# **GTM Analysis Part 1: Organization Profile & Leadership - K-Powernet**

**1. Company Overview and Structure:**

1.1 Legal Name and Corporate Structure of K-Powernet:

The target organization operates under the legal name K-PowerNet LLC, a designation consistently found across various sources 1. This limited liability company structure indicates a specific legal framework that likely provides a degree of separation in terms of financial and legal liabilities between K-PowerNet and its parent entity. The fundamental corporate structure is clearly established as a wholly-owned subsidiary of KAMO Power 1. This complete ownership by KAMO Power signifies a direct line of control and strategic alignment, where K-PowerNet's operations and objectives are intrinsically linked to those of its parent organization. The implications of this structure are significant. As an LLC, K-PowerNet benefits from a level of protection, limiting the personal liability of its owners, which in this case is KAMO Power. This could influence how K-PowerNet approaches business agreements, manages financial risks, and enters into contracts. Furthermore, the fact that K-PowerNet is entirely owned by KAMO Power suggests that its strategic direction and major decisions are ultimately dictated by the parent company. Therefore, to fully understand K-PowerNet's trajectory and priorities, it is essential to also consider the overarching goals and strategies of KAMO Power.

1.2 Historical Context: Founding Year, Headquarters, and Key Milestones:

KAMO Power, the parent organization of K-PowerNet, was formed on April 15, 1941, under the Rural Electrification Act of 1936 1. K-PowerNet itself was specifically "created to market a fiber optic system constructed to meet the communications needs of KAMO Power and its' member cooperative distribution systems" 1. The headquarters for K-PowerNet is located at 500 S. KAMO Drive, Vinita, OK 74301 1, sharing the same address as its parent company 5. While the exact founding year of K-PowerNet as a legal entity requires further investigation, the organization has a substantial history in the telecommunications sector. It has been meeting the telecom and technology needs of electric utilities for more than 45 years 1, operating microwave and other wireless systems since the 1960s and installing its first fiber-optic system in 1979 1. This origin as a support function for KAMO Power's internal communication requirements likely shaped K-PowerNet's initial expertise and focus, potentially giving them a deep understanding of the specific needs of utility clients. The long history in both microwave and fiber optic technologies suggests a significant accumulation of technical experience. The early adoption of fiber optics in 1979 stands out as a key milestone, demonstrating a long-term perspective on the evolution of telecommunications infrastructure and positioning them early in this critical technology.

1.3 Operational Footprint: Significant Locations and Geographic Reach:

K-PowerNet's operational activities are primarily concentrated within the four-state region encompassing Kansas, Arkansas, Missouri, and Oklahoma 1. Their network infrastructure spans nearly 4,000 miles across these states 11, indicating a significant investment in connectivity within this geographic area. This network reaches both major urban centers (TIER 1 city markets) and smaller communities (TIER 5 city markets) 11, suggesting a broad market reach. Furthermore, K-PowerNet has established a network of 60 Points-of-Presence (POPs) 11, strategically located to facilitate connectivity and service delivery across their operational area. Recent activities, such as the applications for funding under the American Rescue Plan Act (ARPA), reveal a targeted focus on expanding broadband infrastructure in specific counties within Oklahoma 3. These counties include Atoka, Latimer, Le Flore, Pittsburg, Pushmataha, and a broader range covering much of eastern Oklahoma 3. This initiative highlights a commitment to addressing the digital divide in rural areas. The operational footprint of K-PowerNet aligns with the service area of its parent company, KAMO Power, which also has a transmission system spread over parts of these four states 5. The presence in both urban and rural markets indicates an ability to serve a diverse customer base with varying bandwidth requirements. The strategic pursuit of ARPA funding for expansion in rural Oklahoma demonstrates an intent to capitalize on government initiatives aimed at improving connectivity in underserved regions. The primary operational locations include their headquarters in Vinita, OK, and the 60 POPs distributed throughout their four-state service area.

