

# Global Ambitions with Resilient Sustainability



Ma'aden  
Annual Report  
2020

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# Chair



H.E. Yasir O. Al-Rumayyan  
Chairman of the Board

**Ma'aden continues to strive for ever-higher standards to achieve its mission of becoming a global Saudi mining giant and further its contribution to the Saudi Arabian economy by maximizing the value of the Kingdom's rich mineral resources.**

## • A Year of Growth and Resilience

In 2020, the resilience of the **Ma'aden** model was tested by an unprecedented global pandemic which also impacted our competitors and customers.

It was a test that our model, our team, and our company, admirably passed.

As Chair of **Ma'aden**, I am immensely proud of how we responded to the difficult global operating environment. Where others may have seen challenges, as a company we saw opportunities.

**Ma'aden** was well-placed to respond to the challenges of COVID due to our strong business fundamentals, and strategically diversified investment portfolio. We

were also able to reap the benefits of the world-class infrastructure that the Saudi Arabian government put in place over recent years, providing **Ma'aden** with a clear competitive advantage.

Taken together, these factors provided a solid foundation for **Ma'aden's** exploration, manufacturing, and production activities, and enabled our business to weather the COVID storm.

Throughout the year, **Ma'aden's** production activity saw little disruption and we continued to provide high-quality products to our customers around the world.

## • Safety, Health, Environment and Sustainability Safety

### Safety

Keeping our employees safe is **Ma'aden's** greatest responsibility. Throughout 2020 we continued to drive up safety standards across all of our operations, believing that incidents are avoidable if risk is assessed and managed proactively.

Our approach is starting to deliver a fundamental shift in safety culture and behavior across all parts of **Ma'aden**, which places safety at the heart of all that we do, on and off the job.

We are making measurable progress toward our goals, with large reductions this year in the number of reportable incidents, and an increase in the number of safe man-hours worked. We will assertively continue to build on this progress, with new safety standards now rolled out across **Ma'aden**.

## Health

In addition to keeping employees safe, we have a responsibility to ensure that the physical and emotional well-being of employees is well looked after.

This year, the launch of our new company-wide standards on Environment, Health, Safety and Security (EHSS) has improved our focus on providing employees with a working environment that positively supports their health and wellbeing.

New digital platforms have also been put in place that enable our employees to access the health advice and support that they need.

## Environment

Environmental protection is a key consideration in every decision **Ma'aden** takes. We take our environmental responsibilities seriously, managing our operations in a way that minimizes our ecological footprint.

**Ma'aden** recognizes the need to work in a way that meets the requirements of the present without compromising the ability of future generations to meet their own needs.

In 2020, we made strong progress on reducing CO2 emissions, reducing water and energy usage and increasing recycling. We see this careful stewardship as a key priority moving forward into 2021.

## Sustainability

**Ma'aden** has been strengthening its approach to broader sustainability issues since 2015. In 2020, we launched our new **Ma'aden** Sustainability Framework, which represents a major milestone on our journey to sustainable business delivery.

This Framework, which adopts leading global standards and practices, was implemented across **Ma'aden** units in 2020, showing our clear, impactful and measurable commitment to achieve key sustainability goals.

**Ma'aden** is committed to being a sector leader in sustainable practices, and our new Framework moves us closer to that objective.

## Technological Innovation

**Ma'aden** continues to adopt technology and innovation to deliver for our employees, customers, and stakeholders.

Our advanced technological infrastructure has been key to our operational resilience in 2020, enabling **Ma'aden** to continue excelling as a business despite the challenging operating environment.

We regard technology as a major element that will help provide the basis for future growth. We are already beginning to see the benefits that come from the intelligent collection and use of 'Big Data,' putting advanced models in place to analyze data from years of plant operations and develop predictive models and process control systems.

In production, our facilities are sector-leading, with the development and implementation of bespoke machinery for extracting and processing the mineral wealth that Saudi Arabia enjoys. For example, this year we made improvements to our milling machinery at the Ad Duwayhi Gold Mine that have increased production, while reducing energy consumption by 28%.

We continue to explore and exploit the new opportunities that Artificial Intelligence and Machine Learning bring, for instance utilizing machine learning to target areas more accurately for mineral exploration.

We will continue to invest in digitalization across all of our operations. The **Ma'aden** Transformation Program, launched in 2020, is putting in place cloud-based technology to streamline operations by automating management and operation systems to drive up performance, one of its first kind in Saudi Arabia.

This investment in future technologies will cement **Ma'aden's** place as an industry disruptor, and pave the way for more digitalization and artificial intelligence in **Ma'aden's** future operations. It will also deliver value to our shareholders, customers and team members.

## Governance

The robustness, transparency, and quality of our decision-making structures are critical to **Ma'aden's** success.

Our Board of Directors brings together an array of experience and expertise from diverse backgrounds, providing the company with access to a world-class combination of skills and experience from inside the global mining industry and other industries.

This combination of cross-sector expertise creates a unique learning environment and enables us to work smarter and think bigger.

## Moving Forward

I am pleased to say that the 2020 was a strong year for **Ma'aden**, providing a solid basis for continued growth and expansion. We will continue to strengthen capabilities, improve efficiency and expand operations to achieve our goal of becoming a globally recognized mining leader and to participate in fulfilling the ambitious goals for mining that were set in Vision 2030.

## We look forward to a strong and successful 2021.

Our 2020 performance, and the recent US \$4.1 billion refinancing of our phosphate company, will help ensure that we start the new year with a strong financial footing.

As we look forward to 2021, we are excited about delivering on key milestones. Our new development, **Ma'aden** Wa'ad Al Shamal Phosphate Company (MWSPC), is expected to reach full production capacity by the end of the coming year or simply by the end of 2021. MWSPC will increase our total capacity by a third and solidify our position as a leading global fertilizer producer while contributing to global food supply stability.

The Board plays an active role in guiding **Ma'aden's** Strategy and works closely with our Executive Management in working toward achieving **Ma'aden's** goals.

**We believe governance is a fundamental driver of any business; and as we progress on our path of growth and international expansion, our strong corporate governance will continue to define and guide our trajectory.**

Our US \$880m investment in the Mansourah & Massarah Gold Mine facility will also be coming on stream, contributing to our goal of reaching 1 million ounces annually and becoming a global leader in gold production.

None of these advances would be possible without our committed, dedicated, and expert **Ma'aden** team.

I also take this opportunity to acknowledge the efforts of the Executive Management team and all of **Ma'aden's** employees in 2020, and to thank them for their help in delivering such strong performance in challenging global circumstances.

On behalf of the Board of Directors, I assure our investors that we remain financially strong and equipped to take on any business challenge that lies ahead. We are primed for continued success in the year ahead, and we thank our shareholders for their continued trust and confidence in the company's leadership and workforce.

## Chief Executive Officer



Mosaed Al Ohali  
Chief Executive Officer - Executive Member

**I am immensely proud to be leading Ma'aden. This is an organization that, since its inception, has always delivered for shareholders without ever compromising on safety, values it adds to Saudi Arabia and all of the communities in which Ma'aden operates.**



Production capacity  
of phosphate fertilizer  
will increase to

**9**  
Million  
Tonnes

The resilience of **Ma'aden's** business has come into sharp focus during my first year as CEO, as we weathered the extraordinary challenges brought on by the COVID-19 pandemic. The circumstances faced during it provided a real opportunity to appreciate just how resilient **Ma'aden** is, and how dedicated and skilled our people are.

We emerged from the turbulent year of 2020, with learnings and experiences and tremendous opportunities lie ahead for us, as we move through a commodity super cycle and continue our journey to become a Saudi global mining giant.

Like most companies, we were negatively impacted by the global market environment in 2020, but our broad, multi-commodity business model and our focus on operational efficiency allowed us to maintain stability - ending the year in a strong financial position. This, and the completion of the \$4.1 billion refinancing of **Ma'aden** Wa'ad Al Shamal Phosphate Company's financing facilities means that we enter 2021 with a strong cash position and on track to continue delivering on our growth and international expansion plans.

Construction has commenced on the Mansourah & Massarah gold mine, which at US \$880 million is our largest and most ambitious gold mine to date. This project is key to leveraging the tremendous mineral wealth of Saudi Arabia and achieving our goal of reaching an annual gold production of 1 million ounces. We are on course for production to start at the site in 2023.

In our phosphate business too, we are going from strength to strength. **Ma'aden** Wa'ad Al Shamal Phosphate Company is on track to achieve full production capacity and our major construction project for Phosphate 3 is also progressing to schedule. Ammonia plant construction will complete at the site in 2021, with the rest of the plant becoming operational in 2025. We are already one of the world's top three phosphate fertilizer exporters, but this new facility will cement our position in global markets. It will increase our production capacity from 6 million to 9 million tonnes, placing us in an even stronger position to meet the growing global demand for phosphate fertilizers.

## • Safety First



### The challenges that we faced in 2020 reinforced that our staff are our greatest asset and keeping them safe is Ma'aden's greatest responsibility.

The nature of the sectors we operate in means that there will always be risks, but it is our role to mitigate and minimise these as much as is possible. However, 2020 sadly saw three fatalities. This is three too many. Everyone at **Ma'aden** has a role to play in creating an environment where fatalities and serious injury are consigned to the past.

I know that to achieve this demands a fundamental shift in behaviour on personal and corporate levels. This is why, one of our key priorities remains to improve upon our Environment, Health, Safety and Security ("EHSS") performance. In this report, you will read about the positive progress we are making towards this goal. This year, at our major Ammonia 3 construction project, we achieved 10 million safe man-hours. At our Mansourah, Massarah Gold Project, we hit 4 million safe man-hours. We are also making good progress on reducing the total number of reportable incidents taking place at our sites overall. However, I am determined that this is only the beginning. New EHSS management standards have been developed and will be the cornerstone of our practice in future. One of the areas of key focus for all at **Ma'aden** in



ensuring a safe workplace is improving the visibility and presence of our leadership in the field. The need for this was never clearer to me than during this year's COVID-19 pandemic. We learned from the difficulties we faced in managing our remote locations, and overcame initial challenges to cope well with the pandemic, keeping our people protected, our assets operational, and our customers supplied.

Also under focus this year, across the world, has been the need to strike the right balance between development and the environment. As a company that plans for the long-term, **Ma'aden** knows that we have a responsibility not just to today's customers and communities, but also to those of tomorrow. We are constantly working to reduce the environmental footprint of our sites, to deliver sustainably wherever we work.

A key new tool to help achieve this is our new EHSS Centres of Excellence, launched in 2020. These will provide a source of expertise and guidance to all of our businesses, driving performance forward on EHSS.

## • Evolving Excellence



2020 also saw the successful launch of another key initiative central to **Ma'aden's** future, the **Ma'aden** Transformation Program. This major technology project will be a catalyst for our future growth, redesigning **Ma'aden's** key ICT systems and processes to ensure alignment between people, process and technology. It will help unlock the full digitalization potential to work smarter and improve the service we provide to our customers.

Of course, the increasing use of technology brings new challenges as well as new opportunities. Alongside this increase in connectivity, we must be vigilant in maintaining cybersecurity controls to protect our critical assets and our brand. To that end, **Ma'aden** has launched **Ma'aden** Identity and Access Management (MIAM). This will support and enhance our cybersecurity capabilities and ensure **Ma'aden** is compliant with the highest international cybersecurity standards.

Finally, we are proud of the work that we have carried out in 2020 to achieve real local impact in Saudi Arabia. **Ma'aden** has global presence, but the company's heart remains local. We are a proud Saudi Arabian company operating on a foundation of mutual trust and co-operation to support the wider interests of the Saudi Government and contributing to the realization of its Vision 2030.

**Ma'aden** delivered on the next level of our domestic growth in 2020, by obtaining new exploration and mining licenses, securing the required water supply for future projects, and enabling **Ma'aden** to operate effectively within the prudent restrictions imposed by the Saudi Arabian efforts to mitigate the effects of the COVID-19 pandemic.

The only way we will continue to achieve our goals is through the consistent and dedicated work of the **Ma'aden** team, who remain our most valuable asset.

**I want to thank the entire Ma'aden family for their contribution to our continuing success, and wish everyone a prosperous year.**

# Our Board



**H.E. Yasir Bin Othman Al-Rumayyan**  
Chairman - Non-Executive



**Dr. Abdulaziz bin Saleh Al-Jarbou**  
Deputy Chairman - Independent



**H.E. Sulaiman Bin Abdulrahman AlGwaiz**  
Independent



**H.E. Engr. Khalid Bin Saleh Al-Mudaifer**  
Non-Executive



**Dr. Mohammed Bin Yahya Al-Qahtani**  
Non-Executive



**Mr. Richard O'Brien**  
Non-Executive



**Dr. Samuel Walsh**  
Non-executive



**Dr. Ganesh Kishore**  
Non-executive



**Mr. Abdallah Bin Saleh Bin Jum'ah**  
Independent



**Engr. Nabila Bint Mohammed Al-Tunisi**  
Independent



**Mosaed Al Ohali**  
Executive

# Executive Management



**Mosaed Al Ohali**  
Chief Executive Officer, Executive Member



**Abdulaziz Al Harbi**  
Executive Vice President



**Khaled Alohal**  
Senior Vice President, Corporate Strategic Affairs and Communication



**Hassan Al Ali**  
Senior Vice President, Phosphate and IM Business



**Raminder Singh**  
Chief Legal Counsel



**David Schummer**  
Senior Vice President, Gold and Base Metals



**Ibrahim Al Amer**  
Senior Vice President, Human Capital



**Riyadh Al Nassar**  
Senior Vice President, Aluminium SBU



**Khaled Al khattaf**  
Chief Financial Officer

# Ma'aden Our Year in Numbers



**10** million

Safe man hours in phosphates  
**4 Million** safe man hours in gold



**5,837** staff

47,078 jobs supported  
in our supply chains



**18%**

of the global phosphate trade



**409,000**

Ounces of gold extracted

**400** kt,

of alumina extracted

**1** million

ton of cast metal produced



SAR **38** million  
Spent on local community investment

SAR **226** million  
Exploration program

## Executive Summary: Resilience Built on Strength

In challenging times, 2020 was a year when **Ma'aden's** strong business fundamentals, and our history of past innovation and investment, paid dividends.

**Ma'aden** did not simply "survive" in 2020, it thrived. We continued to grow, to invest and to innovate, just as we have done since our foundation in 1997. Production increased in phosphates, gold and aluminium. Sales across all affiliates and businesses remained strong. Changes were made to our operating model which will drive future efficiencies, keep staff safe, and deliver sustainable growth for the company, and value for shareholders.

What 2020 demonstrated is that **Ma'aden** is a robust and resilient company, able to deliver to customers, stakeholders and shareholders, even in the toughest of circumstances.

Our ability to continue to deliver helped other businesses do the same. Products made from the materials we produce impact on the daily lives of millions of people around the world - be they farmers in Africa, carmakers in the United Kingdom, or aerospace workers in America.

Our products touch lives globally. **Ma'aden** produces the raw materials that drive the engine of the world and enhance the lives of the people in it. We never forget our customers, - our focus is always on understanding and responding to their changing needs.

Key to our continued success is our skilled and dedicated team of 5,837 colleagues. They are the people who make all of this possible.

Keeping them safe remains **Ma'aden's** primary responsibility. That is why, in 2020, we have been driving up safety and rolling out new company-wide standards for Environment, Health, Safety and Security (EHSS). We have also launched a new rewards structure and established a web and app based portal which all employees are now accessing to support their development.

We are also proud of the progress we have made towards our ambition of being a global leader when it comes to sustainable practice in the mining industry. Across the organization we have launched a new Sustainable Development Framework which is now embedded into the business plans of all affiliates. In all parts of the business we see inspirational examples of work which shows how **Ma'aden**, as a business, can act in harmony with the environment, ensuring that we will be able to meet the needs of tomorrow, as well as today.

**Above all, 2020 was a year when Ma'aden's resilience shone through.**

Of course, COVID-19 impacted upon some of the markets that we operate in. It affected the demand from customers for some of our products. It affected our logistics. It created new challenges about how we could work safely together as a single team.



*Ma'aden Gold Mine - Al Amar*

## What it did not change was our vision.

Our aims, aspirations, and values are the same now as they were before the pandemic. They remain about putting our customers at the centre of all that we do, about viewing sustainable practices as critical to the industry's future success, and about using our spending power to support the development of local economies.

This has enabled not just the continuation of all operations, but growth – with new product lines, new customers, new markets, and new investment.

This provides a solid foundation for **Ma'aden** as we move forward. Our **Ma'aden Transformation Program**, launched in 2020, is a major step towards this goal – bringing our ICT systems and processes together across all of our affiliates, driving better coordination and delivering greater efficiencies. This Program will continue to drive consistency of systems and practices across our business, our exploration team will continue to seek out new opportunities for growth, and our marketing and sales teams will continue to find new markets and new customers.

**Ma'aden will keep moving forward. We know that the world relies on us to do the job we do. We will act in a way which is worthy of the trust which comes with that responsibility.**



**MA'ADEN'S  
TEAM IS A  
GROUP OF TODAY,  
PLANNING  
FOR TOMORROW**

**01**



Ma'aden  
Annual Report  
2020

Ma'aden's core business is built on geology, on mineral wealth laid down billions of years before mankind appeared on the planet. This fact always makes us aware of how important it is for us, as a company, to take a long-term view. We have a responsibility to our business, our products, our customers, and our staff - both for now, and for the future.

That is why Ma'aden is always looking forward, whether seeking more effective ways of working, identifying new sources of mineral wealth, or acting in a sustainable way that looks after the needs of the future as well as those of the present.

## Ma'aden Transformation Program

We are proud of what we have achieved and remain ambitious to achieve more. This means that we are always looking at new ways of working that will help us to deliver value for customers, investors and stakeholders.

2020 witnessed the launch of the Ma'aden Transformation Program, a major new initiative led by the Ma'aden Transformation Program Committee, to change the way in which we work for a digitally enabled future.

**This program is not simply about what we do. It is about how we do it.**

This is a critical initiative vital for the future growth of our business and was one of our key priorities in 2020. Central to the Transformation Program is the need to unify our business processes. We are a single company, bound by a single set of values. It is right that we move to a way of working which recognizes this, and creates standard approaches, methods, and systems across the organization as a whole. This will drive efficiencies, support innovation, and create a culture that puts customers at the heart of everything that we do. As part of the Transformation Program we have already conducted over **250 workshops** and reviewed and optimized over **266 processes** across our shared services.



We are confident that the Transformation Program will act as a catalyst to firmly enhance our leadership position in Saudi Arabia, directly supporting our work as the National Mining Champion. It will drive down operating costs in order to create organizational efficiencies and support further growth.

Alongside the Ma'aden Transformation Program, we will continue with our ongoing efforts to implement modern business practices that drive efficiency. In 2020 we rolled out "lean management" and "Six Sigma" principles. This was built upon a 2018 pilot which showed the potential for new approaches to improve working practices and drive business efficiency.

We have also provided a platform for all employees within the organization to share their ideas towards cost optimisation, increase in revenue and working capital management. These ideas are evaluated and then, if they have potential, are further worked upon for value realisation.

Ma'aden has already saved hundreds of millions of dollars through the application of these cost management initiatives.

## Ma'aden Digitalisation

We know that digital is a key element of our future, across all of the company's activities. In 2020 we have made significant progress towards achieving our aim of embedding digital as a core element in all of our work.

Ma'aden embarked on the journey towards digitalisation in 2018, with the launch of the first Ma'aden Digitalisation Program. 2020 confirmed the importance of this work, as COVID-19 reminded all businesses of the importance of stable digital platforms in order to support business continuity.

This year, more than any other, our ICT infrastructure was absolutely key to ensuring business continuity for

colleagues and customers. Our colleagues responded proactively to the challenge, rapidly establishing the systems and processes that we required for remote collaborative working for employees through digital platforms. Staff were able to conduct online meetings, connect to our network securely and access a suite of Ma'aden Information Technology applications critical to enabling the business to continually operate and run the business.



But our digitalisation approach goes far beyond developing platforms for staff and customers. It is also about how we transform into a data-driven decision-making organisation to gain competitive advantage in the mining and metal sector, whilst delivering safer working practices. For example, 2020 saw key piloting of:

- "Smart Helmets" which allow real-time monitoring of workers on construction projects.
- Advanced models to harvest data from several years of beneficiation plant operations to build a predictive models and process control systems via machine learning and artificial intelligence in partnership with a technology owner.
- Mineral prospectivity mapping to leverage our vast exploration geoscience database in Saudi Arabia using machine learning to enhance our targeting of the highest potential target areas.
- Vehicle management via smart sensors to manage critical mobile equipment and identify driver fatigue.



# 150%

Increase in the overall use of our Business Intelligence platform

As well as responding to the challenges of the present, we have also been upgrading all of our communications and technology capabilities in 2020 to help ensure we are equally prepared to meet the challenges of the future. In 2020, we rolled out our Business Intelligence platform across all affiliates, enabling data insights in business domains such as procurement, supply chains, finance and maintenance. This contributed to a 150% increase in the overall use of our Business Intelligence platform, and a 120% increase in staff generating accurate and timely analytical data reports that helped drive business decision making.

# 120%

Increase in staff generating accurate data reports

We will continue our journey to transform Ma'aden into a cognitive business which make use of data insights and intelligence to drive business decisions and outcomes. This will transform and elevate Ma'aden to be a leader in the Mining and Metals Industry and improve in its growth & profitability, capital utilisation, overall performance, human capital and liquidity.

## Cybersecurity

Digitalization and new technologies can drive business efficiency, but also present new challenges. As the world becomes more technologically advanced and interconnected, **the security risks in cyberspace are more apparent and ever increasing.**

The mining industry is particularly vulnerable to cyber threats and attacks, due to the high degree of digitalization, interconnection and automation in the supply chain. As one of the fastest-growing mining companies in the world, **Ma'aden** sees strengthening cybersecurity as a key priority. Our Cybersecurity Steering Committee provides oversight and review of our continuing progress in this area.

In 2020, we invested in strengthening our cybersecurity resilience to deal with potential new threats, attaining ISO 27001 certification in 2020. We also achieved 84% compliance with the National Cybersecurity Authority mandates, exceeding the 2020 target by 14%.

Alongside this, in 2020 we also delivered a range of projects to upgrade **Ma'aden** technology infrastructure across all of our operations, including achieving **100% Saudization** in cybersecurity. This helped to meet the requirements set by government, whilst also helping to build cybersecurity capability within Saudi Arabia.

As we roll-out new technologies and platforms to staff across the business, we will ensure that access is managed through state-of-the-art cryptology and access technologies.

# 100%

Saudization in cybersecurity



## Mineral Exploration

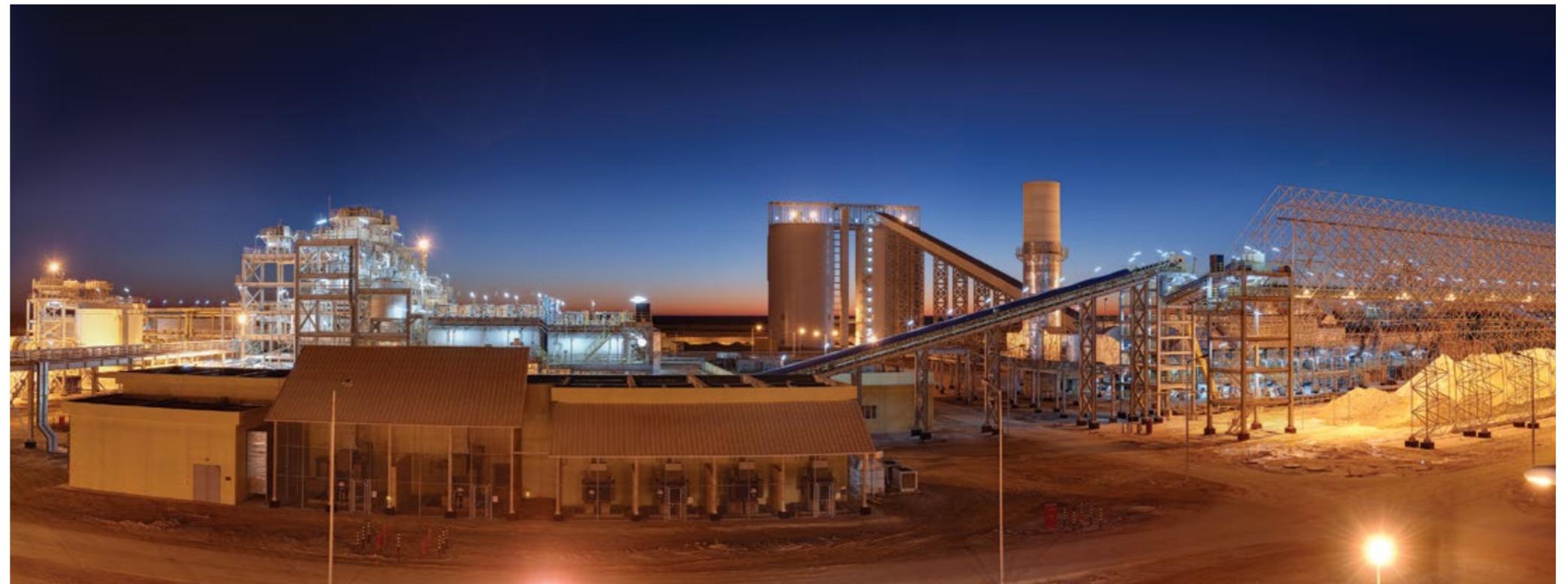
**The future of a mining company depends on exploration success to grow its portfolio of high-quality mineral resources and ore reserves, which are the key assets it needs to sustain and grow its business.**

Since Ma'aden's formation in 1997, our mineral exploration programs in Saudi Arabia have successfully delivered major resource and reserve growth in gold, copper, phosphate, metallurgical bauxite, magnesite and kaolin. These resources and reserves form the foundation of Ma'aden's large mining and downstream processing businesses and underpin the Saudi mining sector.

The objective of our mineral exploration programs in Saudi Arabia is to deliver growth options from the exploration, discovery and evaluation of new Mineral Resources and Ore Reserves needed to increase mineral production by developing new mines and extend the operating life or expand production from our existing mines.

In 2020, Ma'aden continued to be the largest investor in mineral exploration in Saudi Arabia to deliver on its long-term commitment as the Kingdom's exploration and mining champion. In 2020, we spent SAR 226 million in greenfield and brownfield exploration programs on our exploration and mining licences targeting nine different mineral commodities.

Our exploration focus in 2020 was the addition of new gold and phosphate Mineral Resources. Resource delineation drilling was conducted with promising results on exploration licences adjacent to the Al Jalamid and Al Khabra phosphate mines and on mining licences at Mahd Adh Dhahab gold mine and the Humaymah gold project. The results of this work will be reported following our evaluation of the economic feasibility of development.



Ma'aden Phosphate Plant - Al Jalamid

# MA'ADEN CARES AND IS RESPONSIBLE

02



Ma'aden is committed to being a sustainable mining champion with global presence. We are now one of the fastest-growing mining companies in the world with an average annualized growth rate of around 40%.

## Our mission is to "lead the development of the mining industry in Saudi Arabia, by maximising the value of mineral resources".

In 2020 we were reminded that our resilience and capacity to deal with change and uncertainty is critical to our ability to maintain our growth. The world in which we operate is rapidly evolving. New technologies are changing the way in which customers and businesses operate. New markets are emerging for our products, and current markets are shifting in their expectations. There is, rightfully, an increased expectation from our customers that we will operate in a sustainable manner.



Ma'aden Gold Mine - Mahd Al Dahab

## Ma'aden Strategy Review

A changing world creates challenges for business, but it also creates opportunities. This is why in 2020 we refreshed our 2019 corporate strategy – to be able to flexibly respond to the challenges that the world may throw at us.

This review provided us with the chance to look at how we can build resilience, responding positively and proactively to shifting global trends in the industry, and also to changes in our operating environment in Saudi Arabia.

### The refreshed strategy identified a number of key priorities that we pursued in 2020 and will continue to pursue in 2021:

- **First**, we need to position ourselves as an industry leader in creating a safe working environment for all of our staff. This is why in 2020 our key focus was on the roll-out of new organizational standards and support in EHSS.
- **Second**, we focus on understanding, responding to, and meeting the needs of our customers. In 2020 we continued to develop approaches which put our customers at the heart of what we do, such as streamlining our systems and concentrating on developing bespoke products for specific emerging markets in fertilizers.
- **Third**, we attract and retain the best people to deliver on our vision. Our team needs to be empowered to deliver for the business. This is why, in 2020, we rolled-out our new rewards package, and strengthened the way in which we capture and use the expertise of our staff in driving wider business decision-making.
- **Fourth**, we also put strong emphasis on operational excellence to deliver additional value and finance growth, by debottlenecking plants, driving asset utilization, improving planning and coordination across assets, optimizing consumables use and labor productivity and driving cross-SBU synergies.
- **As a result**, our strategy continues on creating value for our shareholders while leading the Saudi Mining Industry. In 2020 we continued our journey of business transformation, with the **Ma'aden** Transformation Program, Mining Exploration Program, Lean Management training across **Ma'aden**, and the increasing use of Automation and Digitalization to achieve efficiencies in areas such as extraction and processing of ore.

**In 2020, our focus has been on strengthening in all of our priority areas, to provide a solid platform for future growth.**

Team Ma'aden:  
**Investing in the Real Asset**

To be world-class, **Ma'aden** has long recognized that it needs to attract, retain and support world-class staff, right across our business. This is true all the way from the boardroom to the frontline operational staff working on projects across the world. **Ma'aden's** Human Resources Committee provides oversight, support and guidance to ensure that **Ma'aden** has HR systems and practices in place which enable us to deliver on our wider vision and strategy.

We now have 5,837 staff, over 70% of whom are of Saudi nationality. It is a young workforce, with an average age of 36 years. 70% of the workforce are Saudi nationals and a significant proportion of whom work in remote areas.



we have  
**5,837 staff,**



**Our People  
in Numbers**

**EMPLOYEE DISTRIBUTION**



**3,687**

Mine Workers



**533**

Mine Supervisors /  
Superintendents



**419**

Site Engineers



**247**

Subsidiary Management



**144**

Corporate Management



**807**

Administrative Staff

<b>Total</b>	<b>5,837</b>
<b>Saudization Percentage</b>	<b>70%</b>

**GENDER DISTRIBUTION**

# of female employees	68
# of male employees	5,769

One of our key focuses this year has been around unlocking the power of our people – with an effort to standardise our reward structure and to improve mechanisms for staff engagement, in addition to investment in new digital systems to support staff more effectively. This strand of activity has benefitted from leadership at the very highest level, with our CEO leading a new Human Resources Committee with members of the Executive Management.

This commitment to improving our practice has helped us to advance a number of company wide initiatives both to attract new talent, and to reward existing talent – leading to a decrease in staff turnover, and the retention of staff who are core to the business.

**Total Rewards**

2020 has also seen the introduction of **Ma'aden's** Total Rewards Initiative. The intention behind this is to offer a clear, attractive and compelling value proposition to all employees. Our approach to rewards takes business need as a starting point, but is much broader than this. To be a world-class employer, we know that we have a broader responsibility for the overall well-being of employees from a physical, mental and emotional health perspective.

The nature of the mining industry presents unique challenges when it comes to supporting our team. Our staff group is dispersed, with 89% of in-region staff working in remote areas. We also know that other groups will face particular challenges.



**Supporting our people is the best way to help them to achieve their full potential. Our new ways of working are designed to give our people the confidence, security and space to realize their aspirations.**

## Continuously Engaging Our Employees



We are proud of the quality and commitment of our staff, and we know that they are an incredible resource for the organization. They understand aspects of our business better than anyone, and often have ideas for how we can improve the ways we work, to achieve even more together.

As a company, we are always keen to hear these ideas, and in 2020 we strengthened our engagement tools to create more opportunities for ideas from our people to improve the way we do things.

Ma'aden Suggestion System, built upon our existing web-based system and was made available to Ma'aden employees to submit ideas that generate identifiable improvements. In 2020, it was rolled-out across all of our operations, and was broadened to strengthen employees' voices in our decision-making processes. In 2020, we received **2483 suggestions from employees**.

As a result, we are now seeing greater levels of communication between employees and departments, on issues such as health and safety, improving processes and driving up the quality of our operations.

We see this as an incredible resource of knowledge, commitment and experience. We will continue to strengthen not just the ability of employees to contribute, but also the ability of managers to evaluate their suggestions and respond to them.



## October 2019

Employee Engagement Survey

Overall response rate 4766 – 83% of all staff:

"I am satisfied with Ma'aden as a place to work"

78%

"Ma'aden's mission inspires me"

77%

"I am proud to work for Ma'aden"

88%

"I am able to make full use of my skills"

84%

"I am prepared to take on extra responsibility to help Ma'aden"

84%

"I believe Ma'aden has a bright future"

85%

"My work gives me a feeling of accomplishment"

79%

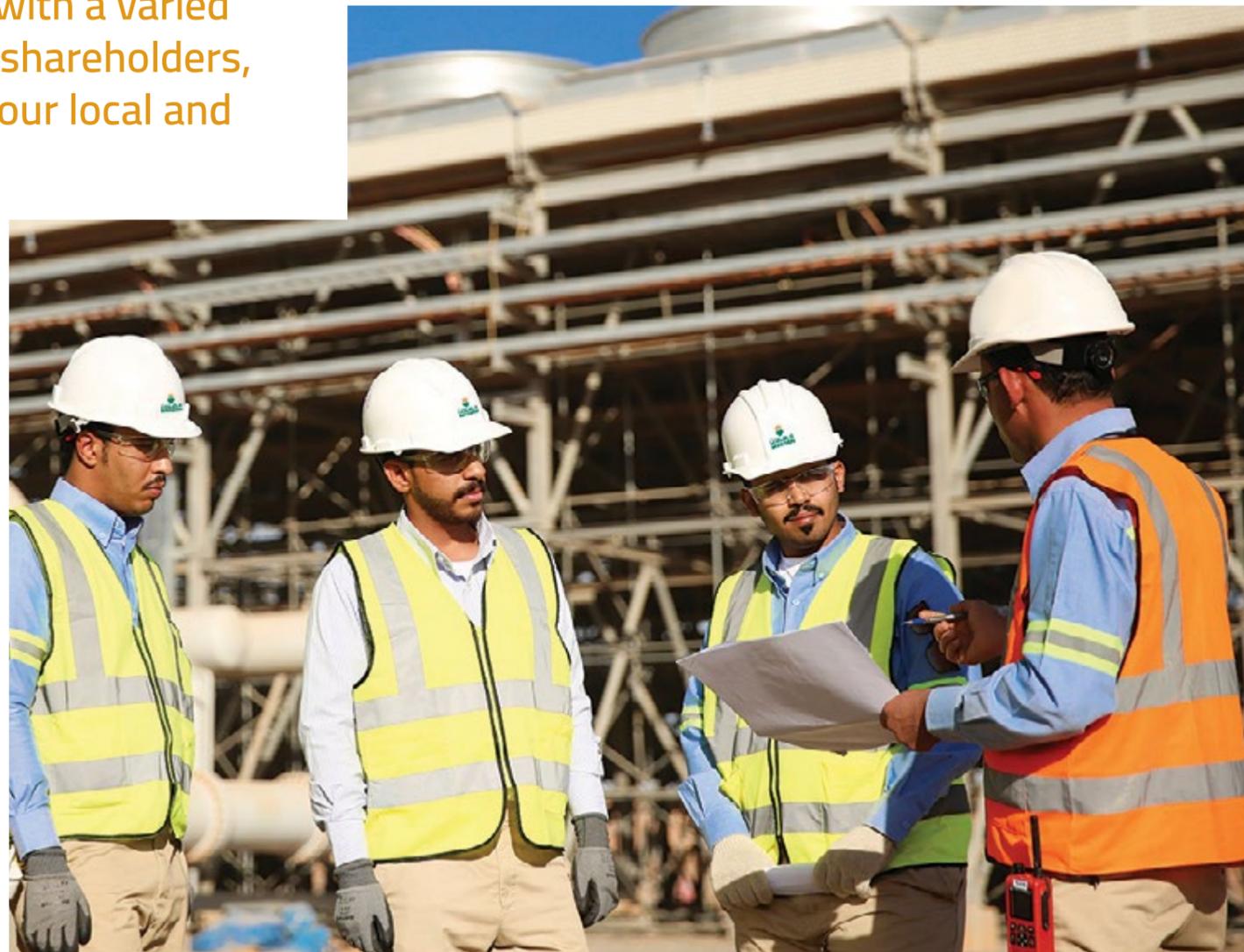
Team Ma'aden:  
**Stakeholders**

**Ma'aden is a large company, with a varied portfolio, delivering value for shareholders, Saudi Arabia, the region, and our local and global customers.**

However, we know that we can only achieve our full leadership ambition as the National Mining Champion in Saudi Arabia by working closely with others and providing wider sector leadership for the mining industry.

A key enabler of this is our important work to proactively engage with stakeholders. These relationships are a critical element of our current and future success. **Ma'aden** can achieve a lot, but working closely alongside others allows us to achieve so much more.

These relationships play a critical role in ensuring **Ma'aden's** continued growth. We are a key and trusted advisor to government agencies, actively involved in ongoing discussions and debates which shape the laws and regulations related to the mining sector in general, and **Ma'aden's** business interests in particular.



**In order to deliver on our vision, Ma'aden maintains strong, mutual, strategic interface with government agencies and key public stakeholders. These relationships deliver three major benefits to the company.**

**Firstly**, they ensure that key decision-makers not only understand the importance of the work that **Ma'aden** undertakes, but also know how it contributes to broader national aims from economic, industrial and socio-economic perspectives. For instance, in 2020, our team used our economic contribution model to clearly explain the added value that **Ma'aden** brings to Saudi Arabia, and the communities where we operate.

**Secondly**, interfaces with our team stakeholders enable current and future delivery. They create an open communications route which, in 2020, helped secure the necessary sourcing of infrastructure enablers and incentives to continue to grow our activities. It is only by building and maintaining these relationships that we can execute our business plan and strategy.

**Thirdly**, our Corporate Strategic Affairs team has a critical role to play in horizon-scanning – understanding changes that are taking place in our operating environment and regulatory systems which may impact on our business now or in the future. We are a company which faces the future, anticipating changes and remodeling our activities to meet future challenges.

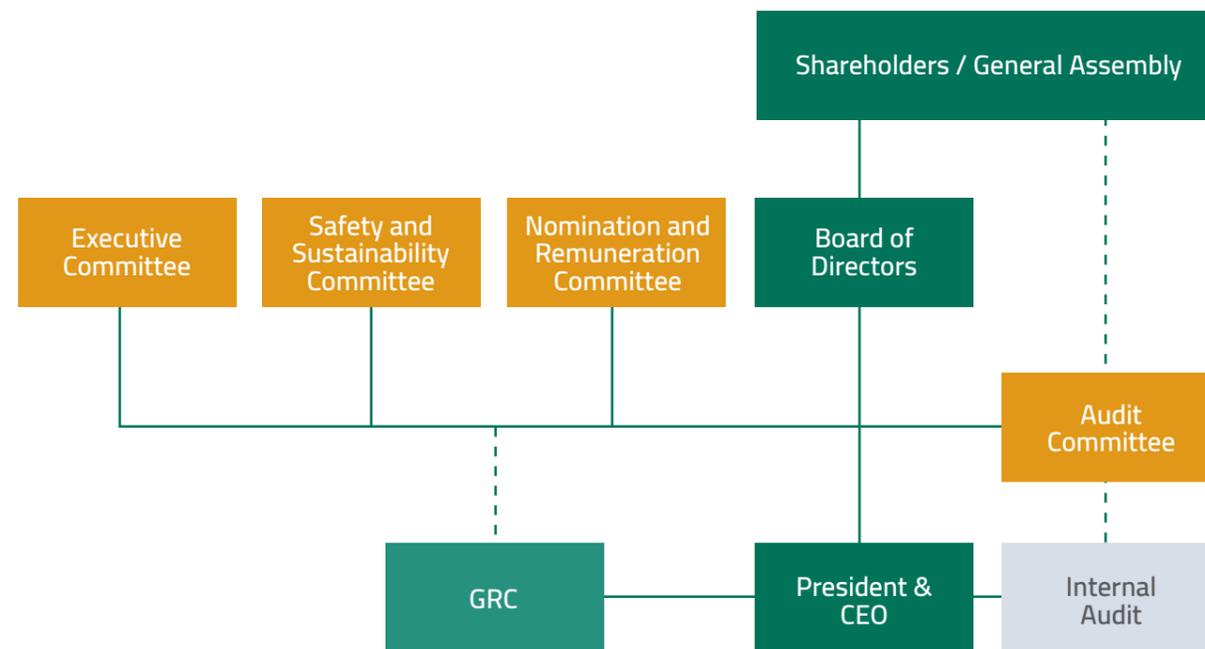
**Ma'aden** is a proud Saudi Arabian company, with a commitment throughout the business to add value to the national economy. We will continue to engage with government agencies, and invest time and resources into building strong relationships, to provide a solid foundation for our future growth.

## Governance, Risk and Compliance

All of Ma'aden's activities are underpinned by strong governance principles, robust risk management and a commitment to comply with all relevant local and international standards.

Our Governance, Risk and Compliance (GRC) framework sets out our company-wide approach to responding to these issues with consistency and transparency. Our GRC Committee provides oversight across Ma'aden and its affiliates to oversee performance, develop and maintain our regulatory framework, and properly identify, prioritize, and manage all compliance issues.

## Our Governance Framework



A GRC framework is all about managing a company's overall governance, risk management and compliance, aiming to ensure the company reliably achieves its objectives, addresses uncertainties and acts with integrity. In order to attain these objectives, Ma'aden has its own standalone GRC Department.

### Governance

Governance is a framework by which a company is directed, so as to achieve its overall objectives. It is concerned with relationships, structures, processes, information flows, controls, decision-making and accountability to the highest level in a company.

### Risk

Risk management involves knowing the location of critical data, operations, and processes, as well as an understanding of the business' capability to bear critical risks; quality assurance, benchmarking and other continuous improvement tools are used as part of the monitoring process in the course of normal operations.

### Compliance

Compliance assists senior management in identifying, evaluating, controlling and monitoring on an on-going basis, the compliance risks affecting the company. The Compliance Function of the GRC department recommends appropriate controls and remedial actions.

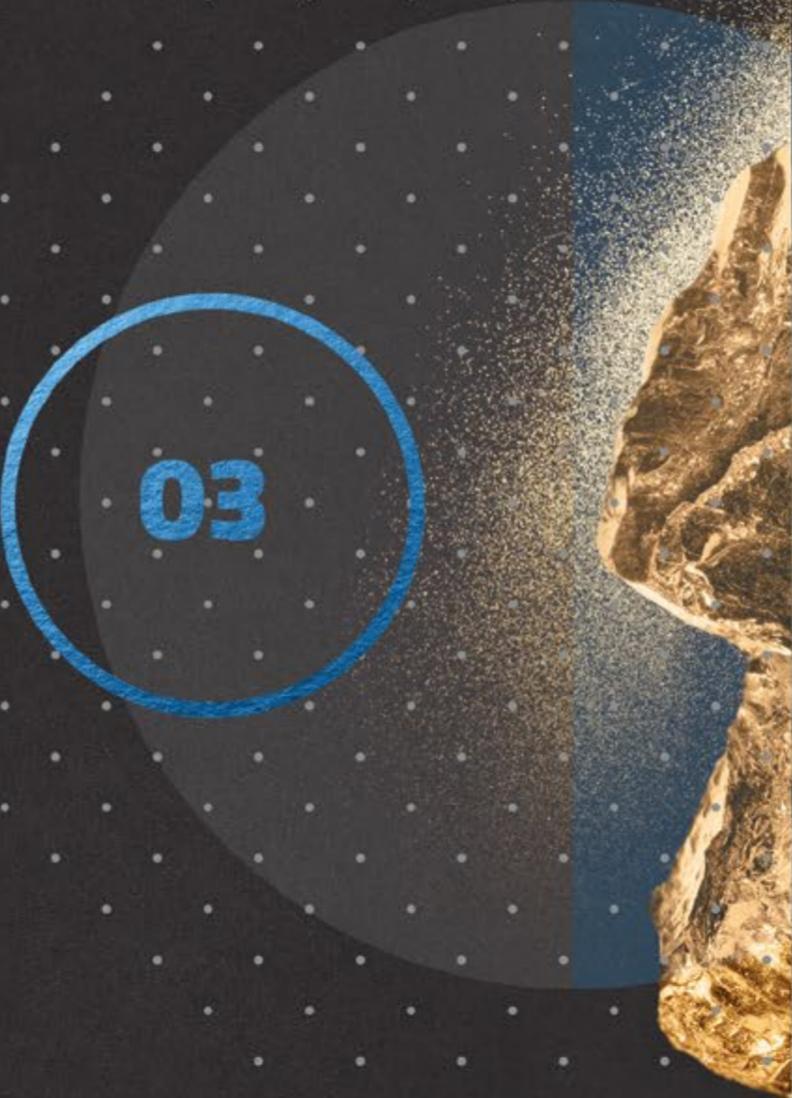
We are committed to operating to the highest standards, when it comes to governance, transparency and accountability.

Detailed information about our Governance processes and structures is available in a separate report: **Ma'aden's 2020 Board of Directors Report**.

2020 saw the Compliance department enhance its internal process firstly, Ma'aden became the first Saudi company to attain ISO 37001-2016 certification, which certifies that the Ma'aden Anti-bribery program has met international standards. On the other hand, the Compliance Department rolled out enhanced third party due diligence procedure to better address third party risks.

As the local and global regulations and guidelines continue to undergo change, Compliance has continually worked with management to ensure that the proper mechanisms are in place to enable Ma'aden to be in compliance with these changes.

**MA'ADEN:  
IS COMMITTED  
TO SAFETY**



## Environment, Health, Safety and Security (EHSS)

### Ma'aden is a company that cares for its people.

Mining exploration and manufacturing production can never be entirely without risk, but we know that one of our key duties is to ensure that we make every effort to provide and maintain a safe working environment for our people and for local host communities.

That is why the safety and wellbeing of our people is our number one priority as a company. Our employees have the right to be safe when they are doing their jobs. This critical work is overseen by our Executive EHSS Committee.

## Visibility and Leadership

One of the key challenges that we face in terms of safety is the breadth and diversity of Ma'aden's operations.

Key to achieving this in 2020 has been an emphasis on visibility and leadership. We have worked hard this year to give EHSS more prominence and to ensure that standards and expectations are understood and actively owned by all staff and contractors, wherever they are based. Senior managers are now more visible in the field, reinforcing our messages and ensuring that new safety standards are adhered to.

From Board level to the mine-face, every person working within Ma'aden now understands the importance of safety, and takes ownership of their own role in instilling and enforcing a culture of safety across the company.

This work has been led from the most senior leadership level of Ma'aden. From Board level downwards, there is a golden thread which connects strategic decision making with operational activity.

## Setting Ever Higher Standards for EHSS

This increased visibility has been in support of the roll-out of a comprehensive new single set of standards and expectations around safety - Ma'aden Safety, Security, Health and Environment Management system (MSHEM). Developing and implementing these new standards was a major milestone in 2020.

MSHEM is a set of risk-based, integrated and interlinked documents that define the requirements to effectively manage EHSS risks at our facilities - around people, assets, behaviours, and processes. These standards meet the international and national best EHSS standards and practices.

There are a total of 85 EHSS standards in place, and in 2020 we have carried out extensive internal engagement and communication to ensure that staff understand them ahead of full implementation in 2021. These will provide, for the first time, consistent standards and expectations of behaviour across all areas of activity, including all affiliates and contractors.

MSHEM sits alongside a range of other initiatives designed to address specific areas of practice. In 2020, these focused on how we proactively identify, contain and control risk, improve awareness and training around our "Life Saving Rules" and established an EHSS competency framework for all employees.

These specific initiatives are part of a wider culture change across the organization, which positions safety as everyone's responsibility, not something that is solely down to a specific department. This is why, in 2020, we have been striving to embed safe working practices across the organization, with training, EHSS Ambassadors, an EHSS Centre of Excellence, and supporting the development and delivery of action plans for every part of the business.

## 2020 Progress



Increased visibility and ownership, alongside the development of common standards, is already showing an impact on safety performance. In 2020 we have made good progress on our targets to improve safety.

Since 2018, we have seen steady improvements against our key performance indicators which look at management of risks and the number of recordable incidents per manhour worked (TRIR). This year, the number of TRIR reduced by 24%, achieving the 2020 target by a significant margin. At our major Ammonia 3 construction project in 2020, we achieved **10 million safe man-hours**. At our Mansourah and Massarah Gold project we hit **4 million safe man-hours**.

However, despite this positive progress, we also know that every injury and every fatality is one too many. This year, very sadly, we saw the deaths of three contractors. It is a reminder to us that we must always find ways to operate more safely, to drive our safety standards ever higher and move to a position where such incidents are reduced to zero. Our Board and our Leadership Team are committed to making this happen.

# MA'ADEN: PROTECT THE PEOPLE, PLACES AND PLANET

04



Ma'aden  
Annual Report  
2020





In 2020, more than ever, governments, businesses and communities have become increasingly conscious that business growth needs to be sustainable environmentally, socially and economically.

## Ma'aden is committed to demonstrating to the world that the natural resources we rely upon can be extracted, produced, refined, and distributed without compromising the wellbeing of people or the planet.

In undertaking this commitment, **Ma'aden's** work in 2020 contributed to delivering the wider vision and goals of Saudi Arabia and the international community. Our activity is aligned with the United Nations Sustainable Development Goals (SDGs), the International Council on Mining and Metals (ICMM) performance expectations, the Global Reporting Initiative (GRI) Standards, and other leading sustainability and responsible mining frameworks. Furthermore, the company is guided by the Kingdom of Saudi Arabia's Vision 2030.

As Saudi Arabia pursues economic diversification, growth and stability under its Vision 2030 initiative, we remain committed to supporting Saudi Arabia's economic, social and environmental development objectives.

**Ma'aden** has taken the lead in advancing the mining and metals industry. We will continue to play this role in Saudi Arabia, and to build social, economic and environmental resilience in our home communities and further afield, as we grow and expand into new markets worldwide.



Ma'aden Phosphate Complex - Wa'ad Al Shamal Minerals Industrial City



## Ma'aden's Sustainability Framework

**Ma'aden** has been strengthening its sustainability strategy since 2015. A key milestone in our journey in 2020 was the launch of our new company wide Sustainability Framework, which adopts leading global standards and practices, and outlines our commitment and approach to sustainable development.

**Ma'aden's** Sustainability Framework was implemented across all business units in 2020, showing our clear, impactful and measurable commitment to eight major sustainability goals relating to these priorities.



**Ma'aden Sustainability Framework was implemented across all business units, demonstrating our company-wide commitment to eight major sustainability goals:**

**01**

Create a "zero harm" work environment and strengthen the safety culture of our employees, contractors, customers, and host communities.

**02**

Provide employees with a working environment that improves their health and wellbeing.

**03**

Be a welcomed neighbour, respecting human rights and maintaining meaningful relationships with our host communities globally.

**04**

Contribute positively to the economy in our host countries and local communities in which we operate.

**05**

Continue to be a steward for responsible water management practices and provide innovative solutions to water scarcity, ensuring that community water systems are not affected by our operations.

**06**

Evolve our business practices to pioneer new thinking, technology, and business models to ensure climate resilience, ecological preservation and environmental justice.

**07**

Strive to reduce waste and impact associated with our sourcing, operations and materials across our value chain and throughout our products' lifecycles.

**08**

Gain international recognition for being a sustainable company, driven by robust business practices, innovation and values.

In pursuing these goals, **Ma'aden** has adopted a leadership model that inspires a culture of sustainability internally and creates informed leaders who can actively represent the company as a sustainability champion. **Ma'aden** has also worked to implement its sustainability framework with transparency, consistency and accountability.

We also are open and transparent in reporting on the progress we are making – issuing an independently assured annual sustainability report in line with Global Reporting Initiative standards.



Ma'aden Phosphate Complex - Wa'ad Al Shamal Minerals Industrial City

**Ma'aden: Social Responsibility**

Being a responsible partner, and operating in a truly sustainable way is about social responsibility and leadership, not just environmental actions. This is about acting in a way which respects people, and delivers business growth in a manner that does not have an adverse impact on individuals and communities.

**Ma'aden** operates in a way which promotes social progress and inclusion. Over the past year, we have seen staff at all sites stepping forward to help local communities deal with the COVID-19 pandemic. This matters to our business. We are committed to being a welcomed neighbour, and to make sure that the places and communities where we operate are the first to benefit from the value that our activity generates.

One of the key mechanisms for doing this is through our engagement with local communities. Having strong, open and honest conversations with local communities is a key element of the **Ma'aden** model.

Our community development and engagement activities are designed to empower locals through local hiring, local buying, local skill development

and to drive strategic social investment by addressing impact and understanding local pressing needs. In 2020 we also implemented new systems to support increased local procurement in areas where Ma'aden operates, helping to secure sustained long-term benefits to host communities.

Despite the unique challenges posed by COVID-19, we have continued to develop, embed and expand our community engagement approach in 2020, and to integrate community management systems into our core business – achieving substantial improvements at all mine sites. We have had a specific focus this year on putting policies in place to ensure that our engagement activities reflect the diversity of the communities within which we work – broadening them to proactively engage more women, young people and older people.

**Ma'aden** developed a Community Management System to track our progress on achieving our goals around community activities, and this has shown steady year on year improvements since 2012 - this year reaching our 2020 target in spite of the disruption caused by COVID-19.

## Ma'aden Corporate Committees



### CEO - Chair

- EVP, SS & Security
- SVP, CACD
- SVP, SBU Phosphate
- SVP, SBU Aluminium
- SVP, Gold
- SVP, Human Capital
- SVP, Finance & CFO

The Committee is not a decision-making forum. Decisions are made by line management in accordance with the company Master Authority Schedule and relevant Policies. The Committee shall review, challenge and debate items on its agenda for information sharing, to create consensus and alignment among the Committee members and make appropriate recommendations on matters relevant to the company and its group of companies.



### CEO - Chair

- EVP, SS & Security
- SVP, CACD
- SVP, SBU Phosphate
- SVP, SBU Aluminium
- SVP, Gold
- SVP, Human Capital
- SVP, Finance & CFO
- President, MWSPC
- President, MPC
- President, MAC & MBAC

This Committee defines the requirements for developing Environment Health, Safety and Security Policy, and principles that guide the governance to effectively manage implementation of Ma'aden EHSS management systems, regulations & standards, provide leadership, develop proactive programs and improve & steward EHSS performance.



### CEO - Chair

- EVP, SS & Security
- SVP, CACD
- SVP, Human Capital
- President, MWSPC
- President, MPC
- President, MAC & MBAC
- GM, MIMC
- VP, MGBM Operations

The MCIC's mission is to provide the planning, management and assurance of all Ma'aden Community Initiatives in a way to meet the objective of generating highest social impacts that are aligned with Ma'aden business interests. High social impacts refer to the benefits that the communities and environment will gain.



### CEO - Chair

- Exec. Geoscience Advisor
- SVP, Finance & CFO
- SVP, SBU Phosphate
- SVP, SBU Aluminium
- SVP, Gold
- VP, Exploration

The governance role of the Committee is for the internal and public reporting of Ma'aden's Resources and Reserves in compliance with the JORC Code.

This Committee establishes and maintains the responsibilities and accountabilities of the Committee, its Members and Ma'aden's Stakeholders in Business Units, Exploration and Affiliates and the appointment of appropriately qualified, experienced and competent Committee Members and Ma'aden Competent Persons for independent peer review and public reporting.



### CEO - Chair

- SVP, Finance & CFO
- SVP, SBU Phosphate
- SVP, SBU Aluminium
- SVP, Gold

The Committee is not a decision-making forum. Decisions are made by line management in accordance with the company Master Authority Schedule and relevant Policies. The Committee shall review, challenge and debate items on its agenda (all Ma'aden growth projects) for information sharing, to create consensus and alignment among the Committee members and make appropriate recommendations on the way forward.



### CEO - Chair

- EVP, SS & Security
- SVP, CACD
- SVP, SBU Phosphate
- SVP, SBU Aluminium
- SVP, Gold
- SVP, Human Capital
- SVP, Finance & CFO

The Committee provides oversight and works in collaboration with the HR function in aligning the primary Human Resources systems, practices, and processes to the business requirements and strategy.

**7**  
**Governance, Risk and Compliance Committee (GRCC)**

**CEO - Chair**

- EVP, SS & Security
- SVP, CACD
- SVP, SBU Phosphate
- SVP, SBU Aluminium
- SVP, Gold
- SVP, Human Capital
- SVP, Finance & CFO
- Chief Legal Counsel
- Chief Audit Executive

The role of the GRC Committee is to ensure that Ma'aden's values are understood and reflected in all of our work and to monitor the progress we are making in achieving our key corporate objectives.

The Committee takes a key leadership role in maintaining good and effective governance across the business, ensuring that we have a robust approach to risk management, and making sure that Ma'aden complies with all relevant laws and regulations.

**8**  
**Local Content Steering Committee (LCSC)**

**EVP, SS & Security - Chair**

- SVP, CACD
- SVP, Gold
- SVP, Human Capital
- President, MWSPC
- President, MPC
- President, MAC & MBAC
- VP, PME & BI
- Chief Procurement Officer
- Director, Local Content

The Local Content Steering Committee represent the interests of their respective parts of business, ensuring that the Local Content programme is aligned with the overall business strategy and direction, and reflects the objectives and requirements of the business. In addition, all members will be responsible for championing **Ma'aden's** overall Local Content strategy and programme within their organisation. Ultimately the LCSC group is responsible for the success of **Ma'aden's** Local Content programme.

**9**  
**Ma'aden Academy Executive Advisory Committee (MAEAC)**

**CEO - Chair**

- EVP, SS & Security
- SVP, CACD
- SVP, SBU Phosphate
- SVP, Human Capital
- President, MWSPC

The **Ma'aden** Academy Advisory Committee monitors and provides strategic guidance on the learning and development value proposition in **Ma'aden**. It oversees learning and development capability building programs for all sectors of the company workforce. The objective is to ensure that the **Ma'aden** Academy will stand out as a powerhouse that will develop a healthy and vibrant leadership pipeline, strong professional workforce and highly competent industrial cadre.

**10**  
**Ma'aden Transformation Program Committee (MTPC)**

**CEO - Chair**

- EVP, SS & Security
- SVP, CACD
- SVP, SBU Phosphate
- SVP, SBU Aluminium
- SVP, Gold
- SVP, Human Capital
- SVP, Finance & CFO
- President, MWSPC
- President, MPC
- President, MAC & MBAC
- Chief Legal Counsel
- Chief Audit Executive

The role of the MTPC is to rationalize the progress of implementation of Wave 1 of Shared Services to ensure minimum cost and work-around solutions until the full scope shared services are implemented under upgraded ERP solution.

**11**  
**Cybersecurity Steering Committee (CSC)**

**CEO - Chair**

- EVP, SS & Security
- SVP, Gold
- President, Meridian
- President, MWSPC
- President, MPC
- President, MAC & MBAC
- VP, PME & BI
- VP, ICT (Acting)

The Cybersecurity Steering Committee is responsible for providing oversight and review of the cybersecurity posture and performance of **Ma'aden** and ensuring that the highest levels of protection are instigated to secure **Ma'aden's** information and operational technology assets.

