



DOYON, *Limited*

June 2011 | Volume 41, No. 6

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ANNUAL STRATEGIC PLANNING SESSION

The Doyon, Limited board members held their annual strategic planning session in Tulalip, Wash. in early May. The planning session is held to ensure that the corporation is carrying out its mission and vision, and is a commitment to shareholders that Doyon will reach its corporate goals.

At the two-day meeting, the board members reviewed the five-year strategic plan that they adopted last year.

The strategic plan guides Doyon's business growth and aligns key corporate and subsidiary strategies to meet the corporate goals of increasing both profitability and shareholder employment opportunities. Specifically, the goals are to increase revenue to \$50 million in net income before taxes and increase the number of shareholder employees to 800 by 2015. At its regular board meeting held directly after the planning session, the board approved a resolution reaffirming the strategic plan.

During the planning session, the 13 members were also presented with a shareholder hire plan by senior management and reviewed the new governance structure adopted last year. Under the new structure model, board meetings are streamlined according to Doyon's pillars of companies.



Pictured left to right are planning session facilitator Ernesta Ballard, board members Wally Carlo, Josephine Malemute, Andy Jimmy, Georgianna Lincoln, Jennifer Fate, Chairman Orie Williams, Secretary Michael Fleagle, Esther McCarty, President and CEO Norman L. Phillips, Jr., Teisha Simmons, Cheryl Silas, Treasurer Miranda Wright and Vice Chair Victor Nicholas.

ELDER KATIE JOHN RECEIVES HONORARY DEGREE

Elder Katie John received an honorary doctor of law degree at the University of Alaska Fairbanks (UAF) commencement ceremony on May 15. Doyon Board Treasurer Miranda Wright, along with Doyon Foundation, presented a Doyon

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Elder Katie John speaks, while her granddaughter Katherine John Martin holds the microphone. Also pictured (left to right) are Doyon Board Treasurer Miranda Wright, Elder Molly Galbreath and Native Elder and Doyon shareholder Howard Luke. Photo courtesy of Doyon Foundation.

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SHAREHOLDER CALENDAR.

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BOARD OF DIRECTORS

Orie G. Williams | Chair
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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

Norman L. Phillips, Jr.

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MESSAGE TO SHAREHOLDERS

Dear Shareholders,

We hope you are enjoying the warmer temperatures and preparing for your summer activities. Like many of you, your company is preparing for the future.

In early May the board and senior management held their annual planning session at which time we reviewed the five-year strategic plan which began last September. Personally, I feel there was meaningful dialogue at the planning session and believe we are heading in the right direction as a corporation to achieve our two major goals. The goals to increase our net income before taxes to \$50 million and the number of shareholder employees to 800 by 2015 are aggressive, but achievable.

The corporation has been working closely with Tanana Chiefs Conference on the matter of redistricting. This process of drawing electoral district boundaries is being done in response to population changes determined by the results of the 2010 U.S. Census. The Alaska Redistricting Board is now considering various plans and will release a final plan on June 14. Doyon is involved in this matter because redistricting has a direct impact on shareholders as the boundaries determine who will represent us in the political process. This is an ongoing process so we will provide updates to you in upcoming newsletters.

Doyon continues to monitor the effort to amend ACES (Alaska's Clear and Equitable Share), an issue now before the Legislature. We hope that the Legislature will amend ACES this year. We believe that reforms to ACES are needed to create opportunities for Doyon businesses and shareholders. Reforms will also benefit the other regional corporations' businesses, which will result in more 7(i) revenue, which is shared with Doyon, your village corporation and Class B Doyon shareholders. We will keep you apprised of this issue.

In May shareholders were mailed a special newsletter that focused on shareholder questions and comments received prior to and during the

annual meeting. I am pleased with the effort put forth by staff to provide timely answers and hope you found the newsletter informative as it clarifies specific concerns raised.

