

Inside NANA

NEWS FROM NDC

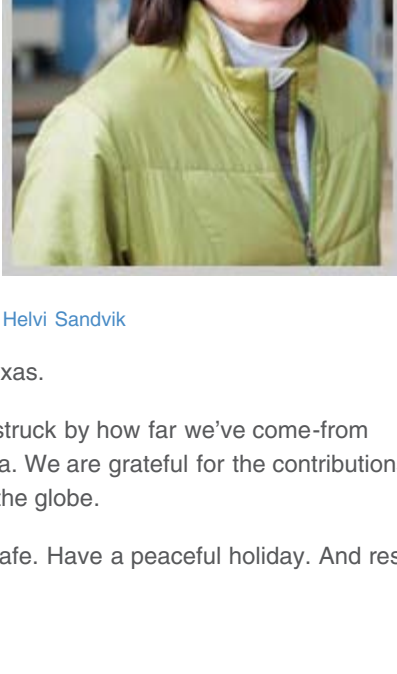
News from NANA's project locations. From the Arctic Circle to Antarctica — on 4 continents, in 7 countries and all 50 states.

NDC President's Message: Wherever You Are, Happy Holidays!

It's the holiday. People are hitting the road. Safe driving is top-of-mind, especially in Alaska, because of our winter storms and icy roads.

Wherever you are, working for NANA, you have weather to contend with: from blizzards to hurricanes and everything in between.

I just returned from Australia, where it's summer; they drive on the left side of the road and speed limits are posted in kilometers. As in Alaska, there are long stretches of roads, some with potholes and rough surfaces, pummeled by the extreme weather. There, collisions with red kangaroos are as common as collisions with moose in Anchorage or armadillos in Texas.



Helvi Sandvik

It has been a busy year for all of us and I'm struck by how far we've come—from Alaska to Australia to operations in Antarctica. We are grateful for the contributions of all of our hardworking employees around the globe.

Wherever you are, wherever you travel, be safe. Have a peaceful holiday. And rest up for the adventures we'll share next year!

Sincerely,

Helvi K. Sandvik, President
NANA Development Corporation

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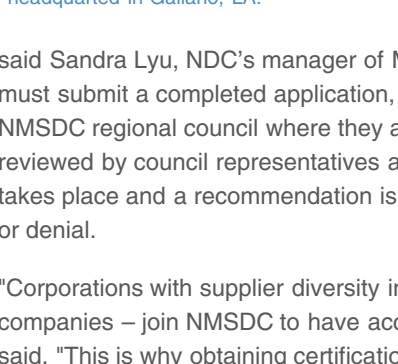
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Certification Gives GIS a Business Edge



GIS is an oilfield services company headquartered in Galliano, LA.

Grand Isle Shipyard, Inc. (GIS), a NANA company, recently added another reason for companies to look to them to provide a full range of services. In addition to providing competitive, safe and quality services to their oil and gas clients, GIS has been certified as a Minority Business Enterprise (MBE) by the Louisiana Minority Supplier Development Council, one of 37 regional councils that make up the National Minority Supplier Development Council (NMSDC).

"The minority status is an additional plus for our existing clients and gives GIS an introduction to a wide array of new clients," said Pete Leathard, NDC's senior vice president, Oil and Gas. "It also gives us the opportunity to use vendor services from other minority businesses."

The certification process is a rigorous one, said Sandra Lyu, NDC's manager of MBE Opportunity Development. Applicants must submit a completed application, along with supporting documents, to the NMSDC regional council where they are headquartered. Once the paperwork is reviewed by council representatives and a Certification Committee, a site visit takes place and a recommendation is forwarded to the Council Board for approval or denial.

"Corporations with supplier diversity initiatives — many of which are Fortune 500 companies — join NMSDC to have access to bona fide minority businesses," Lyu said. "This is why obtaining certification is critical. It is the difference between 'saying' you are minority-owned and having gone through the certification that 'demonstrates' you are truly minority-owned."

Several of GIS' top customers have supplier diversity initiatives. "Premier clients such as Chevron, Shell, BP, ConocoPhillips and ExxonMobil recognize their good citizen corporate obligations to maintain business with minority-owned companies," Leathard said.

Lyu said the biggest benefit for certified MBEs is having access to opportunities that may not otherwise be available to them.

