



MANAGEMENT'S DISCUSSION AND ANALYSIS

For the nine months ended September 30, 2021

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MANAGEMENT'S DISCUSSION AND ANALYSIS

This Management's Discussion and Analysis ("MD&A") is intended to provide a summary of the operational and financial results of Karnalyte Resources Inc. ("Karnalyte" or the "Company") for the nine months ended September 30, 2021 and 2020. This MD&A should be read in conjunction with the condensed unaudited interim financial statements of the Company and the related notes thereto for the nine months ended September 30, 2021. This commentary is dated November 10, 2021. The financial statements have been prepared in accordance with International Accounting Standard 34, Interim Financial Statements and should be read in conjunction with the year-end December 31, 2020 audited financial statements. These documents, the Annual Information Form dated March 19, 2021, and additional information about the Company are available on SEDAR at www.sedar.com. Some of the statements made herein contain forward-looking information and accordingly please refer to the "Forward-Looking Information" section at the end of the MD&A.

OVERVIEW

GENERAL OVERVIEW

Karnalyte was incorporated under the Business Corporations Act (Alberta) on November 16, 2007 and is a Saskatchewan-headquartered company focused on the development of potash and magnesium operations in Saskatchewan. The Company's potash project in Wynyard, Saskatchewan (the "Wynyard Potash Project") is a proposed 2.125 million tonnes per year ("TPY") potash mine utilizing conventional solution mining methods for potash production. The Company proposes to develop the Wynyard Potash Project in three phases using a modular approach, with a first phase ("Phase I") consisting of a potash production facility capable of producing 625,000 TPY of potash, increasing to 1,375,000 TPY of potash in the second phase, and ultimately to 2,125,000 TPY of potash in the third phase.

THIRD QUARTER UPDATE

During the third quarter of 2021, the Company continued to assess the recommendations of the strategic review that was prepared by MNP LLP (the "Strategic Review Report" or "Report") and continued efforts to seek out and attract investment and strategic partners to produce and deliver this high-quality potash project to North American and global markets. Discussions continued with potential partners for both Potash and Nitrogen projects. And management continued to take steps to improve the Company's financial position and continued to investigate alternative sources of funding.

POTASH - WYNYARD POTASH PROJECT

The market conditions for potash have continued to improve over the course of the third quarter with prices up over 20% since last quarter and up over 150% since the prior year. Price increases are in part the result of the continued tightening of global potash supplies experienced as a result of sanctions imposed on Belarus in June and August 2021, production curtailments by some major producers and new project delays. This along with strong fertilizer affordability amongst growers has driven prices up. Saskatchewan potash marketer Canpotex has already announced that they are sold out for the remainder of 2021 and there are reports that China, who typically maintain minimum potash reserves are drawing on these to maintain supplies.

These positive developments in market conditions for potash along with the recommendations in the Strategic Review Report and in support of continuing efforts to seek out and attract investment and strategic

partners have led the Company to a decision to update its 43-101 technical report to update, amongst other things, the following:

- Update of capital cost summaries;
- Update of operating cost summaries;
- Review and apply Karnalyte’s internal cost saving studies, and
- Update market and economic analysis.

The Company is in the process of soliciting proposals for this project.

In addition to the above technical work, the Company plans to engage in specific marketing support in its effort to attract a strategic partner.

NITROGEN - PROTEOS NITROGEN PROJECT

There have been no developments for the nitrogen project during the quarter. Management continues to assess interest in an offtake agreement and capital investment.

IMPROVING KARNALYTE’S FINANCIAL POSITION

During the quarter, Management continued to transition Karnalyte to a low-cost operation by downsizing its corporate headquarters resulting in a move to a virtual corporate office model. Management also began the divestment of certain assets not essential to the Potash Project and implementing other measures to cut general and administration expenses. Management also took steps to investigate alternative sources of funding. This investigation continues.

OUTLOOK FOR 2021

During the balance of 2021, the Company will continue discussions with potential strategic partners and investigate alternative sources of funding. The Company will also continue to assess whether the further divestment of assets is appropriate in order to extend the operational runway. The Company plans to engage and begin work on the update to its technical report and engage in a focused marketing campaign to attract a strategic investor. The Company will also continue to implement cost saving measures in order to preserve the Company’s available cash.

RESULTS OF OPERATIONS

GENERAL AND ADMINISTRATIVE EXPENSES

General and administrative (“G&A”) costs for the nine-month period ended September 30, 2021 amounted to \$1,387,000 which is an increase of \$20,000 from the comparative 2020 amount.

The key components of the G&A costs are as follows:

	G&A Expenditures (CAD \$ thousands)			
	Three months ended Sept 30,		Nine months ended Sept 30,	
	2021	2020	2021	2020
Salaries, wages and benefits	64	85	234	249

Business development, investor relations, regulatory fees	7	32	61	87
Accounting and legal	2	273	328	413
Consulting	67	132	261	199
Directors Fees	63	47	161	146
Office and general	114	106	342	273
Total general and administrative	317	675	1,387	1,367

Salaries, wages and benefits for the nine-month period ended September 30, 2021 were \$234,000 compared to \$249,000 in 2020 which is a decrease of \$15,000. Salaries, wages and benefits slightly decreased as the Company implemented some restructuring at the end of the second quarter of 2021. The resulting cost savings are reflected here and in future quarters.