Presently we are looking into the matter of the quorum for the annual meeting. Getting a quorum to hold the election of the board will be a challenge as the corporation grows. We are working on a candidate matrix that will inform shareholders of interested candidates' qualifications. We believe this will assist shareholders in the voting process and hopefully increase the participation by shareholders and, ultimately, increase quorum. Management will present the matrix to the board in August.

There is much work taking place to reach our goals and ensure Doyon remains a strong corporation. All the issues raised here have one common essential factor that I hope you will keep in mind: involvement. Doyon is only as good as its people and its commitment to excellence. This includes the board, management, staff and shareholders. All of us must be involved.

Have a safe and enjoyable summer. We thank you for your continued support and look forward to working with you on these matters.

Warm Regards,

Norman L. Phillips, Jr.
President and CEO



BOARD PASSES RESOLUTION ON FRACTIONALIZATION OF SHARES

At its May 7, 2011 meeting, the Doyon, Limited board of directors passed resolution 2011-29 Fractionalization of Shares, which states that shares shall be transferred only in whole shares to heirs. If an uneven allocation of whole shares is needed, the allocation shall be made in accordance with shareholder records' established procedures. Existing fractional shares will

not be further fractionalized. Shares are transferred according to a stock will, general will or the Alaska State Laws of Intestacy. Shareholders with questions about their shares or who would like to complete a new stock will should contact shareholder records at 907-459-2040, 888-478-4755 or records@doyon.com.

DOYON SELECTS NEW VP/GM FOR DOYON GOVERNMENT GROUP

Doyon, Limited selected Kevin Slattery as the new senior vice president and general manager for Doyon Government Group (DGG). He started in the Federal Way office on June 6.



Kevin Slattery

"I'm extremely excited about this opportunity to lead the Doyon Government Group as we continue to build a strong and admired company in the federal government sector," Slattery said. "I'm proud and honored to join DGG as we grow and expand our current capabilities and leverage our past performance and experience into additional key market sectors."

Slattery joins Doyon after a 36-year career in government contracting, engineering, construction and operations support. His professional background includes recently serving as CEO of Seneca Telecommunications following 17 years with ASRC. At ASRC, he served as president of ASRC Airfield and Range Services, Inc.; president and CEO of Arctic Slope Construction; and president and CEO of Facilities Systems Engineering Corporation.

"Kevin has a strong background in construction, engineering and IT/telecommunications, which is very well suited to the DGG subsidiaries and growth plans," said Aaron M. Schutt, Doyon senior vice president and chief operating officer. "I am very pleased to have him join our Doyon Family of Companies."

SHAREHOLDER HIRED AS GOVERNMENT RELATIONS DIRECTOR

Doyon, Limited welcomes shareholder Sarah Obed as the corporation's new government relations director. In this role, Obed will represent the company's interests on legislative and regulatory developments at the federal, state and local level. She will also be responsible for reviewing, monitoring, analyzing and briefing Doyon management on legislative issues and government developments.

"We are pleased to have Sarah join Doyon to carry out this important role. Her past work experience and educational achievements are well suited to this position," said Jim Johnsen, Doyon's senior vice president of administration.

"I'm really excited about working for Doyon, Limited in this capacity. I believe the new position will allow Doyon to proactively engage with the government on a wide range of issues," said Obed, who started the position in mid-May.

Obed earned a master's of public policy from the University of Michigan's Gerald R. Ford School of Public Policy in April 2011. In

2001, she obtained a bachelor's of arts in American Indian studies from the University of Washington.

Her previous work experience includes serving in the United States Peace Corp as a health volunteer and working as a program officer at First Alaskans Institute for four years. Obed also completed an internship in Doyon's operations department in 2010.

Obed, whose family is from Minto, said she is very happy to be returning home to live and work in Fairbanks.



Sarah Obed

FAQs ABOUT DOYON LANDS

Doyon, Limited receives many shareholder questions regarding land issues, including conveyances, leases, land use, Native allotments, village corporations and trespassing. Following is a question and answer session with the Doyon lands department, designed to answer shareholders' frequently asked questions.

