



Developing a low capex, high margin potash project in Morocco



Corporate Presentation

October 2020

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INTRODUCTION

A person wearing blue overalls and boots is using a shovel to dig in a field. The field has rows of young green plants. The background is a blurred green landscape.

- Demand for potash will continue to rise
- Inevitable need for new well-located sources of supply
- Outstanding project economics
- Key development expertise in place
- Massive equity upside compared to sector producers

POPULATION GROWTH REQUIRES EVER HIGHER YIELDS



Farmland per capita is shrinking as population rises — arable land (hectares per person) reduced by 33% in the 40 years to 2016



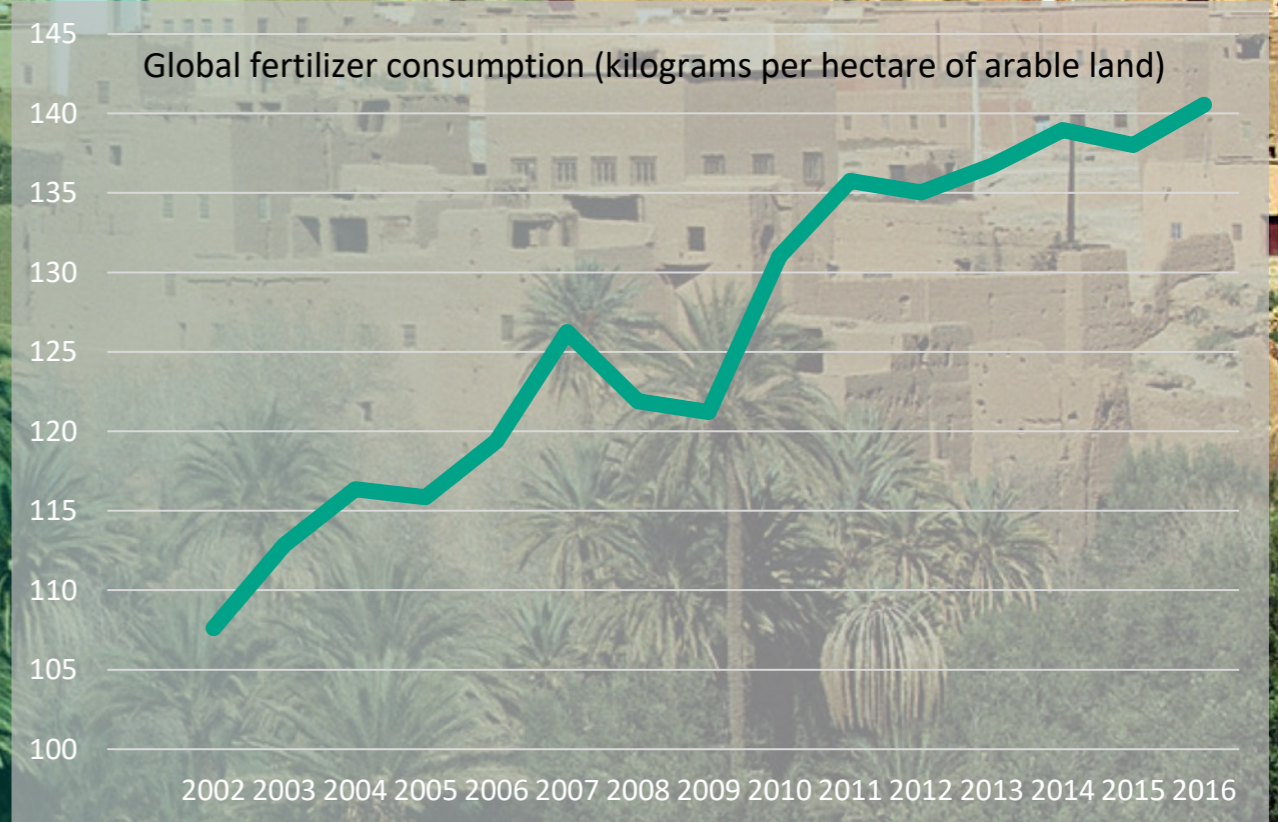
Total productive arable land now reducing in absolute terms



Agricultural productivity per acre must keep improving to address global food security