## Ma'aden: Environmental Stewardship

**Environmental protection is a key consideration in every decision Ma'aden takes. We take our responsibilities seriously when it comes to the environment, delivering our operations in a way which minimizes and mitigates any negative environmental impact.**

Ma'aden recognizes the need to work in a way that meets the requirements of the present without compromising the ability of future generations to meet their own needs. In the mining and metals sector, this means that all of Ma'aden's investments should be financially profitable, technically appropriate, environmentally sound and socially responsible.

We are committed to sustainable environmental management of our operations and projects. We have also set specific strategic goals to reduce CO2 emissions, reduce water and energy consumption and increase recycling.

In 2020 we have made significant progress in reducing our water use. Our water recovery plan at the Al Jalamid phosphate mine has reused almost 3.5 million m3 of water, reducing the amount of groundwater use, and at Wa'ad Al Shamal a new water treatment package has resulted in saving almost 1 million m3 of well water per year. This represents a 30% reduction in total water use in our Phosphate Division alone.

Ma'aden has now implemented environmental monitoring and management programs at all of our

operating sites including mines, plants, chemical complexes and buildings. In 2020 we continued to comply with all relevant local, national and international regulations to ensure that waste is managed, biodiversity is sustained, risks and impacts are reduced, energy efficiency is improved and our ecological footprint is minimized.

As part of our company wide approach, in 2020 we developed a single methodology for monitoring the progress we are making. This allows us to not only see where we are delivering on our aims, but also to identify new challenges and make the changes necessary to meet them. Our Environmental Monitoring Program also enables us to report in a consistent and transparent manner to national authorities, international forums and the public.

We also carried out work to increase awareness of environmental issues across the business and across communities. In 2020, we led specific activities to coincide with World Environment Day, Desertification and Deforestation Day and World Soil Day 2020, as well as leading other initiatives such as tree planting near local mines to enhance biodiversity in the area.

## Ma'aden Performance and Regulation

Ma'aden continues to achieve the targets we have set in this important area. We are proactively engaging with regulatory authorities and, in 2020, worked alongside them to strengthen and improve regulatory standards across the mining sector.

Ma'aden successfully renewed the environmental permit to operate for 11 sites and facilities from the General Authority of Meteorology and Environment in 2020. These include Wa'ad Al Shamal Phosphate Mine, Jalamid Phosphate mine, Ad Duwayhi, As Suq and Sukhayabarat gold mines, Al Baitha Bauxite mine, Zabirah & Gazala Magnesite mine and Madinah Magnesite plant. The environmental permits to operate MPC- SAP and MPC-DAP plants have been renewed by The Royal Commission for Jubail & Yanbu.

Our corporate HQ has also achieved ISO-14001 and OHSAS-18001 compliance certificates after a successful annual surveillance audit conducted by the Bureau Veritas certification company in 2020. There were no statutory fines received from any environmental regulators in 2020. Any reported environmental incidents with minor severity were properly addressed, investigated and appropriate corrective actions were taken.

The senior leadership team has now set a series of company-wide reduction targets to deliver on our environmental ambitions over the next 5 years.



Ma'aden Gold Plant - Al Sukhaybarat

# DELIVERY: LOCAL CONTENT

05



**Background**

**Ma'aden is a company with a global head, but a local heart.**

As a leader in the mining industry, **Ma'aden** plays a key role in the transformation of the Saudi economy under Vision 2030. We are clear – our success is also Saudi Arabia's success. The mining sector contributes US \$26 billion to Saudi Arabia's GDP, and has created 90,000 jobs. In the last decade, we commissioned eight new mines and constructed 17 processing and manufacturing plants, generating employment opportunities and providing education and vocational training support to local residents across central and northern Saudi Arabia.

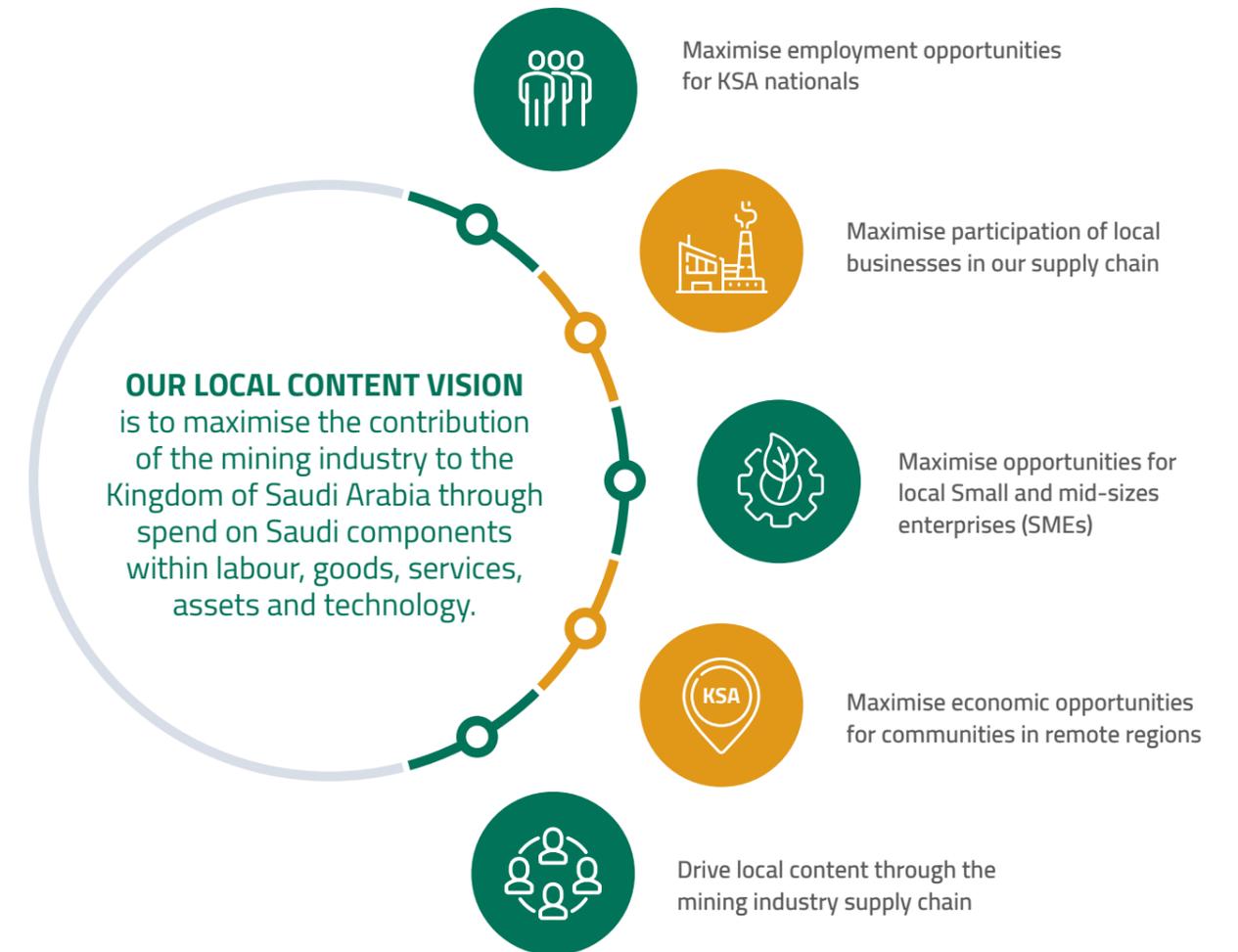
We operate on the world stage, but we are aware of where we are from and the communities that we have a duty to support. As the national champion for Saudi Arabia's mining industry, our vision for Local Content is focused on maximising the contribution that the mining industry can make to the wider Saudi economy and to Saudi society, through Vision 2030.

The mining sector contributes



In 2020 we re-focused our efforts on Local Content Delivery and developed a new operating model to deliver the ambitious targets we have set for our Local Content contribution by 2030. This will help deliver our vision for Local Content - to maximize the contribution that the mining industry makes to the national economy.

We will achieve this by increasing opportunities for Saudi individuals, businesses and communities.



This is already something that we are deeply committed to achieving. We know that our efforts in 2020 made a real difference to the Saudi economy. Our Local Content contribution was 8.9bn SAR this year, and we estimate there are 22,500 Saudi nationals working directly for **Ma'aden** or in our supply chains.

In 2020, 35% of all directly employed staff were from local areas, 70% were Saudi nationals and 88% of site budget spend on staff training was directed at local employees. We estimate the total contribution of our Local Content Program to the Saudi national economy, including through our supply chains, to be in excess of 15bn SAR for 2020.



## Leadership

Ma'aden's commitment to our Local Content workstream comes from the most senior levels of the organization. A Local Content Steering Committee, made up of senior leaders from across all of our major businesses, has given this work profile and visibility within the Company, and has ensured it is now mainstreamed across all of our operations. This group also engages extensively with the wide range of key stakeholders who share a commitment to Vision 2030, and have an active role to play in helping to deliver it.

Internally, throughout 2020, we have worked to increase staff awareness of the importance of Local Content, and of how their activities should support it. This has led to practical results - for instance, Local Content was included as a key consideration in all of the major tenders that Ma'aden issued in 2020. This built on work to identify areas of our highest spend where we have the greatest opportunity to grow Local Content.

## Supplier Development

Ma'aden recognized that if we want to spend more locally, there needs to be the products, services, and skills available. This means that we have an additional role to play in developing the local supplier base, to build its capacity to deliver goods and services that we require.

Supporting the development of this supplier base has been a major focus for our Local Content Program in 2020. This year, we have been in contact with over 100 different organizations to develop our pipeline of supplier development opportunities. For all of our opportunities we adopt a standard but flexible process, to try and accelerate the development of new Saudi Arabian based suppliers in our supply base.

This is already having a real impact. In 2020, we have formed strong and mutually beneficial relationships with local suppliers for products ranging from aluminium scrap, anti-scalant and anti-foamer, conveyor belt rollers, coal tar pitch, sodium cyanide and the supply of calcined petroleum coke. We are also in discussions with local suppliers for contracts for fatty acid production and the supply of liquid nitrogen. Collectively, these potential contracts could have a value of almost 400m SAR.

## Downstream

### A major new addition to our Local Content Program in 2020 is "Downstream".

Downstream seeks to identify opportunities to build new products, companies and industries based on the products and by-products of Ma'aden operations in Saudi Arabia. Across our aluminium, phosphate and industrial minerals businesses we identified 25 high potential opportunities to grow Local Content in Saudi Arabia through collaboration with Downstream investors.

We are now working actively with these investors to progress to the point where they will be able to utilize output from Ma'aden operations to grow new companies, industries and opportunities for Saudi nationals.

## Supply Chain Workforce

It is not just Ma'aden's direct activities which can contribute to achieving the aims of Saudi Arabia Vision 2030. We know, as a major purchaser of services, that we also have the opportunity to champion the importance of Local Content to those who provide goods and services to us.

We are committed to supporting local sourcing of materials, staff and services, thereby maximising economic opportunities for communities in remote regions of Saudi Arabia. We are working with our suppliers to make sure that they too can contribute towards the delivery of this ambition.

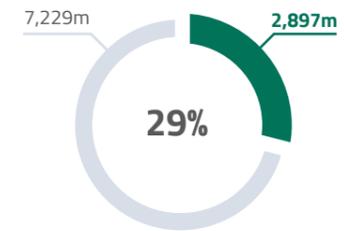
In 2020, we launched a new Supply Chain Workforce Initiative. This Initiative aims to deliver sustained increased levels of Saudization, in the major service providers to Ma'aden operations. We plan to work with them to convert existing roles, or create new roles, to provide sustainable opportunities for the employment of Saudis.

We believe this represents a significant opportunity to increase Saudization of the workforce. Our 2020 research estimates that, of the approximately 47,000 people employed in our supply chain, only 18,000 of these are Saudi nationals. The difference of 29,000 represents a very significant opportunity to offer new, high quality, jobs and careers to Saudi nationals.

This is an opportunity which we must take. We have already started working with all of our largest and most important contractor organizations and we expect initial results before the end of 2021.

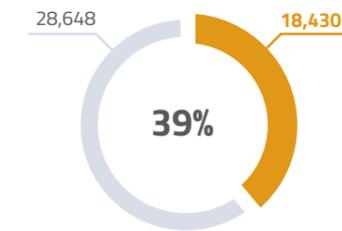


### Supply Chain Local Content



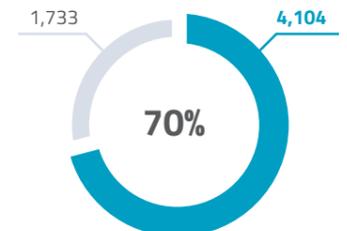
Total Supply Chain Relevant Cost: SAR 10,126 million

### Supply Chain Saudization



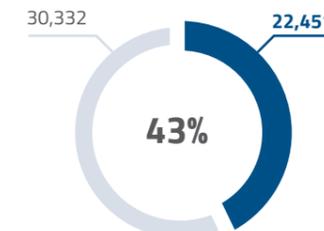
Total Supply Chain Employees: 47,078

### Ma'aden Saudization



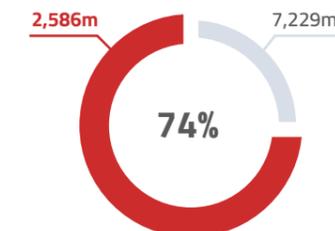
Total Ma'aden Employees: 5,837

### Combined Saudization



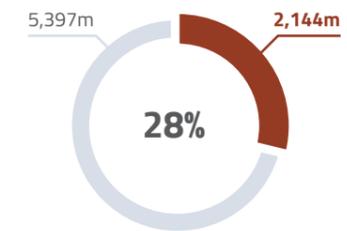
Total Employees: 52,783

### Onshore Spend



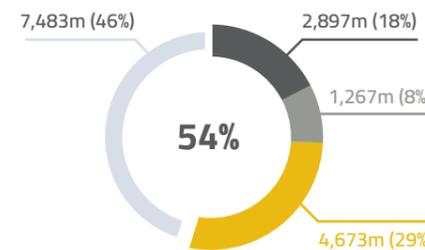
Total Supply Chain Spend: SAR 10,126 million

### Local Spend to SME



Total Local Spend: SAR 7,541 million

### Total LC Contribution



Total LC Contribution: SAR 8,850 million  
Total Relevant Cost: SAR 16,334 million

- A: LC Procurement Contribution
- B: LC Staff Contribution
- C: LC R&D and Investment in KSA Contribution
- Non-Local Content

**Notes:** All Local Content and supply chain Saudization calculations are based on assumptions; Non-supply chain components of the relevant cost and total LC are calculated based on available quarterly data.

## Community Investment

Over the past decade, Ma'aden has become the largest multi-commodity mining company in the Middle East, a global mining industry leader and a major contributor to the Saudi economy.

Each Member of our family recognizes that Ma'aden has a duty to give back to the local communities near our operations which have been a major part in helping us deliver this success. Since 2015, Ma'aden has approved 190 initiatives, spending over SAR 161 million across a range of social investment initiatives, including water and sanitation, community development, and capacity development, arts, culture and heritage, infrastructure development, education and training. The Ma'aden Community Initiatives Committee provides leadership and oversight for this important strand of work.

In 2020, Ma'aden spent more than SAR 38 million on community investment programs or initiatives. 52% of this spend was on education and 40% of the spend was on health, welfare, water and sanitation to help local communities manage COVID-19.

Ma'aden spent more than SAR

**38**

million on community investment in 2020

**52%**  
on education

**40%**  
on health, welfare,  
water and sanitation

Our major funding priority, however, remains learning and skills. This is because of the pressing need to improve access to quality education, particularly in the Northern Borders Region.

We see investing in education as a key route to help secure a better future for local people. We have a longstanding commitment to be an engaged and active supporter of a range of educational partnerships to support economic growth in Saudi Arabia. Our core activity is concentrated in the Northern Borders Region where Ma'aden has continued to support the Saudi Mining Polytechnic and Schools of Excellence Project in 2020.

The Saudi Mining Polytechnic in Arar, provides specialist technical training in surface mining, underground mining and plant operations. Its key goal is to help develop the industrial workforce required for the mining industry in Saudi Arabia, which is central to realizing the Comprehensive Mining Strategy, as well as the Kingdom's 2030 vision for growth in the mining sector.

The Schools of Excellence Project (SoE), in the Northern Borders region of Saudi Arabia is a partnership between Ma'aden Wa'ad al Shamal Phosphate Company (MWSPC) and the Ministry of Education (MoE). The project aims to support the general education system in the Northern Borders, by establishing and running two schools that will model best practices in terms of curricula, instructional staff, learning facilitation and educational outcomes.

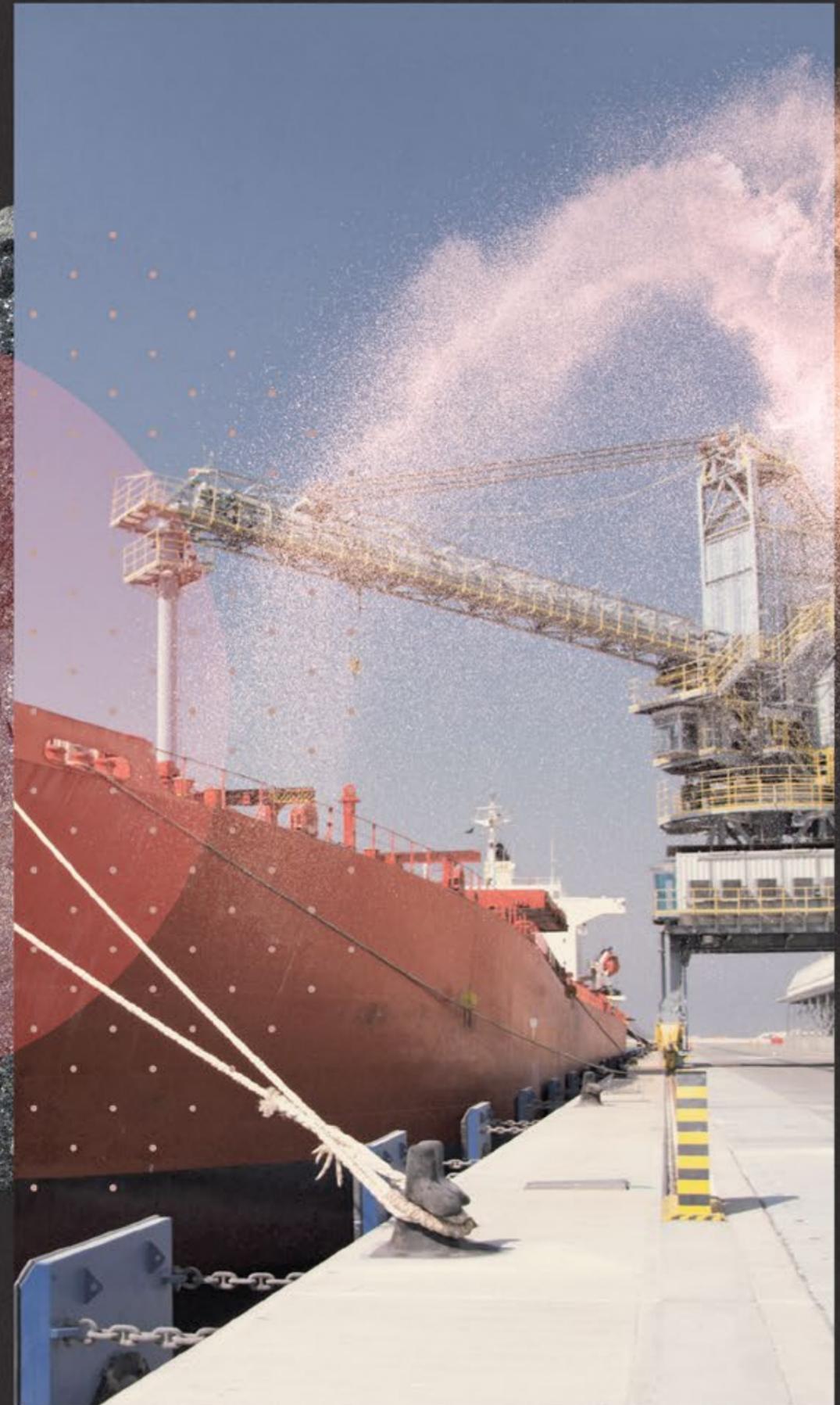
With COVID-19 likely to bring further global economic challenges, we know that it is now more important than ever for Ma'aden to deliver opportunities to local people within Saudi Arabia. As a result, we have prioritized Local Content as a major objective for the coming years, in support of both our own strategic objectives and those we share with others through Saudi Arabia's Vision 2030.



Ma'aden Gold Mine - Al Amar

**DELIVERY:  
FOCUS ON  
PHOSPHATE  
FERTILIZERS,  
CUSTOMERS  
AND MARKETS**

**06**





## Background

Ma'aden began commercial production of fertilizers in 2011 and has since become the second largest exporter of phosphate fertilizers globally-catering to the biggest fertilizer markets and meeting food requirements of hundreds of millions of people. We are committed to ensuring global food security and empowering farmers by providing high quality products that improve crop quality and yield.

Ma'aden's long-term strategy was shaped with very clear goals which has led to sustainable growth in sales and penetration of all major markets. This continued in 2020. We are now one of the world's largest producers of phosphates - responsible for 18% of global annual trade. Ma'aden's achievements are backed by a tailored regional strategy with customer intimacy as its core philosophy. Most importantly, Ma'aden is blessed to have natural resources which make Ma'aden fertilizer products one of the purest with low heavy metals. This has made Ma'aden a preferred supplier in many key agricultural markets.

As an integrated producer and supplier, we also have a competitive advantage over many competitors. We lie in the first quadrant of the global Ammonia and Phosphate cost curve.

We also enjoy a locational advantage due to our geographical position in Saudi Arabia. This provides us with access to key markets, and allows us to benefit from the quality of the local infrastructure which we have in the Kingdom.

Our location and geographical proximity to key demand centers provides us with a competitive advantage in the phosphate market. Shorter delivery time often make us the preferred choice in South Asian and East African markets. Our logistics capabilities have been honed over the years leading to better on-time delivery and enhanced customer satisfaction. Supply chain management remains a key pillar of our business success and Ma'aden has accordingly invested in developing world-class logistics.



Over the years, Ma'aden has built up knowledge, skills and experience, which provide a solid foundation for future growth.

Ma'aden's current market position has been achieved through year-on-year expansion and investments. We will continue to invest in and grow our fertilizer business. Our new state of the art facility (**Phosphate 3 project**) at Wa'ad Al Shamal Industrial Mineral City is currently under construction. With this new facility, our phosphate business is projected to maintain the strong global position as the second largest exporter globally, reinforcing our role as a cornerstone of Saudi Arabia's contribution to global food security. Ma'aden's Phosphate 3 project will contribute a total of 3 million tonnes per year of additional fertilizer products, to help meet growing global demand.

Over the past decade, our investments in the production and supply of phosphate in Saudi Arabia has contributed significantly to the national economy, creating thousands of jobs, and producing millions of tonnes of products that have helped cultivate diverse crops around the world. With Phosphate 3, Ma'aden is continuing its journey of developing the north region around its phosphate reserves and contributing to community development, job creation, and the local economy – enhancing the quality of life for local people through investment, education and health initiatives.

Ma'aden Phosphate Complex - Wa'ad Al Shamal Minerals Industrial City

## The Global Market

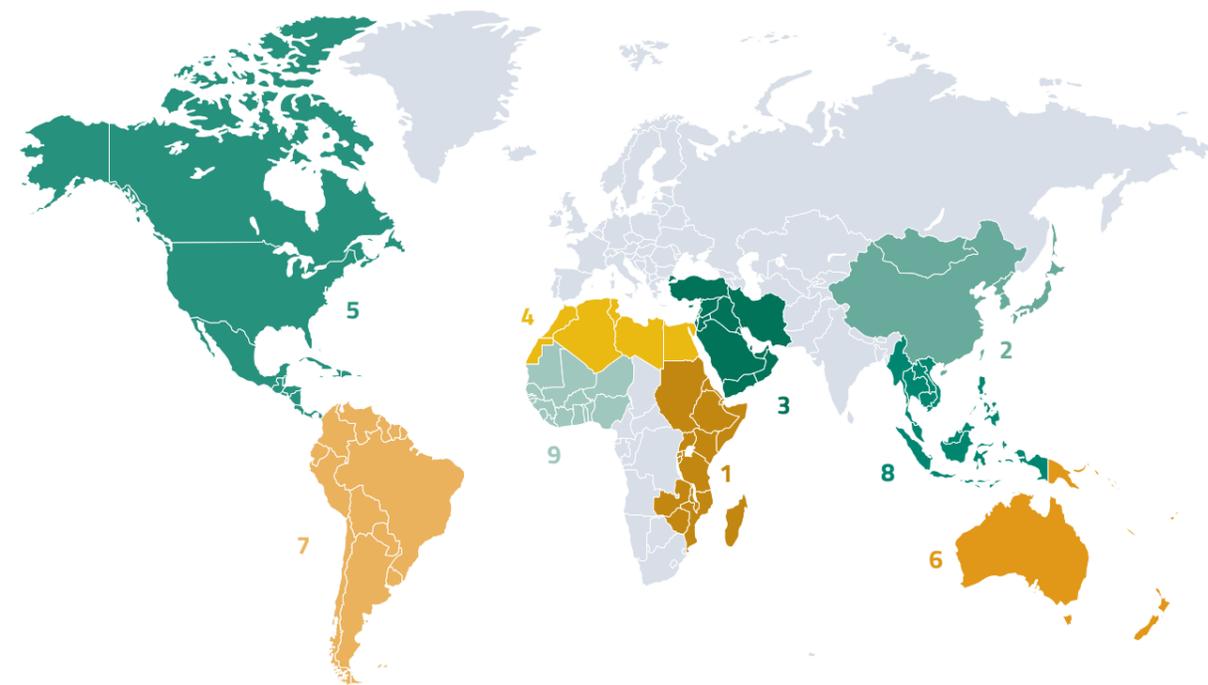
At the end of 2019, market prices for phosphate were at a historic low. Key markets remained weak in the beginning of 2020, then started improving, as a result of strong farmer economics and favorable weather. Price improvement continued in major markets, through the end of the year, driven by tight supply and strong demand from major markets. Prices increased by 25% in India and 32% in Brazil, compared to early 2020.

The world was hit by the COVID-19 pandemic in 2020 but the pandemic had limited impact on phosphate fertilizer demand, as fertilizers were classified as

essential goods by most governments in the countries to which we supply. However, the lockdowns led to temporary production disruption at some facilities in India and China in the early part of the year. This development led to supply shortages in the market, which supported higher prices. Partly due to this constriction of supply, demand for our products remained strong in major markets.

COVID-19 did have an impact on demand for ammonia, with a falloff in industrial demand globally. However, Ma'aden's market diversification strategy has enabled the business to safely navigate through this challenging market and maintain its strategic position.

### Ma'aden sales destinations for Phosphates and Ammonia, 2020:



#### Key

- 1 East Africa
- 2 Far East Asia
- 3 Middle East
- 4 North Africa
- 5 North America
- 6 Oceania
- 7 South America
- 8 South Asia
- 9 West Africa

## Ma'aden Market Position

With customers at the heart of our strategy, we continued pursuing our long term goals and achieved key strategic milestones during 2020. This year, our production output remained strong, and our sales figures achieved a new record level.

Ammonium Phosphate Fertilizer*	2018	2019	2020
Production, kt*	3,170	5,220	5,122
Capacity utilization %	54%	89%	87%
Sales, kt*	3,125	4,933	5,302
Distribution, kt**		320	470

Ammonia*	2018	2019	2020
Production, kt*	2,274	2,261	2,342
Capacity utilization %	104%	104%	108%
Sales, kt*	1,350	1,291	1,339

\* All affiliates and including partners share

\*\* Through Meridian operations in Africa

Delivering for Customers



In African markets, phosphate sales volume increased by



Our phosphate and ammonia businesses continue to achieve success due to both the high-quality of our products and our unwavering focus on understanding and responding to the needs of current and future customers.

We continue to develop new product lines for existing markets, and to seek our new opportunities to support customers in developing markets.

Our phosphate and ammonia business growth was supported by expansion into new territories and markets. We achieved this by building on our existing networks and global presence, supported by the increasing recognition of Ma'aden as a reliable supplier of high-quality products. Phosphate sales volume increased to 5.3 million ton while ammonia sales reached 1.3 million ton in 2020. Our Phosphate market share has increased rapidly over the years, across the markets – 16% in India, 12% in Brazil, 47% in Bangladesh and 54% in East Africa. On the ammonia side, we maintained our strategic position, with year-over-year sales growth of 6%. In addition, we strengthened our position in the Far East ammonia markets, by further penetrating and increasing market share.

16%  
in India

47%  
in Bangladesh

12%  
in Brazil

54%  
in East Africa

This year, we have also increased our focus on the supply of speciality phosphate products (NPKs/NPSs), which accounted for 5% of our fertilizer sales in 2020. We intend to further strengthen our specialty products portfolio and believe that this segment will account for a significant portion of our sales as we move forward.

Meridian Acquisition:

Ma'aden completed its first international acquisition of Meridian, a leading fertilizer distribution company, in 2019. Meridian caters to more than 60,000 small holder farmers apart from large farmers through more than 200 self-owned and distributor retail stores. Meridian is the largest fertilizer supplier in most of the countries where it operates. Meridian has ensured an efficient route to key growth markets in East and South Africa and has now become the cornerstone of Ma'aden's growth in Africa. Through this acquisition, we have performed particularly strongly in African markets, where we have witnessed phosphate sales volume increasing by 40% since 2019.



Ma'aden Phosphate Mine - Al Jalamid

# DELIVERY: FOCUS ON ALUMINIUM CUSTOMERS AND MARKETS

07



## Background

**Ma'aden** Aluminium's fully integrated high efficiency aluminium production complex is the first of its kind in the world. Its three interconnected companies bring together Mining, Refining, Smelting, Casting and Rolling - offering a fully integrated value chain from bauxite mine, to product, to market. Two of the companies, **Ma'aden** Aluminium Company and **Ma'aden** Bauxite and Alumina Company are joint ventures between **Ma'aden** and Alcoa Corp., a global leader in lightweight metals technology, engineering and manufacturing.

**Ma'aden** Aluminium is a key part of the wider **Ma'aden** operations, delivering value for the Company, Saudi Arabia, customers, and investors. We are a major contributor to Saudi Arabia's GDP and job creation, and an important enabler to local downstream industries. Our cutting-edge, integrated aluminium complex supplies high quality aluminium solutions to customers in both local and international markets.

2020 was a year when COVID-19 impacted on businesses across the globe and therefore impacted on **Ma'aden** Aluminium in a range of ways. It affected the markets that we supply and where revenues are generated, although demand for our products was strong in 2020. It made the procurement of equipment difficult, affected our staffing levels and disrupted our logistics chains.

Yet, despite these challenges, our production reached record levels in 2020, and sales remained strong. What we learned from the year, was that having strong business fundamentals, effective leadership, efficient processes, and skilled people provides a foundation for resilience, in even the most challenging of times.

## Market Overview

The outbreak of the pandemic resulted in a sharper downturn than the one resulting from the 2008 global financial crisis. At **Ma'aden** Aluminium, we worked to maintain business continuity through the pandemic, putting measures in place to reduce risks, detect and manage positive cases and ensure that staff and contractors were able to work safely.

The market has recovered more rapidly than we experienced with previous downturns, although the individual rate of recovery has largely depended on the nature and effectiveness of the fiscal and public health responses in each country.

LME prices reached their lowest level in March-April 2020. They stayed flat at around 15% below January levels until May 2020. However, over the summer following China's economic recovery, the outlook for commodity demand and prices started to improve. The 3<sup>rd</sup> quarter reflected a recovery trend and 4<sup>th</sup> quarter saw a sharp rise in LME prices as the vaccine development took shape and the dollar continued to weaken.

Towards the end of 2020, outbreaks of new variants of the virus created fresh uncertainty, especially in Europe. However, positive growth in the aluminium consuming sectors of automotive and construction indicate a strong rebound in 2021.



*Ma'aden Aluminium Plant - Ras Al Khair*

## Ma'aden Aluminium Market Position

Despite the challenges of COVID-19 in 2020, **Ma'aden** Aluminium has remained robust and well-placed to take advantage of the continuing recovery. One key lesson from 2020 was, if we are flexible and adaptable during challenging times, then we should continue to innovate, and optimise without compromise when the environment recovers.

Our integrated aluminium value chain is the largest in the Middle East and one of the largest in the world with assets of **over SAR 42 billion**. We are taking a strategic focus on operational, capital and commercial excellence to enable our aluminium business to remain competitive in the face of rising raw material and energy cost.

We enjoy an advantage over competitors due to our location and the quality of infrastructure in Saudi Arabia - **Ma'aden** benefits from having local access to two international seaports on the Eastern province, enabling us to utilise shipping routes to global markets. We also have a competitive advantage from being an integrated producer and supplier having access to our own source of bauxite for our own refinery.

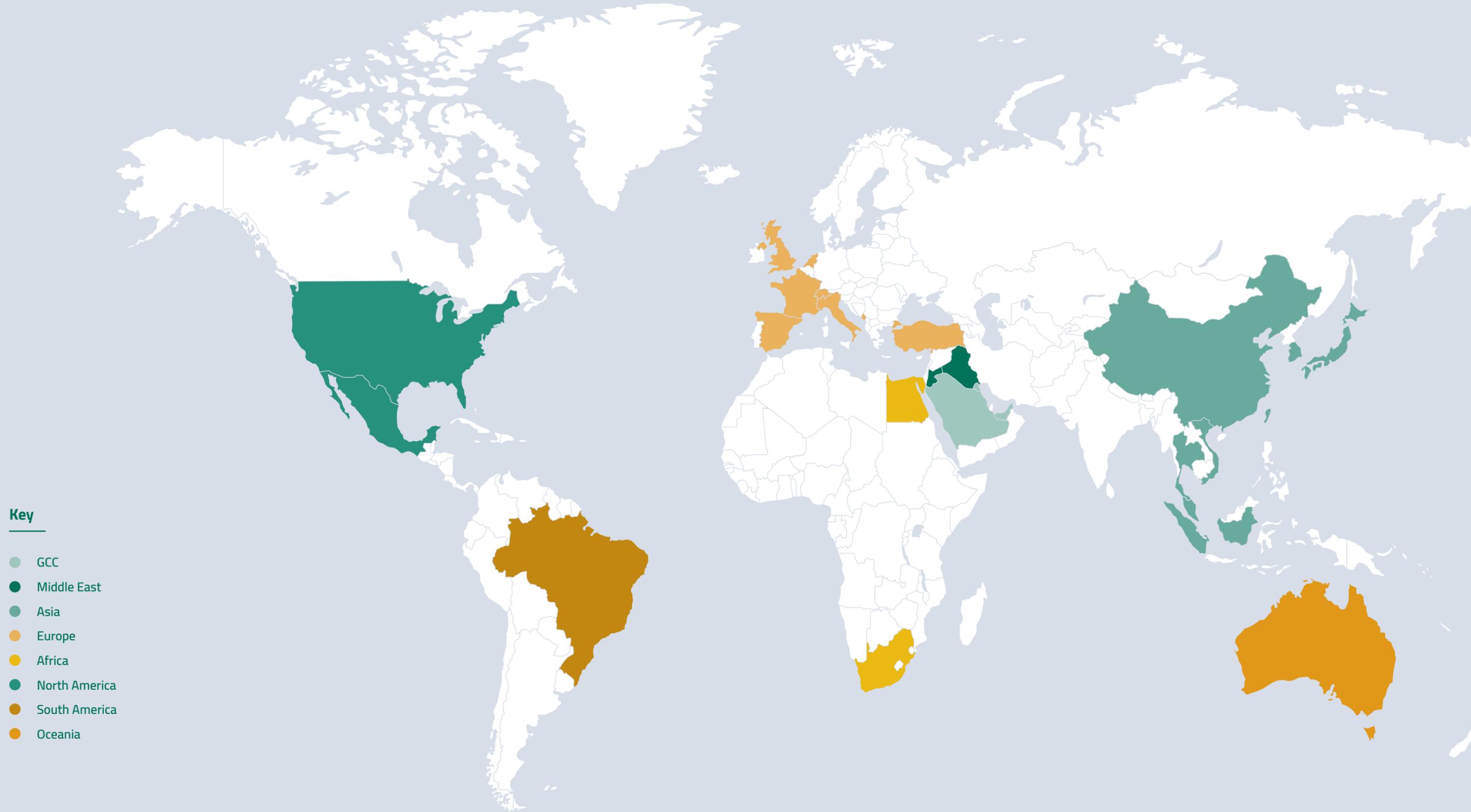
Two other factors that support our position in the market are the quality and range of our products and the quality and experience of our staff - a team of highly skilled employees, that offers a blend of global experience and local knowledge. It was this team of employees who responded with dedication, commitment and imagination to enable us to maintain business continuity through the 2020 pandemic.

Our product range also assists us in building a level of resilience, which will support our future ambitions. Throughout 2020, we have continued to innovate and bring new product lines onstream - such as the introduction of 6' billets. This has supported us moving into new markets globally, whilst retaining and growing strategic market share within our existing customer base.

**In short, the fundamentals for our aluminium products are strong and we are confident of maintaining our competitive position.**



## Aluminium Products Sales Destinations



### Key

- GCC
- Middle East
- Asia
- Europe
- Africa
- North America
- South America
- Oceania

## Sales

Sales performance has remained positive, despite the challenging operating environment, particularly in the early part of the year. However, towards the end of the year, we were seeing strong recovery, and the signs are that this recovery will continue into the first half of 2021.

Continuing production of slabs, billets, ingots and starting producing the new diameter 6" billets to the local market has strategically placed us on the right path for further growth as the market demand increases.

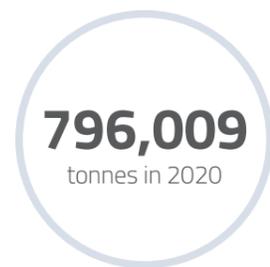
Auto sales and can body stock saw an average sales increase by two digits percentage wise of approximately 10% during 2020, while there was a 5% reduction in demand for can by one digit percentage wise.

Targets for 2020 alumina silos for the smelter were consistently achieved and sales to third parties were close to 300kt. There was also additional sale of hydrate to new customers during this period, a business area which is expected to increase in 2021.

Production (Mt)	2018	2019	2020
Bauxite Production	4,730,690	5,031,412	4,945,927
Alumina Production	1,774,173	1,798,340	1,782,041
Potlines Molten Production	775,561	775,561	796,004
Casthouse Production	966,749	966,749	1,010,563
Rolling Production	220,404	279,197	284,285
Autosheet Production	7,703	16,365	18,844

## Key Achievements

The highest molten metal production of



Our alumina production in 2020 was 1.72 Mt, only slightly below our 2019 production figures, reflecting the challenging operating environment.

In other areas of operation, we saw a range of record figures achieved in 2020. Our refinery digestion achieved a production record of 1.804 Mt, our Smelter Creep Program achieved the highest molten metal production of 796,009 tonnes in 2020 (higher by 20,448 tonnes compared to 2019), and we achieved a new milestone in cast metal production by crossing the one-million-ton mark. We also achieved the highest yearly production recorded in slab with 414,195 tonnes, and re-melt with 104,531 tonnes. All of this was delivered in line with our commitment to ensuring our activities are sustainable with full respect and adherence to the environment and the local areas where we operate.

This year, we had a clear focus on conserving natural resources, implementing a raft of measures to reduce energy use and promote sustainable water management which helps conserve natural resources. We have also made significant progress in ensuring that our activities and spending power add value to the Saudi economy, supporting education and training, and wider regional development in Qassim province.



Ma'aden Aluminium Rolling Mill Plant - Ras Al Khair



Ma'aden Aluminium Rolling Mill Plant - Ras Al Khair

**DELIVERY:  
FOCUS ON  
GOLD AND  
BASE METALS**

**08**



## Background



Gold is a fundamental element of the **Ma'aden** success story. In the 11 years since our IPO, **Ma'aden** has grown from a small gold mining concern to a large-scale international gold and base metals company that operates six gold mines in Saudi Arabia.

In only a decade, we have transformed from a new market entrant into an internationally renowned gold miner. Gold and base metals currently account for 14% of **Ma'aden's** total revenue.

Whilst the COVID-19 pandemic created challenges for us all in 2020, it did not prevent us from continuing to focus on growth and expansion. We continued to set record levels for gold production, driving shareholder value and significantly contributing to Saudi Arabia's GDP.

Managing the impact of COVID-19 was a particular challenge for our gold business, due to the remote location of workers and facilities. However, despite these challenges we managed to keep all of our sites

operational, and continued to set record production figures as we headed towards our target of producing 1 million sustainable ounces of gold annually.

Key to achieving this target is planned growth and expansion. 2020 witnessed further progress towards this goal. We currently have two further mines in development, namely the Mansourah and Massarah mine, which is under construction, and the Ar Rjum mine, which is undergoing a final economic feasibility study.

These new developments are key to our future expansion and growth. At **Ma'aden**, we are clear that this needs to be delivered in a truly sustainable way, which minimizes the impact of extraction on the environment and local host communities. Moving forward into 2021, we have challenging targets on reducing water and energy use, investment into local communities and supply chains, whilst extracting value and driving shareholder value.

## MGBM Mines



### Key

- Cities
- Mines

## Mine Performance: 2020

All six of our mines had strong performance in 2020, with three of them setting new production records.

At Ad Duwayhi, we saw the rate of gold extraction **increase to 95.4%** and the productivity of milling rise by almost 20%. In other mines too, production is up, stoppages are down and safety continues to improve strongly. We continue to survey and map our mines using the latest cutting-edge technology to ensure that there is continued supply moving forward.

Mine	Gold production 2018 (oz)	Gold production 2019 (oz)	Gold production 2020 (oz)
Mahd Mine	29,904	27,154	28,929
Sukhaybrat Mine	15,704	12,555	21,955
Bulgha Mine	36,972	49,115	56,569
Al-Amar Mine	30,331	27,772	31,968
As Suq Mine	27,536	19,228	20,412
Ad Duwayhi Mine	274,519	263,408	248,998

## Projects in Active Development

Saudi Arabia has a rich resource of mineral wealth. At **Ma'aden**, we are accessing that resource to help drive the Kingdom's economy and to improve the life prospects of its people. As a future focused company, we continue to look forward, seeking to identify new sources of minerals to ensure that future generations are also able to benefit from this resource.

We currently have two new gold mining projects under development. Work is continuing to complete the construction and engineering work on the Mansourah and Massarah gold mine project, which will become the largest gold project ever undertaken by **Ma'aden**. The level and scale of our ambition demonstrates the commitment of **Ma'aden** to identify and pursue attractive growth investments in Saudi Arabia. The project is scheduled to be completed and start operations in 2022.



This project has the potential to bring enormous benefit to local communities, and we are already working with partners to ensure that local employees and supply chains benefit from the development of this new mine. Strengthening our local impact has been a key focus on activity in 2020, both through community investment and through supporting local supply chains.

## The Mansourah and Massarah project is an important element in realising Ma'aden's strategy to increase gold production to 1 million sustainable ounces per year, benefiting Saudi Arabia and the local communities.

At the heart of this project is our commitment to sustainable development, in line with our broader corporate and national objectives and vision. This will therefore be the first mine in Saudi Arabia to use solar energy as an energy source. It will also benefit from treated water transferred to the two mines through a 430km pipeline, built by Ma'aden, connecting Taif city to the remote and scarce water area of the mine.

We are also in the process of completing the necessary feasibility studies for the Ar Rjum Mine. 2020 saw the completion of initial feasibility. Based on preliminary project assessments, we anticipate the average annual production volume will be 250,000 ounces per year, with a potential mine lifespan of 10 years.

### Focus on Copper

**68,291**

tonnes of copper in 2020

In addition to gold, Ma'aden also continues to successfully extract, process and export copper. In 2020, a total of 2,619 million tonnes were processed at a concentration of 2.79% and with a recovery rate of 93.6% resulting in 68,291 tonnes of copper. In 2020, the mine exceeded targets for both ore extraction and the production of copper concentrates.

During 2020, 25 shipments of bulk copper concentrates were loaded from Yanbu commercial port, either to China, Japan, India, Europe or the Philippines.

The Company has continued to provide relevant authorities with all data on environmental monitoring. Ma'aden and Barrick Copper Company attaches great importance to the environment and the application of all relevant environmental regulations and regulations in all mine facilities. Our ISO 14001 Environmental Management Certificate was obtained in November 2020.

### Moving Forwards

## Gold extraction is an important and growing part of Ma'aden's operations and a major contributor to the strength of Saudi Arabia's economy.

We see this as an ongoing area for future growth. Our 2025 strategy aims to increase gold production to 1 million ounces per year – effectively doubling our current production. In 2020, we learned a great deal about how new technology and investment can drive sustainability, efficiency and better working practices. We will build on this learning as we move forward into 2021.



Ma'aden Gold Plant - Mahd Al Dahab

# CONCLUSION

09



## Building for Tomorrow

In this Annual Report, as we have reflected on the challenges and achievements of 2020. We have also had a chance to reflect on who we are as a company.

This Annual Report began by remembering that 2020 was a year like no other.

Sometimes, it is in challenging times that people and organizations get to know themselves best.

2020 was a year where **Ma'aden** demonstrated that it is a strong and robust company, resilient to anything that is happening in the world around it. In challenging times, the Company has demonstrated that it is able to deliver value – for customers, shareholders, staff and Saudi Arabia.

We end the year in a strong financial position, with exciting plans ahead for the Company. Our growth ambitions will be supported by new developments and new explorations. We will continue to drive efficiencies, strive for ever higher safety standards, invest in new technologies and to deliver even more value to investors. As the world returns to normal, tremendous opportunities lie ahead for **Ma'aden** as we continue our journey to become a Saudi global mining giant.

At the heart of all of our plans is a promise to keep on delivering for our customers, both now and in the future. It is this central commitment which underpins all of our work – delivering the products that people around the world need to live active, economically productive and successful lives.

2020 was also a year when we saw the talents, commitment and skills of staff come shining through. It was a year when we continued to show that we care – about people, about communities, about the places where we work and about the planet.

What this year has demonstrated, above all, is that **Ma'aden** is a resilient, strong and responsible company with global presence and local impact. We are proud of what we have achieved, and we move into 2021 confident about the future.



Ma'aden Copper Mine - Jabal Sayid

# EXPLORATION

10



## Exploration

### Introduction

The future of a mining company depends on successful exploration to grow its portfolio of high quality Mineral Resources to sustain and grow its businesses.

**Ma'aden**, as the Kingdom's exploration and mining champion, continued to deliver in 2020 on its long term commitment as the largest investor in mineral exploration in Saudi Arabia. Since **Ma'aden** was formed in 1997, our exploration programmes have delivered major Mineral Resource growth in the Kingdom in gold, copper, phosphate, metallurgical bauxite, magnesite and kaolin. These resources are the foundation of **Ma'aden's** business, and the Saudi mining sector.

**Ma'aden's** exploration success is highlighted by our ranking as the 18th largest mining company in the world by market capitalization in PwC's 'Mining 2020' report.

### Strategy

The objective of **Ma'aden's** mineral exploration programme in Saudi Arabia is to deliver growth options to the business from the exploration, discovery and evaluation of new Mineral Resources. These new Mineral Resources provide options for the development of new mines, or to increase production in our existing operations and to extend the life of mines.

**Ma'aden** undertakes exploration in both greenfield and brownfield sites. The objective of greenfield exploration on our exploration licences is to discover large, new Mineral Resources to develop into new standalone mines.

The purpose of brownfield exploration is to find new mineral deposits within economic transport distance of our existing mines to add shareholder value through expansion of existing mine capacity, from displacement of lower grade ore from the mine plan or from extending the life of the mine. Brownfield exploration usually delivers incremental growth in a mine's Mineral Resources but may result in major additions which allow expansion of mine production at a lower capital cost than for greenfield projects. Our exploration around the Al Jalamid phosphate mine and Mahd Adh Dhahab gold mine in 2020 are examples of brownfield exploration with the potential for major Mineral Resource additions.

### Health And Safety

The health and safety of our exploration personnel who operate in remote areas of the Kingdom is our highest priority.

Since **Ma'aden's** formation in 1997, there have been no fatalities in Exploration. We closely monitor our health and safety reporting and performance to sustain our good record. We always apply the learnings from our incident reporting and investigations to identify and eliminate hazards and to continuously improve our controls to prevent injury and illness. For example, the Exploration Division reduced motor vehicle safety incidents to zero in 2020 after rolling out a real time monitored satellite location and speed tracking system for all vehicles complemented by advanced off road and defensive driver training to all personnel.

The challenge of COVID-19 to our exploration operations during the year was managed and mitigated by our team's rigorous adherence to PPE and health protocols in all field locations. Because of these measures, we successfully maintained the continuity of our exploration programmes and did not record any cases of COVID transmission in our field sites.

### Mining law

Saudi Arabia enacted a new Mining Investment Law and Regulations with effect from 1 January 2021 replacing the previous law enacted in 2004. The new law introduces several significant changes for exploration and mining licences including new licence application requirements, new surface rentals for licences and ad valorem severance (production royalty) amongst other changes.

The new law is part of a wide ranging government strategy to encourage private investment to expand the exploration and mining sector in the Kingdom. The enactment of the new law provides opportunities to expedite the granting of **Ma'aden's** long standing exploration licence applications, which were deferred during the drafting of the legislation and the development of the government's mining sector strategy.

## Licences

The Exploration Division explores Ma'aden's exploration licences while exploration on mining licences for mine development projects is conducted by the Ma'aden Business Unit and by the Ma'aden Affiliates on our operating mines.

Ma'aden held 45,000 km<sup>2</sup> of granted exploration licences for all commodities at 1 January 2020 but reduced the licence portfolio to 16,868 km<sup>2</sup> at 31 December 2020. Following the completion of a major investment in an accelerated two year major exploration program in 2020, 63% of the exploration licences held at 1 January 2020 were relinquished during 2020.

Ma'aden's exploration licence applications at 31 December 2020 for gold, copper, zinc, phosphate and bauxite totaled 32,600 km<sup>2</sup>. We are hopeful that our long standing licence applications will be granted following the enactment of the new Mining Investment Law on 1 January 2021. In a positive sign, new gold exploration licences over an area totaling 1925 km<sup>2</sup> were granted in late 2020.

During 2020, new phosphate mining licences of 281.3 km<sup>2</sup> were granted for Umm Wu'al Blocks 4, 5, 6, 10 and 11 and a gold mining licence of 50 km<sup>2</sup> at Humaymah.

### Area of Licences and Applications at 31 December 2020 (in km<sup>2</sup>)

Commodity	EL	ELA	ML	MLA
Gold	13,833	17,152	347.6	8.7
Base metals	558	7,091	16.5	0
Phosphate	1,660	6,126	368.1	0
Potash	228	987	0	0
Bauxite - kaolin	589	1,131	174.9	81.1
Magnesite	0	125	2.7	0
<b>Total</b>	<b>16,868</b>	<b>32,612</b>	<b>909.8</b>	<b>89.8</b>

EL - exploration licence; ELA - EL application; ML - mining licence; MLA - ML application

As Siham gold exploration licence with an area of 3,221 km<sup>2</sup> is an application for renewal of an expired exploration licence; it is reported in the above table as an EL.

## Expenditure

Our focus in 2020 was exploration for the addition of new gold and phosphate Mineral Resources. In 2020, Ma'aden spent SAR 226 million in greenfield and brownfield exploration programmes for nine commodities. Of this expenditure, SAR 174 million was for greenfield programmes on exploration licences, SAR 12 million for brownfield programmes on exploration licences and SAR 39 million on brownfield programmes on mining licences.

### Exploration Expenditure by Commodity in 2020 (in SAR million)

Commodity	EL	PFS + FS	ML
Gold	141.48	12.31	27.2
Base metals	16.12	0	4.01
Phosphate	10.03	0	0
Bauxite - kaolin	6.75	0	0
<b>Total</b>	<b>174.38</b>	<b>12.31</b>	<b>31.21</b>

EL - exploration licence; PFS – prefeasibility ; FS – feasibility; ML - mining licence

## Operations

Ma'aden's greenfield and brownfield exploration drilling on exploration and mining licences for all commodities totaled 338,729 metres in 2020.

### Exploration Drilling by Commodity in 2020 (in metres)

Commodity	EL	PFS + FS	ML
Gold	171,450	47,603	47,384
Base metals	17,298	0	7,032
Phosphate	34,625	0	0
Bauxite - kaolin	13,247	0	0
<b>Total</b>	<b>236,620</b>	<b>47,603</b>	<b>54,416</b>

EL – exploration licence; PFS – prefeasibility ; FS – feasibility; ML - mining licence

**Ma'aden** Exploration completed a two year accelerated exploration programme on our granted exploration licences, which expire in 2022 and 2023.

In 2020, **Ma'aden** Exploration Division tested 117 gold and base metal targets in the exploration licences. Exploration advanced 33 of these targets into subsequent evaluation stages. The Exploration Division conducted resource delineation drilling on three gold targets at Umm Mattirah, Umm Salam and Shaktaliyah in the central area of the Arabian Shield. Work commenced on new exploration licences granted in late 2020 at Zalim and Tawan, with promising early results. Resource delineation drilling was conducted on the Al Jalamid and Umm Wu'al exploration licences, adjacent to the Al Jalamid and Al Khabra phosphate mines.

**Ma'aden** Gold and Base Metals Company (MGBM) conducted resource delineation drilling and evaluation on mining licences at Mahd Adh Dhahab gold mine and the Humaymah gold project.

### Exploration Targets

The brownfield resource delineation programmes in 2020 delineated significant Exploration Targets.

An Exploration Target, as defined by the JORC Code, is a conceptual estimate of the mineral potential of a mineral deposit for which there has been insufficient exploration to estimate a Mineral Resource. This must be stated as a range of tonnes and grade. It is not certain that further exploration will result in a Mineral Resource being identified. The public reporting a Mineral Resource by **Ma'aden** is subject to resource estimation by a Competent Person and a scoping study on the exploration licences and mining licences to establish the reasonable prospects of eventual economic extraction required by the JORC Code.

MGBM conducted brownfield exploration drilling for an open pit mining target, at Mahd Adh Dhahab and Humaymah mining licences. **Ma'aden** Exploration Division conducted brownfield exploration drilling on exploration licences for Umm Mattirah gold and Al Jalamid phosphate. Smaller exploration targets were drilled on brownfield exploration licences at Umm Salam near to the Mansourah project.

### Mahd Ad Dhahab Gold Target

This Mahd Adh Dhahab target is near surface oxide and sulphide mineralisation, which is potentially amenable to open pit mining above the Mahd underground mine on an existing granted mining licence. MGBM drilled a total of 47,384 metres of diamond drilling on the target in 2020.

The results of this brownfield exploration are encouraging with the delineation of an Exploration Target of 20 to 40 million tonnes of at a grade of 2 to 3 g/t gold with minor silver, copper and zinc. A Prefeasibility Study is in progress to establish the reasonable prospects of eventual economic extraction and economic mineability before public reporting of a Mineral Resource and an Ore Reserve. A mining licence application over an area of 8.7 km<sup>2</sup> was lodged over the Exploration Target area.

### Humaymah Gold Target

Humaymah is located on a mining licence about 35 kilometres southeast of Bulghah gold mine and 90 kilometres south of Sukhaybarat gold mine. **Ma'aden** Exploration Division drilled a total of 110,000 metres of diamond drilling at Humaymah. The purpose was to evaluate potentially open pit mineralisation as a brownfield ore feed to the Bulghah-Sukhaybarat processing complex. A mining licence was granted in 2020 for area of 50 km<sup>2</sup> covering the Humaymah Exploration Target.

The results of the 2019-2020 programme are encouraging with the delineation of an Exploration Target of 20 to 40 million tonnes of oxide and sulphide mineralisation at a grade of 0.8 to 0.9 g/t gold.

### Umm Mattirah Gold Target

Umm Mattirah is located on an exploration licence about 85 kilometres south of Ad Duwayhi mine. The target was explored as a potential brownfield ore source to the Ad Duwayhi process plant. **Ma'aden** Exploration Division drilled 8,460 metres of diamond and reverse circulation drilling in 2020 for a total of 39,667 metres to date. The results of the 2020 programme delineated an Exploration Target of 10 to 20 million tonnes of oxide and sulphide mineralisation at a grade of 1.6 to 2.3 g/t gold.

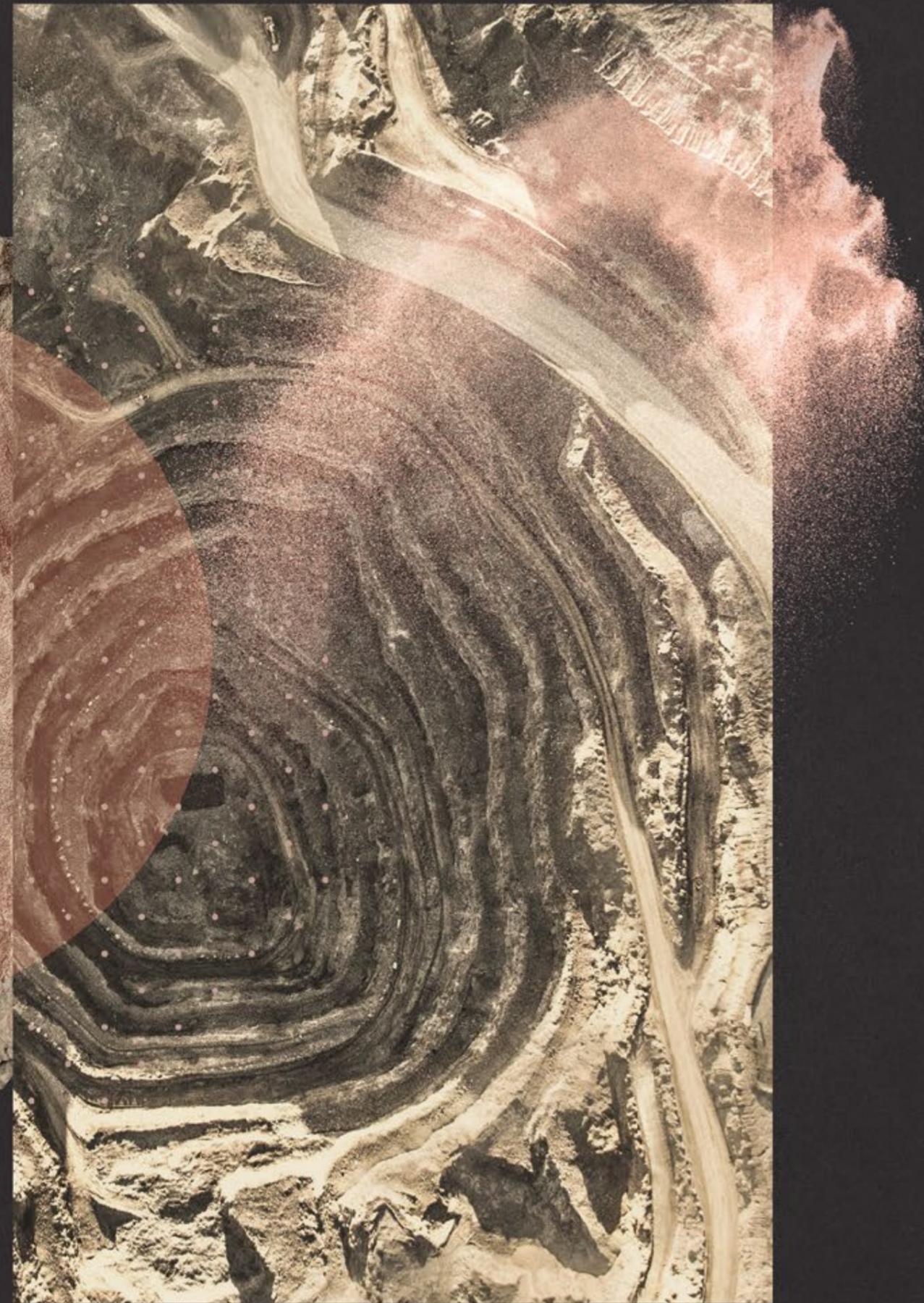
### Al Jalamid Phosphate Target

The Al Jalamid target is located on an exploration licence adjacent to the Al Jalamid mine. The target was explored as a potential brownfield ore source to the Al Jalamid process plant or as a new standalone project.

