



DOYON, *Limited*

December 2011 | Volume 41, No. 12

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doyon.com

DOYON COMMEMORATES 40TH ANNIVERSARY OF ANCSA

December 18, 2011 marks the 40th anniversary of the Alaska Native Claims Settlement Act (ANCSA), a historic milestone that set the stage for the birth of Doyon, Limited. Doyon joins the other Native corporations – and all Alaskans – in commemorating this important event, which changed the face of the state and opened up many opportunities for Doyon businesses and shareholders



Courtesy of the Fairbanks
Daily News-Miner

during the past four decades. Additional information on ANCSA and Doyon's 40-year history will be included in the Doyon annual report, which will be mailed to shareholders in January.

DOYON CONTRIBUTES \$1 MILLION TO NEW HEALTH CENTER

Doyon, Limited donated \$1 million to Tanana Chiefs Conference (TCC) in support of the construction of the new Chief Andrew Isaac Health Center (CAIHC) in Fairbanks. The Doyon board of directors approved the contribution at their regular quarterly meeting held in mid-November, and Doyon President and CEO Aaron Schutt presented the check to TCC President Jerry Isaac at a ceremony held at the Doyon headquarters in Fairbanks on November 23.

As a significant number of Doyon shareholders and their descendants reside in Interior Alaska and receive health care services through TCC programs, the Doyon board stated that the contribution is an investment that will benefit Doyon shareholders and the Native community as a whole. The contribution was approved after it was determined it would not reduce shareholder distributions.

"Doyon is pleased to make this donation," Schutt said. "It is symbolic of the unity between TCC and Doyon. The clinic and its new features will improve the health care services provided in Interior Alaska."



Doyon President and CEO Aaron Schutt (right) presents the check for \$1 million to Tanana Chiefs Conference President Jerry Isaac (left).

"TCC is grateful for Doyon's gift (as it) demonstrates the good working relationship the two organizations have in serving the Native people in our region," Isaac said.

The new \$72 million clinic is located on Lathrop Street next to the Big Dipper arena and is scheduled to open in early 2013. With the new 100,000-square-foot facility, TCC Health Services will be able to provide all of their current programming at one facility. New programming such as labs, radiology and limited oncology will also be housed there. In addition to current services offered by CAIHC, new services will also be introduced, such as podiatry, geriatrics and some cancer treatment services.



BOARD OF DIRECTORS

Orie G. Williams | Chair
Victor Nicholas | Vice Chair
Michael R. Fleagle | Secretary
Miranda Wright | Treasurer
Walter "Wally" Carlo
Jennifer Fate
Andrew Jimmie
Georgianna Lincoln
Josephine Malemute
Esther M. McCarty
Cheryl Silas
Teisha Simmons
Christopher Simon

PRESIDENT & CEO

Aaron M. Schutt

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VISIT WWW.FACEBOOK.COM/DOYONLIMITED.

MESSAGE TO SHAREHOLDERS

Dear Shareholders:

It has been a very busy two months as your new president and CEO. I appreciate the support you have shown me as I assumed this new position within our corporation.



Aaron M. Schutt

Since becoming president, I have undertaken a 100-day plan to assess our organization and businesses and develop an action plan to ensure that Doyon, Limited is operating as efficiently as possible and working to reach our strategic goals.

I have met with Doyon board members and staff, and state, community and Native leaders. I have listened and learned. Currently I am formulating and synthesizing the information gathered in these meetings. An action plan to coordinate and implement any possible changes will be developed in cooperation with the board in early 2012.

This year marks the 40th anniversary of the passage of the Alaska Native Claims Settlement Act (ANCSA). As I reflect on the impact ANCSA has had on the people of our region, I am grateful that early Doyon leaders worked to allow those born after 1971 to become shareholders. Known as Class C shareholders, this group makes up a large part of our shareholder base. Recently we passed the 10,000 mark for this group! I am proud to be a Class C shareholder.

I want to thank the shareholders who attended our recent Dialogue with Doyon meetings. This year we have also been meeting with Elders and

students while in the communities. This is a vital part of our outreach efforts. The input and inquiries received have varied, but the sense of affiliation has been very evident. This month we will travel to Tanacross, and in January and February we will hold meetings in Portland, Anvik and McGrath. If you live in one of these areas, please join us.

