

# Vision 2030

## New Initiatives for Further Improvement of Corporate Value

# New Initiatives to Realize the Vision 2030

(announced in November 2023)

Vision 2030:

**A company that achieves and solidifies its position as the global leader (volume and profitability) in structural steel, and continues to embrace challenges in new business areas**

## Ongoing efforts to realize carbon neutrality and a circular economy

- Improvement of environmental superiority by electric furnace through accelerated introduction of green technology/energy
- Collaboration with companies owning cutting-edge technologies, joint R&D with universities, etc.

## Strengthening of core structural steel business

- Expansion of sales in growing regions such as Asia (establishing new mills, strengthening competitiveness of existing mills)
- Maintaining and enhancing profitability through advanced operation know-how and cutting-edge technologies

## Entry into new steel, infrastructure, and green business areas

- Expansion of product portfolio besides structural steel, strengthening of value chain, and acquisition of technology
- Active M&A in Japan and overseas

## Development and securing of professional personnel carrying on new initiatives

**Creation of new value and contribution to the realization of a rich society as a global company**

# Timeline Toward Realizing Vision 2030

## Strengthening of core structural steel business



Established GYS (Indonesia)



Started strategic capital investment (related to rolling line)  
Promoted collaborations to increase competitiveness  
(JFE Steel Group, Hyoki Kaiun)



Selected India as candidate for a new location, and started the review

**Vision 2030**

## **Announced Medium- to Long-Term Business Outlook, Investment Strategy and Cash Allocation Policy**

(May 2022)

## **Formulated Vision 2030**

(November 2023)

## Entered new business areas

- Started exploring collaborations with start-ups through equity investment in the fund managed by Emerald of Switzerland
- Executed investment in Electra of the U.S.

## External environment (key topics)

**2022**

- ✓ Russia's war against Ukraine
- ✓ Rising inflation mainly in the U.S. and Europe

**2023**

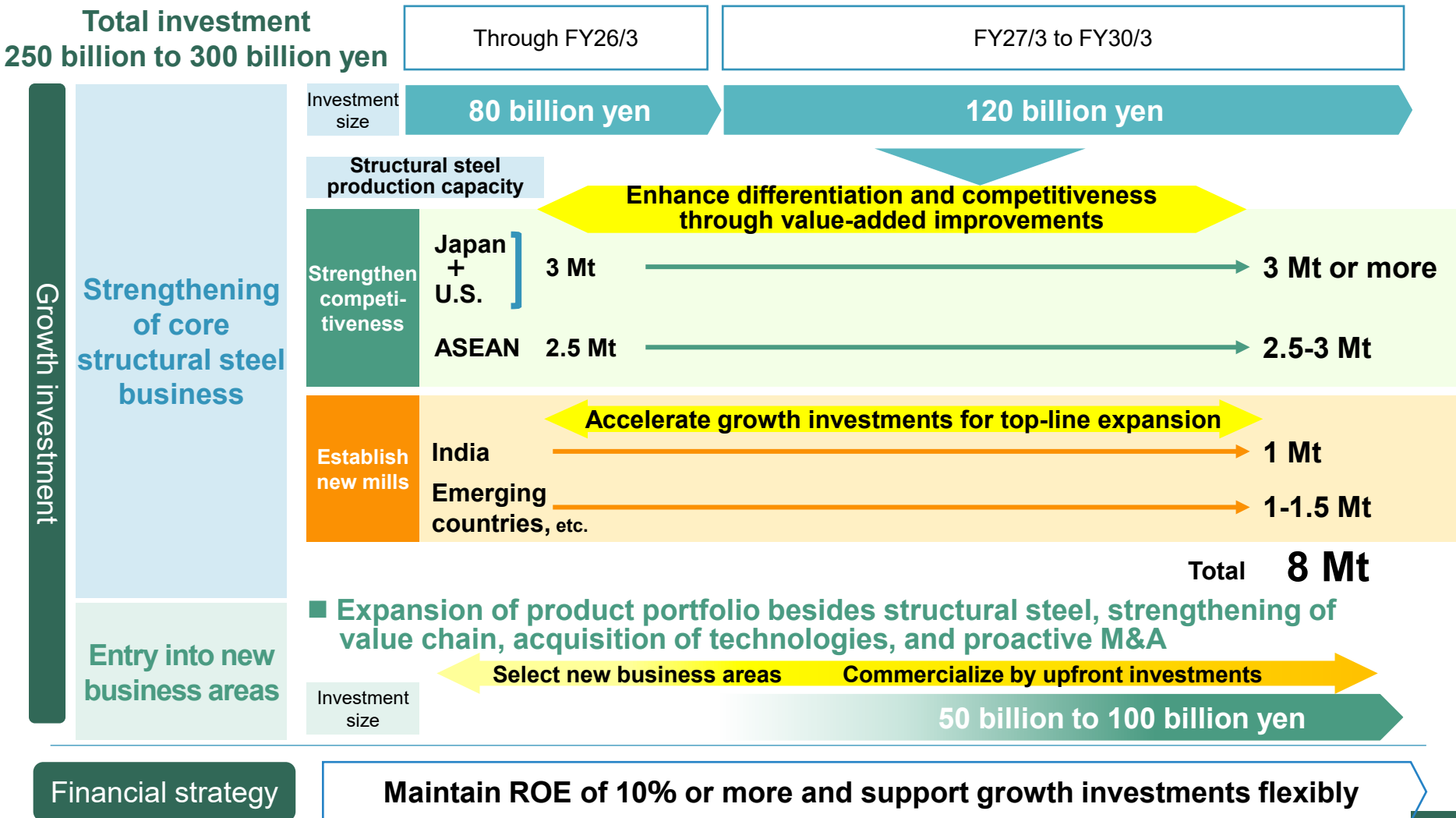
- ✓ Increase in exports of Chinese products amid economic slowdown in China
- ✓ Softening of global structural steel market

