



**TNDC**

BI-ANNUAL  
REPORT

**BUILDING TRUST,  
BUILDING FUTURES**

**20  
26**



# 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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Jazmyn Etzerza, the first TNDC graduate of the Level 3 Heavy Equipment Operator program, stands with TNDC heavy equipment.

# 01

## WE ARE TNDC



# CEO's Message

## Celebrating 40 Years of Legacy



**Todd den Engelsen**

Chief Executive Officer

As the business arm of the Tahltan Nation, TNDC delivers high-quality industrial and infrastructure services, strengthens Tahltan participation in the regional economy, and advances long-term benefits for Tahltan people and future generations.

**Opposite:** Milestone moment on August 7 with the signing of the Joint Support Team (JST) Terms of Reference, formalizing its role in connecting employees and leadership.

In 2025, TNDC made significant progress in building technical competence, strengthening performance, expanding diversification, and improving operational readiness – all while deepening our role as a trusted Nation-building partner.

As an Indigenous-owned corporation, TNDC is grounded in Tahltan-centred values and guided by modern business practices that balance the Nation's environmental, social, and economic priorities. We foster an entrepreneurial spirit across our teams, manage risk with discipline, and remain focused on profitable, sustainable growth that strengthens the long-term independence and self-reliance of the Tahltan Nation. Tahltan culture, alongside safety, integrity, respect, trust, and excellence, shapes every decision we make and every project we deliver.

As Canada and the province advance the Critical Minerals Strategy and the Major Projects Office, the Golden Triangle continues to be one of the most important resource regions in the country. The success of major projects – mines, power, transportation, digital infrastructure, and community development – depends on reliable execution and strong Indigenous partnership. TNDC is proud to deliver its executional leadership on behalf of our shareholders.

Our year-round service platform – spanning heavy construction, aggregates, aviation, logistics, and technical field support – gives governments, investors, and project proponents confidence that development can proceed responsibly and efficiently in northern conditions.

This year, TNDC strengthened its Tier One mining-services reputation at the Red Chris Mine, Eskay Creek Revitalization Project, KSM Project, and regional infrastructure projects. We improved winter continuity, advanced fleet and equipment readiness, and delivered consistent results through integrated planning across divisions. Our diversification strategy remains central to long-term sustainability – delivering aggregates, supporting logistics through aviation and bussing, expanding freight capacity, and enhancing connectivity through fibre-optic infrastructure.

TNDC's acquisition of the Port of Stewart Bulk Terminal with the Nisga'a Nation and Arrow Transportation is an historic milestone. As the first majority Indigenous-owned port in British Columbia, it represents full Indigenous ownership across the mine-to-market value chain. The port strengthens corridor readiness, creates new revenue streams, and positions the Tahltan and Nisga'a Nations as leaders in the region's economic future.



As we grow, our commitment to the Tahltan Nation remains central. We are developing Tahltans into leadership roles and expanding training opportunities for all employees through mentorship, career development pathways, and partnerships across our operations. Our teams continue to support community priorities – from recreation spaces and cultural events to youth mentorship and trades pathways – reflecting our shared values and responsibilities.

Looking ahead, TNDC will continue to support responsible development, enable major-project delivery, and build capacity for the Nation. Priority areas include strengthening self-perform capability, expanding housing and community infrastructure support, advancing power and transportation corridors in alignment with the Tahltan Nation's long-term priorities, and deepening partnerships that reflect Tahltan values and long-term interests.

TNDC's role is to build trust, create opportunity, and deliver results for the Tahltan Nation, our partners, and Canada's economic future. With strong governance, disciplined operations, and a clear Nation-building mandate, we are well positioned to support the next generation of growth in the Golden Triangle. Together, we are Building Trust, Building Futures.

## Building Trust Through Delivery

Trust is earned through consistent performance and accountability. TNDC builds trust by delivering results for five key relationship groups:

### SHAREHOLDERS

Providing transparency, long-term economic participation, and responsible stewardship of the Tahltan Nation-owned business. Leading our business with Tahltan values and culture in mind.

### COMMUNITIES

Creating pathways for Tahltan employment, training and advancement, while supporting local priorities and community priorities.

### GOVERNMENTS

Partnering on responsible development, infrastructure outcomes, and long-term regional stability.

### INDUSTRY

Delivering scopes safely, on schedule, within budget and to expected standards in complex northern environments.

### PARTNERS

Aligning with organizations that support performance, accountability, and shared long-term interests.

# TNDC Executive Summary

## Overview

TNDC continues to advance its mandate as the business arm of the Tahltan Nation, delivering high-quality industrial and infrastructure services, strengthening Tahltan participation in the regional economy, and generating long-term benefits for Tahltan people and future generations.

In 2025, TNDC advanced efforts in operational performance, diversification, corridor readiness, and workforce development while reinforcing its position as a reliable tier one service provider in the Golden Triangle.

## REPORTING CONTEXT

TNDC operates in a region where major project activity continues to expand. Success in the Golden Triangle depends on trusted Indigenous partnership and proven operational capability.

TNDC supports activity through a year-round, integrated service model that provides coordinated delivery across northern conditions.

**Right:** TNDC equipment at work at the Red Chris mine TIA construction.



## Operational Performance and Tier One Delivery

TNDC delivered consistent, safe and efficient execution across multiple project locations in 2025

**Above:** TNDC equipment at work at the Red Chris mine TIA construction.

### KEY OUTCOMES



→ **Red Chris Mine (Newmont):** On-schedule construction, improved winter work continuity, stronger integrated planning.



→ **Eskay Creek Revitalization Project (Skeena Gold + Silver):** Heavy civil works, road maintenance, aggregate supply, seasonal scopes.



→ **KSM Project (Seabridge Gold):** Ongoing site infrastructure support and aggregate supply.



→ **Regional Infrastructure:** Highway upgrades, access works, camp construction, and logistics support.

Cross-functional planning, workforce depth, and fleet readiness supported dependable operations and prepared TNDC for larger scopes in 2026.

### DIVERSIFICATION & CAPACITY EXPANSION

TNDC's diversification strategy continues to strengthen operational resilience and provide year-round workforce stability.



#### AGGREGATES

TNDC Aggregates continued to strengthen its supply role in the region, supported by reliable production, cost management, and new source development.



#### AVIATION

Through operation of the Dease Lake Airport, TNDC supports passenger movement, medevac readiness, freight handling, emergency response, and regional connectivity.



#### LOGISTICS & TRANSPORTATION

Air and ground workforce movement supported daily continuity across multiple northern sites.

# 2026 STRATEGIC PRIORITIES

TNDC's 2026 focus areas include:



→ Strengthening self-perform capabilities across multiple sites



→ Expanding infrastructure support



→ Advancing corridor solutions



→ Enhancing systems integration and operational discipline



→ Growing Tahltan leadership and technical capacity

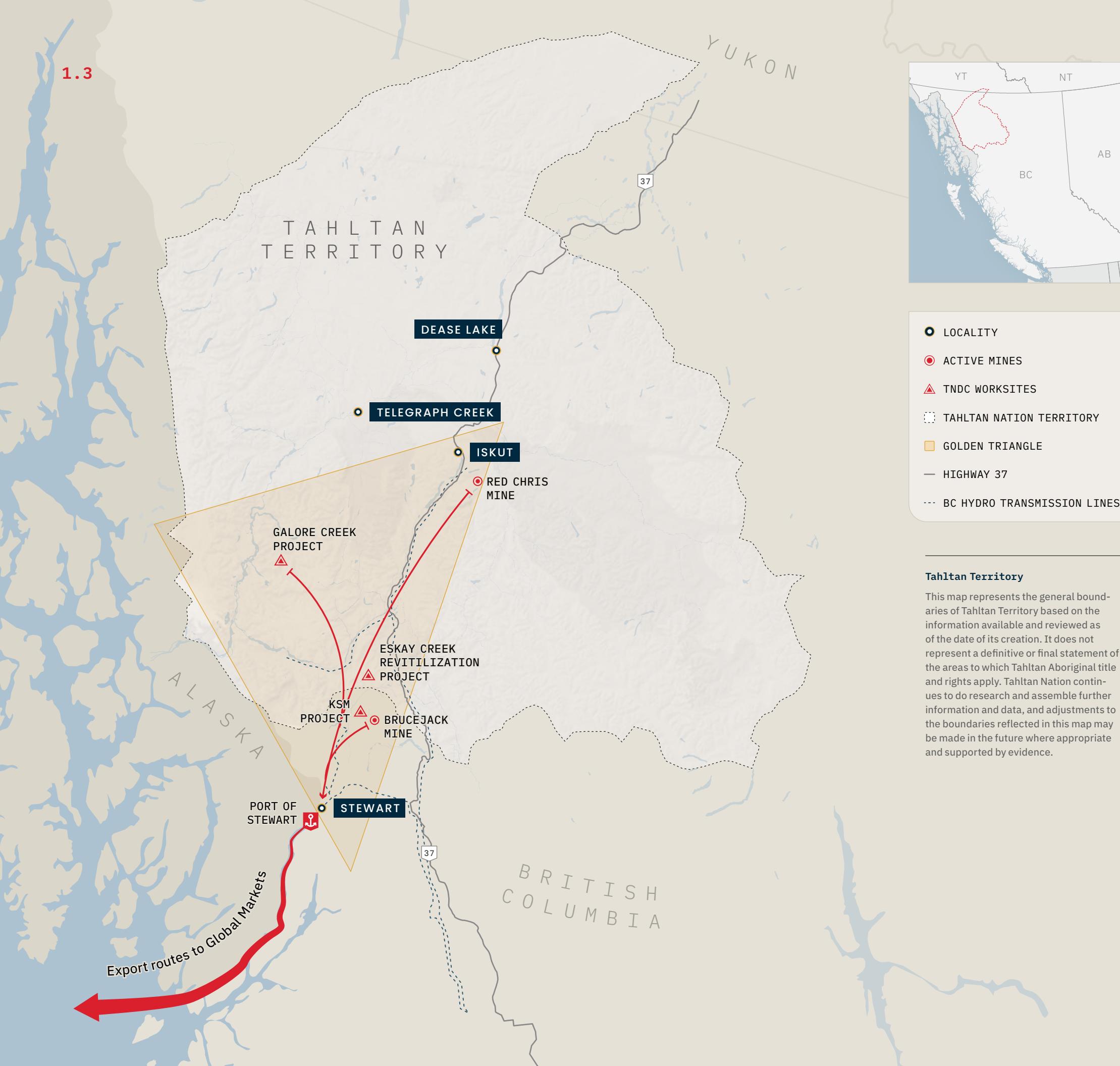
## BUILDING TRUST, BUILDING FUTURES

TNDC enters 2026 with a diversified platform, strong governance and a proven record of delivery, positioned to support major project execution and strengthen Tahltan participation across the region.

## 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.





**TAHLTAN NATION TERRITORY**

**GOLDEN TRIANGLE**

**HIGHWAY 37**

**BC HYDRO TRANSMISSION LINES**

#### Tahltan Territory

This map represents the general boundaries of Tahltan Territory based on the information available and reviewed as of the date of its creation. It does not represent a definitive or final statement of the areas to which Tahltan Aboriginal title and rights apply. Tahltan Nation continues to do research and assemble further information and data, and adjustments to the boundaries reflected in this map may be made in the future where appropriate and supported by evidence.

# Tahltan Territory & Activity Overview

Supporting skilled employment and training in northern communities, building the skillsets needed for today's projects and tomorrow's opportunities.  
*Your Partner of Choice.*

#### TNDC's Role in Regional Activity

- Delivering services that support project continuity
- Sustaining workforces and multi-site operations year-round
- Supporting infrastructure and corridor readiness

#### Skill Sets

**CONSTRUCTION & FIELD OPERATIONS**

- Heavy equipment operators
- Civil and earthworks crews
- Road and access construction
- General site services

**AVIATION & LOGISTICS**

- Airport operations support (Dease Lake)
- Ramp and freight handling
- Mobile equipment and driving
- Inventory and supply chain coordination

**CAMP & WORKFORCE SUPPORT**

- Camp services and catering
- Facilities and surface maintenance
- Housekeeping and janitorial
- Workforce transport support

**TECHNICAL & PROJECT SERVICES**

- Environmental monitoring support
- Core logging and drilling assistance
- Field administration and coordination
- Project reporting and documentation

These skillsets support current project requirements and future growth. TNDC provides pathways for Tahltan members and northern workers to move into stable, year-round roles.

1.4

## Delivering Results: Services & Operations

Over four decades, TNDC has established a reputation as a key partner in resource development and a Tier One mining service provider.

TNDC operates through an integrated service model spanning heavy construction, aggregates, aviation, logistics, and infrastructure support, delivered through coordinated planning and experienced field execution. The strength of our model is our ability to deliver reliable, year-round operations in northern conditions, where planning discipline, efficient sequencing and strong equipment readiness are critical to project performance.

Our regional operating footprint is supported by multi-site mobilization capability, mechanical shop networks, equipment resources, and a workforce experienced in remote and harsh-weather environments. This supports schedule certainty and operational continuity while managing seasonal transitions and access constraints.

Our heavy construction teams support civil earthworks, road and site construction, and seasonal scopes at active mines and developing projects. The aggregates division provides material supply that underpins road networks, exploration access, and infrastructure development, with production scaled to meet project demand.

Aviation operations at Dease Lake Airport support workforce movement, freight handling, emergency readiness, and year-round regional connectivity. TNDC also provides camp services, logistics and infrastructure support required to sustain long-duration and remote field programs.

This integrated service structure allows TNDC to operate as a single coordinated delivery partner, reducing interface risk between scopes and supporting predictable outcomes across the life of a project. The ability to resource, plan and execute across divisions is a core driver of TNDC's strength in the region.

TNDC's operating approach is grounded in planning discipline, equipment readiness, and clear accountability in field execution. This enables us to support clients throughout their development cycles, from early works to construction and ongoing operations. It further positions us to meet current work requirements while building capacity for future regional growth.

1.5

## Service Model & Divisions

To maximize TNDC's delivery potential, we are focused on managing short-term performance to meet deliverables, long-term resource planning to support seamless execution, and career development to ensure we have the talent required.

The health and safety of our communities, employees and everyone we work with is TNDC's top priority to ensure everyone goes home safe. We consistently demonstrate industry-leading safety performance while upholding our core value Safety First, Safety Always. TNDC is COR (Certificate of Recognition) certified, recognized for its robust Health and Safety Management System.

TNDC supports Tahltan Nation priorities by delivering dependable services that advance responsible development and long-term regional outcomes.

TNDC will continue expanding its geographic reach and client base to support long-term growth and stability.

Right: TNDC's crew at our Red Chris TIA project.



### SAFETY CERTIFIED

TNDC is proud to hold a Certificate of Recognition (COR) from WorkSafeBC, reinforcing our commitment to protecting workers and maintaining a progressive safety culture. COR is awarded to employers that implement and maintain an Occupational Health & Safety Management System that exceeds regulatory requirements.

# INFRASTRUCTURE & CORRIDOR OPERATIONS

Hwy 37 and Tahltan housing development in Tahltan Territory.

Right: Aerial view of Tahltan Communications / CityWest crew placing buried conduit along Highway 37 North.

## Infrastructure, Port & Export Corridor

Since its inception, TNDC has supported major regional infrastructure projects including roads, bridges, energy projects and fibre-optic infrastructure, strengthening long-term connectivity and economic participation.

Hwy 37/37A upgrades are beginning to take shape and TNDC is preparing to support improvements in road safety and efficiency. Future airport upgrades are being considered at Dease Lake Airport to support growth and increased traffic.

TNDC is exploring additional capabilities in power distribution, highway construction, water treatment and housing development across Iskut, Dease Lake and Telegraph Creek.

