

BUILDING TRUST,
BUILDING FUTURES
FOR 40 YEARS

20
25



40 YEARS OF NATION BUILDING



THE BUSINESS ARM OF THE TAHLTAN NATION

TNDC is owned by its shareholders – Iskut Band, Tahltan Band and Tahltan Central Government. A portion of TNDC’s profit is returned to our shareholders in the form of a dividend for initiatives to benefit Tahltan members, while the remaining amount is retained for working capital and to be reinvested for future growth.

TNDC was founded in 1985 by visionary, progressive Tahltan leaders who wanted to ensure the Tahltan Nation benefits from the economic activities and development occurring within Tahltan Territory and to provide employment, training and contracting opportunities to Tahltan members.

From its roots in residential construction, TNDC’s services have expanded to heavy construction, earthworks, camp services, air support, aviation, forestry, aggregates, transportation, and fibre optic communications services.

TNDC strategically leverages business partnerships to enhance service capabilities and foster strategic growth, both within and beyond Tahltan Territory.

TNDC’s Divisions and a diverse Business Partnership mix – including Joint Ventures, Collaboration Agreements and Service Suppliers – collectively provide a broad spectrum of services.

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01

WE ARE TNDC

Chair’s Message

In 2025, TNDC is celebrating our 40th year of operations. This extraordinary milestone is even more impressive for an Indigenous, community-owned business by leaders who stood up against government and industry.



Riannon Ball
Chair – TNDC Board
of Directors

Faced with ongoing economic and social hardships in Tahltan communities, imposed by the racist constraints of the Indian Act, visionary Tahltan leaders (Jerry Asp, Pat Etzerza, Vernon Marion and Ivan Quock) decided to take back control.

TNDC launched as a residential construction company building residential homes and commercial buildings, training Tahltans and providing construction apprenticeships. It was development of the Tahltan Resource Development Policy in 1987 that enabled TNDC to pursue contracts with the resource sector, launching the trajectory TNDC is on today.

MAKING THE IMPOSSIBLE POSSIBLE

Over the last decade, TNDC has been actively working to diversify its business into strategic sectors – aggregates, aviation, fibre optic communications, forestry, infrastructure and transportation.

Today, TNDC has established itself as a powerhouse Tier 1 mining service provider and in 2024, reached a remarkable financial milestone – generating \$100 million in revenue. These were achievements envisioned five years ago by then-CEO Clint Keso. What seemed impossible became possible, thanks to his efforts and those of successive CEOs and our dedicated employees.

Over the past decades, the industries TNDC works in have evolved, driving TNDC to evolve our business practices as well. We have achieved tremendous success. But we have heard from our employees and the community that TNDC needs to ensure Tahltan culture is reflected in our business. The TNDC Board and CEO Todd den Engelsen have taken this to heart.

EMBEDDING TAHLTAN CULTURE

Over the past year, we have been taking action; including, creating the Joint Support Team (JST)

to ensure Tahltan voices are heard and respected. We are reviewing internal policies and procedures to embed Tahltan Values, integrate Tahltan community wellness, foster compassionate leadership, building a respectful corporate culture that establishes cultural/emotional safety within our workplaces.

EMBEDDING FISCAL AND GOVERNANCE ACCOUNTABILITY

While TNDC is the Nation’s company, we are governed by the BC Corporation Act and financial regulations. We have been focussed on implementing financial and governmental best practices, ensuring financial transparency and accountability to our shareholders, mitigating risk and remaining competitive while fostering TNDC’s strategic growth. The Finance, Audit and Risk committee is creating policies and preparing for an audit, and we are creating a Secretary Treasurer role on the Board.

The board participated in governance training focussed on bridging UNDRIP and Tahltan values within the governance and western processes. We also took Human Resources training to better understand the employee life cycle and how current best practices are including UNDRIP tools and cybersecurity risk assessment within our systems and processes.



BUILDING CAPACITY AND GROWING CAREERS

Providing training, development and mentorship and growing careers for Tahltans remains a priority. While we have seen success through initiatives like the Tahltan HEO, Mentorship and Drivers training programs, there is more to be done. Identifying barriers towards advancement of our people is essential to understand where we can apply equity measures to ensure Tahltan’s have equal access to opportunities within our workforce and workplaces.

CHARTING A NEW PATH

Under the leadership of CEO Todd den Engelsen, we embarked on development of a new strategic plan to guide us through 2025–2028. While the economically cyclical mining sector continues to drive our business, we are expanding our strategy to mitigate risk through diversification. Capturing economic benefits through strategic pursuits and capitalizing on revenue opportunities within our local economy is our key objective towards building a stable economic position.

Above: A Tahltan trainer guides an HEO Program participant on one of the TNDC Mobile Training Centre equipment simulators.

LOOKING AHEAD

As TNDC celebrates 40 years of operations, we also celebrate 40 years of reconciling Tahltan economic displacement. This is a testament to our founding trailblazers who pushed this company forward through every barrier, obstacle and glass ceiling that exists for indigenous people and businesses.

Their perseverance to overcome those barriers enables TNDC to celebrate this milestone. Our success today is a credit the great founders, leaders, employees, CEOs, and boards of past and present. Together with my fellow directors, we serve on the TNDC Board today guided by the spirit of those trailblazers.

When you make a choice to do business with TNDC, know that you are choosing to work with a company that does not benefit one person or one owner. It benefits the Shareholders and their collective priorities of caring for our Nation.

TNDC will continue to evolve, pushing through barriers, obstacles and legacy glass ceilings created by the Indian Act. We are prioritizing growth and development of our community, creating exciting new opportunities for current and future generations.

CEO’s Message

Celebrating 40 Years of Legacy



Todd den Engelsen
Chief Executive
Officer

On June 26, 2025, TNDC marked a monumental milestone – 40 years of operations. This anniversary is an opportunity to reflect on the legacy of leadership, partnership and purpose that has influenced TNDC’s journey. It pays tribute to the visionary Tahltan founders, leaders, employees, board members, clients and partners whose contributions have defined our story.

TNDC’s founders were bold enough to ask a powerful question: What if we did it ourselves? What if we created opportunities on our own terms? What if we built our own capacity, on our own land, with our own people? That question – and their courage to answer it with action – has shaped everything TNDC has become.

Today, TNDC has evolved from a vehicle of economic and social reform into the partner of choice in the Golden Triangle and a trusted developer of infrastructure and services that support Nation building.

What began as a small First Nations construction company with a bold vision of economic self-determination has grown into a diversified economic engine. TNDC has emerged as a significant player in the development of northwest British Columbia, including the internationally recognized Golden Triangle region, 70% of which is located in Tahltan Territory. Today, we are a Tier 1 mining services provider, contract operator at the Dease Lake Airport and own an aggregates business.

BUILDING STRATEGIC INFRASTRUCTURE

TNDC plays a leading role in constructing and delivering critical infrastructure across Tahltan Territory. From road maintenance and airport operations to energy projects and digital networks, TNDC is helping to ensure that Tahltan communities and

businesses are receiving the infrastructure they need; for example, our work at the Dease Lake Airport has dramatically improved emergency response times– showcasing how TNDC can contribute to transformative community assets.

REACHING NEW HEIGHTS

In 2024, TNDC achieved historic performance as a Tier 1 mining services provider, working consecutively on four major projects – Eskay Creek Revitalization Project, Galore Creek, KSM and the Red Chris mine. Financially, we surpassed \$116 million in revenue and distributed \$3 million to our shareholders (\$1 million to each) – bringing our total distribution since 2012 to \$19.3 million (\$6.4 million to each).

BUILDING CAPACITY IN OUR COMMUNITIES

TNDC is committed to building Tahltan capacity. In 2024, we expanded our training and mentorship programs, including the Tahltan HEO Training Program, which received an AME Award of Excellence for Social and Environmental Responsibility. The program continues to grow local operators and mentors and recently celebrated its first three-level graduate, Jazmyn Edzerza. Trainers Gavin Day and Daniel Moon also completed global instructor certifications, establishing a new benchmark for leadership in our Nation’s training efforts.



Above: TNDC Crow Crew at our Red Chris project site.

GROUNDING IN TAHLTAN VALUES

While we are proud of our growth, we have also taken important steps to re-centre our identity; for example, in 2024, we launched the Joint Support Team – an initiative that holds a special place in my heart – to embed Tahltan voices and culture into our decision-making.

BUILDING TRUST, BUILDING FUTURES

As we enter a pivotal new era, we do so with clarity and strength. Our new strategic plan focuses on five core priorities:

- Diversifying Revenue
- Expanding Strategic Infrastructure Delivery
- Growing Tahltan Leadership
- Optimizing Capital and Resources
- Aligning with Tahltan Culture

With a strong financial foundation and access to essential financing, TNDC is poised to be the Partner of Choice, Employer of Choice, and an infrastructure owner. Together, we are *Building Trust and Building Futures* – fostering enduring opportunities that respect the Tahltan legacy and bolster the Nation’s journey towards self-determination. As we persist in fulfilling our mission, TNDC reaffirms its position – not solely as a contractor or service provider – but as a genuine Partner in Nation Building.

“TNDC’s founders were bold enough to ask a powerful question: What if we did it ourselves? What if we created opportunities on our own terms? What if we built our own capacity, on our own land, with our own people?”

LOOKING AHEAD

In looking to the future, we must ask ourselves: What if we were to construct and own the infrastructure that drives our future? What if every Tahltan had a defined path and prospects in trades, leadership or business? What if we evolved into the leading Indigenous enterprise in Canada – not just in revenue, but by values?

Let us continue to ask bold questions. Let us bravely respond to them together. The story of TNDC is still unfolding, and the next chapter promises to be the most influential one yet.

Board of Directors



Riannon Ball
Chair

Riannon is a natural resources environmental sciences and management professional with extensive experience leading community engagement, conducting environmental studies and ensuring Indigenous knowledge is reflected in resource development projects. She is an Indigenous Relations Advisor with Stantec Ltd. Consulting. Her career has included Field

Technician with Tahltan Fisheries, Lands Manager with the Tahltan Central Government, and Environmental Technician with Galore Creek Mining Corporation. She holds a Bachelor of Arts within the Ecosystems and Science Management Program, majoring in Environmental Studies and minoring in Geomorphology, from the University of Northern British Columbia.



Samuel Burger
Director

Samuel brings strong financial expertise and a deep commitment to advancing Indigenous financial capacity and governance. He currently serves as Finance Coordinator with the Kwadacha Nation, overseeing accounts payable and receivable, along with vendor and customer account management. His previous roles with BHL CPAs and MNP included supporting First Nations across

British Columbia in preparing audits and tax filings. Samuel is in his third year of the Bachelor of Commerce program at the University of Northern British Columbia, majoring in accounting, and is actively pursuing his Chartered Professional Accountant (CPA) designation.



Tina Etzerza
Director

Tina brings nearly 30 years of leadership in education and community service. She has served School District 87 for 28 years, currently as Manager of Payroll and Human Resources, overseeing payroll, staffing and labour relations. Since 2014, Tina has represented Dease Lake on the Regional District of Kitimat-Stikine and the Northwest Regional Hospital District.

She also serves on the Northwest Resource Benefits Alliance. She holds a Business Administration – Accounting Diploma with Honours from Coast Mountain College and is completing a Bachelor of Commerce in Entrepreneurial Management at Royal Roads University.



Jolene Hawkins
Director

Jolene brings over 25 years of leadership experience in education. She currently serves as the Education Manager for the Iskut Band, overseeing the elementary, secondary and post-secondary education programs, supporting lifelong learning and community development. Jolene also serves as a Board Director for the First Nations Education Steering Committee

of British Columbia and School Board Trustee for Stikine School District 87. She holds a Master of Business Administration from the Beedie School of Business at Simon Fraser University, specializing in Indigenous Economic Development. She also completed the Certified Indigenous Human Resources Professional (CIHRP) Program with the Aboriginal Finance Officers Association.



Dawn (DJ) Loverin
Director

With a career spanning over 30 years and a passion for mentoring the next generation, DJ is a Tahltan trail blazer. DJ is the road maintenance supervisor for Skeena Gold + Silver. Previously, she worked for Newmont at the Red Chris mine as a Heavy Equipment Operator. She also worked for TNDC in various roles, including secondment to Newcrest Mining (former Red Chris operator)

as a NewSafe Coach, and Shift Boss on TNDC’s Tailings Impoundment Area project team. DJ was TNDC’s first female Construction Supervisor and her early career as an Equipment Operator has pioneered a path for future female operators.



Charles Lequereux
Director

Charles brings over four decades of experience in mining and trades, field operations, technical expertise, and business development, with a deep connection to Tahltan Territory and a passion for contributing to the Nation. Charles began his career in mining, receiving equipment training including air track drilling and basic blasting. He transitioned to the auto body repair

industry, later founding his own auto body and towing business, expanding operations to include two collision repair shops. Charles joined TNDC as a heavy-duty mechanic apprentice in 2004, contributing to TNDC field projects and shop operations in Dease Lake, before retiring in 2021.



Edward Van Mierlo
Director

Edward Van Mierlo is a general manager and camp services management professional with a career spanning 30 years. He is Economic Development Manager with the Tahltan Band. Previously Edward was General Manager of the Dease Lake Super A grocery store, and had an 18-year+ management career with TNDC, serving as its Vice President of Operations and Chief

Operations Officer for its camp services division. Edward holds a number of certificates and designations, including Computerized Business Administration and professional food services.

Management

Executive Leadership



Todd den Engelsen
Chief Executive
Officer

Todd is a seasoned executive leader experienced across operations, sales, marketing, human resources and safety in diverse public, private and unionized organizations, from heavy civil construction, mine development, and oil and gas to industrial health, safety and environment to health. Of proud Métis heritage, Todd is passionate about creating value for clients, partners and communities, building local capacity and growing

talent, while ensuring excellence in quality, safety and sustainability. Previously, Todd was Director, Corporate Services with Morgan Group of Companies. He holds a Master of Business Administration – Executive Management from Royal Roads University and designation of Fellowship – as a Certified Human Resources Professional.



Rob McPhee
Executive Vice
President, Strategy
and External
Relations

Rob is an accomplished Indigenous economist. Since 2009, he has negotiated agreements on behalf of First Nations clients that set the standards in socio-cultural strategy, impact benefits, environmental oversight, and co-management of major resource projects. Prior to his consulting career, he worked for the Province of British Columbia as a Director of Research and Senior

Economist and taught Economics at Camosun College. Rob holds an Undergraduate Degree in Economics from Queen’s University and a Master of Economics from the University of Victoria.



**Calvin Carlick
(Tudi Cho)**
Vice President
Partnerships

Calvin Carlick is a highly driven and results focussed executive leader, dedicated to Tahltan economic prosperity, with over 15 years of experience working within First Nations organizations, including operating a non-profit government, leading band economic development initiatives, and fostering governance and strategic operations.

Prior to TNDC, Calvin was Chief Administrative Officer with Tahltan Central Government and Economic Development Officer for Kitselas First Nation and Iskut Band. Calvin served 12 years on the TNDC Board, including six years as Chair. He holds a Master of Business Administration – Executive Management and Bachelor of Commerce – Entrepreneurial Management, both from Royal Roads University.



Gary Muuzen
Vice President
Human Resources

Gary is a dynamic results and values driven human resources and operations leader with over 20 years of experience across Indigenous business, construction, forestry and healthcare. Gary brings expertise in strategic alignment, performance optimization, and creation of inclusive, high-performance workplace cultures. Gary holds a Master of Business Administration from Royal Roads University and an Honours

Degree in HR Development and Bachelor of Arts Degree, both from the University of Johannesburg. He also holds Chartered Professional in HR and Society of HR Management, Senior Certified Professional designations.



Taylor Smith
General Manager,
Construction

A people focussed leader with strong business acumen, integrity and a commitment to deliver exceptional business results, Taylor has almost 20 years of diverse leadership experience. His knowledge spans heavy construction operations, estimating and business development, quality systems, labour relations, and health and safety. Taylor holds a Project

Management Professional (PMP) designation and a Business Administration Associate Certificate from British Columbia Institute of Technology. He is also working toward a Master of Business Administration at Simon Fraser University.



Anna-May St. Amand
Chief Financial
Officer

Anna-May is a financial executive and business leader with more than 15 years of professional experience in financial management, business leadership and corporate strategy, in private, public and government practice within large scale financial environments. Prior to TNDC, Anna-May held financial management and leadership positions, including Executive Director with the Government of Northwest Territories,

Chief Financial Officer with Det’on Cho Management LP, and Controller and Financial Planning Manager with Northwest Territories Housing Corporation. Anna-May is a Chartered Professional Accountant, Chartered Accountant and Certified Fraud Examiner. She holds a Bachelor of Business Administration and Master of Business Administration.

Senior Leadership Team



Jennifer Hanak
Director of Health,
Safety & Environment

With 20 years of experience in brownfield and greenfield construction working within various industries (mining, oil & gas, and energy) on projects across Canada, Jennifer is an accomplished safety professional experienced in developing and implementing programs, leading teams, cultivating strong safety cultures and working with First Nation communities. Her knowledge spans project management,

certification audits (ISO, COR), incident investigation, contract management, mining, manufacturing, exploration, and construction. She holds a diploma in Occupational Health, Safety and Environment from the University of Victoria, a BA from Saint Mary’s University, and is a Canadian Registered Safety Professional and a safety/ leadership mentor across various organizations.



Joey-Lee Morigeau
Director of
Human Resources

Joey-Lee is an Indigenous human resource leadership professional with more than 15 years of experience working with non-profits, Indigenous governments, Indigenous education, and the construction industry. She has successfully built teams and structured the HR departments of agencies and organizations, developing processes and policies to align with the vision

and mission. Joey-Lee holds a Certified Human Resources Professional (CHRP) designation, is a Society for Human Resources Management Senior Certified Professional (SHRM-SCP), and obtained a Master of Business Administration (MBA) from University of Phoenix.



Jamie Gleason
Senior Advisor
(Treaty Creek Limited Partnership)

Jamie is a Civil Engineering Technologist and holds a Certificate in Business Administration. He has been providing project and construction management services for mining, civil, environmental and building projects for more than 30 years. Jamie has been serving as an Advisor to

TNDC since 2022. He served on the TNDC Board of Directors from 2014 to 2022, including in Vice Chair and Chair positions, and served as TNDC’s Managing Director from 2021 to 2022.



A TNDC passenger shuttle
on the Telegraph Creek road.

02

A TNDC equipment operator poses on a TNDC excavator.

