

Third Quarter 2021

Earnings Presentation

October 28, 2021

www.ussteel.com



Forward-looking statements



These slides are being provided to assist readers in understanding the results of operations, financial condition and cash flows of United States Steel Corporation as of and for the third quarter of 2021. They should be read in conjunction with the consolidated financial statements and Notes to the Consolidated Financial Statements contained in our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q filed with the Securities and Exchange Commission.

This release contains information that may constitute "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. 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," "will," "may" and similar expressions or by using future dates in connection with any discussion of, among other things, financial performance, the construction or operation of new or existing facilities, operating performance, trends, events or developments that we expect or anticipate will occur in the future, statements relating to volume changes, share of sales and earnings per share changes, anticipated cost savings, potential capital and operational cash improvements, changes in global supply and demand conditions and prices for our products, international trade duties and other aspects of international trade policy, the integration of Big River Steel in our existing business, business strategies related to the combined business and statements expressing general views about future operating results. However, the absence of these words or similar expressions does not mean that a statement is not forward-looking. Forward-looking statements are not historical facts, but instead represent only the Company's beliefs regarding future events, many of which, by their nature, are inherently uncertain and outside of the Company's control. It is possible that the Company's actual results and financial condition may differ, possibly materially, from the anticipated results and financial condition indicated in these forward-looking statements. Management 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. Our Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law. In addition, forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from our Company's historical experience and our present expectations or projections. These risks and uncertainties include, but are not limited to, the risks and uncertainties described in this report and in "Item 1A. Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2020 and those described from time to time in our future reports filed with the Securities and Exchange Commission.

References to "we," "us," "our," the "Company," and "U. S. Steel," refer to United States Steel Corporation and its consolidated subsidiaries, references to "Big River Steel" refer to Big River Steel Holdings LLC and its direct and indirect subsidiaries unless otherwise indicated by the context, and "Transtar" refers to Transtar LLC and its direct and indirect subsidiaries unless otherwise indicated by the context.



Explanation of use of non-GAAP measures



We present adjusted net earnings (loss), adjusted net earnings (loss) per diluted share, earnings (loss) before interest, income taxes, depreciation and amortization (EBITDA) and adjusted EBITDA, which are non-GAAP measures, as additional measurements to enhance the understanding of our operating performance.

We believe that EBITDA, considered along with net earnings (loss), is a relevant indicator of trends relating to our operating performance and provides management and investors with additional information for comparison of our operating results to the operating results of other companies.

Adjusted net earnings (loss) and adjusted net earnings (loss) per diluted share are non-GAAP measures that exclude the effects of items that include: debt extinguishment, asset impairment, Big River Steel - inventory step-up amortization, Big River Steel - unrealized losses, Big River Steel - acquisition costs, restructuring and other charges, loss on USSE assets held for sale, gain on sale of Transtar, gain on previously held investment in Big River Steel, property sale, reversal of tax valuation allowance, Tubular inventory impairment, uncertain tax positions, gain on previously held investment in UPI, Big River Steel options and forward adjustments and December 24, 2018 Clairton coke making facility fire (Adjustment Items). Adjusted EBITDA is also a non-GAAP measure that excludes the effects of certain Adjustment Items. We present adjusted net earnings (loss), adjusted net earnings (loss) per diluted share and adjusted EBITDA to enhance the understanding of our ongoing operating performance and established trends affecting our core operations by excluding the effects of events that can obscure underlying trends. U. S. Steel's management considers adjusted net earnings (loss), adjusted net earnings (loss) per diluted share and adjusted EBITDA as alternative measures of operating performance and not alternative measures of the Company's liquidity. U. S. Steel's management considers adjusted net earnings (loss), adjusted net earnings (loss) per diluted share and adjusted EBITDA useful to investors by facilitating a comparison of our operating performance to the operating performance of our competitors. Additionally, the presentation of adjusted net earnings (loss), adjusted net earnings (loss) per diluted share and adjusted EBITDA provides insight into management's view and assessment of the Company's ongoing operating performance because management does not consider the adjusting items when evaluating the Company's financial performance. Adjusted net earnings (loss), adjusted net earnings (loss) per diluted share and adjusted EBITDA should not be considered a substitute for net earnings (loss), earnings (loss) per diluted share or other financial measures as computed in accordance with U.S. GAAP and is not necessarily comparable to similarly titled measures used by other companies. A condensed consolidated statement of operations (unaudited), condensed consolidated cash flow statement (unaudited), condensed consolidated balance sheet (unaudited) and preliminary supplemental statistics (unaudited) for U. S. Steel are attached.



