



Australia's most experienced magnetite producer



Investor Presentation

11 May 2022

Company Highlights

- ✓ **STRONG Safety Culture**
Achieved over 5 years LTI free at the end of March 2022
- ✓ **Most EXPERIENCED magnetite producer**
Over 55 years of operational experience on the Savage River Project
- ✓ **Shipped 2.5m tonnes of Iron Ore Products in 2021**
Over 2.5 million tonnes of pellets and chips sold through the port.
- ✓ **LONG LIFE producer of PREMIUM iron ore pellets**
High quality ore reserves (~ 47% DTR) producing ~65%+ Fe BF pellets
- ✓ **STRONG balance sheet**
\$463 million cash, cash equivalents and liquid investments at end of Dec 2021
- ✓ **Advanced GROWTH Project**
Further optimise the Southdown Project with Definitive Feasibility Study commenced



Vision & Values

Our Purpose:

The responsible provision of mineral resources to support sustainable development, growth and prosperity



Our Vision

We will produce high quality steel making raw materials economically and effectively.

Our operations will be efficient, flexible, and stakeholder focused.

We value

At Grange we all will...

Safety ✓ Work safely.

Respect ✓ Lead & act with fairness, integrity, trust and respect.

Accountability ✓ Be responsible & accountable for our actions.

Efficiency ✓ Utilise our resources efficiently and effectively.





Sustainability ✓ Engage with stakeholders and proactively manage our impact on their environment.

Teamwork ✓ Work together openly and transparently.

People ✓ Promote an inclusive and diverse environment in which our people can develop and prosper.

Environmental, Social, Governance

- In 2017, the International Business Council sponsored “The Compact for Responsive and Responsible Leadership”, which declared that “society is best served by corporations that have aligned their goals to serve the long-term goals of society”.
- They identified the Sustainability Development Goals as the roadmap for that alignment.

 Principles of Governance	 Planet	 People	 Prosperity
<p>The definition of governance is evolving as organizations are increasingly expected to define and embed their purpose at the centre of their business. But the principles of agency, accountability and stewardship continue to be vital for truly “good governance”.</p>	<p>An ambition to protect the planet from degradation, including through sustainable consumption and production, sustainably managing its natural resources and taking urgent action on climate change, so that it can support the needs of the present and future generations.</p>	<p>An ambition to end poverty and hunger, in all their forms and dimensions, and to ensure that all human beings can fulfil their potential in dignity and equality and in a healthy environment.</p>	<p>An ambition to ensure that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs in harmony with nature.</p>



Grange is developing an Environmental, Social, and Governance (ESG) framework

- Enables reporting against the 21-core metrics and disclosures as promoted by the World Economic Forum (WEF).
- Reviewing planned actions against the 4 pillars of the
- Assessing key stakeholders as part of our consultation process

