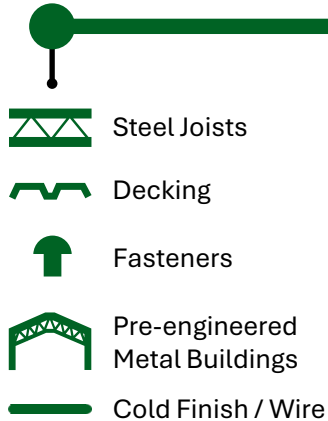
(1) Berkeley counted as two separate mills (Sheet and Structural)

(2) Total tons sold to outside customers

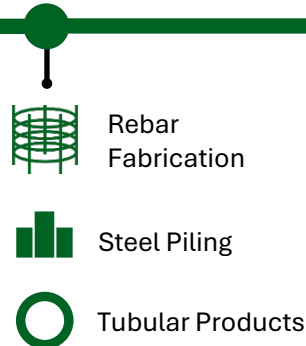
DIVERSE PORTFOLIO OF STEEL CONSTRUCTION PRODUCTS

EVOLUTION OF NUCOR'S STEEL PRODUCTS SEGMENT

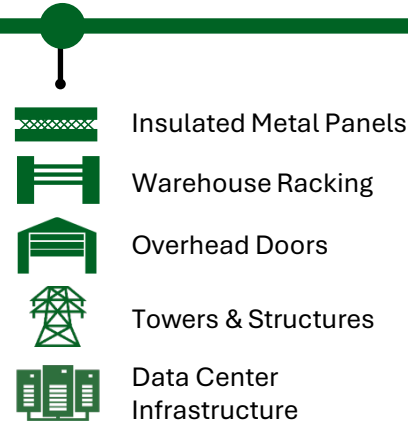
1960-2000



2000-2020



2020-2025

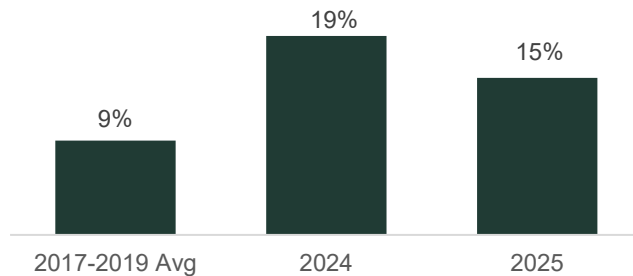


Future

Key Criteria of Future Investments:

- Attractive growth rates
- Higher free cash flow
- Attainable synergies
- More stable earnings

Attractive Steel Products EBITDA Margins



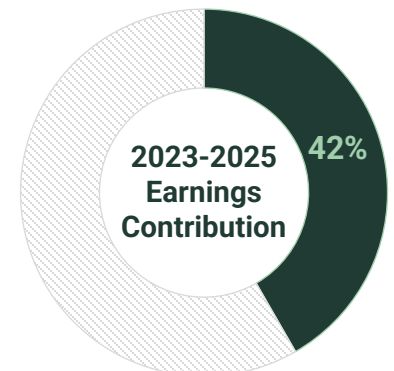
Steel Products Segment expected long-term run rate EBITDA margin

15%+

Greater Steel Products Earnings Contribution¹



■ Steel Products



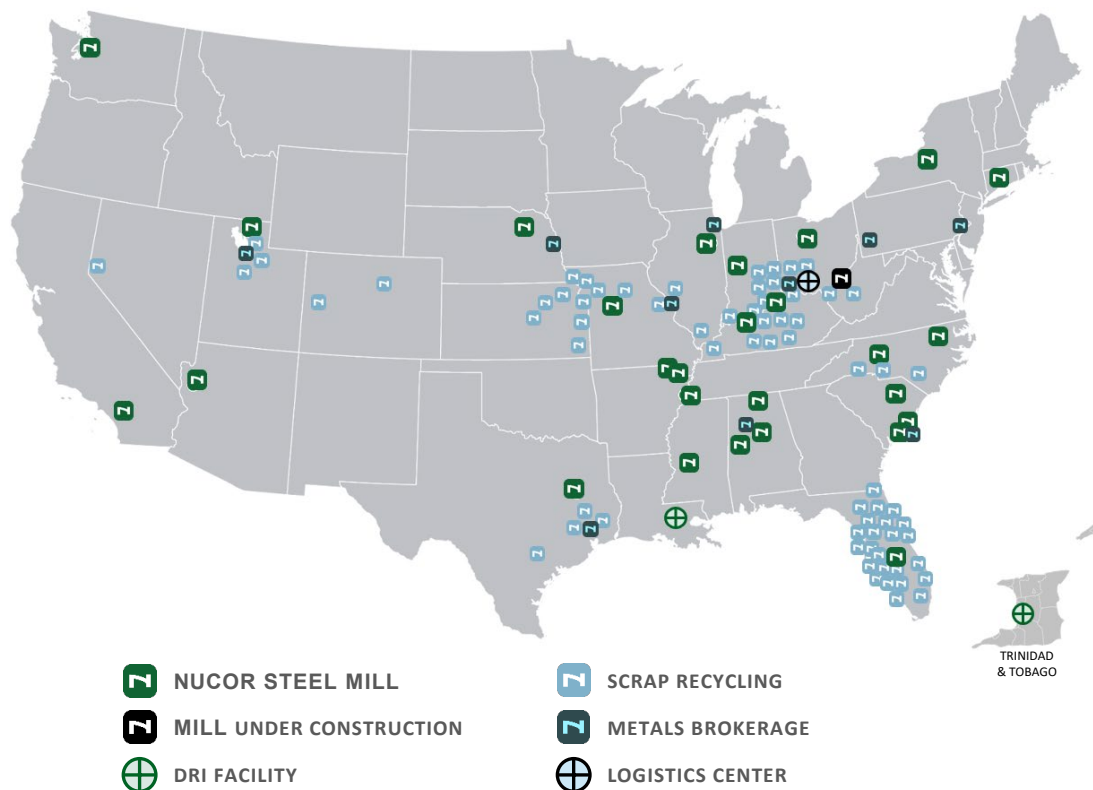
■ Steel Mills & Raw Materials

NUCOR®

LARGEST RECYCLER OF ANY MATERIAL IN NORTH AMERICA

RAW MATERIALS SEGMENT

- Scrapyard assets strategically positioned near EAF mills
- DRI facilities provide EAF mills with supply chain flexibility to quickly adjust to market conditions



SCRAP RECYCLING

6.8
mtpa

70 scrap recycling facilities capable of processing 6.8 million tons of ferrous scrap annually

FERROUS & NONFERROUS BROKERAGE



Leading broker of ferrous scrap in North America and global trader of nonferrous scrap, pig iron, and other metallics

DIRECT REDUCED IRON (DRI)

