

# NUCOR<sup>®</sup>

## SUSTAINABILITY REPORT



# 2020

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# ABOUT THIS REPORT

In this report, we provide important information related to our sustainability efforts in terms of workplace safety, environmental performance, social improvements and corporate governance for calendar years 2018 and 2019. We are already one of the most efficient and cleanest steel producers in the world, and we will continue to focus on sustainability efforts. This report covers our Nucor mills and product facilities, and subsidiaries including the David J. Joseph Company, and was developed to reflect the Global Reporting Initiative (GRI) Sustainability Reporting guidelines. At the end of the report, a reference table of applicable GRI indicators is provided. Where metrics recommended in GRI are relevant to Nucor Corporation and data was available, we have included this information, but we have not endeavored to report in accordance with GRI.

In addition to this Sustainability Report, Nucor has also prepared a Sustainability Accounting Standards Board (SASB) Disclosure for Iron and Steel Producers. SASB standards enable businesses to communicate financially material sustainability information to their investors. This disclosure is available at [www.nucor.com](http://www.nucor.com).

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# DEDICATION

This report is dedicated to the spouses, children, parents and loved ones of our Nucor teammates. You are the reason we are so committed to making safety the most important thing we do. To those we cherish, thank you for reminding us what is most important in life.

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*Right: A teammate holds the Nucor "Challenge Coin," which you can read about on page 17 of this report. More than 27,000 coins were distributed to Nucor teammates in early 2020, in conjunction with Nucor's first ever "Team Hall" event. The coin is a personal reminder of the challenge Nucor teammates have accepted to become "The World's Safest Steel Company" and of the loved ones that inspire us to work safely.*



# LETTER FROM THE CEO

Dear Stakeholders:

As I write my first letter as Nucor’s CEO for our company’s Sustainability Report, I do so as we continue to fight the COVID-19 pandemic and grapple with our nation’s long history of racial injustice. These events have caused us to think differently about the aspects of our business that contribute to sustainability. For example, safety doesn’t just mean safe operations with no accidents or injuries, it also requires us to focus just as much on each other’s health and well-being. And to truly thrive and be sustainable as a company, we must create a diverse and inclusive work environment where our teammates respect and trust one another. As you will see in this report, our continued success and sustainability are the result of the extraordinary determination and performance of Nucor’s more than 27,000 dedicated teammates – they are the value creators of our company.

"The greatest measure of our culture is how we care for one another through the value of safety."

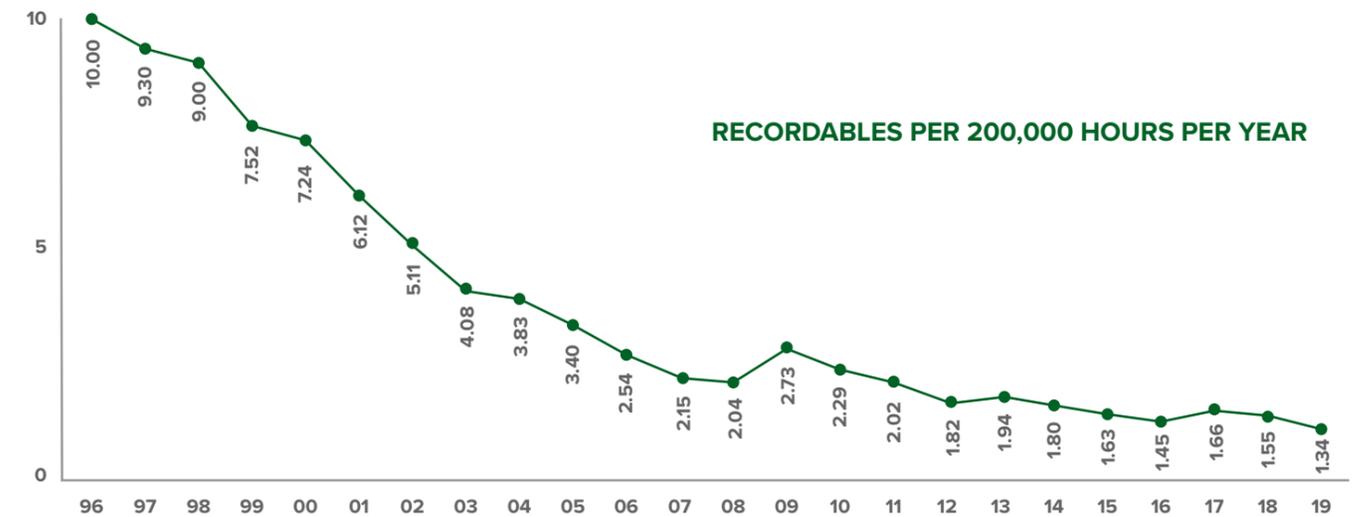
- Leon J. Topalian



## SAFETY FIRST

Our founder, Ken Iverson, established our company’s culture, which has always been our most effective competitive advantage. Our values and principles make up our culture that drive our results. There is no core value that tells us more about ourselves than safety. Fundamentally, our team and taking care of each other is most important. The safety of our teammates is our cultural measuring stick. Building upon our success in 2019, our goal is to make 2020 the safest year in our history and, eventually, to make Nucor the World’s Safest Steel Company. Our ultimate goal is zero injuries across Nucor.

### NUCOR INJURY & ILLNESS RATES 1996-2019



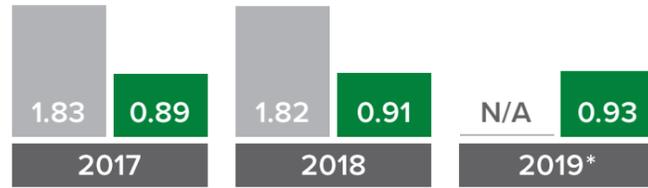
In this report, we provide important information related to our sustainability efforts in terms of workplace safety, environmental performance, social improvements and corporate governance. We are already one of the most efficient and cleanest steel producers in the world, and we will continue to focus on sustainability efforts. Our divisions are always looking for opportunities to become even more energy efficient and reduce our impacts on the environment. Being good stewards of the environment and improving the communities where we live and work has been an integral part of our history.

## NUCOR’S APPROACH TO GREENHOUSE GAS REDUCTIONS

As a pioneer in recycling scrap metal to produce new steel products, Nucor has built its business on environmentally sustainable principles and practices. Our supply chain of raw materials, steel production processes, and advanced manufactured products distinguishes Nucor as a world leader in the steel industry. To ensure sustainability and reduce our carbon footprint, our divisions constantly evaluate the selection of raw materials, energy efficiency, improving production yields and ensuring process reliability. Thanks to the efforts of our team, we will remain the industry’s leader in promoting efforts to become more sustainable for future generations.

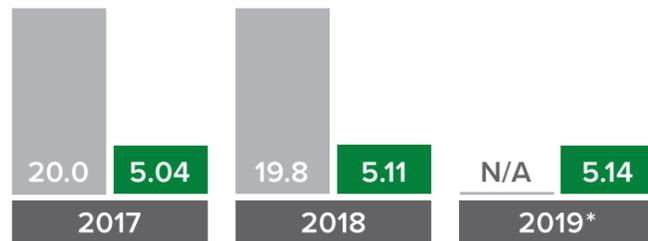
### GREENHOUSE GAS EMISSIONS (TON/TON)

Average metric tons of CO<sub>2</sub> emitted for every metric ton of steel produced



### ENERGY INTENSITY (GJ/METRIC TON)

Average gigajoule per metric ton of crude steel produced



■ GLOBAL AVERAGE ■ NUCOR STEEL MILLS

Nucor data is comparable to the methodology established by the World Steel Association (WSA). Global data is sourced from WSA's "Sustainable Steel Indicators 2018 and Industry Initiatives." For more information visit [www.worldsteel.org](http://www.worldsteel.org).

\*The 2019 global average information is not yet available.

Relative to current emissions of carbon dioxide and other greenhouse gases (GHGs), understanding the environmental impacts of different steel production methods is important to assess and compare GHG emissions across the steel industry. The two main steel making production processes are (1) the basic oxygen furnace (BOF) using primarily raw iron ore, and (2) the electric arc furnace (EAF) that remelts scrap material and scrap substitutes. The average total emissions intensity from a BOF is four times more emissions-intensive than the EAF.<sup>1</sup>

Nucor produces steel using recycled scrap-based EAFs, which emit the least amount of carbon dioxide per ton of steel of the available steelmaking methods. With nearly 70% of all steel produced in the U.S. using recycled scrap in EAFs, our country is among the cleanest places in the world to make steel.

Since 1990, the North American steel industry has achieved a 35% reduction in energy intensity and a 37% reduction in GHG emissions per ton of steel produced. Nucor will continue leading the steel industry, nationally and globally, to further improve environmental performance in the production of steel and steel products.

<sup>1</sup><http://climate.columbia.edu/files/2012/04/GNCS-Iron-Steel.pdf>

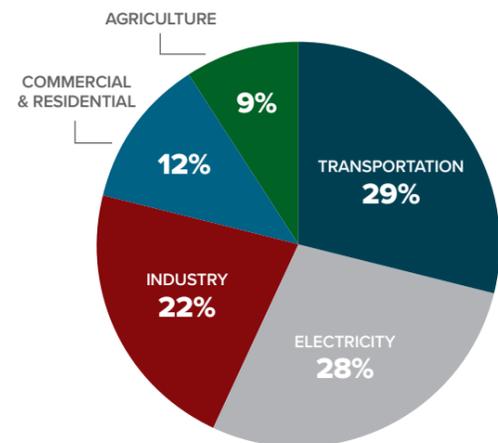
### INNOVATION

Through innovation and technology development, we are expanding the range of value-added products we offer, particularly to the automotive market where we continue to gain market share. In 2019, we shipped 1.6 million tons of steel into the automotive market, and we have room to grow.

Due to the stringent quality standards required for automotive steels, these products have traditionally been supplied by integrated steel producers that rely heavily on mined materials and generate more air, water and waste pollution. By implementing innovative technological advancements, the quality of steel produced by our EAFs now meets the rigid specifications required by automotive manufacturers and suppliers.

In recognition, Nucor became the first EAF steel producer to receive the prestigious Supplier of the Year Award from General Motors in 2019. The high strength steel grades our company is producing will allow for greater reductions in GHG emissions related to transportation without compromising safety.

### TOTAL U.S. GREENHOUSE GAS EMISSIONS BY ECONOMIC SECTOR IN 2017



U.S. Environmental Protection Agency (2019), Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990-2017

### STRATEGIC PARTNERSHIPS

In addition to working with environmental regulatory agencies to ensure compliance, Nucor maintains strategic partnerships to develop and promote advanced steel making technologies. Notably, Nucor is a member of the American Iron and Steel Institute, the Steel Manufacturers Association and the World Steel Association. These organizations provide collaborative opportunities to share information to improve production and enhance environmental practices.

Nucor has served as an accredited member of the World Steel Association's *Climate Action Programme* since its inception in 2008. The World Steel Association members account for more than 80% of steel production globally. Members of the Association share ideas and information to improve the quality of products and environmental performance. As an active participant, we will continue to be a leader in our industry in researching and developing sound, strategic technological advancements.

### FINANCIAL SUCCESS

To be sustainable, a company must also be profitable. In 2019, Nucor earned \$1.27 billion, or \$4.14 per diluted share and reported consolidated net sales in 2019 of \$22.59 billion. In 2018, Nucor earned \$2.36 billion, or \$7.42 per diluted share, and reported consolidated net sales of \$25.07 billion in 2018, both of which were records for Nucor. We shipped 26.5 million tons of steel, steel products and scrap to outside customers, and capacity utilization rates at our steel mills averaged 84% in 2019. In 2018, we shipped 27.9 million tons of steel, steel products and scrap to outside customers, and capacity utilization rates at our steel mills averaged 91%.

Another important aspect of financial sustainability is returning money to our stockholders. At the end of 2019, the Nucor Board of Directors increased the regular quarterly cash dividend on our common stock from \$0.40 to \$0.4025 per share. The base cash dividend for stockholders has been increased by the Board every year since the Company began paying dividends in 1973. By the end of 2019, Nucor had made 188 consecutive quarterly cash dividend payments.

### DEDICATED TO IMPROVING

Since we entered into the steel business more than 50 years ago, our teammates have been committed to continuous improvement. We are not satisfied with the status quo, and that has been a key to our success. This dedication to Nucor's improvement is how we become more sustainable in our safety, environmental and operational performance.

To our Nucor teammates, the job of representing each of you and your families is a great honor to me personally. Thank you for what you are doing for Nucor every day, and most importantly, thank you for doing it safely. We are committed to making Nucor the World's Safest Steel Company, and while doing so, helping improve the communities where we live and the industry in which we serve. I am excited for Nucor's future, and for all of us to work together to expand beyond and take Nucor to new heights.

Sincerely,

Leon J. Topalian  
President & Chief Executive Officer



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# NUCOR RESPONDS TO COVID-19: 2020 SUPPLEMENT



## NUCOR RESPONDS TO COVID-19

This Sustainability Report covers the 2018-2019 timeframe. However, as we prepared this report, our teammates were facing the challenges of living and working through the spread of the novel coronavirus. The loss of life, health and economic well-being due to COVID-19 and the subsequent response is unprecedented in our lifetimes. But through it all, Nucor has kept its eye on the future, its teammates and the communities where we live and work.

Therefore, we thought it important to include the ongoing efforts of Nucor’s teammates to support our communities in the battle against the COVID-19.

“Over these past few months, the spirit of Nucor’s culture has been on full display,” Leon Topalian said proudly. “Our teammates are not only continuing to serve our customers, but they are also living up to our deeply shared sense of responsibility to the communities in which we operate and live.”

The stories that follow are just some of the many ways Nucor teammates have been responding to this crisis – and will continue responding after the publishing of this report.

## PROVIDING PPE FOR FRONTLINE HEROES

In the earliest days of the pandemic, the acute lack of personal protective equipment (PPE) for those who needed it most became quickly apparent. Teammates immediately took action and began 3-D printing face shields for the doctors and nurses at their community health centers.

“When we saw some news articles about other locations using 3-D printing technology to help their local health providers with shortages in PPE, we talked about bringing all of our 3-D printers together in one location to create this lab,” Nucor Steel – Nebraska Trainer David Decarolis said. Nebraska teammates began printing face masks for their local healthcare provider.

Teammates at Nucor Steel Seattle, Inc. quickly followed suit and turned to the community to grow beyond their initial printing capability. The response included several area high schools, technical schools and residents, who loaned idle equipment or used personal equipment to print components and donate supplies for assembly at the mill.

Many other mills donated PPE they had on hand or were able to purchase from Nucor’s suppliers. N95 masks, which are the masks most necessary for healthcare workers on the front line, were donated by teammates at our steel mills in Arkansas and Alabama, and also from American Buildings Company in El Paso, Illinois. Tens of thousands of additional masks, face shields and other PPE were donated by our teammates at Nucor-Yamato Steel Company, Nucor Steel Tuscaloosa, Inc., Vulcraft of New York, Inc. and The David J. Joseph Company in Cincinnati, in partnerships with their customers and local community organizations.





## DELIVERING AID TO THE COMMUNITY

Providing protective gear was not the only way our teammates stepped up to help.

Many teammates worked to deliver food to those who needed it. Teammates at Nucor-LMP Inc. in Maryville, Missouri delivered meals for their local senior center. Teammates at Nucor Steel – Texas donated meals to healthcare professionals for Easter Sunday. Nucor Tubular Products teammates in Kentucky organized a lunch delivery to nurses at a local hospital.

Nucor also reached out to local schools to see how we could help. Teammates at Vulcraft – Indiana raised money to provide free meals for schoolchildren five days a week at a local restaurant. Our Vulcraft teammates in Texas showed their appreciation for the staff of Grapeland Independent School District by cooking and serving burgers with all the fixings.

Many community organizations needed extra financial support as requests for assistance surged. Nucor teammates led efforts to raise additional funds. Nucor Steel Tuscaloosa, Inc. raised nearly \$16,000 for Children’s of Alabama to support the healthcare workers caring for the kids in their community. A teammate at Nucor Steel – Berkeley in South Carolina raised more than \$15,000 to benefit the East Cooper Community Outreach, a nonprofit that provides community services through its food bank, medical and dental clinic and empowerment programs.

As blood supplies ran low, our New York teammates hosted a record-breaking blood drive with help from the Auburn community. By following special protocols including safe social distancing, the team was able to partner with the local American Red Cross to perform this essential effort.



## INNOVATING NEW WAYS TO HELP

Embracing the true spirit of the Nucor Way, one teammate in South Carolina, Rob Harding, took it upon himself to innovate a solution to a problem that had been plaguing doctors since the initial outbreak of the virus. Anesthesiologists are faced with a unique and terrifying problem when dealing with coronavirus patients: intubation. The medically necessary act of forcing a tube down the throat and into the lungs of patients requires those medical specialists to stare down the barrel of the virus.

Harding, partnering with local boating company TAG Boats, created and manufactured what he calls “intubation boxes,” a clear plastic box that an anesthesiologist can place over the head of a patient while still allowing a clear field of vision.

“It’s our hope that these boxes will help contain those droplets and help prevent contamination of other medical equipment and other personnel in the room,” Medical University of South Carolina anesthesiology resident Matthew Graves said.

Teammates at Nucor Building Systems – Texas (NBST) and Vulcraft – Utah used Harding’s design and have manufactured hundreds of the intubation boxes for delivery to their community hospitals.

The NBST teammates have also designed specialized drying units for local firefighters. First responders are having to wash their equipment far more often than they were in pre-pandemic times to ensure the virus isn’t present on their gear. But their equipment can’t be dried in a normal dryer, so our Texas teammates took it upon themselves to manufacture specialized equipment to meet the need.

Even in the midst of these strange and disturbing times, our Nucor teammates continue to exhibit the best of our culture, the Nucor Way. We could not be more grateful to them for what they have done and all they continue to do. They make us Nucor Proud!



**SAFETY FIRST**

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## SAFETY IS OUR #1 VALUE

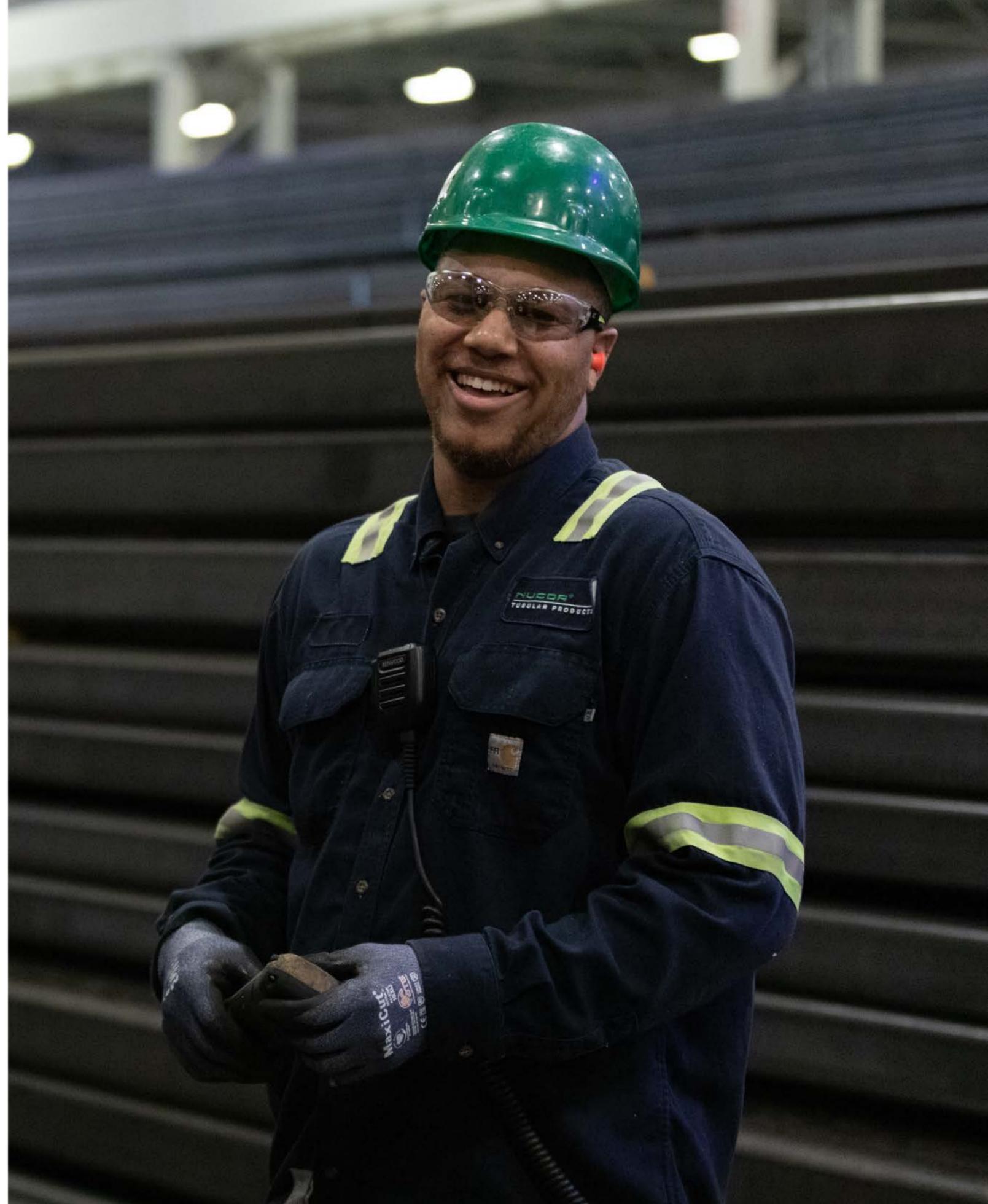
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Nucor has challenged its teammates to make it “The World’s Safest Steel Company.” To meet this challenge, we examine and think about safety in everything we do. Every teammate within Nucor is empowered to ensure their workplace is the safest it can be and that they return home every day to their families.