1.4 Industry and Business Activities: Primary Services and Classification (NAICS/SIC Codes):

K-PowerNet operates within the telecommunications industry, providing a range of fiber-based services on both a wholesale and retail basis 1. Their service portfolio includes inter-LATA and intra-LATA transport, as well as local access 1. Specific services offered encompass Private-Line Ethernet (EVPL, ELAN, EWAN), Dedicated Internet Access/IP services, co-location facilities, Optical Wave services, and various levels of point-to-point and ring-protected private line circuits ranging from DS1 to OC-n 11. They also provide wholesale medium-haul capacity and next-generation carrier Ethernet services 14. K-PowerNet's activities extend to providing internet and backhaul networks for a diverse clientele, including their own member cooperatives, mobile carriers, schools, healthcare providers, government entities, and other businesses 3. Their customer base is broad, encompassing public and private educational institutions, libraries, hospitals, cellular service providers, business-to-business clients, interexchange carriers, utilities, internet service providers, local exchange carriers (both incumbent and competitive), cable television companies, data storage service providers, and financial institutions 15. While the provided snippets do not explicitly state K-PowerNet's NAICS or SIC codes, their business activities suggest potential classifications. Given their role in providing fiber-based transport and internet services, they might be classified under Wired Telecommunications Carriers (NAICS code 517111) if they primarily operate and maintain their own network infrastructure, which seems likely given the extensive fiber network mentioned 11. Alternatively, if their model leaned more towards leasing capacity, Telecommunications Resellers (NAICS code 517121, previously 517911) could be applicable 16. The SIC code 4813 (Telephone Communications, Except Radiotelephone) also aligns with their service offerings 19. The dual focus on wholesale and retail markets allows K-PowerNet to access different segments of the telecommunications landscape, creating multiple avenues for revenue generation. Their historical ties and continued emphasis on serving utilities suggest a specialized understanding of this sector's unique needs, potentially offering a competitive edge in this market.

**2. Organizational Size and Financial Health:**

2.1 Revenue Analysis: Past Three Years (if available):

Financial data obtained from the annual report of K-Powernet, LLC, filed with the Missouri Public Service Commission for the calendar year 2023, indicates a "Total Company Revenue" of $11,583,805.00 9. This figure represents the combined revenue from both intrastate and interstate/other services. The report further breaks down the revenue into "Wholesale Revenue" amounting to $10,115,356.00 and "RETAIL END-USER TOTAL" revenue of $1,054,066.00 9. This distribution suggests that a significant portion of K-PowerNet's income is generated from providing services to other telecommunications providers on a wholesale basis. The availability of this data in a regulatory filing implies that K-PowerNet is subject to certain financial reporting requirements within Missouri. However, the provided research material does not contain comparable revenue figures for the years 2021 and 2022. The dominant share of wholesale revenue indicates that K-PowerNet's primary business focus might be on supplying network capacity and related services to other carriers, which in turn serve end-users. This business model could provide a stable revenue stream based on contractual agreements with other telecommunications companies. To gain a comprehensive understanding of K-PowerNet's financial health and growth trends, it would be necessary to obtain revenue data for the preceding years, potentially through further examination of regulatory filings in Missouri and the other states where they operate (Kansas, Arkansas, Oklahoma).

2.2 Human Capital: Employee Count and Departmental Structure (if available):

The provided research snippets do not offer any specific information regarding the total number of employees at K-PowerNet or the structure of its workforce into different departments. While snippet2 mentions that KAMO Power has 2,713 miles of energized line, this figure likely pertains to the operational scale of the parent company's power transmission infrastructure and does not directly reflect the staffing levels or departmental organization of its telecommunications subsidiary, K-PowerNet. Snippets that mention "Powernet" and employee counts 20 refer to other distinct companies with similar names and are therefore not relevant to this analysis of K-PowerNet. Understanding the size of K-PowerNet's workforce and how it is organized into departments such as network operations, sales, engineering, and customer support would provide valuable insights into the company's operational capabilities and functional expertise. This type of information is often not publicly disclosed and might require direct engagement with the company or the use of specialized business intelligence tools.

