

**sherritt**

# Metals for an Electric Future

TD Mining Conference

Leon Binedell  
President and CEO

January, 2022



# Forward-Looking Statements

This presentation contains certain forward-looking statements. Forward-looking statements can generally be identified by the use of statements that include such words as “believe”, “expect”, “anticipate”, “intend”, “plan”, “forecast”, “likely”, “may”, “will”, “could”, “should”, “suspect”, “outlook”, “potential”, “projected”, “continue” or other similar words or phrases. Specifically, forward-looking statements in this document include, but are not limited to, statements regarding strategies, plans and estimated production amounts resulting from expansion of mining operations at the Moa JV, growing and increasing nickel and cobalt production, extending the Moa life of mine, conversion of mineral resources to reserves; commercializing Technologies’ projects, growing shareholder value, updating technical reports and optimizing mine planning and performance; statements set out in the “Outlook” section of this presentation and certain expectations regarding production volumes, operating costs and capital spending; supply, demand and pricing outlook in the nickel, cobalt and electric vehicle markets; the impact of COVID-19; Sherritt’s strategy, plans, targets and goals in respect of environmental and social governance issues, including climate change and greenhouse gas emissions reduction targets; anticipated payments of outstanding receivables, including re-directed distributions from the Corporation’s Moa Joint Venture partner; the impact of U.S. sanctions on Cuba; anticipated economic conditions in Cuba; the anticipated renewal of a joint venture agreement; and amounts of certain other commitments.

Forward-looking statements are not based on historical facts, but rather on current expectations, assumptions and projections about future events, including commodity and product prices and demand; the level of liquidity and access to funding; share price volatility; production results; realized prices for production; earnings and revenues; global demand for electric vehicles; the commercialization of certain proprietary technologies and services; advancements in environmental and greenhouse gas reduction technology; environmental rehabilitation provisions; availability of regulatory and creditor approvals and waivers; compliance with applicable environmental laws and regulations; debt repayments; redemptions and interest deferrals; collection of accounts receivable; and certain corporate objectives, goals and plans. By their nature, forward-looking statements require the Corporation to make assumptions and are subject to inherent risks and uncertainties. There is significant risk that predictions, forecasts, conclusions or projections will not prove to be accurate, that those assumptions may not be correct and that actual results may differ materially from such predictions, forecasts, conclusions or projections. The Corporation cautions readers of this presentation not to place undue reliance on any forward-looking statement as a number of factors could cause actual future results, conditions, actions or events to differ materially from the targets, expectations, estimates or intentions expressed in the forward-looking statements. These risks, uncertainties and other factors include, but are not limited to, the impact of the COVID-19 pandemic, changes in the global price for nickel, cobalt, oil and gas, fertilizers or certain other commodities; security market fluctuations and price volatility; level of liquidity; access to capital; access to financing; the risk to Sherritt’s entitlements to future distributions from the Moa Joint Venture; uncertainty about the pace of technological advancements required in relation to achieving ESG targets; risk of future non-compliance with debt restrictions and covenants and mandatory repayments; Sherritt’s ability to replace depleted mineral reserves; risks associated with the Corporation’s joint venture partners; variability in production at Sherritt’s operations in Cuba; risks related to Sherritt’s operations in Cuba; risks related to the U.S. government policy toward Cuba, including the U.S. embargo on Cuba and the Helms-Burton legislation; potential interruptions in transportation; uncertainty of gas supply for electrical generation; the Corporation’s reliance on key personnel and skilled workers; growth opportunity risks; the possibility of equipment and other