OUR CELEBRATING SUCCESS

2.1

2024/2025

ACHIEVEMENTS



BRAND AWARENESS

- Began our 40th year of operations, marking a monumental milestone from our roots as a residential construction company into a tier 1 mining service provider.
- Bestowed the 2024 AME Robert R. Hedley Award for Excellence in Social and Environmental Responsibility for our holistic approach to developing a three-year HEO training program.
- Unveiled the first joint-branded Central Mountain Air and TNDC aircraft, with the Dash-8 taking its inaugural flight.



INFRASTRUCTURE DEVELOPMENT

- Officially brought high-speed fibre optic communications to Tahltan Territory connecting industrial, anchor tenants, homes and businesses, through our Tahltan Communications partnership with CityWest.
- Supported the Stikine Airport Authority and Tahltan Band in securing \$918,652 from the BC Air Access Program to build perimeter fencing at the Dease Lake Airport, an essential community infrastructure.
- Successfully advocated – with our partners – to the B.C. government and Natural Resources Canada to invest \$195 million to upgrade highways in Tahltan Territory.



PEOPLE & CULTURE

- Grew employment by 11%, from 319 in 2023 to 360 in 2024, marking one of our highest years on record.
- Introduced a much-anticipated employee pension plan in 2024, underscoring our commitment to our employees' long-term financial wellbeing and security.
- Created the Joint Support Team to ensure Tahltans have a voice in our business and to integrate Tahltan culture into our decision-making processes.
- Recognized 232 employees in 2024 with Spot, Quarterly, Annual and Long Service awards for their initiative, dedication and commitment to our company and clients.
- Introduced Motivosity to enable employees to recognize their peers directly and provide automatic recognition of employee birthdays and work anniversary.



COMMUNITY

- Distributed \$3 million total to our Tahltan Shareholders (Iskut Band, Tahltan Band, Tahltan Central Government) in 2024, totalling \$19.3 million since 2012.
- Donated \$42,225 to support community activities, groups and initiatives in Tahltan Territory, in 2024.
- Hosted the 24th Annual TNDC Community Christmas Party in Dease Lake in 2024, bringing festive fun and happiness to children, youth and families living in our local communities.



TRAINING & DEVELOPMENT

- Completed a successful 2024 of our groundbreaking Tahltan HEO Training Program with 16 participants in two levels, 37 Drivers Licence participants and Mentor Training, which saw a Tahltan achieving Mining Industry Human Resources Council (MiHR) Mentorship Trainer Training program certification.
- Launched the third year of the groundbreaking Tahltan HEO Training program in 2025 and celebrated the first graduate of all three levels.
- Sent two Tahltan HEO Trainers to the Caterpillar Demonstration & Learning Center in Tucson, Arizona, for globally recognized certification.



FINANCE

- Total revenue exceeded \$116 million in 2024, an increase of 16% from the prior year, and an all-time record.
- Contracting revenue has increased by 344% between 2020 and 2024, largely attributed to self-performing more work; achieving TNDC's largest contracting revenue year to date.
- Heavy equipment assets (net) have grown significantly over the last 5 years, valued at \$36.2 million in 2024, representing a 391% increase since 2020.



OPERATIONS

- Worked 513,000 hours in Operations (Construction, Fleet, Aggregates, Aviation), the most self-performed work ever for TNDC, in 2024.
- Performed operations at four major projects (Eskay Creek Revitalization Project, Galore Creek, KSM Project and Red Chris mine) consecutively in 2024.
- Successfully completed our first year of work under the Master Service Agreement (MSA) at Eskay Creek Revitalization Project, performing earthworks.
- Sold over 14,500L of AvGas in 2024, the first full year of sales.
- Produced over 28,000 m3 of Aggregates in the first year of operations at KM43.



PARTNERSHIPS

- Grew strategic partnerships to 39, with the top 13 partnerships generating over \$100,000 in net shared revenue for TNDC.
- Contributed \$8.7 million in revenue and supported up to 66 jobs.
- Tahltan Business Engagements reached 59, resulting in \$17.3 million in revenue, with \$6.8 million (39%) flowing directly to private Tahltan businesses.
- TNDC partners donated \$106,812 to community initiatives, demonstrating our commitment to giving back to the Tahltan Nation.

A TNDC excavator at work at our Red Chris project site.



TNDC in the Media

April 2024–April 2025



Above: A joint-branded Central Mountain Air–Tahltan Nation Development Corporation Dash-8 took its inaugural flight this morning (Sept 17).

The Interior News
Staff, Black Press Media – April 16, 2024

Dease Lake Airport secures \$900K grant for upgrade

Stikine Airport Authority, with support from Tahltan Nation Development Corporation (TNDC) and Tahltan Band, secures \$918,652 from the BC Air Access Program.

interior-news.com/local-news/dease-lake-airport-secures-900k-grant-for-upgrade-7345368

CityNews Vancouver
By Charlie Carey – July 15, 2024

Northern B.C. highways to be upgraded to boost mining accessibility

The B.C. government and Natural Resources Canada are investing \$195 million to help upgrade highways in Tahltan Territory, in a move the province says will make the roads safer and open up mineral and mining development.

vancouver.citynews.ca/2024/07/15/bc-highway-upgrades-mining-tahltan-territory

Terrace Standard
By Thom Barker – September 17, 2024

First Tahltan-Central Mountain Air co-branded aircraft takes flight

A joint-branded Central Mountain Air-Tahltan Nation Development Corporation Dash-8 took its inaugural flight.

terracestandard.com/local-news/first-tahltan-central-mountain-air-co-branded-aircraft-takes-flight-7539164

The Northern View, Burns Lake Lakes District News
By Quinn Bender – November 28, 2024

High-speed fibre optics arrive in Tahltan Territory

A new fibre optic network has reached Tahltan Territory, bringing high-speed internet to one of British Columbia’s most remote areas along Highway 37, led by Tahltan Communications, a partnership between the Tahltan Nation Development Corporation (TNDC) and CityWest Cable and Telephone Corporation.

thenorthernview.com/local-news/high-speed-fibre-optics-arrive-in-tahltan-territory-7671287
burnslakelakesdistrictnews.com/local-news/high-speed-fibre-optics-arrive-in-tahltan-territory-7671287

The Northern View
By Quinn Bender – December 5, 2024

Tahltan trainers certified to boost local skills in heavy equipment operation

Two Tahltan Nation Development Corporation (TNDC) employees, Gavin Day and Daniel Moon, have achieved certifications to train the next generation of heavy equipment operators locally.

thenorthernview.com/local-news/tahltan-trainers-certified-to-boost-local-skills-in-heavy-equipment-operation-7688151

Journey 106.3 FM Vancouver
By Sabrina Spencer – December 6, 2024

Tahltan Trainers Certified to Boost Local Skills in Heavy Equipment Operation

Two employees of the Tahltan Nation Development Corporation (TNDC), Gavin Day and Daniel Moon, have received certifications to train the next generation of heavy equipment operators in Tahltan Territory.

cinyfm.ca/2024/12/06/tahltan-trainers-certified-to-boost-local-skills-in-heavy-equipment-operation



The Northern View
By Quinn Bender – January 23, 2025

Tahltan Nation Development Corporation recognized with prestigious industry award

The Tahltan Nation Development Corporation (TNDC) has been recognized with the prestigious 2024 AME Robert R. Hedley Award, honoring its efforts to advance community-driven training and employment through its Heavy Equipment Operator (HEO) program.

thenorthernview.com/local-news/tahltan-nation-development-corporation-recognised-with-prestigious-industry-award-7777593

Above: Gavin Day and Daniel Moon pose for a photograph at Caterpillar’s Tinaja Hills Demonstration and Learning Center in Tucson, Arizona, after receiving certifications to train the next generation of heavy equipment operators in Tahltan Territory.

2025–2028 Strategic Plan



CORE VALUES/BELIEFS



- **Safety:** Safety First, Safety Always: a core value that guides everything we do.
- **Tahltan-Centred:** We honour and respect Tahltan culture, placing community and cultural values at the heart of our work.
- **Integrity:** We uphold the highest standards of accountability, honesty, and fairness. We act with honour in all we do.
- **Respect:** Pursuit of Excellence.
- **Trust:** We foster a diverse and inclusive environment where everyone is treated with care, kindness, and dignity.
- We are a reliable partner, empowering people, protecting our workforce, and connecting deeply with our community and industry. We build confidence through consistent, dependable actions.
- We strive to exceed expectations by cultivating a culture of innovation, collaboration, and continuous growth.

PURPOSE (WHY)



- Economic driver for the Nation and its people
- Control and sustainability of our resources and economic prosperity
- Socio-Economic Development

KEY ACTIONS



- Think big – Engage with the community / shareholders – bring them along with us
- Communicate, engage, look for investment opportunities
- Engaging with sources of capital, private equity firms for possible capital opportunities
- Attract top talent – including growing Tahltans into key leadership roles
- Live our values – pursuing industry leading safety performance
- Build Trust, Build our Future

TARGETS (WHERE)



- Future Date – June 1, 2028
- TNDC seen as the gateway / partner for northern BC development
- Profitable
- Tahltans in Leadership

SANDBOX / MARKET



- Golden Triangle
- BC, Yukon – Federal Procurement Projects
- Heavy Civil / Mining Construction
- Reclamation
- Road and Infrastructure Construction
- Associated supply chain and industry
- Critical infrastructure

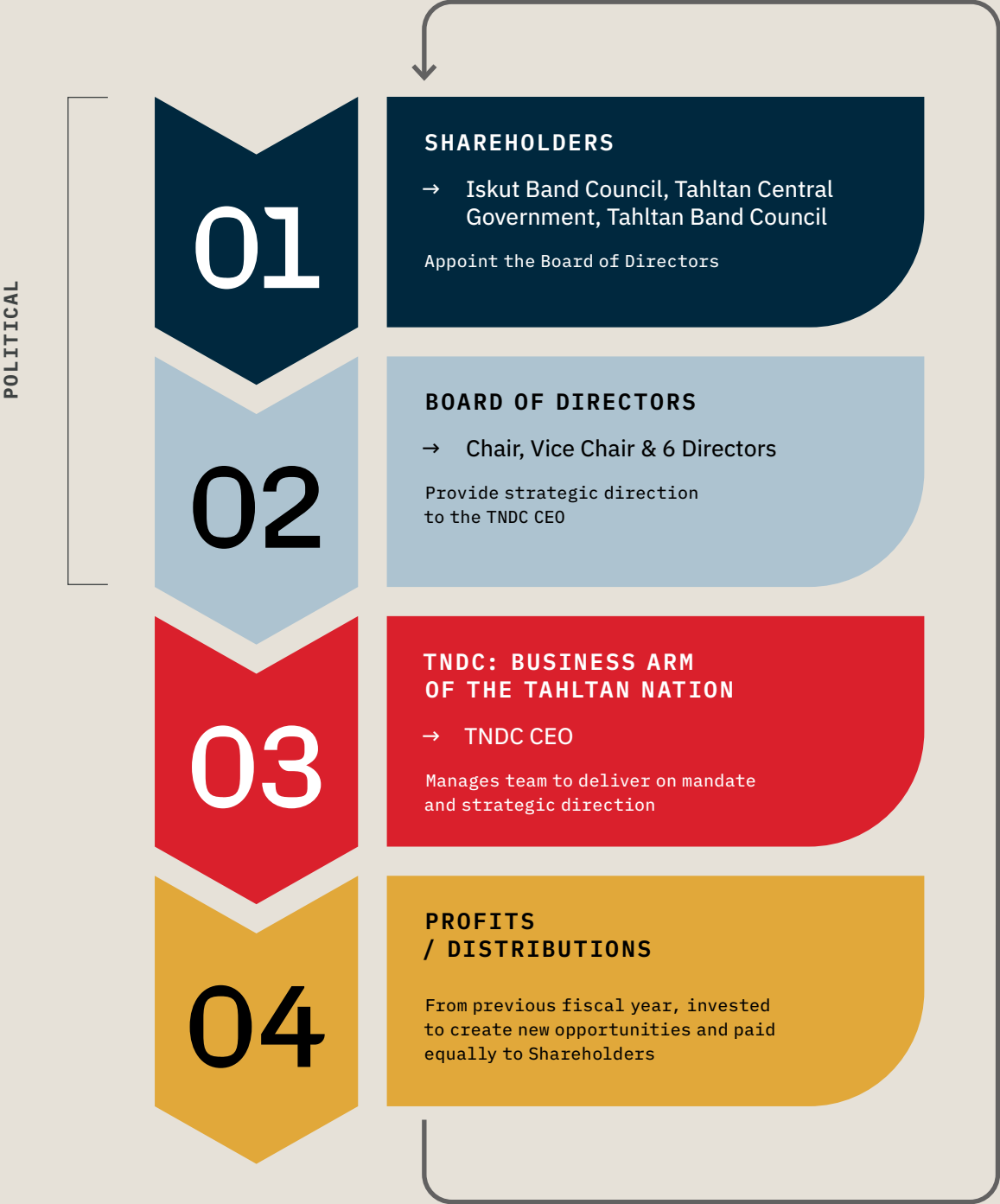
Memberships & Associations

TNDC is proud to be a member of several industry associations, building awareness of our brand, providing access to resources and fostering the inclusion of Indigenous business into the fabric of Canadian business and industry sectors.



Governance Structure

- Tahltan Relationships & Benefits





03

CELEBRATING 40 YEARS

OUR STORY

On June 26, 2025, TNDC marks a monumental milestone – 40 years of operations

TNDC was founded in 1985 by visionary, progressive Tahltan leaders who wanted to ensure the Tahltan Nation benefits from the economic activities and development occurring within Tahltan Territory and to provide employment, training and contracting opportunities to Tahltan members.

TNDC'S FOUNDERS

- **Jerry Asp**
General Manager of TNDC
- **Pat Etzerza**
Chief of the Iskut Band
- **Vernon Marion**
President of the Tahltan Tribal Council
- **Ivan Quock**
Chief of the Tahltan Band

Opposite: Vernon Marion (L), TNDC founder/general manager and Glen Stewart (1st joint venture partner) at the Golden Bear mine, TNDC's first heavy construction project.

OUR STORY IN PHOTOS

Bottom-Right: Work on the Golden Bear road.

Below: Cooking program participants (Top). Don Loverin (Middle). Scotty Hawkins & Harvey Quock (Bottom).

Bottom: Signing of the Golden Bear Agreement.

From its roots in residential construction, TNDC's services have expanded to aggregates, aviation, camp services, earthworks, fibre optic communications, forestry, heavy construction, and transportation services.

Right: TNDC crew at work at Galore Creek.

Below: A driver in front of a rock truck branded with the first logo.



What began as a small First Nations construction company with a bold vision of economic self-determination has grown into a diversified economic engine. TNDC has emerged as a significant player in the development of northwest British Columbia, including the internationally recognized Golden Triangle region, 70% of which is located in Tahltan Territory.

Bottom-Left: Dease Lake team members in front of TNDC's first office (2014).

Below: An operator on the AltaGas hydro projects.





Left: Schaft Creek carpenter at work (2007).
Far-left: The blockade (1988).



Today, we are a Tier 1 mining services provider, contract operator at the Dease Lake Airport and own an aggregates business. TNDC plays a leading role in constructing and delivering critical infrastructure across Tahltan Territory. From road maintenance and airport operations to energy projects and digital networks. TNDC remains committed to building Tahltan capacity and integrating Tahltan culture and values into our business.

Top-Left: An operator at work at Golden Bear.

Above: Schaft Creek carpenter at work (2007).

Left: Minnie Ball in the kitchen (1989).



Above: Land clearing crew.

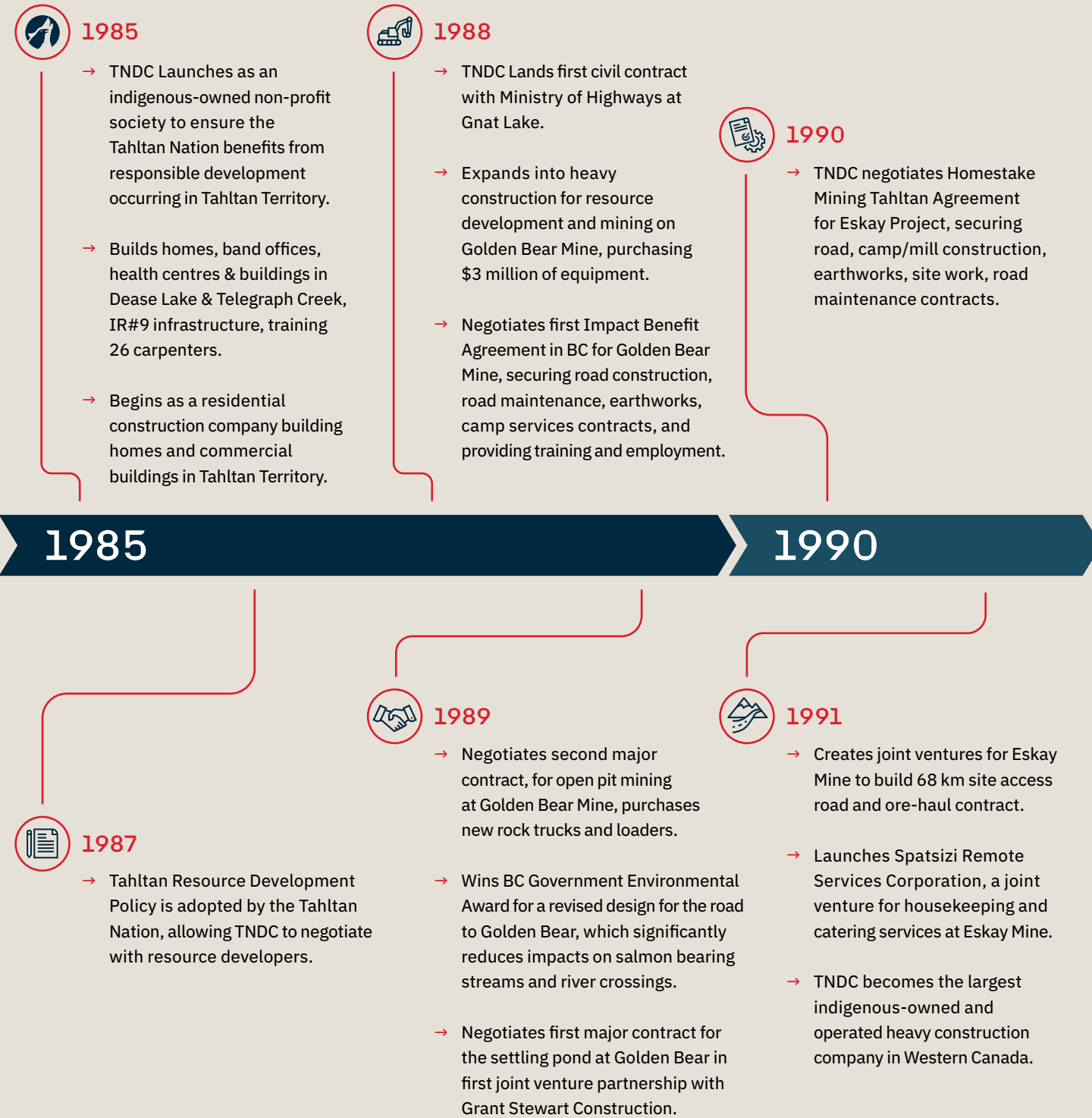
Top-Left: Early road building team members, L-R: Joe Louie, Scotty Hawkins and Paul Dennis.

