

Kootznoowoo Acquires Stone Lion Environmental



In November, Kootznoowoo, Inc. finalized the acquisition of Stone Lion Environmental, LLC, a highly specialized environmental science and restoration firm based in Albuquerque, New Mexico. The acquisition represents an important milestone in Kootznoowoo's business strategy, supporting the corporation's long-term approach to investing in businesses positioned to drive sustainable growth, diversification, and increased opportunities for shareholders.

Stone Lion Environmental is a well-established and respected company, bringing more than 21 years of experience supporting the U.S. Department of Energy and Sandia National Laboratories. The company provides a comprehensive range of services, including environmental restoration, hazardous and radioactive waste management,

material sanitization, environmental safety, and project management. Stone Lion is widely recognized for its ability to successfully deliver highly complex projects with a strong emphasis on safety, regulatory compliance, and cost control.

"Stone Lion Environmental is a proven leader with an exceptional track record in one of the most specialized service sectors in the country," said J. Keith Greene, President and Chief Executive Officer of Kootznoowoo, Inc.

"This acquisition strengthens our corporate portfolio and provides meaningful past performance that helps position Kootznoowoo for future growth in government contracting. Stone Lion's experience, certifications, and established customer relationships create a strong foundation as we pursue new federal opportunities."

The acquisition further enhances Kootznoowoo's competitive position by bridging proven past performance with future business development efforts, particularly in highly regulated government and federal contracting environments. Stone Lion's operational depth and established credibility support contract stability while expanding Kootznoowoo's ability to compete for complex, high-value work.

"This acquisition reflects a disciplined, mission-driven approach to growth," Greene added. "At the same time, Kootznoowoo continues to actively evaluate additional business opportunities that align with our strategic goals, risk profile, and long-term vision. Our focus remains on building a diversified portfolio of strong businesses that create sustainable value and long-term benefits for our shareholders."

JUNEAU SUMMER INTERNSHIP OPPORTUNITY!

Kootznoowoo, Inc. is seeking one Administrative Intern for the upcoming summer to work at the corporate office in Juneau. This paid internship offers hands-on experience in a professional office setting and is ideal for individuals interested in building administrative and basic accounting skills. Shareholders or descendants who are currently enrolled in a college, university, or vocational program are eligible to apply.

Duration: May-August

Schedule: 4-6 hours per day

Duties may include:

- Basic accounting
- General office
- Administrative tasks

Compensation: \$18 per hour



HOW TO APPLY:

Interested applicants should submit a letter of interest to info@kootznoowoo.com

From the Board Room : CHAIRMAN'S REPORT



Dear Shareholders.

On behalf of the Kootznoowoo Board of Directors, I extend our best wishes for a healthy and successful 2026. I hope you and your families enjoyed a meaningful and restful holiday season. The new year offers a fresh start and an opportunity to reflect on the progress we have made, while also looking ahead with purpose as we continue our work on behalf of our shareholders and community.

Throughout 2025, the Board remained focused on strengthening its governance practices and deepening its understanding of the responsibilities entrusted to us as directors. Last fall, Board members participated in legal training designed to enhance our understanding of the legal framework, fiduciary duties, and limitations associated with board service. This training reinforced the importance of sound governance and thoughtful oversight as we work to serve the long-term interests of the corporation and its shareholders. Moving forward, we will continue to seek opportunities to support and strengthen each director so that we have the capacity to serve

shareholders to the best of our ability.

In December, the Board took an important step toward maintaining organizational stability by finalizing the contract for J. Keith Greene to serve as President and Chief Executive Officer of Kootznoowoo, formally transitioning his role from Interim to permanent. Keith has done an exceptional job guiding the corporation through a period of transition, and the Board is confident in his leadership, experience, and vision. Establishing permanent leadership provides additional stability and clarity as we move the corporation forward, and we look forward to continuing our work with Keith in the year ahead.

As a reminder, the role of the Board is to establish policy and set the strategic direction of the corporation, while management is responsible for overseeing day-to-day operations and the overall administration of Kootznoowoo. This partnership between the Board and management is essential to the corporation's success.