failures; risks associated with mining, processing and refining activities; uncertainty of resources and reserve estimates; the potential for shortages of equipment and supplies, including diesel; supplies quality issues; risks related to environmental liabilities including liability for reclamation costs, tailings facility failures and toxic gas releases; risks related to the Corporation’s corporate structure; political, economic and other risks of foreign operations; risks associated with Sherritt’s operation of large projects generally; risks related to the accuracy of capital and operating cost estimates; foreign exchange and pricing risks; compliance with applicable environment, health and safety legislation and other associated matters; risks associated with governmental regulations regarding climate change and greenhouse gas emissions; risks relating to community relations and maintaining the Corporation’s social license to grow and operate; credit risks; competition in product markets; future market access; interest rate changes; risks in obtaining insurance; uncertainties in labour relations; uncertainty in the ability of the Corporation to enforce legal rights in foreign jurisdictions; uncertainty regarding the interpretation and/or application of the applicable laws in foreign jurisdictions; legal contingencies; risks related to the Corporation’s accounting policies; identification and management of growth opportunities; uncertainty in the ability of the Corporation to obtain government permits; risks to information technologies systems and cybersecurity; failure to comply with, or changes to, applicable government regulations; bribery and corruption risks, including failure to comply with the Corruption of Foreign Public Officials Act or applicable local anti-corruption law; the ability to accomplish corporate objectives, goals and plans for 2021; and the Corporation’s ability to meet other factors listed from time to time in the Corporation’s continuous disclosure documents. The Corporation, together with its Moa Joint Venture and Fort Site and Technologies segments, are pursuing a range of growth and expansion opportunities, including without limitation, process technology solutions, development projects, commercial implementation opportunities, life of mine extension opportunities and the conversion of mineral resources to reserves. In addition to the risks noted above, factors that could, alone or in combination, prevent us from successfully achieving these opportunities may include, without limitation: identifying suitable commercialization and other partners; successfully advancing discussions and successfully concluding applicable agreements with external parties and/or partners; successfully attracting required financing; successfully developing and proving technology required for the potential opportunity; successfully overcoming technical and technological challenges; successful environmental assessment and stakeholder engagement; successfully obtaining intellectual property protection; successfully completing test work and engineering studies, prefeasibility and feasibility studies, piloting, scaling from small scale to large scale production, commissioning, procurement, construction, commissioning, ramp-up to commercial scale production and completion; and securing regulatory and government approvals. There can be no assurance that any opportunity will be successful, commercially viable, or will generate any meaningful revenues, savings or earnings, as the case may be, for the Corporation. In addition, the Corporation will incur costs in pursuing any particular opportunity, which may be significant. Additional risks, uncertainties and other factors include, but are not limited to, the ability of the Corporation to achieve its financial goals; the ability of the Corporation to continue to realize its assets and discharge its liabilities and commitments; the Corporation’s future liquidity position, and access to capital, to fund ongoing operations and obligations (including debt obligations); the ability of the Corporation to stabilize its business and financial condition; the ability of the Corporation to implement and successfully achieve its business priorities; and the ability of the Corporation to comply with its contractual obligations, including without limitation, its obligations under debt arrangements. Readers are cautioned that the foregoing list of factors is not exhaustive and should be considered in conjunction with the risk factors described in this presentation and in the

Corporation’s other documents filed with the Canadian securities authorities, including without limitation the “Managing Risk” section of the Management’s Discussion and Analysis for the three and nine months ended September 30, 2021 and the Annual Information Form of the Corporation dated March 17, 2021 for the period ending December 31, 2020, which is available on SEDAR at [www.sedar.com](http://www.sedar.com).

