CORPORATE SOCIAL RESPONSIBILITY

2020
When Nucor got into the steelmaking business more than 50 years ago, we made the transformative decision to recycle scrap metal to produce new steel as a low-cost way to supply our existing steel joist business. Five decades later, that decision has helped revolutionize the American steel industry as we know it and has made the United States one of the cleanest places in the world to make steel.

The modern, green economy is being built with steel — and the steel it is built from matters. From wind turbines to solar arrays to electric vehicles; the green innovations that are driving the American economy depend on high-quality, sustainable steel. Our decision to make steel from recycled scrap was an enormous innovation for the American steel industry, and continued innovation has been critical to Nucor’s success.

Today, Nucor has a carbon intensity that is less than one-third of today’s world steelmaking average, and Nucor already meets the greenhouse gas emission intensity benchmarks for the steel industry that are part of the Paris Climate Agreement. But we realize that being one of the world’s cleanest and most efficient steelmakers is not enough. That is why we are committed to reducing our carbon footprint even further and taking our performance to the next level.

At Nucor, our number one cultural value is safety, and it is the daily focus of every one of our teammates to achieve our goal of becoming the World’s Safest Steel Company. In our Nucor family, safety not only means avoiding injury on the job, but also includes how we treat one another and making sure every teammate feels a strong sense of belonging and ownership within Nucor. Despite the challenges presented by the COVID-19 pandemic, I applaud our team for keeping their focus and making 2020 the safest year in our company’s history.

I hope you enjoy learning about how our teammates are taking our safety and environmental performance to new heights, while giving back to the communities where we live and work. The 27,000 men and women of Nucor are the most skilled manufacturing army assembled anywhere in the world, and I am incredibly proud to share our ESG progress with you in this report.

Sincerely,

Leon J. Topalian
President & Chief Executive Officer
Nucor entered the steelmaking business in 1969, providing long products to our fledgling steel joist business in South Carolina. Since that time, the company has undergone dramatic growth, becoming the largest steel producer in North America. Our business is organized into three segments: raw materials, steel mills and steel products.

Our raw materials segment provides scrap and direct reduced iron (DRI), both of which feed our steel mills, and acquires additional metallic inputs from the marketplace, as needed. Utilizing Electric Arc Furnaces (EAF), our steel mills produce a wide range of primary steel shapes for sale to outside customers as well as to our downstream steel products companies. Approximately 20% of our steel mill production is converted into a wide range of items by Nucor’s steel products group, including steel tubing, electrical conduit, joists and joist girders, steel deck, steel fasteners, fabricated rebar, steel grating, metal buildings, insulated metal panels, racking systems, wire and wire mesh. This integration, from raw material through final product, allows Nucor to operate more sustainably and provide the supply chain transparency that our customers are increasingly interested in, enhancing our position as a supplier of choice in our industry.

The green economy is being built on steel. And the steel it is built from matters. From electric vehicles (EVs) to offshore wind towers to modern high-rise construction, steel is a ubiquitous component of the U.S. green economy. Its flexibility, strength, aesthetics and relatively low cost have made steel the choice of architects, engineers, manufacturers and consumers for more than a century. The markets and customers that Nucor serves are becoming increasingly aware and concerned about the environmental and social impact of their supply chains. And Nucor’s EAF-based steelmaking facilities, averaging more than 70% recycled steel, generate the lowest GHG equivalent emissions per ton in the steel industry.
A large percentage of the steel Nucor produces eventually makes it into a wide range of construction applications. From nuts and bolts to the beams underpinning the tallest skyscrapers, Nucor steel can be found on almost every construction site in America. Construction of warehouses for goods distribution and data centers have been among the fastest growing markets for our products in recent years, and continue to be an important construction market sub-segment for Nucor. Other critical end-use markets include automotive, energy, machinery, heavy & agricultural equipment, transportation and appliances. Although each of these industries utilize a different mix of steel products, grades and sizes, they all require a steel producer that understands and anticipates the changing demands of the market. A significant growth opportunity that we are focused on is renewable energy. To achieve the United States’ renewable energy goals, a massive amount of steel will be needed to build wind and solar power generation assets, as well as enhanced energy transmission infrastructure. Nucor is investing in capabilities that will enhance its position as a leader in sustainably producing the steel required for this renewable energy future.
We continue to invest in new products and new capabilities, so that we can build on our industry leadership position by more sustainably meeting both current and emerging market needs. Throughout Nucor's history, we have served as a strategic partner for our customers; applying the latest innovations, staying abreast of design trends, and using market analytics to develop products that help solve their most pressing challenges. We regularly bring customers new opportunities to drive progress and growth together. Over the last three years, Nucor has invested over $4 billion, expanding our product portfolio to include more value-added steel mill products and capabilities. These investments have both expanded Nucor's product and solutions to steel-consuming markets, as well as enhanced the sustainability and efficiency of our steel mills.

Over the decades, our consistent focus on diversifying our product offering and lowering costs has enabled us to deliver profitable growth and create value for our stakeholders. As we gained market share, we made it a priority to help lower the overall environmental footprint of the domestic steel industry in the United States, protect our teammates and support our communities.

Fundamental to our success has been Nucor's commitment to remaining the employer of choice for our team of 27,000 men and women. Their dedication has forged Nucor into America's most diversified steel and steel products company, and North America's largest recycler.

Our commitment to becoming the World's Safest Steel Company is essential to our overall success and evidences our core belief that our teammates are the most valuable part of Nucor. Their efforts and the Nucor culture, built on a foundation of trust and open communication, are the most critical elements driving our continued success.

Safety will always be the number one value in Nucor's culture. The COVID-19 pandemic and widespread civil unrest experienced in the United States during 2020 and '21 have caused us to reconsider all that Safety encompasses. Now, more than ever, our Safety focus helps to guide how we think about our responsibilities to each other, to our communities and to the environment.

When the COVID-19 pandemic surged in March of 2020, Nucor teammates responded with ingenuity and resiliency. Our teammates devised innovative ways to keep our facilities running safely and continue to provide the steel products our customers needed as we all responded to the rapidly shifting demands of a volatile marketplace. We are proud that we were able to keep our teammates working, continued to deliver product to our customers and had our safest year ever.¹

¹As measured by DSHA recordables per 200,000 hours per year.
ANNUAL OUTPUT CAPACITY & FINANCIAL SUMMARY

RAW MATERIALS SEGMENT (METRIC TONS)
- Direct Reduced Iron Operations (DRI): 4,500,000
- Scrap Recycling Operations: 5,000,000

STEEL MILLS SEGMENT (SHORT TONS)
- Bar Mills: 9,560,000
- Plate Mills: 2,925,000
- Sheet Mills: 11,300,000
- Steel Joint Ventures: 200,000
- Structural Mills: 3,250,000

STEEL PRODUCTS SEGMENT (SHORT TONS)
- Buildings Group: 360,000
- Cold Finish: 1,069,000
- Fasteners: 75,000
- Grating: 80,000
- Rebar Fabrication: 1,650,000
- Steel Mesh: 128,000
- Tubular Products: 1,365,000
- Vulcraft/Verco Joist: 745,000
- Vulcraft/Verco Deck: 560,000

RESULTS

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2020 VOLUMES SOLD TO OUTSIDE CUSTOMERS

- **Steel Products**: 19%
- **Sheet**: 33%
- **Raw Materials**: 10%
- **Plate**: 7%
- **Bar**: 23%
- **Structural**: 8%

1 Nucor’s 50% share of the Nucor-JFE galvanized sheet steel joint venture in Mexico
The COVID-19 pandemic and the impacts it had on the domestic economy were the primary factor driving the decrease in sales in 2020 as compared to 2019. Despite the pandemic, demand in several key end-use markets was surprisingly resilient in 2020, most notably in nonresidential construction and automotive, which together account for nearly two-thirds of U.S. steel consumption.

MEETING GROWING DEMAND FOR MERCHANT BAR

Nucor Steel Kankakee completed its expansion in 2020, and more recently has added a new state-of-the-art casting machine. The mill’s annual production capacity of its merchant bar product that is in high demand in the midwest region has increased to approximately 500,000 tons. Custom-made to specific sizes requested by the customer, merchant bar products are used in flooring, roof joists, walkways and concrete forms. Over 350 new teammates have joined Nucor Steel Kankakee.

INVESTING IN COMPLEMENTARY BUSINESSES

In the third quarter of 2021, Nucor acquired Cornerstone Building Brands’ insulated metal panels (IMP) businesses. IMPs consist of two layers of either steel or aluminum, with a layer of energy-efficient foam between them. They can be installed rapidly and provide insulation as wall or roof panels, lowering energy costs and energy-related greenhouse gas emissions. Utilization of IMPs is expected to grow rapidly in coming years as end-use markets including agriculture, beverage, automotive, aviation, cold storage, pharmaceutical and warehouse learn to leverage their unique attributes. Cornerstone’s IMP business is comprised of two industry-leading brands, Centria and Metl-Span. We expect the businesses to complement our existing offerings of pre-engineered metal buildings and our own growing IMP business TrueCore.

SUPPORTING OFFSHORE WIND DEVELOPMENT

Nucor is constructing a new mill in Brandenburg, Kentucky, that will have an annual production capacity of 1.2 million tons of steel plate products and will create 400 full-time jobs. Given its location along the Ohio River, the steel plate mill will be able to receive DRI and scrap delivered by barge and ship out products similarly. Upon completion, Nucor Steel Brandenburg will be one of only a few mills in the world capable of supplying the steel plate needed for the steel towers used to build offshore wind turbines.
WHO WE ARE AND HOW WE CREATE VALUE

CONSTRUCTION SOLUTIONS

Since building our first steel mini-mill in 1969, Nucor has grown to account for approximately 25% of steel production in the United States. The most significant end-use markets for steel are non-residential construction and infrastructure, and Nucor’s product range and customer base remains heavily oriented toward these applications.

A reflection of Nucor’s commitment to the construction market was the formation of our Construction Solutions team in early 2020. The team, comprised of engineers and professionals with extensive construction industry experience, is providing early assistance and support for decision makers throughout the value chain. The emphasis on reaching leaders earlier in the planning and development process has created value through optimized steel product, size, and application choices — for both Nucor and our customers. In addition, the team has made considerable progress identifying growing sub-sectors of the broader construction market and has been able to better leverage our diverse product offering across these important markets.

As a way to celebrate and highlight the engineers, architects and design community that brings steel to life in building and construction, Nucor launched a "Minds of Steel" campaign in early 2021. The industry professionals chosen for the campaign are innovative and thoughtful leaders, utilizing steel in novel, creative and effective ways.

Carol Drucker was fascinated by bridges as a child. A strong believer in collaboration, she challenges the stereotype of engineers as solitary professionals. She always collaborates closely with colleagues to gather their input before starting a project as the best ideas are those that result from interaction and the sharing of ideas.

As an example, Drucker worked on a project where the fabricator had the option to use grade 50, lower-strength, cover-plated columns, or to eliminate the cover plates and use A913 columns, manufactured from Nucor’s Aeos™ high-strength steel. Through collaboration and discussion, the fabricator chose to eliminate the cover plates on both projects, and went with the higher-strength steel, using less material, and resulting in a better design.

Jason Smith strongly believes in collaborating with all stakeholders of a specific project: clients, architects, engineers and community members. Smith explained, “We’re cultivating a vision for a project together, and I shepherd that process, rather than come up with it all on my own.”

Smith described working with steel as a collaborative process, emphasizing the importance of involving a fabricator as soon as possible. This is essential to “optimize the design for the person who’s going to be manufacturing, fabricating, assembling and building it. And when you optimize with that in mind, you’re going to end up with higher quality and less cost.”

Jayshree Shah began her architectural career designing large projects, such as high-rise buildings. “9/11 made an impact on me regarding safety and design,” said Shah. “There’s a psychological aspect around how what you’re designing affects people.”

In her role at AISC, Shah recommends the structural advantages of steel to architects. “Steel allows freedom for architects to design the floor plan the way they want, and not around columns that disrupt the space," said Shah. She also encourages architects to utilize sustainable materials in their designs, emphasizing that one of steel’s greatest benefits is its 100% recyclability.
OUR RAW MATERIALS

Nucor steel mills consume approximately 20 million tons of recycled steel per year. This means we recycle almost 1,300 pounds of steel every second of every day. Our steel contains approximately 70% recycled content on average and steel is 100% recyclable at the end of its useful life.

Steelmaking at Nucor begins with melting recycled scrap steel and scrap substitutes in an Electric Arc Furnaces (EAF). EAFs are far more energy efficient and less carbon-intensive than traditional blast furnace-based steel plants, which make steel by reducing iron ore with coking coal.

Each ton of steel produced in a Nucor EAF requires approximately 1.1 tons of scrap steel or a similar quantity of scrap substitutes, such as Direct Reduced Iron (DRI), Hot Briquetted Iron (HBI) or pig iron. A steady supply of these "iron units" is crucial for operations and maintaining the resiliency of our value chain is vital to Nucor’s success and profitability.

In 2008 Nucor acquired The David J. Joseph Company (DJJ), North America’s leading processor and broker of scrap metal and pig iron. DJJ’s network of more than 70 recycling centers across the United States sources scrap metal from consumers, small businesses and manufacturing facilities, scrap dealers, auto wreckers and demolition firms. DJJ’s shredders and other equipment can process up to 5 million tons of scrap every year. DJJ’s brokerage operations procure the balance of the iron units that Nucor requires from domestic and international markets.