2.3 Market Capitalization (if publicly traded):

As established earlier, K-PowerNet is a wholly-owned subsidiary of KAMO Power, which is a cooperative organization 1. Cooperative entities are typically not structured as publicly traded companies with shares available on stock exchanges. Consequently, K-PowerNet, being a private subsidiary, does not have a market capitalization in the conventional sense. Market capitalization is a metric used to assess the total value of a publicly traded company's outstanding shares. Since K-PowerNet's ownership is held entirely by its parent cooperative, this metric is not applicable to its financial profile. Snippets discussing market capitalization 20 pertain to other companies named "Powernet Technologies" and are not relevant to the analysis of K-PowerNet.

2.4 Growth Rate and Financial Trajectory:

Evidence within the provided snippets suggests that K-PowerNet is currently focused on a growth trajectory, particularly in the area of broadband infrastructure expansion. The company has actively sought funding through the American Rescue Plan Act (ARPA) for projects aimed at extending broadband services to rural communities in Oklahoma, requesting significant amounts of $2,686,500 and $7,183,000 in two separate applications 3. This proactive approach to securing government funding indicates a strategic priority towards expanding their network and service reach in underserved areas. Furthermore, the parent company, KAMO Power, is undertaking a network modernization initiative, deploying Infinera's XTM Series on its existing network 26. As K-PowerNet leverages this infrastructure, these upgrades will likely enhance its service capabilities, allowing for greater bandwidth capacity and the potential to offer more advanced telecommunications solutions. This investment in network infrastructure by the parent company directly supports K-PowerNet's future growth potential. While a precise calculation of K-PowerNet's growth rate is not possible based solely on the provided snippets, the active pursuit of expansion projects and the investment in network upgrades by the parent organization strongly suggest a forward-looking approach aimed at increasing their market presence and service offerings. The ability to offer enhanced services on a modernized network could attract new customers and allow K-PowerNet to compete more effectively in both the wholesale and retail telecommunications markets.

**3. Corporate Ecosystem:**

3.1 Parent-Subsidiary Relationships:

The fundamental relationship within K-PowerNet's corporate ecosystem is its position as a wholly-owned subsidiary of KAMO Power 1. This direct ownership establishes a clear hierarchical structure with KAMO Power at the apex. However, KAMO Power itself is embedded within a broader cooperative network. It functions as a Generation and Transmission (G&T) cooperative, formed in 1941, and is owned by 17 member distribution cooperatives located in northeast Oklahoma and southwest Missouri 5. Additionally, KAMO Power is one of six G&T utilities that collectively own Associated Electric Cooperative, Inc. (AECI), which serves as their primary power supplier 5. This intricate web of relationships highlights that K-PowerNet's operational context is significantly influenced by the needs and priorities of these 17 member cooperatives that own KAMO Power. The services provided by K-PowerNet, particularly in terms of telecommunications infrastructure, likely play a crucial role in supporting the operations and connectivity requirements of these cooperatives. Furthermore, the relationship between KAMO Power and AECI, as the power generator, underscores the critical nature of reliable communication infrastructure for the energy sector, an area where K-PowerNet has deep roots.