**2024 onwards**

- ✓ Higher U.S. tariffs following the inauguration of the Trump administration

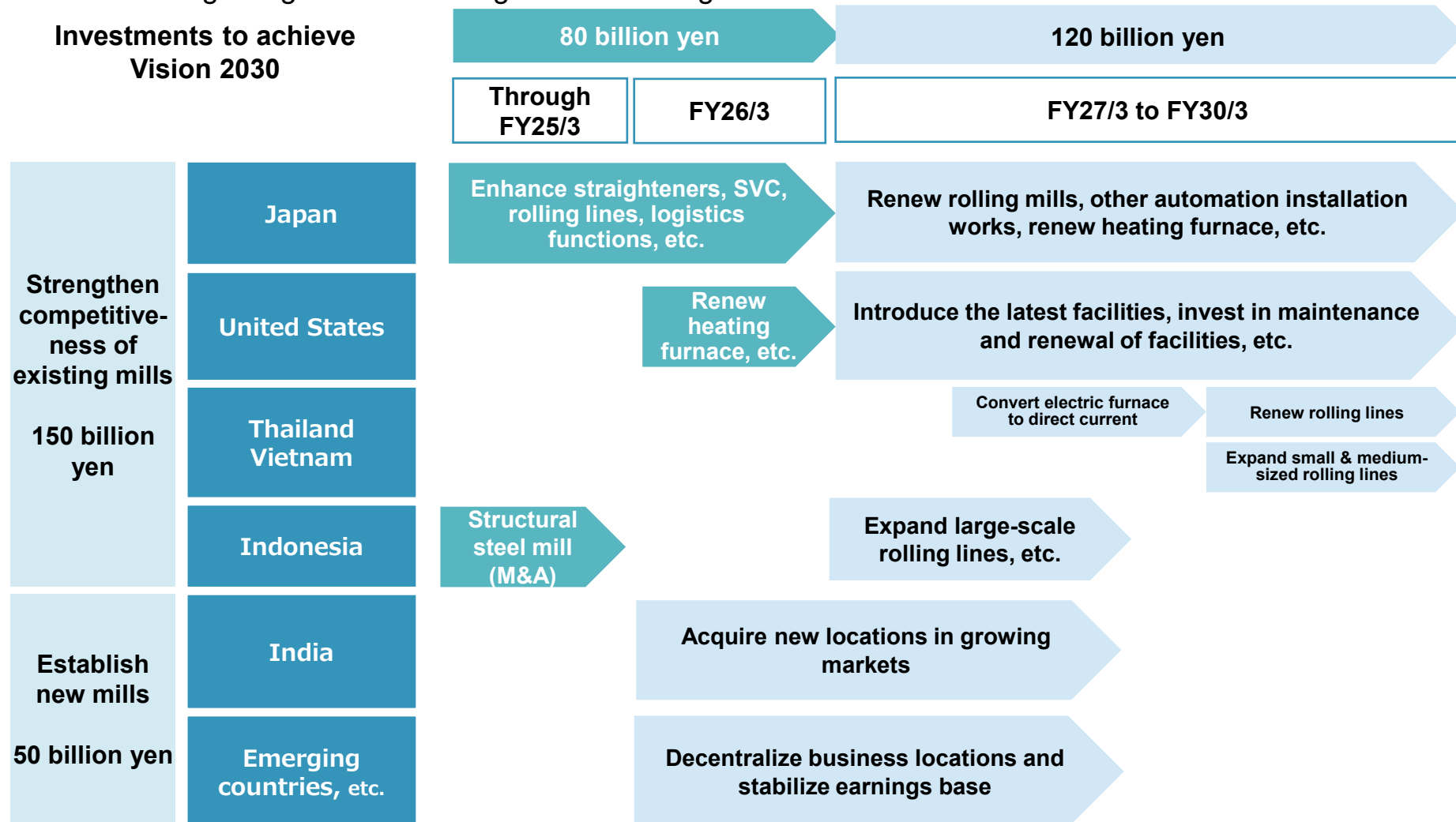
# Road Map to Achieve Vision 2030

- No change to the basic policy outlined in the road map to achieve Vision 2030.
- While having withdrawn from the Middle East, we are expanding production bases in India, emerging countries and other areas, and restructuring the business portfolio to achieve sustainable growth globally.



# Key Investments to Strengthen Core Businesses

- Invest strategically to solidify our position as the global leader in the structural steel market with a share of approx. 30% in the global market (excluding China, which is outside our target).
- Promote organic growth at existing locations along with M&A for new locations.



# Strengthening of Core Businesses – Existing Locations/United States

Approx. **5.5 Mt** (Estimated by Yamato Kogyo)

Large-scale construction projects: data centers, stadiums, etc.

Infrastructure investments: bridges, harbors, etc.

**NYS**

**2.3 Mt**

Nucor Berkeley 0.6 Mt

Other two companies 3.3 Mt

(including structural steel except for H-beam, estimated by Yamato Kogyo)

H-beam  
market size

U.S. companies'  
production capacity

## Medium- to Long-Term Outlook for the U.S. Business

Continue to leverage our strengths in markets where solid demand and a stable supply–demand balance are expected to persist, and **secure stable and high profitability**.

