Doane Grant Thornton

Consolidated Financial Statements

Tla'amin Nation

March 31, 2025

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Management's Responsibility For Financial Reporting

The accompanying consolidated financial statements for Tla'amin Nation (the "Nation") and all the information in this report are the responsibility of management and have been approved by the Tla'amin Government.

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards. Financial statements are not precise since they include certain amounts based on estimates and judgements. When alternative accounting methods exist, management has chose those it deems most appropriate in the circumstances, in order to ensure that the consolidated financial statements are presented fairly, in all material respects, including the consolidated financial position of the Nation and the results of its consolidated operations and its consolidated cash flows.

The Nation maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the Nation's financial information is relevant, reliable and accurate and the Nation's assets are appropriately accounted for and adequately safeguarded.

The Tla'amin Government, represented by the elected Hegus and Legislators, are responsible for ensuring that management fulfils its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the consolidated financial statements. Hegus and Legislators meet periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting process, to satisfy themselves that each party is properly discharging their responsibilities, and to review the annual report, the consolidated financial statements, and the external auditors' report. Hegus and Legislators take this information into consideration when approving the consolidated financial statements for issuance to the Nation's citizens. In addition, Hegus and Legislators also consider the engagement of the Nation's external auditors.

The consolidated financial statements have been audited by Doane Grant Thornton LLP in accordance with Canadian generally accepted auditing standards on behalf of the Nation's citizens. Doane Grant Thornton LLP have full access to Hegus and Legislators.

Hegus

Chair, Finance Committee

Chief Financial Officer

Erik Blaney
Legislator

Legislator

Legislator

Legislator

Legislator

Legislator

Legislator

Legislator

November 26, 2025

Doane Grant Thornton

Independent Auditors' Report

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To the Tla'amin Government and Tla'amin Nation Citizens

Opinion

We have audited the consolidated financial statements of Tla'amin Nation (the "Nation"), which comprise the consolidated statement of financial position as at March 31, 2025, and the consolidated statements of operations and accumulated surplus, changes in net financial assets, remeasurement gains and losses and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of Tla'amin Nation as of March 31, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report. We are independent of the Nation in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The consolidated financial statements of the Nation for the year ended March 31, 2024 were audited by another auditor who expressed an unmodified opinion on those consolidated financial statements on November 26, 2025.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Nation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Nation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Nation's financial reporting process.

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Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Nation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Nation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Nation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Victoria, Canada
November 26, 2025

Chartered Professional Accountants

Tla'amin Nation
Consolidated Statement of Financial Position
As at March 31

	2025	2024
Financial Assets		
Cash and cash equivalents	$ 27,889,852	$ 22,326,750
Restricted cash, cash equivalents and investments (Note 2)	45,584,145	42,642,258
Accounts receivable (Note 3)	3,526,765	9,328,651
Investments (Note 4)	2,609,468	2,384,601
Investment in business enterprises (Note 5)	43,169,197	33,275,638
	122,779,427	109,957,898
Liabilities		
Accounts payable and accrued liabilities	4,716,727	3,057,199
Deferred revenue (Note 6)	20,533,435	18,738,537
Term debt (Note 7)	5,472,903	5,715,459
	30,723,065	27,511,195
Net financial assets	92,056,362	82,446,703
Non-Financial Assets		
Tangible capital assets (Schedule 2)	62,564,917	50,686,668
Prepaid expenses	1,685,452	1,294,853
	64,250,369	51,981,521
Accumulated Surplus (Note 8)	$ 156,306,731	134,428,224
Accumulated surplus is comprised of:		
Accumulated operating surplus	$ 156,298,523	134,420,686
Accumulated remeasurement gain	8,208	7,538
	$ 156,306,731	134,428,224

Commitments and contingencies (Note 11)

On behalf of the Tla'amin Government

Hegus

Chair, Finance Committee

Janel Silver

Chief Financial Officer

Erik Blaney

Legislator

Legislator

Legislator

Legislator

Legislator

Legislator

Legislator

Legislator

Legislator

See accompanying notes to the consolidated financial statements

Tla'amin Nation
Consolidated Statement of Operations and Accumulated Surplus
Year Ended March 31

