

Q1-2025 Impact Report

GREY SNOW COMPANIES



Message From Grey Snow Leadership

Dear Tribal Citizens,

This past quarter, we continued expanding our presence across key industries – renewable energy, communications infrastructure, technology, government contracting, and professional services – delivering innovative, reliable solutions to government and commercial clients throughout North America.

As we grow, we are also navigating a changing policy landscape. In light of recent federal shifts, including a freeze on certain grants, Grey Snow Management Solutions is actively monitoring these developments. We remain fully committed to maintaining service excellence and ensuring project continuity for those we serve. Despite these shifts, our proactive efforts have empowered many clients to secure the funding needed to keep their initiatives on track. Our team's experience and adaptive leadership continue to position us well to meet challenges head-on – and to sustain the success we've worked hard to build.

We're also excited to share several key updates since our January 2025 report. We have added two new members to our Board of Directors: Annie Assefa and Phillip Simmonds. Both bring invaluable loway perspectives and diverse business and cultural experience. Their first meeting will be next month where we welcome them in as key representatives for the loway peoples' interests.

In addition, we launched operations of Grey Snow Agriculture Services – a venture dedicated to supporting Indigenous partners across Turtle Island in building agricultural trade capacity. We are also proud to announce the donation of \$2.3 million worth of new solar panels, which will play a vital role in advancing the Tribe's vision for energy sovereignty.

Each of these milestones reflects a larger truth: every success we achieve is rooted in the strength and vision of the loway people. We are proud to be building enterprises that embody the Nation's values and serve as vehicles for self-determination, sustainability, and prosperity.

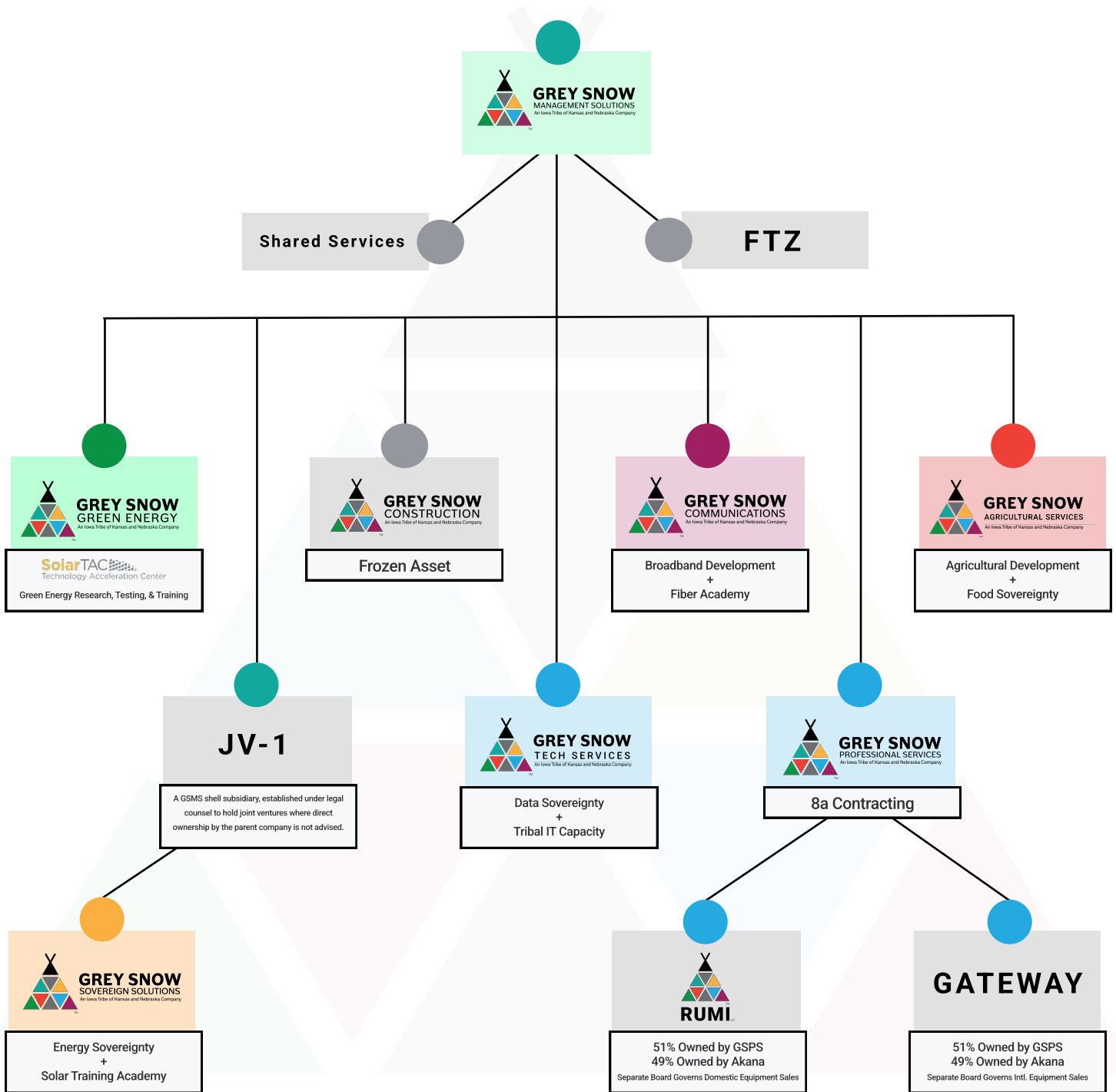
We remain accountable to you – our shareholders and Tribal citizens – and we welcome your questions, ideas, and feedback. Thank you for your trust, your support, and your belief in the future we are building together.

