2024 Sustainability Report

Forging Ahead

Table of Contents

Message from Our President and CEO

Dear U. S. Steel Stakeholders:

The report before you is not simply U. S. Steel's latest report on sustainability. It is also an embodiment of our most deeply embedded values—our S.T.E.E.L. Principles.

Like U. S. Steel, Nippon Steel is a values-driven organization dedicated to serving our customers with the sustainable steel solutions they demand. Our recently announced partnership has united two steelmakers who not only share the same vision of the future, but firmly held principles as well. That's one reason among many that we are so optimistic about our partnership.

As we navigate the complexities of today's world together with Nippon Steel, our dedication to serving both people and planet remains unyielding. This report encapsulates our comprehensive efforts to reduce our environmental footprint, enhance our operational efficiency and foster sustainability across all facets of our business—always while putting Safety First.

At our company, environmental stewardship is a core value that is deeply embedded in our operations. Living that value entails everything from reducing emissions and optimizing energy consumption to pioneering a culture of innovation. We are pleased to share our progress in achieving significant milestones, such as the certification of our Big River Steel facility as the world's first ResponsibleSteel™ Certified steel producer.

Our commitment to good stewardship extends beyond the mill floor. We actively engage with our communities, partners and other stakeholders to promote environmental excellence. Through initiatives like United by Service, the Environmental Excellence Awards and our Employee Resource Groups, we recognize and encourage the efforts of individuals and teams who demonstrate a strong commitment to enhancing our communities and environmental stewardship.

We are also dedicated to advancing our decarbonization goals because doing so is meeting customer demand. Our partnerships with leading research institutions and technology companies are paving the way for groundbreaking projects in carbon capture, reduction and utilization. These efforts are crucial in our journey toward achieving net-zero greenhouse gas emissions by 2050, which our customers expect of us.

Our continued focus on innovation drives us to develop advanced steel products that meet the evolving needs of our customers. Products like ZMAG™, COASTALUME™ and verdeX® exemplify our commitment to delivering high-quality, sustainable solutions.

As we continue to uphold the highest standards of corporate governance, transparency and ethical conduct, we remain committed to fostering a culture of accountability and excellence. Our robust ethics and compliance program, guided by our S.T.E.E.L. Principles, ensures that we conduct our business with integrity and respect for all stakeholders.

In conclusion, we are appreciative of President Trump's agenda of reindustrializing the United States and the EPA's new, solutions-oriented approach to regulations to protect our environment. The return of strong, strategic domestic manufacturing is not only revitalizing the steel industry—it is ensuring our nation's long-term economic security.

At U. S. Steel, with Nippon Steel as our partner, we're honored to contribute to that mission every day.

Sincerely,

David B. Burritt
President and Chief Executive Officer

Message from Our Head of Sustainability

Dear U. S. Steel Stakeholders:

I am pleased to share U. S. Steel's 2024 Sustainability Report, which outlines key milestones in our ongoing commitment to sustainable growth, responsible operations and the long-term strength of American industry. This report reflects the dedication, innovation and hard work of extraordinary teams across our company.

Guided by a clear vision and strong leadership, U. S. Steel continues to embed sustainability into its core strategy—positioning the Company at the forefront of a more resilient and competitive American manufacturing sector.

Sustainability creates value for our business and for all our stakeholders. Our customers increasingly expect low-emission, responsibly produced materials, and sustainability efforts help us meet those expectations while also mitigating long-term risks. From reducing environmental impact to deepening community and stakeholder engagement, employees at every level have played a critical role in advancing this work. Special thanks go to those who lead the way in safety, innovation, operations, corporate support and community initiatives—your efforts are essential to our long-term success and are deeply appreciated.

This report highlights several significant achievements, including the world's first ResponsibleSteel™ product certification at Big River Steel, the 2024 Sustainable Debt Award from Environmental Finance for a $240 million green bond offering, and a nearly 35% reduction in Scope 2 greenhouse gas emissions intensity at Big River Steel compared to the 2021 baseline.

Strategic partnerships have also been essential to our progress. Collaborations with companies like Origami Solar and General Motors have enabled the delivery of low-emission verdeX® steel products—advancing clean technologies while strengthening domestic supply chains.

Thank you to everyone who helped make these accomplishments possible. Together, we are not only transforming how steel is made—we are helping to rebuild and redefine American industry for the generations to come.

Sincerely,

Erika Chan
Head of Sustainability

About This Report

U. S. Steel's 2024 Sustainability Report covers our progress toward our sustainability initiatives and goals. It is the primary source of annual disclosure of our environmental, social and governance (ESG) performance and should be viewed in conjunction with disclosures in our ESG Data Hub. Data in this report covers the period from January 1, 2024, to December 31, 2024, unless otherwise indicated.

Reporting on other matters specific to the performance or governance of U. S. Steel and its subsidiaries can be found in our **2024 Annual Report 10-K** and in our **2025 Proxy Statement**. This document does not incorporate the contents of any website or of any documents that it cites.

Additional information on climate risks and opportunities can be found in our **2023 Task Force on Climate-related Financial Disclosures (TCFD) Report** and our **Climate Strategy Report**. Information on how U. S. Steel is addressing nature and biodiversity impacts and risks can be found in our **2024 Taskforce on Nature-related Financial Disclosures (TNFD) Report**.

This report covers U. S. Steel's global operations, defined as facilities or businesses in which U. S. Steel exercises operational control. It does not include details concerning joint ventures.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards. We have also provided responses to the Sustainability Accounting Standards Board (SASB) Iron & Steel Producers and Metals & Mining standards. Please see our GRI and SASB indices starting on **page 86**.

A summary of our 2022–2024 ESG data can be found on **page 117**.

About U. S. Steel

ABOUT US

United States Steel Corporation (U. S. Steel) is a global steel producer that combines integrated blast furnace, basic oxygen furnace and mini mill steel process technologies along with significant taconite mining operations to produce the steel products that are the building blocks of a sustainable future.

U. S. Steel, with operations in the United States of America and Central Europe, is a steelmaker that is pursuing a customer-centric, competitive, differentiated strategy by investing in our competitive advantages. We are executing on our strategy by investing where we have distinct cost and capability advantages so that we are a superior steel solutions provider for our customers. By offering the new steels that our customers are increasingly demanding, we aim to achieve world-competitive positioning in strategic, high-margin end markets and deliver high-quality, value-added products and innovative solutions utilizing a lower carbon footprint than previously available through our traditional integrated steelmaking model.

During 2024, U. S. Steel had annual raw steel production capability of 25.4 million net tons. U. S. Steel performs a wide range of applied research, development and technical support functions at facilities in Pennsylvania, Michigan, Texas, Arkansas and Slovakia. U. S. Steel is a Delaware corporation established in 1901. U. S. Steel supplies customers throughout the world, primarily in the automotive, construction, consumer (packaging and appliance), electrical, industrial equipment, service center/distribution, and structural tubing and energy (oil country tubular goods and line pipe) markets. According to the World Steel Association's latest published statistics, U. S. Steel is the third largest U.S.-based steel producer and the 24th largest steel producer in the world.[1]

OUR MISSION AND VALUES

At U. S. Steel, our mission of delivering profitable steel solutions for people and the planet underlies everything we do. In 2024, supported by our Board of Directors (Board), we continued our work to fulfill this mission by focusing on our culture and our sustainability framework.

Our culture is based on our S.T.E.E.L. Principles: Safety First; Trust and Respect; Environmental Stewardship; Excellence and Accountability; and Lawful and Ethical Conduct. Our S.T.E.E.L. Principles form the foundation of both our **Code of Ethical Business Conduct** and our world-class ethics and compliance program, which guide our employees and members of the Board to "do what's right." We expect our business partners to share our commitment to responsible corporate citizenship and take steps to ensure that they act in accordance with our values.

[1] https://worldsteel.org/data/world-steel-in-figures-2024/

Our sustainability framework has three components:

1 Protect Our Planet

by finding new ways to reduce our greenhouse gas (GHG) emissions and protect natural resources, while complying with environmental regulations.

2 Inspire Innovation

through the development of profitable, sustainable solutions that drive material efficiency, energy management, and process and product advancements.

3 Empower People

by maximizing their potential through community engagement; employee benefits, training and talent management; and promoting our Culture of Caring.

FACILITIES AND LOCATIONS

Map shows global operations locations as well as joint venture locations.

Flat Rolled Segment

- 1 Gary Works
- 2 Great Lakes Works
- 3 4 Mon Valley Works
- 5 Granite City Works
- 6 Fairfield Sheet
- 7 Minntac
- 7 Keetac
- 7 Hibbing Taconite
- 8 USS-UPI, LLC
- 9 PRO-TEC Coating Company
- 10 Double G Coatings Company
- 1 Chrome Deposit[2]
- 2 Automotive Center

Mini Mill Segment

- 17 Big River Steel
- 17 Big River Steel 2

Tubular Segment

- 6 Fairfield Tubular
- 14 Lorain Tubular
- 15 Offshore Operations Houston
- 16 Lone Star Tubular
- 11 16 Wheeling Machine Products
- 12 Patriot Premium Threading Services

USSK Segment

- 13 U. S. Steel Košice

Administrative and Research

- 3 Corporate Headquarters
- 3 Research and Technology Center
- 15 U. S. Steel Tubular Products Innovation
- 13 USSK Research

[2] Chrome Deposit locations are near major steel mills and are not all reflected on the map above.

2024 BY THE NUMBERS

NET EARNINGS $384M

22,053 EMPLOYEES WORLDWIDE

14,341 AT U. S. STEEL IN THE UNITED STATES

7,712 AT USSK IN KOŠICE, SLOVAKIA

26 FACILITIES

0.06 AVERAGE OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION (OSHA) DAYS AWAY FROM WORK (DAFW) RATE

25.4M NET TONS OF ANNUAL RAW STEEL PRODUCTION CAPABILITY

13.2M NORTH AMERICAN FLAT ROLLED

6.3M MINI MILL

5.0M USSK IN KOŠICE, SLOVAKIA

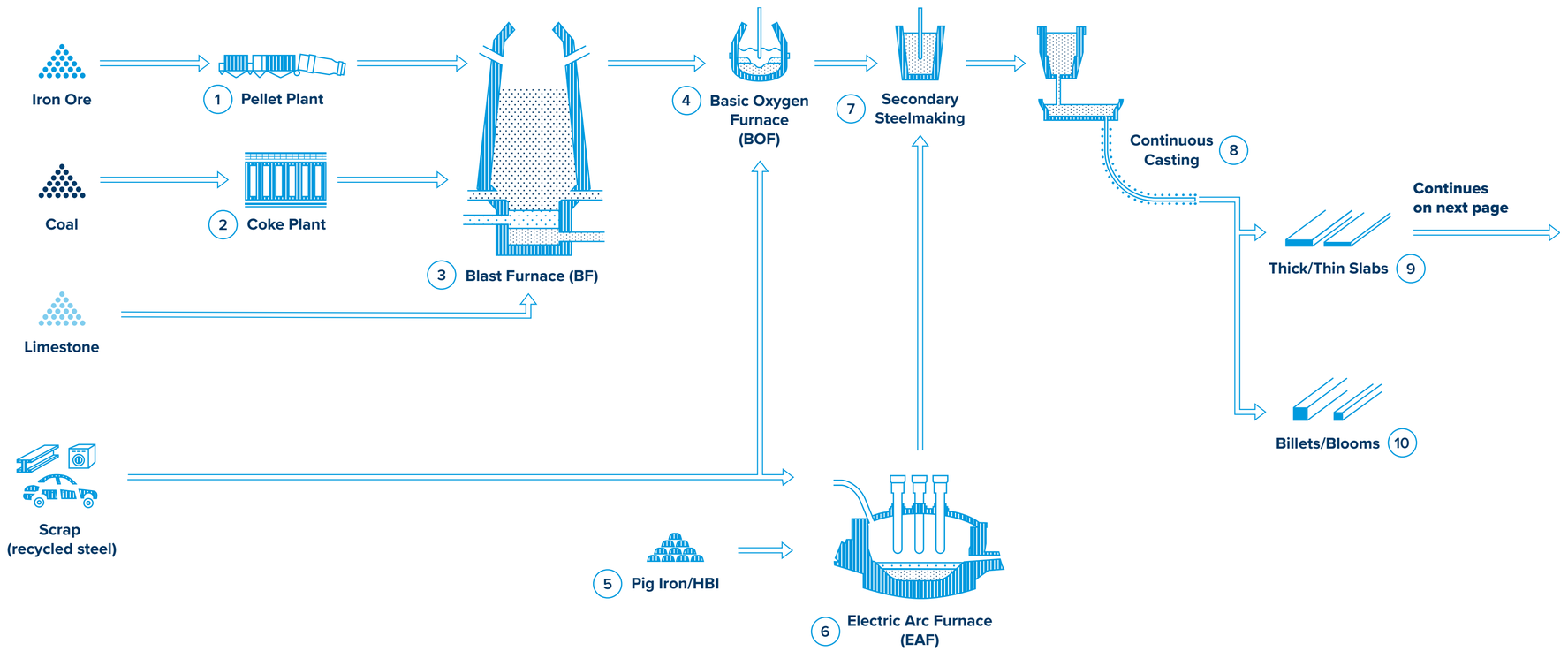
0.9M TUBULAR

HOW WE MAKE STEEL

INTEGRATED MILLS AND MINI MILLS

U. S. Steel uses two different processes for making steel: integrated and mini mill. The integrated process relies on blast furnaces and basic oxygen furnaces, while the mini mill process uses electric arc furnaces (EAFs). Each process uses different materials and energy sources, generating varying levels of GHG emissions.

U. S. Steel works hard to minimize the impacts of our steelmaking processes. Our company is developing capabilities to produce steel with lower GHG emissions that meets all the performance standards of our existing steel grades. Read more about our sustainable steels in our Inspiring Innovation section starting on page 38.



DEFINITION OF TERMS

1 **Pellet Plant:** A unit that processes mined raw iron ore into iron ore pellets suitable for use in a blast furnace or direct-reduced iron plant. It includes crushing, grinding, flotation and heating/firing to form the pellet.

2 **Coke Plant:** A unit that converts mined coal into coke by baking the coal in a non-oxidizing atmosphere.

3 **Blast Furnace:** A vertical shaft furnace used for smelting liquid iron from iron ore pellets through heating and chemical reduction. Coke is used as the main fuel and reductant, while limestone is added to absorb impurities.

4 **Basic Oxygen Furnace:** A furnace that works by blowing pure oxygen into it to convert liquid iron and steel scrap into liquid steel.

5 **Pig Iron/HBI:** Pig iron is produced by solidifying liquid iron from a blast furnace into individual small ingots, or “pigs.” Hot briquetted iron (HBI) is produced in a direct reduction process, where iron ore pellets are heated and chemically reduced without melting. Both of these products are classified as Ore-Based Metallics or Scrap Substitutes.

6 **Electric Arc Furnace:** A furnace that uses mostly electricity, supplemented by oxygen injection, to melt steel scrap and ore-based metallics into liquid steel.

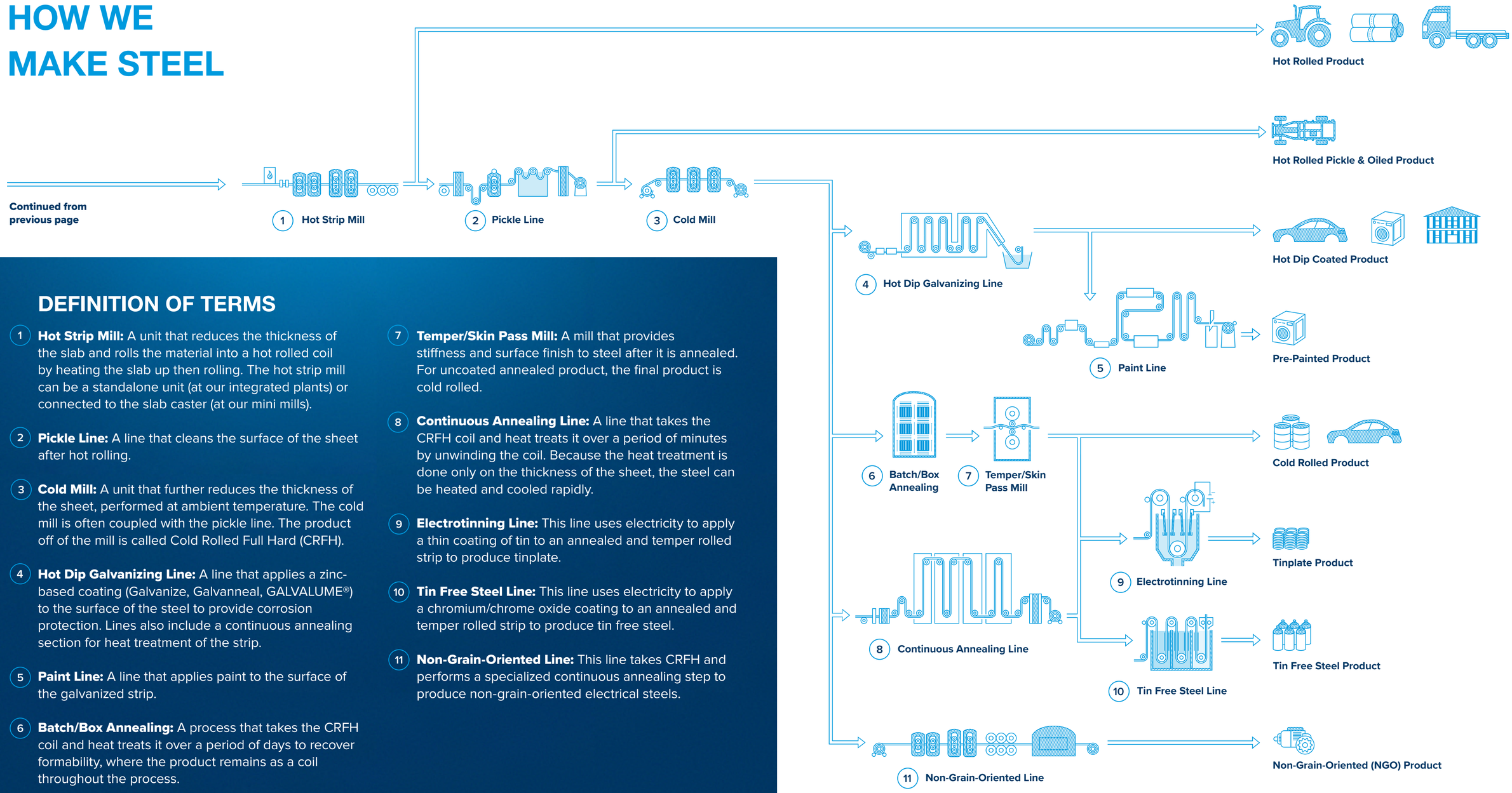
7 **Secondary Steelmaking:** A group of processes that process and modify liquid steel from either the BOF or EAF to meet the final chemical and quality requirements through alloying, temperature adjustments and rinsing with argon.

8 **Continuous Casting:** A process that takes the liquid steel and solidifies it, with the shape of the semi-finished product determined by the shape of the caster molds.

9 **Thick/Thin Slabs:** Output of a continuous caster where the width is much larger than the thickness, and used for sheet and plate products.

10 **Billets/Blooms:** Output of a continuous caster where the width and thickness of the product is similar. The cross-section can be square, rectangle or round, and the blooms are used for seamless pipe and long products.

HOW WE MAKE STEEL



DEFINITION OF TERMS

1. **Hot Strip Mill:** A unit that reduces the thickness of the slab and rolls the material into a hot rolled coil by heating the slab up then rolling. The hot strip mill can be a standalone unit (at our integrated plants) or connected to the slab caster (at our mini mills).
2. **Pickle Line:** A line that cleans the surface of the sheet after hot rolling.
3. **Cold Mill:** A unit that further reduces the thickness of the sheet, performed at ambient temperature. The cold mill is often coupled with the pickle line. The product off of the mill is called Cold Rolled Full Hard (CRFH).
4. **Hot Dip Galvanizing Line:** A line that applies a zinc-based coating (Galvanize, Galvanneal, GALVALUME®) to the surface of the steel to provide corrosion protection. Lines also include a continuous annealing section for heat treatment of the strip.
5. **Paint Line:** A line that applies paint to the surface of the galvanized strip.
6. **Batch/Box Annealing:** A process that takes the CRFH coil and heat treats it over a period of days to recover formability, where the product remains as a coil throughout the process.
7. **Temper/Skin Pass Mill:** A mill that provides stiffness and surface finish to steel after it is annealed. For uncoated annealed product, the final product is cold rolled.
8. **Continuous Annealing Line:** A line that takes the CRFH coil and heat treats it over a period of minutes by unwinding the coil. Because the heat treatment is done only on the thickness of the sheet, the steel can be heated and cooled rapidly.
9. **Electrotinning Line:** This line uses electricity to apply a thin coating of tin to an annealed and temper rolled strip to produce tinplate.
10. **Tin Free Steel Line:** This line uses electricity to apply a chromium/chrome oxide coating to an annealed and temper rolled strip to produce tin free steel.
11. **Non-Grain-Oriented Line:** This line takes CRFH and performs a specialized continuous annealing step to produce non-grain-oriented electrical steels.

Our Strategy for Success

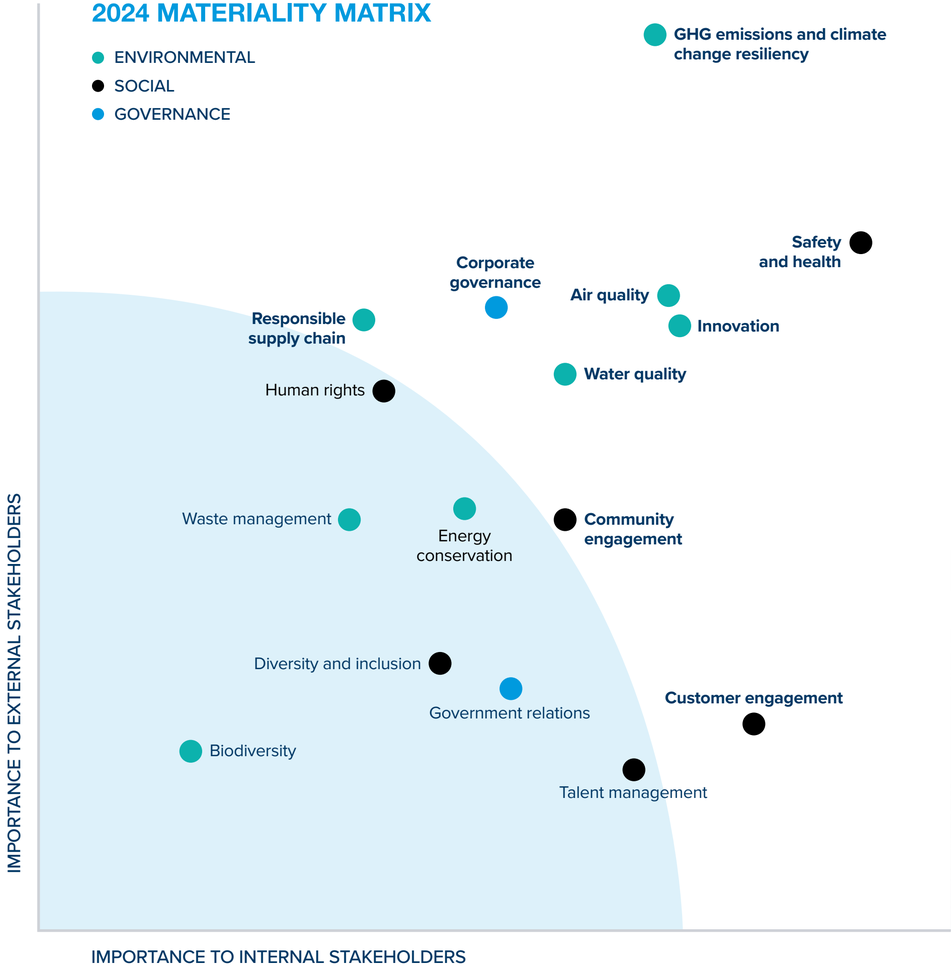
COMMITMENT STATEMENT

We are dedicated to lowering our carbon footprint and assisting our customers in doing the same. We provide advanced steel products that are manufactured with fewer emissions than traditional steelmaking methods and can be recycled repeatedly. Our goal is to achieve net-zero GHG emissions (Scope 1 and 2) by 2050.

Disruption in the steel industry is inevitable. We intend to focus on disruptive innovation that is vital to our success, and that advances our sustainability strategy. We are already proving the value of this approach with innovative products such as verdeX® and InduX™, infinitely recyclable steels produced from up to 90% scrap while reducing GHG emissions (Scope 1 and 2) by 70%–80%.

We envision a true transformation that transcends our steel products and manufacturing methods. Our aim is to become the steelmaker that best serves our people, our customers, our communities and our planet.

2024 MATERIALITY MATRIX



2024 MATERIALITY ASSESSMENT

In 2024, U. S. Steel refreshed the materiality assessment conducted in 2022. We engaged more than 90 internal and 20 external stakeholders to assess and reprioritize material topics identified in 2022, including sustainability and ESG topics. We interviewed and surveyed a range of U. S. Steel leaders, as well as customers, suppliers, lenders and non-governmental organizations. The resulting insights will continue to shape our sustainability and risk-mitigation strategies.

The matrix shows our 16 material topics in relation to stakeholder importance. The nine bolded topics are our strategic priority topics as of 2024. For more information on how we are integrating these topics into our short- and long-term strategies, see our GRI 3-3 disclosures starting on page 93.

OUR COMMITMENTS AND PROGRESS

2024 ENVIRONMENTAL HIGHLIGHTS

#1

Earned the world's first-ever certification for ResponsibleSteel™ Certified Steel at Big River Steel

Finished construction on U. S. Steel's Big River Steel 2 (BR2), our second next-generation sustainable mini mill and a key part of U. S. Steel's net-zero strategy

Signed a supply agreement with Origami Solar to supply them with ZMAG™ steel for the manufacture of solar panel frames to be utilized in solar fields

$240M

Earned a 2024 Sustainable Debt Award from Environmental Finance for a successful $240 million green bond offering issued through the Arkansas Development Finance Authority

40,000

Won the Pennsylvania "Governor's Award for Environmental Excellence" for our two new electric locomotives at the Mon Valley Works site, which will reduce diesel fuel consumption by 40,000 gallons annually

-34.7%

Reduced Scope 2 GHG emissions intensity by 34.7% from our 2021 baseline at Big River Steel

Published our inaugural Taskforce on Nature-related Financial Disclosures (TNFD) Report

Partnered with the Arbor Day Foundation to plant 4,630 trees

Received the Association for Iron & Steel Technology's Silver 2024 Reliability Achievement Award

-19%

Granite City Works (GCW) reduced the amount of waste oil disposed of by 61,000 gallons from 2023 to 2024—a reduction of about 19%

28,521 MWh

Big River Steel continued to participate in the Entergy Arkansas Green Promise tariff program, receiving 28,521 MWh of bundled renewable energy daily

Our SteelSUSTAINABILITY Employee Resource Group (ERG) launched the Sustain X program, designed to foster and fund sustainability-oriented projects created and led by employees

Partnered with energy and technology companies, government agencies, non-profits and universities on carbon capture, reduction and utilization projects (see page 45 for more information)

47.6M

GCW reduced the amount of city water used in operations by 47.6 million gallons from 2023 to 2024—a reduction of about 37%

OUR COMMITMENTS AND PROGRESS

2024 SOCIAL HIGHLIGHTS

0.06

Achieved a corporate OSHA Days Away From Work (DAFW) rate of 0.06 — just 10% of the U.S. Bureau of Labor Statistics Iron and Steel benchmark DAFW rate of 0.60

Recognized by Military Times' "Best for Vets: Employers" list for the second year in a row

Recognized as a Beyond the Yellow Ribbon company for our support of Minnesota service members and their families

Earned "Best Place to Work for LGBTQ+ Equality" in the Human Rights Campaign's 2024 Corporate Equality Index for the fifth year in a row

17 years

In February 2024, the Mine Engineering team at our Minnesota Ore Operations achieved 17 years without a recordable injury

Became a Signatory of Statement of Support for Women's Empowerment Principles

Named by Vibrant Pittsburgh as one of its "Vibrant Champions," a recognition of organizations that are excelling at improving fairness and acceptance in their practices, policies and cultures

15%

Employee Resource Group (ERG) membership increased by 15%

100%

Continued to support 100% pay equity, validated by independent third party

Named by Ethisphere as one of the World's Most Ethical Companies® for the fourth year in a row in 2025[3]

$7.7M

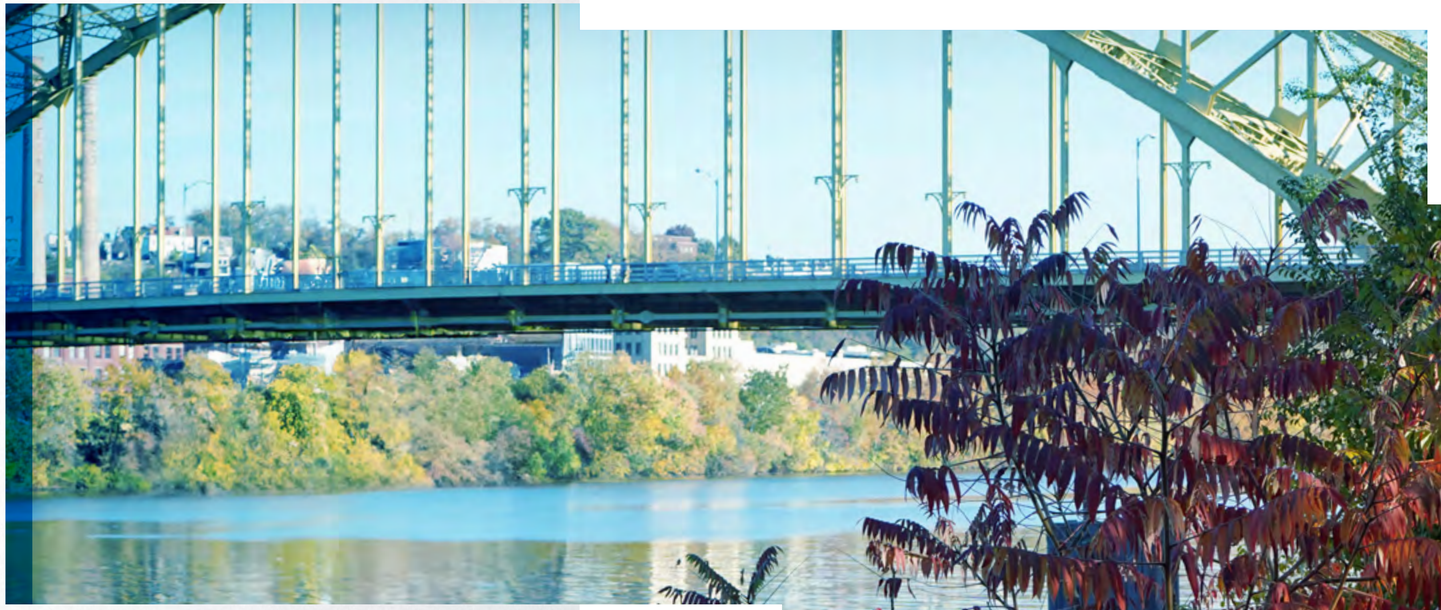
Directed $7.7 million in donations to over 150 organizations, events and programs

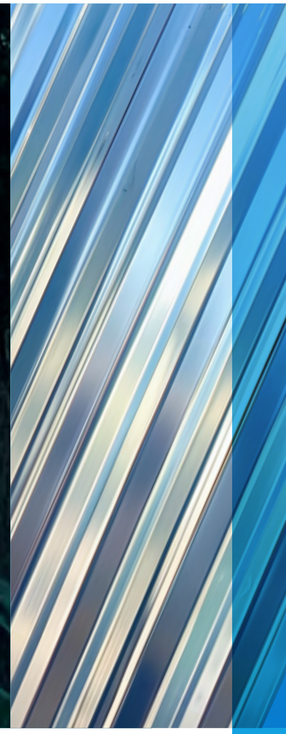
Earned "Best Place to Work for Disability Inclusion" in the 2024 Disability Equality Index for the fifth year in a row

[3] "World's Most Ethical Companies" and "Ethisphere" names and marks are registered trademarks of Ethisphere LLC.

PROGRESS TOWARD OUR GOALS

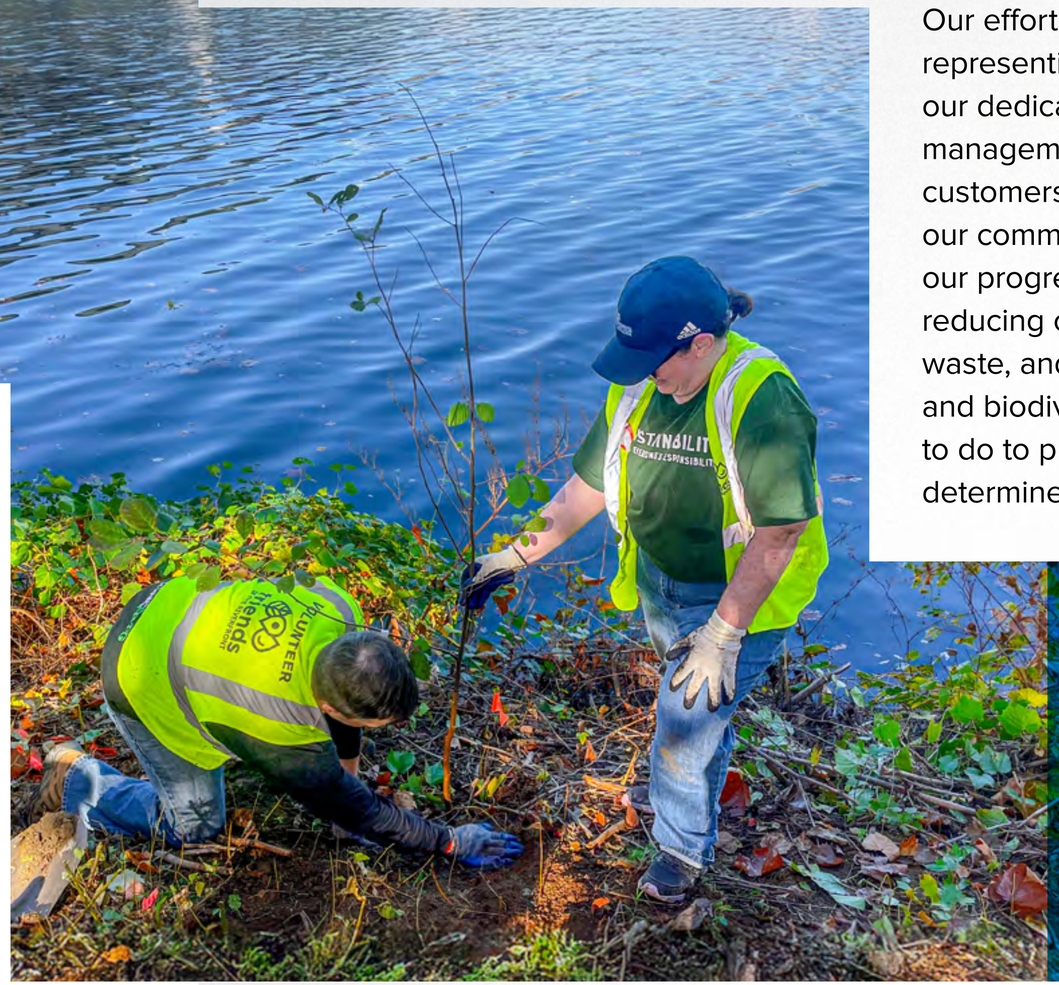
GOAL	PROGRESS TO DATE
Reduce emissions intensity (Scope 1 and 2) by 20% by 2030 based on our 2018 baseline	Global emissions intensity decreased from 2024 compared to 2023 due to efficiency gains from operating an optimized footprint. Also, our BR2 plant started up in 2024. We worked with electricity suppliers to improve our Scope 2 emissions by taking advantage of electrical grid changes. The overall result of 1.80 t CO_2e/t raw steel is a 19% reduction in emissions intensity from our 2018 baseline year.
Achieve net-zero Scope 1 and 2 GHG emissions by 2050	Global absolute emissions decreased from 2023 to 2024 to 25.6 million net tons CO_2e, which was a decrease of around 3 million net tons CO_2e, due to a combination of decreased steel production and efficiency gains from a more optimized footprint. We are working on various actions to reduce our emissions and meet the 2050 target, and these actions are detailed throughout the report.
Reduce Scope 2 GHG emissions intensity by 25% by 2030 at U. S. Steel's Big River Steel	Reduced Scope 2 GHG emissions intensity by 34.7% from our 2021 baseline.
Reuse or recycle 3% of water used at Big River Steel annually (including water withdrawn from shallow and deep wells) through 2030	Big River Steel met the previous 2030 goal in 2024, thus updating the goal to "through 2030." 6% of water used in 2024 was recycled.
Maintain water use of less than 2.4 cubic meters of water per metric ton of steel produced through 2028 at U. S. Steel's Big River Steel	Water use intensity for Big River Steel was 2.1 cubic meters of water per metric ton of steel produced in 2024.
Increase recycling of office waste by 10% at U. S. Steel's Big River Steel	641.4 metric tons of waste, including office paper, wood, plastic totes, soda cans and coffee waste, was recycled — an increase of 634.3 metric tons from 2023 to 2024. This was due to the increase in plastic totes, wood and other materials from construction-related activities at BR2.
Reduce corporate nitrogen oxides (NOx) emissions intensity by 10% by 2030 compared with our 2018 baseline	2024 actual NOx emissions decreased from 2023. The NOx emissions intensity increased slightly in 2024 (1,824 NOx net tons per million metric tons of crude steel) vs. 2023 (1,697 NOx net tons per million metric tons of crude steel) primarily due to increase in steel production. We are on target to meet the 2030 goal.
Continue to support 100% pay equity	We continued to partner with an independent third party to conduct annual reviews of North American compensation data and address findings in a timely manner.
Support the enhancement of our workforce's skill sets through participation in various voluntary training opportunities	Achieved 80% non-mandatory participation by our North American non-represented workforce.
Continue our corporate contributions in 2024	U. S. Steel directed $7.7 million in donations to over 150 organizations, events and programs. This includes $2.7 million in donations provided by U. S. Steel Košice.





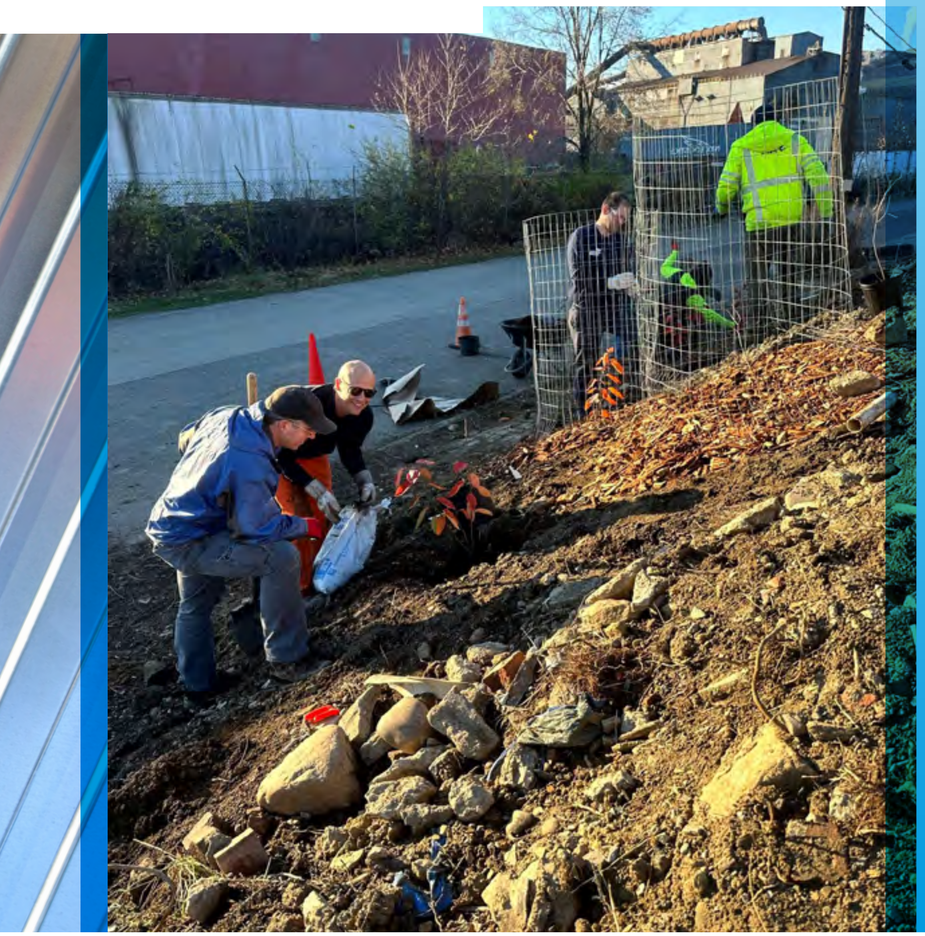
Protecting Our Planet

To help ensure the future of steel is one that safeguards our planet, we continue to invest and innovate to reduce our environmental footprint.