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

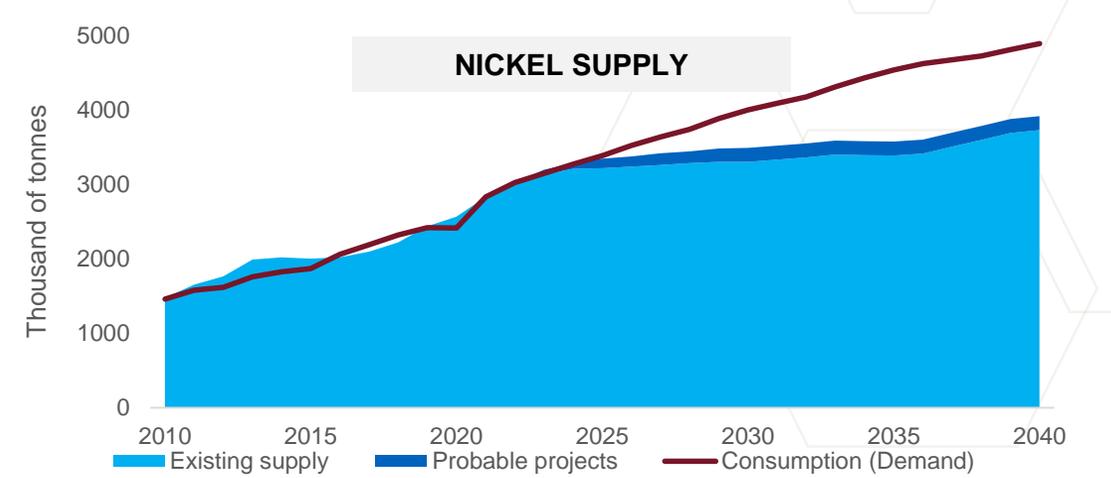
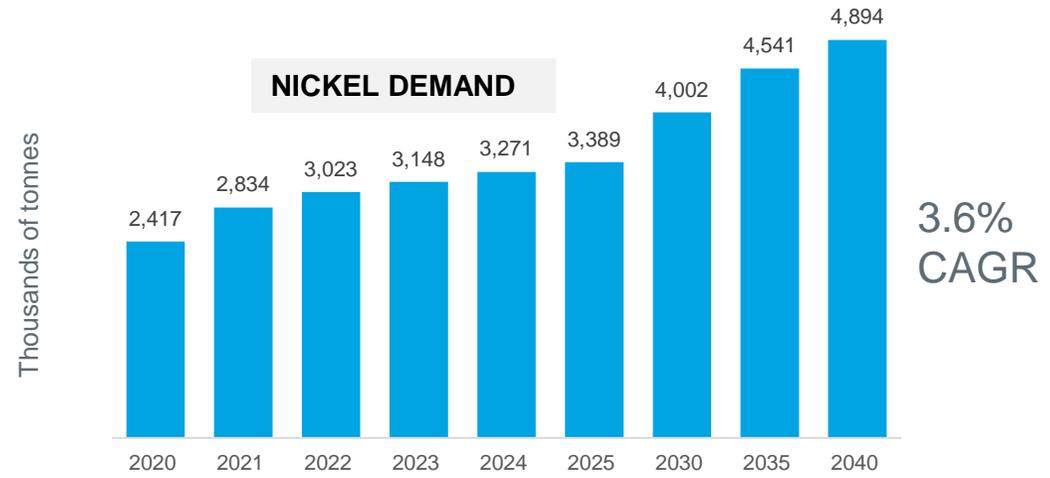
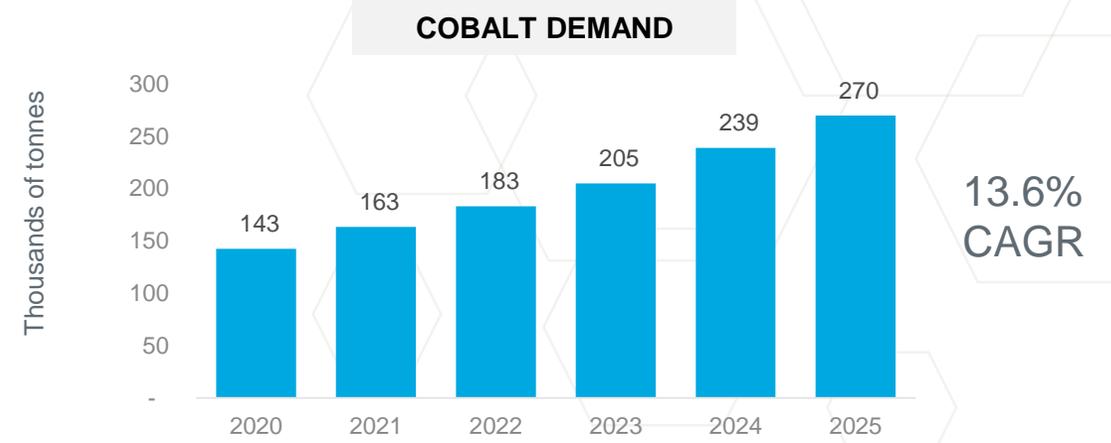
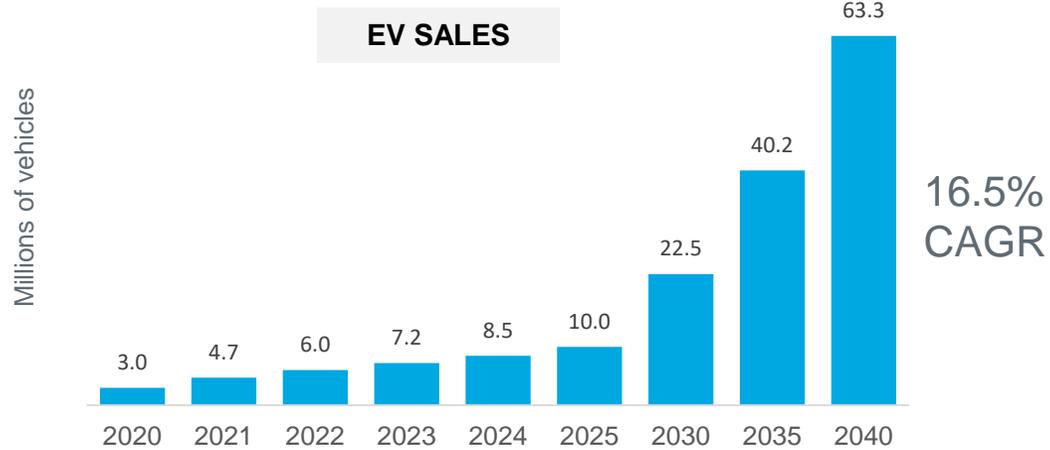
## NON-GAAP AND OTHER FINANCIAL MEASURES

Management uses the following non-GAAP and other financial measures in this presentation release and other documents: combined revenue, Adjusted EBITDA, average-realized price, unit operating cost/net direct cash cost (NDCC), adjusted net earnings/loss from continuing operations, adjusted earnings/loss from continuing operations per share and combined free cash flow.

