

# CHAIRMAN'S MESSAGE

Phosphate 3 project will increase our annual production capacity by

**50%**

to nine million tons

Development of Mansourah-Massarrah gold mine will add

**250,000**

ounces per annum to Ma'aden's gold production.

Ma'aden continued to make strong progress in 2023 against the Company's 2040 strategy. Over the past year, Ma'aden has built upon its successes in operational excellence and exploration, aligning our business with the vision of a prosperous and sustainable future for Saudi Arabia.

Mining has emerged as a critical sector for the Saudi economy, playing a pivotal role in driving growth and development under Saudi Vision 2030. At Ma'aden, we are working to ensure the sector's position as the third pillar of the Saudi economy.

As the leading mining company in Saudi Arabia, Ma'aden is responsible for helping to deliver this strategic roadmap for the country. We have undertaken one of the world's largest ever exploration programs, investing in new technologies through partnerships with Barrick Gold Corporation and Ivanhoe Electric, to help us unlock the vast potential of Saudi Arabia's mineral wealth.

## Business strategy

Our commitment to excellence and innovation has enabled us to achieve some significant milestones in 2023, as we have expanded our operations and our horizons.

We have made significant progress with our Phosphate 3 project supporting the growth of one of the world's largest fully integrated phosphate complexes, which will increase our annual production capacity by 50% to nine million tons. This will cement our status as the second largest international exporter of phosphate fertilizers, ensuring global food security

and strengthening Saudi Arabia's position as a global player in the phosphate market and in international supply chains. The expansion of our phosphate operations, supported by the Shareek program, will also create vital employment opportunities in local communities across the country.

Meanwhile, the development of the Mansourah-Massarrah gold mine will add 250,000 ounces per annum to Ma'aden's gold production. With our advanced technologies and responsible mining practices, we are not only maximizing the value of our mineral resources, but also minimizing environmental impact.

## International investment

In 2023, Ma'aden sought to look beyond our own borders to secure access to strategic minerals, which are essential for the nation's industrial development and to position Saudi Arabia as a key partner in achieving global supply chain resilience.

In January, we announced our partnership with PIF to establish Manara Minerals, with a mandate to invest in minority equity stakes in leading international mining assets. The first Manara Minerals investment was made in July, when it announced the purchase of a 10% equity stake in Vale Base Metals Ltd, providing access to strategic minerals including nickel, copper and cobalt.

## Environmental, social and governance

In line with our commitment to sustainability, we are dedicated to integrating environmental, social and governance (ESG) principles into our

operations. We are actively engaging with local communities, implementing best practice in safety and health, and reducing our carbon footprint. This includes a strong commitment to education through our three Schools of Excellence in the Northern Borders, with one dedicated for girls and our support of the new mining degree program at King Fahad University for Petroleum and Mining. In addition, 2023 saw us forge partnerships to support the protection of the Saudi environmental ecosystem, including the National Centre of Wildlife, and the Royal Commission for Jubail and Yanbu for the development of a dedicated mangrove park. By operating in a sustainable manner, we are safeguarding our environment and contributing to the social and economic well-being of Saudi Arabia.

## The year ahead

Under the leadership of King Salman bin Abdulaziz Al-Saud, The Custodian of the Two Holy Mosques, and His Royal Highness Prince Mohammed bin Salman Al Saud, Crown Prince and Prime Minister of the Kingdom of Saudi Arabia, we will strive towards our goals. And with the commitment of our shareholders, partners and employees, we can continue to make our targets visible on ground.

As we look towards the future, Ma'aden remains steadfast in our commitment to delivering sustainable value through responsible mining practices. We are confident our strategic vision, combined with operational excellence, will support strong future growth and enable us to play our part in Saudi Arabia's prosperity and in ensuring the well-being of its people.



H.E. Yasir bin Othman AlRumayyan  
Chairman



We have undertaken one of the world's largest ever exploration programs, investing in new technologies through partnerships with Barrick Gold Corporation and Ivanhoe Electric, to help us unlock the vast potential of Saudi Arabia's mineral wealth.



# CHIEF EXECUTIVE OFFICER'S MESSAGE

614,000

Tons of ultra-low carbon ammonia produced

Comissioned Mansourah-Massarrah gold mine with annual production capacity of

250,000

ounces

Ma'aden had a strong 2023. Throughout the past year, we achieved significant milestones in both operational and strategic facets of our business, marking crucial steps towards the realization of our ambitious 2040 strategy. These milestones are pivotal to our continued future growth as we develop mining as the third pillar of the Saudi economy.