Our efforts span all facets of our business, representing the combined efforts of our dedicated employees, our senior management and Board of Directors, our customers, our suppliers, our partners and our communities. We are encouraged by our progress in reducing our emissions, reducing our energy footprint, reducing waste, and protecting water, air, and nature and biodiversity. We know there is more to do to protect the planet, and we are determined to accelerate our efforts.

Environmental Stewardship and Management



Environmental stewardship is a core value at U. S. Steel. As one of the S.T.E.E.L. Principles that govern our practices, caring for the environment is deeply embedded in our culture. Our planet's future depends on safeguarding the vital natural resources that keep our communities and ecosystems healthy.

Due to the broad range of environmental regulations relevant to our industry, we must meet extensive environmental compliance requirements across our operations. Environmental compliance and building strong community relationships are two of the U. S. Steel Environmental Affairs team's top priorities.

Our environmental compliance costs include outlays for testing, sampling, monitoring, inspections and equipment. For example, at the Mon Valley Works alone, U. S. Steel spends approximately $100 million annually on environmental compliance. U. S. Steel's environmental expenditures totaled $354 million in 2024, $345 million in 2023, $334 million in 2022 and $302 million in 2021, representing approximately 2% of U. S. Steel's total costs and expenses for those years.

ENVIRONMENTAL EXCELLENCE AWARDS

The goals of our Environmental Excellence Awards program, initiated in 2023, are to recognize individuals and teams for a strong commitment to Environmental Excellence and to encourage all employees to further embrace and continue to strive for Environmental Excellence. The 2024 award winners:

Scott Pisula, Mon Valley Works/Clairton, for leadership and commitment to improved battery performance

Jacob Busche, Mon Valley Works/Edgar Thomson, for improvements that control potential odors and reduce costs at blast furnace slag pits

John Elinburg, Big River Steel Works, for prioritizing material for reuse and recycling, and reducing emissions

Ruben Munoz, Gary Works, for leadership in leveraging in-house resources to improve water treatment and reduce risk

Brian Kishel, Midwest Plant, for water treatment improvements to ensure compliance and reduce chemical usage

Russ Scott, Great Lakes Works, for water management to reduce the risk of reportable discharge

Bill Milano, Ed Miller, Doug Johnson and Jason Jeffers, Granite City Works, for optimized blast furnace gas flaring to reduce emissions while increasing steam generation and energy efficiency

Peter Petričko, Ján Bača, Albert Vinc and Vjačeslav Kupko, USSK, for ecological reconstruction of a firefighting pond

Agáta Mihalková, Beáta Szilágyiová, Izabela Pristášová and Martin Píro, USSK, for a preventive wastewater monitoring program

Brett Standifier, Fairfield Tubular, for monitoring and maintenance of environmental systems to ensure compliance, reduce discharges and prevent incidents

Fidan Bersin, Michael Forconi, Brandon Jones, Kraig Raiber and Jason Svaleso, Keetac, for burner gas train modification and use of scrubber chemical to optimize equipment operation

Jeff Kiel and Erik Lacksonen, Minntac, for water injection on agglomerator kiln burners

DOING MORE FOR SUSTAINABILITY

Environmental Finance award: U. S. Steel earned a 2024 Sustainable Debt Award from Environmental Finance for a successful $240 million green bond offering issued through the Arkansas Development Finance Authority. The offering will help finance Big River Steel, the most advanced steelmaking facility in North America, located in Osceola, Arkansas.

Climate Week talk: During Climate Week in New York City, U. S. Steel President and CEO Dave Burritt joined ResponsibleSteel™ CEO Annie Heaton for a discussion with Climate Group CEO Helen Clarkson about our respective efforts to accelerate the steel industry's journey to net-zero.

Iron Range Earth Fest: In April 2024, a team of volunteers from our two Minnesota Ore Operations facilities attended Iron Range Earth Fest, a gathering intended to raise people's awareness about the need to appreciate and take care of the environment and our natural resources. The event is held in Mountain Iron, Minnesota, and hosted by the Iron Range Partnership for Sustainability. For over 15 years, the Iron Range Earth Fest has been the largest celebration of our planet in northern Minnesota, featuring demonstrations, music, exhibitors, a local vendors market, speakers, food and more.

Earth Day: Employees from our Gary Works and Midwest Plant participated in the Northwest Indiana Earth Day Celebration, hosted by Porter County Recycling & Waste Reduction, where they showcased how steel is used.

We are dedicated to environmental stewardship by reducing emissions in our operations and implementing innovative best-practice solutions that enhance our environmental performance and optimize energy consumption. Sixty-two percent of our production facilities, covering almost 90% of our steel production, including Gary Works, Mon Valley Works, Great Lakes Works, Granite City Works, U. S. Steel Košice (USSK) and U. S. Steel's Big River Steel, have Environmental Management Systems that are certified to ISO 14001—the International Organization for Standardization's framework for measuring and enhancing environmental performance. See our **website** for a full list of our certifications. To see our environmental management-related highlights and progress, visit **pages 12** and **14**.

Combining two of our S.T.E.E.L. Principles—Environmental Stewardship and Excellence and Accountability—into one initiative, we launched our Environmental Excellence campaign in 2022. The initiative's goal is to strengthen awareness, education and engagement efforts regarding environmental stewardship throughout our organization. In 2024, we continued to support and advance this campaign by extending many of its components and initiating several new campaign actions.

One way we work to have a positive impact is through our SteelSUSTAINABILITY Employee Resource Group (ERG). Created in 2022, its members continually foster greater participation in events and volunteer activities that heighten awareness of and support for Environmental Excellence throughout our workforce.

We believe that being a good corporate citizen requires a dedicated focus on how our industry can work to positively impact the environment while creating responsible steel options. U. S. Steel advocates for the development of appropriate air, water and waste laws and regulations at the local, state, national and international levels that are based upon proven technology, sound science and data.

U. S. STEEL EARNS WORLD'S FIRST-EVER CERTIFICATION FOR RESPONSIBLESTEEL™ CERTIFIED STEEL AT ITS BIG RIVER STEEL OPERATION

In August 2024, U. S. Steel became the first steel producer in the world to earn the right to sell its products as ResponsibleSteel™ Certified Steel. The groundbreaking certification, which comes from the industry's leading global standards body for sustainable and ethical steel production, was awarded to U. S. Steel's Big River Steel facility in Osceola, Arkansas. It was a recognition of our ongoing dedication to advancing sustainability in steel production while delivering profitable steel-product solutions.

To achieve Certified Steel, Big River Steel was independently audited against over 500 environmental, social and governance (ESG) criteria, including progress on the responsible sourcing of input materials and site-level decarbonization. These requirements call for rigorous ESG integration and transparency across the steel supply chain, from input materials to product. Big River Steel, for example, improves sustainability by obtaining inputs from nearby sources, including sourcing pig iron from U. S. Steel's Gary Works in Indiana, which in turn receives iron ore from our Minnesota Ore Operations.

In 2022, the Big River Steel facility became the first steel producer in North America to receive **ResponsibleSteel™ Site Certification**. Now, Big River Steel has taken the next step by achieving Progress Level 1 for Certified Steel across both Decarbonization and Materials Sourcing. The new, more-demanding certification for the steel the site produces confirms that U. S. Steel is committed to continuing global leadership in steel-industry sustainability, for the benefit of the planet.

Greenhouse Gas Emissions

MANAGING GREENHOUSE GAS EMISSIONS AT U. S. STEEL

Although producing steel is carbon-intensive, we have a roadmap, featured in our **Climate Strategy Report**, which outlines our vision to get to net-zero Scope 1 and Scope 2 emissions by 2050. Roughly three-quarters of the greenhouse gas (GHG) emissions from integrated steelmaking are associated with the use of coke and coal to chemically reduce and melt iron in blast furnaces. U. S. Steel has always strived to be on the leading edge of the most energy-efficient production of steel using blast furnaces. Further, we are making steel by melting recycled steel scrap using electricity in electric arc furnaces (EAFs), significantly reducing GHG emissions and creating opportunities for renewable energy use. U. S. Steel recognizes the importance of both steelmaking technologies in its operations while transitioning to a lower-carbon economy.

Our progress toward lowering Scope 1 and Scope 2 emissions continued through 2024 with important milestones. For example, in October 2024, U. S. Steel started up its second mini mill, BR2, which will reduce our GHG emissions intensity once operating at run-rate capacity. U. S. Steel has invested in multiple renewable energy projects and efficiency improvements at our facilities, also contributing to our lowered Scope 2 emissions. Our absolute Scope 1 emissions decreased to 22.83 million metric tonnes in 2024 from 25.84 million metric tonnes in 2023, while our Scope 2 emissions increased to 2.78 million metric tonnes in 2024 from 2.55 million metric tonnes in 2023.

As part of our commitment to continuous improvement, we identified opportunities to enhance our GHG data collection, calculations and analysis processes. This effort led us to update our global warming potentials to the AR5[4] version to match U.S. Environmental Protection Agency (EPA) reporting. We also localized our emissions and energy factors where information is available, preferencing local or regional data over global averages. Lastly, we updated our Scope 2 calculation methods for both location- and market-based emissions. Because of these changes, we are restating our GHG emissions going back to our baseline year of 2018, including the intervening years, as shown here and in our data tables.

To see our GHG emissions-related highlights, goals and progress, visit **pages 12** and **14**.

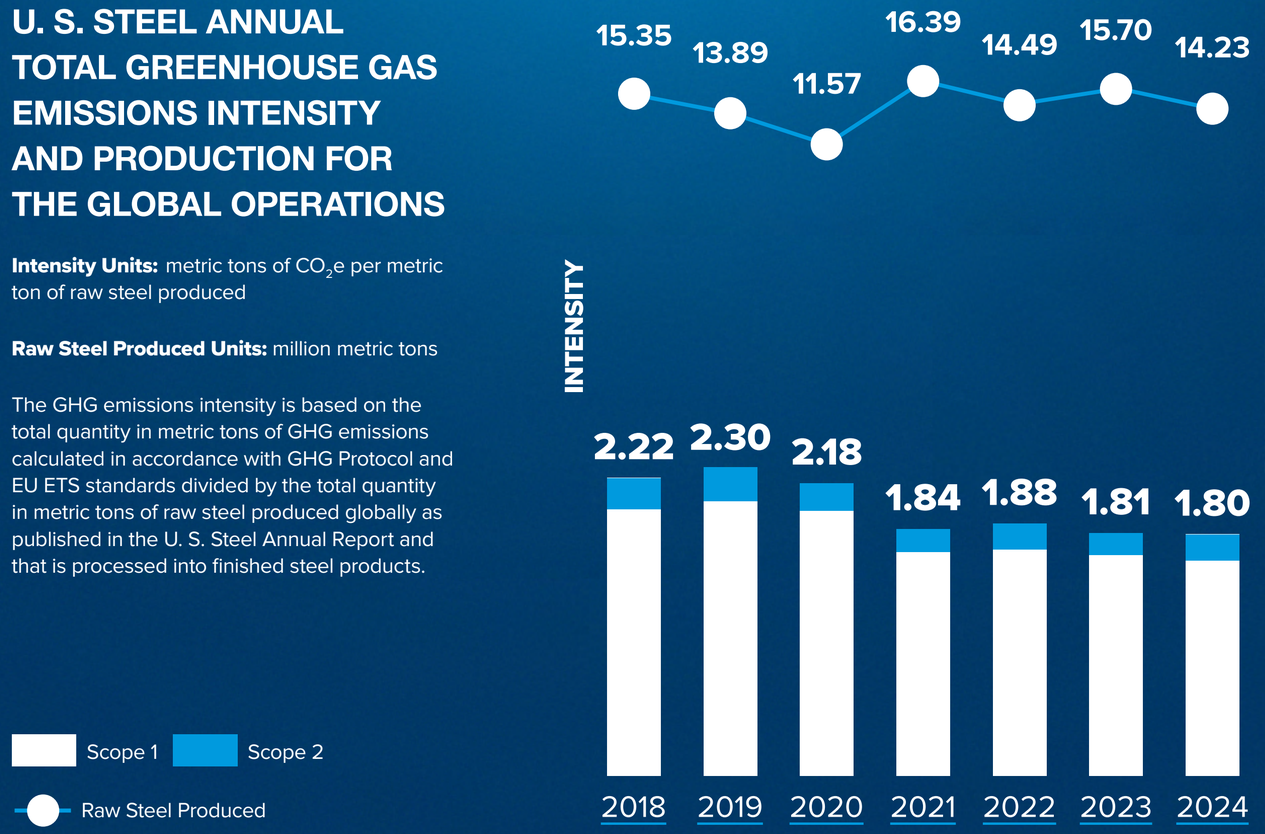
[4] Fifth Assessment Report from the Intergovernmental Panel on Climate Change.

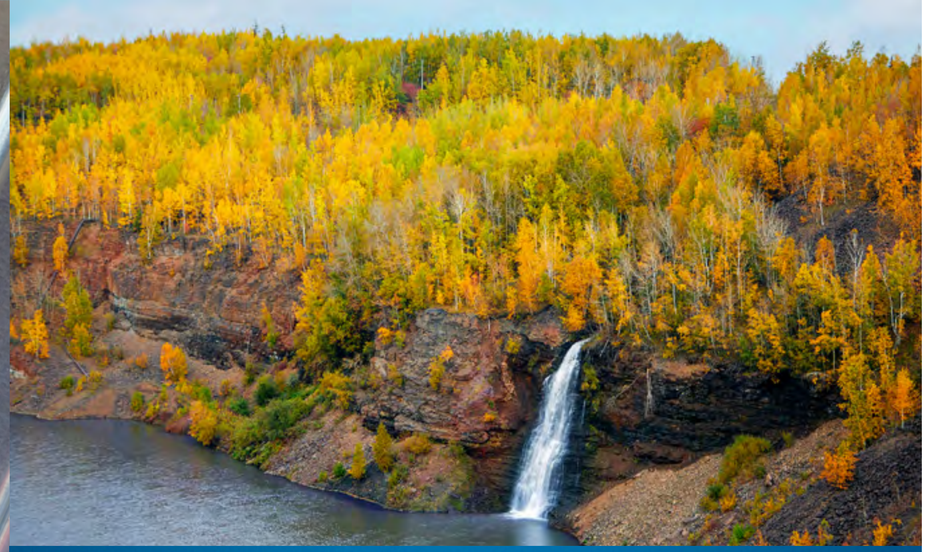
U. S. STEEL ANNUAL TOTAL GREENHOUSE GAS EMISSIONS INTENSITY AND PRODUCTION FOR THE GLOBAL OPERATIONS

Intensity Units: metric tons of CO_2e per metric ton of raw steel produced

Raw Steel Produced Units: million metric tons

The GHG emissions intensity is based on the total quantity in metric tons of GHG emissions calculated in accordance with GHG Protocol and EU ETS standards divided by the total quantity in metric tons of raw steel produced globally as published in the U. S. Steel Annual Report and that is processed into finished steel products.





SCOPE 3 GREENHOUSE GAS EMISSIONS

Metric	Emissions	Unit of Measure
Category 1 — Purchased Goods & Services	11.01	Million metric tonnes
Category 2 — Capital Goods	0.28	Million metric tonnes
Category 3 — Fuel- & Energy-related Activities not in Scope 1 or Scope 2	5.05	Million metric tonnes
Category 4 — Upstream Transportation & Distribution	0.61	Million metric tonnes
Category 6 — Business Travel	1,900	Metric tonnes
Category 7 — Employee Commuting	24,427	Metric tonnes
Category 9 — Downstream Transportation & Distribution	0.35	Million metric tonnes
Category 10 — Processing of Sold Products (Steel Products Only)	0.39	Million metric tonnes

HOW WE ARE ADVANCING TOWARD NET-ZERO

We have undertaken and planned several initiatives that will advance our progress toward our net-zero goal.

REDUCED EMISSIONS

Direct-reduced iron (DRI): DRI reduces our reliance on carbon-intensive coal and coke. DRI conventionally uses natural gas, but hydrogen-based DRI is an emerging technology that can further reduce our direct GHG emissions.

Mini mills: Our Big River Steel Works and Fairfield Tubular mini mill plants use EAFs to melt scrap steel and use it as a key component of new steel, reducing emissions and cost. The new BR2 mini mill uses the same technology, increasing our recycling capability in addition to producing on average 70% to 80% less Scope 1 and 2 GHG emissions per ton of steel than a conventional integrated mill, which relies on blast furnaces and basic oxygen furnaces.

Process optimization: Process models are helping us increase efficiencies in our current steel mills, reducing emissions.

GOING ELECTRIC

Clean locomotives: In April 2024, U. S. Steel received the Pennsylvania Governor's Award for Environmental Excellence for our innovative conversion of two of our diesel locomotives to battery power for use at the Clairton and Edgar Thomson plants. The conversion project, launched in partnership with the Pennsylvania Department of Environmental Protection, is expected to reduce airborne particulate matter (PM2.5) emissions at the facilities by .385 tons — an amount equivalent to the emissions produced by 7,000 gasoline-powered passenger vehicles.

Electrical grid advances: Improvements to the grid, including the addition of more green energy, will lead to a reduction in Scope 2 emissions and enable Scope 1 reductions.

Renewable energy: Solar power and other types of renewable energy are increasingly helping to power our facilities, and we'll continue to look for ways to increase our renewables usage, as with the Entergy Arkansas Driver Solar project at U. S. Steel's Big River Steel Works.

CAPTURE AND CREDITS

Carbon capture: Another emerging technology, carbon capture promises to reduce our steelmaking CO_2 emissions by grabbing CO_2 out of our process gas waste streams, so that it can be stored, or utilized in a variety of ways. For more information on our carbon capture initiatives, please see page 40.

Offsets and credits: Any remaining emissions-reduction gaps can be offset through the attributes of verified carbon credits.

Tree Planting

U. S. Steel's impact with the Arbor Day Foundation is measurable and lasting. Trees and forests are a proven solution to addressing some of the most pressing issues facing people and our planet. These challenges include climate change, water quality and quantity, biodiversity health, human health and environmental inequalities. This tool aims to showcase the impact that U. S. Steel and the Arbor Day Foundation have had together to address these issues. We are immensely grateful for the opportunity to collaborate to make a positive impact together.

6 TOTAL PROJECTS

4,630 TREES PLANTED AND DISTRIBUTED IN 2024

8 ACRES RESTORED

2,478 METRIC TONS CO_2 SEQUESTERED

REFORESTATION EFFORTS

COMMUNITY VOLUNTEERING EFFORTS

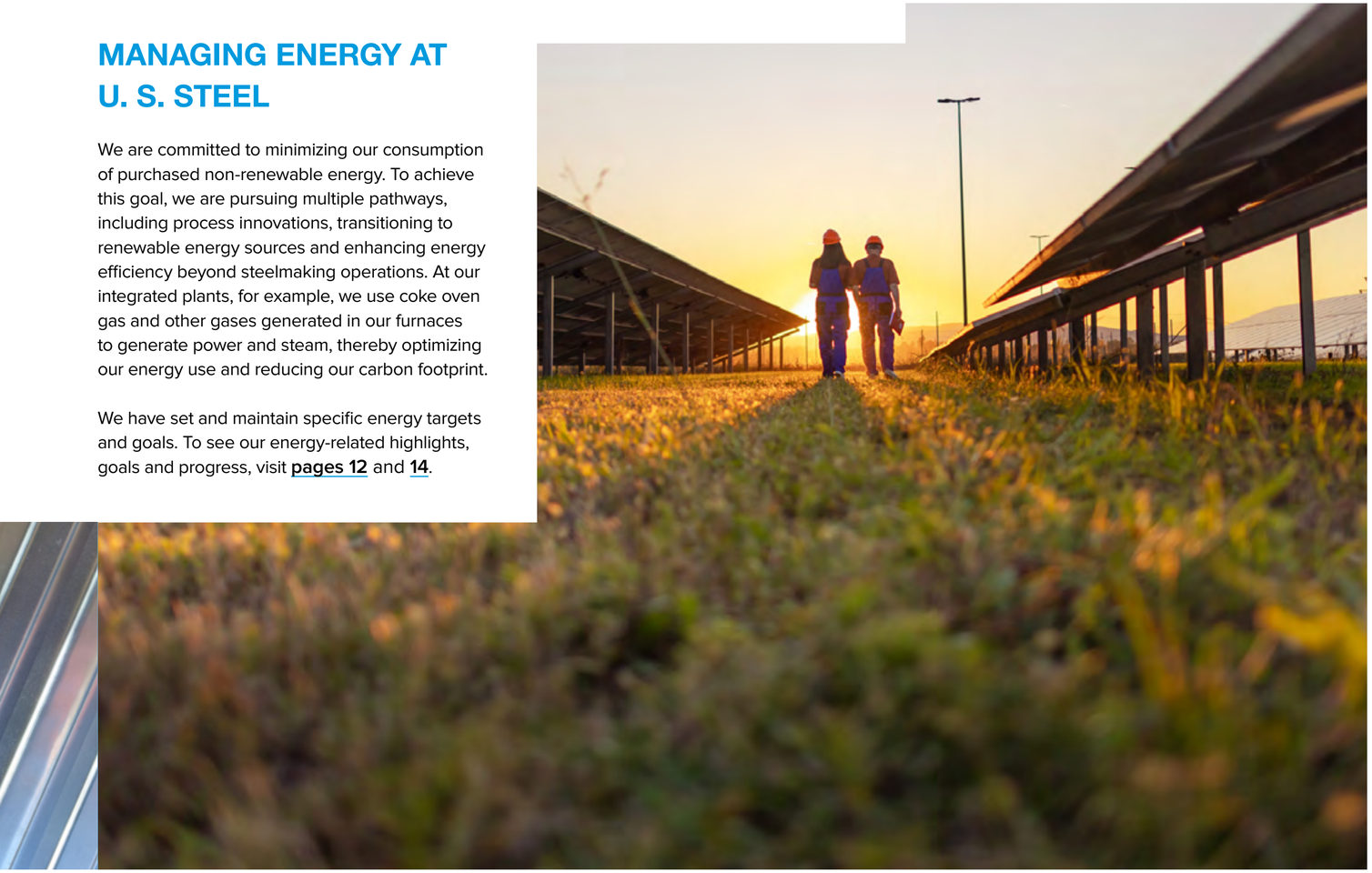
	Gulf Coast Reforestation Alabama, Florida, Georgia, Mississippi	**Longleaf Pine Ecosystem Restoration Across Alabama** Alabama	**Dickson Elementary and Woodland Hills High School** Pittsburgh, PA	**Braddock Youth Project Garden** Braddock, PA	**Clairton Education Center** Clairton, PA	**Kansas Park** West Mifflin, PA
Trees Planted and Distributed = 10 trees	4,000	500	29	51	10	40
Water Provided for People for One Day = 10 people	1,222	988	300	832	181	625
Metric Tons of CO_2 Sequestered = 10 metric tons	2,202	254	3	13	1	5
Cars Off Roads for One Year = 1 car	479	55	1	3	0	1

Energy

MANAGING ENERGY AT U. S. STEEL

We are committed to minimizing our consumption of purchased non-renewable energy. To achieve this goal, we are pursuing multiple pathways, including process innovations, transitioning to renewable energy sources and enhancing energy efficiency beyond steelmaking operations. At our integrated plants, for example, we use coke oven gas and other gases generated in our furnaces to generate power and steam, thereby optimizing our energy use and reducing our carbon footprint.

We have set and maintain specific energy targets and goals. To see our energy-related highlights, goals and progress, visit **pages 12** and **14**.



OUR ENERGY STORIES

Entergy Arkansas: We collaborated with Entergy Arkansas on their Driver Solar project, a new 250 megawatt (MW) AC or 312 MW DC renewable energy plant that came online in December 2024. The plant is situated next to U. S. Steel's Big River Steel Works in Osceola, Arkansas. A portion of the renewable energy generated will power the production of our verdeX® and InduX™ steels. Entergy Arkansas is also providing other means of accessing renewable energy to support U. S. Steel's long-term net-zero goal, including decreasing our Scope 2 emissions. Entergy Arkansas' Driver Solar field is expected to provide more than 555,000 megawatt hours (MWh) of solar energy in a typical year.

Owning and operating our own grid: The Mon Valley Works Edgar Thomson facility has two generators that together produce about 1,500 MWh daily, yet only half the energy is used at the facility. The rest is fed to the Mon Valley power grid, owned and operated by U. S. Steel, supplying energy to the Irvin and Clairton facilities. Operating our own power grid means purchasing less electricity, which reduces Scope 2 emissions and increases efficiency and reliability.

Additionally, U. S. Steel's coke oven gas (COG) distribution pipeline distributes the extra COG produced at the Clairton facility to the Irvin and Edgar Thomson facilities to be used as a fuel source. Our average extra COG production is 80–90 million cubic feet per day (MMCFD)—enough to heat 44,000 homes.

Blast furnace gas reuse: At the Gary Works facility, blast furnace gas is used to fire the stoves that preheat the air going to the blast furnace. The remaining gas goes to the boiler house, generating steam for the turbines that supply wind to the furnace, meet steam needs for operations, and power our steam turbine generator to produce electricity. In 2024, Gary Works averaged 102.7 MWh of energy production, equaling 51% of energy needed to power the facility's operations, through the reuse of the blast furnace gas.

Additionally, Gary Works provides the cement industry with granulated blast furnace slag (GBFS) as a direct substitute for clinker, reducing the cement industry's Scope 1 and upstream Scope 3 emissions. Clinker production is highly carbon-intensive due to the calcination of limestone, which releases significant amounts of CO_2. By substituting a portion of clinker with GBFS, the overall clinker content in cement is reduced. GBFS requires less energy to process compared to clinker, leading to lower CO_2 emissions from fuel combustion during cement production.[5]

[5] https://ijcsm.springeropen.com/articles/10.1007/s40069-013-0063-y

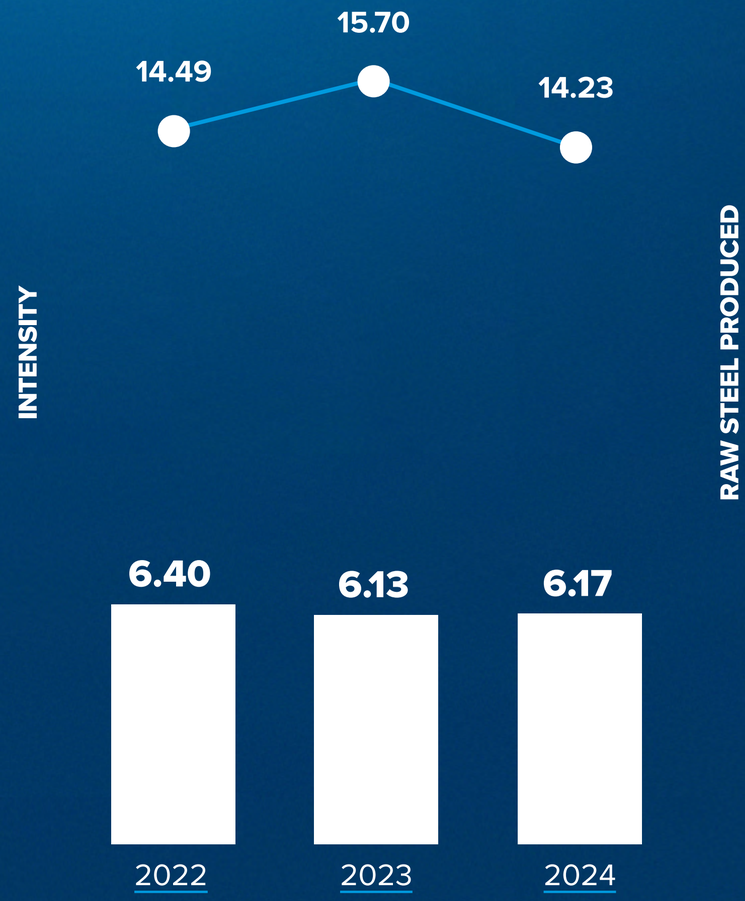
A PEEK INTO OUR ENERGY PERFORMANCE

U. S. STEEL ANNUAL TOTAL ENERGY USAGE INTENSITY AND PRODUCTION FOR THE GLOBAL OPERATIONS

Intensity Units: megawatt hours of energy per metric ton of raw steel produced

Raw Steel Produced Units: million metric tons

Energy intensity is based on the total energy consumption in megawatt hours divided by the total quantity in metric tons of raw steel produced globally as published in the U. S. Steel Annual Report and that is converted into finished steel products.



Alternative Energy

Solar | Converted Energy | Heating | Homes Powered for 1 Year

Origami Solar

Origami Solar will use our ZMAG™ steel to manufacture solar panel frames to be utilized in solar fields. This will allow for cost reduction and increased reliability of solar frames. By enlisting domestically produced steel instead of imported aluminum for its frames, Origami will also be sharply reducing the GHG emissions associated with manufacturing the frame material.

Converted Energy at Gary Works

~892K MWh/year

~87K homes powered for 1 year

In 2024, Gary Works averaged a production of approximately 2,285 MW each day by reusing gas from their blast furnace. As a result, the facility produces over 50% of its needed electrical power internally.

Clairton Off-Gas for Heating

~4,594K MWh/year

~448K homes powered for 1 year

U. S. Steel's coke oven gas (COG) distribution pipeline distributes the extra COG produced at the Clairton facility to the Irvin and Edgar Thomson facilities to be used as a fuel source. Our average extra COG production is 80–90 million cubic feet per day (MMCFD)—enough to heat 44,000 homes.

Driver Solar

~555K MWh/year

~53K homes powered for 1 year

Partnered with Entergy Arkansas on their Driver Solar project, a new 250 MW AC (or 312 MW DC) renewable energy plant that came online in December 2024. It is located adjacent to the Big River Steel Works facility.

Converted Energy at Mon Valley Works

~553K MWh/year

~54K homes powered for 1 year

The Edgar Thomson facility has two generators that produce about 1,500 MWh daily. However, the facility only uses about 50% of that energy per day.

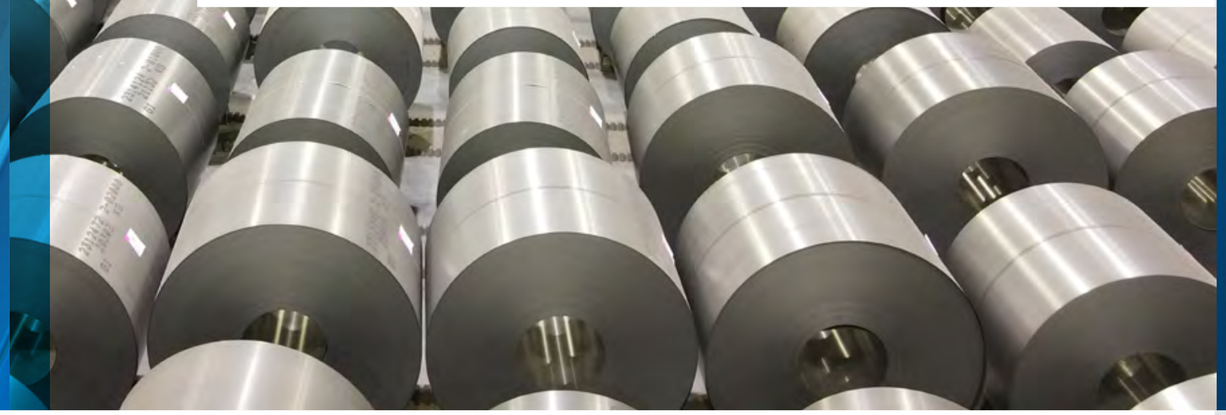
The additional energy not used is fed to the Mon Valley power grid, which is owned and operated by U. S. Steel, and supplies energy to the Irvin and Clairton facilities.

Waste and Recycling

MANAGING WASTE AND RECYCLING AT U. S. STEEL

U. S. Steel is committed to reducing waste throughout our operations and production processes. We strive to reduce waste generation, optimize resource utilization and foster a circular economy. Extending the life cycles of our products through recycling is the main way to reduce the number of our products that end up in landfills. We have a long history of recycling substantial quantities of scrap metal and steelmaking coproducts and byproducts.

In 2024, our North America operations recycled approximately 3.2 million metric tons of blast furnace slag, 23,959 metric tons of Basic Oxygen Process steel slag and 103,806 metric tons of EAF slag, selling the slag for use as aggregate and in highways and other construction. Due to the physical properties of steel, steel products can be recycled at the end of their useful life without loss of quality. In fact, **steel can be infinitely recyclable**, making steel products more affordable and contributing to a circular economy. In 2024, we recycled more than 5.1 million metric tons of purchased steel scrap corporate-wide.



A PEEK INTO OUR WASTE MANAGEMENT PERFORMANCE

WASTE[6] (TONS)

	2022	2023
Total generation of hazardous waste	202,489	194,928
Total generation of non-hazardous waste	2,087,486	2,720,325
Total weight of hazardous waste recycled	137,755	139,079
Total weight of non-hazardous waste recycled	693,134	1,539,974

[6] 2024 waste data was not available at time of publishing; therefore 2023 is the most recent waste data.

OUR WASTE AND RECYCLING STORIES

Waste oil reduction: The Granite City Works facility implemented process improvements to reduce the amount of waste oil going to landfills. These improvements include heating the waste oil, slowing the conveyor on our dissolved air filtration system, and installing a new separation tank with heat and air stones to allow more water to separate from the oil. As a result, Granite City Works reduced the amount of waste oil disposal by 61,000 gallons from 2023 to 2024—a 19% reduction. The facility is planning to achieve further reductions in the near future by reducing the thickness of the waste oil to enable recycling it into lubricants or fuel oil.

Cleaner highways: U. S. Steel employees at several of our facilities across multiple states participated in "Adopt-a-Highway" cleanups in their areas in 2024. Among the events:

- For the third year in a row, employees at U. S. Steel's Minnesota Ore Operations completed the second of two annual cleanups of a stretch of U.S. Highway 169 between the Company's Minntac and Keetac facilities, an event organized by the facilities' LEAD (Leveraging and Enhancing All Diversity) ERG chapter.
- Volunteers from U. S. Steel's Granite City Works, in Illinois, revisited their adopted highway stretch in October, gathering over 50 bags of trash, as well as a kitchen sink. The cleanup was organized by the plant's SteelSUSTAINABILITY ERG chapter.
- At our Gary Works facility, a partnership between the LEAD and SteelSUSTAINABILITY ERG chapters and the Indiana Department of Transportation led to employees cleaning up a 1.5-mile stretch of Highway 20 Eastbound in November.

Supporting greenery with recovered wastewater solids: USSK has recovered more than 350,000 metric tons of solids from its wastewater treatment plant, using them to reduce dust and support greening on 23 acres of land. USSK has increased the share of greenery area by 12%.

Promoting a circular economy: U. S. Steel works with external organizations to repurpose our used equipment, including the transformation of used conveyor belts into rubber mats, and used tires from our mining mobile equipment into feeding and water troughs for livestock. At USSK, construction waste such as concrete, debris and ceramics from reconstruction and modernization projects is reused by third parties, reducing materials that end up in landfills.

E-waste recycling program: U. S. Steel uses a R2v3 (Responsible Recycling) Certified contractor for recycling of e-waste. All our facilities in the U.S. participate in this program. Our contractor provides the facilities with bins for collection that are picked up on an as-needed basis. Electronic equipment such as computers, monitors, keyboards, hard drives, telephones, printers and radios can be recycled or refurbished and reused through this program.

Nature

MANAGING NATURE AT U. S. STEEL

Water, air and biodiversity are among nature's most precious gifts. Protecting them around all our facilities and nearby communities is one of our highest priorities. We manage and interact with nature by doing the following:

Water: Throughout our operations, we recycle water for reuse in cooling and processing. In that way, and through a range of water conservation practices, we are continually reducing the amount of water brought into plants, thus reducing our footprint on local ecosystems and communities. Not only are our investments in water protection lowering the amount of water used per ton of steel produced, but we also have been working to lower the concentrations of metals in the water we discharge and reduce the amount of wastewater filter cake sent to landfills. The Granite City Works facility made improvements to their water filtration system by ensuring the water used for cleaning is now shut off on down days and replacing a leaking heat exchanger and bad valve that were allowing water to go to the sewer instead of being recycled. These efforts resulted in 47.6 million gallons of city water savings in 2024 compared to 2023—a 37% reduction.

WATER (MEGALITERS)

	2022	2023	2024
Total withdrawal[7]	1,205,351	1,162,339	1,123,385
Total recycled	877,057	876,053	858,659
Total discharged[8]	997,549	1,011,067	1,035,806
Total consumption	207,802	151,272	105,593

[7] 2023 total withdrawal does not include potable water from the Irving and Edgar Thomson plants.
[8] 2023 total discharge does not include sanitary water from Edgar Thomson.

AIR EMISSIONS (U.S. TONS)

	2022	2023	2024
NOx	25,754	26,639	25,938
SO_2	10,105	10,631	9,043
VOC	1,320	1,425	1,629
CO	154,143	164,345	165,391
Lead	1.37	1.38	1.12
PM10[9]	8,306	7,714	7,409
PM2.5[9]	6,571	6,365	5,970

[9] PM10 and PM2.5 for Košice based on average PM10/PM and PM2.5/PM ratio for other U. S. Steel sites.

Air: We are working to continuously improve the air quality associated with our operations. Even as air quality regulations become more stringent, we strive for 100% compliance with all federal, state and local agencies' rules, regulations and permit conditions. In 2021, we set a goal to reduce corporate nitrogen oxides (NOx) emissions intensity by 10% by 2030 compared with our 2018 baseline. That goal amounts to cutting intensity by 174 net tons per million metric tons of crude steel produced. In 2024, our absolute NOx emissions intensity was 1,824 NOx net tons per million metric tons of crude steel produced. Steel production decreased, which resulted in a slight decrease of our NOx intensity as compared to 2023.

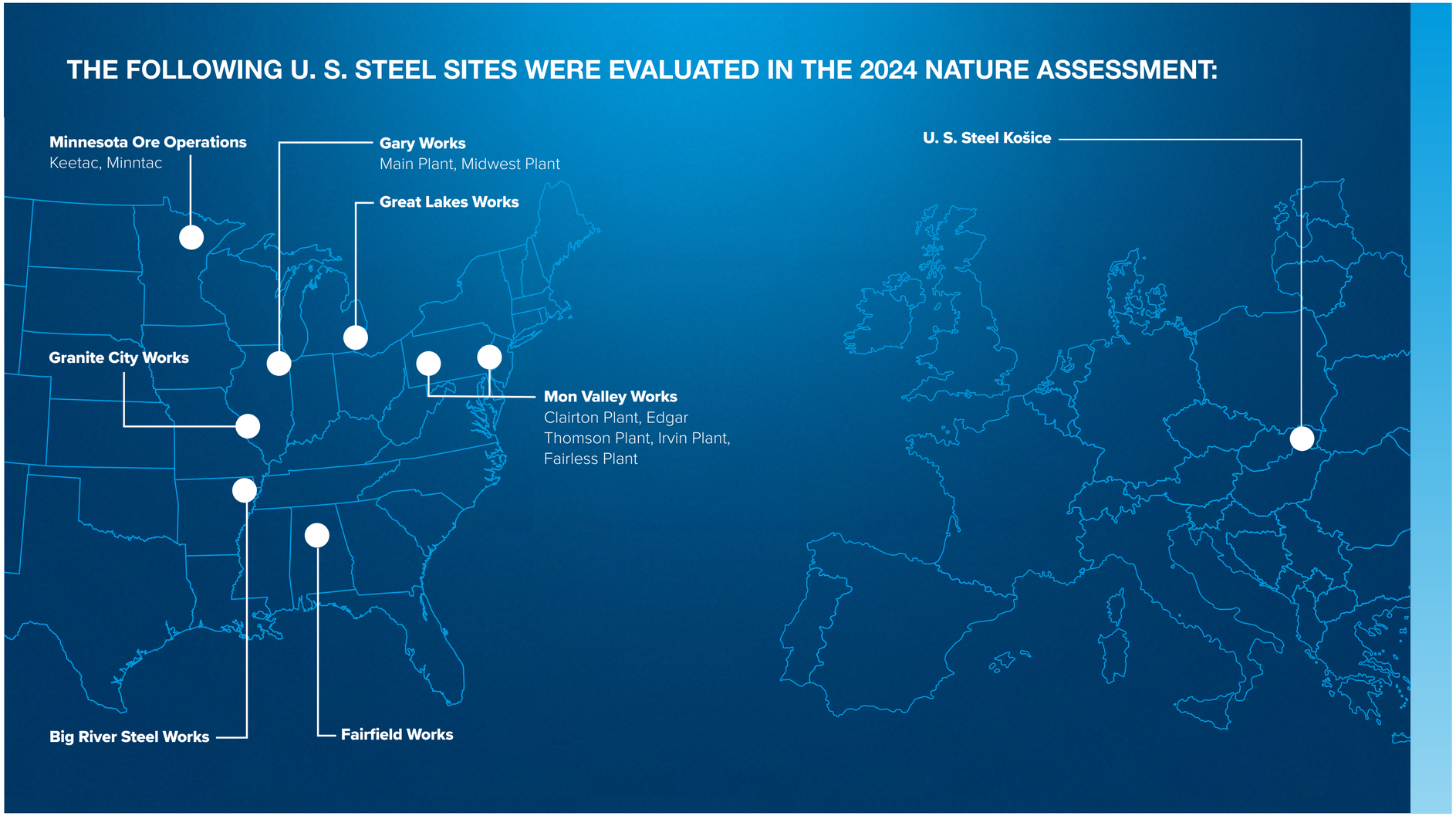
Biodiversity: We are dedicated to respecting protected and conserved areas, and we will continue to manage potential adverse impacts on biodiversity. We published our **2024 TNFD Report** and continued to follow the **Biodiversity Management Plan** developed in 2022 to manage biodiversity risks and adverse impacts at U. S. Steel's Big River Steel Works. USSK also developed a Biodiversity Management Plan in 2024. Our environmental staff and biodiversity programs monitor our properties and designated mitigation areas to identify risks and ensure that our efforts to protect biodiversity are effective.

