

January 25, 2024



Made in INDIANA

Supporting the Communities Where We Live & Work

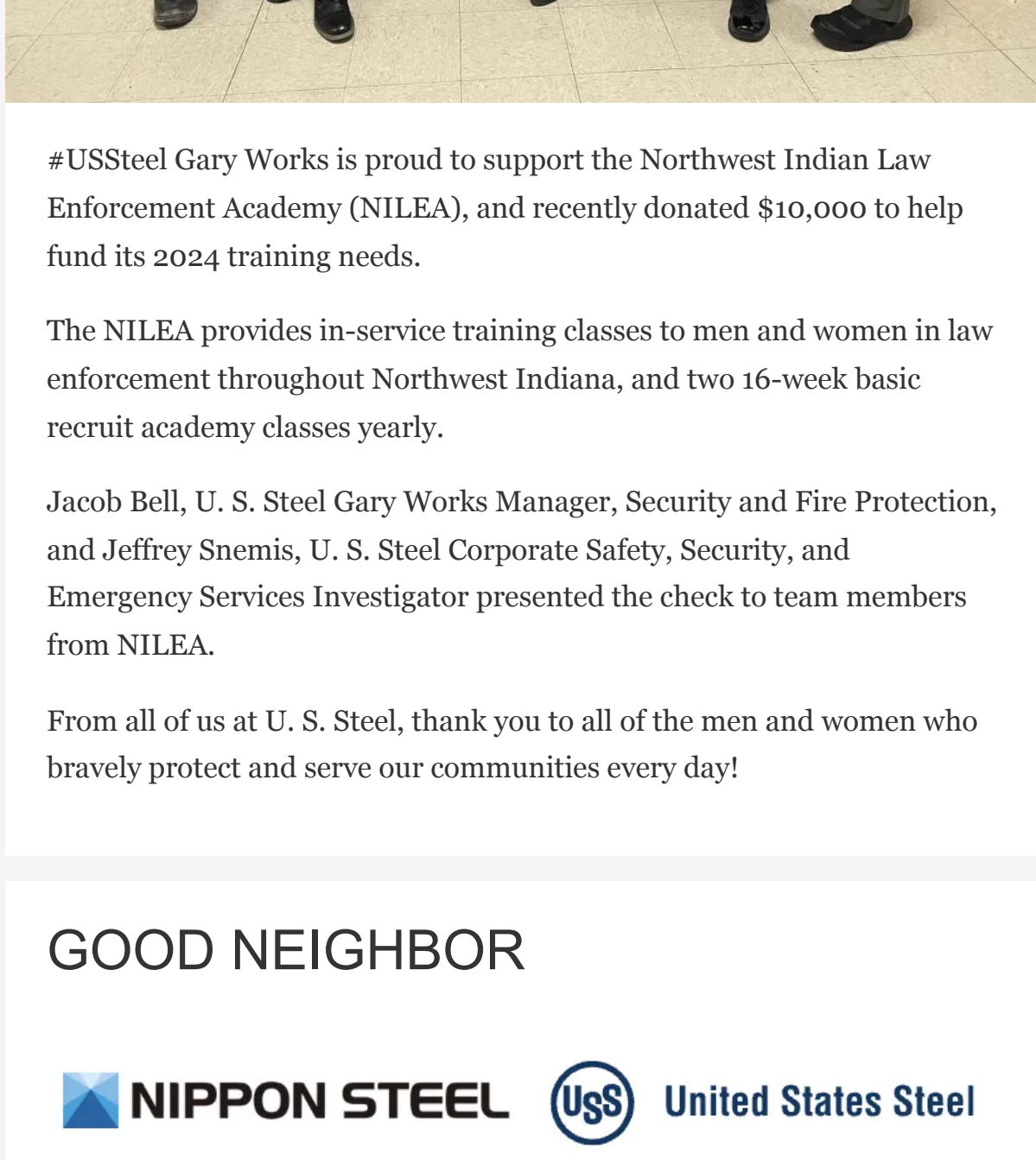
U. S. Steel is proud to partner with communities across the country – including right here in Indiana. We believe our business thrives when we are actively engaged and involved in the communities where we make steel.