In service and solidarity,



David Tam
CEO

The Grey Snow Family of Companies



Our Integrated Ecosystem of Services & Solutions



TM

Grey Snow Team Members

As of Q1 – 2025



David Tam | CEO

Misty Slater | Community Impact Director

Sara Santo | Sr. Administrator

Kimberly Patterson | Sr. Accountant

Keyanna Dawson | HR Generalist

Theo Wahquahboshkuk | Data Analyst

Kathy Gregory | Fractional Chief Financial Officer

Lorilyn Wilson | Accountant



Fletcher Burton | General Manager

Corrie Cornejo | Superintendent, SSHO, QCM

Charissa Kier | Director of Operations



Paul Walk | President

Adam Burris | Fiber Supervisor and Trainer

Ewan McFarland Walton | Construction Monitor

Jonathan Schmid | Junior Project Manager

Reginald Wilson | Johnson | Project Manager

Justin Wehner | Construction Monitor



Dustin Smith | General Manager

Norman Nicholas | Site Technical Supervisor

Troy Wanek | Director of Training



Franklin Moore | President

Peter Gregory | Chief Executive Officer

Keith Graepler | Chief Operating Officer

Majesta Ewing | Director of Grant Strategy

Gary Koelliker | Field Operations Assistant



Britni Beck | General Manager

Financial Report

2024 by the Numbers



Profit & Loss	Grey Snow Technologies	Grey Snow Comms	Grey Snow Mgmt. Solutions	Grey Snow Green Energy	Grey Snow Prof. Services	Grey Snow Construction	Q4 Totals
Total Income	\$100,984	\$4,148,670	\$639,045	\$1,494,684	(\$43,985)	\$208,368	\$2,131,971
Total Cost of Goods Sold	\$94,533	\$3,365,242	\$368,997	\$604,715	\$5,665	\$145,019	\$4,584,174
Gross Profit	\$6,450	\$783,428	\$270,047	\$889,968	(\$49,651)	\$63,348	\$1,963,593
Total Expenses	\$32,013	\$212,453	\$1,041,176	\$556,851	\$519,874	\$12,825	\$2,375,194
Total Other Expenses	-	-	\$1,668	\$970	\$1,635	-	\$4,274
Net Income	(\$25,562)	\$570,974	(\$750,501)	\$332,147	(\$571,161)	\$50,523	(\$393,580)

Approved by the Grey Snow Board 5/1/25 at 5:09 CST

Balance Sheet	Grey Snow Technologies	Grey Snow Comms	Grey Snow Mgmt. Solutions	Grey Snow Green Energy	Grey Snow Prof. Services	Grey Snow Construction	Q4 Totals
Total Assets	\$53,505	\$1,663,749	\$429,989	\$8,329,226	\$1,042,205	\$344,810	\$11,863,487
Total Liabilities	(\$3,211)	\$1,117,090	\$395,396	(\$196,172)	\$13,587	\$413,554	\$1,740,244
Total Equity	\$56,716	\$546,659	(\$490,027)	\$8,525,399	\$1,028,618	(\$104,684)	\$9,562,681
Total Liabilities & Equity	\$53,505	\$1,663,749	\$429,989	\$8,329,226	\$1,042,205	\$344,811	\$11,863,487

Approved by the Grey Snow Board 5/1/25 at 5:09 CST

*See full financial statements with notes on performance in appendix.



Enhancing & Supporting Tribal Sovereignty



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

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

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

Our Mission

Grey Snow Management Solutions is the Tribe's economic development enterprise created to manage, build, support, and enhance Tribal sovereignty by providing expert services for government and commercial clients nationwide.

Recognizing the extraordinary need for transparency and accountability, GSMS works with federal, state, local, and Tribal governments to deliver diverse economic solutions to meet short-term and long-term goals.

All to generate sustainable, responsible, and profitable services for the cultural and financial betterment of all Indian country.



