

COMMERCIAL METALS CO  
Form DEFA14A  
January 10, 2012

**UNITED STATES**  
**SECURITIES AND EXCHANGE COMMISSION**

Washington, D.C. 20549

**SCHEDULE 14A**

(Rule 14a-101)

INFORMATION REQUIRED IN PROXY STATEMENT

**SCHEDULE 14A INFORMATION**

Proxy Statement Pursuant to Section 14(a) of the Securities

Exchange Act of 1934 (Amendment No. )

Filed by the Registrant

Filed by a Party other than the Registrant

Check the appropriate box:

- Preliminary Proxy Statement
- Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))**
- Definitive Proxy Statement
- Definitive Additional Materials
- Soliciting Material Pursuant to §240.14a-12

**COMMERCIAL METALS COMPANY**

(Name of Registrant as Specified In Its Charter)

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

Payment of Filing Fee (Check the appropriate box):

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(1) Amount Previously Paid:

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(4) Date Filed:

Change You Can Count On  
January 10, 2012

Cautionary Statements

This  
written  
and  
verbal  
presentation  
may

contain  
forward-looking  
statements  
regarding  
the  
outlook  
for  
the

Company's financial results, including net earnings (loss), operating profit (loss), economic conditions, credit availability, product pricing and demand, currency valuation, production rates, interest rates, inventory levels, margins, acquisitions, construction and operation of new facilities and general market conditions. These forward-looking statements generally can generally be identified by words such as expects,

anticipates,  
believes,  
estimates,  
intends,  
plans to,  
ought,  
could,  
will,  
should,  
likely,  
appears,  
projects,  
forecasts,

or other similar words or phrases. There are inherent risks and uncertainties in any forward-looking statement. Although the Company believes that its expectations are reasonable, it can give no assurance that these expectations will prove to have been correct, and actual results may vary materially. Except as required by law, the Company undertakes no obligation to update, amend or clarify any forward-looking statements to reflect events, new information or otherwise.

Developments that could impact the Company's expectations include the following: absence of global economic recovery or possible recession relapse; solvency of financial institutions and their ability or willingness to lend; success or failure of governmental efforts to stimulate the economy, including restoring credit availability and confidence in a recovery; continued sovereign debt problems in Greece and other countries within the euro zone and other foreign zones; customer non-compliance with contracts; construction activity or lack thereof; decisions by governments affecting the level of steel imports, including tariffs and duties; litigation claims and settlements; difficulties or delays in the execution of construction contracts resulting in cost overruns or contract disputes; metals pricing over which the Company exerts little influence; increased capacity and product availability from competing steel minimills and other steel suppliers, including import quantities and pricing; execution of cost minimization strategies; ability to retain key executives; court decisions and regulatory rulings; industry consolidation or changes in production capacity or utilization; global factors, including political and military uncertainties; currency fluctuations; interest rate changes; availability and pricing of raw materials including scrap metal, energy, insurance and supply prices; passage of new, or interpretation of existing, environmental laws and regulations; severe weather, especially in Poland; the pace of overall economic activity, particularly in China; and business disruptions, costs and future events related to the tender offer and proxy contest initiated by Carl C. Icahn and affiliated entities.

**Important Additional Information**

CMC's stockholders are strongly advised to carefully read CMC's solicitation/recommendation statement on Schedule 14D-9, which was filed with the U.S. Securities and Exchange Commission (the "SEC") on December 19, 2011, and any amendments or supplements thereto. CMC's solicitation/recommendation statement sets forth the reasons for the recommendation of CMC's Board of Directors and related information. Free copies of the solicitation/recommendation statement are available at the SEC's web site at [www.sec.gov](http://www.sec.gov), or at the CMC web site at [www.cmc.com](http://www.cmc.com) or by writing to CMC at 6565 N. MacArthur Blvd., Suite 800, Irving, Texas 75039, Attn: Corporate

Secretary.