Business development, investor relations and regulatory fees for the nine-month period ended September 30, 2021 amounted to \$61,000 compared to \$87,000 in the 2020 comparative period, which is a decrease of \$26,000. Additional expenditures incurred in 2020 were required to respond to the receipt of a requisition for a special meeting by a group of dissident shareholders.

Accounting and legal expenses for the nine-month period ended September 30, 2021 were \$328,000 compared to \$413,000 in the comparative period which is a decrease of \$85,000. In the third quarter of 2020, legal fees were higher up due to an increase in legal activities related to the receipt of a requisition for a special meeting by a group of dissident shareholders. Responding to the requisition and the many allegations made by the dissidents subsequent to their requisition resulted in significant legal expenses (including the costs for investigating the serious allegations made by the dissidents). No such activities were required in the third quarter of 2021.

In the first quarter of 2021, the Company received an originating application filed by Messrs. Peter Matson and Gregory George Szabo against the Company. The applicants are seeking a declaration that the Company oppressed its shareholders; the removal of all current directors; fixing the size of the Company's board at six; appointing Messrs. Joe Vidal, Neil Yelland, Joe Clavelle, Todd Rowan, and two GSFC nominees; reimbursing all costs incurred by the applicants and Mr. Mark Zachanowich in connection with requisitioning the special meeting of shareholders held on December 15, 2020; and damages in the amount of \$3.25 million. The Company has filed a claim for insurance coverage under its directors and officers insurance policy for this matter, which is subject to certain limits and a \$50,000 deductible per claim. The Company is working with its legal counsel and insurer to respond to the application.

In the first quarter of 2021, the Company received a statement of claim filed by Mr. Dan Brown against the Company, Frank Wheatley, Mark Zachanowich, Peter Matson, Todd Rowan, Gregory Szabo, Sanjeev Varma and Vishvesh Nanavaty. Mr. Brown is seeking a declaration that certain statements made by the Defendants' about the Plaintiff are false and defamatory; a written apology; a declaration that the defendants have harassed, intimidated, and threatened the Plaintiff; damages in the amount of \$180,000 for breach of contract; general damages of \$500,000; punitive, exemplary and aggravated damages of \$200,000; that the defendants pay Mr. Brown for those monies paid by Mr. Brown for his shares in the Company; and an award of special damages, past and future loss of income, and cost of future care. The Company has filed a claim for insurance coverage under its directors and officers insurance policy for this matter, which is subject to certain limits and a \$50,000 deductible per claim. The Company is working with its legal counsel and insurer to defend the claim.

Subsequent to September 30, 2021, the Company reached a final settlement with the Company's former Chief Executive Officer, for which the Company had received a statement of claim filed at the Court of Queen's Bench of Saskatchewan in the fourth quarter of 2019. The Company has fully accrued the full amount owing to the former Chief Executive Officer.

Consulting expenses for the nine-month period ended September 30, 2021 amounted to \$261,000 compared to \$199,000 in the 2020 comparative period, which is an increase of \$62,000. In the first three quarters of 2020, consulting expenses mostly related to consulting fees paid to former director Todd Rowan and a strategic review initiated with MNP. In 2021, the expenses in this category related to the continuance of the strategic review and a consulting contract with the interim CFO, resulting in additional consulting expenses in this category when compared to the same period in the prior year.

Director fees for the nine-month period ended September 30, 2021 amounted to \$161,000 compared to \$146,000 for the 2020 comparative period, which is an increase of \$15,000. At the Company's Annual General Meeting, the directors were expanded from three in the first two quarters of 2021 to five effective June 29, 2021 in order to strengthen the Board's independence and assist with the opportunities and risks facing the Company. The addition of two directors will increase future expenditures in this category.

Office and general expenses for the nine-month period ended September 30, 2021 amounted to \$342,000 compared to \$273,000 for the comparative period representing an increase of \$69,000. The majority of this increase is due to a significant increase in premiums for the Company's directors and officers insurance policy.

OTHER COSTS IMPACTING COMPREHENSIVE LOSS

Depreciation for the nine-month period ended September 30, 2021 was \$46,000 compared to \$57,000 in the 2020 comparative period. Expenses in this category were comparable to the prior period as expected.

Share-based compensation expense for the nine-month period ended September 30, 2021 was \$21,000 compared to \$19,000 in the 2020 comparative period. Share-based compensation expenses in the first two quarters of 2020 related to the granting of 850,000 stock options to officers and employees in June 2018. In the third quarter of 2020 and the first three quarters of 2021, share-based compensation related to \$460,000 stock options granted in July 2020. All of the other options have either expired, been forfeited, been cancelled or are fully amortized. These expenses are all non-cash in nature and stock options are expensed over a two-year vesting period using a declining balance method.

