Sherritt International Corporation

Q1 2025 Conference Call

Review of Financial and Operational Results

May 14, 2025

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Forward-Looking Statements

This presentation contains certain forward-looking statements. Forward-looking statements can generally be identified by the use of statements that include such words as “believe”, “expect”, “anticipate”, “intend”, “plan”, “forecast”, “likely”, “may”, “will”, “could”, “should”, “suspect”, “outlook”, “potential”, “projected”, “continue” or other similar words or phrases. Specifically, forward-looking statements in this document include, but are not limited to, statements regarding strategies, plans and estimated production amounts resulting from expansion of mining operations at the Moa JV; growing and increasing nickel and cobalt production, including increasing mixed sulphide precipitate (“MSP”) production; the Moa JV expansion program update as it relates to the Processing Plant; statements set out in the “Outlook” section of this presentation; certain expectations regarding production volumes and increases, inventory levels, operating costs, capital spending and intensity, including amount and timing of spending on tailings management; sales volumes; revenue, costs and earnings; significant liquidity improvement following completion of debt and equity transactions reducing outstanding debt and extending maturities; the ongoing effect of power outages on the operating environment in Cuba, including challenges with foreign currency constraints; the availability of additional gas supplies and timing for addressing the current supply interruption of gas to be used for power generation; the amount and timing of dividend distributions from the Moa JV, including in the form of finished cobalt or cash under the Cobalt Swap; the amount and timing of dividend distributions from Energas; growing shareholder value; expected annualized savings from organizational restructurings and cost reduction initiatives; sufficiency of working capital management and capital project funding; strengthening the Corporation’s capital structure and amounts of certain other commitments.

Forward-looking statements are not based on historical facts, but rather on current expectations, assumptions and projections about future events, including commodity and product prices and demand; the level of liquidity and access to funding; share price volatility; nickel, cobalt and fertilizer production results and realized prices; current and future demand products produced by Sherritt; global demand for electric vehicles and the anticipated corresponding demand for cobalt and nickel; revenues and net operating results; environmental risks and liabilities; compliance with applicable environmental laws and regulations; advancements in environmental and greenhouse gas (“GHG”) reduction technology; GHG emissions reduction goals and the anticipated timing of achieving such goals, if at all; statistics and metrics relating to Environmental, Social and Governance (“ESG”) matters which are based on assumptions or developing standards; environmental rehabilitation provisions; risks related to the U.S. government policy toward Cuba; current and future economic conditions in Cuba; the level of liquidity and access to funding; Sherritt share price volatility; and certain corporate objectives, goals and plans for 2025. By their nature, forward-looking statements require the Corporation to make assumptions and are subject to inherent risks and uncertainties. There is significant risk that predictions, forecasts, conclusions or projections will not prove to be accurate, that the assumptions may not be correct and that actual results may differ materially from such predictions, forecasts, conclusions or projections.

The Corporation cautions readers of this presentation not to place undue reliance on any forward-looking statement as a number of factors could cause actual future results, conditions, actions or events to differ materially from the targets, expectations, estimates or intentions expressed in the forward-looking statements. These risks, uncertainties and other factors include, but are not limited to, commodity risks related to the production and sale of nickel cobalt and fertilizers; security market fluctuations and price volatility; level of liquidity of Sherritt, including access to capital and financing; the ability of the Moa JV to pay dividends; the risk to Sherritt’s entitlements to future distributions (including pursuant to the Cobalt Swap) from the Moa JV; risks related to Sherritt’s operations in Cuba; risks related to the U.S. government policy toward Cuba, including the U.S. embargo on Cuba and the Helms-Burton legislation; political, economic and other risks of foreign operations, including the impact of geopolitical events on global prices for nickel, cobalt, fertilizers, or certain other commodities; uncertainty in the ability of the Corporation to enforce legal rights in foreign jurisdictions; uncertainty regarding the interpretation and/or application of the applicable laws in foreign jurisdictions; risk of future non-compliance with debt restrictions and covenants; risks related to environmental liabilities including liability for reclamation costs, tailings facility failures and toxic gas releases; compliance with applicable environment, health and safety legislation and other associated matters; risks associated with governmental regulations regarding climate change and greenhouse gas emissions; risks relating to community relations; maintaining social license to grow and operate; uncertainty about the pace of technological advancements required in relation to achieving ESG targets; risks to information technologies systems and cybersecurity; ; risks associated with the operation of large projects generally; risks related to the accuracy of capital and operating cost estimates; the possibility of equipment and other failure; potential interruptions in transportation; identification and management of growth opportunities; the ability to replace depleted mineral reserves; risks associated with the Corporation’s joint venture partners; variability in production at Sherritt’s operations in Cuba; risks associated with mining, processing and refining activities; risks associated with the operation of large projects generally; risks related to the accuracy of capital and operating cost estimates; the possibility of equipment and other failures; uncertainty of gas supply for electrical generation; reliance on key personnel and skilled workers; growth opportunity risks; uncertainty of resources and reserve estimates; the potential for shortages of equipment and supplies, including diesel; supplies quality issues; risks related to the Corporation’s corporate structure; foreign exchange and pricing risks; credit risks; competition in product markets; future market access; interest rate changes; risks in obtaining insurance; uncertainties in labour relations; legal contingencies; risks related to the Corporation’s accounting policies; uncertainty in the ability of the Corporation to obtain government permits; failure to comply with, or changes to, applicable government regulations; bribery and corruption risks, including failure to comply with the Corruption of Foreign Public Officials Act or applicable local anti-corruption law; the ability to accomplish corporate objectives, goals and plans for 2025; and the ability to meet other factors listed from time to time in the Corporation’s continuous disclosure documents.

The Corporation, together with its Moa JV, is pursuing a range of growth and expansion opportunities, including without limitation, process technology solutions, development projects, commercial implementation opportunities, life of mine extension opportunities and the conversion of mineral resources to reserves. In addition to the risks noted above, factors that could, alone or in combination, prevent the Corporation from successfully achieving these opportunities may include, without limitation: identifying suitable commercialization and other partners; successfully advancing discussions and successfully concluding applicable agreements with external parties and/or partners; successfully attracting required financing; successfully developing and proving technology required for the potential opportunity; successfully overcoming technical and technological challenges; successful environmental assessment and stakeholder engagement; successfully obtaining intellectual property protection; successfully completing test work and engineering studies, prefeasibility and feasibility studies, piloting, scaling from small scale to large scale production, procurement, construction, commissioning, ramp-up to commercial scale production and completion; and securing regulatory and government approvals. There can be no assurance that any opportunity will be successful, commercially viable, completed on time or on budget, or will generate any meaningful revenues, savings or earnings, as the case may be, for the Corporation. In addition, the Corporation will incur costs in pursuing any particular opportunity, which may be significant.

