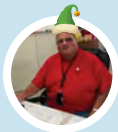




Gana-A'Yoo, Limited

Happy HOLIDAYS

Best wishes for a peaceful holiday season and a new year of good health and well-being.



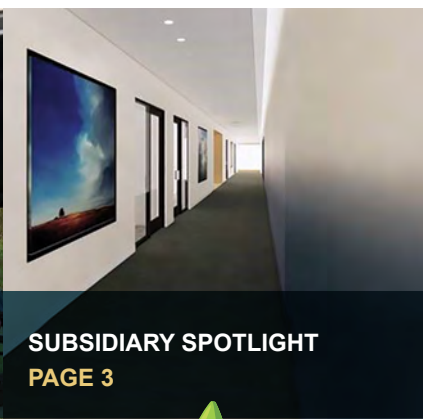
“OUR VOICE” Denadolale’



ALASKA BUSINESS TOP 49ER PAGE 2



EMPLOYEE SPOTLIGHT PAGE 2



SUBSIDIARY SPOTLIGHT PAGE 3

CEO Message

Greetings!

As 2020 comes to a close, I extend a heartfelt wish for health and happiness to all. I hope this holiday season brings some sense of normalcy and tradition despite the uncertainty and unprecedented times we are in.

What is going on in our offices?

2020 ended on a successful note; thankfully our operations were not greatly impacted by COVID-19. Gana-A'Yoo, Limited earned recognition in Alaska Business magazine's October issue as a Top 49er. We ranked number 42 out of the top 49 Alaskan-owned businesses based on 2019 gross revenue. As a newcomer to the list, we were featured in a special article; I enjoyed talking with the editor about who we are and where we come from.

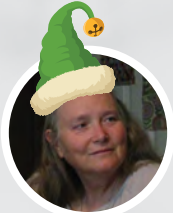
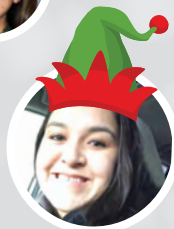
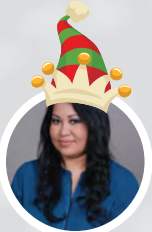
For the second year in a row, the company was able to take advantage of the Alaska Education Tax Credit and donate \$25,000 to each of our four village schools. Check out the “thank you” video prepared by students in Galena at bit.ly/villageschools or visit ganaayoo.com or social media.

The board and senior management met in late September and held a virtual strategic planning session. “No More Business as Usual” is the motto as we continue to meet virtually as opposed to in person. It works, and the board and management are doing well with our new normal. But I must say, it will be nice when it is once again safe to meet in person and travel between our communities.

What's new for 2021?

Open enrollment. In September, our Board of Directors approved the initiative to bring open enrollment to a shareholder vote. Over the next several months, look for information about what this is and what it means to our shareholders, our descendants and the company. Please email info@ganaayoo.com or call us for more information on this topic or with any other questions or concerns.

All the best,
Dena Sommer-Pedebone, CEO



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Alaska BUSINESS

Gana-A'Yoo, Limited was honored to be recognized in this

2020
TOP
49ERS

42

“Gana-A'Yoo is guided today, as it has been since the beginning, by the cultural values of its people and region.”
- *Alaska Business magazine*

year's 2020 Alaska Business Top 49ers: Alaska's top locally owned companies ranked by gross revenue. This is the first year our company has had the privilege of making the esteemed list; it was an impressive accomplishment coming in at number 42. Gana-A'Yoo experienced record growth in fiscal year 2019 when profitability margins more than doubled. As such, we distributed the largest dividend since the company was established in 1978. Alaska Business magazine published an article that highlighted Gana-A'Yoo, quoting CEO Dena Sommer-Pedebone that, “This extraordinary one-year revenue increase was possible because of the corporation's vision of focusing on long-term opportunities and building relationships.” Gana-A'Yoo employs 250 people worldwide, including 29 in the state of Alaska as well as the far reaches of Afghanistan and Antarctica.

MISSION: We are a unique company and people. Tleeyegge Hut'aane (the people of the land) thriving for thousands of years by adapting to the environment.