## Driving business transformation

Embarking on the second year of our transformation program, we successfully implemented a robust new operating model that has ensured delayering, fostered better decision-making and delivered operational efficiencies across the organization.

Operational excellence played a central role in our accomplishments, evident in our record-breaking annual phosphate production levels and our advancements in strategic projects. This includes advancements in our Phosphate 3 project, marked by significant contracts agreements and the successful commissioning of Mansourah-Massarrah gold mine, which has an annual production

capacity of 250,000 ounces, the largest in the Kingdom.

Exploration emerged as a key pillar of our success in 2023. We are undertaking one of the world's largest greenfield exploration programs, and made our first major discovery of high-grade gold potential south of the Mansourah-Massarrah mine. We plan to intensify drilling efforts along this 100 km stretch to ratify this potential and contribute to uncovering the USD 2.5 trillion worth of untapped mineral potential in the Kingdom.

## Committed to driving sustainable growth

In our pursuit of sustainable growth for our business, our people and our communities, we have made notable progress in our sustainability initiatives this year. We were certified by the international assessor DNV as having produced 614,000 tons of ultra-low carbon ammonia, representing the largest quantity accredited in the world to date. Furthermore, we were awarded a patent for our technology that captures CO<sub>2</sub> from lime produced from phosphogypsum calcination, using sulfur, leading to a reduction in CO<sub>2</sub> emissions.

Investing in our communities remains a priority. We remain dedicated to supporting, developing, and empowering the next generation of mining leaders. Initiatives such as the establishment of Schools of Excellence in the Northern Borders, including a girls' school that opened early this year, and our collaboration with King Fahd University of Petroleum and Mining (KFUPM) to launch the Kingdom's first mining degree program underscore our commitment to nurturing local talent and fostering a skilled workforce.

We are dedicated to the continued growth and development of existing talent and future leaders. Our commitment to youth empowerment, diversification and doubling female representation in our Company every year solidifies our goal of making Ma'aden the employer of choice in the Kingdom.

I extend my sincere thanks to our Board, shareholders, employees and partners for their support. We are dedicated to making informed decisions, driving sustainable growth and creating long-term added value for all our stakeholders.



**Robert Wilt**  
Chief Executive Officer



Exploration emerged as a key pillar of our success in 2023. We are undertaking one of the world's largest greenfield exploration programs, and made our first major discovery of high-grade gold potential south of the Mansourah-Massarrah mine. We plan to intensify drilling efforts along this 100 km stretch to ratify this potential and contribute to uncovering the USD 2.5 trillion worth of untapped mineral potential in the Kingdom.



# CHIEF FINANCIAL OFFICER'S MESSAGE

SAR **29,272** million  
Total revenues

SAR **1,577** million  
Net profit

Despite a year of challenging global conditions for the mining industry, Ma'aden achieved key strategic and operational milestones in 2023, laying the foundations for long-term sustainable growth. During the rapid and substantial fall in commodity prices following the historic highs of the previous year, the widespread industry reaction was damage-limitation; while Ma'aden demonstrated resilience, discipline and a commitment to its mandate, with production and sales reaching record highs.

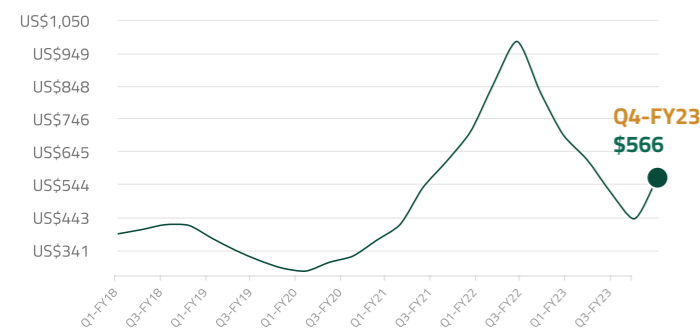
In fully aligning its goals with Saudi Vision 2030, the Company defined three key areas of strategic deployment and investment, establishing its Capital Allocation framework. This roadmap identifies Ma'aden's principal pillars as a commitment to Saudi Arabia, investment in global mining assets, and a strong balance sheet, which not only focuses on long-term growth, but also achieves short-term results.