Through Tahltan Communications and CityWest, over 200 km of fibre-optic cable have been built across Tahltan Territory, with additional transport fibre connecting Dease Lake to Jade City, Good Hope Lake and Upper Liard in planning and permitting. →



**TAHLTAN.COM**

# Port of Stewart Bulk Terminal



TNDC's acquisition of the Port of Stewart Bulk Terminal marks a significant milestone for the Tahltan Nation and Northern B.C.'s mineral export infrastructure. The deep-sea terminal, located on six acres at the northern tip of the Portland Canal, is fully permitted and positioned to serve the region's growing critical-minerals output, including copper concentrate from mines such as Red Chris and Brucejack.

Through a strategic joint venture between TNDC, the Nisga'a Nation and Arrow Transportation Systems, the Portland Canal Holdings Limited Partnership operates both the terminal and a regional transport business. Ownership is shared equally across partners, with equal board representation and profit-sharing.

This partnership with the Nisga'a Nation is an example of Indigenous-to-Indigenous collaboration that reinforces our shared commitment to responsible development and long-term regional benefit.



Integrated supply chain linking Golden Triangle to global markets.



Indigenous-owned infrastructure strengthening long-term economic stability.

## KEY OUTCOMES

- Stronger integrated regional supply chains linking the Golden Triangle to global markets.
- Indigenous ownership of key infrastructure, supporting long-term economic stability.
- Capacity expansion: the terminal currently operates at approximately 50 percent of its rated capacity, handling 260,000–300,000 tonnes of copper and gold concentrate annually, signalling strong growth potential as regional mining activity increases.
- Expansion of TNDC's transportation capability, supported by a fleet of 26 trucks, enabling fully integrated port-to-mine logistics.



Left: Port of Stewart outline and location map.



## OPERATIONAL STATUS

Since acquisition, continuity and quality remain the focus: seamless continuation of operations while upholding client standards and contractual obligations. Operational excellence and safety systems are being strengthened through formalized procedures, documentation and training.

Planning is beginning to modernize and improve the port as well as expand its capabilities. This positions the port and associated trucking operations to become a more comprehensive, integrated service provider for our current and future clients.

## 2026 FOCUS AREAS



Corridor readiness and infrastructure support



Clean-energy alignment and community power potential



Long-term economic and logistical outcomes



Safety and facility upgrade and capacity expansion



Integrated port and trucking operations to service regional growth



Strengthened Indigenous partnership model with the Nisga'a Nation

# Red Chris Mine



## PROJECT DETAILS

### Client

Newmont (previously Newcrest Mining and Imperial Metals)

### Timeline

→ Since 2016

### Operational Outputs

- ~1.36 million m<sup>3</sup> of material moved
- Multi-season earthworks and road maintenance
- Sustaining capital and construction support

(Volume reflects TNDC haul and earthworks activity across TIA construction, ancillary works, CapEx, and RCBC scopes)

## PROJECT OVERVIEW

- **Exploration – general scope:** clearing & grubbing, culvert crossings, and road pioneering
- **Construction:** TIA dam construction, heavy earthworks, access road construction and maintenance
- **Operations & Sustaining Capital:**
  - » TIA construction: north and south dam raise (crest, shell, underdrain, foundation), borrows, stockpiles, pipe grades, waste dumps and soil stockpiles, roads, ramps and access
  - » Road maintenance, road construction, vent raise surface works, Block Cave surface works, East Diversion Ditch, and access road upgrades

Left: TNDC equipment at work at the Red Chris mine TIA construction.

Right: Red Chris location map.

Red Chris Mine, a producing copper and gold operation, celebrated its tenth year of production in 2025.

TNDC has maintained a key presence at Red Chris for over a decade, through multiple ownership changes and phases of development, beginning with early construction over a decade ago and progressing into sustained commercial production and sustaining capital delivery. Our work began with Tailings Impoundment Area (TIA) construction support, access road construction and all-season road maintenance.

Today, our work spans all heavy civil construction activities, as an integrated business partner on site, including TIA construction, road building, ongoing road maintenance and site works. In recent years, TNDC's role has expanded to that of a General Contractor, managing subcontractors and partners, involved in both TIA construction and Block Cave Project development, road maintenance, site works, and supporting mill operations, and the exploration teams. Our work is enabled by reliable equipment, a strong workforce and extensive supervisory capacity.

Our enduring partnership with Newmont at the Red Chris Mine stands as definitive proof of TNDC's operational resilience. By integrating rigorous long-term planning with agile daily execution, we ensure that severe conditions never compromise safety or schedules. This ability to maintain operational continuity through every season demonstrates sustained service delivery in the face of challenges.

## COMPETITIVE EDGE

- TNDC's northern experience and long history with Red Chris support reliable multi-season execution, especially during winter conditions when continuity is most critical.
- Local skilled Tahltan crews and site-specific knowledge, backed by experienced managers and supervisors, allow TNDC to keep production-supporting activities moving when weather or logistical issues create pressure on schedules.



Consistent year-over-year delivery across construction and operations.



Scalable workforce and equipment to meet evolving site needs.



Expanded role from project support to General Contractor.



Deeper integration with Newmont supporting long-term growth.



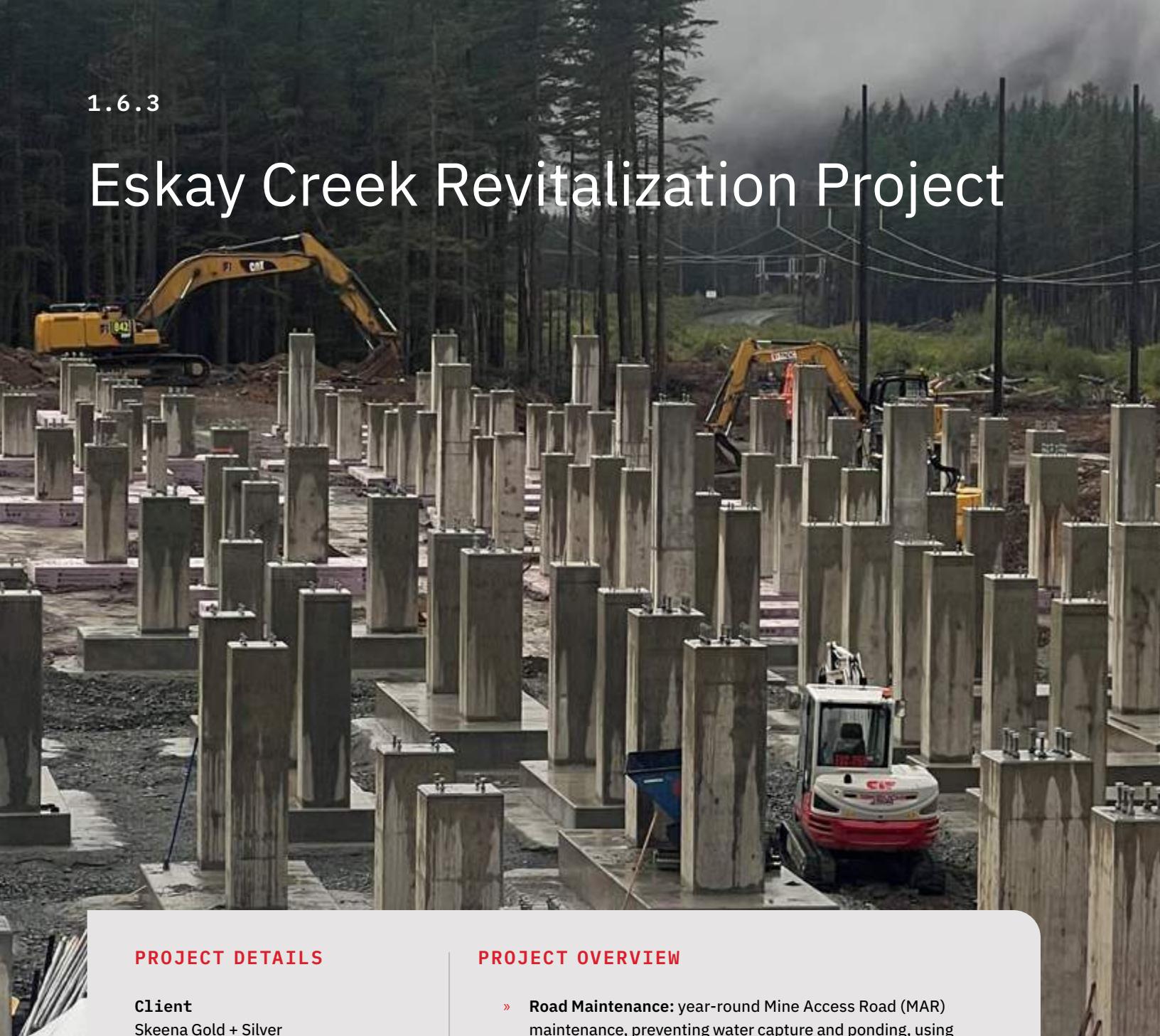
TNDC's work at Red Chris demonstrates our capability to deliver reliably at scale in operating mine environments, manage multi-season operations, and execute critical infrastructure scopes that support production continuity and long-term site planning.