Safety is our core cultural value; the motto “Safety is our #1 Value” guides everything we do. We believe safe business is also smart business, and that taking care of our customers begins with taking care of the team serving them. That is why safety is built into every part of our business and every product we manufacture.

While we are proud of our strong safety record in 2019, we also believe in continuous improvement. To facilitate safety, growth, and innovation, every Nucor facility employs a safety coordinator or safety director. These teammates gather from across the nation twice a year to share best practices and implement new and successful ideas. In addition, our divisions routinely share safety information and participate in peer audits in order to monitor and promote industry-leading safety practices. As a result, our teammates are setting new standards for industrial safety excellence.

Safety isn’t just a job description, it’s a way of life. From safety awareness campaigns to being recognized by the Occupational Safety and Health Administration, Nucor teammates are actively engaged in promoting health and safety in their workplaces, their homes and their communities.





## SAFETY IN OUR POCKET: THE CHALLENGE COIN



On February 10, 2020, Nucor's President and CEO, Leon Topalian, presented Nucor Challenge Coins to all 27,000 teammates in our Nucor family. These coins are intended to be a representation of the important people in the lives of Nucor teammates, whether at home, in our communities or within the company.

Challenge coins are a longstanding tradition in the American military. Historically, challenge coins were presented by unit commanders in recognition of membership or special achievement by a member of the unit. Ordered to carry the coin with them at all times, the unit members could be challenged at any time to produce the coin.

The importance of the coin is reflected in its design. The front of the coin clearly states: "Becoming the World's Safest Steel Company." The back of the coin lays out the three major elements of Nucor's vision, framed and surrounded by the words "trust, family, teamwork and open communication." These values define Nucor teammates.

Beyond these values, however, Leon challenged each teammate to imagine the face of a loved one on the coin to serve as a reminder of why they work safely every day. The coin is meant to be a tangible reminder of what matters most.

Safety is where all of Nucor's cultural values come together – it's what connects all teammates as members of the Nucor family. That's why safety will always be the first step in the company's journey to success.



## TEAMMATE SPOTLIGHT



**Mike Furr**  
Safety Manager  
Nucor Corporate

Mike Furr knows safety. He's been involved in safety roles at three Nucor divisions for 17 years, and is currently Safety Manager at Nucor's corporate office in Charlotte, North Carolina.

In an interview with Mike, he explains how Nucor's commitment to safety differs from other companies in the industry, and other companies altogether.

**Nucor's emphasis on safety is evident, and the introduction of the Challenge Coin is another visible layer to that commitment. What are some of the day-to-day things that take place in a mill in regards to safety that may not be known outside of Nucor?**

Nucor's culture of personal responsibility. Everyone at Nucor is actively involved in their own safety and the safety of their team. Nucor empowers every team member to go above and beyond compliance to help ensure that everyone goes home every day safely to their family.

**Nucor's commitment is Becoming the World's Safest Steel Company. How do you get there and what will it look like when it's been achieved?**

Safety is a continuous improvement process and everything matters. Achieving an injury-free environment is the expectation. Some current initiatives to support zero injuries are: touch-free tools and task forces to address leadership courage, the President's Safety Award and safety bestmarking between divisions. Touch-free tools help ensure that hands stay out of the line of fire and aren't subject to pinch, puncture

and other injuries. The safety task forces bring together general managers from across Nucor enterprise to develop and recommend safety systems, processes and structures that support zero incidents and injuries.

**Safety isn't an end goal – something that you can reach and then declare victory; it has to be an ongoing, continuous process. How does Nucor ensure its teammates don't get complacent where safety is concerned?**

By making safety personal. Every safety statistic at Nucor represents a team member who has a family depending on them to come home whole every day. Our commitment to the safety of the Nucor team is unwavering. Management commitment and team member involvement, hazard recognition and control, worksite analysis and safety education and training are the cornerstones of managing safety and health at Nucor.

**Self-reporting of safety issues is vital to ensuring that mistakes are corrected and not repeated. How does Nucor go about ensuring its teammates can report safety issues without fear of reprisals? What policies are in place to guarantee the line workers can make changes or recommendations as they see fit?**

All incidents are reported and investigated, and corrective actions are then implemented to prevent similar incidents. The Nucor team freely reports all incidents without fear of reprisal or retaliation. Our team understands that investigating a near-miss incident is an opportunity to prevent an injury in the future.



## COLD FINISH WISCONSIN RECOGNIZED FOR WORKPLACE & SAFETY RECORD

For the ninth year in a row, Nucor Cold Finish Wisconsin, Inc. (NCFW) was recognized as a 2018 Top Workplace in southeastern Wisconsin. NCFW is one of a handful of companies that have made the list for all nine years of the program, putting them in the Milwaukee Journal Sentinel Workplaces Hall of Fame.

To determine award winners, the Milwaukee Journal Sentinel teams with Energage, a Philadelphia-area workplace consulting company, to survey employers and analyze the data. For 2018, a total of 1,698 employers in the region were invited to take the employee survey.

In addition to the 2018 Top Workplace award, NCFW was also informed that it had been recognized by the Wisconsin Safety Council (WSC) as one of its 2017 Corporate Award winners.

“The Wisconsin Corporate Safety Awards honor companies that put safety above all else and insist that they do everything possible to send employees home safe every single day,” said WSC Executive Director Janet Metzger. “These companies have achieved this recognition because they value safety and instill this same value in all their workers.”

Nucor strives to be the World’s Safest Steel Company. The awards and recognition earned by NCFW reflect our commitment to our safety challenge.

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## THE ROAD TO VPP IN AUBURN, NY

In September 2018, the Nucor Steel Auburn, Inc. team was awarded the Occupational Safety and Health Administration’s (OSHA) Voluntary Protection Program (VPP) status – its highest level of recognition for safety.

Nucor Auburn began its journey toward becoming a VPP site in December 2011. Achieving VPP status requires a facility to meet stringent goals in management leadership and employee involvement, worksite analysis, hazard prevention and control and safety and health training. Since 2011, the Nucor Auburn team has worked thousands of hours to ensure the mill attains these rigorous OSHA VPP standards.

The OSHA certification audit began in January 2018. Two OSHA Region 2 compliance assistance specialists, plus three special government employees (SGEs) from other industries performed the audit. Nucor Auburn received official approval in June 2018.

The OSHA inspectors were so impressed with the team’s overwhelming focus on safety that they recommended Nucor Auburn receive its VPP Merit Status. Winning this recognition is not the end of the road; it is a continuing journey on the road to safety for the Auburn team.



### PRESIDENT’S SAFETY AWARD AND VPP

In 2018, 29 of Nucor’s mills and divisions earned the President’s Safety Award.

In 2019, that number increased to 40 mills and divisions.

Nucor started the President’s Safety Award in 1998, basing the award on challenging and objective performance measurements. To earn the award, divisions originally had to meet two standards:

- Post an injury and illness rate less than half the national average for comparable facilities; and
- Post a Days Away, Restricted or Transferred (DART) rate of less than half the national average for comparable facilities.

In 2004, Nucor strengthened the standards, reducing the threshold rates to less than one-third the national average. In 2013, Nucor began providing separate recognition for divisions that had achieved the OSHA VPP status, while maintaining the President’s Award for other divisions working toward VPP recognition.

VPP is part of the federal OSHA, which through VPP has recognized safety excellence since 1982. For a workplace to achieve VPP status, it has to adopt and implement a comprehensive safety and health management system and apply to OSHA for inclusion.



### 2019 PRESIDENT’S SAFETY AWARD RECIPIENTS

- |   |                                  |                              |
|---|----------------------------------|------------------------------|
| CBC Steel Buildings LLC                 | Nucor Steel Auburn, Inc.         | Nucor Grating                |
| Advantage Metals Recycling LLC          | Nucor Steel — Berkeley           | Nu-Iron Unlimited            |
| Metal Recycling Services                | Nucor Steel Birmingham, Inc.     | Nucor-Yamato Steel Company   |
| Western Metals Recycling LLC            | Nucor Steel Connecticut, Inc.    | Skyline Steel                |
| General Recycling Washington            | Nucor Steel Decatur, LLC         | Vulcraft — Alabama           |
| Kirby Building Systems, LLC             | Nucor Steel Florida, Inc.        | Vulcraft Canada, Inc. – West |
| Laurel Cold Finish                      | Nucor Steel Kankakee, Inc.       | Vulcraft — Indiana           |
| Nucor Building Systems Utah, LLC        | Nucor Steel Marion, Inc.         | Vulcraft — Nebraska          |
| Nucor Building Systems — South Carolina | Nucor Steel — South Carolina     | Vulcraft of New York, Inc.   |
| Nucor Building Systems — Texas          | Nucor Steel Seattle, Inc.        | Vulcraft — South Carolina    |
| Nucor Cold Finish — South Carolina      | Nucor Steel Sedalia, LLC         | Vulcraft — Texas             |
| Nucor Cold Finish — Wisconsin           | Nucor Steel Tuscaloosa, Inc.     | Vulcraft — Utah              |
| Nucor Fastener — Indiana                | Nucor Steel — Texas              |                              |
| Nucor Steel — Arkansas                  | Nucor Tubular Group — Birmingham |                              |

*The following mills and divisions earned the President’s Safety Award:*

### 2018 PRESIDENT’S SAFETY AWARD RECIPIENTS

- |   |                                   |                                  |
|---|-----------------------------------|----------------------------------|
| American Buildings Company — Illinois   | Nucor Building Systems Utah, LLC  | Nucor Steel Kingman, LLC         |
| American Buildings Company — Virginia   | Nucor-LMP Inc.                    | Nucor Steel — Nebraska           |
| Advantage Metals Recycling LLC          | Nucor Bright Bar Orville, LLC     | Nucor Steel Tuscaloosa, Inc.     |
| Metal Recycling Services                | Nucor Cold Finish Wisconsin, Inc. | Nucor Tubular Group — Birmingham |
| Western Metals Recycling LLC            | Nucor Fastener — Indiana          | Nucor Tubular Group — Chicago    |
| General Recycling Mississippi           | Nucor Steel — Berkeley            | Nucor Grating                    |
| General Recycling Washington            | Nucor Steel Connecticut, Inc.     | Skyline Steel, LLC               |
| Kirby Building Systems, LLC             | Nucor Steel Decatur, LLC          | Vulcraft — Alabama               |
| Nucor Building Systems — Indiana        | Nucor Steel — Indiana             | Vulcraft — Texas                 |
| Nucor Building Systems — South Carolina | Nucor Steel Jackson, Inc.         |                                  |

Nucor currently has 25 OSHA VPP Sites, OSHA’s highest level of recognition and amongst the highest number of Special Government Employees (SGEs) in the United States. These SGEs assist OSHA with VPP Evaluations and VPP Recertifications at other businesses outside of Nucor.

*The following mills and divisions have earned the VPP Star certification:*

### VPP STAR CERTIFICATION RECIPIENTS

- |   |                            |                           |
|---|----------------------------|---------------------------|
| Nucor Steel — Hertford                  | Nucor Fastener — Indiana   | Nucor Steel Seattle, Inc. |
| American Buildings Company — South      | Nucor Steel — Auburn, Inc. | Nucor Steel — Texas       |
| Harris Rebar — Mooresville, IN          | Nucor Steel — Berkeley     | Verco Decking — Phoenix   |
| Kirby Building Systems, LLC             | Nucor Steel Gallatin LLC   | Vulcraft — Alabama        |
| Nucor Building Systems — Indiana        | Nucor Steel — Indiana      | Vulcraft — Indiana        |
| Nucor Building Systems — South Carolina | Nucor Steel Jackson, Inc.  | Vulcraft — Nebraska       |
| Nucor Building Systems — Texas          | Nucor Steel Kankakee, Inc. | Vulcraft — Texas          |
| Nucor Building Systems Utah, LLC        | Nucor Steel Kingman, LLC   |                           |
| Nucor Cold Finish — Nebraska            | Nucor Steel Marion, Inc.   |                           |

## NUCOR KINGMAN EARNS VPP STAR CERTIFICATION

Nucor Steel Kingman, LLC began operations in Kingman, Arizona in December of 2008. Nearly a decade later, in March of 2018, the division began the process of becoming certified with the Arizona Division of Occupational Safety and Health's (ADOSH) Voluntary Protection Program (VPP).

The Kingman team began preparing and, in August of that year, the ADOSH team conducted an intensive safety audit of the mill. Before leaving the grounds, the Kingman team was informed they had passed the audit and were being awarded the VPP Star Certification. In fact, the Kingman teammates had done such a thorough job of preparing that no formal follow-up items were necessary.

The Nucor division is currently one of two facilities in Kingman, one of two facilities in Mohave County (the second-largest county in Arizona), and one of 46 facilities in the state of Arizona to obtain this certification.

On October 19, 2018, the Kingman team held a celebration at the mill in recognition of the achievement. The event included both state and local dignitaries, and was hosted by Nucor Executive Vice President Dave Sumoski, VP and GM Dan Needham, and Kingman's first Plant Manager, Doug Adams. More importantly, the division's teammates, their spouses and their families were present for the celebration. Nucor teammates are the division's true strength, and the reason they are able to accomplish their goal every single day: work safely.

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## GALLATIN NAMED A STAR SITE

On February 1, 2019, the Kentucky Labor Cabinet honored Nucor Steel Gallatin LLC by naming it the state's 13th Voluntary Protection Partnership (VPP) Star Site.

To receive the prestigious VPP status, Nucor Gallatin had to meet rigorous qualifying criteria and undergo an extensive on-site evaluation. The Kentucky program, which is similar to OSHA's VPP program, requires Nucor Gallatin to demonstrate continual improvement in safety and health to retain the designation.

Former Kentucky Governor Matt Bevin described Nucor as helping set a powerful national standard for workplace safety.

"The safety and health of Kentucky's workforce is of paramount importance, and we are grateful for Nucor's dedicated efforts in pursuit of continual improvement," said Governor Bevin.

Nucor Gallatin Vice President and General Manager John Farris said, "We began our VPP journey two years ago, and through the hard work and commitment of each and every one of our teammates, Nucor Steel Gallatin has achieved this distinction and become a safer place to work. I am very proud to be a part of this team."





## WHO WE ARE

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## NUCOR'S COMMITMENT

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Nucor's commitment to our teammates, their safety and the communities where we live and work is absolutely paramount. Our 27,000 teammates do far more than make steel. They engage in countless community events to make their communities cleaner, safer and more sustainable. They offer their time and money, clean rivers and highways and volunteer in area schools.

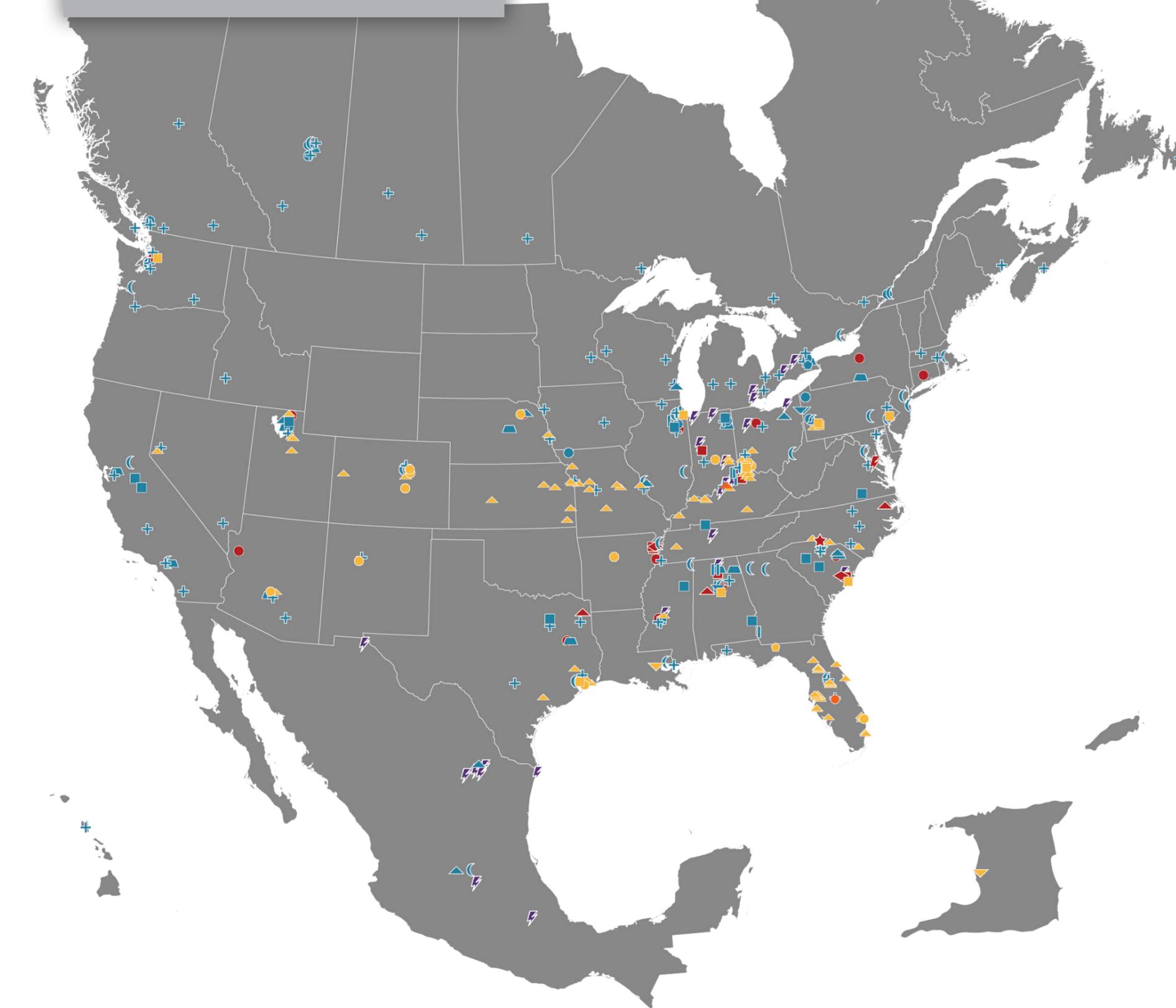
Nucor teammates do not engage in their communities for accolades; they aren't seeking recognition. They do it because these communities are where they live; these schools are where their children are educated.

Our commitment is long-term. As you will read in this chapter, Nucor mills are part of their communities for decades; our teammates are part of Nucor for decades.

And our teammates are as committed to Nucor as Nucor is to them and the communities where we live and work and the industry in which we serve.

# LOCATIONS

AND 2019 TOTAL WORKFORCE



## STEEL MILLS

- BAR MILLS
- SHEET MILLS
- ▲ CASTRIP® SHEET MILLS
- ◆ BEAM MILLS
- ▲ PLATE MILLS
- ⚡ NUCOR PUBLIC AFFAIRS OFFICE
- ★ NUCOR CORPORATE OFFICE

## STEEL PRODUCTS

- ⊕ REINFORCING PRODUCTS
- BUILDINGS GROUP
- ▲ VULCRAFT & VERCO
- ▲ COLD FINISH
- STEEL MESH, GRATING, & FASTENERS
- ◆ HARRIS CORPORATE OFFICE
- ☾ SKYLINE FACILITIES
- ★ SKYLINE CORPORATE OFFICE
- ▼ ASTRALLOY FACILITIES
- ▮ TUBULAR PRODUCTS

## RAW MATERIALS

- ▲ SCRAP PROCESSING
- BROKERAGE OFFICE
- ▼ DRI PLANTS
- OTHER
- ◆ DJJ CORPORATE OFFICE

## STEEL PRODUCTS JOINT VENTURE

- ⚡ STEEL TECHNOLOGIES
- ★ STEEL TECHNOLOGIES CORPORATE OFFICE

## UNDER CONSTRUCTION

- NUCOR STEEL FLORIDA REBAR MICRO MILL (2020)
- ▲ NUCOR STEEL BRANDENBURG PLATE MILL (2022)

## UNITED STATES

23,976 TEAMMATES

## CANADA

2,288 TEAMMATES

## MEXICO

520 TEAMMATES

## OTHER

920 TEAMMATES

## TOTAL

27,704 TEAMMATES



## NUCOR-YAMATO RECOGNIZED AS POSITIVE AND SUSTAINABLE COMMUNITY ROLE MODEL

Nucor-Yamato Steel Company teammates received the Arkansas Recycling Coalition's *2019 Community Involvement Award*. This award honors community partners that have "proven to be positive community role models by routinely researching and utilizing source reduction, landfill diversion and recycling as the primary solid waste management approach." Secondly, these businesses have "visibly promoted recycling and sustainability within the community or region in which its facility is located."

