

ALGOMA CENTRAL CORPORATION

2025 INTERIM REPORT TO SHAREHOLDERS

For the Three and Nine Months Ended September 30, 2025 and 2024



YOUR MARINE CARRIER OF CHOICE.™

TABLE OF CONTENTS

General	1
Business Profile	1
Important Information About This MD&A	1
Select Financial and Operational Highlights	3
Business Segment Discussion	
Domestic Dry-Bulk	4
Product Tankers	6
Ocean Self-Unloaders	7
Global Short Sea Shipping	9
Corporate	10
Consolidated	10
Contingencies	11
Capital Resources	11
Transactions with Related Parties	11
Financial Condition, Liquidity and Capital Resources	12
Normal Course Issuer Bid	12
Commitments	13
Disclosure Controls and Procedures and Internal Controls over Financial Reporting	13
Accounting Pronouncements Issued But Not Yet Effective	13
Notice of Disclosure of No Audit Review	14
Interim Condensed Consolidated Statement of Earnings	15
Interim Condensed Consolidated Statement of Comprehensive Earnings	15
Interim Condensed Consolidated Balance Sheet	16
Interim Condensed Consolidated Statement of Changes in Equity	17
Interim Condensed Consolidated Statement of Cash Flows	18
Notes to the Interim Condensed Consolidated Financial Statements	19

General

This Management's Discussion and Analysis ("MD&A") of the Company should be read in conjunction with its Interim Condensed Consolidated Financial Statements for the three and nine months ended September 30, 2025 and 2024 and related notes thereto and has been prepared as at November 3, 2025.

This MD&A has been prepared by reference to the disclosure requirements established under National Instrument 51-102 "Continuous Disclosure Obligations" of the Canadian Securities Administrators. Additional information on the Company, including its 2024 Annual Information Form, is available on SEDAR's website at www.sedarplus.ca and on the Company's website at www.algonet.com.

Business Profile

Algoma Central Corporation owns and operates the largest fleet of dry and liquid bulk carriers operating on the Great Lakes - St. Lawrence Seaway, including self-unloading dry-bulk carriers, gearless dry-bulk carriers and product tankers. Algoma also owns and operates ocean-going self-unloading dry-bulk vessels trading in international markets and holds a 50% interest in global joint ventures that own diversified portfolios of dry and liquid bulk fleets operating internationally. Across the global fleet, Algoma holds an ownership interest in 100 vessels. In addition to its ownership interests, the Company provides operational management for other vessels.

The Company reports the results of its operations for five business units or segments. The largest is the Domestic Dry-Bulk segment, which includes the Company's 19 Canadian dry-bulk carriers. This segment serves a wide variety of major industrial sectors, including iron and steel producers, aggregate producers, cement and building material producers, salt producers, and agricultural product distributors.

The Product Tankers fleet consists of ten product tankers employed in Canadian flag service, including two vessels that entered service in the 2025 second quarter. The segment also includes the Company's 50% interest in an international joint venture comprising ten tankers, two of which are under construction, and an interest in a foreign-flagged tanker operation comprising two product tankers. Customers include major oil refiners, leading wholesale distributors, and large consumers of petroleum products.

The Company's international Ocean Self-Unloaders segment consists of nine ocean-going self-unloading vessels and a 25% interest in a tenth self-unloader. Eight of the nine wholly owned self-unloaders are part of a Pool comprising the world's largest fleet of ocean-going self-unloaders, which at the end of the period totalled 18 vessels. Two additional ocean self-unloaders are currently under construction, with deliveries in 2026 and 2027, and are set to replace the oldest Algoma owned vessels in the Pool.

The Global Short Sea Shipping segment, which consists of the Company's NovaAlgoma joint ventures, focuses on niche marine transportation markets featuring specialized equipment or services. The cement carrier fleet operates pneumatic cement carriers servicing large global cement manufacturers that support construction and infrastructure projects. The short sea mini-bulker fleet comprises owned ships, chartered vessels, and vessels operated under third-party management contracts. The fleet supports the agricultural, cement, construction, energy, and steel industries worldwide. The handy-size fleet is an opportunistic vessel sales and purchase venture. Two newbuild mini-bulkers and two pneumatic cement carriers are currently under construction, with contracts signed for an additional two newbuild mini-bulkers, all with expected deliveries between 2026 and 2027.

The Corporate segment consists of the Company's head office expenditures, third-party management services, other administrative functions of the Company, and earnings from a joint venture in a mechanical, machining, and fabrication shop.

Impact of Seasonality on the Company

The nature of the Company's business is such that the earnings in the first quarter of each year are not indicative of the results for the other three quarters in the year. Due to the closing of the canal system and the winter weather conditions on the Great Lakes - St. Lawrence Seaway, the majority of the Domestic Dry-Bulk fleet does not operate for most of the first quarter. In addition, significant repair and maintenance costs are incurred in the first quarter to prepare the Domestic Dry-Bulk fleet for the upcoming navigation season. As a result, first quarter revenues and earnings are significantly lower than those of the remaining quarters in the year.

Important Information About This MD&A

The reporting currency used is the Canadian dollar and all amounts are reported in thousands of Canadian dollars, except for per share data, and unless otherwise noted.

Forward-Looking Statements

Algoma Central Corporation's public communications often include written or oral forward-looking statements. Statements of this type are included in this document and may be included in other filings with Canadian securities regulators or in other communications. All such statements are made pursuant to the safe harbour provisions of any applicable Canadian securities legislation. Forward-looking statements may involve, but are not limited to, comments with respect to our objectives and priorities for 2025 and beyond, our strategies or future actions, our targets, expectations for our financial condition or share price and the results of or outlook for our operations or for the Canadian, U.S. and global economies. The words "may", "will", "would", "should", "could", "expects", "plans", "intends", "trends", "indications", "anticipates", "believes", "estimates", "predicts", "likely" or "potential" or the negative or other variations of these words or other comparable words or phrases, are intended to identify forward-looking statements.

By their nature, forward-looking statements require us 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 our assumptions may not be correct and that actual results may differ materially from such predictions, forecasts, conclusions or projections. We caution readers of this document not to place undue reliance on our forward-looking statements 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.

The future outcomes that relate to forward-looking statements may be influenced by many factors, including but not limited to:

- global and North American trade conditions, including the imposition of tariffs and other trade barriers that may increase costs and disrupt the free movement of goods;
- labour disputes that could affect the operations infrastructure upon which the Company relies;

- the impact of climate change on markets served by our customers, including the impact of drought conditions on agricultural outputs and the impact of winter conditions on production and/or sale of certain commodities;
- general economic and market conditions in the countries in which we operate;
- our success in maintaining and securing our information technology systems, including communications and data processing from accidental and malicious threats;
- our success in securing contract renewals and maintaining existing freight rates with existing customers;
- our success in securing contracts with new customers at acceptable freight rates;
- evolving regulations focused on carbon emissions and ballast water treatment that could require capital investments and increase costs that may not be recoverable from revenues;
- our ability to attract and retain qualified employees;
- interest rate and currency value fluctuations;
- our ability to execute our strategic plans and to complete and integrate acquisitions;
- critical accounting estimates;
- operational and infrastructure risks, including on-going maintenance and operational reliability of the St. Lawrence Seaway;
- on-time and on-budget delivery of new ships from shipbuilders;
- general political conditions;
- labour relations with our unionized workforce;
- the possible effects on our business of war or terrorist activities;
- disruptions to public infrastructure, such as transportation, communications, power or water supply, including water levels;
- technological changes;
- significant competition in the shipping industry and from other transportation providers;
- reliance on partnering relationships;
- appropriate maintenance and repair of our existing fleet by third-party contractors;
- health and safety regulations that affect our operations can change and be onerous and the risk of safety incidents can affect results;
- a change in applicable laws and regulations, including environmental regulations, could materially affect our results;
- economic conditions may prevent us from realizing sufficient investment returns to fund our defined benefit plans at the required levels;
- our ability to raise new equity and debt financing, if required;
- general weather conditions or natural disasters;
- the seasonal nature of our business; and,
- risks associated with the lease and ownership of real estate.

This should not be considered a complete list of all risks to which the Company may be subject from time to time. When relying on forward-looking statements to make decisions with respect to the Company, investors and others should carefully consider these factors, as well as other uncertainties and potential events and the inherent uncertainty of forward-looking statements.

The Company does not undertake to update any forward-looking statements, whether written or oral, that may be made, from time to time, by the organization or on its behalf, except as required by law. The forward-looking information contained in this document is presented for the purpose of assisting our shareholders in understanding our financial position as at the dates presented, our strategic priorities, and our objectives, and may not be appropriate for other purposes.

For more information, please see the discussion of risks and uncertainties in the Company's Annual Information Form for the year ended December 31, 2024, which outlines in detail, certain key factors that may affect the Company's future results. The Annual Information Form can be found on the Company's website at www.algonet.com and on SEDAR's website at www.sedarplus.ca.

Ocean Self-Unloaders

Algoma participates in the world's largest Pool of ocean-going self-unloaders (the "Pool"). The segment's commercial results reflect a pro-rata share of Pool revenue and voyage costs (in operating expenses) for the Company's eight 100% owned ships currently included in the Pool. Earnings from the partially owned ship operating in this sector are included in the Company's joint venture, Marbulk. Algoma does not incur selling expenses on ocean self-unloader business, but instead pays a commercial fee to the Pool manager, which is reflected as an operating expense.

Joint Ventures

Joint venture revenues from the Product Tankers, Ocean Self-Unloaders, Global Short Sea Shipping, and Corporate segments are not included in the consolidated revenue figure. The Company's share of net earnings, adjusted for amortization arising from vessel purchase price allocation and intangibles, is included in net earnings from joint ventures in the Company's consolidated earnings.

Non-GAAP Measures

This MD&A uses several financial measures to assess its performance including earnings before interest, income taxes, depreciation, and amortization (EBITDA), free cash flow, return on equity, adjusted profit margin, and adjusted performance measures. Some of these measures are not calculated in accordance with Generally Accepted Accounting Principles (GAAP), which are based on IFRS® Accounting Standards as issued by the International Accounting Standards Board (IASB), are not defined by GAAP, and do not have standardized meanings that would ensure consistency and comparability among companies using these measures. From Management's perspective, these non-GAAP measures are useful measures of performance as they provide readers with a better understanding of how Management assesses performance. The non-GAAP measures that are used throughout this report are defined below and can also be referred to in the sections entitled *EBITDA*, *Free Cash Flow*, and *Select Financial and Operational Performance*.

EBITDA

EBITDA is not intended to represent cash flow from operations, and it should not be considered as an alternative to net earnings, cash flow from operations, or any other measure of performance prescribed by IFRS Accounting Standards. Management considers EBITDA to be a meaningful measure to assess its operating performance in addition to other IFRS measures. It is included because Management believes it can be useful in measuring its ability to service debt, fund capital expenditures, expand its business, and is a similar metric used by credit providers in the financial covenants of the Company's senior secured long-term debt.

Free Cash Flow

Management believes that free cash flow is a useful measure of liquidity as it demonstrates the Company's ability to generate cash for debt obligations and for discretionary uses such as payments of dividends, investing activities, and additions of property, plant, and equipment. The Company defines its free cash flow as cash from operating activities less debt service and capital required for maintenance of existing assets.

Select Financial and Operational Performance

Statistical operating data are unaudited and based on data available at such time and are subject to change as more complete information becomes available. Definitions of each measure are included within the Company's Management's Discussion & Analysis.

Select Financial and Operational Highlights

Financial Highlights

For the periods ended September 30	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
	2025	2024	2025	2024	Three Months	Nine Months
Freight revenue ⁽¹⁾	\$ 274,269	\$ 244,031	\$ 676,265	\$ 599,840	\$ 30,238	\$ 76,425
Reported revenue	228,035	204,644	546,951	494,826	23,391	52,125
Operating earnings	50,760	43,172	50,250	30,543	7,588	19,707
Net earnings	39,437	39,914	49,040	40,125	(477)	8,915
Earnings per share	0.97	0.98	1.21	1.01	(0.01)	0.20
EBITDA ⁽²⁾	89,739	75,696	159,941	122,833	14,043	37,108
Free Cash Flow ⁽³⁾	46,840	9,497	40,366	30,183	37,343	10,183

As at	September 30	December 31	2025 vs 2024
	2025	2024	
Common shares outstanding	40,567,816	40,567,816	—
Total assets	\$ 1,791,858	\$ 1,523,953	\$ 267,905
Total long-term financial liabilities	\$ 425,323	\$ 334,084	\$ 91,239

- (1) Freight revenue from each segment includes our proportionate share of freight revenue from our respective joint ventures and excludes revenue from non-marine activities of the Company.
- (2) See the section entitled Important Information About This MD&A - EBITDA for an explanation of this non-GAAP measure.
- (3) See the section entitled Important Information About This MD&A - Free Cash Flow for an explanation of this non-GAAP measure.

Operational Highlights

The following table lists key measures of the Company's operating performance and relate only to our Domestic Dry-Bulk, Product Tankers, and Ocean Self-Unloaders segments, and do not include the fleets in which we participate through joint ventures.