## Resilience in a challenging operating environment

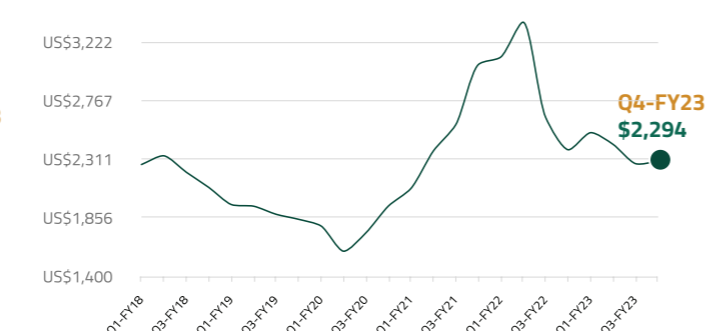
While the overall performance of Ma'aden's business units was solid – and with phosphates setting a new annual production volume record – the almost universal decline in prices of mined minerals and metals were beyond the Company's control, leading to a decrease in total revenues for the year of 27% to take over 29,272 million.

### Prices materially off FY22 peak but stabilized in Q4-FY23

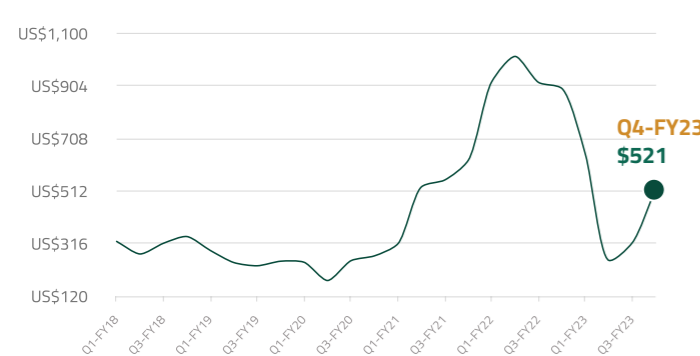
Fertilizers (USD/Mt)



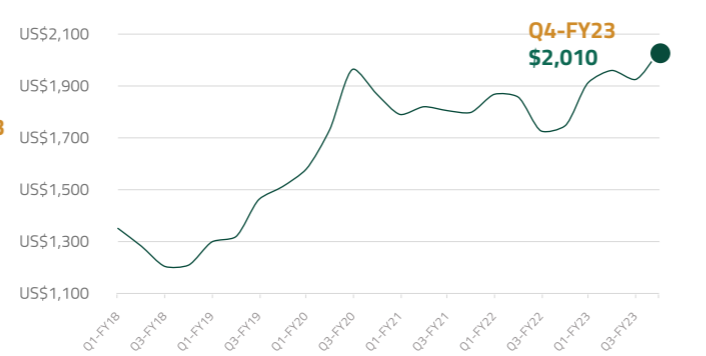
Aluminium (USD/Mt)



Ammonia (USD/Mt)



Gold (USD/oz)



Louis Irvine  
Chief Financial Officer

“ Despite a year of challenging global conditions for the mining industry, Ma'aden achieved key strategic and operational milestones in 2023, laying the foundations for long-term sustainable growth. ”

# CHIEF FINANCIAL OFFICER'S MESSAGE (CONTINUED)

Accordingly, in line with the worldwide mining industry, the Company's net profits fell in comparison to 2022 to SAR 1,577 million, exacerbated to some extent by the temporary maintenance closure of the Aluminium and Ammonia business

units. Inevitably, the drop in commodity prices and increase in raw material expenses conspired against EBITDA, which stood at SAR 9,264 million with a margin of 32%, compared to SAR 19,397 million and a margin of 48% the previous year.