Looking ahead, Kootznoowoo will soon enter election season, and the corporation will begin accepting candidate applications from shareholders interested in serving on the Board of Directors. Board service is both challenging and meaningful, requiring time, preparation, and a commitment to acting in the best interests of the corporation and its shareholders. Serving on the Board provides shareholders with a direct voice in shaping Kootznoowoo's future and offers an important way to contribute to the well-being of our community and culture. I encourage

all shareholders to consider how they can serve Kootznoowoo, whether through board service or other forms of engagement.

Thank you for your continued involvement and support. The Board remains committed to working diligently on your behalf, and we look forward to the year ahead.

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Frank Jack III

Chairman of the Board



Key Dates: 53rd Annual Meeting of Shareholders

JANUARY 29

Notice of Annual Meeting
Mailed to Shareholders

JANUARY 29

Candidate Packets Available

MARCH 11

Candidate Packet Submission
Deadline

APRIL 24

Record Date

JUNE 13

53rd Annual Meeting of
Shareholders
Angeon, Alaska



Thayer Hydro Project: Moving Into Phase II

Throughout 2025, the Thayer Creek Hydro Project continued to move successfully through Phase I, making steady progress toward advancing this important long-term energy project for the community of Angoon

Phase I, known as the Stillwater Phase, has focused on laying the foundation for the project. This work includes construction and installation of the dock and piles, as well as construction of the gangway. These elements are currently in progress and will be completed concurrently as weather conditions allow. Phase I also includes continued coordination among project partners and regulatory agencies, serving as a trial run for work that will take place on U.S. Forest Service land during Phase II of the project.

Nate Soboleff, who joined the project team in 2025 and serves as Project Manager, shared, “We’re pleased with the progress made last year and are navigating numerous challenges to keep the project on track. We are currently in year two of a four-year development timeline and have undertaken important planning work that will transition the project into Phase II.”

Phase II of the project will focus on road construction, including approximately six miles of roadway extending from the Stillwater area to Thayer Creek. Kootznoowoo has contracted Rock-N-Road Construction, Inc., an Alaska-based company, to build the road.

“This is the same contractor that successfully completed Phase I, and we are excited to continue working with them,” Soboleff said. “Rock-N-Road currently has equipment on site, creating efficiencies as the project transitions into the next phase.”

Road construction is anticipated to begin in 2026 and is expected to take up to a year and a half to complete, depending on factors such as weather conditions and regulatory processes.

Before construction begins, the project team continues to work through several important regulatory and

environmental steps. These include coordination with the U.S. Forest Service on the location of rock quarry sites, completion of a timber cruise, and geological work to ensure the road alignment avoids environmentally sensitive areas. “These steps are essential to ensuring the project proceeds responsibly and in compliance with all applicable requirements,” Soboleff said.

Looking ahead, Phase III of the project will include the run-of-the-river hydroelectric build, powerhouse construction, and transmission lines. While progress continues, the project has experienced some delays related to federal shutdown impacts and reimbursement timing, which are being actively managed.

“Employment and local hire opportunities remain an important focus for the project,” said President and Chief Executive Officer J. Keith Greene. “While Kootznoowoo does not directly control contractor staffing, the corporation continues to prioritize local hire whenever possible. Current hiring needs include specialized roles such as marine mammal observers, and additional opportunities may arise during road construction, subject to contractor requirements. We encourage shareholders to regularly check the Kootznoowoo jobs page on our website for the latest hiring opportunities.”



CEO BUSINESS REPORT

Dear Shareholders,

I am honored to share that the Board of Directors has formally confirmed my appointment as President and Chief Executive Officer of Kootznoowoo, transitioning my role from interim to permanent. I am grateful for the Board's confidence and for the opportunity to continue serving Kootznoowoo's shareholders and community in this capacity. My commitment to building resilient businesses and reliable income streams remains strong, and I am dedicated to creating long-term sustainability for our shareholders.

As part of this commitment, the Board and management team continue to evaluate the corporation's portfolio through a strategic lens—assessing whether each asset aligns with our corporate vision and goals for generating sustainable returns.

