

TŁIČOQ
INVESTMENT
CORPORATION

ANNUAL REPORT 2023



OUR VISION

To be a leading indigenous corporation that provides a legacy for the Tłı̨ch̨ Nation through environmental social governance.



OUR MISSION

To leverage the collective knowledge and strength of the Tłı̨ch̨ Nation to offer a diverse range of quality services while providing a challenging, rewarding, and inclusive work environment.



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FISCAL 2023 BOARD MEMBERS



Eddie Erasmus
Chairperson



Ted Blondin
Director



Charlie Jim Nitsiza
Director



Joe Rabesca
Director



Larry Baran
Director/Secretary



Jeff Baker
Director/Treasurer



Incoming Board members *Back Row L-R:* Michael Lafferty, Director; Dolphus Nitsiza, Director; Lloyd Rabesca, Director; Larry Baran, Director/Secretary; Luke Grosco, Director. *Front Row L-R:* Carol Arrowmaker, Director; Charlie Jim Nitsiza, Chairperson; Jeff Baker, Director/Treasurer; Carrcie Mantla, Director. *Missing:* Jack Rowe, Director.

MESSAGE FROM THE BOARD OF DIRECTORS

As the public reviews the Tłtchq Investment Corporation (“TIC” or the “Corporation”) financial reports ending March 31, 2023, everyone will recognize that TIC has had another successful year. After several years of positive performance, it may be too easy to casually take this all for granted and overlook that each successful year is a result of a lot of dedication, hard work, and determination by the strong team of people who work for TIC and its group of companies. Whether the Chief Executive Officer (CEO), a store attendant in a community store, or an equipment operator on the Tłtchq Highway, each member of this unified team has played an important role in realizing another successful year for TIC. We have reason to pause and should appreciate those successful efforts.

Debts that once were weighing heavily on the minds of the Board of Directors (Board) and Executive Team are being paid off, while still leaving substantial profits that can be returned to the operations and reinvested in the business. This turn-around didn’t happen overnight but took years of determination and should be recognized and celebrated. The Board is proud to have played a part in that success. We are our proud of our employees. We recognize their commitment, and we say Masi Cho.

At the beginning of the 2023-2024 fiscal year, the Chiefs Executive Council (CEC) appointed a new Board who will work closely with TIC Executive team. The new Board consists of the following individuals:

- Charlie Jim Nitsiza, Chairperson
- Larry Baran, Director/Secretary
- Jeff Baker, Director/Treasurer
- Michael Lafferty, Director
- Dolphus Nitsiza, Director
- Lloyd Rabesca, Director
- Carol Arrowmaker, Director
- Carrcie Mantla, Director
- Luke Grosco, Director
- Jack Rowe, Director

This is a fitting way to cap another successful year and prepare for a new year where we will need to respond to a changing economic landscape. The new Board wants to build upon the successful work completed to date and is already focused on better understanding our role and working to meet those demands and expectations.

One of the big challenges that the new Board must be aware of is the need within our communities to recruit, mentor, educate, encourage and train more qualified professionals to provide resources within the various companies that TIC operates. We have new generations who need the support of the community, not just their families, to embrace the long-term employment opportunities offered to them through TIC. Whether in information technology, equipment operations, or public services, TIC offers Tłtchq youth a wide range of

opportunities that not only lead to employment, but also lead to long term careers to build sustainable futures for themselves, their families and their communities.

By wisely diversifying the range of services and businesses that TIC operates and supports, TIC will be better prepared to respond to changes

in our evolving Northern economy. While one area may not demonstrate as much success during one period, the other businesses may provide another type of financial strength. By not putting all our ‘eggs in one basket’, TIC becomes more resilient and stronger. Having a wider range of operations, we are no longer dependent upon the economic strength of one industry, such as mining, but we can have a range of operations including housing, construction, tourism, environmental, community, and retail services.

It also must be reinforced that, while TIC must operate like a true business and compete in the real world to be successful, it must always be remembered that TIC is a Tłtchq business, and the underlying and fundamental objective of TIC is to bring security and prosperity to the Tłtchq people. That is a fine line to operate in, but always important for the Board to remember and reinforce.

As the new Board works closely with the Tłtchq Executive Team, and especially the CEO, open communication and understanding of our various roles and responsibilities will prepare us for incorporating the role of a President into the Corporation in the future. This collaborative structure will bring a new level of growth in the Corporation and has the potential to provide more strength and stability to everyone in the Tłtchq Region.

Finally, it cannot go without mentioning the unfortunate passing of the previous Board Chair, Eddie Erasmus. Eddie was a recognized leader for both TIC and the Tłtchq people, and he was always the calm voice of the Board. When chairing meetings, he would always ensure that everyone had an opportunity to speak and express their concerns or views. On more than one occasion, he would note that he came in with one perspective but was prepared to listen to the views of others. Sometimes he would change his mind, and other times, if he believed that the Board needed to do something, he would be focused on accomplishing that goal. Whether he realized it or not, Eddie raised the standards for the new Board of Directors to meet. He was a good man, and he is missed.



By wisely diversifying the range of services and businesses that TIC operates and supports, TIC will be better prepared to respond to changes in our evolving Northern economy.”





MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Mark Brajer, MBA, P.Eng, ICD.D, Chief Executive Officer

Mr. Brajer is responsible for overseeing the Tłı̨chq Investment Corporation, its subsidiary companies, and joint ventures. Mark joined TIC in December 2017 and is a licensed engineer in NT, NU, BC, and ON. He has 25+ years of experience working at an executive level across North America managing many operations and functional areas in global environments. In his career, he has worked for several private and public companies including E.D. Smith (Ontario and Mississippi), Alberto Culver (Toronto and Chicago), Unilever (Toronto and New Jersey), and Epicure (Victoria).

Mr. Brajer currently sits on the Canadian Council of Aboriginal Business Board of Directors and the NWT Chamber of Commerce Board and has served in many communities and not-for-profit boards across the country. He received a B.Eng in Chemical Engineering and a B.Sc in Chemistry from McMaster University. He also received a Food Science certification from the University of Guelph, and his MBA from Heriot-Watt University in Scotland.

Mr. Brajer reports to the TIC Board of Directors.

This past year has been another interesting time for the Tłı̨chq Investment Corporation & Group of Companies (TIC). As with every year, challenges arise, and it is how the organization deals with those challenges that guides our successes. Despite the challenges, there were also some notably important successes and steps taken as the corporation progressed forward.

For the third year running TIC has been a profitable enterprise for the Tłı̨chq Nation. One of the major positives is that TIC has repaid in full (with interest), a loan that had been provided to us from the Tłı̨chq Government in September of 2019. This is a significant accomplishment as the challenging cash terms associated with the loan were fulfilled and it demonstrates the commitment that TIC has to a sustainable future and ability to carry its own weight through business growth.

The diamond mines continue to drive toward their sunset, though we have had contract extensions at Ekati with Tłı̨chq Logistics' (TCL) partner Procon, for another two years as the Misery Underground project continues to progress. This has added personnel and equipment to the future of this endeavor.

Through our partnerships and wholly owned companies we have continued to bid on active projects within the Giant Mine Remediation project. Some bids have not been successful, though we continue to try and complete bids and build partnerships that will expand TIC's business into the future.

One of the biggest challenges this year was within Tłı̨chq Engineering & Environmental Services Ltd. (TEES) with the disappointment that came with issues surrounding the

construction and maintenance of the Tłıchq community winter roads. It was a major learning experience this year, and those experiences are driving towards new processes for 2024. Although only a part of the disappointment, the weather this year also did not cooperate, resulting in delays at the front end of the project and contributing to the roads opening late. The team must do better next year, and it will be an area of focus through the summer and fall; long before the winter season approaches.

TIC has made its first full step into the tourism industry with the buy-out of the Lac La Martre Adventures' well-established fishing lodge near Whati. While we upgrade the lodge and plan for its future, it will be running as usual through the 2023 summer season. This is an exciting experience for TIC and is the starting point of establishing and building our newest addition to the TIC subsidiary family, Tłıchq Adventures Ltd.

This year was also the creation of Tłıchq Safety & Security Ltd. (TSS). TSS' first contract was providing safety and security enforcement for the mine Joint Venture Winter Road. It was a highly successful kick-off for that business, and we expect more contracts this year and in the years to come.

There were some excellent deliveries and challenges this year with Tłıchq Community Builders (TCB). While we demonstrated very strong performance on several projects, including the Wekweeti Tłıchq Government presence building, and many projects for the GNWT, there were also some setbacks and delays involved with the delivery of the Cultural Center in Behchokq. As we proceed to the handover stage, there is still some parking lot work remaining. The building itself was a challenging build given its design and location, however it has proven to be a beautiful construction of which Tłıchq members can be proud of.