"Some companies are looking to contract only to a diverse supplier so if you are not certified you may not be considered for that opportunity," Lyu said. "In addition, being certified provides MBEs a direct link to potential customers through a national database as well as networking and matchmaking events. NMSDC is the most recognized organization when it comes to supplier diversity and minority business development," Lyu said. "There are approximately 3,500 corporate members of NMSDC and more than 16,000 certified MBEs."

Founded in 1948, GIS has expanded into a vigorous service-oriented company, which has 1,400 employees and provides a variety of contract services, primarily focused on maintenance and repair of more than 700 offshore platforms off the Gulf Coast, including Louisiana, Texas, Mississippi, and Alabama.

www.gisy.com

NANA Named to Project Management Institute Global Executive Council



PMI Global Executive Council

An elite group of international organizations help steer the direction of the project management profession and now NANA Development Corporation (NDC) has become the newest member of the influential Project Management Institute (PMI) Global Executive Council.

NDC, a successful leader in project management, joins the ranks of Boeing, Microsoft, NASA and Barclays.

PMI is the world's leading membership organization for the project management profession with 265 chapters worldwide. It sets the standard for good practices, along with awarding globally recognized credentials that certify project management expertise and providing resources for professional development.

NDC is proud to collaborate with these project management leaders. NDC Enterprise Program Management Executive Director Bob Bulger said admittance into the Council shows current and potential customers that NDC and its subsidiaries remain on the forefront of project management.

"We want our customers to realize that they have the most highly qualified individuals working on their projects—the best in the world," Bulger said.

Research shows organizations that are more mature in their practice of project and program management perform better than their competitors. Project management offers a strategic advantage that helps organizations meet objectives, do more with less and avoid costly project failures.

"This is very important to NANA as we continue to try to win larger-dollar contracts," Bulger said.

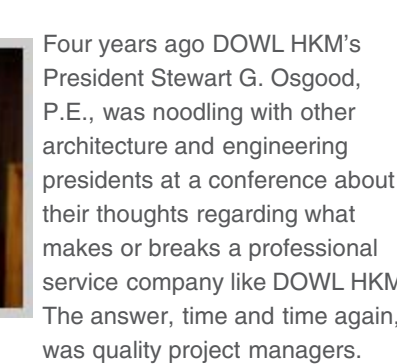
The Council gathers best practices and worldwide expertise to positively promote project management. Committees also provide benchmarks for project improvement and research to drive success in organizations. Bulger serves on two committees: research and advisory.

There are 60 other members of the Council from around the world, including leaders in industry, science and education.

<http://www.pmi.org/Business-Solutions/PMI-Global-Executive-Council.aspx>

Great Balls of Fire! NANA Services Is Feeding the Marines

NANA Services, LLC is "feeling the love" as it helps serve up to 5,000 meals a day to Marines stationed at Miramar Air Station — made famous by "Top Gun" — near San Diego and the elite Mountain Warfare Training Center outside Yosemite National Park.



A new NANA Services contract includes serving meals to U.S. Marines at Miramar Air Station in California.

NANA Services started work on two new contracts Oct. 1 and Nov. 1 to provide mess attendant services as a subcontractor to Sodexo. NANA's 75 employees handle cold food preparation; staff the main-line, fast-food and take-out stations; and provide sanitation, cashier services and storeroom support at the two facilities.

"We support young Marine pilots and ground crew personnel who will be deployed around the world and so we take our job very seriously," said Dan Javes, NANA Services, president. With this new contract we are improving the quality of life of the U.S. Marines. It also solidifies our current standing relationship with Sodexo and the USMC."

Miramar is home to the 3rd Marine Aircraft Wing, which is the aviation element of the 1st Marine Expeditionary Force. During the heyday of Top Gun at Miramar, the station was nicknamed "Fightertown USA." The movie, "Top Gun" which starred Tom Cruise, was shot there. Javes reports that the Blue Angels put on an air show during his first weekend at the station.

