TRANSFERT
ENVIRONNEMENT ET SOCIÉTÉ

COMMUNITY ADVISORY COMMITTEE

Cadillac Mine Corporation — Kerr-Addison Project

Minutes – Meeting #1

MEETING INFORMATION		
DATE	June 2nd, 2026	
TIME	6:00 P.M. – 8:00 P.M. EST	
LOCATION	Royal Canadian Legion, Branch 384, Virginiatown	
PARTICIPANTS	Members and alternates	Present
	Paul Coté, Larder Lake	✓
	Bruce Dudgeon, Larder Lake	
	Monique Lafond, North Virginiatown	✓
	Jordan Ashton, North Virginiatown	✓
	Austin Hartley, Kearns	✓
	Chantal Leduc, Kearns	
	Sean Kelly, Kearns	
	Jason Bartlett, Virginiatown	✓
	Wendy Weller, Virginiatown	✓
	Richard Kearney, Timiskaming First Nation	✓
	Patricia Quinn, Township of Larder Lake	✓
	Mark Brown, Township of McGarry	
CMC	✓ Darian Guimond, People and Community Relations Manager ✓ Clayton Pearson, Senior Project Manager	
FACILITATION	✓ Elizabeth Robertson – Facilitator – Transfer Environment and Society (TES) ✓ Roxanne Breton – Coordinator – Transfer Environment and Society (TES)	
AGENDA	1. Welcome and introductions 2. Discussion, adjustment and adoption of the proposed charter • Purpose and mandate • Composition and selection process • Operating rules • Roles and responsibilities 4. Project update 5. Planning next meetings 6. End of meeting	

NOTE: These minutes are not a verbatim report, but a summary of the main topics that emerged from the discussions. They aim to reflect the comments, suggestions, and concerns raised during the meeting.

MEETING HIGHLIGHTS

ACTION ITEMS	
Discuss naming an alternate for each community at the next meeting	TES
Use the term “citizen member” in the charter when needed.	TES
Reach out to the committee for a photo and a short bio of each member for the website.	CMC

WELCOME AND INTRODUCTIONS

Elizabeth Robertson, the meeting facilitator, introduces herself, her colleague Roxanne Breton and their firm, Transfer Environment and Society (TES). TES has been hired by Cadillac Mine Corporation (CMC, previously Gold Candle) to coordinate and facilitate the Kerr-Addison Community Advisory Committee. She invites the CMC team to introduce themselves.

Clayton Pearson is a senior project manager at CMC and has been with the company for the past year. A geologist by training, he has extensive experience in mining across several provinces, including 15 years at Vale.

Darian Guimond joined CMC in January as People and Community Relations Manager. She oversees both HR and community relations. Her background is in HR, and she also has prior experience in the mining sector.

Ms. Guimond provides additional details about CMC’s name change, as most participants are already aware of it. She shares that it is inspired by the Cadillac Break, an important geological feature that extends from Val-d’Or in Québec well into northeastern Ontario. The new company identity better reflects its growth and increased presence along the Cadillac-Larder Lake Break, following the acquisition of Fokus Mining in Québec and the recent announcement that the Company is to acquire the Pan American Silver Larder property.

Ms. Robertson presents the objectives of this first community Advisory Committee meeting:

- Get to know each other
- Discuss, adjust, and adopt the proposed committee charter

She then presents the agenda and invites the participants to share their name, the community or organization they represent and their connection to the area in a roundtable. Participants also share, in one word, what they hope to bring to the committee:

Ms. Robertson thanks the participants. She mentions that the committee is an additional voluntary mechanism and does not replace other community engagement activities, which will continue alongside the committee's work.

COMMUNITY ADVISORY COMMITTEE CHARTER DISCUSSION

Ms. Robertson begins by explaining that committee charter is a framework to guide how the committee works. It should be simple enough to be useful, yet broad enough to allow the committee to evolve.

5.1. Purpose and mandate

Ms. Robertson reads the proposed committee purpose:

"The proposed Community Advisory Committee is a voluntary engagement mechanism initiated by Cadillac Mine Corporation (CMC) to foster open, constructive and in-depth dialogue with representatives of local communities and groups, and share information as the Kerr-Addison Gold Project (the Project) evolves. Its aim is to provide a common space where potential project-related concerns, impacts, opportunities, and benefits can be fully discussed as they arise, and where solutions can be identified collaboratively.

Importantly, this mechanism is intended to operate in parallel with other engagement and consultation activities with local communities and stakeholders, and not as a replacement for them. The proposed Charter, including its mandate and composition, may evolve as the Project progresses through its development milestones."

