



TNDC

ANNUAL
REPORT

BUILDING TRUST,
BUILDING FUTURES

20
26



BUILDING TRUST BUILDING FUTURES

We build trust the way we build everything — through the work itself. As the business arm of the Tahltan Nation, we earn trust by executing major projects across Tahltan Territory to the highest standard, by stewarding the resources entrusted to us, and by taking care of all our shareholders — the Iskut Band, Tahltan Band, Tahltan Central Government, and the land we work on and answer to. Every project is a measure of our reliability and our respect. Building Trust, Building Futures is our commitment that the way we deliver today shapes the strength, self-reliance, and prosperity of the Tahltan Nation for generations to come.

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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WE ARE TND C



Calvin Carlick, TNDC Vice President, Partnerships, presenting to TNDC's Dease Lake Shop and Airport team.

1.1

Chair's Message

As TNDC continues to evolve in scale, the Board remains focused on driving consistent execution, organizational performance and strong governance that provides the stability required to deliver on our promises to our clients and commitments to the Tahltan people, and to capitalize on emerging opportunities.



Riannon Ball

Chair – TNDC Board of Directors

The Board remains guided by a clear principle: decisions must be made in the best interests of TNDC and its shareholders as a whole. This requires discipline, particularly in the face of short-term pressures or competing priorities. By maintaining a long-term perspective, we ensure the organization remains resilient, focused and positioned for sustained success.

TNDC has grown to operate as a multi-project, multi-partner organization, executing across major resource projects – Red Chris, Eskay Creek, Galore Creek, KSM – and regional infrastructure initiatives, with a developing list of diversification opportunities. This scale brings both opportunity and responsibility.

In response, the board has been working to strengthen our structure, sharpen our decision-making processes, and reinforce accountability across the organization. These efforts help ensure decisions are made consistently, efficiently and in alignment with our long-term objectives.

As TNDC continues to grow, consistency in how decisions are evaluated and approved becomes essential. These frameworks support better outcomes by aligning the TNDC board and management team with Tahltan Leadership, around vision, strategy and shared expectations, defined authorities, and a disciplined approach to risk and opportunity. It also positions TNDC to operate sustainably over the long term, regardless of market conditions or project cycles.

Disciplined governance is a critical driver of organizational performance, driving clarity, accountability, and results across every part of the business. A key priority for the board has been strengthening governance. The board has adopted best practices to enhance our oversight responsibilities, providing direction to operations and aligning with our Tahltan values.



Left: TNDC Truck at Eskay Creek working in winter conditions.

Outgoing and incoming Directors bring unique perspectives and contributions. We have assigned new directors with areas of expertise to lead our three subcommittees: Finance Audit & Risk, Governance, and Human Resources & Compensation. These committees are instrumental in conducting in-depth analysis, oversight, and preparatory work on their areas, developing detailed recommendations, and creating efficiencies that allow the full board to make faster, better-informed decisions while strengthening its governance and oversight.

Governance plays an equally important role in supporting Tahltan leadership development and increasing participation across the organization. As TNDC grows, so too must its people. The Board is committed to fostering an environment where Tahltan leaders can develop, take on greater responsibility, and contribute meaningfully across the business.

Underscoring TNDC's commitment to a safe, inclusive, respectful and rewarding workplace, the board created a Human Resources and Compensation Committee to provide oversight and guide our people strategy, culture and values. It also led Anti-

Harassment and Bullying Introduction education to supplement TNDC's history awareness campaign, delivered to employees, Business Partners, clients, and Tahltan Shareholders and community.

Working collaboratively with our shareholders – Iskut Band, Tahltan Band and Tahltan Central Government – to ensure TNDC's strategic plan aligns with their vision, goals and priorities for the Tahltan Nation is another priority. In this regard, we welcomed the opportunity to participate in Tahltan Nation planning sessions with the Tahltan Leadership over the winter and spring. This is a monumental initiative and our board is excited for what the plan could bring for our collective future over the coming years.

This reinforces the commitment of TNDC: *Building Trust, Building Futures*. We are not just building projects; we are building a legacy to support self-reliance and economic sovereignty for the nation. By prioritizing the financial health of the corporation and maintaining a long-term perspective, we ensure TNDC remains resilient, focused, positioned for sustained success, and a powerful economic engine for the Tahltan Nation for generations to come.



We are not just building projects; we are building a legacy to support self-reliance and economic sovereignty for the nation. ”

1.2

CEO's Message

Strengthening our foundation for long-term growth



Todd den Engelsen

Chief Executive
Officer

TNDC was founded on a clear principle: the Tahltan Nation should directly participate in the economic activity within its Territory. That principle continues to guide our work as we position TNDC for the next phase of growth.

Over the past year, we delivered across major projects in the Golden Triangle, including Red Chris and Eskay Creek, alongside regional infrastructure development. This work reflects the strength of our people, our commitment to safety, and the partnerships that enable our success.

As activity across the region accelerates, TNDC is evolving to meet a more complex and opportunity-rich environment. Our focus this year has been on strengthening the operational rigor, structure, and alignment required to operate across multiple projects while delivering consistently and reliably. This work is grounded in our strategic plan.

A key priority is diversification to reduce reliance on any single project. While this has been a long-term objective, we are now seeing clear progress as new opportunities take shape. Our growing work with Skeena Gold + Silver, along with our continued advancement on the Seabridge KSM Project,

reflects the deliberate expansion of our project portfolio into the next phase of development across the region.

At the same time, we are building new capacity within TNDC through the development of our aggregates business. Over the past year, we established a new production centre under Tahltan management, creating the foundation for a scalable and internally aligned supply of materials to support both current projects and future demand. This operation is expected to produce approximately 83,000 m3 of extraction per year from our KM43 Gravel Pit, representing an important step in strengthening our self-sufficiency and long-term revenue diversification.

This development advances our diversification strategy by strengthening internally controlled material supply and expanding long-term service capacity.

Right: TNDC Aviation's
Dease Lake Airport team.



We are also taking meaningful steps to increase Tahltan ownership and control of critical infrastructure. The acquisition of the Port of Stewart, in partnership with Arrow Transportation and the Nisga'a Nation, represents a significant milestone—establishing a strategic gateway for development in the region. This investment positions TNDC to play a larger, more integrated role in the regional economy. The acquisition also advances TNDC's long-term infrastructure ownership strategy and supports the development of an integrated mine-to-market corridor across Northwest British Columbia.

In parallel, we are supporting construction of the Tahltan Nation in its development of the IR13 housing development as a long-term opportunity for the Nation. Our contributions to this project reflects our commitment to supporting sustainable, Tahltan-led economic development that will support future generations.

Across all areas of the business, we are strengthening how we operate—improving performance tracking, decision-making, and coordination across our divisions. While much of this work happens behind the scenes, it is essential to ensuring we are prepared to manage growth and deliver at scale.

Investing in our people remains central to our success. Through training, mentorship and leadership development, we are building capacity and creating pathways for Tahltans across all levels of the organization.

Our partnerships continue to be critical. By strengthening alignment and accountability across our joint ventures, we are ensuring that growth is shared and long-term value is created for the Nation.

Safety remains our foundation. Through our 2026 theme **Safety Lives in Our Actions**, we are committed to ensuring every employee returns home safely.

Looking ahead, our priority is clear: to continue building a consistent, diversified and resilient TNDC—one that is prepared to support increasing development while creating lasting opportunity for the Tahltan Nation.

Strategic Planning & Resource Readiness

TNDC is positioning for increasing activity across the Golden Triangle through consistent execution, operational readiness, and strategic growth.

Activity across Red Chris, Eskay Creek, KSM, and regional infrastructure projects continues to shape both near-and long-term demand. In response, TNDC is strengthening workforce capacity, leadership development, and operational alignment to support execution across multiple active sites.

Infrastructure remains central to this strategy, including transportation, fibre connectivity, aviation, and port development supporting an integrated mine-to-market corridor.

Safety remains foundational across all operations through the continued advancement of Safety Lives in Our Actions, reinforcing accountability, performance, and operational consistency as TNDC continues to scale.



Together, we continue to *Build Trust and Build Futures.*

1.3

Governance Structure

Tahltan Relationships & Benefits

Strong governance supports organizational performance by reinforcing clarity, accountability, and effective decision-making across the business.



OUTCOMES FOR THE TAHLTAN NATION

Employment & Career Opportunities | Shareholder Distributions
Community Investment | Tahltan Capacity Building
(training & development)

1.4

Board of Directors



Riannon Ball – Board Chair

Riannon is a natural resources environmental sciences and management professional, ensuring Indigenous knowledge is reflected in resource development projects. She is VP of Environmental Services with First Nations Major Project Coalition. Riannon obtained an Aboriginal Management

Program certificate through UBC's Sauder School of Business and a Bachelor of Arts within the Ecosystems and Science Management Program, majoring in Environmental Studies, minoring in Geomorphology, from UNBC. She holds ICD.D designation from Institute of Corporate Directors.



Tina Etzerza – Board Vice Chair

Tina brings nearly 30 years of leadership in education and community service. She has served School District No. 87 for almost 30 years, currently as Manager of Payroll and Human Resources. Tina has represented Dease Lake on the Regional District of Kitimat-Stikine and the Northwest Regional

Hospital District since 2014. She holds a Business Administration–Accounting Diploma (Honours) from Coast Mountain College and is completing a Bachelor of Commerce in Entrepreneurial Management at Royal Roads University.



Samuel Burger – Director & Finance, Audit & Risk Committee Chair

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. He previously worked with Beswick Hildebrandt Lund Chartered Professional Accountants and MNP.

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.



Jolene Hawkins – Director & Governance Committee Chair

Jolene brings over 25 years of leadership experience in education. She is Education Manager for the Iskut Band, overseeing the elementary, secondary and post-secondary education programs. Jolene is a Director for the First Nations Education Steering Committee of BC and School Board Trustee

for Stikine School District #87. She holds an MBA from Beedie School of Business at SFU, specializing in Indigenous Economic Development and has completed the Certified Indigenous Human Resources Professional Program with the Aboriginal Finance Officers Association.



Charles Lequereux – Director

Charles brings over four decades of experience in mining and trades, field operations, technical expertise, and business development. Charles began his career in mining, receiving equipment training including air trac drilling and basic blasting. He transitioned to the autobody repair

industry, later founding his own autobody and towing business, expanding operations to include two collision repair shops. He worked with TNDC as a heavy-duty mechanic from 2004 to 2021.

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 Fellowship designation as a Certified Human Resources Professional. He holds ICD.D designation from the Institute of Corporate Directors.



Rob McPhee – Executive VP, Strategy & 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) – VP, Partnerships

Calvin is a highly driven and results focused 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.



Dean Rawson – VP, Construction

Dean is a people-first leader with more than 30 years of leadership experience in construction, operations, engineering and project execution across the pipeline, gas distribution and mining industries. He has directed and delivered major capital infrastructure programs and projects across Canada and the United States, holding senior and executive roles building high-per-

forming teams, strengthening operational capacity, executing on strategy, and delivering complex projects. Previously he was Director, Engineering, Study and Project Management at Teck Resources. Dean holds a Bachelor of Science in Chemical Engineering from the University of Alberta and is a licensed Professional Engineer with Engineers and Geoscientists BC.



Alana Hall – VP, Finance

Alana Hall is a financial executive with 20 years of professional experience in accounting and financial management. Previously Alana was a Senior Manager with MNP, providing Controller and Chief Financial Officer business services to companies. She also spent 13 years with a

consulting engineering firm as Assistant Controller, Controller and Chief Financial Officer. Alana holds a Chartered Professional Accountant designation, an Accounting Diploma from College of New Caledonia and Advanced Certificate in Accounting from the Institute of Chartered Accountants.



Jennifer Hanak – VP, People & Safety

Jennifer is a people-focused leader and accomplished safety professional with cross-functional experience working across Canada with tier one mining companies. She brings more than 10 years of leadership experience and a strong, people-centred approach grounded in operational realities combined with 20 years of experience in brownfield

and greenfield construction across energy, mining, and oil & gas. She holds a diploma in Occupational Health, Safety and Environment from the University of Victoria and a Bachelor of Arts in Criminology from Saint Mary's University. She is a Canadian Registered Safety Professional and member of the Canadian Society of Safety Engineering.



Taylor Smith – Director, Business Development

Taylor brings nearly 20 years of leadership experience across heavy construction, industrial operations, and strategic growth. Prior to TNDC, Taylor held progressively senior leadership roles with industrial construction, and general and mechanical contracting companies, leading large-scale industrial projects, establishing new service

divisions, and implementing continuous improvement initiatives. Taylor holds a Master of Business Administration from Simon Fraser University, a Project Management Professional designation, and a Business Administration Associate Certificate from British Columbia Institute of Technology.

1.6

Executive Summary

Disciplined to Deliver

2025 marked a defining year for Tahltan Nation Development Corporation as TNDC strengthened the systems, structure and operational discipline required to support long-term growth across Tahltan Territory.

Operating in Northwest British Columbia's Golden Triangle, TNDC continued to deliver across major projects including Red Chris, Eskay Creek, KSM and Galore Creek, reinforcing its role as a trusted Tier One mining services provider.

As activity across the region accelerates, TNDC is evolving into an integrated operating environment focused on consistent execution, stronger accountability, and scalable operations.

Strategic priorities in 2025 focused on diversification, infrastructure ownership, workforce development, operational alignment, and strengthening internal systems and financial controls to support long-term growth.

