



RENEW INNOVATE GROW

AUGUST, 2024
COMPANY BACKGROUND PRESENTATION



YOUR MARINE
CARRIER OF CHOICE.™

August 1, 2024

DISCLAIMER

The information contained in this presentation has been prepared by Algoma Central Corporation (the “Company”) and contains information pertaining to the business and operations of the Company. The information contained in this presentation: (a) is provided as at the date hereof, is subject to change without notice, and is based on publicly available information; (b) does not purport to contain all the information that may be necessary or desirable to fully and accurately evaluate an investment in the Company; (c) is not to be considered as a recommendation by the Company that any person make an investment in the Company; and (d) is for information purposes only.

Where any opinion or belief is expressed in this presentation, it is based on certain assumptions and limitations and is an expression of present opinion or belief only. Any third-party information has not been independently verified. While the Company may not have verified the third-party information, it believes that it obtained the information from reliable sources and has no reason to believe it is not accurate in all material respects. No warranties or representations can be made as to the origin, validity, accuracy, completeness, currency or reliability of the information. The Company disclaims and excludes all liability (to the extent permitted by law), for losses, claims, damages, demands, costs and expenses of whatever nature arising in any way out of or in connection with the information in this presentation, its accuracy, completeness or by reason of reliance by any person on any of it. This presentation should not be construed as legal, financial or tax advice to any individual, as each individual’s circumstances are different. Readers should consult with their own professional advisors regarding their particular circumstances and the Company assumes no liability for any consequences to the investor of any investment in the Company’s securities.

Any information in this presentation demonstrating or implying the historical performance of the Company or any other entity addressed in this presentation is intended only to illustrate past performance of such entities and are not necessarily indicative of future performance of the Company or such entities.

NON-GAAP MEASURES

This presentation contains certain financial performance measures that are not recognized or defined under IFRS (“Non-GAAP Measures”). As a result, this data may not be comparable to data presented by other companies. The Company believes that these Non-GAAP Measures are useful indicators of performance and are specifically used by management to assess the current and future performance of the Company. Non-GAAP Measures should be considered together with other financial information prepared in accordance with IFRS to enable investors to evaluate the Company’s performance and prospects in a manner similar to the Company’s management. Accordingly, these Non-GAAP Measures are intended to provide additional information and should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS.

FORWARD-LOOKING STATEMENTS

To the extent any forward-looking statement in this presentation constitutes “future-oriented financial information” or “financial outlooks” within the meaning of applicable Canadian securities laws, such information is being provided to demonstrate the anticipated market penetration and the reader is cautioned that this information may not be appropriate for any other purpose and the reader should not place undue reliance on such future-oriented financial information and financial outlooks. Future-oriented financial information and financial outlooks, as with forward-looking statements generally, are, without limitation, based on the assumptions and subject to the risks set out above under the heading “Forward Looking Information”. The Company’s actual financial position and results of operations may differ materially from management’s current expectations and, as a result, the Company’s revenue and expenses. Figures presented as of August 1, 2024.

ALL AMOUNTS IN C\$ MILLIONS, UNLESS OTHERWISE NOTED



YOUR MARINE
CARRIER OF CHOICE.™

ALGOMA CENTRAL CORPORATION

A CRITICAL MARINE TRANSPORTATION PROVIDER

Incorporated in 1899 as the Algoma Central Railway Company, Algoma Central Corporation (“Algoma” or the “Company”) today is a global provider of marine transportation that owns and operates dry and liquid bulk carriers, serving markets throughout the Great Lakes St. Lawrence Seaway and internationally.

- Provides marine transportation services that are a core component of its customers’ global supply chains.
- Leader in the shipment of dry and liquid bulk commodities in the Great Lakes region and specialized markets internationally.
- High barriers to entry protect Algoma’s market leadership position.
- Ownership interest and management of 86 vessels with 17 vessels ordered/under construction.
- Large, modern and well-maintained fleet with a replacement value of \$2bn, of which \$1.3bn is related to the Company’s domestic specialized fleet
- Long operating track record with over 70 years of uninterrupted profitability.



Headquartered in St. Catharines, ON, Canada with ~1600 employees



Listed on the TSX since 1959 (TSX: ALC)



Reported revenue of C\$697million and net earning of C\$70million⁽¹⁾
(Freight revenue of C\$843 million^{[1][2]})



EBITDA of C\$178 million and free cash flow of C\$91million⁽¹⁾

(1)Trailing twelve months results to Q2 2024

(2) Freight revenue from each segment includes our share of freight revenue from our respective joint ventures and excludes revenue from non-marine activities of the Company.