A member who was unable to attend the meeting submitted their questions and comments via email. These were presented in the slides and addressed during the meeting. The submitted comments are shown in italics in the questions and comments tables.

QUESTIONS AND COMMENTS		ANSWERS
Q & C 1	*Does "working in parallel" imply a consistent feedback loop to ensure that stakeholders (of various entities) and this advisory group are making informed decisions that would not create inter-community conflict and who would provide that feedback loop?*	Ms. Robertson clarifies that the committee is not a decision-making body, but rather an advisory group. She notes that there are several ways for stakeholders and rightsholders to stay informed. Meeting minutes will be made public following approval by committee members, and minutes from public meetings are also publicly available.

Ms. Guimond adds that four First Nations, the Township of McGarry and Larder Lake Township were also invited to the committee as observers. Mr. Robertson adds that consultation with First Nations follows a separate process, distinct from CMC's public engagement activities. Those discussions are not necessarily public.

Members express agreement with the proposed committee purpose.

Ms. Robertson then reads the proposed mandate:

- "Ensure a common space for dialogue and information sharing between CMC and the Project's potentially impacted communities and groups;

- Develop a shared understanding of the potential environmental, social, and economic opportunities and challenges associated with the Project's development;
- Collaborate to identify positive solutions to Project-related issues, both proactively and as they arise;
- Act as a channel for sharing agreed-upon information with potentially impacted communities and groups;
- Communicate community concerns related to the Project's development to CMC and the project team;
- Make recommendations to CMC to improve its practices and maximize the Project's anticipated community and regional benefits."

QUESTIONS AND COMMENTS		ANSWERS
Q & C 2	*Ensuring a "common space" should include all available options to participate including but not limited to in-person, virtual or other.*	Ms. Robertson explains that an in-person format was specified both in the committee charter and during the committee's creation meeting, as it creates a better dynamic. She notes that while a hybrid format can work for public meetings, it is more challenging in a committee setting and may negatively affect group cohesion.
Q & C 3	*What does "act as a channel" mean? Does this imply any liability to the citizens?*	Ms. Robertson states that committee members do not have any formal obligations or liability. She explains that members may share information externally, provided it is not confidential, and may also bring forward community concerns. However, she emphasizes that members are volunteers and that it is CMC's responsibility to share information with the broader community.

5.2. Composition

Ms. Robertson presents the proposed committee composition:

CATEGORIES	GROUPS	NUMBER OF SEATS
Citizens – local	Virginiatown North Virginiatown Kearns	6 (2 per community)
Citizens – regional	Larder Lake	2
OBSERVERS		
Municipality / Township		2
Subject Matter Experts		As required
Local Indigenous Communities and Organizations	Indigenous Communities	4

COORDINATION & FACILITATION TEAM		
CMC Representatives		2 to 3
Facilitator and notetaker	Transfert Environnement et Société	2

Ms. Robertson suggests having only one alternate per community and further suggests discussing who the alternate will be for each community at the next meeting. Everyone agrees.

QUESTIONS AND COMMENTS		ANSWERS
Q & C 4	*The term "citizen" should be used consistently throughout the document.*	Ms. Robertson says she believes the member may have been referring to the distinction between "citizen members" and other types of members. She adds that the term "citizen member" could be used in the charter when needed.

Everyone agrees with the proposed composition.

5.3. Operating rules

Ms. Robertson presents the proposed operating rules:

1. **Culture:** Members are committed to fostering a culture of trust, good faith, and respectful dialogue.
2. **Conflict-of-interest declaration:** Members who have a business relationship with CMC or any other potential conflict-of-interest related to the matters or objectives of this Committee must disclose it to the Committee.
3. **Meeting frequency:** The Committee aims to meet 4 times a year, in person. The number of meetings can be adjusted as needed, upon agreement by the members.
4. **Topics:** The topics of discussion are determined in advance and approved by consensus by the members.
5. **Expert advice:** The Committee may call upon experts to contribute to the group's discussions, as needed, as is reasonable, and upon agreement by the members.
6. **Subcommittees:** The Committee may create subcommittees to address specific topics as needed, as is reasonable, and upon agreement by the members.
7. **Confidentiality:** From time to time, the Committee may be given access to preliminary, confidential information related to the Project. In such cases, members agree to keep the information private and not to share it publicly. If and when such information will be shared, its confidentiality will be clearly stated at the meeting.
8. **Meeting minutes:** Meeting minutes will be prepared for each meeting and made available to members for review in a timely manner. Once approved by the members, the minutes will be made publicly available.
9. **Role of alternates:** Alternate members may be asked to participate at the Committee meetings, if a regular member is unable to attend. Regular members are responsible for notifying and passing along relevant information to their alternate. Both members and alternates are included in the Committee distribution list and receive information related to Committee's work and discussions.
10. **Attendance:** If a member has 2 consecutive unjustified absences from meetings, they are invited to express interest in continuing their involvement with the Committee. In the event of a third consecutive absence, the Committee will decide whether or not to replace the absent member.