Middle-Left: TNDC-Rescan RTEC agreement signing (2004).

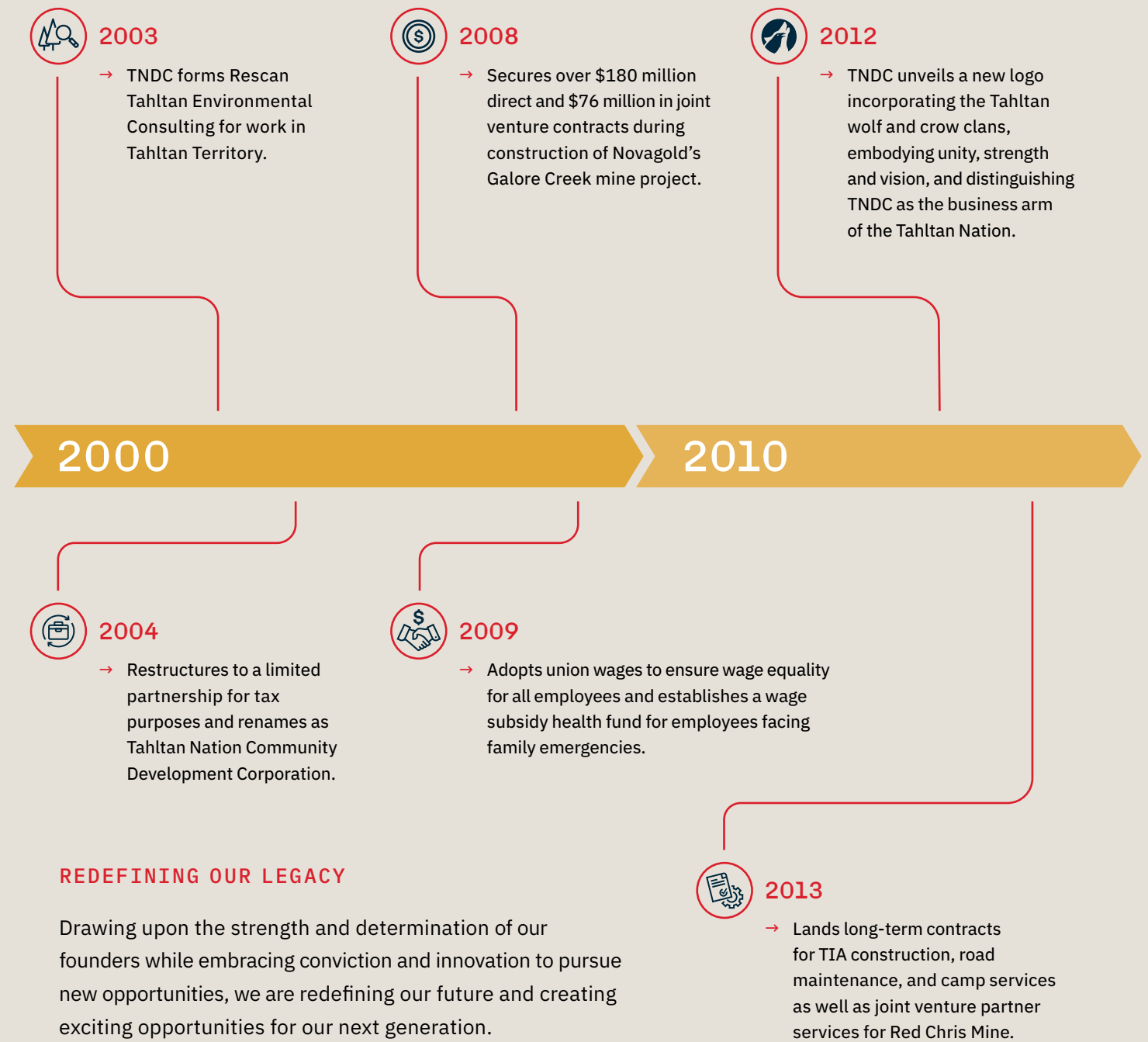
Bottom-Left: Rudy Day & Chris Creyke.

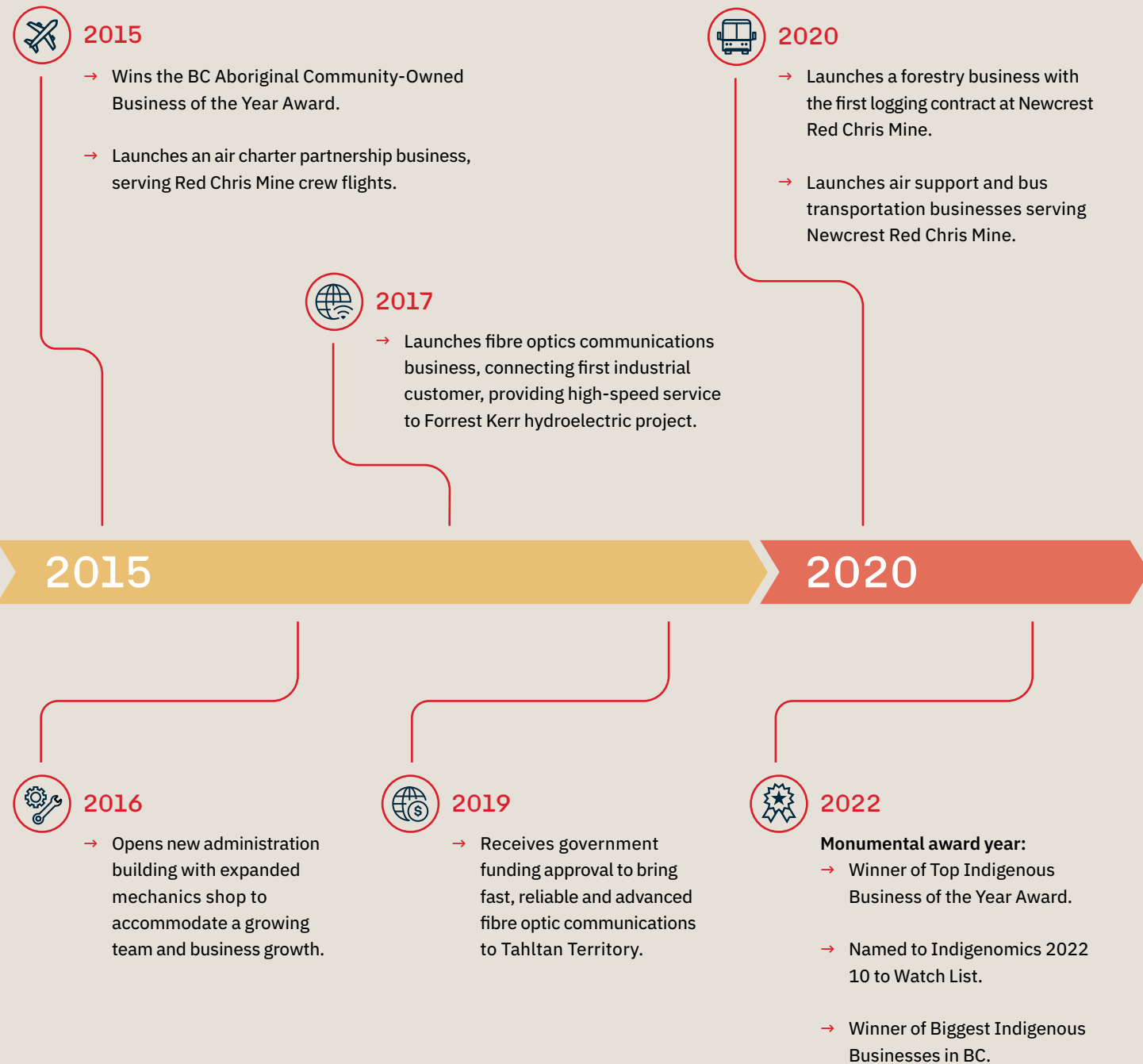
With a strong financial foundation and access to essential financing, TNDC is poised to be the Partner of Choice, Employer of Choice, and an infrastructure owner. Together, we are *Building Trust and Building Futures* – fostering enduring opportunities that respect the Tahltan legacy and bolster the Nation's journey towards self-determination. The story of TNDC is still unfolding, and the next chapter promises to be the most influential one yet.

40 YEARS OF TNDC



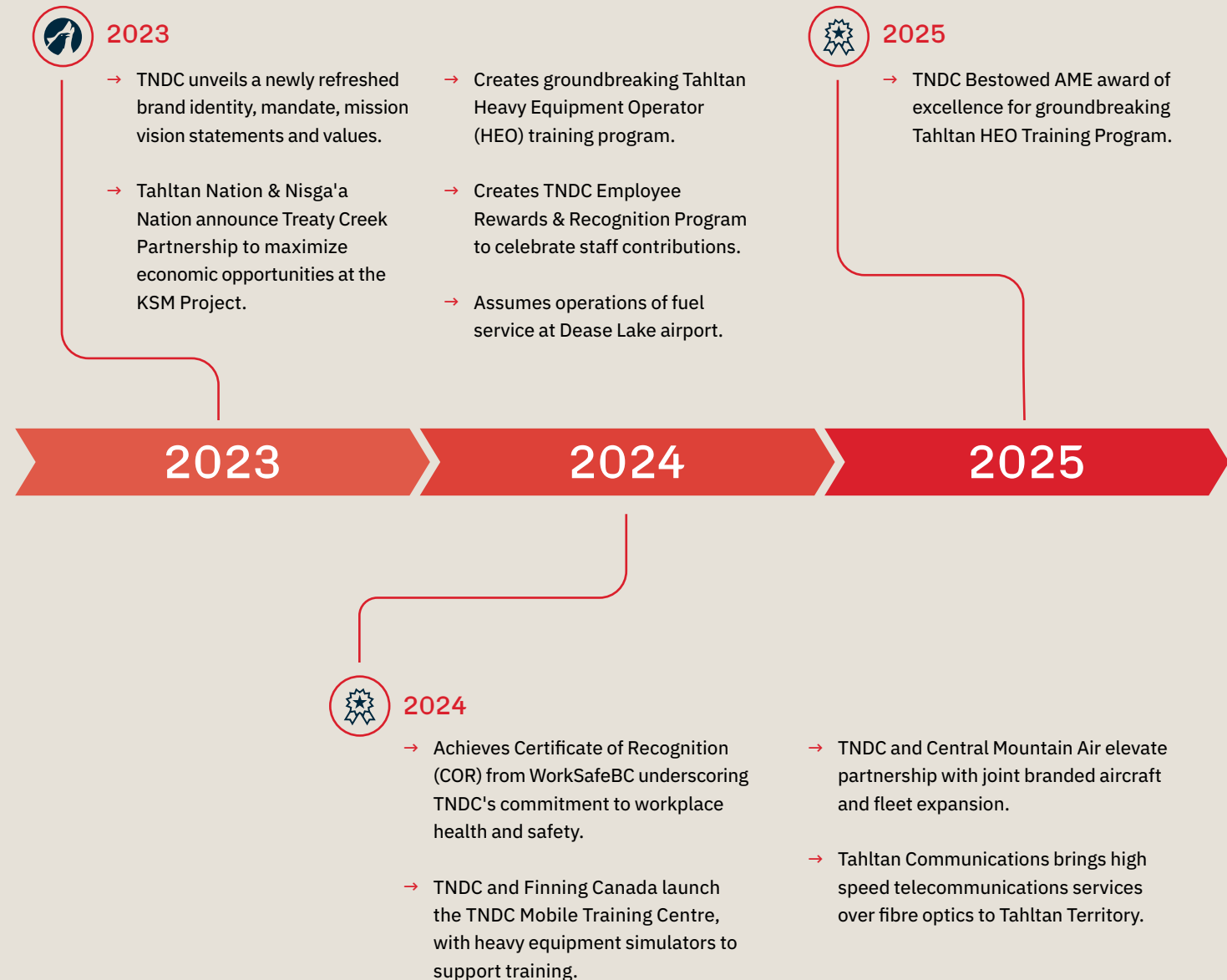
A HISTORY OF MILESTONES





BUILDING TRUST, BUILDING FUTURES FOR 40 YEARS

Over four decades, TNDC has been dedicated to *Building Trust, Building Futures* with the Tahltan Nation, clients, partners, suppliers and financiers for fort. We are creating enduring opportunities that honour the Tahltan legacy and support the Nation's journey to self-determination. As we fulfill our mission, TNDC affirms its position – not solely as a contractor or service provider – but as a genuine Partner in Nation Building.



HONOURING 40 YEARS OF CONTRIBUTIONS

FOUNDERS



Ivan Quock
Chief of the
Tahltan Band



Pat Etzerza
Chief of the
Iskut Band



Vernon Marion
President of Tahltan
Tribal Council



Jerry Asp
General Manager
of TNDC

INAUGURAL BOARD OF DIRECTORS

Ed Asp Sr.

Ronnie Carlick

Pat Edzerza

Louis Louie

Marilyn Norby

Ivan Quock

INSTRUMENTAL CONTRIBUTORS – 1ST FIVE YEARS

George Asp

Ida Asp

Louise Carlick

Gayleen Day

Marge Fraser

Felix Jackson

Sharon Marion

Olav Naas

Bertha Nole

Mariyln Norby

Glen Stewart

INAUGURAL EMPLOYEES – 1ST FIVE YEARS

Camp, Carpentry, Mechanics & Operators

HEAVY CONSTRUCTION

- George Ball
- Randy Ball
- Neil Ball
- Joe Blackburn
- Terry Blackburn
- Eric Blomberg
- Peter Callbreath
- Thorn Calbreath
- Richard Carlick
- Chris Creyke
- Fletcher Day
- Rudy Day
- Fred Dennis
- Gary Dennis
- Joe Dennis Sr.
- Ernie Etzerza
- Alfred Fraser
- Scott Hawkins Sr.
- Herbert Henry
- Peter Jakesta Sr.
- Reg Lock
- Lee Louie
- Johnny Marion
- Keith Marion Jr.
- Vernon Marion

- Bill McPhee
- Bobby McPhee Sr.
- Ray Nehass
- Jim Nole
- Steve Nole
- Ernest Quash
- Clarence Quock Sr.
- Ivan Quock
- Stuart Quock
- Chuck Vance
- Howard Vance Sr.
- Stewart Williams
- Willie Williams

CAMP COOKS

- Minnie Ball
- Verna Callbreath
- Teresa Etzerza
- Lorraine (Pinky) Henry
- Lena Quash
- Robert Quock Sr.

HOUSING CONSTRUCTION

- Glen Adsit
- Ann Ball
- Peter Beck
- Dempsy Callison
- Henry Carlick
- Norman Day
- Edward Dennis
- Micky Ferguson
- Johnny Hawkins
- Joe Dennis Jr.
- Loretta Dennis (Nole)
- Murray Dennis
- Edward Dennis
- Eugene Etzerza Jr.
- Eugene Etzerza Sr.
- Robert Kalkman
- Brian Lindstrom Jr.
- Brian Lindstrom Sr.
- Willis Ludlow
- Marty Nole
- Gilbert Quock
- Calvin Quock Sr.
- Robert Quock Jr.
- Gilbert Tashoots Sr.
- Herman Wilson

INFLUENTIAL CONTRIBUTORS

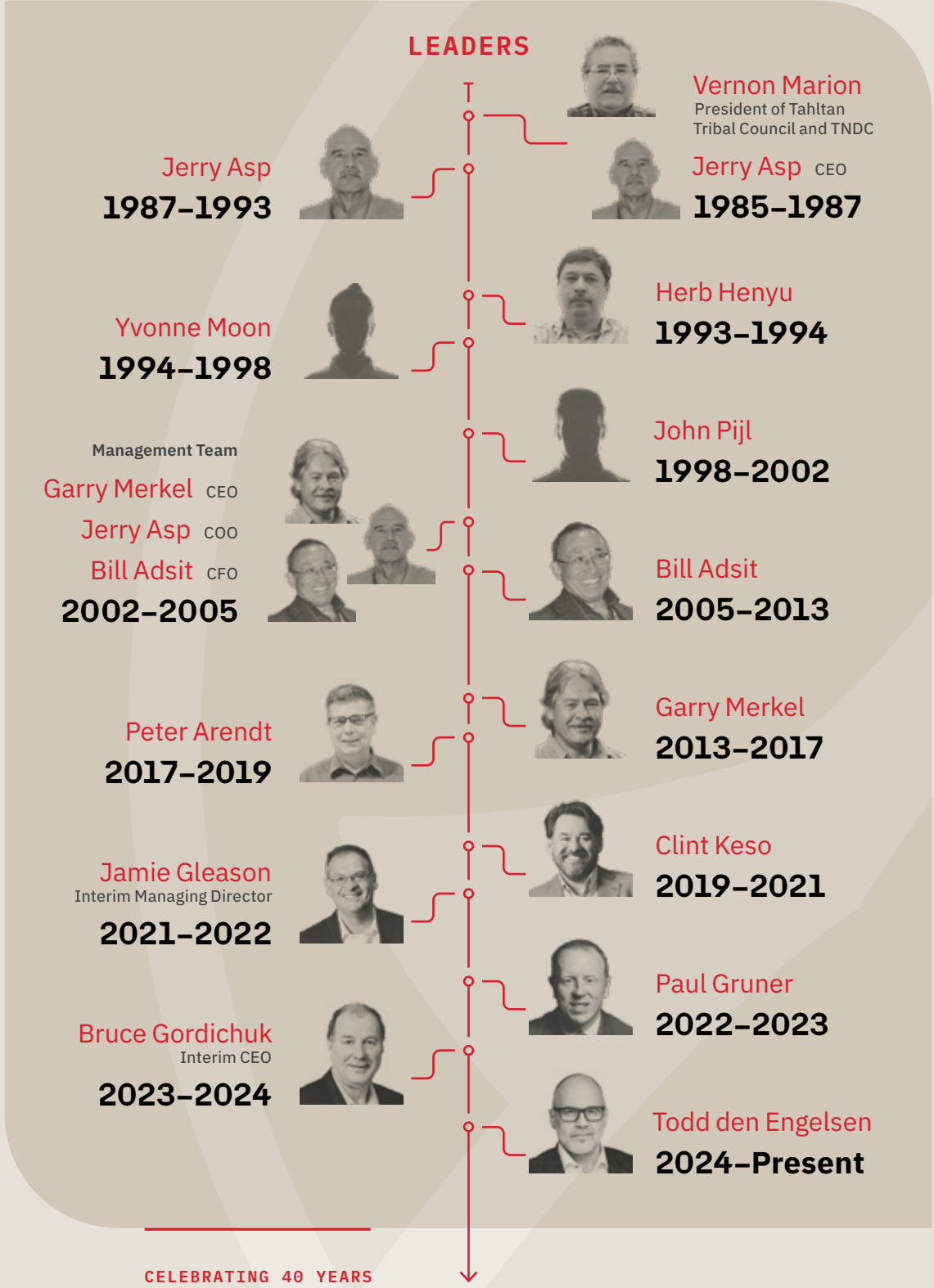
- Carol Danielson
- Rob McPhee
- Yvonne Moon

LEGACY CONTRIBUTORS

- Edward Asp Jr.
- Johnny Hawkins
- Scott Hawkins Sr.
- Holly Henry
- Herbert Henry
- Shannon Joseph
- Reg Lock
- Rose Louie
- David Quash
- Clarence Quock Sr.