	2025 Budget (Note 1j)	**2025**	2024
Revenues			
Transfer from (to) other governments			
Indigenous Services Canada	$ 37,455,392	**$ 2,844,229**	$ 27,822,074
Crown-Indigenous Relations and Northern Affairs		**26,305,385**	-
Transfer to Qames ?ems Tala Settlement Trust (Note 1e)	(5,010,590)	**(5,049,248)**	(5,010,590)
Province of British Columbia	8,604,889	**8,127,793**	4,439,178
Other Government	10,003,687	**9,279,091**	5,223,514
Investment	2,910,892	**4,395,854**	3,923,087
Rental	508,500	**502,730**	428,353
Property and other taxes	535,600	**504,263**	560,277
Fishing licenses	115,000	**93,094**	140,638
Other	419,836	**837,117**	2,134,545
Equity earnings in business enterprises (Note 5)	3,398,700	**12,918,692**	16,607,295
	58,941,906	**60,759,000**	56,268,371
Expenses (Schedule 1)			
Administration	16,390,683	**12,012,894**	11,646,576
Education	6,840,339	**6,579,418**	5,248,894
Health	8,430,859	**6,404,885**	5,664,515
Housing	1,538,476	**1,783,900**	1,147,475
Infrastructure	4,760,778	**4,139,316**	3,829,655
Land and resources	3,838,001	**3,513,490**	3,247,672
Social development	4,163,319	**4,254,347**	3,339,406
Taxation	285,000	**192,913**	300,274
	$ 46,247,456	**$ 38,881,163**	$ 34,424,467
Surplus	12,694,450	**21,877,837**	21,843,904
Accumulated operating surplus, beginning of year	134,420,686	**134,420,686**	112,576,782
Accumulated surplus, end of year	147,115,136	**156,298,523**	134,420,686

See accompanying notes to the consolidated financial statements

Tla'amin Nation
Consolidated Statement of Changes in Net Financial Assets
Year ended March 31

	2025 Budget (Note 1j)	**2025**	2024
Surplus	$ 12,694,450	**$ 21,877,837**	$ 21,843,904
Changes to non-financial assets			
Acquisition of tangible capital assets	(25,439,678)	**(14,260,368)**	(7,781,499)
Disposal of tangible capital assets	-	**86,763**	-
Amortization of tangible capital assets	2,000,000	**2,295,356**	1,886,211
	(23,439,678)	**(11,878,249)**	(5,895,288)
Net expense (acquisition) of prepaid expenses and deposits	-	**(390,600)**	(742,434)
	(10,745,228)	**9,608,988**	15,206,182
Net remeasurement loss	-	**670**	(95,749)
Increase (decrease) in net financial assets	(10,745,228)	**9,609,659**	15,110,433
Net financial assets, beginning of year	82,446,703	**82,446,703**	67,336,270
Net financial assets, end of year	$ 71,701,475	**$ 92,056,362**	$ 82,446,703

See accompanying notes to the consolidated financial statements

Tla'amin Nation
Consolidated Statement of Remeasurement Gains and Losses
For the year ended March 31

	2025	2024
Portfolio investments:		
Accumulated remeasurement gain, beginning of year	**$ 7,538**	$ 103,287
Net remeasurement gain (loss)	**670**	(95,749)
Accumulated measurement gain, end of year	**$ 8,208**	$ 7,538

See accompanying notes to the consolidated financial statements

Tla'amin Nation
Consolidated Statement of Cash Flows
For the year ended March 31

	2025	2024
Cash Provided (Used):		
Operating Activities		
Net cash received from Indigenous Services Canada	**$ 28,963,152**	$ 27,207,489
Cash received from grants, property taxes, user fees, rent and other revenue	**22,078,084**	13,621,228
Cash paid to employees and suppliers	**(35,113,791)**	(33,413,933)
Investment income received	**4,170,987**	3,824,835
Interest paid	**(186,245)**	(181,026)
	19,912,187	11,058,593
Financing activities		
Repayment of term debt	**(242,556)**	(1,445,685)
	(242,556)	(1,445,685)
Capital Activities		
Acquisition of tangible capital assets	**(14,260,368)**	(7,781,499)
Proceeds on disposal of capital assets	**70,592**	-
	(14,189,776)	(7,781,499)
Investing activities		
Net (increase) decrease in restricted cash, cash equivalents and investments	**(2,941,887)**	(2,643,144)
Net distributions from investments	**-**	1,500
Net drawings from business enterprises	**3,025,133**	1,000,000
	83,246	(1,641,644)
Increase in cash and cash equivalents	**5,563,101**	189,765
Cash and cash equivalents, beginning of year	**22,326,750**	22,136,985
Cash and cash equivalents, end of year	**$ 27,889,852**	$ 22,326,750
Non-cash investing, financing and capital activities:		
Equity in earnings of business enterprises (note 5)	**$ 12,240,735**	$ 16,607,295
Net partnership earnings (Note 4)	**224,867**	98,252
Net remeasurement loss on portfolio investments	**670**	(95,749)

See accompanying notes to the consolidated financial statements

Tla'amin Nation (the "Nation) is an indigenous Coast Salish Nation located along the northern part of British Columbia's Sunshine Coast. The Nation is self-governing through a treaty settlement (the "Tla'amin Final Agreement") between the Nation and the Governments of Canada and British Columbia. The Tla'amin Government is represented by an elected Hegus and Legislators and is the governing and taxation authority for the Nation.

