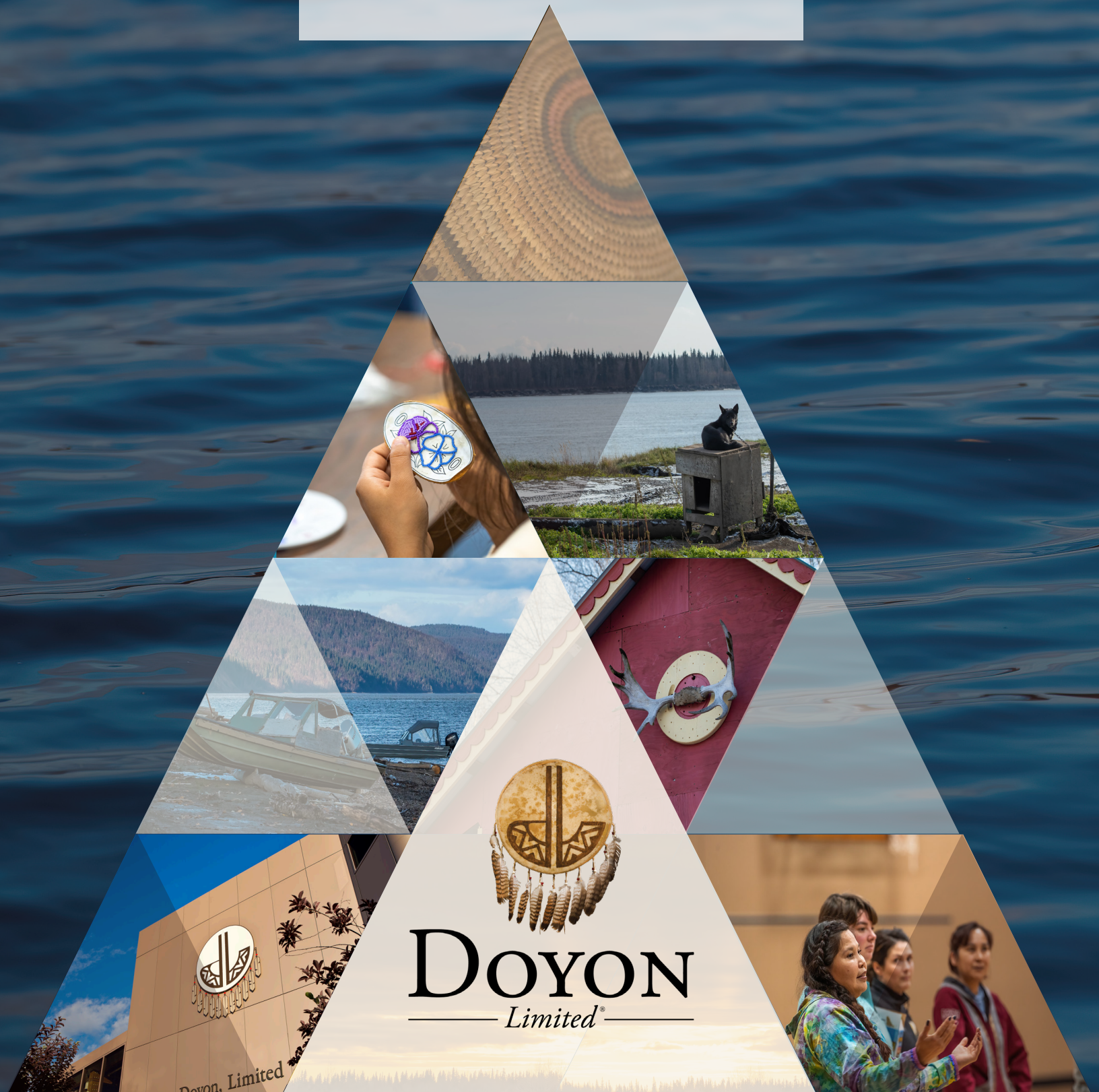


2023 ESG REPORT FULL



DOYON
— Limited —

Part I.

INTRODUCTION

Doyon is pleased to introduce our 2023 ESG Report. This inaugural report reflects our continued commitment to our communities, shareholders, partners, the environment and the public by creating metrics to measure, improve, and formally plan for ESG.

While implementing ESG is not mandatory for Doyon, this is an opportunity for us to proactively implement best practices. The ESG framework provides a way to recognize Doyon’s value-driven mission, history, financial strategy, and shareholder hire goals.

This 2023 report only covers information for Doyon, Limited. Doyon is pleased to present this report and looks forward to expanding the ESG efforts to the Doyon family of companies in future years. In the development of this plan, Doyon has defined “ESG” as follows:



E—Environment: refers to the physical world, its land and resources. Doyon is the largest private landowner in Alaska and one of the largest in the United States. Our lands are resource rich and are core to Doyon’s mission.