DJJ’s holdings also include a fleet of railroad cars for delivery of its own products, as well as for leasing to other companies. In addition, the company operates U Pull & Pay, a chain of 12 stores that sell self-service used auto parts.

Another internal source of iron units are the Nucor DRI plants located in St. James Parish, Louisiana and Point Lisas, Trinidad, with a combined annual production capacity of 4.5 million metric tons. Both facilities convert iron ore pellets to DRI using natural gas, providing a source of high-quality iron units that can be fed directly into our EAFs. Among the advantages of DRI are its low residual content, necessary when making certain demanding grades in our sheet mills. Nucor’s DRI plants also reduce the need for other sources of purchased iron units such as pig iron, which is generally produced using coking coal.
SUSTAINABLY MADE STEEL FOR AN EVOLVING ECONOMY

CHICAGO’S SALESFORCE TOWER UTILIZES NUCOR’S AEOS™ STEEL
Nucor uses its position as a leader in sustainable steel production to drive sustainability for our customers. Most recently our product, Aeos™ high-strength-steel, was used in the Chicago Salesforce Tower project. Its use showcased the adaptability and functionality of this grade 65 steel, which is made from over 90% recycled metals and allows for both the material and waste produced to be 100% recyclable. Aeos steel has demonstrated it can be structurally adaptable to innovative design, as seen in its ability to reduce column size and create column-free corners to both increase leasable space and enable floor-to-ceiling windows in the Salesforce Tower. Enabling our customers to operate more sustainably through products such as Aeos remains a key element of our product development strategy.

USING NUCOR STEEL TO IMPROVE ELECTRIC VEHICLE SAFETY, SUSTAINABILITY AND AFFORDABILITY
Pioneering the EAF production of advanced high-strength steels (AHSS) has allowed Nucor to grow its market share in the automotive industry — one of our strategic priorities. AHSS steels possess unique mechanical properties including superior strength and ductility, making them essential to the automotive industry’s lightweighting plans. The automotive industry is increasingly utilizing steel in electric vehicles due to several advantages it has over other materials, such as aluminum. In particular, the use of steel in electric vehicles to enclose batteries allows producers to build light vehicles, improve crash performance and safety, reduce costs and improve end-of-life recycling prospects. In addition, steelmaking has roughly one fifth the GHG intensity compared to aluminum. By expanding our automotive market share with the introduction of our sustainable, lightweight AHSS steel, we play a part in lowering life cycle emissions in the transportation sector.

METROPOLITAN TRANSIT AUTHORITY (MTA) UTILIZES NUCOR SKYLINE IN FLOODWALL PROJECT
In October of 2012, Hurricane Sandy hit the East Coast, becoming the largest storm to impact the New York City area since the 1700s. The Metropolitan Transit Authority’s (MTA) planned storm protection was no match for storm surges higher than 13 feet as the waters surrounded Manhattan, flooded rail yards and subway stations. After the storm, the MTA set out to protect their most vulnerable locations, one being their 148th Street Station / Lenox Avenue Yard. This station sits directly on the Harlem River, making it the only station at grade. To protect this site from future catastrophic storms, the MTA sought to construct a floodwall supported by a steel-drilled shaft. The contractor on the project collaborated with our Nucor Skyline division to assist in creating the flush threaded pipe for use in the micropiles, which are structural reinforcing elements of diameter smaller than 12 inches. As storms and flooding continue to increase in frequency due to climate change, we are ready to provide the necessary materials and expertise for storm protection systems.
GOVERNANCE
At Nucor, we believe that our reputation for fair business dealings with our contractors, suppliers, customers and each other provides a strong foundation for our success.
OUR MISSION

GROW THE CORE
EXPAND BEYOND
LIVE OUR CULTURE

OUR CHALLENGES IS
TO BECOME THE WORLD’S SAFEST STEEL COMPANY.

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

BOARD, STRUCTURES, COMMITTEES

Nucor’s Board of Directors is currently comprised of eight members, three of whom are women and one of whom is our current President and CEO. Seven of the Board members are independent as defined by SEC guidelines and the Chair role is held by a non-executive Director.

The Board has three committees: Audit, Compensation and Executive Development, and Governance and Nominating. The Audit Committee is responsible for financial oversight and compliance, the Compensation and Executive Development Committee determines compensation for senior officers and Directors, while the Governance and Nominating Committee evaluates and recommends nominees for Board membership, and oversees and makes recommendations to the Board regarding corporate sustainability and environmental, social and related governance (“ESG”) matters. Detailed explanations of the Board, Committees and their respective responsibilities can be found on our website at: www.nucor.com/leadership

Nucor provides appropriate training for new members of our Board of Directors. In addition to giving them detailed materials explaining the company’s practices, we ensure that senior managers and other staff members are available to familiarize them with our company and the steel industry. Directors also regularly visit our facilities. To increase their effectiveness in leading our company, Nucor encourages Directors to pursue educational opportunities related to their position and provides reimbursement for reasonable expenses related to those educational opportunities.

APPROACH TO RISK ASSESSMENT

The Board of Directors establishes guidelines to assess and manage risks faced by Nucor. On an annual basis, our Corporate Controller, Director of Internal Audit and General Counsel coordinate the development of a comprehensive report on the risks facing Nucor and submits it to the Audit Committee for review. The Audit Committee then meets with our managers and provides its recommendations on how Nucor should prioritize and manage the risk factors under consideration. The risks identified include those related to climate change such as extreme weather events, disruptions to our supply chain and impacts to our markets related to climate change, among other risks.

Some of Nucor’s other ongoing risks include those related to economic conditions, legal or environmental liabilities, and cybersecurity. Demand for steel products can be cyclical, causing significant fluctuations in prices and shipment volumes of our products. Nucor is also affected by fluctuations in the costs of energy and raw materials on an ongoing basis. Complying with environmental, safety and other regulations typically requires us to incur expenses that reduce our profits and cash flows, but also helps us manage risks in these areas. Cybersecurity is an area of increasing concern. We have increased our investments in technology and personnel to address this risk area in recent years.

ETHICS AND COMPLIANCE

Nucor has Standards of Business Conduct and Ethics that all officers and teammates are expected to follow. They cover issues including ethical business conduct, conflicts of interest, gifts and confidentiality. We also have a separate Code of Ethics for Senior Financial Professionals. Each senior financial officer, including our CEO, must sign this document by hand, and submit it to our corporate headquarters. These documents are available on our website: www.nucor.com/leadership
HUMAN RIGHTS

Nucor is firmly committed to respecting the human rights of all individuals. Our policies are based on the United Nations Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights, as they pertain to the steel industry. Nucor proactively works to ensure that our labor and supply chain policies reflect our commitment to human rights. Given our team-oriented culture with its focus on accountability, and that most of our operations are in North America, we consider our potential risk for violating human rights to be low.

Nucor does not tolerate any form of forced labor, involuntary labor, child labor, human trafficking, or modern slavery, either in our operations or our supply chain. We also respect the rights of local people in the communities where we operate, including the rights of indigenous peoples. Nucor also does not tolerate coercion of any kind, withholding of passports, or sexual exploitation. In geographic locations where human rights violations may occur, we monitor and certify our supply chains, including contractors, subcontractors, and suppliers. Our expectations in this regard are captured in our Supplier Code of Conduct. If Nucor’s human rights standards are more stringent than the laws of a particular area, we operate according to our own higher standards.

FAIR EMPLOYMENT PRACTICES

Our employment practices mandate fair and equitable treatment for all teammates, including competitive compensation and benefits and the right to work in an environment free of discrimination and harassment. 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.

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

To ensure that our operations consistently function according to our ethical standards, Nucor provides a framework for reporting violations. Teammates, as well as suppliers and contractors, may report violations to a manager, general manager, or Human Resources. Individuals wishing to report anonymously may call a toll-free Hotline, which is monitored by a third party. Violators of our ethical standards may be suspended, terminated, or referred to government authorities. Nucor prohibits any retaliation whatsoever against teammates who report violations.

ELIMINATING FORCED LABOR FROM OUR SUPPLY CHAIN

Nucor continuously strives to ensure that forced labor is eliminated from our supply chain. One area of focus is Northern and Northeastern Brazil (“Northern Brazil”), which is one of our sources of pig iron, a raw material used to make steel in some of our steel mills. Pig iron is an intermediate iron product created by smelting raw iron ore at high temperatures with a reducing agent. For pig iron produced in Northern Brazil, this reducing agent is charcoal. The charcoal production process in Northern Brazil is labor-intensive and often takes place in relatively remote and inaccessible areas. In the past some producers of charcoal have created difficult working conditions, which included the use of forced labor and armed surveillance.

Nucor has taken a proactive approach to ensure that pig iron manufacturers in Northern Brazil do not use charcoal that has been produced utilizing forced labor. Since 2010 Nucor has required our manufacturers of charcoal-based pig iron in Northern Brazil to become signatories to the National Pact to Eradicate Slave Labor in Brazil (the “National Pact”) and associates of the Institute of the National Pact for the Eradication of Slave Labor (“InPACTO”). The National Pact is a voluntary agreement that contains a set of commitments by its signatories to promote the regularization of labor conditions in Brazilian industry, including a commitment to break commercial ties with entities found to have subjected their workers to conditions analogous to slavery.

Since 2010 Nucor has required our manufacturers of charcoal-based pig iron in Northern Brazil to become signatories to the National Pact to Eradicate Slave Labor in Brazil (the “National Pact”) and associates of the Institute of the National Pact for the Eradication of Slave Labor (“InPACTO”). The National Pact is a voluntary agreement that contains a set of commitments by its signatories to promote the regularization of labor conditions in Brazilian industry, including a commitment to break commercial ties with entities found to have subjected their workers to conditions analogous to slavery.

Nucor only purchases pig iron from producers in Northern Brazil that have been verified as associates of InPACTO and meet all of Nucor’s requirements. Nucor continues to monitor these manufacturers utilizing additional methods and procedures including:

- In person operational inspections by Nucor personnel
- Retaining a Brazilian law firm to monitor Brazil’s “Dirty List.” Any charcoal manufacturer listed on the Dirty List must be promptly removed as a supplier of charcoal by any pig iron manufacturer supplying Nucor with pig iron
- Requiring each of Nucor’s Brazilian pig iron suppliers to certify with respect to each shipment that no involuntary labor was used in the manufacturing process

1The Brazilian Ministry of Labor publishes a “Dirty List” that contains the names of employers in Brazil who have been determined by the Ministry to have kept workers in conditions analogous to slavery
SAFETY AND TEAMMATES
At Nucor, we believe that our culture is foundational to our success. Our culture’s key principles are Safety First, Trust, Open Communications, Teamwork, Community Stewardship and Results. Safety is our core cultural value at Nucor because the strongest evidence of our culture is how we care for one another.

Our teammates are committed to being “The World’s Safest Steel Company.” This commitment means that our teammates focus on and think about safety in everything we do. Each and every person at Nucor is empowered to ensure their workplace is the safest it can be. We want to make sure that everyone returns home safely to their families and friends at the end of the day.

For us safety is not just about avoiding injuries. At Nucor, safety means making sure our teammates feel safe, welcome and valued when they come to work each day. In 2020, we have advanced our diversity, equity and inclusion efforts with the objective of ensuring that each teammate feels a sense of belonging at Nucor. By creating an inclusive workplace, we believe we will attract top talent and achieve greater diversity in our workforce and leadership, which make Nucor a stronger company.
MONITORING AND MEASURING

We take teammate feedback seriously, both on an ongoing basis, and through an employee-wide survey administered every three years. Since the first survey in 1986, negative responses have dropped by 25%. On our last survey in 2019, 90% of the comments under “Satisfaction and Commitment” were positive, with our commitment to safety getting the highest rating.

We have also added additional methods to monitor the teammate experience at Nucor in the past year, which includes two additional surveys. Nucor participated in the Great Place To Work (GPTW) certification process, which surveyed an anonymous random sample of 5,000 teammates and compared our results to those of the average company surveyed by GPTW, as well as other manufacturing companies. Nucor also conducted a teammate value proposition survey administered by Shaker Recruitment Marketing that was completed by almost 10,000 teammates. This survey asked teammates to rate the importance of different workplace and employer factors, and then rate how well Nucor did for each factor. Notably, our employee survey results show that approximately 92% of our teammates feel a strong sense of belonging at Nucor, and 92% are proud to tell others that they work for Nucor. Furthermore, 90% of teammates feel fulfilled in their current job, and 91% of teammates are engaged.

In addition, since 1999 we have facilitated multiple, cross-divisional teammate forums each year to understand our progress on goals and the effectiveness of our inclusive and open-minded culture.

87% OF OUR TEAMMATES SAY NUCOR IS A GREAT PLACE TO WORK
Despite the operational challenges we faced during the COVID-19 pandemic, our teammates not only found new and innovative ways to ensure the safety of those around us at work; we also worked with our communities to protect those most at risk — and to protect the first responders putting their lives at risk for all of us, every day.

The strength of spirit and focus on safety displayed by our Nucor teammates during this past year is just a glimpse of what it means to live our culture. Nucor’s culture continues to be our most powerful and enduring competitive advantage.

We are proud that 2020 was our safest year ever. Our team had the lowest injury and illness rate in company history.

94% of our teammates think Nucor is a safe place to work.
SAFETY AND TEAMMATES

SAFETY COINS — A REMINDER OF WHAT IS IMPORTANT

The importance of safety in Nucor’s culture is exemplified by the Nucor Challenge Coin which Nucor President & CEO, Leon Topalian, presented to all 27,000 teammates in February of 2020. It is a reminder that the men and women of Nucor are on a mission to become the World’s Safest Steel Company.

