



Embracing Our Past, Securing Our Future



Message from the President and CEO

Early in our Company's history, we established one of the first safety departments in the mining industry and formed the first mine rescue team in the Lake Superior region. We were also one of the first companies to have an employee welfare department, which managed programs for housing, education and medical treatment. Our past leadership recognized that responsible business practices strengthen our social license to operate, create a strong corporate reputation and contribute to the bottom line.



Today, we operate on a global landscape in a continually changing commodities market that presents both challenges and opportunities. This means, more than ever, we need to be cognizant of trends to ensure we effectively execute our long-term strategy. Our strong foundation continues to be our Core Values that clearly establish how all Cliffs' employees are expected to interact and manage our business. While business conditions may change, our expectations of personal accountability and business ethics are unwavering.

During 2012, we experienced operating challenges and pricing volatility that affected our iron ore business. We took deliberate measures to respond quickly and proactively to changing economic headwinds. While we made tough decisions that impacted some of our North American operations, our commitment to safety, environmental stewardship, social responsibility and rigid adherence to our Core Values, remained constant.

As part of our commitment to our external stakeholders and employees, we publish an annual report to share our sustainability journey. I am proud to introduce our 2012 Sustainability Report, "Embracing our Past, Securing our Future." The report categorizes our performance in 2012 into six key areas:

Our Company

Here we provide an overview of key 2012 business highlights, financial performance, major awards and recognitions.

Our Operations

I encourage you to review our safety performance and the various initiatives we implemented in 2012 to strengthen our relationships with suppliers and our employees, reduce our emissions and fuel usage and build lasting partnerships with Aboriginal communities in Eastern Canada.

Our Customers

This section will provide you with insight into our global end users, including how we measure customer expectations.

Our Environment

We are very proud of our environmental efforts globally, which extend beyond regulatory compliance. Achievements include obtaining third-party certification of our North American Coal operations' Environmental Management System and reducing our global spill volume by more than 75 percent from the previous year.

Our Communities

We invite you to learn more about the economic, social and cultural investments we have made within our communities, including contributions from our employees and our charitable arm, The Cliffs Foundation.

Our Team

With approximately 7,500 employees around the globe, we have expanded our human resources expertise to support our business strategy. The keystone of our culture is the belief that our employees are our greatest asset.

While we are proud of our history, our reputation and the relationships we have built, we recognize that we cannot afford to rest on our laurels. In the coming year, we will be launching a Sustainability Working Group comprised of cross-functional leaders within the Company. Our aim is to develop a tangible three-year sustainability strategy for Cliffs. This strategic plan will focus on reinforcing our social license to operate to maximize our shared value, beyond traditional economic approaches.

As we continue on our journey, we believe this sustainability strategy is a critical component of our long-term business strategy for creating shareholder value. We look forward to reporting on our 2013 outcomes as we further develop sustainability strategies that are operationally relevant and add even greater support to our sites and stakeholders through open communication and strong partnerships.

Sincerely,



Joseph A. Carrabba
President and Chief Executive Officer

OUR REPORT

Cliffs Natural Resources Inc. (Cliffs) (NYSE: CLF) (Paris: CLF) has been operating responsibly for more than 165 years within an industry that is characterized by challenging market cycles. Recognizing the importance of sustainability is one of the main reasons why we have been successful for such a long period of time.



We understand and value the need to continually look for opportunities to conserve our planet's resources and reduce the impact our business has on the environment and the communities in which we operate. Consideration of environmental, social, economic and governance impacts is central to how we conduct business.

We embrace our past achievements and the business strategies that have led us to become one of the oldest mining and natural resource companies in the world. We will continue to create value and grow by maintaining responsible and safe operations, effective environmental stewardship and strong engagement with key stakeholders.

In 2013, we will be focusing on the development of a sustainability strategy that is practical and operationally relevant, that aligns with business priorities and objectives and that is integrated within operational and functional groups. We look forward to communicating our progress with these plans in future reports.