Readers are cautioned that the foregoing list of factors is not exhaustive and should be considered in conjunction with the risk factors described in the Corporation’s other documents filed with the Canadian securities authorities, including without limitation the “Managing Risk” section of the Management’s Discussion and Analysis for the three months ended March 31, 2025 and the Annual Information Form of the Corporation dated March 24, 2025 for the period ending December 31, 2024, which is available on SEDAR+ at www.sedarplus.ca.

The Corporation may, from time to time, make oral forward-looking statements. The Corporation advises that the above paragraph and the risk factors described in this presentation and in the Corporation’s other documents filed with the Canadian securities authorities should be read for a description of certain factors that could cause the actual results of the Corporation to differ materially from those in the oral forward-looking statements. The forward-looking information and statements contained in this presentation are made as of the date hereof and the Corporation undertakes no obligation to update publicly or revise any oral or written forward-looking information or statements, whether as a result of new information, future events or otherwise, except as required by applicable securities laws. The forward-looking information and statements contained herein are expressly qualified in their entirety by this cautionary statement.

NON-GAAP AND OTHER FINANCIAL MEASURES

Management uses the following non-GAAP and other financial measures in this presentation and other documents: combined revenue, adjusted earnings before interest, taxes, depreciation and amortization (“adjusted EBITDA”), average-realized price, unit operating cost/net direct cash cost (“NDCC”), adjusted net earnings/loss from continuing operations, adjusted net earnings/loss from continuing operations per share, combined spending on capital, combined cash provided (used) by continuing operations for operating activities and combined free cash flow.

Management uses these measures to monitor the financial performance of the Corporation and its operating divisions and believes these measures enable investors and analysts to compare the Corporation’s financial performance with its competitors and/or evaluate the results of its underlying business. These measures are intended to provide additional information, not to replace IFRS® Accounting Standards measures, and do not have a standard definition under IFRS Accounting Standards and should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS Accounting Standards. As these measures do not have a standardized meaning, they may not be comparable to similar measures provided by other companies. Further information on the composition and usefulness of each non-GAAP and other financial measure, including reconciliation to their most directly comparable IFRS Accounting Standards measures, is included in the Non-GAAP and other financial measures in the appendix to this presentation.

Presenters

Leon Binedell

President & CEO

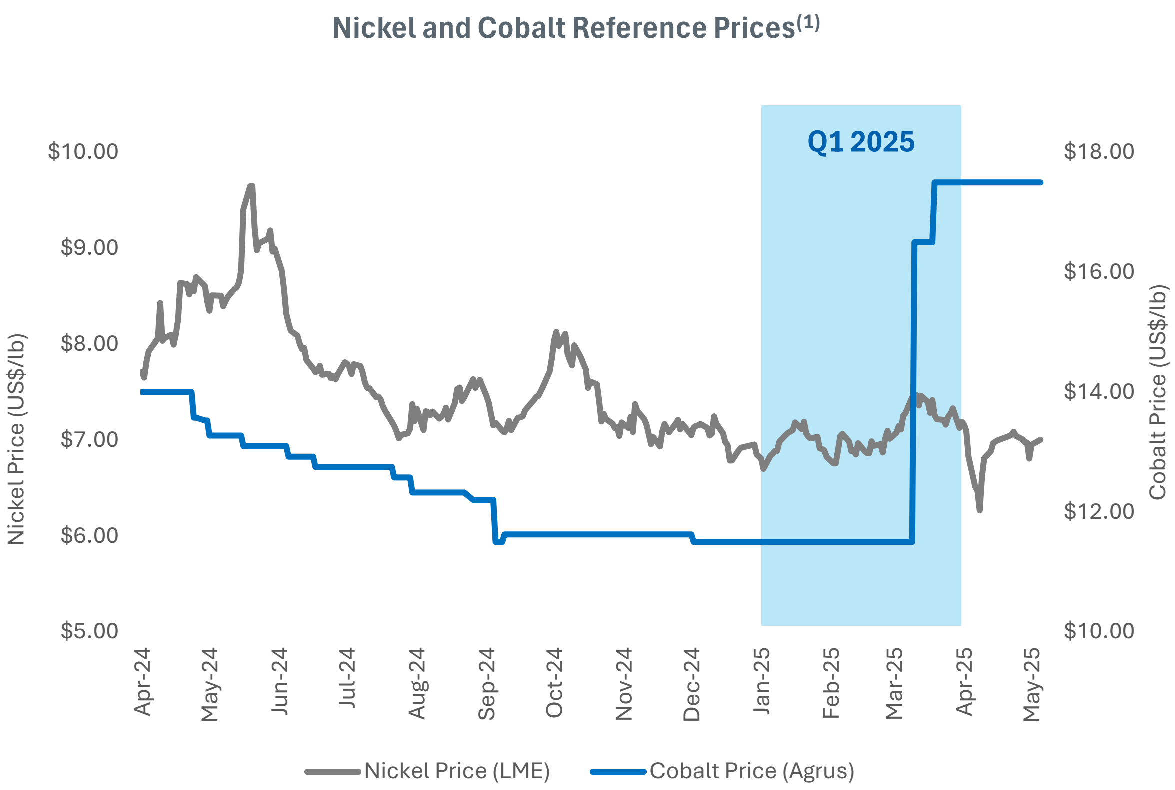
Yasmin Gabriel

CFO

Elvin Saruk

COO

Nickel and Cobalt Price
First Quarter 2025 Developments



So far during Q2 2025, the average cobalt reference price is over 35% higher than during Q1 2025

First Quarter 2025 Key Market Developments

- January 17, 2025: Canada discusses critical minerals pricing floors with the Group of Seven (G7)
- January 23, 2025: After reports in December indicated Indonesia was considering cuts to nickel mining quotas to support prices, the country approved the 2025 mining quota at 298.5 M wet metric tons, higher than last year's 271.9 M wet metric tons[2]
- February 6, 2025: Reports of the Philippine government considering banning nickel ore exports
- February 22, 2025: Democratic Republic of Congo (DRC) announces cobalt export restrictions for four months

