



ATLAS SALT INC.

**MANAGEMENT DISCUSSION AND ANALYSIS
OF FINANCIAL CONDITIONS AND RESULTS OF OPERATIONS**

For the years Ended December 31, 2024, and 2023

April 28, 2025

Cautionary Note Regarding Forward-Looking Statements

Certain statements in this MD&A are forward-looking statements or contain forward-looking information, which may include, but are not limited to, statements with respect to the future financial or operating performance of Atlas Salt Inc. (“Atlas” or the “Company”) and its projects, business strategy, corporate plans, objectives and goals, as well as the market conditions applicable to Atlas. Often, but not always, forward-looking statements can be identified by the use of words such as “plans”, “expects”, “is expected”, “budget”, “scheduled”, “estimates”, “forecasts”, “intends”, “anticipates”, or “believes” or variations (including negative variations) of such words and phrases, or statements that certain actions, events or results “may”, “could”, “would”, “might” or “will” be taken, occur or be achieved. Forward-looking statements include, among others: expectations regarding commodity prices; statements relating to the business and future activities of and developments related to Atlas; statements relating to the finances of Atlas not based on the audited financial statements of Atlas; the expected success of business activities; expectations for other economic, business, regulatory and/or competitive factors related to Atlas in general; the business objectives and milestones of Atlas; the amount and principal uses of available funds; and other events or conditions that may occur in the future.

Forward-looking information and statements are based on current expectations, beliefs, assumptions, estimates and forecasts about the Company’s business and the industry and markets in which it operates, as of the date of this MD&A. Although the assumptions made by the Company in providing forward looking information or making forward looking statements are considered reasonable by management at the time, there can be no assurance that such assumptions will prove to be accurate.

Forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause the actual results, performance or achievements of Atlas to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. Such factors include, but are not limited to, the risk factors discussed in this MD&A, including risks relating to the development of Atlas’s Great Atlantic Salt Project. Although Atlas has attempted to identify important factors that could cause actual actions, events or results to differ materially from those described in forward-looking statements, there may be other factors that cause actions, events or results to differ from those anticipated, estimated or intended. Forward-looking statements contained herein are made as of the date of this MD&A and, other than as required by law, Atlas disclaims any obligation to update any forward-looking statements, whether as a result of new information, future events or results or otherwise. There can be no assurance that forward-looking statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. Accordingly, readers should not place undue reliance on forward-looking statements.

This Management's Discussion and Analysis ("MD&A") is prepared by management and approved by the Board of Directors as of April 28, 2025. This MD&A should be read in conjunction with the annual financial statements for the years ended December 31, 2024 and 2023.

GENERAL BUSINESS

The Company is a mineral exploration company engaged in the evaluation and exploration of mineral properties in Newfoundland and Labrador with a strong commitment to responsible and sustainable mining practices. The Company's principal asset is the Great Atlantic salt deposit project (the "Great Atlantic Salt Project"), located in the St. George's Bay basin of western Newfoundland. With a focus on innovation and efficiency, the Company is poised to make significant contributions to the North American salt market while upholding its values of environmental stewardship and community engagement.

The Company was listed on the TSX Venture Exchange on August 17, 2012, as a result of a corporate reorganization of Vulcan Minerals Inc. ("Vulcan"), whereby Vulcan transferred its 100% working interest in its St. George's Bay mineral assets to the Company. On August 24, 2021, the Company announced that it changed its name from Red Moon Resources Inc. to Atlas Salt Inc. The Company's common shares commenced trading under the new stock symbol "SALT" on September 1, 2021.

On July 25, 2022, the Company announced that it entered into a definitive arrangement agreement with Triple Point Resources Ltd. ("Triple Point") with respect to the spin-out of Atlas Salt's Fischell's Brook Salt Dome Property and related mineral licences comprising 226 sq. km in southwest Newfoundland.

On September 22, 2022, the Company closed the Triple Point spin-out through a Plan of Arrangement (the "Arrangement"). As part of the Arrangement, the Company distributed 23,747,026 common shares of Triple Point that it received under the Arrangement to holders of common shares of Atlas on a pro rata basis, such that Atlas shareholders as of the Record Date received one share of Triple Point for every 3.68 shares owned of Atlas. As of December 31, 2024, the Company's ownership in Triple Point was 27.25%. Management has determined that its investment in the common shares of Triple Point gives it significant influence over Triple Point. As a result, the Company applied the equity method of accounting for its investment in Triple Point.

Atlas recognizes environmental, social and governance ("ESG") best practices as key components to a responsible mineral exploration and mining sector. The Company's exploration programs are conducted to meet or exceed environmental regulations, while respecting the communities and environments in which we operate. Atlas strives to earn its social license wherever it is active, endeavoring to meet regularly with local communities, regulators and other concerned parties before, and during, exploration work to understand issues important to local and Indigenous communities. Atlas' approach is based on transparency, open communication, inclusivity and respect, to better enable social and

economic benefit for communities as well as value for investors. On August 15, 2024, the Company announced the publication of its inaugural ESG report.