Our 2012 Sustainability Report

Our 2012 Sustainability Report provides an overview of our environmental, social, economic and governance efforts during a year that endured pricing pressure on iron ore, largely due to an economic slowdown in key Asian markets. This substantial change follows three consecutive years of extraordinary growth for our business. The market conditions experienced in 2012 have required us to be more financially disciplined regarding the way we operate to ensure we maintain a sustainable business. Our efforts have focused on improving operating systems and procedures and developing and maintaining stakeholder relationships to ensure we operate efficiently and safely. We are continuing to build on a strong foundation of sustainability across our global organization to generate value for our business, our stakeholders and our communities.

To learn more, visit our full online report at:
www.cliffsnr.com/sustainability

Core Values



Materiality and Stakeholder Inclusiveness

As a global mining and natural resources company, we understand that we have the potential to have both adverse and beneficial impacts on our communities and stakeholders. We acknowledge these impacts and consider them in our quest to grow sustainably and maintain responsible operations.

We engage regularly with our local communities in which we operate through public meetings, outreach opportunities related to permitting efforts, environmental and community topics, newsletters, presentations, investor communications and other engagement efforts. The information contained within this report aligns with these engagements, our risk process and the relevant business activities that occurred during 2012. This report discusses material aspects as they relate to the company and our stakeholders.

Core Values

We understand that in order to maintain the trust and respect of our stakeholders around the globe, we must demonstrate that our Core Values are much more than words, but rather, the framework that guides our daily actions.

Feedback

We are interested in our stakeholders' feedback on this report and our progress in sustainability. If you would like to share your comments, please contact Paul West, Director, Corporate Sustainability via email at Paul.West@cliffsnr.com.



OUR COMPANY

We are an international mining and natural resources company headquartered in Cleveland, Ohio, USA that has been operating since 1847.



A member of the S&P 500 Index, we are a major global iron ore producer and a significant producer of high-volatile and low-volatile metallurgical coal. Driven by our Core Values, we endeavor to provide our stakeholders with operating and financial transparency. We are broadly organized through a global operations group, which is responsible for mineral production, and a global commercial group, which is responsible for product sales and delivery.

Our operations are organized by product category and geographic location:

U.S. Iron Ore

Eastern Canadian Iron Ore

Asia Pacific Iron Ore

Latin American Iron Ore

North American Coal

Ferroalloys

Global Exploration Group

While 2012 had some noteworthy highlights, including the operational turnaround of North American Coal and record sales volumes in Australia, the year proved to be challenging, both from a market perspective and operationally. We achieved \$5.9 billion in revenues from continuing operations in 2012, this is a decrease of \$691 million, or an 11 percent reduction from the previous year, due primarily to lower seaborne pricing of iron ore. Additionally, operational challenges during the ramp-up in production at our Bloom Lake Mine (Quebec) have also affected our costs, resulting in lower net income for the company. Despite these challenges, we continue to make progress at the Bloom Lake Mine, such as improving production stability and tailings management, to prepare us for a successful future in Eastern Canada.

Awards and Recognition

Our progress towards operational excellence and our commitment to the communities where we live and work have resulted in numerous awards and recognition in 2012, including:

Four awards for safety excellence, including the Sentinels of Safety Award - Empire Mine (Michigan)

Four patriotic awards for supporting and hiring military employees

Two awards for environmental protection and public services



Direct Economic Value Generated

(\$ in Millions)	2012	2011	2010
a) Revenues (direct economic value generated)	\$6,024.3	\$6,794.3	\$4,682.1
b) Operating costs ¹	(4,136.1)	(3,408.4)	(2,612.6)
c) Employee wages and benefits	(1,043.9)	(925.8)	(733.7)
d) Payments to providers of capital ²	(514.7)	(294.0)	(103.1)
e) Payments to government ³			
U.S.	(191.7)	(242.6)	(158.9)
Canada	(96.2)	(98.4)	(10.2)
Asia Pacific	(307.3)	(45.9)	(77.8)
Brazil	—	(0.7)	(0.3)
Other	—	(2.0)	—
f) Community Investments	(4.2)	(4.0)	(2.4)
SUBTOTAL	\$(6,294.1)	\$(5,021.8)	\$(3,699.0)
ECONOMIC VALUE RETAINED	\$(269.8)	\$1,772.5	\$983.1

¹ Includes COGS and Other Operating Costs less impairments, employee wages and benefits, taxes and community investments.