1. Can you provide an update on the Alaska Native Claims Settlement Act (ANCSA) conveyances? How close are we to receiving our 12.5 million acres?

Currently, 98 – 99 percent of the village corporation land conveyances are complete. In fact, 12 villages' conveyances are 100 percent complete. To date, a total of 11,407,608 acres have been conveyed to Doyon. There are still technical matters that need to be resolved, and the process may take several years to complete.

2. Are leases available for shareholders?

Doyon shareholders may apply for non-commercial use of Doyon conveyed fee lands so long as there is no impact to cultural resources or other conflicting land use. Uses include fish and trapline camps, cabin sites, and cutting of house logs or firewood. Application must be made prior to the actual use of the land by the shareholder. Doyon notifies the tribes and village corporations if an application is submitted for use near their community. See the "lands" page on the Doyon website at www.doyon.com for more information and applications.

3. How can Doyon lands be used? Is hunting permitted by shareholders?

As mentioned above, shareholders may apply to use Doyon lands for fish and trapline camps, cabin sites, and cutting of house logs or firewood. Doyon does not issue hunting permits. Lawful subsistence hunting, fishing and trapping on Doyon land is allowed for all Doyon shareholders.

4. What exactly are Native allotments? What role, if any, does Doyon play in them?

Native allotments were grants of land, up to 160 acres, from the federal government to individual Natives, based on established use and occupancy. The ability to apply for new Native allotments ended with the passage of ANCSA in 1971. Individual Native ownership of these lands is restricted due to obligations of the federal government to manage these lands on behalf of the allotment owners.

Native allotment management is the responsibility of the Bureau of Indian Affairs (BIA) through their management contract with Tanana Chiefs Conference (TCC). However, in some cases, larger tribal groups contract directly with BIA. Doyon does not administer Native allotments. Shareholders with questions regarding Native allotments should contact the TCC realty department at 907-459-3852.

5. What is Doyon's role in working with village corporations on land issues?

Doyon has a collaborative, cooperative relationship with village corporations on topics such as the ANCSA conveyance process, general land management issues, and fire protection and suppression. Doyon provides village corporations with technical support, such as data and mapping, and coordinates with villages on trespass issues by sharing information and expenses, and working with local law enforcement, as needed.

Doyon also works with village corporations on various capital improvement projects that need construction materials, such as sand, rock and gravel. Examples of these projects include road and airport construction. Doyon works to ensure that the village corporations are aware of and involved in the projects. Benefits to the villages include ensuring that the village corporations are compensated for the surface access to the sites, project planning and management, and that shareholders are hired for projects whenever possible. In 2010, Doyon worked on 31 projects in collaboration with village corporations. Several of those projects are carrying over to this summer.

6. What does Doyon do to minimize trespassing on Doyon lands?

Doyon works with villages to identify trespass problems and reduce the number of incidents in several ways:

1. Preparing and distributing booklets with comprehensive, region-wide land status maps, together with trespass and contact information. This information is also available at www.doyon.com.
2. Village-specific brochures with related land use information
3. Information kiosks
4. Postings (done in cooperation with some village corporations)
5. Sharing costs of newspaper advertising, focused around hunting season
6. Providing contacts to federal agencies and the Alaska State Troopers
7. Providing downloadable land ownership maps on the Doyon website at http://www.doyon.com/lands/lands_overview.aspx

7. How does Doyon respond to fires on Doyon lands?

During the summer months, fire is always a concern throughout the region. Under ANCSA, each village and regional corporation gets fire protection for undeveloped lands. If a fire does occur on Doyon or village lands it is fought according to the fire plan established by the corporations in association with, and on file with, the Alaska Fire Service. Corporate land owners are encouraged to review the plan annually to determine if the plan addresses their needs and concerns. To report a fire, call the Alaska Fire Service at 1-800-237-3633.