Grange's Process

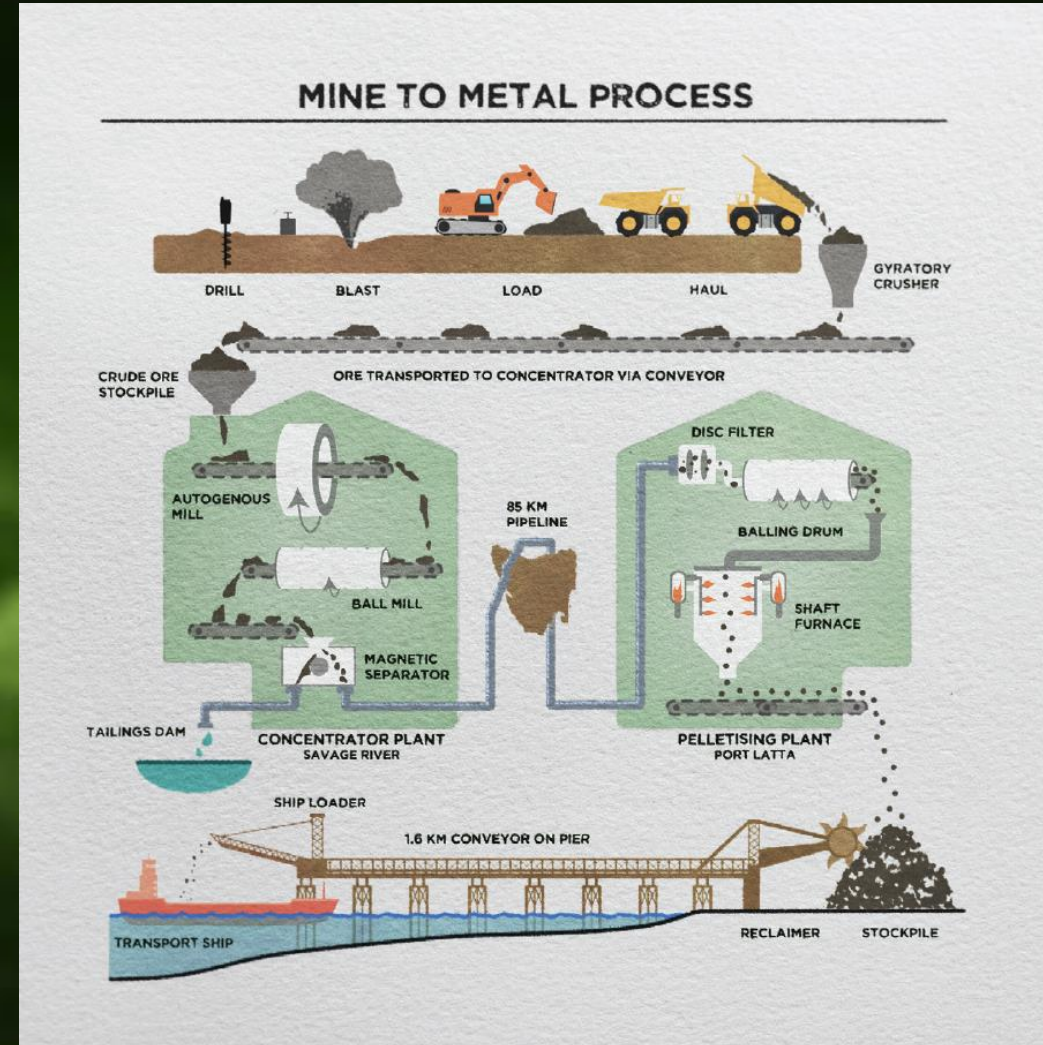
Savage River

- Magnetite iron ore is extracted from the open cut pit by conventional drilling, blasting, loading and hauling.
- Ore is then crushed to approximately 200mm and transported via a 1.6km overland conveyor belt to a stockpile.
- At the concentrator plant, the ore is processed through stages of autogenous mill grinding, ball mill grinding and magnetic separation.

The resulting concentrate is mixed with water to form a slurry which is pumped 85km through a pipeline to Port Latta. Transportation time is around 13 hours.

Port Latta

- The concentrate is de-watered and formed into small marble-sized balls then heated to over 1,000 degrees Celsius for around four and a half hours in a furnace.
- The pellets are screened to remove excess material and are conveyed to a finished product stockpile to cool.
- They are transported along the 1.6km-long pier to be loaded on ships.
- Exported to steel-making operations at Port Kembla, NSW and the Asia-Pacific region.





✓ Pellets have favourable physical and chemical properties.



✓ Reduction in waste - slag

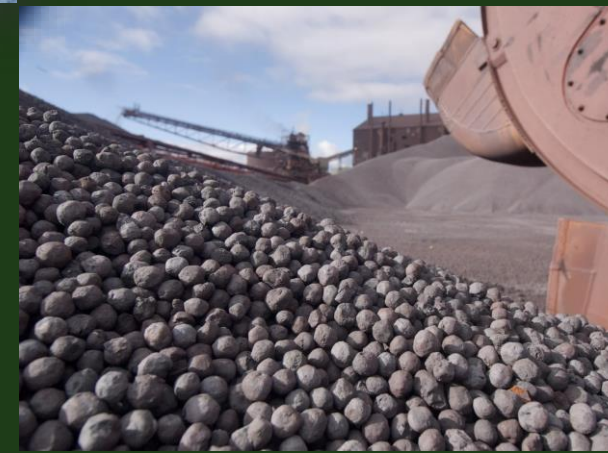
✓ Higher yield of metallic iron due to higher Fe content



