

Our Mission

Island Mountain Development Group is a dynamic Native American economic development corporation dedicated to creating a self-sustaining economy by striving to create opportunities for the Aaniiih (Gros Ventre) and Nakoda (Assiniboine) Nations through business, jobs, and resource development.

Our Vision

The Island Mountain Development Group promotes the values of generosity, trust, respect, discipline, patience, sustainability, and resilience. We are devoted to and fully adhere to our Mission Statement and the company's progress in these core values to ensure we are serving the Aaniiih (Gros Ventre) and Nakoda (Assiniboine) Nations to the best of our abilities.



Prosperity for Our People

Island Mountain Development Group serves the Aaniiih (Gros Ventre) and Nakoda (Assiniboine) Nations of the Fort Belknap Indian Community.

IMDG has built a self-sustaining local economy as a for-profit Native American economic development corporation. Our steady business growth and job development fuel our growing economy.

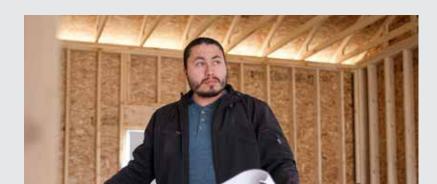
In 2021, IMDG expanded business operations throughout Montana and in the country. These business operations generated revenues and profits from financial services, residential development, government contracting, and local customer service. Profits in 2021 increased over the past year, which ended with profits transferred to the Fort Belknap Indian Community Council.

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2021 Business Yverview

Island Mountain Development Group (IMDG) increased its corporate business activities and expanded corporate revenues over the past year. While maintaining corporate stability over the past two years, IMDG is committed to corporate and workforce expansion over the next year.

Island Mountain Development Group (IMDG) increased its corporate business activities and expanded corporate revenues over the past year. While maintaining corporate stability over the past two years, IMDG is committed to corporate and workforce expansion over the next year.

Reflecting upon the last year, IMDG's work has improved company performance. The following activities show recent corporate accomplishments.

- Buffalo Horse, Inc. continu to grow with revenues and contracts through its government contracting work.
- Classic Design Homes, our custom home building company, is firmly positioned and building rapidly.
- Little River Trading Post (formally Kwik Stop) is operated by Island Mountain Enterprise Development.

IMDG's overall strategy is to generate continued profits through strategic business expansion. IMDG companies seek to expand their loan portfolios, government contracting operations, and residential development activities. Because of Island Mountain's dedicated employees, net income has grown by \$20+ million. This expansion will lead to greater business opportunities and increased financial stability in the community.

IMDG's profit sharing contributes to the Fort Belknap Indian Community Council's (FBICC) general operating budget. The FBICC provides social, health, and financial services to all tribal members with the help of profit sharing.

The workforce should feel the immense pride in how their work helped improve the Fort Belknap community.

With a corporate workforce composed of 58% who are Aaniiih or Nakoda tribal members, IMDG corporate employee recruitment and retention efforts have paid off over the past few years. IMDG contributes employment opportunities to the Fort Belknap Indian Community that provides job stability, career advancement opportunities, competitive pay, and generous benefits. Employees work in a range of different professional capacities such as:

- Customer Service
- Accounting
- Communications and Marketing
- Finance
- Human Resources
- Information Technology
- Operations
- Research and Development

These jobs and career paths provide work that fits each employee's skills, interests, and capabilities, allowing each employee to advance within the company.

Their initiative creates higher living standards for themselves and their families and boosts their pride and dignity.

Our dedicated employees build a prosperous company and continue financial support to the community where we live and work. "Most importantly, through work, tribal members build a stable financial foundation for themselves and their families".

Economic Gains

As a result of IMDG's careful planning and business management in 2020, IMDG sustained and increased reservation and regional economies in 2021. Most importantly, IMDG increased the company workforce during the pandemic when other businesses throughout the state, the nation, and the world decreased their workforces.

Island Mountain continues to work at reducing unemployment among tribal members through tiered job creation such as:

- Workforce Training
- Career Development and Advancement Programs
- Scholarship Fund to Support Educational Opportunities
- High School Internship Program

IMDG workforce includes entry-level, mid-level, senior-level, and executive employees. Almost 60% of the workforce are Fort Belknap Indian Community Tribal members. Most work on the Reservation, the remaining in Billings and Havre, and some remote workers.