“This whole notion of adaptability and being able to adapt to changes in our industry, changes in our locations, changes in the staffing structure, changes to leadership – adaptability is something we're very good at.”
- *Dena Sommer-Pedebone*
in the October issue of Alaska Business

Open BOARD SEATS

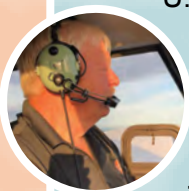
The Gana-A'Yoo, Limited Board of Directors seeks to fill three open board seats. This year's election does not have any class of stock or residency requirements. Shareholders are encouraged to consider serving on the board. To be listed on the proxy, interested shareholders must submit a director's questionnaire by Sunday, January 24, 2021. Forms may be downloaded at ganaayoo.com, and may be submitted by email to csommer@ganaayoo.com, via fax to 907.569.9699, or by mail to Gana-A'Yoo, Limited, 1001 E Benson Blvd., Suite 201, Anchorage, Alaska 99508.

The following current directors' terms expire in May 2021:

- Rural seat currently held by Kimberly Bower, Nulato stock
- Urban seat currently held by Sharon Hildebrand, Galena and Nulato stock
- Urban seat currently held by Shay Huntington McEwen, Galena stock

Director eligibility requirements:

- Must be a Gana-A'Yoo, Limited shareholder holding voting stock
- Must be at least 18 years of age



2021 ANNUAL MEETING

At the 2021 annual meeting, shareholders will have the opportunity to vote on opening enrollment to descendants of original Gana-A'Yoo, Limited shareholders born after December 1971. The subject of open enrollment has been under discussion over the past several years, and while surveys show most shareholders support opening enrollment, a large percentage have expressed concern about the impact open enrollment could have on voting strength and dividend dilution. It is vital we listen and respond to our shareholders' questions, concerns, needs and ideas regarding this matter. Two shareholder surveys, a series of special newsletters and informational meetings were held on this topic. We encourage you to be involved in this discussion. It impacts not only current shareholders but also future generations.

EMPLOYEE Spotlight

November marked the five-year anniversary for employees RyAnn Knoll, Reinhard Mueller and David Roels. This sharp trio began their journey with Gana-A'Yoo, Limited shortly before Thanksgiving in 2015, when they met the

“I would like to thank those for their service to Gana-A'Yoo, Limited for the last five years and their continued work in helping our company achieve our mission and goals.”

- *Kimberly Bower*

Board Chair, Gana-A'Yoo, Limited

Board of Directors in Oregon. January 2016 brought them to our office in Sparta, Wisconsin. The growth Gana-A'Yoo has experienced since that monumental transition has been significant – most notably fiscal years 2019 and 2020. Mueller commented, “It was very much a team effort by not only the initial four people that migrated from one company to Gana-A'Yoo, but the confidence that the board and senior leadership had in the new vision, a vision that included an office in a place called Sparta, and the faith that the board had in us and in attracting more team members to support the initial contracts has grown into something quite noteworthy.”

RyAnn Knoll leads Gana-A'Yoo's compliance program, ensuring internal compliance with ongoing federal contracting regulations and acquisition policy, as well as monitoring and administering small business program obligations. Knoll also serves as the facility security officer and implements and maintains security protocol. She graduated with a degree in radiologic science. She said, “It has been a privilege to work for Gana-A'Yoo; the unique and diverse nature of our work provides new and challenging opportunities and I deeply value the commitment our entire organization has to our mission, vision and values – and that is what will continue to lead to endless opportunities.” Knoll and her husband, Brad, have two sons, McCaffrey and Karson. She enjoys attending her sons' sporting events, spending time at her family's boathouse on the Mississippi River and long UTV rides in the country.



“While I could not begin to articulate a prayer Ida (Hildebrand) spoke the first time I met the Gana-A'Yoo, Limited Board of Directors in December of 2015, as it was all in Athabasca, it had a great impact on me. I felt the beauty in her words, and I felt connected and completely inspired.”

- *RyAnn Knoll*

Compliance and Security Manager, Gana-A'Yoo, Limited

Reinhard Mueller is one of “Five Shovelmen” who, together, have voluntarily built bridges as well as several public projects in Sparta, Wisconsin. He has enjoyed a love of building since he was young that transcended to an education as a mechanical engineer and furthered his career as a former U.S. Air Force officer, where he served as a rocket scientist and a base construction manager. Today, as the senior vice president of operations and business development, he oversees corporate safety, Khotol and Kaiyuh Information Technologies. He spends his time on a variety of different assignments, including financial review of projects and company performances to brainstorming paths forward for different opportunities and challenges. Mueller's work interests include operating efficiently and profitably in complicated situations. “The more challenging the opportunity, in the most remote or difficult place to get to, the better I like it,” he said.

“I enjoy working with all the interesting and committed people that I am surrounded with and working for the benefit of 1,200 shareholders.”

