

STORYKNIFE

THE VOICE OF THE REGION

Yaarnin



Enroll. *Engage* →

Enroll. Engage.
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THE STORY OF DESCENDANT ENROLLMENT

NOW AND THEN

In 1971, life changed for thousands of Alaska Natives when then-President Richard Nixon signed into law the Alaska Native Claims Settlement Act (ANCSA). At the time, ANCSA was the largest land claims settlement in U.S. history. ANCSA created 12 Alaska Native Regional Corporations and over 200 village corporations. (A 13th regional corporation was later created for Alaska Natives no longer living in Alaska.) ANCSA rules only allowed Alaska Natives with ties to the AVCP region who were born on or before December 18, 1971 to enroll as Shareholders in Calista Corporation.

ANCSA corporations are intended to stimulate the economy, provide Alaska Native jobs, and generate income. For the first twenty years, new stock was only issued when existing shares were gifted or inherited. Then, the 1991 amendments to ANCSA made it possible for Shareholders to decide as a group whether to create new shares and enroll new Shareholders who were born after the original enrollment date.

Over the years, Shareholders began to ask the Calista Board of Directors and management about the potential for creating new shares and enrolling new Shareholders as owners of Calista. In 2011, Shareholders voted on a non-binding advisory resolution asking Calista Shareholders whether they would be interested creating stock for Descendants of Shareholders born after the ANCSA deadline. Eighty-two percent voted in favor of new enrollment.

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OCTOBER 2016



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BOARD MESSAGE

Margaret Pohjola, Board Chair

Calista Corporation continues our effort to provide transparency and open lines of communication between our corporation and its Shareholders. For example, in 2004, Calista formed the Calista Corporation Shareholder Relations Committee, which includes five members of the Board of Directors. This year, the Committee includes JoAnn Werning, Johnny Evan, Myron Naneng, Robert Beans and Willie Kasayulie.

Working with members of Calista's staff, the team travels to communities throughout the YK Delta to provide updates on Calista's operations and activities, gather ideas and answer questions from the Shareholders we serve. This year, from January through May, the Committee traveled to 16 communities in the Calista Region. (Several other visits were planned but the trips were cancelled due to weather.)

The Committee has additional visits planned for this year. During these upcoming visits, the Committee will focus on Descendant enrollment and voter participation. Shareholders, Descendants and others living in the Region are invited for the opportunity to meet in-person to hear updates, provide input and feedback, and ask questions.

We will be contacting Tribes to request to visit their communities. To keep an eye on when the Shareholder Relations Committee may be in your area, look on Calista's main Facebook page, www.facebook.com/calistacorporation and the Board of Director's page on www.calistacorp.com

2016 Shareholder Relations Committee Tentative Schedule:

- Nov 2: Chuathbaluk
- Nov. 3: Kipnuk, Eek
- Nov. 4: Mountain Village



PRESIDENT'S MESSAGE

Andrew Guy, President & CEO

Every summer, I am so honored to spend time with Calista Corporation interns. Our Youth are filled with dreams and aspirations for their future. Most of these motivated individuals are at the top of their class and chose to spend the summer at Calista and its subsidiaries in order to further their professional development, explore career opportunities, engage to build our company, and participate in efforts to improve the lives of our People. We are lucky to have such talented Youth as a part of the growth and success of our corporation.

Next year, thousands of young people and many others will have the opportunity to enroll as Calista Corporation Shareholders. This is a tremendous opportunity for both Descendants of original Shareholders and our corporation. As a corporation, we are fulfilling our commitment to promote workforce development for the next generations of leaders. These new Shareholders are the future of Calista.

Over the years, we have honored our ANCSA commitment to Shareholders and Descendants in many ways. Through advocacy on important issues such as subsistence rights and infrastructure development in the Region, we work to sustain our communities and cultures. We offer hiring preference to Shareholders, Descendants and their spouses as a means to provide a meaningful way to support themselves and their families.

Increasing our in-Region presence will ensure we are helping the next generation who reside in Calista communities. By next year, when we expand Calista's

Bethel office, we will have the opportunity to provide easier access to services for our Shareholders living in the Calista Region. The Bethel office expansion will provide several new jobs for Shareholders and Descendants. We will begin with staff available in Bethel and traveling to Calista villages to assist during the new Shareholder enrollment process by providing information, answering questions and helping to complete applications for new classes of Calista shares. Calista staff will be also be available to provide details about workforce development and jobs in person, receive updates to Shareholder Records, provide assistance with CEC scholarship applications, promote direct deposit of dividend distributions, assist Shareholders with completing stock wills, and expedite the transfer of gifted and inherited shares. We are making plans to continue to expand services in 2018.