Agenda

CMC: Global, Low-Cost, Vertically Integrated

The CMC Growth Story

Why Our Team is the Right Team

Why We Rejected Icahn's Bargain Basement Offer

Conclusion

1

CMC: Global, Low-Cost,  
Vertically Integrated

CMC Recycles, Manufactures, Markets and Distributes Steel  
Products and Related Raw Materials  
We Are a Global, Low-Cost, Vertically  
Integrated Steel Producer  
FY 2011 Revenue: \$7.9 Billion vs. \$6.3 Billion FY 2010  
3.7 M tons Captive Scrap Recycling  
1.5 M tons Fabricating

4.7 M tons Steelmaking Capacity  
1.9 M tons Processing & Distribution  
Source: Company internal data  
3

Fabrication  
Mills  
We Operate a Highly Integrated Global  
Manufacturing  
Platform  
~40% of Recycling product  
is supplied to Mills

Mills supplies ~80% of  
Fabrication s raw materials  
Recycling  
Electric Arc Furnace Metals Value Chain  
Sourcing of low  
cost raw materials  
Competitive  
market sourcing  
Efficient high  
productivity mills  
4

Distribution  
Finished  
Marketing  
&  
Distribution  
is  
an



Integral

Part

of Our Business

Raw Materials

Our Marketing & Distribution business allows us to leverage our global partners and develop a deep knowledge of the supply chain and end use markets

Marketing/Distribution  
division

is

an

underappreciated

(and

undervalued)

asset that gives the company more exposure to global markets.

Aldo Mazzaferro, Macquarie, November 29, 2011

5

Note: Permission to use quotations neither sought nor obtained  
Semi-finished

Vertical Integration is Important for Electric  
Arc Furnace Steel Producers  
6  
Company  
Raw Materials  
Steel Production  
Fabrication,

Marketing and  
Distribution

CMC

Arizona Micromill

G.A.M. Steel Pty.\*

Nucor

Louisiana DRI Facility, David J.

Joseph (scrap)\*, Trinidad DRI  
Facility

NuMit (JV)\*, Magnatrax\*, Harris  
Steel\*

Steel Dynamics

Omnisource (scrap)\*, Recycle

South (scrap)\*, Mesabi Nugget

The Techs\*, CMC Deck and

Joist\*, Roanoke Electric\*

CMC's vertically integrated business model enables the company to capture profits from every step of the value chain in a normal demand environment

Brian Yu, Citi, October 17, 2011

Note: Italicized text represents examples of selected investments/acquisitions made since 2006 and is not meant to be all-inclusive of each company's operations. Asterisks used to denote acquisitions. Permission to use quotations

neither sought nor obtained

We have a Leading North American  
Position

Source: Public filings, company websites, industry sources, and  
CMC estimates

North America Recycling (Ferrous Processed)

North America Long Steel

Net tons (millions)

Net tons (millions)

Steel

Dynamics

1.3

CMC

Nucor

4.0

Gerdau

4.4

CMC

4.2

2.1

Schnitzer

Steel

Dynamics

5.8

Sims

8.9

Nucor

5.0

We are a leading supplier of rebar and other products to the domestic non-residential construction industry

Our mills are some of the lowest cost producers in North America

We have a nationwide presence, reducing dependence on any given geographic region

We are among the largest ferrous and nonferrous scrap recyclers in North America

We are a leading fabricator of rebar product

7

Complemented by Enhanced

International Presence

Source: Public filings, company websites, industry sources, and CMC estimates

1

Revenue from continuing operations for fiscal year ended August 31, 2011

Poland Steel Production (Long Products)

Net tons (millions)

Australian Steel Distribution

Net tons (millions)

Celsa

CMC

Poland

Arcelor

Mittal

CMC

Australia

Bluescope

Onesteel

Our international operations, begun over 80 years ago, represent 45% of our total revenues<sup>1</sup>

We are **the largest long products**

producer

in

Poland,

well-positioned

to capitalize on the country's

construction boom

Poland's real GDP is forecast to be 200bps+ higher than across the rest of Europe

Our International Marketing & Distribution business provides valuable insights to physical flows and demand around the world