As Red Chris moves into future phases, TNDC is positioned to support larger, more complex scopes by leveraging our expanding fleet, experienced workforce, and proven track record. This partnership continues to serve as a benchmark for TNDC's high-performance industry collaboration in the Golden Triangle.

## KEY OUTCOMES

- Consistent year-over-year delivery across construction and operational scopes.
- Ability to scale workforce and equipment to meet changing site requirements.
- Progression from project support to integrated scope execution as General Contractor.
- Improved planning discipline, equipment readiness, and winter execution performance.
- Closer integration with Newmont operating teams, increasing efficiency and predictability.
- Growing scope potential as Red Chris advances toward long-term development, including block cave preparation and major surface works.

# Eskay Creek Revitalization Project



## PROJECT DETAILS

**Client**  
Skeena Gold + Silver

**Timeframe**  
→ Since 2020

**Operational Outputs**  
→ ~32,000 operator hours  
→ ~68,000 tonnes of aggregates produced and placed  
→ 54 km of winter road maintained

## PROJECT OVERVIEW

- » **Road Maintenance:** year-round Mine Access Road (MAR) maintenance, preventing water capture and ponding, using locally available aggregate, installing signage
- » **Camp improvements**
- » **Construction:** aggregate supply, bridge abutments, camp pad construction, heavy civil earthworks, mine infrastructure construction, road construction, substation construction

**Opposite:** TNDC equipment work at the Eskay Creek Revitalization Project.

The Eskay Creek Revitalization Project is emerging as a future-ready development with critical-minerals potential. Historically one of Canada's highest-grade mines, its redevelopment includes gold, silver, copper and zinc production.

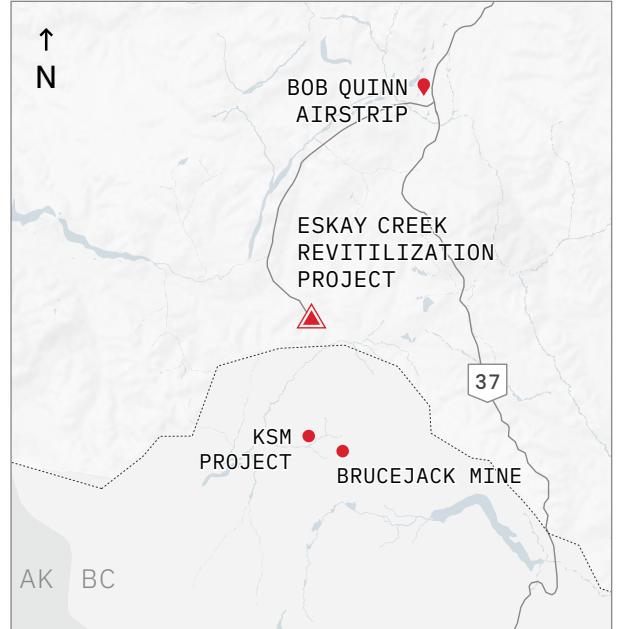
TNDC has a proven foundation at Eskay Creek from the original operations in the 1990s. Our work included site development, road infrastructure, camp infrastructure construction, general earthworks, and site work. This long history provides TNDC with immense familiarity of the terrain, logistics, climate, and unique technical demands of the site.

Today, TNDC operates under a Master Service Agreement with Skeena Gold + Silver, providing heavy civil construction services, road maintenance, and aggregate supply. TNDC serves as a strategic partner to Skeena Gold + Silver, bridging the gap between historical site knowledge and modern mining requirements.

Our work has positioned us as a dependable partner as the project scales into its next phase towards future commercial production and operations. TNDC is well positioned to provide a "turnkey" solution that evolves with the mine's lifecycle. By anchoring our operations in local Tahltan expertise and decades of site familiarity, TNDC offers a collaborative approach that aligns our heavy civil execution directly with the client's planning and project readiness goals.

## COMPETITIVE EDGE

- Local skilled Tahltan crews and site-specific knowledge, backed by experienced managers and supervisors, ensures that daily targets are aligned with the broader strategic schedule, protecting the client's budget and timeline against the volatility of northern operations.
- The ability to pivot resources quickly as project phases shift from earthworks to complex construction allow TNDC to keep production-supporting activities moving when weather or logistics create pressure on schedules. TNDC's specialized knowledge of the local microclimate allows for accurate planning, minimizing delays caused by winter conditions and challenging access routes.



**Above:** Eskay Creek Revitalization Project location map.



**Above:** TNDC CEO Todd den Engelsen and Skeena Gold + Silver President and CEO Randy Reichert with senior leadership and Elder Pat Etzerza during a site visit to KM59.

TNDC's presence dates back to 1990 at the original Eskay Mine under Homestake Mining. We constructed the access road, built the camp and mill, and provided earthworks and site works.



# 02

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

Together, TNDC's service divisions  
operate as an integrated, coordinated  
model across Tahltan Territory.



# Aggregates

## Strengthening Leadership in Aggregate Supply in Northwest British Columbia

Embarking on its third year of production, TNDC Aggregates is solidifying its position as the primary aggregate supplier in the region, supplying high-quality materials for mine development, roads, and infrastructure projects.

TNDC Aggregates provides exceptional aggregate products (sand, gravel and crushed rock) that support road networks, exploration access, and project infrastructure, serving the civil construction, resource development and mining industries in three geographical operations areas: Eskay, Northern and Southern.

TNDC Aggregates is not only meeting demands of today, it is also strategically scaling operations to capitalize on future opportunities, focused on production reliability, cost control, and alignment with future project demand.

**Opposite:** Gravel being laid in construction of the Red Chris TIA.

### 2026 FOCUS AREAS



Reliable production and supply



Cost control and logistics efficiency



Alignment with long-term project demand

### SUPPORTING DEVELOPMENT PROJECTS



#### KM43 GRAVEL PIT

Producing multiple aggregate products, delivering on a multi-year contract with key contractors and KSM Mining. Completing petrographic testing to confirm suitability for use in concrete products.



#### POLEYARD WEST SITE

Advancing the permitting discussion and development with large estimated aggregate reserves to support local mine development.



#### MINISTRY OF TRANSPORTATION & TRANSIT HWY 37/51 UPGRADE PROJECTS

Will be providing gravel crushing supply for these projects over several years.



#### RED CHRIS MINE

Producing aggregate products onsite, in conjunction with our partner Kode Contracting, to support continued mine operations, TIA construction, and future block cave development works.