Nucor-Yamato has made significant contributions to the advancement of waste reduction, recycling and sustainability in Arkansas in recent years, including:

- Armorel School recycling presentation and donation of classroom recycling containers (May 2018)
- Armorel School (K-12) recycling trailer (August 2018 and ongoing)
- Manilla School (K-12) recycling trailer (March 2019 and ongoing)
- Blytheville Relay for Life event recycling trailer (June 2018)
- Blytheville Chili Cook-Off recycling trailer (October 2018)
- Roy Pearson St. Jude Golf Tournament recycling trailer (October 2018)
- Blytheville Mayfest recycling trailer (May 2018)
- Holiday recycling (December 2018)
- Arbor Day presentation and tree giveaway (March 2019)
- Sending collected recycling to Abilities Unlimited in Blytheville, Arkansas (since 2007)

The Nucor-Yamato Outreach Team's continued dedication and participation in these efforts is helping to ensure their community remains a great place to live and work.



## TEAMMATE SPOTLIGHT



**Patrick Jablonski**  
Environmental Manager  
Nucor Steel Seattle, Inc.

### NUCOR'S CULTURE

The culture at Nucor is what differentiates us from not only other steel companies, but organizations in general. The Nucor culture is truly unique, and we are all fortunate to be a part of it. Simply put, people work extremely hard, are passionate about their work and treat one another like family. Each teammate works with a sense of pride and intense desire for Nucor to be successful.

### BENEFITS OF NUCOR

I am fortunate to have the opportunity to work around intelligent and dedicated people that care about their coworkers and the success of the organization. Professionally, I am compensated well, both financially and with opportunities of professional development. Working within the Nucor culture, I also personally challenge myself to grow into a better person.

### NUCOR PRIDE

When I started my career at Nucor as a recent mechanical engineering graduate, I was asked to oversee the installation of a canopy over our scrap yard to help mitigate the noise impact on our neighbors from our recycling operation. In the Nucor spirit, I was told, "the project is yours, get it done." Since then, I have been a part of larger projects and projects that were more impactful to our division. However, managing the noise mitigation project provided a practical learning experience and gave me confidence in my abilities early in my career.

### NUCOR'S FUTURE

One of our many strengths as a company is the ability to adapt to the world around us while still maintaining our culture and values. Despite already being an innovative leader in our industry, I envision Nucor continuing to adopt new process technology to become an even more efficient manufacturer. Because of our culture, I am completely confident that we will be able to tackle challenges that are not even on the horizon today.



## 50 YEARS OF MAKING STEEL IN SOUTH CAROLINA

Nucor Steel – South Carolina celebrated 50 years of sustainable steelmaking on June 26, 2019 with the help of nearly 500 teammates and friends of Nucor, including South Carolina Governor Henry McMaster, Darlington County Representatives Jay Lucas and Robert Williams, and Florence County Senator Hugh Leatherman.

Gov. McMaster said in his remarks, “Nucor Steel’s 50 years of doing business at the Darlington steel mill has been marked by great team members and the kind of innovation that changes entire industries.” The governor went on to declare June 26th Nucor Day to commemorate the day that operations began at the mill on June 26, 1969. Darlington was Nucor’s first steel mill, built to supply steel to the Vulcraft steel joist plant in neighboring Florence. Since the startup in Darlington, steelmaking in America has never been the same.



Darlington County leaders praised Nucor for playing a vital role in the community through contributions to help schools, parks, charitable organizations and disaster relief efforts.

County officials said they take pride in companies like Nucor that have invested 50 years of dedication, commitment and provided a place of employment for many in Darlington County.

Fifty years of commitment to innovation and hard work by current and retired teammates at Nucor Steel South Carolina laid the foundation for Nucor to become North America’s largest and most diversified steel and steel products company.

## INDIANA PIONEERS CELEBRATE 30 YEARS

Three decades ago, our Nucor facility in Crawfordsville fired up the first thin slab Electric Arc Furnace (EAF) operation and revolutionized the American sheet steel industry. At that time, no one thought an EAF could produce steel that could meet the exacting standards required by the automotive industry.

These pioneers of Nucor have continually proved the naysayers wrong.

Today, the team in Indiana and all of Nucor’s sheet mills are melting some of the highest grades of steel available and growing an award-winning automotive business. More than 600 people were in attendance in August 2019 to celebrate 30 years of steelmaking at Nucor Steel – Indiana.

“Nucor had a couple hundred people here in Crawfordsville, Indiana proving that it could work,” John Ferriola, then-chairman, president and CEO of Nucor, said while addressing nearly 600 people during an event celebrating the anniversary.

“It’s still working today,” Mr. Ferriola said. “And sheet steel - the first one was (produced) right here in this small community. And now, today, this facility makes some of the highest quality steels that go into our cars. Just think about what you have accomplished.”

Crawfordsville Mayor Todd Barton declared the day Nucor Steel Day in Crawfordsville and Montgomery County where the mill is located.



## TEAMMATE SPOTLIGHT



**Edye Raymond**  
Environmental Manager  
Nucor Tubular Products

### NUCOR’S CULTURE

As an environmental consultant working for Nucor, I was impressed with how Nucor teammates are considered the company’s most valued asset and empowered to get the job done. Nucor’s core values direct how the team, customers and even consultants are treated. My observations of the Nucor culture convinced me to join the Nucor team.

### NUCOR PRIDE

At Nucor, we can accomplish more working together than separately. Building relationships within Nucor ensures that protecting the environment is a focus of our operations. Together, we solve our challenges and eliminate obstacles. As a Nucor teammate, I help make decisions on how we run our plants, what community outreach projects we want to focus on and what investments we want to make to ensure Nucor’s success in the future.

### BENEFITS OF NUCOR

As a Nucor teammate, I do not just work for a company, I am part of the company. Nucor offers many opportunities for professional development and career advancement. Unique resources, such as the Nucor Environmental University, ensure the success of the environmental team and instill the culture of environmental protection in each of our plants.

### ENVIRONMENTAL SUSTAINABILITY

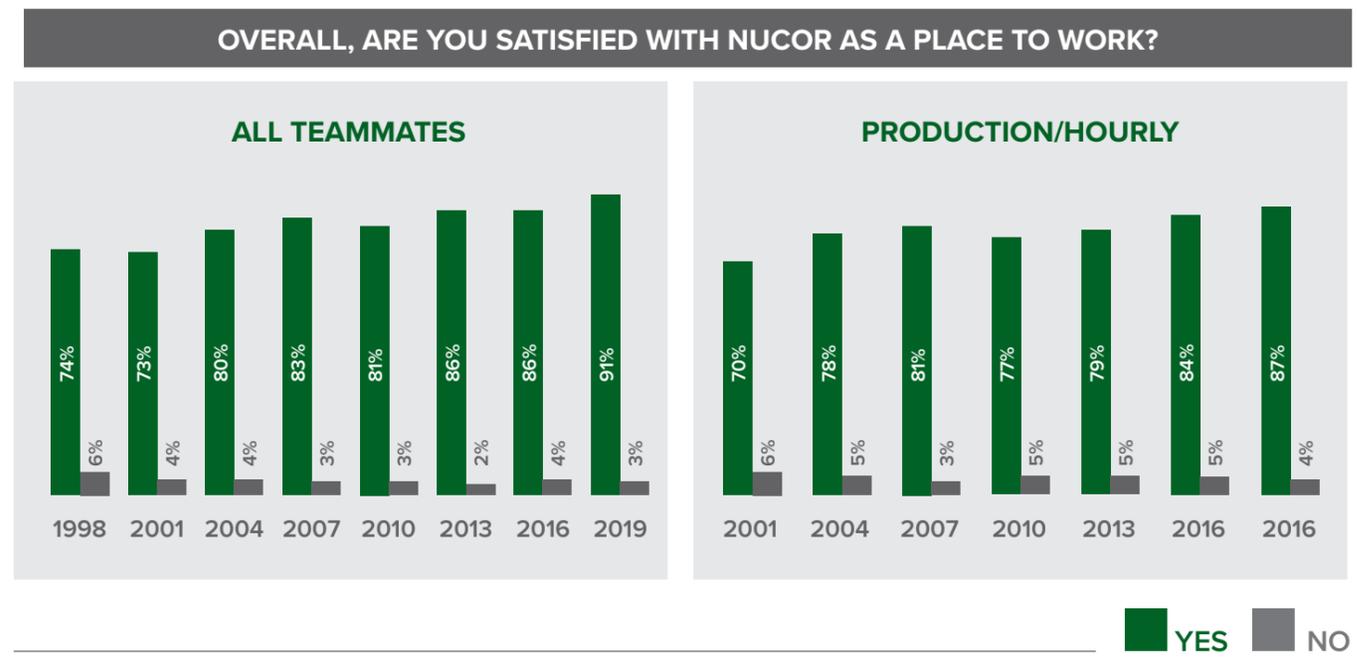
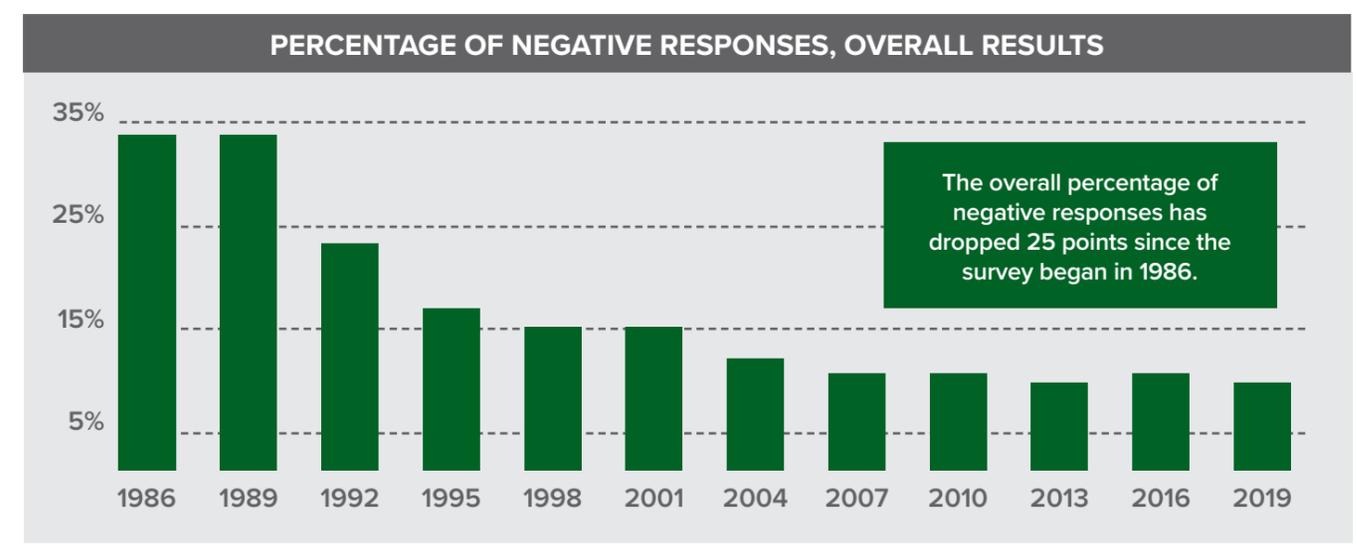
The largest sustainability project I have been a part of at Nucor is the stormwater system reconfiguration at our Louisville facility. With the exception of large storm events, all the stormwater from the developed portions of our property is collected and reused in our process, saving thousands of gallons of city water. We are not adding storm water to the overburdened Louisville, Kentucky drainage system and we are reducing our need for fresh water. We are saving money by protecting natural resources. It’s a win for Nucor, the community and the environment.



# TEAMMATE SATISFACTION SURVEY

Nucor issued to its teammates its 11th satisfaction survey in August 2019. Nucor teammates have taken a similar survey every three years since 1986. This year, 16,400 teammates took time to respond, with over a 90% response rate at 29 Nucor mills and divisions. That's 86% of Nucor teammates providing the company a look in the mirror to determine how it is functioning and can improve as a place of business.

What stood out most in the survey is the emphasis Nucor puts on safety and how that filters down from the CEO to the newest production line worker. The survey results were divided between office/salaried teammates, and production line teammates. Of the responses received, both salaried/office and production hourly teammates cited safety and Nucor's commitment to it in their most favorable responses.



In an affirmation of Nucor's pursuit of continuous improvement, 92% of production hourly teammates agreed with the statement, "My supervisor emphasizes safety as much as meeting production goals." And among the salaried/office responders, a full 95% agreed with the two statements: "I receive adequate safety training" and "The plant management team pays attention to safety in my plant."

Mill and division leadership across the company is seen as placing strong emphasis on personal responsibility and accountability for safety and the reduction of waste. Nucor's commitment to sustainability through the reduction of waste is demonstrated with 85% of teammates saying their facility's management team looks for ways to reduce costs or waste.

Nucor's use of the teammate satisfaction survey is all about continuous improvement, and it is used as an inspiration for Nucor leadership to guide our progress in looking for ways to improve.



# ENVIRONMENTAL PERFORMANCE

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## NUCOR CORPORATION ENVIRONMENTAL POLICY

As the largest recycling company in North America, Nucor recognizes our role in protecting the environment. We value the environment of the communities in which we operate and recognize its importance to our teammates, their families and our continued welfare. Protecting the environment is critical to our operations and the company's long-term success. To this end, we endorse the following principles:

### PERFORMANCE

To continuously improve the effectiveness of our ISO 14001:2004 or ISO 14001:2015 Environmental Management System (EMS), Nucor will:

- Pursue pollution prevention and waste minimization opportunities
- Investigate and develop technologies and operations that improve environmental performance
- Regularly evaluate the EMS and make appropriate improvements

### STEWARDSHIP

Nucor recognizes our potential for environmental impact on the communities in which we operate. We will continuously strive to minimize these effects by evaluating our operations and researching new technologies and opportunities.

### RESPONSIBILITY

Environmental protection is the individual obligation of each Nucor teammate and a primary responsibility of management. Nucor also requires contractors, vendors, and suppliers to comply with applicable environmental laws.

### STANDARDS

Nucor and its divisions will comply with the laws and regulations governing our operations. Environmental compliance is a priority for Nucor management equal with all other business functions.

### OUTREACH

Nucor will strive to foster open dialogue so that we may effectively communicate with our teammates, our neighbors and other concerned parties.

**“We take care of the environment, not because of a corporate environmental policy, but because it is the right thing to do for our teammates, our families and our communities. As a Nucor teammate, every individual is personally responsible for ensuring that we are in compliance with all environmental laws and regulations.”**

**- Tom Miller, VP and General Manager of Environmental Affairs**

# 2018-2019 ENVIRONMENTAL PERFORMANCE

## RAW MATERIAL CONSUMPTION (MILLION SHORT TONS)



## % OF EAF DUST RECYCLED



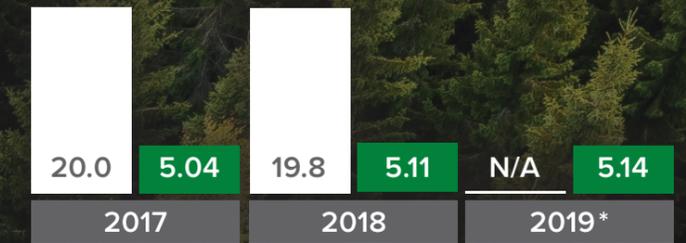
## CRITERIA POLLUTANTS (LBS PER TON)

	PARTICULATE MATTER	SULFUR OXIDES	NITROGEN OXIDES	CARBON MONOXIDE	VOLATILE ORGANIC COMPOUNDS
NUCOR EAF	0.3	0.7	0.1	4.0	0.4
BLAST FURNACE	39.8	5.0	0.5	44.0	1.4

## GREENHOUSE GAS EMISSIONS (TON/TON)



## ENERGY INTENSITY (GJ/METRIC TON)



GLOBAL AVERAGE NUCOR STEEL MILLS

Nucor data is comparable to the methodology established by the World Steel Association (WSA). Global data is sourced from WSA's "Sustainable Steel Indicators 2018 and Industry Initiatives." For more information visit [www.worldsteel.org](http://www.worldsteel.org).

\*The 2019 global average information is not yet available.

## TOTAL RECYCLED CONTENT



# 100%

PROCESS WATER RECYCLED MULTIPLE TIMES

IN ADDITION TO ROUTINE COMPLIANCE COSTS, NUCOR BUDGETED OVER \$10 MILLION ON CAPITAL EXPENDITURES RELATED TO ENVIRONMENTAL IMPROVEMENT PROJECTS IN 2019.



# 2019 PRESIDENT'S ENVIRONMENTAL AWARD RECIPIENTS

## STEEL MILLS

Nucor Steel — Arkansas  
 Nucor Steel Auburn, Inc.  
 Nucor Steel — Berkeley  
 Nucor Steel Birmingham, Inc.  
 Nucor Steel Connecticut, Inc.  
 Nucor Steel Decatur, LLC  
 Nucor Steel Florida, Inc.  
 Nucor Steel Gallatin LLC

Nucor Steel — Hertford  
 Nucor Steel — Indiana  
 Nucor Steel Jackson, Inc.  
 Nucor Steel-Kankakee, Inc.  
 Nucor Steel Kingman, LLC  
 Nucor Steel Longview LLC  
 Nucor Steel Marion, Inc.  
 Nucor Steel Memphis, Inc.

Nucor Steel — Nebraska  
 Nucor Steel Seattle, Inc.  
 Nucor Steel Sedalia LLC  
 Nucor Steel — South Carolina  
 Nucor Steel — Texas  
 Nucor Steel Tuscaloosa, Inc.  
 Nucor Steel — Utah  
 Nucor-Yamato Steel Company

## FABRICATORS

American Buildings Company — Midwest  
 American Buildings Company — South  
 CBC Steel Buildings LLC  
 Kirby Building Systems, LLC

Nucor Building Systems — Indiana  
 Nucor Building Systems — South Carolina  
 Nucor Building Systems — Texas  
 Nucor Building Systems Utah, LLC

Nucor Cold Finish — Nebraska  
 Nucor Cold Finish — Utah

## VULCRAFT/VERCO GROUP

Vulcraft — Alabama  
 Vulcraft — Indiana  
 Vulcraft — Nebraska

Vulcraft of New York, Inc.  
 Vulcraft — South Carolina  
 Vulcraft — Texas

Vulcraft — Utah

## TUBULAR

Nucor Tubular Group — Birmingham  
 Nucor Tubular Group — Cedar Springs  
 Nucor Tubular Group — Chicago

Nucor Tubular Group — Decatur  
 Nucor Tubular Group — Louisville  
 Nucor Tubular Group — Madison

Nucor Tubular Group — Marseilles  
 Nucor Tubular Group — Trinity

## OTHER

Laurel Steel  
 Nucor-LMP Inc.  
 Nucor Cold Finish — Nebraska

Nucor Cold Finish — Utah  
 Nucor Cold Finish Wisconsin, Inc.  
 Nucor Fastener — Indiana

Nucor Steel Louisiana LLC  
 Nu-Iron Unlimited  
 St Louis Cold Drawn LLC

## DJJ

Advantage Metals Recycling LLC  
 Metal Recycling Services  
 River Metals Recycling LLC

Texas Port Recycling LLC  
 Trademark Metals Recycling  
 U-Pull-&-Pay, LLC

Western Metals Recycling LLC



## PRESIDENT'S ENVIRONMENTAL AWARD RECIPIENTS

Nucor's President's Environmental Award is an internal award that eligible facilities can receive annually. The award is presented to the Nucor facilities that operate at the top level of environmental performance. Since all the teammates have the personal responsibility for environmental performance, this achievement recognizes the outstanding work of all Nucor teammates at the facility.

The program's evaluation system includes the compliance status of air, water and waste regulatory requirements, community outreach in environmental stewardship and implementation of strategies to improve environmental performance. Congratulations to the recipients of Nucor's 2019 President's Environmental Award.



### NUCOR CORPORATION - ISO 14001:2015 FACILITIES

Nucor’s environmental performance relies on continuous improvement through internal and external training, application of new technologies and how we communicate data and results. To provide a framework for Nucor teammates to follow, Nucor utilizes ISO 14001, which is the international standard that establishes specific requirements for an effective environmental management system (EMS).

