

Desert Control H2 2021 Financial Update Presentation (Transcript)

-1-



Welcome all to this Desert Control webcast!

Ole Kristian Sivertsen, our CEO is down with Covid today, so Tor Karlsen, our CTO and I, Erling Rasmussen, CFO of Desert Control, will take you through this financial update.

Tor, can you please give a brief information about technicalities for the Q&A:

- We will invite you to use the Q&A function for questions, as many as possible will be answered after the presentation.
- Before you submit your question, we ask that you check if someone has raised it before. If already raised, use the thumbs up/like button to upvote the question. The more upvotes a question gets, the higher it will be prioritized.

Before the H2 2021 Financial Update Presentation Agenda, Desert Control's CFO will provide a brief introduction of the company.

-2-



Our vision is to make earth green again - and in 2021 we made significant progress towards that mission. Restoring degraded land at scale will contribute significantly to global food security, reduce water scarcity, and help our planet's CO2 balance sheet at the same time. Delivering on this vision will safeguard our future, and foster prosperity for people and planet.

-3-



We aim to fulfill our mission by specializing in climate-smart Agri-tech solutions to combat desertification, soil degradation, and water scarcity.

Our patented solution Liquid Natural Clay (LNC) formulates clays and natural minerals into a liquid compound that can turn sand into fertile soil, reclaim degraded land and deserts, restore and protect soil, reduce water usage, and increase yields for agriculture, forests, and green landscapes.

-4-



Today's agenda has three parts:

- First, we will present H2 highlights and outlook
- Next, I will present the H2 financial results
- Then, we finish with a Q&A – Moderator Tor Karlsen, CTO of Desert Control.

-5-



From start-up to scale-up is what summarize the 2nd half for Desert Control in short.

The company grew from 10 to 51 employees, we tripled our LNC production capacity, executed a collaborative pilot initiative and entered into the strategic partnership with Mawarid in the Middle East. At the same time, we also expanded our operation to the United States.

As we look back on H2 2021, we can report progress on our plan in all areas. I will share selected highlights under the following structure: (1) Corporate Development, (2) Technology and Operation, and (3) Commercial and Market.

1) Corporate Development

- In the 4th quarter Desert Control Americas was successfully incorporated as a Delaware C corp with its office in Palo Alto, California in the Nordic Innovation house.
- Desert Control Americas is wholly owned by Norwegian Desert Control AS.
- The U.S. operational headquarter will be located strategically to serve California, Arizona, Nevada, and New Mexico as its initial target market.
- The first employees in the U.S. have been hired and started as of December 15, and local CEO Michael Davidson started of January 7.
- We also concluded the agreement to establish a new sales and distribution company in Abu Dhabi in partnership with Mawarid, and I will share more details about this in a later slide.
- Finally, we had a strong growth of the organization, going from 10 to 51 passionate and dedicated team members.

2) Technology and Operation

- First and foremost, we achieved our 2021 target of reaching 180,000 l/h LNC production capacity!
- It was not a given: Remember we only had our initial 2 prototype units in the 1st half. Then the next 2 units came online at the end of September, leaving us less than 3 months to build and finalize another 8 units. These were built in 6 weeks – we now have 3 clusters ready for operation.
- Through the collaborative pilot initiative with Mawarid, our team also gained significant experience from running the first cluster.
- The team is now prepared to be trainers for new hires – joining to staff the new clusters.
- Further under the technology and operations we established a new R&D center and innovation lab in Norway.
- We also started build and assembly for the first LNC production unit in the U.S.

3) Commercial and Market

- Under commercial and market, the most significant achievement is the successful collaboration with Mawarid. We are now moving forward full throttle towards full scale commercialization in the UAE. I will come back to the Mawarid Desert Control agreement in detail in a few slides.
- We also gained significant awareness at Expo 2020 including attracting the interest of Bill Gates who came to meet us to learn about our LNC innovation.
- Finally, we concluded the agreement with the University of Arizona for our first pilot project on American soil, and during a 3-week road trip in the US we identified multiple leads and opportunities for our U.S. plan going forward.

-6-



On December 15, Desert Control and Mawarid announced entering strategic partnership by forming a new sales and distribution company for LNC in Abu Dhabi.

Further to the results of the pilot the parties agreed to execute stage two of the MOU by creating a new company that targets accelerated deployment and full-scale commercialization of LNC in the UAE.

The new company will be incorporated as limited liability company in Abu Dhabi under a 49/51 percentage shareholding between Desert Control and Mawarid.

