



FORT MCKAY
FIRST NATION



Fort McKay
Group of Companies LP



DOING BUSINESS

| NATION OWNED COMPANIES 2025

Fort McKay First Nation

Fort McKay First Nation continued into 2025 in a positive position as Alberta's economic outlook continues to look very promising for the Nation's various businesses.

We continue to enhance our ongoing commitment to diversification with new investment opportunities and new industries across Western Canada. Our restructured business portfolio is overseen by our Fort McKay Business Investment Group entity. This over-arching group manages the Fort McKay Landing LP, Oilsands Development Group, and the Fort McKay Group of Companies. We will continue to diversify the Nation's business portfolio further, to ensure our long-term financial growth and sustainability.

Fort McKay's main investment focus is primarily in the construction, trades, professional building, industrial services and maintenance industries. Each year, the Nation allocates capital to be deployed to expand its portfolio and acquire interests in new companies across Western Canada. As income investors, the Nation invests in companies that can produce a stable distribution to shareholders each year, limiting our involvement to board oversight and governance, and support development of our growing portfolio of businesses.

Mission

Build economic capacity, and support wellness to create opportunities for our Nation's healthy and sustainable future to support Treaty rights, revitalize culture and language, promote education.

Vision

A healthy and sovereign Nation business portfolio in support of cultural, educational, employment, and economic successes.



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Fort McKay Business Investment Group

Sami Saad - President and Chief Executive Officer

Fort McKay Business Investment Group

ssaad@fmbiglp.com

Michael Chwelos - Chief Operating Officer

Fort McKay Group of Companies

mchwelos@fortmckaygroup.com

Alvaro Pinto - Vice President of Oilsands

Development & Sustainability

Fort McKay Oilsands Development

apinto@fortmckay.com

Patrick Hibbitts - Senior Investment Asset Manager

Fort McKay Landing LP

phibbitts@fortmckay.com

Anthony Chen - Portfolio Manager

Fort McKay Landing LP

achen@fortmckay.com

Fort McKay First Nation

P.O. Box 5360

Fort McMurray, Alberta T9H 3G4, Canada



fmbiglp.com



Fort McKay Business Investment Group



FortMcKayBusinessInvestementGroup



FortMcKayBusinessInvestementGroup



Portfolio Companies



**Alex & Alice
Boucher**
Industrial Park





Alex & Alice Boucher Industrial Park

The Alex & Alice Boucher Industrial Park & Caribou Energy Park are a dynamic pair of commercial industrial parks in the Heart of Alberta's Oil Sands.

ESTABLISHED 2005
FMFN + Waiward Management Inc.
<https://bit.ly/4hua7t5>

Located 58 kilometers north of Fort McMurray, the Alex and Alice Boucher Industrial Park is ideally situated to support the operation of various commercial industries supplying northern oil sands developments. Our Energy Park features more than 52 lots designed to suit your business needs. The secure park offers customizable

spaces and integrated infrastructure for long and short term leases, excellent amenities, and access to valuable oilfield supply partners.

With direct entry to Highway 63, the Alex and Alice Boucher Industrial Park is the only industrial park in close proximity to Alberta's northern oil and gas projects including CNRL's Horizon project, Suncor's Fort Hills project, Syncrude's Mildred Lake Mine and many others.

Fort McKay First Nation prides itself on

FEATURES:

- Prominent Location
- Direct Access to Highway 63
- Open Lots Ready for Immediate Development
- Lease and build to suit options
- Office Buildings & Workshops

- Petro-Canada & 24-hour Cardlock
- Convenience Store & A&W
- 24-hour Security
- Natural Gas & Electricity
- High-Speed Internet

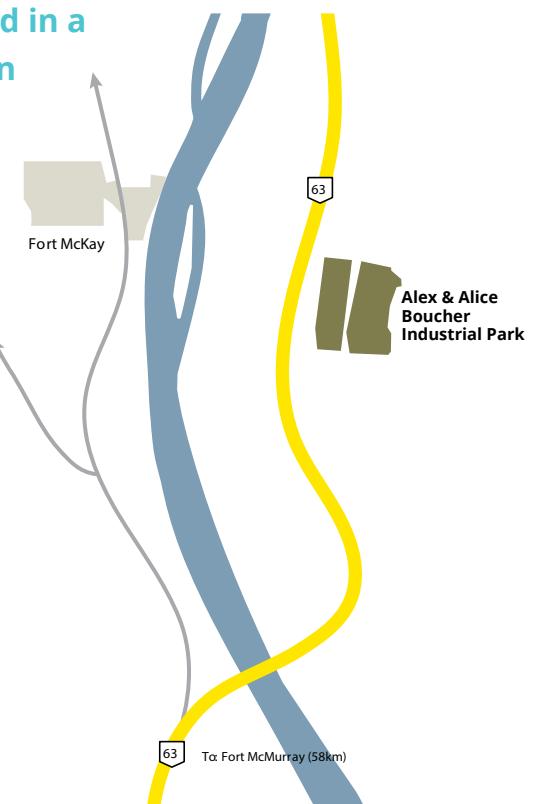
forging long-term collaborative relationships with our tenants, providing them with built environments that optimize productivity and maximize revenue for their business.

The spaces are perfect for office buildings, workshops, yard, and storage spaces. The park is owned by Fort McKay First Nation together with Waiward Management Inc. and uses green technology to support infrastructure, while ensuring safety and security across all lots. With Fort McKay First Nation as the local authority for development permits, we can offer a quick permitting process for all new builds, improvements and lot renovations in the Alex and Alice Boucher Industrial Park.

The Alex and Alice Boucher Industrial Park is involved in a funded initiative with CAREERS - The Next Generation to provide Fort McKay youth with opportunities to become skilled in trades & occupations within the region.

50+ LOTS**Distance from oil sands projects:**

- Syncrude: Aurora North Mine (68km)
- Syncrude: Mildred Lake Mine (18km)
- Suncor: Fort Hills Mine (44km)
- Suncor: Millennium Mine (39km)
- Suncor: Firebag SAGD (76km)
- CNRL: Albion Mine (31km)
- CNRL: Horizon Mine (30km)
- Imperial: Kearl Mine (78km)
- Cenovus: Sunrise SAGD (72km)





Expert geological consulting and exploration management for the mineral industry.

FOUNDED 1993

apexgeoscience.com

APEX Geoscience is a key investment pillar in the portfolio of Fort McKay First Nation (FMFN). Together, with ATB Private Equity, FMFN has acquired a combined majority interest in APEX.

As a First Nation-owned company, this acquisition reflects APEX's influential role in fostering economic diversification and generating

sustainable revenue streams for FMFN. APEX has over 30 years of geological consulting experience and has worked on a wide spectrum of commodity types including precious metals, base metals, specialty minerals, diamond, industrial minerals and oil sands.

APEX provides professional geological consulting, exploration management and Technical Reporting to Canadian and International clients.

