



Shareholder

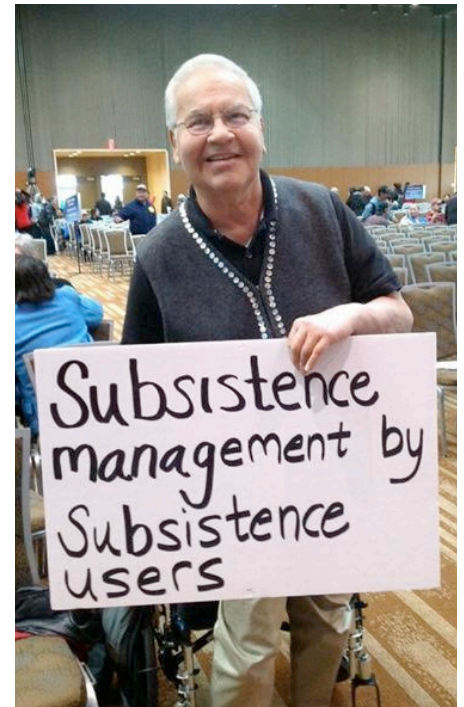
A quarterly newsletter from Sealaska

Celebrating the Life of Robert Loescher (1947–2015)

FRIEND AND FORMER SEALASKA CEO

On November 11, 2015, former Sealaska President and CEO Robert “Bob” Loescher walked into the forest. We celebrate both his 25-year contribution to Sealaska and lifetime of advocacy for Tlingit, Haida and Tsimshian people. Loescher was Tlingit/Eagle moiety from the *Chookeneidi* Clan. His family comes from Hoonah and Sitka. His Tlingit name was *Kahtushtu’*.

More about Loescher, including a video, at Sealaska.com.



“Bob’s mentoring nature and passion for Native land ownership and management had a profound impact on Alaska’s natural resources. His dedication to our traditional livelihoods and connection to forest and land will be never forgotten.”

**- Anthony Mallott,
Sealaska President and CEO**



HIGHLIGHTS

- 1968: Served on the City and Borough of Juneau Assembly at the age of 21
- 1979: Started working for Sealaska in Natural Resources
- 1997–2001: Served as Sealaska President and CEO
- 1997: Appointed by President Clinton to serve on the National Gambling Impact Study Commission
- Laid the foundation for much of Sealaska’s land and resource management and protected Native rights to use and manage ANCSA lands
- Gave his time and energy to the Tlingit and Haida Regional Housing Authority, Tlingit and Haida Regional Electrical Authority, and Tlingit and Haida Housing Development Corporation
- Served on several state boards, commissions and other entities, including: the Alaska Industrial Development and Export Authority, the Alaska Energy Authority and the Southeast Timber Task Force, the Society of American Foresters, the Alaska Forest Association, and the Resource Development Council

Youth Advisor Update from Barbara Dude

I am very excited to share my experiences of the first five months as the Sealaska Board Youth Advisor. As a young shareholder, I am eager to gain a better understanding of Sealaska business. As a social worker, I am curious to learn how Sealaska advocates for the health, well-being and cultural identity of its shareholders. Each time I participate in board meetings, I see the passion the board members have for building a better company and future for our shareholders.

I recently attended the Alaska Native Brotherhood/Sisterhood Grand Camp Convention and the Alaska Federation of Natives (AFN) Convention. At Grand Camp, I was privileged to sit on a youth panel. It was powerful to leave the panel with support and encouragement for my future endeavors. While at AFN, I learned how Southeast Alaskans work together to advocate for our people. I also had the pleasure of leading the All Nation’s Children dance group in performances at the convention. My experiences at AFN inspired me to commit to bring youth from the dance group into the convention in the future so they can start learning how to effect change. I look forward to engaging with youth so they may have a richer connection to Sealaska. Please email barbara.dude@sealaska.com and let’s start a conversation.



WE NEED YOUR HELP WITH STOCK WILLS AND DESCENDANT ENROLLMENT



DID YOU KNOW? 70% OF SHAREHOLDERS DO NOT HAVE A STOCK WILL ON FILE.

Approximately 70 percent of shareholders don't have a testamentary disposition ("stock will") on file with Sealaska. If you haven't filled out a stock will, Sealaska won't know who inherits your stock should something happen to you.

To download the testamentary disposition form, visit Mysealaska.com/services.