The 51% Mawarid shareholding enables the new company to be recognized as local entity in the UAE. Being a local entity ensures the company to be fully qualified to deliver LNC and services to governmental, public, and private sectors. Backed jointly by reputable shareholders the new sales and distribution company will be strategically positioned in the Middle East region.

We have agreed on a business plan, a roadmap of future expansions, and the cash requirements necessary to establish and develop the new company. Mawarid will support the new company with sufficient working capital and other resources to establish and grow the business. The business plan further targets alignment with Desert Control's previously announced plan for ramp-up of LNC production capacity.

Under this agreement, the new company is formed with sales and distribution rights for LNC across the Middle East and North Africa (MENA) and will be Desert Control's exclusive partner in the UAE.

- The company will buy LNC from Desert Control at arms-length commercial terms.
- The company will further resell LNC in combination with implementation and turnkey services for treatment of land areas in the local markets.
- Desert Control remains the sole owner of all its IP, patents, data, and know-how, and will support the new company with methodology, protocols, and quality assurance measures to ensure delivery excellence and customer satisfaction.
- Desert Control also remains the owner of its production technology, and Desert Control Middle East will be the operator of all clusters (LNC production units), using its expertise and experience to provide tailor made LNC to the new sales and distribution company for all its projects and deliveries.

-7-



Allow me to also give a short recap of Mawarid to underline the value of this “better together” partnership.

- Mawarid has significant resources, people, and equipment suitable for LNC application (treating land areas and crops by applying LNC).
- Mawarid has a sizeable internal captive market where the benefits of LNC will have significant value.

Mawarid manages more than 200,000 hectares of land including 13 million forest trees, 550,000 date palms, nature reserves, landscapes and agricultural land. The new company will be strategically positioned to provide LNC services to preserve water and strengthen food security by enabling more efficient use of resources for the Mawarid managed areas.

Further, and more importantly the company will aim to become a leading provider of climate-smart agriculture solutions to combat desertification and soil degradation in the UAE and MENA region.

Through this partnership the strength of Desert Control's LNC and production will be combined with the strength of Mawarid's ability to deliver and implement LNC in the field.

The strategic partnership will allow Desert Control to focus fully on continuous development of its LNC technology and the production of LNC.

Sales, distribution, delivery, and the application of LNC in the field will be managed by the new jointly owned company. The sales and distribution company will further have access to Mawarid's 11,000 strong workforce with significant experience within agriculture, forestry, landscaping, and nature conservation. The synergistic partnership with Mawarid in the Middle East allows Desert Control to increase focus on its core, which in turn allows for faster scale-up with optimal utilization of capital and resources. Next phase targets full-scale commercialization in the UAE through the new sales and distribution company which will be incorporated as soon as possible, and targets start of operation beginning early in Q2 2022.

-8-



Desert Control maintained its objective to increase production capacity from 60,000 l/h in H1 to 180,000 l/h by the end of H2.

Additional personnel for the operation of the new clusters have been recruited and onboarded, and the added capacity will ensure a successful start for the new Mawarid Desert Control partnership company.

The two clusters added in December were built in just six weeks and **demonstrate that the production capacity can be increased quickly whenever needed.**

During H2, Desert Control grew the organization by 5X going from 10 to 51 passionate and dedicated employees.

We have implemented a recruitment and onboarding process to ensure optimal balance between expertise, experience, and personal values to build a strong and uniting culture.

Most new hires are field workforce related for the operation of LNC production. Each cluster is run by a team of 8 operators, a field technician and a supervisor.

We further value diversity. Excluding field workforce, 33% of the employees are female, and the 51 employees are made up of 16 nationalities.

-9-



On November 25, Desert Control launched a new R&D center in Stavanger, Norway.

The Mayor of Stavanger proudly opened the center that will serve as the company's global innovation lab to consolidate all technology development and intellectual property in a central hub.

-10-



Desert Control is named Global Innovator by EXPO 2020 and has a 6-month window to showcase LNC to the world during the Expo.

We are endorsed and supported by the EXPO live team, and we have been featured at multiple pavilions and events from October 1st, 2021, to March 31, 2022.

-11-

OUTLOOK | FUTURE GROW OPPORTUNITIES FOR HQ 2022
FOR THE FUTURE GROW OPPORTUNITIES FOR HQ 2022, WE HAVE IDENTIFIED THE FOLLOWING KEY AREAS:

KEY OBJECTIVES FOR THE NEXT HALF INCLUDE:

- Successfully establish the new sales and distribution company in partnership with Mawarid in Q1 and achieve sales with effect from Q2.
- Transfer pilots and early-stage opportunities in the UAE to the new Mawarid Desert Control company.
- Implement the first pilot projects on American soil in collaboration with the University of Arizona.
- Launch additional LNC collaboration initiatives with universities in the US.
- Align production capacity with the business plan and market demand.
- Strengthen Desert Control's executive leadership team.
- Build capabilities to support the next stage of full-scale commercialization in the UAE.