For the periods ended September 30	Three Months Ended		Nine Months Ended	
	2025	2024	2025	2024
Total cargo carried (metric tonnes in thousands) ⁽¹⁾	13,733	11,809	32,534	30,518
Tonne-kilometres travelled (in millions) ⁽²⁾	12,045	10,728	30,865	29,083
Operating days ⁽³⁾	3,330	2,929	8,092	7,338

- (1) Total quantity of cargo in metric tonnes transported during the reporting period.
- (2) Total cargo tonne-kilometres travelled is calculated as cargo quantity multiplied by the distance in kilometres that the cargo quantity was transported.
- (3) Operating days are calculated as the number of available days in the reporting period minus the aggregate number of days that the vessels are off-hire due to unforeseen circumstances.

EBITDA

The Company uses EBITDA as a measure of the cash-generating capacity of its businesses. The following table provides a reconciliation of net earnings in accordance with GAAP to the non-GAAP EBITDA measure for the three and nine months ended September 30, 2025 and 2024, and presented herein:

For the periods ended September 30	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
	2025	2024	2025	2024	Three Months	Nine Months
Net earnings	\$ 39,437	\$ 39,914	\$ 49,040	\$ 40,125	\$ (477)	\$ 8,915
<i>Adjustments to net earnings, excluding joint ventures:</i>						
Depreciation and amortization	21,784	18,206	60,571	53,456	3,578	7,115
Interest expense, net	7,380	4,994	18,423	13,391	2,386	5,032
Gain on sale of assets	—	(983)	—	(1,404)	983	1,404
Foreign exchange loss (gain)	1,967	(317)	(1,349)	(149)	2,284	(1,200)
Income tax expense (recovery)	8,527	6,420	2,897	(3,987)	2,107	6,884
<i>Joint venture adjustments:</i>						
Interest expense, net	2,782	1,310	7,357	3,725	1,472	3,632
Foreign exchange loss (gain)	(390)	(129)	(1,160)	185	(261)	(1,345)
Depreciation and amortization	8,191	5,590	23,189	15,486	2,601	7,703
Income tax expense	61	616	1,014	2,728	(555)	(1,714)
Loss (gain) on sale of assets	—	75	(41)	(723)	(75)	682
EBITDA⁽¹⁾	\$ 89,739	\$ 75,696	\$ 159,941	\$ 122,833	\$ 14,043	\$ 37,108

(1) Please refer to the section entitled Important Information About This MD&A for an explanation of this non-GAAP measure.

Revenues

For the periods ended September 30	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
	2025	2024	2025	2024	Three Months	Nine Months
Reported Revenue	\$ 228,035	\$ 204,644	\$ 546,951	\$ 494,826	\$ 23,391	\$ 52,125
<i>Freight revenue⁽¹⁾</i>						
Domestic Dry-Bulk	\$ 131,101	\$ 119,207	\$ 284,810	\$ 253,799	\$ 11,894	\$ 31,011
Product Tankers	63,753	41,902	161,023	111,950	21,851	49,073
Ocean Self-Unloaders	47,275	46,868	137,417	134,557	407	2,860
Global Short Sea Shipping	32,140	36,054	93,015	99,534	(3,914)	(6,519)
Total freight revenue	\$ 274,269	\$ 244,031	\$ 676,265	\$ 599,840	\$ 30,238	\$ 76,425

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

Domestic Dry-Bulk Segment

Financial Performance

For the periods ended September 30	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
	2025	2024	2025	2024	Three Months	Nine Months
Revenue	\$ 131,453	\$ 119,522	\$ 285,611	\$ 254,527	\$ 11,931	\$ 31,084
Operating expenses	(81,342)	(76,215)	(222,953)	(210,189)	(5,127)	(12,764)
Selling, general and administrative	(3,424)	(3,304)	(11,451)	(10,787)	(120)	(664)
Depreciation and amortization	(8,135)	(7,124)	(23,173)	(20,363)	(1,011)	(2,810)
Operating earnings	38,552	32,879	28,034	13,188	5,673	14,846
Gain on sale of vessel	—	17	—	438	(17)	(438)
Income tax expense	(10,271)	(8,808)	(7,523)	(3,586)	(1,463)	(3,937)
Net earnings	\$ 28,281	\$ 24,088	\$ 20,511	\$ 10,040	\$ 4,193	\$ 10,471

Operational Performance

For the periods ended September 30	Three Months Ended		Nine Months Ended		% Change	
	2025	2024	2025	2024	Three Months	Nine Months
Volumes (metric tonnes in thousands)						
Iron and steel	3,538	2,884	7,694	6,093	23 %	26 %
Construction	954	1,190	1,811	2,114	(20)%	(14)%
Agriculture	1,074	1,039	2,530	2,201	3 %	15 %
Salt	1,404	718	2,471	2,510	96 %	(2)%
Total volumes	6,970	5,831	14,506	12,918	20 %	12 %
Revenue Days	1,651	1,471	3,679	3,212	12 %	15 %
Operating Days	1,712	1,535	3,906	3,421	12 %	14 %

EBITDA

The following table provides a reconciliation of net earnings in accordance with GAAP to the non-GAAP EBITDA measure, as reported for the three and nine months ended September 30, 2025 and 2024, and presented herein:

For the periods ended September 30	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
	2025	2024	2025	2024	Three Months	Nine Months
Net earnings	\$ 28,281	\$ 24,088	\$ 20,511	\$ 10,040	\$ 4,193	\$ 10,471
<i>Adjustments to net earnings:</i>						
Depreciation and amortization	8,135	7,124	23,173	20,363	1,011	2,810
Income tax expense	10,271	8,808	7,523	3,586	1,463	3,937
Gain on sale of vessel	—	(17)	—	(438)	17	438
EBITDA⁽¹⁾	\$ 46,687	\$ 40,003	\$ 51,207	\$ 33,551	\$ 6,684	\$ 17,656

(1) Please refer to the section entitled Important Information About This MD&A for an explanation of this non-GAAP measure.

2025 Third Quarter Compared to the Corresponding Period in 2024

Revenue increased during the quarter, driven by higher customer demand and freight rates, higher revenue days, and one additional vessel in service. Volumes increased in the salt, iron ore, and agricultural sectors, partially offset by lower volumes in construction materials. Salt volumes were higher with strong demand for de-icing salt replenishment around the Great Lakes - St. Lawrence region after a return to typical seasonal weather patterns this past winter. The addition of a major new domestic steel customer in 2025 led to a significant year-over-year increase in iron ore volumes. The agriculture sector saw only a minor increase in volumes during the typically slower third-quarter period, while economic uncertainty from trade and tariff policies contributed to reduced construction activity and weaker demand for aggregates.

Operating costs increased primarily due to a rise in operating days and higher crew wages. Higher costs were offset by reduced lay-up expenses with fewer vessel lay-ups compared to same period last year.

Outlook

Additional spot demand from the construction and export iron ore sectors, combined with steady salt volumes, are expected to keep fleet utilization strong through the remainder of the year. Domestic iron ore volumes are expected to decline in the fourth quarter, as the U.S. steel tariffs lead to curtailed steel production with a major customer. However, strong grain demand from a record large crop in Western Canada will help offset reductions in iron ore cargoes. Algoma is closely monitoring the situation regarding global tariffs, but we do not anticipate any additional major changes in dry-bulk cargo values at this time.

Product Tankers Segment

Financial Performance

For the periods ended September 30	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
	2025	2024	2025	2024	Three Months	Nine Months
Revenue	\$ 49,691	\$ 38,706	\$ 125,155	\$ 106,352	\$ 10,985	\$ 18,803
Operating expenses	(34,236)	(30,018)	(92,694)	(83,807)	(4,218)	(8,887)
Selling, general and administrative	(1,537)	(1,376)	(4,891)	(4,523)	(161)	(368)
Depreciation and amortization	(6,764)	(4,114)	(16,275)	(12,451)	(2,650)	(3,824)
Operating earnings	7,154	3,198	11,295	5,571	3,956	5,724
Interest expense	(1,273)	—	(2,243)	—	(1,273)	(2,243)
Gain on sale of vessel	—	966	—	966	(966)	(966)
Income tax expense	(1,709)	(493)	(2,555)	(303)	(1,216)	(2,252)
Net earnings from investment in joint venture	2,290	584	6,323	1,313	1,706	5,010
<i>Net earnings</i>	\$ 6,462	\$ 4,255	\$ 12,820	\$ 7,547	\$ 2,207	\$ 5,273

Operational Performance⁽¹⁾

For the periods ended September 30	Three Months Ended		Nine Months Ended		% Change	
	2025	2024	2025	2024	Three Months	Nine Months
Volume (metric tonnes in thousands)						
Petroleum products	1,506	783	3,185	1,901	92 %	68 %
<i>Total volume</i>	1,506	783	3,185	1,901	92 %	68 %
Revenue days	873	674	2,194	1,862	30 %	18 %
Operating days	884	696	2,219	1,925	27 %	15 %

(1) The vessels which operate under international joint ventures arrangements are excluded from operational performance.

EBITDA

The following table provides a reconciliation of net earnings in accordance with GAAP to the non-GAAP EBITDA measure, as reported for the three and nine months ended September 30, 2025 and 2024, and presented herein:

For the periods ended September 30	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
	2025	2024	2025	2024	Three Months	Nine Months
Net earnings	\$ 6,462	\$ 4,255	\$ 12,820	\$ 7,547	\$ 2,207	\$ 5,273
<i>Adjustments to net earnings:</i>						
Depreciation and amortization	6,764	4,114	16,275	12,451	2,650	3,824
Interest expense	1,273	—	2,243	—	1,273	2,243
Income tax expense	1,709	493	2,555	303	1,216	2,252
Gain on sale of vessel	—	(966)	—	(966)	966	966
<i>Joint venture:</i>						
Interest expense	2,282	493	5,651	1,004	1,789	4,647
Depreciation and amortization	2,119	356	5,124	690	1,763	4,434
Foreign exchange loss (gain)	(313)	202	(265)	346	(515)	(611)
<i>EBITDA⁽¹⁾</i>	\$ 20,296	\$ 8,947	\$ 44,403	\$ 21,375	\$ 11,349	\$ 23,028

(1) Please refer to the section entitled Important Information About This MD&A for an explanation of this non-GAAP measure.

2025 Third Quarter Compared to the Corresponding Period in 2024

A larger domestic fleet, higher rates, and fewer non-productive days contributed to increased revenues in the quarter compared to the prior period. The *Algoma East Coast* and the *Algoma Acadian* joined the tanker fleet in the second quarter of 2025, and were both in service throughout the current period. These vessels are on long-term charters under Canadian flag, delivering refined petroleum products along the Canadian and U.S. east coast.

Operating costs rose in the quarter, primarily due to higher crew wages and consumable expenses, reflecting an increase in operating days associated with a larger fleet.

Joint venture earnings increased as the FureBear fleet grew from one vessel in early 2024 to eight vessels by the end of the 2025 third quarter. In the first quarter of 2024, the first vessel was the *Fure Vanguard*, followed by *Fure Viken*, *Fure Viskär*, and *Fure Vyl*, in the latter half of the year. The *Fure Vesborg*, *Fure Victoria*, *Fure Valö*, and *Fure Ven* joined the fleet in the first three quarters of 2025. These vessels are the first eight of ten newbuild product tankers set to enter operations. Additionally, joint venture earnings benefited from having the *Fure Spear* and *Fure Skagen* operating in an international pool.

Outlook

We expect customer demand to remain steady throughout the remainder of the year and for fuel distribution patterns within Canada to support strong vessel utilization for the vessels trading under Canadian flag. The fleet is expected to remain in full deployment with all ten Canadian vessels in operation. With the delivery of the first eight FureBear newbuilds, two newbuild tankers remain on order for the joint venture, with delivery expected in the first half of 2026. We are anticipating a continued steady rate environment for these vessels.

We expect operating costs to remain consistent for the balance of the year. Algoma is closely monitoring the situation regarding global tariffs, but we do not anticipate major changes in tanker cargo volumes at this time.

Ocean Self-Unloaders Segment

Financial Performance

For the periods ended September 30	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
	2025	2024	2025	2024	Three Months	Nine Months
<i>Average foreign exchange rate (USD/CAD)</i>	1.3836	1.3637	1.3989	1.3603	0.0199	0.0386
Revenue	\$ 46,277	\$ 45,803	\$ 134,322	\$ 131,821	\$ 474	\$ 2,501
Operating expenses	(30,591)	(27,254)	(87,472)	(84,699)	(3,337)	(2,773)
Selling, general and administrative	(468)	(463)	(1,316)	(1,393)	(5)	77
Depreciation and amortization	(6,471)	(6,528)	(19,867)	(19,454)	57	(413)
Operating earnings	8,747	11,558	25,667	26,275	(2,811)	(608)
Income tax expense	—	—	—	(35)	—	35
Net earnings from investment in joint venture	190	331	590	618	(141)	(28)
<i>Net earnings</i>	\$ 8,937	\$ 11,889	\$ 26,257	\$ 26,858	(2,952)	(601)

Operational Performance

For the periods ended September 30	Three Months Ended		Nine Months Ended		% Change	
	2025	2024	2025	2024	Three Months	Nine Months
Pool Volumes (metric tonnes in thousands) ⁽¹⁾						
Gypsum	834	941	2,590	2,951	(11)%	(12)%
Aggregates	2,501	2,167	6,605	6,838	15 %	(3)%
Coal	1,827	1,954	5,251	5,414	(6)%	(3)%
Other	95	133	397	476	(29)%	(17)%
<i>Total volumes</i>	5,257	5,195	14,843	15,679	1 %	(5)%
Algoma Vessels						
Revenue days	711	694	1,942	1,985	2 %	(2)%
Operating days	734	698	1,967	1,992	5 %	(1)%
Off-hire days for dry-docking	3	38	217	200	(92)%	9 %

(1) Pool volumes exclude volumes carried on vessels that were under time charter arrangements and under joint venture.