The Tla'amin Final Agreement, a treaty and land claims agreement between the Nation and the Governments of Canada and British Columbia, became effective April 5, 2016. The Tla'amin Final Agreement constituted a full and final settlement with respect to the Tla'amin Nation's aboriginal rights, including aboriginal title, in Canada

1. Basis of presentation and significant accounting policies

These consolidated financial statements include the assets, liabilities, and results of operations of the Nation and all related entities and organizations subject to its control. No inclusion has been made of assets, liabilities, revenue, or expenses of the Nation's citizens, individually or collectively, incorporated or unincorporated, that are not controlled by or are the responsibility of the Nation.

These consolidated financial statements have been prepared in accordance with Canadian generally accepted accounting principles for governments, as established by the Canadian Public Sector Accounting Board ("PSAB"), which encompasses the following significant accounting policies.

Fund accounting:

The Nation uses fund accounting procedures, which results in a self-balancing set of accounts for each fund established by legal, contractual, or voluntary actions. The various funds have been consolidated for presentation in the consolidated financial statements.

Reporting entity and basis of consolidation and partnerships:

The Nation's reporting entity includes the Tla'amin Nation and all related entities, which are accountable for the administration of their financial affairs and resources to the Nation, and are either owned or controlled by the Nation. The Qames ?ems Tala Settlement Trust is not owned or controlled by the Nation and is not consolidated in these financial statements.

i) Investment in government business enterprises and partnerships:

The Nation records its investments in government business enterprises (GBE) and government business partnerships (GBP) on a modified equity basis. Under the modified equity basis, the GBE's and GBP's accounting policies are not adjusted to conform with those of the Nation and inter-organizational transactions and balances are not eliminated. The Nation recognizes its equity interest in the annual earnings or loss of the GBE's and GBP's in its consolidated statement of operations with a corresponding increase or decrease in its investment asset account. Any dividends or other cash distributions that the Nation may receive from the GBE's and GBP's will be reflected as deductions in the investment asset account.

The Nation's government business enterprises investments consist of the following:
Tla'amin Holdings Inc. – 100% interest

The Nation's government business partnership investments consist of the following:
Tla'amin Holdings Limited Partnership – 99.99% interest

1. Basis of presentation and significant accounting policies (continued)

ii) Investments

Investments in entities in which the Nation does not control individually or jointly are recorded at acquisition cost. If there has been an other than temporary decline in the value of an investment, the investment is written down to its net realizable value. Investments in entities in which the Nation does not control but has joint control or significant influence in operations are accounted for, similar to government business partnerships, using the modified equity method.

Cash and cash equivalents

Cash and cash equivalents includes cash and investments in highly liquid money market funds, readily convertible to known amounts of cash.

Tangible capital assets

Tangible capital assets are recorded at cost, less accumulated amortization. Cost includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Contributed tangible capital assets are recorded at fair value at the time of the donation with a corresponding amount recorded as revenue. Tangible capital assets under construction are not amortized until the asset is available for use.

Tangible capital assets are amortized annually over their expected useful lives using the declining balance or straight-line method at the following rates:

Asset	Method	Rate
Buildings and improvements	Declining balance and straight-line	4-20%
Infrastucture	Declining balance	4%
Equipment	Declining balance and straight-line	10-100%

When management determines that a tangible capital asset no longer contributes to the Nation's ability to provide goods and services or that the value of future benefits associated with the tangible capital asset is less than its net book value, the cost of the tangible capital asset is written down to its net recoverable amount.

All intangible assets and items inherited by right of the Nation, such as lands, forests, water, natural resources and cultural and historic assets, are not recognized in the Nation's consolidated financial statements.

Settlement lands to which no acquisition costs is attributable have not been assigned any value in the consolidated financial statements.

1. Basis of presentation and significant accounting policies (continued)

Revenue recognition

Government transfers and grant revenue are recognized as the Nation becomes entitled to the funding under the terms of applicable funding agreements and is recorded in the period in which the resources are used for the purpose specified in the agreements. Restricted funding received for which eligibility criteria have not been met or which has stipulations that give rise to an obligation are reported as deferred revenue until the resources are used for the purpose or purposes specified and/or the stipulations giving risk to an obligation have been met.

In connection with the Tla'amin Final Agreement, the Nation receives an annual capital transfer over a 10 year period. The annual capital transfer payment is transferred to the Qames ?ems Tala Settlement Trust.

Rental, lease and interest revenue is recognized on a monthly basis as income is earned and when collection is reasonably assured. Property and other tax revenue are recognized, net of applicable homeowner grants, at the time the taxes are levied.

Revenue from logging, sales of goods and provision of service, fishing licenses and other sources are recognized in the period the goods or services are provided and the related proceeds are received or receivable.

