

# Earnings Call Presentation

For the 3 and 12 months ended December 31<sup>st</sup>, 2025

# Disclaimer

## CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

This presentation contains “forward-looking information” under applicable Canadian securities legislation and “forward-looking statements” within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 (collectively, “forward looking statements”). Forward-looking statements and information generally can be identified by the use of forward-looking terminology such as “outlook”, “objective”, “may”, “will”, “expect”, “intend”, “estimate”, “anticipate”, “believe”, “should”, “plans”, “budget”, “continue” or similar expressions suggesting future outcomes or events. Forward-looking statements and information include, but are not limited to, statements regarding the operations, business, financial condition, expected financial results, performance, opportunities, strategies, outlook and guidance of Algoma Steel Group Inc. (the “Company” or “Algoma”), Algoma’s strategic objectives, its plate mill modernization project, potential purchases under its normal course issuer bid, and Algoma’s transformation to electric arc furnace steelmaking (the “EAF Transformation”), including the expected timing for completion of the EAF Transformation, and full EAF transition and the resulting effects on the Company, expectations regarding future economic conditions, including the price of steel, tariffs and/or trade wars, inflation and interest rates, Algoma’s capitalization and ability to create value for its shareholders.

Although we believe that our anticipated future results, performance or achievements expressed or implied by the forward-looking statements and information are based upon reasonable assumptions and expectations, the reader should not place undue reliance on forward-looking statements and information because they involve known and unknown risks, uncertainties and other factors, many of which are beyond our control, which may cause the actual results, performance or achievements of the Company to differ materially from anticipated future results, performance or achievements expressed or implied by such forward-looking statements and information. Readers should consider the other risks and uncertainties set forth in the section entitled “Risk Factors” and “Cautionary Note Regarding Forward-Looking Information” in Algoma’s Annual Information Form for the 12 months ended December 31, 2025, filed by Algoma with applicable Canadian securities regulatory authorities (available under the company’s SEDAR+ profile at [www.sedarplus.ca](http://www.sedarplus.ca)) and with the U.S. Securities and Exchange

Commission (the “SEC”), as part of Algoma’s Annual Report on Form 40-F (available at [www.sec.gov](http://www.sec.gov)), as well as in Algoma’s current reports with the Canadian securities regulatory authorities and the SEC.

Given these risks, uncertainties and other factors, readers should not place undue reliance on forward-looking statements or information as a prediction of actual results. The forward-looking statements and information reflects management’s current expectations and beliefs regarding future events and operating performance and is based on information currently available to management. Although we have attempted to identify important factors that could cause actual results to differ materially from the forward-looking statements and information contained herein, there are other factors that could cause results not to be as anticipated, estimated or intended. The forward-looking statements and information contained herein is current as of the date hereof and, except as required under applicable law, we do not undertake to update or revise it to reflect new events or circumstances.

Certain information in this presentation may be considered as “financial outlook” within the meaning of applicable securities legislation. The purpose of this financial outlook is to provide readers with disclosure regarding the Company’s reasonable expectations as to the anticipated results of its proposed business activities for the periods indicated. Readers are cautioned that the financial outlook may not be appropriate for other purposes.

## PRESENTATION OF FINANCIAL INFORMATION

The Company’s fiscal year runs from January 1<sup>st</sup> to December 31<sup>st</sup>. The Company and its subsidiaries’ functional currency is the United States dollar (“US dollar” or “US\$”). The US dollar is the currency of the primary economic environment in which the Company and subsidiaries operate. The items included in the audited consolidated financial statements are measured using the US dollar.

For reporting purposes, the audited consolidated financial statements are presented in millions of Canadian dollars (“C\$” or “\$”). The assets and liabilities are translated into the reporting currency using exchange rates prevailing at the end of each reporting period. Income and expense items are translated at average exchange rates for the reporting period. Exchange differences arising are recognized in other comprehensive

(loss) income and accumulated in equity under the heading ‘Foreign exchange on translation to presentation currency.’

The Company’s financial statements have been prepared in accordance with IFRS<sup>®</sup> Accounting Standards as issued by the International Accounting Standards Board (“IASB”) (“IFRS Accounting Standards”). The financial information presented herein may differ in certain material respects from U.S. generally accepted accounting principles (“U.S. GAAP”). As such, the Company’s financial statements are not comparable to the financial statements of U.S. companies prepared in accordance with U.S. GAAP.

This presentation should be read in conjunction with, the Company’s December 31<sup>st</sup>, 2025 audited consolidated financial statements and the accompanying notes, and the related management’s discussion & analysis.

## NON-GAAP MEASURES

To supplement our financial statements, we use certain non-GAAP measures to evaluate the performance of Algoma. These terms do not have any standardized meaning prescribed within IFRS Accounting Standards and, therefore, may not be comparable to similar measures presented by other companies. Rather, these measures are provided as additional information to complement those IFRS Accounting Standards by providing a further understanding of our financial performance from management’s perspective and providing management and investors with additional information for comparison of our operating results across different time periods and to the operating results of other companies. Accordingly, they should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS Accounting Standards. Please refer to the Company’s most recent MD&A for further discussion of these non-GAAP financial measures, including Adjusted EBITDA, and for a reconciliation to comparable IFRS Accounting Standards, including net (loss) income. See also Annex: Adjusted EBITDA Reconciliation on slide 19.

# Agenda

**01 Safety Performance**

**02 Financial Performance**

**03 Strategic Update**

**04 Market Update**

**05 Questions & Answers**

## Today's Presentors



**Rajat Marwah,**  
Chief Executive Officer



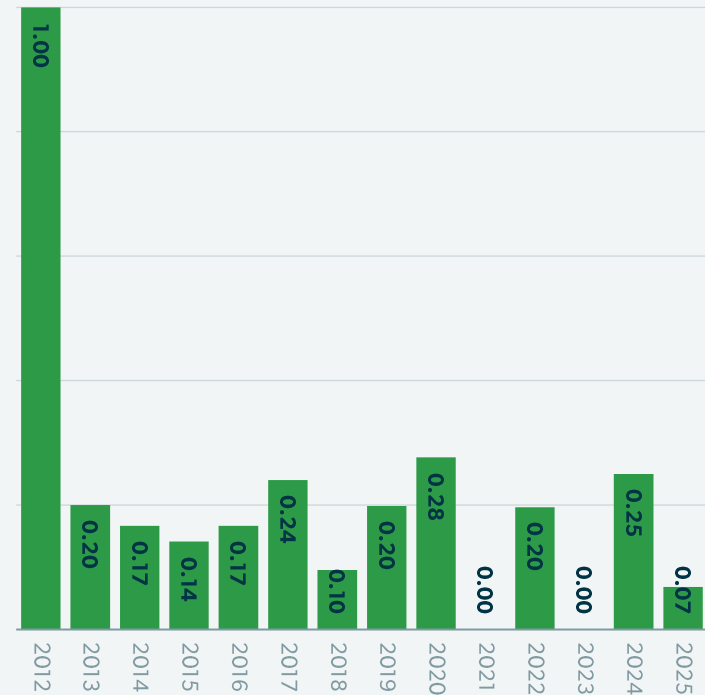
**Michael Moraca**  
Chief Financial Officer

