

December 18, 2023**CONFIDENTIAL****BY OVERNIGHT
AND ELECTRONIC MAIL**

David McCall
International President
United Steelworkers
60 Boulevard of the Allies
Pittsburgh, PA 15222
damccall@usw.org

Michael R. Millsap
Director District 7 and Chair Negotiating Committee
United Steelworkers
1301 Texas Street
Gary, Indiana 46402
mmilsap@usw.org

Re: United States Steel Corporation (the “Company”) & Successorship

Dear David & Michael:

I write on behalf of Nippon Steel North America, Inc. (“NSNA”). As you know, following a very competitive bidding process, the Company’s Board of Directors has selected NSNA to be the acquirer of the Company through a merger that will result in the Company becoming a wholly owned subsidiary of NSNA (the “Transaction”). We have great admiration for the central role that the Company’s workforce has played in its storied history and bright future. As we prepare to run a best-in-class operation that expands NSNA’s steelmaking capacity in the United States, we are excited to grow our existing partnership with the United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union (the “USW”). We are proud of the close working relationship we maintain with the USW at NSNA’s Standard Steel and Wheeling Nippon Steel facilities, and we hope to further our bond with the USW through this Transaction.

In connection with the Transaction, the Company will retain its existing FEIN and all collective bargaining agreements and relationships will continue uninterrupted. In this regard, the Company shall, of course, honor all agreements with the USW (collectively, the “USW Agreements”), including the basic labor agreements between the Company and the USW, dated

