



**Management's Discussion and Analysis of Operations and Financial Condition
For the three months ended March 31, 2026 and 2025
April 29, 2026**

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1. INTRODUCTORY NOTES

GENERAL INFORMATION

This management's discussion and analysis of operations and financial condition for the three months ended March 31, 2026 (the "MD&A") is as of April 29, 2026 and should be read in conjunction with the Company's:

- unaudited condensed consolidated interim financial statements for the three months ended March 31, 2026 (the "Interim Financial Statements");
- audited consolidated financial statements for the year ended December 31, 2025 (the "2025 Consolidated Financial Statements");
- management's discussion and analysis of operations and financial condition for the year ended December 31, 2025 (the "2025 MD&A"); and
- annual information form for the year ended December 31, 2025 (the "2025 AIF").

The amounts contained herein are in thousands of US Dollars (\$) except for the number of shares, per share amounts, number of restricted share units ("RSUs"), number of deferred share units ("DSUs") and as otherwise noted.

This MD&A includes both numbers from the Interim Financial Statements prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards") 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 Accounting Standards and that the methodology applied by the Company in calculating such non-IFRS measures may differ among measures reported by other issuers. Non-IFRS measures should not be considered as a substitute for, nor superior to, IFRS measures of financial performance. Definitions and reconciliations of non-IFRS measures to the most directly comparable IFRS measures are included in Section 8 of this MD&A. Unless otherwise described, these non-IFRS measures are calculated consistently from period to period.

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

FORWARD-LOOKING INFORMATION

Cautionary statements regarding forward-looking information and risks and uncertainties affecting forward-looking information are included in Section 9 of this MD&A.

2. GENERAL COMPANY INFORMATION

OVERVIEW

Itafos Inc. (the “Company”) is a phosphate and specialty fertilizer company. The Company’s businesses and projects are:

- Conda – a vertically integrated phosphate fertilizer business located in Idaho, US with production capacity as follows:
 - approximately 550kt per year of monoammonium phosphate (“MAP”), MAP with micronutrients (“MAP+”), superphosphoric acid (“SPA”), and merchant grade phosphoric acid (“MGA”); and
 - approximately 27kt per year of hydrofluorosilicic acid (“HFSA”);
- Arraias – a vertically integrated phosphate fertilizer business located in Tocantins, Brazil with the following production targets (following the proposed restart of the beneficiation circuit):
 - approximately 275kt per year of single superphosphate (“SSP”), partially acidulated phosphate rock (“PAPR”) and direct application phosphate rock (“DAPR”);
 - approximately 170kt per year of SSP, 60kt per year of PAPR and 45kt per year of DAPR;
 - approximately 40kt per year of excess sulfuric acid (220kt per year gross sulfuric acid production capacity);
- Farim – a high-grade phosphate mine project located in Farim, Guinea-Bissau; and
- Santana – a vertically integrated high-grade phosphate mine and fertilizer plant project located in Pará, Brazil.

The Company is a Delaware corporation with operations in the United States, Brazil and Guinea-Bissau. The Company’s shares trade on the Canadian TSX Venture Exchange (“TSX-V”) under the ticker symbol “IFOS”. The Company’s shares also trade in the US on the OTCQX® Best Market (“OTCQX”) under the ticker symbol “ITFS”. The Company’s principal shareholder is CL Fertilizers Holding LLC (“CLF”). CLF is an affiliate of Castllake, L.P., a global private investment firm (see Notes 1 and 6 in the Interim Financial Statements).

As of March 31, 2026 and December 31, 2025 the Company had 194,780,281 and 193,234,714 shares of common stock outstanding, respectively (see Note 6 in the Interim Financial Statements). As of April 29, 2026, the Company had 194,780,281 shares of common stock and 2,471,891 RSUs outstanding. As of March 31, 2026 and December 31, 2025, the Company did not have any other classes of voting securities outstanding.

BUSINESSES AND PROJECTS

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

Item	Conda ⁱ	Arraias ⁱⁱ	Farim ⁱⁱⁱ	Santana
Ownershipⁱⁱⁱ	100%	98.4%	100%	99.4%
Location	Idaho, US	Tocantins, Brazil	Farim, Guinea-Bissau	Pará, Brazil
Status	Operating	Sulfuric acid; part of the beneficiation, and acidulation operating; remainder of operations idled	Construction- ready	Maintaining option
Mineral Reserves^{iv}	27.9Mt at avg. 24.7% P ₂ O ₅	(Mineral Reserves are to be re-estimated in H2 2026) 1.5Mt at avg. 17.4% P ₂ O ₅ (Breccia)	43.8Mt at avg. 30.0% P ₂ O ₅	Under review
Measured and Indicated Mineral Resources^{iv,v}	39.0Mt at avg. 24.7% P ₂ O ₅	0.6Mt at avg 12.0% P ₂ O ₅ (Conglomerate) 2.4Mt at avg. 15.4% P ₂ O ₅ (Breccia)	102.5Mt at avg. 28.53% P ₂ O ₅	60.4Mt at avg. 12.0% P ₂ O ₅
Inferred Mineral Resources^{iv,v}	1.5Mt at avg. 24.7% P ₂ O ₅	0.6Mt at avg 12.0 P ₂ O (Conglomerate)	31.1Mt at avg. 28.1% P ₂ O ₅	26.6Mt at avg. 5.6% P ₂ O ₅
Mine life^{iv}	Through mid-2037	About 14 years	25 years	Under review
Products	MAP, MAP+, SPA, MGA, and HFSA	SSP, SSP+ excess sulfuric acid, DAPR, PAPR, and G-PAPR 45Kt DAPR, 60Kt PAPR	Phosphate rock	SSP and excess sulfuric acid
Annual production capacity	550kt MAP, MAP+, SPA, MGA, and 27kt HFSA	And 170Kt SSP, and 40kt excess sulfuric acid (220kt gross sulfuric acid)	1.35Mt of phosphate rock	500kt SSP and 30kt excess sulfuric acid

- i. Conda's operations consist of its mines, beneficiation plant, sulfuric acid plant, phosphoric acid plant and granulation plant. Conda's mineral reserves, measured and indicated mineral resources (including mineral reserves), inferred mineral resources and mine life consider Husky 1 ("H1") and North Dry Ridge ("NDR").
- ii. Arraias' operations consist of its mines, beneficiation plant, sulfuric acid plant, acidulation plant and granulation plant. On February 8, 2022, the Company announced the resumption of sulfuric acid production and sales at Arraias. During H1 2023, mining was restarted at the Domingos pit for the production and sale of DAPR. During Q2 2024, the acidulation plant was restarted for the production and sale of PAPR. During Q2 2025, the granulation plant was restarted for the production and sale of G-PAPR. The remainder of Arraias' operations, including part of the beneficiation plant remain idled following best practices. Arraias's measured, indicated mineral resources, and inferred mineral resources consider Domingos, Cana Brava, Coite and Near Mine deposits. New mineral resources estimates consider the breccia and conglomerate units, and not the siltstone units reported in 2013. The mineral resources now only include the breccia and conglomerate units and have downgraded the siltstone units to non-resource. The Mineral Reserves have not yet been revised since the disruption in business operations in 2018, which included technical issues with the material plant feed and plant performance with the siltstone units, though the intent is to re-estimate the Mineral Reserves in the second half of 2026.
- iii. Arraias and Santana's non-controlling interests are represented by preferred non-voting shares issued by the Company in 2018 upon the exercise of warrants held by creditors under the 2016 Brazilian restructuring proceedings. Under the 2014 Guinea-Bissau Mining Code, the Government of Guinea-Bissau has the right to obtain, free of charge, up to a 10% interest in Farim.
- iv. The Company's technical information, including mineral reserves, measured, and indicated mineral resources (including mineral reserves), inferred mineral resources and mine life, is presented as of the date of the Company's latest respective technical reports. The mineral reserves and resources associated with the Rasmussen Valley Mine ("RVM") in the Conda Technical report have been excluded from the totals as that mine was completed during 2025. The mineral reserves previously reported for Arraias have not been revised since the disruption in business operations in 2018 and have been classified as "under review" since 2021. Itafos intends to re-estimate mineral reserves for Arraias in H2 2026. The current PEA does not support mineral reserves. Upon completion of the current drilling program, Itafos will update the mineral reserve estimate to include only the breccia and conglomerate units which can be processed, while excluding the siltstone units which cannot be processed in the current process plant design and capacity. No recovery, dilution or other similar mining parameters have been applied to the mineral resources summarized above.

- v. 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. Mineral reserves require the application of modifying factors such as recovery, dilution or other similar mining parameters and must be supported with 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.

The Company's latest technical reports are as follows:

- Conda – the technical report titled “NI 43-101 Technical Report Itafos Conda Project , Idaho, USA” with an effective date of July 1, 2023 (the “Conda Technical Report”) as announced in the Company news release dated April 29, 2024;
- Arraias – the technical report titled “NI 43-101 Technical Report Preliminary Economic Assessment Arraias Phosphate Operations, Tocantins, Brazil” with an effective date of January 30, 2026 (the “Arraias Technical Report”) as announced in the Company news releases dated January 27, 2026 and February 9, 2026;
- Farim – the technical report titled “Farim Phosphate Project - NI 43-101 Technical Report and Feasibility Study” with an effective date of May 17, 2023; and
- Santana – the technical report titled “Feasibility Study (FS) Santana Phosphate Project, Pará State, Brazil” with an effective date of October 28, 2013 (collectively with the Conda, Arraias and Farim technical reports, the “Technical Reports”).