We are proud to announce that the following Nucor facilities have achieved ISO 14001:2015 certification:

#### ISO 14001:2015

- |   |                               |                                     |
|---|-------------------------------|-------------------------------------|
| American Buildings Company — Atlantic   | Nucor Steel Auburn, Inc.      | Nucor Steel — Utah                  |
| American Buildings Company — Midwest    | Nucor Steel — Berkeley        | Nucor Wire Products — Utah          |
| American Buildings Company — South      | Nucor Steel Birmingham, Inc.  | Nucor-Yamato Steel Company          |
| American Buildings Company — West       | Nucor Steel Connecticut, Inc. | Nu-Iron Unlimited                   |
| CBC Steel Buildings LLC                 | Nucor Steel Decatur, LLC      | Verco Decking, Inc                  |
| General Recycling Mississippi           | Nucor Steel Gallatin LLC      | Vulcraft — Alabama                  |
| Kirby Building Systems, LLC             | Nucor Steel — Hertford        | Vulcraft — Indiana                  |
| Laurel Steel                            | Nucor Steel — Indiana         | Vulcraft — Nebraska                 |
| Nucor Building Systems — Indiana        | Nucor Steel Jackson, Inc.     | Vulcraft of New York, Inc.          |
| Nucor Building Systems — South Carolina | Nucor Steel Kankakee, Inc.    | Vulcraft — South Carolina           |
| Nucor Building Systems — Texas          | Nucor Steel Kingman, LLC      | Vulcraft — Texas                    |
| Nucor Building Systems Utah, LLC        | Nucor Steel Longview LLC      | Vulcraft — Utah                     |
| Nucor Castrip Arkansas, LLC             | Nucor Steel Louisiana LLC     | Nucor Tubular Group — Birmingham    |
| Nucor Cold Finish — Nebraska            | Nucor Steel Marion, Inc.      | Nucor Tubular Group — Cedar Springs |
| Nucor Cold Finish — South Carolina      | Nucor Steel Memphis, Inc.     | Nucor Tubular Group — Chicago       |
| Nucor Cold Finish — Utah                | Nucor Steel — Nebraska        | Nucor Tubular Group — Decatur       |
| Nucor Cold Finish Wisconsin, Inc.       | Nucor Steel Seattle, Inc.     | Nucor Tubular Group — Louisville    |
| Nucor Fastener                          | Nucor Steel — South Carolina  | Nucor Tubular Group — Madison       |
| Nucor-LMP Inc.                          | Nucor Steel — Texas           | Nucor Tubular Group — Marseilles    |
| Nucor Steel — Arkansas                  | Nucor Steel Tuscaloosa, Inc.  | Nucor Tubular Group — Trinity       |

Congratulations to the Nucor Steel Louisiana, LLC facility for receiving their ISO 14001:2015 certification on January 22, 2019. This accomplishment involved facility-wide training, communication and facility-wide audits. All teammates and contractors were involved in the process.

### NUCOR ENVIRONMENTAL UNIVERSITY (NEU)

In 2015, Nucor established Nucor Environmental University (NEU), an online training platform for Nucor teammates with environmental responsibilities and others looking to expand their involvement with the environmental team. From the beginning, Nucor designed this program to help teammates develop a thorough and meaningful understanding of environmental compliance. The program helps Nucor train new teammates in the company’s environmental practices and expectations, encourages professional development for teammates with a variety of experience levels, keeps teammates informed on environmental developments and fosters a sense of community among those with environmental responsibilities.

NEU offers several types of training content to meet these objectives. As an introduction, teammates complete the “Welcome to Nucor” course series. This series introduces teammates to Nucor’s approach to environmental compliance. Teammates meet the environmental executive team at Nucor corporate and are introduced to a variety of corporate tools and resources used to meet environmental obligations, including the President’s Environmental Award, sustainability reporting tools and resources for environmental legal research.

Once users complete the “Welcome to Nucor” series, a vast library of environmental training becomes available. Training includes basic courses covering the fundamentals of environmental law, including the Clean Air Act, Clean Water Act, Resource Conservation and Recovery Act, Emergency Planning and Community Right-to-Know Act and many others. NEU also provides advanced courses covering more complex topics, such as a series on how to calculate “potential to emit” under the Clean Air Act for several common Nucor operations. The platform also offers training modules to satisfy regulatory training requirements. These remote training opportunities allow Nucor to tailor its training to meet the diverse needs of its evolving and expanding organization, avoid the cost of third-party training solutions, and reduce its carbon footprint by eliminating the need to travel to distant training locations.

Each course is developed and reviewed by the NEU workgroup. The workgroup is made up of a representative group of environmental teammates from across the company as well as outside advisors. The workgroup meets regularly to identify training needs and develop, review and update training content. The workgroup also issues a monthly newsletter where it informs teammates of new developments or resources and recognizes various achievements of Nucor teammates on the platform, including the designation of a NEU teammate of the month.

Since its inception five years ago, Nucor teammates have embraced this professional development opportunity. With over 1,000 active users since 2015, Nucor teammates have completed nearly 10,000 environmental training courses, passed over 6,600 training exams and helped develop dozens of courses. Because of NEU, Nucor’s teammates are better prepared to meet the demands of environmental compliance and achieve Nucor’s goal of being a sustainable organization.





## EPA NAMES NUCOR AS TOP 10 PARENT COMPANY IN POLLUTION PREVENTION NATIONWIDE

On February 11, 2020, the United States Environmental Protection Agency (EPA) unveiled its 2018 National Analysis of Toxics Release Inventory (TRI) and identified Nucor as one of the Top 10 Parent Companies in terms of pollution source reduction activities. To explain potential reduction strategies, EPA used a Nucor facility that “began using a new primer paint coating containing less certain glycol ethers to reduce its releases of the chemical” as an example of pollution prevention. In addition to this specific activity, Nucor also focuses on pollution prevention at all of its facilities.

Becoming a Top 10 Parent Company in pollution prevention is no small feat. This recognition requires pollution prevention planning and implementation by all our Nucor teammates. Continuous improvement in operations and consideration of the effect on the environment are essential to achieving this accolade. Nucor continues to work diligently to transform the steel industry to be more sustainable.

Steel is the perfect material to create a sustainable circular economy, one that greatly reduces the burden on natural resources. The ability to reuse, remanufacture and recycle steel and steel products extends the lifespan of steel for more than 100 years. During the steel making process, co-products are also generated for beneficial uses.

To promote pollution prevention, we work tirelessly to ensure that there is a stable and thriving recycling market for the co-products generated from the steelmaking process. As an example, Nucor recycles the Electric Arc Furnace (EAF) dust collected by its air pollution control devices. EAF dust primarily consists of iron oxide, zinc oxide and other valuable trace metals. Instead of discarding thousands of tons of EAF dust to a landfill, recycling allows these precious metal resources to be reclaimed for other markets.

Strategically, Nucor establishes strong working relationships with business partners to evaluate new technologies and processes for beneficial uses of co-products. These opportunities promote job growth and economic development opportunities that did not previously exist. Additionally, as the EPA highlighted in its 2018 National Analysis, Nucor is committed to pollution prevention activities as a Top 10 Parent Company nationwide.

For more information regarding EPA’s 2018 National Analysis of TRI, please visit the following website:  
[https://www.epa.gov/sites/production/files/2020-02/documents/tri\\_national\\_analysis\\_complete\\_report.pdf](https://www.epa.gov/sites/production/files/2020-02/documents/tri_national_analysis_complete_report.pdf)



## LEED AND THE NUCOR GREEN BUILDING SCRAP CALCULATOR

As the LEED (Leadership in Energy and Environmental Design) programs have evolved over the years, Nucor has developed new ways to maximize the value our products can provide to our customers and in the buildings they are used. LEED is a comprehensive green building program of the U.S. Green Building Council where buildings are designed to make the best use of energy, water and materials. The program incentivizes project teams to minimize energy and water use and to utilize materials that reduce their environmental and human health impacts throughout the complete life cycle of the building. Lighting systems, HVAC systems and bathroom fixtures, as examples, have a clear connection to energy and water use. Steel products contain high percentages of recycled content and, importantly, the same steel products can be recycled at the end of their useful life an incredible number of times without the loss of the steel’s inherent properties.

Steel scrap is a critical raw material for new steel products. At Nucor we recycle nearly 1,300 pounds of steel scrap every second of every day. We track the source of all that scrap as it’s collected and processed into new steel by ZIP code. That means we know where every truck, rail car and barge of steel scrap came from before it ever arrives at a Nucor mill. Each year our 25 steel mills consume more than 25 million short tons (50 billion pounds) of scrap and scrap substitutes.

The LEED Regional Material credit requires calculating the percentage of any product that was harvested, extracted or recovered, and manufactured within 500 miles of the jobsite. While we know the source of scrap from each steel mill, the challenge is determining how much scrap was recovered within 500 miles of the jobsite for any qualifying Nucor products.

To meet this challenge, in 2006 our IT team developed a Green Building Scrap Calculator that locates all the scrap recovered from all postal codes within 500 miles of any other postal code that was delivered to any one of our steel mills. That volume divided by the total scrap consumed determines the percentage of regional material value applied to the LEED credit. This one-of-a-kind calculator is only available for Nucor steel products – at both the mill level and downstream products like steel joist, metal deck and building systems.

The utility of the calculator hasn’t stopped with the LEED program. Over the years our environmental team has helped improve the data and the functionality to be able to use the calculator to help identify how much scrap is beneficially recovered within any radius of any postal code in the U.S. or Canada. This has helped illustrate how end-of-life steel scrap that is recovered and recycled can benefit local communities, major bridge and road projects as well as buildings – not to mention kept out of a landfill! A better understanding of the material flow between two product lifecycles helps identify additional opportunities to close the loop towards a circular economy.



## NUCOR ENVIRONMENTAL DATA MANAGEMENT

In 2019 Nucor committed to overhauling our Environmental Data Management System in an effort to better manage our corporate reporting and product transparency goals. As Nucor has continued to grow, our stakeholders have become increasingly interested in reviewing non-financial data to assess overall corporate performance, as well as product transparency concerns. The collection and management of environmental and other sustainability data becomes critical in informing our customers and stakeholders.

Corporate reporting requirements, such as this Sustainability Report and other consolidated reports, summarize several key performance indicators collected from dozens or hundreds of divisions and processes, and being able to provide accurate and timely data has become challenging.

To address these concerns, Nucor has implemented a cloud-based Environmental Data Management System that can manage large volumes of data from hundreds of sites in near real-time. The flexibility of data entry and reporting allows the information to be entered in the format familiar to the user but can be reported in the format required, regardless of the level of consolidation. Data quality-control checks and status indicators improve both accuracy and timeliness.

The improved system has replaced the legacy system and has expanded to include both additional operating divisions and additional environmental data.

In addition to providing data regarding corporate sustainability performance, the system will allow Nucor to provide information to customers to satisfy product transparency concerns. Product transparency requirements typically use much of the same data, but focus the data on specific products or are reported using specific tools common in the marketplace.

One tool common in the construction market is called an Environmental Product Declaration, or EPD. An EPD is an independently verified document that contains various transparent information about the life-cycle environmental impacts of a product. At the core of an EPD is a full Life Cycle Assessment (LCA) of the product from at least cradle-to-gate (from raw material extraction and processing through the manufacturing process and ready-for-delivery). The EPD effectively summarizes this information into a commonly formatted report containing many specific data points relating to the environmental impacts of the product. This foundational step is necessary to expand the product LCAs and EPDs, which are becoming increasingly common in several markets. As this data is collected at regular intervals, the LCAs can be routinely updated and help drive improved environmental performance.

## VULCRAFT ALABAMA COLLECTS AN IMPRESSIVE 2,000 POUNDS OF CRAYONS FOR HOSPITALIZED CHILDREN ART PROGRAM

From January to March of 2019, Vulcraft – Alabama challenged students at local schools in the area to collect the most used crayons. The classrooms with the most crayons collected received pizza parties. Efforts of the students yielded one full cubic yard box and eight smaller boxes, approximately 2,000 pounds, of crayons for donation to the Crayon Initiative.



The Crayon Initiative is a program that collects donations of used and unwanted crayons from individuals, restaurants and schools from across the nation. The donated crayons are melted and remanufactured into new crayons. The recycled crayons are then distributed to art programs at U.S. hospitals. The crayons help to brighten the lives of children undergoing treatment at the hospitals and provide them with a creative outlet during a difficult time.

The Crayon Initiative's website reported that more than a half-million pounds of crayons are discarded in the U.S. annually, which is approximately 60 million crayons. This program helps to reduce the amount of crayon waste going to landfills. Vulcraft Alabama's emphasis on environmental stewardship, as well as their commitment to the community, is reflected by the team's participation in this program. Vulcraft Alabama is proud of the local students' efforts to brighten the lives of young patients served by the Crayon Initiative.

## NUCOR TUBULAR LOUISVILLE SUPPORTS LOCAL SANITARY SEWER OVERFLOW INITIATIVE

In Louisville, Kentucky, the earliest sewers were constructed in the 1800s and were initially designed to drain stormwater to the Ohio River and nearby streams. As the city grew and with the use of indoor plumbing, so did its need for increased infrastructure, including a wastewater sewer system. Accommodating the area's rapid growth and development, the Louisville Metropolitan Sewer District (MSD) installed a combined sewer system, where wastewater and stormwater were transported in the same pipe.

When using the combined sewer system, the majority of the wastewater was able to be treated prior to discharge. However, during heavy rain events, the sewer system became overburdened by stormwater, resulting in an overflow of unsanitary water to the ground, buildings and local waterways, including the Ohio River and nearby streams. Due to the harm untreated wastewater caused local wildlife and plant-life, the State of Kentucky banned the construction of these combined type systems in 1955.

In 2005, MSD entered into a federal consent decree with the U.S. EPA and the Kentucky Department of Environmental Protection, outlining a long-term plan to control sewer overflows. To eliminate the sewer overflows, MSD is diligently working on construction projects to overhaul the sewer system to send the wastewater to its treatment plants. A long-term plan to abate sewer overflows and untreated discharges requires the cooperation and assistance from the local community and industries.

After acquisition of the Nucor Tubular Group - Louisville, Nucor evaluated and implemented a plan to decrease the impact on the local sewer system. In 2018, Nucor constructed stormwater retention ponds to collect 100% of its stormwater runoff. Furthermore, water from the stormwater retention ponds is treated and utilized for process operations, thus reducing the need for approximately 3.5 million gallons of publicly treated water per month. This sustainable project is a win-win for local government, Nucor and the environment.



## BIODIVERSITY

Environmental protection is an important core value to Nucor’s culture. Our teammates diligently work to protect the wildlife in the communities in which we operate and live. Conservation of habitats, plants and animals, whether threatened or endangered, is important to Nucor and we do the right thing when building or expanding our operations.

One of our newest facilities is experiencing this challenge firsthand. When we decided to build in Frostproof, Florida, we impacted and disturbed a little over 4.5 acres of Florida Sand Skink (*Neoseps Reynoldsii*) habitat. To ensure that we gave back more than we took from the land, we guaranteed that approximately nine acres in the area were secured to protect sand skink habitat.

Additionally, our Frostproof location contained gopher tortoises. Working with the Florida Fish and Wildlife Conservation Commission, we relocated six gopher tortoises (*Gopherus Polyphemus*). Eric Larmore, the Environmental Manager at Nucor Steel Florida, Inc., explained, “When moving into a new area, being a good neighbor means we consider all of our ‘neighbors’ and we were happy to mitigate and minimize our impacts on the biodiversity of our new home.”

At our Nucor Steel Gallatin facility in Kentucky, the Kentucky Department of Fish and Wildlife Resources (KDFWR) has placed a nest box for peregrine falcons (*Falco peregrinus*), a federally protected species under the Migratory Bird Treaty Act. Nucor Gallatin is a sheet mill that employs more than 550 teammates and serves as a monitoring location for the peregrine falcon. In 2017, there were reported sightings of four successful fledging falcons at the Gallatin nest. Three eggs were laid in 2018; all were hatched and fledged.

“Since peregrine falcons were first reported at the facility, Nucor Gallatin has been steadfast in their commitment to aid KDFWR in monitoring the nesting pair of falcons,” said Michael Patton, a technician with the KDFWR. He further explained, “With Nucor’s willingness to host a nest box, the peregrine falcons have been successful in fledging numerous young and will likely continue to be in the future. This year, we documented two healthy young falcons produced in the nest box.”

A thriving ecosystem is important to Bryan Kresak, the Environmental Manager at Nucor Steel Gallatin. “The team at Nucor Steel Gallatin places environmental stewardship as a top priority, including taking care of the local wildlife,” Kresak said. “We have voluntarily provided a sheltered home on our site for a pair of falcons that are monitored regularly by state agencies, and on other parts of the facility, we have conducted surveys to look for threatened and endangered species. These efforts ensure a healthy ecosystem and balance of native plants and animals. A thriving ecosystem is important to us and the communities in which we work and live.”

Why is it so critically important to take care of these species, from turtles and snakes to rare plants? Because we know that a diverse ecosystem is a healthy ecosystem and taking care of the environment ensures a healthy planet for the next generation. Keeping the environment around our facilities in optimal condition also ensures our long-term sustainability, because we plan to be here operating for a long time. Being environmental stewards is not only a big part of our main business, we incorporate it into everything that we do.



## AIR QUALITY

### “CRITERIA” AIR POLLUTANTS

When Congress enacted the Clean Air Act in 1970, the law mandated that the U.S. EPA establish primary and secondary national ambient air quality standards (NAAQS) for air pollutants. These NAAQS are based upon air quality “criteria” that is scientifically proven to have adverse effects on human health and the environment. Thus far, EPA has established national air quality standards for particulate matter, sulfur oxides, nitrogen oxides, carbon monoxide, lead and volatile organic compounds.

As it relates to air emission rates, electric arc furnaces (EAFs) are the most efficient and cleanest steel making process available today. In comparison to blast furnaces, EAFs emit less than 1% of the particulate emissions as blast furnace operations. Emissions of sulfur oxides from EAFs are approximately 14% of the amount emitted from blast furnaces. Operating EAFs instead of blast furnaces is a proven air quality improvement strategy.

Nucor produces steel only using EAFs to recycle scrap materials, something we have done since we started in the steel business in 1969. Currently, Nucor’s operations produce steel with some of the lowest emission rates and highest energy efficiency per ton of steel of any steelmaker worldwide. Thus, Nucor’s steel making operations overall reduce air emissions and impacts on the environment.

### GREENHOUSE GAS EMISSIONS AND CLIMATE CHANGE

Notably, a 2018 report<sup>1</sup> identified Nucor as one of only three carbon steel producing companies with a current greenhouse gas emissions intensity less than the ambitious Below 2 Degrees climate benchmark. This recognition exemplifies Nucor’s commitment to the environment, and Nucor will continue to lead the steel industry in environmental performance.

Nucor’s strong environmental performance highlights that the differences in the air quality environmental impacts from blast furnace steelmaking vs. EAFs are not limited to “criteria” air pollutants. Steel produced using EAFs emits approximately one-fourth of carbon dioxide (CO<sub>2</sub>) emissions per ton of steel compared to steel produced using blast furnaces.

To meet climate goals, the International Energy Agency (IEA) states that, “Deployment of scrap-based electric arc furnaces (EAFs) is particularly critical as a considerably less energy-intensive route compared to primary production.” However, the contribution of EAFs to total crude steel production globally has remained at around 27% since 2013. The IEA recommends that the global market share needs to reach over 40% by 2030. Globally, particularly in China, more steel production must be produced using lower emitting EAFs to meet climate goals and objectives.

In 2019, China produced more than one billion tons of steel, using high-emission blast furnaces for more than 94% of the country’s output. It should also be noted that the total raw steel production in the U.S. in 2019 was 97 million tons, with 70% of the steel produced in the U.S. using less polluting EAFs – with Nucor producing 100% of its steel with EAFs. If climate change goals are to be achieved, more steel must be produced domestically and utilize EAF operations.

<sup>1</sup> Transition Pathway Initiative, Management Quality and Carbon Performance of steel makers: update – September, 2018 <https://www.transitionpathwayinitiative.org/tpi/publications/26.pdf?type=Publication>



## NUCOR'S SUSTAINABLE WATER PRACTICES

Nucor recognizes that water is a critical natural resource and is essential to our business and the communities in which we operate. We have worked extensively to improve water use efficiency in our processes. One hundred percent of process water is recycled multiple times at our steel mills. Currently there are no Nucor steel mill divisions located in a High or Extremely High Water Stress Area.

Our commitment to the sustainability of this valuable resource is reflected in our Environmental Policy and Certified Environmental Management Systems. At every facility, Nucor teammates review the external and internal issues and allocate resources for continuous improvement.

Guiding objectives in terms of responsible use are provided below:

1. Ensure the quality and availability of water resources we utilize is not degraded;
2. Promote efficient use of water in our operations;
3. Consider views of interested parties regarding our water usage and conservation initiatives; and
4. Investigate available technologies to reduce water consumption and promote a sustainable water supply.

## ENVIRONMENTAL COMPLIANCE MANAGEMENT

Maintaining a high standard of environmental compliance at our steel manufacturing facilities requires thousands of compliance tasks to be completed over the course of a year. Nucor recognizes the importance of these regulatory requirements necessary to protect human health and the environment. To ensure that these tasks are tracked, completed and reported, Nucor's environmental teams store this important data in a robust environmental compliance management system.