Challenge coins are a longstanding tradition in the United States military, often presented in recognition of membership in a military unit, or for a special achievement by a member of that unit. The unit members could be challenged at any time to produce the coin. This military tradition has been adopted by organizations across America.

The Nucor Safety coin represents the important people in the lives of Nucor teammates, whether at home, in our communities or on the Nucor team. In this way, 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.

And safety is not just making sure our teammates go home uninjured to their families each day. It’s making sure that our teammates feel safe, welcome and valued when they come to work each day. That is why safety will always be the key ingredient in the company’s journey to success.

PARTNERING WITH OSHA

Among our divisions, 61 of them participate in the OSHA Voluntary Protection Program (VPP), which provides training on workplace safety. To date, 24 of these divisions have attained VPP Star status, the highest award possible. To qualify, companies must have injury and illness rates below the national averages for their industries.

The Special Government Employee (SGE) Program was established by the Occupational Safety and Health Administration (OSHA) to allow industry teammates to work alongside OSHA, particularly during Voluntary Protection Programs’ (VPP) On-Site evaluations. This innovative program gives companies such as Nucor, and the government agencies charged with protecting worker safety, an opportunity to work together, share ideas and provide support to on-site evaluation teams.

Qualified volunteers from Nucor sites are eligible to participate in the SGE program. These volunteers must be approved by OSHA, and their participation is funded by Nucor. After applying and completing the required training, these volunteers are sworn in as SGEs and are approved to assist OSHA. Nucor has one of the highest numbers of Special Government Teammates (SGEs) in the country.

ENSURING WORKPLACE SAFETY

As part of our company culture, we leave most daily operating decisions up to division general managers and their teams. This managerial model encourages an entrepreneurial spirit and promotes personal responsibility and accountability, which supports our safety goals as a company.

Each Nucor facility employs a Safety Leader, who is thoroughly familiar with that site’s safety systems and procedures. In the event of an injury, near miss, or other incident, the Safety Leader and a group of teammates immediately investigate the cause and share their conclusions and recommended corrective actions through Nucor’s incident sharing database. This ensures that when there is an incident, we can learn from what happened, and take steps to make sure it does not happen again.

Twice each year, our Safety Leaders hold a two-day meeting to discuss best practices and develop new methods. A strong believer in continuous improvement, Nucor encourages our facilities to learn from each other. We do this, in part, by conducting peer audits across divisions to assess safety practices at each individual facility and to share those best practices across the entire company.

SAFETY IN ACTION AT NUCOR

A safety program created in 2019 by our metals recycling subsidiary, DJJ, exemplifies Nucor’s culture of continuous improvement. DJJ first issued a survey to teammates at every level to assess their needs and perceptions of the safety program. Based on the teammates’ feedback, DJJ implemented many improvements, beginning with establishing Safety Review Teams (SRT). SRTs are cross-functional working groups charged with addressing a specific issue. Examples of safety challenges addressed by SRTs include shredder safety and new teammate orientation.

In addition to our own in-house safety training, Nucor teammates receive additional training through OSHA, including 10-hour and 30-hour Training, Lockout Tagout, Confined Space Entry, Hazard Communication, Machine Guarding, and Fall Protection.

Our commitment to safety extends to the suppliers and contractors who work on our sites. We require them to adhere to the same stringent safety requirements we follow ourselves. Our contract agreements stipulate that contractors have appropriate licenses, training, certifications and insurance coverage before they can begin work at a Nucor facility.
SAFETY AND TEAMMATES

TEAMMATE HEALTH AND WELL-BEING

Besides ensuring our teammates’ safety in the workplace, Nucor provides many opportunities for them to receive preventive medical care to help maintain their overall health and well-being. All divisions offer access to a range of medical professionals (doctors, nurses, paramedics and first responders) both on- and off-site. In addition, many teammates are trained to administer First Aid, CPR and AED. We also provide a variety of health and wellness programs. Since instituting our NuYou health and wellness program — which helps Nucor teammates make better healthcare decisions by providing information, tools and advice from medical experts — there has been a consistent decline in the percentage of teammates with health conditions that may place them at risk for adverse outcomes.

PROTECTING OUR HANDS

Analyzing our safety data to target areas where we need improvement is an important strategy to help achieve our goal of becoming the World’s Safest Steel Company. After reviewing our injury data, we realized a disproportionate number of our recordable injuries were hand-related. As a result of this review, we launched an initiative to specifically focus on the causes and prevention of hand injuries. While not often life-threatening, hand injuries can be devastating as they limit one’s ability to do basic things, such as tie shoes, write or operate machinery. We have implemented specific training to recognize situations where there is a particular risk for hand injuries and applied measures such as automation and touch-free tools whenever possible. Touch-free tools ensure that teammates’ hands will not be pinched, punctured, crushed, or hurt in other ways.

PRESIDENT’S SAFETY AWARD RECIPIENTS FOR 2020

In 2020, 41 Nucor facilities received the President’s Safety Award. Established in 1998, this award is given to facilities where the Injury/Illness Rate and Days Away, Restricted or Transferred (DART) Rate are less than one third the national average for comparable facilities.

- Advantage Metals Recycling
- CBC Steel Buildings
- Cold Finish LMP
- Cold Finish Nebraska
- Cold Finish Orrville
- Cold Finish Wisconsin
- General Recycling Mississippi
- General Recycling Washington
- Kirby Building Systems
- Laurel Steel
- Metal Recycling Services
- NBG-Utah
- NBS-Texas
- NTP Chicago
- NTP-Birmingham
- NTP-Louisville
- NTP-Trinity
- Nucor Fastener
- Nucor Grating
- Nucor Logistics Center
- Nucor Steel Arkansas
- Nucor Steel Berkeley
- Nucor Steel Brandenburg
- Nucor Steel Decatur
- Nucor Steel Florida
- Nucor Steel Indiana
- Nucor Steel Louisiana
- Nucor Steel Marion
- Nucor Steel Nebraska
- Nucor Steel South Carolina
- Nucor Steel Texas
- Nucor Steel Tuscaloosa
- River Metals Recycling
- Texas Port Recycling
- Universal Industrial Gases
- VERO
- Vulcraft Alabama
- Vulcraft Canada East
- Vulcraft Canada West
- Vulcraft Nebraska
- Vulcraft South Carolina
- Harris Rebar Indiana
- Kirby Building Systems
- Nucor Building Systems Indiana
- Nucor Building Systems South Carolina
- Nucor Building Systems Texas
- Nucor Building Systems Utah
- Nucor Cold Finish Nebraska
- Nucor Fastener Indiana
- Nucor Steel Auburn, Inc.
- Nucor Steel Berkeley
- Nucor Steel Gallatin
- Nucor Steel Hertford County
- Nucor Steel Indiana
- Nucor Steel Jackson, Inc.
- Nucor Steel Kankakee, Inc.
- Nucor Steel Kingman, LLC
- Nucor Steel Marion, Inc.
- Nucor Steel Seattle, Inc.
- Nucor Steel Texas
- Verco Phoenix
- Vulcraft Alabama
- Vulcraft Indiana
- Vulcraft Nebraska
- Vulcraft Texas

VPP STAR RECIPIENTS FOR 2020

Voluntary Protection Program (VPP) is an Occupational Safety and Health Administration (OSHA) program which recognizes companies that voluntarily exceed the safety standards required by law. Achieving VPP status requires a rigorous safety and health management system.

- Harris Rebar Indiana
- Kirby Building Systems
- Nucor Building Systems Indiana
- Nucor Building Systems South Carolina
- Nucor Building Systems Texas
- Nucor Building Systems Utah
- Nucor Cold Finish Nebraska
- Nucor Fastener Indiana
- Nucor Steel Auburn, Inc.
- Nucor Steel Berkeley
- Nucor Steel Gallatin
- Nucor Steel Hertford County
- Nucor Steel Indiana
- Nucor Steel Jackson, Inc.
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- Nucor Steel Marion, Inc.
- Nucor Steel Seattle, Inc.
- Nucor Steel Texas
- Verco Phoenix
- Vulcraft Alabama
- Vulcraft Indiana
- Vulcraft Nebraska
- Vulcraft Texas
A NEW CHALLENGE — THE PRESIDENT'S SAFETY CUP

Nucor teammates have always taken pride in achieving the ongoing President's Safety Award for their individual facility. To bring more of this competitive spirit to safety, last year Nucor introduced the Nucor President's Safety Cup. Going forward, the President’s Safety Cup is an additional annual award that is presented to the region that has the best safety record across all of Nucor. Not only does this reward a facility for exceeding their individual safety goals, but it encourages our teams to work with their regional teammates to share ideas and improve safety as a group.

The 2020 Safety Cup was awarded to the teammates of the Atlantic Region:

- Nucor Cold Finish South Carolina
- Nucor Corporate and SMG Offices
- DJJ Metal Recycling Services
- Nucor Building Systems South Carolina
- Nucor Steel Berkeley
- Nucor Steel South Carolina
- Nu-Iron
- Skyline Steel
- TrueCore South Carolina
- Vulcraft Carrier Corporation
- Vulcraft South Carolina

The Safety Cup travels among the mills and divisions as part of the celebration, with teammates at many locations taking photos with the Cup as it makes its journey.

ATTRACTING AND RETAINING TEAMMATES

We owe our success as a company to our teammates and their drive to constantly be better at what they do. Nucor teammates are differentiated in that they willingly take initiative, demonstrate leadership, value responsibility and work well together. When hiring, we look for these qualities and people who demonstrate an entrepreneurial spirit.

Diversity also plays a prominent role in our talent recruitment strategy as we appreciate the value of differing backgrounds and perspectives. We have developed numerous partnerships including Tuskegee University, Society of Women Engineers, the National Society of Black Engineers and INROADS that have led to the hiring of a more diverse workforce. We also regularly provide training that helps our leaders value the diverse backgrounds of our candidate pool.

92% of our teammates feel a strong sense of belonging, and are proud to tell others that they work for Nucor

When we hire someone, we commit to helping them succeed and to treating them with respect at every turn. Trust is a key principle of our culture and guides our entire approach to teammate engagement. As a result:

- Our frontline teammates are given a tremendous amount of decision-making authority because they are in the best position to make decisions about the operation of their business.
- We reward them through a pay-for-performance bonus system based on the amount of quality steel and steel product that is safely produced each week. This performance-driven compensation system reinforces our entrepreneurial culture and makes it possible to offer a degree of employment stability not usually found in cyclical, capital-intensive businesses.
- We have a long history of generally not laying off our teammates due to a lack of work. We very strongly believe that a Nucor Teammate who does their job well today, should feel confident that they will have a job tomorrow. This commitment to our teammates inspires confidence in the work that allows them to excel in their work every day.
- We attract dedicated and highly productive teammates.
- We retain them. Our retention rate is typically over 90%.

Integrity is our north star — it guides everything we do including how we partner with our teammates. We strive to ensure that every teammate is treated fairly. This commitment to our Nucor family is reinforced by each employee's right to have their voice heard, including the right to review and appeal decisions to general managers or to the corporate office.
SAFETY AND TEAMMATES

ENGAGING AND DEVELOPING OUR PEOPLE

We maintain numerous programs and initiatives to help ensure the quality and equity of our teammate recruitment, retention and talent development systems. According to our “teammate Value Proposition” survey, 90% of teammates feel fulfilled in their current job. In addition to comprehensive development programs, we consistently seek feedback from all our teammates about these programs to ensure that we continue to meet the growth and development needs of our Nucor family.

We provide extensive “on-the-job” as well as external education training opportunities for teammates. Our reimbursement of educational expenses for teammates and their spouses has enabled many to pursue college degrees helping them further advance their careers while they are employed at Nucor.

Nucor offers $14,000 to each teammate’s child to use for educational expenses after high school graduation. Through the Nucor Foundation, we have provided over $6 million dollars a year in scholarship payments and have contributed over $109 million since the inception of the program.

SUCCESION PLANNING

At Nucor, our robust succession planning process enables us to develop our talent pipeline from the teammate level at each of our facilities to the executive level. We review the demographics of leadership candidates and create appropriate talent acquisition and development plans to ensure we are building a world-class, diverse workforce.

DIVERSITY, EQUITY AND INCLUSION

Nucor’s commitment to diversity, equity and inclusion goes back to 1962 when our founder, Ken Iverson, desegregated all aspects of our first steel products facility in Florence, South Carolina. Our commitment to inclusion and diversity have been integral parts of Nucor’s culture of teamwork and trust since that time. And we have always understood that that benefiting from diversity, equity and inclusion requires more than just reflecting demographics. We rely on our culture to guide us as we continuously look for ways to improve on our efforts to make everyone feel they are part of the Nucor team.

Our focus on safety and looking out for one another’s well-being has always defined the way we work with each other, our customers and our partners. As a leading steel company, we have a responsibility to create a culture where all our teammates feel they are a part of our organization. To do this, we need to know when and why people do not feel that they belong.

This past year we listened, learned and had difficult conversations around race, gender and workplace equity issues with our teammates. Our leaders seek to better understand people’s perceptions about our workplace and the level of belonging our teammates feel.

To ensure that our workforce reflects the local demographics of our facilities’ locations, Nucor consults the U.S. Census Bureau for data on the percentage of racial and ethnic minorities in a given area and factors that data into our hiring practices for that region. Thus far, 94% of our job categories reflect the demographics of their local communities. Over the last three years, approximately 20% of our workforce identifies as a racial and/or ethnic minority.
We have also been holding focus groups for teammates that we believe have helped to promote open dialogue on making the workplace feel inclusive for all. And we are using the resulting feedback to improve our training on diversity issues.

