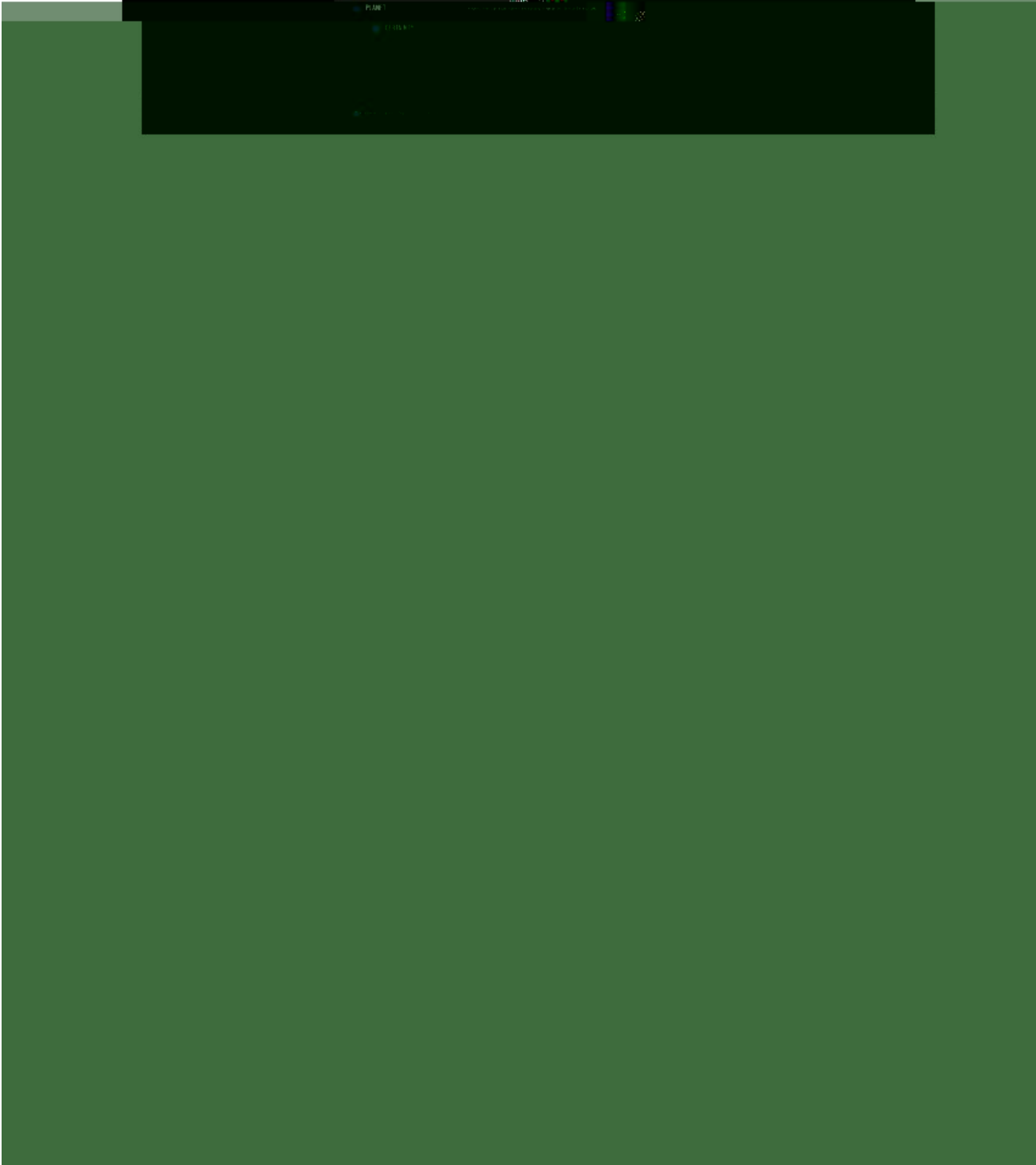


U.S. STEEL SHAREHOLDERS Provides certain and immediate value to U.S. Steel shareholders in all cash transactions representing 40% premium

TRACTION Multiple kinds of U.S. Steel

PLANT





KEY TRANSACTION HIGHLIGHTS & DETAILS

SPINOR STOCKHOLDERS VALUE

\$55.00 140%

2018

2019

2020

2021

2022

2023

2024

2025

2026

2027

2028

2029

2030

2031

2032

2033

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2049

2050



TRANSACTION BENEFITS FOR CUSTOMERS

Our transaction benefits for customers are designed to provide a range of services and products that meet the needs of our customers. These include:

- Personal banking services
- Business banking services
- Investment services
- Insurance services
- Wealth management services

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EVRA HANSON
IRON & STEEL COMPANY

DAVID G. BURDET
PRESIDENT AND CHIEF FINANCIAL OFFICER, U.S. STEEL

"We are excited that this transaction brings together two companies with world-leading technologies and manufacturing capabilities, representative of our commitment to serve customers and our commitment to decarbonization of steel."

