

2024 Impact Report

GREY SNOW COMPANIES



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Message From the Board & CEO

As we reflect on the past year, I am filled with both pride and gratitude for the growth, resilience, and progress we have achieved.

It is a privilege to serve a company that not only honors the rich traditions of the Iowa Tribe but paves the way for future generations to thrive.

In 2024 we made significant strides in advancing our business operations, enhancing efficiency, and supporting the tribal community.

Highlights include:

- Energy grid development for the Iowa Tribe and other Tribal nations.
- Increased broadband access for the Iowa Tribe, White Cloud, and other Tribes through new internet infrastructure.
- New Joint Ventures bringing in **\$44.7 million** in contracts and grants.
- Development of workforce and entrepreneurship training programs.

The future of our tribal-owned business is bright, and we are excited to build upon the foundation we have laid.

As we move forward, we remain committed to sustainable practices, pursuing innovation, supporting economic diversification, and enhancing the well-being of our people.

In the coming year, we will continue seeking new growth opportunities and foster relationships that further our culturally sensitive economic empowerment mission.

On behalf of the entire leadership team, I want to express my deepest gratitude to all of you—our shareholders, partners, employees, and tribal members. Your unwavering support and dedication are what drive our success.

Together, we will continue to build a future that honors the past and empowers the people for generations to come.

Sincerely,



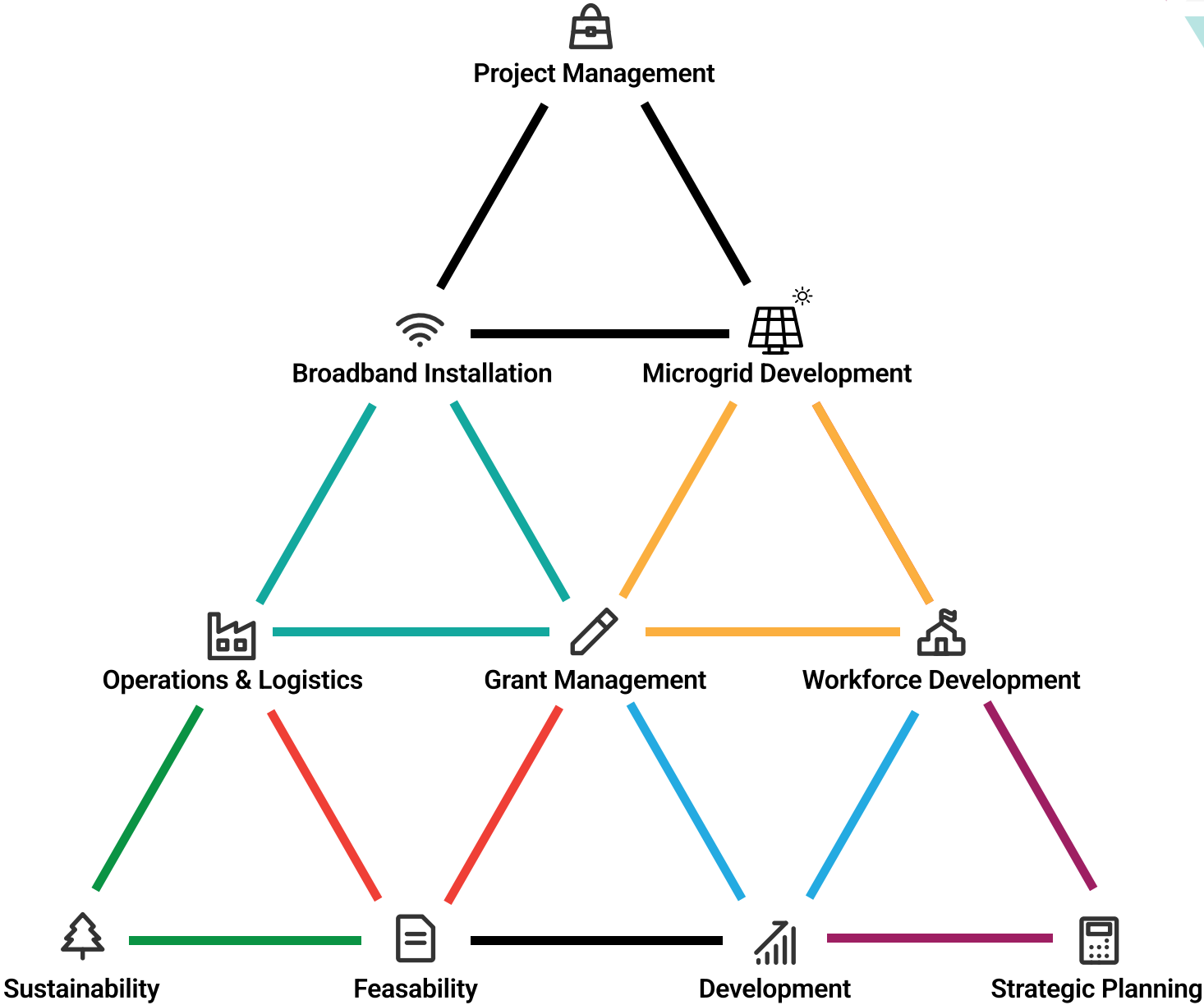
Tony Fee
Chair, Board of Directors



David Tam
CEO

Grey Snow's Mission

"To support the cultural and financial betterment of the Iowa Tribe of Kansas and Nebraska."