The results of the 2020 programme delineated an Exploration Target of 700 to 1800 million tonnes of phosphate mineralisation at a grade of 16 to 19% P<sub>2</sub>O<sub>5</sub>.

# MINERAL RESOURCES AND ORE RESERVES

11



## Mineral Resources and Ore Reserves

### Introduction

The Mineral Resource and Ore Reserves of a mining company are key assets of the business.

The Ore Reserve and Mineral Resource estimates in this report were prepared by Competent Persons in accordance with the requirements of the Australasian Code for Reporting of Exploration Results, Mineral Resources and Ore Reserves 2012 edition (the JORC Code). The exception was the Jabal Sayid mine, where the estimates were prepared by Qualified Persons in accordance with the CIM 2014 Definition Standards for Mineral Resources and Mineral Reserves. There are no material differences between CIM 2014 and the JORC Code 2012.

The JORC Code represents current global industry best practice for the reporting Ore Reserves and Mineral Resources.

The reporting of Ore Reserve and Mineral Resource estimates by Ma'aden complies with the principles of transparency, materiality and competence in the JORC Code for the estimation, classification, reporting, review and presentation of this report.

The Mineral Resources and Ore Reserves terminology used in this report follows the definitions in the JORC Code. Additional terms are defined in the Glossary of this section of the annual report.

### Reporting

The Mineral Resources and Ore Reserves estimates are reported for the projects at an effective date of 31 December 2020 after depletion for mine production and adjustments for changes in commodity process, technical factors and economic factors. Summary data for year end 2019 and 2018 are shown for comparison. Metric units are used throughout this report except for use of troy ounces following common industry practice.

Mineral Resources are reported inclusive of the Mineral Resources within the Ore Reserves. All estimates are reported on a dry tonnes basis.

Mineral Resource and Ore Reserve estimates are reported by commodity, project, development stage and licence. All estimates are reported as the total for each project. Ma'aden's ownership interest is listed for each project.

Ma'aden's Mineral Resource and Ore Reserve estimates for phosphate, bauxite, kaolin, magnesite, gold and copper are reported at 31 December 2020, 2019 and 2018.

Differences in Mineral Resources and Ore Reserves for gold, phosphate and metallurgical bauxite from 31 December 2019 to 31 December 2020 are presented as a waterfall chart quantifying and classifying the changes.

### Governance

Ma'aden implemented a system of internal and external reviews to provide assurance that Ore Reserve and Mineral Resource estimates are reported in accordance with the JORC Code and global mining industry practice.

The principles governing the application of the JORC Code are transparency, materiality and competence. Transparency requires that the reader of a report is provided with sufficient information, in a clear and unambiguous form. Materiality requires public reporting of all relevant information, which investors would reasonably require in the reporting of Mineral Resources or Ore Reserves. Competence requires that the public report of Mineral Resources and Ore Reserves is prepared and certified by suitably qualified and experienced persons, 'Competent Persons'. Mineral Resources and Ore Reserves reported according to the JORC Code must accurately reflect the information and supporting documentation prepared by a Competent Person.

The reported Ore Reserves and Mineral Resources estimated were prepared by or under the supervision of Competent Persons as defined in the JORC Code.

All Competent Persons are required to have a minimum of five years relevant experience in the type of mineralisation and in the estimation which they are doing. Each must be a member of a recognised professional body whose members are bound by an enforceable professional code of ethics. Most estimates were prepared by independent Competent Persons, who are not employees of Ma'aden. The estimates which were prepared by Competent Persons who were Ma'aden employees were reviewed and countersigned by independent, external Competent Persons to confirm that the estimates comply with the requirements of the JORC Code. All Competent Persons consented to the inclusion of the estimates in this report in the form and context in which it appears. The names of the Competent Persons, their membership of a Recognised Professional Organisation and their employer are listed in the relevant section of this report.

Ma'aden has formally appointed a Resources and Reserves Committee, which is comprised of experienced and qualified Competent Persons from within Ma'aden. The Committee is responsible for reviewing all annual Ore Reserve and Mineral Resource estimates to provide assurance that Ore Reserve and Mineral Resource were estimated and reported in accordance with JORC Code. The Committee's membership, authorities and accountabilities are mandated in a policy and procedures document signed by the Chief Executive Officer. The Committee reports to the Chief Executive Officer. The Ma'aden Board approved the publication of the Mineral Resource and Ore Reserve estimates in this report.

### Commodity prices

These Mineral Resource and Ore Reserve estimates are based on long term commodity price forecasts prepared annually by Ma'aden's Business Units.

#### Commodity Prices for December 2020 Resources and Reserves

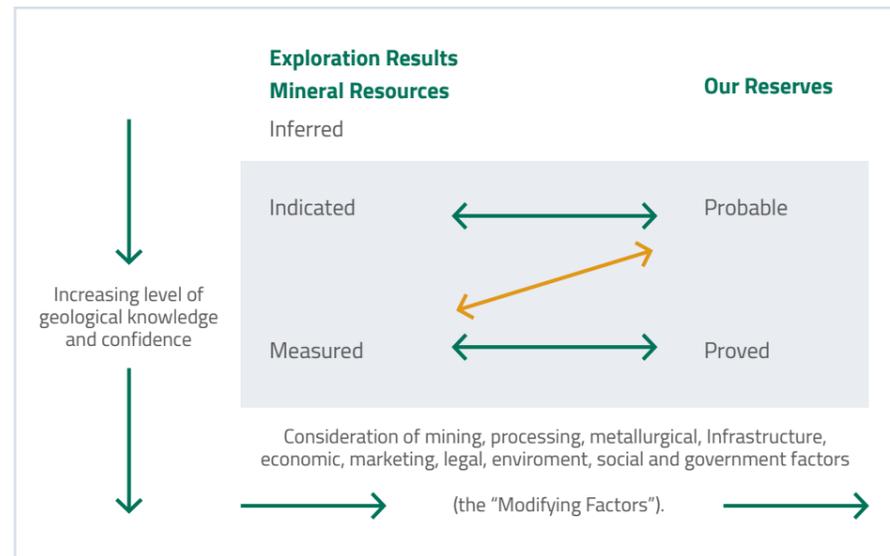
Mineral Commodity	Mineral Resource	Ore Reserve
Gold	\$1550/oz	\$1300/oz
Silver	\$20/oz	\$17/oz
Copper	\$7550/t	\$6300/t
Zinc	\$2650/t	\$2200/t

oz - troy ounce; t - metric tonne

Commodity prices for phosphate, metallurgical bauxite, kaolin and magnesite are not reported as these commodities are either processed within Ma'aden's vertically integrated businesses or sold at multiple quality and chemical specifications.

### Classification

There is an inherent degree of uncertainty in the estimation of Mineral Resources and Ore Reserves when compared with the material when it is ultimately mined and processed. This uncertainty is reflected in the Mineral Resource and Ore Reserve classifications of the JORC Code.



General relationship between Exploration Results, Mineral Resources and Ore Reserves (from the JORC Code 2012)

There is an inherent degree of uncertainty in the estimation of Mineral Resources and Ore Reserves when compared with the material when it is mined and processed. Extrapolation of operational performance from small-scale laboratory tests or pilot plants to full-scale production may not prove to be exact in practice and this may affect the Ore Reserves. Changes in assumptions for overburden removal, process plant recoveries and other operational factors may influence the tonnage and grade of an ore reserve and adversely affect the economic viability of a project. Volumes, grades and recoveries of Ore Reserves which are mined and processed may not be the same as currently anticipated.

According to the JORC Code, a Mineral Resource must have reasonable prospects for eventual economic extraction. An Ore Reserve must be economically mineable. The Competent Person must consider that there is a reasonable expectation that all or part of the Mineral Resources will eventually become Ore Reserves, but there is no guarantee that this will occur subject to technical and economic scoping, prefeasibility and feasibility studies and future economic conditions.

The tonnage and grade of the Mineral Resources and Ore Reserves are reported according to the classification system in the JORC Code. The classification reflects the judgement of the Competent Person's confidence in the estimate subject to the understanding of the geology, geological continuity, grade variability, and the quantity, distribution, quality and confidence in the geoscientific data and information used to produce the estimates.

Mineral Resources and Ore Reserves are subject to change from depletion from mining, additional drilling, improved understanding of the mineralised deposits, medium term variations in commodities prices, mine production costs, mineral processing costs and mining, infrastructure, legal, environmental, social and governmental factors. The changes to the previous annual estimates for gold, phosphate and metallurgical bauxite are shown in this report in table and graphical form. The Reserve Life stated in the Ore Reserves table is the scheduled extraction period in years in the Life of Mine Plan for the project.

The reported Ore Reserve tonnes and grades is the estimated metal or product as mined and at the point of delivery to the processing plant, which follows common international practice. The Ore Reserve table shows the mining and processing methods for each ore reserve, the forecast metallurgical recovery and the forecast recoverable metal or mineral product.

The Mineral Resources and Ore Reserves tonnage and grades are stated to one decimal place. The Mineral Resources and Ore Reserves estimates are more precise than shown in the tables in this report, and minor apparent discrepancies may result if the tabulated figures are summed.

### Licences

Exploration licences confer the right to explore and evaluate only while mining licences give the right to mine and process the material within the licence. Mineral Resource and Ore Reserve estimates are reported within licence applications where Ma'aden has a reasonable expectation that the licence applications will be renewed or granted. However, the decision to grant or renew is at the discretion of the relevant government authority.

The licence status of each mine is shown in the Mineral Resources and Ore Reserves tables.

Where a Mining Licence application was submitted to the relevant regulatory authorities by Ma'aden or a Ma'aden Affiliate company and the company has a reasonable expectation that the Mining Licence will be granted at a future date, then the relevant Mineral Resources and Ore Reserves are reported.

## Definitions

### JORC Code

The Australasian Code for Reporting of Exploration Results, Mineral Resources and Ore Reserves 2012 edition (JORC Code), is an internationally recognised professional code of practice which sets minimum standards for the public reporting of Exploration Results, Mineral Resources and Ore Reserves. The key definitions from the JORC Code, which are used in this report, are given below.

The JORC Code provides a system for the classification and reporting of Mineral Resources and Ore reserves according to the levels of confidence in geological knowledge and technical and economic considerations as shown in the JORC Code 2012.

### Competent Person

A Competent Person is a minerals industry professional who is a Member or Fellow of the Australasian Institute of Mining and Metallurgy, or of the Australian Institute of Geoscientists, or of a Recognized Professional Organization, as included in a list available on the JORC and Australian Securities Exchange websites. These organisations have enforceable disciplinary processes including the powers to suspend or expel a member. A Competent Person must have a minimum of five years relevant experience in the style of mineralisation or type of deposit under consideration and in the activity which that person is undertaking.

### Exploration Results

Exploration Results include data and information generated by mineral exploration programmes which might be of use to investors, but which do not form part of a declaration of Minerals Resources or Ore Reserves. The reporting of such information is common in the early stages of exploration when the quantity of data available is generally not sufficient to allow any reasonable estimates of Mineral Resources.

### Exploration Target

An Exploration Target is a statement or estimate of the exploration potential of a mineral deposit in a defined geological setting where the statement or estimate, quoted as a range of tonnes and a range of grade (or quality) relates to mineralisation for which there has been insufficient exploration to estimate a Mineral Resource. Any such information must be expressed so that it cannot be misrepresented or misconstrued as an estimate of a Mineral Resource or Ore Reserve. There has been insufficient exploration to estimate a Mineral Resource and that it is uncertain if further exploration will result in the estimation of a Mineral Resource.

### Mineral Resource

A Mineral Resource is a concentration or occurrence of material of economic interest in or on the Earth's crust in such form, grade, quality and quantity that there are reasonable prospects for eventual economic extraction. The location, quantity, grade, continuity and other geological characteristics of a Mineral Resource are known, estimated or interpreted from specific geological evidence and knowledge, including sampling. Mineral Resources are sub-divided in order of increasing geological confidence into Inferred, Indicated and Measured categories.

### Inferred Mineral Resource

An Inferred Mineral Resource is that part of a Mineral Resource for which quantity and grade or quality are estimated from limited geological evidence and sampling. Geological evidence is sufficient to imply, but not verify, geological and grade continuity. It is based on exploration, sampling and testing information gathered through appropriate techniques from locations such as outcrops, trenches, pits, workings and drill holes. An Inferred Resource has a lower level of confidence than that applying to an Indicated Mineral Resource and must not be converted to an Ore Reserve. It is reasonably expected that most of an Inferred Mineral Resource could be upgraded to an Indicated Mineral Resource with continued exploration.

### Indicated Mineral Resource

An Indicated Mineral Resource is that part of a Mineral Resource for which quantity, grade or quality, densities, shape and physical characteristics are estimated with sufficient confidence to allow the application of modifying factors in sufficient detail to support mine planning and evaluation of the economic viability of the deposit. Geological evidence is derived from adequately detailed and reliable exploration, sampling and testing gathered through appropriate techniques from locations such as outcrops, trenches, pits, workings and drill holes, and is sufficient to assume geological and grade/quality continuity between points where data and samples are gathered. An Indicated Mineral Resource has a lower level of confidence than that applying to a Measured Mineral Resource and may only be converted to a Probable Ore Reserve.

### Measured Mineral Resource

A measured Mineral Resource is that part of a Mineral Resource for which quantity, grade or quality, densities, shape, and physical characteristics are estimated with confidence sufficient to allow the application of Modifying Factors to support detailed mine planning and final evaluation of the economic viability of the deposit. Geological evidence is derived from adequately detailed and reliable exploration, sampling and testing gathered through appropriate techniques from locations such as outcrops, trenches, pits, workings and drill holes, and is sufficient to confirm geological and grade/quality continuity between points where data and samples are gathered. A Measured Mineral Resource has a higher level of confidence than that applying to either an Indicated Mineral Resource or an Inferred Mineral Resource. It may be converted to a Proved Ore Reserve or under certain circumstances to a Probable Ore Reserve.

### Modifying Factors

Modifying Factors are considerations used to convert Mineral Resources to Ore Reserves. These include, but are not restricted to mining, processing,

metallurgical, infrastructure, economic, marketing, legal, environmental, social and governmental factors.

### Ore Reserve

An Ore Reserve is the economically mineable part of a Measured or Indicated Mineral Resource. It includes diluting materials and allowances for losses, which may occur when the material is mined or extracted and is defined by studies at Pre-Feasibility or Feasibility level, which include the application of Modifying Factors. Such studies demonstrate that, at the time of reporting, extraction could reasonably be justified. The key underlying assumptions and outcomes of the pre-feasibility study or feasibility study must be disclosed at the time of reporting of a new or materially changed Ore Reserve. Ore Reserves are sub-divided in order of increasing confidence into Probable and Proved classifications.

### Probable Ore Reserve

A Probable Ore Reserve is the economically mineable part of an Indicated, and in some circumstances, a Measured Mineral Resource. The confidence in the modifying factors applying to a Probable Ore Reserve is lower than that applying to a Proved Ore Reserve. A Probable Ore Reserve has a lower level of confidence than a Proved Ore Reserve but is of sufficient quality to serve as the basis for a decision on the development of the deposit.

### Proved Ore Reserve

A Proved Ore Reserve is the economically mineable part of a Measured Mineral Resource. A Proved Ore Reserve implies a high degree of confidence in the Modifying Factors. A Proved Ore Reserve represents the highest confidence category of an Ore Reserve estimate. The style of mineralisation or other factors could mean that Proved Ore Reserves are not achievable in some deposits.

### Scoping Study

A Scoping Study is an order of magnitude technical and economic study of the potential viability of Mineral Resources. It includes appropriate assessment of realistically assumed Modifying Factors together with any other relevant operational factors that are necessary to demonstrate at the time of reporting that progress to a Pre-Feasibility Study can reasonably be justified.

### Pre-Feasibility Study

A Pre-Feasibility Study is a comprehensive study of a range of options for the technical and economic viability of a mineral project, which has advanced to a stage where a preferred method, the case of underground mining, or the pit configuration, in the case of an open pit, is established and an effective method of processing is determined. It includes a financial analysis based on reasonable assumptions on the Modifying Factors and the evaluation of any other relevant factors, which are sufficient for a Competent Person, acting reasonably, to determine if all or part of the Mineral Resources may be converted to an Ore Reserve at the time of reporting. A Pre-Feasibility Study is at a lower confidence level than a Feasibility Study.

### Feasibility Study

A Feasibility Study is a comprehensive technical and economic study of the selected development option for a mineral project, which includes appropriately detailed assessments of the applicable Modifying Factors together with any other relevant operational factors and detailed financial analysis which are necessary to demonstrate at the time of reporting that extraction is reasonably justified (economically mineable). The results of the study may reasonably serve as the basis for a final decision by a proponent or financial institution to proceed with, or finance, the development of the project. The confidence level of the study will be higher than that of a Pre-Feasibility Study.

### Annual Change Waterfall Graphs

The definitions in the waterfall graphs showing the changes from December 2018 to December 2019 are listed below.

### Reserve Life

Reserve life is the remaining years of mining and processing according to the life of mine plan in the Ore Reserve report.

### Grade

Grade is the estimate of the quantity, percentage or quality of a metal or mineral contained within a mineral deposit.

### Cutoff grade

Cutoff grade is the grade above or below which the Mineral Resource or Ore Reserve is economic.

### Mining Depletion

Mining depletion is the reduction in the Ore Reserve or Mineral Resource due to annual mine production estimated from mine survey and production reconciliation.

### New Data

New data are new data from drilling, sampling, chemical analysis, geotechnical, metallurgical or technical studies.

### Cost Factors

Cost factors are the operating, capital, processing and transport costs used to estimate the economics of extraction of the Mineral Resource and economic mineability of the Ore Reserve.

### Estimation methodology

Estimation methodology is method which is used by the Competent Person to estimate the tonnes, grade, quality or confidence level of the estimates to classify the Mineral Resource or Ore Reserve.



### Life of Mine Plan

The Life of Mine Plan is the approved long term plan for the design, development, ore extraction and processing of a mine in an Ore Reserve report by a Competent Person.

### Revenue Factors

Revenue factors are changes in the sale prices of the mineral commodity and foreign currency exchange rates used to convert the international market price to the local currency .

### Stockpiles

Stockpile changes are annual changes in the tonnage and grade or classification of the Mineral Resource or Ore Reserve classification of ore in temporary storage after mining but before processing.



Ma'aden Phosphate Plant - Al Jalamid

## Glossary of Abbreviations

<b>Al<sub>2</sub>O<sub>3</sub></b>	Aluminium oxide
<b>Au</b>	Gold
<b>Au eq</b>	Equivalent grade of gold grade for gold and base metal mineralisation
<b>CEng</b>	Chartered Engineer of the Institute of Materials, Mining and Metallurgy
<b>CF</b>	Column flotation of phosphate ore
<b>CGeol</b>	Chartered Geologist of the Geological Society of London
<b>CIL</b>	Carbon in leach extraction of gold ore
<b>CIP</b>	Carbon in pulp extraction of gold ore
<b>CPGeo</b>	Chartered Professional (Geology) Australasian Institute of Mining and Metallurgy
<b>CPMin</b>	Chartered Professional (Mining) of the Australasian Institute of Mining and Metallurgy
<b>Cu</b>	Copper
<b>DEV</b>	Mine development project
<b>DS</b>	Direct shipping ore
<b>EFG</b>	European Federation of Geologists
<b>EL</b>	Exploration licence
<b>EurGeol</b>	European Geologist member of the European Federation of Geologists
<b>Expl</b>	Exploration
<b>FAusIMM</b>	Fellow of the Australasian Institute of Mining and Metallurgy
<b>FGS</b>	Fellow of the Geological Society of London
<b>FGS (CGeol)</b>	Fellow of the Geological Society of London and Chartered Geologist
<b>FS</b>	Feasibility study
<b>g/t</b>	Grammes per tonne
<b>HL</b>	Heap leach processing of gold ore
<b>lb</b>	Pound (453.592 grammes)
<b>kt</b>	Thousand tonnes
<b>LPZ</b>	Al Jalamid lower phosphate zone
<b>% Ma'aden</b>	Ma'aden share of ownership

<b>MAusIMM</b>	Member of the Australasian Institute of Mining and Metallurgy
<b>MBCC</b>	Ma'aden Barrick Copper Company
<b>MF</b>	Mechanical flotation of gold, copper, zinc and phosphate ores
<b>MGBM</b>	Ma'aden Gold and Base Metals Company
<b>MIGI</b>	Member of the Institute of Geologists of Ireland
<b>MIMMM</b>	Member of the Institute of Materials, Mining and Metallurgy
<b>MgO</b>	Magnesium oxide
<b>ML</b>	Mining licence
<b>MLA</b>	Mining licence application
<b>Moz</b>	Million troy ounces
<b>Mt</b>	Million metric tonnes
<b>OP</b>	Open pit mine
<b>oz</b>	Troy ounce (31.104 grammes)
<b>P<sub>2</sub>O<sub>5</sub></b>	Phosphorus pentoxide
<b>PFS</b>	Prefeasibility study
<b>PH</b>	Phosphate horizons 1, 2, 3 and 4 at Al Khabra mine
<b>POX</b>	Pressure oxidation processing of gold ore
<b>SAR</b>	Saudi Riyals
<b>SC</b>	Screening to separate a fine and coarse ore fraction
<b>SiO<sub>2</sub></b>	Silicon dioxide
<b>SME</b>	Registered Member of the Society for Mining, Metallurgy and Exploration
<b>TAA</b>	Total available alumina (Al <sub>2</sub> O <sub>3</sub> )
<b>t</b>	Metric tonnes
<b>UG</b>	Underground mine
<b>UPZ</b>	Al Jalamid upper phosphate zone
<b>Zn</b>	Zinc

## Ore Reserves at 31 December 2020

Commodity	Project Description			2020 Ore Reserves										2020 - 2019		2020 Mine Plan			2019 Ore Reserves				2018 Ore Reserves			
				Proved			Probable			Proved + Probable				Annual Reserve Changes	Recoverable Product	Reserve Life	Proved + Probable				Proved + Probable					
	% Ma'aden	Stage	Mine	Mt	% P <sub>2</sub> O <sub>6</sub>	% MgO	Mt	% P <sub>2</sub> O <sub>6</sub>	% MgO	Mt	% P <sub>2</sub> O <sub>6</sub>	% MgO	Mt P <sub>2</sub> O <sub>5</sub>	Mt ore	Mt P <sub>2</sub> O <sub>5</sub>	% Recovery	Mt P <sub>2</sub> O <sub>5</sub>	Years	Mt	% P <sub>2</sub> O <sub>6</sub>	% MgO	Mt P <sub>2</sub> O <sub>5</sub>	Mt	% P <sub>2</sub> O <sub>6</sub>	% MgO	Mt P <sub>2</sub> O <sub>5</sub>
Al Jalamid ML	70%	Mine	OP	224.4	19.4	3.5	67.1	18.3	5.5	291.5	19.1	4.0	55.8	39.9	6.4	69%	38.2	25	251.6	19.6	3.5	49.4	265.0	19.8	3.5	52.5
Al Khabra ML	60%	Mine	OP	290.0	16.8	9.7	96.1	15.7	10.3	386.1	16.5	9.9	63.8	-8.4	-1.4	68%	43.4	25	394.5	16.5	9.8	65.1	409.3	16.4	12.4	67.1
Umm Wu'al B6 ML	60%	PFS	OP	0	0	0	284.5	16.0	2.3	284.5	16.0	2.3	45.4	0	0	70%	31.8	20	284.5	16.0	2.3	45.4	284.5	16.0	2.3	45.4
Umm Wu'al B4-5 ML	100%	PFS	OP	189.3	15.8	2.6	144.5	15.4	3.0	333.8	15.6	2.8	52.1	0	0	62%	32.3	30	333.8	15.6	2.8	52.1	333.8	15.6	2.8	52.1
Umm Wu'al B10-11 ML	100%	PFS	OP	33.6	17.8	9.9	48.5	16.2	10.5	82.1	16.9	10.3	13.8	0	0	55%	7.6	26	82.1	16.9	10.3	13.8	82.1	16.9	10.3	13.8
<b>Total</b>				<b>737</b>	<b>17.4</b>		<b>641</b>	<b>16.1</b>		<b>1378</b>	<b>16.8</b>		<b>230.9</b>	<b>31.6</b>	<b>5.1</b>	<b>66%</b>	<b>153.3</b>		<b>1346</b>	<b>16.8</b>		<b>225.9</b>	<b>1375</b>	<b>16.8</b>		<b>230.9</b>
<b>Industrial Bauxite</b>	% Ma'aden	Stage	Mine	Mt	% Al <sub>2</sub> O <sub>3</sub>	% SiO <sub>2</sub>	Mt	% Al <sub>2</sub> O <sub>3</sub>	% SiO <sub>2</sub>	Mt	% Al <sub>2</sub> O <sub>3</sub>	% SiO <sub>2</sub>	Mt bauxite	Mt ore	Mt bauxite	% Recovery	Mt bauxite	Years	Mt	% Al <sub>2</sub> O <sub>3</sub>	% SiO <sub>2</sub>	Mt bauxite	Mt	% Al <sub>2</sub> O <sub>3</sub>	% SiO <sub>2</sub>	Mt bauxite
Az Zabirah ML	100%	Mine	OP	3.1	53.2	14.9	3.5	53.9	14.6	6.6	53.6	14.7	6.6	-0.4	-0.4	100%	6.6	17	7.0	53.6	14.7	7.0	7.3	53.6	14.8	7.3
<b>Kaolin</b>	% Ma'aden	Stage	Mine	Mt	% Al <sub>2</sub> O <sub>3</sub>	% SiO <sub>2</sub>	Mt	% Al <sub>2</sub> O <sub>3</sub>	% SiO <sub>2</sub>	Mt	% Al <sub>2</sub> O <sub>3</sub>	% SiO <sub>2</sub>	Mt kaolin	Mt ore	Mt kaolin	% Recovery	Mt kaolin	Years	Mt	% Al <sub>2</sub> O <sub>3</sub>	% SiO <sub>2</sub>	Mt kaolin	Mt	% Al <sub>2</sub> O <sub>3</sub>	% SiO <sub>2</sub>	Mt kaolin
Az Zabirah ML	100%	Mine	OP	0.7	32.7	40.3	1.6	35.1	40.5	2.3	34.2	40.4	2.3	-0.1	-0.1	100%	2.3	17	2.4	34.3	40.5	2.4	2.5	34.2	40.4	2.5
<b>Magnesite</b>	% Ma'aden	Stage	Mine	Mt	% MgO	% SiO <sub>2</sub>	Mt	% MgO	% SiO <sub>2</sub>	Mt	% MgO	% SiO <sub>2</sub>	Mt MgO	Mt ore	Mt MgO	% Recovery	Mt MgO	Years	Mt	% MgO	% SiO <sub>2</sub>	Mt MgO	Mt	% MgO	% SiO <sub>2</sub>	Mt MgO
Al Ghazalah ML	100%	Mine	OP	0.5	46.4	0.6	2.5	43.3	2.5	3.0	43.8	2.2	1.3	0.1	0.3	100%	1.3	37	2.9	43.4	2.3	1.0	3.1	43.5	2.2	1.3
<b>Metallurgical Bauxite</b>	% Ma'aden	Stage	Mine	Mt	% TAA	% SiO <sub>2</sub>	Mt	% TAA	% SiO <sub>2</sub>	Mt	% TAA	% SiO <sub>2</sub>	Mt bauxite	Mt ore	Mt bauxite	% Recovery	Mt bauxite	Years	Mt	% TAA	% SiO <sub>2</sub>	Mt bauxite	Mt	% TAA	% SiO <sub>2</sub>	Mt bauxite
Al Ba'itha	70%	Mine	OP	60.5	50.0	7.7	122.8	47.3	10.0	183.4	48.2	9.3	183.4	-4.4	-4.4	100%	183.4	37	187.8	48.2	9.2	187.8	192.2	48.2	9.2	192.2
<b>Gold</b>	% Ma'aden	Stage	Mine	Mt	g/t Au	% Zn	Mt	g/t Au	% Zn	Mt	g/t Au	% Zn	Moz Au	Mt ore	Moz Au	% Recovery	Moz Au	Years	Mt	g/t Au	% Zn	Moz Au	Mt	g/t Au	% Zn	Moz Au
Ad Duwayhi ML	100%	Mine	OP	2.4	3.3		18.9	1.4		21.3	1.7		1.12	6.0	0.06	95%	1.07	6	15.3	2.2		1.08	19.2	2.4		1.47
Bulghah ML	100%	Mine	OP				40.7	0.8		40.7	0.8		1.05	-11.7	-0.41	53%	0.57	20	52.4	0.9		1.46	56.8	0.9		1.58
Sukhaybarat ML	100%	Mine	OP				17.1	1.1		17.1	1.1		0.61	-2.9	-0.08	67%	0.41	22	20.0	1.1		0.69	20.4	1.1		0.71
As Suq ML	100%	Mine	OP				6.6	1.3		6.6	1.3		0.28	1.3	-0.01	56%	0.16	6	5.3	1.7		0.30	5.7	1.0		0.18
Mansourah ML	100%	Dev	OP	12.4	2.5		15.3	2.6		27.7	2.5		2.25	0	0	88%	1.98	11	27.7	2.5		2.25	27.7	2.5		2.25
Massarah ML	100%	Dev	OP	3.1	2.1		14.2	2.0		17.3	2.0		1.11	0	0	88%	0.97	11	17.2	2.0		1.1	17.2	2.0		1.10
Ar Rjum Waseemah ML	100%	PFS	OP	13.3	1.6		21.0	1.6		34.3	1.6		1.73	34.3	1.73	98%	1.69	10								
Ar Rjum Umm Naam + Ghazal ML	100%	PFS	OP	14.2	1.3		11.9	1.5		26.1	1.4		1.13	26.1	1.13	98%	1.11	10								
Al Amar ML	100%	Mine	UG				1.2	4.3	3.9	1.2	4.3	3.9	0.16	-0.3	-0.03	89%	0.14	5	1.5	3.8	4.0	0.2	2.8	3.3	2.5	0.3
Mahd Ad Dhahab ML	100%	Mine	UG	0.22	8.5	0.7	0.24	6.7	0.6	0.46	7.5	0.6	0.11	-0.3	-0.02	96%	0.10	3	0.8	5.4	0.3	0.13	1.0	5.0	0.8	0.16
<b>Total</b>				<b>45.6</b>	<b>1.88</b>		<b>147.1</b>	<b>1.44</b>		<b>192.7</b>	<b>1.54</b>		<b>9.55</b>	<b>52.5</b>	<b>2.37</b>	<b>86%</b>	<b>8.2</b>		<b>140</b>	<b>1.6</b>		<b>7.2</b>	<b>151</b>	<b>1.6</b>		<b>7.8</b>
<b>Copper</b>	% Ma'aden	Stage	Mine	Mt	% Cu	g/t Au	Mt	% Cu	g/t Au	Mt	% Cu	g/t Au	Mt Cu	Mt ore	Mt Cu	Recovery %	Mt Cu	Years	Mt	% Cu	g/t Au	Mt Cu	Mt	% Cu	g/t Au	Mt Cu
Jabal Sayid ML	50%	Mine	UG	10.2	2.4	0.2	14.5	2.2	0.3	24.6	2.3	0.2	0.56	-0.6	-0.02	92%	0.51	9	25.2	2.3	0.2	0.58	27.1	2.4	0.2	2.4

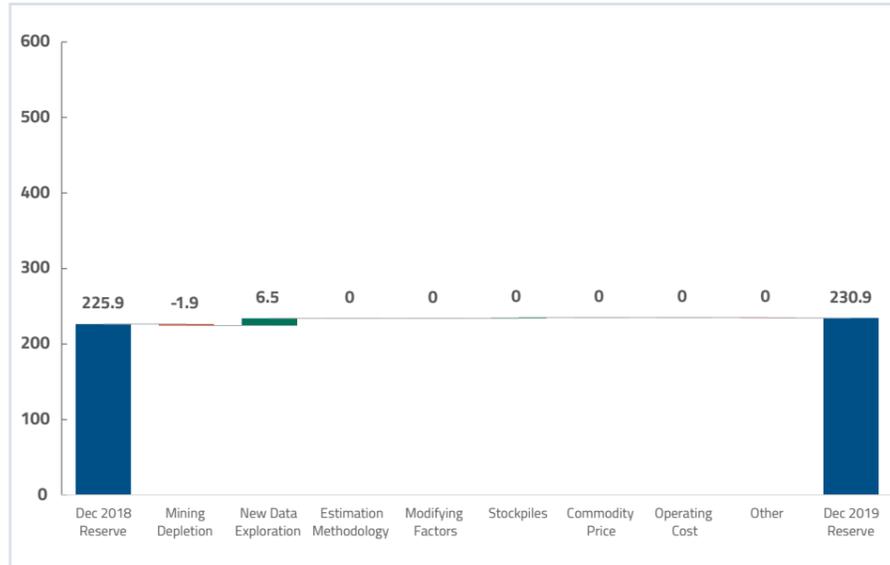
## Mineral Resources at 31 December 2020

Commodity	Project Description			2020 Mineral Resources									2020 - 2019 Change		2019 Mineral Resources				2018 Mineral Resources								
				Measured			Indicated			Inferred			Measured + Indicated + Inferred			Annual Resource Changes		Measured + Indicated + Inferred									
	% Ma'aden	Stage	Mine	Mt	% P <sub>2</sub> O <sub>5</sub>	% MgO	Mt	% P <sub>2</sub> O <sub>5</sub>	% MgO	Mt	% P <sub>2</sub> O <sub>5</sub>	% MgO	Mt	% P <sub>2</sub> O <sub>5</sub>	% MgO	Mt P <sub>2</sub> O <sub>5</sub>	Mt	Mt P <sub>2</sub> O <sub>5</sub>	Mt	% P <sub>2</sub> O <sub>5</sub>	% MgO	Mt P <sub>2</sub> O <sub>5</sub>	Mt	% P <sub>2</sub> O <sub>5</sub>	% MgO	Mt P <sub>2</sub> O <sub>5</sub>	
<b>Phosphate</b>																											
Al Jalamid ML	70%	Mine	OP	291.1	19.2	3.8	72.8	19.2	4.8	9.1	17.3	5.5	373.0	19.1	4.0	71.3	2.9	-0.6	370	19.4	4.0	72.0	432	19.1	4.2	82.5	
Al Jalamid EL	70%	Mine	OP							703.0	18.4	6.1	703.0	18.4	6.1	129.1	0	0	703	18.4	6.1	129.1	417	16.1	4.4	67.1	
Al Khabra ML	% Ma'aden	Stage	Mine	Mt	% P <sub>2</sub> O <sub>5</sub>	% SiO <sub>2</sub>	Mt	% P <sub>2</sub> O <sub>5</sub>	% SiO <sub>2</sub>	Mt	% P <sub>2</sub> O <sub>5</sub>	% SiO <sub>2</sub>	Mt	% P <sub>2</sub> O <sub>5</sub>	% SiO <sub>2</sub>	Mt P <sub>2</sub> O <sub>5</sub>	Mt	Mt P <sub>2</sub> O <sub>5</sub>	Mt	% P <sub>2</sub> O <sub>5</sub>	% SiO <sub>2</sub>	Mt P <sub>2</sub> O <sub>5</sub>	Mt	% P <sub>2</sub> O <sub>5</sub>	% SiO <sub>2</sub>	Mt P <sub>2</sub> O <sub>5</sub>	
Umm Wu'al B6 ML	60%	Mine	OP	300.2	16.7	9.9	107.2	15.5	10.1	6.5	17.6	18.2	413.9	16.4	10.0	67.9	-9.3	-1.6	423	16.4	10.0	69.5	425	16.1	12.7	68.4	
Umm Wu'al B4-5 ML	60%	PFS	OP				473.0	16.7	2.2				473.0	16.7	2.2	78.9	0	0	473	16.7	2.2	79.0	473	16.7	2.2	79.0	
Umm Wu'al B10-11 ML	100%	PFS	OP	177.1	16.9	2.2	150.4	16.8	2.6	96.1	16.3	3.6	423.6	16.7	2.7	70.9	0	0	424	16.7	2.7	70.9	424	16.7	2.7	70.9	
Umm Wu'al EL	100%	PFS	OP	29.3	20.4	8.0	40.1	19.3	8.7	264.4	18.4	9.3	333.8	18.7	9.1	62.4	0	0	334	18.7	9.1	62.4	334	18.7	9.1	62.4	
							242.7	16.9	-				242.7	16.9	-	41.0	0	0	243	16.9	-	41.0	243	16.9	-	41.0	
<b>Total</b>				<b>798</b>	<b>17.8</b>		<b>844</b>	<b>16.9</b>		<b>1322</b>	<b>18.2</b>		<b>2963</b>	<b>17.6</b>		<b>521.6</b>	<b>-6.5</b>	<b>-2.2</b>	<b>2969</b>	<b>17.6</b>		<b>523.8</b>	<b>2748</b>	<b>17.2</b>		<b>471.3</b>	
<b>Industrial Bauxite</b>																											
Az Zabirah ML	100%	Mine	OP	7	50.8	18.0	17	51.5	18.5	6	52.6	18.6	30.0	51.6	18.4	30	-0.6	-0.6	30.3	51.6	18.4	30.3	30	51.6	18.4	30.0	
Az Zabirah Central MLA	100%	Mine	OP				22	51.1	17.5	21	50.4	16.1	42.7	50.7	16.8	43	0	0	43.0	50.7	16.8	43.0	29	49.7	16.1	29	
Az Zabirah North EL	100%	Mine	OP				46	50.5	14.7	46	50.5	14.7	46.0	50.5	14.7	46	0	0	46.0	50.5	14.7	119.3	20	50.4	16.8	20	
<b>Total</b>				<b>7</b>	<b>50.8</b>	<b>18.0</b>	<b>39</b>	<b>51.3</b>	<b>17.9</b>	<b>73</b>	<b>50.7</b>	<b>16.7</b>	<b>118.7</b>	<b>50.9</b>	<b>17.3</b>	<b>118.7</b>	<b>-0.6</b>	<b>-0.6</b>	<b>119.3</b>	<b>50.9</b>	<b>17.3</b>	<b>119.3</b>	<b>79</b>	<b>27.6</b>	<b>17.1</b>	<b>79</b>	
<b>Kaolin</b>																											
Az Zabirah ML	100%	Mine	OP	7	36.1	41.0	16	36.8	41.5	8	38.4	41.0	31	37.1	41.3	31	0	0	31	37.1	41.3	31	31	37.1	41.3	31	
Az Zabirah Central MLA	100%	Mine	OP				17	36.6	39.7	9	35.7	40.6	25	36.3	40.0	25	0	0	25	36.3	40.0	25	17	36.3	40.8	17	
Az Zabirah North EL	100%	Mine	OP				19	35.3	40.6	19	35.3	40.6	19	35.3	40.6	19	0	0	19	35.3	40.6	19	21	35.1	40.4	21	
<b>Total</b>				<b>7</b>	<b>36.1</b>	<b>41.0</b>	<b>33</b>	<b>36.7</b>	<b>40.6</b>	<b>36</b>	<b>35.9</b>	<b>40.6</b>	<b>76</b>	<b>36.3</b>	<b>40.6</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>76</b>	<b>36.3</b>	<b>40.6</b>	<b>76</b>	<b>69</b>	<b>36.3</b>	<b>40.9</b>	<b>69</b>	
<b>Magnesite</b>																											
Al Ghazalah ML	100%	Mine	OP	0.7	46.2	0.7	3.4	43.2	2.6	2.0	44.2	1.6	6.1	43.9	2.1	2.7	0.1	0.1	5.9	43.7	3.8	2.6	6.1	43.8	3.0	2.7	
<b>Metallurgical Bauxite</b>																											
Al Ba'itha ML	75%	Mine	OP	68	49.8	7.9	138	49.6	8.6	28	50.8	9.4	233	49.8	8.5	233	-4.7	-4.7	238	49.8	8.4	238.2	243	49.8	8.4	243	
Az Zabirah ML	75%	Mine	OP	12	48.6	10.9	17	46.6	12.2	11	46.3	12.3	40	47.1	11.8	40	0	0	40	47.1	11.8	40.0	40	57.4	11.8	40	
Az Zabirah Central MLA	100%	Mine	OP				11	46.9	10.9	31	46.5	9.4	42	46.6	9.7	42	0	0	42	46.5	9.7	42.0	37	47.2	9.4	37	
Az Zabirah North EL	100%	Mine	OP				13	46.8	9.7	13	46.8	9.7	13	46.8	9.7	13	0	0	13	46.8	9.3	13.0	31	44.9	9.3	31	
<b>Total</b>				<b>80</b>	<b>49.6</b>	<b>8.3</b>	<b>166</b>	<b>49.1</b>	<b>9.1</b>	<b>83</b>	<b>47.9</b>	<b>9.8</b>	<b>328</b>	<b>48.9</b>	<b>9.0</b>	<b>328</b>	<b>-4.7</b>	<b>-4.7</b>	<b>333</b>	<b>48.9</b>	<b>9.8</b>	<b>333.2</b>	<b>351</b>	<b>49.9</b>	<b>9.0</b>	<b>351</b>	
<b>Gold</b>																											
Ad Duwayhi ML	100%	Mine	OP	2.2	4.3		17.6	1.5		8.9	1.7		28.7	1.8	1.68		4.9	0.06	23.8	2.1		1.62	27.0	2.1		1.82	
Bulghah ML	100%	Mine	OP				46.0	0.9		15.8	0.9		61.8	0.9	1.76		-19.9	-0.68	81.7	0.9		2.44	84.8	0.9		2.51	
Sukhaybarat ML	100%	Mine	OP				19.1	1.3		1.6	1.2		20.8	1.3	0.84		-7.2	-0.18	28.0	1.1		1.01	28.0	1.1		1.01	
As Suq ML	100%	Mine	OP				7.5	1.4		2.5	1.4		10.0	1.4	0.44		0.7	0.006	9.3	1.4		0.43	8.7	1.5		0.42	
Mansourah ML	100%	Dev	OP	14.8	2.3		30.3	1.9		4.7	2.2		49.8	2.0	3.26		6.1	0.14	43.7	2.2		3.12	46.8	2.1		3.21	
Massarah ML	100%	Dev	OP	4.3	1.7		38.1	1.6		4.5	0.9		46.9	1.5	2.30		3.5	0.31	43.4	1.4		1.99	43.7	1.6		2.23	
Ar Rjum (Waseemah) ML	100%	PFS	OP	14.0	1.6		31.7	1.6		2.0	1.2		47.6	1.6	2.43		0	0	47.6	1.6		2.43	43.7	1.6		2.18	
Ar Rjum (Umm Naam + Ghazal) ML	100%	PFS	OP	15.0	1.3		18.5	1.4		0.6	1.3		34.0	1.4	1.50		0	0	34.0	1.4		1.50	28.5	1.5		1.38	
Bir Tawilah EL	100%	Expl	OP				45.0	0.9		5.0	0.8		49.0	0.9	1.35		0	0	49.0	0.9		1.35	41.0	0.9		1.14	
Jabal Ghadarah EL	100%	Expl	OP				2.0	1.2		3.7	0.9		5.7	1.0	0.18		0.3	0.01	5.4	1.0		0.17	5.4	1.0		0.17	
Al Amar ML	100%	Mine	UG				2.9	4.7	4.4	0.5	5.2	4.9	3.4	4.8	4.5	0.52	0.32	0.10	3.0	4.4	5.4	0.42	1.0	4.9	0.5	0.16	
Mahd Ad Dhahab ML	% Ma'aden	Stage	Mine	Mt	g/t Au	% Cu	Mt	g/t Au	% Cu	Mt	g/t Au	% Cu	Mt	g/t Au	% Cu	Moz Au	Mt	Moz Au	Mt	g/t Au	% Cu	Moz Au	Mt	g/t Au	% Cu	Moz Au	
	100%	Mine	UG	1.60	10.8	0.81	1.00	9.8	0.7	0.30	10.2	0.7	3.0	10.4	0.76	0.98	0.7	0.35	2.3	8.4	0.7	0.63	2.6	8.2	0.5	0.7	
<b>Total</b>				<b>51.9</b>	<b>2.1</b>		<b>259.6</b>	<b>1.4</b>		<b>50.2</b>	<b>1.3</b>		<b>360.7</b>	<b>1.5</b>		<b>17.23</b>	<b>-19</b>	<b>-0.03</b>	<b>371.4</b>	<b>1.4</b>		<b>17.13</b>	<b>361</b>	<b>1.5</b>		<b>14.0</b>	
<b>Copper</b>																											
Jabal Sayid ML	50%	PFS	OP	9.2	2.7	0.21	19.7	2.4	0.35	4.6	1.5	0.4	33.5	2.1	0.3	0.71	-0.2	-0.02	33.7	2.2	0.4	0.7	6.2	1.7	0.5	0.11	

## Ore Reserve Changes from 31 December 2019 to 31 December 2020

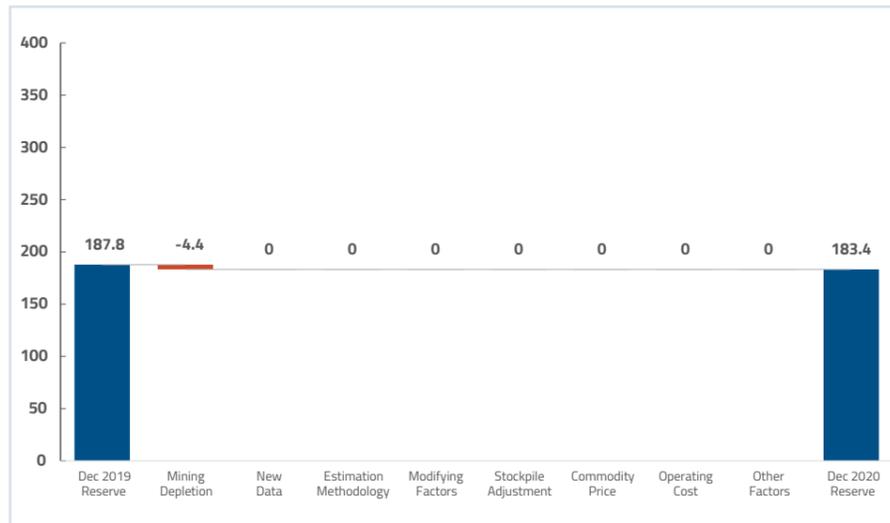
### Phosphate

Contained P<sub>2</sub>O<sub>5</sub>  
million tonnes



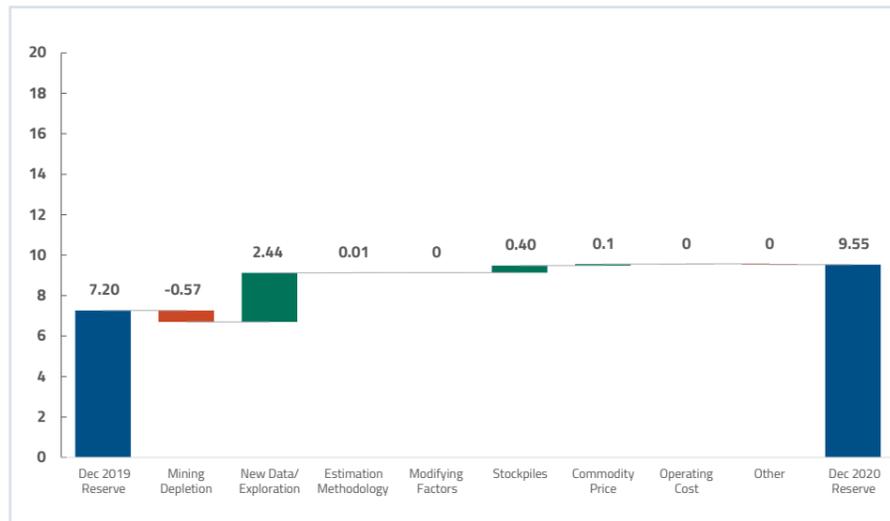
### Metallurgical Bauxite

Contained bauxite  
million tonnes



### Gold

Contained gold million  
troy ounces



## Mineral Resource Changes from 31 December 2019 to 31 December 2020

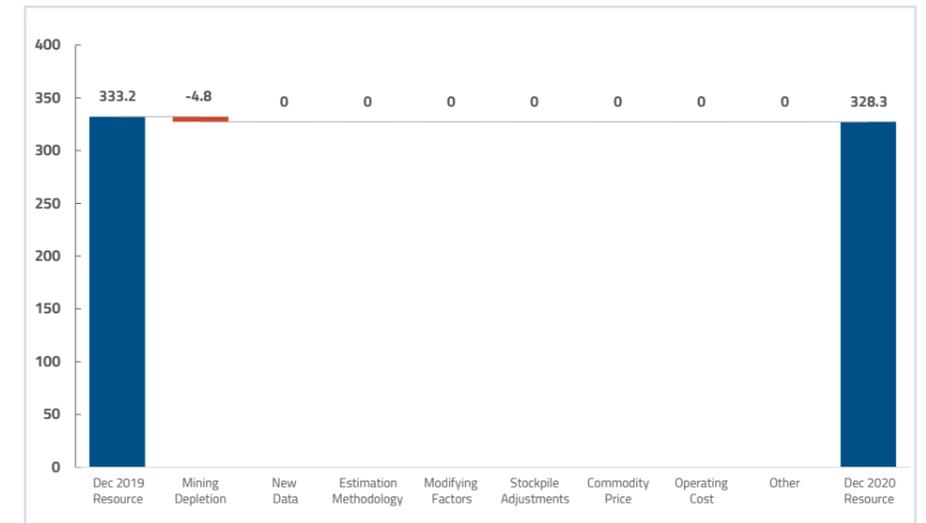
### Phosphate

Contained P<sub>2</sub>O<sub>5</sub>  
million tonnes



### Metallurgical Bauxite

Contained bauxite  
million tonnes



### Gold

Contained gold million  
troy ounces



## Competent Persons for Ore Reserves at 31 December 2020

Phosphate	Estimate Date	Competent Person	Recognised Professional Organisation	RPO membership	Employer
Al Jalamid ML	31 Dec 2020	Filip Orezechowski	MIMMM CEng	459557	SRK
Al Khabra ML	31 Dec 2020	Helge Ziehe	MAusIMM	316648	Sofreco
Umm Wu'al B6 ML	01 May 2014	Helge Ziehe	MAusIMM	316648	Sofreco
Umm Wu'al UMW 4 & 5 ML	05 Oct 2017	Thierry Rousseau	EFG (EurGeol)	1031	Technip
Umm Wu'al UMW 10 & 11 ML	31 Dec 2016	John Knight	FGS (CGeol), EFG (EurGeol), MIMMM	15040, 336, 29722	Sofreco
<b>Kaolin</b>					
Az Zabirah ML	31 Dec 2020	Filip Orzechowski	MIMMM CEng	459557	SRK
<b>Industrial Bauxite</b>					
Az Zabirah ML	31 Dec 2020	Filip Orzechowski	MIMMM CEng	459557	SRK
<b>Magnesite</b>					
Al Ghazalah ML	31 Dec 2020	Filip Orzechowski	MIMMM CEng	459557	SRK
<b>Metallurgical Bauxite</b>					
Al Ba'itha ML	31 Dec 2020	Scott McEwing	FAusIMM (CP Min)	111809	SRK
<b>Gold</b>					
Ad Duwayhi ML	31 Dec 2020	John Miles	MIMMM CEng	50277	SRK
Al Amar ML	31 Dec 2020	John Miles	MIMMM CEng	50277	SRK
As Suq ML	31 Dec 2020	John Miles	MIMMM CEng	50277	SRK
Bulghah ML	31 Dec 2020	John Miles	MIMMM CEng	50277	SRK
Sukhaybarat ML	31 Dec 2020	John Miles	MIMMM CEng	50277	SRK
Mahd Ad Dhahab ML	31 Dec 2020	Colin Davies	CEng MIMMM.	621198	Wardell Armstrong
Mansourah ML	01 May 2017	Klaus Thomas Shrimpff	FAusIMM	112612	Amec Foster Wheeler
Massarah ML	01 May 2017	Klaus Thomas Shrimpff	FAusIMM	112613	Amec Foster Wheeler
Ar Rjum (Waseemah) ML	01 Mar 2020	Igor Bojanic	FAusIMM		RPM Global
Ar Rjum (Umm Naam + Ghazal) ML	01 Mar 2020	Igor Bojanic	FAusIMM		RPM Global
<b>Copper</b>					
Jabal Sayid ML	31 Dec 2020	Brendan Cope	FAusIMM	112629	Ma'aden Barrick Copper Company

## Competent Persons for Mineral Resources at 31 December 2020

Phosphate	Estimate Date	Competent Person	Recognised Professional Organisation	RPO membership	Employer
Al Jalamid ML	31 Dec 2020	Dr. Tim Lucks	MAusIMM CP(Geo)	304968	SRK
Al Khabra ML	31 Dec 2020	Mohamed Mahmoud Ali Daniel Mariton	MAusIMM CP(Geo) EFG, EurGeol	316089 2013-2494, 1159	Ma'aden Sofreco
Umm Wu'al B6 ML	30 Jun 2014	Daniel Mariton	EFG, EurGeol	2013-2494, 1159	Sofreco
Umm Wu'al UMW 4 & 5 ML	31 Dec 2015	Daniel Mariton	EFG, EurGeol	2013-2494, 1159	Sofreco
Umm Wu'al UMW 10 & 11 ML	31 Dec 2015	Daniel Mariton	EFG, EurGeol	2013-2494, 1159	Sofreco
Umm Wu'al EL	10 Jun 2018	Daniel Mariton	EFG, EurGeol	2013-2494, 1159	Sofreco
Al Jalamid EL	31 Dec 2019	Dr. Tim Lucks	MAusIMM CP(Geo)	304968	SRK
<b>Kaolin</b>					
Az Zabirah ML	31 Dec 2020	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
Az Zabirah Central EL	31 Dec 2019	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
Az Zabirah North EL	31 Dec 2019	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
<b>Industrial Bauxite</b>					
Az Zabirah ML	31 Dec 2020	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
Az Zabirah Central MLA	31 Dec 2019	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
Az Zabirah North EL	31 Dec 2019	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
<b>Magnesite</b>					
Al Ghazalah ML	31 Dec 2020	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
<b>Metallurgical Bauxite</b>					
Al Ba'itha ML	31 Dec 2020	Rodney Brown	MAusIMM	110384	SRK
Az Zabirah ML	31 Dec 2019	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
Az Zabirah Central MLA	31 Dec 2019	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
Az Zabirah North EL	31 Dec 2019	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
<b>Gold</b>					
Ad Duwayhi ML	31 Dec 2020	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
Al Amar ML	31 Dec 2020	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
As Suq ML	31 Dec 2020	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
Bulghah ML	31 Dec 2020	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
Sukhaybarat ML	31 Dec 2020	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
Mahd Ad Dhahab ML	31 Dec 2020	Alan Clarke	CGeol FGS	1014124	Wardell Armstrong
Mansourah ML	31 Dec 2020	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
Massarah ML	31 Dec 2020	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
Ar Rjum (Waseemah ) ML	31 Jan 2019	Paul Payne	FAusIMM	105622	RPM Global
Ar Rjum (Umm Naam) ML	31 Jan 2019	Paul Payne	FAusIMM	105622	RPM Global
Bir Tawilah EL	31 Dec 2019	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
Jabal Ghadarah EL	31 Dec 2019	Mark Campodonic	MAusIMM CP(Geo)	225925	SRK
<b>Copper</b>					
Jabal Sayid ML	31 Dec 2020	Christopher Hobbs	FAusIMM		

# CONSOLIDATED FINANCIAL STATEMENTS

for the year ended  
31 December 2020

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<b>Commercial registration number</b>	1010164391	
<b>Directors*</b>	H.E. Yaser Bin Othman Al-Rumayyan	Chairman
	Dr. Abdulaziz bin Saleh Al-Jarbou	Vice chairman
	H.E. Sulaiman Bin Abdulrahman Al-Gwaiz	
	H.E. Engr. Khalid Bin Saleh Al-Mudaifer	
	Dr. Mohammed Bin Yahya Al-Qahtani	
	Mr. Richard O'Brien	
	Dr. Samuel Walsh	
	Dr. Ganesh Kishor	
	Mr. Abdallah Bin Saleh Bin Jum'ah	
	Engr. Nabilah Bint Mohammed Al-Tunisi	
	Engr. Mosaed Bin Sulaiman AlOhali	
	H.E. Engr. Abdullah Bin Ibrahim Al-Saadon	End of term 24 October 2020
	Engr. Abdullah Bin Mohammed Al-Issa	End of term 24 October 2020
	Ms. Lubna Bint Suliman Al-Olayan	End of term 24 October 2020
	Dr. Klaus Christian Kleinfeld	End of term 24 October 2020
<b>Registered address</b>	Building number 395 Abi Bakr Asseddiq Road, South Exit 6, North Ring Road Riyadh 11537 Kingdom of Saudi Arabia	
<b>Postal address</b>	P.O. Box 68861 Riyadh 11537 Kingdom of Saudi Arabia	
<b>Banker</b>	The Saudi British Bank (SABB)	
<b>Auditors</b>	PricewaterhouseCoopers Kingdom Tower - 21st Floor King Fahad Road Riyadh 11414 Kingdom of Saudi Arabia	

\*The eleven members of the Board of Directors have been appointed for a term of three years, which commenced on 25 October 2020.

The following statement, which should be read in conjunction with the independent auditor's responsibilities stated in the independent auditor's report, set out on pages 4 to 9, is made with a view to distinguish the responsibilities of management and those of the independent auditor in relation to the consolidated financial statements of Saudi Arabian Mining Company (Ma'aden) (the "Company") and its subsidiaries (the "Group").

