

NURTURING SEEDS OF CHANGE

CONTENTS

Year in Review	
Message from the Chair	6
Message from the President and CEO	7
2023 Financial Highlights	8
Overview - Divisional Updates	12
Property Management	14
Industrial	16
Investment Spotlight - Aurora Renewables	17
Mining	18
Retail	20
Professional Services	22
Investment Spotlight - Solstice Coffee	23
Human Resources	24
Investment Spotlight - Datsa Dynamics	25
Additional Enterprises	26





MARCH

Secured Funding for Wastewater Treatment Plant

The Canada Infrastructure Bank (CIB) committed to invest \$27.3 million in a wastewater treatment facility at Grasswood Junction

APRIL

Signed Partnership Agreement Between Des Nedhe, English River and Rural Municipality of Corman Park

A first of its kind in Canada, the partnership provides an opportunity to develop land in a way that is environmentally sustainable and economically beneficial for all.

SEPTEMBER

Finalized Denison Agreement

After three years of negotiations, English River and Denison signed a Shared Prosperity Agreement, positioning the Nation as the primary stakeholder in the Wheeler Project.

Started Solstice Coffee

We solidified a unique partnership with Road Coffee to start Solstice Coffee, the first coffee roaster in Canada with a fully Indigenous supply chain.

Joint Venture with Aurora Renewables

We formalized an exciting joint venture with Extropic Energies Inc. to establish Aurora Renewables which will initially work on developing solar projects with plans to expand in the near future.

OCTOBER

Partnered with Team Drilling

October saw the signing of a partnership between Team Drilling and Des Nedhe, enabling drilling projects in the eastern Athabasca Basin, opening doors for potential future projects in ERFN's traditional territory.

Cows and Ploughs Settlement

English River First Nation ratified a historic settlement agreement with the Canadian government, resolving an agricultural benefit claim that was filed over five years ago. The settlement was finalized in February 2024 with first payments received by Community Members in March 2024.

Formed Joint Venture with Datsa Dynamics

An exciting joint venture with Canadian UAVs further diversifies Des Nedhe's economic growth potential. Datsa Dynamics innovates by using drone (UAV) technology to acquire data while contributing significant job and career opportunities for ERFN Community Members interested in working in technology.

NOVEMBER

Creative Fire named Top 10 Indigenous Companies to Watch

Creative Fire earned recognition from Indigenomics as one of the Top 10 Indigenous Companies to Watch.

Des Nedhe signs Memorandum of Understanding with Hanwha Ocean of Korea

Des Nedhe signed a memorandum of understanding with Korea's Hanwha Ocean and three other Canadian companies for long-term cooperation on the Canadian Patrol Submarine Project (CPSP), opening doors to diversify its business portfolio.

4 Des Nedhe Group – 2023 Report to the Community 5

Des Nedhe Group – 2023 Report to the Community 5

"With the launch of groundbreaking joint ventures like Datsa Dynamics and Solstice Coffee, DNG is setting the stage for a collection of robust and independent Indigenous businesses."



MESSAGE FROM THE CHAIR

When I reflect on 2023, I can't help but notice the significant strides we've made in laying the groundwork for diversified growth within our group of companies. With the launch of groundbreaking joint ventures like Datsa Dynamics and Solstice Coffee, Des Nedhe is setting the stage for a collection of robust and independent Indigenous businesses.

By and large, the wastewater infrastructure project at Grasswood was a monumental achievement that will help us build on a multi-year strategy for developing the complex with large corporations, independent suppliers, and innovative technologies, all while fostering Indigenous economic growth and channeling funds back to the Nation.

2023 marks a pivotal moment for Indigenous enterprises as we eagerly embrace new opportunities across various sectors, all while remaining steadfast in our commitment to serving our Nation.

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PAUL MARTIN
Board Chair

MESSAGE FROM THE PRESIDENT AND CEO



"One of the keys to our success has been our relationships and partnerships. These connections strengthen our economy and are key for building infrastructure that will serve ERFN well into the future."