11. **Consensus-based:** The Committee aims to make its decisions by consensus. Consensus is defined by the assent of members to a proposal or solution. Importantly, consensus does not reflect unanimity, it rather reflects broad acceptance.
12. **Changes to the Charter and Committee composition:** Members can make changes to the Charter and Committee composition as needed, provided the changes are made by consensus

QUESTIONS AND COMMENTS		ANSWERS
Q & C 5	Rules are only rules if they are enforceable. The rules of operation are more like general guidelines, as they are somewhat broad.	Ms. Robertson agrees and says they are more like guidelines. She adds that the committee is responsible for applying them and that they are intentionally kept broad to allow flexibility.
Q & C 6	Regarding the conflict-of-interest declaration, a member declares having done some contract work for the company, specifically providing apparel for Cadillac Mines, noting that it was not a large amount.	Ms. Robertson thanks the member for disclosing their business relationship with the mine. She asks the members whether they agree with the approach of declaring any conflicts that may arise. Everyone agrees with this approach.
Q & C 7	I find the frequency of meetings reasonable, although will it be enough with the project's rapid growth?	Mr. Pearson notes that there isn't a lot of activity at the moment that would require more frequent meetings. He mentions this could change once the project moves into the permitting phase. He adds that the preliminary economic assessment is now complete. For now, he suggests meeting quarterly, with the option to revisit if the pace of activity accelerates. Ms. Robertson notes that the operating rules allow for additional meetings to be held as needed, with member approval.
Q & C 8	*Dates should be planned 6 months to a year in advance.*	Ms. Robertson agrees that dates should be decided well in advance. She suggests deciding the dates for the next two meetings tonight, and then using the last meeting of the year to plan all the dates for the following year. Members agree.
Q & C 9	*Topics raised by committee members should not be voted on.*	Ms. Robertson agrees that aiming for consensus is preferable to voting. However, she adds that since the committee is advisory in nature, members don't

QUESTIONS AND COMMENTS		ANSWERS
	If a topic is raised, it should be discussed to resolution and can be re-visited if new information is found.	necessarily need to “resolve” discussion topics (i.e. make a decision, or speak with one voice). In fact, a variety of opinions is welcome. And yes, the committee may decide to revisit certain topics.
Q & C 10	We could put the unresolved topics on the agenda for the next meeting to continue the discussion.	Ms. Robertson agrees and adds that topics are usually decided in advance.
Q & C 11	Should we be signing a confidentiality clause, or is this not necessary?	Mr. Pearson explains that most information will be public, and that any confidential information would only be so because it would be first shared with the committee before being shared with the broader community. He adds that it will be clearly stated when information is confidential. Ms. Robertson suggests that non-disclosure agreements aren’t necessary and that it should be safe to trust committee members to keep information confidential when asked. Mr. Pearson adds that the goal is for committee members to be well-informed members of the community and able to share information.
Q & C 12	Non-disclosure agreements could help emphasize the importance of keeping certain information confidential. It would make the expectation clear.	Ms. Robertson agrees and suggests revisiting the issue if and when it comes up. Everyone agrees.
Q & C 13	Will we need to sign the minutes of the meetings?	Ms. Robertson says the minutes will not need to be signed. They will be sent for review to everyone who attended the meeting, along with a deadline for providing feedback. If no feedback is received by the deadline, the minutes will be considered approved. An email will be sent to all members to notify them when the minutes are made public.

QUESTIONS AND COMMENTS		ANSWERS
Q & C 14	Where will the minutes be made public?	Ms. Guimond explains that the minutes from the committee creation meeting are currently available in English and will be translated into French shortly, with some delays due to the name change as we are transition to a new website. She adds that the team is developing a community relations website specifically for the project, which will include a Community Advisory Committee section where all relevant information will be shared. She notes that the team is currently focused on the new CMC website, and that the community relations website is expected to go live this summer. She suggests including a photo and a short bio of each member on the website and asks whether members would be comfortable with this. Since there is no response, Ms. Robertson invites members to reflect on the idea and suggests coming back to it at the next meeting. She also confirms that the committee charter will be published on the website.
Q & C 15	*Participation needs to be defined as we recently were assured that we can participate by submitting feedback online without consequence (as an example in prep for this meeting).* *Co-ordinating with an alternate should not be penalized and imply an absence of participation.*	Ms. Robertson clarifies the distinction between attendance and participation. Members may be asked for input from time to time via email or a phone call (as in preparation for this meeting). But attending meetings is key to being an active committee member. She adds that coordinating with an alternate will not be penalized. If a member indicates they will not attend, it is not considered an unjustified absence.
Q & C 16	*Clarify: « Unanimity » vs « broad acceptance »*	Ms. Robertson answers that the only decisions members will be asked to make will relate to the committee's operations (for example, which topics to discuss, whether to

