

Second Quarter 2021

Earnings Presentation

July 29, 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 second 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 presentation 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, 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 (i) "U. S. Steel," "the Company," "we," "us," and "our" refer to United States Steel Corporation and its consolidated subsidiaries unless otherwise indicated by the context, (ii) "Big River Steel" and "BRS" refer to Big River Steel Holdings LLC and its direct and indirect subsidiaries unless otherwise indicated by the context, and (iii) "Transtar" refer 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, Big River Steel - inventory step-up amortization, Big River Steel - unrealized losses, Big River Steel acquisition costs, restructuring and other charges, gain on previously held investment in Big River Steel, asset impairment charge, asset impairment, property sale, 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.





Transitioning to a Best for All future Best of BothSM delivering Best for All





Providing customers with profitable steel solutions for people and planet

Creating a more sustainable future for all our stakeholders



Transitioning to a Best for All future Enhancing disclosures on our progress





2020 Sustainability Report



Sustainability Investor Presentation





CREATING A MORE SUSTAINABLE FUTURE

Expanding our reporting framework for investors



Transitioning to a Best for All future Sustainability-linked financing



Changes to our credit facilities:



Reduced from \$2.0B to optimize global liquidity position



\$1.75B

U. S. Steel ABL1



Extended by five years to 2026

a U. S. Steel company



\$350M

BRS ABL

Added sustainability-linked financing goals:



Lower GHG emissions



Strong safety performance



ResponsibleSteel² site certification

Reinforcing our commitment to sustainability



United States Steel Corporation

1 Asset-based loan (ABL)

² ResponsibleSteel is the industry's first global multi-stakeholder standard and certification initiative.



Continued progress towards Best for All





Operating the industry's leading mini mill

Mini Mill segment generated 2Q EBITDA of \$324M and 36% margin



Becoming the leader in non-grain oriented (NGO) electrical steel

Investing in unmatched capabilities at Big River Steel



Closed on sale of Transtar on July 28

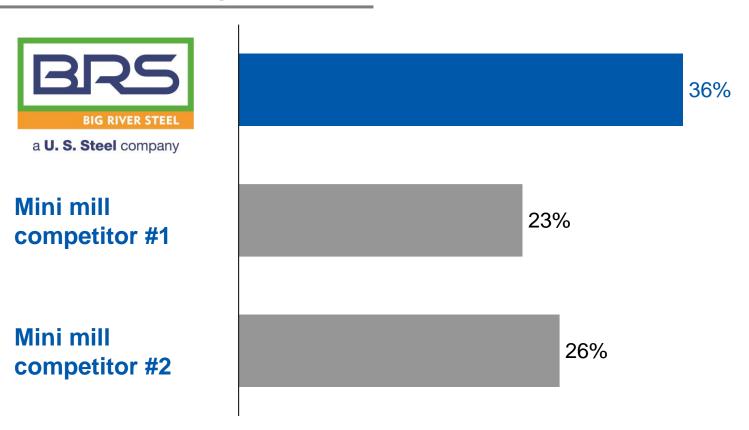
Delivering immediate incremental value for stockholders



Continued progress towards Best for All BRS is outperforming the competition



2Q 2021 EBITDA margin %



Well-timed acquisition of Big River Steel



Continued progress towards Best for All Becoming the leader in NGO electrical steel



Investment highlights:



Electrical steel line at Big River Steel 200,000 tons

Expected annual production capability

3Q 2023

First coil expected in September 2023

Funded from cash generated at Big River Steel



Continued progress towards Best for All Becoming the leader in NGO electrical steel



Unmatched capabilities to serve tomorrow's NGO needs:



By 2027, over 90% of NGO consumption is expected to be 0.25 – 0.50mm product¹



Pursuing LEED
certification for new
NGO line and expanding
our sustainable
verdeXTM steel brand

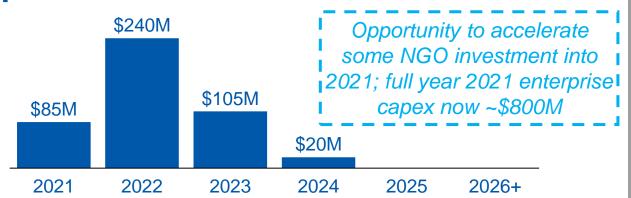


Opportunities to partner on broader decarbonization goals

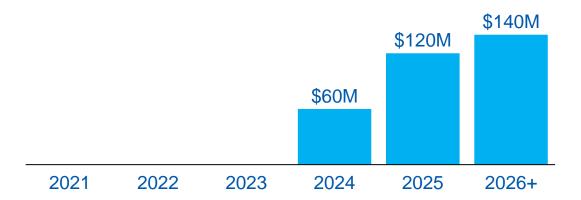
Continued progress towards Best for All Becoming the leader in NGO electrical steel