✓ Lower maintenance costs in the Blast Furnace

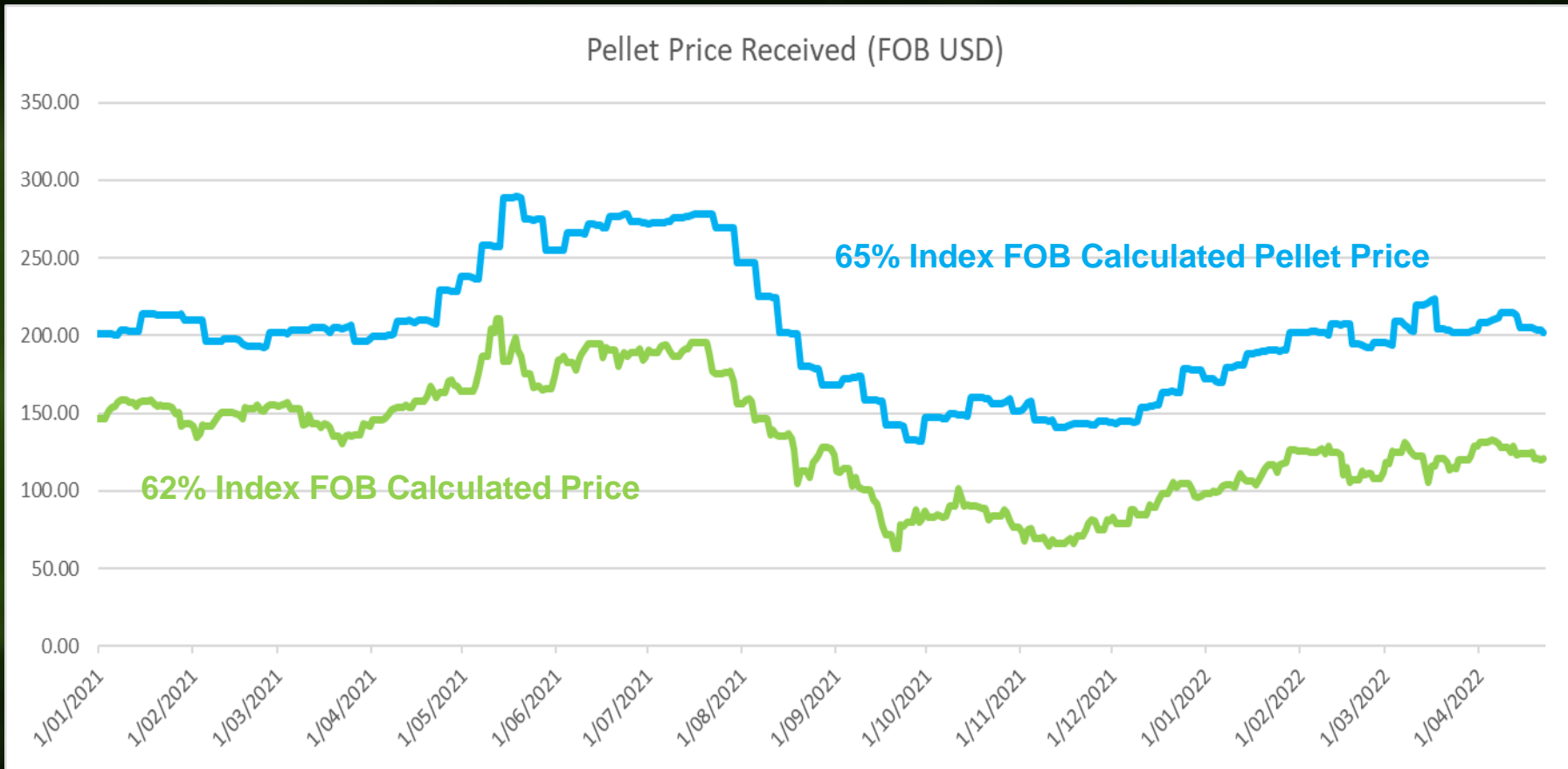


✓ Reduced environmental impact with decrease in air emissions



✓ Reduction in energy consumption

Our product attracts a premium price



Sustained Pellet Premium

- ✓ High Fe Content
- ✓ Low Impurities
- ✓ Attracting Premium
- ✓ Delivering into term offtake agreements