The Company's latest Technical Reports are available under the Company's profile on SEDAR+ at www.sedarplus.ca and on the Company's website at www.itafos.com.

The Company's businesses and projects are described in greater detail in its 2025 AIF, which can be found under the Company's profile on SEDAR+ at www.sedarplus.ca and on the Company's website at www.itafos.com.

3. HIGHLIGHTS

KEY HIGHLIGHTS

For the three months ended March 31, 2026

For the three months ended March 31, 2026, the Company's key highlights were as follows:

- sustained Environmental, Health and Safety (“EHS”) performance, including no reportable environmental releases and one recordable incident, which resulted in a consolidated Total Recordable Incident Frequency Rate (“TRIFR”)¹ of 0.62;
- generated revenues of \$142,220;
- MAP New Orleans (“NOLA”) prices averaged \$731/t (\$664/st) compared to \$657/t (\$596/st) in 2025, up 11% year-over-year due to global phosphate supply and demand balances, partially impacted by the conflict in Iran;
- generated Adjusted EBITDA² of \$18,378;
- recorded net income of \$1,728;
- recorded basic earnings² of Canadian dollars (“C\$”) C\$0.01/share;
- generated free cash flow² of \$(16,721);
- repaid \$2,753 of debt, including \$2,500 of principal under the Company's \$100,000 term loan and \$30,000 letter credit facility (the “Amended Term Loan Agreement”);
- On January 16, 2026, the Company announced the appointment of Joseph McConnell to the Company's Board of Directors and the resignation of Isaiah Toback. Mr. McConnell replaced Isaiah Toback as a nominee to the Company's Board of Directors by its principal shareholder, CLF; and
- On February 9, 2026, the Company filed the Arraias Technical Report, which provides for an updated mineral resource estimate and the results of a preliminary economic assessment (“PEA”) for the phosphate operation at Arraias.

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

² Non-IFRS measure (see Section 8 for additional information on non-IFRS measures).

FINANCIAL HIGHLIGHTS

For the three months ended March 31, 2026

For the three months ended March 31, 2026 and 2025, the Company's financial highlights were as follows:

<i>(unaudited in thousands of US Dollars except as otherwise noted)</i>	<i>For the three months ended March 31,</i>		
	2026	2025	% change
Revenues	\$ 142,220	\$ 135,740	5%
Gross margin	13,665	34,040	(60%)
Adjusted EBITDA ⁱ	18,378	39,279	(53%)
Net income	1,728	35,871	(95%)
Basic earnings (\$/share)	\$ 0.01	\$ 0.19	(95%)
Basic earnings (C\$/share) ^{i,ii}	\$ 0.01	\$ 0.27	(96%)
Diluted earnings (\$/share)	\$ 0.01	\$ 0.18	(94%)
Diluted earnings (C\$/share) ^{i,ii}	\$ 0.01	\$ 0.27	(96%)
Maintenance capex ⁱ	\$ 2,007	\$ 495	305%
Growth capex ⁱ	10,633	9,426	13%
Total capexⁱ	\$ 12,640	\$ 9,921	27%
Free cash flow ⁱ	\$ (16,721)	\$ 31,333	(153%)

i. Non-IFRS measure (see Section 8 for additional information on non-IFRS measures).

ii. For the three months ended March 31, 2026 and 2025, the average exchange rates were C\$1.3717 and C\$1.4352, respectively.

For the three months ended March 31, 2026 and 2025, the Company's financial highlights were explained as follows:

Item	Q1 2026 vs Q1 2025
Revenues	Increased primarily due to higher MAP and SPA realized prices at Conda coupled with higher sulfuric acid realized prices at Arraias, which were partially offset by lower SPA sales volumes at Conda
Gross Margin	Decreased materially due to higher sulfur costs and sulfuric acid costs at Conda
Adjusted EBITDAⁱ	Decreased primarily due to the same factors that resulted in lower gross margin and higher selling, general and administrative expenses
Net income	Decreased primarily due to the same factors that resulted in lower Adjusted EBITDA in Q1 2026, and the gain on the sale of the Araxá project recorded in Q1 2025
Basic earnings (C\$/share)ⁱ	Decreased primarily due to the same factors that resulted in lower net income
Maintenance capexⁱ	Increased primarily due to timing of projects
Growth capexⁱ	Increased due to development activities at Conda related primarily to the MgO reduction initiatives, which were partially offset by prior year H1/NDR activities that are now complete, and Arraias related primarily to the pre-stripping activities at Domingos mine pit, which were partially offset by activities related to the Fertilizer Restart Program in Q1 2025)
Free cash flowⁱ	Decreased primarily due to higher growth capex and lower cash flows from operating activities driven by higher sulfur and sulfuric acid costs that lowered Adjusted EBITDA and working capital movements; and proceeds received from the sale of the Araxá project during Q1 2025

i. Non-IFRS measure (see Section 8 for additional information on non-IFRS measures).

As of March 31, 2026

As of March 31, 2026 and December 31, 2025, the Company's financial highlights were as follows:

<i>(unaudited in thousands of US Dollars except as otherwise noted)</i>	March 31, 2026	December 31, 2025	% change
Total assets	\$ 819,369	\$ 838,038	(2%)
Total liabilities	378,907	403,003	(6%)
Total equity	440,462	435,035	1%
Net debt ⁱ	\$ 39,037	\$ 19,505	100%
Trailing 12 months Adjusted EBITDA ⁱ	\$ 137,799	\$ 158,700	(13%)
Net leverage ratio ⁱ	0.3x	0.1x	200%

i. Non-IFRS measure (see Section 8 for additional information on non-IFRS measures).

As of March 31, 2026 and December 31, 2025, the Company's financial highlights were explained as follows:

Item	March 31, 2026 vs December 31, 2025
Total assets	Decreased primarily due to lower cash and cash equivalents, inventories and other current and long-term assets, which were partially offset by higher accounts receivable and property, plant and equipment driven by MgO reduction project activities at Conda
Total liabilities	Decreased primarily due to lower accounts payable and accrued liabilities, other current liabilities, long-term debt, long-term provisions and other long-term liabilities, which were partially offset by higher contract liabilities
Total equity	Increased primarily due to net income recorded during the period and issuance of shares under RSU Plan
Net debtⁱ	Increased primarily due to lower cash and cash equivalents, which was partially offset by lower debt
Trailing 12 months Adjusted EBITDAⁱ	Decreased due to the same factors that resulted in lower Adjusted EBITDA in Q1 2026
Net leverage ratioⁱ	Increased due to higher net debt and lower trailing 12 months Adjusted EBITDA

i. Non-IFRS measure (see Section 8 for additional information on non-IFRS measures).

BUSINESS HIGHLIGHTS

EHS

For the three months ended March 31, 2026 and 2025

For the three months ended March 31, 2026 and 2025, the Company's EHS highlights were as follows:

	<i>For three months ended March 31, 2026</i>			
	Conda	Arraias	Farim	Consolidated
Reportable environmental releases	—	—	—	—
Recordable incidents	1	—	—	1

	<i>For three months ended March 31, 2025</i>			
	Conda	Arraias	Farim	Consolidated
Reportable environmental releases	—	—	—	—
Recordable incidents	—	—	—	—

As of March 31, 2026

As of March 31, 2026, the Company's TRIFR were as follows:

	Conda	Arraias	Farim	Consolidated
TRIFR ⁱ	0.69	0.56	0.00	0.62

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

Conda

Business Highlights

For the three months ended March 31, 2026 and 2025, Conda's business highlights were as follows:

<i>(unaudited in thousands of US Dollars except as otherwise noted)</i>	<i>For the three months ended March 31,</i>		
	2026	2025	% change
Production volumes (tonnes)			
MAP	110,858	99,810	11%
MAP+	5,300	—	n/m
SPA ⁱⁱ	27,757	39,103	(29%)
MGA ⁱⁱ	106	196	(46%)
HFSA	1,584	1,425	11%
Production volumes (tonnes)	145,605	140,534	4%
Production volumes (tonnes P₂O₅)ⁱ	87,576	91,200	(4%)
Sales volumes (tonnes)			
MAP	115,328	101,418	14%
MAP+	6,137	4,925	25%
SPA ⁱⁱ	26,794	38,512	(30%)
MGA ⁱⁱ	106	196	(46%)
HFSA	1,698	1,635	4%
Sales volumes (tonnes)	150,063	146,686	2%
Sales volumes (tonnes P₂O₅)ⁱ	89,264	93,366	(4%)
Realized price (\$/tonne)ⁱⁱⁱ			
MAP	\$ 744	\$ 690	8%
MAP+	737	772	(5%)
SPA ⁱⁱ	1,462	1,375	6%
MGA ⁱⁱ	1,472	1,423	3%
HFSA	463	767	(40%)
Revenues (\$)			
MAP	\$ 85,754	\$ 69,975	23%
MAP+	4,525	3,802	19%
SPA	39,163	52,954	(26%)
MGA	156	279	(44%)
APP	—	28	n/m
HFSA	787	1,254	(37%)
Revenues	\$ 130,385	\$ 128,292	2%
Revenues per tonne P₂O₅^{i, iii}	\$ 1,461	\$ 1,374	6%
Cash costsⁱⁱⁱ	\$ 107,165	\$ 86,226	24%
Cash costs per tonne P₂O₅^{i, iii}	\$ 1,201	\$ 924	30%
Cash marginⁱⁱⁱ	\$ 23,220	\$ 42,066	(45%)
Cash margin per tonne P₂O₅^{i, iii}	\$ 260	\$ 450	(42%)
Adjusted EBITDAⁱⁱⁱ	\$ 22,073	\$ 40,905	(46%)
Maintenance capexⁱⁱⁱ	\$ 1,654	\$ 447	270%
Growth capexⁱⁱⁱ	9,873	7,672	29%
Total capexⁱⁱⁱ	\$ 11,527	\$ 8,119	42%

i. P₂O₅ basis considers MAP at 52%, MAP+ at 39%, SPA at 100%, MGA at 100% and HFSA at 0%.

ii. Presented on a 100% P₂O₅ basis.

iii. Non-IFRS measure (see Section 8 for additional information on non-IFRS measures).