Trade  
barriers

NYS's  
strengths

**Additional 50% tariffs on imports**  
(85% for Chinese products)

\* Fabricated steel is also subject to the tariff.

⇒ An improvement in the market conditions,  
and a decline in the share of imports

- **A leading company in the market**
- **High value-added products**
- **An integrated group-wide sales structure within the Nucor Group**

# Strengthening of Core Businesses – Existing Locations/United States

## The position and strengths of NYS

- ✓ Established **a leading position** in the vast U.S. market by leveraging high production capacity and technological strengths
- ✓ Leveraging proactive capital investment and technological capabilities **to develop and manufacture high value-added products, and to improve their quality and production efficiency**

Major capital investments: QST (Quenching and Self-Tempering),  
Renewal of heating furnace

High value-added products: Only NYS can produce in the U.S.  
large-size products, high-strength and high-weldability products (AEOS™)

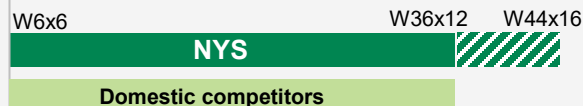
\*Agile, Efficient, Optimized, Sustainable

- ✓ Nucor Group's **integrated sales strategy**  
⇒ The Nucor group can supply over 95% of steel products for data centers  
(Assuming that approximately half of this uses structural steel).

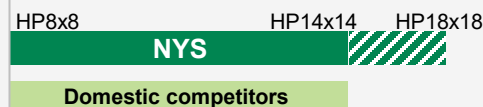
### NYS size chart

 Range of products that can only be produced by NYS within the U.S.