In 2021, recruitment and retention efforts were successful. The company implemented a hybrid work schedule that allowed employees to work at home or on-site. These work choices allowed our employees to maintain their health and safety when COVID impacted so many in our homes and communities. As some returned to the worksites or started new employment, the company provided on-site childcare, \$5,000 annual dependent care support, and education assistance. These benefits allowed employees to take care of their families while working and getting an opportunity to grow professionally.

The company is committed to building the workforce and expanding corporate and business operations that benefit our committed workforce and communities.

Revenue Increased

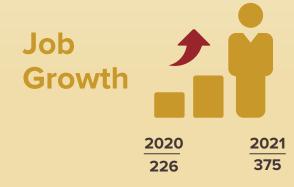


2020

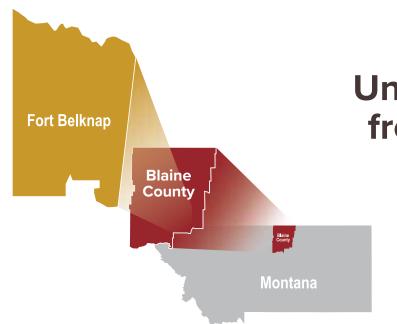
2021

Revenue \$129,250,125

\$186,106,956







Reduction in Unemployment Rate from 2020 to 2021

2020 2021

Fort Belknap	10.9%	8.9%
Blaine County	4.7%	3.8%
State of Montana	5.8%	3.4%

Employment and Unemployment Statistics (LUAS), Montana Labor Market Information, Montana Department of Labor and Industry, September 22, 2022



IMDG Jobs	2020	2021
Fort Belknap Reservation	130	187
Billings	87	126
Havre	0	0
Remote Jobs	9	21



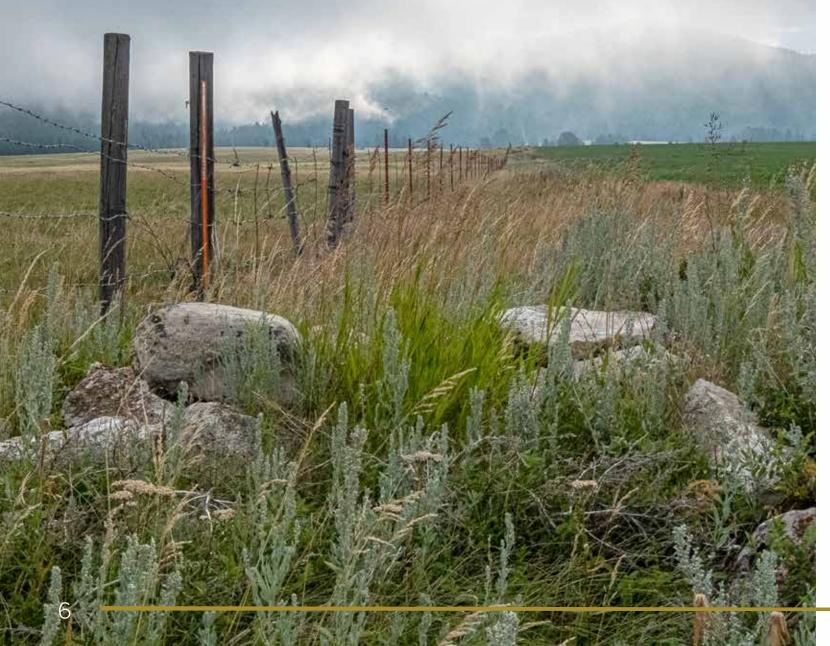




IMDG Subsidiaries

Focus on growth.

Island Mountain Development Group has built a self-sustaining economy in the Fort Belknap Indian Community. GVA Holdings, Island Mountain Enterprise Development, and Snake Butte Construction employ tribal members who live and work on the Reservation. Our off-Reservation companies such as GVA Holdings, Classic Design Homes, and Buffalo Horse, Inc., employ tribal members in Havre, Billings, and remote sites throughout the state.







Dustin Monroe General Manager

In September 2021, Buffalo Horse, Inc. (BHI) secured a five-year contract with the Alcohol and Tobacco Tax and Trade Bureau (TTB) to provide laboratory support services. Three BHI employees test alcoholic beverages to ensure public safety, collect correct taxes, and ensure the products are within the required specifications. A Chemist and Mid-Level Physical Science Technician work in Beltsville, Maryland, and a Chemist is in Walnut Creek, California.