Continued progress towards Best for AllSM











CURRENT LANDSCAPE

CHALLENGES
WE FACE

SOLUTION

PATH FORWARD

Continuing record performance in 2021 and bullish for 2022

Transitioning to less capital and carbon intensive business model while becoming the best steel competitor

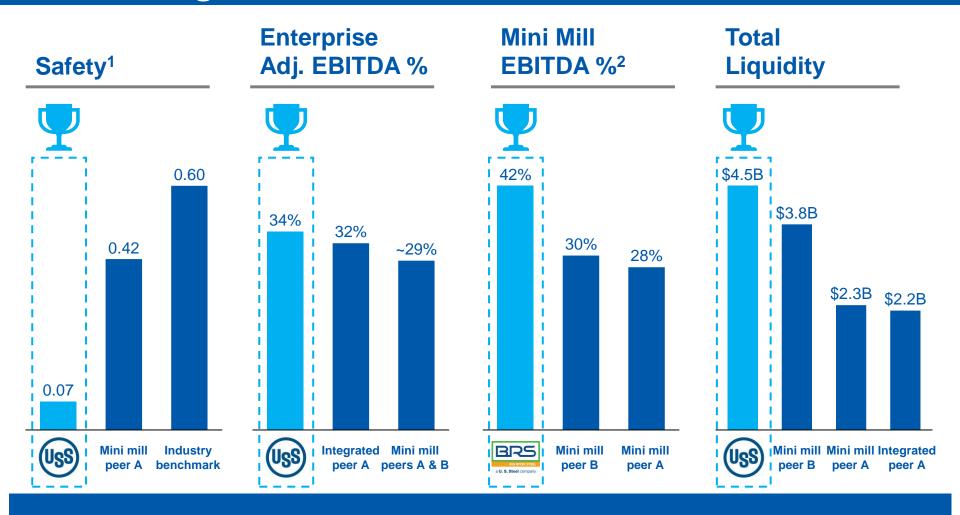
- ✓ More balanced capital allocation strategy
- ✓ Mini mill #2
- ✓ NGO electrical steel line at Big River Steel
- ✓ Coating line at Big River Steel

Delivering on Best for All



Third quarter 2021 highlights Delivering on Best for All





When we say "Best" ... we mean it

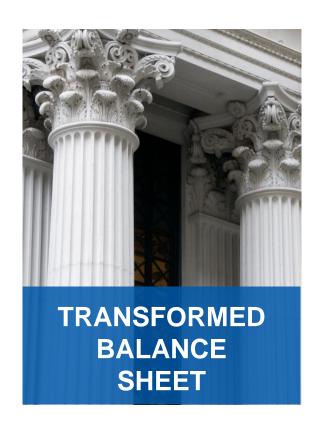


United States Steel Corporation



Transitioning to a Best for All future Capital allocation delivering stockholder value









Transitioning to a Best for All future Capital allocation delivering stockholder value