Consistently profitable segment

8

The CMC Growth Story



Executing Our Plan:  
The Board's Near-Term Priorities

Leverage Strategic Investments

World-class, low-cost micromill in Arizona

Market-leading platform in Poland

Optimize Product Mix Across the Portfolio

Focusing on highest value-added products

Drive substantial cost reductions to improve our competitive position

Exit from Croatia mill and unprofitable fabricating locations

The company is clearly taking more dramatic actions in an otherwise challenging environment in an effort to increase shareholder value

Brent Thielman, D.A. Davidson & Co, October 10, 2011

The Board is focused on positioning CMC to fully capture the benefits of the anticipated recovery

Source: Company filings and investor presentations

Note: Permission to use quotations neither sought nor obtained

10

The Board has Put the Right Team on the Field

Joe Alvarado

President & Chief Executive Officer

Formerly President of U.S. Tubular Products, a division of U.S. Steel

Previously President of Lone Star Technologies

Joined CMC as Executive Vice President and Chief Operating Officer in April 2010

Appointed Chief Executive Officer of CMC in September 2011

Member of Board of Directors of Spectra Energy  
Barbara Smith  
Senior Vice President & Chief Financial Officer

Third public company CFO role (prior positions at Gerdau Ameristeel and FARO Technologies, Inc.)

24 years of experience with Alcoa

Member of the Board of Directors of Minerals Technologies, Inc.

Joined CMC as Senior Vice President and Chief Financial Officer in June 2011

Both CEO and CFO  
were external hires and are strong additions to  
CMC's management team

Kuni Chen, CRT Capital, June 7, 2011

More than half of CMC's senior team is new to their current role  
in the last two years

11

Note: Permission to use quotations neither sought nor obtained

We Have Taken  
and Continue to Take  
Decisive Action  
Barbara Smith  
becomes CFO  
Joe Alvarado  
becomes CEO

Joe Alvarado  
appointed COO  
Commissioned new  
mill in Poland  
Reduced global  
salaried headcount  
by 300  
Arizona mill hit name  
plate capacity  
Announced closure  
of 5 rebar plants  
Announced closure of  
Sisak facility in Croatia  
IT headcount  
Rationalization

We view the recent restructuring efforts by the new CEO and CFO  
positively.

Michael Gambardella, JP Morgan, October 31, 2011

Expert technical  
delegation to  
Croatia

12

Note: Permission to use quotations neither sought nor obtained

Writedown of Deck

& Joist business

~\$200mm

These Actions have Already Begun to Yield  
Positive Results  
Recent Action  
Expected  
Run-Rate EBITDA Impact  
Closed Croatia operation  
~\$16 million

Closed 5 rebar and 8 CRP locations

~\$10 million

Global Operations & IT Headcount Reductions

~\$7 million

Total Expected EBITDA Benefit of Actions Taken

~\$33 million

The decision to exit Sisak is positive and consistent with our view that new management will take aggressive action to streamline the Company, reduce costs, and exit noncore businesses

Kuni Chen, CRT Capital, July 7, 2011

13

Note: Expected EBITDA benefit of actions taken by end of fiscal year 2012

Permission to use quotations neither sought nor obtained.



We Continue to Strategically Invest in  
Our North American Businesses

In 2008/9 we invested \$155mm in a state of the art, ultra  
low-cost micro mill in Arizona

The mill is globally cost competitive and is well positioned to benefit from

recovery in construction in the Southwestern U.S.

In 2010/11 we implemented SAP across our U.S. platform

Provides  
a  
foundation  
to  
improve  
efficiency,  
reduce  
overhead  
and  
provide  
business intelligence

Increased low cost recycling capacity provides for internal  
consumption and external sales

Capital expenditures are expected to be approximately \$25mm

By investing in world class capacity and core infrastructure  
through the downturn, we have enhanced performance in  
the current environment and are positioning CMC to capture  
the benefits of the anticipated recovery

14

While Actively Developing Our Most  
Attractive International Opportunities

We are the largest long products steel producer in Poland

Minimill capacity 1.9 million tons

Main products are rebar, wire rod and merchants

Goal is 70% domestic and 30% export sales

We continue to evolve the mix in Poland toward higher margin products

Acquisition of G.A.M. Steel Pty. in Australia in June 2011

Appointed Patrick Seil as President, CMC Asia, in September 2011

Former CEO positions at Oriental Steel Pipe and HG Metal Manufacturing

Held management positions at TradeARBED, Arcelor, and ArcelorMittal since 1991

15

1

Source: Public filings, company websites and investor presentations, industry sources, and CMC estimates