Across our state, we are committed to positively impacting the communities that we call home, to enhancing and improving quality of life in those communities, and to supporting projects and opportunities that advance safety, education and environmental stewardship.

[CLICK HERE](#) to watch how U. S. Steel is building the future of steel right here.

We wouldn't be U. S. Steel without you.

SAFETY FIRST



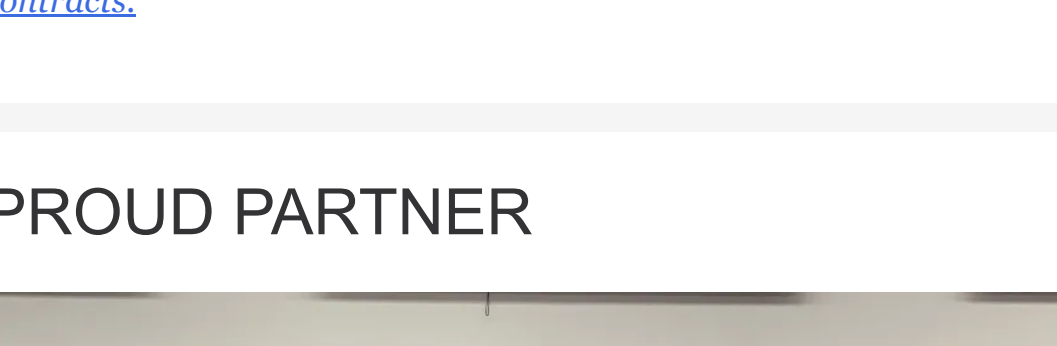
#USSteel Gary Works is proud to support the Northwest Indian Law Enforcement Academy (NILEA), and recently donated \$10,000 to help fund its 2024 training needs.

The NILEA provides in-service training classes to men and women in law enforcement throughout Northwest Indiana, and two 16-week basic recruit academy classes yearly.

Jacob Bell, U. S. Steel Gary Works Manager, Security and Fire Protection, and Jeffrey Snemis, U. S. Steel Corporate Safety, Security, and Emergency Services Investigator presented the check to team members from NILEA.

From all of us at U. S. Steel, thank you to all of the men and women who bravely protect and serve our communities every day!

GOOD NEIGHBOR



Stronger Together: How Nippon Steel and U. S. Steel Can Launch a Bright New Chapter for American Industry –

Detailed in an op-ed linked below.