Contact Us

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NAICS CODES

551114 (primary), 541611, 541618, 561110

UEI NUMBER

WTXBD7HZSNN8

CERTIFICATIONS

Indian Owned Economic Enterprise, Indian Small Business Economic Enterprise, 100% Tribally-Owned Business, Minority-Owned Business

CAGE

87Z57

GREY SNOW COMPANIES

Grey Snow Green Energy

Grey Snow Communications

Grey Snow Professional Services

Grey Snow Tech Services

Grey Snow Sovereign Solutions

Grey Snow Services, LLC

Our Capabilities

Since 2019, Grey Snow Management Solutions has strategically diversified our portfolio of companies to address the needs of our and each community throughout Indian Country in infrastructure, workforce development, energy sovereignty, food sovereignty, government support, and economic development.

Our unique economic development and business service capabilities allow us to bring a broader range of support and expertise to every project within each Grey Snow Company.



About Grey Snow Companies

Grey Snow Management Solutions is one of the individual companies owned by the Iowa Tribe of Kansas and Nebraska, known as the Grey Snow Companies. The Grey Snow Companies are small businesses that offer reliable solutions for communications, construction, green energy, professional services, and technology. We provide dedicated services to enhance and support Tribal sovereignty and sustainable solutions for tribal, federal, government, energy, and private clients throughout North America.

Engineer. Build. Operate. Maintain.



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

Grey Snow Professional Services, LLC (GSPS) is a Tribally-owned business focused on providing a broad range of services to Federal, private and tribal clients including construction, staffing, engineering and other professional services to the government.

Who We Are

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.

Operating under the Grey Snow Management Solutions, LLC, holding company, our mission is to build a substantial, sustainable business to serve as a generational economic engine for the Iowa Tribe of Kansas and Nebraska—one of four federally recognized tribes in Kansas.

Markets/Services

- Energy
- Aerospace
- Heavy Civil Construction
- Staff Augmentation
- Defense
- Infrastructure
- Environmental
- Engineering

Contact Us

Fletcher Burton | President

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NAICS CODES

236220 (primary), 237990, 562910, 541330,
541310, 541300, 238210, 238220, 541000,
561210, 561200, 238160

UEI NUMBER

KYQDZ3JLJXG8

CERTIFICATIONS

Indian Owned Economic Enterprise, Indian Small
Business Economic Enterprise, SBA 8(a), HUBZone

CAGE

9DZE9

BONDING

\$2M Single
\$6M Aggregate

SAFETY

EM-385-1-1 USACE/NAVFAC

Quality Control

US Army Corps of Engineers Construction
Quality Management (USACE CQM)

Design + Build + Maintain

With a network of embedded nation-wide partners, we specialize in project execution in rural and remote locations, including the following:

- Facilities General Construction New, Renovations & Tenant Improvements
- Electrical, Renewables, HVAC/Mechanical & Plumbing
- Water Well, Water Distribution, Water Treatment & Water Storage Systems
- Wastewater Systems and lagoons
- Roadways & Parking Lots
- Infrastructure
- Healthcare & Emergency Services Facilities
- Law Enforcement, Court & Detention Facilities
- Education, Dormitories & Government Housing
- Administrative & Portable Facilities
- Facilities & Land Management

About Grey Snow Companies

Grey Snow Professional Services is one of the individual companies owned by the Iowa Tribe of Kansas and Nebraska, known as the Grey Snow Companies. The Grey Snow Companies are small businesses that offer reliable solutions for communications, construction, green energy, professional services, and technology. We provide dedicated services to enhance and support Tribal sovereignty and sustainable solutions for tribal, federal, government, energy, and private clients throughout North America.

Sovereign Energy Built With You



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

Grey Snow Sovereign Solutions combines traditional wisdom with innovative energy solutions to empower Tribal members and nonprofit partners.

Our foundation is built on the principles of sovereignty, sustainability, and enduring Tribe-to-Tribe partnerships—ensuring each project meets the energy needs of today while fortifying a sustainable and independent future for Indian Country.

Our Approach

We partner directly with Tribal leaders to help them effectively navigate every stage of energy development.

Our holistic approach extends from grant planning and implementation support to the full spectrum of energy project management, including feasibility studies, budgeting, design, engineering, and construction.

Microgrid Training Academy

Workforce development is a cornerstone of our mission.

Our training programs are designed to create new job opportunities and equip Tribal communities with the necessary skills to build, operate, and maintain energy infrastructure.

Our first cohort launches in late 2025 with individual training dedicated to energy leadership, microgrid essentials, and ongoing monitoring and maintenance.

Contact us and join our waitlist to be the first to know about upcoming training dates.



Contact Us

Franklin Moore | President

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Full Microgrid Development Services

1. Feasibility Studies

Assess the viability and risks of introducing a microgrid based on energy needs, existing infrastructure, and environmental impact.

2. Financing

We determine the right funding amount and sources, including grants, tax credits, incentives, nonprofit, and conventional capital.

3. Grant Management

We assist in identifying, writing, and applying for grants—then document and report usage.

4. Engineering & Design

We design a customized microgrid solution to maximize energy reliability and cost savings while maintaining compliance.

5. Procurement & Construction

We handle everything from material selection and hiring to project management and inspections.