Management is responsible for the preparation of the consolidated financial statements that present fairly the consolidated financial position of the Group as at 31 December 2020, its financial performance, changes in equity and cash flows for the year then ended, in accordance with International Financial Reporting Standards ("IFRS") issued by the Saudi Organization for Certified Public Accountants ("SOCPA"), as endorsed in the Kingdom of Saudi Arabia.

**In preparing the consolidated financial statements, management is responsible for:**

- selecting suitable accounting policies and applying them consistently,
- making judgments and estimates that are reasonable and prudent,
- stating whether IFRS and other standards and pronouncements that are issued by the Saudi Organization for Certified Public Accountants

("SOCPA"), as endorsed in the Kingdom of Saudi Arabia, have been followed, subject to any material departures disclosed and explained in the consolidated financial statements and

- preparing and presenting the consolidated financial statements on a going concern basis, unless it is inappropriate to presume that the Group and the companies will continue their business for the foreseeable future.

**Management is also responsible for:**

- designing, implementing and maintaining an effective system of internal controls throughout the Group,
- maintaining statutory accounting records in compliance with local legislation and IFRS in the respective jurisdictions in which the Group operates,
- taking steps to safeguard the assets of the Group and
- detecting and preventing fraud and other irregularities.

The consolidated financial statements for the year ended 31 December 2020 set out on pages 10 to 137, were approved and authorized for issue by the Board of Directors on 2 February 2021 and signed on their behalf by:

H.E. Sulaiman Bin Abdulrahman Al-Gwaiz

Authorized by the Board

Engr. Mosaed Bin Sulaiman AlOhali

Chief Executive Officer

Mr. Yaser Bin Abdul Rauf Barri

Senior Vice-President  
Finance and  
Chief Financial Officer (A)

20 Jumada Al-Akhirah 1442H  
2 February 2021  
Riyadh  
Kingdom of Saudi Arabia



## Report on the audit of the consolidated financial statements

### Our opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Saudi Arabian Mining Company (Ma'aden) (the "Company") and its subsidiaries (together the "Group") as at 31 December 2020, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards ("IFRS"), that are endorsed in the Kingdom of Saudi Arabia, and other standards and pronouncements issued by the Saudi Organization for Certified Public Accountants (SOCPA).

### What we have audited

The Group's consolidated financial statements comprise:

- the consolidated statement of profit or loss and other comprehensive income for the year ended 31 December 2020;
- the consolidated statement of financial position as at that date;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended; and
- the notes to the consolidated financial statements, which include a summary of significant accounting policies.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing, that are endorsed in the Kingdom of Saudi Arabia. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Independence

We are independent of the Group in accordance with the code of professional conduct and ethics, endorsed in the Kingdom of Saudi Arabia, that are relevant to our audit of the consolidated financial statements and we have fulfilled our other ethical responsibilities in accordance with these requirements.

### Our audit approach

#### Overview

Key audit matter

- Impairment assessment of property, plant and equipment, mine properties, capital work-in-progress, right-of-use assets and finite-lived intangible assets

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the consolidated financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

### Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the Key audit matter
<p><b>Impairment assessment of property, plant and equipment, mine properties, capital work-in-progress, right-of-use assets and finite-lived intangible assets</b></p> <p>As at 31 December 2020, the Group has property, plant and equipment of Saudi Riyals 61,884,484,039, mine properties of Saudi Riyals 10,672,155,147, capital work-in-progress of Saudi Riyals 4,666,875,538, right-of-use assets of Saudi Riyals 1,463,774,682 and finite-lived intangible assets of Saudi Riyals 158,809,894. As at 31 December 2020, property, plant and equipment is stated net of an impairment loss amounting to Saudi Riyals 3,303,750,000 (31 December 2019: Saudi Riyals 3,303,750,000).</p> <p>At each reporting date, the Group reviews for impairment of the carrying amount of these assets whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.</p> <p>The determination of the recoverable amounts, being the higher of value-in-use and fair value less costs of disposal, requires management to identify and then estimate the recoverable amounts for the assets or the cash generating unit ("CGU") to which the assets belong. Recoverable amounts, in case of value-in-use, are based on management's view of key internal value driver inputs as well as external market conditions such as future commodity prices as set out in the approved business plans. It also requires management to make estimates of future business growth, growth rates beyond the approved business plans period till the period the plants reach their capacity, terminal growth rates and to determine the most appropriate discount rates.</p>	<p><b>Our procedures included the following:</b></p> <ul style="list-style-type: none"> <li>Understood and evaluated the appropriateness of management's identification of the CGUs.</li> <li>Assessed management's identification of impairment indicators, as well as indicators of impairment reversal, including the conclusions reached. We also evaluated the design and implementation of key controls over the impairment assessment process comprising of impairment indicators identification and estimation of recoverable amounts.</li> <li>Evaluated the reasonableness of management's assumptions and estimates used to determine the recoverable amounts of the CGUs where impairment indicators have been identified. This included: <ul style="list-style-type: none"> <li>(i) Assessing the methodology used by management to estimate the value-in-use by checking, on a sample basis, the accuracy and appropriateness of the input data in the discounted cash flow models to supporting documentation, such as the approved business plans. We considered the reasonableness of business plans by comparing the business plans to the historical results and the market data, particularly with respect to sales pricing, and comparing the current year's actual results with its forecast. We also inquired with management to understand the basis for the assumptions used in the business plans;</li> </ul> </li> </ul>

Continued

Key audit matter	How our audit addressed the Key audit matter
<p><b>Specific assets or the CGUs, to which the assets belong, where we focused our procedures included the following:</b></p> <p><b>Ma'aden</b> Rolling Company (Rolling mill and Automotive sheet CGUs)</p> <p>Management determined that the recoverable amounts of both CGUs were approximately equal to the carrying values resulting in no impairment loss or reversal of a previously recognized impairment loss to be recognized as at 31 December 2020.</p> <p><b>Ma'aden</b> Wa'ad Al Shamal Phosphate Company</p> <p>Management determined that the recoverable amount was higher than the carrying value resulting in no impairment loss to be recognized as at 31 December 2020.</p> <p>We considered this as a key audit matter as the assessment of the recoverable amounts of the assets or the CGUs to which the assets belong requires estimation and judgement primarily around production profiles, useful life of assets, commodity prices, future economic and market conditions, growth rates (including terminal growth rates) and discount rates.</p> <p>Refer to Note 4.11 to the consolidated financial statements for the accounting policy relating to the impairment of these assets, Note 6.1 for the disclosure of significant accounting estimates and judgements and Note 19 for the disclosure of matters related to impairment of property, plant and equipment, mine properties, capital work-in-progress, right-of-use assets and finite-lived intangible assets.</p>	<p><b>(i)</b> Assessing the appropriateness of the discounted cash flow projections in the calculation of the value-in-use, testing the reasonableness of key assumptions such as the future business growth in the business plans period, growth rates beyond the approved business plans period, terminal growth rates and discount rates based on our knowledge of the business and industry by, for example, comparing the assumptions to historical results and published market and industry outlook data and other relevant information. Our internal valuation experts were engaged to assist us in the review of the methodology underlying the value-in-use calculations and to assess the reasonableness of discount rates and growth rates;</p> <p><b>(ii)</b> Testing management's discounted cash flow models used in the calculation of the value-in-use for mathematical accuracy and logical integrity of the underlying calculations; and</p> <p><b>(iii)</b> Performing sensitivity analysis over key assumptions in the calculation of the value-in-use in order to assess the potential impact of a range of possible outcomes.</p> <ul style="list-style-type: none"> <li>Assessed the adequacy and appropriateness of the related disclosures in the accompanying consolidated financial statements.</li> </ul>

Other information

Management is responsible for the other information. The other information comprises information included in the Group's 2020 annual report, but does not include the consolidated financial statements and our auditor's report thereon, which is expected to be made available to us after the date of this auditor's report. Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Group's 2020 annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards, that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by SOCPA, and the applicable requirements of the Regulations for Companies and the Company's By-laws, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance, i.e. the Board of Directors, are responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing, that are endorsed in the Kingdom of Saudi Arabia, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with International Standards on Auditing, that are endorsed in the Kingdom of Saudi Arabia, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.



Ma'aden Phosphate Plant - Al Jalameed

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### PricewaterhouseCoopers

Omar M. Al Sagga  
License Number 369

20 Jumada Al-Akhirah 1442H  
2 February 2021  
Riyadh  
Kingdom of Saudi Arabia

SAUDI ARABIAN MINING COMPANY (MA'ADEN)  
(A Saudi Arabian joint stock company)

Consolidated statement of profit or loss and other comprehensive income  
for the year ended 31 December 2020  
(All amounts in Saudi Riyals unless otherwise stated)

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Sales	8	18,579,823,261	17,736,278,586
Cost of sales	9,54	(16,012,828,504)	(15,064,414,235)
<b>Gross profit</b>		<b>2,566,994,757</b>	<b>2,671,864,351</b>
<b>Operating expenses</b>			
Selling, marketing and logistic expenses	10	(510,350,520)	(641,080,703)
General and administrative expenses	11,54	(1,032,858,057)	(929,989,447)
Exploration and technical services expenses	12	(213,191,489)	(179,909,722)
Impairment of non-current assets	13	-	(35,245,038)
<b>Operating profit</b>		<b>810,594,691</b>	<b>885,639,441</b>
<b>Other income / (expenses)</b>			
Income from time deposits	14	72,439,718	205,403,500
Finance cost	15	(1,662,245,650)	(2,401,363,914)
Other (expenses) / income, net	16	(113,084,775)	87,390,250
Share in net profit of joint ventures that have been equity accounted	23.1.3, 23.2.3	197,410,762	112,077,731
<b>Loss before zakat and income tax</b>		<b>(694,885,254)</b>	<b>(1,110,852,992)</b>
Income tax	24.1	8,807,709	(249,156,159)
Zakat expense	45.2	(161,279,813)	(1,528,137,524)
<b>Loss for the year</b>		<b>(847,357,358)</b>	<b>(1,528,137,524)</b>

**Other comprehensive loss**

**Items that may be reclassified to profit or loss in subsequent periods**

Loss on exchange differences on translation	35	(49,911,394)	(28,877,730)
Cash flow hedge – effective portion of changes in fair value	41	(162,510,079)	(198,893,932)

SAUDI ARABIAN MINING COMPANY (MA'ADEN)  
(A Saudi Arabian joint stock company)

Consolidated statement of profit or loss and other comprehensive income  
for the year ended 31 December 2020  
(All amounts in Saudi Riyals unless otherwise stated)

**Continued**

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Items that will not be reclassified to profit or loss in subsequent periods</b>			
Share in other comprehensive loss of a joint venture that has been equity accounted	23.1.1	(673,590)	(763,703)
Loss attributable to the re-measurements of employees' end of service termination benefits obligation	42.1.1	(12,196,393)	(329,869)
<b>Other comprehensive loss for the year</b>		<b>(225,291,456)</b>	<b>(228,865,234)</b>
<b>Total comprehensive loss for the year</b>		<b>(1,072,648,814)</b>	<b>(1,757,002,758)</b>
<b>Loss for the year is attributable to:</b>			
Ordinary shareholders of the parent company	17	(208,980,874)	(739,463,938)
Non-controlling interest	36.2, 36.3	(638,376,484)	(788,673,586)
		<b>(847,357,358)</b>	<b>(1,528,137,524)</b>
<b>Total comprehensive loss for year is attributable to:</b>			
Ordinary shareholders of the parent company		(383,390,676)	(913,787,687)
Non-controlling interest	36.2, 36.3	(689,258,138)	(843,215,071)
		<b>(1,072,648,814)</b>	<b>(1,757,002,758)</b>
<b>Loss per ordinary share (Saudi Riyals)</b>			
Basic and diluted loss per share from continuing operations attributable to ordinary shareholders of the parent company	17	(0.17)	(0.62)

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Assets</b>			
<b>Non-current assets</b>			
Mine properties	18	10,672,155,147	10,045,329,831
Property, plant and equipment	19	61,884,484,039	64,496,438,656
Right-of-use assets	20	1,463,774,682	1,416,739,854
Capital work-in-progress	21	4,666,875,538	2,747,575,350
Intangible assets and goodwill	22	318,275,737	356,097,532
Investment in joint ventures	23	1,026,630,926	1,116,716,693
Deferred tax assets	24.2	804,902,772	638,743,706
Other investments	25	33,465,000	38,440,000
Other non-current assets	26	933,952,082	998,863,145
<b>Total non-current assets</b>		<b>81,804,515,923</b>	<b>81,854,944,767</b>
<b>Current assets</b>			
Other investments	25	4,925,000	4,745,000
Advances and prepayments	27	304,142,407	252,221,973
Inventories	28	5,932,384,325	5,758,620,975
Trade and other receivables	29	2,978,603,812	2,995,379,409
Time deposits	30	1,466,321,392	3,186,788,848
Cash and cash equivalents	31	4,246,213,518	3,604,896,076
<b>Total current assets</b>		<b>14,932,590,454</b>	<b>15,802,652,281</b>
<b>Total assets</b>		<b>96,737,106,377</b>	<b>97,657,597,048</b>
<b>Equity and liabilities</b>			
<b>Equity</b>			
Share capital	32	12,305,911,460	12,305,911,460
Statutory reserve			
Share premium	33	10,739,190,039	10,739,190,039
Transfer of net income	34	1,054,251,439	1,054,251,439
Other reserves	35	(174,575,062)	(111,636,166)
Retained earnings		6,326,860,009	6,667,826,000
Equity attributable to ordinary shareholders of the parent company		30,251,637,885	30,655,542,772
Non-controlling interest	36.3	7,048,131,855	7,737,389,993
<b>Total equity</b>		<b>37,299,769,740</b>	<b>38,392,932,765</b>

Continued

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Non-current liabilities</b>			
Deferred tax liabilities	24.3	971,455,742	841,232,652
Due to a joint venture partner	37	-	-
Long-term borrowings	38	45,196,273,929	47,157,272,822
Provision for decommissioning, site rehabilitation and dismantling obligations	39	520,840,445	451,095,515
Non-current portion of lease liabilities	40	1,173,613,697	1,127,119,455
Derivative financial instruments	41	425,875,705	236,723,783
Employees' benefits	42	843,450,157	722,399,205
Projects, trade and other payables	43	171,555,104	169,274,230
<b>Total non-current liabilities</b>		<b>49,303,064,779</b>	<b>50,705,117,662</b>
<b>Current liabilities</b>			
Projects, trade and other payables	43	3,846,758,988	3,169,100,203
Accrued expenses	44	2,603,202,057	2,171,278,361
Zakat and income tax payable	45	204,503,523	267,369,819
Severance fees payable	46	210,793,374	124,505,948
Current portion of long-term borrowings	38	3,105,457,977	2,687,811,435
Current portion of lease liabilities	40	163,555,939	139,480,855
<b>Total current liabilities</b>		<b>10,134,271,858</b>	<b>8,559,546,621</b>
<b>Total liabilities</b>		<b>59,437,336,637</b>	<b>59,264,664,283</b>
<b>Total equity and liabilities</b>		<b>96,737,106,377</b>	<b>97,657,597,048</b>
<b>Commitments and contingent liabilities</b>	48		

	Equity attributable to ordinary shareholders of the parent company						Non-controlling interest					Total equity
	Statutory reserve						Share capital	Payments to increase share capital*	Other Reserves (Note 35)	Net income / (loss) attributable to non-controlling interest	Sub-total	
	Share capital (Note 32)	Share premium (Note 33)	Transfer of net income (Note 34)	Other Reserves (Note 35)	Retained earnings	Sub-total						
1 January 2019	11,684,782,610	8,391,351,697	1,054,251,439	-	6,772,344,987	27,902,730,733	8,523,320,890	298,542,857	-	(30,168,232)	8,791,695,515	36,694,426,248
Proceeds from conversion of long-term borrowings to equity	621,128,850	2,365,258,650	-	-	-	2,986,387,500	-	-	-	-	-	2,986,387,500
Transaction costs arising from conversion of long-term borrowings to equity	-	(17,420,308)	-	-	-	(17,420,308)	-	-	-	-	-	(17,420,308)
<b>Net loss for the year</b>	-	-	-	-	<b>(739,463,938)</b>	<b>(739,463,938)</b>	-	-	-	<b>(788,673,586)</b>	<b>(788,673,586)</b>	<b>(1,528,137,524)</b>
<b>Items of other comprehensive loss for the year:</b>												
Share in other comprehensive loss of a joint venture that has been equity accounted (Note 23.1.3)	-	-	-	-	(763,703)	(763,703)	-	-	-	-	-	(763,703)
Cash flow hedge – effective portion of changes in fair value (Note 41)	-	-	-	-	(148,971,556)	(148,971,556)	-	-	-	(49,922,376)	(49,922,376)	(198,893,932)
Loss attributable to the re-measurements of employees' end of service termination benefits obligation (Note 42.1.1)	-	-	-	-	(42,419)	(42,419)	-	-	-	(287,450)	(287,450)	(329,869)
Loss on exchange differences on translation	-	-	-	(24,546,071)	-	(24,546,071)	-	-	(4,331,659)	-	(4,331,659)	(28,877,730)
<b>Total comprehensive loss for the year</b>	-	-	-	<b>(24,546,071)</b>	<b>(889,241,616)</b>	<b>(913,787,687)</b>	-	-	<b>(4,331,659)</b>	<b>(838,883,412)</b>	<b>(843,215,071)</b>	<b>(1,757,002,758)</b>
Payment to increase share capital during the year (Note 36.3)	-	-	-	-	-	-	-	375,000,000	-	-	375,000,000	375,000,000
Additional capital contribution resulting from transfer of automotive sheet project (Note 37)	-	-	-	-	-	-	-	195,488,894	-	-	195,488,894	195,488,894

Continued

	Equity attributable to ordinary shareholders of the parent company						Non-controlling interest					Total equity
	Statutory reserve						Share capital	Payments to increase share capital*	Other Reserves (Note 35)	Net income / (loss) attributable to non-controlling interest	Sub-total	
	Share capital (Note 32)	Share premium (Note 33)	Transfer of net income (Note 34)	Other Reserves (Note 35)	Retained earnings	Sub-total						
Non-controlling interest share in MRC transferred in full to Ma'aden (Note 36.3)	-	-	-	-	831,405,491	831,405,491	(621,820,323)	(800,876,319)	-	591,291,151	(831,405,491)	-
Addition resulting from the business combination during the year (Note 36.3)	-	-	-	-	-	-	51,271,315	-	-	-	51,271,315	51,271,315
Charge due to transfer of long-term borrowings in MRC (Note 38.2)	-	-	-	-	(46,682,862)	(46,682,862)	-	-	-	-	-	(46,682,862)
Non-controlling interest put option (Note 43.3)	-	-	-	(78,900,805)	-	(78,900,805)	-	-	-	-	-	(78,900,805)
Share of other non-distributable reserves	-	-	-	(8,189,290)	-	(8,189,290)	-	-	(1,445,169)	-	(1,445,169)	(9,634,459)
31 December 2019	12,305,911,460	10,739,190,039	1,054,251,439	(111,636,166)	6,667,826,000	30,655,542,772	7,952,771,882	68,155,432	(5,776,828)	(277,760,493)	7,737,389,993	38,392,932,765
<b>Net loss for the year</b>	-	-	-	-	<b>(208,980,874)</b>	<b>(208,980,874)</b>	-	-	-	<b>(638,376,484)</b>	<b>(638,376,484)</b>	<b>(847,357,358)</b>

**Items of other comprehensive Loss for the year:**

Share in other comprehensive loss of a joint venture that has been equity accounted (Note 23.1.3)	-	-	-	-	(673,590)	(673,590)	-	-	-	-	-	(673,590)
Cash flow hedge – effective portion of changes in fair value (Note 4.1)	-	-	-	-	(121,720,049)	(121,720,049)	-	-	-	(40,790,030)	(40,790,030)	(162,510,079)
Loss attributable to the re-measurements of employees' end of service termination benefits obligation (Note 42.1.1)	-	-	-	-	(9,591,478)	(9,591,478)	-	-	-	(2,604,915)	(2,604,915)	(12,196,393)

Continued

	Equity attributable to ordinary shareholders of the parent company						Non-controlling interest					Total equity
	Statutory reserve						Share capital	Payments to increase share capital*	Other Reserves (Note 35)	Net income / (loss) attributable to non-controlling interest	Sub-total	
	Share capital (Note 32)	Share premium (Note 33)	Transfer of net income (Note 34)	Other Reserves (Note 35)	Retained earnings	Sub-total						
Loss on exchange differences on translation	-	-	-	(42,424,685)	-	(42,424,685)	-	-	(7,486,709)	-	(7,486,709)	(49,911,394)
Total comprehensive loss for the year	-	-	-	(42,424,685)	(340,965,991)	(383,390,676)	-	-	(7,486,709)	(681,771,429)	(689,258,138)	(1,072,648,814)
Unwinding of discount on non-controlling interest put option (Note 43.3)	-	-	-	(20,514,211)	-	(20,514,211)	-	-	-	-	-	(20,514,211)
<b>31 December 2020</b>	<b>12,305,911,460</b>	<b>10,739,190,039</b>	<b>1,054,251,439</b>	<b>(174,575,062)</b>	<b>6,326,860,009</b>	<b>30,251,637,885</b>	<b>7,952,771,882</b>	<b>68,155,432</b>	<b>(13,263,537)</b>	<b>(959,531,922)</b>	<b>7,048,131,855</b>	<b>37,299,769,740</b>



\* These payments, to ultimately increase share capital of the applicable subsidiaries over a period of time, are treated as part of the total equity of these subsidiaries. No shares have been issued as yet, and the Commercial Registration certificate has not yet been amended, but it will be once these payments have been converted to share capital.

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Operating activities</b>			
Loss before zakat and income tax		(694,885,254)	(1,110,852,992)
<b>Adjustments for non-cash flow items:</b>			
Loss on exchange differences on translation		(41,573,795)	(38,512,189)
Impairment of non-current assets	13	-	35,245,038
Income from time deposits	14	(72,439,718)	(205,403,500)
Finance cost	15	1,662,245,650	2,401,363,914
Depreciation of mine properties	18.1	883,432,499	812,077,882
Loss on derecognition of property, plant and equipment	19,16	12,632,519	-
Depreciation of property, plant and equipment	19.1	3,654,107,351	3,577,762,925
Adjustment to right-of-use assets and the corresponding lease liabilities	20,40.1, 40.2	125,345	-
Depreciation of right-of-use assets	20.1	239,877,860	204,128,992
Amortisation of intangible assets	22.1	44,228,855	42,495,946
Share in net profit of joint ventures	23.1.3, 23.2.3	(197,410,762)	(112,077,731)
Obsolete spare parts written-off	28	4,073,406	-
Increase in provision for allowance for inventory obsolescence	28.1	4,268,051	410,696
Adjustment to mine closure provision	39.1,16	(797,101)	(10,179,743)
Current service cost of employees' termination benefits	42.1	83,492,145	80,372,421
Contribution for the employees' savings plan	42.2	77,512,639	38,775,217
Provision for severance fees	46	207,197,069	122,384,655
<b>Changes in working capital:</b>			
Advances and prepayments	26,27	(82,060,059)	(40,868,792)
Inventories	26,28	(169,303,830)	(953,259,997)
Trade and other receivables	26,29	84,775,308	(343,087,092)
Projects and other payables – Trade	43	66,512,705	783,822,875
Accrued expenses – Trade	44	154,589,056	385,595,960
Derivative interest paid	41	(66,546,091)	(15,050,748)
Employees' termination benefits paid	42.1	(37,956,540)	(25,089,096)
Employees' savings plan withdrawal	42.2	(39,215,821)	(14,975,286)
Zakat paid	45.2	(224,612,518)	(181,784,447)
Income tax paid	45.5	-	(5,697,912)
Severance fees paid	46	(120,909,643)	(122,679,155)
Finance cost paid		(1,526,601,968)	(2,199,458,320)
<b>Net cash generated from operating activities</b>		<b>3,904,757,358</b>	<b>3,105,459,521</b>

Continued

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Investing activities</b>			
Income received from time deposits		98,732,174	199,699,765
Acquisition of a subsidiary net of cash acquired	5	-	(331,701,929)
Additions to mine properties	18	(1,406,109,622)	(819,532,022)
Proceeds from derecognition of property, plant and equipment	19	1,598,234	-
Additions to property, plant and equipment	19	(185,273,042)	(174,473,420)
Additions to capital work-in-progress	21	(2,785,501,018)	(1,776,269,113)
Additions to intangible assets	22	(1,046,254)	(173,621)
Settlement of additional contribution to equity in a joint venture	23.1.3	286,822,939	418,123,419
Other investments	25	4,795,000	4,665,000
Due from joint venture partner		-	36,686,041
Decrease in time deposits	30	1,694,175,000	375,825,000
Increase in restricted cash	31	(38,296,818)	(23,799,931)
Projects and other payables – Projects	43	592,912,743	(300,080,511)
Accrued expenses – Projects	44	288,534,640	(166,299,906)
<b>Net cash utilized in investing activities</b>		<b>(1,448,656,024)</b>	<b>(2,557,331,228)</b>
<b>Financing activities</b>			
Transaction cost paid	33	(134,475,646)	(17,420,308)
Payment to increase share capital of non-controlling interest	36.3	-	375,000,000
Due to a joint venture partner, net	37	-	221,204
Proceeds from long-term borrowings received	38	8,708,496,299	1,778,381,105
Repayment of long-term borrowings	38	(10,155,181,585)	(4,292,176,294)
Lease liabilities	40.1	(271,919,778)	(204,199,919)
<b>Net cash utilized in financing activities</b>		<b>(1,853,080,710)</b>	<b>(2,360,194,212)</b>
<b>Net change in cash and cash equivalents</b>		<b>603,020,624</b>	<b>(1,812,065,919)</b>
Unrestricted cash and cash equivalents at the beginning of the year	31	3,508,050,288	5,320,116,207
<b>Unrestricted cash and cash equivalents at the end of the year</b>	31	<b>4,111,070,912</b>	<b>3,508,050,288</b>

Continued

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Non-cash flow transactions</b>			
Transfer to mine properties from capita work-in-progress	18,21	66,878,840	-
Adjustment to the provision for decommissioning, site rehabilitation and dismantling obligation	18,39.2, 39.3	50,137,913	53,168,500
Reversal of mine properties and corresponding accrued expenses	18,44	11,200,000	-
Transfer to property, plant and equipment from mine properties	19,18	1,079,365	-
Transfer to property, plant and equipment from capital work-in-progress	19,21	900,574,581	1,242,374,344
Transfer to right-of-use assets from mine properties	20,18	-	26,890,003
Transfer to right-of-use assets from intangible assets	20,22	-	203,367,336
IFRS 16 adjustment - Initial recognition / adjustment to right-of-use assets and the corresponding lease liabilities	20,40.1, 40.2	-	1,301,788,575
Addition to right-of-use assets and the corresponding lease liability	20,40.1, 40.2	291,920,832	103,370,909
Borrowing cost capitalized as part of capita work-in-progress	21,15.1	99,256,052	21,178,231
Amortization of transaction cost capitalized as part of capital work-in-progress	21,38.11	11,224,106	2,094,184
Transfer to intangible assets from mine properties	22,18	589,195	-
Transfer to intangible assets from capital work-in-progress	22,21	4,771,611	16,080,244
Transfer from due to joint venture partner to payment to increase share capital	37,36.3	-	195,488,894
Unamortized transaction cost balance charged to retained earnings	38.2	-	46,682,862
Conversion of long-term borrowings to equity	38.2,32,33	-	2,986,387,500
Non-controlling interest put option recorded in other reserves	43.3	-	78,900,805
Unwinding of discount on non-controlling interest put option	43.3	20,514,211	-

## 1. General information

Saudi Arabian Mining Company ("Ma'aden") (the "Company") was formed as a Saudi Arabian joint stock company, following the Council of Ministers Resolution No. 179 dated 8 Zul Qaida 1417H (corresponding to 17 March 1997) and incorporated in the Kingdom of Saudi Arabia pursuant to the Royal Decree No. M/17 dated 14 Zul Qaida 1417H (corresponding to 23 March 1997) with Commercial Registration No. 1010164391, dated 10 Zul Qaida 1421H (corresponding to 4 February 2001). The Company has an authorized and issued share capital of Saudi Riyals ("SAR") 12,305,911,460 divided into 1,230,591,146 with a nominal value of SAR 10 per share (31 December 2019: SAR 12,305,911,460 divided into 1,230,591,146 with a nominal value of SAR 10 per share) (Note 32).

The objectives of the Company and its subsidiaries (the "Group") are to be engaged in various projects related to all stages of the mining industry, including development, advancement and improvement of the mineral industry, mineral products and by-products. These activities exclude:

- petroleum and natural gas and materials derived there from,
- any and all hydrocarbon substances, products, by-products and derivatives and
- activities related to all stages of the oil industry and the industries associated therewith and supplementary thereto.

The Group's principal mining activities are at the Mahd Ad-Dahab, Bulghah, Al-Amar, Sukhaybarat, As Suq, Ad Duwayhi, Al-Jalamid, Al-Khabra, Az Zabirah, Al-Ghazallah and Al-Ba'itha mines. Currently, the

Group mainly mines gold, phosphate rock, bauxite, low-grade bauxite, kaolin and magnesite.

In response to the spread of the Covid-19 pandemic in the GCC and other territories where the Group operates and its consequential disruption to the social and economic activities in those markets, Ma'aden's management has proactively assessed its impacts on its operations and has taken a series of proactive and preventative measures, including activation of the crisis management committee and associated processes to:

- ensure the health and safety of its employees and contractors as well as the wider community where it is operating
- minimizing the impact of the pandemic on its operations and product supply to the market

Notwithstanding these challenges, and aside from the global commodity price deterioration, Ma'aden was successful in maintaining stable operations while maneuvering limited demand interruptions via successfully switching to different production grades and / or different customers to maintain product flow to the market. Ma'aden's management believes that the Covid-19 pandemic, by itself, has had limited direct material effects on Ma'aden's reported results for the year ended 31 December 2020. Ma'aden's management continues to monitor the situation closely.

## 2. Group structure

The Company has the following subsidiaries and joint ventures:

Subsidiaries incorporated in the Kingdom of Saudi Arabia	Type of company	Effective ownership	
		31 December 2020	31 December 2019
Ma'aden Gold and Base Metals Company ("MGBM")	Limited liability company	100%	100%
Ma'aden Infrastructure Company ("MIC")	Limited liability company	100%	100%
Industrial Minerals Company ("IMC")	Limited liability company	100%	100%
Ma'aden Fertilizer Company ("MFC")	Limited liability company	100%	100%
Ma'aden Marketing and Distribution Company ("MMDC")	Limited liability company	100%	100%
Ma'aden Rolling Company ("MRC")	Limited liability company	100%	100%
Ma'aden Aluminium Company ("MAC")	Limited liability company	74.9%	74.9%
Ma'aden Bauxite and Alumina Company ("MBAC")	Limited liability company	74.9%	74.9%
Ma'aden Phosphate Company ("MPC")	Limited liability company	70%	70%
Ma'aden Wa'ad Al-Shamal Phosphate Company ("MWSPC")	Limited liability company	60%	60%
<b>Joint ventures incorporated in the Kingdom of Saudi Arabia</b>			
Ma'aden Barrick Copper Company ("MBCC")	Limited liability company	50%	50%
Sahara and Ma'aden Petrochemicals Company ("SAMAPCO")	Limited liability company	50%	50%
<b>Subsidiaries incorporated outside the Kingdom of Saudi Arabia</b>			
<b>Incorporated in Mauritius:</b>			
Meridian Consolidated Investments Limited ("MCIL") – Incorporated in Mauritius	Limited liability company	85%	85%

### Continued

MCIL has the following subsidiaries in which Ma'aden has an indirect ownership:

Agroserve S.A.	Limited liability company	85%	85%
MCFI (Africa) Ltd	Limited liability company	85%	85%
Meridian Commodities Limited	Limited liability company	85%	85%
Meridian Group Services Limited	Limited liability company	85%	85%
V & M Grain Mauritius Limited	Limited liability company	85%	85%
<b>Incorporated in Malawi:</b>			
Farmers World Holdings Limited	Limited liability company	85%	85%
Agora Limited	Limited liability company	85%	85%
Farmers World Limited	Limited liability company	85%	85%
Grain Securities Limited	Limited liability company	85%	85%
Liwonde Property Investment Limited	Limited liability company	42.5%	42.5%
Malawi Fertilizer Company Limited	Limited liability company	85%	85%
Optichem (2000) Limited	Limited liability company	85%	85%
<b>Incorporated in Mozambique:</b>			
Mozambique Fertilizer Company Limited	Limited liability company	85%	85%
Transalt Limitada	Limited liability company	85%	85%
Transcargo Limitada	Limited liability company	85%	85%
MozGrain Limitada	Limited liability company	85%	85%
<b>Incorporated in Seychelles:</b>			
African Investment Group Limited	Limited liability company	85%	85%

**SAUDI ARABIAN MINING COMPANY (MA'ADEN)**  
(A Saudi Arabian joint stock company)

Notes to the consolidated financial statements for the year ended 31 December 2020  
(All amounts in Saudi Riyals unless otherwise stated)

**Incorporated in South Africa:**

MG Administration Services Proprietary Limited	Limited liability company	85%	85%
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**Incorporated in Zambia:**

Fert, Seed and Grain Limited	Limited liability company	85%	85%
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**Incorporated in Zimbabwe:**

Ferts, Seed and Grain (Private) Limited	Limited liability company	85%	85%
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The financial year end of all the subsidiaries and joint ventures incorporated inside the Kingdom of Saudi Arabia coincide with that of the parent company ("**Ma'aden**"), whereas the financial year end of all the subsidiaries incorporated outside the Kingdom of Saudi Arabia is 31st March.

**2.1 - MGBM**

The company was incorporated on **9 August 1989** in the Kingdom of Saudi Arabia, which is also its principal place of business.

**The objectives of the company are:**

- the exploration and mining of gold and associated minerals within their existing mining lease areas by way of drilling, mining and concentrating and
- construct, operate and maintain all mines, buildings, highways, pipelines, refineries, treatment plants, communication systems, power plants and other facilities necessary or suitable for the purposes of the leases.

**2.2 - MIC**

The company was incorporated on **18 August 2008** in the Kingdom of Saudi Arabia, which is also its principal place of business.

**The objectives of the company are to:**

- manage the infrastructure projects to develop, construct and operate the infrastructure and

- provide services to Ras Al-Khair area and other mining and industrial locations in the Kingdom of Saudi Arabia.

**2.3 - IMC**

The company was incorporated on **31 March 2009** in the Kingdom of Saudi Arabia, which is also its principal place of business.

**The objectives of the company are:**

- the exploitation of industrial minerals within the existing mining lease areas by way of drilling, mining, concentrating, smelting and refining and
- extract, refine, export and sell such minerals in their original or refined form.

The company currently operates a kaolin and low grade bauxite mine in the central zone of Az Zabirah and a high grade magnesite mine at Al-Ghazallah and the processing plants at Al-Madinah Al-Munawarah. The Multiple Hearth Furnace "(MHF)" processing plant is fully operational and the Vertical Shaft Kiln "(VSK)" plant commenced commercial production on 1 August 2017.

**SAUDI ARABIAN MINING COMPANY (MA'ADEN)**  
(A Saudi Arabian joint stock company)

Notes to the consolidated financial statements for the year ended 31 December 2020  
(All amounts in Saudi Riyals unless otherwise stated)

**2.4 - MFC**

The company was incorporated on **12 February 2019** in the Kingdom of Saudi Arabia, which is also its principal place of business.

**The objectives of the company are:**

- production of fertilizers, including phosphate and natural potassium minerals,
- mine minerals containing nitrogen and potassium,
- manufacture phosphate fertilizers, potassium fertilizers, Urea and phosphate and potassium and
- produce nitric acid, ammonia and potassium nitrate.

**2.5 - MMDC**

The company was incorporated on **13 February 2019** in the Kingdom of Saudi Arabia, which is also its principal place of business.

**The objectives of the company are:**

- to be a vehicle for **Ma'aden** to build a fertilizer distribution business in the most important global fertilizer markets.

On 18 April 2019 MMDC signed an agreement, dated, to acquire 85% of Meridian Consolidated Investments Limited ("MCIL") (Meridian Group or Meridian), a leading fertilizer distribution company operating in East and Southern Africa. Meridian already sells more than half a million tonnes of fertilizer through its network of facilities including fertilizer granulation and blending plants, warehouses and port facilities across Malawi, Zimbabwe, Zambia and Mozambique.

On 8 August 2019, acquisition of 85% of Meridian was completed after obtaining all the necessary regulatory and legal approvals.

**2.6 - MRC**

The company was incorporated on **10 October 2010** in the Kingdom of Saudi Arabia, which is also its principal place of business and until 26 June 2019 was owned:

- 74.9% by Saudi Arabian Mining Company ("**Ma'aden**") and

- 25.1% by Alcoa Saudi Rolling Inversiones S.L. ("**ASRI**"), a foreign shareholder, a company wholly owned by Alcoa Corporation, which is accounted for as a non-controlling interest in these consolidated financial statements (Note 36.1).

**The objectives of the company are the production of:**

- can body sheets,
- can ends stock and
- automotive heat treated and non-heat treated sheets.

The company declared commercial production for the flat rolled products on 9 December 2018, however, the automotive sheet project commenced commercial production on 1 September 2019.

On 26 June 2019, an "Asset Transfer Agreement" was signed between **Ma'aden**, MRC and ASRI resolving to transfer the ownership of the automotive sheet project to MRC at the carrying amount of the assets and in consideration, the capital contribution of **Ma'aden** and ASRI was increased in MRC (Note 38).

On 26 June 2019, **Ma'aden** and ASRI signed an agreement whereby ASRI transferred shares of the company representing 25.1% of the share capital in MRC to **Ma'aden** (Note 36.3). **Ma'aden** now owns 100% of MRC.

**2.7 - MAC**

The company was incorporated on **10 October 2010** in the Kingdom of Saudi Arabia, which is also its principal place of business and is owned:

- 74.9% by Saudi Arabian Mining Company ("**Ma'aden**") and
- 25.1% by Alcoa Saudi Smelting Inversiones S.L. ("**ASSI**"), a foreign shareholder, a company wholly owned by Alcoa Corporation, which is accounted for as a non-controlling interest in these consolidated financial statements (Note 36.1).

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The objectives of the company are the production of primary aluminium products:

- Ingots,
- T shape ingots,
- slabs and
- billets.

## 2.8 - MBAC

The company was incorporated on 22 January 2011 in the Kingdom of Saudi Arabia, which is also its principal place of business and is owned:

- 74.9% by Saudi Arabian Mining Company ("Ma'aden") and
- 25.1% by AWA Saudi Limited ("AWA"), a foreign shareholder, which is owned 60% by Alcoa Corporation and 40% by Alumina Limited, an unrelated third party, which is accounted for as a non-controlling interest in these consolidated financial statements (Note 36.1).

The objectives of the company are to:

- exploit the Al-Ba'itha bauxite deposits,
- produce and refine bauxite and
- produce alumina.

## 2.9 - MPC

The company was incorporated on 1 January 2008 in the Kingdom of Saudi Arabia, which is also its principal place of business and is owned:

- 70% by Saudi Arabian Mining Company ("Ma'aden") and
- 30% by Saudi Basic Industries Corporation ("SABIC"), which is accounted for as a non-controlling interest in these consolidated financial statements (Note 36.1).

The objectives of the company are to:

- exploit the Al-Jalamid phosphate deposits,
- utilize local natural gas and sulphur resources to manufacture Phosphate fertilizers at the processing facilities at Ras Al-Khair and

- produce ammonia as a raw material feed stock for the production of fertilizer with the excess ammonia exported or sold domestically.

## 2.10 - MWSPC

The company was incorporated on 27 January 2014 in the Kingdom of Saudi Arabia, which is also its principal place of business and is owned:

- 60% by Saudi Arabian Mining Company ("Ma'aden"),
- 25% by Mosaic Phosphate B.V., a foreign shareholder, a limited liability company registered in Netherlands wholly owned by The Mosaic Company ("Mosaic"), which is accounted for as a non-controlling interest in these consolidated financial statements (Note 36.1) and
- 15% by Saudi Basic Industries Corporation ("SABIC"), which is accounted for as a non-controlling interest in these consolidated financial statements (Note 36.1).

The objectives of the Company are the production of:

- di-ammonium and mono-ammonium phosphate fertilizer,
- ammonia,
- purified phosphoric acid,
- phosphoric acid,
- sulphuric acid and
- sulphate of potash

The company declared commercial production on 2 December 2018, except for the ammonia plant for which commercial production was declared on 1 January 2017.

## 2.11 - MBCC

The company was incorporated on 2 November 2014 in the Kingdom of Saudi Arabia, which is also its principal place of business and is owned:

- 50% by Saudi Arabian Mining Company ("Ma'aden") (Note 23.1.3) and
- 50% by Barrick Middle East (Pty) Limited ("Barrick"), a foreign shareholder.

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MBCC is a joint venture project and is accounted for as an investment in a joint venture under the equity method of accounting in these consolidated financial statements.

The objectives of the company are the production of copper concentrate and associated minerals within their existing mining lease area by way of drilling, mining and concentrating.

## 2.12 - SAMAPCO

The company was incorporated on 14 August 2011 in the Kingdom of Saudi Arabia, which is also its principal place of business and is owned:

- 50% by Saudi Arabian Mining Company ("Ma'aden") (Note 23.2.3) and
- 50% by Sahara Petrochemical Company.

SAMAPCO is a joint venture project and is accounted for as an investment in a joint venture under the equity method of accounting in these consolidated financial statements.

The objectives of the company are the production of:

- concentrated caustic soda,
- chlorine and
- ethylene dichloride.

The operations of the company include the production and supply of:

- Concentrated caustic soda (CCS) feedstock to the alumina refinery at MBAC and to sell any excess production not taken up by Ma'aden in the wholesale and retail market and
- Ethylene dichloride (EDC) in the wholesale and retail market.



Ma'aden Phosphate Complex - Wa'ad Al Shamal Minerals Industrial City

## 3. Basis of preparation

### Statement of compliance

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") and other standards and pronouncements that are issued by the Saudi Organization for Certified Public Accountants (SOCPA), as endorsed in the Kingdom of Saudi Arabia for financial reporting.

The consolidated financial statements have been prepared on the historical cost basis except where IFRS requires other measurement basis as disclosed in the applicable accounting policies in Note 4 – Summary of significant accounting policies.

The financial statements of a Group's subsidiary, Ferts, Seed and Grain (Private) Limited ("FSG Zimbabwe") have been prepared under the hyper-inflation convention and are adjusted for the measuring unit current at the end of the reporting date.

These consolidated financial statements are presented in SAR which is both the functional and reporting currency of the Group.

### New IFRS standards, amendments to standards and interpretations not yet adopted

Certain new accounting standards, amendments to standards and interpretations have been published by the IASB that are not mandatory for 31 December 2020 reporting periods and have not been early

adopted by the Group. These standards are not expected to have a material impact on the Group in the current or future reporting periods and on foreseeable future transactions.

### New and amended IFRS standards adopted by the Group

**There are no new standards applicable to the Group, however, the Group has applied the following amendments to the standards for the first time for their reporting periods commencing on or after 1 January 2020:**

#### Amendments to IFRS 9, IAS 39 and IFRS 7 - Interest rate benchmark reform

These amendments provide certain reliefs in connection with interest rate benchmark reform. The reliefs relate to hedge accounting and have the effect that Interbank Offered Rate ("IBOR") reform should not generally cause hedge accounting to terminate. However, any hedge ineffectiveness should continue to be recorded in the statement of profit or loss and other comprehensive income (Note 41).

#### Other amendments to standards

Certain other amendments to standards became applicable for the current reporting period. The Group did not have to change its accounting policies or make retrospective adjustments as a result of adopting these amendments to standards.

## 4. Summary of significant accounting policies

The significant accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all years presented.

### 4.1 | Basis of consolidation and equity accounting

#### Subsidiaries

The consolidated financial statements of the Group incorporate the financial statements of the Company and its subsidiaries. Subsidiaries are entities controlled by the Group. Controls exists when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

**Specifically, the Group controls an investee if, and only if, the Group has all of the following three elements:**

- power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee),
- exposure, or rights, to variable returns from its involvement with the investee and
- the ability to use its power over the investee to affect its returns.

Subsidiaries are consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

Intra-group investments, transactions, balances and unrealized gains or losses on transactions between Group companies are eliminated. The accounting policies of the subsidiaries are consistent with those adopted by the Group.

Non-controlling interests in the results and equity of not wholly owned subsidiaries are shown separately in the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of financial position, respectively.

## Continued

### Business combinations

The Group accounts for business combinations using the acquisition method when control is transferred to the Group. The Group measures goodwill as the fair value of the consideration transferred including the recognized amount of any non-controlling interest in the acquiree, less the fair value of the identifiable assets acquired and liabilities and contingent liabilities assumed, all measured as of the acquisition date. When the excess is negative, a bargain purchase gain is recognized immediately directly in retained earnings in the consolidated statement of changes in equity.

Non-controlling interest is measured at their proportionate share of the acquiree's identifiable net assets at the date of acquisition. If the business combination is achieved in stages, the carrying value of the Group's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date. Any gains or losses arising from such remeasurement are recognised in the consolidated statement of profit or loss and other comprehensive income. Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated. Accounting policies of subsidiaries are aligned, where necessary, to ensure consistency with the policies adopted by the Group.

Transaction costs that the Company incurs in connection with a business combination are expensed as incurred.

### Joint ventures

A joint venture exists where the Group has a contractual arrangements (rights and obligations) in place, with one or more parties, to undertake activities typically, however not necessarily, through a legal entity that is subject to joint control.

Interests in joint ventures are accounted for using the equity method of accounting. **The investments are initially recognised at cost and adjusted thereafter to recognise the Group's share of:**

- the post-acquisition profits or losses of the investee in the consolidated statement of profit or loss and
- the movements in other comprehensive income of the investee in the consolidated statement of other comprehensive income.

The Group's share of the results of joint ventures is based on the financial statements prepared up to consolidated statement of financial position date, adjusted to conform with the accounting policies of the Group, if any.

Dividends received or receivable from joint ventures are recognised as a reduction in the carrying amount of the investment when the right to receive a dividend is established.

When the Group's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the Group does not recognise any further losses, unless it has incurred obligations or made payments on behalf of the other entity.

Unrealised gains on transactions between the Group and its joint ventures are eliminated to the extent of the Group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of equity accounted investees have been changed, where necessary, to ensure consistency with the policies adopted by the Group.

The carrying amount of equity-accounted investments is tested for impairment in accordance with the policy described in Note 4.11.

## 4.2 | Foreign currency translation

Foreign currency transactions are translated into SAR at the rate of exchange prevailing at the date the transaction first qualifies for recognition and are initially recorded by each entity in the Group.

Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated into Saudi Riyals at the rate of exchange prevailing at the reporting date. Gains and losses from settlement and translation of foreign currency transactions are included in the consolidated statement of profit or loss.

The financial statements of the Group's subsidiary functioning in a hyperinflationary economy are restated in terms of the measuring unit current at the end of the reporting period. The restatements are based on a conversion factor derived from the general price index issued by the regulatory authorities of the country in which such subsidiary is functioning.

As the presentation currency of the Group is that of a non-hyperinflationary economy, therefore, the adjustments resulting from restating non-monetary items of the subsidiary operating in hyperinflationary environment and then by translating those balances using the general price index as at the end of the current reporting period, is recognised in the other comprehensive income as a foreign currency translation adjustment of the current period.

## 4.3 | Revenue recognition

Revenue comprises of sales to third parties and is measured based on the considerations specified in contracts with customers and excludes rebates and amounts, if any, collected on behalf of third parties. Revenue is recognised, when (or as) the Group satisfies the performance obligations as specified in the contract with the customer (buyer), when the seller has transferred to the customer (buyer) control over the promised goods and services, either:

- at a point in time or
- over a time basis equivalent to the stage of completion of the service.

The Group recognizes revenue from the following main sources:

### a) Sale of the following goods directly to the customers:

- Phosphate fertilizer, ammonia and industrial minerals
- Alumina, primary aluminium products and flat rolled products
- Gold bullion (including by-products like copper, zinc and silver concentrate)

### b) Rendering of the following services directly to the customers:

- Transportation of goods

## Continued

The timing and measurement of revenue recognition for the above-mentioned main sources of revenue i.e. sales of goods and rendering of services directly to customers are as follows:

### Sales of phosphate fertilizer, ammonia and industrial minerals

The Group, as principal, sells phosphate fertilizer, ammonia and industrial minerals products directly to customers and also through two marketing agents SABIC and The Mosaic Company, acting as agents, for the sale of phosphate fertilizer and ammonia.

The Group sells a significant proportion of its goods on Cost and freight ocean transport ("CFR") International Commercial terms ("Incoterms") and therefore, the Group is responsible for providing shipping services after the date at which control over the promised goods have passed to the customer at the loading port. **The Group is therefore, responsible for the satisfaction of two performance obligations under its CFR contracts with the customers and recognizes revenue as follows:**

- sale and delivery of goods at the loading port resulting in the transfer of control over such promised goods to the customer and recognizing the related revenue at a point in time basis and
- shipping services for the delivery of the promised goods to the customer's port of destination and recognizing the related revenue over a time basis, equivalent to the stage of completion of the services.

At the loading port, quality and quantity control of the promised goods are carried out by independent internationally accredited consultants before the loading of the vessel, in accordance with the specifications contained in the contract. The physical loading of the approved promised goods on the vessel, satisfies the Group's performance obligation and triggers the recognition of revenue at a point in time.

Ma'aden has full discretion over the price to sell the goods. The selling price includes revenue generated

from the sale of goods and transportation services depending on the Incoterms contained in the contract with the customer.

**The selling price is therefore unbundled or disaggregated into these two performance obligations, being:**

- the sale of the promised goods and
- the transportation thereof and it is being disclosed separately.

The Group recognizes a trade receivable for the sale and delivery of the promised goods when the goods, delivered to the loading port, are loaded on to the vessel as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due. However, the trade receivable related to the transportation service are recognized over time, if material, based on the stage of completion of service which is assessed at the end of each reporting period. The disaggregation between separate performance obligations is done based on the standalone selling price.

All shipping and handling costs incurred by the Group, in relation to the satisfaction of performance obligation for the transportation of the promised goods, under CFR contracts with the customers, are recognized as cost of sales in the consolidated statement of profit or loss.

### Sale of alumina, primary aluminium products and flat rolled products

The Group, as principal, sells alumina, primary aluminium products and flat rolled products directly to customers and in accordance with the contract, the promised goods are provisionally priced. The sales price is not settled until a predetermined future date and is based on the market price at a time or over a pre-defined period of time. Revenue on these sales is initially recognized (when all the above criteria are met), at a provisional price based on the pricing

mechanism as specified in the contract. Provisionally priced sales are marked-to-market at each reporting date using the forward price for the period equivalent to that outlined in the contract and in the carrying amount of the outstanding trade receivable.

### Sale of gold bullion and concentrates

The Group, as principal, sells gold bullion and by-products like copper, zinc and silver concentrate directly to customers under contract, which vary in tenure and pricing mechanisms. The Group's primary product is gold and the concentrates produced as part of the extraction process are considered to be by-products arising from the production of gold. Revenues from by-product sales are insignificant and are credited to production cost applicable to gold bullion sales as a by-product credit.

### Gold bullion sales

The Group primarily sells gold bullion in the spot market. The selling price is fixed on the date of sale based on the gold spot price and the revenue and related trade receivable is recognized, at a point in time basis, when the gold bullion is delivered to the airport, which is also the date, the place and the time that the control over the gold bullion is transferred to the customer.

Sales revenue is commonly subject to a quantity adjustment based on a fire assay of the gold bullion upon arrival at the refinery of the customer.

The sales revenue of a bullion bar is based on provisionally invoiced quantities. The Group uses the "expected value method" to recognize revenue on provisionally invoiced quantities. The revenue recognized is based on probability of gold content and includes a range of possible consideration amounts.

### Metal concentrate sales

Revenue from the sale of metal concentrates (copper, zinc and silver) is based on selling prices that are

provisionally set, for a specified future date after shipment, based on ruling market prices. Sales revenue and the related trade receivable is recognized, at a point in time basis, at the time of shipment, which is also the date that the control transfers to the customer.

The final selling price on such concentrates is settled within a predetermined future date and is based on the ruling market price at that time or over a quotation period stipulated in the contract. Revenue for provisionally priced metal concentrates is initially recognized at the current market price. However, subsequently at each reporting date, such provisionally priced sales are marked-to-market using the relevant forward market prices for the period stipulated in the contract. This marked-to-market adjustment is directly recognized in sales and in the carrying amount of the outstanding trade receivable.

### Income from time deposits

Investment income on time deposits is accrued on a time basis, by reference to the principal outstanding and at the applicable effective interest rate.

#### 4.4 | Selling, marketing and logistic expenses

Selling, marketing and logistic expenses comprise of all costs for selling, marketing and transportation of the Group's products and include expenses for advertising, marketing fees, other sales related. Allocation between selling, marketing and logistic expenses and cost of sales are made on a consistent basis, when required.

#### 4.5 | General and administrative expenses

General and administrative expenses include direct and indirect costs not specifically part of cost of sales or the selling, marketing and logistics activity of the Group. Allocation between general and administrative expenses and cost of sales are made on a consistent basis, when required.

#### 4.6 | Earnings per share

Basic and diluted earnings per share from continuing operations is calculated by dividing:

- the profit from continuing operations attributable to ordinary shareholders of the parent company
- by the weighted average number of ordinary shares outstanding during the financial year.

The Group has not issued any potential ordinary shares, therefore the basic and diluted earnings per share are the same.

#### 4.7 | Mine properties and property, plant and equipment

**Mine properties and property, plant and equipment**

Freehold land is carried at historical cost and is not depreciated.

Mine properties and property, plant and equipment are carried at historical cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition and development of the asset and includes:

- the purchase price,
- costs directly attributable to bring the asset to its location and condition necessary for it to be capable of operating in the manner intended by management,
- the initial estimate of any mine closure, rehabilitation and decommissioning obligation and
- for qualifying assets, that take a substantial period of time to get ready for their intended use, the applicable borrowing costs.

#### Continued

Mine properties are depreciated using the unit of production ("UOP") method, based on economically recoverable proven and probable ore reserves of the mine concerned, except in the case of those mining assets whose economic useful life is shorter than the life-of-mine ("LOM"), in which case the straight line method is applied.

Property, plant and equipment are carried at cost less accumulated depreciation. Depreciation is charged to the consolidated statement of profit or loss using the straight line method. Significant components of an item of mine properties and property, plant and equipment are separately identified and depreciated using the economic useful life of the component.

Buildings and items of plant and equipment for which the consumption of economic benefit is linked primarily to utilization or to throughput rather than production, are depreciated at varying rates on a straight line method over their economic useful lives or the LOM, whichever is the shorter.

Depreciation is charged to the consolidated statement of profit or loss to allocate the costs of the related assets less their residual values over the following estimated economic useful lives:

Categories of assets	Number of years
Mine properties	Using UOP method over the economically recoverable proven and probable reserves or straight line method over the economic useful life, whichever is shorter
Civil works	4 – 50
Buildings	9 – 40
Heavy equipment	5 – 40
Other equipment including mobile and workshop equipment, laboratory and safety equipment and computer equipment	4 – 40
Fixed plant	4 – 40
Office equipment	4 – 10
Furniture and fittings	4 – 10
Motor vehicles	4

## Continued

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to the consolidated statement of profit or loss during the reporting period in which they are incurred. Maintenance and normal repairs which do not extend the estimated economic useful life of an asset or increase the production output are charged to the consolidated statement of profit or loss as and when incurred.

The assets' residual values and estimated economic useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount and are included in the consolidated statement of profit or loss.

### Exploration and evaluation assets

Exploration and evaluation expenditure is expensed in the period in which it is incurred.

**Exploration expenditures relates to the costs incurred in the initial search for mineral deposits with economic potential or in the process of obtaining more information about existing mineral deposits. Exploration expenditures typically include costs associated with:**

- acquisition of the exploration rights to explore,
- topographical, geological, geochemical and geophysical studies,
- exploration drilling,

- trenching,
- sampling and
- activities in relation to evaluating the technical feasibility and commercial viability of extracting a mineral resource.

**Evaluation expenditures relates to the costs incurred to establish the technical and commercial viability of developing mineral deposits identified through exploration activities or by acquisition. Evaluation expenditures include the cost of:**

- establishing the volume and grade of deposits through drilling of core samples, trenching and sampling activities in an ore body that is classified as either a mineral resource or a proven and probable reserve,
- determining the optimal methods of extraction and metallurgical and treatment processes,
- studies related to surveying, transportation and infrastructure requirements in relation to both production and shipping,
- permitting activities and
- economic evaluations to determine whether development of the mineralized material is commercially justified, including scoping, prefeasibility and final feasibility study.

All exploration and evaluation costs are expensed until prospective mineral exploration project is identified as having economic development potential. The information used to make that determination depends on the level of exploration as well as the degree of confidence in the ore body. Exploration and evaluation expenditures are capitalised as a tangible asset, if management determines that future economic benefits could be generated as a result of these expenditures.

Exploration and evaluation expenditure relating to extensions of mineral deposits which are already being mined or developed, including expenditure on the definition of mineralization of such mineral deposits,

is capitalised as mine development cost following the completion of an economic evaluation equivalent to a feasibility study.

All exploration and evaluation costs incurred after management has concluded that economic benefit is more likely to be realized than not, i.e. "probable" and are capitalised as **"Exploration and evaluation assets"** only until the technical feasibility and commercial viability of extracting of the mineral resource are demonstrable. Once the technical feasibility and commercial viability is demonstrable i.e. economic benefit will or will not be realised, the asset is tested for impairment and any impairment loss is recognised.

Exploration and evaluation assets are carried at historical cost less impairment. Exploration and evaluation assets are not depreciated.

**For the purposes of exploration and evaluation assets only, one or more of the following facts and circumstances are considered for identifying whether or not exploration and evaluation assets may be impaired. These include the following:**

- the period for which the entity has the right to explore in the specific area has expired during the period or will expire in the near future, and is not expected to be renewed,
- substantive expenditure on further exploration and evaluation of mineral resources in the specific area is neither budgeted nor planned,
- exploration for and evaluation of mineral resources in the specific area have not led to the discovery of commercially viable quantities of mineral resources and the entity has decided to discontinue such activities in the specific area and
- sufficient data exist to indicate that, although a development in the specific area is likely to proceed, the carrying amount of the exploration and evaluation asset is unlikely to be recovered in full from successful development or by sale.

Once it has been identified that an exploration and evaluation asset may be impaired, the entity performs impairment on exploration and evaluation assets as specified in Note 4.11. Based on the final technical scope, receipt of mining license and commercial feasibility, if the economic benefit will be realized and management intends to develop and execute the mine, the exploration and evaluation asset is transferred to **"Mine under construction"**.

Once the commissioning phase is successfully completed and the declaration of commercial production stage has been reached, the capitalized **"Mine under construction"** is reclassified as **"Operating mines"**.

