SCP EQUITY RESEARCH

Energy Transition Metals

Millennial Potash (MLP CN)

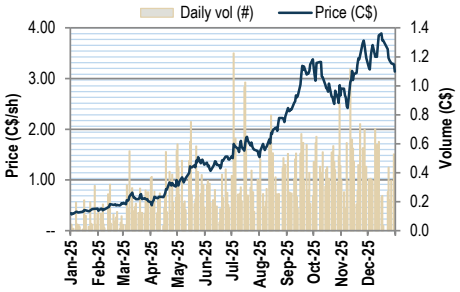
Initiation: Gabonese potash with proven mgmt and best infrastructure

RECOMMENDATION: ***BUY*** *PRICE TARGET:* ***C$5.70/sh*** *RISK RATING:* ***HIGH***

SHARE DATA	C$3.14/sh
Shares (basic, FD)	110 / 141
52-week high/low	3.89 / 0.32
Market cap (C$m)	346
Net cash (debt) (US$m)	30
1.0xNAV8% @ US$355/oz (US$m)	1,052
1.0xNAV8% FD (C$/sh)	C$10.25
1.0xNAV8% FD + FF (C$/sh)	C$9.54
P/NAV (x)	0.31x
Average daily value (C$k, 3M)	1,334.1

FINANCIALS	CY30E	CY31E	CY32E
K60 MOP (000t)	143	754	800
Revenue (US$m)	113	621	750
AISC (US$/oz AuEq)	398	136	141
Net Income (US$m)	(34.4)	220.4	286.2
EPS (C$/sh)	(0.16)	1.05	1.36
PER (x)	(19.2)	3.0x	2.3x
CFPS (C$/sh)	0.01	2.67	3.38
P/CF (x)	583.1x	2.6x	2.0x
EBITDA (C$m)	(0.0)	287.4	348.9
EV/EBITDA (x)	(23790.8x)	2.4x	1.5x

SPOT VALUATION	Today	FY2026E	FY2027E
1xNAV10% FD + FF (C$/sh)	10.25	10.33	14.31
ROI to 1xNAV (% pa)	173%	229%	113%
SOTP 1xNAV8% US$355/oz		**US$m**	**C$/sh**
Banio Project NPV 1Q26		1,083	10.55
Central SG&A & fin costs 1Q26		(60)	(0.59)
Net cash incl ITM options		30	0.29
TOTAL		1,052	10.25



Source: SCPe; Bloomberg for price chart data

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6bn tonne Gabonese potash developer with proven management

Millennial Potash is developing the Banio Potash project in Gabon, West Africa. In 2022 they acquired the Banio project, noted for its geological similarity to producing potash solution mines in the neighbouring Republic of Congo, and located along the coast near a planned port expansion. Since acquisition, Millennial has drilled out and defined a 6.0Bnt at 15.6% KCl MRE, received strategic project development support from the US Development Finance Corporation (DFC), and grown its market cap from C$12m to C$350m with share price gaining +700% since acquiring the project.

Key advantages: Huge, near surface, on the coast with infrastructure

Landed MOP potash prices range from US$340-375/t in bulk markets (lowest India/China, Brazil/US slightly higher) and >US$400/t for smaller cargoes (Africa) so transport / logistics play a key role in economics. The advantages of Banio are that its on the coast (located within pipeline distance of a port), near surface (225-650m depth vs >1km in Saskatchewan and Belarus), and with thick horizons up to 70m individually and >100m cumulatively. The plan is to build a solution mine with significantly lower capex and opex.

Proven mgmt. that have found and sold assets that are now mines

Management is a key advantage. Chairman Farhad Abasov co-founded Potash One (sold to K+S for C$430m in 2010, developed in 2012, now producing), was CEO at Allana Potash (sold to Israel Chemicals for C$170m in 2015) and CEO at Millennial Lithium (sold to Lithium Americas in 2021 for C$490m). In our view, management is world class in identifying and advancing solution potash and lithium projects (benefit from low capex and opex) and bringing multiple bidders to the table.

US DFC involved – strategic project that could see multiple bidders

We think Banio has strategic potential as a supplier for the South American market, a supply for the African market, and/or replacing depleting resources from Western China's brine potash producers. We think the July 2025 US DFC investment was a step in securing Banio for the US and maintaining western ties with Gabon and supplying the African fertilizer market, but could envisage M&A tension from established potash solution miners, potentially including Chinese groups.

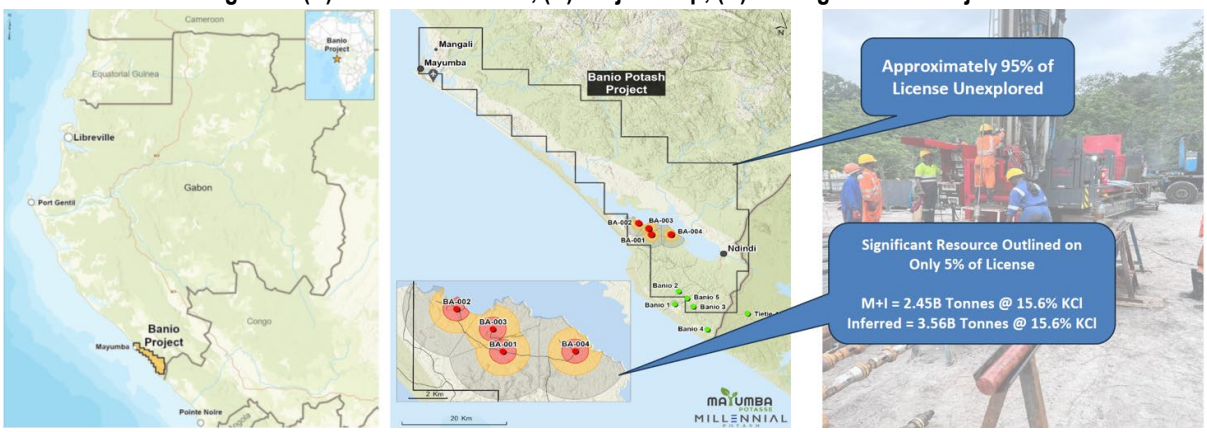
Initiate with BUY rating and C$5.70/sh price target

We model Millennial using a DCF at US$320/t received prices (US$355/t landed less ~US$30/t shipping). This generates a US$1,083m NPV8% (C$10.55/sh). We value this at a 0.6x NAV multiple, which generates our C$5.70/sh price target and we initiate with a BUY rating with a high-risk rating reflecting pre-production status.

Asset summary – Large solution mining amenable MOP Potash discovery in Gabon

Millennial's Banio Project covers ~1,238 km² under a single exploration licence (three-year extensions granted in February 2022 and March 2025, and eligible for a further extension) located near the Atlantic coast of Gabon at 3-4°S (just below the equator), 650km SW of Libreville (capital city) accessed via the 650km dual-lane RN1 and gravel RN6, primarily accessed by boat. Potash was first discovered in the 1970s during oil & gas exploration. The town of Mayumba (pop. 5k), located in the NW of the license area, is the site of a major development plan including oil & gas development, a planned gas power station (50MW) and port. The updated MRE totals 6.01bn tonnes at 15.6% KCl, with potash intersected from 225-650m depth below surface comprised of numerous potash seams of thick carnallite and thinner high grade sylvinite beds. Millennial's Phase I PEA envisaged a solution mining operation at 800ktpa K60 MOP product with potash leached into brine using injection/recovery wells and then pumped via 60km pipeline to a processing plant located at the port of Mayumba. At a US$387/t MOP price (delivered) and US$22/t shipping cost (to Brazil), the PEA estimated generates a US$1.07bn NPV10% with US$480m initial capex, 1.4-year payback.

Figure 1. (A) Location in Gabon, (B) Project Map; (C) Drill rig at Banio Project

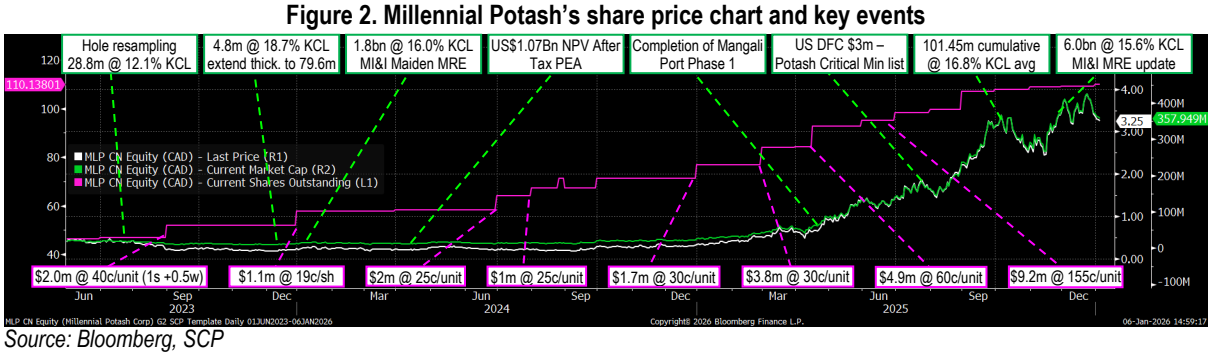


Source: Millennial Potash

Corporate History

History: Millennial pivoted to Potash in September 2022 with an earn-in into the Banio Project (3 potash holes drilled on the property in 2018) up to 100% for US$4.35m in cash, 6.5m shares, and US$12m in minimum expenditure from vendor Equatorial Potash (private, Australian). **CEO Jason Wilkinson** (ex COO at Allana 2009-2015, COO of South Harz Potash) joined in Jan 2023, **Farhad Abasov** (Potash One co-founder sold for C$430m in 2012**,** CEO at Millennial Lithium sold for C$490m in 2022, Allana Potash sold for C$170m in 2015), moved from Director to Executive Chairman in Feb 2023. Exploration commenced in April 2023. Resampling of prior holes increased potash thickness with individual horizons up to 25-30m, with extensions of hole BA-002, leading to an initial **1.6bn tonne at 16% KCl MRE in Feb 2024** and a **PEA on 800ktpa of K60 MOP product for US$480m initial capex for US$1.07bn NPV10% in April 2024**. In **July 2025**, Millennial received **US DFC strategic support including US$3m of funding and support for project development finance**, as part of the US's attempts to broaden engagement in the region. On the exploration side, MLP drilled extensions to BA-001 (historic hole) and drilled BA-004 which hit 101.5m of cumulative mineralization averaging 16.8% KCl leading to an **updated MRE** which increased the total to **6.0bn tonnes at 15.6% KCl** in November 2025.