Restructuring costs for the nine-month period ended September 30, 2021 were \$124,000 compared to \$63,000 in the 2020 comparative period representing an increase of \$61,000. In the second quarter of 2021, the \$124,000 expense related to the costs of restructuring that took place during that quarter. The expenses recorded in the second quarter of 2020 related to the revised estimate for restructuring that took place in 2019. In the fourth quarter of 2019, the Company received a statement of claim filed at the Court of Queen's Bench of Saskatchewan by the Company's former Chief Executive Officer, in the amount of \$450,000. The former Chief Executive Officer's claim is for an alleged breach of contract, wrongful dismissal, egregious conduct on termination, and defamation relating to the termination of his employment on September 11, 2019. The Company has denied the former Chief Executive Officer's allegations and filed a statement of defence and had recorded an estimate of all amounts payable to the former Chief Executive

Officer under his contract. In 2019, the Company estimated and accrued \$233,000 as owing to the former Chief Executive Officer of which approximately \$15,000 has been paid. In the second quarter of 2020, this estimate was revised based on mediation discussions and an additional \$63,000 was accrued. Subsequent to September 30, 2021, the Company reached a final settlement with the former Chief Executive Officer for the fully accrued balance of \$277,000 owing to the former Chief Executive Officer.

Impairment expenses for the nine-month period ended September 30, 2021 were \$410,000 compared to the period ending September 30, 2020 of \$684,000. In 2014, previous management determined assets with a carrying amount of \$63,165,000 were no longer recoverable. At September 30, 2021, the Company determined that those impairment indicators continue to exist. Therefore, incremental expenditures of \$410,000 incurred on intangible and mine development assets in the first three quarters of 2021 were determined not to impact the previously determined recoverable amount. For additional information, refer to the notes to the financial statements dated December 31, 2015 available on SEDAR at www.sedar.com.

Gain on disposal of capital assets for the nine-month period ended September 30, 2021 was \$99,000 compared to \$nil in the 2020 comparative period. In the third quarter of 2021, the Company sold some non-strategic assets for proceeds of \$101,000, resulting in a \$99,000 gain on disposal of capital assets.

Gain on disposal of mineral properties and intangible assets for the nine-month period ended September 30, 2021 was \$1,000 compared to \$nil in the 2020 comparative period. In the third quarter of 2021, the Company sold some non-strategic assets for proceeds of \$1,000, resulting in a \$1,000 gain on disposal of mineral properties and intangible assets.

Net finance expense for the nine-month period ended September 30, 2021 was \$2,000 compared to net finance income of \$34,000 in the 2020 comparative period. The amounts recorded as net finance expense/(income) are mostly the result of the amount of cash and cash equivalents that the Company is holding at a given time and the corresponding interest income the cash and cash equivalents generate. Interest income decreased by \$41,000 in the first three quarters of 2021 compared to the first three quarters of 2020 as a result of the Company's declining cash balance and lower interest rates. This interest income decrease was slightly offset by a \$8,000 decrease in foreign exchange loss relating to the price of the Canadian dollar relative to the US dollar.

SUMMARY OF QUARTERLY RESULTS

The following table provides selected financial information of the Company for each of the last eight quarters ended at September 30, 2021:

	2021				2020				2019
	Sep 30	Jun 30	Mar 31	Dec 31	Sep 30	Jun 30	Mar 31	Dec 31	
Total revenue	-	-	-	-	-	-	-	-	
Comprehensive (loss)	(279)	(839)	(577)	(1,290)	(914)	(742)	(483)	(312)	
Basic and diluted loss per share	(0.01)	(0.02)	(0.01)	(0.03)	(0.02)	(0.02)	(0.01)	(0.01)	
Total current assets	2,793	3,388	4,177	5,291	6,444	6,944	7,647	8,064	
Total assets	8,695	9,305	10,110	11,241	12,198	12,722	13,442	13,875	
Total liabilities	2,438	2,774	2,748	3,311	2,992	2,615	2,595	2,549	
Total shareholders' equity	6,257	6,531	7,362	7,930	9,206	10,107	10,847	11,326	

*Expressed in thousands except loss per share

The comprehensive losses in all of the quarters were driven primarily by G&A expenses and particularly accounting and legal expenses, consulting expenses, salaries and wages and office and general expenses.

The fourth quarter of 2019 was positively impacted by a reduction in salaries, a reduction in legal expenses, a reduction in travel expenses, a reduction in restructuring expenses, the receipt of land rental income and the recovery recorded as a result of a change in estimate to the Company's decommissioning liability. The first two quarters of 2020 were positively impacted by a reduction in salaries, legal expenses and travel expenses as compared to the comparative quarters of 2019; however, they were negatively impacted by the accrual of additional restructuring expenses in the second quarter of 2020, the timing of the receipt of land rental income and a change in estimate to the Company's decommissioning liability resulting in a much less significant recovery as compared to the fourth quarter of 2019. In the third quarter of 2020, a continued reduction of salaries and travel expenses as compared to the comparative prior year quarters was offset by increased legal expenses and consulting expenses, as compared to the first two quarters of 2020. The fourth quarter of 2020 was negatively impacted by an increase in legal expenses, investor relations and consulting fees largely due to the December 15, 2020 special meeting, as well as increased accounting fees relating to the year end audit. These negative impacts were slightly offset by the receipt of land rental income in the fourth quarter of 2020. The first quarter of 2021 was negatively impacted by legal, accounting and consulting expenses as compared to the first quarter of 2020. In the second quarter of 2021, consulting, office and general and restructuring expenses negatively impacted comprehensive loss as compared to the second quarter of 2020. The third quarter of 2021 was positively impacted by a reduction in salaries, a reduction in legal expenses, reduction in consulting, and the gains from selling non-strategic assets as compared to the comparative quarter of 2020.