Tłıchq Property Management and Real Estate (TPM) had a banner year with the implementation of Phase 5 of the Tłıchq Government Staff Housing Projects and many upgrades and projects for the Northwest Territories Housing Corporation. Currently there are over 60 properties that are being managed and maintained by the team, and the business has been a great success over the past four years. TPM continues to show growth this year with many more projects and properties being acquired/developed.

There are several major projects over the next couple of years, including the Frank Channel Bridge replacement and the Whati Transmission Line which will be very important for the Tłıchq communities and our work with the Tłıchq-Kiewit General Partnership. This past year, the completion of the Whati Fiber Line installation was a success, and there is a bright future as this partnership progresses.

Our community operations, through Tłıchq Retail Operations, continues to successfully deliver essential products and services and provide employment opportunities within Whati, Wekweeti and Gameti. New Community Operations Managers joined us in all three communities last fiscal year and were key in driving and leading needed improvements and change.

Corporate services including Finance, Human Resources, Information Technology, Health, Safety & Environment and Continuous Improvement continue to work extremely hard to support the growing business efforts of all the new and existing divisions. The teams are growing and are fully dedicated to supporting the organic and inorganic growth of the business.

I would like to take this time to thank the outgoing Board of Directors ("Board") and welcome the incoming Board. In a role like mine, it is impossible to do my job without a supportive Board that is willing to work together for the betterment of the organization. I especially want to thank the work of the Chairs, both Eddie Erasmus and Ted Blondin. We lost Eddie this year, and it was a very sad day for the company and the Board. He was an excellent leader. Ted Blondin assumed the mantle of Acting Chair and then Chair, and the organization did not skip a beat. This is a testament to the nature of the Board working toward common goals. Thank you all for the time and effort that you have all put in for the past several years. I look forward to working with the new Board and continuing to move TIC in a positive direction.

I look forward to the progression of the Tłıchq Investment Corporation on its continued improved path, as the work done with external companies and organizations has continued to receive positive results. The continued work with the Canadian Council for Aboriginal Business, Nighthawk Gold, Arctic 360, and others have contributed to building the reputation of the corporation and we are thankful that these relationships are ongoing.



For the third year running TIC has been a profitable enterprise for the Tłıchq Nation.





MESSAGE FROM THE CHIEF FINANCIAL OFFICER

Sapan Seth, CA, Chief Financial Officer

Mr. Seth has been a resident of Yellowknife for over a decade. Originally from India, he moved with his family to Vancouver, BC, in early 2006. He is a Chartered Accountant from India and completed his designation in Canada in 2013. He has been recognized in the Top 10 Canada National Level by CPA Canada. After working in diversified sectors, such as Mining, Public Practice, Industry, Government, he joined TIC in 2021 with a handful of Tłı̨ch̨ experience from his previous management roles in the North in the last ten years. Some of his previous employers were Community Government of Behchokò, Ernst & Young LLP, Diavik Diamond Mines, Canada Revenue Agency & Crowe MacKay LLP. He believes in bringing positive change to the organization by fully using the resources and opportunities around. In his spare time, he likes to spend time with family and long drives.

The Finance Team is responsible for the Tłı̨ch̨ Investment Corporation's (TIC) financial records and reporting, annual budget, cash flow, payroll, payables, receivables, etc. The Finance Team's mandate is to provide the TIC's Finance and Audit Committee, Board of Directors, Executive Leadership Team, and other TIC departments with advice, leadership and resources regarding the financial management of the TIC Group of Companies. The TIC Finance team members are:

- Sapan Seth, Chief Financial Officer
- Maily Defiesta, Senior Payroll Officer
- Julieta Baziyan, Senior Finance Officer
- Jennifer Heeley, Senior Finance Officer
- Sukhman Kaur, Senior Finance Officer
- Anahit Tonoyan, Finance Officer
- Cheryl Chocolate, Junior Finance Officer

During the past year, we experienced changes in the Finance Team's senior leadership, and I was honoured to get an opportunity to work as TIC's Chief Financial Officer. The year was mixed for us as we had some challenges with the timely completion of projects, and a few projects, such as this year's Winter Road construction, were impacted by global warming and environmental changes. In the post COVID-19 pandemic world, we also, like many other businesses, faced financial challenges due to the decline of government subsidies, employee resource shortages, rising interest rates, inflation, record-high fuel prices, amongst others.

During the past year, we continued working extensively to achieve one of our strategic goals: economic diversity and expansion. I am proud to say that we added a new service to our portfolio by creating Tłı̨ch̨ Safety and Security Ltd. and expanded our footprint in the Tourism sector by acquiring the remaining 60% ownership, becoming the sole shareholder, of Lac La Martre Adventures (a fishing lodge near Whatı). Our diversification path will continue into 2024 as we will add Tecology and IT services to our portfolio and broaden our involvement further in the Tourism sector.

Our joint venture arrangements have steadily increased TIC revenues, profits, and dividends year over year. We entered a new partnership in the past year, and this division will continue to benefit all stakeholders involved.

Despite some financial challenges, I am proud that TIC has successfully managed its cash flow and loan commitments. We paid off the \$7M Tłı̨ch̨ Government Loan on June 30, 2023 (in less than four years).

Our successes in financial management have been and will continue to be, a joint effort between our dedicated employees and the internal and external stakeholders of TIC Group of Companies. Our improvements over the last year demonstrate that we take responsibility for stewardship of TIC's funds very seriously, and my commitment remains unwavering.



CORE VALUES

Culture & Language

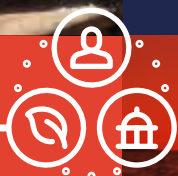
Employment, Training
& Customer Service

Economic Independence/
Sustainability

Health, Safety,
Environmental
Responsibility

Social Well-Being

Tłıchọ Citizens
& Land





HEALTH, SAFETY, ENVIRONMENT (HSE) & SECURITY

Garry Tkachuk, Director, Safety & Security

Garry has been a resident of the Northwest Territories for the majority of his life and has been with the Tłı̨chq Investment Corporation since 2015. Garry oversees our Tłı̨chq Safety & Security company and is responsible for managing the Corporate Health, Safety & Environmental operations. Prior to his role at TIC, he had accumulated 31 years of management experience in safety and security professions in the North and has completed many related courses; gaining a vast amount of knowledge in an ever-changing industry. Garry's key goal is to create a safe and secure workplace for all employees so that they can live life to the fullest, provide for their families and participate in the well-being of the communities they live in.



This fiscal year, our HSE department underwent an exciting expansion with the establishment of a new company, Tłı̨chq Safety & Security (TSS). TSS provides security solutions and alternatives

for governments, communities, industry and business throughout the Northwest Territories. We are committed to providing exceptional customer service and tailoring offerings to meet client needs.

Services include:

- Security Uniformed Officers
- Asset Control
- CCTV Monitoring
- Access Control
- Remote Site Security
- Traffic control
- Special event security

Although TSS was only in operation during the last quarter of the fiscal year, the following accomplishments were realized:

- Awarded and successfully completed the contract for the Joint Venture Winter Road Security on the Tibbitt to Contwoyto winter road to the diamond mines
- Through the Joint Venture Winter Road Security contract, established a mentorship and on-the-job-training program for two Tłı̨chq individuals, which will continue and expand into the next winter road season.
- Awarded a Surge Labour Contract to support Winter Road site operations at the Diavik Diamond Mine

The HSE department's primary goal is to create and foster safe workplaces for all our employees so that they can live life to the fullest, provide for their families, and participate in the well-being and safety of the communities they live in.

We are dedicated to employee development and learning and are entering into our second year of mentorship with a Tłı̨chq employee who is working towards their National Construction Safety Officer designation through the Alberta Construction Safety Association.

We are extremely proud of all our employees for their dedication and commitment to safety and continuous improvement and remind everyone to always remember the 10 Keys to Workplace Safety:

- Be responsible for the safety of yourself and others.
- Remember that all accidents are preventable.
- Follow company rules, regulations and procedures.
- Assess the risks. Stop and think.
- Be proactive about safety.
- Deter from situations you're not trained to handle.
- Manage the lift.
- Be prepared.
- Practice good housekeeping.
- Take the safest path. Never take shortcuts.

Other achievements for the year include:

- Maintained COR Certification for seven (7) of the Tłı̨chq Investment Corporation's (TIC) subsidiary companies.
- TIC's group of companies were recognised by WSCC as Safe Workplace Employers.
- Completed the review and updating of the Safety Management System to better meet our needs.
- Introduced more employee online training programs into the Safety Management System.
- Maintained an Occupational Health and Safety (OH&S) Committee with representation from all Tłı̨chq communities.