TASKFORCE ON NATURE-RELATED FINANCIAL DISCLOSURES (TNFD)

U. S. Steel published our inaugural 2024 TNFD Report. The report includes a qualitative assessment of potential nature-related impacts and dependencies, as well as an evaluation of key nature-related risks and opportunities across our direct operations. Through this qualitative assessment, which included a series of six interviews covering 10 sites with our Environmental Department team members, we were able to identify key nature-related impacts, dependencies, risks and opportunities that will guide our prioritization of mitigation strategies and associated financial investments as we continue leveraging publicly available nature and biodiversity tools.

During the site assessment, we considered 13 impact drivers identified by TNFD sector guidance for metals and mining, including: land ecosystem use, freshwater ecosystem use, ocean ecosystem use, GHG emissions, non-GHG air pollutants, water pollutants, soil pollutants, solid waste, disturbances (visual and noise), water use, other resource use (including living and non-living resources), introduction of invasive species (including vertebrate pests) and protected and conserved areas. Both positive and negative nature-related impacts were identified.

For more information, please see our TNFD Report, located on our **website**.



Mining Operations	Minnesota Ore Operations: Keetac, Minntac
Steel Manufacturing	Electric Arc Furnaces (EAFs): Big River Steel, Big River Steel 2 and Fairfield Works Blast Furnaces (BFs): Gary Works; Mon Valley Works: Clairton Plant, Edgar Thomson Plant, Irvin Plant, Fairless Plant; and U. S. Steel Košice (USSK)
Finishing Facilities	Great Lakes Works, Granite City Works and Duluth Works (closed)

OUR BIODIVERSITY STORIES

FLIGHT OF THE EAGLET

In July 2024, a young bald eagle named Lucky launched itself from a tree branch into its first flight—thrilling the eaglet's more than 2 million fans.

Lucky is the most recent star of the eagle family that nests at U. S. Steel's Mon Valley Works Irvin Plant in West Mifflin, Pennsylvania. Cameras near the nest have provided a live video feed of the family's activities after the original eagle couple, Claire and Irvin, first took up residence there in 2013. Lucky was the pair's seventh eaglet to be hatched there.

Lucky—whose name had been picked in a fundraising contest cosponsored by U. S. Steel and the Tamarack Wildlife Center—was 77 days old at the time of that first flight. The event was marked by a spate of media coverage in the Pittsburgh area, calling attention to the plant's wildlife-protection efforts.

PLANTING TREES

Trees bring cooling shade, improve air quality and protect soil and biodiversity. In projects organized by the SteelSUSTAINABILITY ERG at our Mon Valley Works, in partnership with Tree Pittsburgh, employee volunteers helped plant trees on behalf of local communities in 2024. And in October, employees planted 40 bald cypress, chinkapin oak and swamp white oak trees at a popular park in West Mifflin near our Irvin Plant.

Also in 2024, we continued to support the Arbor Day Foundation. According to the foundation, U. S. Steel's support has led to the planting of 4,630 new trees, which will lead to sequestering an estimated 2,478 metric tons of CO_2, avoiding 352,074 gallons of water runoff and removing 12 tons of air pollutants. Big River Steel Works' Environmental Department planted trees on Arbor Day in collaboration with the Osceola (Arkansas) Parks and Recreation Department.

Big River Steel Works also planted 54 trees to mark the 54th anniversary of Earth Day. And USSK managers planted linden trees in April 2024 along the driveway of the main U. S. Steel facility—adding to the 2,500 poplar, beech and linden trees USSK had already planted in the area in 2024.

EMPLOYEE SPOTLIGHT — DR. MELANI CHEERS

Dr. Melani Cheers, Corporate Medical Director, has been with U. S. Steel for eight years and is Vice President of the SteelSUSTAINABILITY ERG. In 2024, Dr. Cheers organized U. S. Steel volunteer efforts in the community, volunteering over 100 hours of her time. One of these efforts took place in the spring, when employee volunteers planted 10 large trees around the school with students at Clairton Elementary and began a two-part planting project with students from the Braddock Youth Project in Braddock, Pennsylvania. In the fall, Dr. Cheers and other SteelSUSTAINABILITY members returned to Braddock to plant multiple fruit trees and shrubs to expand the community orchard managed by Braddock Youth Project students. SteelSUSTAINABILITY also planted 40 large trees with Tree Pittsburgh and Landforce at Kansas Park in West Mifflin, Pennsylvania, and more than 100 trees along the Three Rivers Heritage Trail with Friends of the Riverfront.

"Improving the health, safety and well-being of our employees and students in our region through community engagement brings me great joy."

– Dr. Melani Cheers

TEAMING UP WITH THE PENGUINS

In October 2024, members of U. S. Steel's Corporate Communications and Executive Assistant teams participated in a volunteer event organized by the Pittsburgh Penguins and Friends of the Riverfront. The volunteers helped pick up litter and clear brush and weeds along the Three Rivers Heritage Trail by the Allegheny River in downtown Pittsburgh. The event was part of our commitment to the Penguins Pledge, which aims to improve social, economic and environmental sustainability in the Pittsburgh area.

CONSERVING NATIONAL PARK WETLANDS

In July 2024, U. S. Steel members from the Gary Works Environmental team visited the occupied wetlands on shared U. S. Steel and Indiana Dunes National Park property in Miller Woods. They were joined by partners from the National Park and Save the Dunes to check out the current conditions of the wetlands and access points. U. S. Steel provided $25,000 in funding to treat the invasive species in the shared wetlands, a crucial and beneficial step toward protecting the high-quality National Park habitat next door.

BIODIVERSITY AT USSK

USSK adopted a Biodiversity Management Plan with a goal of ensuring awareness of the importance of biodiversity and of taking steps for its protection. Among the principles promoted by the plan are sustainable use, forest management, protection of aquatic and water-related habitats and mitigation of the negative impact of invasive plant species. Biodiversity efforts undertaken in 2024 included an initial monitoring of birds in selected locations and the planting of 3,200 trees around the facility to protect against dust.

REMEDIATION AT SPIRIT LAKE IN DULUTH FINALIZED

U. S. Steel and the U.S. EPA Region V Great Lakes National Program Office (GLNPO) recently celebrated the completion of a $186 million cost-sharing partnership for the remediation and restoration of the Spirit Lake area on the St. Louis River. The site is adjacent to the former Duluth Works in the Morgan Park neighborhood of Duluth, Minnesota.

An event was held in July 2024 to mark the occasion and officially open the more than 20 acres of newly constructed recreational amenities and the 2.2 miles of new pedestrian trails at the site.

The project aimed to address chemicals of concern in the sediment of an on-site creek and the St. Louis River, with work beginning in 2020 and continuing throughout 2023. In total, 1.3 million cubic yards of impacted material were remediated. Some 460,000 cubic yards of sediment were dredged and placed into two newly built disposal facilities at the site, and protective caps were placed over 96 acres of aquatic habitat. The project resulted in extensive restoration and habitat enhancement, including creating a new shallow sheltered bay for fish spawning habitat.

“U. S. Steel is excited to join the EPA and our local partners in celebrating the official opening of the new recreational amenities along the Spirit Lake project site on the St. Louis River. The significant environmental improvements to the St. Louis River Estuary and the former site of Duluth Works were made possible only by the collaboration and perseverance of the project partners. The area will provide an environmentally engaging space for years to come.”

– Mark Rupnow, Senior Director of Environmental Remediation

SUSTAIN X PROJECT SUBMISSIONS

Our SteelSUSTAINABILITY ERG launched the Sustain X program in 2024 to encourage employees to come up with innovative sustainability projects. Employees across all facilities are encouraged to submit their project ideas, with SteelSUSTAINABILITY providing a total of $12,500 to complete the winning projects.

The winning projects for 2024:

Big River Steel Works — Greening the Employee Entrance Gate: In the annual Big River Steel Works employee survey, over 400 employees requested that Big River Steel Works plant more trees on the facility property now that construction activities have settled. To satisfy these requests and make the energy on the outside of Big River Steel Works match the innovation and technology of the steelmaking process inside, the entrance gate was given a refresh. The gate is now a symbol of welcome and a point of pride for employees, reflecting Big River Steel Works' dedication to sustainability.

Gary Works — Machine Shop Computer Numerical Control (CNC) Coolant Reduction: Gary Works Machine Shop employees installed proportional valves on the coolant concentrate barrels and plumbed them directly to 13 of the CNC machines, improving efficiency and accuracy. Previously, each operator had to walk across the Machine Shop and fill a gallon bucket of coolant concentrate to mix into their machines manually, resulting in variations in the coolant concentrate mix. Now the coolant is correctly premixed for operators and piped directly to the machines. This process improvement spurred a 20% reduction in coolant concentrate consumption and a 13-hour reduction in labor every week.

Gary Works — Paper Shredding Day: In collaboration with SecureShred, Gary Works employees gathered to shred and recycle 1,442 pounds of paper materials, including books, magazines, file folders and hanging file folders. The event was aimed at embracing the "5S" organizing principles — Sort, Set, Shine, Standardize and Sustain — to create cleaner, more organized spaces while offering an eco-friendly outlet for paper waste. Volunteers from around the facility encouraged employees to enhance and declutter both their personal and professional environments by responsibly disposing of unnecessary paper materials in this environmentally responsible way.

Headquarters—Office Supply Consolidation: Headquarters employees have continued to move away from paper and toward electronic documentation practices since the COVID pandemic. As a result, the demand for traditional office supplies has dropped significantly, leading to an excess of unused office supplies scattered throughout the building. At the end of 2024, more than 70 employees came together on each floor and sorted through all unused or unwanted supplies, including pens, pencils, tablets, file folders, sticky notes, binders, staplers, tape, ink and IT equipment. They also responsibly disposed of privileged documents and material. These efforts resulted in gathering 16 cases of legal paper, 22 hampers of IT equipment, 120 boxes of office supplies and 33 shred bins of paper. While some of the supplies were obsolete and required disposal, much of it was still useful and could be distributed to employees or donated. Among the still-useful supplies were desk chairs and 16 boxes of writing utensils, binder clips and cleaning supplies distributed at Mon Valley Works, 59 boxes of cleaning and office supplies and printer paper distributed at the Research Center, and 45 boxes of school supplies donated to the Education Partnership, which supports under-resourced schools in the region.

Mon Valley Works Clairton Plant—Bee Sanctuary: Every spring, Mon Valley Works Clairton Plant experiences honeybee swarms gathering in various locations throughout the facility. For years, employees have been coming together, collecting these swarms and distributing them to other employees who practice beekeeping to protect and sustain bee colony life. Honeybees play a crucial role in our ecosystem, significantly contributing to the pollination of many crops and wild plants, and habitat loss is a major factor in the decline of honeybee populations. This project helped alleviate that threat locally, establishing a beekeeping area at the south end of the Clairton Plant property. Funds were allotted to purchase hives, beekeeper hooded jackets, and tools required to establish and maintain a beekeeping program. Clairton personnel have been managing and maintaining these pollinators for many years and are now positioned to do so for many more to come. The project also provides an opportunity to extend Clairton's community outreach programs through education and environmental stewardship.

Mon Valley Works Irvin Plant—Monarch Butterfly Garden: Mon Valley Works Irvin Plant is located directly in the migration path for monarch butterflies. Pollinators, especially indicator species like monarch butterflies, support sustainability by pollinating, boosting biodiversity and inspiring conservation efforts, all crucial for ecosystem resilience. Following steep declines of monarchs, scientists have found that the monarch population is dangerously low throughout the U.S. Irvin is doing its part to support this threatened and beloved species, planting a garden consisting of perennial native plants such as milkweed, nectar plants and various bulbs that are all part of the monarch's preferred diet. The monarch butterfly garden is at the very front of the Irvin mill, serving as a beautification project that gives new life to previously bare garden beds, while making the area more inviting and enjoyable for all employees and visitors.

Responsible Supply Chain

U. S. Steel's vision is to be an industry leader in delivering high-quality, value-added products and innovative solutions that address our customers' most challenging needs now and in the future. We strive to achieve this vision in ways that enhance sustainability, and that commitment extends beyond our operations to improving sustainability throughout our supply chain.

MANAGING THE SUPPLY CHAIN AT U. S. STEEL

We focus on resilience and ongoing supply chain management to ensure the long-term success of our business while minimizing risks and uncovering opportunities. We want our suppliers to join us in creating a sustainable future with steel.

A resilient and reliable supply chain is essential to our customer-centric approach of providing steel products that are innovative and energy- and cost-efficient. Our processes have helped us overcome multiple recent challenges, starting with the COVID pandemic and followed by supply chain disruptions and inflationary pressures.

The majority of our suppliers are located within the same state as the U. S. Steel facility they supply, or in a neighboring state. Relying on a regional supply base in this way provides us with logistical, environmental and economic benefits. Maximizing a regionally based supply chain enables our suppliers to quickly service our plants. Furthermore, we are able to leverage national agreements for cost advantages. We continue to utilize a supply chain risk management approach to identify, prioritize and mitigate critical risks.

For specific high-risk events that could halt production, we follow a rapid notification process to alert key stakeholders, including the Senior Vice President of Raw Materials and Sustainable Resources. Due to our robust risk management processes, we have not encountered any major disruptions within our supply chain and have been successful in procuring all materials needed to support our operating facilities.

In 2024, we continued to use EcoVadis to further assess supplier risk. We have worked with our suppliers to identify areas of improvement in their sustainability practices. USSK launched their program to their supply base and is continuing to onboard their suppliers to the EcoVadis platform; 47 USSK suppliers have either already been EcoVadis-rated or have shared their existing scorecards with USSK.

We also began working with GEP Software to streamline procurement processes, improving cost efficiency, supplier relationships and risk management. These efforts ensure that our supply chain is both resilient and aligned with our sustainability objectives.

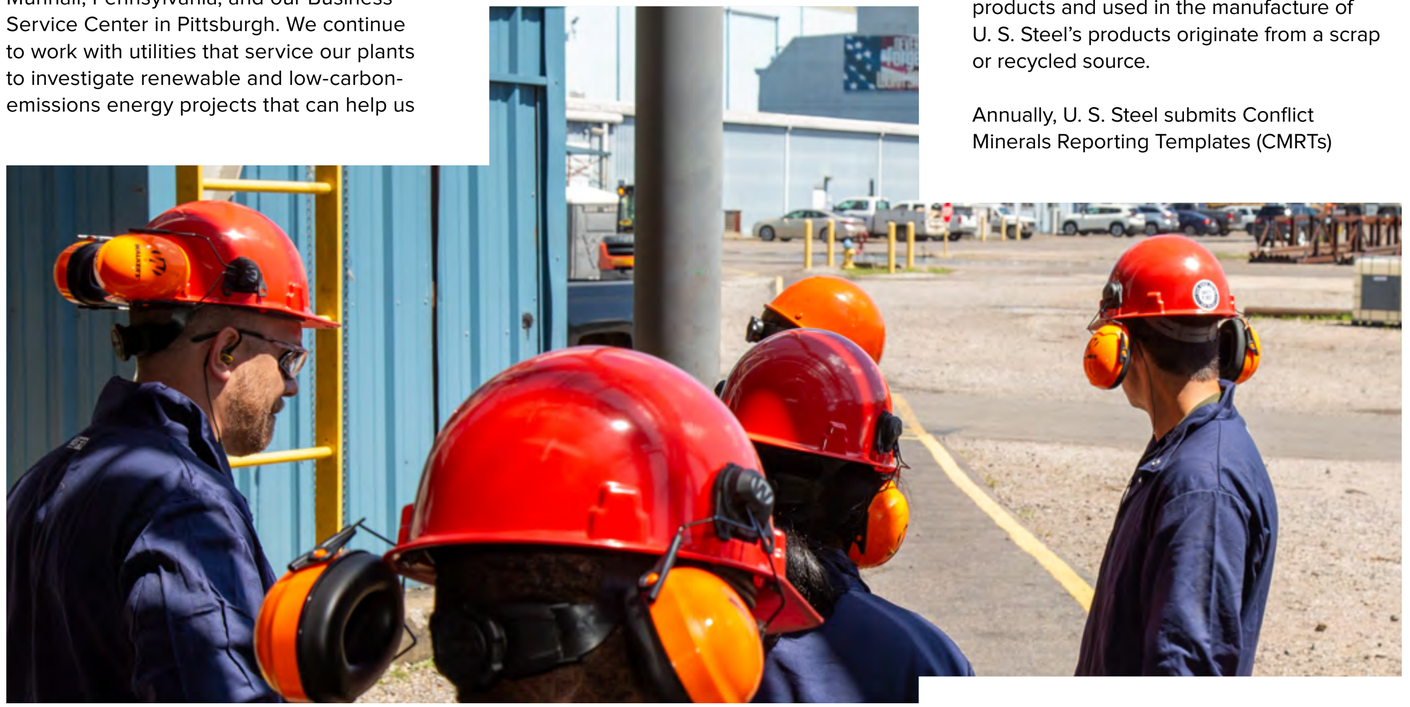
A SUSTAINABLE SUPPLY CHAIN

U. S. Steel strives to achieve the highest standards of supply chain sustainability for environmental and social criteria while ensuring the reliable delivery of our products. Our **Supplier Code of Conduct** specifies supplier standards for ethics, legal compliance, environmental protection, human rights and working conditions.

In 2024, our Procurement team continued to utilize the EcoVadis portal to collect data on our suppliers' ESG policies, practices, performance and measurement. EcoVadis analyzes the quality of a company's sustainability management system at the time of the assessment and provides a score of 1–100, with 100 being the best possible. Our initial campaign included reaching out to our top suppliers to either complete the assessment process with EcoVadis or share their existing scorecard with U. S. Steel. Our focus in 2024 has been to engage with our suppliers to improve their score in their next assessment, setting a goal for them to achieve a minimum score of 50 within the next three years. Currently, 65% of our suppliers have achieved a score of 50 or greater. The tool identifies opportunities for improvement, and we have communicated these to our suppliers as suggestions on how to improve their sustainability practices. Overall, 72% of our supplier scores have increased since their prior assessment. In 2025, we will continue to use the EcoVadis platform, with an emphasis on collecting product carbon footprint (PCF) — the total GHG emissions that a product generates throughout its life cycle — and other GHG emissions data from our suppliers.

In order to progress on our Scope 2 emissions reduction, we are currently working to both lower and verify the reduction of our purchased power GHG emissions footprint at all our plants and facilities. An important way for us to mark our progress toward this goal is through Emission-Free Energy Certificates (EFECs) conferred by our power supplier. The certificates confirm that purchased power, used for a specific time period and facility, generated no emissions of CO_2, sulfur oxides or nitrogen oxides. In 2024, one of our electricity suppliers extended EFECs for power purchased in a deregulated state where key U. S. Steel facilities operate. The plants and facilities covered by the certificates include our Clairton, Edgar Thomson and Irvin manufacturing plants in the Mon Valley region of Pennsylvania; our Research and Technology Center in Munhall, Pennsylvania; and our Business Service Center in Pittsburgh. We continue to work with utilities that service our plants to investigate renewable and low-carbon-emissions energy projects that can help us meet our GHG emissions reduction goals. In 2024, we improved our Supplier Relationship Management (SRM) skills by sending more than 20 employees over a five-month period to an eight-module training course that included sustainability considerations. The course provided the skills needed to design an SRM program focused on our top strategic suppliers. We began implementing this program at the end of 2024 and will continue it through 2025.

U. S. Steel's Big River Steel Works also advanced its supplier sustainability by working to distribute sustainability surveys to its suppliers, in order to analyze supply chain Scope 1, 2 and 3 emissions and increase responsible sourcing.



CONFLICT MINERALS

Conflict minerals are minerals that are mined in conditions and locations where armed conflict occurs and human rights laws are abused. U.S. legislation[10] mandates due diligence and public disclosure related to the sourcing of cassiterite, columbite-tantalite, gold, wolframite and their derivatives: tungsten, tantalum and tin (3TG) from Covered Countries.[11] Based on U. S. Steel's reasonable efforts to investigate the sourcing of materials through its supply chain, the only products manufactured by U. S. Steel that contain 3TG and are subject to legislation are its tin mill products with a tin coating and certain tubular mill products produced by its subsidiaries, which may contain tin. Any other trace elements of 3TG present in U. S. Steel's products and used in the manufacture of U. S. Steel's products originate from a scrap or recycled source.

Annually, U. S. Steel submits Conflict Minerals Reporting Templates (CMRTs) for Tubular, Tin and Non-Tin to its direct customers utilizing the template created by the Responsible Minerals Initiative (RMI). The CMRT is a standardized reporting template developed by RMI that facilitates the transfer of information through the supply chain regarding mineral country of origin and the smelters and refiners being utilized.

In 2024, U. S. Steel conducted a reasonable country of origin inquiry into the source of the 3TG used in the manufacturing of its products. In making its reasonable country of origin inquiry, U. S. Steel collected questionnaires, certificates of analysis or conflict minerals statements from all its tin suppliers and suppliers for certain of its tubular products. A review of the documentation received from these suppliers showed that the 3TG incorporated in products purchased by U. S. Steel in calendar year 2024 that were necessary to the functionality or production of its products and used in the manufacture of its products either did not originate from any of the Covered Countries or came from recycled or scrap sources. Therefore, U. S. Steel determined that no additional due diligence measures were required.

U. S. Steel will continue to monitor its supply chain to ascertain the origin of 3TG used by U. S. Steel in manufacturing its products and provide any required disclosures and updates. U. S. Steel will continue to proactively work with its suppliers and customers to verify the source of 3TG in its supply chain.

For more information, see our **2024 Statement on Conflict Minerals** and related filings with the U.S. Securities and Exchange Commission.

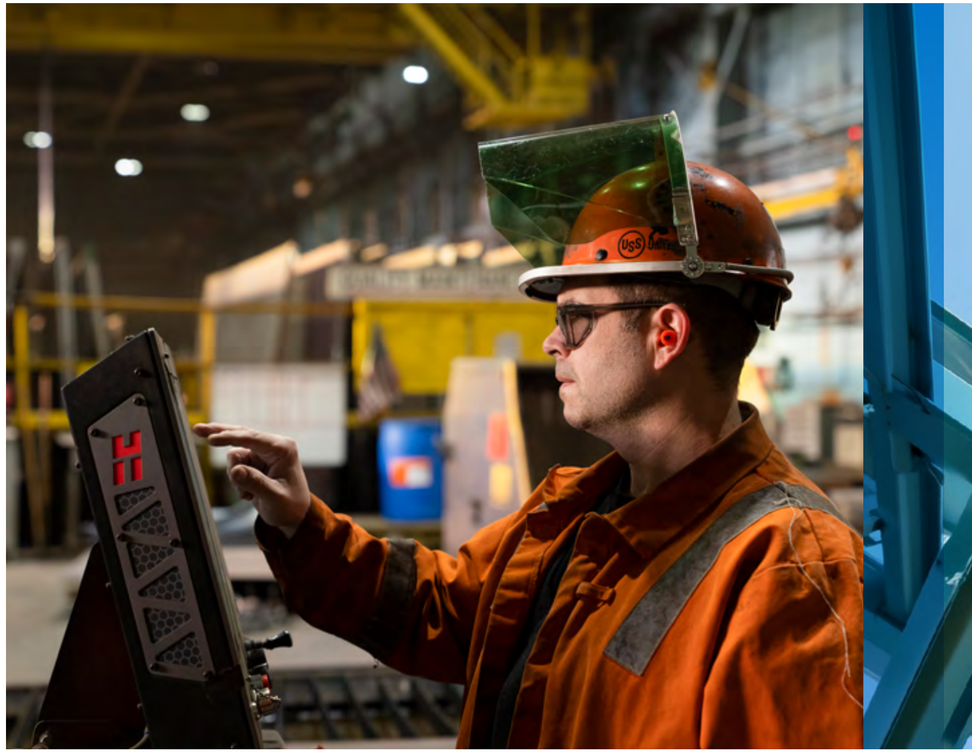
[10] The Dodd-Frank Wall Street Reform and Consumer Protection Act, HR 4173 § 1502

[11] The "Covered Countries" for the purposes of the Rule 13p-1 are the Democratic Republic of the Congo, the Republic of the Congo, the Central African Republic, South Sudan, Uganda, Rwanda, Burundi, Tanzania, Zambia and Angola.

Inspiring Innovation

We believe our long-term success depends on our ability to adapt to the changing needs of our customers and their sustainability goals.

That's why U. S. Steel is advancing the future of steelmaking with our innovative processes and products. As we continuously optimize how we produce steel, our company brings essential value to our customers through transformative improvements. The results marry performance in critical safety applications with lighter-weight steel to help customers meet their sustainability goals, among many other benefits.



Decarbonization

We see the future of steel as a more sustainable one. That's why we are continuing to intensify efforts to become an industry leader in production methods that generate less greenhouse gas (GHG) emissions, and in offering innovative and sustainable products. We are also dedicated to advancing our decarbonization goals because doing so is meeting customer demand. Our partnerships with leading research institutions and technology companies are paving the way for groundbreaking projects in carbon capture, reduction and utilization. These efforts are crucial in our journey toward achieving net-zero GHG emissions by 2050, which our customers expect of us.

We have been progressing toward our 2030 goal to reduce our global GHG emissions intensity by 20%, reaching 19% reduction from 2018. While we are committed to doing all that we can, we know that one company's actions are not enough, which is why we have partnered with like-minded businesses and institutions to seek solutions. The challenges of climate change must be addressed by the global community and our governments to create an environment in which innovation and investment are encouraged.

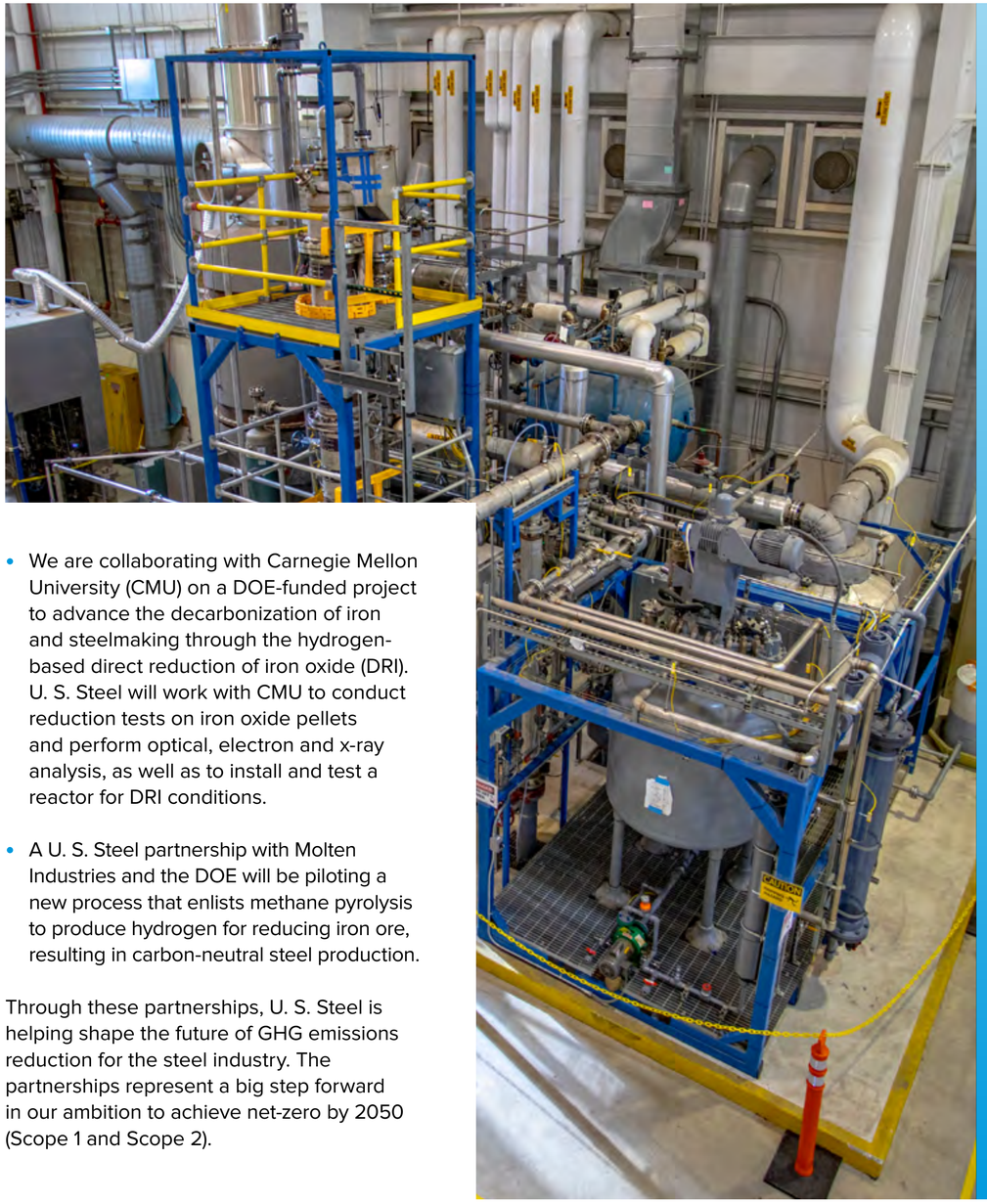
CARBON CAPTURE, REDUCTION AND UTILIZATION PROJECTS

We are working with the U.S. government, research institutions and technology companies to find new ways to reduce emissions in steelmaking. Some of our efforts include:

- At our Edgar Thomson facility in Braddock, Pennsylvania, U. S. Steel is partnering with GTI Energy, Holcim US and Enbridge, with funding from the U.S. Department of Energy (DOE) and Low Emission Technology Australia (LETA), in a demonstration project for ROTA-CAP™ carbon capture technology. ROTA-CAP™ is an innovative process solution that reduces the size and cost of carbon capture systems in industrial settings. It combines a compact rotating packed bed with an advanced solvent to potentially achieve more than 95% capture of flue gases and could cost as little as half as much as conventional capture processes.

- In another DOE partnership project at the Edgar Thomson plant, we are collaborating with the National Energy Technology Laboratory (NETL) to test a membrane-based carbon capture technology, a first-of-its-kind demonstration. Membrane-based carbon capture is simple compared to other carbon capture technologies and has the potential to reduce capital and maintenance costs. The NETL mobile membrane test unit was installed in February 2025, and data collection has begun.

- At our Gary Works facility in Gary, Indiana, we are partnering with CarbonFree to capture and mineralize up to 50,000 metric tons of CO_2 annually with the company's SkyCycle™ technology. SkyCycle™ takes CO_2 from a blast furnace and converts it into a pure form of limestone that can be used in products such as plastics, rubber, paints, adhesives, sealants and caulks. This will be the first commercial-scale carbon capture utilization project at a steel plant in North America.



- We are collaborating with Carnegie Mellon University (CMU) on a DOE-funded project to advance the decarbonization of iron and steelmaking through the hydrogen-based direct reduction of iron oxide (DRI). U. S. Steel will work with CMU to conduct reduction tests on iron oxide pellets and perform optical, electron and x-ray analysis, as well as to install and test a reactor for DRI conditions.

- A U. S. Steel partnership with Molten Industries and the DOE will be piloting a new process that enlists methane pyrolysis to produce hydrogen for reducing iron ore, resulting in carbon-neutral steel production.

Through these partnerships, U. S. Steel is helping shape the future of GHG emissions reduction for the steel industry. The partnerships represent a big step forward in our ambition to achieve net-zero by 2050 (Scope 1 and Scope 2).

Material Development

Steel has always met important needs in society, bettering people's lives. The same is true as the world undergoes essential shifts to meet climate-related goals. Within the clean-energy transition, steel has found its way into the most critical technologies. Sustainable steel products are essential to lowering GHG emissions and underpin the development of green technologies. They enable and support vehicle electrification, energy transmission and renewable-energy infrastructure, among many other important roles.

At U. S. Steel, in addition to developing new grades and applications of steel products, we are also meeting our customers' carbon footprint challenges for the steel they use as we create the lower-carbon-intensity steels of tomorrow with the same tenacity and adaptability that has brought our steel solutions to life for more than 100 years. Our customers trust our highly skilled talent and advanced capabilities to create innovative products and specialty solutions for their ongoing and emerging requirements.

ADVANCED PRODUCTS

To meet the needs of today's important applications, as well as to pave the way for tomorrow's, we are constantly developing and improving innovative steel products — all mined, melted and made in America. Here are some of those products:

ZMAG™: In 2024, U. S. Steel introduced ZMAG™ steel, an exciting new coated carbon flat rolled steel product featuring a unique zinc-aluminum-magnesium coating. ZMAG™ steel is engineered to be strong, more resilient and more sustainable than products on the market today, and with a 25-year warranty, it is ideal for the demands of the domestic solar industry. ZMAG™ steel's innovation brings a level of corrosion resistance that allows withstanding decades of harsh weather across most U.S. climate zones, unlocking new applications of domestic steel to meet evolving industry needs. The extended life of the product enables customers to meet their material use and life cycle goals and can offset CO_2 emissions by delaying the need for replacement. And because the ZMAG™ coating is lighter than conventional coatings, it is produced with lower CO_2 emissions.

COASTALUME™: We combined our GALVALUME® with DuPont™ Tedlar® polyvinyl fluoride (PVF) film to produce a maintenance-free and highly sustainable roofing and siding solution, designed to meet the special durability needs of residential and commercial construction projects subject to harsh coastal conditions. COASTALUME™ offers as much as a 73% reduction in carbon footprint compared to a comparable aluminum roof.

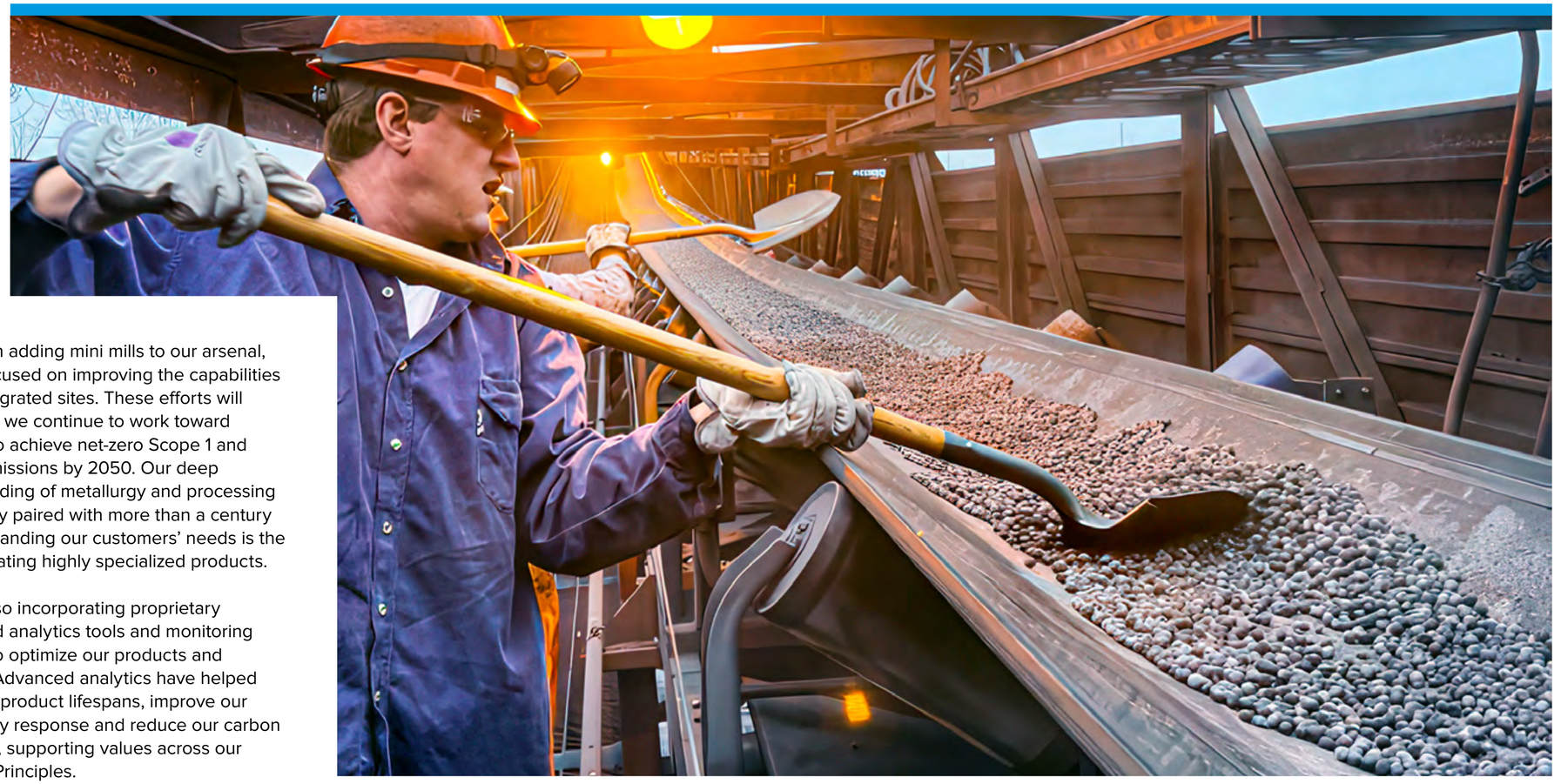
InduX™: This wide, ultra-thin and lightweight steel offers all the magnetic properties necessary for electric vehicles (EVs), as well as for generators and transformers. These optimized magnetic properties increase EV motor efficiency, leading to better mileage and range. InduX™ is produced on the new non-grain-oriented (NGO) electrical steel line at U. S. Steel's Big River Steel in Osceola, Arkansas, representing a significant investment in American jobs and bolstering the resilience of the country's domestic supply chain.

XG3™: A third-generation hot-dipped galvanized steel for automakers, XG3™ offers a unique balance of high strength and high ductility. XG3™ products are in volume production for our automotive customers, helping them to achieve their weight-reduction and performance goals. XG3™ grades, available in strength levels from 780 to 980 megapascals (Mpa) from our newest line at PRO-TEC Coating Company, are an important part of U. S. Steel's broad portfolio of Advanced High-Strength Steel products. By enabling weight reduction, XG3™ helps our automotive customers meet their goals for reducing GHG emissions in their vehicles.

verdeX®: U. S. Steel's low-carbon-footprint product reduces steel's carbon intensity by about 70% compared to traditional blast furnace steel, while containing up to 90% recycled content. It is also endlessly recyclable without degradation.

USS-EAGLE TC™: U. S. Steel Tubular Products' USS-EAGLE TC™ was designed to meet the ever-increasing demands placed on casing connections in extended-length, horizontal shale gas wells. USS-EAGLE TC™ provides gas-tight metal sealing, 100% pipe body performance rating and extreme torque capacity.

