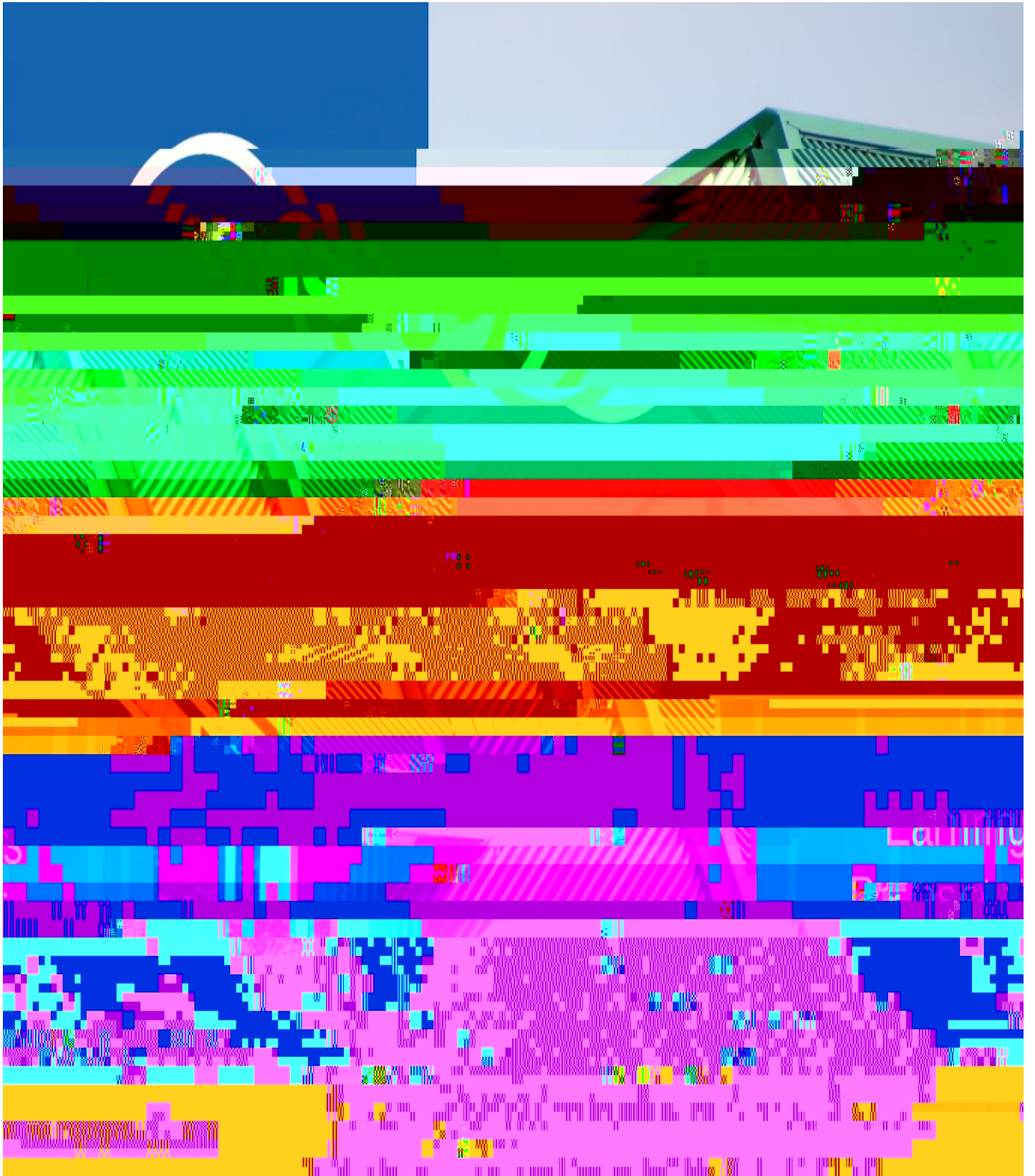


Item 7.01. Regulation FD Disclosure



Continuing Education Progress Towards Resolution

FINANCIAL MANAGEMENT SOLUTION

FINANCIAL MANAGEMENT SOLUTION

Financial management solutions are essential for businesses of all sizes. They provide a comprehensive overview of your company's financial health, enabling you to make informed decisions and optimize your operations. From budgeting and forecasting to tax management and compliance, our solutions cover every aspect of your financial life. Our experts will work closely with you to understand your unique needs and tailor a solution that fits your business perfectly. This proactive approach helps you identify potential risks and opportunities, ensuring your financial stability and long-term success.