² Includes dividend and interest payments.

³ Does not include payroll taxes as these are captured in the employee wages and benefits line item. Note: please reference our 10-K filing for all financial information.

2012 Key Business Developments

Iron Ore

We mine and process iron ore for Asian and United States steelmaking industries. Our iron ore is used in a myriad of steel applications, including industrial, building and construction, automotive and appliances. Our production processes and technologies allow us to efficiently produce iron ore that meets our customers' needs. Our product is sold globally, based on varying mineral content specifications.



iron ore

Asia Pacific Iron Ore Expansion

In 2012, we completed the expansion of our Koolyanobbing Operations (Western Australia) in Asia Pacific Iron Ore. This project required upgrades to the Koolyanobbing facilities and infrastructure to increase combined production capacity from 8.5 million tons per annum (Mtpa) to 11 Mtpa.

Coal

Our North American Coal operations produce high-volatile and low-volatile metallurgical coal, a primary ingredient in steel production. With the sale of our Sonoma Mine in Australia during 2012, our only operating coal mines are in the United States.



chromite

North American Coal

After several challenging years, 2012 marked the operational turnaround for our North American Coal operations. During the year, our three North American Coal mining complexes produced 6.4 million tons, a 28 percent increase over 2011. During 2013, we expect that production volumes will increase to approximately 7 million tons.

Ferroalloys

We continuously seek to grow and diversify our product portfolio. In Ontario, Canada, we are pursuing the development of a chromite deposit as a means of entering the ferroalloys market. We will continue to seek other similar opportunities that are aligned with our core business throughout the world.

Chromite Feasibility

In May 2012, our Board of Directors approved advancing the proposed Chromite Project, in Northern Ontario, Canada, from pre-feasibility to feasibility study phase. As this Project progresses, we will negotiate mutually acceptable agreements with affected Aboriginal communities, work with governments to address infrastructure needs and complete our commercial and technical feasibility studies.

Global Exploration Group

Our Global Exploration Group is responsible for establishing partnerships with mining and exploration companies, with the primary objective of securing resources through direct investment and cooperative exploration efforts. Our relationships with exploration companies allow us to invest capital in prospects for various commodities throughout the world.

OUR OPERATIONS

Responsible corporate citizenship is a key component of our success. As we prepare our operations for future growth, we continue to implement global business management systems and standards across our operations that align with our Core Values.



Safety

Safety is an integral part of each day at every one of our locations. In 2012, we continued to refine our programs and, as a result, our safety statistics remained near or better than those reported in 2011. In spite of the improved trend of our safety metrics over the last five years, we incurred a fatality during the

second quarter of 2012 at our Bloom Lake Mine (Quebec). This tragedy is a constant reminder of the importance of instilling a zero incident culture at Cliffs. We understand that first and foremost, our job is protecting the health and safety of our employees and we must continue to focus on improving our safety standards and procedures.

Supply Chain

Recognizing the importance of striking a balance between efficiency, people and the environment, our Supply Chain team has embedded sustainability and safety practices deep within its operating plan. Our Supply Chain team had several accomplishments in 2012.

Supplier Partnerships

Building strong relationships with suppliers is a key component of an effective and efficient supply chain. To ensure our suppliers are aware of our desire to develop a sustainable supply chain, we held a forum around identifying improvement initiatives with our supply partners. Coming out of this forum, our suppliers have recognized and implemented strategies that improve operations, reduce costs and minimize the environmental impact of our collective activities.

Improve Criteria

Adding sustainability metrics to our supplier selection criteria for new projects.

Stakeholder Partnerships

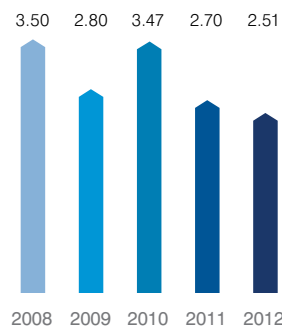
We are fully committed to developing relationships and supporting communities where we live and operate. At our Bloom Lake Mine (Quebec), we worked closely with the First Nation - Innu Takuaihan Uashat mak Mani-Utenam (ITUM) community to build trusting and workable relationships, increase organizational awareness and formalize feedback channels. The relationship is based on mutual respect and business engagement. In 2012, a formalized procurement process was established and implemented to facilitate the ITUM community involvement and participation in our Bloom Lake Mine's sourcing events. As a result of these efforts and commitments, ITUM has been awarded over \$100 million in business, which included surface stripping and engineering.