Our Integrated Ecosystem of Services & Solutions

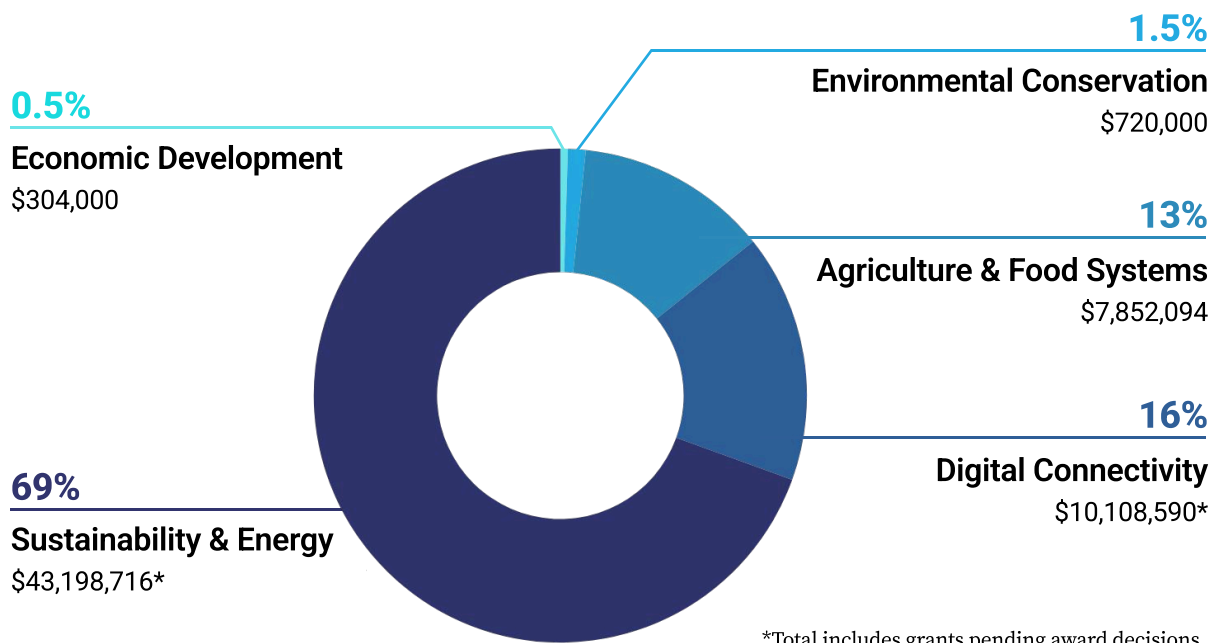
Impact at a Glance

\$34.5
Million

Total grants awarded since 2020.

\$27.7
Million

Grants written and pending decision.



Key Support for Tribal Members

- ▲ Drove improvements in legislation—including a new ordinance supporting the development of new tribal nonprofits independent from state oversight.
- ▲ Expanded trade development through launch of Foreign Trade Zone.
- ▲ Collaborated with accounting consultants to streamline bookkeeping and improve tax efficiency.
- ▲ Ensured compliance with ARPA, CARES Act, and Farm Bill regulations.
- ▲ Applied for, secured, and managed use of funds for 15 individual grants.

Bridging Past & Present

The Iowa Tribe's long-standing history of trade-focused economies laid the foundation for Grey Snow. Before European contact, the Tribe participated in extensive trade networks, exchanging furs, minerals, jewelry, and tools.

These practices served social, economic, and diplomatic purposes between Tribes—establishing a tradition of commerce and inter-tribal cooperation.

Building on this heritage, Grey Snow was **established to create a diversified economic ecosystem** that:

- Supports the Ioway people's well-being
- Maximizes Tribal sovereignty
- Advances Indian Country as a whole


We apply a seven-generation approach to economic development—using the knowledge and experiences of those who came before while considering the long-term impact on future generations.

This inaugural annual report is meant to reflect on our recent history. To provide detailed financial statements, analysis of operational success, and elevate initiatives that have helped us reach profitability.