Expected CAPEX: ~\$450 million



Expected EBITDA: ~\$140 million per year







Strong return profile / low capital intensity

400bp

EBITDA margin expansion¹



Permitting already in place

Continued progress towards Best for All Closed on sale of Transtar on July 28



~\$640M

cash purchase price of Transtar

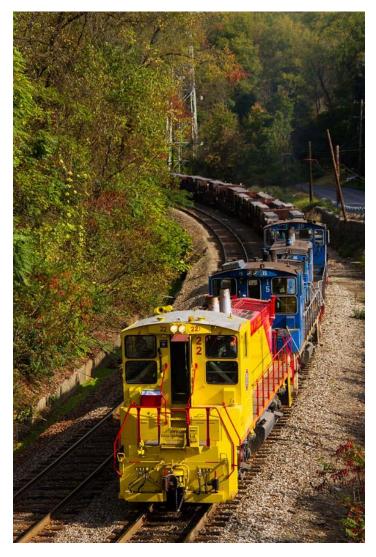
Premium valuation to historical U. S. Steel multiple¹



Divestiture structure provides for same high-quality service to continue with no impact to operations or customers



Monetizing non-core assets to support transition to Best for All strategy





Balance sheet actions Capital allocation priorities





Deleveraging further

Total ~\$3.2B of deleveraging completed or announced in 2021¹

TODAY'S ANNOUNCEMENT:

Including up to \$1B of additional deleveraging over the next 12 months²



Organic growth

Investing in existing competitive advantages with strong strategic fit





Non-grain oriented electrical steel line



Investing in Best for All

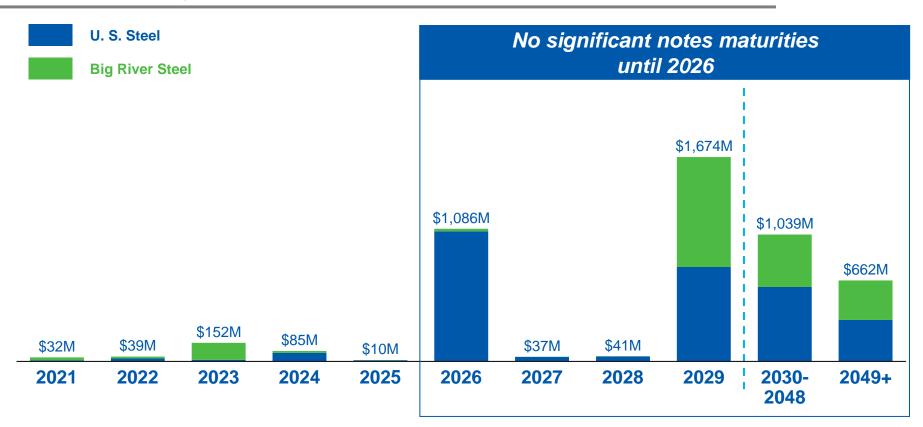
Identifying investments that drive lower capital and carbon intensity

16

Balance sheet actions Manageable combined maturity profile



Current maturity profile as of June 30, 2021 and pro forma for redemption of the Sr. Notes due 20251



Call provisions increase flexibility to proactively manage our debt maturity profile





2021 outlook

Stronger for longer steel market environment





Continued strong customer demand

Sustained consumeroriented demand keeping mill lead times longer than average



Planned industry outages in 2H '21

Several planned industry outages in the back half of the year keep market conditions balanced



Low steel industry inventories

Several industries require significant inventory restocking, supporting future steel consumption



2021 outlook Stronger for longer steel market environment



U.S. flat-rolled market

Automotive



June auto sales at 15.4 million SAAR were impacted by the low vehicle inventories stemming from the semi-conductor shortage. Automakers expected to accelerate their 2H 2021 / 2022 build schedules so they can more than double the 27 days of vehicle inventory.

custome

custome

Construction



June's put-in-place square footage was 14% higher than the strong March – May average and 37% higher than June 2019 (per-COVID 19 comparison). New and existing home inventories are low, likely keeping the construction market well positioned for several quarters.