# Safety Without Compromise

## Health & Safety Performance

- Employee safety remains our top priority and our core value.
- Ongoing commitment to superior Health & Safety performance has led to sustained improvement of safety metrics over time.
- Algoma employs a Joint Health and Safety System to provide a healthy and safe workplace.
- Proud participants in the WSIB Health & Safety Excellence Program, joining businesses from across Ontario in the exchange of best practices, training and development.

## Continued Focus and Improvement in Lost Time Injury Frequency Rate (LTIFR)<sup>1</sup>



# Key Performance Highlights

## Q4 2025 – Ended December 31<sup>st</sup>, 2025

- **Shipping Volume** was 379K NT in Q4 2025, down 10% from 419K NT in Q3 2025 and down 31% from 549K NT in Q4 2024.
- **Steel Revenue** was \$408 million in Q4 2025, down 14% from \$473 million in Q3 2025 and down 24% from \$536 million in Q4 2024.
- **Adjusted EBITDA** was (\$95) million in Q4 2025, down \$8 million from (\$87) million in Q3 2025 and down \$35 million from (\$60) million in Q4 2024.
- **Net Loss** was (\$365) million in Q4 2025, up \$120 million from (\$485) million in Q3 2025 and down \$298 million from (\$67) million in Q4 2024.
- **Liquidity** was \$272 million at the end of Q4 2025 including \$77.5M of cash and availability of \$194.5M million under the Revolving Credit Facility plus an additional \$417 million available under the Large Enterprise Tariff Loan (LETL).
- **Adjusted EBITDA margin Q4 2025 was (20.9)%.**

## CY2025 Highlights

**1,739K NT**

Shipments

**\$1,878M**

Steel Revenue

**(\$261)M**

Adjusted EBITDA

**(12.5)%**

Adjusted EBITDA Margin



# Fourth Quarter Financial Highlights

	Q4 2025	Q4 2024	Change		Q3 2025	Change	
Shipping volume ('000s tons)	379	549	↓	-31%	419	↓	-10%
Net Sales Realization per ton (\$/ton)	1,077	976	↑	10%	1,129	↓	-5%
Steel Revenue (\$ million)	408	536	↓	-24%	473	↓	-14%
Cost of Steel Products Sold (\$/ton)	1,332	1,032	↑	29%	1,282	↑	4%
Adjusted EBITDA (\$ million)	(95)	(60)	↓	-	(87)	↓	-
Net Loss (\$ million)	(365)	(67)	↓	-	(485)	↑	-

→ Q4 2025 Quarterly Adjusted EBITDA Margin was (20.9)%.



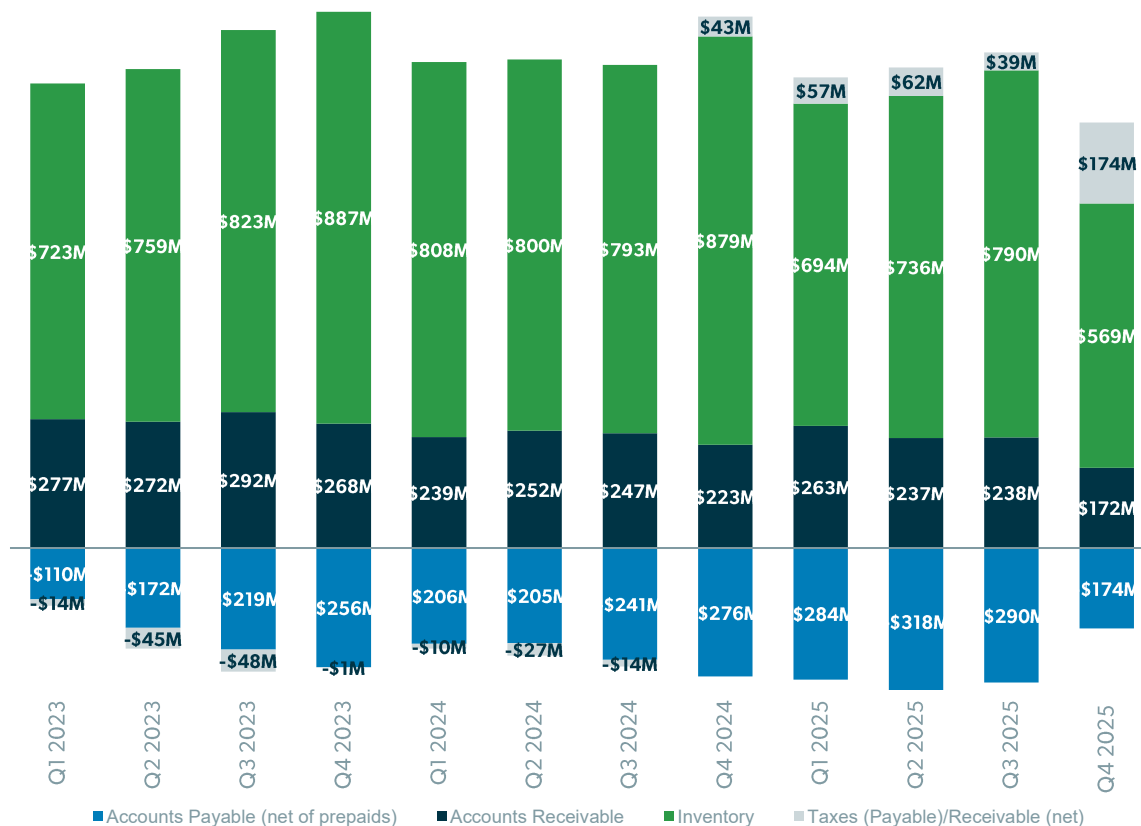
# Full Year Financial Highlights<sup>1</sup>

	CY2025	CY2024	Change
Shipping Volume ('000s tons)	1,739	2,023	-14%
Net Sales Realization per ton (\$/ton)	1,080	1,107	-2%
Steel Revenue (\$ million)	1,878	2,240	-16%
Cost of Steel Products Sold (\$/NT)	1,216	1,054	15%
Adjusted EBITDA <sup>2</sup> (\$ million)	(261)	22	-
Net Loss (\$ million)	(985)	(139)	-



# Overview of Net Working Capital Seasonality<sup>1</sup>

Net Working Capital (\$M)	\$875	\$815	\$849	\$897	\$830	\$820	\$785	\$868	\$730	\$717	\$777	\$742
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- Taxes receivable up \$131M YoY which reflects carry-back of 2025 losses. Cash recovery is expected in 2026.
- Inventory down \$310M YoY. Blast Furnace and Coke Oven wind-down released significant inventories. Further release expected in H1 2026 as work in process inventories normalize.

