



DOYON DRILLING, INC.

SASB-ALIGNED REPORT

FOR BOTH OIL AND GAS SERVICES AND
EXPLORATION AND PRODUCTION (E&P)

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INTRODUCTION

Doyon Drilling, Inc. (DDI)'s ownership, purposes and operations are unlike any other energy services or E&P company.

DDI is a wholly-owned subsidiary of Doyon Oil Field Service, Inc. (DOFS) which, in turn, is wholly-owned by the Alaska Native Corporation Doyon, Limited (Doyon). Doyon exists to preserve and protect for future generations the lands, heritage, and culture of its Alaska Native shareholders and beneficiaries and promote their health, education and welfare. The location, social and environmental practices, and operations of DDI are all aligned with these purposes and goals.

DDI's mission is to drill the highest quality wells in the harshest environment. DDI provides land-based drilling services on Alaska's North Slope, operating the most unique oil and gas land drilling rigs designed for extended-reach and high-pressure wells.

Through its emphasis on safety, environmental responsibility, and workforce investment, DDI supports responsible resource development while delivering consistent, high-performance drilling services in one of the world's most challenging operating environments.

This report covers the 2025 calendar year. The January 23, 2026 incident involving the Doyon 26 rig occurred outside of this window and is not contained in this report. More information on this incident can be found at [Doyon.com](https://doyon.com).

GREENHOUSE GAS EMISSIONS

DDI has a single operating location on Alaska's North Slope that covers just 17 acres of land in an uninhabited part of Alaska. Any reporting of impacts on local communities, human, nonhuman species, and plant life is, therefore, of limited relevance in this context.

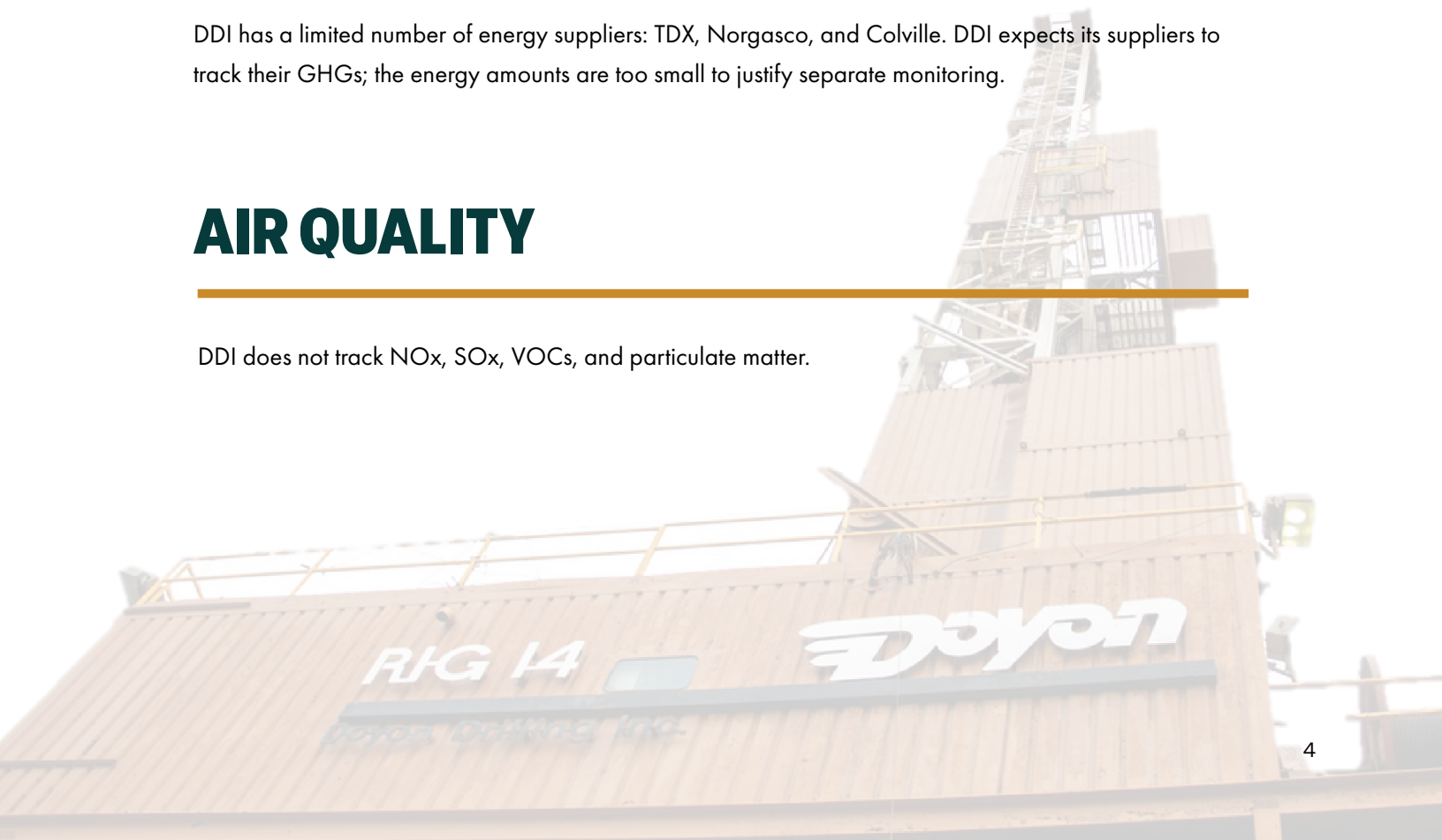
DDI's energy use is restricted, and its ability to select and alter its sources is also limited. However, as a responsible steward, it utilizes the available options both creatively and assertively:

- DDI purchases energy from the only local sources available, which are in Deadhorse— TDX (electricity), Norgasco (natural gas), and Colville (fuels).
- DDI exclusively uses ultra-low-sulfur diesel for the functions that require liquid fuel.
- DDI was the first drilling company in Alaska to use dual-fuel turbines and high-line power.
- DDI significantly reduces its energy needs and avoids substantial and measurable greenhouse gas emissions (GHGs) from its operations by installing two wind turbines. These turbines have, individually, generated 419,177 kWh and 406,867 kWh, respectively since October 2023. This is equivalent to nearly 700 tons of CO₂ and greenhouse gas emissions from 61,000 gallons of diesel consumed.

DDI has a limited number of energy suppliers: TDX, Norgasco, and Colville. DDI expects its suppliers to track their GHGs; the energy amounts are too small to justify separate monitoring.

AIR QUALITY

DDI does not track NO_x, SO_x, VOCs, and particulate matter.



WATER MANAGEMENT

DDI's operations are not in high-stress water areas.

- All potable water DDI uses is brought in by third parties and all of its wastewater is taken away by third parties. DDI has provisions in place expecting third parties to meet its environmental standards and stewardship policies.
- Since DDI does not engage in hydraulic fracturing, tracking either any water or chemicals used for those processes is irrelevant.

HAZARDOUS MATERIALS MANAGEMENT

DDI maintains a comprehensive Hazard Communication Program to ensure employees are trained on chemical information at DDI work sites and proper handling of those chemicals. This includes a chemical inventory, labeling all products, and providing an SDS database of the most current SDSs for employees to reference when working with chemicals.

ECOLOGICAL IMPACTS

DDI has a physically small 17-acre area of operation.

- DDI's operation is in an area in which there are no permanent human communities—the closest such communities are at least 70 miles away and, in any event, are not accessible by road much of the year.
- DDI's operation is too small to impede either the movements or habits of local species.
- DDI's operation is not located in or near a conservation area or in habitats of endangered species.

DDI, as a wholly owned subsidiary of DOFS, is mandated by law and officially adopted mission statements, strategic plans, and other governance provisions to operate in ways that protect, preserve, and enhance the environment for future generations.