Right: TNDC equipment at work at Red Chris TIA construction.







Above: TNDC's Corporate and Eskay teams.

TNDC's focus is on strengthening execution across all areas of the business while preparing for increased activity and opportunity across the region.

This includes improving financial controls, advancing operational systems, strengthening organizational alignment, and supporting consistent delivery across multiple active projects.

Safety remains foundational, with 511,060 hours worked in 2025 and continued advancement of the *Safety Lives in Our Actions* commitment across all operations.

TNDC continues to strengthen infrastructure ownership, expand service capacity, and support growth across the Tahltan business economy through partnerships, contracting and workforce development.

With a strengthened operational foundation and a growing role across the Golden Triangle, TNDC is positioned to support increasing regional development through consistent execution, operational readiness, and long-term sustainable growth across Tahltan Territory.

2025 at a Glance

Revenue

\$91.5
MILLION

Supporting long-term diversification and operational growth

Hours Worked

511+
THOUSAND

Execution across multiple major project sites

Tahltan Business Spend

\$16.9
MILLION

\$28.98M flowed to privately owned Tahltan businesses and affiliates

Major Projects

04
ACTIVE SITES

Red Chris, Eskay Creek, KSM, Galore Creek

Workforce

283
PEAK
EMPLOYEES

55%
INDIGENOUS

31%
TAHLTAN

Infrastructure Milestone



PORT OF STEWART

Strengthening mine-to-market infrastructure ownership



OPERATIONAL EXECUTION & READINESS

Strengthening execution, asset utilization, and scalable multi-project delivery



WORKFORCE DEVELOPMENT

Building Tahltan leadership through training, mentorship and career pathways



INFRASTRUCTURE & CORRIDOR DEVELOPMENT

Advancing port, fibre, transportation and regional infrastructure capacity



PARTNERSHIP ACCOUNTABILITY & PERFORMANCE

Strengthening accountability, governance and performance across partnerships



DIVERSIFICATION & GROWTH

Reducing concentration risk through expanded services, sectors and acquisitions



SYSTEMS & FINANCIAL CONTROL

Strengthening reporting, financial controls and internal operational systems

02



OUR CELEBRATING SUCCESS





INFRASTRUCTURE DEVELOPMENT

- Finalized connection of high-speed fibre optic communications to businesses and residences in Iskut and Dease Lake, through our Tahltan Communications partnership with CityWest.
- Received funding approval from the Canadian Radio-Television and Telecommunications Commission's Broadband Fund for Tahltan Communications to construct 250 kilometres of new transport fibre infrastructure, connecting Dease Lake north to Upper Liard in Yukon.
- Acquired Port of Stewart Bulk Terminal, creating Portland Canal Holdings Limited Partnership and launched Portland Canal Transportation Limited Partnership, through a strategic partnership with the Nisga'a Nation and Arrow Transportation, providing transportation and logistics solutions, connecting Northwest BC's critical minerals from mine to market.



PEOPLE & CULTURE

- Employment peaked at 283 employees, with 55% Indigenous, 31% Tahltan and 4% Tahltan Associate representation.
- The Joint Support Team, created to ensure Tahltans have a voice in our business and to integrate Tahltan culture into our decision-making processes, marked a milestone, signing a Terms of Reference at TNDC's 2025 Tahltan AGA presentation.
- Recognized 292 employees for their initiative, dedication and commitment to our company and clients with Spot, Quarterly, Annual and Long Service awards.



TRAINING & DEVELOPMENT

- Our workforce completed over 2,400 lessons and 613 courses, contributing more than 108 hours of focused learning and growth on the BuildWitt online learning platform.
- Grew the number of Tahltans in senior and mid-level management, supervisory and foreperson positions by 21%, from 38 in 2024 to 46 in 2025.
- Completed the third successful year of our ground-breaking Tahltan HEO Training Program with 16 participants in three levels, and celebrated the first graduate of all three levels.
- Received the 2024 AME Robert R. Hedley Award for Excellence in Social and Environmental Responsibility for TNDC's holistic approach to developing a three-year Heavy Equipment Operator program by the Association for Mineral Exploration.
- Launched the Class 1 and 3 Driver's License program, and marked 26 participants for the year attaining their Learners and Classes 7 licences, and passing their 3L, 2L, 1L & Air Brakes knowledge tests.



FINANCE

- Wrapped the 2025 fiscal year achieving total revenue exceeding \$91.5 million.
- Total revenue continues to show an average growth of 51% from 2021 to 2025.
- Contracting revenue increased by 63% from 2021 to 2025.
- Heavy equipment assets have grown over the last 5 years, valued at \$41.5 million in 2025, representing a 14.6% increase over 2024 and an 181% increase since 2021.



OPERATIONS

- Maintained Certificate of Recognition (COR) with an internal audit conducted to ensure compliance, reinforcing TNDC's ongoing commitment to worker protection and a proactive safety culture.
- Reached over 511,000 hours for work performed by employees in our Construction division in 2025, a 5% increase over 2024 hours.
- Operated at several major mine sites in Northwest BC: Eskay Creek Project, Galore Creek project, KSM Project and Red Chris Mine.
- Completed our second successful year of work under the Master Service Agreement (MSA) at the Eskay Creek Project, performing earthworks, in addition to year-round road maintenance.
- Completed a second year of production for TNDC Aggregates, producing and supplying aggregate materials to the Eskay Creek, KSM and Schaft Creek projects.
- Produced over 218,000 m³ of specification aggregates material (with partner Kode Contracting) for use at the Red Chris site.
- Served 750 aircraft including fixed wing and rotary, assisting over 28,400 passengers and moving over 10,000 pieces of baggage/cargo at the Dease Lake Airport.
- Extended our Master Services Agreement (MSA) with Newmont through the end of 2026 for the delivery of Aviation Services via the Dease Lake Airport.
- Sold over 345,000 L of Jet A fuel, 15,200 L of Avgas, and 75,000 L of diesel in our second year of fuel supply operations at the Dease Lake Airport.



PARTNERSHIPS

- Highest quarterly Tahltan employment increased by 9% from 66 in 2024 to 72 in 2025, reporting a total of 76,299 Tahltan working hours.
- TNDC Partnerships revenue increased by 43.7% from \$8.7 million in 2024 to \$12.5 million in 2025.
- TNDC and its Partnerships group collectively spent \$16.9 million with Tahltan businesses (total of \$28.98 million flowed to privately owned Tahltan businesses and affiliates), with 59% flowing to private Tahltan-owned businesses, supporting independent business growth alongside TNDC operations.
- TNDC Partner donations to community events and initiatives increased by 71.25% from \$106,812 in 2024 to \$182,917 in 2025.



COMMUNITY

- Distributed \$2.7 million total to our Tahltan Shareholders (Iskut Band, Tahltan Band, Tahltan Central Government) in 2025, totalling \$22.0 million since 2012.
- Donated \$36,000 to support community activities, groups and initiatives in Tahltan Territory.
- Commemorated our 40th anniversary milestone with a day-long community celebration, which included a barbecue lunch, kids' play zone, and a gala evening featuring a Tahltan dance performance, recognition awards, stories from founders, past leaders, instrumental contributors and emerging leaders, and premiere of a 40th Anniversary Legacy video.
- Created a 2025 Tahltan Day Tribute video inspired by the spirit and message of the 1910 Declaration of the Tahltan Tribe, to mark the 115th anniversary of the signing, when Tahltan leaders stood together to affirm their sovereignty, unity and rights to the land.
- Hosted the 2025 TNDC Nēne Khāye Winterfest, TNDC's annual festive holiday event, bringing joy to children, youth and families living in Tahltan Territory.



TNDC equipment at work on our Red Chris TIA project site.



TNDC in the Media

January 2025 to December 2025



Above: TNDC received the 2024 AME Robert R. Hedley Award at the AME Awards Gala in Vancouver on Jan. 22 for a community driven training program.

Interior News

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, honouring its efforts to advance community-driven training and employment through its Heavy Equipment Operator (HEO) program.

interior-news.com/2025/01/23/tahltan-nation-development-corporation-recognised-with-prestigious-industry-award

The Northern View

By Quinn Bender – June 12, 2025

High-speed internet coming to isolated communities in B.C.'s extreme north

High-speed internet is coming to some of the most isolated areas of northwest B.C. and the Yukon, with a new fibre optic expansion set to improve everything from emergency response and virtual healthcare to distance education and overall quality of life.

thenorthernview.com/2025/06/12/high-speed-internet-coming-to-bcs-most-northern-communities

Indigenous consortium secures B.C. export terminal tied to critical minerals

The Nisga'a Nation, Tahltan Nation Development Limited Partnership (TNDLP), and Arrow Transportation Systems (Arrow Transportation) have announced they have formed a strategic joint venture, the Portland Canal Holdings Limited Partnership. The partnership, through its wholly owned subsidiary, has entered into a binding share purchase agreement for the acquisition of Stewart Bulk Terminals Limited which owns and operates the Port of Stewart bulk terminal.

canadianminingjournal.com/news/indigenous-consortium-secures-b-c-export-terminal-tied-to-critical-minerals



Above: Port of Stewart bulk terminal. (Credit: District of Stewart)

First Nations take ownership of critical minerals hub for Northwest B.C.

The Nisga'a and Tahltan nations, with Arrow Transportation Systems, formed the partnership to buy the privately owned terminal at Stewart's deep sea port.

vancouversun.com/news/local-news/first-nations-take-ownership-critical-minerals-hub-northwest-bc

2 First Nations form partnership to buy B.C. export terminal

Two First Nations have formed a joint partnership with a transport company to purchase the Port of Stewart bulk terminal on the Portland Canal that separates British Columbia and Alaska.

globalnews.ca/news/11348693/bc-first-nations-buy-terminal

Careers rooted in community

The Tahltan Nation Development Corporation drives training and employment opportunities for local residents.

flipsnack.com/cimicm/cim-magazine-november-2025

A change in ownership

Todd den Engelsen of Tahltan Nation Development Corporation discusses how the Tahltan Nation and its partners plan to modernize and reshape the infrastructure and critical minerals operations at the newly acquired Port of Stewart bulk terminal.

flipsnack.com/cimicm/cim-magazine-november-2025

2025–2028 Strategic Plan



Focused on consistent execution, operational readiness, and sustainable growth across Tahltan Territory.

Strategic Priorities

2025 PROGRESS SNAPSHOT

Execution against TNDC’s strategic priorities remains focused on strengthening operational capability, supporting scalable growth, and positioning the organization for long-term success.



OPERATIONAL EXECUTION

Strengthening scalable multi-project delivery across active operations.



SYSTEMS & CONTROL

Strengthening reporting structures, financial systems, and operational accountability.



DIVERSIFICATION

Expanding services, infrastructure and strategic growth opportunities.



INFRASTRUCTURE

Advancing port, fibre, aviation and corridor development.



WORKFORCE GROWTH & LEADERSHIP

Expanding services, infrastructure and strategic growth opportunities.



PARTNERSHIP DISCIPLINE

Strengthening accountability, governance and performance across partnerships.

Strategic priorities continue to align execution, organizational readiness, infrastructure ownership, and long-term Tahltan business growth.

03





CORPORATE SERVICES

3.1

Health, Safety & Environment

Safety Lives in Our Actions

The health and safety of our employees, partners and everyone we work with is our highest priority, because everyone deserves to go home safe. Our 2026 theme, Safety Lives in Our Actions emphasizes that safety is not just a principle, but something we demonstrate every day. Safety is a core focus of how we operate.

As our operations expand across project sites, a robust health and safety culture remains the foundation of our operational excellence. Safety is foundational to operational performance, workforce wellbeing, and reliable project delivery.

We are strengthening proactive safety management through leading indicators, operational learning, and early intervention. Through shared responsibility and accountability, we ensure safety is embedded in everything we do.

Opposite: Todd Spring, one of TNDC's Warehouse Officers at our Dease Lake office.

2025 ACHIEVEMENTS



MAINTAINED CERTIFICATE OF RECOGNITION (COR)

Reinforcing TNDC's ongoing commitment to worker protection and a proactive safety culture, with an internal audit conducted to ensure compliance.



ENHANCED THE HSE TEAM

Through a mentorship program, we supported a Tahltan individual in joining the HSE Team at Red Chris. We also hired a full-time Health, Safety and Environment (HSE) Coordinator between the Dease Lake Shop/Airport and Skeena projects.



CLAIMS MANAGEMENT

Held information sessions on the claims management and claims process with all front-line supervisors and construction managers. Reviewed legacy/inactive claims, resulting in large financial cost relief from WorkSafeBC on legacy claims. Improved TNDC's overall experience rating with WorkSafeBC.



IMPROVING SAFETY MANAGEMENT SYSTEMS

Continued to enhance documentation and streamline processes for all workers, with external sites transitioning to Salus Safety software to improve document control and accessibility.



BY THE NUMBERS – 2025

511,060

Hours worked

20,223

Field Level Hazard Assessments completed

3,587

Toolbox Talks/ Re-Start Meetings conducted

369

Don't Walk By Cards submitted

267

Spot awards given



2026 PRIORITIES

Audit and Compliance: complete an external Certificate of Recognition (COR) audit this year (scheduled for August) required every three years, which will evaluate our existing systems and provide actionable insights to further strengthen our safety performance.

Standardize Safety Processes: establish uniform safety procedures across all sites, ensuring documentation is consistently updated, easily accessible, and clearly organized.

