Management's Discussion and Analysis of Operations and Financial Condition
For the three and nine months ended September 30, 2021 and 2020

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MANAGEMENT'S DISCUSSION AND ANALYSIS OF OPERATIONS AND FINANCIAL CONDITION

This management's discussion and analysis of operations and financial condition ("MD&A") is as of November 11, 2021 and should be read in conjunction with the Company's unaudited condensed consolidated interim financial statements for the three and nine months ended September 30, 2021 (the "Interim Financial Statements"), the Company's audited consolidated financial statements for the year ended December 31, 2020 (the "Audited Financial Statements") and accompanying management's discussion and analysis of operations and financial condition for the year ended December 31, 2020 (the "Annual MD&A"). Except as otherwise noted, all figures in this MD&A are presented in thousands of US Dollars ("$") and in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board and Interpretations issued by the International Financial Reporting Interpretations Committee applicable to the preparation of condensed interim financial statements, including International Accounting Standards 34 Interim Financial Reporting.

This MD&A considers both IFRS and certain non-IFRS measures that management considers to evaluate the Company's operational and financial performance. Non-IFRS measures are a numerical measure of a company's performance, that either include or exclude amounts that are not normally included or excluded from the most directly comparable IFRS measures. Management believes that the non-IFRS measures provide useful supplemental information to investors, analysts, lenders and others. In evaluating non-IFRS measures, investors, analysts, lenders and others should consider that non-IFRS measures do not have any standardized meaning under IFRS and that the methodology applied by the Company in calculating such non-IFRS measures may differ among companies and analysts. Non-IFRS measures should not be considered as a substitute for, nor superior to, measures of financial performance prepared in accordance with IFRS. Definitions and reconciliations of non-IFRS measures to the most directly comparable IFRS measures are included in Section 7 of this MD&A.

This MD&A contains ''forward-looking information" within the meaning of applicable Canadian securities legislation. Management believes that forward-looking information provides useful supplemental information to investors, analysts, lenders and others. In evaluating forward-looking information, investors, lenders and others should consider that forward looking information may not be appropriate for other purposes and are cautioned not to put undue reliance on forward-looking information. Forward-looking information contained in this MD&A is based on the opinions, assumptions and estimates of management set out herein, which management believes are reasonable as at the date the statements are made. Such opinions, assumptions and estimates are inherently subject to a variety of risks and uncertainties and other known and unknown factors that could cause actual events or results to differ materially from those projected in forward-looking information. Although the Company has attempted to identify crucial factors that could cause actual actions, events or results to differ materially from those described in forward-looking information, there may be other factors that cause actions, events or results not to be as anticipated, estimated or intended. There can be no assurance that forward-looking information will prove to be accurate, as actual results and future events could differ materially from those anticipated in such information. Cautionary statements regarding forward-looking information and risks and uncertainties affecting forward-looking information are included in Section 8 of this MD&A.

A copy of this MD&A and additional information relating to the Company is available under the Company's profile on the System for Electronic Document Analysis and Retrieval ("SEDAR") at www.sedar.com *and on the Company's website at* www.itafos.com.

1. GENERAL COMPANY INFORMATION

OVERVIEW

Itafos Inc. (the "Company") is a phosphate and specialty fertilizer company. The Company's businesses and projects are as follows:

- Conda – a vertically integrated phosphate fertilizer business with production capacity of approximately 550kt per year of monoammonium phosphate ("MAP"), MAP with micronutrients ("MAP+"), superphosphoric acid ("SPA"), merchant grade phosphoric acid ("MGA") and ammonium polyphosphate ("APP") located in Idaho, US;
- Arraias – a vertically integrated phosphate fertilizer business with production capacity of approximately 500kt per year of single superphosphate ("SSP"), SSP with micronutrients ("SSP+") and approximately 40kt per year of excess sulfuric acid (220kt per year gross sulfuric acid production capacity) located in Tocantins, Brazil;
- Farim – a high-grade phosphate mine project located in Farim, Guinea-Bissau;
- Santana – a vertically integrated high-grade phosphate mine and fertilizer plant project located in Pará, Brazil;
- Araxá – a vertically integrated rare earth elements and niobium mine and extraction plant project located in Minas Gerais, Brazil;
- Paris Hills – a phosphate mine project located in Idaho, US (wind down in process); and
- Mantaro – a phosphate mine project located in Junin, Peru (wind down in process).

As at June 30, 2021, the Company was a Cayman Islands corporation. On July 1, 2021, the Company completed a redomiciliation from the Cayman Islands to the US. The redomiciliation was implemented as a continuation of the Company's jurisdiction of incorporation from the Cayman Islands to the State of Delaware. In connection with the redomiciliation, the Company changed its name from Itafos to Itafos Inc. The Company is headquartered in Houston, TX (see Note 1 in the Interim Financial Statements).

The Company's shares trade on the TSX Venture Exchange under the ticker symbol "IFOS". The Company's principal shareholder is CL Fertilizers Holding LLC ("CLF"). CLF is an affiliate of Castlelake, L.P., a global private investment firm (see Notes 1 and 22 in the Interim Financial Statements).

BUSINESSES AND PROJECTS

Key highlights of the Company's businesses and projects are as follows:

Item	Conda[i]	Arraias[ii]	Farim	Santana	Araxá
Ownership[iii]	100%	98.4%	100%	99.4%	100%
Location	Idaho, US	Tocantins, Brazil	Farim, Guinea-Bissau	Pará, Brazil	Minas Gerais, Brazil
Status	Operating	Sulfuric acid restart in process	Construction-ready	Maintaining option	Maintaining option
Mineral Reserves[iv]	13.1Mt at avg. 26.6% P_2O_5	Under review	44.0Mt at avg. 30.0% P_2O_5	Under review	Under review
Measured and Indicated Mineral Resources[iv]	50.3Mt at avg. 25.5% P_2O_5	79.0Mt at avg. 4.9% P_2O_5	105.6Mt at avg. 28.4% P_2O_5	60.4Mt at avg. 12.0% P_2O_5	6.3Mt at avg. 5.0% TREO and at avg. 1.0% Nb_2O_5
Inferred Mineral Resources[iv]	0.7Mt at avg. 25% P_2O_5	12.7Mt at avg. 3.9% P_2O_5	37.6Mt at avg. 27.7% P_2O_5	26.6Mt at avg. 5.6% P_2O_5	21.9Mt at avg. 4.0% TREO and 0.6% Nb_2O_5
Mine life[iv]	Through mid-2026	Under review	25 years	Under review	Under review
Products	MAP, MAP+, SPA, MGA and APP	SSP, SSP+ and excess sulfuric acid	Phosphate rock	SSP and excess sulfuric acid	Rare earth oxides and niobium oxide
Annual production capacity	550kt	500kt SSP and SSP+ and 40kt excess sulfuric acid (220kt gross sulfuric acid)	1.3Mt	500kt SSP and 30kt excess sulfuric acid	8.7kt rare earth oxides and 0.7kt niobium oxide

i. Conda's key infrastructure consists of its mines, beneficiation plant, sulfuric acid plant, phosphoric acid plant and granulation plant. Conda's Mineral Reserves and mine life consider existing mines Rasmussen Valley and Lanes Creek only whereas Measured and Indicated Mineral Resources (which are inclusive of Mineral Reserves) and Inferred Mineral Resources include both existing mines and Husky 1 and North Dry Ridge deposits. Conda's Measured and Indicated Resources (which are inclusive of Mineral Reserves) include 1.3Mt of stockpile ore.

ii. Arraias' key infrastructure consists of its mines, beneficiation plant, sulfuric acid plant, acidulation plant and granulation plant. On October 20, 2021, the Company announced its decision to restart the sulfuric acid plant at Arraias. The recommissioning of the sulfuric acid plant at Arraias is expected to be completed over a four month timeframe in order to commence sulfuric acid sales during Q1 2022. The sulfuric acid plant, as well as the remainder of the infrastructure associated with Arraias' vertically integrated phosphate fertilizer business, has been idled since Q4 2019. The remainder of Arraias' key infrastructure, including its mine, beneficiation plant, acidulation plant and granulation plant are expected to remain idled following best practices.

iii. Non-controlling interests represented by preferred non-voting shares issued by the Company in 2018 upon exercise of warrants held by creditors under the 2016 Brazilian restructuring proceedings (see Note 2 in the Interim Financial Statements).

iv. The Company's technical information, including Mineral Reserves, Measured and Indicated Mineral Resources (which are inclusive of Mineral Reserves), Inferred Mineral Resources and mine life, is presented as of the date of the Company's latest respective technical reports. No recovery, dilution or other similar mining parameters have been applied to the technical information summarized above. Although the Mineral Resources summarized above are believed to have a reasonable expectation of being extracted economically, they are not Mineral Reserves and there is no certainty that all or any part of the Mineral Resources summarized above will be converted into Mineral Reserves. Estimation of Mineral Reserves requires the application of modifying factors and a minimum of a pre-feasibility study. The Inferred Mineral Resources summarized above are considered too speculative geologically to have the economic considerations applied to them that would enable them to be categorized as Mineral Reserves. Where applicable, Mineral Resources and Mineral Reserves presented in dry short tons in the Company's latest respective technical reports have been presented and summarized above in dry tonnes considering a conversion factor of 0.907185.

The Company's latest respective technical reports are as follows:

- Conda – the technical report titled "NI 43-101 Technical Report on Itafos Conda and Paris Hills Mineral Projects, Idaho, USA" with an effective date of July 1, 2019 (the "Conda Technical Report") as announced in the Company's news releases dated October 30, 2019 and December 16, 2019;
- Arraias – the technical report titled "Updated Technical Report Itafós Arraias SSP Project, Tocantins State, Brazil" with an effective date of March 27, 2013;
- Farim – the technical report titled "NI 43-101 Technical Report on the Farim Phosphate Project, Guinea-Bissau" with an effective date of September 14, 2015;
- Santana – the technical report titled "Feasibility Study (FS) Santana Phosphate Project, Pará State, Brazil" with an effective date of October 28, 2013; and
- Araxá – the technical report titled "A Preliminary Economic Assessment in the form of an Independent Technical Report on MBAC Fertilizer Corp. (MBAC) – Araxá Project, Minas Gerais State, Brazil" with an effective date as of October 1, 2012 as amended and restated as of January 25, 2013.

The Company's latest respective technical reports are available under the Company's profile on SEDAR at www.sedar.com and on the Company's website at www.itafos.com.

In addition to the businesses and projects described above, the Company also owns Paris Hills (Idaho, US) and Mantaro (Junin, Peru), which are phosphate mine projects that are in process of being wound down. The Company decided to wind down Paris Hills following completion of the Conda Technical Report, which defined H1/NDR as the Company's path forward for mine life extension at Conda and decided to wind down Mantaro as part of its cost savings initiatives.

The Company's businesses and projects are described in greater detail in the Annual MD&A.

2. HIGHLIGHTS

OVERALL HIGHLIGHTS

For the three months ended September 30, 2021

Market Highlights

For the three months ended September 30, 2021, diammonium phosphate ("DAP") New Orleans ("NOLA") prices averaged $688/tonne in Q3 2021 compared to $369/tonne in Q3 2020, up 86% year-over-year driven by strong agriculture and phosphate fertilizer market supply and demand dynamics.

Financial Highlights

For the three months ended September 30, 2021, the Company's financial highlights were as follows:

- generated revenues of $103,005 in Q3 2021 compared to $47,638 in Q3 2020 primarily due to higher realized prices and sales volumes at Conda;
- generated adjusted EBITDA of $41,174 in Q3 2021 compared to $(292) in Q3 2020 primarily due to the same factors that resulted in higher revenues, which were partially offset by higher input costs at Conda and selling, general and administrative expenses at corporate (see Section 7); and
- recorded net income (loss) of $15,676 in Q3 2021 compared to $(13,788) in Q3 2020 primarily due to the same factors that resulted in higher adjusted EBITDA, which were partially offset by higher finance and income tax expenses;
- closed three-year, $205,000 secured term loan (the "Term Loan") (see Note 11 in the Interim Financial Statements);
- repaid existing secured term credit facility (the "Credit Facility") (see Note 11 in the Interim Financial Statements); and
- amended existing unsecured and subordinated promissory note (the "Promissory Note") to cancel the remaining availability and extend term (see Notes 11 and 22 in the Interim Financial Statements).