Continued operational scale-up targeting full-scale commercialization in UAE in 2022

Key objectives for the first half include:

- **Successfully establish the new sales and distribution company in partnership with Mawarid in Q1 and achieve sales with effect from Q2.**
- **Transfer pilots and early-stage opportunities in the UAE to the new Mawarid Desert Control company.**
- **Implement the first pilot projects on American soil in collaboration with the University of Arizona.**
- **Launch additional LNC collaboration initiatives with universities in the US.**
- **Align production capacity with the business plan and market demand.**
- **Strengthen Desert Control's executive leadership team.**
- **Build capabilities to support the next stage of full-scale commercialization in the UAE.**

Thank you!

-12-

AGENDA | HQ 2021
FOR THE FUTURE GROW OPPORTUNITIES FOR HQ 2022, WE HAVE IDENTIFIED THE FOLLOWING KEY AREAS:

I will now take you through the financial results of second half of 2021.

-13-

KEY FIGURES | HQ 2021
FOR THE FUTURE GROW OPPORTUNITIES FOR HQ 2022, WE HAVE IDENTIFIED THE FOLLOWING KEY AREAS:

Desert Control maintains a solid net cash position of NOK 179.3M as of 31 December 2021
 Build capability for full commercialization in UAE
 Build capability to secure the scale-up from Norway
 IFRS accounting policy has been implemented in 2021 – as a result the costs are reported at a higher level in 2021 and 2020 adjusted.

-14-

FINANCIAL RESULTS | HQ 2021
FOR THE FUTURE GROW OPPORTUNITIES FOR HQ 2022, WE HAVE IDENTIFIED THE FOLLOWING KEY AREAS:

	2021	2020	2019	2018
Revenue	1,100	1,100	1,100	1,100
Cost of sales	1,000	1,000	1,000	1,000
Gross profit	100	100	100	100
Operating expenses	1,000	1,000	1,000	1,000
Operating loss	900	900	900	900
Other income	100	100	100	100
Other expenses	100	100	100	100
Net loss	900	900	900	900
Net cash	179.3	179.3	179.3	179.3

- Revenue 2021 is the Mawarid Pilot
- Cost is due to building capability for full commercialization in UAE, and to build capability to secure scale-up from Norway

-15-

Assets	31 Dec 2021	30 Jun 2021
Cash and cash equivalents	170,0	170,0
Receivables	1,0	1,0
Property, plant and equipment	1,0	1,0
Intangible assets	1,0	1,0
Financial assets	1,0	1,0
Other assets	1,0	1,0
Total	194,0	194,0

Strong balance sheet with mainly cash in the bank.

-16-

Equity & Liabilities	31 Dec 2021	30 Jun 2021
Share capital	100,0	100,0
Reserves	94,0	94,0
Trade payables	1,0	1,0
Other liabilities	1,0	1,0
Total	194,0	194,0

Equity increased from the NOK 200 mill capital raise in connection with the listing at the Euronext Growth on 14 April 2021. And we can see that the total balance sheet has 194 MNOK in equity, which is 96% of the balance.

-17-

Cash Flows	31 Dec 2021	30 Jun 2021
Cash flows from operations	194,0	194,0
Cash flows from financing	1,0	1,0
Cash flows from investing	1,0	1,0
Total	194,0	194,0

The cash flow statement reflects the development discussed under profit and loss and balance sheet.

-18-



The overview of shareholders and share development are available at our website desertcontrol.com in real-time.

-19-



Now we will move to the Q&A and start answering your questions.

- You can still post questions and continue upvoting.
- Before submitting a question, please check if the question is already posted by someone else and use the upvote instead of adding duplicate questions.
- We will also address questions submitted by e-mail in advance.

– End of presentation; Q&A session following –

Q&A recap:

Q: Erling, can you provide some flavor on CapEx estimates? The recently published report indicates CapEx of approximately five to six million per cluster.

A: I think that what we would like for you to understand for twentyone and twenty-two is that we are now adjusting the business to the potential capabilities of Mawarid. That means we are not as capital expenditure- or CapEx oriented. We are looking at what we can do with Mawarid. We said earlier that we had a cluster cost of eleven million for Agri and thirty million for landscape. Of course, this is also including an application, and that application will no longer be run by Desert Control. However, with everything that comes into a cluster with all the auxiliary equipment, I believe that our eleven million is still a good reflection on how this cluster cost will look. All in all, I say we will have a capital expenditure that is matching what the potential of the markets in the UAE will show us. Also remember we have 179 million NOK in the bank, and that should be fairly good.