To Our Shareholders

2023 has been a big turning point for the Des Nedhe Group. The organization has generated new revenue and nurtured business opportunities across many industries, and more importantly, we have made significant progress in setting up English River First Nation (ERFN) for long-term economic success. This is why the theme of this report, "Nurturing Seeds of Change" resonates so strongly with me - it's not just about the revenue we're generating today but about the future we're building for generations to come.

In this report, you'll learn more about our strategic investments, such as Solstice Coffee, Datsa Dynamics and Aurora Renewables, as well as a partnership with Scotiabank to create Cedar Leaf Financial and how these partnerships are creating opportunities and jobs that will help both the economy and the Community.

In 2023, we began to push forward and rebuild companies like Tron, which we restructured in 2022. With the right people in place, Tron is back on track, creating new and exciting construction opportunities.

Des Nedhe companies like Creative Fire, recognized as one of Canada's Top 10 Indigenous Businesses to Watch, continue to show the value of working with Indigenous businesses and fostering partnerships based on mutual respect.

Collaborations such as our work with the Rural Municipality of Corman Park to build a wastewater treatment facility at ERFN's Grasswood Junction will bring strong economic value to the region and promote sustainable development practices.

One of the keys to our success has been our relationships and partnerships. These connections strengthen our economy and are key for building infrastructure that will serve ERFN well into the future. We're proud to be part of agreements that support positive Community decisions, such as the Denison agreement and the Cows and Ploughs settlement.

Community stays at the heart of Des Nedhe and we continue to make sure that our efforts align with ERFN's aspirations. As I reflect on 2023, I'm immensely proud of our accomplishments and look forward to building on this success in 2024 and beyond. Thank you for being part of our journey. Together, we're creating sustainable and impactful change in Indigenous economic development in Canada.

SEAN WILLY

President and Chief Executive Officer, Des Nedhe Group





"2023 has been a time of strategic financial achievements for Des Nedhe. Our finance team played a key role in several major projects and initiatives that helped strengthen our financial position and improve operational efficiencies."

- PRESTON KALYNIUK
Vice President, Finance

FINANCIAL HIGHLIGHTS

2023 has been a time of strategic financial achievements for Des Nedhe. Our finance team played a key role in several major projects and initiatives that helped strengthen our financial position and improve operational efficiencies. Below are the financial highlights for the year:

1. Canada Infrastructure Bank (CIB) Loan

In March 2023, we successfully finalized a loan agreement with the Canada Infrastructure Bank – a major achievement in securing long-term financing to support the construction of the wastewater treatment infrastructure and kickstart additional growth initiatives for the Grasswood property. 2023 saw the start of construction of a major pond along with the installation of underground sewer infrastructure, which are key to opening further development on the property.

2. Tron Settlement with Creditors

At the end of April 2023, we reached a settlement with the creditors of Tron. This provided Tron with a clearance from Trustees, helping to stabilize its financial position and pave the way for a more secure future.

3. Implementation of Accounts Payable Automation

In our continued efforts to improve operational efficiency, we implemented an accounts payable automation software solution. The new system has improved the payables and payments cycle across various operating businesses and the corporate head office, allowing for faster processing times and reducing the risk of errors.

4. Addressing Team Transition Challenges

The second half of the year came with some challenges due to the transition of new team members and some turnover in the finance team. Despite these changes, our team was resilient and adapted, ensuring continuity and stability in our financial processes.

LOOKING AHEAD

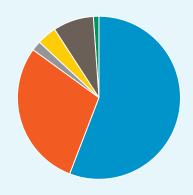
As we move into 2024, Des Nedhe remains committed to improving efficiency and effectiveness in our people and processes. We are focused on challenging the status quo and always looking for innovative solutions to enhance our operations. Additionally, our finance team is geared up to support the expansion into new business lines, ensuring that we effectively capitalize on new opportunities.