Outlook

- Global oversupply of nickel and cobalt continues to drive challenging markets and price forecasts over the near to medium term
- Tariff uncertainty and government interventions such as the temporary cobalt export restrictions by the DRC are likely to result in volatility over the near term

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1. Source: Nickel - London Metal Exchange ("LME"), Cobalt - Argus Metals
2. Source: APNI (www.apni.or.id)

Highlights
First Quarter 2025

- → Nickel and cobalt production of 2,947 t and 323 t, respectively
- → Nickel and cobalt sales of 3,439 t and 456 t, respectively
- → NDCC[1] decreased 18% year-over-year primarily on higher net fertilizer and other by-product credits and lower third-party feed costs
- → Commissioning of phase two of the Moa JV expansion underway

- → Electricity production lower on frequency control at Varadero, for which Energas is being fully compensated, and reduced gas supply
- → New gas well completed in 2024, providing additional gas

- → Available liquidity in Canada of $55.7M supported by strong Fort Site operating cash flow, Cobalt Swap sales proceeds and Power dividends
- → Debt restructuring in April significantly improved capital structure and extended debt maturities to late 2031

Fort Saskatchewan, Alberta

2025 guidance unchanged for Metals and Power

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1. Net Direct Cash Cost ("NDCC") , a non-GAAP financial measure. For additional information see the Non-GAAP and other financial measures section in the Appendix.

Review of Operations

Metals
First Quarter Highlights

Mixed sulphides

- Lower mixed sulphides production on supply chain delays, maintenance to the ore thickener, lower mining equipment availability and nationwide power outage in Cuba

Nickel and cobalt

- As guided in Q4 2024 results, finished nickel and cobalt production on lower mixed sulphides feed inventory available at the refinery to begin the year
- Nickel sales were lower due to lower nickel production. Cobalt sales included 173 t (100% basis) of cobalt received in Q4 2024 under the Cobalt Swap agreement

Fertilizer

- Lower fertilizer production, consistent with lower nickel production
- Significantly higher sales on strong spring season demand

	Q1 2025	Q1 2024
Production Volume (tonnes)(1)		
Mixed Sulphides	**3,157**	4,052
Nickel	**2,947**	3,597
Cobalt	**323**	342
Fertilizer(3)	**55,820**	57,064
Sales Volume (tonnes)(2)		
Nickel	**3,439**	4,023
Cobalt	**456**	362
Fertilizer	**33,120**	23,909
Costs (US$/lb)		
NDCC(4)	**5.95**	7.24

Production expected to be stronger in the second half of 2025

1. Sherritt's share of production: mixed sulphides - 50% basis; finished nickel, finished cobalt and fertilizers – 50% basis for Moa JV production and 100% for Fort Site production.
2. Sherritt's share of sales: finished nickel - 50% basis; finished cobalt - 50% basis for Moa JV sales and 100% for Cobalt Swap sales; fertilizer – 50% basis for Moa JV sales and 100% for Fort Site sales.
3. Production volumes of fertilizer exceed sales volumes due to the partial internal consumption of fertilizer at the Moa JV and Fort Site, as well as timing of sales due to seasonality.
4. Non-GAAP financial measures. For additional information see the Non-GAAP and other financial measures section in the Appendix.

Metals
First Quarter Net Direct Cash Costs (NDCC)[1]

Mining, processing and refining (MPR)[2]

- Relatively unchanged MPR/lb:
  - Slightly higher input commodity prices
  - Lower opening inventory cost
- Lower sales volumes increased unit costs

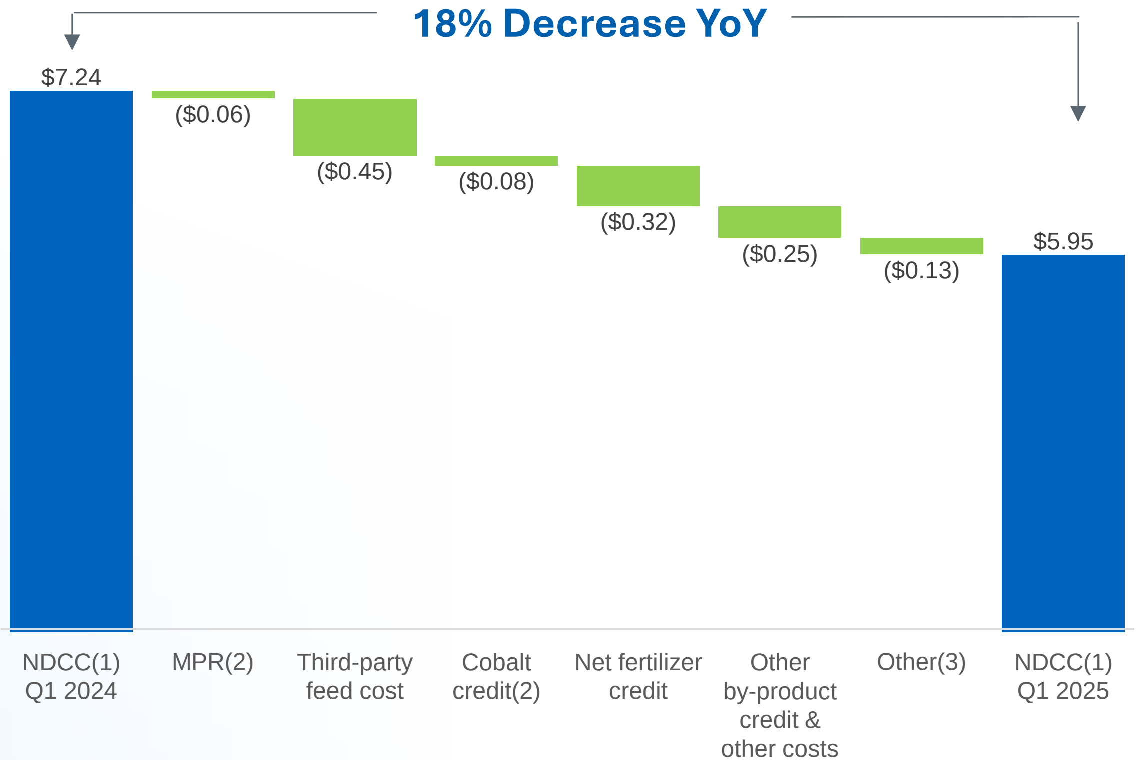
Third-party feed

- Lower third-party feed processed resulting in lower feed cost

Net fertilizer and other by-product credits

- Net fertilizer credit higher on 39% increase in sales volumes and 16% increase in average-realized price[1]
- Other by-product credits primarily reflect higher sulphuric acid sales