2012 Safety Performance

Total Reportable Incident Rate

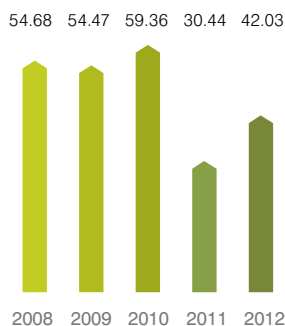
(per 200,000 hours worked)



7%
REDUCTION OVER 2011

Total Lost Days Severity Rate

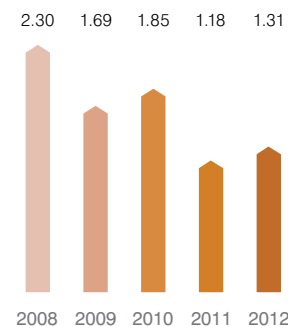
(per 200,000 hours worked)



38%
INCREASE OVER 2011

Lost Time Incident Rate

(per 200,000 hours worked)



11%
INCREASE OVER 2011

*Note: 2012 safety figures include contractor statistics.

Safety Definitions

Total Reportable Incident Rate is the rate of reportable injuries requiring medical treatment, restricted duty, and lost time combined per 200,000 hours worked – calculated as the number of reportable incidents multiplied by 200,000 hours worked by all employees.

Lost Days Severity Rate is the rate at which normal roster workdays or shifts are lost as a consequence of lost time injuries per 200,000 hours worked – calculated as the number of lost shifts multiplied by 200,000 divided by total hours worked by all employees.

Lost Time Incident Rate is the rate of occurrence of lost time injuries per 200,000 hours worked – calculated as the number of lost time multiplied by 200,000 divided by total hours worked by all employees.

Business Improvements Focus on Spill Management

In 2012, we developed a consistent measurement and management system to improve our spill management process at all of our operations. By convening operational teams across the enterprise and establishing common definitions and measurement methodology, we are developing global spill management procedures and promoting shared opportunities for improvement at our mine sites. This collaboration is accelerating our progress

towards zero spill incidents. Through business improvement, we are refining management processes that enhance our operations, reduce risks and protect the environment.

Our Customers

Our customers have been an essential part of our past success and are critical to our ongoing success. We strive to provide our customers with the best possible products from year to year. To enhance customer satisfaction, we engage with and seek

feedback from our customers throughout the year. This occurs in numerous ways, from simple phone calls and on-location meetings, to more formal connections, such as our bi-annual Customer Quality Conference in North America, and quality performance reviews held quarterly and annually. Through these engagements, we gather and use customer feedback to identify and implement process improvements that ensure we meet the high expectations of our customers.

In 2012, U.S. Iron Ore pellet sales were primarily derived from sales to the North American integrated steel industry, consisting of five major customers. For our North American customers, we generally have multi-year supply agreements in place and work collaboratively to provide a product that continually meets their specifications to optimize end product quality and minimize associated environmental impacts. In Asia, we service over 25 customers, including some of the world's largest steelmakers. We service and support these customers primarily through our offices in Beijing and Tokyo.

In 2012, approximately half of our global sales volume was placed into the Chinese market, with most of this volume sold to steel mills that produce construction-related grades of steel. In 2012, we relocated an Officer of the company to our Beijing office to identify, analyze and evaluate strategic opportunities in China and surrounding markets. Furthermore, an Executive Team member has an expanded role to focus on developing our business relationships in the China region to ensure sufficient focus is applied to this strategically important and evolving market.

OUR TEAM

We employ approximately 7,500 people globally, and our workforce is a critical driver of our business.



Our most valuable asset is our people. We implement strategies that develop and enhance the capabilities of our employees, which in turn maximizes our ability to implement our business strategies.