20 AHAM6 units shipped the highest 20 ever at 13.9 million units

Appliance



2Q AHAM6 units shipped the highest 2Q ever at 13.9 million units and 3% higher than the very strong 1Q, supporting strong utilization rates at our Mon Valley operations.

Europe flat-rolled market

Automotive



European car production slowed in 2Q due to semi-conductor shortages. The European Automobile Manufacturers Association expects production to recover in 2H 2021.

Construction



The latest construction forecast expects a 3.8% increase in 2021 output, aided by civil engineering projects and residential construction.

Appliance



The growing residential construction market is supporting European appliance demand. 2021 appliance demand is expected to increase by 6.4%.

Fubular market

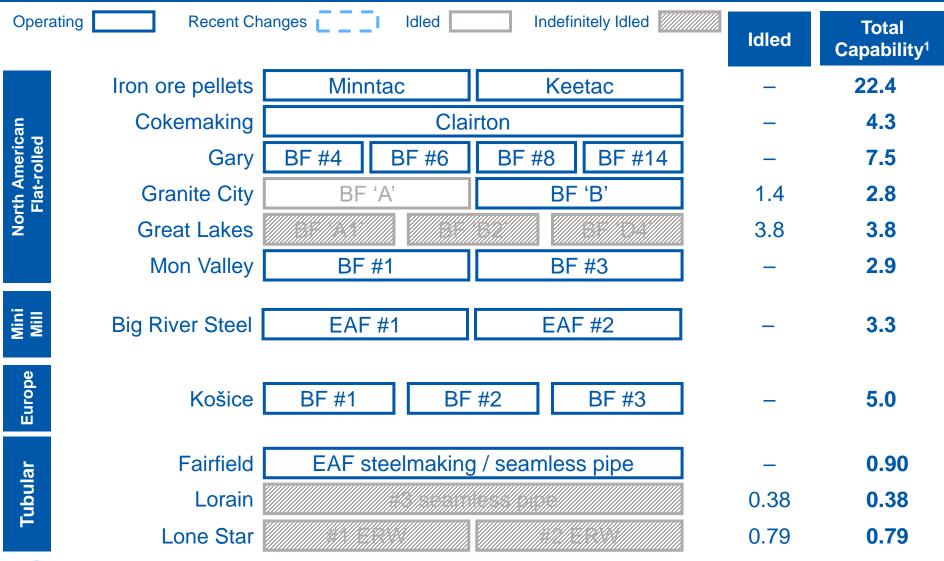
Oil & gas



The U.S. rig count is up nearly 40% year-to-date as oil prices, consistently above \$60/barrel, are encouraging additional rigs to come back on-line. More drilling activity has helped to reduce pipe inventory backlog and increase customer activity.



Global operating footprint Current footprint supporting customer demand



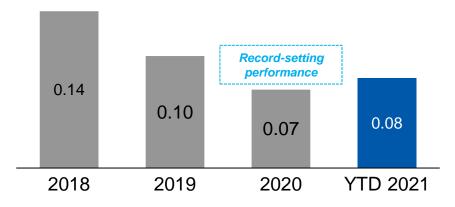


Second quarter 2021 update Safety performance



Safety First

Benchmark¹: BLS - Iron & Steel: 0.60



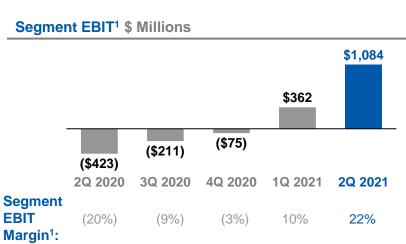
OSHA Days Away from Work²



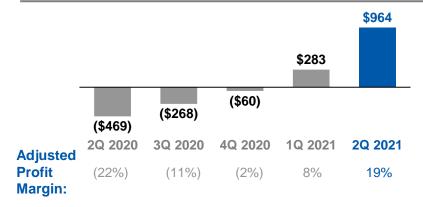
Second quarter 2021 update Financial updates



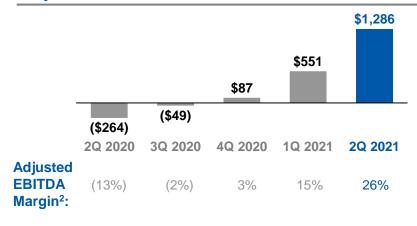
Reported Net Earnings (Loss) \$ Millions \$1,012 \$91 \$49 (\$234)(\$589) 2Q 2020 3Q 2020 4Q 2020 1Q 2021 2Q 2021 **Profit** (28%)(10%)2% 2% 20% Margin: Segment EBIT¹ \$ Millions \$1,084 \$362



