

... We are confident that with NSC, we will be well-positioned for long-term growth and a stronger future, while we continue delivering the differentiated and sustainable solutions our customers have come to expect from us.

It is important to recognize that our announcement today is just the first step. We expect the transaction to close in the second or third quarter of calendar year 2024, subject to approval by U. S. Steel shareholders, receipt of customary regulatory approvals, and other customary closing conditions. Until the transaction is completed, we will continue to operate as two separate companies and there will be no changes to our business or operating structure as a result of today's announcement. As we move forward, we are counting on all of you to remain focused on your day-to-day roles and responsibilities, most importantly safety.

On behalf of the Board and management team, I want to thank you for your dedication and commitment to U. S. Steel. We hope you share in our excitement for all that's to come.

Now, let's get back to work ... **safely**.

Best,

Dave

Contacts:

Questions about the transaction or our future plans, please contact:

CONTACTS

FOR INVESTORS: EMILY WICKEMEYER, HONORARY

pretty well, and I can tell you, personally, that thl