60% more food needed by 2050



Source: World Bank

OUR VISION



LEADER

To be the first and leading potash producer in Africa



SUSTAINABLE

Partnering with a global renewable energy company



STAKEHOLDER

Creating lasting employment, paying meaningful returns to Morocco



SAFE

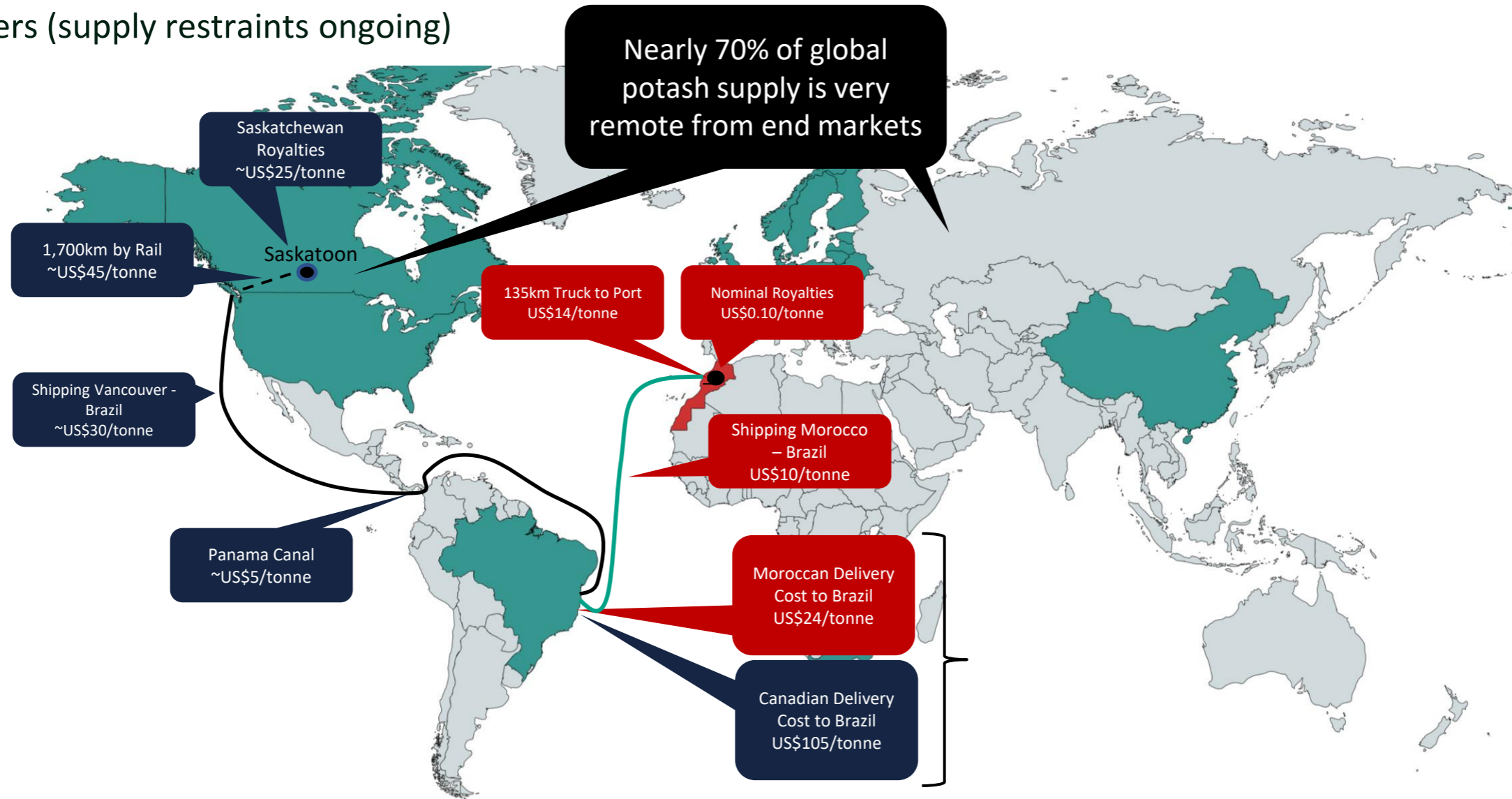
No compromise on the safety of any of our workers