Management uses these measures to monitor the financial performance of the Corporation and its operating divisions and believes these measures enable investors and analysts to compare the Corporation’s financial performance with its competitors and/or evaluate the results of its underlying business. These measures are intended to provide additional information, not to replace International Financial Reporting Standards (IFRS) measures, and do not have a standard definition under IFRS and should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS. As these measures do not have a standardized meaning, they may not be comparable to similar measures provided by other companies.

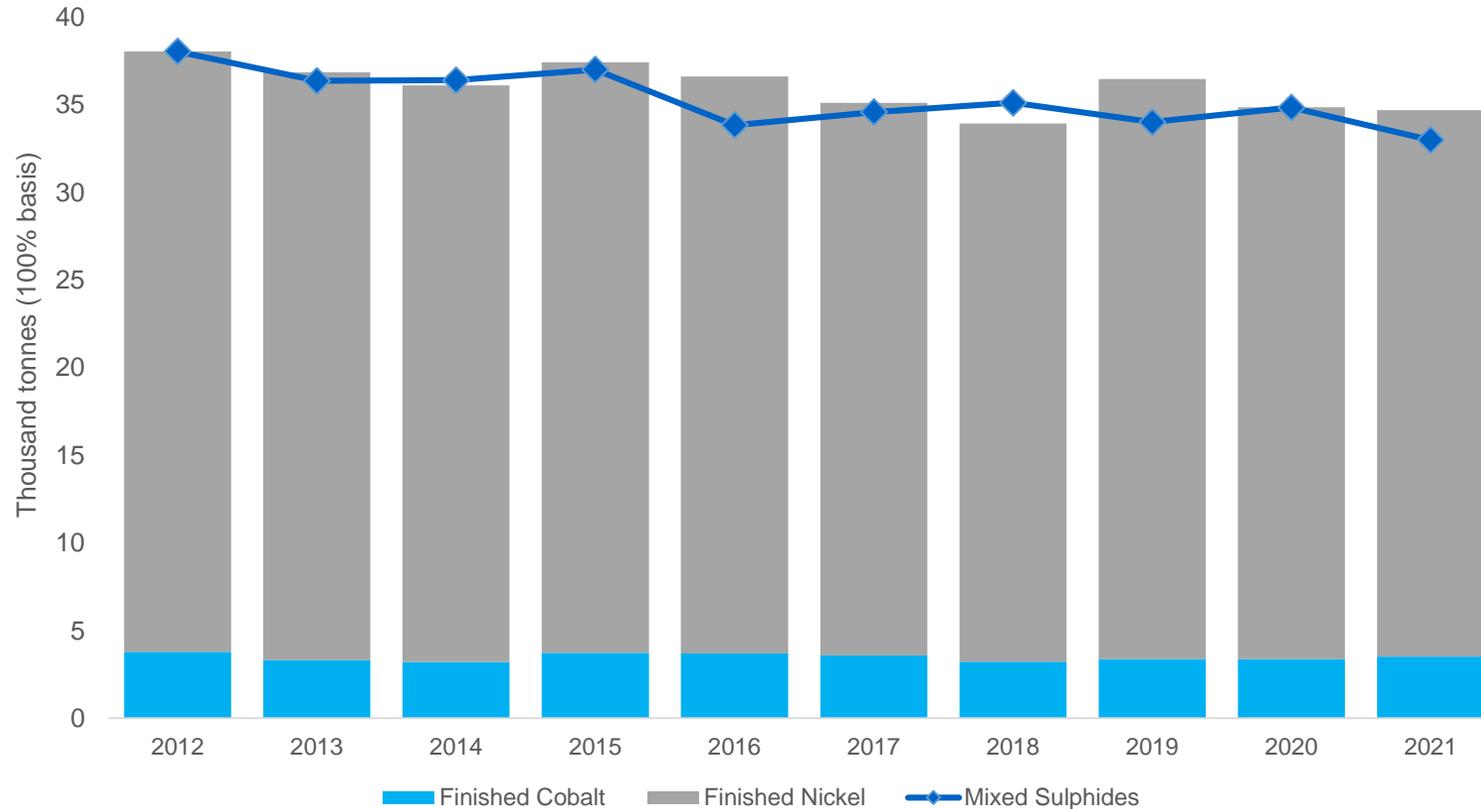
The non-GAAP and other financial measures are reconciled to their most directly comparable IFRS measures in the non-GAAP and other financial measures section of Sherritt’s Management’s Discussion and Analysis for the three and nine months ended September 30, 2021.

