CLEVELAND-CLIFFS INC.

Full-Year and Fourth-Quarter 2024 Earnings Presentation

February 24, 2025

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FORWARD-LOOKING STATEMENTS

This presentation contains statements that constitute "forward-looking statements" within the meaning of the federal securities laws. As a general matter, forward-looking statements relate to anticipated trends and expectations rather than historical matters. Forward-looking statements are subject to uncertainties and factors relating to our operations and business environment that are difficult to predict and may be beyond our control. Such uncertainties and factors may cause actual results to differ materially from those expressed or implied by the forward-looking statements. These statements speak only as of the date of this report, and we undertake no ongoing obligation, other than that imposed by law, to update these statements. Investors are cautioned not to place undue reliance on forward-looking statements. Uncertainties and risk factors that could affect our future performance and cause results to differ from the forward-looking statements in this report include, but are not limited to: continued volatility of steel, scrap metal and iron ore market prices, which directly and indirectly impact the prices of the products that we sell to our customers; uncertainties associated with the highly competitive and cyclical steel industry and our reliance on the demand for steel from the automotive industry; potential weaknesses and uncertainties in global economic conditions, excess global steelmaking capacity and production, prevalence of steel imports, reduced market demand and oversupply of iron ore; severe financial hardship, bankruptcy, temporary or permanent shutdowns or operational challenges of one or more of our major customers, key suppliers or contractors, which, among other adverse effects, could disrupt our operations or lead to reduced demand for our products, increased difficulty collecting receivables, and customers and/or suppliers asserting force majeure or other reasons for not performing their contractual obligations to us; risks related to U.S. government actions and other countries' reactions with respect to Section 232 of the Trade Expansion Act of 1962 (as amended by the Trade Act of 1974), the United States-Mexico-Canada Agreement and/or other trade agreements, tariffs, treaties or policies, as well as the uncertainty of obtaining and maintaining effective antidumping and countervailing duty orders to counteract the harmful effects of unfairly traded imports; impacts of existing and increasing governmental regulation, including actual and potential environmental regulations relating to climate change and carbon emissions, and related costs and liabilities, including failure to receive or maintain required operating and environmental permits, approvals, modifications or other authorizations of, or from, any governmental or regulatory authority and costs related to implementing improvements to ensure compliance with regulatory changes, including potential financial assurance requirements, and reclamation and remediation obligations; potential impacts to the environment or exposure to hazardous substances resulting from our operations; our ability to maintain adequate liquidity, our level of indebtedness and the availability of capital could limit our financial flexibility and cash flow necessary to fund working capital, planned capital expenditures, acquisitions, and other general corporate purposes or ongoing needs of our business, or to repurchase our common shares; our ability to reduce our indebtedness or return capital to shareholders within the currently expected timeframes or at all; adverse changes in credit ratings, interest rates, foreign currency rates and tax laws; challenges to successfully implementing our business strategy to achieve operating results in line with our guidance; the outcome of, and costs incurred in connection with, lawsuits, claims, arbitrations or governmental proceedings relating to commercial and business disputes, antitrust claims, environmental matters, government investigations, occupational or personal injury claims, property-related matters, labor and employment matters, or suits involving legacy operations and other matters; supply chain disruptions or changes in the cost, quality or availability of energy sources, including electricity, natural gas and diesel fuel, critical raw materials and supplies, including iron ore, industrial gases, graphite electrodes, scrap metal, chrome, zinc, other alloys, coke and metallurgical coal, and critical manufacturing equipment and spare parts; problems or disruptions associated with transporting products to our customers, moving manufacturing inputs or products internally among our facilities, or suppliers transporting raw materials to us; the risk that the cost or time to implement a strategic or sustaining capital project may prove to be greater than originally anticipated; our ability to consummate any public or private acquisition transactions and to realize any or all of the anticipated benefits or estimated future synergies, as well as to successfully integrate any acquired businesses into our existing businesses; uncertainties associated with natural or human-caused disasters, adverse weather conditions, unanticipated geological conditions, critical equipment failures, infectious disease outbreaks, tailings dam failures and other unexpected events; cybersecurity incidents relating to, disruptions in, or failures of, information technology systems that are managed by us or third parties that host or have access to our data or systems, including the loss, theft or corruption of our or third parties' sensitive or essential business or personal information and the inability to access or control systems; liabilities and costs arising in connection with any business decisions to temporarily or indefinitely idle or permanently close an operating facility or mine, which could adversely impact the carrying value of associated assets and give rise to impairment charges or closure and reclamation obligations, as well as uncertainties associated with restarting any previously idled operating facility or mine; our ability to realize the anticipated synergies or other expected benefits of the acquisition of Stelco Holdings Inc., as well as the impact of additional liabilities and obligations incurred in connection with such acquisition; our level of self-insurance and our ability to obtain sufficient third-party insurance to adequately cover potential adverse events and business risks; uncertainties associated with our ability to meet customers' and suppliers' decarbonization goals and reduce our greenhouse gas emissions in alignment with our own announced targets; challenges to maintaining our social license to operate with our stakeholders, including the impacts of our operations on local communities, reputational impacts of operating in a carbon-intensive industry that produces greenhouse gas emissions, and our ability to foster a consistent operational and safety track record; our actual economic mineral reserves or reductions in current mineral reserve estimates, and any title defect or loss of any lease, license, option, easement or other possessory interest for any mining property; our ability to maintain satisfactory labor relations with unions and employees; unanticipated or higher costs associated with pension and other postretirement benefits obligations resulting from changes in the value of plan assets or contribution increases required for unfunded obligations; uncertain availability or cost of skilled workers to fill critical operational positions and potential labor shortages caused by experienced employee attrition or otherwise, as well as our ability to attract, hire, develop and retain key personnel; and potential significant deficiencies or material weaknesses in our internal control over financial reporting.