For the three months ended March 31, 2026 and 2025, Conda’s business highlights were explained as follows:

Item	Q1 2026 vs Q1 2025
Production volumes (tonnes P₂O₅)	Decreased primarily due to a shift in production mix to MAP from SPA
Sales volumes (tonnes P₂O₅)	Decreased primarily due to a shift in sales mix to MAP from SPA
Revenues	Increase primarily due to higher realized prices for MAP and SPA products, which were partially offset by impact of sales volumes mix
Cash margin per tonne P₂O₅ⁱ	Decreased primarily due to substantially higher sulfur and sulfuric acid costs resulting from global sulfur market dynamics, which were partially offset by higher realized prices
Adjusted EBITDAⁱ	Decreased primarily due to lower cash margin per tonne P ₂ O ₅ and lower tonnes P ₂ O ₅ sold
Maintenance capexⁱ	Increased primarily due to equipment purchases and timing of plant projects
Growth capexⁱ	Increased due to development activities related primarily to the MgO Reduction Project, which were partially offset by prior year H1/NDR activities that are now complete

i. Non-IFRS measure (see Section 8 for additional information on non-IFRS measures).

Mine Life Extension

For the three months ended March 31, 2026, the Company advanced activities related to the extension of Conda’s mine life as follows:

- successfully loaded initial trains at the H1/NDR tipple, ensuring ore continuity to the plant for the 2026 shipping season; and
- advanced construction activities and engineering on new processing facility designed to lower the magnesium content of the ore from the H1/NDR mines to maintain P₂O₅ production capacity at the plant (the “MgO Reduction Project”).

Exploration and Appraisal Program at Conda

As H1/NDR mining activities continue, the Company is focused on identifying and pursuing opportunities to add resources and reserves to Conda to extend mine life beyond the current Conda Technical Report estimate of mid-2037. To pursue this objective, the Company has commenced a multi-year, multi-lease exploration, resource evaluation and permitting program at Conda with an expected annual cost of approximately \$6,000 to \$8,000.

Activities in Q1 2026 primarily focused on preparation for the heavy drilling season in Q2 and Q3 2026, which will include in-fill drilling to further define reserves at Husky 1, initial resource delineation drilling on the Dry Ridge lease to generate initial resource models, and core drilling of the Husky 3 and Husky 4 leases to identify site geology and characterize the resource. Geologic evaluation and permitting activities also advanced during the quarter.

Environmental Protection

In 2003, the US Environmental Protection Agency (“EPA”), began investigating the phosphate fertilizer industry as part of its National Enforcement Initiative regarding the mineral processing industry. The purpose of the National Enforcement Initiative is to ensure that waste resulting from mineral processing is managed in accordance with regulations under the US Resource Conservation and Recovery Act.

In 2018, the Company acquired Conda from subsidiaries of Agrium, Inc., a wholly-owned subsidiary of Nutrien, by way of an asset purchase agreement. Prior to the Company’s acquisition of Conda, Nutrien subsidiaries received notices of violations (“NOVs”) as a result of the National Enforcement Initiative related to several of its phosphate fertilizer operations, including Conda. Nutrien has been negotiating with the EPA and the Idaho Department of Environmental Quality (“IDEQ”) to resolve the NOVs. As current owner of Conda, the Company has also been involved in such negotiations since acquiring Conda in 2018 and will be a party to the settlement agreements with the EPA and the IDEQ that are contemplated to resolve these NOVs.

During Q1 2026, Itafos Conda LLC, a subsidiary of the Company, entered into a consent order (the “Consent Order”) with the IDEQ in connection with the efforts to resolve the NOVs with the EPA in respect of the Conda phosphate operations facility. The Consent Order addresses historical findings of groundwater impacts at the facility, including exceedances of applicable groundwater quality standards identified through prior regulatory investigations and monitoring programs. Pursuant to the Consent Order, among other things, the Company and Nutrien are required to implement and maintain certain monitoring, reporting and best management practices, and, if necessary, implement in the future remedial actions to address groundwater contamination that may migrate off-site as directed by IDEQ. The Company has been undertaking, and will continue to undertake, improvement and mitigation measures at the facility consistent with these requirements. The Company believes that the obligations under the Consent Order will not have a material adverse effect on the Company’s business, financial condition or results of operations. The Company continues to be involved in the negotiations with the EPA to resolve the NOVs in respect of the Conda phosphate operations facility.

Arraias

Business Highlights

For the three months ended March 31, 2026 and 2025, Arraias' business highlights were as follows:

<i>(unaudited in thousands of US Dollars except as otherwise noted)</i>	<i>For the three months ended March 31,</i>		
	2026	2025	% change
Production volumes (tonnes)			
DAPR	3,000	1,621	85%
PAPR	—	1,880	n/m
Excess sulfuric acid ⁱ	35,669	37,290	(4%)
Production volumes (tonnes)	38,669	40,791	(5%)
Production volumes (tonnes P₂O₅)ⁱⁱⁱ	360	533	(32%)
Sales volumes (tonnes)			
DAPR	3,378	4,508	(25%)
PAPR	1,524	3,301	(54%)
G-PAPR	2,483	—	n/m
Excess sulfuric acid	35,669	36,489	(2%)
Sales volumes (tonnes)	43,054	44,298	(3%)
Sales volumes (tonnes P₂O₅)^{iv}	1,127	1,135	(1%)
Realized price (\$/tonne) ⁱⁱ			
DAPR	\$ 50	\$ 42	19%
PAPR	154	98	57%
G-PAPR	163	—	n/m
Excess sulfuric acid	309	190	63%
Revenues (\$)			
DAPR	\$ 168	\$ 188	(11%)
PAPR	235	322	(27%)
G-PAPR	404	—	n/m
Excess sulfuric acid	11,028	6,938	59%
Revenues	\$ 11,835	\$ 7,448	59%
Revenues excluding excess sulfuric acid	\$ 807	\$ 510	58%
Revenues per tonne P₂O₅^{ii,iv}	\$ 716	\$ 449	59%
Cash costs ⁱⁱ	\$ 9,606	\$ 4,622	108%
Cash costs excluding excess sulfuric acid	\$ 547	\$ 261	110%
Cash costs per tonne P ₂ O ₅ ^{ii,iv}	\$ 486	\$ 230	111%
Cash margin ⁱⁱ	\$ 2,229	\$ 2,826	(21%)
Cash margin excluding excess sulfuric acid	\$ 260	\$ 249	4%
Cash margin per tonne P ₂ O ₅ ^{ii,iv}	\$ 230	\$ 219	5%
Adjusted EBITDA ⁱⁱ	\$ 1,409	\$ 1,984	(29%)
Maintenance capex ⁱⁱ	\$ 350	\$ 48	629%
Growth capex ⁱⁱ	426	1,740	(76%)
Total capexⁱⁱ	\$ 776	\$ 1,788	(57%)

- i. Sulfuric acid production volumes are presented net of production for internal consumption.
- ii. Non-IFRS measure (see Section 8 for additional information on non-IFRS measures).
- iii. P₂O₅ basis for Arraias products considers DAPR at 12%, PAPR at 18%, G-PAPR at 18%, and excludes sulfuric acid.
- iv. P₂O₅ basis for Arraias products considers DAPR at 12%, PAPR at 18%, G-PAPR at 18%, Rock at 5%, and excludes sulfuric acid.

For the three months ended March 31, 2026 and 2025, Arraias’ business highlights were explained as follows:

Item	Q1 2026 vs Q1 2025
Excess sulfuric acid production volumes (tonnes)	Decreased due to cost control initiatives to optimize sulfur consumption
Excess sulfuric acid sales volumes (tonnes)	Decreased due to slightly lower domestic demand
Production volumes (tonnes P₂O₅)	Decreased primarily due to a planned suspension of PAPR production in Q1 2026 driven by carry-over inventory from 2025, which was partially offset by higher DAPR production
Sales volumes (tonnes P₂O₅)	Remained relatively consistent year-over-year with lower DAPR and PAPR sales volumes offset by higher G-PAPR sales volumes
Adjusted EBITDAⁱ	Decreased due to lower sulfuric acid gross margin primarily driven by higher sulfur cost, which was partially offset by increased sales price
Maintenance capexⁱ	Increased primarily due to timing of projects
Growth capexⁱ	Decreased primarily due to activities related to the Fertilizer Restart Program in Q1 2025, which were partially offset by pre-stripping activities at Domingos mine pit in Q1 2026

i. Non-IFRS measure (see Section 8 for additional information on non-IFRS measures).

