



January 27, 2020

Dear Friends and Colleagues;

Celebrating 15 Years: A Letter from the Chairman

It is our 15th anniversary and this calls for a celebration. Seemingly the day before yesterday, I sat down behind a folding table that was my first desk in my first office. It was day one of Nordmin Engineering Ltd.'s operations. It was April 1, 2005 - yes, April Fool's Day, which had not been intentional, but it was what it was. I was simply overwhelmed, yet there I was - a new start.

As exhilarating as it was, it was also very, very frightening; in the process of setting up my new venture, I had signed off on my house and all my worldly possessions. It was a rocky start. My email didn't work for a week. My phones were clunky and weird owing to the 125-year-old wiring I was dealing with. But it didn't matter. My vision was for a company that was disruptive and innovative, and I was going to push this forward and make it a reality. And I did - to a point.

I say "to a point" because, as I learned time and again, you don't build a venture on your own. Success comes from mutual support and development in partnership with your team, allies and Clients. Over these last 15 years, the efforts of all the people that have and still work with us have been critical to our growth and survival. Without each of you, past and present, that have been part of our family, we would never have succeeded. Our strength is our people and together our most significant accomplishments still lie ahead of us.

And thus, on this the 15th year of our operations, I say to all of you, thank you. To all of our friends, allies and Clients who have helped and supported us over the years, we extend not only our deepest and warmest thanks but reaffirm our commitment to work ever more diligently to utilize our knowledge, employ our experiences and seek innovations to provide you with the best solution possible.

Best of Regards,

A handwritten signature in black ink, appearing to read 'CD', written over a faint circular stamp.

Chris Dougherty, P.Eng.

Chairman, Nordmin Group of Companies