NEW DATA FROM 2018 WILL BE LISTED IN THE REPORT IN LIGHT BLUE.
At Big River Steel, we have the opportunity and the responsibility to do things differently. In reducing our environmental impact, operating our mill safely and with integrity, and making a difference in our community, we are using innovation to transcend the status quo. Our team members, our customers, our community and our environment deserve nothing less.

Big River Steel is the world’s first Flex Mill® with steelmaking technology that combines the advanced product grade capabilities of an integrated mill with the agility of a mini mill. That ingenuity and flexibility means that from the ground up, Big River was designed to be an industry leader in all areas, including sustainability. Our commitment to sustainability goes beyond the environment, it’s also good for business. For example, reducing our carbon footprint is not only positive for the environment, it also improves our operating efficiency, which in turn bolsters our bottom line and increases the economic potential for our community.

We are excited to provide this report to share the progress we are making so early in the life of our company. We are also proud to provide an idea of the future practices we intend to implement. Big River is determined to go beyond expectations as we set new benchmarks for what a steel company is capable of achieving.

Since the first shovel turned the ground to transform a soybean field into a steel mill in July of 2014, Big River Steel has been committed to the pursuit of excellence.

For us, that principle extends beyond producing the highest quality steels in the industry. We aim to operate Big River in a way that fosters a deep and lasting relationship with the community and our team members while positively impacting the environment. That includes philanthropic engagements and vocational training in the surrounding areas, operating our company to the highest ethical standards, and protecting the environmental integrity of the land we inhabit.

In the following pages, we’ll review the results from our first full calendar year of production. The data we’ve gathered highlights the progress we’ve made towards our environmental, community and operational goals in 2017 and 2018. Across all our departments, from the mill to our administrative teams, each of us at Big River personally contributes to that purpose. As a new mill, this process of reporting our efforts in these areas has just begun. As we continue to grow and learn, we welcome your thoughts on how we can continue to showcase our progress.

DAVID STICKLER
Chief Executive Officer

LENORE TRAMMELL
Chief Administrative Officer
REPORTING PROTOCOL

For this report, we've used the standards set by the Global Reporting Initiative (GRI), an independent, international non-governmental organization. GRI is a universally accepted set of reporting standards that’s utilized across all industries. Their mission is to help organizations around the world publicly disclose their contributions towards sustainable development.

ACCORDING TO THE GRI

The GRI Standards create a common language for organizations and stakeholders, with which the economic, environmental, and social impacts of organizations can be communicated and understood. The Standards are designed to enhance the global comparability and quality of information on these impacts, thereby enabling greater transparency and accountability of organizations.1

To begin, we defined our key stakeholders. For the purposes of this report, we consider stakeholders to be any person or group that has the potential to be significantly impacted by Big River Steel’s products, services and activities. Additionally, stakeholders have the potential to impact Big River’s operations and pursuit of our goals.

The GRI lists a wide range of potential initiatives that can be used in a company’s reporting. In order to be included in Big River’s report, the initiatives had to meet the following criteria:

1. The initiative is an important factor in demonstrating Big River Steel’s environmental, social and operational impacts.
2. The initiative must be relevant to Big River Steel’s overall mission as well as the interests of our stakeholders.
3. The initiative should have measurable, accurate data that supports its underlying assumptions, is consistent with the accompanying qualitative statements, and is comparable to that of other steel manufacturers.

WITH OUR STAKEHOLDERS AND GRI CRITERIA IN MIND, WE ARE REPORTING ON:

ENVIRONMENTAL

COMMUNITY
Philanthropy, Training, and Education

OPERATIONS
Occupational Health and Safety, Diversity and Equal Opportunity

AWARDS & CERTIFICATIONS

FUTURE GOALS

The topics we chose are benchmarks for future reporting. Since Big River’s data is new, we expect the topics and considerations to evolve and grow.

ENVIRONMENTAL STEWARDSHIP

Steel production isn't known for being an environmentally friendly industry. We're diligently working towards changing that perception. From the beginning, Big River Steel was designed to be an environmentally conscientious company. As a brand new facility, Big River had the ability to utilize the latest in sustainability technology. Our buildings, equipment, production methods and consumption rates all strive to be models for environmental stewardship in the steel industry.

Big River conducts systematic reviews to ensure compliance with environmental policies and regulations. We have also adopted our own company-wide sustainability policies. In addition to meeting the standards that are mandated by the EPA, Big River has also met the more strict environmental standards of European regulatory agencies.

