

CLEVELAND-CLIFFS INC.

SUSTAINABILITY REPORT 2020

EXECUTIVE SUMMARY



The background of the entire page is a blue-tinted photograph of a landscape. In the foreground, several large, dark steel pipes are stacked horizontally, receding into the distance. The pipes are arranged in a way that creates a strong sense of perspective. In the background, there are silhouettes of trees and a clear sky. The overall color palette is dominated by various shades of blue.

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CEO LETTER

Dear Stakeholders,

2020 was a transformational year for us with our acquisitions of two prominent steel producers, AK Steel and ArcelorMittal USA, and completion of our first Direct Reduction Plant in Toledo, Ohio. In less than a year, we evolved from a 173-year old iron ore company into the largest flat-rolled steel producer in North America. Throughout our history, Cleveland-Cliffs has taken pride that we operate in a responsible, sustainable manner and act as a good neighbor within our local communities. We are now moving to implement these important tenets across our newly expanded company and we want to let stakeholders know about these efforts.

We developed this Sustainability Report Executive Summary to provide a brief review of some of our most significant corporate sustainability efforts and as a preview of the topics that we will be discussing in more detail in our forthcoming, full Sustainability Report. We are in the process of developing our full Sustainability Report consistent with Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) guidance, and our full report will be available in the second quarter of 2021.

As Cleveland-Cliffs expanded its business, our executive leadership team and I focused on developing an integrated, sustainable business model across the entire company. Through best environmental, social and governance (ESG) practices and a robust governance structure, we will continue to maintain the highest levels of ethics and integrity. These efforts are essential to ensuring we act in the best interests of our stakeholders.

As the global pandemic emerged in 2020, our commitment to protecting the health and safety of our employees, customers and supply chain was critical to our success. We quickly adopted enhanced safety protocols to help ensure our employees' safety while continuing to deliver for our customers. As a result of these actions, we continued to operate safely through 2020 and our business performance was not significantly impacted by COVID-19. We are also proud to have helped in responding to COVID-19 by donating more than \$1 million dollars to food banks in our communities in the United States and Canada to address food insecurity.

I am honored to lead a company which is integral to rebuilding a manufacturing economy in our country and which provides good-paying, sustainable jobs for more than 25,000 people. Cleveland-Cliffs has been and continues to be built for future generations. The decisions that we are making today will have significant impacts for decades to come — on our employees, communities, stakeholders and environment. I look forward to further sharing our progress and vision towards a sustainable future.

Sincerely,

LOURENCO GONCALVES
Chairman, President and Chief Executive Officer

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Throughout our history, Cleveland-Cliffs has taken pride that we operate in a responsible, sustainable manner and act as a good neighbor within our local communities.

LOURENCO GONCALVES
Chairman, President and Chief Executive Officer

ABOUT OUR COMPANY

Founded in 1847 as an iron ore mine operator, Cleveland-Cliffs is now the largest producer of flat-rolled steel and iron ore pellets in North America. Our portfolio includes flat-rolled carbon steel, stainless, electrical, plate, tinplate and long steel products, carbon and stainless steel tubing, hot and cold stamping and tooling, as well as hot-briquetted iron (HBI) and custom-made iron ore pellets.

Cleveland-Cliffs operations have a proud history of corporate responsibility and safe operations. For example, our iron ore mining operations exceeded the U.S. 2015 Paris Agreement pledge to reduce 26 to 28% greenhouse gas (GHG) emissions from 2005 baseline levels six years ahead of the 2025 target. We also accomplished large scale reductions in Regional Haze air pollutants including fine particulate matter (PM 2.5), sulfur dioxide, and nitrogen dioxide. As we expand our footprint, we will build on our commitment to environmental stewardship, focus on the health and safety of employees and other stakeholders, and protect our social license to operate a sustainable business.

All data reflects Cleveland-Cliffs' currently owned assets unless otherwise noted.



2020: A TRANSFORMATIONAL YEAR

AK Steel & ArcelorMittal USA Acquisitions

In 2020, Cleveland-Cliffs transformed itself from a mining company supplying iron ore pellets to North American steel companies into the largest flat-rolled steel producer in North America. With a strategy focused on American steel, the acquisition of AK Steel in March 2020 aligned perfectly with the Company's positive future outlook for automotive production and manufacturing in the United States. The second step of Cleveland-Cliffs' transformation into a fully integrated American steel enterprise was completed with its acquisition of substantially all of the operations of ArcelorMittal USA in December 2020. This acquisition further enhanced Cleveland-Cliffs' competitive advantage in increasingly quality-focused markets, grew our position in the automotive steel marketplace, and advanced our access to important steel-intensive American markets such as construction, appliances, infrastructure, machinery, and equipment.

The largest flat-rolled steel producer in North America.

Now that Cleveland-Cliffs has assumed a leadership position in American steelmaking, providing clarity on our sustainable business model is in the best interest of all stakeholders and an important way to help increase the long-term competitive advantage of our company. Built on a strong legacy of safety, environmental stewardship and community engagement, Cleveland-Cliffs has always operated responsibly to produce iron ore pellets that enable production of clean steel. Going forward, we will continue that legacy to produce steel and steel products in a clean and sustainable manner for future generations.