For additional factors affecting the business of Cliffs, refer to Part I – Item 1A. Risk Factors of our Annual Report on Form 10-K for the year ended December 31, 2023, our Quarterly Report on Form 10-Q for the quarterly period ended June 30, 2024, and other filings with the U.S. Securities and Exchange Commission.

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2024 HIGHLIGHTS

Record Safety Year
Lowest Total Reportable Incident Rate of 0.9

$19.2 billion
Revenues

15.6 million net tons
Steel Shipments

$780 million
Adjusted EBITDA[1]

~$1.2 billion
Pro Forma Combined USD Adjusted EBITDA

$30 per ton
Steel Unit Cost Reduction Year-Over-Year

$733 million
Capital Returned to Shareholders

[1]Reconciliation for Adjusted EBITDA can be found on last page of presentation and earnings release published February 24, 2025

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Q4 2024 OVERVIEW

Cliffs' Q4 2024 Results and Highlights

Revenues
$4.3 Billion

Adj. EBITDA[1] Loss
$81 Million

Steel Shipments
3.8 Million
(net tons)

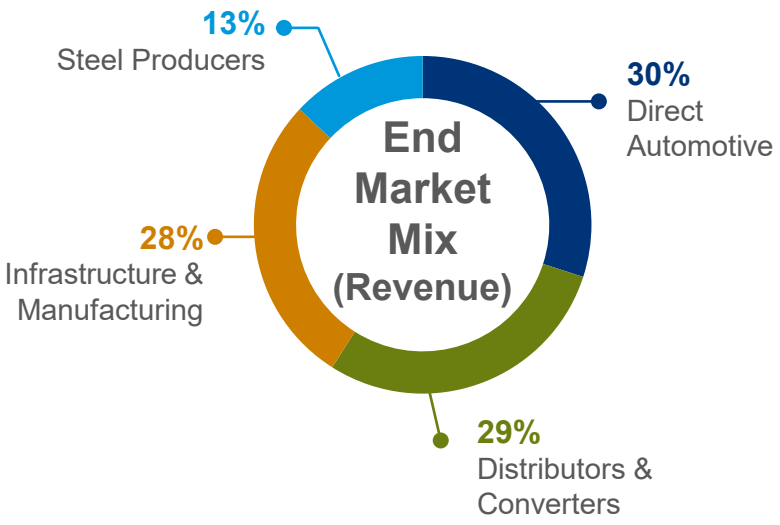
- Q4 2024 expected to be trough in quarterly profitability going forward
- Further reduced unit costs quarter-over-quarter ($15/t reduction) and year-over-year ($30/t reduction)
- Substantial drop in average selling price ($69/t) due to index lags and Stelco mix impact
- Immediate positive EBITDA contribution from the addition of Stelco with meaningful synergies already set in motion (closed transaction November 1, 2024)
- Cleveland #6 Blast Furnace idled on October 1, 2024
- Cash use driven largely by inventory build and payable reduction, to be reversed throughout 2025

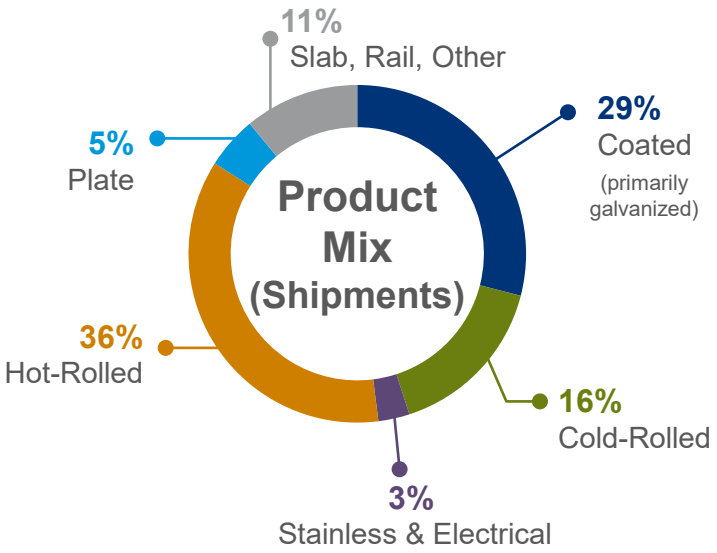
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[1]Reconciliations for Adjusted EBITDA can be found on last page of presentation