Recently the shareholder services department staff called or attempted to reach all shareholders in the Doyon talent bank to review their information. This helps Doyon know who is interested in what fields, the experience they have and what training they need. It is an important part of Doyon's shareholder employment planning.

I'd like to remind shareholders that the annual meeting is just around the corner. Proxy packets will be mailed in late January. It is important that all shareholders vote by proxy or in person at our annual meeting. More information is in this newsletter.

In closing I want to share with you the excitement I feel as we enter 2012. There are many opportunities for Doyon. We have positioned ourselves well as a company to grow our profitability, employ more shareholders, and achieve our goals.

Have a safe and fun holiday season.

Respectfully,

Aaron M. Schutt
President and CEO

VP OF ADMINISTRATION MOVES ON



Jim Johnsen

Jim Johnsen, Doyon, Limited's senior vice president of administration, has moved on from Doyon to accept a new position as senior vice president of human resources and process transformation at Alaska Communications. The change was effective at the end of November.

Johnsen joined Doyon in 2008 after 12 years at the University of Alaska. During his time with the corporation, he was integral to the development of Doyon's five-year strategic plan and its

shareholder hire plan, as well as building a strong administrative team, putting online systems in place, strengthening the company's political presence, and creating partnerships with the University of Alaska.

"Jim has been an incredible asset to Doyon during the past three years. He will be missed, but we wish him the best as he moves on to the next phase of his career," said Doyon President and CEO Aaron Schutt.

"Doyon is in very strong shape – excellent leadership, great business prospects for the future, and strong administrative people and systems – so I feel comfortable making the move to ACS," Johnsen said. "I have made many great friends here at Doyon and I know those friendships will last many years to come."

SHAREHOLDER FILLS NEW OPERATIONS DIRECTOR ROLE



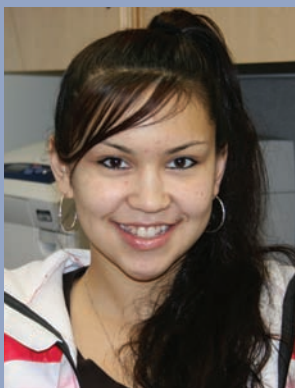
Amber Kocsis

Amber Kocsis, a Doyon, Limited shareholder, was hired as Doyon's operations director in early November. As operations director, which is a new position at Doyon, Kocsis is actively involved in business development efforts and strategic planning, analyzing operational performance across the Doyon Family of Companies and making recommendations for improvement.

Kocsis holds a bachelor's in natural resources from Cornell University, a master's in forest resources from the University of Washington, and a J.D. and M.B.A. from the University of Michigan. She is licensed to practice law in both Alaska and Minnesota. Most recently, she worked as a corporate attorney at Dorsey and Whitney, LLP in Anchorage and Minneapolis.

"Doyon Foundation provided me financial support and encouragement throughout my college years, so I always knew that I wanted to give back to the Doyon region once I finished my education. Now I can use my education in business, law and natural resources development, along with my experience working with the tribes in our region, to produce lasting financial gains for our corporation and our shareholders," said Kocsis, who was raised in Fairbanks and is the daughter of Carlson Malemute and Marilyn Berglin, and the granddaughter of the late Jimmy and Gladys Malemute.

SHAREHOLDER JOINS DOYON AS HR ASSISTANT



Vanessa Fleagle

Doyon, Limited shareholder Vanessa Fleagle joined the corporation as a human resources assistant II in late October.

In this role, Fleagle assists job applicants, creates new hire packets, and helps with filing and answering phones.

"I am looking forward to learning everything about this position," she said.

Fleagle, originally of Fairbanks, graduated from the Career Education Center in May 2010. She previously worked in customer service at Prospector Outfitters, and completed a human resources seminar. Fleagle enjoys people, going to the movies, taking walks, playing pool and bowling.

She is the daughter of Nina and Timothy Fleagle, Sr., and the granddaughter of Elizabeth Fleagle and Lina Demoski. She also has three older brothers and a younger sister.

BUSINESS/SHAREHOLDER NEWS

SHAREHOLDER DIVIDENDS MAILED, DIRECT DEPOSITED

The 2011 Doyon, Limited shareholder dividend was mailed or direct deposited on Tuesday, December 6, marking the 24th year that shareholders received a dividend from the corporation. The 2011 amount was \$3.88 per share, or \$388 per 100 shares.