It's also a glimpse into the future of financial reporting and storytelling for Grey Snow.

Our financial position is stronger than ever. Revenue reinvestment in the Tribe is underway and we are strategically positioned to continue this growth trajectory for years to come.

We remain dedicated to fostering long-term economic sustainability—ensuring our profits benefit future generations while furthering the Tribe's cultural legacy. As we move forward, our focus remains the same:

- Strengthen our business ecosystem
 - Deepen our community impact
 - Expand opportunities for Tribal economic development
- 

Financial Report

2024 by the Numbers



Projected Profit & Loss	2024	2025
Revenue	\$300,000	\$300,000
Direct Costs	\$300,000	\$300,000
Gross Profit	\$300,000	\$300,000
Gross Margin	\$300,000	\$300,000
Operating Expenses	\$300,000	\$300,000
Operating Income	\$300,000	\$300,000
Income Taxes	\$300,000	\$300,000
Depreciation & Ammortization	\$300,000	\$300,000
Total Expenses	\$300,000	\$300,000
Net Profit	\$300,000	\$300,000
Net Profit Margin	\$300,000	\$300,000



GREY SNOW
MANAGEMENT SOLUTIONS
An Iowa Tribe of Kansas and Nebraska Company

“Driving economic prosperity
for the Iowa Tribe of
Kansas & Nebraska”

Grey Snow Management Solutions LLC (GSMS), a wholly-owned subsidiary of ITKN chartered under Tribal Law, is the founding entity and holding company for Grey Snow Companies.

GSMS serves as the liaison between ITKN and all Grey Snow Companies—providing shared services including:

- ▲ Accounting
- ▲ Business Development
- ▲ Human Resources
- ▲ Grant Management
- ▲ Marketing & Communications
- ▲ Legal
- ▲ Payroll
- ▲ Regulatory Compliance

Key Initiatives

▲ Strengthening Our Community

Secured funding for the Iowa Tribe's Community Development Corporation.

▲ Generated \$34 Million+ in Grants

Through expanded grant writing and financial management services.



Looking Ahead

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FINAL





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Grey Snow Construction, LLC is an engineering, procurement, and construction (EPC) company formed in 2021. Due to a lack of sustainable revenue and delays, we are currently taking steps to dissolve Grey Snow Construction and reallocate resources to more promising economic developments.

Timeline of Events

- ▲ **March 2021:** Grey Snow Construction, LLC formed. Intended to keep tribal dollars in local economy through on-Reservation projects.
- ▲ **October 2022:** 8(a) staff hired and designed federal contracting strategy to prioritize construction initiatives.
- ▲ **February 2023:** 8(a) staff requested separation from GSMS. This would require extensive investment to separate entities and remove accountability.
- ▲ **July 2023:** Supreme Court decision froze 8(a) certification. A lack of profitability and overspending required the Board to explore cost cutting options.
- ▲ **August 2023:** All 8(a) staff were relieved of duty and federal contracting strategy was reorganized—reducing payroll costs by xx%.
- ▲ **September 2023:** Remaining staff prioritized completion of existing projects. New work was no longer being accepted.
- ▲ **October 2023:** All GSC staff resigned and the company was frozen.
- ▲ **2024-2025:** A final audit of Grey Snow Construction is being completed with plans to officially close this entity in early 2025.

Looking Ahead

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**GREY SNOW
GREEN ENERGY**
An Iowa Tribe of Kansas and Nebraska Company

“World-class testing infrastructure for Renewable Energy Technologies”

Grey Snow Green Energy, LLC (GSGE) is a leading project development and consulting firm specializing in microgrid deployment on a global scale.

GSGE offers a comprehensive range of services including microgrid engineering, procurement, construction, and project development for federal, private, and Tribal clients, including:

▲ SB Energy

▲ EPRI

▲ SpaceX

▲ Peak Energy

▲ Denver Metro

▲ Xcel Energy

▲ Solar Dynamics

Key Initiatives

▲ **Acquisition of SolarTAC in 2022**

No cost to acquire. Included \$5 million in assets, \$750,000 in cash reserves, and ownership over the largest solar technologies testing facility in the US.

▲ **Sustainability and Profitability**

Generates \$1.3 million annually from memberships and ancillary services.

▲ **Collaboration With Grey Snow Entities**

Development of an Innovative Training Center with Grey Snow Sovereign Solutions.