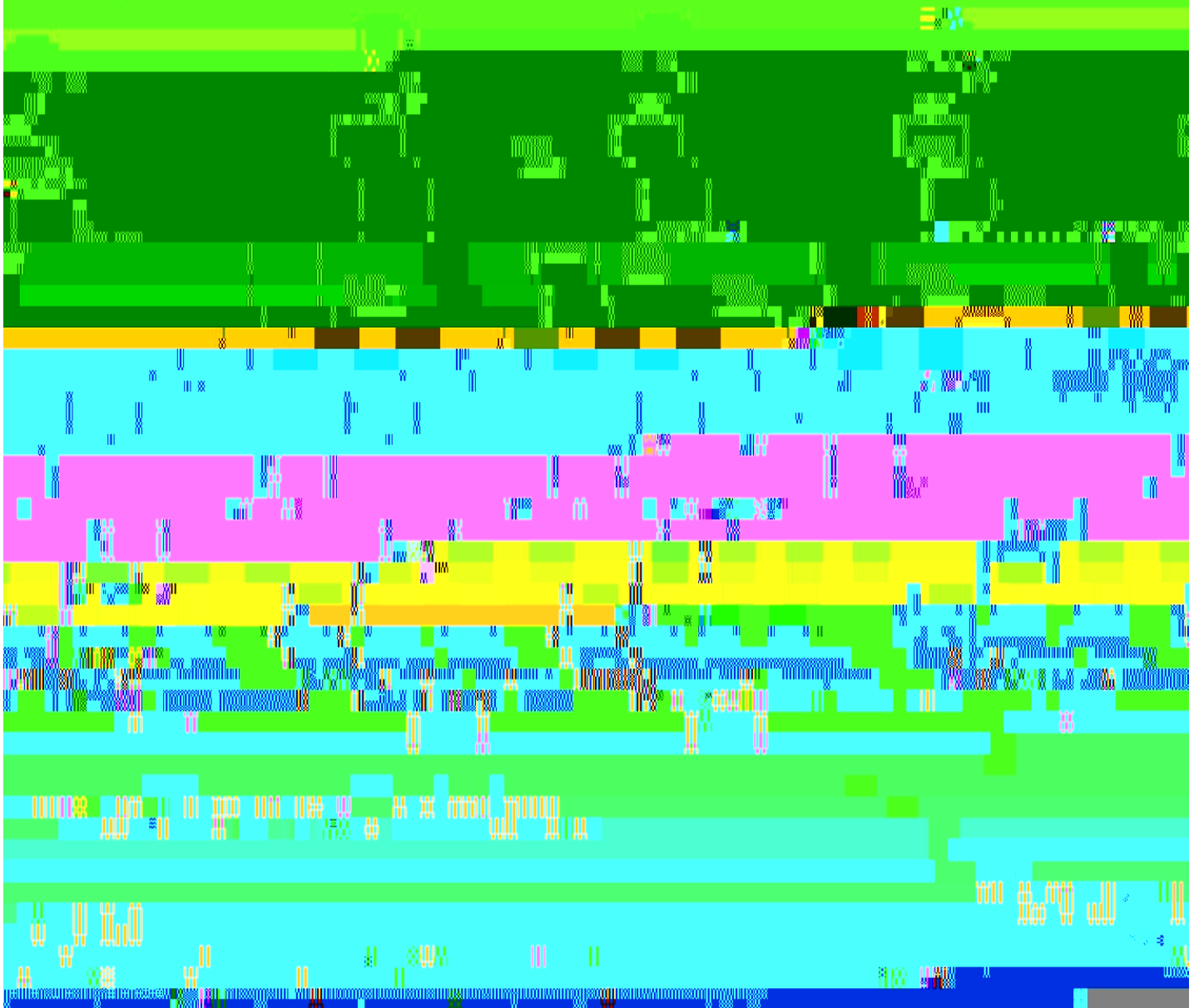
Our financial management solutions are designed to be user-friendly and accessible, allowing you to track your progress and make adjustments in real-time. We offer a range of services, including financial reporting, budgeting, and forecasting, to help you stay on top of your finances. Our team of experts is always available to provide support and guidance, ensuring you have the resources you need to succeed.

By implementing our financial management solutions, you can gain valuable insights into your business's performance and make data-driven decisions. This leads to improved financial stability, increased profitability, and overall business growth. Our solutions are scalable and flexible, allowing you to grow your business without worrying about your financial management.

Don't let financial management be a headache. Let us take the stress off your shoulders and provide you with the tools and expertise you need to succeed. Contact us today to learn more about our financial management solutions and how we can help you achieve your business goals.

Driving our Business

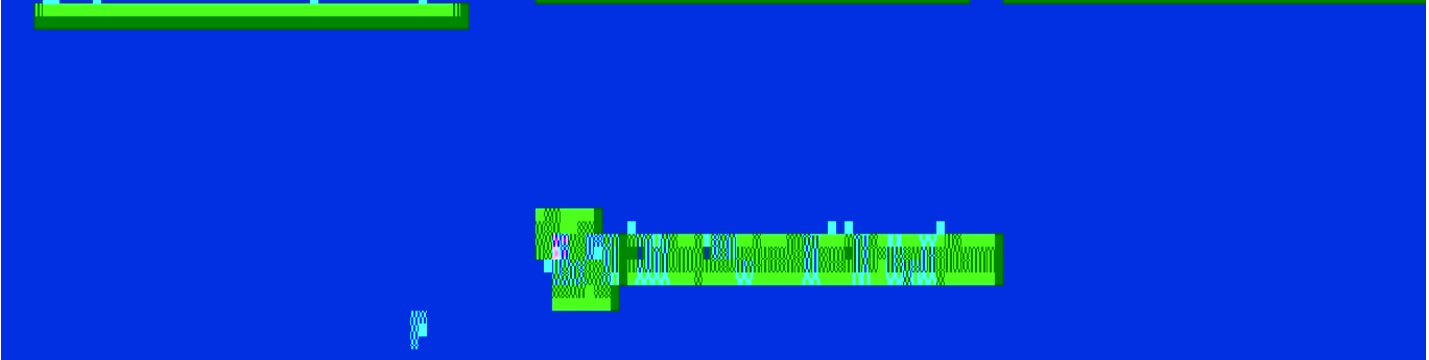
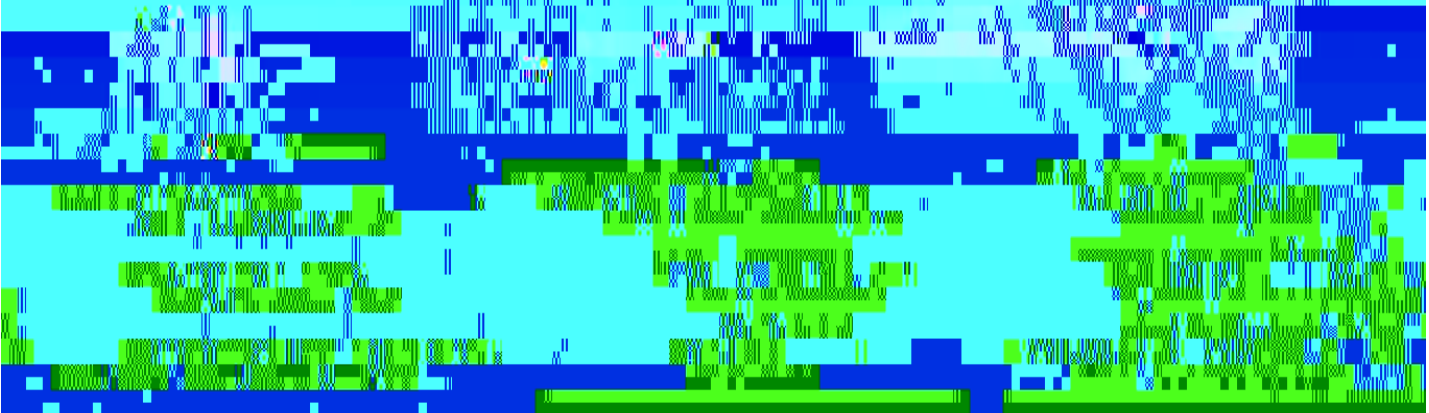
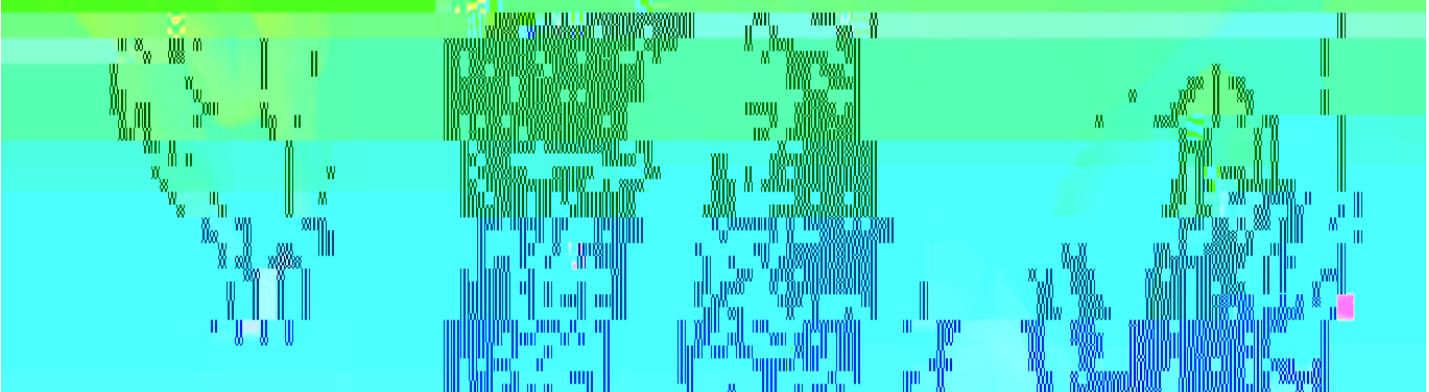
Enterprise All-Form Mini Mill Total