WHAT IS IT?

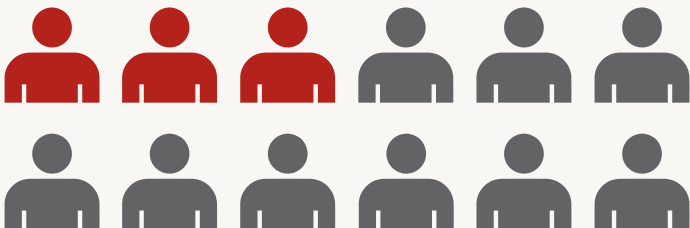
The Testamentary Disposition ("stock will") is a form you can use to tell Sealaska who should receive your shares when you die. If you want, Sealaska can help you properly complete the stock will form. Forms must be notarized to be complete. Sealaska has notaries who can witness your signature. Please note that Descendant (Class D), Leftout (Class L) and Elder (Class E) stock are all "life estate stock," which means they cease to exist when the shareholder dies. Life estate stock cannot be gifted or inherited.

WHY IS IT IMPORTANT?

Everyone can plan ahead for what happens to their shares as part of the will process. If you don't have a will on file, your heirs will have to sort out your Sealaska stock and other property, which can make things harder on them. Sealaska encourages shareholders to be responsible and think about the future.



DID YOU KNOW? 25% OF ELIGIBLE DESCENDANTS ARE STILL NOT ENROLLED.



- Approximately 25 percent of people eligible for descendant stock have not enrolled.
- In 2007, shareholders voted to enroll the next generation of shareholders. To date, 5,030 enrolled shareholders hold descendant stock. Sealaska estimates there are still 1,800 descendants who have not enrolled.
- By enrolling, you strengthen Sealaska's shareholder base and secure your own voting rights for the future.
- Are your children, grandchildren or nieces and nephews eligible to become shareholders? Please encourage them to go to MySealaska.com to find out more about enrollment.

WHERE DO SHAREHOLDERS LIVE?

Alaska:	11,201	51.3%
Washington:	4,993	22.9%
California:	1,055	4.8%
Oregon:	942	4.3%
Other:	3,641	16.7%

*As of October 2015, total shareholder count: 21,832

ELIGIBILITY REQUIREMENTS

Descendant shareholders must be:

- Born after December 18, 1971
- 18 years of age or older
- Lineal descendants of an original Sealaska shareholder (meaning an original shareholder's child or grandchild)
- 1/4 degree or more Alaska Native blood (including Tsimshian Indians not enrolled in the Metlakatla Indian Community)
- United States citizens
- Not shareholders of another ANCSA Regional Corporation (except by gifting or inheritance)
- Be sure to include all supporting documents, including your Certificate of Indian Blood (CIB) from the Bureau of Indian Affairs (BIA), as well as your original birth certificate.

Sealaska is here to help! For more information, please visit MySealaska.com/services. You can also call 800.848.5921 ext. 240 and a Sealaska representative will assist you.

Sealaska Heritage Institute Accepting Applications for Revamped Juried Art Show

Sealaska Heritage Institute (SHI) is accepting applications for its 8th biennial Juried Art Show and Competition. We have expanded the program to include five divisions. The art show will be at the Walter Soboleff Building and winners will be announced on June 8 during Celebration 2016. To keep collections safe at the new Walter Soboleff Building, SHI follows standard museum practices in preparing objects for exhibit, which means any artwork selected for the show must arrive earlier than in previous years. The deadline to apply for the Juried Art Show and Competition is **Feb. 17** and pieces accepted into the show must arrive at SHI by **April 1**. The program will also expand to include a youth show for young artists. Find application and guidelines at www.sealaskaheritage.org. Celebration dance group applications will be available on **Jan. 1**.



SHI Acquires Sacred Chilkat Robe on eBay



SHI has acquired a sacred Chilkat robe from an eBay seller who willingly took a loss on the transaction so the piece could be repatriated to the Tlingit, Haida and Tsimshian people. SHI staff moved quickly to raise funds and negotiate the price with

the seller, George Blucker, who in the end felt compelled to return it to its original owners, said SHI President Rosita Worl. "We've watched in sorrow before as our sacred objects at auction have commanded prices beyond our reach. But this time we were able to quickly raise some funds, and we were dealing with a very honorable seller," Worl said. "All of the stars aligned, and now the Chilkat robe is coming home."