First Quarter 2025 Results Year-Over-Year Change
NDCC[1] (US$/lb of Nickel Sold)



Q1 2025 NDCC[1] lower 18% year-over-year

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1. Non-GAAP financial measures. For additional information see the Non-GAAP and other financial measures section in the Appendix.
2. MPR and cobalt by-product credits include the cost and cobalt revenue, respectively, on cobalt sold from Sherritt's 50% share of cobalt received under the Cobalt Swap.
3. Other includes the impact of redirected cobalt which includes the finished cobalt cost less cobalt by-product credits per pound of nickel sold on the cobalt sold from GNC's redirected cobalt received by Sherritt under the Cobalt Swap, selling costs, changes in inventories and other non-cash adjustments.

Moa JV
Expansion Update

Phase two: Processing Plant

- Commissioning began during the quarter
- All final spending amounts associated with phase two have been committed and are expected to be incurred concurrent with commissioning activities
- The Moa JV is continuing work to remove minor processing bottlenecks to support the expected increase in mixed sulphides precipitate (MSP) production
- Additional MSP from the ramp up of phase two of the expansion is expected to begin to be processed at the refinery in the fourth quarter of this year

Processing plant, Moa, Cuba

Full ramp up in H2 2025 expected

Power
First Quarter Highlights

Varadero

- In frequency control at request of Cuban utility to help stabilize Cuba's power grid
- Energas was fully compensated for lost production in Q1 and expects to be fully compensated in 2025

Electricity production

- Lower electricity production due to frequency control at Varadero facility
- One of CUPET's legacy gas wells experienced an increase in water production which limited the amount of gas for electricity production
- New gas well brought online in Q4 providing additional production

Unit operating cost[1]

- Unit cost driven by timing of planned major inspection on turbine which was completed during the quarter and lower electricity production

	Q1 2025	Q1 2024
Operating Results[2]		
Electricity Production (GWh[3])	**170**	210
Unit Operating Costs[1] ($/MWh[3])	**$37.50**	$17.12

Received $4.3M in dividends in Canada from Energas during the quarter

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1. Non-GAAP financial measure. For additional information see the Non-GAAP and other financial measures section in the Appendix.
2. Sherritt's share for electricity production and sales volume is on a 33⅓% basis.
3. GWh = Gigawatt hours, MWh = Megawatt hours.

Financial Highlights

Financial Performance
First Quarter Results

Financial performance key drivers:

	Average-Realized Prices[1]	Sales Volumes
Nickel	↑ 1%	↓ 15%
Cobalt	↓ 8%	↑ 26%
Fertilizers	↑ 16%	↑ 39%
MPR and Third-party feed costs per pound		
MPR/lb	↑ 1%	
Third-party feed	↓ 73%	

	Q1 2025	Q1 2024
Financial Results ($ millions)		
Revenue[2]	**38.4**	28.8
Combined revenue[1][3]	**125.7**	127.7
Net loss from continuing operations	**(40.6)**	(40.9)
Adjusted net loss from continuing operations[1][3]	**(22.8)**	(24.6)
Adjusted EBITDA[1][3]	**4.4**	(6.5)

Pricing environment remains challenging, cost containment initiatives continue

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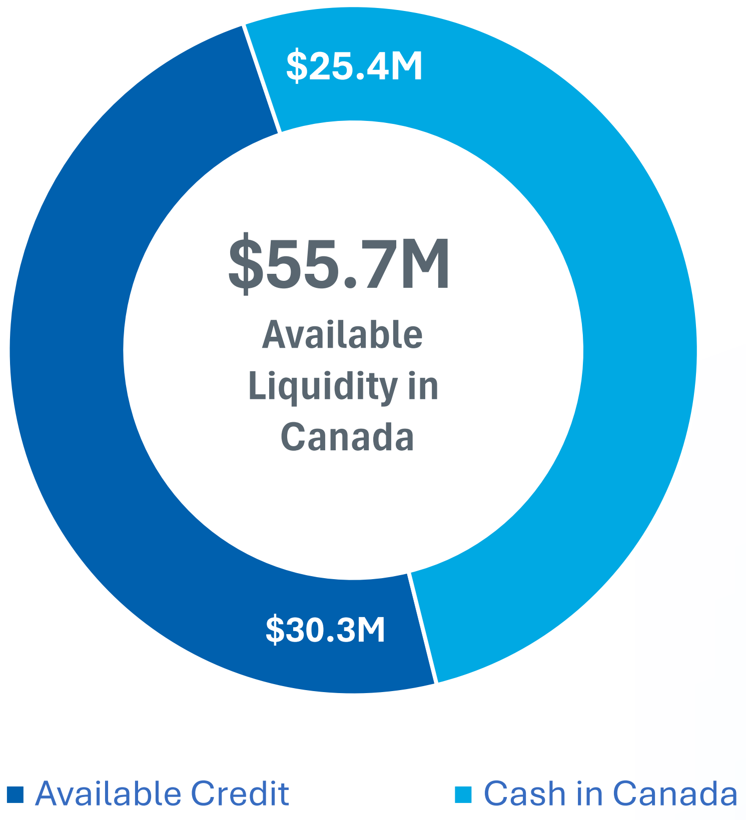
1. Non-GAAP financial measures. For additional information see the Non-GAAP and other financial measures section in the Appendix.
2. Revenue excludes revenue from the Moa JV within the Metals reportable segment on a 50% basis, which is accounted for using the equity method for accounting purposes. Sherritt's share of Moa JV revenue is included in Combined revenue.
3. Combined revenue, adjusted net loss from continuing operations and adjusted EBITDA exclude Oil and Gas as it is a non-core operating segment.