QUESTIONS AND COMMENTS		ANSWERS
	If there is no "broad acceptance", is the committee free to bring the issue back for deliberation and problem solving?	add a meeting, etc.). These decisions will be made by consensus (i.e. broad acceptance). They do not need to be unanimous. She adds that yes, the committee may decide to bring an issue back for discussion if a consensus can't be reached. She reiterates that in terms of recommendations related to the project, the committee is advisory in nature, and therefore does not need to make decisions per se.

5.4. Roles and Responsibilities

A member reads the members' roles and responsibilities:

- Review information provided by CMC and share questions, concerns, and comments during the meetings.
- Inform CMC of the potential issues and concerns relating to the Project, as shared by their respective communities and groups.
- Actively participate in the identification of solutions or proposals as challenges and opportunities arise.
- Ensure that confidential information be kept private.

They then read the observers' roles and responsibilities:

- Attend Committee meetings as non-participating observers, unless invited to contribute by consensus of the members.
- Respect the Committee's operating rules, including confidentiality requirements where applicable.
- Access meeting materials and information as authorized by CMC and the members.
- Provide subject-matter input or contextual information when specifically requested by the Committee.

They follow up with CMC's roles and responsibilities:

- Plan, coordinate, and provide logistical support
  (e.g., meeting space, participation tools) for Committee meetings.
- Prepare the necessary information and material conducive to effective and comprehensive discussions during Committee meetings.
- Participate in each Committee meeting and provide answers to questions or concerns, as the relevant information is made available.
- Follow up on Committee proposals and suggestions, and explain the reasoning behind CMC's decisions with regard to the topics discussed by the Committee.

Finally, they read TES' roles and responsibilities:

- Assist in planning and coordinating Committee meetings.
- Assist CMC in preparing the material to present to the Committee.
- Facilitate the Committee meetings so they are conducive to open, honest, and respectful discussions.
- Support the onboarding of new members.
- Draft the meeting minutes and the annual report.

QUESTIONS AND COMMENTS		ANSWERS
Q & C 17	*Prepare materials well ahead of time reflecting an evolution of the plan*	Ms. Robertson indicates that materials will be shared in advance whenever possible. However, she suggests not including this requirement in the charter to allow flexibility for last-minute additions when new information becomes available shortly before a meeting.

The charter is adopted by the members.

5.5. Standard meeting agenda

Ms. Robertson shares an example of a standard committee meeting agenda, which could include a welcome and round table, a follow-up on actions from the previous meeting, a project update, a discussion on a pre-determined topic, and a presentation of any issues reported to CMC since the last meeting.

PROJECT UPDATE

Mr. Pearson presents a project update, starting with exploration activities. (For additional details, please refer to the presentation available in the Appendix).

The company currently has 11 Wawatay-RJLL diamond drill rigs operating, 7 of which are operating in the Virginiatown area. Most of the work is focused within the former mine section of the deposit.

Mr. Pearson notes there is an increasing level of confidence in the latest data. He shows a map presenting the current, past and future drilling sites. Exploration is ongoing in the Kearns area, where activities are expected to continue for most of the year. Drilling has also been carried out further east, although early results are not encouraging further work in that direction, at this time.

Drill distribution is as follows: five on the mine site, including four on the east side, near Kearns, and two north of Kearns. New drilling is starting west, east, and northeast of the old school. The team is also clearing exploration trails and is operating in the area behind the tourist centre.

The number of drills is expected to decrease from seven to four or five toward the end of the year, as activities shift to other projects. A couple of drills are also active near Cheminis Road exploring the Geminid nickel deposit and trail clearing in preparation for planned overburden geotechnical work. Other work is also being conducted on the Québec side.

Additional geotechnical work is also being carried out around the former mine. Fencing has been installed and replaced in certain areas for increased security.

Boreholes equipped with extensometers will be installed to monitor potential ground instability near the former highway. This is a precautionary measure, and no safety concerns have been identified. Satellite monitoring will also be used to detect any ground movement.

Later in the year, work will begin in town close to the community centre. It is planned to last for approximately two weeks, focusing on geotechnical studies related to rock mass stability.