A five-year Department of Homeland Security contract provides staff for the Immigration and Customs Enforcement Tip Line Call Center. At the call center in Williston, Vermont, BHI employees capture information and tips about alleged illegal activity.

A five-year contract with the Federal Trade Commission (FTC) provides physical security, PIV badging, and security systems services. Five employees are responsible for onsite support of the FTC badging offices in Washington, D.C., and at all the FTC regional offices. The FTC-BHI Team issues Personal Identity Verification (PIV), Facility Access Cards (FAC), and electronic keys for office doors and equipment. The staff provides visitor logs to entry control points; assists and maintains the physical access control database; and assists with orientation, fingerprinting, and background checks for new employees, including government and contractor personnel.

EXPANDING ECONOMIC OPPORTUNITIES







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CLASSIC DESIGN



Doug Wild General Manager

In 2021, Classic Design Homes (CDH) increased its housing development market share in the Billings area. CDH built 13 homes in 2020 and 20 in 2021. Staffing grew from 4 in 2020 to 8 in 2021.

People bought or reserved 34 lots in the Legacy West development. CDH is completing engineering work to build 25 lots in Legacy West.

Buffalo Crossing, LLC, a CDH company, bought 33 acres at 60th and Grand in Billings, Montana. The company plans to build 65 single-family lots, nine duplex lots, and space for 40 townhome units at this site.

GVA Holdings



Chris BiewerGeneral Manager

In 2021, GVA Holdings increased its long-term success, employment growth, and capital security in the lending financial market. GVA's three flagship lending companies processed over 300,000 loans to individuals throughout the country.

Target Cash Now, Bright Lending, and Cash Advance Now provide loans that help people overcome financial difficulties. Most customers cannot access traditional forms of credit and rely on these loans to help them through a challenging financial crisis.

Customers turn to the trusted lending services that the three lending companies provide to our customers. Short-term, small-dollar installment-based loan amounts are small, typically \$500 - \$2,500. Loans are repaid in equal payments over weeks or months – not years.

GVA Holdings and the lending companies employ over 220 people. Our loan specialists help individuals and families overcome financial challenges that might otherwise overwhelm them.









Island Mountain Enterprises, LLC

Michelle DesJarlais General Manager



IMDG established Island Mountain Enterprises, LLC (IME), as a subsidiary, in 2021. IME's first enterprise development project is Little River Trading Post (LRTP), the tribal community's local convenience store/gas station (formerly Kwik Stop). LRTP is a viable local healthy food option and fuel source, with the ability to capture local business and the 2.6 million travelers and commuters who are driving by and through the Fort Belknap Indian Reservation. LRTP sells alcohol, tobacco, and lottery products and maintains WIC/SNAP certification.

The Fort Belknap Indian Community Council (FBICC) awarded IMDG \$2,518,946 in American Rescue Plan Act (ARPA) funds to remodel/redesign the LRTP building and fuel systems. The fuel dispensaries have been replaced. Future remodeling projects include replacing the old underground storage tanks (USTs), replacing the fuel canopy, and adding 12-15 feet of additional sales floor space within the building. Remodeling the building will include electrical, plumbing, deli operation, fuel, and security system upgrades, along with the ability to carry fresh produce, meats, and dairy products. LRTP's construction/remodel phase is anticipated to be complete by the Spring of 2023.

LRTP is initiating rebranding (new logo, signage, business slogan), marketing, and sales strategies to increase sales and reinvest in LRTP's future development needs.

LRTP maintains 12 full-time employee positions, all of which, apart from one, are tribal members. We are hiring two additional full-time roles, a Deli Manager and a Maintenance/Security position.

Once LRTP has been remodeled, plans include carrying locally made art, including beadwork, blankets, and jewelry products representing the Nakoda and Aaniiih Nations, while increasing the market reach for local artists.

IME is researching a few business initiatives such as laundromat facilities; a mobile mechanic/tow truck operation; a tribal propane business; a commercial greenhouse operation; a grocery store; a commercial kitchen operation to develop value-added products; and a financial institution.





Island Mountain Realty Holdings, LLC



Sean Henderson General Manager

Island Mountain Realty Holding, LLC continued its housing development work on the Reservation. Realty Holding and the Fort Belknap Tribal Housing Authority are planning the Eagle Valley Estates residential development at the Fort Belknap agency. Both organizations completed the boundary survey and legal description. Upcoming work includes soil and gravel sampling to identify suitable materials for the Eagle Valley development.