SAR (million)	Q4-FY23	Q3-FY23	Variance	FY23	FY22	Variance
<b>Revenue</b>	<b>8,035</b>	6,226	+29%	<b>29,272</b>	40,277	-27%
<b>EBITDA<sup>1</sup></b>	<b>3,151</b>	1,616	+95%	<b>9,264</b>	19,397	-52%
EBITDA margin %	<b>39%</b>	26%	+13pp	<b>32%</b>	48%	-17pp
<b>Adjusted EBITDA<sup>1,2,3</sup></b>	<b>3,227</b>	1,692	+91%	<b>10,193</b>	19,925	-49%
Adjusted EBITDA margin %	<b>40%</b>	27%	+13pp	<b>35%</b>	49%	-15pp
<b>Net profit/(loss)<sup>4</sup></b>	<b>890</b>	(83)	nm	<b>1,577</b>	9,319	-83%
Net profit/(loss) margin %	<b>11%</b>	nm	nm	<b>5%</b>	23%	-18pp
<b>Adjusted net profit<sup>2,5</sup></b>	<b>947</b>	(27)	nm	<b>2,424</b>	9,715	-75%
Adjusted net profit margin%	<b>12%</b>	nm	nm	<b>8%</b>	24%	-16pp
<b>EPS (SAR)<sup>6</sup></b>	<b>0.24</b>	(0.02)	nm	<b>0.43</b>	2.52	-83%
<b>Adjusted EPS (SAR)<sup>2,5</sup></b>	<b>0.26</b>	(0.01)	nm	<b>0.66</b>	2.63	-75%

1: EBITDA now includes equity-accounted profit of all JVs and other income/expenses (net). Prior periods have been restated for comparability. 2: Q4, Q3-FY23 excluding one-off contractual costs. 3: FY23 excluding one-off contractual costs and pot relining costs. 4: Attributable to equity holders of Ma'aden. 5: FY23 excluding one-off contractual costs, pot relining costs, and severance fees. 6: As a result of issuance of bonus shares during Q2-FY23, EPS for prior periods has been revised to ensure comparability.

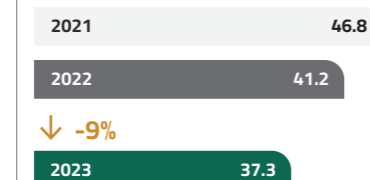
## Debt and equity

As the largest multi-commodity mining and metals company in the Middle East and one of the top 10 global mining companies, based on market capitalization, Ma'aden's diverse operations mitigated many of the negative market forces, creating greater stability across the cycle.

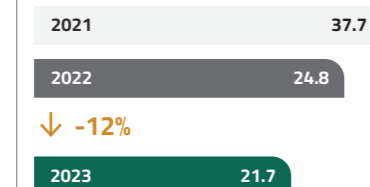
In alignment with the Company's continuing deleveraging strategy, debt repayments played a major role in strengthening the Company's balance sheet in 2023. Net debt was reduced by 12%, including a record SAR 3 billion prepayment – approximately 8% of Ma'aden's consolidated debt – which contributed to the inaugural Investment Grade Credit Ratings from Moody's and Fitch. Moody's assigned Ma'aden a Long-Term Issuer Rating of Baa1 with a "Stable" outlook, while Fitch assigned a Long-Term Issuer Default Rating of BBB+ with a "Stable" outlook. Net debt/EBITDA ratio remains below previous guidance of 2-3x.

**12%**  
Reduction in net debt

### Long-term borrowing (SAR billion)



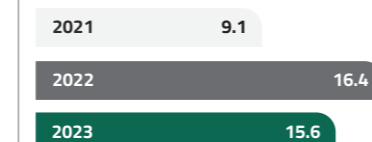
### Net debt (SAR billion)



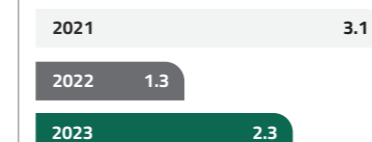
### Inaugural Investment Grade Credit Ratings

Moody's: **Baa1** "Stable" outlook  
Fitch: **BBB+** "Stable" outlook

### Cash & cash equiv. (SAR billion)



### Net debt/EBITDA (SAR billion)



While these repayments have lowered overall cash balance, they are key to reducing net debt and enhancing long-term financial health.