MARINE OPERATIONS

OUR BUSINESS UNITS

Great Lakes, St. Lawrence Seaway, and Atlantic Canada



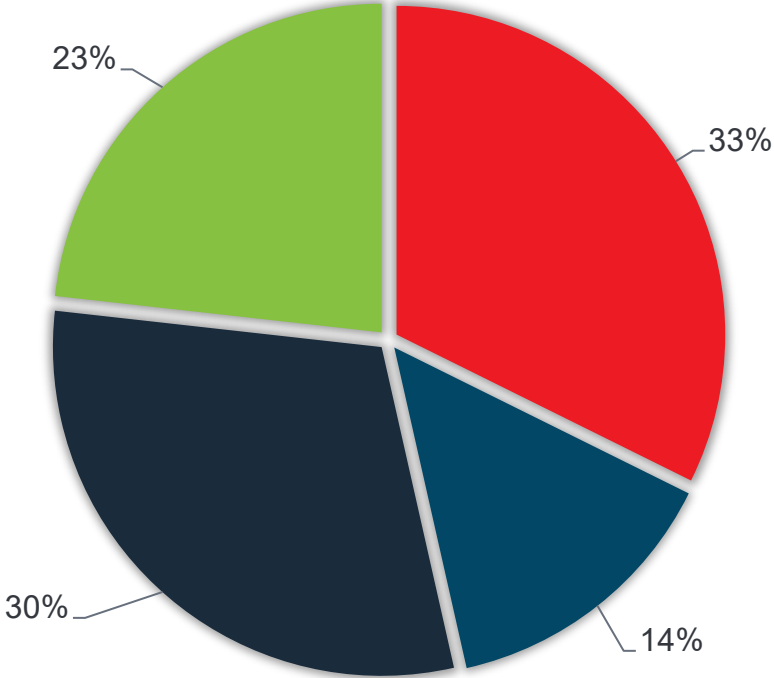
- 1. Domestic Dry-Bulk**
Versatile fleet of dry-bulk vessels comprising both self-unloading carriers and gearless bulkers.
- 2. Domestic Product Tankers**
Safe and reliable transportation services for liquid petroleum products with a fleet of tanker vessels.

International Niche Markets/Trades



- 1. Ocean Self-Unloaders**
Versatile fleet of self-unloading dry-bulk vessels.
- 2. Global Short Sea Shipping**
Three 50% JVs with NovaMarine Carriers; includes specialized cement carriers, mini bulkers, and handy-size vessels.
- 3. Product Tankers**
New JV fleet of dual-fuel climate friendly tankers in North Europe.

SHARE OF EARNINGS
TTM Q2 2024



■ Domestic Dry-Bulk ■ Product Tankers ■ Ocean Self-Unloaders ■ Global Short Sea Shipping

NOT JUST ANY SHIPPING COMPANY

WHY ALGOMA IS DIFFERENT



Algora Central Corporation

Typical International Shipping Company

Business Model

Provider of service and assets necessary for customers' supply chains

Asset provider (just steel) or Operator (no steel)

Commoditized

Number of Market Participants

Limited

Highly fragmented

Assets

Specialized to suit trading regions and commodities transported

Standardized

Employment

Long-term focus with strong earnings visibility

COA business with network efficiencies providing customer retention advantage

Typically, spot or short-term oriented with earnings volatility

Barriers to Entry

High; relationships, scale, regulations, and specialized vessels

Limited; mainly capital



YOUR MARINE CARRIER OF CHOICE™

BUSINESS UNIT OVERVIEW

CANADIAN FLEET

Great Lakes, St. Lawrence Seaway & Atlantic Canada

DOMESTIC DRY-BULK

COMMODITIES

- Iron ore, grain, road salt, aggregates, cement

CONTRACT TERMS

- Primarily long-term COA's, supplemented by wintertime charters. Freight rates include pass through fuel cost charges to customers & CPI adjustments
- Typically between 3 and 7 years

FLEET

- 11 self-unloaders and 8 gearless bulkers*
- 1 new self-unloader under construction – delivery TBD



PRODUCT TANKERS

COMMODITIES

- Primarily semi-refined products between refineries
- Semi refined products, gasoline, diesel, kerosene, jet fuel, and biofuels

CONTRACT TERMS

- Long-term, charter-based agreements with per-day rates
- Base time charter rates are subject to CPI
- Customers bear fuel and voyage costs directly

FLEET

- 8 ice-class product tankers; charter additional capacity when demand is high
- 2 newbuild ice-class product tankers currently under construction for long-term charter with Irving Oil.