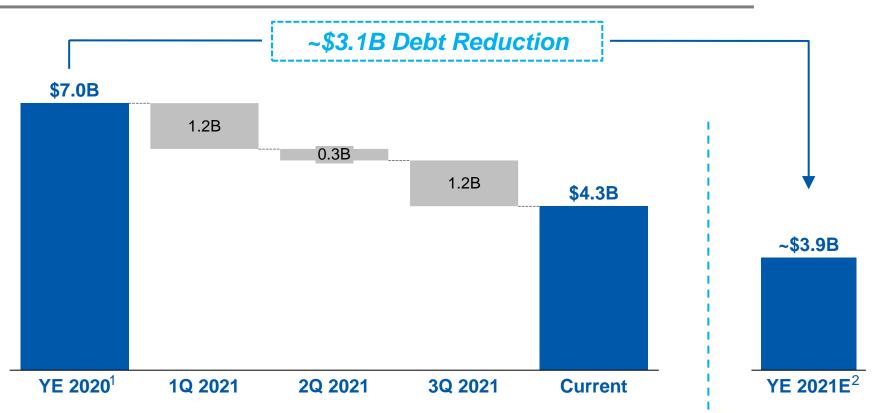




Transitioning to a Best for All future Transformed balance sheet



Total Debt, in billions



Positioning the balance sheet at a sustainable range of debt



United States Steel Corporation

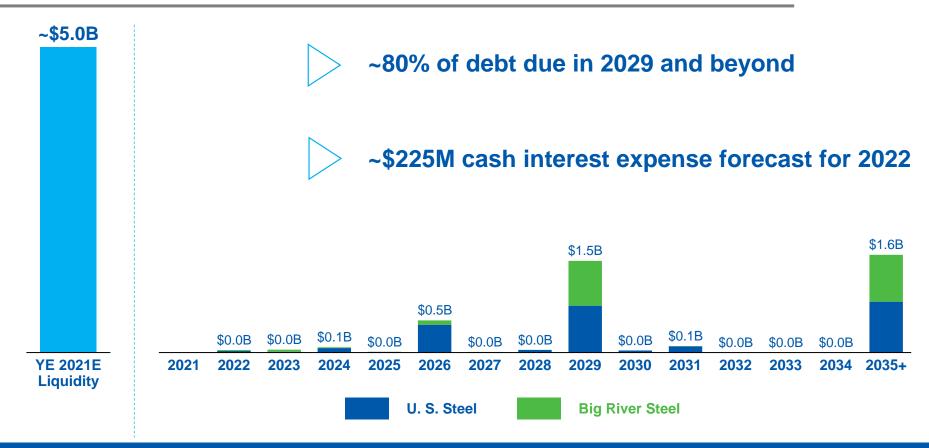
² Includes expected 4Q 2021 deleveraging.

¹ Pro forma including Big River Steel debt. Excludes the impact of unamortized issuance costs and discounts.

Transitioning to a Best for All future Transformed balance sheet



Liquidity and debt maturity profile, YE 2021E, pro forma for 2021 expected deleveraging

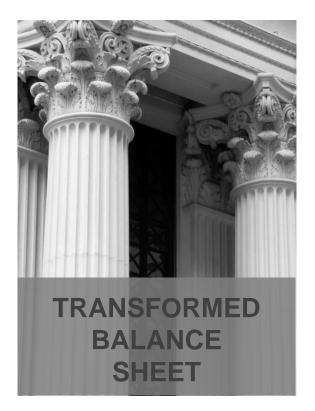


Strong liquidity and clear runway to complete announced strategic projects with confidence



Transitioning to a Best for All future Capital allocation delivering stockholder value









Transitioning to a Best for All future Growing competitive advantages



Competitive advantages built on a strong foundation:



LOW-COST IRON ORE



MINI MILL STEEL -MAKING



BEST-IN-CLASS FINISHING CAPABILITIES

Research & innovation

Deep customer relationships



Transitioning to a Best for All future Investing in competitive advantages



~\$3B

Capital **Spending** ~\$280M

Capital Spending

~3M_{tons}

Raw Steel Capability

~325 Ktons Finishing Capability



Sustainable Steels



Galvalume / Galvanized Steels







MINI MILL STEELMAKING

Transitioning to a Best for All future Investing in competitive advantages



Strategic investment timeline:

2021

2022

2023

2024

2025+



Mini mill steelmaking

Mini mill #2 (1H '22 - '24)



BRS NGO line (3Q '21 – 3Q '23)

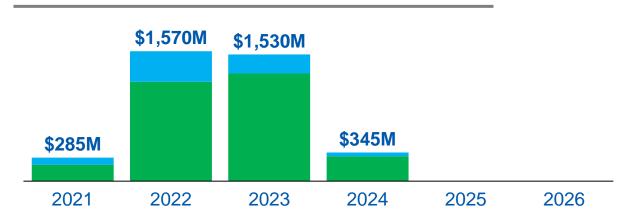
BRS coating line (4Q '21 – 2Q '24)