93% of teammates agree that people at Nucor are treated fairly regardless of their race or sexual orientation.

In addition, diverse senior leaders have been sharing their experiences with Nucor teammates via video interviews to reinforce our values and expectations with the purpose of creating a stronger sense of belonging for all our 27,000 teammates. We are optimistic that more open communication about differences and difficulties encountered will make us all more aware, supportive and empathetic, so that our culture continues to develop along a path of improving equity and inclusivity. We believe this kind of progress can help make us even more diverse and high performing over time.
ENVIRONMENTAL PERFORMANCE
ENVIRONMENTAL PERFORMANCE

Our steelmaking operations are energy intensive. Our mills utilize Electric Arc Furnaces (EAFs) for 100% of their steel production, with approximately 50% of their total energy consumed as electricity. The primary source for the balance of our energy requirements is natural gas. After iron units, such as the ferrous scrap we recycle, energy is our most significant expense; and access to reliable, low-cost energy is critical to our continued competitiveness. As a result, we continuously strive to make our operations more energy efficient.

ENERGY AND GREENHOUSE GASES

Nucor is America’s largest steel producer and the largest recycler in North America. Our business operations are subject to numerous federal, state and local laws and regulations, the most significant of which are intended to protect our teammates, our communities and the environment.

Our steelmaking operations are energy intensive. Our mills utilize Electric Arc Furnaces (EAFs) for 100% of their steel production, with approximately 50% of their total energy consumed as electricity. The primary source for the balance of our energy requirements is natural gas. After iron units, such as the ferrous scrap we recycle, energy is our most significant expense; and access to reliable, low-cost energy is critical to our continued competitiveness. As a result, we continuously strive to make our operations more energy efficient.
We are also cognizant of our operations’ continuing impact on climate change, even though the EAF technology we have successfully used for decades enables us to keep our emissions of greenhouse gases per ton of steel down to less than a quarter as many GHGs as traditional blast furnaces. By producing 100% of its steel in recycled scrap-based EAFs, Nucor already produces steel with less than half the GHG emissions per ton when measured against the Paris Climate Agreement’s most aggressive 2030 GHG intensity targets established by the Transition Pathways Initiative (TPI) for the steel sector.

Since 1990, by shifting to reliance primarily on EAF technology, the North American steel industry has reduced its GHG emissions by 37%, with Nucor’s growth contributing significantly to this achievement. As a result, although Nucor accounts for approximately one-quarter of steel production in the United States, we are responsible for only about one-twelfth of the industry’s GHG emissions.

We are striving to reduce our impact even further. We have established multi-disciplinary teams to investigate technologies and operational adjustments we can deploy to further reduce the greenhouse gas intensity of our production processes. And we have also set definitive targets.

77% LESS THAN TODAY’S WORLD AVERAGE BY 2030
GREENHOUSE GAS REDUCTION TARGETS

Nucor committed to a 35% combined reduction in its direct emissions (Scope 1) and indirect emissions from purchased electricity (Scope 2) GHG intensity for its steel mills segment by 2030. This commitment will be measured against a 2015 baseline, the year the Paris Climate Agreement was adopted. Achieving this goal will take Nucor’s steel mill CO₂ emissions down to 77% less than today’s global steelmaking average, and 82% less than today’s integrated steelmaking average.

In addition:
- Nucor will continue to publicly disclose and reduce Scope 3 emissions.
- Beyond 2030, we are committed to continuing reductions in steel mill carbon intensity towards net zero-emission steel at scale.

TRANSITION PATHWAY FOR THE GLOBAL STEEL INDUSTRY
NUCOR CONTINUES TO LEAD THE INDUSTRY

Nucor teammates have developed a data-driven, multi-pronged approach to ensure our success.

INCREASED USE OF RENEWABLE ENERGY

Nucor is exploring ways to increase renewable energy supply and power generation at our mills.

ENERGY EFFICIENT PROCESSES

Nucor is developing innovative ways to reduce the energy requirements of our steel.

PIONEERING CIRCULAR STEEL

Nucor is the largest recycler in North America, and we are pioneering the circular economy in steel.

BREAKTHROUGH RESEARCH & DEVELOPMENT

Nucor is actively exploring dozens of innovative solutions, including carbon sequestration, injection carbon alternatives and lower-emission raw material alternatives.

For 2020 we were the 7th largest corporate buyer of renewable energy in the United States.

We are the first to produce Advanced High-Strength Steel with EAF, a key component in building greener vehicles.

For 10 years, we have built a closed loop recycling process with a leading automotive manufacturer — turning scrap into new cars — and back again.

Nucor is actively pursuing carbon sequestration in one of our natural gas fired direct reduced iron (DRI) facilities.
We proactively engage with suppliers, regulators and other energy industry participants to ensure the continued availability of reliable, low-cost sources of energy in various forms. You can read more about our Greenhouse Gas Reduction Strategy [here](#).

**SCOPE 1:** Direct emissions from operations; **SCOPE 2:** Indirect emissions from purchased electricity; **SCOPE 3:** Upstream emissions associated with raw materials.

![Graph showing emissions by scope and company](image)

**SCOPE 1, 2 & 3 EMISSIONS**
(STEEL MILLS IN METRIC TONS)

- **SCOPE 1:** 4,700,000
- **SCOPE 2:** 5,400,000
- **SCOPE 3:** 7,400,000
- **TOTAL:** 17,500,000

**SCOPE 1, 2 & 3 INTENSITY**
(METRIC TONS OF CO₂E PER METRIC TON OF STEEL PRODUCED)

- NUCOR: 0.82
- OVERALL GLOBAL: 1.82
- BF-BF OF GLOBAL: 2.28

**SCOPE 1 & 2 INTENSITY ONLY**
(METRIC TONS OF CO₂E PER METRIC TON OF STEEL PRODUCED)

- NUCOR: 0.47
- OVERALL GLOBAL: 1.69
- BF-BF OF GLOBAL: 2.69

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NUCOR
TRENDS IN OUR PERFORMANCE  SELECTED ENERGY EFFICIENCY INITIATIVES

Our sheet group rolling mills have decreased heat loss by ~95%, from more than 200,000 BTUs/hour to less than 10,000 BTUs/hour per roll. This dramatic improvement was accomplished by switching from hollow, water-cooled rolls to dry rolls.

Our new rebar mills in Sedalia, Missouri, and Frostproof, Florida, utilize continuous casters directly coupled with hot rolling of the billets, obviating the need for traditional reheat furnaces. This change in equipment has decreased gas usage by 75%.

Our steel mills also use oxy-fuel burners to increase energy efficiency. Oxy-fuel burners reduce or eliminate nitrogen in the combustion process which creates a higher temperature to melt the steel and reduces heat loss, decreasing overall energy usage.

A well-formed layer of foamy slag on the steel melt’s surface prevents heat loss through the EAF walls, reducing the need for energy by 3%-10%. The same layer can also raise the efficiency of an oxy-fuel burner between 40%-70%, further reducing energy requirements.

DJJ recycling centers have replaced fluorescent and halide light fixtures with LEDs. They cost more than traditional lightbulbs, but consume approximately 50% less electricity, benefitting operating costs, along with the environment.

COLLABORATING FOR ENVIRONMENTAL PERFORMANCE

Nucor is partnering with the University of Kentucky (UK) to conduct research funded by the U.S. Department of Energy. The UK Center for Applied Energy Research is developing a carbon capture system to remove carbon dioxide from fossil fuel combustion. Nucor Steel Gallatin LLC in Ghent, Kentucky, is collaborating on this project by treating evolved gas from its EAF to determine if carbon capture systems can be cost-effective at steel mills.
SUPPORTING NEW CLEAN POWER GENERATION
Nucor has entered into three Virtual Power Purchase Agreements (VPPAs), which will help enable the construction of 600 megawatts (MW) of new clean power generation. As a result, Nucor was the largest buyer of renewable energy in the domestic steel industry and the 7th-largest corporate buyer of renewable energy in the United States, as ranked by the Renewable Energy Buyers Alliance for the year 2020.

- Nucor announced its first VPPA with EDF Renewables in November 2020. Scheduled to begin operations in mid-2023, this 250-megawatt solar facility will supply the regional electrical grid for decades to come.
- In March 2021, Nucor signed a VPPA to purchase 100 megawatts of energy from Ørsted’s Western Trail wind farm (WTW) in North Texas. This 367-megawatt farm was operational as of August 2021 and incorporated Nucor steel in its construction.
- A third VPPA for 250 megawatts of solar energy was executed with a leading U.S. based developer during 2021.

Together, these three projects are expected to supply sufficient electricity to meet the annual power needs of nearly 150,000 U.S. homes. And with a mix of wind and solar, will have the potential to supply renewable electricity to the domestic electricity grid 24 hours a day.

We continue to explore the possibility of signing additional VPPAs with consideration to both their economics and their impact on the carbon emissions profile of the regional electricity grid.

ROBUST ENVIRONMENTAL MANAGEMENT SYSTEMS
All Nucor steel mills and many steel product divisions operate with ISO 14001-certified environmental management systems (EMS) that provide a framework for our managers and teammates to identify and manage risks, monitor our performance and implement corrective actions with measurable targets and objectives, such as reducing the use of oil and grease and minimizing electricity use. The EMS also helps ensure we stay in compliance with all applicable federal, state, or local environmental laws and regulations.

Supporting our efforts in environmental management and reporting, we have developed a cloud-based Environmental Data Management System for data related to environmental performance and product transparency. Data can be entered in different formats, and then transformed into any format necessary for reporting. This system simplifies the sharing of information across multiple divisions and among thousands of teammates.

DOCUMENTING PRODUCT IMPACTS
Environmental Product Declarations (EPDs) are increasingly required in certain states and by many of our customers as they endeavor to improve the transparency of their supply chains. An EPD is an independently verified document that summarizes a product’s life cycle impacts and provides quantitative data regarding where in the product’s life cycle impacts are the greatest. EPDs are becoming more of a factor in sourcing decisions in the construction, automotive and renewable energy markets. Information from an EPD can also be used to obtain LEED (Leadership in Energy and Environmental Design) certification from the U.S. Green Building Council.

As EPDs become a more important part of product sourcing, companies involved in the recycling industry such as Nucor stand to benefit by being able to meet the demand for sustainable products. We are actively producing EPDs for products to comply with regulations and to remain a competitive partner. For more information, please visit our site.

TRAINING TEAMMATES ON THE ENVIRONMENT
The Nucor Environmental University (NEU) is a virtual platform initiated in 2015 to train teammates on environmental compliance, and to connect teammates whose responsibilities include environmental performance.

NEU begins with a “Welcome to Nucor” series, which seeks to provide a thorough understanding of Nucor’s approach to environmental management and compliance, along with the tools and resources we offer to help oversee it. This introductory series is followed by courses on laws such as the Clean Air Act, Clean Water Act, and Resource Conservation and Recovery Act. For teammate’s whose roles require more in-depth training, more advanced courses are available on subjects relevant to their areas of responsibility.

Thus far, more than 1,000 teammates have completed almost 10,000 NEU courses, and passed more than 6,600 related exams.
AIR QUALITY CONSIDERATIONS

<table>
<thead>
<tr>
<th>OTHER EMISSIONS (POUNDS PER TON OF STEEL)</th>
<th>Particulate Matter</th>
<th>Sulfur Oxides</th>
<th>Nitrogen Oxides</th>
<th>Carbon Monoxide</th>
<th>Volatile Organic Compounds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nucor EAF</td>
<td>0.3</td>
<td>0.7</td>
<td>0.1</td>
<td>4.0</td>
<td>0.4</td>
</tr>
<tr>
<td>Typical Blast Furnace</td>
<td>39.8</td>
<td>5.0</td>
<td>0.5</td>
<td>44.0</td>
<td>1.4</td>
</tr>
<tr>
<td>Nucor Emissions as a %</td>
<td>0.8</td>
<td>14.0</td>
<td>20.0</td>
<td>91</td>
<td>28.6</td>
</tr>
</tbody>
</table>

As the data above indicates, operating EAFs instead of blast furnaces is a proven air quality improvement strategy, and EAFs are the most efficient and cleanest steel making process commercially available today. It is also worth noting that each Nucor steel mill operates air pollution control devices (baghouses) to capture particulate emissions from the steel making process.

WATER USAGE

<table>
<thead>
<tr>
<th>WATER TOTALS</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Fresh Water Withdrawn (1000 m³)</td>
<td>25,000</td>
<td>25,000</td>
<td>27,000</td>
<td>23,000</td>
</tr>
<tr>
<td>Percentage Recycled</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Percentage of Operations in Regions with High or Extremely High Water Stress</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

To minimize our impact, we strive to use water as efficiently as possible. We have developed treatment systems to recycle 100% of our water multiple times — as many as 8-10 — before it needs to be discarded. We have also built stormwater retention ponds throughout our operations to collect stormwater runoff for our use. For example, in Louisville, Kentucky, Nucor Tubular Group’s utilization of the water from its retention ponds avoids the need to source more than 3.5 million gallons of water per month from the local municipal water supply.

None of our steel mills are located in areas deemed to be High or Extremely High Water Stress Areas.