When our previous technology for managing our environmental tasks was reaching the end of its useful life, we started out on a journey to find a replacement. Unfortunately, a comprehensive management system suitable for our needs did not exist in the marketplace. To meet our demands, our environmental departments developed a custom-built task management application to evaluate the compliance status for all facilities, in real time.

The result of the two-year project is our environmental compliance management system (ECMS). The ECMS creates a user-friendly dashboard to make Nucor teammates aware of future compliance tasks and their required completion dates. The ECMS also generates alerts when compliance tasks are near or past their due dates. This powerful tool allows for the evaluation of compliance status at all facilities and can be accessed from anywhere in the world.

Information collected from our ECMS is periodically reviewed and revised based upon new or revised environmental regulations. When an environmental permit is issued to one of our facilities, the ECMS is updated to ensure that tasks are tracked properly and completed within regulatory timeframes. The outstanding efforts of our Nucor teammates ensure that we maintain compliance with all applicable environmental regulations and requirements.

## NUCOR'S RADIATION DETECTION PROGRAM

Recycling scrap materials provides many environmental benefits, such as limiting disposal at landfills, reducing the amount of mining activities and beneficially reusing materials. However, there are risks associated with recycling. One of those risks is the potential of radiation in scrap metal.

Radioactive sources can be unknowingly introduced to metal scrap. Manmade materials such as diagnostic medical equipment and industrial gauges can be radioactive. Components used in the oil and gas industry, such as pumps and wellheads, can also be contaminated from naturally occurring radioactive materials. If these radioactive materials are introduced into the scrap melting process, an entire metal processing operation can be contaminated.

To ensure that radioactive materials are not processed, Nucor implements a robust radiation monitoring and detection program. Since 2010, Nucor has partnered with NuSAFE, Inc. to install and operate state-of-the-art radiation detection equipment. Each shipment of recycled scrap is screened by fixed radiation monitors prior to entering the facility. Additionally, final product and baghouse dust are also scanned for radiation. These monitoring systems utilize alarm notifications to alert the facilities of potential contamination.

Keeping our teammates and communities safe is our number one priority. Nucor's vigorous radiation detection program prevents potential risks of radiation exposure. We appreciate our strategic partnership with NuSAFE, a global leader in radiation detection. Our collaborative efforts ensure the safety of our teammates, contractors and customers.



**SOCIAL**

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# SUPPORTING THOSE WHO SERVED

## NUCOR PAYS IT FORWARD TO OPERATION STEEL WARRIOR

On Veterans Day 2019, six Nucor teammates from Seattle, Washington and Decatur, Alabama traveled to Eagle, Idaho to attend the home dedication for severely wounded USMC Veteran Staff Sergeant Jesse Cottle and his family. Staff Sergeant Cottle received a new mortgage-free 'Smart' home from the Gary Sinise Foundation that is specially designed to fit his needs.

Nucor, through our Operation Steel Warrior program, is a partner with the Gary Sinise Foundation and contributed to its construction. Operation Steel Warrior is a collaborative effort among participating Nucor divisions to raise money each calendar year for the construction of one of these unique homes.

The Gary Sinise Foundation sends the names of several veterans at the beginning of the year, and Nucor selects and focuses fundraising efforts on one special veteran. Each participating division raises funds in their own unique way. Barbecues, golf outings and shirt sales are just a few examples. At the end of the year the combined funds are sent to the Gary Sinise Foundation and put towards the sponsored veteran's home.

Operation Steel Warrior has been in effect since 2013, and Nucor has partnered with the Gary Sinise Foundation since 2016. Over three years, Nucor has raised \$70,000, \$77,000 and \$99,000, respectively.

Operation Steel Warrior is mainly an employee-driven, employee-sponsored program with many divisions contributing to this annual effort.

Nucor is proud to support our Veterans!



## warrior salute veteran services

### NUCOR BUILDINGS GROUP RAISES MONEY FOR VETERANS

At the Nucor Buildings Group (NBG) National Builder Meeting in March 2018, attending builders and teammates supported the Warrior Salute Foundation with their purchase of autographed books authored by professional speaker Jimmy Blackmon. Blackmon, a retired Army Colonel who led a brigade with the 101st Airborne Division in Afghanistan, is the author of "PALE HORSE - Hunting Terrorists and Commanding Heroes with the 101st Airborne Division."

Customers and teammates purchased more than 400 books. After being challenged with matching funds by NBG President Jeff Carmean and then-Nucor CEO John Ferriola, a total of \$13,200 was donated to the Warrior Salute foundation, an organization that provides various counseling, housing and rehabilitation services to returning veterans.



## NUCOR TUBULAR TEAMMATES CONTRIBUTE TO MEMORIAL

In the Fall of 2019, teammates at Nucor Tubular Products in Marseilles, Illinois helped to complete the Illinois Fallen Soldier Surround of Honor at Illini State Park.

The Surround of Honor, which consists of steel panels arranged in a circle and bearing engraved bricks with the name, service branch and hometown of each of the nearly 250 fallen soldiers from Illinois, was designed to honor those killed in America's war on terrorism.

The memorial features bricks in a semicircle on steel settings, including a 700-pound steel silhouette of a kneeling soldier, designed to honor veterans and fallen soldiers. Teammates at Nucor Tubular Products provided steel and helped design the memorial.

The Surround of Honor was dedicated as an addendum to the Illinois Fallen Soldier Tree Memorial, located on the same site a decade earlier.





# STUDENT DEVELOPMENT

## THE ERNEST S. "MIKE" DELANEY III SCHOLARSHIP

In furtherance of Nucor's ongoing commitment to students in the communities where we live and work, The Nucor Foundation awarded the first annual Ernest S. "Mike" Delaney III scholarship to a Mecklenburg County high school senior in 2018. The student will use the scholarship to study business or a business-related field in college. Recipients receive \$20,000 over four years.

This is the first individually named Nucor scholarship, created in memory of Mike DeLaney, who represented Nucor from the time he graduated from law school in 1973 until his death in August 2017. Mike attended Charlotte public schools, graduating from Myers Park High School in 1966, and in his honor the scholarship is awarded annually to a public school graduate from Mecklenburg County, North Carolina. At a ceremony in May 2018, Mike's widow, Barbara, presented the first of these awards to a future leader in the Charlotte community.



## TEAMMATE SPOTLIGHT



**Carey Bullard**

Environmental, Health & Safety Manager  
Nucor Steel – South Carolina

### NUCOR'S CULTURE

Nucor's culture is how we perform our duties as a Nucor teammate. Our goal is to be the safest in the industry, while providing the highest quality steel and maintaining the lowest cost. Nucor teammates take personal ownership in reaching our goals. The continuous internal drive to be the best provides our motivation.

### NUCOR PRIDE

I am most proud of becoming a manager and leading an environmental team. My experience provides me with the insight to make sound decisions that will affect their safety, the quality of steel and profitability of the division. I take pride in knowing that I can pay it forward and support a teammate as they work towards their career goals.

### BENEFITS OF NUCOR

My career began as a Nucor teammate on the floor within the Environmental Department. Through our scholarship program, Nucor provided me the opportunity to earn a Bachelor of Science in Civil Engineering degree (BSCE). In addition, leadership and business acumen courses offered by the division prepared me for my current role as a Department Manager. Overall, Nucor has provided support in the form of encouragement, training, and financial support, as well as allowing me to pursue these opportunities to achieve career goals.

### ENVIRONMENTAL SUSTAINABILITY

One of my most rewarding projects involved finding an alternative water source to reduce the demand of the division on the local water authority. This project afforded me the opportunity to put my newly earned engineering degree into action and allowed me to interact with local regulatory officials, geotechnical professionals, the Army Corps of Engineers, as well as several onsite team members. I was responsible for designing the system and determining the economic feasibility. Since installation, the project continues to sustain facility operations, provide reduction in demand to the local water treatment plant and reduce operating costs.



## NUCOR BERKELEY STEAMS UP LOCAL HIGH SCHOOL

Nucor Steel – Berkeley in South Carolina has partnered with Philip Simmons High, a new, state-of-the-art high school in Charleston, to develop a Mechatronics class in its STEAM (Science, Technology, Engineering, Art and Math) school. Each STEAM student receives one-on-one instruction time in well-equipped science labs.

Mechatronics – which blends traditional shop skills with elements of mechanical and electrical engineering – is a perfect pairing for Nucor, according to Nucor Human Resources Supervisor Nicole Santanna.

“When we found out they had the Mechatronics program, which is very aligned with what we do on the engineering side at Nucor, we thought it would be a great partnership,” said Santanna. “It helps the students learn about the manufacturing, as well as the mechanical and electrical industries, so they can better prepare themselves for life after high school.”

Nucor knows that investing in future engineers today will make Nucor and our communities even stronger tomorrow.



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## NUCOR VOLUNTEERS HELP STUDENTS MAKE THE GRADE

Twenty-six volunteers from Nucor’s corporate office provided one-on-one tutoring to 26 first graders at Druid Hills Academy in the Charlotte-Mecklenburg School District during the 2017-2018 school year through a national organization, Innovations for Learning.

The goal of the Innovations for Learning’s TutorMate program is to ensure at-risk students learn to read at or above grade level in first grade.

Research has found that students not reading at grade level by the third grade are at greater risk to drop out. In fact, one in six children not reading proficiently by third grade does not graduate from high school on time. Ninety-five percent of first graders who read at grade level will still be reading at grade level in third grade.

The TutorMate program uses technology in the classroom to make it possible for students to have personalized one-on-one reading sessions with their own tutor once a week for the majority of the school year.

“The 30 minutes spent reading with my student each week was time well spent. Not only was it rewarding to see her progress week after week, but it was fun to get to know her. We should all have the excitement and enthusiasm of a seven-year-old,” said Nucor’s Molly Whittington-Howe. “I recently volunteered for Pantry Night at the school. I got to meet some of the parents of the kids we’re helping. For me, it’s not only helping my one student that inspires me, it’s making connections to the larger community.”

### KANKAKEE TEAMMATES PARTNER WITH HIGH SCHOOL ROBOTICS TEAM

For years, Nucor Steel Kankakee, Inc. has partnered with the local high school’s competitive robotics team, Team Ironclad, as the team’s safety sponsor. Team Ironclad represents Bradley-Bourbonnais Community High School, just a few miles from our facility in Bourbonnais, Illinois.

In 2018, Team Ironclad consisted of about 60 boys and girls from the local Bradley-Bourbonnais Community High School who worked together to build a 120-pound robot and enter it in various competitions from January to May. Students on the team must have an interest in STEAM (Science, Technology, Engineering, Art and Math), and the school’s squad boasted students skilled in engineering, mechanical and electrical engineering, web design, marketing, business, and programming.

In Team Ironclad’s first year, they made it to the World Championship by winning the prestigious Rookie All-Star Award. In 2018, the students continued their growth, spreading the importance of STEAM and encouraging students to “learn by doing” alongside professional mentors like teammates from Nucor Steel Kankakee.

In 2018, Team Ironclad won the Underwriters Laboratory Industrial Safety Award at both of its regional competitions. As Safety Sponsor, Nucor Steel Kankakee was extremely proud that Team Ironclad had won the prestigious award three years in a row.

To celebrate the team’s accomplishments, Nucor Steel Kankakee invited the Ironclad students to the mill to participate in Steel School, where the students were able to learn about safety in the steel mill, metallurgy and the steelmaking process.

### NEBRASKA TEAMMATES RAISE MONEY FOR YOUTH MENTORING

Every year, the four Nucor divisions in Norfolk, Nebraska host a charity golf tournament benefitting a local organization that is having an impact in the local community. In 2019, the tournament raised \$163,000 for an after-school youth mentoring program called The Zone. The funds were used for a variety of purposes throughout the year.

The Zone is a proactive, community-based organization for youth in 7th-12th grade that provides adult mentors that help support youth in growing into productive young adults.

Greg Priebe, the program’s director of mentoring and family support, expressed his appreciation at the time, saying, “I think we all care about our kids, and we’re one organization that wraps our arms around them. We need the support and we need to collaborate together because one organization can’t do it all.”



### NU-IRON PROVIDES VISION FOR KIDS

In March 2019, Nu-Iron Unlimited took part in the presentation of free eyeglasses to 56 children at primary schools in Freeport, Trinidad and Tobago.

In the Fall of 2018, Nu-Iron partnered with the Rapidire Kidz Foundation (RKF) to support the “Eyes Right Project.” Damien Glasgow, Nu-Iron’s Health, Safety and Environmental Manager, explained: “Nucor is a company that is especially committed to causes involving children.” He urged the students to use their glasses to improve themselves academically.

At the event, the project provided 76 pairs of glasses to children in need.

The President of RKF, Kevin Ratiram, emphasized: “Quite often, no one knows the child is suffering from such a debilitating lack of eyesight, and as a result, the child isn’t treated for it. So we have kids who are unable to realize their full potential. We need to develop a culture in Trinidad and Tobago where we routinely test not some, but all our school children, for such disabilities.”

Since 2014, RKF has provided 693 pairs of glasses to children in Trinidad and Tobago.

## TEAMING UP WITH HIGH SCHOOL COUNSELORS TO INSPIRE THE NEXT GENERATION OF ENGINEERS

Nucor locations across the country host school counselors and career specialists from their local school districts to tour the facilities as part of an outreach effort to build relationships with students interested in careers in engineering.

In 2018, Nucor Steel Kankakee, Inc. in Illinois hosted a career day event for more than 25 high school counselors and principals through the Kankakee Area Career Center. While on site, the group enjoyed a complete tour of the facility and had a question-and-answer session with team members from all areas regarding potential career paths at Nucor. The counselors and career specialists got up-close insight into career offerings and the skills necessary for potential employees.

And in February 2020, Nucor Steel – South Carolina in Darlington hosted a similar event with counselors as part of the Key to Career program, which works with business and industry to provide work-based learning experiences for students. According to Quinetta Buterbaugh, the district’s business engagement coordinator, “One of the most powerful things businesses can do to shape our workforce is to partner with the district by speaking with our students, opening its doors for tours and demonstrations and mentoring through our internship program. We are grateful for the generous time and resources Nucor Steel gives throughout the school year to children in Darlington County.”

“Young people must seek advice, ask questions and prepare themselves to be fully equipped for their future,” Nucor Steel – South Carolina Vice President and General Manager Doyle Hopper said. “It is important for Nucor to partner with the school district and help educate the folks who are guiding Darlington County’s students about the opportunities we offer at Nucor.”

Career Day events like these at Nucor Steel Kankakee and Nucor Steel Darlington are excellent opportunities to further the relationship between Nucor and the professionals who guide students toward technical and trade careers in the communities where we work and live.



## NUCOR SPONSORS STUDENT STEEL BRIDGE BUILDING NATIONAL FINALS

Top engineering students from around the country gathered on May 31, 2019 at Southern Illinois University to compete in the 2019 Student Steel Bridge Building National Finals. A “One Nucor” team that included teammates from Nucor-Yamato Steel, Vulcraft – Indiana and American Buildings Company – Illinois attended the competition and used the networking session to recruit new talent and to market Nucor to some of the best structural and civil engineering students in the country. In addition, Vulcraft Verco teammate Mansor Sufran was one of the pivotal leaders of the host college and contributed greatly to the success of the event.

Forty-two teams advanced from the 18 regional events to compete in the National Finals, with over 700 students in attendance. The students designed a steel bridge about 22 feet long that had the capacity to support a load of about 2,500 pounds. The teams were judged on the construction speed, weight, stiffness, lateral integrity and aesthetics of the bridge. Lafayette College in Easton, Pennsylvania won the competition for the second straight year. The Student Steel Bridge Competition is coordinated by the American Institute of Steel Construction, and they have already asked that Nucor participate as judges for the 2021 National Finals.



## STUDENT EARTH DAY AT NUCOR STEEL GALLATIN

Since 2007, Nucor Steel Gallatin LLC has hosted an educational Earth Day tree-planting event for local students. In its first year, the event hosted one school and approximately 100 students. By 2019, the event had grown to two schools and more than 300 students, teachers and parents.

The event is designed to teach both proper tree-planting technique and core science content, with students rotating through seven learning stations as they participate. The event has also created meaningful interaction between the mill, the local community and the Kentucky Division of Forestry, which has played an active role in supporting the event since its inception.

Kentucky Forest Ranger Brittany Emery, who has been involved with the program for several years, described the event as the students’ favorite field trip of the year. And she explained that, due to teaching the proper planting technique, “these trees have a 90% survival rate, which is amazing for a tree-planting.” Ranger Emery also noted that “[Nucor’s] forest has been planted for so long, we’ve actually come back to harvest seeds to grow trees in our own nursery.”

In 2019, students planted 300 trees – all species native to Kentucky – on property adjacent to Nucor Steel Gallatin. In addition, 300 trees were given to participants to plant at home, and more than 100 trees were distributed to Nucor teammates to plant at home.





## THE NUCOR DETAILING CENTER RECEIVED THE OUTSTANDING BUSINESS PARTNERSHIP AWARD

In June 2019, Nucor Detailing Center (NDC) was awarded the Outstanding Business Partnership Award at the 45th annual Nebraska Career Education Conference. The conference included a series of awards recognizing outstanding career education programs and partnerships throughout Nebraska. NDC was recognized for its educational partnership with local junior high schools.

The partnership began in 2018, when NDC teamed up with five local school districts to create a program for 7th and 8th grade students promoting an interest in manufacturing and drafting. Along with its partner schools, NDC applied for and received the Nebraska Developing Youth Talent Initiative grant. The grant funds of \$125,000 were used to provide the five schools with age-appropriate manufacturing equipment including 3D printers, laser engravers, computer numerical control machines, vinyl cutters and embroidery machines.

More than 1,000 students have access to the equipment each year in what the program calls “Creation Stations.” At these stations, students are introduced to the design/manufacture process that is at the heart of Nucor’s fabricated products divisions. The schools are encouraged to incorporate the equipment into any curriculum they can. In fact, it has been used in classes ranging from Science and Math, to American Literature and Special Education curriculums. And several extra-curricular programs have utilized the equipment as well, including football teams, cheerleading squads and robotics clubs.

“This program is really driven by teachers,” says Nucor teammate Dave Decarolis. One teacher who teaches an entrepreneurialism class challenged students to come up with a product using the equipment, and a business plan for bringing the product to market. The students successfully created a product and marketed the product through a local hardware store and a website.

In addition to securing the grant and helping create the program, the NDC team has gone a step further by hosting annual career exploration programs for the 7th and 8th grade students. During these programs, Nucor teammates talk about technical careers in Nucor like drafting, engineering and welding, and facilitate a days-long project with the students that utilizes the equipment. Long term, NDC hopes to strengthen the local community with manufacturing talent and develop future Nucor teammates.

During the award presentation, Nebraska Governor Pete Ricketts said, “It really is exciting to encourage school districts to work with companies like the Nucor Detailing Center because they do great work here, and we want our young people to see that work and these careers.”

## POLK STATE CORPORATE COLLEGE TRAINING GRANT BENEFITS NUCOR

When the leadership at Nucor Steel Florida, Inc. started ramping up their hiring, they knew just where to turn for help.

Shortly after announcing the site for the new micro-mill, Nucor began meeting with representatives at Polk State Corporate College (PSCC) about recruitment and training of future teammates.

Part of the initial site selection process involved coordinating between PSCC and the Central Florida Development Council, an economic development organization designated by the Polk County Board of County Commissioners, to determine the best course of action for getting the mill staffed.

Nucor has been able to take advantage of a Quick Response Training (QRT) grant awarded by CareerSource Florida, for which Polk State acts as the fiscal agent. The grant totaled \$302,400 and equates to approximately \$2,000 per team member who will benefit from the training, according to Corey Allain, Controller of Nucor Steel Florida.

“We have partnered to tailor the Polk State Certified Production Technician course to provide a foundation of production and maintenance principles that will be valuable to our new Nucor production team members, many of whom have little to no steel making experience,” Allain said. “The certified production technician course through Polk State teaches basic principles of mechanics, electrical, hydraulics and [Occupational Safety and Health Administration] safety. This will ensure our diverse team has a level understanding of basic principles that will be part of their day-to-day in a production environment.”

Allain said the course challenges the Nucor Florida teams, going in groups of 16 at a time, through both academic and hands-on lab experience, which encourages and builds teamwork.

## NUCOR DONATES STEEL TO MISSOURI S&T

When the Missouri University of Science and Technology looked to expand its structures laboratory in its engineering hall in 2019, it was a Nucor teammate and Missouri S&T alumnus who helped make it a reality.

Under the guidance of Gary Pennell, chief metallurgist at Nucor-Yamato Steel Company, three Nucor mills donated more than 85 tons of structural steel, tubing and steel grating to the Clayco Advanced Construction and Materials Lab, a 14,800-square-foot expansion of the High Bay Structures Lab in Butler-Carlton Civil Engineering Hall at Missouri S&T.

Nucor-Yamato was responsible for coordinating a donation of more than 85 tons of structural steel, worth \$121,000, produced and supplied by three mills: the beams and channel from Nucor-Yamato Steel in Blytheville, Arkansas; tube from Nucor Tubular Products in Marseilles, Illinois; and the joist and decking from Vulcraft - Alabama in Fort Payne, Alabama.