Sulfuric Acid Plant

Arraias’ sulfuric acid plant has a production capacity of 220,000 tonnes per year. During Q1 2026, Arraias maintained a consistent average production rate of 12,519 tonnes per month, compared to 12,567 tonnes per month during Q1 2025. Production remained largely consistent year-over-year, supported by the strategic decision to defer the planned sulfuric acid plant turnaround to Q2 2026, demonstrating the plant’s operational reliability. Arraias has secured long-term sulfuric acid offtake agreements with various local customers covering a significant portion of its base load capacity, with pricing linked to sulfur benchmarks. Based on market demand and sulfuric acid plant availability, the Company produces incremental volumes of sulfuric acid which are sold on the spot market.

The sulfuric acid plant operation is independent of the previously announced program to evaluate the potential restart of fertilizer production at Arraias (the “Fertilizer Restart Program”).

Fertilizer Restart Program

For the three months ended March 31, 2026, the Company advanced activities related to the Fertilizer Restart Program at Arraias as follows:

- on January 27, 2026, the Company announced the results of the updated PEA for Arraias, reflecting the positive outcomes of the Fertilizer Restart Program initiated in 2020. The completion of this work supported the decision to proceed with the resumption of the wet beneficiation process at Arraias, supporting the planned restart of SSP production in 2027; and
- during Q1 2026 the Company advanced pre-stripping activities at the Domingos pit in preparation for the 2026 production season.

Idling

For the three months ended March 31, 2026, the remainder of Arraias’ operations, including the tailings dam and part of the beneficiation plant continues to be idled following best practices. The Company does not intend to utilize the tailings dam in the foreseeable future. The Company intends to re-start the beneficiation plant as part of the production of SSP in 2027.

Dutch Tax Assessment

During 2025, the Company received assessments from the Dutch tax authorities in the aggregate amount of Euro 2,557 (approximately \$3,008) in respect of 2020, 2021, 2022 and 2023 income taxes related to its Dutch holding structure for the Company's Brazilian subsidiaries. During 2022 and 2023, the Company received assessments in respect of 2016, 2017, 2018 and 2019 income taxes in the aggregate amount of Euro 7,244 (approximately \$8,521). The Company filed an appeal against these tax assessments, which is currently under review by the Dutch tax authorities. The Company and its legal advisors consider it more likely than not that the resolution of these assessments will be favorable to the Company. On that basis, the Company has not recognized a provision for these assessments. In the event of an unfavorable resolution, the Company estimates a potential assessment in the aggregate amount of Euro 9,801 (approximately \$11,529).

Development and Exploration

Farim

For the three months ended March 31, 2026, the Company maintained Farim at construction-ready state and continues to work on studies to evaluate future developments.

Other

For the three months ended March 31, 2026, the Company maintained the integrity of the concession of Santana.

Corporate

RSU Plan and DSU Plan

The Company granted 477,535 RSUs and 32,738 DSUs to directors and officers effective as of March 26, 2026.

MARKET HIGHLIGHTS

For the three months ended March 31, 2026 and 2025, key phosphate fertilizer market indicators relevant to the Company's operations were as follows:

<i>(in US Dollars per metric tonne except as otherwise noted)</i>	<i>For the three months ended March 31,</i>		
	2026	2025	% change
MAP NOLA ^{i,iv}	\$ 731	\$ 657	11%
MAP NOLA (\$/st) ^{i,iv}	664	596	11%
Sulfur Vancouver ⁱⁱ	508	186	173%
Sulfur Brazil ⁱⁱⁱ	556	214	160%
Sulfuric Acid Brazil ⁱⁱⁱ	183	146	25%

- i. Average of Argus and Green Markets weekly average.
- ii. Average of Argus weekly and Acuity average.
- iii. Average of Argus weekly average.

For the three months ended March 31, 2026 and 2025, key phosphate fertilizer market indicators relevant to the Company's operations were explained as follows:

Item	Q1 2026 vs Q1 2025
MAP NOLA	Increased due to tight global phosphate supply dynamics, lower Chinese phosphate exports, exacerbated by negative supply chain impacts resulting from the conflict in Iran
Sulfur Vancouver	Increased due to higher global demand, particularly for nickel production in Indonesia, lower Russian exports of sulfur and limited incremental supplies which were, further exacerbated by negative supply chain impacts resulting from the conflict in Iran
Sulfur Brazil	Increased due to higher global demand and limited incremental domestic supplies, impacted by the same factors as those discussed for Sulfur Vancouver, above
Sulfuric Acid Brazil	Increased due to higher raw material costs

For the three months ended March 31, 2026 and 2025, specific factors driving the year-over-year increase in MAP NOLA were as follows:

- Strong US import demand following the lifting of the reciprocal tariffs on phosphate fertilizers in November 2025;
- lower than expected Chinese exports of Diammonium Phosphate ("DAP"), MAP and NPK fertilizers due to expanded government-induced export restrictions;
- continued strong global demand, particularly from Africa, India and Brazil, partially offset by decreased US retail demand due to the relative price of fertilizer inputs costs versus crop prices; and
- global supply chain disruptions for fertilizers and associated raw materials resulting from the conflict in Iran.

4. OUTLOOK

MARKET OUTLOOK

In late February 2026, US and Israeli forces attacked Iran, which responded with counter strikes in the region and by closing the Strait of Hormuz to vessel traffic. The resulting supply chain interruptions resulted in rapid increases in commodity prices, including phosphate fertilizer and raw materials used to manufacture phosphate fertilizer products such as sulfur, sulfuric acid and ammonia. MAP prices in the US have increased to levels near the highs of last summer but are generally below current prices in most other countries.

Higher raw material prices, mainly stemming from the conflict in Iran, have negatively impacted phosphate producer operating margins. Global and domestic sulfur prices increased to near \$1,000 per tonne in late April 2026, and the ratio of sulfur price to phosphate fertilizer price has risen to all-time high levels. The increase in sulfur prices has resulted in marginal phosphate production being taken offline in China, Brazil, Jordan, South Africa, India and Russia.

Beyond the raw material price challenges that have reduced near-term phosphate fertilizer supplies globally, OCP S.A. (“OCP”) announced that it will pull forward maintenance activities at its production facilities during Q2 2026, potentially reducing the company’s production by 30%. Industry reports indicate that Saudi Arabian phosphate production rates may have fallen to approximately 70% of capacity and that additional declines could materialize in the coming months given the supply chain constraints imposed by the closure of the Strait of Hormuz.

Multiple attacks on phosphate production facilities by Ukraine have reduced Russia’s ability to produce phosphate. China has announced that it will restrict phosphate fertilizer exports through August and the latest analyst expectations are that the country could export as little as 1 million tonnes of DAP and MAP in 2026, down from about 5.4 million tonnes in 2025.

A ceasefire was announced between US and Iran forces in early April 2026, with a provision that the Strait of Hormuz would re-open for typical seaborne trade. However, the Strait has remained closed, and it remains uncertain whether or when trade routes and schedules will return to normal. Damage to industrial, energy, and transportation infrastructure in the region is likely to lengthen the amount of time required for foreign trade to revert to levels seen before the start of the conflict.

Overall, indications are that supply chains will be disrupted, global supplies of fertilizers and associated raw material inputs will be limited, and commodity prices will be elevated in 2026 and potentially beyond.

Looking ahead, the Company anticipates an improvement in phosphate prices through H1 2026 due to:

- supply chain and production issues related to the hostilities in Iran and other parts of the Middle East;
- ongoing export restrictions from China;
- seasonal increases in US demand moving into the spring planting season; and
- limited incremental MAP and DAP supply from the US and other global suppliers, including the potential for decreased production globally as producer margins are compressed and key raw materials may not be available.

FINANCIAL OUTLOOK

The Company provides guidance on both IFRS and 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 8 of this MD&A.

On February 11, 2026, the Company announced its original guidance for 2026.

The Company maintained its guidance for 2026 as follows:

<i>(in millions of US Dollars except as otherwise noted)</i>	<i>Projected FY 2026</i>
Sales Volumes (thousands of tonnes P ₂ O ₅) ⁱ	335-355
Corporate selling, general and administrative expenses ⁱⁱ	\$16-20
Maintenance capex ⁱⁱ	\$23-33
Growth capex ⁱⁱ	\$63-83
Environmental and asset retirement obligations payments	\$25-30

- i. Sales volumes reflect quantity P₂O₅ of Conda sales projections
- ii. Non-IFRS measure (see Section 8 for additional information on non-IFRS measures).

BUSINESS OUTLOOK

The Company continues to focus on the following key objectives to drive long-term value and shareholder returns:

- improving financial and operational performance;
- managing supply chain shocks that have negatively impacted operating margins;
- executing on the infrastructure and civil works required for the MgO Reduction Project at Conda;
- identifying opportunities to maximize value with overseas assets; and
- prudently identifying opportunities to return capital to shareholders.