4.5
mtpa

Nucor's DRI plants in Trinidad and Louisiana have annual production capacities of 2.0M and 2.5M metric tons, respectively

LOGISTICS & RAIL



One of the largest independent railcar fleets in North America dedicated to the movement of scrap and steel

SUSTAINABILITY

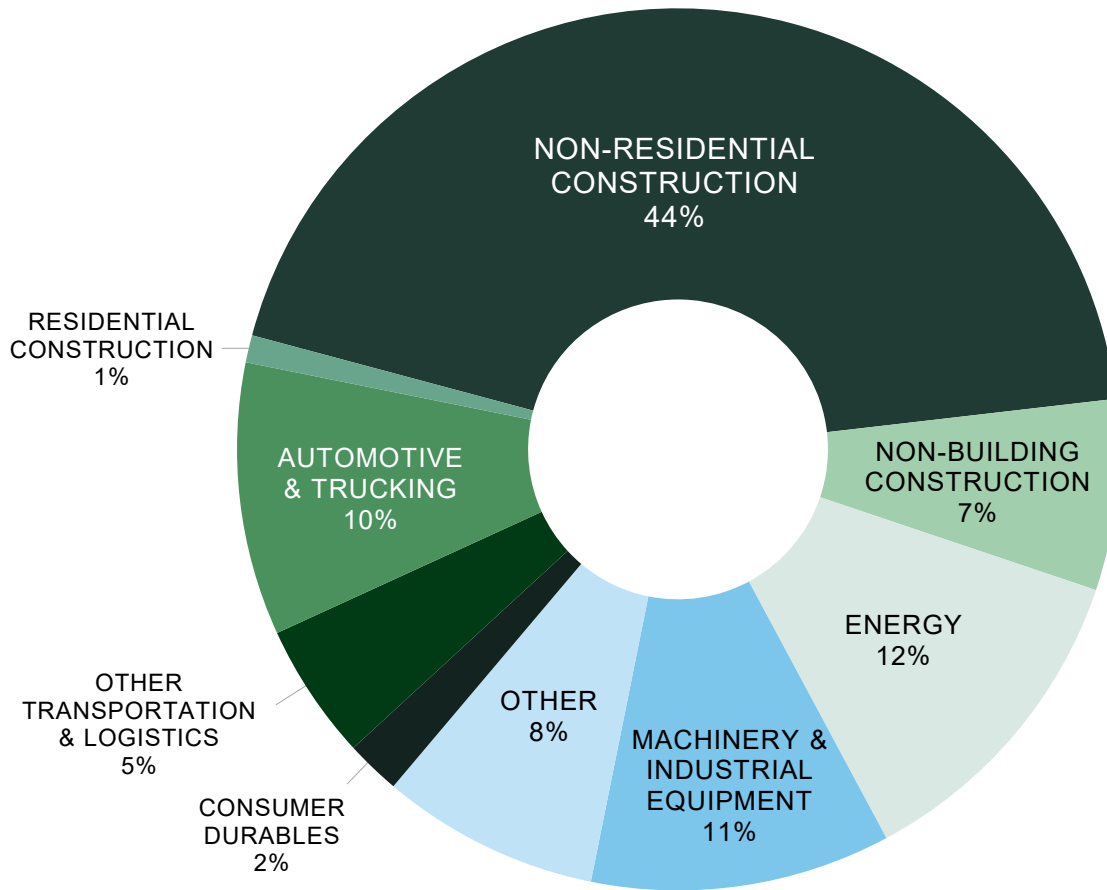
>75%
Recycled
content

Nucor steel is produced from >75% recycled content; plans to capture 600-800 kt/yr of CO₂ from Nucor's Louisiana DRI plant

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NUCOR PRODUCT END-USES

END-USE MARKETS SERVED (2025)⁽¹⁾



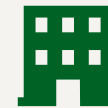
INDUSTRIES SERVED



Agriculture



Automotive



Construction



Infrastructure



Heavy Equipment



Highway



Military & Defense



Oil & Gas



Transportation



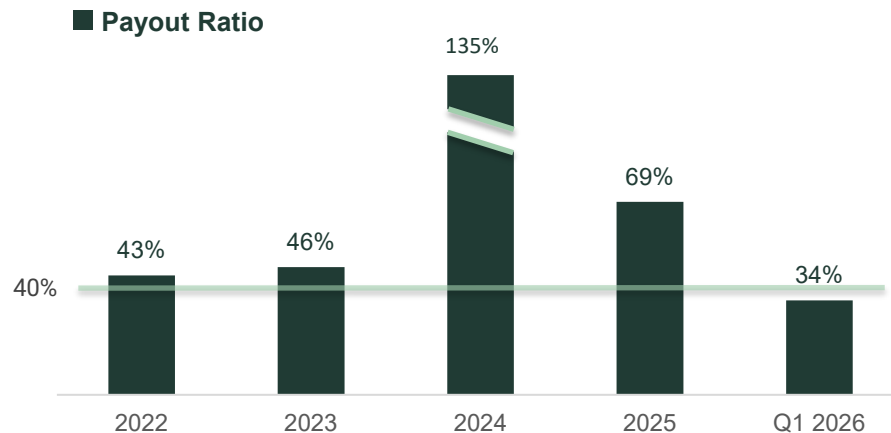
Power Generation & Transmission

STRONG BALANCE SHEET & SHAREHOLDER RETURNS REMAIN PRIORITIES

MAINTAINING FINANCIAL FLEXIBILITY

\$USD in millions as of April 4, 2026	Amount	xLTM EBITDA ¹	% cap
Total Debt ²	\$7,124	1.4x	24%
Cash and Cash Equivalents ³	\$2,481		
Net Debt	\$4,643	0.9x	
Total Equity & Non-Controlling Int.	\$22,548		76%
Total Book Capitalization	\$29,672		100%

COMMITTED TO RETURNING AT LEAST 40% OF ANNUAL NET EARNINGS



HIGHEST CREDIT RATINGS IN THE INDUSTRY

Rating Agency	Long-term Rating	Short-term Rating	Outlook
S&P	A-	A-1	Stable
Fitch	A-	F1	Stable
Moody's	A3	P-2	Stable

Represents Nucor's senior unsecured ratings

MANAGEABLE DEBT MATURITY PROFILE⁽⁴⁾



(1) EBITDA is a non-GAAP financial measure. For a reconciliation of non-GAAP measures, please refer to the Appendix.

(2) Total Debt includes Short-Term Debt, Current Portion of Long-Term Debt, Long-term Debt and Finance Lease Obligations

(3) Includes Cash and Cash Equivalents and Short-Term Investments

(4) \$2.25 billion revolver matures in 2030

EXECUTING ON OUR STRATEGY

NUCOR'S MISSION



OUR MISSION

**GROW THE CORE
EXPAND BEYOND
LIVE OUR CULTURE**

OUR CHALLENGE IS TO
BECOME THE WORLD'S SAFEST STEEL COMPANY.

