

Robert M. Novotny

ROBERT M. NOVOTNY
13002 Brynwood Way
Naples, Florida 34105

Office Tel: 239 384 9982
Mobile: 239 961 8024
E mail: novrob@gmail.com

EXECUTIVE SUMMARY

Senior Executive with over 30 years of mining and metals experience: possess the unique blend of having worked 15 years in the consulting to the mining industry as a change agent, both identifying and implementing business solutions, coupled with working 15 years in the mining and metals industry as a line Corporate Executive.

PricewaterhouseCoopers, LLP, Consulting and Deals, Toronto, Ontario Canada Jan 2012 to Current

PricewaterhouseCoopers (PWC) Mining Center of Excellence for North and South America is based in Toronto, Ontario Canada. Its mission is to provide a broad range of consulting services to the mining industry.

Independent Contractor:

Key Responsibilities: In the role of SMS (Subject Matter Specialist) filled lead roles on assignments in the mining sector in North and South America, supporting assignment delivery to clients. Project efforts included: due diligence reviews; cost reduction and productivity improvement identification and implementation; enterprise risk assessments; operational internal audit assessments; design of internal audit process and procedures; enterprise maintenance evaluation; and supply chain assessments.

Anderson & Schwab Inc. Management Consultants, Denver, Co. May 2008 to Jan. 2012

Anderson & Schwab Inc. Management Consultants is a wholly owned division of The Dolbear Group, headquartered in New York, NY. The Behre Dolbear Group is a global mining consulting company that has served the mining industry for over 100 years providing technical, business, and financial advisory services to the world's leading mining companies. Anderson & Schwab was acquired in 2009 to broaden the Groups expertise on improving client productivity.

President:

Key responsibilities: Design, develop and implement a business process consulting practice to complement the technical expertise of the core business of the Behre Dolbear Group. Key focus of the management consulting practice is identification of productivity improvement in mining operations and the implementation of practical permanent solutions. Additionally, assist clients in creating and internalizing a continuous improvement culture to assist in sustaining a financially viable mining business.

Major Impacts: have designed tools to support the business, have successfully acquired and integrated A&S and Behre Dolbear Management Consulting Inc. built the business from a concept in September 2008 to a positive cash contributor in each year of activity.

Smorgon Steel, Newcastle, NSW, Australia Oct. 2006 to Mar. 2007

Smorgon Steel was a privately held scrap steel and operating company. It was acquired in 2007 by One Steel.

Robert M. Novotny

General Manager Grinding and Rail Wheels division:

Key responsibilities: Manage the site during the acquisition by One Steel. The position responsibilities included all aspects of the business from scrap acquisition, production, downstream production, and sales. I was responsible for P&L for the company's largest and most profitable division on an interim basis.

Zinifex Ltd. Melbourne Australia, Victoria

Nov. 2004 to Oct. 2006

Zinifex Inc. is an Australian based metal and mining company and the largest producer of refined zinc in the world. .

General Manager of Business Improvement, Melbourne Australia

Key Responsibilities: Design and implement a business improvement process globally for the company, develop implementation process and implement "Project Productivity", identify corporate wide improvement opportunities, provide support to the sites for local productivity initiatives.

Major Impacts: Developed and implemented a global Business Improvement network and integrated the business improvement activities of the Company's seven sites, Created a corporate "continuous improvement culture". Delivered planned headcount reductions and productivity improvements from "Project Productivity" which fulfilled the initial promise of the CEO to shareholders of the company in the first annual communication after the IPO. The implementation of Project Productivity was a key element leading to the formation of a JV with Umicore to establish the worlds largest zinc smelting and refining company and afford Zinifex the opportunity to become a stand alone mining company.

Pasminco Zinc Inc. / Zinifex Clarksville Inc.

Nov. 2002 to Nov. 2004

Pasminco had zinc mines and refineries in Australia, the Netherlands, and the US. The company mined and refined in excess of 900,000 metric tons of zinc per annum. In April 2004, the company emerged from Voluntary Administration as Zinifex Ltd. The US Operations were renamed Zinifex Clarksville Inc.

President

Key responsibilities: Stabilize and lead the business while the parent company re-capitalized in the Australian equity markets, additionally work with the US EPA for a resolution to the company's environmental permit issues (known as the Bevill Amendment Exemption).