The financial successes and the lessons learned over the past year have positioned us well for future growth. We are confident that with our dedicated team and strategic initiatives, Des Nedhe will continue to thrive and achieve new heights in 2024 and beyond.

2023 FINANCES AT A GLANCE

2023 REVENUE %

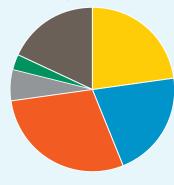
(by Operating Division)



- 56% Retail
- 29% Construction
- 2% Rental Income
- 4% Investment
- 8% Marketing and Creative
- 1% Other

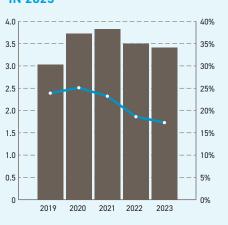
2023 OPERATING OVERHEAD EXPENSES %

(by Operating Division)



- 23% Corporate Administration
- 21% Retail
- 29% Construction
- 6% Rental Income
- 3% Utilities
- 18% Marketing and Creative

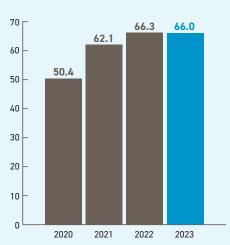
DES NEDHE MAINTAINS TIGHT COST CONTROLS ON ITS OVERHEAD IN 2023



- Des Nedhe Management Overhead \$ (millions)
- As % of Total DNG Overhead

2023 REVENUE \$

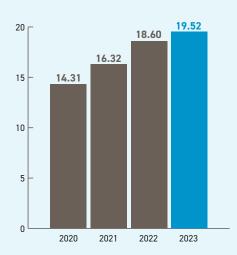
(in millions)



Almost on-par with 2022 (-\$0.3 million or -0.4%). Retail revenues were flat, while increases were experienced in Marketing & Creative (Creative Fire) of \$0.38 million or 8.1%, Investment income of \$0.36 million or 17.6%, Other income of \$0.36 million or 53.5% and a decrease in Construction revenues of \$1.54 million or 7.4%.

2023 OPERATING OVERHEAD COSTS \$

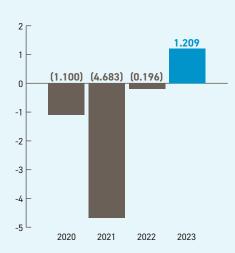
(in millions)



Increase of \$0.9 million from 2022, impacted by higher expenses in professional services, depreciation & long term interest which was partially offset by reduced salaries, wages and benefits.

2023 NET INCOME \$

(in millions)



\$1.4 million improvement from 2022. More significant changes were as follows:

- Tron contributed \$1.6 million to net income versus a net loss of \$0.8 million in 2022, a positive \$2.4 million swing.
- Retail and Creative Fire contributed higher net income by \$0.2 million each.
- Investments contributed \$1 million in higher net income.
- Long term interest and depreciation were higher by \$1.6 million.

10 Des Nedhe Group – 2023 Report to the Community

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Divisional Updates Des Nedhe Group – 2023 Report to the Community

2023 DES NEDHE GROUP EMPLOYEE DEMOGRAPHICS

Total Employees	Total	Indigenous #	ERFN#
Creative Fire	22	7 (32%)	0
Des Nedhe	33	14 (42.4%)	9 (64.2%)
English River Property	2	1 (50%)	0
DesNedhe Retail Enterprise	10	8 (80%)	5 (62.5%)
English River Enterprise	162	141 (87%)	50 (35.5%)
Tron Construction & Mining* Inclusive of Independent Contractors	158	60 (38%)	30 (50%)
Ela Hultsi	1	1 (100%)	0
Total	388	233 (60%)	94*

* 24.2% of total employees and 40.3% of Indigenous employees are ERFN Members





UNLOCKING THE POTENTIAL OF THE GRASSWOOD LAND

A business hub set to attract new ventures, create jobs and ensure a sustainable future.

