

ITEM 2: MATERIALS RELATED TO THE X.COM PROFILE
JANUARY 27, 2025

**MAKE U.S. STEEL
GREAT AGAIN**



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We believe that Board and management change is urgently needed to Make U.S. Steel Great Again #MUSSGA

📍 Cleveland, OH 🌐 MakeUSSteelGreatAgain.com 📅 Joined January 2025

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**ITEM 3: MATERIALS PUBLISHED ON LINKEDIN
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Ancora Holdings Group

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Today, **Ancora Holdings Group** announced it has nominated an independent slate to the board of **United States Steel Corporation**, including industry legend **Alan Kestenbaum** as our CEO candidate. Our slate intends to abandon the blocked deal with **Nippon Steel Corporation**, collect the \$565 million breakup fee and Make U.S. Steel Great Again in the public market.

Read our letter: <https://bit.ly/3PUGqol>

MAKE U.S. STEEL
GREAT AGAIN

**Ancora Nominates Majority
Slate of Director Candidates
and Proposes Industry Legend
Alan Kestenbaum as New CEO
to Turn Around U.S. Steel**

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**ITEM 4: MATERIALS PUBLISHED ON X.COM
JANUARY 27, 2025**



Make U.S. Steel Great Again

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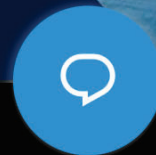
Ancora believes @U_S_Steel's Board and CEO have pursued a risky sale to @nippon_steel_ at the expense of \$X's financial health and operational performance, leading to a dead end. We intend to install an independent slate and legendary CEO candidate to abandon the blocked deal, collect the \$565 million breakup fee and Make U.S. Steel Great Again. #MUSSGA

Read our letter: bit.ly/3PUGqol

MAKE U.S. STEEL
GREAT AGAIN

**Ancora Nominates Majority
Slate of Director Candidates
and Proposes Industry Legend
Alan Kestenbaum as New CEO
to Turn Around U.S. Steel**

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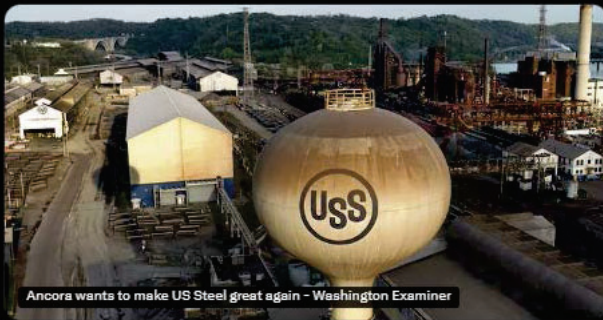


1:44 PM · Jan 27, 2025

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ZitoSalena 
@ZitoSalena

“US Steel was the greatest corporation in the world 70 years ago. It was the biggest, best in the whole world,” Trump told me in September adding “we have to bring that greatness back,” but under US ownership. Ancora’s move today would make that possible



Ancora wants to make US Steel great again - Washington Examiner

From [washingtonexaminer.com](http://www.washingtonexaminer.com)

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**ITEM 5: MATERIALS PUBLISHED ON
WWW.MAKEUSSTEELGREATAGAIN.COM WEBSITE
JANUARY 27, 2025**

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Ancora Catalyst Institutional, LP ("Ancora Catalyst Institutional"), together with the other participants named herein, 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 Catalyst Institutional's slate of highly-qualified director nominees at the 2025 annual meeting of stockholders of United States Steel Corporation, a Delaware

I AGREE

MAKE U.S. STEEL GREAT AGAIN

Ancora believes leadership has pursued a risky sale to Nippon at the expense of financial and operational performance, leaving U.S. Steel in a dire state.

We intend to install an independent slate and legendary CEO to abandon the blocked deal, collect the \$565 million breakup fee and Make U.S. Steel Great Again.

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For Media Inquiries

Longacre Square Partners

Charlotte Kiaie / Ashley Areopagita

ckiaie@longacresquare.com

aareopagita@longacresquare.com

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For Media Inquiries

Longacre Square Partners

Charlotte Kiaie / Ashley Areopagita
ckiaie@longacresquare.com
aareopagita@longacresquare.com



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