Available Liquidity in Canada
First Quarter 2025 Update



First quarter changes include:

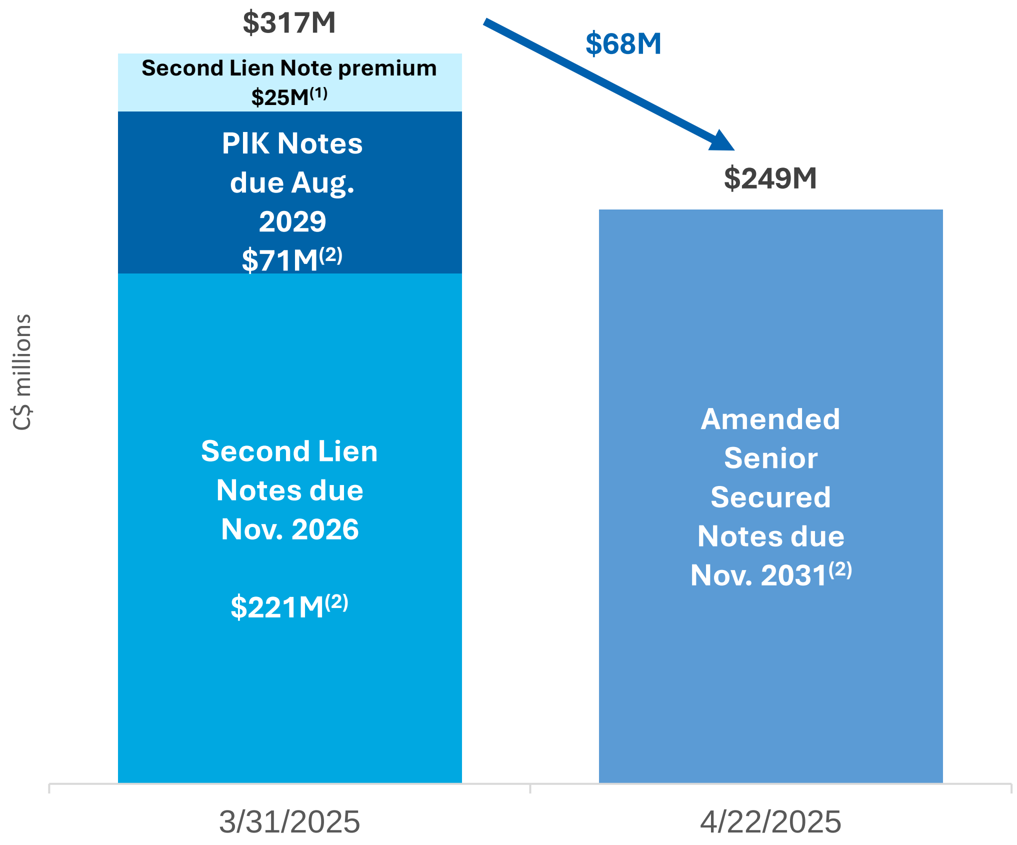
- Fertilizer presales in the quarter $12.8M
- Proceeds from sales on cobalt from Cobalt Swap $6.1M
- Dividend from Energas $4.3M
- Contractually obligated rehabilitation costs related to legacy Oil and Gas assets in Spain $(5.9)M
- Property, plant and equipment expenditures $(3.1)M
- Transaction fees on the Debt and Equity Transactions $(2.6)M

Outlook

- Expect distributions under the Cobalt Swap agreement in H2 2025 in line with timing of increased production from Moa JV expansion
- Expect dividends in Canada from Energas of $25M to $30M in 2025[1]

1. Based on 2025 guidance estimates for production volumes, unit operating costs and spending on capital disclosed in the Outlook section of the MD&A. For further details on material assumptions, see Forward-looking estimates section in the Appendix.

Transactions Successfully Closed During Q2 2025
Overview



Transactions summary:

- Reduced outstanding notes obligations by $43M through debt exchange and 99M share issuance
- Eliminated the $25M premium payable at maturity on the Second Lien Notes
- Extended maturity of debt to late 2031
- Reduced annual interest expense by ~$3M
- Eliminated compounding impact on PIK Notes

Debt Maturities Extended, Capital Structure Strengthened

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1. The premium required to be paid on maturity of the Second Lien Notes in November 2026 was extinguished on completion of the transaction. The amortized cost of this premium for accounting purposes was $21.3M at March 31, 2025.
2. Principal amounts.

Summary

Fort Saskatchewan, Alberta

First Quarter 2025
Delivered on Key Strategic Initiatives

- Successfully delivered on key strategic initiatives during the quarter
  - Delivered transactions to strengthen capital structure reducing outstanding debt obligations, decreasing annual interest expense and extending maturities to late 2031
  - Began commissioning phase two, the processing plant, of the Moa JV expansion program
  - Advanced midstream MHP[(1)] Project, engaging with federal and provincial governments, potential customers and funding partners, including offtake partners for refinery products and by-products with a focus this year on securing external partners and funding support
- Continue to see stronger production in the second half of the year with additional MSP production from the Moa JV expansion phase two, expected to be delivered to the refinery in the fourth quarter of the year


Nickel briquettes, Fort Saskatchewan, Alberta

Positioned to drive significant long-term value

1. Mixed hydroxide precipitate ("MHP").

Q&A Discussion

SHERRITT INTERNATIONAL CORPORATION

22 Adelaide West, Suite 4220
Toronto, Ontario, Canada M5H 4E3

Tom Halton, Director, Investor Relations and Corporate Affairs

Telephone: 416.935.2451 | Toll -Free: 1.800.704.6698
Email: investor@sherritt.com

SHERRITT.COM • TSX: S

APPENDIX

Forward-looking estimates and Non-GAAP and other financial measures

Forward-looking estimates

Cobalt Swap distributions

At current spot nickel prices, and based on 2025 guidance for production volumes, NDCC(1) and spending on capital(1) disclosed in the Outlook section of the MD&A, the Corporation continues to expect that cobalt dividends and cash distributions under the Cobalt Swap agreement will commence in the second half of the year and will not meet the annual minimum amount in 2025.(2)

Energas dividends

Based on 2025 guidance estimates for production volumes, unit operating costs(1) and spending on capital(1) disclosed in the Outlook section of the MD&A, Sherritt continues to expect total dividends from Energas in Canada in 2025 to be between $25.0 million and $30.0 million.(2)

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1. Non-GAAP financial measures. For additional information see the Non-GAAP and other financial measures section in this Appendix.
2. For further information on risks related to distributions from the Moa JV and dividends in Canada from Energas, refer to the risks related to Sherritt's corporate structure in the Corporation's 2024 Annual Information Form.