Pennell received his metallurgical engineering degree from Missouri S&T in 1997.



## NUCOR TECHNICAL ACADEMY TURNS OUT THE NEXT GENERATION OF NUCOR TEAMMATES

The Nucor Technical Academy is a three-year electrical maintenance training program administered through Nucor Steel Tuscaloosa, Inc. in Alabama. The program focuses on electrical fundamentals and applied theory as well as some concepts of mechanical maintenance and operations. Students are immersed in Nucor culture – emphasizing safety and doing things the Nucor Way – from day one. Students earn at least 40 hours per week through on-the-job training and classroom instruction. Nucor has partnered with Shelton State Community College to deliver the classroom portion of their training. Upon completion of six semesters of study, students will earn an Associate in Applied Science degree in Industrial Electronics Technology and the opportunity to interview for a full-time electrical maintenance position with their sponsoring Nucor division.

Students of the Nucor Technical Academy come from all corners of the United States, mostly from areas with a Nucor facility within the community. These local Nucor divisions recruit their own candidates from the communities where they live and work to participate in the program and start a career with the company after graduation. During the students' stay in Tuscaloosa, Alabama, housing is provided by Nucor at the Cottage of Lake Tamaha.

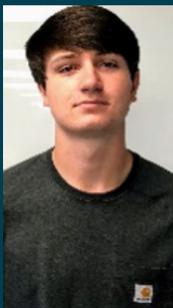
The Nucor Technical Academy started its first class in August 2014 with 16 trainees from nine Nucor divisions. As of May 2020, the program has graduated 47 trainees into full-time Nucor electrical maintenance positions. The Academy accepts as many as 20 new trainees per year.



### **Gabby Hilliker**

*Intern – Maintenance and Engineering  
Nucor Steel Tuscaloosa, Inc.*

“The Nucor Technical Academy has been the best opportunity that I have received throughout my life. It is the best program available for someone interested in a job within the electrical field. The program provides each student with a degree in Industrial Electronics, housing and on-the-job training. Before I was accepted into the Nucor Technical Academy, I was pursuing a degree in Mechatronics and I never imagined that working in the steel industry would be the biggest blessing of my life. This program has given me the tools that I need to be successful with my career at Nucor Steel and throughout my life as well.”



### **Bryton Frost**

*Intern – Maintenance and Engineering  
Nucor Steel Tuscaloosa, Inc.*

“As a high school student, looking for a company to build a career with can be quite a daunting task. I knew I needed to find a company that valued its customers, cared about its team, and most importantly held safety as their highest value. I knew once I found Nucor and the Technical Academy that I had found the right place for me. I am now entering my third year of the program and this statement still holds true. While being in the program I have learned more than I ever thought I could. Nucor's teammates are some of the finest people around and are always willing to help and teach you no matter what the need may be. Nucor also generously covers all educational expenses as well as compensates the student both for school and work time. This is a major benefit because as the students get ready to graduate, they can begin a life with money in their pocket and no student debt. All the things I mentioned before are things that continue to keep the Nucor Technical Academy on top as the best technical program out there. It's an honor to work with and be trained by the awesome people at Nucor Steel.”



 **ROYAL  
BOTANICAL  
GARDENS**

## LAUREL STEEL RAISES MONEY FOR ROYAL BOTANICAL GARDENS

The Royal Botanical Gardens (RBG), near the Laurel Steel facility in Burlington, Ontario, is the largest botanical garden in Canada. The organization's mission is to bring together people, plants and nature.

One way RBG achieves that goal is by offering a wide array of educational programs for students as young as pre-kindergarten and as old as high school students. Younger students can take interactive hikes, engage in sensory-based activities and play games, while older students can take advantage of research done on the site and discussing environmental issues that directly impact their lives.

To support this important organization in their community, Laurel Steel teammates held a fundraiser to benefit RBG's "Growing Up Green" program. Laurel teammates held a barbecue and raised approximately \$1,500, which was matched by the company, for a total donation of \$3,000.

“We are fortunate to have a nationally recognized site like the Royal Botanical Gardens in our own backyard. As a company that values science and the environment, we are proud to support RBG's educational programs that reach school kids in our area and surrounding communities,” said Michael Caruso, Environmental/ISO Coordinator for Laurel Steel.



# COMMUNITY RELATIONS

## NUCOR STEEL KANKAKEE WINS NATIONAL ACHIEVEMENT IN COMMUNITY INVOLVEMENT AWARD

In 2018, Nucor Steel Kankakee, Inc. was selected for the Steel Manufacturers Association’s (SMA) *Achievement in Community Involvement Award*, which recognizes significant contribution to the community.

That year, the Kankakee division partnered with the City of Bourbonnais, Illinois and Riverside Healthcare for the first annual “Tox Drop.” During the event, more than 20 tons of hazardous household waste was collected from more than 400 cars and properly recycled. Also in 2018, the division worked with Relay for Life, for whom they have raised more than \$135,000 since 2017.

“Nucor Steel Kankakee’s focus on being cultural and environmental stewards in the community is commendable,” said Philip K. Bell, president of SMA. “The mill’s emphasis on health via Relay for Life, environmental stewardship through the collection and disposal of hazardous waste in the community, and support of science, technology, engineering and math programs with your local high school is impressive.”

## NUCOR STEEL LOUISIANA VOLUNTEERS SET NEW RELAY FOR LIFE RECORD

Relay for Life volunteers from Nucor Steel Louisiana LLC set a new fundraising record in St. James Parish in 2018, pulling together and raising an impressive \$212,159 for the American Cancer Society. This represents more than 67% of the total funds raised in St. James Parish and an increase of \$85,000 from the team’s 2017 fundraising totals.

It is also worth noting that, in 2017, the same team became the top Relay For Life fundraising team in Louisiana, and a top ten fundraising team nationwide.

When asked how they raised so much money in such a short time, the resounding answer was, “It’s the Nucor Way!” Whether it’s safety, production, reliability or fundraising – the same values drive the Nucor team on and off the job.



## NUCOR STEEL BERKELEY RECOGNIZED WITH TRANSCEND AWARD

Every year, the Berkeley County Chamber of Commerce in South Carolina presents Transcend Awards, recognizing businesses that are making vital contributions to the county.

In 2018, the Chamber named Nucor Steel – Berkeley winner of the 2018 Industry Transcend Award. The “Industry” category of the award specifically recognizes a manufacturer that has risen above and beyond the ordinary contributions of a business in the community for the good of the entire region.

At the event, during which South Carolina Senator Paul Campbell presented the awards, the Chamber described Nucor as a company heavily involved in local non-profits for the under-served, dedicated to the future success of the county’s children and a contributor to a clean and safe environment.

The Chamber highlighted Nucor’s teammates’ dedication and said the Nucor division exemplified a company offering financial security and career advancement while also making a meaningful difference in the community, region and world.

## NUCOR STEEL MARION HONORED BY UNITED WAY

In April of 2019, the United Way of Marion County, Ohio recognized Nucor Steel Marion, Inc. as one of the two largest donors to the United Way for the prior year.

The honor came during the organization's annual "Celebrate United" event, which encourages teamwork among the United Way's community partners, as well as putting more resources towards a common goal.

Amber Wertman, executive director of the United Way of Marion County, said Nucor Marion has been a valuable community partner, and Nucor's teammates have been generous supporters of local charitable activities.

"Their employees get engaged, not only through investment in dollars, but also volunteer hours," Wertman said. "Today, so many companies talk about getting their employees engaged and out in the community. Here at Nucor, it's already happening. From our perspective, without companies like this, most of the programs we fund wouldn't exist."

Continuing its longstanding support of the organization, Nucor Steel Marion had previously been named the United Way's Corporate Citizen of the Year in 2015.

## NUCOR STEEL GALLATIN KEEPS KENTUCKY CLEAN

The teammates at Nucor Steel Gallatin LLC in Ghent, Kentucky have taken the commitment to their community to heart, engaging in multiple events over several years to ensure the community where they live and work reflects the best of Nucor's environmental responsibility.

In both 2018 and 2019, teammates participated in Adopt-a-Highway and river cleanup events in the Ohio River valley, as well as a scrap collection drive in 2019.

The Adopt-a-Highway events take place three times per year, and well over 100 Gallatin teammates participate in the cleanup event each year.

The Ohio River Sweep takes place each summer, typically in June. Nucor Steel Gallatin has been a financial supporter of the event since at least 2001, and actively encourages teammate involvement. The Ohio River Sweep is an annual, volunteer cleanup that extends the entire length of the Ohio River. Volunteers from the six states which border the Ohio River remove litter at multiple locations along the river and many of its tributaries.

To further bolster environmental and community relationships, Nucor Gallatin in 2019 hosted a scrap metal collection day to provide local residents a location to purge otherwise difficult items, such as refrigerators, lawnmowers, air conditioners, etc. Proceeds from the event were donated to the Ohio River Valley Water Sanitation Commission. Nucor Gallatin partnered with River Metals Recycling, a David J. Joseph Company, to evacuate unrecyclable fluids from the turned-in scrap.



## NUCOR GIFT SUPPORTS CONSTRUCTION OF CHARLESTON'S INTERNATIONAL AFRICAN AMERICAN MUSEUM



In April 2019, Nucor announced its support for the construction of the Charleston International African American Museum (IAAM) in South Carolina. Nucor's \$2.5 million gift included a cash gift of \$1.25 million and a \$1.25 million in-kind gift of steel to be used in the construction of the museum. The museum is located on the site of Gadsden's Wharf where many enslaved Africans entered this country. The museum will chronicle the influential history of African Americans who arrived in America through Charleston, as well as their descendants.

"Building powerful partnerships has always been critical to the success of our business," said then-CEO John Ferriola. "We are proud to be able to support the International African American Museum and their goal of building a bridge between the past and the future by presenting critical chapters in American history"

Nucor representatives joined other supporters of the IAAM in October of 2019 for the groundbreaking. Construction is underway and the museum is expected to open in 2021.

## NU-IRON STEWARDSHIP

In October 2018, an active tropical weather pattern produced unprecedented periods of rain showers and thunderstorm activity in Trinidad and Tobago. The weather system led to flash flooding and landslides in several communities across the country.

The flooding impacted more than 100,000 citizens, including some of our own Nu-Iron Unlimited teammates and contractors. Entire communities experienced significant loss, including widespread damage to agriculture and livestock. The rapid rise of floodwaters forced many to leave their homes and move to the safety of higher ground, taking nothing with them but the clothes on their backs.

In the wake of the disaster, the Nu-Iron team stepped up and demonstrated core Nucor values by offering assistance to affected teammates and the surrounding communities. But this is just a part of Nu-Iron's ongoing efforts at community and environmental stewardship.

Diverting recyclable material from being landfilled plays a significant role in preventing the type of flooding experienced in 2018. The Nu-Iron team is dedicated to responsible waste collection and recycling. As local industry leaders, they are going above and beyond the legal requirements for waste in Trinidad to reduce the threat and impact of flooding in their community.



## NUCOR STEEL SEATTLE SUPPORTS LOCAL FOOD BANK

For 25 years, Nucor Steel Seattle has held an annual employee food drive to benefit the West Seattle Food Bank. Teammates donate food and cash to support the organization.

In 2019, the mill set up an internal competition to see which department could raise the most money and food for the food bank. The competition worked, with teammates donating 9,500 pounds of food, double the total from the previous year. The company also provided a \$2 match for each pound of food or dollar donated by Nucor teammates, which resulted in a check for \$22,442. The 2018 and 2019 food drives combined generated 13,000 pounds of food and nearly \$40,000 for the West Seattle Food Bank.

“The response from our teammates each year to the annual food drive is amazing, and this year was no exception. The internal competition exceeded our expectations for the amount of food and money raised,” said Patrick Jablonski, Environmental Manager for Nucor Steel Seattle. “Nucor teammates love a challenge, so I can’t wait to see if we can top this performance next year.”



## VULCRAFT – ALABAMA CHRISTMAS MARKET

Each year for the past six years, Vulcraft – Alabama has hosted its Vulcraft Christmas Market, benefiting the local DeKalb County Children’s Advocacy Center (CAC).

In 2019, teammates pulled together to cook and bake for the food sales and helped by setting up and taking down the market in downtown Fort Payne, Alabama, to coincide with the annual Fort Payne Christmas Parade.

Whether it was for food preparation or participation in the event itself, almost all of Vulcraft Alabama’s nearly 300 teammates participated in one way or another, generating between \$2,200 and \$2,500 for the CAC for each of the past six years.

The Christmas Parade itself, benefitting the local Chamber of Commerce, allows area businesses and organizations a chance to demonstrate their creativity. Vulcraft Alabama also entered the parade for the first time in years in 2019, coming away with the coveted Mayor’s Choice Award. Between creating the float, riding on the float and transporting it, approximately 50 teammates participated in the festive parade, from manufacture to actual event.



## BOY SCOUT BRIDGE

When the Boy Scouts of Troop 75 based in Fischer, Alabama were looking for materials to build a bridge at the De Soto State Park in May 2018, the team at Vulcraft – Alabama seemed a natural partner.

While the bridge itself is constructed out of wood, the supporting beams and channel cross braces are a half ton of Nucor steel provided by Vulcraft Alabama. The completed bridge is the first of two bridges where Vulcraft Alabama designed, detailed, fabricated and donated the steel components for the project.

The bridge, part of the Gilliam Loop Trail, was completed as an Eagle Scout Project by Dawson Bobo of Troop 75.

This project was possible because of Troop 75, their Scout Master, Brian Bobo, and all of the Vulcraft teammates who helped make this happen including Herman Bryant, Steve Cowart and the rest of the special projects crew.



## LAUREL STEEL RETIREE TREE PLANTING

In June of 2018, Laurel Steel started a new tradition to honor its retirees. Inspired by John Supple, Vice President & General Manager at the time, and the Laurel Steel Green Team, the company held a ceremony to plant trees for retiring team members. Planting trees provided a way to honor retiring teammates while making a lasting benefit to the environment and contributing to the local community.

Working with the City of Burlington's Roads, Parks and Forestry Division, trees were planted in Sherwood Forest Park, located just south of the Laurel Steel facility. Fifteen trees were purchased for \$6,000, and retiring team members planted the ceremonial tree. Laurel Steel plans to hold a tree planting every two years in space reserved at the park for team members who have retired since the last tree planting.

“This is a great tradition for our entire team and a way to give back to the City of Burlington. We look forward to adding more trees to the park,” said Supple.



# CUSTOMER RELATIONS

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**POWERFUL PARTNERSHIPS. POWERFUL RESULTS.**

Nucor is the most diversified steel and steel products company in North America. In a marketplace where corporate successes are measured in results, we measure our success on the results of our customers.

But what does it take for our customers to reach new heights?

At Nucor, our vision for executing our mission is based on trusted partnerships, built on integrity and reliability.

It's about more than making the highest-quality steel and steel products, it's about industry-leading customer service. It's about building powerful partnerships with the right customers in the right markets. And it's about helping our customers achieve powerful results by building trust and loyalty, and by making it easy for them to do business with us.

The pursuit of this vision represents who we are as a company.

### NUCOR AWARDED PRESTIGIOUS STEEL INDUSTRY AWARD

Nucor was honored with the Steel Industry Leadership Award at the S&P Global Platts Global Metals Awards Dinner in London in May 2019. On hand to accept the award was Eileen Bradner, Nucor's Senior Director and Counsel of Federal Government Affairs.

The Industry Leadership Award is given to steelmakers that have led the way in industry advances such as new steelmaking processes or improved labor relations. The award recognizes companies that have forged alliances across competitive lines to improve technologies, distribution networks or other business aspects.

S&P Platts tweeted live from the event on May 16, "The Industry Leadership Award for Steel had a very strong financial performance last year and has a track record of reinvesting in itself, its technology and its capacity. And the award goes to... Nucor!"

This accomplishment is shared by all of Nucor's 27,000 teammates working safely at over 300 operating facilities in North America.

### NUCOR BECOMES FIRST ELECTRIC ARC FURNACE STEELMAKER TO BE NAMED GENERAL MOTORS SUPPLIER OF THE YEAR

General Motors (GM) recognized Nucor as a GM Supplier of the Year for Non-Fabricated Steel at the automotive company's 27th annual Supplier of the Year awards ceremony held on May 15, 2019 in Detroit, Michigan.

Nucor celebrated this award, a tremendous accomplishment for the Nucor team, as the company became the first electric arc furnace steelmaker to receive this recognition. The significant investments Nucor has made to expand its automotive product portfolio and to focus on providing exceptional customer service has made it a stronger partner to the automotive industry. As a result, Nucor continues to gain share in this important market. Nucor's teammates were honored to be recognized by GM.

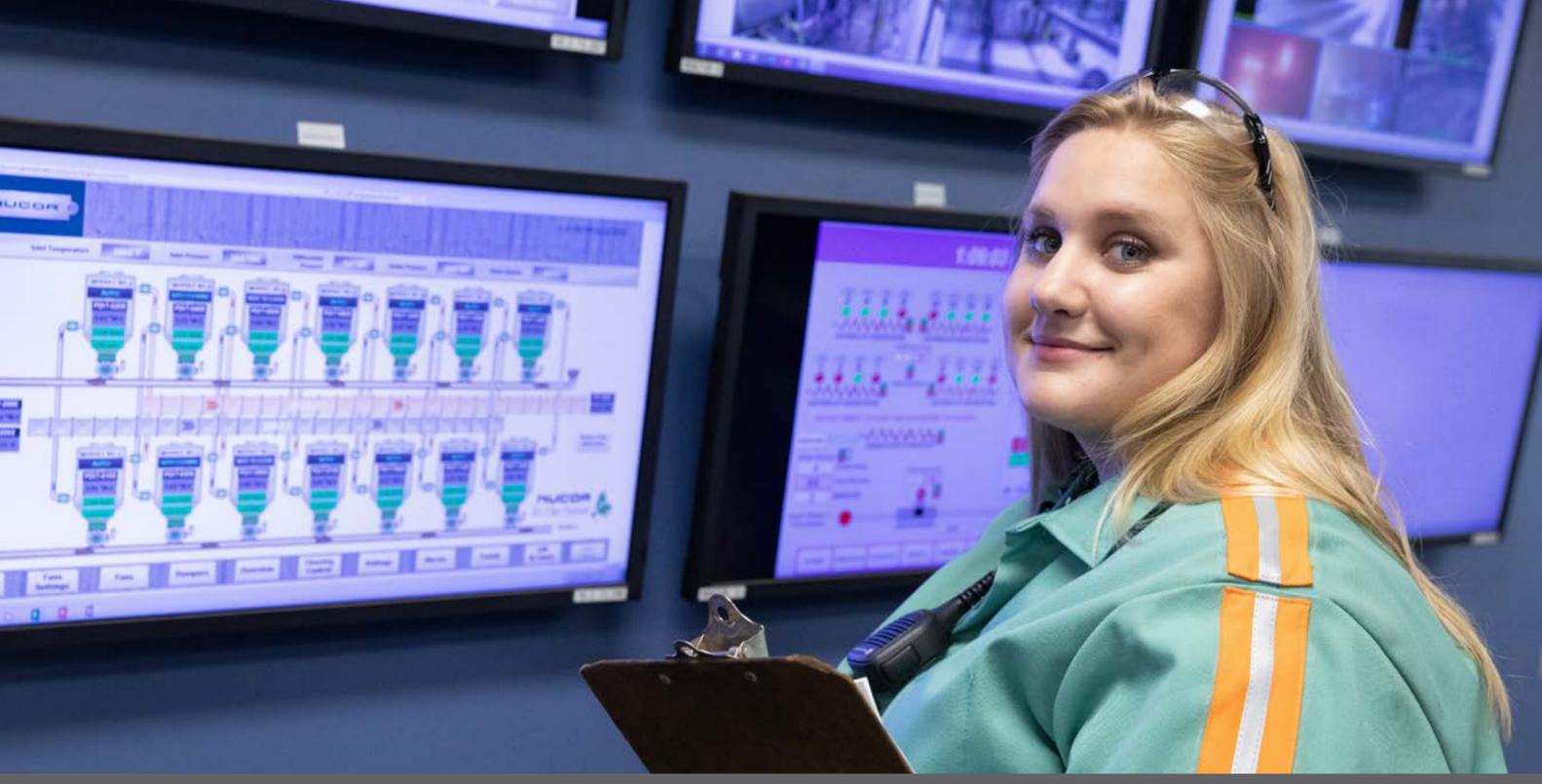
The Supplier of the Year award winners are chosen by a global team of GM purchasing, engineering, quality, manufacturing and logistics executives. Winners are selected based on performance criteria in Product Purchasing, Global Purchasing and Manufacturing Services, Customer Care and Aftersales and Logistics. GM also highlighted the excellent customer service and responsiveness to their account provided by the Nucor team.

"We hold our suppliers to a high bar," said Steve Kiefer, GM Senior Vice President, Global Purchasing and Supply Chain. "They went above and beyond to deliver the innovations and quality that will help us earn customers for life."