Business Highlights

For the three months ended September 30, 2021, the Company's business highlights were as follows:

Environmental, health and safety ("EHS")

- continued corporate-wide risk mitigation measures to address potential impacts to employees, contractors and operations as a result of the coronavirus disease 2019 ("COVID-19") pandemic, which resulted in no material impact to operations; and
- sustained EHS excellence, including no reportable environmental releases and one recordable incident, which resulted in a consolidated Total Reportable Incident Frequency Rate[1]("TRIFR") of 0.84.

Conda

- announced a disruption in sulfuric acid supply from its primary supplier and advanced efforts to mitigate potential adverse effects of the disruption, including procuring additional sulfuric acid volumes from other third party producers;
- produced 146,267 tonnes at Conda in Q3 2021 compared to 97,547 tonnes in Q3 2020 primarily due to a disruption in sulfuric acid supply from its primary supplier in 2020;

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[1] TRIFR is a ratio measured on a 12 month rolling average calculated as number of recordable incidents x 200,000 hours divided by the total number of hours worked considering both employees and contractors.

- generated revenues of $103,005 at Conda in Q3 2021 compared to $47,588 in Q3 2020 primarily due to higher realized prices and sales volumes;
- generated adjusted EBITDA at Conda of $45,864 in Q3 2021 compared to $4,259 in Q3 2020 primarily due to the same factors that resulted in higher revenues, which were partially offset by higher input costs (see Section 7);
- recorded net income (loss) at Conda of $28,746 in Q3 2021 compared to $(1,757) in Q3 2020 primarily due to the same factors that resulted in higher adjusted EBITDA and lower depreciation and depletion, which were partially offset by higher finance and income tax expenses;
- placed incremental surety bonds of $45,323 to guarantee Conda's obligations under its existing operating and environmental permits (see Notes 19 and 24 in the Interim Financial Statements);
- amended existing secured working capital facility at Conda (the "Conda ABL") to increase the commitment amount from $20,000 to $40,000 and extend term (see Notes 11 and 19 in the Interim Financial Statements);
- posted incremental letters of credit of $16,619 under the Conda ABL as collateral for surety bonds that guarantee Conda's obligations under its existing operating and environmental permits (see Notes 11 and 19 in the Interim Financial Statements);
- advanced activities related to the extension of Conda's mine life through permitting and development of Husky 1/North Dry Ridge ("H1/NDR"), including progression of the National Environmental Policy Act ("NEPA") Environmental Impact Statement ("EIS") preparation and public engagement process; and
- advanced activities related to the optimization of Conda's EBITDA generation, including:
    - continued ramp up of MAP+ production and sales volumes, including achievement of record quarterly MAP+ production volumes during Q3 2021;
    - advanced initiative to produce and sell hydrofluorosilicic acid ("HFSA"), including completion of detailed engineering and design, advancement of procurement and implementation and execution of a long-term offtake agreement; and
    - advanced magnesium oxide ("MgO") reduction initiative to enhance SPA production and sales volumes, including advancement of test work.

Other

- completed a redomiciliation from the Cayman Islands to the US (see Note 1 in the Interim Financial Statements);
- announced the appointment of Elena Viyella de Paliza to its Board of Directors;
- maintained the idling of Arraias following best practices (see Note 24 in the Interim Financial Statements); and
- maintained Farim at construction-ready state.

For the nine months ended September 30, 2021

Market Highlights

For the nine months ended September 30, 2021, DAP NOLA prices averaged $626/tonne in 9M 2021 compared to $322/tonne in 9M 2020, up 94% year-over-year driven by strong agriculture and phosphate fertilizer market supply and demand dynamics;

Financial Highlights

For the nine months ended September 30, 2021, the Company's financial highlights were as follows:

- generated revenues of $296,463 in 9M 2021 compared to $185,110 in 9M 2020 primarily due to higher realized prices and sales volumes at Conda, which were partially offset by lower revenues at Arraias primarily due to completion in 2020 of a program to monetize remaining inventory and raw materials to offset costs;
- generated adjusted EBITDA of $95,486 in 9M 2021 compared to $10,244 in 9M 2020 primarily due to the same factors that resulted in higher revenues and lower costs at Arraias and Farim, which were partially offset by higher input costs at Conda and selling, general and administrative expenses at corporate (see Section 7); and

- recorded net income (loss) of $27,159 in 9M 2021 compared to $(52,891) in 9M 2020 primarily due to the same factors that resulted in higher adjusted EBITDA, lower depreciation and depletion, write-off of mineral properties recorded in 2020 and lower foreign exchange losses, which were partially offset by higher finance and income tax expenses;
- closed the Term Loan (see Note 11 in the Interim Financial Statements);
- repaid the Credit Facility (see Note 11 in the Interim Financial Statements); and
- amended the Promissory Note to cancel the remaining availability and extend term (see Notes 11 and 22 in the Interim Financial Statements).

Business Highlights

For the nine months ended September 30, 2021, the Company's business highlights were as follows:

EHS

- continued corporate-wide risk mitigation measures to address potential impacts to employees, contractors and operations as a result of the COVID-19 pandemic, which resulted in no material impact to operations; and
- sustained EHS excellence, including no reportable environmental releases and three recordable incidents, which resulted in a consolidated TRIFR of 0.84.

Conda

- completed a full scope plant turnaround at Conda during June 2021, including certain activities that had been deferred following the Company's decision to conduct a reduced scope plant turnaround in 2020 as part of Company's COVID-19 risk mitigation measures;
- announced a disruption in sulfuric acid supply from its primary supplier and advanced efforts to mitigate potential adverse effects of the disruption, including procuring additional sulfuric acid volumes from other third party producers;
- produced 398,975 tonnes at Conda in 9M 2021 compared to 370,834 tonnes in 9M 2020 primarily due to a disruption in sulfuric acid supply from its primary supplier in 2020, which was partially offset by the completion of a full scope plant turnaround at Conda during June 2021 compared to a reduced scope plan turnaround in 2020;
- generated revenues of $296,463 at Conda in 9M 2021 compared to $180,469 in 9M 2020 primarily due to higher realized prices and sales volumes;
- generated adjusted EBITDA at Conda of $107,733 in 9M 2021 compared to $27,013 in 9M 2020 primarily due to the same factors that resulted in higher revenues, which were partially offset by higher input costs (see Section 7);
- recorded net income at Conda of $67,880 in 9M 2021 compared to $2,627 in 9M 2020 primarily due to the same factors that resulted in higher adjusted EBITDA and lower depreciation and depletion, which were partially offset by higher finance and income tax expenses;
- placed incremental surety bonds of $45,323 to guarantee Conda's obligations under its existing operating and environmental permits (see Notes 19 and 24 in the Interim Financial Statements);
- amended the Conda ABL to increase the commitment amount from $20,000 to $40,000 and extend term (see Notes 11 and 19 in the Interim Financial Statements);
- posted incremental letters of credit of $16,619 under the Conda ABL as collateral for surety bonds that guarantee Conda's obligations under its existing operating and environmental permits (see Notes 11 and 19 in the Interim Financial Statements);
- advanced activities related to the extension of Conda's mine life through permitting and development of H1/NDR, including progression of the NEPA EIS preparation and public engagement process; and
- advanced activities related to the optimization of Conda's EBITDA generation, including:
    - continued ramp up of MAP+ production and sales volumes, including achievement of record quarterly MAP+ production volumes during Q3 2021;
    - advanced initiative to produce and sell HFSA, including completion of detailed engineering and design, advancement of procurement and implementation and execution of a long-term offtake agreement; and

- advanced MgO reduction initiative to enhance SPA production and sales volumes, including advancement of test work.

Other

- completed a redomiciliation from the Cayman Islands to the US (see Note 1 in the Interim Financial Statements);
- announced the appointment of Elena Viyella de Paliza to its Board of Directors;
- maintained the idling of Arraias following best practices (see Note 24 in the Interim Financial Statements); and
- maintained Farim at construction-ready state.

Subsequent to September 30, 2021

Subsequent to September 30, 2021, the Company's overall highlights were as follows:

- announced its decision to restart the sulfuric acid plant at Arraias (see Note 24 in the Interim Financial Statements);
- announced a significant milestone on Conda's mine life extension with the publication of the Draft EIS for H1/NDR; and
- realized a reduction in Conda's guarantee requirements from $85,080 to $77,739 as part of standard regulatory reviews by the respective governmental agencies (see Notes 19 and 24 in the Interim Financial Statements).

FINANCIAL HIGHLIGHTS

For the three and nine months ended September 30, 2021 and 2020, the Company's financial highlights were as follows:

(unaudited in thousands of US Dollars except as otherwise noted)	*For the three months ended September 30,* 2021	2020	% change	For the nine months ended September 30, 2021	2020	% change
Revenues	$ 103,005	$ 47,638	116%	$ 296,463	$ 185,110	60%
Gross margin	39,827	(1,701)	n/m	90,962	(14,434)	n/m
Adjusted EBITDA[i]	41,174	(292)	n/m	95,486	10,244	832%
Net income (loss)	15,676	(13,788)	n/m	27,159	(52,891)	n/m
Basic earnings (loss) per share	$ 0.08	$ (0.07)	n/m	$ 0.15	$ (0.29)	n/m
Fully diluted earnings (loss) per share	$ 0.08	$ (0.07)	n/m	$ 0.14	$ (0.29)	n/m
Maintenance capex[i]	$ 3,032	$ 2,719	12%	$ 20,108	$ 6,092	230%
Growth capex[i]	4,450	2,158	106%	8,350	5,155	62%
Total Capex[i]	**$ 7,482**	**$ 4,877**	**53%**	**$ 28,458**	**$ 11,247**	**153%**
Free cash flow[i]	$ 2,321	$ (8,331)	n/m	$ 42,442	$ (15,710)	n/m

i. Non-IFRS measure (see Section 7).

For the three months ended September 30, 2021 and 2020, the Company's financial highlights were explained as follows:

Item	Q3 2021 vs Q3 2020
Revenues	Increased primarily due to higher realized prices and sales volumes at Conda
Adjusted EBITDA	Increased primarily due to the same factors that resulted in higher revenues, which were partially offset by higher input costs at Conda and higher selling, general and administrative expenses at corporate (see Section 7)
Net income (loss)	Increased primarily due to the same factors that resulted in higher adjusted EBITDA, which were partially offset by higher finance and income tax expenses
Maintenance capex	Remained largely consistent (see Section 7)
Growth capex	Increased primarily due to activities related to the initiative to produce and sell HFSA (see Section 7)
Free cash flow	Increased primarily due to higher cash flows from operating activities, which were partially offset by higher working capital requirements (see Section 7)

For the nine months ended September 30,2021 and 2020, the Company's financial highlights were explained as follows:

Item	9M 2021 vs 9M 2020
Revenues	Increased primarily due to higher realized prices and sales volumes at Conda, which were partially offset by lower revenues at Arraias primarily due to completion in 2020 of a program to monetize remaining inventory and raw materials to offset costs
Adjusted EBITDA	Increased primarily due to the same factors that resulted in higher revenues and lower costs at Arraias and Farim, which were partially offset by higher input costs at Conda and selling, general and administrative expenses at corporate (see Section 7)
Net income (loss)	Increased primarily due to the same factors that resulted in higher adjusted EBITDA, lower depreciation and depletion, write-off of mineral properties recorded in 2020 and lower foreign exchange losses, which were partially offset by higher finance and income tax expenses
Maintenance capex	Increased primarily due to the completion of a full scope turnaround at Conda during June 2021 compared to a reduced scope turnaround in 2020 (see Section 7)
Growth capex	Increased primarily due to activities related to the initiative to produce and sell HFSA (see Section 7)
Free cash flow	Increased primarily due to higher cash flows from operating activities, which were partially offset by higher working capital requirements and higher cash maintenance capex (see Section 7)

As at September 30, 2021 and December 31, 2020, the Company's financial highlights were as follows:

(unaudited in thousands of US Dollars)	September 30, 2021	December 31, 2020	% change
Total assets	$ 530,195	$ 477,304	11%
Total liabilities	419,870	394,881	6%
Net debt[i]	236,524	233,926	1%
Adjusted net debt[i]	194,390	166,335	17%
Total equity	110,325	82,423	34%

i. Non-IFRS measure (see Section 7).