# 100% Electric Steel Production



## A New Era

- After 125 years as an integrated producer, our blast furnace and coke-making operations have been permanently decommissioned
- Steel production now fully transitioned to Electric Arc Furnace steelmaking

## Operating Platform

- Continuous 24-hour EAF operations underway
- Producing quality plate and hot-rolled coil to customer specifications

## Strategic Position

- Canada's only discrete plate producer
- Positioned to support defence, infrastructure, energy, and industrial supply chains
- Producing sustainable steel to meet the needs of Canada today.

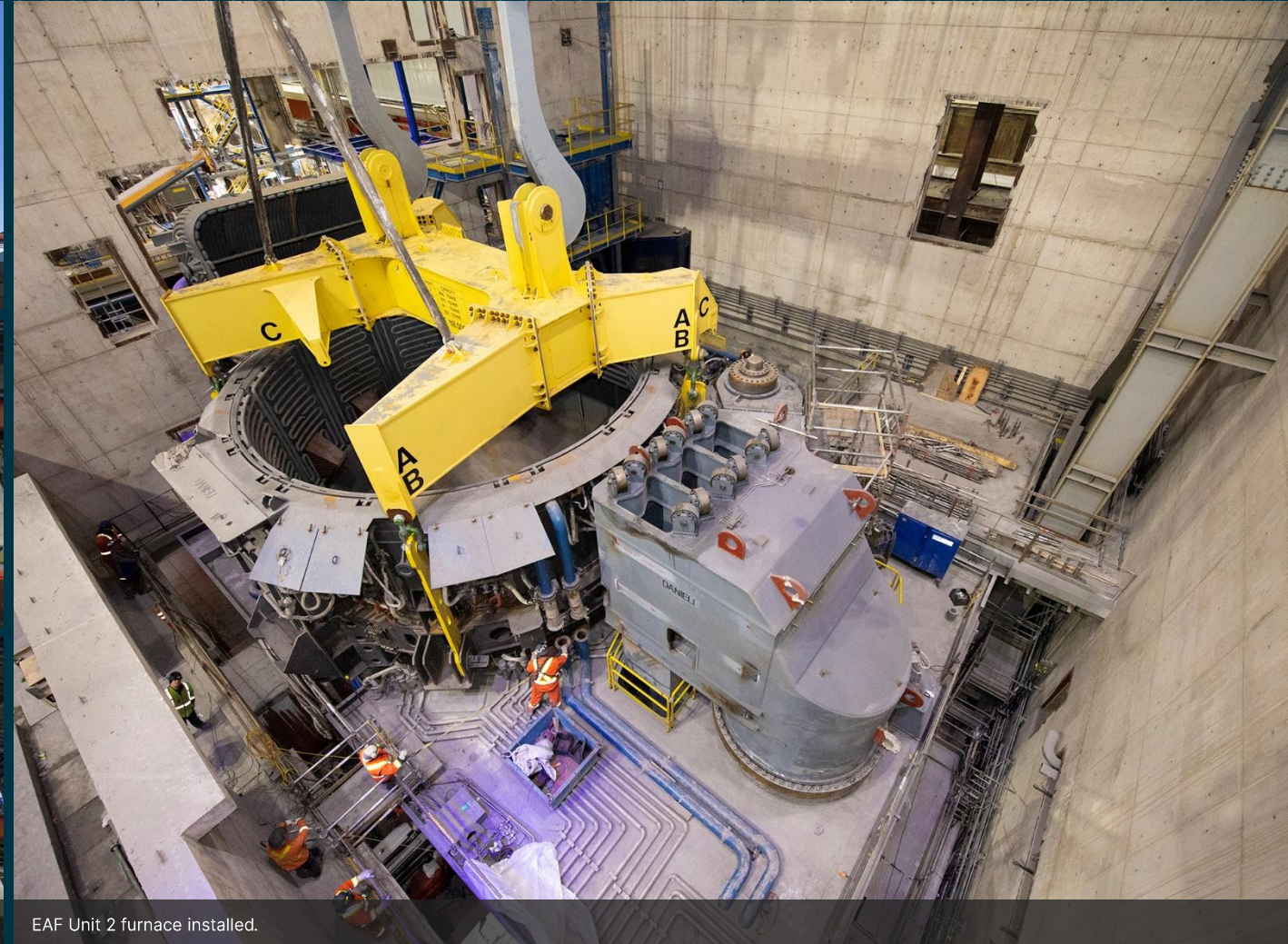
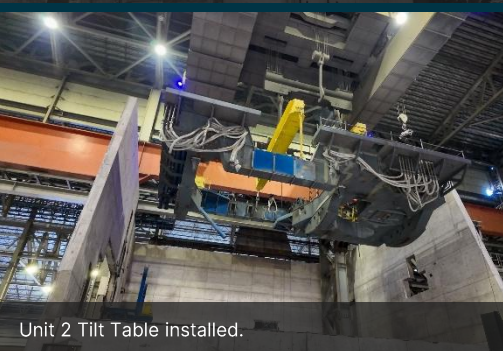
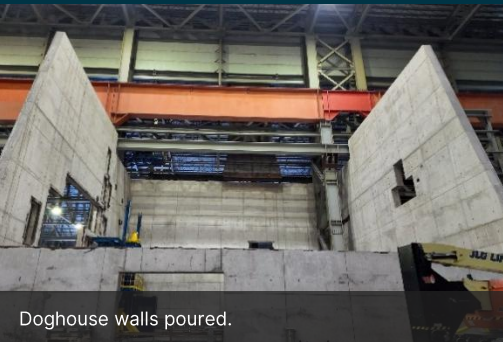


Build a better future.  
Build with **VOLTA**.



