

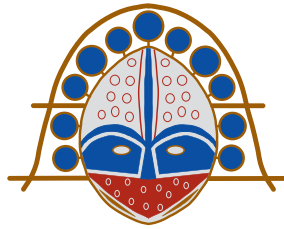


BOARD OF DIRECTORS CANDIDATE PACKET

Submission Deadline:

May 29, 2026





NATIVES OF KODIAK

Board of Directors Candidate Packet

Thank you for your interest in seeking a seat on the Natives of Kodiak, Inc. (“NOK”) Board of Directors (“Board” and “Directors”). Pursuant to Alaska law, each Board candidate and NOK must make certain disclosures. Information you provide on the following pages will be used to prepare the Board’s 2026 Proxy Materials and to assist with Board Candidate selections (for example, Board endorsed or independent candidacy listing). Please feel free to attach additional pages if your answers require doing so to answer completely, but please note Candidate Statements are limited to 500 words. For the purposes of this packet, and in accordance with Alaska Division of Banking & Securities requirements, “family members” are defined as your spouse, parents, children, and siblings (by blood or adoption). Listing of first cousins is optional.

To be considered for inclusion within NOK’s 2026 Proxy Materials, your completed Candidate Packet must be received by NOK’s Kodiak office by 5:00 p.m. AKDT May 29, 2026. Documents will not be accepted, and no changes may be made by candidates to the submission after the deadline.

NOK conducts a background check on all candidates and continuing Directors. All Board candidates are required to pass a drug test demonstrating no illegal drug use before being allowed to run for a Board seat. Note: Directors serve as Trustees of the Natives of Kodiak Shareholder Permanent Fund Trust and the NOK Benefits Trust.

NOK’s Board Drug Testing Policy, Director Service Agreement, and Election Policies and Procedures are available by contacting the NOK office at the contact information below.

Natives of Kodiak, Inc.

2625 Mill Bay Road | Kodiak, Alaska 99615

Phone: (907) 486-3606 | Toll-Free: (800) 648-8462 | Fax: (907) 486-2745

Email: shareholders@nativesofkodiak.com



Dear NOK Shareholder:

Thank you for your interest in serving on the Board of Directors. The 52nd Annual Meeting of Shareholders of Natives of Kodiak, Inc. ("NOK") will be called to Order on **Saturday, September 19, 2026, at 9:30 a.m. in Kodiak, Alaska, at the Kodiak Marketplace (KANA Building), 111 West Rezanof Drive**. The Annual Meeting will also be Livecast.

Elections for three (3) Shareholders to the NOK Board of Directors for a three-year term ending in 2029 will be held at the Annual Meeting. If you are interested in having your Board candidacy included in NOK's Proxy Statement, please submit the following to the NOK Kodiak office or via email at shareholders@nativesofkodiak.com, to be received no later than the close of business on **May 29, 2026**:

- Completed and signed Nominee Agreement and Consent to Criminal Background Check
- Signed Candidate Disclosure Form, including Nominee Statement
- Photograph for use in Proxy Statement (upload, emailed, or attached to physical submission)

The following are important dates to observe for the 2026 Annual Meeting.

May 29	Board of Directors candidate information deadline
June 5	Board of Directors candidate drug testing results deadline
June 8-12	Nominating Committee candidate applications review & interviews
July 31	Proxy materials mailed to Shareholders
September 16	52nd Annual Meeting Proxy ballot deadline
September 19	52nd Annual Shareholders Meeting

If you have any questions about the candidate packet, what materials to provide, or about serving on the NOK Board of Directors, please contact the Corporate Office at (907) 486-3606 or via email at shareholders@nativesofkodiak.com and the NOK team will be happy to assist you.

Sincerely,



Jon Panamaroff
Board Chair





BOARD OF DIRECTORS NOMINEE AGREEMENT & CONSENT

This Nominee Agreement is executed by _____
(Your printed name)

I am a voting Shareholder of Natives of Kodiak, Inc. ("NOK"), am 18 years of age or older, and I am a candidate for a seat as a director on the Board of Directors ("Director(s)") of NOK. I understand and acknowledge that Directors of NOK also serve as Trustees of the Natives of Kodiak Shareholder Permanent Fund Trust and as Trustees of the NOK Benefits Trust. I wish to have my name included on NOK's Proxy Materials to be included in NOK's mailings to Shareholders before the Annual Meeting of Shareholders to be held on September 19, 2026. The election of directors includes a total of three (3) vacant seats, each for a three-year term.

In consideration for NOK including my name on its proxy, printing and mailing my proxy solicitation materials and including my biographical information, disclosures, photograph, and nominee's statement in its election pamphlet and Corporate Proxy Materials and the possible publication of certain information within the Shareholder Newsletter, I hereby agree to the following (initial your agreement next to each statement):

- I will comply with all state of Alaska ("State") Statutes and Regulations governing proxy solicitation and in particular 3 AAC 08.305-365.
- I will comply with NOK's Bylaws and Election Policies and Procedures as amended or otherwise revised (copies of both of which I have received, read, and understand), and in particular those sections concerning proxy solicitation and elections, including making concurrent filings with the State Division of Banking and Securities of all proxy solicitations that I make.
- I will comply with NOK's Board Drug Testing Policy which states that "Any person running for election or re-election to the NOK Board of Directors, or appointment to the NOK board, shall submit to a drug test pursuant to procedures established by the Board of Directors and shall not be eligible for election or re-election or appointment unless the results of such drug test meet standards established by the Board of Directors."
- I understand that, if I fail in any material respect to comply with applicable law or NOK's election-related Bylaws, Election Policies and Procedures, or Board Drug Testing Policy during the course of my campaign, NOK or the State may seek to invalidate any proxies or ballots voted for me in accordance with such requirements, except for quorum purposes.
- With the understanding that I may solicit votes for myself in NOK's proxy materials, I shall not include or permit my name to be included on any proxy for any other nominee or slate of nominees. I will use my best efforts to cooperate with NOK to have my name removed from any other proxy which includes my name, including sending letters to Shareholders and authorizing appropriate communications and instructions to be sent to the State Department of Commerce, Community and Economic Development, Division of Banking, Securities and Corporations.
- I acknowledge that I have been provided with copies of or links to the following, all of which I have read and understand:
 1. State Regulations on proxy solicitation (03 AAC 08.305-365) available at: <http://www.legis.state.ak.us/basis/aac.asp#3.08.355>
 2. Natives of Kodiak, Inc.'s Director Service Agreement
 3. Election Policies and Procedures
 4. Checklist for Board of Director Candidates
 5. Candidate Disclosure Questionnaire & Nominee Agreement



- I hereby give my permission for NOK to obtain information relating to my criminal and civil history record, and to include such information in NOK's proxy statement, as required by the State's proxy regulations. The criminal history record, as received from the reporting agencies, may include arrest and conviction data as well as plea bargains and deferred adjudication. This background check may include an extensive criminal and civil legal search, including a credit history. I also understand that as long as I remain a member of the NOK's Board of Directors, the criminal and civil history record check may be repeated at any time. I understand that I will have an opportunity to review the criminal and civil history, and a procedure is available for clarification, but that NOK must disclose such information to NOK's Shareholders in NOK's annual proxy statement, as required by the State's proxy regulations. I understand that a background check is required, and I further certify that I am not awaiting trial on a pending criminal matter, except as disclosed above in Section V of the Candidate Disclosure Form.
- I acknowledge that no employee of NOK, the Trusts or their subsidiaries may be a member of the Board of Directors.
- I acknowledge that I have read and understand the qualifications required of a Board Member. I meet the qualifications as stated.

Signature

Date

Print Name (Last, First, Middle)

List All Names Used (Last, First, and Maiden)

Current Residence Address - Street

City

State

Zip

Date of Birth

Social Security Number

Driver's License or State ID Number

State Issued

For Internal Use only:

ACKNOWLEDGED and ACCEPTED by Natives of Kodiak, Inc.

By: _____ Dated: _____

Name: _____

Its: _____



Checklist for Board of Director Candidates

Read entire Natives of Kodiak, Inc. (“NOK”) Nominee’s Packet:

- NOK Election Policies and Procedures
- NOK Director Service Agreement
- NOK Board Drug Testing Policy
- Key ANCSA State Regulations on Proxy Solicitation(3 AAC 08.305-365)
<http://www.legis.state.ak.us/basis/aac.asp#3.08.355>

Complete the following requirements and return to NOK to be received by May 29, 2026:

- Complete & Sign Candidate Disclosure Form, with Nominee’s statement (500-word limit)
- Photograph of Nominee for use in NOK’s Proxy Statement
- Complete & Sign Nominee Agreement and Consent to Criminal Background Check

Review important Calendar Dates for Candidates:

- May 29, 2026 **Deadline for declaring Board of Directors Candidacy**
- June 5, 2026 Deadline for candidate drug testing results to NOK
- June 8-12, 2026 Nominating Committee candidate application reviews & interviews
- July 31, 2026 Proxy materials mailed to Shareholders
- September 16, 2026 Deadline for submitting proxies to NOK’s Inspector of Elections
- September 19, 2026 **Annual Meeting and Election of Director**

- In accordance with State law and Section 4 of NOK’s Election Policies and Procedures, file separate copies of all proxy solicitation materials distributed to NOK Shareholders that are separate from those NOK proxy materials sponsored by the Board, with the Department of Commerce, Community and Economic Development, Division of Banking, Securities and Corporations and with NOK at the same time that any separate proxy solicitation materials are distributed to NOK Shareholders (including, e.g. on Facebook, mailings, letters to the editor, etc.):

Dept. of Commerce, Community and Economic Dev.
Division of Banking, Securities and Corporations
550 W. 7th Avenue
Anchorage, Alaska 99501
ancsa@alaska.gov

Natives of Kodiak, Inc.
Vice President
2625 Mill Bay Road
Kodiak, Alaska 99615
shareholders@nativesofkodiak.com



Please contact the NOK office
at **(907) 486-3606** or at
shareholders@nativesofkodiak.com
for a full copy of Candidate Packet
reference materials to be sent to you.

All proxy solicitations, **by candidates and by non-candidates**, including those by email, posted on the Internet (such as Facebook), letters to the editor, ads, etc., in paper or electronic format, must be concurrently filed with the State of Alaska, Administrator, Division of Banking and Securities, in Anchorage, Alaska (3 Alaska Administrative Code (AAC) 08.312), which may be emailed to **anrsa@alaska.gov**.

Proxy solicitations may not include false or misleading statements, or any omissions of material facts necessary in order to make a statement not false or misleading (3 AAC 08.315), and must be preceded or accompanied by a complete, dated, written proxy statement (3 AAC 08.355).

The ACC regulations may be found at the following website:

<http://www.legis.state.ak.us/basis/aac.asp#3.08.355>



NATIVES OF KODIAK



Candidate Disclosure Questionnaire & Nominee Agreement

I. Eligibility Questionnaire

- Are you a Shareholder of Natives of Kodiak, Inc. ("NOK")? Yes No
- Are you at least 18 years of age? Yes No
- Do you hold at least one share of NOK voting stock? Yes No
- Are you willing to submit to a drug test? Yes No
- Are you willing to sign a Director Service Agreement, agreeing to abide by the Corporation's Board policies and procedures, including, without limitation, the Board Conduct Ethics policy? Yes No
- Do you agree to keep all confidential and proprietary information of NOK and its subsidiaries and affiliates confidential? Yes No
- Do you acknowledge that Board Directors may not serve as employees for NOK, its Trusts or affiliates? Yes No

II. Personal Information

Full Name (as it appears in NOK's records)

Date of Birth _____ Current Age _____

Mailing Address _____

City _____ State _____ Zip _____

Physical Address (if different from mailing address)

City _____ State _____ Zip _____

Phone 1 _____ Phone 2 _____

Email _____



III. Positions & Offices

Please list all positions and offices (i) presently, and all (ii) ever previously held with any NOK entity and its subsidiaries, if any, and dates of service. Please use additional page if you need more space.

<u>Entity Name</u>	<u>Position</u>	<u>Dates of Service</u>

IV. Family Relationships

Please list the name and nature of any family relationship you have with any director, nominee or executive officer of NOK and its subsidiaries, if any. For the purposes of this packet, and in accordance with Alaska Division of Banking & Securities requirements, “family members” are defined as your spouse, parents, children, and siblings (by blood or adoption).

<u>Relative Name</u>	<u>Relationship</u>
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____

V. Business Experience

Beginning with your present job, please list your business experience during the past **5 years**, including (i) principal employment or occupation, and (ii) employer.

Name of Employer	Type of Work or Position	Dates of Employment



Identify any additional business experience, training or awards you have received during the past **five (5) years**:

Do you currently serve, or during the past **five (5) years** have you served, as a board director of any corporation, other than NOK or its subsidiaries, including any non-profit, or any other organization?