TNDC Life Saving Rules Rollout: undertake an education and rollout campaign of the TNDC Life Saving Rules through spring and summer of 2026.

Embed Safety Culture: deepen the integration of safety into daily operations, fostering meaningful, proactive conversations to overcome reactive measures.

Organizational Readiness: ensure every team actively champions TNDC's safety culture by adopting improved processes and electronic documentation, ensuring safe practices are consistently applied and reinforced across all sites. Embed full-time HSE coordinators on all our larger scale projects to support the health and safety of our teams and the projects.

Fostering Employee Safety Development: advance supervisor skills and strengthen safety culture through comprehensive training; Leadership for Safety Excellence and Principles of Health and Safety Management through the BC Construction Safety Alliance, launching in Winter 2025 and continuing into Spring 2026.



Certificate of Recognition

TNDC was awarded a Certificate of Recognition (COR) from WorkSafeBC in 2023, reinforcing our commitment to protecting workers and maintaining a progressive safety culture. The COR program recognizes and rewards employers who go beyond the current legal requirements, implement an effective occupational health and safety management system (OHSMS), and pass a certification audit to the standards set out by the WorkSafeBC Board. Certification requires passing an external audit (year 1), annual internal maintenance audits (years 2-3), and re-certification audit every three years.

Left: TNDC Certified Red Seal Welder Lash Payne at our Dease Lake Shop.

Human Resources

Below: Dean DeJong, TNDC
Construction Manager.

Building a Talented Workforce Rooted in Tahltan Values

At TNDC, our people are our greatest strength and the foundation of our success. As we continue through a period of significant growth, our focus is on building a talented, resilient and high-performing workforce rooted in Tahltan values; one that can meet the demands of a dynamic resource sector while staying grounded in building capacity in the Tahltan Nation.

TNDC is deeply committed to the growth and development of all Tahltans. We truly believe in the potential of our workforce and are intentional in creating opportunities that empower individuals to build meaningful, long-term careers. Through training, mentorship and internal advancement, we are investing in our people in a way that strengthens both the individual and TNDC.

Our approach is guided by TNDC's core values. We remain Tahltan-Centered, honouring culture, community and connection in every decision. Through Respect and Integrity, we foster a workplace where everyone is treated with dignity and fairness. We build Trust by supporting our workforce and standing behind our commitments.

TNDC's goal is to remain an employer of choice, especially for Tahltans, by creating a workplace that is inclusive, supportive and rewarding. The Human Resources department is imperative to TNDC's success, ensuring we have the right people, structures and support in place to build a strong, values-driven workforce and sustain long-term growth.

By prioritizing the recruitment and advancement of Tahltans, we are developing future leaders and building sustainable careers. By investing in the people and reinforcing a culture rooted in our values, TNDC is positioning its workforce to deliver strong performance today and create lasting success for generations to come.

2025 ACHIEVEMENTS



EMPLOYEE ENGAGEMENT & WORKPLACE CULTURE

We continued strengthening the TNDC workplace through initiatives targeted at recruitment, retention, employee engagement, and building a workplace where employees feel valued, supported and heard. This included delivering key programs designed to foster professional growth for employees, encouraging a culture of learning, development and continuous improvement across the organization.



TAHLTAN INCLUSION & CAREER ADVANCEMENT

Our commitment to Tahltan inclusion and advancement remains a priority. Efforts focused on growing the skills and experience of Tahltan employees and Tahltan members through training, career development, and advancement opportunities.





2025 Workforce

In 2025, Tahltan employment grew to 88 employees and Tahltan Associate representation doubled, even as overall workforce size adjusted with the project cycle.

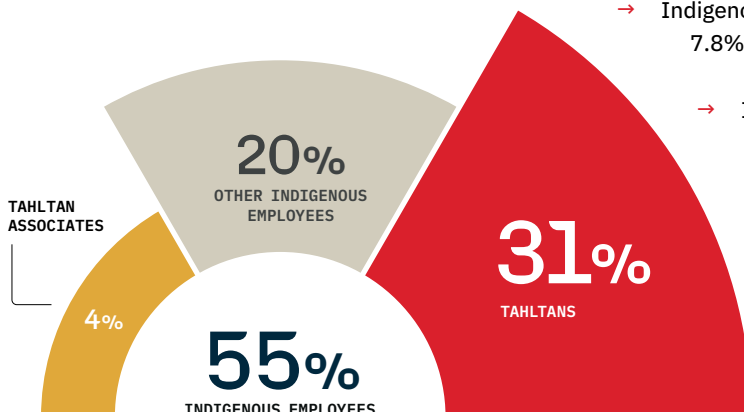
While overall workforce levels adjusted with project activity in 2025, Tahltan employment and Tahltan Associate representation continued to grow, reinforcing TNDC’s long-term focus on workforce development, organizational capacity, and Tahltan participation across the business.

Importantly, while workforce size adjusted with project activity, both Tahltan and Tahltan Associate representation increased, demonstrating continued progress in strengthening TNDC’s core workforce.

This trend highlights a strategic focus not just on workforce size, but on who makes up our workforce, ensuring we are growing in alignment with our values and prioritizing opportunities for Tahltan members as we position for future expansion in 2026 and beyond.

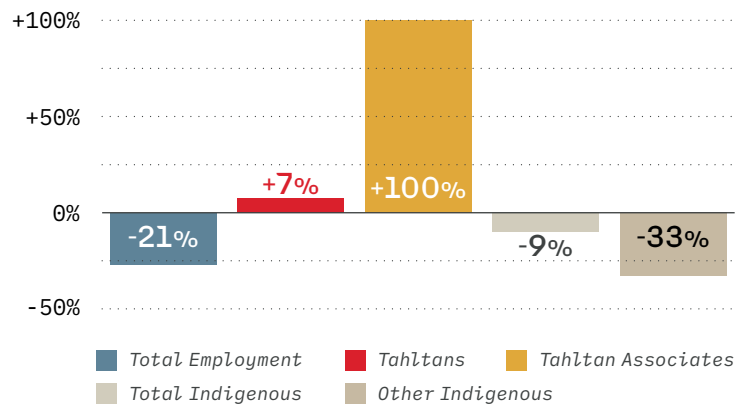
EMPLOYMENT HIGHLIGHTS

- TNDC peaked with a workforce of 283 employees in October 2025.
- Of 283, 55% are Indigenous employees.
- Tahltans represent 31% of the workforce and Tahltan Associates 4%.
- Women comprise 22.6% of our workforce.



PEAK WORKFORCE COMPARISON

	2024	2025	%Δ
Total Employment	360	283	21%↓
Tahltans	82	88	7%↑
Tahltan Associates	6	12	100%↑
Other Indigenous	84	56	33%↓
Total Indigenous	172	156	9%↓



CANADIAN INDIGENOUS EMPLOYMENT COMPARISON

At TNDC, Indigenous employment is embedded in how we deliver work at scale and is reflected in our workforce. Our Indigenous workforce far exceeds Canadian averages, according to *Statistics Canada’s 2026 Indigenous employment and income in Indigenous-owned businesses: A comparative analysis report*, which found:

- Indigenous-owned businesses average about 7.8% Indigenous employment.
- Indigenous participation is approximately 4.4% of the workforce, and in mining typically ranges from 8% to 12%, with BC around 9%.

At 54% in 2025, TNDC’s Indigenous employment ranges from five to 10 times higher than the industry average and more than ten times higher than the overall Canadian workforce.

TAHLTAN CENTRED VALUES



INCLUSIVE HIRING PRACTICES

All employment opportunities are posted to the Tahltan OnTrack platform, shared with Tahltan leadership, and posted to TNDC's Facebook page, and all employment interviews include JST representation as well as a series of Tahltan-centered questions.



EMBEDDING TAHLTAN CULTURE

In 2025, the JST formalized its role through the signing of a Terms of Reference at TNDC's Tahltan AGA, supporting stronger employee engagement and internal communication across the organization.



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 in Fall 2026. Updates included:

- **Recruitment & Selection:** standardized recruitment practices to ensure fairness and consistency
- **Corrective Action:** modernizing discipline practices
- **Statutory Holiday Pay**
- Reinforced clear processes that support ethical decision-making and accountability



The **Joint Support Team (JST)** serves as a vital bridge between employees and Senior Management, fostering open communication, mutual understanding, and collaboration across all levels of the organization. The committee plays a key role in ensuring that the voices of all employees – especially Tahltan employees – are heard, respected, and meaningfully integrated into company operations.

RESPECTFUL & SAFE WORKPLACE

- Delivered Cultural Safety and Lateral Kindness training, with 23% workforce participation, reinforcing psychologically and physically safe environments.
- Strengthened policies supporting safe workplaces, including Bullying & Harassment, Medical Assessment and Corrective Actions.

EMPLOYEE ENGAGEMENT

Achieved 82% participation in the 2025 Employee Gallup Survey, reflecting strong engagement and openness in sharing feedback on the organization's performance as an employer of choice.



RECOGNITION & REWARD PROGRAM

In 2025, a total of 292 awards were presented through the TNDC Employee Reward and Recognition Program, spanning Spot, Quarterly, Annual and Long Service. Each recognition reflects the outstanding initiative, dedication and commitment our employees bring to supporting our organization and our clients. Notably, the number of Spot awards increased from 205 in 2024 to 267 in 2025, an impressive 30%.

Spot Awards	265
Quarterly Awards	12
Annual Awards	3
Long Service Awards	10
Total Awards	292

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



TRAINING & DEVELOPMENT

Launched a new Career Development Department focused 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 employees and supports a broader commitment to building capacity from within.

Completed 38 Employee Career Development Plans (47% of the workforce), supporting growth and succession.

Supported formal education and development for employees, including an Accounting Degree, Career Development Diploma, and HR Management program, all of whom are Tahltan.

Secured \$18,500 in funding for Tahltan employee Dwight Quock to obtain MELT (Mandatory Entry-Level Training) Class 1 certification, required for new commercial semi-trailer truck drivers in British Columbia and other Canadian provinces to obtain a Class 1 license.



BuildWitt: Our investment in learning and development flourished through BuildWitt, an online training platform designed for heavy civil and construction teams. It delivers short, practical lessons via expert-led videos designed for field workers, covering topics from equipment operation to safety and professional development. Our workforce completed over 2,400 lessons and 613 courses, contributing more than 108 hours of focused learning and growth.



TAHLTAN CAREER DEVELOPMENT

Tahltan Leadership Roles:

- Promoted eight Tahltan employees into management and supervisory roles.
- Grew the number of Tahltans in senior and mid-level management, supervisory and foreperson positions from 38 in 2024 to 46 in 2025, a 21% increase.

Tahltan Management Promotions:

- Les Creyke – Fleet Supervisor
- Edward Asp – Dease Lake Operations Manager

Tahltan Management Promotions:

Partnered with Newmont on a joint Mentorship Program, providing on-the-job training and experience, with exposure to the full range of construction management career options and direct exposure to TNDC and Newmont leadership for career guidance. Apprenticeships were offered in four areas:

- Kaiden Behn – Survey
- Savanna Dennis – Quality Control and Materials Testing
- Jazmyn Etzerza – Health, Safety & Environment
- Hailey McPhee – Project Coordination



Tahltan Youth Internships

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 Kashtin 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 direct exposure to TNDC’s operations, emphasizing safety, teamwork and technical skill development.



TNDC Employee Rewards & Recognition

2025 Long Service Award Recipients

Congratulations to the recipients of our 2025 Long Service Awards! We are delighted to recognize several TNDC employees who marked 5 year milestones in 2025, 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 2026!



Johnny Hawkins
15 years of service



Les Creyke
10 years of service



Charley Dennis
5 years of service



Eileen Doody
5 years of service



Shannon Joseph
5 years of service



Neville Kean
5 years of service



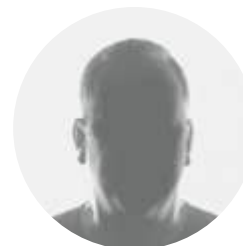
Bobby McPhee
5 years of service



Hailey McPhee
5 years of service



Kirk Nole
5 years of service



Dwayne Triggs
5 years of service



TNDC Employee Rewards & Recognition

2025 Annual Award Winners

Join us in congratulating **Dave Cook, Herbert Henry and Steve Reynolds** on their well-deserved recognition as the **TNDC Employee Reward and Recognition Program 2025 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 2025 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**.

Living and Role Modelling our Safety Values

(Safety First, Safety Always)



Alabama Quock Heavy Equipment Operator, TIA, Wolf Crew

Nominated by: Daniel Moon, HEO Trainer

Alabama Quock is everything we are striving for when it comes to success from our HEO program. Alabama has shown she is safe and competent operating our dozers and loaders after completing year two of the HEO program. She is always quick to lend a hand in training other employees and new hires. Alabama shows up with a positive attitude every day and looks forward to coming back to work every set.

Going Above and Beyond

(To solve a problem or get the job done)



Hailey McPhee Heavy Equipment Operator, Red Chris Crow Crew

Nominated by: Kevin Dennis, General Foreman

For how young she is, Hailey has come a long way and it shows in her work. She always does her job without complaint and is willing to help. She works in a very safe manner and is not shy to suggest what she thinks might help. She is a very good team player.