"For customers, U.S. Steel and HSC create a truly global steel company with global capabilities and the ability to provide innovative solutions to meet sustainability goals."

NIPPON STEEL



INVESTOR

DELIVERS CERTAIN IMMEDIATE VALUE FOR U. S. STEEL SHAREHOLDERS

- ✓ All cash transactions valued at \$55.00 per share of U.S. Steel
- ✓ 40% premium to U.S. Steel

Subject to final approval of regulatory bodies (SEC), subject to approval for the receipt of customer regulatory approvals and other regulatory clearances.

Subject to cash being raised by the Financing Committee. NISU plans to fund the transaction through proceeds from the following: bank borrowings, investment income and cash already received from the Financing Committee.

ACCELERATES NISU'S GROWTH TO DELIVER ENHANCED SUSTAINABILITY AND LONG-TERM VALUE FOR OUR INVESTORS



✓ Confirmation of a robust review of strategic alternatives led by the U.S. ShareBoard of Directors, with the assistance of outside financial and legal advisors

RESULT OF U.S. STEF'S COMPARATIVE

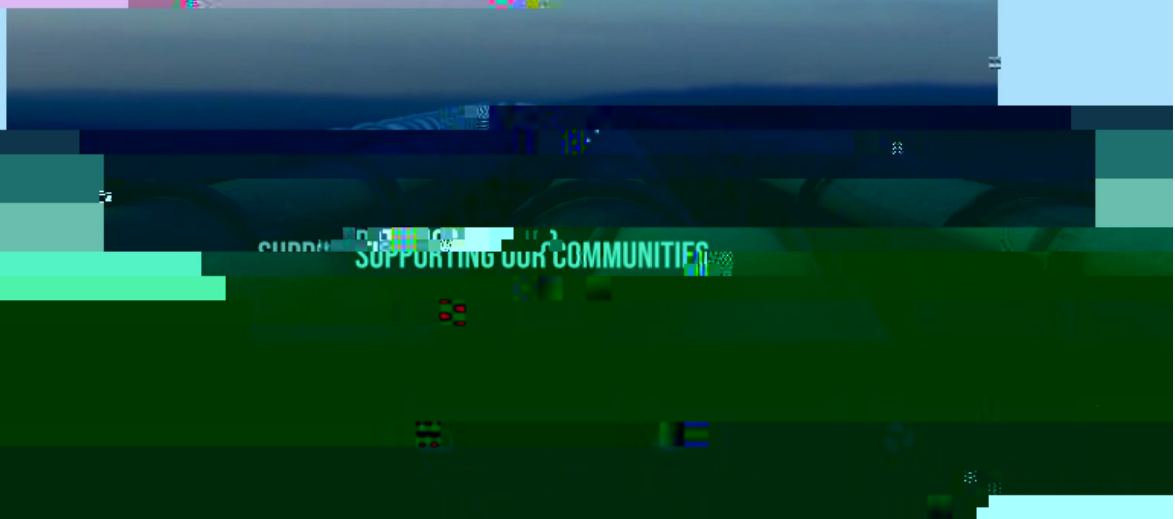
STRATEGIC ALTERNATIVES ANALYSIS

INVESTOR RESOURCES

FINANCIAL STATEMENTS

14, 2025

www.stef.com



SUPPORTING OUR COMMUNITIES

COMMUNITY ENGAGEMENT	10
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SAFETY	20
SUSTAINABILITY	22
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AMERICAN STEEL INSTITUTE

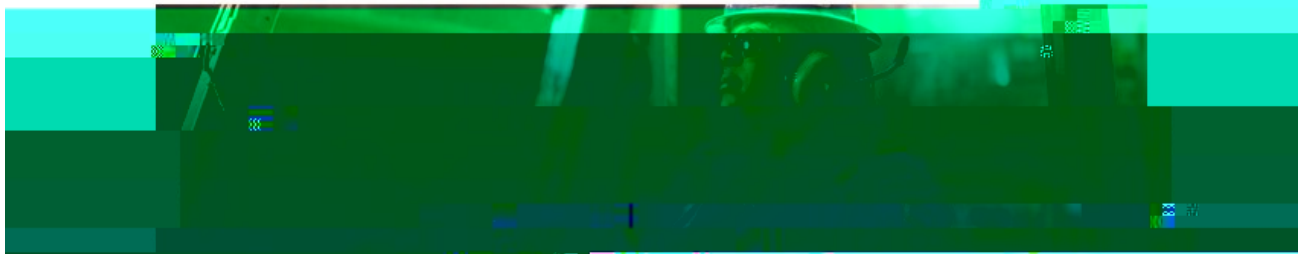
1200 LEXINGTON AVENUE, SUITE 1000
NEW YORK, NY 10028-4500
TEL: 212 512 2000
WWW.AISI.ORG



"They've placed a heavy burden on labor costs, and it's going to hurt the industry through the end of 2010. The industry is going to be hit hard."

Robert Ross
Former United States Secretary of Commerce
March 2009





THESIS

1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100.

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