6. Operations & Management

Prepare Tribal members to maintain operations.

Empowering Energy Independence

Our Team:

- Shares our expertise and experience in microgrid development.
- Identifies, write, and submit grant proposals—then manage funds.
- Designs a customized microgrid solution.
- Provides ongoing support post-installation.

Tribal Communities:

- Learn to navigate every step of development.
- Receive hands-on technical training.
- Fully own, operate, and profit from the microgrid power system.

About Grey Snow Companies

Grey Snow Sovereign Solutions is one of the individual companies owned by the Iowa Tribe of Kansas and Nebraska, known as the Grey Snow Companies. The Grey Snow Companies are small businesses that offer reliable solutions for communications, construction, green energy, professional services, and technology. We provide dedicated services to enhance and support Tribal sovereignty and sustainable solutions for tribal, federal, government, energy, and private clients throughout North America.

Broadband Infrastructure Design & Engineering



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

Grey Snow Communications develops, installs, and manages broadband infrastructure projects for Tribal nations, federal, and private clients across North America.

We will manage your broadband project from concept to completion, with services ranging from grant planning, feasibility, budgeting, engineering, permitting, project management, and ongoing operation.

With decades of experience, our team, including certified Passive Optical Network and Ethernet Outside Plant Engineers, understand how to manage the challenges and complexity of broadband projects.

We will meet project deadlines, ensure cost effectiveness, and help you achieve your goals as your partner in communications.

Fiber Construction Training Academy

Our broadband fiber optic training academy equips Tribal members to confidently enter the communications industry. and position themselves as skilled professionals.

Using a combination of in-class and live field training with heavy equipment—participants will leave with the skills necessary to safely and efficiently maneuver through job sites.

Contact us for more information, register for, or host an upcoming training.

Contact Us

Paul Walk | President

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Our Services

- Grant planning services including pre-engineering and project budgeting
- Broadband feasibility studies and business planning
- Grant services and management support through award
- Project management
- Post-grant reporting assistance
- Professional engineering services
- Professional permitting services
- Professional broadband project management solutions
- Representation for tribal governments in local, state, and federal engagements
- Training for installation, operation, and maintenance of fiber networks
- Several successful applications submitted to NTIA and local departments of commerce
- Engineering and management

Fiber Optic Network Products & Solutions

At Grey Snow Communications, we understand that businesses have unique needs when it comes to high-speed networks.

That is why we offer a wide variety of customized cable offerings to fit your specific requirements.

With our expert team of engineers and project managers, we can work with you to supply the materials for your network, no matter how complex that may be. So whether you are looking to connect to a few homes or an entire community, trust Grey Snow Communications to provide the perfect cable solution for you.

About Grey Snow Companies

Grey Snow Communications is one of the individual companies owned by the Iowa Tribe of Kansas and Nebraska, known as the Grey Snow Companies. The Grey Snow Companies are small businesses that offer reliable solutions for communications, construction, green energy, professional services, and technology. We provide dedicated services to enhance and support Tribal sovereignty and sustainable solutions for tribal, federal, government, energy, and private clients throughout North America.

Cultivating Sustainable Futures



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

Grey Snow Agriculture delivers solutions that honor Indigenous traditions while advancing modern agricultural innovation. As a division of Grey Snow Management Solutions, we serve as a critical partner for communities seeking to reclaim, rebuild, and revitalize their food systems.

Our expertise covers every aspect of agricultural development, including:

- Farm Planning
- Irrigation Systems
- Food Sovereignty
- Value-Add Consulting
- Soil Health
- Workforce Training
- Policy Development
- Grant/Funding

Our Mission

Grey Snow Agriculture is committed to cultivating resilient agricultural ecosystems that restore food sovereignty, strengthen local economies, and promote cultural wellness.

By providing technical services, business development, and community-driven training programs, we empower Tribal nations and farming communities to achieve economic independence while protecting natural resources for future generations.

Our goal is simple:

Cultivate prosperity through agricultural sovereignty.



Contact Us

Britni Beck | General Manager

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Agricultural Development Services

- Agricultural planning & sustainable production systems
- Soil health assessment & regenerative management
- Irrigation design & resource stewardship
- Value-added production consulting
- Workforce development & training programs
- Food sovereignty initiatives aligned with cultural traditions
- Grant writing, funding acquisition, & compliance
- Policy & regulatory development for Tribal enterprises

Our Capabilities

Since its founding, Grey Snow Agriculture has provided innovative agricultural solutions designed to strengthen local food systems while honoring traditional knowledge. Our team delivers end-to-end support for Tribal nations and conventional farmers alike—blending sustainable farming practices with cutting-edge resource stewardship.

Through our integrated approach, we help build environmental resilience, economic opportunity, and cultural preservation across all the communities we serve. Our deep technical expertise, business acumen, and cultural understanding allow us to deliver a broad range of agricultural services customized to each client's unique needs.