GENERAL MOTORS

27th Annual  
**SUPPLIER**  
of the  
**YEAR**



## TEAMMATE SPOTLIGHT



**Frashod Barlow**  
Business Analyst  
Steel Making Group Team

### STEEL GOING DIGITAL

Nucor established its place in the American steelmaking landscape and changed the future of steelmaking in North America by focusing on technology. We built a network of mini-mills using a relatively new technology: the Electric Arc Furnace. By going smaller and more efficient, Nucor was able to produce quality steel at a fraction of the cost of its competitors. Sixty years later, we remain committed to using technology to make Nucor smarter, faster, more efficient and more sustainable.

In 2018-2019, Nucor invested in multiple digital initiatives, including:

- Upgraded Customer Relationship Management (**CRM**) systems with the latest interface and a cloud-based platform, providing simple and easy access to critical customer information and interactions.
- Unified **NucorNow** – Nucor’s online customer portal – to provide enhanced self-serve options for customers. Customers can monitor orders, access pricing information, download important documents, review mill capabilities and more.
- Expanded and enhanced Nucor’s Electronic Data Interchange (**EDI**) systems to directly connect Nucor-customer transactions such as order entry, shipping notices, invoicing and order confirmation.
- Enhanced Nucor offerings of Vendor Managed Inventory (**VMI**) and Vendor Stock Availability (**VSA**) that allow customers the visibility and flexibility of managing inventories.
- Continued to upgrade and unify our Enterprise Resource Planning (**ERP**) platform and connected business systems to deploy **Oracle eBS** across the Steelmaking business.

Nucor’s investment in improved digital connections will allow the Nucor team to better serve customers while reducing paperwork, maintaining less inventory and offering faster and more efficient communications. The efficiencies that have been created across the company – including less waste and reduced environmental impact – will allow Nucor to serve customers more efficiently than we ever have.

### ROLE WITHIN NUCOR’S DIGITAL INITIATIVES

As part of the Steel Making Group team in Dallas, Texas, I helped align our bar divisions on a common Oracle platform and am currently working to do the same for Nucor’s sheet, plate and structural divisions. I have been responsible for managing our VMI, Operational Data Store and EDI programs. As a team, our focus is to present and deploy a common solution that works for all divisions.

### NEXTGEN

NextGen is aligning our divisions around consistent business processes and shared technologies. With data from divisions in a common software solution, our leadership team has the ability to make key business decisions utilizing the data, making us more competitive and helping us to better understand and serve our customers.

### SERVING OUR CUSTOMERS

Our digital initiatives help Nucor be a one-stop shop based on shared business data. By increasing our digital footprint as a company, we are providing more value and better end user experiences for our customers. Creating portals like NucorNow provides customers a common location to see customer and product information from Nucor’s bar, beam, cold finish, plate and sheet divisions.

### DIGITAL SUSTAINABILITY

Nucor’s digital initiatives are making the company more sustainable. Taking advantage of technology in the future is going to continue to drive operational efficiency and customer service, giving us a competitive advantage in the steel market.



## NEW COLD MILL AND NEW PRODUCTS IN ARKANSAS

In the fall of 2019, Nucor opened its new \$230 million specialty cold mill in Hickman, Arkansas. The new cold mill expanded the company's capability to produce automotive grade steel, namely advanced high-strength, low-alloy and motor lamination steel products. The expansion was the third at the Nucor site since 2016. This expansion started in 2017.

"As a world leader in steel manufacturing technology, Nucor is particularly focused on increasing productivity and efficiency, and competing in global steel production. With today's automakers counting on steel as their material of choice to reduce vehicle weight, while at the same time improving both safety and performance, our new cold mill will be at the forefront of making these advanced high-strength steel products," said Jay Henderson, Vice President and General Manager of Nucor Steel – Arkansas.

The cold mill also offers a flexibility unlike any other in the country, said Nucor Executive Vice President MaryEmily Slate. "There are no other carbon mills like this in North America," Slate said. "The cold mill is like a transformer. It can change from a high-reduction mill for the advanced high-strength steels of the future, to a very efficient four-high mill in just six minutes. And this gives us incredible flexibility."

Building a mill of the future was the focus of the team from the very beginning. Nucor wanted to separate itself from the competition and diversify its markets. "As of today there is no debate, Mississippi County is leading the country in steel production," said Arkansas Congressman Rick Crawford. A galvanizing line is scheduled to begin operating in the second half of 2021.



## TEAMMATE SPOTLIGHT



**Richard Mattison**  
Inside Sales Representative

### ROLE WITHIN NUCOR'S DIGITAL INITIATIVES

I work as a bridge between our customers and our e-commerce teammates to provide feedback and guidance. I also help our customers find the best fit for them within Nucor's digital offerings.

### SERVING OUR CUSTOMERS

Nucor's digital initiatives have provided our customers with the ability to closely manage their business with Nucor across multiple divisions from one interface. For example, the VMI tool helps our customers manage their inventories, which they can do from a computer, whether they are in the office, traveling or working from home.

### DIGITAL SUSTAINABILITY

Younger generations now entering the workforce were raised on the internet and social media, and are comfortable with technology. It is vital to appeal to the new generations of professionals, business owners and purchasers to both sustain and grow our business.



## NUCOR RECOGNIZES ITS CUSTOMERS

Nucor is no stranger to receiving awards, having been the winner in countless industry categories over the years. But Nucor's dedication to its customers does not go without similar recognition. Over the years, the company has gone out of its way to honor customers that use its products in exciting and innovative ways.

One such award was the Gold Design Award presented by American Buildings Company, a Nucor company located in Eufaula, Alabama. American Buildings Company awarded Gateway Engineering & Surveying of Shelby Township, Michigan a Gold Award for the 2018 Excellence in Design Competition.

Each award-winning project highlights the diverse application and expanding boundaries of metal systems construction. American Buildings Company would like to congratulate the winning entries in the 2018 Excellence in Design competition. The Excellence in Design competition offers an outlet for inspiring new designs that illustrate the many ways metal building systems can meet varying construction needs, regardless of size or complexity. American Buildings Company works with builders and roofers to transform ideas into reality and expand metal building systems construction.

Vulcraft, too, has for years recognized customers for their outstanding design, architecture and the diverse applications of building with steel joist and decking. In 2018, Vulcraft announced the winners of its fifth annual NuHeights Design Awards, chosen from fabricators, erectors, architects and general contractors of commercial buildings in the U.S. and Canada who completed projects using Vulcraft Joists or Steel Decking, Verco Decking or Ecospan Composite Floor System products.

“Recognizing the achievements of the professionals in our industry who strive for creative solutions using the most advanced technology is an exciting part of each year for our company,” said John Hollatz, then-President of the Vulcraft/Verco Group. “This year’s competition winners exemplify excellence in design and construction in building with steel.”



### THE WINNERS OF VULCRAFT'S 2018 NUHEIGHTS DESIGN AWARDS ARE:

#### SHELDON CHALET

Location: Denali National Park, Alaska  
Entrant: Andy Milner Company

#### ENSWORTH TENNIS CENTER

Location: Nashville, Tennessee  
Entrant: Snake Steel, Inc.

#### SACRED HEART CATHEDRAL

Location: Knoxville, Tennessee  
Entrant: Quality Machine & Welding, Inc.

#### 501 H STREET

Location: Washington, D.C.  
Entrant: Panel Systems, Inc.

#### 1144 FIFTEENTH

Location: Denver, Colorado  
Entrant: Puma Steel

#### THE CENTER FOR COASTAL AND DELTAIC SOLUTIONS

Location: Baton Rouge, Louisiana  
Entrant: Superior Steel, LLC

#### PROUD BIRD RESTAURANT

Location: Los Angeles, California  
Entrant: JD2, Inc.

#### HALE CENTER THEATRE

Location: Orem, Utah  
Entrant: Steel Encounters, Inc.

#### EXETER-LEMONT BUILDINGS 1 & 2

Location: Lemont, Illinois  
Entrant: Arlington Structural Steel Co., Inc.

## AMM 2019 STEEL PRODUCER OF THE YEAR

American Metal Market named Nucor the 2019 Steel Producer of the Year in the 10th annual Fastmarkets AMM Awards for Steel Excellence. Considered among the most prestigious and well-recognized in the global steel industry, the Steel Excellence awards recognize innovation across the entire steel supply chain. For Nucor, this achievement reflects both the company's longstanding tradition of innovation and its significant growth in the automotive steel market.

Until recently it was widely believed EAF steelmakers could not produce steel products for the automotive industry. But Nucor knew it was possible.

Nucor's customers noticed. In 2018, Nucor became the first EAF producer to ever be named a Supplier of the Year by General Motors. At the 2019 Awards for Steel Excellence presentation, Fastmarkets AMM CEO Raju Daswani noted that the "beneficiary of [the award winners'] outstanding efforts were their customers across the steel supply chain."

Nucor believes its newcomer status to the automotive steel market represents a tremendous opportunity for growth. The company continues to grow its automotive capacity, as well as its automotive portfolio and the value it can provide to customers.

## NEW-FASHIONED R&D

Research and development (R&D) is essential to any large company that creates and manufactures products. But where most large steel companies have a centralized R&D department responsible for all product development, Nucor takes a different approach. The company has developed a highly efficient, mill-based R&D process that flows out of its decentralized corporate structure.

Nucor views R&D as an investment, responding to customer needs and market demand. Rather than relying on a centralized lab, Nucor uses the strengths and capabilities of each division, developing new products within a mill or group of mills based on their unique expertise. As a result, the company can respond quickly and efficiently to specific customer needs and market demands. Each division partners with universities, original equipment manufacturers and research labs with specialized research and testing capabilities so that Nucor can focus on development. This model of development has proven to be both cost-effective and efficient.

Mill-based product development also connects Nucor's customers to the development process. When a customer needs a new product, mill metallurgists work with the customer to define the parameters before beginning development. Customers are updated throughout the development process and provided product samples after successful mill trials are conducted.



### CASE STUDY: COMPLEX DUAL PHASE

In 2005, a large European automaker needed a unique grade of steel that a competitor was having challenges making in Germany. The automaker had never considered an EAF mini-mill for the product, but approached several, including Nucor.

The Nucor team went to work developing the product. And because the process was decentralized, the mill was able to work quickly and efficiently without added layers of corporate decision-making.

In the end, Nucor was the only company to successfully produce the grade.

### CASE STUDY: ARKANSAS SPECIALTY COLD MILL

In 2019, Nucor opened its \$230 million specialty cold mill with a continuous annealing (CA) line in Hickman, Arkansas. Throughout the process, the mill worked with HyCal and CanMet to design chemistry and process parameters for the advanced high-strength steel products that will be produced on the CA line. These partnerships speed up the development timeframe by combining the specific expertise of Nucor, HyCal and CanMet. By working together in advance, the mill will be able to produce martensitic grades immediately as soon as the equipment is built.





**GOVERNANCE**

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Nucor's culture is one that respects the individual. The open-door policy of all of our locations fosters a culture where all participate and contribute to the progress of the company. Our teammates, neighbors and stockholders should always be treated fairly, honestly and respectfully. At the same time, we – that's everyone in our company – should conduct ourselves according to the highest ethical standards. As a result, all of our teammates are accessible and accountable.

Learn more at: [www.nucor.com/leadership](http://www.nucor.com/leadership)

## GOVERNANCE HIGHLIGHTS

Nucor's governance procedures are outlined in a series of documents that guide us in accomplishing our corporate mission, available for review in their entirety at [www.nucor.com/leadership](http://www.nucor.com/leadership). Our governance procedures are designed to formalize the basic principles upon which Nucor was founded: that steel can be produced in a more efficient and environmentally friendly way; that our teammates, neighbors and stockholders should always be treated fairly, honestly and respectfully; that our decisions should be based on securing long-term survival, not a short-term gain; that management should always be accessible and accountable; and that everyone in our company should conduct themselves according to the highest ethical standards.

## BOARD OF DIRECTORS

Our business and affairs are managed under the direction of our Board of Directors. In exercising its fiduciary duties, the Board represents and acts on behalf of the company's stockholders. The Board of Directors has three standing committees – Audit, Compensation and Executive Development, and Governance and Nominating. These committees operate in accordance with written charters, which have been adopted by the Board of Directors. Stockholders may communicate with the Board of Directors, or any of its independent directors, by sending correspondence to Nucor's corporate office in the care of the corporate secretary.

## CORPORATE GOVERNANCE PRINCIPLES

The Board has adopted Corporate Governance Principles setting forth a framework for our corporate governance with respect to the role and composition of the Board and Nucor's management, responsibilities of directors, director qualification standards, the functioning of the Board and its committees, the compensation of directors, and annual performance evaluations of the Board and our Chief Executive Officer.

## STANDARDS OF BUSINESS CONDUCT AND ETHICS

Nucor's reputation and success rely on the ethical conduct of our teammates, officers and directors. Our standards include, but are not limited to, abiding by all guidelines to avoid giving or receiving gifts for the improper influence of our business, avoiding and disclosing conflicts of interest, ensuring that political contributions are in compliance with state and federal regulations, ensuring the proper use of company assets, and reporting in a transparent manner.

## CODE OF ETHICS FOR SENIOR FINANCIAL PROFESSIONALS

This code is a supplement to the Standards of Business Conduct and Ethics and is designed to deter wrongdoing and promote honest and ethical conduct by Nucor's senior financial officers and CEO. The code applies specifically to the preparation and oversight of financial information used in reporting to the Securities and Exchange Commission and other public and private stakeholders.

## SUPPLIER CODE OF CONDUCT

Nucor has a long history of conducting its businesses in a manner consistent with high standards of social responsibility. In order to continue promoting this goal, Nucor requires that each contractor and supplier comply with a code of conduct that prohibits the use of forced or child labor, and requires suppliers to treat employees with dignity and respect, free from unlawful discrimination. Nucor's suppliers must provide fair and lawful wages and benefits to their employees. In addition, Nucor strictly prohibits the supply of goods containing conflict minerals, and expects each of its suppliers to minimize their environmental footprint and conduct business in accordance with high ethical standards. Suppliers must maintain documented compliance with this code to continue doing business with Nucor.



## DISCRIMINATION & HARASSMENT POLICY

Nucor is committed to providing a work environment that is free from discrimination and harassment based on an individual's status.

Nucor will not tolerate any form of discrimination or harassment in any aspect of our business. Accordingly, Nucor considers discrimination and harassment to be major offenses that can result in suspension or termination.

Nucor prohibits discrimination and harassment by or directed at any job applicant, teammate, customer, outside vendor, consultant, contractor, or person working with or on behalf of Nucor.

This policy includes behaviors in the workplace and in any work-related setting outside the workplace, such as during business trips, business meetings and business-related social events.

For the complete text of the Nucor Discrimination & Harassment Policy, visit: [www.nucor.com/additional-information](http://www.nucor.com/additional-information)

## POLITICAL DISCLOSURES

Nucor takes a multi-faceted approach to political engagement. As the nation's largest steel producer, we engage in direct outreach to ensure that the public and our leaders understand the challenges facing our economy, our industry and our company. Through a variety of communication strategies, we provide information to promote an understanding of issues of critical importance to Nucor and our stockholders.

Learn more about our operations and financial reporting by reviewing our 2020 SASB Disclosure, available at [www.nucor.com](http://www.nucor.com)

## KEY FINANCIAL DATA

Financial Highlights (In Thousands, Except Per Share Data)

FOR THE YEAR	2019	2018
NET SALES	\$22,588,858	\$25,067,279
GROSS MARGIN	\$2,680,000	\$4,300,000
NET EARNINGS   ATTRIBUTABLE TO NUCOR STOCKHOLDERS	\$1,271,143	\$2,360,767
NET EARNINGS   PER DILUTED SHARE	\$4.14	\$7.42
DIVIDENDS DECLARED   PER SHARE	\$1.6025	\$1.5400
CASH PROVIDED   BY OPERATING ACTIVITIES	\$1,782,807	\$3,229,391
NET INCOME TAXES PAID	\$411,897	\$748,307
AT YEAR END		
WORKING CAPITAL	\$5,762,596	\$5,829,965
PROPERTY, PLANT, AND EQUIPMENT, NET	\$6,178,555	\$5,334,748
LONG TERM DEBT	\$4,320,565	\$4,233,276
STOCKHOLDERS' EQUITY	\$10,357,866	\$9,792,078

Nucor announced its 187<sup>th</sup> consecutive cash dividend in the fourth quarter of 2019.

Learn more about our operations and financial reporting at: [www.nucor.com/investors](http://www.nucor.com/investors)



## FORMER NUCOR CHAIRMAN & CEO DAN DIMICCO RECEIVES LIFETIME ACHIEVEMENT AWARD

In March 2019, Nucor's former Chairman and Chief Executive Officer Dan DiMicco received a Lifetime Achievement Award from the Charlotte Business Journal.

Mr. DiMicco was recognized for his work as Nucor CEO, as well as for work he has done in the community following his retirement, including starting a local angel investing fund, purchasing the Charlotte Independence soccer team and serving on the host committee for the 2020 Republican National Convention. The first year the Charlotte Business Journal selected a Lifetime Achievement Award recipient was 2019.

The award was presented during the Business Journal's Most Admired CEO Awards program, which recognizes established local leaders who have a strong vision for their companies, have shown commitment to culture in the workplace and have made significant contributions to the Charlotte community.

"We congratulate Dan on this well-deserved Lifetime Achievement Award. He is an important part of Nucor's history and the success our company continues to enjoy today. As importantly, he continues in his retirement to work to promote the city of Charlotte and to support and grow new businesses in the community," said John Ferriola, then-Chairman, CEO & President of Nucor.

Mr. DiMicco led Nucor from September 2000 through the end of 2012, during which time the company saw unprecedented growth. He served as Nucor's Chief Executive Officer longer than anyone since company founder, Ken Iverson. During this time, Nucor completed over 50 acquisitions for a total investment of \$6.5 billion. In addition to the company's record of profitable growth, Mr. DiMicco proved himself an effective champion for domestic manufacturing and enforcing rules-based free trade.

## SECTION 232 STEEL TARIFFS: KEEPING UNFAIRLY TRADED IMPORTS OUT OF THE U.S. MARKET

In the decade following the 2009 Great Recession, the U.S. steel market found itself on the receiving end of a flood of imported steel. These imports took an increasingly greater share of the market while the capacity utilization rate at domestic steel mills plummeted. In 2015, import market share reached record high levels while domestic capacity utilization dropped to levels not seen since the Great Recession. To address this problem, the Trump Administration imposed a tariff of 25% on steel imports in 2018.

One of the main factors driving the increase in imports is excess steelmaking capacity around the world, fueled by foreign governments that own or heavily subsidize their steel companies, and dump their steel products into the U.S. market at artificially-low prices. In these countries, government policy and not market forces determine production levels. The Organisation for Economic Co-operation and Development (OECD) estimates that global excess steel production capacity was approximately 566 million net tons in 2019, with China accounting for much of that excess capacity.

Excess capacity in China results in the country exporting steel below cost, damaging steelmakers in other countries that cannot compete against China's state-owned steel companies. In fact, China's state-supported steel industry now exports more steel than is produced by all three USMCA countries combined. While China is at the heart of the crisis, governments in countries like South Korea, Brazil, Russia and Turkey also do their part to drive excess steel capacity.

The tariffs imposed by the U.S. government were done so under Section 232 of the Trade Expansion Act, which allow for investigations to determine if foreign imports of any product are having a harmful impact on U.S. national security. The Trump Administration determined that core industries, such as steel, are critical to our manufacturing and defense industrial bases.

Unfairly subsidized steel imports threaten the ability of U.S. steelmakers to make the long-term financial investments required to supply our defense needs. For example, Nucor is one of only two steel companies in the U.S. certified to produce Navy-grade armor plate for aircraft carriers, destroyers and submarines. Entering this market required purchasing specialized equipment, hiring knowledgeable personnel, developing advanced chemistries and processes and undertaking rigorous testing and certification procedures to meet Navy requirements.

The Section 232 steel tariffs have been effective in keeping unfairly traded imports out of the U.S. market. In 2019, steel imports were down 17% from the previous year and accounted for approximately 19% of U.S. market share. This was the lowest level of steel imports since 2010. About 6 million fewer tons of imports entered the United States in 2019 compared to 2018, and about 11 million fewer tons compared to 2015. Capacity utilization rates climbed above 80% for 2019, the minimum level the U.S. Department of Commerce determined was needed to ensure the financial viability of the industry. The comprehensive nature of the Section 232 tariffs is also preventing the transshipment of artificially low-priced steel through third party countries.

Global steel production overcapacity continues to be a problem and international efforts to address the problem must continue. In the meantime, steel tariffs must remain in place to maintain the critical manufacturing required to meet our country's defense needs.





## USMCA'S IMPACT ON STEEL

On January 29, 2020, President Trump signed the United States-Mexico-Canada (USMCA) Trade Agreement with several Nucor teammates in attendance. Originally signed by all three parties – the United States, Mexico and Canada – at the G20 summit in Buenos Aires in November 2018, a revised treaty was signed in December 2019. This version was formally ratified by all parties on March 13, 2020.