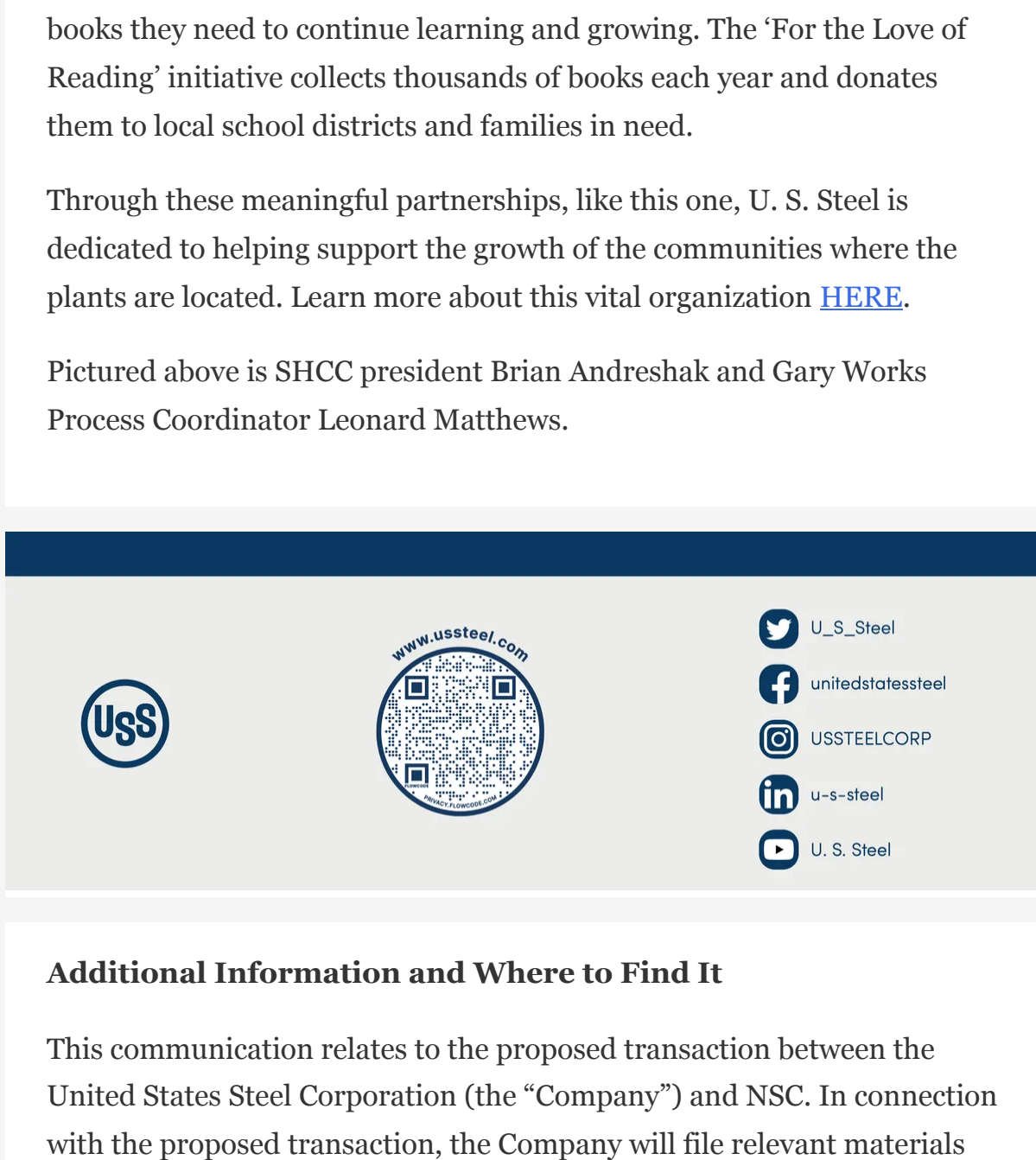
#USSteel is committed to maintaining strong relations with all stakeholders – communities, employees, customers, and suppliers. This includes a commitment to maintain our tradition of community involvement and charitable giving in the communities where we live and work.

Recently, Nippon Steel CEO and chairman, Eiji Hashimoto and Executive Vice President, Takahiro Mori wrote an op-ed detailing their exciting vision to continue the advancement of sustainable steelmaking in America.

U. S. Steel is building the future of steel right here in Indiana, together with Nippon Steel Corporation, as the 'Best Steelmaker with World-Leading Capabilities.'

READ THE FULL OP-ED HERE: [Our Plan to Grow U. S. Steel – We at Nippon Steel will strengthen the company and honor all union contracts.](#)

PROUD PARTNER



#USSteel has partnerships with different organizations across the country, including here in Indiana with the School House Children's Charity (SHCC) that help children in the area read and stay warm.

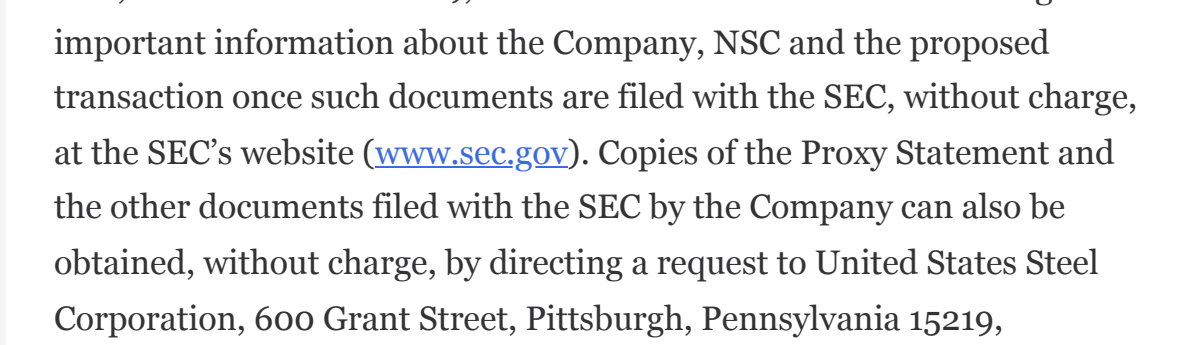
Last month, Gary Works Process Coordinator Leonard Matthews presented a check on behalf of U. S. Steel and Gary Works' LEAD ERG to SHCC to help fulfill their mission of supporting and supplementing the basic needs of children and young people in Northwest Indiana and the greater Chicago metropolitan area.