# Changing market dynamics present new opportunities\*



**EV adoption is spurring strong demand for base metals**

# Sherritt is a dependable nickel and cobalt producer



Over past 10 years Moa JV has averaged:

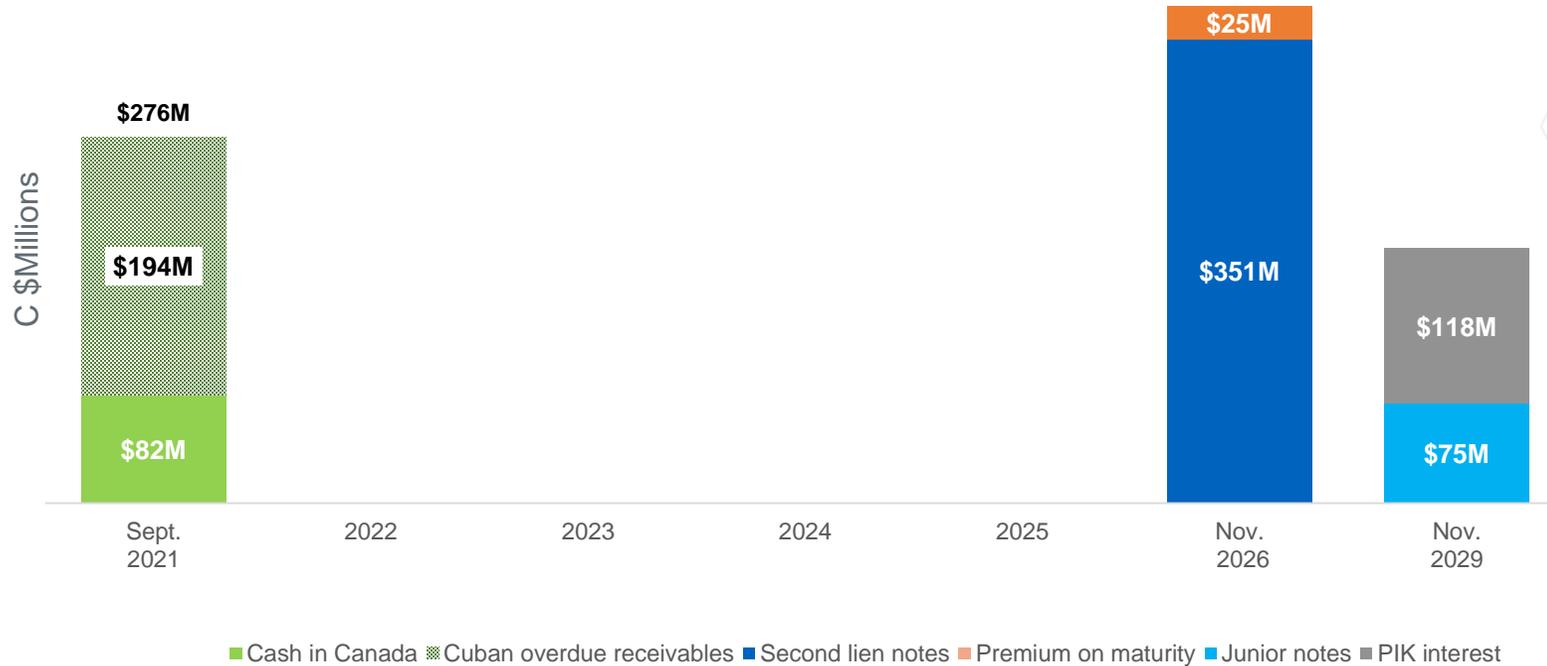
- 35.1K tonnes of mixed sulphides produced
- 32.5K tonnes of nickel refined per year
- 3.5K tonnes of cobalt refined per year

**Moa is a low-cost, reliable HPAL operation**

# 5-year runway before debt obligations are due

Cash in Canada and overdue receivables

Debt obligations<sup>(1)</sup>



- Deleveraging balance sheet remains a priority
- Opportunities to address debt obligations:
  - Collections against overdue receivables
  - Transformational growth provided by Technologies
  - Growth expansion at Moa JV

**Multiple opportunities available to address debt obligations**

# Advancing with an accelerated expansion strategy

Moa - Slurry Prep Plant



- Complete new SPP
  - Reduced ore haulage distances
  - Reduced carbon footprint
  - Grow mixed sulphides production
  - Underpins expansion

Moa – Processing and Reserves



- Extend mine life beyond 2040
  - Complete prior suspended expansion, install and upgrade equipment
  - Convert resources to reserves
  - Update 43-101 Technical Report