(owned ~70% by Exxon Mobile)

*one bulk carrier is owned by a third party



YOUR MARINE CARRIER OF CHOICE.™

BUSINESS UNIT OVERVIEW

INTERNATIONAL FLEET

Niche global markets/trades



OCEAN SELF-UNLOADERS

COMMODITIES

- Coal, aggregates, gypsum, and road salt

CONTRACT TERMS

- Primarily COA contracts with annual escalation clauses
- Long-term, up to 10 years
- Fuel cost (bunkering) adjustment clauses

FLEET

- 8 ocean self-unloaders commercially managed as part of the 18 vessel CSL International Pool
- Interest in one self-unloader operating in Europe
- Contract to build 3 new methanol-ready belt self-unloaders



OTHER INTERNATIONAL

COMMODITIES

- Dry-bulk: Powdered cement, agricultural products, construction materials, iron & steel, other mined products, coal, and fly ash
- Product Tanker: semi-refined products, gasoline, kerosene, and jet fuel

CONTRACT TERMS

- Longer-term time charters and COAs in specialized cement space
- In the mini-bulker space, COA's and charters are shorter-term (1 year or less)
- Customers are long-standing in regional short sea markets

FLEET

- Dry-bulk
 - 28 pneumatic cement carriers
 - 18 mini-bulkers
 - 2 handy-size
- Product tanker:
 - 2 ice-class product tanker (33% JV)
 - 1 dual-fuel climate-friendly product tanker and 9 additional under construction (50% JV)
 - 2 mini-bulkers under construction (50% JV)



YOUR MARINE CARRIER OF CHOICE™

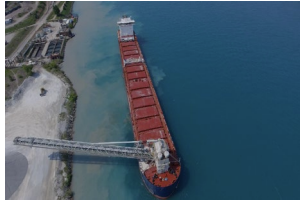
SPECIALIZED ASSET BASE

ESSENTIAL TO OUR CUSTOMERS' SUPPLY CHAINS

KEY FEATURES

PRINCIPAL TRADES

Great Lakes Self-Unloader



- Size: 23-37,000 dwt
- Discharge cargo using on-board equipment
- Can discharge directly to stockpiles or storage facilities
- Cargo emptied onto conveyor belt to a mounted boom

- Purpose built to maximize cargo capacity through Seaway (dry-bulk only)
- Canadian flagged vessels that require Canadian crews
- Pilots required to navigate Great Lakes waterways; Algoma has its own

- Road salt, aggregates and other construction materials
- Iron ore and coal for steelmaking
- Grain for domestic milling

Great Lakes Gearless Bulker



- Size: 31-39,000 dwt
- Maximum size that can effectively navigate the Great Lakes region (max LOA of 740 ft)

- Grains from Thunder Bay elevators on the lower St. Lawrence for transshipment to global markets
- Iron ore from U.S. mid-west to the Gulf of St. Lawrence ports for export

Product Tanker



- Size: 11-18,500 dwt
- IMO II ice-class product tankers
- Smaller vessels, suited to needs of regional trade
- Specialized crews that meet required qualifications

- Variety of refined petroleum products and can also include crude oil and biofuels
- Occasionally carry non-petroleum based chemicals

Ocean Self-Unloader



- Size: 45-76,000 dwt
- Larger, specialized and versatile vessels
- Discharges cargo in any accessible waterway
- Reduces infrastructure and labour requirements
- Competitive solution resulting in customer stickiness

- Aggregates, stone, gypsum, and thermal coal
- Construction products into US, Caribbean markets, and Canada
- Coal into same markets ex-US

Pneumatic Cement Carrier



- Size: 4-15,000 dwt⁽¹⁾
- Specialized pneumatic pump system loads and discharges cement powder efficiently and sustainably
- Largest and youngest fleet in the world
- Generally smaller to suit regional or hub-and-spoke trades

