



MLTC Resource Development LP – Presentation for CCAB roundtable on employment of aboriginal people

Organizational Overview & Employment Strategy

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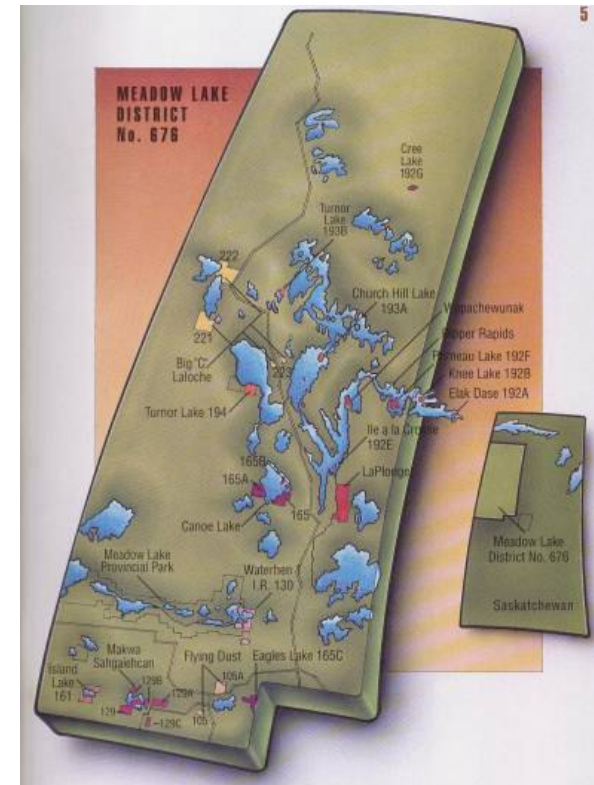


Organization Overview

- MLTC Resource Development (RDI) is a First-Nations owned Limited Partnership and one of Saskatchewan's largest Private Equity investment managers
- With a portfolio of 8 operating subsidiaries, 3 wholly owned asset divisions, 1 mega project & employing more than 2,400 people, we are a large economic contributor in Saskatchewan
- RDI has been given a mandate by its 9 shareholders to develop profitable businesses which can accomplish several goals, all within a vision of improving the economic wealth position of the 9 First Nations communities and their people
- RDI undertook steps to carefully plan and execute on several new business opportunities, including re-organizing into a modern governance structure and recruiting new management, external directors and advisors
- RDI has now secured several opportunities and is moving those forward to maximize financial returns and economic development objectives

Nine First Nations Working Under One Unified Approach

- Alliance of 9 First Nations located in a large territory in North-West Saskatchewan
 - 5 Cree First Nation bands
 - 4 Dene First Nation bands
- ~ 13,000 members
- Very young population
- One of the most successful tribal council organizations in North America
- Region is rich in natural resource activities (Forestry, Uranium, Oilsands, Natural Gas, Heavy Oil, Agriculture, Base Metals, Diamonds)