Realty Holdings is examining the "Old Dump" and the Buffalo Kill sites as potential sites for further housing development. Soil sampling at the "Old Dump" and a boundary survey at the Buffalo Kill site will determine housing construction suitability.

Island Mountain Development Group (IMDG) secured land at the Indian Health Service hospital site. The Fort Belknap Indian Community Council approved the land transaction through a resolution. IMDG will build a two-story facility for a contact center and additional corporate offices at this site. Realty Holdings is submitting a business lease application with the Bureau of Indian Affairs, with construction to take place in the future.







Delvin EreauxGeneral Manager

Snake Butte Construction (SBC) built several projects in 2021 that expanded corporate, academic, and community operations in Hays.

SBC remodeled the Island Mountain Administrative Offices into the new Life's Learning Lodge facility. The new academic center holds five learning spaces, two offices, a display area, and a kitchen. The renovated academic center helps students learn Aaniiih and Nakoda languages.

SBC built a community playground in the Old Hays subdivision with a full-length basketball court and another fenced-in community playground.

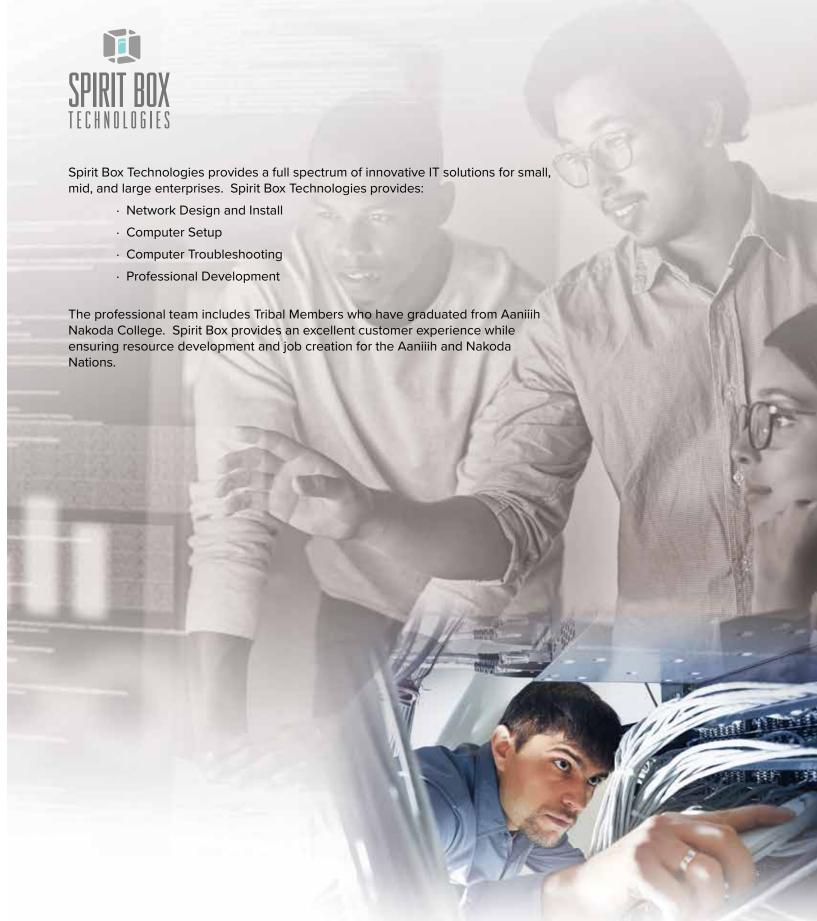
SBC renovated Little River Trading Post in November and December 2021.

SBC built a 45 by 60 foot garage with work and office space for the Facilities Dept., but was unfortunately destroyed by a fire.

SBC reconstructed the e-Commerce building and built a working space for lending company employees. They added a 170 ft \times 2 ft \times 4 ft retaining wall on the bottom side of the e-Comm building to reinforce collapsing ground, which caused the southwest corner building elevation drop. The remodeled building has a call center, 68 workstations, a training space, and a board room.







Many Companies, The Focus.

Creating a Self-Sustaining Economy from Within



IMDG Story

Economic Prosperity on the FBIC.