RECYCLING WASTE

The primary raw material of Nucor’s steelmaking operations is recycled scrap steel or recycled steel. The process of recycling steel in an EAF generates particulate matter emissions that includes contaminants such as paint, zinc, chrome and other metals. Initially, this particulate matter, known as EAF dust, is captured and collected in a pollution device called a baghouse. Because these contaminants contain valuable metals, the baghouse dust is recycled to recover these metals. Nucor sends all but a small fraction of the EAF dust it collects to recycling facilities that recover the zinc, lead, chrome and other valuable metals from this dust, which would otherwise be expensive to properly dispose of, as it is classified as a hazardous waste under the Resource Conservation and Recovery Act (RCRA).

Whenever possible, Nucor recycles other waste products from our production processes too. This not only prevents potential air and water pollution, it also provides raw materials for other industries.

Nucor mills beneficially reuse steel slag in road materials as a granular base, embankments, engineered fill, highway shoulders, and hot mix asphalt pavement. The physical, chemical, mechanical and thermal properties of steel slag provide a vital resource for construction companies and activities.
Globally, the steel industry directly or indirectly supports 96 million jobs and adds US$2.9 trillion to the global economy.

As North America’s largest steel company, Nucor is committed to supporting the industry, and regularly engages with government officials on regulatory and policy issues that concern our company and the U.S. steel industry, as well as the broader manufacturing sector in which many of our customers operate. Our key priorities include leveling the playing field for trade, infrastructure investment, strong Buy America provisions and creating greater awareness of the essential role EAF produced steel must play in a modern and sustainable economy. In recent years, we have been taking a more proactive stance with respect to policy initiatives aimed at mitigating climate change. We are educating policymakers about the energy, emissions and recycling advantages of Electric Arc Furnace (EAF) steel production and the need to balance trade and climate policies to guard against offshoring and carbon leakage.
PUBLIC AFFAIRS TEAM AT NUCOR

Nucor has a dedicated Public Affairs team which manages our efforts to provide clear and relevant information to governmental agencies and legislative bodies charged with regulating the U.S. steel industry. While doing so, this team conducts itself in a manner consistent with our Standards of Business Conduct and Ethics and adheres to all applicable laws and regulations regarding lobbying activities. On a regular basis, the Public Affairs team presents lobbying-related activities, policy priorities and expenditures to our Board of Directors, which has oversight of all lobbying. We file quarterly lobbying disclosure forms with the Clerk of the House of Representatives and the Secretary of the Senate as required by the federal Lobbying Disclosure Act as well as the necessary disclosure forms in the 17 states where we engage in lobbying.

It is important for us to note that as a company, Nucor does not contribute to any political candidates, parties or committees at the federal level. Contributions to federal candidates and committees are allowed only through the Nucor Corporation Political Action Committee, which is funded through voluntary contributions from our teammates. Our lobbying efforts and contributions are used to promote policies favorable to the steel industry and they are not based on the political preferences of any individual employed by Nucor.

2020 CONTRIBUTIONS TO 527 GROUPS AND GOVERNORS ASSOCIATIONS

Democratic Governors Association: $25,000
Democratic Legislative Campaign Committee: $25,000
Democratic Attorneys General Association: $15,000
Democratic Lt. Governors Association: $15,000
Republican Governors Association: $25,000
Republican State Legislative Committee: $20,000
Republican Attorneys General Association: $25,000
GOPAC: $25,000

DONATION TO A BALLOT INITIATIVE IN 2020:
Arkansas “Vote For Roads / Vote For Issue 1” $75,000

MEMBERSHIP IN TRADE ORGANIZATIONS

Nucor also belongs to several trade associations that promote our policy goals, such as American Iron and Steel Institute, Steel Manufacturers Association, National Association of Manufacturers, Renewable Energy Buyers Alliance, and World Steel Association. Membership in these organizations allows us to meet with other industry professionals for discussion on issues pertaining to the steel industry, as well as to advocate for beneficial government policies. Although Nucor may occasionally disagree with an organization’s stance on an issue, we believe that membership is ultimately in our best interest.

For further information on our political spending, lobbying and trade association support, please see Nucor’s Political Disclosures and Oversight Report.

TRADE — LEVELING THE PLAYING FIELD

Nucor advocates for a level playing field for American steel manufacturers. The governments of many countries subsidize — or even own — steel producing companies, and this often leads to these companies offering to sell steel at artificially low prices that are detrimental to the American steel industry. Foreign steel is also oftentimes produced in a manner that disproportionately harms the environment and doesn’t protect worker safety to the levels we have come to expect in the United States.

The steel we manufacture at our facilities throughout the U.S. is simply more sustainable on many levels. It generally is made with a higher percentage of recycled content, less and cleaner energy, and consequently lower GHG emissions per ton produced. In addition, steel manufacturing in the United States must comply with strict standards for worker safety and environmental protection, as required by the U.S. Environmental Protection Agency, the Occupational Safety and Health Administration and other regulatory agencies. In practice, we strive to far outperform minimum regulatory requirements such as these and keep our focus on what is best for long-term value creation that benefits all our stakeholders.
COMMUNITY AND LOCAL STEWARDSHIP
Nucor’s dedication to the communities where we live and work starts with our teammates. Nucor teammates are empowered to engage their local communities in the same way they are empowered to make independent decisions on the job. As a result — Nucor divisions and teammates contribute to a diverse range of local charities and causes. From schools, to hospitals, to veterans, our community support is driven by the passions of our teammates, not by our corporate headquarters.
PARTNERING IN THE FIGHT AGAINST CANCER

Fighting cancer is hard even during the best of circumstances. During COVID-19, grappling with cancer became an even greater challenge. People living with cancer suddenly had to also deal with delayed or suspended treatments due to the unforeseen and unprecedented global pandemic. These delays ultimately put their lives at risk.

The American Cancer Society, with the help of partners like Nucor, is committed to ensuring that critically important programs that support people with cancer continue through the pandemic and beyond.

Nucor has been a partner in the fight against cancer since 2007. In that time, over $10 million has been raised by Nucor teammates through Relay for Life to support the American Cancer Society’s mission.

Due to Nucor’s fundraising success, four post-doctoral fellowship research grants at the American Cancer Society have been named in honor of loved ones on the Nucor team. In 2020, Nucor named its fourth grant, Nucor Decatur – Farrah Brownlee Rollings Grant, in honor of a Nucor teammate who lost his wife to breast cancer.

Nucor teammates continue to show their passion and creativity in support of the American Cancer Society cause. Past fundraising events have included cycling events, fishing tournaments, cookouts, golf tournaments, raffles and more.

VETERANS

NUCOR PAYS IT FORWARD TO OPERATION STEEL WARRIOR

Every year, Nucor partners with the Gary Sinise Foundation to focus on fundraising efforts for one special veteran. Each participating division raises funds in their own unique way – whether it’s barbecues, golf outings or shirt sales. The total money raised by Nucor teammates is sent to the Gary Sinise Foundation at the end of the year and put towards the home of that sponsored veteran.

Nucor’s Operation Steel Warrior has been in effect since 2013, and Nucor has partnered with the Gary Sinise Foundation since 2016. The company has donated nearly $250,000 to homes for America’s veterans since Operation Steel Warrior began. The program is primarily driven by our teammates, with many Nucor divisions contributing to this annual effort. Nucor is proud to support our Veterans!

NUCOR CONTINUES TO SUPPORT WARRIOR SALUTE

Nucor first began its involvement with Warrior Salute in 2011 when we donated the funds for the building of Nucor House, a sober living facility operated as a part of Warrior Salute Veteran Services. The Nucor House is fully furnished and includes all amenities for its residents.

Nucor’s commitment to Warrior Salute has continued every year since, most recently with a $100,000 donation.

The Warrior Salute Program provides support and resources to service members in pursuit of their personal goals as they transition to civilian life or return to military duty by offering access to therapists, vocational training, group therapy, independent living skills, physical/occupational therapy, case management, food, shelter and transportation services.

Follow Nucor on social media to learn more about the numerous community projects our teammates engage in throughout the year.
<table>
<thead>
<tr>
<th>GENERAL DISCLOSURES</th>
<th>INFORMATION OR PAGE REFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational Profile</strong></td>
<td></td>
</tr>
<tr>
<td>102-1 Name of the organization</td>
<td>Nucor Corporation</td>
</tr>
<tr>
<td>102-2 Activities, brands, products and services</td>
<td>Reference pages 1-6 in our <a href="#">Nucor Corporation 2021 10-K Filing</a> for additional information.</td>
</tr>
<tr>
<td>102-3 Location of the headquarters</td>
<td>Nucor Corporation 1915 Rexford Road Charlotte, North Carolina 28211</td>
</tr>
<tr>
<td>102-4 Location of operations</td>
<td>Please see page 8.</td>
</tr>
<tr>
<td>102-5 Ownership and legal form</td>
<td>Nucor is a steel and steel products company organized under the laws of the state of Delaware. Our common stock is listed on the New York Stock Exchange and traded under the symbol “NUE”. Reference our <a href="#">2021 Nucor Corporation 10-K Filing</a> for additional information.</td>
</tr>
<tr>
<td>102-6 Markets served</td>
<td>Please see page 7 and 8.</td>
</tr>
<tr>
<td>102-7 Scale of the organization</td>
<td>See our <a href="#">2021 Nucor Corporation 10-K Filing</a> concerning key financials and further information. Please also see [page reference] and [102-8] concerning staff numbers.</td>
</tr>
<tr>
<td>102-8 Information on teammates and other workers</td>
<td>Please see page 8.</td>
</tr>
<tr>
<td>102-9 Supply chain</td>
<td>Nucor's supply chain includes iron ore suppliers, manufacturing equipment suppliers, logistics suppliers, office and IT suppliers, and utility providers.</td>
</tr>
<tr>
<td>102-10 Significant changes to the organization and its supply chain</td>
<td>There were no significant changes regarding the organization's size, structure, ownership, or its supply chain.</td>
</tr>
<tr>
<td>102-11 Precautionary Principle approach</td>
<td>We consider the environmental impacts of our business decisions, however, the precautionary principle does not explicitly guide those decisions.</td>
</tr>
<tr>
<td>102-12 External initiatives</td>
<td>TCFD</td>
</tr>
<tr>
<td>102-13 Membership of Associations</td>
<td>Please see page 39.</td>
</tr>
<tr>
<td><strong>Strategy</strong></td>
<td></td>
</tr>
<tr>
<td>102-14 Statement from senior decision-maker</td>
<td>[CEO Statement]</td>
</tr>
<tr>
<td><strong>Ethics and Integrity</strong></td>
<td></td>
</tr>
<tr>
<td>102-16 Values, principles, standards and norms of behavior</td>
<td>Please see page 16.</td>
</tr>
<tr>
<td>102-17 Key impacts, risks and opportunities</td>
<td>Please see page 18.</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td></td>
</tr>
<tr>
<td>102-18 Governance structure</td>
<td>Please see page 17.</td>
</tr>
</tbody>
</table>
## GENERAL DISCLOSURES

<table>
<thead>
<tr>
<th>INFORMATION OR PAGE REFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder Engagement</td>
</tr>
<tr>
<td>102-40 List of stakeholder groups</td>
</tr>
<tr>
<td>102-41 Collective bargaining agreements</td>
</tr>
<tr>
<td>102-42 Identifying and selecting stakeholders</td>
</tr>
<tr>
<td>102-43 Approach to stakeholder engagement</td>
</tr>
<tr>
<td>102-44 Key topics and concerns raised</td>
</tr>
</tbody>
</table>

## Reporting Practice

<table>
<thead>
<tr>
<th>INFORMATION OR PAGE REFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting Practice</td>
</tr>
<tr>
<td>102-45 Entities included in the consolidated financial statements</td>
</tr>
<tr>
<td>102-46 Defining report content and topic boundaries</td>
</tr>
<tr>
<td>102-47 List of material topics</td>
</tr>
<tr>
<td>102-48 Restatements of information</td>
</tr>
<tr>
<td>102-49 Changes in reporting</td>
</tr>
<tr>
<td>102-50 Reporting period</td>
</tr>
<tr>
<td>102-51 Date of most recent report</td>
</tr>
<tr>
<td>102-52 Reporting cycle</td>
</tr>
<tr>
<td>102-53 Contact point for questions regarding the report</td>
</tr>
<tr>
<td>102-54 Claims of reporting in accordance with the GRI Standards</td>
</tr>
<tr>
<td>102-55 GRI content index</td>
</tr>
<tr>
<td>102-56 External assurance</td>
</tr>
</tbody>
</table>
### Material Topic: Governance

The Nucor material topic "Governance" includes the GRI topics "201 Economic Performance," "205 Anti-Corruption," "206 Anti-competitive Behavior" and "419 Socioeconomic Compliance."