EBITDA

The following table provides a reconciliation of net earnings in accordance with GAAP to the non-GAAP EBITDA measure, as reported for the three and nine months ended September 30, 2025 and 2024, and presented herein:

For the periods ended September 30	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
	2025	2024	2025	2024	Three Months	Nine Months
Net earnings	\$ 8,937	\$ 11,889	\$ 26,257	\$ 26,858	\$ (2,952)	\$ (601)
<i>Adjustments to net earnings:</i>						
Depreciation and amortization	6,471	6,528	19,867	19,454	(57)	413
Income tax expense	—	—	—	35	—	(35)
<i>Joint venture:</i>						
Depreciation and amortization	178	42	540	125	136	415
Interest income	(8)	(15)	(12)	(31)	7	19
Foreign exchange gain (loss)	(9)	1	(12)	1	(10)	(13)
EBITDA⁽¹⁾	\$ 15,569	\$ 18,445	\$ 46,640	\$ 46,442	\$ (2,876)	198

(1) Please refer to the section entitled Important Information About This MD&A for an explanation of this non-GAAP measure.

2025 Third Quarter Compared to the Corresponding Period in 2024

Revenue remained relatively consistent compared to the previous period. Aggregates volumes and spot cargoes increased, partially offset by lower gypsum and coal volumes. Additionally, revenue days increased largely due to fewer planned dry-docking related off-hire days compared to the same period last year.

A vessel entered dry-dock late in the current quarter, whereas a vessel remained in dry-dock for the entire corresponding quarter last year. This timing difference led to an increase in fleet operating days in the current period.

Outlook

Vessel supply at the Pool level is expected to be tight for the remainder of the year. Two additional vessels in the Algoma fleet are scheduled for dry-docking over the remainder of 2025 (for a total of four dry-docks in 2025), which is expected to have a significant impact on available days. Gypsum volumes continued to decline in the third quarter, while aggregates volumes saw an increase. We expect normalization across these sectors through to year-end, with volumes in other segments expected to remain stable going forward.

The first of three new ocean self-unloaders, the *Algoma Legacy*, was delivered in the third quarter and will join the pool following its delivery voyage. These new ships will replace Algoma's oldest vessels in the Pool and will have increased cargo capacity and improved fuel consumption compared to the vessels they are replacing.

Subsequent to the quarter, the Pool updated its commercial agreement. The updated agreement modifies the structure by including, in addition to revenues, a pro rata sharing of operating costs for the vessels, with each to be shared on a fixed percentage. The updated agreement is retrospective as of April 1, 2025 and will be reflected in the Company's year-end results.

Global Short Sea Shipping Segment

Financial Performance

	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
For the periods ended September 30	2025	2024	2025	2024	Three Months	Nine Months
<i>Average foreign exchange rate (USD/CAD)</i>	1.3836	1.3637	1.3989	1.3603	0.0199	0.0386
Revenue	\$ 64,280	\$ 72,108	\$ 186,029	\$ 199,068	\$ (7,828)	\$ (13,039)
Operating expenses	(43,766)	(47,004)	(128,416)	(130,085)	3,238	1,669
Selling, general and administrative	(1,924)	(1,556)	(5,546)	(4,817)	(368)	(729)
Depreciation and amortization	(11,539)	(9,968)	(34,341)	(28,116)	(1,571)	(6,225)
Operating earnings	7,051	13,580	17,726	36,050	(6,529)	(18,324)
Gain (loss) on sale of vessels	—	(149)	—	1,445	149	(1,445)
Interest expense	(1,020)	(1,665)	(3,452)	(5,515)	645	2,063
Foreign exchange gain	178	663	1,808	323	(485)	1,485
Earnings before undernoted	6,209	12,429	16,082	32,303	(6,220)	(16,221)
Income tax expense	(298)	(1,284)	(882)	(4,540)	986	3,658
Net earnings of joint ventures	2,749	1,259	5,725	2,877	1,490	2,848
Net loss (earnings) attributable to non-controlling interest	120	(161)	(247)	(1,788)	281	1,541
<i>Net earnings</i>	\$ 8,780	\$ 12,243	\$ 20,678	\$ 28,852	\$ (3,463)	\$ (8,174)
<i>Company share of net earnings above</i>	\$ 4,390	\$ 6,122	\$ 10,339	\$ 14,426	\$ (1,732)	\$ (4,087)
Amortization of vessel purchase price allocation and intangibles	(72)	(161)	(214)	(478)	89	264
<i>Company share included in net earnings from investments in joint ventures</i>	\$ 4,318	\$ 5,961	\$ 10,125	\$ 13,948	\$ (1,643)	\$ (3,823)

EBITDA

The following table provides a reconciliation of net earnings in accordance with GAAP to the non-GAAP EBITDA measure, as reported for the three and nine months ended September 30, 2025 and 2024, and presented herein:

	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
For the periods ended September 30	2025	2024	2025	2024	Three Months	Nine Months
Company share of net earnings from investments in joint ventures	\$ 4,318	\$ 5,961	\$ 10,125	\$ 13,948	\$ (1,643)	\$ (3,823)
<i>Adjustments to net earnings (company's share):</i>						
Depreciation and amortization	5,842	5,145	17,385	14,536	697	2,849
Interest expense	510	833	1,726	2,758	(323)	(1,032)
Income tax expense	149	642	441	2,270	(493)	(1,829)
Foreign exchange loss	(89)	(332)	(904)	(162)	243	(742)
Gain on sale of vessels	—	75	—	(723)	(75)	723
<i>Company share of EBITDA⁽¹⁾</i>	\$ 10,730	\$ 12,324	\$ 28,773	\$ 32,627	\$ (1,594)	\$ (3,854)

(1) Please refer to the section entitled Important Information About This MD&A for an explanation of this non-GAAP measure.

2025 Third Quarter Compared to the Corresponding Period in 2024

Revenues declined in the third quarter, largely reflecting a temporary reduction in available revenue days for the cement fleet as several vessels were transitioned into long-term trades, which necessitated earlier than planned dry-dockings. The cement fleet maintained steady freight rates and benefited from an increase in fleet size compared to the prior year, with one additional vessel in operation relative to the prior period. In the mini-bulker fleet, revenues declined primarily due to increased number of dry-dockings during the quarter and to softer market conditions for the handy-sized assets compared to the corresponding period.

Net earnings also included increased quarterly results from cement joint ventures due to improved charter terms and operating performance compared to the prior-year period.

Operating expenses for the segment rose, primarily due to increased costs in the cement fleet following the addition of one vessel, as well as higher expenses in the mini-bulker segment, which saw two dry-dockings in the third quarter of 2025 compared to just one during the same period last year.

Depreciation was also higher in the quarter mainly due to accelerated depreciation charges for vessels in the cement fleet related to earlier than planned dry-dockings to facilitate entry into new vessel employment contracts.

Outlook

For the remainder of 2025, we anticipate steady earnings from the cement fleet, with most assets committed to long-term time charter contracts. The handy-size fleet, together with the mini-bulker fleet are expected to experience slightly lower daily rates compared to 2024, with some potential for upside as market conditions in the handy-size segment began to show improvements late in the quarter.

Two newbuild 9.5K deadweight mini-bulkers, the fifth and sixth in the series delivered since 2020, and two 38K deadweight pneumatic cement carriers, which will be the largest specialized cement carriers in the world, are currently under construction and scheduled for delivery between early 2026 and 2027. Investments in two additional 9.5K deadweight mini-bulkers were approved in the fourth quarter with an expected delivery in late 2027.

Subsequent to the quarter, NovaAlgoma Cement Carriers Limited ("NACC"), and P&O Maritime Logistics, a DP World subsidiary, completed the transaction for the acquisition of a 51% controlling interest in its wholly owned cement assets. The deal excludes NACC's joint ventures in Northern Europe, Indonesia, and Greece. The remaining 49% interest will be retained by NACC in a new Dubai-based entity. Daily operations of the fleet will remain unchanged and continue under the existing commercial and technical management teams. Algoma's earnings from investment in joint ventures in the fourth quarter will include the Company's share of the gain from this transaction.

Corporate Segment

Financial Performance

For the periods ended September 30	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
	2025	2024	2025	2024	Three Months	Nine Months
Revenue	\$ 614	\$ 613	\$ 1,863	\$ 2,126	\$ 1	\$ (263)
Operating expenses	(241)	(170)	(757)	(700)	(71)	(57)
Selling, general and administrative	(3,652)	(4,466)	(14,596)	(14,729)	814	133
Depreciation	(414)	(440)	(1,256)	(1,188)	26	(68)
Operating loss	(3,693)	(4,463)	(14,746)	(14,491)	770	(255)
Interest expense, net	(6,107)	(4,994)	(16,180)	(13,391)	(1,113)	(2,789)
Foreign exchange gain (loss)	(1,967)	317	1,349	149	(2,284)	1,200
Income tax recovery	3,453	2,881	7,181	7,911	572	(730)
Net earnings (loss) from investment in joint venture	(247)	(20)	1,723	1,554	(227)	169
Net loss	\$ (8,561)	\$ (6,279)	\$ (20,673)	\$ (18,268)	\$ (2,282)	\$ (2,405)

The Corporate segment consists of revenue from management services provided to third parties, head office expenditures, other administrative expenses of the Company, and earnings from a joint venture in a mechanical, machining, and fabrication shop, Allied Marine & Industrial ("AMI"). The Company holds a 49% interest in AMI and fully owns the land and building occupied by AMI. The land and building generate rental income for the Corporate segment. AMI's primary business supports the Canadian marine industry and is therefore impacted by that industry's seasonality, generating its earnings predominantly in the first half of the year.

Revenues in the segment are also generated from rental income provided by third-party tenants in the Company's head office building. Operating expenses include the operating costs of that office building.

On June 30, 2022, the Company finalized the sale of a shopping centre located in Sault Ste. Marie, Ontario. Proceeds of the sale included a vendor take-back mortgage for \$18 million, secured by a first lien against the shopping centre. The principal repayment due in 2024 was not met and the property entered receivership. A successful bid has been received and a final sale is expected within the year, with proceeds expected to cover the mortgage receivable.

Consolidated

Interest Expense

For the periods ended September 30	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
	2025	2024	2025	2024	Three Months	Nine Months
Interest expense on borrowings	\$ 7,336	\$ 5,470	\$ 20,334	\$ 16,053	\$ (1,866)	\$ (4,281)
Amortization of financing costs	320	198	817	786	(122)	(31)
Interest on employee future benefits, net	—	66	—	170	66	170
Capitalized interest	—	(443)	(2,207)	(1,832)	(443)	375
	\$ 7,656	\$ 5,291	\$ 18,944	\$ 15,177	\$ (2,365)	\$ (3,767)

Income Taxes

	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
For the periods ended September 30	2025	2024	2025	2024	Three Months	Nine Months
Combined federal and provincial statutory income tax rate	26.5 %	26.5 %	26.5 %	26.5 %	— %	— %
Net earnings before income tax and net earnings from investments in joint ventures	\$ 41,413	\$ 39,478	\$ 33,176	\$ 18,705	\$ 1,935	\$ 14,471
Expected income tax expense	\$ (10,974)	\$ (10,462)	\$ (8,792)	\$ (4,957)	\$ (512)	\$ (3,835)
Tax effects resulting from:						
Foreign tax rates different from Canadian statutory rate	2,249	3,537	6,769	7,689	(1,288)	(920)
Effect of items that are non-taxable (non-deductible)	69	662	(109)	938	(593)	(1,047)
Deferred tax items recognized	—	—	—	508	—	(508)
Adjustments to prior period provision	(43)	(36)	(956)	(36)	(7)	(920)
Other	172	(121)	191	(155)	293	346
Actual tax recovery (expense)	\$ (8,527)	\$ (6,420)	\$ (2,897)	\$ 3,987	\$ (2,107)	\$ (6,884)

Earnings from the Company's foreign subsidiaries are taxed in jurisdictions which have nil income tax rates. Any variation in the effective income tax rate from the statutory income tax rate is due mainly to the lower income tax rates applicable to foreign subsidiaries, the effect of taxable and non-taxable items that may or may not be included in earnings and changes to income tax provisions related to prior periods. The Company is not subject to OECD Pillar Two taxes as its consolidated revenues fall below levels at which such taxes apply.

