
Ancora Catalyst Institutional, LP, together with the other participants named herein (collectively, “Ancora”), intend to file a preliminary proxy statement and accompanying universal proxy card with the Securities and Exchange Commission (“SEC”) to be used to solicit votes for the election of Ancora’s slate of director nominees at the 2025 annual meeting of stockholders (the “Annual

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Jewen Leibensteinbaum: »

>> Yeah. Well, let me start by saying the Nippon deal is dead. It's been killed. President Biden killed it. The folks in the Trump administration have spoken out against it for a very long time. So, you know the notion that the Nippon deal is an option is gone. So now it's left is you have a company run by a CEO who has done a very, very poor job in running the company. And it kind of breaks my heart because I grew up in the steel industry, and I actually know that I could take this company and actually restore it to its greatness. And I came up with this acronym – MUSSGA – make us steel great again. And why I'm the person to do it, and how I'm going to do it – it's very simple. I bought Stelco from U.S. Steel. It was in the exact same condition. Very, very low morale, very poor earnings. High cost of production. And I bought that company in 2017 from them. At the time it was just losing money. They lost \$1.4 billion in that investment. I bought it for \$53 million from them. Four months later, I took it public for a valuation of \$1.7 billion. I then made and returned to shareholders \$2 billion. I put a billion into CapEx and I made it the lowest cost steel producer in North America. And so when you ask me so