5. SUMMARY OF QUARTERLY RESULTS

For the three months ended March 31, 2026, December 31, 2025, September 30, 2025, and June 30, 2025, the Company's summary of quarterly results was as follows:

<i>(unaudited in thousands of US Dollars except as otherwise noted)</i>	March 31, 2026	December 31, 2025	September 30, 2025	June 30, 2025
Revenues	\$ 142,220	\$ 142,615	\$ 152,823	\$ 126,795
Net income	1,728	19,223	36,218	24,819
Basic earnings (\$/share)	0.01	0.10	0.19	0.13
Diluted earnings (\$/share)	0.01	0.10	0.19	0.13
Total assets	\$ 819,369	\$ 838,038	\$ 818,919	\$ 786,059

For the three months ended March 31, 2025, December 31, 2024, September 30, 2024, and June 30, 2024, the Company's summary of quarterly results was as follows:

<i>(unaudited in thousands of US Dollars except as otherwise noted)</i>	March 31, 2025	December 31, 2024	September 30, 2024	June 30, 2024
Revenues	\$ 135,740	\$ 138,180	\$ 119,990	\$ 105,064
Net income (loss)	35,871	29,582	18,286	16,206
Basic earnings (loss) (\$/share)	0.19	0.15	0.10	0.08
Diluted earnings (loss) (\$/share)	0.18	0.15	0.09	0.08
Total assets	\$ 738,481	\$ 695,862	\$ 666,482	\$ 604,201

6. STATEMENTS OF OPERATIONS

For the three months ended March 31, 2026, and 2025 the Company's statements of operations were as follows:

<i>(unaudited in thousands of US Dollars except as otherwise noted)</i>	<i>For the three months ended March 31,</i>		
	2026	2025	% change
Revenues	\$ 142,220	\$ 135,740	5%
Cost of goods sold	128,555	101,700	26%
Gross margin	\$ 13,665	\$ 34,040	(60%)
Selling, general and administrative expenses	10,509	8,255	27%
Operating income	\$ 3,156	\$ 25,785	(88%)
Foreign exchange gain	1,003	187	436%
Other expense	(398)	(2,731)	(85%)
Gain on disposal of subsidiary	—	27,921	n/m
Finance expense, net	(2,426)	(2,248)	8%
Income before income taxes	\$ 1,335	\$ 48,914	(97%)
Current and deferred income tax expense (recovery)	(393)	13,043	(103%)
Net income	\$ 1,728	\$ 35,871	(95%)
Net income attributable to non-controlling interest	—	—	n/m
Net income attributable to shareholders of the Company	\$ 1,728	\$ 35,871	(95%)
Basic earnings (\$/share)	\$ 0.01	\$ 0.19	(95%)
Basic earnings (C\$/share)^{i, ii}	\$ 0.01	\$ 0.27	(96%)
Diluted earnings (\$/share)	\$ 0.01	\$ 0.18	(94%)
Basic earnings (C\$/share)^{i, ii}	\$ 0.01	\$ 0.27	(96%)

i. Non-IFRS measure (see Section 8 for additional information on non-IFRS measures).

ii. For the three months ended March 31, 2026 and 2025, the average exchange rates were C\$1.3717 and C\$1.4352, respectively.

For the three months ended March 31 2026, and 2025, the Company's statements of operations were explained as follows:

Item	Q1 2026 vs Q1 2025
Revenues	Increased primarily due to higher MAP and SPA realized prices at Conda coupled with higher sulfuric acid realized prices at Arraias, which were partially offset by lower SPA sales volumes at Conda
Cost of goods sold	Increased due to higher sulfur costs and sulfuric acid costs at Conda and Arraias
Selling, general and administrative expenses	Increased primarily due higher payroll expenses at Corporate and Arraias, professional fees, share-based payment expense and other administrative expenses at Arraias
Other expense	Decreased primarily due to fair value loss on investments in Q1 2025
Gain on disposal of subsidiary	Decreased due to the gain recorded on the sale of the Araxá project in Q1 2025
Finance expense, net	Increased slightly due to higher accretion expense, interest on lease liabilities, and lower interest income
Current and deferred income tax expense (recovery)	Decreased primarily due to lower taxable income and withholding tax expenses in connection with the sale of the Araxá project in Q1 2025

7. FINANCIAL CONDITION

LIQUIDITY

As of March 31, 2026, the Company had cash and cash equivalents of \$48,223; liquidity of \$128,223; and working capital of \$187,238. Liquidity and working capital are non-IFRS measures (see Section 8) for additional information on non-IFRS measures).

In June 2025, the Company received authorization from the Board of Directors to proceed with the MgO Reduction Project. The MgO Reduction Project is designed to lower the magnesium content of the ore from the H1/NDR mines to maintain P₂O₅ production capacity at the plant. Total capital expenditures for the project are estimated to be between \$80,000 and \$95,000 and are expected to be incurred from the second half of 2025 into 2027.

In Q3 2025, the Company completed mining at the Rasmussen Valley mine after approximately seven years in operation and commenced reclamation activities in Q4 2025. Reclamation costs for the Rasmussen Valley mine are expected to be in the range of \$80,000 to \$100,000 with the majority of the spend expected to occur over the next 48 months.

As of March 31, 2026, \$80,000 remained available under the Amended ABL Facility to be drawn by the Company subject to certain terms and conditions.

The Company believes that its current cash position together with the amount available under the Amended ABL Facility provides sufficient cash and liquidity to fund the estimated capital expenditures associated with the MgO Reduction Project, reclamation costs for the Rasmussen Valley mine, its general working capital requirements and other material estimated costs associated with the Company advancing its planned operations and expenses.

The Company closely monitors 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.

The Company relies primarily on Conda to sustain its operations. In turn, Conda relies on key suppliers and customers. With respect to suppliers, Conda's ammonia requirements and a majority of its sulfuric acid requirements have historically been met by single suppliers under respective long-term supply agreements. With respect to customers, a majority of Conda's sales have historically been to one key customer under a long-term MAP offtake agreement. Consequently, any material disruption to the operations of such key suppliers or key customer, or Conda's inability to maintain its business relationship with any such suppliers or customer, has the potential of materially adversely affecting the Company's overall production, sales or results of operations.

FINANCIAL COVENANTS

The Amended Term Loan Agreement includes financial covenants that require the Company to comply with certain ratios and thresholds. The principal financial covenants in the Amended Term Loan Agreement require the Company not to exceed a specified Consolidated Total Net Leverage Ratio and to maintain a minimum specified Consolidated Interest Coverage Ratio as at the end of each fiscal quarter (as such terms are defined in the Amended Term Loan Agreement). As of March 31, 2026, the Company was in compliance with all financial covenants related to the Amended Term Loan Agreement.

The Company's revolving asset-based credit facility, as amended and extended on September 6, 2024 (the "Amended ABL Facility") includes a springing financial covenant that applies if availability under the Amended ABL Facility falls below a specified level. The principal springing financial covenant in the Amended ABL Facility, if applicable, requires the Company to maintain a specified Minimum Fixed Charge Coverage Ratio at the end of each fiscal quarter (as defined in the Amended ABL Facility agreement). As of March 31, 2026, the springing financial covenants related to the Amended ABL Facility were

not applicable.

The Company is currently projecting compliance with its financial covenants. Any significant reductions to global fertilizer pricing trends, product demand, or other factors that could reduce cash flow from operations could result in a financial covenant default, unless otherwise remedied.

SUMMARY BALANCE SHEETS

As of March 31, 2026, and December 31, 2025, the Company's summary balance sheets were as follows:

<i>(unaudited in thousands of US Dollars)</i>	March 31, 2026	December 31, 2025	% change
Cash and cash equivalents	\$ 48,223	\$ 70,489	(32%)
Current assets (including cash and cash equivalents)	\$ 296,560	\$ 321,111	(8%)
Non-current assets	522,809	516,927	1%
Total assets	\$ 819,369	\$ 838,038	(2%)
Current liabilities (excluding current portion of debt)	\$ 98,270	\$ 113,846	(14%)
Non-current liabilities (excluding long-term debt)	194,392	200,696	(3%)
Debt (current and long-term)	86,245	88,461	(3%)
Total liabilities	\$ 378,907	\$ 403,003	(6%)
Shareholders' equity	\$ 440,462	\$ 435,035	1%
Non-controlling interest	—	—	n/m
Total equity	\$ 440,462	\$ 435,035	1%

As of March 31, 2026, and December 31, 2025, the Company's summary balance sheets were explained as follows:

Item	March 31, 2026 vs December 31, 2025
Current assets (including cash and cash equivalents)	Decreased primarily due lower cash and cash equivalents, inventories and other current assets, which were partially offset by higher accounts receivable
Non-current assets	Increased primarily due to higher property, plant and equipment driven by MgO Reduction Project activities at Conda
Current liabilities (excluding current portion of debt)	Decreased primarily due to lower accounts payable and accrued liabilities and other current liabilities, which were partially offset by higher provisions driven by reclamation activities at Conda and higher contract liabilities at Arraias
Non-current liabilities (excluding long-term debt)	Decreased primarily due to lower long-term liabilities and long-term provisions at Conda
Debt (current and long-term)	Decreased primarily due to the repayment of principal debt outstanding under the Amended Term Loan Agreement
Total equity	Increased primarily due to net income recorded during the period and issuance of shares under RSU Plan

As of March 31, 2026 and December 31, 2025, 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 of March 31, 2026, Conda's guarantee requirements were \$120,304 and Conda had surety bonds in place for the full amount of these guarantee requirements. As of March 31, 2026, the Company posted letters of credit in the aggregate amount of \$12,539 under the \$30,000 letter of credit facility (the "Amended LC Facility") as collateral for Conda's surety bonds.