# EAF Unit 2 Construction Update

EAF Unit 2 progressing on track toward completion



# Supporting Canada's Priorities and Strategic Partnerships



## Real-World Impact

Algoma is actively supporting projects aligned with Canada's nation-building priorities across shipbuilding, defence, transportation, and infrastructure.

# Government Alignment & Buy Canadian Focus

Algoma Steel works closely with governments to support policies that strengthen Canada's domestic steel industry, reinforce Buy Canadian objectives, and ensure critical Canadian projects are built with Canadian-made materials.



**Industry  
Engagement**



**Trade  
Protection**



**Early  
Progress**



**Ongoing  
Partnership**

Algoma's voice is being heard, particularly in sectors where domestic supply is critical, including shipbuilding and marine programs, defence and national security projects, and infrastructure and energy systems.

# Market Update

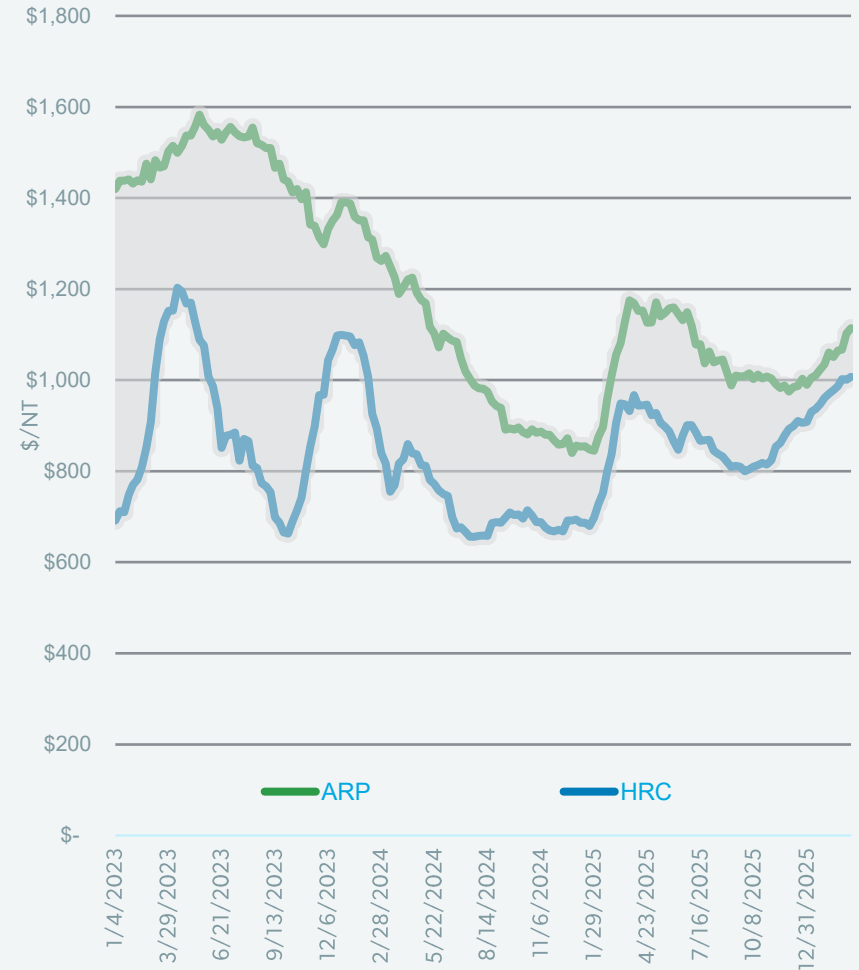
## Macroeconomic Drivers

- Trade Policy and Tariffs
- Global Supply Chain Disruptions
- Economic Indicators – Canada
- Automotive Industry Dynamics
- Inflation
- Central Bank Policy
- Geopolitical Tensions and Oil Supply Disruptions

## Key Market Drivers

- Steel tariffs of 50% persist on imported steel into the US.
- Current oversupply of the Canadian coil market due to US market being cut off from Canadian steel mills.
- Reduction of allowable quota levels on imported steel in Canada.

### Historical Hot Rolled Coil (HRC) and As Rolled Plate Prices (ARP) (US\$/ton)



# Committed to our Path Forward

We are positioning Algoma for a new era in steel, well-capitalized to make critical investments that enhance long-term performance and create value for our shareholders.