Transitioning to a post-oil future

اقتصادنا يتحول من اقتصاد يعتمد على النفط إلى اقتصاد يعتمد على التكنولوجيا

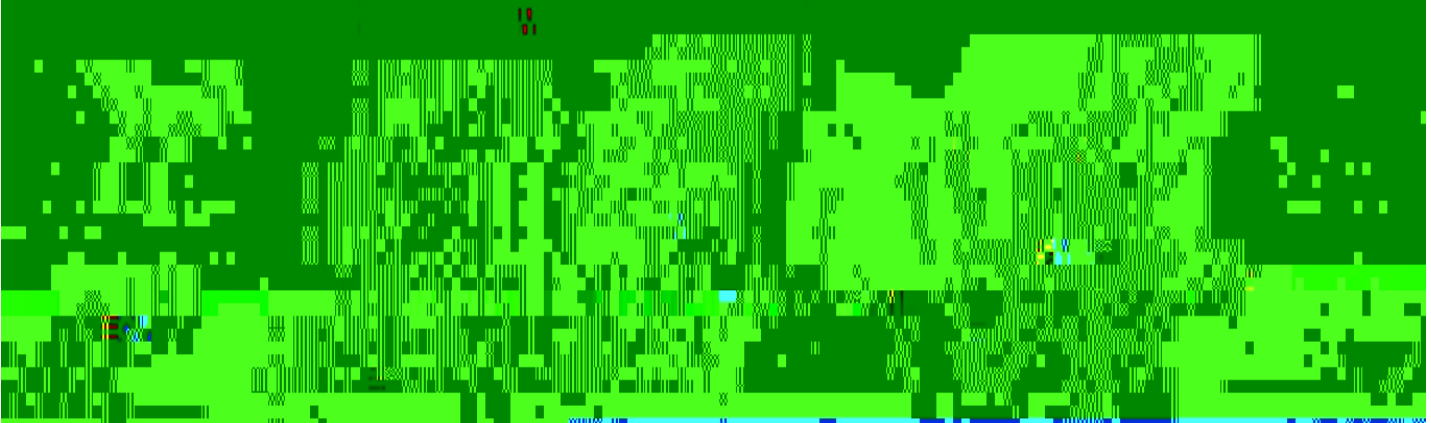


Transitioning to a Post-COVID Future

COVID-19 has disrupted the global economy and the lives of billions of people. As we look ahead, we must consider how to build a more resilient and sustainable future.

The impact of COVID-19 has been profound, affecting economies, societies, and the environment. We need to address these challenges through a combination of policy, technology, and innovation.

Key areas of focus include digital transformation, green recovery, and social safety nets. These strategies will help us navigate the uncertainties of the post-COVID world.



Investing in infrastructure and human capital is crucial for long-term growth. We must ensure that the benefits of recovery are shared equitably across all segments of society.

Collaboration between governments, businesses, and civil society is essential. Together, we can build a future that is more inclusive, resilient, and sustainable.

Let's work together to create a brighter future for all.

Transitioning to a Resilient Architecture

(US\$)