Non-GAAP and other financial measures

Combined revenue

The Corporation uses combined revenue as a measure to help management assess the Corporation's financial performance across its core operations. Combined revenue includes the Corporation's consolidated revenue, less Oil and Gas revenue, and includes the revenue of the Moa JV within the Metals reportable segment on a 50% basis. Revenue of the Moa JV is included in share of earnings of Moa Joint Venture, net of tax, as a result of the equity method of accounting and excluded from the Corporation's consolidated revenue.

Revenue at Oil and Gas is excluded from Combined revenue as the segment is not currently exploring for or producing oil and gas and its revenue relate to ancillary drilling services, provided to a customer and agencies of the Government of Cuba, which is not reflective of the Corporation's core operating activities or revenue generation potential.

Management uses this measure to reflect the Corporation's economic interest in its operations prior to the application of equity accounting to help allocate financial resources and provide investors with information that it believes is useful in understanding the scope of Sherritt's business, based on its economic interest, irrespective of the accounting treatment.

The table below reconciles combined revenue to revenue per the financial statements:

$ millions, for the three months ended March 31		**2025**		2024	Change
Revenue by reportable segment					
Metals[1]	**$**	**113.7**	$	115.1	(1%)
Power		**11.4**		12.0	(5%)
Corporate and Other		**0.6**		0.6	-
Combined revenue	**$**	**125.7**	$	127.7	(2%)
Adjustment for Moa Joint Venture		**(89.6)**		(104.2)	
Adjustment for Oil and Gas		**2.3**		5.3	(57%)
Revenue per financial statements	**$**	**38.4**	$	28.8	33%

(1) Revenue of Metals for the three months ended March 31, 2025 is composed of revenue recognized by the Moa JV of $89.6 million (50% basis), which is equity-accounted and included in share of earnings of Moa JV, net of tax, coupled with revenue recognized by Fort Site of $18.5 million and revenue recognized by Metals Marketing of $5.6 million, which are included in consolidated revenue (for the three months ended March 31, 2024 - $104.2 million, $8.9 million and $2.0 million, respectively).

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Adjusted EBITDA

The Corporation defines Adjusted EBITDA as (loss) earnings from operations and joint venture, which excludes net finance expense, income tax expense and loss from discontinued operations, net of tax, as reported in the financial statements for the period, adjusted for: depletion, depreciation and amortization; impairment losses on non-current non-financial assets and investments; and gains or losses on disposal of property, plant and equipment of the Corporation and the Moa JV. The exclusion of impairment losses eliminates the non-cash impact of the losses.

Earnings/loss from operations at Oil and Gas (net of depletion, depreciation and amortization and impairment, if applicable) is deducted from/added back to Adjusted EBITDA as the segment is not currently exploring for or producing oil and gas and its financial results relate to ancillary drilling services, provided to a customer and agencies of the Government of Cuba, and environmental rehabilitation costs for legacy assets, which are not reflective of the Corporation's core operating activities or cash generation potential.

Management uses Adjusted EBITDA internally to evaluate the cash generation potential of Sherritt's operating divisions on a combined and segment basis as an indicator of ability to fund working capital needs, meet covenant obligations, service debt and fund capital expenditures, as well as provide a level of comparability to similar entities. Management believes that Adjusted EBITDA provides useful information to investors in evaluating the Corporation's operating results in the same manner as management and the Board of Directors.

The tables below reconcile (loss) earnings from operations and joint venture per the financial statements to Adjusted EBITDA:

$ millions, for the three months ended March 31						2025
	Metals[1]	Power	Oil and Gas	Corporate and Other	Adjustment for Moa Joint Venture	Total
(Loss) earnings from operations and joint venture per financial statements	$ (8.6)	$ 2.7	$ (18.7)	$ (4.8)	$ (2.4)	$ (31.8)
Add:						
Depletion, depreciation and amortization	2.3	0.7	-	0.3	-	3.3
Oil and Gas loss from operations, net of depletion, depreciation and amortization	-	-	18.7	-	-	18.7
Adjustments for share of earnings of Moa Joint Venture:						
Depletion, depreciation and amortization	11.8	-	-	-	-	11.8
Net finance expense	-	-	-	-	1.6	1.6
Income tax expense	-	-	-	-	0.8	0.8
Adjusted EBITDA	$ 5.5	$ 3.4	$ -	$ (4.5)	$ -	$ 4.4

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Adjusted EBITDA (continued)

$ millions, for the three months ended March 31						2024
	Metals[1]	Power	Oil and Gas	Corporate and Other	Adjustment for Moa Joint Venture	Total
(Loss) earnings from operations and joint venture per financial statements	$ (21.0)	$ 7.1	$ (2.3)	$ (7.0)	$ 0.8	$ (22.4)
Add (deduct):						
Depletion, depreciation and amortization	2.4	0.5	-	0.4	-	3.3
Oil and Gas earnings from operations, net of depletion, depreciation and amortization	-	-	2.3	-	-	2.3
Adjustments for share of earnings of Moa Joint Venture:						
Depletion, depreciation and amortization	11.1	-	-	-	-	11.1
Net finance income	-	-	-	-	(1.2)	(1.2)
Income tax expense	-	-	-	-	0.4	0.4
Adjusted EBITDA	$ (7.5)	$ 7.6	$ -	$ (6.6)	$ -	$ (6.5)

(1) Adjusted EBITDA of Metals for the three months ended March 31, 2025 is composed of Adjusted EBITDA at Moa JV of $2.6 million (50% basis), Adjusted EBITDA at Fort Site of $4.0 million, and Adjusted EBITDA at Metals Marketing of $(1.1) million (for the three months ended March 31, 2024 - $(2.0) million, $(4.9) million and $(0.6) million, respectively).

Average-realized price

Average-realized price is generally calculated by dividing revenue by sales volume for the given product in a given segment. The average-realized price for power excludes frequency control, by-product and other revenue, as this revenue is not earned directly for power generation. Refer to the Power Review of operations section for further details on frequency control revenue, which Energas receives in compensation for lost sales of electricity as a result of frequency control. Transactions by a Moa JV marketing company, included in other revenue, are excluded.

Management uses this measure, and believes investors use this measure, to compare the relationship between the revenue per unit and direct costs on a per unit basis in each reporting period for nickel, cobalt, fertilizer and power and provide comparability with other similar external operations.

Average-realized price for fertilizer is the weighted-average realized price of ammonia and various ammonium sulphate products.

Average-realized price for nickel and cobalt are expressed in Canadian dollars per pound sold, while fertilizer is expressed in Canadian dollars per tonne sold and electricity is expressed in Canadian dollars per megawatt hour sold.