We recognize that providing a safe and healthy work environment will improve our employee retention, recruitment and our capacity for production. Encouraging participation in health and wellness programs has many benefits as it provides a healthy and engaged workforce.

Diversity and Inclusion Initiative

As we have expanded internationally, we now have a more global workforce that has different perspectives and approaches to business. As our company's employee diversification increases, we understand the importance of promoting a broader base of cultural and global geography, gender, race, generations, sexual orientation and diversity of thought within our company. Developing a greater understanding of the range of cultures our operations influence, and are influenced by, will assist us to maintain our license to operate within these geographic locations. To facilitate a broader understanding of the diverse cultures that exist within the organization, we have recently launched a Diversity and Inclusion Initiative. The Initiative's current focus is to develop a long-term strategy to support diversity in our internal and external stakeholders and to create an environment of inclusion, which embraces the power of multicultural talent and diversity and where all individuals are treated fairly and respectfully.





We are cycling down the path of health and wellness by supporting local bike challenges and bike path development at sites in Australia, Canada and the United States.

U.S. Iron Ore Labor Negotiations

In October 2012, following months of negotiations, we entered into new multi-year labor agreements with the United Steelworkers at our Empire and Tilden mines in Michigan and our United Taconite and Hibbing Taconite mines in Minnesota. The agreements cover approximately 2,400 employees, or 32 percent of our global workforce.

These negotiations exemplify our commitment to our employees as we were able to secure the Union's agreement to continue the negotiation process following the contracts' expiration in late August 2012. Employees continued working and the parties continued their dialogue for more than a month following contract expiration before being able to reach new agreements. This was only possible because of the goodwill that exists between the parties. We are very proud that we were able to complete the process without our workforce experiencing any type of work stoppage.

2012 Workforce Statistics

We have a substantial workforce that supports our global operations. Trends for 2012 include:

Increasing our workforce to 7,589 total employees

Tripling the number of women in management over the last 5 years

Increasing the percentage of our salaried female workforce to 20 percent from 2011

Health and Wellness

We continue to offer a variety of wellness programs, including health assessments, ergonomic assessments, online health management programs, smoking cessation programs and worksite wellness events. We encourage employees to participate in fitness and health management programs by providing several options. In 2012, we saw a 100 percent increase in the number of participants in our wellness programs. In 2013, we intend to further identify programs that result in behavior changes around healthy lifestyles and a healthy work environment.

Talent Development

Training and Performance Management

During 2012, approximately 65 percent of our high potential employees took on new responsibilities.

Leadership Training Programs

We manage three leadership training programs, with a fourth currently in development. Our goal is to develop our employees' careers with a focus on future leadership and talent retention.

Career Courses and Training

We provide our employees with courses and experiential programs to further their careers with us, including the Engineering, Development, and Growth of Engineers Program (EDGE), a Mentoring Program and more than 400 online courses through Cliffs College.

OUR COMMUNITIES

Our mining operations are dependent on our communities to provide the people, services and support that ensure our success. In turn, we are committed to supporting our communities' growth and prosperity.



The relationship we have with our stakeholders extends to our employees, their families, schools, local businesses, government leaders, environmental groups and other partners. No two communities are the same, so our approach to engagement varies by operation to best address the challenges and opportunities facing each community. We demonstrate our support for local communities through our engagement, social investment and our decision-making strategies. Our stakeholder engagement highlights for 2012 included:

Contributing more than \$4 million through The Cliffs Foundation, local contributions and the United Way to support education, civic, health and cultural programs

Continuing to build our relationships with Indigenous and Aboriginal Groups

Working with regulators to strengthen mine health and safety legislation

Community Engagement Objectives:

Engaging stakeholders on projects and issues of interest

Engaging communities and stakeholders about our current and proposed mine operations and business practices

Investing in our communities' social and cultural development

Integrating sustainable business practices into daily activities

2012 Investment Highlights

Our community investments focus on the areas of safety, health and wellness, culture and development and education. Contributions to our communities are made locally, through operation and corporate contributions and our charitable fund, The Cliffs Foundation.

Health and Wellness

We contributed over \$500,000 to health and human services initiatives, disaster relief and emergency services in local communities.