Yes No

If yes, list the name of the organization, the address, your title for that organization, and the dates served:

Name of Organization	Board or Officer Position	Dates of Service

I. Education History

Please list all relevant education:

High School Name: _____

City: _____ State : _____

Graduation Year: _____



Higher Education (College, university, vocational, or trade school):

College / University/ Vocation School #1 :

Name of College/University/Vocational School : _____

City : _____ State : _____

Field of Study / Major: _____

Certificate or Degree _____ (Specify degree earned)

Did you Graduate Yes No Year of Graduation _____

College / University/ Vocation School #2 :

Name of College/University/Vocational School : _____

City : _____ State : _____

Field of Study / Major: _____

Certificate or Degree _____ (Specify degree earned)

Did you Graduate Yes No Year of Graduation _____

College / University/ Vocation School #3 :

Name of College/University/Vocational School : _____

City : _____ State : _____

Field of Study / Major: _____

Certificate or Degree _____ (Specify degree earned)

Did you Graduate Yes No Year of Graduation _____

College / University/ Vocation School #4 :

Name of College/University/Vocational School : _____

City : _____ State : _____

Field of Study / Major: _____

Certificate or Degree _____ (Specify degree earned)

Did you Graduate Yes No Year of Graduation _____



I. Legal/Criminal Disclosures

Please answer the following legal/criminal disclosure questions:

- a. In the past 10 years, have you been the subject of a voluntary or involuntary petition under any bankruptcy or insolvency laws? Yes No
- b. In the past 10 years, has a receiver been appointed for you or your assets? Yes No
- c. In the past 10 years, have you been involved in any pending criminal proceedings, excluding traffic violations or other minor offenses (DUIs must be disclosed)? Yes No
- d. In the past 10 years, have you been convicted of, or entered a plea of nolo contendere in, any criminal proceeding, excluding traffic violations or other minor offenses (DUIs must be disclosed)? Yes No
- e. In the past 10 years, has there been any final judgment, order, or decree (not subsequently reversed or vacated) finding that you engaged in unethical or illegal business practices, violated fiduciary duties, or violated securities laws? Yes No
- f. In the past 10 years, have you been a party to any legal proceedings in which you, or anyone who would solicit proxies on your behalf, had an interest adverse to NOK or its subsidiaries? Yes No

If you answered yes, to any of the above questions, use the space below to describe the events, giving applicable dates and specific descriptions including any court names, and case names and numbers. Please note: NOK may add mandatory disclosures to its proxy statement pursuant to the state of Alaska ANCSA proxy regulations.



II. Financial Transactions

Please describe any financial transactions since the beginning of NOK's last fiscal year and presently proposed financial transactions by NOK or its subsidiaries corporation with any entity, if

- a. The transaction or proposed transactions in the aggregate exceeded or will exceed \$20,000, and
- b. You or a member of your family is employed by, is an officer of, director of, or owns, directly or indirectly, an interest in the other entity (other than NOK or its subsidiaries).

In the space below, include the name of the person or entity, your relationship with them, the nature of your interest, date, and amount of the transaction.

III. Other Conflicts of Interest

Please describe in the space below any other financial, business, professional or personal relationship or interest that would result or would appear to a reasonable person to result in an actual or a potential conflict of interest for the candidate if the candidate were to be elected to serve as a member of the Board of Directors of Natives of Kodiak, Inc., and serving as a trustee of the NOK Shareholder Permanent Fund Trust and the NOK Benefits Trust.



IV. Proxy Solicitation

Describe below all methods you will use to solicit proxies other than by mail, including, e.g., telephone, in person, handouts, mail outs, advertisements, radio interviews, op-ed newspaper articles, Internet, Facebook and other social media, etc. (use additional sheets if needed).

Note: All proxy solicitations, including those posted on the Internet, in paper or an electronic format, must be concurrently filed with the State of Alaska, Administrator, Division of Banking and Securities, must be preceded by a filed, detailed proxy statement, and must not include false or misleading statements, or any omissions of material facts necessary in order to make a statement not false or misleading.

State below the total amount spent and that you expect to spend on the solicitation of proxies:

State below who will bear the cost of soliciting your proxies. If you and those soliciting proxies on your behalf will spend more than an aggregate total of \$500 on the effort, state how much each person has contributed, or has agreed to contribute, to the cost of your proxy solicitation:



V. Nominee Statement

Explain why Shareholders should cast their votes for you, including your qualifications, experience, and what you hope to achieve as a Director. Statements **must not exceed 500 words**. Any content beyond this limit will not be included. You may use the space below (add additional page if necessary) or email your statement to **shareholders@nativesofkodiak.com**.

VI. Photograph:

Please attach or upload with this document a recent electronic photograph for the proxy statement. You may also email your photo to shareholders@nativesofkodiak.com.

VII. Required Candidate Certification:

I have completed and signed NOK's (attached) consent form for the criminal background history check, as part of the Nominee Agreement. Yes No

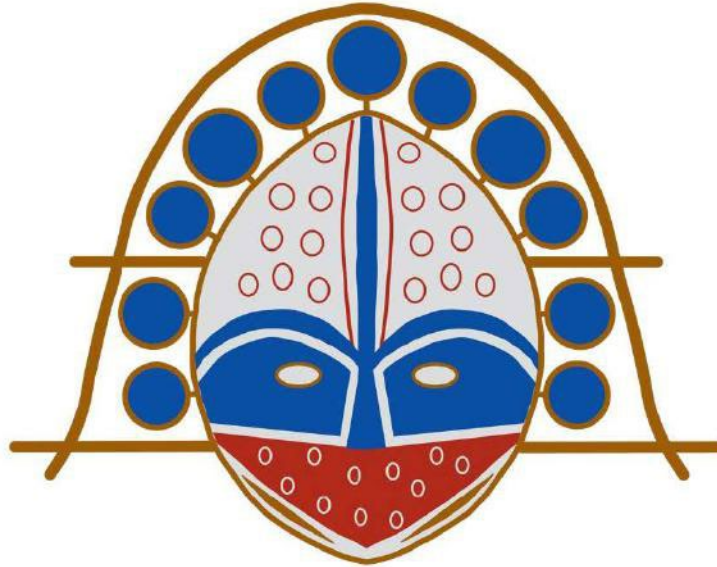
I hereby certify that the above information is complete, true, and correct to the best of my knowledge.

Nominee's Signature

Date

Printed Name





NATIVES OF KODIAK

Election Policies and Procedures

2026

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Election Policies and Procedures

Section 1. Definitions

The following capitalized terms used in this document shall have the meanings listed in this Section:

AAC. The Alaska Administrative Code.

ANCSA Proxy Regulations. The regulations identified as the Alaska Native Claims Settlement Act Corporation Solicitation of Proxies Regulations adopted by the Department, found at 3 AAC 08.305–365. These regulations specifically address proxy solicitations in conjunction with NOK Annual Meetings, NOK Special Shareholder Meetings, and the shareholder meetings of certain Native Corporations as required by AS 45.55.139.

Annual Meeting. The annual meeting of NOK Shareholders.

Annual Report. The annual report to NOK Shareholders, prepared and sent to Shareholders in accordance with AS 10.06.433.

AS. Alaska Statute.

Ballot. The form Shareholder ballot distributed at the Annual Meeting, a sample of which is attached as Exhibit A. The Ballot is the means by which each Shareholder's vote, in person or by proxy, is cast on each specific matter of business addressed in the agenda for the Annual Meeting, as identified in the Corporate Proxy Materials. Other matters that require a vote may be brought up at the Annual Meeting at the discretion of the Chair, and the Ballot will serve the same purpose for voting on these other matters.

Board or Board of Directors. NOK's Board of Directors.

Bylaws. NOK's bylaws, as revised and in effect as of the Record Date or Stock Transfer Book Closing Date, as applicable. The Bylaws (in addition to Alaska law) are the rules that control the NOK procedures for any NOK meeting, as determined by the date that the Board provides Shareholders notice of such meeting, pursuant to AS 10.06.408.

Candidate Disclosure Form. The form, a sample of which is attached as Exhibit B, to be completed by each candidate before they are listed as a Nominee on the Ballot and Proxy materials.

Candidate Withdrawal Form. The form, an example of which is attached as Exhibit C, to be submitted by a candidate who withdraws for cause after the candidate has been included in a proxy solicitation, in accordance with 3 AAC 08.335(f)(3). The candidate may also withdraw by email or by letter.

Chair. NOK's Board Chair.

Checklist for Candidates. The checklist, a sample of which is attached as Exhibit D, to be used by Candidates to ensure compliance with these Policies and Procedures.

Corporate Proxy Materials. All or any portion of the proxy materials prepared and distributed to Shareholders at NOK's expense.

Corporate Secretary. NOK's Secretary.

Department. The Alaska Department of Commerce, Community, and Economic Development, Division of Banking and Securities.

State of Alaska
Dept. of Commerce, Community, and Economic Development
Division of Banking and Securities
550 W. 7th Avenue, Suite 1850
Anchorage, Alaska 99501

Director. A director on NOK's Board of Directors.

Inspector of Elections or Inspector. An individual or CPA firm, selected by the Board, in its discretion to serve as inspector of elections for the upcoming Annual Meeting. The Inspector is responsible for counting votes from all paper proxy forms, online proxy forms, and Ballots, as well as determining the validity of proxies and Ballots. Neither the Inspector, nor any principals in it, should it be a firm, be NOK Shareholders, nor shall they be employees or consultants of NOK except in the capacity as Inspector.

Newsletter. The NOK newsletter publication periodically distributed to all Shareholders.

NOK or the Corporation. Natives of Kodiak, Inc., a corporation organized pursuant to the Alaska Native Claims Settlement Act and the laws of the state of Alaska.

Nominating Committee. A committee composed of all the Directors whose seats are not up for election at the upcoming Annual Meeting, appointed by the Board to act as proxyholders to be identified on the Corporate Proxy Materials for the Annual Meeting.

Nominee. A candidate for the Board who has executed a Nominee Agreement and who has been approved by the Board for inclusion on the Proxy Forms and in the Proxy Statement. If a Board Recommended Nominee, or an independent candidate, is elected at the election in question, the candidate may request to have any proxy costs incurred by or on behalf of the candidate reimbursed by NOK, not to exceed \$750, at the Board's sole discretion. An independent candidate who is approved by the Board may be listed in the Corporation's Proxy and Proxy Statement.

Nominee Agreement. The written agreement, a sample of which is attached as Exhibit E, to be executed by each candidate included in the Corporate Proxy Materials.

Nominee's Packet. The following items of written information (or links thereto) provided by NOK to each candidate who desires to be identified as such and included in the Corporate Proxy

NOK Election Policies and Procedures

2026

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Materials (also listed in Section 5 of the Election Policies and Procedures): state of Alaska key statutes and regulations on proxy solicitation (03 AAC 08.305–365); NOK’s election-related Bylaws; NOK’s Election Policies and Procedures; Checklist for Candidates; NOK Board Drug Testing Policy; Candidate Disclosure Form; Nominee Agreement; and Director Service Agreement.

Notice of Annual Meeting. The written notice to Shareholders, a sample of which is included in the attached Exhibit F, informing them of the time and place of the Annual Meeting, as required by AS 10.06.410 and NOK’s Bylaws.

Other Proxy Materials. All or any portion of the proxy materials prepared and distributed to Shareholders by a Participant other than NOK.

Participant. Any of the following persons:

- The members of NOK’s Board and Shareholders;
- A Nominee or other candidate for whose election as Director proxies are solicited;
- A committee or group which solicits proxies or a member of the committee or group;
- A person who finances, directly or indirectly, the solicitation of proxies, except a person who contributes not more than \$500 and who is not otherwise a Participant; or
- A person who solicits proxies.

The term “Participant” does not include any of the following:

- A person or organization retained or employed by a Participant to solicit Shareholders whose activities are limited to the performance of the person’s duties in the course of the person’s employment;
- A person who merely transmits proxy soliciting material or performs other ministerial or clerical duties;
- A person employed by a Participant in the capacity of attorney, accountant, or as an advertising, public relations, or financial adviser, whose activities are limited to the performance of the person’s duties in the course of the person’s employment; or
- A person regularly employed as an officer or employee of a Participant who is not otherwise a Participant.

Policies and Procedures. These NOK Election Policies and Procedures, as adopted and revised by the Board, or by NOK’s management in such cases of necessary administrative or technical changes or additions, establish the policies and procedures for noticing and otherwise related to holding an Annual Meeting or Special Shareholder Meeting.

Proxy Form; Proxy; Proxies. The proxy form, a sample of which is attached as Exhibit G, prepared by NOK's management to allow a Shareholder, either online or in paper form, to designate the Nominating Committee as the proxyholder of that Shareholder representative and to vote the Shareholder's shares for the Nominees as set forth in the NOK Proxy Form. The Proxy Forms are prepared and mailed to Shareholders and made available online at NOK's expense as part of the Corporate Proxy Materials.

Proxy Statement. The proxy statement, prepared by NOK's management, which provides certain information about the Corporation, the Nominees up for election to the Board, continuing Directors, other matters on the agenda for the Annual Meeting, and other matters as required by the ANCSA Proxy Regulations.