The Nation accounts for revenue received from contractual agreements, such as resource royalties, certain grants and other government transfers in the year the proceeds are received or the proceeds are considered receivable, any prescribed services are performed and the amount can be reasonably estimated.

Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of financial and non-financial assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

Areas requiring management estimates include the collectability of accounts receivable, the collectability of investments and investments in government business enterprises and partnerships and the useful lives tangible capital assets. Management reviews these estimates on a periodic basis and at least annually. Where necessary, management makes adjustments to these estimates prospectively.

Contaminated site liabilities

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. A liability for remediation of contaminated sites is recognized when an environmental standard exists, contamination exceeds the environmental standard, the Nation is directly responsible and accepts responsibility, future economic benefits will be given up and a reasonable estimate can be made. The liability includes all costs directly attributable to remediation activities including post remediation operations, maintenance and monitoring. Any expected recoveries from other parties, including other governments, are recorded as a reduction of the liability. As of March 31, 2025, the Nation did not have any significant or measurable contaminated site liabilities.

1. Basis of presentation and significant accounting policies (continued)

Asset retirement obligations

An asset retirement obligation is recognized when there is a legal obligation to incur retirement costs in relation to a tangible capital asset, the transaction giving rise to the obligation has occurred, cash or other economic benefits are expected to be given up in the future and a reasonable estimate of the obligation can be made. As of March 31, 2025 the Nation did not have any significant asset retirement obligations.

Financial Instruments

The Nation considers any contract creating a financial asset, liability or equity instrument as a financial instrument, except in certain limited circumstances. The Nation accounts for the following as financial instruments:

- Cash and cash equivalents
- Restricted cash, cash equivalents, and investments
- Accounts receivable
- Due from related parties
- Accounts payable and accrued liabilities
- Deferred revenue
- Term debt

Financial instruments in arm's length transactions

Initial measurement

The Nation initially measures financial assets and financial liabilities originating, acquired, issued or assumed in arm's length transactions at fair value.

Subsequent measurement

The Nation subsequently measures its financial assets and financial liabilities at amortized cost less any reduction for impairment.

Derecognition

The Nation removes financial liabilities, or a portion of, when the obligation is discharged, cancelled or expires.

Impairment

Financial assets measured at cost or amortized cost are tested for impairment when indicators of impairment exist at the end of the reporting period. Previously recognized impairment losses are reversed to the extent of the improvement provided in the financial asset is not carried at an amount, at the date of the reversal, greater than the amount that would have been the carrying amount had no impairment loss been recognized previously. The amounts of any write-downs or reversals are recognized in net income.

1. Basis of presentation and significant accounting policies (continued)

Budget data

The budget data presented in the consolidated financial statements have been derived from the budget approved by Hegus and Legislators on March 27, 2024.

Segmented disclosure

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information to achieve the objective of the standard. The Nation has determined the most appropriate basis for classifying segments is by program. Segmented disclosures are provided in Note 14 and Schedule 3 to these consolidated financial statements.

2. Restricted cash, cash equivalents and investments

The Nation maintains its cash balances in several institutions in British Columbia. The Canada Deposit Insurance Corporation ("CDIC") insures each of these accounts up to $100,000. The aggregate funds held in each institution may exceed the CDIC insured limit from time to time and specific funds held by each institution may not be covered by CDIC insurance. Management does not anticipate any material effect on the consolidated financial position of the Nation as a result of these concentrations.

Certain cash, cash equivalents and investments have been internally restricted by the Nation of the following specific purposes. Restricted cash, cash equivalents and investments include cash and cash equivalents (with interest rates at 3.25%) term deposits and guaranteed investment certificates (with interest rates from 3.60% to 5.75%) and portfolio investments that are quoted in an active market.

		2025		2024
Cash and cash equivalents	$	**20,504,107**	$	20,547,672
Term deposits and guaranteed investment certificates		**13,989,307**		20,426,609
Portfolio investments		**1,700,939**		1,667,977
	$	**36,194,353**	$	42,642,258

		2025		2024
Internally restricted:				
Capital	**$**	**3,753,948**	$	5,595,089
Community improvement		**24,485,368**		24,445,484
Culture and language		**1,106,741**		1,024,659
Lands and resources		**3,147,357**		2,913,930
Minors trust		**1,700,939**		1,660,354
Mortgage guarantee (Note 11)		**2,000,000**		2,000,000
	$	**36,194,353**	$	37,639,516

As at March 31, 2025, the total fair value of the Nation's portfolio investments exceeded their cost by $8,208 (2024 - $7,538), which has been reflected in the Nation's statement of remeasurement gains and losses.

