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
ANCSCA 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
Growth due to increased investment in replacement or expansion of existing pipeline.

| Year | Budget Increase | Decrease in remote workforce rather than growth due to in-field workforce.
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>2011</td>
<td>317</td>
<td>834</td>
</tr>
<tr>
<td>2012</td>
<td>362</td>
<td>851</td>
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<tr>
<td>2013</td>
<td>224</td>
<td>818</td>
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<td>2014</td>
<td>271</td>
<td>696</td>
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<tr>
<td>2015</td>
<td>314</td>
<td>564</td>
</tr>
<tr>
<td>2016</td>
<td>322</td>
<td>577</td>
</tr>
<tr>
<td>Total</td>
<td>1,144</td>
<td>3,631</td>
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Valdez
Fairbanks
North Slope
Remote Sites
North Slope
Maintenance
Pipelne Construction and Security,
Facilities, Cleaning

% Dowron 49.9%
% Dowron 50.1%
% Dowron 100%

Ownership
Drilling
Services
Primary Location

Field Services

Oil Field Services
Refer relief 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
been steadily
Alaska hire (in percentage terms) has
Some union, most non-union
information system
Track through employment
90% of workforce is Alaskan

Doyon's Alaskan Employees
Doyon's Alaska Hire Initiatives

- Advocacy for educational tax credits
- Outreach to 7-12 graders and villages for career development, and retention programs
- Strong employee recruitment, career partnership with University of Alaska and vocational-technical programs
- Funding for roostabout, security, food service, and management training
- Scholarships for shareholders
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