S—Social: refers to the living world—people and other living beings. Doyon is a “minority and economically disadvantaged business enterprise” with a mission to promote the economic and social well-being of current and future shareholders. From the beginning, Doyon focused on employment, education, health, protecting traditional languages, and ways of life tied to the land.

G—Governance: refers to the world’s structures and processes. Good governance aligns a company’s core business, shareholders, and social purposes. Doyon has been in alignment since its foundation, as Alaska Native Corporations are the original leaders in ESG organizations. The time is now to optimize the Alaska Native Corporate structure to capture present and future alignment.

INTRODUCING THE STRUCTURE OF THIS REPORT:

Doyon's 2023 ESG Report shares content in three primary areas: Sustainability Accounting Standards Board "SASB" indicators, Shareholder and Community Benefits, and scope emissions data.

SUSTAINABILITY ACCOUNTING STANDARDS BOARD "SASB"

The Sustainability Accounting Standards Board "SASB" indicators provide industry-specific standards to guide the disclosure of material ESG factors for investors. In 2022, the International Financial Reporting Standards (IFRS) assumed responsibility for SASB standards, which are used globally. For publicly traded firms, SASB has become the gold star for investors to understand ESG impacts.

Again, SASB provides industry-specific standards, and Doyon, Limited's operations align with SASB Standards for Professional & Commercial Services. Those indicators are shown in part II of this report.

SHAREHOLDER AND COMMUNITY BENEFITS

In addition to the SASB indicators, Doyon provides additional data on shareholder and community benefits. These include monetary and material donations and support for social, cultural, and advocacy programs. Community outreach efforts as well as education and training benefits are also in part III of this report.

SCOPE EMISSIONS DATA

Companies can provide scope emissions reports on greenhouse gas emissions data. In our inaugural report, Doyon will discuss Scope 2 emissions, which are greenhouse gas emissions that come indirectly from the generation of purchased energy from a utility provider. This information can be found in part IV of this report.

When the Sustainability Accounting Standards Board (SASB) was created in 2011, Doyon, Limited had already established a nearly 40-year track record as a sustainable private company — a company organized not only to generate returns for our Alaska Native shareholders, but one explicitly tasked with doing so in ways that promote and strengthen our Native way of life, while protecting and enhancing the lands and resources we share with each other and ensure for future generations.

Doyon, Limited builds upon five important attributes to advance our decades-ahead-of-its-time values-preserving approach to value creation:

- Our long-term focus
- Our sheer scale
- Our ties to the land
- Our stable culture and traditions
- Our values

These attributes provide the foundation for the many programs and operating companies that collectively represent Doyon's operations and opportunities. These include projects or entities focused on:

- Enhancing and protecting millions of acres of our forests by optimizing land and fire management while harnessing these natural and renewable assets to provide carbon offsets to enable the energy transition.
- Protecting salmon runs and other natural world elements essential to traditional ways of life.
- Promoting an appreciation for the natural world and our Native cultures through job creation and environmentally protective tourism.
- Owning and operating companies involved with information technology, telecommunications, infrastructure, energy, and construction that enable Alaskans to be connected, educated, and safe while protecting their environments and ways of life.
- Supporting educational, training, language revitalizing, and job creation programs.

SASB's creation and the steadily increasing use of its sustainability standards suggest that others are beginning to catch up with our model.

We are therefore pleased to provide the following information, which shows how Doyon, Limited's vision, mission, values, and operations align with SASB Standards for Professional & Commercial Services, the industry standard that most closely matches Doyon, Limited.



DATA SECURITY

APPROACH TO IDENTIFYING AND ADDRESSING DATA SECURITY RISKS

Governing provisions

Management of data security risks is vital to Doyon, Limited. Doyon also builds on the opportunities enabled by our best-practice management of data security. These are reflected in important provisions of our vision, mission, values, and Code of Conduct (code).

Our vision is to be a **Leader In All We Do**. Accomplishing this vision is dependent on our ability to identify, secure, and appropriately manage the vast array of information on which our operations and reputation depend.

Our mission, which complements and extends our vision, provides most directly regarding our management of company information where we strive to:

- Enhance our position as a financially strong Native corporation.
- Promote and strengthen the economic and social well-being and Native way of life for our shareholders and future shareholders.
- Protect our land and resources.

Our ability to identify important data and use it appropriately, securely, and efficiently is also reflected in our values, including those calling upon us to:

- Be financially responsible.
- Act with honesty and integrity.
- Respect our employees and be committed to their safety.
- Seek excellence.
- Focus on long-term sustainability.