2011 DAAGA' AWARDS ANNOUNCED

Doyon, Limited is pleased to announce the recipients of the 2011 Daaga' Awards. 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 \$100,000 to individuals and organizations whose focus is on the prevention of alcohol and drug abuse. The 2011 recipients include:

- **Circle Tribal Council** received a Daaga' Award to help fund the Circle Youth Camp, a summer camp focused on healthy lifestyles and cultural enrichment activities for youth and families of Circle and Birch Creek.
- **Canyon Village Traditional Council** will take 15 – 20 youth to fish camp, where they will learn from two mentors how to build and operate a fish wheel and a fish cache. The fish will then be donated to the local Elder program.
- **Tanana Native Council** will hold a week-long day camp put on by the Midnight Sun Council, Boy Scouts of America in the village of Tanana. The co-ed camp will be available at no cost to youth ages 7 – 18. Activities will include team building, leave no trace, ethics in action, a service project, drug awareness and making healthy choices, and hunter education and firearm safety.
- **Kaltag Tribal Council** projects will encourage healthy lifestyles and teach Kaltag residents how to live off the land and water. Activities include putting on a cultural week; providing workshops on parenting, suicide prevention, domestic violence, sexual abuse and child abuse/neglect; and hosting classes on beading, sewing, food preservation, making traditional tools, carving, and Native singing/dancing.
- **Minto Village Council** will host a cultural camp with activities for all ages. The camp will provide a sense of cultural pride and encourage attendees to live well, while also encouraging the younger generation to embrace their parents' and grandparents' way of life, and showing people they do not need alcohol and drugs to have fun.
- **Healy Lake Traditional Council** received funding for the continuation of its wellness program, a three-day event that offers sessions on family wellness as well as a traditional culture day, which includes drum making, skin sewing, beading projects, Indian song and dance, and storytelling.
- **Tanacross Village Council** will utilize the Daaga' Award to hold a wellness gathering and cultural camp. The wellness gathering will focus on alcohol/drug and suicide prevention, spiritual awareness, talking circles, diabetes and healthy lifestyles. The cultural camp will focus on youth, who will learn about alcohol/drug and suicide prevention, healthy lifestyles, self-esteem and culture.
- **Top of the Kuskokwim School** will hold a three-day spring camp. Along with the youth, parents, Elders and community members will be involved in activities including fishing, visiting local areas of significance, storytelling, carving, language activities and visiting traditional family camps.
- **Anvik Traditional Council** received Daaga' funding to host a summer-long birch bark basket and model canoe-making class, taught by a Native instructor. The class will keep the art alive, so it can continue to be passed down through the generations. The class will also provide healthy, alcohol- and drug-free activities for residents.
- **Venetie Traditional Council** will send the Venetie Traditional Dance Group, comprised of 20 youth, five adults and two Elders, to perform at the World Eskimo Indian Olympics in Fairbanks in August.
- **City of Kaltag Wellness Program**, in collaboration with the Kaltag Tribal Council, received funding for its annual sobriety walk and picnic. As part of the walk, participants place posters along the trail honoring individuals who have maintained sobriety. The walk is one way the city engages members of the community in a positive activity that celebrates healthy choices.
- **Nenana Native Council** received funding to support its quarterly community meetings, which offer food, door prizes and the opportunity to discuss community issues, upcoming events and projects in an informal, alcohol- and drug-free environment. Daaga' funding will also support the community's Native Dance Group, which teaches traditional Native song and dance to area youth, and Native arts class for youth and adults.
- **Gwichyaa Zhee Gwich'in Tribal Government** applied for funding on behalf of the community's youth council, which plans to put on a Cultural Youth Gathering for youth in Fort Yukon and the surrounding villages. Held in June, the five-day gathering will provide the opportunity for participants to learn traditional skills and attend cultural events and activities.
- **Koyukuk Tribal Council** will host a week-long culture camp designed to preserve Koyukon Athabaskan Native cultural heritage, transfer traditional language and skills to youth, educate children, youth and adults, and support services and facilities for food preservation and subsistence.
- **Yukon Koyukuk Elder Assisted Living Facility** will utilize funding to launch a new arts and crafts activity program at its newly opened facility. Through the bi-monthly program, residents and other community members will teach topics such as how to make snowshoes, quilting, cooking, sewing, fishing, trapping and gardening.