Services



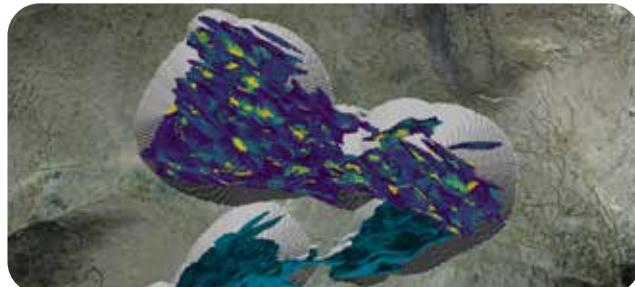
PROJECT IMPLEMENTATION

APEX provides expert advice to effectively plan, manage, and execute your exploration program from grassroots to advanced exploration.



GEOLOGICAL FIELD SERVICES

APEX delivers experienced, full-service geological field services from targeted prospecting programs to advanced resource definition drilling.

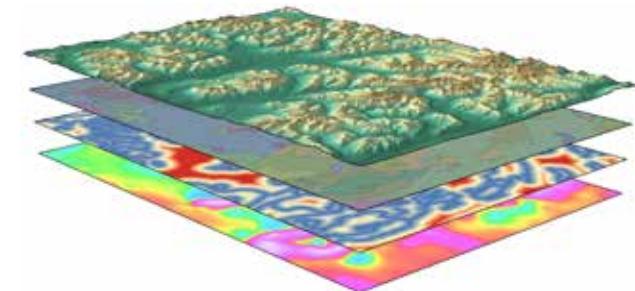
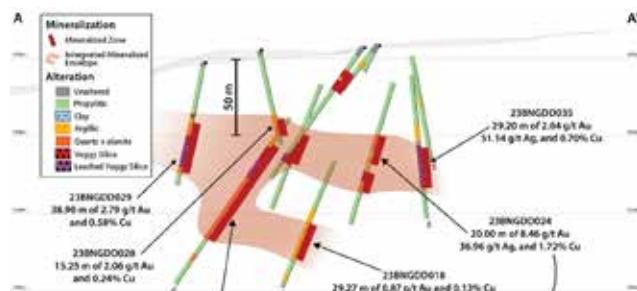


GEOPHYSICAL FIELD SERVICES

APEX identifies appropriate geophysical solutions suited to specific project needs, executes ground geophysical surveys and handles all geophysical data processing and interpretation requirements.

RESOURCE ESTIMATION SERVICES

APEX delivers accurate and project specific mineral resource estimation services by employing a geology-first approach to resource estimation.

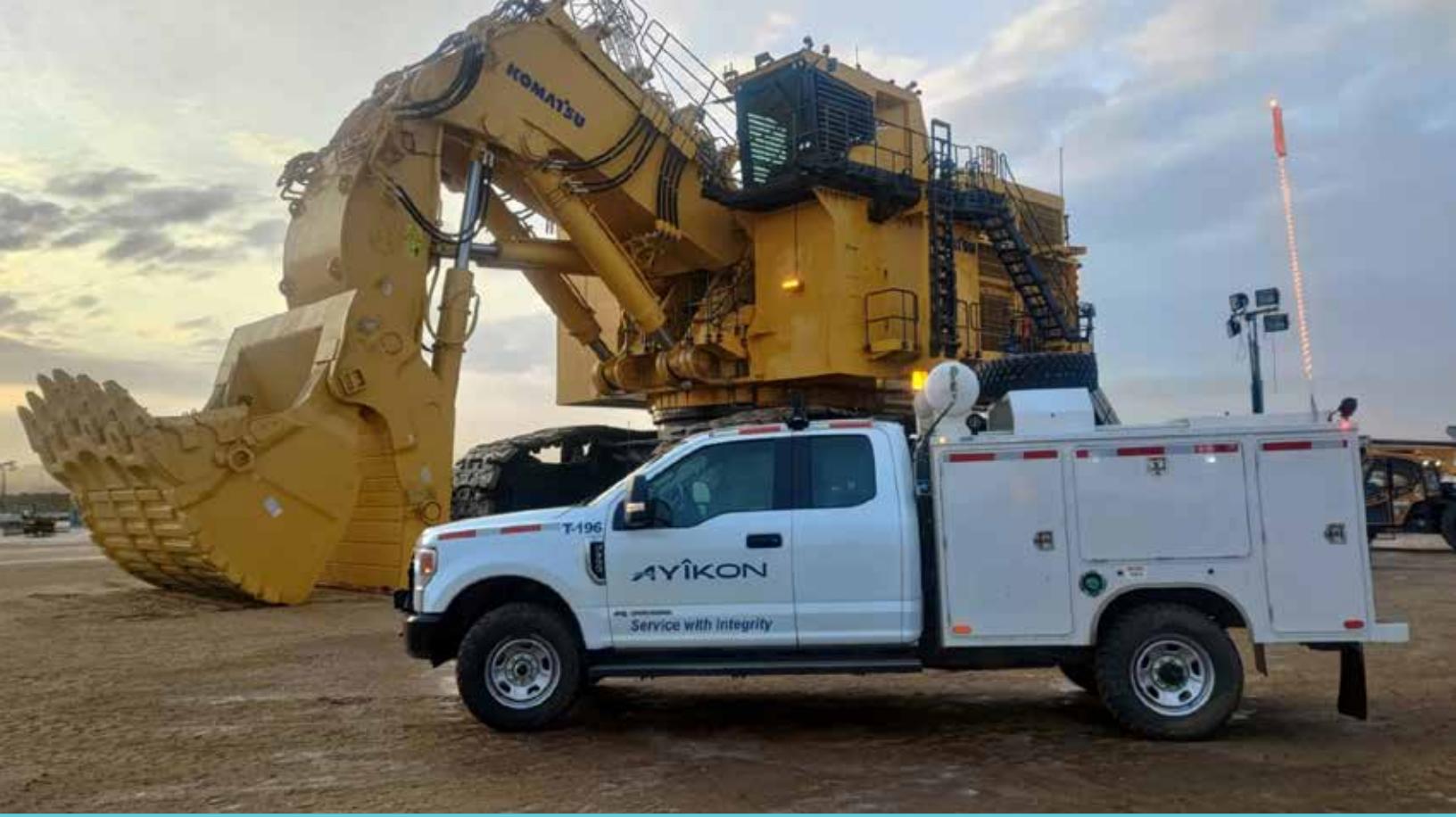


INTERPRETATION & REPORTING

APEX provides timely and accurate data interpretation and reporting services including due diligence, assessment, and technical reporting and public reporting compliance.

GEOSTATISTICAL SERVICES

APEX provides actionable conclusions to develop your project by using geostatistical and machine-learning methods supported by solid geological knowledge.



AYIKON

FOUNDED 1994

aircontech.com

For more than 25 years, Ayikon has been Northern Alberta's trusted provider of HVAC, air filtration, fire suppression, and VMAC systems for heavy equipment. Ayikon's reputation is built on a safety-first culture, specialized service certified technicians, and innovative design practices. With deep community roots in Fort McMurray, Ayikon brings technical excellence, safety leadership, and a commitment to reducing equipment

Together, Ayikon and Fort McKay Business Investment Group are working to deliver commercial success, technical excellence, community strength, and lasting value.

— Liam Burgess, President & CEO

downtime for some of the region's largest mining operations.

Our services include:

- Heavy Equipment HVAC & Heating – ensuring operator comfort and reliability in extreme conditions.
- Air Filtration Systems – protecting both equipment and workers from dust and contaminants.
- Fire Suppression Systems – custom-designed to safeguard valuable assets and lives.
- VMAC Systems – compressed air solutions for mobile fleets.