3.2 Internal Structure: Business Units and Divisions:

While a formal organizational chart detailing specific business units or divisions within K-PowerNet is not available in the provided snippets, inferences can be made based on their service offerings and customer base. The fact that K-PowerNet provides both wholesale and retail telecommunications services 1 suggests the potential for distinct units handling these different market segments. Their diverse customer portfolio, ranging from utilities and ISPs to schools and healthcare providers 15, might also necessitate specialized teams or departments catering to the unique needs of each sector. The comprehensive list of services, including private line, internet access, co-location, and optical wave offerings 11, could also be managed under separate service lines or business units. The existence of a dedicated Network Operations Center (NOC) 10 is explicitly mentioned, indicating a critical operational unit focused on network management and reliability. Furthermore, the identification of a "Sr. Telecommunications Marketing Specialist & Carrier Sales" 10 points towards a specific focus on both marketing efforts and managing relationships with carrier clients, potentially within a commercial or sales department. Based on this information, it is plausible that K-PowerNet's internal structure includes functional areas such as Network Operations, Wholesale/Carrier Sales, Retail Services, Marketing, and potentially specialized teams dedicated to key customer verticals like Utilities or Enterprise clients.

3.3 Recent Organizational Changes: Restructuring Initiatives:

The provided research material does not contain any information regarding recent organizational changes or restructuring initiatives within K-PowerNet or its parent company, KAMO Power. Snippets discussing restructuring 27 pertain to a different entity identified as "KPower" or "Kumpulan Powernet Berhad," which appears to be based in Malaysia and operates in the sustainable energy and utilities sector 28. Therefore, based on the available data, there is no evidence to suggest that K-PowerNet has undergone any recent restructuring.

3.4 Merger and Acquisition History:

Similarly, the provided research snippets do not indicate any history of mergers or acquisitions involving K-PowerNet or KAMO Power. Snippets that discuss merger activity 29 refer to other companies with the name "Powernet" and are not relevant to this analysis of K-PowerNet. Consequently, based on the information available, there is no indication that K-PowerNet has been involved in any mergers or acquisitions.

**4. Ownership and Governance:**

4.1 Ownership Structure: Public or Private Status and Key Stakeholders:

K-PowerNet operates as a privately held entity, functioning as a wholly-owned subsidiary of KAMO Power 1. The ultimate ownership and key stakeholders reside with the 17 member distribution cooperatives that own KAMO Power 5. These cooperatives, located in northeast Oklahoma and southwest Missouri, are the foundational entities in this cooperative structure. The implications of this ownership model are significant. As a subsidiary within a cooperative framework, K-PowerNet's objectives are likely aligned with the overarching mission of serving the needs of these member-owner cooperatives. This contrasts with publicly traded companies that prioritize shareholder returns or private equity firms with specific investment timelines and exit strategies. The priorities of the member cooperatives, such as reliable service, cost-effectiveness, and community benefit, likely influence the strategic direction and operational decisions of both KAMO Power and K-PowerNet. Therefore, understanding the individual needs and service territories of these 17 cooperatives would be crucial for any entity seeking to engage with K-PowerNet, as their priorities will likely shape potential partnership opportunities and business development strategies.

4.2 Executive Leadership Team: Profiles of C-suite Executives:

The executive leadership structure of K-PowerNet appears to be closely integrated with that of its parent company, KAMO Power. Theodore J Hilmes is identified as the Executive Vice President and CEO of KAMO Power 31, and he also holds the title of "Manager" at K-PowerNet, operating from the same address in Vinita, OK 9. This dual role suggests that the strategic leadership for K-PowerNet is directly overseen by the CEO of the parent company, indicating a strong alignment of vision and objectives. Mr. Hilmes brings over 25 years of experience within the cooperative sector, including 17 years as Chief Operations Officer at KAMO Power, where he played a key role in the expansion and improvement of the high-voltage transmission system 32. His background in electrical engineering and extensive experience with cooperatives likely shapes the strategic direction of K-PowerNet. Additionally, Rod Couch is listed as a "Sr. Telecommunications Marketing Specialist & Carrier Sales" at K-PowerNet 10, indicating a senior role in the company's commercial operations, specifically focused on marketing and relationships with other carriers. However, the research material does not explicitly identify other individuals holding traditional C-suite titles such as COO, CFO, or CTO specifically for K-PowerNet. The strong involvement of KAMO Power's CEO in K-PowerNet's management suggests a centralized leadership model where key strategic decisions are likely made at the parent company level.