1

Management's Strategy is Bearing Fruit  
Ahead of a Cyclical Recovery

16

Note: See attached reconciliations of non-GAAP measures

\$ 5,538

\$ 5,361

\$ 5,873

\$ 6,277

\$ 6,659

\$ 7,123

\$ 7,427

\$ 7,863

\$ 8,075

\$ 157

\$ 40

\$ 44

\$ 78

\$ 133

\$ 227

\$ 280

\$ 291

\$ 293

Q1 FY10

Q2 FY10

Q3 FY10

Q4 FY10

Q1 FY11

Q2 FY11

Q3 FY11

Q4 FY11

Q1 FY12

LTM Revenue from Continuing Operations

LTM Adjusted EBITDA from Continuing Operations excl. Restructuring Charges

Our Strategy is Delivering Shareholder Value  
in Advance of a Cyclical Recovery  
17

Reported \$107.7 million in net income for 1Q12

Generated \$38 million cash from operations in 1Q12

Declared our regular dividend for the 189th straight quarter in January 2012

Substantially completed our plan to wind down operations in Croatia

Completed our plan to adjust our fabricating cost structure with improved competitive and financial performance in this segment

Commissioned two new shredders in December 2011, as a part of our strategy to grow this profitable segment

Largely completed actions to reduce the overhead structure, which we expect will result in run rate savings of approximately \$33 per year



Our Performance Compares Favorably to That  
of Our Competitors

Nucor  
4Q FY11  
Schnitzer  
1Q FY12  
Steel

Dynamics

4Q FY11

Note: Median company guidance for fiscal year end based on range provided in companies press releases and only includes

companies that provided EPS guidance. Median Wall Street Estimates as per IBES are as of 1 day prior to press release containing guidance

1

EPS from continuing operations excludes a GAAP tax benefit of \$102 million (\$0.87 per share) based on a share count of 116.5 million, related to the Company's Croatian investment, which the Company announced it is exiting

Most Recent Quarter EPS Excluding One-Time Items

CMC

1Q FY12

18

Wall Street Analysts Recognize Our Superior  
Growth Prospects

2011A-2013E Median Wall Street Estimated EBITDA CAGR

19

Note: Financials calendarized to August 31 year end. Median Wall Street Estimates from IBES as of December 30, 2011.

11.2%

16.5%

26.3%

34.6%

43.8%

43.8%

Schnitzer

Steel Dynamics

Nucor

U.S. Steel

AK Steel

CMC

Why Our Team  
is the Right Team

Our Board is Independent & Highly Qualified  
Of our ten continuing directors:

5 have been appointed in the last two years

9 have financial or operational experience in metals and/or  
construction industries

9 have CEO or CFO-level experience

All  
but the CEO are independent

All  
have experience on other public company boards

All  
are highly qualified  
21

We Have Added 4 Highly Qualified  
Independent Directors Since 2010  
Richard Kelson  
Rick Mills  
Sarah Raiss  
Joined: January 1, 2012



Former Corporate Vice-President  
and President of Components  
Group of Cummins, Inc.

Director of Flowserve Corporation

Former Director of Gerdau  
Ameristeel and Rohm & Haas  
Company  
Joined: 2011

Former Executive Vice President  
Corporate Services, TransCanada  
Corporation

Director of Shoppers Drug Mart  
Corporation and Business  
Development Bank of Canada

Former service on the Advisory  
Committee on Senior Level  
Retention and Compensation for  
the Treasury Board of Canada  
Rhys Best  
22  
Joined: 2010

Former Chairman of the Board  
of Directors, President and CEO  
of Lone Star Technologies, Inc.

Chairman of Crosstex Energy, L.P.

Director of Trinity Industries, Inc.  
and Cabot Oil & Gas Corporation  
Joined: 2010

Chairman, President and CEO  
of ServCo, LLC

Former EVP and CFO of Alcoa,  
Inc.