FISCAL YEAR 2023 SAFETY STATISTICS



Lost Time Injuries (LTI)



4 LTI's

for a total of 476,321.0 hours

LTI clock last reset due to an LTI on **February 7, 2023**

From February 7, 2023 to March 31, 2023 we accumulated **52 days and a total of 81,026.0 hours LTI-free.**

Lost Time Injury Frequency Rate (LTIFR) is at **1.60** (last year 0.43) with a Total Recordable Injury Frequency (TRIF) of **1.10**.

Safety Incidents

20 incident investigations

completed and closed (a reduction from 49 incidents investigated in the previous fiscal year).

Weekly Safety Shares communicated to staff

45

Inspections

- 66 site inspections
- 1038 vehicle inspections
- 9 Field Level Risk Assessments



Training

We provided a total of **663 hours of scheduled safety training** for employees in Behchokò, Whati, Gamètì, Wekweeti, and Yellowknife.

- 9 employees trained in Safety Management System (Safety Evolutions) (total of 45 hours)
- 40 employee safety orientations (total of 40 hours)
- 9 WHMIS (total of 36 hours)
- 4 Fall Protection Awareness (total of 16 hours)
- 5 Aerial Platform training (total of 20 hours)
- 5 Boom Lift (total of 20 hours)
- 5 Leadership for Safety Excellence (total of 80 hours)
- 6 Back Safety and Lifting Techniques (total of 6 hours)
- 3 employees trained in Supervisor Safety (total of 32 hours)
- 4 employees trained in Lock Out Tag Out procedures (total of 16 hours)
- 6 employees completed Flagger Training (total of 24 hours)

20 First Aid CPR training (total of 320 hours)

2 employees trained in Transportation of Dangerous Goods (total of 8 hours)

Safety Meetings

12 OH&S Committee meetings completed

12 Monthly Management safety meetings completed

322 Toolbox meetings completed



HR Team, left to right:
Christy Williah, Paige
Drybones, Sarah Hunt,
Katrina Jeremick'ca



MESSAGE FROM HUMAN RESOURCES

**Sarah Hunt, B. Comm, CPHR, Vice President,
Human Resources, Administration & Communications**

After completing her Business Commerce degree from the Memorial University of Newfoundland in 2004, Ms. Hunt made the decision to head North to get a start on her career in Human Resources and to experience the beauty and uniqueness of the Northern environment and culture. She began her career working for a former Tłıchq Investment Corporation partially-owned company, I&D Management Services Ltd.; focusing on indigenous employment and capacity building in the diamond mining industry. Sarah has been working within the Tłıchq Investment Corporation and its group of companies since 2011 and is responsible for the oversight and management of the Human Resources functions and services. She also oversees TIC's corporate administration and marketing/communications functions. She is a Chartered Professional in Human Resources (CPHR) and an active member of the Human Resources Institute of Alberta. Sarah is passionate about, and dedicated to, maximizing northern and northern indigenous employment.

The Tłıchq Investment Corporation (TIC) Human Resources, Administration and Corporate Communications unit has had very busy and fulfilling year!

In collaboration with our management team, the Human Resources team recruited for and filled/onboarded 362 positions (including casual, seasonal, temporary and permanent), which is an increase of 25.3% positions from the previous fiscal year! Out of those positions, 260 (72%) were filled by Tłıchq citizens, 39 (11%) were filled by members of other northern indigenous groups and 21 (6%) filled by northern non-indigenous residents.

The organization's dedication to fulfilling the objectives of our Recruitment and Hiring Policy is effectively demonstrated through our employment statistics from this past fiscal year. Our Tłıchq employment averaged at 64% (monthly average; equating to a monthly average of 198 Tłıchq citizens employed throughout the fiscal year), while Northern Indigenous employment averaged at 76% (including Tłıchq), and total

Northern resident employment (including all indigenous groups), averaged at 90% throughout the fiscal year. To further demonstrate the economic benefits that the Tłıchq region realizes as a result of Tłıchq citizen employment throughout the TIC group, 58% of all of our employees reside directly in the Tłıchq region (up from 56% the previous fiscal year).

In addition to fulfilling recruitment needs, the team continued to support the organization through numerous employee relations situations, rolled out the first of many to come Employee Engagement Surveys (holding a full management meeting to review results and create action plans around those results), participated in Tłıchq Government led community open-houses, revised, updated and communicated policies organization-wide, facilitated and supported the first run of our Tłıchq Youth Mentorship and Summer Student Work Program, hosted a Trades information session with the GNWT's Department of Education, Culture and Employment in Behchokq for our Property Management and Construction teams, was an Employer participant in Aurora College's Office Administration Practicum program, and ramped up our social media presence on Facebook.



The Human Resources Committee of the TIC Board of Directors continued to meet bi-monthly to discuss various policy, compensation, and legal items.

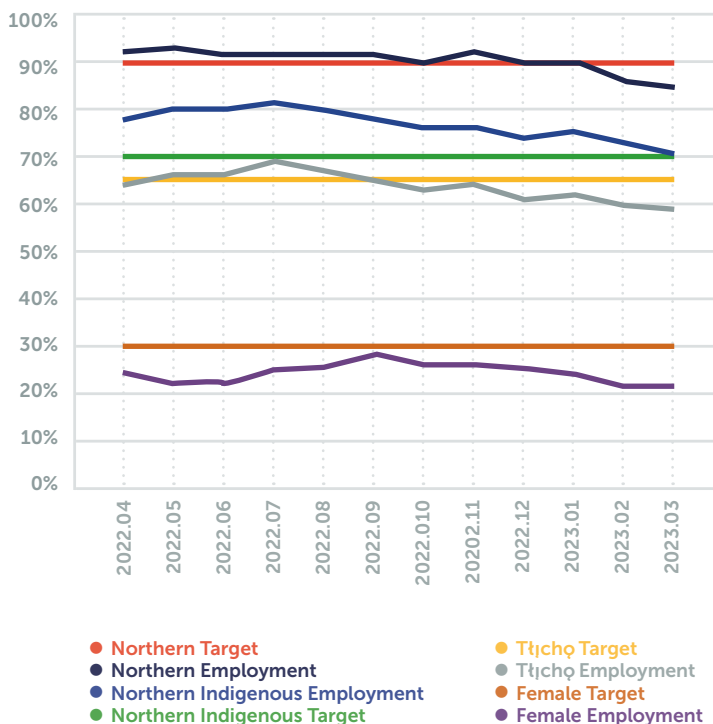
Amongst other initiatives, this upcoming year we are particularly excited to embark on the following initiatives:

- Growing/building our own unit by adding in a couple of new positions.
- Supporting the growth of our organization that comes along with the continuous improvement, development and expansion of TIC’s Tourism, Information & Technology, Safety & Security and Engineering & Environmental units.
- Building on and expanding our Corporate Communications team to improve internal communications, and external marketing/public relations initiatives.
- Increasing team travel to worksites and communities.
- Reviewing potential upgrades/improvements/changes to our existing Human Resources Information System (HRIS).
- Further expanding on our data compilation and statistics reporting.

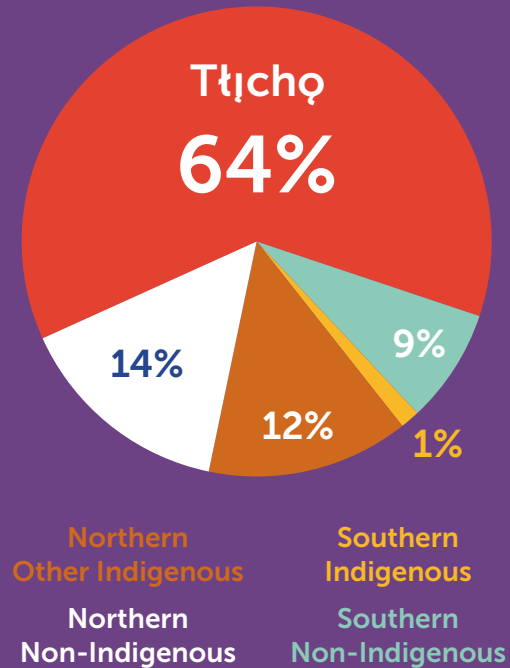
Our dedicated and skilled team consists of:

- Sarah Hunt, Vice President of Human Resources, Administration & Communications
- Katrina Jeremick’ca, Manager of Recruitment and Benefits
- Christy Williah, Manager of Employee Relations & Engagement
- Paige Drybones, Human Resources Officer
- Lauren Rabesca, Corporate Administrator
- Joseph Zoe-Martin, Social Media/Marketing Coordinator