When ERFN first bought the Grasswood land outside of Saskatoon, there was a lot of talk about what the development could become. From the start, Chief and Council envisioned a business hub that would leave a legacy for the Nation, funneling funds back into the Community for generations.

Securing funding to build the wastewater treatment facility at Grasswood and partnering with the Rural Municipality of Corman Park are the culmination of years of planning and effort toward sustainable growth. With this key piece of infrastructure now in place, and the first round of funding distributed in May 2023 from the Canada Infrastructure Bank, we have opened the door for future development in a sustainable manner.

Grasswood Junction continues to expand.

With a cutting-edge wastewater facility ready for operation, Grasswood Junction is primed for this next phase of expansion. While serving as the

location for the Des Nedhe head office, the location of Des Nedhe companies, Neetah Construction, Tron, Solstice Coffee, The Patch and PetroCan, as well as industrial space for our partners, there are over 100 acres of land ready for development.

Currently, the ongoing phase sees steady growth with the ability for businesses to customize their build. Businesses of varying sizes and scales can find their place, whether they're big-box stores, small independent retailers or national coffee roasters, like Des Nedhe's joint venture, Solstice Coffee.

Selecting Grasswood Junction as a business location offers more than just integration into a booming business community. Businesses benefit from lower tax rates compared to Saskatoon, coupled with the convenience of proximity to city limits and easy commuting access.

Beyond financial incentives, relocating industrial or office space to Grasswood Junction provides businesses the opportunity to engage with a diverse array of enterprises. This engagement not only contributes to reconciliation efforts but also enriches the retention of First Nations employees.

For Des Nedhe, expanding the land for further development represents a significant stride toward advancing ERFN's journey to economic independence, a goal that has remained steadfast throughout this development's three-decade history.

"Innovative business ventures like the ones we're creating between Des Nedhe Group, English **River First Nation and** our partners have the power to not just drive revenue in the short term but support lasting selfdetermination for the **Community. At Grasswood** Junction, we're leading the way with progressive environmental technologies and creating a sustainable future where economic success and environmental stewardship go hand in hand."

SEAN WILLY President and Chief Executive Officer, Des Nedhe Group

14 Des Nedhe Group – 2023 Report to the Community 15

INVESTMENT SPOTLIGHT





"Although 2023 was a challenging year for Tron, it was also positive as we dug in our heels and worked hard to create a flexible and lean company, ready to take on new challenges across different sectors."

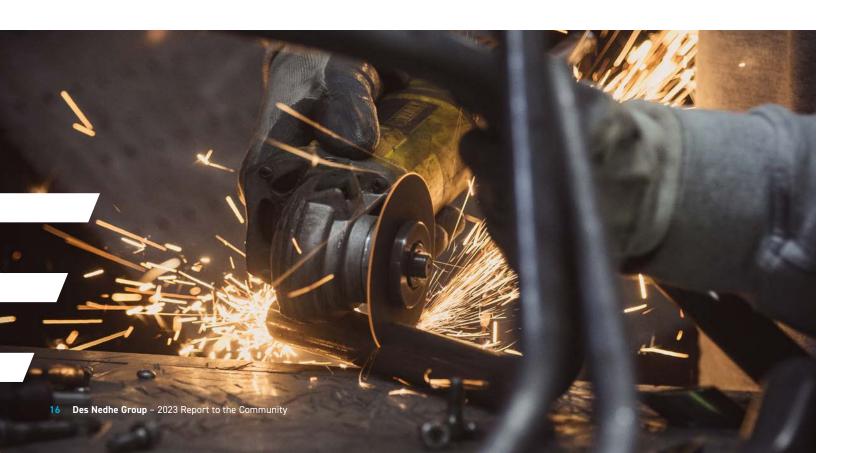
- STEVE THOMPSON VP of Operations, Tron Construction

TRON CONSTRUCTION: **REBUILDING A LEGACY**

On the heels of a few incredibly challenging years at Tron Construction, we opened 2023 with renewed optimism, aiming to overcome our financial deficits and move towards a prosperous and stronger future. Starting the year in a restructuring phase, we soon saw tremendous business opportunities, which allowed us to resolve our debts to our creditors in the first half of the year and finish the year in a strong financial position.