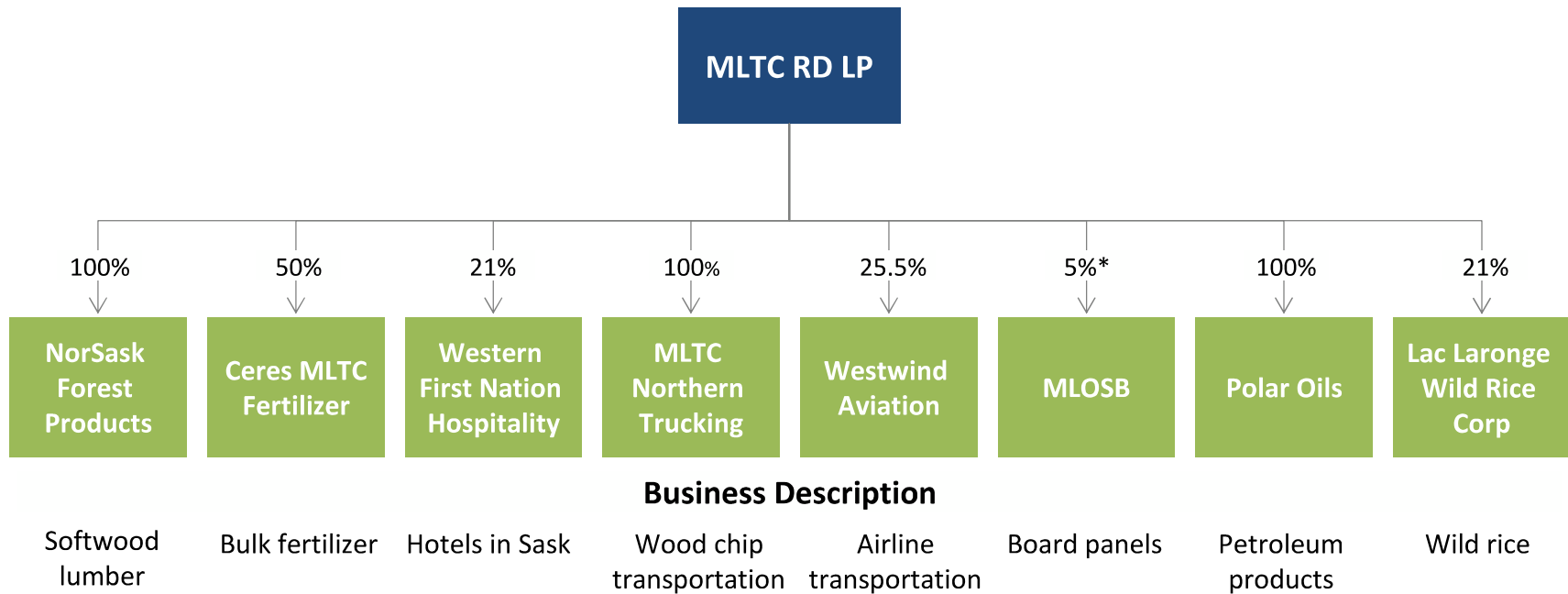
25 Years of Business Success

- 1988: MLTC is invited to be a minority equity partner in a consortium of management, union and forestry companies to buy a failed government owned sawmill from receivership
- 1998: MLTC completed leveraged buyout (\$40M) with ScotiaCapital to buyout all shareholders, expand mill
- 2008: MLTC owns a portfolio of investments in 8 subsidiary companies
- 2009: MLTC Resource Development Limited Partnership is created, re-organizing the governance and shareholder structure to position for aggressive and substantial growth
- 2011: MLTC RD leads a major new initiative with the Province of Saskatchewan: The First Nations Power Authority (FNPA), new 36 MW Biomass Power Project announced Oct 3rd





Track Record of Significant Investments



Diversified portfolio holdings with both control and minority positions

Other Assets held directly:

- Prud'homme Joint Venture with TransGas (Natural Gas Storage Caverns)
- Warehouses & Land (Meadow Lake Industrial Park)
- 129-21st Street Building (Saskatoon Downtown Office Tower)

Newest Subsidiaries:

- MLTC Wood Pellet Plant (100%)
- MLTC Biomass Power Project (100%)



The RDI Approach to Major Projects

- RDI seeks out and develops an “A-team” to develop and it projects
- When RDI controls the project and takes a leadership role, the results for economic development objectives are higher, including employment
- External development teams typically include subject matter experts, experienced industry professionals, leading professional advisory firms, strong legal council, engineering firms and independent consultants.
- We also have developed a strong internal management team which includes managers from several of our wholly-owned subsidiaries



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Our Experience with Aboriginal Employment

- First Nations employment has been a long-term vision for the 9 First Nations and is built upon a strong focus on education and training.
- Employment objectives are established on competitive business principles
- Local businesses tend to offer the highest rate of success for hiring
- Business Partnerships which are not in the North are typically formed after the business is operational (not a start-up)
 - often have incumbent employees who are non-Aboriginal, which requires us to focus on growth or attrition to open opportunities for our members.