One initiative by SHCC, "Warm Coats Warm Hearts," attempts to help more children in the Midwest stay warm with winter clothing. U. S. Steel's recent donation supported this necessary initiative of collecting coats and delivering them to school districts where students need them most.

SHCC also connects students in kindergarten through 12th grade with the books they need to continue learning and growing. The 'For the Love of Reading' initiative collects thousands of books each year and donates them to local school districts and families in need.

Through these meaningful partnerships, like this one, U. S. Steel is dedicated to helping support the growth of the communities where the plants are located. Learn more about this vital organization [HERE](#).

Pictured above is SHCC president Brian Andreshak and Gary Works Process Coordinator Leonard Matthews.



Additional Information and Where to Find It

This communication relates to the proposed transaction between the United States Steel Corporation (the "Company") and NSC. In connection with the proposed transaction, the Company will file relevant materials with the United States Securities and Exchange Commission ("SEC"), including the Company's proxy statement on Schedule 14A (the "Proxy Statement"). The information in the preliminary Proxy Statement will not be complete and may be changed. The definitive Proxy Statement will be delivered to stockholders of the Company. The Company may also file other documents with the SEC regarding the proposed transaction. This communication is not a substitute for the Proxy Statement or for any other document that may be filed with the SEC in connection with the proposed transaction. The proposed transaction will be submitted to the Company's stockholders for their consideration. BEFORE MAKING ANY VOTING DECISION, THE COMPANY'S STOCKHOLDERS ARE URGED TO READ ALL RELEVANT DOCUMENTS FILED OR TO BE FILED WITH THE SEC, INCLUDING THE PROXY STATEMENT, AS WELL AS ANY AMENDMENTS OR SUPPLEMENTS TO THOSE DOCUMENTS, CAREFULLY AND IN THEIR ENTIRETY IF AND WHEN THEY BECOME AVAILABLE BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION ABOUT THE COMPANY, NSC AND THE PROPOSED TRANSACTION.

The Company's stockholders will be able to obtain free copies of the preliminary Proxy Statement and the definitive Proxy Statement (in each case, if and when available), as well as other documents containing important information about the Company, NSC and the proposed transaction once such documents are filed with the SEC, without charge, at the SEC's website (www.sec.gov). Copies of the Proxy Statement and the other documents filed with the SEC by the Company can also be obtained, without charge, by directing a request to United States Steel Corporation, 600 Grant Street, Pittsburgh, Pennsylvania 15219, Attention: Corporate Secretary; telephone 412-433-1121, from the Company's website www.ussteel.com.

Participants in the Solicitation

NSC, the Company and their directors, and certain of their executive officers and employees may be deemed to be participants in the solicitation of proxies from the Company's stockholders in respect of the proposed transaction. Information regarding the directors and executive officers of the Company who may, under the rules of the SEC, be deemed participants in the solicitation of the Company's stockholders in connection with the proposed transaction, including a description of their direct or indirect interests, by security holdings or otherwise, will be set forth in the Proxy Statement when it is filed with the SEC. Information about these persons is included in each company's annual proxy statement and in other documents subsequently filed with the SEC, and will be included in the Proxy Statement when filed. Free copies of the Proxy Statement and such other materials may be obtained as described in the preceding paragraph.