As the most recycled material in the US, steel’s inherent recyclability is a major factor for LEED certification. According to the American Iron and Steel Institute, steel is made with an overall average of 76% recycled content. At the end of its life cycle, more than 90% of all steel products are recycled into new products, an outstanding reclamation rate.²

2. American Iron and Steel Institute www.steel.org
ENVIRONMENTAL STEWARDSHIP

Here are just a few reasons Big River is a pioneer of the steel industry’s green movement:

- Our Electric Arc Furnace (EAF) uses a hydraulic power roof system, which reduces its heat loss to a fraction of traditional roof systems.
- To conserve energy, our drives and motors idle at much lower speeds than those at traditional steel mills, which typically run nonstop at full horsepower.
- We’ve implemented a comprehensive water recycling program, where cooling tower blowdown water is recycled into process water.
- After processing in our energy-efficient wastewater treatment facility, the process water is then returned to the Mississippi River cleaner than it was before.
- Overall, Big River uses 30% less water and 18% less energy than other Compact Strip Production (CSP) processes.

As Big River continues to progress as a company, we will be setting additional environmental stewardship goals.
## ENVIRONMENTAL PERFORMANCE SNAPSHOT

### PRODUCTION

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Liquid Steel Production</td>
<td>1,409,239</td>
<td>1,550,789</td>
</tr>
<tr>
<td>Liquid Steel Tons</td>
<td>1,048,792.59 Tons</td>
<td>1,220,046 Tons</td>
</tr>
<tr>
<td>Recycled Scrap Used in Production</td>
<td>1,560 MMcf</td>
<td>2,225 MMcf</td>
</tr>
<tr>
<td>Natural Gas Consumption</td>
<td>654.53 KwH per EAF Tap Ton</td>
<td>733.10 KwH per EAF Tap Ton</td>
</tr>
<tr>
<td>Annual Greenhouse Gases Process Emissions</td>
<td>245,214 Metric Tons*</td>
<td>312,760 Metric Tons</td>
</tr>
<tr>
<td>Annual CO₂ Emissions (Process)</td>
<td>165,548.65 Metric Tons</td>
<td>194,582.05 Metric Tons</td>
</tr>
<tr>
<td>CO₂ Emission Factor</td>
<td>0.12949 Metric Tons of CO₂ per Metric Ton of Feed or Production</td>
<td>0.12547 Metric Tons of CO₂ per Metric Ton of Feed or Production</td>
</tr>
</tbody>
</table>

### ENVIRONMENTAL

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEED Certified Buildings</td>
<td>3 Total Buildings</td>
<td>+1 Building</td>
</tr>
<tr>
<td>LEED Building Area</td>
<td>1,303,495 Square Feet</td>
<td>+37,000 Square Feet</td>
</tr>
<tr>
<td>Land Dedicated to ‘Green Space’</td>
<td>660 Acres</td>
<td></td>
</tr>
<tr>
<td>Land Dedicated to Habitat Restoration</td>
<td>20 Acres</td>
<td>+10 Acres</td>
</tr>
<tr>
<td>Protected Historical Sites</td>
<td>1 Historical Site</td>
<td></td>
</tr>
<tr>
<td>Wetlands Added</td>
<td>23 Acres</td>
<td></td>
</tr>
<tr>
<td>Trees Planted</td>
<td>9,000 Seedlings Planted</td>
<td></td>
</tr>
</tbody>
</table>

### RECYCLING

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hazardous Waste Recycled</td>
<td>29,025 Tons</td>
<td>42,500 Tons</td>
</tr>
<tr>
<td>Hazardous Waste Sent to Landfills</td>
<td>74 Tons</td>
<td>264 Tons</td>
</tr>
<tr>
<td>Shredded Paper Recycled</td>
<td>1,680 Pounds</td>
<td>13,690 Pounds</td>
</tr>
<tr>
<td>Loose Cardboard Recycled</td>
<td>1,800 Pounds</td>
<td>1,340 Pounds</td>
</tr>
<tr>
<td>Baled Cardboard Recycled</td>
<td>N/A</td>
<td>11,100 Pounds</td>
</tr>
<tr>
<td>Plant Trash Sent to Landfill</td>
<td>4,400 Tons</td>
<td>1,739 Tons</td>
</tr>
<tr>
<td>Wastewater Discharged to the Mississippi River</td>
<td>213,000,000 Gallons</td>
<td>199,058,263 Gallons</td>
</tr>
</tbody>
</table>

* 2017 Value Corrected
COMMUNITY STEWARDSHIP

Big River Steel believes that a good relationship with our community facilitates good business. Since the city of Osceola and the greater Mississippi County area have been so instrumental in our success, we are dedicated to investing in our community both financially and with our time.