QUESTIONS AND COMMENTS		ANSWERS
Q & C 18	Are you working near the tailings area?	Mr. Pearson answers that the old tailings area is owned by another company and they are conducting work there. This is unrelated to CMC.
Q & C 19	Are you working on the Artemis property?	Mr. Pearson says the Artemis property is also related to another company.
Q & C 20	The Kerr Mine was oriented east–west. Is this also the case for this project?	Mr. Pearson says this is accurate and adds that the deposit follows the direction of the highway.
Q & C 21	There was discussion about drilling into the lake two years ago. Is this still being considered?	Mr. Pearson answers that this is not currently being considered.
Q & C 22	What is the average depth of the drill holes?	Mr. Pearson explains that last year, drill holes ranged from approximately 1,200 m to 2,000 m, with a maximum depth of 2,700 m. He notes that results at those depths were not conclusive. Current drilling is focused on shallower depths, ranging from approximately 300 m to 600 m.
Q & C 23	A member notes that the ore deposit appears to be fairly shallow.	Mr. Pearson confirms this fact and adds that the first phase of drilling near the road is almost complete.

Mr. Pearson then presents the engineering studies completed in 2026 and outlines next steps. He mentions prefeasibility-level engineering for a water treatment plant to support dewatering of the historical workings. There are restrictions regarding the volume of water that can be released. This will be taken into account for the dewatering work.

QUESTIONS AND COMMENTS		ANSWERS
Q & C 24	Will you have tailings during the dewatering phase?	Mr. Pearson responds that no tailings will be involved in the dewatering process.
Q & C 25	Will you return to the existing surface openings to support and cement the areas around the road?	Mr. Pearson responds that there are surface openings from previous mining activities. This has created zones of instability around those openings. CMC has implemented rigorous monitoring programs but can't safely access the areas to add support.

Mr. Pearson presents updates on environmental and permitting activities and outlines next steps. Since January, work has progressed on advanced exploration permitting, including the permits for de-watering and treatment from historical underground workings, as well as early definition of the overall Kerr-Addison permitting approach. Planning of the 2026 environmental baseline program and consultant selection have been completed.

Next steps include launching an expanded, comprehensive baseline data collection program. Workers from Blue Heron Environmental and WSP may be seen in the project area conducting surveys.

QUESTIONS AND COMMENTS		ANSWERS
Q & C 26	A member asks whether arsenic is being monitored in water flowing from the old mine workings into the lake.	Mr. Pearson states that there is no continuous monitoring at this stage, although groundwater and surface water quality are part of CMC's overall hydrological studies.

COMMUNITY RELATIONS UPDATE

Ms. Guimond says the new website for the Kerr-Addison Project is expected to be up and running in July. As she mentioned earlier in the meeting, it will include a dedicated page for the Community Advisory Committee. She again invites members who are comfortable to send her a photo and a short biography to add to the upcoming Community Advisory Committee page of the website. She will follow up with members regarding this.

Ms. Guimond also explains that CMC publishes a newsletter twice a year, with the next issue scheduled for early September. It will include content on the committee's creation, and Ms. Guimond suggests that future editions include a dedicated section for the committee.

Ms. Guimond introduces the idea of a per diem to cover expenses such as fuel, childcare or eldercare. This would apply to committee members only (not observers) and be based on attendance, with an amount of approximately $50 per meeting. Members agree with this approach.

It is reiterated that committee membership is voluntary and not a paid commitment. The per diem is intended to ensure members to not incur any costs to attend.

PLANNING NEXT MEETINGS AND FINAL STATEMENTS

Ms. Robertson asks the committee their preference regarding the day of the week and timing of committee meetings.

A member mentions that council meetings are usually held on Tuesdays. The members agree to aim to hold meetings on Thursdays to maximize availability. Members also agree that meetings will take place from 6:00 p.m. to 8:00 p.m. at the Virginiatown Legion.

Exceptionally, the next meeting will be held on Tuesday, September 8, from 6:00 p.m. to 8:00 p.m. at the Virginiatown Legion (due to unavailability on that particular Thursday). The meeting will cover topics to be discussed at the committee BBQ on September 19. The following meeting will take place on Thursday, November 26, at the same time and place.

Members also agree to share their email addresses with the rest of the committee.

Ms. Robertson and the CMC team thank the participants for their attendance and ask them to complete the feedback survey.

APPENDIX I
PRESENTATION

TRANSFERT
ENVIRONNEMENT ET SOCIÉTÉ

COMMUNITY ADVISORY COMMITTEE

Meeting #1
Royal Canadian Legion, Virginiatown

June 2, 2026

TRANSFER ENVIRONMENT AND SOCIETY (TES)

Founded in 1987, Transfer Environment and Society (TES) offers a unique expertise in multi-stakeholder engagement, consultations, meeting facilitation and coordination, and community relations.