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2024 END MARKET AND PRODUCT OVERVIEW





Highlights

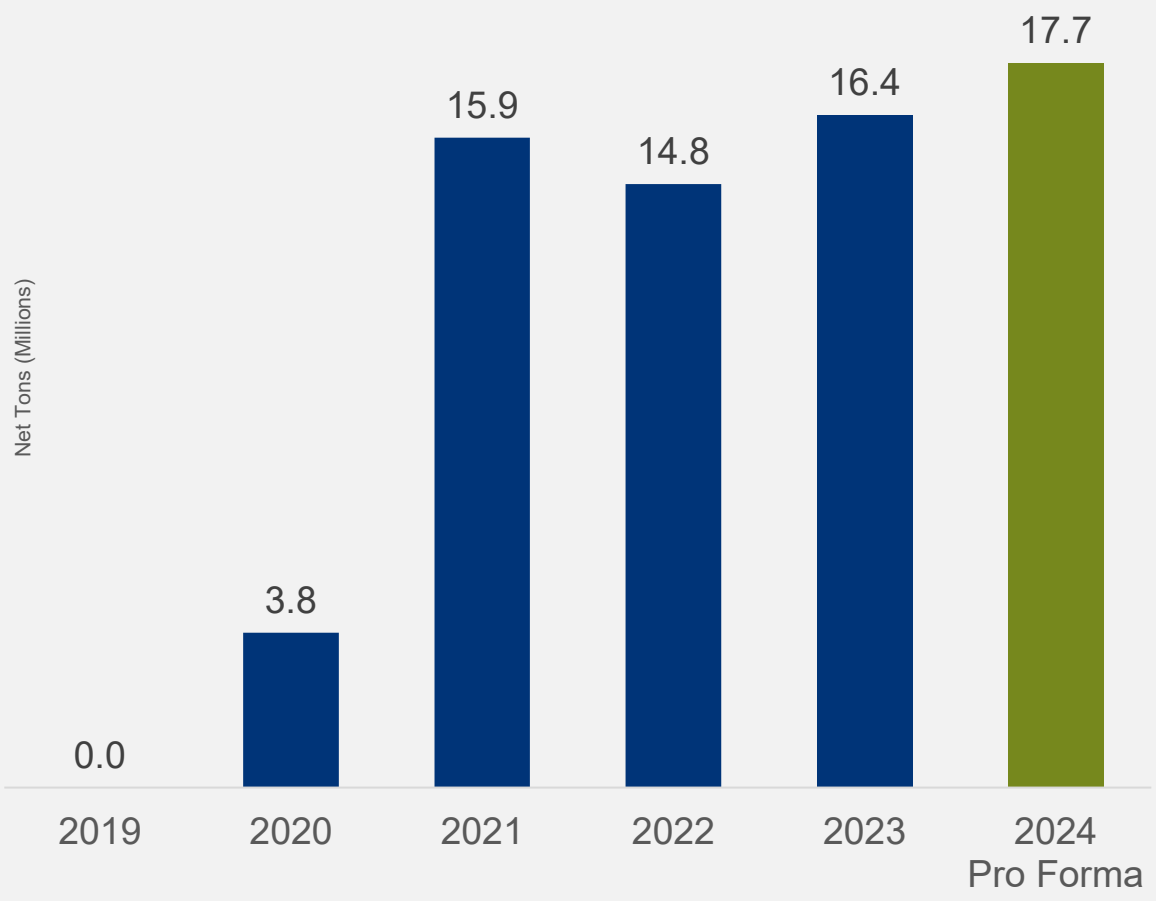
- Decrease in total shipments from 2023 to 2024 driven by weakest domestic steel demand since 2010 (ex-COVID)
- Shipments from Q3 2024 to Q4 2024 were stable as 2-month contribution from Stelco offset idling of Cleveland #6 Blast Furnace
- 2025 will benefit from expected increase in domestic steel demand and from full-year contribution of shipments from Stelco
- Stelco to drive mix further toward hot-rolled and Distributors & Converters / Infrastructure & Manufacturing

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Note: Based on Full-Year 2024 Steelmaking Results – Product Mix includes steel products shipments
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ANNUAL STEEL SHIPMENTS

Steel Shipments from 2019 to 2024

Pro Forma Includes FY 2024 Stelco Shipments



Highlights

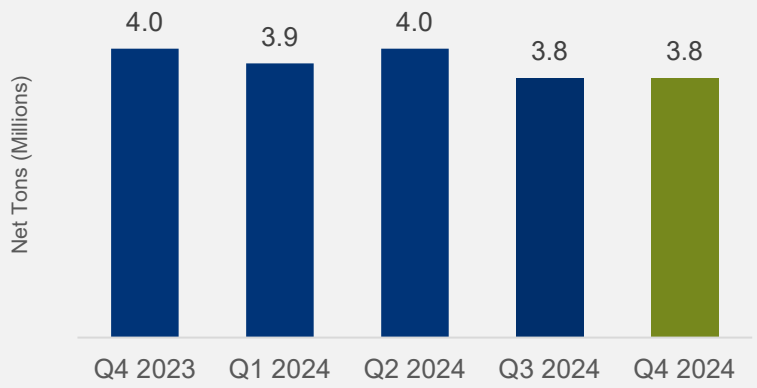
- Further establishing ourselves as largest flat-rolled steel producer in North America
- Stelco full-year 2024 shipments of 2.6 million net tons
- 2025 shipments expected to benefit from increased domestic steel demand