Past performance is not a guarantee of future performance and the information in this MD&A is not necessarily indicative of results for any future period. Factors expected to impact general and administrative expenses in future periods have been described throughout this MD&A.

Current assets principally reflect activity in the cash and cash equivalents account. Cash outlays vary over the quarters depending on the Company's activities.

Total assets on a quarterly basis reflect two main components, cash from financings still available to the Company and capitalized expenditures on capital assets and mineral properties for moving the Potash Project forward. Total assets remained relatively constant for most of the periods above.

Total liabilities for the periods relate primarily to trade and other payables. These balances vary in the analysis due to the timing of the payments required relative to the work performed in bringing the Potash Project to its current level. Balances in all the quarters presented include the accrual of an estimate of the costs of restructuring that took place in the second and third quarters of 2017. The fourth quarter of 2019 and the first two quarters of 2020 include the accrual of the costs estimated for the restructuring that took place in the third quarter of 2019. The increase in the third quarter of 2020 relates to consulting fees for the strategic review initiated with MNP, as well as, in the third and fourth quarters of 2020 increased legal, consulting and investor relation activities in response to the receipt of the requisition of a special meeting by a group of dissident shareholders. Balances in the first quarter of 2021 decreased as compared to the fourth quarter of 2020 as the 2018 originating application was fully resolved and awarded costs were paid, which was partially offset with increased liabilities resulting from the 2021 originating application and statement of claim filed against the Company. Balances in the second quarter of 2021 increased slightly due to the restructuring that took place during that quarter. This restructuring was paid in the third quarter of 2021, reducing the total liabilities from the prior quarter end balance.

Total shareholders' equity is impacted by the quarterly comprehensive losses and the share-based compensation expense as the number of shares outstanding remains unchanged.

INVESTING

The Company capitalizes costs that are determined to provide future benefits and charges other costs to comprehensive loss including salaries, support and office costs, community relations programs and other administrative related expenditures. Costs directly related to capital assets are capitalized to appropriate categories and depreciated over their useful lives.

Expenditures to date were focused on the completion of the Company's resource reports, including updating the Company's prior technical reports, and 2013 environmental impact statement, confirming the resources and reserves through drilling wells on the initial focus area and preparing the Company for construction by advancing detailed engineering and completing initial site preparation.

INTANGIBLE ASSETS

During the nine-month period ended September 30, 2021, \$410,000 in additions to intangible assets were impaired. The additions to intangible assets all related to the Potash Project. The net proceeds on disposal

of intangible assets in the third quarter of 2021 was \$1,000. The intangible assets sold had a total net book value of \$nil at the time of sale. The net balances classified as intangible assets are as follows:

	Intangible Assets (CAD \$ thousands)	
	September 30, 2021	December 31, 2020
Mineral property		
Surface land	4,804	4,804
Drilling	453	453
Balance, end of period	5,257	5,257

CAPITAL ASSETS

The net balances classified as capital assets are as follows:

	Capital Assets (CAD \$ thousands)	
	September 30, 2021	December 31, 2020
Machinery and equipment	2	15
Buildings	122	129
Land	125	125
Land improvements	21	23
Vehicles	-	-
Furniture and equipment	-	-
Computer hardware	-	1
Right of use asset	-	25
Assets under construction	-	-
Balance, end of period	270	318

There were no additions to capital assets in the first three quarters of 2021. The net proceeds on disposal of capital assets in the third quarter of 2021 was \$101,000. The capital assets sold had a total net book value of \$2,000 at the time of sale. The decrease in capital assets is a result of depreciation expenses of \$46,000 recognized during the first three quarters of 2021.

The Company's ability to secure adequate financing for the development of the Potash Project on economic terms could result in a material difference from the Company's estimate of the recoverable asset.

LIQUIDITY AND CAPITAL RESOURCES

At September 30, 2021, the Company had net working capital (current assets less current liabilities), of \$2.0 million compared to \$5.3 million at September 30, 2020 including \$2.2 million and \$5.9 million, respectively, in cash and cash equivalents.

As at September 30, 2021 and 2020, the Company also had \$0.4 million in restricted cash that was set up as a requirement from the Government of Saskatchewan with respect to reclamation obligations regarding the Potash Project. The Company has updated its reclamation program for the Potash Project in accordance with Government of Saskatchewan regulations. This update may result in the requirement to increase the amount held as restricted cash in order to satisfy the financial assurance requirements of the Government of Saskatchewan in future periods.