Major Impact: Retained the Bevill exemption which saved the plant from closure and provided an opportunity for it to become part of Zinifex and now Nyrstar (new venture with Umicore)

PricewaterhouseCoopers LLP, Denver Co

June 2000 –April 2002

PricewaterhouseCoopers is the world's largest service provider and public accounting firm. In addition to accounting and tax support, PwC offers management consulting on a global basis to all industry segments.

Director, U.S. mining cost reduction and productivity improvement practice

Key responsibilities: Development a cost reduction practice focused in the mining industry in North America. Additionally, acted as the U.S. liaison with the Canadian and Australian consulting practice and participated with the firm's financial advisory services group with financial restructuring activities within the mining industry

Major Impact: Developed business in the US, Canada and Mexico with minimal input or direction from US mining partners. Played the key role from the Denver office in integrating the mining consulting groups in the US, Canada and Australia before the divestiture of the consulting group to IBM.

Robert M. Novotny

Clayton Group Services, New York, NY

June 1999-Jan 2000

United States based environmental consulting firm, engaged in all aspects of environment, safety and health consulting services.

Director Management Consulting:

Key responsibilities: Create a management consulting practice focused on cost reduction and the implementation of environmental management systems (EMS).

Major impact: Successfully introduced Clayton to 100 new companies in the first six months of business development. Created a cost reduction approach, analytical tools and marketing program to introduce Clayton to a new market. The consulting practice successfully acquired, through cold call marketing, six proposal opportunities, including the single largest opportunity in the firm's history in the first 6 months of the effort.

ASARCO Incorporated, New York, NY

1994-1998

Asarco was a US Fortune 500 Company, which was the fourth largest publicly, traded mining company in the world before it's acquisition by Grupo Mexico in 1999. The company primarily produced refined copper and lead for use in the automotive, housing and telecommunications industries.

VICE PRESIDENT Lead, Zinc, Silver and Aggregate Operations

Key responsibilities: Operations and P&L management for six operating divisions with over 2,100 employees generating \$600 million in sales. Represented the company on the executive committees and boards of all international lead, zinc, silver and aggregate industry organizations. Provided leadership in the compliance with all environmental and safety regulations for all units across the US.

Major impacts: Created a continuous improvement culture and maintained cash flow to sustain all divisions during a 10 year period of historic low prices in the lead and zinc industry. As a result, the divisions remained viable and increased the value to shareholders of Grupo Mexico's acquisition of the company in 1999.

Vice President Operations

1991-1994

Key Responsibilities: Operations and P&L management for Lead and Zinc mining and milling operations in Missouri, Zinc mining and milling operations in Tennessee and Lead Smelter in Montana and Refinery operations.

Major Impacts: Consolidated the Missouri mining and smelting operations and the custom smelting and refining operations in Nebraska and Montana into two autonomous operating divisions. The consolidation reduced overhead and operating costs by 15%. Exceeded the environmental compliance requirements and built strong community relations in all local communities. Improved employee relations in all operations by introducing employee involvement programs and by introducing gain sharing programs at each unit resulting in bottom line improvements during historic low metal prices.

Vice President Smelting and Refining Operations

1988-1991

Key Responsibilities: Operations and P&L management for the ASARCO's copper smelting and refining operations in Texas and Arizona and lead smelting and refining operations in Montana, Missouri, and Nebraska.

Major Impacts: Introduced initiatives in operations cost management, maintenance improvement and supply chain that maintained cost at each unit during major swings in metal prices worldwide. Developed and implemented environmental strategies and improved the units performance in meeting environmental compliance. Developed long term operating strategies and instituted capital management programs that reduced cash requirements during low metal price periods. Introduced an active employee retention and recruitment programs aimed at providing quality management for the long term future of the company

Robert M. Novotny

A.T. Kearney Inc., Chicago IL

1978-1988

A T Kearney is an International management consulting and search firm.

PRINCIPAL

Key responsibilities: Creation of a productivity focused consulting business internationally in the mining, rubber, automotive and steel industries.

Major impacts: Throughout my 10 year career with ATK I was in constant demand for project work and business development. My expertise in the tire industry was the key to the company acquiring it's first project work in the then Eastern Bloc and I successfully lead the largest project in the firms history (at the time) at Firestone, which became the model for the company's strategic development and lead to it's ultimate acquisition by EDS. Led company's effort at Asarco, largest US mining company, from bankruptcy thru cost reduction identification and implementation, improved production planning and execution, and multiple projects over a two year involvement.

