

2025

OSAGE LLC

Annual Report to the Osage People

The Economic Development
Arm of the Nation

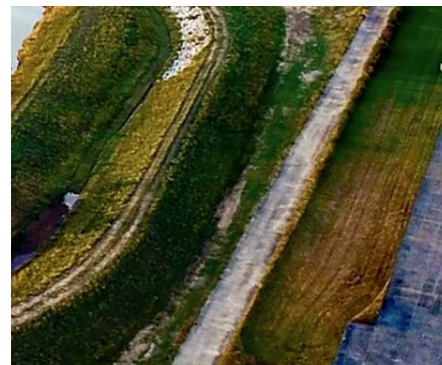
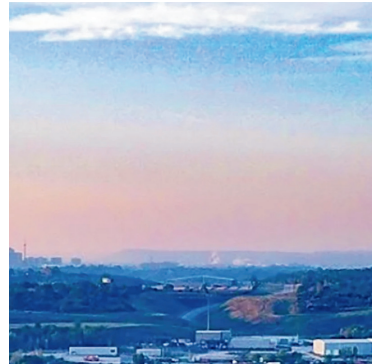


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Our Core Values

- INTEGRITY**
- TRANSPARENCY**
- STEWARDSHIP**
- TRUST**



Message from the CEO

In 2025, we marked an important year of progress for Osage LLC. We continued to strengthen our core businesses while making investments in cybersecurity and other systems to enable scalability for future economic development for the Osage Nation.

Across our business units, we worked to expand opportunities for Osage Nation members, grow revenue, and develop industries that position the Osage Nation for success in both traditional and emerging sectors. Our core businesses continue to drive this growth through federal environmental, natural/cultural resource contracts with ONES, to our cow and calf operation at the Osage Nation Ranch, and lastly the rapidly growing drone and uncrewed aerial systems at Skyway Range. Each of these teams is focused on projects that create lasting value for the Osage people.

This year also reflected our commitment to responsible stewardship. Our FY2025 audit resulted in a clean opinion for the second year in a row. We continued to strengthen our financial oversight and governance practices to ensure transparency and accountability in the management of Osage Nation assets. This commitment has enabled Osage LLC to make dividend contributions to the Osage Nation over the last four consecutive years.


None of this progress would be possible without the dedication of our employees, the guidance of our Board of Directors, and the support of the Osage Nation Executive Branch, Osage Congress, and Tribal members. Together, we are building enterprises designed not just for today, but for generations to come!

As we look ahead, Osage LLC will continue to expand strategic partnerships, invest in innovation, and grow tribally owned businesses that support economic sovereignty for the Osage Nation.

Thank you for your continued trust and support.

Russell Goff

Chief Executive Officer
Osage LLC

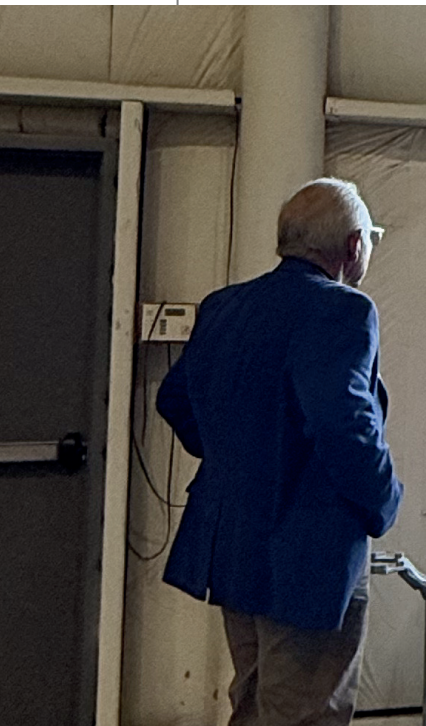


About Osage LLC

Osage LLC serves as the parent company for a growing portfolio of Osage Nation-owned businesses dedicated to strengthening the economic future of the Osage Nation. The company was formed under the Osage Nation Limited Liability Act on April 14, 2008.

Osage LLC's business units compete in industries such as aerospace and unmanned systems, government contracting, agriculture, environmental services, and broadband infrastructure. Through diversified operations across multiple industries, Osage LLC's ultimate purpose is to build sustainable enterprises that generate long-term value for the Osage Nation and its members by creating jobs and supporting important Tribal services.