The Value of Partnership

Ayikon is proud to be a Fort McKay Business Investment Group partner. Together, we combine specialized services and technical excellence with Indigenous ownership and leadership, creating a partnership that is far greater than the sum of its parts.

Our partnership delivers value by:

- Strengthening local economic impact – hiring locally, sourcing from regional suppliers, and keeping investment in the community.
- Building capacity for the future – offering potential pathways for apprenticeships, skill development, and career opportunities for Indigenous youth and Fort McKay members.
- Enhancing client confidence – combining AirCon's technical reliability with the strength and credibility of FMBIG's established reputation.
- Driving safety and sustainability – ensuring operations meet the highest standards of workplace safety and environmental responsibility.

Ayikon x Fort McKay – Partnership in Action, Shared Success

The partnership represents a model for what effective partnerships can achieve in the oil sands and resource industries:

- Operational Excellence: Clients benefit from the assurance that their projects are supported by one of the most qualified and trusted service providers in the region.
- Economic Development: Together, creating meaningful employment, contracting, and reinvestment opportunities.

- Cultural Respect: The partnership reflects the respect for Indigenous culture and commitment to advancing reconciliation through business.

Strategic Advantages for Clients

When clients choose Ayikon and the Fort McKay Business Investment Group, they gain:

- A single-source provider for HVAC, filtration, fire suppression, and VMAC services.
- The peace of mind that every service is delivered with the highest safety and quality standards.
- Proven track record in reducing downtime and increasing uptime for heavy equipment fleets.
- Alignment with local content requirements and commitments to Indigenous participation.



Looking Ahead

Our partnership continues to evolve with an eye to the future. Priorities include:

- Evaluating new specialized service lines
- Scaling service capacity to meet client demand.
- Investing in innovation, including predictive maintenance technologies and energy-efficient systems.
- Expanding training programs to grow the next generation of tradespeople and technical experts.
- Sustainability initiatives that align with client ESG goals and community wellbeing.



BGE Indoor Air Quality Solutions is a fully integrated provider of filtration products and clean air solutions. Specializing in IAQ advisory and services for large commercial, industrial, and institutional clients, BGE delivers clean air solutions designed to protect people, processes, products, and equipment.

ESTABLISHED 1968

bgecleanair.com

At BGE, we believe clean air matters

BGE Indoor Air Quality Solutions is committed to keeping people healthy where they work, live, and play. BGE creates and manages long-term, sustainable solutions to keep a building's indoor air quality at its best.

With an integrated approach to manufacturing, supply, and service, BGE's Clean Air Advisors work with operations, and facility management to:

- Keep people safe, healthy, and productive with high-quality filtration products and IAQ services.
- Protect and optimize the lifespan of equipment and assets.
- Minimize environmental impact with a focus on sustainability, while reducing total cost of ownership.

Serving Canada with 9 locations + 150,000 square feet of manufacturing and warehouse space and 60+ technicians across Canada.

55+ Years of industry expertise

250+ Employees

30+ Industries served including public institutions, energy, large commercial, manufacturing, education, and healthcare facilities.

BGE Indoor Air Quality Offers:

- BGE AirCheck™ Building Assessments
- HVAC Filtration Products

- Indoor Air Quality Testing
- Cleanroom Testing & Certification
- Controlled Environment Testing and Certification
- Biosafety Cabinet Testing & Certification
- Fume Hood Testing & Certification
- 24/7 Remote IAQ Monitoring Sensors
- Filtration Management Services
- Retrofits
- Air Purification
- Integrity Repairs & Upgrades
- System Hygiene & Cleaning
- Preventative Maintenance Programs
- Filter Lifecycle Monitoring
- Vendor Managed Inventory

In February 2024, BGE Indoor Air Quality Solutions acquired CON-TEST to become Canada's largest provider of testing and certification services for controlled environments, coast-to-coast. CON-TEST's team of specialized technicians test, certify, and maintain equipment for highly controlled environments like laboratories, cleanrooms, hospital ORs, and other sterile environments that require the cleanest of clean air.

factors and our goal is to help customers adapt to those changes to ensure that occupants and equipment are benefiting from the highest quality air.



IAQ360: A SMARTER WAY TO MANAGE YOUR INDOOR AIR QUALITY

BGE helps customers to understand their current indoor air quality environment through an onsite Aircheck™ assessment followed by customized plans to manage and maintain their IAQ goals.

Our IAQ 360 approach to indoor air quality recognizes that the IAQ quality of a building is continually influenced by a number of internal and environmental

Assess

A comprehensive snapshot and assessment of your indoor air quality and air filtration systems.

Plan

A prioritized and customized plan to achieve your organization's indoor air quality goals.

Deliver

Delivery and execution of filtration management programs and IAQ testing to ensure clean indoor air.



DENE KOE

A Fort McKay First Nation & Civeo Venture

**True Northern Leadership
Meets Quality Lodging.**

FOUNDED 2018

FMFN + Civeo

denekoe.com

Dene Koe is a workforce accommodations joint venture between Fort McKay First Nation (FMFN) and Civeo. Together, the partnership provides workforce lodging, catering, and facility management services across northern Alberta.

Our model supports the longevity and sustainability of communities in the oil

sands by ensuring long-term development that considers the interests of the community.

Dene Koe operates facilities at Civeo's Fort McMurray Village near Suncor's Base Plant, a five-lodge, 3,500 room property, as well as Athabasca Lodge and Beaver River Executive Lodge located near Fort McKay on highway 63. Dene Koe also operates client-owned properties in the region including Hudson Lodge (624 rooms) and Borealis Lodge (1504 rooms).

Convenient locations throughout the oil sands.

Lifestyle amenities that attract workers to your project.

Affordable pricing to help you contain costs.

Helping people maintain healthy, productive, and connected lives while living and working away from home.