Director of MeadWestvaco  
Corporation, PNC Financial  
Services Group, Inc.

Our Nominees Are  
The Right Team to Lead CMC  
Harold L. Adams  
Director (Independent)

Mr. Adams served as the Chairman, President and CEO of an international architecture firm

Extensive experience in the construction industry

Prior experience on several other public company boards

Joseph Alvarado

Chief Executive Officer

Mr. Alvarado has extensive steel industry experience

Previously served as President of U.S. Steel Tubular Products, Inc., a division of U.S. Steel, and as President and COO of its predecessor, Lone Star Technologies

Member of the Board of Directors of Spectra Energy

Experience on other boards, both public and private

Anthony Massaro

Non-Executive

Chairman of the Board (Independent)

Mr. Massaro brings extensive engineering and general industrial experience

Extensive senior-level experience at Westinghouse

Experience on several public company boards

Previously served as CEO of Lincoln Electric

23

Icahn Has Stated Publicly That He Will Direct His  
Deputies to Advance His Self-Interested Agenda  
George Hebard

Currently a Managing Director at Icahn Capital

First

started  
working  
for  
Carl  
Icahn  
in  
1998  
Steve Mongillo

Until earlier this year, a Director of American Railcar Industries, an Icahn-controlled entity in which  
Icahn  
serves as Chairman

Until earlier this year, a Director of WestPoint International, an Icahn-controlled entity

Until earlier this year, a Managing Director at Icahn Capital

Affiliated with Carl Icahn  
for more than 3 years  
James Unger

Vice  
Chairman,  
Director  
and  
former  
CEO  
of  
American  
Railcar  
Industries,  
in  
which  
Icahn  
serves  
as  
Chairman

Former  
Director,  
President,  
Senior  
Vice  
President  
and  
CFO  
of  
ACF  
Industries  
(1984-2005),

an  
Icahn-  
controlled  
entity  
and  
during  
the  
1980 s  
one  
of  
Icahn s  
principal  
vehicles  
for  
his  
investments  
in  
other  
companies

Served  
as  
an  
officer  
or  
director  
of  
numerous  
other  
companies  
which  
were  
either  
controlled  
by  
Icahn  
or  
in which Icahn  
had an interest through the ownership of securities

Affiliated with Carl Icahn  
for more than two decades

24

We Believe That Icahn's Nominees Cannot  
Be Seated Under Federal Law  
Under Section 8 of the Clayton Act:

Individuals (directly or through their agents) are prohibited from  
simultaneously serving on the boards of companies which compete  
with each other

Icahn owns or controls PSC Metals, which competes with CMC, and has proposed nominees who are Icahn insiders

CMC believes that the proposed nominees close relationship with Icahn raises a serious question as to whether their election would violate the federal antitrust laws

If Icahn's agenda was not self-interested, we believe he would have nominated truly independent candidates

We believe that none of these three directors could legally serve on CMC's Board

25



Our Slate of Nominees is Superior

CMC Nominees

Icahn Nominees

Adams

Alvarado

Massaro

Unger

Mongillo  
Hebard  
Public Board  
Experience<sup>1</sup>  
CEO-Level  
Experience  
Relevant  
Industry  
Experience  
Independent

1  
Excludes companies controlled by Icahn or companies in which Icahn had a significant interest

26

Why We Rejected Icahn's  
Bargain Basement Offer

An opportunistic bid from Icahn  
Brian Yu, Citi, November 28, 2011

\$15.00 per share in cash

A  
significant

discount  
of  
17.1%  
to  
CMC's  
52-week  
high  
of  
\$18.09

No premium  
to CMC's share price of \$15.03 as recently as May 19, 2011

A  
miniscule  
premium  
of  
3.9%  
to  
CMC's  
one-year  
average  
price  
of  
\$14.43

If successful, Icahn intends to combine CMC with PSC Metals, a  
subsidiary of Icahn Enterprises LP

Offer conditioned on

Removal of shareholder rights plan;

Waiver of Delaware 203 condition;

At least 40.1% of outstanding shares tendered; and

Eleven other conditions

Offer will remain open until midnight (EST) January 10, 2012 (unless  
extended at the offeror's option)

28

Note: Permission to use quotations neither sought nor obtained

Icahn is Trying to Get a Bargain at the Expense  
of CMC's Other Shareholders

Why would you want to pay full price for something? **The whole**

idea is to buy a bargain

Charles Bradford, Bradford Research, December 11, 2011

I agree with management in thinking that **the bid is**

opportunistic and is at a weaker part of the cycle.