Adjusted Net Earnings (Loss) \$ Millions



Adjusted EBITDA² \$ Millions





EBIT

Flat-rolled segment Key statistics



Operating Statistics

	2Q 2020	3Q 2020	4Q 2020	1Q 2021	2Q 2021
Shipments: in 000s, net tons	1,790	2,155	2,257	2,332	2,326
Production: in 000s, net tons	1,468	2,207	2,490	2,581	2,485
Average Selling Price \$ / net ton	\$721	\$712	\$731	\$888	¦\$1,078 ¦

EBITDA Bridge \$ Millions, 2Q 2020 vs. 2Q 2021



Commercial: The favorable impact is primarily the result of higher average realized prices and third-party raw material sales.

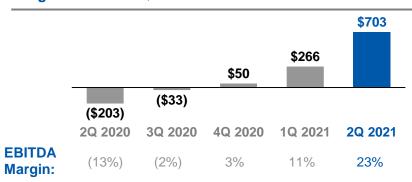
Raw Materials: The unfavorable impact is primarily the result of higher purchased scrap costs partially offset by lower costs for coking coal.

Maintenance & Outage: The change is not material.

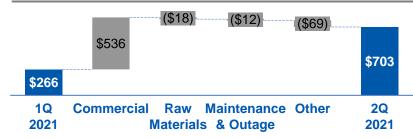
Other: The unfavorable impact is primarily the result of increased variable compensation.

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

Segment EBITDA \$ Millions



EBITDA Bridge \$ Millions, 1Q 2021 vs. 2Q 2021



Commercial: The favorable impact is primarily the result of higher average realized prices and third-party raw material sales.

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

Maintenance & Outage: The unfavorable impact is primarily the result of planned outages.

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

Mini Mill segment¹ *Key statistics*



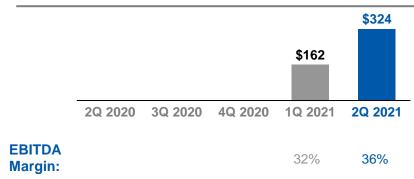
Operating Statistics

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

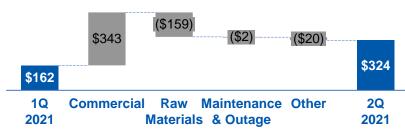
EBITDA Bridge \$ Millions, 2Q 2020 vs. 2Q 2021

EBITDA bridge not applicable for Mini Mill segment

Segment EBITDA \$ Millions



EBITDA Bridge \$ Millions, 1Q 2021 vs. 2Q 2021



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

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

Maintenance & Outage: The change is not material.

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



United States Steel Corporation

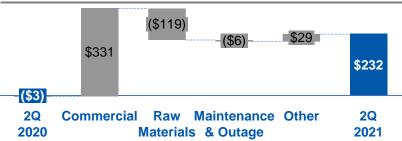
U. S. Steel Europe segment Key statistics



Operating Statistics

	<u>2Q</u> 2020	<u>3Q</u> 2020	4Q 2020	1Q 2021	2Q 2021
Shipments: in 000s, net tons	610	790	840	1,043	1,167
Production: in 000s, net tons	645	873	966	1,197	1,279
Average Selling Price \$ / net ton	\$632	\$608	\$652	\$748	\$905

EBITDA Bridge \$ Millions, 2Q 2020 vs. 2Q 2021



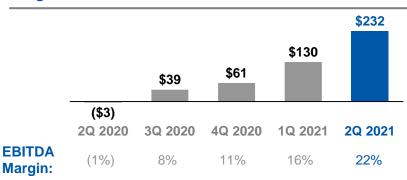
Commercial: The favorable impact is primarily the result of higher average realized prices and increased volumes partially offset by higher CO2 credit usage.

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

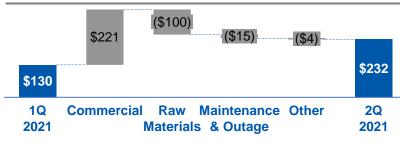
Maintenance & Outage: The unfavorable impact is primarily the result of increased planned outages.

Other: The favorable impact is primarily the result of a favorable USD/Euro exchange rate partially offset by the absence of COVID-19 related government relief and increased variable compensation.

Segment EBITDA \$ Millions



EBITDA Bridge \$ Millions, 1Q 2021 vs. 2Q 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.

Maintenance & Outage: The unfavorable impact is primarily the result of increased planned outages.