#### Disclosure on Management Approach

<table>
<thead>
<tr>
<th>GRI Topic-specific Disclosures: 201 Economic Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>201-1 Direct economic value generated and distributed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GRI Topic-specific Disclosures: 205 Anti-corruption</th>
</tr>
</thead>
<tbody>
<tr>
<td>205-1 Operations assessed for risks related to corruption</td>
</tr>
<tr>
<td>205-2 Communication and training about anti-corruption policies and procedures</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GRI Topic-specific Disclosures: 206 Anti-competitive Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GRI Topic-specific Disclosures: 419 Socioeconomic Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>419-1 Non-compliance with laws and regulations in the social and economic area</td>
</tr>
<tr>
<td>TOPIC-SPECIFIC DISCLOSURES</td>
</tr>
<tr>
<td>----------------------------</td>
</tr>
<tr>
<td>Material Topic: Employee Safety and Development</td>
</tr>
<tr>
<td>The Nucor material topic “Employee Safety and Development” includes the GRI topics “402 Labor/Management Relations,” “403 Occupational Health and Safety,” “404 Training and Education,” “408 Child Labor,” “409 Forced or Compulsory Labor” and “410 Security Practices.”</td>
</tr>
<tr>
<td><strong>Disclosure on Management Approach</strong></td>
</tr>
<tr>
<td>103-1, 103-2, 103-3</td>
</tr>
<tr>
<td><strong>GRI Topic-specific Disclosures: 402 Labor/Management Relations</strong></td>
</tr>
<tr>
<td>402-1</td>
</tr>
<tr>
<td>Nucor complies with all applicable regulations and agreements regarding notices of operational changes to our workforce.</td>
</tr>
<tr>
<td><strong>GRI Topic-specific Disclosures: 403 Occupational Health and Safety</strong></td>
</tr>
<tr>
<td>403-1</td>
</tr>
<tr>
<td>Please see pages 21-25.</td>
</tr>
<tr>
<td>403-2</td>
</tr>
<tr>
<td>Please see pages 21-25.</td>
</tr>
<tr>
<td>403-3</td>
</tr>
<tr>
<td>Please see pages 21-25.</td>
</tr>
<tr>
<td>403-4</td>
</tr>
<tr>
<td>Please see pages 21-25.</td>
</tr>
<tr>
<td>403-5</td>
</tr>
<tr>
<td>Please see pages 21-25.</td>
</tr>
<tr>
<td>403-6</td>
</tr>
<tr>
<td>Please see pages 21-25.</td>
</tr>
<tr>
<td>403-7</td>
</tr>
<tr>
<td>Please see pages 21-25.</td>
</tr>
<tr>
<td>403-8</td>
</tr>
<tr>
<td>Please see pages 21-25.</td>
</tr>
</tbody>
</table>
The Nucor material topic “Employee Safety and Development” includes the GRI topics “402 Labor/Management Relations,” “403 Occupational Health and Safety,” “404 Training and Education,” “408 Child Labor,” “409 Forced or Compulsory Labor” and “410 Security Practices”

<table>
<thead>
<tr>
<th>GRI Topic-specific Disclosures: 403 Occupational Health and Safety</th>
<th>INFORMATION OR PAGE REFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>403-9</strong> Work-related injuries</td>
<td>Work-Related Injuries</td>
</tr>
<tr>
<td></td>
<td>Number of Fatalities</td>
</tr>
<tr>
<td></td>
<td>Rate of Fatalities</td>
</tr>
<tr>
<td>Teammates</td>
<td>0</td>
</tr>
<tr>
<td>Contractors</td>
<td>0</td>
</tr>
<tr>
<td>High-Consequence Work-Related Injuries</td>
<td>Not available</td>
</tr>
<tr>
<td>Lost Work Days</td>
<td>Not available</td>
</tr>
<tr>
<td>Teammates</td>
<td>107</td>
</tr>
<tr>
<td>Contractors</td>
<td>Not available</td>
</tr>
<tr>
<td>Recordable Work-Related Injuries</td>
<td>Not available</td>
</tr>
<tr>
<td>Teammates</td>
<td>307</td>
</tr>
<tr>
<td>Contractors</td>
<td>Not available</td>
</tr>
</tbody>
</table>

| **403-10** Work-related ill health                            | Work-Related Injuries          |
|                                                               | Number of Fatalities Resulting from Work-Related Ill Health |
| Teammates                                                     | 0                              |
| Contractors                                                    | 0                              |

<table>
<thead>
<tr>
<th>GRI Topic-specific Disclosures: 404 Training and Education</th>
<th>INFORMATION OR PAGE REFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>404-2</strong> Programs for upgrading assistance programs</td>
<td>Programs for upgrading assistance programs</td>
</tr>
<tr>
<td></td>
<td>skills and transition</td>
</tr>
<tr>
<td></td>
<td>Please see pages 25 and 26.</td>
</tr>
</tbody>
</table>
### Material Topic: Inclusion and Diversity

The Nucor material topic "Inclusion and Diversity" includes the GRI topic "405 Diversity and Equal Opportunity" and "406 Non-Discrimination."

#### Disclosure on Management Approach

103-1, 103-2, 103-3

Please see pages 26 and 27.

#### GRI Topic-specific Disclosures: 405 Diversity and Equal Opportunity

405-1  
Diversity of governance bodies and teammates  
Please see page 27.

#### GRI Topic-specific Disclosures: 406 Diversity and Equal Opportunity

406-1  
Incidents of discrimination and corrective actions taken  
In the reporting year, Nucor did not have any material incidents of discrimination.

### Material Topic: Environmental Performance

The Nucor material topic "Environmental Performance" includes the GRI topics "301 Materials," "302 Energy," "303 Water and Effluents," "304 Biodiversity," "305 Emissions" and "306 Waste."

#### Disclosure on Management Approach

103-1, 103-2, 103-3

Please see pages 29-36.

#### GRI Topic-specific Disclosures: 301 Materials

301-1  
Materials used by weight or volume  
Please see page 12.

301-2  
Recycled input materials used  
Please see page 12.

#### GRI Topic-specific Disclosures: 302 Energy

302-1  
Energy consumption within the organization  
Please see page 57.

302-4  
Reduction of energy consumption  
Please see page 30.
### TOPIC-SPECIFIC DISCLOSURES

<table>
<thead>
<tr>
<th>Material Topic: Environmental Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Nucor material topic “Environmental Performance” includes the GRI topics “301 Materials,” “302 Energy,” “303 Water and Effluents,” “304 Biodiversity,” “305 Emissions” and “306 Waste.”</td>
</tr>
</tbody>
</table>

#### GRI Topic-specific Disclosures: 303 Water and Effluents

| 303-1 | Interactions with water as a shared resource | Please see page 36. |
| 303-2 | Management of water discharge-related impacts | Please see page 36. |

#### GRI Topic-specific Disclosures: 305 Emissions

| 305-1 | Direct GHG emissions (Scope 1) | Please see page 33. |
| 305-4 | GHG emissions intensity | Please see page 33. |
| 305-5 | Reduction of GHG emissions | Please see page 30. |
| 305-7 | Nitrogen oxides (NOX), sulfur oxides (SOX) and other significant air emissions | Please see page 36. |

#### GRI Topic-specific Disclosures: 306 Waste

| 306-1 | Waste generation and significant waste-related impacts | Please see page 58. |
| 306-2 | Management of significant waste-related impacts | Please see page 36. |
| 306-4 | Waste diverted from disposal | Please see page 36. |
| 306-5 | Waste directed to disposal | Please see page 58. |

<table>
<thead>
<tr>
<th>Material Topic: Customer Relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Nucor material topic “Community Relations” refers to our efforts to build powerful partnerships with our customers that help them succeed.</td>
</tr>
</tbody>
</table>

#### Disclosure on Management Approach

<table>
<thead>
<tr>
<th>Disclosure on Management Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>103-1, 103-2, 103-3</td>
</tr>
</tbody>
</table>

#### Detailed information on this Non-GRI Topic

<p>| Non-GRI Topic | End-Use Markets Served | Please see page 7. |</p>
<table>
<thead>
<tr>
<th>TOPIC SPECIFIC DISCLOSURES</th>
<th>INFORMATION OR PAGE REFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Material Topic: Community Relations</td>
<td></td>
</tr>
<tr>
<td>The Nucor material topic “Community Relations” includes GRI topic “203 Indirect Economic Impacts.”</td>
<td></td>
</tr>
<tr>
<td>Disclosure on Management Approach</td>
<td>Please see pages 41-42.</td>
</tr>
<tr>
<td>103-1, 103-2, 103-3</td>
<td></td>
</tr>
<tr>
<td>GRI Topic-specific Disclosures: 203 Indirect Economic Impacts</td>
<td>Please see pages 41-42.</td>
</tr>
<tr>
<td>203-1</td>
<td>Infrastructure investments and services supported</td>
</tr>
<tr>
<td>203-2</td>
<td>Significant indirect economic impacts</td>
</tr>
<tr>
<td>Material Topic: Supply Chain</td>
<td></td>
</tr>
<tr>
<td>The Nucor material topic “Supply Chain” includes GRI topics “204 Procurement Practices,” “412 Human Rights Assessment,” “414 Supplier Social Assessment” and “308 Supplier Environmental Assessment.”</td>
<td></td>
</tr>
<tr>
<td>Disclosure on Management Approach</td>
<td>Please see pages 17, 18 and 35.</td>
</tr>
<tr>
<td>103-1, 103-2, 103-3</td>
<td></td>
</tr>
<tr>
<td>GRI Topic-specific Disclosures: 412 Human Rights Assessment</td>
<td>Please see page 18.</td>
</tr>
<tr>
<td>412-2</td>
<td>Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening</td>
</tr>
<tr>
<td>GRI Topic-specific Disclosures: 414 Supplier Social Assessment</td>
<td>Each of our divisions is required to assess and confirm whether potential suppliers are operating in accordance with all relevant social regulations.</td>
</tr>
<tr>
<td>414-1</td>
<td>New suppliers that were screened using social criteria</td>
</tr>
<tr>
<td>GRI Topic-specific Disclosures: 308 Supplier Environmental Assessment</td>
<td>Each of our divisions is required to assess and confirm whether potential suppliers are operating in accordance with all relevant environmental regulations.</td>
</tr>
<tr>
<td>308-1</td>
<td>New suppliers that were screened using environmental criteria</td>
</tr>
</tbody>
</table>
NUCOR STEEL MILLS SEGMENT
INTRODUCTION

Nucor Corporation ("Nucor"), a Delaware corporation incorporated in 1958, and its affiliates manufacture steel and steel products, both by recycling ferrous scrap and converting other high purity iron units. Nucor is North America’s largest recycler, using scrap steel as the primary raw material in producing steel and steel products using electric arc furnaces ("EAFs") paired with highly efficient continuous casting and automated rolling mills.
Nucor also produces direct reduced iron (“DRI”) for use in its steel mills. Through our subsidiary, The David J. Joseph Company, and its affiliates, we also process ferrous and nonferrous metals and broker ferrous and nonferrous metals, pig iron, hot briquetted iron and DRI. Almost all of Nucor’s operating facilities and customers are in North America.

This report presents information in alignment with the guidelines of the Sustainability Accounting Standards Board (SASB) — Iron and Steel Producers sector, and covers our Steel Mills segment of operations, which represents most of our impacts. The information and data provided here addresses the requirements of the SASB guidelines to the maximum extent possible, considering data availability. This document is complementary to and expands upon our sustainability reporting and our public filings with the Security and Exchange Commission.

For further information about Nucor and our sustainability efforts, please also refer to Nucor’s most recent Corporate Sustainability Report available at: https://nucor.com/environmental and our inaugural TCFD (Task Force on Climate Related Financial Disclosure) report here.

STEEL MILLS SEGMENT

Nucor produces sheet steel (hot-rolled, cold-rolled and galvanized), plate steel, structural steel (wide-flange beams, beam blanks, H-piling and sheet piling) and bar steel (blooms, billets, concrete reinforcing bar, merchant bar and engineered special bar quality “SBQ”) in its Steel Mills Segment. Nucor manufactures steel principally from scrap steel and scrap steel substitutes using EAFs, paired with continuous casting and automated rolling mills.

The Steel Mills Segment sells its products primarily to steel service centers, fabricators and manufacturers located throughout the United States, Canada and Mexico. In 2020, the Steel Mills Segment sold approximately 18,049,000 tons to outside customers. An additional 4,512,250 tons were shipped to the businesses comprising Nucor’s steel products segment.

The data represented in the following table represents the total amount of steel produced at Nucor Steel Mills and includes sales to inside and outside customers. Also, the data includes steel mills located in North America only and does not include any production from equity method investments.  

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4 For purposes of SEC reporting, Nucor’s Steel Mills Segment includes Nucor’s equity method investments in NuMit LLC (“NuMit”) and Nucor-JFE Steel Mexico, S. de P. L. de C.V. (“Nucor-JFE”).
ACTIVITY METRICS FOR NUCOR

<table>
<thead>
<tr>
<th>Raw Steel Production</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>SASB Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric tons cast (t)</td>
<td>20,300,000</td>
<td>20,700,000</td>
<td>22,500,000</td>
<td>EM-IS-000.A</td>
</tr>
<tr>
<td>Percentage – Basic Oxygen Furnace Processes</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>EM-IS-000.B</td>
</tr>
<tr>
<td>Percentage – Electric Arc Furnace Processes</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>EM-IS-000.C</td>
</tr>
</tbody>
</table>

Nucor does not own any BOFs or produce iron ore or coking coal.

GREENHOUSE GAS EMISSIONS

<table>
<thead>
<tr>
<th>Scope 1 Greenhouse Gas Emissions (Metric tons CO₂e)</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>SASB Code</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4,700,000</td>
<td>4,400,000</td>
<td>4,800,000</td>
<td>EM-IS110a.1</td>
</tr>
<tr>
<td>Percentage covered under emissions-limiting regulations</td>
<td>Not available</td>
<td>Not available</td>
<td>Not available</td>
<td></td>
</tr>
</tbody>
</table>

*2020 emissions were calculated in line with guidance published by U.S. Environmental Protection Agency EPA (EPA), Part 98 while 2019 and 2018 emissions were calculated according to the Worldsteel methodology.

Currently, the EPA does not regulate GHG emissions under a national emission standard for iron and steel production. However, individual steel mills are subject to regulations limiting GHG emissions from specific emission units on a case-by-case basis through the New Source Review permitting program.

