



# DOYON

Limited<sup>®</sup>

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In Fairbanks: (907) 459-2000

October 13, 2010

Mr. Joe Miller  
250 Cushman Street, Suite 2A  
Fairbanks, AK 99701

Dear Mr. Miller:

In reference to the statements you made during a public meeting in North Pole as summarized in Fairbanks Daily News Miner on October 9, 2010, I'm disappointed with your lack of knowledge about Doyon, Limited, the Alaska Native Corporation based in Alaska's Interior, and the intent of the Alaska Native Claims Settlement Act. Your accusation that we have something to hide as the reason we have chosen to support Senator Murkowski is not only incorrect but attacks our reputation. As a shareholder and the President/CEO of Doyon, on behalf of our 18,000 shareholders and our 2,500 employees, I feel it is important to share with you Doyon's corporate values and to clarify our motives as we support Senator Lisa Murkowski's reelection.

**We are fiscally responsible.** This year marks our 26th consecutive year of profitability. During this period we have paid out dividends totaling \$116 million to our shareholders. Our customers rank among the most important companies and agencies in Alaska and the nation, and based on our repeat business, it's clear our 2,500 employees continually deliver top quality service to our customers.

**We are proud of our Native ownership.** Our shareholders have strong roots in the Interior, having lived here for over 10,000 years. We care deeply about our land and strive to ensure that it will continue to sustain us for many generations to come. Our responsible approach to natural resource exploration and development is based on this enduring respect and intimate connection with our land.

**We are socially and cultural responsible.** Doyon has invested over \$23 million in student scholarships on behalf of thousands of Doyon shareholders, and additional millions in donations to the community, including most recently \$50,000 for the new heart center at the Fairbanks Memorial Hospital. We honor our elders and we support a healthy lifestyle among our youth. We participate actively in a variety of community and statewide organizations. The school board, chamber of commerce, rotary, food bank, blood bank, and the university are just a few examples.

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**We are committed to the long-term.** As we plan our company's future, we look at how we can continue to compete in a tough economy years out into the future. How will we grow? What businesses will we be in? How will we generate jobs, especially here in Alaska? Who will be our partners? How will we develop the workforce to fill those jobs? As we answer these questions, we build competitive financial and human resources strategies in support of our long term plans.

**We value honesty and integrity.** Our ability to operate successfully over the years in highly regulated environments—on the North Slope in Alaska and on military posts across the country—requires an uncompromising commitment to honesty and integrity. We owe that to our customers, to our employees, and to our shareholders.

**We are committed to excellence.** In everything we pursue, we strive to be the best. From investing in workforce development and managing and developing our lands, to operating our businesses, we set high standards and—with our long-term success as evidence—we reach those standards time and time again.

**We respect our employees.** Doyon and its subsidiaries employed 1,427 Alaskans in 2009. We work hard to provide our employees highly competitive salaries, benefits, career growth, meaningful work, and pride in the company. In the last year alone, Doyon paid out over \$40 million to our Alaskan employees, with over \$19 million in wages to shareholder employees. These jobs support families right here in Alaska and we are proud of the contribution our people make to our economy and to the quality of life in communities across our state.

**We support Lisa Murkowski.** The vision for our company is to be “Leader in All We Do.” We see effective leadership as service based on core values combined with knowledge and insight. Our motivation for endorsing Senator Murkowski's reelection is based on our recognition of her demonstrated leadership for Alaska as a state legislator and as a United States Senator. She shares our values, she knows and respects us and our businesses, and she supports policies based on what's best for Alaska.

In closing, I appreciate the opportunity to share with you some important information about Doyon, the company and its people. As well, I thank you for your military service to our country. You have contributed to our nation and to the freedoms we all enjoy, including the right to express our views and to support and elect our representatives.

Sincerely,



Norman L. Phillips, Jr.  
President and CEO