Doing the right things and doing them in the right way

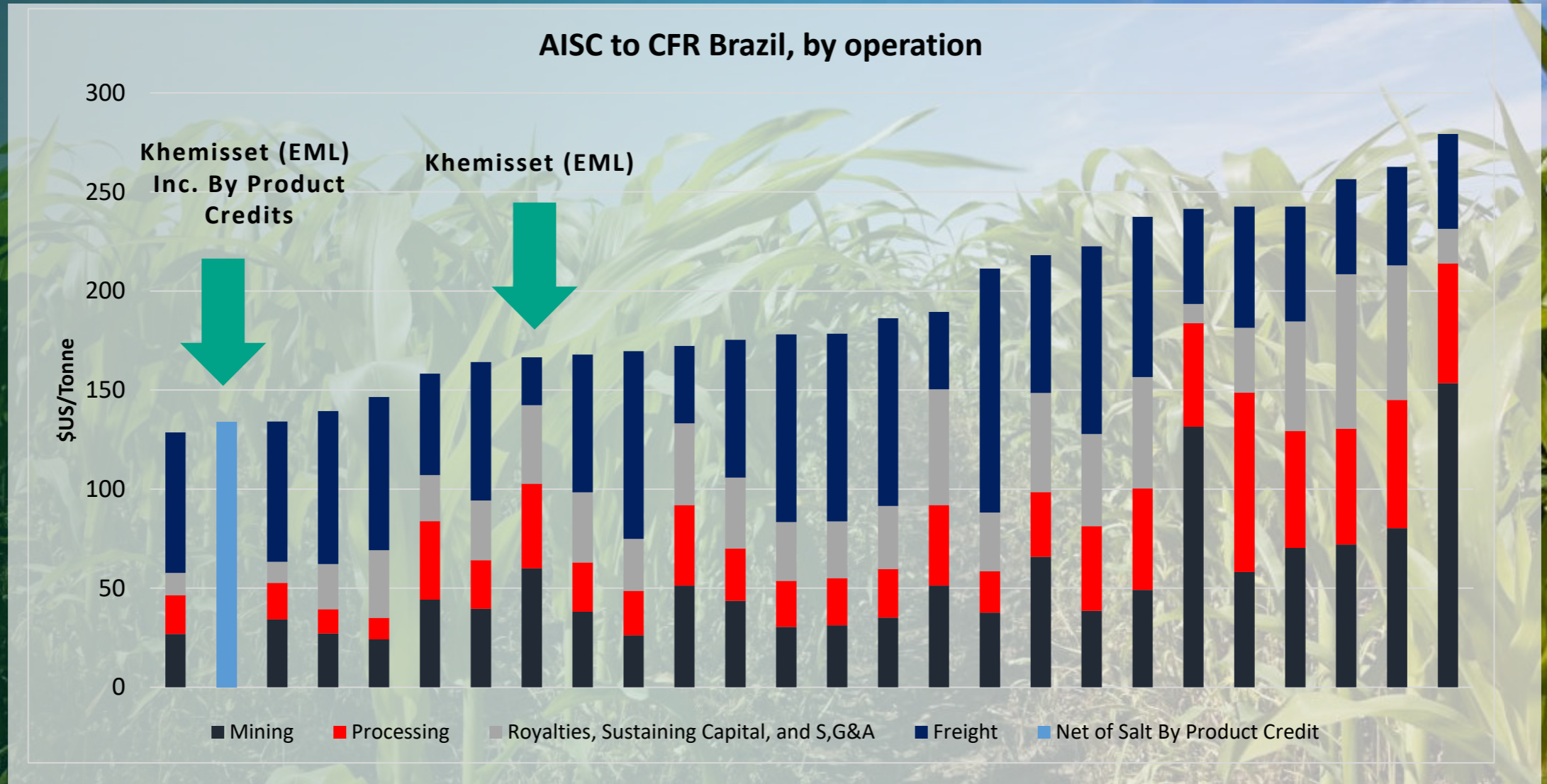


BULK COMMODITIES DEPEND ON LOGISTICS...