Rubbermaid, Inc., Wooster, OH:

Warehouse Shipping and Receiving Manager responsible for all operational aspects of the Wooster shipping facility.

1977-1978

Frito-Lay Inc., Wooster, OH

1976-1977

Production Manager responsible for all operational aspects of the company's Wooster, Ohio production facility.

B.F. Goodrich Chemical Company, Independence, OH

1973-1976

Inventory Control and production Planning Specialist responsible for development of production plan and schedules and control of inventory of plant and satellite warehouses.

U.S. Army, Hanau, West Germany

1971-1973

Battery Executive Officer responsible for operation of 8" Howitzer battery in West Germany.

I was responsible for managing activities of 180 Non-Commissioned Officers and Enlisted men, many rotating through Germany after spending a year in Viet Nam, dealing with military, family and German culture issues while trying to rehabilitate themselves and their families after their tours in Viet Nam. I was honorably discharged as Captain after spending three additional years in the Army reserves in the US.

BOARD EXPERIENCE:

Past Member of the Boards of:

The International Lead Zinc Research Organization (ILZRO)

The Silver Institute

The Silver Trust

Silver Valley Resources, Inc.

Southern Peru Copper, Inc.

The Wildlife Habitat Council

Robert M. Novotny

EDUCATION

Completed the following courses:

JMW Leader of the Future Program

SAI Global Six Sigma Certification

Lean manufacturing Certification

Baldwin-Wallace University, Berea, OH 1977
MBA Systems Management Focus

The Ohio State University, Columbus, OH 1970
BS Business Administration, Marketing Focus

CLIFFS NATURAL RESOURCES INC.

FORM 10-K (Annual Report)

Filed 02/25/15 for the Period Ending 12/31/14

Address	200 PUBLIC SQUARE STE. 3300 CLEVELAND, OH 44114-2315
Telephone	216-694-5700
CIK	0000764065
Symbol	CLF
SIC Code	1000 - Metal Mining
Industry	Metal Mining
Sector	Basic Materials
Fiscal Year	12/31

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION**

Washington, D.C. 20549

FORM 10-K

ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
For the fiscal year ended December 31, 2014

OR

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
For the transition period from _____ to _____.

Commission File Number: 1-8944



CLIFFS NATURAL RESOURCES INC.

(Exact Name of Registrant as Specified in Its Charter)

Ohio

*(State or Other Jurisdiction of
Incorporation or Organization)*

34-1464672

*(I.R.S. Employer
Identification No.)*

200 Public Square, Cleveland, Ohio

(Address of Principal Executive Offices)

44114-2315

(Zip Code)

Registrant's Telephone Number, Including Area Code: (216) 694-5700

Securities registered pursuant to Section 12(b) of the Act:

<u>Title of Each Class</u>	<u>Name of Each Exchange on Which Registered</u>
Common Shares, par value \$0.125 per share	New York Stock Exchange
Depository Shares, each representing a 1/40th ownership interest in a share of 7.00% Series A Mandatory Convertible Preferred Stock, Class A	New York Stock Exchange

Securities registered pursuant to Section 12(g) of the Act:

NONE

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. YES NO

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. YES NO

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. YES NO

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). YES NO

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K (§229.405 of this chapter) is not contained herein, and will not be contained, to the best of registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K.

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See definitions of "large accelerated filer," "accelerated filer" and "smaller reporting company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer Accelerated filer Non-accelerated filer Smaller reporting company

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Act). YES NO

As of June 30, 2014, the aggregate market value of the voting and non-voting common shares held by non-affiliates of the registrant, based on the closing price of \$15.05 per share as reported on the New York Stock Exchange — Composite Index, was \$2,397,182,297 (excluded from this figure is the voting stock beneficially owned by the registrant's officers and directors).

The number of shares outstanding of the registrant's common shares, par value \$0.125 per share, was 153,279,552 as of February 23, 2015.

DOCUMENTS INCORPORATED BY REFERENCE

Portions of the registrant's proxy statement for its 2015 annual meeting of shareholders are incorporated by reference into Part III.