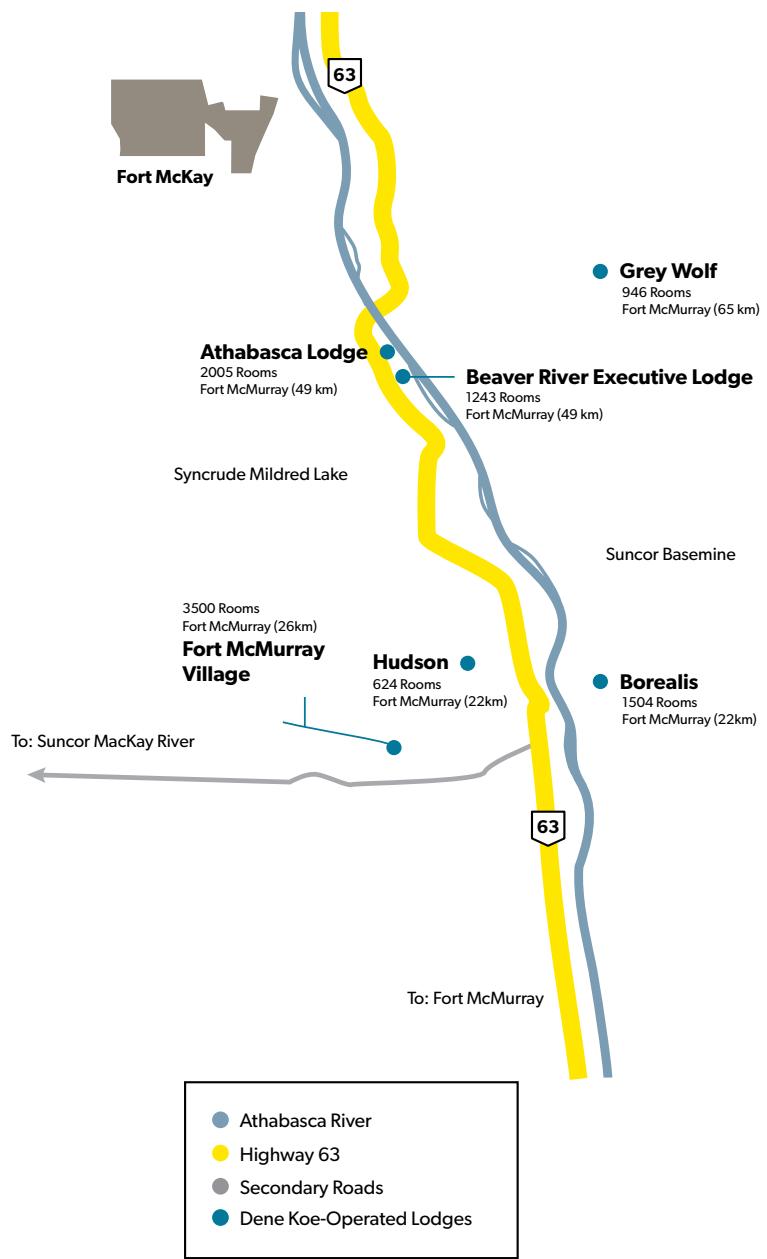
Our belief is that a well-rested guest with a balanced lifestyle will be more productive at work—making your accommodations provider a key partner in the success of your operation.

OPEN LODGING

The philosophy behind our full-service open lodge accommodations is that workers, in even the most remote environments, deserve the comforts of home. That's why we've equipped each of our strategically located lodges with friendly faces, great food, and every conceivable comfort. Flexible and accessible lodging options make booking easy for crews of all sizes.

FACILITIES MANAGEMENT AND WORKFORCE SERVICES

Dene Koe can bring all of the sought-after service and hospitality of our open lodges directly into client-owned facilities. By providing a comfortable, reliable lodging experience, we improve the attraction, retention, productivity, and safety of your workforce. At every scale and scope of service required, we execute made-to measure lodging solutions.





MIKISEW GROUP + FORT MCKAY FIRST NATION + WORLEY

FOUNDED 2023

FMFN + Mikisew Group + Worley

Fort McKay First Nation, Mikisew Group (the business entity of the Mikisew Cree First Nation) and Worley have come together to form Desika. This company has four main service lines: Water, Geoscience, Liability

Management & Restoration and Regulatory & Social. Desika's consulting work provides customers with science-based technical solutions, uniquely influenced by Indigenous knowledge and connection to the land.



The services offered by this new business include:

- Decommissioning, remediation and reclamation
- Water (groundwater, surface water and water treatment)
- Geoscience (civil and geotechnical engineering)
- Ecology (wetlands, wildlife, birds, fisheries)
- Regulatory support and stakeholder engagement



GlassMasters

autoglass™

"At GlassMasters, we find ways to say yes."

– Roger Tulk, President

FOUNDED IN CALGARY 2001

glassmastersautoglass.com

GlassMasters Autoglass was founded in 2001, in Calgary, as an auto glass replacement and repair company.

Twenty- three years later, the landscape has changed dramatically – our industry has evolved, the vehicles we work on have become more complex, and consumer behaviour has changed – and we have changed. Yet, twenty-three years ago, GlassMasters was started with the belief

that intuitive and engaging customer experiences will help move our business forward – and we still believe that today.

Our purpose is to keep customers safe by providing expert auto glass service that is affordable, fast, and friendly. We work hard and have fun doing it. We believe leadership is a behaviour, not a job title. We lead by example. We seek to be masters of our skills – patient teachers and committed learners of our craft. Most important of all, we are each personally accountable.

SERVICES:

- Mobile Glass Service
- Windshield Replacement
- Side & Rear Glass Replacement
- Clear Armor

- ADAS Calibration
- Side Mirror Replacement
- Windshield & Chip Repair
- Insurance Claims

Do you manage a dealership service department or New/Used car lot, and are in the market for outsourcing your auto-glass needs? Look no further.

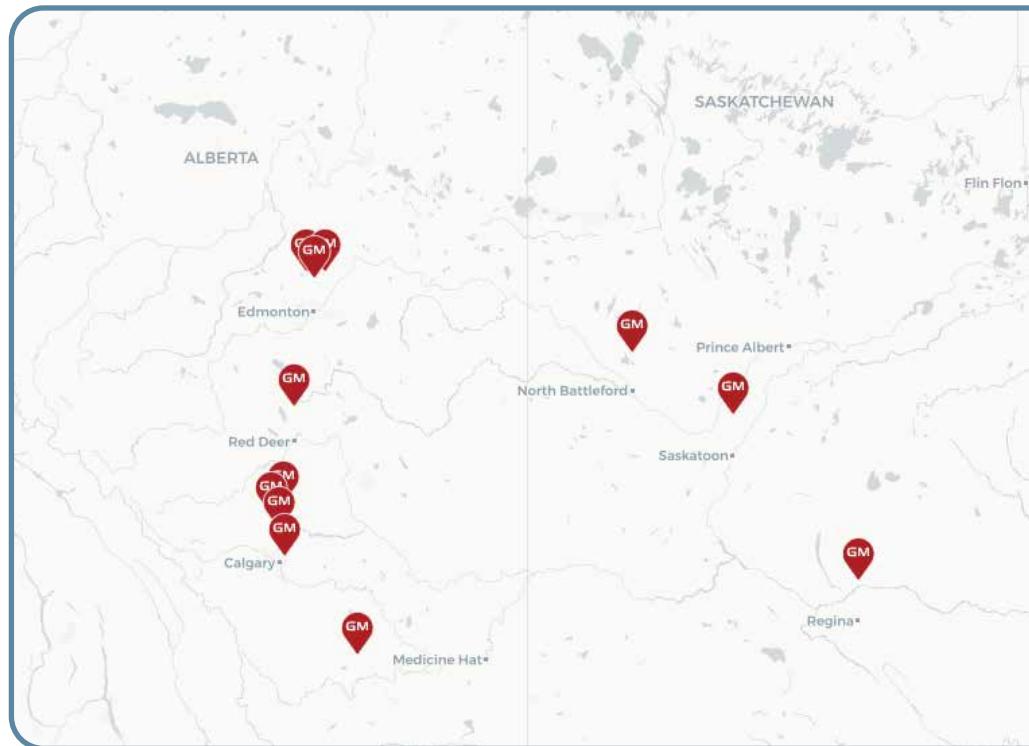
- Full service, rock chips, windshield replacement, side mirrors, door glass and back glass replacement.
- Mobile services. We will come to you! Our modern fleet of install units come fully equipped to handle whatever job you need done. All services are available except Rock Chip Repair and ADAS calibrations.
- Pickup & Delivery Service. We will come to pick it up and drop it back off, same day.
- We work with Aftermarket and OEM glass.