OVERALL PERFORMANCE

The Company is still at the project evaluation stage and does not have revenues from operations. The Company recorded a loss of \$3,675,923 for the year ended December 31, 2024 (December 31, 2023 - \$4,838,013). The lower net loss in 2024 compared to 2023 results from significant decreases in marketing and communications (for content distribution, advertising and marketing services), investor relations, public company expenses, salaries and benefits, and office costs. This is offset by an increase in management and subcontractor fees, share-based compensation, as well as conferences and travel, as the Company expands its team and operational activities for the advancement of the Great Atlantic Salt Project. Overall, the Company reduced its expenses for the year ended December 31, 2024, versus the comparable period in 2023 by more than \$1.5 million.

Mineral Properties – Background

Great Atlantic Salt Project

The Company acquired a 100% working interest in mineral licences located in the St. George's Bay basin in western Newfoundland in August 2012, as a result of a corporate re-organization of Vulcan Minerals Inc. The licences included the mineral rights to lands that have potential for salt, gypsum, potash, and other mineral deposits. The Company has pursued exploration for salt and potash since 2013 and delineated a significant salt resource.

During 2021, the Company raised funds through equity financings to initiate and complete a feasibility study on the Great Atlantic Salt Project. SLR Consulting was selected in July 2021 to undertake the analysis with the objective of producing a bankable feasibility study. As part of the feasibility analysis SLR delivered a positive Preliminary Economic Assessment on January 30, 2023. On August 28, 2023, the results of the final feasibility study were received as set out below.

Technical Summary

Overview

The Feasibility Study (FS) considers developing Great Atlantic Salt Project into an underground operating mine capable of producing 2.5 Mtpa of rock salt with key mine access and plant infrastructure designed for 4.0 Mtpa. Construction of the mine would occur over three years, with access to the deposit via twin declines. Extraction of rock salt would occur using the room and pillar method, with continuous mining equipment. Salt would be processed to a specific size and grade using a crushing and screening plant located within the underground mine, and then brought to surface via conveyor belts. An overland conveyor would transport the rock salt from the mine area to the existing Turf Point port for loading onto ships destined for Canadian and American markets. The FS builds upon the January 30, 2023, PEA and forms the basis for environmental licensing and permitting and the next phase of engineering design.

On February 28, 2024, the Company announced the submission of the Project Registration Document for the Great Atlantic Salt Project, pursuant to Part X of the Newfoundland and Labrador Environmental Protection Act.

On April 19, 2024, the Company announced that the NL Minister of Environmental and Climate Change, had released, with conditions, the proposed Great Atlantic Salt Project from the provincial environmental assessment process.

On May 2, 2024, the Company announced the filing of an amended technical report for the Great Atlantic Salt Project prepared by SLR Consulting (Canada) Ltd. The Amended Technical Report does not alter the Base Case, and the Mineral Resource and Mineral Reserve Estimates and financial assumptions in the feasibility study are unchanged from the October 2023 Report. The Amended Technical Report reflects the removal of a preliminary economic assessment of an expansion case originally presented in the October 2023 Report, as well as other minor changes to align with Form 43-101F1.

On July 31, 2024, the Company announced the completion of a detailed simulation and modelling verification for the Great Atlantic Salt Project with SRK Consulting (Canada) Inc. The independent verification by SRK reduces the risk associated with project execution by confirming that the equipment and the overall material handling system can achieve sustained production rates. This supports Atlas Salt's decision-making process in equipment selection and operational planning.

Mineral Resources

Canadian Institute of Mining, Metallurgy and Petroleum (CIM) Definition Standards for Mineral Resources and Mineral Reserves (CIM (2014) definitions) were used for Mineral Resource classification. The updated Mineral Resource currently includes 383 Mt of Indicated Mineral Resources plus 868 Mt of Inferred Resources. Table 1 provides a summary of the Great Atlantic Mineral Resource estimate prepared by SLR, with an effective date of May 11, 2023.

Table 1: Summary of Great Atlantic Mineral Resources

Category	Tonnage (Mt)	Grade (% NaCl)	Contained NaCl (Mt)
Indicated	383	96.0	368
Inferred	868	95.2	827

Notes:

1. CIM (2014) definitions were followed for Mineral Resources.
2. Mineral Resources are estimated without a reporting cut-off grade. Reasonable Prospects for Eventual Economic Extraction were instead demonstrated by reporting within Mineable "Stope" Optimised (MSO) shapes, with a minimum height of 5 m, minimum width of 20 m, length of 40 m, and minimum grade of 90% NaCl, with a 5 m minimum pillar width between shapes.