As at September 30, 2021 and December 31, 2020, the Company's financial highlights were explained as follows:

Item	September 30, 2021 vs December 31, 2020
Total assets	Increased primarily due to higher cash and cash equivalents, accounts receivable, inventories, and property, plant and equipment, which were partially offset by lower other current and other non-current assets
Total liabilities	Increased primarily due to the closing of the Term Loan, in-kind interest related to the Promissory Note and higher accounts payable and accrued liabilities
Net debt	Increased primarily due to the closing of the Term Loan, in-kind interest related to the Promissory Note and higher deferred financing costs related to the Term Loan, which were largely offset by higher cash and cash equivalents (see Section 7)
Adjusted net debt	Increased primarily due to the same factors that resulted in increased net debt and lower related party debt following the repayment of the Credit Facility (see Section 7)
Total equity	Increased primarily due to net income recorded during the period and issuance of shares by the Company under its restricted share unit plan (the "RSU Plan")

BUSINESS HIGHLIGHTS

Conda

COVID-19 Risk Mitigation Measures

The Company continues to monitor potential risks to Conda's employees, contractors and operations as a result of the COVID-19 pandemic. Conda has been deemed an essential business as part of the agriculture and phosphate fertilizer sector and therefore has not been forced to shut down operations on account of the COVID-19 pandemic. In response to the COVID-19 pandemic, the Company has implemented and continued risk mitigation measures at Conda to address potential impacts to its employees, contractors and operations as described in the Annual MD&A. The Company is not currently projecting any material impact on Conda's operations as a result of the COVID-19 pandemic.

EHS Highlights

For the three months ended September 30, 2021, Conda sustained EHS excellence with no reportable environmental releases and one recordable incident, which resulted in a TRIFR of 1.04. For the nine months ended September 30, 2021, Conda sustained EHS excellence with no reportable environmental releases and three recordable incidents, which resulted in a TRIFR of 1.04.

Plant Turnaround

During June 2021, Conda completed a full scope plant turnaround, including certain activities that had been deferred following the Company's decision to conduct a reduced scope plant turnaround in 2020 as part of the Company's COVID-19 risk mitigation measures. Conda's plant turnaround was completed on schedule and within budget. The plant turnaround focused on inspection, testing, repair and preventative maintenance of critical equipment, including cleaning the phosphate rock reactor.

2021 Sulfuric Acid Disruption

On September 30, 2021, the Company announced that a disruption in sulfuric acid supply to Conda from Rio Tinto's Kennecott mine. Conda fulfills approximately 40% of its sulfuric acid requirements from volumes produced internally and approximately 60% from a combination of volumes received from Rio Tinto's Kennecott mine under a long-term supply agreement and volumes procured from other third party producers. On September 28, 2021, Rio Tinto announced that it has declared force majeure on shipments of copper cathode and sulfuric acid from its Kennecott mine after the smelter was shut down on September 21, 2021 following a release of molten copper materials. According to the announcement, Rio Tinto is currently assessing the work needed to safely restart operations at the smelter and is working closely with their customers to minimize any impacts. The Company has been and will continue working to mitigate potential adverse effects of the disruption in sulfuric acid supply to Conda from Rio Tinto's Kennecott mine, including procuring additional sulfuric acid volumes from other third party producers.

ITAFOS

Business Highlights

For the three and nine months ended September 30, 2021 and 2020, Conda's business highlights were as follows:

(unaudited in thousands of US Dollars except as otherwise noted)	*For the three months ended September 30,* 2021	2020	% change	*For the nine months ended September 30,* 2021	2020	% change
Production volumes (tonnes)						
MAP[i]	71,899	55,213	30%	216,079	230,779	(6)%
MAP+[i]	30,657	7,506	308%	62,671	14,319	338%
SPA[ii]	37,854	22,432	69%	103,750	99,870	4%
MGA[ii]	47	79	(41)%	389	782	(50)%
APP[i]	5,810	12,317	(53)%	16,086	25,084	(36)%
Production volumes (tonnes)	**146,267**	**97,547**	**50%**	**398,975**	**370,834**	**8%**
Production volumes (tonnes P_2O_5)	**89,220**	**58,337**	**53%**	**246,411**	**234,770**	**5%**
Sales volumes (tonnes)						
MAP[i]	64,368	69,009	(7)%	219,883	247,593	(11)%
MAP+[i]	18,692	9,546	96%	50,704	16,010	217%
SPA[ii]	31,527	20,889	51%	99,350	93,508	6%
MGA[ii]	47	500	(91)%	389	1,203	(68)%
APP[i]	3,750	10,100	(63)%	14,904	23,754	(37)%
Sales volumes (tonnes)	**118,384**	**110,044**	**8%**	**385,230**	**382,068**	**1%**
Sales volumes (tonnes P_2O_5)	**73,610**	**64,431**	**14%**	**238,920**	**237,780**	**n/m**
Realized price ($/tonne)[iii]						
MAP[i]	$ 671	$ 329	104%	$ 568	$ 311	83%
MAP+[i]	$ 716	$ 359	100%	$ 617	$ 360	72%
SPA[ii]	$ 1,394	$ 804	73%	$ 1,319	$ 923	43%
MGA[ii]	$ 1,362	$ 122	1016%	$ 1,391	$ 616	126%
APP[i]	$ 634	$ 456	39%	$ 581	$ 455	28%
Revenues ($)						
MAP	$ 43,215	$ 22,696	90%	$ 124,933	$ 76,892	62%
MAP+	$ 13,388	$ 3,423	291%	$ 31,294	$ 5,760	443%
SPA	$ 43,960	$ 16,798	162%	$ 131,042	$ 86,263	52%
MGA	$ 64	$ 61	5%	$ 541	$ 741	(27)%
APP	$ 2,378	$ 4,610	(48)%	$ 8,653	$ 10,813	(20)%
Revenues	**$ 103,005**	**$ 47,588**	**116%**	**$ 296,463**	**$ 180,469**	**64%**
Revenues per tonne P_2O_5[iii]	**$ 1,399**	**$ 739**	**89%**	**$ 1,241**	**$ 759**	**63%**
Cash costs[iii]	**$ 56,101**	**$ 42,342**	**32%**	**$ 185,344**	**$ 150,716**	**23%**
Cash costs per tonne P_2O_5[iii]	**$ 762**	**$ 657**	**16%**	**$ 776**	**$ 634**	**22%**
Cash margin[iii]	**$ 46,900**	**$ 5,246**	**794%**	**$ 111,110**	**$ 29,753**	**273%**
Cash margin per tonne P_2O_5[iii]	**$ 637**	**$ 81**	**683%**	**$ 465**	**$ 125**	**272%**
Adjusted EBITDA[iii]	$ 45,864	$ 4,259	977%	$ 107,733	$ 27,013	299%
Maintenance capex[iii]	$ 3,032	$ 2,719	12%	$ 20,062	$ 6,092	223%
Growth capex[iii]	$ 4,360	$ 1,952	123%	$ 7,211	$ 5,233	38%
Total capex[iii]	**$ 7,392**	**$ 4,671**	**58%**	**$ 27,273**	**$ 11,325**	**141%**

i. P_2O_5 basis considers MAP as 52% P_2O_5, MAP+ as 39% P_2O_5 and APP as 34% P_2O_5.
i. Presented on a 100% P_2O_5 basis.
ii. Non-IFRS measure (see Section 7).

For the three months ended September 30, 2021 and 2020, Conda's business highlights were explained as follows:

Item	Q3 2021 vs Q3 2020
Production volumes	Increased primarily due to a disruption in sulfuric acid supply from its primary supplier in 2020
Sales volumes	Increased primarily due to a disruption in sulfuric acid supply from its primary supplier in 2020 and ramp up of MAP+ production, which were partially offset by lower MAP and APP sales
Revenues	Increased primarily due to higher realized prices and sales volumes
Cash margin per tonne P_2O_5	Increased primarily due to the same factors that resulted in higher revenues, which were partially offset by higher input costs (see Section 7)
Adjusted EBITDA	Increased primarily due to the same factors that resulted in higher revenues, which were partially offset by higher input costs (see Section 7)
Maintenance capex	Remained largely consistent (see Section 7)
Growth capex	Increased primarily due to activities related to the initiative to produce and sell HFSA (see Section 7)

For the nine months ended September 30, 2021 and 2020, Conda's business highlights were explained as follows:

Item	9M 2021 vs 9M 2020
Production volumes	Increased primarily due to a disruption in sulfuric acid supply from its primary supplier in 2020, which was partially offset by the completion of a full scope plant turnaround during June 2021 compared to a reduced scope plant turnaround in 2020
Sales volumes	Increased primarily due to a disruption in sulfuric acid supply from its primary supplier in 2020 and ramp up of MAP+ production, which were partially offset by lower MAP production driven by a full scope plant turnaround during June 2021, as well as lower APP production
Revenues	Increased primarily due to higher realized prices and sales volumes
Cash margin per tonne P_2O_5	Increased primarily due to the same factors that resulted in higher revenues, which were partially offset by higher input costs (see Section 7)
Adjusted EBITDA	Increased primarily due to the same factors that resulted in higher revenues, which were partially offset by higher input costs (see Section 7)
Maintenance capex	Increased primarily due to the completion of a full scope turnaround during June 2021 compared to a reduced scope turnaround in 2020 (see Section 7)
Growth capex	Increased primarily due to activities related to the initiative to produce and sell HFSA (see Section 7)

Conda Guarantees

Conda's operating and environmental permits require certain obligations related to environmental and reclamation activities to be guaranteed. As at September 30, 2021, Conda's guarantee requirements were $85,080.

For the three and nine months ended September 30, 2021, Conda placed incremental surety bonds of $45,323 to guarantee its obligations under its existing operating and environmental permits. As at September 30, 2021, Conda had placed surety bonds for $67,549 of the $85,080 guarantee requirements.

For the three and nine months ended September 30, 2021, Conda posted incremental letters of credit of $16,619 under the Conda ABL as collateral for surety bonds that guarantee its obligations under its existing operating and environmental permits. As at September 30, 2021, Conda had posted letters of credit of $24,570 under the Conda ABL as collateral for surety bonds that guarantee its obligations under its existing operating and environmental permits.

Subsequent to September 30, 2021, as part of standard regulatory reviews by the respective governmental agencies, Conda's guarantee requirements were reduced from $85,080 to $77,739. Conda is in process of implementing the remaining $10,191 of the requested incremental guarantee requirements (see Notes 11, 19 and 24 in the Interim Financial Statements).

Amendment to Conda ABL

In connection with the closing of the Term Loan, the Company also completed an amendment to the Conda ABL to increase the commitment amount from $20,000 to $40,000 and extend the term, among other modifications.

The key terms of the amendment to the Conda ABL are as follows:

- commitment size increased from $20,000 to $40,000;
- term extended from August 7, 2023 to the earlier of August 25, 2024 and 91 days before the maturity of the Term Loan (if the Term Loan is outstanding on such date);
- collateral expanded from accounts receivable, inventory and cash pledged by Conda to include a second lien on all other assets of the Company and the Guarantors; and
- other modifications to conform terms and conditions with the Term Loan.

Other key terms of the Conda ABL, including the interest rate, were not amended (see Note 11 in the Interim Financial Statements).

Mine Life Extension

For the three and nine months ended September 30, 2021, the Company advanced activities related to the extension of Conda's mine life through permitting and development of H1/NDR, including progression of the NEPA EIS preparation and public engagement process. On October 25, 2021, the Company announced a significant milestone on Conda's mine life extension with the publication of the Draft EIS for H1/NDR.

The Company's activities related to the extension of Conda's mine life through permitting and development of H1/NDR and key permitting milestones are described in greater detail in the Annual MD&A.

EBITDA Optimization

For the three and nine months ended September 30, 2021, the Company advanced activities related to optimizing Conda's EBITDA generation as follows:

- continued ramp up of MAP+ production and sales volumes, including achievement of record quarterly MAP+ production volumes during Q3 2021;
- advanced initiative to produce and sell HFSA, including completion of detailed engineering and design, advancement of procurement and implementation and execution of a long-term offtake agreement; and
- advanced MgO reduction initiative to enhance SPA production and sales volumes, including advancement of test work.