Before IMDG, community member access to the local job market was limited to seasonal firefighting, a few jobs with the tribe or at local schools, and even fewer jobs at local businesses on and off the Reservation.

Now, tribal members can live and work in their communities and make a living to provide for their families. The IMDG workforce earns a livable wage, receives good benefits, and has opportunities for advancement within IMDG and its subsidiaries.

Creating Value of the FBIC

IMDG employees bring their personal and professional values and accomplishments to IMDG. They create the culture within IMDG and its subsidiaries.

The following employees glimpse into who IMDG is and what we stand for.



Employee Features:



Taylor McCabe, Business Development Officer

Why do I work at IMDG?

I work at IMDG because I saw a need to grow our local economy and an opportunity to help my community.

What makes me passionate about my job?

The passion side of my job runs with an unspoken dedication to my community. When I started with IMDG in 2014, I never planned on making a career of it, but I saw the changes we made in everyday life. I get such pride pulling up to work, whether in Hays, Billings, or Havre, and seeing the number of employees who have a job. I grew up in Hays when there were no employment opportunities. It was always a lifelong goal to get educated, return to Ft. Belknap, and help others.

"I get such pride pulling up to work, whether in Hays, Billings, or Havre, and seeing the number of employees who have a job."

What has working at IMDG meant to me?

I would be lying if I said it was all rainbows and puppies. I've served in many positions and roles during my tenure with IMDG. We've experienced many hardships and roadblocks in my time. We have prevailed! IMDG has changed from 26 people in the old head start building and old Martin's grocery store to almost 400 employees and 3 locations. It makes me happy that I was a part of all that change. I look forward to the next ten years.



Dustin Monroe, MSBA/MPA, General Manager, Buffalo Horse, Inc.

Why do I work at IMDG?

I work at IMDG because every dollar I create goes directly back to my community, where I am an enrolled member and my family resides. Either way, someone working in a job I helped create or the end-of-year revenue-sharing contribution, I help support my community. The concept is something that I have never had in my life because the corporate world is the opposite.

What makes me passionate about my job?

I love winning contracts and having large corporations, either Super 8(a)s or non-natives, know who Buffalo Horse, Inc. is. Another goal of mine is knowing that in a few years, BHI will help stabilize the economy of Fort Belknap and be another opportunity for tribal members. Creating opportunities creates hope, which changes communities. I believe in this concept and why I am passionate about my job.

"I love winning contracts
and having large
corporations, either
Super 8(a)s or
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Buffalo Horse, Inc. is."

What has working at IMDG meant to me?

IMDG has become my extended family and a place where I enjoy being. The laughter and joking fill the meetings, but everyone does when it is time to work. The higher mission of all of us rather than some has been life-changing.



Brandon Long Fox,Call Center Floor Supervisor/
Operations Assistant

Why do I work at IMDG?

I work at IMDG because I believe in the economic value it brings back to our people in the Fort Belknap Community. For example, the Life's Language Lodge helps our youth learn the Aaniiih and Assiniboine Languages and cultural ways. Our beautiful languages and values as both Aaniiih and Assiniboine people will remain strong through our youth and generations.

What makes me passionate about my job?

The individuals and coworkers I work with daily make me passionate about being the call floor supervisor/operations assistant. My job is to create a positive work environment and make it a fun place to work. Being able to take part in the call floor activities is something I cherish daily. Seeing all my coworkers and employees grow is impressive. I am proud to be a part of it. It's truly amazing to come in and see all these smiling faces is a dream come true.

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What has working at IMDG meant to me?

Working at IMDG has meant the world to me. Having an outstanding staff and working with dedicated call representatives is a lifelong dream and career goal. If it weren't for Island Mountain, I wouldn't be where I am today. IMDG has opened doors for me and provided opportunities to grow and achieve greatness. I was able to purchase my own home. IMDG has truly changed my life for the better, and for that, I am grateful and humbled to work in such a great environment.



Arden Flansburg,Bright Lending Portfolio
Manager Assistant

Why do I work at IMDG?

Island Mountain Development Group provides excellent benefits and good pay. I enjoy my job and have fun while working. Every day is a new adventure at work.

What makes me passionate about my job?

I'm glad I can work at a place where personal and professional growth is encouraged.

"I'm glad I can work at a place where personal and professional growth is encouraged."

What has working at IMDG meant to me?

IMDG has meant a lot to me. The company provides promotions, training, 401k retirement savings, and health insurance that improve my home and work life. I'm glad I can grow personally and professionally as the company grows.