Sealaska Scholarship Application Period to Open



The application period for Sealaska scholarships is open for the 2016–2017 school year. The deadline to apply is **March 1**. The institute is offering a \$50 incentive to those who complete their scholarship application on or

before **February 1** and who are accepted as scholarship recipients. Scholarships must be filled out and submitted online at Mysealaska.com. Awards will be made to Sealaska shareholders and descendants enrolled in accredited colleges, universities and voc-tech schools. The scholarships are given to roughly 400 students per year. Most of SHI's scholarship funding comes from Sealaska.

SHI Joins Forces With Any Given Child and Juneau Groups in Arts Initiative



SHI has partnered with both a national arts program and local organizations to teach Southeast Native cultures to children at the Walter Soboleff Building. Through the program, all second-grade students in the Juneau School District will

go on annual arts excursions to the Walter Soboleff Building to learn about Tlingit, Haida and Tsimshian cultures. The first excursion was in November. The excursions are part of the *Ensuring the Arts for Any Given Child* program, which was founded by the Kennedy Center to create full access to arts education programs and resources for K-8 students. The Kennedy Center sponsors 18 *Any Given Child* sites in the country, including Juneau.

UPCOMING EVENTS

First Fridays: Monthly artist demos and sales

Celebration 2016: June 8–11

JOB OPENINGS AT SHI

SHI is recruiting for an exhibits curator, retail manager, and a deputy director of education. View full job descriptions at www.sealaskaheritage.org. Candidates should send resumes or inquiries to shijobs@sealaska.com or apply through the "careers" link on www.Sealaska.com.

SEALASKA TOOK ON THE RESPONSIBILITY of protecting and strengthening Southeast Alaska Native culture, the "container of wisdom" left by our Elders. As a result, Sealaska established **Sealaska Heritage Institute** in 1980 to administer cultural and educational programs. Since inception Sealaska has donated roughly \$30.6 million in cash donations and in-kind services to Sealaska Heritage Institute.

A recent study found that for every dollar invested by Sealaska over the last nine years, SHI generated more than two additional dollars, in addition to providing employment and contract opportunities for more than 50 shareholders annually and incalculable educational and cultural benefits.

OPERATIONS UPDATE: SEALASKA

New Holding Company Combines Multiple Operations



Kent Rasmussen
Vice President, SGS

Sealaska Government Services (SGS) is a holding company that provides services in environmental remediation, data management and analytics, and construction management. Instead of just focusing on new business in niche markets, SGS can target larger, more complex business opportunities that require the combined strength of several subsidiaries. The SGS group includes multiple companies, as listed in the chart to the right.

SGS is the result of Sealaska's six point strategic plan key initiatives, specifically: Improved and Efficient Operating Culture and Create Growth-Oriented Operating Entities. By flattening Sealaska's operating structure, SGS is able to focus on leveraging core competencies, partnerships and resources that will lead Sealaska into exciting new markets, industries, and ventures. SGS staff also provides common administrative services to the subsidiaries, including certain accounting, business development, contract administration, and human resources functions.

"At SGS, we are working to capture the best policies and procedures of all of our subsidiaries and implement them SGS wide," said SGS Vice President Kent Rasmussen. "Our goal is to operate SGS with standard processes, which can help reduce risk and increases predictability and efficiency. At the same time, SGS is continually aiming to be service oriented to its subsidiaries. This unified effort has led to camaraderie and a deeper appreciation and pride for the great work going on across Sealaska."

Shareholders Help Grow Sealaska from Within



Sealaska welcomes shareholder **Heath Barger**, who was hired as civil project manager/estimator for Sealaska Constructors, one of the subsidiaries in the Sealaska Government Services group. Barger says that it has been a long-term goal of his to work for his regional Native corporation. He previously served as a construction inspector with the City and Borough of Sitka, Alaska. He holds a master's degree in construction management from

Arizona State University and earned a bachelor of business administration and management from the University of Alaska Southeast.

Barger's grandmother Ethel Staton, an original founder of Shee Atiká Corporation, was instrumental in him continuing his education. During her tenure on the board of directors of Shee Atiká, Staton was a champion for helping shareholders and their descendants achieve their educational dreams. Barger also contributes his strong work ethic, family values and goal setting to his mother, Candi Barger, owner of Sitka Realty, and a Sealaska and Shee Atiká shareholder. Barger hopes to one day be a board member at Shee Atiká and make an impact in the lives of shareholders and descendants like his grandmother did.