The Ethics Policy that governs our board of directors requires directors to protect the confidentiality of corporate information, including after they leave office, and use it only in a manner consistent with the Ethics Policy and other governing provisions.

Our president and CEO has stated expressly and explicitly in the opening letter accompanying our Code of Conduct that the code was adopted to preserve the integrity and dignity of our organization and each employee — to which the security of our information, including their personal information — is key. Our president and CEO further stated that we perceive our success to be tied to our reputation for being trustworthy and ethical with our customers, shareholders, employees, directors, and communities — all of which are goals that we cannot achieve in the absence of our ability to appropriately and securely manage our data.

The Code of Conduct explicitly addresses our records management and employee data privacy obligations and goals. Among other things, the code:

- Specifies that Doyon's Records and Information Management Policy (RIM) was developed to manage Doyon records throughout their lifecycle according to sound business and legal practices.
- Contains a multi-part Employee Data Privacy Provision specifying that it is Doyon's policy to:
 - Comply with all relevant laws and regulations (some of which are enumerated).
 - Collect personal data only for valid and relevant purposes.
 - Use personal data lawfully, fairly, in good faith, and consistent with Doyon, Limited's policies, purposes, and processes.
 - Keep and store personal data with reasonable security and limited access by authorized persons.
 - Retain personal data only as long as required, either by law or to accomplish established purposes, and then dispose of it securely and in line with our RIM program.
- Prohibits employees from disclosing confidential information.
- Prohibits any direct or indirect actions to improperly influence, coerce, manipulate, or mislead our auditors and their representatives, which thus applies to all data of relevance to our financial functions.
- Directs employees to seek guidance whenever the right ethical behavior is unclear and protects the confidentiality of those who bring concerns forward.
- Requires managers to investigate reports of potential misconduct.
- Directs the legal department to keep separate, confidential files, subject to strict "need to know" disclosure limitations regarding investigations governed by the Code of Conduct.
- Specifies that Doyon, Limited's information technology systems are for business use.
- Specifies that Doyon, Limited prefers suppliers, contractors, consultants, and agents who demonstrate similar values to those we apply to ourselves.

Everyone affiliated with Doyon, Limited contributes to our ability to identify, manage, and address data security risks.

Board of Directors and Committees of the Board

Doyon, Limited's board of directors receives regular updates on our data management posture, programs, experiences, opportunities, and improvements. The Finance Committee is provided with regular periodic data security reports.

Senior Managers

Our Code of Conduct requires senior executives to understand their data security roles and responsibilities. Senior managers routinely undergo cybersecurity training to model the behavior and practices consistent with our Code of Conduct and standards set forth by the National Institute of Standards and Technology (NIST) framework.

Employees

Doyon employees' rights and responsibilities regarding data security are roles-based; tied to a "need to know" basis; governed by our Code of Conduct, RIM, and individual job descriptions; and benchmarked against the NIST framework.

Pursuant to the NIST framework, we embed cybersecurity in our human resource practices, including deprovisioning and personnel screening.

Our award-winning data security employee training programs include onboarding training for all employees based on the specifics of their roles and the core elements of our Code of Conduct, Diversity and Inclusion Programs, Drug-Free Workplace Policies, and Workplace Violence and Bullying Provisions, as well as our RIM provisions and other data privacy programs and practices.

In addition, we provide employees with mandatory, ongoing data security training broken down into understandable, individual-subject web-based courses. Among others, our employees are provided and expected to complete an ongoing series of NINJIO security awareness training modules. We track participation to ensure compliance.

Use of third-party data security experts and best-practice cybersecurity frameworks

We extensively use many levels of external input to shape, inform, test, monitor, and improve our data protection programs, policies, and practices.

We use the NIST Cybersecurity Framework to help:

- Identify important cybersecurity activities and outcomes.
- Determine the appropriate level of rigor, risk appetite, mission priorities, and budget for each data security relevant function.
- Benchmark our unique requirements and objectives against desired outcomes.

As part of our efforts to maintain globally leading data security practices, we work with and use tools and information alerts from entities, including:

- U.S. Department of Homeland Security's Cybersecurity & Infrastructure Security Agency (CISA)
- Threat intelligence from one of the leading global technology conglomerates
- Federal Bureau of Investigation's cyber flash alerts
- Cyber security services from one of the Big Four accounting firms
- Substantial additional input from a collection of data aggregators and media sources

These sources help us obtain actionable intelligence, benefit from cutting-edge vulnerability research, and promote rapid detection, protection, and mitigation efforts.

Doyon, Limited works with leading data protection vendors and maintains software to design, maintain, test, and improve our systems on an ongoing basis. These efforts are further enhanced by creating a Doyon Cybersecurity Consortium that includes leaders

from each of our operating units. The consortium works to enhance interdepartmental coordination and share best practices.