## STRATEGIC DIRECTION

<p><b>OPERATIONAL &amp; CAPITAL IMPROVEMENTS</b></p> <p>Algoma has developed and executed numerous operational and capital projects that add long term value to the business.</p>	<p><b>EAF APPROVAL</b></p> <p>Received Board approval to begin construction of Electric Arc Furnace.</p> <p>Nov 2021</p>	<p><b>PMM PHASE 1</b></p> <p>Enhancing quality and expanding grade range on Canada’s only discrete plate mill.</p> <p>2022</p>	<p><b>LSP POWER PLANT</b></p> <p>Installation of new turbines to support power generation for EAF project.</p> <p>Jun 2023</p>	<p><b>PMM PHASE 2</b></p> <p>Final installation of key elements substantially complete.</p> <p>2024</p>	<p><b>EAF 2</b></p> <p>First heat achieved July 2025.</p> <p>2025</p>	<p><b>EAF 1</b></p> <p>Construction progressing, commissioning activities expected in mid 2026.</p> <p>2026</p>	<p><b>OPERATIONAL PIVOT</b></p> <p>Accelerate EAF transformation with a plate– first strategy focusing primarily on the Canadian market.</p> <p>2026</p>
<p><b>FINANCIAL DISCIPLINE</b></p> <p>Algoma has focused on streamlining its balance sheet, finding effective sources of capital to fund its strategic initiatives and providing long-term value to stakeholders.</p>	<p><b>RETURN TO PUBLIC MARKETS</b></p> <p>Including Equity injection of \$306M USD.</p> <p>Oct 2021</p>	<p><b>SUBSTANTIAL ISSUER BID</b></p> <p>Algoma buys back approximately 1/3 of outstanding shares.</p> <p>Aug 2022</p>	<p><b>NORMAL COURSE ISSUER BID</b></p> <p>Algoma renewed its NCIB for share repurchases.</p> <p>2023/24</p>	<p><b>ABL RENEWAL</b></p> <p>Amend and extend Algoma’s now upsized US\$300M asset-based loan.</p> <p>May 2023</p>	<p><b>DEBT OFFERING</b></p> <p>Opportunistically raised \$350M USD to strengthen balance sheet and mitigate risk.</p> <p>Apr 2024</p>	<p><b>ABL UPSIZE</b></p> <p>Algoma amended and upsized it’s asset-based loan from US\$300M to US\$375.</p> <p>2025</p>	<p><b>LIQUIDITY FUNDING SUPPORT</b></p> <p>Algoma secured a binding term sheet for \$500 million of financing from the Governments of Canada and Ontario.</p> <p>2025</p>
<p><b>STRATEGIC PARTNERSHIPS</b></p> <p>Algoma continues to develop partnerships focused on de-risking the organization and creating long-term value for stakeholders.</p>	<p><b>ATM METALS</b></p> <p>JV with Triple M Metals for committed supply of scrap and metallic units.</p> <p>Ongoing</p>	<p><b>DANIELI</b></p> <p>Technology partner for OEM Equipment for Algoma’s Transformation to Electric Arc Steelmaking.</p> <p>2021–2025E</p>	<p><b>PROJECT VIGILANCE</b></p> <p>Partnering with Ontario Shipyards to support the next chapter of Canada’s Shipbuilding Strategy</p> <p>Ongoing</p>	<p><b>TRANSPOD</b></p> <p>Partnering with TransPod and Supreme Steel to build Canada’s first ultra-high-speed TransPod line between Calgary and Edmonton.</p> <p>Ongoing</p>	<p><b>SEASPAN</b></p> <p>Signed MoU with Seaspan and Stigterstaal to explore strategic partnership on expanding shipbuilding in Canada.</p> <p>Ongoing</p>	<p><b>HANWHA OCEAN</b></p> <p>Signed \$250 USD binding MoU to support the potential development of a structural beam mill.</p> <p>Jan 2026</p>	<p><b>DAVIE</b></p> <p>Davie and Algoma celebrated the rolling of Canadian steel plate for the Polar Max Icebreaker.</p> <p>2026</p>
<p><b>ESG FOCUS</b></p> <p>Algoma is committed to initiatives geared at driving performance, reducing risk and developing a culture of organizational excellence that improve our ESG performance.</p>	<p><b>FOCUS ON SAFETY</b></p> <p>TRIR improved from 2.35 in FY2022 to 1.45 in 2024, reflecting stronger training, engagement, and safety focus.</p> <p>Ongoing</p>	<p><b>STRONG BOARD GOVERNANCE</b></p> <p>An active, well-informed board with diverse perspectives and experience.</p> <p>Ongoing</p>	<p><b>ENTERPRISE RISK MANAGEMENT</b></p> <p>Develop a culture of risk management.</p> <p>Nov 2019</p>	<p><b>ESG POSITION STATEMENT</b></p> <p>Published Algoma’s approach to ESG.</p> <p>Apr 2023</p>	<p><b>INTEGRATED BUSINESS PLANNING</b></p> <p>Planning process to enhance operational efficiency and improve ship-on-time performance.</p> <p>Ongoing</p>	<p><b>SUSTAINABILITY REPORT</b></p> <p>Published its third annual Sustainability Report.</p> <p>2025</p>	<p><b>EMISSION REDUCTION</b></p> <p>EAF project expects to reduce emissions 70% and improve GHG performance.</p>

# Appendices



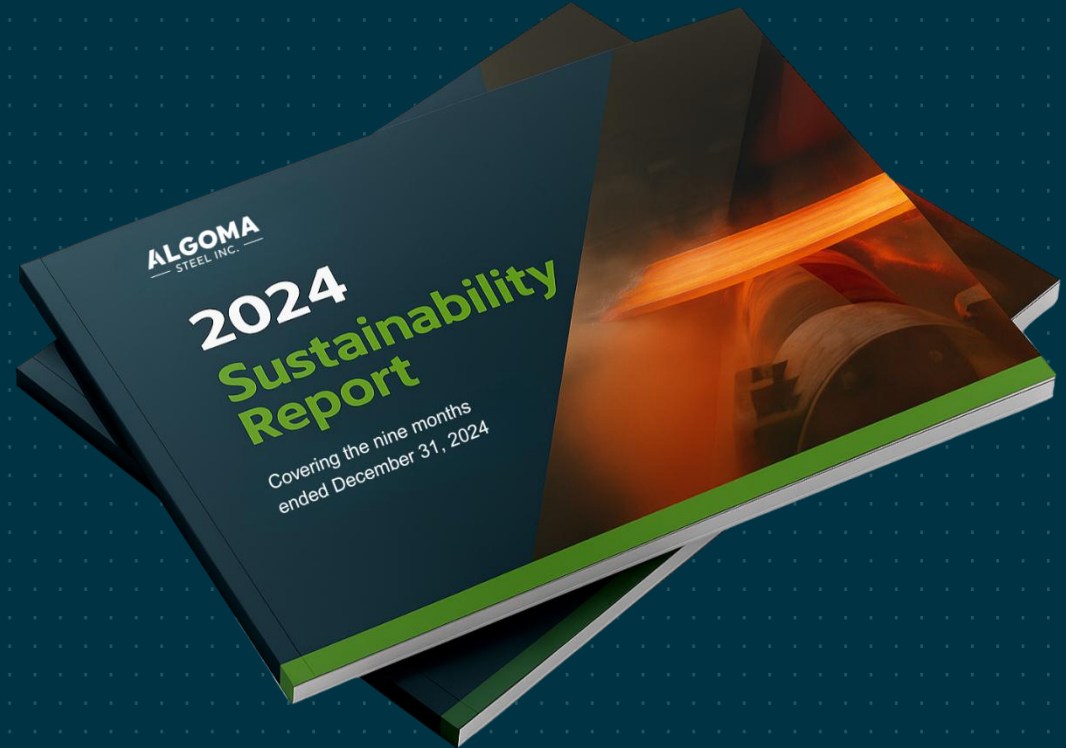
# Algoma's 2024 Sustainability Report

Algoma Steel is proud to share its 2024 Sustainability Report covering the nine months ended December 31, 2024.

The report outlines our sustainability strategy, highlights progress made over the past year, and details how we are addressing sustainability risks while advancing opportunities that support a more sustainable future.

Now available on our website at [www.algoma.com](http://www.algoma.com).

We intend to publish our next report in June 2026.



# Social Updates

For more updates follow our social channels:



We appreciate the opportunity to meet alongside Premier **Doug Ford** and Minister **Victor Fedeli** to discuss the future of Ontario's steel sector.

As global markets shift, diversification matters. Strengthening domestic supply chains and expanding into new markets helps ensure Ontario steel remains competitive, resilient, and ready to support critical infrastructure.

We are proud of the work our team in Sault Ste. Marie is doing to strengthen Ontario's industrial foundation.