Fort Site Refinery

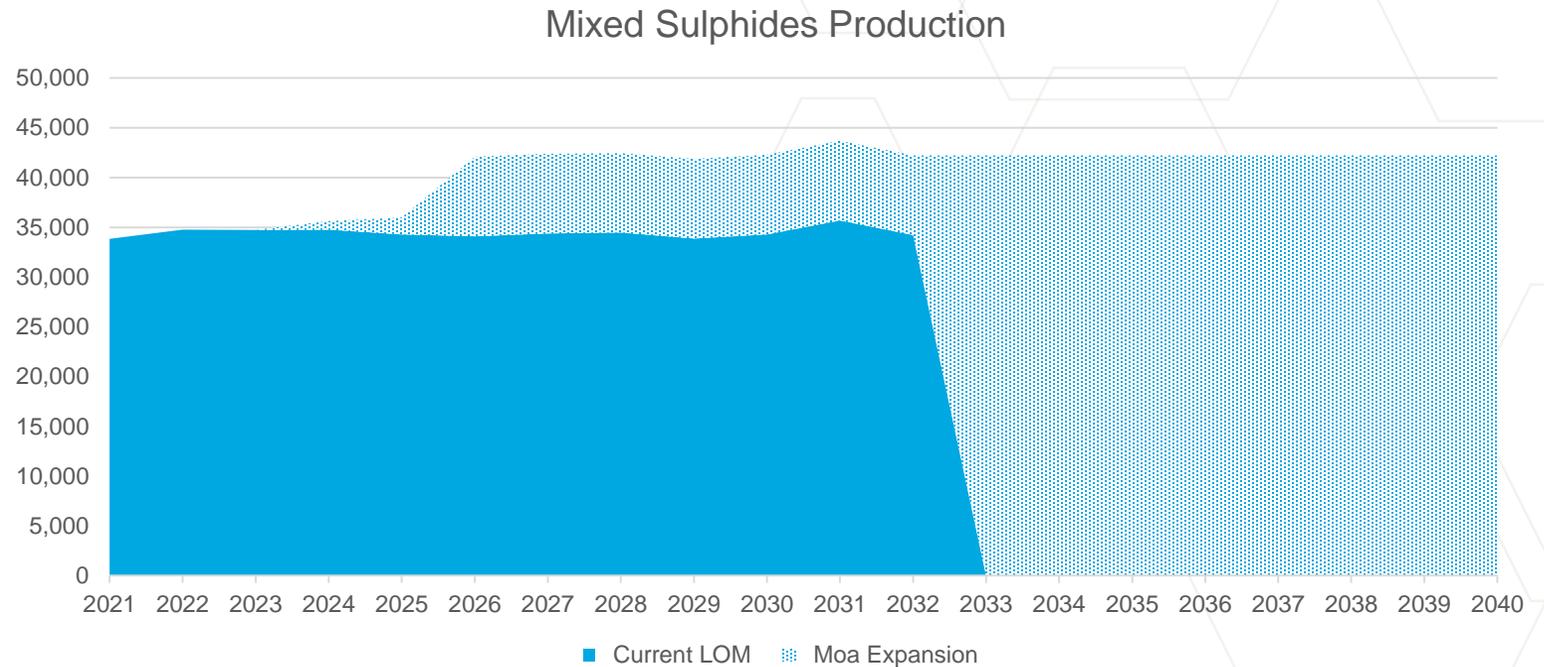


- Debottlenecking at Fort Site
  - Upgrade or expand equipment
  - Increased total refined metal output capacity to ~41ktpa

**Grow contained metal by up to 20% and extend life of mine beyond 2040**

# Impact of expansion strategy – increased production\*

- Up to 20% increase in capacity
- Mine life extended beyond 2040
- Reduced carbon intensity



**Expansion strategy delivers significant benefits at a low capital intensity**

# 2022 Guidance

Moa JV	
Finish nickel	32,000 – 34,000 tonnes
Finished cobalt	3,400 – 3,700 tonnes
Net direct cash cost:	US\$4.00 - \$4.50/lb <sup>(1)(2)</sup>
Spending on capital:	C\$75M <sup>(3)</sup>

Power	
Electricity production	450 – 500 GWh
Unit operating costs:	\$26.50 - \$28.00 /MWh <sup>(1)</sup>
Spending on capital:	C\$5M