Guided by a Board of Directors and executed by a dedicated group of skilled employees, Osage LLC operates with a commitment to transparency, accountability, and alignment with the Osage Nation's broader economic development priorities. Osage LLC's mission is to strategically develop and manage businesses that support the core values of self-governance and Tribal sovereignty.



**Job creation
and
workforce
development**

**Long-term
financial
sustainability**



**Responsible
stewardship of
Osage Nation
assets**

**Economic sovereignty
for the Osage Nation
and its people**

**A steady stream of
revenue for critical Osage
Nation services**

Governance

Strong governance and oversight are essential to ensuring that Osage LLC operates responsibly and in the best interests of the Osage Nation.

Osage LLC is guided by a Board of Directors composed of Osage Nation members who bring expertise in business, ranching, human resources, and strategic planning. The Board is appointed by the Principal Chief and confirmed by the Osage Nation Congress, providing oversight of the company's operations, financial performance, and helping to set long-term strategy while ensuring that Osage LLC's activities align with the Osage Nation's priorities.

Together, the Board and leadership team are committed to building strong enterprises that serve the Osage Nation today and for generations to come.



Osage LLC Board of Directors, left to right:

Joe Ben Mashunkashey (Treasurer), Rick Perrier (Board Member), Galen Crum (2025 Chairman),
Scott Johnson (2026 Chairman)

Leadership

Osage LLC is driven by the dedicated employees who bring expertise, commitment, and pride to their work each day. The executive leadership team brings decades of combined experience in government contracting, military service, land and asset management, infrastructure development, fee-to-trust acquisitions, community relations, and more.

One of Osage LLC's benchmarks of success is hiring Osages and creating economic opportunities for Tribal members across the reservation.

Osage LLC remains committed to supporting employee development, creating pathways for career advancement for Osage members, and building a workforce that reflects the values and strengths of the Osage people.



Chief Executive Officer
Russell Goff



Chief Operating Officer
Shanese Slaton



Chief Financial Officer
Brad Cochran



Skyway Range Executive Director
Randall Burke



Vice President of Operations
Berbon Hamilton



Skyway Range General Manager
Jason George



Asset Manager
Katie Yates Free



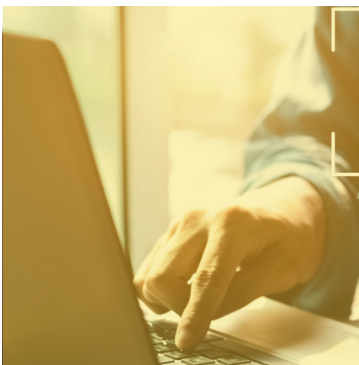
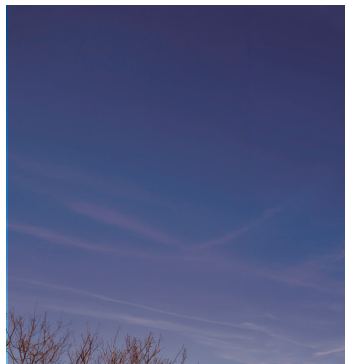
Vice President of ONES
Tiffany Reid



Ranch Manager
Mike Alexander

Our Business Units

-  Skyway Range
-  Osage Nation Ranch
-  Osage Nation Environmental Solutions, LLC (ONES)
-  Osage Broadband
-  Osage Government Services, LLC (OGS)



SKYWAY RANGE

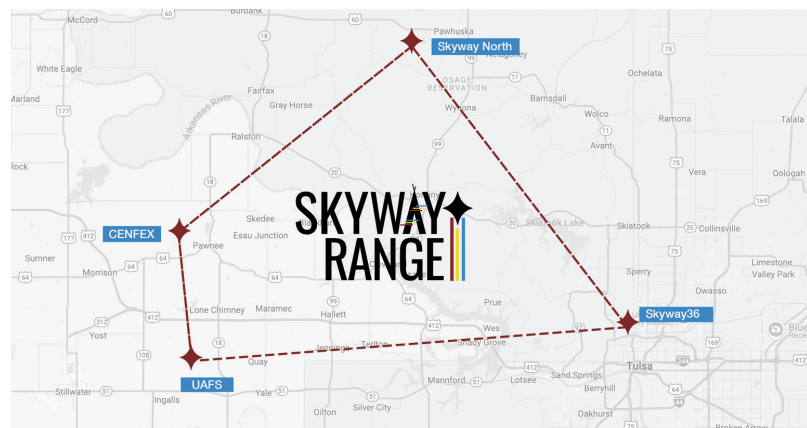
Skyway Range provides an unparalleled set of environments for research and testing in the growing unmanned aerial systems (UAS) industry. With four droneports, a 114-nautical-mile perimeter, and a 1,200-square-mile beyond visual line of sight (BVLOS) range featuring both urban and rural environments, there is no better site in the United States to test the most innovative UAS products.