Exemplifying TNDC Values

(Safety, Tahltan-Centered, Integrity, Respect, Trust, Pursuit of Excellence)



Edward Asp Regional Projects Supervisor. TNDC Dease Lake Office

Nominated By: Jeff Humphreys, Owner (Contractor)

I'm proud to nominate Ed Asp for the quarterly award, based on my experience with him on May 14 while we were in territory. Myself and two team members were spending 10 days in the area capturing interviews and footage for a TNDC story. Ed offered to take us on a full-day tour to Telegraph Creek, setting aside his day to personally guide us, and it quickly became clear this wasn't just a tour—it was a deep, meaningful experience. Ed went above and beyond. His humility, pride and deep respect for the land represent exactly what TNDC stands for. He may have thought it was just a day – but for us, especially me, it was something we'll never forget.



2025 HEO Program

Drivers Licence Program: launched the Class 1 and 3 Driver’s License program in early 2025, and marked 26 participants for the year attaining their Learners and Classes 7 licences, and passing their 3L, 2L,1L & Air Brakes knowledge tests.

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

- **Level 1:** Cohort 3 – 5 participants in Spring, who advanced to Level 2, scheduled for Fall.
- **Level 2:** Cohort 3 – 5 participants in Fall, who advanced to Level 3, scheduled for Winter 2026.
- **Level 3:** Cohort 2 – 6 participants in Level 3 in winter, who successfully completed the program in Spring 2026.



Tahltan HEO Training Program Reaches Exciting New Milestones

Since its launch in 2023, the Tahltan HEO Training Program has reached a major milestone: six graduates have now successfully completed all three levels. Jazmyn Etzerza became the first graduate from Cohort 1, in the Spring of 2025. This followed with the Winter 2025 Cohort 2 comprising Leah Carlick, Jamie Lea Clarke, Shayla Creyke, Laverne Rozsas and Alabama Quock concluding their Level 3 training in the Spring of 2026. Throughout their journey, these graduates have gained hands-on experience working with TNDC at the Red Chris Mine.



Ground-breaking 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.

Four of the employees who completed HEO Levels 1–3 in 2025 are working as operators with TNDC at Red Chris and a fifth has transitioned to TNDC’s Health, Safety & Environment team.

Above: TNDC received the 2024 AME Robert R. Hedley Award at the AME Awards Gala for a community driven training program.

Top: Jazmyn Etzerza with Tahltan Trainer Gavin Day.

Above: 2026 Level 3 HEO graduates, Leah Carlick, Jamie Lea Clarke, Shayla Creyke, Laverne Rozsas and Alabama Quock



2026 PRIORITIES

Strengthening and Growing Human Resources Capacity

Evolve the HR function from transactional support to a strategic business partner embedded in operations across TNDC's work areas. Ensuring strong workforce support, effective leadership guidance, and a values-driven culture.

Advancing Tahltan Workforce Development

Invest in the growth and development of Tahltans through training, mentorship and career progression, building a skilled workforce prepared for both current roles and future leadership opportunities. Focus on Situational Leadership training for all levels of leadership.

Driving Leadership Accountability and Strategic Alignment

Ensure executives are focused on priorities that drive TNDC's success by linking leadership actions to measurable outcomes, while reinforcing transparency, clear expectations, and accountability. Leadership focus on strategy and long-term growth.

Building Tahltan Talent Pipelines for Business Continuity

Develop a strong pool of Tahltan leaders to fill key roles within the organization, ensuring continuity of operations and long-term organizational sustainability.

Pioneer Pension Program

Explore a Pioneer Pension Plan for long-serving employees who have significantly contributed to the organization's success, but have not been able to contribute equitably to a retirement fund since the Employee Pension Plan was introduced in 2024.

Finance & Accounting

Finance Remains the Cornerstone of our Business



A strong financial foundation supports consistent day-to-day operations while providing the resources and insights needed for effective strategic planning, goal setting, resource optimization, and performance tracking. It underpins business stability, supports long-term growth initiatives, ensures workforce and operational readiness, and strengthens TNDC's ability to navigate economic cycles with resilience.

Financial strength also plays a critical role in building trust with clients, partners, shareholders and employees. When combined with transparency and sound risk management, it positions TNDC to secure funding for strategic growth and advance our priority to own and build infrastructure.

2025 ACHIEVEMENTS

In 2025, TNDC undertook a comprehensive financial assessment with teams across operations, fleet, and finance to identify the systems, processes, and controls required to support the organization's next phase of growth and operational scale.



FINANCIAL ASSESSMENT & PROCESS IMPROVEMENT

MNP, a chartered professional accountancy and business advisory firm, was engaged to perform a detailed financial assessment of the organization, identifying many opportunities for process improvement to strengthen financial performance. From the assessment, plans have been developed and teams have been strengthened to begin addressing the challenges. Inefficient technology and incomplete project management processes were identified as two of the most significant concerns to be addressed in 2026.



STRENGTHEN IT POLICIES & PROCEDURES

Aligning with our 2025 priorities, an in-house IT Manager was hired to support TNDC's growth strategy. This newly-created strategic position will drive TNDC's digital transformation, technology solutions investment, and innovative digital solutions implementation. Initial priorities are focused on developing an IT strategy, which includes refreshing aging infrastructure, enhancing cybersecurity and strengthening data processing.

Above: Melissa Quock, one of TNDC's Warehouse Officers at our Dease Lake office.

BY THE NUMBERS

2025 revenue of \$91.5M reflects the cyclical nature of single-project concentration — the strategic case for diversification, which is now well underway through new work with Skeena, advancing KSM, the Port of Stewart acquisition, and our growing Aggregates business.

TOTAL REVENUE

2021-2025

While revenue adjusted in 2025 due to project cycle changes, total revenue continues to show an average growth of 63% from 2021 to 2025.

2021	\$56,026,223
2022	\$69,887,275
2022 ¹	\$67,404,766
2023	\$101,880,302
2024	\$115,985,817
2025 ²	\$91,556,484

CONTRACTING REVENUE

2021-2025

Contracting revenue increased by 63% from 2021 to 2025, reflecting growth across major projects, expanded operational capacity, and increased activity across TNDC's diversified service portfolio.

2025 revenue decline reflects no Red Chris Winter Program.

2021	\$44,994,923
2022	\$58,639,218
2022 ¹	\$51,991,621
2023	\$84,038,740
2024	\$102,271,195
2025 ²	\$73,586,755

CAPITAL ASSETS

2021-2025

Capital assets (net) grew by 144% from 2021 to 2025, with the most significant increase over the past couple years.

2021	\$21,127,167
2022	\$30,517,305
2022 ¹	\$36,104,452
2023	\$50,380,867
2024	\$46,489,880
2025 ²	\$51,714,648

HEAVY EQUIPMENT ASSETS

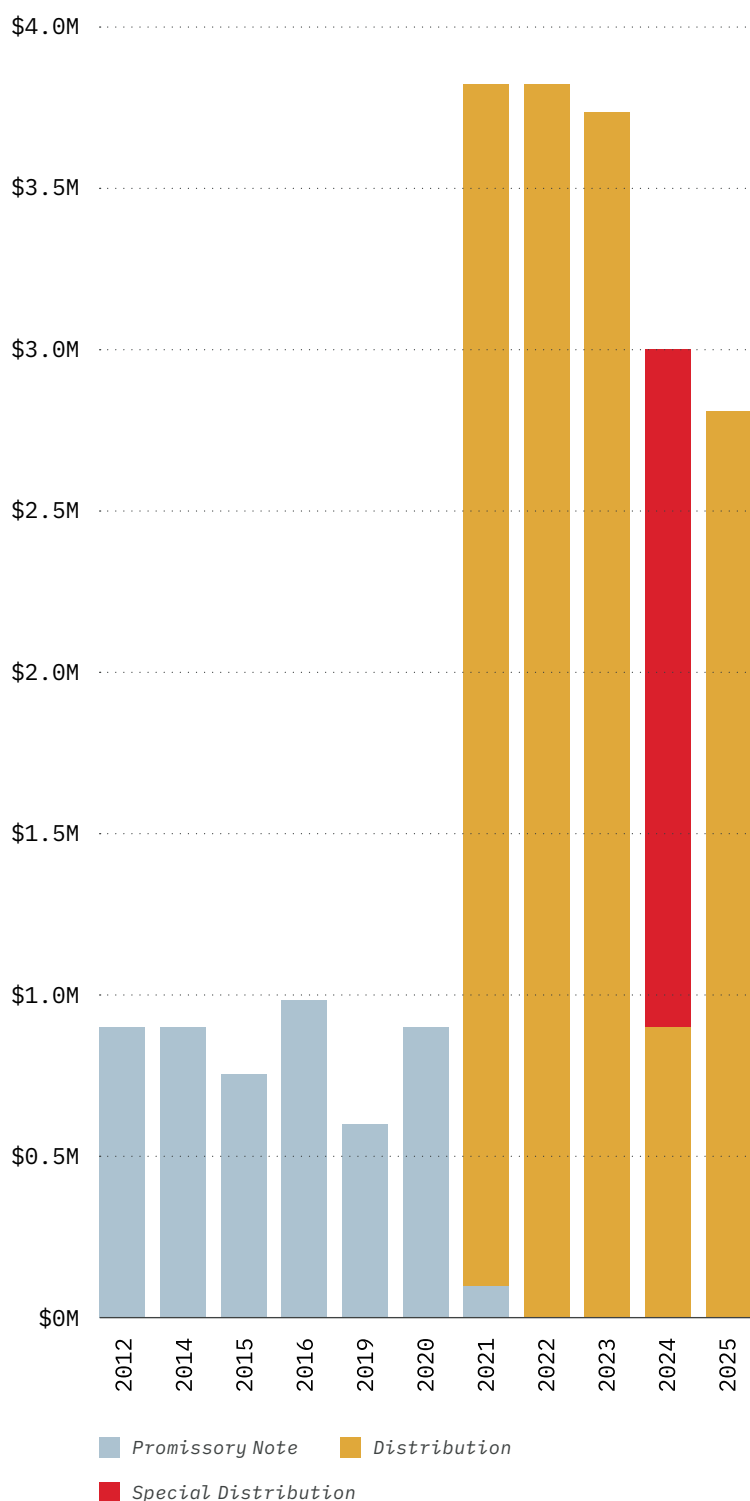
2021-2025

Heavy equipment assets (net) have grown significantly over the last 5 years, valued at \$41.5 million in 2025, representing a 14.6% increase over 2024 and an 181% increase since 2021.

2021	\$14,749,872
2022	\$23,014,069
2022 ¹	\$28,280,620
2023	\$41,575,260
2024	\$36,197,611
2025 ²	\$41,554,492

¹2022 – fiscal year end change – only shows 9 months

²2025 – internal numbers before external review



SHAREHOLDERS DISTRIBUTIONS

2012-2025

Distributions to our Tahltan Shareholders (Iskut Band, Tahltan Band, Tahltan Central Government) totalled \$2.8 million in 2025, totalling \$22.1 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
2025	Distribution	\$2,816,748
	Total	\$2,816,748
	Cumulative Total	\$22,128,998



2026 PRIORITIES

Finance priorities will build upon those established in 2025, with a focus on continuous improvement. As TNDC works to grow existing divisions and diversify into new sectors, it is imperative our financial practices align with current and emerging best practices and mitigate risk.

This requires building strong systems and processes, supporting TNDC's readiness, and performance, helping strengthen our foundation for long-term growth, and ensuring the organization is operationally ready to meet growing project demands.

Develop Multi-level Financial Reporting

Develop strategic financial reporting aimed at the specific needs of the different users of the financial statements. Timely, accurate and structured reporting creates financial transparency to TNDC's Board, Shareholders, financial institutions and other stakeholders, and allows for strategic decision-making across the organization.

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 we will continue to progress equipment and inventory accounting. Strengthening these areas will allow for improved reporting while supporting the move to audited financial statements.

Audited Financial Statements

Implement an audit of our financial statements to enhance transparency, meet partner requests, and support access to financing. An audit will ensure our financial records reflect the organization's true financial position, in turn building shareholder trust and demonstrating financial integrity.

A TNDC truck at our
Eskay Project site.

04

TNDC DIVISIONS & PARTNERSHIPS



From its humble roots as a First Nation community-owned business, TNDC has evolved into a Tier One mining service provider that has diversified into other sectors, including heavy construction, mine development, infrastructure, transportation and other support services.

Our integrated services provide the scope major projects require, from heavy construction and earthworks to road and bridge construction to mining and transportation by land and air.

To enhance TNDC's self-perform capabilities, we strategically leverage business partnerships to expand our service capabilities and drive our diversification and growth strategy within and beyond Tahltan Territory. Together, TNDC and our partners provide comprehensive and integrated support across all stages of mine development, from initial resource exploration to construction and operation.

We have also played a crucial role in infrastructure development, earning a reputation as a trusted builder of infrastructure in Northwest British Columbia.

Collectively, our broad spectrum of services includes:

- 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



4.1 TNDC DIVISIONS

TNDC's service divisions are strategically aligned around distinct business functions, each reinforcing the strength of our overall capabilities. Collectively, they form a fully integrated service model that positions TNDC as a trusted, disciplined, diversified, high-performance partner in infrastructure, mining and resource development in the Golden Triangle region. They build our capacity and support the strategic expansion of our project portfolio into the next phase of development across the region.

TNDC Airport crew monitor Red Chris
crews walking to an aircraft.



4.1.1

Aggregates

Supplying the Base Materials to Build Northwest BC's Infrastructure

Below: Sand, gravel and crushed rock are used at the Red Chris mine.