Strategic Plan

	Develop Sustainable LOMP	Integrate Innovation	Sustain Ageing Infrastructure	Build Capacity & Capability
Drivers	<ul style="list-style-type: none"> • Uncertainty in the Life of Mine Plan is a key area to address to underpin investment decisions. • Potential failure on the East Wall and instability in the mine introduce uncertainty into the production profile. • The single source of ore supply and low stockpiles provides no capacity to absorb any delays in the mine. • Extreme weather events have the potential to interrupt production 	<ul style="list-style-type: none"> • Innovation is critical to improving safety, efficiency and reducing cost • Innovation tools are integrated into the business through our MOS and we are building capability with our people and systems. • This needs to be considered at the transactional level, and in the development of the plan. • Application of new technology will support and improve operational outcomes. 	<ul style="list-style-type: none"> • Our process is supported by mature and valuable infrastructure and assets. • Maintenance has been deferred over periods of downturn. • Assets require investment to restore or replace where appropriate. • Cost Benefit Analysis should be used to support repair vs replacement decision. 	<ul style="list-style-type: none"> • People are our most valuable asset • We have a committed workforce with strong skills and experience base. • There is increasing competition for human resources as the industry grows. • We are losing key technical staff and are at risk of losing our skills and experience base.
Focus Areas	<ul style="list-style-type: none"> <input type="checkbox"/> Mitigate increasing pressure on OPEX costs <input type="checkbox"/> Develop contingency for extreme weather <input type="checkbox"/> Mitigate risk of Environmental approval delays on project development <input type="checkbox"/> Integrate Open Pit and Underground operation. 	<ul style="list-style-type: none"> <input type="checkbox"/> Introduce automation <input type="checkbox"/> Upgrade equipment tracking system <input type="checkbox"/> Optimise the mining cycle to reduce delay and increase efficiency. <input type="checkbox"/> Explore alternative Energy pathways <input type="checkbox"/> Build capability for expansion 	<ul style="list-style-type: none"> <input type="checkbox"/> Maintain mobile plant in the mine <input type="checkbox"/> Maintain fixed plant <input type="checkbox"/> Continue offshore refurbishment <input type="checkbox"/> Sustain the light vehicle fleet <input type="checkbox"/> Sustain the Pipeline 	<ul style="list-style-type: none"> <input type="checkbox"/> Retain employees <input type="checkbox"/> Attract the required skills <input type="checkbox"/> Improve the communication of our brand Build specialised expertise



Strategic Areas of Focus

Maximising Mineral Asset Value

- Provide high quality ore from North Pit
- Continue investment in mine development in Centre Pit
- Environmental approvals for Centre Pit have been obtained
- Investigating the potential to access ore at depth in North Pit via underground mining method
- Applying technology to enhance and improve production performance
- Maintain key mining equipment
- Continue to develop projects to improve mining efficiency

Strategic Review for Southdown Project

- Secure partner to develop project
- Definitive feasibility study phase is planned to be completed later this year
- Maintain good standing of leases and permits

Optimising Capital Allocation Plan

- Target growth opportunities to complement existing business
- Innovative Projects to grow enterprise value
- Invest in LOM projects