3. Bulk density is 2.16 t/m³.
4. Mineral Resources that are not Mineral Reserves do not have demonstrated economic viability.
5. Mineral Resources are inclusive of Mineral Reserves.
6. Salt prices are not directly incorporated into the Mineral Resource MSO minimum target grades, however, the mean Mineral Resource grades exceed the 95.0% NaCl ($\pm 0.5\%$) specification outlined in ASTM Designation D632-12 (2012).
7. Numbers may not add due to rounding.

Mining and Mineral Reserves

Mining designs, development plans, and schedules have been prepared for a mechanized room and pillar mining operation. It is envisaged that salt will be mined using continuous miners and hauled by truck to a lump breaker and conveyor system to move material to a crushing and screening plant located underground. The FS is based upon the initial production of 2.5 Mtpa of rock salt product with key mine infrastructure capacity to expand to 4.0 Mtpa. A summary of Mineral Reserves, effective July 31, 2023, is shown in Table 2.

Table 2: Summary of Great Atlantic Mineral Reserves

Category	Tonnage (Mt)	Grade (% NaCl)	Contained NaCl (Mt)
Probable	88.1	96.0%	84.5

Notes:

1. CIM (2014) definitions were followed for Mineral Reserves.
2. All Mineral Reserves are classified as Probable Mineral Reserves, with extents limited to the Indicated Mineral Resource wireframe.
3. Salt prices are not directly correlated into the Mineral Reserve estimate, however the mean Reserve grades exceed the 95.0% NaCl ($\pm 0.5\%$) specification outlined in ASTM Designation D632-12 (2012) and based on a detailed salt market review to determine economic viability.
4. A minimum mining height of 5.0 m and width of 16.0 m were used for production rooms.
5. Sterilization zones 8.0 m below top of salt and 5.0 m above bottom of salt have been applied.
6. A mining extraction factor of 100% was applied to all excavations.
7. Bulk density is 2.16 t/m³.
8. Planned process recovery is 95%.
9. Numbers may not add due to rounding.

SLR Consulting is not aware of any environmental, permitting, legal, title, taxation, socio-economic, marketing, political, or other relevant factors that could materially affect the Mineral Reserve estimate.

Economic Outcomes

The resulting economics of the Great Atlantic Salt Project including net present value (NPV) and internal rate of return (IRR) are presented below.

Summary of Economic Outcomes – Initial 34 Year Production Plan at 2.5 Mtpa

Metric	Units	Value
Pre-Tax Payback Period	Yrs	4.2
Pre-Tax IRR	%	23%
Pre-tax NPV at 5% discounting	C\$ '000	1,900,081
Pre-tax NPV at 8% discounting	C\$ '000	1,017,038
Post-Tax Payback Period	Yrs	4.8
Post-tax IRR	%	18.5%
Post-tax NPV at 5% discounting	C\$ '000	1,088,743
Post-tax NPV at 8% discounting	C\$ '000	553,094

It is noted that all calculations of NPV and IRR assume an initial capital spending period of four years. The payback period calculations have a base date of the commencement of operations.

Gypsum – Ace Deposit

The Company obtained a mining lease from the government of Newfoundland and Labrador to reinstate mining at the Ace Deposit covering a starter area of 12 hectares. The project was registered pursuant to the provincial environmental review process on December 13, 2017, and released from further review on February 21, 2018. The Company initiated operations on July 20, 2018, on a seasonal basis with a shut down over the winter months. For the period ended December 31, 2024, the Company had no sales or revenue generated from gypsum.

Gypsum mining operations did not occur in 2024 due to the unavailability of contract mining service providers. Beyond 2024 revenue from gypsum mining may recommence, but it will depend on the availability of mining services and economic viability.

The Company also has a proposal to recover gypsum from historic waste piles by way of a physical screening process. The project was registered with the Department of Environment and Climate Change on February 25, 2021, and released from full environmental review on May 10, 2021. The Company has not commenced any development activities with respect to the waste piles.

Nepheline Syenite Property

In July 2016, the Company acquired, by staking, the Black Bay nepheline property in southern Labrador. The property consists of a surface occurrence of nepheline syenite along the southern Labrador highway. The project is located approximately 6 kilometers from tide water. The Blanc Sablon, QC airport is a 90-minute drive from the property.