Our goal is to foster meaningful conversations between communities and project proponents.

TES currently oversees **40 committees.**

OUR TEAM TODAY

Elizabeth Robertson
Facilitator

Roxanne Breton
Coordinator and note taker

Cadillac Mines Corp.

Cadillac Mines Corp. (CMC) is a gold exploration and pre-development company operating along the Larder Lake-Cadillac Deformation Zone in Northern Ontario and Quebec. Our projects include Kerr-Addison (gold) and the Geminid (nickel) deposits near Virginiatown, and the Galloway project in Quebec.

CMC is backed by some of the mining industry's most respected leaders and is advancing a world-class district toward development, with **7+ Moz in gold resources** across our project portfolio.

OUR TEAM TODAY

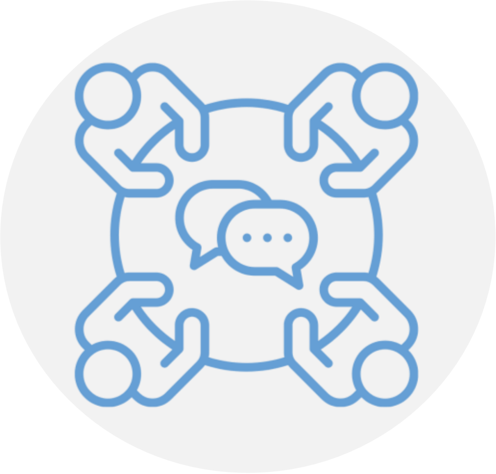
Clayton Pearson
Sr. Project Manager

Darian Guimond
People and Community Relations Manager

OBJECTIVES OF THE MEETING

Get to know each other

Discuss, adjust, and adopt the proposed committee charter



AGENDA

6:00	**Opening** • Welcome • Roundtable introductions
6:20	**Discussion, adjustment and adoption of the proposed charter** • Purpose and mandate • Composition and selection process • Operating rules • Roles and responsibilities
7:20	**Project update**
7:40	**Planning next meetings** • Date and time • Location • Communication preferences
8:00	**End of meeting**

INTRODUCTIONS

- Your name

- The community or organisation you represent

- Your connection to the area

In one word: what do you hope to bring to the committee?

ROUNDTABLE INTRODUCTIONS

TRANSFERT
ENVIRONNEMENT ET SOCIÉTÉ

COMMITTEE CHARTER: DISCUSSION, ADJUSTMENTS, AND ADOPTION

Member question:

- Does “working in parallel” imply a consistent feedback loop to ensure that stakeholders (of various entities) and this advisory group are making informed decisions that would not create inter-community conflict and who would provide that feedback loop?

The Community Advisory Committee is a voluntary engagement mechanism initiated by Cadillac Mines Corporation (CMC) to foster open, constructive, and in-depth dialogue with representatives of local communities and groups, and share information as the Kerr-Addison Gold Project evolves. It aims to provide a common space where potential project-related concerns, impacts, opportunities, and benefits can be fully discussed as they arise, and where solutions can be identified collaboratively.

Importantly, this mechanism is intended to operate in parallel with other engagement and consultation activities with local communities and stakeholders, and not as a replacement for them. This Charter, including its mandate and composition, may evolve as the Project progresses through its development milestones.

The Committee’s mandate is to:

- Ensure a common space for dialogue and information sharing between CMC and the Project’s potentially impacted communities and groups
- Develop a shared understanding of the potential environmental, social, and economic opportunities and challenges associated with the Project’s development
- Collaborate to identify positive solutions to Project-related issues, both proactively and as they arise
- Act as a channel for sharing agreed-upon information with potentially impacted communities and groups
- Communicate community concerns related to the Project’s development to CMC and the project team
- Make recommendations to CMC to maximize the Project’s anticipated community and regional benefits.

Member comment:

- Ensuring a “common space” should include all available options to participate including but not limited to in-person, virtual or other.

Member question:

- What does “act as a channel” mean? Does this imply any liability to the citizens?

COMPOSITION

Member comment:

- The term « citizen » should be used consistently throughout the document.

CATEGORIES	GROUPS	NUMBER OF SEATS
Citizens – local	Virginiatown North Virginiatown Kearns	6 (2 per community)
Citizens – regional	Larder Lake	2
OBSERVERS		
Municipality / Township		2
Subject Matter Experts		As required
Local Indigenous Communities and Organizations	Indigenous Communities	4
COORDINATION & FACILITATION TEAM		
CMC Representatives		2 to 3
Facilitator and notetaker	Transfert Environnement et Société	2

All changes to the Committee's composition, including the adding or subtraction of members, occur through consensus with the members.