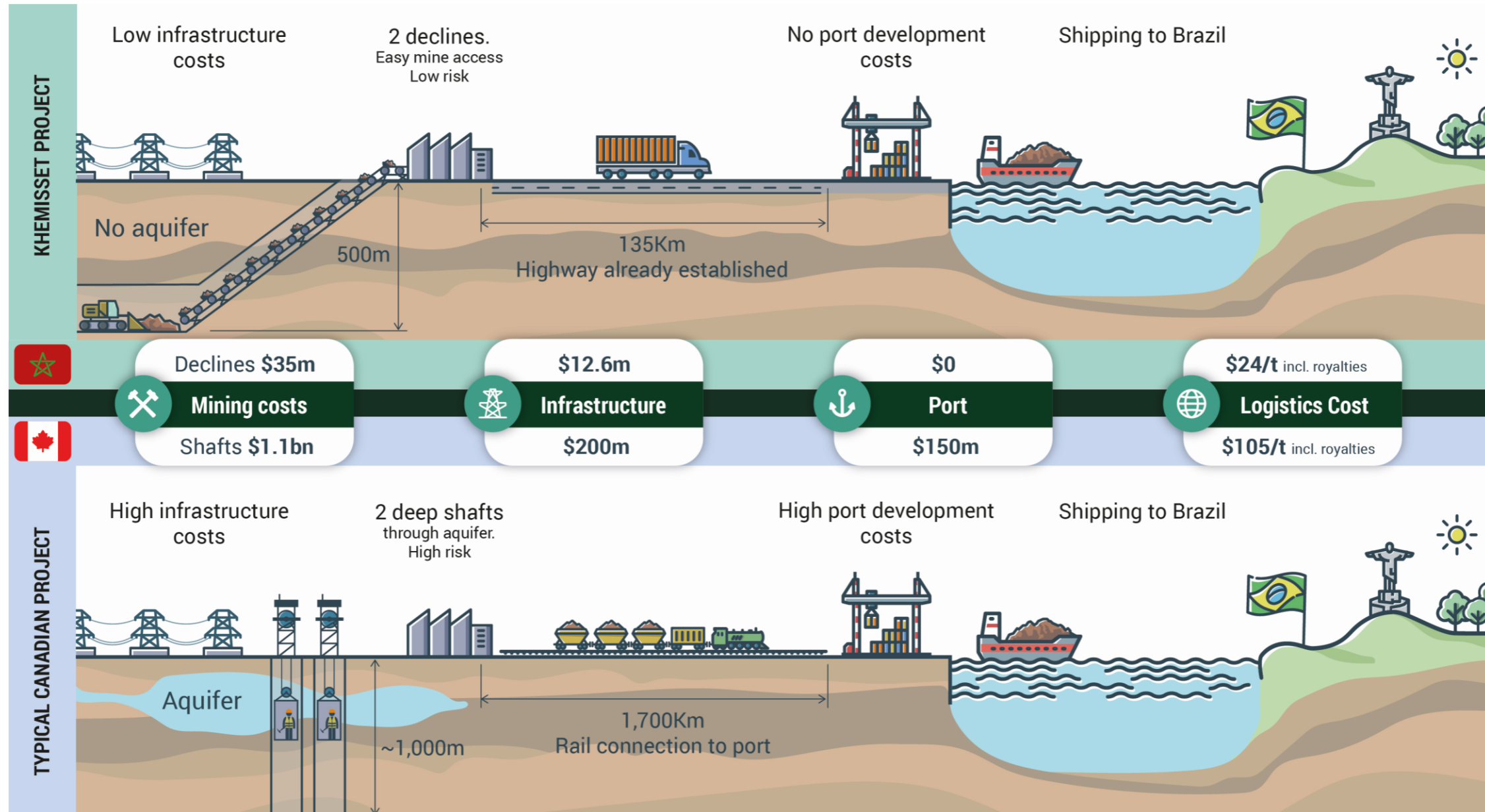
Canadian giants are the swing producers (supply restraints ongoing)