The nepheline occurs in an alkali feldspar syenite unit up to 200m wide and in excess of 2,000m in length based on field work carried out by the Newfoundland and Labrador Department of Natural Resources and field mapping by the Company. Previous work on the property included the analysis of grab samples, which indicated that the chemistry of the syenite unit has the potential to meet the specifications for industrial uses. Nepheline is an industrial mineral and a source of aluminum (Al_2O_3), sodium (Na_2O) and potassium (K_2O) used primarily in the manufacture of glass, ceramics, extenders and fillers. Commercial nepheline deposits are rare with only one mine in production in North America at Blue Mountain in Ontario. Though feldspar is used as a substitute for nepheline because of nepheline's limited supply, nepheline is generally a preferred material over feldspar due to its higher concentration of potassium and sodium resulting in significant energy savings in industrial uses. In 2016 the Company carried out a mapping and sampling program at the nepheline occurrence to outline the mineralogical variation within the deposit to better evaluate its chemistry. Results from the sampling indicate that the alumina and alkali content of the rock is comparable to other commercial nepheline deposits and that beneficiation results meet industrial specifications. In 2017 the Company obtained, through surface channel sampling, in excess of 3 tonnes of material to scale up the geochemical and beneficiation analysis. Preliminary geochemical analysis is similar to the initial 2016 sampling which is encouraging. Beneficiation work on the composite bulk sample has confirmed encouraging results comparable to the 2016 analysis. Further work is being designed to quantify the material's mineralogical characteristics and evaluate the potential tonnage through drilling.

In 2024, no material expenditures were incurred, and no material expenditures are planned for the Nepheline Syenite Property in 2025.

Financing

In 2023, the Company closed a private placement financing for aggregate proceeds of \$10,000,000. It was anticipated that the net proceeds of the offering would be used to complete the feasibility study of the Great Atlantic Salt Project and advancement towards development.

To date, the proceeds of the financing have been used to complete the Great Atlantic Salt Project Feasibility Study with SLR Consulting, for post-feasibility work including the Greenhouse Emissions Inventory Report from Stantec Consulting Ltd, and the completion and submission of the Project Registration Document for the Great Atlantic Salt Project pursuant to Part X of the Newfoundland and Labrador Environmental Protection Act. Additionally, proceeds have been used for general working capital purposes, including technical advisors, general and administrative costs, and corporate relations.

A summary of actual costs incurred compared to the intended use of available funds (as per the Offering Document from January 12, 2023) is summarized in the table below.

Description of intended use of available funds listed in order of priority ⁽¹⁾	Offering Document (January 12, 2023)	Actuals (January 1, 2023 to December 31, 2024)
Complete Feasibility Study of Great Atlantic salt including all related engineering, geotechnical and analytical work	\$1,300,000	\$2,294,254
Post feasibility project permitting including environmental and ESG work for both underground workings and surface facilities	\$1,900,000	\$1,550,221
Initiate pre-production development, surface, storage and transportation installations and related procurement	\$8,200,000	\$460,752
Technical Advisors re development work and product marketing	\$900,000	\$1,899,860
General and Administrative	\$2,200,000	\$4,080,243
Corporate relations, communications and further project financing	\$1,500,000	\$1,721,105
Unallocated Working Capital	\$2,150,000	N/A
Balance	\$18,150,000	\$12,006,435

tes:

- (1) Cost categories as defined in the Offering Document dated January 12, 2023 for “Use of Available Funds”

Since January 1, 2023, the Company spent approximately \$2.3 million on its Feasibility Study of the Great Atlantic Salt Project compared to an initial estimate of \$1.3 million included in the Offering Document estimate due to an increased final scope of work with SLR Consulting relating to marketing and logistics, environmental studies, permitting and a preliminary expansion case.

In 2024, post-feasibility project permitting, pre-production development, and technical advisory work, along with continued investment in general and administrative and corporate relations were advanced. No material changes have occurred in the ability of the Company to achieve its business objectives and milestones as outlined in the January 12, 2023, Offering Document.

2024 Objectives

In 2024, the Company's principal objective was to continue advancing the Great Atlantic Salt Project. In 2024, the Company achieved the following milestones.

- Completed key strategies for de-risking mine project execution, alongside the completion of a third-party peer review of the FS by BWB Consulting Services Inc.;
- Issued a Greenhouse Gas (GHG) Emissions Inventory Report for the Great Atlantic Salt Project by Stantec Consulting Ltd., confirming exceptionally low GHG intensity;
- Submitted the Project Registration Document for the Great Atlantic Salt Project pursuant to Part X of the Newfoundland and Labrador Environmental Protection Act.
- Received from the NL Minister of Environmental and Climate Change, the release with conditions of the proposed Great Atlantic Salt Project from the provincial environmental assessment process.
- Filed an amended technical report for the Great Atlantic Salt Project prepared by SLR Consulting (Canada) Ltd.
- Issued an Economic Impact Report and Model for the Great Atlantic Salt Project prepared by Jupia Consultants Inc.
- Completed a detailed simulation and modelling verification for the Great Atlantic Salt Project with SRK Consulting (Canada) Inc.
- Completed a derisked development schedule for the Great Atlantic Salt Project with 3rd party review and verification by Tamkali Limited.
- Published an inaugural ESG Report for the Great Atlantic Salt Project.
- Memorandum of understanding signed with Scotwood Industries for a strategic salt production offtake and a Canadian joint venture for packaged salt and related products.
- Memorandum of understanding signed with Sandvik Mining and Rock Solutions for the supply of underground mobile equipment, including \$73 million in financing.
- Commenced the geotechnical drilling program and finalized the 160 hectare crown land surface lease for the Great Atlantic Salt Project.