Transformed by expansion of steel

Liquidity and debt maturity profile, YH

-95.0B

99% of their 2022 cap

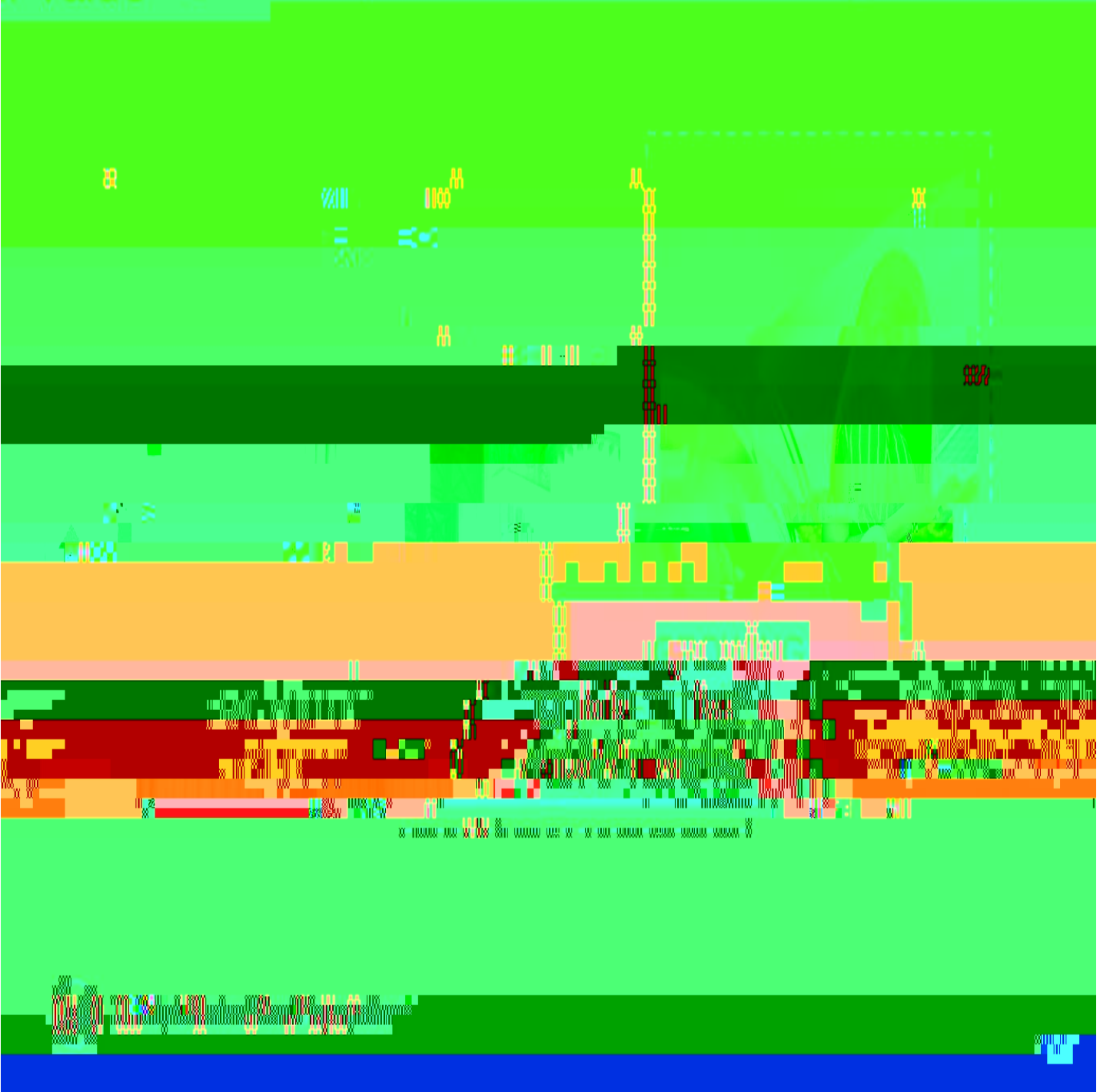
1.22B in 2021

40%



Transitioning to a Post-Oil Future

Oil and gas are the backbone of the global economy, but their finite nature and environmental impact necessitate a transition to a sustainable energy future. This transition is not just a matter of energy security, but also of economic stability and environmental preservation.