Process Improvements



Along with adding mini mills to our arsenal, we are focused on improving the capabilities of our integrated sites. These efforts will help us as we continue to work toward our goal to achieve net-zero Scope 1 and 2 GHG emissions by 2050. Our deep understanding of metallurgy and processing technology paired with more than a century of understanding our customers' needs is the key to creating highly specialized products.

We are also incorporating proprietary automated analytics tools and monitoring systems to optimize our products and systems. Advanced analytics have helped us assess product lifespans, improve our emergency response and reduce our carbon emissions, supporting values across our S.T.E.E.L. Principles.

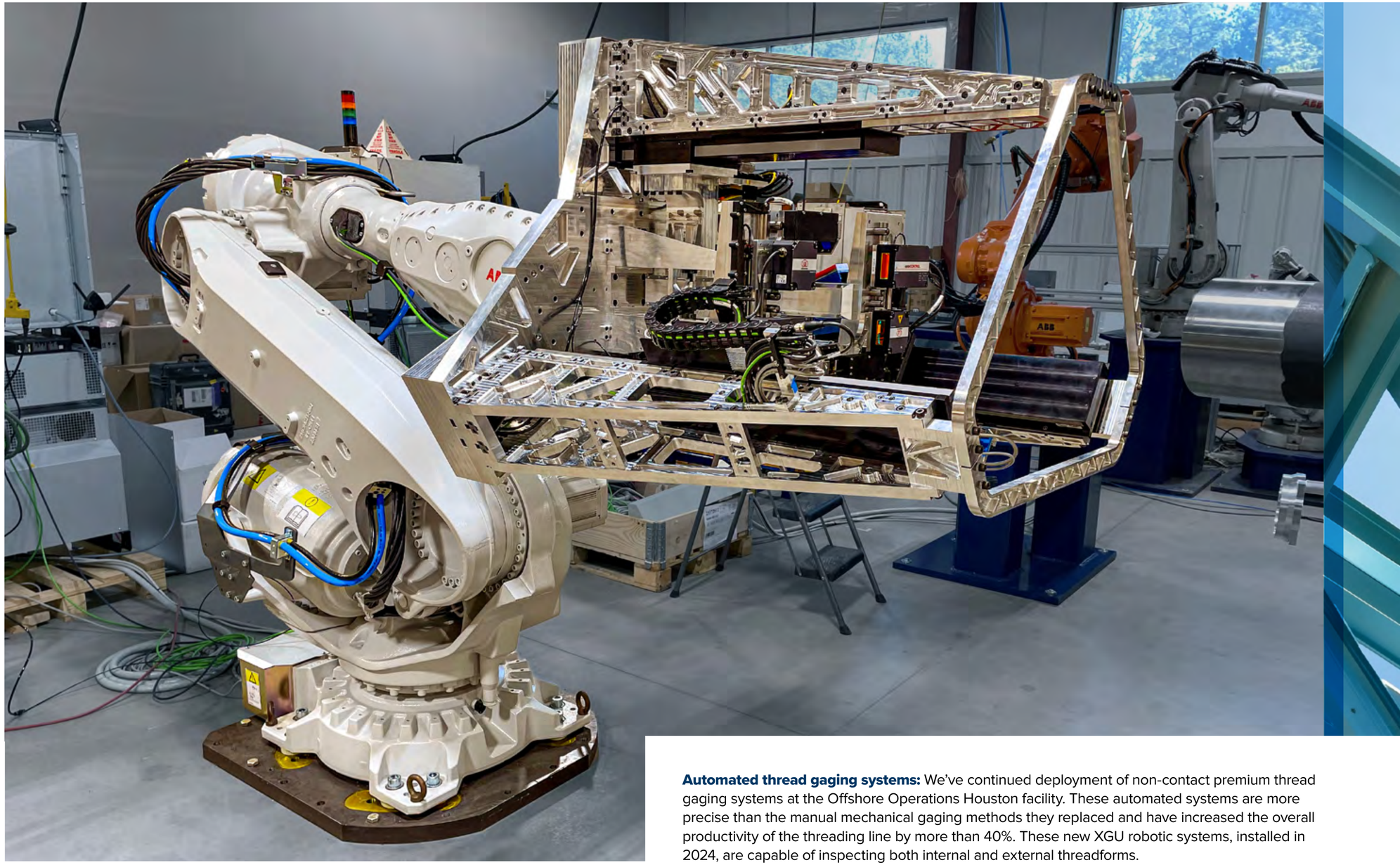
We have undertaken a variety of advanced process improvement projects:

Keetac DR-grade pellets: In May 2024, U. S. Steel concluded a $150 million strategic investment project at our Minnesota Ore Operations Keetac taconite plant, having added the capability to produce direct-reduced-grade (DR-grade) iron ore pellets. DR-grade pellets supply a key input for the feedstocks used in lower-emissions electric arc furnaces (EAFs), improving their quality and efficiency. The successful completion of this investment was commemorated with a ribbon-cutting ceremony. The historic event, themed "Made in America, Made for the Future: A Strong America Starts with U. S. Steel," was attended by state and local officials, including Minnesota Governor Tim Walz as well as local United Steelworkers leadership, suppliers, key collaborators, Keetac employees and U. S. Steel senior leaders.

The project represents an important step in U. S. Steel's metallics strategy, helping to meet our own and customers' needs in an increasingly tight DR-grade pellet market with low-cost iron ore. The new production facility at Keetac—which was completed in 2023 on time, on budget and after 300,000 hours of injury-free work—will also be able to produce blast furnace iron ore pellets, allowing adjustments to changing market conditions.

Forms digitization: Multiple U. S. Steel facilities have continued to digitize and streamline processes. Several human resources, medical and safety forms have been digitized and made available on mobile devices. These efforts save time and reduce the need for paper, as well as the resources required to manually print, distribute, process and track paper forms. Productivity has increased, and responses to employee needs have become faster. A number of additional processes are scheduled for digitization in 2025.

MineMind™: This artificial intelligence (AI)-driven application simplifies equipment maintenance by providing optimal solutions for mechanical problems, saving time and money and improving productivity. MineMind™ harnesses the power of Google Cloud's generative AI technology as a secure app, running alongside the maintenance teams' existing technology and solutions. It has been expanded to various equipment types to assist our maintenance teams at Minnesota Ore Operations at Minntac and Keetac. Together we've reduced work order times by up to 20% in 2024, improving productivity while enhancing the employee experience.



Automated thread gaging systems: We've continued deployment of non-contact premium thread gaging systems at the Offshore Operations Houston facility. These automated systems are more precise than the manual mechanical gaging methods they replaced and have increased the overall productivity of the threading line by more than 40%. These new XGU robotic systems, installed in 2024, are capable of inspecting both internal and external threadforms.

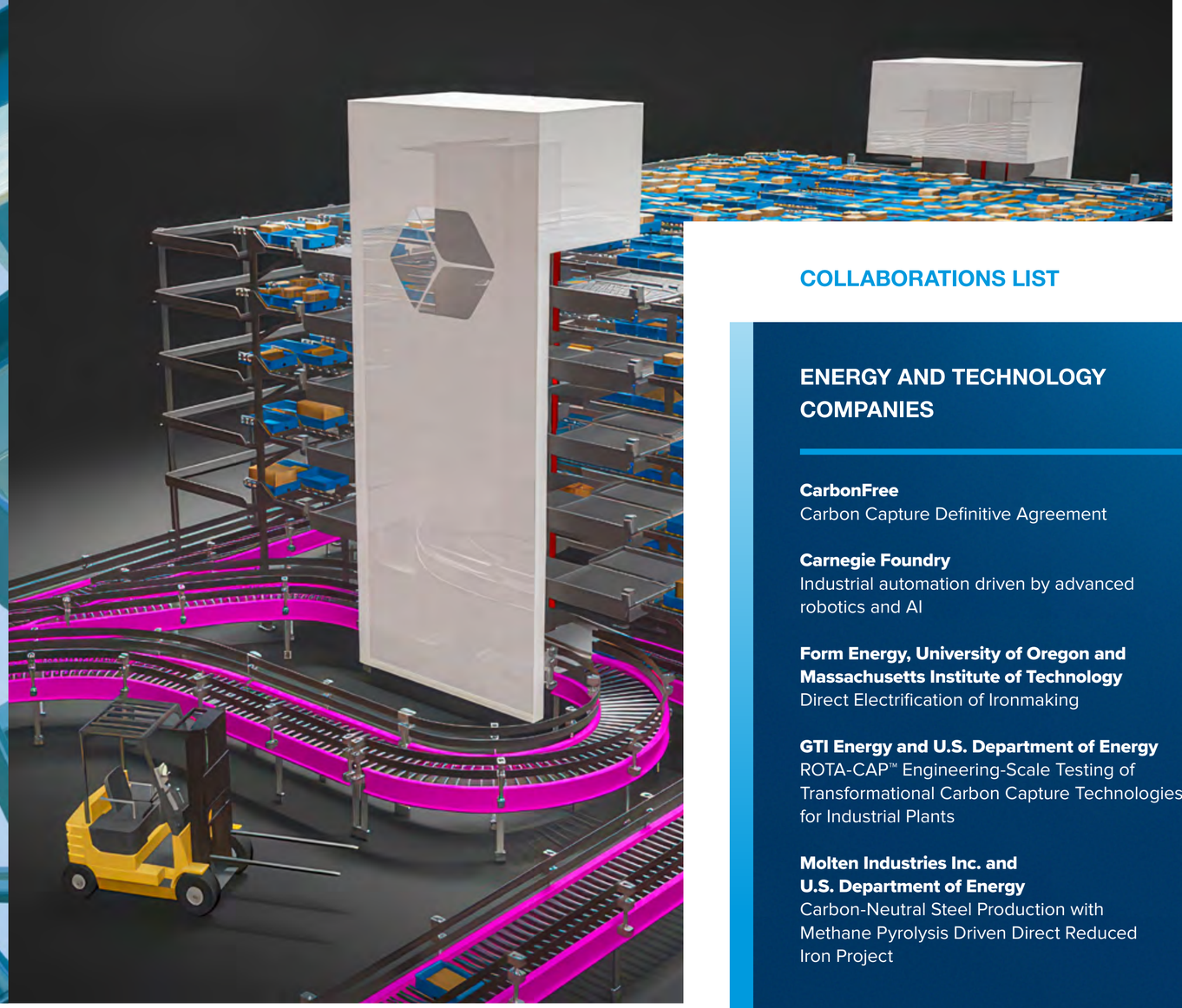
2024 Collaborations

As a leader in the steel industry, U. S. Steel continues to demonstrate its commitment to innovation, sustainability and collaboration across various sectors.

U. S. Steel protects the HGTV® Smart Home 2024: U. S. Steel was a proud sponsor of the HGTV Smart Home 2024, a tech-forward home given away to one lucky winner and featured on HGTV.com and a one-hour linear special in April 2024. The roof was crafted by McElroy Metal using steel manufactured by U. S. Steel, blending innovation with smart design.

Teaming up with Canadian National Railway Company (CN) and FreightCar America: When CN needed to expand its fleet of iron-ore hopper rail cars, it partnered with FreightCar America and U. S. Steel. The result was 600 new “jennies,” as the specialized cars are known, crafted from our high-quality steel and uniquely designed to transport heavy iron-ore loads. Not only have the state-of-the-art cars expanded CN’s fleet while enhancing its performance and durability, but they’ve also helped step up shipments of iron ore throughout northern Minnesota’s Iron Range, including at our Minntac and Keetac Minnesota Ore Operations facilities. Fittingly enough, some of that iron ore will eventually end up in new rail cars.

AIST’s Silver 2024 Reliability Achievement Award: In March 2024, U. S. Steel was presented with the Association for Iron & Steel Technology’s (AIST) Silver 2024 Reliability Achievement Award during the Midwest Member Chapter meeting. Our winning project, titled “#2 Caster Stopper Rod Actuator Delay Reductions,” was initially implemented to reduce delays on critical equipment. But as our team collaborated with different departments of the mill on the project, they came up with ways their innovation could generate even more cost savings throughout the plant on a range of maintenance projects.



U. S. Steel invests in Freespace Robotics: U. S. Steel announced in March 2024 a strategic investment in Pittsburgh-based Freespace Robotics, a pioneering manufacturer of robotic storage and retrieval systems in demand by warehouses worldwide. This investment will help Freespace hire and retain local talent as well as recruit others into the region.

COLLABORATIONS LIST

ENERGY AND TECHNOLOGY COMPANIES

CarbonFree
Carbon Capture Definitive Agreement

Carnegie Foundry
Industrial automation driven by advanced robotics and AI

Form Energy, University of Oregon and Massachusetts Institute of Technology
Direct Electrification of Ironmaking

GTI Energy and U.S. Department of Energy
ROTA-CAP™ Engineering-Scale Testing of Transformational Carbon Capture Technologies for Industrial Plants

Molten Industries Inc. and U.S. Department of Energy
Carbon-Neutral Steel Production with Methane Pyrolysis Driven Direct Reduced Iron Project

UNIVERSITIES

Carnegie Mellon University
- Center for Iron and Steelmaking Research
- Frontiers in Steelmaking Project Course
- Scaling Hydrogen-Direct Reduced Iron Pathways to Decarbonize Iron and Steelmaking (with DOE)

Colorado School of Mines
Advanced Steel Processing & Products Research Center and Continuous Casting Center

McMaster University
Steel Research Centre

Missouri University of Science & Technology
Peaslee Steel Manufacturing Research Center

Purdue University Northwest and U.S. Department of Energy
Steel Manufacturing Simulation and Visualization Consortium

Technical University of Košice, Slovakia
Faculty of Materials, Metallurgy and Recycling

University of Michigan
Global CO_2 Initiative at the College of Engineering

GOVERNMENT

U.S. Department of Energy National Energy Technology Laboratory
Testing of Advanced Carbon Capture Membrane Technology

NON-PROFITS

Allegheny Conference
Community Development Energy Task Force

Association for Iron & Steel Technology

Energy Horizons Cross-Sector Collaborative
Convened by Team Pennsylvania, a nonpartisan public-private partnership

ResponsibleSteel™

RMI (Rocky Mountain Institute)
Steel Climate-Aligned Finance Working Group

World Steel Association
Sustainability Charter Member

Customer Collaborations

Partnering with our customers leads to innovative, cost-effective steel solutions that meet their unique needs. Many of these collaborations help our customers reduce emissions and develop sustainable products.

A BREAKTHROUGH IN DOMESTIC STEEL FRAMES

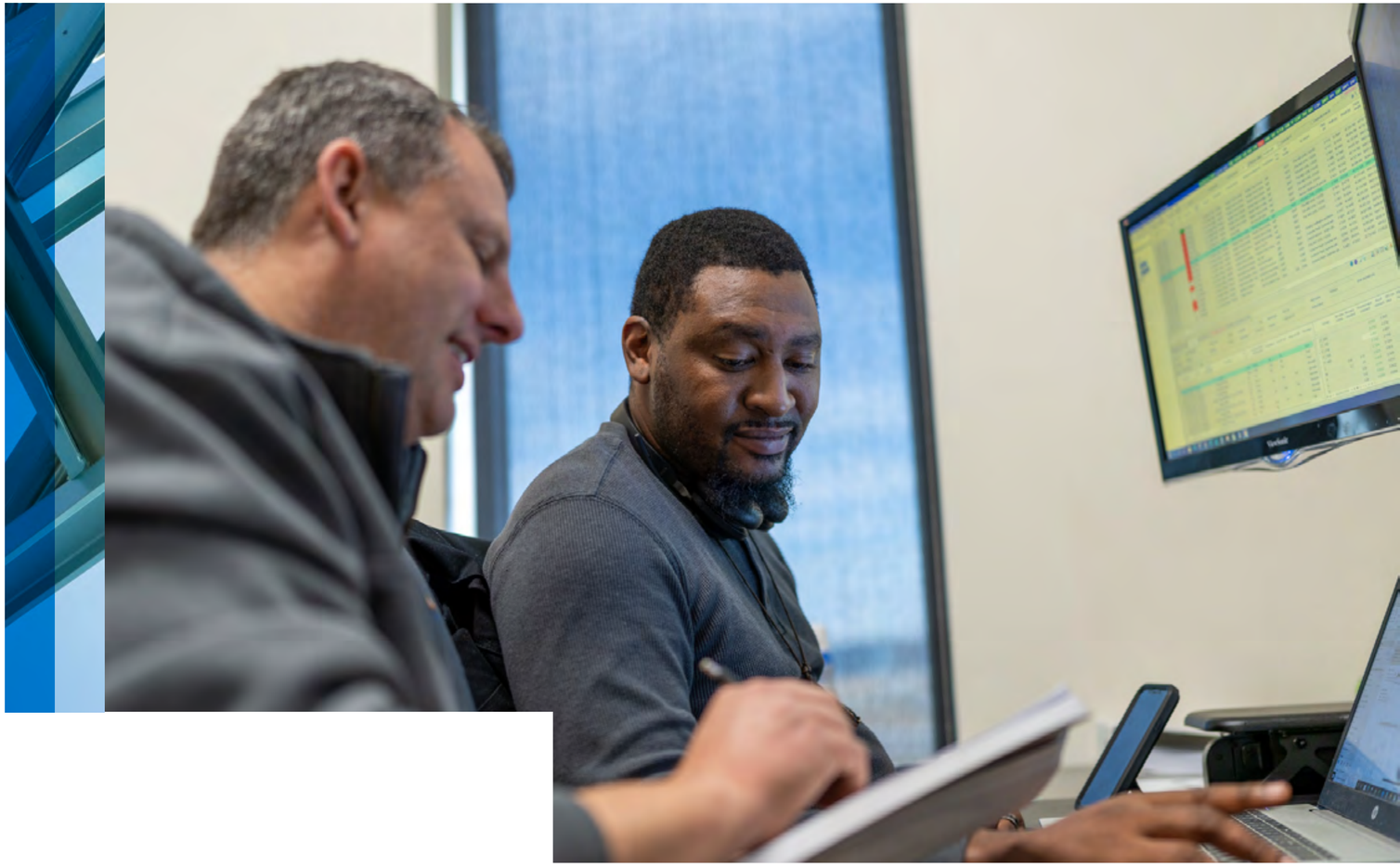
U. S. Steel supplies ZMAG™ coated verdeX® steel to Origami Solar, supporting its mission to revolutionize the solar industry's approach to photovoltaic (PV) module framing.

Origami Solar's innovative steel frames replace imported aluminum frames. While solar panels have steadily improved in efficiency and size, the aluminum frames they rely on have become increasingly problematic due to rising costs, declining strength, foreign supply chain disruptions and aluminum's carbon-intensive manufacturing process.

Domestically produced steel PV module frames, such as those using steel coils from U. S. Steel's Big River Steel Works facility, emit 90.4% less GHG when compared to aluminum frames manufactured in China and Asia.[12] The emissions savings realized by switching from aluminum to steel module frames is the equivalent of over 197,000 tons of CO_2e per gigawatt (GW) of installed solar modules.[13] With U.S. annual new solar module installations estimated to be at 50 GW per year, transitioning the industry from foreign aluminum to steel would provide emissions savings equivalent to removing nearly 2 million passenger vehicles from the road each year.[14]

By leveraging ZMAG™ coated steel, Origami's steel frames provide roughly twice the strength of aluminum frames, with at least 25 years of corrosion protection, ensuring longevity in most on-land project locations. Additionally, the self-healing properties and increased scratch resistance of ZMAG™ steel compared to galvanized steel means greater toughness and resilience for solar panel frames.

With this innovation, U. S. Steel and Origami Solar are driving the future of domestic solar industry value, performance and durability—delivering stronger, lower-carbon and more resilient module frames that redefine industry standards.



[12] Boundless Impact Research

[13] CO_2e saved per GW of solar panels installed is based on a third-party life cycle analysis of the carbon intensity of a typical aluminum vs. domestic steel module frame. The detailed figure has been calculated by multiplying the number of typical utility-sized solar panels per GW by difference in life cycle carbon intensity.

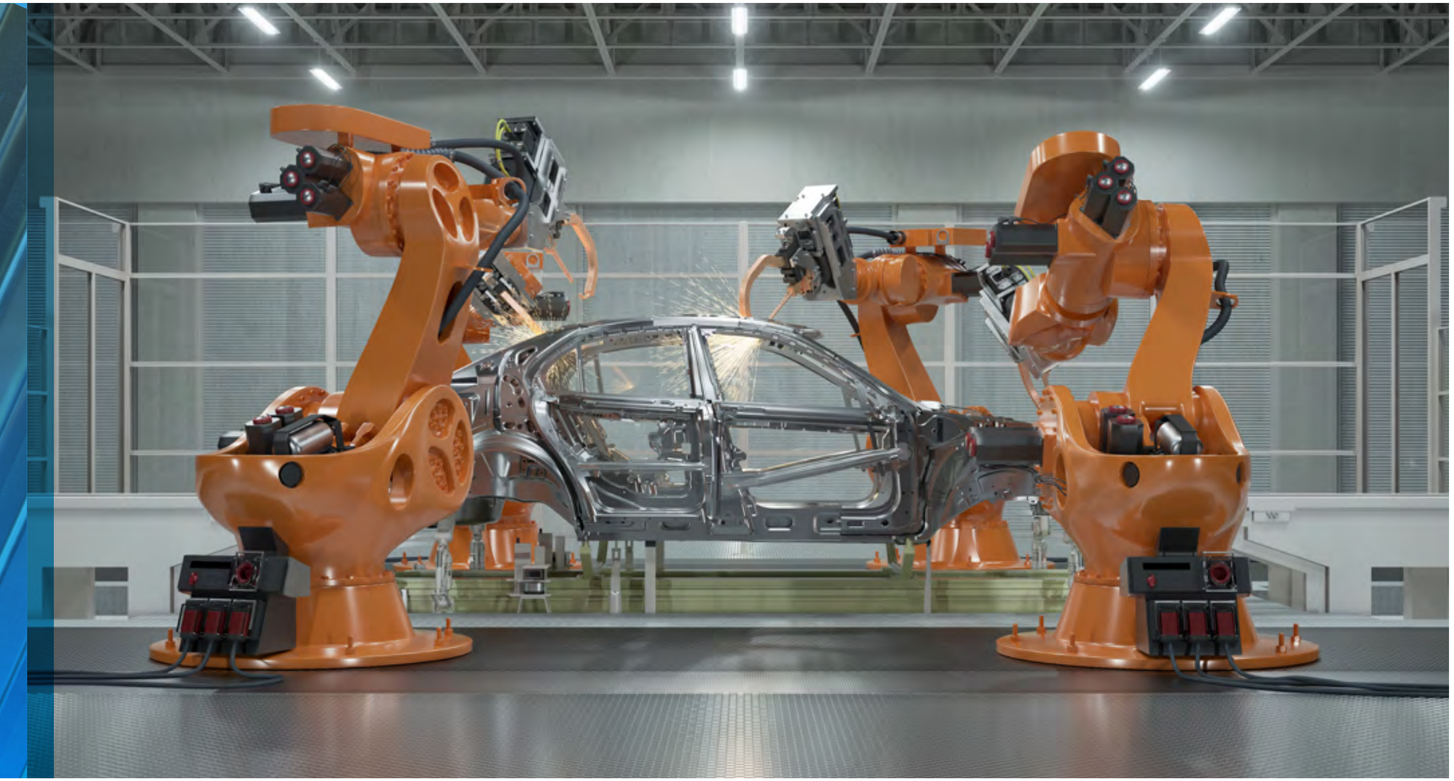
[14] To convert tons of CO_2e into an equivalent number of cars taken off the road, we use the EPA estimate that an average passenger vehicle emits approximately 4.6 metric tons of CO_2 per year.

GENERAL MOTORS

U. S. Steel supplies General Motors (GM) with verdeX® steel, its advanced and sustainable steel solution. Manufactured with up to 75% fewer emissions compared to traditional blast furnace production, verdeX® is made with up to 90% recycled content and is endlessly recyclable without degradation.

“This agreement is an example of how we are innovating with our suppliers to create lower-emissions products for our customers. It also highlights how strong supplier relationships can help build a better future.”

– Jeff Morrison, GM Vice President of Global Purchasing and Supply Chain



A BIG MILESTONE FOR BIG RIVER STEEL WORKS

In October 2024, U. S. Steel’s Big River Steel 2 (BR2) achieved first coil — a major milestone for the new, state-of-the-art mini mill. Completed in 2024, the new facility in Osceola, Arkansas, uses advanced technology to expand production of sustainable, advanced, high-strength and electrical steels. Among the expanded offerings will be our verdeX® sustainable steel, which will be widely available to manufacturers to help lower their carbon footprints. BR2 joins the equally advanced Big River Steel, doubling the capacity of our Big River Steel Works facilities.

GLOBAL STEEL DYNAMICS FORUM

U. S. Steel President and CEO Dave Burritt gave a fireside chat at the Global Steel Dynamics Forum in New York City in June 2024. Burritt discussed the revitalization of a number of U. S. Steel's legacy assets, and the significant impact of Big River Steel Works, among other topics. He also gave special emphasis to what he says he is most proud of at the Company: the huge strides that have been made in safety, and the growth of a strong Culture of Caring.

EMPLOYEE SPOTLIGHT — DAN BROWN

Dan Brown, Senior Vice President of Advanced Technology Steelmaking and Chief Operating Officer at Big River Steel Works, was nominated for the Arkansas Business Executive of the Year award in November 2024.[15]

The Arkansas Business of the Year awards program is designed to recognize outstanding businesses and non-profit organizations from across the state. Each year, Arkansas Business identifies individuals and companies who have thrived throughout tough economic times, are increasing annual revenue above industry norms, and who have seen growth in their organization's value to their community and state.

Being recognized alongside such inspiring leaders in the state of Arkansas is a testament to Dan's hard work, vision and commitment to our industry and community. We're incredibly proud of his achievements and grateful for his leadership at Big River Steel Works. This nomination is a reflection of the dedication Dan brings to his role every day.

[15] Source: https://www.arkansasbusiness.com/article/large-private-company-daniel-brown-aeoy/

Empowering People

We never waver in our deep commitment to seeing our employees thrive, and to attracting and retaining a skilled workforce.

We continue to work hard to ensure our award-winning workplace environment is one that protects employees' safety and well-being, makes them feel welcome and rewarded, and provides them the support, training and opportunities they need to advance. Our Culture of Caring includes active efforts to provide wide-ranging opportunities to engage and invest in communities through volunteerism, partnerships and philanthropy.

Safety and Health

MANAGING SAFETY AND HEALTH

Protecting the safety and health of our workers is in our DNA, going back to when we coined the term “safety first” well over a century ago. All our employees, including leadership, supervisors and frontline workers, are engaged in promoting safety as a core value. Accountability for the safety of others and striving for a zero-harm workplace are deeply embedded in our culture.

There is no greater indicator of the success of our safety efforts than the fact that we were able to operate all our facilities without a single fatality in 2024.

A wide range of practices and resources stand behind our ability to maintain a safe workplace in an industry that has historically been considered one of the most hazardous. We empower our employees through ongoing investments in safety training and tools, ensuring they are focused on hazard identification and the use of control measures to eliminate or reduce risk. And we continually refine our safety protocols. Our Safety Management System (SMS), too, is a key element of our safety infrastructure. We launched our first formal SMS in 2019, enabling us to gain safety data that has proven invaluable in identifying opportunities to further advance our safety efforts.

We continued to find ways in 2024 to improve the gathering, analyzing and leveraging of our safety data. We are taking greater advantage of our mobile-phone-based application that allows supervisors to participate in safety conversations in the field and enter safety data on dashboards that are used to monitor plant performance and set targets at a granular level. Our Safety Recordkeeping System provides a more effective way to track the status of corrective actions from initiation to closure.

Our commitment to safety is evident at every level of our company. Our President and CEO, Dave Burritt, has served on the National Safety Council’s Board of Directors for the past four years, providing leadership, insights and guidance in support of the Council’s mission to eliminate the leading causes of preventable work-related injuries and fatalities. In addition, our Vice President and Chief Safety & Security Officer, Robert Rudge Jr., serves as a Council delegate to assist in formulating position papers and policy statements on safety.

We are quick to share our safety insights with others, and to learn from them as well. We partner with the United Steelworkers union on safety practices and programs, and our safety team continually collaborates with the World Steel Association, exchanging information and ideas relating to injury trends, incident reduction techniques and fatality prevention.

We remain committed to safety and will never stop striving for improvement.

SAFETY COMMITMENTS AND PROGRAMS

We further advanced safety at U. S. Steel in 2024 on several fronts through technology and training.

Eighty-eight percent of U. S. Steel's facilities are ISO 45001 certified. We have been applying new technologies to make even more strides in our ability to assess and improve safety. One example has been our continued use of our mobile application for safety conversations in the field. We also expanded the use of advanced biometric devices to monitor employee health and signal employees and their supervisors to any potential problem before it causes physical distress.

Training is critical to safety. Newly hired employees attend more than two weeks of classroom-based orientation training prior to undertaking specific job-qualification-required training. We provide all new operations employees with on-the-job training, including eight hours of safety awareness training every year in addition to the regular training they receive for their specific job functions.

To see our safety-related highlights, goals and progress, visit **pages 13** and **14**.

AI SAFETY SOLUTIONS

At U. S. Steel, we are always looking to identify and take advantage of emerging technologies that can increase efficiency in our processes and help prioritize the safety of our employees.

National Safety Council Green Cross Submission Caterpillar Driver Safety System: At our mining operations, we implemented AI to detect signs of fatigue or distraction in our haul truck drivers. In 2024, we installed this program on 58 haul trucks. If an issue is detected, the driver is immediately alerted via audible alert and seat vibration, and the event is analyzed by an off-site monitoring center. Using this program, **average distraction or fatigue events per day decreased by 80%.**

AI Crane Hook Engagement: This technology was tested in 2024 and is currently being implemented at the Mon Valley facility to aid in the reduction of risk of improper load distribution and potential failures. Cameras were mounted on the cranes to provide views of both the operator's side and the blind side, which allowed for immediate detection of incorrect engagement for quick corrective actions.

AI-Driven Incident Analysis: The Big River Steel Works facility is piloting an Automated Root Cause Analysis program to help ensure a uniform approach to incident investigations, reduce manual effort and accelerate the analysis process, and lead to better corrective actions and proactive risk mitigation. The tool generates questions based on incident descriptions, and users can select and refine the most relevant questions, helping to identify deeper root causes.

360° SAFETY

In service to our commitment to building a high-performing organization that aligns with our Culture of Caring, in 2024, we devoted our seventh CEO Day of Understanding to raising awareness around our 360° Safety efforts.

The virtual event was broadcast across the corporation, providing company leaders with an opportunity to lead an open dialogue and inspire change. Follow-up in-person sessions were conducted at our largest North American facilities, led by local plant leadership with support from Corporate Safety and Human Resources, and beginning with commentary from our President and CEO, Dave Burritt.

We reinforced 360° Safety throughout the year through a newsletter to all employees and at various presentations and events, several of which included company-wide virtual discussions with company Board members, community partners, customers, suppliers, contractors and other internal stakeholders. In addition, monthly 360° Safety learning paths have been created for all employees who have access to our virtual learning platform. These safety courses are based on topics relevant for that period's monthly observances, raising awareness for National Nutrition Month, Pride Month, Mental Health Awareness, Heart Health and others.

CONTRACTOR SAFETY MANAGEMENT

We engage our contractor workforce by reinforcing our safety policy through written communications, quarterly plant contractor meetings and site field visits. We also communicate our goals for the International Organization for Standardization (ISO) certification for our SMS.

All U. S. Steel facilities evaluate the contractor's conformance to pre-qualification requirements, such as potentially life-threatening programs, written health and safety programs and injury performance history. We approve contractors based on these assessments. All contractors are required to complete a site-specific safety orientation prior to gaining access to the site as well as any supplemental safety training that is deemed necessary. While on-site, contractors must perform daily safety meetings, field observation audits and safety inspections.

Each U. S. Steel facility has developed a Contractor Safety Council that meets routinely to determine and communicate key safety issues and activities. These councils, along with the quarterly plant contractor meetings, provide an opportunity for contractors to discuss safety issues among their peers and our company leadership, generating open dialogue around safety and encouraging a culture of belonging and engagement.

SAFETY AND HEALTH DATA

	2022	2023	2024
OSHA Recordable Cases	193	190	194
Days Away From Work Cases	11	9	13
Significant Injury Cases	57	59	60
OSHA Global Days Away From Work Incidence Rate[16]	0.05	0.04	0.06

[16] Frequency of injuries per 200,000 hours worked

WHEN WATCHING OUT FOR A COWORKER BECOMES LIFESAVING

Darin Johnson was two hours into a night shift at our Keetac facility in Keewatin, Minnesota, when a coworker mentioned that he wasn't feeling well. The coworker insisted he'd be fine. But Darin was concerned; he wondered if the coworker might be exhibiting some of the early symptoms of heat stress.

Remembering his training sessions on looking out for peers' safety, which emphasized symptoms of heat stress and exhaustion, Darin decided to act. He notified Keetac EMS, leading to a quick medical assessment of the coworker, followed by a trip to a nearby hospital emergency department. There, doctors found that the coworker's temperature was spiking to dangerous levels.

If he hadn't come to the hospital, his life would have been in danger, they said.

The coworker made it through the crisis in good shape, thanks to the quick treatment he received—treatment that took place because Darin embodied our culture of making sure everyone goes home safely at the end of every shift.

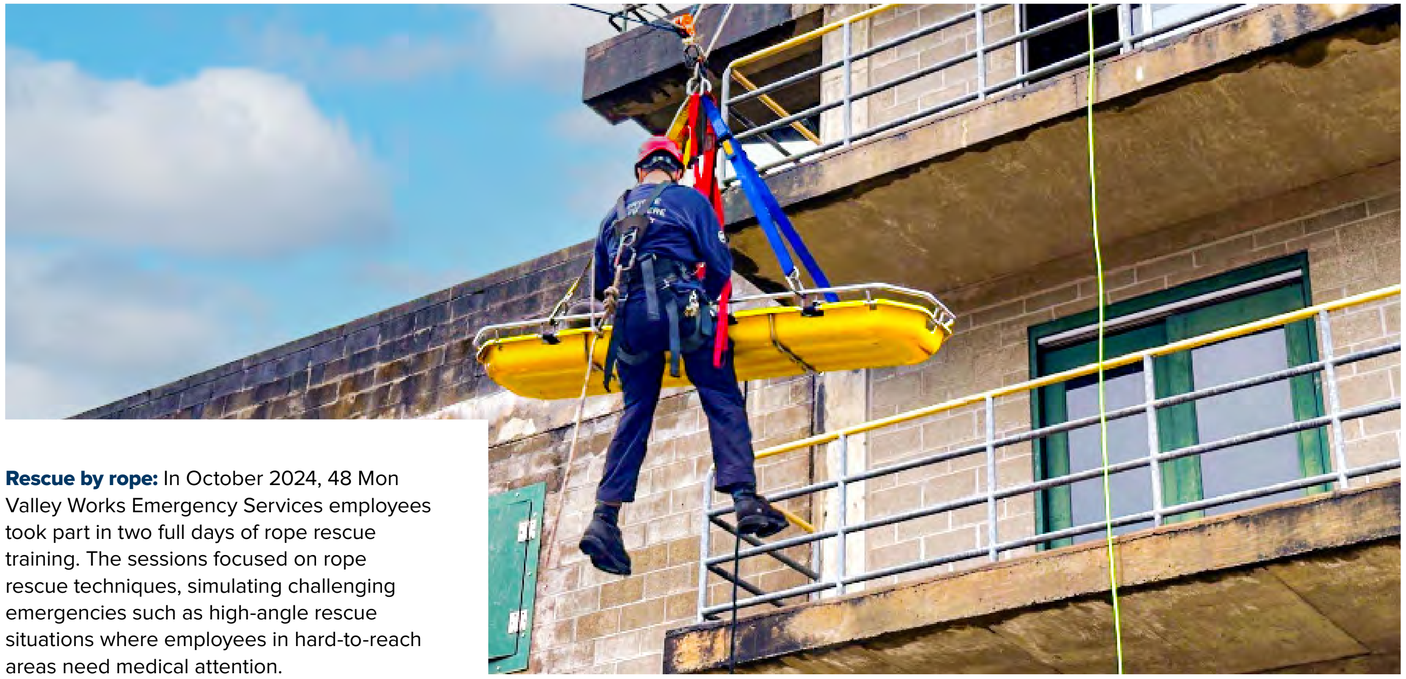
DOING MORE FOR SAFETY

Extending a safety helping hand: After heavy rains flooded parts of the Iron Range in Minnesota in July 2024, a neighbor of our Minntac facility ran into some trouble. At the Minorca Mine operated by competitor Cleveland-Cliffs, a haul truck became stranded in deep water and couldn't be safely moved by the on-site equipment. In keeping with our culture of community service and safety first, Minntac sent over a large wrecker that was able to safely rescue the truck.

Hitting a safety milestone: In February 2024, the Mine Engineering team at our Minnesota Ore Operations achieved an admirable record: 17 years without a recordable injury. That time period represents over 700,000 hours of work from the team, an impressive amount of work to accomplish while staying free of recordable incidents.

Partnering with the National Safety Council: Working closely with the Campbell Institute at the National Safety Council, U. S. Steel helped launch a new Serious Incident and Fatality Prevention Model in October 2024. Based on a “Plan, Do, Check, Act” scheme, the model helps identify hazards, implement and verify controls, and provide continuous monitoring. We were also named the Champion Donor of the new model.

A new pumper to handle emergencies: Mon Valley Works acquired a state-of-the-art fire engine in October 2024 to serve the Clairton, Irvin and Edgar Thomson plants. The Pierce Manufacturing vehicle can pump water, foam and dry chemicals to assist in a wide range of emergencies. The machine adds to the capabilities of the 54 firefighters on the facility’s Security and Fire Protection Services team.



Rescue by rope: In October 2024, 48 Mon Valley Works Emergency Services employees took part in two full days of rope rescue training. The sessions focused on rope rescue techniques, simulating challenging emergencies such as high-angle rescue situations where employees in hard-to-reach areas need medical attention.

Employee Wellness and Development

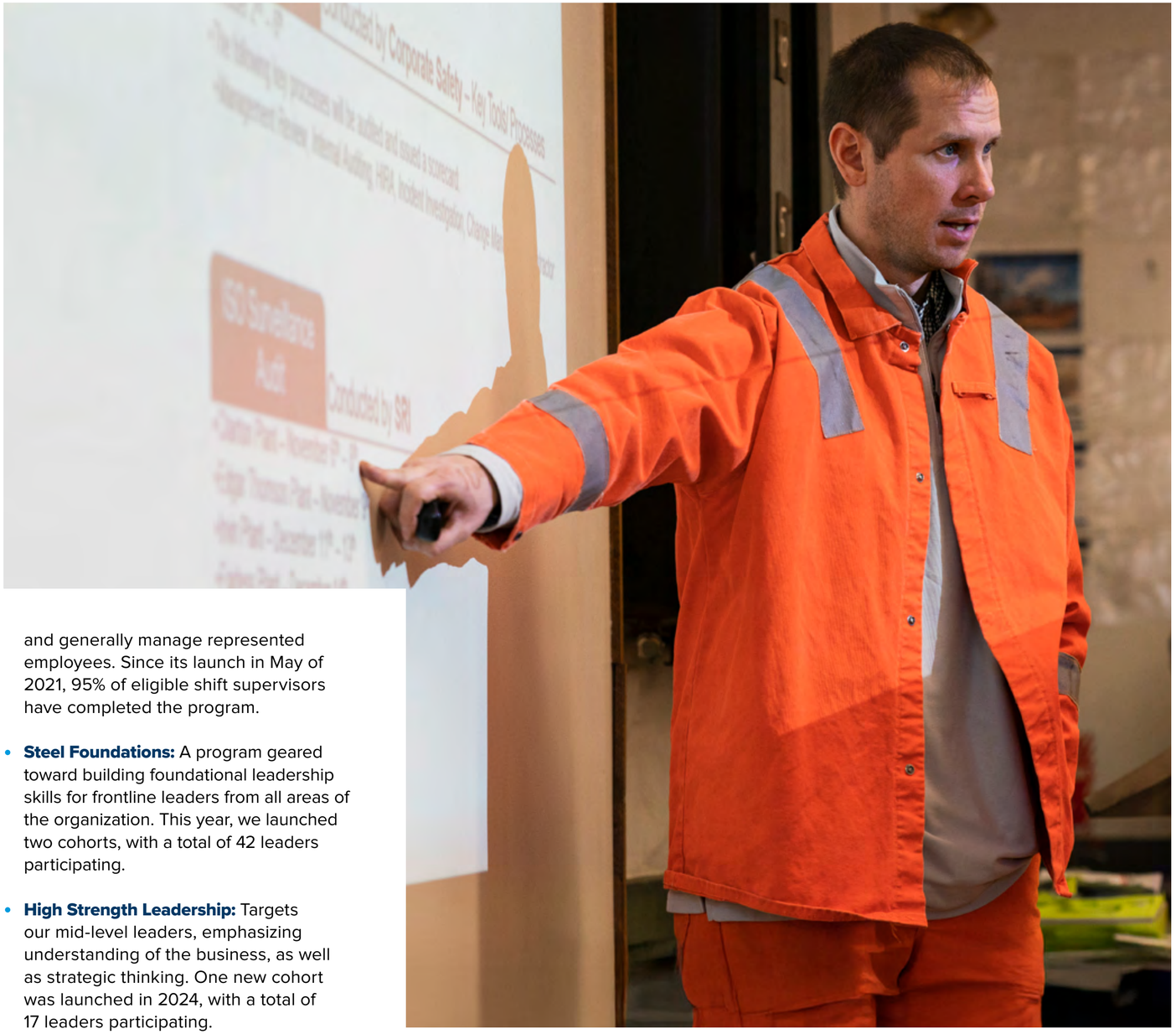
MANAGING EMPLOYEE WELLNESS AND DEVELOPMENT AT U. S. STEEL

We are committed to supporting the wellness of all our employees and to providing them with the resources they need to develop their talents and careers. It is through employees who feel they are their best, healthiest, most productive selves at work that we can maintain our industry leadership and continue to innovate new sustainable solutions to customer problems while creating new efficiencies. Wellness and career development are fundamental keys to our success as a company.