Scaling to become the primary aggregate provider in Northwest British Columbia, TNDC Aggregates delivers high-quality base materials to the civil construction, infrastructure and mining sectors in the region.

TNDC Aggregates supplies the critical raw materials – sand, gravel and crushed rock – that form the base of the region's roads, dams and buildings.

With strategic operations in Eskey, Northern and Southern geographical areas, we support both self-performance and client needs.



2025 ACHIEVEMENTS

TNDC Aggregates completed its second year of production, focused on positioning itself as the primary aggregate supplier in the region.



KM43 GRAVEL PIT

Produced and supplied aggregate materials to the Eskey Creek, KSM, and Schaft Creek projects. The materials TNDC produced were utilized in such projects as the Volcano Creek Switchyard Project, the Eskey Creek Mine Access Road (MAR) Bridge Upgrades, and maintenance of the Eskey MAR.

Completed the installation of a weigh-scale at the KM43 site, adding a new piece of equipment to TNDC's asset base, and increasing the sophistication of TNDC's operation at this site.



RED CHRIS SITE

Continued to produce specification aggregates in conjunction with our partner Kode Contracting for use across site, including as a critical material in tailings impoundment area (TIA) Dam construction. In total, over 218,000m³ of material was produced in 2025 for use at the Red Chris site, marking the second year of a three-year contract. TNDC and Kode must continue meeting tight deadlines and high-quality standards to keep critical operations going in 2026, the final year of the contract.

2026 PRIORITIES

Concrete Suitability Testing: Continue 52-week testing of current aggregate reserves at KM43 for their suitability as concrete aggregates. Initial testing to CSA standards has shown favorable results and additional testing is underway with results expected in the last quarter of 2026. CSA Standards are Canadian national benchmarks ensuring the quality, grading, cleanliness and durability of sand, gravel and crushed stone used in concrete.

Secure Multi-Sector Supply: Advance the desktop studies and permitting for several locations along the Hwy 37 corridor to support Ministry of Transportation and Transit (MoTT) highway projects, key mining clients, and community development. This includes a focus on aggregate material suitable for use in concrete, as well as the potential to produce blasted materials such as rip-rap.

Community Development Supply: Advance the site development and crushing at several sites to support development in the communities of Dease Lake, Iskut and Telegraph Creek.

4.1.2

Aviation

Managing Vital Aviation Infrastructure for Community and Industry

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

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

Services span passenger and ground handling, fuelling, de-icing, inspections, snow and brush clearing, runway friction tests, runway sweeping and maintenance, apron crack sealing, and grounds maintenance. Our growing fuelling business provides Jet A fuel and Avgas to private aircraft and helicopters.

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

Right: Aircraft tails at the Dease Lake Airport.



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

Below: TNDC airport crew.

2025 ACHIEVEMENTS



NEWMONT MASTER SERVICE AGREEMENT

TNDC and Newmont extended their Master Services Agreement (MSA) through the end of 2026 for the delivery of Aviation Services via the Dease Lake Airport, with discussions on a longer-term agreement progressing. This ensures the continued safe transportation of Red Chris mine workers through this critical regional hub.

In late 2025, the Red Chris mine transitioned charter operators from Central Mountain Air to Summit Air. TNDC airport staff seamlessly adjusted to a new charter operator, as well as larger aircraft including the RJ-100 carrying more passengers and requiring more fuel than other aircraft.



TRAINING & DEVELOPMENT

Continued to fill seasonal snow-clearing jobs staffed by local Tahltans over the winter, building upon the success from the year prior.



EQUIPMENT & OPERATIONS

Continued our successful partnership with the Stikine Airport Society (SAS), maintaining runway and apron crack sealing, ensuring the airport is maintained in safe operating conditions, as well as generating revenue for both organizations.

Served 750 aircraft including fixed wing and rotary, assisting over 28,400 passengers and moving over 10,000 pieces of baggage/cargo.

Sold over 345,000 L of Jet A fuel, 15,200 L of Avgas, and 75,000 L of diesel in our second year of fuel supply operations.



INFRASTRUCTURE UPDATES

Completed a pulpit replacement program, in conjunction with the SAS. This underground airfield electrical junction box powers runway and taxiway lights, essential components of airport lighting infrastructure.

Completed upgrades to crew housing utilities, including additional accommodations to allow for more remote staff as operations grow and expand.





2026 PRIORITIES

TRAINING & DEVELOPMENT

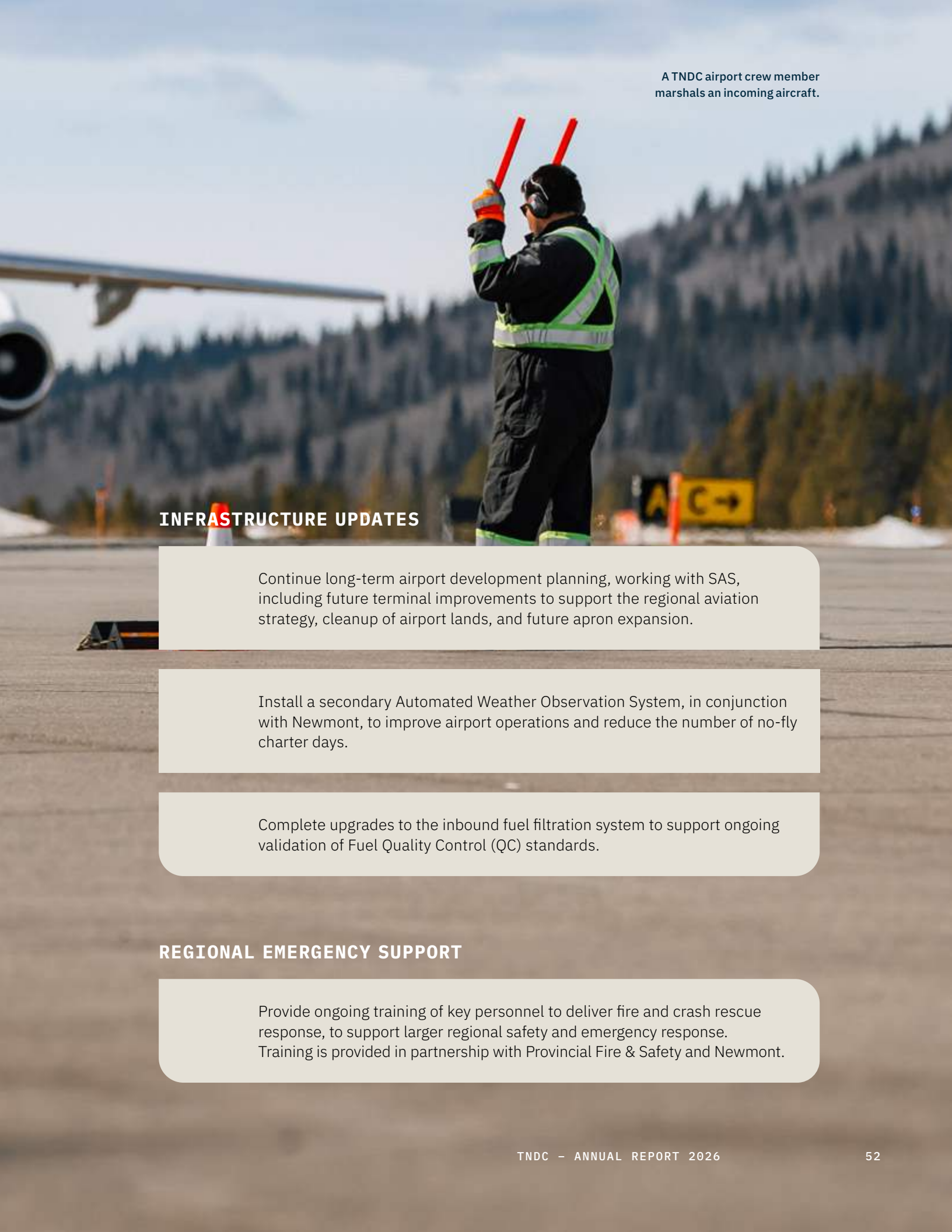
Develop formal career development plans for employees and continue cross-training on different airport functions. Aircraft refueler training is a key cross-training focus, as the number of aircraft utilizing CYDL increases along with the demand for fuel.

Provide career advancement through leadership development and continue cross-training of new and existing crew on the different functions of airport operations.

EQUIPMENT & OPERATIONS

Implement a new tracking system for staffing and airport operations records, improving information availability and trend analysis.

Invest in backup equipment to ensure uninterrupted availability of critical airport equipment and continue operations in all scenarios.

A photograph of an airport ground crew member in a high-visibility vest and headset, holding two red wands, standing on a tarmac. In the background, the wing and engine of an aircraft are visible, along with a forested hillside under a clear sky.

A TNDC airport crew member marshals an incoming aircraft.

INFRASTRUCTURE UPDATES

Continue long-term airport development planning, working with SAS, including future terminal improvements to support the regional aviation strategy, cleanup of airport lands, and future apron expansion.

Install a secondary Automated Weather Observation System, in conjunction with Newmont, to improve airport operations and reduce the number of no-fly charter days.

Complete upgrades to the inbound fuel filtration system to support ongoing validation of Fuel Quality Control (QC) standards.

REGIONAL EMERGENCY SUPPORT

Provide ongoing training of key personnel to deliver fire and crash rescue response, to support larger regional safety and emergency response. Training is provided in partnership with Provincial Fire & Safety and Newmont.

4.1.3

Fleet & Assets

Driving Project Execution with a Tier One Fleet Built for Scale

A modern and reliable heavy equipment fleet is imperative for mining and infrastructure projects, driving operational efficiency, safety, cost management and project timelines.

TNDC executes on a variety of work fronts and in a diverse array of services including heavy earthworks, civil construction, road building, snow removal, and road maintenance. To meet this demand and to ensure flexibility and adaptability, we have an expansive fleet of over 380 pieces of heavy and light equipment, including a range of excavators, dozers, graders, loaders, articulating haul trucks and water trucks/ejector trucks.

2025 FLEET SIZE

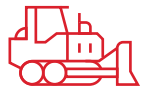
380+

PIECES

TNDC's fleet exceeds 380 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

2025 ACCOMPLISHMENTS



INVENTORY COUNTS

Conducted extensive inventory counts at our Dease Lake warehouse and Red Chris site, creating a unified control system and enabling improved asset operational efficiency by ensuring parts availability. When operating in remote locations, minimizing equipment downtime is critical and initiatives like this allow for high levels of uptime, benefiting our customers and enhancing business performance.



EQUIPMENT UTILIZATION ANALYSIS

Significantly advanced our equipment utilization analytics, which provided field leaders with the tools to assess and enhance the performance of the fleet. This data also allows for more strategic management of the overall fleet, optimizing fleet size and type, and setting TNDC up for continued growth and expansion into other work fronts.

Opposite: Troy Creyke, Red Seal Mechanic at work at TNDC's Dease Lake Shop.

A construction worker wearing a blue uniform with reflective stripes, safety glasses, and a black cap is working on a yellow piece of machinery. He is smiling and looking down at a tray containing various tools and components. The background shows more of the machinery and a workshop setting.

2026 PRIORITIES

Asset Lifecycle Ownership: 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.

Asset Optimization Intelligence: 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. We will continue to evolve our fleet analytics and reporting methodologies, ensuring that data quality provides the means for better decisions about our fleet and key assets.

Team Expansion: As TNDC operations grow, we will continue to expand 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.

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



4.1.4

Heavy Construction

Below: A TNDC Construction sign at the Red Chris project site.

Large-Scale Preparation Meets Ground-Level Execution

TNDC has become a trusted partner in Northwest British Columbia to provide general contractor and specialized services in the mining and infrastructure industries. We specialize in heavy civil earthworks, providing the foundational infrastructure essential for large-scale development and public works projects.

Our expertise spans comprehensive site preparation, precision mass excavation, and complex grading to ensure optimal structural integrity and drainage. From clearing land to executing bulk earthmoving and soil stabilization, we leverage a high-performance fleet to deliver projects on time, within budget, and to exact specifications.

Whether preparing an industrial pad or shaping the landscape for major highways, we transform raw terrain into build-ready environments.

With our large fleet of equipment backed by a highly trained and skilled workforce, TNDC is expanding our capabilities to self-perform on projects in a broader range of industries and geographical areas.



2025 ACHIEVEMENTS



OPERATIONS ACROSS FOUR SITES

TNDC successfully operated at several major mine sites and on highways in Northwest British Columbia in 2025: Red Chris Mine, Eskay Creek Project, KSM Project, Galore Creek Project.



CONSTRUCTION HOURS MILESTONE

TNDC's construction division reached 511,060 hours for work performed by TNDC employees, with thousands of additional hours worked by TNDC subcontractors in 2025. This represents a 5% increase over 2024 hours worked.



RED CHRIS PROJECT

TNDC continued to play a leading role in the success of the Red Chris Mine. TNDC served as the primary contractor, collaborating with subcontractors and partners like Pelly Construction and Kode Contracting. TNDC's work included Tailings Impoundment Area (TIA) construction, Block Cave Project development, mill operations, site services and road maintenance, and supporting exploration teams. The 2025 TIA Summer Dam Raise saw another significant amount of earth moved, totaling 580,000 m³. Throughout the season, TNDC crews safely delivered across complex operational scopes and changing site conditions.