Providing Cleaner Feedstock for Domestic Steelmaking with HBI

Cleveland-Cliffs completed construction of our first Direct Reduction Plant and began producing high-quality HBI in late 2020. The HBI that we produce is a compacted form of direct reduced iron shaped into briquettes for ease of shipping, handling, and feeding into blast furnaces and electric arc furnaces (EAFs). The project represents an important step in our strategy to reduce GHG emissions. Built on a brownfield redevelopment site in Toledo, Ohio, it is the most modern, efficient and environmentally-compliant Direct Reduction Plant in the world. It also makes Cleveland-Cliffs the first producer of high-grade, ore-based metallics in the U.S. Great Lakes region.

One key environmental aspect of our Direct Reduction Plant in Toledo is that it uses natural gas. In fact, natural gas and direct reduction-grade iron ore pellets are the main raw materials used in the process. Utilizing natural gas—both as the reducing gas for the process, as well as providing heat for the process—allows our Toledo plant to produce significantly less GHG emissions and improve the overall carbon footprint in the steelmaking process.

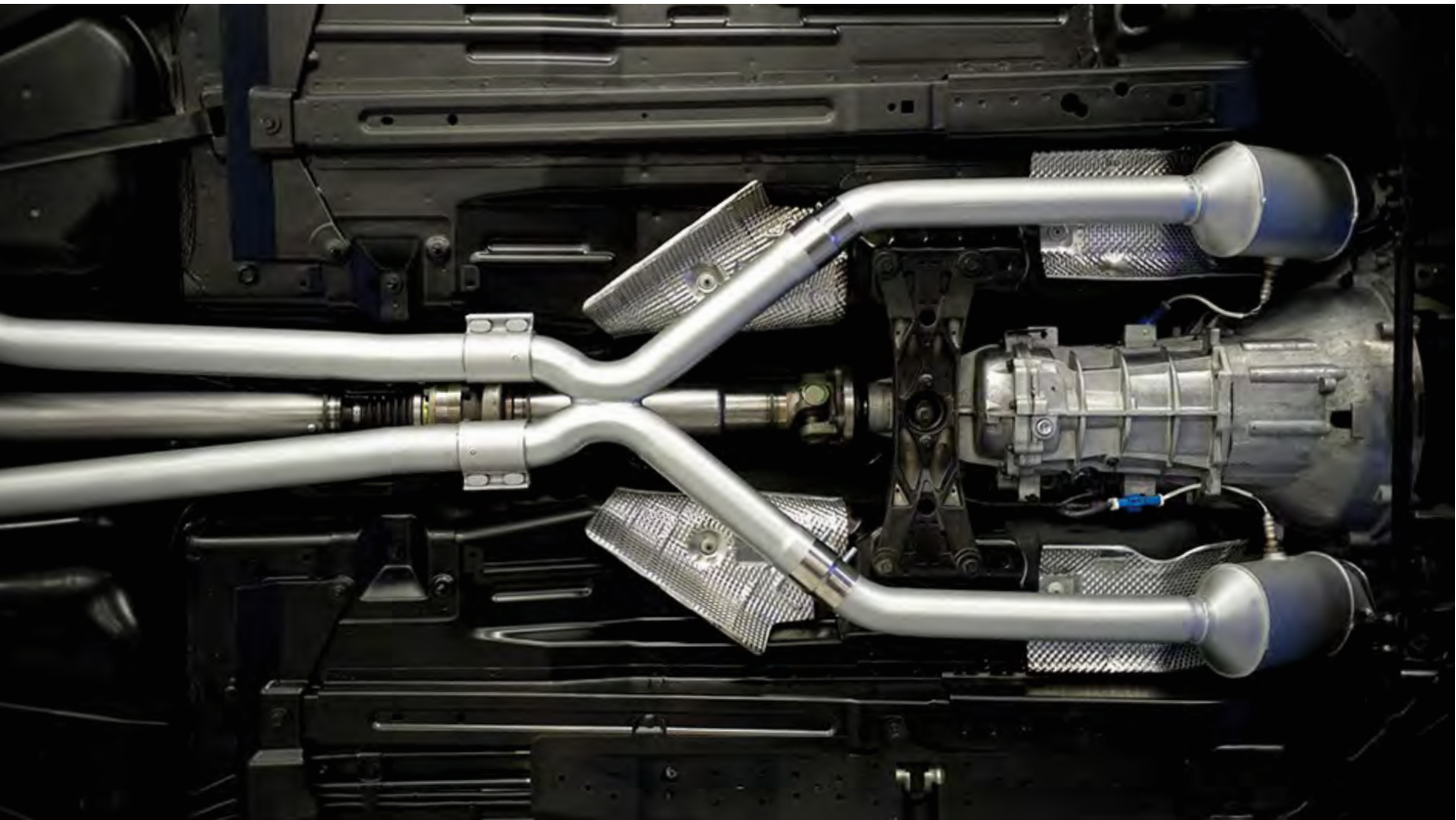
Our HBI product also enables reductions in GHG emissions with downstream usage in blast furnaces and EAFs. HBI can be used in blast furnaces to improve energy efficiency and reduce the amount of coke required when producing iron and steel. In addition, EAFs can incorporate HBI to offset the need to import pig iron and therefore eliminate GHG emissions associated with foreign pig iron production and transportation from other countries.