Figure 2. Millennial Potash's share price chart and key events

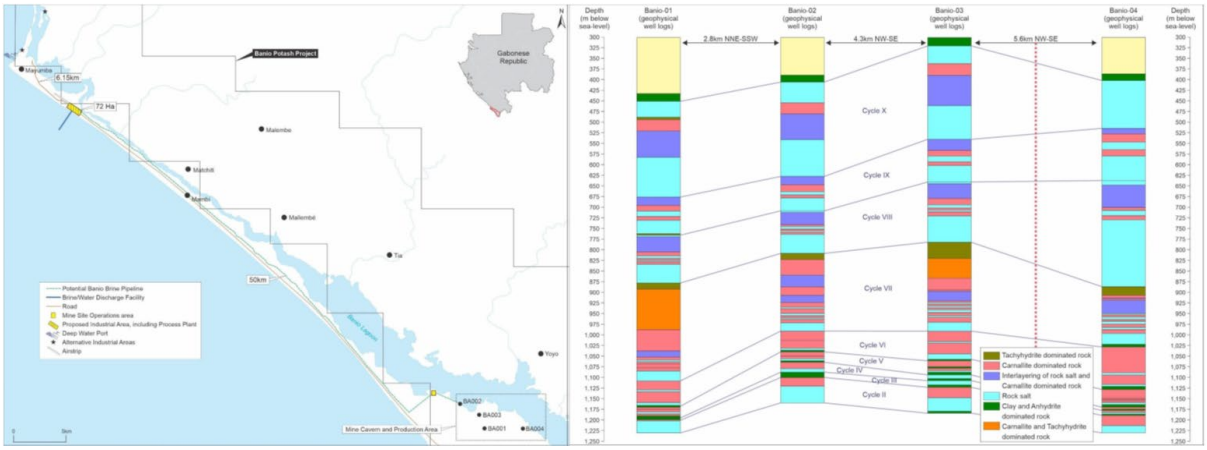


Source: Bloomberg, SCP

Project advantage: Low costs due to shallow resource, thick seams, good infrastructure

Management's historic strength has been identifying attractive solution mining prospects, in both the potash and lithium sectors. We think Millennial's Banio project satisfies the key criteria. The specific advantages of the project are Banio's potash seams are thick, averaging >15m individually and ~100m cumulatively, and at shallow depth, from ~225-650m below surface. The other key advantage is infrastructure: Banio is located near the coast, within 60km of a major planned port, power and industrial facility at Mayumba. The combination of shallow depths, thick and soluble carnallite seams, and proximity to power and export facilities results in the company's estimated (2024 PEA) US$61/t estimated delivered operating costs to port per tonne of MOP, well below peers (e.g. Uralkali ~US$130/t, Nutrien US$150/t, K+S US$215t).

Figure 3. (A) Project location and nearby infrastructure; (B) Interpretation potash seams for drill holes Banio-01-'04



Source: Millennial Potash

Thickness, depth, grade and mining method – key value drivers:

Leaving infrastructure and transport aside temporarily (we will touch on this later), the key drivers for opex are depth, thickness, grade and mining method. Banio's advantages are it is shallow and with thick mineralized seams. Grade is a relative weakness as mineralization is a mix of carnallite (12-20% KCl) and sylvinite (>25% KCl), with an overall MRE grade of 15.6% KCl. Several large peer operations (Saskatchewan, Russia, Belarus) mine thinner (2-5m) sylvinite orebodies using UG mining methods. Below we compare Banio to major potash producing regions globally – the key takeaways are Banio is lower grade but shallower and with significantly thicker seams.

Table 1. Banio compared to major potash producing regions

Location	Depth (meters)	Individual Seam Thickness	Cumulative Mineable Thickness	Grade (K_2O)	Annual Production (Mt K_2O)
Banio, Gabon	300-500	10+ m	>60m (>100m intercepted in drilling, mining targets best horizons)	15.60%	Development Stage
Saskatchewan, Canada	800-1,200	2-4m (e.g. ~4m at Jansen)	2-9m (varies by operation)	20-26%	15Mt (2024 per USGS)
Belarus (Pripyat)	<=1,200	2-3m	Multiple	20-30%	7Mt (2024 per USGS)
Urals, Russia	200-500	1-5m	~20m productive zone (up to >10 mineable beds)	23-43% KCl	9Mt (2024)
Germany (Zechstein)	800-1,000	2.5-5m	6-10m, up to 58m in some localized areas	9-25% (variable by type)	3Mt (2024)

Source: SCPe, Production sources from 2025 USGS potash periodical

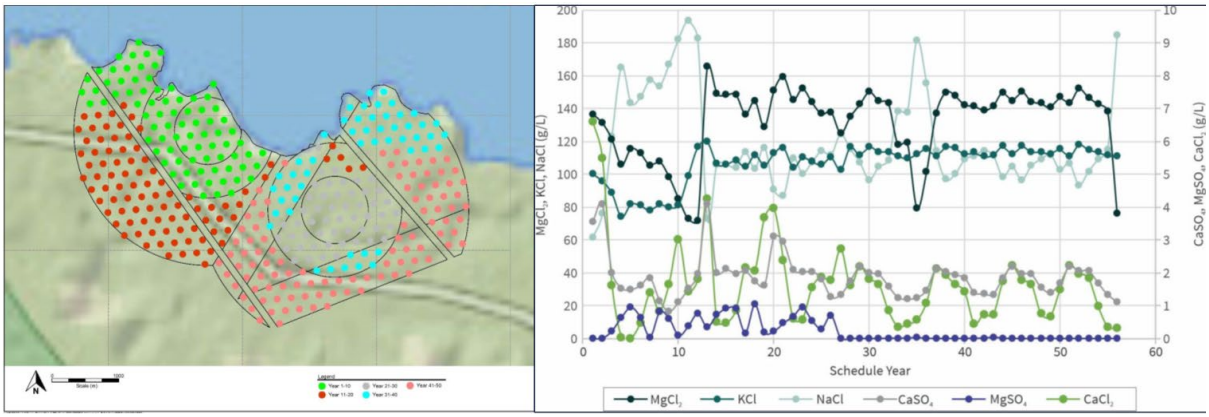
Solution vs conventional mining: Mining method is a tradeoff between capex, opex and scale. Solution mining involves injecting solution into the orebody, leaching the potash and salts, bringing them to surface and evaporating water (could be ponds or a processing plant) to precipitate salt (NaCl) and MOP (KCl) – the standard product is K60 (KCl = 60% K_20, 40% Cl, <2% impurities Na, Mg, Ca, etc). UG mines are higher capex and lead time (e.g. BHP's Jansen shaft sinking took 2012-2018, headframe installed 2025) but can reach greater production scale while solution mining is lower capex, better suited for fast-dissolving carnallite mineralization and more digestible for a junior or new operator. Notably, Chairman Farhad Abasov co-founded Potash One, which defined the Legacy potash project in Saskatchewan. Legacy was advanced as a solution mining project, then unusual in Saskatchewan where conventional UG mines are common. The sale of Potash One to German major K+S for C$430m validated the concept that low capex solution mines are a viable alternative, and Legacy is now in production.

PEA defines attractive 800ktpa solution project with potential for staged build

The 2024 PEA considered three production options – 400ktpa (base case), 600ktpa and 800ktpa of MOP production (K60) with mine life ranging from 56 years at 800ktpa to 112 years at 400ktpa. Capex ranges from US$320m for 400ktpa to US$480m for 800ktpa, including a contingency of 15%. The revenue model assumed an average US$387/t CFR Brazil MOP price over 25 years and US$22/t shipping cost to Brazil. It assumed byproduct NaCl is sold at US$100/t CFR for US$2.6bn gross revenue (~25% of total revenue).