Throughout 2023, we demonstrated Tron's viability and commitment to becoming a tier one construction company by continuing to seek out and collaborate with key industry players. Early on, we had an opportunity to work in eastern Ontario on a large-scale fiber optics project, leading to further prospects in Saskatchewan with key players in the construction industry, telecommunications and the oil and gas sector.

We continue to expand into different sectors, ensuring our business remains flexible and robust as we rebuild our foundation and maintain our commitment to quality and innovation. Our goal is to build a lasting legacy for ERFN while providing well-paying jobs and exceptional training for Community Members.

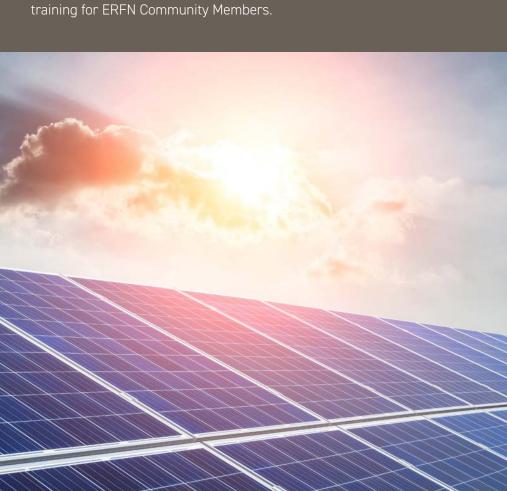


LEADING THE CHARGE

In the fall of 2023, we announced an exciting joint venture with Extropic Energy Inc. The venture, Aurora Renewables, is majority owned by Des Nedhe and will initially focus on solar projects, with plans to expand into battery storage, EV charging and microgrids. This is a significant opportunity for Des Nedhe as we continue to diversify our portfolio, providing own-source revenue for the Nation.

We see increased demand for renewable projects across business sectors, governments and residential units. As an Indigenous business, we have a unique advantage as businesses and governments seek to work with and employ Indigenous people.

Additionally, we see Aurora Renewables as a significant opportunity to generate passive income and create well-paying jobs with excellent



"Aurora Renewables is building upon the decades of experience **ERFN and Tron** have in the mining sector, combining it with **Extropic Energy's** engineering expertise, and applying this to advancing sustainable, resilient, and affordable renewable energy."

JONATHAN PALMER



A HISTORIC AGREEMENT WITH DENISON MINES

A landmark agreement that ensures a steady revenue stream, significant project influence and opens doors to future job opportunities.

In 2023, we were heavily engaged in supporting the Nation as it finalized two landmark settlement agreements. The first was a historic agreement with Denison Mines that positioned ERFN as the primary Rightsholder for the future development of the Wheeler River project in Saskatchewan's Athabasca Basin.

After years of negotiations, the Shared Prosperity Agreement between Denison Mines and ERFN was signed, securing a share of the future profits from the Wheeler River Project, which sits on traditional ERFN territory. This agreement lays the foundation for a stable and reliable passive income stream, benefiting both current and future generations of Members.

But the benefits go beyond financial security. The landmark agreement grants ERFN a significant role in shaping the project's scope, development and environmental oversight, reinforcing our influence over key decisions. This positions ERFN as a pivotal decision-maker in the project, from the studies conducted to the project's progression based on their outcomes.

Beyond the anticipated income, we are excited about the job opportunities that will come once the mine is operational. Right now, we are focused on setting up the right training programs to ensure that Community Members can gain the skills and education needed for a well-paying, stable job - creating immediate benefits for ERFN Members and job security for future generations.