STEEL AS A SUSTAINABLE MATERIAL

Steel is a natural fit to the advancement of sustainability due to its inherent durability and recyclability. Steel is also a critical component to the development of clean energy infrastructure and the reduction of the United States' GHG footprint. It is vital to sustainable industries such as solar power, biofuels, wind energy, green construction, and low-carbon transportation. The American steel industry is among the cleanest and most energy-efficient in the world and it has the lowest GHG intensity of the seven largest steel producing countries in the world.

We believe that the sustainability of steel is a key component to the sustainability of American manufacturing, which in turn, is a necessary component for sustaining the middle class and our society as a whole. That is why Cleveland-Cliffs is committed to furthering technological innovation and the environmental, social, and economic sustainability of the steel manufacturing process.

Steel is used in a variety of automotive applications.



Steel is also critical to the development of clean energy infrastructure and further reduction of the United States' GHG footprint.

STEEL TECHNOLOGY DEVELOPMENT

Through our Research and Innovation Center in Middletown, Ohio, Cleveland-Cliffs is collaborating with customers to create innovative steel solutions that meet society's needs today and into the future. Steel has unique, sustainable applications in the automotive, energy, construction, packaging, and infrastructure sectors. We are leveraging the combined strengths and capabilities of our newly acquired steelmaking facilities to support our customers' evolving sustainability goals alongside our own.

One area of focus is providing advanced high-strength steels (AHSS) to automakers, including third generation (Gen 3) steel grades. With increased strength and better formability, these new specialized grades of steel can be used to make thinner, lighter parts that reduce vehicle weight, increase fuel efficiency, and lower tailpipe emissions while maintaining superior strength and safety performance. For our customers, Gen 3 and other AHSS products are more cost-effective and more environmentally friendly than alternative materials such as aluminum, magnesium, and carbon-fiber.

Additionally, with the move to electric vehicles (EV) in the automotive industry, Cleveland-Cliffs is well-positioned as a leader in producing specialty electrical steels for more efficient and higher-performing hybrid and battery-electric vehicles. Cleveland-Cliffs is working with several automotive companies to use our high-grade, non-oriented electrical steel (NOES) to produce electric motors for the EV market. Our experience and knowhow position Cleveland-Cliffs to be the only major North American supplier of NOES in a rapidly developing market.

Steel is also critical to the development of clean energy infrastructure and further reduction of the United States' GHG footprint. We supply AHSS and electrical steel grades to support renewable energy and grid greening applications such as solar power racks and wind turbine components, as well as energy-efficient transformers, generators and motors.

ENVIRONMENTAL

CLEVELAND-CLIFFS' CLIMATE CHANGE COMMITMENT

We recognize that climate change continues to be an increasingly important issue impacting our planet. Although the American steel industry is among the cleanest and most energy-efficient in the world, we strive to improve our environmental footprint even further at Cleveland-Cliffs. We also understand our greater role in addressing climate change because of our recent acquisitions and business growth.

To this end, we publicly announced a commitment in January 2021 to reduce GHG emissions 25% by 2030 from 2017 levels. This goal represents combined Scope 1 (direct) and Scope 2 (indirect) GHG emission reductions on a mass basis combined across all of our Cleveland-Cliffs operations.

Our GHG reduction commitment is based on executing the following five strategic priorities:

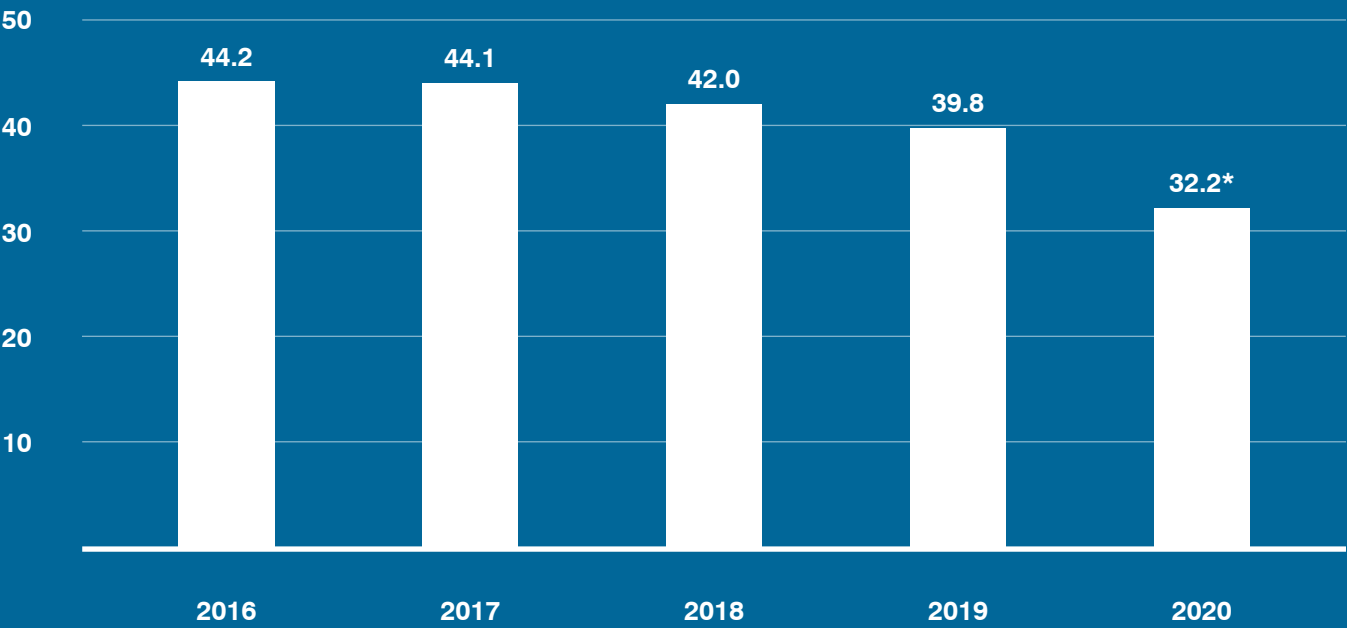
- Developing domestically sourced, high-quality iron ore feedstock and utilizing natural gas in the production of HBI;
- Implementing energy efficiency and clean energy projects;
- Investing in the development of carbon capture technology;
- Enhancing our GHG emissions transparency and sustainability focus; and
- Supporting public policies that facilitate GHG reduction in the domestic steel industry.

We will be sharing additional environmental metrics in our full Sustainability Report, which will be published later in the second quarter of 2021 to highlight other strategies to reduce our environmental footprint.

Northshore Mining natural habitat.

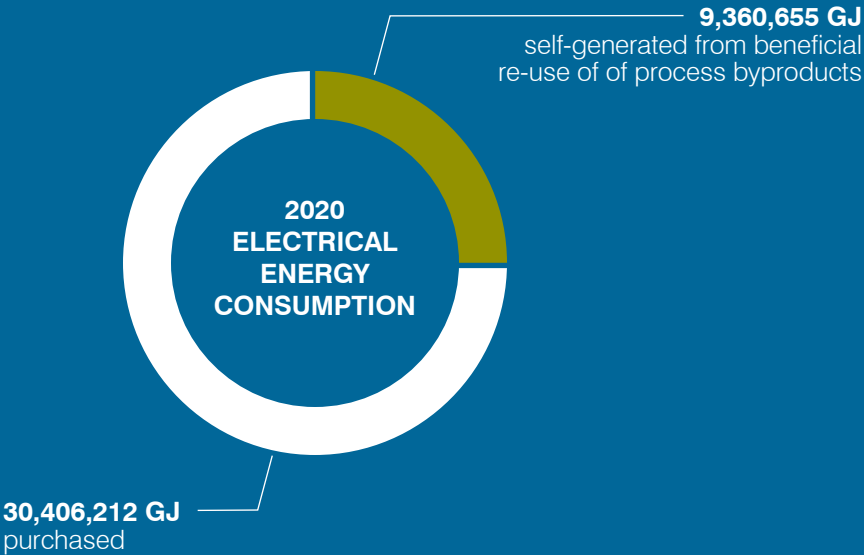


GHG Emissions (millions of CO₂e metric tons)



*2020 GHG emission levels were uncharacteristically low due to pandemic-related reduced production levels. 2020 GHG intensities were substantially similar to 2019 GHG intensities.

2020 Electrical Energy Consumption



ENERGY MANAGEMENT

Energy plays a large role in Cleveland-Cliffs' operations, impacting both the financial and environmental costs of making steel. As a large energy consumer in one of the most energy intensive industries, we are committed to developing energy efficiency innovations and partnerships within the steel industry. The following is a list of several of the important GHG or energy-saving projects already underway at Cleveland-Cliffs.

Burns Harbor Carbon Capture and Sequestration (CCS) Study — DOE-Funded Project

In 2020, the U.S. Department of Energy (DOE) funded a number of innovative projects supporting industrial decarbonization research efforts, including a research project at our Burns Harbor, Indiana facility. Through this project, Cleveland-Cliffs is investigating development of industrial-scale carbon capture technologies for blast furnace GHG emissions. If successfully implemented, the system could capture 50-70% of the GHG emissions from blast furnace gas. This project also includes evaluation of sequestration of the captured GHG.

The iron ore pellet stockpile at the Cleveland-Cliffs Burns Harbor steel operation in Indiana.



Cleveland-Cliffs' Direct Reduction Plant is the most modern and environmentally friendly in the world.

