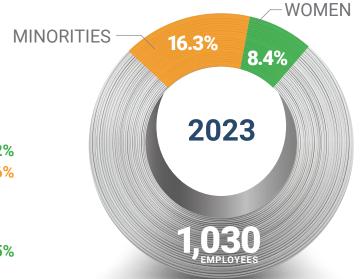


WORKFORCE DEMOGRAPHICS



2021

Number of Employees: 688 Percentage of Women: 10.2% Percentage of Minorities: 19.6%

2022

Number of Employees: 770 Percentage of Women: 10.5% Percentage of Minorities: 19%



SAFETY



Environmental Topic

Governance Topic

Bolded topic indicates

internal stakeholders'

expectation of change

in importance over time

Social Topic

MATERIALITY ASSESSMENT



Impact on Big River Steel and Corporate Goals and Strategy