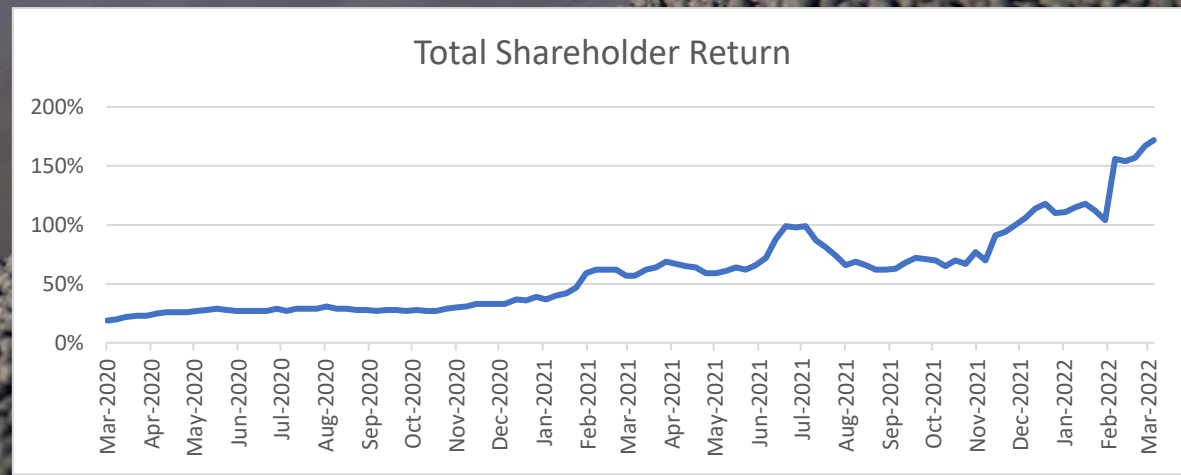
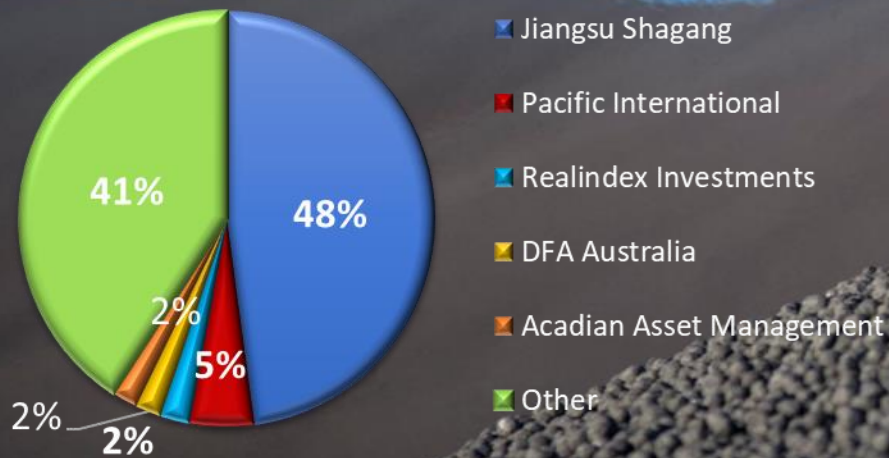
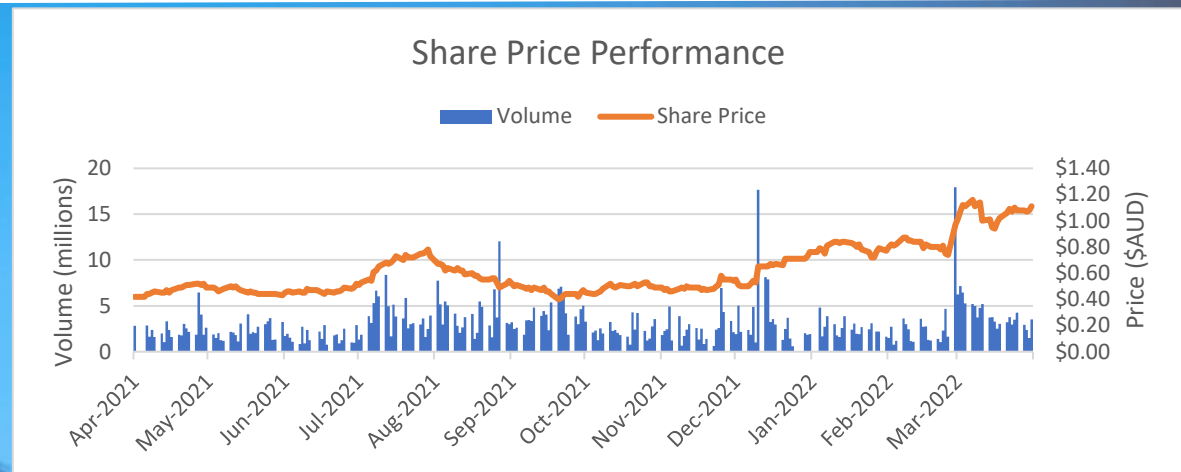