Supply chain members: customers, suppliers, contractors, agents

We have created, administered, monitored, and benchmarked substantial data security requirements to which our customers, suppliers, contractors, agents, and other relevant stakeholders must adhere.

These include explicit written requirements for each of these entities to:

- Have a formal information-security program and formal process for its review.
- Answer the questions in Doyon's Cybersecurity Questionnaire.
- Conduct mandated security training for all their employees and contractors, including the undertaking of due diligence on subcontractors and vendors before and after the contract stage.
- Implement the principle of role-based least privilege and multi-factor authentication for remote access.
- Encrypt data while in transit.
- Protect data at rest.
- Maintain technical prevention measures at all times.
- Securely dispose of expired media.
- Retain qualified third parties to perform regular penetration tests.
- Maintain specified levels of a cyber liability insurance policy with reputable carriers naming Doyon, Limited as an additional insured in accordance with the terms of the Services Agreement.

We further adhere to the NIST framework that requires, regarding supply chain entities, that we:

- Establish cybersecurity roles and responsibilities for suppliers, customers, and partners.
- Identify and communicate each entity's role.

POLICIES AND PRACTICES REGARDING THE COLLECTION, USAGE AND RETENTION OF CUSTOMER INFORMATION

In addition to the provisions in our Code of Conduct, RIM, and other governing documents and practices described elsewhere in this SASB report, we are committed to the NIST Cybersecurity Framework provisions including those related to the collection, usage, and retention of personal or customer information:

- Inventories or catalogs of physical devices, systems, and internal and external software platforms are maintained.
- Cybersecurity-related privacy and civil liberties obligations are understood and managed.
- Identities and credentials of those with data access are managed, verified, audited, and revoked when appropriate.
- Physical and remote access to assets is managed and protected.
- Unauthorized activity is monitored.
- Vulnerability scans are conducted.
- Detection activities are undertaken in line with all applicable requirements including those related to personal privacy.
- Data is destroyed consistent with our policies.

NUMBER OF DATA BREACHES

We are unaware of any data breaches that have occurred at Doyon, Limited during at least the last 25 years in which we have tracked such information.

PERCENTAGE OF DATA BREACHES INVOLVING CUSTOMERS' CONFIDENTIAL BUSINESS INFORMATION OR PERSONALLY IDENTIFIABLE INFORMATION AND NUMBER OF CUSTOMERS AFFECTED

None of which we are aware. See above.

WORKFORCE DIVERSITY AND ENGAGEMENT**PERCENTAGE OF GENDER AND RACIAL/ETHNIC GROUP REPRESENTATION, EXECUTIVE MANAGEMENT**

83% of our senior management is diverse by race, ethnicity, or gender.

PERCENTAGE OF GENDER AND RACIAL/ETHNIC GROUP REPRESENTATION, ALL EMPLOYEES

Approximately 70% of Doyon, Limited's full-time employees are diverse by race, ethnicity, or gender.

EMPLOYEE VOLUNTARY AND INVOLUNTARY TURNOVER RATES

Doyon, Limited's most recent data indicates an average annual voluntary turnover rate of approximately 30%. This compares to the Bureau of Labor Statistics' most recent data for 2020 of 69.2% for our sector: professional and business services.

PERCENTAGE OF EMPLOYEES WHO ARE ENGAGED

Doyon, Limited's employees live and work from more than one location, and the pandemic has limited the effectiveness of some types of measures of employee engagement.

Doyon, Limited regularly reaches out to our employees to seek their input — including asking them how to best engage them. On our 2022 survey, although each employee (answering anonymously) was given the ability to skip any question they wish, none skipped any.

During the pandemic, Doyon, Limited rolled out an 8-week program designed to engage and support employees through efforts including additional paid time off, employer-provided lunches, creation of a shared holiday recipe book, and more. In a follow-up employee survey seeking input on this effort, more than 97% of respondents said they valued the program and would participate in future ones.

On an ongoing basis, Doyon, Limited both seeks and incentivizes employee participation. We send a weekly email — a “portal email” that includes a challenge/input question. Employees who respond to this email, as well as those taking the weekend NINJIO training (described above), are eligible to win gift certificates or company merchandise.

The largest number of Doyon employees live in the Fairbanks area, and well over a majority participate in events such as the annual employee picnic (71% in 2022) and the Morris Thompson Memorial Golf Tournament. Indeed, when asked in a recent employee survey what information employees would most like to see featured, the first choice was “upcoming events.”

Finally, Doyon, Limited's total annual employee turnover rate, which is less than half that of the relevant national average, suggests our employee loyalty is well above average.