Sourcing a comprehensive list of historical names of all who were instrumental in the early development of TNDC is challenging. If you know of individuals not listed here, kindly inform us so we can update this list: communications@tndc.ca

TNDC LEADERSHIP 1985-TODAY



LONG SERVICE EMPLOYEES 10+ YEARS WITH TNDC

 Freeman Louie - 28 - years of service	 Rhonda Quock-Williams - 21 - years of service	 Johnny Hawkins - 15 - years of service	 Edward Asp Jr. - 15 - years of service
 Daniel Edzerza Jr. - 15 - years of service	 Scott Hawkins Sr. - 15 - years of service	 Clarence Quock Sr. - 15 - years of service	 Robert Morin - 14 - years of service
 Eric Quock - 14 - years of service	 Clifford Tashoots Sr. - 13 - years of service	 Kevin N. Dennis - 13 - years of service	 Justin Tashoots - 12 - years of service
 David Cook - 12 - years of service	 Art Nole - 12 - years of service	 Phil Nadrazsky - 12 - years of service	 Leslie Creyke - 10 - years of service

EVOLUTION OF AN ICON

Our logo over the last 40 years

1

First Logo

The origin of its creation and first usage of our original logo is not known.

It features the wolf and crow, representing the two clans of the Tahltan Nation, but it was more representative of coastal art rather than Tahltan art.



2

Second Logo—Circa 2000

Created sometime between 1998 and 2002, the logo was redesigned to better reflect and represent unity of the Tahltan Nation.

It includes the wolf and crow, representing the two clans of the Tahltan Nation, but also introduces the shape of Tahltan Territory, which is at the heart of TNDC and the Nation.



3

2012 Logo Refresh

In 2012, TNDC embarked on development of new logo to modernize the older version and reflect where TNDC was as a business.

CRITERIA FOR A NEW LOGO

- Name for the company must be Tahltan Nation Development Corporation
- Logo must communicate that this is the business arm of the Tahltan Nation
- Secondary logo uses the TNDC acronym
- Logo should have options representing the two clans; the wolf and crow
- Be targeted towards a wide range of ages, applications and uses

LOGO FEATURES

- The crow (Tsesk'iya) and the wolf (Ch'ioyone) represent the two clans of the Tahltan Nation.
- Both animals share the same eye – symbolic of a shared vision, looking upward as a metaphor for leadership and vision for the future.
- Red vertical bar symbolizes the business arm of the Tahltan Nation.
- Box element symbolizes the territorial lands of the Tahltan Nation.

KEY WORDS:

EVOCATIVE

- Pride
- Integrity
- Business-like
- Unity (*joint venture partners*)
- Respect
- Community
- Family Values
- Accountable

ABSOLUTE

- Use the full wording and not an acronym to be used for the main logo
- Use the established colour palette of red, black and white
- Visually inform that it is a First Nations company
- Reflect Tahltan Nation imagery, not coastal or Haida art
- Show that this is the business development extension of the Nation
- Include the text “Business Arm of the Tahltan Nation” as an optional-use branding descriptive line
- Use the Wolf and the Crow
- Provide consistency and continuity
- Accessible and approachable



4 30th Anniversary Logo

When TNDC marked its 35th anniversary in 2015, the logo was adapted to reflect this significant milestone.

The logo mark was integrated into the TNDC acronym, with the message Celebrating 30 Years flanking the top and bottom.



2019/2020 Logo Modification

TNDC began a phased approach to a brand refresh, beginning with an update to TNDC's logo. The changes to TNDC's logo build on the strength and recognition of the TNDC name as an acronym and the powerful impression of the wolf/crow image.

The new logo retains the red and black colours of the Tahltan Nation and replaces the full Tahltan Nation Development Corporation name with TNDC in red tucked under the logo. The crow remains black, but the colour of the wolf changed from white to a more realistic grey.

The logo mark was maintained, as the elements remained relevant. The red vertical accent bar remains, representing strength and defining TNDC as the business arm of the Tahltan Nation, an important element of the TNDC brand. It incorporates many other elements that reflect TNDC's values (*Integrity, Unified, Respect, Accountable*) and Tahltan principles.

LOGO FEATURES

- The logo incorporates red and black; the two colours of the Tahltan Nation.
- Features the crow (Tsesk'iya) and the Wolf (Ch'ioyone) representing the two clans of the Tahltan Nation.
- The overlap of the wolf and crow – sharing one eye – symbolizes the unity of the Tahltan Nation and its deep cultural connection to TNDC.
- Both animals are looking upward as a metaphor for leadership and vision for the future.
- Red vertical bar symbolizes the business arm of the Tahltan Nation.
- Box element symbolizes the territorial lands of the Tahltan Nation.

5



2023 Logo Refresh

In 2023, TNDC embarked on a refresh of the logo to modernize and reflect TNDC's maturation, growth and diversification. It was critical for us to refine and simplify our brand identity while honouring our past. Engagement of our Tahltan employees revealed a strong resonance with the unified wolf and crow icon. From this feedback, the wolf and crow icon was retained and revised in a streamlined form, still sharing a single eye to symbolize unity. At the core of our cultural past and future this symbol continues to stand the test of time. Setting the icon within a circle mirrors the land we work in, enhances legibility, and performs reliably across every application – from embroidered jackets to aircraft livery.

The accompanying "TNDC" wordmark is deliberately bold yet understated, designed to stand confidently on its own or alongside the icon, giving us maximum flexibility and seamless alignment with partner brands.

Together, the simplified icon and typography create a future-ready system that allows TNDC to stand confidently alongside global corporations and government agencies – projecting the same sophistication, consistency, and high-quality execution that define our organization.

6

40th Anniversary Logo

To celebrate TNDC's 40th year, the logo was adapted to reflect this monumental milestone. The numeral 4 aligns with the Wolf-and-Crow circle icon, which stands in for the "0," underscoring the unity that has guided TNDC from the very beginning.

Typography mirrors the primary wordmark in weight and character, making the emblem feel like an organic extension rather than an add-on. Designed for flexibility, it can stack vertically, sit inline, or appear as a compact badge, scaling smoothly from lapel pins to signage. After the anniversary year, the "40" element can be retired, allowing the core icon to resume everyday use – proof that our heritage and future remain seamlessly connected.

7



04

Our Dease Lake
Shop team.



CORPORATE SERVICES

Health, Safety & Environment

Safety First, Safety Always – a Priority and Corporate Value

The health and safety of our employees and everyone we work with is TNDC’s top priority to ensure everyone goes home safe. *Safety First, Safety Always* is a core value that guides everything we do and a responsibility shared by every member of the TNDC team. We cultivate a strong safety culture through training, support, mentorship, responsibility and accountability.



HSE BY THE NUMBERS – 2025 Q1

5,500

Field Level Hazard Assessments completed

540

Toolbox Talks/ Pre Start Meetings conducted

150

Don't Walk By Cards submitted

85,236

Hour worked

2025 ACHIEVEMENTS TO DATE



MAINTAINED CERTIFICATE OF RECOGNITION (COR)

This certification reinforces TNDC’s commitment to protecting workers and maintaining a progressive safety culture. We are audited annually to ensure compliance.



EXPANDED THE HSE TEAM

Added senior HSE Supervisors positions to enhance on-site safety. A new HSE Coordinator is now providing HSE support to our Dease Lake Shop and Dease Lake Airport.



CLAIMS MANAGEMENT

Received cost relief on two legacy claims through WorkSafeBC and improved our premiums and experience rating.



FOSTERING RELATIONS

Focussed on building strong partnerships with client HSE teams, supporting Newmont and TNDC HSE teams working in unison.

2025 PRIORITIES



Maintaining COR Certification: conduct an internal COR audit to ensure continued compliance, with planning targeted for August/September.



Enhance the HSE Team: address succession-related staffing needs, foster team cohesion through team-building initiatives, and support the development of a Tahltan individual interested in an HSE career through mentorship.



Improve Claim Management: educate TNDC employees on the claims process and review legacy claims from 2020–2024 to identify opportunities for cost recovery from WorkSafeBC.



Strengthen Subcontractor Qualification Standards: introduce more rigorous pre-mobilization procedures to ensure subcontractors align with TNDC’s high safety expectations, safeguarding workers and upholding TNDC’s strong industry reputation.

Tahltan Trainer Gavin Day (L) and a Labourer/Quality Controls Apprentice at our Red Chris site project.

Human Resources

Employer of Choice

TNDC’s goal is to be an employer of choice, especially for Tahltans, by making TNDC an attractive, inclusive, respectful and rewarding place to work. To achieve this goal, we are embedding Tahltan culture throughout our processes, enhancing engagement and recognition, and delivering development, mentorship and training opportunities.

2024/2025 ACHIEVEMENTS



BUILDING TAHLTAN CAPACITY

We delivered several significant capacity -building and career advancement programs, along with initiatives aimed at enhancing employee engagement, recruitment and retention. The Human Resources team prioritized various initiatives to further improve the TNDC workplace, foster professional development of our team and Tahltan members, and enhance capacity within the Tahltan Nation.



EMPLOYEE PENSION PLAN

In 2024, we introduced a much-anticipated employee pension plan, underscoring our commitment to our employees’ long-term financial wellbeing and security.



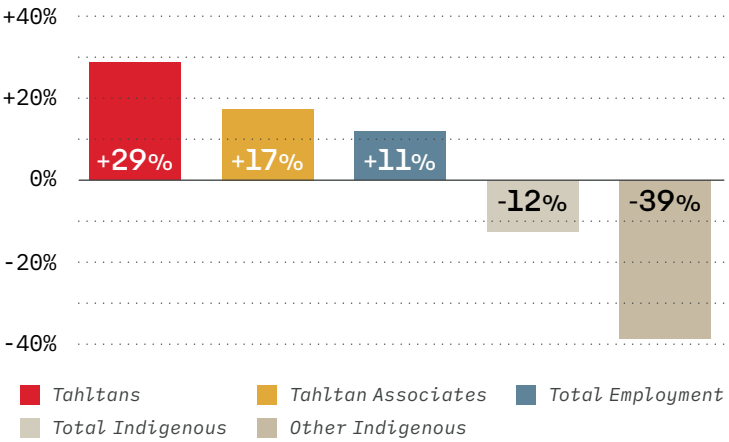
2024 EMPLOYMENT FIGURES

2024 saw significant employment growth, with notable increases over 2023, marking one of our highest years on record. This is even more notable as the 2024 work season did not include camp service employees who are now employed through our Spatsizi Remote Services partnership.

Notably, we retained **90%** of our Tahltan and Tahltan Associate construction crew from the 2024 season through fall 2024 and winter 2025.

	2023	2024	%Δ
Total Employment	319	360	11% ↑
Tahltans	59	82	29% ↑
Tahltan Associates	5	6	17% ↑
Other Indigenous	136	84	39% ↓
Total Indigenous	195	172	12% ↓

EMPLOYMENT CHANGE (2023–2024)



2025 EMPLOYMENT FIGURES

We have 34 Tahltans in senior and mid-level management, supervisory, and foreperson positions, at the end of Q1 2025.

TNDC Employment as of April 1, 2025

222

Total Employees

80

Tahltan Employees

9

Tahltan Associates

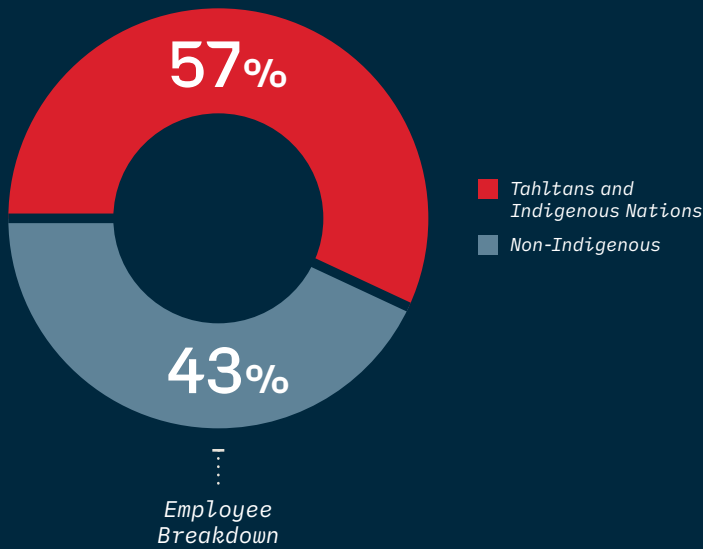
37

Indigenous Employees

96

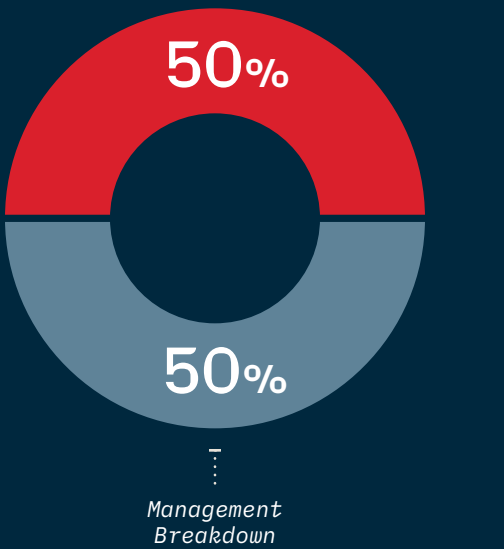
Non-Indigenous

TOTAL EMPLOYEES

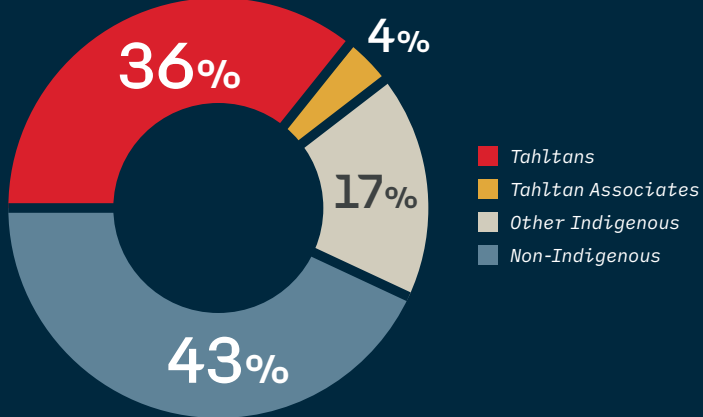


Employee Breakdown

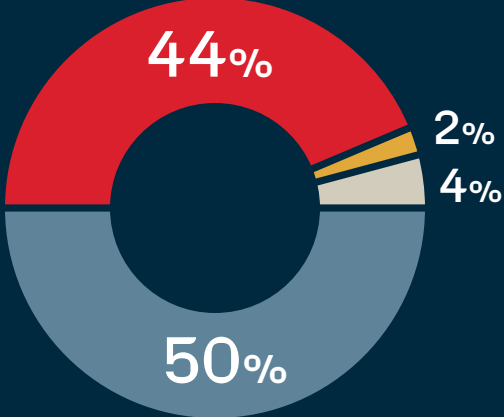
TNDC MANAGEMENT



Management Breakdown



Tahltans
Tahltan Associates
Other Indigenous
Non-Indigenous



Tahltans
Tahltan Associates
Other Indigenous
Non-Indigenous

Cagney Etzerza Attains Red Seal in Welding

In May 2025, Cagney Etzerza reached an exciting career milestone — attaining his Red Seal in Welding — a major accomplishment and a milestone moment for TNDC.

Cagney, a Tahltan member born and raised in the territory, began his journey with TNDC in April 2023 as an apprentice welder. Under the guidance of Red Seal-certified welders, including Lash Payne, Cagney gained valuable mentorship and the required hours to complete his apprenticeship. Cagney has been a full-time employee since his hire date. As of November 3, 2024, he transitioned to full contractor status, operating under his wholly Tahltan-owned company, Dānā Welding. At just 21 years old, Cagney has earned his Red Seal and represents the future of Tahltan trades.



Tahltans Training Tahltans

Lash Payne, a certified Red Seal Welder and Tahltan tradesman, has played a key role in training and mentoring fellow Tahltan Cagney Etzerza through his welding apprenticeship.

At a toolbox meeting in May 2025, Lash signed Cagney’s apprenticeship book for the final time — marking the completion of Cagney’s Red Seal journey. Lash’s mentorship is a shining example of “Tahltans training Tahltans” — a foundation of TNDC’s workforce development strategy. We thank Lash for his leadership and commitment to uplifting the next generation of skilled Tahltan tradespeople and congratulate Cagney for attaining his Red Seal in Welding!

TRAINING & DEVELOPMENT



SUPERVISOR TRAINING

- Continued providing supervisor training, including the MiHR (Mining Industry Human Resource Council) Frontline Supervisor (FLS) training, which supported the promotion of Tahltan Justin Tashoots into a foreman position.
- Sent two Tahltan HEO Trainers – Gavin Day and Daniel Moon – to the Caterpillar Tinaja Hills Demonstration & Learning Center in Tucson, Arizona, in partnership with Finning. Notably, Gavin achieved Level 3 instructor certification for excavators, and became the first to pass the in-class and practical portion of the certification process in Canada.
- TNDC successfully facilitated and prepared employees for the HEO Apprenticeship Program through SkillTradesBC as part of the TNDC Employee HEO Training.