- *Reinhard Mueller*

Senior Vice President of Operations/Business Development, Gana-A'Yoo, Limited

As the vice president of operations for Kaiyuh Services and Yukon Management, David Roels oversees all aspects of the performance of the Gana-A'Yoo subsidiaries, including the performance of current contracts, development of new business and planning for future growth. Roels works closely with 12 project managers and numerous government clients. He enjoys the fact that no two days are the same in his job. He said, “The project managers are total professionals, and it is enjoyable to walk through problems and issues with them as well as share successes.” Roels earned his bachelor's degree in intelligence and served in the U.S. Army for 20 years, spending nearly 10 of those years managing different programs overseas. Roels and his wife, Tammy, are raising their three teenage sons in Wisconsin, where they enjoy spending time outside and hunting white tail deer.



Open ENROLLMENT

Former board member, Ida Hildebrand, commented in the 2019 spring newsletter, "ANCSA passed in 1971, (49) years ago. Nearly half a century of not having shared with our descendants. We as a people, as a business, as a corporation with subsidiaries, need to open our roles, our boards, our committees to these younger people who are (49) years of age or younger. We need to tap their talent, their education, their skills and knowledge to succeed, to maintain our cultural awareness and a place in business and in a changing world." We encourage you to learn more about the topic of opening enrollment. Visit the Gana-A'Yoo website to review frequently asked questions, shareholder opinion survey results and special newsletters regarding the subject.

School DONATIONS

Gana-A'Yoo is proud to announce a donation of \$25,000 to each of our villages' schools, supporting our vision to invest in our people and promote healthy communities and future growth.



VILLAGE Spotlight

The Nulato Tribal Council was a fortunate recipient of the Youth Development and Culture Grant through the Rural Alaska Community Action Program (Rural CAP) this year. The grant is meant to provide spiritual and cultural guidance to youth ages 11 through 17, while emphasizing community responsibility, hard work, respect and cooperation. The camp was held this summer at the Nulato baseball field, where community members and parents participated in activities such as Elder story time, fishing, beading/sewing, Native singing/dancing, berry picking and making fish ice cream.



SHAREHOLDER Spotlight

Gana-A'Yoo shareholder Shanda Huntington is the manager for the city of Galena. She started as the city clerk in 2008 and, over the next five years, worked her way up to the city manager position. In her role, she prepares and monitors the city budget, and oversees day-to-day operations of all city departments and staff, including the steam, power and water plants, public works, administration, police department and the local library. Huntington said she enjoys serving the community of Galena.



"I appreciate the city council believing in my ability to serve in this capacity. The last six years I have learned to believe in myself and work hard on behalf of the city of Galena to establish good relationships with many organizations within the state as well as on the federal level."

- Shanda Huntington
City Manager, Galena, Alaska

SUBSIDIARY Spotlight

On November 13, Kaiyuh Services, LLC completed work on a state-of-the-art conference center and meeting space, located in the basement of the U.S. Environmental Protection Agency (EPA) building in Washington, D.C. The conference area is located directly under the Mellon Auditorium/Ballroom, which is used for higher-level government functions; it is now a sufficient meeting space for government purposes and is planned to be utilized for the first time to support the presidential inauguration in January 2021.



"Thank you to Tim Donohue's hard work on the EPA conference room project. His commitment to the project, his craftsmanship and performance is to be commended."

- David Roels
Vice President of Operations



GANAA'YOO

Foundation News

The Gana-A'Yoo Foundation welcomes newly elected board member, Alexis Sheeder; she joins directors Sharon Hildebrand and Leann Sommer. Thank you to outgoing director Janelle Huntington for her three-year term. Huntington commented, "I am thankful to have had the opportunity to serve on the Foundation board. It was a rewarding and fun-filled experience, all the while allowing me to 'give back' for the years of support I received while in school. I would highly recommend and encourage anyone interested to run for the Foundation Board of Directors; you will be inspired, acquire new skills and feel good about giving back to the community." The Gana-A'Yoo Foundation is a nonprofit 501c3.



Call for NOMINATIONS

Through the Student of the Year award, the Gana-A'Yoo Foundation Board of Directors recognizes outstanding students who are in 7th grade through college or who are enrolled in other career advancement programs. Please consider nominating a student who shows leadership qualities, is involved in cultural and community events, and is working toward their educational goals. Nominees must either be a Gana-A'Yoo shareholder or a descendant of an original shareholder. Deadline to submit a nomination is January 24, 2021.