PROFESSIONAL INTEGRITY

APPROACH TO PROFESSIONAL INTEGRITY

Board of Directors

Doyon, Limited's board of directors is required by state law [AS 10.06.450(b)] to, among other things, perform its duties in good faith and in the best interests of the company, and subject to honest and fair business judgment.

Doyon, Limited's board of directors is also subject to the company's Ethics Policy that the full board regularly reviews and officially approves. New, incoming board members undergo training on the policy as part of their director orientation. Among other things, the Ethics Policy provides that:

- Board members adhere to official Athabaskan Cultural Values that include those of honesty and fairness.
- Directors act in good faith, apply honest and fair business judgment, and abide by each of the enumerated requirements of the duties of care and loyalty, including the obligation to avoid using their board positions for personal profit.
- Directors abide by detailed provisions governing potential conflicts of interest, relationships with other enterprises, gifts and entertainment, loans, participation in outside activities, and certain interactions with relatives.
- Directors complete an ethics disclosure form at least annually.

Company executives report ethical issues to the Executive Committee of the board. The committee escalates serious matters to the full board of directors.

The Ethics Policy also governs the reporting of potential violations by members of the board. The procedure provides that such concerns shall be reported to the board chair unless the chair is potentially involved, in which case they are to be reported to the vice chair or the general counsel. The board of directors address any alleged violations related to Doyon, Limited's president.

Employees

All incoming Doyon, Limited employees are required to complete ethics training as part of their onboarding process. Each employee must read and acknowledge in writing their commitment to our Code of Conduct, which covers relevant professional-integrity expectations.

After onboarding, all employees must complete biannual training. Among other things, this training emphasizes that employees have many avenues available to discuss or report potential violations of law or policy.

In addition, Doyon, Limited's senior management must annually complete a Conflict of Interest Disclosure Form that parallels that of publicly traded companies governed by U.S. securities laws.

Provisions and practices for reporting, investigating, and managing potential violations of Doyon, Limited's Code of Conduct, ethics, and personnel policies

To enable individuals to report concerns or potential violations of our governing provisions, whatever the individual facts, Doyon, Limited has created a number of reporting channels and opportunities. Individuals may speak to their supervisor, the human resources department, any senior manager, the legal department, the company president, or the anonymity-protecting, specially trained third-party reporting service, Ethical Advocate. Employees can also use the grievance process specified in Doyon, Limited's personnel policies.

In addition, because Doyon, Limited is an Alaska Native corporation, many employees are also corporate shareholders. Some employees are related to each other or to members of the Doyon board of directors. Doyon has a policy where members of the board of directors may also be approached regarding concerns or potential violations. The Doyon board procedures provide that a director who is provided such information should inform the appropriate individuals in the human resources or legal departments or inform the president, as appropriate, to enable follow up.

Unless allegations are too vague to enable follow up, reports of potential violations are investigated by either internal or external teams of investigators.

Investigations follow written procedures developed jointly by our human resources and legal departments, which take into account factors such as the seriousness of the allegations, the potential for conflicts of interest, and so forth. Investigations are, in most cases, initiated by the legal department and conducted by legal and human resources staff specially trained as investigators.

The Executive Committee is informed when investigations have begun, and the board of directors is informed if serious issues are involved. Results of investigations are reviewed by the legal and human resources departments and reported to the president, executive management, the Executive Committee, and the board of directors as appropriate.

MONETARY LOSSES AS A RESULT OF PROFESSIONAL-INTEGRITY-RELATED LEGAL PROCEEDINGS

Doyon, Limited has not suffered any monetary losses as a result of professional-integrity-related legal proceedings in at least the last 25 years for which records are the most available.

EMPLOYEE DATA**NUMBER OF FULL-TIME, PART-TIME, TEMPORARY AND CONTRACT EMPLOYEES**

Virtually all of Doyon, Limited employees are full-time: as of June 1, 2022, this included 86 of 89 people, with two temporary and one part-time employee.

PERCENTAGE OF EMPLOYEE HOURS WORKED BILLABLE

Not applicable: see above.

MONETARY AND MATERIAL DONATIONS

Doyon GWINTL'EENEEGIYILII (meaning “Doyon gives back”) General Fund – Doyon’s general fund provides donations targeted at programs and activities that support Doyon’s mission. These include donations that highlight corporate citizenship and community-business partnerships, donations to support the social and economic well-being of shareholders, and donations to cultural activities. Beneficiaries broadly include nonprofit agencies, tribal and village councils, schools, and cultural events. The total amount distributed in fiscal year 2022 (FY22) was \$537,270.