TAHLTAN HEO TRAINING PROGRAM

- The groundbreaking and award-winning Tahltan Heavy Equipment Operator (HEO) Training Program completed another successful year, including the Drivers Licence and Mentors Training, having a profound impact on the lives Tahltans.

Left: Lash Payne (left) congratulates Cagney Etzerza (right) on attaining his Red Seal in Welding.



2024 HEO Program

Drivers Licence: 47 drivers licence students.

Mentors Training: Tahltan Trainer Gavin Day successfully completed the Mining Industry Human Resources Council (MiHR) Mentorship Trainer Training program. This certification is an important step in supporting career development, building internal leadership capacity, and fostering a culture of guidance and support with the workforce.

HEO Program: this pioneering program is breaking down employment barriers and empowering Tahltan women in the workforce.

- **Level 1:** 7 participants.
- **Level 2:** 2 cohorts totalling 9 participants – 4 participants in Spring and 5 participants in fall (all female); 3 of the 4 participants in the Spring session proceeded to Level 3 in Winter 2025.

2025 HEO Program

Drivers Licence Program: launched the Class 1 and 3 Driver’s License program in early 2025, with 9 participants in Class 3 and 3 participants in Class 1 training.

HEO Program: the third year of the Tahltan HEO Program commenced from February to May.

- **Level 1:** 5 participants in Spring, with possibility to advance to Level 2 in October.
- **Level 2:** 3 participants in the first Level 3 cohort in winter, resulting in Tahltan Jazmyn Etzerza becoming the first graduate of the program in April, successfully completing all three levels.

Top: 2025 Level 2 HEO graduates.

Middle: Jazmyn Etzerza with Tahltan Trainer Gavin Day.



Tahltan HEO training program reaches exciting new milestone

In April 2025, Jazmyn Etzerza became the first participant to graduate from the Tahltan HEO Training Program, successfully completing all three levels. Jazmyn began her HEO career journey in Level 1 in 2023 and completed Level 2 in 2024. She has been employed with TNDC at our Red Chris Project throughout the program.



groundbreaking Tahltan HEO training program bestowed AME award of excellence

In January 2025, TNDC was bestowed the 2024 AME Robert R. Hedley Award for Excellence in Social and Environmental Responsibility for its holistic approach to developing a three-year Heavy Equipment Operator program by the Association for Mineral Exploration. AME, the lead association for the mineral exploration and development industry based in British Columbia, presents awards to recognize the remarkable achievements and contributions of individuals and teams in the mineral resource, investment and mineral exploration industry.

Above: Marie Quock, Iskut Band, Chief; Beverly Slater, Tahltan Central Government, President; Todd den Engelsens, TNDC, CEO; Richard (Rocky) Jackson, Tahltan Band, Chief; Riannon Ball, TNDC, Chair of the Board; and Teneal Nole, TNDC, Board Member receive the 2024 AME Robert R. Hedley Award at the AME Awards Gala.

Integrating Tahltan Culture

JOINT SUPPORT TEAM

We introduced the JST team in August 2024 to serve as a vital link between employees and management, integrate Tahltan culture and values into decision-making, and ensure all voices are heard and respected. Since then, the JST seats have been filled and the team has been hard at work.

- **Members:** comprises eight employee representatives nominated by their peers: two from each of the Crow and Wolf crews, one representing the Dease Lake Shop and Airport, one for Skeena/Galore, and one for remote office staff. A Tahltan Elder representative rounds off the committee.
- **Commitment:** dedicated over 60 hours of work from October 2024 to the end of April 2025, focused on enhancing TNDC's work environment.
- **HR Policy Review:** undertook reviews and revision of TNDC's Human Resources policies to align with Tahltan values. The updated HR Policy Manual will be rolled out at the end of June 2025.

RECOGNITION & REWARD

232 employees were recognized in 2024 with Spot, Quarterly, Annual and Long Service awards for their initiative, dedication and commitment to our company and clients, through the TNDC Employee Reward and Recognition Program.

Spot Awards	205
Quarterly Awards	11
Annual Awards	3
Long Service Awards	13
Total Awards	232

We expanded our rewards and recognition program with **Motivosity**, an interactive online recognition program that encourages employees to engage positively and appreciatively, giving shout-outs to their peers for behaviour that aligns with TNDC and Tahltan values, and monetizing praise with TNDC



Joint Support Team Introduced

to integrate Tahltan culture and values into our decision-making.



Reward & Recognition Program

saw 232 employees recognized with awards.



Motivosity Added to our Reward Program

saw participation over 160 within the first 90 days.



1,436 Completed Assignments

in the first 90 days of BuildWitt introduction.



14 Managers, Three of those Tahltans

completed management training program.

dollars. It also generates automatic recognition of employee birthdays and work anniversaries. Spaces, a function of Motivosity, allow employees to share common interests and build stronger relationships. The program was enthusiastically embraced following its February 2025 launch.

Motivosity Participation – First 90 Days

	First 90 Days	Total
Participation	165	–
Appreciation	–	134
Giving Thanks	–	14
Receiving Thanks	–	26

TRAINING & DEVELOPMENT

BuildWitt: introduced BuildWitt Training, a comprehensive training platform designed specifically for the construction industry. This innovative tool puts expert-led learning opportunities in the hands of employees anytime, anywhere. It focuses on enhancing safety, leadership, and operational excellence through micro-training modules. The platform is tailored for heavy civil and critical infrastructure teams, offering personalized and scalable learning solutions. Launched in February 2025, this initiative saw impressive pick up in its first 90 days.

BuildWitt Participation – First 90 Days

Lesson Assignments	923
Completed Assignments	1,436
Training Hours	57

Management Training: 14 managers, including three Tahltans, completed the management training program. The feedback was positive, with participants feeling better equipped to lead their teams. We will be offering the program again after the busy work season.

Participants	14
Tahltan	3

Tahltan Trainer Gavin Day (L) provides in class training to HEO Program participant students.





TNDC Rewards & Recognition Program

Recognizing and celebrating TNDC employees who demonstrate initiative, dedication and commitment to our company and our clients.

- Demonstrate positive safety behaviour and client service excellence
- Go above and beyond to solve a problem or get the job done
- Demonstrate behaviour that aligns with TNDC Values: Safety, Integrity, Respect, Diversity, High Performance
- Provide long-term commitment, loyalty and service

Earn points towards a range of exciting brands and products – clothing, electronics, jewelry, household, sports, recreation, tools and more!

Award Streams

- Spot Awards
- Quarterly Awards
- Annual Awards and
- Long Service Awards

Recognize your coworkers or team members today!
Complete an Award Nomination Form and submit it to rewards@tndc.ca



TNDC Employee Rewards & Recognition

The TNDC Employee Rewards and Recognition Program was launched in fall 2022 to recognize and celebrate those TNDC employees who demonstrate initiative, dedication and commitment to our company and our clients.

2024 Long Service Award Recipients

Congratulations to the recipients of our 2024 Long Service Awards! We are delighted to recognize several TNDC employees who marked 5 year milestones in 2024, for their long-term commitment, loyalty and service to TNDC! These employees received Long Service Award Certificates with their name and number of years of service, as well as IdeaSource points.

The Long Service Award is awarded for increments of 5 years of service and as part of the TNDC Employee Rewards and Recognition Program, to recognize and celebrate those TNDC employees who demonstrate initiative, dedication and commitment to our company and our clients.

We look forward to recognizing another group of employees for their long service at the end of 2025!



Richard Andrews

5 years of service



Blake Asp

5 years of service



Austin Brown

5 years of service



Talon Carlick-Hawkins

5 years of service



Richard Simms

5 years of service



TNDC Employee Rewards & Recognition

2024 Annual Award Winners

Join us in congratulating Dave Cook, Herbert Henryu and Steve Reynolds on their well-deserved recognition as the TNDC Employee Reward and Recognition Program 2024 Annual Award Winners!

The Annual Awards celebrate the winning nomination in each category from the Quarterly Awards bestowed throughout the year. The selection of these individuals by the Recognition and Rewards Committee for the 2024 Quarterly Awards highlights their outstanding contributions and commitment to our company's success.

Each Award Winner will receive 1,000 IdeaSource points and an Annual Award Certificate.

Exemplifying TNDC Values

(Safety, Integrity, Respect, Diversity, High Performance)



Steve Reynolds Red Chris TIA Supervisor

Nominated By: Nadine Gill, Rock Truck Operator

Steve leads his team for success in the way he handles himself and interacts with his crew. Steve is always positive, very approachable, even personality for all, and shows his knowledge every day. Steve leads his crew to succeed above and beyond the job scope. We met and beat other milestones. Safety is number one.

Going Above and Beyond

(To solve a problem or get the job done)



Dave Cook Recruitment

Nominated by: Breanne Resch, HR Generalist

With having such a busy summer for 2024, Dave never stopped. He worked around the clock making sure we could meet the numbers that were required. After being on site for so many years and then stepping into the recruitment role, he has such a great understanding of the needs and is able to deliver. Taking calls, texts and emails from employees and potential candidates all day, evenings and weekends, shows his dedication and passion for TNDC. Dave's tenaciousness and his ability to handle the pressure of a demanding schedule were instrumental in the success of recruitment efforts during this busy period.

Living and Role Modelling our Safety Values

(Safety First, Safety Always)



Herbert Henryu Heavy Equipment Operator, Red Chris Road Maintenance

Nominated by: Crystal Dennis, Supervisor

I am proud to nominate Herbert Henryu for a quarterly award. With 20+ years with TNDC, Herbert consistently demonstrates an unwavering commitment to safety. He promptly reports hazards and unsafe conditions, ensuring a safe environment for everyone. Herbert's polite and clear radio communication sets a positive example for the team. Herbert's dedication to safety has improved crew family awareness many times. By sharing his knowledge and leading by example, Herbert has fostered a culture of teamwork and accountability where safety is a shared priority.



TNDC Employee Rewards & Recognition

2024 Quarterly Award Winners

Congratulations to all of the TNDC Employee Reward & Recognition Program 2024 Quarterly Award Winners – each of who are being recognized by their colleagues and supervisors for demonstrating initiative, dedication and commitment to our company and our clients.

Each Award Winner will receive 250 IdeaSource points and a Quarterly Award Certificate.



Daylon Mosely
Q1 – Exemplifying
TNDC Values



Andrea Heidrick
Q1 – Going Above
and Beyond



Rickey Tucker
Q1 – Living and Role
Modelling our Safety Values



Teghan McNain
Q2 – Going Above
and Beyond



Andrea Heidrick
Q3 – Exemplifying
TNDC Values



Steven Reynolds
Q3 – Exemplifying
TNDC Values



Zakk Suszynski
Q3 – Going Above
and Beyond



Herbert Henryu
Q3 – Living and Role
Modelling our Safety Values



Todd Smith
Q4 – Exemplifying
TNDC Values



Dave Cook
Q4 – Going Above
and Beyond



Darcy Rideout
Q4 – Living and Role
Modelling our Safety Values

2025/2026 PRIORITIES



Establish TNDC Learning, Development and Culture Centre of Excellence (CoE): led by a dedicated HR team this new program will ensure equitable access to jobs, training and education opportunities for TNDC and Tahltan employees within TNDC. The CoE will offer education and training on Indigenous and Tahltan Nation history, including the legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will include skills-based training in intercultural competency, conflict resolution, human rights, diversity and anti-racism.

- **Tahltan History Program:** all employees will participate to learn about Tahltan history, ensuring the preservation and respect of Tahltan culture. This program fosters a deeper understanding and appreciation of Tahltan cultural practices and historical context.
- **Lateral Violence Workshops:** all employees will participate to address non-physical, aggressive, hostile and harmful behaviour between coworkers, which is often rooted in colonisation, oppression, intergenerational trauma, and racism.
- **Cultural Safety:** create an environment where individuals feel secure and respected in their cultural identities. A culturally safe environment values and hears everyone, eliminating barriers and biases that prevent full participation in communities or workplaces.
- **Career Development:** implement Individual Career Development Profiles (IDPs) and Career Pathways (CPWs). These will be supported with training to prepare employees for the next level in their careers.



Joint Support Team: rewrite the Corrective Action Process and Policy to align with Tahltan and TNDC values.



Tahltan HEO Training Program: TNDC will be pursuing additional funding to support the continuation of the program for another year.

Career Development Department

Launched in May 2025, the Career Development Department is focussed on designing and delivering career development programs that support employee growth and long-term success. While the department will initially prioritize services for TNDC's Tahltan employees, it is open to all staff and supports a broader commitment to building capacity from within.

As part of the department's formation, we announced key appointments, reinforcing our commitment to advancing Tahltan employees into leadership and decision-making roles within the company:

- **Rochelle Delaronde**, previously HR Generalist, has been promoted to **Senior Career Development Specialist**. Rochelle will lead individual career path analyses, personalized development plans, and the creation of Individual Development Profiles.
- **Savannah Ripper**, formerly Administrative Assistant, has been promoted to **Human Resource Data Analyst**. In her new role, she will track career development progress, program effectiveness, and outcomes to support continuous improvement.



Top: Rochelle Delaronde

Above: Savannah Ripper

Finance & Accounting

Finance is the critical foundation of our business.

A solid financial foundation supports daily operations and provides essential resources and data for strategic planning, goal setting, resource optimization and progress tracking. It ensures business stability, enabling the planning and execution of long-term growth strategies, and strengthens TNDC’s ability to navigate business cycles with stability.

Financial strength is instrumental in building trust with our clients, partners, shareholders and employees. Coupled with transparency and risk mitigation, financial strength allows TNDC to secure funding for strategic growth and delivering on our priority to own and build infrastructure.



Above: A TNDC Mechanic at work in TNDC’s Dease Lake yard.

2024 ACHIEVEMENTS



FISCAL OPERATING & CAPITAL BUDGET

Successfully developed and implemented a comprehensive organizational budget aimed at enhancing our ability to monitor and control costs across all business areas. This initiative marks a significant step toward strengthening our financial management framework. Transitioning to consolidated budget reporting has laid a solid foundation for greater transparency and fiscal discipline.



INSURANCE COVERAGE

Completed a comprehensive review of our insurance portfolio, as part of our ongoing commitment to financial prudence and risk management. This evaluation focussed on identifying a more competitive and comprehensive offering that better aligns with the evolving needs of the organization.

The review encompassed a detailed analysis of coverage options, premium structures, and the overall insurance bundle. This process has ensured that we are maximizing value while eliminating redundancies and minimizing unnecessary costs – ultimately enhancing the efficiency and effectiveness of our risk management strategy.



YEAR-END REVIEW

Streamlined our internal year-end review process to enhance the efficiency and timeliness of our financial reporting. These improvements ensured that all necessary documentation was prepared promptly for our external accountant, resulting in a reduced review period and allowing us to deliver finalized financial statements to stakeholders earlier than in the previous year.

This initiative reflects our continued focus on operational excellence and process optimization. By refining our internal procedures, we have not only improved the accuracy and timeliness of our financial reporting, but also strengthened our ability to support strategic decision-making across the organization.

FINANCE & ACCOUNTING BY THE NUMBERS

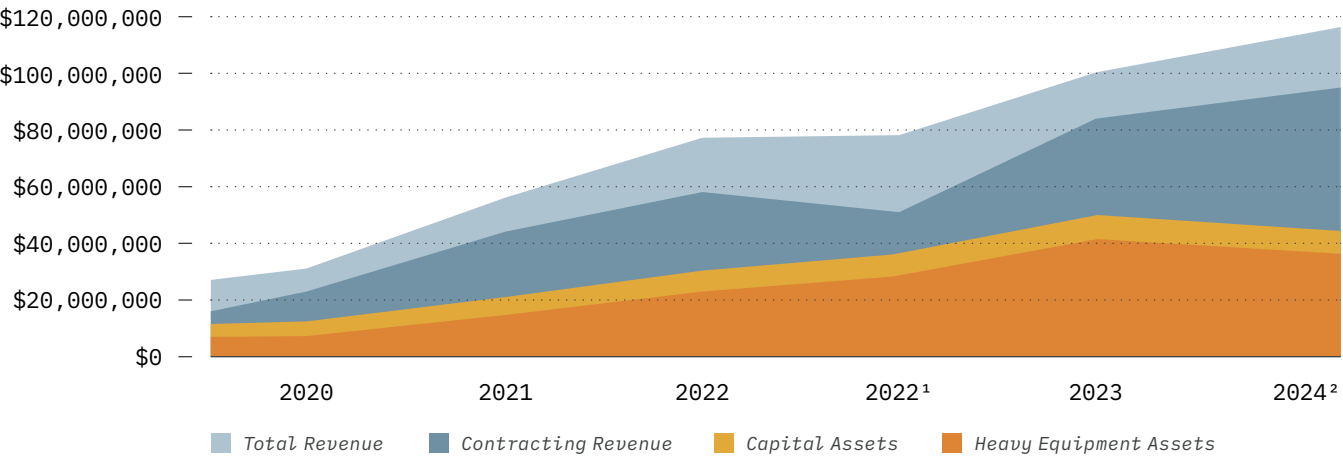
We wrapped the 2024 fiscal year achieving a total revenue exceeding \$116 million, an increase of 16% from the prior year, and an all time record in TNDC’s history.