### DRIVING SOLUTIONS FOR EMERGING NEEDS



#### CONCRETE AGGREGATES

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

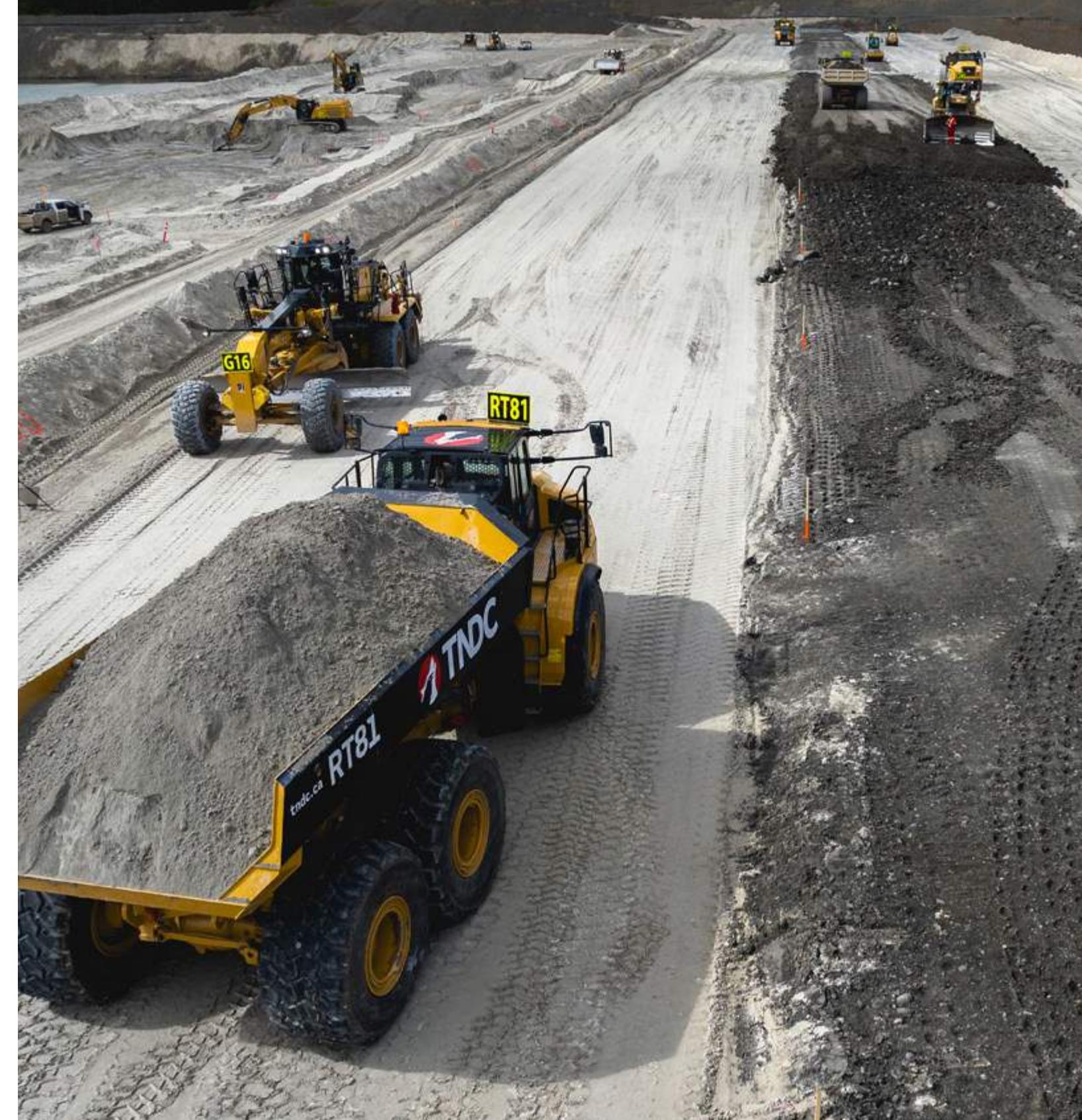


#### AGGREGATE SOURCES

Exploring new opportunities through permitting or acquisition to grow the types and locations of the aggregate products offered.

“

Aggregates are an essential element in the construction of buildings, roads, dams and other infrastructure as a base material. ”



# Aviation Services

## Providing Critical Aviation Support for Aircraft in Northwest British Columbia

Since launching in 2020, TNDC's Aviation division has become an increasingly strategic, instrumental and growing area of TNDC's business. Stable aviation services are essential to project continuity and workforce mobility.



TNDC supports passenger movement, freight, medevac readiness, and regional connectivity through its aviation business and partnerships.

As the contract airport operator of Dease Lake Airport (CYDL) since 2021, TNDC is one of only a few Indigenous organizations to manage an airport in British Columbia.

TNDC Aviation is responsible for the ongoing year-round operations of the airport, a vital infrastructure serving health, medevac flights, emergency responders, the mineral exploration, mine development, mining and industrial sectors, wildfire suppression and emergency response.

Our services span passenger and ground handling, fuelling, de-icing, inspections, snow and brush clearing, runway friction tests, runway sweeping

### Aviation Service Highlights



Year-round airport operations supporting critical services.



Full passenger, ground handling, fuelling operations, and more.



Providing Newmont with contracted aviation services for Red Chris.



Advanced emergency response with trained aviation crews.

and maintenance, apron crack sealing, and grounds maintenance. Our growing fuelling business provides Jet A fuel and Avgas to private aircraft and helicopters.

TNDC has a Master Services Contract with Newmont 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.

Our crews are versed in advanced fire training with local emergency response teams to support effective emergency aviation incident responses. Complemented by an on-site first responder truck and compressed air foam (CAFS) vehicle, our team can respond quickly to any aircraft emergency that might occur.