#AlgomaSteel #ASTL #AlgomaEAF #CanadianSteel #OntarioMade



Alongside Premier **Doug Ford**, we met with **Rajat Marwah**, CEO of Algoma Steel and **John Naccarato**, Vice President Strategy and Chief Legal Officer, to discuss the current state of Ontario's steel sector and receive an update on their ...n



Today, we produced the first steel plates for the Polar Max project — a milestone for everyone here at Algoma Steel.

We're proud to be supplying Ontario-made steel that supports the Buy policy and helping strengthen Canada's shipbuilding supply chain.

Our high-strength steel is designed to perform in the toughest conditions: low-temperature toughness needed for demanding marine environment complex projects like Polar Max.

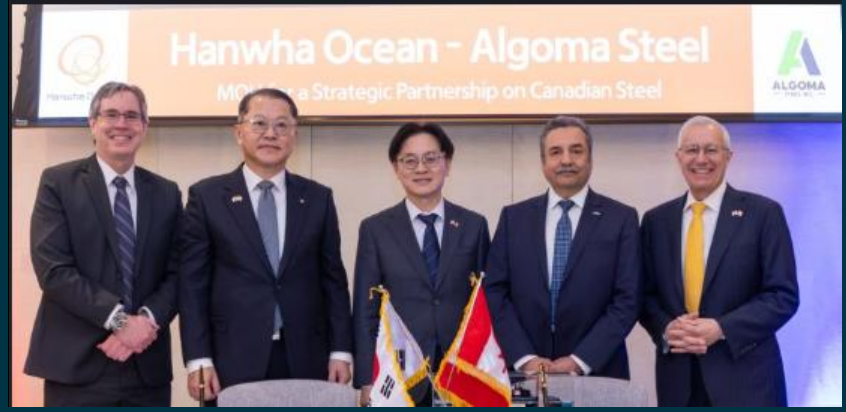
Working alongside Davie shows what's possible when Canadian industry together to deliver high-quality materials and build a more resilient, sustainable industrial future.

Thank you to everyone who joined us today to mark this milestone, including MP Terry Sheehan, Minister George Pirie, "Bill" William Rosenberg, M. Shoemaker, and Davie for your remarks and partnership.

For more details, you can read the Ontario Government's press release here: <https://bit.ly/4kgf5v4> and Davie's release here: <https://bit.ly/4cb>



Algoma Steel announced a binding Memorandum of Understanding (MOU) with **Hanwha Ocean** to support Canada's future submarine program. ...more



Commissioned in 1975, Blast Furnace No. 7 was once the largest blast furnace in the British Commonwealth. For five decades, it has supplied the steel behind critical projects and applications across North America. ...more



# Annex: Steel Revenue and Cost of Sales

		Three months ended December 31,			Year ended December 31,	Nine months ended December 31,
		2025	2024		2025	2024
<i>tons</i>						
<b>Steel Shipments</b>	↓ 31.0%	378,533	548,802	↑ 10.6%	1,739,493	1,572,397
<i>millions of dollars</i>						
<b>Revenue</b>	↓ 22.9%	C\$ 455.0	C\$ 590.3	↑ 13.3%	C\$ 2,085.7	C\$ 1,841.1
Less:						
Freight included in revenue		(40.7)	(50.2)		(175.3)	(142.7)
Non-steel revenue		(6.8)	(4.4)		(32.0)	(26.3)
<b>Steel revenue</b>	↓ 23.9%	\$ 407.5	\$ 535.7	↑ 12.3%	C\$ 1,878.4	C\$ 1,672.1
<b>Cost of steel revenue (i)</b>	↑ 27.2%	C\$ 792.3	C\$ 622.8	↑ 42.1%	C\$ 2,543.2	C\$ 1,789.4
Depreciation included in cost of steel revenue		(239.0)	(33.8)		(355.0)	(103.0)
Carbon tax included in cost of steel revenue		(8.0)	(9.0)		(31.4)	(31.0)
Stranded inventory		(40.3)	-		(40.3)	-
Legal settlement		(0.9)	(13.7)		(0.9)	(13.7)
<b>Cost of steel products sold</b>	↓ 11.0%	C\$ 504.1	C\$ 566.3	↑ 28.9%	C\$ 2,115.6	C\$ 1,641.7
<i>dollars per ton</i>						
<b>Revenue per ton of steel sold</b>	↑ 11.7%	C\$ 1,202	C\$ 1,076	↑ 2.4%	C\$ 1,199	C\$ 1,171
<b>Cost of steel revenue per ton of steel sold</b>	↑ 84.4%	C\$ 2,093	C\$ 1,135	↑ 28.5%	C\$ 1,462	C\$ 1,138
Average net sales realization on steel sales (ii), (iii)	↑ 10.3%	C\$ 1,077	C\$ 976	↑ 1.6%	C\$ 1,080	C\$ 1,063
Cost per ton of steel products sold	↑ 29.1%	C\$ 1,332	C\$ 1,032	↑ 16.5%	C\$ 1,216	C\$ 1,044

(i) Cost of steel revenue includes the cost of steel tariffs for the three month period and year ended December 31, 2025. See "Tariffs" for further discussion.

(ii) See "Non-GAAP Measures" for information regarding the limitations of using Average net sales realization on steel sales.

(iii) Represents Steel revenue (being Revenue less (a) Freight included in revenue and (b) Non-steel revenue) divided by the number of tons of Steel Shipments during the applicable period.