Annual increases and decreases in Scope 1 GHG emissions are directly related to production output. Each individual steel mill evaluates energy efficiency measures that can reduce per unit GHG emissions and overall GHG emissions totals. Per unit GHG emissions can increase during periods of lower capacity utilization and may also increase as Nucor’s product mix shifts more toward steels with higher value uses. To the extent that these more value-added products gain domestic market share from imported steel or domestic steel made via the basic oxygen furnace (BOF) process, Nucor believes that the overall GHG footprint of steel consumed in the United States will continue to decline.

DISCUSSION OF OUR STRATEGY TO MANAGE SCOPE 1 EMISSIONS (EM-IS-110A.2)

Today, Nucor’s EAFs produce the most diverse range of steel shapes and grades in the U.S. with some of the lowest GHG emission rates and highest energy efficiencies per ton of steel of any carbon steel producer worldwide. EAFs are the cleanest production process for making steel and use significant quantities of recycled content. Adopting EAF technology for steelmaking preserves natural resources and lowers Scope 1 emissions associated with steelmaking. In addition, Nucor’s performance driven culture and incentive compensation system consistently motivate our teammates to find new ways to safely produce more high-quality products while using less energy, as this can be expected to lower costs and enhance profitability.

These attributes are among the core strengths of our business model. They result in a more variable, lower, cost base than many of our competitors and this has enabled us to grow our market share over time. Currently, we are seeing greater interest in our EAF produced steels among manufacturers, construction contractors, engineers, architects and government agencies. There is an increased appreciation of our products for their lower GHG intensity, high recycled content and for their end-of-life recyclability. In some cases, GHG intensity and recycled content requirements are being incorporated into product specifications by our customers.

For the foreseeable future, we expect that the steel sector’s global GHG emissions will remain difficult to abate, and that our EAF-based approach will remain the most viable means of producing steel for its efficiency, flexibility and environmental attributes. Our efforts to reduce our GHG emissions intensity and our impact on climate change are focused primarily on becoming even more energy efficient and less carbon intensive in all aspects of our business. We will focus on reducing not only our Scope 1 and Scope 2 emissions, but also our Scope 3 emissions, especially those associated with the carbon bearing raw materials we consume in our steelmaking operations. We will:

- continue to invest substantial capital to modernize our operations;
- support the continued growth and development of clean power generation in the U.S.;
- explore the feasibility of capturing and storing our CO₂ emissions;
- monitor, evaluate, and where appropriate, invest in promising newer technologies in steelmaking that may eventually enable step change reductions in the industry’s GHG intensity.
OUR COMMITMENTS

Nucor has committed to a 35% combined reduction in steel mill Scope 1 and Scope 2 GHG intensity by 2030 using 2015 emissions as a baseline. This goal will take Nucor’s steel mill CO₂ emissions down to 77% less than today’s global steelmaking average.

- In addition to Scope 1 and 2, Nucor will continue to publicly disclose and reduce its Scope 3 emissions intensity.
- Nucor has already achieved and will continue to meet the Paris Agreement and below Two Degree Scenario based on the GHG sector-based benchmarks established in 2021 by the Transition Pathways Initiative (TPI).\(^5\)
- Beyond 2030, we are committed to continuing reductions in steel mill carbon intensity toward net zero-emission steel at scale.

EMERGING TECHNOLOGIES

Nucor has been an early adopter and industry innovator by embracing and developing transformational new technologies and we intend to continue to investigate and explore transformative technologies with the aim of reducing ours and the entire industry’s GHG intensity. Our management is actively engaged in our efforts to reduce carbon and keeps abreast of developments globally that may enable the production of steel with lower levels of GHG emissions. We are confident that, given our legacy of driving transformational technological innovation in our industry, Nucor will be well positioned to adopt promising emerging technologies as they are demonstrated technically and made commercially available.

We are encouraged by technological developments over the past several years that have significantly improved the cost competitiveness and reliability of carbon-free clean power generation and storage. As these technologies continue to improve, we expect that an increasing portion of our electrical load will be supplied from carbon-free resources, and we are taking concrete steps to help support the transition of the U.S. power grid to a greater reliance on these technologies. As the national grid migrates to a lower carbon technology, Nucor will benefit from this transition significantly compared to integrated competition that relies heavily on fossil fuels like coke and natural gas. We are also optimistic about the continuing robust demand we see for our steel and steel products to enable the ongoing buildout of clean power generation and transmission assets in the U.S.

We believe it is likely that meeting the challenges of climate change will require fully developing Carbon Capture Utilization and Storage (CCUS) technology and we are actively exploring the implementation of this technology in our operations. Currently we are considering a carbon sequestration project that would reduce our annual CO₂ emissions by approximately 600,000 tons. Going forward, we will continue to evaluate other carbon capture technology that involves the capture of carbon within cement and concrete as another meaningful way to reduce our Scope 1 emissions intensity.

Nucor’s carbon reduction strategy also includes the evaluation of substitutes for carbon, an essential raw material of ours. We are currently assessing the viability of substituting carbon injection with biomass or other recycled content. Within our melting strategy, we are exploring melting steel alloyed with ferrovanadium. This process confers several environmental benefits, including both reduced energy requirements and lower emissions of environmental pollutants.

Finally, we have established a multi-disciplinary team to study Low-Emission Technologies. Among the innovations the team is evaluating are: biomass, scrap preheating, CO₂ consumption by algae. To this point we have not identified solutions that are fully developed enough to be technically and commercially viable in the near term.

We plan to continue allocating resources to evaluating potential technological innovations that show promise, and we are also considering a limited number of investments to support these initiatives and better position Nucor to benefit from any breakthroughs.

\(^5\) For more details on TPI’s steel sector benchmark, please visit their website [here](#).
### Air Emissions

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>SASB Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon Monoxide (CO), in metric tons</td>
<td>13,300</td>
<td>14,100</td>
<td></td>
</tr>
<tr>
<td>Nitrogen Oxides (excluding N₂O), in metric tons</td>
<td>3,000</td>
<td>3,400</td>
<td></td>
</tr>
<tr>
<td>Sulfur Oxides (SOX, as SO₂), in metric tons</td>
<td>2,000</td>
<td>1,800</td>
<td></td>
</tr>
<tr>
<td>Particulate Matter (PM10), in metric tons</td>
<td>1,500</td>
<td>1,300</td>
<td></td>
</tr>
<tr>
<td>Manganese (MnO)</td>
<td></td>
<td></td>
<td>*Limited Data Availability</td>
</tr>
<tr>
<td>Lead (Pb), in metric tons</td>
<td>2.6</td>
<td>2.2</td>
<td></td>
</tr>
<tr>
<td>Volatile Organic Compounds (VOCs), in metric tons</td>
<td>760</td>
<td>970</td>
<td></td>
</tr>
<tr>
<td>Polycyclic Aromatic Hydrocarbons (PAHs)</td>
<td></td>
<td></td>
<td>*Limited Data Availability</td>
</tr>
</tbody>
</table>

* The air emissions estimates in this disclosure attempt to quantify emissions from all regulated activities and sources of emissions at the steel mills. Sources of emissions include production and process emissions, emissions from transportation of materials, including roadway emissions, and ancillary equipment emissions. The estimated emissions do not include emissions from office buildings and sources of emissions not subject to regulation under the Clean Air Act.

### Energy Management

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>SASB Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Energy Consumed (GJ)*</td>
<td>112,000,000</td>
<td>112,000,000</td>
<td>120,000,000</td>
<td>EM-IS-130a.1</td>
</tr>
<tr>
<td>Percentage Grid Electricity (%)</td>
<td>47.3</td>
<td>49.1</td>
<td>48.3</td>
<td></td>
</tr>
<tr>
<td>Percentage Renewable</td>
<td>Not available</td>
<td>Not available</td>
<td>Not available</td>
<td></td>
</tr>
<tr>
<td>Total Fuel Consumed (GJ)*</td>
<td>38,000,000</td>
<td>37,000,000</td>
<td>41,000,000</td>
<td></td>
</tr>
<tr>
<td>Percentage Coal</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>EM-IS-130a.2</td>
</tr>
<tr>
<td>Percentage Natural Gas</td>
<td>&gt;95</td>
<td>&gt;95</td>
<td>&gt;95</td>
<td></td>
</tr>
<tr>
<td>Percentage Renewable*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

* Fuel consumption data only includes natural gas.
* The total energy consumed by Nucor includes purchased electricity, natural gas, oxygen, and carbon raw material inputs. Electricity is the primary energy source for the scrap melting process.
* Nucor does not currently purchase renewable energy beyond that which is already part of the grid mix in the locations where we operate.

Natural gas is the primary fuel for the reheat furnace operations. Additionally, natural gas is consumed as a fuel for ladle preheaters and comfort heat. Oxygen is also used as a fuel source in furnace operations. For the purposes of this disclosure, natural gas and oxygen are quantified for the "total fuel consumed" reporting metric. Nucor does not consume coal as a source of fuel.

Diesel, biodiesel and gasoline, are fuels that utilized for generators and portable welders. Acetylene is used for torch cutting operations. These fuels are minimal in comparison to the consumption of natural gas and oxygen and are not included in the fuel calculation. Additionally, small amounts of bio-diesel and other fuels considered renewable may be included in the Total Fuel Consumed data but are not tracked separately.
While Nucor’s reliance on EAF technology means that it recycles more than 20 million tons of ferrous scrap that might otherwise be landfilled, its process does produce some amount of waste. However, the two primary sources (on a volume basis) of waste generated by Nucor EAF operations are themselves considered valuable commodities and are recycled for further uses and applications. These are steel slag and particulate emissions collected by air pollution control equipment (baghouse dust). Approximately 99% of all such material is recycled by Nucor.

Steel making requires significant water for cooling both products and machinery. To reduce water consumption and preserve existing resources, Nucor operates extensive water treatment systems. Cooling towers and oil/water separation systems allow water to be recycled 8-10 times in multiple cascading systems. In addition, Nucor has invested in capital projects at Nucor facilities over the years that have been focused both on reducing water use and on developing stormwater retention ponds so that the retained water can be treated and used in our production processes.

No Nucor steel mill division is located in a High or Extremely High Water Stress Area.

WASTE MANAGEMENT

<table>
<thead>
<tr>
<th>SASB Code</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount of solid waste generated, in metric tons*</td>
<td>386,000</td>
<td>352,000</td>
<td>386,000</td>
</tr>
<tr>
<td>Amount of liquid waste generated, in cubic meters*</td>
<td>117,000</td>
<td>119,000</td>
<td>119,000</td>
</tr>
<tr>
<td>Percent Hazardous Solid Waste</td>
<td>0.8</td>
<td>1.4</td>
<td>1.0</td>
</tr>
<tr>
<td>Percent Hazardous Liquid Waste (%)</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Percent Recycled Solid Waste (%)</td>
<td>99.2</td>
<td>98.6</td>
<td>99.0</td>
</tr>
<tr>
<td>Percent Recycled Liquid Waste (%)</td>
<td>99</td>
<td>99</td>
<td>99</td>
</tr>
</tbody>
</table>

*Solid waste and liquid waste generated include only EAF dust and spent pickle liquor respectively. Nucor recycles both and this is accounted for in the percent recycled calculation.
Nucor operates mills that are registered to Occupational Safety & Health Management Systems, including OSHAS 18001 and ANSI Z10. These divisions are investigating conversion to the new OHSMS, ISO 45001. All divisions have access to Safety & Health Professionals, both internally and externally, to ensure that best practices are learned and adhered to, and that every Nucor division complies with all legal requirements, including but not limited to OSHA, NFPA, FRA, DOT & ANSI.

Nucor facilities participate in the Occupational Safety and Health Administration's (OSHA) Voluntary Protection Program (VPP), which recognizes companies that voluntarily implement effective safety and health management systems and maintain injury and illness rates below national Bureau of Labor Statistics averages for their respective industries. For a workplace to achieve VPP status, the facility has to adopt and implement a comprehensive safety and health management system, and it also must apply to OSHA for inclusion. Currently, OSHA recognizes 24 Nucor facilities as OSHA VPP Sites, 11 of which are in the Steel Mills Segment.

Additional information relating to Nucor’s safety management practices can be found at the following locations:

https://nucor.com/safety
https://nucor.com/additional-information/

### EM-IS-430A1. SUPPLY CHAIN MANAGEMENT

An ample supply of high-quality scrap and scrap substitutes is critical to support Nucor’s ability to produce high-quality steel. Nucor’s raw materials segment safely produces, sources, trades and transports steelmaking raw materials. Nucor steel mills consume ferrous scrap and virgin iron units (e.g., Direct Reduced Iron, Pig Iron, Hot Briquetted Iron) sourced and processed domestically and internationally by its raw materials segment. These materials represent Nucor’s largest cost in producing steel. Nucor’s raw materials investments are focused on creating an advantage for its steelmaking operations, through a global information network and a multi-pronged and flexible approach to metallics supply.

In 2020, DJJ processed 5 million tons of ferrous scrap and supplied a total of 20 million tons with the balance being sourced by DJJ’s scrap brokerage operations. This scrap supply is almost entirely domestic and there is a well-established scrap supply chain in the U.S. comprised of participants ranging from sole proprietors to large well-capitalized players such as DJJ. DJJ has robust processes and systems in place to monitor scrap sourced and/or processed for dangerous materials (e.g., explosive, radioactive) and to eliminate and report on stolen scrap. DJJ frequently assists local law enforcement authorities in tracking stolen items back to their source.