Commitment to Fund Hydrogen Project at Toledo Direct Reduction Plant

To further reduce our GHG footprint at our new state-of-the-art Direct Reduction Plant, we have committed to partnering with hydrogen producers to evaluate the partial replacement of natural gas with hydrogen when it becomes commercially available in quantities sufficient to support our facility. Without any modifications to the plant's configuration, we could replace up to 30% of the plant's natural gas consumption with hydrogen to reduce GHG emissions by approximately 450,000 metric tons per year. With additional equipment modifications and capital investments, we would be able to increase hydrogen usage up to 70% and reduce over 1 million metric tons of GHG emissions per year.

Cleveland Powerhouse

At our Cleveland Works in Cleveland, Ohio, we are upgrading one of the facility's powerhouses to significantly improve the facility's ability to generate electricity. The installation of a new steam turbine generator will maximize the facility's self-generated electricity by capturing and utilizing blast furnace gas to make steam and electricity for beneficial re-use. Through this project, the Cleveland facility will reduce its dependency on grid electricity by approximately 51 megawatt-hours (MWh). While this steel mill is already one of the most efficient and productive integrated steelmaking operations in the world, this project will further improve its energy efficiency and reduce its environmental footprint, complementing its world-class steel production and technological capabilities.

SOCIAL

EMPLOYEE HEALTH & SAFETY

At Cleveland-Cliffs, safe employees and safe production are Core Values and integral to everything we do. We strive every day to provide safe and well-maintained work environments for our employees, contractors and visitors. We require proper training, procedures, and equipment to deliver on our commitment to safe operations.

Cleveland-Cliffs’ mining businesses have been awarded with the Mining Safety and Health Administration (MSHA) “Sentinels of Safety” national safety award on multiple occasions. Cleveland-Cliffs is working to bring this same best-in-class safety culture to our newly acquired steelmaking businesses.

Cleveland-Cliffs’ Safety Department has initiated highly structured, innovative accident investigation and prevention initiatives like the Serious Injury & Fatality (SIF) and Field Verification of Critical Controls (FVCC) programs. We’ve also implemented action-oriented safety awareness and training programs such as “Life Saving Rules.”

We strive every day to provide safe and well-maintained work environments for our employees, contractors and visitors.

2020 Safety Metrics



*There were no fatalities under Cleveland-Cliffs’ controlled operations in 2020, but there were 2 fatalities at AMUSA facilities under previous management/ownership. All other safety rates reflect combined performance for all of 2020.

COVID-19 RESPONSE & PREPAREDNESS

While the global COVID-19 pandemic posed unique challenges in 2020, Cleveland-Cliffs quickly adapted. Our Company executed two major, transformational steel acquisitions and integrations as well as the startup of our Direct Reduction Plant in the midst of this unforeseen global pandemic and all of the uncertainty it presented. We are proud to have executed our business transformation considering the challenges posed by the pandemic, all while continuing to protect our employees across our mining and steel operations.

Just as we have always put the safety of our employees first, Cleveland-Cliffs has taken COVID-19 seriously from the beginning. Throughout the pandemic, our Company medical director has expertly advised the management team and continually monitors all recommendations and directives from public health officials to proactively address the risks of COVID-19 to our workforce and business.

We implemented numerous preventative measures to reduce our employees’ potential exposure to the virus and protect our people. These actions included requiring a daily self-check by employees and contractors before entering the workplace; changes to allow physical distancing in the workplace; increasing the frequency of sanitizing and cleaning at our facilities; and requiring employees to work remotely, if possible, to reduce the number of people in the workplace while maintaining safe operations. In addition, we provided personal protective equipment in alignment with industry best practices and required employees to wear face masks throughout our operations and offices.

We continue to assess and adapt to the evolving pandemic and remain committed to the safety of our workforce and the continuity of our business — one that is critical to the country’s economic stability and the economic development of the local communities where we operate.

*Mining Safety and Health Administration (MSHA)
“Sentinels of Safety” award.*





The Gleaners Community Food Bank in Michigan was one of Cleveland-Cliffs' grant recipients during the COVID-19 pandemic.

EMPLOYEE & UNION ENGAGEMENT

Unlike some other large companies, Cleveland-Cliffs truly appreciates and values the role of the labor unions that represent the majority of our workforce. This appreciation stems from an understanding of the critical role labor unions have played in the creation and maintenance of the middle class in our country. It is our belief that labor unions are necessary to rebuilding the middle class in America.

As such, Cleveland-Cliffs views our labor unions as valued business partners. We believe that we can accomplish more with their help and assistance than we could without them. To foster the type of relationship necessary to capitalize on this partnership, we make consistent, two-way communication a priority.

We have regular interactions and meetings with our union leaders and working groups to promote discussion, new ideas, and collaboration. This partnership was evidenced in our handling of the COVID-19 pandemic. The open, honest dialogue we regularly have with our unions enabled us to respond quickly to the pandemic and ensure the health and safety of our employees. Together, we quickly developed plans which enabled us to operate uninterrupted throughout the pandemic. Our response plan included a series of safety measures, leave for affected employees, and workplace modifications.