This diverse BVLOS range spans Osage, Tulsa, Pawnee, and Payne Counties, providing the perfect backdrop for innovative and strategic partnerships. A coalition between Tulsa Innovation Labs, Oklahoma State University, the city of Tulsa, and other public, private, and non-profit organizations established the Tulsa Regional Advanced Mobility (TRAM) cluster, positioning the region as a national hub for drone testing and aerospace innovation.

**1,200-square-mile
beyond visual line
of sight (BVLOS)
range**



**114-nautical-mile
perimeter**



OSAGE NATION RANCH

The Osage Nation Ranch is located on 42,300 acres of beautiful bluestem grass in central Osage County and is one of the largest tribally owned ranches in the United States. Osage Nation Ranch LLC leases 35,000+ acres of ranch land and manages a 2,300-head cow-calf operation. Our mission is to operate a sustainable and profitable ranch that balances livestock production, land stewardship, and economic viability. Culturally, we are pleased to be able to supply half a beef to each of our Drum Keepers to feed our People during InLonSchka. We are grateful for the opportunity to continue to support the Osage Nation both economically and culturally.

The varying terrain of the Ranch allows not only for grazing and recreational purposes, but it also allows for research and development, including testing in ranching and agricultural technology and techniques.

The land is culturally significant. It is nestled within the largest remaining tallgrass prairie ecosystems, which once stretched from Canada to Texas. Stewardship of this land helps preserve Osage culture, tradition, and heritage. We aim to build a resilient and thriving Ranch that supports Osage Nation programs, investments, and community growth for future generations.

2,300 head of cattle



**42,300 acres of
Tallgrass Prairie**



Osage Nation Environmental Solutions, LLC

Osage Nation Environmental Solutions, LLC (ONES) is an Indian Small Business Economic Enterprise (ISBEE) and SBA-certified 8(a) company wholly owned by the Osage Nation. ONES provides environmental planning, consulting, remediation, and engineering services to commercial and government clients in support of infrastructure, transportation, energy, water, and land management.

NAICS CODES

541620 - Environmental Consulting Services (PRIMARY)

541330 - Engineering Services

541611 - Administrative Management and General Management Consulting Services

541618 - Other Management Consulting Services

541690 - Other Scientific and Technical Consulting Services

541990 - All Other Professional, Scientific and Technical Services

561110 - Office Administrative Services

562211 - Hazardous Waste Treatment and Disposal

562910 - Remediation Services

562998 - All Other Miscellaneous Waste Management Services

**Indian Small Business
Economic Enterprise
(ISBEE)**



**SBA Certified
Tribal 8(a)**



OSAGE BROADBAND

Powered by @ATLINK

Osage Broadband provides fiber-optic and fixed-wireless broadband to residential, business, and tribal communities in and near Gray Horse, Fairfax, Hominy, and Pawhuska. Osage Broadband is the Osage Nation's premier partner in managing and operating our communications infrastructure. Currently, Osage Broadband serves more than 776 Osage County residents, 267 being our Osage Elders. Osage Broadband is dedicated to providing exceptional high-speed internet service to every customer and features:

- No required equipment fees
- No phone line or cable TV subscription required
- No activation fees
- No data caps or overage fees
- No content filtering
- No activity tracking

The Osage Nation Broadband Assistance Program

A special initiative created exclusively for our valued Osage Nation members aged 55 and older. This program is designed to help you stay connected with family, friends, and community by making reliable, high-speed internet more accessible than ever. These benefits include:

- Monthly subsidy
- Free installation and router included

Expanding broadband to Osage communities



Serving more than 776 households



Osage Government Services, LLC (OGS), is an Indian Small Business Economic Enterprise (ISBEE) and wholly owned company of the Osage Nation. The company offers federal agencies information technology solutions, administrative support solutions, and professional support services, including program management, workforce solutions, and human capital planning.