I encourage Shareholders and others living in the Region to apply for new jobs as they become available. The first step is to create a Talent Bank profile on our website. Then watch for new jobs and apply for them as they are posted.

As we look to the future, we remember our foundation, a corporation with the mission of increasing Shareholder benefits and economic opportunities through innovation, growth, leadership, execution and financial discipline.

"I LOOK FORWARD TO INCREASING OUR PRESENCE IN THE CALISTA REGION THROUGH THE OFFICE EXPANSION IN BETHEL. AN INCREASED PHYSICAL PRESENCE IN THE REGION WILL FURTHER OPEN LINES OF COMMUNICATION AND COMMUNITY TO FACILITATE REGULAR ENGAGEMENT BETWEEN CALISTA AND OUR SHAREHOLDERS."

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In 2013, Shareholders voted on a more specific advisory resolution asking whether Calista should submit for a vote a binding resolution. Shareholders voted 72 percent in favor of this resolution.

On July 11, 2015, a binding resolution came before the Shareholders for a vote at the Annual Meeting of Shareholders. Fifty-eight percent of the total issued and outstanding shares voted, with a majority of voting shares cast in favor of the resolution.

The historic vote set the stage for Descendant enrollment and Calista began to make preparations. In the years leading up to the vote, Calista employees met with other Native corporations that had already implemented the new Shareholder enrollment process. Calista gained valuable insight from these corporations about the process, impacts and lessons learned. With that knowledge and additional research, Calista formed an implementation timeline.

Currently, Calista is preparing people, processes, tools and facilities for tripling the Shareholder base in 2017. For more information about Descendant Enrollment, please contact Calista Corporation via email: Enroll@Calistacorp.com or phone: (800) 277-5516 or (907) 277-5516.

DESCENDANT ENROLLMENT *Timeline*

2015 - 2011

ADVISORY RESOLUTION SUPPORTED BY SHAREHOLDER VOTE

2ND ADVISORY RESOLUTION SUPPORTED BY SHAREHOLDER VOTE

BOARD ANNOUNCED DESCENDANT ENROLLMENT VOTE

BINDING RESOLUTION PASSED

2016

INTERNAL ENROLLMENT DEVELOPMENT

- Prepare people, processes, tools and facilities for a tripling of the Shareholder base in 2017
- Collect contact and Calista tie information from potential Shareholders
- Develop application, verification and acceptance process
- Recruit and hire additional staff

2017

DESCENDANT ENROLLMENT BEGINS

- Issue applications
- Accept and verify applications
- Board Resolution approving stock issuance date
- New stock issued

SHAREHOLDER SERVICES DEPARTMENT PROCESSES NEW ENROLLMENT APPLICATIONS AS RECEIVED

Ongoing



For more information call 1-800-277-5516 or email enroll@calistacorp.com

ENROLL. ENGAGE.

Being a Shareholder Means Being Active

Calista Corporation currently has about 13,000 Shareholders. Nearly 4,000 of these Shareholders received shares from inheritance or gifting. More than 25,000 Descendants are expected to enroll in 2017. Becoming a Shareholder is just the first step to engagement. Calista hopes enrolling is viewed with the same sense of optimism and obligation as when registering as a voter.

As new owners of Calista Corporation, Descendants and Missed Enrollees will take an active part in decisions that guide Calista's profit-making efforts, as well as our initiatives to take positive strategic actions to directly benefit the lives of Calista Shareholders.

The most important obligation is voting during Calista's Annual Meeting of Shareholders. Shareholders cast votes to decide who will represent Shareholders on the Board of Directors. Shareholders vote to either approve or reject proposed resolutions that guide or direct Calista leaders.

It is crucial that all Shareholders remain engaged with Calista so votes are cast with facts and the latest information about business activities, opportunities and results. Calista offers several ways to keep up-to-date with all the latest news.

Our official website is www.calistacorp.com. The latest important details are posted here throughout the year. Announcements are also posted. Many pages on our website can be Liked or shared on Facebook, Twitter and other social media sites.

The Storyknife newsletter is posted on our website. Currently, this newsletter is published about 10 times a year and is packed full of news and information. In response to requests from Shareholders and Descendants, we are also working on an online and email version. We plan to launch the electronic newsletter by early 2017.

We also have a Facebook Verified Page at facebook.com/calistacorporation. We post pictures, videos and helpful information every week. Thousands of Shareholders and Descendants have engaged with Calista by commenting on and sharing Calista posts.

Each winter, the Board of Directors Shareholder Relations Committee visits about 15 communities. The Committee provides updates on Calista activities and operations. These visits also provide an opportunity for Shareholders to engage by providing input and feedback, and asking questions.