We also know that engaged employees make our company better. We believe in finding strong employees and empowering them to do their jobs. This philosophy has allowed us to shift seamlessly to remote work during the pandemic and ensure a safe work environment and engaged workforce. To manage this, we provide high level direction for the leadership team and then charge them with accomplishing what is required of the business unit. Cleveland-Cliffs knows that if you trust and empower your people, they will work hard for you, and that is a core piece of our management style. Our primary goal is to ensure the security of our employees through strong compensation and solid benefits that allow our people to have successful careers and provide for their families. We achieve this goal through employee empowerment and engagement, strong partnerships with our unions, and a positive workplace culture.

COMMUNITY ENGAGEMENT

Cleveland-Cliffs cares deeply about the communities in which we operate, and where our employees live and work. Our goal is to be a responsible corporate citizen that acts as a partner in solving community challenges and helping our communities thrive.

Our community outreach focuses on investing in education, improving the environment, and supporting healthy and vibrant communities. Through these focus areas, we have formed partnerships with schools, community organizations and other charities. Some recent examples of such outreach include the following.

Responding to Food Insecurity

At the start of the COVID-19 pandemic, The Cleveland-Cliffs Foundation invested in emergency grants to food banks and hunger centers in the communities where we operate. Then, in early 2021, the Company aimed to do more in recognition of the pandemic's ongoing impact by pledging an additional \$1 million from The Foundation to support 44 hunger programs in more than 35 communities across the United States and the Province of Ontario.

Investing in Education

Cleveland-Cliffs is strongly committed to investing in education. For example, in Cleveland, Ohio, we partnered with Friends of Breakthrough Schools to help fund quality educational opportunities for students of a high-performing nonprofit charter school. The Cleveland-Cliffs Foundation made a three-year leadership gift totaling \$1.5 million (2019-2021) to support teacher salary enhancements and facility upgrades, including a new playground. The gift builds on a decade of partnership with Breakthrough Schools' E Prep & Village Prep Cliffs Campus.

\$6.5 MILLION

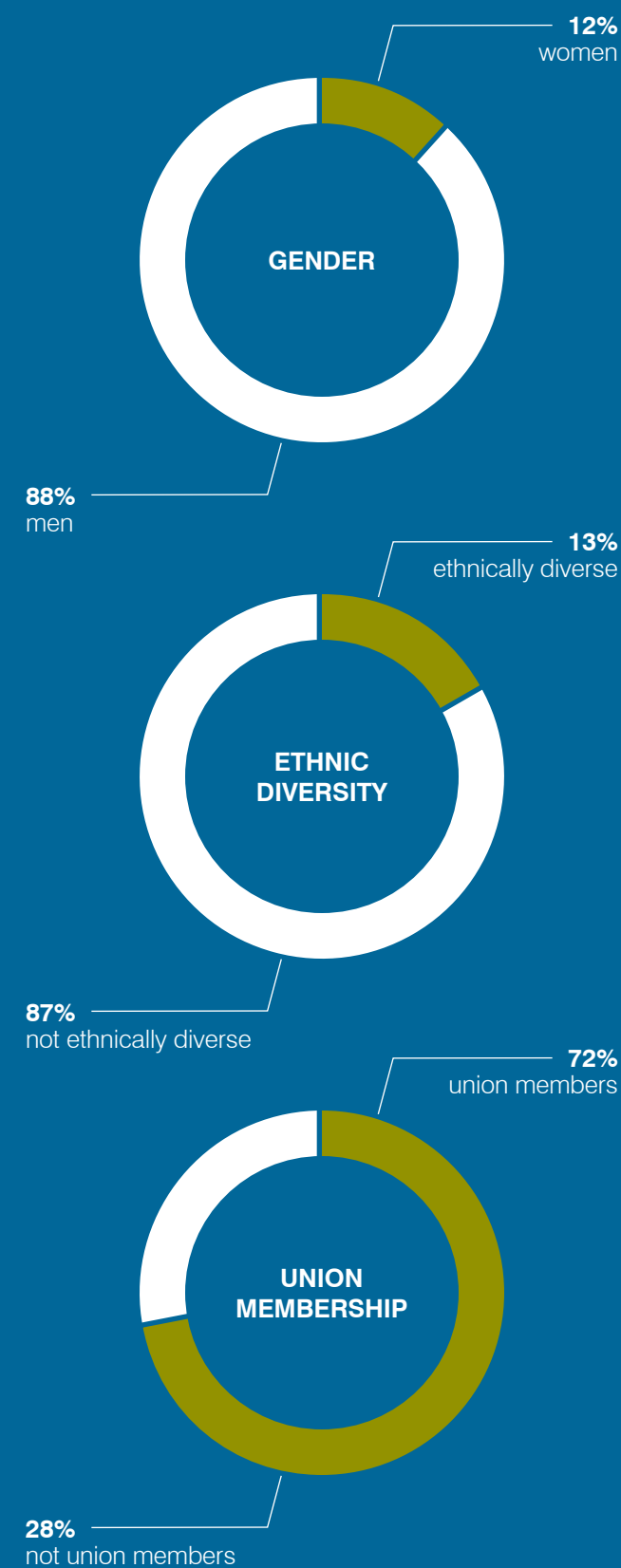
donated in Cleveland-Cliffs communities by the Company and our charitable Foundation

240+
community organizations supported

Supporting Our Great Lakes

Supporting the pillar of environmental stewardship, Cleveland-Cliffs began working with the National Fish and Wildlife Foundation (NFWF) in late 2020 after significantly increasing our presence and commitment in the Great Lakes region with the acquisition of ArcelorMittal USA. The Company is building on the legacy of leadership and NFWF partnership that began with ArcelorMittal USA in 2007, and Cleveland-Cliffs is engaged in the ongoing performance of three NFWF programs – Sustain Our Great Lakes, the Chi-Cal Rivers Fund and the Southeast Michigan Resilience Fund.