The Company maintains cash in bank accounts for day to day operations and invests the excess in overnight financial instruments in high interest saving accounts that are highly liquid.

The Company is in its pre-development phase and therefore there is a material uncertainty about the Company's ability to raise additional funds to move forward to the production stage. There is also a material uncertainty with respect to various legal matters. As at September 30th, the Company had incurred an accumulated deficit of \$135,572,000 and expects to incur further expenditures on the exploration and future development of its mineral exploration projects. In addition to operating expenses, the Company is committed to expenditures in 2021 and subsequent years on its mineral properties to keep the Company in good standing. The Company also expects to provide funding to settle the decommissioning liability. The Company is pursuing the sale of non-strategic assets and considering strategic alternatives as the ability of the Company to continue as a going concern will require further equity issuances or other forms of financings.

CONTRACTUAL OBLIGATIONS

In addition to the minimum regulatory expenditure requirements, the following table summarizes the commitments of the Company as at September 30, 2021:

	Payments due by period				
	Total	Less than one year	Two - three years	Four - five years	More than five years
Trade and other payables	790	790	-	-	-
Leases on mineral property	5,102	367	735	735	3,265
Project contracts	23	23	-	-	-
Total	5,915	1,180	735	735	3,265

Trade and other payables relate to operating and investing expenditures that were payable at the period ended September 30, 2021.

Leases on mineral property refer to the annual fees which are required to maintain the mineral leases related to the Potash Project. The Potash Project comprises three mineral leases. KLSA 010 has a term of 21 years and expires on September 7, 2031. KL246 and KL247A also have terms of 21 years and both expire on April 24, 2037. The Company is required to pay annual lease payments of \$10.00 per hectare on any area held under lease for the term of the lease for a total cost of \$368,900 per year. The Company is also required to expend not less than \$3,000,000 for work during the first three years of the term of the lease. Expenditures made to date on the property have satisfied this requirement.

Project contracts are in place for various investor relations and consulting services.

RELATED PARTY TRANSACTIONS

The Company entered into a consulting agreement with GSFC, the Company's largest shareholder and strategic partner, to assist with the evaluation of the Nitrogen Project and to further the Company's engineering activities respecting the Potash Project. During the first three quarters of 2021, \$nil expenses were incurred under this agreement. This agreement expired on July 3, 2021 and so there will be no further spending on this agreement in the future. GSFC is a 38.7% shareholder of the Company.

There were no material changes to management compensation arrangements and no other related party transactions for the nine months ended September 30, 2021.

RESTRICTIONS ON DISPOSITION OF THE POTASH PROJECT

Pursuant to the terms of the subscription agreement (the "**Subscription Agreement**") and the offtake agreement (the "**Offtake Agreement**") between the Company and GSFC, each dated January 10, 2013, the Company must not divest, sell, assign, transfer or otherwise dispose of any part of its interests in the Potash Project without the prior written consent of GSFC until the third anniversary of the date on which the first shipment for delivery of products is dispatched by the Company in accordance with the terms of the Offtake Agreement (the "**Project Lock In Period**"). After the expiry of the Project Lock In Period, a person may acquire an interest in the Potash Project subject to GSFC's right to terminate the Offtake Agreement at that time. The Subscription Agreement provides that, subject to certain conditions, the above-described restrictions on disposition do not apply to a creation or grant of a security interest to a lender providing financing for the Potash Project (including for an expansion thereof). The Offtake Agreement provides that following the expiry of the Project Lock In Period, the Company may dispose of any part of the Potash Project that is not part of the Company's subsurface mineral lease KLSA 010 or that is not intended or reasonably required for the three phases of the Potash Project.

CRITICAL ACCOUNTING ESTIMATES

The preparation of financial statements in accordance with International Financial Reporting Standards ("**IFRS**") requires management to make judgments, estimates and assumptions that affect the application of accounting policies and reported amount of assets, liabilities, income and expenses. The Company evaluates judgments and estimates periodically based on historical experience and various assumptions that are considered reasonable in the circumstances. Actual results may differ from those reported. The Company

reviews significant areas subject to judgment and estimation with the Audit Committee and independent auditors. Significant areas requiring judgment and estimates include:

STAGE OF DEVELOPMENT

The Company is in the development stage of its history and at this stage of the Company's growth, it is subject to the risks associated with early stage companies, including uncertainty of future revenues, developing acceptable markets and growth into established markets, profitability and the need to raise additional financing to continue to progress its Potash Project.

Continued exploration and development of the property is dependent on the Company's ability to obtain necessary financing. As the Company is not currently producing from its property, it will be necessary for the Company to seek additional equity or debt to finance its programs.

INTANGIBLE ASSETS AND PROPERTY, PLANT AND EQUIPMENT

The Company's exploration and evaluation expenditures relating to the acquisition of mineral properties, leases, and the exploration and development thereon are recorded at cost and include direct and indirect acquisition and exploration costs associated with specific mineral properties. These costs are capitalized on the basis of the potential realization from the underlying asset and will be amortized over the shorter of estimates of reserves or service life, following the commencement of production, or written off, if the properties are sold or abandoned.