The Cows and Ploughs settlement provides financial aid to ERFN Community Members and resolves a longstanding claim against the Canadian government for treaty violations.

The second agreement was the ratification of the Cows and Ploughs settlement for ERFN. In 2018, ERFN submitted a claim against the Government of Canada for its failure to meet treaty agreements to provide agricultural and economic assistance to Treaty 10 Members. After several years of negotiations and careful consideration by Community Members, ERFN Membership engaged in a ratification vote in October 2023 with a decision to accept the settlement agreement made by the Government of Canada.

Des Nedhe provided the financial support necessary to secure legal counsel and cover other costs associated with the Nation advancing the claim. With the signing of the settlement agreement in February 2024, most Members received their payments in March 2024.





Although no one was injured during the fire season, one cabin was unfortunately lost. Community Members stepped up to help, donating food, supplies, and financial support so that they could get back on their feet as soon as possible.







\$37M

RECORD SALES IN 2023 FOR THE RETAIL DIVISIONS OF DES NEDHE

OUR RETAIL DIVISIONS, INCLUDING THE STORES IN BEAUVAL AND PATUANAK, HAD:

85%

INDIGENOUS EMPLOYEES

35%

TOTAL EMPLOYEES FROM ERFN

The Retail division is the backbone of Des Nedhe Group. It involves businesses run by English River Enterprises (ERE). These include: Beauval General Store; Grasswood Gas Bar and Convenience Store; The Patch Liquor Store; and Patuanak Gas Bar and Convenience Store.

English River ENTERPRISES

THE RESILIENCE OF A STRONG COMMUNITY

As forest fires closed in on Patuanak, Beauval grocery store staff stayed behind to support the Community.

A healthy Community shows its true strength and resilience in times of challenge, which is exactly what happened for the people of Patuanak during the 2023 forest fire season. While much of the Community evacuated south to safety in May 2023, the Emergency Response Crew, volunteer firefighters and some employees of the Beauval grocery store remained behind to look after the homes, the people and the land.

Volunteer firefighters set up fire guards and doused buildings in the fire's path. The store stayed open throughout and donated thousands of dollars' worth of groceries to ensure volunteers had enough food to sustain them throughout the day.

While the people of Patuanak are familiar with battling forest fires during the dry summer months, this season started much earlier than usual, catching the Emergency Response Crew off guard. So to prevent future disaster, the team got to work as soon as the smoke cleared, and Community Members were back home to start proactive planning to prepare for weather related challenges in the future.

20 Des Nedhe Group – 2023 Report to the Community 21





SPARKING CHANGE IN PUBLIC AND PRIVATE SECTOR

Named a Top 10 Indigenous Business To Watch, Creative Fire is set to drive significant growth.

Creative Fire is one of Des Nedhe's wholly owned companies, focused on embedding Truth and Reconciliation in its strategy consulting, marketing, communications and design services. The team of strategists, communicators, storytellers and designers works remotely across Canada and in 2023 supported some of Canada's largest businesses, including Scotiabank, Procter & Gamble, SaskPower, Nutrien and the North West Company.

A few months into 2023, Creative Fire secured the designation of pre-qualified supplier for Government of Canada departments, opening the door for further growth and the opportunity to ensure Indigenous voices are heard and reflected within the public sector.

The team's efforts did not go unnoticed and in November, Indigenomics named Creative Fire one of its Top 10 Indigenous Businesses To Watch.

With Indigenous businesses set to reach \$100 billion in revenue in the coming years, Creative Fire is well positioned to create new and diverse revenue streams, bridge gaps of understanding between Indigenous and non-Indigenous people and ensure that Indigenous perspectives and insights help shape the futurein Canada.