Forward-Looking Statements

This communication contains information regarding the Company and NSC that may constitute "forward-looking statements," as that term is defined under the Private Securities Litigation Reform Act of 1995 and other securities laws, that are subject to risks and uncertainties. We intend the forward-looking statements to be covered by the safe harbor provisions for forward-looking statements in those sections. Generally, we have identified such forward-looking statements by using the words "believe," "expect," "intend," "estimate," "anticipate," "project," "target," "forecast," "aim," "should," "plan," "goal," "future," "will," "may" and similar expressions or by using future dates in connection with any discussion of, among other things, financial results, operating or financial performance, trends, events or developments that we expect or anticipate will occur in the future, anticipated cost savings, potential capital and operational cash improvements and changes in the global economic environment, as well as statements regarding the proposed transaction, including the timing of the completion of the transaction. However, the absence of these words or similar expressions does not mean that a statement is not forward-looking. Forward-looking statements include all statements that are not historical facts, but instead represent only the Company's beliefs regarding future goals, plans and expectations about our prospects for the future and other events, many of which, by their nature, are inherently uncertain and outside of the Company's or NSC's control. It is possible that the Company's or NSC's actual results and financial condition may differ, possibly materially, from the anticipated results and financial condition indicated in these forward-looking statements. Management of the Company or NSC, as applicable, believes that these forward-looking statements are reasonable as of the time made. However, caution should be taken not to place undue reliance on any such forward-looking statements because such statements speak only as of the date when made. In addition, forward looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from the Company's or NSC's historical experience and our present expectations or projections. Risks and uncertainties include without limitation: the ability of the parties to consummate the proposed transaction on a timely basis or at all; the timing, receipt and terms and conditions of any required governmental and regulatory approvals of the proposed transaction that could cause the parties to terminate the definitive agreement and plan of merger relating to the proposed transaction (the "Merger Agreement"); the occurrence of any event, change or other circumstances that could give rise to the termination of the Merger Agreement; the possibility that the Company's stockholders may not approve the proposed transaction; the risks and uncertainties related to securing the necessary stockholder approval; the risk that the parties to the Merger Agreement may not be able to satisfy the conditions to the proposed transaction in a timely manner or at all; risks related to disruption of management time from ongoing business operations due to the proposed transaction; certain restrictions during the pendency of the proposed transaction that may impact the Company's ability to pursue certain business opportunities or strategic transactions; the risk that any announcements relating to the proposed transaction could have adverse effects on the market price of the Company's common stock or NSC's common stock or American Depositary Receipts; the risk of any unexpected costs or expenses resulting from the proposed transaction; the risk of any litigation relating to the proposed transaction; and the risk that the proposed transaction and its announcement could have an adverse effect on the ability of the Company or NSC to retain customers and retain and hire key personnel and maintain relationships with customers, suppliers, employees, stockholders and other business relationships and on its operating results and business generally; and the risk the pending proposed transaction could distract management of the Company. The Company directs readers to its Form 10-K for the year ended December 31, 2022 and Quarterly Report on Form 10-Q for the quarter ended September 30, 2023, and the other documents it files with the SEC for other risks associated with the Company's future performance. These documents contain and identify important factors that could cause actual results to differ materially from those contained in the forward-looking statements. Risks related to NSC's forward-looking statements include, but are not limited to, changes in regional and global macroeconomic conditions, particularly in Japan, China and the United States; excess capacity and oversupply in the steel industry; unfair trade and pricing practices in NSC's regional markets; the possibility of low steel prices or excess iron ore supply; the possibility of significant increases in market prices of essential raw materials; the possibility of depreciation of the value of the Japanese yen against the U.S. dollar and other major foreign currencies; the loss of market share to substitute materials; NSC's ability to reduce costs and improve operating efficiency; the possibility of not completing alliances, acquisitions or investments, or such alliances, acquisitions or investments not having the anticipated results; natural disasters and accidents or unpredictable events which may disrupt NSC's supply chain as well as other events that may negatively impact NSC's business activities; risks relating to CO2 emissions and NSC's challenge for carbon neutrality; the economic, political, social and legal uncertainty of doing business in emerging economies; the possibility of incurring expenses resulting from any defects in our products or incurring additional costs and reputational harm due to product defects of other steel manufacturers; the possibility that we may be unable to protect our intellectual property rights or face intellectual property infringement claims by third parties; changes in laws and regulations of countries where we operate, including trade laws and tariffs, as well as a tax, environmental, health and safety laws; and the possibility of damage to our reputation and business due to data breaches and data theft. All information in this communication is as of the date above. Neither the Company nor NSC undertakes any duty to update any forward-looking statement to conform the statement to actual results or changes in the Company's or NSC's expectations whether as a result of new information, future events or otherwise, except as required by law.

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