About Grey Snow Companies

Grey Snow Agriculture is one of the individual companies owned by the Iowa Tribe of Kansas and Nebraska, known as the Grey Snow Companies. The Grey Snow Companies are small businesses that offer reliable solutions for communications, construction, green energy, professional services, and technology. We provide dedicated services to enhance and support Tribal sovereignty and sustainable solutions for tribal, federal, government, energy, and private clients throughout North America.

Enhancing & Securing Tribal Digital Sovereignty



Grey Snow Tech Services delivers IT solutions that strengthen digital sovereignty, safeguard critical infrastructure, and expand technological opportunities for Tribal Nations and beyond.

We support the complete technology life cycle for Tribal governments and enterprises—from strategic planning to network construction and cybersecurity protection.

We bring the same full-service model that successfully supported the Iowa Tribe's operations for years—providing trusted expertise that balances traditional needs with modern demands.

Our Mission

Grey Snow Tech Services exists to empower Tribal nations with secure, resilient, and sovereign technology systems that protect data, enable innovation, and build a connected future.

We are committed to delivering safe, reliable, and customized solutions that enhance economic opportunity, strengthen community infrastructure, and protect digital sovereignty for generations to come.

Our vision is to help bridge today's technology gaps to build tomorrow's connected futures.



Contact Us

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Our Services

- Strategic IT Planning & Roadmaps
- Data Centralization & Management
- Cybersecurity Assessments & Training
- PC, Remote User, and Help Desk Support
- Broadband & Fiber Network Deployment
- Application Development & Hosting
- Cyber Incident Monitoring & Response
- IT Systems Operations & Maintenance
- Hardware Inventory Management
- IT Governance Policies & Procedures
- Artificial Intelligence
- Block Chain Solutions

Our Capabilities

Grey Snow Tech Services helps Tribal nations and government clients build secure, resilient technology environments through customized IT and broadband solutions.

From foundational IT system support to advanced network and data center management, we deliver full-service technology strategies that honor the principles of Tribal sovereignty—ensuring control over data, systems, and digital infrastructure.

Drawing on decades of experience supporting Tribal, corporate, and government clients, we provide trusted expertise across every aspect of technology operations.

About Grey Snow Companies

Grey Snow Tech Services is one of the individual companies owned by the Iowa Tribe of Kansas and Nebraska, known as the Grey Snow Companies. The Grey Snow Companies are small businesses that offer reliable solutions for communications, construction, green energy, professional services, and technology. We provide dedicated services to enhance and support Tribal sovereignty and sustainable solutions for tribal, federal, government, energy, and private clients throughout North America.

Smarter, Faster Renewable Energy Deployment



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

Grey Snow Green Energy supports innovators, developers, and utilities through a full range of testing, validation, and project development services – helping new technologies bridge the gap between lab success and real-world deployment.

Managed and operated by Grey Snow Green Energy, the 74-acre SolarTAC facility in Aurora, Colorado offers flat, graded topography and excellent insolation conditions, with over 300 days of sunshine each year in one of the nation's most progressive renewable energy markets.



Our Mission

Grey Snow Green Energy is committed to accelerating the commercialization and deployment of renewable energy technologies that strengthen communities, protect the environment, and advance Tribal sovereignty.

By providing testing platforms, project support, and workforce training, we help innovators and organizations realize sustainable energy solutions faster, smarter, and at lower cost.



Contact Us

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Our Capabilities

Grey Snow Green Energy, a division of Grey Snow Management Solutions, leads innovation in renewable energy system development, microgrid integration, and technology testing.

Through our management of the Solar Technology Acceleration Center (SolarTAC) and GridNXT, we provide a world-class platform for solar, wind, energy storage, and microgrid technology testing, helping companies scale from prototype to deployment with lower cost and faster speed.

We offer end-to-end services for testing, system integration, EPC project development, and commercialization – accelerating the transition to a sustainable energy future.

Our Services

- **Microgrid & Storage Testing:**
Validate energy storage technologies, inverters, and grid management systems under real-world operating conditions.
- **System Integration & Pilot Demonstrations:**
Conduct pilot-scale demonstrations, 3rd-party validation, and interoperability testing across components and platforms.
- **Power System Design:** Full system design for generation, distribution, storage, and micro-grid control, supported by technical and financial modeling tools like HOMER.
- **EPC Services for Renewable & Hybrid Projects:**
End-to-end engineering, procurement, and construction (EPC) services for solar, wind, storage, and hybrid energy systems.
- **Environmental Services & Funding Support:**
Assistance with grant writing, funding acquisition, and regulatory compliance, alongside refurbishment and optimization services for existing systems.
- **Workforce Development:** Renewable energy training programs offered through the Sovereign Energy Training Center, building skilled labor capacity in solar installation, system operations, EV integration, and more.