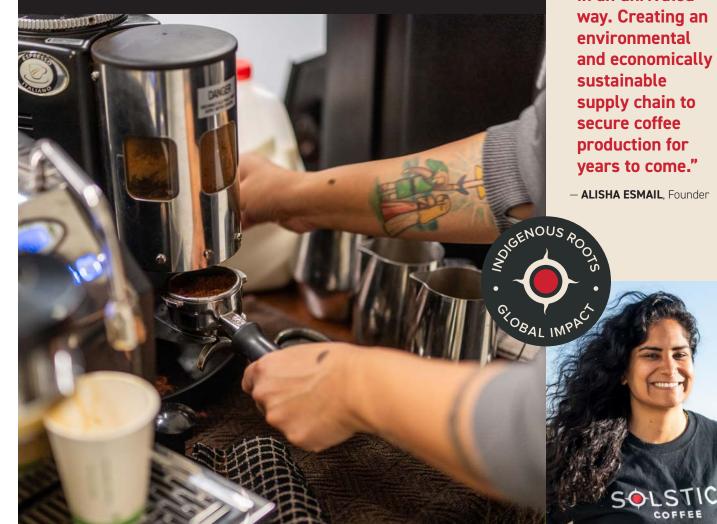
INVESTMENT SPOTLIGHT



CHANGE IS BREWING FOR DES NEDHE

In the fall of 2023, Des Nedhe Group and Road Coffee partnered to launch Solstice Coffee, a new venture that is changing the Canadian coffee scene. Solstice is roasting beans right at Grasswood and is the first coffee company in Canada to establish a fully Indigenous supply chain, connecting Indigenous growers to roasters. Solstice emphasizes ethical sourcing, environmentally friendly roasting practices and Community reinvestment, ensuring that its operations benefit not only the business but also the people and environment involved in its supply chain.





22 Des Nedhe Group - 2023 Report to the Community Des Nedhe Group – 2023 Report to the Community 23



"Mallory displays a safety conscious and productive attitude with a desire to become a maintenance electrician. She is very confident in her decision-making... and wants to learn more about what the trade has to offer in more industrial settings such as underground and milling facilities. She will do well in any construction setting performing any task assigned to her."

- BRENT BOURASSA

Supervisor and Mentor, Tron Construction

EMPLOYEE SPOTLIGHT

Mallory Gardiner-Roy

For this year's employee spotlight, we're excited to introduce Mallory Gardiner-Roy, a dedicated worker with strong ties to her Community. Mallory, a member of ERFN, has been working as an apprentice electrician for the past two years, and started working on the Denison project in Northern Saskatchewan in June 2023,



along with other ERFN Members who were directly employed by Denison.

During her time with Tron Construction and Mining, Mallory not only gained valuable experience under Brent Bourassa, her supervisor and mentor, but also contributed to growing the local workforce.

Now, Mallory is applying the skills she acquired to Cameco's McArthur River Underground Heat Exchanger Bay Freeze System Expansion Project. Under the guidance of her mentor, Mallory is gaining essential skills for her Level 3 Electrical Apprenticeship in the fall of 2024.

It's inspiring to see Mallory take control of her future and build a successful career. We're excited to see where her journey takes her next.

INVESTMENT SPOTLIGHT





"Canada and our clients are best served when local knowledge and practices are supported by unique business strategies and a multi-decade investment in technology."

SEAN GREENWOOD,President/CEO,Canadian UAVs

EXPANDING THE NORTH THROUGH INNOVATION

Driving innovation and creating career opportunities with the help of Unmanned Aerial Vehicles (UAVs).

A key focus for Des Nedhe in 2023 was the need to continue to diversify our business and explore new ventures to secure a stable future for ERFN.

We were excited to launch Datsa Dynamics, a joint venture with Canadian UAVs, an aviation company specializing in UAVs, also known as drones.

UAVs are changing the game in terms of operational efficiencies. They are a cost-effective solution for data collection, allowing for much wider reach and precision compared to traditional manned aircraft. This has become increasingly important for businesses in and around the mining sector in the North, as it offers insights that lead to better decision-making, streamlined operations and pro-active emergency management.