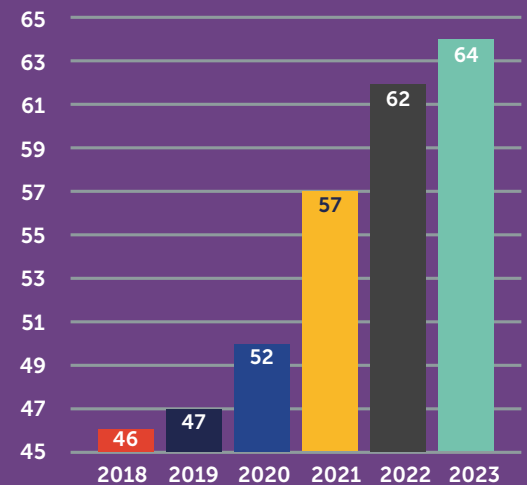
FY 2023 Employment Targets



2023 Average Employment by Indigenous Status



% Tłjchq Employment





Tłjchq ENGINEERING & ENVIRONMENT SERVICES LTD. (TEES)

Chris Babkirk, Senior Manager

Mr. Babkirk was raised in Northern BC and went to school in Fort St. John. After graduating he worked on drilling rigs throughout Canada and the US. He then worked in the Oil & Gas Service Industry, providing coring, drilling and drill bit rentals in Canada, Cuba, U.S. and Middle East. When the Energy Industry slowed in 2015, Mr. Babkirk moved to Yellowknife to work for Tłjchq Landtran. Chris is the current Senior Manager for Tłjchq Engineering & Environmental Services Ltd. Throughout his time with the Tłjchq Investment Corporation and Group of Companies, he has had the opportunity to be involved in many projects including working at the mines, completing remediation and lot development, the Tłjchq All Season Road (Tłjchq Highway) project, sewer/ water infrastructure and building the winter roads to the Tłjchq communities.

TEES provides project management and construction services for civil construction, contaminated site remediation, remote site logistics, and winter road construction in the Northwest Territories. TEES constructs winter roads to Tłjchq communities, and has been involved in minor to major remediation projects at the Colomac, Faro, Rayrock, and Port Radium mine complexes. TEES also provides civil construction and project management at the municipal level in the Tłjchq region, such as lagoon and wastewater management, major and minor earthworks, and aggregate crushing.

TEES had many projects through the busy "post-Covid" year including:

- Site remediation
- Tłjchq community residential lot development
- Crushing
- Tłjchq Highway maintenance/repair including calcium application
- Park development (North Arm Park)
- Airport maintenance (Behchokq)
- Brush cutting and clearing
- Tłjchq winter road construction/maintenance to the communities of Gamèti and Wekweeti
- Various minor/miscellaneous jobs

TEES' mandate is and always will be to strive to hire, train and employ qualified Tłjchq citizens from all Tłjchq communities and Yellowknife. This past fiscal year, TEES

contracted a third-party to deliver training in Behchokq in the areas of chainsaw safety, cutting teçaiques and woodchipper safety operations. After completing this training, the crew was qualified to be deployed to Snare Hydro. The training provided our employees with the skills needed to be aware of the best safe work practices and to reassure to our clients that the job would be completed safely and efficiently. Our delivery of on-the-job heavy equipment training is continuous and allows employees to be exposed to various types of equipment and situations, while learning how to operate safely.

The resupply to the Tłjchq communities and some mine sites was again successful this year. This was the initial year for TEES to self-perform the winter road construction to both Gamèti and Wekweeti, however many costly challenges were faced this past season including unseasonable weather conditions, equipment challenges, fuel costs and retaining/maintaining a qualified pool of operators and supervisors. Many lessons learned will be addressed, and improvements implemented, to remove and reduce these challenges.

As TEES' client base has expanded, we are strongly positioned to diversify our range of projects, which in turn will expose us to new ventures and set us up to realize increased profitability. The upcoming year has begun with many new projects and opportunities that will initiate another busy year for us.



TŁJCHO EQUIPMENT LTD. (TEL)

Darren Robertson, Senior Manager

Darren Robertson joined Tłjcho Equipment Ltd. (TEL) in January 2022 with over 25 years of experience in the NWT heavy equipment Industry. Darren is committed to improving the supply and reliability of the TEL equipment fleet and assets to meet existing and expanding future TIC business needs. Darren has built solid relationships in the industry that will support TEL’s stability and growth. Darren is excited about the opportunities to expand Tłjcho employment and build a foundation with employment, training, parts, service, and rentals of our mobile assets.



TEL is responsible for the management of all light vehicles, heavy civil

equipment and other equipment assets used in support of the Tłjchq Investment Corporation’s (TIC) and northern business/industry activities. We offer a wide range of heavy equipment rental services to the mining, construction, environmental and rental industries.

Our equipment inventory includes:

- Generators, pumps and light towers
- Light vehicles, service vehicles and trailers
- Excavators, bulldozers, loaders, rock trucks and graders
- Crushing equipment
- Snowcats, plow trucks and water trucks

We have a team of tradespersons that provide professional and high-quality services to TIC and various clients throughout the Northwest Territories, and we also provide home heating fuel delivery services throughout the community of Behchokq.

With a focus on safety and customer satisfaction, we have achieved significant accomplishments in 2023.

Safety

At TEL safety is our top priority. We are committed to providing a safe and healthy working environment for all employees and customers. In the 2023 fiscal year, we achieved the following safety accomplishments:

- **Zero incidents:** We are proud to report that we had zero incidents. This is a testament to our commitment to safety and the hard work of our employees.
- **Safety training:** We provided safety training to all our employees on a regular basis. This included training on equipment operation, hazard identification, and emergency response which contributed to the highest achievable safety results.

Fleet Expansion

We expanded our equipment fleet to meet the growing demand for heavy equipment rental services in the region. This included the addition of several new civil construction pieces and light mobile equipment to support a wide range of services, including:

- a mobile service truck
- several mobile camps
- fuel tanks
- snowcats
- water/plow trucks
- an equipment trailer
- pickup trucks
- a specialized plow truck with flotation tires

We have also started the preliminary steps/plans to build a new maintenance facility in the upcoming years.

Customer Satisfaction

We received high customer satisfaction ratings throughout the year, acquired through informal feedback and instances of repeat customers. Our commitment to safety, reliability, and quality service has earned us a reputation as a leading heavy equipment rental company in the region.

Asset/Inventory/Maintenance Tracking System

We continue to focus on improving and expanding our asset, inventory and parts database/system which has enabled us to provide improved customer service and meet our customers timing needs.

TEL remains committed to providing safe and reliable heavy equipment rental services to our customers, delivering fuel in a timely manner through our Behchokq fuel program and contributing to the economic development of the local and surrounding communities.



During this past Winter Road construction and maintenance season, TEL ran 45,540 hours of available equipment hours

This past fiscal year, 3052 Preventative Maintenance hours were logged on equipment



TEL delivered 1,204,924 Liters of fuel in Behchokq during the Fiscal 2023 year





COMMUNITY OPERATIONS AND LABOUR SERVICES

Betty Anne Nickerson, Vice President, Community Operations & Labour Management

Betty Anne Nickerson is a Tłıchq citizen and has worked for Tłıchq Logistics for 21 years. She has attended programs and obtained certifications from the Alberta Construction Safety Association, Southern Alberta Institute for Technology, and McMaster University to better herself in the field of Diamond mining and construction.

Betty Anne has developed a strong sense of devotion to the company and to the employees. Her experiences in being able to provide employment to hundreds of individuals give her a deeper appreciation of the role she plays within the company. Continuously striving to grow the company and connecting personally with the clients and personnel is what makes the company successful.

Betty Anne is responsible for overseeing the management of Tłıchq Retail Operations, Tłıcho Firefighting Services, Tłıchq Logistics and Tłıchq Adventures Ltd.

TŁIČHQ RETAIL OPERATIONS (TRO)



TRO has undergone several changes in the past fiscal year. Most

notable of which was bringing on Executive Leadership and new Community Operations Managers tasked to ensuring that the retail, hospitality and fuel services provided in the three Tłıchq communities of Whati, Gamèti, and Wekweeti are effective, efficient and overall meeting the needs of the communities in which they serve. Through these changes, significant strides for the better have been taken including:

- the introduction and application of consistent processes;
- the implementation of cost control measures; and
- consistent and accurate application of the Nutrition North subsidy.

Higher expectations have been placed on all employees and managers for this division and they have met the challenge to be successful and take pride in the services we provide to our communities.