AD A ADD A ADD



Eagle Ereaux, Employee Well-Being Coordinator

Why do I work at IMDG?

I am honored and grateful to work with Island Mountain Development Group. Island Mountain Development Group develops programs and creates jobs for the Fort Belknap Indian Community. My love for Fort Belknap has always pushed me through my education, knowing that one day I would be able to return home and make a difference. Island Mountain offered me the opportunity to help create an Employee Wellness Program. I'm now privileged to work with incredible people. I provide therapeutic interventions and assistance to people struggling through life changes/challenges. I love being part of a solution focused on helping create a better tomorrow for our people, all people, and all my relations. I am thankful for this amazing opportunity.

"My love for Fort Belknap has always pushed me through my education, knowing that one day I would be able to return home and make a difference."



Miles Werk,Regional Administrative
Specialist

Why do I work at IMDG?

I work at IMDG for a couple of important reasons. First, IMDG truly believes in improving the quality of life for its employees and the Fort Belknap Indian Reservation members. I also saw an opportunity for growth and other things my previous job didn't offer, such as professional advancement and a top-notch benefits package.

What makes me passionate about my job?

I'm passionate about my job because I work for someone who believes in me and constantly pushes me to improve professionally and in all aspects of life. I learn new things almost every day. I am also encouraged and able to pursue my master's degree without worrying about the financial implications of attending graduate school.

"I learn new things almost every day. I am also encouraged and able to pursue my master's degree without worrying about the financial implications of attending graduate school."

What has working at IMDG meant to me?

Working at IMDG has allowed me to pursue my goals and provide a better life for my family. I am a father, so my son and significant other mean the world to me. Educational, professional, and financial advancements associated with those things are paving the way for a life filled with support and success for my family. I will work to see my goals through and hope that others follow suit.

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Corporate Governance

Island Mountain Development Group has created a self-sustaining economy on the Fort Belknap Indian Reservation through the creation of businesses that are composed of financial services, residential development and retail services, located both on and off the reservation, that employ tribal members. IMDG corporate activities have increased tribal members' financial security, health, and well-being.

As an outstanding corporate citizen, IMDG understands and ensures our corporate mission continues to serve and benefit tribal members and the following partners and decision-makers.

Fort Belknap Indian Community (FBIC)

A sovereign nation comprised of the Aaniiih (Gros Ventre) and Nakoda (Assiniboine) Nations.

Fort Belknap Indian Community Council (FBICC)

FBIC tribal members elect the FBICC. The FBICC protects the health, security, and general welfare of the Fort Belknap Indian Community.

Island Mountain Development Group (IMDG)

Created through the FBIC corporate charter, IMDG is an autonomous, for-profit economic development corporation entrusted to serve the FBIC.









Creating a Self-sustaining Economy on the

IMDG remains dedicated to creating a self-sustaining economy for the Fort Belknap Indian Community (FBIC) by generating business opportunities, resource development, job creation, supporting health and wellness initiatives, increasing access to capital, and providing a pathway to home ownership.

IMDG Internal Structure





Employees

22 EXPANDING ECONOMIC OPPORTUNITIES

Creating a self-sustaining economy from within.



Chief Financial Officer Sustaining economy from within.

Dana Pyette continued to thrive and make progress in creating a self-

Through our sound financial strategies, we created local jobs for our community, diversified our businesses with opportunities in new industries, developed programs to support our people for generations to come, and acquire unprecedented funding from American Rescue Plan Act of 2021 (ARPA) to create and enhance our current infrastructure in much needed areas such as wellness and housing.

Growth During Times Of

2021 was again a uniquely

global pandemic continued

to have a lasting effect on the

entire world. But despite the

limitations of the second year

of a global pandemic, IMDG

challenging year, as the

Adversity

Continuted Ability To Provide Value To The People And Economy Of The Fort Belknap Indian Community

In 2021, the IMDG team in conjunction with the Fort Belknap Indian Community delivered exceptional financial growth and continued to accelerate in diversification, asset generation, and operational capacity. This is all in conjunction with our continued commitment to provide value to the people and economy of Fort Belknap Indian Community and is demonstrated by the following:

- Eleven years of consecutive revenue growth
- Significant increase in IMDG's total Net Assets, which include the following:
- o \$11,000,000 in funding from ARPA for the Aanaakiya Wellness Center
- o \$2,518,946 in funding from ARPA for improvements to the Little River Trading Post
- Diversification of business through development of two new subdivisions in Billings.
- Gross revenue growth to \$186M, which is a 44% increase over 2020.
- Payroll and benefits totaling over \$30M, representing IMDG's commitment to job development and employee growth.
- Record profit sharing of over \$4.5M with the Fort Belknap Indian Community.
- Nine consecutive unmodified audit opinions, with no audit findings.