3. Accounts receivable

	2025	2024
Indigenous Services Canada	**451,389**	4,184,141
Crown-Indigenous Relations and Northern Affairs Canada	**335,747**	1,081,290
Government of Canada	**309,262**	84,126
Province of British Columbia	**39,059**	1,448,129
Accrued interest	**1,369,400**	755,725
Other	**984,091**	1,659,241
	3,488,948	9,212,652
Tla'amin Nation Citizens	**1,852,851**	1,839,434
Less allowance for doubtful accounts	**(1,815,034)**	(1,723,435)
	37,817	115,999
	3,526,765	9,328,651

4. Investments

	2025	2024
Salish Seas Fisheries Limited Partnership ("SSFLP") limited partnership interest, equity method	**2,609,357**	2,384,490
Salish Seas Fisheriers Ltd. ("SSF"), shares at cost	**1**	1
BCFN Gaming Revenue Sharing Limited Partnership ("BCFN GR LP"), limited partnership interest at cost	**100**	100
BCFN Gaming Revenue General Partner Inc. ("BCFN GR GP"), shares at cost	**10**	10
	2,609,468	2,384,601

The Nation's investments in SSFLP and SSF consists of a 33% limited partnership interest in SSFLP and a 33% beneficial interest in one common share of SSF. The Nation does not control SSFLP's and SSF's operations or assets. Accordingly, the Nation measures its limited partnership investment in SSFLP using the equity method, with the Nation's interest adjusted each year for its share of limited partnership earnings or loss and for any distributions to or from the limited partnership earnings or loss and for any distributions to or from the limited partnership, and its share investment in SSF using the cost method. Total investment revenue for the year ended March 31, 2025 from the Nation's investment in SSFLP total $224,867 (2024 - $98,252).

The Nation's investment in BCFN GR LP consists of a limited partnership interest, by way of a $100 capital contribution, and its investment in BCFN GR GP consists of shares in the general partner corporation. As the Nation, through its investments, does not control or jointly control either entity, its investments are measured using the cost method. Other revenue includes $550,618 (2024 - $683,177) of gaming revenue sharing contributions.

5. Investments in business enterprises

		2025	2024
Government business enterprises		**4,038**	2,746
Government business partnerships		**43,165,159**	33,272,892
	$	**43,169,197**	33,275,638

The change in the Nation's investment in government business enterprises and government business partnerships consists of the following:

	2025	2024
Equity in earnings of business partnerships	**12,917,400**	16,605,634
Equity in earnings of business enterprises	**1,292**	1,661
Net drawings from business partnerships	**(3,025,133)**	(1,000,000)
	9,893,559	15,607,295

The Nation's investment interest and year-end for its business enterprises is as follows:

	Interest	Year-end
Government business enterprise:		
Tla'amin Holdings Inc ("TH")	100%	December 31
Government business partnership		
Tla'amin Holdings Limited Partnership ("THLP)	99.99%	December 31

5. Investments in business enterprises (continued)

(a) Government business enterprises (GBE):

The Nation's investment in wholly-owned incorporated entities is summarized below

	2025	2024
TH:		
Investments in shares at cost	**1**	1
Accumulated equity in earnings	**4,037**	2,745
	4,038	2,746

TH:

TH is the general partner in THLP, and was formed to serve as the Nation's primary investment interest in its government business operations.

The fiscal year end of TH is December 31 and the financial information provided in note 5 is at and for the period ended December 31, 2024, with comparative information for the year ended December 31, 2023. There were no material changes in TH's operations from their fiscal year end date to March 31, 2025.

Financial information for TH, as at December 31, 2024 is summarized below:

	2024	2023
Balance sheet information		
Assets	**4,037**	2,476
Liabilities	**-**	-
Shareholder's equity	**4,037**	2,746
Results of operations		
Revenue	**1,224**	1,661
Earnings (loss)	**1,224**	1,661

(b) Government business partnerships (GBP):

The Nation's investment in limited partnerships is summarized below:

	2025	2024
THLP		
Partnership equity interest	**43,165,159**	33,272,892

THLP:

The Nation and TH formed a limited partnership, THLP. THLP was formed to serve as the Nation's primary investment interest in its government business operations which include forestry, tourism, and hospitality, food and beverage, land development and leasing, and investment operations.

5. **Investments in business enterprises** (continued)

The fiscal year end of THLP is December 31, and the financial information provided in Note 5 is at and for the year ended December 31, 2024, with comparative information for the year ended December 31, 2023. There were no material changes in THLP's operations from their fiscal year end date to March 31, 2025

Financial information for THLP, as at December 31, 2024 and 2023, is summarized below:

	2024	2023
Balance sheet information		
Assets	**89,554,931**	77,039,092
Liabilities - external debt	**-**	73,726
Liabilities - other	**21,057,231**	21,378,078
Partners' equity	**68,497,700**	55,587,288
Results of operations		
Revenue	**31,494,707**	30,756,245
Expenses	**22,704,503**	16,879,835
Other income (loss)	**3,450,531**	3,063,060
Earnings (loss)	**12,240,735**	16,607,295

The Nation owns 100% of the partnership units in Tla'amin Holdings Limited Partnership (THLP) and 100% of the shares in Tla'amin Holdings Inc., its general partner. The Nation accounts for its investment in THLP using the modified equity method under PSAS.