Daaga’ Awards – The Daaga’ Awards reflect our belief that communities are healthier when Native values are alive, and traditional skills like beadwork, artwork, hunting, and trapping are prized. Programs that integrate the spiritual, social, and economic needs of our people make us all stronger. Daaga’ annually funds special projects that promote healthy and sober Alaska Native communities. In FY22, Doyon awarded grants to entities with contributions to assist their respective community in efforts to reduce drug and alcohol abuse. Doyon contributed \$49,400, which impacted an estimated 1,800 shareholders and community members in 12 rural communities. In FY22, there were 10 requests. Recipients conducted culture and language camps, traditional survival camps, fiddle classes, and community events. This amount is not included in the General Donations.

Sand and Gravel Donations – The Doyon Lands and Natural Resources Department will, at times, provide in-kind donations or partial in-kind donations of sand, gravel, and rock upon community request. Donations in 2022 were provided to eight communities, with an in-kind value in FY22 totaling \$9,017 across the Doyon region.

DOYON FOUNDATION

Each year, Doyon contributes a formula-driven percentage of earnings to the Doyon Foundation, an independent philanthropic foundation serving Doyon shareholders and their children by providing educational scholarships. The foundation’s mission is to provide educational, career, and cultural opportunities to enhance the identity and quality of life for Doyon shareholders. Doyon, Limited established the nonprofit Doyon Foundation in 1989 as part of our commitment to shareholder opportunities and advancement. Doyon, Limited further recognizes the importance of preserving Alaska Native languages as an integral part of shareholders’ history and traditional values. The company also donates to the Doyon Foundation specifically to protect and promote Alaska Native languages. Through the funding received, the Doyon Foundation is working with WGBH Boston to produce dubbed episodes of the PBS Kids TV show “Molly of Denali” in two of the Native languages of the Doyon region: Denaakk’e (Koyukon) and Dinjii Zhuh K’yaa (Gwich’in).

In 2022, Doyon, Limited donated a \$200,000 language revitalization grant to the Doyon Foundation. Total contributions to the Doyon Foundation for 2022 was \$2.2 million, an increase of \$200,000 from the \$2 million contributions to the Doyon Foundation in 2021 (this includes the language grant). Contributions to the Doyon Foundation since 1999 exceeded \$38 million, including our \$2.2 million contributions for 2022.

SOCIAL, CULTURAL, AND ADVOCACY PROGRAMS

Hunting, Fishing, Gathering Task Force – In March 2013, the Tanana Chiefs Conference passed resolution 2013-19, establishing a hunting and fishing task force to direct state and regional advocacy efforts to protect Alaska Native hunting and fishing rights central to the Alaska Native traditional way of life and Alaska Native well-being. The resolution included representation from Tanana Chiefs Conference; Doyon, Limited; Fairbanks Native Association; and Denakkanaaga, Inc., an organization serving as the voice of Alaska Native Elders in the Doyon region. The Doyon, Limited board of directors has two representatives serving on the Hunting, Fishing, Gathering Task Force.

Alaska Salmon Research – The Alaska Department of Fish and Game and Doyon, Limited's Lands and Natural Resources Department have identified summer chum salmon as an important subsistence resource. The summer chum salmon runs have declined in the past two years, with the 2021 return being the lowest on record. Given the significance of the Anvik River as one of the largest summer chum salmon stocks and the only project with an established summer chum salmon biological escapement goal in the Yukon River drainage, Doyon agreed to fund the project at \$75,000 for the 2022 field season. The goal of the project is to use dual-frequencies identification sonar to assess summer chum salmon escapement to the Anvik River and collect age, sex, and length data to estimate the composition of the escapement.

GOTNV – In 2021, Doyon participated in a Get Out the Native Vote (GOTNV) voter-turnout initiative geared toward getting shareholders, tribal members, and Alaska Natives involved in local and state elections. GOTNV is a nonpartisan effort and a partnership

between Doyon and other local and statewide Native organizations, including for-profit and nonprofit entities. In FY22, Doyon spent \$30,000 on GOTNV efforts. Two interns hired through Doyon's intern program were dedicated to the GOTNV effort.

Christmas is for Kids – Doyon, Limited raises funds annually for the Christmas is for Kids effort and raised \$26,514 in FY22 (for Christmas in 2021). These funds are not contributions directly from Doyon, Limited but are generously donated by Doyon employees. Children in the following communities received Christmas gifts through the program, which is spearheaded by the Doyon Facilities department. Presents were sent to Allakaket, Dot Lake, Grayling, Tanacross, Tetlin, Tanana Elders Home, Galena Elders Home, Nenana Elders Home, Denali Elders Home, and Pioneer Elders Home.