In 2017, Big River's philanthropic efforts totaled over $70,000 towards charities and civic organizations in the area, including the Rotary Club of Osceola, the Osceola Chamber of Commerce, Main Street Osceola, and the Osceola Fire Department. In addition, Big River has supported our community in the following engagements:

- **First Coil Donation:** In partnership with Zekelman Industries, Big River donated the $100,000 proceeds from the purchase of its first hot rolled coil to the Wounded Warrior Project and Arkansas Northeastern College.

- **Disaster Response:** In 2017, Big River provided financial support for disaster relief and recovery efforts that followed Hurricane Harvey in August. Donations provided meals, shelter, health and mental health support to those affected in Texas.

- **Gun Recycling:** To promote safety in our area, Big River supported the Osceola Police Department by recycling the metal from 50 guns taken off the streets of Osceola.

- **United Way of South Mississippi County:** Since 2016, Big River has been a sponsor of the United Way’s annual 5K in support of public health in South Mississippi County. In addition to monetary donations, numerous employees volunteered their time by running or walking to support the local United Way chapter.

- **Holiday Food Drive:** Since 2015, Big River has partnered with the Good Fellows of Osceola, a program that provides meals to local families during the holidays. With our support, the Good Fellows are able to provide meals to over 300 local families.

- **Back to School Bash:** Since 2015, Big River has partnered with local organizations to give kids a fun and safe beginning to the new school year with a Back to School Bash. In addition to the party, Big River has donated over 300 backpacks filled with school supplies to local kids.

In 2018, Big River’s philanthropic efforts totaled over $120,000 towards charities and civic organizations in the area.

- **City and County Youth Program:** Since 2015, Big River Steel has joined with the City and County Youth Program of Mississippi County to help provide backpacks and school supplies for local children at the beginning of the school year. In addition, as a part of this program, nutritional food for the weekends is sent home with children as the needs arise.

- **Osceola Beautification Project:** The Osceola/SMC Chamber of Commerce Public Relations Committee planted 60 crepe myrtle trees and added landscaping around the two welcome signs near the off ramps of Interstate 55 and Highway 140. The eye-pleasing entrance that welcomes travelers, commuters, and residents was possible in part by Big River Steel’s monetary donation.

- **Osceola Heritage Music Festival:** Big River Steel has been a supporter of the Osceola Heritage Music Festival for three years. The annual festival draws on Arkansas and Mississippi County’s rich musical heritage to highlight local performers while raising money to support music programs in the local elementary and high schools.

- **National Night Out:** For two years, Big River Steel has partnered with Osceola Police Department’s National Night Out, an annual campaign that promotes police and community partnerships and relationships.

- **Angel Tree Program:** Since 2017, Big River Steel employees have taken part in the Osceola Junior Auxiliary Angel Tree program by helping to provide Christmas gifts for local children.
COMMUNITY STEWARDSHIP

Big River also believes in adding value to the surrounding community through education and training, including:

**Internship Program:** Created in 2017, Big River’s internship program gives students the chance to get out of the classroom and into the workplace. Interns in the program work with innovative ideas and technology while gaining an insider’s view to a possible career path. College level participants have the opportunity to work on various projects in engineering, quality, electrical and mechanical maintenance and safety. Big River currently has interns from Arkansas State University, Arkansas Northeastern College, University of Memphis, University of Texas and the University of Alabama. Our high school internship program, which seeks out candidates from local high schools in Mississippi County, gives participants the opportunity to work in administrative departments such as accounting or shipping.

**JAG Program:** Big River is proud to participate in the Jobs for Arkansas Graduates (JAG) program at Osceola High School. JAG is committed to helping young people overcome barriers to graduation from high school and become college and career ready. In 2017, Big River employees led JAG sessions that focused on career development, job attainment and job survival.

**ASU Partnership:** Big River partnered with Arkansas State University to cohost the Collaboration Workshop: Redefining R&D in Metallurgy. Leaders from academia, manufacturing, and government agencies gathered to discuss how to develop a collaborative lab that both meets the increasing labor needs in manufacturing and provides vocational training for the community.
OPERATIONAL INITIATIVES

We care deeply about the people that surround us, and we’re committed to developing and retaining a diverse and empowered workforce. To that end, Big River Steel is dedicated to making sure that our people are treated, and treat each other, fairly and with respect.

The first policy we wrote at Big River was our Code of Conduct. We believe that our most important asset is our integrity, and our Code of Conduct provides the framework for how we operate as a company and with each other. Abiding by our Code of Conduct motivates all of us at Big River to maintain high standards of behavior at all times.