Contingencies

For information on contingencies, please refer to Note 29 of the Consolidated Financial Statements for the years ending December 31, 2024 and 2023. There have been no significant changes in the items presented since December 31, 2024.

Capital Resources

The Company has cash on hand of \$25,800 at September 30, 2025. Available credit facilities along with projected cash from operations for 2025 are expected to be sufficient to meet the Company's planned operating and capital requirements and other contractual obligations for the year.

The Company maintains credit facilities that are reviewed periodically to determine if sufficient capital is available to meet current and anticipated needs. The Company's bank credit facility (the "Facility") comprises a \$125 million Canadian dollar and a \$111.5 million U.S. dollar senior secured revolving bank credit maturing October 11, 2027. The Facility bears interest at rates that are based on the Company's ratio of net senior debt, as defined, to earnings before interest, taxes, depreciation and amortization and ranges from 170 to 325 basis points above adjusted SOFR, CORRA, or EURIBOR rates. The Company has granted a general security agreement in favour of the senior secured lenders and has granted specific collateral mortgages covering the majority of its wholly owned vessels. As of September 30, 2025, \$207,505 had been withdrawn from the Facility. In addition, the Company maintains an accordion feature that provides for increased borrowings by up to an additional \$100 million Canadian. The accordion remains fully available as at September 30, 2025.

The Company is subject to certain covenants under the terms of the Facility and the senior secured notes, including ones with respect to maintaining defined financial ratios and other conditions. As at September 30, 2025, the Company was in compliance with all of its covenants.

Transactions with Related Parties

The Company's ultimate controlling party is The Honourable Henry N. R. Jackman, together with a trust created in 1969 by his father, Henry R. Jackman.

There were no transactions with these related parties for the three and nine months ended September 30, 2025.

Financial Condition, Liquidity and Capital Resources

Cash Flows

For the periods ended September 30	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
	2025	2024	2025	2024	Three Months	Nine Months
Net cash generated from operating activities	\$ 59,746	\$ 54,155	\$ 96,676	\$ 93,441	\$ 5,591	\$ 3,235
Net cash used in investing activities	(77,946)	(17,400)	(264,538)	(135,162)	(60,546)	(129,376)
Net cash generated from (used in) financing activities	748	(37,823)	191,145	34,803	38,571	156,342
Net change in cash	(17,452)	(1,068)	23,283	(6,918)	(16,384)	30,201
Effects of exchange rate changes on cash held in foreign currencies	214	(391)	(1,028)	3,865	605	(4,893)
Cash, beginning of period	43,038	31,237	3,545	32,831	11,801	(29,286)
Cash, end of period	\$ 25,800	\$ 29,778	\$ 25,800	\$ 29,778	\$ (3,978)	\$ (3,978)

Operating Activities

Increased net cash from operating activities relates to higher non-cash adjustments to earnings, including depreciation and interest expense, offset by timing of working capital cash flows.

Investing Activities

Higher net cash used in investing activities reflects final delivery payments for new vessels delivered in the year: two new product tankers, a domestic dry-bulk self-unloader and an ocean self-unloader which was delivered in the third quarter.

Financing Activities

Changes in cash from financing activities in 2025 reflect increased borrowings and interest payments to facilitate increased investment spending.

Free Cash Flow

The following table provides a reconciliation of net cash generated from operating activities in accordance with GAAP to the non-GAAP free cash flow, as reported for the three and nine months ended September 30, 2025 and 2024, and presented herein:

For the periods ended September 30	Three Months Ended		Nine Months Ended		Favourable/(Unfavourable)	
	2025	2024	2025	2024	Three Months	Nine Months
Net cash generated from operating activities	\$ 59,746	\$ 54,155	\$ 96,676	\$ 93,441	\$ 5,591	\$ 3,235
Net debt service repayments	(7,146)	(36,169)	(26,994)	(44,900)	29,023	17,906
Capital required for maintenance of existing assets	(5,760)	(8,489)	(29,316)	(18,358)	2,729	(10,958)
Free cash flow ⁽¹⁾	\$ 46,840	\$ 9,497	\$ 40,366	\$ 30,183	\$ 37,343	\$ 10,183

(1) Please refer to the section entitled Important Information About This MD&A - Free Cash Flow for an explanation of this non-GAAP measure.

Higher free cash flow for this quarter reflects lower debt service repayments as convertible debentures were paid in this period last year. For the year-to-date, the increase is partially offset due to higher capital maintenance for more vessels this year undergoing dry-docking.

Normal Course Issuer Bid

Effective March 21, 2025, the Company renewed its normal course issuer bid (the "2025 NCIB") to purchase up to 2,028,391 of its common shares ("Shares"), representing approximately 5% of the 40,567,816 Shares issued and outstanding as of the close of business on March 7, 2025.

Under the 2025 NCIB, the Company may purchase up to 2,063 Shares per day, representing 25% of the average daily trading volume for the previous six months. The Company may buy back Shares anytime during the twelve-month period beginning on March 21, 2025 and ending on March 20, 2026. The stated capital of \$1.41 per share equals the approximate paid-up capital amount of the Shares for purposes of the Income Tax Act.

Under the 2025 NCIB, or the previous year NCIB, no Shares were purchased and cancelled for the nine-month period ended September 30, 2025 or 2024.

Commitments

The table below provides aggregate information about the Company's contractual obligations as at and subsequent to September 30, 2025 that affect the Company's liquidity and capital resource needs.

	2025	2026	2027	2028	2029	2030 and Beyond	Total
Short-term borrowings	\$ 207,505	\$ —	\$ —	\$ —	\$ —	\$ —	207,505
Long-term debt	2,172	8,689	36,534	8,673	8,638	371,083	435,789
Interest payments on long-term debt	9,240	18,118	17,629	16,202	15,715	67,006	143,910
Vessel purchase commitments	9,355	80,644	54,041	—	—	—	144,040
Vessel purchase commitments through joint ventures (Algoma share) ⁽¹⁾	15,029	85,320	4,053	—	—	—	104,402
AMI share purchase	—	—	—	—	—	5,757	5,757
Licence of ERP system	—	1,003	1,003	1,003	1,003	5,013	9,025
Leases	29	80	—	—	—	—	109
	\$ 243,330	\$ 193,854	\$ 113,260	\$ 25,878	\$ 25,356	\$ 448,859	\$ 1,050,537

(1) The joint venture commitments above include the construction of two product tankers, four mini-bulkers vessels, and two cement carriers. The joint ventures have financing arrangements under which and subject to certain conditions, they can access funding for up to 70% of the outstanding commitments upon delivery.

Disclosure Controls and Procedures and Internal Controls over Financial Reporting

Disclosure Controls and Procedures

In accordance with the requirements of National Instrument 52-109 Certification of Disclosure in Issuer's Annual and Interim Filings, the Company's management, including the Chief Executive Officer and the Chief Financial Officer, has evaluated the effectiveness of the Company's disclosure controls and procedures as of September 30, 2025. Under the supervision of and with the participation of the Chief Executive Officer and the Chief Financial Officer, Management has concluded that the Company's disclosure controls and procedures were effective as of September 30, 2025.

Internal Controls over Financial Reporting

The Company's management is responsible for designing, establishing and maintaining an adequate system of internal controls over financial reporting. The internal control system was designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes, in accordance with IFRS Accounting Standards. Because of inherent limitations, internal controls over financial reporting may not prevent or detect all misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with policies and procedures may deteriorate.

Management has used the criteria established in the 2013 Internal Control - Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission to assess, with the participation of the Chief Executive Officer and Chief Financial Officer, the effectiveness of the Company's internal controls over financial reporting. Based on this assessment, Management has concluded that the Company's internal controls over financial reporting are operating effectively as of September 30, 2025.

Changes in Internal Controls over Financial Reporting

During the period ended September 30, 2025, there have been no changes in the Company's policies and procedures and other processes that comprise its internal control over financial reporting, that have materially affected, or are reasonably likely to materially affect, the Company's internal control over financial reporting.

Accounting Pronouncements Issued But Not Yet Effective

The company has not early adopted any standard or amendment that has been issued but is not yet effective. The Company is assessing the impacts to the consolidated financial statements.

Amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures

On May 30, 2024, the IASB issued amendments to IFRS 9 *Financial Instruments* and IFRS 7 *Financial Instruments: Disclosures* to address matters identified during the post-implementation review of the classification and measurement requirements of IFRS 9 *Financial Instruments*. The amendments are effective for reporting periods beginning on or after January 1, 2026.

IFRS 18 Presentation and Disclosures in Financial Statements

In April, 2024, the IASB issued the new standard IFRS 18 *Presentation and Disclosure in Financial Statements* that will replace IAS 1 *Presentation of Financial Statements*. The new standard introduces newly defined subtotals on the income statement, requirements for aggregation and disaggregation of information, and disclosure of Management Performance Measures in the financial statements. The new standard is effective for annual reporting periods beginning on or after January 1, 2027 with early adoption permitted.

ALGOMA CENTRAL CORPORATION

Interim Condensed Consolidated Financial Statements

For the Three and Nine Months Ended September 30, 2025 and 2024

Notice of disclosure of no auditor review of interim condensed consolidated financial statements pursuant to National Instrument 51-02, Part 4, subsection 4.3(3)(a) issued by the Canadian Securities Administrators.

The accompanying interim condensed consolidated financial statements of Algoma Central Corporation for the three and nine months ended September 30, 2025 and 2024 have been prepared in accordance with International Accounting Standard 34, Interim Financial Reporting as issued by the International Accounting Standards Board and are the responsibility of the Company's management. The Company's independent auditors have not performed an audit or a review of these interim condensed consolidated financial statements.

Interim Condensed Consolidated Statement of Earnings

For the periods ended September 30 (unaudited, in thousands of dollars, except per share data)	Notes	Three Months Ended		Nine Months Ended	
		2025	2024	2025	2024
Revenue	4	\$ 228,035	\$ 204,644	\$ 546,951	\$ 494,826
Operating expenses		(146,410)	(133,657)	(403,876)	(379,395)
Selling, general and administrative expenses		(9,081)	(9,609)	(32,254)	(31,432)
Depreciation and amortization		(21,784)	(18,206)	(60,571)	(53,456)
Operating earnings		50,760	43,172	50,250	30,543
Interest expense	6	(7,656)	(5,291)	(18,944)	(15,177)
Interest income		276	297	521	1,786
Gain on sale of assets	9	—	983	—	1,404
Foreign exchange gain (loss)		(1,967)	317	1,349	149
		41,413	39,478	33,176	18,705
Income tax recovery (expense)	7	(8,527)	(6,420)	(2,897)	3,987
Net earnings from investments in joint ventures	5	6,551	6,856	18,761	17,433
Net earnings		\$ 39,437	\$ 39,914	\$ 49,040	\$ 40,125
Earnings per share		\$ 0.97	\$ 0.98	\$ 1.21	\$ 1.01

See accompanying notes to the interim condensed consolidated financial statements.

Interim Condensed Consolidated Statement of Comprehensive Earnings

For the periods ended September 30 (unaudited, in thousands of dollars)		Three Months Ended		Nine Months Ended	
		2025	2024	2025	2024
Net earnings		\$ 39,437	\$ 39,914	\$ 49,040	\$ 40,125
Other comprehensive earnings (loss):					
Items that may be subsequently reclassified to net earnings:					
Unrealized gain (loss) on financial statement translation of foreign operations		16,104	(7,111)	(9,763)	11,829
Unrealized gain (loss) on hedging instruments, net of income tax		(3,580)	2,734	7,270	(3,971)
Foreign exchange gain on purchase commitment hedge reserve, net of income tax, transferred to:					
Vessels under construction		—	—	—	752
Items that will not be subsequently reclassified to net earnings:					
Employee future benefits actuarial gain, net of income tax		1,558	1,080	3,470	2,670
		14,082	(3,297)	977	11,280
Comprehensive earnings		\$ 53,519	\$ 36,617	\$ 50,017	\$ 51,405

See accompanying notes to the interim condensed consolidated financial statements.

Interim Condensed Consolidated Balance Sheet

		September 30	December 31
As at (unaudited, in thousands of dollars)	Notes	2025	2024
Assets			
Current			
Cash		\$ 25,800	\$ 3,545
Accounts receivable		101,751	89,492
Income taxes recoverable		3,563	2,552
Mortgage receivable	11	18,000	18,000
Other current assets	8	41,725	25,756
		190,839	139,345
Property, plant, and equipment	9	1,129,413	867,481
Investments in joint ventures	5	397,553	360,463
Goodwill	10	7,910	7,910
Employee future benefits		28,337	26,169
Other assets	12	37,806	122,585
		\$ 1,791,858	\$ 1,523,953
Liabilities			
Current			
Accounts payable and accrued charges		\$ 118,862	\$ 106,109
Short-term borrowings	13	207,505	78,267
Current portion of long-term debt	15	8,684	49
Income taxes payable		3,964	1,097
Other current liabilities	14	6,194	4,159
		345,209	189,681
Long-term debt	15	416,639	334,035
Employee future benefits		18,782	19,319
Deferred income taxes		82,038	78,892
Other long-term liabilities		1,842	2,178
		864,510	624,105
Commitments	19		
Shareholders' Equity			
Share capital	16	57,093	57,093
Contributed surplus		3,401	3,357
Accumulated other comprehensive earnings	17	3,473	5,966
Retained earnings		863,381	833,432
		927,348	899,848
		\$ 1,791,858	\$ 1,523,953

See accompanying notes to the interim condensed consolidated financial statements.