Please check Sealaska.com for job openings and to learn more about our shareholder employee building capacity.



Sealaska shareholder **Rigel Shaw** first joined Sealaska as an intern in 2007. Today, he serves as subcontract administrator with Sealaska Environmental Services (SES), a subsidiary in the Sealaska Government Services group.

Sealaska continues investing in shareholder capacity through its intern and scholarship programs. The intern program provides professional experience,

while interns support the functions and mission of Sealaska at the headquarters or at one of Sealaska's subsidiaries.

"As an administrative assistant intern for Sealaska Environmental Services, I was able to support the development of a company that had just started in 2003," said Shaw. "I helped develop several of the basic company policies and operating procedures that are still implemented today. If it wasn't for the internship, I would have had limited real world business experience, which has proven to be invaluable compared to the knowledge one can gain from text books or lectures."

2007 – Sealaska Intern

2008 – SES Procurement Technician

2011 – SES Buyer II

2014 – SES Subcontract Administrator

Sealaska's Six Point
**STRATEGIC
PLAN**

1
Strategic
Investment Process

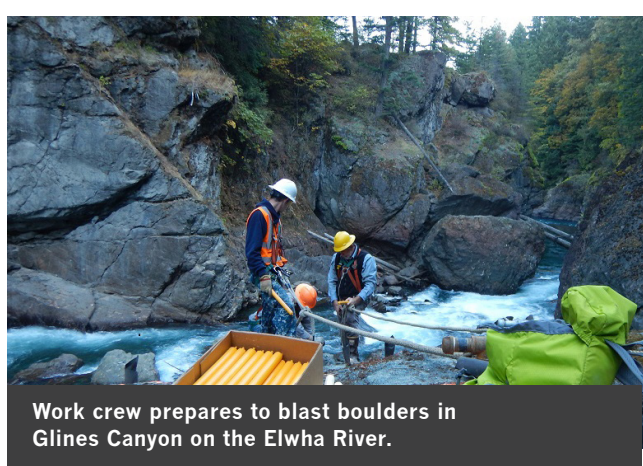
2
Sustainable Land
Management

3
Improved and E
Operating Cu

ALASKA GOVERNMENT SERVICES

Sealaska Operations	
Sustainable Natural Resources	Sealaska Government Services (SGS)
   <p>Sealaska Natural Resources Department</p>	      <p>Sealaska Construction Solutions</p>

Sealaska Constructors Completes Elwha River Project



Work crew prepares to blast boulders in Glines Canyon on the Elwha River.

Sealaska Constructors, LLC completed a National Park Service (NPS) contract to remove several large boulders in the Olympic National Park via blasting. The boulders were located in Glines Canyon below the site of a former 210-foot hydroelectric dam on the Elwha River and were accessible only by rope and raft. Removal of the boulders cleared the way for upstream fish passage to aid in the ecosystem restoration of the Elwha River.

Historically, it is estimated that 400,000 salmon returned to the Elwha River prior to dam construction in the 1920s. Today, only about 4,000 return. This contract was a piece of the larger NPS Elwha River Restoration project, which included the largest dam removal in United States history and was the second largest ecosystem restoration effort ever attempted by NPS. Sealaska Constructors, LLC is proud to play a role in restoring this important salmon habitat.



Path to Prosperity Honored for Economic Impact in SE Alaska

Path to Prosperity (P2P) recently received the 2015 International Economic Development Council (IEDC) Silver Award. The IEDC is the world's largest economic development organization. Each year it recognizes innovative, successful economic development programs that are positively impacting their communities and regions.

P2P is a business plan development competition that started three years ago. It is made possible by a partnership between Haa Aaní Community Development Fund and The Nature Conservancy Alaska.

Since launching, P2P has awarded \$280,000 in prize monies to seven winning entrepreneurs from across Southeast Alaska. The competition aims to launch companies that will increase local employment, have a positive social and economic impact on their communities, promote sustainable use of local resources, and increase entrepreneurial know-how and business leadership in Southeast Alaska.