ACCORDING TO THE ARKANSAS ECONOMIC DEVELOPMENT COMMISSION:

Over 5,500 people are directly employed by the steel industry in the state of Arkansas, and Mississippi County is the fourth-largest steel producing county in the United States. Job growth in the steel manufacturing sector has increased 39% since 2009. Big River has helped to contribute to the reduction of the county’s unemployment rate from 13% in 2010 to 9% in 2015. Big River is honored to be the home to 479 of the steel industry’s best. Our commitment to diversity and inclusion means that we’re focused on building a workforce that reflects our country as a whole.

**OPERATIONAL INITIATIVES**

**WORKFORCE DEMOGRAPHICS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Women (%)</th>
<th>Minorities (%)</th>
<th>Total Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>9%</td>
<td>19%</td>
<td>479</td>
</tr>
<tr>
<td>2018</td>
<td>9.4%</td>
<td>16.7%</td>
<td>497</td>
</tr>
</tbody>
</table>

Average BRS Salary plus benefits and production incentives

- **2017**: $75,000+
- **2018**: $111,000+

State of Arkansas Average Salary

- **2018**: $44,300
- **2017**: $77,000+
The health and safety of our employees is one of our core values. Big River believes that every workplace incident is preventable, so we’re taking steps to ensure that all of our facilities are clean and safe for our team members and our guests.

Big River Steel has implemented a hazard recognition and reporting system to help avoid potential incidents. In 2017, we had no lost work days from safety incidents. Our incident rate is far below the industry average, but we intend to continue to work towards our ultimate goal of Absolute Zero – zero employee health and safety events. To achieve that goal, we’re continuously monitoring our procedures and processes, including being accountable for the safety of each other in our work environment.

Data for 2018 will be updated in Q4 of 2018 when steel industry averages become available.
AWARDS & CERTIFICATIONS

BIG RIVER STEEL HUMBLY ACKNOWLEDGES THE FOLLOWING ACCOLADES:

ISO 9001:2015 CERTIFICATION
Sets the standards for a quality management system that promotes continuous improvement and a strong customer focus.

CERTIFIED COMPANY ON THE UL ONLINE CERTIFICATION DIRECTORY
Allows steelmakers to provide galvanized steels in the defined thickness ranges for Coatings and Metallic Components.

LEED CERTIFICATIONS
Big River’s warehouse, employee services building, and administration building are LEED Certified, LEED Gold, and LEED Registered, respectively.

POLARIS HABITAT STEWARDSHIP AWARD
for 2016-2017 from Pheasants Forever and Quail Forever

ENVIRONMENTAL TECHNOLOGY COMMITTEE PLANT TOUR APPRECIATION AWARD
from the Association for Iron and Steel Technology (AIST)

ARKANSAS GREEN BUILDING OF THE YEAR AWARD
for 2017 from the US Green Building Council

LARGE BUSINESS/INDUSTRY OF THE YEAR AWARD
for 2016 from the Osceola/South Mississippi County Chamber of Commerce

2018 FINALIST: AMERICAN METAL MARKET’S AWARD FOR STEEL EXCELLENCE
in the categories of Steel Producer of the Year and Environmental Responsibility/Stewardship

ISO 14001:2015 CERTIFICATION
The international standard that specifies requirements for an effective environmental management system (EMS)

UPDATED WITH 2018 DATA
FUTURE GOALS

Big River is working harder than ever to create a sustainable future for our environment, our community, and our people. We know that a better future isn’t a destination rather, it’s a moving target. Even though we’ve made considerable progress in living up to our ideals, there’s always more work to do. To ensure Big River’s success for generations to come, we’re pursuing the following goals:

- Implementing a Sustainable Supplier Policy to establish supply chain sustainability and ethical practices
- Reducing greenhouse gas emissions, energy consumption, and waste production
- Broadening our recycling program
- Increasing our tree planting initiative
- Improving the environmental impact of our cafeteria operations
- Attaining International Automotive Task Force ISO/TS 16949 and ABS Certifications
CITATIONS

Throughout this report we have referred to a few external data sources. If you’d like additional information, please find the sources cited in this report below.

As a new steel mill, our reporting efforts have just begun.

The data we’ve highlighted in this report demonstrates the progress we’ve made towards our environmental, community and operational goals in 2017 and 2018. As we continue to grow and learn, we welcome your thoughts on how we can continue to showcase our progress. For more information and to contact us, please visit www.bigriversteel.com