COMMUNITY RELATIONS & RIGHTS OF INDIGENOUS PEOPLES

DDI is owned by indigenous people and operated under governing provisions that require working to protect, preserve and enhance those peoples' ways of life and habitats. Doyon has extensive operations that steadily seek and receive community input and it is from these communities that Doyon's board members are drawn.

In addition, DDI has comprehensive environmental management programs to which it adheres. Aligned with these, DDI has operational, maintenance, inspection, testing and quality controls in place to protect both the environment and the lives of its employees, supply chain members and others.

DDI has third-party procedures to ensure work, services, and materials provided by third parties with whom it works comply with DDI's established procedures and performance standards.

DDI's operations are in an area without permanent human communities. Its operations are too small to have any non-trivial effects on noise pollution, light pollution, migratory habits of animals or birds, road damage and congestion, etc.

DDI has a procedure to ensure driver and passenger safety, vehicle maintenance, safety equipment, instructions, and driving for conditions are managed to reduce the risk and mitigate vehicle accidents and incidents. All vehicle accidents/incidents are promptly reported and investigated. DDI also periodically checks driving records through their insurance company to ensure employees are fit to drive company vehicles.

OPERATIONS IN CONFLICT AREAS

DDI does not operate in conflict-affected and high-risk areas.

WORKFORCE HEALTH & SAFETY

DDI has created, adopted, and implemented a wide variety of Human Capital Management (HCM) and Health Safety and Environment (HSE) policies, programs, procedures, assessment and evaluation tools, and disclosure practices to manage its HSE and HCM risks and take advantage of its opportunities.

DDI has a dedicated HSE Compliance Department, an HSE Policy and an HSE Management System.

Oversight of HSE and HCM at DDI

Doyon's board of directors asks for, and receives, regular HSE and HCM updates. These are provided by Doyon's President and Chief Executive Officer, and Senior Vice President and Chief Operating Officer.

DDI's HSE work is overseen by its HSEQ (Health, Safety, Environment, and Quality) Manager and HSET (Health, Safety, and Environmental Training) Manager. These managers work with all HSE Field Representatives, customer-specific field representatives, and HSE compliance technicians.

DDI's senior management helps develop and communicate HSE policy to all personnel, provides adequate resources, and encourages an open-door communications policy on HSE issues. DDI's senior management regularly attends, in person, elements of its employees' training programs to emphasize their importance. DDI's senior leaders also regularly conduct facility walk-arounds, self-assessments, and data reviews.

DDI's senior management and relevant managers conduct periodic reviews of HSE management to ensure suitability, adequacy, and effectiveness.

DDI's HSE Policies and Management Systems

DDI's HSE policy commits it to maintaining, promoting and reinforcing:

- Compliance with all applicable governmental agency regulations, industry standards, and its customer's contractual requirements.
- The establishment and maintenance of programs which provide for accident prevention, safety training, equipment integrity, and environmental protection.
- Immediate reporting of all unsafe/unsound HSE conditions/incidents to the respective supervisor.
- Investigation of all unsafe/unsound HSE conditions/incidents with follow-up and remedial measures.
- That all employees demonstrate and maintain an active commitment to HSE performance and compliance, as a condition of employment.
- That management and staff work with subcontractors, suppliers, and partners to promote a sound HSE structure.
- A continual evaluation of the company's standards, policies, procedures and training programs, implementing changes as necessary.