In 2022, THLP adopted ASPE and, on transition, recorded a fair value adjustment ("FMV bump") to a revenue-generating property. This adjustment increased THLP's equity but was recognized directly in partners' equity rather than through net income. Under PSAS, such adjustments are not recognized by the investor because they do not flow through the investee's income statement.

As a result, the Nation's reported investment in THLP differs from the total equity reported in THLP. The difference reflects the FMV bump recorded under ASPE and represents a reconciling item that is not recognized unless realized through the investee's net income.

6. Deferred revenue

	2025	2024
Indigenous Services Canada	**9,049,170**	11,448,584
Crown-Indigenous Relations and Northern Affairs Canada	**3,865,196**	376,162
Province of British Columbia	**2,965,903**	1,304,289
Grants and other	**4,575,958**	5,530,752
Rent	**77,208**	78,750
	20,533,435	18,738,537

Indigenous Services Canada deferred revenue includes non-interest bearing advances with respect to outstanding claims totaling $491,023 (2024 - $376,162). The advances are supported by promissory notes and are repayable on the earlier of the claim settlement or March 31 2025-2028. As management expects the advances will be extinguished through proceeds of the claim settlement, the balance has been included in deferred revenue.

Net change in deferred revenue for the year was as follows:

	2025	2024
Balance, beginning of year	**18,738,537**	12,433,157
Contributions received	**49,013,981**	21,510,240
Amounts recorded in revenue	**(47,219,083)**	(15,204,860)
Balance, end of year	**20,533,435**	18,738,537

7. Term debt

	2025	2024
Term loan, repayable in total monthly installments of $35,731 including interest of 3.33%, secured by a general security agreement and maturing November 2026	**5,472,903**	5,715,459
	5,472,903	5,715,459

The Nation has an available operating line of credit with a credit limit of $350,000. The line of credit bears interest at the bank's prime lending rate and is secured by a general security agreement.

Based on maturity provision to March 31, 2025, scheduled principal payments on term debt are as follows:

2026	249,631
2027	5,223,272

8. Accumulated surplus

	2025	2024
Financial surplus:		
Unrestricted operating surplus	**63,020,364**	51,817,495
Internally restricted surplus (Note 9)	**36,194,353**	37,639,520
	99,214,717	89,457,015
Invested in tangible capital assets (Note 10)	**57,092,014**	44,971,209
	156,306,731	134,428,224

9. Internally restricted surplus

	Beginning balance	Contributions	Investment revenue	Approved expenses	Ending Balance
Capital	5,595,090	10,743,337	643,252	(13,227,731)	3,753,948
Community improvement	24,445,485	43,629	1,298,739	(1,302,485)	24,485,368
Culture & language	1,024,659	-	82,082	-	1,106,741
Lands & resources	2,913,931	-	233,426	-	3,147,357
Minors trust	1,660,355	-	65,774	(25,190)	1,700,939
Mortgage guarantee	2,000,000	-	-	-	2,000,000
	37,639,520	10,786,966	2,323,273	(14,555,406)	36,194,353

10. Invested in tangible capital assets

(a) Investment in tangible capital assets:

	2025	2024
Tangible capital assets	**62,564,917**	50,686,668
Less financed by:		
Term debt	**5,472,903**	5,715,459
	57,092,014	44,971,209

(b) Change in invested in tangible capital assets:

	2025	2024
Balance, beginning of year	**44,971,209**	37,630,236
Acquisition of tangible capital assets	**14,173,605**	7,781,499
Amortization of tangible capital assets	**(2,295,356)**	(1,886,211)
Repayment of term debt	**242,556**	1,445,685
Balance, end of year	**57,092,014**	44,971,209

11. Commitments and contingencies

(a) Contractual commitments:

The Nation has entered into contractual obligations for ongoing construction projects, with remaining contractual commitments of approximately $23.1 million as at March 31, 2025 (2024 - $7.3 million).

(b) Other housing loan guarantees:

The Nation is contingently liable as guarantor for housing loans taken by members with two different financial institutions, up to agreed limits of $3.0 million and $2.0 million, respectively. The guaranteed housing loans outstanding as at March 31, 2025 total $2,295,088 (2024 - $3,702,883). In connection with the guarantees, the Nation has a deposit of $2.0 million, which is included in restricted cash and investments (Note 2).