The Company's activities related to optimizing Conda's EBITDA generation are described in greater detail in the Annual MD&A.

Arraias

COVID-19 Risk Mitigation Measures

The Company continues to monitor potential risks to Arraias' employees, contractors and operations as a result of the COVID-19 pandemic. Arraias has been deemed an essential business as part of the agriculture and phosphate fertilizer sector and therefore has not been forced to shut down operations or care and maintenance activities on account of the COVID-19 pandemic. In response to the COVID-19 pandemic, the Company has implemented and continued risk mitigation measures at Arraias to address potential impacts to its employees, contractors and operations as described in the Annual MD&A. The Company is not currently projecting any material impact on Arraias' care and maintenance activities as a result of the COVID-19 pandemic.

EHS Highlights

For the three and nine months ended September 30, 2021, Arraias sustained EHS excellence with no reportable environmental releases or recordable incidents, which resulted in a TRIFR of 0.00. For the three and nine months ended September 30, 2021, Arraias achieved a notable milestone by exceeding two years without a recordable incident.

Idling

On November 21, 2019, the Company announced its decision to idle Arraias. For the three and nine months ended September 30, 2021, the Company maintained the idling of Arraias following best practices (see Note 24 in the Interim Financial Statements).

Sulfuric Acid Restart

On October 20, 2021, the Company announced its decision to restart the sulfuric acid plant at Arraias. The recommissioning of the sulfuric acid plant at Arraias is expected to be completed over a four month timeframe in order to commence sulfuric acid sales during Q1 2022. Arraias' sulfuric acid plant has production capacity of 220kt per year. The remainder of Arraias' key infrastructure, including its mine, beneficiation plant, acidulation plant and granulation plant are expected to remain idled following best practices. The restart of the sulfuric acid plant at Arraias is independent of the previously announced stage-gate restart program launched during Q2 2020 (see Note 24 in the Interim Financial Statements).

Stage-Gate Restart Program

During Q2 2020, the Company launched a stage-gate restart program at Arraias. The next deliverable related to the stage-gate restart program is the completion of a revised geological model and long-term mine plan of the Domingos pit, which is expected to be completed during Q4 2021.

The Company's activities related to the stage-gate restart program at Arraias are described in greater detail in management's discussion and analysis of operations and financial condition as of August 25, 2021.

Business Highlights

For the three and nine months ended September 30, 2021 and 2020, Arraias' business highlights were as follows:

(unaudited in thousands of US Dollars except as otherwise noted)	*For the three months ended September 30,* 2021	2020	% change	*For the nine months ended September 30,* 2021	2020	% change
Production volumes (tonnes)						
SSP[i]	—	—	n/m	—	3,879	n/m
SSP+[i]	—	—	n/m	—	1,113	n/m
Production volumes (tonnes)	**—**	**—**	**n/m**	**—**	**4,992**	n/m
Production volumes (tonnes P_2O_5)	**—**	**—**	**n/m**	**—**	**849**	n/m
Excess sulfuric acid production volumes (tonnes)[ii]	—	—	n/m	—	—	n/m
Sales volumes (tonnes)						
SSP[i]	—	856	n/m	—	28,171	n/m
SSP+[i]	—	—	n/m	—	2,459	n/m
Sales volumes (tonnes)	**—**	**856**	**n/m**	**—**	**30,630**	n/m
Sales volumes (tonnes P_2O_5)	**—**	**145**	**n/m**	**—**	**4,631**	n/m
Excess sulfuric acid sales volumes (tonnes)	—	—	n/m	—	5,213	n/m
Realized price ($/tonne)[iii]						
SSP[i]	$ —	$ 58	n/m	$ —	$ 132	n/m
SSP+[i]	$ —	$ —	n/m	$ —	$ 184	n/m
Excess sulfuric acid	$ —	$ —	n/m	$ —	$ 90	n/m
Revenues ($)						
SSP, net	$ —	$ 50	n/m	$ —	$ 3,720	n/m
SSP+, net	$ —	$ —	n/m	$ —	$ 453	n/m
Revenues	**$ —**	**$ 50**	**n/m**	**$ —**	**$ 4,173**	**n/m**
Revenues per tonne P_2O_5[iii]	**$ —**	**$ 345**	**n/m**	**$ —**	**$ 901**	**n/m**
Cash costs[iv]	**$ —**	**$ 512**	**n/m**	**$ —**	**$ 9,337**	**n/m**
Cash costs per tonne P_2O_5[iii]	**$ —**	**$ 3,531**	**n/m**	**$ —**	**$ 2,016**	**n/m**
Cash margin[iv]	**$ —**	**$ (462)**	**n/m**	**$ —**	**$ (5,164)**	**n/m**
Cash margin per tonne P_2O_5[iv]	**$ —**	**$ (3,186)**	**n/m**	**$ —**	**$ (1,115)**	**n/m**
Excess sulfuric acid revenues ($)	$ —	$ —	n/m	$ —	$ 468	n/m
Adjusted EBITDA[iii]	$ (926)	$ (1,040)	n/m	$ (2,698)	$ (7,642)	n/m
Maintenance capex[iii]	$ —	$ —	n/m	$ —	$ —	n/m
Growth capex[iii]	$ 79	$ 101	(22)%	$ 542	$ 101	437%
Total capex[iii]	**$ 79**	**$ 101**	**(22)%**	**$ 542**	**$ 101**	**437%**

i. P_2O_5 basis considers SSP and SSP+ as 17% P_2O_5.
ii. Excess sulfuric acid production volumes (t) are presented net of production for internal consumption.
iii. Non-IFRS measure (see Section 7).
iv. Non-IFRS measure and excludes sulfuric acid (see Section 7).

For the three and nine months ended, September 30, 2021 and 2020, Arraias' business highlights were explained as follows:

Item	Q3 and 9M 2021 vs Q3 and 9M 2020
Production and sales volumes	Decreased primarily due to completion in 2020 of a program to monetize remaining inventory and raw materials to offset costs
Adjusted EBITDA	Increased primarily due to the idling of Arraias in 2020 and completion in 2020 of a program to monetize remaining inventory and raw materials to offset costs (see Section 7)
Total capex	Increased primarily due to activities related to the stage-gate restart program (see Section 7)

Development & Exploration

For the three and nine months ended September 30, 2021, the Company's development & exploration project highlights were as follows:

- sustained EHS excellence at Farim with no reportable environmental releases or recordable incidents, which resulted in a TRIFR of 0.00;
- achieved a notable milestone at Farim by exceeding two years without a recordable incident;
- maintained Farim at construction-ready state;
- advanced revisions to the executed Farim mining agreement with the Government of Guinea-Bissau to facilitate project financing and update tax incentives;
- maintained the integrity of the concessions of Santana and Araxá;
- advanced permitting and third party reports for Araxá, including an Environmental and Social Impact Assessment, in support of evaluation of strategic alternatives; and
- advanced the wind down of Paris Hills and Mantaro.

The Company's activities related to advancing the development of Farim are described in greater detail in the Annual MD&A.

Corporate

<u>Refinancing</u>

On August 25, 2021, the Company closed the Term Loan. The proceeds of the Term Loan were used to repay the Credit Facility and to pay related transaction costs and fees. In connection with the closing of the Term Loan, the Company also completed an amendment to the Conda ABL to increase the commitment amount from $20,000 to $40,000 and extend the term, among other modifications as detailed above. Also in connection with the closing of the Term Loan, the Company completed an amendment to the Promissory Note to cancel the remaining availability and extend the term, among other modifications as detailed below (see Note 11 in the Interim Financial Statements).

Term Loan

key terms of the Term Loan are as follows:

- principal amount of $205,000;
- term of three years;
- interest rate of 8.25% per annum plus the London Interbank Offered Rate ("LIBOR"), subject to a floor of 1.00%, with interest payments payable in cash on a quarterly basis;
- amortization of 15% per annum with principal payments payable on a quarterly basis and a one-time principal payment on or before 15 months after the closing date in an amount sufficient to reduce the outstanding principal balance to $155,000 or less; and
- other terms, financial covenants, fees and cost reimbursements standard and customary for similar agreements.

The guarantors to the Term Loan include various subsidiaries of the Company (the "Guarantors"). The Term Loan is secured by all assets of the Company and the Guarantors.

Amendment to Promissory Note

The key terms of the amendment to the Promissory Note are as follows:

- commitment amount reduced from $36,000 to $30,600, which cancelled the previously remaining availability of $5,400;
- term extended from payable on demand no earlier than six months after the date on which the Credit Facility is paid in full to payable on demand after the later of (i) August 25, 2024 or (ii) six months after the date on which the Term Loan and the Conda ABL are paid in full and commitments under the Conda ABL are terminated; however, if the obligations under the Term Loan and the Conda ABL are accelerated, then the Promissory Note would become payable on demand;
- interest rate per annum to increase from 15% to 18% starting on August 25, 2022 if the Company has not repaid at least $20,000 under the Promissory Note by such date;
- amendment fee of 4% of the principal amount payable in kind at closing;
- exit fee of 4% payable in cash upon any payment of principal; and
- other terms and cost reimbursements standard and customary for similar agreements.

Redomiciliation

On July 1, 2021, the Company completed a redomiciliation from the Cayman Islands to the US. The redomiciliation was implemented as a continuation of the Company's jurisdiction of incorporation from the Cayman Islands to the State of Delaware. In connection with the redomiciliation, the Company changed its name from Itafos to Itafos Inc. (see Note 1 in the Interim Financial Statements).

Other

For the three months ended September 30, 2021, the Company issued 52,356 shares (net of 25,829 shares withheld to pay applicable taxes) due to vesting under the Company's RSU Plan (see Note 12 in the Interim Financial Statements).

For the nine months ended September 30, 2021, the Company's other corporate highlights were as follows:

- issued 1,352,018 shares (net of 408,699 shares withheld to pay applicable taxes) due to vesting under the Company's RSU Plan (see Note 12 in the Interim Financial Statements);
- granted 3,761,637 RSUs under the Company's RSU Plan, including 305,326 RSUs granted to directors, 1,559,777 RSUs granted to management and 1,896,534 RSUs granted to employees and contractors (see Note 12 in the Interim Financial Statements); and
- advanced corporate streamlining initiatives, including merging three holding companies.

As at September 30, 2021 and December 31, 2020, the Company had 186,814,842 and 185,462,284 shares issued and outstanding, respectively.

MARKET HIGHLIGHTS

For the three and nine months ended September 30, 2021 and 2020, key phosphate fertilizer market indicators relevant to the Company's operations were as follows:

	For the three months ended September 30,			For the nine months ended September 30,		
(in US Dollars per metric tonne)	**2021**	**2020**	**% change**	**2021**	**2020**	**% change**
DAP NOLA	$ 688	$ 369	86%	$ 626	$ 322	94%
Sulfur Vancouver	$ 182	$ 60	203%	$ 168	$ 56	200%
Ammonia Tampa[i]	$ 614	$ 208	195%	$ 513	$ 230	123%

i. The majority of the Company's ammonia is supplied under a long-term offtake agreement with pricing indexed to DAP NOLA.

For the three and nine months ended September 30, 2021 and 2020, key phosphate fertilizer market indicators relevant to the Company's operations were explained as follows:

Item	Q3 and 9M 2021 vs Q3 and 9M 2020
DAP NOLA	Increased primarily due to continued strong agriculture and phosphate fertilizer market supply and demand dynamics
Sulfur Vancouver	Increased primarily due to strong global demand from phosphates and metals consumers, while supply remained limited as refinery run rates remained low
Ammonia Tampa	Increased primarily due to a surge in natural gas prices and a global supply squeeze driven by plant closures and scheduled maintenance

Specific factors driving the year-over-year improvements in DAP NOLA were as follows:

- no significant phosphate fertilizer supply capacity additions, which resulted in continued drawdown of global phosphate fertilizer inventory levels;
- strong phosphate fertilizer demand underpinned by global coarse grains and oilseeds at multi-year low stocks-to-use ratios and the highest prices in nearly a decade, supporting demand and fertilizer relative affordability; and
- countervailing duty orders ("CVD") confirmed by the US International Trade Commission ("ITC") on phosphate fertilizer imports to the US from Morocco and Russia.