U. S. Steel believes enhancing the well-being of our workforce will benefit all stakeholders and, most importantly, our employees, their families and the communities in which we operate. U. S. Steel is proud to offer industry-leading parental leave benefits and mental health, substance abuse and coaching services. Every employee and each of their family members receives eight free visits to a mental health or coaching professional each year. We believe that strong mental health contributes to strong physical health and overall well-being.

Programs include:

- Fitness reimbursements for gym memberships, Peloton classes and other fitness activities
- Back-up care for children and adults
- Preventive wellness visits at home
- Adoption assistance
- Dependent Care Flexible Spending program with match
- Tuition assistance
- Enhanced fertility services
- Diabetes care



LEADERSHIP DEVELOPMENT PROGRAMS

The Steel Leadership Institute offers a comprehensive suite of development programs designed to cultivate leaders at multiple levels within our organization. These programs, including Leading at the Frontline, Steel Foundations and High Strength Leadership, provide immersive experiences in targeted workshops with practical application to maximize learning. By participating in these programs, our leaders gain essential skills and knowledge to effectively manage teams, drive strategic initiatives and foster a high-performing work environment. The Steel Leadership Institute's commitment to continuous improvement ensures that our leaders are well-equipped to navigate the evolving business landscape and contribute to the Company's success. This year, participants received tours of various facilities and learned more about the process and research behind making steel.

- **Leading at the Frontline:** A program for non-represented frontline shift supervisors who directly manage represented employees. This program continues to be beneficial for new frontline leaders in preparing them to create the environment for strong performance, deal with conflict and generally manage represented employees. Since its launch in May of 2021, 95% of eligible shift supervisors have completed the program.

- **Steel Foundations:** A program geared toward building foundational leadership skills for frontline leaders from all areas of the organization. This year, we launched two cohorts, with a total of 42 leaders participating.

- **High Strength Leadership:** Targets our mid-level leaders, emphasizing understanding of the business, as well as strategic thinking. One new cohort was launched in 2024, with a total of 17 leaders participating.

EMPLOYEE TRAINING

	2022	2023	2024
Number of Training Courses	3,552	2,751	3,218
Total Employee Training Hours	370,000	391,319	320,669

We continued to offer business courses on our learning management platform to all non-represented employees as a way of helping them move up the talent curve, and ensuring they keep current on important business, technology and professional skills. At the end of 2024, employees had utilized 97% of available course-access licenses. Of employees who claimed licenses, 81% were actively taking courses on the platform. Our employees consumed 5,579 hours of course content in 2024, averaging 6.1 hours per license holder. Of this time, 52% was spent learning business skills such as Microsoft Excel and effective leadership; 43% was spent learning technology skills including Python and development applications; and 5% was spent on personal development skills such as time management.

Mentoring at U. S. Steel provides a way to accelerate development of both mentees and mentors, build stronger networks, increase a sense of belonging and enhance job performance. The MentorMe program, launched in 2023, is a flexible program participants can sign up for at any time, providing opportunities to discuss career and professional growth-related challenges, and work with multiple mentors or mentees over time. In the fall of 2024, MentorMe was rolled out to all non-represented employees. Depending on employee experience level, all non-represented employees can participate as a mentee, a mentor, or both. By the end of 2024, 84 mentors and 106 mentees were participating in the program, with a total of 80 mentor-mentee matches.

In November, U. S. Steel celebrated National Career Development Month for the first time. Workshops were held to support employees in continuous career development, as well as in the year-end performance management cycle. Workshops were aimed at both employees and managers, focusing on how to prepare for and get the most out of performance review and development discussions. A speed-mentoring session was also held to facilitate social learning and internal networking. Among participants who responded to a survey, 98% indicated that these sessions were useful, and 99% said they would recommend these sessions to other employees.

EMPLOYEE APPRECIATION DAY

MINNTAC

Employees and their families gathered for lunch and ice cream at Minntac's Employee Appreciation Day in August 2024, where various food trucks were waiting for them. After lunch, they boarded buses for a tour of the mine. Minntac Process Coordinator Jeff Baker brought his son Tate to the event, and both were among the many who reported they had a great time.

"The tour bus made multiple stops to provide opportunities to view the mining equipment, the West Pit Overlook and the concentrator. Tate thought it was awesome to be able to see all the huge pieces of mining equipment and couldn't believe how big the open pit was."

– Jeff Baker, Minntac Process Coordinator

BIG RIVER STEEL WORKS

In September 2024, Big River Steel Works hosted a Family Day event at AutoZone Park in Memphis, where team members and their families enjoyed a memorable day at the ballpark. The event featured a Memphis Redbirds baseball game, classic game-day food favorites, an exciting high-five tunnel experience with players before the game, and a special opportunity for attendees to run the bases after the game.

STEEL STORIES PODCAST

There is no shortage of interesting, meaningful and impactful stories that can be told about the steel industry and its impact—and some of the best of them can be heard on the *Steel Stories by U. S. Steel* podcast. Hosted by technology and business journalist David Kirkpatrick, the podcast features interviews with a range of experts and leaders, many of them from U. S. Steel. The episodes, which have aired roughly monthly or bimonthly since debuting in March 2023, cover everything steel, from geopolitics and sustainability to technology innovation and industry safety, and much more.

Our employees who were guests on the podcast in 2024 include:

Ben Caryl, Associate General Counsel for International Trade and Public Policy at U. S. Steel

Neil Pergar, Engineering Project Manager at U. S. Steel

Dave Burritt, President and CEO of U. S. Steel

Jason Zugai, Vice President of United Steelworkers Local 2227 at Mon Valley Works Irvin Plant

More information on the podcast, including how you can listen, can be found on our website.

INTERN SPOTLIGHTS

Matthew Cook finished up his second summer at Big River Steel Works as a sustainability intern, where his hard work and valuable contributions were much appreciated. He worked with the team at Big River Steel to design and install a rainwater catchment system for the raised garden beds at the facility, complete biodiversity monitoring of wildlife near the stormwater ponds, and volunteer with Main Street Osceola. He also had the opportunity to job shadow the environmental technicians at Big River Steel. Matthew headed off to his senior year at Arkansas State University, with the gratitude and best wishes of Big River Steel Works employees.

Madison Salvo applied her chemical engineering studies at the University of Pittsburgh to her 2024 summer and 2025 spring internships at U. S. Steel's Clairton Plant. Madison threw herself into examining cooling towers, super still heat exchangers and fractionators, among other equipment. Luckily for all, she will be back in the fall of 2025 as a co-op student.

"This internship has been nothing short of an incredible experience where I have had the opportunity to tackle technical problem-solving, learn from exceptional mentors, and grow both personally and professionally."

Bella Wilson, our Corporate Communications intern, developed financial and executive communications and public relations messaging, and wrote and published 23 articles on U. S. Steel's internal news network, X App, during her 2024 summer and fall internship.

"As my internship continued into the fall semester, I worked to help the U. S. Steel Communications team gear up for the rest of 2024. By doing so, I learned more every day about event planning, social media strategy and curating strong relationships with the media."

Culture of Caring

EMPLOYEE SPOTLIGHT — EMPOWERED TO SAVE LIVES

Dan Kayich and his family were out for dinner at a little league function when he saw that one of his son's teammates seemed to be choking. Dan, a carpenter at our Granite City Works, immediately jumped up, ran to the child and started to perform the Heimlich maneuver. Dan's quick action did the trick, dislodging the food blocking the child's airway so he could breathe again.

Talk about good timing. It was just five days earlier that Dan had attended a class at the Granite City Works Fire Station where he learned to perform CPR, use an automated external defibrillator and perform the Heimlich maneuver. "The training that I received from the U. S. Steel Fire Department gave me the confidence to act," said Dan. "Everyone should take CPR training."

The fire station's certified instructors trained well over 300 employees in the American Heart Association course in 2024. But Dan was unique in having to apply his new skills so quickly, earning him a life-saving award plaque by the Granite City Works Emergency Services Department.

RECOGNITIONS AND MEMBERSHIPS

2024 RECOGNITIONS

- Named by Vibrant Pittsburgh as one of its 2024 "Vibrant Champions"
- Named by Ethisphere as one of the World's Most Ethical Companies® for the fourth consecutive year in 2025[17]
- Earned Human Rights Campaign Foundation's Equality 100 Award and, for the fifth year, a perfect score of 100 in the Corporate Equality Index
- Received the American Red Cross Award for Highest Year-over-Year Growth Rate of a Corporate Partner for blood donations in 2024
- Recognized as a Beyond the Yellow Ribbon company
- Mansfield certified through 2025
- Earned top score of 100 and designated a "Best Place to Work for Disability Inclusion" in the 2024 Disability Equality Index for the fifth consecutive year
- Recognized for the second year by Military Times' "Best for Vets: Employers" list
- Savoy Magazine's 2024 "Most Influential Corporate Directors" issue honored U. S. Steel Board member Alicia J. Davis

2024 MEMBERSHIPS INCLUDE THE FOLLOWING

- CEO Action for Inclusion and Diversity
- The Valuable 500
- Women in Manufacturing (WiM)
- Association of Women in the Metal Industries (AWMI)
- Vibrant Pittsburgh
- Signatory of Statement of Support for Women's Empowerment Principles

[17] "World's Most Ethical Companies" and "Ethisphere" names and marks are registered trademarks of Ethisphere LLC.

EMPLOYEE RESOURCE GROUPS

One way we foster our Culture of Caring is through our Employee Resource Groups (ERGs). Our eight ERGs provided education, leadership development, mentorship and networking opportunities for their members in 2024, as well as engaging in charitable outreach. Last year, our ERG membership increased by 15%, helping us maintain an environment in which employees feel valued and heard.

LEAD
Leveraging and Enhancing All Diversity

“Being part of LEAD allows me to contribute to a culture where every perspective is valued, and where different backgrounds are celebrated. It’s about creating opportunities for discussion, breaking barriers, and ensuring continuous learning that helps us grow both individually and as an organization.”

– Elizabeth Ramous, Vice President of LEAD

U. S. Steel’s first annual Volunteer Week

In October, LEAD held U. S. Steel’s first annual Volunteer Week. From October 15 to 22, employees at our Gary, Midwest, Great Lakes, Auto Center, Headquarters, Mon Valley, Research, Pittsburgh Service Center, Fairfield, Minnesota Ore Operations and Houston locations rolled up their sleeves and showed what it means to support our neighbors and make a difference. We collaborated with local food banks in the Feeding America network, engaging in a variety of impactful activities, including packaging, sorting and distributing food to those in need. In total, we packed over 150,000 pounds of food, helping over 25,000 people. Additionally, U. S. Steel made a total monetary donation of $20,000 on behalf of these locations plus Granite City and Big River Steel Works, ensuring that even more communities could benefit from our collective efforts.

WIN Women's Inclusion Network

"I wanted to be President of WIN because I wanted to do what our slogan says — 'Empower. Inspire. Lead.' Being a part of the ERGs enables every one of us to fuel what inspires us. As ERGs, we fill the spaces between the departments within our organization, so our reach is far, and we can use it to connect and make meaningful impacts both internally and externally."

– Mindy Buccicone, WIN President

Women's History Month

WIN celebrated Women's History Month in March by hosting multiple events, including a Fireside Chat with our first woman General Manager for the Mon Valley Works, cofounder of WIN, and former President of the Ciloets, Lisa Roudabush. Attendees agreed that the event provided perspective on the progress that women have made at the Company in recent decades, as well as an appreciation of the women who paved the way for others and inspired so many to strive for more.

SERVE Strengthening and Enhancing Relationships of Veteran Employees

"I am a firm believer in creating a safe environment for fellow veterans to be able to reach out for support. Having a SERVE group creates exactly that — support, friendship, trust and camaraderie."

– Christopher Warner, SERVE Vice President

U. S. Steel Supports Operation Troop Appreciation

Employees from the Mon Valley Works plants and the SERVE ERG saluted Operation Troop Appreciation (OTA) by presenting a $50,000 donation to support the group's efforts to renovate their West Mifflin, Pennsylvania, location. The planned renovations will enable OTA to better care for and engage with veterans. OTA supports not only soldiers currently serving in our nation's armed forces, but also offers its Veterans Welcome Home Program to veterans returning to Western Pennsylvania after completing their service who may be struggling financially, physically and mentally.

NextGen Steel
Empowering the Next Generation of Leaders in Steel

"I wanted to become President of NextGen Steel because I wanted to cultivate a group where everyone feels seen, valued and empowered to bring their full selves to work, and to empower our early career professionals to lead and inspire the next generation to do the same. This ERG represents more than just a community; it's a catalyst for growth, understanding and change. Being part of NextGen Steel has shown me the power of collective voices, and I'm passionate about leading initiatives that inspire connection and foster a Culture of Caring."

– Lauren Roberts, NextGen Steel President

NextGen Steel Book Club

NextGen Steel started a book club in October 2024 to read and discuss books on leadership and career development. The first book they read was *Dare to Lead* by Brené Brown.

"*Dare to Lead* was an excellent book to start off our book club. There were a lot of exercises and discussion prompts that Brené Brown provides that we were able to use to structure our book club meetings. I think reading this book helped us to learn a lot about ourselves and our individual leadership styles. The book club is something we will definitely continue in 2025."

– Mandy Andrews, NextGen Steel Leadership and Career Development Committee Chair and Book Club Lead

SteelABILITY
Serving Employees with Disabilities and their Caregivers

"After being diagnosed with multiple invisible disorders, I went searching for people who understood what I was going through and found a community in SteelABILITY. I took on the role of Co-chair because I wanted to continue growing the safe and welcoming environment within SteelABILITY for people to be their true, whole selves."

– Amber Sikes, SteelABILITY Co-chair

Uncathlon

In October 2024, SteelABILITY and employees from Mon Valley Works partnered with the Special Olympics at the Uncathlon event. Volunteers assisted with activities such as helping with registration, tracking timed running competitions, and measuring and scoring. U. S. Steel team members Becky Bloom, Robert Reed, Deanna Mooney and Paul Dingfelder paired up with Special Olympics athletes to compete in eight different events: two-lap relay run, rowing, javelin, football throws, agility shuffles, golf putting, basketball free throw and cornhole. Our team and our Special Olympians did well, and more importantly created a welcoming, memorable and fun experience for all.

SteelPRIDE
Celebrating our LGBTQ Employees and their Allies

"Together with my colleagues Becky Bloom, Malisa Dunn and Amanda Malkowski, we founded SteelPRIDE in February 2020. I have held various roles within our ERG, including Treasurer, Secretary, Vice President and President. SteelPRIDE serves as a safe space where members can express their identities, share knowledge, and foster an environment of trust and open, honest communication. Being part of SteelPRIDE has made me a better leader, a more supportive ally and a more understanding parent to my daughter, who is a member of the LGBTQ+ community."

– Brenda Petrilena, SteelPRIDE President

Pride Month

In June 2024, Pittsburgh-area members of SteelPRIDE and their allies were among the thousands of participants and attendees supporting the LGBTQ+ community at Pittsburgh Pride March and Celebration 2024.

Members of the Gary Works chapter of SteelPRIDE and their allies attended the Michigan City Pride Fest in northern Indiana on June 15 to show support for Pride Month. This year's Pride Fest was a record-breaking one, with over 5,000 attendees and more than 85 community supporters and organizations staffing on-site booths.

SteelPARENTS
Supporting Families in All Stages of Life

"I wanted to be Co-chair of SteelPARENTS because working and parenting are two full-time jobs, and all parents will tell you that raising kids takes a village. What better village to lean on than their U. S. Steel family? I was excited to find ways through SteelPARENTS to network, support and educate our membership. Our event on Technology and Social Media's Impact on Children with Nicole Runyon was particularly impactful to the over 100 attendees in our company, given the ever-growing presence and influence of technology on kids of all ages, even starting from birth."

– Tiffany Demos, SteelPARENTS Co-chair

Supporting Health for Babies and Moms

SteelPARENTS helped lead the 2024 effort for the annual March for Babies campaign, which raises funds for the March of Dimes in support of healthy babies and moms. Along with help from the SteelABILITY and LEAD ERGs, SteelPARENTS coordinated a range of fundraising activities, including donations collected at events and through email blasts. The efforts brought in nearly $60,000 for the campaign, exceeding U. S. Steel's already-ambitious fundraising goal by about $10,000.

In addition to the support for the March for Babies campaign, volunteers from SteelPARENTS and other ERGs, along with their families, participated in the March of Dimes annual Pittsburgh walk event in April. U. S. Steel was a Platinum Sponsor of the walk, running a booth where our volunteers handed out cotton candy and sunglasses.

SteelSUSTAINABILITY
Creating a Brighter Future

“The employee resource groups hold a special place in my heart because they help connect our employees with our Culture of Caring despite working at different facilities or working remotely. I have connected with so many different, amazing people through the ERGs who I may not have met without them. I knew I wanted to be President of SteelSUSTAINABILITY because I love its mission to educate employees on what sustainability is and how each employee can get involved to make our company more sustainable. My favorite thing about the ERG is how much involvement we have had with our members across the organization and at all levels. It just goes to show how interested people are about this important topic and how willing they are to help out.”

– Madison King,
SteelSUSTAINABILITY President

Tree Planting

Throughout 2024, SteelSUSTAINABILITY partnered with Tree Pittsburgh on multiple tree-planting events within our local communities:

- As part of the “One Tree Per Child” program, in May, Tree Pittsburgh provided both pre- and post-planting educational programming focused on trees, ecology and related studies at Clairton School. Together, Tree Pittsburgh, students and U. S. Steel planted 10 large trees that will grace the south side of the Clairton Education Center, providing shade for picnic and play areas, reducing energy costs and improving tree canopy for students, employees and the community at large.
- U. S. Steel and Tree Pittsburgh planted 40 trees at Kansas Park in West Mifflin in October.
- In November, Tree Pittsburgh, Braddock Youth Project and U. S. Steel planted 17 fruit trees in Braddock.

EMPLOYEE SPOTLIGHTS

Mona Dine

As Chief Culture Officer and General Manager of Corporate Human Resources at U. S. Steel, Mona Dine has set an ambitious goal: to not only help our varied workforce acquire the skills needed to thrive in today's advanced manufacturing environment, but also to ensure employees are prepared for the rapid pace of technological innovation. As Mona puts it, she has a responsibility to "act as an architect of the workforce of tomorrow."

Mona addressed these and other points when speaking at the 10th annual American Manufacturing Summit and moderating the Pittsburgh Women in Leadership Symposium. She explained that preparing for the future means continually developing and refining employees' skill sets through education, training and new opportunities to apply what they're learning. It's about setting up employees for continued success as job requirements and the industry's needs evolve, she said.

Lenore Trammell

Lenore Trammell, Chief Administrative Officer, General Counsel and Chief Compliance Officer of U. S. Steel's Big River Steel Works facility, was recognized as the Woman of the Year in Business by the Women's Foundation of Arkansas. Lenore was honored at the Power of the Purse event in Little Rock on October 2, where family, colleagues and industry leaders gathered to celebrate this achievement.

In her remarks, Lenore highlighted the importance of strong female role models for today's youth, stating, "The current generation of girls and young women now have a wealth of examples across various fields, demonstrating that leadership is within their reach." She further remarked, "Leadership is not determined by gender, but by vision, capability and the integrity to effect meaningful change. When young women see what's possible, they are empowered to achieve it."

The Women's Foundation of Arkansas' mission focuses on ensuring economic security for Arkansas women and girls through focused philanthropic investment in their education and economic well-being. Their efforts allow women and girls to move up the economic ladder and reach their fullest potential.

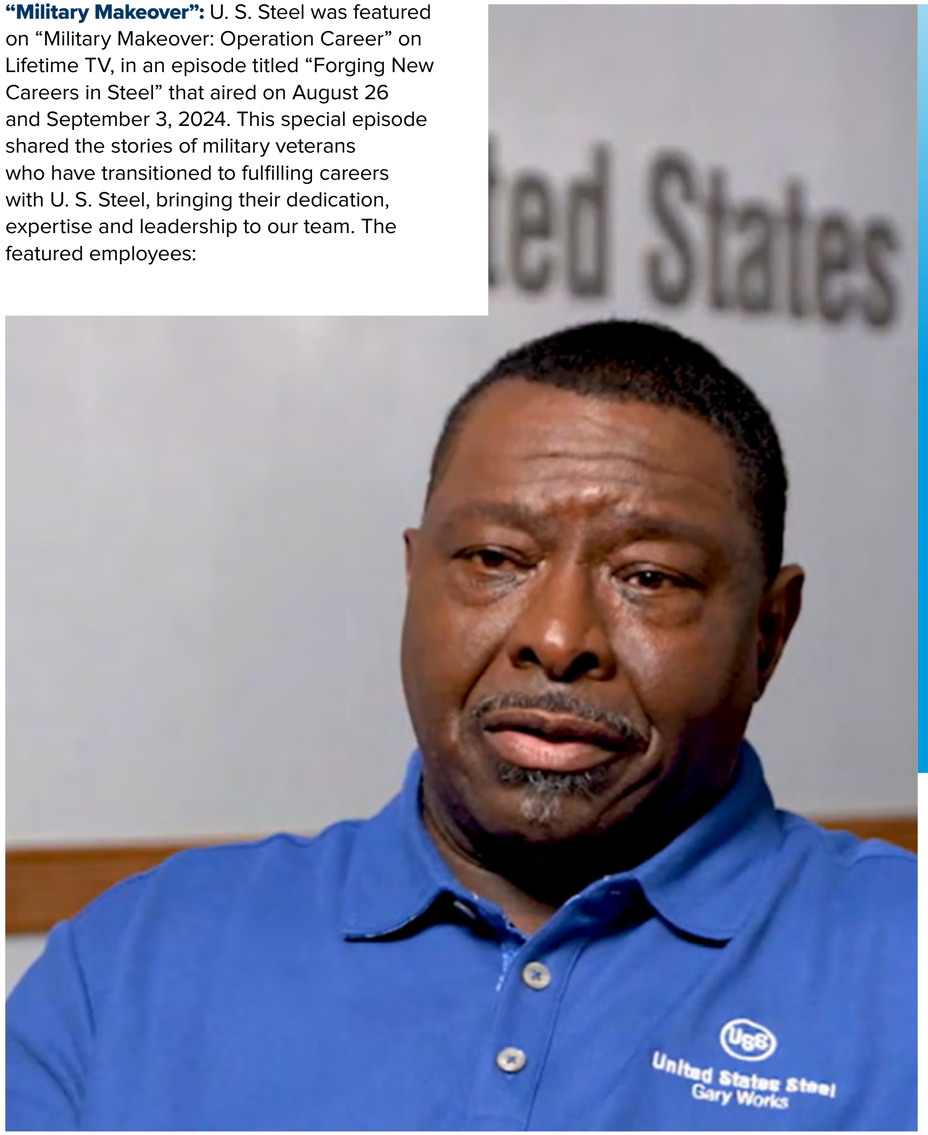
DOING MORE FOR OPPORTUNITY

Best Buddies of Pittsburgh: In December 2024, our SteelABILITY ERG partnered with Best Buddies of Pittsburgh for the third year to sponsor the yearly TasteBuds fundraising event. Best Buddies is a global volunteer movement that creates opportunities for one-to-one friendships, integrated employment and leadership development for people with intellectual and developmental disabilities (IDD). TasteBuds is a unique tasting event that features talented chefs from around the Greater Pittsburgh area serving signature dishes and demonstrating the power of friendship. Chefs are paired with individuals with IDD, who serve as sous-chefs for the evening. Guests sample an array of culinary delights while contributing to a worthy cause.

Not only was U. S. Steel a sponsor of TasteBuds, but Pittsburgh-area SteelABILITY members also volunteered to help set up for the event. Volunteers prepared chef stations, decorated guest tables and more. This year, Best Buddies exceeded its fundraising goal by raising $382,000.

Women in Steel Conference: In September 2024, some of our employees attended the Association for Iron & Steel Technology's (AIST) second annual Women in Steel Conference, focused on supporting women in the global steel industry. Attendees were able to reflect on and discuss the challenges faced by women in manufacturing; the importance of emotional intelligence in career development and management styles; employee development, satisfaction and productivity; and managing stress and preventing burnout.

"Military Makeover": U. S. Steel was featured on "Military Makeover: Operation Career" on Lifetime TV, in an episode titled "Forging New Careers in Steel" that aired on August 26 and September 3, 2024. This special episode shared the stories of military veterans who have transitioned to fulfilling careers with U. S. Steel, bringing their dedication, expertise and leadership to our team. The featured employees:



Terry Carter, Senior Manager of Safety and Security at Gary Works, who discussed the parallels between military and corporate safety cultures.

Ray Tarnow, Safety Manager at Big River Steel Works, who reflected on how military training has shaped his career trajectory.

Community Engagement

MANAGING COMMUNITY ENGAGEMENT AT U. S. STEEL

U. S. Steel is passionate about strengthening the communities we call home. From our employees' volunteer work to our corporate contributions to partnering with local schools and awarding scholarships to advance education, our volunteering and philanthropic efforts are an embodiment of our Culture of Caring.

COMMUNITY ADVISORY PANEL

U. S. Steel's Community Advisory Panel (CAP) was created in 2019, representing the Clairton, Edgar Thomson and Irvin communities in Pennsylvania. In 2024, CAPs were established in the Minntac and Keetac communities in Minnesota. The purpose of CAP, which meets on a quarterly basis, is to proactively communicate with the public to foster a collaborative relationship and to facilitate an understanding of community expectations and concerns. Through CAP, U. S. Steel can provide a forum for continued community and citizen outreach to build relationships; produce positive communications about the safety of our operations and the thoroughness of our environmental programs; engage with influential and visible members of the communities in which we operate; and ensure continued political engagement and collaboration.

Contributions

In 2024, U. S. Steel directed more than $7.7 million in donations to over 150 organizations, events and programs, through our Community Engagement Committee (CEC). This amount included $2.7 million in donations provided by U. S. Steel Košice (USSK) for a variety of community initiatives at its facility. We are committed to growing our presence and amplifying the positive impact we make in our workplace communities. We anticipate our community contributions will remain strong and consistent with our 2024 investment. We support efforts that align with our values in five key areas: Health & Safety, Parks & Public Spaces, Education, Community Events & Programs and Helping Hand. These efforts advance safety, help enhance quality of life and promote environmental stewardship.

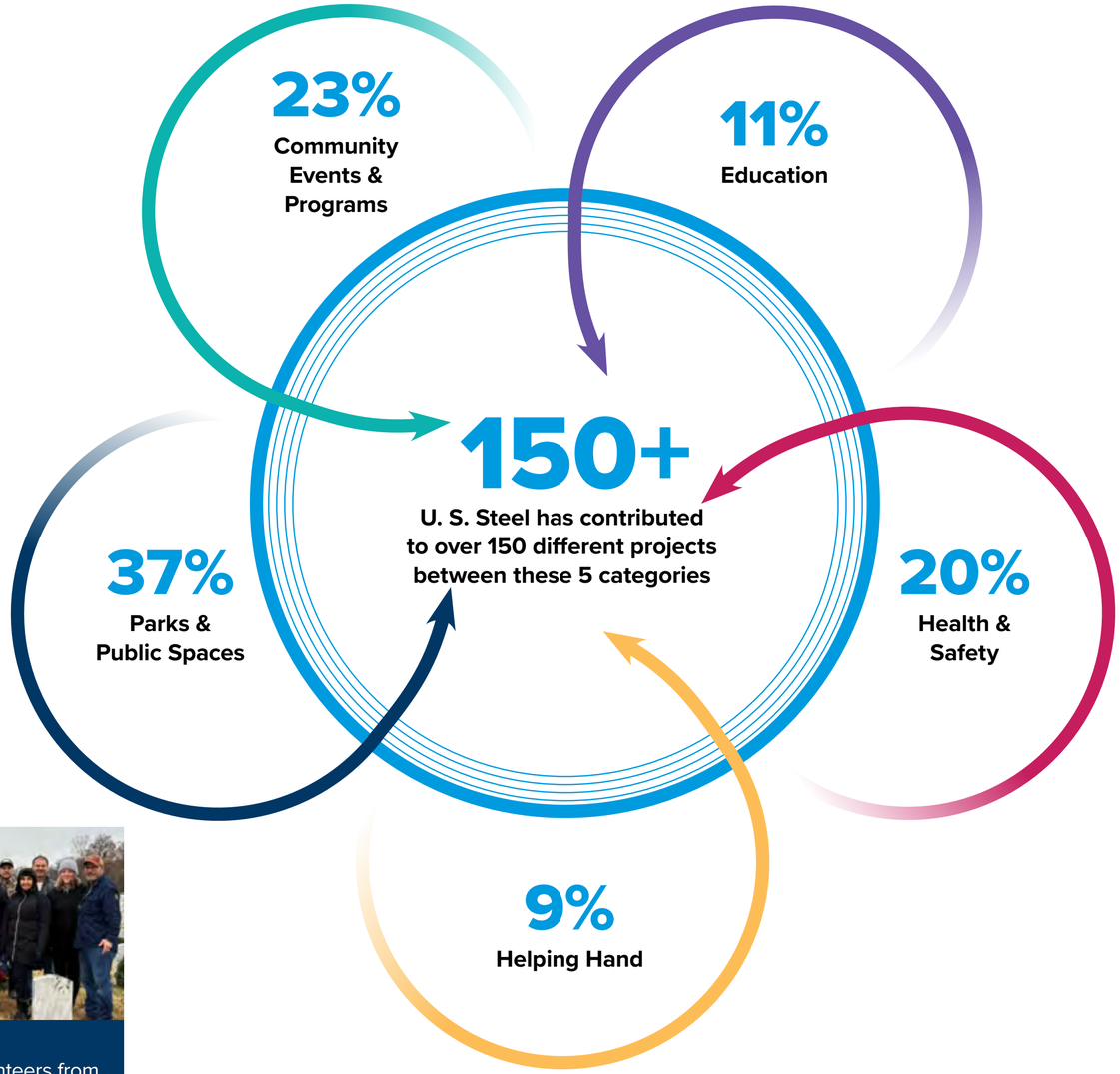
Pedal to the Metal: We sponsored the 31st annual PedalPGH event, in which 3,000 cyclists raised $275,000 for BikePGH's advocacy for biking and walking in Pittsburgh.

Steelers STEM: U. S. Steel employees visited South Allegheny Middle School for "Steelers STEM," the Pittsburgh Steelers program to promote Science, Technology, Engineering and Math.

Life savers: Donors at a blood drive at the Mon Valley Works Irvin Plant were thanked by machine-shop technician Rudy Sanetta, who owes his life in part to previous drives.

Buddy Backpacks: Employees at Minnesota Ore Operations filled school backpacks with nearly 1,000 food kits to support the United Way Buddy Backpacks Program.

Remembering veterans: Volunteers from Mon Valley Works, Great Lakes Works and Granite City Works laid wreaths at the graves of military veterans for the Wreaths Across America initiative.



VOLUNTEER OF THE YEAR

JEREMIAH NORTH

Jeremiah North, Utility Technician at Great Lakes Works, was named the 2024 Volunteer of the Year. Jeremiah volunteered 858 hours of his time in 2024 in various community services, most of it through his service as President of the Flat Rock, Michigan, Rotary Club, which operates under Rotary International's mission to "provide service to others, promote integrity, and advance world understanding, goodwill and peace through our fellowship of business, professional and community leaders."

"I'm humbled and honored by this award, and to be named among so many impactful volunteers. I really feel it's important to give back, and I'm glad U. S. Steel is a partner in supporting our local communities."

– Jeremiah North, Utility Technician

EMPLOYEE VOLUNTEERISM

At U. S. Steel, we believe it is important to recognize our employees' contributions and the impact they are making in their communities. In 2021, U. S. Steel established the United by Service award on Martin Luther King Jr. Day, to honor his legacy. Each year, we choose volunteers as Service Champions and honor one as Volunteer of the Year. Each Service Champion receives $5,000 toward their cause and the Volunteer of the Year receives $15,000.

UNITED BY SERVICE CHAMPIONS, AND THE CAUSES THEY SERVE

RICHIE BOCHICCHIO
Customer Experience Analyst, Docent supervisor, Pittsburgh Zoo & Aquarium

ADAM LOURIE
Pricing Manager, Foster dog care, Henry's Heart Iggy Rescue

ĽUBOMÍR MITRIK
Fire & Accident Reporting Officer at USSK, Volunteer fire department, Village of Drienov

MAREK VARGA
Inspection Electrician at USSK, Volunteer operator, EmComm emergency radio

JOHN CASTELLANO
Utility Technician at Gary Works, President, Munster Little League

MICHAEL CASTNER
Utility Technician at Clairton, Manager, Monessen Volunteer Fire Department Hose House #2

KEVIN OWENSBY
Utility Technician at Gary Works, Board member and volunteer, Exceptional Equestrians Unlimited Inc.

JOHN PALMER
Maintenance Technician at Irvin, Board chairman and volunteer firefighter, Monessen Fire Department

JEREMY DICKSON
Analytical Technician at Minntac, Volunteer "Ghostbuster," Ronald McDonald House-Upper Midwest

KATELYN RIDLBAUER
Accounting Analyst at Gary Works, Fundraising event planner and dog foster care, 2 X 2 Rescue

TYRELL ANDERSON
Operational Excellence Engineer at Gary Works, Founder of Decay Devils, preserving historic Indiana structures

ROBERT KNOWLES
Security Officer at Granite City Works, Public relations officer, St. Jude Children's Research

DAVID MUTNANSKY
Security Officer at Mon Valley Works, Assistant chief, Forbes Road Fire Department

BRIAN TURPIN
Safety & Industrial Hygiene Specialist at Mon Valley Works, Station captain, Greensburg Hose Co. #1

READING CHAMPIONS

To foster a love for reading and increase reading scores in our home region, U. S. Steel partnered with the Penguins Foundation to develop the Reading Champions program in 2021 to encourage third grade students to be champions of reading. By the end of 2024, 1,140 books had been donated, and 32 classrooms had launched Reading Champions programs across the Pittsburgh region, including the Clairton, Braddock Propel Charter, Duquesne, Penn Hills, Pittsburgh Public School—Morrow, South Allegheny, West Mifflin, Wilkinsburg and Woodland Hills school districts. So far there are over 1,150 Reading Champion students in the program, and they've collectively spent over 1 million minutes reading—including 68,469 minutes from the students in Ms. Terzich's class at Clara Barton Elementary School, who were our 2024 top Reading Champions. To prepare for another season of engaging students and incentivizing reading, U. S. Steel employees in 2024 wrote encouraging messages in books donated to over 30 classrooms in the Mon Valley area. And in October, students in the South Allegheny School District in Pennsylvania who embraced reading were rewarded through a vending machine that dispensed an unusual treat: books. Book-vending machines were put in district schools as part of the Reading Champions program, which provides a variety of rewards to students for participating.

We're pleased to have expanded the Reading Champions program in 2024 to a total of nine schools in Pittsburgh's Mon Valley communities and within the Pittsburgh Public School District, as well as an expansion pilot to Rock Ridge School District's North Star Elementary School in northern Minnesota near our Minnesota Ore Operations.

DOING MORE FOR COMMUNITY

Fairfield Tubular Steel Operations tour: Five University of Alabama engineering students visited our Fairfield Tubular and Tubular Steel Operations facilities in April 2024, gaining firsthand insights into our processes and technologies. The visit included a lunch and Q&A session with plant managers and other leaders from the facilities, giving the students a chance to ask about job opportunities and new technologies such as AI.

Indiana University Northwest Urban Medicine Program: A group of medical students from Indiana University Northwest were taken on a unique guided tour of Gary Works in August 2024 by one of its managers. The students are part of the university's Urban Medicine Program, which focuses on how to support the needs of inner-city residents. The manager, Tyrell Anderson, designed the tour to provide the students with highlights of Gary's rich history, cultural landmarks, environmental challenges and differing neighborhood characteristics, as well as to provide a deeper understanding of the community's unique healthcare needs. Tyrell said he also wanted the students to view Gary as a place where they can thrive both professionally and personally.

Take the plunge and make a splash: The Polar Plunge is one of Special Olympics Pennsylvania's largest annual fundraisers and has grown in both popularity and dollars raised every year since it began 15 years ago, topping $1 million in 2024. Members of U. S. Steel's Commercial team elected to join the fun by raising nearly $7,000 in charitable donations.

Spreading holiday cheer: In December 2024, U. S. Steel employees volunteered at multiple local toy drive events, including the Braddock Toy Drive and annual Marine Toys for Tots Foundation donation drive.

Paws of Pittsburgh:
U. S. Steel employees in the Pittsburgh area lent a helping hand to the Washington Area Humane Society (WAHS) for the second summer in a row. WAHS provides shelter, safety and care for the abandoned and abused animals of Washington County, Pennsylvania, with the goal of placing them in forever homes. Volunteers spread mulch, weeded, power-washed, and visited with some adoptable animals.

EMPLOYEE SPOTLIGHT — MATT NEE

Big Brothers Big Sisters of Greater Pittsburgh (BBBSPGH) recently recognized both U. S. Steel and our own Matt Nee, General Manager of Global Sales & Operations Planning, for the longstanding commitments both have made to the organization. U. S. Steel was named an “Outstanding Corporate Partner,” and Matt was honored as the “Champion” of the relationship. The honors were presented during BBBSPGH’s “Big Bash” event, its largest annual fundraiser.

Matt and his wife, Lauren, have served on the host committee for the Big Bash since 2019, and Matt has worked to elevate BBBS’s profile at U. S. Steel in locations where both operate. Over the past two years, U. S. Steel and BBBS have collaborated on several initiatives benefiting local communities. The impact has been significant, and the partnership continues to make a difference.

“I had done some volunteer work with BBBS when I was in college. As I got to understand their mission and work with the team in Greater Pittsburgh, I knew taking on a role on the event host committee was something I had to do. I’ve got a passion for trying to help support disadvantaged young people and expose them to opportunities that can help them recognize that if they believe in themselves, they can achieve anything.”

– Matt Nee, General Manager of Global Sales & Operations Planning

BIG RIVER STEEL WORKS

FedEx St. Jude Championship: For the second year in a row, Big River Steel Works was proud to be the military sponsor of the recent FedEx St. Jude Championship in Memphis, Tennessee. We were honored to offer complimentary grounds tickets for each day of the PGA tournament to our brave active-duty service members and veterans. It was a privilege to host these courageous men and women in the Patriots’ Outpost, a venue dedicated exclusively for the military, providing shaded seating and complimentary drinks and snacks.

BRS Cares: Since 2020, BRS Cares has partnered with Walmart to provide Thanksgiving meals for local families in need. Through the 2024 “Giving Thanks by Giving Meals” event, 200 families were given all the items necessary to create a traditional Thanksgiving meal.

Christmas toy donations: In 2024, BRS Cares once again had the privilege of participating in the Junior Auxiliary of South Mississippi County's Angel Tree Project. The program works closely with schools in South Mississippi County to identify children whose families could use extra support in making their Christmas wishes come true. Thanks to the generosity of our Big River Steel Works team, we were able to provide a variety of gifts, including bikes, dolls, clothing, shoes and gaming accessories.