Financial Strategies To Continue To Provide Long-Term Value And Growth

Over the past 11 years, IMDG has become a significant leader in the Tribal consumer lending market, this continued in 2021 and further enhanced our leadership in the market while continuing to provide higher revenue and profitability.

The financial strategy of IMDG continues to be based on sustaining and strengthening our company and community with additional financial resources to support growth and development for our people. Our sound financial strategies allow IMDG to create local jobs, business opportunities, develop local infrastructure and to create and support social development programs which provide a self-sustaining economy for current and many future generations of the Aaniiih and Nakoda tribes.

Capital investments are a high priority in our financial strategy. IMDG will add kind donations to the ARPA funds received for the wellness center, housing, and renovations to Little River Trading Post, along with supporting multiple nonprofit organizations which have organically developed over time. IMDG continues to reinvest profits from current operations into the community. The Aaniiih and Nakoda people are the top priority of our organization, and all decisions are made with the utmost care to continue to protect and develop the Fort Belknap Indian Community in both the short term and long term.

Looking Forward

As we finalize our 2021 annual report, it looks as 2022 will be another record setting year from IMDG. This would not happen without the continued collaboration of the Fort Belknap Indian Community and IMDG, words can not express the amount of time, dedication, hard work and heartfelt commitment everyone provides to make IMDG a success year after year. IMDG looks forward to many more years of growth and success in conjunction with the Fort Belknap Indian Community.

On a personal note, I would like to express my gratitude to the Board, CEO and ALL employees of IMDG who make what we do everyday possible. The heartfelt leadership and vision in this organization is obvious at every level. I am grateful and humbled to be a part of the IMDG mission and am excited to see all our dreams come true for the Aaniiih and Nakoda people.

Dana Pyette
Chief Financial Officer

In 2021. the **IMDG** team in coniunction with the **Fort Belknap** Indian Community delivered exceptional financial growth and continued to accelerate in diversification, asset generation, and operational

capacity.

Giving Back

In 2021, IMDG continued to build resilient revenue streams from its subsidiaries. The revenue strategy results from IMDG analyzing the organization, understanding threats that may negatively impact operations, identifying solutions, and finding more resilient opportunities. IMDG identified and prioritized essential functions to remain operational to endure uncertainty.

IMDG company revenue from 2020 to 2021 increased from \$129,250,125 to \$186,106,956. Our talented workforce created the economic growth our companies have experienced over the past year.

The business outlook is continued business growth that will expand revenue and profit.

Giving Back

Island Mountain Development Group is committed to upholding its traditional values of generosity, trust, and equality. Along with good-paying jobs that benefit tribal members, IMDG is committed to giving back to the community so that our community prospers. 2021 Corporate contributions include collegiate scholarships and profit sharing.

In 2021, IMDG provided scholarships for tribal member college students and shared profits with the Fort Belknap Indian Community Council (FBICC). These activities have improved tribal member well-being.

Scholarships

In the fall of 2021, Island Mountain Development Group awarded \$6,750 in scholarships to six students to help pay for their college expenses. Mikayla Snell, Marina Crantz, and Felecia Messerly earned a \$1,500 scholarship for the Fall 2021 and Spring 2022 semesters. Brandon Long Fox, Samantha Werk, and Charles Werk earned scholarships for the Fall 2021 semester.

Aaniiih or Nakoda student tribal members attended college at Aaniiih Nakoda College, Montana State University, University of Montana, Colorado State University, and University of Arizona. Island Mountain Development Group is proud to support tribal members' higher education pursuits.

Profit Sharing

In 2021, IMDG sent \$4.5 million in profits to the FBICC. The FBICC used the profits to fund governmental services that benefit tribal members.



In 2021 IMDG awarded \$6,750 in scholarships to six students.



Profit sharing with the Fort Belknap Indian Community Council

2020

2021

Profit Sharing

\$3.4 M

\$4.5M