12. Related party transactions and amounts due to related parties

Transactions with GBE's and GBP's, and their subsidiaries included the following:

	2025	2024
Revenue:		
Property taxes	**75,919**	84,036
Rental	**12,000**	12,000
Other	**59,281**	36,996
Expenses:		
Consulting	**327,262**	40,506
Miscellaneous	**35,168**	63,980
Supplies and equipment	**105,433**	25,286

These transactions are in the normal course of operations and are measured at the exchange value, which is the amount of consideration established and agreed to by the related parties.

13. Financial Instruments

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The required disclosures provide information that assists users of financial statements in assessing the extent of risk related to financial instruments.

(a) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Nation is exposed to credit risk with respect to its cash and cash equivalents, restricted cash and cash equivalents and investments, and accounts receivable. Credit risk related to cash and cash equivalents and restricted cash and cash equivalents and investments is mitigated as amounts are held with major Canadian financial institutions. Credit risk related to accounts receivable is mitigated as the Nation enters into credit agreements with credit worthy counterparts.

(b) Liquidity risk:

Liquidity risk is the risk that the Nation will not be able to meet its financial obligations as they become due. The Nation monitors the maturity of its financial liabilities and assess whether it has sufficient cash to settle these financial obligations when due. The Nation is subject to non-financial covenants and restrictions in relation to its long-term debt (Note 7), for the year ended March 31, 2025, the Nation was not in compliance with its annual financial reporting requirement.

(c) Interest rate and cash flow risk:

Interest rate risk relates to the impact of changes in interest rates on the Nation's future cash inflows from its investments and future cash outflows on its term debt. The Nation's cash and cash equivalents are held in cash or short term money market instruments; accordingly, the Nation is not subject to significant interest rate risk in regards to these financial assets.

The Nation is subject to interest rate and cash flow risk with respect to its term debt, as disclosed in Note 7. The Nation manages interest rate risk through negotiations with lenders at origination or renewal of loan agreements. There has been no significant change in the Nation's interest rate and cash flow risk in 2025.

(d) Concentration of revenue:

The Nation receives a significant portion of its revenue each year through government transfers pursuant to funding agreements with Indigenous Services Canada, the Province of British Columbia and other federal and provincial government funding agencies. Any disruption in this funding could have a negative effect on the Nation's operations.

14. Segmented operations

Segmented information has been identified based on programs provided by the Nation. Programs are provided by controlled entities, funds and departments, and their activities are reported by function in the consolidated financial statement of operations and accumulated surplus. Certain programs that have been separately disclosed are summarized below, with activity for the year ended March 31 summarized in Schedule 3.

(a) Administration

Administration provides the functions of corporate administration, finance, human resources, legislative services, elected officials, membership and registry, and cultural activities.

(b) Education

Education is responsible for administering and facilitating education programs including elementary and secondary, post-secondary, qualifying credit courses, and community education programs.

(c) Health

Health's focus is to improve and maintain health, lifestyle, and wellness in the Nation.

(d) Housing

Housing relates to rental housing units owned or managed on or by the Nation.

(e) Infrastructure

Infrastructure operates to maintain the Nation's infrastructure.

(f) Land and resources

Land and resources operates to maintain the Nation's land and buildings, including fisheries and forestry.

(g) Social development

Social development provides social programs to Nation's members.

(h) Taxation

Taxation includes revenue from property tax levies, goods and services tax and funds received from impact benefits and costs related to the administration of the property taxation department.

Tla'amin Nation
Schedule of Consolidated Expenses by Object
March 31, 2025

	2025	2024
Accounting and legal	**$ 864,515**	$ 622,191
Amortization	**2,295,356**	1,886,211
Consulting	**3,949,404**	4,057,459
Distributions to citizens	**891,816**	1,707,153
Doubtful accounts provision	**203,193**	218,204
Education	**3,937,994**	2,807,624
Grants and bursaries	**204,275**	313,205
Honoraria	**134,034**	186,613
Insurance	**1,087,604**	736,859
Interest	**216,683**	181,026
Miscellaneous	**452,392**	659,593
Programming	**1,204,013**	1,213,206
Repairs and maintenance	**1,668,857**	1,190,044
Social health and child benefits	**1,430,077**	1,323,774
Supplies	**1,137,905**	1,143,701
Telephone and utilities	**659,385**	573,974
Travel and training	**1,015,413**	990,760
Wages and benefits	**17,528,247**	14,612,870
	$ 38,881,163	$ 34,424,467