OPERATING RULES

The Committee's operating rules ar ... mple framework for how the committee ... d respectful dialogue, and aim to fost ... s mandate.

Member comment:

- Dates should be planned 6 months to a year in advance

1. **Culture**: Members are committed to fostering a culture o
2. **Conflict-of-interest declaration:** Members who have a ... interest related to the matters or objectives of this C ... mmittee
3. **Meeting frequency:** The Committee aims to meet 4 times a y ... needed, upon agreement by the members.
4. **Topics:** The topics of discussion are determined in advance an
5. **Expert advice:** The Committee may call upon experts to contribute t ... p's discussions, as needed, as is reasonable, and upon agreement by the members.
6. **Subcommittees:** The Committee may create subcommittees to address specific topics as needed, as is reasonable, and upon agreement by the members.

Member comment:

- Topics raised by committee members should not be voted on.
- If a topic is raised, it should be discussed to resolution and can be re-visited if new information is found.

PROPOSED OPERATING RULE

Member comment:

- Participation needs to be defined as we recently were assured that we can participate by submitting feedback online without consequence (as an example in prep for this meeting).
Co-ordinating with an alternate should not be penalized and imply an absence of participation.

7. **Confidentiality:** From time to time, the Committee may b
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ma

Member comment:

- Clarify: « Unanimity » vs « broad acceptance »
- If there is no "broad acceptance", is the committee free to bring the issue back for deliberation and problem solving?

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12. **Changes to the Charter and Committee composition:** Members can make changes to the Charter and Committee composition as needed, provided the changes are made by consensus

ROLES AND RESPONSIBILITIES

MEMBERS

- Review information provided by CMC and share questions, concerns, and comments during the meetings.
- Inform CMC of the potential issues and concerns relating to the Project, as shared by their respective communities and groups.
- Actively participate in the identification of solutions or proposals as challenges and opportunities arise.
- Ensure that confidential information be kept private.

ROLES AND RESPONSIBILITIES

OBSERVERS

- Attend Committee meetings as non-participating observers, unless invited to contribute by consensus of the members.
- Respect the Committee’s operating rules, including confidentiality requirements where applicable.
- Access meeting materials and information as authorized by CMC and the members.
- Provide subject-matter input or contextual information when specifically requested by the Committee.

ROLES AND RESPONSIBILITIES

Member comment:

- Prepare materials well ahead of time reflecting an evolution of the plan

CADILLAC MINES CORPORATION

- Plan, coordinate, and provide logistical support (e.g., meeting space, participation tools) for Committee meetings.
- Prepare the necessary information and material conducive to effective and comprehensive discussions during Committee meetings.
- Participate in each Committee meeting and provide answers to questions or concerns, as the relevant information is made available.
- Follow up on Committee proposals and suggestions, and explain the reasoning behind CMC's decisions with regard to the topics discussed by the Committee.

ROLES AND RESPONSIBILITIES

TRANSFER ENVIRONMENT AND SOCIETY

- Assist in planning and coordinating Committee meetings
- Assist CMC in preparing the material to present to the Committee
- Facilitate the Committee meetings so they are conducive to open, honest, and respectful discussions
- Support the onboarding of new members
- Draft the meeting minutes and the annual report