GRR Company Snapshot

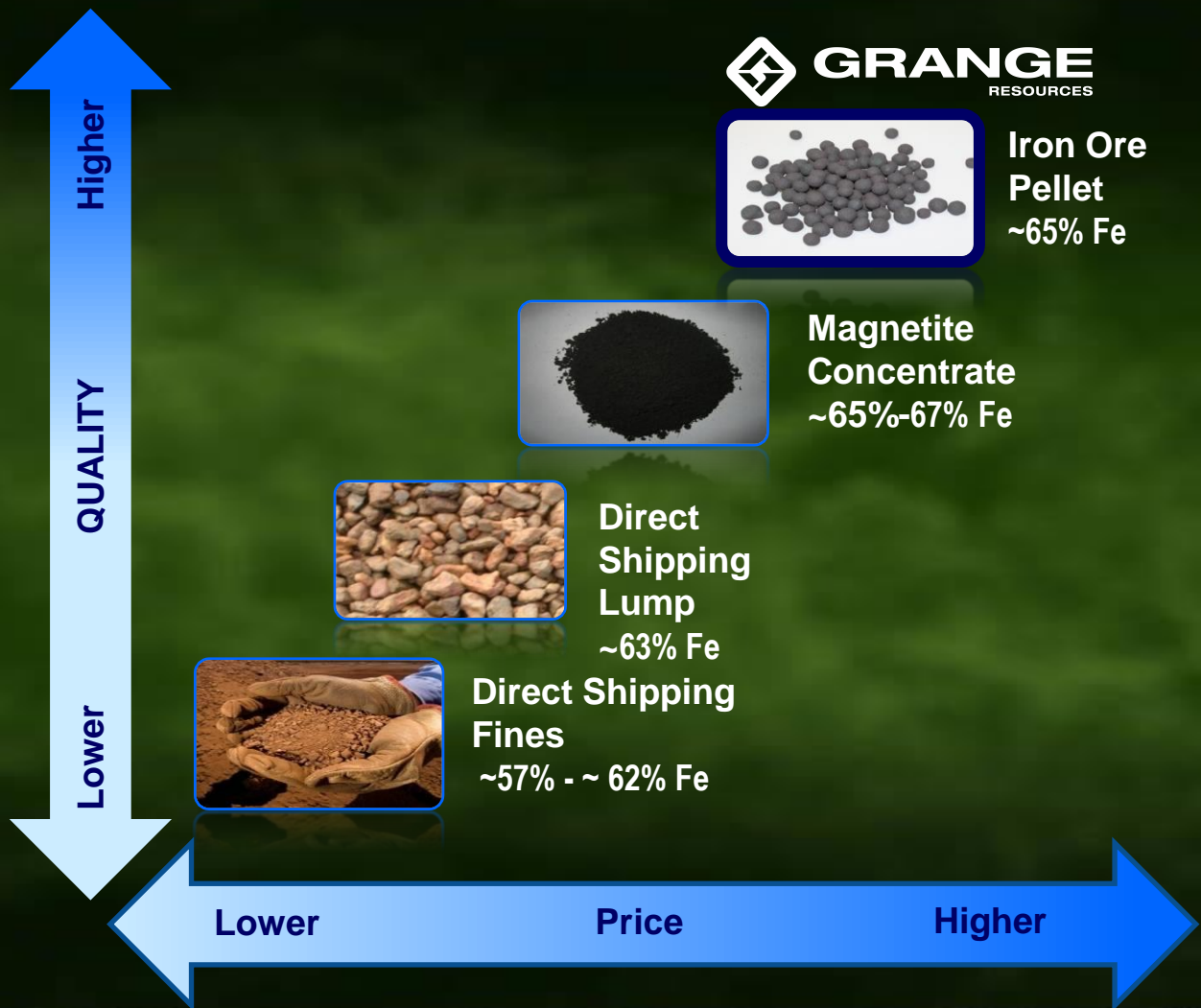
Capital Structure (A\$)