DDI's HSE Management System has 16 key elements:

- HSE Policy
- Aspects, Hazards and Risks
- Roles and Responsibilities
- Compliance Assurance
- Objectives and Targets
- HSE Improvement Programs
- Operational Control
- Emergency Preparedness and Response
- Training
- Communication
- Documentation
- Performance Measurement & Monitoring
- Record Keeping
- Internal Audit
- Accidents, Incidents, Non-Conformance and Corrective and Preventative Actions
- Management Review

DDI's health and safety programs explicitly cover:

- Hazard Communication
- H2S (Hydrogen Sulfide) Contingency Plan
- Respiratory Protection
- Hearing Conservation
- Energy Isolation
- Confined Space
- Fall Protection
- Emergency Response
- Personal Protective Equipment
- Bloodborne Pathogens
- Soft Tissue Injury Prevention
- Hazard Recognition and Behavior-Based Safety
- Short Service Employees
- Journey Management
- Environmental Management and Waste Handling



HSE Record Keeping, Monitoring, Assessments, and Audits

DDI maintains a wide variety of records related to HSE including audit results, waste determinations, internal medical monitoring, management participation, occupational exposure, etc.

DDI collects and reports required HSE and HCM data to relevant regulators and third parties such as DDI's insurance carriers.

DDI has a compliance assurance process, and compliance is documented in rig compliance matrices which serve as the record of actions required, whether by law, company expectations or contractual obligations.

DDI collects and reports to regulators and customers all relevant safety data including fatality and injury data, and lost time incidents.

Personal and Process Safety Data

DDI forbids penalizing employees for HSE reporting and will take disciplinary actions for non-reporting of spills, releases, injuries, accidents, non-compliance, nonconformance, near misses and other issues.

DDI employees are required to report all non-compliance and are subject to consequences for not following standard operating procedures.

Education and Training

DDI's multi-faceted education and screening programs begin before employees join the company. DDI's applicant screening process includes an evaluation of HSE competencies to ensure DDI hires people who are qualified, competent and fit for the needed tasks.

Newly hired employees must participate in substantial, third-party conducted and validated HSE and HCM training. These are followed with in-person, in-house training, sometimes joined by senior management to convey urgency, that cover topics such as:

- North Slope Training Cooperative
- First Aid/CPR (Cardiopulmonary Resuscitation)
- SAFE Accident Prevention Program
- Hazard Recognition
- TapRoot Incident Investigation Program (System Improvement Company)
- Rig Site Orientation (On-Site)
- Hazard Communication
- Fire Extinguisher Training
- Well Control (Third Party)
- Lockout/Tag-out
- Confined Space Entry
- Emergency Response
- Bloodborne Pathogens
- Hearing Conservation
- Electrical (Non-Qualified)
- Electrician's Certification of Fitness (Third Party)
- Arc Flash (Third Party)
- Personal Protective Equipment
- Respiratory Protection
- Hydrogen Sulfide
- Fall Protection
- Boiler Operations (Third Party)
- Workplace Harassment (Third Party)
- Workplace Violence (Third Party)
- Environmental Management System Awareness
- Environmental Management System Management
- General Regulatory Awareness
- Solid and Hazardous Waste
- Environmental Ethics

As part of this large portfolio of education and training provisions, DDI has annual management reviews, monthly HSE reporting, weekly safety/SPCC (Spill Prevention, Control, and Countermeasure) and tool pusher meetings and daily pre-tour meetings as well as training described elsewhere in this report.

Health and Wellness and Inclusion

DDI has created, follows and steadily updates practices to promote employee health, wellness and inclusion:

- Promoting inclusion, fairness and excellence, DDI posts all job openings within the Doyon collection of companies and also promotes virtually all job openings externally.
- DDI uses a sophisticated database provided by iCIMS, a cloud-based talent acquisition software, to track new hires and other employee data to promote fairness, inclusion, retention, safety and excellence.
- Doyon provides DDI with expectations for meeting new-hire targets averaging around 50% to be comprised of the legally recognized Alaska Native minorities who are Doyon's exclusive shareholders.
- DDI employees are eligible to choose from a number of comprehensive federal government health care benefits.
- DDI employees are also offered exceptionally generous 401(k) plan benefits that include a employer match and profit-sharing contributions.
- DDI offers a range of paid time off, insurance, mental and other health support programs including Employee Assistance Programs (EAPs).