4.3 Board of Directors: Member Profiles and Committee Assignments:

The provided research snippets do not contain any information about a specific Board of Directors dedicated solely to K-PowerNet. Given its status as a wholly-owned subsidiary, it is plausible that K-PowerNet's governance falls under the purview of KAMO Power's executive leadership or potentially a committee within KAMO Power that oversees its operations. Snippets31 and31 mention the Board of Directors of Associated Electric Cooperative, Inc. (AECI), which includes Theodore J Hilmes, representing KAMO Power. This indicates a connection to the broader governance structure within the cooperative network. Without further information, it is not possible to determine if K-PowerNet has its own distinct board or if its governance is managed at the parent company level. Understanding this structure would be important for identifying the ultimate decision-making authority for K-PowerNet.

4.4 Key Functional Leadership: IT, Security, Compliance, and Digital Transformation:

The research material does not provide specific details about individuals holding leadership positions in key functional areas such as IT, security, compliance, and digital transformation within K-PowerNet. While snippet26 discusses KAMO Power's network upgrade involving BlueAlly, it does not identify specific K-PowerNet personnel responsible for IT or security strategy. Similarly, there is no mention of a CIO, CISO, CTO, or leaders in security operations, compliance and risk management, or digital transformation roles within the provided snippets related to K-PowerNet. Identifying these functional leaders would be crucial for understanding who is responsible for the technological infrastructure, security posture, and adherence to regulations within the organization. This information would be particularly valuable for a Go-To-Market strategy targeting specific functional areas.

**5. Operational Decision-Making:**

5.1 Middle Management Contacts in Relevant Departments:

The only middle management contact explicitly identified within the provided research material for K-PowerNet is Rod Couch, who holds the title of Sr. Telecommunications Marketing Specialist & Carrier Sales 10. His contact information, including phone number ((918) 256-1833) and email address (rod.couch@k-powernet.com), is provided, making him a direct point of contact for sales and carrier-related inquiries. However, the snippets do not offer contact information for middle management in other relevant departments such as IT infrastructure, security operations, network and systems administration, or procurement and vendor management. Identifying managers in these areas would be beneficial for understanding the operational aspects of K-PowerNet and establishing connections with individuals responsible for specific technical domains or purchasing decisions.

5.2 Organizational Decision Structures and Technology Procurement Processes:

K-PowerNet's organizational decision structure is likely influenced by the three-tiered framework of its parent company, KAMO Power, which includes the distribution cooperatives, KAMO Power itself, and the power supplier, AECI 6. As a wholly-owned subsidiary, K-PowerNet's operations and strategic initiatives would likely align with the overall goals and priorities established within this cooperative ecosystem. However, the provided snippets do not offer specific details regarding the processes K-PowerNet employs for technology procurement. Given the cooperative nature of the parent organization, it is plausible that decisions regarding technology investments prioritize long-term value, reliability, and cost-effectiveness, potentially with input from various stakeholders within KAMO Power or even the member cooperatives. The emphasis might be on solutions that enhance the overall operational efficiency and benefit the cooperative members. Understanding the specific steps involved in technology evaluation, approval, and purchasing at K-PowerNet would be valuable for entities seeking to offer their products or services to the organization.

5.3 Budgetary Authority and Financial Approval Thresholds:

The research material does not contain specific information regarding budgetary authority or financial approval thresholds within K-PowerNet. While the applications for ARPA funding 3 suggest that significant financial commitments likely require approval at higher levels within the organization or potentially at the parent company, the specific thresholds for different types of expenditures are not detailed in the provided snippets. Understanding the levels of financial authority for various departments or roles within K-PowerNet, particularly concerning technology-related investments, would be beneficial for aligning proposals with the appropriate budgetary parameters and decision-makers.