Ordinary Shares on issue	31 Mar 2022	1,157m
Share Price	31 Mar 2022	\$1.11
Market Capitalization	31 Mar 2022	\$1.285b
Cash, cash equivalents and liquid investments	31 Mar 2022	\$357m

Share Price, Trading Volume and Returns



Iron Ore Products



Magnetite is a naturally occurring mineral, commonly refined into an iron ore concentrate and used for steel production.

Smelting magnetite to iron involves agglomeration or 'clumping together' of the magnetite concentrate, and thermal treatment to produce spherical shaped balls – pellets.

Magnetite concentrate has internal thermal energy meaning less energy is required, compared to haematite, in the pelletising process which in turn results in less carbon dioxide emissions.

Our magnetite concentrate is a refined product, and has high iron content and low impurities.

This has beneficial quality, productivity, efficiency and environmental outcomes for the steel maker.

Highlights for 2021 — Tasmania

- ✓ **Exceeded 5 years Lost Time Injury Free**
By end March 2022.
- ✓ **Delivered full year production target**
Managed the safety health and wellbeing of our employees through COVID19
- ✓ **Continued investment in Mine Development**
The next stage of North Pit cutback commenced on the East Wall
- ✓ **Centre Pit Pre-stripping developed.**
Providing additional ore reserve for extended mine life
- ✓ **Concentrate production of over 2.5m tonnes**
Sustained quality output
- ✓ **Completed Prefeasibility into potential for underground mining**
Block cave or sub-level cave mining technically feasible and economical.
Progressing scope for DFS
- ✓ **Furnace 4 redesign completed**
Construction commenced scheduled for completion in 2022



LOM Strategies — Maximising Mineral Assets

North Pit

- High quality, long life resources
- ~238MT @ 50%DTR
- Supporting long life operations

Centre Pit

- Modelling in progress to further develop ore
- ~121MT @ 48%DTR

South Deposit

- ~11MT @ 47%DTR
- Supporting LOM tailings infrastructure construction

Long Plains

- Developing resources of ~107MT @ 35%DTR
- Potential addition to mine life



North Pit Mine Development

- Road width risk assessment completed and widening, and signage upgrades completed to improve risk controls completed

North Pit East Wall

- The geotechnical fences to limit the risk of rock fall entering the work area below 20mRL has remained effective in catching small scale failures during the last 3 months.

NP Stage 6 - Main Ore Zone

- Mined ore from the main zone along the eastern wall and from the south end of the pit to maintain concentrate production

North Pit Development

Centre Pit Stage 1

- The first part of Stage 1 has been completed
- Commenced mining of the temporary ramp and the western side of the Stage 1.



Centre Pit Development

Financial Performance

December 2021 Financial Position - Consolidated

Indicator	2021 AUD'000	2020 AUD'000	Difference AUD'000	Variance %	Comments
Current Assets	650,809	420,403	230,406	55%	↑Cash ↓Shipping receivables, ↑Ore inventories
Non-current Assets	469,426	453,377	16,049	4%	↑PP&E
Total Assets	1,120,235	873,780	246,455	28%	
Current Liabilities	160,046	83,506	76,540	92%	↑Income tax payable
Non-current Liabilities	88,970	78,183	10,787	14%	↑Provisions
Total Liabilities	249,016	161,689	87,327	54%	No debt
Net Assets	871,219	712,091	159,128	22%	\$162mil dividends paid to shareholders in 2021