2024 Pro Forma includes Stelco's full-year 2024 shipments

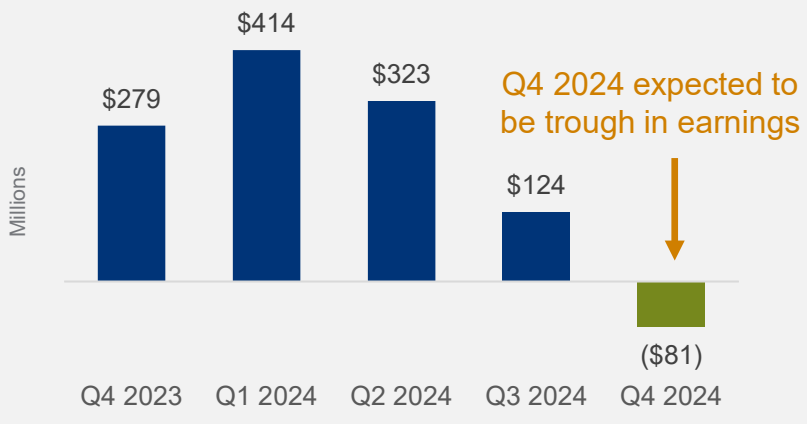
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RESULTS TREND

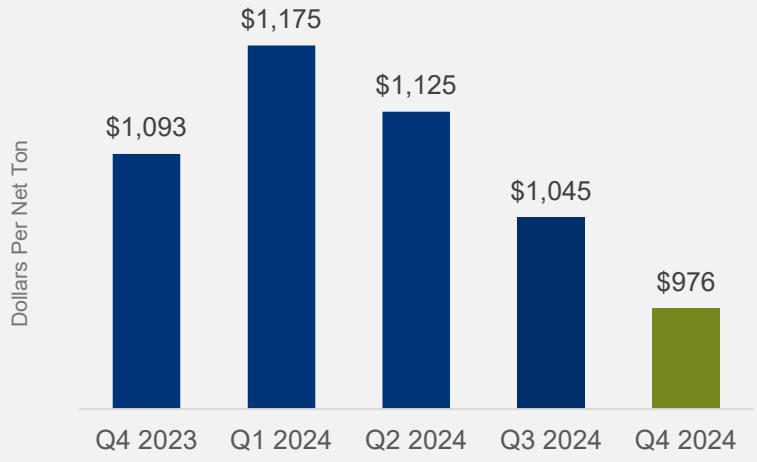
Steelmaking External Sales Volumes



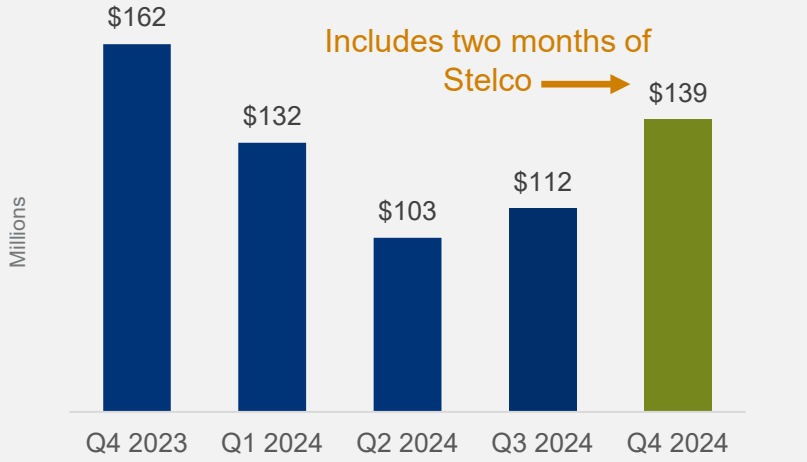
Adjusted EBITDA[1]



Steelmaking Average Selling Price



SG&A



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[1]Reconciliations for Adjusted EBITDA can be found on last page of presentation