About Grey Snow Companies

Grey Snow Green Energy is one of the individual companies owned by the Iowa Tribe of Kansas and Nebraska, known as the Grey Snow Companies. The Grey Snow Companies are small businesses that offer reliable solutions for communications, construction, green energy, professional services, and technology. We provide dedicated services to enhance and support Tribal sovereignty and sustainable solutions for tribal, federal, government, energy, and private clients throughout North America.

Appendix

Full Q4 2024 Profit & Loss Statement

Profit and Loss								
From 1 January 2013 to 31 December 2024								
Generated for: GS Management Solutions LLC, GS Communications, GS Construction, Grey Snow Green Energy LLC, GS Professional Services, LLC, GS Tech LLC								
Generated in: USD, on: 29 Apr, 2025								
	GS Management Solutions	GS Communications	GS Construction	GS Green Energy	GS Professional Services	GS Tech	Total	Notes
Income								
ITKN Support	-	-	-	-	(57,952.06)	-	(57,952.06)	1
Projects	374,305.47	4,047,579.61	208,368.55	717,369.79	13,966.47	30,294.99	5,391,884.88	
Memberships	-	-	-	780,314.33	-	-	780,314.33	
Product Resale	-	37,762.36	-	-	-	70,508.89	108,271.25	
GS Sovereign Solutions Investment	42,079.80	-	-	-	-	-	42,079.80	
Billable Expense Income	222,659.93	100,525.60	-	-	-	180.90	323,366.43	
Discounts/Refunds	-	-	-	(3,000.00)	-	-	(3,000.00)	
Tero Adjustment	-	(37,197.04)	-	-	-	-	(37,197.04)	
Total Income	639,045.20	4,148,870.53	208,368.55	1,494,684.12	(43,985.59)	100,984.78	6,547,767.59	
Cost of Goods Sold								
Cost of Goods Sold	-	13,088.67	-	-	-	-	13,088.67	
Direct - Billable Expenses	220,617.20	178,899.41	-	-	-	150.00	399,466.61	
Direct - Project Contractors	148,380.60	2,772,632.59	48,310.15	604,715.26	4,383.13	23,875.00	3,602,296.73	2
Direct - Project Materials	-	51,821.88	96,709.53	-	-	70,508.88	219,040.29	
Direct - Salaries & Wages	-	287,787.55	-	-	1,153.92	-	288,941.47	
Direct - Employee Benefits	-	38,294.82	-	-	-	-	38,294.82	
Direct - Payroll Tax Expense	-	22,917.12	-	-	128.65	-	23,045.77	
Total Cost of Goods Sold	368,997.80	3,365,242.04	145,019.68	604,715.26	5,665.70	94,533.88	4,584,174.36	
Gross Profit	270,047.40	783,428.49	63,348.87	889,968.86	(49,651.29)	6,450.90	1,963,593.23	
Other Income								
Interest Income	22,295.84	-	-	-	-	-	22,295.84	3
Total Other Income	22,295.84	-	-	-	-	-	22,295.84	
Expenses								
Advertising & Promotion	5,130.32	-	-	1,774.14	102.78	-	7,007.24	
Auto	1,806.84	2,848.62	37.27	52.88	592.00	-	5,337.61	
Bank Fees & Charges	76.46	143.99	8.19	(0.01)	-	-	228.63	
Business Development	43,857.88	5,710.38	-	10,537.50	9,380.91	-	69,486.67	
Continuing Education	2,050.00	-	-	-	4,733.21	-	6,783.21	
Dues & Subscriptions	9,477.22	13,218.80	-	6,654.80	17,040.45	-	46,391.27	
Employee Benefits	16,151.43	-	-	27,450.89	22,019.11	-	65,621.43	4
Employee Health Insurance	62,962.83	-	-	-	-	-	62,962.83	
Insurance Expense	26,575.03	-	-	-	-	-	26,575.03	
Interest Expense	5,079.75	-	-	-	-	-	5,079.75	
Legal Fees	69,330.37	200.00	200.00	200.00	400.00	200.00	70,530.37	5
Licenses / Permits & Certifications	637.00	190.64	-	46.55	1,038.97	-	1,913.16	
Meals & Entertainment	9,331.33	837.00	-	1,767.83	692.62	-	12,628.78	
Office Supplies, Repairs, Maintenan	2,175.44	675.10	-	3,030.14	1,763.11	9.24	7,653.03	
Payroll Tax Expense	320.08	-	-	25,303.72	29,244.19	419.25	55,287.24	6
Postage & Delivery	7,908.08	324.78	-	-	146.71	-	8,379.57	
Professional Fees	163,634.03	179,540.16	12,580.00	54,768.00	29,437.02	26,286.00	466,245.21	7
Rent Expense	25,991.84	-	-	-	-	-	25,991.84	
Salaries & Wages	535,083.29	-	-	374,411.59	400,576.50	5,098.93	1,315,170.31	
Small Equipment	669.62	3,236.90	-	3,497.32	-	-	7,403.84	
Telephone & Internet Expense	8,768.00	-	-	23,824.14	(3,653.65)	-	28,938.49	
Travel Expense	44,029.79	5,527.62	-	3,627.65	6,360.25	-	59,545.31	
Utilities	129.99	-	-	19,903.96	-	-	20,033.95	
Total Expenses	1,041,176.42	212,453.99	12,825.46	556,851.10	519,874.18	32,013.42	2,375,194.57	
Other Expenses								
Board Expenses	48.00	-	-	-	-	-	48.00	
Depreciation Expense	-	-	-	-	-	-	-	
Gifts	542.15	-	-	-	88.68	-	630.83	
Loss from Rumi Investment	-	-	-	-	1,547.00	-	1,547.00	
Parking and Tolls	1,078.45	-	-	970.32	-	-	2,048.77	
Total Other Expenses	1,668.60	-	-	970.32	1,635.68	-	4,274.60	
Net Income	(750,501.78)	570,974.50	50,523.41	332,147.44	(571,161.15)	(25,562.52)	(393,580.10)	8