These activities represent crucial milestones in the advancement of the Great Atlantic Salt Project, and in achieving a path to financing, construction and ultimately unlocking stakeholder value.

Looking ahead, the Company is continuing to progress the following objectives for the Great Atlantic Salt Project in 2025:

- Continuing to advance compliance with the conditions of release from the provincial environmental assessment process;
- Completing the geotechnical drilling program and analysis;
- Progressing permitting;
- Progressing project engineering;
- Progressing offsite infrastructure agreements and capital investment plans for logistics including the planned material transportation, conveyor and port loading systems;
- Developing salt distribution and monetization strategic partnerships; and
- Progressing project financing options.

MINERAL EXPLORATION AND EVALUATION ASSETS

The major components of the cumulative mineral exploration and evaluation assets on December 31, 2024, are as follows:

Acquisition costs – licenses	\$ 1,140,623
Mineral licenses and license renewals	\$ 94,021
Asset retirement obligation	\$ 125,303
Drilling, geological, geophysical & related costs	\$ 7,950,333
Share-based compensation	\$ 1,514,734
Feasibility Study	\$ 3,294,363
Gypsum sales	\$(2,062,891)
Government grants	\$ (274,164)
Balance	\$ 11,782,322

RESULTS OF OPERATIONS

Three and twelve-months ended December 31, 2024 compared to 2023.

	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2024	2023	2024	2023
Marketing and communications	(404)	(36,179)	(32,751)	(1,751,506)
Share-based compensation	(190,041)	(515,003)	(1,375,010)	(1,478,892)
Office and other	(167,267)	(93,249)	(440,135)	(425,749)
Salaries and benefits	(99,391)	(66,988)	(367,288)	(366,242)
Public company expenses	(193,402)	(147,607)	(301,265)	(336,586)
Management and subcontract fees	(158,588)	(28,431)	(646,723)	(332,621)
Investor relations	0	(62,500)	(13,268)	(326,000)
Conferences and travel	(29,665)	(12,201)	(193,341)	(103,526)
Directors' fees	0	0	(60,000)	(50,000)
Other expenses	0	69,832	0	(195)
Depreciation	(8,438)	(10,213)	(42,450)	(12,908)
Total Expenses	(847,197)	(902,539)	(3,472,231)	(5,184,226)
Interest income	111,185	122,453	400,161	568,662

Gypsum revenue	0	(298,822)	0	0
Other income (loss)	0	0	0	0
Gain (Loss) on dilution	107,173	305,916	107,173	365,182
Gain (Loss) on investment in associate	(370,086)	(359,628)	(709,145)	(587,632)
Total Income	(151,728)	(230,081)	(201,811)	346,212
Net and Comprehensive (Loss) Income	(998,924)	(1,132,620)	(3,674,042)	(4,838,013)

Details of the expenses and other items are as follows:

Marketing and communications: The decrease in marketing and communications was primarily related to the termination of third-party consultants in 2023.

Share-based compensation: Share-based compensation in the 12 months ended December 31, 2024, was comparable to the corresponding period in 2023.

Office and other: The Company has been able to offset increased rent (the Company set up new offices in St. John's and St. George's, Newfoundland in Q4 2023), with improvements in office efficiencies compared to 2023.

Salaries and Benefits: The increase in salaries and benefits in the quarter is directly related to the increased number of employees for the development and progression of the Great Atlantic project towards construction.

Public company expenses: The year-to-date reduction is due to a lower amount of professional fees incurred compared to 2023. On a quarterly basis, there is relatively little difference.

Management and subcontractor fees: The increase in management and subcontractor fees is primarily related to the increased management team and third-party consultants for the development and progression of the Great Atlantic project towards construction.

Investor Relations: In the period, the Company incurred no amount of investor relations costs as the Company did not engage in any investor meetings this year. The function is managed by the Company with internal resources.

Conference and Travel: The increase in conferences and travel is directly related to the increased number of management consultants and employees for the development and progression of the Great Atlantic project towards construction.

Loss from equity accounted investment in associate: This reflects the Company's share of the loss by Triple Point Resources Ltd. (Triple Point) as a result of Atlas applying the equity method of accounting for its investment in Triple Point. The Company's ownership in Triple Point is 27%.

