Oneida ESC Group, LLC

3rd Quarter Report – FY26

August 2026

Interim President/CEO

Matt Kunstman

OESC Board of Managers

Amy Hacker, OESC Chairwoman

Cristina Danforth

Curtis Danforth

Stephanie Metoxen

Sidney White

Narrative Report

Oneida ESC Group Overview

Oneida ESC Group, LLC (OESC) was established in 2012 as the holding company for the Oneida Nation's federal contracting and commercial businesses. OESC supports government, commercial, industrial, and tribal customers across the United States through a portfolio of specialized operating companies.

Governance Update

A new Board of Managers was established in March 2026 to provide strategic oversight, strengthen governance, and support the long-term growth and sustainability of the organization.

Portfolio of Companies

OESC oversees 11 operating subsidiaries:

- Oneida Total Integrated Enterprises (OTIE)
- Mission Support Services (MS2)
- General Mechanical Corporation (GMC)
- Sustainment & Restoration Services (SRS)
- Oneida Engineering Solutions (OES)
- Oneida Construction Services (OCS)
- Oneida Environmental (OE)
- LG2 Environmental Services (LG2)
- Oneida Professional Services (OPS)
- Oneida Technology Services (OTS)
- 1822 Land and Development Company of Oneida (1822)

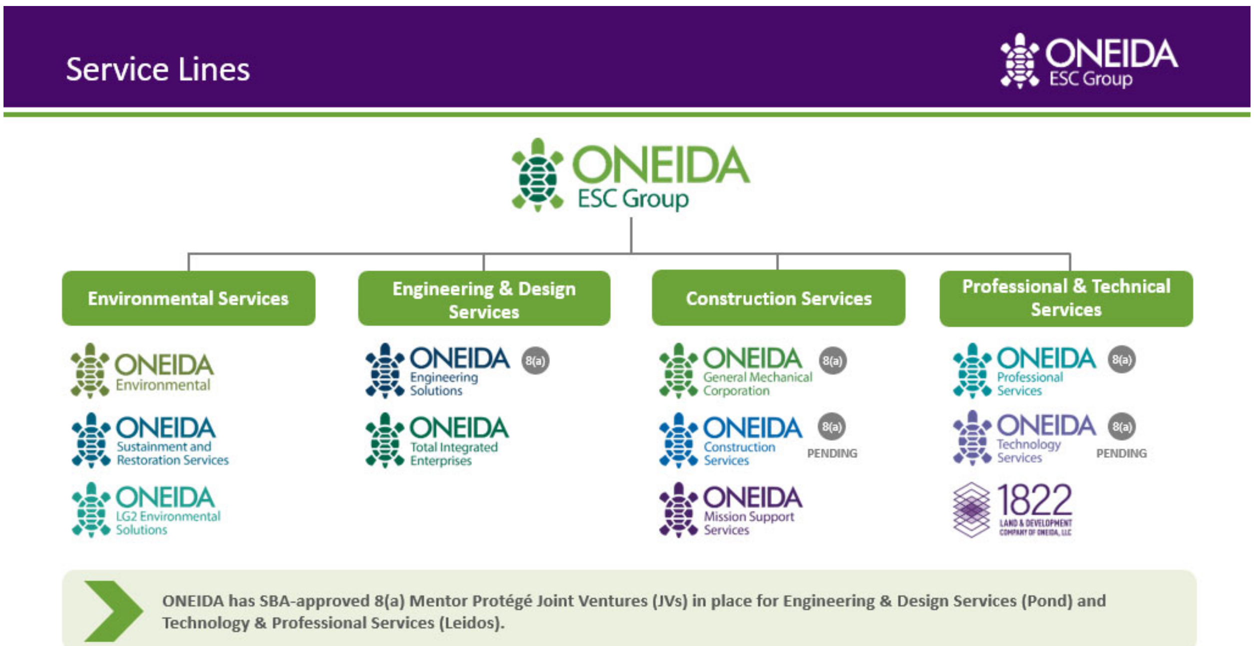
Shared Services & Support

OESC provides centralized support that allows its operating companies to focus on serving customers and growing their businesses. Shared services include:

- Accounting and financial management
- Contract administration and compliance
- Human resources and talent management

- Information technology support
- Corporate leadership and strategic planning
- Marketing, business development, and proposal support

OESC continues to strengthen its position as a diversified portfolio of businesses serving federal, commercial, and tribal markets. With a new Board of Managers in place and centralized support functions driving efficiency, the organization is well-positioned to pursue growth opportunities, expand capabilities, and create long-term value for the Oneida Nation.