Transitioning to a Best for All future Investing in competitive advantages

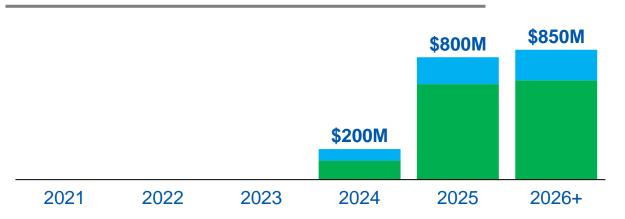


Expected strategic CAPEX:





Expected EBITDA contribution:



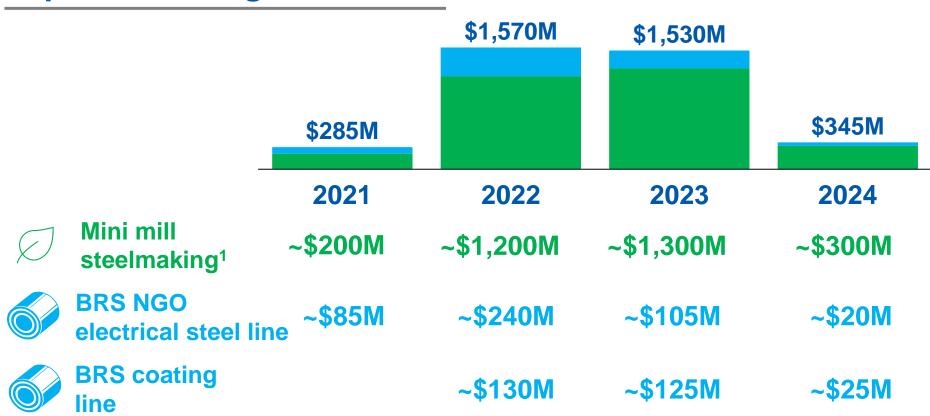




Transitioning to a Best for All future Investing in competitive advantages



Expected strategic CAPEX:

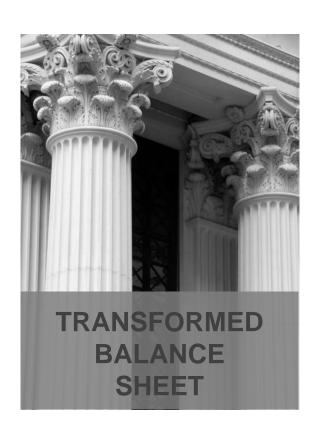


2022 total capex is currently expected to be ~\$2.3 billion



Transitioning to a Best for All future Capital allocation delivering stockholder value









Transitioning to a Best for All future Returning capital to stockholders



Direct returns to stockholders:



Reinstating \$0.05/share quarterly dividend



Authorizing \$300 million stock repurchase program





Continued strong free cash flow generation



Potential non-core asset sales, including real estate



Potential exercise of Stelco's \$500 million iron ore JV option; window open through January 2027



United States Steel Corporation

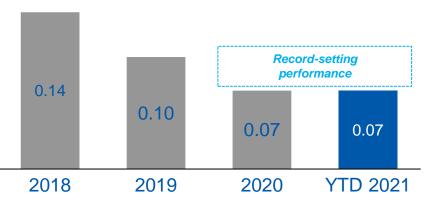


Third quarter 2021 update Safety performance



Safety first:





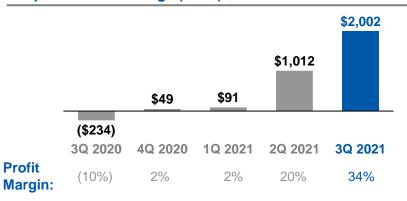
OSHA Days Away from Work²



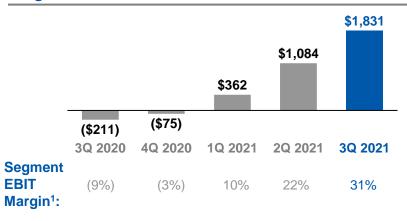
Third quarter 2021 update Financial updates



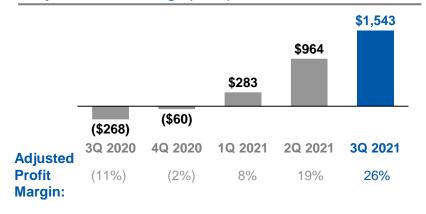
Reported Net Earnings (Loss) \$ Millions