And finally, Calista assembles information before each Annual Meeting of Shareholders. Details include: the annual report, which contains financial reports; agenda and proxy prize material; proxy voting details, including a voting form and online voting login information; overview of each candidate running for open Director seats; and other crucial details. Shareholders with voting shares must be at least 18 years old to cast votes.

For Descendants seeking to become a Shareholder, the first step will be to enroll in 2017. You can get ready now by finding or requesting the documents that may be required for enrollment, such as original birth certificates. The next step will be to engage as a Shareholder to keep informed of the latest news and facts. Doing so allows each and every Shareholder-owner to be an active participant with Calista Corporation.

(For more specifics about required verification documents, stay tuned for updates at calistacorp.com and in future issues of Storyknife.)

BEING A SHAREHOLDER MEANS BEING ENGAGED BY KEEPING UP WITH THE LATEST NEWS. IT'S ALSO ABOUT OPPORTUNITIES TO SERVE OTHER SHAREHOLDERS BY RUNNING FOR OPEN DIRECTOR SEATS. BENEFITS SUCH AS HIRING PREFERENCE AND SCHOLARSHIPS WILL STILL BE AVAILABLE TO ALL SHAREHOLDERS AND DESCENDANTS.



Talent Bank

HOW TO APPLY, JOBS THAT MAY BECOME AVAILABLE

One of the many ways Calista Corporation fulfills its ANCSA promises to Shareholders is through job opportunities. Jobs and careers at Calista and its subsidiaries provide more than just a paycheck. Employees receive compensation for their work as well as important benefits such as health insurance, retirement savings accounts and potential for professional growth.

Calista Corporation provides opportunities in many career paths. With subsidiaries ranging from heavy equipment dealers and government contractors to construction companies, there are dozens of different industries for potential employees to apply for jobs in Alaska and around the United States. Even within each industry, there are a number of technical and professional occupations; human resources, accounting and management are all departments found at most businesses.



Calista exercises a hiring preference for qualified Calista Shareholders, Descendants and their spouses. Hundreds of Shareholders and Descendants have already discovered the benefits of working for Calista. Interested Shareholders and Descendants are invited to visit the Talent Bank section on www.calistacorp.com.

The Talent Bank is the best first step to apply for jobs. Interested people are encouraged to create a profile. When Shareholders, Descendants and their spouses provide their employment history, an updated resume and a list of skills, Calista is able to pair potential, qualified applicants with available job openings.

With the expansion of Calista's Bethel Office, there will be a number of new positions posted within the coming months. People with Talent Bank profiles will be notified about openings fitting their interests and qualifications. For those who have already joined the Talent Bank, now is a good time to make sure resume and contact information are up-to-date and to visit the job opportunities website for details about available jobs.

To create an application or update your resume, visit <https://calistatalentbank.hua.hrsmart.com/hr/ats/JobSearch/index>.

Staffing Message

CALISTA CORPORATION SET TO EXPAND OFFICE IN BETHEL

There are many reasons the Calista Corporation headquarters is in Anchorage, including accessibility to and from the Region, and increased access to business opportunities. Calista maintains a presence in the Region, especially in Bethel. In addition to a Bethel-based Shareholder services staff person, Anchorage-based staff routinely travel to Bethel and Calista Region villages, and a representative of Calista hosts a monthly call-in show on KYUK.

With thousands of Descendants set to enroll next year as Shareholders, we believe it's important to establish an even greater presence in the Region. By next year, Calista will expand its Bethel Office. As part of the initial enrollment application drive, in January 2017, the Bethel office will house eight members of Bethel-based Descendant Enrollment traveling teams and additional staff members, including an enrollment application lead and enrollment application specialist. All positions will be full-time during the travelling portion of the initial enrollment drive. A small staff will stay on to provide shareholder services including enrollment and stock management

The Calista Corporation Bethel Office will help us to deliver an easy enrollment process for Descendants living in Bethel and Calista Region villages. The office will also give staff members the opportunity to meet new and current Shareholders in person to answer questions and provide feedback.

Meanwhile, Shareholders and their legal representatives are welcome to visit the Bethel office at 310 Willow Street. The office is located behind the State of Alaska Legislative Information Office off Ridgcrest just northwest of Watson's Corner. A staff member is available to assist you Monday through Friday.

COMMON FORMS OF ID FOR ENROLLMENT

When it is time to enroll next year there, will be applications for Class C shares and also for Class D shares.

Below are examples of types of verification documents that may be required to complete an application. Some verification documents meet multiple requirements.