Upcoming fiscal year initiatives include:

- Snare Lake lodge renovations
- New Wekweeti store
- Gamèti store renovations
- New waste reduction practices

Corporate Profile

Tłıchq Retail Operations owns and operates three general stores within the three Tłıchq communities of:

- Gamèti, NT (Rae Lakes General Store)
- Wekweèti, NT (Hozila Naedik'e Ltd.)
- Whati, NT (Wha Tì Gha K'aode Ltd.)

The stores supply produce, dry-goods and other essential products and services within the communities, to include:

- Canada Post mail services (shipping/receiving/money orders)
- Limited banking services such as ATM and cash exchange (cheque cashing)

TRO also runs the community gas stations and residential/commercial heating fuel delivery programs in all three communities.



Home Heating Fuel Delivery

Litres of fuel delivered from April 2022 to March 2023

Wekweèti	24,723
Gamèti	46,081
Whati	92,497

TŁIČHŦ LOGISTICS (TCL)

TłiçhŦ Logistics (TCL) provides site services expertise, project management, maintenance services and personnel for remote camp sites in the Northwest Territories. TCL prides ourselves on our ability to adapt to the changing work environment. We work closely with clients and employees at Ekati, Diavik, Gahcho Kué and other projects. Now that the COVID-19 pandemic has passed, TCL has been able to plan regular site visits to Diavik to meet with personnel and have a greater presence on the worksites from the management side.

In 2018, TCL joint ventured with 62 Degrees North to provide in-demand services from industry such as pre-employment medicals and drug and alcohol testing. This joint venture has been successful and is thriving and growing consistently.

TCL's focus for the future will be to participate in the eventual remediation projects for the closure of mine sites. Our remediation experience from the Colomac project and our strong relationship with the mining companies should certainly serve to provide us with participation in these important projects.

Core Beliefs at TCL

- Hire qualified, reliable personnel who take pride in themselves, their communities, and our company.
- Maintain strong, open communication with both clients and employees.



TCL Employs:

62% TłiçhŦ employees

working for TCL at the **Ekati Diamond Mine Site** through our TCL/Procon joint venture partnership

75% TłiçhŦ employees

working for TCL at the **Gahcho Kué Mine Site** through our TCL/Orica joint venture partnership

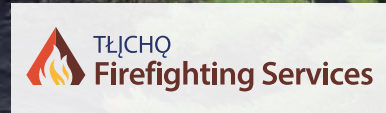
85% TłiçhŦ employees

employed this past season supporting Winter Road activities at the **Diavik Diamond Mine Site**



Deanna Marion
Manager, Labour Services





TŁĮCHǪ FIREFIGHTING SERVICES (TFS)

TFS has a strong community presence and operates out of all four Tłı̨chǫ communities. From May to August each year, TFS seasonally employs approximately 36 personnel as Type 1 (ability to provide fire fighting services Canada-wide) and Type 2 (Northwest Territories-based) Firefighters who work tirelessly during dry and hot seasons to protect their communities against the potential and real threats of wildfires. The company prides itself on its retention of long service and returning seasonal employees who have extensive knowledge and experience in the firefighting industry.

One of TFS's notable achievements is their commitment to employee training and safety. All employees must pass a physically intense and extensive fitness test and receive proper training on fire suppression equipment before being approved to working for the season.

TFS is a company that truly values its people and the communities in which we operate. We take great pride in supplying well-trained and professional crews to fire-suppression efforts and hold ourselves to the highest standards of safety and training.



TŁIČHỌ ADVENTURES LTD. (TAL)

Tłıchọ Adventures is a new subsidiary of the Tłıchọ Investment Corporation and the start of our venture into the Tourism industry in the Northwest Territories.

Being the first of the TAL group, located on an island near the center of Lac La Martre in the Northwest Territories, our Lac La Martre Lodge is the only one on the beautiful 1,000 square mile lake. We offer nine very comfortable guest cabins for fly-in fishing trips, as well as a main lodge and dining room. Our season thus-far is limited to 12 weeks, running from mid-June through mid-September. Personal service is of utmost importance to the Lac La Martre experience, so we take only 18 guests each week, allowing us to give each guest the fishing experience they've always dreamed of, and memories that will last a lifetime.

Nestled in the heart of nature, Lac La Martre Lodge offers an unparalleled experience for anglers of all levels. With crystal-clear waters teeming with fish and breathtaking scenery, our lodge is the perfect destination for your next fishing adventure. Our professional guides will take you to the most fertile fishing grounds, where you can cast your line and reel in trophy-sized catches of northern pike and lake trout. The possibilities for world-class fishing are endless at Lac La Martre Lodge.

At Lac La Martre Lodge, you'll rediscover your inner-child while staring at the massive pine trees that line the shore and revel in the excitement as you lift the net under yet another formidable adversary.





TŁJCHQ COMMUNITY BUILDERS LTD. (TCB)

Eric Sputeck, Director of Construction

Mr. Sputeck joined our team as Director of Construction in November of 2022. He is a graduate of Building Construction Engineering Tecqology of the Northern Alberta Institute of Tecqology (NAIT) and is a member of the Alberta Society of Engineering Tecqologists where he has held membership for over 36 years. Working in the construction industry throughout his career, he has gained valuable experience ranging from water treatment plants and reservoirs to commercial and institutional construction projects. As a long-term resident in the NT, he has been involved in multiple design-build and Public tendered projects since 1991 and in 1998 he became a partner in Hovat Construction Ltd., which eventually led to him being the 100% owner of the company in 2002. Throughout his northern tenure in the industry, he has worked on projects with many clients throughout the NT and NU, including the TIC group and the Government of the Northwest Territories. Eric is a dedicated leader with the goal of successfully growing the TCB operations.



TCB is coming out of a very busy and tumultuous 2022 and ramping up for

a busy 2023 which has started with some new projects and several proposals waiting for client response.

The company, like many, has struggled, persevered, and worked through the Covid-19 pandemic and all the trickle-down effects that it brought to us all. Even today, as Covid-19 is not as evident in our job sites, homes, and communities, which we are thankful for, we continue to deal with the supply chain problems that exist. These challenges are not just limited to the North, but throughout the entire country. Regardless, like true Northerners we find ways to deal with these problems and we know we are not alone as the after-effects of the pandemic are rampant in the construction industry.

Our local TŁjchq and northern workers and suppliers have ridden this wave with us and stood together with us as we continue to do the best we can despite what we have been faced with as we aim to get our projects completed. We are thankful to our large community workforces who contribute every day.

In early 2023 TCB completed some significant TŁjchq projects such as the new and beautifully built Wekweeti office building. TCB is also on the cusp of finalizing one of most significant projects of the company's history; the Behchokq Cultural Center, which is awe inspiring just to look at.

Both builds are legacy-type projects completed or near completion with a myriad of other smaller jobs which all amount to helping build the capacity of our communities and company with significant contributions to the TŁjchq people and businesses throughout the region.

TCB prides itself on local TŁjchq involvement in all our projects. As we build our projects, we build up our TŁjchq team with knowledge and added skills and we continually look to add to our workforce. The capacity building of our communities increases with employment, knowledge, and experience and is one of our highest priorities at TCB. Building capacity to us means doing our best to keep as much of the economic benefit of all our projects in the TŁjchq territory and with the TŁjchq people. That is in part our mandate and we work to live up to that.

Throughout the fiscal year we strived to maintain and wherever we can, increase our local TŁjchq workforce. In 2022 / 2023 TCB achieved notable TŁjchq involvement on its projects and is second to none in this regard. Our employment statistics are as follows:

TŁjchq Workers	64.6%
Northern Indigenous	6.1%
Northern Non-Indigenous	16.9%
Southern Indigenous	3.7%
Southern Non-Indigenous	8.7%

Given the nature of our construction business, which is hands-on, this demonstrates what we can achieve with projects where we have TŁjchq capacity building in play; especially when we build from the ground up on TŁjchq projects.

We understand that every project has a learning curve, and that learning is demonstrated through building up of skills, and expansion of existing skills of our TŁjchq workforce. Later these become transferable skills within our communities and with our people.

Fiscal Year 2023 Accomplishments

Behchokò Cultural Center

The Behchokò Cultural Center rose from the rocks to add to the skyline of the community. This project stands out with its colorful attractive design, and it is clear to all who look at it, that it is truly an awe-inspiring structure with a fantastic view over the lake. The team that worked on and contributed to this project will be proud for many years to come as this long-awaited opening comes to fruition.

Highlights and unique components of the project include:

- Highest quality construction from the concrete foundation to the beautiful woodwork throughout
- An impressive and never before done Tłıchq Territory map flooring in the main hall.
- Unique round structure.
- Custom designed and built drum light in the hall, which has also never been done before.