...TO KEEP ALL IN SUSTAINING COSTS COMPETITIVE



THE GEOLOGY AND LOCATION ARE UNIQUE ADVANTAGES



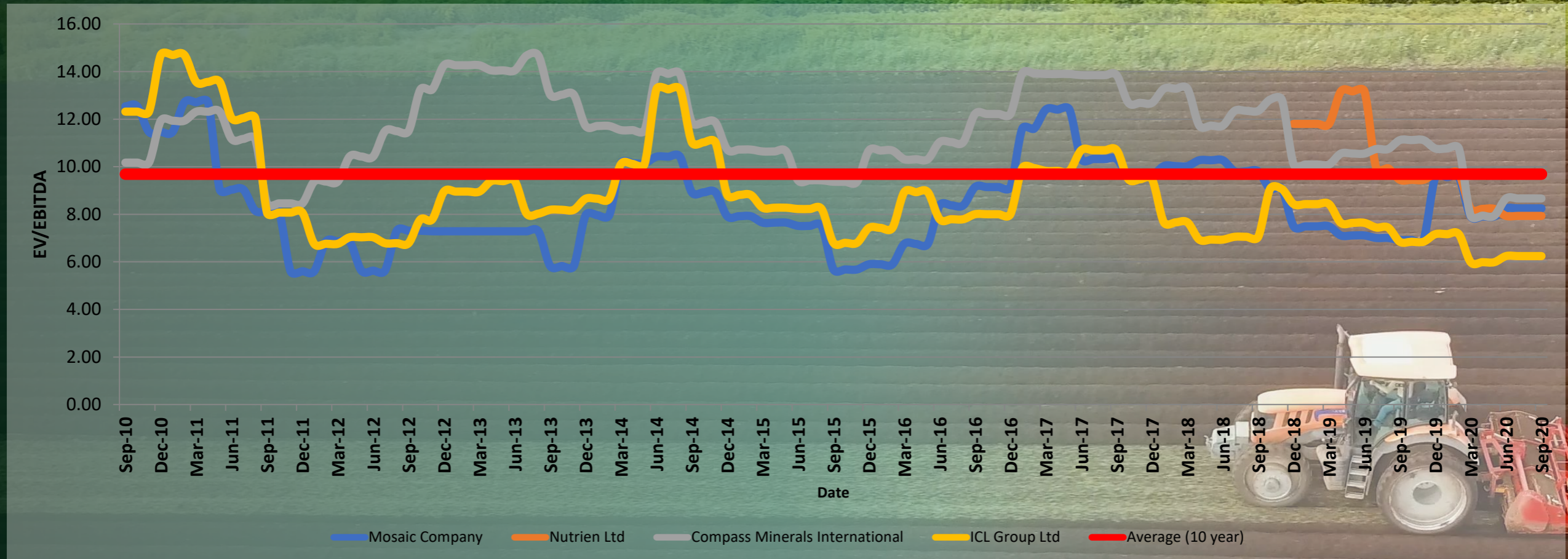
LOW UPFRONT CAPEX - MINE GETS BUILT

	Conservative Case	Consensus Case
Mine life	19 years	19 years
Extraction rate (Mt/annum)	5.7	5.7
MOP price per tonne (USD)	280	360
Average Annual MOP production (tonnes/annum)	700,000	700,000
Average Salt Production (tonnes/annum)	1,000,000	1,000,000
AISC FOB Casablanca (\$/tonne)	171.7	171.7
Upfront CAPEX	\$411m	\$411m
Payback	4.4 years	2.9 years
Average annual EBITDA LOM (USD)	\$ 166m	\$ 244m
EBITDA Margin	46%	56%
Post Tax Steady State Cash Flow	\$2.2b	\$3.5b
After-tax NPV 8%	\$0.5b	\$1.1b

MOP consensus pricing source: Argus Media forecast
Source: Emerson Feasibility study (Argus, June 2020)

POTASH IS A STEADY MARKET

- Current supply restraint signals the potash price has bottomed, will rise from here
- The major potash producers trade at decent multiples – around 10x EV/EBITDA
- Oligopoly market dampens the boom and bust of other commodities



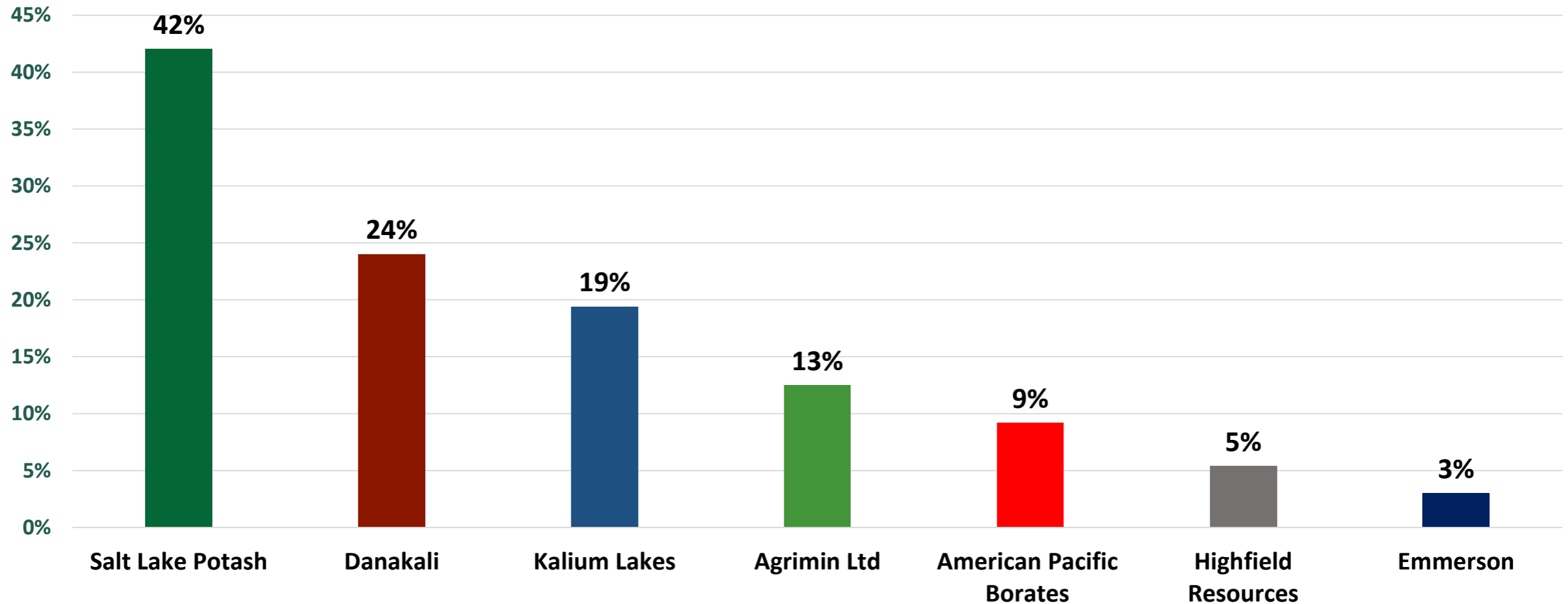
SIGNIFICANT EQUITY UPSIDE FROM NET ASSET VALUE

- Junior resources companies can be expected to trade around 20-25% of NAV if:
 - The project economics are top quality
 - The capex is much lower than the NAV
 - The management team is credible
 - Strong shareholders join the register