One difficult, but necessary, decision resulting from this evaluation is the sale of the K-Plaza building in Juneau. K-Plaza has served as the corporation's headquarters since 1996, and we have been proud to call it our corporate home. However, the property no longer aligns with



Kootznoowoo's income-generation strategy or long-term growth objectives. Divesting from K-Plaza allows the corporation to redirect capital toward business ventures with stronger performance potential, improved scalability, and clearer alignment with our future direction.

We recognize that many shareholders feel a deep connection to K-Plaza, and that this decision may be disappointing for some. While that connection is respected, the responsibility of leadership requires us to look beyond sentiment and focus on the long-term health of the corporation. To fulfill our fiduciary duty to both current and future shareholders, we must sometimes make difficult decisions that prioritize financial strength, sustainability, and opportunity over other factors. I assure you that the decision to sell K-Plaza was made thoughtfully, with careful consideration of the corporation's long-term interests.

This same strategic focus guided our recent acquisition of Stone Lion Environmental. Stone

Lion brings proven past performance, specialized expertise, and a strong reputation in a highly regulated sector. This acquisition supports our broader vision of building durable businesses that can compete effectively in the marketplace, generate stable revenue, and create long-term value. Investments like Stone Lion strengthen our portfolio while positioning Kootznoowoo for growth in sectors where experience, compliance, and credibility are essential.

Looking ahead, Kootznoowoo remains committed to pursuing opportunities through the Small Business Administration's 8(a) Business Development Program as part of our growth strategy. At the same time, we are intentionally planning beyond the program to ensure the corporation is positioned for success well after any individual certification or designation ends. Our goal is not simply to participate in programs, but to build enterprises that are competitive, sustainable, and relevant for generations to come. We recognize that the federal marketplace is subject to political and economic volatility that can shift with changing administrations, and our strategy is designed to build resilience beyond those fluctuations.

These efforts reflect a disciplined, long-term approach to growth—one that balances opportunity with responsibility. I look forward to continuing this work alongside the Board, our management team, and our shareholders as we move Kootznoowoo forward together.

With respect and gratitude,

J. Keith Greene

President & Chief Executive Officer



The Artist's Workshop: Spoon Making Class

In December, the Artist's Workshop in Angoon, hosted in partnership with Sealaska Heritage a Beginning Northwest Coast Carving class. Over ten classes, which were held from December 6-19, participants each carved their own serving spoon.

The workshop was led by carver Kevin J. Clevenger (*Nanum Gaack*). Kevin, who apprenticed under his uncle Wayne Hewson is now the lead carver at the Carver's Shed at the Rainforest Sanctuary in Ketchikan, Alaska. Previously, he served on the Totem Heritage Center Advisory Committee and began teaching at the Totem Heritage Center in 2024.



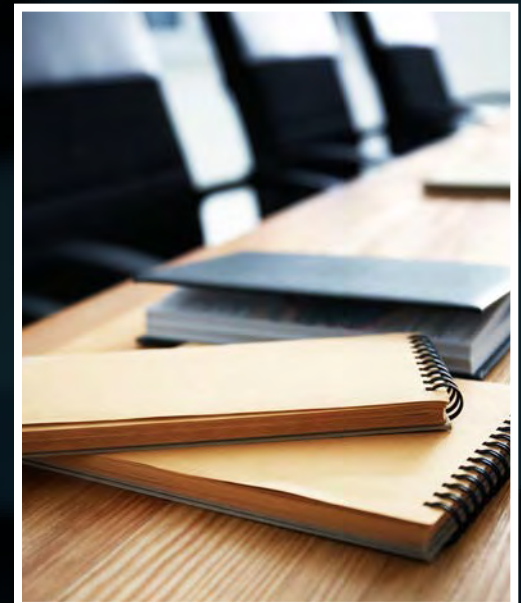
Interested in running for a seat on the Kootznoowoo, Inc. Board of Directors?

At the **53rd Annual Meeting of Shareholders in June**, two seats will be up for election. The period for shareholders interested in running for a seat on the Board of Directors will open on **January 29**.

To be eligible to run for the Board, candidates must meet the following requirements:

1. Be **18 years of age or older**.
2. Own **at least one voting share** in Kootznoowoo.
3. Not appear on any other candidate's or slate's proxy.
4. Complete and submit a **proxy statement questionnaire and independent candidate agreement**.
5. Adhere to **all stated deadlines**.