A. Overview of Core Business Operations and Market Landscape

Subsidiary Company Overview

Oneida Total Integrated Enterprises (OTIE)

Competes in the open market as a small business and provides:

- Environmental services and remediation
- Engineering services
- Project management, general contracting, and construction
- Support for government and commercial clients

Mission Support Services (MS2)

Graduated from the U.S. Small Business Administration (SBA) 8(a) Business Development Program in March 2023.

Provides:

- Construction and construction management
- New construction and renovations
- Heating, Ventilation, and Air Conditioning (HVAC) systems
- Utilities, power generation, and distribution
- Communications and security systems
- Interior remodeling

Oneida Construction Services (OCS)

Provides construction management and self-perform construction services specializing in:

- Concrete work
- Framing
- Roofing and siding
- Finish carpentry

General Mechanical Corporation (GMC)

An HVAC-focused contractor that also performs:

- General contracting
- Electrical work

Entered the SBA 8(a) Program in November 2022.

Sustainment & Restoration Services (SRS)

Graduated from the SBA 8(a) Program in February 2024.

Provides:

- Environmental assessments
- Environmental remediation and restoration
- Wetlands and brownfields support
- Environmental Site Assessments (ESA)
- Asset inventories
- Environmental engineering
- Wastewater system services

LG2 Environmental Services (LG2)

Specializes in:

- Archaeological and cultural resource services
- Natural resource assessments
- Environmental compliance
- Site remediation
- National Environmental Policy Act (NEPA) documentation

Primary service area is the southeastern United States.

Oneida Professional Services (OPS)

Provides professional workforce solutions including:

- Training and education support
- Engineering and scientific expertise
- Software engineering support
- Technical staffing solutions

Oneida Engineering Solutions (OES)

Focuses on transportation infrastructure projects, including:

- Roadway design
- Bridge design
- Civil infrastructure engineering

Certified as:

- SBA 8(a) business
- Disadvantaged Business Enterprise (DBE) in Wisconsin

Oneida Environmental (OE)

Provides:

- Archaeological and cultural resource assessments
- Natural resource management services
- National Environmental Policy Act (NEPA) documentation
- Environmental planning support
- Removed from the Small Business Administration 8a Program on June of 2026 due to non-performance on the Immigrations and Customs Enforcement contracts

Oneida Technology Services (OTS)

Delivers:

- Information technology services
- Cybersecurity solutions
- Secure enterprise technology systems
- Support for highly regulated and complex environments

1822 Land and Development Company of Oneida (1822)

Owns and manages:

- Commercial properties
- Industrial properties
- Residential housing developments

Supports economic development for the Oneida Nation and Northeastern Wisconsin.

B. Alternative Overview of the Corporation's Current Market Position

OESC operates in a highly competitive Architecture, Engineering, and Construction (AEC) market.

Key Success Factors

- Strong past performance and customer satisfaction
- Competitive pricing
- Technical expertise and reputation
- Access to skilled employees and subject matter experts
- Geographic reach
- Long-term customer relationships

Strategic Competitive Advantage

OESC's diversified family of companies allows it to compete through:

- Traditional full-and-open procurements
- Federal small business programs
- Socioeconomic contracting programs

Strong Federal Customer Base

Three of the five largest federal agencies awarding non-competitive contracts are existing OESC customers. These relationships reflect OESC's technical capabilities, project execution, and successful performance history.

C. Strategy for Enhancing Market Value and Competitive Position

OESC continues to build upon long-standing customer relationships, strong past performance, and established contract vehicles.

Growth Strategy

- Expand core service areas where expertise already exists.
- Pursue strategic growth opportunities selectively.
- Leverage federal, tribal, state, local, and commercial relationships to generate repeat business.

Operational Flexibility

Multiple subsidiaries share overlapping North American Industry Classification System (NAICS) codes, creating flexibility when pursuing opportunities while maintaining accountability within each company.

Competitive Advantage

- Diverse portfolio of operating companies
- Ability to align the right company with customer needs
- Collaboration across subsidiaries while maintaining specialized expertise

OESC's growth strategy is centered on expanding existing strengths, deepening customer relationships, and leveraging the flexibility of its multi-company structure. This approach supports sustainable growth while maintaining disciplined pursuit of new opportunities.