3. OUTLOOK

MARKET OUTLOOK

The Company expects the current global agriculture and phosphate fertilizer fundamentals to remain strong for the remainder of 2021 and throughout 2022. Accordingly, the Company expects continued strength in pricing and volume fundamentals in the phosphate fertilizer markets.

Specific factors the Company expects to influence the continued strength in the phosphate fertilizer markets are as follows:

- no significant phosphate fertilizer supply capacity additions in 2021 or 2022 due to voluntary postponement of project schedules in recent years and delays related to the COVID-19 pandemic, which is expected to result in continued drawdown of global phosphate fertilizer inventory levels;
- continued strong phosphate fertilizer demand underpinned by global coarse grains and oilseeds at multi-year low stocks-to-use ratios and the highest prices in nearly a decade, the effects of which are expected to continue beyond the current growing season; and
- China's decision to halt phosphate fertilizer exports through at least June 2022.

The Company expects sulfur prices to remain at high levels as supply remains tight due to solid demand from phosphates and metals consumers. The Company expects ammonia prices to also remain at high levels as higher natural gas prices have led to production shutdowns and increased production costs.

FINANCIAL OUTLOOK

The Company continues to monitor potential risks to its operations as a result of the COVID-19 pandemic, including factors that could impact production or demand for its products. Despite near-term uncertainties, the Company is not currently projecting any material impact on its operations or financial outlook as a result of the COVID-19 pandemic. In response to the COVID-19 pandemic, the Company has implemented working practices at its businesses and projects to address potential impacts to its employees, contractors and operations and will take further measures in the future, if required.

The Company provides guidance on certain non-IFRS measures that management considers to evaluate the Company's operational and financial performance. Management believes that the non-IFRS measures provide useful supplemental information to investors, analysts, lenders and others. Definitions and reconciliations of non-IFRS measures to the most directly comparable IFRS measures are included in Section 7 of this MD&A.

The Company issued its original guidance for 2021 in the Annual MD&A. The assumptions considered by the Company in preparing its guidance for 2021 are explained in the Annual MD&A. The Company revised its guidance in management's discussion and analysis of operations and financial condition as of May 13, 2021 and as of August 25, 2021.

The Company has further revised its guidance for FY 2021 as follows:

(in millions of US Dollars)	*Actual* **9M 2021**	*Projected* **Q4 2021**	*Projected* **FY 2021**
Adjusted EBITDA[i]	$ 95	$ 25-35	$ 120-130
Maintenance capex[i]	20	3-6	23-26
Growth capex[i]	8	5-7	13-15
Free cash flow[i]	42	18-28	60-70

i. Non-IFRS measure (see Section 7).

The Company's revised guidance for FY 2021 is explained as follows:

- increased adjusted EBITDA guidance to $120-130 million (previously $110-120 million) to reflect the Company's view of expected higher Q4 2021 prices at Conda, including the current DAP NOLA prices (100% of Conda's MAP is sold under a long-term offtake agreement with pricing indexed to DAP NOLA on an average three-month trailing basis) and higher prices for SPA, which are expected to be partially offset by a disruption in sulfuric acid supply to Conda from its primary supplier;
- increased maintained maintenance capex guidance to $23-26 million (previously $22-25 million) to include the capex requirements associated with the restart of the sulfuric acid plant at Arraias;
- tightened growth capex guidance to $13-15 million (previously $12-15 million); and
- increased free cash flow guidance to $60-70 million (previously $55-65 million) to reflect the increase in adjusted EBITDA guidance.

BUSINESS OUTLOOK

The Company continues to execute on its strategy, which is focused on the following:

- extending Conda's current mine life through permitting and development of H1/NDR;
- optimizing Conda's EBITDA generation;
- restarting the sulfuric acid plant at Arraias (remainder of infrastructure to remain idled) while evaluating strategic alternatives;
- maintaining Farim at construction-ready state while evaluating strategic alternatives;
- maintaining the integrity of the concessions of Santana and Araxá while evaluating strategic alternatives;
- advancing the wind down of Paris Hills and Mantaro;
- deleveraging the balance sheet with cash flows generated from the business; and
- continuing cost savings and corporate streamlining initiatives.

4. SUMMARY OF QUARTERLY RESULTS

For the three months ended September 30, 2021, June 30, 2021, March 31, 2021 and December 31, 2020, the Company's summary of quarterly results was as follows:

(unaudited in thousands of US Dollars except as otherwise noted)		**September 30, 2021**		**June 30, 2021**		**March 31, 2021**		**December 31, 2020**
Net income (loss)	$	15,676	$	9,582	$	1,901	$	(9,415)
Basic earnings (loss) per share		0.08		0.05		0.01		(0.05)
Diluted earnings (loss) per share		0.08		0.05		0.01		(0.05)
Total assets	$	530,195	$	505,103	$	482,101	$	477,304

For the three months ended September 30, 2020, June 30, 2020, March 31, 2020 and December 31, 2019, the Company's summary of quarterly results was as follows:

(unaudited in thousands of US Dollars except as otherwise noted)		**September 30, 2020**		**June 30, 2020**		**March 31, 2020**		**December 31, 2019**
Net loss	$	(13,788)	$	(20,814)	$	(18,289)	$	(88,465)
Basic loss per share		(0.07)		(0.11)		(0.10)		(0.63)
Diluted loss per share		(0.07)		(0.11)		(0.10)		(0.63)
Total assets		454,135		450,713		461,499		510,764

5. STATEMENTS OF OPERATIONS

For the three and nine months ended September 30, 2021 and 2020, the Company's statements of operations were as follows:

(unaudited in thousands of US Dollars except as otherwise noted)	*For the three months ended September 30,* 2021	2020	% change	*For the nine months ended September 30,* 2021	2020	% change
Revenues	$ 103,005	$ 47,638	116%	$ 296,463	$ 185,110	60%
Cost of goods sold	63,178	49,339	28%	205,501	191,095	8%
Write-off of mineral properties	—	—	n/m	—	8,449	n/m
Gross margin	**$ 39,827**	**(1,701)**	n/m	**$ 90,962**	**(14,434)**	n/m
Selling, general and administrative expenses	6,145	4,336	42%	19,415	14,422	35%
Operating income (loss)	**$ 33,682**	**$ (6,037)**	**n/m**	**$ 71,547**	**$ (28,856)**	**n/m**
Foreign exchange gain (loss)	(926)	279	n/m	(868)	(5,352)	n/m
Other income (expense), net	214	(393)	n/m	358	894	(60)%
Loss on asset disposal	(145)	(2)	n/m	(97)	(637)	n/m
Finance expense	(11,999)	(7,400)	n/m	(28,955)	(20,429)	n/m
Income (loss) before income taxes	**$ 20,826**	**$ (13,553)**	**n/m**	**$ 41,985**	**$ (54,380)**	**n/m**
Current and deferred income tax expense (recovery)	5,150	235	2091%	14,826	(1,489)	n/m
Net income (loss)	**$ 15,676**	**(13,788)**	**n/m**	**$ 27,159**	**(52,891)**	**n/m**
Net income attributable to non-controlling interest	411	—	n/m	411	—	n/m
Net income (loss) attributable to shareholders of the Company	**$ 15,265**	**$ (13,788)**	**n/m**	**$ 26,748**	**$ (52,891)**	**n/m**
Basic earnings (loss) per share	**$ 0.08**	**$ (0.07)**	**n/m**	**$ 0.15**	**$ (0.29)**	**n/m**
Fully diluted earnings (loss) per share	**$ 0.08**	**$ (0.07)**	**n/m**	**$ 0.14**	**$ (0.29)**	**n/m**

For the three months ended September 30, 2021 and 2020, the Company's statements of operations were explained as follows:

Item	Q3 2021 vs Q3 2020
Revenues	Increased primarily due to higher realized prices and sales volumes at Conda
Cost of goods sold	Increased primarily due to higher sales volumes and input costs at Conda
Selling, general and administrative expenses	Increased primarily due to higher payroll and transaction costs at corporate
Foreign exchange gain (loss)	Decreased primarily due to fluctuations between the Brazilian Real and the US Dollar
Finance expense	Increased primarily due to higher interest expense and loss on debt extinguishment related to the Credit Facility and the Promissory Note
Current and deferred income tax expense (recovery)	Increased primarily due to higher taxable income

For the nine months ended September 30, 2021 and 2020, the Company's statements of operations were explained as follows:

Item	9M 2021 vs 9M 2020
Revenues	Increased primarily due to higher realized prices and sales volumes at Conda, which were partially offset by lower revenues at Arraias primarily due to completion in 2020 of a program to monetize remaining inventory and raw materials to offset costs
Cost of goods sold	Increased primarily due to higher sales volumes and input costs at Conda, which were partially offset by completion in 2020 of a program to monetize remaining inventory and raw materials to partially offset costs at Arraias and lower depreciation and depletion
Selling, general and administrative expenses	Increased primarily due to higher share-based-based payment expense, payroll and transaction costs at corporate, which were partially offset by lower costs at Arraias and Farim
Foreign exchange gain (loss)	Decreased primarily due to fluctuations between the Brazilian Real and the US Dollar
Finance expense	Increased primarily due to higher interest expense and loss on debt extinguishment related to the Credit Facility and the Promissory Note
Current and deferred income tax expense (recovery)	Increased primarily due to higher taxable income

6. FINANCIAL CONDITION

The Company is not currently projecting any material impact on its operations or financial outlook as a result of the COVID-19 pandemic. However, the Company is closely monitoring potential risks to its operations, including factors that could impact production or demand for its products as such factors could have a material impact on the Company's cash flow from operations, which could result in a cash shortfall unless otherwise remedied (see Section 3).

LIQUIDITY

As at September 30, 2021, the Company had cash and cash equivalents of $24,120, liquidity of $29,550 (see Section 7) and working capital of $75,521 (see Section 7). The Term Loan considers certain compliance requirements including, but not limited to, a requirement maintain a minimum liquidity amount of $15,000 throughout the term of the Term Loan (See Note 11 in the Interim Financial Statements).

FINANCIAL COVENANTS

The Term Loan includes financial covenants that require the Company to comply with certain ratios and thresholds. The principal financial covenants in the Term Loan require the Company not to exceed a consolidated net secured leverage ratio and to maintain a minimum fixed charge coverage ratio as at the end of each fiscal quarter commencing December 31, 2021 (see Notes 11 and 23 in the Interim Financial Statements).

The Conda ABL includes springing financial covenants that require Conda to comply with certain ratios and thresholds if there is an event of default or an insufficient borrowing base. The principal springing financial covenants in the Conda ABL, if applicable, require Conda to maintain minimum fixed charge coverage ratios at the end of each month and fiscal quarter, respectively (see Notes 11 and 23 in the Interim Financial Statements).

SUMMARY BALANCE SHEETS

As at September 30, 2021 and December 31, 2020, the Company's summary balance sheets were as follows:

(unaudited in thousands of US Dollars)	September 30, 2021	December 31, 2020	% change
Cash and cash equivalents	$ 24,120	$ 9,539	153%
Current assets (including cash and cash equivalents)	$ 179,096	$ 134,491	33%
Non-current assets	351,099	342,813	2%
Total assets	**$ 530,195**	**$ 477,304**	**11%**
Current liabilities (excluding current portion of debt)	$ 69,817	$ 54,579	28%
Non-current liabilities (excluding long-term debt)	99,917	100,109	0%
Debt (current and long-term)	250,136	240,193	4%
Total liabilities	**$ 419,870**	**$ 394,881**	**6%**
Shareholders' equity	$ 109,160	$ 81,669	34%
Non-controlling interest	1,165	754	55%
Total equity	**$ 110,325**	**$ 82,423**	**34%**

As at September 30, 2021 and December 31, 2020, the Company's summary balance sheets were explained as follows:

Item	September 30, 2021 vs December 31, 2020
Current assets	Increased primarily due to higher cash and cash equivalents, accounts receivable and inventories, which were partially offset by lower other current assets
Non-current assets	Increased primarily due to capex additions (see Section 7), which were partially offset by the usage of tax credits to reduce tax payables at Arraias and depreciation and depletion
Current liabilities (excluding current portion of debt)	Increased primarily due to higher accounts payable and accrued liabilities
Non-current liabilities (excluding long-term debt)	Remained largely consistent
Debt (current and long-term)	Increased primarily due to the closing of the Term Loan and in-kind interest related to the Promissory Note
Total equity	Increased primarily due to net income recorded during the period and issuance of shares by the Company under its RSU Plan

As at September 30, 2021 and December 31, 2020, the Company did not have any significant off-balance sheet arrangements.