WE LIVE EACH DAY WITH **GRATITUDE**
FOR THE FAMILIES, CUSTOMERS AND
PARTNERS THAT MAKE OUR WORK POSSIBLE.

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NUCOR'S CIRCULAR BUSINESS MODEL: VALUE CREATION SINCE 2020

2020-2025 Returns to Shareholders

- Returned ~\$14B to shareholders representing ~58% of net earnings
- Repurchased ~84 million shares (24% reduction)
- Increased dividend by 37% (~6% annualized growth)

SCOPE, SCALE and SUSTAINABILITY

- Largest and most diversified steel products company in the US
- Market leader in most products we make
- Highly variable cost structure and low GHG intensity

2020-2025 Cash Flows⁽¹⁾

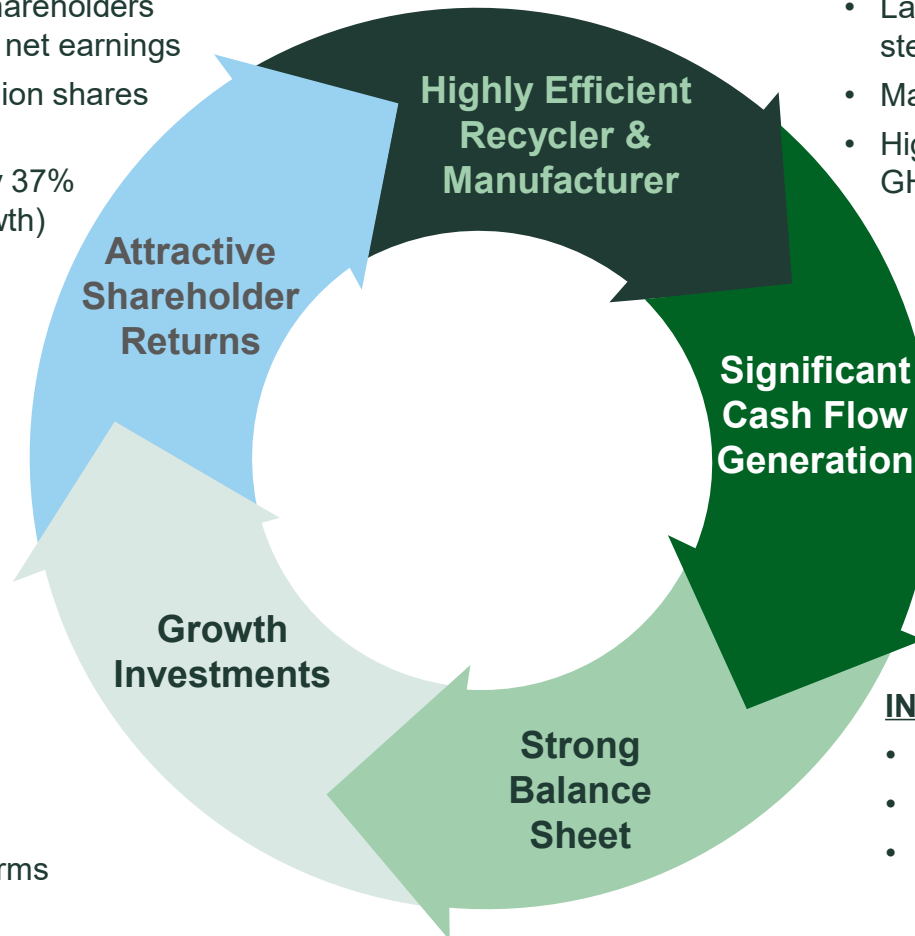
- ~\$40B EBITDA
- ~\$33B Operating Cash Flow
- ~\$19B Free Cash Flow

INDUSTRY LEADING CREDIT PROFILE

- <25% Total Debt/Capitalization
- <2x Total Debt/LTM EBITDA¹
- A-/A-/A3 credit ratings S&P/F/M

2020-2025 Investments

- ~\$14B CAPEX
- ~\$6B Acquisitions
- Established four new Expand Beyond platforms



ADVANCING ALONG OUR GROWTH JOURNEY

Growth Projects Completed

- **Bar:** Kingman, AZ bar mill melt shop
- **Bar:** Lexington, NC rebar micro-mill
- **Sheet:** Crawfordsville, IN coating complex
- **Towers & Structures:** AL facility

- **Tube:** Gallatin, KY Tube Mill

- **Sheet:** Gallatin, KY mill expansion and modernization
- **Plate:** Brandenburg, KY mill

- **Bar:** Rebar micro-mills in Frostproof, FL and Sedalia, MO
- **Bar:** Expansion/modernization at Kankakee, IL and Marion, OH
- **Sheet:** Galv/paint lines and cold mill at Hickman, AR

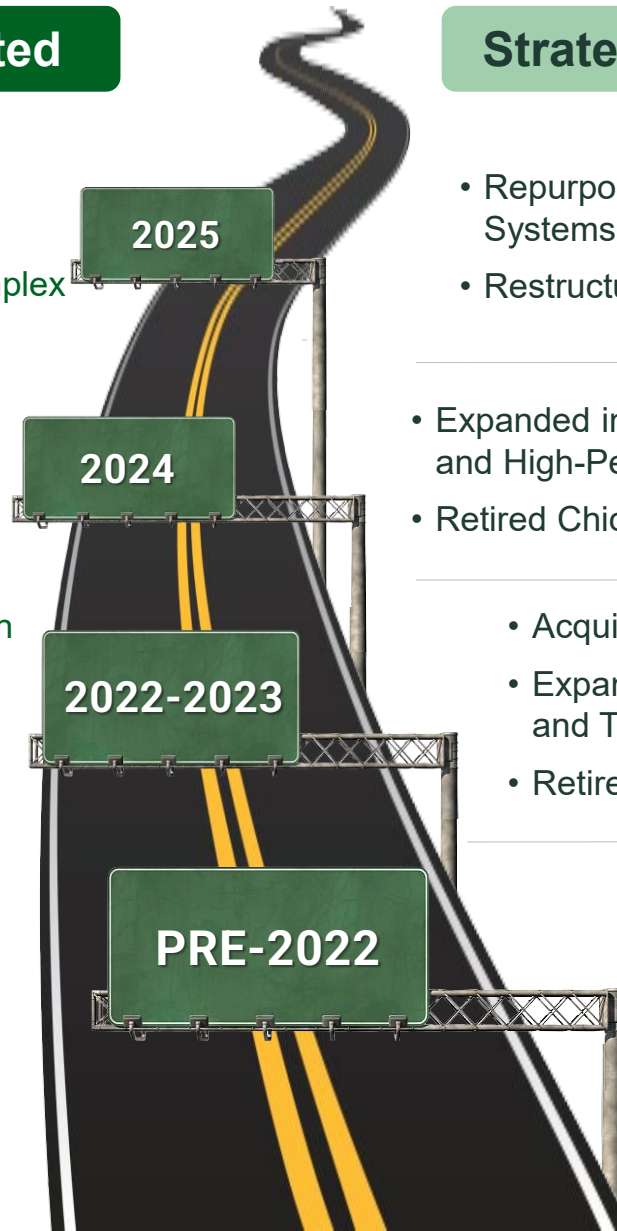
Strategic Initiatives Executed

- Repurposed two facilities into Nucor Data Systems operations
- Restructured Cold Finish Group; Exited POK