**Left:** TNDC Aviation Crews load baggage onto aircraft.

### 2026 FOCUS AREAS



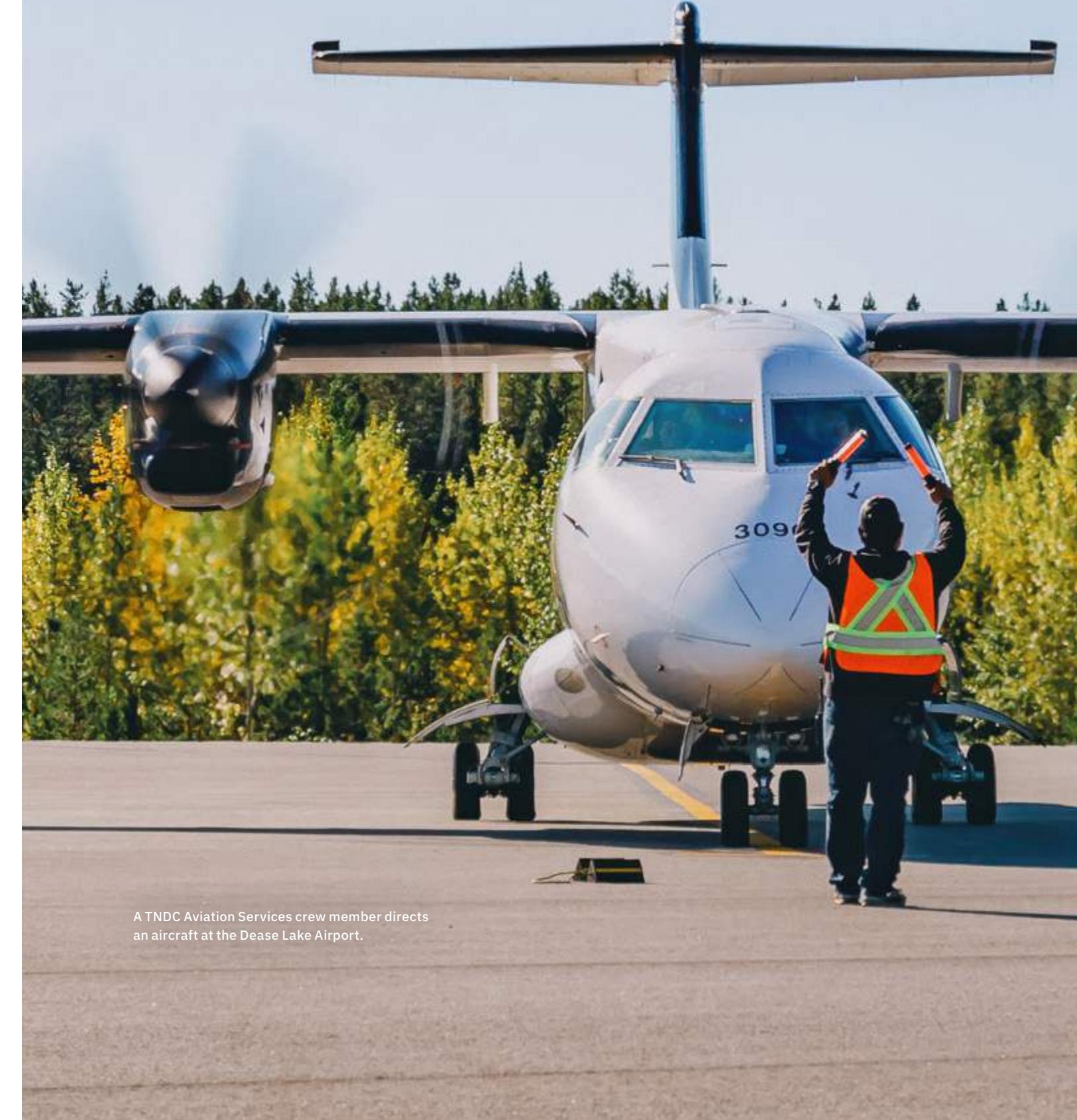
Safe and reliable workforce transport



Stable service supporting project continuity



Scalability for growth



# Heavy Construction

## Solidifying TNDC's Reputation as a Trusted Service Provider

TNDC has earned a reputation as a trusted partner to provide general contractor and comprehensive support services for the resource development and mining sector, delivering projects safely, on time and within budget.

With our expansive fleet of equipment, backed by a highly trained and skilled workforce, TNDC delivers earthworks, excavation, site services, road building, seasonal scopes, and civil scopes that support major projects across Tahltan Territory.

Today, TNDC is operating at major mine/exploration sites: Newmont's Red Chris Mine, Skeena Gold + Silver's Eskay Creek Revitalization Project, Seabridge Gold's KSM Project, and Newmont/Teck Resources' Galore Creek Project.



### DRIVING PERFORMANCE CONSISTENCY

Improvements in planning, supervision, and winter preparedness are further elevating TNDC's performance consistency. We deliver a significant volume of work across multiple sites, driven by improvements in engagement cross-functionally and across different sites, demonstrating our ability to grow and respond to evolving project needs.

Resource loading and allocation are managed with precision, ensuring continuous work across our operations throughout the year. We developed an analytical model to assess equipment utilization rates and profit by asset. This provides clear insights into equipment allocation and enables us to adapt to changing conditions more readily, company-wide, through equipment movements and usage.



→ **Red Chris Mine:** the 2025 TIA Summer Construction was on schedule and within budget, building on our strong performance in 2024. We work closely with Newmont implementing and optimizing an integrated team model, to enhance alignment and overall results. The model supports the partnership vision of building a world-class execution organization with as much Tahltan representation as possible. The integrated team is made up of leaders from both organizations working closely together on planning and execution, ensuring alignment on how people and equipment are allocated to ensure safe and stable operations.



→ **Eskay Creek Revitalization Project:** in 2025 our work focused on advancing mine infrastructure such as substation and camp construction, ensuring reliable road continuity and material movement, a rapid mobilization supporting schedule critical works, steady aggregate supply, and early infrastructure delivery on the permitted mine area (PMA). The teams worked collaboratively over the course of the year to lay a strong partnership foundation, ensuring safe and productive delivery of work on the site.

Opposite: TNDC equipment at work at our Red Chris TIA project site.

### LOOKING AHEAD

We are continually enhancing and expanding our capabilities in multi-site operations and leveraging technology to be a well-rounded general contractor in a variety of industries.

Heading into 2026, TNDC is primed for upcoming work, backed by an experienced, ready workforce. TNDC will be operating at two major projects, while discussions for other work are ongoing:

→ **Red Chris Mine:** Road Maintenance, Road Construction, Vent Raise Surface Works, Block Cave Surface Works, TIA Construction, East Diversion Ditch, and Access Road Upgrades

→ **Eskay Creek Revitalization Project:** Camp Pad Construction, MAR Maintenance, Substation Construction, Bridge Works, Aggregate Supply, and Mine Infrastructure Construction

Our optimized structure, processes, and cross-functional collaboration position TNDC to take on additional large-scale construction across the region and other opportunities in development.

### 2026 FOCUS AREAS



Improved planning and field execution



Reliable scope delivery in remote conditions



Winter continuity and supervision standards



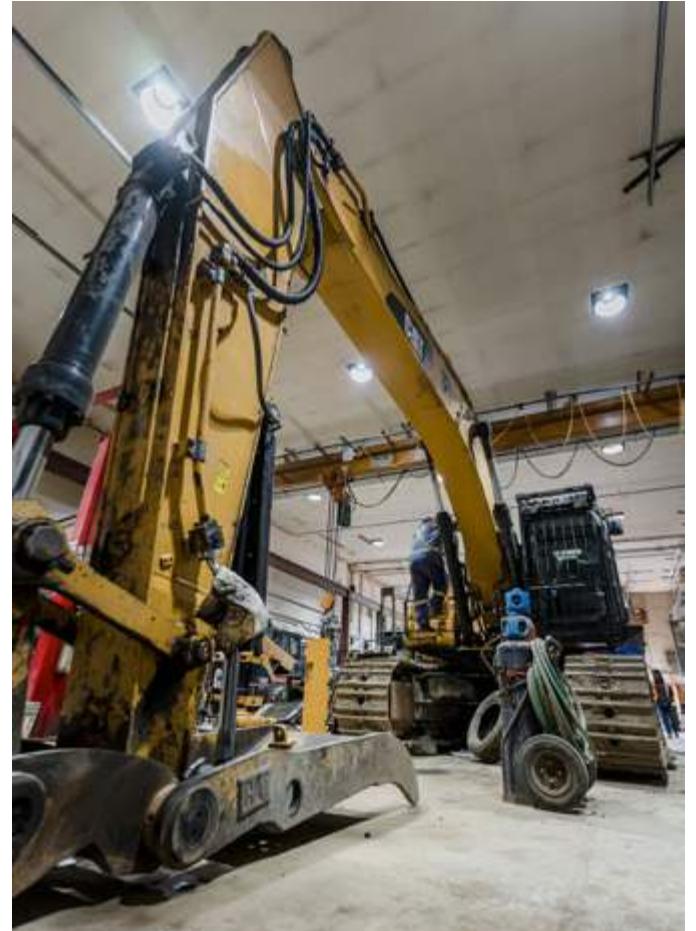
Supporting mobilisation across multiple project locations



# Fleet

## Executing Projects with an Expansive Equipment Fleet

TNDC maintains and operates an expansive range of equipment to support multi-site delivery, enable year-round execution, and deliver a range 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.



**Above:** TNDC equipment undergoing maintenance in our Red Chris Mechanical Shop.

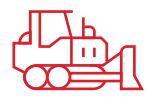
### 2025 FLEET SIZE

**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, 988



Articulating Haul Trucks  
45T Cat 745



Water Truck / Ejector Truck  
40T Cat 740

### 2026 FOCUS AREAS



Utilization and asset profitability



Maintenance compliance and readiness



Reduced downtime and dependable support



TNDC fleet vehicles at Red Chris.

# 03

# TNDC PARTNERSHIPS



TNDC's business partnerships support the expansion of our service capabilities and strategic growth within and beyond Tahltan Territory. Partnerships are structured through two agreement types: Joint Venture and Limited Partnership Agreements, and Collaboration and Service Supplier Agreements.

1. **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. **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.

3.1

## Partnerships Results & Strategy

TNDC's partnership portfolio supports growth, expands service offerings, and generates long-term Nation benefit.

TNDC's Business partnerships portfolio remains a cornerstone of TNDC's growth and diversification efforts, enabling TNDC to expand its service offerings and capabilities and supporting long-term benefits to the Tahltan Nation. Although TNDC strives to self-perform most of its work, collaboration with partners is a strategic approach to support scopes where we lack experience or specialized equipment.