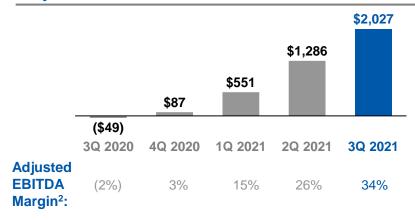
Segment EBIT¹ \$ Millions



Adjusted Net Earnings (Loss) \$ Millions



Adjusted EBITDA² \$ Millions





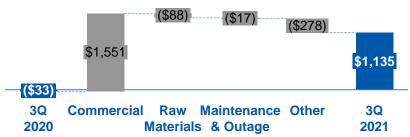
Flat-rolled segment Key statistics



Operating Statistics

	3Q 2020	4Q 2020	1Q 2021	<u>2Q</u> 2021	3Q 2021
Shipments: in 000s, net tons	2,155	2,257	2,332	2,326	2,328
Production: in 000s, net tons	2,207	2,490	2,581	2,485	2,634
Average Selling Price \$ / net ton	\$712	\$731	\$888	\$1,078	\$1,325

EBITDA Bridge \$ Millions, 3Q 2020 vs. 3Q 2021



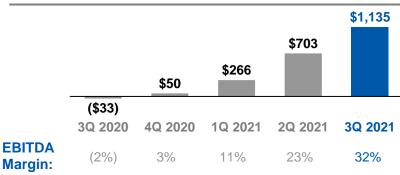
Commercial: The favorable impact is primarily the result of higher average realized prices, increased shipments, and increased mining and coke sales.

Raw Materials: The unfavorable impact is primarily the result of higher purchased scrap costs partially offset by lower costs for coking coal.

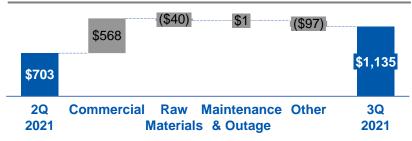
Maintenance & Outage: The unfavorable impact is primarily the result of increased costs for purchased products and services.

Other: The unfavorable impact is primarily the result of increased variable compensation and energy costs.

Segment EBITDA \$ Millions



EBITDA Bridge \$ Millions, 2Q 2021 vs. 3Q 2021



Commercial: The favorable impact is primarily the result of higher average realized prices.

Raw Materials: The unfavorable impact is primarily the result of higher purchased scrap costs.

Maintenance & Outage: The change is not material.

Other: The unfavorable impact is primarily the result of increased variable compensation.



Mini Mill segment¹ *Key statistics*



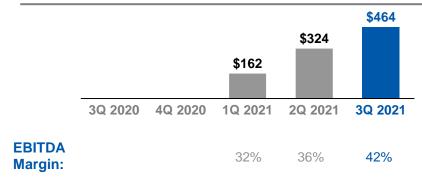
Operating Statistics

	3Q 2020	<u>4Q</u> 2020	1Q 2021	<u>2Q</u> 2021	3Q 2021
Shipments: in 000s, net tons	-	-	447	616	608
Production: in 000s, net tons	-	-	510	747	750
Average Selling Price \$ / net ton	-	-	\$967	\$1,207	\$1,517

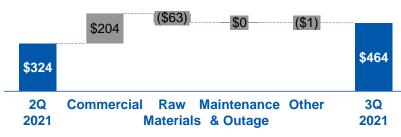
EBITDA Bridge \$ Millions, 3Q 2020 vs. 3Q 2021

EBITDA bridge not applicable for Mini Mill segment

Segment EBITDA \$ Millions



EBITDA Bridge \$ Millions, 2Q 2021 vs. 3Q 2021



Commercial: The favorable impact is primarily the result of higher average realized prices.

Raw Materials: The unfavorable impact is primarily the result of higher metallics costs.

Maintenance & Outage: No change.

Other: The change is not material.