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FINANCIAL POLICY

Leverage Target
(Net debt / TTM Adj. EBITDA)
2.5x

Secured Capacity
$2.2 billion

Track record of quickly deleveraging following acquisitions

Primary Financial Priorities

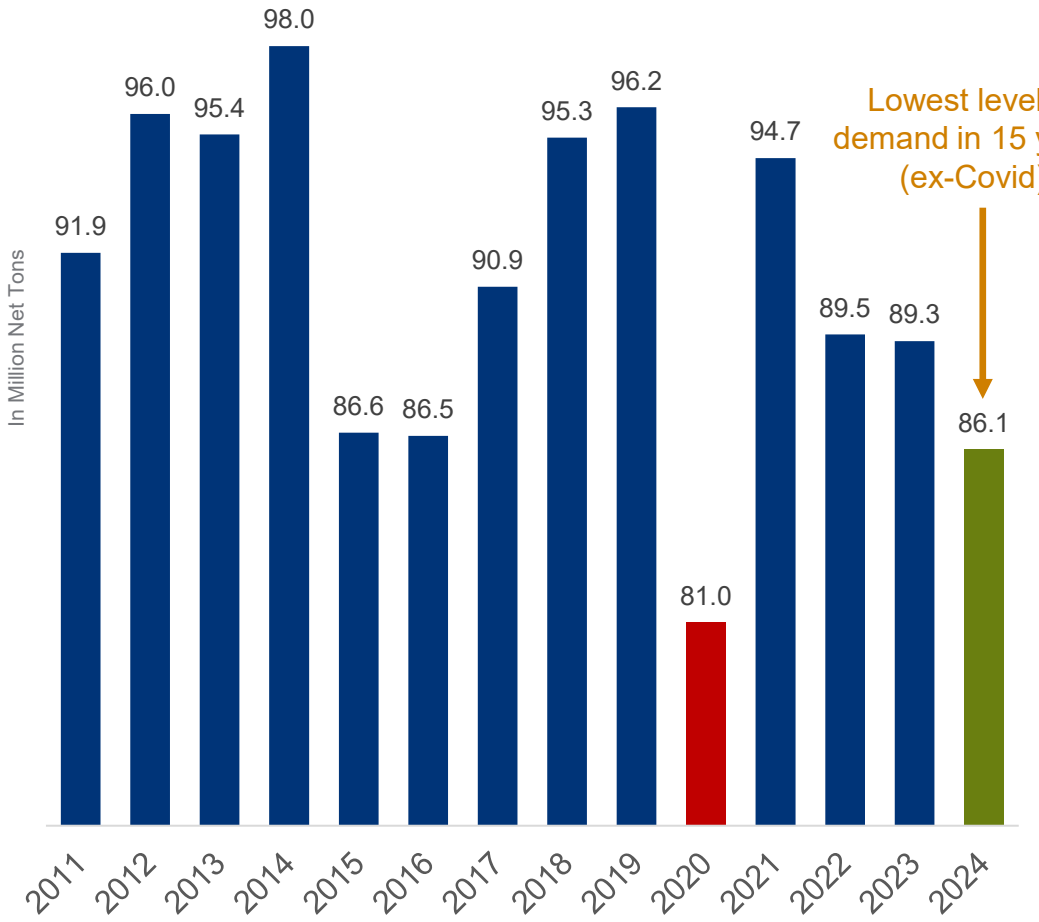
- Debt repayment is #1 capital allocation priority
- Commitment to utilize 100% of FCF towards debt repayment until leverage target is reached
- Maintain ample liquidity above $2.0 billion
- Keep flexible capital structure to navigate all economic environments

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2024 STEEL DEMAND VS. 2025 EXPECTATIONS

Steel Demand in 2025 Expected to Significantly Improve Compared to 2024

Domestic Steel Shipments



2025 Improvement Expectations

- President Trump implemented **25% tariffs on all steel imports** beginning March 2025
- **Automotive industry expected to be healthy** as indicated by December 2024 SAAR of 16.8 million units
- Trade enforcement measures to compel **greater automotive production** in U.S.
- **Steel pricing** rallying sharply from extended trough period
- **Scrap market** tightness driving cost-push for steel producers
- **Cliffs' order books showing marked improvement** in first quarter of 2025 relative to second half of 2024

Source: AISI

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TRADE AND TARIFFS

New Trump Administration Focused on Strengthening Domestic Steel

Top 10 Importing Countries	2024 Imports (Thousand Net Tons)	Initial Section 232	Jan. 20, 2025 Status	March 2025 Status
Canada	6,557	25% Tariff	Exempt	25% Tariff
Brazil	4,498	25% Tariff	Quota	25% Tariff
Mexico	3,517	25% Tariff	Exempt	25% Tariff
South Korea	2,809	25% Tariff	Quota	25% Tariff
Vietnam	1,363	25% Tariff	25% Tariff	25% Tariff
Japan	1,180	25% Tariff	Quota	25% Tariff
Germany	1,074	25% Tariff	Quota	25% Tariff
Taiwan	1,011	25% Tariff	25% Tariff	25% Tariff
Netherlands	614	25% Tariff	Quota	25% Tariff
China	508	25% Tariff	25% Tariff	25% Tariff