2021 Performance

Indicator	Unit	2021 Actual	2020 Actual	Difference	Variance %	Comments
Concentrate	Tonnes '000	2,560	2,531	29	1%	↑ High grade ore from the Main Ore Zone in North Pit delivered throughout the year
Pellet	Tonnes '000	2,597	2,348	249	11%	↑ Pellet production line balanced with concentrate production
C1 Cash Operating Costs	AUD/t	99.73	99.77	0.04	0	↓ Increased concentrate production and continued focus on cost management
Iron Ore Sales	Tonnes '000	2,615	2,489	126	5%	↑ Sales line balanced with production and management of lower pellet stockpiles
Average Realized Price of Iron Ore Products*	AUD/t	276.17	196.77	79.40	40%	↑ Strengthening iron ore prices, in particular increased demand for higher quality products
Sales Revenue (Consolidated)*	AUD '000	722,282	489,882	232,400	47%	↑ Increased in production and sales volume ↑ Increase in iron ore prices
Net Profit	AUD'000	321,615	203,186	118,429	58%	↑ Significant increase in profitability

* FOB Price - includes freight costs on CFR shipments and final pricing settlements as per sales agreements. Pricing is typically finalised in one to three months after shipment month.

Core Growth Projects Achievements & Strategies

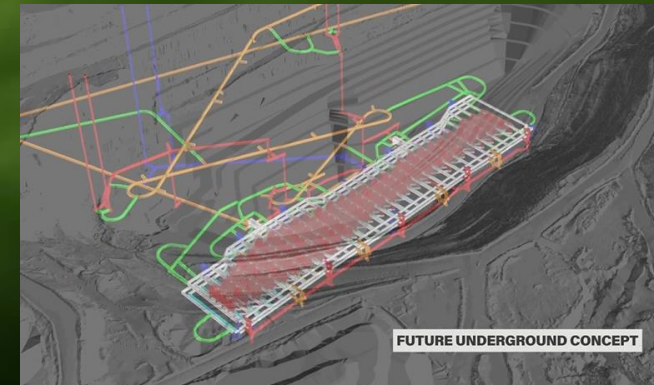
NPUG Feasibility Study

Underground Prefeasibility Study

- ✓ Standalone underground case
- ✓ Informs the decision to transition from open pit to an underground mine in the future.
- ✓ Demonstrated ore continuity at depth with a 30% (approximately 120 million tonne) increase in Mineral Resources.
- ✓ Potential 6 million tonne per annum production rate
- ✓ underground mine life of more than 10 years, utilising underground caving methods.
- ✓ Potential for increase in mine life.
- ✓ In line with company Environment, Social Governance (ESG) initiatives to investigate Green Pellet Production.

Next Steps

- ❑ Definitive Feasibility Study to proceed to next level of evaluation in H1,2022.



GRR:ASX market release 23 December 2021

Southdown project moving forward

Southdown Magnetite Prefeasibility Study

- ✓ Identifies a reduced-capital development option for the Southdown Magnetite Project
- ✓ Production rate of 5 million tonnes per annum of high-quality magnetite concentrate at 69.5 % Fe,
- ✓ The concentrator design utilises dry grinding technology to improve efficiency and reduce power and water demand.
- ✓ Early works are underway to confirm the potential of power supply via a transmission line in order to access significant renewable energy through a 3rd party provider.
- ✓ Studies indicate Cape size vessels can be loaded in King George Sound using transshipment methods.

Next Steps

- Definitive feasibility study phase has commenced
- Work is underway to seek revisions to current environmental approvals for the new aspects of the project.



GRR:ASX market release 22 March 2022

Ongoing Strategies

Our fundamentals remain firm:

- Experienced magnetite producer with a long-life project close to the Asian market
- Producer of a high-quality iron ore product (65%+ Fe) that receives a premium price
- Strong balance sheet
- Stable work force with minimal turnover
- Our people understand the intricacies of the business and are adding value

We continue to:

- Develop and optimise LOM
- Integrate ESG
- Seek feasible investments within the strategy undertaken by the Board
- Optimise capital allocation plan
- Diversify the sales markets outside of China
- Improve communications/relations with all shareholders



Primary Contact

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Notes:

- A lower cut-off grade of 15% DTR was used in the calculation of both the Mineral Resources and Ore Reserves
- For details of Resources and Reserves, refer ASX announcement 31-Mar-2022