50th Anniversary Cultural and Educational Celebrations – Doyon, Limited celebrated its 50th anniversary in June 2022. Doyon hosted two large events to highlight the significant milestone. In April, Doyon co-hosted an ANCSA Symposium with the University of Alaska Fairbanks (UAF) Department of Alaska Native Studies and Rural Development. Planning for the event included the development of social media and website posts, postcards, flyers, direct emails, and advertisements. During the event, staff communicated with participants via webcast and in person. Symposium costs included communications, event materials, and supplies totaling \$30,053. The event had an estimated 200 participants. In July, Doyon hosted its 50th anniversary celebration potlatch. Planning for the event included radio shows, direct emails, and website and social media posts. Other planning included cooking, COVID-19 mitigation, and traditional gift-giving. The cost of the potlatch was \$91,193. The event had an estimated 1,000 attendees.

Eighth Generation Blankets – Doyon partnered with Eighth Generation to create custom blankets with inspiration and knowledge from two talented Interior Alaska artists: “K’eyeedze” by Lacey Sam of Huslia, and “Traditions” by Emma Hildebrand of Northway. “K’eyeedze” debuted at the 2021 Doyon annual meeting. In 2022, Doyon released its second Eighth Generation blanket, “Traditions,” a design that highlights Hildebrand’s use of nature, quill work, and earthy tones. A limited number of “K’eyeedze” and “Traditions” blankets are available for \$225 each.

Walter Harper Statue – In July 2022, the Walter Harper Committee, which consisted of community volunteers and employees from Doyon, raised the Walter Harper statue at the Doyon headquarters in downtown Fairbanks. Community donations solicited by the committee funded the statue design and construction. Doyon was one of those contributors, including a \$25,000 donation, employee time, and providing the property where the statue is located. Harper, an Athabaskan from the village of Tanana, was the first known man to summit Denali in 1913. Harper’s legacy serves as an inspiration to the Alaska Native community, especially the youth.

Redistricting after the 2020 Census – Doyon, Limited; Sealaska Corporation; Ahtna, Incorporated; Tanana Chiefs Conference; and the Fairbanks Native Association created a coalition to advocate for the Doyon regions and communities during the redistricting process. Doyon’s goal was to ensure that the voices of rural Alaskans would be heard in the legislature. Doyon’s coalition galvanized efforts in advocating to the Alaska Redistricting Board by gathering input from a multitude of stakeholders, such as Native corporations and tribal organizations, private and public interests, and other redistricting coalitions to ensure that the voices of rural Alaska were not lost in the process. One successful outcome of our coalition’s advocacy effort with the board was the adoption of House District 36.

COMMUNITY OUTREACH

Back-to-School – The budget for the back-to-school fair was \$5,000. Usually, Doyon hosts in-person events, but in 2022 Doyon selected seven villages — Allakaket, Anvik, Circle, Koyukuk, McGrath, Tanacross, and Tanana — to distribute 147 backpacks and school supplies to villages.

Dialogue with Doyon – These meetings are designed to connect with shareholders in urban and rural areas who cannot attend the annual meeting in March. Meetings are held in four villages in the Doyon region each year and annually in Anchorage and the Pacific Northwest. Dialogue with Doyon meetings provide shareholders with an update on our business activities, a question-and-answer period, and an opportunity to discuss any concerns. Attendance during FY20 was approximately 300 shareholders, and the total cost for the year was \$20,000. The village trips were postponed in FY21 due to COVID-19. The 2022 Dialogue with Doyon meetings were held in Nenana, Eagle, Grayling, and Galena. Doyon staff contacted 407 shareholders before the meetings, and 157 shareholders attended. The Dialogue with Doyon costs totaled \$14,069, not including travel costs in FY22.

Village Connection e-newsletter – The Village Connection began publishing in June 2017, sending out 40 emails to village corporations. It has since grown to include schools, tribes, and city councils, totaling 285 recipients. Doyon’s goal is to keep communities informed on upcoming state and federal projects that will potentially impact our communities.

KRFF Radio Show – Doyon hosts a monthly radio show to highlight various initiatives at Doyon, Limited. Sharon Hildebrand has scheduled Doyon departments and various Native organizations since August 2019 to highlight the programs and outreach in our communities. In FY22, Doyon hosted nine shows on KRFF Voice of Denali 89.1 FM radio.

EDUCATION AND TRAINING

John Sackett Memorial Scholarship – In November 2021, Doyon, Limited donated \$25,000 to the University of Alaska Foundation for the creation of a scholarship fund in memory of the late John Sackett. Sackett was one of Doyon's original incorporators and the first president of Doyon, Limited. Scholarships from the fund are offered to University of Alaska Fairbanks students who are studying business. This amount is not included in the General Donations.

GeoFORCE Alaska – Doyon, Limited continues to support the GeoFORCE Alaska program by providing outreach to our rural communities and through financial contributions resulting from mineral exploration leases on Doyon lands. In 2021, Doyon contacted each rural school in our region to advertise and recruit for the program. GeoFORCE Alaska is an outreach program at the University of Alaska Fairbanks that serves high school students in rural Alaska. The mission of the program is to provide a rich geology field experience that encourages students to finish high school, become interested in geosciences, increase the diversity of Alaska's technical workforce, and inspire participants to pursue college degrees in science, technology, engineering, and mathematics (STEM) fields.