Interim Condensed Consolidated Statement of Changes in Equity

(unaudited, in thousands of dollars)	Share Capital	Contributed Surplus and Convertible Debentures	Accumulated Other Comprehensive Earnings (Loss)	Retained Earnings	Total Equity
	(Note 16)		(Note 17)		
Balance at January 1, 2024	\$ 29,175	\$ 2,218	\$ (22,467)	\$ 769,383	\$ 778,309
Net earnings	—	—	—	40,125	40,125
Dividends	—	—	—	(22,262)	(22,262)
Repurchase and cancellation of common shares	(41)	—	—	(748)	(789)
Debenture conversions	27,959	750	—	—	28,709
Share-based compensation	—	258	—	(105)	153
Reclassified to vessels under construction	—	—	(3,517)	—	(3,517)
Other comprehensive earnings	—	—	8,610	2,670	11,280
Balance at September 30, 2024	\$ 57,093	\$ 3,226	\$ (17,374)	\$ 789,063	\$ 832,008
Balance at January 1, 2025	\$ 57,093	\$ 3,357	\$ 5,966	\$ 833,432	\$ 899,848
Net earnings	—	—	—	49,040	49,040
Dividends	—	—	—	(22,561)	(22,561)
Share-based compensation	—	44	—	—	44
Other comprehensive earnings (loss)	—	—	(2,493)	3,470	977
Balance at September 30, 2025	\$ 57,093	\$ 3,401	\$ 3,473	\$ 863,381	\$ 927,348

See accompanying notes to the interim condensed consolidated financial statements.

Interim Condensed Consolidated Statement of Cash Flows

		Three Months Ended		Nine Months Ended	
For the periods ended September 30 (unaudited, in thousands of dollars)	Notes	2025	2024	2025	2024
Net Inflow (Outflow) of Cash Related to the Following Activities					
Operating					
Net earnings		\$ 39,437	\$ 39,914	\$ 49,040	\$ 40,125
Net earnings from investments in joint ventures	5	(6,551)	(6,856)	(18,761)	(17,433)
Items not affecting cash					
Depreciation and amortization		21,784	18,206	60,571	53,456
Gain on sale of assets	9	—	(983)	—	(1,404)
Other non-cash items		19,015	11,579	23,078	10,445
Net change in non-cash working capital		(14,230)	(5,613)	(16,565)	11,689
Income taxes recovered (paid)		624	(1,706)	359	(2,469)
Employee future benefits paid		(333)	(386)	(1,046)	(968)
Net cash generated from operating activities		59,746	54,155	96,676	93,441
Investing					
Additions to property, plant, and equipment	18	(61,692)	(9,451)	(230,491)	(96,472)
Distributions received from joint ventures	5	3,323	3,449	17,062	6,776
Investment in joint ventures	5	(11,508)	(20,509)	(33,766)	(41,100)
Additions to vessels under construction		(8,069)	(9,630)	(17,343)	(24,033)
Net proceeds on sale of assets	9	—	18,741	—	19,667
Net cash used in investing activities		(77,946)	(17,400)	(264,538)	(135,162)
Financing					
Interest paid		(4,952)	(2,838)	(22,674)	(11,980)
Interest received		275	380	520	1,869
Net proceeds from short-term borrowings		15,544	5,495	130,504	100,827
Repayment of long-term debt	15	(2,194)	(33,331)	(4,320)	(33,331)
Proceeds from long-term debt	15	—	—	110,891	411
Repurchase of shares for cancellation	16	—	—	—	(789)
Dividends paid		(7,925)	(7,529)	(23,776)	(22,204)
Net cash generated from (used in) financing activities		748	(37,823)	191,145	34,803
Net change in cash		(17,452)	(1,068)	23,283	(6,918)
Effects of exchange rate changes on cash held in foreign currencies		214	(391)	(1,028)	3,865
Cash, beginning of period		43,038	31,237	3,545	32,831
Cash, end of period		\$ 25,800	\$ 29,778	\$ 25,800	\$ 29,778
See accompanying notes to the interim condensed consolidated financial statements					

Notes to the Interim Condensed Consolidated Financial Statements

1. Organization and Description of Business

Algoma Central Corporation (the "Company") is incorporated in Canada and listed on the Toronto Stock Exchange. The address of the Company's registered office is 63 Church St, Suite 600, St. Catharines, Ontario, Canada. The Interim Condensed Consolidated Financial Statements of the Company for the three and nine months ended September 30, 2025 and 2024 comprise the Company, its subsidiaries and the Company's interests in jointly controlled entities.

The principal subsidiaries are Algoma Shipping Ltd. and Algoma Tankers Limited. The principal jointly controlled entities are NovaAlgoma Cement Carriers Limited (50%), NovaAlgoma Short-Sea Holding Limited (50%) and FureBear AB (50%). In addition, Algoma Shipping Ltd. is a member of an international pool arrangement (the "Pool"), under which revenues and related voyage expenses are distributed to each Pool member based on an agreed formula reflecting the earnings capacity of the vessels each member has placed in the Pool.

Algoma Central Corporation owns and operates the largest fleet of dry and liquid bulk carriers operating on the Great Lakes - St. Lawrence Seaway, including self-unloading dry-bulk carriers, gearless dry-bulk carriers and product tankers. Algoma also owns and operates ocean-going self-unloading dry-bulk vessels trading in international markets and holds a 50% interest in global joint ventures that own diversified portfolios of dry and liquid bulk fleets operating internationally. Across the global fleet, Algoma holds an ownership interest in 100 vessels. In addition to its ownership interests, the Company provides operational management for other vessels.

The Company reports the results of its operations for five business units or segments. The largest is the Domestic Dry-Bulk segment, which includes the Company's 19 Canadian dry-bulk carriers. This segment serves a wide variety of major industrial sectors, including iron and steel producers, aggregate producers, cement and building material producers, salt producers, and agricultural product distributors.

The Product Tankers fleet consists of ten product tankers employed in Canadian flag service, including two vessels that entered service in the 2025 second quarter. The segment also includes the Company's 50% interest in an international joint venture comprising ten tankers, two of which are under construction, and an interest in a foreign-flagged tanker operation comprising two product tankers. Customers include major oil refiners, leading wholesale distributors, and large consumers of petroleum products.

The Company's international Ocean Self-Unloaders segment consists of nine ocean-going self-unloading vessels and a 25% interest in a tenth self-unloader. Eight of the nine wholly owned self-unloaders are part of a Pool comprising the world's largest fleet of ocean-going self-unloaders, which at the end of the period totalled 18 vessels. Two additional ocean self-unloaders are currently under construction, with deliveries in 2026 and 2027, and are set to replace the oldest Algoma owned vessels in the Pool.

The Global Short Sea Shipping segment, which consists of the Company's NovaAlgoma joint ventures, focuses on niche marine transportation markets featuring specialized equipment or services. The cement carrier fleet operates pneumatic cement carriers servicing large global cement manufacturers that support construction and infrastructure projects. The short sea mini-bulker fleet comprises owned ships, chartered vessels, and vessels operated under third-party management contracts. The fleet supports the agricultural, cement, construction, energy, and steel industries worldwide. The handy-size fleet is an opportunistic vessel sales and purchase venture. Two newbuild mini-bulkers and two pneumatic cement carriers are currently under construction, with contracts signed for an additional two newbuild mini-bulkers, all with expected deliveries between 2026 and 2027.

The Corporate segment consists of the Company's head office expenditures, third-party management services, other administrative functions of the Company, and earnings from a joint venture in a mechanical, machining, and fabrication shop.

The nature of the Company's business is such that the earnings in the first quarter of each year are not indicative of the results for the other three quarters in the year. Due to the closing of the canal system and the winter weather conditions on the Great Lakes - St. Lawrence Seaway, the majority of the Domestic Dry-Bulk fleet does not operate for most of the first quarter. In addition, significant repair and maintenance costs are incurred in the first quarter to prepare the Domestic Dry-Bulk fleet for the upcoming navigation season. As a result, first quarter revenues and earnings are significantly lower than those of the remaining quarters in the year.

2. Statement of Compliance

The financial statements have been prepared in accordance with IAS 34, Interim Financial Reporting as issued by the International Accounting Standards Board ("IASB") and using the same accounting policies and methods as were used for the Company's Consolidated Financial Statements and the notes thereto for the year ended December 31, 2024. The financial statements should be read in conjunction with the Company's Consolidated Financial Statements for the year ended December 31, 2024.

The presentation currency used is the Canadian dollar and all amounts are reported in thousands of Canadian dollars, except for share data, unless otherwise noted.

The interim condensed consolidated financial statements were approved by the Board of Directors and authorized for issue on November 3, 2025.

3. Accounting Pronouncements Issued But Not Yet Effective

The company has not early adopted any standard or amendment that has been issued but is not yet effective. The Company is assessing the impacts to the consolidated financial statements.

Amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures

On May 30, 2024, the IASB issued amendments to IFRS 9 *Financial Instruments* and IFRS 7 *Financial Instruments: Disclosures* to address matters identified during the post-implementation review of the classification and measurement requirements of IFRS 9 *Financial Instruments*. The amendments are effective for reporting periods beginning on or after January 1, 2026.

IFRS 18 Presentation and Disclosures in Financial Statements

In April, 2024, the IASB issued the new standard IFRS 18 *Presentation and Disclosure in Financial Statements* that will replace IAS 1 *Presentation of Financial Statements*. The new standard introduces newly defined subtotals on the income statement, requirements for aggregation and disaggregation of information, and disclosure of Management Performance Measures in the financial statements. The new standard is effective for annual reporting periods beginning on or after January 1, 2027 with early adoption permitted.

4. Revenue

Disaggregated revenue by segment is as follows:

For the three months ended September 30 (unaudited, in thousands of dollars)	Domestic Dry-Bulk	Product Tankers	Ocean Self- Unloaders	Corporate	Total
2025					
Contract of Affreightment	\$ 131,077	\$ 16	\$ —	\$ —	\$ 131,093
Time Charter	24	49,675	—	—	49,699
Pool Revenue Share	—	—	46,277	—	46,277
Other	352	—	—	614	966
	\$ 131,453	\$ 49,691	\$ 46,277	\$ 614	\$ 228,035
2024					
Contract of Affreightment	\$ 119,207	\$ 2,677	\$ —	\$ —	\$ 121,884
Time Charter	—	36,029	—	—	36,029
Pool Revenue Share	—	—	45,803	—	45,803
Other	315	—	—	613	928
	\$ 119,522	\$ 38,706	\$ 45,803	\$ 613	\$ 204,644
For the nine months ended September 30 (unaudited, in thousands of dollars)	Domestic Dry-Bulk	Product Tankers	Ocean Self- Unloaders	Corporate	Total
2025					
Contract of Affreightment	\$ 275,428	\$ 2,119	\$ 3,384	\$ —	\$ 280,931
Time Charter	9,382	123,036	—	—	132,418
Pool Revenue Share	—	—	130,938	—	130,938
Other	801	—	—	1,863	2,664
	\$ 285,611	\$ 125,155	\$ 134,322	\$ 1,863	\$ 546,951
2024					
Contract of Affreightment	\$ 241,925	\$ 6,006	\$ —	\$ —	\$ 247,931
Time Charter	11,874	100,346	—	—	112,220
Pool Revenue Share	—	—	131,821	—	131,821
Other	728	—	—	2,126	2,854
	\$ 254,527	\$ 106,352	\$ 131,821	\$ 2,126	\$ 494,826

The Company's unbilled and deferred revenues are as follows:

	September 30 2025	December 31 2024
As at (unaudited, in thousands of dollars)		
Unbilled revenue (included in accounts receivable)	\$ 24,518	\$ 23,585
Deferred revenue (included in accounts payable and accrued charges)	901	1,914

5. Investments in Joint Ventures

The Company has interests in domestic and global joint ventures. Details of the holdings are presented below.