Conda's operating and environmental permits require certain obligations related to environmental and reclamation activities to be guaranteed. As at September 30, 2021, Conda's guarantee requirements were $85,080.

For the three and nine months ended September 30, 2021, Conda placed incremental surety bonds of $45,323 to guarantee its obligations under its existing operating and environmental permits. As at September 30, 2021, Conda had placed surety bonds for $67,549 of the $85,080 guarantee requirements.

For the three and nine months ended September 30, 2021, Conda posted incremental letters of credit of $16,619 under the Conda ABL as collateral for surety bonds that guarantee its obligations under its existing operating and environmental permits. As at September 30, 2021, Conda had posted letters of credit of $24,570 under the Conda ABL as collateral for surety bonds that guarantee its obligations under its existing operating and environmental permits.

Subsequent to September 30, 2021, as part of standard regulatory reviews by the respective governmental agencies, Conda's guarantee requirements were reduced from $85,080 to $77,739. Conda is in process of implementing the remaining $10,191 of the requested incremental guarantee requirements (see Notes 11, 19 and 24 in the Interim Financial Statements).

CAPITAL RESOURCES

As at September 30, 2021 and December 31, 2020, the Company's capital resources were as follows:

(unaudited in thousands of US Dollars)		September 30, 2021		December 31, 2020
Total equity	$	110,325	$	82,423
Net debt[i]		236,524		233,926
Capital resources	**$**	**346,849**	**$**	**316,349**

i. Non-IFRS measure (see Section 7).

In order to maintain or adjust its capital structure, the Company may, upon approval from its Board of Directors, issue shares, or undertake other activities as deemed appropriate under the specific circumstances.

SUMMARY CASH FLOWS

For the three and nine months ended September 30, 2021 and 2020, the Company's summary cash flows were as follows:

	For the three months ended September 30,			*For the nine months ended September 30,*		
(unaudited in thousands of US Dollars)	**2021**	**2020**	**% change**	**2021**	**2020**	**% change**
Cash and cash equivalents, beginning of period	**$ 34,872**	**$ 15,721**	**122%**	**$ 9,539**	**$ 29,109**	**(67%)**
Cash flows from (used by) operating activities	11,506	(3,477)	n/m	62,166	(8,814)	n/m
Cash flows used by investing activities	(13,530)	(7,012)	n/m	(27,721)	(12,051)	n/m
Cash flows from (used by) financing activities	(8,605)	4,699	n/m	(19,858)	1,967	n/m
Effect of foreign exchange of non-US Dollar denominated cash	(123)	249	n/m	(6)	(31)	n/m
Cash and cash equivalents, end of period	**24,120**	**10,180**	**137%**	**24,120**	**10,180**	**137%**
Free cash flow[i]	2,321	(8,331)	n/m	42,442	(15,710)	n/m

i. Non-IFRS measure (see Section 7).

For the three months ended September 30, 2021 and 2020, the Company's summary cash flows were explained as follows:

Item	**Q3 2021 vs Q3 2020**
Cash flows from (used by) operating activities	Increased primarily due to higher net income, which was partially offset by higher working capital requirements
Cash flows used by investing activities	Increased primarily due to activities related to the initiative to produce and sell HFSA at Conda
Cash flows from (used by) financing activities	Increased primarily due to higher interest expense related to the Credit Facility, repayment of the Credit Facility and payment of financing costs related to the closing of the Term Loan
Free cash flow	Increased primarily due to higher cash flows from operating activities, which were partially offset by higher working capital requirements and cash maintenance capex (see Section 7)

For the nine months ended September 30,2021 and 2020, the Company's summary cash flows were explained as follows:

Item	9M 2021 vs 9M 2020
Cash flows from (used by) operating activities	Increased primarily due to higher net income, which was partially offset by higher working capital requirements
Cash flows used by investing activities	Increased primarily due to the completion of a full scope plant turnaround at Conda during June 2021 and activities related to the initiative to produce and sell HFSA at Conda
Cash flows from (used by) financing activities	Increased primarily due to higher interest expense related to the Credit Facility, repayment of the Credit Facility and payment of financing costs related to the closing of the Term Loan
Free cash flow	Increased primarily due to higher cash flows from operating activities, which were partially offset by higher working capital requirements and higher cash maintenance capex (see Section 7)

CONTRACTUAL OBLIGATIONS

As at September 30, 2021, the Company's contractual obligations were as follows:

(unaudited in thousands of US Dollars)	Within 1 year	Years 2 and 3	Years 4 and 5	After 5 years	Total
Debt	$ 33,758	$ 226,397	$ 377	$ 112	**$ 260,644**
Accounts payable and accrued liabilities	63,693	—	—	—	**63,693**
Provisions	2,299	—	—	81,867	**84,166**
Leases	2,593	7,010	4,346	4,236	**18,185**
Contractual obligations	**$ 102,343**	**$ 233,407**	**$ 4,723**	**$ 86,215**	**$ 426,688**

The Company records provisions when it is probable that obligations have been incurred and the amounts can be reasonably estimated. The Company's provisions include environmental and asset retirement obligations and legal contingencies. As at September 30, 2021, Conda, Arraias and Paris Hills had environmental and asset retirement obligations of $75,996, $7,369 and $430, respectively (see Note 10 in the Interim Financial Statements).

7. NON-IFRS MEASURES

DEFINITIONS

The Company defines its non-IFRS measures as follows:

Non-IFRS measure	Definition	Most directly comparable IFRS measure
EBITDA	Earnings before interest, taxes, depreciation, depletion and amortization	Net income (loss) and operating income (loss)
Adjusted EBITDA	EBITDA adjusted for non-cash, extraordinary, non-recurring and other items unrelated to the Company's core operating activities	Net income (loss) and operating income (loss)
Total capex	Additions to property, plant, and equipment and mineral properties adjusted for additions to asset retirement obligations, additions to right of use assets and capitalized interest	Additions to property, plant and equipment and mineral properties
Maintenance capex	Portion of total capex relating to the maintenance of ongoing operations	Additions to property, plant and equipment and mineral properties
Growth capex	Portion of total capex relating to development of growth opportunities	Additions to property, plant and equipment and mineral properties
Cash total capex	Total capex less accrued capex	Additions to property, plant and equipment and mineral properties
Cash maintenance capex	Maintenance capex less accrued maintenance capex	Additions to property, plant and equipment and mineral properties
Cash growth capex	Growth capex less accrued growth capex	Additions to property, plant and equipment and mineral properties
Net debt	Debt less cash and cash equivalents plus deferred financing costs	Current debt, long-term debt and cash and cash equivalents
Related party debt	Portion of debt held by a related party	Current debt and long-term debt
Adjusted net debt	Net debt adjusted for related party debt	Current debt, long-term debt and cash and cash equivalents
Working capital	Current assets less current liabilities	Current assets and current liabilities
Liquidity	Cash and cash equivalents plus undrawn committed borrowing capacity	Cash and cash equivalents
Realized price	Revenues divided by sales volumes	Revenues
Revenues per tonne P_2O_5	Revenues divided by sales volumes presented on P_2O_5 basis	Revenues
Cash costs	Cost of goods sold less net realizable value adjustments, depreciation, depletion and amortization	Cost of goods sold
Cash costs per tonne P_2O_5	Cash costs divided by sales volumes presented on P_2O_5 basis	Cost of goods sold
Cash margin	Revenues less cash costs	Gross margin
Cash margin per tonne P_2O_5	Revenues per tonne P_2O_5 less cash costs per tonne P_2O_5	Gross margin
Free cash flow	Cash flows from operating activities, which excludes payment of interest expense, plus cash flows from investing activities less cash growth capex	Cash flows from operating activities and cash flows from investing activities

EBITDA AND ADJUSTED EBITDA

For the three months ended September 30, 2021 and 2020

For the three months ended September 30, 2021 the Company had EBITDA and adjusted EBITDA by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Net income (loss)	**$ 28,746**	**$ (435)**	**$ (224)**	**$ (12,411)**	**$ 15,676**
Finance expense, net	802	47	2	11,148	11,999
Current and deferred income tax expense (recovery)	9,175	—	—	(4,025)	5,150
Depreciation and depletion	6,431	113	8	45	6,597
EBITDA	**$ 45,154**	**$ (275)**	**$ (214)**	**$ (5,243)**	**$ 39,422**
Unrealized foreign exchange (gain) loss	749	(614)	(353)	1,179	961
Share-based payment expense	—	—	—	89	89
Transaction costs	—	—	—	750	750
Non-recurring compensation payments	—	—	—	21	21
Other (income) expense, net	(39)	(37)	7	—	(69)
Adjusted EBITDA	**$ 45,864**	**$ (926)**	**$ (560)**	**$ (3,204)**	**$ 41,174**

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Operating income (loss)	**$ 39,363**	**$ (1,039)**	**$ (289)**	**$ (4,353)**	**$ 33,682**
Depreciation and depletion	6,431	113	8	45	6,597
Foreign exchange gain (loss) - realized	70	—	(279)	244	35
Share-based payment expense	—	—	—	89	89
Transaction costs	—	—	—	750	750
Non-recurring compensation payments	—	—	—	21	21
Adjusted EBITDA	**$ 45,864**	**$ (926)**	**$ (560)**	**$ (3,204)**	**$ 41,174**

For the three months ended September 30, 2020, the Company had EBITDA and adjusted EBITDA by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Net loss	**$ (1,757)**	**$ (1,467)**	**$ (218)**	**$ (10,346)**	**$ (13,788)**
Finance (income) expense, net	(58)	13	3	7,442	7,400
Current and deferred income tax expense	49	—	—	186	235
Depreciation and depletion	6,454	31	23	32	6,540
EBITDA	**$ 4,688**	**$ (1,423)**	**$ (192)**	**$ (2,686)**	**387**
Unrealized foreign exchange gain	(443)	(87)	(751)	(67)	(1,348)
Share-based payment expense	—	—	—	274	274
Other (income) expense, net	14	470	(89)	—	395
Adjusted EBITDA	**$ 4,259**	**$ (1,040)**	**$ (1,032)**	**$ (2,479)**	**$ (292)**

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Operating loss	**$ (1,934)**	**$ (1,071)**	**$ (423)**	**$ (2,609)**	**$ (6,037)**
Depreciation and depletion	6,454	31	23	32	6,540
Foreign exchange loss - realized	(261)	—	(632)	(176)	(1,069)
Share-based payment expense	—	—	—	274	274
Adjusted EBITDA	**$ 4,259**	**$ (1,040)**	**$ (1,032)**	**$ (2,479)**	**$ (292)**

For the nine months ended September 30, 2021 and 2020

For the nine months ended September 30, 2021, the Company had EBITDA and adjusted EBITDA by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Net income (loss)	**$ 67,880**	**$ (2,255)**	**$ (1,537)**	**$ (36,929)**	**$ 27,159**
Finance expense, net	2,225	59	5	26,666	28,955
Current and deferred income tax expense (recovery)	18,753	—	—	(3,927)	14,826
Depreciation and depletion	18,270	341	45	131	18,787
EBITDA	**$ 107,128**	**$ (1,855)**	**$ (1,487)**	**$ (14,059)**	**$ 89,727**
Unrealized foreign exchange (gain) loss	636	(697)	485	604	1,028
Share-based payment expense	—	—	—	3,223	3,223
Transaction costs	—	—	—	1,713	1,713
Non-recurring compensation payments	—	—	35	21	56
Other income, net	(31)	(146)	(84)	—	(261)
Adjusted EBITDA	**$ 107,733**	**$ (2,698)**	**$ (1,051)**	**$ (8,498)**	**$ 95,486**

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Operating income (loss)	**$ 89,393**	**$ (3,039)**	**$ (1,221)**	**$ (13,586)**	**$ 71,547**
Depreciation and depletion	18,270	341	45	131	18,787
Realized foreign exchange loss	70	—	90	—	160
Share-based payment expense	—	—	—	3,223	3,223
Transaction costs	—	—	—	1,713	1,713
Non-recurring compensation payments	—	—	35	21	56
Adjusted EBITDA	**$ 107,733**	**$ (2,698)**	**$ (1,051)**	**$ (8,498)**	**$ 95,486**