ESKAY CREEK PROJECT

TNDC successfully completed another year with Skeena Gold + Silver, performing earthworks on the project site, at Coast Mountain Hydro's Volcano Creek Switchyard, and at the future site of a new camp at KM46. We also delivered year-round road maintenance on the Eskay Mine Access Road, which provides access to a variety of light and heavy vehicles and equipment along the 50 km of road. It was a successful year, continuing to build an engaging partnership between TNDC and Skeena Gold + Silver.

2026 PRIORITIES

TNDC will continue to work at major mine sites and a new regional project in the area in 2026, marking several years of an expanded presence within the Golden Triangle region of British Columbia.

RED CHRIS MINE

As the main contractor to the Red Chris Mine operations and new projects, TNDC will continue to solidify our performance as the heavy civil provider of choice. The focus for 2026 will be to effectively deliver on similar scopes of work from 2025, namely the TIA, sustaining capital projects and site services. Additionally, there will be an increasing level of heavy earthworks, hauling and labour support to Newmont's Block Cave project, at the processing facilities, vent raises, and other related works.

While the volume of material to be moved in the 2026 season for the TIA Construction is less than 2025, it remains just as critical to the Red Chris Mine, with an integrated team approach between TNDC and Newmont and other specialty contractors.

Through these works and the partnership with Newmont, there will be an opportunity to provide meaningful capacity within TNDC and among Tahltan team members, with a near-term focus on supervision, project coordination, health & safety, quality management, and surveying via mentorship and internship opportunities. The Heavy Equipment Operator (HEO) program continues to be a key component of the success TNDC has achieved at the Red Chris site. It enables TNDC to develop a new generation of operators through the participants, as well as provide mentorship opportunities to seasoned employees.

ESKAY CREEK PROJECT

With the approval of all necessary permits for the Eskay Creek mine project, TNDC will be working directly with Skeena Gold + Silver to build a team and integrated partnership. This will be an important evolution at that site as we will continue to execute efficiently and safely on heavy civil projects. Work will continue at the new camp facility, the Volcano Creek Substation, year-round service and maintenance of the access road, and aggregate supply.

In addition, new scopes of work will emerge, such as the tailings impoundment area (TIA) starter dam, which will require specific focus and attention as the teams grow and integrates. TNDC will play a critical role as a partner with Skeena Gold + Silver as they move forward with the mine development.

KSM PROJECT

Another major mine project under development is Seabridge Gold's KSM Project. TNDC's current KSM participation flows through the Treaty Creek Limited Partnership with the Nisga'a Nation; TNDC is now building direct heavy construction capacity to support the project's next phase.

The project is in its early stages, but TNDC is positioned as a key partner to support heavy earthworks across the site. TNDC will continue to build this partnership, build a team, and grow our capacity to deliver work efficiently and safely, supporting the sustainable development of the mine.

IR13 SUBDIVISION

Spring 2026 marks the launch of an exciting community initiative TNDC is honoured to support: the Tahltan Band Council – IR13 Subdivision Phase 1 in Dease Lake, situated just north and west of town, which will provide modern housing for the community. As a primary focus for TNDC, this project involves clearing land to develop over 100 new residential units, spanning both single and multi-family homes. TNDC will be working collaboratively with the community, contractors and key stakeholders to begin clearing the site and preparing it for future installation of utilities (water/sewer systems and infrastructure) and ultimately construction of the residences.

DISCIPLINED OPERATIONS AND WORKFORCE DEVELOPMENT

With many projects in Tahltan Territory at various stages of planning, approval or development, TNDC continues to build internal capacity and expand capabilities focusing on organizational consistency and execution to ensure the organization is structured to support long-term growth and increasingly complex operations. This includes ensuring the right people, with the right values and skillsets are in the right roles.

On a functional basis, TNDC is optimizing internal reporting and inventory management, prioritizing consistency across the company and worksites, and ensuring the effective utilization of its 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.

As TNDC grows and expands into multiple, larger scopes of work, we remain focused on establishing solid foundations including a strong organizational core, career development opportunities, and solidified succession planning. We will continue strong engagements with our workforce and supporting programs for mentorship, apprenticeships and internships to make TNDC a place where people want to work and grow their careers.

4.1.5

Infrastructure

Championing Regional Infrastructure Corridor Development



Historically, TNDC has played a pivotal role in the construction and upgrades of major regional infrastructure projects in Tahltan Territory, including airports, roads, bridges, energy projects and fibre optic communications, strengthening long-term connectivity and economic participation.

Above: TNDC undertook land clearing for the Tahltan Band's IR13 Subdivision site.

In recent years, TNDC has been evolving from a support role into a strategic leader in regional infrastructure and corridor development, collaborating with government, industry and partners. We are actively shaping our strategic business landscape focused on corridor readiness, helping ensure the region possesses the foundational strength—roads, bridges, and digital fibre-optics—necessary to host large-scale industrial and resource development operations.

These initiatives directly advance TNDC's strategic priorities of economic sovereignty, Nation-led infrastructure ownership, and long-term sustainable revenue generation.

By pursuing these large-scale developments, TNDC is shaping the corridors of the future to support long-term connectivity, sustainable growth, and economic sovereignty in alignment with the Tahltan Nation's vision and strategic plan.

Right: Port of Stewart Bulk Terminal.

2025 ACHIEVEMENTS



PORT OF STEWART BULK TERMINAL

TNDC’s acquisition of the Port of Stewart Bulk Terminal in partnership with the Nisga’a Nation and Arrow Transportation Systems (the Portland Canal Holdings Limited Partnership) marks a significant milestone to increase Tahltan ownership and control of critical infrastructure and Northern British Columbia’s mineral export infrastructure.

Since acquisition in October 2025, continuity and quality have remained 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.

Initial integration efforts have focused on maintaining uninterrupted service, strengthening safety systems, and identifying opportunities to expand capacity and improve operational efficiency.

The terminal continues to support the export of critical minerals, reinforcing TNDC’s role in supporting regional mineral export infrastructure.



About the Port of Stewart Bulk Terminal

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. 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.



MINERAL EXPORT TRANSPORTATION

Portland Canal Transportation Limited Partnership, a transportation business launched in 2025 between TNDC, Nisga'a Nation and Arrow Transportation, delivers bulk transportation and logistics solutions, playing a key role in delivering critical minerals from mine to market. This strategic venture strengthens TNDC's participation across the infrastructure and logistics value chain. Integration of transportation assets enhances efficiency, reliability, and coordination across corridor operations.

The partnership consolidates two regional trucking operations: Arrow Transportation's Stewart Trucking Division and Tahltan-Arrow Transportation Limited Partnership (a partnership between a subsidiary of Arrow Transportation and TNDC). Providing regional trucking services linking Northern British Columbia to tidewater, the venture strategically supports the Portland Canal Transportation LP in delivering integrated marine terminal operations with import/export capabilities, bulk and break bulk materials handling.

In its first months, the transportation business delivered integrated logistics solutions supporting the mining sector in Northwest British Columbia, hauling concentrates from the Red Chris mine through the Port of Stewart.



ADDITIONAL INFRASTRUCTURE PROJECTS

TNDC continued to advance a range of infrastructure initiatives across Tahltan Territory in 2025, including road improvements, site development, and construction projects supporting community and industrial growth. These efforts reinforce TNDC's role as a key partner in delivering essential infrastructure that enables long-term regional development.

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

Opposite: Tahltan housing development in Tahltan Territory.



FIBRE OPTIC COMMUNICATION IN NORTHERN TAHLTAN TERRITORY

Through Tahltan Communications, TNDC's partnership with CityWest, over 200 kilometres of new fibre-optic cable have been built across Tahltan Territory, providing high speed fibre optic-based telecommunication services to schools, health centers, homes and the many small, medium and large industrial businesses in Tahltan Territory.

In June 2025, Tahltan Communications' funding application to the Canadian Radio-television and Telecommunications Commission's (CRTC) Broadband Fund was approved to construct approximately 250 kilometres of new transport fibre infrastructure, connecting Dease Lake north to the communities of Jade City and Good Hope Lake (Dease River) in British Columbia, as well as Upper Liard in Yukon. This expansion will significantly improve connectivity for communities and industry, supporting economic development and access to essential services. Since funding approval, the project has focused on preparation for construction.



2026 PRIORITIES

TNDC is focused on priorities that continue strengthening its role as a Nation-owned leader in infrastructure development, supporting economic participation, community growth, and long-term sustainability.

PORT OF STEWART BULK TERMINAL

To support the next phase of growth, the Port is focused on modernizing its infrastructure while strengthening the systems and partnerships that drive performance, positioning it as a more efficient, connected and competitive gateway:

- Advance planning and design for terminal modernization and expansion
- Strengthen operational systems, safety and workforce capacity
- Grow client base and increase throughput volumes
- Enhance integration with transportation and logistics operations

HWY 37/37A UPGRADES

TNDC is preparing to support planned improvements to Highway 37 and 37A, positioning to deliver construction and infrastructure services in alignment with upcoming Ministry of Transportation and Transit projects.

DEASE LAKE AIRPORT UPGRADES

TNDC continues to monitor and support potential upgrades to Dease Lake Airport to accommodate increased traffic and regional growth, positioning to contribute to future development opportunities.

REGIONAL INFRASTRUCTURE

TNDC is advancing opportunities in power distribution, highway construction, water treatment, and housing development across Iskut, Dease Lake and Telegraph Creek. These initiatives aim to expand TNDC's service capabilities while supporting community infrastructure and regional growth.

Site preparation on the Tahltan Band's IR13 Subdivision began in April 2026 and will be delivered by TNDC's Construction division. This work supports the ongoing efforts of Tahltan Leadership to advance community infrastructure and housing development.

A stone monument with five triangular peaks, each with a smaller triangle on top, set against a background of trees. The words "TAHLTAN" and "NATION" are carved into the stone in large, gold-colored letters.

4.2 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.

4.2.1

Business Partnerships Report

Enhancing TNDC's revenue and Tahltan Engagement

TNDC Partnerships team plays an integral role in expanding TNDC's participation on projects and increasing revenue while expanding economic opportunities for Tahltans through employment, training and contracting opportunities. Partnerships fulfill a core pillar of TNDC's mandate to ensure that economic activity occurring within Tahltan Territory translates into tangible and lasting benefits for the Tahltan Nation. Through a disciplined, values based partnership model, TNDC works with industry, service providers and equity partners to generate revenue, create employment, and expand opportunities for Tahltan owned businesses (both privately owned and affiliates).

Below: A TNDC Rock Truck, at work on the Red Chris TIA construction.

2025 ACHIEVEMENTS

The Partnerships team focused on strengthening accountability across its partner network, improving governance and performance standards and actively connecting major partners with Tahltan workers and businesses. This approach ensures large scale industrial activity delivers real outcomes for Tahltan people while positioning TNDC and its partners for long term success.

Partnership activity delivered measurable outcomes that directly support Tahltan prosperity. These results reflect the cumulative impact of TNDC's partnership portfolio across revenues, employment, business participation and community investment.



DELIVERING ECONOMIC VALUE THROUGH PARTNERSHIPS

Directing economic activity back into the Tahltan Nation by leveraging long standing relationships and new strategic partnerships. TNDC supported sustained employment for Tahltan members and meaningful participation of Tahltan owned businesses across construction, environmental services, transportation, forestry, camp services, and technical support.



STRENGTHENING PARTNER ACCOUNTABILITY & GOVERNANCE

Improving the structure and oversight of TNDC's Partnership portfolio, including clarifying expectations related to performance, safety, workforce participation, and alignment with Tahltan values. These improvements strengthen accountability, protect the Nation's interests, and reinforce TNDC's reputation as a trusted business partner.



SUPPORTING TAHLTAN OWNED BUSINESSES

Prioritizing the engagement of Tahltan owned small and medium sized businesses by facilitating connections between major partners and Tahltan service providers. TNDC helps expand economic participation beyond its own operations and supports the long term growth of private Tahltan businesses.

BY THE NUMBERS

TAHLTAN EMPLOYMENT

Partnerships support seasonal, stable, year round Tahltan employment, increasing workforce participation across TNDC supported projects and services.

9%↑ Highest quarterly Tahltan employment increased from 66 in 2024 to 72 in 2025, sustaining year round growth, with strongest levels in Q4.

76,299 Total Tahltan working hours reported in 2025.

PARTNERSHIP REVENUE

Strong partnerships revenue performance supports TNDC's financial sustainability and reinvestment in Tahltan priorities.

43.7%↑

TNDC Partnerships revenue increased from \$8.7 million in 2024 to \$12.5 million in 2025.

TAHLTAN BUSINESS PARTICIPATION

Strong partnerships revenue performance supports TNDC's financial sustainability and reinvestment in Tahltan priorities.

\$16.9M Spent with privately owned Tahltan businesses

59% \$28.98M Flowed to Privately Owned Tahltan Businesses and Affiliates

COMMUNITY INVESTMENT

TNDC continues to support events and initiatives identified by Tahltan leadership and members.

71.25%↑

TNDC Partner community donations increased from \$106,812 in 2024 to \$182,917 in 2025.

2026 PRIORITIES

Partnership Management:

Strengthening partnership accountability, governance and performance standards.

Diversification Strategy: Advancing diversification through strategic equity and joint venture opportunities.

Tahltan Engagement:

Enhancing Tahltan employment and business participation.

Enhanced Reporting:

Improving data consistency and reporting alignment.

Trusted Relationships:

Maintaining trusted, values aligned partner relationships.