Cash flows attributable to capitalized exploration and evaluation assets are classified as investing activities in the consolidated statement of cash flows.

## Continued

### Stripping activity asset and stripping activity expense

Ma'aden incurs stripping (waste removal) costs during the development and production stages of its open pit mining operations.

Stripping costs incurred during the development stage of an open pit mine in order to access the underlying ore deposit are capitalised prior to the commencement of commercial production. Such costs are then amortised over the remaining life of the ore body (for which access has improved), using the unit of production ("UOP") method over economically recoverable proven and probable reserves.

Stripping activities during production stage generally creates two types of benefits being as follows:

- production of inventory or
- improved access to a component of the ore body to be mined in the future.

Where the benefits are realized in the form of inventory produced in the period under review, the production stripping costs are accounted for as part of the cost of producing those inventories.

**Where the benefits are realized in the form of improved access to a component of the ore body to be mined in the future, the costs are recognized as a non-current asset, referred to as a 'Stripping activity asset', provided that all the following conditions are met:**

- it is probable that the future economic benefits associated with the stripping activity will be realized,
- the component of the ore body for which the access has been improved can be identified and
- the costs relating to the stripping activity associated with the improved access can be reliably measured.

If all of the conditions are not met, the production stripping costs are charged to the consolidated statement of profit or loss, as production costs of inventories as they are incurred.

The stripping activity asset is initially measured at cost, being the directly attributable cost for mining activity which improves access to the identified component of the ore body, plus an allocation of directly attributable overhead costs. Incidental operations occurring at the same time as the production stripping activity which are not necessary for the production stripping activity to continue as planned are not included in the cost of the stripping activity asset.

The stripping activity asset is accounted for as an addition to, or an enhancement of, an existing mining asset, being a tangible asset (based upon the nature of existing asset) as part of mine properties in the consolidated statement of financial position. This forms part of the total investment in the relevant cash generating unit(s), which is reviewed for impairment if events or changes of circumstances indicate that the carrying value may not be recoverable.

The stripping activity asset is subsequently depreciated using the UOP method over the life of the identified component of the ore body that became more accessible as a result of the stripping activity. Economically recoverable proven and probable reserves are used to determine the expected useful life of the identified component of the ore body. The stripping activity asset is then carried at cost less accumulated depreciation and any impairment losses.

## 4.8 | Right-of-use assets and lease liabilities

The Group assesses whether a contract is or contains a lease, at inception of a contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease agreements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low-value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

### Right-of-use assets (RoU)

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under IAS 37. The costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of the lease term or the economic useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the economic useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

### Continued

The right-of-use assets are presented as a separate line in the consolidated statement of financial position.

The Group applies IAS 36 - Impairment of assets to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in Note 4.11.

Variable rents that do not depend on an index or rate are not included in the measurement the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line "other expenses" in the consolidated statement of profit or loss.

### Lease liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the consolidated statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest rate method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

## 4.9 | Capital work-in-progress

Assets in the course of construction or development are capitalised in the capital work-in-progress account. The mine under construction or the asset under construction or development is transferred to the appropriate category in mine properties or property, plant and equipment or intangible assets (depending on the nature of the project), once the asset is in a location and / or condition necessary for it to be capable of operating in the manner intended by management.

The cost of an item of capital work-in-progress comprises its purchase price, construction / development cost and any other cost directly attributable to the construction or acquisition of an item intended by management. Costs associated with commissioning the items (prior to its being available for use) are capitalised net of the proceeds from the sale of any production during the commissioning period.

Borrowing costs related to qualifying assets are capitalised as part of the cost of the qualified assets until the commencement of commercial production.

Capital work-in-progress is measured at cost less any recognized impairment.

Capital work-in-progress is not depreciated.

Depreciation only commences when the assets are capable of operating in the manner intended by management, at which point they are transferred to the appropriate asset category.

#### 4.10 | Intangible assets and goodwill

Intangible assets acquired separately are initially recognised and measured at cost. Following initial recognition, intangible assets are measured at cost less accumulated amortisation and impairment losses, where applicable.

Internally generated intangibles, excluding capitalised development costs, are not capitalised. Instead, the related expenditure is recognised in the consolidated statement of profit or loss in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over their respective economic useful lives, using the straight-line method and assessed for impairment whenever there is an indication that the intangible asset may be impaired. Amortisation methods, residual values and estimated economic useful lives are reviewed at least annually. The amortisation expense of intangible assets with finite lives is recognised in the consolidated statement of profit or loss within the expense category that is consistent with the function of the intangible assets.

The Group amortizes intangible assets with a limited useful life using the straight-line method over the following years:

Categories of intangible assets	Number of years
Infrastructure (Contractual right-to-use)	35
Internally developed software (ERP System)	4 - 10
Technical development	5 - 7
Software and licenses (mine related)	Over life-of-mine using straight line method

The Group tests an intangible asset with an indefinite useful life for impairment by comparing its recoverable amount with its carrying amount either annually or whenever there is an indication that the intangible asset may be impaired.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the consolidated statement of profit or loss when the asset is derecognized.

##### Goodwill

Goodwill arising on acquisition of a business is included in intangible assets.

Goodwill arising on acquisition of a business is carried at cost as at the acquisition date. Goodwill is not amortised but it is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less impairment losses.

For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to the cash-generating units ("CGU") that are expected to benefit from the synergies of the combination and represents the lowest level at which goodwill is monitored for internal management purposes. A CGU to which goodwill has been allocated is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired. If the recoverable amount of the CGU is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the CGU and then to the other assets of the CGU on pro-rata based on the carrying amount of each asset in the CGU.

Any impairment loss is recognized immediately in the consolidated statement of profit or loss and other comprehensive income. Impairment of goodwill is not subsequently reversed.

##### Customer relationships and non-core contracts

Customer relationships and non-core contracts acquired in a business combination are recognized at fair value at the acquisition date. They have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses, where applicable.

Categories of intangible assets	Number of years
customer relationships	10
non-core contracts	4
Goodwill	Not amortised but tested for impairment

#### 4.11 | Impairment of mine properties, property, plant and equipment, right-of-use assets, capital work-in-progress and intangible assets excluding goodwill

At each reporting date, the Group reviews the carrying amounts of its mine properties, property, plant and equipment, right-of-use assets, capital work-in-progress and intangible assets to determine whether there is any indication that those assets are impaired. If such an indication exists, the recoverable amount of the asset is estimated in order to determine the extent of any impairment. Where the asset does not generate cash flows that are independent from other assets, the Group estimates the recoverable amount of the cash generating unit ("CGU") to which the asset belongs. An intangible asset with an indefinite useful life is tested for impairment annually or whenever there is an indication that the asset may be impaired.

## Continued

Recoverable amount is the higher of fair value less costs of disposal ("FVLCD") or value-in-use ("VIU"). In assessing VIU, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset or CGU is estimated to be less than its carrying amount, the carrying amount of the asset or CGU is reduced to its recoverable amount. An impairment loss is recognized in the operating section of the consolidated statement of profit or loss.

Assets or CGUs (other than the goodwill component) for which an impairment loss had been previously recorded, could reverse the impairment loss allocated if, and only if, there has been a change in the estimates used in determining the asset's or CGU's recoverable amount since the last impairment loss was recognised.

Where an impairment loss subsequently reverses, the carrying amount of the asset or CGU is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment been recognized for the asset or CGU. A reversal of an impairment loss is recognized in the operating section of the consolidated statement of profit or loss.

## 4.12 | Inventories

### Finished goods

Saleable finished goods are measured at the lower of unit cost of production for the period or net realizable value. The unit cost of production is determined as the total cost of production for the period divided by the saleable unit output for the period.

**Cost assigned to saleable inventories on hand at the reporting date, arising from the conversion process, is determined by the unit cost of production and comprises of:**

- labor costs, materials and contractor expenses which are directly attributable to the extraction and processing of ore,
- the depreciation of mining properties, plant and equipment and right-of-use assets used in the extraction and processing of ore and the amortisation of any stripping activity assets,
- direct production overheads and
- the revenue generated from the sale of by-products is credited against production costs.

Net realizable value is the estimated selling price in the ordinary course of business, less the costs of completion and selling expenses.

By-products are valued at net realizable value, with reference to the spot price of the commodities ruling at the reporting date.

## Work-in-process

**The cost of work-in-process is determined using unit cost of production for the period based on the percentage of completion at the applicable stage and the estimated recoverable content:**

- labor costs, materials and contractor expenses which are directly attributable to the extraction and processing of ore, and production activities,
- the depreciation of mining properties and right-of-use assets used in the extraction and processing of ore, and the amortisation of any deferred stripping assets and
- direct production overheads.

Net realizable value is the estimated selling price in the ordinary course of business using the same percentage of completion at the applicable stage, the estimated recoverable content less any selling expense.

## Ore stockpiles

Ore stockpiles represent ore that has been extracted from the mine, and considered to be of future economic benefits under current prices and is available for further processing. If the ore stockpiles is not expected to be processed in the next 12 months after the reporting date, it is included in non-current assets. Cost of ore stockpiles is determined by using the weighted average cost method. If the ore is considered not to be economically viable it is expensed immediately.

If there is significant uncertainty as to when the stockpiled ore will be processed, the cost is expensed as incurred. Where the future processing of this ore can be predicted with confidence because it exceeds the mine's cut-off grade and is economically viable, it is valued at the lower of cost of production or net realizable value. Quantities and grades of stockpiles and work-in-process are assessed primarily through surveys and assays.

## Spares and consumables

Spares and consumable inventory are valued at lower of cost or net realizable value. Cost is determined on the weighted average cost method. An allowance for obsolete and slow moving items, if any, is estimated at each reporting date.

Net realizable value is the estimated selling price less selling expenses.

## Raw materials

Raw materials are valued at the lower of cost or net realizable value. Cost is determined on the weighted average cost method.

Net realizable value is the estimated selling price less selling expenses.



Ma'aden Phosphate Plant - Al Jalameed

#### 4.13 | Trade and other receivables

##### Trade receivables

Trade receivables are recognized initially at fair value and subsequently measured at either amortized cost using the effective interest method less expected credit loss ("ECL") allowance, if any, or at fair value through profit and loss. See Note 4.16 for a description of the Group's impairment policies.

Trade receivables that do not meet the criteria for amortized cost or fair value through other comprehensive income ("FVOCI") are measured at fair value through profit or loss ("FVTPL"). Any gain or loss arising on such trade receivables, if material, is recognized in the consolidated statement of profit or loss and other comprehensive income and presented within revenue.

##### Employees' home ownership program receivable

Certain companies of the Group have established an employees' home ownership program (HOP) that offers eligible employees the opportunity to buy housing units constructed by the company through a series of payments over a particular number of years. Ownership of the housing unit is transferred to the employee upon completion of the full payment (Note 4.21).

Under the HOP, the housing units are classified under other non-current assets as long-term employees' home ownership program receivable upon signing of the sales contract with the eligible employees. The monthly installments paid by the employee towards the housing unit are repayable back to the employee in case the employee discontinues employment to the extent of the amounts paid in addition to the monthly housing allowance and the house is returned back to the company.



Ma'aden Phosphate Train Loading Station - Al Jalameed

#### 4.14 | Time deposits

Time deposits include placements with banks and other short term highly liquid investments, with original maturities of more than three months but not more than one year from the date of acquisition. Time deposits are placed with financial institutions with investment grade rating, which are considered to have low credit risk, hence a provision is recognised at an amount equal to 12 month's ECL, unless there is evidence of significant increase in credit risk of the counter party.

#### 4.15 | Cash and cash equivalents

Cash and cash equivalents comprise of cash on hand, cash held at banks and time deposits with an original maturity of three months or less at the date of acquisition, which are readily convertible into known amounts of cash and that are subject to an insignificant risk of changes in value.

Restricted cash and cash equivalents that are not available for use by the Group and are excluded from cash and cash equivalents for the purposes of the consolidated statement of cash flows. Restricted cash and cash equivalents are related to the employees' savings plan program, see Notes 4.21 and 31.

#### 4.16 | Financial instruments, financial assets and financial liabilities

The Group recognizes a financial asset or a financial liability in its consolidated statement of financial position when, and only when, the Group becomes party to the contractual provisions of the instrument. The Group recognizes all of its contractual rights and obligations under derivatives in its consolidated statement of financial position as assets and liabilities.

## Continued

### Derivative financial instruments

The Group utilizes derivative financial instruments to manage certain market risk exposures. The Group does not use derivative financial instruments for speculative purposes, however it may choose not to designate certain derivatives as hedges for accounting purposes.

The use of derivative instruments is subject to limits and the positions are regularly monitored and reported to senior management.

### Interest rate swap contracts

The Group uses interest rate swap contracts to manage its exposure to interest rate movements on its long term-borrowings (Note 49.1.2).

In respect of financial assets, the Group's policy is to invest free cash at floating rates of interest and to maintain cash reserves in time deposits (less than one year) in order to maintain liquidity.

Other financial liabilities (excluding long term-borrowings and obligations under leases) are primarily non-interest bearing.

### Forward exchange contracts

Foreign currency exchange risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of movements in foreign currency exchange rates. The Saudi Riyal is pegged at SAR 3.75 : USD 1, therefore the Group is not exposed to any risks from USD denominated financial instruments (Note 49.1.1).

The Group's transactions are principally in SAR and US Dollars. Virtually all commodity sales contracts are with international customers (Note 7.3) and are USD priced and equally so is the bulk of the procurement and capital expenditure contracts.

The Group does not use forward exchange contracts.

### Commodity contracts

The Group's earnings are exposed to movements in the prices of the commodities it produces (Note 49.1.3).

The Group's policy is to sell its products at prevailing market prices and not to hedge commodity price risk.

### Provisional price contracts

Certain of the Group's sales are provisionally priced, meaning that the final selling price is determined normally 30 to 180 days after the delivery to the customer, based on the quoted market price stipulated in the contract and as a result are susceptible to future commodity price movements.

At each reporting date, subsequent to the initial sale, the provisionally priced trade receivables are marked-to-market using the relevant forward market prices for the period stipulated in the contract. This exposure to the commodity price causes such trade receivables to fail the solely payment of principal and interest ("SPPI") test. As a result, these receivables are measured at fair value through profit or loss ("FVTPL") from the date of recognition of the corresponding sale, with subsequent marked-to-market adjustments recognized in fair value gains / (losses) on provisionally priced products and the carrying amount of the outstanding trade receivable, if material. Such fair value gains (losses) on provisionally priced products are presented within revenue.

## Financial assets

### The Group's principal financial assets include:

- joint ventures (equity accounted for) - (Accounting policy 4.1),
- other investment in securities, where the Group's intention is to hold it to maturity,
- derivative financial instruments,
- trade and other receivables – excluding pre-payments and zakat / income tax receivables - (Accounting policy 4.13),
- time deposits (Accounting policy 4.14) and
- cash and cash equivalents (Accounting policy 4.15)

They are derived directly from the Group's operations.

### Initial recognition of financial assets

Financial assets are initially recognized at fair value on the trade date, including directly attributable transaction costs.

A trade receivable without a significant financing component is recognized initially at its transaction price.

Regular way purchases and sales of financial assets are recognized on trade-date, the date on which the Group commits to purchase or sell the asset.

Subsequently, financial assets are carried at fair value or at amortized cost less impairment.

Continued

### Classification of financial assets

Financial assets are classified into one of the following three categories, based on the business model in which the financial asset and its contractual cash flow characteristics are managed:

- measured at amortized cost ("AC"),
- fair value through profit or loss ("FVTPL") and
- fair value through other comprehensive income ("FVOCI").

Derivatives embedded in contracts where the host is a financial asset is never bifurcated and the whole hybrid instrument is assessed for classification.

### Impairment and uncollectibility of financial assets

At each reporting date, the Group measures the loss allowance for a financial asset (using the Expected credit loss ("ECL") model) at an amount equal to the lifetime expected credit losses, if the credit risk on that financial asset has increased significantly since initial recognition.

However, if at the reporting date, the credit risk on that financial asset has not increased significantly since initial recognition, the Group measures the loss allowance for the financial asset at an amount equal to lifetime expected credit losses.

Impairment losses on financial assets carried at amortized cost are reversed in subsequent periods if the amount of the loss decreases and the decrease can be objectively related to an event occurring after the impairment was recognized.

Regardless of the change in credit risk, loss allowances on trade receivables that do not contain a significant financing component are calculated at an amount equal to lifetime expected credit losses.

Such impairment losses are recognized in the consolidated statement of profit or loss.

### Derecognition of financial assets

The Group derecognizes financial assets only when the contractual rights to receive cash flows from the financial assets have expired, or when it transfers the financial assets and substantially all the associated risks and rewards of ownership to another entity.

Gains and losses arising on derecognition of financial assets are recognized in the consolidated statement of profit or loss.

### Financial liabilities

The Group's principal financial liabilities comprise of:

- long-term borrowings (Accounting policy 4.17),
- lease liabilities (Accounting policy 4.8),
- derivative financial instruments,
- projects, trade and other payables – excluding zakat / income tax liabilities and employees' end of service termination benefits obligations - (Accounting policy 4.21) and
- accrued expenses (Accounting policy 4.21)

The main purpose of these financial liabilities is to finance the Group's operations and to guarantees support for the operations.

### Initial recognition of financial liabilities

Financial liabilities are initially recognized at the fair value of the consideration received net of any directly attributable transaction costs, as appropriate. Subsequently, financial liabilities are carried at amortized cost.

Long-term borrowings are initially recognized at the fair value (being proceeds received, net of eligible transaction costs incurred, if any).

Subsequent to initial recognition long-term borrowings are measured at amortized cost using the effective interest rate method. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognized in the consolidated statement of profit or loss over the period of the long-term borrowings using the effective interest rate method.

### Classification of financial liabilities

Financial liabilities are classified and subsequently measured at amortized cost except for the following:

- financial liabilities that arise when a transfer of a financial asset does not qualify for de-recognition or when the continuing involvement approach applies,
- financial guarantee contracts which are measured at the higher of the amount of loss allowance and the amount initially recognized and
- commitments to provide a loan at below market interest rate which shall be measured at the higher of the amount of loss allowance, the amount initially recognized and the contingent consideration in case of a business combination.

Continued

#### Derecognition of financial liabilities

The Group derecognizes financial liabilities only when its obligations under the financial liabilities are discharged, cancelled or expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognized as a gain or a loss in the consolidated statement of profit or loss.

Long-term borrowings are derecognized from the consolidated statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. In case of any modification to the financial liability, management considers both quantitative and qualitative factors in determination of modification or extinguishment of such financial liability. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognized as a gain in consolidated statement of profit or loss as other income or finance cost.

#### Offsetting a financial asset and a financial liability

A financial asset and a liability is offset and the net amount reported in the consolidated financial statements, when the Group has a legally enforceable right to set-off the recognized amounts and intends either to settle on a net basis, or to realize the asset and liability simultaneously.

### 4.17 | Long-term borrowings

Long-term borrowings are initially recognised at their fair value (being proceeds received, net of eligible transaction costs incurred, if any). Subsequent to initial recognition long-term borrowings are measured at amortised cost using the effective interest rate method. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the consolidated statement of profit or loss over the period of the long-term borrowings using the effective interest rate method.

Up-front fees paid on the establishment of the loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

General and specific borrowing costs that are directly attributable to the acquisition, construction or production of qualifying assets are capitalised during the period of time that is required to complete and prepare the qualifying asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalization.

Other borrowing costs are expensed in the period in which they are incurred in the consolidated statement of profit or loss.

### 4.18 | Provisions

Provisions are recognised when the Group has:

- a present legal or constructive obligation as a result of a past event,
- it is probable that an outflow of economic resources will be required to settle the obligation in the future and
- a reliable estimate can be made of the amount of the obligation

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects time value of money, where appropriate and the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognized as part of the finance cost in the consolidated statement of profit or loss.

### 4.19 | Provision for decommissioning, site rehabilitation and dismantling obligations

The mining, extraction and processing activities of the Group normally give rise to obligations for mine closure, decommissioning, site rehabilitation and plant dismantling (collectively referred to as "decommissioning site rehabilitation and dismantling obligations"). **Decommissioning and site restoration work can include:**

- facility decommissioning and dismantling of plant and buildings,
- removal or treatment of waste materials and
- site and land rehabilitation.

The extent of the work required and the associated costs are dependent on the requirements of current laws and regulations.

The full estimated future cost is discounted to its present value and capitalised as part of "Mine under construction" and once it has been transferred to "Mine properties" it is then depreciated as an expense over the expected life-of-mine using the UOP method.

## Continued

Costs included in the provision includes all decommissioning obligations expected to occur over the life-of-mine and at the time of closure in connection with the mining activities being undertaken at the reporting date. Costs arising from unforeseen circumstances, such as the contamination caused by unplanned discharges, are recognised as an expense when the event gives rise to an obligation which is probable and capable of reliable estimation. **The timing of the actual decommissioning expenditure is dependent upon a number of factors such as:**

- the life-of-mine,
- developments in technology,
- the operating license conditions,
- the environment in which the mine operates and
- changes in economic sustainability.

Adjustments to the estimated amount and timing of future decommissioning cash flows are a normal occurrence in light of the significant judgments and estimates involved. Such adjustments are recorded as an increase in liability and a corresponding increase in the mine related asset. **Factors influencing those adjustments include:**

- revisions to estimated ore reserves, mineral resources and lives of mines,
- developments in technology,
- regulatory requirements and environmental management strategies,
- changes in the estimated extent and costs of anticipated activities, including the effects of inflation and
- changes in economic sustainability.

## 4.20 | Employees' benefits

### Employees' savings plan program

In accordance with Article 145 of the Labor Regulations, and in furtherance to Article 76 of the Company's Internal Work Regulation, approved by resolution No. 424 dated 6th of Rabi II 1420H (corresponding to 19 July 1999), issued by His Highness the Minister of Labor and Social Affairs, a Savings Plan Program was introduced to encourage the Saudi employees of the Group to save and invest their savings in areas more beneficial to them, to secure their future and as an incentive for them to continue working with the Group.

Participation in the Savings Plan Program is restricted to Saudi Nationals only and optional with employees required to contribute a monthly minimum installment of 1% to a maximum of 15% of their basic salary subject to a minimum of SAR 300 per month.

The Group will contribute an amount equaling 10% of the monthly savings of each member per year for the first year and increase it by 10% per year in the years there after until it reaches 100% in the 10th year and continue contributing 100% from year 11 onwards, which will in turn be credited to the savings accounts of the employee. The Group's portion is charged to consolidated statement of profit or loss on a monthly basis. The Group's portion will only be paid to the employee after the expiry of 10 years upon termination or resignation.

### Other short-term obligations

Liabilities for wages and salaries, including non-monetary benefits that are expected to be settled in full, within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the consolidated statement of financial position.

### Employees' home ownership program

The program has three categories:

#### Housing project

Certain companies within the Group have established employees' home ownership program (HOP) that offer eligible employees the opportunity to buy housing units constructed by these subsidiaries through a series of payments over a particular number of years. Ownership of the housing unit is transferred upon completion of full payment.

Under the HOP, the housing units are classified under other non-current assets as long-term employees' receivable upon signing of the sales contract with the eligible employees. The monthly installments paid by the employee towards the housing unit are repayable back to the employee in case the employee discontinues employment to the extent of the amounts paid in addition to the monthly housing allowance and the house is returned back to the Group.

#### Home loan

Certain companies within the Group provides an interest free loan to an eligible employee to purchase or build his own house by mortgaging the property in the company's name as a security. The repayment of the loan is deducted from the employee's salary in monthly installments.

The interest cost associated with the funding of the acquisition or construction of the employee's house is borne by the Company in accordance with the approved HOP, and expensed as part of finance cost.

## HOP furniture loan

Certain companies within the Group provides a furniture loan to an eligible employee which is to be written-off equally over a 5-year period. In case the employee resigns or his services is terminated for any reason before completion of the stated period, the employee will be required to pay the remaining balance of the furniture loan.

### Employees' end-of-service termination benefits obligation

The liability recognized in the consolidated statement of financial position, in respect of the defined end-of-service-benefits obligation, is the present value of the employees' end-of-service termination benefits obligation at the end of the reporting period. The employees' end of service termination benefits obligation is calculated annually by independent actuaries using the projected unit credit method.

Since the Kingdom of Saudi Arabia has no deep market in high-quality corporate bonds, the market rates of high-quality corporate bonds of the United States of America are used to present value the employees' end of service termination benefits obligation by discounting the estimated future cash outflows.

The net finance cost is calculated by applying the discount rate to the net balance of the employees' end-of-service termination benefits obligation. This cost is included in employee benefit expense in the consolidated statement of profit or loss.

Changes in the present value of the employees' end-of-service termination benefits obligation resulting from plan amendments or curtailments are recognized immediately in the consolidated statement of profit or loss as past service costs.

Re-measurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognized in the period in which they occur, directly in the consolidated statement of other comprehensive income.

## 4.21 | Projects, other payables and accrued expenses

Liabilities in respect of contract costs for capital projects (including trade payables) are recognised at amounts to be paid for goods and services received. The amount recognised is discounted to the present value of the future obligations using the respective entity's incremental borrowing rate; unless they are due in less than one year.

Liabilities in respect of other payables are recognised at amounts expected to be paid for goods and services received.

## 4.22 | Zakat, income tax, withholding tax and deferred tax

### Companies with only Saudi shareholders

The Company is subject to zakat in accordance with the regulations of the General Authority of Zakat and Tax (the "GAZT"). A provision for zakat for the Company and zakat related to the Company's wholly owned subsidiaries is estimated at the end of each reporting period and charged to the consolidated statement of profit or loss. Differences, if any, at the finalization of final assessments are accounted for when such amounts are determined.

### Mix companies with foreign shareholders

The subsidiaries with foreign shareholders are subject to zakat for their Saudi shareholders and income tax for their foreign shareholders in accordance with the regulations of the GAZT. A provision for zakat and income tax for the mix companies is charged to the consolidated statement of profit or loss. Differences, if any, at the finalization of final assessments are accounted for when such amounts are determined.

Zakat and income tax related to the minority shareholders in certain subsidiaries is included in their share of non-controlling interest in the consolidated statement of profit or loss.

The tax expense includes the current tax and deferred tax charge recognized in the consolidated statement of profit or loss.

Current tax payable is based on the taxable profit for the year. Taxable profit differs from net profit as reported in the consolidated statement of profit or loss because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are not taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting date.

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the tax amounts used for taxation purposes. Deferred tax liabilities are generally recognized for all taxable temporary differences and deferred tax assets are recognized to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences can be utilized. Such assets and liabilities are not recognized if the temporary differences arise from the initial recognition of goodwill or of an asset or liability in a transaction (other than in a business combination) that affects neither taxable profit nor accounting profit.

Deferred tax liabilities are recognized for taxable temporary differences arising on investments in subsidiaries, joint arrangements and associates except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Continued

The carrying amount of deferred tax assets is reviewed at each reporting date and is adjusted to the extent that it is no longer probable that sufficient future taxable profit will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realized, based on the laws that have been enacted or substantively enacted by the reporting date. Deferred tax is charged or credited to the consolidated statement of profit or loss, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also taken directly to equity.

The Group withholds taxes on certain transactions with non-resident parties in the Kingdom of Saudi Arabia as required under Saudi Arabian Income Tax Law.

4.23 | Severance fees

Effective from year 2005 onwards, as per Article No. 71 of the Saudi Mining Investment Code issued based on the Royal Decree No. 47/M dated 20 Sha'aban 1425H (corresponding to 4 October 2004), the Group is required to pay to the Government of Saudi Arabia severance fee representing 25% of the annual net income per mining license or the equivalent of the hypothetical income tax, whichever is the lower. The Zakat due shall be deducted from gross severance fee and the net severance fee amount is shown as part of cost of sales in the consolidated statement of profit or loss (Notes 9 and 46).

However, the minimum severance fee payable for a small mine license based on sales is:

Minerals	Basis	Rate
Low grade bauxite	Actual metric tonnes sold	SAR 1.50 /t
Kaolin	Actual metric tonnes sold	SAR 2.25 /t
Magnesia / Dead burned magnesia / Monolithic	Actual metric tonnes sold	SAR 4.50 /t

The minimum severance fee payable is SAR 90,000 if the minimum mining capacity is not achieved. Provision for severance fees is charged to the cost of sales in the consolidated statement of profit or loss and is not included in the valuation of inventory.

In mix companies with foreign shareholders, only the Saudi shareholders are liable for paying severance fees on their share of the net profit attributable to the particular mining license. The Saudi shareholder can deduct the zakat due by them from their severance fee liability. The foreign shareholders are exempt from paying severance fees on their share of net profit attributable to the particular mining license, however, they pay income tax at a rate of 20%.

## 5. Business combination

On 8 August 2019, the Group, through its wholly owned subsidiary MMDC, completed the acquisition of 85% of the issued share capital of Meridian Consolidated Investment Limited ("MCIL") and its subsidiaries (Meridian Group or Meridian), a leading fertilizer distribution network company operating in East Africa, after obtaining all the necessary regulatory and legal approvals for a total consideration of SAR 436,856,535.

Ma'aden has acquired Meridian to build a fertilizer distribution network business in the most important global fertilizer markets in East Africa. Meridian operations are focused on selling fertilizer through its distribution network of facilities including port facilities, warehouses and fertilizer granulation and blending plants across Mozambique, Malawi, Zimbabwe and Zambia.

The consolidated financial statements for the year ended 31 December 2019 include the results of the Meridian from the date the control was transferred to the Group. Revenue generated by the Meridian business for the period from the acquisition date of 8 August 2019 to 31 December 2019 was SAR 643 million and the net profit for the same period was SAR 93 million. However, if the acquisition had occurred on 1 January 2019, management estimated that the consolidated revenue of the Group would have increased by SAR 463 million and the consolidated net profit would have increased by SAR 2 million for the year ended 31 December 2019.

The acquisition has been accounted for as a business combination in accordance with IFRS 3, using the acquisition method where the acquired tangible and intangible assets and the assumed liabilities are recorded at their fair values at the date of acquisition. The Group has allocated and completed the purchase price allocation ("PPA") of the identified assets acquired and the liabilities and contingent liabilities assumed.

The PPA exercise of Meridian Group was finalised during December 2019 and fair values of the assets and liabilities were adjusted in the consolidated financial statements of the Group for the year ended 31 December 2019. IFRS 3 "Business Combinations" requires fair value adjustments to be recorded with effect from the date of acquisition and consequently resulted in the revision of previously reported provisional amounts.

Continued

The fair values of the assets and liabilities as of the acquisition date are summarized below:

	Notes	Fair values of net identifiable assets acquired as at the acquisition date	Fair value adjustments arising on completion of purchase price allocation exercise	Carrying values (used as provisional amounts for net identifiable assets acquired as at the acquisition date)
<b>Assets</b>				
<b>Non-current assets</b>				
Property, plant and equipment	19	175,000,673	-	175,000,673
Capital work-in-progress	21	11,258,503	-	11,258,503
Intangible assets	22	86,053,224	85,875,000	178,224
Deferred tax assets	24.2	6,383,507	-	6,383,507
		<b>278,695,907</b>	<b>85,875,000</b>	<b>192,820,907</b>
<b>Current assets</b>				
Advances and prepayments	27	13,959,829	-	13,959,829
Inventories	28	498,306,942	42,000,000	456,306,942
Trade and other receivables	29	152,595,393	-	152,595,393
Cash and cash equivalents	5.2	105,154,606	-	105,154,606
		<b>770,016,770</b>	<b>42,000,000</b>	<b>728,016,770</b>
<b>Total assets</b>		<b>1,048,712,677</b>	<b>127,875,000</b>	<b>920,837,677</b>

Continued

	Notes	Fair values of net identifiable liabilities acquired as at the acquisition date	Fair value adjustments arising on completion of purchase price allocation exercise	Carrying values (used as provisional amounts for net identifiable liabilities acquired as at the acquisition date)
<b>Liabilities</b>				
<b>Non-current liabilities</b>				
Non-current portion of long-term borrowings	38.7	97,206,550	-	97,206,550
Deferred tax liabilities	24.3	44,291,014	35,250,000	9,041,014
		<b>141,497,564</b>	<b>35,250,000</b>	<b>106,247,564</b>
<b>Current liabilities</b>				
Trade and other payables	43	247,723,304	-	247,723,304
Accrued expenses	44	42,666,436	-	42,666,436
Current portion of long-term borrowings	38.7	286,195,688	-	286,195,688
Tax payable	45.5	1,967,678	-	1,967,678
		<b>578,553,106</b>	<b>-</b>	<b>578,553,106</b>
<b>Total liabilities</b>		<b>720,050,670</b>	<b>35,250,000</b>	<b>684,800,670</b>
<b>Total net identifiable assets</b>	<b>5.1</b>	<b>328,662,007</b>	<b>92,625,000</b>	<b>236,037,007</b>

### 5.1 | Goodwill recognized as at the acquisition date

	Notes	Total
<b>As at the acquisition date</b>		
Total net identifiable assets at fair value	5	328,662,007
Non-controlling interest		(2,320,016)
<b>Sub-total</b>		<b>326,341,991</b>
Ma'aden share of the fair value of net assets of SAR 326,341,991 at 85% shareholding	5	277,390,692
Cash paid to shareholders of Meridian Group	5	436,856,535
<b>Goodwill recognized at fair value at the date of acquisition</b>	<b>22</b>	<b>159,465,843</b>

### 5.2 | Acquisition cost net of cash and cash equivalents acquired

	Notes	Total
Cash paid to the shareholders of Meridian Group	5	436,856,535
Less: Cash and cash equivalents of Meridian acquired as at the acquisition date	5	(105,154,606)
<b>Net cash outflow as at the acquisition date of Meridian Group</b>		<b>331,701,929</b>

### 5.3 | Non-controlling interest as at the acquisition date

	Notes	Total
<b>As at the acquisition date</b>		
Total net identifiable assets at fair value	5	328,662,007
Non-controlling interest		(2,320,016)
<b>Sub-total</b>		<b>326,341,991</b>
Non-controlling interest share of the fair value of net assets of SAR 326,341,991 at 15% shareholding	5	48,951,299
Add: Non-controlling interest of Meridian Group		2,320,016
<b>Non-controlling interest at fair value</b>	<b>36.3</b>	<b>51,271,315</b>

## 6. Critical accounting judgments, estimates and assumptions



Ma'aden Gold Mine - Balgha

The preparation of consolidated financial statements in conformity with IFRS and other standards and pronouncements that are issued by SOCPA, as endorsed in the Kingdom of Saudi Arabia, requires the Group's management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying accounting disclosures, and the disclosures of contingent liabilities at the reporting date of the consolidated financial statements.

Estimates and assumptions are continually evaluated and are based on management's historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Group makes estimates and

assumptions concerning the future. The accounting estimates will, by definition, seldom equal the related actual results.

However, as explained in Note 1, Management, through the crisis management committee, has proactively assessed the potential of the Covid-19 pandemic for any further regulatory and government restrictions both locally and in the market in which the Group operates that could adversely affect our supply chain and our production capabilities, demand of our products, as well as our sales distribution network that could cause a negative impact on our financial performance. Management has concluded that our critical accounting judgements, estimates and assumptions remain appropriate under the current circumstances.

## 6.1 | Critical accounting judgements in applying accounting standards

The following critical judgements have the most significant effect on the amounts recorded in the consolidated financial statements:

- impairment testing of goodwill
- economic useful lives of mine properties, property, plant and equipment
- impairment and the reversal of impairment of tangible assets
- identification of CGUs
- right-of-use assets and lease liabilities
- zakat and income tax
- exploration and evaluation expenditure
- stripping costs
- commercial production start date

### Impairment testing of goodwill

The Group's management tests, on an annual basis, whether goodwill arising on consolidation has suffered any impairment. This requires an estimation of the recoverable amounts of the CGU to which goodwill has been allocated. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash inflows and the growth rate used in computation of terminal value. The key assumptions used in determining the recoverable amounts are set out in Note 22.

### Economic useful lives of mine properties, property, plant and equipment

The Group's assets, classified within mine properties, are depreciated / amortized on a UOP basis over the economically recoverable proven and probable ore reserves of the mine concerned, except in the case of those mining assets whose economic useful life is shorter than the life-of-mine, in which case the straight line method is applied. When determining the life-of-mine, assumptions that were valid at the time of estimation, may change when new information becomes available.

The factors that could affect estimation of the life-of-mine include the following:

- changes in proven and probable ore reserves,
- the grade of ore reserves varying significantly from time to time,
- differences between actual commodity prices and commodity price assumptions used in the estimation and classification of ore reserves,
- unforeseen operational issues at mine sites and
- changes in capital, operating, mining, processing and reclamation costs, discount rates could possibly adversely affect the economic viability of ore reserves.

## Continued

Any of these changes could affect prospective depreciation of mine properties and their carrying value. The economic useful lives of non-mining property, plant and equipment is reviewed by management periodically. The review is based on the current condition of the assets and the estimated period during which they will continue to bring economic benefit to the Group.

The Group's assets, classified within property, plant and equipment, are depreciated on a straight line basis over their economic useful lives.

### Impairment and the reversal of impairment of tangible assets

The Group reviews the carrying amounts of its tangible assets i.e. mine properties, property, plant and equipment, right-of-use assets, capital work-in-progress to determine whether there is any indication that those assets are impaired or whether there is any indicator that an impairment loss recognized in previous years may no longer exist or may have decreased.

### Identification of CGUs

The classification of assets into CGUs requires significant judgement and interpretations with respect to the integration between assets, generation of independent cash flows by the assets, the existence of active markets and external users.

### Right-of-use assets and lease liabilities

Extension and termination options are included in a number of leases across the Group. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations.

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

### Zakat and income tax

The Company and its wholly owned subsidiaries are subject to zakat, whereas, the subsidiaries with foreign shareholders are subject to zakat for their Saudi shareholders and income tax for their foreign shareholders in accordance with the regulations of the GAZT.

A provision for zakat and income tax is estimated at the end of each reporting period in accordance with the regulations of the GAZT and on a yearly basis zakat and income tax returns are submitted to the GAZT. Differences, if any, at the finalization of final assessments are accounted for when such amounts are determined.

### Exploration and evaluation expenditure

The application of the Group's accounting policy for exploration and evaluation expenditure requires judgement to determine whether future economic benefits are likely to be derived from either future exploitation or sale, or whether activities have not reached a stage that permits a reasonable assessment of the existence of reserves.

In addition to applying judgement to determine whether future economic benefits are likely to arise from the Group's exploration and evaluation assets or whether activities have not reached a stage that permits a reasonable assessment of the existence of reserves, the Group has to apply a number of estimates and assumptions.

### Stripping costs

Significant judgement is required to distinguish between development stripping and production stripping and to distinguish between the production stripping that relates to the extraction of inventory and that which relates to giving access to a component of the ore body to be mined in the future, which then give rise to the creation of a stripping activity asset.

Once the Group has identified its production stripping for each surface mining operation, it identifies the separate components of the ore bodies for each of its mining operations.

An identifiable component is a specific volume of the ore body that is made more accessible by the stripping activity. Significant judgement is required to identify and define these components, and also to determine the expected volumes (e.g., in tonnes) of waste to be stripped and ore to be mined in each of these components. These assessments are undertaken for each individual mining operation based on the information available in the mine plan. The mine plans and, therefore, the identification of components, will vary between mines for a number of reasons. These include, but are not limited to, the type of commodity, the geological characteristics of the ore body, the geographical location and/or financial considerations.

Judgement is also required to identify a suitable production measure to be used to allocate production stripping costs between inventory and any stripping activity asset(s) for each component. The Group considers that the ratio of the expected volume (e.g., in tonnes) of waste to be stripped for an expected volume (e.g., in tonnes) of ore to be mined for a specific component of the ore body, is the most suitable production measure.

### Commercial production start date

Commercial production is achieved when assets are capable of operating in the manner envisaged by the entity's management which is generally when the related assets are capable of operating continuously at a nominated percentage of design capacity.

**The decision on when commercial production for mining related assets is achieved is however judgmental and should be based after discussions between the accountants, engineers and metallurgists. Consideration should be taken of the following list of non-exhaustive factors, such as:**

- a nominated percentage of design capacity for a mine or a mill,
- mineral recoveries at or near expected levels,
- achievement of continuous production and
- the level of future capital expenditure still to be incurred.

Various aspects of the mining / production process (e.g. mine, mill, refinery, processing plant, etc.) needs to be considered separately when concluding on when commercial production has commenced, especially if one aspect of the process has commenced production in advance of the others. Once the mine is capable of commercial production, depreciation should commence.

## 6.2 | Key sources of estimation uncertainty

**The following are the key sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of the assets and liabilities within the next financial year:**

- mineral resource and ore reserve estimates,
- mine decommissioning obligation,
- allowances for obsolete and slow moving spare parts,
- non-controlling interest put options and
- contingencies.

### Mineral resource and ore reserve estimates

There is a degree of uncertainty involved in the estimation and classification of mineral resource and ore reserve and corresponding grades being mined or dedicated to future production. Until mineral resource and ore reserve are actually mined and processed, the quantity of mineral resource and ore reserve grades must be considered as estimates only. Further, the quantity of mineral resource and ore reserve may vary depending on, amongst other things, metal prices and currency exchange rates.

The ore reserve estimates of the Group have been determined based on long-term commodity price forecasts and cut-off grades. Any material change in the quantity of reserves, grades or stripping ratio may affect the economic viability of the properties. In addition, there can be no assurance that gold recoveries or other metal recoveries in small scale laboratory tests will give the same result in larger scale tests under on-site conditions or during production.

Fluctuation in commodity prices, the results of drilling, metallurgical testing and production and the evaluation of mine plans subsequent to the date of any estimate may require estimates to be revised. The volume and grade of ore reserves mined

## Continued

and processed and recovery rates may not be the same as currently anticipated. Any material reductions in estimates of ore reserves and mineral resources, or of the Group's ability to extract these mineral contents, could have a material adverse effect on the Group's business, prospects, financial condition and operating results.

### Mine decommissioning obligation

The Group's mining and exploration activities are subject to various environmental laws and regulations. The Group estimates environmental obligations based on management's understanding of the current legal requirements in the Kingdom of Saudi Arabia, terms of the license agreements and engineering estimates. Provision is made for decommissioning as soon as the obligation arises. Actual costs incurred in future years could differ materially from the amounts provided. Additionally, future changes to environmental laws and regulations and life-of-mine estimates could affect the carrying amount of this provision.

### Allowances for obsolete and slow moving spare parts

The Group also creates an allowance for obsolete and slow-moving spare parts. At 31 December 2020 allowance for obsolete slow-moving items amounted to SAR 97,371,125 (31 December 2019: SAR 93,103,074). These estimates take into consideration fluctuations of price or cost directly relating to events occurring subsequent to the consolidated statement of financial position date to the extent that such events confirm conditions existing at the end of the year (Note 28.1).

### Non-controlling interest put options

The fair value of non-controlling interest put options are recognized at the present value of redemption amount based on the discounted cash flow analysis. The Group estimates the non-controlling interest put options price at each reporting period in accordance with the formula defined in the shareholders agreement between Ma'aden and Meridian. Further details are explained in Note 43.3 of these consolidated financial statements.

### Contingencies

By their nature, contingencies will only be resolved when one or more future events occur or fail to occur. The assessment of such contingencies inherently involves the exercise of significant judgement and estimates of the outcome of future events.

## 7. Segmental information

### Segment reporting

**Operating business segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker (CODM).**

**The Group has appointed a committee (the Management Committee) which assesses the financial performance and position of the Group and makes strategic decisions. The Management Committee comprises the Chief Executive Officer and other senior management personnel.**

#### 7.1 | Business segment

A business segment is a component of the Group:

- that engages in business activities from which it may earn revenues and incur expenses,
- the results of its operations are continuously analyzed by management in order to make decisions related to resource allocation and performance assessment and
- for which discrete financial information is available.

Transactions between segments are carried out at arm's length and are eliminated on consolidation. The revenue from external parties is measured in the same way as in the consolidated statement of profit or loss.

The accounting policies used by the Group in reporting business segments internally are the same as those contained in Note 4 of the consolidated financial statements.

### The Group's operations consist of the following business segments:

**Phosphate Strategic Business Unit Segment, consist of operations related to:**

- **MPC** – the mining and beneficiation of phosphate concentrated rock at Al-Jalamid. The utilization of natural gas and sulphur to produce phosphate fertilizers as well as ammonia products at Ras-Al-Khair.
- **IMC** – the mining of industrial minerals at a kaolin and low grade bauxite mine in the central zone of Az-Zabirah and a high grade magnesite mine at Al-Ghazallah, Multiple Hearth Furnace (MHF) processing plant and a Vertical Shaft Kiln (VSK) processing plant at Al-Madinah Al Munawarah.

Continued

- **MWSPC** – the development of a mine to exploit the Al-Khabra phosphate deposit. The company declared commercial production on 2 December 2018, except for the ammonia plant for which commercial production was declared on 1 January 2017.
- **MMDC** – a vehicle for **Ma'aden** to build a fertilizer distribution business in the most important global fertilizer markets.
- **Phosphate and Industrial Minerals division under Corporate** – related cost and exploration expenses in **Ma'aden** Corporate has been allocated to this segment.
- **MIC** – is responsible for the development, construction and delivery of services to **Ma'aden** entities in the Ras Al Khair area and other mining and industrial locations in the Kingdom of Saudi Arabia. Therefore, a 33% proportionate share of MIC's revenues, costs and assets have been allocated to this segment.

**Aluminium Strategic Business Unit Segment, consists of the operations related to:**

- **MBAC** – the mining of bauxite at the Al-Ba'itha mine and the transportation thereof to its refinery at Ras Al Khair. The alumina from MBAC is then processed at MAC. The refinery declared commercial production on 1 October 2016.
- **MAC** – operates the smelter at Ras-Al-Khair and it currently processes the alumina feedstock that it purchases from MBAC and produces primary aluminium products. MAC declared commercial production on 1 September 2014.
- **MRC** – the construction of the rolling mill has been completed and the company has declared commercial production on 9 December 2018. MRC also include automotive sheet project which comprise of automotive heat treated and non-treated sheet, building and construction sheet and foil stock sheet. The project commenced commercial production on 1 September 2019.
- **SAMAPCO** – a joint venture that produces and supply concentrated caustic soda (CCS) feedstock to the alumina refinery at MBAC and ethylene dichloride (EDC) in the wholesale and retail market.
- **Aluminium division under Corporate** – related cost and external sales revenue have been allocated to this segment.
- **MIC** – is responsible for the development, construction and delivery of services to **Ma'aden** entities in the Ras Al Khair area and other mining and industrial locations in the Kingdom of Saudi Arabia. Therefore, a 67% proportionate share of MIC's revenues, costs and assets have been allocated to this segment.

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**Precious and Base Metals Strategic Business Unit Segment, consists of operations related to:**

- **MGBM** – that operates five gold mines, i.e. Mahd Ad-Dahab, Al-Amar, Bulghah, As-Suq and Ad-Duwayhi and a processing plant at Sukhaybarat which are located in different geographical areas in the Kingdom of Saudi Arabia.
- **MBCC** – a joint venture that produces copper concentrate and associated minerals located in the southeast of Al Madinah Al Munawarah. MBCC started commercial production on 1 July 2016.
- **Precious and base metals division under Corporate** – related cost and exploration expenses in **Ma'aden** Corporate has been allocated to this segment.

**Corporate**

- Is responsible for effective management and governance including funding of subsidiaries and joint ventures that carry out various projects related to all stages of the mining industry, including development, advancement and improvement of the mineral industry, mineral products and by-products. The presentation of Corporate information does not represent an operating segment.



## 7.2 | Business segment financial information

	Notes	Phosphate	Aluminium	Precious and base metals	Corporate	Total
<b>Year ended 31 December 2020</b>						
Sales of goods and services to external customers	7.3,8	8,663,177,522	7,181,582,602	2,735,063,137	-	18,579,823,261
Gross profit		573,804,588	936,508,396	1,056,681,773	-	2,566,994,757
<b>Net (loss) / profit before zakat and income tax</b>		<b>(1,089,309,988)</b>	<b>(353,168,462)</b>	<b>1,038,328,091</b>	<b>(290,734,895)</b>	<b>(694,885,254)</b>
Less: Income from time deposits	14	(2,114,540)	(18,048,066)	-	(52,277,112)	(72,439,718)
Add: Finance cost	15	822,166,746	777,703,321	19,281,820	43,093,763	1,662,245,650
<b>Net (loss) / profit before net finance income / (cost), zakat and income tax</b>		<b>(269,257,782)</b>	<b>406,486,793</b>	<b>1,057,609,911</b>	<b>(299,918,244)</b>	<b>894,920,678</b>
Operating special items and re-measurements:						
Add: Non-operating other expenses / (income), net	16	97,697,533	18,467,344	3,196,510	(6,276,612)	113,084,775
Less: Share in net loss / (profit) of joint ventures	23.1.3, 23.2.3	-	99,850,000	(297,260,762)	-	(197,410,762)
<b>Underlying EBIT</b>		<b>(171,560,249)</b>	<b>524,804,137</b>	<b>763,545,659</b>	<b>(306,194,856)</b>	<b>810,594,691</b>
Add: Depreciation and amortization		2,439,018,819	1,703,325,392	574,202,803	105,099,551	4,821,646,565
<b>Underlying EBITDA</b>		<b>2,267,458,570</b>	<b>2,228,129,529</b>	<b>1,337,748,462</b>	<b>(201,095,305)</b>	<b>5,632,241,256</b>
Net (loss) / profit attributable to ordinary shareholders of the parent company		(590,767,188)	(329,740,257)	1,019,010,035	(307,483,464)	(208,980,874)
Mine properties	18	5,707,553,641	1,351,117,869	3,613,483,637	-	10,672,155,147
Property, plant and equipment	19	31,759,117,700	30,014,253,152	444,978	110,668,209	61,884,484,039
Right-of-use assets	20	267,259,432	1,087,397,030	106,039,745	3,078,475	1,463,774,682
Capital work-in-progress	21	4,030,406,969	579,629,086	8,563,228	48,276,255	4,666,875,538
Intangible assets and goodwill	22	234,906,023	41,445,329	4,819,839	37,104,546	318,275,737
Investment in joint ventures	23	-	90,158,000	936,472,926	-	1,026,630,926
Total assets		49,106,794,510	38,710,652,892	5,388,668,448	3,530,990,527	96,737,106,377
Long-term borrowings	38	27,147,665,006	20,382,653,550	643,154,553	-	48,173,473,109
Lease liabilities	40	209,221,885	1,008,379,807	108,050,729	11,517,215	1,337,169,636
Total liabilities		32,174,145,289	24,372,701,503	1,898,493,263	991,996,582	59,437,336,637

Continued

	Notes	Phosphate	Aluminium	Precious and base metals	Corporate	Total
<b>Year ended 31 December 2020</b>						
Sales of goods and services to external customers	7.3,8	8,250,311,335	7,399,762,355	2,086,204,896	-	17,736,278,586
Gross profit		983,303,909	984,427,918	704,132,524	-	2,671,864,351
<b>Net (loss) / profit before zakat and income tax</b>		<b>(973,439,404)</b>	<b>(496,664,178)</b>	<b>592,628,523</b>	<b>(233,377,933)</b>	<b>(1,110,852,992)</b>
Less: Income from time deposits	14	(40,942,146)	(23,953,695)	-	(140,507,659)	(205,403,500)
Add: Finance cost	15	1,174,201,067	1,102,326,490	43,315,988	81,520,369	2,401,363,914
<b>Net (loss) / profit before net finance income / (cost), zakat and income tax</b>		<b>159,819,517</b>	<b>581,708,617</b>	<b>635,944,511</b>	<b>(292,365,223)</b>	<b>1,085,107,422</b>
Operating special items and re-measurements:						
Add: Impairment of non-current assets, net	13	-	-	35,245,038	-	35,245,038
Add: Non-operating other expenses / (income), net	16	(16,841,408)	(59,062,468)	(11,341,637)	(144,737)	(87,390,250)
Less: Share in net loss / (profit) of joint ventures	23.1.3, 23.2.3	-	77,177,820	(189,255,551)	-	(112,077,731)
<b>Underlying EBIT</b>		<b>142,978,109</b>	<b>599,823,969</b>	<b>470,592,361</b>	<b>(292,509,960)</b>	<b>920,884,479</b>
Add: Depreciation and amortization		2,389,717,798	1,670,493,292	505,514,305	70,740,350	4,636,465,745
<b>Underlying EBITDA</b>		<b>2,532,695,907</b>	<b>2,270,317,261</b>	<b>976,106,666</b>	<b>(221,769,610)</b>	<b>5,557,350,224</b>
Net (loss) / profit attributable to ordinary shareholders of the parent company		(508,617,112)	(490,682,219)	581,697,221	(321,861,828)	(739,463,938)
Mine properties	18	5,875,299,566	1,409,389,363	2,760,640,902	-	10,045,329,831
Property, plant and equipment	19	33,435,100,376	30,939,408,549	2,867,279	119,062,452	64,496,438,656
Right-of-use assets	20	252,605,378	1,136,370,715	24,122,709	3,641,052	1,416,739,854
Capital work-in-progress	21	2,020,351,231	714,570,837	370,500	12,282,782	2,747,575,350
Intangible assets and goodwill	22	248,137,485	52,796,645	7,128,537	48,034,865	356,097,532
Investment in joint ventures	23	-	190,008,000	926,708,693	-	1,116,716,693
Total assets		48,238,876,523	40,370,153,946	4,370,102,108	4,678,464,471	97,657,597,048
Long-term borrowings	38	28,037,439,188	20,726,122,968	829,930,447	-	49,593,492,603
Lease liabilities	40	196,094,050	1,042,155,639	24,667,434	3,683,187	1,266,600,310
Total liabilities		32,285,237,755	24,479,614,121	1,619,015,365	880,797,042	59,264,664,283

### 7.3 | Geographical segment

A geographical segment is a group of assets, operations or entities engaged in revenue producing activities within a particular economic environment that are subject to risks and returns different from those operating in other economic environments. The Group's operations are conducted in the Kingdom of Saudi Arabia and East Africa (Note 2) and therefore all the non-current assets of the Group are located within the Kingdom of Saudi Arabia and East Africa.

The Group's geographical distribution of revenue generation by destination for the year ended is as follows:

	Notes	Phosphate	Aluminium	Precious and base metals	Corporate	Total
<b>31 December 2020</b>						
<b>International</b>						
Indian subcontinent and Asia-pacific		4,367,691,319	884,541,999	-	-	5,252,233,318
Brazil, Singapore, GCC MENA, Africa, Europe, United Kingdom, Australia, Latin America and North America		2,545,002,300	4,235,001,515	2,735,063,137	-	9,515,066,952
Switzerland and others		1,580,190,454	661,353,521	-	-	2,241,543,975
<b>Sub-total</b>		<b>8,492,884,073</b>	<b>5,780,897,035</b>	<b>2,735,063,137</b>	<b>-</b>	<b>17,008,844,245</b>
<b>Domestic</b>		<b>170,293,449</b>	<b>1,400,685,567</b>	<b>-</b>	<b>-</b>	<b>1,570,979,016</b>
<b>Total</b>	<b>7.2,8</b>	<b>8,663,177,522</b>	<b>7,181,582,602</b>	<b>2,735,063,137</b>	<b>-</b>	<b>18,579,823,261</b>
<b>31 December 2019</b>						
<b>International</b>						
Indian subcontinent and Asia-pacific		4,696,572,388	906,668,770	-	-	5,603,241,158
Brazil, Singapore, GCC MENA, Africa, Europe, United Kingdom, Latin America and North America		2,195,660,321	4,142,722,119	3,372,485	-	6,341,754,925
Switzerland and others		1,289,339,757	1,096,695,005	2,082,832,411	-	4,468,867,173
<b>Sub-total</b>		<b>8,181,572,466</b>	<b>6,146,085,894</b>	<b>2,086,204,896</b>	<b>-</b>	<b>16,413,863,256</b>
<b>Domestic</b>		<b>68,738,869</b>	<b>1,253,676,461</b>	<b>-</b>	<b>-</b>	<b>1,322,415,330</b>
<b>Total</b>	<b>7.2,8</b>	<b>8,250,311,335</b>	<b>7,399,762,355</b>	<b>2,086,204,896</b>	<b>-</b>	<b>17,736,278,586</b>

**Continued**

The Group's geographical distribution of revenue generation by destination for the year ended is as follows:

	Notes	Phosphate	Aluminium	Precious and base metals	Corporate	Total
<b>31 December 2020</b>						
Customer No. 1 – Europe		-	-	1,477,984,320	-	1,477,984,320
Customer No. 2 – Spain		-	943,449,656	-	-	943,449,656
Customer No. 3 – Indian subcontinent		885,495,000	-	-	-	885,495,000
<b>31 December 2019</b>						
Customer No. 1 – Europe		-	-	2,007,245,243	-	2,007,245,243
Customer No. 2 – Indian subcontinent		1,195,608,750	-	-	-	1,195,608,750
Customer No. 3 – Spain		-	957,813,474	-	-	957,813,474

The Group's revenue generation by product for the year ended are as follows:

	Notes	Phosphate	Aluminium	Precious and base metals	Corporate	Total
<b>31 December 2020</b>						
Ammonia phosphate fertilizer and ammonia		8,268,031,054	-	-	-	8,268,031,054
Low grade bauxite, caustic calcined magnesia, dead burned magnesia and monolithic		126,973,505	-	-	-	126,973,505
Primary aluminium		-	3,946,780,616	-	-	3,946,780,616
Alumina		-	259,975,312	-	-	259,975,312
Flat rolled products		-	2,974,794,012	-	-	2,974,794,012
Gold		-	-	2,735,063,137	-	2,735,063,137
Infrastructure (rendering of services)		16,088	32,662	-	-	48,750
Others		268,156,875	-	-	-	268,156,875
<b>Total</b>	<b>7.2,8</b>	<b>8,663,177,522</b>	<b>7,181,582,602</b>	<b>2,735,063,137</b>	<b>-</b>	<b>18,579,823,261</b>

Continued

The Group's revenue generation by product for the year ended are as follows:

	Notes	Phosphate	Aluminium	Precious and base metals	Corporate	Total
<b>31 December 2019</b>						
Ammonia phosphate fertilizer and ammonia		8,031,129,007	-	-	-	8,031,129,007
Low grade bauxite, caustic calcined magnesia, dead burned magnesia and monolithic		134,710,836	-	-	-	134,710,836
Primary aluminium		-	4,007,376,078	-	-	4,007,376,078
Alumina		-	453,664,914	-	-	453,664,914
Flat rolled products		-	2,938,214,780	-	-	2,938,214,780
Gold		-	-	2,086,204,896	-	2,086,204,896
Infrastructure (rendering of services)		249,511	506,583	-	-	756,094
Others		84,221,981	-	-	-	84,221,981
<b>Total</b>	<b>7.2,8</b>	<b>8,250,311,335</b>	<b>7,399,762,355</b>	<b>2,086,204,896</b>	<b>-</b>	<b>17,736,278,586</b>

All the subsidiaries and joint venture entities listed in Notes 2 and 7.1, are incorporated in the Kingdom of Saudi Arabia and East Africa.