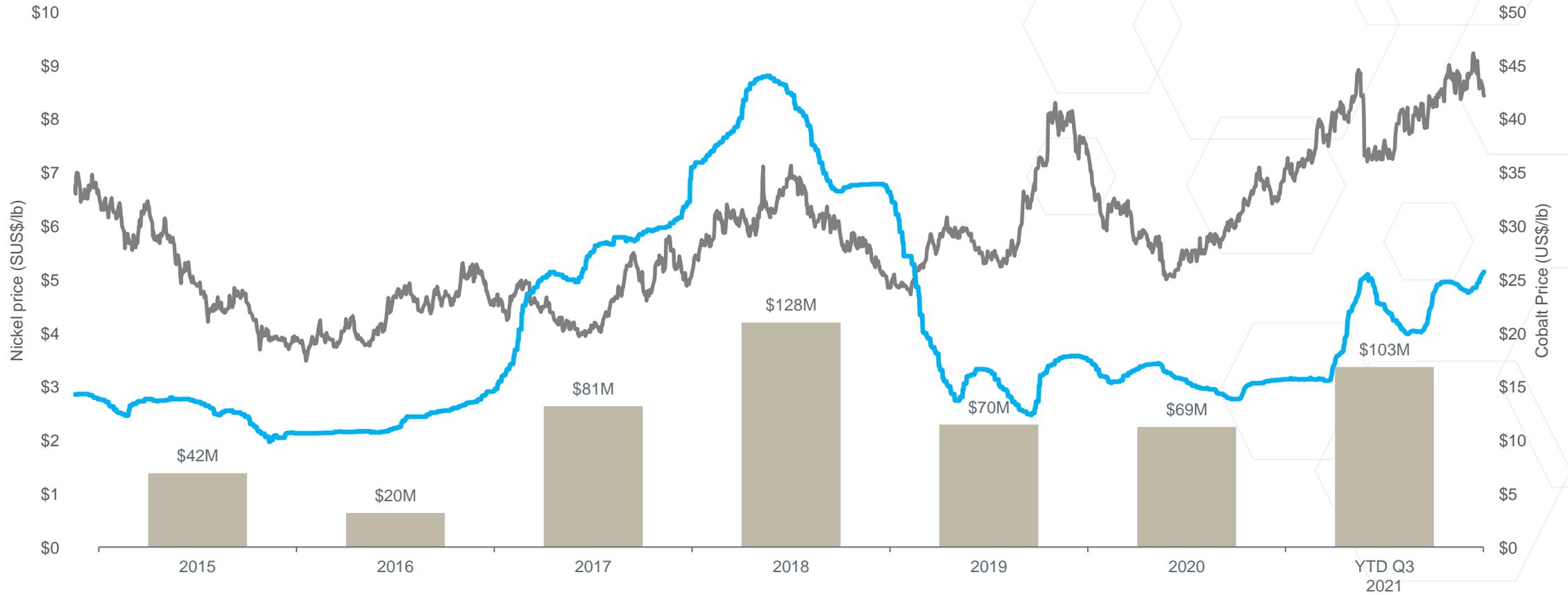
- Production guidance is consistent with recent performance and reflective of commitment to employee health and safety and operation excellence
- Spending on capital at the Moa JV is earmarked for equipment replacement, fertilizer handling, tailings management, and deferrals from previous years.
- Spending on growth capital at the Moa JV will be provided once estimates are finalized

## Outlook excludes growth expansion



1. A non-GAAP measure. See Non-GAAP and other financial measures of Q3 2021 MD&A for year to date amounts and reconciliation to most directly comparable IFRS measure
2. Includes freight and handling
3. Capital spend is 50% of expenditures at Moa JV and 100% expenditures for Fort Site fertilizers and utilities