The dividend is based on a five-year average of net income. For more information, please contact shareholder records at 907-459-2040, 1-888-478-4755 ext. 2040 or records@doyon.com.

SAVE THE DATE FOR 2012 ANNUAL MEETING

Mark your calendar – the Doyon, Limited 2012 annual meeting of shareholders will be held Friday, March 16, 2012 at the Carlson Center in Fairbanks, Alaska. The doors will open at 8 a.m. and the meeting will begin at 9 a.m.

During the meeting, shareholders will vote to fill four open seats on the Doyon board of directors. Each director will have a three-year term. The seats are currently held by Michael Fleagle, Walter “Wally” Carlo, Jennifer Fate and Christopher Simon, whose terms expire at the March 2012 annual meeting.

Additional information on the annual meeting and the board election will be mailed to shareholders in January. To ensure that shareholders receive this important information, they are requested to update their email and mailing addresses with Doyon by Friday, January 13, 2012.

For more information or to submit an address update, please contact the shareholder records department at 907-459-2040, 1-888-478-4755 ext. 2040 or records@doyon.com.

SEISMIC WORK SLATED TO BEGIN IN JANUARY 2012

The Doyon, Limited lands and natural resources department held community meetings in Nenana and Minto in early November to update residents on the seismic work planned for the area in early 2012.

Doyon, with seismic contractor SAExploration, will undertake seismic work in the North Nenana Basin from January through March 2012. The project area is between Nenana and Minto; 95 percent of the lands are owned by the State of Alaska. A total of 125 line miles of 2D seismic data will be collected with the goal of identifying subsurface features that may hold oil or gas, identifying and prioritizing possible drill targets, and prioritizing areas to lease within the license area.

The undertaking is an indication of Doyon’s continued optimism about the oil and natural gas development possibilities in the Nenana basin. An exploration well drilled in 2009 demonstrated that there is an active petroleum system in the Nenana basin, even though there was not an economic accumulation of natural gas at that site.

Approximately 15 possible jobs will be available during the 2012 seismic project, with hiring priority given to Nenana and Minto residents. Job types may include bear guards, brush and tree cutters, road maintenance and survey helpers.



Doyon Board Chairman Orie Williams addresses meeting attendees in Nenana.



Doyon Senior Vice President of Lands and Natural Resources Jim Mery addresses Minto residents about the project.

HR/SHAREHOLDER OUTREACH UPDATE: ANNOUNCING NEW DOYON LEADERSHIP TRAINING PROGRAM

Doyon, Limited is excited to announce the opening of recruitment for Doyon Leadership Training (DLT), a 10-month, intensive leadership program combining two dynamic programs previously offered by Doyon: Doyon Management Training and Doyon Leadership Program. DLT is open to all Doyon shareholders, and the deadline to apply is Thursday, January 12, 2012 at 5 p.m.

DLT allows participants to experience firsthand what it looks and feels like to work and live from a place of inspired performance and excellence. This program develops/deepens the leadership skills of each participant by assisting them in authentically discovering and expressing themselves (personal development) and their skills and knowledge (professional development) so that they are able to perform even more effectively as leaders and add life-enriching value to their communities, organizations and the world.

Personal development objectives include:

- Identifying and cultivating the unique characteristics, qualities, skills and passions that reside within
- Honestly evaluating oneself in order to enhance beliefs and behaviors that support growth while alleviating beliefs and behaviors that limit effectiveness
- Centering one's life in order to blend personal power with synergy power to support, enhance and create fulfillment, vitality, effectiveness and contribution
- Creating a clear vision for one's life and future

Professional development objectives include:

- Refining leadership skills necessary for effectively leading and inspiring others
- Organizing and structuring groups and teams to get results
- Tailoring organizations to satisfy human needs, improve human resource management, and build positive interpersonal and group dynamics
- Coping with power and conflict, building coalitions, honing political skills, and dealing with internal and external politics
- Sharing a culture that gives purpose and meaning to work

Other objectives include:

- Educating participants about the Doyon Family of Companies through regular interaction with Doyon leaders, including members of the board of directors, senior management and general managers
- Educating participants about the Alaska Native Claims Settlement Act (ANCSA)
- Creating opportunities for possible employment or promotion within the Doyon Family of Companies
- Creating a network of people who support, promote and assist one another in their roles as leaders
- Providing nine credit hours through the University of Alaska Fairbanks Community and Technical College