Tla'amin Nation
Consolidated Schedule of Tangible Capital Assets
March 31, 2025

March 31, 2025	Land	Buildings and improvements	Infrastructure	Equipment	Construction in progress	Net book value
Cost:						
Beginning of year	$ 3,892,169	$ 52,936,073	$ 5,352,040	$ 6,261,690	$ 2,122,793	$ 70,564,765
Acquisitions	-	1,562,883	78,640	1,125,311	11,493,534	14,260,368
Disposals	-	-	-	(100,069)	-	(100,069)
Transfers	-	-	100,000	-	(100,000)	-
End of year	3,892,169	54,498,956	5,530,680	7,286,932	13,516,327	84,725,064
Accumulated amortization:						
Beginning of year	-	13,729,266	2,258,521	3,890,309	-	19,878,096
Disposals	-	-	-	(13,305)	-	(13,305)
Amortization	-	1,595,539	129,154	570,663	-	2,295,356
End of year	-	15,324,805	2,387,675	4,447,667	-	22,160,147
Net book value	$ 3,892,169	$ 39,174,151	$ 3,143,005	$ 2,839,265	$ 13,516,327	$ 62,564,917

Tla'amin Nation
Consolidated Schedule of Tangible Capital Assets
March 31, 2025

March 31, 2024	Land	Buildings and improvements	Infrastructure	Equipment	Construction in progress	Net book value
Cost:						
Beginning of year	$ 3,892,169	$ 36,272,344	$ 4,117,141	$ 5,639,937	$ 12,861,676	62,783,266
Acquisitions	-	5,089,251	996,742	571,670	1,123,836	7,781,499
Transfers	-	11,574,478	238,158	50,083	(11,862,719)	-
End of year	3,892,169	52,936,073	5,352,041	6,261,690	2,122,793	70,564,765
Accumulated amortization:						
Beginning of year	-	12,434,312	2,156,382	3,401,192	-	17,991,886
Amortization	-	1,294,955	102,139	489,117	-	1,886,211
End of year	-	13,729,267	2,258,521	3,890,309	-	19,878,097
Net book value	$ 3,892,169	$ 39,206,806	$ 3,093,520	$ 2,371,381	$ 2,122,793	$ 50,686,668

Tla'amin Nation
Consolidated Schedule of Segmented Information
March 31, 2025

Year ended March 31, 2025

	Revenue				Expenses				
	ISC &CIRNAC (net of transfer to Trust)	Other	Equity in earnings of GBE & GPB	Total	Amortization	Wages and Benefits	Other	Total	Surplus (deficit)
Administration	$ 7,181,139	$ 6,869,457	$ 12,918,692	$ 26,969,288	$ 2,213,774	$ 4,801,116	$ 4,998,008	$ 12,012,898	$ 14,956,390
Education	3,706,379	1,302,442	-	5,008,821	-	2,096,617	4,482,801	6,579,418	(1,570,597)
Health	2,166,916	3,866,049	-	6,032,965	81,581	3,764,468	2,558,836	6,404,885	(371,920)
Housing	1,391,777	835,832	-	2,227,609	-	381,283	1,402,617	1,783,900	443,709
Infrastructure	2,287,413	7,144,422	-	9,431,836	-	3,042,531	1,096,785	4,139,316	5,292,519
Lands and resources	3,532,355	2,671,029	-	6,203,384	-	2,035,121	1,478,370	3,513,490	2,689,894
Social development	3,834,392	581,492	-	4,415,884	-	1,390,631	2,863,716	4,254,347	161,537
Taxation	-	469,218	-	469,218	-	16,535	176,377	192,913	276,306
	$ 24,100,371	$ 23,739,942	$ 12,918,692	$ 60,759,005	$ 2,295,356	$ 17,528,302	$ 19,057,510	$ 38,881,168	$ 21,877,837

Year ended March 31, 2024

	Revenue				Expenses				
	ISC & CIRNAC (net of transfer to Trust)	Other	Equity in earnings of GBE & GPB	Total	Amortization	Wages and Benefits	Other	Total	Surplus (deficit)
Administration	$ 8,679,587	$ 9,725,759	$ 16,607,295	$ 35,012,641	$ 1,817,296	$ 3,831,728	$ 5,997,552	$ 11,646,576	$ 23,366,065
Education	3,644,580	628,353	-	4,272,933	-	2,005,489	3,243,405	5,248,894	(975,961)
Health	2,882,063	3,319,176	-	6,201,239	68,915	3,019,029	2,576,571	5,664,515	536,724
Housing	1,315,691	777,213	-	2,092,904	-	201,226	946,249	1,147,475	945,429
Infrastructure	417,498	903	-	418,401	-	2,831,014	998,641	3,829,655	(3,411,254)
Lands and resources	3,269,620	1,634,066	-	4,903,686	-	1,631,463	1,616,209	3,247,672	1,656,014
Social development	2,602,445	235,370	-	2,837,815	-	1,075,381	2,264,025	3,339,406	(501,591)
Taxation	-	528,752	-	528,752	-	17,540	282,734	300,274	228,478
	$ 22,811,484	$ 16,849,592	$ 16,607,295	$ 56,268,371	$ 1,886,211	$ 14,612,870	$ 17,925,386	$ 34,424,467	$ 21,843,904