SUMMARY OF ANNUAL RESULTS FOR LAST THREE YEARS

Year Ended	Total Income	Net Income (Loss)	Net Income (loss) Per Share	Net Income (loss) Per Share - Diluted	Total Assets	Total Long-Term Liabilities	Cash and Cash Equivalents
31-Dec-24	507,334	(3,675,923)	(0.038)	(0.038)	21,965,299	216,550	8,032,910
31-Dec-23	933,844	(4,838,013)	(0.052)	(0.052)	22,374,049	136,931	12,192,483
31-Dec-22	1,628,863	(2,453,060)	(0.030)	(0.030)	16,046,794	144,720	9,269,788

SUMMARY OF QUARTERLY RESULTS FOR LAST THREE YEARS

Quarter Ended	Total Income	Net Income (Loss)	Net Income (loss) Per Share	Net Income (loss) Per Share - Diluted	Total Assets	Total Long-Term Liabilities	Cash and Cash Equivalents
31-Dec-24	(151,728)	(1,000,806)	(0.010)	(0.010)	21,965,299	216,550	8,032,910
30-Sep-24	(4,238)	(821,142)	(0.009)	(0.009)	21,550,668	124,762	8,949,812
30-Jun-24	(65,714)	(1,074,506)	(0.011)	(0.011)	21,949,054	124,845	10,410,821
31-Mar-24	116,611	(779,565)	(0.008)	(0.008)	22,272,827	124,899	11,291,543
31-Dec-23	129,547	(1,132,620)	(0.012)	(0.012)	22,374,049	136,931	12,192,483
30-Sep-23	306,708	(360,207)	(0.004)	(0.004)	22,443,798	137,994	13,408,648
30-Jun-23	293,693	(2,327,446)	(0.025)	(0.025)	23,683,040	135,348	15,151,110
31-Mar-23	203,896	(1,017,740)	(0.011)	(0.011)	24,262,852	139,326	17,417,408
31-Dec-22	2,405,022	353,389	0.004	0.004	16,046,794	144,720	9,269,788
30-Sep-22	(886,595)	(1,498,979)	(0.018)	(0.018)	14,061,954	320,218	10,084,066
30-Jun-22	21,185	(922,630)	(0.012)	(0.012)	12,093,182	149,663	7,987,016
31-Mar-22	81,251	(384,840)	(0.005)	(0.005)	11,706,199	145,812	8,513,884

Income for each quarter is comprised of interest income, except for the quarters ending June 30, 2022, March 31, 2022, and December 31, 2021, which includes flow-through share income and interest income. In the quarters ending December 31, 2023, December 31, 2023, June 30, 2023, and March 31, 2023, income also includes a dilution gain on the Company's investment in Triple Point. Income in the quarter ended December 31, 2022, includes interest income, dilution gain and gain on disposal of mineral exploration and evaluation assets.

LIQUIDITY, CAPITAL RESOURCES, AND GOING CONCERN

The Company had total assets of \$21,965,299 on December 31, 2024, including cash of \$8,032,910, Accounts Receivable of \$445,054 and Prepaids of \$134,871. The Company had accounts payable and accrued liabilities of \$1,483,229 resulting in positive working capital of \$7,129,606.

The Company completed a financing in January 2023 for \$10,000,000.

The Company has no long-term debt and as such is not sensitive to interest rate fluctuation on debt instruments. The Company has no contingent liabilities that could materially affect its financial position.

The Company carries out exploration on mineral licences in Newfoundland and Labrador. These tenure instruments require work obligations to maintain ownership. Failure to fulfill work obligations would result in loss of ownership interest. The Company originally held 13 mineral licences represented by 36,375 hectares. From 2013 to 2019, in addition to the acquisition of additional mineral licences, the Company reorganized several of its original mineral licences, resulting in the Company holding 20 mineral licences on December 31, 2024, representing approximately 8,025 hectares in the Bay St. George region of Western Newfoundland and in Black Bay, Labrador. The Company's current mineral licences are in good standing in respect of ongoing work obligations.

Year Required	Required Expenditures (Estimated)	Notes
2025	\$38,100	There is sufficient cash on hand and the plan is to complete work on these licences to maintain their good standing.
2026	\$200	There is sufficient cash on hand and the plan is to complete work on these licences to maintain their good standing.
2027	\$31,000	There is sufficient cash on hand and the plan is to complete work on these licences to maintain their good standing.
2028	\$2,800	There is sufficient cash on hand and the plan is to complete work on these licences to maintain their good standing.
2029	\$6,900	There is sufficient cash on hand and the plan is to complete work on these licences to maintain their good standing.
Estimated Total	\$107,600	The total is \$107,600 over the next six years. There is sufficient cash on hand and the plan is to complete work on all current licences to maintain their good standing.

With the cash balance of \$8 million, the Company has the capacity to maintain its current licences in addition to being able to work on its 2025 objectives as noted above.