Most important for all of us is the significant local involvement in the project. When we build structures like this, and on all our projects, we build local expertise with our local work forces.



Tłıchq Government Community Presence Office

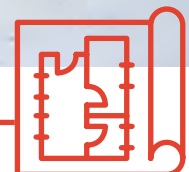
TCB is pleased to announce the completion of the new Tłıchq Government Community Presence Office in Wekweeti. After a lengthy construction schedule spanning from Fall 2021 to Winter 2023, substantial completion was achieved on January 21, 2023.

Designed by Nadji Architects, this new building features many architecturally significant components including:

- The many visible glulam beams which not only provide structural support to the roof, but also offer a pleasant focal point for any visitors to the building.
- The expertly crafted reception area millwork.
- The energy efficient windows provide an impressive view of the nearby lake as well as year-round energy savings.
- The capstone of the new building is the magnificent tipi skylight. Situated on top of the boardroom, the skylight provides a 360-degree view of the skies above.

This project was a shining example of what can be achieved by local and Northern content. All major subtrades were northern entities, including New Age Construction Ltd. who worked with us to maintain a high degree of local worker involvement throughout the project. Our sister companies, Tłıchq Property Management and Tłıchq Equipment Ltd. along with Air Tindi and many others, all played very important roles on this project. Their involvement directly contributed to the success of this project, and we eagerly await the next opportunity to work alongside them all.

Though this project was a success, it was not without its challenges. The short ice road operating window, equipment breakdowns, lack of accommodations, etc. all posed risks to the project. However, with the help of local





community members, and our talented project team, we were able to overcome these challenges and deliver a successful project to the community of Wekwéeti.

One of the greatest successes of this project was the achievement of 50% Tłjchq Content. Throughout construction, we maintained a safe open-door policy. Any local resident who approached the construction site with a positive and safety-conscious attitude and a willingness to work, was given a chance. We are proud of the fact that we were able to provide hands-on construction opportunities for many local residents who can take the skills they learned and apply them on future projects in their community.

TCB is very proud of the finished product and look forward to attending the grand opening of this building, tentatively scheduled for September 2023.

Fiscal Year 2023/2024 Projects, Proposals & Estimates

The following projects, along with proposals and estimates that we are working with clients on include:

- Frank Channel Communications antenna – recent award
- North Arm Park playground area – recent award
- North Arm Park electrical site works – recent award
- North Arm Park camp site electrical – in bidding
- North Arm Park new kitchen shelter- in bidding
- Whatì School accessibility upgrades – in bidding
- Whatì Northwest Territories Housing Corporation duplex- in progress
- Behchokq Northwest Territories Housing Corporation duplex- in progress





Other Recent Construction Projects completed or near complete in 2022 / 23 Include:

Behchokò

- ENR office building and warehouse
- ENR Dispatch office building
- NWT HC LHO office building
- Elizabeth Mackenzie Elementary School lighting upgrade
- Elizabeth Mackenzie Elementary School flooring upgrade

Whati

- School lighting upgrade

Gamèti

- Morgue body holding room

Wekweeti

- Alexis Arrowmaker School lighting and controls upgrade

Projects on the Horizon

Behchokò

- New Motel
- New 4-Bay parking garage

Corporate Profile

TCB provides residential, commercial and industrial construction services throughout the Tłı̄chò region.

From our solid management team, to our on-site superintendents and construction crews, we share a strong commitment to client service, quality work, building code compliance and safe work practices. Satisfying our client's specific needs, and exceeding expectations is at the core of our success. Coupled with all this is our strong mandate and desire to increase our workforce capacity with hands-on local resources working with us bring the economic benefits of our projects to the workers and communities where we work.

Our extensive experience encompasses the broad spectrum of design / build capabilities, general contracting, construction management and project management. Our proven expertise includes wood frame buildings, cast in place concrete foundations and structures, and pre-engineered or conventional steel structures in a wide variety of projects for industrial, institutional, commercial recreational and multi-family residential construction. We are experts at delivering projects in remote locations with unique logistical challenges.

10 KEYS TO SUCCESS

Get 1% Better EVERY DAY

Attitude is everything!

SQARC

Safety Quality Appearance Reliability Cost

COMMUNICATION

Internal and External is critical

Deliver on the goals
and objectives daily

ACCOUNTABILITY

Expected from everyone

Sense of urgency from the entire team

COLLABORATION

Let's build a strong TEAM!

Integrated Business Planning

Execute with excellence!



Nàowo Hoòno Wet'à Sìghà Ts'eeda

Dze taat'eè 1% nahk'e nezìì adìì-le

Dàani let'ò nats'e?aa eyìì zo k'àowo

SQARC

Asagodee ts'à gò?oo, Nezìì hòlìì, Nezìì
Gògoat'ìì, Hòts'ehtìì, Dànìihtìì

Elets'ò gots'edee wet'aa?à hòt'e – goxè
eghàlagedaa eyits'ò goxè eghàlageda-le xè

Dzè taat'eè goilaà hots'ehtìì

Daani eghàkagedaa sìì gitaat'eè gits'ò
xàyatìì ha

Efèxè eghàlageedaa hazòò la ghò hògehtìì

Efèxè eghàlageedaa – elexè nezìì
eghàlats'eedaa gots'ììhtìì

Soomba Ho'èè Nàowoò leta nèt's'ewa
Weghàlada

Denahk'e Nezìì Weghàlats'eda





TŁJCHQ PROPERTY MANAGEMENT (TPM)

**Raymon Mansour, B. Comm,
Director, Property Management & Real Estate**

Raymon presently leads the Real Estate and Property Management business unit of the Tłjchq Investment Corporation (TIC). He moved to Behchokq from Toronto in June of 2020. With over nine years experience in Toronto in the residential/commercial real estate industry, Raymon decided to join TIC to progress our real estate and property management business. He has an Honours Bachelor of Commerce degree with a minor in Economics from McMaster University.

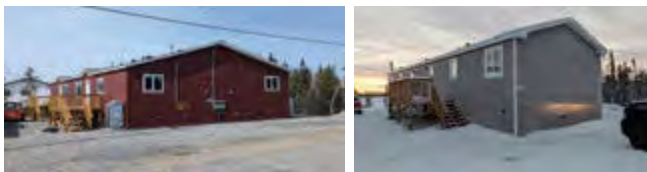


TPM was created to consolidate the management of

all the properties that various TIC subsidiary companies previously owned and managed, under one umbrella.

TPM is responsible for leasing all commercial/residential units, property maintenance and renovations. TPM also does a significant number of projects for the Government of the Northwest Territories, the NWT Housing Corporation, the Tłjchq Government (TG), the Tłjchq Community Services Agency (TCSA) and private homeowners in all of the Tłjchq communities.

Projects



Tłjchq Government Staff Housing Initiative – Phase 5

For the past three years, TPM has been working on the TG staff housing initiative. The purpose of this project is to provide staff housing in all the Tłjchq Communities for TG and TCSA staff. All the homes are prefabricated modular homes that are 22'x76'. These homes are a combination of duplex properties (2 bed, 1 bath each side) and full homes (3-4 bedroom, 2 bath).

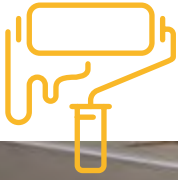
During fiscal year 2022/2023, TPM was working on Phase 5 of this project. Phase 5 involved bringing 26 units into Behchokq, Whati and Gameti for TG and TCSA staff housing.

The project included:

- 3 New Fourplex Homes (12 units) - Rae
- 3 New Duplex homes (6 units) – Edzo
- 1 New Fourplex Home (4) - Whati
- 2 New Duplex Homes (4 units) – Gameti

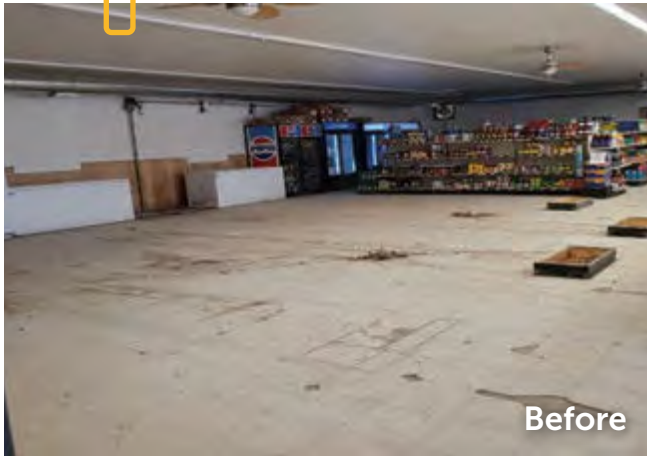
Tłjchq Residential Unit Growth





Whati Store Renovations

TPM took on the challenging task to complete the interior renovations of the Tłıchq Retail Operation's Whati Store. The project was a success and we upgraded the store with: new flooring, new paint (walls & ceiling), new energy efficient LED lighting, upgraded shelving.