Alaska Native Science and Engineering Program (ANSEP) – Doyon, Limited continues to support ANSEP by providing annual monetary support, included in the "general fund." Doyon also meets with ANSEP to identify any partnership opportunities for our shareholder youth.

TRAINING AND APPRENTICE PROGRAMS

Doyon Shareholder Intern Program – This program introduces interns to Doyon companies and provides an opportunity to obtain practical work experience in their field of study. The program is intended to assist in developing the self-awareness, self-confidence, and self-discipline needed to undertake a professional career. The program provides interns an opportunity to establish work history and potential employment prospects following graduation. In 2022, there were 18 interns within the Doyon family of companies. The program was severely constrained in FY22 due to COVID-19.

Roustabout Training – The roustabout training program is a very competitive program that offers free training to shareholders who are selected. At the heart of safe and successful oil drilling operations are the roustabouts. The strength and stamina of these workers ensure the proper loading and unloading, general maintenance and cleaning of oil rigs, and vital support for the drill floor crew. Through our 30-plus-year partnership with Tanana Chiefs Conference, Doyon offers roustabout training for shareholders with an interest in oil and gas careers who have no prior experience working on an oil rig. We had three trainings in FY22. Of the 70 applicants for this training, 48 were interviewed and 28 participated in 2022. The cost of this program in FY22 was \$42,913.

Per Scholas IT Training – Per Scholas IT support training offers Google IT support professional certification, CompTIA A+ certification, and prepares shareholders to fill a wide range of entry-level technology jobs including help desk analyst, desktop support technician, field technician, and junior project manager. We held one training in FY22. Of the 21 training applicants, eight were interviewed and six participated in the program in 2022. The cost of this program in FY22 was \$20,000.

DOYON, LIMITED MEASURED ENVIRONMENTAL IMPACTS AS MEASURED BY SCOPE EMISSIONS REPORT

SCOPE EMISSIONS DATA

In this inaugural greenhouse gas emissions report, Doyon is pleased to provide the first public disclosure of greenhouse gas emissions associated with our operations.

We rely on Environmental Protection Agency (EPA) definitions to calculate our emissions. As per the EPA, Scope 1 emissions are direct greenhouse emissions that occur from sources that are controlled or owned by an organization (such as emissions associated with fuel combustion in boilers, furnaces, and or vehicles). Scope 2 emissions are indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling. They are considered 'indirect' as the emissions physically occur at the facility where they are generated but result from the organization's energy use.

In this first report, we disclose emissions data associated with our 'indirect' Scope 2 emissions.

Doyon, Limited's Total Scope 2 emissions FY 2022: 1,828 tons.

Scope 2 Calculations Methodology and Assumptions:

Scope 2 emissions represent substantially all of Doyon, Limited's 'indirect' emissions. They include electricity and purchased heat for locations in Fairbanks and Anchorage, Alaska, in which Doyon, Limited owns and occupies the facilities or occupies and partially leases the facilities or fully leases the facilities. These include the Doyon headquarters in Fairbanks (the

Doyon Plaza), the Jimmy Huntington Building (fully leased), the Grayling Building in Anchorage, which is partially leased. These also include 3201 International Way Unit A Warehouse, 615 Bidwell (partially leased), and 701 Bidwell (partially leased) in Fairbanks, Alaska. Note the data does not include electricity purchased for 615 Bidwell, Jimmy Huntington Building, and King Street.

Doyon, Limited includes the full emissions of all the assets it owns in the Scope 2 calculations, regardless of lease control. This is because Doyon, Limited holds operating leases with the lessees for those assets or spaces within assets it leases, but retains operational control over the asset. Doyon, Limited retains operational control through the right to make electrical or heat source changes for the asset.

For electricity generation, Doyon, Limited assumed a CO₂ emissions factor of 1067.7 lbs/MWh. This is the Alaska Grid Sub-region (AKGD) emission rate generated during 2021 Emissions & Generation Resource Integrated Database (eGRID) released January 30, 2023. The AKGD emission rate encompasses Anchorage and Fairbanks locations. This is an average rate for this region and does not account for power generation differences between electric utility companies.

For the purchase of steam heat, we assumed a CO₂ emissions factor of 66.33 kg / mmBtu. This factor assumes natural gas fuel is used to generate steam or heat at 80% thermal efficiency. The utility company that generates the steam uses coal as well as reuses heat created through the generation of electricity. Doyon, Limited chose to use this metric as it is the most readily available and tracked metric.