Recommended Nominee. A Board-recommended nominee for an Annual Meeting.

Record Date. The date set by the Board for determining the Shareholders entitled to vote in person or by proxy at the Annual Meeting, as described in Alaska Statute 10.06.408(b), as applicable.

Shareholder. An NOK shareholder.

Shareholder Records Manager. NOK's Shareholder records manager will be the Vice President.

Solicitation. Either of the following:

- A request to execute or not to execute, or to revoke a proxy; or
- The distribution of a proxy or other communication to Shareholders under circumstances reasonably calculated to result in the procurement, withholding, or revocation of a proxy.

Special Shareholder Meeting. Any meeting of the Shareholders called for a special purpose in accordance with NOK Bylaws. While the policies and procedures herein refer to elections that occur at the Annual Meeting, they also govern any Special Shareholder Meeting called for the purpose of electing Directors to the Board, voting on Shareholder resolutions, or other matters.

Stock Transfer Book Closing Date. The date set by the Board for determining the Shareholders entitled to vote in person or by proxy at the Annual Meeting, as described in Alaska Statute 10.06.408(a), as applicable.

Timetable. The schedule of events and tasks leading up to the Annual Meeting, a sample of which is attached as Exhibit H.

Section 2. General Election Policies

It is NOK's intent that all corporate elections be conducted in a fair and impartial manner, in compliance with applicable law. This document contains instructions for soliciting nominations and Shareholder resolutions, preparing proxy materials, and conducting elections. These policies and procedures supplement, but do not replace requirements found in Articles II and III of NOK's Bylaws. Where provisions of the Bylaws may be found to conflict with these procedures, the

NOK Election Policies and Procedures

2026

Page 6

Bylaws shall be controlling. These Policies and Procedures are a supplement to NOK's Articles of Incorporation and Bylaws, and do not excuse the failure to do an act or follow a procedure specifically required by the Articles, the Bylaws, or by state or federal law. The Board currently consists of nine members serving three-year staggered terms. As a result, each year three seats are available for election at the Annual Meeting. Seats may also become available for election at Special Shareholder Meetings called for that purpose.

NOK's procedures for elections shall be consistent, to the extent possible, with its policy toward maintaining long-term stability in governance of the Corporation.

Individual Shareholder voting information shall be revealed only to the Inspector of Elections who, along with NOK's management and the Board, shall strive for confidentiality throughout the election process. It is NOK's policy not to reveal voting information, except for purposes of establishing a quorum and except to named proxyholders who are entitled to receive proxy voting information.

Section 3. Election Timetable

The Timetable specifies deadlines for preparing for elections at the Annual Meeting. In accordance with Article II, Section 2 of the Bylaws, the Annual Meeting shall be held on the third Saturday in September of each year or at such other date as the Board establishes. NOK's Vice President shall prepare a final Timetable for that year's Annual Meeting, establishing specific dates for each item listed. The Corporation will share key dates with Shareholders.

The Annual Meeting date enables the Board to properly select and meet deadlines for candidate solicitations, audit completion, Record Date or Stock Transfer Book Closing Date (as applicable) for Shareholders eligible to vote, and Board meetings to approve the election package and select the Inspector of Elections. The Annual Meeting date also ensures adequate time for preparations, printing, mailing, and setting the proxy return deadline.

Section 4. Solicitations, Generally

Solicitation of proxies on matters to be presented at the Annual Meeting by any Participant shall be subject to these election Policies and Procedures and the ANCSA Proxy Regulations.

NOK will bear the expense of the Corporation's solicitation of proxies, including the cost of preparing, printing, and mailing of the Notice of Annual Meeting and Proxy Statement. Solicitation will be made through use of online proxy and paper proxy (through the U.S. Postal Service), except that Directors, officers, and regular employees of the Corporation (at no additional compensation) may make solicitations of proxies by telephone, email, or personal contact. In addition, to ensure that a quorum is present at the Annual Meeting of Shareholders, direct Shareholder mailings and emailing, social media, website postings, radio, television, and newspaper advertisements may be used.

The Corporation's online Proxy Form, paper Proxy Form, and Ballot shall include provisions to vote for independent candidates. A candidate who makes a timely application for nomination by the Board, but is not a Board Recommended Nominee, may elect to be listed in the Corporation's

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proxy as an independent candidate. Candidates are eligible for up to \$750 reimbursement upon election to the Board and may solicit votes by means of his or her own proxy at his or her own expense, in addition to bearing the cost and duty of compliance with the ANCSA Proxy Regulations for any candidate-sponsored proxy solicitations. Candidates other than those endorsed by the Board may not use the NOK corporate logo or any derivative thereof on proxy solicitations or any other election-related materials. Any such use of the official corporate logo suggests an official recommendation of the independent candidate by the Board and NOK senior executives and is deemed to adversely affect the fairness and equity of the election process.

Should a Participant wish to solicit proxies in support of a candidate for election to the Board other than through the Corporate Proxy Materials, or wish to solicit proxies in support of an action not proposed by the existing Board, the solicitation shall be through the proxy materials prepared and distributed by the Participant (“Other Proxy Materials”), and the solicitation shall be specifically subject to Sections 4 and 5 of these Policies and Procedures.

If a Participant solicits proxies using a proxy form separate from the Proxy Forms included in the Corporate Proxy Materials, then those executed Participant-obtained proxy forms shall be subject to the same deadline for submission of proxies to the Inspector of Elections as established by the Board for the Board-solicited Proxy Forms for the Annual Meeting.

Should a Participant choose to solicit proxies in support of a Nominee or other candidate other than through the Corporate Proxy Materials, and should the Participant intend or otherwise publish (including, without limitation, via Facebook or other social media) or make available those proxy materials to at least 30 Shareholders of NOK, such proxy materials must also be filed concurrently with:

- NOK (in care of the Vice President); and
- The Department.

All such materials shall meet the criteria set forth in the ANCSA Proxy Regulations and by law. In addition to these initial filings with NOK and the Department, a Participant shall file with NOK and the Department a copy of any subsequent distribution of proxy materials by that Participant to Shareholders, including, but not limited to:

- Copies of materials in the form of solicitations through print media;
- Scripts used in radio and television announcements;
- Interviews or other presentations; and
- Other communication media, such as via Facebook and other social media platforms.

All proxy materials, both initial and subsequent, shall be filed with NOK and the Department at the following addresses:

- NOK
Attn: Vice President
- State of Alaska
Dept. of Commerce, Community, and

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2625 Mill Bay Road
Kodiak, AK 99615

Economic Development
Division of Banking and Securities
550 W. 7th Avenue, Suite 1850
Anchorage, Alaska 99501
anca@alaska.gov

Concurrently with its distribution to the Shareholders, NOK shall file a copy of the Corporate Proxy Materials with the Department and keep a copy in its own records.

Section 5. Candidate Solicitation and Endorsement

- a) Voting Shareholders at least 18 years old, who meet the additional qualifications set forth in Article III, Section 9 of the Bylaws, and agree to the requirements set forth in the Board of Directors Nominee Agreement (Exhibit E) are eligible to run for a seat on the Board. The Board shall set the deadline for applications for Nominees to the Board to be included in the Corporate Proxy Materials for the Annual Meeting and for other candidates to be included on the Ballot.
- b) The Vice President shall coordinate the candidate solicitation. Solicitation shall include publishing in a timely manner with respect to the candidate solicitation period and deadlines set by the Board and may include separate written notification(s) (e.g., via Shareholder Newsletter(s), websites, Facebook or other social media platforms, electronically, and/or through the U.S. Mail). Newsletter, electronic, and direct mailed solicitations shall contain a solicitation notice identifying the number of seats up for election and identification of the deadlines for:
 - Applications for Nominees to be included in the Corporate Proxy Materials;
 - Applications of other candidates to be included on the Ballot; and
 - Disclosures to be filed with the Department.
- c) Candidate solicitation shall occur for at least a three-week period. All mailed, faxed, or emailed application forms are valid when submitted by eligible Shareholders provided that the application is timely received and properly completed, signed, and dated.
- d) Upon receiving a request from a candidate to be included on the Ballot for the Annual Meeting and/or to be included in the Corporate Proxy Materials as a Nominee, the Vice President shall send a Nominee's packet to the candidate. The Nominee's Packet shall contain the following (or links thereto):
 - State of Alaska Regulations on proxy solicitation (03 AAC 08.305–365);
 - NOK's Election Policies and Procedures;
 - Checklist for Candidates;
 - NOK's Drug Testing Policy;

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- Candidate Disclosure Form;
 - Nominee Agreement; and
 - Director Service Agreement.
- e) Prior to the preparation of the Corporate Proxy Materials, the Board’s Nominating Committee, comprised of all NOK Board members whose terms extend beyond the current year’s election, shall meet, in person or virtually, and review candidates for nominations. Those candidates so approved by Board vote shall be listed on the Proxy Forms as “Board Recommended” or as “Independent” Candidates, as the case may be.

Section 6. Selection and Oath of the Inspector of Elections

The Board shall select an Inspector of Elections for the Annual Meeting, who shall be identified in the Proxy Statement and the Notice of Annual Meeting. NOK may solicit bids from CPA firms and qualified individuals for the role of Inspector of Elections. If solicited, any bids shall be presented to the Board for its review and selection in its sole discretion. The oath shall be administered by personnel appointed by the Chair or the Chair’s designee. An example of the oath is attached as Exhibit I.

Section 7. Shareholder Election Mailing

The Vice President shall, at the direction of the Board, organize, implement, and coordinate a mailing to all Shareholders of record as of the Record Date or Stock Transfer Book Closing Date chosen in accordance with AS 10.06.408(a) or (b), as applicable. The mailing shall contain the following:

- The Notice and Proxy Statement for the Annual Meeting;
- Proxy Form; and
- NOK’s Annual Report.

Concurrently with the mailing, the Vice President shall retain copies of the above for the Corporation and electronically submit copies of the above to the Department.

Section 8. Withdrawal of a Candidate

A candidate for the position of Director can withdraw at any time (3 AAC 08.335(f)(3)). Should a candidate decide to withdraw from the election process after that person’s name has been filed with the Department as a candidate for a seat on the Board, the candidate must submit a written withdrawal, by email, letter, or a Candidate Withdrawal Form, an example of which is attached as shown in Exhibit C (“Candidate Withdrawal Form”). If the candidate is unable to complete an email, a letter, or a form, a representative of the candidate shall complete the email, letter, or form on behalf of the withdrawing candidate. The completed notice shall be delivered to the Vice President, along with the candidate’s power of attorney or equivalent if completed by the candidate’s representative, who shall in turn notify the Inspector of Elections, all other candidates,

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all known proxyholders, and, if Proxy Materials have already been mailed, Shareholders of record, as time allows.

Section 9. Shareholder Lists

As of the Record Date or Stock Transfer Book Closing Date (as applicable), a Shareholder voting list shall be made available for review in accordance with Article II, Section 10 of the Bylaws as follows:

The officer or agent having charge of the stock transfer book for the stock of the Corporation shall make a list of the Shareholders entitled to vote at the meeting or an adjournment of the meeting, arranged in alphabetical order, with the address of and the number of shares held by each. For a period of at least 20 days prior to such meeting, this list shall be kept on file at the registered office of the Corporation and shall be subject to inspection by Shareholders, and their respective agents and attorneys, at any time during the usual business hours. The list shall also be produced and kept open at the time and place of the meeting and be subject to the inspection of Shareholders during the meeting.

Section 10. The Nominating Committee

The Nominating Committee shall be composed of all the members of the Board whose seats are not up for election at the upcoming Annual Meeting. The Nominating Committee shall be identified on the Corporate Proxy Materials as the proxyholder.

Section 11. Director's Oath of Office, Duties, & Loyalty

The Corporate Secretary shall provide an Oath of Office form to be executed and provided to NOK by all newly elected Directors prior to being seated as Directors. The oath shall be administered by personnel appointed by the Chair or the Chair's designee and shall be generally in the form as follows:

DIRECTOR'S OATH OF OFFICE

I, _____, accept the office of Director for Natives of Kodiak, Incorporated, to which I was elected at the NOK Shareholders' Annual Meeting on _____. I solemnly swear that I will well and faithfully perform the duties incumbent upon a Director to the best of my skill and ability, with honesty, fairness, and impartiality, always keeping in mind a fiduciary relationship to NOK, and the best interests of its Shareholders as a group. I will comply with State and Federal laws, NOK's policies, including its Code of Conduct and Conflict of Interest rules, such laws and policies may now exist or be amended during my service as a Director.

In addition, newly elected Directors shall be provided with a copy of NOK's most current Board of Director's Policy and Procedures Manual, established to afford comprehensive guidelines for Board service. Newly elected Directors must execute a Director Service Agreement in order to be eligible to be seated as Directors.