Potential DLT participants must be able to commit to the following:

- Participate in one two-day (Friday and Saturday) experiential leadership and executive management training session each month from February to November 2012
- Study and share insight from four required developmental readings
- Participate in four one-hour accountability and team-support teleconferences
- Participate in five one-hour individual personal and professional development coaching sessions
- Create an individual personal/professional mentoring relationship
- Create and present a program project to Doyon leadership

Individuals interested in applying for DLT must complete the application by 5 p.m. on Thursday, January 12, 2012. Applications can be downloaded at www.doyon.com or picked up at a Doyon, Limited office.

For more information, contact Colita Fiorenzi at 907-459-2016, 1-888-478-4755 ext. 2016 or colita@doyon.com.

SHAREHOLDER NEWS



Doyon President and CEO Aaron Schutt addresses the shareholders at the Fairbanks meeting.

DIALOGUE WITH DOYON CONTINUES IN FAIRBANKS, ANCHORAGE

Dialogue with Doyon continued with meetings held in Fairbanks and Anchorage in November. During the meetings, Doyon staff and board members provided an overview of the corporation's goals and activities, and were available to answer shareholder questions.

Upcoming meetings will take place in Tanacross and in Portland, Ore. Meetings will also be held in McGrath and Anvik in early 2012. Please watch the Doyon website, www.doyon.com, Facebook page, www.facebook.com/doyonlimited, or newsletter for details as they are confirmed.



Shareholders at the Fairbanks Dialogue with Doyon meeting.

APPLY NOW FOR 2012 DAAGA' AWARDS

Applications are now being accepted for the 2012 Daaga' Awards. The deadline to apply is Monday, February 13, 2012 at 5 p.m. The application form, guidelines and instructions are available at www.doyon.com, and will also be mailed to all village council offices.

Daaga' represents the unified efforts of Native leaders to promote drug- and alcohol-free communities. Since the awards were started in 1990, Doyon has awarded more than \$160,000 to individuals and organizations whose focus is on the prevention of alcohol and drug abuse. Awards of up to \$3,000 are granted per funding period.

Daaga' encompasses the following beliefs:

- The source of healing lies in the ability of local people to help themselves.
- We should utilize the strength of our traditional values to focus on a healthy vision of the future.
- We should work together to promote programs that integrate the spiritual, social and economic needs of our people.

For more information, please visit www.doyon.com or contact Colita Fiorenzi at 1-888-478-4755 ext. 2016, 907-459-2016 or colita@doyon.com.

SUMMER 2012 JOB OPPORTUNITIES IN DENALI PARK

Looking for summer 2012 job opportunities? Interested in working in beautiful Denali National Park and Preserve? Doyon/ARAMARK is currently recruiting for dedicated, talented, goal-oriented individuals to work in the park during the 2012 summer season, which runs from May through September.

Interested applicants are encouraged to attend the upcoming Doyon/ARAMARK job fairs, hosted by Doyon, Limited human resources. A Fairbanks job fair will be held on Wednesday, December 14 from 10 a.m. to 2 p.m. in the Doyon board room at 1 Doyon Place. An Anchorage job fair will take place Monday, December 19 from 1 – 4 p.m. at the ARAMARK office at 241 North C St. At the job fairs, shareholders can complete an application and meet with a representative from Doyon/ARAMARK.

Doyon/ARAMARK is the authorized concessionaire for tours and other services at the park. The joint venture provides transportation services into the park, via tour and shuttle buses, and also manages dining facilities and the Wilderness Access Center.

Job opportunities for summer 2012 include cultural interpreters, bus washers, clean team, reservation agents, maintenance, sales clerks, CDL-drivers/guides, cooks and food service workers. Meals and housing are available at a cost for employees.

To see a complete list of jobs and to apply online, go to www.summerdenalijobs.com.

IBM PRESENTS \$10,000 GRANT TO SHAREHOLDER

IBM presented Doyon, Limited shareholder and Elder Howard Luke with a \$10,000 Community Impact Grant, which will benefit the Gaalee'ya Spirit Camp. IBM presented the grant to Mr. Luke during a ceremony in Minnesota in mid-November.

