

CLEVELAND-CLIFFS INC. STRATEGY AND SUSTAINABILITY COMMITTEE CHARTER

Purpose

The purposes of the Strategy and Sustainability Committee (the “Committee”) of the Board of Directors (the “Board”) of Cleveland-Cliffs Inc. (“Cliffs”) are to (a) oversee Cliffs’ strategic planning activities and long-term business objectives; (b) review, advise on and monitor opportunities and risks relating to Cliffs’ strategy, including among other things positioning to support realization of strategic opportunities; (c) with management and the Board, identify and set strategic goals and expectations and review the merits and risks of potential acquisitions, joint ventures and strategic alliances; and (d) act in an advisory capacity to the Board and management with respect to Cliffs’ sustainability strategies, its commitment to environmental stewardship, its focus on the health and safety of employees and other stakeholders, its human capital management and its corporate social responsibility initiatives.

Committee Membership

The Committee will consist of at least three members, with the actual number to be determined from time to time by the Board. At least a majority of the Committee members will meet the independence criteria of the New York Stock Exchange, Inc. Preferred qualifications for Committee members include experience in mergers and acquisitions, investment analysis of business opportunities, formulating corporate strategy, and experience with sustainability activities or managing an organization with significant environmental, health or safety matters, and knowledge of the iron ore, steel and manufacturing business.

Duties and Responsibilities

The Committee’s responsibilities include:

Review Strategic Opportunities and Projects

1. Assist and advise the Board regarding (a) Cliffs’ current strategy, including goals for future years, and (b) the evaluation of evolving and emerging opportunities and risks in existing and new markets, including material acquisitions and dispositions, resource supply and production activities and new ventures.
2. Monitor the progress and implementation of Cliffs’ strategy and long-term business objectives, including by assessing the results of major projects and transactions.
3. Periodically assess developments in best practice frameworks and guidance as may be appropriate in the context of Cliffs’ then current industrial assets, geographic footprint and overall business plans and objectives.

Oversee Implementation of Sustainability Strategy

1. Review and monitor Cliffs’ sustainability efforts; Cliffs’ record of performance with respect to environmental stewardship, health and safety matters; Cliffs’ human capital management strategies; compliance with existing laws and regulations; state of relations with key

stakeholders; and strategies to manage and comply with emerging laws, regulations and stakeholder expectations.

2. Review and approve sustainability reports to be published by Cliffs or any affiliate (each a "Sustainability Report"), including working with management and Internal Audit to ensure that the review process undertaken in connection with the preparation of each such Sustainability Report is appropriate in terms of scope.

Review Opportunities Derived from, and the Risk Exposures Related to, Corporate Social Responsibility Efforts

1. Review with management Cliffs' major opportunities, risks and related contingent liabilities in the corporate social responsibility context, including climate-related risks and opportunities and decarbonization initiatives; the steps management has taken to monitor and mitigate such risk exposures; any existing and potential opposition to Cliffs' operations from communities surrounding Cliffs' operations; and the effect of relevant regulatory initiatives and trends.
2. Periodically review disclosures required by the U.S. Securities and Exchange Commission and other relevant governmental agencies relating to corporate social responsibility matters, including workplace safety.

Other Responsibilities

1. Periodically, and in such manner and at such times as the Committee and the Board deem appropriate, report the Committee's activities, findings and recommendations to the Board.
2. Annually evaluate the Committee's performance and the Committee's charter and review the results and any recommended changes with the Board.

Resources and Authority

To assist the Committee in carrying out its purpose, duties and responsibilities, the Committee will have:

1. The sole authority to retain and terminate independent consultants, independent counsel and other independent advisors.
2. Appropriate resources and authority to discharge its responsibilities and duties as required by law, including, without limitation, such funding as the Committee deems necessary to compensate any consultants, counsel and advisors retained by the Committee.
3. The authority, at its discretion, to delegate any of its responsibilities to a subcommittee.

July 21, 2026


Secretary