Balance sheet as of Dec 2023 and Dec 2022, SAR M	Dec 2023	Dec 2022	Variance
Non-current assets	82,663	80,452	2,211
Current assets excluding cash, cash equivalents and time deposits	13,639	14,761	(1,122)
Cash, cash equivalents and time deposits	15,571	16,373	(802)
<b>Total assets</b>	<b>111,874</b>	<b>111,586</b>	<b>288</b>
Equity attributable to ordinary shareholders of the parent company	46,423	45,069	1,354
Non-controlling interest	10,392	10,971	(579)
<b>Total equity</b>	<b>56,815</b>	<b>56,040</b>	<b>775</b>
Non-current liabilities	40,336	42,584	(2,248)
Current liabilities	14,723	12,963	1,760
<b>Total liabilities</b>	<b>55,058</b>	<b>55,546</b>	<b>(488)</b>
<b>Total equity and liabilities</b>	<b>111,874</b>	<b>111,586</b>	<b>288</b>

## Performance and progress

With the support and application of the Company Transformation program – which unifies processes through a single set of values, standards, methods and systems across the entire organization – Ma'aden's business units implemented the new operating model, accelerating decision-making and reducing costs.



# CHIEF FINANCIAL OFFICER'S MESSAGE (CONTINUED)

## Phosphate

As one of the top three phosphate-based fertilizer exporters globally, Ma'aden reinforced its market leadership position and operational excellence in 2023 with record production of 9,099 kmt, a 9% increase compared to 2022. With the Final Investment Decision and awarding of the SAR 1 billion construction contract

for Phase 1 of the Phosphate 3 plant, the Company is committed to adding 1.5 million tons to its output by 2026, a momentous milestone in Ma'aden's expansion history. Phase 2, due for completion in 2029 will increase production by a further 1.5 million tons, bringing the total capacity to 9 million tons for phosphate products.

SAR (million)	Q4-FY23	Q3-FY23	Variance	FY23	FY22	Variance
Sales	4,715	3,246	+45%	17,417	26,723	-35%
EBITDA	2,634	1,145	+130%	7,836	15,771	-50%
<b>Production volume (kmt)</b>						
Fertilizer	1,279	1,464	-13%	5,899	5,151	+15%
Ammonia	860	644	+34%	3,200	3,205	-0.2%
<b>Sales volume (kmt)</b>						
Fertilizer	1,331	1,455	-9%	5,945	5,201	+14%
Ammonia	614	337	+82%	1,996	2,147	-7%
<b>Avg. realized prices (\$/MT)</b>						
Fertilizer	566	439	+29%	535	843	-37%
Ammonia	521	319	+63%	435	938	-54%

## Aluminium

Ma'aden's Aluminium refinery and smelter operations, an integral part of the broader Ma'aden portfolio, conducted essential maintenance and a pot-relining program at Ras Al-Khair during the year. As a result, both alumina and aluminium production operated above nameplate capacity, as illustrated by Ma'aden

Rolling Company extending its long-term contract with Jaguar Land Rover, adding to the 100,000 tons of aluminium sheet already supplied to the luxury car manufacturer.

However, with generally weaker global demand and little movement in sales, the Aluminium business unit adapted

to market shifts by rather increasing production of primary aluminium and alumina products, and globally overstocked flat rolled sheet products. It also focused on cost and operational efficiency while effectively managing working capital.

SAR (million)	Q4-FY23	Q3-FY23	Variance	FY23	FY22	Variance
Sales	2,401	2,152	+12%	8,810	11,280	-22%
EBITDA	326	286	+14%	678	2,936	-77%
Adj. EBITDA <sup>1,2</sup>	402	362	+11%	1,607	3,464	-54%
<b>Production volume (kmt)</b>						
Alumina	479	533	-10%	1,825	1,745	+5%
Aluminium	241	246	-2%	895	952	-6%
FRP	58	55	+5%	244	309	-21%
<b>Sales volume (kmt)</b>						
Alumina	132	111	+19%	544	214	+154%
Aluminium	172	154	+12%	544	587	-7%
FRP	61	56	+9%	248	309	-20%
<b>Avg. realized prices (\$/MT)</b>						
Alumina	339	338	+0.3%	349	376	-7%
Aluminium	2,294	2,276	+1%	2,355	2,892	-19%
FRP	3,294	3,332	-1%	3,552	3,981	-11%

1: Q4,Q3-FY23 excluding one-off contractual costs. 2: FY23 excluding one-off contractual costs and pot relining costs.

## Base Metals and New Minerals (BMNM)

The BMNM business unit increased sales by a third and doubled EBITDA in 2023, driven by sustained high-average realized prices and increased production. Gold prices continued to support annual sales of SAR 2,987 – a 33% increase compared to 2022 – and, following its inaugural gold pour, production at Mansourah-Massarrah was ramped up, increasing the Company's output by 21% over the previous year. However, additional volume-related costs and further exploration expenses did have some impact.