- Expanded into Data Center Infrastructure and High-Performance Overhead Doors
- Retired Chicago tube facility

- Acquired 51% of CSI
- Expanded into Overhead Doors and Towers & Structures
- Retired Longview, TX plate mill

- Expanded into Insulated Metal Panels and Warehouse Racking
- Restructured Nucor Buildings and Rebar Fab Groups
- Exited Duferdofin JV



WEST VIRGINIA PROJECT PROGRESSING – ON TIME AND ON BUDGET

COMMISSIONING THROUGHOUT 2026

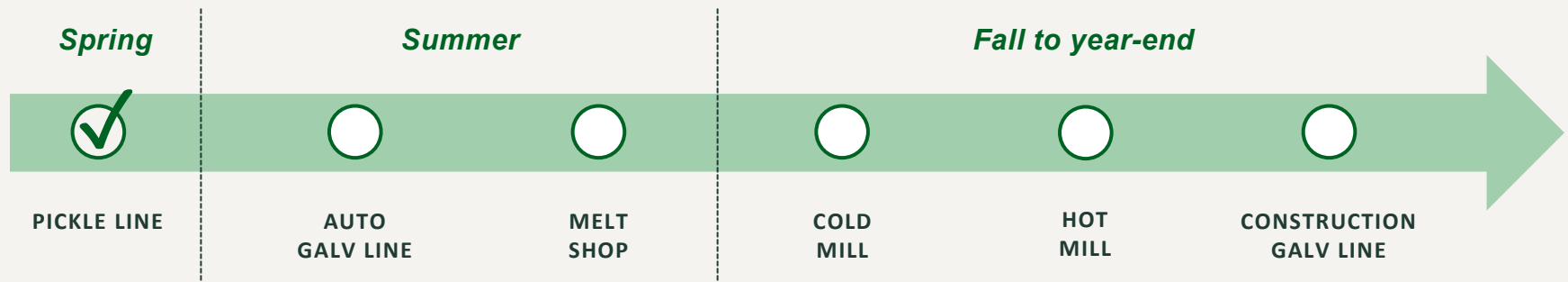
- Each area of new sheet mill is inspected, tested, and prepared for start-up
- Pickle line commissioning underway
- Additional equipment commissioning will begin over the summer and continue through the year

PRODUCTION EXPECTED 2027

- Initial focus is on safe and reliable performance
- Intentional, multi-phased ramp to full run-rate
- Capacity utilization and product capabilities will expand through 2027 and 2028



Sequencing equipment commissioning across 2026⁽¹⁾



2026 GROWTH PRIORITIES

TOWERS & STRUCTURES GREENFIELDS

Constructing two greenfield facilities in IN and UT; complementing existing facilities in PA and AL



Utah Towers & Structures

Indiana Greenfield

- Ongoing customer qualifications; pole production ramp up in Q4'25
- “First dip” at galv facility in Q2'26; full production by Q3'26

Utah Greenfield

- “First dip” at galv facility by YE 2026; full production by mid-2027

NUCOR BERKELEY GALV LINE

Constructing a second 500K tpa galvanizing line at Nucor Steel Berkeley (SC) sheet mill



Berkeley County, SC galv line

- Advanced capabilities to serve Southeast automotive customers
- Equipment commissioning planned for mid-year
- Production startup expected to begin in the fall

RAMP-UPS OF RECENT PROJECTS

2025 projects are on track to be fully ramped and operating at EBITDA positive run rates within the year



Lexington, NC rebar micro mill

- **Bar Mill projects:** Lexington rebar micromill and Kingman melt shop achieved EBITDA positive in March
- **Crawfordsville coating complex:** Galv line ramping, paint line commissioning in 2H 2026
- **Alabama T&S:** Expect to reach an EBITDA positive run rate by the summer

Q1 2026 RESULTS AND OUTLOOK

Q1 2026 FINANCIAL PERFORMANCE

FINANCIAL METRICS

EBITDA⁽¹⁾

\$1.5 billion

Net Earnings

\$743 million

EPS

\$3.23

**Balance Sheet &
Liquidity**

~24% debt/cap;
~\$3.2 billion liquidity⁽²⁾

Capital Expenditures

\$661 million

**Returns to NUE
Shareholders**

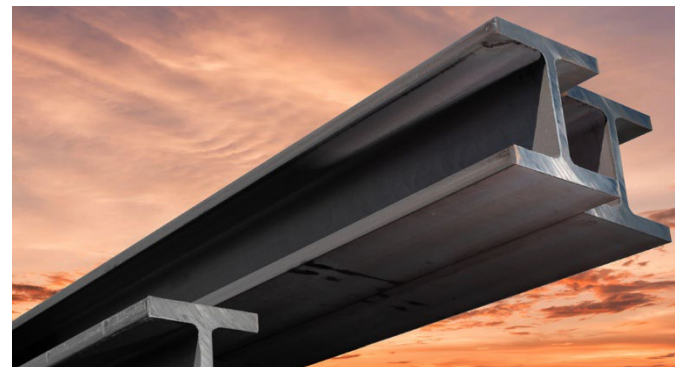
\$254 million

• **Dividend Payments**

• \$129 million

• **Share Repurchases**

• \$125 million
(0.7 mm shares)



(1) EBITDA is a non-GAAP financial measure. For a reconciliation of non-GAAP measures, please refer to the Appendix

(2) Liquidity defined as cash & equivalents, plus short-term investments, plus available revolver capacity of \$2.25 billion facility less ~\$1.6 billion outstanding floating-rate IRBs

Q1 2026 OPERATIONAL HIGHLIGHTS

SAFETY	EXTERNAL SHIPMENTS	MILL BACKLOGS	MILL UTILIZATION
0.75 YTD Injury & Illness Rate	7.4mm⁽¹⁾ +20% vs. Q4 2025	4.7mm⁽¹⁾ +20% vs. Q4 2025	86% +400 bps vs. Q4 2025



SAFETY OUR #1 VALUE

- 65 divisions had zero recordable injuries in Q1 2026



RECORD QUARTERLY STEEL MILL SHIPMENTS

- Steel Mills: 7.0mm tons shipped in Q1, eclipsing previous record of 6.7mm tons set in Q2 2021
- Steel Products: 1.2mm tons shipped in Q1, +13% Q/Q