# Annex: Adjusted EBITDA Reconciliation

<i>millions of dollars</i>	Three months ended December 31, 2025		Year ended December 31,		Nine months ended December 31,	
	2025	2024	2025	2024	2025	2024
Net loss	C\$ (364.7)	C\$ (66.5)	C\$ (984.9)	C\$ (167.0)		
Depreciation of property, plant and equipment and amortization of intangible assets	239.3	33.9	355.9	103.4		
Finance costs	18.8	19.9	72.1	55.5		
Interest on pension and other post-employment benefit obligations	3.9	5.4	15.8	16.1		
Income tax recovery	(106.8)	(24.7)	(315.8)	(46.2)		
Foreign exchange loss (gain)	12.5	(43.3)	30.6	(40.5)		
Finance income	(0.2)	(5.4)	(6.6)	(17.8)		
Inventory adjustments ( <i>depreciation on property, plant &amp; equipment in inventory and stranded inventory</i> )	39.4	4.3	43.8	9.0		
Carbon tax	8.0	9.0	31.4	31.0		
Change in fair value of financial instruments (i)	13.0	(10.2)	(61.2)	11.1		
Share-based compensation	(5.1)	3.6	7.4	12.6		
Legal settlement	0.9	13.7	0.9	13.7		
Severance costs	45.8	-	45.8	-		
Impairment loss	-	-	503.4	-		
<b>Adjusted EBITDA (ii)</b>	<b>C\$ (95.2)</b>	<b>C\$ (60.3)</b>	<b>C\$ (261.4)</b>	<b>C\$ (19.1)</b>		
<b>Net Loss Margin</b>	<b>(80.2%)</b>	<b>(11.3%)</b>	<b>(47.2%)</b>	<b>(9.1%)</b>		
<b>Net Loss / ton</b>	<b>C\$ (963.5)</b>	<b>C\$ (121.2)</b>	<b>C\$ (566.2)</b>	<b>C\$ (106.2)</b>		
<b>Adjusted EBITDA Margin (iii)</b>	<b>(20.9%)</b>	<b>(10.2%)</b>	<b>(12.5%)</b>	<b>(1.0%)</b>		
<b>Adjusted EBITDA / ton</b>	<b>C\$ (251.5)</b>	<b>C\$ (109.9)</b>	<b>C\$ (150.3)</b>	<b>C\$ (12.1)</b>		

(i) Financial instruments at fair value are comprised of IPO and LETL Warrant liabilities, earnout liability, share-based payment compensation liability and derivatives.

(ii) See "Non-GAAP Measures" for information regarding the limitations of using Adjusted EBITDA.

(iii) Adjusted EBITDA Margin is Adjusted EBITDA as a percentage of revenue.



# Annex: Selected Quarterly Information

(millions of dollars, except where otherwise noted)

As at and for the three months ended<sup>1</sup>

	Fiscal year ended December 31, 2025 ("2025")				Nine months ended December 31, 2024				Fiscal year ended March 31, 2024 ("2024")
	Q4	Q3	Q2	Q1	Q3	Q2	Q1	Q4	
<b>Financial results</b>									
Total revenue	C\$ 455.0	C\$ 523.9	C\$ 589.7	C\$ 517.1	C\$ 590.3	C\$ 600.3	C\$ 650.5	C\$ 620.6	
Steel products	407.5	473.3	534.4	463.2	535.7	539.0	597.4	568.1	
Non-steel products	6.8	11.8	10.6	2.8	4.4	14.7	7.2	4.9	
Freight	40.7	38.8	44.7	51.1	50.2	46.6	45.9	47.6	
Cost of sales	839.8	640.8	643.8	626.1	677.4	647.2	633.8	585.4	
Administrative and selling expenses	19.1	31.2	31.0	30.9	37.7	36.7	29.2	32.1	
Income (loss) from operations	(449.7)	(651.5)	(85.1)	(139.9)	(124.8)	(83.6)	(12.5)	3.1	
Net income (loss)	(364.7)	(485.1)	(110.6)	(24.5)	(66.5)	(106.6)	6.1	28.0	
Adjusted EBITDA	C\$ (95.2)	C\$ (87.1)	C\$ (32.4)	C\$ (46.7)	C\$ (60.3)	C\$ 3.5	C\$ 37.7	C\$ 41.6	
<b>Per common share (diluted)<sup>3</sup></b>									
Net income (loss)	C\$ (9.06)	C\$ (4.46)	C\$ (1.02)	C\$ (0.48)	C\$ (0.61)	C\$ (0.98)	C\$ (0.07)	C\$ 0.10	
<b>Financial position</b>									
Total assets	C\$ 2,115.9	C\$ 2,435.6	C\$ 2,945.6	C\$ 3,090.1	C\$ 3,186.2	C\$ 3,095.9	C\$ 3,123.2	C\$ 2,676.0	
Total non-current liabilities	1,127.4	1,045.6	1,154.6	1,181.1	1,187.4	1,201.3	1,187.2	745.1	
<b>Operating results</b>									
Average NSR	C\$ 1,077	C\$ 1,129	C\$ 1,132	C\$ 986	C\$ 976	C\$ 1,036	C\$ 1,187	C\$ 1,260	
Adjusted EBITDA per nt <sup>2</sup>	(251.5)	(207.8)	(68.6)	(99.4)	(109.9)	6.7	74.9	92.0	
Shipping volume (in thousands of nt)									
Sheet	279	322	369	377	466	446	442	381	
Plate	100	97	103	91	82	73	61	69	
Slab	-	-	-	2	1	1	-	-	

1 - For fiscal year ended December 31, 2025 and onwards, period end date refers to the following: "Q1" - March 31, "Q2" - June 30, "Q3" - September 30, and "Q4" - December 31. Effective for fiscal year ended December 31, 2024, the Company changed its year end from March 31 to December 31. Therefore, for fiscal years prior to December 31, 2025, period end date refers to the following: "Q1" - June 30, "Q2" - September 30, "Q3" - December 31, and "Q4" - March 31.

2 - The definition and reconciliation of these non-IFRS measures are included in the "Non-IFRS Financial Measures" section of this MD&A.

3 - Pursuant to the Merger with Legato, on October 19, 2021, the Company effected a reverse stock split retroactively, such that each outstanding common share became such number of common shares, each valued at \$10.00 per share, as determined by the conversion factor of 71.76775% (as defined in the Merger Agreement), with such common shares subsequently distributed to the equity holders of the Company's former ultimate parent company.

Further, on February 9, 2022, the Company issued 35,883,692 common shares in connection with the earnout rights granted to non-management shareholders that existed prior to the Merger.

4 - On March 3, 2022, the Company commenced a normal course issuer bid for which the Company purchased and cancelled 3,364,262 common shares as at March 31, 2023.