NAICS CODES

- 541512** - Computer Systems Design Services (Primary)
- 541519** - Other Computer Related Services
- 518210** - Data Processing Hosting and Related Services
- 541511** - Custom Computer Programming Services
- 541990** - All Other Professional, Scientific and Technical Services
- 517919** - All Other Telecommunications
- 541513** - Computer Facilities Management Services
- 541611** - Administrative Management and General Management Consulting Services
- 561621** - Security Systems Services
- 519190** - All Other Information Services
- 511210** - Software Publishers

Unified communications and IT solutions



Cyber security and network design

2025 Year-In-Review

Some of Osage LLC's most significant 2025 achievements were in expansion and partnerships at Skyway Range. Osage LLC acquired operational responsibility for Skyway Range, a major asset supporting the rapidly growing Uncrewed Aircraft Systems (UAS) industry.

Osage LLC and Skyway Range continued to execute upon a 2022 U.S. Economic Development Administration Build Back Better Regional Challenge Grant and participate in the federally designated Tulsa Tech Hub. These strategic partnerships will help establish the Tulsa Regional Advanced Mobility (TRAM) Corridor, transforming the region into a national hub for advanced aerospace, unmanned aerial systems, and autonomous mobility.

A key award under the Tulsa Tech Hub is a partnership between Skyway Range and the Tulsa Fire Department as Champion Operators in the Secure Autonomy Feedback and Evaluation Testbed (SAFE-T) program. These partners, along with AirWise as the UAS Traffic Management provider, have applied to the FAA for approval. This partnership and approval will enable other operators, including commercial and public safety, to safely operate drones in Tulsa's urban environment and shape how public safety operations evolve nationwide.

**Osage LLC
continued to expand
its portfolio while
strengthening
operational systems
and financial oversight**



OPERATIONAL IMPROVEMENTS AT OSAGE NATION RANCH

The Osage Nation Ranch implemented conservation and land management practices, including investing in USDA-backed projects that combat drought and fire. The Ranch partnered with Osage Nation programs for annual and cycled burn and spray implementation plans. Osage Nation Ranch took steps to enhance security to better protect the 35,000+ acres and 2,300 head of cattle, the Osage People’s assets.

BROADBAND INFRASTRUCTURE GROWTH

Osage Broadband completed its Rural Utility Services grant and delivered 60 miles of fiber across Osage County. We deliver high-speed internet service to Pawhuska and Fairfax senior housing with over 500 new service connections. In June 2025, we donated the Bowring community center with IT assets to the Bowring school district. Fiber expansion continues across Osage County. This combination of fiber and wireless infrastructure is increasing connectivity for residents and supporting future wireless deployments that will expand access to reliable internet service for rural communities. We continue to work closely with WahZhaZhe Connect to provide broadband accessibility to *all* of Osage County.

STRENGTHENING FINANCIAL STEWARDSHIP

The company received a clean opinion on its fiscal year 2024 and 2025 audit and continued improving internal policies related to financial approvals, authority matrices, and expense controls.

BUSINESS DEVELOPMENT SUCCESS

Osage LLC subsidiaries, such as Osage Nation Environmental Services, LLC (ONES) and Osage Government Services, LLC (OGS), secured major contract wins and continued to expand federal contracting opportunities through 8(a) business development initiatives.

In 2025, Osage LLC provided a \$400,000 dividend payment to the Osage Nation.



Our achievements show we are building diversified enterprises that create opportunity and long-term value for the Nation.

Community Impact

As a tribally owned enterprise dedicated to uplifting the Osage people, Osage LLC's mission extends beyond business success. The company's work is designed to strengthen the economic foundation of the Osage Nation while creating opportunities that benefit Osage Tribal members and surrounding communities.

In 2025, Osage LLC continued to expand its economic footprint through job creation, local procurement, infrastructure investments, partnerships, and dividend distributions to the Nation.

Key areas of impact include:

- A dividend of \$400,000 to the Osage Nation for critical Tribal services
- Expanding broadband access up to 776 active customers (267 Osage Elders)
- Supporting workforce development partnerships with regional institutions
- Engaging local vendors and contractors on construction and conservation projects
- Strengthening the Osage Nation's role as a hub for aerospace innovation through Skyway Range partnerships and business assets
- Donation of 2,250 lbs. of beef to Hominy, Grayhorse, and Pawhuska Drumkeepers
- Donation of a community tech center to the Bowring Public Schools

These efforts reflect the company's commitment to building an economy that supports both present needs and future generations of the Osage Nation.



Osage LLC hosted Osage Nation Congressional members and staff for a tour and update on our enterprises and economic impact.

Strategic Outlook

Osage LLC enters 2026 with a strong position, a clean 2025 audit, and a focus on expanding the Osage Nation's economic opportunities while continuing to strengthen operational systems and financial stewardship.