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



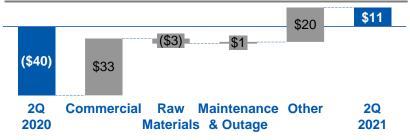
Tubular segment Key statistics



Operating Statistics

	<u>2Q</u> 2020	<u>3Q</u> 2020	4Q 2020	1Q 2021	2Q 2021
Shipments: in 000s, net tons	132	71	74	89	105
Production: in 000s, net tons	-	-	16	93	114
Average Selling Pric \$ / net ton	e \$1,288	\$1,230	\$1,267	\$1,372	\$1,633

EBITDA Bridge \$ Millions, 2Q 2020 vs. 2Q 2021



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

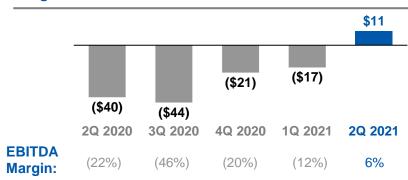
Raw Materials: The unfavorable impact is primarily the result of higher scrap costs, mostly offset by lower cost of producing rounds.

Maintenance & Outage: The change is not material.

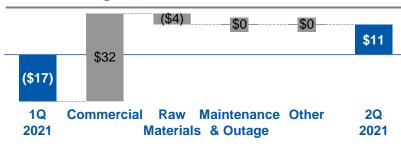
Other: The favorable impact is primarily the result of the reduced idled plant carrying costs.



Segment EBITDA \$ Millions



EBITDA Bridge \$ Millions, 1Q 2021 vs. 2Q 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 scrap costs.

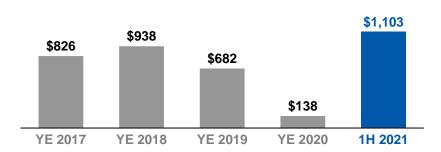
Maintenance & Outage: No change.

Other: No change.

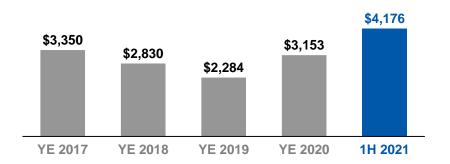
Cash and liquidity



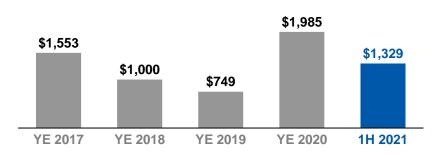
Cash from Operations \$ Millions



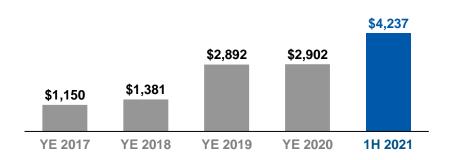
Total Estimated Liquidity \$ Millions



Cash and Cash Equivalents \$ Millions



Net Debt \$ Millions









APPENDIX

Additional Big River Steel summary data



\$ millions		2Q 2021
Income	Customer Sales Intersegment Sales Net Sales EBIT ¹	\$759M <u>\$142M</u> \$901M \$284M
Balance Sheet	Cash and cash equivalents Total Assets 2029 senior secured notes ARTRS – Notes Payable Environmental revenue bonds Financial leases and all other obligations ABL Facility Fair value step up ² Total Debt	\$112M \$4,246M \$900M \$106M \$752M \$115M \$- \$146M \$2,019M
Cash	Depreciation and Amortization Capital Expenditures	\$40M \$20M



² Big River Steel debt amounts are shown at aggregate principal amounts which do not include Big River Steel's unamortized discounts and fees which were removed with the purchase. The fair value step up shown here represents the fair value step up over the aggregate principal amount.