For the nine months ended September 30, 2020, the Company had EBITDA and adjusted EBITDA by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Net income (loss)	**$ 2,627**	**$ (17,040)**	**$ (9,311)**	**$ (29,167)**	**$ (52,891)**
Finance (income) expense, net	(79)	26	7	20,475	20,429
Current and deferred income tax expense (recovery)	(2,098)	—	—	609	(1,489)
Depreciation and depletion	26,191	4,039	68	105	30,403
EBITDA	**$ 26,641**	**$ (12,975)**	**$ (9,236)**	**$ (7,978)**	**(3,548)**
Unrealized foreign exchange (gain) loss	(455)	5,517	(802)	(77)	4,183
Write-off of mineral properties	—	—	8,449	—	8,449
Inventory adjustments	812	—	—	—	812
Share-based payment expense	—	—	—	605	605
Other (income) expense, net	15	(184)	(85)	(3)	(257)
Adjusted EBITDA	**$ 27,013**	**$ (7,642)**	**$ (1,674)**	**$ (7,453)**	**$ 10,244**

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Operating income (loss)	**$ 130**	**$ (10,696)**	**$ (10,177)**	**$ (8,113)**	**$ (28,856)**
Depreciation and depletion	26,191	4,039	68	105	30,403
Foreign exchange loss - realized	(120)	(985)	(14)	(50)	(1,169)
Write-off of mineral properties	—	—	8,449	—	8,449
Inventory adjustments	812	—	—	—	812
Share-based payment expense	—	—	—	605	605
Adjusted EBITDA	**$ 27,013**	**$ (7,642)**	**$ (1,674)**	**$ (7,453)**	**$ 10,244**

ITAFOS

CAPEX

For the three months ended September 30, 2021 and 2020

For the three months ended September 30, 2021, the Company had capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Additions to property, plant and equipment	$ 7,267	$ (764)	$ 13	$ —	$ 6,516
Additions to mineral properties	1,211	—	11	—	1,222
Additions to property, plant and equipment related to asset retirement obligations	(1,086)	838	—	—	(248)
Additions to right of use assets	—	5	(13)	—	(8)
Total capex	**$ 7,392**	**$ 79**	**$ 11**	**$ —**	**$ 7,482**
Maintenance capex	3,032	—	—	—	3,032
Growth capex	4,360	79	11	—	4,450

For the three months ended September 30, 2020, the Company had capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Additions to property, plant and equipment	$ 6,792	$ (15)	$ —	$ —	$ 6,777
Additions to mineral properties	1,443	—	105	—	1,548
Additions to property, plant and equipment related to asset retirement obligations	(1,397)	116	—	—	(1,281)
Additions to right of use assets	(1,251)	—	—	—	(1,251)
Capitalized interest	(916)	—	—	—	(916)
Total capex	**$ 4,671**	**$ 101**	**$ 105**	**$ —**	**$ 4,877**
Maintenance capex	2,719	—	—	—	2,719
Growth capex	1,952	101	105	—	2,158

ITAFOS

For the nine months ended September 30, 2021 and 2020

For the nine months ended September 30, 2021, the Company had capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Additions to property, plant and equipment	$ 27,161	$ 1	$ 16	$ 413	$ 27,591
Additions to mineral properties	3,113	—	594	—	3,707
Additions to asset retirement obligations	(3,001)	528	—	—	(2,473)
Additions to Right of Use assets	—	13	(13)	(367)	(367)
Total capex	**$ 27,273**	**$ 542**	**$ 597**	**$ 46**	**$ 28,458**
Maintenance capex	20,062	—	—	46	20,108
Growth capex	7,211	542	597	—	8,350

For the nine months ended September 30, 2020, the Company had capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Additions to property, plant and equipment	$ 16,137	$ (3,300)	$ —	$ 260	$ 13,097
Additions to mineral properties	5,524	—	(179)	—	5,345
Additions to asset retirement obligations	(6,555)	3,401	—	—	(3,154)
Additions to Right of Use assets	(1,251)	—	—	(260)	(1,511)
Capitalized interest	(2,530)	—	—	—	(2,530)
Total capex	**$ 11,325**	**$ 101**	**$ (179)**	**$ —**	**$ 11,247**
Maintenance capex	6,092	—	—	—	6,092
Growth capex	5,233	101	(179)	—	5,155

CASH CAPEX

For the three months ended September 30, 2021 and 2020

For the three months ended September 30, 2021, the Company had cash capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Total capex	$ 7,392	$ 79	$ 11	$ —	$ 7,482
Accrued capex	6,230	—	—	—	6,230
Total cash capex	**$ 13,622**	**$ 79**	**$ 11**	**$ —**	**$ 13,712**

For the three months ended September 30, 2021, the Company had cash maintenance capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Maintenance capex	$ 3,032	$ —	$ —	$ —	$ 3,032
Accrued maintenance capex	6,335	—	—	—	6,335
Cash maintenance capex	**$ 9,367**	**$ —**	**$ —**	**$ —**	**$ 9,367**

For the three months ended September 30, 2021, the Company had cash growth capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Growth capex	$ 4,360	$ 79	$ 11	$ —	$ 4,450
Accrued growth capex	(105)	—	—	—	(105)
Cash growth capex	**$ 4,255**	**$ 79**	**$ 11**	**$ —**	**$ 4,345**

For the three months ended September 30, 2020, the Company had cash capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Total capex	$ 4,671	$ 101	$ 105	$ —	$ 4,877
Accrued capex	(610)	—	—	—	(610)
Total cash capex	**$ 4,061**	**$ 101**	**$ 105**	**$ —**	**$ 4,267**

For the three months ended September 30, 2020, the Company had cash maintenance capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Maintenance capex	$ 2,719	$ —	$ —	$ —	$ 2,719
Accrued maintenance capex	(610)	—	—	—	(610)
Cash maintenance capex	**$ 2,109**	**$ —**	**$ —**	**$ —**	**$ 2,109**

For the three months ended September 30, 2020, the Company had cash growth capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Growth capex	$ 1,952	$ 101	$ 105	$ —	$ 2,158
Accrued growth capex		—	—	—	—
Cash growth capex	**$ 1,952**	**$ 101**	**$ 105**	**$ —**	**$ 2,158**

For the nine months ended September 30, 2021 and 2020

For the nine months ended September 30, 2021, the Company had cash capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Total capex	$ 27,273	$ 542	$ 597	$ 46	$ 28,458
Accrued capex	(737)	—	—	—	(737)
Total cash capex	**$ 26,536**	**$ 542**	**$ 597**	**$ 46**	**$ 27,721**

For the nine months ended September 30, 2021, the Company had cash maintenance capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Maintenance capex	$ 20,062	$ —	$ —	$ 46	$ 20,108
Accrued maintenance capex	(384)	—	—	—	(384)
Cash maintenance capex	**$ 19,678**	**$ —**	**$ —**	**$ 46**	**$ 19,724**

For the nine months ended September 30, 2021, the Company had cash growth capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Growth capex	$ 7,211	$ 542	$ 597	$ —	$ 8,350
Accrued growth capex	(353)	—	—	—	(353)
Cash growth capex	**$ 6,858**	**$ 542**	**$ 597**	**$ —**	**$ 7,997**

For the nine months ended September 30, 2020, the Company had cash capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Total capex	$ 11,325	$ 101	$ (179)	$ —	$ 11,247
Accrued capex	(2,183)	—	—	—	(2,183)
Total cash capex	**$ 9,142**	**$ 101**	**$ (179)**	**$ —**	**$ 9,064**

For the nine months ended September 30, 2020, the Company had cash maintenance capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Maintenance capex	$ 6,092	$ —	$ —	$ —	$ 6,092
Accrued maintenance capex	(2,183)	—	—	—	(2,183)
Cash maintenance capex	**$ 3,909**	**$ —**	**$ —**	**$ —**	**$ 3,909**

For the nine months ended September 30, 2020, the Company had cash growth capex by segment as follows:

(unaudited in thousands of US Dollars)	Conda	Arraias	Development and exploration	Corporate	Total
Growth capex	$ 5,233	$ 101	$ (179)	$ —	$ 5,155
Accrued growth capex		—	—	—	—
Cash growth capex	**$ 5,233**	**$ 101**	**$ (179)**	**$ —**	**$ 5,155**

NET DEBT, RELATED PARTY DEBT AND ADJUSTED NET DEBT

As at September 30, 2021 and December 31, 2020, the Company had net debt as follows:

(unaudited in thousands of US Dollars)	September 30, 2021	December 31, 2020
Current debt	$ 33,758	$ 2,437
Long-term debt	216,378	237,756
Cash and cash equivalents	(24,120)	(9,539)
Deferred financing costs related to the Term Loan	10,508	—
Deferred financing costs related to the Credit Facility	—	3,272
Net debt	**$ 236,524**	**$ 233,926**

As at September 30, 2021 and December 31, 2020, the Company had related party debt as follows:

(unaudited in thousands of US Dollars)	September 30, 2021	December 31, 2020
CLF participation in the Credit Facility	$ —	$ 31,372
Promissory Note	41,706	35,820
Canadian debentures issued to CLF	428	399
Related party debt	**$ 42,134**	**$ 67,591**

As at September 30, 2021 and December 31, 2020, the Company had adjusted net debt as follows:

(unaudited in thousands of US Dollars)	September 30, 2021	December 31, 2020
Net debt	$ 236,524	$ 233,926
Related party debt	(42,134)	(67,591)
Adjusted net debt	**$ 194,390**	**$ 166,335**

WORKING CAPITAL

As at September 30, 2021 and December 31, 2020, the Company had working capital as follows:

(unaudited in thousands of US Dollars)	September 30, 2021	December 31, 2020
Cash and cash equivalents	$ 24,120	$ 9,539
Accounts receivable	39,919	21,949
Inventories, net	108,150	93,435
Other current assets	6,907	9,568
Accounts payable and accrued liabilities	(63,693)	(50,986)
Provisions	(2,299)	(760)
Current debt	(33,758)	(2,437)
Contract liabilities	(1,232)	(21)
Other current liabilities	(2,593)	(2,812)
Working capital	**$ 75,521**	**$ 77,475**

LIQUIDITY

As at September 30, 2021 and December 31, 2020, the Company had liquidity as follows:

(unaudited in thousands of US Dollars)		September 30, 2021		December 31, 2020
Cash and cash equivalents	$	24,120	$	9,539
Promissory Note undrawn borrowing capacity		—		5,400
Conda ABL undrawn borrowing capacity		5,430		2,049
Liquidity	**$**	**29,550**	**$**	**16,988**

REVENUES PER TONNE P_2O_5

For the three months ended September 30, 2021 and 2020

For the three months ended September 30, 2021, the Company had revenues per tonne P_2O_5 by segment as follows:

(unaudited in thousands of US Dollars except as otherwise noted)		Conda		Arraias
Revenues	$	103,005	$	—
Sales volumes (tonnes P_2O_5)		73,610		—
Revenues per tonne P_2O_5	**$**	**1,399**	**$**	**—**

For the three months ended September 30, 2020, the Company had revenues per tonne P_2O_5 by segment as follows:

(unaudited in thousands of US Dollars except as otherwise noted)		Conda		Arraias
Revenues	$	47,588	$	50
Sales volumes (tonnes P_2O_5)		64,431		145
Revenues per tonne P_2O_5	**$**	**739**	**$**	**345**

For the nine months ended September 30, 2021 and 2020

For the nine months ended September 30, 2021, the Company had revenues per tonne P_2O_5 by segment as follows:

(unaudited in thousands of US Dollars except as otherwise noted)		Conda		Arraias
Revenues	$	296,463	$	—
Total sales volumes (tonnes P_2O_5)		238,920		—
Revenues per tonne P_2O_5	**$**	**1,241**	**$**	**—**

For the nine months ended September 30, 2020, the Company had revenues per tonne P_2O_5 by segment as follows:

(unaudited in thousands of US Dollars except as otherwise noted)		Conda		Arraias
Revenues	$	180,469	$	4,173
Total sales volumes (tonnes P_2O_5)		237,780		4,631
Revenues per tonne P_2O_5	**$**	**759**	**$**	**901**