Mining: The PEA assumes a single-well vertical cavern solution mining operation with one well per cavern, using a hexagonal pattern with cavern radius 50m, 110m pillar width and 210m pillar to pillar spacing. The well is cased until top of salt (220m) with intermediate casing to the base of lowest targeted carnallite bed; well completion is designed for three pathways: solvent to cavern, brine to surface, and blanket material both directions. The injection starts with cold solvent (fresh water at ambient temperature) initial phase (60 days) creates a 5m sump. The second phase is roof development until ~70-80% of the roof area is established followed by continuous mining until solution grades fall below 60g/L (parts per million). Areas for further study (incl. dissolution studies) include potential for hot solution (inject at 80°C, wellfield at 60-70°C) to improve dissolution rates and brine concentration rates. In the 400ktpa case 35 caverns are planned for year one with 68 caverns developed in years 1-2 in the 800ktpa case.

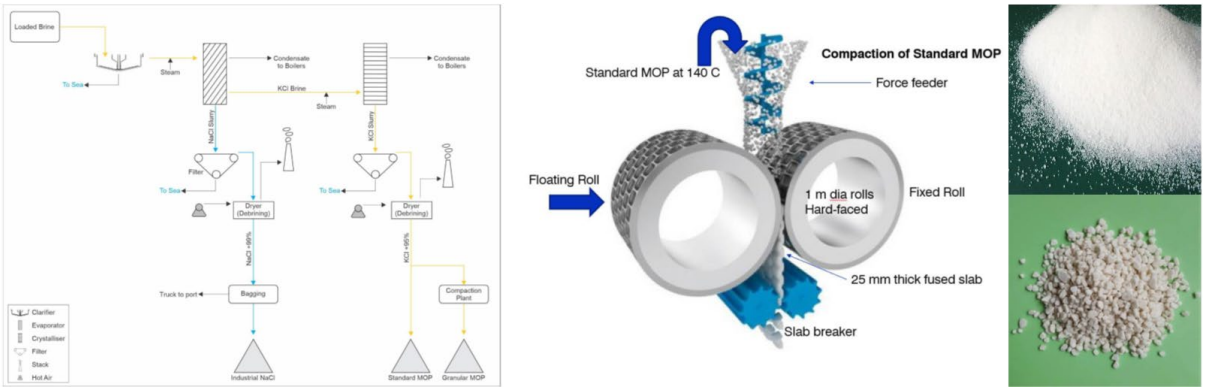
Figure 4. (A) Wellfield LOM sequence (800ktpa); (B) Average brine concentrations over the LoM



Source: Millennial Potash 2024 PEA

Processing: Loaded brines are piped to a processing plant with a range of 5.8-11.4 million cubic metres per year, containing 422-844ktpa KCl. Brine is received into a large-diameter collector tank and heated using live steam injections and separated into 500m3/h streams. Evaporation is conducted using mechanical vapour compression or by steam ejectors. NaCl slurry and concentrated KCl liquid are extracted from the bottom via variable-speed pumps. NaCl is debrined and dried. KCl is transferred to the cooling crystalliser and cooled through various vessels from 70°C to 25°C, followed by debrining and drying, compaction, glazing and oiling (decaking agent) and transport to a storage warehouse. The product is a minimum 95% purity K60 production in recrystallized (90% <2mm) and granular (87-90% 2-4mm, <2% <1mm) with <5% impurities (mainly NaCl). Granular MOP has more uniform size distribution, lower dust content and better flow characteristics therefore demands a US$20-50/t price premium over recrystallized MOP. The exact ratio of sylvinite-carnallite-halite will be finalized at the feasibility stage.

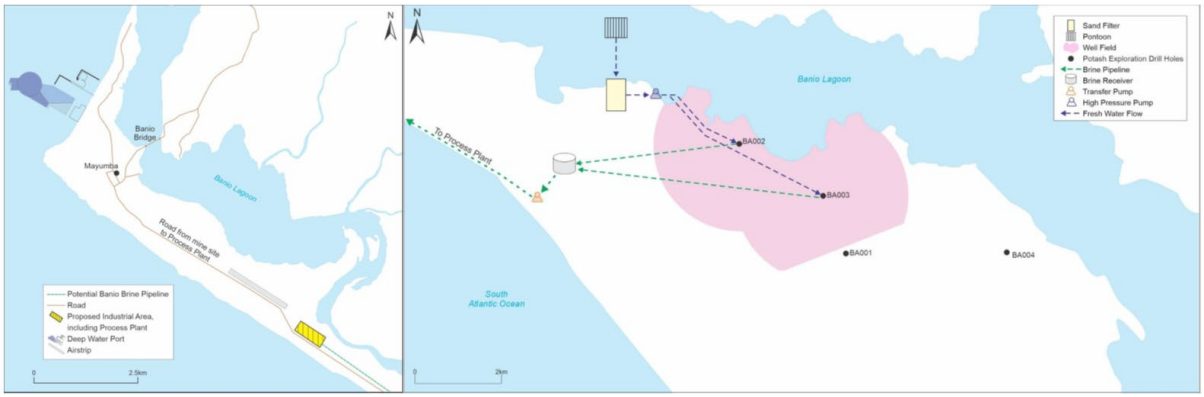
Figure 5. (A) PEA process flowsheet; (B) Crystallizer; (C/D) Recrystallized (top) and granular (bottom) MOP product



Source: Millennial Potash 2024 PEA

Capex and infrastructure: The processed processing site will be situated between the proposed mine site and Mayumba Deep-Water port, occupying a 60km^2 clearing located 50km NW of the mine site and 6km SW of the proposed deep-water 1port. The PEA anticipates that waste will either be diluted and discharged into the ocean or backfilled into depleted caverns thus does not propose a TMF. US$15m was budgeted for roads. The PEA assumed the Mayumba Deep-Water Port will be used for export via a 1,000t/h ship loader. Water is to be extracted from the Banio lagoon via a floating pontoon with submersible pumps. Power will be supplied from a dedicated gas-fired power station utilizing local natural gas supply via pipeline from nearby offshore rigs. The combined heat and power requirements range from 15-30MW between the 400-800ktpa production scenarios, of which ~75% is required for the plant, 15% for mining and 10% for G&A including port and camp.

Figure 6. (A) Proposed port and industrial area; (B) Freshwater extraction and wellfield infrastructure



Source: Millennial Potash 2024 PEA

Unit costs: The PEA used factored capital costs from similar operations and Micon's database. Total opex per tonne ranges from US$83/t at 400ktpa to US$61/t at 800ktpa. This includes an assumed flat US$9.8m/year (US$75k/employee) for indirect labour costs (US$12.20-24.39/t depending on scale), US$14.15-14.50/t wellfield opex, US$2.00/t port fees and US$2.00/t trucking costs. Other inputs included US$0.10/Nm3 for natural gas (US$8.16-16.38m/year) and maintenance costs of 2% of mining capex and 4% of processing and G&A capex (US$9.9-15.0m/year). The total annual opex range is US$33.0-48.7m/year (US$61-83/t MOP).

US Govt backed Millennial with DFS funding, Presidential level engagement and critical mineral status

We think Banio ticks many of the key boxes for the US Government's renewed engagement with sub-Saharan Africa: An economically viable project, Western-owned, critical mineral product, and in a region with growing Chinese economic ties. The US DFC committed US$3m to Millennial to support the feasibility study and noted potential for eventual DFC financing to support a processing plant and associated infrastructure. The announcement was during the Trump Administration's three-day Africa Summit. During the Summit, US Deputy Sec of State Landau and Gabonese President Nguema pledged to "deepen commercial and economic ties, advance infrastructure and pursue security cooperation." Moreover, the US Government added potash to the 2025 List of Critical Minerals in November 2025. The market received the news strongly, with MLP up 900% in 2025 while Nutrien was +35%, and Mosaic +1% - we think the market is starting to understand the strategic value of Western-controlled potash supply amid rising food security and geopolitical priorities.

Figure 7. (A) US Intl DFC, Millennial Potash and Gabon Government dignitaries; (B) See below

Source: Millennial Potash; Picture B: Chairman Farhad Abasov (seated), DFC Head of Investments and Chief of Staff Conor Coleman (seated), President of Gabon His Excellency Brice Oligui Nguema (standing right), and DFC Acting CEO Dev Jagadesan (standing left)

Banio ties into major regional infrastructure plans for Mayumba port, industrial area and power station

Millennial's proposed processing plant location at Mayumba is synergistic with the Grande Mayumba Programme, a public-private partnership between the Republic of Gabon and African Conservation Development Group (AFCONDEV) targeting sustainable development for southern Gabon and the Mayumba/Nyanga region. The plan includes a 3-phase port development plan, an initial 8.5-20MW power station (expandable to 50MW) supplied via a 32km subsea gas pipeline, offshore gas development, Mayumba-Ndindi road improvements and a 400ha industrial zone located near the port. Phase I was completed in June 2025 with additional phases under consideration including port Phase 2 (360m quay for ocean vessels and doubling of the port), and Phase 3 (full mineral terminal and high-capacity conveyor), and expanding the power station to 50MW, continent to development of industrial demand in the region. The offshore gas pipeline and the power plant were completed in March 2025, respectively. Moreover, President Nguema of Gabon has referenced Millennial multiple times including in 2024 (see 10 Sept 2024 press release) and at the July 2025 Millennial Potash agreement signing in Washington where he referred to the project as one of the "structuring projects of the Gabonese government". In our view, the project is naturally synergistic, providing a large volume customer for the port, exporter and generator of hard currency for the country, and a major employer for the region (est. 375 direct and 600 indirect jobs).