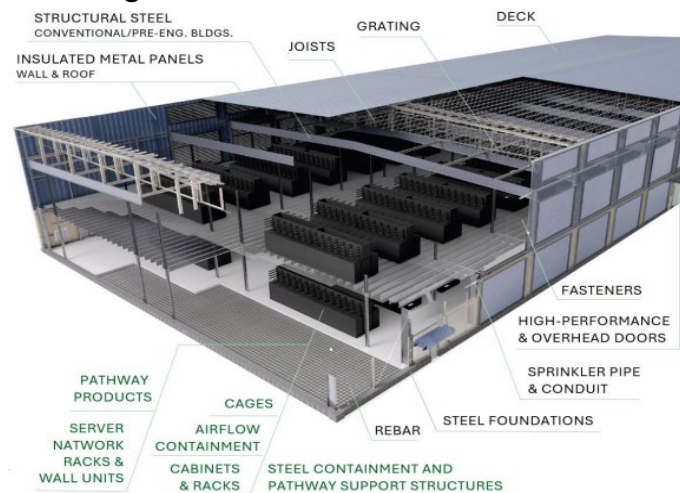
#### H-beam



#### H-pile



#### Jumbo beam (W14x16) Kg/m



 WHITE SPACE PRODUCTS & INSTALLATION  CORE AND SHELL PRODUCTS

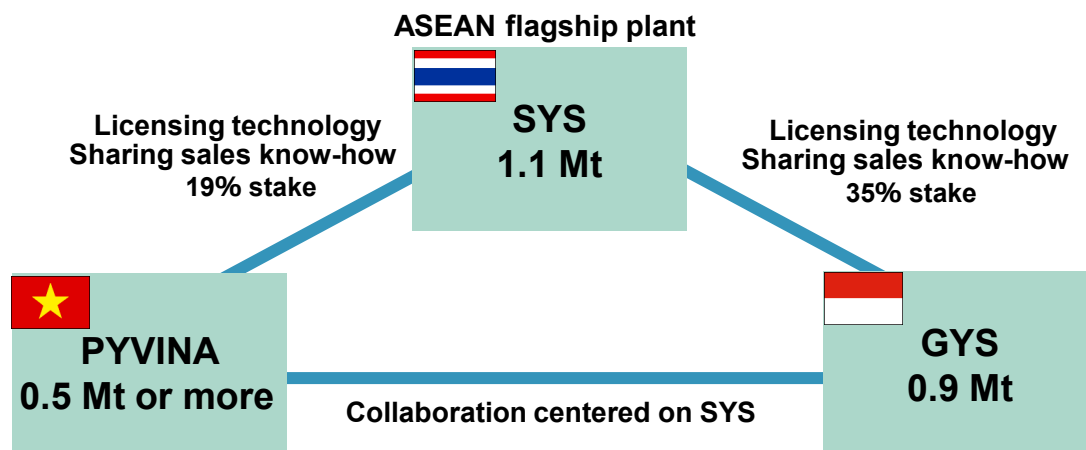
\* Based on Nucor's earnings call materials

[https://s202.q4cdn.com/531038915/files/doc\\_financials/2025/q3/Nucor-Q3-2025-Earnings-Call-Presentation\\_Final.pdf](https://s202.q4cdn.com/531038915/files/doc_financials/2025/q3/Nucor-Q3-2025-Earnings-Call-Presentation_Final.pdf)

# Strengthening of Core Businesses – Existing Locations/Three locations in ASEAN

Amid intensifying competition with inexpensive Chinese products, we aim to expand our market share in the region and build a second earnings pillar by promoting each company's growth strategies and further pursuing intra-group synergies.

## ASEAN structural steel strategy (3-million-ton capacity)



### [Initiatives to maximize synergies]

#### Manufacturing

Enhance quality and productivity by sharing advanced operational know-how

#### Sales

Maximize earnings by supplying products and semi-finished products between the three locations (Thailand, Indonesia, Vietnam)