Reconciliation of segment EBITDA



Flat-rolled (\$ millions)	2Q 2020	3Q 2020	4Q 2020	1Q 2021	2Q 2021
Segment (loss) earnings before interest and income taxes	(\$329)	(\$159)	(\$73)	\$146	\$579
Depreciation	126	126	123	120	124
Flat-rolled Segment EBITDA	(\$203)	(\$33)	\$50	\$266	\$703
Mini Mill (\$ millions)	<u>2Q 2020</u>	3Q 2020	4Q 2020	1Q 2021	2Q 2021
Segment (loss) earnings before interest and income taxes	-	-	-	\$132	\$284
Depreciation	-	-	-	30	40
Mini Mill Segment EBITDA	-	-	-	\$162	\$324
U. S. Steel Europe (\$ millions)	2Q 2020	3Q 2020	4Q 2020	1Q 2021	2Q 2021
Segment (loss) earnings before interest and income taxes	(\$26)	\$13	\$36	\$105	\$207
Depreciation	23	26	25	25	25
U. S. Steel Europe Segment EBITDA	(\$3)	\$39	\$61	\$130	\$232
Tubular (\$ millions)	2Q 2020	3Q 2020	4Q 2020	1Q 2021	2Q 2021
Segment (loss) earnings before interest and income taxes	(\$47)	(\$52)	(\$32)	(\$29)	\$0
Depreciation	7	8	11	12	11
Tubular Segment EBITDA	(\$40)	(\$44)	(\$21)	(\$17)	\$11
Other (\$ millions)	<u>2Q 2020</u>	3Q 2020	4Q 2020	1Q 2021	2Q 2021
Segment (loss) earnings before interest and income taxes	(\$21)	(\$13)	(\$6)	\$8	\$14
Depreciation	3	2	3	2	2
Other Segment EBITDA	(\$18)	(\$11)	(\$3)	\$10	\$16



Reconciliation of net debt



Net Debt (\$ millions)	<u>YE 2017</u>	<u>YE 2018</u>	<u>YE 2019</u>	<u>YE 2020</u>	<u>1H 2021</u>
Short-term debt and current maturities of long-term debt	\$3	\$65	\$14	\$192	\$763
Long-term debt, less unamortized discount and debt issuance costs	2,700	2,316	3,627	4,695	4,803
Total Debt	\$2,703	\$2,381	\$3,641	\$4,887	\$5,566
Less: Cash and cash equivalents	1,553	1,000	749	1,985	1,329
Net Debt	\$1,150	\$1,381	\$2,892	\$2,902	\$4,237



Reconciliation of reported and adjusted net earnings



(\$ millions)	<u>2Q 2020</u>	3Q 2020	4Q 2020	1Q 2021	<u>2Q 2021</u>
Reported net (loss) earnings attributable to U. S. Steel	(\$589)	(\$234)	\$49	\$91	\$1,012
Debt extinguishment	_	_	_	255	_
Asset impairment	_	_	_	_	26
Restructuring and other charges	82	_	8	6	30
Gain on previously held investment in Big River Steel	_	_	_	(111)	_
Tubular inventory impairment	24	_	_	_	_
Big River Steel inventory step-up amortization	_	_	_	24	_
Big River Steel unrealized losses	_	_	_	9	5
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)
December 24, 2018 Clairton coke making facility fire	(4)	_	(2)	_	_
Big River Steel options and forward adjustments	5	(34)	1	_	_
Uncertain tax positions	13	_	_	_	_
Adjusted net (loss) earnings attributable to U. S. Steel ¹ The \$95 million adjustment was related to the reversal of a portion of the tax valuation allowance recorded against the asset as a result of the Company's three-year cumulative income position and a change in the projections of income			(\$60)	\$283	\$964

net benefit of \$167 million included in earnings related to the reversal of the valuation allowance due to a change in estimated current year earnings.



Reconciliation of adjusted EBITDA



(\$ millions)	2Q 2020	3Q 2020	4Q 2020	1Q 2021	2Q 2021
Reported net (loss) earnings attributable to U. S. Steel	(\$589)	(\$234)	\$49	\$91	\$1,012
Income tax provision (benefit)	(5)	(24)	(94)	1	(37)
Net interest and other financial costs	62	47	88	333	59
Reported (loss) earnings before interest and income taxes	(\$532)	(\$211)	\$43	\$425	\$1,034
Depreciation, depletion and amortization expense	159	162	162	189	202
EBITDA	(\$373)	(\$49)	\$205	\$614	\$1,236
Asset impairment charges	_	_	_	_	28
Restructuring and other charges	89	_	8	6	31
Big River Steel inventory step-up amortization	_	_	_	24	_
Big River Steel unrealized losses	_	_	_	9	6
Big River Steel acquisitions costs	_	_	3	9	_
Big River Steel debt extinguishment charges	_	_	18	_	_
Property sale	_	_	(145)	_	(15)
Gain on previously held investment in Big River Steel	_	_	_	(111)	_
Tubular inventory impairment	24	_	_	_	_
December 24, 2018 Clairton coke making facility fire	(4)	_	(2)	_	_
Adjusted EBITDA	(\$264)	(\$49)	\$87	\$551	\$1,286





INVESTOR RELATIONS

Kevin Lewis Vice President



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Eric Linn Director



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