CAPITAL RESOURCES

As of March 31, 2026, and December 31, 2025, the Company's capital resources were as follows:

<i>(unaudited in thousands of US Dollars)</i>	March 31, 2026	December 31, 2025
Total equity	\$ 440,462	\$ 435,035
Net debt ⁱ	39,037	19,505
Capital resources	\$ 479,499	\$ 454,540

i. Non-IFRS measure (see Section 8 for additional information on non-IFRS measures).

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 specific circumstances.

DIVIDENDS

Over the three most recently completed financial years (2024-2026), the Company paid dividends as follows:

On March 19, 2025, the Board of Directors approved a C\$0.05 per share special dividend to shareholders of record as of the close of business on April 9, 2025, which was paid on April 25, 2025.

On November 5, 2025, the Board of Directors approved a C\$0.17 per share special dividend to shareholders of record as of the close of business on November 17, 2025, which was paid on December 11, 2025.

The Company's ability to pay dividends or make other distributions on its securities is currently limited under the Company's debt agreements. Any future dividends or other distributions on its securities would be made at the discretion of the Company's Board of Directors, subject to the limitations under the aforementioned debt agreements and any restrictions set forth in the Company's charter.

SUMMARY CASH FLOWS

For the three months ended March 31, 2026 and 2025, the Company's summary cash flows were as follows:

<i>(unaudited in thousands of US Dollars)</i>	<i>For the three months ended March 31,</i>		
	2026	2025	% change
Cash and cash equivalents, beginning of period	\$ 70,489	\$ 74,372	(5%)
Cash flows from operating activities	1,107	31,527	(96%)
Cash flows used by investing activities	(17,828)	(194)	9090%
Cash flows used by financing activities	(6,040)	(5,952)	1%
Effect of foreign exchange of non-US Dollar denominated cash	495	580	(15%)
Cash and cash equivalents, end of period	\$ 48,223	\$ 100,333	(52%)

For the three months ended March 31, 2026, the Company's summary cash flows were explained as follows:

Item	Q1 2026 vs Q1 2025
Cash flows from operating activities	Decreased primarily due to higher sulfur and sulfuric acid costs that lowered Adjusted EBITDA and working capital movements
Cash flows used by investing activities	Increased primarily due to higher growth capex; Q1 2025 included proceeds received from the sale of the Araxá project
Cash flows used by financing activities	Remained relatively consistent year-over-year

CONTRACTUAL OBLIGATIONS

As of March 31, 2026, the Company's contractual obligations were as follows:

<i>(unaudited in thousands of US Dollars)</i>	Within 1 year	Years 2 and 3	Years 4 and 5	After 5 years	Total
Debt	\$ 11,052	\$ 75,844	\$ 364	—	\$ 87,260
Interest payments	8,399	3,557	13	—	11,969
Accounts payable and accrued liabilities	59,699	—	—	—	59,699
Provisions	30,851	67,346	21,695	80,936	200,828
Leases	3,338	10,654	5,672	11,866	31,530
Contractual obligations	\$ 113,339	\$ 157,401	\$ 27,744	\$ 92,802	\$ 391,286

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 ("ARO") liabilities and legal contingencies.

As of March 31, 2026, the Company had environmental and ARO liabilities, assets and net liabilities by segment as follows:

<i>(unaudited in thousands of US Dollars)</i>	Liabilities	Assets	Net Liabilities
Conda	\$ 195,633	\$ 63,948	\$ 131,685
Arraias	4,242	3,284	958
Development and exploration	401	—	401
Corporate	—	—	—
Environmental and ARO	\$ 200,276	\$ 67,232	\$ 133,044

8. NON-IFRS MEASURES

DEFINITIONS

The Company defines its non-IFRS measures as follows:

Non-IFRS measure	Definition	Most directly comparable IFRS measure	Why the Company uses the measure
EBITDA	Earnings before interest, taxes, depreciation, depletion and amortization	Net income (loss) and operating income (loss)	EBITDA is a valuable indicator of the Company's ability to generate operating income
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)	Adjusted EBITDA is a valuable indicator of the Company's ability to generate operating income from its core operating activities normalized to remove the impact of non-cash, extraordinary and non-recurring items. The Company provides guidance on Adjusted EBITDA as useful supplemental information to investors, analysts, lenders, and others
Basic earnings (C\$/share)	Basic earnings per share denominated in US dollars (\$/share) divided by the average exchange rate C\$/ \$ during the period.	Basic earnings (\$/share)	The Company considers that basic earnings (C\$/share) is a useful indicator to investors given that the Company's shares primarily trade in C\$
Diluted earnings (C\$/share)	Diluted earnings per share denominated in US dollars (\$/share) divided by the average exchange rate C\$/ \$ during the period.	Diluted earnings (\$/share)	The Company considers that diluted earnings (C\$/share) is a useful indicator to investors given that the Company's shares primarily trade in C\$
Trailing 12 months Adjusted EBITDA	Adjusted EBITDA for the current and preceding three quarters	Net income (loss) and operating income (loss) for the current and preceding three quarters	The Company uses the trailing 12 months Adjusted EBITDA in the calculation of the net leverage ratio (non-IFRS measure)
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	The Company uses total capex in the calculation of total cash capex (non-IFRS measure)
Maintenance capex	Portion of total capex relating to the maintenance of ongoing operations	Additions to property, plant and equipment and mineral properties	Maintenance capex is a valuable indicator of the Company's required capital expenditures to sustain operations at existing levels
Growth capex	Portion of total capex relating to the development of growth opportunities	Additions to property, plant and equipment and mineral properties	Growth capex is a valuable indicator of the Company's capital expenditures related to growth opportunities.
Total cash capex	Total capex less accrued capex	Additions to property, plant and equipment and mineral properties	The Company uses total cash capex in the calculation of cash growth capex (non-IFRS measure)
Cash maintenance capex	Maintenance capex less accrued maintenance capex	Additions to property, plant and equipment and mineral properties	The Company uses cash maintenance capex in the calculation of cash growth capex

Non-IFRS measure	Definition	Most directly comparable IFRS measure	Why the Company uses the measure
Cash growth capex	Growth capex less accrued growth capex	Additions to property, plant and equipment and mineral properties	(non-IFRS measure) The Company uses cash growth capex in the calculation of free cash flow (non-IFRS measure).
Net debt	Debt less cash and cash equivalents plus deferred financing costs (does not consider lease liabilities)	Current debt, long-term debt and cash and cash equivalents	Net debt is a valuable indicator of the Company's net debt position as it removes the impact of deferring financing costs.
Net leverage ratio	Net debt divided by trailing 12 months Adjusted EBITDA	Current debt, long-term debt and cash and cash equivalents; net income (loss) and operating income (loss) for the current and preceding three quarters	The Company's net leverage ratio is a valuable indicator of its ability to service its debt from its core operating activities.
Working capital	Current assets less current liabilities	Current assets and current liabilities	Working capital is a valuable indicator of the Company's liquidity
Liquidity	Cash and cash equivalents plus undrawn committed borrowing capacity	Cash and cash equivalents	Liquidity is a valuable indicator of the Company's liquidity
Free cash flow	Cash flows from operating activities, which excludes payment of interest expense, plus cash flows from investing activities	Cash flows from operating activities and cash flows from investing activities	Free cash flow is a valuable indicator of the Company's ability to generate cash flows from operations after giving effect to required capital expenditures to sustain operations at existing levels. Free cash flow is a valuable indicator of the Company's cash flow available for debt service or to fund growth opportunities. The Company provides guidance on free cash flow as useful supplemental information to investors, analysts, lenders, and others.
Realized price	Revenues divided by sales volumes	Revenues	The Company uses realized price to assess operational performance
Revenues per tonne P₂O₅	Revenues divided by sales volumes presented on P ₂ O ₅ basis	Revenues	The Company uses revenues per tonne P ₂ O ₅ in the calculation of cash margin per tonne P ₂ O ₅ (non-IFRS measure).
Cash costs	Cost of goods sold less net realizable value adjustments, depreciation, depletion and amortization	Cost of goods sold	The Company uses cash costs in the calculation of cash costs per tonne P ₂ O ₅ (non-IFRS measure).
Cash costs per tonne P₂O₅	Cash costs divided by sales volumes presented on P ₂ O ₅ basis	Cost of goods sold	The Company uses cash costs per tonne P ₂ O ₅ in the calculation of cash margin per tonne P ₂ O ₅ (non-IFRS measure).
Cash margin	Revenues less cash costs	Gross margin	The Company uses cash margin in the calculation of cash margin per tonne P ₂ O ₅ (non-IFRS measure).
Cash margin per tonne P₂O₅	Revenues per tonne P ₂ O ₅ less cash costs per tonne P ₂ O ₅	Gross margin	Cash margin per tonne P ₂ O ₅ is a valuable indicator of the Company's ability to generate margin on sales across its various phosphate and specialty fertilizer products normalized on a per tonne P ₂ O ₅ basis.
Corporate selling, general and administrative expenses	Corporate selling, general and administrative less share-based payments expense.	Selling, general and administrative expenses	The Company uses corporate selling, general and administrative expenses to assess corporate performance.