			September 30	December 31
As at (unaudited)			2025	2024
Name of Joint Venture	Principal Activity	Place of Incorporation and Principal Place of Business	Ownership Interest	
Product Tankers Segment:				
FureBear AB ("FureBear")	Owns and operates product tankers in European markets, and holds a 67% interest in a foreign tanker operation	Sweden/Sweden	50%	50%
Ocean Self-Unloaders Segment:				
Marbulk Canada Inc. ("Marbulk")	Holds a 50% interest in a specialized self-unloader	Canada/Europe	50%	50%
Corporate Segment:				
Allied Marine & Industrial ("AMI")	Provides mechanical, machining, and fabrication services to the marine and other industrial sectors	Canada/Canada	49%	49%
Global Short-Sea Shipping Segment:				
NovaAlgoma Cement Carriers Limited ("NACC")	Owns and operates pneumatic cement carriers to support infrastructure projects worldwide	Bermuda/Switzerland	50%	50%
NovaAlgoma Short-Sea Holding Ltd. ("NASC")	Owns and manages a fleet of short sea mini-bulkers operating in global markets	Bermuda/Switzerland	50%	50%
NovaAlgoma Bulk Holdings Ltd. ("NABH")	Participates in the trade of purchasing and selling handy-size vessels	Bermuda/Switzerland	50%	50%

Operating results of the Company's joint ventures are as follows:

For the three months ended September 30, 2025 (unaudited, in thousands of dollars)	Product Tankers	Ocean Self-Unloaders	Corporate	Global Short Sea Shipping
Revenue	\$ 28,124	\$ 1,996	\$ 2,712	\$ 64,280
Operating expenses	(14,928)	(1,155)	(2,542)	(43,766)
General and administrative	(1,285)	(138)	(697)	(1,924)
Depreciation and amortization	(4,237)	(355)	(104)	(11,539)
Operating earnings (loss)	7,674	348	(631)	7,051
Interest income (expense)	(4,564)	15	4	(1,020)
Foreign exchange gain (loss)	625	17	(41)	178
Other expenses	—	—	(13)	—
Earnings (loss) before undernoted	3,735	380	(681)	6,209
Net earnings of joint ventures	845	—	—	2,749
Net loss attributable to non-controlling interest	—	—	—	120
Income tax recovery (expense)	—	—	176	(298)
Net earnings (loss)	\$ 4,580	\$ 380	\$ (505)	\$ 8,780
Company share of net earnings (loss)	\$ 2,290	\$ 190	\$ (247)	\$ 4,390
Amortization of vessel purchase price allocation and intangibles	—	—	—	(72)
Company share included in net earnings of joint ventures	\$ 2,290	\$ 190	\$ (247)	\$ 4,318

For the three months ended September 30, 2024 (unaudited, in thousands of dollars)		Product Tankers		Ocean Self- Unloaders		Corporate		Global Short Sea Shipping
Revenue	\$	6,391	\$	2,129	\$	3,783	\$	72,108
Operating expenses		(3,206)		(1,273)		(3,084)		(47,004)
General and administrative		(169)		(138)		(700)		(1,556)
Depreciation and amortization		(712)		(84)		(93)		(9,968)
Operating earnings (loss)		2,304		634		(94)		13,580
Interest income (expense)		(985)		30		2		(1,665)
Foreign exchange gain (loss)		(403)		(2)		—		663
Loss on sale of asset		—		—		—		(149)
Earnings (loss) before undernoted		916		662		(92)		12,429
Net earnings of joint ventures		252		—		—		1,259
Net earnings attributable to non-controlling interest		—		—		—		(161)
Income tax recovery (expense)		—		—		51		(1,284)
Net earnings (loss)	\$	1,168	\$	662	\$	(41)	\$	12,243
Company share of net earnings (loss)	\$	584	\$	331	\$	(20)	\$	6,122
Amortization of vessel purchase price allocation and intangibles		—		—		—		(161)
Company share included in net earnings of joint ventures	\$	584	\$	331	\$	(20)	\$	5,961

For the nine months ended September 30, 2025 (unaudited, in thousands of dollars)		Product Tankers		Ocean Self- Unloaders		Corporate		Global Short Sea Shipping
Revenue	\$	71,735	\$	6,189	\$	20,528	\$	186,029
Operating expenses		(37,946)		(3,550)		(13,752)		(128,416)
General and administrative		(3,139)		(425)		(2,404)		(5,546)
Depreciation and amortization		(10,247)		(1,080)		(286)		(34,341)
Operating earnings		20,403		1,134		4,086		17,726
Interest income (expense)		(11,302)		23		16		(3,452)
Foreign exchange gain (loss)		529		23		(43)		1,808
Other income		—		—		544		—
Gain on disposal of asset		—		—		84		—
Earnings before undernoted		9,630		1,180		4,687		16,082
Net earnings of joint ventures		3,015		—		—		5,725
Net earnings attributable to non-controlling interest		—		—		—		(247)
Income tax expense		—		—		(1,170)		(882)
Net earnings	\$	12,645	\$	1,180	\$	3,517	\$	20,678
Company share of net earnings	\$	6,323	\$	590	\$	1,723	\$	10,339
Amortization of vessel purchase price allocation and intangibles		—		—		—		(214)
Company share included in net earnings of joint ventures	\$	6,323	\$	590	\$	1,723	\$	10,125

For the nine months ended September 30, 2024 (unaudited, in thousands of dollars)		Product Tankers		Ocean Self- Unloaders		Corporate		Global Short Sea Shipping
Revenue	\$	11,195	\$	5,471	\$	21,820	\$	199,068
Operating expenses		(5,859)		(3,625)		(15,176)		(130,085)
General and administrative		(342)		(422)		(2,275)		(4,817)
Depreciation and amortization		(1,380)		(250)		(276)		(28,116)
Operating earnings		3,614		1,174		4,093		36,050
Interest income (expense)		(2,008)		62		13		(5,515)
Foreign exchange gain (loss)		(691)		(1)		(1)		323
Gain on sale of asset		—		—		—		1,445
Earnings before undernoted		915		1,235		4,105		32,303
Net earnings of joint ventures		1,710		—		—		2,877
Net earnings attributable to non-controlling interest		—		—		—		(1,788)
Income tax expense		—		—		(934)		(4,540)
Net earnings	\$	2,625	\$	1,235	\$	3,171	\$	28,852
Company share of net earnings	\$	1,313	\$	618	\$	1,554	\$	14,426
Amortization of vessel purchase price allocation and intangibles		—		—		—		(478)
Company share included in net earnings of joint ventures	\$	1,313	\$	618	\$	1,554	\$	13,948

The Company's total share of net earnings (loss) by operating segment from its investments in joint ventures is as follows:

For the periods ended September 30 (unaudited, in thousands of dollars)	Three Months Ended		Nine Months Ended	
	2025	2024	2025	2024
Product Tankers	\$ 2,290	\$ 584	\$ 6,323	\$ 1,313
Ocean Self-Unloaders	190	331	590	618
Corporate	(247)	(20)	1,723	1,554
Global Short Sea Shipping	4,318	5,961	10,125	13,948
	\$ 6,551	\$ 6,856	\$ 18,761	\$ 17,433

The assets and liabilities by segment of the joint ventures are as follows:

As at September 30, 2025 (unaudited, in thousands of dollars)		Product Tankers		Ocean Self- Unloaders		Corporate		Global Short Sea Shipping
Cash	\$	11,441	\$	2,878	\$	3,584	\$	9,023
Other current assets		12,390		2,010		4,845		37,965
Income taxes recoverable		15		53		—		973
Property, plant, and equipment		455,762		3,032		1,967		442,910
Investment in joint ventures		26,724		—		—		64,711
Other assets		28,828		—		—		85,416
Current liabilities		(11,768)		(1,747)		(2,201)		(47,050)
Income taxes payable		—		—		(454)		—
Current portion of long-term debt		(15,705)		—		(309)		(18,038)
Long-term debt		(288,448)		—		(762)		(38,658)
Other long-term liabilities		—		—		—		(4,921)
Non-controlling interest		—		—		—		(15,194)
Net assets of joint ventures	\$	219,239	\$	6,226	\$	6,670	\$	517,137
Company share of net assets	\$	109,620	\$	3,113	\$	3,268	\$	258,569
Goodwill and other purchase price adjustments		—		—		4,048		18,935
Company share of joint ventures	\$	109,620	\$	3,113	\$	7,316	\$	277,504

As at December 31, 2024 (in thousands of dollars)		Product Tankers		Ocean Self- Unloaders		Corporate		Global Short Sea Shipping
Cash	\$	15,990	\$	1,556	\$	3,055	\$	15,594
Other current assets		4,572		1,154		3,432		53,447
Income taxes recoverable		6		54		—		652
Property, plant, and equipment		207,835		4,158		1,686		471,868
Investment in joint ventures		24,520		—		—		61,148
Other assets		70,051		—		—		33,288
Current liabilities		(8,302)		(1,702)		(2,112)		(42,893)
Income taxes payable		—		—		(46)		—
Current portion of long-term debt		(7,138)		—		(309)		(25,655)
Long-term debt		(133,923)		—		(740)		(53,175)
Other long-term liabilities		—		—		—		(6,597)
Non-controlling interest		—		—		—		(17,831)
Net assets of joint ventures	\$	173,611	\$	5,220	\$	4,966	\$	489,846
Company share of net assets	\$	86,806	\$	2,610	\$	2,433	\$	244,923
Goodwill and other purchase price adjustments		—		—		4,048		19,643
Company share of joint ventures	\$	86,806	\$	2,610	\$	6,481	\$	264,566

The Company's net investments in the joint ventures by segment are as follows:

		September 30 2025		December 31 2024
As at (unaudited, in thousands of dollars)				
Product Tankers	\$	109,620	\$	86,806
Ocean Self-Unloaders		3,113		2,610
Corporate		7,316		6,481
Global Short Sea Shipping		277,504		264,566
	\$	397,553	\$	360,463

The Company has related party transactions with its joint ventures with respect to administrative management services, technical management services, property lease and vessel repair work. Additionally, the Company guarantees certain loans of the joint ventures. Amounts relating to transactions with joint ventures are as follows:

	Three Months Ended		Nine Months Ended	
For the periods ended September 30 (unaudited, in thousands of dollars)	2025	2024	2025	2024
Revenue	\$ 323	\$ 322	\$ 979	\$ 962
Operating expenses	(3,074)	(1,640)	(11,126)	(12,231)

		September 30 2025		December 31 2024
As at (unaudited, in thousands of dollars)				
Accounts receivable	\$	4,487	\$	5,822
Accounts payable		(461)		(277)
Loans guaranteed by the Company		(76,135)		(42,253)

The Company's cash flows from (to) joint ventures by segment are as follows:

		2025		2024	
		Distributions received	Investment in joint ventures	Distributions received	Investment in joint ventures
For the three months ended September 30 (unaudited, in thousands of dollars)					
Product Tankers	\$	—	\$ (2,728)	\$ —	\$ (14,498)
Ocean Self-Unloaders		—	—	—	—
Corporate		—	—	—	—
Global Short Sea Shipping		3,323	(8,780)	3,449	(6,011)
	\$	3,323	(11,508)	3,449	(20,509)

For the nine months ended September 30 (unaudited, in thousands of dollars)

	2025		2024	
	Distributions received	Investment in joint ventures	Distributions received	Investment in joint ventures
Product Tankers	\$ 1,581	\$ (7,818)	\$ —	\$ (26,767)
Ocean Self-Unloaders	—	—	—	—
Corporate	888	—	586	(187)
Global Short Sea Shipping	14,593	(25,948)	6,190	(14,146)
	\$ 17,062	\$ (33,766)	\$ 6,776	\$ (41,100)

Subsequent to the quarter, NACC finalized the sale of 51% of a segment of the cement carrier business to an unrelated third party. NACC retains a 49% minority interest in the new venture. Algoma's earnings from investment in joint ventures in the fourth quarter will include the Company's share of the gain from this transaction.

6. Interest Expense

The components of interest expense are as follows:

For the periods ended September 30 (unaudited, in thousands of dollars)	Three Months Ended		Nine Months Ended	
	2025	2024	2025	2024
Interest expense on borrowings	\$ 7,336	\$ 5,470	\$ 20,334	\$ 16,053
Amortization of financing costs	320	198	817	786
Interest expense on employee future benefits, net	—	66	—	170
Capitalized interest	—	(443)	(2,207)	(1,832)
	\$ 7,656	\$ 5,291	\$ 18,944	\$ 15,177

7. Income Taxes

A reconciliation comparing income taxes calculated at the Canadian statutory rate to the amount provided in the interim condensed consolidated financial statements is as follows:

For the periods ended September 30 (unaudited, in thousands of dollars)	Three Months Ended		Nine Months Ended	
	2025	2024	2025	2024
Combined federal and provincial statutory income tax rate	26.5%	26.5%	26.5%	26.5%
Net earnings before income tax and net earnings from investments in joint ventures	\$ 41,413	\$ 39,478	\$ 33,176	\$ 18,705
Expected income tax expense	\$ (10,974)	\$ (10,462)	\$ (8,792)	\$ (4,957)
Tax effects resulting from:				
Foreign tax rates different from Canadian statutory rate	2,249	3,537	6,769	7,689
Effect of items that are non-taxable (non-deductible)	69	662	(109)	938
Deferred tax items recognized	—	—	—	508
Adjustments to prior period provision	(43)	(36)	(956)	(36)
Other	172	(121)	191	(155)
Actual tax recovery (expense)	\$ (8,527)	\$ (6,420)	\$ (2,897)	\$ 3,987

8. Other Current Assets

The components of other current assets are as follows:

As at (unaudited, in thousands of dollars)	September 30	December 31
	2025	2024
Materials, fuel and supplies	\$ 17,315	\$ 15,681
Prepaid expenses	23,947	10,075
Derivative asset (see below)	463	—
	\$ 41,725	\$ 25,756

The Company holds an interest rate swap contract to hedge cash flow variability associated with the floating-rate U.S. term loan. Hedge payments and receipts are calculated quarterly. Effectiveness of each quarterly hedge term is measured using a discounted cash flow model with observable yield curves (Level 2). The change in the fair value of the hedge for this quarter, was deemed to be effective, with the full value of \$463 recognized in other comprehensive earnings.

