

SUSTAINABILITY AT CLEVELAND-CLIFFS



The Cleveland-Cliffs' Sustainability Report 2023 is available on our website at clevelandcliffs.com/sustainability.

2023 Performance Metrics

Cleveland-Cliffs Sustainability Report 2023 presents continued progress on environmental, social, and governance performance for 2023, including our achievements in greenhouse gas (GHG) reductions and decarbonization initiatives.

Average Emissions Intensity of Cliffs' Integrated Mills (Scope 1 & 2)



metric tons CO₂e / metric ton crude steel

^[1] Source: CRU as of 2/22/24

Our blast furnace-basic oxygen furnace (BF-BOF) greenhouse gas emissions intensity in 2023 is **28% better** than the global average.

Company-wide Emissions Intensity

This chart shows facility-wide Scope 1 and 2 location-based emissions from all Cliffs production operations (including mining, pelletizing, cokemaking, direct reduction, ironmaking and steelmaking, downstream finishing, tooling, stamping, tubular components, and scrap processing facilities), with the combined production of crude cast steel from both BOF and EAF steel shops as the denominator. Scope 1 emissions are inclusive of facility-wide process and combustion emissions as reported to U.S. EPA; onsite mobile equipment emissions; and facility-wide process and combustion emissions from facilities below the U.S. EPA reporting threshold.



metric tons CO₂e / metric ton crude steel

2023 Highlights

Our Commitment to the Environment

Cliffs remains committed to operating our business in an environmentally responsible manner.

- 6.6M tons of steel scrap and recovered iron materials recycled
- 700B+ gallons of water recycled
- New goals for waste disposal reduction and purchased city water reduction

Empowering Our People

Safe Production is the most important Core Value at Cliffs. We aim to provide meaningful work for our employees as well as an attractive benefits package and opportunities for professional growth.

- 1.22 total recordable incident rate
- 90% of hourly workforce represented by union
- 734 employees in skilled craft training apprenticeships

Connecting with Our Communities

We value the communities where we operate and engage with them regularly. Through site-specific events, and strategic partnerships, we create tangible impact and provide significant financial support to like-minded organizations.

- \$7.5M donated to local communities
- \$550K in employee matching gifts
- 240K+ pounds of food donated from our Souper Bowl food drive

Acting with Integrity

Strong corporate governance and ethical business practices serve as the foundation of Cleveland-Cliffs' company culture. We believe in honesty, fairness and treating everyone with respect.

- Five new members on Board of Directors in the last five years
- \$282 million spent with diverse suppliers

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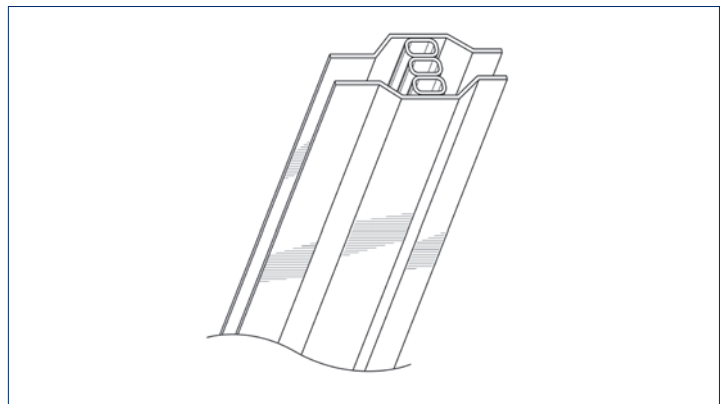
American Made Steel

The American steel industry is a vital component in the transition to a low-carbon economy. Through our innovative steel solutions, we are making sustainability in steel happen. Use of our HBI in our operations is a strategic sustainability initiative that provides our customers with a cleaner steel product that helps them meet their own sustainability goals. CLIFFS H™ is a surcharge (introduced in 2023) for steel produced with carbon-friendly HBI, advancing toward the next phase, CLIFFS H2™, in which we will implement the use of hydrogen as a reductant. Hydrogen can be used in ironmaking furnaces to reduce carbon in the chemical reaction to convert iron ore into high purity metallic iron.

Below are examples of Cliffs' recent steel product solutions featured in our Sustainability Report 2023.



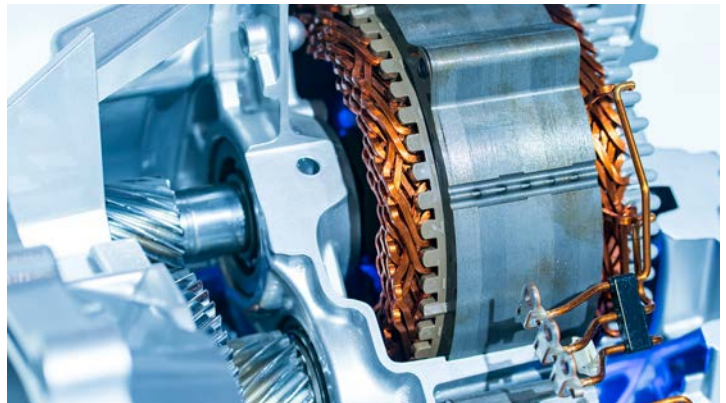
Cleveland-Cliffs EV Battery Enclosure on display at our Detroit, Michigan, office.



Example of a C-STAR structure for automotive applications.



Steel micro cooling components for freezers.



Example of a MOTOR-MAX HF NOES motor.

Engagement & Transparency

Cleveland-Cliffs is a proud member of the U.S. Department of Energy's Better Plants program and Better Climate Challenge, and is also an ENERGY STAR® partner. We are committed to reducing our energy intensity and GHG emissions, and report on sustainability performance through various platforms including CDP.