TNDC's Partnership Management Program drives accountability and measures progress in revenue generation for TNDC and contributions to the Tahltan Nation. This includes Tahltan employment maximization and training provision, engagement of Tahltan member-owned businesses, and enhancing the community via strategic donations.

TNDC will continue pursuing partnerships that expand our capability as well as support capability, employment, and economic participation. By maintaining accountability and focusing on aligned interests, TNDC will continue to support long-term stability and shared prosperity across the region.

Priorities moving forward include:



Strengthening alignment with Tahltan interests and performance standards.



Supporting transportation, infrastructure, and technical capacity.



Enhancing accountability and communication.



Advancing opportunities that support year-round employment.

### Tahltan Owned Business Engagement

TNDC's Partnerships model delivers measurable economic value back into the Nation, actively connecting our business partners with Tahltan owned service providers, helping ensure large-scale industry success translates directly to local business growth and economic participation.

The scale of services spans camp accommodations and site services, civil construction and materials supply, environmental and technical services, forestry, logistics and transportation.

#### BUSINESS OUTCOMES

- Strengthens Tahltan private business revenue
- Sustains multi-year contracts and local jobs
- Supports Nation-based economic growth
- Builds long-term capacity across sectors

Opposite: Tahltan Forestry logging trucks transport logs in Tahltan Territory.

## Joint Venture / Limited Partner Agreements

### TAHLTAN – ARROW TRANSPORTATION



Bulk transportation and logistics

### TAHLTAN COMMUNICATIONS



Telecommunications infrastructure services

### TAHLTAN ERM ENVIRONMENTAL MANAGEMENT



*Scientific and technical environmental expertise and management*

### TAHLTAN ESS



Camp catering and workforce hospitality services

### TAHLTAN FORESTRY



Road building, land clearing, logging and forestry services

### GOLDEN TRIANGLE EQUIPMENT



Mining and rock excavation equipment, tools and parts

### TAHLTAN NST BUSING



Passenger and workforce ground transportation

### TAHLTAN – PROCON JOINT VENTURE



*Underground mine development, construction, production and tunnelling*

## Partnership Success Story – Tahltan – Procon Joint Venture

### Building Trust and Capacity



Procon has long been a model partner success story. Procon and TNDC have collaborated for nearly 25 years through various joint ventures in the construction of current and past-producing underground mining operations and run of river hydroelectric projects in and around Tahltan Territory.



In addition to being TNDC's largest revenue-generating partnership, TPJV is the largest employer within TNDC's partnerships, with 17 Tahltans in miner, equipment operator, supervision, warehousing, skilled trades, and student / apprenticeship positions.

Procon has a long-standing commitment to developing local talent, providing Tahltans project specific on-the-job training, apprenticeships, site-specific instruction, and mine rescue certification. Since 2023, Procon has also been an important partner in TNDC's Tahltan Heavy Equipment Operator (HEO) program, delivering training and practical experience focussed on underground equipment operation.



Notably, Procon is the only underground mining contractor recognized at the "Silver Certification" level in Progressive Accreditation in Indigenous Relations by the Canadian Council of Indigenous Business, demonstrating a commitment to ongoing improvement in company culture, Indigenous employment, and business opportunities.

**Left:** Tahltan and active TPJV employee receiving mine and high-angle rescue training.

(Credit: Procon)

## Collaboration & Service Supplier Agreements

ALLNORTH CONSULTANTS  Engineering, design, and field services	ALPINE HELICOPTERS  Helicopter charter services	ATCO STRUCTURES & LOGISTICS  Modular buildings and workforce accommodations	BANDSTRA TRANSPORTATION SYSTEMS  Freight and logistics transportation	
BARMINCO MINING SERVICES CANADA  Underground mining development	BLACK DIAMOND GROUP  Modular space and workplace accommodation solutions	CENTRAL MOUNTAIN AIR  Passenger and workforce air transportation service	CIF CONSTRUCTION  Concrete works supply and installation	
DYNO NOBEL  Commercial explosives and blasting technology and services	GEOTECH DRILLING SERVICES  Geotechnical, environmental, construction and exploration drilling services	GFL ENVIRONMENTAL  Hazardous waste collection, transportation, recycling and disposal	HF SINCLAIR  Industrial lubricant supply and delivery	
HY-TECH DRILLING  Exploration, development and mining diamond drilling services	INTERNATIONAL SOS CANADA  Emergency medical, fire, rescue, and integrated health services	JEPSON PETROLEUM  Fuel supply and delivery	JIM DENT CONSTRUCTION  Heavy civil construction	
KODE CONTRACTING  Aggregate processing services	KOMPLET MODULAR SOLUTIONS  Modular and workplace accommodation solutions	MCCAW'S DRILLING & BLASTING  Construction, mining, and excavation drilling and blasting	ORICA CANADA  Blasting and explosives supply	
PELLY CONSTRUCTION  Heavy civil construction	PROGRESSIVE VENTURES CONSTRUCTION  Industrial and commercial construction	QUADRA CHEMICALS  Mining reagents and technical services	RC CRANE & CONSTRUCTION  Crane and industrial lifting equipment	
SOLVEST  Solar power solution	SUMMIT AIR & HELICOPTERS  Passenger and cargo fixed wing and rotary aviation	SUNCOR ENERGY PRODUCTS  Bulk fuel and industrial management system	Above: TNDC crew members walk between TNDC equipment.	



# 04

## NĒNE COMMUNITY CONNECTIONS



### Building Trust, Building Futures

Tahltan culture, values and community are at the heart of our work.

Our commitment to *Building Trust, Building Futures* is reflected in our efforts to building Tahltan capacity through employment, training, development and contracting opportunities, growing Tahltans into key leadership roles, embedding Tahltan culture into our business, and supporting community events, groups and initiatives.

TNDC is committed to advancing economic participation and community benefit for Tahltans, reinforcing Tahltan values within project delivery and partner alignment, and generating long-term economic outcomes through participation in responsible development. TNDC works with shareholders and leadership to advance outcomes that support people, community, and Nation-building.

In addition to annual shareholder distributions to our Shareholders (Iskut Band, Tahltan Band, Tahltan Central Government), TNDC hosts our annual community Christmas party and AGA community presentation, which our Business Partners generously support through financial contributions gifts and door prizes.

Left: Tahltan dancers perform at TNDC's 40th anniversary community celebration in July.

# TNDC 40th Anniversary Community Celebration



To commemorate our 40th anniversary milestone, we held a day-long community celebration.

The community celebration included a barbecue lunch, play zone for the young ones, community update presentation, and gala evening featuring a Tahltan dance performance, recognition awards, stories from founders, past leaders, instrumental contributors and emerging leaders, and a legacy video premier. Our business partners' generosity shone once again with their financial sponsorship of event activities and donation of door prizes.

## THANK YOU TO OUR EVENT SPONSORS:

- ATCO Structures & Logistics
- Barminco Mining Services Canada
- Central Mountain Air
- ESS (Compass Group)
- Finning Canada
- Geotech Drilling Services
- Hy-Tech Drilling
- Jim Dent Construction
- McCaw's Drilling & Blasting
- Orica Canada
- Pelly Construction
- Progressive Ventures Construction
- Quadra Chemicals
- Tahltan – Arrow Transportation
- Tahltan Communications (CityWest)
- Tahltan Forestry (NorthPac)
- Tahltan – NST Busing Services (Northern Spirit Transportation)
- Tahltan – Procon Joint Venture



# TNDC Nēne Khāye Winterfest



The TNDC Nēne Khāye Winterfest is TNDC's festive annual event that brings joy to children, youth and families living in Tahltan Territory. Held on December 6 in Dease Lake, the 2025 celebration included hockey, ice skating, tobogganing, crafting and games. Santa and the Grinch made a special appearance. TNDC is committed to hosting this community gathering each year, supported by local volunteers, community partners, clients and our team.