4.2.2

Treaty Creek Limited Partnership

Delivering Measurable Economic Impact, Positioned for Growth

The Treaty Creek Limited Partnership (TCLP) continues to demonstrate a strong, active partnership model, delivering measurable economic outcomes for both the Tahltan and Nisga'a Nations.



Above: Aerial view of KSM Project infrastructure.

2026 PRIORITIES

TCLP is well positioned for continued growth with the advancement of the KSM Project, creating expanded opportunities for Nation participation, workforce development, and long-term revenue generation.

Created in 2023 between the Tahltan and Nisga'a Nations, TCLP was established to optimize participation in the Seabridge KSM Project, creating opportunities for Nation members through training, employment, and contracting. The partnership was formed through the Nations' respective development corporations, Tahltan Nation Development Corporation and Nisga'a Growth Corporation.

In 2025, TCLP generated significant economic benefits through Nation-owned contracting, revenue sharing, employment, and workforce participation. The partnership supported a workforce of 32 employees who contributed approximately 33,000 hours to project delivery activities.

Work remains concentrated across key Nation-owned partners, creating employment opportunities, supporting Indigenous businesses, and strengthening long-term Nation participation in one of Canada's largest mining development projects.

The partnership continues to demonstrate how Indigenous-led collaboration can create lasting economic opportunities while strengthening Nation capacity, business growth, and workforce development.

Delivery remains concentrated across key partners, reinforcing a model that is operational, scalable, and capable of delivering consistent value.

4.2.3

TNDC-Tahltan Small Business Market Share

Understanding Market Participation

Left: One of the Tahltan owned businesses TNDC contracts.



TNDC AND THE TAHLTAN BUSINESS ECONOMY

The total available market across the region is estimated at approximately \$956 million, based on major mining, infrastructure, and forestry activity across Tahltan Territory.

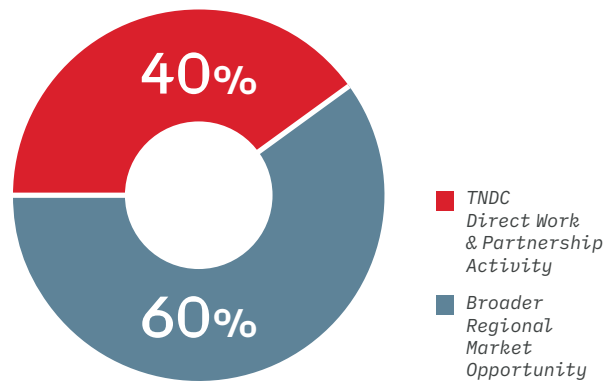
TNDC directly delivers 7.8% of the estimated \$956 million regional market. When partnership activity is included, TNDC's broader participation footprint represents approximately 40% of the total market. This means approximately 60% of the available market remains accessible to other contractors, including privately owned Tahltan businesses.

In 2025, TNDC and its partners directed \$28.98 million to privately owned Tahltan businesses and affiliates, with 59% (\$16.9 million) flowing to privately owned Tahltan businesses.

This section provides a high-level view of how economic activity is distributed across the region and TNDC's role within the broader Tahltan business economy.

TNDC operates within a large and active regional economy, where the majority of opportunity exists beyond its direct work.

\$956M TOTAL AVAILABLE MARKET



TNDC operates within a large and diverse regional economy that supports a broad range of Tahltan businesses and contractors.

TNDC CONTRACTING REVENUE

**\$74.3
MILLION**

7.8% of total market

PRIVATE TAHLTAN BUSINESS SPEND

**\$16.9
MILLION**

59%—\$28.98M flowed to privately owned Tahltan businesses and affiliates

EXPLORATION ACTIVITY

Exploration activity is not included in the total market estimate due to limited comparable data. TNDC also makes the conscious decision to maintain opportunity within the exploration market for local and privately owned Tahltan businesses.

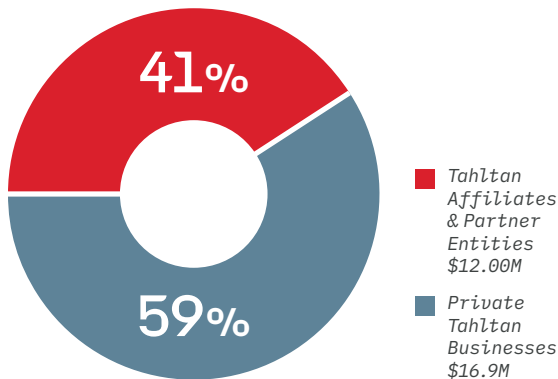
Market estimates are based on publicly available project information, internal operational estimates, and partnership activity projections for 2025.

TAHLTAN BUSINESS SPEND

Beyond its direct work, TNDC supports broader Tahltan business growth through partnerships, contracting, workforce development, and regional investment.

In 2025, TNDC and its partners directed significant value to Tahltan businesses through contracting and service delivery. Key areas of participation included forestry services, mechanical services, labour supply, transportation support, and equipment-related services.

\$28.98M TOTAL SPEND



INTERPRETATION

A total of \$28.98M flowed to privately owned Tahltan businesses and affiliates in 2025, with 59% (\$16.9M) flowing to privately owned Tahltan businesses.

This reflects TNDC's role not only as a service provider, but as a contributor to broader Tahltan business growth across the Nation.

Partnerships continue to strengthen workforce development, contracting opportunities, and long-term business growth across Tahltan Territory while supporting broader economic participation across the region.

KEY TAKEAWAYS

- TNDC continues to support the broader Tahltan business economy through partnerships, contracting opportunities, workforce development, and direct spending with privately owned Tahltan businesses.
- TNDC direct work represents one component of a much broader regional economy.
- \$16.9M spent with privately owned Tahltan businesses.
- \$28.98M flowed to privately owned Tahltan businesses and affiliates.

DELIVERING ECONOMIC VALUE THROUGH PARTNERSHIPS

Directing economic activity back into the Tahltan Nation by leveraging long standing relationships and new strategic partnerships. TNDC supported sustained employment for Tahltan members and meaningful participation of Tahltan owned businesses across construction, environmental services, transportation, forestry, camp services, and technical support.

STRENGTHENING PARTNER ACCOUNTABILITY AND GOVERNANCE

Improving the structure and oversight of TNDC's Partnership portfolio, including clarifying expectations related to performance, safety, workforce participation, and alignment with Tahltan values. These improvements strengthen accountability, protect the Nation's interests, and reinforce TNDC's reputation as a trusted business partner.

SUPPORTING TAHLTAN OWNED BUSINESSES

Prioritizing the engagement of Tahltan owned small and medium sized businesses by facilitating connections between major partners and Tahltan service providers. TNDC helps expand economic participation beyond its own operations and supports the long-term growth of private Tahltan businesses.

4.2.4

Tahltan Partner Employment – Finning / Austin Carlick-Beck

Partnering to Build the Next Generation Mechanical Career

Tahltan member Austin Carlick-Beck began his career as a Labourer for TNDC at Red Chris mine. Today, he is TNDC's first undercarriage wear specialist, trained by Finning, and provides his service throughout the Golden Triangle.



Above: Austin Carlick-Beck next to a dozers he inspects.

The business case for predictive maintenance

Finning and TNDC needed someone who could regularly measure undercarriage components and ground engaging tools (bucket teeth, cutting edges, and anything that bolts onto a bucket or blade) on TNDC's 38 track machines.

For TNDC, regular measurement meant moving from reactive maintenance to predictive planning. For Finning's supply chain, accurate wear forecasts mean ordering replacement tracks and components months in advance based on actual data, avoiding expedited shipping and ensuring parts availability.

Track assemblies are the most expensive wear items on dozers and excavators, which requires measuring to be able to forecast it. Without regular measurements, replacement timing becomes guesswork, risking unplanned downtime and rushed parts orders and service maintenance. But this work requires physical presence, not remote monitoring.

An inventive solution to a growing demand

Finning was scheduling representatives from offsite, but as the fleet grew, they identified an opportunity to train and mentor an existing TNDC employee onsite. It would involve training and hands-on mentoring by a Finning representative.

Anthony Smaniotto, TNDC's Fleet Manager, determined this was the ideal opportunity for bright, conscientious, enthusiastic Austin, who was experienced in tires.

The arrangement works as a contracted service, with Austin holding a dual role between TNDC and Finning. Austin works a two-week-on/two-week-off rotation, dedicating three to four days per cycle to wear measurements.

“Working with Finning’s team of wear specialists made it easier to pick up the job because there’s someone who shows me what to do and can answer questions. I really enjoy learning something different, using new tools and working on big equipment.”

- *Austin Carlick-Beck*

Below: Austin Carlick-Beck measuring dozer undercarriage components.

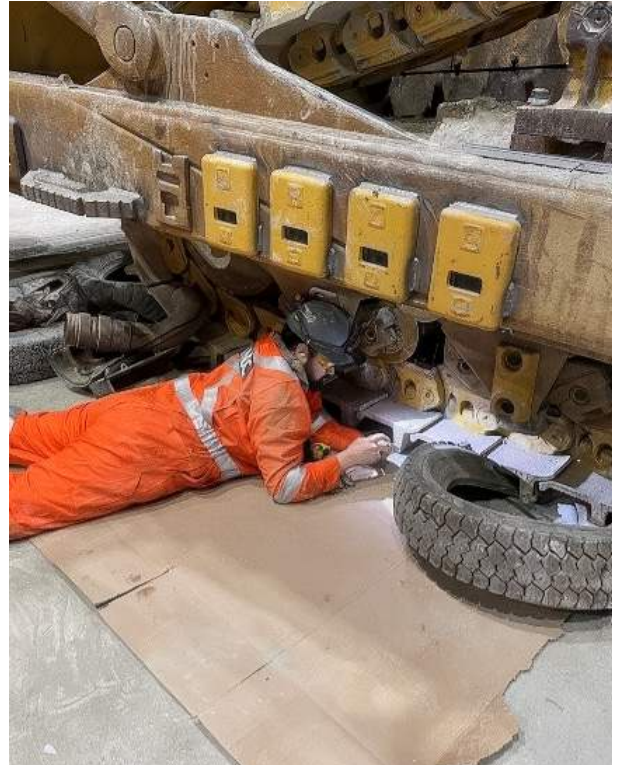
From laborer to specialist

It’s an experience Austin is relishing. He started with TNDC in March 2024 as a Labourer on the Mechanical Team, bringing experience from KalTire. With formal training and certification, Austin took on a more focused role as a certified Off-The-Road tire specialist, making him one of TNDC’s resident experts on this subject.

In May 2025, Austin traveled to Edmonton for formal wear specialist training from Caterpillar – the same training Finning technicians receive. Austin is now proficient at using ultrasonic measuring devices, interpreting wear patterns, and forecasting replacements. On dozers from D6-D10, he watches particularly for cracks on the track frame, a common failure point that can escalate quickly if not caught early.

Strengthening a model partnership

For TNDC, Finning’s wear specialist role is the latest contribution, which has elevated their status as a mere supplier into a trusted partner that views business relationships beyond transactional equipment sales. Finning has backed TNDC’s investment growth in its Caterpillar fleet with maintenance programs and support, and innovative training opportunities benefitting Tahltans.



TNDC CEO Todd den Engelsen commends these efforts:

“Training Austin as TNDC’s first-ever wear specialist is breaking ground into a highly specialized and valuable skillset, launching a new career trajectory. We appreciate Finning’s innovative contributions – they have consistently raised the bar in the value TNDC’s partnerships bring, helping us build the skills of Tahltans and deliver on our commitment to Building Trust, Building Futures.”

- *Todd den Engelsen, TNDC CEO*

4.2.5

Joint Venture / Limited Partnership Agreements



PORTLAND CANAL HOLDINGS



Portland Canal
Holdings Limited
Partnership

Above: Tahltan Leadership, Nisga'a Leadership and the Hon Jagrup Brar Ministry Of Mining and Critical Minerals toured the Portland Canal.

Partnership Services

Portland Canal Holdings Limited Partnership is an Indigenous led infrastructure and logistics owner and operator supporting mining and industrial development in Northwestern British Columbia. Formed through a partnership between Tahltan Nation Development Corporation, Nisga'a Nation and Arrow Transportation Systems, the organization owns and oversees strategic port and transportation assets at the Port of Stewart. Through its operating subsidiaries—Portland Canal Terminal LP and Portland Canal Transportation LP—the partnership delivers integrated marine terminal operations with import/export capabilities, bulk and break bulk materials handling, and regional trucking services linking Northern British Columbia to tidewater. With a strong local presence, operational infrastructure, and scalable capacity, Portland Canal Holdings provides safe, reliable and flexible logistics solutions, aligned with regional economic development focus on enabling responsible economic development in the region.

Key Projects

In 2025 Portland Canal Holdings delivered integrated logistics solutions supporting the mining sector in Northwest British Columbia. Services include the hauling, warehousing, material handling, and ocean vessel loading of concentrates from the Red Chris and Brucejack mines through the Port of Stewart. In fall 2025, Portland Canal Terminal successfully managed the shipment of a bulk sample from Scottie Gold Resources, demonstrating flexibility in handling development stage and evaluation shipments for new mines in the region. In addition, Portland Canal Transportation provides dedicated pneumatic transportation services for binder additive supporting ongoing underground operations at the Brucejack Mine.

TAHLTAN COMMUNICATIONS

TAHLTAN.COM

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, as well delivering fibre-to-the-home in Iskut and Dease Lake.