Transitioning to a Digital Future

Growing Core Business Operations

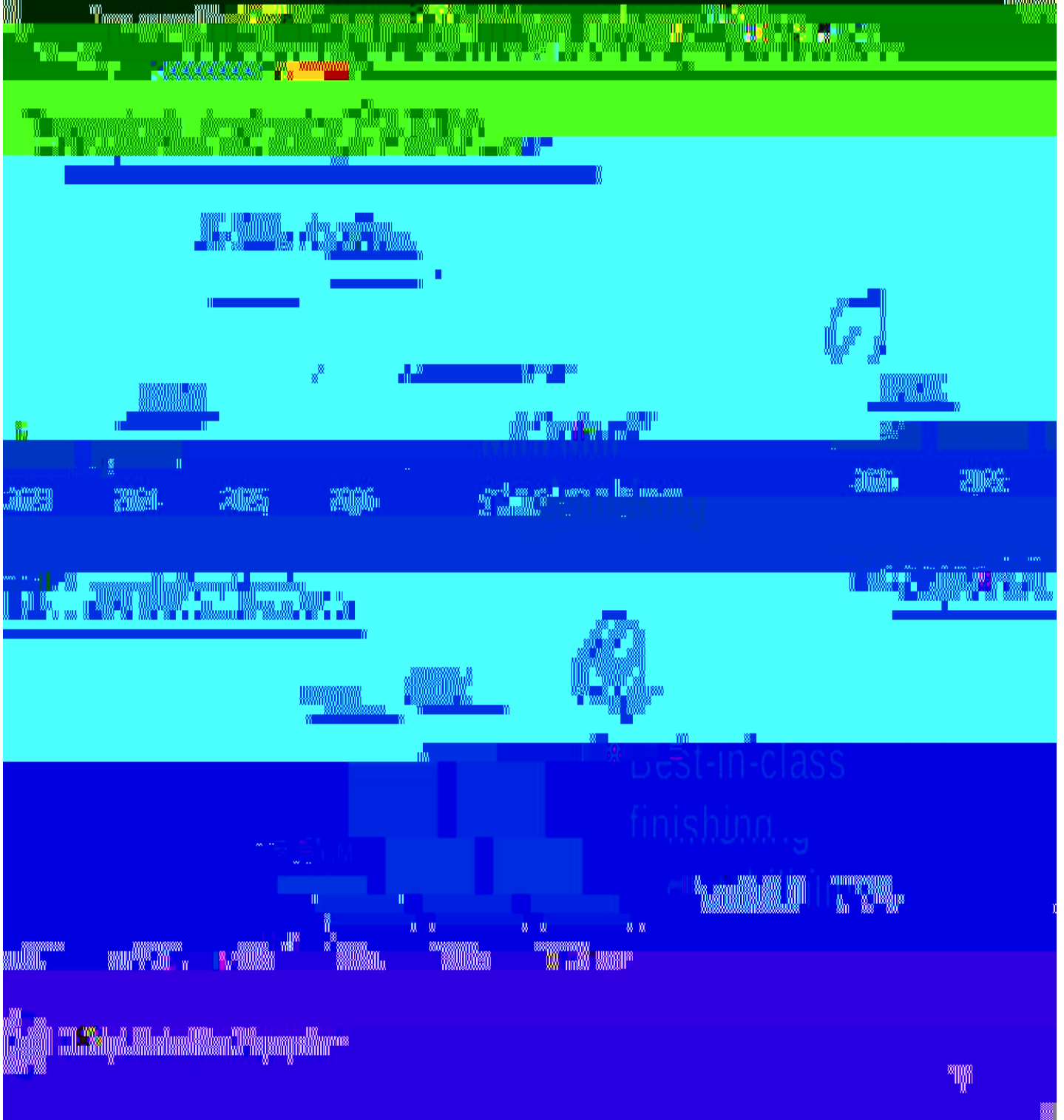


relationships

collaboration



Transitioning to a Best for All future



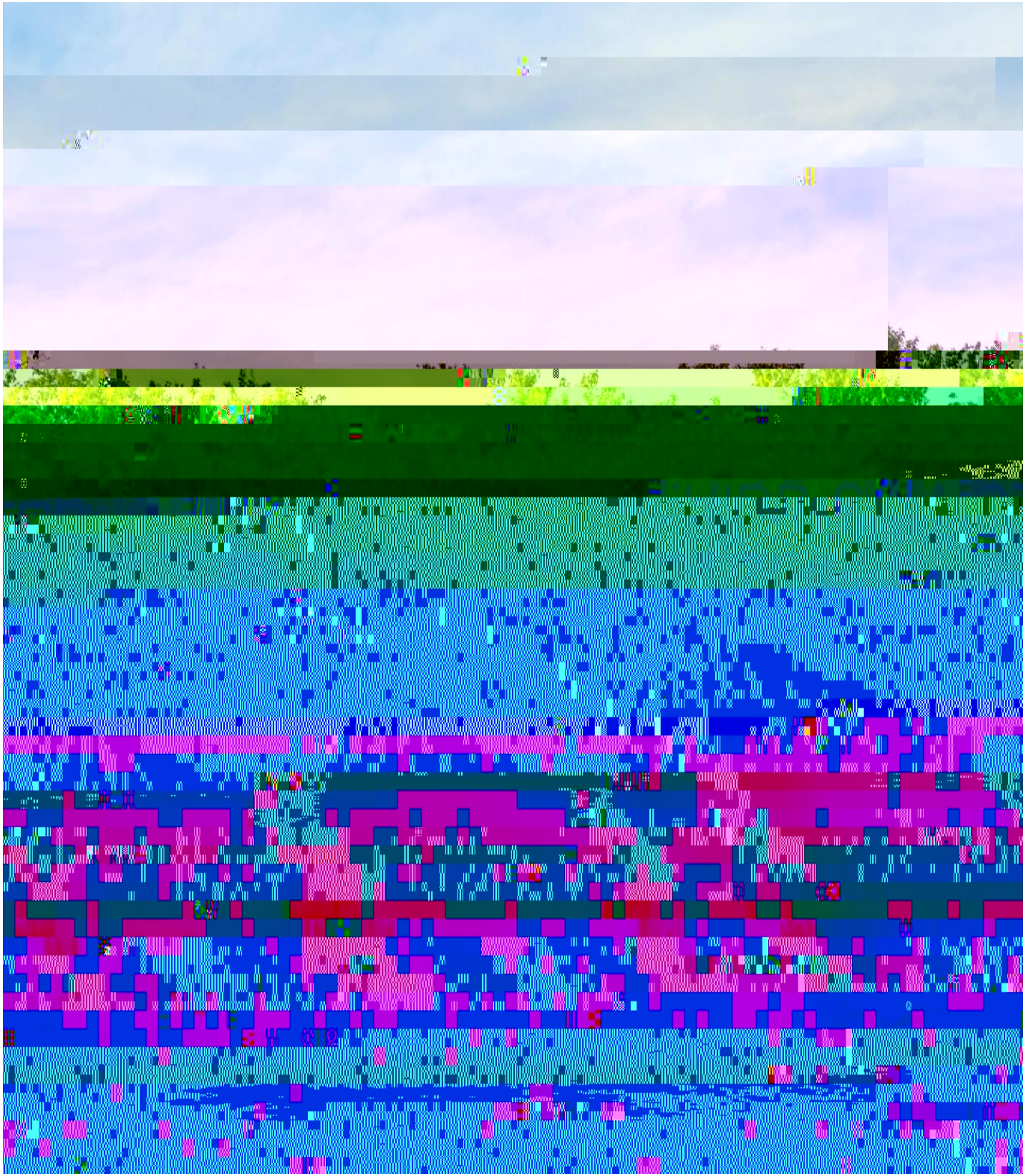
Transitioning to a post-oil future

المضي من اقتصاد النفط إلى اقتصاد ما بعد النفط



www.ksars.org



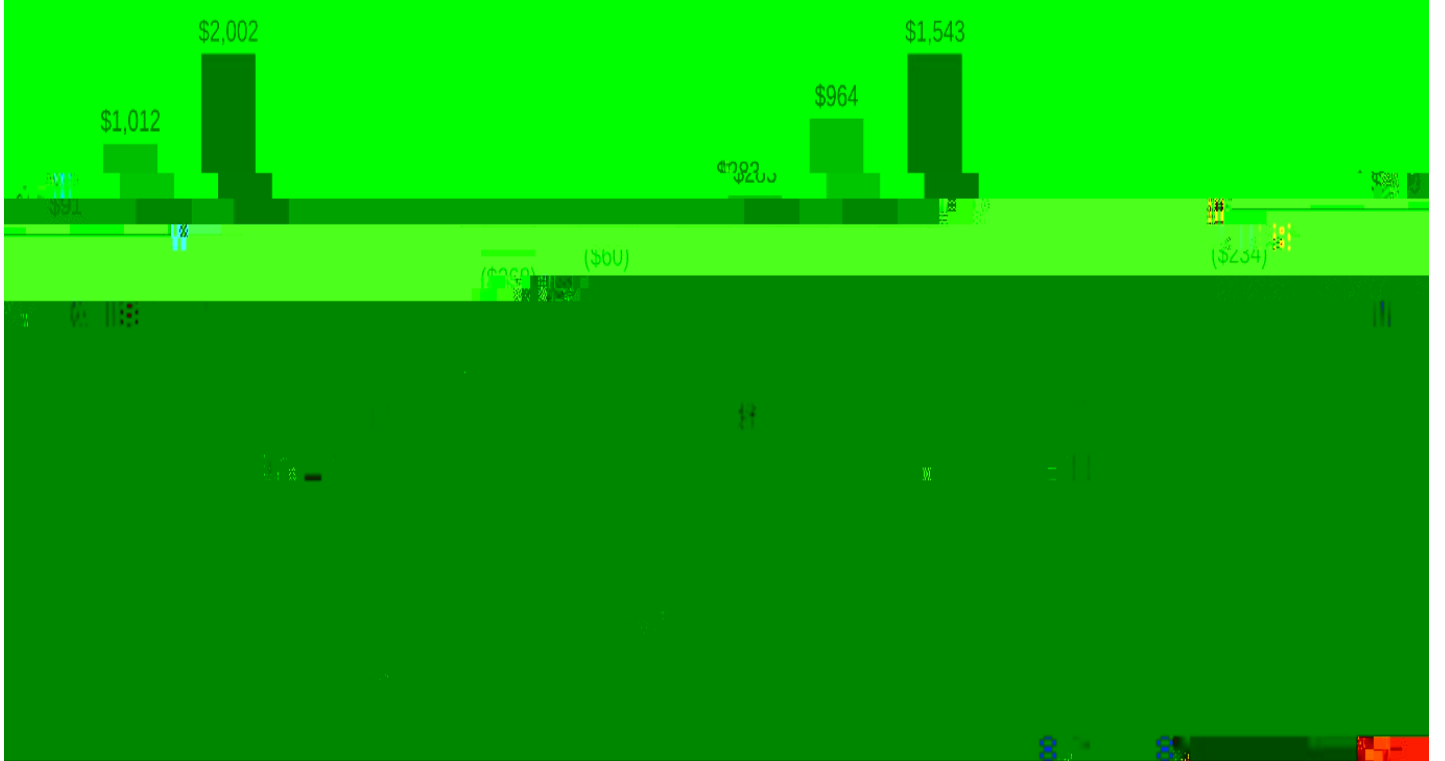


Third Quarter 2018

