Presentation to the
House Resources Committee

February 18, 2011
Juneau Alaska
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Mission
...to continually enhance our position as a financially strong Native corporation in order to promote the economic and social well-being of our shareholders and future shareholders, to strengthen our Native way of life and to protect and enhance our land and resources.

Vision
Leader in All We Do

Values
Financial responsibility, pride and respect in Native ownership, social and cultural responsibility, commitment to the long-term, honesty and integrity, commitment to excellence, respect for employees

Goals
Financial and People
18,158 Shareholders
13,697 Alaskans

- Fairbanks: 4,804
- Anchorage: 2,538
- Doyon Villages: 4,161
- Outside Alaska: 4,461
- Rest of Alaska: 2,194
Corporate Strategies

Select optimal mix of operating companies to maximize earnings and provide shareholder opportunities:
- Adopt focused rationale for ownership
- Exercise discipline in acquisition and divestiture activity

Add value to those companies by providing:
- Strategic and tactical guidance and oversight
- Cost-saving operational, financial and administrative synergies

Explore Doyon and other lands for oil and gas development opportunities using:
- Funds generated through operations
- State incentives

Increase value to shareholders through:
- Support for education and training (including internships).
- Career Development (including succession and mentoring).
- Retention and training
- Dividends, donations, and scholarships
Operating Pillars

- **Oil Field Services**
  - Drilling
  - Security
  - Engineering
  - Facilities
  - Construction

- **Government Contracting**
  - Military Utility Management
  - Security
  - Construction
  - Logistics

- **Land and Resource Development**
  - Oil and Gas
  - Hard Rock Minerals
  - Sand and Gravel
## Oil Field Services

<table>
<thead>
<tr>
<th>Ownership</th>
<th>Doyon Drilling</th>
<th>Doyon Universal</th>
<th>Doyon Emerald</th>
<th>Doyon Industrial/Associated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Doyon 100%</td>
<td>Doyon 50.1%</td>
<td>Doyon 100%</td>
<td>Doyon 50.1%</td>
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<tr>
<td></td>
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<td>Sodexo 49.9%</td>
<td></td>
<td>Associated Pipeline 49.9%</td>
</tr>
<tr>
<td>Services</td>
<td>Drilling</td>
<td>Security, Facilities on North Slope and TAPS</td>
<td>Engineering</td>
<td>Construction</td>
</tr>
<tr>
<td>Primary Location</td>
<td>North Slope Anchorage</td>
<td>North Slope Remote Sites Anchorage Fairbanks Valdez</td>
<td>Anchorage</td>
<td>North Slope Fairbanks</td>
</tr>
<tr>
<td>Current Business Outlook</td>
<td>Exploration activity is down, focus on work overs and managed decline, restrictive regulatory environment</td>
<td>Exploration activity is down, focus on work overs and managed decline, restrictive regulatory environment</td>
<td>Stable</td>
<td>Exploration activity is down, focus on work overs and managed decline, support for pipeline integrity program</td>
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<tr>
<td>Employees</td>
<td>2007 314 271 224 285</td>
<td>2008 1114 956 813 831</td>
<td>2009 34</td>
<td>2010 40 87 87</td>
</tr>
</tbody>
</table>
Land & Resource Development

ANCSA provided 12.5 million acres. We are:

- Serving as responsible stewards of the land
- Promoting, leasing and exploring Doyon land for hard rock minerals
- Investing in oil and gas exploration in the Interior
  - Nenana – State, MHT, Doyon lands
  - Stevens Village & Birch Creek (Yukon Flats)– Doyon lands
- Leveraging our investments through data analysis, partnerships, and incentives
  - Doyon’s efforts have resulted in over $200M of investment in exploration and related activity in Interior Alaska
The Bottom Line

- Doyon is an Alaskan company that employs 1,500 Alaskans
- We must look to the future for business opportunities on behalf of our shareholders and our employees
- Vast oil and gas opportunities remain in Alaska
- Investment in oil and gas exploration and production is down
- Alaskans have lost jobs and revenues
- Our current oil tax policy inhibits investment in development, inconsistent with state constitutional requirement to maximize the benefit of our resources
- Doyon supports a state oil tax policy that fills our pipeline...producing jobs and revenue for Alaskans and Alaska