Most of our virgin iron units are sourced internationally. We buy iron ore pellets to supply our DRI plants primarily from suppliers in Brazil. We import pig iron primarily from suppliers in Ukraine and Russia.

Our other major input is energy, which we source from utilities and the connected regional electricity grids and gas pipelines.

We use numerous methods to appraise the safety, human rights and environmental performance of our suppliers including in person visits and reputable third-party reporting. Nucor also maintains a Human Rights Policy and maintains several other potentially relevant policies including our Supplier Code of Conduct, Combatting Human Trafficking in Persons, Eliminating Forced Labor Policy and others. These policies can be accessed at the following location.

We believe Nucor’s broad, balanced supply chain is an important strength which allows us to reduce the cost of our steelmaking operations, create a shorter supply chain and have greater optionality over our metallic inputs. Additionally, having a significant portion of our raw materials supply under our control minimizes risk associated with the global sourcing of raw materials, particularly since many scrap substitutes come from regions of the world that have historically experienced greater political turmoil. We believe the continued successful implementation of our raw material strategy, including key investments we have made in DRI production, as well as in the scrap brokerage and processing services performed by our team at DJJ, gives us greater control over our metallic inputs and thus helps us mitigate the risk of significant fluctuations in the availability and costs of critical inputs.
In 2015, The Financial Stability Board (FSB) created the TCFD to support the goals of the Paris Agreement, a voluntary framework for companies and institutional investors to develop effective climate-related financial disclosures through their reporting and disclosures.

Climate change risk is a complex field, and its impacts are inherently difficult to measure. TCFD reporting provides companies and investors with a framework to determine their exposure to climate transition risk and communicate the potential impacts of these risks to their stakeholders.

The TCFD structures its recommendations around four thematic areas that represent core elements of how organizations operate — governance, strategy, risk management, metrics and targets.

While this report represents the first time that Nucor is explicitly addressing the recommendations of the TCFD framework in an integrated manner, it is not the first time that we are considering the individual elements that the TCFD asks companies to consider. These elements, including governance of climate-related issues, risks we face, strategies to address those risks and relevant data points have been part of our strategic and risk management processes and sustainability reporting for some years. Moving forward, we intend to deepen our approach, including formal climate scenario analyses, to better understand the financial implications of the risks we face, and to more fully align with the TCFD recommendations.
TCFD
GOVERNANCE

Board’s Role
Nucor’s Nominating and Corporate Governance Committee oversees and makes recommendations to the Board regarding corporate sustainability and environmental, social and related governance (“ESG”) matters. This includes climate-related risks as well as broader environmental and social risks. Other environmental topics overseen by the Nominating and Corporate Governance Committee include permitting issues, regulatory compliance, water and energy use and associated greenhouse gas emissions. The Nominating and Governance Committee meets at least four times per year and provides reports as needed to the entire Board as it deems necessary.

It is the responsibility of the entire Nucor board to consider the implications of climate change for the business and how these issues align with or otherwise impact Nucor’s business strategy.

Management’s Role
Nucor’s Executive Vice President of Business Services and General Counsel oversees our environmental affairs as well as our public affairs and government relations departments and works with these departments and others to keep the broader leadership team informed and well-positioned to develop strategies to respond to risks and opportunities including those presented by climate change.

Tactical energy and related greenhouse gas management efforts are undertaken at the business unit and facility levels, where opportunities for capital investments are identified, action plans are developed, and specific investments in equipment or changes to processes are made. Data is collected at the business unit and facility level and consolidated for management and the Board to gain an appropriate overview of the status of climate-change related efforts.

STRATEGY

As part of our ongoing efforts to identify climate-related risks and opportunities, we engage key stakeholders across our organization to identify where our efforts are best focused, to return the most benefit to our internal and external stakeholders. This has resulted in our incorporating climate change into our business strategy in multiple areas, including:

- Protecting the long-term resiliency of our physical infrastructure in our steel mill locations to handle the impacts of a changing climate;
- Monitoring and managing our own impacts to reduce our GHG emissions intensity, as doing so can potentially lower costs and reduce the financial impacts of GHG regulating policies and regulations;
- Investing substantial capital to modernize our operations and implementing new energy efficiency and GHG mitigation projects including, the potential for, carbon capture and storage;
- Exploring ways to further reduce the greenhouse gas emissions associated with the raw materials we use to make steel;
- Identifying and pursuing the increasing array of market opportunities related to addressing and preparing for climate change across the built environment, transportation and energy sectors;
- Assessing climate-related risks and opportunities across our entire value chain to avoid negative impacts and ensure alignment with our emissions reduction goals;
- Supporting the transition of the domestic power grid to a more sustainable, lower carbon future. In 2020, Nucor was the 7th largest corporate buyer of renewable energy in the United States;
- Remaining committed to Electric Arc Furnaces in our core steelmaking operations processes so that we are well-positioned to leverage the increased availability of renewable electricity sources; and
- Using data and digitalizing our infrastructure and processes to improve efficiency and connectivity of critical systems.

Impact on our Business, Strategy and Financial Planning

We see a wide range of potential financial outcomes related to climate change that may have implications for profitability and cash flow generation. However, regardless of the situation, our intent is to continue to maintain our conservative capitalization, strong credit rating and ready access to low-cost capital so we remain prepared for any adverse developments and can dynamically reposition our business to respond to any circumstances.

Steel is a versatile material that is essential in any modern economy. In particular, the investments necessary (e.g., renewable energy, electrified transportation) to facilitate the global economy’s response to a climate-challenged scenario will require significant amounts of steel. As the leading producer of steel from recycled ferrous scrap we believe we are well-positioned to meet these needs.

To respond to these opportunities, we must plan our own investments carefully considering the long life cycle of steel mills and the scale of the associated infrastructure needed to produce our products. With this in mind, we have made targeted investments in new products and production capabilities that we believe will position us well to respond to climate related risks and opportunities.

For example, Nucor will soon be one of only a few companies in the world capable of supporting the material requirements of the offshore wind market’s towers and foundations. The Company also recently announced a tube mill project in Kentucky that will supply galvanized solar torque tube to the nation’s expanding solar energy markets. In addition, Nucor is investing to produce 3rd Generation Advanced High-Strength Steel (AHSS) products that will allow vehicles to meet stricter mileage standards and reduce their life cycle emissions. These facilities represent substantial investment by Nucor, which we believe will generate significant returns as the world continues to adopt new technologies and products to respond to climate change.

We are also encouraged by technological developments over the past several years that have significantly improved the cost competitiveness and reliability of carbon-free clean power generation. As renewable electricity, nuclear energy power generation and power storage technologies continue to improve, we expect that an increasing portion of our electrical load will be supplied from carbon-free resources. We are actively supporting, investing in, and taking concrete steps to help support the transition of the U.S. power grid to a greater reliance on these technologies. As the national grid migrates to lower carbon technology, Nucor will benefit from this transition significantly compared to some of our competitors who rely heavily on fossil fuels like coke and natural gas. We will continue to explore clean power opportunities through VPPAs, “behind-the-meter” solutions, energy storage potential, and through other approaches as we go forward.

In future reporting, we will discuss our assessment of Nucor’s resilience in the context of various climate change scenarios.
IDENTIFYING AND MANAGING CLIMATE RISKS

Nucor’s Corporate Controller, Internal Audit, and Legal teams undertake an annual survey of managers across the company to ascertain where our greatest risks lie and to identify emerging risks. This process includes climate-related risks. However, when considering and preparing for climate-related risks we seek to assess risk generally and in an integrated and holistic fashion, so that climate-related risk is not seen as separate and discrete but as part of the overall evolving landscape that may impact the situational readiness of the enterprise.

External third-party experts are retained to evaluate and help us prepare for climate-related physical risks such as flooding, fires and other natural phenomena as well as risks related to social, economic and political changes in a climate challenged world. We regularly engage with shareholders and other constituents to understand their views and concerns so that their perspectives can be given appropriate consideration and responses formulated where appropriate.

Nucor’s Public Affairs department regularly engages with relevant federal and state officials to understand legislative, policy and other climate-related initiatives under consideration to ensure that Nucor’s perspective is heard and to inform them of potential impacts to the company, its financial performance and its stakeholders.

Environmental and Health and Safety teams throughout the company are charged with evaluating and preparing for any operational risks related to climate change. These risks range from flood risks, increased storm intensities or increased potential for heat stress related safety and performance issues among Nucor teammates.

The results of the risk assessment process are consolidated, summarized and reported to the executive management and the Board so that appropriate tactics and strategies can be developed to respond to identified risks and opportunities. In addition to these reports, the Board is regularly consulted formally and informally on material risks, opportunities and appropriate strategic initiatives and tactics.

Relevant findings from these processes are consolidated, prioritized and incorporated into Nucor’s annual 10K report filed with the Securities and Exchange Commission.

EXAMPLES OF RISK TYPES FOR NUCOR

<table>
<thead>
<tr>
<th>Physical Risks</th>
<th>Transitional Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hurricanes and other storms: Amplification of significant storm activity over the long term</td>
<td>Technology: Keeping pace with demand for low-carbon technologies</td>
</tr>
<tr>
<td>Infrastructure Risks: Failures in regional infrastructure critical to our success (e.g., river barging, regional electricity transmission grids)</td>
<td>Social, customer and financial preference: Expectations for low-carbon products and operations</td>
</tr>
<tr>
<td>Floods: Coastal and inland flooding</td>
<td>Carbon and energy cost and reliability: Increased cost of energy and carbon to our operations, customers, and suppliers</td>
</tr>
<tr>
<td>Extreme heat and cold, droughts and other unusual weather events</td>
<td>Changes to tax, trade and other regulatory frameworks implemented to address climate change and/or reduce CO₂ emissions could affect pricing and availability of raw materials, demand for our products, intensify competition from imported steel and steel products, or our relative cost competitiveness.</td>
</tr>
</tbody>
</table>

For more information on risks faced by Nucor, see our 2020 10-K Filing.
**METRICS AND TARGETS:**

Nucor’s primary business is the manufacture of steel and steel products. Carbon is an essential element in steel and there is no known way to produce steel or a functionally equivalent material at scale without emitting CO$_2$ as a by-product. However, we do believe that we can produce steel in ways that result in less CO$_2$ and other greenhouse gases being emitted.

Nucor employs Electric Arc Furnace (EAF) technology exclusively to make its products. This technology is currently the best available technology to produce a wide range of steels while emitting the least amount of greenhouse gases. Many of our peers who rely entirely or primarily on blast furnace-based steelmaking are actively working to transition their asset base to EAF technology.

**Primary Sources of our Greenhouse Gas Emissions**

Nucor’s steel mills account for more than 80% of our total emissions. The vast majority of our Scope 1 greenhouse gas emissions result from the fuels used to generate heat that is applied to iron-containing raw materials (e.g., scrap metal, iron ore) and other alloying ingredients in our steelmaking process. This heat is generated using natural gas and small amounts of carbon. While we do not believe that there are currently any cost effective, technologically feasible alternatives to these processes, we have established multi-disciplinary sustainable technology team to actively investigate such alternatives on an ongoing basis.

The primary energy source used in our EAF-based steelmaking is electricity. As the largest EAF-based steelmaker in the world, Nucor consumes a significant amount of electrical energy. Our Scope 2 greenhouse gas emissions are the result of the generation of this electricity. We believe that as much as 40% of the electricity we use today is renewably generated or from other non-fossil fuel sources. Because we have the option to utilize renewably generated electricity in more of our facilities, we believe we can reduce our Scope 2 emissions intensity significantly.

As the U.S. grid integrates more renewable generation capacity over time, we expect that our Scope 2 emissions intensity will decrease. By signing virtual power purchase agreements (VPPAs), we are directly supporting the development of significant new renewable power generating assets, and helping to facilitate this transition.

Nucor’s Scope 3 emissions inventory primarily results from our steel mills’ consumption of iron bearing raw materials supplied by external parties (pig iron) or by our Raw Materials segment (direct reduced iron or DRI). We are actively exploring ways to reduce the CO$_2$ intensity of these raw materials for Nucor and believe that we can demonstrate progress in this area in the short and medium term.

To see our most recent greenhouse gas emissions inventory data, please see our 2020 ESG Report.

**Goals to Reduce GHG Emissions Intensity**

We are actively working to further reduce all our greenhouse gas emissions. In 2021, we announced comprehensive greenhouse gas (GHG) emissions reduction strategies that will lower the GHG emissions intensity of our steel mills to 77% less than today’s global average.

We committed to a 35% combined reduction in the Scope 1 and Scope 2 GHG emissions intensity of our steel mills by 2030 against a 2015 baseline, the year the Paris Climate Agreement was adopted. We are also committed to disclosing and reducing Scope 3 emissions from our steel mills related to the processing of carbon bearing raw materials. Scope 3 emissions from these materials are one of our largest impacts.

We expect to execute against these goals by increasing our overall energy efficiency, increased use of renewable energy, exploring the use of Carbon Capture and Storage technologies at select operations and exploring relevant emerging technologies in iron reduction, steelmaking and energy storage.

**Other Metrics**

Other metrics that we are evaluating/monitoring as potential indicators of climate related risks and opportunities include:

- Heat-related health and safety statistics
- Supply chain and workforce disruptions/lost due to flooding/fire/power or gas supply disruption
- Market size, growth outlook statistics for steel usage in the renewable energy industry
- Projected steel needs of the electric vehicle industry
- Projected changes in steel demand due to the broader economy’s transition to lower carbon intensity and enhanced infrastructure resilience over time

To see our most recent greenhouse gas emissions inventory data, please see our 2020 ESG Report.