GROWING BACKLOGS

- Steel Mills up 20% Q/Q; highest level since Q2 2021
- Steel Products up 9% Q/Q, with increases across all major products



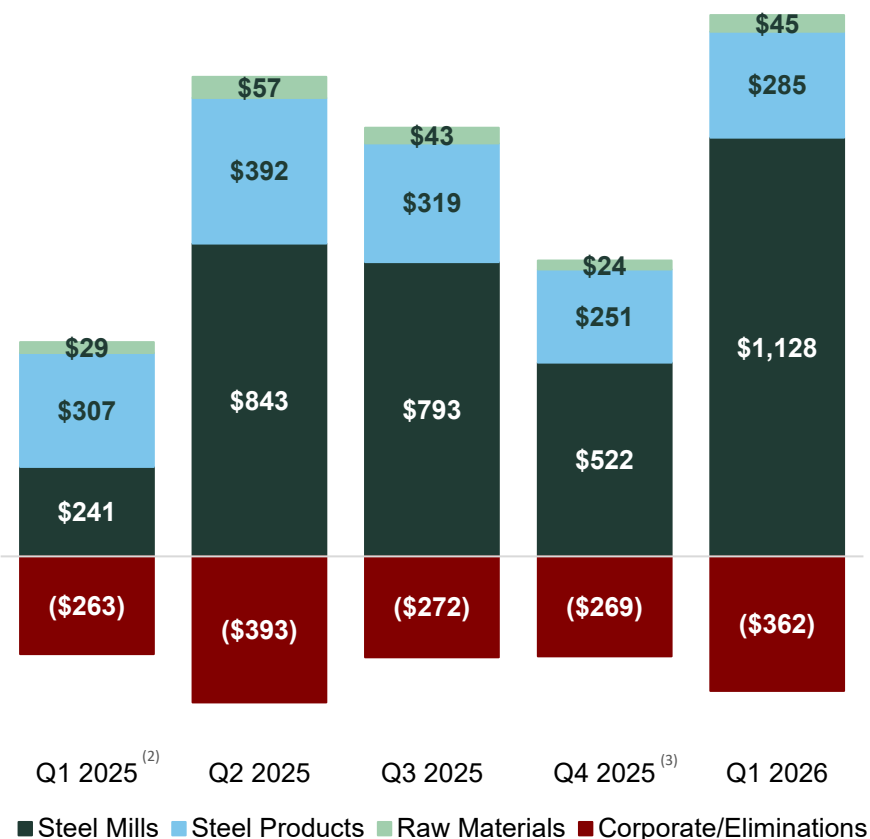
STRONGER TRADE ENFORCEMENT

- ~15% C&A finished import share in Q1 2026
- Continued enforcement of trade laws is having its intended effect, leading to meaningful declines in steel imports

Q1 2026 SEGMENT RESULTS

ADJUSTED PRE-TAX SEGMENT EARNINGS ⁽¹⁾

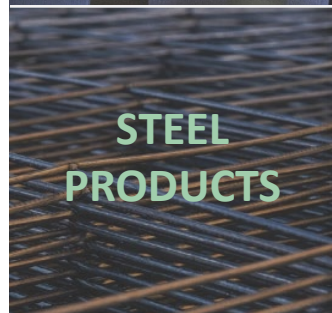
\$millions



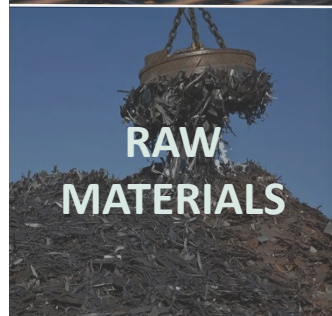
Q1 2026 VS Q4 2025



- ▲ Higher volumes
- ▲ Higher realized pricing
- ▲ Higher EBT/ton



- ▲ Higher volumes
- Stable realized pricing
- Stable EBT/ton



- ▲ Higher volumes
- ▲ Higher realized pricing

(1) Total segment earnings before income taxes and non-controlling interests

(2) Adjusted to exclude \$10 million impairment in Steel Mills and \$19 million impairment in Steel Products taken in Q1 2025. For a reconciliation of non-GAAP measures, please refer to the Appendix.

(3) Adjusted to exclude \$6 million impairment in Steel Mills and \$21 million impairment in Steel Products taken in Q4 2025. For a reconciliation of non-GAAP measures, please refer to the Appendix.

NEAR TO MEDIUM-TERM OUTLOOK⁽¹⁾

FLATS²

CATALYSTS

- **Incremental demand**
 - Data centers
 - Energy
 - Border fence
 - Steel bridges
 - Service centers
- **Lean service-center inventories**
- **Imports to retreat further YoY**
 - CORE trade case / full effect of Section 232
 - OCTG trade case pending

MONITORING

- Automotive
- Galv supply/spreads
- Residential market (new builds & existing) impact appliance/water heater/HVAC demand
- Railcar

LONGS²

CATALYSTS

- **Backlog strength** continues across long products
 - Rebar & Structural backlog set record highs
- **Full impact of rebar trade case & section 232**
- **Mega projects**
 - Data centers, CHIPS plants, institutional buildings, stadiums, warehouses
- **Concrete bridges** – IIJA/State funded
- **Regional growth** – Lexington & Kingman ramping
- **Energy** – Renewables, infrastructure, traditional power

MONITORING

- Residential new build market
- New supply hitting market
- Rebar imports from S. Korea

STEEL PRODUCTS

CATALYSTS

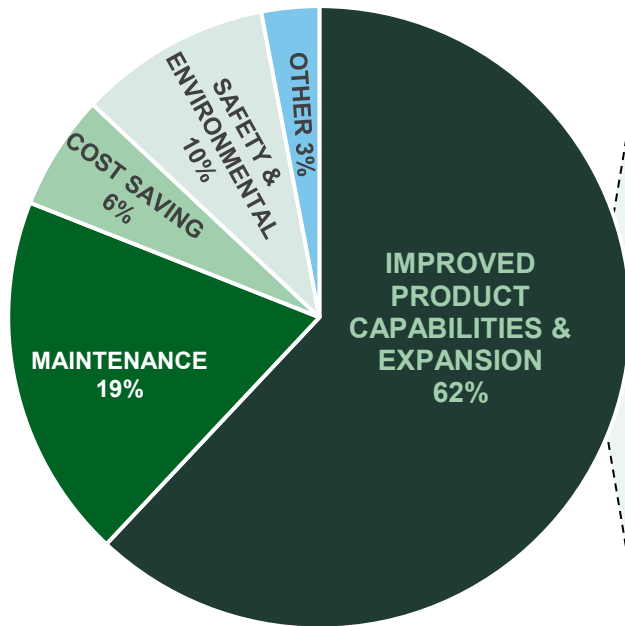
- **Mega projects**
 - Demand driver for higher margin, engineered products
- **Joist & Deck**
 - Data centers, warehouse
 - Backlog extends through the summer at pricing above current realized levels
- **Tube**
 - Data centers & border fence
- **Rebar Fab**
 - Backlog strength
 - Regional growth