Revenue \$ Millions

Adjusted Net Earnings (Loss) \$ Millions

Prepared Net Earnings (Loss) \$ Millions



Mini Mill segment



Key Statistics

Ministry of Statistics

Segment: 43119A

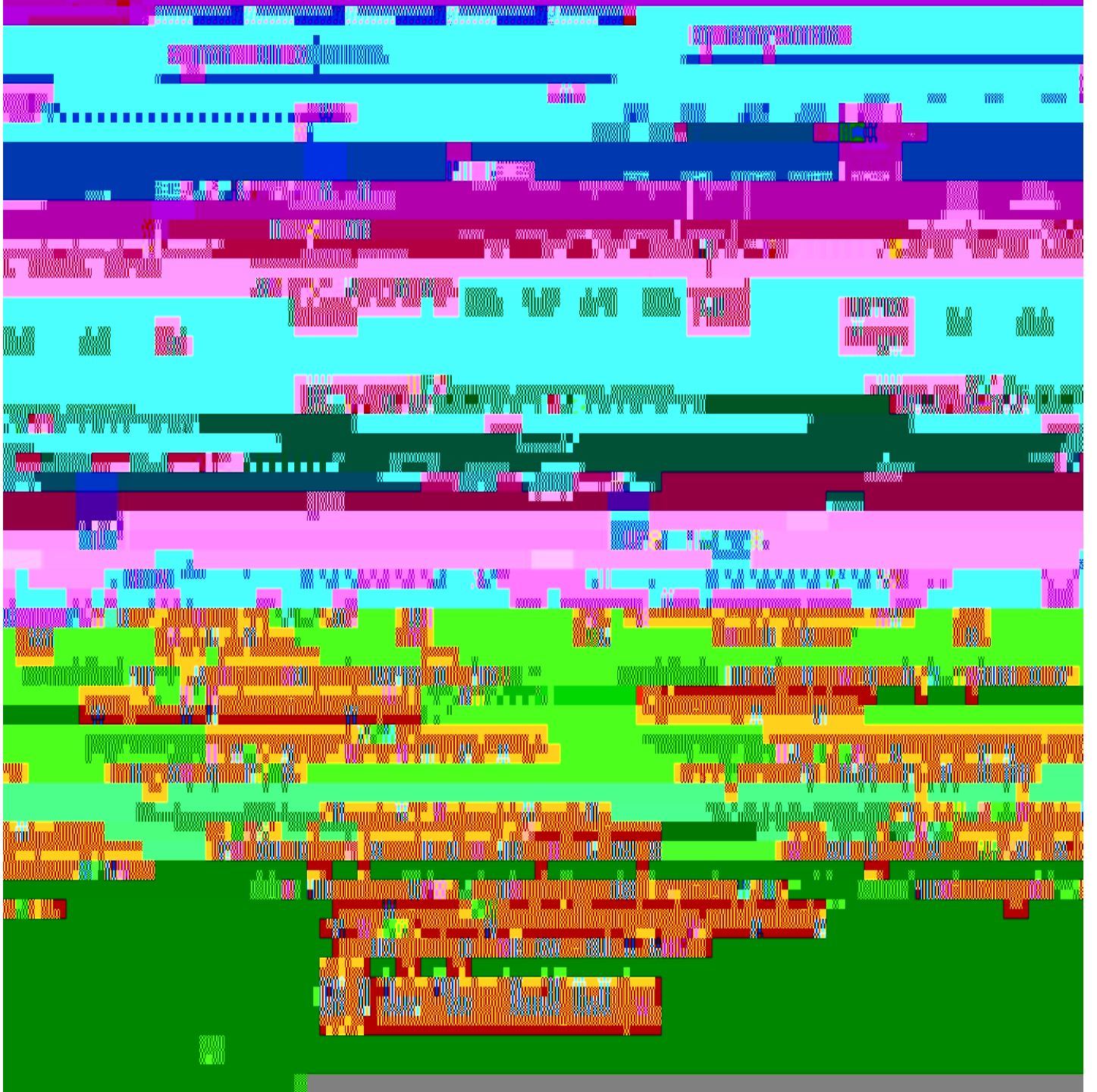
2020 - 2020 - 2021 - 2021 - 2021 - 2021



U.S. Steel Europe Digital



Key Statistics

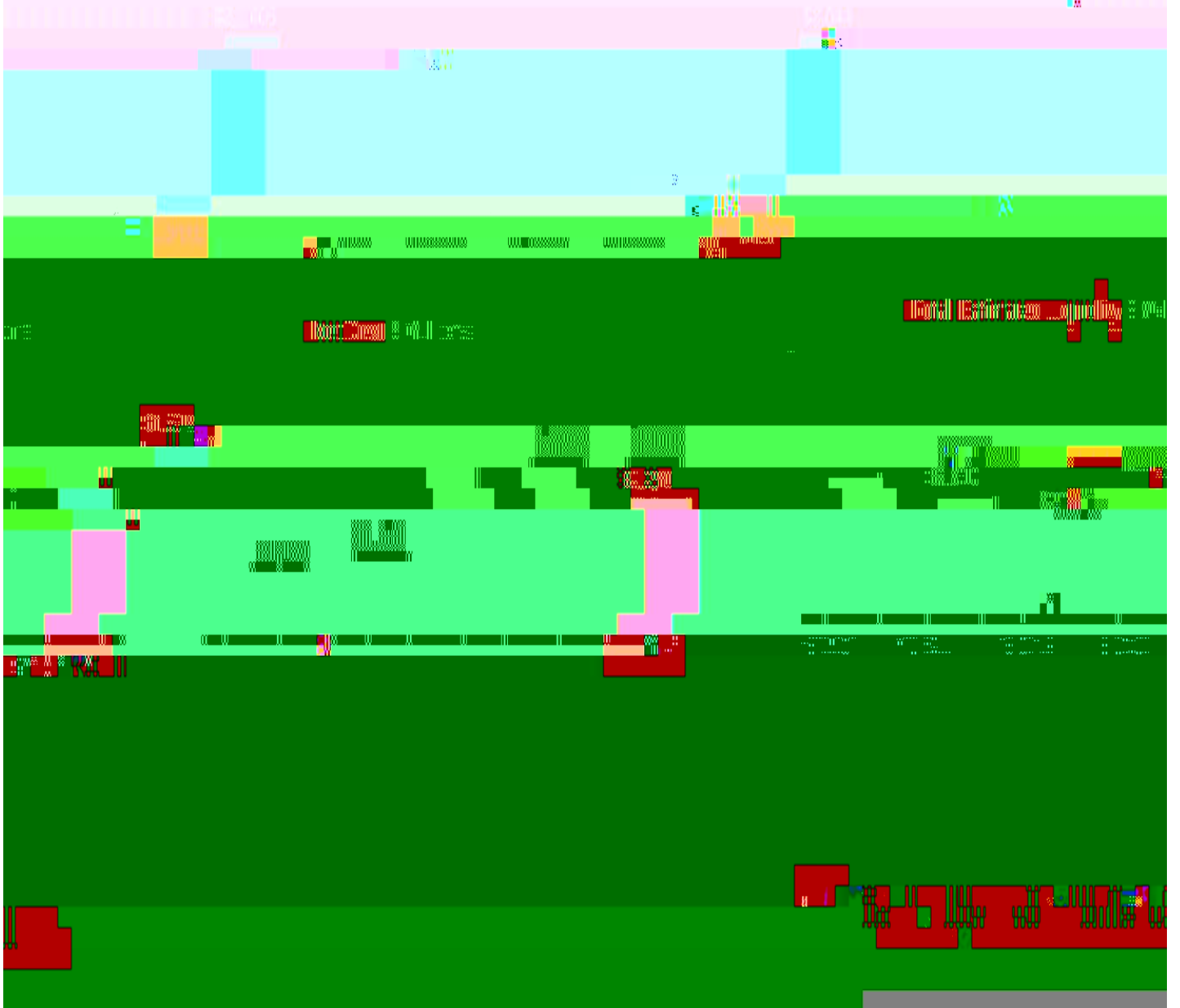


Cash and liquidity



Cash from Operations