	Market Cap USD	Project Name	Commodity	Country	NPV8 USD	Valuation
Adriatic Metals	499m	Vares	Polymetallic	Bosnia	917m	54%
Arizona Mining	1.007b	Taylor	Zinc	USA	2b	50%
Salt Lake Potash	147m	Lake Way	Potash	Australia	348m	42%
MOD Resources	85m	T3	Copper	Botswana	225m	38%
Marimaca Copper	153m	Marimaca	Copper	Chile	524m	29%
Danakali	107m	Danakali***	Potash	Eritrea,Ethiopia	439m	24%
Horizonte Minerals	140m	Araguaia, Vermelho	Nickel	Brazil	2.9b	5%
Emmerson	40m	Khemisset	Potash	Morocco	1.4b	3%

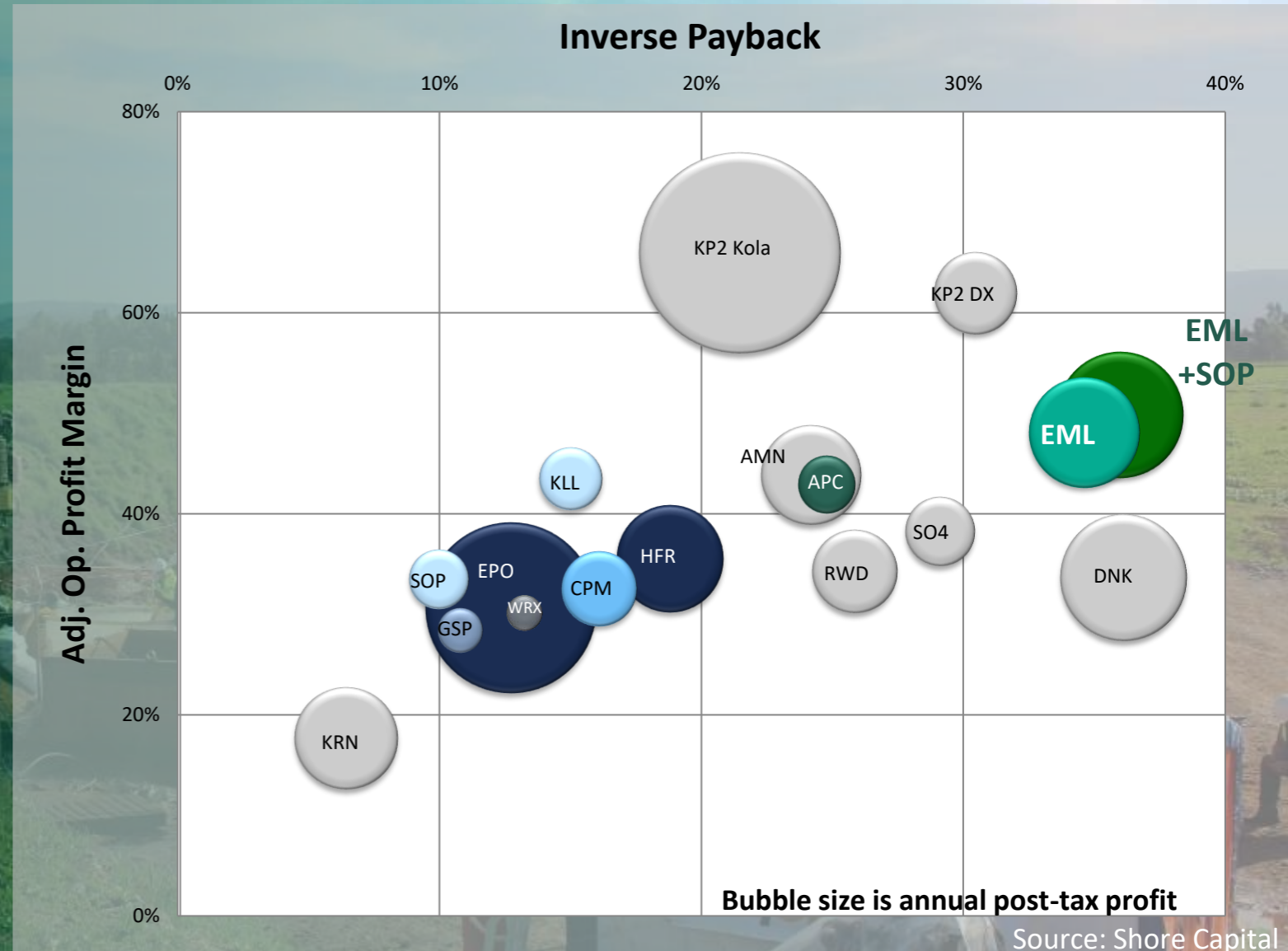
...IN COMPARISON TO PEERS

Market Cap as Percentage of NPV8 for other Potash Developers



THE VALUE OF INDEPENDENCE

- High margin standalone business
- Ability to finance as a new independent
- Maximise profit selling into best markets