TOTAL REVENUE		
2020–2024	2020	\$31,022,032
	2021	\$56,554,007
	2022	\$66,951,687
	2022 ¹	\$67,272,598
	2023	\$100,497,082
	2024 ²	\$116,306,743

CONTRACTING REVENUE		
2020–2024	2020	\$23,494,335
	2021	\$44,994,923
	2022	\$58,639,218
	2022 ¹	\$51,991,621
	2023	\$84,038,740
	2024 ²	\$104,245,693

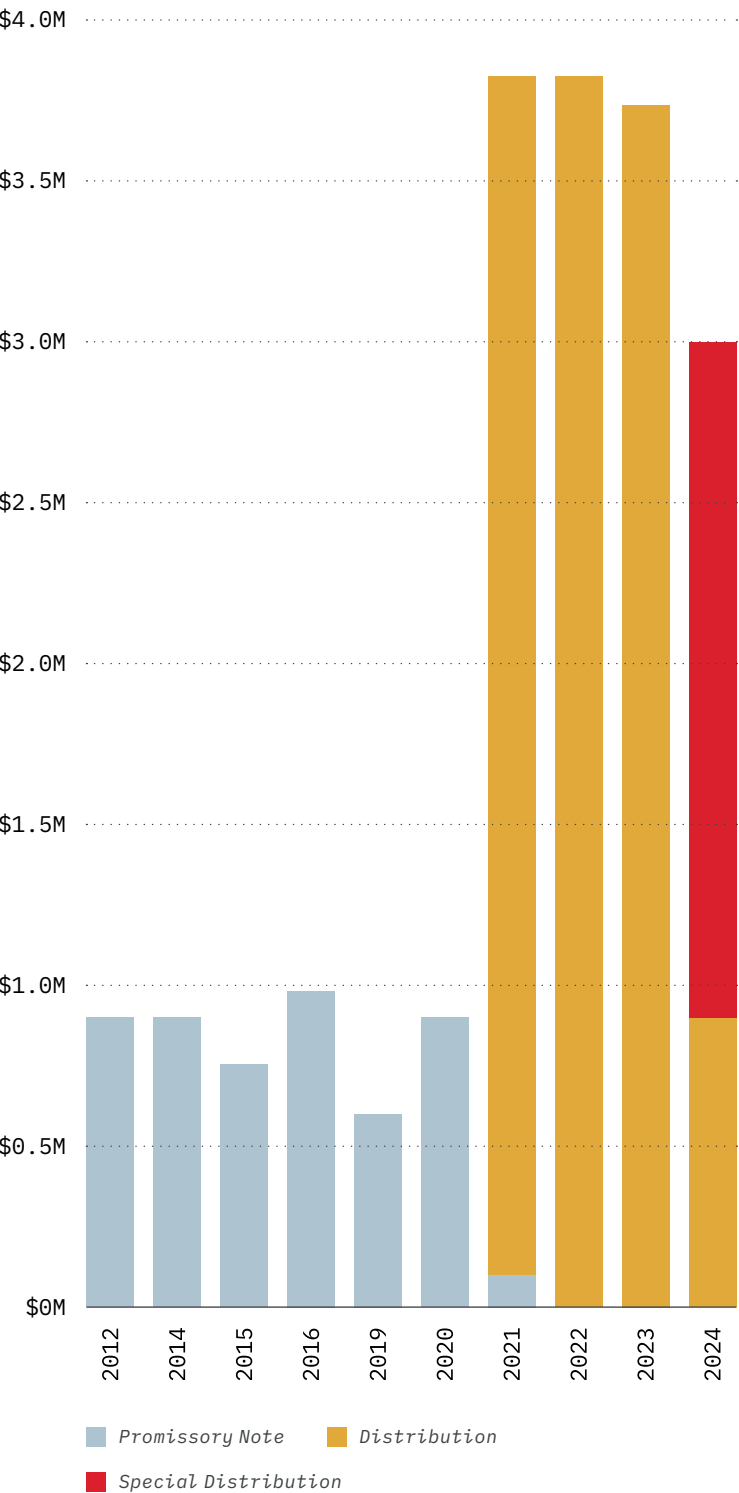
CAPITAL ASSETS		
2020–2024	2020	\$12,424,440
	2021	\$21,127,167
	2022	\$30,517,305
	2022 ¹	\$36,104,452
	2023	\$50,380,867
	2024 ²	\$44,531,889

HEAVY EQUIPMENT ASSETS		
2020–2024	2020	\$7,378,060
	2021	\$14,749,872
	2022	\$23,014,069
	2022 ¹	\$28,280,620
	2023	\$41,575,260
	2024 ²	\$36,197,611



¹2022 – fiscal year end change – only shows 9 months

²2024 – internal numbers before external review



SHAREHOLDERS DISTRIBUTIONS

2012–2024

Distributions to our Tahltan Shareholders (Iskut Band, Tahltan Band, Tahltan Central Government) were \$3 million in 2024, totalling \$19.3 million since 2012.

2012	Promissory Note	\$900,000
	Total	\$900,000
2014	Promissory Note	\$900,000
	Total	\$900,000
2015	Promissory Note	\$750,000
	Total	\$750,000
2016	Promissory Note	\$990,000
	Total	\$990,000
2019	Promissory Note	\$600,000
	Total	\$600,000
2020	Promissory Note	\$796,623
	Total	\$796,623
2021	Promissory Note	\$103,647
	Distribution	\$3,733,919
	Total	\$3,837,566
2022	Distribution	\$3,821,636
	Total	\$3,821,636
2023	Distribution	\$3,716,425
	Total	\$3,716,425
2024	Distribution	\$904,257
	Special Distribution	\$2,095,743
	Total	\$3,000,000
	Cumulative Total	\$19,312,250

2025 PRIORITIES

Finance priorities focus on continuous development, while building out processes to support TNDC’s growth strategy, aligning with TNDC’s commitment to *Building Trust, Building Futures*.



Fine-Tune the Corporate Budget Development Process

Introduce divisional-level budget reporting to provide more granular insights and improve strategic decision-making across the organization, further increasing transparent and effective financial management. This will further strengthen TNDC’s financial foundation, reducing risks such as errors, fraud and inefficiencies, and ensuring regulatory compliance requirements. A structured budgeting approach supports improved expenditure tracking and aligns with our broader objective of cost optimization and operational efficiency.



Reinforce the Financial Foundation

Develop and refine financial policies and procedures to align with current business needs while enabling flexibility for the future. This year will focus on the equipment and inventory accounting. Strengthening these areas will allow for improvement reporting while supporting the move to an audit.



Strengthen IT Policies & Procedures

Develop robust IT policies to align TNDC’s IT practices with industry standards. Strengthen TNDC’s technology infrastructure, enhance data security, safeguard sensitive data, protect against cyber threats, and ensure business continuity.



Implement a Financial Statement Audit

Establish a comprehensive audit of our financial statements to enhance transparency, meet partnership requests, and support access to financing. This independent review will ensure our financial records are accurate, compliant with industry standards, and reflect the organization’s true financial position, in turn building shareholder trust and demonstrate financial integrity.



Assess Risk Mitigation

Review the existing organizational risk registry to identify changes needed. Critical to an organization, a Risk Assessment provides a holistic view of the risks to leadership, supports strategic planning and resilience, drives accountability and governance, and allows for a proactive approach for the organization.

05

DIVISIONS & BUSINESS PARTNERSHIPS


Left: A TNDC excavator at work
at our Red Chris project site.

TNDC has evolved from its humble roots as a First Nation community-owned business into a powerhouse Tier 1 mining service provider that has diversified into other business areas.

TNDC strategically leverages business partnerships to enhance service capabilities and foster strategic growth, both within and beyond Tahltan Territory.

TNDC's Divisions and a diverse Business Partnership mix – including Joint Ventures, Collaboration Agreements and Service Suppliers – collectively provide a broad spectrum of services, which include:

- Aggregates
- Aviation Services
- Bulk Chemicals
- Camp Catering
- Camp Services and Management
- Construction Services
- Crane Services
- Engineering
- Environmental Management
- Exploration
- Explosive Products and Services
- Fibre Optics Communications
- Fleet
- Forestry
- Fuel Services
- Geotechnical and Environmental Drilling
- Health and Safety Services
- Heavy Construction and Civil Solutions
- Mining Supply equipment, parts, tools and digital solutions
- Renewable Energy Provision
- Security Services
- Transportation Services (*concentrate haul, crew transportation, freight cartage*)
- Underground Mining and Tunnelling Services
- Workforce Accommodation



A TNDC haul truck at work at our Red Chris project site.

5.1 TNDC DIVISIONS

A TNDC Division refers to a distinct operational unit or department within TNDC that focuses on specific business activities or services. Broadly defined, these divisions include airport operations, construction, and infrastructure. Each division is responsible for managing and delivering specific services within TNDC's overall business framework.

Aggregates

Solidifying TNDC’s Position as the Primary Aggregate Provider in Northwest British Columbia

TNDC Aggregates supplies sand, gravel and crushed rock within Tahltan Territory, serving the civil construction, resource development and mining industries.

TNDC Aggregates supports self-performance and client needs in three geographical operations areas: Eskay, Northern and Southern.

Aggregates are a basic element in the construction of buildings, roads, dams and other infrastructure as a base material of in a composite material such as concrete.



2024/2025 ACCOMPLISHMENTS



AGGREGATE PRODUCTION

TNDC is solidifying its position as the primary aggregate supplier in the region. In 2024 – the inaugural year of production for this TNDC Division – TNDC Aggregates produced 30,000 cubic metres of aggregates at our KM43 gravel site, due in large part to our multi-year contract with key contractors and KSM Mining.



EMPOWERING TAHLTAN TALENT

TNDC has been investing in the people behind the operation, with Tahltan Justin Tashoots completing his Shiftboss Certification as well as training at BCIT to allow him to operate crushing operation on Ministry of Transportation and Infrastructure (MOTI) sites.

Left: A TNDC dozer at moves gravel.

A TNDC Crow crew operator at our Red Chris site.

2025 PRIORITIES



Advancing the testing of current aggregate reserves for their suitability as concrete aggregates, a highly sought-after product in the region.



Advancing the permitting and development of the Poleyard West site (located north of the KSM Project) with approximately 2 million cubic metres of aggregates estimates in reserves.



Preparing for gravel crushing to supply the Highway 37/51 upgrade projects for MOTI to take place over the next several years.



Exploring new opportunities for aggregate sources, through permitting or acquisition, to grow the types and locations of the aggregate products offered by TNDC.

Aviation

Delivering Essential Aviation Services to Aircraft in Northwest British Columbia

As the contract airport operator of Dease Lake Airport (CYDL), TNDC is one of only a few Indigenous organizations to manage an airport in British Columbia.

TNDC Aviation Services is responsible of the ongoing operations of the airport, including passenger and ground handling, fuelling, de-icing, inspections, snow and brush clearing, runway friction tests, runway sweeping and maintenance, and grounds maintenance.

Right: Refueling an aircraft at the Dease Lake Airport.

Opposite: The TNDC Aviation Services team prepares to unload baggage from a TNDC-Central Mountain Air aircraft at the Dease Lake Airport.



2024/2025 ACCOMPLISHMENTS



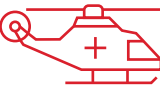
MASTER SERVICE AGREEMENT

- TNDC and Newmont formalized a Master Services Contract (MSC) for the delivery of Aviation Services via the Dease Lake Airport, ensuring the continued safe transportation of Red Chris mine workers through this critical regional hub.



TRAINING & DEVELOPMENT

- Created two extra seasonal snow removal positions, staffed by Tahltans, to bolster operational growth, increasing local employment to 12 jobs. Additionally, offering essential equipment and specialized airline training for these roles.



EQUIPMENT & OPERATIONS

- Expanded services to include runway/apron crack sealing, creating a new revenue stream.
- Served 50 medevac, 249 private aircraft and helicopters, and 400 charter flights totalling 15,000 passengers.
- Achieved 369,853 L of Jet A fuel and 14,000 L of Avgas in our first full year supplying fuel.



INFRASTRUCTURE UPDATES

- Repainted runway and apron lines to accommodate the larger Q400 aircraft, now in full operation.
- Installed perimeter fencing around the runway to enhance site security and aircraft safety.
- Replaced septic and waterlines for onsite crew living quarters, conducted preventative maintenance on facilities, and upgraded backup electrical systems.

A TNDC Aviation Services crew member directs an aircraft at the Dease Lake Airport.

2025 PRIORITIES

TRAINING & DEVELOPMENT



Enhancing team skills and readiness with advanced fire training using realistic scenarios with local emergency response teams for effective emergency aviation incident responses.



Increasing aircraft de-icing training for safety in cold conditions.



Providing career advancement through leadership development.

EQUIPMENT & OPERATIONS



Growing our fleet by acquiring new vehicles, implementing preventive maintenance plans, refurbishing older models, and making organizational improvements to boost operational efficiency.



Introducing a second fuel truck to enable simultaneous refueling of multiple aircraft.

INFRASTRUCTURE UPDATES



Continuing on-site enhancements by installing Tahltan Communications' fibre optic network, upgrading computers and building maintenance to enhance essential service efficiency.

Heavy Construction

Solidifying TNDC’s Reputation as a Tier 1 Mining Service Provider in Northwest British Columbia

TNDC has become a trusted partner to provide general contractor and comprehensive support services throughout the mining process in northwest British Columbia, delivering projects safely, on time and within budget.

With our large fleet of equipment backed by a highly trained and skilled workforce, TNDC is expanding our capability to self perform on projects.



2024/2025 ACCOMPLISHMENTS



OPERATIONS ACROSS FOUR SITES

TNDC successfully operated at four major mine/exploration sites in 2024: Red Chris mine, Eskay Creek Revitalization Project, Galore Creek and KSM.

We will be working at all four of these sites again in 2025, marking two years of an expanded presence with these four clients.



CONSTRUCTION HOURS MILESTONE

TNDC’s construction division reached 487,000+ hours for work performed by TNDC employees, with thousands of additional hours worked by TNDC subcontractors in 2024.



RED CHRIS PARTNERSHIP

TNDC is playing a pivotal role in the success of the Red Chris mine. TNDC and Newmont extended their Master Services Contract (MSC) at the mine for an additional year and continue to work collaboratively in developing a long-term integrated team plan.

Left: A TNDC equipment operator at our Red Chris project site.

Below: A TNDC operator poses in his equipment at our Red Chris project site.

RED CHRIS

TNDC served as the primary contractor at the Red Chris Mine, collaborating with subcontractors and partners like Pelly Construction and Kode Contracting. TNDC’s work included supporting Tailings Storage Facility (TSF) construction, Block Cave Project development, mill operations, site services, and exploration teams, and providing road maintenance. The 2024 TSF Construction Season was the largest in the mine’s history, which included an extension of the underdrain, along with the yearly shell and crest raises. TNDC crews rose to the challenges presented and worked safely to ensure the dam reached regulatory compliance.



Below: A TNDC equipment operator at our Red Chris project site.



ESKAY CREEK REVITALIZATION PROJECT

TNDC successfully completed our first year of work under the Master Services Agreement (MSA) with Skeena Gold + Silver in 2024, performing earthworks on the project site and at Coast Mountain Hydro’s Volcano Creek Switchyard, and providing year-round road maintenance on the Eskay Mine Access Road, which provides access to both the Eskay Creek Revitalization Project and the Coast Mountain Hydro complex.

2025 PRIORITIES

RED CHRIS



TNDC continues to prove itself to be a skilled contractor, helping to keep the mine TSF in regulatory compliance. TNDC remains the main contractor to the Red Chris mine, providing the same services as past years, and continuing to support pre-development of the Block Cave Project. We are also supporting construction of the Coarse Ore Stockpile Cover and mechanical installation of the Tailings Thickener.

While the volume of material to be moved in the 2025 season for the TIA Construction is less than 2024, it remains just as critical to the Red Chris mine, with an integrated team approach between TNDC, Newmont and Pelly, providing mentorship and internship opportunities not available in previous years.

This creates an opportunity to build meaningful capacity within TNDC and among our Tahltan team members, with a near-term focus on supervision, project coordination, health & safety, quality management, and surveying.



The Heavy Equipment Operator (HEO) program has been a key component of the success TNDC has achieved at the Red Chris site. It is enabling TNDC to develop a new generation of operators through the participants, as well as provide mentorship opportunities to seasoned employees.

ESKAY CREEK REVITALIZATION PROJECT



TNDC is supporting the development of the Eskay Creek Revitalization Project; including continued work on the Volcano Creek substation and transformer pad, on-permitted mine area support, Volcano Creek head pond cleaning, mine road maintenance, and supply of construction aggregates. TNDC is positioned to play a critical role in the project, supporting Skeena Gold + Silver as they move forward with their project.

GALORE CREEK



TNDC is supporting Galore Creek with both on-site equipment operators and estimating support as it undertakes an updated Prefeasibility Study, including ongoing environmental studies, and optimization of the project design.

BUILDING FOR THE FUTURE



With many projects within Tahltan Territory at various stages of planning, approval or development, TNDC continues to build internal capacity and expand capabilities for the future. This means ensuring the right people, with the right values and skillsets, are in the right roles.

This also means stronger engagement with the workforce on what they need to make TNDC a place where they can see themselves spending their entire career. On a functional basis, TNDC is optimizing internal reporting, inventory management, and general utilization of assets.



TNDC’s past success has been transformed into a large diversified heavy equipment fleet that is being optimized to provide the best return for the company. Where gaps in process exist, teams within TNDC are working to fill those gaps and document the processes so there is uniformity across ever-growing operations.



TNDC’s Construction and Operations teams are focussed on building out an Operations Manual, increasing engagement with leadership, optimizing our inventory management, diversifying our services/clients, and ensuring strong values-focussed leadership is in place throughout the organization.



We are focussed on expanding both the number of clients and the service offerings to those clients in the years ahead. To do so, establishing solid foundations including a strong organizational core, mentorship and career development opportunities, and solidified succession planning, is critical to achieving this.



At our Dease Lake facility, we continue to support a Tahltan Apprentice Welder and a Tahltan Apprentice Heavy Equipment Mechanic, providing career paths for community members. The individuals out of this facility support 24/7 operations at all of TNDC’s projects and are critical to ensuring client needs are met.

Fleet

Ensuring a modern, reliable fleet to deliver on client needs

TNDC boasts an expansive range of equipment to facilitate a diverse array of services including heavy earth works, civil construction, road building, snow removal, and road maintenance, and to meet the production quantities, ground conditions and scope of heavy civil projects.

2025 FLEET SIZE

300+
PIECES

TNDC’s fleet exceeds 300 pieces and includes



Excavators
Ranging from 20T to 90+T



Dozers
Cat D6, D7, D8, D10



Graders
Cat 14 & 16 Series



Loaders
Cat 366, 950, 980



Articulating Haul Trucks
45T Cat 745 & 40T Komatsu HM400



Water Truck / Ejector Truck
40T Cat 740

Below: A TNDC mechanic at work at our Red Chris project site.



2024/2025 ACHIEVEMENTS

In 2024, TNDC improved asset operations by conducting inventory counts at our Dease Lake warehouse and Red Chris site, creating a unified operational control system. This inventory process allows for enhanced asset operations efficiency to sustain fleet operability by ensuring parts availability. When operating in remote locations, minimizing equipment downtime is critical and initiatives like this allow for high levels of uptime.

TNDC equipment at work at our Red Chris project site.

2025 PRIORITIES



Reliable equipment with optimized performance is critical to the continued success of TNDC’s self perform construction operations. Understanding our assets better, with a focus on improving utilization, uptime, and reductions in full lifecycle cost of ownership, is vital.



As assets in TNDC’s fleet begin to reach end of usable life, the information gathered during operations influences key decisions around rebuilding, replacing or salvaging. These decisions need to be backed by data. We have expanded the Fleet & Asset team, adding individuals with analytical skills and proven experience implementing systems to optimize the current asset base and allow detailed planning of future needs, to meet client demands.