Culture and Development

We provided more than \$500,000 to culture and development programs.

Public Education

In addition to The Cliffs Foundation giving, we donated more than \$450,000 in grants and equipment to local public schools and community colleges.



Social Investment

Major Charitable Contributions 2012 (USD)

The Cliffs Foundation Giving	\$1,487,380
Local Contributions	\$1,858,517
U.S. and Canada United Way	\$870,708

Integrating Sustainable Business through Public Policy

Our public policy initiatives strive to improve our markets and secure our future through government advocacy, regulations and industry collaboration.

Buy America

U.S. Iron Ore successfully worked to preserve our markets by defending the “melted and poured” standard of Buy America.

Eastern Canadian Iron Ore Port and Rail Infrastructure

Our transportation and operations leadership worked to advance a strategy to address the needs of government and other businesses, while preserving our strategic land holdings and logistical infrastructure.

Coal Mining Safety Regulations

North American Coal brought positive changes to coal miners’ health and safety policies in Alabama and West Virginia.

Engaging and Educating Stakeholders

At the core of each of our operations is a commitment to the communities where we live, work and prosper. We work collaboratively with local groups, schools, educational institutions, regulators and our employees to create meaningful partnerships that sustain our operations and enhance our communities.

Strategic Examples of Community Engagement

Creating a dialogue with stakeholders

A critical part of any new project is engagement with local stakeholders. During the engagement phase of an exploration project in the Eastern Wheatbelt, Western Australia, we developed a best practice for stakeholder assessment and engagement. We first identified and prioritized external stakeholders and then, through communication with key stakeholders, we were able to identify potential community issues and proactively develop a management strategy to approach them.

During the development and operation of the Bloom Lake mine (Quebec), we implemented the Bloom Lake Cliffs’ Forum as a best practice. The quarterly forum is comprised of local community partners, elected officials, education representatives, health representatives, economic development leaders, non-governmental organization leaders and our management to discuss details of our projects and public concerns. By providing the local community with a quarterly mechanism for open communication, we will be continually aware of their interests and concerns and the community, in turn, will have a direct line of communications with the company.

Responding to community concerns

The mercury levels in Deer Lake have been identified as an Area of Concern by the State of Michigan. We assisted the City of Ishpeming in securing a \$2 million grant from the Great Lakes Restoration Initiative (GLRI), which required a \$700,000 match from the City. In 2012, we again worked with the City to help secure an additional \$6 million grant from the GLRI to complete the financing of this project.

Engaging Indigenous and Aboriginal Peoples

We operate in regions of the world where Indigenous and Aboriginal people have lived for many generations. We respect their heritage and invest substantial effort to better understand their culture and perspectives. By actively engaging with these groups, we are better able to design and propose mutually beneficial agreements that cultivate local economic growth and community support.

Throughout the development of our Chromite Project in Northern Ontario, we are working to build relationships with our stakeholders, including Aboriginal communities, Provincial and Federal agencies, municipal governments, non-government organizations and potentially affected individuals. To deliver a comprehensive and credible plan, the Chromite Project team continues to work collaboratively with interested parties to identify and address issues of importance pertaining to the project.

OUR ENVIRONMENT

Environmental Stewardship is one of our Core Values and can be defined as an ethic that embodies responsible planning and management of our resources.



As a Core Value, we believe that proper concern for the environment is an imperative element of a successful business strategy.

Maintaining our social license to operate requires us to be a leader in sustainable mining practices. To achieve this, it is essential we apply the same rigor to our environmental systems and performance as we do to safety, quality and profitability. Most importantly, we do not compromise our safety or our environmental practices for the sake of production.

Our Environmental Policy highlights that our ethical, safe and environmentally responsible behaviors are the backbone of our business.

In our 2011 Sustainability Report, we published our three-year Environmental Sustainability Strategic Plan. This plan presented an organization-wide approach to address emerging environmental issues.