Arun Viswanathan, Susquehanna International, December 6, 2011

Carl Icahn is probably investing in CMC because he believes it is a cyclical business at a good part of the cycle

Kenneth Squire, Barron's, August 13, 2011

[We] acquired the Shares in the belief that the Shares were undervalued at current levels [\$14.34]

Schedule 13D filed by the Icahn Group on July 28, 2011

29

Note: Permission to use quotations neither sought nor obtained

Icahn's  
Proposal came  
after a 15% dip  
in CMC's stock,  
to create the  
illusion of a  
meaningful



premium

Icahn's Offer was Timed to Create the Illusion  
of a Meaningful Premium

30

Note: As of November 25, 2011, the trading day before Icahn's proposal

\$11.45

\$7.00

\$9.00

\$11.00

\$13.00

\$15.00

\$17.00

\$19.00

Nov-2009

Mar-2010

Jul-2010

Nov-2010

Mar-2011

Jul-2011

Nov-2011

1 Year Average \$14.43

\$15.00 Offer Price

3.9%

Premium

5.2 x  
7.2 x  
6.1 x  
5.6 x  
4.8 x  
4.8 x  
CMC @ \$15

AK Steel<sup>1</sup>

U.S. Steel<sup>1</sup>

Nucor

Schnitzer

Steel Dynamics

Icahn's Offer Is Very Low, Based on the

Implied Multiple of EBITDA

2013E EV/EBITDA

Once the cycle in this industry rebounds, Commercial Metals will not only benefit from increased EBITDA, but also might get a higher valuation multiple on its EBITDA

Kenneth Squire, Barron's, August 15, 2011

31

Source: CapIQ, IBES median estimates and market data as at December 30, 2011

Note: Permission to use quotations neither sought nor obtained

1

Adjusted to exclude the effects of pension and OPEB liabilities

CMC's Financial Performance is Closely  
Related to Non-Residential Construction

1

Source: U.S. Census Bureau

2

Source: McGraw-Hill Construction Research and Analytics, November 28, 2011

3

Source: Company filings

4

Source: Wall Street median estimates from IBES as of December

30, 2011

Note: All data calendarized to August 31 year end. Refer to Reconciliation. See attached reconciliations of non-GAAP measures

32

2%

6%

11%

16%

15%

(2)%

(17)%

(5)%

(1)%

17%

32%

\$299

\$527

\$650

\$637

\$564

\$279

\$78

\$291

\$ 409

\$ 543

\$ 633

2004

2005

2006

2007

2008

2009

2010

2011

2012E

2013E

2014E

[T]he most important catalysts we see for the shares outside of company specific events and earnings are forward looking indicators for construction activity (most notably ABI) and overall U.S. and global economic growth

Luke Folta, Jefferies, July 8, 2011

During Periods of Non-Residential Construction Growth, CMC has Historically Outperformed

Source: Bloomberg, Census Bureau

Note: Peer Index is an average of the share performance of U.S.

steel industry peers (AK Steel, Nucor, Schnitzer,

Steel Dynamics, U.S. Steel). Permission to use quotations neither sought nor obtained

33

Construction Activity is Expected to Grow Significantly

Now is Precisely the Wrong Time to Sell CMC

Source: McGraw-Hill Construction Research and Analytics, November 28, 2011

S

34



Conclusion

We believe:

CMC is executing on a plan that is already delivering value to shareholders

The Board has put in place the right executive management team, with demonstrated experience

CMC is poised to capture further value in an up-cycle in the company's end markets

Recent results demonstrate progress on our plan

Icahn's bid is opportunistic in every way

Opportunistically

timed

to

take

advantage

of

a

temporary

decline

in

the

stock

price

of

the Company and its U.S. steel industry peers

Opportunistically timed to capture the benefits of management's strategic plan that are in the early stages of being realized