The tables below reconcile revenue per the financial statements to average-realized price:

$ millions, except average-realized price and sales volume, for the three months ended March 31							**2025**
	Metals						
	Nickel	Cobalt	Fertilizer	Power	Other[1]	Adjustment for Moa Joint Venture	Total
Revenue per financial statements	**$ 75.7**	**$ 13.4**	**$ 15.9**	**$ 11.4**	**$ 11.6**	**$ (89.6)**	**$ 38.4**
Adjustments to revenue:							
Frequency control, by-product and other revenue	**-**	**-**	**-**	**(2.1)**			
Revenue for purposes of average-realized price calculation	**75.7**	**13.4**	**15.9**	**9.3**			
Sales volume for the period	**7.6**	**1.0**	**33.1**	**170**			
Volume units	Millions of pounds	Millions of pounds	Thousands of tonnes	Gigawatt hours			
Average-realized price[2][3][4]	**$ 9.98**	**$ 13.29**	**$ 478.84**	**$ 54.54**			

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Average-realized price (continued)

$ millions, except average-realized price and sales volume, for the three months ended March 31							2024
	Metals						
	Nickel	Cobalt	Fertilizer	Power	Other[1]	Adjustment for Moa Joint Venture	Total
Revenue per financial statements	$ 87.8	$ 11.6	$ 9.9	$ 12.0	$ 11.7	$ (104.2)	$ 28.8
Adjustments to revenue:							
By-product and other revenue	-	-	-	(1.4)			
Revenue for purposes of average-realized price calculation	87.8	11.6	9.9	10.6			
Sales volume for the period	8.9	0.8	23.9	210			
Volume units	Millions of pounds	Millions of pounds	Thousands of tonnes	Gigawatt hours			
Average-realized price[2][3][4]	$ 9.90	$ 14.51	$ 412.05	$ 51.25			

(1) Other revenue includes other revenue from the Metals reportable segment, revenue from the Oil and Gas reportable segment, a non-core reportable segment, and revenue from the Corporate and Other reportable segment.

(2) Average-realized price may not calculate exactly based on amounts presented due to foreign exchange and rounding.

(3) Power, average-realized price per MWh.

(4) Fertilizer, average-realized price per tonne.

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Unit operating cost/Net direct cash cost (NDCC)

With the exception of Metals, which uses NDCC, unit operating cost is generally calculated by dividing cost of sales as reported in the financial statements, less depreciation, depletion and amortization in cost of sales, the impact of impairment losses, gains and losses on disposal of property, plant, and equipment and exploration and evaluation assets and certain other non-production related costs, by the number of units sold.

Metals' NDCC is calculated by dividing cost of sales, as reported in the financial statements, adjusted for the following: depreciation, depletion, amortization and impairment losses in cost of sales; cobalt by-product, fertilizer by-product and other revenue; cobalt gain/loss pursuant to the Cobalt Swap; realized gain/loss on natural gas swaps; royalties/territorial contributions; and other costs primarily related to the impact of opening and closing inventory values, by the number of finished nickel pounds sold in the period.

Unit operating costs for nickel and electricity are key measures that management and investors uses to monitor performance. NDCC of nickel is a widely-used performance measure for nickel producers. Management uses unit operating costs/NDCC to assess how well the Corporation's producing mine and power facilities are performing and to assess overall production efficiency and effectiveness internally across periods and compared to its competitors.

Unit operating cost (NDCC) for nickel is expressed in U.S. dollars per pound sold, while electricity is expressed in Canadian dollars per megawatt hour sold.

The tables below reconcile cost of sales per the financial statements to unit operating cost/NDCC:

$ millions, except unit cost and sales volume, for the three months ended March 31					2025
	Metals	Power	Other[1]	Adjustment for Moa Joint Venture	Total
Cost of sales per financial statements	**$ 119.1**	**$ 6.9**	**$ 21.5**	**$ (96.8)**	**$ 50.7**
Less:					
Depletion, depreciation and amortization in cost of sales	**(14.1)**	**(0.6)**			
	105.0	**6.3**			
Adjustments to cost of sales:					
Cobalt by-product revenue - Moa JV and Cobalt Swap	**(13.4)**	**-**			
Fertilizer by-product revenue	**(15.9)**	**-**			
Other revenue	**(8.7)**	**-**			
Cobalt loss	**0.3**	**-**			
Realized gain on natural gas swaps	**(0.1)**	**-**			
Royalties/territorial contributions and other non-cash costs[2]	**(4.2)**	**-**			
Changes in inventories and other non-cash adjustments[3]	**1.9**	**-**			
Cost of sales for purposes of unit cost calculation	**64.9**	**6.3**			
Sales volume for the period	**7.6**	**170**			
Volume units	Millions of pounds	Gigawatt hours			
Unit operating cost[4][5]	**$ 8.56**	**$ 37.50**			
Unit operating cost (US$ per pound) (NDCC)[6]	**$ 5.95**				

Unit operating cost/Net direct cash cost (continued)

$ millions, except unit cost and sales volume, for the three months ended March 31					2024
	Metals	Power	Other[1]	Adjustment for Moa Joint Venture	Total
Cost of sales per financial statements	$ 131.1	$ 4.0	$ 8.3	$ (115.9)	$ 27.5
Less:					
Depletion, depreciation and amortization in cost of sales	(13.5)	(0.5)			
	117.6	3.5			
Adjustments to cost of sales:					
Cobalt by-product revenue - Moa JV and Cobalt Swap	(11.6)	-			
Fertilizer by-product revenue	(9.9)	-			
Other revenue	(5.8)	-			
Royalties/territorial contributions and other non-cash costs[2]	(6.8)	-			
Changes in inventories and other non-cash adjustments[3]	3.4	-			
Cost of sales for purposes of unit cost calculation	86.9	3.5			
Sales volume for the period	8.9	210			
Volume units	Millions of pounds	Gigawatt hours			
Unit operating cost[4][5]	$ 9.80	$ 17.12			
Unit operating cost (US$ per pound) (NDCC)[6]	$ 7.24				

(1) Other cost of sales is composed of the cost of sales of Oil and Gas, a non-core reportable segment, and cost of sales of the Corporate and Other reportable segment.
(2) Royalties/territorial contributions and other non-cash items are included in cost of sales but are excluded from NDCC.
(3) Changes in inventories and other non-cash adjustments is primarily composed of changes in inventories, the effect of average exchange rate changes and other non-cash items. These amounts are excluded from cost of sales but included in NDCC.
(4) Unit operating cost/NDCC may not calculate exactly based on amounts presented due to foreign exchange and rounding.
(5) Power, unit operating cost price per MWh.
(6) Unit operating costs in US$ are converted at the average exchange rate for the period.