EXAMPLE OF STANDARD MEETING AGENDA

Welcome and Roundtable

Follow-up on actions from the previous meeting

Project updates

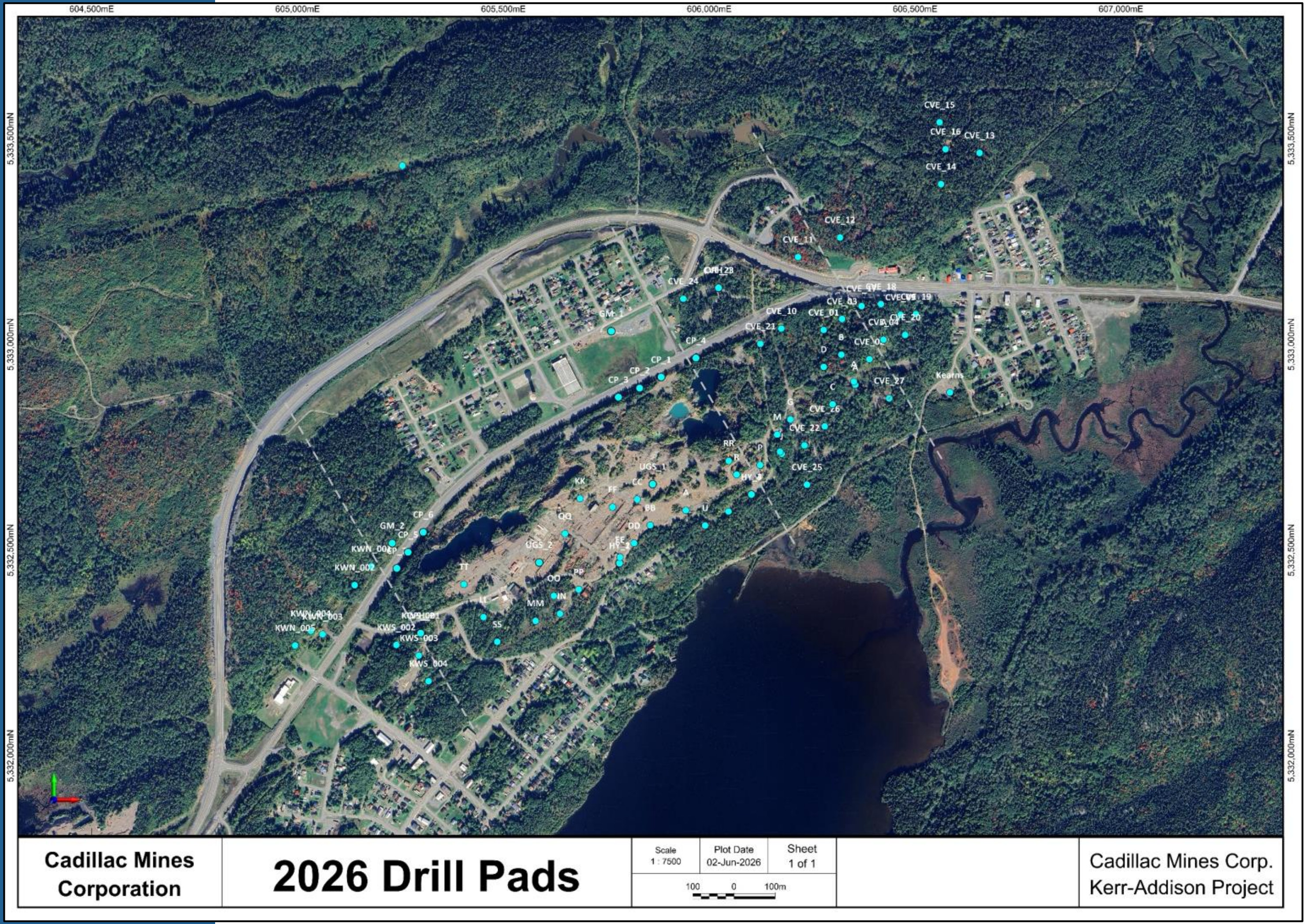
Meeting topic

Reported issues

PROJECT UPDATE

EXPLORATION

ACTIVITIES



ENGINEERING STUDIES

Since January

- Substantially completed prefeasibility-level engineering for a water treatment plant to support dewatering of the historical UG workings (Advanced Exploration permitting activity)

- Advancing internal Kerr-Addison mine development study, including mining, mineral processing, and surface infrastructure components

ENGINEERING STUDIES

Next Steps

- Complete drilling campaign around the proposed open pit perimeter to inform future pit slope designs
- Initiate comprehensive geotechnical data collection campaign across the full project footprint, including drilling, test pits, and geophysical surveys
- Advance activities to enhance crown pillar stability monitoring

ENVIRONMENT & PERMITTING

Since January

- Progressing Advanced Exploration permitting process, to remove and treat water from historical UG workings
- Early definition of overall Kerr-Addison mine permitting process, requirements and timelines
- 2026 environmental baseline data collection program design and consultant selection

ENVIRONMENT & PERMITTING

Next Steps

- Initiate execution of comprehensive environmental baseline data collection program across the full project footprint, including but not limited to:
    - Terrestrial surveys (plants, animals, birds, etc.)
    - Aquatic surveys (fish and fish habitat, etc.)
    - Expanded water quality and flow monitoring
    - Geochemistry sample shipment and testing

TRANSFERT
ENVIRONNEMENT ET SOCIÉTÉ

COMMUNITY RELATIONS UPDATE

TRANSFERT
ENVIRONNEMENT ET SOCIÉTÉ

PLANNING NEXT MEETINGS

2026 DRAFT CALENDAR

Event	Date	Time	Topic
Meeting #1	June 2		Charter
Meeting #2	Sept. 8		
BBQ	Sept. 19	tbd	
Meeting #3	Nov. 24		

THANK YOU!

Please fill out our feedback survey