## 8. Sales

Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Phosphate segment</b>		
<b>Ammonia phosphate fertilizer and ammonia</b>		
Sale of goods	8,016,898,805	7,844,041,442
Movement in provisional product prices during year	(89,564,807)	(121,011,946)
	7,927,333,998	7,723,029,496
Rendering of transportation services	340,697,056	308,099,511
	8,268,031,054	8,031,129,007
<b>Industrial minerals</b>		
Sale of goods	124,819,487	133,044,244
Rendering of transportation services	2,154,018	1,666,592
	126,973,505	134,710,836
<b>Sub-total</b>	<b>8,395,004,559</b>	<b>8,165,839,843</b>
<b>Aluminium segment</b>		
Primary aluminium		
Sale of goods	3,934,592,058	4,006,585,801
Movement in provisional product prices during year	799,439	(14,754,991)
	3,935,391,497	3,991,830,810
Rendering of transportation services	11,389,119	15,545,268
	3,946,780,616	4,007,376,078
<b>Alumina</b>		
Sale of goods	259,975,312	453,664,914
Flat rolled products		
Sale of goods	2,960,258,244	2,919,270,973
Rendering of transportation services	14,535,768	18,943,807
	2,974,794,012	2,938,214,780
<b>Sub-total</b>	<b>7,181,549,940</b>	<b>7,399,255,772</b>
<b>Precious and base metals segment</b>		
<b>Gold</b>		
Sale of goods	2,735,063,137	2,086,204,896
<b>Infrastructure</b>		
Rendering of services	48,750	756,094
<b>Others</b>		
	<b>268,156,875</b>	<b>84,221,981</b>
<b>Total</b>	<b>7.2,7.3, 7.4,8.1 18,579,823,261</b>	<b>17,736,278,586</b>

### 8.1 | Timing of revenue recognition

Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>At a point in time</b>		
sale of goods	18,210,998,550	17,391,267,314
rendering of services	48,750	756,094
<b>Sub-total</b>	<b>18,211,047,300</b>	<b>17,392,023,408</b>
<b>Over a period of time</b>		
rendering of transportation services	368,775,961	344,255,178
<b>Total</b>	<b>8 18,579,823,261</b>	<b>17,736,278,586</b>
<b>Gold sales analysis</b>		
Quantity of gold ounces (Oz) sold	412,768	394,117
Average realized price per ounce (Oz) in:		
US\$	1,767	1,411
Saudi Riyals (equivalent)	6,626	5,293



Ma'aden Gold Plant - Mahd Al Dahab

## 9. Cost of sales

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Salaries and staff related benefits		1,470,484,046	1,588,281,999
Contracted services		1,317,877,436	1,176,699,771
Repairs and maintenance		390,598,283	285,354,639
Consumables		245,204,497	168,911,718
Overheads		673,293,819	609,915,428
Raw material and utilities consumed		6,263,812,354	6,829,858,179
Sale of by-products	9.1	(84,295,807)	(51,126,597)
Obsolete spare parts written-off	28	4,073,406	-
Allowance for inventory obsolescence, net	28.1	4,268,051	410,696
Severance fees	46	207,197,069	122,384,655
<b>Total cash operating costs</b>		<b>10,492,513,154</b>	<b>10,730,690,488</b>
Depreciation of mine properties	18.1	883,432,499	812,077,882
Depreciation of property, plant and equipment	19.1	3,614,294,332	3,544,287,396
Depreciation of right-of-use assets	20.1	239,045,431	203,242,835
Amortisation of intangible assets	22.1	26,051,833	27,424,061
<b>Total operating costs</b>		<b>15,255,337,249</b>	<b>15,317,722,662</b>
Decrease / (increase) in inventory	26,28	388,715,294	(597,563,605)
<b>Total cost of goods sold</b>		<b>15,644,052,543</b>	<b>14,720,159,057</b>
Cost of rendering transportation services		368,775,961	344,255,178
<b>Total</b>		<b>16,012,828,504</b>	<b>15,064,414,235</b>

### 9.1 | Sale of by-products by MGBM comprise of the following commodities:

		Year ended 31 December 2020	Year ended 31 December 2019
Zinc		42,102,976	29,160,243
Copper		27,327,696	16,252,701
Silver		14,865,135	5,713,653
<b>Total</b>	9	<b>84,295,807</b>	<b>51,126,597</b>

\*Certain expenses that were presented as cost of sales in prior year were reclassified to general and administrative expenses based on the more representative function of such expenses (Note 54).

## 10. Selling, marketing and logistic expenses

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Salaries and staff related benefits		40,170,751	50,045,493
Contracted services		6,205,161	7,832,315
Freight and overheads		164,594,280	260,439,856
Warehouse and storage		98,474,309	91,677,451
Consumables		821,177	1,452,507
Marketing fees and deductibles		172,901,393	197,572,831
Other selling expenses		27,183,449	32,060,250
<b>Total</b>		<b>510,350,520</b>	<b>641,080,703</b>

## 11. General and administrative expenses

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Salaries and staff related benefits		371,308,694	342,108,912
Contracted services		332,746,609	314,100,153
Overheads and other		247,300,806	204,784,430
Consumables		11,284,588	10,417,984
Repair parts		13,612,556	11,891,685
Depreciation of property, plant and equipment	19.1	37,713,117	30,728,241
Depreciation of right-of-use assets	20.1	832,429	886,157
Amortisation of intangible assets	22.1	18,059,258	15,071,885
<b>Total</b>		<b>1,032,858,057</b>	<b>929,989,447</b>

\*Certain expenses that were presented as cost of sales in prior year were reclassified to general and administrative expenses based on the more representative function of such expenses (Note 54).

## 12. Exploration and technical services expenses

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Salaries and staff related benefits		26,532,571	31,992,670
Contracted services		175,603,696	136,865,985
Overheads and other		4,168,125	4,925,923
Consumables		4,117,391	3,039,134
Repair parts		552,040	338,722
Depreciation of property, plant and equipment	19.1	2,099,902	2,747,288
Amortisation of intangible assets	22.1	117,764	-
<b>Total</b>		<b>213,191,489</b>	<b>179,909,722</b>

## 13. Impairment of non-current assets

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Impairment of mining capital work-in-progress	18	-	(33,445,660)
Impairment of capital work-in-progress	21	-	(1,799,378)
<b>Total</b>	<b>7.2</b>	<b>-</b>	<b>(35,245,038)</b>

## 14. Income from time deposits

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Income from time deposits – measured at amortised cost	7.2	72,439,718	205,403,500

## 15. Finance cost

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Public Investment Fund		319,861,330	695,330,194
Saudi Riyal procurement		38,812,868	144,347,338
Commercial		105,353,311	279,609,123
US Dollar procurement		5,033,856	12,246,707
Wakala		50,874,184	66,638,477
Saudi Industrial Development Fund		101,884,331	89,398,680
Public Pension Agency		62,789,632	-
Riyal Murabaha facility		553,090,943	683,177,413
Sukuk facility		111,237,347	147,701,093
Revolving credit facility		18,739,583	17,812,500
Others		35,591,726	27,873,258
<b>Sub-total</b>		<b>1,403,269,111</b>	<b>2,164,134,783</b>
Amortization of revolving loan transaction cost	26	14,250,000	14,250,000
Amortization of transaction cost on long-term borrowings	38.11	161,141,438	111,199,114
Accretion of provision for mine decommissioning obligations	39.1,39.2, 39.3,39.4	20,404,118	22,481,429
Accretion of finance cost under lease liabilities	40.2	55,451,071	53,004,942
Accrual of derivative interest	41	93,187,934	23,991,691
Finance cost on employees' end of service termination benefits obligation	42.1	25,022,136	24,522,340
Unwinding of discount of long-term retention payable	43.1	-	11,052,030
<b>Sub-total</b>	<b>7.2,15.1</b>	<b>1,772,725,808</b>	<b>2,424,636,329</b>
<b>Less:</b> Borrowing cost capitalised as part of qualifying assets in capital work-in-progress during the year	15.1	(110,480,158)	(23,272,415)
<b>Total</b>		<b>1,662,245,650</b>	<b>2,401,363,914</b>

## 15.1 | Summary of finance cost

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Expensed during the year	15	1,662,245,650	2,401,363,914
Borrowing cost capitalised as part of qualifying assets in capital work-in-progress during the year	15,21	99,256,052	21,178,231
Amortization of transaction cost capitalized as part of qualifying assets in capital work-in-progress during the year	21,38.11	11,224,106	2,094,184
<b>Total</b>		<b>1,772,725,808</b>	<b>2,424,636,329</b>

## 16. Other expenses / (income), net

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Loss on derecognition of property, plant and equipment	19	12,632,519	-
Adjustment to mine closure provision	39.1	(797,101)	(10,179,743)
Loss / (gain) on exchange difference	49.1.1	122,763,792	(6,501,013)
Legal claim settlement received from a contractor	-	-	(46,875,000)
Gain from supply of power to Saudi Ports Authority and RCJY		(1,823,170)	(1,465,663)
Others, net		(19,691,265)	(22,368,831)
<b>Total</b>	<b>7.2</b>	<b>113,084,775</b>	<b>(87,390,250)</b>

## 17. Loss per ordinary share

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Loss attributable to ordinary shareholders of the parent company		(208,980,874)	(739,463,938)
Weighted average number of ordinary shares used as the denominator in calculating basic and diluted loss per share	32	1,230,591,146	1,178,348,253
Basic and diluted loss per ordinary share from continuing operations		(0.17)	(0.62)

Basic and diluted earnings / (loss) per ordinary share is calculated by dividing the profit / (loss) attributable to the ordinary shareholders of the parent company by the weighted average number of ordinary shares in issue during the year (Note 32).



Ma'aden Phosphate Complex - Wa'ad Al Shamal Minerals Industrial City

## 18. Mine properties

Operating mines												
	Notes	Exploration and evaluation assets	Mines under construction	Fixed plant and heap leaching	Mine infrastructure / buildings	Civil works	Heavy equipment	Others	Mine closure and rehabilitation provision	Stripping activity asset	Mining capital work-in-progress	Total
<b>Cost</b>												
31 December 2018		330,493,453	-	6,512,452,635	2,252,398,524	1,796,261,123	401,035,795	478,246,418	271,935,254	338,445,815	634,878,515	13,016,147,532
1 January 2019 – IFRS 16 adjustment:												
Reclassification to right-of-use assets	20	-	-	(77,386,506)	-	-	(37,992,320)	(14,495,210)	-	-	-	(129,874,036)
<b>Sub-total</b>		<b>330,493,453</b>	<b>-</b>	<b>6,435,066,129</b>	<b>2,252,398,524</b>	<b>1,796,261,123</b>	<b>363,043,475</b>	<b>463,751,208</b>	<b>271,935,254</b>	<b>338,445,815</b>	<b>634,878,515</b>	<b>12,886,273,496</b>
Additions during the year		79,758,895	-	13,833,009	-	-	-	-	-	131,774,613	594,165,505	819,532,022
Transfers within mine properties		(173,264,980)	-	339,162,232	158,725,606	23,301,585	17,501,402	13,734,911	-	-	(379,160,756)	-
Impairment during the year	13	(12,604,828)	-	-	-	-	-	-	-	-	(20,840,832)	(33,445,660)
Increase in mine closure and rehabilitation provision	39.2, 39.4	-	-	-	-	-	-	53,168,500	-	-	53,168,500	-
Adjustments		-	-	-	-	-	-	(1,099,097)	-	-	-	(1,099,097)
31 December 2019		224,382,540	-	6,788,061,370	2,411,124,130	1,819,562,708	380,544,877	476,387,022	325,103,754	470,220,428	829,042,432	13,724,429,261
Additions during the year		43,511,866	-	-	-	-	-	-	-	115,269,790	1,247,327,966	1,406,109,622
Transfers within mine properties		-	-	149,012,860	26,721,512	5,078,200	34,530,361	4,847,701	-	-	(220,190,634)	-
Transfer to property, plant and equipment	19	-	-	-	-	-	-	-	-	-	(1,079,365)	(1,079,365)
Transfer from capital work-in-progress	21	-	-	21,148,981	-	-	-	-	-	-	45,729,859	66,878,840
Transfer to intangible assets	22	-	-	-	-	-	-	-	-	-	(589,195)	(589,195)
Increase in mine closure and rehabilitation provision	39.2	-	-	-	-	-	-	-	50,137,913	-	-	50,137,913
Adjustments		-	-	-	-	(11,200,000)	-	(137,000)	-	-	-	(11,337,000)
<b>31 December 2020</b>		<b>267,894,406</b>	<b>-</b>	<b>6,958,223,211</b>	<b>2,437,845,642</b>	<b>1,813,440,908</b>	<b>415,075,238</b>	<b>481,097,723</b>	<b>375,241,667</b>	<b>585,490,218</b>	<b>1,900,241,063</b>	<b>15,234,550,076</b>

Continued

Operating mines												
	Notes	Exploration and evaluation assets	Mines under construction	Fixed plant and heap leaching	Mine infrastructure / buildings	Civil works	Heavy equipment	Others	Mine closure and rehabilitation provision	Stripping activity asset	Mining capital work-in-progress	Total
<b>Accumulated depreciation</b>												
31 December 2018		-	-	1,688,948,013	697,453,995	40,761,714	184,419,316	236,283,046	50,086,425	73,152,169	-	2,971,104,678
<b>1 January 2019 – IFRS 16 adjustment:</b>												
Reclassification to right-of-use assets	20	-	-	(68,794,630)	-	-	(24,587,984)	(9,601,419)	-	-	-	(102,984,033)
<b>Sub-total</b>		-	-	<b>1,620,153,383</b>	<b>697,453,995</b>	<b>40,761,714</b>	<b>159,831,332</b>	<b>226,681,627</b>	<b>50,086,425</b>	<b>73,152,169</b>	-	<b>2,868,120,645</b>
Charge for the year	18.1	-	-	397,784,146	155,738,106	72,609,019	42,849,472	45,184,342	10,474,949	87,437,848	-	812,077,882
Adjustments		-	-	-	-	-	-	(1,099,097)	-	-	-	(1,099,097)
31 December 2019		-	-	2,017,937,529	853,192,101	113,370,733	202,680,804	270,766,872	60,561,374	160,590,017	-	3,679,099,430
Charge for the year	18.1	-	-	434,635,804	156,276,064	68,257,735	45,742,073	40,212,112	12,229,173	126,079,538	-	883,432,499
Adjustments		-	-	-	-	-	-	(137,000)	-	-	-	(137,000)
<b>31 December 2020</b>		-	-	<b>2,452,573,333</b>	<b>1,009,468,165</b>	<b>181,628,468</b>	<b>248,422,877</b>	<b>310,841,984</b>	<b>72,790,547</b>	<b>286,669,555</b>	-	<b>4,562,394,929</b>
<b>Net book value as at</b>												
31 December 2019	7.2	224,382,540	-	4,770,123,841	1,557,932,029	1,706,191,975	177,864,073	205,620,150	264,542,380	309,630,411	829,042,432	10,045,329,831
<b>31 December 2020</b>	<b>7.2</b>	<b>267,894,406</b>	-	<b>4,505,649,878</b>	<b>1,428,377,477</b>	<b>1,631,812,440</b>	<b>166,652,361</b>	<b>170,255,739</b>	<b>302,451,120</b>	<b>298,820,663</b>	<b>1,900,241,063</b>	<b>10,672,155,147</b>

## Continued

### Initial recognition at cost

#### Exploration and evaluation asset

Expenditure is transferred from "Exploration and evaluation assets" to "Mines under construction" which is a sub-category of "Mine properties" once the work completed to date supports the future development of the property and such development receives appropriate approvals.

#### Mines under construction

After transfer of the exploration and evaluation assets, all subsequent expenditure on the construction, installation or completion of infrastructure facilities is capitalized in "Mines under construction". Development expenditure is net of proceeds from the sale of ore extracted during the development phase to the extent that it is considered integral to the development of the mine.

Any costs incurred in testing the assets to determine if they are functioning as intended, are capitalized, net of any proceeds received from selling any product produced while testing. Where these proceeds exceed the cost of testing, any excess is recognized in the consolidated statement of profit or loss and other comprehensive income. After production starts, all assets included in "Mines under construction" are then transferred to "Producing mines" which is also a sub-category of "Mine properties".

#### Mine closure and rehabilitation provision

Mine closure and rehabilitation provision includes the following restoration activities:

- dismantling and removing structures,
- rehabilitating mines and tailing dams,
- dismantling operating facilities,
- closing plant and waste sites and
- restoring, reclaiming and revegetating affected areas.

The obligation generally arises when the asset is installed or the ground environment is disturbed at the mining operations location. When the liability is initially recognized, the present value of the estimated cost is capitalized by increasing carrying amount of the related mining assets to the extent that it was incurred as a result of the development/construction of the mine.

### Operating mines

Upon completion of the "Mine under construction" phase, the assets are transferred into "Mine properties" or "Property, plant and equipment". Items of property, plant and equipment and producing mine are stated at cost, less accumulated depreciation and impairment losses.

The initial cost of an asset comprises its purchase price or construction cost, any costs directly attributable to bringing the asset into operation, the initial estimate of the rehabilitation obligation, and, for qualifying assets (where relevant), borrowing costs. The purchase price or construction cost is the aggregate amount paid and the fair value of any other consideration given to acquire the asset.

#### Stripping activity asset

As part of its mining operations, the Group incurs stripping (waste removal) costs both during the development phase and production phase of its operations. Stripping costs incurred in the development phase of mine, before the production phase commences (development stripping), are capitalized as part of the cost of constructing the mine and subsequently amortized over the life-of-mine using a UOP method. The capitalization of developing stripping costs ceases when the mine / component is commissioned and ready for use as intended by management.

**Stripping activities undertaken during the production phase of a surface mine (production stripping) is generally considered to create two benefits:**

- the production of inventory or
- improved access to the ore to be mined in the future. Where the benefits are realized in the form of inventory produced in the period, the production stripping costs are accounted for as part of the cost of producing those inventories. Where the benefits are realized in the form of improved access to ore to be mined in the future, the costs are recognized as a non-current asset, referred to as a "stripping activity asset".

The stripping activity asset is accounted for as an addition to, or an enhancement of, an existing asset, being the mine asset, and is presented as part of "Mine properties" in the consolidated statement of financial position. This forms part of the total investment in the relevant cash generating unit(s), which is reviewed for impairment if events or changes of circumstances indicate that the carrying value may not be recoverable.

The stripping activity asset is subsequently depreciated using the UOP method over the life of the identified component of the ore body that became more accessible as a result of the stripping activity. Economically recoverable reserves, which comprise proven and probable reserves, are used to determine the expected useful life of the identified component of the ore body. The stripping activity asset is then carried at cost less depreciation and any impairment losses.

### Mining capital work-in-progress

It is normal industry practice for producing mines to embark on major capital expenditure projects to enhance or improve the existing flow sheet and are accounted for as "Capital work-in-progress" until its completion for intended use, when it is transferred at cost to the producing mine and put into use, from which point onwards it is being depleted.

### Depreciation and impairment

#### Exploration and evaluation assets

Exploration and evaluation assets are not being depreciated, but are tested annually for impairment in accordance with IFRS 6.

#### Mines under construction

"Mines under construction" are not depreciated until construction is completed and the assets are available for their intended use. This is signified by the formal commissioning of the mine for commercial production.

#### Mine closure and rehabilitation provision, operating mines and stripping activity asset

The carrying values of mine closure and rehabilitation provision, producing mines and stripping activity assets are depleted on a systematic basis and are tested for impairment on an annual basis and when impairment indicators have been identified.

### Mining capital work-in-progress

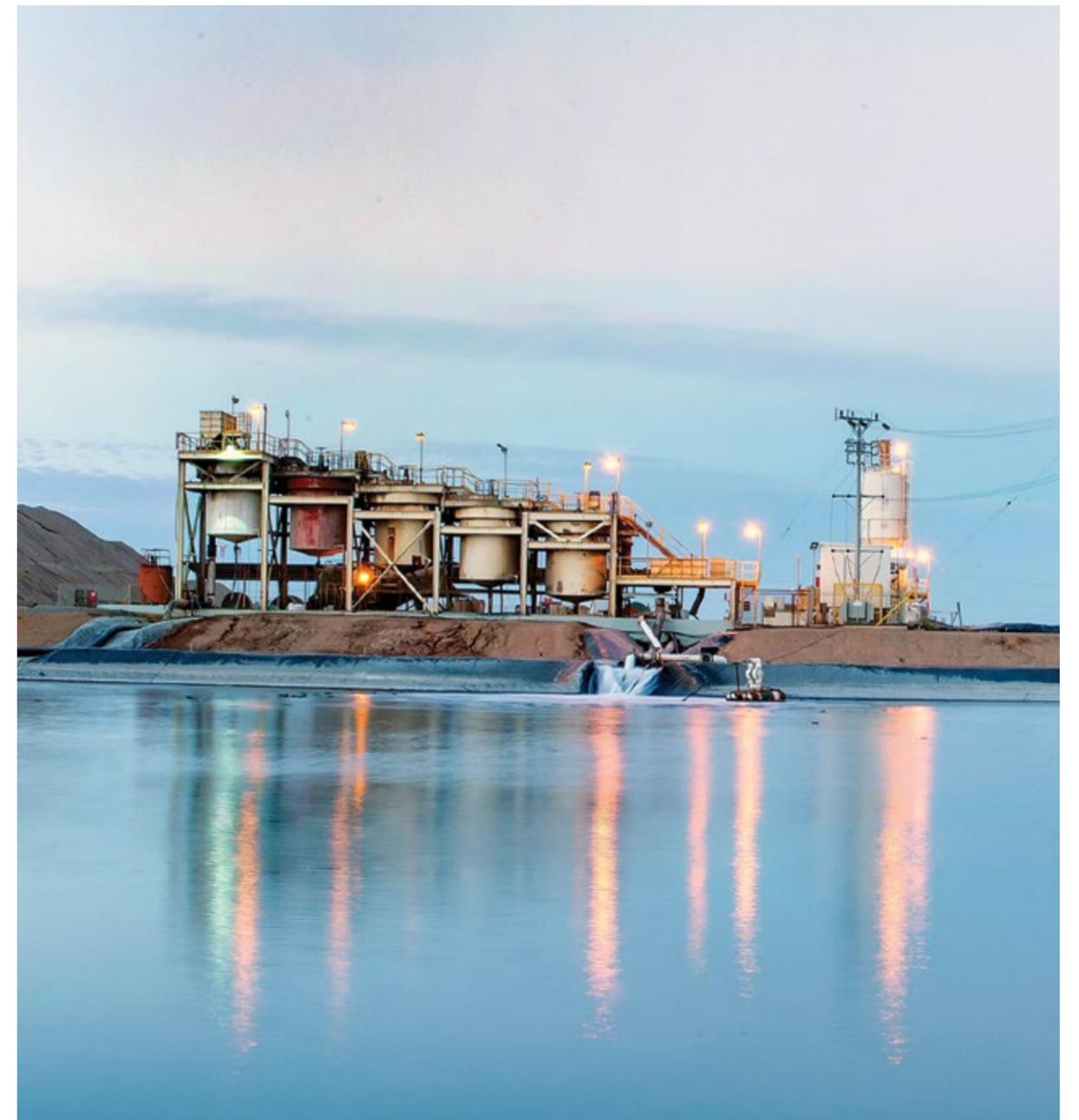
Mining capital work-in-progress are not depreciated until the construction is completed and the assets are available for their intended use. Mining capital work-in-progress are tested for impairment annually and when impairment indicators have been identified.

## 18.1 | Allocation of depreciation charge for the year to:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Expensed through profit or loss</b>			
Cost of sales	9,18	883,432,499	812,077,882

## 18.2 | Mining properties pledged as security

Mine properties with a net book value at 31 December 2020 of SAR 4,616,711,558 (31 December 2019: SAR 4,951,673,769) are pledged as security to lenders under the Common Term Agreements (Note 38.12).



Ma'aden Gold Plant - Balgha

## 19. Property, plant and equipment

Non-mining assets											
	Notes	Land	Civil works	Buildings	Heavy equipment	Other equipment	Fixed plant	Office equipment	Furniture and fittings	Motor vehicles	Total
<b>Cost</b>											
1 January 2019		61,550,000	11,863,988,006	16,558,471,123	1,090,338,483	2,866,477,366	45,926,730,520	86,605,103	86,425,327	37,719,490	78,578,305,418
Addition during the year		-	-	29,856,285	-	950,408	141,195,368	633,641	590,494	1,247,224	174,473,420
Additions through business combination	5	-	-	149,743,864	-	573,615	17,732,587	2,580,960	915,968	3,453,679	175,000,673
Transfer from capital work-in-progress during the year	21	-	172,890,746	49,500,822	-	234,905,242	770,316,938	12,265,605	2,494,991	-	1,242,374,344
Written-off during the year		-	-	-	-	(229,178,223)	-	-	-	-	(229,178,223)
Adjustments		-	-	-	-	-	-	(267,905)	-	-	(267,905)
31 December 2019		61,550,000	12,036,878,752	16,787,572,094	1,090,338,483	2,873,728,408	46,855,975,413	101,817,404	90,426,780	42,420,393	79,940,707,727
Addition during the year		-	-	3,561,562	-	3,422,131	173,773,307	1,402,024	842,524	2,271,494	185,273,042
Transfer from mine properties during the year	18	-	-	-	-	-	1,079,365	-	-	-	1,079,365
Transfer from capital work-in-progress during the year	21	-	30,598,962	29,930,145	1,087,587	197,756,011	628,729,292	11,555,541	917,043	-	900,574,581
Written-off during the year		-	-	-	-	(194,122,316)	-	-	-	-	(194,122,316)
Foreign currency translation adjustments		-	-	(31,893,735)	-	(2,352)	(3,091,118)	(95,940)	(400,725)	(121,298)	(35,605,168)
Adjustments		-	(12,174,732)	(9,707,517)	-	(3,574,724)	(751,373)	(356,215)	(982,145)	(228,532)	(27,775,238)
<b>31 December 2020</b>		<b>61,550,000</b>	<b>12,055,302,982</b>	<b>16,779,462,549</b>	<b>1,091,426,070</b>	<b>2,877,207,158</b>	<b>47,655,714,886</b>	<b>114,322,814</b>	<b>90,803,477</b>	<b>44,342,057</b>	<b>80,770,131,993</b>

Continued

Non-mining assets											
	Notes	Land	Civil works	Buildings	Heavy equipment	Other equipment	Fixed plant	Office equipment	Furniture and fittings	Motor vehicles	Total
<b>Accumulated depreciation</b>											
1 January 2019		-	837,758,469	1,451,031,143	72,487,407	979,886,752	8,600,462,269	58,124,590	60,018,304	36,183,340	12,095,952,274
Charge for the year	19.1	-	375,551,218	468,676,551	78,314,189	335,916,993	2,303,002,912	8,700,899	6,223,242	1,376,921	3,577,762,925
Written-off during the year		-	-	-	-	(229,178,223)	-	-	-	-	(229,178,223)
Adjustment		-	-	-	-	-	-	(267,905)	-	-	(267,905)
31 December 2019		-	1,213,309,687	1,919,707,694	150,801,596	1,086,625,522	10,903,465,181	66,557,584	66,241,546	37,560,261	15,444,269,071
Charge for the year	19.1	-	382,497,710	481,139,687	78,670,602	338,286,091	2,352,371,197	12,138,117	6,746,230	2,257,717	3,654,107,351
Written-off during the year		-	-	-	-	(194,122,316)	-	-	-	-	(194,122,316)
Foreign currency translation adjustments		-	-	(2,514,105)	-	(260,501)	(1,391,081)	(130,508)	(288,446)	(477,026)	(5,061,667)
Adjustment		-	(5,088,952)	(3,769,316)	-	(3,413,924)	(320,213)	(201,610)	(619,565)	(130,905)	(13,544,485)
<b>31 December 2020</b>		<b>-</b>	<b>1,590,718,445</b>	<b>2,394,563,960</b>	<b>229,472,198</b>	<b>1,227,114,872</b>	<b>13,254,125,084</b>	<b>78,363,583</b>	<b>72,079,765</b>	<b>39,210,047</b>	<b>18,885,647,954</b>
<b>Net book value</b>											
31 December 2019	7.2	61,550,000	10,823,569,065	14,867,864,400	939,536,887	1,787,102,886	35,952,510,232	35,259,820	24,185,234	4,860,132	64,496,438,656
<b>31 December 2020</b>	<b>7.2</b>	<b>61,550,000</b>	<b>10,464,584,537</b>	<b>14,384,898,589</b>	<b>861,953,872</b>	<b>1,650,092,286</b>	<b>34,401,589,802</b>	<b>35,959,231</b>	<b>18,723,712</b>	<b>5,132,010</b>	<b>61,884,484,039</b>

## 19.1 | Allocation of depreciation charge for year to:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Expensed through profit or loss</b>			
Cost of sales	9	3,614,294,332	3,544,287,396
General and administrative expenses	11	37,713,117	30,728,241
Exploration and technical services expenses	12	2,099,902	2,747,288
<b>Total</b>	<b>19</b>	<b>3,654,107,351</b>	<b>3,577,762,925</b>

## 19.2 | Property, plant and equipment pledged as security

Property, plant and equipment with a net book value at 31 December 2020 of SAR 20,990,652,045 (31 December 2019: SAR 21,971,378,439) are pledged as security to lenders under the Common Term Agreement (Note 38.12).

## 19.3 | Impairment of rolling mill / automotive sheet and MWSPC CGUs

### Impairment of rolling mill CGU

As at 31 December 2020, management of the company performed an impairment assessment of the rolling mill CGU due to the decrease in commodity prices. The methodology used by management for the impairment assessment is the discounted cash flow analysis. **Key assumptions used in this analysis include:**

- a pretax discount rate of 9.1% (31 December 2019: 10.3%) per annum which was calculated using a Capital Asset Pricing Model (CAPM) methodology;
- growth rate 4.83% until the plant reaches its maximum design capacity;
- for the calculation of the terminal value, the Gordon Growth Method was adopted which included a growth rate assumption of 3.1% (31 December 2019: 4.0%) which has been estimated based on third party consultant's forecasts for the industry;
- The sales growth in the forecast period until the plant reaches its designed capacity has been estimated to be compound annual growth rate of 8.33%.

Management concluded that the recoverable amount for the capital work-in-progress, property plant and equipment, right-of-use assets and intangible assets of the rolling mill CGU is approximately equal to the carrying value of such assets. The

estimated recoverable amount was based on approved five years business plan. The calculation involved an in-depth review of each key element of rolling mill CGU income and costs (including sales volume and prices, operating costs and capital expenditure) and included a review of historical results and also a review of third party forecasts of the aluminium market prices.

The recoverable amount of the rolling mill CGU would equal its carrying amount if the key assumptions were to change as follows:

	31 December 2020		31 December 2019	
	From	To	From	To
Discount rate	9.10%	9.95%	10.30%	10.59%
Growth rate until plant reaches its maximum capacity	4.83%	4.50%	4.83%	3.23%
Terminal growth rate	3.10%	1.67%	4.00%	3.53%
Sales growth	8.33%	8.21%	-	-

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated.

Management of the company has considered and assessed reasonably possible changes for other key assumptions and has not identified any instances that could cause the carrying amount of the CGU to exceed its recoverable amount.

### Impairment of automotive sheet CGU

As at 31 December 2020, management of the company performed an impairment assessment of the automotive sheet CGU due to weak market environment prevailing primarily in the market in which the product is supplied. The methodology used by management for the impairment assessment is the discounted cash flow analysis. **Key assumptions used in this analysis include:**

- a pretax discount rate of 9.1% (31 December 2019: 10.3%) per annum which was calculated using a Capital Asset Pricing Model (CAPM) methodology;
- for the calculation of the terminal value, the Gordon Growth Method was adopted which included a growth rate assumption of 3.1% (31 December 2019: 4.0%) which has been estimated based on third party consultant's forecasts for the industry;
- The sales growth in the forecast period has been estimated to be compound annual growth rate of 11%.

**Continued**

Management concluded that the recoverable amount for the capital work-in-progress, property plant and equipment, right-of-use assets and intangible assets of automotive sheet CGU is approximately equal to the carrying value of such assets. The estimated recoverable amount was based on approved five years business plan. The calculation involved an in-depth review of each key element of automotive sheet CGU income and costs (including sales volume and prices, operating costs and capital expenditure) and included a review of historical results and also a review of third-party forecasts of the aluminium automotive market.

The recoverable amount of the automotive sheet CGU would equal its carrying amount if the following key assumptions were to change as follows:

	31 December 2020		31 December 2019	
	From	To	From	To
Discount rate	9.10%	11.88%	10.30%	11.30%
Sales growth	11.00%	6.00%	-	-

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated.

Management of the company has considered and assessed reasonably possible changes for other key assumptions and has not identified any instances that could cause the carrying amount of the CGU to exceed its recoverable amount.

**Impairment of MWSPC CGU**

As at 31 December 2020, management of the company performed an impairment assessment of the MWSPC CGU, due to the weak commodity market prices. The impairment assessment resulted in no impairment. The value-in-use of MWSPC's assets, was based on a discounted cash flow analysis which utilized the most recent five-year approved business plan.

Key assumptions used in this analysis included:

- a pre-tax discount rate of 8.8% (31 December 2019: 10.4%) per annum which was calculated using a Capital Asset Pricing Model (CAPM) methodology;
- for the calculation of the terminal value, the Gordon Growth Method was adopted which included a growth rate of 4.0% (31 December 2019: 4%) which has been estimated based on third party consultant's forecasts for the industry.

Management concluded that the recoverable amount for the capital work-in-progress, property plant and equipment, right-of-use assets and mine properties of MWSPC is higher than the carrying value of such assets. The estimated recoverable amount was based on approved five years business plan. The calculation involved an in-depth review of each key element of MWSPC income and costs (including sales volume and prices, operating costs and capital expenditure) and included a review of historical results.

The recoverable value of this CGU would equal it's carrying amount if the key assumptions were to change as follows:

	31 December 2020		31 December 2019	
	From	To	From	To
Discount rate	8.8%	11.12%	10.40%	10.89%
Terminal growth rate	4%	0.96%	4.00%	3.36%

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated.

Management of the company has considered and assessed reasonably possible changes for other key assumptions and have not identified any instances that could cause the carrying amount of CGU to exceed its recoverable amount.



Ma'aden Gold Plant - Balgha

## 20. Right-of-use assets

	Notes	Heavy equipment	Fixed plant	Motor vehicles	Land	Infra-structure	Vessels	Total
<b>Cost</b>								
1 January 2019 – IFRS 16 adjustment:								
Reclassification from mine properties	18	37,992,320	77,386,506	14,495,210	-	-	-	129,874,036
Reclassification from intangible assets	22	-	-	-	-	297,876,390	-	297,876,390
Initial recognition of right-of-use assets	40.1,40.2	86,224,757	941,625,228	84,892,430	105,317,550	-	74,420,106	1,292,480,071
<b>Sub-total</b>		<b>124,217,077</b>	<b>1,019,011,734</b>	<b>99,387,640</b>	<b>105,317,550</b>	<b>297,876,390</b>	<b>74,420,106</b>	<b>1,720,230,497</b>
Additions during the year	40.1,40.2	-	16,505,576	30,637,605	10,804,640	1,069,854	48,422,265	107,439,940
Adjustments		(39,093,388)	10,975,914	(9,348,909)	(421,282)	-	-	(37,887,665)
31 December 2019		85,123,689	1,046,493,224	120,676,336	115,700,908	298,946,244	122,842,371	1,789,782,772
Additions during the year	40.1,40.2	126,149,757	33,882,268	22,563,395	882,825	370,735	108,071,852	291,920,832
Adjustments		-	-	(8,334,277)	(276,095)	-	-	(8,610,372)
<b>31 December 2020</b>		<b>211,273,446</b>	<b>1,080,375,492</b>	<b>134,905,454</b>	<b>116,307,638</b>	<b>299,316,979</b>	<b>230,914,223</b>	<b>2,073,093,232</b>
<b>Accumulated depreciation</b>								
1 January 2019 – IFRS 16 adjustment:								
Reclassification from mine properties	18	24,587,984	68,614,164	9,781,885	-	-	-	102,984,033
Reclassification from intangible assets	22	-	-	-	-	94,509,054	-	94,509,054
<b>Sub-total</b>		<b>24,587,984</b>	<b>68,614,164</b>	<b>9,781,885</b>	<b>-</b>	<b>94,509,054</b>	<b>-</b>	<b>197,493,087</b>
Charge for the year	20.1	39,411,502	61,945,967	40,918,871	5,846,201	8,297,448	47,709,003	204,128,992
Adjustments		(25,882,088)	-	(2,697,073)	-	-	-	(28,579,161)
31 December 2019		38,117,398	130,560,131	48,003,683	5,846,201	102,806,502	47,709,003	373,042,918
Charge for the year	20.1	49,369,482	55,204,352	43,622,573	6,084,633	8,852,260	76,744,560	239,877,860
Adjustments		-	-	(3,535,965)	(66,263)	-	-	(3,602,228)
<b>31 December 2020</b>		<b>87,486,880</b>	<b>185,764,483</b>	<b>88,090,291</b>	<b>11,864,571</b>	<b>111,658,762</b>	<b>124,453,563</b>	<b>609,318,550</b>
<b>Net book value</b>								
31 December 2019	7.2	47,006,291	915,933,093	72,672,653	109,854,707	196,139,742	75,133,368	1,416,739,854
<b>31 December 2020</b>	<b>7.2</b>	<b>123,786,566</b>	<b>894,611,009</b>	<b>46,815,163</b>	<b>104,443,067</b>	<b>187,658,217</b>	<b>106,460,660</b>	<b>1,463,774,682</b>

Continued

Right-of-use assets for infrastructure comprises the infrastructure and support services assets at Ras Al-Khair that were transferred to the Royal Commission of Jubail and Yanbu ("RCJY") as stated in the Implementation Agreement signed between Ma'aden and RCJY. The cost of the assets comprises of its construction cost and any other costs directly attributable to bringing such assets to working condition for their intended use. Such assets were carried at historical cost less accumulated amortisation, however, these assets have been recognized as right-of-use assets upon adoption of IFRS 16 on 1 January 2019 (Note 22) and depreciation is provided over the remaining period of LUSA (Land Usage and Service Agreement) term.

20.1 | Allocation of depreciation charge for the year to:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Expensed through profit or loss</b>			
Cost of sales	9	239,045,431	203,242,835
General and administrative expenses	11	832,429	886,157
<b>Total</b>	<b>20</b>	<b>239,877,860</b>	<b>204,128,992</b>

## 21. Capital work-in-progress

	Notes	Non-mining assets				Total
		Property, plant and equipment	Automotive sheet	Ammonia project 3	Administrative offices and others	
1 January 2019		1,229,448,208	775,535,381	174,547,505	17,498,191	2,197,029,285
Additions during the year		1,070,820,361	(19,854,354)	766,073,712	(17,498,191)	1,799,541,528
Additions through a business combination	5	11,258,503	-	-	-	11,258,503
Impairment at the end of the year	13	(1,799,378)	-	-	-	(1,799,378)

Continued

	Notes	Non-mining assets				Total
		Property, plant and equipment	Automotive sheet	Ammonia project 3	Administrative offices and others	
Transfer to property, plant and equipment	19	(486,693,317)	(755,681,027)	-	-	(1,242,374,344)
Transfer to intangible assets	22	(16,080,244)	-	-	-	(16,080,244)
31 December 2019	7.2	1,806,954,133	-	940,621,217	-	2,747,575,350
Additions during the year		962,844,111	-	1,933,137,065	-	2,895,981,176
Transfer to mine properties	18	(66,878,840)	-	-	-	(66,878,840)
Transfer to property, plant and equipment	19	(900,574,581)	-	-	-	(900,574,581)
Transfer to intangible assets	22	(4,771,611)	-	-	-	(4,771,611)
Foreign currency translation adjustments		(4,455,956)	-	-	-	(4,455,956)
<b>31 December 2020</b>	<b>7.2</b>	<b>1,793,117,256</b>	<b>-</b>	<b>2,873,758,282</b>	<b>-</b>	<b>4,666,875,538</b>

The Group has capitalized the following as part of capital work-in-progress during the year:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Net borrowing cost attributable to qualifying assets, using a capitalization rate ranging from 2.6% to 3.55% per annum (31 December 2019: 1.73% to 4.17% per annum)	15.1	99,256,052	21,178,231
Amortization of transaction cost on long-term borrowings	15.1, 38.11	11,224,106	2,094,184
<b>Total</b>	<b>11</b>	<b>110,480,158</b>	<b>23,272,415</b>

## 21.1 | Capital work-in-progress pledged as security

At 31 December 2020, the net book value of SAR 795,377,798 (31 December 2019: SAR 887,773,606) are pledged as security to the lenders (Note 38.12).

## 22. Intangible assets and goodwill

	Notes	Infrastructure	Internally developed software	Technical development	Software and licenses	Goodwill (Note 5)	Customer relationships (Note 5)	Non-core contracts (Note 5)	Total
<b>Cost</b>									
31 December 2018		297,876,390	24,369,462	17,705,112	242,579,403	-	-	-	582,530,367
1 January 2019 – IFRS 16 adjustment:									
Reclassification to right-of-use assets	20	(297,876,390)	-	-	-	-	-	-	(297,876,390)
<b>Sub-total</b>		-	<b>24,369,462</b>	<b>17,705,112</b>	<b>242,579,403</b>	-	-	-	<b>284,653,977</b>
Additions during the year		-	-	-	173,621	-	-	-	173,621
Additions through a business combination	5	-	-	-	178,224	159,465,843	75,375,000	10,500,000	245,519,067
Transfer from capital work-in-progress during the year	21	-	-	-	16,080,244	-	-	-	16,080,244
31 December 2019		-	24,369,462	17,705,112	259,011,492	159,465,843	75,375,000	10,500,000	546,426,909
Additions during the year		-	-	-	1,046,254	-	-	-	1,046,254
Transfer from mine properties during the year	18	-	-	-	589,195	-	-	-	589,195
Transfer from capital work-in-progress during the year	21	-	-	-	4,771,611	-	-	-	4,771,611
<b>31 December 2020</b>		-	<b>24,369,462</b>	<b>17,705,112</b>	<b>265,418,552</b>	<b>159,465,843</b>	<b>75,375,000</b>	<b>10,500,000</b>	<b>552,833,969</b>

Continued

	Notes	Infrastructure	Internally developed software	Technical development	Software and licenses	Goodwill (Note 5)	Customer relationships (Note 5)	Non-core contracts (Note 5)	Total
<b>Accumulated amortisation</b>									
31 December 2018		94,509,054	20,719,394	9,611,345	117,502,692	-	-	-	242,342,485
1 January 2019 – IFRS 16 adjustment:									
Reclassification to right-of-use assets		(94,509,054)	-	-	-	-	-	-	(94,509,054)
<b>Sub-total</b>		-	20,719,394	9,611,345	117,502,692	-	-	-	147,833,431
Charge for the year		-	1,889,476	3,288,095	33,084,000	-	3,140,625	1,093,750	42,495,946
31 December 2019		-	22,608,870	12,899,440	150,586,692	-	3,140,625	1,093,750	190,329,377
Charge for the year		-	1,686,038	2,402,835	29,977,482	-	7,537,500	2,625,000	44,228,855
<b>31 December 2020</b>		-	<b>24,294,908</b>	<b>15,302,275</b>	<b>180,564,174</b>	-	<b>10,678,125</b>	<b>3,718,750</b>	<b>234,558,232</b>
<b>Net book value</b>									
31 December 2019		-	1,760,592	4,805,672	108,424,800	159,465,843	72,234,375	9,406,250	356,097,532
<b>31 December 2020</b>		-	<b>74,554</b>	<b>2,402,837</b>	<b>84,854,378</b>	<b>159,465,843</b>	<b>64,696,875</b>	<b>6,781,250</b>	<b>318,275,737</b>

\*Customer relationships and non-core contracts were acquired in a business combination.

Continued

Intangible assets with a net book value at 31 December 2020 of Nil (31 December 2019: SAR 11,428,944) are pledged as security to lenders under the Common Term Financing Agreement (Note 38.12).

Intangible assets for infrastructure comprises the infrastructure and support services assets at Ras Al-Khair that were transferred to the Royal Commission of Jubail and Yanbu ("RCJY") as stated in the Implementation Agreement signed between Ma'aden and RCJY. The cost of the intangible assets comprises of its construction cost and any other costs directly attributable to bringing such assets to working condition for their intended use. Such intangible assets are carried at historical cost less accumulated amortization. Amortization is provided over the remaining period of LUSA (Land Usage and Service Agreement) term. These assets have been recognized as right-of-use assets upon adoption of IFRS 16 on 1 January 2019 (Note 20).

22.1 | Allocation of amortisation charge for the year to:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Expensed through profit or loss</b>			
Cost of sales	9	26,051,833	27,424,061
General and administrative expenses	11	18,059,258	15,071,885
Exploration and technical services expenses	12	117,764	-
<b>Total</b>	<b>22</b>	<b>44,228,855</b>	<b>42,495,946</b>

22.2 | Goodwill

Goodwill is attributable to fertilizer distribution network and assembled workforce that cannot be assigned to any other determinable and separate intangible asset.

The Group tests whether goodwill has suffered any impairment on an annual basis. For the impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs. At 31 December 2019 and 31 December 2020, the recoverable amount of fertilizer distribution companies which was considered as single group of cash generating units was determined based on value-in-use calculations which require the use of assumptions. The calculations use cash flow projections based on financial budgets approved by management covering

a five-years period. Cash flows beyond the five-years period are extrapolated using the estimated growth rate stated below. This growth rate is consistent with forecasts included in industry reports specific to the industry in which the group of CGUs operate. Goodwill is allocated to the fertilizer distribution companies as a whole and falls under "Phosphate Strategic Business Unit Segment" in the operating segment. Management's judgment to allocate goodwill to the fertilizer business considered the broader reason for which acquisition was made, i.e. acquiring of fertilizer distribution network in East Africa. The calculation of value in use is most sensitive to the assumptions on sales growth rate, discount rate and average EBITDA margins. Key assumptions underlying the projections are:

Key assumptions	%
Sales growth rate	15.38
Discount rate	29.73
Average EBITDA margin	9.80

Sales growth rate

The sales growth in the forecast period has been estimated to be compound annual growth rate of 15.38%.

Discount rate

The discount rate was an estimate of the weighted average cost of capital as of 31 December 2019 and 31 December 2020 based on market rates adjusted to reflect management's estimate of the specific risks relating to operations in East Africa.

Average EBITDA margin

The average EBITDA margins of 9.80% was estimated in the forecast period.

Sensitivity analysis

The recoverable amount would equal the carrying value of the group of CGUs including goodwill if the key assumptions were to change as follows:

	31 December 2020		31 December 2019	
	From	To	From	To
Sales growth rate	15.38%	7.18%	15.38%	7.68%
Discount rate	29.73%	33.43%	28.0%	34.0%
Average EBITDA margin	9.80%	8.44%	7.84%	6.10%

## Continued

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated.

Management of the company has considered and assessed reasonably possible changes for other key assumptions and has not identified any instances that could cause the carrying value of the group of CGUs including goodwill to exceed its recoverable amount.

## 23. Investment in joint ventures

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
MBCC	23.1.3	936,472,926	926,708,693
SAMAPCO	23.2.3	90,158,000	190,008,000
<b>Total</b>	7.2	<b>1,026,630,926</b>	<b>1,116,716,693</b>

The Group's 50% interest in the issued and paid-up share capital of these two joint ventures are accounted for using the equity method of accounting, see Note 4.1.

### Summarised financial information related to joint ventures

The financial statements of these two joint ventures are prepared in accordance with IFRS. The accounting policies used, in the preparation of these IFRS financial statements, as well as their reporting dates are consistent with that of the Group.

Summarized financial information (100% share) of MBCC and SAMAPCO, based on their management accounts or audited annual financial statements and a reconciliation with the carrying amount of the respective investments, as shown in the consolidated financial statements of the Group, are set out below:

## 23.1 | MBCC

### 23.1.1 | Summarised statement of profit or loss and other comprehensive income

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Sales and other operating revenues		1,448,539,137	1,166,149,789
Finance cost		(1,100,429)	(3,542,288)
Depreciation and amortization		(170,946,903)	(183,285,385)
Other expenses		(526,032,571)	(480,349,495)
<b>Profit before zakat, severance fees and income tax</b>		<b>750,459,234</b>	<b>498,972,621</b>
Zakat and severance fees		(72,821,090)	(50,941,611)
Income tax		(82,549,610)	(50,216,237)
<b>Profit for the year from continuing operations</b>		<b>595,088,534</b>	<b>397,814,773</b>
Other comprehensive loss		(1,212,462)	(1,142,630)
<b>Total comprehensive income</b>		<b>593,876,072</b>	<b>396,672,143</b>
Group's share of profit for the year	23.1.3	297,488,430	198,544,700
Group share of other comprehensive loss	23.1.3	(673,590)	(763,703)
<b>Group's share of total comprehensive income for the year *</b>		<b>296,814,840</b>	<b>197,780,997</b>

\*Ma'aden's share in net income is reduced by zakat and severance fees which is applicable to the Saudi shareholder only. Furthermore, share in net income is calculated based on the available draft of the MBCC financial statements at the time of issuance of the Ma'aden consolidated financial statements. This sometimes may lead to minor variation which is adjusted in the next accounting period (Note 23.1.3).

### 23.1.2 | Summarised statement of financial position

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Assets</b>			
<b>Non-current assets</b>		<b>1,691,614,374</b>	<b>1,751,256,843</b>
<b>Current assets</b>			
Other current assets		245,939,322	233,663,929
Cash and cash equivalents		267,661,929	162,683,811
<b>Total assets</b>		<b>2,205,215,625</b>	<b>2,147,604,583</b>
<b>Liabilities</b>			
<b>Non-current liabilities</b>		<b>126,316,544</b>	<b>67,839,716</b>
<b>Current liabilities</b>		<b>194,505,690</b>	<b>215,601,673</b>
<b>Total liabilities</b>		<b>320,822,234</b>	<b>283,441,389</b>
<b>Net assets</b>		<b>1,884,393,391</b>	<b>1,864,163,194</b>
Group's proportionate ownership %		50%	50%
Group's proportionate ownership share in net assets*	23.1.3	936,472,926	926,708,693

\*Group's proportionate ownership share in net assets includes zakat and severance fees impact (Note 23.1.1).

### 23.1.3 | Reconciliation to carrying amounts

The investment of 50% in the issued and paid up share capital in MBCC (Note 2.11) is as follows:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Shares at cost	55	202,482,646	202,482,646
Other component of equity		-	286,822,939
<b>Total equity contribution</b>		<b>202,482,646</b>	<b>489,305,585</b>
Share of the accumulated profit	23.1.3	733,990,280	437,403,108
<b>Carrying value of investment</b>	<b>23, 23.1.2</b>	<b>936,472,926</b>	<b>926,708,693</b>

Ma'aden's share of the accumulated profit in MBCC:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January		437,403,108	248,911,260
Share in net profit	7.2	297,260,762	189,255,551
Current year	23.1.1	297,488,430	198,544,700
Prior year catch up adjustment		(227,668)	(9,289,149)
Share in other comprehensive loss for the year	23.1.1	(673,590)	(763,703)
<b>31 December</b>		<b>733,990,280</b>	<b>437,403,108</b>

## 23.2 | SAMAPCO

### 23.2.1 | Summarised statement of profit or loss and other comprehensive loss

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Sales and other operating revenues		496,766,000	615,400,000
Finance cost		(76,203,000)	(170,500,000)
Depreciation and amortization		(121,315,000)	(126,200,000)
Other expenses		(466,352,000)	(458,600,000)
<b>Loss before zakat and severance fees</b>		<b>(167,104,000)</b>	<b>(139,900,000)</b>
Zakat and severance fees		-	(2,300,000)
<b>Loss for the year from continuing operations</b>		<b>(167,104,000)</b>	<b>(142,200,000)</b>
Other comprehensive loss		-	-
<b>Total comprehensive loss</b>		<b>(167,104,000)</b>	<b>(142,200,000)</b>
<b>Group's share of total comprehensive loss for the year *</b>	<b>23.2.3</b>	<b>(83,552,000)</b>	<b>(71,100,000)</b>

\*Ma'aden's share in net income is calculated based on the available draft of the SAMAPCO financial statements at the time of issuance of Ma'aden consolidated financial statements. This sometimes may lead to minor variation which is adjusted in the next accounting period.

### 23.2.2 | Summarised statement of financial position

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Assets</b>			
<b>Non-current assets</b>		<b>2,334,972,000</b>	<b>2,453,000,000</b>
<b>Current assets</b>			
Other current assets		322,098,000	333,000,000
Cash and cash equivalents		56,713,000	67,000,000
<b>Total assets</b>		<b>2,713,783,000</b>	<b>2,853,000,000</b>
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Long-term borrowings		2,083,718,000	2,154,000,000
Other non-current liabilities		53,467,000	45,000,000
<b>Current liabilities</b>			
Current portion of long-term borrowings		74,156,000	55,000,000
Other current liabilities		261,062,000	158,000,000
<b>Total liabilities</b>		<b>2,472,403,000</b>	<b>2,412,000,000</b>
<b>Net assets</b>		<b>241,380,000</b>	<b>441,000,000</b>
<b>Group's proportionate ownership %</b>		<b>50%</b>	<b>50%</b>
<b>Group's proportionate ownership share in net assets*</b>	23.2.3	<b>90,158,000</b>	<b>190,008,000</b>

### 23.2.3 | Reconciliation to carrying amounts

The investment of 50% in the issued and paid up share capital in SAMAPCO (Note 2.12) is as follows:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Shares at cost	55	450,000,000	450,000,000
Total share of the accumulated loss		(359,842,000)	(259,992,000)
<b>Carrying value of investment</b>	<b>13,23, 23.2.2</b>	<b>90,158,000</b>	<b>190,008,000</b>

### Continued

Ma'aden's share of the accumulated loss in SAMAPCO:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January		(259,992,000)	(182,814,180)
Share in net loss for the year	7.2	(99,850,000)	(77,177,820)
Current year	23.2.1	(83,552,000)	(71,100,000)
Prior year catch up adjustment		(16,298,000)	(6,077,820)
<b>31 December</b>		<b>(359,842,000)</b>	<b>(259,992,000)</b>

## 24. Deferred tax

### 24.1 | Income tax

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Deferred income tax		9,274,118	(155,101,603)
Deferred tax assets credited to the consolidated statement of profit or loss	24.2	166,159,066	34,522,391
Deferred tax liabilities debited to the consolidated statement of profit or loss	24.3	(156,884,948)	(189,623,994)
Current income tax	45.5	(466,409)	(13,026,770)
<b>Total income tax</b>		<b>8,807,709</b>	<b>(168,128,373)</b>

The deferred income tax has arisen because of the temporary differences between the carrying value of certain items and their tax base. Following are the details of the deferred tax assets, liabilities and profit or loss charges and credits.

## 24.2 | Deferred tax assets

The balance comprises temporary differences attributable to:

Notes	Year ended 31 December 2020	Year ended 31 December 2019
Tax losses	779,822,917	613,850,548
Allowance for obsolete and slow moving spare parts and consumable materials	3,055,252	2,991,733
Property, plant and equipment, capital work-in-progress and intangible assets	10,920	73,316
Provision for decommissioning, site rehabilitation and dismantling obligations	5,332,143	6,329,006
Employees' end of service termination benefits obligation	14,504,975	11,717,182
Provision for research and development and others	1,499,514	2,137,340
Foreign currency translation movement	677,051	1,644,581
<b>Total deferred tax assets</b>	<b>804,902,772</b>	<b>638,743,706</b>

The movement in net deferred tax assets during year is as follows:

Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January	638,743,706	597,837,808
Addition through a business combination	5	6,383,507
Credited to the consolidated statement of profit or loss during the year	24.1	34,522,391
<b>31 December</b>	<b>804,902,772</b>	<b>638,743,706</b>

## 24.3 | Deferred tax liabilities

The balance comprises temporary differences attributable to:

Notes	Year ended 31 December 2020	Year ended 31 December 2019
Property, plant and equipment, capital work-in-progress and intangible assets	971,455,742	841,232,652

## Continued

The movement in net deferred tax liabilities during the year is as follows:

Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January	841,232,652	607,317,644
Addition through business combination	5	44,291,014
Debited to the consolidated statement of profit or loss during the year	24.1	156,884,948
Foreign currency translation movement credited to the consolidated statement of other comprehensive income during the year		(26,661,858)
<b>31 December</b>	<b>971,455,742</b>	<b>841,232,652</b>

## 25. Other investments

Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January	43,185,000	47,850,000
Settlement during the year	(4,795,000)	(4,665,000)
<b>31 December</b>	<b>38,390,000</b>	<b>43,185,000</b>
<b>Less: Current portion of other investments</b>	<b>(4,925,000)</b>	<b>(4,745,000)</b>
<b>Non-current portion of other investments</b>	<b>33,465,000</b>	<b>38,440,000</b>

This investment is a non-derivative financial asset with a fixed maturity that the Group has the intention and the ability to hold to maturity and which do not qualify as loans or receivables. This investment is classified as non-current assets based on its maturity, and initially recognised at fair value. At subsequent reporting dates, this financial asset is measured at amortised cost less any impairment losses.