During 2012, we began to implement programs to support the Environmental Sustainability Strategic Plan. Key projects completed in 2012 included:

Membership in the Mining Association of Canada's TSM initiative and commencement of the self-assessment process

Carbon Disclosure Project reporting and a greenhouse gas reporting assessment

Creating a water use/discharge risk assessment

Establishing a Biodiversity Working Group, policy recommendations and a draft implementation guide

Certification of our North American Coal operations' EMS

From a foundation of sound science, we have made great progress instituting responsible environmental management processes at all of our mining operations. During 2012, across our operations, we implemented a number of environmental programs that addressed emissions, tailings, waste and spill management.

2013 Environmental Objectives

In support of the three-year Environmental Sustainability Strategic Plan, we have set forth the following 2013 strategic objectives:

Execute the Environmental Performance Improvement Program to measure and improve our overall environmental performance

Continue implementation of the Environmental Sustainability Strategic Plan

Advance mercury reduction research and technology development to the next stage

Reduce spill volumes by five percent from 2012 levels

Capital Environmental Protection Expenditures (in millions)



*Estimated expenditures in 2013 are comprised of approximately \$60 million for projects at our Eastern Canadian Iron Ore operations, \$19 million for projects in our U.S. Iron Ore operations and \$8 million in our North American Coal operations for various water treatment, air quality, dust control, selenium management, and other miscellaneous environmental projects.

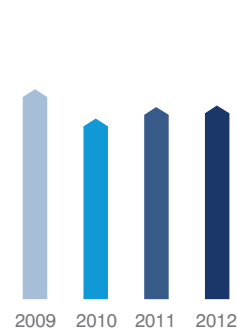
Total Water Discharged to Surface Waters

(in million m³)
380.31 415.70 401.75 394.80



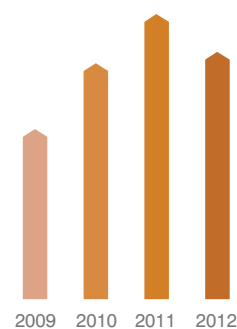
Total Water Use

(in million m³)
302.70 260.40 276.00 277.40



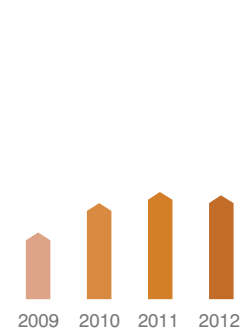
Total Direct Energy Use

(in million gigajoules)
30.73 42.72 52.01 44.97



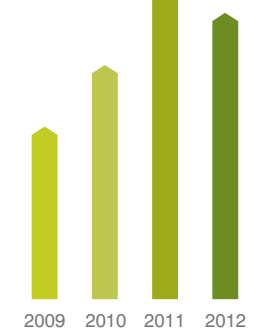
Total Indirect Energy Use

(in million gigajoules)
11.90 17.26 19.31 18.27



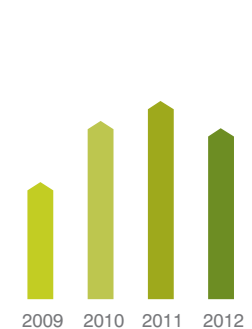
Total Direct Greenhouse Gas

(in million metric tons CO₂e)
3.31 4.47 5.95 5.46



Total Indirect Greenhouse Gas

(in million metric tons CO₂e)
2.23 3.38 3.79 3.28



Global Operations

● Iron Ore ● Chromite ● Coal ● Offices

No.	Mines	No.	Mines
1	Empire Mine	6	Black Thor
	Tilden Mine		Black Label
	Hibbing Taconite Mine		Big Daddy
	Northshore Mining	No.	Offices
	United Taconite Mine	7	Cleveland
2	Wabush Mine	8	Duluth
	Bloom Lake Mine	9	Ishpeming
3	Koolyanobbing Operations	10	Montreal
		11	Thunder Bay
No.	Mines	12	Toronto
4	Pinnacle Mine	13	Perth
	Cliffs Logan County Coal	14	Santiago
	Cliffs Logan County Coal - Thermal	15	Beijing
5	Oak Grove Mine	16	Toyko



2012 SUSTAINABILITY REPORT SUMMARY

Corporate Profile

Headquartered in Cleveland, Ohio, USA, Cliffs Natural Resources Inc (NYSE: CLF) (Paris: CLF) is a global mining and natural resources company, responsibly operating in four countries and with exploration active in several others.