Q: Regarding the guided ten clusters by end of the year 2022, have any new clusters been completed so far this year, and how many clusters do you expect to have by the end of Q1 2022 and Q2 2022?

A: As mentioned in the last question, instead of counting clusters, and as we are saying in the presentation, we are looking at the potential of the agreement with Mawarid and we will align the production of clusters to the orders that will be coming in. The last two clusters that were picked up in December, they were produced in only six weeks. To say something about the number of clusters is not as important as before we are looking at what will the potential be of the Mawarid.

We have placed an order of a new cluster which is to be ahead with the potential upcoming market demand. To repeat, it will be the market demand with our response rates that we have proven, which guides on how many clusters we will produce.

Q: When will the company be cash positive in 2022, 2023 or later?

A: If you run just one business at one place, then it is easier to just use a linear model. However, if you are looking at something that would be highly expansive and go into other markets, like we would like to do, and as we already have gone into the US, then it is not easy to say when you will be cash positive. We can still say we have 179 million in the bank. As of today, we have no plans for asking for more money.

Q: Can you disclose the working capital amount that Mawarid has contributed with into the partnership?

A: I cannot give details on that, but we have reached an understanding with Mawarid that gives some financial aid to get this company up and running.

Q: What is the producing time of a new cluster from the time you are ordering it?

A: As mentioned earlier, we have managed to produce two new clusters in six weeks. I would say that is a good estimate.

Since we have so many questions on the clusters, I would say that is one of the great potentials of this company, because it is like the Lego bricks. We can easily bring in new clusters. We don't have to say we are going to build a factory worth 500 million NOK, and just in a month or two, I have to go to the market and say, we have to place a 300 million issue. We are very flexible. We are more like a racing boat, not a tank ship.

Commented [MA1]: ?

Q: Should we take a question from the emails that came in?

A: While you are looking it up, I can answer a question here besides the US and the UAE. Basically, what we will focus on now is commercial contracts in the UAE with our partnership with Mawarid. We will also focus on developing the US market, and we will also focus on building the organization.

Q: Why someone should invest in Desert Control now, considering the overall market condition and the recent movement of the Desert Control stock price?

A: Desert Control cannot and will not give investment advice, but analysts in Arctic Securities and Pareto Securities cover the Desert Control share.

Also, just tick the box here. Will there be capital increases in private placements in 2022? The answer is, as I said, we have as of today not planned for or reported any capital increases.

Q: Will all the new clusters have a CapEx of eleven million, or will some of them be equipped with the landscaping injection equipment, bringing the cluster's CapEx to knock thirty million?

A: The application is to be taken care of by the new joint venture. That will not happen in our books, but we could discuss our work on the application side of the business, because if we are to produce, the new company must get it out on the ground. That is a harmony that needs to be set. However, I think that is an operational update that will be released in the first quarter report of 2022.

Q: Any revenue estimates for 2022?

A: Again, we are very, very happy to be working together with Mawarid, and the company that we are to build will be ready in a few weeks' time. Then we will start the marketing and sales based on our production capacity and the way that we can efficiently get it out on the ground. Out of the take from the market, then we will be able to see what the revenue will be. However, bear in mind that we have reported every half year to the EuroNext Growth last year, and we are now going to an ordinary schedule of quarterly presentations. Meaning you don't have to wait so long to see what is going on in Desert Control going forward. Of course, if we really strike gold and get long term contracts, this will be reported to the EuroNext Growth in terms with the ordinary procedures.

Q: Will Desert Control start reporting quarterly from 2022 as planned or continue with semi-annual reporting?

Commented [MA2]: Klarer ikke høre helt hva du sier?

A: We are very happy to announce that we are going over to the quarterly presentations.

Q: Another question that has been answered before, besides the US and the UAE initiatives, if there are any other initiatives in the pipeline?

A: I will just repeat that we will still have focus on commercial contracts in the UAE with Mawarid, we will support development in the US, and we will continue to build the organization for scale.

Q: Another question here, do you enjoy working in Desert Control?

A: That we can say for sure, absolutely.

Never a dull moment.

I have to say it is a startup. With the startup, you get all the good things and also the more challenging issues on your way. However, that is what we came for, the full package.

I would also like to mention the diversity we have in the company with the sixteen different nationalities and all the passionate people here. It just makes the day even more enjoying. Yes, we enjoy working in Desert Control for sure.

Q: Have you received any request for an expanded pilot or request for proposition for full application from the customer, such as Barari from whom pilots went down last year?