The program has named its 12 semi-finalists for the 2015 competition. Semi-finalists attended the annual intensive "boot camp" in September where experts help them to hone their business plans before submitting them for final judging at year's end.

Shareholders in the Military

Chief Petty Officer Michelle Roberts

Sealaska shareholder Michelle Roberts has been promoted to the rank of chief petty officer in the United States Coast Guard. Her family reports that she has become the first known female Native American chief petty officer to serve her country. Roberts is a decorated officer who has been on active duty for 14 years. She currently serves as machinery technician.

Roberts is Tlingit of the *Ch'aak* (Eagle) moiety, *Dakla'weidi* (Killerwhale) Clan. Her Tlingit name is *Khaaw. aat*. Born in Juneau, Alaska, she is the daughter of Sherry Moreno. Learn more about her life and military career at Sealaska.com.



In Memory

Sealaska pays tribute to shareholders who have recently walked into the forest.

Phillip E. Abbott – Redding, CA (56)	Stephanie E. Irvine – Hilo, HI (27)
Emmert Albert – Juneau, AK (75)	Anthony A. James – Anchorage, AK (70)
Harry Allain – Portland, OR (83)	Corina James – Alameda, CA (39)
Cheryl Rose Bell Allen – Fallon, NV (56)	William G. John Sr. – Angoon, AK (88)
John A. Barry – Wichita, KS (64)	Patricia Johnson – Burnaby, BC, Canada (95)
Byron F. Baty – Sitka, AK (74)	Christopher Kenney – Juneau, AK (50)
Jimmie Bernhardt – Hydaburg, AK (77)	Joseph W. Kuntz – Wrangell, AK (73)
Donald Bishop – Seattle, WA (59)	John Larson Jr. – Lake Stevens, WA (40)
Linda C. Borbridge – Anchorage, AK (61)	Thomas P. Lyons – Petersburg, AK (54)
Elizabeth Bonner – Tacoma, WA (54)	Richard J. Macgowan – Dallas, TX (63)
Fred Boss Jr. – Whitehorse, YT, Canada (82)	Evelyn Martin – Kake, AK (85)
Patricia Brandt – Coos Bay, OR (66)	Wendell May – Newberg, OR (65)
Maxine S. Brouillette – Las Vegas, NV (68)	Janet McVicar – Walnut Creek, CA (85)
Mark K. Brown – Freeland, WA (73)	Michael Gene Mercer – Stanwood, WA (47)
Robert E. Brown – Seattle, WA (60)	Charles E. Nelson – Juneau, AK (79)
Robert S. Butler – Wasilla, AK (70)	Mavis Y. Rieker – La Pine, OR (70)
Stanton D. Campbell – Lynnwood, WA (47)	Barton F. Rose – Kake, AK (61)
Ellen M. Clark – Wasilla, AK (77)	Shirrilane Ruth – Highland Village, TX (55)
Alma P. Cook – Hydaburg, AK (80)	Deane D. Saunders – Alamogordo, NM (66)
Mary L. Demmert – Angoon, AK (76)	Elizabeth M. Scott – Omak, WA (68)
Florence Dyck – Whitehorse, YT, Canada (87)	Roy T. Shangin – Anchorage, AK (63)
John A. Egan – Ionia, MI (80)	Michael Skeek – Kake, AK (57)
Lois K. Erickson – Moro, OR (72)	Russell Snook Jr. – Craig, AK (80)
Emily H. Esquiro – Maple Valley, WA (67)	Flora Tagaban – Juneau, AK (67)
Donald W. Farquharson – Seattle, WA (50)	Nellie Torgramsen – Wrangell, AK (83)
Mary E. Fitzgibbon – Ketchikan, AK (95)	Sidney T. Torgramsen – Snohomish, WA (87)
Peter M. Gaona III – Seattle, WA (58)	Geraldeen Vera – Juneau, AK (57)
Beverly D. Grant – Thibodaux, LA (64)	Macaria M. Wallace – Juneau, AK (51)
Kathryn A. Hansen – Juneau, AK (65)	Emily R. Whitesides – Ketchikan, AK (84)
Lucille N. Hansen – Oregon City, OR (85)	Margaret Wilkie – Montgomery, AL (80)
Eileen Harmon – Klawock, AK (72)	Richard E. Williams – Anchorage, AK (71)
Richard O. Holthusen – Puyallup, WA (90)	Francine Willis – Angoon, AK (68)

Please note that Sealaska will publish shareholder names only after the Shareholder Relations Department has received proper documentation.