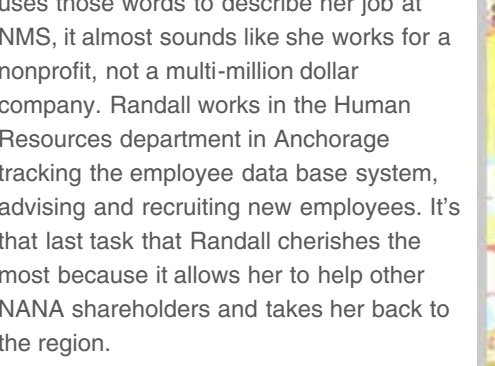
The Mountain Warfare Training Center is the premier training site for Marines preparing to serve in mountainous regions. Its emphasis on cold weather and high altitudes — up to 8,500 feet — provides the Marines and other military personnel stationed there the opportunity to experiment with state-of-the-art cold weather equipment. It is located in Pinal Meadows in the Tolyabe National Forest, 21 miles northwest of Bridgeport, Calif.

The two, seven-year contracts are valued at \$2 million a year.

NANA Services is a service contract company providing government agencies and commercial clients with exceptional support, including quality of life programming, facility operations, and commodities manufacturing and marketing. NANA Services is also competing at Miramar for its fifth W.P.T. Hill Award, which recognizes the best dining facility in the Marine Corps.

www.nanaservices.com

DOWL HKM Honors the 'Best of the Best'



DOWL HKM President Stewart G. Osgood, P.E., presents Tanya S. Hickok, P.E., LEED AP with her second \$5,000 Charter Award in four years.

Four years ago DOWL HKM's President Stewart G. Osgood, P.E., was nodding with other architecture and engineering presidents at a conference about their thoughts regarding what makes or breaks a professional service company like DOWL HKM. The answer, time and time again, was quality project managers.

It's something Osgood already knew, but this little light-bulb moment gave birth to an idea to provide an additional reward incentive for the best-of-the-best project managers in the firm and DOWL HKM's Charter Award was born. The Charter (why we exist) is comprised of the company's mission, vision and core values. The reward is in the form of a \$5,000 check to the best project manager in each division.

"The idea wasn't new. Many firms have award/award systems for the project managers but for ours, we wanted those that worked with and observed the project managers on a day-to-day basis to make the decisions, not necessarily senior management," said Osgood.

For the last four years, representatives from different areas of the company, including marketing, human resources, administration and accounting, are tasked with evaluating the various competencies of project managers on everything from how responsive they are to clients to account receivable collections to marketing hit rates.

"It's essentially the MVP, Most Valuable Project Manager of the company," chuckled Osgood. "And, we made a decision this year that the MVP may be the same person year after year."

That's because this year DOWL HKM had its first double-winner. The Alaska Region's winner from year one, Tanya Hickok, was the first two-time winner. She collected her second \$5,000 check with the humility and grace anyone who knows her would expect. Western States winner William Blumenthal from Tempe, Ariz., was selected for his ability to win work and complete projects successfully in a difficult, winter climate.

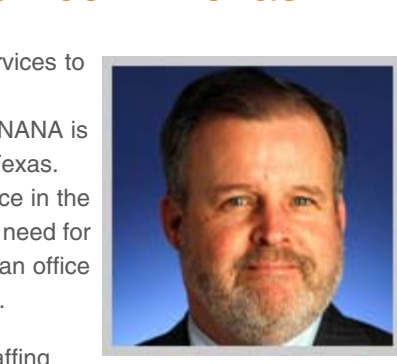
Osgood said the message to the firm's project managers is that we're not looking to spread this money around to everyone. "We have so many great project managers that it's a really hard award to win at DOWL HKM," said Osgood. "But it really is open to anyone who looks to live our Charter and pays attention to the details, big and small."

DOWL HKM, 51 percent owned by NANA, is a team of planners, surveyors, environmental scientists, engineers and support staff guided by a client-first philosophy that ensures that projects get done right, on time and on budget. Their slogan is, "People who make it happen."

www.dowlhkm.com

Shareholder Cherishes Job of Recruiting Other Shareholders

"I get to give back." When Sara Randall uses those words to describe her job at NMS, it almost sounds like she works for a nonprofit, not a multi-million dollar company. Randall works in the Human Resources department in Anchorage tracking the employee data base system, advising and recruiting new employees. It's that last task that Randall cherishes the most because it allows her to help other NANA shareholders and takes her back to the region.