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

HR UPDATE: HOW TO DRESS FOR AN INTERVIEW

Summer is finally here in Alaska! During the summer season, there is a tendency to dress down for the warmer weather. The way you dress for an interview is the first impression you will make with potential employers. You want your first impression to have a positive impact as you do not get a second chance to make a first impression. This is a reminder to applicants to dress professionally and appropriately when attending job interviews.

Professional dress includes having a neat and clean appearance. Jeans, t-shirts and similar attire are not acceptable for most interviews. It is unprofessional and inappropriate to show up for an interview in flip-flop sandals, shorts, strapless or spaghetti string tank tops, short skirts without tights or pants underneath, low-cut shirts, evening wear, etc.

Things not to bring to the interview:

- Snacks (gum, candy, pop, etc.)
- Cell phone (make sure the ringer is turned off)
- iPod

Other tips to follow:

- Prior to the interview, politely ask for the company dress code and, when interviewing, dress accordingly.
- Clothes should fit comfortably and look professional. Pick conservative colors.
- Hair should be trimmed and neat.
- Nails should be trimmed and clean.
- Use perfume or cologne sparingly.
- Limit jewelry.
- Cover tattoos.
- For those with multiple piercings, earrings are acceptable. Leave the rest at home.
- Use light make-up (if applicable).

Remember the “first impression is a lasting impression.” Following the simple tips above will assist you in making a successful and positive first impression with potential employers.

SHAREHOLDER OUTREACH UPDATE: INTERNSHIP PROGRAM

Internships for college and vocational students are an important part of an individual's professional success. Doyon, Limited has hired interns for a number of years in the summer and winter, working with student schedules. This summer Doyon will employ seven students to work in the legal, lands and resources, human resources, records, communications, finance and administration departments. In these positions, the interns will acquire skills to help them in their chosen career fields. Weekly meetings with different department staff and required volunteer activities will help them gain knowledge of the corporation as well as reinforce a healthy sense of community involvement, which are the two main components of Doyon's internship program. The 2011 Doyon interns are sure to gain experience, education, networks and a wonderful start to a promising career.



Pictured left to right are Valerie Adams, human resources intern; Violet Huntington, administration intern; Harold Woods, accounting intern; Sarah Walker, communications and marketing intern; and Shaylene Duyck, shareholder records intern. Not pictured are Ashley Hicks, legal intern, and Johnny David, IT intern.

SHAREHOLDER OUTREACH GOALS

- Inform Doyon shareholders of skills, training and/or education requirements for Doyon jobs.
- Advise shareholders of the process to find gainful employment with Doyon.
- Promote internships within the Doyon Family of Companies.
- Encourage youth readiness for employment opportunities with Doyon.

DOYON TOURISM RAMPS UP FOR SUMMER SEASON

Doyon Tourism has begun its summer 2011 season. Denali River Cabins and Cedars Lodge opened on June 1, and Kantishna Roadhouse and Kantishna Wilderness Trails opened for business on June 4. The operations run through mid-September.

Approximately 80 full-time, seasonal employees have been hired to work in summer 2011. Positions include property managers, front desk and office staff, food and beverage staff, housekeeping and laundry staff, facilities maintenance staff, bus and shuttle drivers, and guiding staff.

Denali River Cabins and Cedars Lodge offer cabin and hotel accommodations at the entrance to the park. Other amenities include an on-site restaurant, Finnish-style sauna and riverside decks with barbecues. Kantishna Roadhouse, located at mile 92 on the Denali National Park Road, offers an all-inclusive experience in the heart of the park. Transportation, lodging, meals and activities are all included in the stay. Kantishna Wilderness Trails offers a one-day bus trip through Denali National Park, including lunch at the Kantishna Roadhouse and an interpretive program.

Doyon shareholders are invited to take advantage of special discounts, including a 20 percent discount for pre-booking and a 50 percent discount for bookings within 24 hours of travel date. For more information or to make a booking, visit www.seedenali.com or contact 907-374-3041 or 800-230-7275.