Before



After



Before



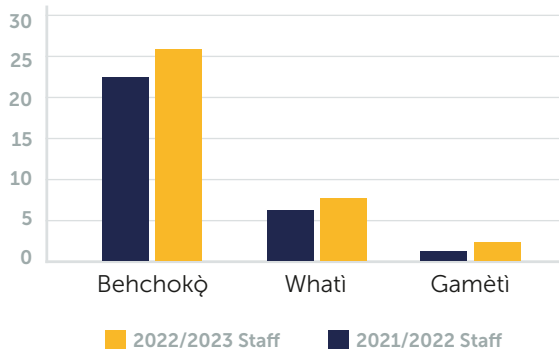
After

Employment

Tłıchq Employment, training and growth were TPM's main goals for Fiscal Year 2022/2023.

TPM aims to continue to grow the team as we move into this new fiscal year!

Employment Growth



What's to Come!

We have already gotten a strong and busy start to the Fiscal 2024 year, to include:

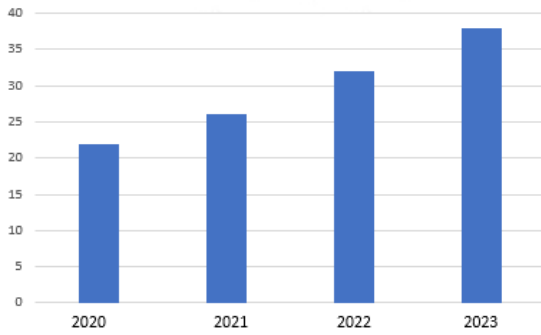
- Lac La Martre Adventures camp construction/renovations
- North Arm Park Gatehouse
- Snare Lake Lodge renovations in Wekweeti
- Gamèti Store Renovations
- TG Behchokq Housing Project

Throughout the Tłıchq Region, TPM owns/manages

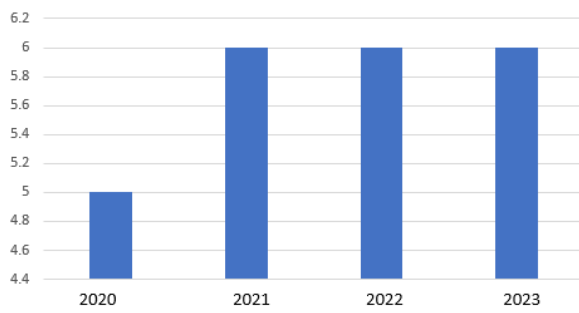
67 residential & commercial properties



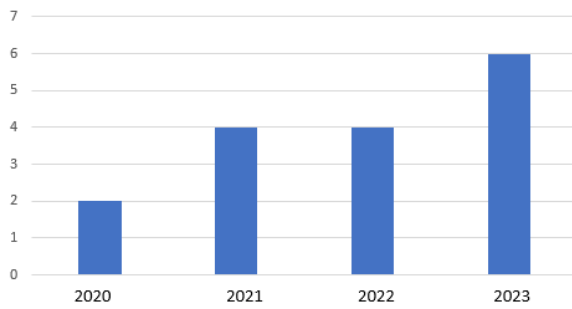
Behchokò Property Growth



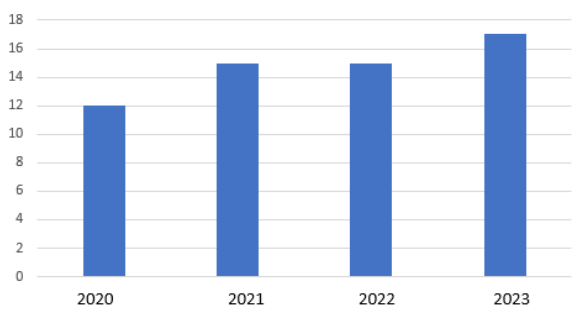
Wekweeti Property Growth



Gamèti Property Growth



Whati Property Growth





CONTINUOUS IMPROVEMENT

Tejas Kashyap, MBA, Director of Continuous Improvement



Tejas has been active in the Canadian Arctic both as a venture capitalist and from a policy perspective, so he understands the challenges Canadian businesses and entrepreneurs face. His focus at the Tłıchǫ Investment Corporation (TIC) since he joined in August 2021, is on the continuous improvement of processes used in construction, engineering, and supply chain divisions; and increasing the organization’s capacity in new ventures based on low-carbon technologies and the supporting infrastructure (including renewable energy and energy efficiency).

Tejas started his career at Emerald Technology Ventures, Toronto, analyzing technologies and companies focusing on smart grids, clean energy, advanced materials and water technologies. Tejas also worked for the Government of the Northwest Territories as the Specialist for Mineral Investments, and during his tenure of attracting investments to the NWT mineral industry, De Beers Canada Inc. and Mountain Province Diamonds Inc. opened the Gahcho Kué diamond mine.

Additionally, Tejas sits on the Board of Directors for American Chamber of Commerce – Canada West; and Foresight Cleantech Accelerator. Tejas holds a Master of Business Administration from Vancouver Island University, Canada; and a Bachelor’s degree in Mechanical Engineering from Visvesvaraya Technological University, India.

Continuous improvement is an ongoing effort to improve all elements of an organization to include processes, tools, products and services. It is important for TIC that our improvement efforts are ongoing with the mindset that the steady stream of improvements will have transformational results when diligently executed. When continuous improvement is actioned, it increases our performance, knowledge sharing, employee involvement and Environmental Social Governance initiatives that we are dedicated to.

In addition to projects and services milestones completed by TIC teams, some other accomplishments reached this fiscal year included:

Tłıchǫ Retail Operations (TRO)

- Motel Occupancy: Motel revenues increased by 79%
- Grocery Waste Management Plan: TRO demonstrated its dedication to reducing waste at the stores through implementing improvements to the ordering processes and system, actively monitoring the demand and consumption by community, better tracking of expiry dates and distressed products, improved communication with suppliers, streamlining product pricing, enhanced cleaning and sanitization processes and being more proactive with extermination systems when required.

Tłıchǫ Property Management (TPM)

- Total number of assets grew by 50 %
- Occupancy rate in residential units was 98%
- Occupancy rate in commercial units was 100%

Tłıchǫ Equipment Ltd. (TEL)

- Average time to complete work orders reduced from 12 hours in Fiscal Year 2022 to 7 hours in Fiscal Year 2023.
- Improved use of technology to monitor assets, including GPS tracking systems and full implementation of an inventory management software.
- Increased security systems at the workshops (including security cameras and electronic access for staff)

Tłıchǫ Community Builders (TCB)

- Number of projects completed increased by 25%
- Size of the combined project values increased by 11%

“ TIC continues to foster an environment that supports and encourages continuous improvement initiatives in all of our areas of business.”