NMS employee Sarah Randall with four of her six children at APU's graduation in July 2011 where she received her business degree

"I love that I get to travel home and recruit shareholders for good jobs, such as at Fled Dog Mine and on the North Slope. I was recruited by NMS when I was living in Kotzebue and now I get to give back and offer others in the region opportunities to develop careers," says Randall, who grew up in Ambler and has worked for NMS for about five years.

Randall, a mother of six children under the age of 19, is also a recent Alaska Pacific University graduate. It took her six years to get her business degree what with work and raising a family, and she credits the NMS tuition reimbursement program and Aqqaluk Trust scholarships for making it all possible.

"I don't think I could have gotten this degree without NANA's support. It's great to show my kids the importance of education and now they're saying how they want to go to college and work for NANA," says Randall.

As if she didn't have enough on her plate, Randall also helped create a new NMS leadership program last year called LENS — Leadership Education for NANA Shareholders. LENS helps shareholders with resumes, career development plans and offers mentorships within NMS. The program also holds monthly meetings featuring guest speakers such as Willie Hensley, NDC's first president, and university professors who offer career advice.

"Sometimes all people need is a little shot of extra confidence to go after a job and I've seen LENS give some shareholders that boost. It's pretty cool," says Randall.

So where does Randall see her own career going over the next few years?

"I definitely see myself staying at a NANA company because it feels like a family. My ultimate goal is to oversee shareholder development programs because I want to help give as many shareholders as possible the opportunities I've had."

www.nmsusa.com

NANA Workers Get Ivy League Diplomas

NANA shareholders Sheila Hill and Lucy Boyd hold their Dartmouth diplomas after completing an intensive week-long business course at the Ivy League College's Tuck School of Business

From Alaska to the Ivy League, that is part of the journey for NANA employees Lucy Boyd and Sheila Hill.

Hill, NANA Oilfield Services Inc. company finance director and Boyd, NANA Development Corporation's strategic relationship manager, spent a week last month at Dartmouth College in Hanover, N.H., working with some of the brightest business minds in the country. The intensive course centered on learning how to build and grow a minority-owned business. The NANA shareholders more than 50 other minority business professionals. Topics they covered included developing a high performance strategy, creating an optimal business structure, finance and customer focus.

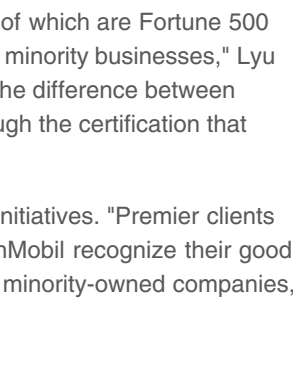
Dartmouth is one of only eight Ivy League schools in the country and its Tuck School of Business is one of the top business programs in the world. Founded in 1769, Dartmouth was created to educate young Native Americans. Today, Hill, originally from Ambler, Alaska, and Boyd, originally from Buckland, Alaska, are part of the Ivy League family.

"The program was enlightening," said Boyd. "Most of the participants owned traditional small businesses. However, I found the material applicable and valuable for NANA. No matter what size we are, we have to be focused on what we need to do to change to continue to grow."

Hill agreed, "What a fantastic opportunity! Not only did we learn things that will help NANA and us, but we were able to develop an excellent new group of friends and mentors."

NMS Staffing Opens Office in Texas

For over twenty years, NMS has supplied services to the oil and gas industry in Alaska, earning a reputation for excellence and dependability. NANA is now taking that expertise to a new market, Texas.



Tom Gilbert, NMS VP of Operations for the Staffing Division in Houston

Like Alaska, Texas also has a strong presence in the oil and gas industry and an ever-demanding need for qualified workers. NMS Staffing has opened an office in Houston in order to provide those workers.

Tom Gilbert, the VP of Operations for the Staffing Division, is excited about the opportunities ahead of NMS in Texas. "While NMS is not yet known in Houston, our good relationships with oil & gas companies in Alaska and our outstanding safety record gives us a real competitive edge" said Gilbert. Statoil, a Norwegian oil and gas company, in Texas recently signed a master service agreement (MSA) with NMS Staffing, thanks to the combined efforts of Gilbert and the NMS Staffing team.

Gilbert has a strong record of accomplishment in building successful staffing operations and more than 20 years of experience in executive and managerial roles. His years of experience and passion for the industry provide excellent leadership and direction for the NMS Staffing team. For Gilbert and his team, the oil and gas industry will be key in building staffing business in Houston.