Employee Diversity



DIVERSITY, EQUITY & INCLUSION

At Cleveland-Cliffs, we strive to create a workplace that allows employees to thrive and grow both personally and professionally by providing opportunities for training and development, as well as participation in employee resource groups. We publicly acknowledge this commitment with our Code of Business Conduct statement affirming that we do not make employment-related decisions or discriminate against anyone on the basis of race, color, religion, gender, age, mental or physical disability, veteran status, national origin, sexual

We value and strive for diversity, equity and inclusiveness across our entire workforce.

orientation, or any other characteristic protected by applicable law. Moreover, we do not tolerate any form of harassment or intimidation in the workplace, especially actions directed at those in a protected or underrepresented class. Cleveland-Cliffs values and strives for diversity and inclusiveness across our entire workforce, including within our senior management team and Board of Directors. With our new footprint covering more than 40 operating locations in a range of urban to rural areas, Cleveland-Cliffs sees new opportunities to embrace diversity and inclusion. To help direct this effort, we plan to launch a formal Diversity, Equity, and Inclusion (DEI) initiative in 2021.



CORPORATE GOVERNANCE & ESG POLICIES

BOARD OF DIRECTORS' STRATEGY & SUSTAINABILITY COMMITTEE

With the acquisition of AK Steel and ArcelorMittal USA, we recognize the importance of a strong, clear focus on sustainability. To emphasize and improve this focus, we amended the Strategy Committee charter to include Sustainability. The newly renamed Strategy and Sustainability Committee meets quarterly and now oversees and monitors Cleveland-Cliffs' sustainability efforts, including our participation in CDP (formerly the Carbon Disclosure Project), our goals to reduce GHG emissions, and our legacy of environmental stewardship.