A STRATEGIC ASSET



Green Morocco successfully developing better farmland



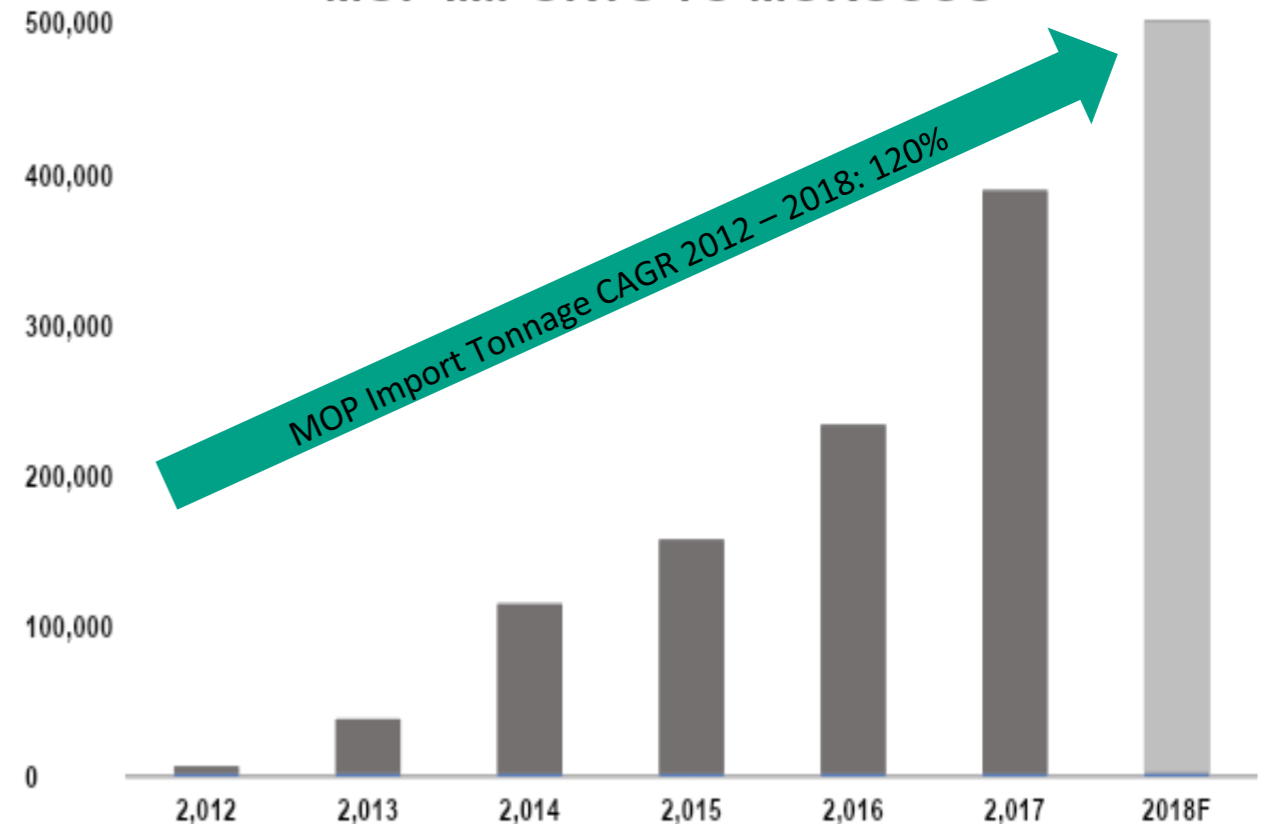
Africa is expected to experience faster population growth



African farmland could see the strongest demand growth for fertilizer



MOP IMPORTS TO MOROCCO



Average Global Potash Demand Growth – 2-3% per annum

MOROCCO IS OPEN FOR BUSINESS

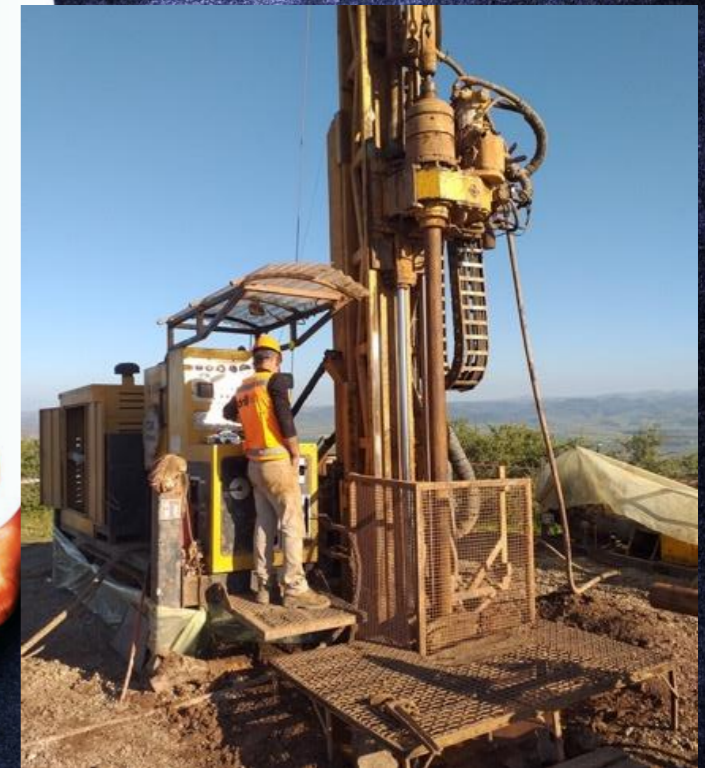
- Morocco ranks highly on the global investment index
- Welcomes FDI in the industrial sector