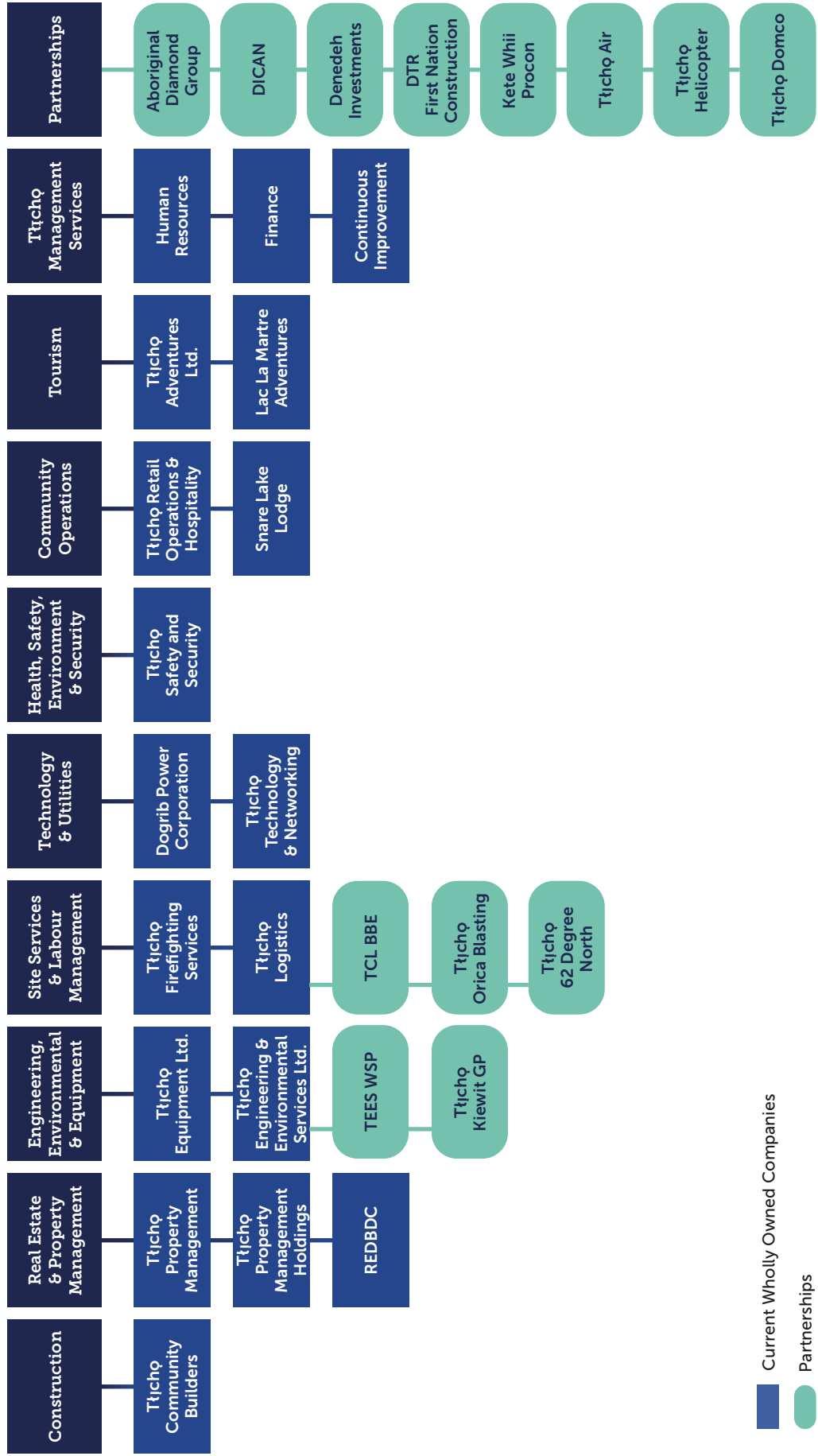
Collectively this resulted in:

37% spoilage/waste reduction

40% power/utilities expense reduction

26% internet expense reduction

2023 CORPORATE STRUCTURE



■ Current Wholly Owned Companies

● Partnerships

JOINT VENTURES



Tłıchq Investment Corporation
Air Tindi

TŁIČHQ AIR INC.

Tłıchq Air Inc. is a joint venture with Air Tindi Ltd., providing aircraft transportation and training opportunities within and near the Tłıchq region. Tłıchq Air is majority owned by the Tłıchq Investment Corporation, with Air Tindi as the managing partner.



Behchokò Development Corporation
Orica Mining Services

TŁIČHQ ORICA BLASTING SERVICES INC.

This company supplies explosive management services, products and related services for surface and underground mining, exploration, quarrying, pipeline and construction industries. Currently Tłıchq Orica Blasting Services Inc. has a contract with De Beers Canada and Gahcho Kué Mine site.



Tłıchq Investment Corporation
RTL
Denesoline Corporation

DTR FIRST NATIONS CONSTRUCTION LTD.

DTR First Nations Construction Ltd. is a joint venture between RTL Construction, Denesoline Corporation and Tłıchq Investment Corporation, for the provision of winter road construction services for the Joint Venture Management Committee (JVMC) construction the Tibbitt to Contwoyto Winter Road to the diamond mines.



Tłıchq Investment Corporation
Det'on Cho Corporation
Denesoline Corporation

KETE WHII LTD.

Kete Whii was established to provide heavy equipment supply, human resources and training for multi-year ore hauling contract with Ekati Diamonds Inc. Partners in this venture include the Det'on Cho Corporation and Denesoline Corporation. The ore hauling contract is now complete. Kete Whii's two joint venture companies, Kete Whii/Procon and Kete Whii/Ledcor, also provided underground tunnelling services and process plant construction.



Tłıchq Investment Corporation
WWW International Diamond Corporation
Det'on Cho Corporation
Kitikmeot

DIAMOND INTERNATIONAL CANADA (DICAN) LTD.

The group was formed to develop a point of transfer for diamond-related knowledge and expertise. DICAN holds a five-year Canadian Government diamond valuation contract to value DDC diamond production for the federal government. The Aboriginal Diamond Group (ADG) is partnered with Diamonds International Canada (DICAN), which provides diamond valuation for operating diamond mines in Canada (Ekati, Diavik, Snap Lake and Victor). Ownership of the Aboriginal Diamonds Group is shared equally among Det'on Cho Corporation, Tłıchq Investment Corporation and Kitikmeot Corporation.



Tłıchq Logistics
62 Degrees North

TŁIČHQ LOGISTICS - 62 DEGREES NORTH

62 Degrees North recently joint ventured in September 2018 with Tłıchq Logistics and together opened a pre-employment medical testing clinic in Yellowknife to provide employment medical services to the mining industry including Diavik Diamond Mine, Ekati Mine, Gahcho Kué and TMAC Hope Bay Mines.



Tłıchq Engineering & Environmental Services Ltd.
Tłıchq WSP

TŁIČHQ WSP

Tłıchq Engineering & Environmental Services Ltd. (TEES) and Golder began working together in 2020 on environmental projects across the region. In 2022 Golder was purchased by WSP, and the partnership with TEES continues. There have been many successful projects across various segments of business, including mining, remediation, energy projects, etc. This partnership continues to grow with major projects beginning in fiscal 2024.

51%

49%

Tłichq Logistics
Tłichq BBE

TŁICHQ BBE

The Tłichq BBE partnership began as BBE worked with the trucking companies in 2018, and has now progressed to a partnership with TCL, mainly in supplying lubricants to the diamond mines. TCL is hoping that will expand over the next few years inside and outside the region.

51%

49%

Tłichq Investment Corporation
Great Slave Helicopters

TŁICHQ HELICOPTERS

Since 2006 Great Slave Helicopters has worked in partnership with the Tłichq people to service the rotary-wing aviation needs of their region jointly. The partnership includes the 51% majority owner Tłichq Investment Corporation and the minority partner Great Slave Helicopters, which conducts all flight operations for the partnership.

51%

49%

Tłichq Engineering & Environmental
Services Ltd.
Peter Kiewit & Sons

TŁICHQ KIEWIT

Tłichq Kiewit General Partnership has its initiation with working together on the Tłichq All-Season Road Construction as a project in 2019. Since then, we have begun working together on several projects, in the Tłichq Region. Projects include civil construction, remediation, and design work on a grand scale. Continued training and employment opportunities exist with this partnership.

51%

49%

Tłichq Engineering & Environmental
Services Ltd.
Lakewood Electric Ltd.

TŁICHQ LAKEWOOD

Tłichq Engineering & Environmental Services Ltd. (TEES) and Lakewood Electric developed a partnership in 2021, and it has been expanding since that time with projects at Gahcho Kué, fiber line installation in the communities, and various construction projects. The goal is to expand this partnership further, to provide future training opportunities.



2023 HIGHLIGHTS



Buy-out of
Lac La Martre
Adventures;
assuming full
management of
all operations



TIC had a profitable year



Tłıchǫ
Government
Staff Housing
Project – Phase 5

Mentorship
Program began

Community Winter Road construction completed



Constructed the
Tłıchǫ Government
Community
Presence Building
in Wekweeti



Established Tłıchǫ Safety and
Security (TSS); landing our first
contract providing security
services on the Diamond Mine
Joint Venture Winter Road

Whatì Store
Renovation

Established new Tourism company –
Tłıchǫ Adventures Ltd.

Upgraded security across TIC properties



2024 INITIATIVES

Reviewing organic and inorganic growth initiatives



Investigate alternative/green energy for TIC and communities

Tłıchọ Government Staff Housing Project – Phase 6



Assume control of Tłıchọ Highway Operation & Maintenance



Establish Tłıchọ Technology and Networking



Lac La Martre Adventures – Upgrades and renovations

Wekweèì Motel (Snare Lake Lodge) Renovation



Gamèì Store Upgrade

Tłıchọ Government Cultural Center – Completion





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the North
by Investing
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Tłıchǫ COMMUNITIES

- Tłıchǫ Communities
- NWT Communities
- Tłıchǫ Lands
- Wek'èezhìi Boundary
- Ezqzìtì