Key Projects

Building the fibre optic telecommunications network in partnership with TNDC into Tahltan Territory, connecting homes, businesses, industrial clients and service providers. Preparing for construction of approximately 250 km of new transport fibre from Dease Lake north to the communities of Jade City and Good Hope Lake (Dease River) in British Columbia, as well as Upper Liard in Yukon.

TAHLTAN ERM ENVIRONMENTAL MANAGEMENT

TAHLTAN ERM

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 integrating scientific and technical experience from ERM with Tahltan members 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 Tahltan communities. TEEM provides Environmental, Permitting, Regulatory, Sustainability, Archaeology, Biology, Water, Climate and Operational Excellence Services within Tahltan Territory.

Key Projects

In 2025 Tahltan ERM worked on the Eskay Creek, Galore Creek, Schaft Creek, KSM, and Johnny Mountain Mine reclamation projects. Field staff led Archaeology, Hydrogeology, Hydrology, Wildlife and Fisheries, Climate, Groundwater and Pre-Clearing Surveys and Water Quality programs. In the office we supported environmental assessments and permit applications, annual reporting to meet permit conditions, and technical working group meetings. We also travelled to Sweden and presented on Integrating Indigenous Knowledge in Mine Closure with Tahltan employee Ocean Van Mierlo.

Right: Groundwater Sampling at Galore Creek project.

Far-Right: Roberta Pedlar (ERM), Ocean Van Mierlo (TahltanERM), and Gillian Gregory (ERM) in Lulea, Sweden at Mine Closure 2025.



TAHLTAN ESS



Tahltan ESS

Partnership Services

ESS and TNDC have a Limited Partnership Agreement for our work together at Newmont Red Chris Mine and a Joint Venture Agreement for our work at Skeena Gold & Silver Eskay Creek Project. ESS and the Treaty Creek Limited Partnership have a Collaboration Agreement for work at the Seabridge KSM Project. ESS provides remote camp services including Food, Housekeeping and Janitorial, Front Desk and Retail.

Key Projects

In 2025, Tahltan ESS provided remote camp services at two major projects in Tahltan Territory: the Newmont Red Chris Mine and Skeena Gold + Silver Eskay Creek Project. The ESS and Treaty Creek Limited Partnership provided services at the Seabridge KSM Project.

Right: Tahltan and Tahltan Associates working for Tahltan ESS at Red Chris.



TAHLTAN FORESTRY

TAHLTAN FORESTRY

Tahltan Forestry Ltd.

Partnership Services

Tahltan Forestry Ltd. is a BC company jointly owned by NorthPac Forestry Group Ltd. and TNDC. Tahltan Forestry manages the Tahltan Nation's forest licence, which is held by TNDC and 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.

Key Projects

Tahltan Forestry's key project is the sustainable management and harvesting of the Tahltan Nation's forest licence. Recently there has been a significant increase in pine beetle activity within the territory. To combat this, Tahltan Forestry will be implementing a pheromone baiting program in 2026. The objective of this program is to attract the beetles into approved cut blocks during their summer flight period and then harvest and remove the trees from the territory during their dormant period after they've bored into the trees. In addition to the forest licence operations, Tahltan Forestry performs tree clearing services for most of the mines in the territory and is working with TNDC on the IR#13 expansion in Dease Lake.



Left: Johnny Williams hand falling timber at Red Chris Mine.

TAHLTAN NST BUSING

TAHLTAN NST

Partnership Services

Tahltan NST Busing Ltd. (TNST) is a joint venture between TNDC and Northern Spirit Transportation providing bus transportation services for the mining sector and public transportation in Northern BC.

Tahltan NST Busing



Key Projects

Our partnership has been successfully providing both on and off-site crew transportation for Newmont's Red Chris Mine. Over the past two years, we have supplied transportation services for Newmont's Brucejack mine. After successfully servicing Skeena Gold + Silver's seasonal busing in the past, we are now the contracted provider for its Eskay Project's year-round operations. Notably, on April 1, 2026, we launched our first government contract, taking over the BC Bus North operations. Our buses are traversing the major highways of Northern British Columbia, reaching as far north as Fort Nelson, east to Valemount, and west to Prince Rupert.

Left: Tahltn NST is now delivering BC Bus North services across Northern British Columbia.

Page 76: Red Chris mine crews board the Tahltn NST bus at the airport.

TAHLTAN – PROCON JOINT VENTURE

Tahltn-Procon
Joint Venture

Partnership Services

As the longest-standing JV partnership, Procon and TNDC have collaborated for 27 years through various major projects together in and around Tahltn Territory, providing underground construction and tunnelling and underground mine development and production mining. We are proud of our impact in the community, which has supported training, multi-generational and family hiring, and efforts towards women in mining.

Key Projects

Since 2018, the Tahltn-Procon Joint Venture has been working at Newmont's Brucejack Mine, providing underground mine development, production mining, underground construction and tunnelling.

4.2.6

Collaboration & Service Supplier Agreements

ALLNORTH



Engineering, design,
and field services

ALPINE HELICOPTERS



Helicopter charter
services

ATCO STRUCTURES



Modular buildings and
workforce accommodations

BARMINCO



Underground mining
development

BLACK DIAMOND



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



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



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



KOMLETE MODULAR



Modular and workplace accommodation solutions

MCCAW'S DRILLING & BLASTING



Construction, mining, and excavation drilling and blasting

ORICA



Blasting and explosives supply

PELLY CONSTRUCTION



Heavy civil construction

PROGRESSIVE VENTURES



Industrial and commercial construction

QUADRA CHEMICALS



Mining reagents and technical services

RC CRANE & CONSTRUCTION



Crane and industrial lifting equipment

REDPATH RAISEBORING



Specialized underground mining

SANDVIK



Mining and rock excavation equipment, tools and parts

SCARLET SECURITY & RISK GROUP



Security solutions

SUMMIT AIR & HELICOPTERS

SUMMIT AIR



SUMMIT HELICOPTERS

Passenger and cargo fixed wing and rotary aviation

SUNCOR ENERGY PRODUCTS



Bulk fuel and industrial management system



05

**TAHLTAN NĒNE
COMMUNITY
CONNECTIONS**



Building Trust, Building Futures with the Tahltan Nation

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 build 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.

Our support is felt through annual distributions to our Shareholders (Iskut Band, Tahltan Band, Tahltan Central Government), sponsoring community events, initiatives and groups, as well as hosting an annual winter holiday community party and AGA community presentation, which our Business Partners generously support through financial contributions, gifts and door prizes.

Left: TNDC's 40th Anniversary
Community Celebration, July 7, 2025.

5.1

Giving Back to Our Communities



In 2025, TNDC contributes \$88,000+ to support community programs, youth initiatives, cultural activities and local events across Tahltan Territory.

Contributions included support for TNDC Nēne Khāye Winterfest, Yukon First Nations Hockey Tournament sponsorships, community celebrations, career development initiatives and local sponsorship requests. In addition to direct financial donations, TNDC provided in-kind support and operational assistance to community initiatives across Tahltan Territory. Community support included contributions to the Dease Lake Recreation Centre, the Dease Lake Toboggan Hill, the Iskut Ballfield, community events, youth activities, cultural celebrations and Winterfest programming.

2025 COMMUNITY INVESTMENT

- \$2.7M Shareholder Distributions
- \$88,000 Community Donations
- \$182,917 Partner Community Donations
- \$16.9M spent with privately owned Tahltan businesses
- \$28.98M flowed to privately owned Tahltan businesses + affiliates

5.2

Marking TNDC's 40th Anniversary



To commemorate our 40th anniversary milestone, we turned our annual presentation to the Tahltan membership into a day-long community celebration.

Afternoon activities included a barbecue lunch, play zone for the young ones and community update presentation. A special gala evening featured a Tahltan dance performance, recognition awards, stories from founders, past leaders, instrumental contributors and emerging leaders, and premier of a 40th Anniversary Legacy video, which received a standing ovation. Our business partners' generosity shone once again with their financial sponsorship of event activities and donation of door prizes.

Left: TNDC's 40th Anniversary Community Celebration, July 7, 2025.

5.3

Honouring Tahltan Day



October 18th marks Tahltan Day, a day that holds immense meaning for the Tahltan Nation and TNDC.

This day commemorates the 1910 *Declaration of the Tahltan Tribe*, a commanding time in history when Tahltans stood united, asserting their sovereignty and rights to their land. It remains the guiding principle of the Tahltan Nation today. To celebrate the 115th anniversary of this monumental day when Tahltan leaders stood together to affirm their sovereignty, unity and rights to the land, TNDC created a 2025 Tahltan Day Tribute video inspired by the spirit and message of the Declaration. It features TNDC team members sharing the declaration's enduring themes of strength, self-determination, and connection to the land.

Watch online: facebook.com/reel/1957037278205669

Left: Tahltan Day Tribute Video.

5.4

Keeping Communities Warm in Winter



TNDC was honoured to partner in bringing firewood to our local communities, an annual effort that helps families stay warm as winter settles in.

Two large truckloads were delivered to Iskut, Dease Lake and Telegraph Creek for the community wood piles households can draw from. A steady source of firewood is essential for many who rely on wood burners to heat their homes.

Led by Tahltan Forestry, our partnership with NorthPac Forestry, with support from Newmont, using logs sourced from Red Chris Mine project work, the wood was safely loaded, transported and delivered into the communities, where it was cut into smaller pieces for community use.

Wild Timber supported hauling, unloading and onsite support while TNDC team members Candice Palmer, Freddy Day, Donovan Williams and Belfrey Quock provided hands-on work moving, unloading and processing the firewood for community use.

5.5

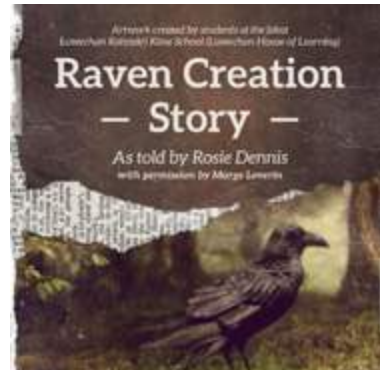
Nēne Khāye Winterfest 2025



The 2025 TNDC Nēne Khāye Winterfest brought together children, youth, families, Elders, and community members from across Tahltan Territory for a day of connection, culture, and winter fun.

Held on December 6 in Dease Lake, the event featured hockey, ice skating, tobogganing, crafts, games, and special appearances by Santa Claus and the Grinch. TNDC extends its appreciation to the volunteers, community partners, clients, and business partners whose support helped make the event a success.

A highlight of Winterfest was the Winterfest Creation Story Initiative, inspired by Rosie Dennis' retelling of the Raven Creation Story. Students from Łuwechon Kots'ede'i Kime School (Luwechon House of Learning) in Iskut created artwork celebrating culture, creativity, and storytelling. The artwork was displayed during Winterfest and later featured in a commemorative video documenting the project.



Raven Creation Story

Watch online:

youtu.be/V63yyfsWBTO

To commemorate the initiative, respected Tahltan artist Huey Carlick, Crow Clan, created *The Crow and the Moon*, an original artwork inspired by the story. The piece serves as a reminder of the importance of cultural knowledge, storytelling, and sharing teachings across generations.

Left: *The Crow and the Moon*
– Huey Carlick, Crow Clan

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

5.6

Co-Hosting 2026 Tahltan Night



The 2026 Tahltan Night, hosted by the Iskut Band, Tahltan Band, Tahltan Central Government and TNDC, held January 27 in Vancouver during Roundup week, was another success.

It was a historical evening, celebrating the first ever Section 7 signing between the Tahltan Nation and the Province of BC regarding Skeena Gold + Silver's Eskay Creek Revitalization Project that morning, which was reflected in the remarks. This annual coveted event brings Tahltan Leadership and TNDC together for an evening dedicated to business development and relationship building with industry, business partners and government.

TNDC CEO Todd den Engelsen, TNDC Board Chair Riannon Ball, Freddie Louie, Deputy Chief of Iskut Band, Chief Richard (Rocky) Jackson, and President Kerry Carlick of Tahltan Central Government gave remarks. A special video message from BC Premier David Eby, recognizing the historic occasion was played.

5.7

Reaching the Community with Wi-Fi



TNDC is pleased to offer complimentary Wi-Fi to customers at the Dease Lake Super A Store, along with an in-store monitor featuring the latest TNDC news, events and job postings to keep Tahltans informed.

Left: Dease Lake store screen.

Sponsoring Northern Indigenous Hockey Dreams



TNDC was thrilled to sponsor the 2026 Kilrich Yukon Native Hockey Tournament March 26-29 in Whitehorse.

The Yukon First Nations Hockey Association's iconic annual event unites teams from across British Columbia, Yukon and Northwest Territories, vying for top spot across youth, adult, women's and Old Timers divisions.

As a broadcast sponsor, TNDC helped bring the games to communities across the North, connecting players, families and fans through live coverage. We also sponsored the Most Improved Player award.

TAHLTAN PARTICIPATION

It's a coveted event for many local Tahltan teams. TNDC was delighted to support their attendance through sponsorship:

- Dease Lake Blues Old Timers
- Klabona Dene (9-13)
- Klabona Dene (18-19)
- Klabona Icons (14-17)
- Sawtooth Predators
- Tahltan Bear Dogz
- Tahltan Selects (13-17)
- Tahltan Selects (18-25)



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Front + Rear cover: TNDC Crow
crew at our Red Chris Project site.

BUILDING TRUST BUILDING FUTURES



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