- | | |
|---|--|
| 1 | GSPS Revenue reduced after MSA bill rate adjustments on ALL open invoices to ITKN |
| 2 | \$148k paid by GSMS to correct and complete White Cloud Health Clinic project on behalf of GS Construction - GSMS not paid by WCHC |
| 3 | Income from GS3 Interest bearing bank accounts - fully FDIC insured - Lookahead financial management |
| 4 | Disability and retirement benefits |
| 5 | Substantial work with GSPS affiliates and FTZ |
| 6 | GSMS balance includes a refund of prior year overpaid payroll taxes last year of \$48k |
| 7 | Financial mgt, Audit, Insurance advising, payroll prep, HR advising, compliance reporting |
| 8 | About \$150k impact due to 40101D Grant being held up. Would have increased GSMS income by about \$150k. |

Appendix

Full Q4 2024 Balance Sheet

Balance Sheet								
From 1 January 2013 to 31 December 2024								
Generated for: GS Management Solutions LLC, GS Communications, GS Construction, Grey Snow Green Energy LLC, GS Professional Services, LLC, GS Tech LLC								
Generated in: USD, on: 29 Apr, 2025								
	GS Management Solutions	GS Communications	GS Construction	GS Green Energy	GS Professional Services	GS Tech	Total	Notes
Assets								
Current Assets								
Bank Accounts								
Bank of BV Checking - 0575	250,832.05	-	-	-	-	-	250,832.05	1
Bank of BV Checking - 2786	-	772,621.01	-	-	-	-	772,621.01	2
Bank of BV Checking - 5653	-	-	-	-	4,210.91	-	4,210.91	
Bank of BV Checking - 7733	-	-	176,910.48	-	-	-	176,910.48	3
Bank of BV Checking - 7790	-	-	-	592,905.95	-	-	592,905.95	
Bank of BV Checking - 7816	-	-	-	-	-	21,399.44	21,399.44	
Total Bank Accounts	250,832.05	772,621.01	176,910.48	592,905.95	4,210.91	21,399.44	1,818,879.84	
Accounts Receivable								
Accounts Receivable	1,077,974.70	1,131,636.64	(109.83)	166,533.11	201,273.61	44,896.90	2,622,205.13	4
Total Accounts Receivable	1,077,974.70	1,131,636.64	(109.83)	166,533.11	201,273.61	44,896.90	2,622,205.13	
Other Current Asset								
Costs in Excess	-	-	-	-	13,966.47	-	13,966.47	
Escrow	-	-	-	-	181,967.03	-	181,967.03	5
Intercompany Receivable	(905,767.22)	(275,783.36)	168,010.20	264,712.89	639,057.29	-	(109,770.20)	6
Intercompany Receivable RUMI	-	-	-	-	2,677.50	-	2,677.50	
Payroll Advances	1,250.00	800.00	-	400.00	600.00	-	3,050.00	
Prepaid Expenses	6,676.97	-	-	5,000.00	-	-	11,676.97	
Total Other Current Asset	(897,840.25)	(274,983.36)	168,010.20	270,112.89	838,268.29	(12,791.24)	90,776.53	
Total Current Assets	430,966.50	1,629,274.29	344,810.85	1,029,551.95	1,043,752.81	53,505.10	4,531,861.50	
Long-term Assets								
Fixed Assets								
Common Area Facilities	-	-	-	2,197,500.00	-	-	2,197,500.00	
Computer Software & Equipment	57,257.05	-	-	-	-	-	57,257.05	
Facility - Improvements	-	-	-	110,174.29	-	-	110,174.29	
GridNXT	-	-	-	1,505,000.00	-	-	1,505,000.00	
Infrastructure	-	-	-	3,314,000.00	-	-	3,314,000.00	
Machinery & Equipment	257,500.00	23,275.28	-	-	-	-	280,775.28	
Maintenance Equipment	-	-	-	173,000.00	-	-	173,000.00	
Vehicles	67,047.48	14,000.00	-	-	-	-	81,047.48	
Accumulated Depreciation	(24,860.91)	(2,800.00)	-	-	-	-	(27,660.91)	
Total Fixed Assets	356,943.62	34,475.28	-	7,299,674.29	-	-	7,691,093.19	
Other Assets								
Investment - GS Communications	(100,000.00)	-	-	-	-	-	(100,000.00)	
Investment - GS Green Energy	(300,000.00)	-	-	-	-	-	(300,000.00)	
Investment - GS Sovereign Solutions	64,375.64	-	-	-	-	-	64,375.64	
Investment - Rumi	-	-	-	-	(1,547.00)	-	(1,547.00)	