"This season, let's remember the true spirit of Christmas—giving. Whether it's volunteering, donating to a cause or simply spreading kindness, every small act can make a big difference."

– Lenore Trammell, Chief Administrative Officer, Chief Compliance Officer and General Counsel at Big River Steel Works

Summer camps: Since 2022, Big River Steel Works, in partnership with Arkansas Northeastern College, has proudly sponsored summer camps for the children of Mississippi County, Arkansas. These camps offer a wide range of activities for beginners in golf, music, cooking, cake decorating and even robotics.

Supporting local libraries: In April 2024, Big River Steel Works visited local libraries and grade schools with donations of coloring books, crayons and plantable bookmarks containing wildflower seeds. The made-in-USA bookmarks were supplied by Eco Promotions, who offset our purchase with tree plantings. Our purchases resulted in the planting of five trees.

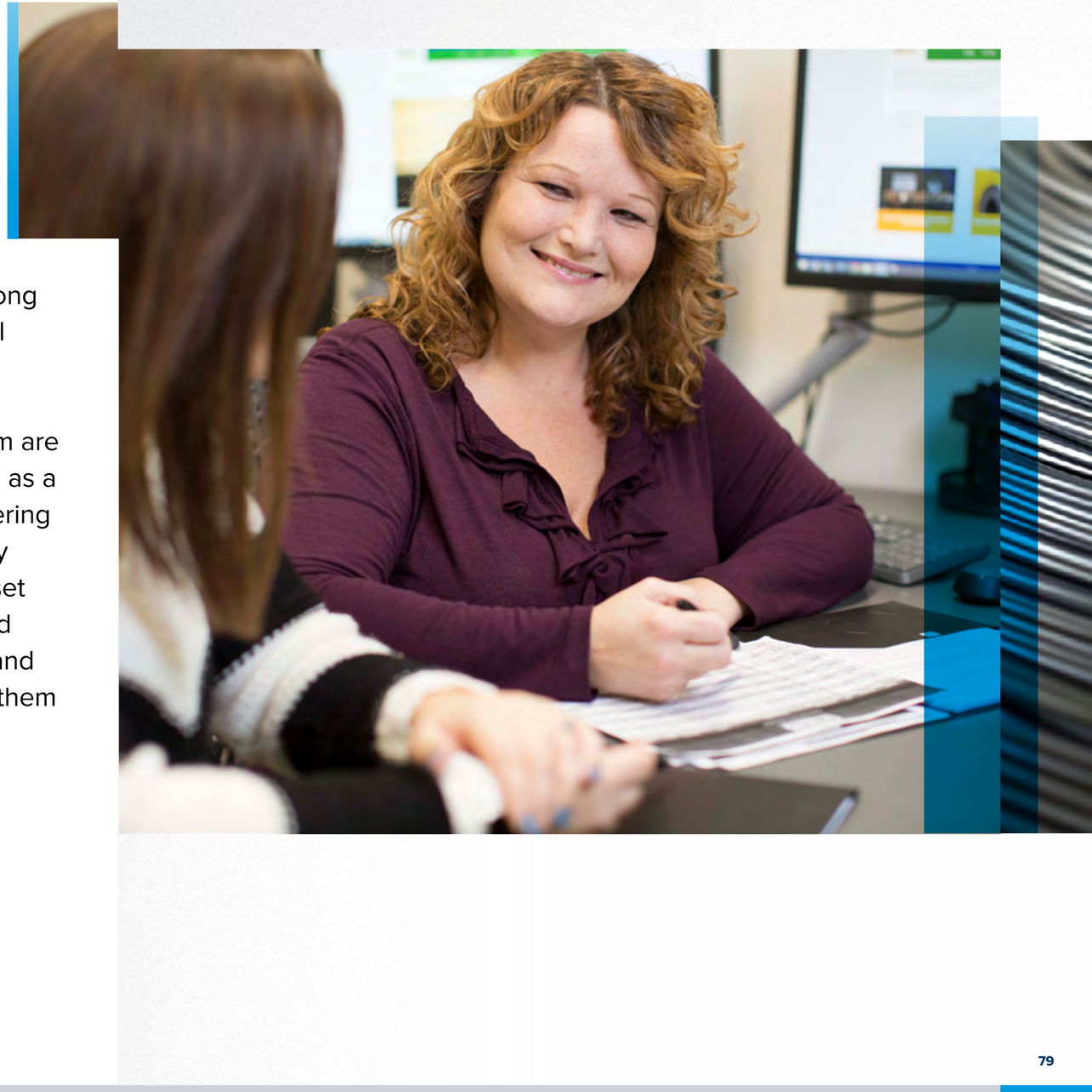
USSK

Košice Peace Marathon: Every year, a group of USSK volunteers manages the Anička refreshment station during the Košice International Peace Marathon. This marathon is the oldest annual marathon in Europe, with a rich worldwide tradition. In 2024, 26 USSK volunteers provided refreshments to almost 13,000 runners, serving as many as 250 runners per minute.

Firewood donations: For the past 12 years, USSK has been donating waste firewood to socially disadvantaged communities in surrounding municipalities and to the non-profit organization Oáza—nádej pre nový život, which shelters 250–350 individuals in challenging life situations. The donated firewood, which mostly comes from discarded pallets, totaled over 100 tons in 2024.

Upholding Governance

We believe that strong board oversight, full transparency and a robust ethics and compliance program are essential to thriving as a business and delivering on our sustainability commitments. We set high standards, hold ourselves to them and are proud to share them with others.



Corporate Governance

BOARD COMMITTEES

Corporate Governance and Sustainability Committee

- Oversees our sustainability measures, and the risks associated with them
- Considers risks associated with legislative, regulatory and public policy issues
- Maintains corporate governance guidelines and procedures
- Reviews sustainability as a standing quarterly agenda item
- Monitors compliance regarding government relations, political contributions and corporate philanthropy

Compensation and Organization Committee

- Oversees executive compensation and performance-based components
- Reviews human capital management strategies

Audit Committee

- Assists the Board in overseeing operational activities and identifying risks
- Oversees the enterprise risk management program
- Oversees the ethics and compliance program
- Receives reports from the Company's Chief Risk Officer on how enterprise risk is being managed across the Company
- Ensures our risk management processes are functioning properly and effectively

OVERVIEW

U. S. Steel is committed to maintaining the highest standards of corporate governance, ethical conduct and transparency, which we believe are essential for sustained success and long-term stockholder value. We were the first company to hold an annual meeting of stockholders and to publish an annual report.

We believe that a foundation of good corporate governance promotes the long-term interests of all our stakeholders and helps build public trust in the Company. Our corporate governance program is described in detail in our **2025 Proxy Statement**.

The Board of Directors (Board) monitors and guides the Company's environmental, social and governance (ESG) practices, reporting metrics and performance; retains overall oversight of sustainability, risk and strategic direction; and has delegated specific oversight responsibilities to each of the three standing committees.

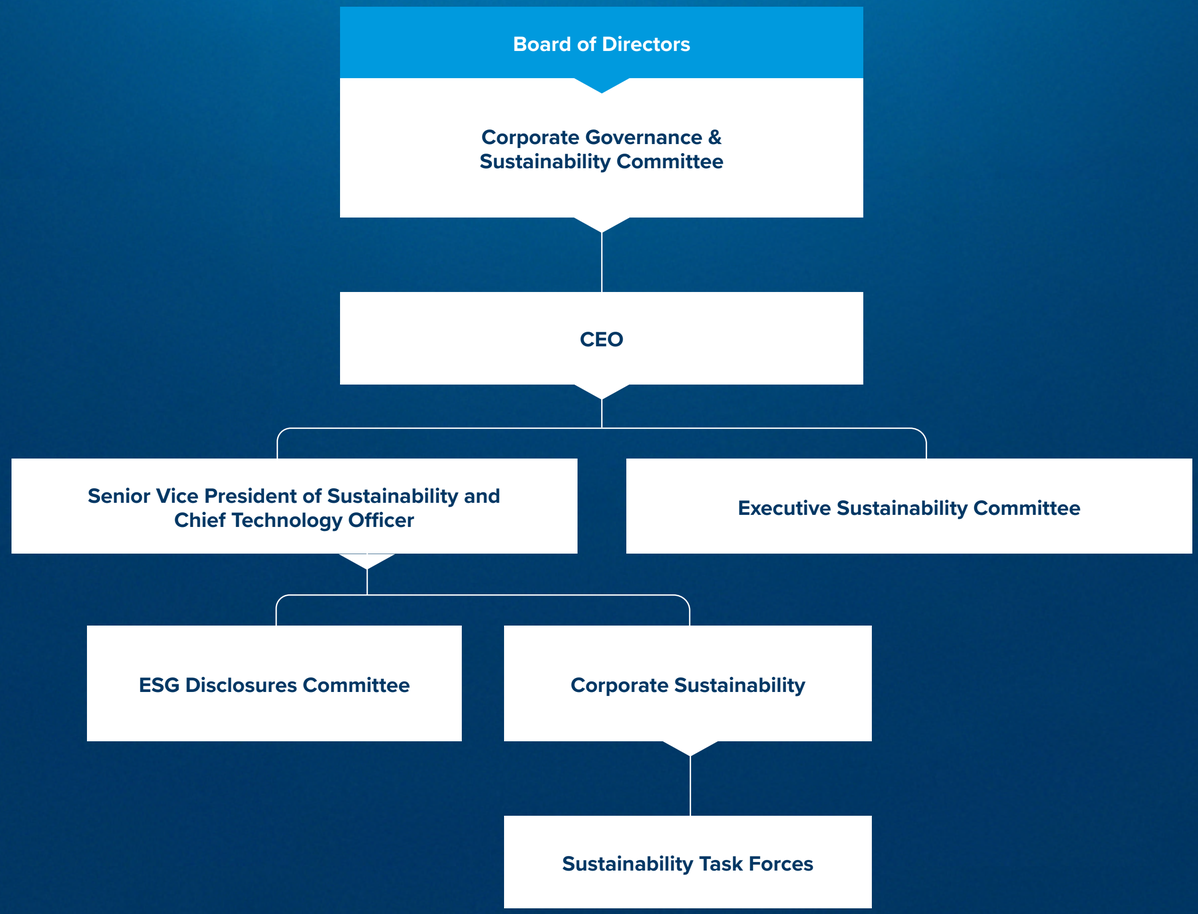
BOARD COMPOSITION

The Board seeks candidates with experience and abilities relevant to serving as a director of the Company and who will represent the best interests of stockholders. When making nomination recommendations to the Board, the Corporate Governance and Sustainability Committee evaluates the qualifications of each director candidate in accordance with the director selection criteria described in our Corporate Governance Principles. These criteria include a high level of integrity and sound business judgment, as well as a variety of experiences and perspectives. Our Board is composed of a well-rounded group of individuals, with breadth and depth of experience and expertise to effectively oversee the Company's strategy and oversee and manage risk.

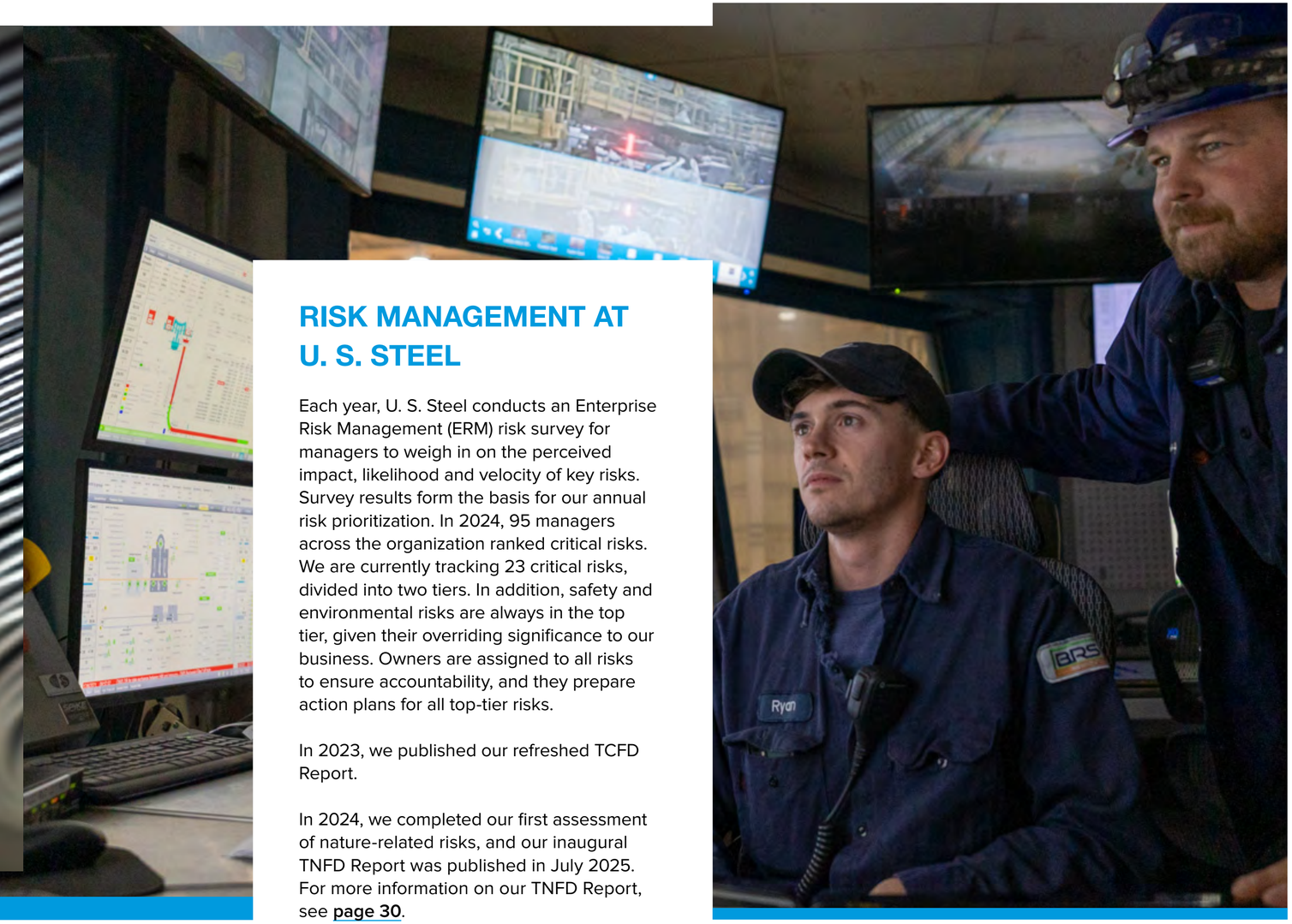
SUSTAINABILITY OVERSIGHT

In addition, we have an Executive Sustainability Committee, which is composed of C-suite executives and other leaders and meets quarterly. The members oversee segments of our business relevant to ESG, including Sustainability, Strategy, Finance/Risk, Environmental Affairs, Compliance/Legal, Procurement, Operations, Corporate Governance, Government Affairs, Human Resources and Communications/Public Affairs. This committee is responsible for setting and communicating sustainability metrics, goals and performance, as well as coordinating internal and external sustainability-related communications, such as this annual Sustainability Report, our **Task Force on Climate-related Financial Disclosures (TCFD) Report**, our **Taskforce on Nature-related Financial Disclosures (TNFD) Report** and our **Climate Strategy Report**. Moreover, we have set up subject-specific task forces that work on goal implementation and other sustainability initiatives.

SUSTAINABILITY OVERSIGHT AT U. S. STEEL



Savoy Magazine published its 2024 "Most Influential Corporate Directors" issue celebrating corporate diversity, and U. S. Steel Board member Alicia J. Davis is among the honorees.



RISK MANAGEMENT AT U. S. STEEL

Each year, U. S. Steel conducts an Enterprise Risk Management (ERM) risk survey for managers to weigh in on the perceived impact, likelihood and velocity of key risks. Survey results form the basis for our annual risk prioritization. In 2024, 95 managers across the organization ranked critical risks. We are currently tracking 23 critical risks, divided into two tiers. In addition, safety and environmental risks are always in the top tier, given their overriding significance to our business. Owners are assigned to all risks to ensure accountability, and they prepare action plans for all top-tier risks.

In 2023, we published our refreshed TCFD Report.

In 2024, we completed our first assessment of nature-related risks, and our inaugural TNFD Report was published in July 2025. For more information on our TNFD Report, see **page 30**.

INFORMATION SECURITY RISK

U. S. Steel maintains robust processes for assessing, identifying and managing material risks from cybersecurity threats. Our cybersecurity program is based on the National Institute of Standards and Technology (NIST) Cybersecurity Framework, and the risk of cybersecurity threats is integrated into our ERM program. Each quarter, the cybersecurity threat risk action plan is reviewed to provide the status on specific risk mitigation actions and to identify potential new threats. U. S. Steel works closely with our internal and external auditors to assess, plan for, prevent and mitigate potential cybersecurity risks.

We maintain a Cybersecurity Incident Response Plan (CSIRP), which establishes an organizational framework and guidelines intended to facilitate an effective response and handling of cybersecurity incidents that could jeopardize the availability, integrity or confidentiality of U. S. Steel's assets. The CSIRP outlines roles and responsibilities, criteria for measuring the severity of a cybersecurity incident and an escalation framework. Our Information Security team places a special emphasis on raising awareness of phishing attacks, running phishing exercises at least monthly and tracking awareness of phishing-related incidents as a metric. Special training and education events take place throughout the year, including during Cybersecurity Awareness Month.

Ethics and Compliance

OVERVIEW

Throughout our history, U. S. Steel has demonstrated an unwavering commitment to doing business ethically and in compliance with applicable laws and regulations. In the early 1900s, our cofounder and first chairperson, Judge Elbert Gary, developed what is widely considered to be the first-ever corporate code of ethics, known as the Gary Principles. Those nine simple statements emphasizing integrity, fairness and accountability underlie the S.T.E.E.L. Principles that reflect our core values today. In turn, our S.T.E.E.L. Principles integrate ethics and compliance in our daily business activities. As a reflection of our commitment, we were named one of the World's Most Ethical Companies® by Ethisphere in 2025 for the fourth consecutive year.[18] We were the only company in the metals, minerals and mining industry among the 136 honorees. We are proud of the recognition that our world-class ethics and compliance program has earned.

100%

In 2024, 100% of U. S. Steel employees and members of our Board received Code of Ethical Business Conduct training.

We reinforce our S.T.E.E.L. Principles through a comprehensive ethics and compliance program with support from the Board and senior management. Our General Counsel and Chief Ethics & Compliance Officer administers the program with oversight and guidance from the Audit Committee. We have designed and implemented our ethics and compliance program to focus on the particular risks we face. Through risk assessments, we continuously adapt and enhance our program to ensure that risk areas remain appropriately addressed as our footprint and operations change over time. We also recognize the importance of continuous improvement, regularly benchmarking our program against leading compliance practices and conducting other assessments, such as employee surveys, to identify ways to further strengthen our culture and enhance our ethics and compliance program. To ensure the foundation of our ethical culture remains solid, we review and update our **Code of Ethical Business Conduct** (Code) every three years, including most recently in 2024. The updated and modernized Code is more interactive and user-friendly, with links to policies, procedures and training to provide employees with guidance on demand. In addition, it places a renewed emphasis on the important role of managers in fostering our ethical culture.

POLICIES, TRAINING AND COMMUNICATION

U. S. Steel's Code and corporate policies and procedures help ensure that the S.T.E.E.L. Principles are embedded throughout the Company and our activities.

Key ethics and compliance policies and related resources can be found on our **website**.

To ensure that employees understand the Company's expectations and all applicable rules, we provide annual ethics and compliance training to all employees and issue communications about various compliance topics, senior management messages underscoring the importance of doing business with integrity, and summaries of current events that demonstrate the need for lawful business practices.

In addition, through our annual policy certification process, non-represented employees in the United States, U. S. Steel Košice (USSK) employees, and members of our Board certify their ongoing compliance with our Code.

U. S. Steel's internal audit function periodically audits activities addressed in our Code and policies and reviews completion data for our annual policy certification process.

THE U. S. STEEL ETHICS AND SAFETY LINE

To further foster a strong ethical culture characterized by transparency and accountability, U. S. Steel encourages employees to seek guidance, raise concerns and report suspected wrongdoing without fear of retaliation. Employees may do so by contacting their manager, Human Resources, the Legal Department or any other appropriate company resource. Concerns can also be raised anonymously through the U. S. Steel Ethics and Safety Line, which is managed by an outside service provider and available 24 hours a day, seven days a week. Importantly, contact information for the Ethics and Safety Line is available on our website, so external stakeholders, including our business partners and members of the public, can use it to raise concerns related to our business. U. S. Steel strictly prohibits retaliation — including termination, demotion, discipline or harassment — against anyone who raises a concern in good faith and will take appropriate action against anyone found to have engaged in such retaliation.

We take all Ethics and Safety Line reports seriously and have adopted investigation protocols to ensure that all reports alleging misconduct are reviewed, escalated as needed and investigated thoroughly. The protocols cover every step of the investigation process in detail, from receiving and assigning each report to conducting and documenting an appropriate investigation.

SUPPORTING THE INNOCENT

Since 2022, the U. S. Steel Legal Department has volunteered time and resources to support the Pennsylvania Innocence Project's efforts to exonerate innocent people of crimes they did not commit.

[18] "World's Most Ethical Companies" and "Ethisphere" names and marks are registered trademarks of Ethisphere LLC.

Notably, a cross-functional committee reviews the results of investigations, including any remedial actions, before they are closed to ensure that each report is handled appropriately.

To promote transparency and the efficacy of the Ethics and Safety Line, we regularly disclose to employees the number and types of reports received, the types of actions taken in response to substantiated allegations, and anonymized summaries of select cases. The Audit Committee receives additional data about the number of reports received, closed cases, and significant allegations and investigations to facilitate its oversight of the ethics and compliance program.

HUMAN RIGHTS

As set forth in our **Human Rights and Indigenous Rights Policy**, U. S. Steel is committed to respecting the human rights of all people, consistent with the principles of individual dignity and respect that underlie the Universal Declaration of Human Rights. Included in our commitment is respect for the rights of indigenous people, including women and children. We recognize that our continued success depends on fostering a workplace culture that is rooted in fairness and mutual respect. To that end, we strictly prohibit **any form of discrimination or harassment**. We also respect our employees' right to freedom of association, including the right to choose whether to join a trade union. We honor the terms of collectively bargained agreements and comply with applicable laws regarding fair wages, hours of work and benefits.

Notably, we were the first North American steel producer to join ResponsibleSteel™, a global multi-stakeholder initiative that establishes and certifies members' conformance with human rights, safety and environmental standards developed for the steel industry, including standards designed to help eliminate child labor and human trafficking. In April 2022, Big River Steel **received site certification** following an independent third-party audit that confirmed its compliance with the ResponsibleSteel™ standards.

ETHICS AND SAFETY LINE

REPORT INTAKE	**Reporter contacts Ethics and Safety Line (phone/online) or raises concern to an internal resource that enters report into case management system** Immediate safety issues and threats elevated to Safety & Security Internal Audit has access to all reports
REVIEW AND ASSIGNMENT	**Legal Department reviews report, acknowledges receipt and assigns it to appropriate investigator** Significant issues elevated to Audit Committee; regular updates provided, as necessary Investigators include trained personnel in Human Resources/Labor Relations, Safety & Security, Internal Audit and Legal
INVESTIGATION	**Investigator conducts appropriate investigation and prepares written report documenting findings and any remedial measures** Investigation may include document review, interviews and other relevant steps Confidentiality maintained to the extent possible
CASE CLOSURE	**Cross-functional Case Closure Committee reviews investigation process, findings and conclusions** Committee consists of representatives from Legal, Human Resources, Safety & Security, Internal Controls and Internal Audit Investigation closed only if there is consensus by Case Closure Committee Reporter advised that investigation is complete, and that appropriate action has been taken, if applicable
REPORTING OUT	**Employees receive overview of Ethics and Safety Line activity and sample cases** **Audit Committee receives detailed quarterly reports:** Updates regarding significant reports and investigations Data and trends on new reports (by location, issue, anonymity of reporter) Data and trends on closed cases (remedial actions, substantiation rates)

Our robust efforts to cascade our human rights commitments throughout our supply chain are described below.

BUSINESS PARTNERS

Beyond our employees, we expect our business partners to share our values and act in accordance with the S.T.E.E.L. Principles. Our standard contractual terms and conditions and **Supplier Code of Conduct**, which are published on our website and provided to suppliers, establish our requirements for ethical and lawful business practices, human rights and working conditions, and environmental stewardship throughout our supply chain. We require our suppliers to cascade our standards to any parties they use to support U. S. Steel's business, maintain documentation demonstrating compliance with our standards, honor our periodic requests to formally audit them, and promptly inform us of any potential violations of the Supplier Code of Conduct.

In addition, we actively vet and monitor our business partners to identify and address any ethics and compliance issues. We screen our business partners against lists of sanctioned and denied parties, conduct additional reviews of higher-risk counterparties to identify past misconduct or other compliance-related risks, and take **additional steps** to prevent human trafficking and forced and child labor in our supply chain. Among other things, we regularly train employees on human rights topics, conduct periodic risk assessments to identify supply chain risks, and actively work with suppliers to evaluate their sustainability performance, including with respect to human rights. We also regularly verify that certain goods are not sourced from sanctioned parties and that any conflict minerals used in our products are not sourced from the Democratic Republic of Congo or its adjoining countries. All these steps help ensure that our business partners act in accordance with our S.T.E.E.L. Principles and the laws that apply to our business. In addition, in August 2024, Big River Steel Works received the world's first certification for ResponsibleSteel™ Certified Steel, showing, among other things, a demonstrable commitment to responsible sourcing of input materials.

Disclosures

GLOBAL REPORTING INITIATIVE (GRI) INDEX GENERAL DISCLOSURES

THE ORGANIZATION AND ITS REPORTING PRACTICES

Disclosure #	Disclosure Title	Reference/Location
2-1	Organizational details: Legal name of organization	United States Steel Corporation
	Organizational details: Nature of ownership and legal form	Publicly listed, Delaware Corporation
	Organizational details: Location of headquarters	Pittsburgh, Pennsylvania
	Organizational details: Countries of operation	United States and Slovakia
2-2	Entities included in the organization's sustainability reporting	**2024 10-K**, Exhibit 21, p. 120
2-3	Reporting: Reporting period for sustainability reporting	January 1, 2024 – December 31, 2024
	Reporting: Frequency of sustainability reporting	Annually
	Reporting: Reporting period for financial reporting	January 1, 2024 – December 31, 2024
	Reporting: Publication date of the report	July 2025
	Reporting: Contact point	Erika Chan, Head of Sustainability; sustainability@uss.com
2-4	Restatements of information	**2024 10-K**, p. 120
2-5	External assurance	U. S. Steel has received limited, third-party assurance over Scope 1 and Scope 2 greenhouse gas (GHG) emissions as well as days away from work safety data that is reported in the Sustainability Report. The 2024 Sustainability Report is not externally assured. This letter can be accessed on our **website**.

ACTIVITIES AND WORKERS

Disclosure #	Disclosure Title	Reference/Location		
2-6	Active sectors	Public		
	Description of value chain	**Sustainable Procurement Policy** **Supplier Code of Conduct**		
	Other relevant business relationships	None		
	Significant changes to the organization and its supply chain	**2024 10-K**, Segments, p. 4; Human Capital Management, p. 9–11		
2-7	Total number of employees	**U.S.** 14,341	**U. S. Steel Košice (USSK)** 7,712	**Total** 22,053
	Breakdown of employees by gender	**U.S.** Male: 90.6% (12,990) Female: 9.4% (1,345)	**USSK** Male: 85.7% (6,554) Female: 14.3% (1,091)	**Total** Male: 88.9% (19,544) Female: 11.1% (2,436)
	Breakdown of employees by region	North America: 14,341	Slovakia: 7,712	
	Total number of employees by employment type (full-time and part-time), by gender	Female full-time: 9% of the U.S. workforce	Female part-time: 27% of the U.S. workforce	

GRI INDEX
GENERAL DISCLOSURES
continued

ACTIVITIES AND WORKERS — CONTINUED

2-8	Total number of workers who are not employees	Contingent workers are less than 1% of our workforce.
	Most common types of worker, their contractual relationship with the organization, and the type of work performed	Our contingent workers are supporting various functions throughout the business, but they are less than 1% of the overall workforce.

GOVERNANCE

Disclosure #	Disclosure Title	Reference/Location
2-9	Governance structure	2024 Sustainability Report, **Corporate Governance**, p. 80
	Committees responsible for decision-making on and overseeing the management of the organization's impacts on the economy, environment, and people	**2025 Proxy Statement**, p. 27–31
	Composition of the highest governance body and its committees	**2025 Proxy Statement**, p. 2
2-10	Nomination and selection of the highest governance body	**2025 Proxy Statement**, Proposal 1: Election of Directors, p. 9–23
2-11	Chair of the highest governance body	**2025 Proxy Statement**, Board Leadership Structure, p. 29
2-12	Role of the highest governance body and of senior executives in developing, approving, and updating the organization's purpose, value or mission statements, strategies, policies, and goals related to sustainable development	**2025 Proxy Statement**, Corporate Governance, p. 24–39 **Corporate Governance & Sustainability Committee Charter**
	Role of the highest governance body in overseeing the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, environment, and people and the effectiveness of the process and frequency of process if reviewed	**2023 TCFD Report**, Governance, p. 4 **2025 Proxy Statement**, Corporate Governance, p. 24–39 2024 Sustainability Report, **Corporate Governance**, p. 80
2-13	Delegation of responsibility for managing the organization's impacts on the economy, environment, and people	**2025 Proxy Statement**, Sustainability, p. 27; Board Committees, p. 30–31 2024 Sustainability Report, **Corporate Governance**, p. 80
	Process and frequency of reporting on the management of the organization's impacts on the economy, environment, and people	2024 Sustainability Report, **Corporate Governance**, p. 80

GRI INDEX
GENERAL DISCLOSURES
continued

GOVERNANCE — CONTINUED

2-14	Process for reviewing and approving reported information, including material topics	2024 Sustainability Report, **Corporate Governance**, p. 80
2-15	Processes to ensure that conflicts of interest are prevented and mitigated and whether or not they are disclosed to stakeholders	**Conflicts of Interest Policy**
2-16	Description of how critical concerns are communicated to the highest governance body	**2025 Proxy Statement**, p. 35
	Nature and total number of critical concerns	This information is confidential to U. S. Steel. See our **2025 Proxy Statement**, p. 32 for information on how communications to the Board, Committee Chairs, Board Chair and directors are handled.
2-17	Collective knowledge, skills, and experience of the highest governance body on sustainable development	**2025 Proxy Statement**, p. 3, 13–23
2-18	Evaluation of the performance of the highest governance body	**2025 Proxy Statement**, p. 32
2-19	Remuneration policies	**2025 Proxy Statement**, p. 37–39, 44–64
2-20	Process to determine remuneration	**2025 Proxy Statement**, Our Compensation Process, p. 52–53
	Stakeholders' involvement in remuneration	**2025 Proxy Statement**, Proposal 2: Advisory Vote on Executive Compensation, p. 40–41; Stockholder Feedback and Say on Pay Vote, p. 47
2-21	Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees	The annual total compensation for fiscal year 2024 for our CEO was $14,752,377 and for the Median Employee was $99,474. The resulting ratio of our CEO's annual total compensation, calculated as described above, to the annual total compensation of our Median Employee for fiscal year 2024 is 148 to 1. **2025 Proxy Statement**, p. 81
	Percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees	12% decrease in CEO pay from 2023 to 2024. 0.7% decrease in Median Employee pay from 2023 to 2024.

STRATEGY, POLICIES AND PRACTICES

Disclosure #	Disclosure Title	Reference/Location
2-22	Statement on sustainable development strategy	2024 Sustainability Report, **President and CEO** and **Head of Sustainability** Letters, p. 3 and p. 4

GRI INDEX
GENERAL DISCLOSURES
continued

STRATEGY, POLICIES AND PRACTICES — CONTINUED

2-23	Policy commitments for responsible business conduct	**Code of Ethical Business Conduct** Current versions of key corporate policies can be found on the U. S. Steel **website** under Ethics & Compliance.
	Policy commitment to respect human rights	**Human Rights and Indigenous Rights Policy**
	Communication of policy commitments to workers, business partners, and other relevant parties	The 2024 Sustainability Report is publicly available on our website. 2024 Sustainability Report, **Ethics and Compliance**, p. 83
2-24	Embedding policy commitments	2024 Sustainability Report, **Policies, Training and Communication**, p. 83 2024 Sustainability Report, **Business Partners**, p. 84
2-25	Processes to remediate negative impacts: Commitments to the remediation of negative impacts that the organization identifies it has caused or contributed to	2024 Sustainability Report, **The U. S. Steel Ethics and Safety Line**, p. 83 **Code of Ethical Business Conduct**, p. 29
	Processes to remediate negative impacts: Approach to identify and address grievances	We have adopted Investigation Protocols to ensure that all reports alleging misconduct are reviewed, processed, escalated if needed, and investigated thoroughly. The Protocols cover every step of the investigation process in detail, from receiving and assigning each report to conducting and documenting an appropriate investigation. Notably, a cross-functional committee reviews the results of all investigations, including any remedial actions, before they are closed to further ensure that each report is handled appropriately.
	Processes to remediate negative impacts	2024 Sustainability Report, **The U. S. Steel Ethics and Safety Line**, p. 83 **Code of Ethical Business Conduct**, p. 29
2-25 *continued*	Processes to remediate negative impacts: How stakeholders are involved in the design, review, operation, and improvement of these mechanisms	The number and types of reports alleging misconduct received, the types of actions taken in response to substantiated allegations, and anonymized summaries of select cases are provided to employees regularly. The Audit Committee receives additional data about new reports and closed cases quarterly, as well as summaries of significant allegations and investigations, to help facilitate its oversight of the ethics and compliance program.
	Processes to remediate negative impacts: Tracking the effectiveness of the grievance mechanisms and other remediation processes	Data trends on new reports (by location, issue, anonymity of reporter) and closed cases (remedial actions, substantiation rates) are reported to the Audit Committee regularly.
2-26	Mechanism to seek advice on implementing the organization's policies and practices for responsible business conduct	2024 Sustainability Report, **The U. S. Steel Ethics and Safety Line**, p. 83 **Code of Ethical Business Conduct**, p. 29
	Mechanism to raise concerns about the organization's business conduct	2024 Sustainability Report, **The U. S. Steel Ethics and Safety Line**, p. 83 **Code of Ethical Business Conduct**, p. 29
2-27	Compliance with laws and regulations: Total number of fines	Any material issues, fines and other penalties are described in our SEC filings.
	Compliance with laws and regulations: Total number of non-monetary sanctions	Any material issues, fines and other penalties are described in our SEC filings.

GRI INDEX
GENERAL DISCLOSURES
continued

STRATEGY, POLICIES AND PRACTICES — CONTINUED

2-27 *continued*	Compliance with laws and regulations: Total monetary value of fines for instances of non-compliance during reporting year	Any material issues, fines and other penalties are described in our SEC filings.
	Compliance with laws and regulations: Total monetary value of fines for instances of non-compliance during previous reporting periods	Any material issues, fines and other penalties are described in our SEC filings.
	Compliance with laws and regulations: Significant instances of non-compliance	Any material issues, fines and other penalties are described in our SEC filings.
2-28	Membership associations	2024 Sustainability Report, **2024 Collaborations**, p. 44

STAKEHOLDER ENGAGEMENT

Disclosure #	Disclosure Title	Reference/Location
2-29	Categories of stakeholders and how they are identified	Employees, communities, investors, customers, suppliers, lenders and non-governmental organizations 2024 Sustainability Report, **2024 Materiality Assessment**, p. 11 See **GRI 3-3 Disclosures** table.
	Purpose of stakeholder engagement and how organization ensures meaningful engagement	**2025 Proxy Statement**, Commitment to Stockholder Engagement, p. 34–35 2024 Sustainability Report, **2024 Collaborations**, p. 44
2-30	Collective bargaining agreements: Percentage of total employees covered by collective bargaining agreements	83% of employees in the United States and Slovakia are covered by collective bargaining agreements. (10,540 U.S. + 7,645 USSK* = 18,185 / 22,053 = approximately 83%) *Based on Slovak law, the Collective Labor Agreement covers all employees. In USSK, there is a group of STIP-eligible employees who are not covered by the compensation part of our CLA. However, from a legal point of view, Slovak law is superior, so formally everyone is legally covered.
	For employees not covered, report whether the organization determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organizations	**U.S. only** 27% of U. S. Steel employees are not covered by collective bargaining agreements. **U.S. and USSK combined** 17% of global U. S. Steel employees are not covered by collective bargaining agreements.

GRI INDEX
GENERAL DISCLOSURES
continued

MATERIAL TOPICS

Disclosure #	Disclosure Title	Reference/Location
3-1	Process to determine material topics	In 2024, U. S. Steel refreshed the materiality assessment that was conducted in 2022 and broadened our outreach to include input from more internal and external stakeholders. We engaged more than 90 internal and 20 external stakeholders to assess and reprioritize material topics identified in 2022. We conducted interviews and surveys with leaders across U. S. Steel business lines and external stakeholders representing customers, suppliers, lenders and non-governmental organizations. The stakeholders rated the importance of sustainability and ESG topics to themselves and to other stakeholders, as well as to U. S. Steel's corporate goals and strategy. In addition, stakeholders commented on the sustainability and ESG topics they expect to grow in importance in the short and medium terms. See 2024 Materiality Matrix in the 2024 Sustainability Report, **Introduction**, p. 11.
	Stakeholders and experts whose views have informed the process of determining material topics	Customers, employees, suppliers, lenders and non-governmental organizations
3-2	List of material topics	• Air Quality • Community Engagement • Corporate Governance • Customer Engagement • GHG Emissions and Climate Change Resiliency • Innovation • Responsible Supply Chain • Safety and Health • Water Quality
3-2 *continued*	Changes to material topics compared to previous reporting period	Responsible Supply Chain, Community Engagement and Corporate Governance were recognized as topics of higher importance during our 2024 materiality assessment refresh compared to our 2022 assessment, moving Talent Management, Energy Conservation, and Diversity and Inclusion out of the top nine priority topics for U. S. Steel.
3-3	Management of material topics: Actual and potential, negative and positive impacts for each material topic	See **GRI 3-3 Disclosures** table.
	Negative impacts through activities or as a result of business relationships	See **GRI 3-3 Disclosures** table.
	Management of material topics: Policies or commitments regarding each material topic	See **GRI 3-3 Disclosures** table.
	Management of material topics: Actions to prevent or mitigate, address, and manage potential negative impacts for each material topic	See **GRI 3-3 Disclosures** table.

GRI INDEX
GENERAL DISCLOSURES
continued

3-3 *continued*	Management of material topics: Processes used to track the effectiveness of the actions for each material topic; goals, targets, and indicators used to evaluate progress for each material topic; effectiveness of actions; and lessons learned regarding each material topic and how these have been incorporated into the organization's operational policies and procedures	See **GRI 3-3 Disclosures** table.
	Management of material topics: Description of how engagement with stakeholders has informed the actions taken and whether the actions have been effective for each material topic	GHG Emissions and Climate Change Resiliency and Safety and Health continue to be top of mind for both internal and external stakeholders. Reducing GHG emissions is key to corporate strategy and improving product sustainability to meet the growing customer demand for low-carbon products. We recognize GHG emissions as vital to meeting our net-zero commitment and demonstrating strength in the market. Safety and Health was frequently cited as the number 1 priority area, highlighting it as a critical component of attracting and retaining talent, while also upholding regulatory compliance. See **GRI 3-3 Disclosures** table for more information.

GRI 3-3 DISCLOSURES

Potential Impacts — Is the topic material because of negative impacts, positive impacts, or both — and why?