Shareholders interested in running for the Board of Directors should contact the **Corporate Office at (907) 790-2992** to request a candidate packet.



Building Opportunity in Angoon: Looking Ahead to 2026

Kootznoowoo, Inc. continues to invest in Angoon through workforce development, environmental stewardship, and the growth of locally driven economic opportunities. As planning moves forward for 2026, several programs are creating meaningful pathways for Angoon residents, shareholders, and descendants to gain experience, earn income, and contribute to the long-term strength of the community.

One key effort underway is the **Cube Cove Restoration Project**, which will again offer hands-on employment in environmental restoration during the 2026 field season. The project is currently recruiting two Habitat Restoration Technicians who will work as part of a team in remote wilderness settings. These positions offer paid training and wages of up to \$24 per hour, depending on experience. Applicants must be able to commit to the full season, work safely with tools and equipment such as chainsaws, and spend extended periods—up to eight days at a time—working in the field. Angoon residents, Kootznoowoo shareholders, and shareholders' descendants are encouraged to apply. Applications are available by contacting the program directly or by stopping by the Kootznoowoo office.

At the same time, the **Angoon Guide Academy** is preparing for another active summer. Program staff recently participated in the 3rd Annual Angoon Community Career Fair, where they shared information about upcoming opportunities and connected with potential participants. Recruitment is now underway for Summer 2026, with a focus on local

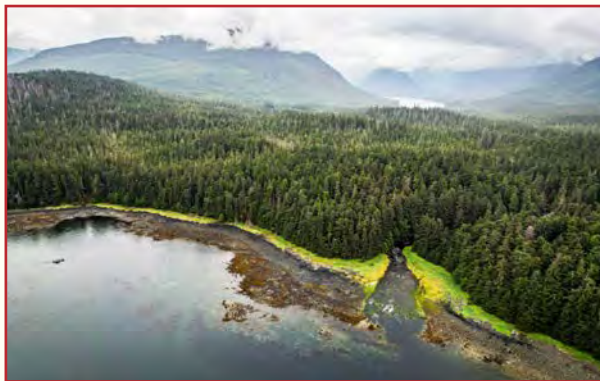
Angoon students ages 16 to 24, including Kootznoowoo shareholders and descendants. The program runs from June through August and

offers paid training and guided trips based in Angoon, with compensation of up to \$2,000 per month. Interested students are encouraged to reach out for more information, and an online application option is currently being explored.

Looking beyond workforce training, Kootznoowoo is also continuing to explore **tourism development opportunities** in Angoon. Current projections estimate that four to eight small-scale Alaska Dream Cruises vessels may visit the community during the Summer 2026 season, bringing groups of approximately 20 to 40 passengers per visit. These visits will create economic opportunities for local community members, particularly artisans interested in selling artwork and handmade goods when ships are in port. In addition,

Kootznoowoo anticipates seeking local culture bearers to offer paid walking tours, sharing Angoon's history, culture, and stories with visitors in an authentic and respectful way.

Anyone interested in these programs or opportunities is encouraged to contact Kootznoowoo's Tourism Coordinator, Matthew Kookesh III, at (206) 434-1134 or send an email to makookesh@kootznoowoo.com.



KPFST Awards Higher Education Scholarships for 2025-2026



The Kootznoowoo Cultural & Educational Foundation (KCEF) was pleased to award five Kootznoowoo shareholders and descendants with higher education scholarships for the 2025-2026 academic year.

Funding for scholarships is provided to KCEF by Kootznoowoo, Inc. KCEF is overseen by a three-member board that includes: Carmaleeda Estrada, Chair; Konrad Frank, Vice Chair; Shgen George, Secretary.

2025-2026 Scholarship recipients include:

- **Armando DeAsis** – Kansas University
- **Emma Gassman** – Pacific Lutheran University
- **Kendra Klotz** – Haskell Indian Nations Univ.
- **Aliyah Merculief** – Fort Lewis College
- **Hayden Soboleff** – Fort Lewis College

The application period to apply opens in late-spring and closes in the summer prior to the start of the academic year.

Welcome Aboard:

Introducing Kootznoowoo's newest employees!