9. Property, Plant, and Equipment

Details of property, plant, and equipment are as follows:

Cost (unaudited, in thousands of dollars)	Domestic Dry-Bulk	Product Tankers	Ocean Self- Unloaders	Corporate	Total
Balance at January 1, 2024	\$ 682,418	\$ 207,905	\$ 408,040	\$ 27,081	\$ 1,325,444
Additions	43,019	49,962	6,550	360	99,891
Transfer from vessels under construction	29,267	—	—	—	29,267
Disposals	(9,510)	(18,446)	—	—	(27,956)
Fully depreciated assets no longer in use	(1,182)	(3,321)	(5,517)	—	(10,020)
Effect of foreign currency exchange differences	27	—	36,260	—	36,287
Balance at December 31, 2024	\$ 744,039	\$ 236,100	\$ 445,333	\$ 27,441	\$ 1,452,913
Additions	58,602	103,028	69,683	549	231,862
Transfer from vessels under construction	18,557	56,089	27,346	—	101,992
Fully depreciated assets no longer in use	(2,506)	(1,019)	(6,398)	—	(9,923)
Effect of foreign currency exchange differences	(18)	(4,631)	(14,030)	—	(18,679)
Balance at September 30, 2025	\$ 818,674	\$ 389,567	\$ 521,934	\$ 27,990	\$ 1,758,165

Accumulated depreciation (unaudited, in thousands of dollars)	Domestic Dry-Bulk	Product Tankers	Ocean Self- Unloaders	Corporate	Total
Balance at January 1, 2024	\$ 231,060	\$ 89,584	\$ 181,111	\$ 14,937	\$ 516,692
Depreciation expense	27,465	15,962	26,315	1,440	71,182
Disposals	(9,005)	(688)	—	—	(9,693)
Fully depreciated assets no longer in use	(1,182)	(3,321)	(5,517)	—	(10,020)
Effect of foreign currency exchange differences	—	—	17,271	—	17,271
Balance at December 31, 2024	\$ 248,338	\$ 101,537	\$ 219,180	\$ 16,377	\$ 585,432
Depreciation expense	23,173	16,275	19,867	1,150	60,465
Fully depreciated assets no longer in use	(2,506)	(1,019)	(6,398)	—	(9,923)
Effect of foreign currency exchange differences	—	24	(7,246)	—	(7,222)
Balance at September 30, 2025	\$ 269,005	\$ 116,817	\$ 225,403	\$ 17,527	\$ 628,752

Net Book Value (unaudited, in thousands of dollars)	Domestic Dry-Bulk	Product Tankers	Ocean Self- Unloaders	Corporate	Total
September 30, 2025					
Cost	\$ 818,674	\$ 389,567	\$ 521,934	\$ 27,990	\$ 1,758,165
Accumulated depreciation	269,005	116,817	225,403	17,527	628,752
	\$ 549,669	\$ 272,750	\$ 296,531	\$ 10,463	\$ 1,129,413
December 31, 2024					
Cost	\$ 744,039	\$ 236,100	\$ 445,333	\$ 27,441	\$ 1,452,913
Accumulated depreciation	248,338	101,537	219,180	16,377	585,432
	\$ 495,701	\$ 134,563	\$ 226,153	\$ 11,064	\$ 867,481

During the quarter, the Company took delivery of the first of three newbuild ocean self-unloaders to be placed in the Pool later in the year. This vessel joins three other newbuilds delivered in the first quarter: a domestic dry-bulk self-unloader and two ice-class product tankers.

In the first quarter of 2024, a newbuild domestic dry-bulk self-unloader was delivered, replacing a self-unloader sent for environmental recycling for a gain on sale of \$438. In that same period, the Company purchased two second-hand product tankers for a total purchase price of \$36,783. One of the tankers was subsequently sold resulting in a gain on sale of \$966.

10. Goodwill

As part of a business acquisition in 2011, the Company recognized goodwill of \$7,910 within the Domestic Dry-Bulk segment on the allocation of the purchase price, determined as the excess over the fair values of the net tangible and identifiable intangible assets acquired.

11. Mortgage Receivable

On June 30, 2022, the Company finalized the sale of a shopping centre located in Sault Ste. Marie, Ontario. Proceeds of the sale included a vendor take-back ("VTB") mortgage for \$18,000, secured by a first lien against the shopping centre. The VTB mortgage bore interest-only payments at 5.5% for a 24 month term and was fully open for prepayment of any part of the principal outstanding at any time. The first payment of interest was received on June 30, 2023 and interest-only payments were received monthly thereafter, until December 24, 2024.

The principal repayment due date in 2024 was not met, and the property entered receivership. A successful bid was received during the quarter and final sale is expected to close within the year, subject to Court approval. The final proceeds are expected to be sufficient to recover the balance of the mortgage receivable.

12. Other Assets

Other assets consist of the following:

	September 30 2025	December 31 2024
As at (unaudited, in thousands of dollars)		
Vessels under construction (see below)	\$ 37,698	\$ 122,368
Right-of-use assets	96	207
Other	12	10
	\$ 37,806	\$ 122,585

The components of vessels under construction are as follows:

	September 30 2025	December 31 2024
As at (unaudited, in thousands of dollars)		
Progress payments	\$ 35,819	\$ 114,914
Supervision and other	1,879	5,362
Capitalized interest	—	2,092
	\$ 37,698	\$ 122,368

13. Short-term borrowings

Short-term borrowings comprise the following:

	September 30 2025	December 31 2024
As at (unaudited, in thousands of dollars)		
Draws under Bank Facility, expiring October 11, 2027		
CORRA loans, weighted average interest at 5.40% (2024 - 6.50%), payable within the month	\$ 85,000	\$ 57,000
SOFR loans, U.S. \$88,000, weighted average interest at 6.77%, payable within the month	122,505	—
Prime rate loan, interest at 7.70%, payable on demand	—	4,000
Base rate loan, U.S. \$12,000, interest at 10.25%, payable on demand	—	17,267
	\$ 207,505	\$ 78,267

The Company's bank credit facility (the "Facility") comprises a Canadian \$125 million (2024 - \$125 million) and a U.S. \$111.5 million (2024 - \$75 million) senior secured revolving bank credit. The Facility bears interest at rates that are based on the Company's ratio of net senior debt, as defined, to earnings before interest, taxes, depreciation and amortization and ranges from 170 to 325 basis points above adjusted SOFR, CORRA, or EURIBOR rates. The Company has granted a general security agreement in favour of the senior secured lenders and has granted specific collateral mortgages covering the majority of its wholly owned vessels.

Under the terms of the Facility the Company is subject to certain covenants, including ones with respect to maintaining defined financial ratios and other conditions. As at September 30, 2025 and December 31, 2024, the Company was in compliance with all of its covenants.

14. Other Current Liabilities

The components of other current liabilities are as follows:

	September 30 2025	December 31 2024
As at (unaudited, in thousands of dollars)		
Accrued interest	\$ 4,468	\$ 1,187
Dividends payable	1,609	2,823
Lease obligations	117	149
	\$ 6,194	\$ 4,159

15. Long-Term Debt

	September 30 2025	December 31 2024
As at (unaudited, in thousands of dollars)		
Senior Secured Notes		
U.S. \$20,000, interest at 3.37%, due December 10, 2027	\$ 27,842	\$ 28,778
U.S. \$42,000, interest at 3.60%, due December 10, 2030	58,468	60,434
U.S. \$35,000, interest at 3.70%, due December 10, 2032	48,724	50,362
U.S. \$50,000, interest at 3.80%, due December 10, 2035	69,605	71,945
Canadian \$128,000, interest at 4.01%, due December 10, 2035	128,000	128,000
Term loan, U.S. \$68,971, interest at 5.38%, due March, 2037	96,014	—
Non-revolving Term Credit, interest at 5.04%, due March 28, 2030	6,983	—
Mortgage payable, interest at 7.75%, due June 27, 2034	153	194
	435,789	339,713
Less: unamortized financing expenses	10,466	5,629
	425,323	334,084
Less: current portion of long-term debt and unamortized financing expenses	8,684	49
	\$ 416,639	\$ 334,035

Under the terms of the senior secured notes, the Company is subject to certain covenants, including ones with respect to maintaining defined financial ratios and other conditions. As at September 30, 2025 and December 31, 2024, the Company was in compliance with all of its covenants.

A non-revolving term credit was entered into in March, 2025 to refinance existing property. Equal monthly principal instalments of \$24 and interest calculated monthly at CORRA plus 2.20% are payable over a five-year term. The loan is secured by specific property assets and is subject to customary covenants and conditions.

Also in March 2025, the Company entered into a secured term loan agreement for U.S. \$71,970, withdrawn in two equal Tranches. Each Tranche is repayable in 48 consecutive quarterly instalments of U.S. \$749 plus interest at SOFR plus 1.30%. The loan is secured against two newbuild chemical tankers and is subject to customary covenants and conditions.

In June 2025, the Company entered into an interest rate swap contract to hedge the variability in cash flows associated with the floating-rate U.S. term loan. Under the terms of the swap, the Company quarterly pays a fixed rate of 3.52% and receives a floating rate based on SOFR. Hedge effectiveness is measured using the dollar offset test. At inception, the hedge was deemed to be highly effective. Effectiveness is measured quarterly, with effective gains or losses recognized in other comprehensive earnings and any ineffective portion recognized immediately in earnings.

The unamortized financing expenses relate to costs incurred to establish the long-term debt. They are amortized over the term of the respective debt on a proportionally straight-line basis.

16. Share Capital

Share capital

Authorized share capital consists of an unlimited number of common and preferred shares with no par value.

The Company had 40,567,816 common shares outstanding and no preferred shares issued or outstanding as at September 30, 2025 or December 31, 2024.

The Company's Board of Directors authorized payment of a quarterly dividend to shareholders of \$0.20 per common share. The dividend will be paid on December 1, 2025 to shareholders of record on November 17, 2025.

Normal Course Issuer Bid

Effective March 21, 2025, the Company renewed its normal course issuer bid (the "2025 NCIB") to purchase up to 2,028,391 of its common shares ("Shares"), representing approximately 5% of the 40,567,816 Shares issued and outstanding as of the close of business on March 7, 2025.

Under the 2025 NCIB, the Company may purchase up to 2,063 Shares per day, representing 25% of the average daily trading volume for the previous six months. The Company may buy back Shares anytime during the twelve-month period beginning on March 21, 2025 and ending on March 20, 2026. The stated capital of \$1.41 per share equals the approximate paid-up capital amount of the Shares for purposes of the Income Tax Act.

Under the 2025 NCIB and the previous year NCIB, no Shares were purchased for the nine-month period ended September 30, 2025 or 2024. Under the 2023 NCIB, which concluded on March 20, 2024, 52,806 Shares were purchased and cancelled during the three-month period ended March 31, 2024.

17. Accumulated Other Comprehensive Earnings

(unaudited, in thousands of dollars)	Hedges		Foreign exchange translation	Total
	Net investment	Other		
Balance at January 1, 2024	\$ (26,628)	\$ 2,765	\$ 1,396	\$ (22,467)
Earnings (loss)	(17,095)	752	48,113	31,770
Reclassified to vessels under construction	—	(3,517)	—	(3,517)
Income tax recovery	180	—	—	180
Net other comprehensive earnings (loss)	(16,915)	(2,765)	48,113	28,433
Balance at December 31, 2024	\$ (43,543)	\$ —	\$ 49,509	\$ 5,966
Earnings (loss)	6,880	463	(9,763)	(2,420)
Income tax expense	(73)	—	—	(73)
Net other comprehensive earnings (loss)	6,807	463	(9,763)	(2,493)
Balance at September 30, 2025	\$ (36,736)	\$ 463	\$ 39,746	\$ 3,473

18. Supplementary Disclosure of Cash Flow Information

Additions to property, plant and equipment are as follows:

For the periods ended September 30 (unaudited, in thousands of dollars)	Three Months Ended		Nine Months Ended	
	2025	2024	2025	2024
Additions to property, plant, and equipment (Note 9)	\$ (58,996)	\$ (5,978)	\$ (231,862)	\$ (96,872)
Amounts included in working capital	(2,696)	(3,473)	(181)	2,981
Capitalized interest	—	—	1,552	613
Other non-cash adjustments	—	—	—	(3,194)
	\$ (61,692)	\$ (9,451)	\$ (230,491)	\$ (96,472)

19. Commitments

The table below reflects the commitments of the Company at September 30, 2025. Annual expected payments are detailed in Note 20.