- Great Lakes, St. Lawrence River and East Coast
- Southeast Asia; Mediterranean; Caribbean and Baltic
- Other Global markets

Short Sea Mini-Bulker



- Size: 6-15,000 dwt⁽²⁾
- Generally equipped with cranes and grabs for unloading and designed to maximize cargo capacity in ports with port/dock restrictions
- 4 of 6 new build orders have been delivered, which will provide significant capacity and fuel efficiency advantages

- Vessels trade principally in Europe and East Coast of North and South America
- Also support agricultural, energy, construction and steel industries worldwide

LEADER IN THE GREAT LAKES MARKET

THE MARINE CARRIER OF CHOICE

A leading Great Lakes provider with a proven track record for delivering high-quality, reliable service.

1

Hard-to-Replicate Brand, Asset Base and Business Model

- Largest (and oldest) operator on the Great Lakes – St. Lawrence Seaway
- Strong reputation with a best-in-class commercial experience
- A strong business model based on market intelligence and customer relationships
- The company's fleet, valued at \$2bn, is modern, well-maintained, and includes a unique \$1.3bn domestic fleet



2

Sticky, Long-Term Relationships with Blue-Chip Customers

- Trusted supply chain partner:
 - Track record and scale allow for serving the largest, most demanding customers
 - Top customer relationships spanning multi-decades
- Revenue comes mainly from multi-year contracts, ensuring a robust base of contracted cash flows
- Mutually beneficial partnerships reinforce defensible market position

3

Safety & Operations Excellence

- Service delivery is supported by a rigorous approach to safety, security, and environmental protection.
- Compliance and risk management are critical for operators doing business with blue-chip customers.