**Table 1: K-PowerNet Key Personnel**

| **Name** | **Title** | **Department/Function** | **Contact Information** |
| --- | --- | --- | --- |
| Theodore J Hilmes | Manager (K-PowerNet), EVP & CEO (KAMO Power) | Executive Leadership | N/A |
| Rod Couch | Sr. Telecommunications Marketing Specialist & Carrier Sales | Sales & Carrier Relations | Phone: (918) 256-1833 |
|  |  |  | Email: rod.couch@k-powernet.com |

**Table 2: KAMO Power's Cooperative Structure**

| **Entity Name** | **Relationship to K-PowerNet** |
| --- | --- |
| KAMO Power | Parent Company |
| Associated Electric Cooperative, Inc. | Power Supplier to KAMO Power |
| [17 Member Cooperatives] | Owners of KAMO Power (List to be researched separately) |

**Table 3: K-PowerNet Service Offerings and Geographic Availability**

| **Service Category** | **Specific Service** | **Geographic Availability** |
| --- | --- | --- |
| Wholesale | Inter-LATA Transport | Kansas, Arkansas, Missouri, Oklahoma |
| Wholesale | Intra-LATA Transport | Kansas, Arkansas, Missouri, Oklahoma |
| Wholesale | Wholesale Medium-Haul Capacity | Kansas, Arkansas, Missouri, Oklahoma |
| Wholesale | Next Generation Carrier Ethernet Services | Kansas, Arkansas, Missouri, Oklahoma |
| Retail | Local Access | Kansas, Arkansas, Missouri, Oklahoma |
| Retail | Private-Line Ethernet (EVPL, ELAN, EWAN) | Kansas, Arkansas, Missouri, Oklahoma |
| Retail | Dedicated Internet Access / IP Services | Kansas, Arkansas, Missouri, Oklahoma |
| Retail | Co-location | Kansas, Arkansas, Missouri, Oklahoma |
| Retail | Optical Wave | Kansas, Arkansas, Missouri, Oklahoma |
| Retail | DS1 to OC-n Point-to-Point Private Line Circuit | Kansas, Arkansas, Missouri, Oklahoma |
| Retail | OC-n SONET Backbone Services | Kansas, Arkansas, Missouri, Oklahoma |
| Infrastructure Services | Internet and Backhaul Networks | Kansas, Arkansas, Missouri, Oklahoma |

Conclusions:

K-PowerNet LLC operates as a wholly-owned subsidiary of KAMO Power, a Generation and Transmission cooperative owned by 17 member distribution cooperatives. This structure deeply influences K-PowerNet's operational priorities, likely emphasizing reliability, cost-effectiveness, and service to the cooperative network. With a history spanning over 45 years in the telecommunications sector, K-PowerNet possesses significant experience, particularly in serving the utility industry. Their operational footprint covers Kansas, Arkansas, Missouri, and Oklahoma, with an extensive fiber network and a growing number of POPs. While primarily focused on wholesale telecommunications services, they also cater to retail customers. Financial data for 2023 indicates a total revenue exceeding $11.5 million, with a strong emphasis on wholesale activities. K-PowerNet is actively pursuing growth, particularly in rural broadband expansion, as evidenced by their ARPA funding applications and the network modernization efforts of their parent company. The leadership team is closely aligned with KAMO Power, with the parent company's CEO also holding a management role at K-PowerNet. Information on other C-suite executives and key functional leaders within K-PowerNet specifically is limited in the provided material. Decision-making processes likely reflect the cooperative governance model of KAMO Power, potentially prioritizing long-term value and member benefit in technology procurement. Understanding the specific needs and priorities of KAMO Power's 17 member cooperatives will be crucial for any entity looking to engage with K-PowerNet. Further research is needed to identify the full executive team, key functional leadership, and specific technology procurement processes within K-PowerNet to develop a comprehensive Go-To-Market strategy.

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