Success Stories

MLTC Northern Trucking

- Erica Gladue - General Manager
- 95% Aboriginal Employment
- 2 HD Mechanics in Apprenticeship



NorSask Forest Products

- Entry level hiring of 20 candidates from First Nations membership
- Plan to recruit 60 more as second shift is added in 2013

Mistik Management

- up to 500 people employed as contractors and heavy equipment operators
- Major expansion planned in 2013 and beyond

Future Plans and Vision

Meadow Lake Bioenergy Center (Power Project)

Up to 200 people employed during construction

Targeting a high aboriginal employment rate

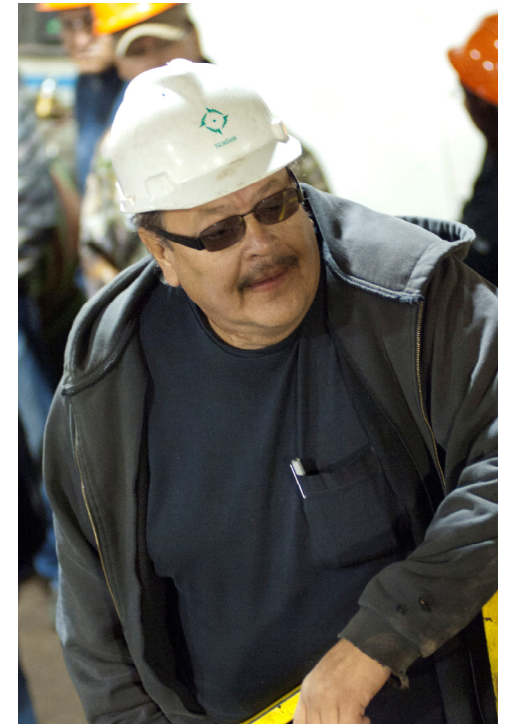
Multiple spin-off ventures for local First Nations owned partnerships

Forestry

Expansion and diversification plan underway

Many new business opportunities for local First Nations (bands & Individuals)

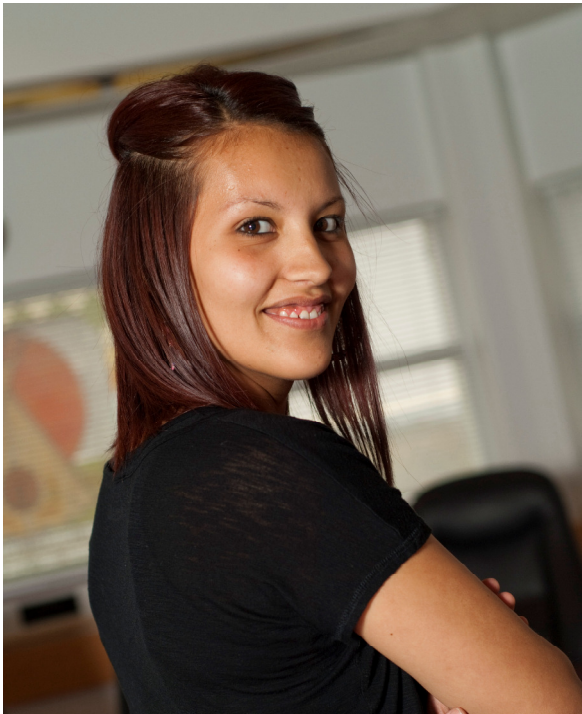
Focus on new training and support programs to enhance the success rate



Challenges and Learning

Areas for Improvement

- Partnerships where we own less than 75% struggle to increase aboriginal hiring
- Unionized environments can be a challenge
- Non-local business ventures tend not to attract First Nations employees



Key Trends

- Youth who are educated do not want to live on reserve, but want to retain their status benefits (i.e. tax)
- There is a high demand for talented First Nations employees, which results in high turnover once they are trained.