The Gana-A'Yoo shareholder relations committee seeks nominations for the 2021 Shareholder of the Year award, which recognizes a shareholder who models the mission, vision and values of Gana-A'Yoo. The Shareholder of the Year award recognizes a strong commitment to helping others to make our communities healthier and safer places to live. Nominees must be a Gana-A'Yoo shareholder who is involved in community service and whose involvement has directly affected Alaska Native people. Please submit nominations by January 24, 2021.

Nominations forms are available online at ganaayoo.com. Call the corporate office or email records@ganaayoo.com with any questions or concerns.

**Nominations
due
Jan. 24**

STOCK WILL *Drive*

Gana-A'Yoo shareholders who have submitted a valid stock will within the last five years were entered into our biannual drawing for cash prizes; congratulations to Marion Louise Esmailka and Emery Wendell Bourdon Sr., the lucky winners of the fall contest. To enter the spring drawing for two \$500 prizes, submit your stock will today. Note that all stock wills must be notarized or certified by the postmaster and signed by you.



The Galena office's new Gana-A'Yoo logo sign

CONDOLENCES

Our condolences to the family and friends of:

- David W. Baker, 66**
Galena Stock

Johnny Evans Sr., 77
Galena Stock

Corina M. Kriska, 53
Koyukuk & Nulato Stock
- Scott C. Mountain, 38**
Nulato Stock

Henry P. Nickoli, 53
Nulato & Kaltag Stock

Marvin J. Thurmond, 60
Galena & Nulato Stock

MARK YOUR *Calendar*

DEC 24-25 *Merry Christmas!*
Gana-A'Yoo offices closed

JAN 1 *Happy New Year!*
Gana-A'Yoo offices closed

18 Martin Luther King Jr. Day
Gana-A'Yoo offices closed

24 Board of Director candidate questionnaire deadline

24 Student of the Year and Shareholder of the Year nominations due

FEB 15 Presidents Day
Gana-A'Yoo offices closed

19 Board of Directors meeting



Gana-A'Yoo, Limited

1001 E Benson Blvd., Suite 201
Anchorage, Alaska 99508



CONTACT US

Toll-Free | 1.888.656.1606
Anchorage | 907.569.9599
Galena | 907.656.1606



BOARD OF DIRECTORS

Kimberly Bower | Chair
Melissa McGinty | President
Sharon Hildebrand
Vice President and Secretary
Shay Huntington McEwen | Treasurer
William Dayton | Director
Linda Fleury | Director
Frederick Huntington Sr. | Director
Thomas Neglaska | Director
Colleen Stickman | Director

EDITOR

Larissa Sommer
newsletter@ganaayoo.com

WHERE ARE YOU?

Current contact information is needed for the following shareholders. Please contact the corporate office if you have any information on their whereabouts.

Allen W. Agnes	Tyler Drake	Timothy McArdle Sr.	Curtis K. Semaken
Nathan Angel	Andrew P. Esmailka	David J. McGee	Shirley A. Sieting
Georgia A. Attla	Norma J. Esmailka	Bradley McGinty	Christa T. Silas
Matthew J. Ballantine	Albert Evans	Kristopher E. McLean	Jimmy N.V. Silas
Robert Becker	Mychal C. Flynn	George B. Mountain	Levi A. Silas
Vienna L. Boe	Veronica M. Frese	Jordan L. Neglaska	Ambrose Solomon
Megan Brown	Adam Goodwin	Zachary R. Neglaska	Arthur G. Solomon
Duane Burnham	Toby Hower	Marie Nickoli	Billy P. Solomon
Walter Carlo	Allen D. Huntington	Darryl C. Nollner	Herbert L. Solomon
Rosemarie D. Clark	Arlene Ivanoff	Julius Opernov	Neil J. Sommer
Gilbert B. Cleaver	Daphne M. Jensen	Kyra Opernov	Alphonse E.M. Stockton
Kenneth R. Cline	Rose Kennedy	Crystal J. Palmer	Luann Strickland
Jackie Davis	Patrick Kennedy Jr.	William J. Peter	Karren L. Upcraft
Thomas T. Debo	Jeremiah J. Lauesen	Gisele Peters	Harold C. Warner
Melissa Diaz	Norman M. Madros	Kenneth C. Pitka	Madison R.M. Williams Anderson
Dewayne Drake II	Laila McArdle	Arthur J. Roberts	Robert D. Worel
Norman Drake	Timothy McArdle Jr.	Karen Sam	