- ADAS calibrations and diagnosis. We fully calibrate your vehicle's forward-facing camera systems back to OEM functionality. ADAS calibration is available for in-store only.
- Competitive pricing and rates.
- We direct bill your insurance provider.
- Credit applications available on request or online from the form above. Contact your local GlassMasters for more information.

Current locations

- Airdrie, AB
- Calgary South (Head Office)
- Calgary North West
- Lethbridge, AB
- Edmonton West
- Edmonton South
- Sherwood Park, AB
- Red Deer, AB
- Regina, SK
- Saskatoon, SK
- Kelowna BC
- Okotoks BC
- Winnipeg MB

Plus, they are mobile!





Landrex Inc. and Fort McKay First Nation are collaborating on two Alberta developments In Beaumont and St. Albert.

FOUNDED 2022 FMFN + Landrex

In partnership with Landrex, FMFN is involved in two exciting development projects: East Pine, in the rapidly expanding city of Beaumont, and East Village, in St. Albert.

Both developments reflect the Landrex commitment to doing better, being better, and holding themselves to the highest standards of excellence. Landrex adopts a 360-degree approach to every project they undertake, ensuring that there is always a clear direction and a solid plan. Their commitment to community, to quality of life, and to sustainable growth make Landrex an ideal partner for FMFN.



EAST PINE

eastpine.ca

The new townhomes in East Pine offer affordable rental opportunities with luxury features. Residents can choose between two and three-bedroom homes, all with attached garages and within walking distance of an array of local amenities.

There is ample parkland and green space, as well as proximity to the excitement of the greater city of Edmonton.



east-village.ca

East Village is a vibrant new community of luxury rental condos. Located in the bustling heart of St Albert, and only minutes from downtown Edmonton, the retail and residential development is built with a vision to redefine rental living.

Offering its residents luxury perks and convenient lifestyle-focused amenities, setting a new bar for effortless living.



Our promise is to enable access and protection, making a positive impact on people and the planet.

FOUNDED 2005

northernmat.ca/

Northern Mat & Bridge

Northern Mat & Bridge (NMB) is Canada's leader in temporary access solutions.

From coast to coast, we provide safe, cost-effective matting and portable bridges that help industry reach remote worksites efficiently and responsibly.

With more than 20 years of experience, NMB supports vital sectors including oil

and gas, utilities, infrastructure, mining, forestry, and construction. Our work is built on three pillars: safety, reliability, and service.

Headquartered in Calgary, Alberta, and supported by a nationwide network of yards and crews, NMB delivers responsive, turnkey access solutions—from planning and logistics to installation and site support.



Northern McKay Access Solutions

Northern McKay Access Solutions is a joint venture between Fort McKay Landing Limited Partnership, the investment arm of Fort McKay First Nation (FMFN), and Northern Mat & Bridge.

Together, we combine FMFN's strong foundation in Indigenous economic leadership with NMB's national expertise in safe, efficient access infrastructure. The partnership delivers reliable, locally supported access services for energy, infrastructure, and industrial projects across northern Alberta and beyond.

Under the agreement, Fort McKay Landing plays a leading role in the partnership reflecting the Nation's commitment to creating lasting economic opportunities and community employment.

"This partnership is a strong step forward in advancing Indigenous participation in regional development."

— Michael Chwelos, COO, Fort McKay Group of Companies

Shared Commitment

Our partnership is guided by shared values:

Safety first — protecting people, the environment, and project integrity.

Community investment — prioritizing Indigenous employment, training, and local impact.

Reliable access — delivering trusted infrastructure that keeps projects moving.

Together, Fort McKay First Nation and Northern Mat & Bridge are building access—to worksites, to opportunity, and to shared success.



POPLAR POINT
CAMP SERVICES

**Your Trusted Partners in Workforce Camp
Facility Operations.**

ESTABLISHED 2002

Poplar Point is owned by FMFN and ESS, along with Athabasca Chipewyan First Nation (ACFN). All of these companies have a long history of successfully operating in the oil sands and meeting the unique needs of clients.

With the support of the owners, Poplar Point provides high quality and cost effective remote camp services and related support assistance to clients in Northern Alberta.

PRODUCTS AND SERVICES

1. Camp Operations and Facilities:

Poplar Point has the ability to provide clients with high quality camp facilities and operate the facilities for the client. ESS can provide the workforce solutions and support services required for the operation of world class remote accommodations.

2. Camp Operations:

Our organizations recognize that clients needs vary on a project-by-project basis and, as a result, are able to meet unique needs by providing camp operations services.

3. Office and Retail Food Services Areas:

At the higher end of the spectrum, Poplar Point excels in the delivery of full service remote camp accommodations. They also have the ability to provide office space and exceptional food services.

MANAGEMENT

- Camp Management
- Project Management
- Camp Reception and Administration
- Camp Lease
- Recreation and Leisure Management
- Camp Refurbishment
- Waste Management

MAINTENANCE

- Building Assets
- Kitchen Equipment
- Mechanical, Electrical and Plumbing (MEP) Systems
- Municipal Services
- Pools and Gym Equipment
- Power Generators
- Grounds Maintenance
- Sewage Treatment Plants
- Water Treatment Plant

HOSPITALITY AND GENERAL SERVICES

- Catering (all formats)
- Housekeeping, Laundry and Janitorial
- Commissary
- Retail Food, Service and Vending
- Food and Spares Logistics
- Medical Support
- Pest Control
- Manpower Supply





SOOGADIN

POWERFULLY BUILT

FOUNDED 2018
FMFN + Brock Canada
soogadin.com

Soogadin (pronounced 'Soo-gah-tin')
means "powerfully built" in Cree.

Formed by Fort McKay First Nation and Brock Canada, Soogadin leverages the expertise of two progressive businesses to bring leadership, operating efficiency, and a focus on community to the industry.

Soogadin is fast becoming one of the largest Indigenous scaffolding, insulation, fireproofing, and paint and blast providers in Canada.

Our joint venture is founded on a shared vision of value and innovation with a focus on providing the energy industry with powerful and progressive solutions.

Soogadin offers services for green- and brown-field capital projects, shutdown/turnaround work, and specialized long-term facility maintenance, offering solutions that contribute to operational optimization, asset integrity enhanced production, and cost certainty and reduction, while enhancing safety and minimizing environmental impact. Soogadin will be the largest Indigenous scaffolding, insulation and fireproofing provider in Canada. All aspects of our business and plans for sustainable growth will be Powerfully Built.