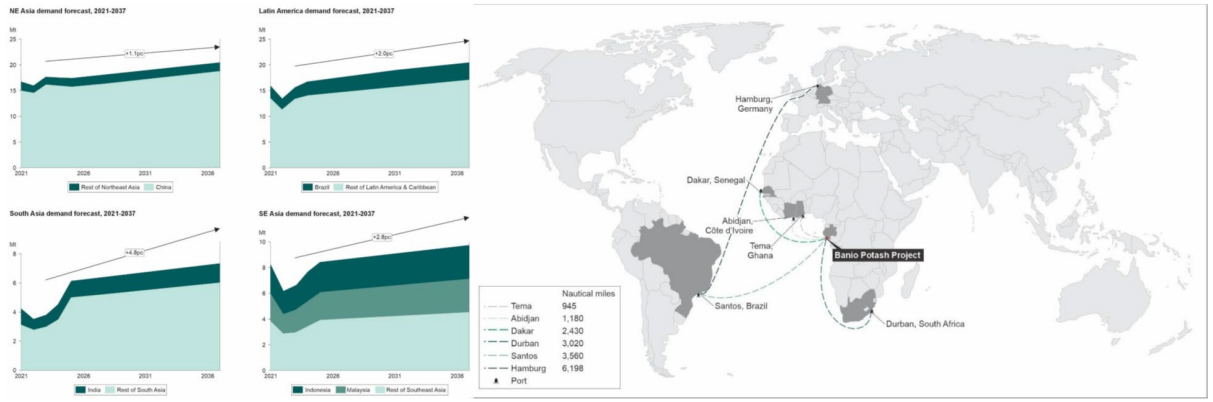
Figure 8. Summary of Mayumba port development plans

Source: Millennial Potash

Short shipping distance to key markets in Brazil, local African market offers growth and higher prices

We see several notable advantages to Banio's location. First, proximity to the coast and a planned port is a major advantage for a bulk commodity like MOP (spot bulk prices range from ~US$340-380/t depending on market) as inland transportation costs can add significant costs, conservatively US$20-30/t for Russian or Belarusian producers and US$30-50/t for Saskatchewan. Second, Banio is well located to export to the Brazilian market (~US$22/t in the PEA, we model a conservative US$30/t): Brazil is one of the largest markets for MOP at 13Mt (global market is ~75-80Mt total), growing quickly (projected to grow to 15Mt by 2027 per Argus as quoted in the PEA), and lacks its own large domestic suppliers, making it one of the largest import markets in the world. The main source or imports is Europe (likely K+S in Germany), ~3,500km away. The African market is smaller at 1.5-2.0Mtpa, primarily in South Africa but with growing regional markets including Nigeria, Egypt, and West Africa. Prices are >US$400/t CFR for smaller batch shipments. We think Millennial could be a stable supplier for the African market, while Africa could be an attractive secondary export market for Millennial, with higher prices but smaller cargo volumes. It also highlights Millennial's importance from a development perspective, which is important to the DFC.

Figure 9. (A) Argus - projected demand growth by market (B) Shipping distances from Banio to potential customers



Source: Argus as sourced from Millennial Potash's 2024 PEA

What we model: Economics and inputs anchored to the 2024 PEA 800ktpa MOP scenario

Overall, our model is anchored to the 2024 PEA 800 ktpa MOP scenario assumptions.

Table 2. SCPe vs PEA'24 operating and economics metrics

Banio Project (100%)	PEA '24 (800kta)*^	SCPe	Δ (%)
KCL recoveries (%)	90%	90%	*0%*
MOP produced (Kt)	20,097	20,097	*0%*
NaCl produced (Kt)	26,361	26,361	*0%*
Shipping costs (US$/t MOP)	22.0	30.0	*36%*
Mining OpEx (US$/t MOP)	11.6	11.6	*0%*
Processing OpEx (US$/t MOP)	31.0	31.0	*0%*
G&A OpEx (US$/t MOP)	18.1	18.1	*0%*
Royalties (%)	7.5%	7.5%	*0%*

Banio Project (100%)	PEA '24 (800tpa)*^	SCPe	Δ (%)
AISC (US$/t MOP)	**112**	**138**	***23%***
Build Capex (US$m)	480	480	*0%*
Sustaining Capex (US$m)	216	216	*0%*
Discount (%)	10.0%	8.0%	*-20%*
gMOP K60 px (US$/t)	387	355	*-8%*
NPV (US$m)^	**1,071**	**1,083**	***1%***
IRR (%)^	**32.6%**	**28.9%**	***-11%***

*Source: Millennial Potash, SCPe; *metrics based on 800kt/a case and includes years -2-to-25 in Table 22.3 NI-43 101 PEA 4th June 2024 ^PEA'24 NPV & IRR metrics based on first 25yrs*

Production: Apart from the ramp-up year, MOP is produced at a roughly steady-state rate of ~800ktpa post a 90% plant recovery. The by-product, NaCl, varies over the life of mine as it is a function of brine chemistry and solution-mining conditions (cold versus hot mining), rather than a fixed plant throughput target. On a life-of-mine basis, total production is 20.1 Mt of MOP and 26.3 Mt of NaCl over the modelled 26-year mine life.

Operating costs: Similar to the PEA, our model adopts a largely fixed operating cost structure, with annual mining, processing, and G&A costs of US$9m, US$24m, and US$14m, respectively, applied uniformly across the operating life. Shipping costs are treated as variable and assumed at SCPe US$30/t for both MOP and NaCl, representing ~42% of the total operating cost structure. On a life-of-mine basis, mining, processing, and G&A equate to ~US$11.6/t, US$31.0/t, and US$18.1/t, respectively, or ~US$60.8/t in aggregate (excluding shipping).

Capex and other: Initial capital is maintained at US$480m for the build, with a further US$216m of sustaining capex incurred over the life of mine. Sustaining capex primarily reflects periodic wellfield replacement, cavern development and maintenance, and associated infrastructure, resulting in a naturally lumpy annual sustaining profile rather than a flat run-rate.

Table 3. SCPe Banio project production, costs, and cash flow (asset level)

		-3	-2	-1	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Banio Asset Metrics	**LOM**	**FY2026**	**FY2027**	**FY2028**	**FY2029**	**FY2030**	**FY2031**	**FY2032**	**FY2033**	**FY2034**	**FY2035**	**FY2036**	**FY2037**	**FY2038**	**FY2039**	**FY2040**	**FY2041**	**FY2042**	**FY2043**	**FY2044**	**FY2045**	**FY2046**	**FY2047**	**FY2048**	**FY2049**
gMOP K60 Brazil		**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**	**$355**
NaCL 99% (CFR)		**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**	**$100**
Contained (KCL)	22,330	--	--	--	--	159	838	889	889	889	889	889	889	889	889	889	889	889	889	889	889	889	889	889	889
Plant Recovery (%)	90%	--	--	--	--	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
MOP Produced (KT)	**20,097**	**--**	**--**	**--**	**--**	**143**	**754**	**800**	**800**	**800**	**800**	**800**	**800**	**800**	**800**	**800**	**800**	**800**	**800**	**800**	**800**	**800**	**800**	**800**	**800**
NaCl Produced (KT)	**26,361**	**--**	**--**	**--**	**--**	**88**	**596**	**1,112**	**1,783**	**1,397**	**1,452**	**1,614**	**1,499**	**1,670**	**1,792**	**1,561**	**1,254**	**486**	**796**	**801**	**766**	**870**	**739**	**882**	**642**
Site costs (US$/t)	$61	--	--	--	--	$329	$62	$59	$59	$59	$59	$59	$59	$59	$59	$59	$59	$59	$59	$59	$59	$59	$59	$59	$59
Cash costs incl. royalty & shipping (US$	$127	--	--	--	--	$390	$125	$126	$132	$128	$129	$131	$129	$131	$132	$130	$127	$120	$123	$123	$123	$124	$122	$124	$121
AISC (US$/t MOP)	$138	--	--	--	--	$390	$128	$131	$137	$133	$134	$136	$134	$137	$152	$138	$180	$125	$128	$128	$128	$137	$135	$144	$160
KCL Sales CFR (US$m)	$7,134	--	--	--	--	$51	$268	$284	$284	$284	$284	$284	$284	$284	$284	$284	$284	$284	$284	$284	$284	$284	$284	$284	$284
NaCL Sales FOB (US$m)	$2,636	--	--	--	--	$9	$60	$111	$178	$140	$145	$161	$150	$167	$179	$156	$125	$49	$80	$80	$77	$87	$74	$88	$64
Revenue (US$m)	**$9,771**	**--**	**--**	**--**	**--**	**$60**	**$327**	**$395**	**$462**	**$424**	**$429**	**$445**	**$434**	**$451**	**$463**	**$440**	**$409**	**$333**	**$364**	**$364**	**$361**	**$371**	**$358**	**$372**	**$348**
Shipping costs (US$/t)	$30	--	--	--	--	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30
Mining OpEx (US$/t MOP)	$12	--	--	--	--	$63	$12	$11	$11	$11	$11	$11	$11	$11	$11	$11	$11	$11	$11	$11	$11	$11	$11	$11	$11
Processing OpEx (US$/t MOP)	$31	--	--	--	--	$168	$32	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30	$30
G&A OpEx (US$/t MOP)	$18	--	--	--	--	$98	$19	$18	$18	$18	$18	$18	$18	$18	$18	$18	$18	$18	$18	$18	$18	$18	$18	$18	$18
Shipping costs (US$m)	($1,394)	--	--	--	--	($7)	($41)	($57)	($77)	($66)	($68)	($72)	($69)	($74)	($78)	($71)	($62)	($39)	($48)	($48)	($47)	($50)	($46)	($50)	($43)
Mining OpEx (US$m)	($234)	--	--	--	--	($9)	($9)	($9)	($9)	($9)	($9)	($9)	($9)	($9)	($9)	($9)	($9)	($9)	($9)	($9)	($9)	($9)	($9)	($9)	($9)
Processing OpEx (US$m)	($624)	--	--	--	--	($24)	($24)	($24)	($24)	($24)	($24)	($24)	($24)	($24)	($24)	($24)	($24)	($24)	($24)	($24)	($24)	($24)	($24)	($24)	($24)
G&A OpEx (US$m)	($364)	--	--	--	--	($14)	($14)	($14)	($14)	($14)	($14)	($14)	($14)	($14)	($14)	($14)	($14)	($14)	($14)	($14)	($14)	($14)	($14)	($14)	($14)
Royalties (US$m)	($733)	--	--	--	--	($4)	($25)	($30)	($35)	($32)	($32)	($33)	($33)	($34)	($35)	($33)	($31)	($25)	($27)	($27)	($27)	($28)	($27)	($28)	($26)
EBITDA (US$m)	**$6,422**	**--**	**--**	**--**	**--**	**$1**	**$215**	**$261**	**$303**	**$279**	**$282**	**$293**	**$285**	**$296**	**$304**	**$289**	**$270**	**$222**	**$241**	**$242**	**$240**	**$246**	**$238**	**$247**	**$232**
Tax (US$m)	($1,783)	--	--	--	--	--	($58)	($73)	($85)	($78)	($79)	($82)	($80)	($83)	($85)	($81)	($75)	($61)	($67)	($67)	($66)	($68)	($66)	($68)	($64)
Build Capex (US$m)	($480)	--	--	($178)	($178)	($100)	($23)	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Sustaining Capex (US$m)	($216)	--	--	--	--	--	($2)	($4)	($4)	($4)	($4)	($4)	($4)	($5)	($16)	($6)	($42)	($4)	($4)	($4)	($4)	($11)	($10)	($16)	($31)
FCF (US$m)	**$3,943**	--	--	($178)	($178)	($99)	$132	$185	$214	$197	$199	$207	$202	$208	$202	$202	$153	$157	$171	$171	$169	$167	$162	$163	$137