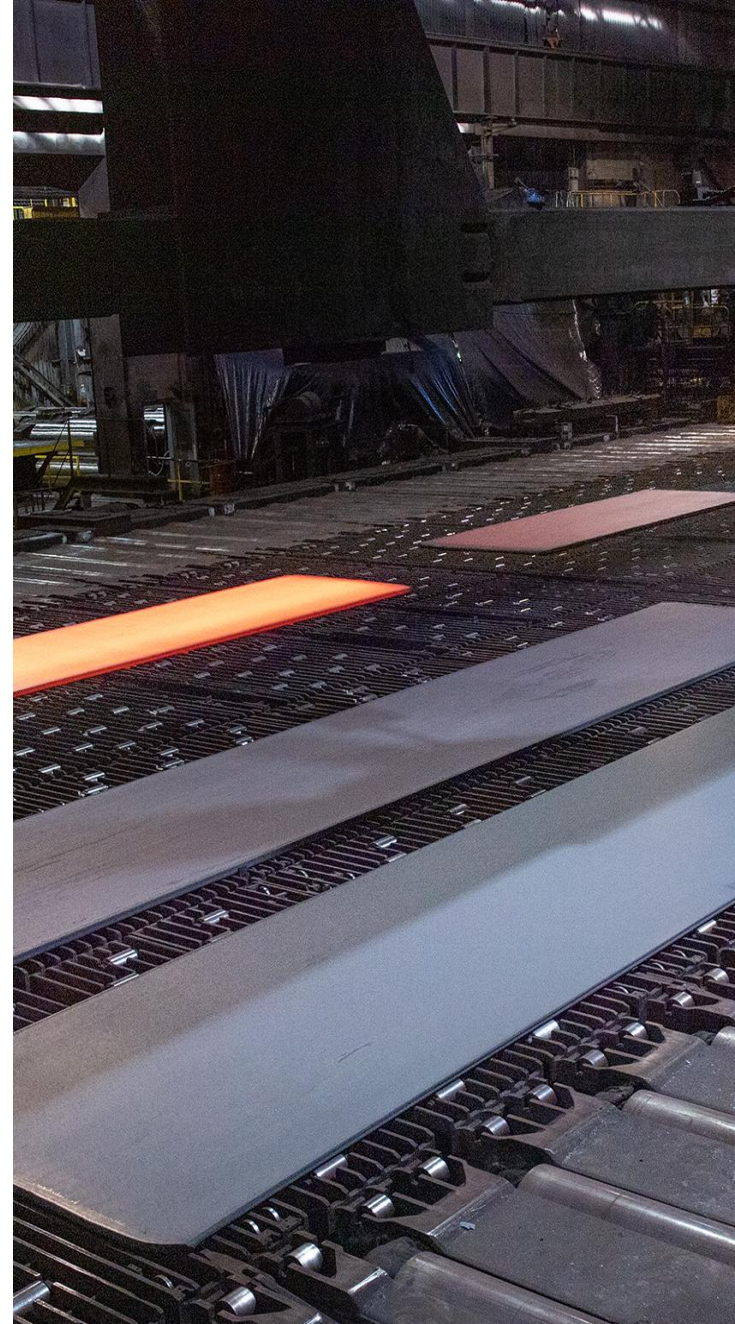
5 - On June 21, 2022, the Company commenced a substantial issuer bid in Canada and a Tender Offer (the "Offer") in the United States. On July 27, 2022, the Offer was completed and 41,025,641 common shares were purchased for cancellation.

6 - During the year ended March 31, 2024, the Company converted 70,920 deferred share units to common shares and issued 464,268 common shares upon exercise of earnout rights, Replacement LTIP units and Omnibus Plan LTIP units.

7 - During the nine month period ended December 31, 2024, the Company issued 755,730 common shares upon exercise of earnout rights, Replacement LTIP units and Omnibus Plan LTIP units.

8 - During the three month period ended March 31, 2025, the Company issued 75,000 common shares upon exercise of earnout rights.

As at December 31, 2025, 104,933,802 common shares were outstanding.



# Glossary

Term	Definition
<b>Basic Oxygen Furnace (BOF)</b>	Vessel used to convert liquid hot metal from a blast furnace into steel.
<b>Blast Furnace (BF)</b>	Metallurgical furnace combining fuel, ores and flux to smelt iron ore to produce pig iron, which is fed downstream into a BOF.
<b>Cogeneration</b>	Also known as combined heat and power (CHP), a cogeneration plant uses gas generated from the steelmaking process to create electricity.
<b>Coke</b>	Fuel for a Blast Furnace that is made by heating coal in the absence of air.
<b>Cold Rolled Sheet</b>	Hot rolled steel that has been further processed to increase its strength and strength-to-weight ratio, providing better overall surface finish.
<b>Continuous Casting</b>	Process whereby molten metal is solidified into a "semi-finished" billet, bloom, or slab for subsequent rolling in the finishing mills.
<b>CRU Index</b>	Price index which is widely used throughout the steel industry. Prepared by CRU, a leading steel data provider ( <a href="http://cruindices.com">cruindices.com</a> ).
<b>Electric Arc Furnace (EAF)</b>	Method for producing steel with primary inputs of scrap steel and electricity. EAFs form new steel by heat charging material with an electric arc.
<b>Hard Coking Coal (HCC)</b>	A category of metallurgical coal that is converted to coke and used as fuel for the blast furnace in an integrated steel mill.
<b>Hot Briquetted Iron (HBI)</b>	Compacted form of direct reduced iron (DRI) that serves as a supplement for pig iron and scrap in electric arc furnace steel mills.
<b>Hot Metal</b>	Blast furnace iron ore that is charged to the BOF in hot liquid form.



Term	Definition
<b>Hot Rolled Sheet</b>	Carbon steel product commonly used for applications in which dimensional tolerances and surface finish quality is not critical (e.g. automotive accessories, stampings).
<b>Iron Ore Pellets</b>	Pellets are small balls of iron ore used in the production of steel that are agglomerated from fines.
<b>Limestone</b>	Also referred to as flux, limestone is an essential input in a blast furnace.
<b>Ladle Metallurgy Furnace (LMF)</b>	Holding furnace for hot metal coming out of the BOF or EAF, increases capacity of melt shop and allows for improvements to steel grade.
<b>Metallics</b>	Iron ore or similar products that are used to produce raw steel.
<b>NOx</b>	Nitrous oxide (NOx) is a greenhouse gas that traps heat in the atmosphere.
<b>Net Sales Realization (NSR)</b>	The average selling price of steel excluding costs of freight.
<b>Pig Iron</b>	Intermediate solid input made by smelting iron ore with a high-carbon fuel and reductant, such as coke, with flux for use as a feedstock in the BOF.
<b>Plate</b>	Includes steel sheet metal that is 5mm or thicker used for construction or structural purposes due to its low maintenance versatility (e.g. shipping containers, roofing, heavy equipment).
<b>Prime Scrap</b>	High quality, clean scrap metal that tends to trade at a premium to lower quality shredded scrap.
<b>Slab</b>	Thick semi-finished (intermediate) steel that is further converted into hot rolled sheet or plate.
<b>Service Center</b>	Wholesalers that may further process steel purchased from manufacturer (e.g. cutting or forming).
<b>SOx</b>	Sulfur oxide (SOx) is an air pollutant that has negative health consequences.



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