Infrastructure

Empowering Our Future: The Strategic Value of Building and Owning Critical Infrastructure in Tahltan Territory

For four decades, TNDC has been instrumental in developing infrastructure in Tahltan Territory.

- **Transportation & Logistics:** Our leadership in road maintenance and enhancements, including the Dease Lake Airport upgrades, improves safety, economic efficiency, and logistical access for our communities and partners. TNDC has been at the forefront of road construction maintenance and upgrades for highways, access and forest service roads, right of ways, and bridge replacement for industry, municipal and provincial governments.
- **Digital Connectivity:** Through our partnership with CityWest, Tahltan Communications has constructed over 200 kilometres of new fibre optic cable and are now deploying high-speed fibre optic telecommunication services to communities like Iskut and Dease Lake, to homes and the many small, medium and large industrial businesses in Tahltan Territory – helping transform access to education, health services and business opportunities.
- **Hydroelectric & Renewable Energy:** TNDC has played an instrumental role in the development of clean energy infrastructure (Northwest Transmission Line and Coast Mountain Hydroelectric Projects), which is powering the resource sector in Tahltan Territory. In addition, our leadership in partnering with a leading provider of renewable energy solutions is advancing sustainable and clean energy initiatives in Tahltan Territory.
- **Construction & Camp Operation Services:** TNDC leads in heavy construction and camp operations — critical sectors that not only support projects but also build lasting skills and employment among Tahltan members.
- **Water & Wastewater Management:** Our contributions to construction of infrastructure related to clean water and sanitation helps ensures these lifeline services are delivered with community health and environment in mind. Our work in site development spans building and platform construction, water/sewer installation, and access road construction on the Telegraph Creek Solid Waste Transfer Station and water treatment plant, as well as sub division site development in Telegraph Creek.

Right: Red Chris project site.

TNDC’s path to sustainable economic growth is firmly rooted in our ability to build and lead development of critical infrastructure within Tahltan Territory.

In so doing, TNDC will be better positioned to support the Tahltan Nation by:

- Leading sustainable development that embodies Indigenous stewardship.
- Retaining economic and social benefits within the Nation.
- Asserting sovereignty in the access and development of land and resources.

Control of critical infrastructure is more than operational management — it represents a commitment to protecting Tahltan lands, prioritizing Tahltan people, and creating a future that reflects Tahltan values and aspirations.



5.2 TNDC PARTNERSHIPS

TNDC’s business partnerships have long been a strategy to expand our service capabilities and support our strategic growth, both within and outside Tahltan Territory. Our agreements are split into two categories: Joint Venture / Limited Partnership Agreements and Collaboration & Service Supplier Agreements.

1. **A TNDC Joint Venture / Limited Partnership Agreement** refers to a business relationship where TNDC collaborates with an external company to jointly own and operate a business venture. These partnerships typically involve shared resources, risks and profits.
2. **A TNDC Collaboration & Service Supplier Agreement** refers to a cooperative arrangement with an external company for specific projects or services. These agreements outline the terms of collaboration, such as project scope, responsibilities, and compensation, without entailing shared ownership. They often involve partnering with companies to provide specialized services, expertise, or resources to support and expand TNDC’s service offering.

5.2.1

Business Partnerships Report

Driving TNDC’s Revenue and Tahltan Prosperity Through TNDC Partnerships

TNDC’s business partnerships provide TNDC with access to diverse markets, generate revenue for dividends, create jobs, support Tahltan small businesses (SMB), and channel resources back into our communities. By focusing on “Value Maximization,” where we partner with market leaders, we ensure both business excellence and maximization of Tahltan benefits.

TNDC’s Partnerships team is focussed on increasing TNDC’s revenue and maximizing economic opportunities for Tahltans (through employment, training and small business engagement).



39 Partnerships
managed in 2024
by TNDC.

**\$8.7
MILLION**

in Collective Revenue
contributed among our
partnerships.

**\$17.3
MILLION**

Revenue Generated
through 59 TNDC
and private business
engagements.

**\$106.8
THOUSAND**

**Donated to
Community Initiatives**
by TNDC partners,
giving back to the
Tahltan Nation.

2024 ACCOMPLISHMENTS

The Partnerships Department had a successful 2024, significantly contributing to TNDC’s overall success and Tahltan prosperity, aligning with TNDC’s mandate to optimize economic opportunities and achieve Nation prosperity for the Tahltan people.

PARTNERSHIP PORTFOLIO

We managed 39 partnerships, with the top 13 generating over \$100,000 in net shared revenue for TNDC, which is separate from the retained earnings in our equity-based businesses.

REVENUE GENERATION

TNDC Partnerships contributed \$8.7 million in revenue, supporting up to 66 jobs and fostering significant engagement with Tahltan businesses.

TAHLTAN BUSINESS ENGAGEMENT

59 TNDC and private business engagements achieved \$17.3 million in revenue, with \$6.8 million (39%) flowing directly to private Tahltan businesses.

COMMUNITY INVESTMENT

TNDC partners donated \$106,812 to community initiatives, demonstrating our commitment to give back to the Tahltan Nation.

Left: TNDC held its first Partnerships Summit in January 2025



Our first Partnership Summit, held in January 2025 was a success, where we presented awards related to Tahltan prosperity metrics, and set the stage with our partners for the 2025 operating year.

Tahltan Pilot Logan Morrison Starts Career with Central Mountain Air

Central Mountain Air was thrilled to welcome the first Tahltan Pilot to its flight crew, as a First Officer on its Dash 8 Fleet.

After completing CMA’s ground school in February, Logan completed simulator training in March, then started flying with a training Captain to complete his line indoctrination. By the end of April he completed his training requirements and received his proficiency check.

Now Logan primarily operates flights originating from Kelowna across all of British Columbia to destinations such as Kamloops, Prince George, Terrace and Dease Lake.



Right: Logan Morrison, Central Mountain Air’s Dash 8-100 First Officer.
(Credit: Central Mountain Air)

2025 PRIORITIES



Optimizing Current Portfolio: increase TNDC revenue by optimizing Impact Benefit Agreement commitments and ensuring procurement teams at existing mines adhere to IBA terms.



Engagement of Tahltan Businesses: increase Tahltan SMB participation in the TNDC partnerships supply chain and develop a formal policy to manage their utilization.



Capacity Planning: assess resource needs to ensure sustainable management and growth of the Partnerships division.



Partnership Management: develop partner selection criteria to increase transparency and support data-informed decision-making.



Diversification Strategy: pursue revenue diversification by leveraging equity partnerships to enter new industries, markets and regions.



Tahltan Workforce Empowerment: optimize Tahltan employment opportunities by advocating for training, promotional opportunities and skills development programs within our partnerships.

2025 PROGRESS



Building the Partnerships team with Tahltan talent to support our growing activities, with a commitment to mentoring them into business leaders.



Investigating mergers and acquisitions that further support wealth building for our shareholders.



Representing 39 partnerships at the Tahltan Business & Career Fair on April 4 & 5 in Dease Lake.



TNDC Partnerships Must Create Meaningful Opportunities for Tahltan People

TNDC is committed to ensuring the best possible return for our shareholders – the Iskut Band, Tahltan Band and Tahltan Central Government – and to advancing economic self-determination for the Tahltan Nation.

Through the TNDC Partnership Program launched in 2024, we are focused on driving accountability, optimizing Tahltan participation, and building long-term community value.

Our vision is clear: all TNDC partnerships must create meaningful opportunities for Tahltan people. This includes maximizing Tahltan employment, prioritizing training and skill development, engaging Tahltan member-owned businesses, and reinvesting in our communities through donations and capacity-building initiatives.

We seek partnerships that meet the high standards required by Tier 1 mining clients and demonstrate a deep, sustained commitment to Indigenous prosperity.

5.2.2

Joint Venture / Limited Partnership Agreements

TAHLTAN – ARROW TRANSPORTATION



Tahltan-Arrow
Transportation
Limited Partnership

Partnership Services

Tahltan – Arrow Limited Partnership is a joint venture between TNDC and Arrow Transportation Systems Inc. that delivers comprehensive bulk transportation and logistics solutions within Tahltan Territory.

2025 Key Projects

Tahltan Arrow continues to provide concentrate haul with Newmont at the Red Chris mine.

Tahltan Nation Engagement & Support

Training: Tahltan Arrow offers tailored training and mentorship programs for Tahltan members, supporting career development in key areas such as Commercial Transport Mechanics, Class 1 Drivers, and Operations Management. We also supported TNDC's Class 1 Drivers Licence Training program.

TAHLTAN COMMUNICATIONS



Tahltan CityWest
Communications
Corporation

Partnership Services

Tahltan Communications, a joint venture partnership between TNDC and CityWest, has built over 200 km of new fibre optic cable to improve telecommunications services in Tahltan Territory, bringing significant benefits. This network is currently serving multiple anchor tenants and industrial clients in the region, with fibre-to-the-home projects upcoming for Iskut and Dease Lake.

2025 Key Projects

Building the fibre optic telecommunications network in partnership with TNDC in Tahltan Territory.

TAHLTAN ERM ENVIRONMENTAL MANAGEMENT



Tahltan ERM
Environmental
Management

Partnership Services

Tahltan ERM Environmental Management (TEEM) is a joint venture partnership between TNDC and ERM. The partnership was formed in 2004 with a focus on fostering integrated training between ERM employees and members of the Tahltan Nation to build long-term capacity within the community.

The partnership strives to incorporate Tahltan knowledge and western scientific knowledge in all its activities and work in close contact with the Tahltan community. TEEM provides Environmental, Permitting, Regulatory, Sustainability, Archaeology, Biology, Water, Climate and Operational Excellence Services within Tahltan Territory.



Above + Right: Leonard Johnny, a Field Assistant, supports a TEEM Groundwater Sampling Trip in February 2025.

(Credit: Tahltan ERM Environmental Management)



2025 Key Projects

This past year we have worked on Galore Creek, Schaft Creek, KSM, Iskut and Treaty Creek projects. The field staff accompanied on Archaeology, Hydrogeology, Hydrology, Pre-Clearing Surveys and Water Quality programs.

Tahltan Nation Engagement & Support

Employment: We employ Kirsten Seymour, a Tahltan Associate, as Manager of Fisheries for ERM Canada. Tahltan Melissa Van Veen was employed as an Analyst, Traditional and Indigenous Knowledge and Assessment and 8 Tahltan Field Assistants in 2024/2025 for TEEM. Of those summer field staff, 4 were returns from 2023/2024. We are actively recruiting for the 2025 season.

Tahltan Businesses: We use Northern Labour Services to provide summer field assistants.

Training: We offer an annual TEEM Bursary to support continuing education, which we work with TCG to award; in 2024/2025 it was shared amongst 22 recipients. We also support training and mentorship through:

1. Field based peer mentorship – Tahltan Members get to work directly with scientists and engineers in the field.
2. Course based training – each year depending on operational needs we send Tahltan members to ticketed courses like first aid or electrofishing.
3. Field School – we regularly work with industry partners to host field schools at different sites.



TAHLTAN FORESTRY



Tahltan Forestry Ltd.

Above: Tahltans Candice McBride, Foreman (far left) and Donovan Williams, Operator (second from right) standing in front of a Log Loader at Red Chris this winter.

(Credit: Tahltan Forestry)

Partnership Services

Tahltan Forestry Ltd. is a BC company jointly owned by NorthPac Forestry Group Ltd. and TNDC. This company manages TNDC's forest licence, which has an allowable annual cut of 75,000 m3. In addition to performing the planning, operations, log sales and silviculture for the forest licence, Tahltan Forestry performs road building, tree clearing and logging services for mines and utilities.

2025 Key Projects

Our key project is the sustainable management and harvesting of Tahltan's forest licence. Tahltan Forestry has been focussed on improving forest health and reducing wildfire risk in the Bob Quinn area by harvesting areas infested with spruce and pine bark beetles. In addition to the forest licence operations, we have performed tree clearing services for Seabridge at KSM and Skeena Resources at Eskay Creek Revitalization Project. Most recently, in Q1 2025, Tahltan Forestry successfully completed a large tree clearing contract for Newmont at Red Chris.

Tahltan Nation Engagement & Support

Employment: During the first quarter of 2025, we employed 11 Tahltans on Tahltan Forestry projects; 3 of these worked in management or supervision roles, while the other 8 worked as equipment operators.

Tahltan Businesses: Tahltan Forestry uses several Tahltan member-owned businesses. Recently these have included Khotin Construction, Metzantan Exploration and Wild Timber Industries.

Training: Tahltan Forestry has encouraged and supported the training and mentorship of Tahltans working on our projects. For supervisors, it included Mine Supervisor training as well as Project Management courses. Tahltans also received training on new forestry equipment, such as feller-bunchers and skidders.

GOLDEN TRIANGLE EQUIPMENT



Golden Triangle
Equipment Ltd.

Right: Jesse Nole is
a Service Technician
with Sandvik Mining
and Rock Solutions.
(Credit: Sandvik)

Partnership Services

Sandvik Mining and Rock Solutions and TNDC have an agreement, Golden Triangle Equipment Ltd., that will see TNDC acting as a reseller for Sandvik mining and rock excavation products, including equipment, rock tools and spare parts in the Golden Triangle in Northwestern British Columbia.

Sandvik Mining and Rock Solutions, a business area within the Sandvik Group, a global leading supplier of equipment and tools, parts, service, digital solutions and sustainability-driving technologies for the mining and construction industries. Application areas include rock drilling, rock cutting, loading and hauling, tunneling and quarrying.

2025 Key Projects

We sold equipment to Skeena Resources in collaboration with Golden Triangle Enterprises.

Tahltan Nation Engagement & Support

Employment: We have employed Tahltan Jesse Nole as a Field Service Technician since March 2024. Has been a valuable asset to Sandvik. Based in BC, Jesse has an opportunity to travel across the country to work on various projects.

Training: We provide internal training. Jesse has undergone leading edge training on our technology and equipment.



TAHLTAN HY-TECH DRILLING



Tahltan Hy-Tech
Drilling

Partnership Services

Tahltan Hy-Tech Drilling is a partnership between TNDC and Hy-Tech Drilling, a recognized provider for Diamond Drilling in Tahltan Territory, established in 2021 and subsequently launched in 2022.

Hy-Tech Drilling supports the world's leading mining companies with surface, fly and underground drilling for exploration, development stage projects and ongoing active mining operations in some of the most rugged and complex environments. Hy-Tech Drilling designs, builds and maintains the equipment, to optimize access to Tahltan Territory's complex terrain, meet deep hole requirements, and reduce environmental impact.

2025 Key Projects

→ **Newmont – Red Chris:** 9,000 metres of underground drilling, supporting to the project's development.

→ **Seabridge – Snip:** 15,000 metres of surface drilling, helping define copper and gold mineralization at this property.

→ **Tudor Gold – Treaty Creek:** 10,000 metres of surface drilling, helping enhance the site's geological understanding.

→ **Galore Creek Mining Corporation – Galore Creek:** 4,000 metres of surface drilling.

Tahltan Nation Engagement & Support

Tahltan Businesses: We use McLean's Boxes Ltd. to supply core boxes for the Seabridge Snip project.

Training: Our Driller's Helper Training Program is available to safely and effectively enter the drilling industry with Hy-Tech Drilling. We offer academic scholarships for Indigenous students. Shaymus Nole-Adams was the recipient of our 2024 Tahltan scholarship and Alysha Johnny Hawkins for 2025.

TAHLTAN NST BUSING



Tahltan NST Busing

Partnership Services

Tahltan NST Busing Ltd. (TNST) is a joint venture between TNDC and Northern Spirit Transportation. TNST has been providing crew transportation for Newmont's Brucejack Mine since 2023. We continue to provide on-site transportation and airport connection transfers at the Red Chris Mine (since 2021).

2025 Key Projects

We continue to provide crew transportation for the Red Chris and Brucejack mines.

TAHLTAN – PROCON JOINT VENTURE



Tahltan-Procon
Joint Venture

Partnership Services

Procon and TNDC have collaborated for nearly 25 years through various joint ventures in and around Tahltan Territory. Since 2018, they have been working at Newmont's Brucejack Mine under the TNDC-Procon Joint Venture (TPJV), providing services such as underground mine development, production mining, and underground construction and tunnelling.

2025 Key Projects

We continue working at Newmont's Brucejack Mine providing underground mine development, production mining, and underground construction and tunnelling.

Tahltan Nation Engagement & Support

Employment: As of March 2025 we have 16 Tahltan workers at TPJV at Brucejack Mine, in Miner, Haul Truck Operator, warehousing, and skilled trades positions. Tahltan Quentin Nole recently obtained his shift supervisor ticket.

Training: Procon supported TNDC for the 2023 and 2024 Tahltan Heavy Equipment Operator (HEO) programs, through training and practical experience. Tahltans in the program were exposed to underground equipment operation by experienced TPJV underground trainers and operators. TPJV continues to offer apprenticeships, site-specific training and mine rescue training for Tahltans local to the region and based on the project.

Right: Tahltan Procon JV
Quentin Nole received his
shift supervisor's ticket.

Below: Tahltan Heavy
Equipment Operator
Program with Tahltan
Procon JV training support
at Brucejack Mine.

(Credit: Procon)



Red Chris crews disembark from a Tahltan NST coach.



5.2.3

Collaboration & Service Supplier Agreements

ALLNORTH CONSULTANTS



Allnorth Consultants Limited

Partnership Services

Allnorth Consultants has a collaboration agreement with TNDC dating back to 2009. Through this partnership, we offer a wide range of engineering, design and field services within Tahltan Territory, supporting projects in resource exploration, mining, building construction, forestry, power, civil, highway infrastructure and public works.

Our services include multidisciplinary engineering, surveying, project delivery including project and construction management, safety, document control, scheduling, estimating, exploration and geoscience, materials testing, permitting and compliance, environmental, forestry, mapping, 3D Scanning, LiDAR, drones, and digital twinning. We also offer electrical, instrumentation and automation services.

2025 Key Projects

- **Teck – Galore Creek Mine:** Access Road Construction Support (Permitting & Engineering)
- **Newmont – Red Chris Mine:** Operations Support (Geomatics, Materials Testing & Engineering)
- **KSM Mine:** Operations Support (Construction Management & Materials Testing)
- **Skeena Resources – Eskay Creek:** Operations/Planning Support (Geomatics, ESCP, Materials Testing & Engineering)

ATCO STRUCTURES & LOGISTICS



ATCO Structures & Logistics Ltd.