Source: SCP estimates; First 20 years shown out of total 26

Economics: At an SCPe long-term price of US$355/t, the project generates a post-tax NPV8% of US$1.1bn and a 29% IRR. Average free cash flow over the first 10 years post ramp-up is ~US$200m per annum, declining to ~US$165m per annum over the back half of the mine life. Project-level EBITDA margins average ~66%, while FCF margins remain ~40% across the life of mine. The largely fixed-cost nature of the operating structure provides significant leverage to MOP K60 pricing. At US$400/t, US$450/t, and US$500/t, NPV8% increases to ~US$1.3bn, ~US$1.5bn, and ~US$1.7bn, respectively.

Potash peers: Millennial stacks up well and isn't expensive

Asset level comparison: in Table 4 below, we compare Millennial's Banio project against peer projects in development, key take home being that Banio has lower capital intensity than other projects in the pipeline, with the average of other projects at US$1,049/t whereas Millennial has a capital intensity of US$600/t. Furthermore, on PEA estimates, Millennial shows lower operating costs at US$61/t MOP at mine gate, due to higher than

average seam thickness and shallower depths, vs peer average of US$117/t alongside lower than average shipping costs given its proximity to coast and distance to Brazil. Buttressed by a larger than average resource and inventory showing how well the project compares to other available development projects.

Table 4. Potash development project peers on an asset level ranked by capital intensity

Company ticker:	MLP	EML	HFR	KP2	SAGE	GSP	KRN	BHP
Company:	Millenial Potash	Emmerson PLC	Highfield Resources	Kore Potash	Sage Potash	Gensource Potash	Karnalyte Resources	BHP
Asset	Banio	Khemisset	Muga	Kola/Sintoukla District	Sage Potash	Tugaske	Wynyard	Jansen
Mining Method:	Solution	Room & Pillar UG	Room & Pillar UG	Room & Pillar UG	Solution	Solution	Solution	Underground
Jurisdiction:	Gabon	Morocco	Spain	Congo	Utah	Canada	Canada	Canada
Date/study	4Q25 MRE / 2Q24 PEA	2023 FS w/ KMP	4Q23 FS	1Q25 DFS	3Q25 PEA	4Q21 FS	4Q25 FS	2Q24 PFS
GLOBAL RESOURCE (M&I+I)	6012.2 Mt @ 15.61% KCL	536.9 Mt @ 14.63% KCL	282.2 Mt @ 18.68% KCL	6082 Mt @ 22.01% KCL	279.5 Mt @ 39.7% KCL	3592.4 Mt @ 14.45% KCL	6854.4 Mt @ 19.05% KCL	6510 Mt @ 40.53% KCL
TOTAL P&P / Inventory	1816 Mt @ 15.96% KCL	230.9 Mt @ 14.63% KCL	173.7 Mt @ 16.62% KCL	169.4 Mt @ 37.97% KCL	16.7 Mt @ 36% KCL	34 Mt @ 42.3% KCL	777.1 Mt @ 19.63% KCL	1070 Mt @ 39.42% KCL
Thickness (m)	15+	up to 9.4	up to 12.9	between 5-15	up to 11	up to 15.6	between 3-18	average 3.9
Depth (m)	225-650	starts at 450 below surface	350-1400	190-340	~2,100	1,500.0	925-1,075	900-1000
LOM Head Grade (% KCL)	16.0%	14.4%	16.6%	38.0%	36.0%	42.3%	19.6%	39.4%
LOM recovery (%)	90%	91%	91%	90%	91%	40%	90%	90%
Prod'n MOP LOM (kt pa)	800	782	1,000	2,200	300	227	2,175	8,500
OpEx Cost US$/t MOP	**61.00**	**156.00**	**176.67**	**74.94**	**143.00**	**45.78**	**134.01**	**90.00**
Shipping Cost CFR to Brazil	**22.00**	**13.00**	**24.00**	**53.06**	**55.00**	**55.00**	**55.00**	**55.00**
LOM Operating Cost CFR Brazil (US$/t)	*83*	*169*	*201*	*128*	*198*	*101*	*189*	*145*
Mine life (years)	56 - NPV calc'd for 25	19	30	23	20	56	70	48
Build capex + expansion (US$m)	*480*	*525*	*860*	*2,070*	*324*	*252*	*2,829*	*11,771*
Capital intensity (US$/t pa)	600	671	860	941	1,080	1,109	1,300	1,385
NPV / capex (x)	***2.2x***	***4.2x***	***2.5x***	***0.8x***	***1.5x***	***0.9x***	***0.5x***	***1.0x***

Source: Company data, SCP, K20-KCL conversion factor 0.6317, 1.4 CAD/USD, 1.17 USD/Euro, shipping costs to Brazil estimated where not provided (US$55 from Saskatchewan/Utah, US$24 from Spain)

Developers: In Table 5 below we show the development peer group valuations. On a simple EV/t MLP inventory basis, MLP trades cheaply at US$0.8/Mt against the developer peer average of US$1.10/t, furthermore MLP stands out as a company that is continually progressing its project with a lower than average EV/NPV of 0.66x vs peer average of 1.0x, lower than average operational costs $83/t at Brazil vs average $166/t, and lower than average EV/Mtpa of $883 vs $995.

Table 5. Developer peer-based valuations at spot

Company	Ticker	Market	EV	EV/t (attr.)		EV/t	Operating Cost			
				Reserve	Resource	Inventory	Mine Gate	CFR Brazil	EV/NPV	EV/Mtpa
			US$m	US$/Mt	US$/Mt	US$/Mt	US$/t	US$/t	x	x
Kore Potash	KP2	LN	$174	$3.7	$0.14	$1.0	$75	$128	1.34x	$1,020
Highfield Resources	HFR	AU	$39	$2.4	$0.75	$1.4	$177	$201	0.27x	$565
Emmerson PLC	EML	LN	$31	--	$0.40	$0.9	$156	$169	0.25x	$711
Gensource Potash	GSP	CN	$27	$2.7	$0.07	--	$46	$101	1.26x	$1,227
Sage Potash	SAGE	CN	$18	--	$0.16	--	$143	$198	0.68x	$1,139
Karnalyte Resources	KRN	CN	$10	$0.0	$0.01	--	$134	$189	1.95x	$1,305
Millennial Potash Corp*	MLP	CN	$229	--	$0.27	$0.8	$61	$83	0.66x	$887
Average / Sum			**$299**	**$0.9**	**$0.10**	**$1.1**	**$121**	**$166**	**1.0x**	**$995**

Source: Factset market data as of 2026-01-04, Company public filings, K20-KCL conversion factor 0.6317, 1.4 CAD/USD, 1.17 USD/Euro,

**Millennial Potash estimates based on 2024 PEA 800ktpa; Shipping costs to Brazil estimated where not provided (US$55 from Saskatchewan/Utah, US$24 from Spain)*

Initiate with BUY rating and C$5.70/sh price target based 0.6x NAV multiple generating US$1.1Bn NPV8%

We value Banio using a DCF model, using an 8% discount rate with first production in H2 2030. This generates a US$1.08bn NPV at present. We subtract US$60m for SG&A (C$12m/year) and add US$13m for cash and US$17m for ITM options. This generates a US$1.05bn NAV8% or FD ITM C$10.25/sh. We assume the build is funded at 0.6x NAVPS and we apply a 0.6x target multiple, which generates our C$5.70/sh price target.