CASH COSTS AND CASH COSTS PER TONNE P_2O_5

For the three months ended September 30, 2021 and 2020

For the three months ended September 30, 2021, the Company had cash costs and cash costs per tonne P_2O_5 by segment as follows:

(unaudited in thousands of US Dollars except as otherwise noted)		Conda		Arraias
Cost of goods sold	$	62,536	$	—
Depreciation and depletion		(6,431)		—
Cash costs	**$**	**56,105**	**$**	**—**
Sales volumes (tonnes P_2O_5)		73,610		—
Cash costs per tonne P_2O_5	**$**	**762**	**$**	**—**

For the three months ended September 30, 2020, the Company had cash costs and cash costs per tonne P_2O_5 by segment as follows:

(unaudited in thousands of US Dollars except as otherwise noted)		Conda		Arraias
Cost of goods sold	$	48,796	$	543
Inventory adjustments		812		—
Depreciation and depletion		(6,454)		(31)
Cash costs	**$**	**43,154**	**$**	**512**
Sales volumes (tonnes P_2O_5)		64,431		145
Cash costs per tonne P_2O_5	**$**	**670**	**$**	**3,531**

For the nine months ended September 30, 2021 and 2020

For the nine months ended September 30, 2021, the Company had cash costs and cash costs per tonne P_2O_5 by segment as follows:

(unaudited in thousands of US Dollars except as otherwise noted)		Conda		Arraias
Cost of goods sold	$	203,623	$	—
Depreciation and depletion		(18,270)		—
Cash costs	**$**	**185,353**	**$**	**—**
Total sales volumes (tonnes P_2O_5)		238,920		—
Cash costs per tonne P_2O_5	**$**	**776**	**$**	**—**

For the nine months ended September 30, 2020, the Company had cash costs and cash costs per tonne P_2O_5 by segment as follows:

(unaudited in thousands of US Dollars except as otherwise noted)		Conda		Arraias
Cost of goods sold	$	177,719	$	13,376
Inventory adjustments		(812)		—
Depreciation and depletion		(26,191)		(4,039)
Cash costs	**$**	**150,716**	**$**	**9,337**
Total sales volumes (tonnes P_2O_5)		237,780		4,631
Cash costs per tonne P_2O_5	**$**	**634**	**$**	**2,016**

CASH MARGIN AND CASH MARGIN PER TONNE P_2O_5

For the three months ended September 30, 2021 and 2020

For the three months ended September 30, 2021, the Company had cash margin and cash margin per tonne P_2O_5 by segment as follows:

(unaudited in thousands of US Dollars except as otherwise noted)		Conda		Arraias
Revenues	$	103,005	$	—
Cash costs		56,105		—
Cash margin	**$**	**46,900**	**$**	**—**
Sales volumes (tonnes P_2O_5)		73,610		—
Cash margin per tonne P_2O_5	**$**	**637**	**$**	**—**

For the three months ended September 30, 2020, the Company had cash margin and cash margin per tonne P_2O_5 by segment as follows:

(unaudited in thousands of US Dollars except as otherwise noted)		Conda		Arraias
Revenues	$	47,588	$	50
Cash costs		43,154		512
Cash margin	**$**	**4,434**	**$**	**(462)**
Sales volumes (tonnes P_2O_5)		64,431		145
Cash margin per tonne P_2O_5	**$**	**69**	**$**	**(3,186)**

For the nine months ended September 30, 2021 and 2020

For the nine months ended September 30, 2021, the Company had cash margin and cash margin per tonne P_2O_5 by segment as follows:

(unaudited in thousands of US Dollars except as otherwise noted)		Conda		Arraias
Revenues	$	296,463	$	—
Cash costs		185,353		—
Cash margin	**$**	**111,110**	**$**	**—**
Total sales volumes (tonnes P_2O_5)		238,920		—
Cash margin per tonne P_2O_5	**$**	**465**	**$**	**—**

For the nine months ended September 30, 2020, the Company had cash margin and cash margin per tonne P_2O_5 by segment as follows:

(unaudited in thousands of US Dollars except as otherwise noted)		Conda		Arraias
Revenues	$	180,469	$	4,173
Cash costs		152,340		9,337
Cash margin	**$**	**28,129**	**$**	**(5,164)**
Total sales volumes (tonnes P_2O_5)		237,780		4,631
Cash margin per tonne P_2O_5	**$**	**118**	**$**	**(1,115)**

FREE CASH FLOW

For the three and nine months ended September 30, 2021 and 2020, the Company had free cash flow as follows:

	For the three months ended September 30,		For the nine months ended September 30,	
(unaudited in thousands of US Dollars)	**2021**	**2020**	**2021**	**2020**
Cash flows from (used by) operating activities	$ 11,506	$ (3,477)	$ 62,166	$ (8,814)
Cash flows used by investing activities	(13,530)	(7,012)	(27,721)	(12,051)
Less: Cash growth capex	4,345	2,158	7,997	5,155
Free cash flow	**$ 2,321**	**$ (8,331)**	**$ 42,442**	**$ (15,710)**

8. BUSINESS RISKS AND UNCERTAINTIES

FORWARD-LOOKING INFORMATION

This MD&A contains "forward-looking information" within the meaning of applicable Canadian securities legislation. Except for statements of historical fact relating to the Company, information contained in this MD&A may constitute forward-looking information, including any information as to the Company's mission, strategy, outlook, plans or future operational and financial performance. Generally, forward-looking information can be identified by the use of forward-looking terminology such as "plans", "expects", "is expected", "estimates", "intends", or variations of such words and phrases or statements that certain actions, events or results "may", "could", "would", "might" or "will be taken", "occur" or "be achieved."

Forward-looking information contained in this MD&A may include, without limitation, statements with respect to the Company's:

- mission, strategy and outlook;
- ability to carry out and complete any plan;
- ability to achieve future operational and financial results;
- ability to own and operate its operating projects;
- ability to develop and complete its development projects;
- ability to obtain necessary permits and licenses;
- ability to secure financing;
- expectations around commodity markets;
- expectations around Mineral Reserves and Mineral Resources, including those stipulated in technical reports;
- expectations around current estimates and potential increases of mine life; and
- expectations around environmental and asset retirement obligations.

RISKS AND UNCERTAINTIES

Management believes that forward-looking information provides useful supplemental information to investors, analysts, lenders and others. In evaluating forward-looking information, investors, lenders and others should consider that forward looking information may not be appropriate for other purposes and are cautioned not to put undue reliance on forward-looking information. Forward-looking information contained in this MD&A is based on the opinions, assumptions and estimates of management set out herein, which management believes are reasonable as at the date the statements are made. Such opinions, assumptions and estimates are inherently subject to a variety of risks and uncertainties and other known and unknown factors that could cause actual events or results to differ materially from those projected in forward-looking information.

These factors include risks and uncertainties relating to:

- commodity price risks;
- operating risks;
- safety risks;
- Mineral Reserves and Mineral Resources risks;
- mine development and completion risks;
- foreign operations risks;
- regulatory risks;
- environmental risks;
- weather risks;
- climate change risks;
- currency risks;
- competition risks;
- counterparty risks;
- financing risks;
- additional capital risks;
- credit risks;
- key personnel risks;
- impairment risks;
- cybersecurity risks;
- transportation risks;
- infrastructure risks;
- equipment and supplies risks;
- concentration risks;
- litigation risks;
- permitting and licensing risks;
- land title and access rights risks;
- insurance and uninsured risks;
- acquisitions and integration risks;
- malicious acts risks;
- stock price volatility risks;
- limited operating history risks;
- technological advancement risks;
- tax risks;
- foreign subsidiaries risks;
- reputation damage risks;
- controlling shareholder risks; and
- conflicts of interest risks.

Although management has attempted to identify crucial factors that could cause actual actions, events or results to differ materially from those described in forward-looking information, there may be other factors that cause actions, events or results not to be as anticipated, estimated or intended. There can be no assurance that forward-looking information will prove to be accurate, as actual results and future events could differ materially from those anticipated. The reader is cautioned not to place undue reliance on forward-looking information. Factors that may cause actual results to differ materially from expected results described in forward-looking statements include, but are not limited to, the risk factors set out in this MD&A. Readers are cautioned that the list of risks set out in this MD&A are not exhaustive. The forward-looking information included in this MD&A is expressly qualified by this cautionary statement and is made as of the date of this MD&A. Management undertakes no obligation to publicly update or revise any forward-looking information except as required by applicable securities laws.

The risks and uncertainties affecting the forward-looking information contained in this MD&A are described in greater detail in the Annual MD&A.

For the three and nine months ended September 30, 2021, there have been no changes to the risks and uncertainties that have materially affected, or are reasonably likely to materially affect, the Company's forward-looking information.

9. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

The preparation of financial statements in conformity with IFRS requires the Company to make estimates and judgments that affect the reported amounts of the assets, liabilities, revenues and expenses reported each period. Each of these estimates varies with respect to the level of judgment involved and the potential impact on the Company's reported financial results. Evaluations of estimates and judgments occur continuously. Estimates and judgments are based on historical experience and other factors including expectations of future events that are considered reasonable under the circumstances. If the Company's financial condition, change in financial condition or results of operations would be materially impacted by a different estimate or a change in estimate from period to period, estimates are deemed critical. By their nature, these estimates are subject to measurement uncertainty, and changes in these estimates may affect the financial statements of future periods (see Note 4 in the Audited Financial Statements).

10. CONTROLS AND PROCEDURES

The Company maintains controls and procedures, including disclosure controls and procedures ("DC&P") and internal control over financial reporting ("ICFR") as defined in National Instrument 52-109. The Company's DC&P are intended to provide reasonable assurance that information required to be disclosed by the Company in its filings is reported accurately and timely. The Company's ICFR is intended to provide reasonable assurance regarding the reliability of the Company's financial reporting for external purposes in accordance with IFRS.

The design of a control system must reflect the fact that there are resource constraints, and the benefits of controls must be considered relative to their costs. Further, there are inherent limitations to the effectiveness of any system of DC&P and ICFR, including the possibility of human error, circumvention of controls and procedures, collusion of two or more people, or unauthorized overriding of controls. Accordingly, even properly designed and effective controls and procedures can only provide reasonable, not absolute, assurance of achieving their objectives.

The Company has identified certain risks in its controls and procedures related to segregation of duties resulting from limited administrative staffing and manual processes. The Company is mitigating such risks through various measures, including automated processes and increased oversight. In addition, the Company continues to closely monitor potential risks to its controls and procedures as a result of the COVID-19 pandemic. The Company has not experienced and is currently not projecting any material impact on the design or operating effectiveness of its controls and procedures as a result of the COVID-19 pandemic.

For the three months ended September 30, 2021, there were no changes to the Company's controls and procedures that have materially affected, or are reasonably likely to materially affect, the Company's DC&P and ICFR.

11. OTHER DISCLOSURES

RELATED PARTY TRANSACTIONS

The Company's related party transactions include key management compensation and debt from CLF, its principal shareholder (see Note 22 in the Interim Financial Statements).

QUALIFIED PERSON

Unless otherwise indicated, the responsible Qualified Person, as defined by NI 43-101, who has reviewed and approved the technical information sourced from the latest respective technical reports and contained in this MD&A regarding Mineral Resources for Conda, Farim and Paris Hills is Jerry DeWolfe, Professional Geologist (P.Geo.) with the Association of Professional Engineers and Geoscientists of Alberta. Mr. DeWolfe is a full-time employee of Golder and is independent of the Company.

Unless otherwise indicated, the responsible Qualified Person, as defined by NI 43-101, who has reviewed and approved the technical information sourced from the latest respective technical reports and contained in this MD&A regarding Mineral Reserves for Conda and Farim is Edward Minnes, Professional Engineer (P.E.) licensed by the State of Missouri. Mr. Minnes is a full-time employee of Golder and is independent of the Company.

Unless otherwise indicated, the responsible Qualified Person, as defined by NI 43-101, who has reviewed and approved the technical information sourced from the latest respective technical reports and contained in this MD&A regarding Mineral Resources for Arraias, Santana and Araxá is Carlos Guzmán, FAusIMM (229036), Mining Engineer, RM (Chilean Mining Commission). Mr. Guzmán is a full-time employee of NCL Brasil Engenharia Ltda. and is independent of the Company.

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