With mines reopening, Datsa Dynamics is well positioned to generate substantial revenue through its innovative UAV technology. This new venture will contribute to the economic growth of Des Nedhe, as well as creates job and career opportunities for ERFN and other Indigenous youth interested in the technology sector.

24 Des Nedhe Group – 2023 Report to the Community 25

ADDITIONAL ENTERPRISES





Neetah Construction: Securing New Revenue

Neetah Construction had a landmark year in 2023 after joining Des Nedhe group the previous year. With over \$8 million in revenue, the company celebrated a profit in just its second year of business.

While there were some personnel and business growth challenges, Neetah secured impressive projects like the Ducharme Elementary School site work and the Grasswood Junction waste water sewage treatment pond.

Neetah continues to work with top talent, adding new projects with Saskatchewan Highways to their portfolio, ensuring sustained revenue and growth.



Morsky Industrial Services: Celebrates Business Milestone

There was a lot to celebrate in 2023 for the team at Morsky Industrial Services Ltd as they achieved a huge milestone early in the year. Morsky has added heavy civil support services at the Mosaic Colonsay mine, approximately 70 km east of Saskatoon. This contract positions Morsky well for future capital work with Mosaic, a long-term goal of the company. The increased workload required hiring new staff and purchasing equipment, supported by experienced team members to ensure a smooth start.

Morsky Industrial Services continues to seek additional opportunities to expand its reach and add more business to its existing portfolio. It's an exciting time to be part of the team as the company continues to grow.



JNE Welding

Majority owned by Des Nedhe and Peter Ballantyne Cree Nation, JNE Welding is a premier steel fabrication company based out of Saskatoon, serving clients across North America. Committed to diversity and competitiveness, JNE Welding is the top choice for many large corporations and continues to expand its reach and impact.



Tamarack Mining Services Ltd.

The first of its kind, Tamarack North, in partnership with Des Nedhe, is the first fully accredited First Nations group purchasing organization that specializes in the mining, industrial and construction sectors.

Northern Resource Trucking (NRT)

Northern Resource Trucking (NRT) provides vital transportation services for Saskatchewan's northern mining industry. Co-owned by 12 companies, including Des Nedhe Group, Trimac Transportation, and other First Nations and Métis Nations, NRT delivers consumables, general freight, liquid and dry bulk commodities, machinery, and oversized loads between northern mining sites and the rest of Canada.



ELA HULTSI

PROPERTY & FACILITIES MANAGEMENT

Ela Hultsi

Ela Hultsi has been growing quickly over the past few years. In 2023, they secured large contracts to provide janitorial services for CIBC and HONI and will work with BMO in 2024.

Beyond janitorial services, though, is their involvement with an exciting project, the Indigenous Carpet Initiative. This collaboration gives Indigenous artists an opportunity to showcase their pieces in corporate office spaces while giving corporate clients the opportunity to express their commitment to reconciliation efforts through these showcased pieces. Another Indigenous product that they distribute to offices is Solstice Coffee.



Since 1994, Athabasca Catering has been a leading provider of remote site food services at northern mining operations. As a Des Nedhe company with 20% ownership by Des Nedhe, it offers a steady income stream for the Nation and creates valuable jobs for Northern Communities.



CATERING

PROFESSIONAL SERVICES

Cedar Leaf Capital

Des Nedhe, Nch'kay Development Limited Partnership and Chippewas of Rama First Nation have teamed up to launch a new investment dealer in Canada, Cedar Leaf Financial. Initially operated by Scotiabank to leverage its infrastructure and core enterprise framework, Cedar Leaf Financial will eventually be entirely Indigenous owned, controlled and operated.





26 Des Nedhe Group - 2023 Report to the Community Des Nedhe Group – 2023 Report to the Community 27