HIGHLIGHTS FROM MAY E-NEWSLETTER

Doyon publishes a printed newsletter every other month – in February, April, June, August, October and December. Doyon distributes an electronic newsletter (e-newsletter) via email monthly. The May e-newsletter featured the following articles:

- Oil Tax Bill Passes House
- Board Planning Session Held
- 2011 7(i) Distribution for Class B Shareholders Announced
- Special Newsletter Coming in May
- HR Update: Why Doyon Conducts Screening on Potential Employees
- Shareholder Outreach Update: Congratulations to DMT Class of 2011
- Shareholder Wins Prestigious Aviation Awards
- Doyon Sponsors Yukon 300
- Doyon Foundation in New Location
- Plus, calendar, condolences and more

Visit www.doyon.com to view the copies of both the printed newsletter and e-newsletter. To sign up to receive the monthly e-news, simply send an email to communications@doyon.com.



KATIE JOHN

CONTINUED FROM PAGE 1

Foundation Pendleton blanket to Ms. John in honor of her recognition at a graduation reception held by the Interior-Aleutians Campus.

Ms. John, 95, is from Mentasta Lake and is known for her pivotal role in a landmark subsistence lawsuit. In 1990, Ms. John, along with Doris Charles and the Mentasta Village Council, sued the U.S. in federal court, claiming that the federal government had unlawfully excluded navigable waters and subsistence fishing from the protections of the Alaska National Interest Lands Conservation Act (ANILCA). She won at the federal district court level, in the appeals court and at the U.S. Supreme Court.

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:

Ellen S. Alexander, 55 • *Ft. Yukon, AK*

John Alfred, Jr., 68 • *Minto, AK*

Darlene R. Aloysius, 51 •
Holy Cross, AK

Cecelia Andrews, 85 • *McGrath, AK*

Lawrence Atkins, 50 •
St. Petersburg, FL

Francine Christensen, 48 • *Neola, UT*

Robert P. Cleaver, 47 • *Ruby, AK*

Kenneth A. Evans, 44 •
Fairbanks/Galena, AK

Lora L. Evans, 43 • *Ruby, AK*

Walter Gochenauer, Sr., 73 •
Anchorage, AK

Jennie B. Henry, 57 • *Ft. Yukon, AK*

Betty G. Honea, 76 • *Scottsboro, AL*

Alice F. Johnson, 62 • *Anchorage, AK*

Luke Maxim, 77 • *Gulkana, AK*

Rita McKnight, 36 • *Fairbanks, AK*

Bill Meyhoff, 69 • *Vancouver, WA*

Agnes Moore, 88 • *Tanana, AK*

Esau "John" Mutchler, 52 • *Mesa, AZ*

Alice S. Oates, 89 • *Fairbanks, AK*

Warner Paul, 82 • *Galena, AK*

Linda R. Pflugh, 51 • *Grayling, AK*

Helen F. Reynolds, 80 •
Los Angeles, CA

Tanya L. Royer, 51 • *Arlington, TX*

Orville W. Schaffer, 85 • *Laporte, TX*

Cora Smith, 78 • *Minto, AK*

Gary W. Tolen, 61 • *Maupin, OR*

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



Doyon, Limited

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CALENDAR

JUNE

6 – 10 Nulato, AK

2011 Denakkanaaga Elders & Youth Conference

16 – 17

Fairbanks, AK

Doyon Foundation's 11th Annual Morris
Thompson Memorial Golf Classic

Chena Bend Golf Course, Fort Wainwright. For
more information, visit www.doyonfoundation.com
or contact 1-888-478-4755 ext. 2048, 907-459-2048
or foundation@doyon.com.

26 39th Anniversary of Doyon, Limited's
Incorporation on June 26, 1972

JULY

4 Doyon, Limited Offices Closed
in Observation of Independence Day

20 – 23

Fairbanks, AK

World Eskimo Indian Olympics