MONITORING

- Margin impacts from higher priced steel – rebar fab, joist & deck
- Construction cost/Inflation
- Residential new build market

APPENDIX

2026 PROJECTED CAPEX: ~\$2.5 BILLION



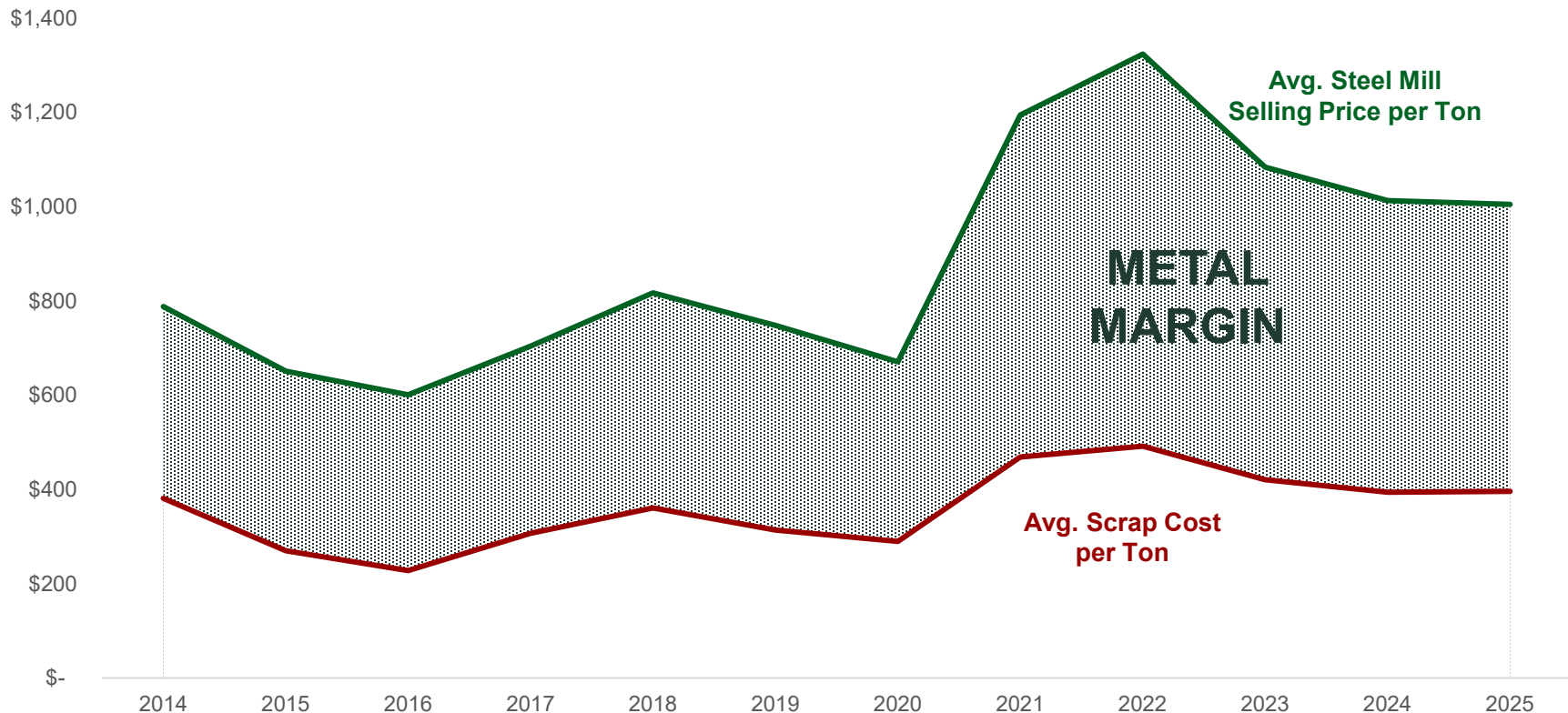
Notable Projects	Description	2026 Capex ⁽¹⁾	Est. Completion
West Virginia Sheet Mill	3M tpa sheet mill with low GHG profile located in heart of America's largest sheet market	~\$950	Late 2026
Towers & Structures Greenfields (IN, UT)	Highly automated manufacturing facilities to provide engineered solutions to utility infrastructure customers	~\$160	Mid 2026 (IN) Mid 2027 (UT)
Tuscaloosa Mill Stand	Mill stand upgrade to improve throughput, quality, and differentiate product offerings	~\$120	Late 2027
Berkeley Galv Line	500,000 tpa galvanizing line for automotive and consumer durables markets	~\$110	Mid 2026

(1) \$millions

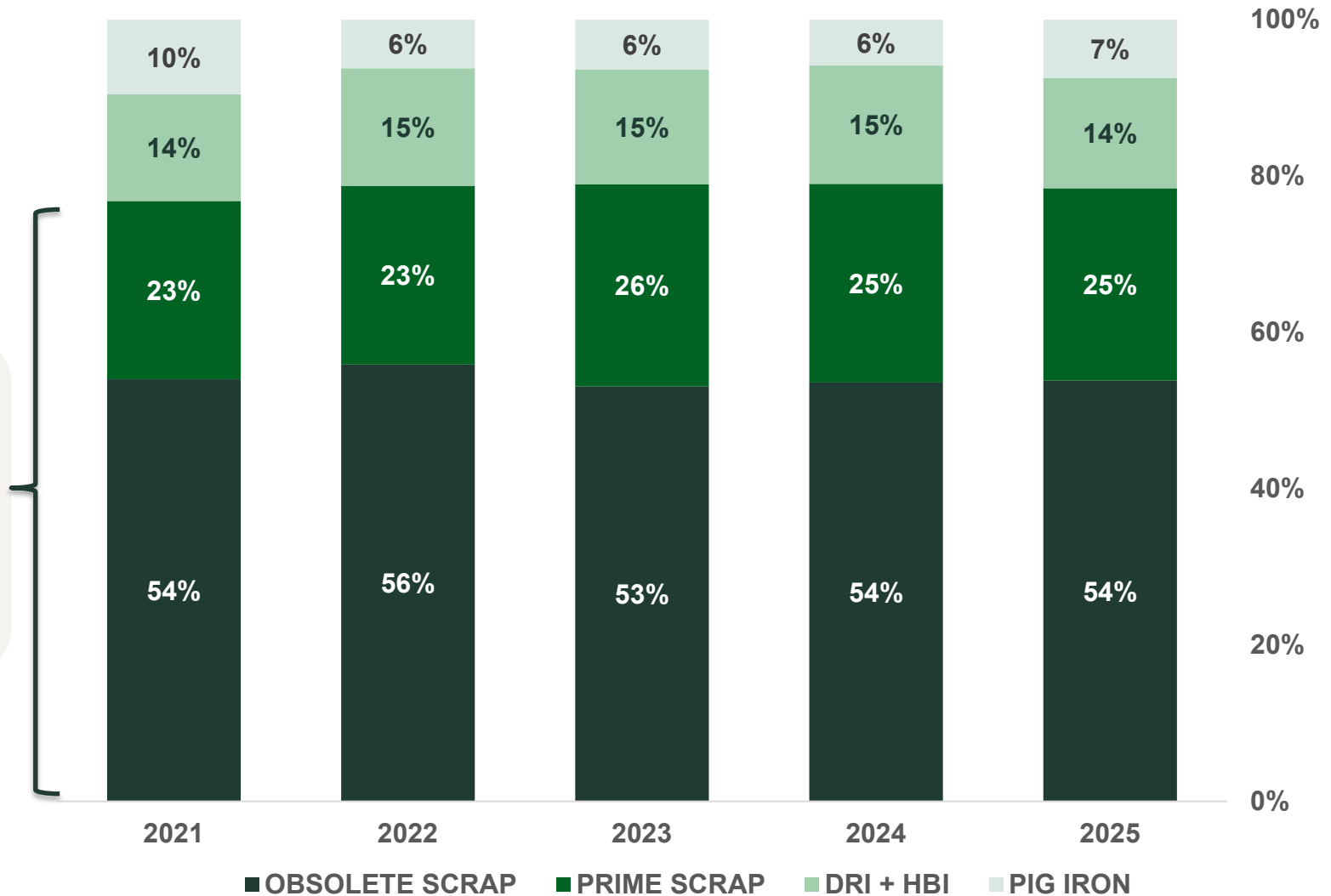
METAL MARGINS HAVE HISTORICALLY TRENDED HIGHER IN RISING SCRAP PRICE ENVIRONMENTS