## 26. Other non-current assets

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Revolving loan transaction cost</b>			
1 January		42,750,000	57,000,000
Amortization of revolving loan transaction cost during the year	15	(14,250,000)	(14,250,000)
<b>31 December</b>		<b>28,500,000</b>	<b>42,750,000</b>
<b>Less:</b> Current portion of revolving loan transaction cost	27	(14,250,000)	(14,250,000)
<b>Sub-total</b>		<b>14,250,000</b>	<b>28,500,000</b>
Stockpile of mined ore		440,462,782	433,906,670
<b>Less:</b> Current portion of stockpile of mined ore	28	(367,532,126)	(348,175,037)
<b>Sub-total</b>		<b>72,930,656</b>	<b>85,731,633</b>
Employees' home ownership program receivables	29	930,876,130	996,685,196
<b>Less:</b> Repaid during the year		(63,287,168)	(65,809,066)
		867,588,962	930,876,130
<b>Less:</b> Current portion of employees' home ownership program receivables		(64,767,340)	(60,054,797)
<b>Sub-total</b>		<b>802,821,622</b>	<b>870,821,333</b>
Home ownership program – furniture loan		7,056,629	13,810,179
Others		36,893,175	-
<b>Total</b>		<b>933,952,082</b>	<b>998,863,145</b>

## 27. Advances and prepayments

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Advances to contractors		200,639,517	114,346,340
Advances to employees		21,725,211	22,611,910
Prepaid rent		13,293,385	11,715,303
Prepaid insurance		37,781,859	62,679,259
Current portion of revolving loan transaction cost	26	14,250,000	14,250,000
Other prepayments		16,452,435	26,619,161
<b>Total</b>		<b>304,142,407</b>	<b>252,221,973</b>

## 28. Inventories

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Saleable inventory</b>			
Finished goods – ready for sale		1,522,024,170	1,774,742,246
Cost of finished goods		1,554,340,850	1,868,613,045
<b>Less:</b> Inventory written-off to net realizable value		(32,316,680)	(93,870,799)
Work-in-process		814,751,755	956,360,410
Cost of work-in-process		815,052,836	982,713,551
<b>Less:</b> Inventory written-off to net realizable value		(301,081)	(26,353,141)
Current portion of stockpile of mined ore		367,532,126	348,175,037
By-products		2,140,302	3,084,977
<b>Sub-total</b>	<b>9</b>	<b>2,706,448,353</b>	<b>3,082,362,670</b>
<b>Consumable inventory</b>			
Spare parts and consumables materials			
1 January		2,014,197,915	1,654,281,468
Net additions during the year		416,058,358	359,916,447
<b>31 December</b>		<b>2,430,256,273</b>	<b>2,014,197,915</b>
Obsolete spare parts written-off	9	(4,073,406)	-
Allowance for obsolete and slow-moving spare parts and consumable materials	28.1	(97,371,125)	(93,103,074)
		2,328,811,742	1,921,094,841
Raw materials		897,124,230	755,163,464
<b>Sub-total</b>		<b>3,225,935,972</b>	<b>2,676,258,305</b>
<b>Total</b>		<b>5,932,384,325</b>	<b>5,758,620,975</b>

### 28.1 | Movement in the allowance for obsolete and slow moving spare parts and consumable materials is as follows:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January		93,103,074	92,692,378
Provision of allowance for obsolescence, net	9	4,268,051	410,696
<b>31 December</b>	<b>6.2,28</b>	<b>97,371,125</b>	<b>93,103,074</b>

## 29. Trade and other receivables

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Trade receivables</b>			
Other third party receivables		2,071,896,015	1,891,770,972
Due from SABIC	47.2	152,334,433	265,846,332
Due from The Mosaic Company	47.2	65,732,053	39,322,107
Due from Alcoa Inespal, S.A.	47.2	94,601,698	81,997,942
Due from Alcoa Warrick LLC	47.2	67,943,908	136,761,207
<b>Sub-total</b>	<b>49.1.3, 49.2</b>	<b>2,452,508,107</b>	<b>2,415,698,560</b>
Due from MBCC	47.2	86	77,456
Due from Aramco	47.2	225,549,220	326,523,838
Due from Saudi Ports Authority		<b>1,113,027</b>	<b>2,253,611</b>
Current portion of employees' home ownership program receivables	26	64,767,340	60,054,797
VAT receivable from regulatory authorities		<b>150,478,310</b>	<b>53,533,374</b>
Other		84,187,722	137,237,773
<b>Total</b>	<b>51</b>	<b>2,978,603,812</b>	<b>2,995,379,409</b>

The Group holds all its trade receivables, within a business model, with the objective of collecting the contractual cash flows. However, the contractual terms of certain trade receivables do not give rise, on a specific date, to cash flows that are solely payments of principal and interest on the principal outstanding.

## 30. Time deposits

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Time deposits with original maturities of more than three months and less than a year at the date of acquisition	48.3,49	1,465,000,000	3,159,175,000
<b>Less:</b> ECL allowance	30.1	(2,201,194)	(2,201,194)
		1,462,798,806	3,156,973,806
Investment income receivable		3,522,586	29,815,042
<b>Total</b>	<b>51</b>	<b>1,466,321,392</b>	<b>3,186,788,848</b>

Time deposits yield financial income at prevailing market prices.

### 30.1 | Movement in ECL allowance

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>1 January</b>	<b>49.2</b>	<b>2,201,194</b>	<b>2,201,194</b>
Increase in allowance for expected credit losses	11,49.2	-	-
<b>31 December</b>	<b>30</b>	<b>2,201,194</b>	<b>2,201,194</b>

## 31. Cash and cash equivalents

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Unrestricted</b>			
Time deposits with original maturities equal to or less than three months at the date of acquisition		2,013,825,369	1,140,521,258
Cash and bank balances		2,097,245,543	2,367,529,030
<b>Sub-total</b>	<b>49.3,50</b>	<b>4,111,070,912</b>	<b>3,508,050,288</b>
<b>Restricted</b>			
Cash and bank balances	42.2	135,142,606	96,845,788
<b>Total</b>	<b>51</b>	<b>4,246,213,518</b>	<b>3,604,896,076</b>

Restricted cash and bank balances are related to employees' savings plan obligation.

## 32. Share capital

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Authorized, issued and fully paid</b>			
1,168,478,261	Ordinary shares with a nominal value of SAR 10 per share	11,684,782,610	11,684,782,610
62,112,885	Ordinary shares with a nominal value of SAR 10 per share, following the conversion of long-term borrowing into equity	38.2	621,128,850
<b>1,230,591,146</b>	<b>Total</b>	<b>1,17</b>	<b>12,305,911,460</b>
		<b>12,305,911,460</b>	<b>12,305,911,460</b>

On 8 Rabi Awal 1441H (corresponding to 4 November 2019) in the Extraordinary General Assembly Meeting, the shareholders of the Company approved the Board of Directors' recommendation to increase the share capital of the Company by the way of converting its long-term borrowing due to Public Investment Fund ("PIF") into equity amounting to USD 796,370,000 (SAR 2,986,387,500). This resulted in the issuance of 62,112,885 ordinary shares to PIF at an exercise price of 48.08 per share (SAR 10 nominal value plus premium of SAR 38.08 per share) thereby increasing the share capital by SR 621,128,850 and share premium by SAR 2,365,258,650 after obtaining all the regulatory approvals.

The above share issuance price was determined based on the volume-weighted average market price of the Company's shares during the last six trading months before the date of the Extraordinary General Assembly Meeting, held on 4 November 2019. The reason for the capital increase was to improve the Company's liquidity and credit position and enhance its ability to achieve its growth objectives.

## 33. Share premium

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
525,000,000	Ordinary shares with a nominal value of SAR 10 per share, issued at a premium of SAR 10 per share	5,250,000,000	5,250,000,000
243,478,261	Ordinary shares with a nominal value of SAR 10 per share, issued at a premium of SAR 13 per share, net of transaction cost	3,141,351,697	3,141,351,697
62,112,885	Ordinary shares with a nominal value of SAR 10 per share, issued at a premium of SAR 38.08 per share following the conversion of long-term borrowing into equity	38.2	2,365,258,650
	<b>Less:</b> Transaction cost	(17,420,308)	(17,420,308)
	Net increase in share premium	2,347,838,342	2,347,838,342
<b>830,591,146</b>	<b>Total</b>	<b>10,739,190,039</b>	<b>10,739,190,039</b>

## 34. Transfer of net income

	Year ended 31 December 2020	Year ended 31 December 2019
1 January	1,054,251,439	1,054,251,439
Transfer of 10% of net profit for the year	-	-
<b>31 December</b>	<b>1,054,251,439</b>	<b>1,054,251,439</b>

In accordance with, the Company's Articles of Association, which is in compliance with the applicable Regulations for Companies in Saudi Arabia, the Company has established a statutory reserve by the appropriation of 10% of its annual net profit until such reserve equals 30% of the share capital.

## 35. Other reserves

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Attributable to ordinary shareholders of the parent company</b>			
Loss on exchange differences on translation		66,970,756	1,774,742,246
Non-controlling interest put option	43.3	99,415,016	1,868,613,045
Share of other non-distributable reserves		8,189,290	(93,870,799)
<b>Sub-total</b>		<b>174,575,062</b>	<b>3,082,362,670</b>
<b>Attributable to non-controlling interest</b>			
Loss on exchange differences on translation	36.3	11,818,368	4,331,659
Share of other non-distributable reserves	36.3	1,445,169	1,445,169
<b>Sub-total</b>		<b>13,263,537</b>	<b>5,776,828</b>
<b>Total</b>		<b>187,838,599</b>	<b>117,412,994</b>

## 36. Non-controlling interest

Set out below is summarised financial information for each subsidiary that has non-controlling interests that are material to the Group. The amounts disclosed for each subsidiary are before inter-company eliminations.

### 36.1 | Summarized statement of financial position

Non-controlling % interest in	Note	MRC 25.1% (Note 2.6)	MAC 25.1% (Note 2.7)	MBAC 25.1% (Note 2.8)	MPC 30% (Note 2.9)	MWSPC 40% (Note 2.10)	Meridian 15% (Note 2.5)	Total
<b>31 December 2020</b>								
Non-current assets	-		16,695,727,091	11,999,431,912	13,422,518,964	25,556,255,972	307,707,356	67,981,641,295
Current assets	-		2,619,391,465	1,505,294,148	3,093,114,604	2,201,530,080	1,320,362,303	10,739,692,600
<b>Total assets</b>	-		<b>19,315,118,556</b>	<b>13,504,726,060</b>	<b>16,515,633,568</b>	<b>27,757,786,052</b>	<b>1,628,069,659</b>	<b>78,721,333,895</b>
Non-current liabilities	-		12,114,242,013	7,947,749,276	7,688,460,572	19,006,778,514	143,146,794	46,900,377,169
Current liabilities	-		2,131,342,601	848,164,021	1,762,428,102	2,446,227,851	1,194,481,638	8,382,644,213
<b>Total liabilities</b>	-		<b>14,245,584,614</b>	<b>8,795,913,297</b>	<b>9,450,888,674</b>	<b>21,453,006,365</b>	<b>1,337,628,432</b>	<b>55,283,021,382</b>
<b>Net assets of the subsidiary company</b>	-		<b>5,069,533,942</b>	<b>4,708,812,763</b>	<b>7,064,744,894</b>	<b>6,304,779,687</b>	<b>290,441,227</b>	<b>23,438,312,513</b>
Share of net assets	-		1,272,453,020	1,181,912,004	2,119,423,468	2,521,911,875	43,566,184	7,139,266,551
Zakat and income tax impact	-		(78,431,914)	(27,054,825)	-	13,794,614	-	(91,692,125)
Net impact of non-controlling interest acquired through business combination	-		-	-	-	-	557,429	557,429
<b>Net assets attributable to non-controlling interest</b>	<b>36.3</b>		<b>1,194,021,106</b>	<b>1,154,857,179</b>	<b>2,119,423,468</b>	<b>2,535,706,489</b>	<b>44,123,613</b>	<b>7,048,131,855</b>

Continued

Non-controlling % interest in	Note	MRC 25.1% (Note 2.6)	MAC 25.1% (Note 2.7)	MBAC 25.1% (Note 2.8)	MPC 30% (Note 2.9)	MWSPC 40% (Note 2.10)	Meridian 15% (Note 2.5)	Total
<b>31 December 2019</b>								
Non-current assets		5,569,322,655	17,363,802,883	12,385,401,745	14,200,734,176	26,493,219,387	327,115,820	76,339,596,666
Current assets		2,473,520,713	2,330,061,876	1,829,467,195	3,057,401,886	2,238,704,180	1,179,242,794	13,108,398,644
<b>Total assets</b>		<b>8,042,843,368</b>	<b>19,693,864,759</b>	<b>14,214,868,940</b>	<b>17,258,136,062</b>	<b>28,731,923,567</b>	<b>1,506,358,614</b>	<b>89,447,995,310</b>
Non-current liabilities		3,811,558,436	12,728,945,577	8,229,381,622	8,404,902,049	18,614,445,820	148,014,209	51,937,247,713
Current liabilities		1,717,109,630	1,684,733,605	855,398,243	1,749,700,550	2,497,633,304	998,954,863	9,503,530,195
<b>Total liabilities</b>		<b>5,528,668,066</b>	<b>14,413,679,182</b>	<b>9,084,779,865</b>	<b>10,154,602,599</b>	<b>21,112,079,124</b>	<b>1,146,969,072</b>	<b>61,440,777,908</b>
<b>Net assets of the subsidiary company</b>		<b>2,514,175,302</b>	<b>5,280,185,577</b>	<b>5,130,089,075</b>	<b>7,103,533,463</b>	<b>7,619,844,443</b>	<b>359,389,542</b>	<b>28,007,217,402</b>
Share of net assets		645,011,927	1,325,326,580	1,287,652,358	2,131,060,040	3,047,937,777	53,908,431	8,490,897,113
Zakat and income tax impact		949,837	(65,923,647)	(34,076,510)	-	(9,052,464)	-	(108,102,784)
Impact of payment to increase share capital		179,630,770	-	-	-	-	-	179,630,770
Impact of additional capital contribution resulting from transfer of automotive sheet project		5,812,956	-	-	-	-	-	5,812,956
Equity share transferred to Ma'aden		(831,405,490)	-	-	-	-	-	(831,405,490)
Net impact of non-controlling interest acquired through business combination		-	-	-	-	-	557,428	557,428
<b>Net assets attributable to non-controlling interest</b>	<b>36.3</b>	<b>-</b>	<b>1,259,402,933</b>	<b>1,253,575,848</b>	<b>2,131,060,040</b>	<b>3,038,885,313</b>	<b>54,465,859</b>	<b>7,737,389,993</b>

36.2 | Summarized statement of profit or loss and other comprehensive income

Non-controlling % interest in	Note	MRC 25.1% (Note 2.6)	MAC 25.1% (Note 2.7)	MBAC 25.1% (Note 2.8)	MPC 30% (Note 2.9)	MWSPC 40% (Note 2.10)	Meridian 15% (Note 2.5)	Total
<b>For the year ended 31 December 2020</b>								
Sales			6,666,504,595	1,794,883,204	4,004,879,327	3,361,495,563	1,369,783,349	17,197,546,038
(Loss) / profit before zakat and income tax for the year	-		(61,062,643)	(351,295,407)	830,791	(1,352,133,174)	(8,068,782)	(1,771,729,215)
Zakat and income tax for the year	-		(39,526,349)	(13,384,144)	(38,231,957)	39,936,453	(10,968,136)	(62,174,133)
Other comprehensive loss for the year:								
Cash flow hedge – effective portion of changes in fair value	41	-	(107,111,854)	(55,398,225)	-	-	-	(162,510,079)
Loss attributable to the re-measurements of employees' end of service termination benefits obligation	-		(2,950,789)	(1,198,536)	(1,387,403)	(2,868,035)	-	(8,404,763)
Loss on exchange differences on translation	-		-	-	-	-	(49,911,394)	(49,911,394)
<b>Total comprehensive loss for the year</b>	<b>-</b>	<b>-</b>	<b>(210,651,635)</b>	<b>(421,276,312)</b>	<b>(38,788,569)</b>	<b>(1,315,064,756)</b>	<b>(68,948,312)</b>	<b>(2,054,729,584)</b>
<b>Total comprehensive loss attributable to non-controlling interest:</b>								
Share of (loss) / profit before zakat and income tax for the year	-		(15,326,723)	(88,175,147)	249,237	(540,853,270)	(1,210,317)	(645,316,220)
Share of zakat and income tax for the year	-		(22,429,381)	3,662,265	(11,469,588)	38,821,660	(1,645,220)	6,939,736
Share of loss for the year	-		(37,756,104)	(84,512,882)	(11,220,351)	(502,031,610)	(2,855,537)	(638,376,484)
Share of other comprehensive loss for the year:								
Cash flow hedge – effective portion of changes in fair value	41	-	(26,885,075)	(13,904,955)	-	-	-	(40,790,030)
Loss attributable to the re-measurements of employees' end of service termination benefits obligation	42.1.1	-	(740,648)	(300,832)	(416,221)	(1,147,214)	-	(2,604,915)
Loss on exchange differences on translation	-		-	-	-	-	(7,486,709)	(7,486,709)
<b>Total</b>	<b>36.3</b>	<b>-</b>	<b>(65,381,827)</b>	<b>(98,718,669)</b>	<b>(11,636,572)</b>	<b>(503,178,824)</b>	<b>(10,342,246)</b>	<b>(689,258,138)</b>

Continued

Non-controlling % interest in	Note	MRC 25.1% (Note 2.6)	MAC 25.1% (Note 2.7)	MBAC 25.1% (Note 2.8)	MPC 30% (Note 2.9)	MWSPC 40% (Note 2.10)	Meridian 15% (Note 2.5)	Total
<b>For the year ended 31 December 2019</b>								
Sales		3,285,736,858	6,832,524,307	2,344,817,259	4,131,422,634	3,454,284,836	643,549,845	20,692,335,739
(Loss) / profit before zakat and income tax for the year		(224,333,596)	(390,643,819)	23,095,619	24,287,821	(1,259,527,352)	65,158,512	(1,761,962,815)
Zakat and income tax for the year		(159,309,954)	(36,631,353)	(44,402,451)	(5,545,470)	14,546,754	(5,349,370)	(236,691,844)
Other comprehensive loss for the year:								
Cash flow hedge – effective portion of changes in fair value	41	-	(171,493,556)	(27,400,376)	-	-	-	(198,893,932)
Gain / (loss) attributable to the re-measurements of employees' end of service termination benefits obligation		-	556,810	(52,382)	(1,434,917)	41,036	-	(889,453)
Loss on exchange differences on translation		-	-	-	-	-	(28,877,730)	(28,877,730)
<b>Total comprehensive (loss) / income for the year</b>		<b>(383,643,550)</b>	<b>(598,211,918)</b>	<b>(48,759,590)</b>	<b>17,307,434</b>	<b>(1,244,939,562)</b>	<b>30,931,412</b>	<b>(2,227,315,774)</b>
<b>Total comprehensive (loss) / income attributable to non-controlling interest:</b>								
Share of (loss) / profit before zakat and income tax for the year		(42,353,806)	(98,051,599)	5,797,000	7,286,346	(503,810,941)	9,773,777	(621,359,223)
Share of zakat and income tax for the year		(158,631,363)	(8,475,353)	(20,565,612)	(1,663,641)	22,824,011	(802,405)	(167,314,363)
Share of (loss) / profit for the year		(200,985,169)	(106,526,952)	(14,768,612)	5,622,705	(480,986,930)	8,971,372	(788,673,586)
Share of other comprehensive loss for the year:								
Cash flow hedge – effective portion of changes in fair value	41	-	(43,044,882)	(6,877,494)	-	-	-	(49,922,376)
Gain / (loss) attributable to the re-measurements of employees' end of service termination benefits obligation	42.1.1	-	139,759	(13,148)	(430,475)	16,414	-	(287,450)
Loss on exchange differences on translation		-	-	-	-	-	(4,331,659)	(4,331,659)
<b>Total</b>	<b>36.3</b>	<b>(200,985,169)</b>	<b>(149,432,075)</b>	<b>(21,659,254)</b>	<b>5,192,230</b>	<b>(480,970,516)</b>	<b>4,639,713</b>	<b>(843,215,071)</b>

### 36.3 | Movement of non-controlling interest

Non-controlling % interest in	Note	MRC 25.1% (Note 2.6)	MAC 25.1% (Note 2.7)	MBAC 25.1% (Note 2.8)	MPC 30% (Note 2.9)	MWSPC 40% (Note 2.10)	Meridian 15% (Note 2.5)	Total
1 January 2019		240,708,016	1,630,028,758	1,275,235,102	2,125,867,810	3,519,855,829	-	8,791,695,515
Increase in non-controlling interest resulting through business combination	5	-	-	-	-	-	51,271,315	51,271,315
Share of other non-distributable reserves	35	-	-	-	-	-	(1,445,169)	(1,445,169)
Share of total comprehensive (loss) / income for the year	36.2	(200,985,169)	(149,432,075)	(21,659,254)	5,192,230	(480,970,516)	4,639,713	(843,215,071)
Additional capital contribution resulting from transfer of automotive sheet project during the year	37	195,488,894	-	-	-	-	-	195,488,894
Payment to increase share capital during the year		375,000,000	-	-	-	-	-	375,000,000
Trade payable / receivable written-off during the year		221,193,750	(221,193,750)	-	-	-	-	-
Equity share transferred to Ma'aden during the year*		(831,405,491)	-	-	-	-	-	(831,405,491)
31 December 2019	36.1	-	1,259,402,933	1,253,575,848	2,131,060,040	3,038,885,313	54,465,859	7,737,389,993
Share of total comprehensive (loss) / income for the year	36.2	-	(65,381,827)	(98,718,669)	(11,636,572)	(503,178,824)	(10,342,246)	(689,258,138)
<b>31 December 2020</b>	<b>36.1</b>	<b>-</b>	<b>1,194,021,106</b>	<b>1,154,857,179</b>	<b>2,119,423,468</b>	<b>2,535,706,489</b>	<b>44,123,613</b>	<b>7,048,131,855</b>

On 26 June 2019, Ma'aden and Alcoa Saudi Rolling Inversiones S.L. ("ASRI") signed an agreement for the transfer of shares whereby ASRI transferred shares of the company representing 25.1% of the share capital in MRC to Ma'aden. Immediately prior to the agreement, the carrying amount of the existing 25.1% non-controlling interest in MRC was SAR 831,405,491. The Group recognised a decrease in non-controlling interests of SAR 831,405,491 and an increase in equity attributable to shareholders of the parent company with the same amount.

## 37. Due to joint venture partner

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Due to Alcoa Corporation			405,387,644
Accumulated impairment		-	(209,898,750)
Transferred to MRC during the year*	36.3	-	(195,488,894)
<b>Due to joint venture partner, net</b>	<b>47.2</b>	<b>-</b>	<b>-</b>

Due to Alcoa Corporation, this represents their share of 25.1% in the joint venture project cost to extend the product mix of the aluminium complex at Ras Al-Khair, to also include automotive sheet.

\*On 26 June 2019, an "Asset Transfer Agreement" was signed between Ma'aden, MRC and ASRI resolving to transfer the ownership of automotive sheet project to MRC at carrying amount of assets amounting to SAR 755,681,027 and in consideration, the payment to increase share capital in MRC of Ma'aden and ASRI was increased by SAR 560,192,133 and SAR 195,488,894, respectively.

## 38. Long-term borrowings

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Total borrowings	7.2,38.8	48,173,473,109	49,593,492,603
Accrued finance cost		128,258,797	251,591,654
<b>Sub-total</b>	<b>49.3,51</b>	<b>48,301,731,906</b>	<b>49,845,084,257</b>
<b>Less:</b> Current portion of borrowings	38.8	(2,977,199,180)	(2,436,219,781)
<b>Less:</b> Accrued finance cost		(128,258,797)	(251,591,654)
<b>Sub-total - current portion of borrowings shown under current liabilities</b>		<b>(3,105,457,977)</b>	<b>(2,687,811,435)</b>
<b>Non-current portion of long-term borrowings</b>	<b>38.8</b>	<b>45,196,273,929</b>	<b>47,157,272,822</b>

## 38.1 | Facilities approved

- MAC, MRC, MBAC and MWSPC entered into Common Terms Agreements ("CTA") with the Public Investment Fund (PIF), Saudi Industrial Development Fund (SIDF) and consortiums of local financial institutions, whereas, MRC and MWSPC restructured its borrowing facility with PIF and entered into a new Common Terms Agreements ("CTA") with the consortiums of local financial institutions,
- the Company (Ma'aden) entered into a Shariah compliant Syndicated Revolving Credit Facility Agreement,
- MGBM entered into two secured loan arrangements with Saudi Industrial Development Fund (SIDF),
- MIC and MPC entered into Murabaha Facility Agreement ("MFA") with Murabaha facility participants and
- MPC entered into a Sukuk Facility Agreement ("SFA") with Sukuk facility participants.



Continued

The facilities granted to the Group comprise of the following as at 31 December 2020:

	MAC agreement signed on 30 Nov. 2010 and restructured on 14 Dec. 2017	MRC agreement signed on 30 Nov. 2010 and restructured on 19 Dec. 2019	MBAC agreement signed on 27 Nov. 2011 and restructured on 16 Jul. 2018	MWSPC agreement signed on 30 Jun. 2014 and restructured on 20 Jun. 2020	Ma'aden agreement signed on 18 Dec. 2012 and renewed on 18 Dec. 2017	MGBM agreements signed on 24 Mar. 2015 and 26 Apr. 2015	MIC agreement signed on 30 Dec. 2015	MPC agreements signed on 25 Feb. 2016 and 20 Feb. 2018	Total
Public Investment Fund ("PIF")	4,275,375,000	-	3,506,250,000	-	-	-	-	-	7,781,625,000
Public Pension Agency ("PPA")	-	-	-	6,599,903,363	-	-	-	-	6,599,903,363
<b>Islamic and commercial banks</b>									
Commercial	1,503,750,000	-	-	-	-	-	-	-	1,503,750,000
Murabaha	-	1,312,500,000	4,025,000,000	6,808,496,298	-	-	-	-	12,145,996,298
Wakala	-	-	220,000,000	1,900,000,000	-	-	-	-	2,120,000,000
<b>Sub-total</b>	<b>1,503,750,000</b>	<b>1,312,500,000</b>	<b>4,245,000,000</b>	<b>8,708,496,298</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,769,746,298</b>
Saudi Industrial Development Fund ("SIDF")	-	600,000,000	-	4,000,000,000	-	1,379,000,000	-	-	5,979,000,000
Riyal Murabaha facility	5,178,750,000	-	-	-	-	-	1,000,000,000	11,493,750,000	17,672,500,000
Riyal Murabaha facility (a working capital facility)	-	-	750,000,000	-	-	-	-	-	750,000,000
<b>Sub-total</b>	<b>10,957,875,000</b>	<b>1,912,500,000</b>	<b>8,501,250,000</b>	<b>19,308,399,661</b>	<b>-</b>	<b>1,379,000,000</b>	<b>1,000,000,000</b>	<b>11,493,750,000</b>	<b>54,552,774,661</b>
Syndicated Revolving Credit Facility Agreement	-	-	-	-	7,500,000,000	-	-	-	7,500,000,000
HSBC Saudi Arabia – as agent for sukuk facility participants	-	-	-	-	-	-	-	3,500,000,000	3,500,000,000
<b>Total facilities granted</b>	<b>10,957,875,000</b>	<b>1,912,500,000</b>	<b>8,501,250,000</b>	<b>19,308,399,661</b>	<b>7,500,000,000</b>	<b>1,379,000,000</b>	<b>1,000,000,000</b>	<b>14,993,750,000</b>	<b>65,552,774,661</b>

## Continued

The CTAs impose the following conditions and financial covenants on each of the borrowing legal entities of the Group and if the conditions are met, the financial institutions will provide the long-term borrowing:

- the limitation on the creation of additional liens and/or financing obligations by MRC, MBAC and MWSPC, unless specifically allowed under the CTA,
- financial ratio maintenance,
- maximum capital expenditures allowed,
- restriction on dividend distribution to shareholders and
- restriction on the term of the short-term investment with maturities of not more than six (6) months from the date of acquisition, of any Saudi Arabian commercial bank or any other international commercial bank of recognized standing.

The MFAs imposed certain conditions and special covenants which include:

- safeguarding the entities' existence as a limited liability company validly existing under the laws of the Kingdom of Saudi Arabia,
- restriction to substantial change in the general nature of company's business, unless specifically allowed under the MFA,
- restriction to enter into a single transaction or a series of transactions and whether voluntary or involuntary to sell, lease, transfer or otherwise dispose of any asset, unless specifically allowed under the MFA,
- payment obligations under MFA at all times rank at least pari passu with the claims of all its other unsecured and unsubordinated creditors except those creditors whose claims are mandatorily preferred by laws of general application to companies,
- financial ratio maintenance and

- restriction on dividend distribution to shareholders.

The SFA imposed certain conditions and special covenants which include:

- safeguarding the corporate existence as a limited liability company validly existing under the laws of the Kingdom of Saudi Arabia,
- restriction to substantial change in the general nature of company's business, unless specifically allowed under the SFA,
- restriction to enter into a single transaction or a series of transactions and whether voluntary or involuntary to sell, lease, transfer or otherwise dispose of any asset, unless specifically allowed under the SFA,
- financial ratio maintenance and
- restriction on dividend distribution to shareholders

### MAC facility

Facility agents:

- The National Commercial Bank acts as Inter-creditor Agent and as Riyal Murabaha Facility Agent,
- The First Abu Dhabi Bank acts as Dollar Conventional Facility Agent.

### MRC facility

Facility agents:

- Riyad Bank acts as Inter-creditor Agent,
- Bank Al Jazira acts as Riyal Procurement Facility Agent,
- Banque Saudi Fransi acts as Onshore Security Agent and
- Riyad Bank, London Branch acts as Offshore Security Trustee and Agent

In pursuant to "Transfer and Termination Agreement" signed on 26 June 2019, Ma'aden replaced PIF as provider of loan to MRC. At the same time on 26 June 2019, another "Loan Agreement" was signed between Ma'aden and PIF where it was resolved that SAR 2,986,387,500 is deemed to have been advanced to Ma'aden by PIF and is payable on demand which was subsequently converted to equity after obtaining all the regulatory approvals during the year (Note 32). This also resulted in the recognition of a charge amounting to SAR 46,594,914 in the consolidated retained earnings attributable to the ordinary shareholders of the parent company (Note 38.2).

On 19 December 2019, the company entered into a CTA agreement with commercial banks in respect of new Riyal Murabaha facility amounting SAR 1,312,500,000 to replace the balance of the existing Riyal procurement facility of SAR 1,009,770,000 and Riyal Murabaha facility of SAR 375,000,000.

### MBAC facility

Facility agents:

- The National Commercial Bank acts as Inter-creditor Agent and as Riyal Murabaha Facility Agent,
- The HSBC Saudi Arabia acts as Riyal Wakala Facility Agent.

### MWSPC facility

On 20 June 2020, the company had entered into a CTA with PIF, SIDF and a consortium of financial institutions. PIF had entered into Novation Agreement with Public Pension Agency ("PPA") whereas the "Original Loan Agreement" dated 02 Ramadan 1435H (corresponding to 30 June 2014G) between PIF and MWSPC has been transferred to PPA. Subsequently upon execution of the Novation agreement, the company had entered into PPA Loan Agreement with PPA dated 20 June 2020 as a consent for the amendment and restatement of the Original Loan Agreement resulting in a revised repayment schedule and covenants.

Effective the same date 20 June 2020, the company entered into a new CTA agreement with commercial banks in respect of new Riyal Murabaha and Riyal Wakala facilities to replace the balance of Islamic and commercial banks facilities. Consequently, MWSPC's financing facilities comprise of:

Continued

	Facility approved
Public Pension Agency ("PPA")	6,599,903,363
<b>Islamic and commercial banks</b>	
Riyad Bank - the Murabaha facility – as agent	6,808,496,298
Riyad Bank - the Wakala facility – as agent	1,900,000,000
<b>Sub-total</b>	<b>8,708,496,298</b>
SIDF	4,000,000,000
<b>Total facilities approved</b>	<b>19,308,399,661</b>

The details of the CTA signed on 30 June 2014 which has been restructured / repaid in full during June 2020 were as follows:

	Facility approved
PIF	7,500,000,000
<b>Islamic and commercial banks</b>	
Procurement	4,299,854,655
Commercial	5,450,145,345
Wakala	1,650,000,000
<b>Sub-total</b>	<b>11,400,000,000</b>
SIDF	4,000,000,000
<b>Total facilities approved</b>	<b>22,900,000,000</b>

Facility agents:

- Riyad Bank act as agent for the Murabaha facility
- Riyad Bank act as agent for the Wakala facility

Saudi Arabian Mining Company ("Ma'aden") facility

Syndicated revolving credit facility

On 18 December 2017, the Company renewed its financing agreements revising the total revolving credit facility amount from SAR 9 billion to SAR 7.5 billion. Final maturity for repayment of the loan is five years from the date of signing of the agreement. This revolver facility is with a syndicate of local and international financial institutions, comprising the following financial institutions:

- Al-Rajhi Bank
- Arab National Bank
- Gulf International Bank B.S.C, Riyadh Branch
- Al-Awwal Bank
- Bank AlJazira
- Banque Saudi Fransi
- J.P.Morgan Chase Bank, N.A., Riyadh Branch
- Riyad Bank
- Samba Financial Group
- The National Commercial Bank
- The Saudi British Bank
- The Saudi Investment Bank

The financial covenants and conditions include the following with respect to standalone parent company only:

- EBITDA to Interest ratio shall not be less than three times otherwise dividend block will be triggered; and
- the total net debt to tangible net worth (parent company only) shall be less than or equal to three times otherwise an event of default will be triggered which is subject to a cure period of six months, or nine months if the Company has acted expeditiously to cure such breach by initiating the process for a rights issue.

PIF facility

In pursuant to "Transfer and Termination Agreement" signed on 26 June 2019, Ma'aden replaced PIF as provider of loan to MRC. At the same time on 26 June 2019, another "Loan Agreement" was signed between Ma'aden and PIF where it was resolved that SAR 2,986,387,500 is deemed to have been advanced to Ma'aden by PIF and is payable on demand.

In addition to the above, on 26 June 2019 a "Debt Conversion Agreement" has been signed between Ma'aden and PIF whereby Ma'aden wishes to increase its capital through the issuance of new shares for the purpose of settling the above mentioned loan. Subsequently this loan was converted into equity after obtaining all the regulatory approvals during the year (Note 32).

### MGBM facility

The company entered into two secured loan arrangements with Saudi Industrial Development Fund ("SIDF). The facilities granted to the Company comprise of the following:

Date approved	Purpose	Facility approved
24 March 2015	To provide funding for the production of a semi alloy of gold at As Suq Mine	179,000,000
26 April 2015	To provide funding for the capital expenditure of the new gold mine at Ad-Duwayhi and water pipeline	1,200,000,000
<b>Total facilities granted</b>		<b>1,379,000,000</b>

The financing arrangements impose certain conditions and special covenants which include:

- the limitation of the creation of additional liens and/or financing obligations by the Company, unless specifically allowed under the loan agreement,
- financial ratio maintenance,
- maximum capital expenditures allowed,
- restriction on dividend distribution to shareholders and
- restriction on the term of the short-term investment with maturities of not more than six (6) months from the date of acquisition, of any Saudi Arabian commercial bank or any other international commercial bank of recognized standing.

### MIC facility

On 30 December 2015 the company entered into a Murabaha Facility Agreement ("MFA") with HSBC Saudi Arabia Limited, comprising of:

Murabaha facility	Facility approved
HSBC Saudi Arabia Limited – as agent for the Murabaha facility participants	1,000,000,000

The facility was drawn down on 17 February 2016.

### MPC facility

On 15 June 2008, the company had entered into a CTA with a consortium of financial institutions, however, the facility had been repaid in full from a drawing on 30 March 2016 under a new MFA signed by the company on 25 February 2016 with Murabaha facility participants comprising of:

Murabaha facility	Facility approved
Riyad Bank – as agent for the Murabaha facility participants	11,493,750,000

The MFA signed by the company on 25 February 2016, have been partially repaid from a drawing under a new SFA signed by the company on 20 February 2018 with sukuk facility participants comprising of:

Sukuk facility	Facility approved
HSBC Saudi Arabia – as agent for the sukuk facility	3,500,000,000

## 38.2 | Facilities utilized under the different CTAs

### MAC facility – restructured on 14 December 2017

	Year ended 31 December 2020	Year ended 31 December 2019
Public Investment Fund (Note 47.2)	4,275,375,000	4,275,375,000
<b>Less:</b> Transaction cost balance at the year end	(34,725,524)	(38,830,699)
<b>Sub-total</b>	<b>4,240,649,476</b>	<b>4,236,544,301</b>

The rate of commission on the principal amount of the loan drawdown and outstanding for each commission period is LIBOR plus 1.5%.

After the restructuring on 14 December 2017, the repayment of the loan will start on 31 March 2023, on a six monthly basis, starting at SAR 99.9 million and increasing over the term of the loan with the final repayment of SAR 1,218 million on 30 September 2031 (Note 38.9).

In addition, the company is required to make certain prepayments as described in Note 38.1.

Continued

The upfront transaction cost incurred, is amortized over the term of the loan and the amortization for the year amounted to SAR 4,105,175 (31 December 2019: SAR 4,101,201) (Note 38.11).

<b>Islamic and commercial banks</b>	5,178,750,000	5,178,750,000
Riyal Murabaha	1,503,750,000	1,503,750,000
Commercial – USD conventional	(43,651,114)	(53,618,436)
<b>Less: Transaction cost balance at the year end</b>	6,638,848,886	6,628,881,564
<b>Sub-total</b>	<b>4,240,649,476</b>	<b>4,236,544,301</b>

The rate of commission on the principal amount of the loan drawn on Islamic Murabaha Riyal is Saudi Interbank Offered Rate ("SIBOR") plus a margin of 1.65% whereas, the rate of commission on the principal amount of the loan drawn on Dollar Conventional facility is LIBOR plus a margin of 1.55%.

The repayment of the loan drawn on Islamic Murabaha Riyal will start from 31 March 2021, on a six monthly basis starting at SAR 259 million and increasing over the term of the loan with the final repayment of SAR 1,812 million on 30 September 2027 (Note 38.9).

The repayment of the loan drawn on Dollar Conventional facility will start from 31 March 2021, on a six monthly basis starting at SAR 129 million and increasing over the term of the loan with the final repayment of SAR 601 million on 30 September 2024 (Note 38.9).

In addition, the company is required to make certain prepayments as described in Note 38.1.

The upfront transaction cost incurred, is amortized over the term of the loan and the amortization for the year amounted to SAR 9,967,322 (31 December 2019: SAR 9,952,119) (Note 38.11).

<b>Total MAC borrowings (Note 38.8)</b>	<b>10,879,498,362</b>	<b>10,865,425,865</b>
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MRC facility

	Year ended 31 December 2020	Year ended 31 December 2019
Public Investment Fund (Note 47.2)	-	2,986,387,500
<b>Less: Transferred to Ma'aden during the year</b>	-	(2,986,387,500)
<b>Sub-total</b>	-	-

The rate of commission on the principal amount of the loan drawn for each commission period is London Interbank Offered Rate ("LIBOR") plus 1.5%.

The repayment of the loan started on 31 December 2016, on a six monthly basis, starting at SAR 30.8 million and increasing over the term of the loan with the final repayment of SAR 153.9 million on 30 June 2026 (Note 38.9).

During June 2018, the repayments due on 30 June 2018 and 31 December 2018 were deferred to be paid on 30 June 2019.

The upfront transaction cost incurred, is amortized over the term of the loan and the amortization for the period amounted to Nil (31 December 2019: SAR 5,436,618) (Note 38.11). The remaining balance of SAR 46,682,862 as at 30 June 2019 has been charged to the consolidated retained earnings attributable to the ordinary shareholders of the parent company during the year (Note 36.3).

<b>Islamic and commercial banks</b>		
Riyal procurement	-	1,009,770,000
<b>Less: Repaid during the year</b>	-	(1,009,770,000)
<b>Sub-total</b>	-	-
<b>Less: Transaction cost balance at the year end</b>	-	-
<b>Sub-total</b>	-	-

The rate of commission on the principal amount of the loan drawn for each commission period on all the Saudi Riyal facilities is Saudi Interbank Offered Rate ("SIBOR") plus a margin that varies over the term of the loan.

The margin / mark-up on the principal amount of the loan drawn for each commission period is in the range of 1.65% to 2.45% per annum.

The repayment of the loan started on 31 December 2016, starting at SAR 10.4 million and increasing over the term of the loan with the final repayment of SAR 13.5 million on 30 June 2026 (Note 38.9).

During June 2018, the repayments due on 30 June 2018 and 31 December 2018 were deferred to be paid on 30 June 2019.

The upfront transaction cost incurred, is amortized over the term of the loan and the amortization for the year amounted to Nil (31 December 2019: SAR 13,057,394) (Note 38.11).

<b>Sub-total carried forward</b>	-	-
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	Year ended 31 December 2020	Year ended 31 December 2019
<b>Balance brought forward</b>	-	-
Saudi Industrial Development Fund	275,000,000	425,000,000
<b>Less:</b> Repaid during the year	(50,000,000)	(150,000,000)
<b>Sub-total</b>	<b>225,000,000</b>	<b>275,000,000</b>
<b>Less:</b> Transaction cost balance at the year end	(4,362,969)	(8,122,382)
<b>Sub-total</b>	<b>220,637,031</b>	<b>266,877,618</b>

Repayment of the SIDF facility started from 25 January 2016, starting at SAR 25 million and increasing over the term of the loan with the final repayment of SAR 62.5 million on 19 July 2021 (Note 38.9).

During June 2018, the repayments due on 30 June 2018 and 31 December 2018 were deferred to be paid on 30 June 2019.

The upfront transaction cost incurred, is amortized over the term of the loan and the amortization for the year amounted to SAR 3,759,413 (31 December 2019: SAR 5,004,364) (Note 38.11).

Riyal Murabaha facility (a working capital facility)	-	375,000,000
<b>Less:</b> Repaid during the year	-	(375,000,000)
<b>Sub-total</b>	-	-

During the quarter ended 30 September 2018, the rate of profit on the purchase price i.e. principal amount of the loan drawn for each commission period is revised to SIBOR plus 1.20%.

During the quarter ended 30 June 2019, the rate of profit on the purchase price i.e. principal amount of the loan drawn for each commission period is revised to SIBOR plus 1.20% and the revised repayment of the Murabaha facility is due on 31 December 2019 (Note 38.9).

**Islamic and commercial banks  
restructured on 19 December 2019**

Riyal procurement	1,312,500,000	1,312,500,000
<b>Less:</b> Transaction cost balance at the year end	(9,889,479)	(11,156,250)
<b>Sub-total</b>	<b>1,302,610,521</b>	<b>1,301,343,750</b>

The rate of commission on the principal amount of the loan drawn for each commission period on all the Saudi Riyal facilities is Saudi Interbank Offered Rate ("SIBOR") plus a margin of 0.95%.

The repayment of the loan will start from June 2021, starting at SAR 39 million and increasing over the term of the loan with the final repayment of SAR 263 million on June 2032 (Note 38.9).

The transaction cost incurred on obtaining the loan amounted to SAR 11,156,250 has been netted-off with the loan balance and is amortized over the term of the loan. The amortization for the year amounted to SAR 1,266,771 (31 December 2019: Nil) (Note 38.11).

<b>Total MRC borrowings (Note 38.8)</b>	<b>1,523,247,552</b>	<b>1,568,221,368</b>
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**MBAC facility – restructured on 16 July 2018**

	Year ended 31 December 2020	Year ended 31 December 2019
Public Investment Fund (Note 47.2)	3,431,917,500	3,506,250,000
<b>Less:</b> Repaid during the year	(140,600,625)	(74,332,500)
<b>Sub-total</b>	<b>3,291,316,875</b>	<b>3,431,917,500</b>
<b>Less:</b> Transaction cost balance at the year end	(98,242,623)	(107,636,682)
<b>Sub-total</b>	<b>3,193,074,252</b>	<b>3,324,280,818</b>

The rate of commission on the principal amount of the loan drawdown and outstanding for each commission period is LIBOR plus 1.5%.

After the restructuring on 16 July 2018, the repayment of the loan started on 30 June 2019, on a six monthly basis, starting at SAR 74.3 million and increasing over the term of the loan with the final repayment of SAR 392.7 million on 31 July 2031 (Note 38.9).

The upfront transaction cost incurred is amortized over the term of the loan and the amortization for the year amounted to SAR 9,394,059 (31 December 2019: SAR 9,290,480) (Note 38.11).

Continued

<b>Islamic and commercial banks</b>		
Riyal Murabaha	3,957,063,500	4,025,000,000
Riyal Wakala	216,766,000	220,000,000
	4,173,829,500	4,245,000,000
<b>Less:</b> Repaid during the year	(135,039,000)	(71,170,500)
<b>Sub-total</b>	<b>4,038,790,500</b>	<b>4,173,829,500</b>
<b>Less:</b> Transaction cost balance at the year end	(28,087,009)	(32,905,612)
<b>Sub-total</b>	<b>4,010,703,491</b>	<b>4,140,923,888</b>

The rate of commission on the principal amount (lease base amount in case of Wakala facilities) of the loan drawn for each commission period on all the Saudi Riyal facilities is SIBOR plus a margin (mark-up in case of Wakala facilities) of 1.55% for Riyal Murabaha Tranche B and Riyal Wakala and 1.45% for Riyal Murabaha Tranche A.

The upfront transaction cost incurred is amortized over the term of the loan and the amortization for the year amounted to SAR 4,818,603 (31 December 2019: SAR 4,897,285) (Note 38.11).

Riyal Murabaha facility (a working capital facility)	346,693,750	686,693,750
<b>Less:</b> Repaid during the year	-	(340,000,000)
<b>Sub-total</b>	<b>346,693,750</b>	<b>346,693,750</b>
<b>Less:</b> Transaction cost balance at the year end	(2,043,857)	(2,492,721)
<b>Sub-total</b>	<b>344,649,893</b>	<b>344,201,029</b>

Riyal Murabaha facility as at 31 December 2018 was repaid in full and a new Murabaha facility was drawn down during the quarter ended 31 March 2019.

The rate of profit on the purchase price i.e. principal amount of the loan drawn for each commission period was Saudi Interbank Offered Rate ("SIBOR") plus 0.95% on the repaid facility and is SIBOR plus 0.8% on the new drawn down facility.

The repayment of Murabaha facility will be due in January 2024 (Note 38.9).

The upfront transaction cost incurred amounting to SAR 2,941,000 is amortized over the term of the loan and the amortization for the year amounted to SAR 448,864 (31 December 2019: SAR 448,279) (Note 38.11).

<b>Total MBAC borrowings (Note 38.8)</b>	<b>7,548,427,636</b>	<b>7,809,405,735</b>
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	<b>Year ended 31 December 2020</b>	<b>Year ended 31 December 2019</b>
<b>MWSPC facility</b>		
Public Investment Fund ("PIF") (Note 47.2)	6,599,903,363	6,839,278,174
<b>Less:</b> Repaid during the year	-	(239,374,811)
<b>Sub-total</b>	<b>6,599,903,363</b>	<b>6,599,903,363</b>
<b>Less:</b> Transaction cost balance at the year end	(45,815,117)	(49,137,337)
	6,554,088,246	6,550,766,026
<b>Loan transferred to Public Pension Agency ("PPA")</b>		
Principal amount of loan	(6,599,903,363)	-
Unamortised transaction cost balance	45,815,117	-
<b>Sub-total</b>	<b>-</b>	<b>6,550,766,026</b>

The rate of commission on the principal amount of the loan drawdown and outstanding for each commission period, is LIBOR plus 1.5% per annum.

The repayment of the principal amount of loan will be in 24 installments on a six monthly basis starting from 30 June 2019. The repayments are starting at SAR 112.5 million and increasing over the term of the loan with the final repayment of SAR 606 million on 31 December 2030 (Note 38.9).

The upfront transaction cost incurred, is amortized over the term of the loan and the amortization for the year amounted to SAR 3,322,220 (31 December 2019: SAR 6,666,551) (Note 38.11).

**Loan transferred to PPA**

Subsequent to the PPA loan agreement entered by the company on 20 June 2020, all the secured debt of PIF under the original agreement was transferred from PIF to PPA.

This transfer resulted in extinguishment of the loan and the unamortised transaction cost balance of SAR 45,815,117 as at 20 June 2020 has been charged to the consolidated statement of profit or loss for the period.

Public Pension Agency ("PPA") (Note 47.2)	6,599,903,363	-
<b>Less:</b> Transaction cost balance at the year end	(54,228,793)	-
<b>Sub-total</b>	<b>6,545,674,570</b>	<b>-</b>

Continued

The rate of commission on the principal amount of the loan drawdown and outstanding for each commission period, is LIBOR plus 1.5% per annum.

The repayment of the principal amount of loan will be in 27 installments on a six monthly basis starting from 30 June 2022. The repayments are starting at SAR 59 million and increasing over the term of the loan with the final repayment of SAR 379 million on 30 June 2035 (Note 38.9).

The transaction cost incurred on transfer of the loan amounted to SAR 56,099,179 and has been netted-off with the loan balance, is amortized over the term of the loan and the amortization for the year amounted to SAR 1,870,386 (Note 38.11).

Sub-total carried forward	6,545,674,570	6,550,766,026
	<b>Year ended 31 December 2020</b>	<b>Year ended 31 December 2019</b>
<b>Balance brought forward</b>	<b>6,545,674,570</b>	<b>6,550,766,026</b>
<b>Islamic and commercial banks</b>		
Dollar procurement	293,738,779	304,392,518
Saudi Riyal procurement	2,177,078,304	2,620,254,420
Commercial	5,001,234,430	5,182,626,350
Wakala	1,236,444,786	1,488,141,198
<b>Sub-total</b>	<b>8,708,496,299</b>	<b>9,595,414,486</b>
<b>Less: Repaid during the year</b>	<b>(8,708,496,299)</b>	<b>(886,918,187)</b>
<b>Sub-total</b>	<b>-</b>	<b>8,708,496,299</b>
<b>Less: Transaction cost balance at the year end</b>	<b>-</b>	<b>(14,230,753)</b>
<b>Sub-total</b>	<b>-</b>	<b>8,694,265,546</b>

The rate of commission on the principal amount of the loan drawdown and outstanding for each commission period is LIBOR plus 1.25% to 2.10% per annum.

The repayment of the principal amounts of loans before restructuring started from 30 June 2019. The repayments were starting at SAR 171 million and increasing over the term of the loan with the final repayment of SAR 809 million on 31 December 2030 (Note 38.9).

The upfront transaction cost incurred, is amortized over the term of the loan and the amortization for the year ended 31 December 2019 amounted to SAR 2,490,308 (Note 38.11).

<b>Islamic and commercial banks restructured on 20 June 2020</b>		
Riyad Bank - as agent for the Murabaha facility	6,808,496,299	-
Riyad Bank - as agent for the Wakala facility	1,900,000,000	-
<b>Sub-total</b>	<b>8,708,496,299</b>	<b>-</b>
<b>Less: Transaction cost balance at the year end</b>	<b>(76,004,738)</b>	<b>-</b>
<b>Sub-total</b>	<b>8,632,491,561</b>	<b>-</b>

The restructuring resulted in an extinguishment of the previous loan and the unmortised transaction cost balance of SAR 14,230,753 as at 20 June 2020 has been charged to the consolidated statement profit or loss.

The rate of commission on the principal amount of the loan drawdown and outstanding for each commission period on all the Saudi Riyal facilities is SIBOR plus a margin (mark-up in case of Wakala facilities) of 1.45% for Murabaha facility and 1.55% for Wakala facility.

The repayment of the principal amounts of loans will commence from 30 June 2022. The repayments will start at SAR 77 million and will increase over the term of the loan with the final repayment of SAR 500 million on 30 June 2035.

The transaction cost incurred on obtaining the loan amounted to SAR 78,376,467 has been netted-off with the loan balance, is amortized over the term of the loan and the amortization for the year amounted to SAR 2,371,729 (Note 38.11).

Sub-total carried forward	15,178,166,131	15,245,031,572
	<b>Year ended 31 December 2020</b>	<b>Year ended 31 December 2019</b>
<b>Balance brought forward</b>	<b>15,178,166,131</b>	<b>15,245,031,572</b>
Saudi Industrial Development Fund	3,795,000,000	3,940,000,000
<b>Less: Repaid during the year</b>	<b>-</b>	<b>(145,000,000)</b>
<b>Sub-total</b>	<b>3,795,000,000</b>	<b>3,795,000,000</b>
<b>Less: Transaction cost balance at the year end</b>	<b>(241,552,862)</b>	<b>(276,443,286)</b>
<b>Sub-total</b>	<b>3,553,447,138</b>	<b>3,518,556,714</b>

Continued

The rate of commission on the principal amount of the loan drawdown and outstanding for each commission period, is in the range of 1.7% per annum.

The repayment of the principal amounts of loans started from 22 December 2018. The repayments are starting at SAR 60 million and increasing over the term of the loan (Note 38.9).

After the restructuring on 20 June 2020, the repayment of the loan will start from May 2021, on a six monthly basis, starting at SAR 175 million and increasing over the term of the loan with the final repayment of SAR 55 million in August 2031 (Note 38.9).

The upfront transaction cost incurred is amortized over the term of the loan and the amortization for the year amounted to SAR 34,890,424 (31 December 2019: SAR 21,058,522) (Note 38.11).

<b>Total MWSPC borrowings (Note 38.8)</b>	<b>18,731,613,269</b>	<b>18,763,588,286</b>
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Ma'aden facility (Loan agreement with PIF)

	Year ended 31 December 2020	Year ended 31 December 2019
Public Investment Fund (Note 46.2)	-	2,986,387,500
<b>Less:</b> Conversion of loan to share capital i.e. 62,112,885 ordinary shares with a nominal value of SAR 10 per share (Note 32)	-	(621,128,850)
<b>Less:</b> Conversion of loan to share premium i.e. 62,112,885 ordinary shares with a nominal value of SAR 10 per share, issued at a premium of SAR 38.08 per share (Note 33)	-	(2,365,258,650)
<b>Total</b>	<b>-</b>	<b>-</b>

38.3 | Syndicated revolving credit facility

Ma'aden facility

	Year ended 31 December 2020	Year ended 31 December 2019
Syndicated revolving credit facility (Note 38.9 and 49.3)	-	-

The rate of commission on the principal amount of the borrowing drawdown is SIBOR plus 0.85% per annum.

38.4 | Facility utilized under the different CTA's

MGBM facility

	Year ended 31 December 2020	Year ended 31 December 2019
<b>As Suq mine</b>		
Saudi Industrial Development Fund	96,000,000	121,000,000
<b>Less:</b> Repaid during the year	(28,000,000)	(25,000,000)
<b>Sub-total</b>	<b>68,000,000</b>	<b>96,000,000</b>
<b>Less:</b> Transaction cost balance at the year end	(1,301,807)	(2,718,798)
<b>Sub-total</b>	<b>66,698,193</b>	<b>93,281,202</b>

The repayment of this loan started on 20 July 2016, on a six monthly basis, starting at SAR 8 million and increasing over the term of the loan with the final repayment of SAR 18 million on 9 November 2022 (Note 38.9).

The upfront transaction cost incurred, is amortized over the term of the loan the amortization for the year amounted to SAR 1,416,991 (31 December 2019: SAR 1,836,357) (Note 38.11).

Continued

Ad-Duwayhi mine and water pipeline		
Saudi Industrial Development Fund	760,000,000	920,000,000
<b>Less:</b> Repaid during the year	(170,000,000)	(160,000,000)
<b>Sub-total</b>	<b>590,000,000</b>	<b>760,000,000</b>
<b>Less:</b> Transaction cost balance at the year end	(13,543,640)	(23,350,755)
<b>Sub-total</b>	<b>576,456,360</b>	<b>736,649,245</b>

The repayment of this loan started on 9 July 2017, on a six monthly basis, starting at SAR 60 million and increasing over the term of the loan with the final repayment of SAR 100 million on 30 October 2023 (Note 38.9).

The upfront transaction cost incurred, is amortized over the term of the loan and the amortization for the year amounted to SAR 9,807,115 (31 December 2019: SAR 12,003,224) (Note 38.11).

<b>Total MGBM borrowings (Note 38.8)</b>	<b>643,154,553</b>	<b>829,930,447</b>
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38.5 | Facilities utilized under the different MFAs

MIC facility

	Year ended 31 December 2020	Year ended 31 December 2019
HSBC Saudi Arabia Limited – as agent for the Murabaha facility participants	727,000,000	805,000,000
<b>Less:</b> Repaid during the year	(78,000,000)	(78,000,000)
<b>Sub-total</b>	<b>649,000,000</b>	<b>727,000,000</b>
<b>Less:</b> Transaction cost balance at the year end	(5,000,000)	(6,000,000)
	644,000,000	721,000,000

The rate of commission on the principal amount of the loan drawdown and outstanding for each commission period, is in the range of SIBOR plus 1 % per annum.

The repayment of the principal amount of the loan started from 30 December 2016, in equal principal repayments of SAR 39 million, on a semi-annual over a 10 year period with the final principal repayment of SAR 298 million on 30 December 2025 (Note 38.9).

The upfront transaction cost incurred, is amortized over the term of the loan and the amortization for the year amounted to SAR 1,000,000 (31 December 2019: SAR 1,000,000) (Note 38.11).

<b>Total MIC borrowings (Note 38.8)</b>	<b>644,000,000</b>	<b>721,000,000</b>
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MPC facility

	Year ended 31 December 2020	Year ended 31 December 2019
Riyad Bank – as agent for the Murabaha facility participants	5,163,272,057	5,900,882,353
<b>Less:</b> Repaid during the year	(737,610,294)	(737,610,296)
<b>Sub-total</b>	<b>4,425,661,763</b>	<b>5,163,272,057</b>
<b>Less:</b> Transaction cost balance at the year end	(19,353,733)	(31,347,790)
	4,406,308,030	5,131,924,267

The rate of commission on the principal amount of the loan drawdown and outstanding for each commission period, is in the range of SIBOR plus 1% per annum for SAR Murabaha facility and LIBOR plus 1.1% per annum for US Dollar Murabaha facility.

The repayment of this loan started from 25 February 2017, starting at SAR 575 million and increasing over the term of the loan with the final repayment of SAR 3,448 million on 25 February 2023 (Note 38.9).

The upfront transaction cost balance is amortized over the term of the loan and the amortization for the year amounted to SAR 11,994,057 (31 December 2019: SAR 13,331,482) (Note 38.11).

<b>Total MPC borrowings (Note 38.8)</b>	<b>4,406,308,030</b>	<b>5,131,924,267</b>
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### 38.6 | Facility utilized under SFA

#### MPC facility

	Year ended 31 December 2020	Year ended 31 December 2019
HSBC Saudi Arabia – as agent for the sukuk facility	3,500,000,000	3,500,000,000
<b>Less:</b> Transaction cost balance at the year end	(2,930,519)	(3,592,958)
	3,497,069,481	3,496,407,042

The rate of commission on the principal amount of the loan drawdown and outstanding for each commission period, is in the range of SIBOR plus 1.35% per annum

The one-time repayment of this loan will be on 20 February 2025 (Note 38.9).

The upfront transaction cost balance is amortized over the term of the loan and the amortization for the year amounted to SAR 662,439 (31 December 2019: SAR 624,930) (Note 38.11).