Icahn's nominees and proposals are designed to facilitate his acquisition of control of CMC without paying an appropriate premium

CMC has the Right Team for Shareholders

Change You Can Count On

Vote for CMC's WHITE card

our team is the right team

36

Note: U.S. steel industry peers include AK Steel, Nucor, Schnitzer, Steel Dynamics and U.S. Steel

Appendix

38  
Regulation G Reconciliation -  
Annual  
Fiscal Year  
2004  
2005  
2006

2007  
2008  
2009  
2010  
2011  
Net earnings (loss)  
\$ 132  
\$ 286  
\$ 356  
\$ 355  
\$ 232  
\$ 21  
\$ (205)  
\$ (130)  
Net earnings (loss)  
from discontinued operations  
(4)  
13  
2  
25  
(36)  
(21)  
(106)  
(149)  
Net earnings (loss)  
from continuing operations  
\$ 136  
\$ 273  
\$ 354  
\$ 330  
\$ 268  
\$ 42  
\$ (100)  
\$ 19  
Interest Expense  
28  
30  
28  
36  
56  
77  
74  
70  
Income taxes (benefit)  
67  
150  
185  
172  
115  
8

(62)

19

D&A and Impairment

68

74

83

100

124

152

165

178

Consolidated Adjusted EBITDA

from Continuing Operations

\$ 299

\$ 527

\$ 650

\$ 637

\$ 564

\$ 279

\$ 78

\$ 286

Restructuring Charges from

Continuing Operations:

Severance

-

-

-

-

-

-

-

-

5

Adjusted EBITDA from

Continuing Operations

excl. restructuring charges

\$ 299

\$ 527

\$ 650

\$ 637

\$ 564

\$ 279

\$ 78

\$ 291

Revenue from Continuing

Operations

\$ 4,376

\$ 5,962

\$ 6,814

\$ 7,881

\$ 9,837

\$ 6,364

\$ 6,277

\$ 7,863

Note: The Company believes the above adjusted EBITDA computations help investors assess the Company's operating performance without the impact of depreciation, amortization and restructuring charges. Non-GAAP numbers should be read in conjunction with GAAP financial measures, as non-GAAP metrics are merely a supplement to, and not a replacement for, GAAP financial measures. It should be noted as well that our Adjusted EBITDA metric may be different from similar metrics provided by other companies. Quarterly numbers may not add to full-year numbers due to rounding



Regulation G Reconciliation -

Quarterly

39

Note: The Company believes the above adjusted EBITDA computations help investors assess the Company's operating performance without the impact of depreciation, amortization and restructuring charges. Non-GAAP numbers should be read in conjunction with GAAP financial measures, as non-GAAP metrics are merely a supplement to, and not a replacement for, GAAP financial measures. It should be noted as well that our Adjusted

EBITDA metric may be different from similar metrics provided by other companies

Fiscal Quarter

Q1

2009

Q2

2009

Q3

2009

Q4

2009

Q1

2010

Q2

2010

Q3

2010

Q4

2010

Q1

2011

Q2

2011

Q3

2011

Q4

2011

Q1

2012

Net earnings (loss)

\$ 62

\$ (35)

\$ (13)

\$ 7

\$ (31)

\$ (173)

\$ (9)

\$ 8

\$ 1

\$ (46)

\$ 36

\$ (120)

\$ 108

Net earnings (loss) from  
Discontinued Operations

6

(7)

(4)

(17)

(8)

(80)

(10)  
(7)  
(14)  
(12)  
(8)  
(114)  
(17)  
Net earnings (loss) from  
Continuing Operations  
\$ 56  
\$ (28)  
\$ (9)  
\$ 24  
\$ (23)  
\$ (93)  
\$ 1  
\$ 15  
\$ 15  
\$ (34)  
\$ 45  
\$ (6)  
\$ 125  
Interest Expense  
26  
18  
19  
15  
19  
20  
18  
17  
18  
18  
18  
16  
16  
Income taxes (benefit)  
25  
10  
14  
(41)  
(14)  
(50)  
4  
(2)  
7  
(13)  
15  
11  
(95)