SOOGADIN SERVICES:

- Scaffold Management, Labour and Material Supply
- Insulation Project Management, Labour and Materials
- Fireproofing Material, Labour and Project Management
- Paint & Blast Solutions – Field and Shop Application Services
- Asbestos & Lead Abatement Programs
- Rope Access Services
- Energy Loss Prevention and Emission Reduction Programs
- Hard Covers, Soft Covers (Insulation Blankets)
- Glycol Heat Tracing

COST BENEFITS TO CLIENTS:

- Scaffold Cost Reductions through 3D Design, Modelling and Work Face Planning
- Accountability leading to productivity through enhanced tracking and reporting management systems
- Reduced Labour requirements through enhanced scope capture capabilities, resource planning, field fit crew blending, and solutions innovation
- Continuous Improvement using the latest data analytics, performance measurement tools and service optimization surveillance programs
- Reduced energy costs and emissions using ARRM model (Assess, Report, Repair, Monitor) including Insulation Assessment Program to improve operator return on investment (ROI)



Introduction

Established in 2020, the Fort McKay Oil Sands Development Company is a branch of the Fort McKay Business Investment Group. With the mandate to create and execute a plan for responsible resource development of Fort McKay First Nation's Reserve Land 174C (North and South Blocks), the Fort McKay Oil Sands Development Company's work is guided by the following principles:

- Early consultation with Fort McKay,
- Full community participation,
- Environmental, social, and governance excellence,
- Enhanced environmental performance including for water management, reclamation, and greenhouse gas (GHG) management, and
- Optimization of financial, economic, social, and environmental benefits.

Reserve 174C was transferred by the Crown to Fort McKay First Nation in September of 2003 as part of a Treaty Land Entitlement (TLE) land settlement agreement for the sole purpose of oil sand development. In 2020, Fort McKay First Nation leadership, along with community support, authorized the full investigation of developing Reserve 174C for the community's economic benefit.

The Resource and Development Opportunities

In 2021 Fort McKay First Nation had engaged Stantec to conduct an early assessment of the potential resources on 174C, which produced the "Lease 174C Conceptual Study Report". This report investigated the resource potential of 174C and assessed if the amount of bitumen available would be economically feasible and support Fort McKay First Nation's efforts to sustain a stand-alone oil sands mining project. It was determined through this assessment, however, that a stand-alone project would be uneconomic. This work confirmed that Fort McKay First Nation should look for partnerships with existing operations in order to create economic benefits from mining Lease 174C.

In 2023, Fort McKay First Nation signed a Memorandum of Understanding (MOU) with Suncor Energy to negotiate the development of Lease 174C, which included a resource estimation drilling program to evaluate the quantity and quality of the resources on the North and South Blocks.

The results of this drilling program identified:

- In the North Block, approximately 435M bbl in place is present, however it is currently uneconomic to recover with today's technology; and
- In the South Block, approximately 565M bbl is present, which is suitable for surface mining.



The initial drilling program concluded in April 2024 and enabled the “Lease 174C Conceptual Study Report” to be updated. With this information, Fort McKay was able to better understand Lease 174C’s potential for bitumen and other resources such as sand and gravel. The results confirmed that most of the economically feasible bitumen is located on the South Block, while the North Block may be more suitable for sand and gravel operations, storage of overburden, reclamation material, and ancillary activities.

Another drilling program will commence in the Winter 2025- 2026 in the South Block. This work will help to narrow down the current bitumen estimates and provide a more accurate picture of the resource, which will help to define the potential uses of the area and better inform negotiations.

Negotiations

In April 2025 Suncor presented a commercial offer to Fort McKay in relation to the North Block, which outlined intended use of the land to support oil sands mining operations including the storage of overburden and reclamation material. From April to September Fort McKay and Suncor negotiated the terms of this agreement and were able to complete and sign a definitive agreement on October 24, 2025. This work is expected to provide substantial financial benefit to the Nation.

From 2025-2026 it is anticipated that negotiations will proceed on the South Block, where royalty payments from oil sands mining will be incorporated into these discussions. While these negotiations proceed, Fort McKay, Alberta and Canada are diligently working together to develop the Fort McKay

Royalty Regulations, which will establish the mechanism for Fort McKay First Nation to receive its royalty payments.

Fort McKay has identified key priorities for further negotiation including reclamation liability, royalty payments, ensuring business contracts and maximizing financial benefits to the nation among others. Mining of the South Block is expected to generate billions of dollars in royalties and business revenue over the next decades which will fund the Nation’s infrastructure, social, environmental, health and education programs.

Looking Ahead

FMFN has begun initial environmental work including installing wildlife monitoring cameras on the North and South Block and conducting an Historic Resource Baseline Assessment. Additional baseline information will be collected as negotiations progress.

Fort McKay is additionally working to identify opportunities to offset the Project’s anticipated GHG emissions to achieve net-zero. A forestry conservation project at the Fort McKay Moose Lake Reserve is currently being investigated which would help to offset GHG by about 30% of the GHG emissions from the project’s mining operations.

The Fort McKay Project Team is working diligently to monetize this project as soon as 2026, which will allow a stream of cash flow that will benefit the current and future generations in Fort McKay for many years to come.





Fort McKay
Group of Companies LP

Established in 1986, the Fort McKay Group of Companies (FMGOC) is wholly owned by the Fort McKay First Nation.

ESTABLISHED 1986
fortmckaygroup.com/

FMGOC has been setting the standard for Indigenous business success in Canada in the oil and gas sector, and beyond. The company's management, and executive leadership team are responsible for day-to-day operations.

In 2024 FMGOC won the Indigenous Business of the Year, and the Large Business of the Year award in Fort

McMurray. FMGOC is one of the largest 100% Indigenous owned business in Canada.

SUSTAINABILITY:

As an industry leader in the oil sands, we play a central role in the economic development of our community. However, we recognize that our responsibility goes beyond creating economic prosperity. We have a responsibility to our clients, our community, and the environment.

2025 HIGHLIGHTS

27%

Indigenous Employment in 2023

80+

of Different Indigenous Communities Represented

12%

of Employees are Indigenous Women

21%

of Leadership Identify as Indigenous

We conduct our business in a way that reflects our values: loyal, empathetic, respectful, results oriented, and tenacious — which help us deliver on our purpose of preserving and propelling the Fort McKay First Nation, and bettering the lives of Indigenous peoples.

COMMUNITY INVESTMENT:

The majority of FMGOC workforce is from the Wood Buffalo area, and where we have employees that reside elsewhere, they come to Wood Buffalo to work. We contribute to playing and living through regular business sponsorships, participation or contributions such as: annual participation in the Christmas parade, MacDonald Island recreational membership, facilitating annual golf tournaments, youth recreational initiatives such as sponsoring children, and youth sports activities like baseball/hockey teams, annual Easter contributions to daycare facilities, and much more. We believe in building and supporting our local community.

EVERY CHILD MATTERS:

As part of its commitment to leadership in bringing awareness to important issues, FMGOC created two 777 haul trucks dedicated to the topics of Every Child Matters and Murdered and Missing Indigenous Woman and Girls.





Fort McKay
Group of Companies LP

Fort McKay Group of Companies Executive Team

Sami Saad - Chief Executive Officer

Ryan Hall - Chief Financial Officer

Jonathan Grant - Vice President Operations

Mary Beth Green - Vice President Human Resources

Michael Chwelos - Chief Operating Officer

David Armstrong - Vice President, Health, Safety,
Environment and Quality

Fort McKay Group of Companies LP
P.O. Box 5360
Fort McMurray, Alberta T9H 3G4, Canada

 780.788.3150

 780.788.3151

 communications@fortmckaygroup.com

 fortmckaygroup.com

 Fort McKay Group of Companies LP

 FortMcKayGroupofCompanies

 FMGOC





Fort McKay
Group of Companies LP



Birch Mountain Enterprises LP
Proud Member of Fort McKay Group of Companies



Fort McKay
Group of Companies LP

Our expertise includes Earthworks, Site Services, Heavy Equipment, Fuel and Lube Services, Client Embedded Equipment Operators, and our Reclamation Support Services.