OFF-BALANCE SHEET ARRANGEMENTS

The Company has no off-balance sheet arrangements in the current or prior periods.

RELATED PARTY TRANSACTIONS

Vulcan Minerals Inc., which owns 29.79% (December 31, 2023 – 30.49%) of the Company's common shares, has significant influence over Atlas Salt Inc. The following transactions were carried out with these related parties:

Expenditures paid/payable to Vulcan Minerals Inc.:	December 31, 2024 \$ CAD	December 31, 2023 \$ CAD

Mineral exploration and evaluation assets	26,857	159,394
Royalty	-	11,790
General and administrative expenses	31,914	124,679
Rent paid to a corporation which is controlled by a Director of the Company	12,000	24,000
	70,771	319,863

A 3% Net Production Royalty of \$nil as of December 31, 2024 (\$11,790 – December 31, 2023) due to Vulcan Minerals on net proceeds from the Ace Gypsum mine production was incurred in the year.

Compensation for key management personnel, which includes the President and Chief Executive Officer, Chief Financial Officer and Directors, is as follows:

Paid/payable to members of key management and directors:	December 31, 2024 CAD \$	December 31, 2023 CAD \$
Directors' fees	60,000	
Management and subcontractor fees	747,525	75,431
Capitalized as mineral exploration and evaluation assets	185,393	62,159
Share-based compensation:		
General and administrative expenses	1,300,187	568,910
Mineral exploration and evaluation assets	564,294	41,021
	2,857,399	747,521

Accounts payable and accrued liabilities include \$72,362 owing to related parties as at December 31, 2024 (December 31, 2023 – \$34,911).

SHARE CAPITAL

The Company has issued and outstanding common shares of 97,167,117 as at the date of this MD&A. The Company's share capital consists of an unlimited number of voting common shares, and an unlimited number of preferred shares of which there are none outstanding.

As of the date hereof, the Company has 4,000,000 exercisable stock options with exercise prices ranging from \$0.10 to \$2.35, 355,500 RSUs outstanding, of which 281,750 vested

subsequent to December 31, 2024, 1,418,430 PSUs outstanding, of which 38,000 vested subsequent to December 31, 2024 and 1,000,000 DSUs outstanding.

MATERIAL ACCOUNTING POLICIES AND ESTIMATES

In preparing the accompanying annual financial statements, management has made judgements, estimates and assumptions that affect the application of the Company's accounting policies and the reported amounts of assets, liabilities, income and expense. Actual results may differ. All estimates and underlying assumptions are reviewed on an ongoing basis. Revisions are recognized in the period in which the estimates are revised and in any future periods affected.

CONTROLS AND PROCEDURES

Disclosure Controls and Procedures

The Company's management, with the participation of its Chief Executive Officer ("CEO") and Chief Financial Officer ("CFO"), has evaluated the design of the Company's disclosure controls and procedures. Based on the results of that evaluation, the Company's CEO and CFO have concluded that, as of December 31, 2024, the Company's disclosure controls and procedures framework provides reasonable assurance that the information required to be disclosed by the Company in reports it files is recorded, processed, summarized and reported, within the appropriate time periods, and is accumulated and communicated to management, including the CEO and CFO, as appropriate to allow timely decisions regarding required disclosure. The design of any system of controls and procedures is based in part upon certain assumptions about the likelihood of future events. Therefore, even those systems determined effective can provide only reasonable, not absolute, assurance that the objectives of the control system are met.

Changes in Internal Control over Financial Reporting

Management, including the CEO and CFO, has evaluated the Company's internal controls over financial reporting to determine whether any changes occurred during the period that have materially affected, or are reasonably likely to materially affect, the Company's internal controls over financial reporting. During the 12 months ended December 31, 2024, there have been no significant changes in internal control over financial reporting that have materially affected, or are reasonably likely to materially affect, the Company's internal control over financial reporting. Under the supervision and with the participation of management, including the CEO and CFO, management will continue to monitor and evaluate the design and effectiveness of its internal controls over financial reporting and disclosure controls and procedures, and may make modifications from time to time as considered necessary.

FINANCIAL INSTRUMENTS

The Company's financial instruments include cash, accounts receivable, and accounts payable, accrued liabilities and debt. The fair value of each approximates the carrying value due to their short-term nature.

RISKS AND UNCERTAINTIES

The Company is exposed to various risks resulting from its operations. The Company's main risk exposure and its risk management policies are as follows:

Going Concern Risk

The principal risk faced in the advanced exploration stage is the ability to raise the funds required to complete exploration and evaluation and develop a mineral deposit. The Company does not operate any producing properties and as such, is dependent on the ability to raise funds. Although the Company believes it has sufficient access to financial markets to support its intended work plan, failure to do so would result in future work being suspended. While the Company has been successful in securing financing to date, there can be no assurances that it will be able to do so in the future.