Nucor metal margins are highly correlated (~80%²) with scrap & substitute costs

Period	Avg. Scrap Cost ¹	Avg. Metal Margin
2016-2020	\$300	\$408
2021-2022	\$481	\$779
2023-2025	\$402	\$633

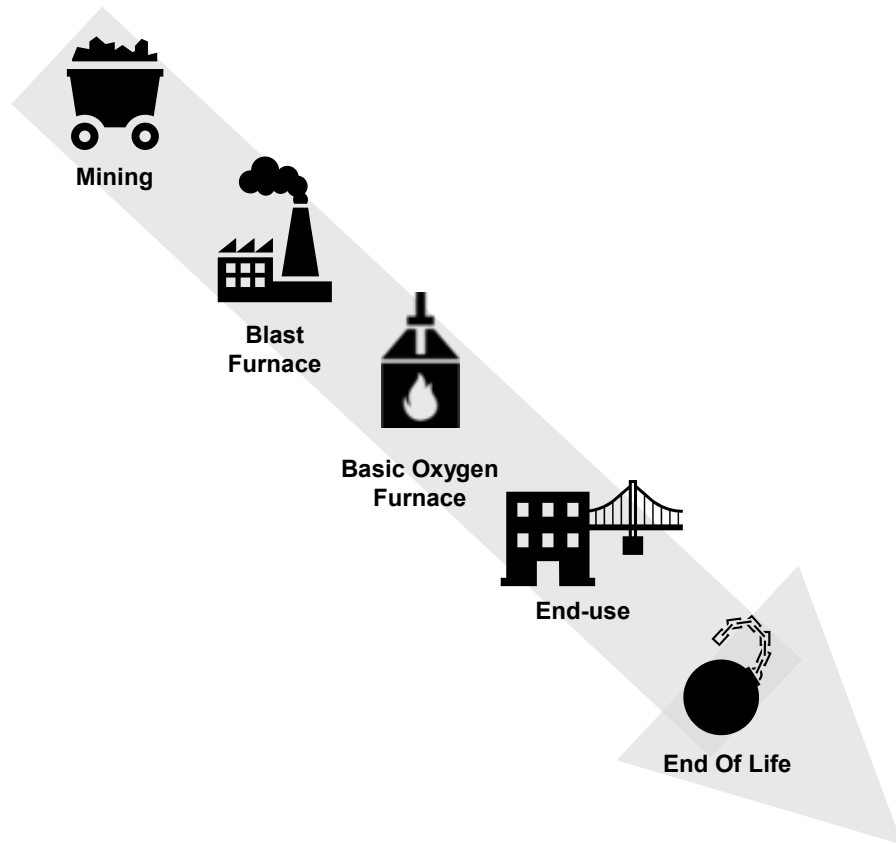


NUCOR'S RAW MATERIALS MIX

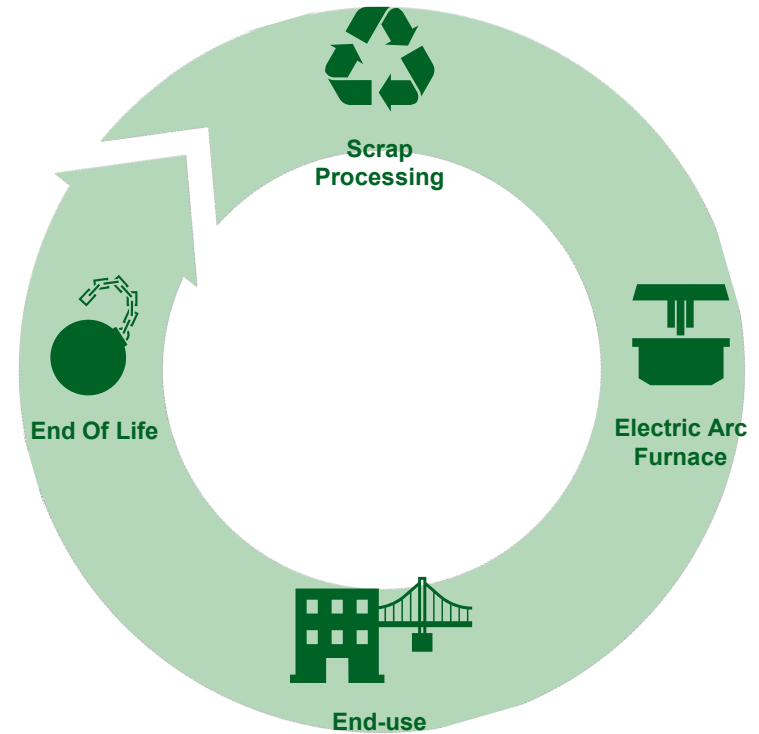


EXTRACTIVE VS CIRCULAR STEELMAKING

Extractive Steelmaking: BF-BOF



Circular Steelmaking: EAF



DIFFERENCE BETWEEN STEELMAKING GHG EMISSION SCOPES



Scope 1 - Nucor Emissions

- Direct emissions under the control of Nucor
- Caused by consuming carbon-bearing materials
 - Natural Gas
 - Injection/Charge Carbon
 - DRI/Pig/HBI
 - Electrodes