Table 6. SCP SOTP valuation breakdown and sensitivity analysis

Group-level SOTP valuation	1Q26			FD
	US$m	O/ship	NAVx	C$/sh
Banio Project NPV 1Q26	1,083	100%	1.00x	10.55
Central SG&A & fin costs 1Q26	(60)	-	1.00x	(0.59)
Cash FY4Q25	13	-	1.00x	0.12
ITM Options	17	-	1.00x	0.17
Debt + Lease Liabilities	(0)	-	1.00x	(0.00)
1xNAV8% US$355/oz - FD pre build	**1,052**		**1.00x**	**10.25**
Assumed build equity issuance	190		1.00x	1.06
0.6xNAV8% US$355/oz - Fully Funded	**1,242**		**0.60x**	**5.70**

1xNAV sensitivity to gold price and discount / NAV multiple					
1xNAV asset (US$m)	$200/t	$250/t	$355/t	$350/t	$400/t
10%discount	283	451	806	789	958
8%discount	427	638	1,083	1,062	1,273
7%discount	519	757	1,259	1,235	1,473
5%discount	757	1,065	1,713	1,682	1,991
Valuation (C$/sh)	$200/t	$250/t	$355/t	$350/t	$400/t
0.40xNAV	1.30	2.10	3.80	3.75	4.55
0.60xNAV	1.90	3.10	**5.70**	5.60	6.80
0.80xNAV	2.55	4.15	7.65	7.45	9.05

Source: SCPe

Risks

- Commodity prices: Valuation is sensitive to MOP potash prices, differentials between markets, and shipping rates. The project's large resource should result in a long-life asset (beyond SCPe and PEA modelling) which should help to insulate the project against market cycle timing.
- Mining: We view this as lower risk. Solution mining is a proven low cost and low capex option for potash projects. The key considerations are it requires good understanding of hydrogeology, mineralogy (sylvinite vs carnallite distribution), understanding of cavern development and identification of insoluble content and type. Pilot tests are helpful in derisking commercial scale operations. The maximum predicted subsidence strain is 6.7m.
- Infrastructure: We view this as a moderate risk: the PEA development plant relies on planned Mayumba infrastructure upgrades including the gas pipeline, power station and deep-water port which are outside of the company's control.
- Permitting: We think this is a lower risk. Generally, mines can be permitted relatively promptly in sub Saharan Africa. An ESIA is required for Banio, which is scheduled to be submitted in 2H26. The project is located adjacent to Mayumba National Park, which is a consideration, but we think the impact of solution mining (using saltwater) is significantly lower than conventional mining. Population density in the project area is low at 8.7 inhabitants per km^2.
- Funding / dilution: is always a concern for development-stage assets but with C$17m cash on balance sheet and US$3m of non-dilutive DFC funding for the PFS, Millennial is well funded for the next stages of project progression. For project funding, we see potential development finance or other low-cost government-linked or strategic funding sources to significantly reduce the capital requirement for Millennial.

Catalysts

- **1H26:** Phase 3 resource drilling
- **2H26:** Updated MRE, DFS, ESIA completion
- **2030:** SCPe first production

Corporate and Financial Summary

Corporate structure: Millennial Potash Corp. (TSXV: MLP) is a British Columbia–incorporated company (July 21, 2015) headquartered in West Vancouver, Canada. Formerly known as Black Mountain Gold USA Corp., the Company adopted its current name on January 24, 2023. Millennial's flagship asset is the Banio Potash Project in Gabon, West Africa, which it holds through a 70% interest in Equatorial Potash Pty Ltd., whose wholly owned subsidiary, Mayumba Potasse SARL, holds 100% legal title to Banio. As at August 31, 2025, Millennial holds an effective 70% economic interest in the project, with the ability to earn up to 100% ownership subject to the completion of remaining option payments tied to feasibility milestones.

Capital structure: As of the MDA date (23 December 2025), Millennial Potash had 110.1m shares outstanding, 11.0m options (including 1.5m and 0.98m granted in September and December, respectively), 16.6m warrants, and 4.6m RSUs/PSUs. FY4Q25 cash totaled C$17.5m, with an additional estimated US$17.4m of cash from in-the-money securities.

Balance sheet: As of end-Aug, the Company has access to up to US$3.0m in non-interest-bearing project development funding under a Development Finance Corporation (DFC) loan facility for the Banio Potash Project. The facility is structured to be drawn over an eight-year term upon the achievement of certain milestones. Millennial Potash has drawn US$0.3m (C$0.4m) and the DFC loan is carried at a book value of C$0.38m (incl. C$0.3m of deferred gains), with lease liabilities of C$60k, resulting in an SCPe net cash balance of US$29.7m

Gabon: The Banio Project is held under Exploration Permit G5-595, awarded on 23 Feb 2016 and renewed on 4 Feb 2022 and 2025 March; the permit was deemed on hold during 2020–2021 due to COVID-19 lockdowns. Fiscal terms applicable at the exploitation stage are expected to be set through a Mining Convention (fiscal stability framework), including a 5–10% royalty and a 30% corporate income tax, with statutory floors referenced of royalty ≥5% and income tax ≥25%. The Mining Convention also governs the State's free carried interest (10%, but negotiable) and may provide for specific exemptions during construction and early operation.

Board and Management: Millennial Potash is led by a board with deep potash and mine-development experience, including multiple successful exits. The board is headed by **Farhad Abasov (Chairman)**, who has built and sold several resource companies, including Millennial Lithium (C$490m), Allana Potash (C$170m), and Potash One (C$430m). The Company is led by **CEO Jason Wilkinson**, a mining professional with ~25 years' experience, including senior operating roles at South Harz Potash and Allana Potash, where he was involved in exploration, feasibility work, and the sale to ICL. The board is further supported by **Paul Matysek** (Senior Strategic Advisor), a serial mining entrepreneur with multiple exits including Energy Metals (US$1.8bn) to Uranium One, alongside former PotashCorp executive Rick Lacroix, agribusiness executive Tony Kettinger, former PPIC president Mark Stauffer, and geoscientist Peter MacLean.

Table 7. Management, Board and Major Shareholders

Name	Role	Equity Ownership*	Background
Board of Directors			
Farhad Abasov	Chairman	7.84%	Built and sold multiple resource companies including Millenial Lithium for $490m, Allana Potash $170m, and Potash One $430m
Peter MacLean	Director	2.75%	30+ yrs exp exploration and development in NA, SA, and Africa prev SVP, Tech Services at Millenial Lithium and SVP Explo for Allana
Tony Kettinger	Director	0.23%	COO of Golden Agri-Resources, prev. Group MD with Cargill for Ag process and trading covering Asia incl. China
Rick Lacroix	Director	0.54%	30+ yrs with Potash Corp rising to SVP of Saskatchewan and Director of Canpotex. Ex-BoD Millennial Lithium Corp and Allana Potash
Mark Stauffer	Director	0.46%	Ex-Pres Potash and Phosphate Institute of Canada, Ex-Dir of Migao Corporation, Ex-Chairman of Allana Potash, Ex-Dir Gensource
Senior Management			
Jason Wilkinson	CEO	2.05%	25+ yrs exp, prev COO of South Harz Potash, MD Allana Potash Corp in Ethiopia led exploration drill-out and feasibility study work
Max Missiouk	CFO	1.60%	Ex-CFO Millennial Lithium Corp as well as Allana Potash and Crocodile Gold
Brian Morrison	Corp Sec	0.75%	Ex-account manager with Computershare Investor Services. Prev Dir, Corp Sec and CFO of various publicly traded issuers
Insiders (>10% holders)			
Ross Jennings		27.19%	Head of the Quaternary Group based in Singapore

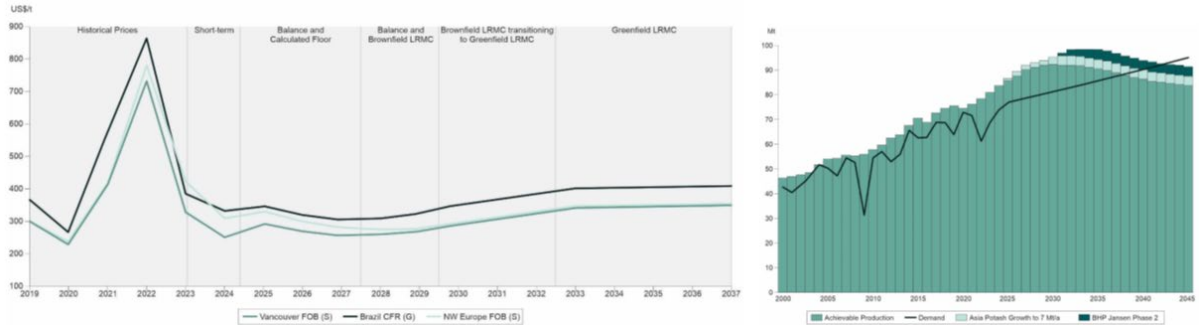
*Source: Sedi (as of 12/29/2025); * Assuming exercise of warrants and options on a fully diluted basis*

APPENDIX : Potash Overview

Overview

Potash is a major input into the fertilizer business, providing potassium, one of the three major fertilizer nutrients (sodium, phosphorus and potassium or NPK). The two major potash products are muriate of potash (MOP) and sulphate of potash (SOP). The standard MOP product is K60 (KCl, ~60% K_2O). MOP is lower cost and suitable for chloride-tolerant crops such as corn and wheat. SOP (K_2SO_4) is higher cost, chloride-free, and preferred for chloride-sensitive crops including fruits, vegetables, nuts, tobacco, and saline soils. The global MOP market is ~80Mtpa with delivered prices US$340-380/t in major markets while the SOP market is 7-8Mt with prices ~US$600-900/t. The outlook for pricing is a balanced market with supply growth from brownfield expansions and BHP's Jansen offsetting demand growth from South America, Africa and emerging markets. However, as noted earlier in this document, there are localized markets with more attractive pricing outlooks including Brazil and Africa.