Adjusted net earnings/loss from continuing operations and adjusted net earnings/loss from continuing operations per share

The Corporation defines adjusted net earnings/loss from continuing operations as net earnings/loss from continuing operations less items not reflective of the Corporation's current or future operational performance. These adjusting items include, but are not limited to, inventory write-downs/obsolescence, impairment of assets, gains and losses on the acquisition or disposal of assets, unrealized foreign exchange gains and losses, gains and losses on financial assets and liabilities and other one-time adjustments that have not occurred in the past two years and are not expected to recur in the next two years. While some adjustments are recurring (such as unrealized foreign exchange (gain) loss and revaluations of allowances for expected credit losses (ACL)), management believes that they do not reflect the Corporation's current or future operational performance.

Net earnings/loss from continuing operations at Oil and Gas is deducted from/added back to adjusted earnings/loss from continuing operations as the segment is not currently exploring for or producing oil and gas and its financial results relate to ancillary drilling services, provided to a customer and agencies of the Government of Cuba, and environmental rehabilitation costs for legacy assets, which are not reflective of the Corporation's core operating activities or future operational performance.

Adjusted net earnings/loss from continuing operations per share is defined consistent with the definition above and divided by the Corporation's weighted-average number of common shares outstanding.

Management uses these measures internally and believes that they provide investors with performance measures with which to assess the Corporation's current or future operational performance by adjusting for items or transactions that are not reflective of its current or future operational performance.

The tables below reconcile net loss from continuing operations and net loss from continuing operations per share, both per the financial statements, to adjusted net loss from continuing operations and adjusted net loss from continuing operations per share, respectively:

				2025				2024
For the three months ended March 31		**$ millions**		**$/share**		$ millions		$/share
Net loss from continuing operations	**$**	**(40.6)**	**$**	**(0.10)**	$	(40.9)	$	(0.10)
Adjusting items:								
Sherritt - Unrealized foreign exchange loss - continuing operations		**0.1**		**-**		-		-
Sherritt's share - Severance related to restructuring		**-**		**-**		3.5		0.01
Corporate and Other - Transaction costs on Debt and Equity Transactions		**4.9**		**0.01**		-		-
Metals - Moa JV - Inventory write-down/obsolescence		**0.2**		**-**		0.9		-
Metals - Fort Site - Unrealized gain on natural gas swaps		**(3.5)**		**(0.01)**		-		-
Metals - Fort Site - Realized gain on natural gas swaps		**(0.1)**		**-**		-		-
Metals - Fort Site - Inventory write-down/obsolescence		**-**		**-**		0.9		-
Metals - Metals Marketing - Cobalt loss		**(0.3)**		**-**		-		-
Power - (Gain) loss on revaluation of GNC receivable		**(2.6)**		**(0.01)**		10.5		0.02
Power - Loss (gain) on revaluation of Energas payable		**0.7**		**-**		(1.4)		-
Oil and Gas - Net loss from continuing operations, net of		**-**		**-**		-		-
unrealized foreign exchange gain/loss		**18.7**		**0.05**		2.3		0.01
Total adjustments, before tax	**$**	**18.1**	**$**	**0.04**	$	16.7	$	0.04
Tax adjustments		**(0.3)**		**-**		(0.4)		-
Adjusted net loss from continuing operations	**$**	**(22.8)**	**$**	**(0.06)**	$	(24.6)	$	(0.06)

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Spending on capital

The Corporation defines spending on capital for each segment as property, plant and equipment and intangible asset expenditures on a cash basis adjusted to the accrual basis in order to account for assets that are available for use by the Corporation and the Moa JV prior to payment and includes adjustments to accruals. The Metals segment's spending on capital includes the Fort Site's expenditures, plus the Corporation's 50% share of the Moa JV's expenditures, which is accounted for using the equity method for accounting purposes.

Combined spending on capital is the aggregate of each segment's spending on capital or the Corporation's consolidated property, plant and equipment and intangible asset expenditures and the property, plant and equipment and intangible asset expenditures of the Moa JV on a 50% basis, all adjusted to the accrual basis.

Combined spending on capital is used by management, and management believes this information is used by investors, to analyze the Corporation and the Moa JV's investments in non-current assets that are held for use in the production of nickel, cobalt, fertilizers and power generation.

The tables below reconcile property, plant and equipment and intangible asset expenditures per the financial statements to combined spending on capital, expressed in Canadian dollars:

$ millions, for the three months ended March 31						**2025**
	Metals	Power	Other[1]	Combined total	Adjustment for Moa Joint Venture	Total derived from financial statements
Property, plant and equipment expenditures[2]	$ **10.5**	$ **0.1**	$ **0.1**	$ **10.7**	$ **(7.6)**	$ **3.1**
Intangible asset expenditures[2]	**-**	**-**	**-**	**-**	**-**	**-**
	10.5	**0.1**	**0.1**	**10.7**	$ **(7.6)**	$ **3.1**
Adjustments:						
Accrual adjustment	**4.8**	**-**	**-**	**4.8**		
Spending on capital	$ **15.3**	$ **0.1**	$ **0.1**	$ **15.5**		

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Spending on capital (continued)

$ millions, for the three months ended March 31						2024
	Metals	Power	Other[1]	Combined total	Adjustment for Moa Joint Venture	Total derived from financial statements
Property, plant and equipment expenditures[2]	$ 9.5	$ 2.6	$ -	$ 12.1	$ (8.4)	$ 3.7
Intangible asset expenditures[2]	-	-	0.2	0.2	-	0.2
	9.5	2.6	0.2	12.3	$ (8.4)	$ 3.9
Adjustments:						
Accrual adjustment	(0.1)	-	(0.1)	(0.2)		
Spending on capital	$ 9.4	$ 2.6	$ 0.1	$ 12.1		

(1) Includes property, plant and equipment and intangible asset expenditures of the Oil and Gas reportable segment, which is non-core, and the Corporate and Other reportable segment

(2) Total property, plant and equipment expenditures and total intangible asset expenditures as presented in the Corporation’s consolidated statements of cash flow.

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