CEO Letter



Anthony Mallott,
President and CEO

Over the last year we have focused on delivering progress toward our strategic plan by following our Values In Action roadmap. Sealaska's primary focus of an improved and efficient operating culture along with refining our investment process continue to drive change. This sets the stage for us to create growth-oriented business operations and economic development for our communities.

Haa Latseen: Our Strength, Our Leadership

Sealaska leadership met with the Central Council of the Tlingit and Haida Indian Tribes of Alaska Executive Council on October 15, 2015, to advance discussions on how we can increase our working relationship based on collaborative principles. Working with our partners across Southeast, including Central Council, Southeast Alaska Regional Health Consortium (SEARHC) and Tlingit-Haida Regional Housing Authority, will be a necessity as we all face a very challenging Alaskan budget environment. We will need to collaborate and efficiently utilize our resources to best support our communities, tribal members and shareholders.

Wooch.Yax: Balance, Reciprocity and Respect

Looking back on 2015, the work accomplished this year has primed us for growth as an organization and we continue to focus our businesses on profitability and efficient operations. We remain committed to the goal of being profitable before investment and ANCSA Section 7(i) income. The growth in operational income we forecast for 2016 and 2017 will help offset declining 7(i) income due to declining commodity prices.

We continue to explore acquisition opportunities that will further grow our operational platforms – particularly organizations that focus on natural foods (seafood), energy and water. We have a growing number of companies in our

acquisition pipeline and believe finalizing a few of these investments will help us reach our profitability goals by 2017. We are being deliberate and thoughtful with our acquisition process, and we are determined to balance timeliness with the need to find partners that will fit well within our organization and add value.

Haa Aaní: Our Land

In 2015, Sealaska received the final acreage due under the Alaska Native Claims Settlement Act. We have initiated a sustainable harvest program on the new lands and continue to assess other natural resource opportunities like carbon credit programs, harvest of natural products and mineral development. These combined efforts will help create increasing profitability as we move out of the 2015 start-up phase on our new lands.

Haa Shuká: Our Past, Present and Future

Honoring one of our inspirational leaders, Sealaska donated a portrait of Dr. Walter Soboleff to the Sealaska Heritage Institute for the Dr. Soboleff retrospective that was held on November 14. Soboleff showed us what living your values could achieve. We thank him for providing the motivation to continue with our vision of strengthening our people, culture and homelands by living and acting on our core Native values.

On behalf of everyone at Sealaska, I would like to wish everyone a warm holiday season full of peace and joy, and hope for the new year.

Sincerely,

Anthony Mallott

Sealaska Financial Update

Sealaska's 2015 financials will be close to 2014 results, with continued cost efficiency offsetting lower investment income.

- Overall costs fell in 2015, an improvement that continues to be a focal point of management and board.
- ANCSA Section 7(i) income continues to be a key contributor with strong results in both 2014 and 2015.
- Investment income is below forecast because of volatile global investment markets, but Fund performance should be better than market benchmarks.

For 2016 we have carried forward cost efficiencies and expect improvements in Natural Resources and Government Services.

- Government Services is focused on performing on the largest backlog of business it has ever had, which sets them up for increased profitability in 2016. Business development efforts and operating efficiency improvements continue across the platform.
- Natural Resources income will benefit from harvest on the new lands as we transition out of start-up phase.
- The acquisition process has a number of opportunities that when finalized will add to operational performance within our 2016 and 2017 results.

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CALLING ALL SCHOLARSHIP APPLICANTS!

Enrollment Open Now

Deadline: March 1, 2016

Who is eligible?

Shareholders and descendants enrolled in accredited colleges, universities and voc-tech schools. Roughly 400 students receive scholarships each year.

What's new this year?

Applications must be submitted through **MySealaska.com**.

\$50 incentive for those who submit by Feb. 1 and are awarded a scholarship.

MORE ABOUT OUR VALUES: www.SEALASKA.com | Twitter @SEALASKA | Visit us on Facebook | YouTube @SEALASKAKWAAN

VISIT WWW.SEALASKA.COM

December 2015

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Our **PURPOSE** is to strengthen our people, culture and homelands.

Our **VISION** is to be an Alaska Native enterprise of excellence built on our core cultural values.

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