Assets under construction, machinery and equipment, buildings, vehicles, furniture, land improvements and leasehold improvements are recorded at cost. Capital assets are depreciated over their estimated useful lives.

The Company reviews exploration and evaluation assets, capital assets and other non-financial assets for indicators of impairment at each reporting period. Impairment indicators are used to determine whether carrying values of assets should be assessed for impairment or whether a reversal of impairment may be required.

Internal and external indicators of impairment for capital and other non-financial assets are considered, including significant changes in the extent or manner in which an asset is expected to be used. The use of a significant portion of the Company's capital assets is related to exploration and evaluation activity.

Indicators of impairment for exploration and evaluation assets include the period for which the Company has the right to explore, expected renewals of exploration rights, whether substantive exploration and evaluation expenditures on mineral properties are budgeted, and results of exploration and evaluation activities on the exploration and evaluation assets. Management also considers whether sufficient data exists to indicate that the carrying amount of capital assets and exploration and evaluation and other assets is unlikely to be recovered in full from successful development or by sale.

In measuring impairment, estimates of future cash flows require assumptions about future business conditions and other developments. Significant, unanticipated changes to these assumptions could require a provision for impairment in the future.

DECOMMISSIONING PROVISIONS

Amounts are recorded for decommissioning provisions that will be incurred by the Company at the end of the operating life of the facilities and properties, and upon retirement of its mining assets. Estimates of these costs are subject to uncertainty associated with the method, timing and extent of future decommissioning activities. The provision and related asset and expense are impacted by estimates with respect to the costs and timing of decommissioning.

SHARE-BASED PAYMENTS

The Company has share-based payments expenses for stock option awards to employees, directors, officers and consultants, as explained in the Company's financial statements. IFRS requires that all share-based awards be accounted for using the fair value method. Under this method, the Black-Scholes option pricing model requires estimates of the expected life of the option, forfeiture rates, stock volatility and the risk-free interest rate expected over the life of the option. A change in these assumptions could materially change the amount of share-based payments expenses recorded.

INCOME TAXES

The Company accounts for income taxes in accordance with the asset and liability method. Under this method, deferred income tax assets and liabilities are recognized for differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases. Deferred tax assets and liabilities are measured using substantively enacted income tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect on deferred income tax assets and liabilities of a change in income tax rates is recognized in the period that includes the date of substantive enactment. A deferred income tax asset is recognized only when it is more likely than not that the income tax asset will be realized.

CONTINGENT LIABILITIES

Contingent liabilities are reviewed continuously to assess whether an outflow of cash has become probable. If the recognition criteria are met, then a provision is recorded in the period in which the change in probability occurs. Assessing whether a contingent liability is probable requires the Company to make judgments about the existence of past events and the application of applicable laws, contractual or constructive obligations.

FINANCIAL RISK FACTORS

CREDIT RISK

Credit risk is the risk of an unexpected loss if a customer or third party to a financial instrument fails to meet its commercial obligations. The Company has no significant concentration of credit risk arising from operations. The Company's cash and restricted cash is held with large Canadian financial institutions and management believes the risk of loss to be remote.

LIQUIDITY RISK AND GOING CONCERN

The Company manages liquidity risk by maintaining sufficient cash balances to meet liabilities when due. As at September 30, 2021, the Company had cash and cash equivalents totalling \$2,167,000 (2020 - \$5,940,000) to settle current liabilities of \$790,000 (2020 - \$1,151,000). As at September 30, 2021 and September 30,

2020, the Company's trade and other receivables were all considered current and are subject to normal trade terms.

Management is aware, in making its going concern assessment, of material uncertainties related to events and conditions that may cast significant doubt upon the Company's ability to continue as a going concern. The Company is in its pre-development phase and therefore there is a material uncertainty about the Company's ability to raise additional funds to move forward to the production stage. There is also uncertainty with respect to various legal matters. As at September 30, 2021, the Company had incurred an accumulated deficit of \$135,572,000 and expects to incur further expenditures on the exploration and future development of its mineral exploration projects. In addition to operating expenses, the Company is committed to expenditures in 2021 and subsequent years on its mineral properties to keep the Company in good standing. The Company also expects to provide funding to settle the decommissioning liability. The Company is pursuing the sale of non-strategic assets and considering strategic alternatives as the ability of the Company to continue as a going concern will require further equity issuances or other forms of financings. On March 11, 2020 the COVID-19 outbreak was declared a pandemic by the World Health Organization. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and capital markets is not known at this time. There is no assurance that the Company will be successful in obtaining required funding at an acceptable cost as and when needed or at all. Failure to obtain additional funding on a timely basis may cause the Company to postpone development plans, forfeit rights in its properties or reduce or terminate its operations.

The financial statements do not include any adjustments to carrying values of asset amounts and liabilities, or reported expenses that may be necessary if the going concern assumption were not appropriate.