Section 12. Duties of the Vice President

Prior to an Annual Meeting and in anticipation and in preparation for it, the Vice President shall be responsible for the following:

- a) Prepare a tentative Timetable, an outline of which is attached as Exhibit H, with various dates to assist the Board and President in holding an effective Annual Meeting and election. Prepare and submit to the President a final Timetable establishing specific dates for each task. Monitor dates and coordinate election activities for the Annual Meeting.
- b) Solicit candidates for seats available on the Board by publishing a notice in the Spring Shareholder Newsletter, on NOK's Facebook page, on NOK's website, and through additional electronic and direct mailing(s) deemed necessary.
- c) Upon receiving completed and signed candidate application forms from eligible Shareholders, coordinate candidate and continuing Director information to be included in the Corporate Proxy Materials.
- d) Coordinate printing and mailing of Annual Meeting Corporate Proxy Materials, including online participation information, in accordance with Section 7 above, including, at a minimum, the following:
 1. Notice of Annual Meeting including purpose of Annual Meeting;
 2. Proxy prize availability information;
 3. Proxy Statement, including paper & online voting procedures;
 4. NOK Annual Report;
 5. Annual Meeting mailing Corporate Proxy Materials; and
 6. Online Annual Meeting participation information.
- e) Concurrently with mailing Corporate Proxy Materials to Shareholders, submit a copy of the entire package, plus all solicitation notices, to the Department in paper or digital format. During the proxy solicitation process, send to the Department any items printed or published by NOK which are used in the solicitation process and distributed to Shareholders.
- f) Ensure that all paper proxies inadvertently sent to NOK are immediately forwarded to the Inspector of Elections, unopened if possible.
- g) Respond to questions from the Inspector of Elections regarding names and addresses and general Shareholder information, without obtaining any information regarding specific proxy votes by Shareholders except the accumulated tally of shares voting for purposes of determining the existence of a quorum for the Annual Meeting.

- h) At least 20 days prior to the Annual Meeting, prepare an alphabetical listing of all eligible Shareholders, including their addresses and the number of shares held. Send the list to the Inspector of Elections. Make copies of the list available for Shareholder inspection at NOK's Kodiak office, the Annual Meeting, and other offices identified by the Board during the period leading up to the Annual Meeting.

Section 13. Duties of the Inspector of Elections

The Inspector of Elections shall be responsible for the following activities in preparation for and during the Annual Meeting:

- a) Prior to the Annual Meeting
 - 1. After the mail out of Corporate Proxy Materials takes place, the entire election system shall be turned over to the Inspector of Elections. In addition to the election system, the Inspector of Elections will be given a printout of all Shareholders entitled to vote organized in alphabetical order by last name, including the addresses and the number of shares held. The Inspector of Elections shall be at a location physically removed from NOK's offices. The Inspector of Elections will receive and input all proxy votes, paper and online, and will provide NOK President and Vice President electronic access to real time reports which include the number of proxies received to date and the status of establishing a quorum for the Annual Meeting.
 - 2. Directors, NOK staff, Shareholders, and candidates may obtain information about the total number of proxies received as of a given date and the status of establishing a quorum for the Annual Meeting. Inquiries for such information will be responded to by the Vice President based upon data supplied by the Inspector of Elections in the Inspector's reports to which the NOK President and Vice President have access as set forth above. NOK's staff, candidates, Shareholders, and Board members are not allowed access to vote totals for any particular candidate or Ballot issue during the proxy solicitation process.
 - 3. As paper proxies are received by the Inspector of Elections, they shall be opened, date stamped, and reviewed by the Inspector to determine that no more than the correct amount of votes are cast and that the proxy is signed and dated by a voting Shareholder of NOK. Proxies that are hand-delivered or mailed to NOK office will be forwarded to the Inspector of Elections, unopened if possible. All online proxies received by the Inspector of Elections shall be reviewed by the Inspector to determine that no more than the correct amount of votes are cast and that the proxy is submitted by a voting Shareholder.
 - 4. The Inspector of Elections shall photocopy all:

- i. Envelopes with handwritten addresses on them;
 - ii. Proxies with address changes written on them;
 - iii. Proxies with name changes written on them; and
 - iv. Any other notes or correspondence for NOK's use by the Shareholder Records personnel.
5. Shareholder Records personnel will use these photocopies (item 4 above) in updating the Shareholder records of NOK. The Inspector shall give to NOK all letters, notes, or change of addresses received from Shareholders.

b) The Annual Meeting

1. **Annual Meeting Preparations**

The Inspector of Elections shall prepare the following reports for use at the Annual Meeting:

- i. A two-part report of all the proxy votes (one copy for use by the Inspector of Elections, the other for use in the proxy prize contest showing only the names of Shareholders who voted and their enrollment number);
- ii. The final totals for:
 - 1) Each candidate; and
 - 2) Each issue, if any; and
 - 3) The total number of shares represented, and votes cast by proxy.
- iii. The final totals of proxy votes report (item B above) will be held only by the Inspector of Elections.

2. **At the Annual Meeting**

- i. The Inspector of Elections shall coordinate the registration and Balloting at the Annual Meeting site. The Vice President will provide NOK staff members as needed to assist the Inspector of Elections in this process. A Ballot box and Ballots, a sample of which is attached as Exhibit A, shall be made available for Shareholders to vote at the Annual Meeting in person.
- ii. Each Shareholder is entitled to only one Ballot.
- iii. No nominations from the floor shall be permitted at the Annual Meeting.

- iv. When the Chair calls for the closing of the Ballot polls, the Inspector of Elections shall take the election materials to a secured area and compile the candidate totals and total votes allotted to the Nominating Committee as a proxyholder. The Inspector of Elections shall provide the Committee with a Ballot to cast for the directed proxy votes.
- v. After receiving the Nominating Committee Ballot, the Inspector of Elections shall add the Nominating Committee Ballot votes to the totals of direct and proxy Ballot votes from the Annual Meeting and prepare a report of the voting results. At the close of the Annual Meeting, the Inspector of Elections shall file a report with the Corporate Secretary containing the following:
 - 1) The number of shares entitled to vote at the time of the Annual Meeting;
 - 2) The number of shares present in person or represented by proxy at the Annual Meeting and the percentage that number represents of the total stock outstanding and entitled to vote;
 - 3) The results and complete tabulation of all elections and votes held and matters voted upon; and
 - 4) A full report of any election challenges or related matters brought to the attention of the Inspector of Elections, including a statement of the challenge, the evidence presented, and the action taken by the Inspector.
- vi. The Inspector of Elections shall prepare a report of the votes cast, the final total for each Board candidate, and final total on each issue put before the Shareholders, if any, and the Inspector shall sign, certify, and date the report in the presence of a notary public. At the request of the Chair, the Inspector of Elections shall report the results to the Shareholders at the Annual Meeting. The report shall become a part of the minutes of the Annual Meeting.
- vii. Inspector Designee. Should the Inspector be unable to be physically present at the Annual Meeting due to weather or other force majeure event, then the Inspector shall designate an individual present at such meeting to act on the Inspector's behalf. Such Designee shall meet the Inspector qualifications set forth in these Policies and Procedures, and shall perform those duties of the Inspector under the Inspector's direction or supervision via telephone, computer, or video conference equipment.

- viii. Should the Inspector resign, or if the Board determines that the Inspector is unable to perform its duties hereunder after due consideration, the Board shall appoint a new Inspector for such Annual or Special Meeting hereunder. In so appointing, the Board may provide such additional or specific guidance and direction as may be required under the circumstances and in keeping with the spirit of these Policies and Procedures.

3. **Subsequent to the Annual Meeting**

NOK shall retain all submitted Proxies and Ballots for a period of three years, commencing on the date of each applicable Annual Meeting and Special Shareholder Meeting. All Proxies and Ballots shall be destroyed following each such applicable three-year retention period. Proxies and Ballots may be retained in electronic or hard copy format, at NOK's option, but need not be retained in multiple formats. For example, Proxies submitted electronically may be retained solely in electronic format. Ballots may be retained in hard copy only or may be scanned and only the electronic copies of Ballots may be retained. NOK may, at its option, require the Inspector of Elections to store submitted Proxies and Ballots following each such Shareholder meeting, then require the Inspector to destroy such Proxies and Ballots on a rolling three-year basis, in lieu of NOK ever taking possession of the submitted Proxies and Ballots. Upon request, the Inspector may be asked to provide confirmation as to the records then-currently retained, and to certify to NOK its compliance with this retention and destruction policy, including the Inspector's destruction of Proxies and Ballots on the above three-year rolling basis.

c) Procedure for Counting Votes

The following guidelines shall be used in counting votes and determining a quorum at the Annual Meeting:

1. Each Shareholder is permitted to cumulate votes for elections of Directors. Votes may not be cumulated for any other matter to be voted upon. Cumulative votes equal the number of voting shares owned multiplied by the number of Director seats up for election.
2. The Inspector of Elections shall attempt to resolve any questions concerning a proxy or Ballot with a view toward validating the proxy or Ballot if possible. A proxy which appears valid on its face and is apparently signed, on paper or online through electronic submission, and dated by a Shareholder of record, is presumed valid.

3. A proxy, validly executed, must be voted in accordance with the express intent and instructions of the Shareholder giving the proxy, as evidenced by the language of the proxy instrument.
4. A paper proxy signed in pencil may be accepted.
5. A proxy or Ballot attempting to vote more than the number of votes to which the Shareholder is entitled (over votes) shall not be counted in Board elections or on other issues which may be on the Ballot. But such proxies and Ballots shall be counted for quorum purposes, so long as they are properly signed and dated.

For example, if a Shareholder sends a signed and dated proxy that states they have 300 votes (100 shares), but enters a total of 400 votes for a candidate or between multiple candidates (over-voted), then their 300 votes (100 shares) will be counted only to help establish a quorum and the Shareholder is eligible for the prize drawings.

6. Votes cast will be tallied to the candidates as indicated by the Shareholder on the proxy or Ballot, but votes which are not actually cast but to which the Shareholder is entitled to cast (under votes) will be counted for quorum purposes only.

For example, if a Shareholder sends a signed and dated proxy (or meeting Ballot) stating they have 300 votes (100 shares), but only enters a total of 200 votes for a candidate or between multiple candidates (under-voted), then the remaining 100 votes (33.3 shares) will be counted only to help establish a quorum and the Shareholder is eligible for the prize drawings.

7. In following these election procedures, the Inspector of Elections shall strive to satisfy the intent of the Shareholder in filling out the Proxy Form or other proxy. Where the Proxy Form does not allocate votes to the candidates on the Proxy Form, but the Proxy Form is signed and dated, the Inspector of Elections will allocate the Shareholder's votes to elect as many Board-Recommended Nominees as possible.

For example, if a Shareholder returns a signed and dated proxy, but does not indicate how they would like to vote, then the Shareholder's 300 votes (100 shares) will be split between the Board Recommended Nominees.

8. If the Shareholder crosses out all the names on the Proxy Form, the Proxy Form will be counted for quorum purposes, and the Shareholder will be eligible for proxy prizes.
9. Proxies undated or partially dated may be accepted. However, the following shall apply:

- i. Undated proxies will not be accepted if the Shareholder has also provided a dated copy; and
 - ii. Revocable proxies will not be accepted where the circumstances indicate the proxy was executed more than eleven months before the date of the meeting at which the holder seeks to vote the proxy.
10. If there are two or more dated proxies from the same Shareholder, only the most recently dated proxy shall be accepted.
11. If there are two or more proxies from the same Shareholder and all are undated or all have the same execution date, all such proxies shall be rejected for voting purposes. However, one of the conflicting proxies shall be counted for the purpose of establishing a quorum.
12. A proxy shall be accepted where it is apparent that the Shareholder made an error, erased, or crossed out a choice, and then remarked the voting instruction clearly.
13. A proxy should be signed exactly as the name of the Shareholder appears on the NOK Shareholder records. A proxy may be accepted if the difference between the signature and the name of record is not material in the opinion of the Inspector of Elections. Minor differences such as the use of initials or minor errors in spelling will not invalidate a proxy. If the signature on the proxy is unacceptable, authority for the different signature must accompany the proxy for it to be determined as valid, and such determinations are to be made by the Inspector of Elections. A person's mark shall constitute a valid signature if it is witnessed by one adult who knows the individual.
 - i. When a Shareholder signs a name different than the one NOK has on record and does not send in a document for the name change along with the proxy, it shall be held, and either information shall be obtained from NOK's Shareholder records, or the Shareholder shall be notified by mail, phone, or email that he or she must submit explanatory documentation (such as a marriage certificate) by the proxy receipt deadline for the proxy to be determined valid.
14. A proxy executed by a person holding a power of attorney authorizing the person to execute the proxy on behalf of a Shareholder shall be valid if a copy of the power of attorney is delivered to the Inspector of Elections along with the proxy. The Inspector shall have the right to examine the original power of attorney upon request.
15. A Ballot executed by a person holding a power of attorney authorizing the person to execute the Ballot on behalf of a Shareholder shall be valid if a

copy of the power of attorney is delivered to the Inspector of Elections prior to the last time designated for Ballot submission and the power of attorney is determined by the Inspector of Elections to be valid for purposes of the Annual Meeting. The Inspector shall have the right to examine the original power of attorney and shall be timely provided such opportunity upon the Inspector's request.