Ma'aden's ongoing investments are continuing to make unprecedented progress, most notably in 2023 with the discovery of a significant gold resource potential extending along a 100 km strike from the Mansourah-Massarrah mine. The discovery was a result of the largest single jurisdiction exploration program in the world and will add to Mansourah-Massarrah's existing gold resources of almost 7 million ounces, with a nameplate production capacity of 250,000 ounces per year. The Company's accelerated activity in the greenfield exploration program in 2023 resulted in drilling 461 km, three times more than in 2022.

### Accelerating drilling activities

**140+** km

Drilled in Q4-FY23

**461** km

Drilled in FY23

**~460** km

To be drilled in FY24

**45**

Active exploration and development projects

### Adding new gold resources

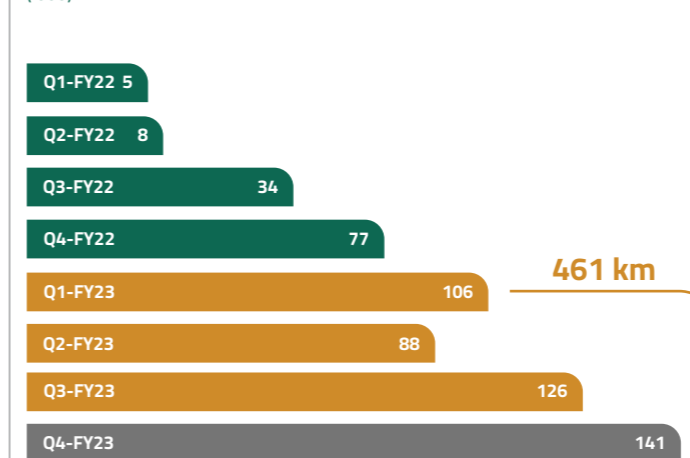
**1.05** Moz

Gold resource additions in FY23

**3.5** Moz

Gold resource additions in last two years

### Meters drilled - Greenfield ('000)



## CHIEF FINANCIAL OFFICER'S MESSAGE (CONTINUED)

SAR (million)	Q4-FY23	Q3-FY23	Variance	FY23	FY22	Variance
<b>Sales</b>	<b>897</b>	812	+11%	<b>2,987</b>	2,252	+33%
<b>EBITDA</b>	<b>238</b>	476	-50%	<b>1,501</b>	1,224	+23%
<b>Production volume (koz)</b>						
<b>Gold</b>	<b>119</b>	112	+6%	<b>407</b>	335	+21%
<b>Sales volume (koz)</b>						
<b>Gold</b>	<b>119</b>	113	+5%	<b>408</b>	334	+22%
<b>Avg. realized prices (\$/oz)</b>						
<b>Gold</b>	<b>2,010</b>	1,922	+5%	<b>1,954</b>	1,796	+9%

With a 9.9% stake in US mining technology company Ivanhoe Electric for USD 126.4 million, Ma'aden also established a 50/50 exploration joint venture, gaining rights to use Ivanhoe's Typhoon geophysical surveying technology, covering an area of 48,500 km<sup>2</sup> to discover copper, nickel, gold, silver and other electric metals.

In addition, Ma'aden signed a joint venture agreement with Barrick Gold Corporation, the world's largest gold mining company, to acquire, develop and operate the Jabal Sayid copper project, 120 km southeast of Medina.

### New horizons

In light of its exceptional achievements, Ma'aden will continue to aim for record gold, phosphate and ammonia production, capitalizing on exceeding nameplate capacity and the additional

volumes from Phase 1 of Phosphate 3. In addition, the Company will aggressively expand drilling and ramp up production volumes at the potential gold resource adjacent to the Mansourah-Massarrah mine, an opportunity with the prospect of substantial impact.

In a challenging year for the industry, Ma'aden has proved itself to be a vision-focused and mission-driven company, with the resources and strategies to further elevate its standing on the global mining stage. As always, Ma'aden continues to place Saudi Vision 2030 at the forefront of all its operations and strategies in both its short- and long-term successes, reinforcing its commitment to develop the mining sector into the third pillar of the Saudi economy.