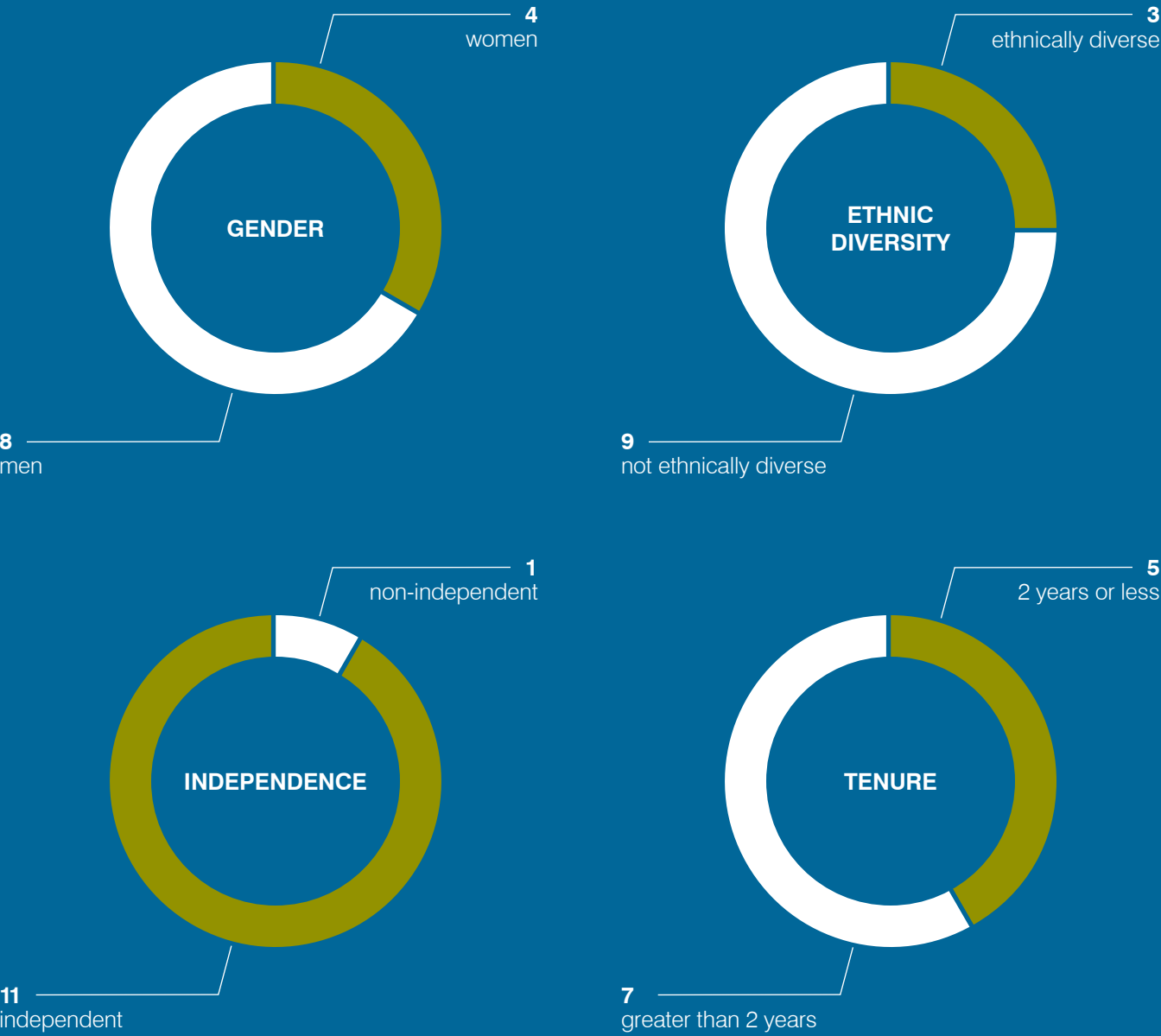
BOARD DIVERSITY

Cleveland-Cliffs' Board of Directors has evolved quite significantly in the last three years. We made diversity a priority and specifically sought candidates with this goal in mind. We now have expanded representation of women on our Board fourfold (from 1 to 4) and we have three ethnically diverse Board members. We remain committed to maintaining a diverse Board composition to ensure diversity of thought among the governing body of our Company.

PUBLIC POLICY ADVOCACY

As the world develops efficient technology and navigates a changing economy, steel plays an important role in the transformation to prioritize global sustainability. To facilitate this transition through public policy, our Government Relations team advocates for legislation that aligns with our objectives and supports sustainability in the domestic steel industry. We directly engage in lobbying and advocacy efforts to address public policy issues that pertain to Cleveland-Cliffs. We are also members of trade associations at the local, state, and national levels, and these associations allow us to track applicable public policy issues. Our employees serve on functional committees with these trade associations, and help drive the conversation to focus on policy issues that are important to our organization and its stakeholders.

Board Diversity



4.8 years of average tenure | 63 average age | 5 new directors joined in the last 3 years

We are a member of the leading national steel trade association, the American Iron and Steel Institute (AISI), and our participation includes serving on the AISI committee that advances sustainability in our industry. One specific example is our close collaboration with AISI to outline the priorities for AISI’s climate policy. AISI’s climate principles align with the climate-related public policy principles outlined in our own commitment to reduce GHG emissions. As part of our GHG strategy, we support public policies that incentivize GHG reduction while encouraging domestic steel production, which is cleaner and more efficient than other steel industries in the world. By supporting a carbon border adjustment program, we seek to prevent carbon leakage, which could shift steel production to countries with weaker environmental standards and result in GHG emission increases. We further support both public and private sector investment to enable sustainable development and technology that further reduces GHG emissions.

Cleveland-Cliffs is committed to steel production innovation at our Research and Innovation Center in Middletown, OH.



United Taconite's reclaimed tailings basin.

KEY ESG POLICIES & COMMITMENTS

Environmental Policy

Our Environmental Policy outlines the requirements to minimize the environmental and social impacts of our operations. We believe governance with foresight for the environment is a key element of a successful business strategy and aligns with the progression of sustainable development. Our policy reflects our commitment to compliance and best practices regarding our environmental impacts.

Core Values & Code of Business Conduct & Ethics

Cleveland-Cliffs’ Core Values support the framework in which we conduct sustainable business safely, honestly, transparently, and as a team, while still creating value for our stakeholders and our Company. Our Core Values also guide us through complex decision-making and business challenges. In addition, Cleveland-Cliffs’ Code of Business Conduct and Ethics — our “OneCliffs Way” — states in more detail specific guidance and expectations for upholding the Company’s Core Values. The OneCliffs Way applies to all Company directors, officers, and employees, and extends to anyone acting on our Company’s behalf, including consultants, agents, and third party representatives in our expanded footprint.

Conflict Mineral Policy

We have a Conflict Minerals Policy to ensure compliance with U.S. Securities and Exchange Commission conflict minerals reporting requirements. Under this policy, the Company endeavors to refrain from purchasing products or materials for use in our products that directly or indirectly finance or benefit armed groups in the Democratic Republic of the Congo or any adjoining country. Our policy also requires that we seek to source any non-recycled conflict minerals from smelters complying with internationally recognized responsible minerals sourcing standards.

Human Rights Policy

At Cleveland-Cliffs, we are committed to fostering positive social and employment relationships in every area of operation. We pledge to carry out the values outlined within the United Nations’ Universal Declaration of Human Rights to ensure that safety and human rights are protected wherever we operate. Our Human Rights Policy operates in alignment with and in support of our Core Values and Code of Business Conduct and Ethics.



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