HSE, HCM, Risk Management and Education and Training Feedback Loops, Reports and Updates

DDI has a quality management system (QMS) based on four continuous improvement steps: plan, do, check, and act.

DDI's QMS follows ISO (International Organization for Standardization)/ANSI (American National Standards Institute) 9001/2008 for Quality.

The QMS' eight principles are:

- Customer Focus
- Leadership
- People Involvement
- Process Approach
- Systems Approach to Management
- Continuous Improvement
- Factual Decision Making
- Beneficial Supplier Relationships

DDI has an HSE training matrix maintenance procedure that helps identify, update, implement and maintain training needs and records. These take place on a regular and continuing basis, some scheduled, some as needed.

DDI's HSE Policy is reviewed annually and updated as needed. The HSE Policy review is conducted during a scheduled management review session.

DDI maintains a written procedure to identify and evaluate risks.

DDI has standardized the types of activities associated with risks associated with continuing operations.

DDI's HSE risk register and risk assessment procedure itemize activities and serve as a basis for structured risk identification.

DDI's approach to risk management includes:

- Evaluating activities, products and services under DDI's HSE Policy referencing its HSE roles and responsibilities matrix and organizational chart
- Hazard Assessment Guidelines
- Assessment of probability and consequences
- Management of Change Procedures
- Evaluation of mitigation options
- Implementation of appropriate measures to reduce risks to acceptable levels

Each operational unit translates HSE targets into individual employee performance goals that are linked to written job descriptions and performance evaluations. These both help apply expectations and requirements to individual employees' behaviors and inform feedback loops that update them.

Supply Chain Oversight and Standards

DDI has procedures for communications regarding HSE issues with contractors, clients, communities, regulators and industry counterparts.

CLIMATE RESILIENCE

DDI has invested \$4 million in renewable energy, reflecting a long-term commitment that continues to shape our capital expenditure plans.

BUSINESS ETHICS

DDI does not operate in any of the countries ranked the 20 worst by Transparency International's Corruption Perception Index.

- DDI's master service agreements with its operators include anti-bribery clauses.
- DDI has adopted Doyon's anti-bribery and corruption policy.

CRITICAL INCIDENT RISK MANAGEMENT

DDI maintains a wide variety of programs to identify, anticipate, mitigate, manage and learn from catastrophic, major incident and tail risks such as problems related to:

- Site surveys and development
- Operational energy procurement or generation
- Transport (Road, Pipeline, Etc.)
- Exploration and production activity
 - Explosions
 - Fires
 - Leaks and spills including well, reservoir and other contaminating incidents
 - Bio-diversity effects (endangered species, animal and bird migration disruptions including from noise and light pollution)
 - Transport accidents
 - Health effects of venting and flaring
 - External sabotage, geo-political conflicts, global health or similar events
 - Human capital issues such as strikes, workplace violence, internal sabotage

DDI's programs include employee training, the use of operating procedures, hot work/ energy isolation/confined space/fluid transfer/working at heights permitting, pre-start-up safety reviews, mechanical integrity programs, management of change, incident investigation, emergency planning and response, audits, and other management systems.

Major incidents are investigated by a multi-function, multi-level team, including individuals outside the operational unit, using an action tracking process. Results are shared with all employees.

DDI has created action plans for handling emergencies, accidents and other critical incidents. These plans are developed, documented, communicated and maintained for each operational location.

DDI's preparedness response plans cover evacuations, firefighting, emergency communication, health issues/first aid, etc.

DDI uses simulated emergency drills to evaluate its emergency preparedness.

Equipment, facilities and personnel needed for emergency response management are identified, tested, maintained and made available.

DDI uses actual incidents to conduct reviews, identify lessons learned and take needed follow-up actions.

DDI management systems address non-compliance (i.e., not following legal requirements) and non-conformance (i.e., not following company procedures), and near misses in several ways, including via spot checks, compliance audits, agency inspections, and other monitoring and measuring practices.