Partnership Services

ATCO Structures & Logistics Ltd. has a collaboration agreement with TNDC for the provision of modular equipment, including remote workforce accommodations, office trailers, modular lunchrooms and lavatories, and other related facilities.

2025 Key Projects

We have modular camp units on rent at KSM Seabridge. Minor work for two new dorms was delayed for Red Chris mine. We are awaiting expanded work for Red Chris and Skeena.

Tahltan Nation Engagement & Support

Training: ATCO awarded an \$1,800 Indigenous Education Awards Program scholarship to a Tahltan and offered an Indigenous Summer Student Jobs out of our Calgary/Edmonton locations, but did not have any Tahltan candidates.

BANDSTRA TRANSPORTATION SYSTEMS



Bandstra
Transportation
Systems Ltd.

Partnership Services

Bandstra Transportation and TNDC have worked together under a collaboration agreement since 2015. Under the agreement, Bandstra provides a full range of services within Tahltan Territory, including general freight (less-than-truckload and truckload transportation), logistics, flat deck & heavy haul, and container drayage. In particular, we provide general freight service to communities along Highway 37 and to and from the exploration projects and mine sites situated within BC’s Golden Triangle region.



Above: A Bandstra delivery truck travels along Telegraph Road.

Right: Jeffrey Tashoots is a delivery driver in Tahltan Territory for Bandstra Transportation.
(Credit: Bandstra)



2025 Key Projects

We provide regular general freight service along Highway 37 and are supporting the Red Chris Underground Project.

Tahltan Nation Engagement & Support

Employment: We employ two Tahltans – Colin Portice as a Class 1 driver (Stewart Run) and Jeffrey Tashoots as a delivery driver in Territory.

Tahltan Businesses: We utilize the services of Keda Propane and Kluachon Store.

Training: We provide internal training on transportation related topics to employees and we also support the Tahltan HEO program for Class 1 drivers training program.

BARMINCO MINING SERVICES CANADA



Barmenco Mining
Services Canada
Limited

Below: Keenan Russell is Barmenco’s HSE Coordinator at Red Chris and assisted with the start up of their first U.S. project in March 2025.
(Credit: Barmenco)

Partnership Services

Barmenco has a Collaboration Agreement with TNDC, as part of Barmenco’s engagement on the Red Chris Project for underground development works. Barmenco is responsible for all facets of the underground development advance on the Project, including drill and blast; load and haul; installation of ground support; installation and maintenance of reticulated mine services; management and maintenance of the mine fleet; and providing specialized personnel. Barmenco hires parts of its fleet from TNDC for the Project, in addition to providing various employment and training opportunities for Tahltans.



2025 Key Projects

We are currently working collaboratively with TNDC on the Red Chris Project.

Tahltan Nation Engagement & Support

Employment: We currently employ 9 Tahltan employees and 2 Tahltan Associates in a variety of positions. These include Electrician Apprentice, Grader Operator, Scoop Operator, Warehouse Storesperson, Transmixer Operator, three Heavy Duty Mechanic Apprentices and two Site Administrators. We also employ Keenan Russell as an HSE Coordinator, and in March 2025 he assisted us with start up of our first U.S. project in Nevada.

Training: We continue to provide training and development opportunities for our valued Tahltan employees, including:

- Keenan Russell: we have continued supporting his part-time studies at British Columbia Institute of Technology and have provided training opportunities to enable him to obtain several certifications (Underground Shift Boss, Surface/ Underground Mine Rescue, and Mine Safety and Health Administration (completed in Nevada).
- Dionna Cisse: we are supporting her to complete her Heavy Duty Mechanic studies.

BLACK DIAMOND GROUP



Black Diamond Group

Partnership Services

Black Diamond LP and TNDC have a collaboration agreement established in 2023. We provide modular space solutions and workforce accommodations.

2025 Key Projects

We are renting modular space at Red Chris Mine.

Tahltan Nation Engagement & Support

Training: We hosted Youth Inspiration Day in Calgary and two Tahltan youth and a chaperone joined us.

CENTRAL MOUNTAIN AIR



Central Mountain Air Ltd.

Right: Logan Morrison, Central Mountain Air's Dash 8-100 First Officer.

(Credit: Central Mountain Air)

Partnership Services

Central Mountain Air and TNDC are collaborative partners providing air transportation services to companies operating in Tahltan Territory. Our key contracts are workforce transportation flights for the Red Chris and Brucejack mines, and Eskay Creek Revitalization Project.



Through the years, we have worked collaboratively TNDC in advancing community support initiatives such as the ongoing improvements and servicing initiatives at the Dease Lake Airport.

2025 Key Projects

Coordinating workforce crew changes for the Red Chris and Brucejack mines, and Eskay Creek Revitalization Project. A major milestone was the introduction of the new Dash 8-400 aircraft featuring new CMA-TNDC co branding, significantly enhancing visibility of the partnership.

Tahltan Nation Engagement & Support

Employment: We recently hired Tahltan Logan Morrison as a Pilot. After completing training and passing his Pilot Proficiency Check, he is now a Dash 8-100 First Officer with Central Mountain Air.

Training: Logan underwent extensive training in Ground School and Simulator training.

CIF CONSTRUCTION



CIF Construction Ltd.

Right: Jacob Alexcee is a Labourer with CIF Construction at its Eskay Creek Revitalization Project site.

(Credit: CIF)

Partnership Services

CIF and TNDC have a collaboration agreement. CIF offers all services related to concrete works, such as supply and installation of concrete, rebar, anchor bolts, formwork, scaffolding, pressure grouting, detailed excavation and backfill, survey, demolition and other heavy civil and infrastructure services to complement and support TNDC when needed.

2025 Key Projects

At Skeena Resource's Eskay Creek Revitalization Project, CIF Construction Ltd. is currently working on the warehouse building (until mid-July), which is roughly 7,200 square metres with over 3,700 cubic metres of concrete and roughly 2 million pounds of rebar. CIF has on average 45 workers, consisting of batch plant operators, carpenters, equipment operators and ironworkers.

Tahltan Nation Engagement & Support

Employment: We are employing Jacob Alexcee and Connor Nole as Labourers at our Eskay project.

Training: We are providing on-site training and mentoring to Alex and Connor, introducing them to all areas of industrial construction, including carpentry, concrete production, equipment operating, ironwork and quality control.



GEOTECH DRILLING SERVICES



Geotech Drilling Services Ltd.

Right: Reno Nash, driller with Geotech, heading to the drill.

(Credit: Geotech)

Partnership Services

TNDC and Geotech Drilling Services Ltd. (Geotech) have a collaboration agreement, working together since 2016 to provide geotechnical, environmental, construction, exploration, and other specialized drilling services, including cone penetration testing through Geotech's affiliate ConeTec Geotechnical Site Investigations.



Geotech's drilling services are typically combined with testing and instrumentation installation to determine sub-surface ground characteristics for infrastructure development. In addition to mineral resource and mine development, Geotech can facilitate drilling services for tailings storage feasibility or upgrades, pipeline alignment investigations, hydroelectric dam feasibility investigations or upgrades, road network evaluation, construction/foundation design for buildings, rock anchoring for transmission lines and windmills, and geothermal exploration investigations.

2025 Key Projects

We are working on several investigation projects:

- **Newcrest Red Chris Mine:** various Geotechnical /Environmental sonic and air rotary drilling
- **Galore Creek:** Heli Sonic Geotechnical drilling
- **TDG Gold Corp.:** Tailings drilling
- **Coeur Silver Tip:** Geotechnical drilling
- **Tahltan Nation:** Eskay Road, Geotechnical drilling
- **KSM Mining:** Geotechnical drilling
- **Ecora Engineering:** Bell II Hwy Geotechnical

Tahltan Nation Engagement & Support

Employment: We employ two Tahltan brothers: Reno Nash, as a Driller (started in 2021 as a Drill Assistant) and Taylor Nash as a Drill Assistant.

Training: We provide field training, e.g. starting as a drill assistant, then to become a driller; and how to work with the various access equipment required for various types of drilling methods.

GFL ENVIRONMENTAL SERVICES



Partnership Services
GFL Environmental Services has a Collaboration Agreement with TNDC, established in late 2024. Under the agreement, GFL provides hazardous waste collection, transportation, recycling and disposal and industrial services for all sizes of shutdowns and turnaround services.

2025 Key Projects
We are providing hazardous waste services for Newmont Red Chris, Galore Creek and Schaft Creek projects, through long term agreements.

Tahltan Nation Engagement & Support
Tahltan Businesses: We use Iskut Waste and Iskut Development Corp. They manage the non-regulated waste streams at Red Chris Mine and deliver to the GFL Operated landfill in Terrace – sub contractor.

JEPSON PETROLEUM (NORTHWEST FUELS)



Partnership Services
Northwest Fuels (now owned by Jepson Petroleum) shares a long-standing cooperative relationship with TNDC that evolved into a collaboration agreement, fostered by decades-old relationships. Our company provides bulk fuel throughout Tahltan Territory to industry, including mining and exploration.

For over 40 years, we have also provided fuel for homes, vehicles and small family businesses, to remote locations and rural homesteads, in Tahltan communities from Bob Quinn to Glenora.

2025 Key Projects
Northwest Fuels continues to work many projects, providing both ground and aviation fuel services, such as Northwest Transmission Line, Galore Creek, Red Chris mine, Eskay Creek, Coast Mountain Hydro/Forest Kerr, as well as numerous exploration projects.

Tahltan Nation Engagement & Support
Employment: Jeremy Marion works in the yard serving customers and loading/offloading trucks at our Smithers Branch.

Training: We provide job-specific training and for those interested, training support to pursue a Class 1 licence.

JIM DENT CONSTRUCTION



Partnership Services
TNDC and Jim Dent (TNDC-DENT) have been working under a collaboration agreement since 2021 to deliver heavy civil project services in Tahltan Territory.

2025 Key Projects
We are completing the civil works at the BC Hydro substation at Treaty Creek, and performing concrete work related to the Block Cave Expansion at the Red Chris mine.

Tahltan Nation Engagement & Support
Employment: We currently have Tahltan Kai Payne working as a labourer at our Red Chris mine project and are actively trying to hire additional members.

Tahltan Businesses: We are currently engaging Chiyone Dekal Contracting and Northern Labour Services to support our projects in territory.

KODE CONTRACTING



Partnership Services
Kode Contracting has a collaboration agreement with TNDC that supplies aggregate processing services, which includes rock crushing, screening, washing, and quarry and pit development.

2025 Key Projects
Kode supports TNDC with TIA dam construction at Red Chris on an annual basis. Kode also produces materials at the Eskay pit for TNDC.

ORICA CANADA



Partnership Services
Orica and TNDC have a cooperation agreement. Orica supplies explosives products and services to Quarry & Construction, Mining and Exploration companies within Tahltan Territory.

2025 Key Projects
At the Red Chris Mine site Orica provides explosives supply, services and equipment for both Surface and Underground Mining.

Tahltan Nation Engagement & Support
Employment: We employ Tahltan Shane Proteau as a MMU (Mobile Manufacturing Unit) Operator.

Training: Orica provides two \$5,000 bursaries per year for Tahltan students in post secondary education.

PELLY CONSTRUCTION



Partnership Services
Pelly Construction is TNDC's Business Partner on the tailings impoundment area (TIA) project at the Red Chris Mine. We provide both equipment and labour support.

2025 Key Projects
We work with TNDC on the Red Chris Mine Tailings Impoundment Area seasonal shell raise. Work includes upgrading haul roads, developing borrow sources, excavating abutments, placing and compacting engineered fill, blending material to meet specifications, installing underdrains, and performing erosion control and remediation.

Tahltan Nation Engagement & Support
Employment: In the 2024 season we employed 3 Tahltans in mechanic's helper, heavy equipment operator and serviceman positions.

Training: We provide onsite field training on heavy equipment, equipment servicing, and safety.



PROGRESSIVE VENTURES CONSTRUCTION



Progressive Ventures
Construction

Top-Left: Jennifer Louie
– Shop Manager.

Top-Right: Gary Louie
– Heavy Duty Mechanic.

Right: Trent Devost
– Carpenter Apprentice.

(Credit: Progressive
Ventures)

Partnership Services

Progressive Ventures and TNDC have developed a close working relationship over the past decade through several collaboration agreements. This culminated in a formal collaboration in early 2021, offering a comprehensive suite of commercial and industrial services.

2025 Key Projects

- **KSM Aggregate:** Hauling 30,000 tonnes of crush from Taft Creek to 43Km Pitt for KSM mine. Progressive Ventures Construction (PVC) was a subcontractor for TNDC for this one-month project.
- **Newmont Brucejack Mine:** Bunk 7 and 8 Repair – providing supervision, labour, equipment and materials to repair or remediate water damage on two modular construction type dorm facilities. The project began in April 2025 for 6–8 weeks.

Tahltan Nation Engagement & Support

Employment: We employ three Tahltans. Jennifer Louie, who has progressed to Shop Manager from Shop Assistant and is enrolled in the Skilled Trades BC

Parts and Warehousing person apprentice program. Gary Louie is a Heavy Duty Equipment Mechanic and Trent Devost is a First Year Carpenter Apprentice.

Tahltan Businesses: We have recently used Kevin Etzerza (Etzerza Contracting) and Mike Hamhuis.

Training: We provide on-the-job training and development to advance their careers and relevant to positions. We have supported Jennifer and Trent in pursuing the education and training in their programs.



An HEO Program participant
working with TNDC at our Red
Chris project site.



06

The Tahltan Nation is at the heart of TNDC. Beyond annual shareholder distributions, TNDC gives back to the Tahltan Nation by providing financial donations to groups and organizations, and hosting events where our Business Partners donate gifts and prizes.

ENGAGING THE TAHLTAN NATION

View from the Tuya River Bridge on
Telegraph Creek Road Hwy 51.

6.1

2025 TNDC Night



TNDC Night (formerly *Tahltan Night*), was held January 22 in Vancouver, during the AME 2025 Roundup week.

It was a celebratory event, launching TNDC's 40th Anniversary in 2025.

This annual event brings TNDC & Tahltan Leadership together for an evening dedicated to business development and relationship building with industry, business partners and government. We were honoured to have two of TNDC's founders and many Tahltans in attendance.

TNDC's Board of Directors Chair Riannon Ball opened the remarks, followed by Tahltan Central Government Vice President Heather Hawkins, newly elected Tahltan Band Chief Rocky Jackson, and Iskut Band Chief Marie Quock.

TNDC CEO Todd den Engelsen rounded out the speakers, which ended with a toast to the beginning of TNDC's 40th year of operations and unveiling of our 40th Anniversary logo.

Top-Left: Todd den Engelsen.

Top-Right: Calvin Carlick.

Middle: L-R: Chief Rocky Jackson, Chief Marie Quock, Riannon Ball, Sandra Marion, Heather Hawkins, Calvin Carlick

Bottom-Left: Riannon Ball.

Bottom-Right: Chief Marie Quock.

TNDC Community Christmas Party



Embracing a Grinchmas theme, the 24th Annual TNDC Community Christmas Party, was held on December 14th in Dease Lake.

This festive event brings excitement and happiness to children, youth and families living in the communities of Dease Lake, Good Hope Lake, Iskut, Telegraph Creek and surrounding communities. Entry was a non-perishable donation for the Stikine Food Bank, which supports families in need in the region.

TNDC takes pride in hosting this community event each year, with support from community individuals and organizations, our partners, suppliers and our team.

THANK YOU TO OUR EVENT SPONSORS:

- Allnorth Consultants

→ ATCO Structures

→ Bandstra Transportation Systems

→ Barmenco

→ Central Mountain Air

→ Dyno Nobel

→ Geotech Drilling

→ GFL Environmental

→ HF Sinclair

→ Insta Trucking

→ Jim Dent Construction

→ Kode Contracting

→ Northwest Fuels

→ Pelly Construction

→ Progressive Ventures

→ Quadra Chemicals

→ Redpath Raiseboring
- Spatsizi Remote Services (Sodexo)

→ Tahltan Arrow Transportation

→ Tahltan Forestry (NorthPac) and Wild Timber

→ Tahltan NST Busing

→ Tahltan Hy-Tech Drilling

→ Tahltan Procon

Above: The TNDC Team (board & staff) at TNDC's 2024 Community Christmas Party.

Community Donations



In 2024, TNDC donated \$42,225 to support community activities, groups and initiatives in Tahltan Territory, including: Dease Lake Grad Class, Tahltan Health Program, Tour de Telegraph, and the Klabona Dene, Klabona Icons & Tahltan Selects hockey teams.

Above: Klabona Icons were one of the hockey teams TNDC sponsored in 2024.

Our support has continued into 2025, supporting several hockey teams to attend the Yukon Native Hockey Tournament, Edna Asp's 100th birthday and the 2025 Dease Lake Grad Class.

TNDC AGA Door Prize Extravaganza

A highpoint of TNDC’s day at the AGA each year is the giveaway of exciting door prizes donated by our Business Partners.

In 2024, we were once again overwhelmed and incredibly grateful by their generosity. The amazing prizes included drones, kayak, iPad, laptop, mountain bike, pizza oven, solar panel, Yeti cooler and drinkware, gas and gift cards, flights, hunting gear, yoga mats and carry bags.



Top: Barmenco donated a kayak (Tahltan winner on left).

Above: A Tahltan little one won the mountain bike donated by Procon.



Top: NorthPac Forestry donated outdoor gear (Tahltan winner on left).

Above: A Tahltan winner of an iPad donated by Jim Dent.

THANK YOU TO OUR EVENT SPONSORS:

- Allnorth Consultants
- ATCO Structures
- Bandstra Transportation Systems
- Barmenco
- Black Diamond
- Central Mountain Air
- CIF Construction
- Finning
- Geotech Drilling
- Jim Dent Construction
- Northwest Fuels
- Orica
- Pelly Construction
- PVL Construction
- Quadra Chemicals
- Redpath Raiseboring
- Sandvik
- Solvest
- Spatsizi Remote Services (Sodexo)
- Summit Catering
- Suncor
- Tahltan Arrow
- Tahltan ERM
- Tahltan Forestry
- Tahltan NST
- Tahltan Hy-Tech
- Tahltan Procon

Connecting with Tahltan Talent



Our Human Resources and Partnerships teams attended the 2025 Tahltan Business Forum and Career Fair, connecting with prospective Tahltan-owned businesses and Tahltan talent.

Above: TNDC HR & Training team members attended the 2024 Tahltan Career Fair.



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Deena Tokaryk, TNDC

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Front cover: TNDC mining at Golden Bear Mine.

Opposite: A TNDC equipment operator at our Red Chris project.

Rear cover: HEO Level 3 grad & operator Jazmyn Etzerza.



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