27% of Nucor Total*

Can be reduced through efficiency improvements and iron unit mix



Scope 2 - Electricity

- Purchased Electricity
 - Location Based – Grid emissions reported by utility or reporting entity
 - Market Based – Contractually based emissions factors between utility and Nucor

30% of Nucor Total*

Easiest to reduce through VPPA's and on-site renewable generation and battery energy storage



Scope 3 – Everything Else

- Upstream and/or Downstream Emissions
- Caused by others producing materials consumed by Nucor
 - Pig/HBI
 - Burnt Lime
 - Electrodes
 - Gasses: Oxygen, Nitrogen, Argon
- Inbound/outbound transportation

43% of Nucor Total*

Reduction potential largely based on raw materials

NET-ZERO GHG EMISSIONS STRATEGY SUMMARY

Low Carbon Electricity

Through utility partnerships, renewable energy promotion, nuclear exploration and power purchase agreements, we aim to reduce fossil fuel-based electricity use.

Greener Raw Materials

Nucor sources lower-carbon materials such as greener iron, other bio-based materials and reclaimed waste to reduce our product footprint.

Near Zero GHG Iron Making

Nucor is investing in near-zero ironmaking technologies like Electra and Hlsarna, which, with carbon sequestration, could achieve near zero GHG emissions.

Carbon Capture & Sequestration

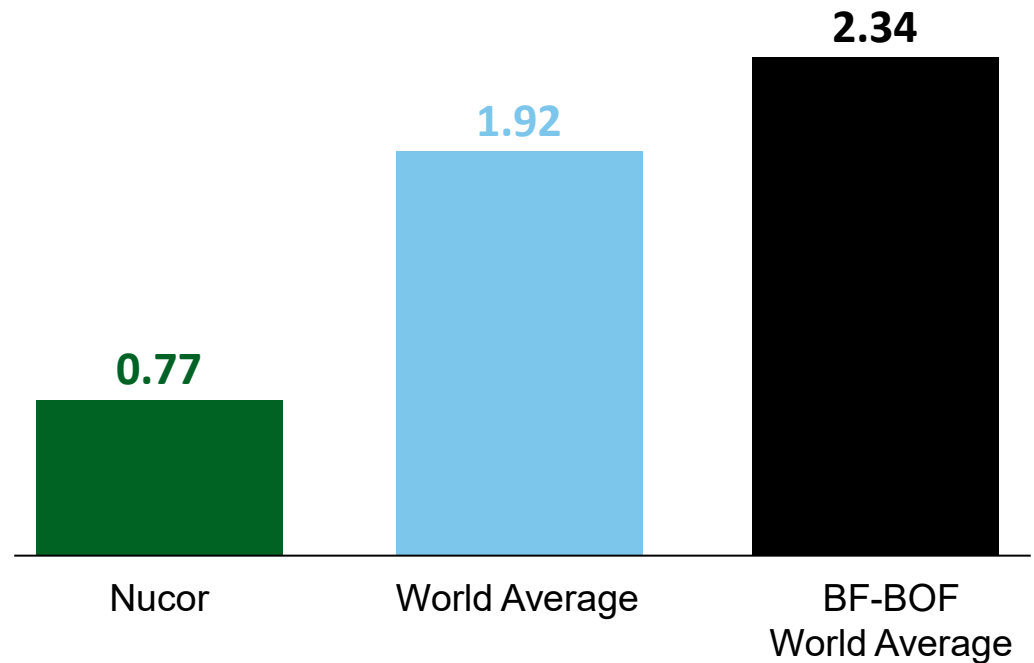
Nucor is partnering with ExxonMobil on carbon sequestration at our Louisiana DRI facility to capture, store and transport up to 800,000 metric tons of CO₂.

Low Copper Shred

By removing non-magnetic materials like copper, the quality and utility of the scrap metal is enhanced. Increasing recycled content and reducing reliance on high-embodied carbon iron inputs.

LEADING THE WAY IN GHG INTENSITY

**World Average GHG
Intensity**
metric ton CO₂ / metric
ton steel
(Scopes 1, 2 & 3)



(1) All Steel Mills with melting capacity owned and operated by Nucor were included in the steel mill Scope 1, 2, and 3 intensity

(2) Overall Global and BF-BOF Global Scope 1, 2 and 3 Intensities are based on World Steel Association's latest sustainability indicator report.

RECONCILIATION OF GAAP TO NON-GAAP MEASURE - EBITDA

\$ in millions

	2024	2025	LTM	Q4 2025	Q1 2025	Q1 2026
Net earnings before non-controlling interests	\$2,319	\$2,038	\$2,682	\$423	\$226	\$870
Net interest expense	(\$30)	\$59	\$64	\$11	\$14	\$19
Income taxes	\$583	\$530	\$697	\$78	\$59	\$226
Depreciation expense	\$1,094	\$1,226	\$1,244	\$316	\$303	\$321
Amortization expense	\$262	\$254	\$252	\$63	\$65	\$63
Losses and impairments of assets	\$137	\$67	\$53	\$27	\$29	\$15
EBITDA	\$4,365	\$4,174	\$4,992	\$918	\$696	\$1,514

RECONCILIATION OF GAAP TO NON-GAAP MEASURE – FREE CASH FLOW (FCF)

\$ in millions

	2024	2025	LTM	Q4 2025	Q1 2025	Q1 2026
CASH PROVIDED BY OPERATING ACTIVITIES	\$3,979	\$3,234	\$3,756	\$799	\$364	\$886
CAPITAL EXPENDITURES	(\$3,173)	(\$3,422)	(\$3,224)	(\$802)	(\$859)	(\$661)
FREE CASH FLOW	\$806	(\$188)	\$532	(\$3)	(\$495)	\$225

RECONCILIATION OF GAAP TO NON-GAAP MEASURE – PRE-TAX SEGMENT EARNINGS

\$ in millions

	Q4 2025			Q1 2025		
	<u>Steel Mills</u>	<u>Steel Products</u>	<u>Raw Materials</u>	<u>Steel Mills</u>	<u>Steel Products</u>	<u>Raw Materials</u>
EARNINGS (LOSS) BEFORE INCOME TAXES AND NONCONTROLLING INTERESTS	\$516	\$230	\$24	\$231	\$288	\$29
LOSSES AND IMPAIRMENTS OF ASSETS	\$6	\$21	--	\$10	\$19	--
ADJUSTED EARNINGS (LOSS) BEFORE INCOME TAXES AND NONCONTROLLING INTERESTS	\$522	\$251	\$24	\$241	\$307	\$29

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