<b>Total MPC borrowings (Note 38.8)</b>	<b>3,497,069,481</b>	<b>3,496,407,042</b>
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### 38.7 | Meridian

	Year ended 31 December 2020	Year ended 31 December 2019
Commercial banks	136,383,866	100,654,421
Bank overdraft and other facilities	163,770,360	306,935,172
<b>Total borrowings (Note 38.8)</b>	<b>300,154,226</b>	<b>407,589,593</b>

### 38.8 | Total borrowings

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Facilities utilized under:</b>			
<b>CTAs:</b>			
MAC – restructured on 14 December 2017	38.2	10,957,875,000	10,957,875,000
MRC – restructured on 19 December 2019	38.2	1,537,500,000	1,587,500,000
MBAC – restructured on 16 July 2018	38.2	7,676,801,125	7,952,440,750
MWSPC	38.2	19,103,399,662	19,103,399,662
MGBM facility	38.4	658,000,000	856,000,000
<b>MFAs:</b>			
MIC	38.5	649,000,000	727,000,000
MPC	38.5	4,425,661,763	5,163,272,057
<b>SFA:</b>			
MPC	38.6	3,500,000,000	3,500,000,000
Meridian	38.7	300,154,226	407,589,593
<b>Sub-total</b>	49.1.2, 50	48,808,391,776	50,255,077,062
<b>Less:</b> Transaction cost balance at the year end		(634,918,667)	(661,584,459)
<b>Sub-total</b>	38	48,173,473,109	49,593,492,603
<b>Less: Current portion of borrowings shown under current liabilities</b>			
MAC		775,617,750	-
MRC		178,750,000	50,000,000
MBAC		398,461,125	275,639,625
MWSPC		350,000,000	784,010,773
MGBM		222,000,000	198,000,000
MIC		78,000,000	78,000,000
MPC		737,610,294	737,610,294
Meridian		236,760,011	312,959,089
<b>Sub-total</b>	38,50	2,977,199,180	2,436,219,781
<b>Long-term portion of borrowings</b>	<b>38,50</b>	<b>45,196,273,929</b>	<b>47,157,272,822</b>

### 38.9 | Maturity profile of long-term borrowings

	Year ended 31 December 2020	Year ended 31 December 2019
2020	-	2,436,219,781
2021	2,977,199,180	3,814,100,886
2022	3,772,492,174	4,546,568,895
2023	4,525,033,215	5,483,265,997
2024	2,979,861,415	4,043,276,958
2025	6,061,304,024	2,490,663,543
2026	2,527,675,976	2,490,663,543
2027 thereafter	25,964,825,792	24,950,317,458
<b>Total</b>	<b>48,808,391,776</b>	<b>50,255,077,061</b>

### 38.10 | Facilities' currency denomination

Essentially half of the Group's facilities have been contracted in United States Dollar (US\$) and Saudi Riyals (SAR) respectively and the drawdown balances of these facilities, represented in US\$, are shown below:

	Year ended 31 December 2020	Year ended 31 December 2019
Public Investment Fund (US\$)	2,017,784,500	3,851,728,380
Public Pension Agency (US\$)	1,759,974,230	-
<b>Islamic and commercial banks</b>		
Procurement (US\$)	-	79,953,768
Procurement (SAR)	-	592,586,426
Commercial (US\$)	481,041,127	1,789,054,405
Wakala (SAR)	563,004,267	394,356,423
Murabaha (SAR)	4,217,272,213	2,436,216,933
<b>Sub-total</b>	<b>5,261,317,607</b>	<b>5,292,167,955</b>
Saudi Industrial Development Fund (SAR)	1,247,466,667	1,310,933,333
Murabaha facility (SAR)	1,193,243,137	1,325,739,216
Murabaha facility (USD)	510,000,000	595,000,000
Sukuk facility (SAR)	933,333,333	933,333,333
Riyal Murabaha facility (a working capital facility) (SAR)	92,451,667	92,451,667
<b>Total</b>	<b>13,015,571,141</b>	<b>13,401,353,884</b>

### 38.11 | Amortization of transaction cost

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>CTAs:</b>			
MAC – restructured on 14 December 2017	38.2	14,072,497	14,053,320
MRC – restructured on 19 December 2019	38.2	5,026,184	23,498,376
MBAC – restructured on 16 July 2018	38.2	14,661,526	14,636,044
MWSPC	38.2	102,500,629	30,215,381
MGBM facility	38.4	11,224,106	13,839,581
<b>MFAs:</b>			
MIC	38.5	1,000,000	1,000,000
MPC	38.5	11,994,057	13,331,482
<b>SFA:</b>			
MPC	38.6	662,439	624,930
<b>Sub-total</b>	<b>15</b>	<b>161,141,438</b>	<b>111,199,114</b>
<b>Less: Capitalised as part of capital work-in-progress</b>			
MGBM	15.1,21	(11,224,106)	(2,094,184)
<b>Total charged to finance cost</b>		<b>149,917,332</b>	<b>109,104,930</b>

### 38.12 | Security

The following assets were pledged as security for these long-term borrowings in accordance with the applicable CTAs:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Mine properties	18.2	4,616,711,558	4,951,673,769
Property, plant and equipment	19.2	20,990,652,045	21,971,378,439
Capital work-in-progress	21.1	795,377,798	887,773,606
Intangible assets	22	-	11,428,944
<b>Total</b>		<b>26,402,741,401</b>	<b>27,822,254,758</b>

### 39. Provision for decommissioning, site rehabilitation and dismantling obligations

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Gold mines	39.1	180,629,247	120,554,820
Bauxite mine	39.2	140,928,037	122,222,998
Phosphate mines	39.3	194,444,458	203,662,693
Low grade bauxite, kaolin and magnesite mines	39.4	4,838,703	4,655,004
<b>Total</b>		<b>520,840,445</b>	<b>451,095,515</b>



Ma'aden Phosphate Complex - Wa'ad Al Shamal Minerals Industrial City

Decommissioning provisions are made for the mine closure, reclamation and dismantling obligation of the mine and the related plants and infrastructure. These obligations are expected to be incurred in the year in which the mine is expected to be closed. Management estimates the provision based on management's understanding of the current legal requirements in the Kingdom of Saudi Arabia, terms of the license agreements and engineering estimates.

The provision for mine decommissioning obligation represents the present value of full amount of the estimated future closure and reclamation costs for the various operational mining properties, based on information currently available including closure plans and applicable regulations. Future changes, if any, in regulations and cost assumptions may be significant and will be recognised when determined.

The movement in the provision for mine decommissioning obligation for each of the mines along with the year in which they commenced commercial production and expected date of closure is as follows:



Ma'aden Phosphate Complex - Wa'ad Al Shamal Minerals Industrial City

### 39.1 | Gold mines

	Notes	As Suq mine	Mahad mine	Ad Duwayhi mine	Al-Amar mine	Sukhaybarat mine	Bulghah mine	Total
1 January 2019		16,674,679	24,598,689	13,912,878	9,279,158	15,168,911	26,909,186	106,543,501
Increase arising from passage of time during the year	15	1,488,364	2,466,829	1,497,206	925,392	1,439,394	2,355,097	10,172,282
Reversal during the year credited to other income	16	(1,868,094)	-	-	-	-	(8,311,649)	(10,179,743)
(Decrease) / increase in provision during the year	18	(1,452,722)	-	7,189,293	3,698,898	4,583,311	-	14,018,780
31 December 2019	40	14,842,227	27,065,518	22,599,377	13,903,448	21,191,616	20,952,634	120,554,820
Increase arising from passage of time during the year	15	1,395,946	2,104,942	2,045,423	1,283,875	2,202,781	2,160,696	11,193,663
Reversal during the year credited to other income	16	-	(797,101)	-	-	-	-	(797,101)
(Decrease) / increase in provision during the year	18	(227,195)	1,623,920	32,704,977	4,421,182	(2,728,083)	13,883,064	49,677,865
<b>31 December 2020</b>	<b>39</b>	<b>16,010,978</b>	<b>29,997,279</b>	<b>57,349,777</b>	<b>19,608,505</b>	<b>20,666,314</b>	<b>36,996,394</b>	<b>180,629,247</b>
Commenced commercial production in		2014	1988	2016	2008	1991	2001	
Expected closure date in		2026	2024	2026	2025	2042	2042	

### 39.2 | Bauxite mine

	Notes	Year ended 31 December 2019
1 January 2019		108,214,608
Increase arising from passage of time during the year	15	4,057,228
Increase in provision during the year	18	9,951,162
31 December 2019	39	122,222,998
Increase arising from passage of time during the year	15	4,060,447
Increase in provision during the year	18	14,644,592
<b>31 December 2020</b>	<b>39</b>	<b>140,928,037</b>
Commenced commercial production in		2014
Expected closure date in		2058

### 39.3 | Phosphate mines

	Notes	Al-Jalamid mine	Al-Khabra mine	Total
1 January 2019		67,888,314	96,999,723	164,888,037
Increase arising from passage of time during the year	15	3,033,433	5,041,760	8,075,193
Increase in provision during the year	18	6,160,829	24,538,634	30,699,463
31 December 2019	39	77,082,576	126,580,117	203,662,693
Increase arising from passage of time during the year	15	2,580,294	2,386,015	4,966,309
Increase / (decrease) in provision during the year	18	8,138,723	(22,323,267)	(14,184,544)
<b>31 December 2020</b>	<b>39</b>	<b>87,801,593</b>	<b>106,642,865</b>	<b>194,444,458</b>
Commenced commercial production in		2008	2017	
Expected closure date in		2042	2045	

### 39.4 | Low grade bauxite, kaolin and magnesite mines

	Notes	Az-Zabirah mine	Al-Ghazallah mine	Madinah plants	Total
1 January 2019		2,426,631	250,723	3,301,829	5,979,183
Increase arising from passage of time during the year	15	75,636	3,773	97,317	176,726
Decrease in provision during the year	18	(482,269)	(161,957)	(856,679)	(1,500,905)
31 December 2019	39	2,019,998	92,539	2,542,467	4,655,004
Increase arising from passage of time during the year	18	78,576	3,933	101,190	183,699
<b>31 December 2020</b>	<b>39</b>	<b>2,098,574</b>	<b>96,472</b>	<b>2,643,657</b>	<b>4,838,703</b>
Commenced commercial production in		2008	2011	2011	
Expected closure date in		2036	2057	2041	

## 40. Lease liabilities

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Future minimum lease payments	40.1	2,127,852,382	2,092,572,575
<b>Less:</b> Future finance cost not yet due	40.2	(790,682,746)	(825,972,265)
Net present value of minimum lease payments	7.2,	1,337,169,636	1,266,600,310
<b>Less:</b> Current portion of lease liabilities shown under current liabilities	49.3,51	(163,555,939)	(139,480,855)
<b>Long-term portion of lease liability</b>		<b>1,173,613,697</b>	<b>1,127,119,455</b>

### Maturity profile

Minimum lease payments falling due during the following years:

2020	-	208,480,827
2021	244,127,649	127,793,761
2022	149,371,305	74,723,615
2023	101,948,306	69,896,936
2024	85,126,949	65,482,259
2025	85,376,519	65,482,259
2026 thereafter	1,461,901,654	1,480,712,918
<b>Total</b>	<b>2,127,852,382</b>	<b>2,092,572,575</b>

### 40.1 | Movement in future minimum lease payments:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January		2,092,572,575	28,117,012
<b>IFRS 16 adjustments:</b>			
Initial recognition of lease liability	20	-	2,162,854,688
<b>Sub-total</b>		<b>2,092,572,575</b>	<b>2,190,971,700</b>
Additions during the year	20	312,464,966	115,823,252
Payments during the year		(271,919,778)	(204,199,919)
Adjustment		(5,265,381)	(10,022,458)
<b>31 December</b>	<b>40</b>	<b>2,127,852,382</b>	<b>2,092,572,575</b>

## 40.2 | Movement in future finance cost:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January		(825,972,265)	(933,232)
<b>IFRS 16 adjustments:</b>			
Initial recognition of lease liability	20	-	(870,374,617)
<b>Sub-total</b>		<b>(825,972,265)</b>	<b>(871,307,849)</b>
Accretion of future finance cost during the year	15	55,451,071	53,004,942
Additions during the year	20	(20,544,134)	(8,383,312)
Adjustment		382,582	713,954
<b>31 December</b>	<b>40</b>	<b>(790,682,746)</b>	<b>(825,972,265)</b>

The future minimum lease payments have been discounted, using an effective interest rate of approximately 3.3% to 4% per annum, to its present value.

## 41. Derivative financial instruments

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January		236,723,783	28,888,908
Net accrued derivative interest		26,641,843	8,940,943
Accrual during the year	15	93,187,934	23,991,691
Paid during the year		(66,546,091)	(15,050,748)
Loss in fair value of hedge instrument charged to other comprehensive income	36.2	162,510,079	198,893,932
<b>31 December</b>	<b>49.3</b>	<b>425,875,705</b>	<b>236,723,783</b>

Loss in fair value of hedge instrument charged to other comprehensive income is attributable to:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Ordinary shareholders of the parent company		121,720,049	148,971,556
Non-controlling interest	36.3	40,790,030	49,922,376
<b>Total</b>		<b>162,510,079</b>	<b>198,893,932</b>

MAC and MBAC entered into interest rate swap agreements ("hedge instrument") with financial institutions for a certain portion of its long-term borrowings to hedge against the changes in the LIBOR ("hedge item"). The hedging instruments and hedging item have similar critical terms such as reference rate, reset dates, payment dates, maturities and notional amount.

The arrangement has been designated as hedging arrangement since its inception and subject to prospective testing of hedge effectiveness at each reporting date. As at the reporting date, the hedge effectiveness was evaluated to be 100% as all critical terms matched throughout the year.

The various agreements entered into by the companies were as follows:

Effective date	Maturity date	Notional amount
1 October 2018	29 September 2023	1,820,250,000
1 April 2019	1 April 2024	1,800,000,000
30 June 2019	28 June 2024	1,227,187,500
<b>Total notional hedge exposure (Note 49.1.2)</b>		<b>4,847,437,500</b>

The swap contracts require settlement of net interest receivable or payable every six months ending 31 March and 30 September. The settlement dates coincide with the dates on which interest is payable on the underlying debt.

The effect of interest swaps on the Company's financial position and performance are as follows:

Continued

	Year ended 31 December 2020	Year ended 31 December 2019
Carrying amount (liability)	425,875,705	236,723,783
Notional amount	4,847,437,500	4,847,437,500
Hedge ratio	1:1	1:1
Loss in value of hedge item used to determine hedge effectiveness	162,510,079	198,893,932

Accumulated loss in fair value of outstanding hedging instruments

	Year ended 31 December 2020	Year ended 31 December 2019
1 January	225,834,795	26,940,863
Loss for the year charged to other comprehensive loss	162,510,079	198,893,932
<b>31 December</b>	<b>388,344,874</b>	<b>225,834,795</b>

## 42. Employees' benefits

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Employees' end of service termination benefits obligation	42.1	708,307,551	625,553,417
Employees' savings plan	42.2	135,142,606	96,845,788
<b>Total</b>		<b>843,450,157</b>	<b>722,399,205</b>

### 42.1 | Employees' end of service termination benefits obligation

The Group operates a termination benefit plan in line with the Labor Law requirement in the Kingdom of Saudi Arabia for each of the respective subsidiary entities. The end of service benefit payments under the plan are based on the employees' final salaries and allowances and their cumulative years of service at the date of their termination of employment, as defined by the conditions stated in the Labor Laws of the Kingdom of Saudi Arabia.

Employees' end of service termination benefit plans are unfunded plans and the benefit payment obligations are met when they are due.

#### Amounts recognized in the consolidated statement of financial position

The amounts recognised in the consolidated statement of financial position and the movements in the employees' end of service termination benefits obligation over the year are as follows:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January		625,553,417	545,417,883
Total amount recognised in profit or loss		108,514,281	104,894,761
Current service cost		83,492,145	80,372,421
Finance cost	15	25,022,136	24,522,340
Loss attributable to the re-measurements of employees' end of service termination benefits obligation	42.1.1	12,196,393	329,869
Loss from change in financial assumptions		14,282,101	13,156,626
Experience gains		(2,085,708)	(12,826,757)
Settlements		(37,956,540)	(25,089,096)
<b>31 December</b>	<b>42</b>	<b>708,307,551</b>	<b>625,553,417</b>

#### 42.1.1 Loss attributable to the re-measurements of employees' end of service termination benefits obligation recognised in other comprehensive income:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Re-measurement loss debited in other comprehensive income during the year*	42.1	12,196,393	329,869

\*Re-measurement loss debited in other comprehensive income during the year is attributable to:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Shareholders of the parent company		9,591,478	42,419
Non-controlling interest	36.2,36.3	2,604,915	287,450
<b>Total</b>		<b>12,196,393</b>	<b>329,869</b>

### Significant actuarial assumptions

The significant actuarial assumptions used in determining employees' end of service benefits obligation were as follows:

	Year ended 31 December 2020	Year ended 31 December 2019
Discount rate	2.60%	4%
Salary increase rate	2.60%	2.5-4%
Mortality rate	A80 table	A80 table
Withdrawal rate	6%	6%

### Sensitivity analysis

The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions is:

	Sensitivity level % increase	Impact on termination benefit obligation	Sensitivity level % decrease	Impact on termination benefit obligation
<b>31 December 2020</b>				
Discount rate	1%	(81,191,682)	1%	98,406,287
Salary increase rate	1%	97,360,682	1%	(42,648,005)
Mortality rate	10%	(129,851)	10%	130,232
Withdrawal rate	10%	(1,881,142)	10%	1,953,464
<b>31 December 2019</b>				
Discount rate	1%	(70,336,397)	1%	86,897,150
Salary increase rate	1%	86,211,041	1%	(71,126,175)
Mortality rate	10%	(116,318)	10%	116,647
Withdrawal rate	10%	(1,765,772)	10%	1,841,408

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the employees' end of service termination benefit obligation to significant actuarial assumptions the same method (present value of the employees' end of service termination benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the employees' end of service termination benefit obligation recognised in the consolidated statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the prior year.

### Effect of employees' end of service termination benefits obligation on entity's future cash flows

The weighted average duration of the employees' end of service termination benefits obligation is 12.77 years. The expected maturity analysis of undiscounted employees' end of service termination benefits obligation is as follows:

	Year ended 31 December 2020	Year ended 31 December 2019
2020	-	45,339,769
2021	55,924,924	32,773,551
2022	27,250,477	23,496,868
2023	27,248,439	24,544,734
2024	25,399,893	23,726,642
2025	32,114,004	23,726,642
2026 and thereafter	843,912,144	929,958,054
<b>Total</b>	<b>1,011,849,881</b>	<b>1,103,566,260</b>

### 42.2 | Employees' savings plan

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January		96,845,788	73,045,857
Contribution for the year		77,512,639	38,775,217
Withdrawals during the year		(39,215,821)	(14,975,286)
<b>31 December</b>	<b>31,42</b>	<b>135,142,606</b>	<b>96,845,788</b>

## 43. Projects, trade and other payables

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Non-current portion</b>			
Gross retention withheld from progress payments		577,764,617	679,931,813
<b>Less:</b> Current portion of retention payable (see below)		(577,764,617)	(679,931,813)
<b>Present value of long-term portion of retention payable</b>		-	-
Non-refundable contributions	43.2	72,140,088	90,373,425
Non-controlling interest put option	43.3	99,415,016	78,900,805
<b>Sub-total</b>		<b>171,555,104</b>	<b>169,274,230</b>
<b>Current portion</b>			
Current portion of retention payable (see above)		577,764,617	679,931,813
Projects		1,224,639,110	511,325,834
Trade		1,878,627,004	1,762,725,865
Advances from customers		27,615,435	22,693,500
Rebate payable to customers		81,782,400	73,545,790
Other		56,330,422	118,877,401
<b>Sub-total</b>		<b>3,846,758,988</b>	<b>3,169,100,203</b>
<b>Total</b>	<b>49.3,51</b>	<b>4,018,314,092</b>	<b>3,338,374,433</b>

### 43.1 | Movement in unamortized discount for long-term retention payable

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January		-	(11,052,030)
Unwinding of discount of non-current retention payable charged to finance cost	15	-	11,052,030
<b>31 December</b>	<b>43</b>	<b>-</b>	<b>-</b>

### 43.2 | Movement in non-refundable contributions

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January		90,373,425	110,887,008
1% deduction from certain contractor's progress payments		3,149,511	7,644,454
Payments made to community support project		(21,382,848)	(28,158,037)
<b>31 December</b>	<b>43</b>	<b>72,140,088</b>	<b>90,373,425</b>

Contributed by one of the MAC's and MWSPC's contractors to support the companies' objective to establish a social responsibility fund for the development of a community project.

### 43.3 | Non-controlling interest Put options

Movement in non-controlling interest Put options is as follows:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January		78,900,805	-
Recognition as at the date of business combination		-	78,900,805
Unwinding of discount debited to other reserves		20,514,211	-
<b>31 December</b>	<b>43</b>	<b>99,415,016</b>	<b>78,900,805</b>

As explained in Note 5, the Group, through its subsidiary MMDC, acquired 85% of issued share capital of the Meridian Consolidated Investments Limited (Meridian Group or Meridian) carrying full voting rights, a leading fertilizer distribution network company operating in East Africa on 8 August 2019.

The shareholders agreement between Ma'aden and Meridian include clauses of Put options whereby the non-controlling interest equity holders in Meridian may exercise their Put options in respect of the following tranches of non-controlling interest held in Meridian at any time during the Put Option exercise period

Relevant tranche	Percentage of non-controlling interest	Put option reference period
First tranche	25%	Financial year end of Meridian on 31 March 2020 ("FY20")
Second tranche	25%	Financial year end of Meridian on 31 March 2021 ("FY21")
Third tranche	25%	Financial year end of Meridian on 31 March 2022 ("FY22")
Fourth tranche	25%	Financial year end of Meridian on 31 March 2023 ("FY23")

The decision to exercise the Put option or otherwise to roll-over the relevant tranche to a later Put option reference date shall be made by the non-controlling equity holders in Meridian between 45 and 90 days before the Put option reference date ("Put option exercise period").

As per the terms of shareholders' agreement, Put options held by the non-controlling equity holders in Meridian are binding irrevocable options to sell the remaining 15% shareholding to MMDC in 2023 if the options are not exercised before that. The call and put option exercise price for each relevant tranche shall be calculated in accordance with the shareholders agreement i.e. by applying relevant multiplier to the audited EBITDA for the relevant tranche multiplied by non-controlling interest shares subject to the call and put option divided by the total number of shares of Meridian. The Group has estimated a gross cash outflow of range of Saudi Riyals 78.3 million to Saudi Riyals 110.6 million at the exercise of option. A pre-tax discount rate of 26% has been used for redemptions values based on the options. This is a level 3 fair valuation as per IFRS 13.

## 44. Accrued expenses

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Projects		606,982,747	304,989,331
Trade		1,672,444,802	1,548,217,353
Employees		295,366,668	265,005,061
Accrued expenses – Alcoa Corporation	47.1,47.2	25,161,307	37,353,100
Accrued expenses – The Mosaic Company	47.1,47.2	3,246,533	15,713,516
<b>Total</b>	<b>49.3,51</b>	<b>2,603,202,057</b>	<b>2,171,278,361</b>

### Continued

Accrued expenses for projects mainly represent the contract cost accruals in relation to Corporate and MGBM.

Accrued expenses for Alcoa Corporation mainly represent the personnel and other cost accruals related to the Alcoa Corporation employees seconded to MAC, MRC and MBAC.

Accrued expenses for The Mosaic Company mainly represents the personnel and other cost accruals related to the Mosaic employees seconded to MWSPC.

## 45. Zakat and income tax payable

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Zakat payable	45.2	193,192,048	256,524,753
Income tax payable	45.5	11,311,475	10,845,066
<b>Total</b>	<b>49.3,51</b>	<b>204,503,523</b>	<b>267,369,819</b>

### 45.1 | Components of zakat base

The significant components of the zakat base of each company under the zakat and income tax regulation are as follows:

- shareholders' equity at the beginning of the year,
- provisions at the beginning of the year,
- long term borrowings,
- adjusted net income,
- spare parts and consumable materials,
- net book value of mine properties,
- net book value of property, plant and equipment,
- net book value of capital work-in-progress,
- net book value of intangible assets,
- carrying value of investment in joint ventures and
- other items.

Zakat is calculated on the higher of the zakat base or adjusted net income at 2.5% of the adjusted net income and 2.578% of the zakat base excluding adjusted net income.

## 45.2 | Zakat payable

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January		256,524,753	189,153,041
Provision for zakat		161,279,813	249,156,159
Current year	45.3	137,999,463	180,206,955
Prior year under provision		23,280,350	68,949,204
Paid during year to the authorities	45.4	(224,612,518)	(181,784,447)
<b>31 December</b>	<b>45</b>	<b>193,192,048</b>	<b>256,524,753</b>

## 45.3 | Provision for zakat consists of:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Saudi Arabian Mining Company		9,500,000	74,474,583
Ma'aden Gold and Base Metals Company	46.2	19,318,054	10,931,310
Industrial Minerals Company		3,983,740	4,204,994
Ma'aden Infrastructure Company		3,154,099	3,083,235
Ma'aden Fertilizer Company		23,305	-
Ma'aden Phosphate Company		32,176,761	13,558,012
Ma'aden Wa'ad Al-Shamal Phosphate Company		-	13,904,140
Ma'aden Aluminium Company		17,096,969	26,571,891
Ma'aden Rolling Company		35,700,126	11,673,632
Ma'aden Bauxite and Alumina Company		17,046,409	21,805,158
<b>Total</b>	<b>45.2</b>	<b>137,999,463</b>	<b>180,206,955</b>

## 45.4 | Status of final assessments

The Company and its wholly owned subsidiaries have diligently filed their consolidated zakat returns for the financial years from 2015 to 2019 and has received provisional zakat certificates for the same.

During April 2017, the GAZT issued final zakat assessments for the Company and its wholly owned subsidiaries for the 5 years starting from 2009 until 2013 with an additional zakat liability of SAR 46.3 million, which were accepted and fully paid by the Company. During the year ended 31 December 2020, the Company received GAZT assessment for the year 2014 of SAR 34.4 million out of which the Company has paid SAR 33.2 million and appealed on the balance of SAR 1.2 million.

No final assessment for the Company and its wholly owned subsidiaries for the five years, 2015 to 2019, have been issued by the General Authority of Zakat and Tax (GAZT). The Company, based on the results of the assessed years from 2009 to 2014, has made its best estimate for the most likely outcome over position taken on balances and transactions, the result of which are uncertain for un-assessed years from 2015 to 2019 and hereby the provision of the Company as at 31 December 2020 is considered sufficient to provide for any future amounts payable on such un-assessed years from 2015 to 2019.

For the remaining subsidiaries, comprising of Saudi and foreign shareholders, zakat and income tax returns have been filed diligently from the date of incorporation (see Note 2) until 31 December 2019 and provisional zakat and income tax certificates upto 31 December 2019 have been received, but no final zakat and income tax assessments

## 45.5 | Income tax payable

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January		10,845,066	1,548,530
Addition through business combination	5	-	1,967,678
Income tax expense	24.1	466,409	13,026,770
Current year	45.6	6,543,689	13,026,770
Prior year over provision		(6,077,280)	-
Paid during year to the authorities		-	(5,697,912)
<b>31 December</b>	<b>45</b>	<b>11,311,475</b>	<b>10,845,066</b>

#### 45.6 | Provision for income tax consist of:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Ma'aden Aluminium Company		6,543,689	-
Meridian		-	13,026,770
<b>Total</b>	<b>45.5</b>	<b>6,543,689</b>	<b>13,026,770</b>

## 46. Severance fees payable

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>1 January</b>		<b>124,505,948</b>	<b>124,800,448</b>
Provision for severance fee made during the year	9	207,197,069	122,384,655
Current year charge	46.1	210,793,372	124,505,948
Prior year adjustment		(3,596,303)	(2,121,293)
Paid during year to the authorities		(120,909,643)	(122,679,155)
<b>31 December</b>		<b>210,793,374</b>	<b>124,505,948</b>

In accordance with the Saudi Mining Code based on the Royal Decree No. 47/M dated 20 Sha'aban 1425H (corresponding to 4 October 2004), the Group is required to pay to the Government of Saudi Arabia severance fees, representing 25% of the annual net income per mining license, as defined, or the equivalent of a hypothetical income tax, based on the annual net income, whichever is lower. The zakat due shall be deducted from this amount. Therefore, the net

income for each mining license registered in the name of MGBM, MPC, MBAC and MWSPC is subject to severance fees.

Severance fees are paid by IMC, the registered holder of a small mining license, at a fixed tariff per tonnes sold of low grade bauxite, kaolin and magnesita.

Severance fees are shown as part of cost of sales in the consolidated statement of profit or loss.

#### 46.1 | Provision for severance fees consists of:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Gold mines	46.2	209,307,695	123,090,653
Low grade bauxite		945,714	785,728
Kaolin		362,406	369,747
Magnesia		136,679	176,760
Dead burned magnesita		32,906	36,713
Monolithic		-	3,436
Raw ore magnesita		7,972	42,911
<b>Total</b>	<b>46</b>	<b>210,793,372</b>	<b>124,505,948</b>

#### 46.2 | The provision for severance fees payable by gold mines is calculated as follows:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Net income from operating mines before zakat and severance fee for the year		945,367,909	536,087,852
25% of the year net income as defined		236,341,977	134,021,963
Hypothetical income tax based on year's taxable net income		228,625,749	149,423,517
Provision based on the lower of the above two computations		228,625,749	134,021,963
Deduct provision for zakat	45.3	(19,318,054)	(10,931,310)
<b>Net severance fee provision for the year</b>	<b>46.1</b>	<b>209,307,695</b>	<b>123,090,653</b>

## 47. Related party transactions and balances

### 47.1 | Related party transactions

Transactions with related parties carried out during the year under review, in the normal course of business, are summarised below:

#### Transactions with different non-controlling shareholders in subsidiaries

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Sales of MAC to Alcoa Inespal, S.A., in accordance with a shareholders off-take agreement, during the year		943,449,656	957,813,474
Sales of MPC through SABIC, in accordance with a marketing agreement, during the year		1,267,745,958	1,248,751,783
Sales of MWSPC through SABIC, in accordance with a marketing agreement, during the year		437,335,391	463,483,647
Sales of MWSPC through The Mosaic Company, in accordance with a marketing agreement, during the year		750,860,049	721,644,368
Cost of seconded employees, technology fee and other cost paid to Alcoa Corporation during the year	44	27,137,505	46,479,947
Cost of seconded employees, technology fee and other cost paid to The Mosaic Company during the year	44	45,255,332	86,141,068
<b>Purchase of raw material supplies from Saudi Aramco:</b>			
MPC		300,929,326	-
MWSPC		292,675,361	-
<b>Total</b>		<b>593,604,687</b>	<b>-</b>

### 47.2 | Related party balances

Amount due from / (to) related parties arising from transaction with related parties are as follows:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Trade and other receivables due from:</b>			
<b>Non-controlling shareholders:</b>			
▪ SABIC in MPC - trade		123,416,016	201,929,255
▪ SABIC in MWSPC - trade		28,918,417	63,917,077
<b>Sub-total – trade receivables due from SABIC</b>	<b>29</b>	<b>152,334,433</b>	<b>265,846,332</b>
▪ The Mosaic Company in MWSPC - trade	29	65,732,053	39,322,107
<b>Sub-total – trade receivables due from non-controlling shareholders</b>		<b>218,066,486</b>	<b>305,168,439</b>
<b>Subsidiaries of a non-controlling shareholder:</b>			
▪ Alcoa Inespal, S.A. in MAC - trade	29	94,601,698	81,997,942
▪ Alcoa Warrick LLC in MAC - trade	29	67,943,908	136,761,207
<b>Sub-total – trade receivable due from Alcoa</b>		<b>162,545,606</b>	<b>218,759,149</b>
<b>A joint venture company:</b>			
▪ MBCC - other	29	86	77,456
<b>Parent company of a non-controlling shareholder:</b>			
▪ Rebate receivable from Saudi Aramco related to purchase of molten sulfur	29	225,549,220	-
<b>Total</b>		<b>606,161,398</b>	<b>524,005,044</b>

Continued

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Long-term borrowings from PIF (a sovereign wealth fund of the Kingdom of Saudi Arabia), a 67.18% shareholder in Ma'aden</b>			
<b>Due to PIF for the financing of the:</b>			
MAC facility – restructured on 14 December 2017	38.2	4,275,375,000	4,275,375,000
MBAC facility – restructured on 16 July 2018	38.2	3,291,316,875	3,431,917,500
MWSPC facility	38.2	-	6,599,903,363
<b>Total</b>		<b>7,566,691,875</b>	<b>14,307,195,863</b>

The Group also has borrowing arrangements with certain other governmental agencies at market terms. See Note 38.2 for significant transactions entered during the year.

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Payable to the parent company (ultimate shareholder) of a non-controlling shareholder:</b>			
<ul style="list-style-type: none"> <li>Payments to increase share capital received from Alcoa Corporation in MBAC</li> </ul>		68,155,432	68,155,432
<ul style="list-style-type: none"> <li>Accrued expenses due to Alcoa Corporation in MAC, MRC and MBAC</li> </ul>	44	25,161,307	37,353,100
<b>Total</b>		<b>93,316,739</b>	<b>105,508,532</b>
<b>Payable to the parent company of a non-controlling shareholder:</b>			
<ul style="list-style-type: none"> <li>Payable to Saudi Aramco by MPC and MWSPC</li> </ul>		68,876,566	-
<b>Payable to the parent company of a non-controlling shareholder:</b>			
<ul style="list-style-type: none"> <li>Accrued expenses due to The Mosaic Company in MWSPC</li> </ul>	44	3,246,533	15,713,516

47.3 | Key management personnel compensation

	Year ended 31 December 2020	Year ended 31 December 2019
Short-term employee benefits	14,819,097	23,263,868
Employees' end of service termination benefits	5,883,830	11,529,763
<b>Total</b>	<b>20,702,927</b>	<b>34,793,631</b>

48. Commitments and contingent liabilities

48.1 | Capital commitments

	Year ended 31 December 2020	Year ended 31 December 2019
<b>Capital expenditure contracted for:</b>		
Employees' end of service termination benefits	4,298,324,606	6,809,757,514

48.2 | Guarantees

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Guarantee in favor of Saudi Aramco, for future diesel and gas feedstock supplies		111,520,244	111,520,244
Guarantee in favor of Saudi Aramco for future supply of molten sulfur		234,375,000	234,375,000
Guarantees in favor of Ministry of Industry and Mineral Resources, for future purified phosphoric acid, fuel and feed stocks supplies		262,500,000	-
Guarantee in favor of Saudi Ports Authority		6,671,580	18,845,851
Guarantees in favor of Jordan Phosphate Mine for future supply of concentrated ore		-	29,045,418
Guarantee in favor of Andritz SAS, for future supply of materials		16,383,897	449,995
Guarantee in favor of Mitsubishi Corporation, for future supply of materials		11,910,300	-
Others		4,535,286	4,254,930
<b>Total</b>		<b>647,896,307</b>	<b>398,491,438</b>

### 48.3 | Letters of credit

	Year ended 31 December 2020	Year ended 31 December 2019
Sight letters of credit for purchasing equipment and materials	1,426,527	1,437,638
Letter of credit in favor of General Electric Global Services	3,375,000	3,375,000
<b>Total</b>	<b>4,801,527</b>	<b>4,812,638</b>

### 48.4 | Contingent liabilities

The Group has contingent liabilities from time to time with respect to certain disputed matters, including claims by and against contractors and lawsuits and arbitrations involving a variety of issues. These contingent liabilities arise out of the ordinary course of business. It is not anticipated that any material liabilities will be incurred as a result of these contingent liabilities.

## 49. Financial risk management

The Group's activities expose it to a variety of financial risks such as:

- market risk
- credit risk and
- liquidity risk

### 49.1 | Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises of three types of risk:

- foreign currency exchange risk,
- commission (interest) rate risk and
- commodity price risk

Financial instruments affected by market risk includes other investments, due from joint venture partner, trade receivables, time deposits, cash and cash equivalents, due to joint venture partner, long-term borrowings, lease liabilities, projects, trade and other payables, accrued expenses and derivative financial instruments.

The sensitivity analysis in the following sections relate to the positions as at the reporting date.

The sensitivity analysis has been prepared on the basis that the amount of net debt, the ratio of fixed-to-floating interest rates on the debt and derivatives and the proportion of financial instruments in foreign currencies are all constant. The sensitivity analysis is intended to illustrate the sensitivity to changes in market variables on the Group's financial instruments and show the impact on profit or loss and shareholders' equity, where applicable.

The Group's overall risk management program focuses on the unpredictability of financial market and seeks to minimize potential adverse effects on the Group's financial performance.

#### 49.1.1 Foreign currency exchange risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group's functional and reporting currency is the Saudi Riyal. The Group's transactions are principally in Saudi Riyals, US Dollars and Euros. Management monitor the fluctuations in currency exchange rates and believes that the currency risk is not significant. The bulk of the exposure is in USD and the Saudi Riyal is pegged at SAR 3.75 : USD 1 therefore, the Group is not exposed to any risk from USD denominated financial instruments.

All commodity sales contracts are USD price and so is the bulk of the procurement and capital expenditure contracts.

#### Foreign currency exposure

The Group's exposure to foreign currency risk at the end of the reporting period, expressed in SAR, was as follows:

	Year ended 31 December 2020	Year ended 31 December 2019
Trade receivables	-	-
Project, trade and other payables and accrued expenses	26,136,572	38,585,042
<b>Total</b>	<b>26,136,572</b>	<b>38,585,042</b>

### Amount recognised in consolidated financial statements

During the year, the following foreign exchange related amounts were recognised in the consolidated statement of profit or loss:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Foreign exchange (loss) / gain included in other income / (expense), net	16	(122,763,792)	6,501,013

### Foreign currency sensitivity analysis

As shown in the table above, the Group is primarily exposed to changes in SAR / EURO exchange rates. The sensitivity of profit or loss and equity to changes in the foreign exchange rates arises mainly from EURO denominated receivable balance.

Impact on post-tax profit / equity of increase / (decrease) in foreign exchange rate:

	Year ended 31 December 2020	Year ended 31 December 2019
<b>SAR/ EURO exchange rate</b>		
Increase by 10%	(1,320,642)	(2,280,000)
decrease by 10%	1,320,642	2,280,000

The Group's exposure to other foreign exchange movements is not material.

### 49.1.2 Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's long-term borrowing which expose the Group to cash flow interest rate risk.

The Group's receivables and fixed rate borrowings carried at amortised cost are not subject to interest rate risk as defined in IFRS 7, since neither the carrying amount nor the future cash flows will fluctuate because of a change in market interest rates. Hence, the Group's exposure to fair value interest rate risk is not material.

### Cash flow hedge

The Group has entered into interest rate swap agreements which have been designated as cash flow hedge. Since the critical terms under the hedging arrangement are similar, the hedging effectiveness is expected to remain 100% throughout the life of the hedging arrangement. Below is the notional amount covered under the hedging arrangement:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Notional amount hedged	41	4,847,437,500	4,847,437,500

Other comprehensive income is sensitive to higher / lower interest expense from net settled derivative as a result of changes in interest rates. The Group's other comprehensive income is affected as follows:

	Year ended 31 December 2020	Year ended 31 December 2019
<b>Interest rate</b>		
increase by 100 basis points	(64,084,662)	(199,922,108)
decrease by 100 basis points	64,084,662	199,922,108

### Interest rate exposure

The exposure of the Group's borrowing to interest rate changes and the contractual re-pricing dates of the variable interest rate borrowings at the end of the reporting period are as follows:

	Year ended 31 December 2020	Year ended 31 December 2019
Fixed interest rate borrowings	4,678,000,000	4,926,000,000
<b>Variable interest rate borrowings – repricing dates</b>		
6 months or less	44,130,391,776	45,329,077,062
<b>Total</b>	<b>48,808,391,776</b>	<b>50,255,077,062</b>

## Continued

### Interest rate sensitivity analysis

Profit or loss and equity is sensitive to higher / lower interest expense from long-term borrowings as a result of changes in interest rates. The Group's profit before tax is affected as follows:

	Year ended 31 December 2020	Year ended 31 December 2019
<b>Interest rate</b>		
increase by 100 basis points	(882,987,961)	(892,443,510)
decrease by 100 basis points	882,987,961	892,443,510

### Transition from LIBOR to risk free rates

In July 2017, the United Kingdom Financial Conduct Authority ('FCA'), which regulates the London Interbank Offered Rate ('LIBOR'), announced that the interest benchmark would cease after 2021. LIBOR is one of the most common series of benchmark interest rates.

LIBOR reforms and expectation of cessation of LIBOR will impact the Group's current risk management strategy and possibly accounting for certain financial instruments. The Group has long-term borrowings of SAR 17,882,999,464 which are exposed to the impact of LIBOR as at 31 December 2020 (Note 38.8).

As part of the Group's risk management strategy, the Group uses financial instruments to manage exposures arising from variation of interest rates that could affect profit or loss and other comprehensive income and applies hedge accounting to these instruments. Majority of those financial instruments are also referenced to LIBOR.

The Group is assessing the impact and next steps to ensure a smooth transition from LIBOR to the new benchmark rates.

### 49.1.3 Commodity price risk

The Group is exposed to the risk of fluctuations in prevailing market commodity prices on the mix of the mineral products it produces.

The Group makes sale of certain gold, by-products, phosphate and aluminium products on a provisional pricing basis. Revenue and a corresponding receivable from the sale of provisionally priced commodities is recognised when control over the promised goods have been transferred to the customer (which would generally be at a point in time, i.e. the date of delivery) and revenue can be measured reliably. At this date, the amount of revenue and receivable to be recognised will be estimated based on the forward market price of the commodity being sold.

However, the Group faces a risk that future adverse change in commodity prices would result in the reduction of receivable balance. The Group's normal policy is to sell its products at prevailing market prices. The Group does not generally believe commodity price hedging would provide long-term benefit to the shareholders.

## Commodity price exposure

The exposure of the Group's trade receivables balance to changes in commodity prices are as follows:

	Year ended 31 December 2020	Year ended 31 December 2019
<b>Trade receivables pertaining to:</b>		
Phosphate	1,315,441,992	1,267,531,845
Aluminium	952,932,316	896,944,861
Gold	184,133,799	251,221,854
<b>Total</b>	<b>2,452,508,107</b>	<b>2,415,698,560</b>

### Policies and procedure to manage commodity price risk

The Group policy is to manage these risks through the use of contract-base prices with customers.

### Commodity price sensitivity analysis

The table below shows the impact on profit before tax and equity for changes in commodity prices. The analysis is based on the assumption that phosphate, aluminium and gold prices move 10% with all other variables held constant.

	Year ended 31 December 2020	Year ended 31 December 2019
<b>Increase / (decrease) in phosphate prices</b>		
Increase of 10% in USD per tonne	99,082,383	65,168,905
Decrease of 10% in USD per tonne	(99,082,383)	(65,168,905)
<b>Increase / (decrease) in aluminium LME prices</b>		
Increase of 10% in USD per tonne	332,615,269	397,340,383
Decrease of 10% in USD per tonne	(332,615,269)	(397,340,383)
<b>Increase / (decrease) in gold prices</b>		
Increase of 10% in USD per oz	273,506,314	208,620,490
Decrease of 10% in USD per oz	(273,506,314)	(208,620,490)

### Physical commodity contracts

The Group enters into physical commodity contracts in the normal course of business. These contracts are not derivatives and are treated as executory contracts, which are recognized and measured at cost when the transaction occur.

## 49.2 | Credit risk

Is the risk that one party will fail to discharge an obligation and cause the other party to incur a financial loss.

The Group is exposed to credit risk if counterparties fail to make payments as they fall due.

### Credit risk exposure

The Group ensures that the cash collection is made at time of sales delivery and from its financing activities, including deposits with banks and financial institutions. Credit limits are established for all customers based on internal rating criteria. Outstanding trade receivables are regularly monitored and any credit concerns highlighted to senior management.

The Group has limited number of customers and have no history of defaults. The Group calculates life time ECL through an internally developed model. Life time ECL is computed based on days past due and rating grade of the counterparty. An allowance for life time ECL is reported either as "not impaired" or "impaired" exposure accordingly.

Cash and short-term investments are substantially placed with commercial banks with sound credit ratings. Time deposits are placed with financial institutions with investment grade rating, which are considered to have low credit risk, hence provision is recognised at an amount equal to 12 month ECL unless there is evidence of significant increase in credit risk of the counter party.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk the Group compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportive forward-looking information. **Especially the following indicators are incorporated:**

- External credit rating (as far as available)
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the borrower's ability to meet its obligations
- Significant increases in credit risk on other financial instruments of the same borrower
- Significant changes in the value of the collateral supporting the obligation or in the quality of third-party guarantees or credit enhancements
- Significant changes in the expected performance and behaviour of the borrower, including changes in the payment status of borrowers in the Group and changes in the operating results of the borrower

	Notes	12 month ECL	Life time ECL not credit impaired	Life time ECL credit impaired	Total
Time deposits	30	1,465,000,000	-	-	1,465,000,000
<b>Less: Credit loss allowance</b>	30.1	(2,201,194)	-	-	(2,201,194)
<b>Carrying amount</b>		<b>1,462,798,806</b>	-	-	<b>1,462,798,806</b>

Impairment losses on time deposits recognized in consolidated statement of profit or loss were as follows:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
1 January		2,201,194	2,201,194
Increase in allowance during year		-	-
<b>31 December</b>	<b>30.1</b>	<b>2,201,194</b>	<b>2,201,194</b>

### Trade receivables

The analysis of trade receivables that were past due but not impaired are as follows:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Neither past due nor impaired		2,385,762,918	2,066,581,669
<b>Past due not impaired</b>		<b>46,444,081</b>	<b>158,419,703</b>
< 30 days		19,630,649	15,684,487
30-60 days		989	6,275,344
61-90 days		669,470	168,737,357
> 90 days, net		2,452,508,107	2,415,698,560
<b>Total</b>	<b>29</b>	<b>593,604,687</b>	<b>-</b>

## 49.3 | Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in raising funds to meet commitments associated with financial instruments.

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due and to close out market positions. The Group held the following deposits and cash and cash equivalents that are expected to readily generate cash inflows for managing liquidity risk. Further, Group treasury maintains flexibility in funding by maintaining availability under committed credit lines

### Continued

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Time deposits	30	1,465,000,000	3,159,175,000
Unrestricted cash and cash equivalents	31	4,111,070,912	3,508,050,288
<b>Total</b>		<b>5,576,070,912</b>	<b>6,667,225,288</b>

### Liquidity risk exposure

The Group had access to the following undrawn borrowing facilities at the end of the year:

	Year ended 31 December 2020	Year ended 31 December 2019
<b>Floating rate</b>		
<b>Expiring beyond 1 year</b>		
▪ Syndicated revolving credit facility	7,500,000,000	7,500,000,000
▪ Other facilities (mainly for project financing)	403,306,250	403,306,250
<b>Fixed rate</b>		
<b>Expiring within 1 year</b>	-	-
<b>Expiring beyond 1 year</b>	-	-
<b>Total</b>	<b>7,903,306,250</b>	<b>7,903,306,250</b>

### Maturities of financial liabilities

The tables below analyze the Group's financial liabilities into relevant maturity groupings based on their contractual maturities for:

- all non-derivative financial liabilities and
- net and gross settled derivative financial instruments for which the contractual maturities are essential for an understanding of the timing of the cash flows.

The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

Contractual maturities of financial liabilities	1st year	2nd year	3 - 5 years	Over 5 years	Total contractual cash flows	Carrying amount of liabilities
<b>Non-derivatives as at:</b>						
<b>31 December 2020</b>						
Long-term borrowings (Note 38)	4,052,837,139	4,971,211,699	16,616,640,707	33,141,754,379	58,782,443,924	48,301,731,906
Lease liabilities (Note 40)	244,127,649	149,371,305	272,451,774	1,461,901,654	2,127,852,382	1,337,169,636
Derivative financial instruments (Note 41)	425,875,705	-	-	-	425,875,705	425,875,705
Projects, trade and other payables (Note 43)	3,846,758,988	171,555,104	-	-	4,018,314,092	4,018,314,092
Accrued expenses (Note 44)	2,603,202,057	-	-	-	2,603,202,057	2,603,202,057
<b>Total</b>	<b>11,172,801,538</b>	<b>5,292,138,108</b>	<b>16,889,092,481</b>	<b>34,603,656,033</b>	<b>67,957,688,160</b>	<b>56,686,293,396</b>
<b>Non-derivatives as at:</b>						
<b>31 December 2019</b>						
Long-term borrowings (Note 38)	4,584,535,212	5,722,394,724	18,961,881,755	36,344,938,301	65,613,749,992	49,845,084,257
Lease liabilities (Note 40)	208,480,827	127,793,761	210,102,810	1,546,195,177	2,092,572,575	1,266,600,310
Derivative financial instruments (Note 41)	236,723,783	-	-	-	236,723,783	236,723,783
Projects, trade and other payables (Note 43)	3,169,100,203	169,274,230	-	-	3,338,374,433	3,338,374,433
Accrued expenses (Note 44)	2,171,278,361	-	-	-	2,171,278,361	2,171,278,361
<b>Total</b>	<b>10,370,118,386</b>	<b>6,019,462,715</b>	<b>19,171,984,565</b>	<b>37,891,133,478</b>	<b>73,452,699,144</b>	<b>56,858,061,144</b>

## 50. Capital management

### Risk management

The Group's objectives when managing capital are to

- safeguard their ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders, and
- maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The net debts of the Group are as follows:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Net debt</b>			
Time deposits	30	1,465,000,000	3,159,175,000
Cash and cash equivalents	31	4,111,070,912	3,508,050,288
Long-term borrowings - payable within one year	38.8	(2,977,199,180)	(2,436,219,781)
Long-term borrowings - payable after one year	38.8	(45,831,192,596)	(47,818,857,281)
Lease liabilities - payable within one year	40	(244,127,649)	(208,480,827)
Lease liabilities - payable after one year	40	(1,883,724,733)	(1,884,091,748)
<b>Net debt</b>		<b>(45,360,173,246)</b>	<b>(45,680,424,349)</b>



Ma'aden Phosphate Train Loading - Wa'ad Al Shamal Minerals Industrial City



Ma'aden Phosphate Complex - Wa'ad Al Shamal Minerals Industrial City

Continued

Net debt reconciliation

The movement in net debt is as follows:

	Notes	Other assets		Liabilities from financing activities				Total
		Time deposits (Note 30)	Cash and cash equivalents (Note 31)	Long-term borrowings - payable within one year (Note 38.8)	Long-term borrowings - payable after one year (Note 38.8)	lease liabilities - payable within one year (Note 40)	lease liabilities - payable after one year (Note 40)	
1 January 2019		3,535,000,000	5,320,116,207	(3,162,757,425)	(52,209,100,088)	(22,315,272)	(2,168,656,428)	(48,707,713,006)
Addition through business combination	5	-	-	-	(383,402,238)	-	-	(383,402,238)
Additions during the year	40.1	-	-	-	-	-	(115,823,252)	(115,823,252)
Adjustment	40.1	-	-	-	-	-	10,022,458	10,022,458
Conversion of long-term borrowings to equity		-	-	-	2,986,387,500	-	-	2,986,387,500
Cash flows for the remainder of the year		(375,825,000)	(1,812,065,919)	726,537,644	1,787,257,545	(186,165,555)	390,365,474	530,104,189
31 December 2019		3,159,175,000	3,508,050,288	(2,436,219,781)	(47,818,857,281)	(208,480,827)	(1,884,091,748)	(45,680,424,349)
Additions during the year	40.1	-	-	-	-	-	(312,464,966)	(312,464,966)
Adjustment	40.1	-	-	-	-	-	5,265,381	5,265,381
Cash flows for the year		(1,694,175,000)	603,020,624	(540,979,399)	1,987,664,685	(35,646,822)	307,566,600	627,450,688
<b>31 December 2020</b>		<b>1,465,000,000</b>	<b>4,111,070,912</b>	<b>(2,977,199,180)</b>	<b>(45,831,192,596)</b>	<b>(244,127,649)</b>	<b>(1,883,724,733)</b>	<b>(45,360,173,246)</b>

Consistent with others in the industry, the Group monitors capital on the basis of the following gearing ratio:

"Long-term borrowings divided by total equity and long-term borrowings (as shown in the consolidated statement of financial position, including non-controlling interests)."

## Continued

The gearing ratios, in accordance with the financial covenants pertaining to the long-term borrowings (Note 37.1), as at the end of the year were as follows:

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
Long term borrowings	38	48,301,731,906	49,845,084,257
Total equity		37,299,769,740	38,392,932,765
Total equity and net debt		85,601,501,646	88,238,017,022
<b>Debt to equity ratio</b>		<b>0.56</b>	<b>0.56</b>

## Loan covenants

As at 31 December 2020, MWSPC was not in compliance with certain of its loan covenants related to maintenance of certain financial ratios as per the loan agreements with SIDF. However, the company has obtained exemptions from SIDF in respect of such non-compliances.

## 51. Financial assets and financial liabilities

The Group holds the following classes of financial instruments:

	Notes	Amortised cost	FVTPL	Total
<b>Financial assets</b>				
<b>As at 31 December 2020</b>				
Other investments	25	38,390,000	-	38,390,000
Trade and other receivable (less VAT and employees' home ownership program receivables)	29	1,307,332,184	1,456,025,978	2,763,358,162
Time deposits	30	1,466,321,392	-	1,466,321,392
Cash and cash equivalents	31	4,246,213,518	-	4,246,213,518
<b>Total</b>		<b>7,058,257,094</b>	<b>1,456,025,978</b>	<b>8,514,283,072</b>

## Continued

	Notes	Amortised cost	FVTPL	Total
<b>As at 31 December 2019</b>				
Other investments	25	43,185,000	-	43,185,000
Trade and other receivable (less VAT and employees' home ownership program receivables)	29	1,443,525,275	1,438,265,963	2,881,791,238
Time deposits	30	3,186,788,848	-	3,186,788,848
Cash and cash equivalents	31	3,604,896,076	-	3,604,896,076
<b>Total</b>		<b>8,278,395,199</b>	<b>1,438,265,963</b>	<b>9,716,661,162</b>

	Notes	Year ended 31 December 2020	Year ended 31 December 2019
<b>Financial liabilities measured at amortised cost</b>			
Long-term borrowings	38	48,301,731,906	49,845,084,257
Lease liabilities	40	1,337,169,636	1,266,600,310
Derivative financial instruments	41	425,875,705	236,723,783
Projects, trade and other payables	43	4,018,314,092	3,338,374,433
Accrued expenses	44	2,603,202,057	2,171,278,361
<b>Total</b>		<b>56,686,293,396</b>	<b>56,858,061,144</b>

Long-term borrowings are initially recognised at their fair value (being proceeds received, net of eligible transaction costs incurred) if any. Subsequent to the initial recognition long-term borrowings are measured at amortised cost using the effective interest rate method. The fair value measurement hierarchy, on a non-recurring basis for liabilities, is Level 3 – significant unobservable inputs.

## 52. Fair value estimation

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Management believes that the fair values of the Group's financial assets and liabilities are not materially different from their carrying values.

Financial instruments are carried at fair value, using the following different levels of valuation methods:

**Level 1** - inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.

**Level 2** - inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

**Level 3** - inputs are unobservable inputs for the asset or liability.

If the inputs used to measure the fair value of an asset or liability falls into different levels of the fair value hierarchy, then the fair value measurement is

categorized in its entirety in the same level of the fair value hierarchy as the lowest input level that is significant to the entire measurement.

The Group recognizes transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

The fair value of trade receivables carried at FVTPL are valued using valuation techniques, which employ the use of market observable inputs. The valuation techniques incorporate various inputs including the credit quality of counterparties and forward rate curves of the underlying commodity. As at the reporting date, the marked-to-market value of provisionally priced trade receivables is net of a credit valuation adjustment attributable to customer default risk. The changes in counterparty credit risk had no material effect on financial instruments recognised at fair value.

The table below presents the financial assets and financial liabilities at their fair values as at the reporting date based on the fair value hierarchy:

	Notes	Level 1	Level 2	Level 3	Total
<b>As at 31 December 2020</b>					
<b>Financial assets</b>					
Trade receivables	51	-	1,456,025,978	-	1,456,025,978
<b>Financial liabilities</b>					
Derivative financial instruments	41	-	425,875,705	-	425,875,705
Non-controlling interest put options	43.3	-	-	99,415,016	99,415,016
<b>Total</b>		<b>-</b>	<b>425,875,705</b>	<b>99,415,016</b>	<b>525,290,721</b>

## Continued

	Notes	Level 1	Level 2	Level 3	Total
<b>As at 31 December 2019</b>					
<b>Financial assets</b>					
Trade receivables	51	-	1,438,265,963	-	1,438,265,963
<b>Financial liabilities</b>					
Derivative financial instruments	43.3	-	236,723,783	-	236,723,783
Non-controlling interest put options		-	-	78,900,805	78,900,805
<b>Total</b>		<b>-</b>	<b>236,723,783</b>	<b>78,900,805</b>	<b>315,624,588</b>

## 53. Events after the reporting date

No events have arisen subsequent to 31 December 2020 and before the date of signing the independent auditor's report, that could have a significant effect on the consolidated financial statements as at 31 December 2020.

## 54. Comparative figures

During the year ended 31 December 2020, the Group undertook an analysis of the expenses classified under cost of sales function, and certain expenses that were presented as cost of sales in prior year were reclassified to general and administrative expenses during the year ended 31 December 2020, based on the more representative function of such expenses. The comparative information has been restated to reflect the appropriate classification. The amounts reclassified from cost of sales to general and administrative expenses in the comparative consolidated statements of profit or loss and other comprehensive income for the year ended 31 December 2019, amounted to SAR 368 million (Note 9 and 11).

Such reclassifications were made in the comparative year for improved comparability and did not affect either the net worth, the operating profit / (loss) or the net profit / (loss) of the Group for the previous year.

## 55. Detailed information about the subsidiaries and joint ventures

Subsidiaries	Nature of business	Issued and paid-up share capital		Effective group interest %		Cost of investment by parent company	
		Year ended 31 December 2020	Year ended 31 December 2019	Year ended 31 December 2020	Year ended 31 December 2019	Year ended 31 December 2020	Year ended 31 December 2019
MGBM	Gold mining	867,000,000	867,000,000	100	100	867,000,000	867,000,000
MIC	Manage and develop infrastructure projects	500,000	500,000	100	100	500,000	500,000
IMC	Kaolin, low grade bauxite and magnesite mining	344,855,200	344,855,200	100	100	344,855,200	344,855,200
MFC	Phosphate mining and production of urea, phosphate and potassium fertilizer	1,000,000	1,000,000	100	100	1,000,000	1,000,000
MMDC	Phosphate fertilizer distribution	1,000,000	1,000,000	100	100	1,000,000	1,000,000
MRC	Aluminium sheets for can body and lids and automotive heat treated and non-heat treated sheet	2,477,371,807	2,477,371,807	100	100	2,477,371,807	2,477,371,807
MAC	Aluminium ingots, T-shape ingots, slabs and billets	6,573,750,000	6,573,750,000	74.9	74.9	4,923,738,750	4,923,738,750
MBAC	Bauxite mining and refining	4,828,464,412	4,828,464,412	74.9	74.9	3,616,519,845	3,616,519,845
MPC	Phosphate mining and fertilizer producer	6,208,480,000	6,208,480,000	70	70	4,345,936,000	4,345,936,000
MWSPC	Phosphate mining and fertilizer producer	7,942,501,875	7,942,501,875	60	60	4,765,501,125	4,765,501,125
<b>Sub-total</b>						<b>21,343,422,727</b>	<b>21,343,422,727</b>
<b>Joint ventures</b>							
SAMAPCO	Production of concentrated caustic soda and ethylene dichloride	900,000,000	900,000,000	50	50	450,000,000	450,000,000
MBCC	Production of copper and associated minerals	404,965,291	404,965,291	50	50	202,482,646	202,482,646
<b>Sub-total</b>						<b>652,482,646</b>	<b>652,482,646</b>
<b>Total</b>						<b>21,995,905,373</b>	<b>21,995,905,373</b>

All the subsidiaries and joint ventures listed above are incorporated in the Kingdom of Saudi Arabia except as mentioned in Note 2.



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