Latest Developments



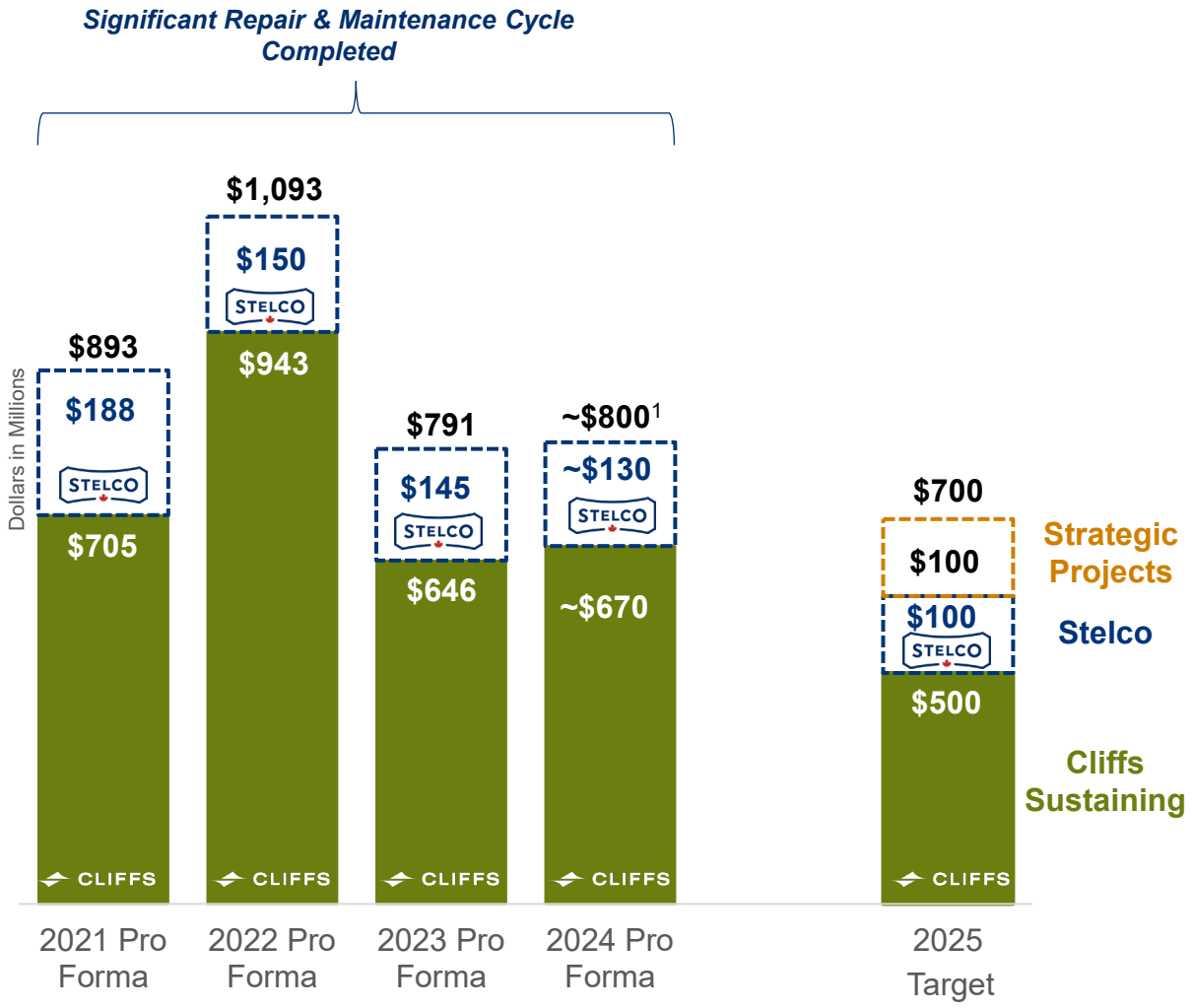
February 10, 2025

President Donald Trump implemented **25% tariff on all steel imports** without exceptions or exemptions beginning March 2025