SENIOR MANAGEMENT

YEARS OF KNOWLEDGE & EXPERIENCE



Gregg Ruhl
President &
Chief Executive Officer

*Joined Algoma: 2015
Industry Experience: 36 years*



Peter Winkley
Executive Vice-President &
Chief Financial Officer

*Joined Algoma: 2010
Industry Experience: 14 years*



Wes Newton
Executive Vice-President,
Strategy & Business Development

*Joined Algoma: 2011
Industry Experience: 13 years*



Steve Wright
Executive Vice-President,
Operations & Technical

*Joined Algoma: 1983
Industry Experience: 39 years*



Christopher Lazarz
Vice-President
Corporate Finance

*Joined Algoma: 2011
Industry Experience: 13 years*



Jeff DeRosario
Vice-President
Commercial

*Joined Algoma: 2013
Industry Experience: 11 years*

MOVING US FORWARD HIGHLY SKILLED, ENGAGED & TRAINED WORKFORCE



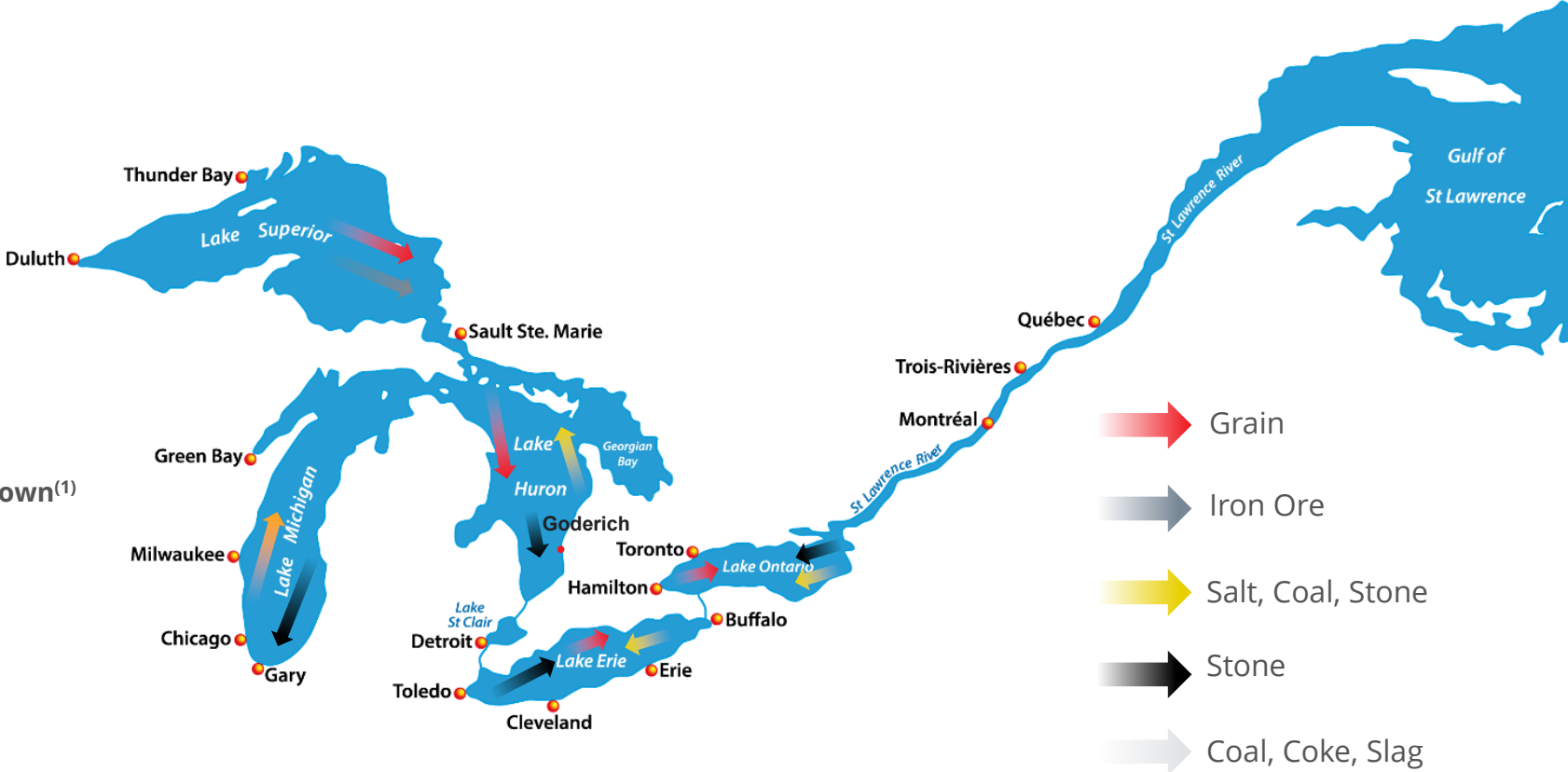
- ✓ Employs approximately 1600 people globally
- ✓ Employer of choice
- ✓ Industry leading employee retention
- ✓ Approximately 53% of its employee base has a tenure of more than 5 years
- ✓ Invests heavily in training and continuous improvement initiatives



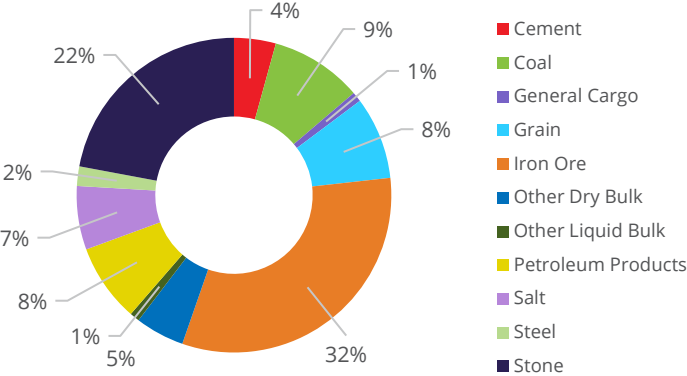
DIVERSE SET OF COMMODITIES

GREAT LAKES SEAWAY SYSTEM

- Grain for overseas markets including wheat, corn, soybeans, barley, canola, and oats
- Dry bulk such as stone/gravel, sand, salt, cement, potash, and gypsum
- Iron ore for the steel industry
- Refined liquid petroleum products including gasoline, diesel, kerosene, jet fuel, and alternate fuels (ethanol, biodiesel)



Great Lakes St. Lawrence River Waterway Cargo Breakdown⁽¹⁾



YOUR MARINE CARRIER OF CHOICE™

(1) By tonnage moved in thousands of metric tonnes. Source: The St. Lawrence Seaway Mgmt. Corp., Saint Lawrence Seaway Development Corp. and Chamber of Marine Commerce, 2022.

Thank You.

ALGOMA CENTRAL CORPORATION

63 Church Street, Suite 600
St. Catharines, ON L2R 3C4 Canada

+1 (905) 687-7888 | algonet.com