Environmental and Permitting Risk

The Company's activities involve the application for licenses and permits from government authorities and such activities are governed by various laws and regulations in Newfoundland and Labrador that cover the protection of the environment, land use, exploration, development, co-ordination of operations and infrastructure with third parties engaged in other activities on the lands, taxes, labour standards, occupational health, waste disposal, safety, and other matters. A breach of such legislation may result in imposition of fines and penalties in addition to potential cleanup costs. In addition, certain types of activities require approval from the relevant agencies prior to being undertaken. Environmental legislation is evolving in a direction of higher standards and enforcement. The cost of compliance with changes in governmental regulations has the potential to reduce the profitability of future operations.

The Company believes that it is in compliance with all material laws and regulations which currently apply to its activities. There can be no absolute assurance, however, that all permits which the Company may require for exploration activities and land use will be obtainable on reasonable terms or on a timely basis, or that such laws and regulations will not have an adverse effect on any exploration projects that the Company may undertake.

Business Risks

The Company is a mineral exploration company principally involved in the evaluation, exploration, development and production of mineral properties, which is an inherently high-risk activity. The business of exploring for, developing, acquiring, and producing minerals is subject to many risks and uncertainties, several of which are beyond the control of the Company. These risks are operational, financial, legal, and regulatory in nature.

Operational risks include unsuccessful exploration and development activity, safety and environmental concerns, access to cost effective contract services, escalating industry costs

and timelines for contracted services and equipment, product marketing and hiring and retaining qualified employees.

The Company is subject to financial risk as exploration and development is capital intensive. The Company has access to potential sources of funding including equity financing and joint venture financing arrangements. Production at its Ace gypsum mine has previously provided cash flow to mitigate some of these risks. Only the skills of management and staff in mineral exploration and development financing serve to mitigate these risks.

The Company is subject to a variety of regulatory risks that it does not control. Government and Securities regulations are monitored to ensure the Company continues to comply.

Financial Risk Factors

The Company has exposure to credit risk, liquidity risk and market risk. The source of risk exposure and how each is managed is outlined below:

Credit risk is the risk of loss associated with a counterparty's inability to fulfil its payment obligation. The Company is exposed to credit risk on its cash and accounts receivable. Cash is maintained on deposit with a major Canadian chartered bank. The Company believes its credit risk with respect to cash and accounts receivable is not significant.

Liquidity risk is the risk that the Company will not be able to meet its obligations as they come due. As of December 31, 2024, the Company had a cash balance of \$8,032,910 and a positive working capital of \$7,129,606.

Market risk

Market risk is the risk that changes in market prices, such as interest rates, foreign exchange rates, and commodity prices will affect the Company's net loss or the value of its financial instruments.

Commodity price risk

The value of the Company's mineral exploration and development assets is partially related to the market price of metals and industrial minerals. The Company does not hedge this exposure to fluctuations in commodity prices. The Company's ability to continue with its exploration and development programs is also indirectly subject to commodity prices.

SUBSEQUENT EVENT

On January 28, 2025, 200,000 RSUs vested and were granted to 4i Consulting Inc., a company controlled by Richard LaBelle.

On January 16, 2025, 1,425,000 outstanding warrants expired, with the remaining 1,425,000 warrants outstanding expiring on January 19, 2025.

On March 18, 2025, the Company ended its management services contract with 4i Consulting Inc. for the services of Richard LaBelle as CEO. Currently, the Chairman of the Board, Patrick Laracy, has taken on the executive management duties while recruitment of a new CEO is ongoing. As a result 1,000,000 performance share units (PSUs) have been forfeited.

On March 28, 2025, Marc Boissoneault, Director, resigned from the Board of Atlas Salt. Mr. Boissoneault surrendered the 200,000 deferred share units (DSUs) that were issued to him in 2024.

An additional 119,750 PSUs and RSUs vested subsequent to December 31, 2024, but have not yet been settled. The board has authorized the issuance of 119,750 shares to settle these PSUs and RSUs.

The number of outstanding shares as of April 28, 2025, is 97,167,117 which is a 200,000 increase from December 31, 2024, as a result of the settlement of 200,000 RSUs vesting on January 28, 2025.

QUALIFIED PERSON

The technical information in this MD&A has been prepared in accordance with the Canadian regulatory requirements set out in National Instrument 43-101 and reviewed by Andrew Smith, P. Eng, Mine Project Manager for Atlas Salt's Great Atlantic Salt project, a qualified person.

ADDITIONAL INFORMATION

The Company's financial statements and all additional corporate disclosure documents relating to the Company are filed on SEDAR+ at www.sedarplus.ca. Additional information regarding the Company's projects and activities is available on the Company's website at www.atlassalt.com.