Figure 10. (A) LT Potash price forecast from Argus (2023), LT MOP Supply and Demand – Argus (2023)

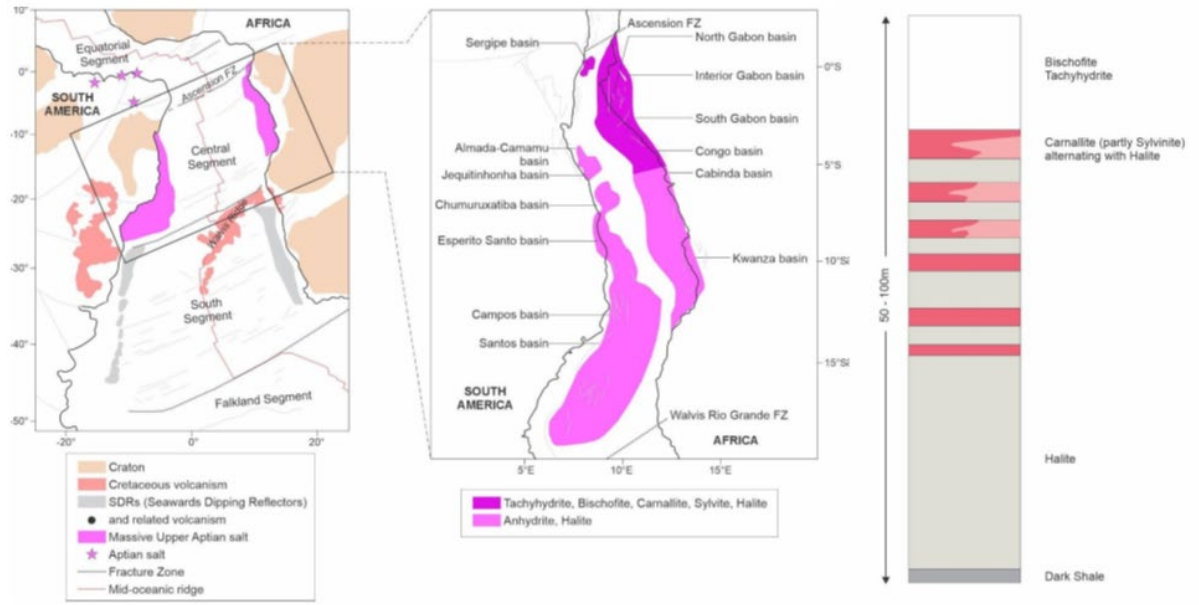


Source: Millennial Potash 2024 PEA

Supply: Geology-looking for evaporites, major supply sources are Canada, Russia, and Belarus

Geology: Potash is mined from evaporite basins, formed when basins are cut off from the open ocean due to tectonic uplift or sea-level drop. As water evaporates, dissolved salts become increasingly concentrated until minerals begin to crystallize and precipitate out. Older basins are located within contents, usually formed by the closure of ancient seas. Examples include Saskatchewan, the Urals, and Belarus. Younger basins are formed adjacent to present day coastlines, often formed due to rift events - examples including the Congo Coastal Basin (which includes Banio), the Danakil Depression in Ethiopia and the Dead Sea. Economic potash districts show multiple evaporate cycles – inflows of water followed by periods of evaporation, and salt precipitation. Potash sales precipitates in the final stages of the cycle, after halite (rock salt).

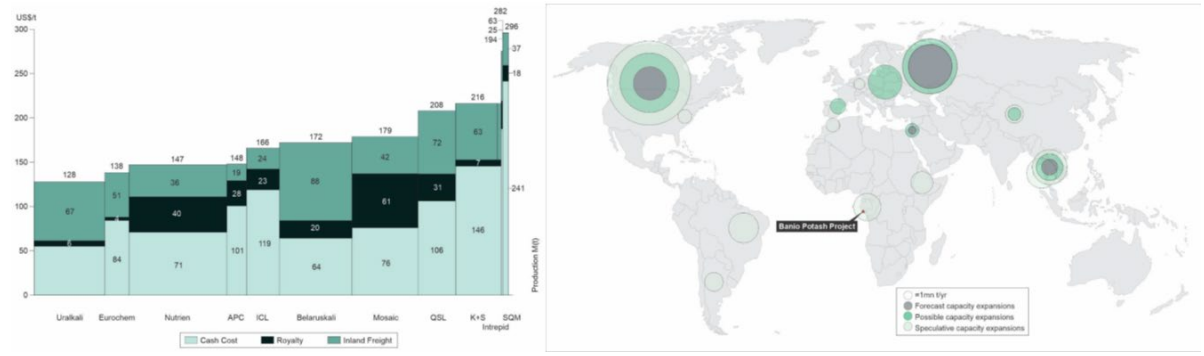
Figure 11. (A) Salt distribution along C. African and S. American cratons; (B) Simplified salt precipitation sequence



Source: Millennial Potash 2024 PEA; (A) Micon, modified from (Chaboureau, et. Al., 2012) (B) Micon, modified from de Ruiter (1979)

Key Producers: Canada (Nutrien and Mosaic in Saskatchewan), Russia (Uralkali, Eurochem) and Belarus (Belaruskali) account for roughly 2/3 of global MOP supply. Nutrien is the largest producer with 20Mtpa of capacity, although they manage production to market conditions. All of their operations are traditional room and pillar UG operations. Mosaic operates the Esterhazy and Colonsay UG mines and the Belle Plaine solution mine, all in Saskatchewan, as well as UG and solution mining operations in New Mexico. Uralkali is the largest Russian producer, operating room and pillar mines at 200-400m depth. Belaruskali operates conventional mines in southern Belarus, typically at 300-600m depth. Other notable producers include German (K+S UG mines in the Zechstein basin), Jordan (APC) and Israel (ICL) produce from solar evaporation ponds sourced from the Dead Sea. Chinese production is mainly in the form of solar evaporation ponds in Western China (QSL). The top ten suppliers account for >90% of global supply. The largest growth project is BHP's Jansen (4.3Mtpa stage I, an additional 4.3Mtpa in stage 2 for 8.5Mtpa total), a large conventional mine in Saskatchewan with twin shafts at 1.1km depth. Stage I is currently scheduled for mid-2027 (prev 2026), with stage 2 potentially targeting 2031 (extended by two years).

Figure 12. MOP Cost Curve (Argus, 2023); (B) Potential expansions and new supply



Pricing: Global pricing but regional variation due to market size, shipping costs

MOP pricing varies by market. Prices are typically quoted as CFR (delivered) prices in major end markets (e.g. China, India) or FOB prices (before shipping cost) at port from major producing countries (e.g. FOB Vancouver). China and India typically have the lowest CFR prices, as they negotiate annual contracts with high volumes, thus they tend to set the price floor for the global market (e.g. US$340-350/t). US domestic and European prices tend to be higher but still benefit from volume. African spot prices can be priced at a US$50-100/t premium to China/India due to smaller volumes resulting in smaller/fewer economies of scale, transport efficiencies and negotiating power. Shipping costs vary from US$30-50/t Vancouver to China, US$70-100/t Belarus to Brazil or US$20-40/t Urals to Europe (the latter two are in normal times, i.e. excluding present circumstances caused by the War in Ukraine), but current transport costs are significantly higher from Belarus and Russia. The differentials cause by transport costs also contribute to pricing differences between markets.