16. Reasonable deviations in signature may be accepted.

For example, a proxy printed "Debbie M. Jones" may be accepted if signed "D. M. Jones" or "D. Marie Jones."

17. Stamped signatures of individuals are not acceptable unless the circumstances are known to the Inspector of Elections and, in the Inspector's judgment, justify acceptance of the proxy, or unless the signature is countersigned by an officer or other authorized employee of a bank, trust company, broker, attorney, agent, or other representative acting in an indicated capacity. A proxy received after the proxy deadline shall not be counted unless the meeting is adjourned for lack of a quorum, then such proxy will be used for all purposes permitted by the deadline of the next such meeting.
18. At the Annual Meeting, the Inspector of Elections may assist Shareholders with casting votes by Ballot and may approach individual Shareholders to resolve questions about the number of votes cast or a Ballot that is otherwise invalid or unclear.
19. A proxy is invalid if dated more than eleven months prior to the Annual Meeting date.
20. Voting shares (as defined in 43 U.S.C. § 1606(h)) may be voted by any formally appointed administrator, executor, guardian, conservator, custodian, or attorney-in-fact, either in person or by proxy, without a transfer of shares from the Shareholder's name.
21. Voting shares (as defined in 43 U.S.C. § 1606(h)) may be voted by a trustee, in person or by proxy, provided that the shares are in the trustee's name as of the Record Date, or Stock Transfer Book Closing Date, as applicable.
22. Shares held by non-Natives cannot be voted in person or by proxy at the Annual Meeting. The Inspector of Elections can rely on the Shareholder list received from NOK. Any questions regarding whether the shares are voting shares or non-voting shares shall be determined by the Board, or a person or persons designated by the Board prior to the Annual Meeting.
23. If the Shareholder has voted for named candidates to the Board using check marks, or some marking other than cumulative votes, or if cumulative votes

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are indicated for some but not all candidates, those cumulative votes will be counted as marked, and any remaining votes will be allocated equally between the candidate(s) recommended by the Board of Directors.

24. A proxy may be revoked by means of any of the following:
 - i. A written or electronic request of the Shareholder;
 - ii. A subsequent valid proxy;
 - iii. A Ballot cast in person at the Annual Meeting; or
 - iv. By evidence of death of the Shareholder.
25. Those candidates receiving the largest number of the votes cast, up to the number of seats being filled, shall be elected, provided that each such candidate is otherwise qualified. The Inspector of Elections shall not be responsible for determining whether a candidate is qualified to serve on the Board and may presume that all candidates listed on the Proxy Form and Ballot are qualified.
26. If two executors, trustees, attorneys, or representatives are named in the proxy, the signatures of both must appear. However, where one such party is a bank, partner of a brokerage firm, law or private trustee office, or similar institutional representative, and by the nature of this position would be authorized to sign proxies, a proxy signed by one such party may be accepted.
27. A proxy received from a bank, trust company, broker, incorporated company, partnership, or other institutional representative may be signed in writing or by stamped signature provided such proxies are clearly executed for the registered holders. The same applies to a proxy received from such an institution where the registration, the address, or signature shows that such institution is acting in a fiduciary capacity for the registered holder.
28. A blanket proxy, applicable to the proxies of one or more registered Shareholders, is acceptable when executed by a bank, a trust company, a broker, or other representative according to the preceding paragraph.
29. A proxy for stock held by a person individually and as a custodian may be executed in both capacities on one proxy if the proxy clearly indicates such intent. It may also be executed in separate capacities on separate proxies.
30. A proxy is not required to have on it the address of a Shareholder. However, a Shareholder's address may be a factor for consideration in determining the validity of a proxy if there is more than one Shareholder of the same name.

31. Only paper and online proxies will be accepted (i.e., no facsimile or emailed accepted).
32. Shareholders who are viewing the Annual Meeting or Special Shareholder Meeting via a webcast or other comparable online viewing platform are not considered registered for the Meeting and are not eligible to vote via Ballot.

Section 14. Shareholder Proposals

- a) Requirements for Inclusion of Proposal. The Corporation may accept for inclusion as agenda items for action by the Shareholders during an Annual Meeting a proposal in the form of a resolution of not over one hundred (100) words in length which is submitted by a Shareholder and accompanied by a petition in support of the proposal, which petition is executed by Shareholders who are the record owners of not less than one percent (1%) of the outstanding voting shares of the Corporation. To be included on the agenda for a Special Shareholder Meeting, such resolution must be included in the petition calling for the Special Shareholder Meeting. All such resolutions shall also comply with the provisions of this Section 14. Each resolution so submitted shall be accompanied by the name and address of the Shareholder who submitted the resolution (“proponent”), and who is responsible for the compliance of the proposal with the provisions of these Policies and Procedures. Resolutions which do not meet the statutory or Policies and Procedures requirements or which are otherwise contrary to law, inconsistent with this Section or contrary to the Articles of Incorporation or Bylaws shall not be submitted to the Shareholders. If the Chair determines that the resolution complies with these Policies and Procedures and other legal requirements, the Chair may request NOK’s counsel to assist the proponent in editing or revising the language of the resolution for legality or clarity and then the Chair shall submit the resolution to the Board of Directors.
- b) Inclusion of Supporting Statement. In addition to the resolution, the Corporation, at the request of its proponent, will include in its proxy statement, the proponent’s supporting statement of not more than 500 words in length submitted at the same time as the resolution. Such supporting statements must be in compliance with the laws of Alaska and these Policies and Procedures. The Corporation is not responsible for such supporting statement and the resolution to which it relates.
- c) Time for Submissions. In order to be included on the agenda and in the Corporation’s proxy statement, the resolution, and any supporting statement under Subsection 14(b) hereof, must be received at the Corporation’s principle office not later than 5:00 p.m. Alaska time 70 days in advance of the date of the Corporation’s proxy statement which was released in connection with the previous year’s Annual Meeting.
- d) Number of proposals. No individual or organization of Shareholders may submit more than 2 resolutions for adoption at any Annual Meeting or 1 resolution for

adopting at a Special Shareholder Meeting. Once such limit has been reached, any later submission by that proponent or organization for adoption at the same Shareholder Meeting shall be rejected.

e) Disqualification of Shareholder Resolution.

- i. The Chair shall reject any proposed resolution which is the same, or substantially the same, as a resolution which has been submitted to a vote of the Shareholders at any annual or Special Shareholder Meeting held within the preceding 24 months and has failed; provided, however, if, at the time of such resolution had been submitted to a vote, 40% or more of the total votes cast with respect to it were cast in favor of its adoption, the submission of a same or similar resolution for inclusion on the agenda of an Annual Meeting shall not be rejected. Any proposed resolution which is the same or which is substantially the same as a resolution(s) which, pursuant to the provisions of this Section, had been permitted to be submitted to the vote of the Shareholders twice within a 24 month period and which had failed to be adopted either time, shall not be accepted by the Chair for submission to the Shareholders at any Annual or Special Meeting to be held within 36 months following the last rejection by the Shareholders. Should any applicable state or federal law or regulation require a period longer than those provided in this Section before a matter can be resubmitted to the Shareholders, than such longer period shall apply.
- ii. The Chair in consultation with **NOK's** counsel, may disqualify any Shareholder resolution if such resolution calls for action which by virtue of Alaska law is within the prerogatives of the Board, including, without limitation, the declaration of a dividend or distribution pursuant to AS 10.06.358, or the exercise of the Director's duties under AS 10.060.450 (or their successor statutes), or is contrary to other applicable law or regulation, or is not required to be submitted to the Shareholders under S.E.C. Rule 14a-8(c) as it may be amended from time to time (17 CFR 240. 14a-8(c)).
- iii. Any Shareholder resolution which is determined by the Chair or to be of a frivolous or unlawful purpose, or in which the meaning, intent, or legal significance is deemed to be too unclear to be meaningful to a reasonable Shareholder, will be rejected, even if certain portions of the resolution are otherwise valid.
- iv. Any proposal submitted to the Corporation pursuant to the provisions of this Section, which is the same or substantially the same as a proposal previously approved, shall be rejected by the Chair. Should two or more proposals be submitted which are the

same or substantially the same, and no prior proposal which is same or substantially the same has been accepted, then the Chair shall consult with the proponents of the proposals to seek their consent to their combination into a single proposal. If the proponents do not give their consent, then, if the proposals are otherwise acceptable for inclusion on the agenda for the meeting, the Chair shall recommend to the Board for inclusion on the agenda, that proposal which the Chair believes to best reflect the interest of all of the proponents. The action of the Board shall be final.

- v. The Chair shall advise the Board anytime a Shareholder resolution is rejected pursuant to the provisions of this Section 14 and shall notify the proponent of such rejection within 14 days of the receipt of the proposed resolution. The Board may instruct the Chair to accept the rejected resolution if it finds that **NOK's** interest will be promoted.
- f) Board Prerogatives. In addition to the other rights of the Board pursuant to the terms of this Section 14, the Board retain the following rights with respect to Shareholder resolutions which are otherwise proper and acceptable for submission to a Shareholder vote:
 - i. Submit to Shareholders opposing or endorsing such resolution;
 - ii. Incorporate and adopt the proposal/resolution as its own in the proxy and proxy statement; and
 - iii. Direct the Chair or **NOK's** counsel to revise to proper legal and grammatical form, in consultation with the proponent, any resolution that the Board finds to be otherwise proper.
- g) Failure to Comply with Provisions. Any vote on a proposal / resolution at a Shareholder meeting which resolution was not included in the Notice of Meeting for such meeting shall be deemed to be a non-binding advisory vote only, even though such resolution may have been added to the agenda for such meeting by the action of the meeting.
- h) Petitions in Support of Resolutions. Petitions accompanying a resolution as provided in Section 14(a) hereof shall include the exact language of the matter to be voted upon and shall comply with the general requirements for petitions as provided in this Section 14 of these Policies and Procedures.
- i) Standards for Petitions and Written Requests.
 - a. Any Petition (which term for the purposes of this Section shall also include "written requests") required to be submitted to the Corporation as a condition for the Corporation to take action under these Policies and

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Procedures, Alaska Statutes or federal law shall meet the following conditions in order to be considered a valid Petition, unless such State Statutes or federal law provide for a different standard which is in conflict with this Section, in which event, such Petitions shall comply with the State or federal standards:

1. The Petition shall clearly state its purpose and the reasons for its being solicited.
 2. The Petition shall set forth all information required by the specific Policy and Procedure, Bylaw, or statute.
 3. The Petition shall be dated and shall identify on it the Shareholder or group who is soliciting it. Where it is solicited by a group, the names of the members of the Shareholder group shall be set out in it.
 4. Beside each signature, the individual's name, the number of voting shares of NOK stock owned by the individual, his/her address and Shareholder number and the date the individual executed it, shall be printed.
 5. Only the signatures of those individuals who are holders of voting NOK stock as of the date of their execution of the Petition shall be counted.
 6. Each page of a Petition upon which signatures appear shall set out the information listed in items 1, 2, and 3 immediately above.
- b. Any solicitation of a Petition or written request made pursuant to the provisions of these Policies and Procedures or for the purpose of holding a meeting of Shareholders for which proxies will be solicited shall be made in compliance with the standards prohibiting the use of false and misleading statements as set out in 3 AAC 08.315 of the Alaska Administrative Code, or any successor provision thereto.
- c. If a quorum is present, the affirmative vote of a majority of shares represented at the Annual Meeting or Special Shareholder Meeting shall be the Shareholders' act on a resolution, except where a greater vote is required by law or Board action. If any matter to be voted upon was not on the Notice of Meeting and had not been submitted in accordance with these Policies and Procedures, then the vote shall be advisory only.

Section 15. Amendments and Changes to the Election Policies and Procedures

These Policies and Procedures may be amended at any time and may be discontinued or replaced at any time by NOK's Board of Directors. NOK's management is authorized to make such

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administrative and technical changes or additions as may become necessary or proper. “Administrative and technical changes or additions” means name or title changes, conforming changes to implement actions approved by the Board of Directors, or other similar nonmaterial changes or additions.