FOUNDED 1986
fortmckaygroup.com

Strategic Services, a division of Fort McKay Group of Companies, offers a diverse set of services that deliver reliable, and cost competitive advantages to our clients in the oil sands.

EARTHWORKS

A major force in the heavy equipment industry, our fleet has over 100 pieces of equipment available, 24 hours a day, 7 days a week, 365 days a year.

By providing extensive ongoing training to our employees, we ensure that our equipment is always operated in a professional, and safe manner. Our focus on safety is what makes us really stand out from the crowd. We are diversified in our skills, and are growing every day into more specialized areas of the oil sands industry. Our current equipment fleet includes heavy rigid frame haul trucks, articulating trucks, dozers, excavators, graders, and loaders.

LIGHT CIVIL AND MINING SERVICES

- Muskeg removal and stockpile
- Reclamation: Terrain contouring and material replacement
- Road building for light vehicles and heavy haulers, ore and reject loading, hauling and placing
- Road Maintenance: Sanding, grading and berm building
- Technical road building with Claycrete stabilizer: Crushing, loading, hauling and placement of unique chemical solution
- Dyke construction including internal drains, sand blanket, shear keys and toe berm construction
- Dewatering including ditching and sump building, tailings mud farm removal
- Earthworks for pipeline corridor construction/substations
- Embedded fuel and lube services and heavy equipment operators
- Heavy equipment dry rent supply and support

SITE SERVICES

We offer direct access to experienced operators or general labourers for both long and short-term contracts. Our experience is diverse and includes everything from groundskeeping, coverall delivery, mine operations, and infrastructure services, guardrail repair/installation, and general labor services.

RECLAMATION

We offer a full range of multidisciplinary environmental services and maintain an excellent safety record in our business ventures.

FUEL AND LUBE SERVICES

We have a long history of providing safe, professional, valuable services that ensure our clients fuel, lubricants, and hydraulic oils are always at operating levels, whether at mines, tailings or plants. This service is provided by skilled technicians.

PROCESS AND EQUIPMENT OPERATORS

Our client-embedded operators run client equipment, and our process operators oversee and manage facilities, which includes monitoring equipment to ensure quality, efficiency, and plant safety.

ROADS AND GROUNDS

- Snow clearing and removal
- Road signage supply and installation
- Asphalt repair
- Grounds maintenance
- Snow fencing supply and installation
- Brush cutting and removal

LABOUR SERVICES

- Shutdown and operations support, such as, confined space monitor and entry, fire watch, and man watch
- Warehouse services
- Tool cribs
- Shovel cleaning labor
- Landscaping services
- Flagging
- Coverall distribution and inventory control
- Light equipment operators
- Snow/ice removal from building rooftops



FMP Group has earned a trusted reputation and is known for providing solutions to complex industry and client challenges.

FOUNDED 2023

fmpgroup.com

In 2023, Fort McKay Mechanical Services entered into a joint-venture partnership with Phoenix Industrial Services to expand technical services in industry. FMP Group leverages over 30 years of expertise to assist industry in achieving success.

A proven track record in large-scale project execution, from bidding to

construction, ensures project execution is met efficiently. FMP Group prioritizes safety and quality, implementing programs to guarantee excellence in every project. They specialize in major and minor capital projects, ongoing operations, maintenance programs, and annual shutdowns.



THE SPECIALTY SERVICES

OFFERED INCLUDE:

- Field machining
- Flange facing
- Line boring & welding
- Cold pipe cutting
- Isolation hydrotesting of flange & welds
- Controlled bolting
- Bake outs for degassing materials
- Preheat for welding
- Post weld heat treatment
- Refractory dry out
- Coating cures

- Process start ups
- Line thawing

GENERAL CONSTRUCTION SERVICES

OFFERED INCLUDE:

- Structural fabrication
- Piping fabrication
- Modularization
- Site construction – all trades
- Rotating equipment
- Heavy lift programs
- Electrical and Instrumentation
- Survey

These Specialty Services will allow the company to step into the highly skilled trade sector, with the opportunity of expanding outside Wood Buffalo and Alberta into every region of Canada, and North America.

The training opportunities within these trades will open doors to present and future generations in the community, and Alberta as a whole.



Birch Mountain Enterprises LP

Proud Member of Fort McKay Group of Companies

Your solid and fluid waste
handling experts.

FOUNDED 2005

**Fort McKay Group of Companies +
Birch Mountain Enterprises LP (BME)
bmel.ca**

Birch Mountain Enterprises LP (BME) is the largest First Nations-owned pressure and vac company in Northern Alberta, trusted by major oil sands operators for dependable maintenance, turnaround and project support. Our teams combine advanced equipment with trained, experienced personnel to deliver consistent, high quality results.

For 20 years, BME has delivered trusted solutions in high-capacity fluid management, hydrovac, high-pressure industrial cleaning, waste handling, steaming, water and sewer services, and bulk or on-site fuel delivery across the region.

With a fleet of 240+ active units, 24/7 availability, and a strong record of safety, reliability, and Indigenous inclusion, BME continues to set the standard for service excellence in the oils sands.

Services

Vac Trucks

The most comprehensive vac fleet in the region, including semi vacs, hydro vacs, and combo vacs for sludge removal, hazardous waste, fluid transfers, industrial cleaning, and daylighting.

Water Hauling

A fleet of 55+ raw and potable water trucks and tankers, delivering reliable, continuous support to all major oil sands sites.

Hazardous Fluid Hauling

Sour sealed Tridive tankers and B-train configurations for safe, compliant on-site fluid transport and off-site disposal of hazardous materials.

Bulk Fuel & On-Site Fuel Hauling

Tri-drive tankers and B-trains providing efficient fueling support across mine sites, ensuring uninterrupted operations.

Cat-Vacs

Purpose built off-road vacuum units, engineered for demanding conditions of mine site fluid management.

Waste Disposal

Roll-off services offering 20-30 yard dumpsters and sealed bins for industrial and municipal waste streams.

Wash Cars

Self-contained, heated wash cars available as permanent or temporary installations, serviced according to client schedules and operational needs.

Steam & High Pressure Trucks

BME operates the largest steam and pressure truck fleet in the region, providing 3,500 psi steam equipment washing, high-pressure industrial cleaning from 10K up to 40K psi.

Industrial Services

BME provides comprehensive, end-to-end industrial services that support routine

operations, turnarounds, and major maintenance programs. Our teams deliver safe, efficient, and high-performance results across a full suite of capabilities, and includes.

- Industrial Cleaning (Plant Equipment, Tanks, Exchangers)
- High-Pressure Services (10K-40K)
- Vessel and Tank Maintenance & Cleaning (robotic capability available)
- Hydrotesting
- Chemical Cleaning
- Commissioning & Decommissioning support

This expanded division allows BME to support everything from day-to-day industrial operations to shutdowns, turnarounds, and specialty technical work.

Ownership, Community & Commitment

BME is jointly owned by the Fort McKay Group of Companies (51%) and Chris Wilson (49%), its President, CEO, original founder, and a proud Fort McKay First Nation member.