Ticker: MLP CN	**Price / mkt cap:**	C$3.14/sh, C$346m	**Market P/NAV:**	0.31x	**Assets:** Banio
Authors: J Chan	**Rec / 0.6x NAV:**	BUY / C$5.70	**1xNAVFD:**	C$10.25/sh	**Country:** Gabon

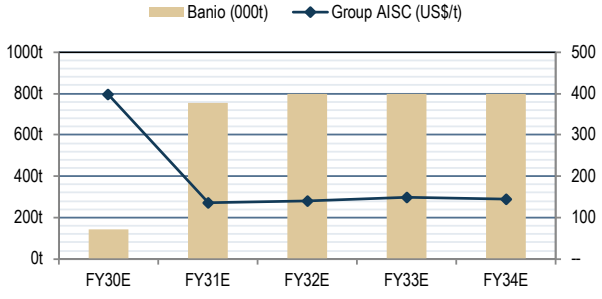
Group-level SOTP valuation	**1Q26**			**FD**
	US$m	**O/ship**	**NAVx**	**C$/sh**
Banio Project NPV 1Q26	1,083	100%	1.00x	10.55
Central SG&A & fin costs 1Q26	(60)	-	1.00x	(0.59)
Cash FY4Q25	13	-	1.00x	0.12
ITM Options	17	-	1.00x	0.17
Debt + Lease Liabilities	(0)	-	1.00x	(0.00)
1xNAV8% US$355/oz - FD pre build	**1,052**		**1.00x**	**10.25**
Assumed build equity issuance	190		1.00x	1.06
0.6xNAV8% US$355/oz - Fully Funded	**1,242**		**0.60x**	**5.70**

1xNAV sensitivity to gold price and discount / NAV multiple					
1xNAV asset (US$m)	$200/t	$250/t	$355/t	$350/t	$400/t
10% discount	283	451	806	789	958
8% discount	427	638	**1,083**	1,062	1,273
7% discount	519	757	1,259	1,235	1,473
5% discount	757	1,065	1,713	1,682	1,991
Valuation (C$/sh)	$200/t	$250/t	$355/t	$350/t	$400/t
0.40xNAV	1.30	2.10	3.80	3.75	4.55
0.60xNAV	1.90	3.10	**5.70**	5.60	6.80
0.80xNAV	2.55	4.15	7.65	7.45	9.05

Sources and uses of cash			
Sources	**US$m**	**Uses**	**US$m**
Build Capex (US$m)	US$480m	Cash FY4Q25	US$13m
G&A + fin. cost to production (US$m	-US$38m	Debt package (US$m)	US$285m
Working capital (US$m)	US$30m	Equity (US$m)	US$190m
Total uses (US$m)	US$472m	Total sources (US$m)	US$488m
Total contingency buffer (US$m)	US$16m		

Valuation over time	**Today**	**FY2026E**	**FY2027E**	**FY2028E**	**FY2029E**
Banio NPV (US$m)	1,083	1,053	1,137	1,228	1,519
Cntrl G&A & fin costs (US$m)	(60)	(59)	(62)	(66)	(69)
Net cash at 1Q (US$m)	30	33	346	145	(118)
1xNAV (US$m)	1,052	1,026	1,421	1,307	1,332
1xNAV share px FD + FF (C$/sh)	10.25	10.33	14.31	8.11	8.27
P/NAV (x):	0.31x	0.30x	0.22x	0.39x	0.38x
ROI to equity holder (% pa)	*173%*	*229%*	*113%*	*37%*	*27%*

Geared company C$ 1xNAVPS diluted for mine build, net G&A and interest					
1Q26 1xNAV FF FD (C$/sh)^	$200/t	$300/t	$355/t	$400/t	$450/t
10.0% discount	1.15	3.05	4.10	4.95	5.95
8.0% discount	1.90	4.35	**5.70**	6.80	8.05
5.0% discount	3.75	7.45	9.50	11.10	13.00
1Q26 1xNAV FF FD (C$/sh)^	$200/t	$300/t	$355/t	$400/t	$450/t
20% increase in cost per tonne	1.60	4.00	5.35	6.50	7.75
10% increase in cost per tonne	1.75	4.20	5.55	6.70	7.85
0% increase in cost per tonne	1.90	4.35	**5.70**	6.80	8.05
-10% increase in cost per tonne	2.10	4.55	5.85	6.95	8.25
1Q26 1xNAV FF FD (C$/sh)^	$200/t	$300/t	$355/t	$400/t	$450/t
20.0% change in capex	1.40	3.80	5.15	6.25	7.50
10.0% change in capex	1.65	4.05	5.45	6.50	7.75
0.0% change in capex	1.90	4.35	**5.70**	6.80	8.05
-10.0% change in capex	2.20	4.65	6.00	7.10	8.35



Production (100%)	**FY30E**	**FY31E**	**FY32E**	**FY33E**	**FY34E**
Group MOP production (000t K60)	143	754	800	800	800
Group cash cost (US$/t)	329	62	59	59	59
Group AISC (US$/t)	398	136	141	149	144

Source: SCP estimates; fiscal year ends 31 Aug

Resource / Reserve	**Mt**	**% KCL**	**Mt KCL**	**%M&I**
Measured & Indicated	2,453	15.6%	383	41%
Inferred	3,559	15.6%	556	
Total Resources	6,012	15.6%	938	

Share data				
Basic shares (m): 110.1	FD shares (m):	141.4	FD + FF	179.3

Commodity price	**FY25E**	**FY26E**	**FY27E**	**FY28E**	**FY29E**
gMOP K60 Brazil	355	355	355	355	355
NaCl 99% CFR	100	100	100	100	100

Ratio analysis	**FY25E**	**FY26E**	**FY27E**	**FY28E**	**FY29E**
FD shares out (m)	26.6	26.6	69.2	69.2	69.2
EPS (C$/sh)	(0.22)	(0.06)	(0.03)	(0.17)	(0.32)
CFPS before w/c (C$/sh)	(0.07)	(0.08)	(0.03)	(0.03)	(0.03)
FCFPS pre growth (C$/sh)	(0.09)	(0.08)	(0.03)	(1.00)	(1.00)
FCF/sh (C$/sh)	(0.09)	(0.08)	(0.03)	(3.58)	(3.58)
FCF per oz (C$/sh)	-	-	-	-	-
FCF yield - pre growth (%)	(4%)	(3%)	(1%)	(44%)	(44%)
FCF yield (%)	(4%)	(3%)	(1%)	(157%)	(157%)
EBITDA margin (%)	-	-	-	-	-
FCF margin (%)	-	-	-	-	-
ROA (%)	(18%)	(19%)	(0%)	(2%)	(3%)
ROE (%)	(18%)	(20%)	(1%)	(4%)	(9%)
ROCE (%)	(18%)	(19%)	(0%)	(0%)	(0%)
EV (C$m)	329	331	151	352	615
PER (x)	(59.2)	(230.0)	(230.9)	(40.3)	(21.6)
P/CF (x)	(166.9)	(164.2)	(230.9)	(230.9)	(230.9)
EV/EBITDA (x)	(54.7x)	(55.0x)	(72.7x)	(169.9x)	(296.4x)

Income statement	**FY25E**	**FY26E**	**FY27E**	**FY28E**	**FY29E**
Revenue (C$m)	–	–	–	–	–
COGS (C$m)	–	–	–	–	–
Gross profit (C$m)	**–**	**–**	**–**	**–**	**–**
G&A & central	(2)	(2)	(2)	(2)	(2)
Depreciation	(0)	–	–	–	–
Impairment & other (C$m)	0	–	–	–	–
Net finance costs (C$m)	0	(0)	(0)	(10)	(20)
Tax (C$m)	–	–	–	–	–
Minority interest (C$m)	–	–	–	–	–
Net income attr. (C$m)	**(2)**	**(2)**	**(2)**	**(12)**	**(22)**
EBITDA	*(6)*	*(6)*	*(2)*	*(2)*	*(2)*

Cash flow	**FY25E**	**FY26E**	**FY27E**	**FY28E**	**FY29E**
Profit/(loss) after tax (C$m)	(6)	(6)	(2)	(12)	(22)
Add non-cash items (C$m)	4	4	–	10	20
Less wkg cap / other (C$m)	0	–	–	–	–
Cash flow ops (C$m)	**(2)**	**(2)**	**(2)**	**(2)**	**(2)**
PP&E (C$m)	(0)	–	–	(246)	(246)
Other (C$m)	(0)	–	–	–	–
Cash flow inv. (C$m)	**(5)**	**–**	**–**	**(246)**	**(246)**
Debt draw (repayment) (C$m)	0	1	197	195	–
Equity issuance (C$m)	23	–	262	–	–
Other (C$m)	(1)	–	–	–	–
Cash flow fin. (C$m)	**23**	**1**	**459**	**195**	**–**
Net change post forex (C$m)	16	(2)	456	(53)	(248)
FCF (C$m)	*(2)*	*(2)*	*(2)*	*(248)*	*(248)*

Balance sheet	**FY25E**	**FY26E**	**FY27E**	**FY28E**	**FY29E**
Cash (C$m)	17	16	472	419	172
Accounts receivable (C$m)	0	0	0	0	0
Inventories (C$m)	–	–	–	–	–
PPE & exploration (C$m)	15	15	15	261	507
Other (C$m)	1	1	1	1	1
Total assets (C$m)	**34**	**32**	**489**	**681**	**679**
Debt (C$m)	0	1	198	402	423
Other liabilities (C$m)	1	1	1	1	1
Shareholders equity (C$m)	47	51	312	312	312
Retained earnings (C$m)	(17)	(23)	(25)	(37)	(59)
Minority int. & other (C$m)	2	2	2	2	2
Liabilities+equity (C$m)	**34**	**32**	**489**	**681**	**679**
Net Cash	17	15	275	17	(251)

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HOLD:	0
SELL:	0
UNDER REVIEW:	0
TENDER:	0
NOT RATED:	0
TOTAL	54

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