**EXHIBIT A
SAMPLE BALLOT**

Natives of Kodiak, Inc.
Annual Meeting of Shareholders

Ballot # 0

SHAREHOLDER BALLOT

BOARD CANDIDATES

Board Recommended	Votes
NAME 1	
NAME 2	
NAME 3	

Independent Candidates	Votes

Total Votes Available	TBD
-----------------------	-----

Shareholder ID	Director Votes	0
Shareholder Name	Shares	0

Signature _____

** Ballot Must Be Signed To Be Counted **

EXHIBIT B
SAMPLE CANDIDATE DISCLOSURE FORM

Are you a Shareholder of Natives of Kodiak, Inc. (“NOK”):

(i) at least 18 years of age, (ii) holding at least one share of NOK voting stock, (iii) willing to submit to a drug test, (iv) willing to sign a Director Service Agreement, agreeing to abide by the Corporation’s Board policies and procedures, including, without limitation, the Board Conduct Ethics policy, (v) agreeing to keep all confidential and proprietary information of NOK and its subsidiaries and affiliates confidential, and (vi) acknowledging Directors may not serve as employees for NOK, its Trusts or affiliates? Yes No

I. Personal Information

<i>Full Name (as it appears in NOK’s records)</i>	<i>Date of Birth</i>	<i>Current Age</i>
<i>Mailing Address</i>	<i>Home Phone</i>	<i>Cell Phone</i>
<i>Residence Address (if different from mailing address)</i>	<i>Fax</i>	
<i>City</i>	<i>State</i>	<i>Zip</i>
	<i>Email</i>	

II. Positions & Offices

Please list all positions and offices (i) presently, and all (ii) ever previously held with NOK and its subsidiaries, if any.

III. Family Relationships

Please list the name and nature of any family relationship you have with any Director, nominee or executive officer of NOK and its subsidiaries, if any. For the purposes of this packet, and in accordance with Alaska Division of Banking & Securities requirements, “family members” are defined as your spouse, parents, children, and siblings (by blood or adoption). Listing of first cousins is optional.

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IV. Business Experience

Beginning with your present job, please list your business experience during the past **5 years**, including (i) principal employment or occupation, and (ii) employer.

Name of Employer	Dates of Employment	Type of Work or Position

Identify any additional business experience, training or awards you have received during the past **5 years**:

Do you currently serve, or during the past **5 years** have you served, as a Director of any corporation, other than NOK or its subsidiaries, including any non-profit, or any other organization? Yes No

If yes, list the name of the organization, the address, your title for that organization, and the dates served:

Name of Organization	Title	Dates Served

Education History: Beginning with high school, please list all relevant education, including vocational or trade schools, colleges, or universities attended:

Name and Location	Attendance Dates	Major(s)	Certificate or Degree	Year of Degree

V. Legal/Criminal Disclosures

Please describe all of the following events which occurred during the past **10 years**, if applicable, giving dates and specific descriptions for these events, including any court name and case name and number:

- a. Voluntary or involuntary petition under any bankruptcy or insolvency laws.
- b. Appointment of a receiver.
- c. Any pending criminal proceedings, except traffic violations or other minor offenses.
- d. Conviction, or plea of nolo contendere, in a criminal proceeding, except traffic violations or other minor offenses.
- e. The entry of any final judgment, order, or decree, not subsequently reversed or vacated, that you engaged in unethical or illegal business practices, violated fiduciary duties, or violated securities laws.
- f. If you been party to any legal proceedings in which you, or anyone who will solicit proxies on your behalf, had an interest adverse to NOK or its subsidiaries?

VI. Financial Transactions

Please describe any financial transactions since the beginning of NOK’s last fiscal year and presently proposed financial transactions by NOK or its subsidiaries corporation with any entity, if:

- a. The transaction or proposed transactions in the aggregate exceeded or will exceed \$20,000, and
- b. You or a member of your family is employed by, is an officer of, director of, or owns, directly or indirectly, an interest in the other entity (other than NOK or its subsidiaries).

Name	Relationship	Nature of Interest / Amount of Transaction / Date

VII. Other Conflicts of Interest

Please describe any other financial, business, professional, or personal relationship or interest that would result or would appear to a reasonable person to result in an actual or a potential conflict of interest for the candidate if the candidate were to be elected to serve as a member of the Board of Directors of Natives of Kodiak, Inc., and serve as trustee of the NOK Shareholder Permanent Fund Trust and the NOK Benefits Trust.

VIII. Proxy Solicitation

Describe all methods you will use to solicit proxies other than by mail, including, e.g. telephone, in person, handouts, mail outs, advertisements, radio interviews, op-ed newspaper articles, Internet, Facebook or other social media platforms, etc. Note: All proxy solicitations, including those posted on the Internet, in paper or an electronic format, must be concurrently filed with the State of Alaska, Administrator, Division of Banking and Securities, must be preceded by a filed, detailed proxy statement, and must not include false or misleading statements, or any omissions

of material facts necessary in order to make a statement not false or misleading. (Use additional sheets if needed.)

- a. State the total amount spent and that you expect to spend on the solicitation of proxies:

- b. State who will bear the cost of soliciting your proxies. If you and those soliciting proxies on your behalf will spend more than an aggregate total of \$500 on the effort, state how much each person has contributed, or has agreed to contribute, to the cost of your proxy solicitation:

- IX. Nominee Statement** Explain why Shareholders should cast their votes for you, such as what you hope to achieve as a Director. Do not exceed 500 words; please attach additional, signed document if preferred. Please note: NOK may add mandatory disclosures to its proxy statement pursuant to the state of Alaska ANCSA proxy regulations.

- X. Photograph:** Please attach or upload a recent electronic photograph for the proxy statement.

(Mandatory) I hereby certify that the above information is complete, true, and correct to the best of my knowledge.

Nominee's Signature

Date

Printed Name

(Mandatory) I have completed and signed NOK's (attached) consent form for the criminal background history check, as part of the Nominee Agreement: Yes No

EXHIBIT C
EXAMPLE CANDIDATE WITHDRAWAL FORM

To: NOK's Vice President:

In accordance with 3 AAC 08.335(f)(3), I am providing the following explanation for why I am hereby withdrawing my nomination for Director of NOK:

a. The reason I cannot serve is as follows:

b. The reason or cause for which I will not serve is as follows:

Candidate's Signature

Printed Name

Date

Dept. of Commerce, Community, and Economic Development
Division of Banking and Securities
550 W. 7th Avenue, Suite 1850
Anchorage, Alaska 99501

Natives of Kodiak, Inc.
Vice President
2625 Mill Bay Road
Kodiak, Alaska 99615

EXHIBIT E
SAMPLE BOARD OF DIRECTORS NOMINEE AGREEMENT

This Nominee Agreement is executed by _____
(printed name of nominee)

I am a voting Shareholder of Natives of Kodiak, Inc. (“NOK”), I am 18 years of age or older, and I am a candidate for a seat as a director on the Board of Directors (“Director(s)”) of NOK. I understand and acknowledge that Directors of NOK also serve as Trustees of the Natives of Kodiak Shareholder Permanent Fund Trust and as Trustees of the NOK Benefits Trust. I wish to have my name included on NOK’s Proxy Materials to be included in NOK’s mailings to Shareholders before the Annual Meeting of Shareholders to be held on September 19, 2026. The election of Directors includes a total of three (3) vacant seats for three-year terms each.

In consideration for NOK including my name on its proxy; printing and mailing my proxy solicitation materials and including my biographical information, disclosures, photograph, and nominee’s statement in its election pamphlet and Corporate Proxy Materials; and the possible publication of certain information within the Shareholder Newsletter, I hereby agree to the following:

1. I will comply with all state of Alaska (“State”) Statutes and Regulations governing proxy solicitation and in particular 3 AAC 08.305–365.
2. I will comply with NOK’s Bylaws and Election Policies and Procedures as amended or otherwise revised (copies of both of which I have had the opportunity to receive, read, and understand), and in particular those sections concerning proxy solicitation and elections, including making concurrent filings with the State Department of Commerce, Community, and Economic Development, Division of Banking and Securities, of all proxy solicitations that I make.
3. I will comply with NOK’s Board Drug Testing Policy (copy of which I have received, read, and understand).
4. I understand that if I fail in any material respect to comply with applicable law or NOK’s election-related Bylaws, Election Policies and Procedures, or Board Drug Testing Policy during the course of my campaign, NOK or the State may seek to invalidate any proxies or Ballots voted for me in accordance with such requirements, except for quorum purposes.
5. With the understanding that I may solicit votes for myself in NOK’s proxy materials, I shall not include or permit my name to be included on any proxy for any other nominee or slate of nominees. I will use my best efforts to cooperate with NOK to have my name removed from any other proxy which includes my name, including sending letters to Shareholders and authorizing appropriate communications and instructions to be sent to the State Department of Commerce, Community, and Economic Development, Division of Banking and Securities.

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6. I acknowledge that I have been provided with copies of, or links to the following, all of which I have read and understand:
 - a. State Regulations on proxy solicitation (03 AAC 08.305–365); and
 - b. Natives of Kodiak, Inc.’s Director Service Agreement, Election Policies and Procedures, Checklist for Candidates, Board Drug Testing Policy, Candidate Disclosure Form, and Nominee Agreement.
7. I hereby give my permission for NOK to obtain information relating to my criminal and civil history record and to include such information in NOK’s proxy statement, as required by the State’s proxy regulations (03 AAC 08.305–365). I understand that:
 - a. The criminal history record, as received from the reporting agencies, may include arrest and conviction data as well as plea bargains and deferred adjudication;
 - b. This background check may include an extensive criminal and civil legal search, including credit history;
 - c. As long as I remain a member of the NOK’s Board of Directors, the criminal and civil history record check may be repeated at any time;
 - d. I will have an opportunity to review the criminal and civil history and that a procedure is available for clarification, but that NOK must disclose such information to NOK’s Shareholders in NOK’s annual proxy statement, as required by the State’s proxy regulations; and
 - e. A background check is required, and I further certify that I am not awaiting trial on a pending criminal matter, except as disclosed above in Section V of the Candidate Disclosure Form.
8. I acknowledge that no employee of NOK, the Trusts, or their subsidiaries may be a member of the Board of Directors.
9. I acknowledge that I have read and understand the qualifications required of a Board Member. I meet the qualifications as stated.
10. I acknowledge that execution of a Director Service Agreement is required in order to be seated as a Director.

(signature page follows)

Dated: _____, 202_

(Nominee's signature)

Please Print Name (Last, First, Middle)

List All Names Used (Last, First, and Maiden)

Date of Birth

Driver's License Number State Issued

Current Residence Address (Street/City/State/Zip)

Social Security Number

ACKNOWLEDGED and ACCEPTED by NOK

Dated: _____, 202_

By: _____

Name: _____

Its: _____

EXHIBIT F
SAMPLE NOTICE OF ANNUAL MEETING

Notice of Natives of Kodiak, Inc.
52nd Annual Meeting of Shareholders
& Proxy Statement

Dear Shareholder:

The 52nd Annual Meeting of Shareholders of Natives of Kodiak, Inc. (the “Corporation” or “NOK”) will be called to order at the KANA Marketplace, 111 W. Rezanof Drive, in Kodiak, Alaska, on Saturday, September 19, 2026, at approximately 9:30 a.m. Alaska Daylight Time (AKDT) for the following purposes:

1. To elect three (3) Shareholders to the NOK Board of Directors in a regular election of Directors, to serve three-year terms, which will expire in 2029 when their successors have been elected and qualified.
2. To hear a report about the Corporation’s operations during 2025.
3. To transact such other business as may properly come before the meeting or any adjournment or adjournments thereof.

Registration for Shareholders will be held at the KANA Marketplace, 111 W. Rezanof Drive, in Kodiak, Alaska, between the hours of 8:30 a.m. to 9:30 a.m. AKDT. All Shareholders must register in order to vote at the meeting. The Board of Directors has set July 10, 2026, as the date to close the stock transfer books, for the determination of Shareholders entitled to notice of, and to vote at, the meeting or at any adjournment thereof.

The enclosed and online proxies permit you to vote without attending the Annual Meeting. Pursuant to Section 7 of Article II of NOK’s Bylaws and NOK’s Election Policies and Procedures, in order for your online or paper proxy to be voted for the elections at the Annual Meeting of Shareholders, such proxy must be **received** by the Inspector of Elections, Sramek-Hightower CPAs, Natives of Kodiak, Inc., P.O. Box 240569, Anchorage, Alaska 99524-9968, on or before 5:00 p.m. AKDT, on September 16, 2026. Proxies received after the 5:00 p.m. AKDT, September 16, 2026, deadline and prior to the declaration of a quorum at the September 19, 2026, Annual Meeting of Shareholders will not be used for any purpose unless the meeting is adjourned for lack of a quorum. If this occurs, then such proxies will be used for all purposes at the reconvened meeting. If you attend the meeting in person, you may revoke your proxy at any time prior to the close of registration and may vote your stock in person. We hope you will be able to join us, and we thank you for taking time to cast your vote. Please watch for additional information on how to view the meeting’s live cast in the weeks ahead.

By Order of the Board of Directors, effective as of July __, 2026.
Teresa Mahle, Secretary

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**EXHIBIT G
SAMPLE PROXY FORM**

Natives of Kodiak, Inc.