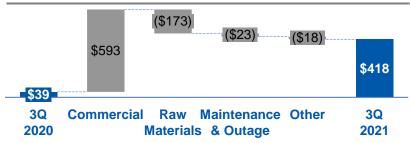
U. S. Steel Europe segment Key statistics



Operating Statistics

	3Q 2020	4Q 2020	1Q 2021	<u>2Q</u> 2021	3Q 2021
Shipments: in 000s, net tons	790	840	1,043	1,167	1,064
Production: in 000s, net tons	873	966	1,197	1,279	1,274
Average Selling Price \$ / net ton	\$608	\$652	\$748	\$905	\$1,143

EBITDA Bridge \$ Millions, 3Q 2020 vs. 3Q 2021



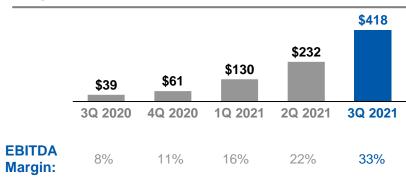
Commercial: The favorable impact is primarily the result of higher average realized prices and increased shipments.

Raw Materials: The unfavorable impact is primarily the result of higher costs for iron ore.

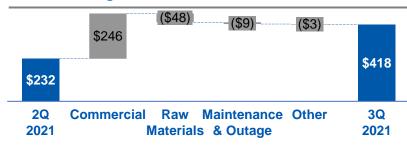
Maintenance & Outage: The unfavorable impact is primarily the result of increased costs for purchased products and services.

Other: The unfavorable impact is primarily the result of increased energy costs and increased variable compensation, partially offset by the strengthening of the Euro versus the U.S. dollar.

Segment EBITDA \$ Millions



EBITDA Bridge \$ Millions, 2Q 2021 vs. 3Q 2021



Commercial: The favorable impact is primarily the result of higher average realized prices.

Raw Materials: The unfavorable impact is primarily the result of higher costs for iron ore and purchased scrap.

Maintenance & Outage: The unfavorable impact is primarily the result of increased costs for purchased products and services.

Other: The change is not material.



Tubular segment Key statistics



Operating Statistics

	<u>3Q</u> 2020	4Q 2020	<u>1Q</u> 2021	<u>2Q</u> 2021	3Q 2021
Shipments: in 000s, net tons	71	74	89	105	123
Production: in 000s, net tons	-	16	93	114	117
Average Selling Price \$ / net ton	9 \$1,230	\$1,267	\$1,372	\$1,633	\$1,702

EBITDA Bridge \$ Millions, 3Q 2020 vs. 3Q 2021



Commercial: The favorable impact is primarily the result of higher average realized prices and increased volumes.

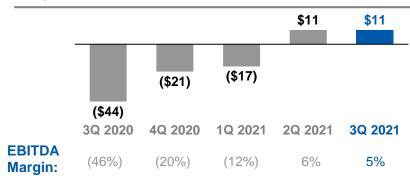
Raw Materials: No change.

Maintenance & Outage: The unfavorable impact is primarily the result of increased costs for purchased products and services.

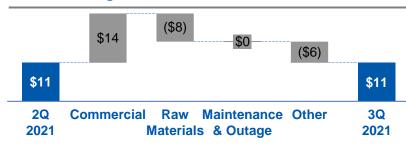
Other: The unfavorable impact is primarily the result of increased energy costs and continued high levels of imports, partially offset by the reduced idled plant carrying costs.

USS United States Steel Corporation Note: For reconciliation of non-GAAP amounts see Appendix.

Segment EBITDA \$ Millions



EBITDA Bridge \$ Millions, 2Q 2021 vs. 3Q 2021



Commercial: The favorable impact is primarily the result of higher average realized prices and increased volumes.

Raw Materials: The unfavorable impact is primarily the result of higher scrap costs.

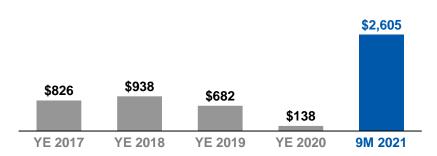
Maintenance & Outage: No change.

Other: The unfavorable impact is primarily the result of increased energy costs and continued high levels of imports.