Mr. Luke founded the camp more than two decades ago to impart indigenous knowledge, traditional skills and historical memory to Alaska youth. The summer camp, located near Fairbanks on land that Mr. Luke donated to University of Alaska Interior-Aleutians Campus, now blends cultural mentoring and academic programs to expand and enrich the learning experience of the young people who attend.

The grant will be used to help create STEM (Science, Technology, Engineering and Math) academies, offer additional camp sessions, enable Elder and youth cultural mentoring connections, and promote computer and academic literacy.

SHAREHOLDER HAS FUTURE IN LAW ENFORCEMENT

Doyon, Limited shareholder Audrey George was one of 15 students who graduated from the University of Alaska Fairbanks Community and Technical College Law Enforcement Academy on November 11, 2011.

Upon her successful completion of the academy, George was offered a position as a Doyon Universal Security officer at the ConocoPhillips Kuparuk site.

George, originally from Nulato, was the Doyon Foundation's fall 2011 Law Enforcement Academy scholarship recipient. Funds for the scholarship are provided by the Alyeska Pipeline Service Company Alaska Native Program. A \$7,500 scholarship will be available for the spring 2012 Law Enforcement Academy. For more information, contact the Doyon Foundation at 907-459-2048 or foundation@doyon.com.

The 13-week academy is offered twice a year and provides students with basic police training for Interior and rural municipalities in preparation for the Alaska Police Standards Certification. Students who successfully complete the program will be eligible for employment with any of the approximately 21 state enforcement agencies or 43 municipal police departments within Alaska.



Doyon shareholder and Doyon Foundation scholarship recipient Audrey George graduated from the University of Alaska Fairbanks Community and Technical College Law Enforcement Academy in mid-November. Pictured with George (center) at the graduation ceremony are Scott Jones, Doyon Universal Services director of training and background investigation (left), and Tonya Garnett, Doyon Foundation scholarship program manager (right).

CONDOLENCES

The Doyon, Limited board of directors and staff extend their sincere condolences to the families and friends of the following shareholders who have recently passed away:

Mary A. Felix, 69 • *Tanana, AK*

Steven J. Flitt, 34 • *Ft. Yukon, AK*

Kevin D. Gregory, 44 • *Holy Cross, AK*

Margaret M. James, 84 • *Ft. Yukon, AK*

Michael P. Jerue, Jr., 24 • *Anchorage, AK*

Lena T. Joseph, 44 • *Anchorage, AK*

Michael S. Mason, 59 • *Wasilla, AK*

Axinia McLean, 93 • *Ft. Yukon, AK*

Lawrence H. Moses, 82 • *Stevens Villagel/
Nenana, AK*

Timothy A. Ned, 31 • *Allakaket, AK*

Lucy P. Peters, 63 • *Bethel, AK*

Gerald L. Price, Sr., 49 • *Fairbanks, AK*

Beatrice M. Richards, 79 • *Anchorage, AK*

Darrell W. Semaken, 48 • *Kaltag, AK*

Frederick A. Sequak, 78 • *Teller, AK*

Nutak C. Silvasy, 35 • *Barrow, AK*

Franklin Simon, Sr., 77 • *Huslia, AK*

Neana R. Smith, 44 • *Wenatchee, WA*

Hannah Solomon, 102 • *Ft. Yukon, AK*

Sherry M. Titus, 56 • *Minto, AK*

Leonard C. Turner, 30 • *McGrath, AK*

Sonny R. William, 62 • *Ft. Yukon, AK*

William Williams, 95 • *Allakaket, AK*

Please note that the list of condolences includes the shareholder's last known place of residence.



DOYON, Limited

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CALENDAR

DECEMBER

- 14** Fairbanks, AK • Doyon/ARAMARK
Job Fair
10 a.m. – 2 p.m., Doyon, Limited board
room, 1 Doyon Place
- 19** Anchorage, AK • Doyon/ARAMARK
Job Fair
1 – 4 p.m., ARAMARK office, 241
North C Street
- 26** Doyon, Limited Offices Closed in
observation of Christmas

JANUARY

- 2** Doyon, Limited Offices Closed
in observation of New Year
- 13** Address Update Deadline
to receive annual meeting/proxy materials
- 28** Portland, OR
Dialogue with Doyon Meeting
2 p.m., Sheraton Hotel, Portland Airport