EBITDA, ADJUSTED EBITDA AND TRAILING 12 MONTHS ADJUSTED EBITDA

For the three months ended March 31, 2026 and 2025

For the three months ended March 31, 2026 the Company had EBITDA and Adjusted EBITDA by segment as follows:

<i>(unaudited in thousands of US Dollars)</i>	Conda		Arraias		Development and exploration		Corporate		Total	
Net income (loss)	\$	9,153	\$	1,541	\$	(497)	\$	(8,469)	\$	1,728
Finance expense, net		2,060		14		—		352		2,426
Current and deferred income tax expense (recovery)		(634)		—		—		241		(393)
Depreciation and depletion		11,073		711		15		77		11,876
EBITDA	\$	21,652	\$	2,266	\$	(482)	\$	(7,799)	\$	15,637
Unrealized foreign exchange (gain) loss		—		(1,149)		133		—		(1,016)
Share-based payment expense		—		—		—		2,719		2,719
Non-recurring expenses		—		260		—		—		260
Non-recurring compensation expenses		—		55		—		325		380
Other (income) expense, net		421		(23)		—		—		398
Adjusted EBITDA	\$	22,073	\$	1,409	\$	(349)	\$	(4,755)	\$	18,378

<i>(unaudited in thousands of US Dollars)</i>	Conda		Arraias		Development and exploration		Corporate		Total	
Operating income (loss)	\$	11,002	\$	383	\$	(364)	\$	(7,865)	\$	3,156
Depreciation and depletion		11,073		711		15		77		11,876
Realized foreign exchange loss		(2)		—		—		(11)		(13)
Share-based payment expense		—		—		—		2,719		2,719
Non-recurring expenses		—		260		—		—		260
Non-recurring compensation expenses		—		55		—		325		380
Adjusted EBITDA	\$	22,073	\$	1,409	\$	(349)	\$	(4,755)	\$	18,378

For the three months ended March 31, 2025, the Company had EBITDA and Adjusted EBITDA by segment as follows:

<i>(unaudited in thousands of US Dollars)</i>	Conda		Arraias		Development and exploration		Corporate		Total	
Net income (loss)	\$	22,718	\$	1,866	\$	(444)	\$	11,731	\$	35,871
Finance (income) expense, net		1,077		(167)		—		1,338		2,248
Current and deferred income tax expense		6,639		—		—		6,404		13,043
Depreciation and depletion		10,238		614		—		77		10,929
EBITDA	\$	40,672	\$	2,313	\$	(444)	\$	19,550	\$	62,091
Unrealized foreign exchange (gain) loss		—		(371)		160		—		(211)
Share-based payment expense		—		—		—		2,497		2,497
Transaction costs		—		—		—		92		92
Other (income) expense, net		233		42		—		(25,465)		(25,190)
Adjusted EBITDA	\$	40,905	\$	1,984	\$	(284)	\$	(3,326)	\$	39,279

<i>(unaudited in thousands of US Dollars)</i>	Conda		Arraias		Development and exploration		Corporate		Total	
Operating income (loss)	\$	30,671	\$	1,370	\$	(284)	\$	(5,972)	\$	25,785
Depreciation and depletion		10,238		614		—		77		10,929
Realized foreign exchange gain		(4)		—		—		(20)		(24)
Share-based payment expense		—		—		—		2,497		2,497
Transaction costs		—		—		—		92		92
Adjusted EBITDA	\$	40,905	\$	1,984	\$	(284)	\$	(3,326)	\$	39,279

As of March 31, 2026 and December 31, 2025

As of March 31, 2026 and December 31, 2025, the Company had trailing 12 months Adjusted EBITDA as follows:

<i>(unaudited in thousands of US Dollars)</i>	March 31, 2026		December 31, 2025	
For the three months ended March 31, 2026	\$	18,378	\$	—
For the three months ended December 31, 2025		38,698		38,698
For the three months ended September 30, 2025		48,896		48,896
For the three months ended June 30, 2025		31,827		31,827
For the three months ended March 31, 2025		—		39,279
Trailing 12 months Adjusted EBITDA	\$	137,799	\$	158,700

TOTAL CAPEX AND CASH CAPEX

For the three months ended March 31, 2026 and 2025

For the three months ended March 31, 2026, the Company had capex and cash capex by segment as follows:

<i>(unaudited in thousands of US Dollars)</i>	Conda		Arraias		Development and exploration		Corporate		Total
Additions to property, plant and equipment	\$	12,240	\$	1,296	\$	22	\$	3	\$ 13,561
Additions to mineral properties		1,498		—		312		—	1,810
Additions to asset retirement obligations		—		(381)		—		—	(381)
Additions to right-of-use assets		—		(139)		—		—	(139)
Capitalized interest in property, plant, and equipment and mineral properties		(2,211)		—		—		—	(2,211)
Total capex	\$	11,527	\$	776	\$	334	\$	3	\$ 12,640
Accrued capex		5,726		—		—		—	5,726
Total cash capex	\$	17,253	\$	776	\$	334	\$	3	\$ 18,366
Maintenance capex	\$	1,654	\$	350	\$	—	\$	3	\$ 2,007
Accrued maintenance capex		(456)		—		—		—	(456)
Cash maintenance capex	\$	1,198	\$	350	\$	—	\$	3	\$ 1,551
Growth capex	\$	9,873	\$	426	\$	334	\$	—	\$ 10,633
Accrued growth capex		6,182		—		—		—	6,182
Cash growth capex	\$	16,055	\$	426	\$	334	\$	—	\$ 16,815

For the three months ended March 31, 2025, the Company had capex and cash capex by segment as follows:

<i>(unaudited in thousands of US Dollars)</i>	Conda		Arraias		Development and exploration		Corporate		Total
Additions to property, plant and equipment	\$	4,659	\$	2,193	\$	15	\$	—	\$ 6,867
Additions to mineral properties		7,987		225		14		—	8,226
Additions to asset retirement obligations		(3,106)		(370)		—		—	(3,476)
Additions to right-of-use assets		—		(260)		(15)		—	(275)
Capitalized interest in property, plant, and equipment and mineral properties		(1,421)		—		—		—	(1,421)
Total capex	\$	8,119	\$	1,788	\$	14	\$	—	\$ 9,921
Accrued capex		(1,878)		—		—		—	(1,878)
Total cash capex	\$	6,241	\$	1,788	\$	14	\$	—	\$ 8,043
Maintenance capex	\$	447	\$	48	\$	—	\$	—	\$ 495
Accrued maintenance capex		(33)		—		—		—	(33)
Cash maintenance capex	\$	414	\$	48	\$	—	\$	—	\$ 462
Growth capex	\$	7,672	\$	1,740	\$	14	\$	—	\$ 9,426
Accrued growth capex		(1,845)		—		—		—	(1,845)
Cash growth capex	\$	5,827	\$	1,740	\$	14	\$	—	\$ 7,581

NET DEBT AND NET LEVERAGE RATIO

As of March 31, 2026 and December 31, 2025, the Company had net debt and net leverage ratio as follows:

<i>(unaudited in thousands of US Dollars except as otherwise noted)</i>	March 31, 2026	December 31, 2025
Current debt	\$ 11,052	\$ 11,033
Long-term debt	75,193	77,428
Cash and cash equivalents	(48,223)	(70,489)
Deferred financing costs related to the Credit Facilities	1,015	1,533
Net debt	\$ 39,037	\$ 19,505
Trailing 12 months Adjusted EBITDA	\$ 137,799	\$ 158,700
Net leverage ratio	0.3x	0.1x

WORKING CAPITAL

As of March 31, 2026 and December 31, 2025, the Company had working capital as follows:

<i>(unaudited in thousands of US Dollars)</i>	March 31, 2026	December 31, 2025
Cash and cash equivalents	\$ 48,223	\$ 70,489
Accounts receivable	46,900	45,831
Inventories, net	192,705	195,206
Other current assets	8,732	9,585
Accounts payable and accrued liabilities	(59,699)	(77,292)
Provisions	(30,851)	(28,740)
Current debt	(11,052)	(11,033)
Contract liabilities	(2,020)	(645)
Other current liabilities	(5,700)	(7,169)
Working capital	\$ 187,238	\$ 196,232

LIQUIDITY

As of March 31, 2026 and December 31, 2025, the Company had liquidity as follows:

<i>(unaudited in thousands of US Dollars)</i>	March 31, 2026	December 31, 2025
Cash and cash equivalents	\$ 48,223	\$ 70,489
ABL Facility undrawn borrowing capacity	80,000	80,000
Liquidity	\$ 128,223	\$ 150,489

FREE CASH FLOW

For the three months ended March 31, 2026 and 2025 the Company had free cash flow as follows:

<i>(unaudited in thousands of US Dollars)</i>	<i>For the three months ended March 31,</i>	
	2026	2025
Cash flows from operating activities	\$ 1,107	\$ 31,527
Cash flows used by investing activities	(17,828)	(194)
Free cash flow	\$ (16,721)	\$ 31,333

REVENUES PER TONNE P₂O₅, CASH COSTS AND CASH COSTS PER TONNE P₂O₅, CASH MARGIN AND CASH MARGIN PER TONNE P₂O₅

For the three months ended March 31, 2026 and 2025, Conda had revenues per tonne P₂O₅, cash costs and cash cost per tonne P₂O₅, cash margin and cash margin per tonne P₂O₅ as follows:

<i>(unaudited in thousands of US Dollars except as otherwise noted)</i>	<i>For the three months ended March 31,</i>	
	2026	2025
Revenues	\$ 130,385	\$ 128,292
Cost of goods sold	118,238	96,464
Depreciation and depletion	(11,073)	(10,238)
Cash costs	\$ 107,165	\$ 86,226
Cash margin	\$ 23,220	\$ 42,066
Sales volumes (tonnes P₂O₅)ⁱ	89,264	93,366
Revenues per tonne P ₂ O ₅	\$ 1,461	\$ 1,374
Cash costs per tonne P ₂ O ₅	\$ 1,201	\$ 924
Cash margin per tonne P ₂ O ₅	\$ 260	\$ 450

i. P₂O₅ basis for Conda's products considers MAP at 52%, MAP+ at 39%, SPA at 100%, MGA at 100%, APP at 34% and HFSA at 0%.