# Impact of rising nickel and cobalt prices on Adjusted EBITDA<sup>(1)</sup>

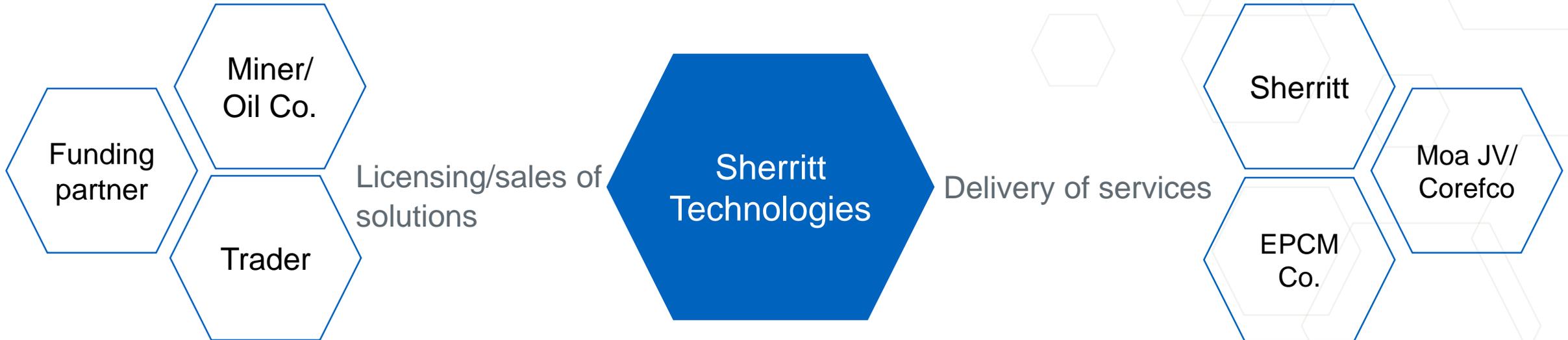


**Sherritt is favorably exposed to rising prices**

# Technologies as an incubator and provider of solutions

Commercialize research projects

Create incremental value



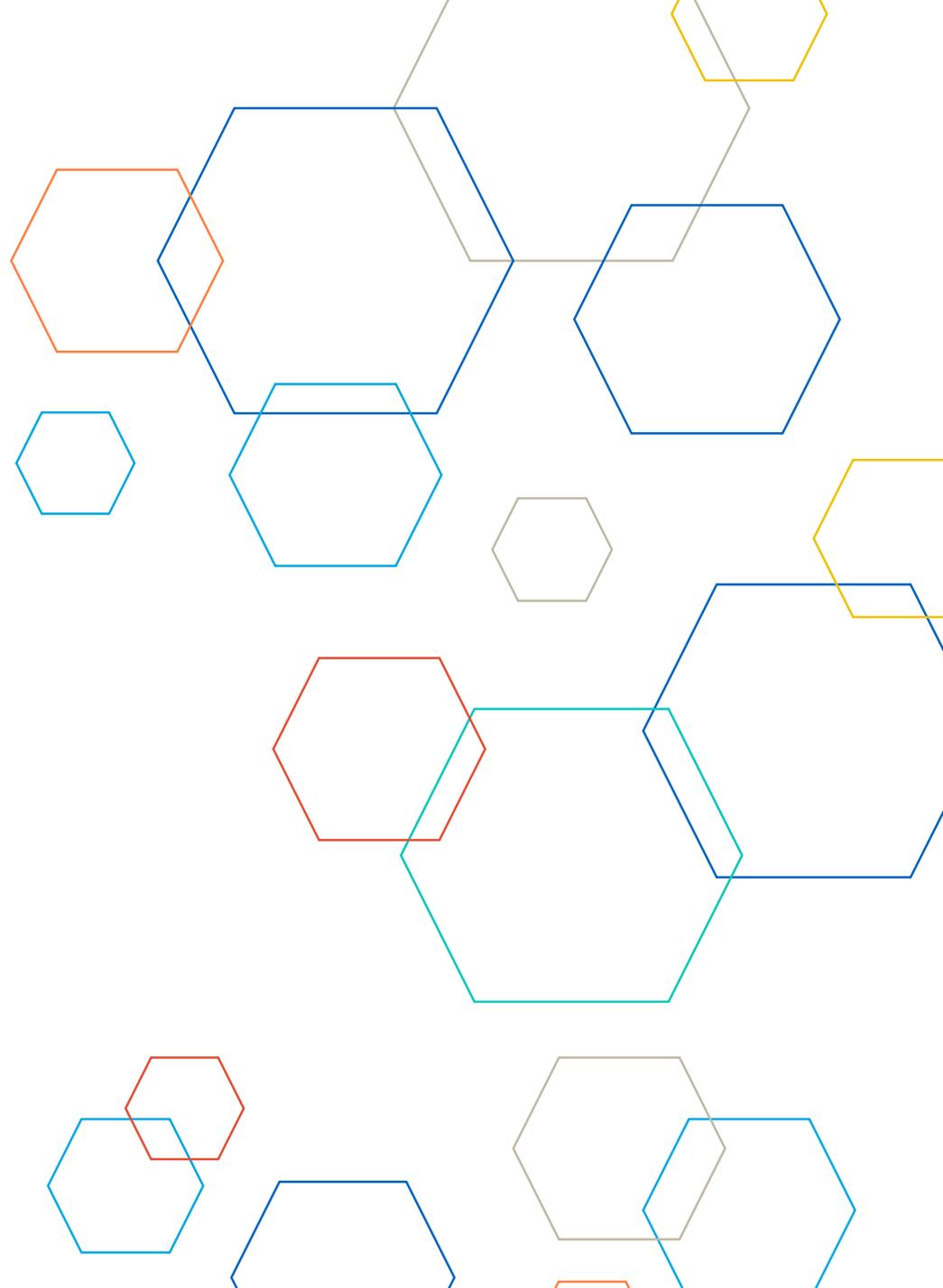
Model provides multiple paths to growth and higher shareholder value

# Sherritt investment summary

1. Favourable nickel and cobalt market outlook due to growing EV demand
2. Sherritt is well positioned as a current producer of nickel and cobalt
3. Embedded brownfield expansion potential with low capital intensity
4. Ability to increase nickel and cobalt reserves significantly
5. Technologies group is a key point of differentiation, providing opportunities for transformational growth



**Sherritt provides upside exposure to rising nickel and cobalt prices**



**sherritt**

**Sherritt International Corporation**

22 Adelaide West, 42nd Floor Toronto, Ontario, Canada M5H 4E3

Joe Racanelli, Director, Investor Relations

Telephone: (416) 935 -2457 | Toll -Free: 1 (800) 704 -6698

Email: [joe.racanelli@sherritt.com](mailto:joe.racanelli@sherritt.com) | Website: [www.sherritt.com](http://www.sherritt.com)