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LOWER 2025 CAPEX BUDGET

Capital Expenditures



2025 Capex Target

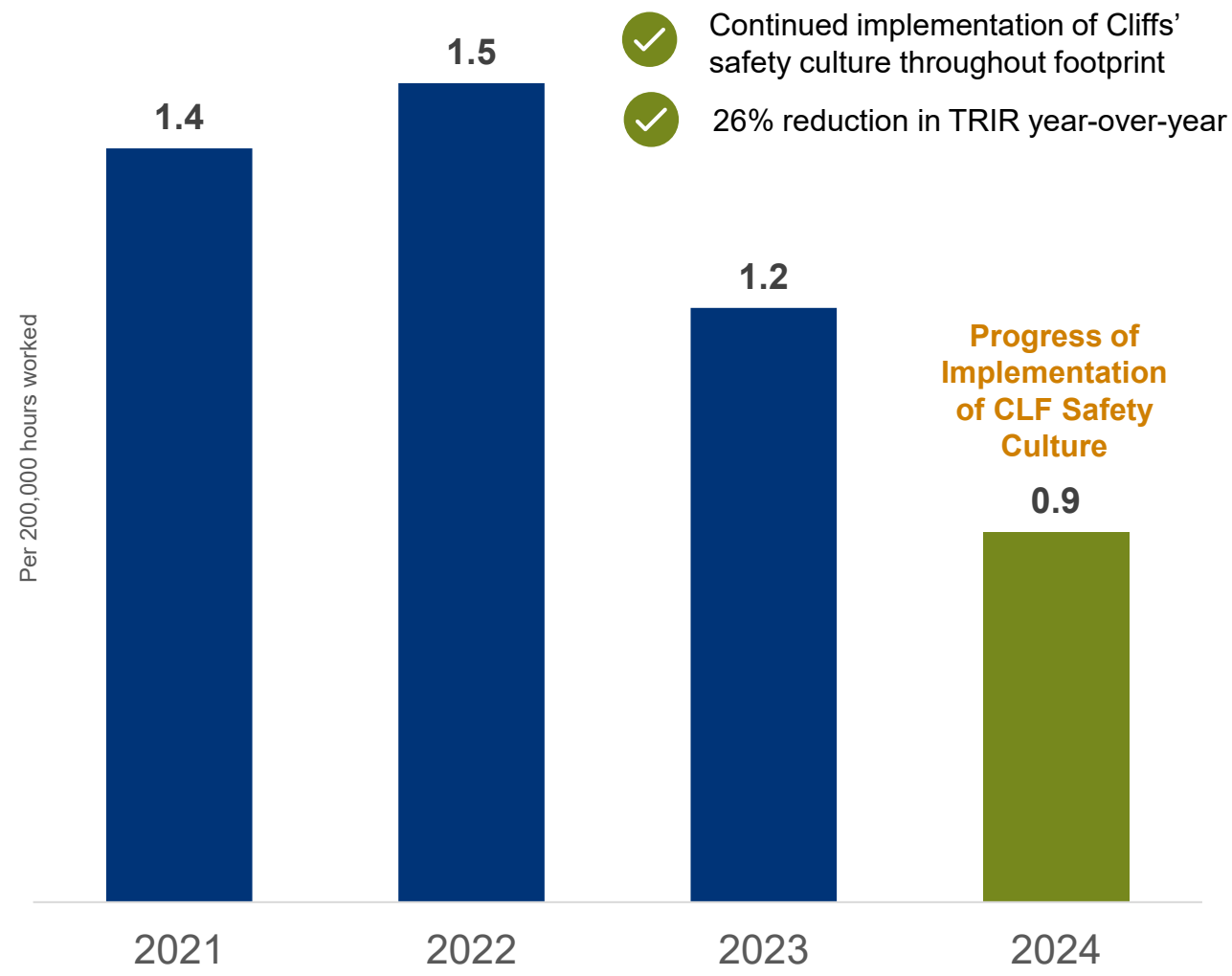
- **$700 million** targeted total inclusive of Stelco
- Updated strategic capital timeline and refined spend estimates
- Reduced sustaining capex due to completion of catch-up maintenance cycle
- Sustaining capex avoidance related to strategic projects
- Inclusive of capital spend for Middletown, Butler and Weirton strategic projects

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[1]2024 Pro Forma includes full-year Stelco capex converted from CAD to USD using 0.7351

RECORD SAFETY YEAR

Historical Total Reportable Incident Rate
(Including employees and contractors)



- Continued implementation of Cliffs' safety culture throughout footprint
- 26% reduction in TRIR year-over-year

2024 Safety Metrics

0.9
Total Reportable Incident Rate

72M+
Employee and Contractor Hours Worked

50%
Reduction Year-Over-Year Serious Injury or Fatality Exposures

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SIGNIFICANT COST REDUCTIONS

Steel Unit Costs Down ~$110 Per Ton In Two Years

Cost Savings	
2024 Unit Cost Per Ton of Steel	**~$30/t Decrease**
2023 Unit Cost Per Ton of Steel	**~$80/t Decrease**