- *Original or certified copy of birth certificate: provides Proof of Legal Name, Proof of Date of Birth, Proof of Place of Birth, may prove Lineal Descent from an original Calista Shareholder
- *Certificate of Degree of Indian Blood (CDIB/CIB) issued by the Bureau of Indian Affairs: provides Proof of Legal Name, Proof one-quarter (1/4) or more blood quantum (Class D applicants only)
- *U.S. Passport: provides proof of Legal Name, proof of U.S. Citizenship (Class D applicants only)
- *Court order evidencing appointment: Proof of Relationship or Responsibility for conservator, guardian or state ward, or proof of adoption

Leaders from the Region

INTERNS PROVIDE ENROLLMENT FEEDBACK



Calista Corporation is testing and finalizing enrollment application forms and instructions, the enrollment web portal, communication plans and more. We decided to ask some experts how to reach out to, and communicate with, young adults who are eligible to enroll as Descendant Shareholders. We asked Calista summer interns!

Here's what we learned. When asked what would motivate their interest in enrolling, for some young people, the ability to vote was much more important than receiving dividends. Interns said they look forward to using voting as a voice to guide the direction of our corporation. One intern said, "I feel that voting is more important than the dividends because when I vote, I am actively participating in the future and welfare of my family in the Calista Region."

Beyond voting, to eventually serve on the Board of Directors was identified as another important benefit of being a Shareholder. Alexandria McLearn commented, "Not only do I see myself running for the Board of Directors, but also chairing the Board of Directors one day. I have big plans for the welfare and success for the Alaska Native people and specifically the people within the Calista Region. The opportunity to be a Shareholder opens up opportunities for me to make a positive difference in the lives of the people who raised me and grew up with me."

When it came to dividends, the focus was on another source to help pay for college or training.

The interns were also able to test an early version of the online enrollment application program. Joseph Lopez felt the process was "pretty straightforward" and "not too hard."

Interns were also asked how they would like to get news and information about Calista. Marina Crow said she doesn't check her snail mail very often, but checks online channels such as email or social media every day. Nearly all interns use Facebook and Snapchat, while fewer use Twitter and Instagram.

INTERNS ENCOURAGED US TO EMBRACE ONLINE AND ELECTRONIC TOOLS TO PROVIDE UPDATES FROM SHAREHOLDERS AND DESCENDANTS.

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SHAREHOLDER RECORDS

Village Corporations Takeover Shareholder Records

Shareholder Records is tasked with keeping track of Shareholders' information. Beginning in 2017, the number of Calista Corporation Shareholders is expected to triple, roughly increasing from 13,000 to 40,000. This shift will dramatically increase the workload of Calista's Shareholder Records Department.

Previously, Calista held a Services and Fee Agreement with some Calista Region Village Corporations to manage Village Corporation Shareholder records. Calista's Shareholder Records Department would process name and address changes and stock transfers, and provide Shareholder printouts and proxy labels for Annual Meeting elections. However, in anticipation of the enormous workload increase due to the influx of new Calista Shareholders, beginning in October, the corporation no longer manages Village Corporation Shareholder information.

Given this new obligation for Village Corporations, Calista offered multiple training sessions to provide Calista Region Village Corporation employees with the skills and knowledge needed to manage Shareholder records. The summer sessions covered topics such as maintaining

confidentiality of Shareholder records, legal requirements for gifting stock, Annual Meeting preparations and the release of information to outside parties. Calista also recommended Village Corporations invest in appropriate software to manage their records.

Calista understands managing shareholder records is a significant responsibility for Village Corporations; therefore, during the first months of the transition, Calista Shareholder Records will continue to be available to field general questions as they arise. Through advanced preparations, the corporation is committed to a smooth transfer of Village Corporation Shareholder records.

Beginning on October 1, 2016, all Calista Region Village Corporation shareholders are urged to contact their Village Corporations directly about their Village Corporation records, stock wills and pending gifted and inherited stock.

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PERSONAL DATA FORM - OCTOBER 2016

Shareholder Name _____

New Mailing Address _____

City _____ State _____ Zip _____

Phone _____ Last 4 SSN _____

Birth Year _____

Would you like Calista to send you new Will forms? Yes No

Calista Shares _____

Village Corporation Shares _____

Please change my address as I have indicated above. I understand that you cannot make address changes without my permission and signature, which I hereby give of my own free will and without constraint. I further authorize Calista and its subsidiaries to share this information internally and in accordance with law.

Shareholder Signature _____
(Two witnesses are required if Shareholder signs with an "X.")

Date _____

Signature of Witness 1 _____

Signature of Witness 2 _____

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