Actions — Examples of actions taken to prevent, mitigate, remediate, and/or manage potential negative impacts

Effectiveness — Processes used to track the effectiveness of actions (e.g., auditing or verification, impact assessments, measurement systems, stakeholder feedback, grievance mechanisms, external performance ratings, benchmarking)

Commitments, Goals and Targets — Any policies or goals/targets relating to topic

Stakeholder Engagement and Lessons Learned — Examples to show how we incorporate lessons learned to manage impacts more successfully in the future and whether stakeholder feedback was involved

	Potential Impacts	Actions	Effectiveness	Commitments, Goals and Targets	Stakeholder Engagement and Lessons Learned
GHG Emissions — Minimizing direct and indirect greenhouse gas emissions generated through our operations, facilities, supply chain, and final products by implementing energy efficiency improvements, renewable energy adoption, process efficiencies, operational innovation and supply chain engagement.	Steel accounts for ~8% of global GHG emissions. We recognize that we have a role to play in reducing our own GHG emissions.	For information on our GHG emissions reduction achievements and projects, see the 2024 Sustainability Report, **Greenhouse Gas Emissions**, p. 20.	• Global emissions intensity decreased from 2023 to 2024. • Global absolute emissions decreased from 2023 to 2024. • See GHG emissions data and highlights in the 2024 Sustainability Report, **Greenhouse Gas Emissions**, p. 20.	• Reduce emissions intensity by 20% by 2030 based on 2018 baseline. • Become net-zero by 2050. • Reduce Scope 2 GHG emissions intensity by 25% by 2030 at Big River Steel. **Environmental Management Policy** **Climate Strategy Report** **Climate Change Policy** **2023 TCFD Report**	We understand that we cannot do this alone. See the **Decarbonization** and **2024 Collaborations** sections on p. 40 and p. 44 of the 2024 Sustainability Report to see how we collaborate with our stakeholders on GHG emissions reduction.
Customer Engagement — Interacting and developing or continuing a partnership with customers to create solutions for them that can adapt to their business needs.	Customers continue to refine their items in scope and refine established targets, and U. S. Steel remains committed to providing them with our progress and new data and to offer solutions to their sustainability goals.	As customers make requests, we continue to respond to those requests, as well as inform customers of new developments in our low-carbon product offerings.	Our steel customers continue to utilize us as both a resource for information and a problem solver, making us a more valued, less price-sensitive supplier across the market cycle.	In 2024, we continued to roll out our verdeX® product offering to more customers through trial qualifications and production orders, as well as introduced our sustainability team to new customers to begin engagement.	The U. S. Steel approach to both blast furnace (BF)- and electric arc furnace (EAF)-based steels makes us a unique supplier to customers, increasing our value proposition.
Air Quality — Putting measures in place to monitor, avoid and minimize adverse impacts on air quality from operations.	Exposure to air pollution can affect our health, and we care about our local communities and the people within them. Failure to meet local and federal air quality standards can negatively affect our business, our workforce, and our local communities.	At Granite City Works, we optimized blast furnace gas flaring to reduce emissions while increasing steam generation and energy efficiency. See the **Air** section of the 2024 Sustainability Report, p. 29.	In 2024, our absolute NOx emissions intensity was 1,824 NOx net tons per million metric tons of crude steel produced. Steel production decreased, which resulted in a slight decrease of our NOx intensity as compared to 2023.	• Reduce corporate nitrogen oxides (NOx) emissions intensity by 10% by 2030 with a 2018 baseline. • Strive for 100% compliance with all federal, state and local agencies' rules, regulations and permit conditions. **Environmental Management Policy**	Our CAP (Community Advisory Panel) at our Clairton and Mon Valley Works (E.T.) facilities meet on a quarterly basis to discuss relevant plant and local updates. This panel includes local community members.

GRI 3-3 DISCLOSURES

continued

	Potential Impacts	Actions	Effectiveness	Commitments, Goals and Targets	Stakeholder Engagement and Lessons Learned
Innovation — Remaining competitive in the marketplace through innovative and sustainable products and technologies.	Steel continues to play an important role in achieving the world's sustainability goals. The introduction of innovative and sustainable steel products and processes will help meet those needs.	• Continued development and introduction of differentiated Advanced High-Strength Steels (AHSS), coated and cold rolled products. • Continued construction of a second mini mill to enhance our product offerings of low-carbon-footprint steels. • Introduction of ZMAG™ and COASTALUME™ products, designed for long service life and promoting sustainability improvements over existing products. • Availability of InduX™ electrical steels, offering optimized magnetic properties for electric vehicle (EV) motor efficiency.	Continued demand for innovative steel solutions.	• Commitment to develop AHSS products that deliver high performance and help customers achieve their sustainability goals. • Commitment to develop innovative coatings and products that extend the service life of products exposed to the environment. • Commitment to supply low-carbon-footprint materials and products for electrical motors and EVs.	Our customers rely on us to provide steel with the lowest possible carbon footprint along with high performance at competitive pricing. Collaboration with our customers is essential to understand their needs and deliver products to meet those needs. Our team continues to meet regularly with our customers to share progress toward our mutual goals.
Safety and Health — Keeping our employees healthy and safe by ensuring compliance with regulations, conformance with company policies, and enabling programs that incentivize greater employee well-being.	Safety is our primary core value. The steel industry is one of the most hazardous industries in manufacturing. Our main priority is keeping our workforce safe. We empower our employees with the capabilities and resources needed to assess, reduce and eliminate workplace risks and hazards and appreciate their dedication to safety.	• Leverage the Corporate Safety & Security Center of Excellence for all of our internal audit processes to drive consistency across the enterprise. • Continuous improvement of our Safety Management System (SMS). • Quarterly health check process to monitor the health of our SMS transitioned to internal audits.	• Conducted internal SMS audits across plant locations to assess implementation, verify compliance with safety standards, and identify site-specific risks and opportunities for improvement. The findings were used to guide corrective actions and support ongoing safety performance efforts. • Achieved a corporate Days Away From Work (DAFW) rate of 0.06.	• Twelve (88%) of our operating facilities are ISO 45001 certified. • Complete a full cycle of external ISO surveillance audits for our certified sites: USSK, GLW, MVW, Big River Steel Works, Tubular and Gary.	The health of our SMS and its effectiveness for our employees and stakeholders will be judged by the independent analysis provided by the 45001 process.
Water Quality — Driving water stewardship across operations and the supply chain, monitoring operational water usage and identifying opportunities to improve water efficiency, address leakages, and mitigate impacts in water-scarce regions.	Our facilities use water for cooling and process purposes. We recognize that water is an invaluable resource and it is essential to our business, our stakeholders and our communities that we do our best to reduce consumption and increase efficiency.	Several of our locations utilize water recycling systems to reduce the amount of "fresh" water required for the manufacturing process.	The Granite City Works facility made improvements to their water filtration system by ensuring the water used for cleaning is now shut off on down days and replacing a leaking heat exchanger and bad valve that were allowing water to go to the sewer instead of being recycled. These efforts resulted in 47.6 million gallons of city water savings in 2024 compared to 2023 — a 37% reduction. Many of our processes use water recycling systems that return water for reuse in operations, drastically reducing the amount of water brought into plants.	• Reuse or recycle 3% of water used at Big River Steel annually (including water withdrawn from shallow and deep wells) through 2030. • Big River Steel met the previous by-2030 goal in 2024, thus updating the goal to "through 2030." 6% of water used in 2024 was recycled. **Big River Steel Water Stewardship Plan** See the **Water** section of the 2024 Sustainability Report, p. 28.	We have seen an increase in operational efficiencies and water savings due to our water recycling efforts.

GRI 3-3 DISCLOSURES

continued

	Potential Impacts	Actions	Effectiveness	Commitments, Goals and Targets	Stakeholder Engagement and Lessons Learned
Corporate Governance — Providing strong risk management structure and ESG oversight that promotes transparency and enables fair and effective governance.	Our Board of Directors (the Board) and its committees that oversee the sustainability program and related risks and initiatives.	The Board and/or its committees regularly receive reports from management subject-matter experts on various sustainability topics and risks, and the sustainability program overall.	All members of the Board identify both "Environmental and Sustainability Experience" and "Risk Management Experience" as key skills they possess, ensuring the Board is sufficiently qualified to provide ESG oversight.	See more on our commitments in the **Corporate Governance** section of the 2024 Sustainability Report, p. 80.	Effective governance is critical to ensure transparency to stakeholders and accountability of management.
Community Engagement — Managing relations and engaging with communities that are impacted economically, socially and/or environmentally by our operations in an effort to provide benefits to local communities.	At U. S. Steel, we recognize our significant impact on local communities. We are dedicated to enhancing the areas where we operate. Through our employees' volunteer efforts, corporate contributions, partnerships, relationships with local schools, scholarship programs and educational advancements, our philanthropic activities support our company's strategy. We are committed to making a substantial impact on more people in the communities where we live and work.	• We strengthened our Community Engagement leadership with Heidi Chappell as the Senior Director of Community & Stakeholder Engagement. • In 2024, U. S. Steel contributed $7.7 million to over 150 organizations, events and programs through our Community Engagement Committee (CEC), including $2.7 million from USSK for community initiatives at its Košice facility. • We connected communities with local food banks to provide valuable resources and effectively address food insecurity. • We expanded the Reading Champions program, which has shown increased reading proficiency scores, to eight schools in Pennsylvania and one school near our Minnesota Operations.	• U. S. Steel contributed $7.7 million in the communities where we operate in the U.S. and Slovakia. • Employees volunteered a total of 20,576 hours, consistent with hours from 2023. • We named a Volunteer of the Year and 12 Service Champions. • In 2024, U. S. Steel employees collected more than 25 net tons of trash from the communities surrounding U. S. Steel facilities. • Due to our Reading Champions program, reading proficiency increased by 30% on average at the Duquesne City School in Pennsylvania, helping third grade students overcome setbacks from the COVID pandemic.	Strengthen our corporate contributions in 2025, structured around our S.T.E.E.L Principles, and build a foundation for workforce development in the communities where we operate.	During the 2024 materiality assessment refresh, Community Engagement emerged as a key focus area. Stakeholders highlighted our significant progress and emphasized its growing importance. U. S. Steel continues to make a substantial positive impact in our local communities. We are excelling in supporting local education systems, community events, and programs, parks and public spaces, demonstrating our commitment to community growth and development. See the **Empowering People** section of the 2024 Sustainability Report, p. 49.
Responsible Supply Chain — Assessing and managing supply chain ESG risks by working with supply chain partners (including contractors) to adhere to our standards for supply chain sustainability, including respect for human rights, fair labor practices and environmental compliance.	We monitor the ESG practices of the suppliers in our top 75% of spend to minimize any potential negative impacts or risks. We also collaborate with them on projects that would result in performance improvements throughout the supply chain.	We request that the suppliers in our top 75% of spend complete a sustainability assessment from a third party on an annual basis. The third party conducting the assessment utilizes a scoring system, and we are able to issue corrective actions / improvement plans to improve supplier scores each year.	The reporting capabilities within the third-party platform allow us to monitor these supplier assessment scores throughout the year and provide suggested actions for areas of improvement.	**Sustainable Procurement Policy** **Supplier Code of Conduct**	We are continuing to refine our Sustainable Procurement program. In addition to focusing on the ESG practices of our suppliers through our third-party assessments, we have several collaborative initiatives that we are working on with them to create a more sustainable future, such as installing wind farms.

GRI INDEX
ECONOMIC PERFORMANCE DISCLOSURES

ECONOMIC PERFORMANCE

Disclosure #	Disclosure Title	Reference/Location
201-1	Direct economic value generated and distributed	**2024 10-K**, Item 7: Management's Discussion and Analysis of Financial Condition and Results of Operations, p. 46–63
201-2	Financial implications and other risks and opportunities due to climate change	**2024 10-K**, Item 1A: Risk Factors, p. 23–34; p. 96 **2023 TCFD Report**, p. 5–12
201-3	Defined benefit plan obligations and other retirement plans	**2024 10-K**, Pensions and Benefits, p. 97–105
201-4	Financial assistance received from government	**2024 10-K**, p. 114

MARKET PRESENCE

Disclosure #	Disclosure Title	Reference/Location
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	We pay 100% of our workforce over the minimum wage. Most of our employees are under labor agreements that dictate the starting wage for all employees, regardless of gender. For all non-contract employees, we use market data to pay all genders competitively.
202-2	Proportion of senior management hired from the local community	We had zero new hires in senior management and above from the local community in 2024.

INDIRECT ECONOMIC IMPACTS

Disclosure #	Disclosure Title	Reference/Location
203-1	Infrastructure investments and services supported	In 2024, U. S. Steel finished building a new 3-million-ton, state-of-the-art mini mill in Osceola, Arkansas. This $3 billion investment will provide "built-for-purpose" steelmaking supported by a comprehensive suite of finishing assets, including Advanced High-Strength Steels. We are expanding our mini mill steelmaking capability as we continue to transition toward sustainable, lower GHG emission steelmaking. This investment is a platform to provide our customers with more of the greener steels they expect from us.
203-2	Significant indirect economic impacts	Economic Impact Reports: **Minnesota**, **Pennsylvania** and **Arkansas**

PROCUREMENT PRACTICES

Disclosure #	Disclosure Title	Reference/Location
204-1	Proportion of spending on local suppliers	52% of purchases are from local suppliers. "Local" definition includes spend within the state and bordering states where the facility is located. For example, spend for our Mon Valley locations includes Pennsylvania, Ohio and West Virginia. The facilities reported for this statistic include Mon Valley, Gary Works, Granite City, Great Lakes, Fairfield, Minnesota Ore and Tubular Operations.

GRI INDEX
ECONOMIC PERFORMANCE DISCLOSURES
continued

ANTI-CORRUPTION

Disclosure #	Disclosure Title	Reference/Location
205-1	Operations assessed for risks related to corruption	U. S. Steel has implemented a comprehensive anti-corruption management system, which is described in our **Anti-Corruption Policy** and includes periodic corruption risk assessments intended to identify the corruption-related risks faced by the Company and ensure that the management system is appropriately designed and implemented to mitigate those risks. U. S. Steel's Anti-Corruption Policy and related procedures for engaging business partners require pre-retention and periodic due diligence reviews of suppliers that are aimed at, among other things, identifying ethics and compliance risks associated with these relationships.
205-2	Communication and training about anti-corruption policies and procedures	2024 Sustainability Report, **Policies, Training and Communication**, p. 83
205-3	Confirmed incidents of corruption and actions taken	There are no incidents of corruption that U. S. Steel is aware of based on procedures and assessments for 2024.

ANTI-COMPETITIVE BEHAVIOR

Disclosure #	Disclosure Title	Reference/Location
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	U. S. Steel is a defendant along with Nucor and AK Steel Holding Group in an antitrust lawsuit (JSW Steel (USA) Inc., et al. v. U. S. Steel, et al.). The U.S. District Court for the Southern District of Texas dismissed the lawsuit, which was upheld by the United States Court of Appeals for the Fifth Circuit.

TAX

Disclosure #	Disclosure Title	Reference/Location
207-1	Approach to tax	This information is confidential to U. S. Steel.
207-2	Tax governance, control, and risk management	This information is confidential to U. S. Steel.
207-3	Stakeholder engagement and management of concerns related to tax	This information is confidential to U. S. Steel.
207-4	Country-by-country reporting	This information is confidential to U. S. Steel.

GRI INDEX
ENVIRONMENTAL DISCLOSURES

ENVIRONMENTAL

Environmental stewardship is a core value at U. S. Steel, firmly embedded as one of our S.T.E.E.L. Principles. We know we must operate our facilities in an environmentally responsible manner and take steps to protect and preserve our shared natural resources. As a company, U. S. Steel articulates our core value of environmental stewardship through three basic principles that are the responsibility of all our employees and our operations.

These principles are:

Compliance with environmental laws and regulations

Continuous improvement in environmental and resource management

Continued reduction of GHG emissions through innovation

With a focus on these principles, U. S. Steel collaborates with industrial organizations and peer companies to promote sustainable and cost-effective environmental strategies through the development of appropriate air, water, waste and climate-change laws and regulations at the local, state, national and international levels.

BIODIVERSITY

Disclosure #	Disclosure Title	Reference/Location
101-1	Policies to halt and reverse biodiversity loss	U. S. Steel's Big River Steel Works Biodiversity Management Plan
101-2	Management of biodiversity impacts	U. S. Steel's Big River Steel Works collaborated with the Arkansas Economic Development Commission, Mississippi County, the State Historic Preservation Office and the Quapaw Tribe of Oklahoma to preserve significant archeological sites listed in the National Register of Historic Places. Through our continued environmental restoration efforts, we have played a vital role in restoring stream channels, creating new wetland habitats and enhancing existing wetland ecosystems. See the 2024 Sustainability Report, **Biodiversity**, p. 29 for more information on projects we are implementing at our plants.
101-3	Access and benefit-sharing	2024 Sustainability Report, **Biodiversity**, p. 29
101-4	Identification of biodiversity impacts	Significant biodiversity impacted areas from site activities have been designated as mitigation areas. The Big River Steel Works Biodiversity Management Plan provides guidance in monitoring the facility property and designated mitigation areas to ensure that the integrity of the present biodiversity is adequate, while identifying if any issues or causes for concern exist. The monitoring guidance provided is intended to assist in tracking changes in environmental conditions that may affect the local biodiversity, and helping Big River Steel Works environmental staff identify deteriorating conditions as well as the causes of potential harm and subsequent corrective actions. The Biodiversity Management Plan includes how to address biodiversity material impacts identified through the land use and activities over which the Company has direct management control or significant influence. Following an outline of the Biodiversity Mitigation Hierarchy, the monitoring requirements for the permitted mitigation areas owned/operated by Big River Steel Works in accordance with approved permits are discussed as well as additional recommended guidance for monitoring activities at other locations on Big River Steel Works property. The plan also identifies the threatened and endangered species that have the potential to occur within the site boundaries. **2024 TNFD Report** **U. S. Steel's Big River Steel Works Biodiversity Management Plan**
101-5	Locations with biodiversity impacts	**2024 TNFD Report**
101-6	Direct drivers of biodiversity loss	Facility activities that have the potential to impact the environment may include, but are not limited to, construction, manufacturing operations, truck hauling, discharges, dredging, filling, clearing and grubbing. Environmental impacts resulting from these facility activities have the potential to impact the various species that inhabit those areas and may result in the need for mitigation measures and the installation of Best Management Practices (BMPs) to avoid, minimize or mitigate impacts.

GRI INDEX
ENVIRONMENTAL DISCLOSURES
continued

BIODIVERSITY — CONTINUED

101-7	Changes to the state of biodiversity	Environmental monitoring data, including biodiversity, is evaluated routinely and any significant changes in the quality of biodiversity or any other metrics analyzed are utilized to inform updates to this management plan and steps will be taken, as appropriate and following the guidance of the Biodiversity Management Plan, to report issues present and make any needed changes. When site expansion construction occurs, impacted natural areas are identified, monitored and mitigated. The Mitigation and Monitoring plan affirms that during the project's site selection phase, efforts to avoid and minimize impacts are considered. Even after the completion of site construction activities, additional measures to mitigate impacts are evaluated. Despite efforts, streams and wetlands couldn't be avoided. Nevertheless, on-site mitigation areas were utilized to counterbalance disturbances. Additionally, through our continued environmental restoration efforts, we have played a vital role in restoring stream channels, establishing new wetland habitats and enhancing existing wetland ecosystems.
101-8	Ecosystem services	Our biodiversity mitigation, monitoring and maintenance efforts directly benefit species that occupy, breed, forage, rear, rest, hibernate or migrate through the project site. Notably, these efforts support migrating birds and nesting bird species. Additionally, we remain committed to our bee pollinator program at Big River Steel Works by actively relocating hives. This program contributes to regional biodiversity in an area where ecosystems intersect with agricultural activities (near our facility). Moreover, our Water Stewardship Advisory Committee and initiatives to prevent stormwater pollution benefit users of the watershed, another important element to biodiversity.

MATERIALS

Disclosure #	Disclosure Title	Reference/Location
301-1	Materials used by weight or volume	25.6 million metric tonnes of raw material consumption, including coal, coke, other carbonaceous materials, iron ore materials, fluxes, alloys and coating metals
301-2	Recycled input materials used	U. S. Steel's North American operations recycled 4.4 million metric tons of purchased and produced steel scrap in 2024. USSK recycled 0.71 million metric tonnes of steel scrap in 2024. **2024 10-K**, p. 19
301-3	Reclaimed products and their packaging materials	**Recycled amounts (metric tons)** Scrap steel: 5,100,168 Blast furnace slag (off-site use): 3,245,745 Sinter: 4,033,855 Mill scale off-site use: 64,868 Briquettes: 99,222 Spent pickle liquor regeneration: 243,062 Spent pickle liquor (off-site reuse): 25,312 Byproduct coke plant process residues: 6,389 Steel slag off-site use: 284,080 EAF slag off-site use: 103,806

ENERGY

Disclosure #	Disclosure Title	Reference/Location
302-1	Energy consumption within the organization	Total corporate: 77.77 million MWh
302-2	Energy consumption outside of the organization	Total corporate: 8.92 million MWh Total energy consumption (internal and external): 86.69 million MWh
302-3	Energy intensity	Total corporate: 6.09 MWh/metric tonne raw steel produced
302-4	Reduction of energy consumption	Total energy consumption decreased to 86.69 million MWh in 2024 compared to 96.20 million MWh in 2023.
302-5	Reductions in energy requirements of products and services	2024 Sustainability Report, **Energy**, p. 23

GRI INDEX
ENVIRONMENTAL DISCLOSURES
continued

WATER AND EFFLUENTS

Disclosure #	Disclosure Title	Reference/Location
303-1	Interactions with water as a shared resource	U. S. Steel's facilities use water for both cooling and process purposes. U. S. Steel is committed to reducing our water consumption and implements conservation practices to meet the goal. Numerous processes use water-recycle systems that return water for reuse in operations, reducing the amount of water brought into plants. Plants are located in areas with low to low-medium water scarcity impacts. Although drought conditions and water conservation regulations have not historically impacted operations, U. S. Steel is aware of our responsibility to continually update and implement Best Management Practices to further environmental preservation. When recycling is not feasible, proper treatment and discharge to local waterways is utilized in compliance with all state and local regulations. **Environmental Management Policy**, p. 2 2024 Sustainability Report, **Water**, p. 28
303-2	Management of water discharge-related impacts	**Permitting** U. S. Steel facilities include more than 20 locations with over 100 outfalls regulated by the National Pollutant Discharge Elimination System (NPDES) program. We regularly sample for submission to the proper regulatory agencies in accordance with permit requirements. Prior to discharging to public waterways, process water is treated using both chemical and physical processes, such as pH control, precipitation, sedimentation, filtration, and solids removal and dewatering. **Stormwater** Stormwater is also regulated through the NPDES program. Each facility has its own stormwater management practices that it implements along with routine inspections and sampling. Methods to manage stormwater quality are referred to as Best Management Practices (BMPs). Some storm-water-specific BMPs include raw material management, street sweeping, catch basin filtration and stormwater containment areas. In addition to BMPs, several facilities also use full-scale treatment for stormwater prior to discharge. **Wastewater Treatment** U. S. Steel is responsible for the operation and maintenance of more than 40 wastewater treatment plants (WWTP). These plants are tasked with treating site-specific process water, ranging from waste oil to hazardous waste, before discharging from U. S. Steel property. Some properties also maintain their own sanitary plants. **Water Recycling** Total water recycled in 2024: 858,659 megaliters The tailings basin utilized at Minntac provides an example of water recycling, ensuring that 90%–95% of effluent discharge is reclaimed to satisfy operational water demand. This equates to the reuse of 43,000 gallons per minute, or 62 million gallons per day. U. S. Steel is committed to reusing as much of our effluent as possible to reduce process water demands and potential downstream impacts. Another water conservation measure is to use treated process water as a source of cooling water for the blast furnace slag pits. U. S. Steel also uses leak-detection measures and monitoring of processes, influent water and effluent water to assist in conservation measures. An example of this is the addition of a seep collection and return system at the western portion of the Minntac plant.
303-3	Water withdrawal	1,123,385 megaliters 2024 Sustainability Report, **Water**, p. 28
303-4	Water discharge	1,035,806 megaliters 2024 Sustainability Report, **Water**, p. 28
303-5	Water consumption	105,593 megaliters 2024 Sustainability Report, **Water**, p. 28

GRI INDEX
ENVIRONMENTAL DISCLOSURES
continued

EMISSIONS

Disclosure #	Disclosure Title	Reference/Location
305-1	Direct (Scope 1) GHG emissions	Total corporate: 22.83 million metric tonnes CO_2e* *Operations included in this data are those facilities where we have operational control, including but not limited to mining, integrated steelmaking, mini mill steelmaking, stand-alone sheet finishing, stand-alone tubular finishing and processing, and offices. Emissions from joint ventures are not included.
305-2	Energy indirect (Scope 2) GHG emissions	Total corporate: 2.78 million metric tonnes CO_2e
305-3	Other indirect (Scope 3) GHG emissions	Category 1 — Purchased Goods and Services: 11.01 million metric tons Category 2 — Capital Goods: 0.28 million metric tons Category 3 — Fuel and Energy-Related Activities: 5.05 million metric tons Category 4 — Upstream Transportation and Distribution: 0.61 million metric tons Category 6 — Business Travel: 1,900 metric tons Category 7 — Employee Commuting: 24,427 metric tons Category 9 — Downstream Transportation and Distribution: 0.35 million metric tons Category 10 — Processing of Sold Products (Steel Products Only): 0.39 million metric tons
305-4	GHG emissions intensity	Total corporate: 1.80 t CO_2e/t raw steel
305-5	Reductions of GHG emissions	Overall absolute emissions decreased to 22.83 million metric tonnes CO_2e in 2024 vs. 25.84 million metric tonnes CO_2e in 2023, mostly due to decreased production levels from the integrated plants as well as the start and ramp-up of Big River Steel 2 in the 4th quarter of 2024. Emissions intensity decreased to 1.80 t CO_2e/t raw steel in 2024 from 1.81 t CO_2e/t raw steel in 2023 due to operational improvements and the balance of production between integrated and mini mill methods.
305-6	Emissions of ozone-depleting substances (ODS)	U. S. Steel complies with U.S. EPA regulations for managing Ozone-Depleting Substances per the Clean Air Act provisions for protecting the ozone layer.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	**Data in U.S. tons** NOx: 25,938 SO_2: 9,043 VOC: 1,629 CO: 165,391 Lead: 1.12 PM10*: 7,409 PM2.5*: 5.970 *PM10 and PM2.5 for Košice based on average PM10/PM and PM2.5/PM ratio for other U. S. Steel sites.

WASTE

Disclosure #	Disclosure Title	Reference/Location
306-1	Waste generation and significant waste-related impacts	See GRI 306-3. 2024 Sustainability Report, **Waste and Recycling**, p. 26
306-2	Management of significant waste-related impacts	U. S. Steel takes action to prevent waste generation by collecting and recycling tar decanter sludge and other coke processing residues back into the coke ovens; sending spent pickle liquor (ferrous chloride solution) for regeneration to hydrochloric acid to be used again on the steel pickling lines, or used directly as a wastewater treatment chemical; sending electric arc furnace dust to recyclers that recover zinc and iron oxide products from it; and reusing mill scale in blast furnaces and basic oxygen furnaces in the steelmaking process.
306-3	Waste generated: Total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste	**2023 Waste Data (metric tons)*** Total generation of hazardous waste: 194,928 Total generation of non-hazardous waste: 2,720,325 Total weight of hazardous waste recycled: 139,079 Total weight of non-hazardous waste recycled: 1,539,974 *2024 waste data was not available at time of publishing; therefore 2023 is the most recent waste data.

GRI INDEX
ENVIRONMENTAL DISCLOSURES
continued

WASTE — CONTINUED

continued

306-4	Waste diverted from disposal	**Steel Scrap** In 2024, U. S. Steel recycled approximately 5.1 million metric tons of scrap steel in our integrated and mini mills. Steel can be recycled over and over without any loss of quality to the products being produced. **Blast Furnace and Steel Slag** In 2024, U. S. Steel recycled approximately 3.2 million metric tons of blast furnace slag and 284,080 metric tons of steel slag. Blast furnace (iron) slag and basic oxygen furnace (steel) slag are highly sustainable products that are used in place of natural aggregates, such as limestone and gravel, in numerous construction and product applications. Blast furnace slag is used in cement manufacturing, asphalt mixes, glass manufacturing, precast concrete, wallboard, mineral wool, and sub-base for road and interstate highway construction. Steel slag, which like blast furnace slag can be used in cement manufacturing and asphalt mixes, is also recycled in applications such as landfill daily cover and internal haul roads, phosphorus removal in wastewater treatment, ground water remediation, reactive barrier walls, and agricultural applications, including as a liming agent and micronutrient in fertilizer. Use of iron and steel slag in place of mined and quarried rock and mineral aggregates saves these natural resources and reduces the impact to the environment. U. S. Steel also works with outside organizations to repurpose our used equipment. Examples include transforming used conveyor belts into rubber mats and used tires from our mining mobile equipment into feeding and water troughs for livestock. At USSK, construction waste, like concrete, debris, and ceramics from reconstruction and modernization projects, is reused by third parties, a recycling effort that has continuously minimized the use of landfills. **Other Cokemaking and Steelmaking Recyclable Materials** U. S. Steel recycles several other materials from the byproduct, cokemaking, ironmaking, steelmaking and steel finishing operations. In 2024, 6,389 metric tons of process materials from the cokemaking byproducts plant were collected and returned directly to coke ovens. Carbon, iron and steel bearing residuals, such as coal and coke fines, taconite pellet fines, blast furnace and steel furnace air pollution control dusts and sludges, are used to produce sinter and briquettes, which are then used as feedstocks for ironmaking and steelmaking, respectively. This included the production of approximately 4.0 million metric tons of sinter, which was used in the blast furnaces, along with 99,200 metric tons of briquettes that were used in the blast furnaces and Basic Oxygen Process (BOP) furnaces. An additional 64,868 metric tons of mill scale not used internally to make sinter or briquettes was sold to cement manufacturers, which use the mill scale for its iron content, a critical ingredient in cement. Hydrochloric acid, which is used in steel pickling operations to remove heavy iron oxide rust from the surface of steel coils to prepare the coils for surface coating, results in an iron oxide rich material called spent pickle liquor. The spent pickle liquor is recycled by being sent to a recycling plant to regenerate the hydrochloric acid and return it to plants for reuse in pickling, or it is sold for beneficial use as a wastewater treatment chemical. In 2024, U. S. Steel reused 243,062 metric tons of regenerated hydrochloric acid in the pickling lines and sent 25,312 metric tons off-site for direct beneficial use in wastewater treatment. **Coke Oven Gas and Blast Furnace Gas** We reduce the amount of waste generated and emissions produced in steelmaking by reusing the byproduct gases produced in our blast furnaces and coke ovens because it is good for the environment and good for business. U. S. Steel Mon Valley Works is one of the most energy-efficient integrated iron and steel facilities in the world. The Mon Valley Works reuses gases from blast furnaces and coke ovens to support combustion processes at U. S. Steel's Clairton, Edgar Thomson and Irvin facilities, as well as to generate electricity at the Edgar Thomson and Clairton plants. The Mon Valley Works is a certified Alternative Energy System recognized by the Pennsylvania Department of Environmental Protection (PADEP).

GRI INDEX
ENVIRONMENTAL DISCLOSURES
continued

WASTE — CONTINUED

continued

306-5	Waste directed to disposal	**Mineral Waste Management** At our Minnesota Ore Operations in the Mesabi Iron Range, we operate several highly efficient taconite mines — Keetac and Minntac. The stockpiling of materials not suitable for processing is regulated by the Minnesota Department of Natural Resources (MNDNR). Waste rock and surface material must be removed to uncover the taconite that will be processed. Waste rock and surface overburden are stockpiled around the active mining area and around previously mined areas. U. S. Steel complies with MNDNR design and construction standards for stockpiles, as well as reclamation standards. Annual reports are sent to MNDNR that address both completed and planned reclamation activities. Approximately 70% of the processed taconite is non-iron-bearing materials that are generated as tailings. Minntac and Keetac both operate tailings basins for the storage of tailings that are approximately 8,000 and 6,000 acres, respectively. Each of the tailings basins features active interior tailings disposal basins (6,000 acres and 2,400 acres, respectively) with separate exterior perimeter dams. They utilize an instrumentation network around the tailings impoundment to routinely monitor the dam. Routine inspections are performed at both facilities, including observing for damage. Inspections are performed by knowledgeable personnel or third-party engineers. Inactive areas of the tailings basins are reclaimed. Dam safety reports that review the annual activities and monitoring are provided to MNDNR annually. MNDNR also conducts independent inspections of reclamation success and dam safety. **Tailings Basin Management** At our Keetac and Minntac facilities, the ore mining process requires the beneficiation of taconite to produce high-grade iron ore pellets. The beneficiation process results in 28%–30% of the crude ore that is mined becoming product, and 70%–72% becoming waste tailings stored in on-site tailings basins. In 2020, additional monitoring instrumentation was installed at various locations around both basins to help ensure the ongoing safety and stability of the facilities. Tailings basin dams are regulated by the Minnesota Department of Natural Resources. Minnesota Rules 6130 lays out the requirements for metallic mineral mining in Minnesota, including the mine and tailings basin areas. This includes the requirement to obtain a Permit to Mine, which regulates the operation, maintenance, closure and post-closure of the facilities. Minnesota Rules 6115 includes the requirements for dam safety, which is applicable to the tailings basin storage facilities in the state. U. S. Steel is a member of the Mineland Vision Partnership (MVP), working with regulatory agencies, mining companies and communities to plan and design future landscapes that benefit all. The MVP is a regional collaboration that develops opportunities for changing of dynamic minescapes, preserving lands to sustain current and future mining, and providing resources and education. Both the Keetac and Minntac facilities conduct reclamation activities in compliance with Minnesota Rules 6130, planting vegetation to provide several benefits, including dust mitigation and stormwater controls, in addition to providing wildlife habitats. The facilities work with regulatory agencies to ensure the proper seed mixture is used to maximize growth with use of native species. The beneficiation process results in 28%–30% of crude ore that is mined becoming pellets and the remainder 70%–72% becoming waste (tailings material). Total tailings consist of about one third coarse-grained (sand-size) and about two thirds fine-grained (silt and clay-size) materials. The coarse material is used to construct the dikes that retain the fine tailings portion.

GRI INDEX
ENVIRONMENTAL DISCLOSURES
continued

SUPPLIER ENVIRONMENTAL ASSESSMENT

Disclosure #	Disclosure Title	Reference/Location
308-1	New suppliers that were screened using environmental criteria	We implemented a data collection tool in 2023, for suppliers representing 75% of total spend. Suppliers go through an assessment process that outlines how they perform in areas relating to energy and GHG emissions, water, waste, biodiversity, etc. We continue to work with our suppliers on continuous improvement initiatives. In addition, the Supplier Code of Conduct outlines expectations for suppliers to strive to minimize the adverse impact of their operations on the environment.
308-2	Negative environmental impacts in the supply chain and actions taken	We implemented a data collection tool in 2023, for suppliers representing 75% of total spend. Suppliers go through an assessment process that outlines how they perform in areas relating to energy and GHG emissions, water, waste, biodiversity, etc. We continue to work with our suppliers on continuous improvement initiatives.

GRI INDEX
SOCIAL DISCLOSURES

EMPLOYMENT

Disclosure #	Disclosure Title	Reference/Location	
401-1	New employee hires and employee turnover	**U.S. New hires/Rehires** Under 30: Female 8% (60); Male 92% (712) 30–50: Female 10% (77); Male 90% (684) Over 50: Female 15% (22); Male 85% (120) **USSK New hires/Rehires** Under 30: Female 12% (11); Male 88% (78) 30–50: Female 5% (2); Male 95% (42) Over 50: Female 0% (0); Male 100% (8) **Total New hires/Rehires** Under 30: Female 8%; Male 92% 30–50: Female 10%; Male 90% Over 50: Female 15%; Male 85%	**U.S. Attrition** Under 30: Female 11% (38); Male 89% (300) 30–50: Female 13% (79); Male 87% (527) Over 50: Female 12% (70); Male 88% (526) **USSK Attrition** Under 30: Female 4% (1); Male 96% (27) 30–50: Female 9% (5); Male 91% (52) Over 50: Female 17% (37); Male 83% (176) **Total Attrition** Under 30: Female 11%; Male 89% 30–50: Female 13%; Male 87% Over 50: Female 13%; Male 87%

GRI INDEX
SOCIAL DISCLOSURES
continued

EMPLOYMENT — CONTINUED

401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	As part of our commitment to cultivating a Culture of Caring, we have wide-ranging benefits available for our U.S. non-represented workforce, including expanded parental leave, backup dependent care, infertility coverage, and healthcare continuation for the families of employees who suffer work-related or military service fatalities. Starting in 2020 and in each year up to and including 2024, U. S. Steel earned a 100% score on the Human Rights Campaign annual Corporate Equality Index in recognition of our comprehensive and inclusive benefits. Our commitment to part-time workers includes providing optional short-term and long-term disability coverages, mental health and EAP services, along with participation in our 401(k) retirement savings plan. While not offering the same comprehensive benefit package as full-time employees, we still offer our part-time employees the resources to sustain their financial well-being with safeguards.
401-3	Parental leave	U. S. Steel provides up to eight weeks of paid time off for either parent following the birth of a child, the birth of a child of a domestic partner, or the placement of a child for foster care or adoption. For birth mothers, this new parental leave is in addition to the available short-term disability period of six or eight weeks, depending on the type of delivery.

LABOR/MANAGEMENT RELATIONS

Disclosure #	Disclosure Title	Reference/Location
402-1	Minimum notice periods regarding operational changes	U. S. Steel follows all applicable laws, rules and regulations regarding notification to employees prior to operational changes that may affect them. Advance notification and/or consultation of certain operational changes is provided for in certain labor agreements that cover represented U. S. Steel employees.

OCCUPATIONAL HEALTH AND SAFETY

Disclosure #	Disclosure Title	Reference/Location
403-1	Occupational health and safety management system	**Safety and Industrial Hygiene Policy** 2024 Sustainability Report, **Safety and Health**, p. 51
403-2	Hazard identification, risk assessment, and incident investigation	In 2024, we continued to leverage our Hazard Identification and Risk Assessment (HIRA) system to drive down risk in our operational areas. We have integrated our HIRA process with our quarterly safety campaigns to better communicate risk reduction across the enterprise.
403-3	Occupational health services	U. S. Steel employs dedicated internal industrial hygiene professionals who, under the supervision of a Certified Industrial Hygienist, coordinate sampling plans and exposure mitigations with our internal plant medical services to ensure compliance with local, state and federal regulations. We have established protocols for access to medical records to ensure confidentiality with regard to our employees. Access to all medical records and exposure documentation is controlled through our licensed medical professionals. These services are available to all employees through onsite medical facilities.

GRI INDEX
SOCIAL DISCLOSURES
continued

OCCUPATIONAL HEALTH AND SAFETY — CONTINUED

403-4	Worker participation, consultation, and communication on occupational health and safety	Three seasonal safety campaigns were held this year across U. S. Steel that emphasized worker engagement and the sharing of best practices throughout the corporation. 1. Life Threatening Program Deep Dive (Spring) 2. Summer Safety: Heat Illness Prevention and Hazard Identification and Risk Assessment Activity (Summer) 3. Winter Safety Preparation and Machine Guarding (Winter) We also partnered with our Environmental Affairs Department, which coordinated various environmental activities throughout our 2024 safety campaigns. Each organization would share the outputs of their engagement efforts on report-out calls throughout the campaigns. In 2025, we look forward to finding new ways to engage our employees on the identification of hazards and the determination of controls to make our workplace safer.
403-5	Worker training on occupational health and safety	U. S. Steel recognizes the importance of ensuring our employees have the education, qualification and experience necessary to carry out their daily work duties in a manner that will keep them and their coworkers safe. All employees receive routine safety and health training in a multitude of formats to ensure we equip our employees with the skills and knowledge that will positively impact their safety performance. New employee orientation and annual safety awareness training are provided on an annual basis, and task-specific on-the-job training is performed and built into the job qualification requirements of every employee.
403-6	Promotion of worker health	In 2024, we expanded our commitment to cultivating a Culture of Caring by partnering with a leading innovator in the obesity, weight management, and lifestyle behavior space to provide U. S. Steel employees, spouses, and dependents a comprehensive nutrition and weight loss benefit leading to healthier outcomes of our employees and communities. This further reinforces our commitment to maintaining family-focused benefit programs for our U.S. workforce. Programs designed to support our workplace culture and to attract and retain a high-performing workforce include: • Mental health care: The Company is committed to the 360° safety of our employees and their families. Due to the pandemic and other life stressors, we realize the importance of offering our employees, their spouses and their children a robust benefit to focus care on mental health. With our mental health and Employee Assistance Program (EAP) benefits, the Company will cover the first eight sessions of therapy or coaching to support our employees and families directly. • Parental leave: Paid time off for either parent following the birth of a child, the birth of a child of a domestic partner, or the placement of a child for foster care or adoption. For birth mothers, parental leave is in addition to the available short-term disability period of six or eight weeks, depending on the type of delivery. • Infertility coverage: Additional medical coverage for assisted infertility procedures, treatments and medications. • Domestic violence and abuse leave: Paid time off to support our employees facing domestic violence or abuse. • Domestic partner coverage: The allowance of eligible domestic partners and eligible children to receive coverage under U. S. Steel's non-represented health and welfare programs. • Bereavement leave: Provides for up to 15 days for immediate family. • Adoption assistance: The Company will reimburse up to $4,000 for eligible expenses related to the adoption of a child.