Total Other Assets	(335,624.36)	-	-	-	(1,547.00)	-	(337,171.36)	
Total Long-term Assets	(976.58)	34,475.28	-	7,299,674.29	(1,547.00)	-	7,353,921.83	
Total Assets	429,989.92	1,663,749.57	344,810.85	8,329,226.24	1,042,205.81	53,505.10	11,863,487.49	
Liabilities and Equity								
Current Liabilities								
Accounts Payable								
Accounts Payable	261,737.28	1,096,959.04	96,094.63	23,752.32	9,870.50	(3,211.02)	1,485,202.75	
Total Accounts Payable	261,737.28	1,096,959.04	96,094.63	23,752.32	9,870.50	(3,211.02)	1,485,202.75	
Credit Cards								
Employee Credit Cards	7,723.86	20,131.44	(2,540.72)	708.15	3,717.06	-	29,739.79	
Total Credit Cards	7,723.86	20,131.44	(2,540.72)	708.15	3,717.06	-	29,739.79	
Other Current Liability								
Deferred Revenue	-	-	320,000.00	(220,633.33)	-	-	99,366.67	
Employee Benefits Payable	17,112.13	-	-	-	-	-	17,112.13	
Health Insurance Payable	59,035.57	-	-	-	-	-	59,035.57	
Payroll Liabilities	(4,893.32)	-	-	-	-	-	(4,893.32)	
Retirement Plan Payable	54,681.07	-	-	-	-	-	54,681.07	
Total Other Current Liability	125,935.45	-	320,000.00	(220,633.33)	-	-	225,302.12	
Total Current Liabilities	395,396.59	1,117,090.48	413,553.91	(196,172.86)	13,587.56	(3,211.02)	1,740,244.66	
Non-current Liabilities								
NP - ITKN	300,000.00	-	-	-	-	-	300,000.00	
NP - Loan	-	-	35,940.61	-	-	-	35,940.61	7
NP - Native 360	246,916.24	-	-	-	-	-	246,916.24	
Total Non-current Liabilities	546,916.24	-	35,940.61	-	-	-	582,856.85	
Equity								
Built-In Acquisition Capital	-	-	-	7,189,500.00	-	-	7,189,500.00	
Capital Reallocation	97,131.43	13,173.51	3,156.05	-	1,315,306.27	-	1,428,767.26	
GSMS Distributions	-	(100,000.00)	-	(300,000.00)	-	-	(400,000.00)	
ITKN Capital Contributions	2,369,867.90	198,823.85	100.00	687,765.91	1,289,800.00	60,220.00	4,606,577.66	8
Net Income	(750,501.78)	570,974.50	50,523.41	332,147.44	(571,161.15)	(25,562.52)	(393,580.10)	
Retained Earnings	(2,206,524.62)	(136,312.77)	(158,463.13)	615,985.75	(1,005,326.87)	22,058.64	(2,868,583.00)	
Total Equity	(490,027.07)	546,659.09	(104,683.67)	8,525,399.10	1,028,618.25	56,716.12	9,562,681.82	
Total Liabilities and Equity	429,989.92	1,663,749.57	344,810.85	8,329,226.24	1,042,205.81	53,505.10	11,863,487.49	

1 Low cash balance here is a timing issue. 2024 Distributions to GSMS weren't yet paid by Comms and GSGE

2 High cash balance in Communications is a timing issue. We hadn't yet sent the 2024 Distribution from Comms to GSMS

3 GS Construction was never charged for shared services. This cash is because those expenses were never accrued or paid.

3 We are waiting for audit determination and guidance to complete this.

4 \$506,318k of the GSMS is for payroll and Miller Farrel bills paid on behalf of ITKN. \$210,273k of the GSMS is for accounting and HR support to ITKN under the MSA.

4 The above amounts may be forgiven, and accounted against Retained Earnings. Currently working with ITKN EC on this.

5 Escrow monies for SeaTac Duct repair project

6 Due to/from between entities - balance resolved at audit - against Opening adjustment

7 Monies sent at start up - classified as "loan" until audit complete

8 Capital allocation from ITKN. Amounts over the \$4.295M are for deposits from the tribe that could have been expenses, but there was no clear accounting record, so we counted them as Capital in order to be conservative. Construction audit and 2024 audit will further help us identify these.