D. Comparison of OESC's Performance and Position Relative to Key Competitors

OESC Competes Against

- Small businesses
- Alaska Native Corporation (ANC) companies
- Tribally owned businesses
- Native Hawaiian Organization (NHO) companies
- Other socioeconomic firms
- Large businesses in full-and-open procurements

Key Market Areas

- Environmental consulting and remediation
- Engineering and infrastructure services
- Construction management and facilities support
- Transportation engineering

Competitive Markets

- Environmental Services (NAICS 562910)
- Wisconsin Department of Transportation (WisDOT) projects
- Federal defense, environmental, and infrastructure contracts

OESC Competitive Advantages

- Diverse business portfolio
- Strong customer relationships
- Proven performance record
- Broad technical expertise
- Access to multiple procurement pathways

OESC successfully competes in a crowded marketplace by leveraging its diverse business portfolio, strong customer relationships, specialized expertise, and access to multiple contracting pathways. This flexibility enables OESC to pursue opportunities across federal, state, tribal, and commercial markets while maintaining a competitive position against both small and large contractors.

E. Summary of Recent Developments in the Market and Business Development

Federal contracting continues to face increased oversight and uncertainty.

Key Developments

- Increased scrutiny of the SBA 8(a) Program.
- More than 1,000 companies reportedly suspended from the 8(a) Program in January 2026.
- Department of Defense sole-source awards over $20 million face increased review.

OESC Response

- OESC voluntarily withdrew Oneida Environmental from the SBA 8(a) Program to avoid potential impacts to the organization's other 8(a) companies. This was due to OESC/Oneida Nations decision not to pursue ICE contracts.

- OESC continues pursuing opportunities through its remaining subsidiaries and contract vehicles.
- The diversified structure allows flexibility as market conditions evolve.

Business Impact

- OESC anticipates a meaningful reduction in revenue because Oneida Environmental was one of the organization's strongest performing 8(a) companies.
- Management is actively pursuing mitigation strategies and replacement revenue opportunities.

While the federal contracting environment has become more challenging, OESC remains well-positioned due to its diversified portfolio of companies, strong customer relationships, and multiple contracting pathways. Management is focused on protecting long-term growth opportunities, maintaining compliance, and leveraging the broader OESC enterprise to navigate evolving market conditions.

F. Primary Goals, Targets, and Progress

Key Customers

- U.S. Department of Defense (DoD)
- U.S. Environmental Protection Agency (EPA)
- Bureau of Indian Affairs (BIA)
- Wisconsin Department of Transportation (WisDOT)
- Milwaukee Metropolitan Sewerage District (MMSD)
- Oneida Nation

Growth Priorities

- Expand services with existing customers.
- Enter new geographic markets.
- Pursue municipal opportunities.
- Grow relationships with Tribal Nations.
- Deliver integrated environmental, engineering, construction, technology, and professional services solutions.

OESC's growth strategy is focused on deepening relationships with existing customers while selectively expanding into new markets and regions. This balanced approach supports sustainable growth, strengthens customer partnerships, and creates long-term opportunities across federal, tribal, state, and municipal markets.

G. Key Drivers of Success and Associated Risks

Critical Success Factors

- Deliver consistent performance.
- Remain adaptable to changing conditions.
- Allocate resources strategically.
- Pursue disciplined growth.

Industry Challenges

- Increased competition
- Pricing pressure
- Delayed award timing
- Compliance requirements
- Talent recruitment and retention

FY26 Market Conditions

- Reduced procurement staffing
- Additional contract oversight
- Federal budget uncertainty
- Increased SBA review and approval timelines

Business Implications

- Slower opportunity flow
- Increased competition
- Longer pursuit cycles
- Greater pricing pressure

Despite a more challenging federal contracting environment, OESC remains focused on disciplined growth, operational excellence, and strategic positioning. The organization's diversified portfolio, strong customer relationships, and ability to adapt to changing market conditions provide a solid foundation for long-term success.

H. Medium- and Long-Term Outlook and Sustainability

Overall Approach

OESC's long-term sustainability is built on:

- Delivering high-quality work
- Maintaining strong customer relationships
- Remaining diversified across customers, industries, and contract types

Medium-Term Priorities (2-5 Years)

- Grow existing customer relationships
- Expand complementary services
- Selective geographic expansion
- Invest in business development and talent
- Strengthen partnerships and joint ventures

Long-Term Priorities (5+ Years)

- Sustainable growth with core customers
- Flexibility to adapt to changing markets
- Competitive pricing and value
- Continued investment in reputation and partnerships

OESC's growth strategy is focused on sustainable, disciplined expansion. By strengthening existing customer relationships, investing in talented employees, leveraging strategic partnerships, and remaining adaptable to market changes, OESC is positioned for long-term success and continued value creation for the Oneida Nation.

I. Market Growth Trends and Key Sources of Expansion

Key Growth Opportunities

- Expanding work through competitive contract awards and established federal contract vehicles.
- Leveraging the strategic Oneida-Leidos partnership to access larger opportunities and new customers.
- Responding to increased demand from agencies seeking faster and more streamlined procurement solutions.
- Utilizing the advantages of tribal contracting programs to provide customers with efficient and flexible acquisition options.