**Annual Shareholders Meeting
Solicited on Behalf of the Board of Directors**

I hereby revoke all prior proxies and appoint _____, or any of them acting in the absence of the others with full power of substitution, to be my proxies at the Annual Meeting of the Shareholders of Natives of Kodiak, Inc., to be held on September __, 202__, at _____ a.m. at Kodiak, Alaska, or at any adjournment of that meeting, and to vote for me all the shares of Natives of Kodiak, Inc., which I could vote if I were personally present at the meeting, including stock that I hold in my own name and stock that I hold as parent/guardian/custodian for another. I direct my proxies to vote my shares as follows:

BOARD RECOMMENDED		INDEPENDENT CANDIDATES	
TBD	[] votes	TBD	[] votes
TBD	[] votes	_____	[] votes
TBD	[] votes	_____	[] votes

INSTRUCTIONS: Three Shareholders will be elected for three-year terms that will expire in 20__ . The three candidates with the highest overall number of votes, as determined by the Inspector, will be elected. After you select which of the candidates you want to vote for, you must state how many of your votes you wish to give to each candidate. You have three times as many votes as you have voting shares. The number of your eligible votes are indicated on the label affixed below. You may give all your votes to one candidate, or you may distribute your votes among as many candidates as you desire. You may draw a line through the candidates' names on the proxy card for whom you DO NOT want to vote. For the remaining candidates, place the number of votes you want to give each candidate in the box next to his/her name. If you do not wish to vote for anyone for Director in the regular election, then cross out all candidates' names. If you cross out all candidates' names, your proxy will not be voted for the regular election of Directors. However, your proxy will be counted for quorum purposes and proxy prize eligibility. If you fail to cross out any names and do not state how many votes should be cast for each candidate, the proxyholders will distribute your votes equally between the candidate(s) recommended by the Board of Directors. If a candidate nominated by the Board of Directors is unable to serve, or for good cause will not serve, the Board of Directors may substitute another candidate, and the proxyholders will have discretionary authority to vote for the substitute candidate on the same basis as they could for the replaced candidate.

OTHER BUSINESS: I hereby direct the above-named proxyholders to use their discretion to vote all my shares on any other matters that may properly come before the meeting.

IMPORTANT: Please sign exactly as your name appears on the label. For instance, if your name appears as "John H. Jones, Sr.," please sign "John H. Jones, Sr.," If your name has changed,

provide documentation of the change. Date the proxy with the date you sign it. This proxy card must be signed for your votes to be valid and for eligibility in proxy prize drawings.

Signature of Shareholder or Parent/Guardian/Custodian

(Please print name)

Dated this _____ day of _____, 202_

EXHIBIT H
SAMPLE TIMETABLE FOR PREPARATION FOR ANNUAL MEETING

<u>Time Before Annual Meeting</u>	<u>Description of Activity</u>
11 months	Earliest date for which proxies can be signed and still be valid at Annual Meeting (AS 10.06.418(b))
8 weeks ahead of deadline	Board gives notice to Shareholders of candidate solicitation for the Board (4/3/26)
75 days	Last date for notice to seek removal of a Director and have notice included in the Notice of Annual Meeting (AS 10.06.460(a)(1)(A)). (7/6/26)
(20 days before publication or distribution of the Proxy Statement)	Last date to give notice to principal accountant if any disagreements with the audit are to be identified in the Corporate Proxy Materials (3 AAC 08.345(b)(5)(E)).
(Within 10 days of receipt of Corporation's description)	Last date for statement from principal accountant to respond to disagreement with audit, to be included in the Corporate Proxy Materials (3 AAC 08.345(b)(5)(E)).
70 days	Earliest date for Stock Transfer Book Closing Date (AS 10.06.408(a)). (7/10/26)
60 days	Earliest date for Record Date (if applicable), and for the statutory notice of Annual Meeting and proxy materials (AS 10.06.408(b); AS 10.06.410(a)). (7/21/26)
50 days	Not later than 180 days after close of fiscal year. Last date for furnishing Annual Report to Shareholders if prior Corporate Proxy Materials were promised to mail by this date and Annual Report was not available when proxy solicitation was made (AS 10.06.433 and 3 AAC 08.345(a)(3)). (7/31/26)
20 days	<ul style="list-style-type: none"> a. Last date for statutory notice of Annual Meeting (AS 10.06.410). b. Shareholder voting list must be made available at NOK's offices (AS 10.06.413). c. Last date for Stock Transfer Book Closing Date or Record Date (AS 10.06.408(a) or (b)). d. If transfer book is to be closed, it must remain closed until after Annual Meeting (AS 10.06.408(a)). e. Last date for a Shareholder to give notice to other Shareholders of intent to seek removal of a Director (at the noticing Shareholder's expense and without inclusion in the Notice of Annual Meeting) (AS 10.06.460(a)(1)(B)). (8/30/26)

**EXHIBIT I
OATH OF INSPECTOR OF ELECTIONS**

I, _____, accept the office of Inspector of elections for Natives of Kodiak, Incorporated, to which I was appointed at the Board's sole discretion on _____ (date).

I solemnly swear that I will well and faithfully perform the duties incumbent upon an Inspector of Elections to the best of my skill and ability, with fairness and impartiality, for, and limited to, such a period of time as necessary to oversee the 2026 Board elections. I confirm that I am not a Director, officer, employee, or Shareholder of Natives of Kodiak, Incorporated.

DATED: _____, 2026

INSPECTOR

[INSPECTOR NAME]
Inspector of Elections

ACKNOWLEDGMENT BY NATIVES OF KODIAK, INCORPORATED

I hereby acknowledge and accept the Oath of Election Inspector on behalf of Natives of Kodiak, Incorporated.

DATED: _____, 2026

NATIVES OF KODIAK, INCORPORATED

Teresa Mahle, Secretary

EXHIBIT J
OATH OF DIRECTORS

I, _____, accept the office of Director for Natives of Kodiak, Incorporated, to which I was elected at the NOK Shareholders' Annual Meeting on _____. I solemnly swear that I will well and faithfully perform the duties incumbent upon a Director to the best of my skill and ability, with honesty, fairness, and impartiality, always keeping in mind a fiduciary relationship to NOK, and the best interests of its Shareholders, as a group. I will comply with State and Federal laws, NOK's policies, including its Code of Conduct and Conflict of Interest rules, such laws and policies may now exist or be amended during my service as a Director.

DATED: _____, 2026

DIRECTOR

[DIRECTOR NAME]

Please Note: The Director Service Agreement is for informational purposes only and at this time should not be completed by board candidates. Only directors elected to the NOK Board of Directors are required to complete this form.



Natives Of Kodiak

Director Service Agreement

This Director Service Agreement (“Agreement”) is made between Natives of Kodiak, Inc. (“NOK”) and _____ (“Director”). This Agreement is intended to provide Directors with a concise statement of their basic legal obligations to NOK and its shareholders and to provide a means for NOK to address situations where a Director does not conform to the standards explained in the Agreement.

I. Agreement to Serve As Director

1. **Acceptance of Directorship:** By executing this Agreement, the undersigned Director:
 - a. Accepts his or her appointment/election and agrees to serve on the NOK Board of Directors (“Board of Directors” or “Board”) in accordance with the terms and conditions of this Agreement and in accordance with the terms of NOK’s Board Policy and Procedures Manual, which may be updated from time to time;
 - b. Agrees to conduct the business of NOK in accordance with applicable law, the NOK Articles of Incorporation, the NOK Bylaws, the NOK Board of Directors Policy and Procedures Manual, the NOK Election Policy and Procedures, and other corporate governance policies that may be adopted by the Board from time to time; and
 - c. Agrees to comply with any lawfully adopted Board or Shareholder resolutions.
2. **Consideration:** In exchange for their service in accordance with the terms and conditions of this Agreement, NOK shall pay Directors a monthly stipend of \$2,375.00 and provide such other benefits and privileges as may be made available to NOK Directors which may include Board and Committee meeting fees. This stipend may be adjusted from time to time by Board action.
3. **Orientation:** The NOK Board Chair is available to assist Directors in understanding the terms and conditions of this Agreement. By initialing after each Section, the undersigned Director acknowledges that he or she has had the opportunity to read and understand this Agreement and the NOK Board Policy and Procedures Manual.
4. **Compliance Counsel:** If, at any time during the undersigned Director’s service, the Director should have a question or concern regarding his or her obligations under this Agreement or the NOK Board Policy and Procedures Manual, the Director should contact the Chair of the Board. If

Please Note: The Director Service Agreement is for informational purposes only and at this time should not be completed by board candidates. Only directors elected to the NOK Board of Directors are required to complete this form.

the Chair is unable to immediately resolve the issue, NOK will provide appropriate legal counsel to ensure the Director understands his or her obligations with regard to the issue.

II. Conduct At Board Meetings

1. **Board Meetings:** The NOK Board of Directors Policy and Procedures manual, as may be amended from time to time, outlines the general procedures followed for meetings of the Board of Directors and any of its committees. In order for meetings to be productive, Directors should:
 - a. Comply with applicable procedural rules and directions, as well as procedural decisions by the Chair.
 - b. Not be disruptive and be courteous and respectful of opinions expressed and questions asked by other Directors, management, and staff.
 - c. Be e-courteous during meetings. Please put cell phones on mute and step out of the meeting if you must take a phone call.
 - d. Not disclose to other individuals the discussions and statements made during meetings of the Board of Directors or distribute to others information or documents provided to the Board. Directors can, however, discuss generally with Shareholders matters being considered by the Board, unless such matters were discussed in Executive Session. However, at all times, Directors must keep all Confidential information confidential, as defined and described in Section 4 below.
 - e. Not criticize decisions of the Board. Directors may vote against a motion, have their dissent recorded in the minutes, and may inform Shareholders how they voted. Directors may seek to have the Board reconsider a motion. However, once the Board makes a decision, Directors must not disparage that decision or the Directors voting in favor of that decision, or otherwise act in a way that undermines the Board's decision.
 - f. Not record, nor use an electronic note taker, a meeting or discussion with another Director, management, or staff without the prior written consent of the Board or the Chair.

By initialing, the undersigned Director represents that he or she has read, understands, and shall adhere to the Section titled **Conduct At Board Meetings:**

_____ **(Initials)**

III. General Conduct

1. **Code of Conduct:** The NOK Board of Directors has adopted a Code of Conduct for Directors (“Code”). That Code is incorporated into this Agreement and within NOK’s Board Policy and Procedures Manual and key provisions are restated below. The Code is intended to focus the Board of Directors and each Director on standards of legal, ethical, and proper behavior that each Director is expected to uphold. It does not address every situation that may be encountered and is not a substitute for good judgment and common sense. Each Director must comply with the letter and spirit of the Code, as well as the Alaska Corporations Code, NOK's Bylaws, and other policies or procedures NOK may adopt.

By initialing, the undersigned Director represents that he or she has read and understands, and shall adhere to the Section titled **Code of Conduct:**

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- _____ (Initials)
2. **Fiduciary Duties:** The Directors represent the interests of all the Shareholders, as the owners of NOK, in protecting and optimizing NOK's long-term value by overseeing NOK's management. The Directors' responsibilities include a duty of care and a duty of loyalty.
- a. **Duty of Care:** A Director's *duty of care* requires Directors to exercise appropriate diligence in overseeing the management of NOK, making decisions, and taking other actions. In meeting the duty of care, Directors shall:
- i. Attend and participate in Board and committee meetings, and Board training sessions. Should a Director or committee member have two or more unexcused absences, he or she will be removed from the respective Board committee or subsidiary Board. Should a Director have two or more unexcused absences from meetings of the Board of Directors, the Board will take action to discipline the Director.
 - ii. Keep informed about NOK's business and affairs. Directors should review and devote appropriate time in studying Board materials and request additional information, if necessary, prior to meetings.
 - iii. Rely on others. Directors may rely on Board committees, management, employees, and professional advisors, unless Directors have knowledge that makes such reliance unwarranted. If expert advice is needed or appropriate, it should be requested before a vote is taken.
 - iv. Make inquiries. Directors should ask about potential problems that come to their attention and follow up until they are reasonably satisfied that management is addressing them appropriately.
 - v. Make decisions on the best information available, and not be swayed by emotion or personal interest. If additional information is needed to consider a matter, it should be requested before a vote is taken.
 - vi. If a Director needs special training or resources to carry out their duty of care, the Director should request it.
- b. **Duty of Loyalty:** A Director's *duty of loyalty* requires Directors to act in good faith and in NOK's best interests, not the personal interests of the Director, another Director, a family member, or any other person or organization. Directors shall not use their positions for personal financial gain, for themselves or immediate family members.

By initialing, the undersigned Director represents that he or she has read and understands, and shall adhere to the Section titled **Fiduciary Duties:**

- _____ (Initials)
3. **Conflict of Interest:** Directors must avoid any conflict of interest between the Director and NOK, or its subsidiaries or affiliated companies (collectively referred to as "Subsidiaries"). A conflict of interest can occur when a Director's personal financial interest is, or may appear to be, adverse to the interests of NOK or its Subsidiaries. Conflicts of interest also arise when a Director, or a member of his or her immediate family, receives material financial benefits as a result of his or her position as a Director of

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NOK. Because every Director also is a Shareholder of NOK, simply being a Shareholder and receiving benefits as a Shareholder that are the same as benefits received by or available to all other Shareholders does not conflict with a Director's responsibilities.

