



Director Since: 2007

Age: 74

Board Committees

- Corporate Governance & Sustainability
- Audit

Other Public Directorships (past five years)

- None

Education

- B.A. in Mathematics, College of New Rochelle
- M.S. in Operations Research and Systems Analysis, Naval Postgraduate School

Patricia A. Tracey

Independent Director

Qualifications for Board Service

Patricia Tracey is a seasoned senior executive leader with decades of experience in national security, strategy planning, and infrastructure support to operations, providing deep insights to the Board on geopolitical and cybersecurity risks and public affairs. With a distinguished background in national defense and corporate leadership, Vice Admiral Tracey plays an invaluable role in guiding the Company through complex challenges and shaping its strategic decisions. Throughout her Board tenure, she has overseen a period of significant growth for U. S. Steel, contributing deep institutional expertise to the Board's discussions.

Key Director Skills

- | | |
|--|------------------------------------|
| - Top Level Enterprise/Corporate Leadership | - Technology Transformation |
| - Human Capital Talent Development and Labor | - Environmental and Sustainability |
| - Customer-Centricity and Innovation | - Risk Management |
- Vice Admiral Tracey brings deep government affairs experience, which extends to planning and executing large-scale organizational and workforce transformation strategies, ensuring occupational safety, environmental compliance, high levels of operational readiness and reliability, and robust governance practices.
 - Gained from her hands-on experience overseeing implementation of advanced solutions for Department of Defense and Homeland Security agencies, Vice Admiral Tracey offers valuable insights on information technology and cybersecurity.
 - Her extensive knowledge of global affairs supports the Board oversight of the geopolitical and macroeconomic risks and regular evaluation of how external factors may impact the Company's strategic decisions and long-term growth.

Career Highlights

HP Enterprise Services (NYSE: HPE) – a multinational IT company

- VP, Homeland Security and Defense Services (2006-2016)

U.S. Department of Defense

- Consultant on governance processes and executive education (2004-2006)

U.S. Navy

- Director, Navy Headquarters Staff (2001-2004)
- Deputy Assistant Secretary of Defense (Military Personnel Policy) (1998-2001)
- Chief of Naval Education and Training (1996-1998)