- Competitive royalties and fiscal regime to develop mining sector
- Khemisset will be a meaningful contributor to employment and GDP

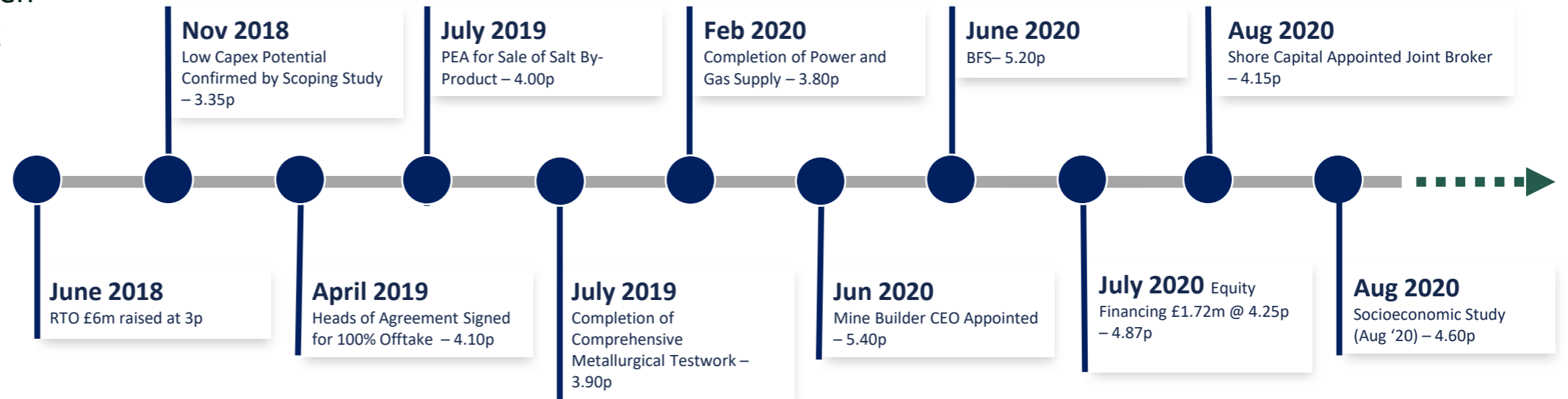
SOCIO ECONOMIC STUDY

- 2,385 direct and indirect jobs to be created during construction
- Once operational a total of 1,500 jobs will be created with 760 being direct employees
- Targeting to fill 90% of roles at the mine with employees living within Khemisset region
- Total investment over the life of the Project is estimated to be US\$2.5bn
- Economic impact of the project will increase local GDP per capita by ~40%



ON THE FAST TRACK TO PRODUCTION

Progress to date has been cost effective and quick



FINANCING OPTIONS

- In talks with strategic equity investors
- Preliminary discussions with lending banks and specialist funds
- Unencumbered off-take is a trump card
- Financial investors can take construction risk for producer multiple revaluation
- Phased developments

UPSIDE POTENTIAL

- **SOP production facility**
 - Low capex, high NPV addition – PFS ongoing
- **Increase salt sales to the USA**
 - Capacity to grow from 1Mtpa to 4.5Mtpa
- **Potash Price Recovery**
 - Argus consensus Long Term MOP price \$412/t in the FS
- **Increase Mine Life**
 - Central & SW deposits accessible – potential JV with OCP for 50+ yrs

INVESTMENT CASE

Well funded with a cash balance of £1.7m to execute strategy quickly



Low capital cost, high margin development confirmed by Feasibility Study



Experienced Board and Management



Number 1 African investment jurisdiction in 2018



Strong long-term fundamentals for potash



Large JORC compliant resource with significant upside from exploration target



Defined development path with longer term investment thesis of creating a mid-tier multi nutrient fertilizer company

We will strive to “Always do the right thing and always do it in the right way”

- R** respect. We respect our environment, our stakeholders and each other.
- I** integrity. We act with integrity and lead by example.
- G** goals. We set challenging goals and embrace innovation and change to achieve them.
- H** health and safety. The health, safety and well being of our team and all those engaged on the project is non-negotiable.
- T** team. We work together as a team to achieve the best results possible.

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