A special thank you to our business partners for their financial support and gift contributions, which helped make this holiday event a success.



The TNDC Nēne Khāye Winterfest brought joy to children, youth and families living in Tahltan Territory.

## THANK YOU TO OUR EVENT SPONSORS:

- Bandstra Transportation Systems
- Barminco Mining Services Canada
- Black Diamond Group
- Dyno Nobel
- ESS (Compass Group)
- Fountain Tire
- Geotech Drilling Services
- Hy-Tech Drilling
- Jim Dent Construction
- Kode Contracting
- Komplete Modular
- McCaw's Drilling & Blasting
- Newmont
- Jepson Petroleum (Northwest Fuels)
- Orica Canada
- Pelly Construction
- Quadra Chemicals
- Scarlet Security and Risk Group
- Skeena Gold + Silver
- Tahltan – Arrow Transportation
- Tahltan Communications (CityWest)
- Tahltan – Procon Joint Venture

# Outdoor Spaces & Community Upgrades

## Community Sponsorships & Contributions

In 2025, TNDC donated more than \$22,700 to support community activities, groups, initiatives, and organizations in Tahltan Territory.

Our contributions included supporting several hockey teams in attending the Yukon Native Hockey Tournament, Edna Asp's 100th birthday, the 2025 Dease Lake Grad Class and Tahltan Day celebrations.

**Below:** Tahltan Day activities. (Credit: Marylee Quock)



## Building Community Through Outdoor Spaces

TNDC's heavy construction expertise is as renowned by the Tahltan community as it is our clients.

In 2025 our Dease Lake team (Larry Amero, Arnold Callbreath and Dwight Quock) contributed our equipment and expertise towards important community-led upgrades on outdoor recreation spaces that bring people together and foster wellbeing.

- In Iskut, our crew levelled the ball field, making it safer in time for the annual Iskut Daze community celebration. They also dug three test holes to support preliminary engineering work in preparation for additional upgrades in 2026.
- TNDC was proud to work alongside Kica Contracting, Shauna Contracting and the Dease Lake Recreation Centre on important upgrades that connect the Dease Lake community. Our crews levelled and expanded the old outdoor arena grounds to enable development of an open community space for families and friends to gather year-round. Our talented Tahltan welder Cagney Etzerza created a stunning custom firepit. TNDC also worked with Cheona Dekal Contracting on parking lot upgrades. We provided heavy equipment and operators and donated gravel to resurface the existing lot and built an overflow lot.
- At the Dease Lake Sliding Hill, a revered winter tobogganing area, our crew widened and cleaned up the space to make it safer.

**Right-Middle:** Dease Lake Recreation Centre expansion and leveling.

**Right-Bottom:** Dease Lake Sliding Hill improvements, before and after.

**Below:** Iskut ball field.



# Youth Mentorship

## Training the Next Generation

In partnership with Alex Mendez, Principal of Dease Lake School, TNDC launched a new mentorship program designed to provide high school students with practical work experience and career exposure in the trades.

The 2025/2026 participants, Bryden Louie and Kastin Reid, both in Grade 12, joined the TNDC Dease Lake Shop team to learn from experienced mechanics and technicians.

The mentorship runs during the school year and offers students direct exposure to TNDC's operations, emphasizing safety, teamwork, and technical skill development.



Bryden expressed excitement and purpose:

**“I want to gather experience in welding or being a heavy-duty mechanic. The TNDC shop has good spirit, high morals, and helps me learn more about mechanics. I want to use this experience to get into trade school for welding.”**

Left: Bryden Louie.

Principal Mendez hopes to continue and expand the program annually, mentoring two students each year to support local trades readiness and employment pathways.



For Kastin, whose grandfather works with TNDC as an operator, the opportunity is personal:

**“I really want to learn about being a welder or a heavy-duty mechanic. The guys at the shop have been really good at showing me things and making me feel welcome.”**

Left: Troy Creyke, (left) TNDC Red Seal, Heavy Duty Mechanic and Mentor, Tahltans training Tahltans.

# HEO

## TNDC Mobile Training Centre

The future of heavy equipment operators lies in emerging and future generations of Tahltans.

Below: Future Tahltan operators test out the equipment simulators in the TNDC Mobile Training Centre.



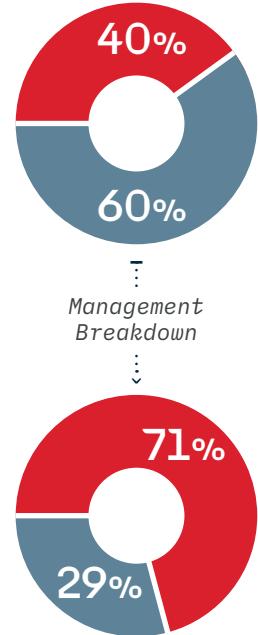
Our TNDC Mobile Training Centre, a trailer equipped with four heavy equipment simulators supplied by our partner Fanning, housed at our Red Chris project site, supports training for our HEO Training Program.

To spark interest in heavy equipment operation in the next generation of Tahltans, we brought the trailer down to the Tahltan AGA to allow Tahltan youth to try it out. The simulators were a hit. Trainers Gavin Day and Dean DeJong were impressed by the natural talent of the younger kids, indicating Tahltan equipment operation talent runs in their genes!

# Employer of Choice

TNDC is committed to being an Employer of Choice by creating a workplace that is attractive, rewarding, and respectful.

## TNDC EMPLOYEE BREAKDOWN



■ Tahltans and Tahltan Associates  
■ Non-Tahltan/Tahltan-Associates

Tahltans and Tahltan Associates represent 40% of our workforce, with strong representation in leadership, including 71% of senior and mid-level management roles. By advancing Cultural Safety training and embedding Tahltan culture into how we operate, we are reinforcing TNDC values and cultivating a Tahltan-centred workplace that supports long-term retention, leadership development, and organizational strength.



**Above:** TNDC Tahltan Trainers Daniel Moon (L) & Gavin Day (R) stand in the bucket of a Cat excavator while attending the Caterpillar Tinaja Hills Demonstration & Learning Center in Arizona.

TNDC's Learning & Development Centre of Excellence, alongside a Career Development Department, is fostering advancement, professional growth, and long-term careers by creating career development plans, supported by training and mentorship. This initiative is progressing Tahltans into management roles across our operations, while an innovative internship in collaboration with Newmont is building skills in Health and Safety, Project Management, Surveying, and Quality Management.

Training and development are building a skilled, talented workforce to support current operations and future growth. We deliver Mining Industry Human Resources Training (MiHR) Certification and Program Coaching Training, facilitate Caterpillar-certified instructor training, provide on-the-job mentorship and support apprenticeship hours/industry ticket

attainment. TNDC is also strengthening pathways into skilled roles through programs such as the Tahltan Heavy Equipment Operator Training Program and Dease Lake Shop Student Mentorship Program.

Looking ahead, TNDC will focus on building a workforce that can support larger, more complex projects, strengthen technical capacity, and prepare Tahltans for future leadership across our operations. Our training strategy is shifting from meeting immediate workforce needs to building long-term capability, ensuring we are ready for growth in civil construction, transportation, infrastructure development, and emerging regional opportunities.

This approach positions TNDC as a partner of choice for industry and government, while creating clear career pathways that support meaningful, long-term employment for Tahltans close to home.



## Contributors

**Deena Tokaryk, TNDC**  
**Engage Consultancy Design**

**TNDC Director, Communications**  
**Laura Clippingdale**

**Design**  
**Roodenburg Design Consultants**

**Photography**  
**Collin Ball, C Ball Exposed**  
**Jozef W. Bienkowski-Gibbs, Photography**  
**Newmont**  
**Shortline Creative**  
**TNDC**

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**TAHLTAN NATION  
DEVELOPMENT  
CORPORATION**

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PO Box 250, IR #9, Hwy 37 N  
Dease Lake, BC V0C 1L0

Telephone 250 771 5482  
Toll Free 866 827 8532  
Fax Number 250 771 5454

[tndc.ca](http://tndc.ca)