MARKET RISK

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all instruments traded in the market. The Company's future potash sales are exposed to price risk with respect to North American and international potash prices.

CURRENCY RISK

The Company's functional currency is the Canadian dollar with the majority of transactions denominated in Canadian dollars. At this time management believes the foreign exchange risk derived from currency conversions is not significant and therefore does not hedge its foreign exchange risk. At September 30, 2021, the Company held the majority of its cash in Canadian dollars.

INTEREST RATE RISK

The Company's trade and other payables are non-interest bearing and have contractual maturities of less than 45 days. As at September 30, 2021, the Company's only interest bearing asset is cash in high interest saving accounts and a small amount of cash equivalents held in Guaranteed Investment Certificates. Cash and cash equivalents earn interest at prevailing short-term interest rates. During the nine-month period ended September 30, 2021, the Company earned interest income of \$15,000 (2020 - \$56,000) from its cash and cash equivalents.

INTERNAL CONTROLS

DISCLOSURE CONTROLS AND PROCEDURES

The Company has established disclosure controls and procedures for the timely and accurate preparation of financial and other reports. Such disclosure controls and procedures are designed to provide reasonable assurance that material information required to be disclosed is recorded, processed, summarized and reported within the periods specified by applicable securities regulations. In addition, the disclosure controls ensure that information required to be disclosed is accumulated and communicated to the appropriate members of management and properly reflected in the Company's continuous disclosure filings.

As with most small or developing companies and consistent with the concept of reasonable assurance, the Company recognizes that the relative cost of maintaining these disclosure controls and procedures should not exceed their expected benefits. As a result, the Company's disclosure controls and procedures can only provide reasonable assurance, and not absolute assurance, that the objectives of such controls and procedures are met.

The Interim Chief Executive Officer and Interim Chief Financial Officer are responsible for evaluating the disclosure controls and procedures. They have concluded that the design and operation of these disclosure controls and procedures were not effective due to the existence of material weaknesses in the internal controls over financial reporting noted in the following section.

The Company mitigates these weaknesses by using external consultants as appropriate; however, such mitigating procedures do not constitute compensating controls for the purposes of National Instrument 52-109 Certification of Disclosure in Issuers' Annual and Interim Filings ("NI 52-109").

INTERNAL CONTROLS OVER FINANCIAL REPORTING (ICFR)

The Interim Chief Executive Officer and Interim Chief Financial Officer of the Company are responsible for designing and ensuring the operating effectiveness of internal controls over financial reporting. They are also responsible for causing the internal controls to be designed and operated effectively under their supervision. They are intended to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS. It is management's belief that any control system, no matter how well conceived or operated, can provide only reasonable, but not absolute, assurance that the objectives of the control system are met. An internal control system cannot prevent all errors or fraud.

The Company does not have adequate in-house personnel to properly implement segregation of duties with respect to complex accounting and non-routine transactions that may arise and also to prevent and monitor the potential for management override. It is not deemed economically feasible at this time to have such personnel. The volume of transactions and reporting requirements puts significant strain on the limited accounting personnel such that the Company relies on external experts and assistance to complete these activities on time.

These material weaknesses may increase the risk of material misstatements in the financial statements; the Company mitigates these weaknesses by using external consultants as appropriate; however, such mitigating procedures do not constitute compensating controls for the purposes of NI 52-109.

OFF BALANCE SHEET ARRANGEMENTS

The Company has no off balance sheet arrangements at the time of this MD&A.

OUTSTANDING SHARES


As of the date of this MD&A, the Company has 42,174,847 Common Shares and 660,000 stock options issued and outstanding.

FORWARD-LOOKING INFORMATION

Certain statements in this MD&A may constitute “forward-looking” statements which involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of the Company, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Forward-looking information is often, but not always, identified by the use of words such as “anticipate”, “believe”, “could”, “estimate”, “expect”, “plan”, “intend”, “forecast”, “future”, “guidance”, “may”, “predict”, “project”, “should”, “strategy”, “target”, “will” or the negative or similar words or phrases suggesting future outcomes or language suggesting an outlook.

Forward-looking statements may include, but are not limited to, management’s expectations, intentions, and beliefs concerning: the development and operation of the Potash Project or the Nitrogen Project; future extraction and exploitation of mineral deposits; capital expenditure requirements; future commodity prices; expectations regarding prices and costs; expectations regarding the Company’s ability to obtain additional financing necessary to develop the Potash Project or the Nitrogen Project; expectations regarding the production capacity of the Potash Project and the Nitrogen Project; expectations regarding markets for potash in North America and globally; expectations regarding markets for nitrogen fertilizer products; expectations regarding the distinction between standard-grade and high-grade potash; expectations regarding markets for magnesium; the effectiveness of the Company’s anticipated solution mining methods; expenditures to be made by the Company to meet certain work commitments; work plans to be conducted by the Company; reclamation and rehabilitation obligation and liabilities; treatment under governmental regulatory regimes with respect to environmental matters; treatment under governmental taxation regimes; impact of foreign governments and regulation on the Company’s operations; future development of infrastructure; government regulation of mining operations; dependence on key personnel; and competitive conditions.