Looking Ahead

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**GREY SNOW
GREEN ENERGY**
An Iowa Tribe of Kansas and Nebraska Company

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**GREY SNOW
COMMUNICATIONS**
An Iowa Tribe of Kansas and Nebraska Company

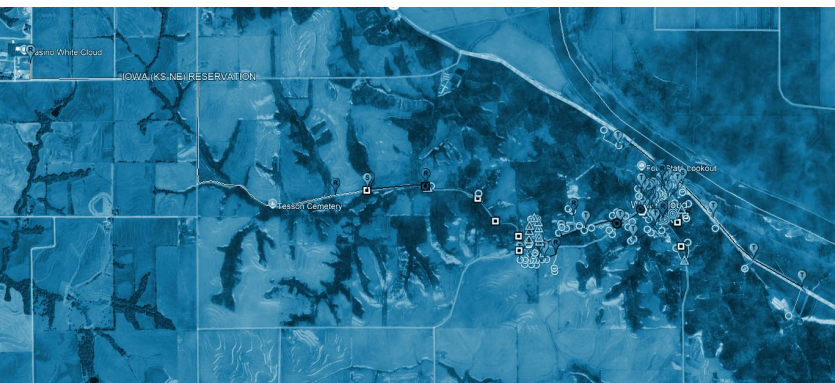
“Bringing reliable broadband
connectivity to Tribal
communities.”

Grey Snow Communications (GSC) provides comprehensive training, project management, and infrastructure development services to Tribal, federal, and private clients across North America.

GSC’s end-to-end solutions make it uniquely qualified to support the ongoing needs of Tribal communities. Not only introducing consistent high-speed internet but equipping Tribal members to navigate planning, development, and ongoing maintenance.

Key Initiatives

- ▲ **Secured New Tribal Contracts**
\$7.3 million with the Yurok Tribe and an additional \$860,000 with other tribes.
- ▲ **Secured Funding for City of White Cloud**
\$1.3 million to expand broadband internet access for 166 homes—56 being Tribal housing.



Looking Ahead

Speak to the Fiber Training Program work for 2025

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GREY SNOW
PROFESSIONAL SERVICES
An Iowa Tribe of Kansas and Nebraska Company

“Building a generational economic engine founded on diverse services.”

Grey Snow Professional Services (GSPS) specializes in construction, staffing, engineering, and other professional services across energy, defense, aerospace, infrastructure, heavy civil construction, and environmental sectors.

Established as a gateway for small business certifications—GSPS has retained that core mission of increasing accessibility while broadening its scope through strategic partnerships, including:

▲ Akana

▲ GE Vernova

▲ Twelve Clans

▲ Army Corp of Engineers

▲ Bureau of Prisons

Key Initiatives

▲ Increasing Certifications

To better compete for government contracts, GSPS is now certified through the following programs:

- 8(a) Tribally Owned Entity
- Indian Small Business Economic Enterprise
- HUBZone

▲ Revenue-Generating Joint Ventures

To further diversify revenue streams and broaden service offerings, GSPS has stood up joint ventures with Akana and _ :

- RUMI: Commercial & Agricultural Machinery
- Gateway:



Looking Ahead

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GREY SNOW
SOVEREIGN SOLUTIONS
An Iowa Tribe of Kansas and Nebraska Company

“Independent energy today
that fortifies the environmental
legacy of tomorrow.”

Grey Snow Sovereign Solutions (GS3) is a joint venture with SunSource, Inc., designed to support the full spectrum of energy project management, including feasibility studies, budgeting, design, engineering, and construction.

GS3 combines traditional wisdom with innovative energy solutions—prioritizing sovereignty, sustainability, and enduring partnerships to meet current energy needs while securing a sustainable future through workforce development.

Key Initiatives

▲ Funding for Renewable Energy

Awarded \$20 million to build an ITKN-owned renewable energy system for 102 Tribal homes and the Boys and Girls Club.

▲ Training Academy for Workforce Development

Secured a \$600,000 Grid Resiliency grant to develop a world-class training program at SolarTac site.

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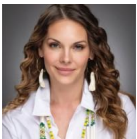


Governance & Leadership

Grey Snow is led by a diverse Board of Directors, including members of the Iowa Tribe of Kansas and Nebraska. Their combined expertise in tribal affairs, economic development, agriculture, psychology, and business management uniquely positions Grey Snow to drive growth, foster sustainability, and enhance tribal sovereignty.



Tony Fee | President
tfee@greysnow.com



Britni Beck | Vice Chairperson
bbeck@greysnow.com



Karen Kissinger | Treasurer
kkissinger@greysnow.com



Peggy Libel | Secretary
plibel@greysnow.com



Bailey Walker | Board Member
bwalker@greysnow.com



Paul Flores | Board Member
pflores@greysnow.com

Contact

Have questions or suggestions?

Contact a member of the Board or reach out to your chosen subsidiary.

Professional Services

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Communications

gscomm@greysnow.com

Green Energy

gsge@greysnow.com

Tech Services

gstech@greysnow.com

Services

gss@greysnow.com

Sovereign Solutions

hello@gs3energy.com

Appendix

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