Key priorities for the coming year include:

- Continuing to work toward a sustainable Osage Nation economy that creates both job opportunities and generates revenue for Osage Tribal services
- Expanding federal contracting capacity through SBA Certified Tribal 8(a), HUBZone, and Indian Small Business Economic Enterprise (ISBEE) subsidiaries
- Advancing infrastructure and facilities at Skyway Range
- Completing additional broadband deployments across Osage County
- Implementing long-term management strategies at Osage Nation Ranch
- Strengthening corporate reporting systems and governance practices

With ongoing investments in innovation, partnerships, and diversified business growth, Osage LLC is working to build a resilient economic future for the Osage Nation.



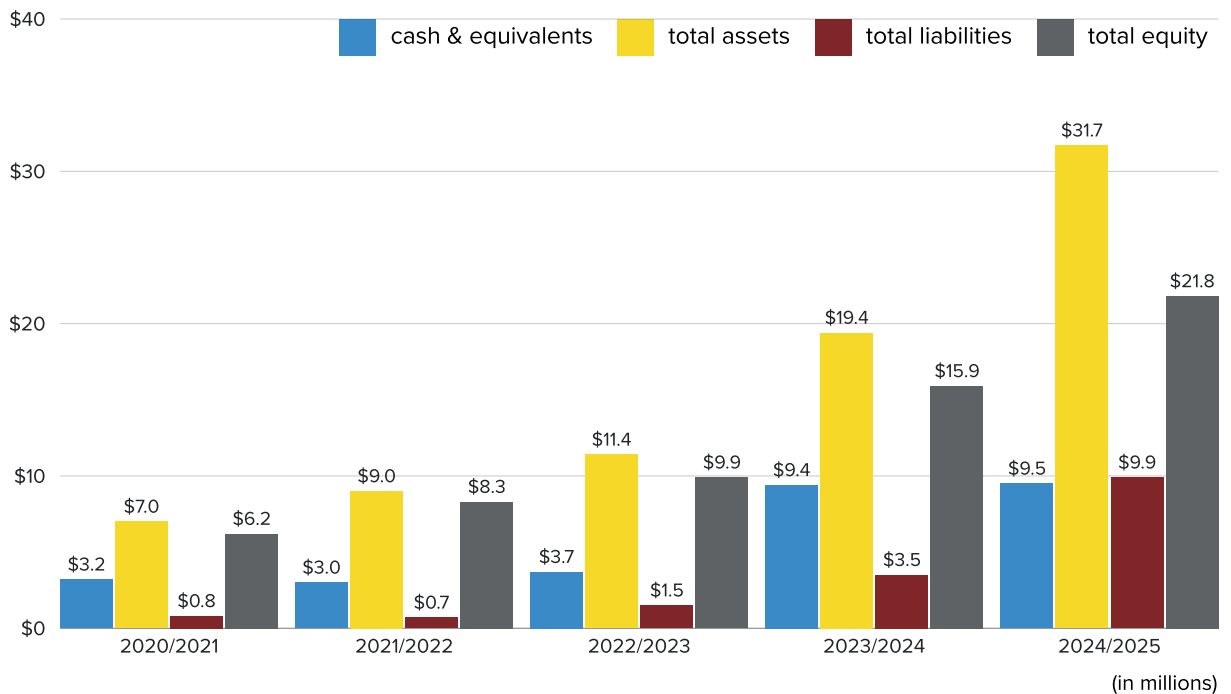
Financial Overview

Osage LLC is committed to responsible financial stewardship and transparent reporting to the Osage Nation Office of the Chiefs, Osage Nation Congress, and Osage Tribal members.

The company’s financial performance is reviewed regularly by leadership, the Board of Directors, and Tribal officials to ensure accountability and long-term sustainability.

In fiscal year 2024 and 2025, Osage LLC received a clean audit opinion from independent external auditors, confirming that the company’s financial statements were presented fairly and in accordance with applicable accounting standards. Throughout fiscal year 2025, the Board also maintained regular oversight of the company’s finances through monthly financial approvals and continued strengthening internal policies related to financial management and reporting.


The following summary highlights key financial metrics for fiscal year 2025, including assets, revenues, expenses, and distributions to the Osage Nation.






Thank You

The 2025 Annual Report reflects a year of collective effort and shared success for Osage LLC. As we conclude this review of our performance and strategic direction, we wish to express our sincere gratitude to those who made these achievements possible.

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