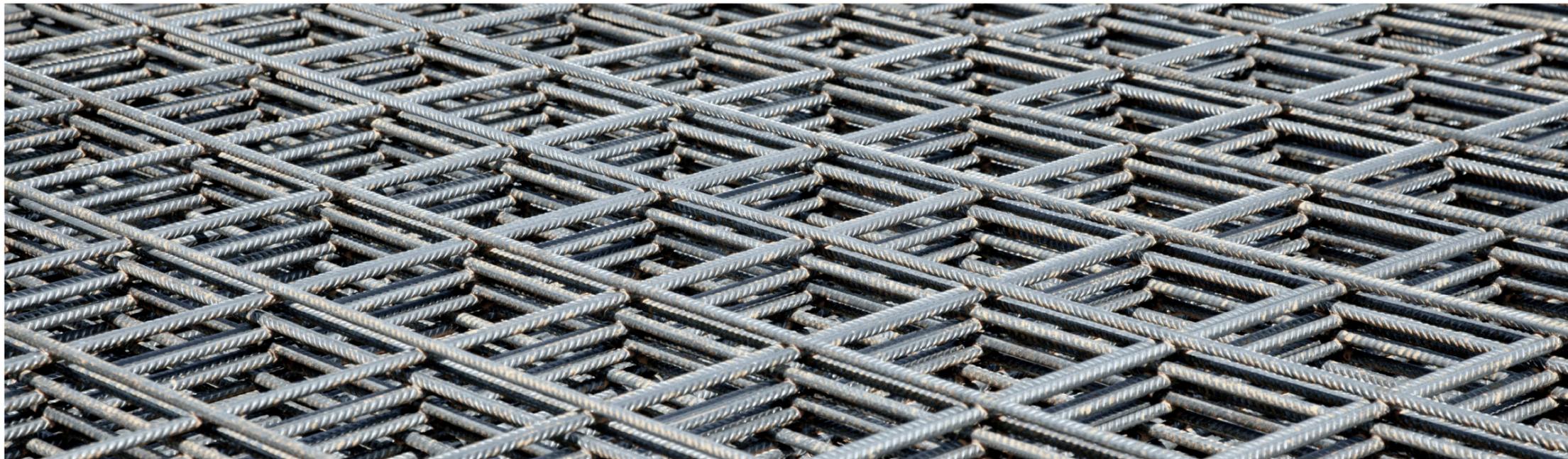
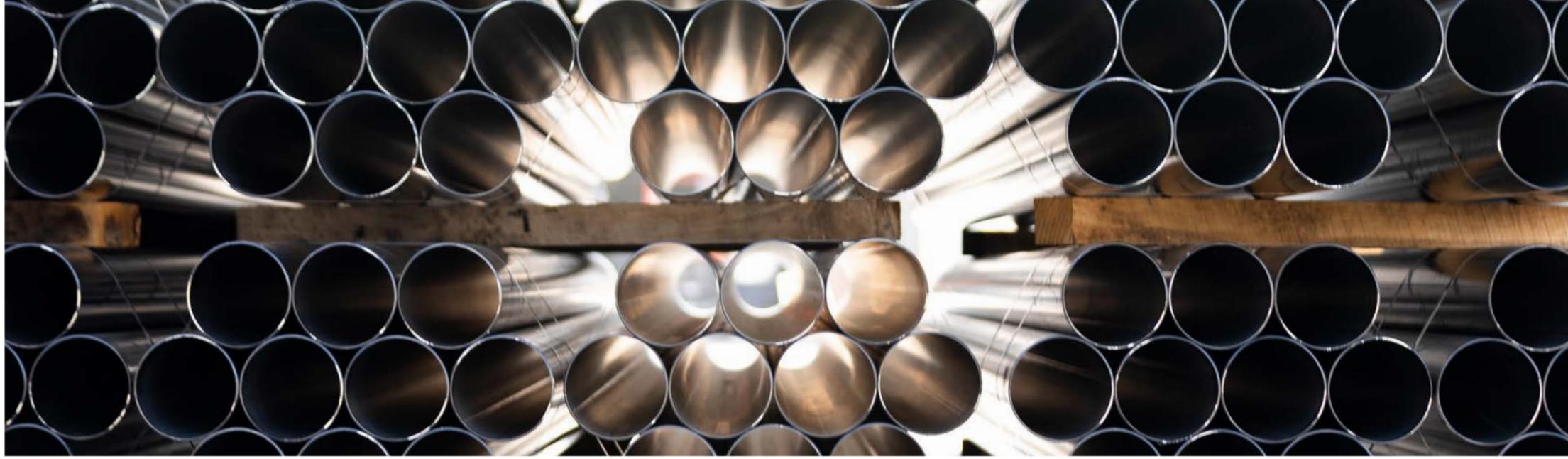
The new trade rules are a significant win for the domestic steel industry and Nucor, and particularly for our divisions making products for the automotive industry. The agreement establishes new rules of origin requirements for vehicles made in North America to qualify as duty-free. Most notably, the new rules increase the Regional Value Content (RVC) requirement to 75% for passenger vehicles and light trucks (up from 62.5% under NAFTA), as well as for core parts. The rules also require that 70% of the steel used in automobiles be melted and poured in North America. The treaty also contains provisions addressing currency manipulation and State-Owned Enterprises, which will serve as models for other trade agreements.





**THE  
DAVID J. JOSEPH  
COMPANY**

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## THE DAVID J. JOSEPH COMPANY

Founded in 1885, The David J. Joseph Company (DJJ), is a world leader in scrap metal recycling and trading. With more than 70 recycling and auto parts locations, DJJ is headquartered in Cincinnati, Ohio and is a wholly-owned subsidiary of Nucor Corporation. Since joining the Nucor team in 2008, DJJ has continued to focus on trading, recycling and transporting metals, and operating a fleet of private railcars. We also operate a dozen self-serve used auto parts stores and trade ferroalloy and nonferrous metals. To DJJ, it's about recycling the world's most reusable materials while conserving our precious natural resources in the process. Perhaps the best testament to our sustainable business model is the simple fact that DJJ has been around for 135 years.

### LITTLE CHANGES CAN HAVE BIG IMPACT

The DJJ headquarters is one of only 18 buildings in Cincinnati to earn the U.S. Environmental Protection Agency's Energy Star certification. In 2018, we formed a Sustainability Group to identify other opportunities to minimize waste and reduce our corporate office environmental footprint.

Modest improvements at our headquarters office included replacing standard light switches with motion activated ones, replacing plastic stir sticks and straws for paper or wood ones and educating teammates about the environmental and monetary costs of using space heaters.

Using the team approach, we engaged our teammates to help reduce our environmental footprint, while becoming a more sustainable company.



### RENEWING HOUSTON

In 2015, U-Pull-&-Pay, LLC (UPAP) began redevelopment work on a blighted plot of land in Houston. The former owner hoped to profit from selling old roofing and collected enough shingles to cover an area nearly the size of a football field 15 feet deep. The rest of the site was littered with other debris and overgrown with brush. The site was an eyesore for the neighbors, and state regulators initiated an enforcement action against the owner. On behalf of the owner, UPAP negotiated a cleanup plan with the state necessary to purchase the land and to redevelop the site into a sustainable business.



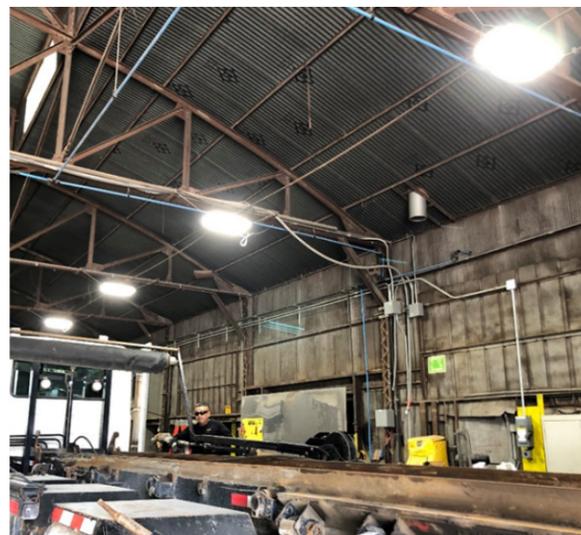
The newly constructed self-serve auto parts business opened in May 2018. Using state-of-the-art "Tilt and Roll" depollution equipment, UPAP recovers more pollutants from each car than standard drain racks. This process means less potential for spills and leaks when cars are available for the public to pull parts.

While the environmental benefits of making steel from scrap are tremendous, direct use yields an even higher return. After customers have removed many of the car parts, the harvested auto hulks are crushed and sent to a company-owned shredder that, in turn, feeds Nucor mills with critical raw materials for steel making. This sustainable business is just one of Nucor's links in its vertically integrated supply chain, from raw materials to finished steel products. Nothing is wasted at U-Pull-&-Pay.

### A BRIGHT UPGRADE

Scrap yards operate day and night and in all sorts of weather. One of the best ways to keep teammates safe is to be sure every area is properly lit. Over the past four years Advantage Metals Recycling has replaced nearly 800 fluorescent and halide light fixtures with energy efficient LEDs at its four greater Kansas City locations. Across DJJ, seven other recycling facilities also converted to the bright and environmentally friendly LEDs.

Although LEDs cost more initially, incentives and energy savings provided quick cost recovery. In fact, LED uses on average 50% less energy than traditional lighting, which is good news for the environment as well as the budget. At one location, these improvements rendered a cost savings of more than \$1,500 per month!



### UTAH SAFETY COUNCIL

Western Metals Recycling, LLC (WMR) received the Award of Merit from the Utah Safety Council for 2018 for the sixth consecutive year. This award recognizes outstanding achievements in corporate safety programs. In order to receive the award, WMR's incidence rate is required to be lower than the national average for the industry. WMR must also demonstrate continuous improvement or sustained levels of excellence and have essential elements of a safety program in place.



### INDIANA CLEAN YARD AWARD

In 2019, the Indianapolis U-Pull-&-Pay, LLC (UPAP) team earned the Gold Level in the Indiana Clean Yard Award for the sixth consecutive year. The Indiana Department of Environmental Management (IDEM) recognizes auto salvage recyclers who ensure that the environment and their communities are protected from pollution. The award is achieved by using effective Best Management Practices (BMPs) and having a Storm Water Pollution Prevention Plan (SWPPP). There are only seven auto salvage recyclers in the entire state that achieved this designation.

### ENVIRONMENTAL LEADERSHIP PROGRAM

U-Pull-&-Pay's Aurora, Colorado Springs and Denver stores, as well as Western Metals Recycling's Englewood and Grand Junction facilities in Colorado achieved Gold Leader status in Colorado's Environmental Leadership Program (ELP) for the sixth year running. The ELP, administered by the Colorado Department of Public Health and Environment, recognizes companies that voluntarily go beyond compliance with state and federal regulations and commit to continual environmental improvement.



## 2018-2019 SUSTAINABILITY AWARDS

DJJ companies were proud recipients of several different safety and environmental awards during 2018-2019. Examples include:



### OSHA'S SHARP DESIGNATION

A total of 13 DJJ facilities achieved the SHARP (Safety & Health Achievement Recognition Program) designation. Companies earn SHARP by demonstrating to the Occupational Safety and Health Administration an exemplary safety and health management system.



### UNITED SAFETY COUNCIL OF FLORIDA AWARDS

Trademark Metals Recycling (TMR) received the Gold 2018 Safety Achievement Award. 2018 marked TMR's 13th year of recognition for safety excellence by the United Safety Council of Florida.

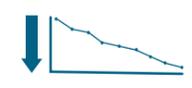


### NORTH CAROLINA DEPARTMENT OF LABOR

In 2019, all three Metal Recycling Services (MRS) facilities received the Gold level "Certificate of Safety Achievement" from the North Carolina Department of Labor. This award recognizes companies that strive to excel in safety.

# DJJ SAFETY

## DJJ SAFETY BY NUMBERS

 **1.32** | Injury & Illness Rate achieved in 2019 which was a 27% reduction compared to the previous year and the second-lowest in company history.

 **1,066** | Graduates of DJJ's Safety School, our intensive three-day training for operations managers and supervisors, since its inception in 2003.

 **59** | The number of DJJ's 76 recycling and auto parts facilities that were injury-free in 2019. Although working a full year with no injuries is impressive, several of these locations have operated injury-free even longer.

ACCIDENT-FREE YEARS	NUMBER OF FACILITIES
11	3
9	3
8	4
7	4
6	5
5	7
4	2
3	3
2	13

 **44** | The number of DJJ's 76 recycling and auto parts facilities that have been injury-free for multiple years.

 **228** | The total number of combined accident-free years shared by DJJ's 76 recycling and auto parts facilities.



# DJJ EMPLOYEE RELATIONS

## PEOPLE POLL – MY VOICE. MY ORGANIZATION.

In July 2019, DJJ conducted its ninth “People Poll,” a confidential teammate engagement survey. The purpose of the People Poll is to solicit the candid opinions, suggestions and feedback from DJJ’s most valuable resource: its teammates. Once again, DJJ rated very well on its overall employee engagement score. Employee engagement is a measure of DJJ employees’ commitment, pride and satisfaction with the company and is a critical driver of profitability.

The 2019 survey received a 92% response rate. The overall engagement score, which measures our team’s commitment, satisfaction, advocacy and pride towards DJJ, was 67%, which falls into the “best in class” category, and well above the 44% average for all USA companies.

Safety was the highest-rated overall category, with 91% of respondents recognizing that safety is truly DJJ’s most important core value.

As a direct result of feedback from the 2019 and earlier People Poll surveys, DJJ has implemented many changes and initiatives, including training programs for customer service, leadership and communication. DJJ also increased its community outreach efforts and awareness, expanded the ways in which teammates’ performance is recognized and rewarded and enhanced benefit programs.



## SAFETY CULTURE – “IT’S THE WAY WE DO THINGS AROUND HERE”

Safety is a core value at DJJ, and we expect all teammates to embrace this mindset. We continuously explore opportunities to improve our safety performance. In 2019, we launched a safety culture assessment to evaluate specific components and target opportunities for improvement. Teammates from all levels of the organization participated in the assessment and the results were used to identify potential gaps and opportunities for improvement.

As a direct result of the survey, we implemented several key initiatives enhancing our safety culture.

First, we recognized that the strength of our safety culture largely depends on a first impression. In 2019, DJJ formed a cross-functional Safety Review Team (SRT) to evaluate new teammate safety onboarding practices with the goal of addressing the factors that contribute to a disproportionate number of injuries to new teammates. We developed a more structured onboarding process, including:

- a detailed first week schedule to ensure key safety topics are effectively covered in a way that the information is retained;
- a two-day “No Touch” period that prevents the new teammates from performing hands-on work while learning about their new operational environment; and
- pairing up with a safety mentor for a 90-day peer-to-peer mentor program to effectively assimilate the new teammates into DJJ’s safety culture so they develop safe work habits.

Second, we identified the need to better highlight and recognize the great initiatives and actions that our teammates take to improve safety in their facilities, including:

- suggesting new ideas;
- making site improvements;
- identifying hazards; and
- exercising Stop Work Authority.

Reinforcing exceptional safety behavior is paramount in strengthening our safety culture.

Third, the level of teammate engagement is driven by effective safety leadership, most importantly at the local level. We learned that a teammate’s direct manager or supervisor has the greatest influence on how a teammate perceives the importance of safety in their work area. We identified the need for a more comprehensive and ongoing focus and created a Safety Culture for the Front-Line Supervisor training program designed to further enhance our managers’ and supervisors’ safety leadership skills. The curriculum focuses on key competencies such as actively observing, coaching and providing feedback to their teammates, demonstrating passion for safety through conversations and actions and establishing a high level of expectations and accountability. The overriding goal is to ensure the level of Safety Culture, or “the way we do things around here,” meets a high standard throughout each of DJJ’s facilities.

## RECRUITING OUR VETERANS

DJJ is a proud supporter of military men and women who have served our country. Since 2014, we have partnered with The Alliance Group (which works with junior military officers) to find jobs for veterans transitioning back to civilian life. We also recruit at several military job fairs annually. We are proud of the partnership we have forged with Alliance and more importantly, the ability to hire quality individuals who have served our country. We are a stronger company as a result of this important initiative.



## COMMUNITY RELATIONS

For the past 135 years, DJJ's culture and philosophy has revolved around being good neighbors and giving back to the communities in which we do business. This tradition remains part of DJJ today.

### WESTERN METALS RECYCLING RAISES FUNDS FOR MS

A team of eight cyclists from Western Metals Recycling, LLC, named the "Western Metals Re-cyclers," helped raise over \$5,000 for Multiple Sclerosis. Bike MS is the fundraising cycling series of the national MS Society and raises more money than any other cycling event for any other cause. All funds from this ride go toward finding a cure for MS.



## DJJ AND U-PULL-&-PAY SUPPORT ADOPT A CLASS

DJJ and U-Pull-&-Pay, LLC (UPAP) mentors volunteer with Adopt A Class, spending one hour monthly at Cincinnati's Rothenberg Academy with first graders organizing fun and educational activities. DJJ and UPAP teammates mentor students by being positive role models and supporting the development of practical and social skills. Our group inspires a corporate culture of teamwork, philanthropy and hope with a future vision of what is possible for the youth in our community. The students learn about the environment, nature and the role scrap metal recycling plays.



## VICTORIA TEXAS FIRST RESPONDER TRAINING

Many DJJ facilities routinely support community fire departments and first responders. One example is the Texas Port Recycling (TPR) Victoria recycling facility, working closely with the local first responders. TPR teammates use the equipment at the facilities to set up simulated crash situations. The automobiles are provided at no cost so that first responders can develop the techniques and expertise needed to save lives. The training is an integral part of the onboarding process for first responder new hires.



## ADVANTAGE METALS RECYCLING PARTNERS WITH AREA BUSINESSES TO SUPPORT RONALD MCDONALD HOUSE

In 2019, Advantage Metals Recycling (AMR) continued a partnership with the Ronald McDonald House Charities (RMHC) in Kansas City. AMR recycled over 15,000 pounds of pop tabs over the course of the year. AMR regularly picked up materials collected by RMHC through outreach at schools and businesses across the Kansas City Metro area. The highlight of AMR's cooperation was on display at the May Pop Tab Pandemonium held at RMHC. AMR teammates worked closely with RMHC teammates and volunteers to collect over 17 million pop tabs dropped off by local schools and community groups. AMR's 2019 collection benefited RMHC and represented nearly 7 tons of scrap metal that was not landfilled.



## RIVER METALS RECYCLING LOUISVILLE SUPPORTS OHIO RIVER SWEEP

River Metals Recycling (RMR) and Nucor Steel Gallatin, LLC held a 2019 Earth Day scrap drive. RMR then recycled all the scrap collected and donated \$2,500 to The Ohio River Sweep, a volunteer riverbank cleanup nonprofit organization. Volunteers remove litter along the Ohio River banks and tributaries across six states. In 2019, over 225 tons of trash was collected along 3,000 miles of shoreline. RMR and Nucor take pride in preserving our environment.

## JUNIOR ACHIEVEMENT

DJJ teammates hosted their annual Junior Achievement Job Shadow Day at DJJ headquarters in Cincinnati with Withrow High School students. This program prepares students to be entrepreneurial thinkers and encourages them to develop personal strategies to pursue lifelong learning and career opportunities. The program offered students a one-day on-site orientation for a variety of careers, including Marketing, Information Technology, Brokerage & Services and Audit.



## U-PULL-&-PAY ALBUQUERQUE TRAIL CLEANUP

U-Pull-&-Pay, LLC (UPAP) Albuquerque participated for the second time in the cleanup of the Bosque Hiking Trail along the Rio Grande River in Albuquerque, New Mexico. Bosque is a 15.9-mile hiking trail located just outside Albuquerque and is frequented by many. UPAP was an event sponsor and teammates cleaned up 20 bags of trash from the trail. The find of the day was a working shopping cart, which they loaded up with the tires and rims they unearthed and rolled away to be recycled. As good corporate citizens, UPAP works to preserve and protect the environment.



## METAL RECYCLING SERVICES SUPPORTS LOCAL VETERANS

Metal Recycling Services (MRS) Gastonia, North Carolina joined with the Gaston County Veterans Council, Dinosaur Riders MC and Whisky Mill for a canned food drive to support local homeless veterans. The Bessemer City Crisis Center was out of food, and the combined donations were able to re-stock their shelves.



## TRADEMARK METALS RECYCLING GAINESVILLE TOUCH-A-TRUCK

The Trademark Metals Recycling (TMR) team donated food for area school children and volunteered at the Touch-A-Truck in Gainesville, Florida. The TMR team won the Hunger Destroyer award for the fifth year in a row by donating the most non-perishable food for children in need. Over the past five years, TMR donated over 6,000 pounds of food for the children. The event also allows children the opportunity to experience the feeling of sitting in large equipment like a front-end loader. TMR's booth included a loader, skid steer and an aluminum can scrap bundle on display. Hundreds of children and families came to our booth and learned about metal recycling. We also donated three vehicles; two were used for chalk art and one as a water balloon target.



GRI

**GRI**  
**STANDARDS**

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Global Reporting Initiative - G4 Disclosures

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