Fairbanks, Alaska
September 6, 2011

Senior Vice President of Administration
James R. Johnson

Labor and Commerce Committee
Alaska Senate

Doyon, Limited
Top ten private company based in Alaska
27 consecutive years of profitable operation
18,158 shareholders (75% reside in Alaska)
12.5 million acres
Largest private landowner in Alaska
Founded in 1972
ANCSA Regional For-Profit Corporation

Doyon Overview
Sand and Gravel
Hard Rock Minerals
Oil and Gas
Land and Resource Development
Logistics
Construction
Security
Military Utility Management
Government Contracting
Construction
Facilities
Engineering
Security
Drilling
Oil Field Services

Doyon Operations
OIL FIELD SERVICES

<table>
<thead>
<tr>
<th>Position</th>
<th>Positions</th>
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<tbody>
<tr>
<td>2011</td>
<td>2010</td>
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<tr>
<td>2009</td>
<td>2008</td>
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<tr>
<td>2007</td>
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<table>
<thead>
<tr>
<th>Services</th>
<th>OwnerShip</th>
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<tbody>
<tr>
<td>Drilling</td>
<td>100%</td>
</tr>
<tr>
<td>Operations</td>
<td>50.1%</td>
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<tr>
<td>Security, Facilities, Cleaning</td>
<td>49.9%</td>
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<tr>
<td>Remote sites</td>
<td></td>
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<tr>
<td>North Slope</td>
<td></td>
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<tr>
<td>Anchorage</td>
<td></td>
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<tr>
<td>Fairbanks</td>
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<td>North Slope</td>
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<table>
<thead>
<tr>
<th>Maintenance</th>
<th>Pipeline Construction and Associated Pipeline 4.9%</th>
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<tbody>
<tr>
<td>Dowyn 50.1%</td>
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<table>
<thead>
<tr>
<th>Dowyn Universal Services</th>
<th>Dowyn Industrial</th>
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Referral preference for shareholders
Work with unions on training and
Job
Alaskan status verified when apply for
Alaskans
Shareholders of other ANCS
Doyon shareholders
Doyon Employment Policy Preference
Doyon's Alaskan Hire Preference
Shareholder hire is increasing steadily. Alaska hire (in percentage terms) has been union, most non-union. Some union system information system track through employment. 90% of workforce is Alaskan.

Doyon's Alaskan Employees
Advocacy for educational tax credits
Development and retention programs
Strong employee recruitment, career outreach to 7-12 graders and villages
and vocational-technical programs
Partnership with University of Alaska service, and management training
Funding for Roustabout, security, food
Scholarships for shareholders

Doyon's Alaska Hire Initiatives
more jobs
Investment, resulting in more production and
improve tax climate in Alaska for private
high cost of living
Implementation state policies to reduce Alaska's
technical on programs that support industry
Target resources at university and vocational

Policy Changes
This is not Inevitable