Forward-looking statements in this MD&A include statements regarding: the Company’s ability to commence and increase production from 625,000 TPY, to 1.375 million TPY, and thereafter to 2.125 million TPY of potash; the production of potash, nitrogen fertilizer products, or magnesium; the costs related to the operation of the plant and facilities will be consistent with other solution mining operations subject to differences in the Company’s mineral body and processing; the implementation and ongoing use of solution mining process; further seismic exploration and drilling; global fertilizer demand and consumption; capital expenditure and operational expenditure estimates; anticipated results of development and extraction activities and estimated future developments; the Company’s ability to produce sufficient potash to meet its



obligations under the Offtake Agreement; the Company's ability to obtain additional financing on satisfactory terms; the market prices for potash, nitrogen fertilizer products, and magnesium; the Company's ability to pump the waste underground to eliminate surface salt tail piles; the Company's ability to economically extract and process mineralized material into potash; and the improvements that the Company has developed for the solution mining process are as effective as expected by the Company.

Such forward-looking statements are based on a number of material factors and assumptions, including: the stabilization of the global potash industry and market; the Company obtains additional financing in the future; the Company executes its project development plans in a manner consistent with the Company's technical report filed on July 15, 2016 (the "2016 Technical Report"); the Company executes its discounted cash flow model assumptions as described in the 2016 Technical Report; estimates of mineral resources and mineral reserves in the 2016 Technical Report are accurate; full potash production is reached; that the Company continues to have rights to the property subject to subsurface mineral leases KL 246, KL 247A and KLSA 010, and such rights are not challenged or impacted in any material manner; that the Company is able to obtain required approvals, licences and permits, in a timely manner; the Company is able to successfully develop and market nitrogen fertilizer products; the Company is able to successfully develop and market magnesium products; the Company's key senior management continue in their respective roles with the Company; the Company's intellectual property is not challenged; the Company does not become subject to litigation; the Company's ability to meet its obligations under the Offtake Agreement; environmental and other applicable law and other regulations are not amended, repealed or applied in a manner that impacts the development and operation of the Potash Project or the Nitrogen Project as currently anticipated; there are no adverse changes to the price of potash, nitrogen fertilizer products, or magnesium that would adversely affect the prospects for developing and operating the Potash Project or the Nitrogen Project, or making it inadvisable or uneconomic to proceed with development; the future mining operations operate as anticipated; the Company's ability to maintain and develop positive relationships with foreign governments and future business partners; the Company is able to develop and maintain the infrastructure required to export, store and transport its potash, nitrogen fertilizers, or magnesium production; there are no comparable mining companies targeting carnallite in North America; and the continued existence and operation of the primary potash production facility.

Forward-looking statements involve significant risks and uncertainties, should not be read as guarantees of future performance or results, and will not necessarily be accurate indications of whether or not such results will be achieved. A number of factors could cause actual results to differ materially from the results discussed in the forward-looking statements, including, but not limited to, the factors discussed under "Financial Risk Factors" elsewhere in this MD&A and the following factors, which are discussed in greater detail under the "Risk Factors" section of the Annual Information Form: exploration, development and operation risks related to the Potash Project and the Nitrogen Project; the ability to secure adequate financing to implement the Company's strategic and development objectives; the ability to maintain adequate capital to meet the Company's financial commitments; the successful execution of the Company's project plans; the uncertainty regarding the estimation of mineral resources and mineral reserves in the 2016 Technical Report; the lack of current revenues and uncertainty about future revenues; the risks associated with the limited operating history of the Company; the lack of developed markets for the Company's magnesium products; the unproven nature of solution mining of carnallite in Saskatchewan; no assurance of titles, leases, or maintenance of existing permits; permit and licensing requirements related to exploration and development activities; the Company's ability to satisfy its material agreements, including



the Offtake Agreement; the risks associated with the enforcement of the Company's material agreements, including the Offtake Agreement; the potential loss of key employees, technical experts or key suppliers; the potential for a volatile market for the Common Shares of the Company; the potential dilution of shareholders through future financings; failure to protect the Company's intellectual property rights; litigation and tax matters; adequacy of the Company's insurance coverage; adequacy of the Company's internal controls over financial reporting; environmental and regulatory risks; the volatility of potash and magnesium prices; the cyclical nature of the potash and magnesium industries; availability and cost of labour and materials required for the construction of Phase I; competition; and currency exchange rate fluctuations.

Although the forward-looking statements contained in this MD&A are based upon what management of the Company believes are reasonable assumptions, the Company cannot assure investors that actual results will be consistent with these forward-looking statements. These forward-looking statements are made as of the date of this MD&A and are expressly qualified in their entirety by this cautionary statement. Subject to applicable securities laws, the Company assumes no obligation to update or revise them to reflect new events or circumstances.

Further information about the factors affecting forward-looking statements is available in Karnalyte's Annual Information Form and the audited annual financial statements for the year ended December 31, 2020, which have been filed with Canadian provincial securities commissions and are available on SEDAR at www.sedar.com.