GRI INDEX
SOCIAL DISCLOSURES
continued

OCCUPATIONAL HEALTH AND SAFETY — CONTINUED

403-6 *continued*		• Healthcare continuation for surviving eligible family members of employees who are fatally injured at work or in the line of duty while on military leave. • Emergency backup care provides emergency child or adult dependent care up to 10 times per year. **2024 10-K**, Employee Health & Safety, p. 10–11
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2024 Sustainability Report, **Safety and Health**, p. 51
403-8	Workers covered by an occupational health and safety management system	2024 Sustainability Report, **Safety and Health**, p. 51
403-9	Work-related injuries	2024: 60
403-10	Work-related ill health	2024 Sustainability Report, **Safety and Health**, p. 51 Global Days Away From Work rate: 0.06 injuries per 200,000 man-hours for 2024

TRAINING AND EDUCATION

Disclosure #	Disclosure Title	Reference/Location
404-1	Average hours of training per year per employee or training days per employee	**U.S.** Throughout the year in the U.S., we delivered 3,218 distinct Learning and Development courses to more than 14,350 employees for more than 320,500 hours of employee training. Learning and Development offerings spanned a wide range of topics, from leadership development to IT-related areas to business planning. *Total Training Hours:* Represented = 27.52 hours Non-represented = 8.83 hours Other = 10.10 hours **USSK** At USSK, we delivered 44,564 Learning and Development courses to almost 8,000 employees for 178,542 hours of employee training. Learning and Development offerings were mainly focused on safety, vocational and professional courses. *Average Training Hours:* Administrative employees: 50,896 hours Operations and maintenance employees: 127,646 hours
404-2	Programs for upgrading employee skills and transition assistance programs	**U.S.** Provided 3,218 distinct Learning and Development courses to more than 14,350 employees for more than 320,500 hours of employee training. **USSK** Provided 44,564 Learning and Development courses to almost 8,000 employees for 178,542 hours of employee training.
404-3	Percentage of employees receiving regular performance and career development reviews	15% of the overall U.S. workforce and 18% of the USSK workforce. 82% of the U.S. workforce and 73% of the USSK workforce are hourly/represented employees and do not complete performance reviews.

GRI INDEX
SOCIAL DISCLOSURES
continued

DIVERSITY AND EQUAL OPPORTUNITY

Disclosure #	Disclosure Title	Reference/Location
405-1	Diversity of governance bodies and employees	**U.S.** Non-represented: Female 14%, Male 86% Represented: Female 8%, Male 92% **Grand Total: Female 9%, Male 91%** *Age:* Non-represented: 21% Under 30, 51% 30–50, 29% Over 50 Represented: 10% Under 30, 46% 30–50, 44% Over 50 **Grand Total: 13% Under 30, 47% 30–50, 40% Over 50** *Ethnicity:* Non-represented: 15% POC*, 85% White Represented: 24% POC*, 76% White **Grand Total: 22% POC*, 78% White** *People of color **USSK** "White Collar": Female 27%, Male 73% "Blue Collar" (R): Female 10%, Male 90% **Grand Total: Female 14%, Male 86%** *Age:* "White Collar": 3% Under 30, 36% 30–50, 61% Over 50 "Blue Collar" (R): 7% Under 30, 43% 30–50, 50% Over 50 **Grand Total: 6% Under 30, 41% 30–50, 53% Over 50**
405-2	Ratio of basic salary and remuneration of women to men	We are committed to fair pay. We analyze our data to ensure employees are paid based on job-related factors, not their sex. For represented employees covered by a collective bargaining agreement, remuneration is governed by the terms of the relevant labor agreement.

NON-DISCRIMINATION

Disclosure #	Disclosure Title	Reference/Location
406-1	Incidents of discrimination and corrective actions taken	This information is confidential to U. S. Steel.

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

Disclosure #	Disclosure Title	Reference/Location
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Approximately 80% of our employees in North America and Slovakia are covered by collective bargaining agreements, guided by the National Labor Relations Act in the U.S. and the Law on Collective Bargaining in Slovakia. We work closely with union representatives to provide safe and productive workplaces that enable our employees to deliver high-quality products and meet the needs of our customers. Our partnership with the United Steelworkers includes not only a commitment to safety programs, but also a common approach to combating the unfairly traded imports that threaten our industry, our company, and ultimately, the jobs of our employees.

CHILD LABOR

Disclosure #	Disclosure Title	Reference/Location
408-1	Operations and suppliers at significant risk for incidents of child labor	Child labor is covered generally in our **Code of Ethical Business Conduct**, p. 25; **Human Rights and Indigenous Rights Policy**; and **Supplier Code of Conduct**. For additional information, please see our **Forced Labor and Child Labor Joint Report** filed pursuant to the Canada Fighting Against Forced Labour and Child Labour in Supply Chains Act.

GRI INDEX
SOCIAL DISCLOSURES
continued

FORCED OR COMPULSORY LABOR

Disclosure #	Disclosure Title	Reference/Location
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Forced or compulsory labor is covered generally in our **Code of Ethical Business Conduct**, p. 25; **Human Rights and Indigenous Rights Policy**; and **Supplier Code of Conduct**. For additional information, please see our **Forced Labor and Child Labor Joint Report** filed pursuant to the Canada Fighting Against Forced Labour and Child Labour in Supply Chains Act.

SECURITY PRACTICES

Disclosure #	Disclosure Title	Reference/Location
410-1	Security personnel trained in human rights policies or procedures	Company employees (including security personnel) have received training on the organization's human rights policies/procedures. The training requirements do not apply to third-party organizations providing security personnel.

RIGHTS OF INDIGENOUS PEOPLES

Disclosure #	Disclosure Title	Reference/Location
411-1	Incidents of violations involving rights of indigenous peoples	Any material issues, fines and other penalties are described in our SEC filings.

LOCAL COMMUNITIES

Disclosure #	Disclosure Title	Reference/Location
413-1	Operations with local community engagement, impact assessments, and development programs	**ResponsibleSteel™ Certification**, Strengths, p. 14–29 Economic Impact Reports: **Minnesota**, **Pennsylvania** and **Arkansas** **Reading Champions Program** 2024 Sustainability Report, **Community Advisory Panel**, p. 69 For more information on our formal local community grievance processes, see our **Code of Ethical Business Conduct** and the 2024 Sustainability Report, **The U. S. Steel Ethics and Safety Line**, p. 83.
413-2	Operations with significant actual and potential negative impacts on local communities	2024 Sustainability Report, **Community Engagement**, p. 69

SUPPLIER SOCIAL ASSESSMENT

Disclosure #	Disclosure Title	Reference/Location
414-1	New suppliers that were screened using social criteria	We implemented a data collection tool in 2023 for suppliers representing 75% of total spend. Suppliers go through an assessment process that outlines how they perform in areas relating to employment, health and safety, child labor and forced labor. We continue to work with our suppliers on continuous improvement initiatives. In addition, the Supplier Code of Conduct outlines expectations for suppliers to be socially responsible.
414-2	Negative social impacts in the supply chain and actions taken	We implemented a data collection tool in 2023 for suppliers representing 75% of total spend. Suppliers go through an assessment process that outlines how they perform in areas relating to employment, health and safety, child labor and forced labor. We continue to work with our suppliers on continuous improvement initiatives.

GRI INDEX
SOCIAL DISCLOSURES
continued

PUBLIC POLICY

Disclosure #	Disclosure Title	Reference/Location
415-1	Political contributions and/or lobbying	Political Contributions Policy

CUSTOMER HEALTH AND SAFETY

Disclosure #	Disclosure Title	Reference/Location
416-1	Assessment of the health and safety impacts of product and service categories	U. S. Steel does not currently track this but is looking for opportunities to begin tracking in the future.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Any material issues, fines and other penalties are described in our SEC filings.

MARKETING AND LABELING

Disclosure #	Disclosure Title	Reference/Location
417-1	Requirements for product and service information and labeling	U. S. Steel will not disclose at this time. However, we will consider disclosing in the future.
417-2	Incidents of non-compliance concerning product and service information and labeling	Any material issues, fines and other penalties are described in our SEC filings.
417-3	Incidents of non-compliance concerning marketing communications	Any material issues, fines and other penalties are described in our SEC filings.

CUSTOMER PRIVACY

Disclosure #	Disclosure Title	Reference/Location
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Any material issues, fines and other penalties are described in our SEC filings.

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

IS — IRON & STEEL PRODUCERS
MM — METALS & MINING

Sector	Code	Accounting Metric	Response
EM-IS; EM-MM	110a.1 — Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	22.83 million metric tonnes CO_2e Percentage covered under emissions-limiting regulations is 33% within European operations.
EM-IS; EM-MM	110a.2 — Greenhouse Gas Emissions	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	U. S. Steel is focusing on the new mini mill and process and efficiency improvements at our operations. **Climate Strategy Report**, U. S. Steel's Net-Zero Goal, p. 8
EM-IS; EM-MM	120a.1 — Air Emissions	Air emissions of the following pollutants: **1.** CO, **2.** NOx (excluding N_2O), **3.** SOx, **4.** particulate matter (PM10), **5.** manganese (MnO), **6.** lead (Pb), **7.** volatile organic compounds (VOCs), and **8.** polycyclic aromatic hydrocarbons (PAHs)	**GRI 305-7**, p. 101 (U. S. Steel does not report on MnO or PAHs at this time.)
EM-IS; EM-MM	130a.1 — Energy Management	**1.** Total energy consumed, **2.** percentage grid electricity, **3.** percentage renewable	**1.** 312.09 million GJ **2.** 10.3% **3.** 18.5%* *18.5% is the percentage of grid electricity that is renewable, not 18.5% of the total.
EM-IS	130a.2 — Energy Management	**1.** Total fuel consumed, **2.** percentage coal, **3.** percentage natural gas, **4.** percentage renewable	**1.** 279.98 million GJ **2.** 63.5% **3.** 34.9% **4.** 0.3%
EM-IS; EM-MM	140a.1 — Water Management	**1.** Total fresh water withdrawn, **2.** percentage recycled, **3.** percentage in regions with High or Extremely High Baseline Water Stress	**1.** 1,123,385 megaliters **2.** 858,659 megaliters **3.** 0%
EM-MM	140a.2 —Water Management	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Any material issues, fines and other penalties are described in our SEC filings.
EM-IS	150a.1 — Waste Management	**1.** Total weight of waste generated **2.** % of hazardous waste by weight **3.** % of recycled waste by weight **4.** frameworks used to define waste, hazardous waste and recycled waste, and the relevant quantities and percentages defined in accordance with each	**1.** 2,915,253 metric tons **2.** 6.7% **3.** 57.6% **4.** No response *2024 waste data was not available at time of publishing; therefore 2023 is the most recent waste data.
EM-MM	150a.4 — Waste & Hazardous Materials Management	Total weight of non-mineral waste generated (metric tons)	2,915,276 metric tonnes in 2023 for the entire company. *2024 waste data was not available at time of publishing; therefore 2023 is the most recent waste data.

SASB INDEX

continued

Sector	Code	Accounting Metric	Response
EM-MM	150a.5 — Waste & Hazardous Materials Management	Total weight of tailings produced (metric tons)	Keetac: 13,876,192 Minntac: 41,556,318 *2024 waste data was not available at time of publishing; therefore 2023 is the most recent waste data.
EM-MM	150a.6 — Waste & Hazardous Materials Management	Total weight of waste rock generated (metric tons)	Keetac: 35,872,350 Minntac: 55,994,139 *2024 waste data was not available at time of publishing; therefore 2023 is the most recent waste data.
EM-MM	150a.7 — Waste & Hazardous Materials Management	Total weight of hazardous waste generated (metric tons)	194,928 metric tons* *2024 waste data was not available at time of publishing; therefore 2023 is the most recent waste data.
EM-MM	150a.8 — Waste & Hazardous Materials Management	Total weight of hazardous waste recycled (metric tons)	139,079 metric tons* *2024 waste data was not available at time of publishing; therefore 2023 is the most recent waste data.
EM-MM	150a.9 — Waste & Hazardous Materials Management	Number of significant incidents associated with hazardous materials and waste management	Any material issues, fines and other penalties are described in our SEC filings.
EM-MM	150a.10 — Waste & Hazardous Materials Management	Description of waste and hazardous materials management policies and procedures for active and inactive operations	2024 Sustainability Report, **Waste and Recycling**, p. 26
EM-MM	160a.1 — Biodiversity Impacts	Description of environmental management policies and practices for active sites	Big River Steel Biodiversity Management Plan
EM-MM	160a.2 — Biodiversity Impacts	Percentage of mine sites where acid rock drainage is: **1.** predicted to occur, **2.** actively mitigated, and **3.** under treatment or remediation	**1.** 0% **2.** 0% **3.** 0%
EM-MM	160a.3 — Biodiversity Impacts	Percentage of **1.** proved and **2.** probable reserves in or near sites with protected conservation status or endangered species habitat	**1.** 33% **2.** 33%
EM-MM	210a.1 — Security, Human Rights & Rights of Indigenous Peoples	Percentage of **1.** proved and **2.** probable reserves in or near areas of conflict	**1.** 0% **2.** 0%
EM-MM	210a.2 — Security, Human Rights & Rights of Indigenous Peoples	Percentage of **1.** proved and **2.** probable reserves in or near indigenous land	**1.** 0% **2.** 0% U. S. Steel's iron ore reserves in Minnesota are located on ceded lands at least 5 kilometers away from any reservations.

SASB INDEX

continued

Sector	Code	Accounting Metric	Response
EM-MM	210a.3 — Security, Human Rights & Rights of Indigenous Peoples	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	U. S. Steel does not face significant risk related to human rights, indigenous rights, or operation in areas of conflict. That said, U. S. Steel has adopted a **Human Rights and Indigenous Rights Policy** that sets forth our commitment and policies regarding respect for human and indigenous rights, consistent with principles covered in relevant human rights frameworks. Among other things, the policy identifies a grievance mechanism that employees, business partners and members of the public may use to raise any concerns about U. S. Steel business, including concerns relating to human or indigenous rights. To the extent that U. S. Steel becomes aware that its operations could adversely impact human or indigenous rights, U. S. Steel will strive to take action to identify and mitigate such impacts, including by engaging in meaningful consultation with those impacted, as appropriate. Importantly, U. S. Steel extends our commitment to respect human rights of all people to our supply chain partners through our **Supplier Code of Conduct** and requests that certain key suppliers complete a detailed sustainability questionnaire to assess, among other things, potential human rights risks associated with the suppliers. For additional information, please see our **Forced Labor and Child Labor Joint Report** filed pursuant to the Canada Fighting Against Forced Labour and Child Labour in Supply Chains Act.
EM-MM	210b.1 — Security, Human Rights & Rights of Indigenous Peoples	Discussion of process to manage risks and opportunities associated with community rights and interests	Our **Code of Ethical Business Conduct** is built around the S.T.E.E.L. Principles that guide employees to do what's right to the benefit of all of our stakeholders, including the communities where we live and work. For detailed information regarding community engagement, please see our 2024 Sustainability Report, **Community Engagement**, p. 69. In addition, our **Human Rights and Indigenous Rights Policy** sets forth our commitment to respecting the human rights of all people, consistent with the principles of individual dignity and respect that underlie the Universal Declaration of Human Rights. Included in our commitment is respect for the rights of indigenous people, consistent with the principles of equal rights and non-discrimination that underlie the United Nations Declaration on the Rights of Indigenous Peoples.

SASB INDEX

continued

Sector	Code	Accounting Metric	Response
EM-MM *continued*	210b.1 — Security, Human Rights & Rights of Indigenous Peoples		Further, in April 2021, we became the first North American steel producer to join ResponsibleSteel™, a global multistakeholder initiative that establishes and certifies members' conformance with human rights, safety and environmental standards developed specifically for our industry.
EM-MM	210b.2 — Security, Human Rights & Rights of Indigenous Peoples	Number and duration of non-technical delays	None
EM-MM	310a.1 — Labor Relations	Percentage of active workforce covered under collective bargaining agreements, broken down by U.S. and foreign employees	**U.S.** 73% **USSK** 100% Based on Slovak law, the Collective Labor Agreement (CLA) covers all employees. In USSK, there is a group of STIP-eligible employees who are not covered by the compensation part of our CLA. However, from a legal point of view, Slovak law is superior, so formally everyone is legally covered.
EM-MM	310a.2 — Labor Relations	Number and duration of strikes and lockouts	None
EM-IS; EM-MM	320a.1 — Workforce Health & Safety	**1.** Total recordable incident rate (TRIR), **2.** MSHA all-incidence rate, **3.** fatality rate, **4.** average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees, and **5.** near-miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	U. S. Steel reports 0.06 OSHA Days Away From Work (DAFW) for the Workforce Health & Safety metric. Incidence rates are rolled into our DAFW rate. U. S. Steel does not currently track training hours relating to health and safety or NMFR at all of our facilities. This is something we are looking into implementing in the future.
EM-IS	430a.1 — Supply Chain Management	Discussion of the process for managing iron ore and/or coking coal sourcing risks arising from environmental and social issues	Sustainable Procurement Policy Supplier Code of Conduct

SASB INDEX

continued

Sector	Code	Accounting Metric	Response
EM-MM	510a.1 — Business Ethics & Transparency	Description of the management system for prevention of corruption and bribery throughout the value chain	U. S. Steel has implemented a comprehensive anti-corruption management system that is described in our **Anti-Corruption Policy**. The policy sets forth U. S. Steel's prohibition on any form of bribery or corruption and outlines policies and procedures intended to ensure U. S. Steel's ongoing compliance with the U.S. Foreign Corrupt Practices Act and other applicable anti-corruption laws. Importantly, the policy references U. S. Steel's detailed procedure for engaging business partners, which requires appropriate anti-corruption provisions in agreements with business partners and risk-based due diligence reviews of higher-risk business partners prior to doing business with U. S. Steel. U. S. Steel provides anti-corruption compliance training to employees, as needed. U. S. Steel has implemented a hotline that can be used by employees, business partners and members of the public to raise any concerns about U. S. Steel business, including concerns relating to bribery or corruption, as well as detailed Investigation Protocols to ensure that all hotline reports are reviewed, escalated if needed and investigated thoroughly. U. S. Steel extends our prohibition on any form of bribery or corruption to our supply chain partners through our **Supplier Code of Conduct** and Anti-Corruption Guidelines for Third Parties.
EM-MM *continued*	510a.1 — Business Ethics & Transparency		
EM-MM	510a.2 — Business Ethics & Transparency	Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index (metric tons)	U. S. Steel produces zero saleable metric tons of minerals in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index.
EM-MM	540a.1 — Tailings Storage Facilities Management	Tailings storage facility inventory table: 1. facility name, 2. location, 3. ownership status, 4. operational status, 5. construction method, 6. maximum permitted storage capacity, 7. current amount of tailings stored, 8. consequence classification, 9. date of most recent independent technical review, 10. material findings, 11. mitigation measures, 12. site-specific EPRP	1. Keetac, Minntac 2. Keewatin, MN, Mt. Iron, MN 3. U. S. Steel 4. Active 5. Keetac — offset upstream, centerline and downstream. Minntac — centerline. 6. No capacity requirements indicated by permits 7. Keetac ~500 MLT Minntac ~1.8 BLT 8. Keetac — significant. Minntac — high. Based upon Global Industry Standard on Tailings Management classifications 9. In planning stage 10. Independent Technical Review has yet to be completed 11. Independent Technical Review has yet to be completed 12. Emergency Action Plans (EAPs) are completed as of 2024

SASB INDEX

continued

Sector	Code	Accounting Metric	Response
EM-MM	540a.2 — Tailings Storage Facilities Management	Summary of tailings management systems and governance structure used to monitor and maintain the stability of tailings storage facilities	U. S. Steel utilizes the observational methodology that is fundamentally focused on the Plan, Do, Check, Act Process. U. S. Steel has established policies approved by the Board of Directors and elements that include planning, design, performance objectives, change management, risk assessments, auditing, Trigger Action Response Plans (TARPs), dam breach assessments, EAPs, and training, which enable continual improvement.
EM-MM	540a.3 — Tailings Storage Facilities Management	Approach to development of Emergency Preparedness and Response Plans (EPRPs) for tailings storage facilities	U. S. Steel has completed a dam breach assessment that has identified at-risk persons, property and infrastructure. The dam breach results are then used to develop systematic EAPs. Those EAPs are then used as a framework to develop EPRPs focused deliberately on stakeholder engagement and simulated exercises.
EM-MM	000.A—Activity Metric	Production of **1.** metal ores and **2.** finished metal products (metric tons)	Keetac Crude: 18,325,365 Keetac Pellets: 5,249,691 Minntac Crude Ore: 51,307,361 Minntac Pellets: 14,123,951
EM-MM	000.B—Activity Metric	Total number of employees, percentage contractors	Employees: 14,341 (U.S.); 7,712 (USSK); 22,053 (Total) Contractors: 0.7%

Sector	Code	Accounting Metric	Response
EM-IS	000.A — Activity Metric	Raw steel production, percentage from: **1.** basic oxygen furnace processes, **2.** electric arc furnace processes	Total raw steel production in 2024: 14.2 million metric tonnes • 7.6 million metric tonnes North American Flat Roll • 2.6 million metric tonnes Mini Mill • 3.5 million metric tonnes USSK • 0.5 million metric tonnes Tubular **1.** BOF: 77.88% **2.** EAF: 22.12%
EM-IS	000.B — Activity Metric	Total iron ore production	Wholly owned: 18,991,254 metric tonnes Including joint ventures: 19,807,721 metric tonnes
EM-IS	000.C — Activity Metric	Total coking coal production	U. S. Steel does not produce coking coal.

ANNUAL ESG DATA SUMMARY

As of December 31, 2024

This Data Summary contains historical performance related to environmental, social and governance (ESG) metrics for U. S. Steel Corporation from calendar years 2022 to 2024.

ABOUT U. S. STEEL

Production (thousands of tons)	2022	2023	2024
Raw Steel Production			
Flat Rolled	8,846	9,399	8,389
Tubular	634	568	575
Mini Mill	2,650	2,953	2,838
USSK*	3,839	4,395	3,832
Raw Steel Capability			
Flat Rolled	13,200	13,200	13,200
Tubular	900	900	900
Mini Mill	3,300	3,300	6,300
USSK	5,000	5,000	5,000
Coke Production			
Flat Rolled	3,627	3,295	3,164
USSK	1,407	1,485	1,336
Iron Ore Pellets Production**			
Total	22,059	22,134	22,247

*U. S. Steel Košice

**Includes our share of production from Hibbing

Finance	2022	2023	2024
Net earnings	$2.52B	$895M	$384M

See page 56 of the **2024 Annual Report** for an explanation of the factors relating to the decrease in net earnings.

ENVIRONMENTAL

GHG Emissions (CO_2e)*	2022	2023	2024
Scope 1 — U.S. Operations	17.04	17.86	N/A
Scope 1 — USSK Operations	7.32	7.97	N/A
Scope 1 — Total Corporation	**N/A**	**N/A**	**22.83**
Market-Based Scope 2 — U.S. Operations	2.68	2.40	N/A
Market-Based Scope 2 — USSK Operations	0.13	0.15	N/A
Market-Based Scope 2 — Corporation	**N/A**	**N/A**	**2.78**
Scope 1 GHG Intensity — U.S. Operations	1.55	1.53	N/A
Scope 1 GHG Intensity — USSK Operations	2.10	2.00	N/A
Scope 1 GHG Intensity — Corporation**	**N/A**	**N/A**	**1.59**
Market-Based Scope 2 GHG Intensity — U.S. Operations	0.24	0.20	N/A
Market-Based Scope 2 GHG Intensity — USSK Operations	0.04	0.04	N/A
Market-Based Scope 2 GHG Intensity — Corporation**	**N/A**	**N/A**	**0.20**

*GHG emissions are reported in million metric tonnes of total carbon, methane, and nitrous oxide converted to carbon dioxide equivalents and excludes GHG emissions from on-site landfills. The annual amounts vary based on a variety of factors including facilities operating, production levels, and energy efficiency projects implementation.

**The GHG emissions intensity is based on the total quantity in metric tonnes of GHG emissions calculated in accordance with GHG Protocol standards divided by the total quantity in metric tonnes of raw steel produced as published in the U. S. Steel Annual Report and that is processed into finished steel products.

ANNUAL ESG DATA SUMMARY

continued

ENVIRONMENTAL — CONTINUED

GHG Emissions Intensity — North America by Business Segment

	Units	Scope 1 Intensity	Market-Based Scope 2 Intensity	Total Intensity
2023				
Integrated	Metric tonnes CO_2e/ metric tonnes raw steel	1.78	0.07	1.85
Mini Mills	Metric tonnes CO_2e/ metric tonnes raw steel	0.19	0.13	0.32
Tubular	Metric tonnes CO_2e/ metric tonnes raw steel	0.36	0.43	0.79
Pellets	Metric tonnes CO_2e/ metric tonnes pellets	0.09	0.05	0.14
2024				
Integrated	Metric tonnes CO_2e/ metric tonnes raw steel	1.68	0.10	1.78
Mini Mills	Metric tonnes CO_2e/ metric tonnes raw steel	0.20	0.13	0.33
Tubular	Metric tonnes CO_2e/ metric tonnes raw steel	0.37	0.43	0.80
Pellets	Metric tonnes CO_2e/ metric tonnes pellets	0.09	0.05	0.13

North America Integrated includes all operations at Gary Works, Granite City Works and Mon Valley Works, including coke production at the latter. Mini mills include all operations at Big River Steel Works. Tubular includes the Fairfield Works EAF melt shop, the Fairfield Tubular Seamless Pipe Mill and the Tubular Finishing Facilities. Pellets includes mining, beneficiation and pelletizing operations at both Minntac and Keetac. Stand-alone finishing facilities are not included in the splits but are included in the North America and Global roll-ups. Total intensity values may not add up due to rounding.

GHG Emissions — Scope 3	2023	2024
Category 1 — Purchased Goods and Services	9.36 million metric tons	11.01 million metric tons
Category 2 — Capital Goods	0.39 million metric tons	0.28 million metric tons
Category 3 — Fuel- and Energy-Related Activities	5.19 million metric tons	5.05 million metric tons
Category 4 — Upstream Transportation and Distribution	1.02 million metric tons	0.61 million metric tons
Category 6 — Business Travel	1,869 metric tons	1,900 metric tons
Category 7 — Employee Commuting	13,400 metric tons	24,427 metric tons
Category 9 — Downstream Transportation and Distribution	N/A	0.35 million metric tons
Category 10 — Processing of Sold Products (Steel Products Only)	N/A	0.39 million metric tons

Scope 3 data was not reported in 2022.

Energy (million megawatt hours)	2022	2023	2024
U. S. Steel Annual Total Energy Usage — U.S. Operations	71.94	72.25	N/A
U. S. Steel Annual Total Energy Usage — USSK Operations	22.53	23.44	N/A
U. S. Steel Annual Total Energy Usage — Corporation	**N/A**	**N/A**	**86.69**
U. S. Steel Annual Total Energy Usage Intensity — U.S. Operations	6.54	6.17	N/A
U. S. Steel Annual Total Energy Usage Intensity — USSK Operations	6.47	5.88	N/A
U. S. Steel Annual Total Energy Usage Intensity* — Corporation	**N/A**	**N/A**	**6.09**

*Energy intensity is based on the total energy consumption in megawatt-hours divided by the total quantity in metric tons of raw steel produced in North America as published in the U. S. Steel Annual Report and that is converted into finished steel products.

ANNUAL ESG DATA SUMMARY

continued

ENVIRONMENTAL — CONTINUED

Water (megaliters)	2022	2023	2024
Total withdrawal*	1,205,351	1,162,339	1,123,385
Total recycled	877,057	876,053	858,659
Total discharged**	997,549	1,011,067	1,035,806
Total consumption	207,802	151,272	105,593

*2023 total withdrawal does not include potable from the Irving and Edgar Thomson plants.
**2023 total discharge does not include sanitary from Edgar Thomson.

Air Emissions (tons)	2022	2023	2024
NOx	25,754	26,639	25,938
SO_2	10,105	10,631	9,043
VOC	1,320	1,425	1,629
CO	154,143	164,345	165,391
Lead	1.37	1.38	1.12
PM10*	8,306	7,714	7,409
PM2.5*	6,571	6,365	5,970

*PM10 and PM2.5 for Košice based on average PM10/PM and PM2.5/PM ratio for other U. S. Steel sites.

Waste (tons)	2022	2023
Total generation of hazardous waste	202,489	194,928
Total generation of non-hazardous waste	2,087,486	2,720,325
Total weight of hazardous waste recycled	137,755	139,079
Total weight of non-hazardous waste recycled	693,134	1,539,974

2024 waste data was not available at time of publishing; therefore 2023 is the most recent waste data.

ANNUAL ESG DATA SUMMARY

continued

ENVIRONMENTAL — CONTINUED

Recycled Materials (metric tonnes)	U.S.	USSK
2022		
Scrap steel	4,395,165	683,937
Blast furnace slag (off-site use)	2,016,120	1,028,715
Sinter	1,624,312	1,891,400
Mill scale off-site use	58,630	5,521
Briquettes	92,269	15,607
Spent pickle liquor regeneration	159,811	76,027
Spent pickle liquor (off-site reuse)	23,276	0
Byproduct coke plant process residues	3,067	3,173
Steel slag off-site use	52,520	152,020
EAF slag off-site use	67,971	0
Total	**8,493,141**	**3,856,400**
	12,349,541	
2023		
Scrap steel	4,503,661	811,779
Blast furnace slag (off-site use)	2,354,891	1,066,483
Sinter	1,512,475	2,552,300
Mill scale off-site use	67,983	6,068
Briquettes	90,174	17,979
Spent pickle liquor regeneration	167,054	77,100
Spent pickle liquor (off-site reuse)	22,989	0

Recycled Materials (metric tonnes)	U.S.	USSK
2023 — continued		
Byproduct coke plant process residues	4,603	1,610
Steel slag off-site use	96,911	152,910
EAF slag off-site use	151,962	0
Total	**8,972,703**	**4,686,229**
	13,658,932	
2024		
Scrap steel	4,386,545	713,623
Blast furnace slag (off-site use)	2,298,763	946,982
Sinter	1,703,355	2,330,500
Mill scale off-site use	63,045	1,823
Briquettes	81,648	17,574
Spent pickle liquor regeneration	170,003	73,059
Spent pickle liquor (off-site reuse)	25,312	0
Byproduct coke plant process residues	4,799	1,590
EAF dust	42,724	0
Steel slag off-site use	23,959	260,121
EAF slag off-site use	103,806	0
Total	**8,903,959**	**4,345,272**
	13,249,231	

ANNUAL ESG DATA SUMMARY

continued

SAFETY AND HEALTH

	2022	2023	2024
OSHA Recordable Cases	193	190	194
Days Away From Work Cases	11	9	13
Significant Injury Cases	57	59	60
OSHA Global Days Away From Work Incidence Rate*	0.05	0.04	0.06

*Frequency of injuries per 200,000 hours worked.

EMPLOYEES

Employee Headcount	2022	2023	2024
U.S.	14,487	13,976	14,341
USSK	8,253	7,804	7,712

Employee Representation	2022	2023	2024
Employees by Age Group (%)			
Under 30	11%	11%	12%
30–50	49%	48%	48%
Over 50	40%	41%	40%
Employees by Gender (%)			
Female	11.7%	10%	9%
Male	88.3%	90%	91%
Employee Representation (%)			
Veterans	5%	6%	7%
People with Disabilities	2%	2%	2%
LGBTQ+	<1%	<1%	<1%
Employees by Ethnicity (%)			
White	80%	80%	78%
American Indian or Alaskan	<1%	<1%	<1%
Asian	1%	1%	1%
Black	14%	14%	14%
Hispanic	5%	5%	6%
Two or more	1%	1%	1%

ANNUAL ESG DATA SUMMARY

continued

EMPLOYEES — CONTINUED

Employee Representation — continued		Female	Male
Employee Turnover (%)			
2022	Age Group: Under 30	13%	87%
	Age Group: 30–50	13%	87%
	Age Group: Over 50	12%	88%
2023	Age Group: Under 30	14%	86%
	Age Group: 30–50	17%	83%
	Age Group: Over 50	15%	85%
2024	Age Group: Under 30	11%	89%
	Age Group: 30–50	13%	87%
	Age Group: Over 50	12%	88%
New Hires (%): Age Group			
2022	Age Group: Under 30	14%	86%
	Age Group: 30–50	18%	82%
	Age Group: Over 50	16%	84%
2023	Age Group: Under 30	9%	91%
	Age Group: 30–50	14%	87%
	Age Group: Over 50	4%	96%
2024	Age Group: Under 30	8%	92%
	Age Group: 30–50	10%	90%
	Age Group: Over 50	16%	85%

Employee Representation — continued	2022	2023	2024
New Hires (%): Ethnicity			
White	72%	69%	70%
American Indian or Alaskan	<1%	<1%	<1%
Asian	3%	2%	2%
Black	16%	18%	17%
Hispanic	7%	8%	9%
Two or more	2%	2%	1.5%

Board Diversity	2022	2023	2024
Board of Directors by Age (%)			
Under 60	23%	15%	10%
60–69	46%	54%	60%
70–74	31%	31%	20%
Diversity of Board of Directors			
Women	4	4	3
POC*	2	3	2
Overall (%)	38.5%	46%	40%

*People of color

Employee Training	2022	2023	2024
Number of Training Courses	3,552	2,751	3,218
Total Employee Training Hours	370,000	391,319	320,669

ANNUAL ESG DATA SUMMARY

continued

COMMUNITY ENGAGEMENT

Volunteerism and Contributions	2022	2023	2024
Total Contributions (USD)	$7.5 million	$6.7 million	$7.7 million
Helping Hand* (% of total contribution)	8%	8%	8%
Education (% of total contribution)	9%	21%	11%
Community Events and Programs (% of total contribution)	18%	25%	24%
Safety and Health (% of total contribution)	49%	17%	20%
Parks and Public Spaces (% of total contribution)	16%	29%	37%
Total Employee Volunteer Hours	20,000	20,881	20,576

*Helping Hand: providing assistance to someone in need.

UN SDG ALIGNMENT

The Sustainable Development Goals (SDGs) are an issue-based agenda launched by the United Nations and adopted by all UN member states in 2015. As the world seeks to unite around these goals, the SDGs have gained significant traction from business organizations across the world. U. S. Steel recognizes the importance of and supports the SDGs through our corporate mission and sustainability program.

We have aligned our sustainability pillars and material topics to the relevant SDGs below.

Inspire Innovation

We enable the development of profitable, sustainable solutions for customers and drive positive outcomes for all stakeholders. This involves material efficiency, energy management, and process and product innovation.

Protect Our Planet

We strive to minimize our environmental footprint by finding new ways to reduce our greenhouse gas emissions and protect natural resources, while complying with environmental regulations. In doing so we engage with our stakeholders throughout the year and report on our performance to relevant groups across our organization. We are working to ensure our transition to net-zero greenhouse gas emissions is just and equitable for directly affected communities.

Empower People

We maximize the potential of people we impact, internally through employee benefits and development, and externally through community outreach. This includes community engagement, corporate governance, health and safety, relationships with unions, and talent management.

LEGAL DISCLAIMER

This report 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, 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, changes in global supply and demand conditions and prices for our products, statements regarding our future strategies, products and innovations, statements regarding our greenhouse gas emissions reduction goals, risk management, including climate-related risks and opportunities, 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 may differ, possibly materially, from the anticipated results 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, including any failure to meet stated greenhouse gas emissions goals and commitments, and execute our strategies in the timeframe expected or at all. 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 and those described from time to time in our 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 and references to “Big River Steel” refer to Big River Steel Holdings LLC and its direct and indirect subsidiaries unless otherwise indicated by the context. References to “partner” and “partnership” refer to collaborative arrangements with various third parties, and do not imply or create a joint venture, partnership or any other similar relationship between the parties or any legal obligations on behalf of U. S. Steel or its subsidiaries, directors, officers, employees or agents.

The inclusion of information in this report should not be construed as a characterization regarding the materiality or financial impact (or potential impact) of that information or confirmation or other expectation that the actions described in this report (or related capital investments) will be taken within the time frame described, or at all. For additional information regarding U. S. Steel, please see our current and periodic reports filed with the Securities and Exchange Commission, including our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q.

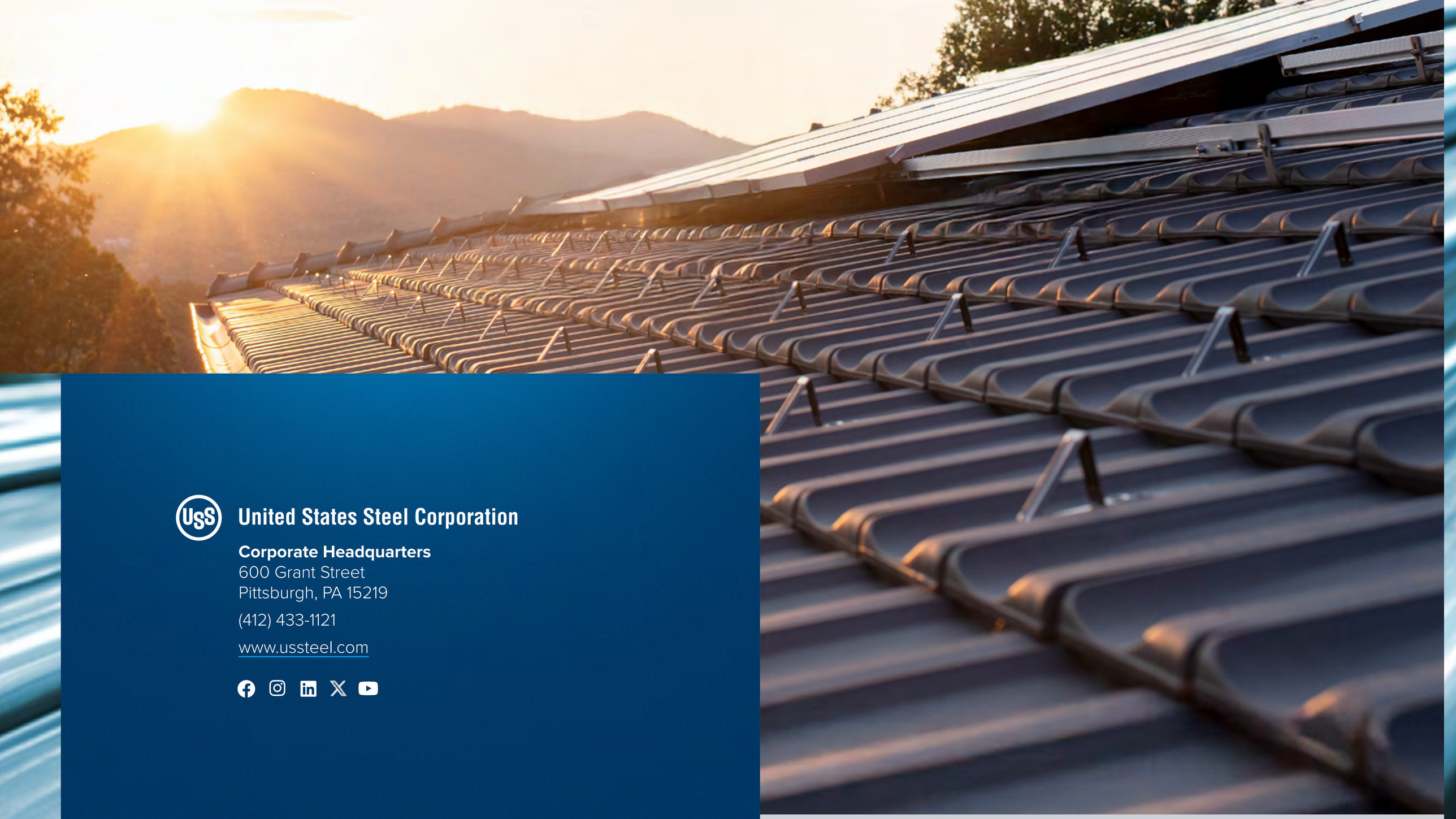
Contact Us

Corporate Headquarters
600 Grant Street
Pittsburgh, PA 15219

(412) 433-1121

www.ussteel.com

Design by Sia/Addison: addison.com



United States Steel Corporation

Corporate Headquarters
600 Grant Street
Pittsburgh, PA 15219

(412) 433-1121

www.ussteel.com