



## United States Steel Corporation

### Testimony of

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**before the Congressional Steel Caucus**  
**hearing on the “State of the Steel Industry”**  
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Chairman Crawford, Vice Chairman Mrvan, and members of the Steel Caucus, thank you for welcoming me today. It’s an honor to be here representing an American icon: U. S. Steel.

Before we talk about projects or policy, I want to begin with something deeper. Strong nations make things. And when a nation stops making things, it starts depending on others to decide its future. Steel is where independence begins.

At U. S. Steel, we make steel that is mined, melted, and made in the United States. Everyone in this room understands the stakes. If you care about national security, economic security, and energy security, you must care about American steel. And a strong steel industry depends on strong leadership...right here.

The Steel Caucus has been steady through every cycle, every headwind, every test. Your leadership has kept American steel competitive, secure, and central to our country’s future. And because of that leadership, I’m pleased to tell you today: American steel is strengthening.

Demand is solid. Reindustrialization is real. And across our footprint, you can feel something powerful taking hold: a belief that America’s manufacturing golden age isn’t behind us. It’s being rebuilt.

Next month, U. S. Steel will celebrate its 125th anniversary. A company that helped build the modern United States is now helping build its future. Simply put: U. S. Steel is back. And you can see it across the country.

In Pennsylvania’s Mon Valley, we’re advancing major upgrades ... including a new hot strip mill...investments that secure thousands of family-sustaining jobs in communities that have powered American industry for generations.

In Arkansas, Chairman Crawford, our Big River campus is thriving. Big River 2 is online and ramping up, and, as you know, we’re preparing to go even further, with world-class DRI and the highest-grade steels in the world. Thank you for your leadership.

In Northwest Indiana, Vice Chairman Mrvan, Gary Works is rising again, with a major blast furnace reline and upgrades that strengthen one of the backbones of American manufacturing.

In Illinois, at Granite City, we are restarting a blast furnace. Granite City has grit. It has heart.

In Alabama, we are making critical investments to support our tubular business to bolster America's energy infrastructure.

Minnesota's iron ore makes all of this possible, supporting steelmaking in both blast furnaces and EAFs.

These investments all share one purpose: keeping American steel strong, competitive, and made at home.

Recently, I spoke with a steelworker whose family has worked our mills for three generations. He told me, *"For the first time in a long time, my kids believe they can build their future right here."*

That belief—dignity, skill, opportunity—that's what these investments protect.

As we build, we're also working proactively with environmental agencies at every level. We welcome strong standards, and we share the commitment to responsible steelmaking. But we also know this: when approvals move efficiently, America moves efficiently. Jobs don't wait. Communities don't wait. And national security doesn't wait.

Fair trade enforcement remains absolutely essential. When American steelworkers compete on a level playing field, they win. When foreign producers dump subsidized steel into our markets, American workers pay the price.

Tariffs work. They must remain strong. And tariffs on steel-intensive goods, expanded just last year, are game-changers. They protect jobs, preserve domestic capacity, and support the investments we're making for customers across automotive, energy, construction, and manufacturing.

Members of the Caucus: steel matters. It matters to national security. It matters to our industrial base. It matters to working families. And it matters to America's future.

We're investing. We're hiring. We're building. U. S. Steel is back.

And with your leadership, American steel will stay strong for generations.

Thank you. I look forward to your questions.