(unaudited, in thousands of dollars)	
Construction of two ocean self-unloaders	\$ 144,040
Construction of two product tankers through a joint venture (Algoma share)	44,266
Construction of four mini-bulkers through a joint venture (Algoma share) (see below)	31,970
Construction of two cement carriers through a joint venture (Algoma share) (see below)	28,166
Purchase of remaining AMI shares	5,757
Licence of ERP system	9,025
Leases	109
	\$ 263,333

Subsequent to the quarter, NASC finalized the orders of two additional mini-bulker newbuilds to add to two currently under construction. The commitment total has been updated to reflect the newbuilds.

Also, subsequent to the quarter, NACC finalized the sale of 51% of a segment of the cement carrier business to an unrelated third party. The two cement carrier newbuilds will be owned by the new entity. The Algoma share of the commitment has been reduced to reflect the Company's new ownership percentage.

20. Financial Instruments and Risk Management

The Company's financial instruments included in the interim condensed consolidated balance sheet comprise cash, accounts receivable, mortgage receivable, derivative asset, accounts payable and accrued charges, dividends payable, short-term borrowings and long-term debt.

Fair Value

The Company's financial instruments, excluding derivative assets, are carried at amortized cost which, due to their short-term nature, approximates fair value. Derivative assets are remeasured for fair value at the end of each reporting period. The carrying values of the Company's financial liabilities approximate their fair values with the exception of long-term debt. The fair value hierarchy for the Company's financial liability not measured at fair value is as follows:

	September 30 2025	December 31 2024
As at (unaudited, in thousands of dollars)		
Long-term debt		
Carrying value	\$ 435,789	\$ 339,713
Fair value, classified as Level 2	406,103	299,670

The difference in the fair value of long-term debt compared to the carrying value is due to the difference in the rates on the debt compared to current market rates for similar instruments with similar terms.

Liquidity Risk

The contractual maturities of non-derivative financial liabilities for the remainder of the year and forward are as follows:

(unaudited, in thousands of dollars)	2025	2026	2027	2028	2029	2030 and Beyond	Total
Short-term borrowings	\$ 207,505	\$ —	\$ —	\$ —	\$ —	\$ —	207,505
Long-term debt	2,172	8,689	36,534	8,673	8,638	371,083	435,789
Interest payments on long-term debt	9,240	18,118	17,629	16,202	15,715	67,006	143,910
Vessel purchase commitments	9,355	80,644	54,041	—	—	—	144,040
Vessel purchase commitments through joint ventures (Algoma share) (Note 19)	15,029	85,320	4,053	—	—	—	104,402
AMI share purchase	—	—	—	—	—	5,757	5,757
Licence of ERP system	—	1,003	1,003	1,003	1,003	5,013	9,025
Leases	29	80	—	—	—	—	109
	\$ 243,330	\$ 193,854	\$ 113,260	\$ 25,878	\$ 25,356	\$ 448,859	\$ 1,050,537

Foreign Exchange Risk

At September 30, 2025 approximately 45% (December 31, 2024 - 37%) of the Company's total assets were denominated in U.S. dollars, including U.S. cash of \$11,785 (December 31, 2024 - \$1,371). Approximately 6% (December 31, 2024 - 6%) of the total assets were denominated in Swedish Krona.

The Company has significant commitments due for payment in U.S. dollars. For these payments, the Company mitigates the risk principally through U.S. dollar cash inflows and foreign-denominated debt.

21. Segment Disclosures

The Company operates through five segments; Domestic Dry-Bulk, Product Tankers, Ocean Self-Unloaders, Corporate and Global Short Sea Shipping. The segment operating results include fully consolidated subsidiaries and interests in jointly controlled entities. Segment disclosures are based on how the Chief Executive Officer views operating results and how decisions are made about resources to be allocated to operating segments.

The following presents the Company's results by reportable segment.

For the three months ended September 30, 2025 (unaudited, in thousands of dollars)	Domestic Dry-Bulk	Product Tankers	Ocean Self- Unloaders	Corporate	Global Short Sea Shipping	Total
Revenue	\$ 131,453	\$ 49,691	\$ 46,277	\$ 614	\$ —	\$ 228,035
Operating expenses	(81,342)	(34,236)	(30,591)	(241)	—	(146,410)
Selling, general and administrative	(3,424)	(1,537)	(468)	(3,652)	—	(9,081)
Depreciation and amortization	(8,135)	(6,764)	(6,471)	(414)	—	(21,784)
Operating earnings (loss)	38,552	7,154	8,747	(3,693)	—	50,760
Interest, net	—	(1,273)	—	(6,107)	—	(7,380)
Foreign exchange gain	—	—	—	(1,967)	—	(1,967)
	38,552	5,881	8,747	(11,767)	—	41,413
Income tax recovery (expense)	(10,271)	(1,709)	—	3,453	—	(8,527)
Net earnings (loss) from investments in joint ventures	—	2,290	190	(247)	4,318	6,551
Net earnings (loss)	\$ 28,281	\$ 6,462	\$ 8,937	\$ (8,561)	\$ 4,318	\$ 39,437

For the three months ended September 30, 2024 (unaudited, in thousands of dollars)	Domestic Dry-Bulk	Product Tankers	Ocean Self- Unloaders	Corporate	Global Short Sea Shipping	Total
Revenue	\$ 119,522	\$ 38,706	\$ 45,803	\$ 613	\$ —	\$ 204,644
Operating expenses	(76,215)	(30,018)	(27,254)	(170)	—	(133,657)
Selling, general and administrative	(3,304)	(1,376)	(463)	(4,466)	—	(9,609)
Depreciation and amortization	(7,124)	(4,114)	(6,528)	(440)	—	(18,206)
Operating earnings (loss)	32,879	3,198	11,558	(4,463)	—	43,172
Interest, net	—	—	—	(4,994)	—	(4,994)
Gain on sale of assets	17	966	—	—	—	983
Foreign exchange gain	—	—	—	317	—	317
	32,896	4,164	11,558	(9,140)	—	39,478
Income tax recovery (expense)	(8,808)	(493)	—	2,881	—	(6,420)
Net earnings (loss) from investments in joint ventures	—	584	331	(20)	5,961	6,856
Net earnings (loss)	\$ 24,088	\$ 4,255	\$ 11,889	\$ (6,279)	\$ 5,961	\$ 39,914

For the nine months ended September 30, 2025 (unaudited, in thousands of dollars)	Domestic Dry-Bulk	Product Tankers	Ocean Self- Unloaders	Corporate	Global Short Sea Shipping	Total
Revenue	\$ 285,611	\$ 125,155	\$ 134,322	\$ 1,863	\$ —	\$ 546,951
Operating expenses	(222,953)	(92,694)	(87,472)	(757)	—	(403,876)
Selling, general and administrative	(11,451)	(4,891)	(1,316)	(14,596)	—	(32,254)
Depreciation and amortization	(23,173)	(16,275)	(19,867)	(1,256)	—	(60,571)
Operating earnings (loss)	28,034	11,295	25,667	(14,746)	—	50,250
Interest, net	—	(2,243)	—	(16,180)	—	(18,423)
Foreign exchange gain	—	—	—	1,349	—	1,349
	28,034	9,052	25,667	(29,577)	—	33,176
Income tax recovery (expense)	(7,523)	(2,555)	—	7,181	—	(2,897)
Net earnings from investments in joint ventures	—	6,323	590	1,723	10,125	18,761
Net earnings (loss)	\$ 20,511	\$ 12,820	\$ 26,257	\$ (20,673)	\$ 10,125	\$ 49,040

For the nine months ended September 30, 2024 (unaudited, in thousands of dollars)	Domestic Dry-Bulk	Product Tankers	Ocean Self- Unloaders	Corporate	Global Short Sea Shipping	Total
Revenue	\$ 254,527	\$ 106,352	\$ 131,821	\$ 2,126	\$ —	\$ 494,826
Operating expenses	(210,189)	(83,807)	(84,699)	(700)	—	(379,395)
Selling, general and administrative	(10,787)	(4,523)	(1,393)	(14,729)	—	(31,432)
Depreciation and amortization	(20,363)	(12,451)	(19,454)	(1,188)	—	(53,456)
Operating earnings (loss)	13,188	5,571	26,275	(14,491)	—	30,543
Interest, net	—	—	—	(13,391)	—	(13,391)
Gain on sale of assets	438	966	—	—	—	1,404
Foreign exchange gain	—	—	—	149	—	149
	13,626	6,537	26,275	(27,733)	—	18,705
Income tax recovery (expense)	(3,586)	(303)	(35)	7,911	—	3,987
Net earnings from investments in joint ventures	—	1,313	618	1,554	13,948	17,433
Net earnings (loss)	\$ 10,040	\$ 7,547	\$ 26,858	\$ (18,268)	\$ 13,948	\$ 40,125

As at September 30, 2025 (unaudited, in thousands of dollars)	Domestic Dry-Bulk	Product Tankers	Ocean Self- Unloaders	Corporate	Global Short Sea Shipping	Total
Assets						
Current assets	\$ 81,578	\$ 14,346	\$ 46,765	\$ 48,150	\$ —	\$ 190,839
Property, plant, and equipment	549,669	272,750	296,531	10,463	—	1,129,413
Investments in joint ventures	—	109,619	3,113	7,317	277,504	397,553
Goodwill	7,910	—	—	—	—	7,910
Other assets	—	—	37,710	28,433	—	66,143
	\$ 639,157	\$ 396,715	\$ 384,119	\$ 94,363	\$ 277,504	\$ 1,791,858

Liabilities						
Current liabilities	\$ 60,140	\$ 27,772	\$ 23,149	\$ 225,464	\$ —	\$ 336,525
Current portion of long-term debt	50	8,349	—	285	—	8,684
Long-term liabilities	1,161	18,647	—	82,854	—	102,662
Long-term debt	103	82,467	—	334,069	—	416,639
	61,454	137,235	23,149	642,672	—	864,510
Shareholders' Equity	577,703	259,480	360,970	(548,309)	277,504	927,348
	\$ 639,157	\$ 396,715	\$ 384,119	\$ 94,363	\$ 277,504	\$ 1,791,858

As at December 31, 2024 (unaudited, in thousands of dollars)	Domestic Dry-Bulk	Product Tankers	Ocean Self- Unloaders	Corporate	Global Short Sea Shipping	Total
Assets						
Current assets	\$ 75,172	\$ 7,944	\$ 33,155	\$ 23,074	\$ —	\$ 139,345
Property, plant, and equipment	495,701	134,563	226,153	11,064	—	867,481
Investments in joint ventures	—	86,806	2,610	6,481	264,566	360,463
Goodwill	7,910	—	—	—	—	7,910
Other assets	18,557	56,089	47,733	26,375	—	148,754
	\$ 597,340	\$ 285,402	\$ 309,651	\$ 66,994	\$ 264,566	\$ 1,523,953

Liabilities						
Current liabilities	\$ 62,066	\$ 23,296	\$ 12,883	\$ 91,387	\$ —	\$ 189,632
Current portion of long-term debt	49	—	—	—	—	49
Long-term liabilities	1,316	16,958	—	82,115	—	100,389
Long-term debt	146	—	—	333,889	—	334,035
	63,577	40,254	12,883	507,391	—	624,105
Shareholders' Equity	533,763	245,148	296,768	(440,397)	264,566	899,848
	\$ 597,340	\$ 285,402	\$ 309,651	\$ 66,994	\$ 264,566	\$ 1,523,953

22. Share-Based Compensation

The Company maintains a stock option program for certain key employees. Options on common shares are periodically granted to eligible employees under the plan, have a term of five years, and cliff vest on the third anniversary of the grant date. These options provide holders with the right to purchase common shares of the Company at a fixed price equal to the closing market price of the shares on the day prior to the date the options were issued. Under this plan, 2,028,391 common shares have been reserved for future issuance. The outstanding options expire on various dates to February 26, 2030. The following table summarizes the Company's stock option activity and related information.

Stock Option Activity (unaudited, amounts not stated in thousands)	Number of shares	Weighted average exercise price
Number outstanding, at January 1, 2024	525,168	\$ 14.94
Granted	220,352	15.01
Exercised	(112,668)	(12.77)
Forfeited/cancelled	(26,250)	(15.82)
Number outstanding, at December 31, 2024	606,602	\$ 15.80
Granted	279,858	14.84
Exercised	(121,875)	(15.02)
Number outstanding, at September 30, 2025	764,585	\$ 15.20

The following table summarizes information relating to stock options outstanding as at September 30, 2025.

Exercise price per share (unaudited, amounts not stated in thousands)	Options outstanding	
	Number of shares	Remaining contractual life (years)
\$15.02	24,375	1.41
\$15.82	240,000	2.40
\$15.01	220,352	3.40
\$14.84	279,858	4.41
	764,585	

For the nine months ended September 30, 2025, the Company recognized compensation expense for stock option awards of \$213 (2024 - \$400). For the nine months ended September 30, 2025, 279,858 options (2024 - 220,352) were granted by the Company at a weighted average fair value of \$2.01 per option (2024 - \$2.34).



Your Marine Carrier of Choice™

2025

ALGOMA CENTRAL CORPORATION

63 Church Street, Suite 600, St. Catharines, Ontario L2R 3C4
(905) 687-7888

www.algonet.com