A: Our focus for the last half year was to really make a fit with Mawarid so we had the pilot project over a variety of soils and with different vegetables and trees and so on. We also had to see if that was a cultural fit with Desert Control. Firstly, that has been the key. We have not been able to pick up small jobs from other former pilots. As we said in the presentation, one of the possibilities now is to address these customers of which we have run pilots and see to transform them into the business of the new Mawarid Desert Control company, because then we are at the ordinary commercial position.

Q: Since Mawarid manage huge portions of green landscapes in UAE, will Mawarid also be captive customer for the joint venture between Mawarid and Desert Control? If yes, has Mawarid identified plots where Mawarid wants to apply LNC for a captive customer?

A: As I said in the presentation, the vast internal market of Mawarid is there, of course that is something that they will look into and see what we can gain from this together. So that is absolutely a potential for this company going forward.

Q: You completed ten units, 2,5 clusters in and H2 while reported CapEx was only NOK thirteen million. What is the reason, and will remaining CapEx be reported?

A: Again, when we say that a cluster in Agri is NOK eleven million, that will be a total cost for calculation. When you are trying to see what it takes to put up a new cluster and get that commercially into the market, then there will be auxiliary equipment that needs to go hand in hand with these twenty feet containers which could be trucks, trailers, water reservoirs, pumps, hoses, everything that comes in to be able to deliver from the twenty feet container to the recipient tanker from Mawarid.

Q: Is Desert Control going to do Israeli agriculture in the future?

A: Desert Control today has business in the UAE and are building up project capacity in the US. The future expansion will be depending on the capacity of internal resources, technology, scalability, and market attractiveness, and we will report eventual extension in compliance with the Euronext Growth Directives.

Q: Are there plans to establish a partnership in the US like the Mawarid partnership in the UAE?

A: I think that is a strategic question that we should address to our CEO. He can follow this up after this webcast.

Q: I also have a question that the USDA invests a billion dollars in climate smart agriculture. Do we apply for this?

A: I can confirm we have not applied for any USDA funds. In general, we map grant opportunities along the way, and we also need to consider our capacity to take on the projects required to actually spend the money that you get grants from. We have our eyes open, but we have no other grant than the Innovation Norway contract, which we are very proud to announce. That has helped us a lot, that was a 26 million NOK project of which Innovation Norway came up with 11.8 million NOK, of which we have approximately 3 million NOK left.

I think I were a little bit brief on the financial results but bear in mind that in a very short time, you have a IFRS accounting pack coming your way. I think that will be seventy disclosures to go with that. It is a big change for us going from the GRS accounting policy for small entities and then run into the big IFRS. But we do this in courtesy of our international shareholders.

I think we don't have any questions left, so with that I will say thank you for following us today and as always, it is a pleasure to be here. We wish you all a good weekend and we will continue our work here in Desert Control.

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About Desert Control

Desert Control is a company specialized in climate-smart Agri-tech solutions to combat desertification, soil degradation, and water scarcity. Its patented Liquid Natural Clay restores and protects soil, reducing water usage for agriculture, forests, and green landscapes. Liquid Natural Clay (LNC) enables sand and degraded soil to retain water and nutrients. LNC increases crop yields while reducing water and fertilizer consumption by up to 50%.

Desert Control's business model is service-based and targets turnkey projects for LNC treatment of land areas, vegetation, crops, plants, and trees etc. LNC is produced on-site at customer locations using mobile factories. Further, the LNC is applied across the customer's land areas using existing irrigation systems and techniques. LNC is sprayed or applied directly onto the surface and percolates into the ground forming a soil structure that retains water and nutrient like a sponge. One LNC treatment may last 3-5 years, followed by periodic top-up to maintain the optimal ability to retain water and nutrients. The Company's revenue model is pre-paid project deliveries direct (B2B) to customers within the segments, agriculture, forestry, and landscaping. Project pricing considers size of land, type of vegetation, crops, number of trees, etc. Additional revenue sources may come from (1) periodic maintenance and (2) digital subscription services related to soil health monitoring, water management optimization, and digital farming services for precision agriculture and sustainable land management.

Desert Control AS is a private limited liability company incorporated under the laws of Norway. The Group has active subsidiaries in Abu Dhabi and Dubai, the United Arab Emirates.

United Arab Emirates is Desert Control's first geographic market, to be followed by broader expansion in the Middle East region. In 2022 the Company aims to expand operations to the United States, focusing on California, Arizona, and Nevada. More than 110 countries worldwide suffer accelerating desertification, loss of fertile soil, and water scarcity. Desert Control's ambition is to develop a global business with its vision of making earth green again.