Joy K'áad Jáad Demmert joined the corporation as its new **Director of Finance**. In this role, Joy is responsible for managing the corporation's day-to-day activities for finance and accounting.

Joy brings more than 17 years of experience in the accounting field to her role at Kootznoowoo.

Most recently, she worked at Sealaska Corporation and prior to that spent six years at REACH, Inc. in Juneau, where she served as Controller and Chief Financial Officer.

Joy holds a bachelor's degree in accounting and is currently pursuing a master's degree in public administration the University of Alaska Southeast.

"I am grateful for the opportunity to be part of the Kootznoowoo team," said Joy. "I look forward to working alongside my colleagues and contributing to the important work Kootznoowoo does in service of the people of Angoon."

Joy grew up in Ketchikan and currently resides in Juneau. She is of Haida and Tlingit descent and belongs to the *Káat nay-st/Yahkw Jáanaas* (Shark House/Middle Town People) Clan. She is the daughter of Victoria Demmert Gatti and Mark Gatti, and the granddaughter of Frances Demmert Peele (*Yahkw Jáanaas*) and Franklin Demmert, Sr. (*L'eeneidi*).



Matthew Kookesh III, who joined Kootznoowoo in 2024 in a contract role as a program coordinator, was recently promoted to the full time position of **Tourism Coordinator**.

In his new role, Matthew will continue to oversee the Angoon Guide Academy as well as supervise the Cube Cove Salmon Stream Restoration Project.

Additionally, he will be responsible for overseeing all tourism development and activities.

"In 2026, my goal is to build on the momentum from the past two years by strengthening sustainable, community-led tourism in Angoon. This includes formalizing partnerships with cruise operators, establishing clear billing and tourism policies, and expanding consistent visitation that benefits local residents," said Matthew. "I plan to continue supporting youth and community involvement, while working collaboratively with the City of Angoon, Tribe, and partners to ensure tourism development aligns with Angoon's values, culture, and long-term economic goals."

Matthew was born in Sitka and raised in Angoon. His Tlingit name is *Aan nus ku eesh* and he is *L'uk nax.ádi* of the *Daginaa Hit, Sheetka Kwáan house*. Matthew is also a child of *Teikweidi Valley House (Shaanax Hit)* and a grandchild of the *Kagwaantaan*.

Short-term Lodging Available In Angoon

Shareholder Discount Available!

Are you traveling to Angoon and need a place to stay? Do you have friends or family looking for accommodation? **Stay at the Raven Beaver Building!**

Kootznoowoo offers **short-term rentals in Angoon** at the Raven Beaver Building. Choose from three suites that include the **Raven Suite** or **Brown Bear Suite**, featuring two bedrooms, a full kitchen, one bathroom, and in-unit laundry, and the **Killer Whale Suite**—a comfortable option for shareholders and visitors.

To book a stay, visit the Airbnb website at: <https://www.airbnb.com/>.



Kootznoowoo, Inc. is seeking information about the following list of shareholders whose contact information is out-of-date or invalid. If you have any information about where we can locate any of the following, please contact Shareholder Services at (907) 790-2992 or via email info@kootznoowoo.com.

Lost Shareholders List

Brian Lee Abbott
Jeanette A. Bardi
Hayden K. Brown
Christopher S. Burke
Zachary N. Edwards
Delores Elsie Gardipee
Byron I George II
Dakota T. George
Dixie Lynn George II
Noah George
Starr Destiny George
Angelica Gil

Taylor A. Hogue
Jeffery R. Isturis
Brandon W. Jack
Alexandra Cooksie James
Kayley James
Jordan Eli Jamestown
David George Johnson
Shaylee Johnson
Bailey Kanosh
Ethan Kanosh
Nick Kompkoff III
Felomina G. Mazon

Kayla N. Merculief
Terenty Merculief III
Isiah J. Merculief III
Kenneth Robert Olson
Clarissa Peratrovich
Katherine P. Pittman
Cheryl L. Skaflestad
Sasha I. Soboleff
Isaiah Prescott Sokimi
Tawnia C. Tillotson
Kayla Marie Wolfe

Manage your information on the Kootznoowoo Shareholder Portal.
Register at www.MyKootznoowoo.com.
It's fast, easy, and convenient!

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