BME is deeply rooted in the community and contributes in meaningful, sustainable way by:

- Creating sustainable long-term growth for future generations
- Providing meaningful careers for Indigenous and local residents
- Investing profits into community infrastructure, education, social programs, and wellness initiatives.
- Supporting Indigenous-owned suppliers and vendors
- Fostering a workplace culture grounded in Indigenous values of respect, giving and community support

With a proven record and extensive experience across Northern Alberta, BME continues to earn the trust of clients through consistent performance, reliable execution and an unwavering commitment to excellence.

Fort McKay Landing LP Companies

ALEX & ALICE BOUCHER INDUSTRIAL PARK

BOARD OF DIRECTORS

Donald J. Oborowsky

President, Chairman of the Board, Managing Partner Caribou Energy Park Ltd. Director Waiward Management Inc.

Paul Zubick

Director Waiward Management Inc.

WAIWARD MANAGEMENT CONTACT

Donald J. Oborowsky

President, Chairman of the Board, Managing Partner Caribou Energy Park Ltd. Director Waiward Management Inc

donaldjoborowsky@waiwardcapital.com

PRIMARY FMFN CONTACT

Patrick Hibbitts

Senior Investment Asset Manager Fort McKay Landing LP

phibbitts@fortmckay.com

APEX GEOSCIENCE

BOARD OF DIRECTORS

Michael Dufresne

President and Principal Apex Geoscience

Kris Raffle

Principal, Apex Geoscience

Anetta Banas

Vice President, Office Operations, Apex Geoscience

Jan Cerny

ATB PE

Nataliya Kovalenko

ATB PE

EXECUTIVE TEAM

Michael Dufresne

President and CEO

Anetta Banas

VP Office Operations

Janine Keller

VP Finance

Steve Nicholls

VP Australia

Kris Raffle

VP Field Operations

Andrew Turner

VP Field Operations

PRIMARY FMFN CONTACT

Patrick Hibbitts

Senior Investment Asset Manager Fort McKay Landing LP

phibbitts@fortmckay.com

AYIKON

MANAGEMENT COMMITTEE

Liam Burgess

President & CEO, AirCon Technologies

Dana Flanagan

CFO, AirCon Technologies

EXECUTIVE TEAM

Liam Burgess

President & CEO, AirCon Technologies

Dana Flanagan

CFO, AirCon Technologies

PRIMARY FMFN CONTACT

Anthony Chen

Portfolio Manager Fort McKay Landing LP

achen@fortmckay.com

BGE INDOOR AIR QUALITY SOLUTIONS

ADVISORY BOARD

Darren Rawson

P.Eng., ICD.D
Corporate Director
Principal, Ozone
Advisory Group

Nancy L. McKenzie

FCPA-FCA, ICD.D
Corporate Director, Strategic
Advisor

Greg McGlone

P. Eng
VP International
Projects, Nutrien

EXECUTIVE AND SENIOR LEADERSHIP TEAM

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CEO

Ian MacGillivray

Senior VP Corporate
Development

Jan Arciszewski

VP Sales, Marketing and
Customer Service

Kelly Carlson

Director of Finance

Mike Cieslak

Corporate Supply
Chain Director

Dean Monaghan

Director of Information
Solutions

Trevor Smith

Director of Technical
Services

PRIMARY CONTACT

Roberta MacGillivray

CEO

r.macgillivray@bgecleanair.com

PRIMARY FMFN CONTACT

Anthony Chen

Portfolio Manager
Fort McKay Landing LP

achen@fortmckay.com

DENE KOE LP

BOARD OF DIRECTORS

Andy Fraser

President, Civeo Canada

Mark Menard

CFO and SVP of Finance,
Civeo Canada

EXECUTIVE TEAM

Andy Fraser

President

Collin Gerry

Chief Financial Officer,
Canadian Operations

PRIMARY FMFN CONTACT

Patrick Hibbitts

Senior Investment
Asset Manager
Fort McKay Landing LP

phibbitts@fortmckay.com

DESIKA

BOARD OF DIRECTORS

Bryan Carter

North American
Vice President, Worley

Malek Eid

Chief Investment Officer
Mikisew Group of Companies

Asad Jassani

Director, Operational Finance
Worley

EXECUTIVE TEAM

Matthew Mittler

Portfolio Director,
Desika Partnership

Mark Greenhalgh

Director
Indigenous Partnerships

PRIMARY FMFN CONTACT

Anthony Chen

Portfolio Manager
Fort McKay Landing LP

achen@fortmckay.com

Fort McKay Landing LP Companies

GLASSMASTERS

BOARD OF DIRECTORS

Scott Tannas
Board Chairman
CEO The Western Investment
Company of Canada Limited
Canadian Senator

Sai Ahmed
Vice President
Tevir Capital

Jason Herle
COO Fountain Tire

Roger Tulk
President/CEO GlassMasters
ARG Autoglass Two Inc

EXECUTIVE TEAM

Roger Tulk
President
Jamie Goddard
Director of Sales

PRIMARY FMFN CONTACT

Patrick Hibbitts
Senior Investment
Asset Manager
Fort McKay Landing LP
phibbitts@fortmckay.com

LANDREX - EAST PINE & EAST VILLAGE

EXECUTIVE TEAM

Larry Andrews
CEO, Landrex Inc.

Sophie Baran
Partner & CEO
Bare Capital

Mike Yochim
Vice President -
Operations, Landrex Inc.

PRIMARY FMFN CONTACT

Anthony Chen
Portfolio Manager
Fort McKay Landing LP
achen@fortmckay.com

NORTHERN MCKAY ACCESS SOLUTIONS

BOARD OF DIRECTORS

Scott Vyse
Chief Sales & Marketing
Officer
Northern Mat & Bridge

Jon Armbruster
Business Development
Strategist
Northern Mat & Bridge

PRIMARY FMFN CONTACT

Anthony Chen
Portfolio Manager
Fort McKay Landing LP
achen@fortmckay.com

POPLAR POINT

BOARD OF DIRECTORS	EXECUTIVE TEAM	PRIMARY FMFN CONTACT
Adam Shea President ESS North America	Adam Shea President	Anthony Chen
Garry Flett President, CEO, Acden	Craig Eaton Vice President of Business Development ESS North America	Portfolio Manager Fort McKay Landing LP achen@fortmckay.com
	Saajid Khan Chief Executive Officer, Compass Group Canada and ESS North America	

SOOGARDIN SERVICES LP

BOARD OF DIRECTORS	EXECUTIVE TEAM	PRIMARY FMFN CONTACT
Joe Brickner President, Brock Canada	Joe Brickner President	Anthony Chen
Mike Dear CFO, Brock Group	Rob Gagne Vice President, Finance	Portfolio Manager Fort McKay Landing LP achen@fortmckay.com

Fort McKay Group of Companies

FMGOC BUSINESSES PRIMARY CONTACT
Jonathan Grant Vice President Operations Fort McKay Group of Companies LP
P.O. Box 5360
Fort McMurray
AB T9H 3G4
jgrant@fortmckaygroup.com

FMP Group
Jonathan Grant
Vice President Operations
Fort McKay Group of Companies LP
P.O. Box 5360
Fort McMurray
AB T9H 3G4
jgrant@fmpgroup.ca



Fort McKay Business
Investment Group
P.O. Box 5360
Fort McMurray, Alberta
T9H 3G4, Canada

 fmbigp.com