Key Drivers of Growth

- Demand for engineering, construction, and professional services
- Expanding work through competitive contract awards and established federal contract vehicles.
- Leveraging the strategic Oneida-Leidos partnership to access larger opportunities and new customers.
- Responding to increased demand from agencies seeking faster and more streamlined procurement solutions.
- Utilizing the advantages of tribal contracting programs to provide customers with efficient and flexible acquisition options.

Current Market Position

Leaner

- Disciplined cost management
- Operational efficiency

Agile

- Rapid response to changing opportunities

Diversified

- Strategic partnerships with Leidos, Stantec, Pond & Company, and others

OESC's growth strategy is built on strong customer performance, trusted partnerships, and a diversified business model. By remaining agile, controlling costs, and leveraging strategic relationships, the organization is well-positioned to capitalize on future opportunities while navigating an increasingly competitive marketplace.

J. Summary of Corporate Assets

Workforce

OESC's workforce consists of 470 employees, including full-time, part-time, temporary employees, on-call staff, and interns.

Employees by Company

- OESC: 52
- OTIE: 65
- 1822: 2
- MS2: 12
- GMC: 14
- SRS: 81
- LG2: 27
- OES: 40
- OE: 55
- OPS: 115
- OCS: 7

Workforce Diversity & Experience

- 13 Native American employees
- 5 Native American Board Members (not included in employee count)
- 57 military veterans

Customer Base

- Approximately 85% of revenue comes from federal government customers.
- Remaining revenue comes from tribal, state, municipal, commercial, and industrial clients.

OESC maintains a workforce of nearly 500 employees supporting a diverse portfolio of businesses and customers. The organization benefits from experienced leadership, veteran talent, and strong federal customer relationships while continuing to support the Oneida Nation's economic development objectives.

K. Summary of Legal Actions

None.

Disclosure Report

(a) Board of Managers

Board of Managers

Name	Position	Appointed	Term Expires
Amy Hacker	Chairwoman	March 17, 2026	June 30, 2029
Cristina Danforth	Board Member	March 17, 2026	June 30, 2030
Curtis Danforth	Board Member	March 17, 2026	June 30, 2029
Stephanie Metoxen	Board Member	March 17, 2026	June 30, 2030
Sidney White	Board Member	March 17, 2026	June 30, 2031

Executive Leadership

Name	Position	Years with Company
Matt Kunstman	Interim President & Chief Executive Officer	17 Years

Leadership Focus

- Strong governance and oversight
- Sustainable growth
- Improved financial performance
- Operational excellence
- Long-term value creation for the Oneida Nation

With a newly appointed Board of Managers and experienced executive leadership, OESC is positioned to provide strong governance, disciplined growth, and strategic oversight as the organization continues to expand its portfolio of business and customer relationships.

Disclosure of Relationships and Joint Ventures

Independence & Governance

- No financial or family relationships exist between Board Members and executive management.
- No direct relationships exist between OESC leadership and Oneida Nation regulatory bodies or the Oneida Business Committee.

Strategic Joint Ventures

Oneida Total Integrated Enterprises (OTIE)

Majority Joint Ventures

- RS&H
- OCH
- Ahtna
- Environmental Restoration LLC (ERRG)
- Merrick

Equal

- PWT

Minority Joint Ventures

- Tetra Tech
- NDN

Mission Support Services (MS2)

Majority Joint Venture

- MEC

Sustainment & Restoration Services (SRS)

Majority Joint Ventures

- CAPE Environmental Management
- Environmental Restoration LLC (ERRG)
- RESTORE Federal Services (RFI)
- Battelle
- BB&E
- Alliant
- CAPE II

Minority Joint Venture

- Alliant-SRS

Oneida Engineering Solutions (OES)

Majority Joint Ventures

- Pond & Company
- Pond II

Oneida Environmental (OE)

Mentor-Protégé Partnership

- Stantec

Oneida Professional Services (OPS)

SBA 8(a) Joint Venture

- Leidos

Purpose of Joint Ventures

These partnerships help OESC:

- Pursue larger and more complex projects
- Expand technical capabilities

- Access new customers
- Increase competitiveness
- Support environmental, engineering, construction, technology, and professional services programs

OESC's network of strategic joint ventures and industry partnerships significantly expands the organization's reach, technical expertise, and business development opportunities. These relationships are an important component of OESC's long-term growth strategy and ability to compete for increasingly complex federal and state projects.