#### Procurement

Ensure stable procurement and reduce costs through collaboration and cooperation

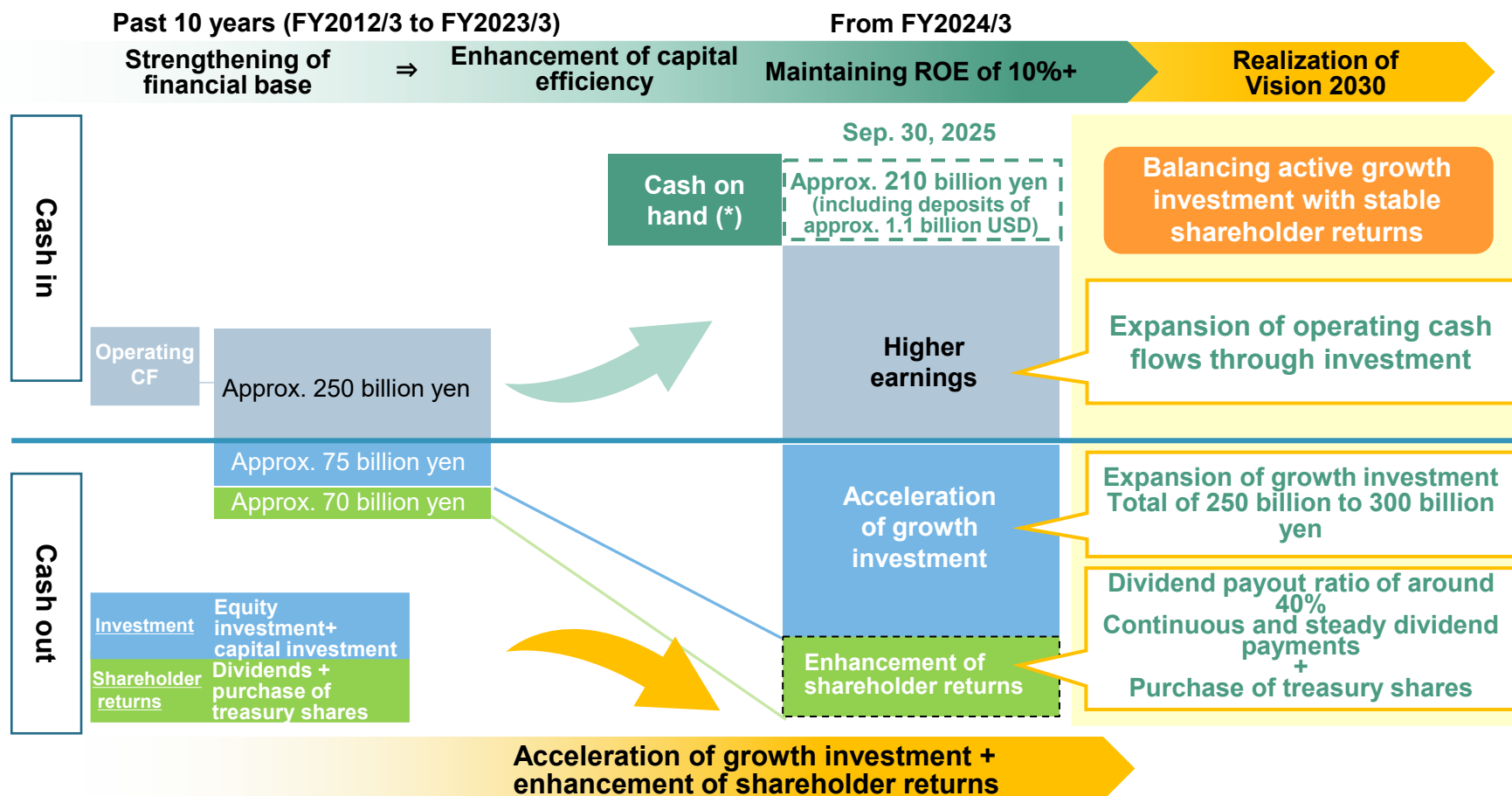
### [Business strategy]

- Enhance sales of high value-added products (including earthquake-resistant products)  
⇒ Capture demand for data centers in the ASEAN region
- Capital investments based on the medium- to long-term strategy  
GYS: Expand large-scale rolling lines (scheduled for completion in 2027)  
SYS, PYVINA: Update as needed based on careful assessment of the business environment

### [Trade barriers against Chinese H-beam]

|            | <u>Tariff rate</u> | <u>Expiration date</u> |
|------------|--------------------|------------------------|
| <b>New</b> |                    |                        |
| Thailand   | 30.86%<br>- 54.19% | Nov. 2030              |
| Indonesia  | 11.93%             | Oct. 2029              |
| Vietnam    | 13.38%<br>- 33.51% | Sep. 2027              |

# Strategic Cash Allocation for Enhancement of Corporate Value



$$\text{ROE} = \text{Profit margin} \times \text{Asset turnover} \times \text{Financial leverage}$$

- Increase the value added
- Expand business areas
- Accelerate growth investment
- Enhance shareholder returns

**Growth strategies are interlinked.**