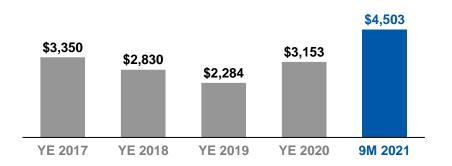
Cash and liquidity



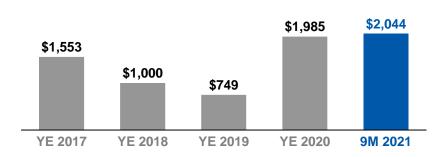
Cash from Operations \$ Millions



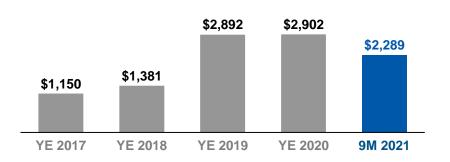
Total Estimated Liquidity \$ Millions



Cash and Cash Equivalents \$ Millions



Net Debt \$ Millions

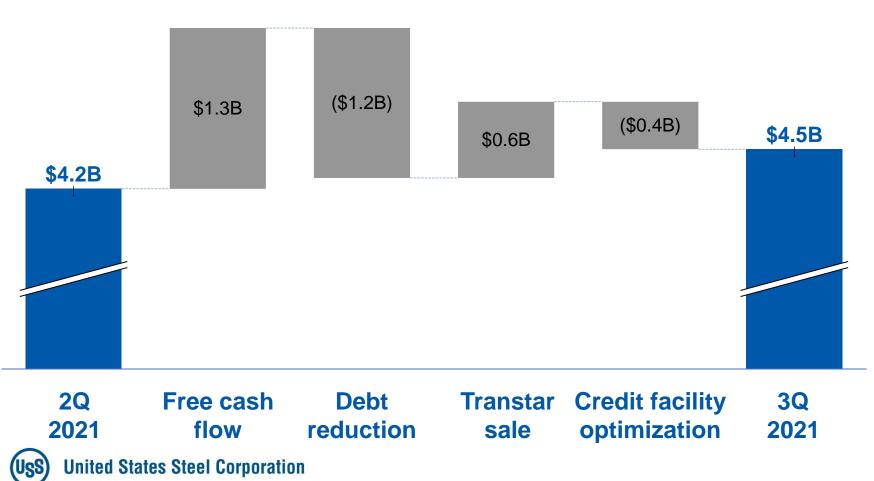




Liquidity bridge



Total Liquidity 2Q 2021 vs. 3Q 2021





APPENDIX



Additional Big River Steel summary data



\$ millions		3Q 2021
Income Statement	Customer Sales Intersegment Sales Net Sales EBIT ¹	\$949M <u>\$156M</u> \$1,105M \$424M
Balance Sheet	Cash and cash equivalents Total Assets 2029 senior secured notes Notes payable ² Environmental revenue bonds Financial leases and all other obligations Fair value step up ³ Total Debt	\$323M \$4,314M \$720M \$106M \$752M \$153M \$130M \$1,861M
Cash Flow	Depreciation and Amortization Capital Expenditures	\$40M \$46M



Reconciliation of segment EBITDA



Flat-rolled (\$ millions)	3Q 2020	4Q 2020	1Q 2021	2Q 2021	3Q 2021
Segment (loss) earnings before interest and income taxes	(\$159)	(\$73)	\$146	\$579	\$1,015
Depreciation	126	123	120	124	120
Flat-rolled Segment EBITDA	(\$33)	\$50	\$266	\$703	\$1,135
Mini Mill (\$ millions)	3Q 2020	4Q 2020	1Q 2021	2Q 2021	3Q 2021
Segment (loss) earnings before interest and income taxes	-	-	\$132	\$284	\$424
Depreciation	-	-	30	40	40
Mini Mill Segment EBITDA	-	-	\$162	\$324	\$464
U. S. Steel Europe (\$ millions)	3Q 2020	4Q 2020	1Q 2021	2Q 2021	3Q 2021
Segment (loss) earnings before interest and income taxes	\$13	\$36	\$105	\$207	\$394
Depreciation	26	25	25	25	24
U. S. Steel Europe Segment EBITDA	\$39	\$61	\$130	\$232	\$418
Tubular (\$ millions)	3Q 2020	4Q 2020	1Q 2021	2Q 2021	3Q 2021
Segment (loss) earnings before interest and income taxes	(\$52)	(\$32)	(\$29)	\$0	\$0
Depreciation	8	11	12	11	11
Tubular Segment EBITDA	(\$44)	(\$21)	(\$17)	\$11	\$11
Other (\$ millions)	3Q 2020	4Q 2020	1Q 2021	2Q 2021	3Q 2021
Segment (loss) earnings before interest and income taxes	(\$13)	(\$6)	\$8	\$14	(\$2)
Depreciation	2	3	2	2	1
Other Segment EBITDA	(\$11)	(\$3)	\$10	\$16	(\$1)