D&A and Impairment

38

34

35

44

41

40

39

45

39

40

38

61

35

Consolidated Adjusted  
EBITDA from Continuing  
Operations

\$ 145

\$ 34

\$ 58

\$ 42

\$ 23

\$ (83)

\$ 62

\$ 75

\$ 79

\$ 10

\$ 115

\$ 82

\$ 81

Restructuring Charges  
from Continuing

Operations:

Severance

-

-

-

-

-

-

-

-

-

-

-

-

5

-

Adjusted EBITDA from  
Continuing Operations  
excl. restructuring charges

\$ 145

\$ 34

\$ 58

\$ 42

\$ 23

\$ (83)

\$ 62

\$ 75

\$ 79

\$ 10

\$ 115

\$ 87

\$ 81

Revenue from Continuing

Operations

\$ 2,219 \$ 1,494 \$ 1,247 \$ 1,404 \$ 1,393 \$ 1,317 \$ 1,759 \$ 1,808 \$ 1,775 \$ 1,782 \$ 2,063 \$ 2,244 \$ 1,987

Regulation G Reconciliation -

LTM

40

Note: The Company believes the above adjusted EBITDA computations help investors assess the Company's operating performance without the impact of depreciation, amortization and restructuring charges. Non-GAAP numbers should be read in conjunction with GAAP financial measures, as non-GAAP metrics are merely a supplement to, and not a replacement for, GAAP financial measures. It should be noted as well that our Adjusted

EBITDA metric may  
be different from similar metrics provided by other companies

LTM as of Fiscal Quarter

Q1 2010

Q2 2010

Q3 2010

Q4 2010

Q1 2011

Q2 2011

Q3 2011

Q4 2011

Q1 2012

Net earnings (loss)

\$(72)

\$(210)

\$(206)

\$(205)

\$(173)

\$(46)

\$(1)

\$(130)

\$(23)

Net earnings (loss) from  
Discontinued Operations

(35)

(109)

(115)

(106)

(112)

(43)

(41)

(149)

(152)

Net earnings (loss) from  
Continuing Operations

\$(37)

\$(102)

\$(91)

\$(100)

\$(62)

\$(3)

\$40

\$19

\$129

Interest Expense

71

73

72

74

73

71  
71  
70  
68  
Income taxes (benefit)  
(31)  
(91)  
(101)  
(62)  
(41)  
(4)  
7  
19  
(83)  
D&A and Impairment  
155  
160  
164  
165  
164  
164  
162  
178  
173  
Consolidated Adjusted  
EBITDA from Continuing  
Operations  
\$157  
\$40  
\$44  
\$78  
\$133  
\$227  
\$280  
\$286  
\$288  
Restructuring Charges from  
Continuing Operations:  
Severance  
-  
-  
-  
-  
-  
-  
5  
5  
Adjusted EBITDA from  
Continuing Operations



excl. restructuring charges

\$157

\$40

\$44

\$78

\$133

\$227

\$280

\$291

\$293

Revenue from Continuing  
Operations

\$5,538

\$5,361

\$5,873

\$6,277

\$6,659

\$7,123

\$7,427

\$7,863

\$8,075

41  
Regulation G Reconciliation -  
EPS  
(\$ per diluted share)  
1Q Fiscal Year 2012  
Reported net earnings  
\$0.93

Net earnings (loss) from discontinued operations

(0.14)

Net earnings from continuing operations

\$1.07

Tax benefit<sup>1</sup>

0.87

Net earnings from continuing operations excluding tax benefit

\$0.20

Note: The Company believes the above net earnings per share from continuing operations excluding tax benefit

computation helps investors assess the Company's operating performance without the impact of net tax benefits.

Non-GAAP numbers should be read in conjunction with GAAP financial measures, as non-GAAP metrics are merely a supplement to, and not a replacement for, GAAP financial measures. It should be noted that our net earnings per share from continuing operations excluding tax benefit computation metric may be calculated differently from similar metrics provided by other companies

1

Tax benefit related to ordinary worthless stock and bad debt deduction from the company's investment in the Croatian subsidiary

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