Cash and Cash Equivalents



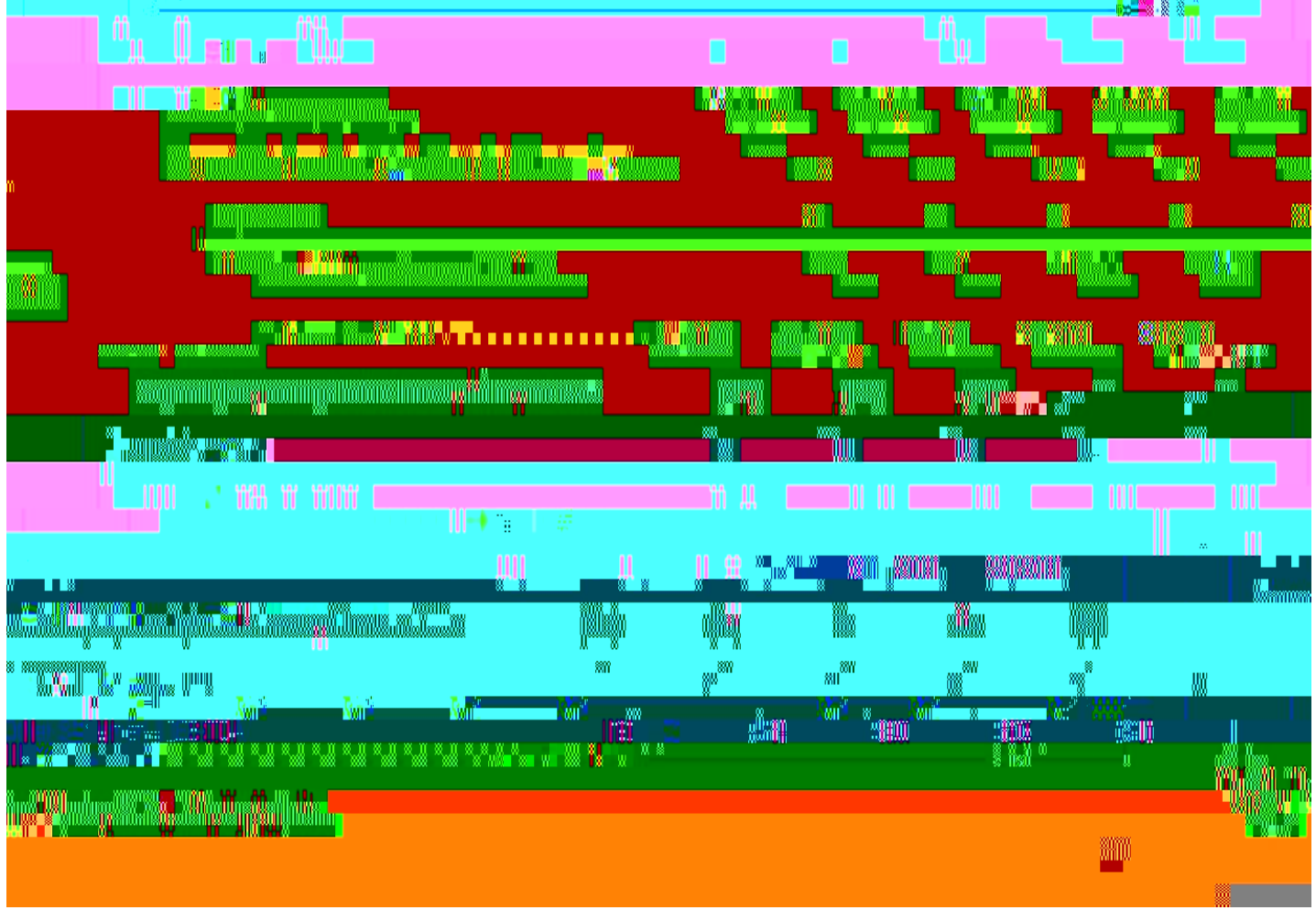




Reconciliation of segment EBITDA

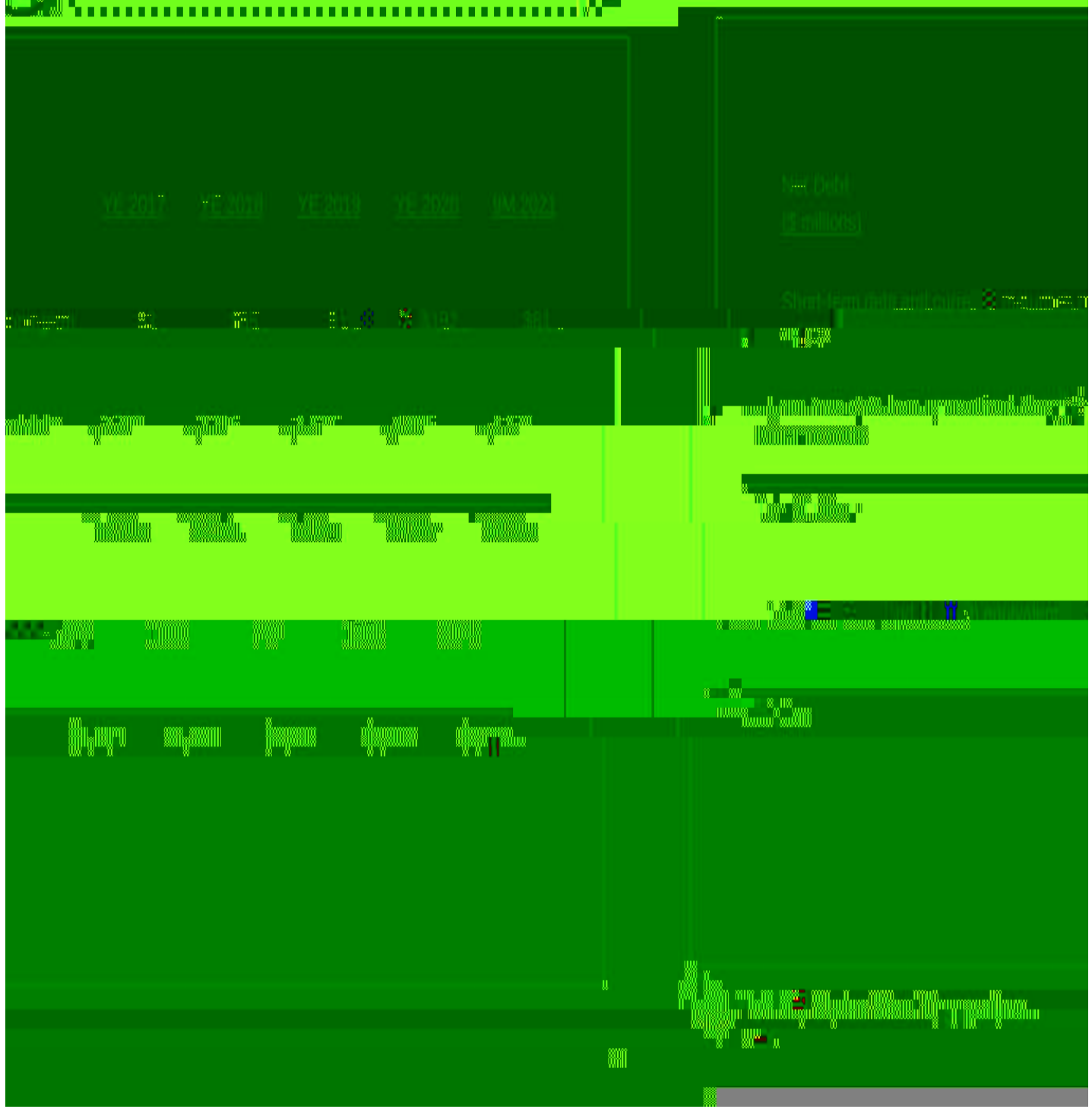
(\$ millions)	3Q 2020	4Q 2020	1Q 2021	2Q 2021	3Q 2021
Segment (loss) earnings before interest and income taxes	(\$159)	(\$73)	\$146	\$71	\$1,015
Depreciation	126	123	120	124	120
Flat-rolled Segment EBITDA	(\$33)	\$50	\$266	\$70	\$1,135

Mini Mill (\$ millions)	3Q 2020	4Q 2020	1Q 2021	2Q 2021	3Q 2021
Segment (loss) earnings before interest and income taxes	-	-	\$132	\$284	\$424
Depreciation	-	-	30	40	40





Reconciliation of net debt



Net Debt (€ million)

Share Issuance

Share Repurchase

Dividend

Debt Issuance

Debt Repayment

2017 2018 2019 2020 2021

1,131

0

0

0

0

0

0

Aggregation of climate-related Emissions