Reconciliation of net debt



Net Debt (\$ millions)	YE 2017	YE 2018	YE 2019	YE 2020	<u>9M 2021</u>
Short-term debt and current maturities of long-term debt	\$3	\$65	\$14	\$192	\$61
Long-term debt, less unamortized discount and debt issuance costs	2,700	2,316	3,627	4,695	4,272
Total Debt	\$2,703	\$2,381	\$3,641	\$4,887	\$4,333
Less: Cash and cash equivalents	1,553	1,000	749	1,985	2,044
Net Debt	\$1,150	\$1,381	\$2,892	\$2,902	\$2,289



Reconciliation of reported and adjusted net earnings



(\$ millions)	3Q 2020	4Q 2020	1Q 2021	2Q 2021	3Q 2021
Reported net (loss) earnings attributable to U. S. Steel	(\$234)	\$49	\$91	\$1,012	\$2,002
Debt extinguishment	_	_	255	_	23
Asset impairment	_	_	_	26	_
Restructuring and other charges	_	8	6	30	_
Gain on sale of Transtar	_	_	_	_	(453)
Gain on previously held investment in Big River Steel	_	_	(111)	_	_
Loss on USSE assets held for sale	_	_	_	_	7
Big River Steel inventory step-up amortization	_	_	24	_	_
Big River Steel unrealized (gains) losses	_	_	9	5	(11)
Big River Steel acquisitions costs	_	3	9	_	_
Big River Steel debt extinguishment charges	_	18	_	_	_
Big River Steel financing costs	_	8	_	_	_
Property sale	_	(145)	_	(14)	_
Reversal of tax valuation allowance ¹	_	_	_	(95)	(25)
December 24, 2018 Clairton coke making facility fire	_	(2)	_	_	_
Big River Steel options and forward adjustments	(34)	1	_	_	_
Adjusted net (loss) earnings attributable to U. S. Steel	(\$268)	(\$60)	\$283	\$964	\$1,543

¹The \$25 million and \$95 million adjustments recorded in the three months ended September 30, 2021 and June 30, 2021, respectively, were related to partial reversals of the tax valuation allowance recorded against the Company's net domestic deferred tax asset as a result of the Company's three-year cumulative income position and a change in the projections of income in future years. There was an additional net benefit of \$227 million and \$394 million for the three months ended September 30, 2021 and June 30, 2021, respectively, included in earnings related to the reversals of the valuation allowance due to a change in estimated current year earnings



Reconciliation of adjusted EBITDA



(\$ millions)	3Q 2020	4Q 2020	1Q 2021	2Q 2021	3Q 2021
Reported net (loss) earnings attributable to U. S. Steel	(\$234)	\$49	\$91	\$1,012	\$2,002
Income tax provision (benefit)	(24)	(94)	1	(37)	260
Net interest and other financial costs	47	88	333	59	80
Reported (loss) earnings before interest and income taxes	(\$211)	\$43	\$425	\$1,034	\$2,342
Depreciation, depletion and amortization expense	162	162	189	202	196
EBITDA	(\$49)	\$205	\$614	\$1,236	\$2,538
Asset impairment charges	_	_	_	28	_
Restructuring and other charges	_	8	6	31	_
Big River Steel inventory step-up amortization	_	_	24	_	_
Big River Steel unrealized losses	_	_	9	6	(12)
Big River Steel acquisitions costs	_	3	9	_	_
Big River Steel debt extinguishment charges	_	18	_	_	_
Property sale	_	(145)	_	(15)	_
Loss on USSE assets held for sale	_	_	_	_	7
Gain on sale of Transtar	_	_	_	_	(506)
Gain on previously held investment in Big River Steel	_	_	(111)	_	_
December 24, 2018 Clairton coke making facility fire	_	(2)	_	_	_
Adjusted EBITDA	(\$49)	\$87	\$551	\$1,286	\$2,027







INVESTOR RELATIONS

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Eric Linn Director





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