Highlights

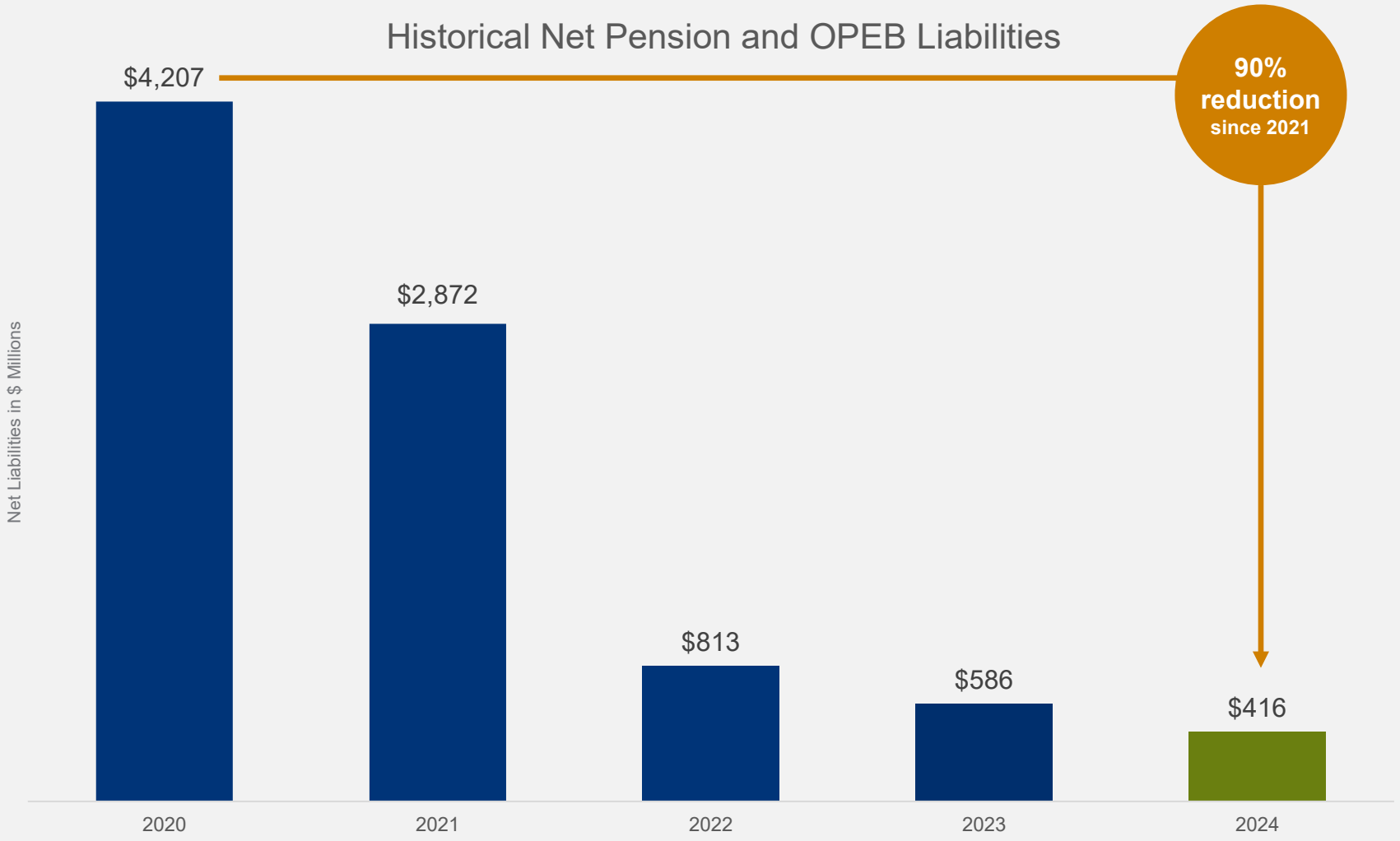
- Optimization of integrated footprint
- Completion of elevated maintenance cycle
- Clearing of higher-cost inventory
- Expect to further benefit from Stelco's low-cost structure and asset optimization

Further $40/t cost reduction expected in 2025

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PENSION AND OPEB LIABILITY REDUCTION

$3.8 billion reduction in pension/OPEB net liabilities since AM USA acquisition



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2025 OUTLOOK

Increased Domestic Steel Demand, Higher Shipments, Cost Reductions and Operational Efficiencies

2025 Expected Capital Outlay and Expenses

- **Steel unit cost reductions ~$40 per net ton compared to 2024**
- **Capital expenditures ~$700 million**
- **Selling, general and administrative expenses ~$625 million**
- **Depreciation, depletion and amortization ~$1.1 billion**
- **Cash Pension and OPEB payments and contributions ~$150 million**

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CLEVELAND-CLIFFS' ADJUSTED EBITDA RECONCILIATION

($ in millions)	Three Months Ended				
	December 31, 2024	September 30, 2024	June 30, 2024	March 31, 2024	December 31, 2023
Net income (loss)	$(434)	$(230)	$9	$(53)	$(139)
Less:					
Interest expense, net	(135)	(102)	(69)	(64)	(63)
Income tax benefit (expense)	136	76	15	8	(30)
Depreciation, depletion and amortization	(258)	(235)	(228)	(230)	(235)
Total EBITDA	**$(177)**	**$31**	**$291**	**$233**	**$189**
Less:					
EBITDA from noncontrolling interests	$20	$20	$15	$21	$23
Weirton indefinite idle	2	(2)	(40)	(177)	-
Arbitration decision	-	(71)	-	-	-
Acquisition-related costs	(30)	(14)	-	-	(7)
Changes in fair value of derivatives, net	(34)	(7)	-	-	-
Loss on extinguishment of debt	-	-	(6)	(21)	-
Amortization of inventory step-up	(26)	-	-	-	-
Loss on currency exchange	(20)	-	-	-	-
Loss on disposal of assets	(5)	(7)	-	(4)	(7)
Goodwill impairment	-	-	-	-	(125)
Other, net	(3)	(12)	(1)	-	26
Total Adjusted EBITDA	**$(81)**	**$124**	**$323**	**$414**	**$279**

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