For the three months ended March 31, 2026 and 2025 Arraias had revenues, cash costs and cash margin as follows:

<i>(unaudited in thousands of US Dollars except as otherwise noted)</i>	<i>For the three months ended March 31,</i>	
	2026	2025
Revenues	\$ 11,835	\$ 7,448
Less: excess sulfuric acid	11,028	6,938
Revenues excluding excess sulfuric acid	\$ 807	\$ 510
Cost of goods sold	10,317	5,236
Depreciation and depletion	(711)	(614)
Cash costs	\$ 9,606	\$ 4,622
Less: excess sulfuric acid	9,059	4,361
Cash costs excluding excess sulfuric acid	\$ 547	\$ 261
Cash margin	\$ 2,229	\$ 2,826
Cash margin excluding excess sulfuric acid	\$ 260	\$ 249
Sales volumes (tonnes P₂O₅)ⁱ	1,127	1,135
Revenues per tonne P ₂ O ₅	\$ 716	\$ 449
Cash costs per tonne P ₂ O ₅	\$ 486	\$ 230
Cash margin per tonne P ₂ O ₅	\$ 230	\$ 219

i. P₂O₅ basis for Arraias products considers DAPR at 12%, Rock at 5%, and excludes sulfuric acid.

CORPORATE SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

For the three months ended March 31, 2026 and 2025, the Company had corporate selling, general and administrative expenses as follows:

<i>(unaudited in thousands of US Dollars)</i>	<i>For the three months ended March 31,</i>	
	2026	2025
Selling, general and administrative expenses	\$ 7,865	\$ 5,972
Share-based payments expense	(2,719)	(2,497)
Corporate selling, general and administrative expenses	\$ 5,146	\$ 3,475

9. 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 herein may constitute forward-looking information. Generally, forward-looking information can be identified by the use of forward-looking terminology such as “plans”, “expects”, “is expected”, “estimates”, “intends”, “believes”, “forecasts”, or variations of such words and phrases or statements that certain actions, events or results “may”, “could”, “would”, “should”, “intent”, “might” or “will be taken”, “occur” or “be achieved” or other similar words.

Forward-looking information contained herein may include, without limitation, statements with respect to the Company’s:

- mission, strategy and outlook;
- ability to carry out and complete any plan or project, including carrying out the planned drilling programs at Conda, completing the MgO Reduction Project, and restarting SSP production including the beneficiation plant at Arraias;
- 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 geopolitical developments and the impact on global supply chains and commodity prices;
- 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 ARO obligations.

Management believes that forward-looking information provides useful 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 some of which are set out herein, which management believes are reasonable as of 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;
- permitting and licensing risks;
- foreign operations risks;
- regulatory risks;
- environmental risks;
- asset retirement obligations risks;
- weather risks;
- climate change risks;
- currency risks;
- inflation 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;
- land title and access rights risks;
- insurance and uninsured risks;
- malicious acts risks;
- stock price volatility risks;
- technological advancement and innovation risks;
- artificial intelligence risks;
- tax risks;
- foreign subsidiaries risks;
- reputation damage risks;
- controlling shareholder risks;
- conflicts of interest risks;
- epidemics, pandemics and public health risks;
- geopolitical risks;
- environmental justice risks;
- internal controls over financial reporting risks;
- anti-corruption laws risks;
- non-governmental organizations (“NGO”) risks; and
- labor disruptions or disputes risks.

Additionally, all of the forward-looking statements are qualified by the assumptions that are stated or inherent in such forward-looking statements, including the assumptions referred to below and elsewhere in this document. Although we believe that these assumptions are reasonable, having regard to our experience and our perception of historical trends, the assumptions set forth below are not exhaustive of the factors that may affect any of the forward-looking statements and the reader should not place undue reliance on these assumptions and such forward-looking statements. Current conditions, economic and otherwise, render assumptions, although reasonable when made, subject to greater uncertainty. Additional key assumptions that have been made in relation to the operation of our business as currently planned and our ability to achieve our business objectives include the Company’s expectations and assumptions with respect to the following: commodity prices; operating results; operational safety; changes to the Company’s mineral reserves and resources; timing of expected permitting; optionality for further mine life extension including through ownership of the H2/Freeman Ridge leases and potential third party mineral purchase agreements; changes to mine development and completion; changes to regulation; the impact of weather and climate change; risks related to asset retirement obligations, general economic changes, including inflation and foreign exchange rates; the actions of the Company’s competitors and counterparties; financing, liquidity, credit and capital; the loss of key personnel; impairment; cybersecurity; transportation and infrastructure; changes to equipment and suppliers; concentration risk; adverse litigation; changes to permitting and licensing; geopolitical risks; loss of land title and access rights; changes to insurance and uninsured risks; the potential for malicious acts; market and stock price volatility; changes to technology, innovation or artificial intelligence; changes to tax laws, including import and export tariffs; the risk of operating in foreign jurisdictions; the risks posed by a controlling shareholder and other conflicts of interest; risks related to reputational damage; the risk associated with epidemics, pandemics and public health; the risks associated with environmental justice; and any risks related to internal controls over financial reporting.

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. 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 herein. Readers are cautioned that the list of risks set out herein is not exhaustive.

The forward-looking information included herein is expressly qualified by this cautionary statement and is made as of the date hereof. Management undertakes no obligation to publicly update or revise any forward-looking information except as required by applicable securities laws. Certain statements included herein may be considered “financial outlook” for the purposes of applicable securities laws. Financial outlook is provided for the purposes of assisting the reader in understanding the Company’s financial performance and measuring progress towards management’s objectives and the reader is cautioned that it may not be appropriate for other purposes.

The risks and uncertainties affecting the forward-looking information contained in this MD&A are described in greater detail in the 2025 AIF.

For the three months ended March 31, 2026, there have been no material changes to the risks and uncertainties that have materially affected, or are reasonably likely to materially affect, the Company’s forward-looking information.

10. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

The process of preparing financial statements in conformity with IFRS Accounting Standards requires the Company to make certain estimates based on judgments and assumptions that could have an impact on the 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 and disclosures. Estimates are based on historical experience, and other factors, including information available at a point in time and expectations of future events, that are considered reasonable under the circumstances at the time the Company prepares its financial statements. If the Company’s financial condition, change in financial condition or results of operations would be materially impacted by a different estimate or a material 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 2025 Interim Financial Statements).

11. 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 recorded, processed, summarized, and reported accurately and timely. The Company’s ICFR is intended to provide reasonable assurance regarding the reliability of the Company’s financial reporting and preparation of consolidated financial statements for external purposes in accordance with IFRS Accounting Standards.

The design of an internal control system must reflect the fact that there are resource constraints, and that the benefits of controls must be considered relative to their costs. Further, no matter how well designed, there are inherent limitations in any internal control system. These inherent limitations include the possibility of human error, assumptions used in prevention or detection of control issues, circumvention of controls and procedures, collusion of two or more people, unauthorized overriding of controls or the risk that controls may become inadequate due to changes in conditions. Accordingly, even controls and procedures determined to be properly designed and effective 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 certain manual tasks. The Company is mitigating such risks through various cost-effective measures, including automated processes, compensating or mitigating controls, and increased management oversight.

For the three months ended March 31, 2026, 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.

12. OTHER DISCLOSURES

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 and Farim 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 WSP Canada Inc. (WSP; formerly known as Golder Associated Ltd.) 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 Terry Kremmel, Professional Engineer (P.E.) licensed by the States of Missouri and North Carolina. Mr. Kremmel is a full-time employee of WSP USA, Inc. 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 is Jennifer Simper, Professional Geologist (P.Geo.) with the Association of Professional Engineers and Geoscientists of Alberta. Mrs. Simper is a full-time employee of WSP Canada Inc. (WSP; formerly known as Golder Associated Ltd.) 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 Santana is Carlos Guzmán, FAusIMM (229036), Principal Mining Engineer, RM (Chilean Mining Commission). Mr. Guzmán is a full-time employee of NCL Brasil Engenharia Ltda. and is independent of the Company.

Complete information on the verification procedures, quality assurance program, quality control procedures, parameters and methods and other factors that may materially affect scientific and technical information presented in this MD&A and definitions of certain terms used herein may be found in the Technical Reports which are available on the Company's website at www.itafos.com and on the Company's profile on SEDAR+ at www.sedarplus.ca.