- a. **Competition:** Directors shall not accept employment with, serve as a consultant or independent contractor to, or be an owner or director of any for-profit business engaged in competition against NOK or its Subsidiaries without the prior written approval of the NOK Board of Directors, which such approval shall not be unreasonably withheld.
- b. **Personal Benefits:** Whenever a Director or a member of the Director's immediate family, directly or indirectly, has a financial or personal interest in a contract or transaction to which NOK or a Subsidiary is a party, or is contemplating entering into a transaction that involves competition against NOK or a Subsidiary, a Director shall:
 - i. Promptly disclose in writing the interest to the Board of Directors;
 - ii. Describe in writing all material facts concerning the matter known to the Director;
 - iii. Refrain from entering into the transaction or engaging in the conduct prior to obtaining approval of, and except as authorized by, the Board;
 - iv. Refrain from voting on approval of the matter;
 - v. Not participate in or be present for discussion of the matter by the Board, if requested by the Chair or by the Board; and
 - vi. Not be entitled to receive or obtain corporate information related to the matter, to the extent determined by the Chair or by the Board.
- c. **Corporate Opportunities:** Directors are prohibited from taking for themselves personally opportunities related to the business of NOK or its Subsidiaries or competing with NOK or its Subsidiaries for business opportunities. If the disinterested Directors determine that NOK or its Subsidiaries will not pursue an opportunity that relates to NOK's business, a Director may do so.

By initialing, the undersigned Director represents that he or she has read and understands, and shall adhere to the Section titled **Conflicts of Interest**:

_____ **(Initials)**

- 4. **Confidentiality:** In carrying out their responsibilities to NOK, Directors often receive confidential or proprietary information about NOK and its Subsidiaries or other persons who have business with NOK or its Subsidiaries. Each Director, while serving as a Director and after leaving the Board, must maintain the confidentiality of information he or she receives as a result of service as a Director, unless such disclosure is authorized by NOK or required by law. "Confidential information" includes all non-public information relating to NOK or its Subsidiaries obtained by a Director by reason of his or her position as a Director. This includes non-public information about: NOK's or its Subsidiaries' financial condition, business opportunities under consideration by NOK or its Subsidiaries; possible transactions with other companies; or information about NOK's or its Subsidiaries' customers, suppliers, or joint venture partners that NOK or its Subsidiaries may be under an obligation to maintain

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as confidential; and discussions and deliberations relating to business issues and decisions between and among Directors, management, and staff.

- a. During Service as Director: The undersigned Director agrees that during the entire term of his or her service with NOK, any information, data, figures, sales figures, projections, estimates, customer lists, tax records, personnel history, accounting procedures, promotions, and the like, shall be considered and kept as the private and privileged records of NOK or its Subsidiaries and shall not be divulged to any person, firm, corporation, or other entity, except on the valid prior written authority of NOK.
- b. After Concluding Service as Director: Further, upon the Director’s termination of employment or service on behalf of NOK, the undersigned Director agrees that he or she shall continue to treat as private and privileged any information, data, figures, projects, estimates, customer lists, tax records, personnel information and history, accounting procedures, and the like, and will not release any such information to any person, firm, corporation, or other entity, either by statement, deposition, or as a witness, except upon the valid prior written authority of NOK, and NOK shall be entitled to an injunction by an competent court to enjoin and restrain the unauthorized disclosure of such information.

By initialing, the undersigned Director represents that he or she has read and understands, and shall adhere to the Section titled **Confidentiality**:

_____ **(Initials)**

- 5. **Information Technology**: The undersigned Director understands and agrees that any computer hardware (e.g., laptop, iPads), accessories, or software provided (collectively the “IT Technology”) to him or her by NOK is the sole property of NOK and is for NOK use only. Should the IT Technology be damaged in any way outside of normal use, the Director shall bear full financial responsibility therefore. (Outside of normal use includes improper packing during travel; leaving a NOK device in plain sight in an unattended vehicle; failure to provide the proper installation environment; peripherals or unauthorized attachments; service by an unauthorized service center; or any other type of abuse, misuse, negligence, or neglect.) Furthermore, the IT technology is for the undersigned Director’s use while he or she is a Director on the NOK Board of Directors; passwords and IT Technology must not be shared with Directors’ family members. Should the Director no longer be on the Board, all IT Technology shall be promptly returned to NOK.

By initialing, the undersigned Director represents that he or she has read and understands, and shall adhere to the Section titled **Information Technology**:

_____ **(Initials)**

- 6. **Candor and Response to Inquiries**: The undersigned Director understands that a component of his or her fiduciary duty to NOK is the duty of candor. Accordingly, the Director agrees to notify NOK of any fact or circumstance that the Director is aware of that may have an impact on whether or how NOK pursues an approved initiative. Furthermore, from time to time, NOK may make inquiries of the Director regarding matters that have an impact on the wellbeing of NOK or its Subsidiaries. In such situations, the Director agrees to make himself or herself available to respond to reasonable inquiries from NOK.

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By initialing, the undersigned Director represents that they have he or she has read and understands, and shall adhere to the Section titled **Candor and Responses to Inquiries:**

_____ **(Initials)**

IV. Disclosure

1. **Employment:** I declare that I am currently employed as follows:

Employer Name: _____

Employer Address: _____

Position Title: _____

Description of Duties: _____

_____ **(Initials)**

2. **Board Service:** I declare that I serve as a member of the board of directors or as an officer of the following organizations:

_____ **(Initials)**

3. **Competitive Enterprises:** I declare that I am not a director, officer, exempt employee, partner, or owner of more than ten percent (10%) of the equity interest in any company or business, of which more than ten percent (10%) of the revenues are derived from business activities that are in direct competition with any business or activity of NOK or its Subsidiaries.

_____ **(Initials)**

4. **Federal Contracting Disbarment:** I declare that I am not presently debarred, suspended, proposed for disbarment, declared ineligible, or voluntarily excluded from the award of a contracts by any Federal department or agency.

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_____ (Initials)

5. **Fraudulent and Anti-Competitive Conduct:** I declare that I have not, within a ten-year period preceding this certification, been convicted of or had a civil judgment rendered against me for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; nor have I been convicted of violation of federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.

_____ (Initials)

6. **Criminal Sanctions:** I declare that I am not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated above.

_____ (Initials)

7. **Income Tax Liens:** I declare that I have filed or made arrangements to file, all required federal income tax returns as of today's date and that I have not, within a three-year period preceding this certification, been notified of any assessed Federal taxes that I have failed to pay and for which the liability remains unsatisfied.

_____ (Initials)

8. **Obligation to Update Disclosures:** I agree to update this Agreement and Disclosure as necessary to keep current and accurate the information, declarations, and disclosures set forth above.

_____ (Initials)

V. Notices to Director

1. **Meeting Notices:** The undersigned Director agrees to regularly check his or her NOK provided email account for meeting notices and other important information required for service as a Director. By executing this Agreement, the undersigned Director consents to receiving meeting notices via his or her NOK provided email account.

2. **Director's Contact Information:**

Day Time Phone #: _____ Home Phone #: _____

Cell Phone #: _____

Mailing Address (City, State, Zip Code): _____

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_____ (Initials)

**VI. Prohibition Against Harassment and Discrimination
(Sexual and Other Forms)**

NOK strives to maintain an environment that is free from all types of harassment and unlawful discrimination. A Director shall not in the performance of his or her responsibilities, engage in harassment and unlawful discrimination of any sort against any person on the basis of race, sex, color, national origin, religion, disability, age, marital status, veteran status, equal pay/compensation, pregnancy, sexual orientation, gender identification, transgender status, genetic information, or any other protected class under federal, state and local laws. Sexual harassment is specifically prohibited. This policy applies at the workplace and at events and meetings that Directors attend on NOK's or its Subsidiaries' behalf.

By initialing, the undersigned Director represents that he or she has read, understands, and shall adhere to the Section titled **Prohibition Against Harassment and Discrimination**:

_____ (Initials)

VII. Prohibition Against Alcohol and Drugs

A Director may not possess, sell, transfer, purchase, or be under the influence of intoxicating liquor, illegal drugs, mind altering prescribed drugs or other intoxicants at any time on NOK premises or while on NOK business. The illegal use of any drug, narcotic, or controlled substance is prohibited.

By initialing, the undersigned Director represents that he or she has read, understands, and shall adhere to the Section titled **Prohibition Against Alcohol and Drugs**: _____ (Initials)

VIII. Code Violations; NOK Remedies

If a Director violates this Agreement or the Code, the Board in accordance with the Code of Conduct for Directors may take whatever action it deems appropriate to enforce this Agreement or the Code. This may include, among other things, any one or more of the below actions:

- Removal from Board-appointed offices, if an officer;
- Removal from positions with committees or Subsidiaries;
- The Chair or the Board may publicly or privately request that the Director cease the behavior leading to the violation;
- Issuance of a private or public reprimand to the Director, expressing disapproval of the Director's conduct. Public reprimand means that the reprimand is made part of the meeting minutes, placed in the Director's file (if any), and/or disclosed to the Shareholders, including, without limitation, as a report, in NOK's proxy materials, on NOK's website, or

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in other mail outs to Shareholders);

- Exclusion from receiving certain information or participating in certain decisions, including exclusion from Board seminars, training and travel;
- Suspension or reduction in compensation, per diems, and reimbursements paid to the Director as a director; and suspension of eligibility to be listed as a Board nominee in corporate proxy materials for a specified duration.
- The Board may censure the Director by expressing formal disapproval of the violation and the Director's conduct by resolution or motion. Public censure means that the censure is made part of the meeting minutes, placed in the Director's file (if any), and/or disclosed to the Shareholders, including, without limitation, in a report, in NOK's proxy materials, on NOK's website, or other Shareholder mail outs.
- The Board, by a vote of a majority of the disinterested Directors present at the meeting, may remove the Director from a Board meeting, executive session or committee meeting, whether or not the Director is a member of the committee, or preclude the Director's attendance at future meetings for a specified period of time. Such removal shall be treated as an unexcused absence.
- Informing the Shareholders of the Director's conduct and violation(s) at the next meeting of the Shareholders, or by internet, email, mail or other communication.
- To the extent permitted by law, loss of the right to NOK indemnification and insurance.
- If the violation involves a conflict of interest, the transaction may be voided by the Board, subject to the restrictions contained in AS 10.06.478.
- Reimbursement of all payment(s) to NOK of NOK's consultant(s), legal counsel, investigator fees and costs, and/or Board travel costs and expenses for any special meeting, if a Director complaint against another Director is voted by a majority of disinterested Directors to be frivolous, or have made in bad faith, constituting a breach of such Director's fiduciary duties to NOK.
- The Board may recommend to the Shareholders that the Director be removed from the Board of Directors.

In addition, the Board may (i) vote without counting the votes of interested Directors, requesting that the Director resign; and/or (ii) initiate legal action against a Director seeking a court order for damages, injunction or to remove from office and barring the Director from seeking reelection in accordance with AS § 10.06.463.

Director acknowledges that: (a) the services rendered and obligations assumed by Director are of a special, unique and extraordinary character; (b) it would be difficult or impossible to replace such services and obligations; (c) NOK and its Subsidiaries will be irreparably damaged if the provisions of this Agreement or Code are not specifically enforced; and (d) the award of monetary damages will not adequately protect the NOK and its Subsidiaries in the event of a breach of this Agreement by Director. As a result, the undersigned Director acknowledges that NOK, without any bond or

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other security being required and without the necessity of proving monetary damages, shall be entitled to a temporary and/or permanent injunction to be issued by a court of competent jurisdiction restraining Director from committing or continuing any violation of this Agreement, or any other appropriate decree of specific performance. Such remedies are cumulative, shall not be exclusive, and shall be in addition to any other remedy at law or in equity that NOK may have. In any action against the Director in which NOK is the substantially prevailing party, NOK shall be entitled to recover its full attorney and expert fees and costs.

[Signature Page Follows]

Acknowledgment of Agreement and Oath of Office

I, _____, accept the office of Director for Natives of Kodiak, Incorporated, to which I was elected at the NOK Shareholders’ Annual Meeting on _____. I solemnly swear that I will well and faithfully perform the duties incumbent upon a Director to the best of my skill and ability, with honesty, fairness, and impartiality, always keeping in mind a fiduciary relationship to NOK, and the best interests of its Shareholders, as a group. I will comply with State and Federal laws, NOK’s policies, including its Code of Conduct and Conflict of Interest rules, such laws and policies may now exist or be amended during my service as a Director. I acknowledge that I have read and understand the provisions of this Agreement, and agree to use my best efforts to comply with same. I promise to always act in the best interest of Natives of Kodiak, Inc.

DATED this ___ day of _____, 202_.

By: _____

Printed Name: _____