

Tribal Investment & Financing of Renewable Energy Projects

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President



Native American Owned Investment Advisers

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Tallsalt Financial Group



METTE

Associates, LLC

Services

- ✓ Strategic investment portfolio consulting
- ✓ Direct investments in businesses & properties

-
- ✓ 100% Native American owned ^(a)



TALLSALT

Asset Management, LLC

Services

- ✓ Manage portfolios of publicly traded stocks

-
- ✓ 51% Native American owned ^(a)

Tribal Investment in Renewable Energy Developing Economies



China

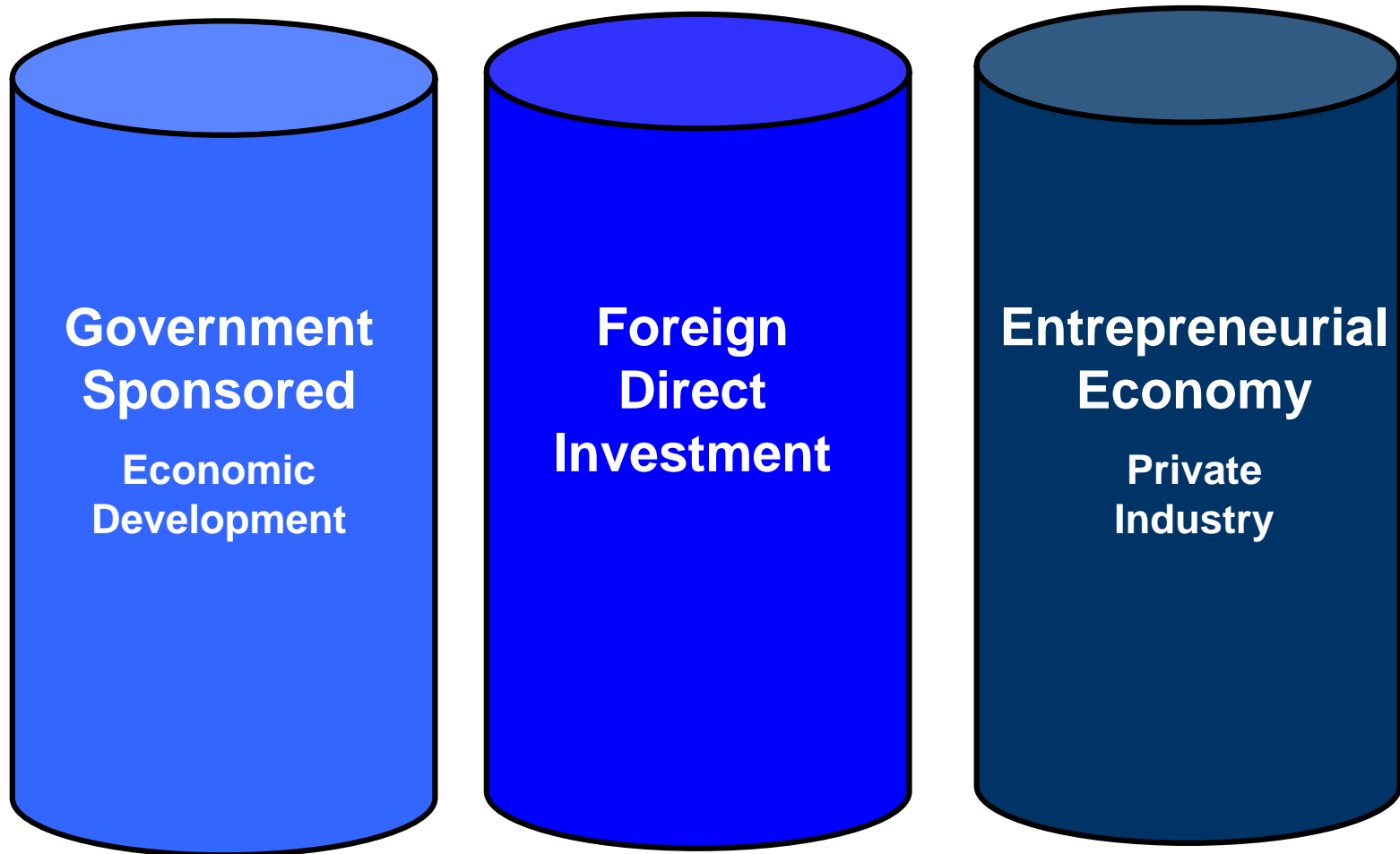


Dubai, UAE



Ireland

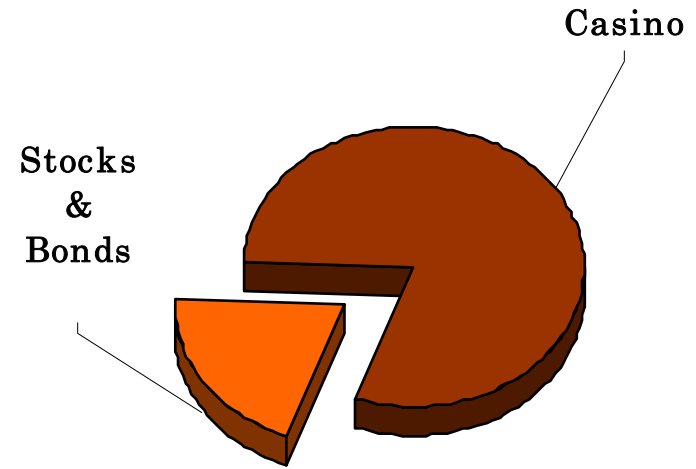
Tribal Investment in Renewable Energy Pillars of a Balanced Economy



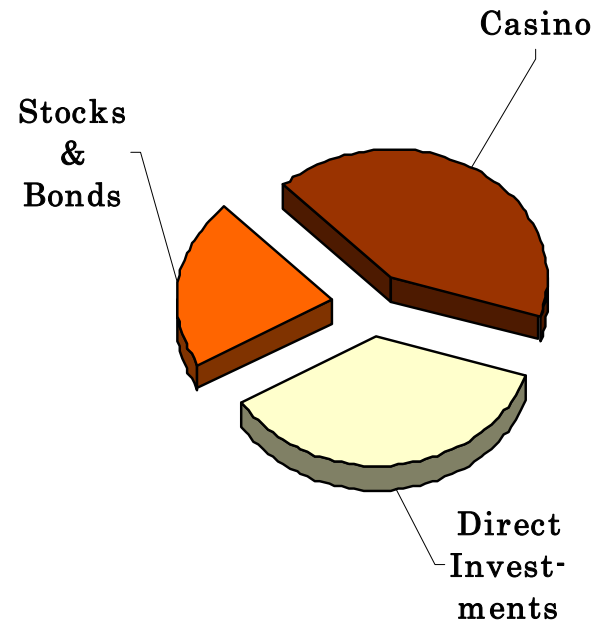
Tribal Investment in Renewable Energy

Tribal Diversification

Current Investment Portfolio



Potential Investment Portfolio



Tribal Investment in Renewable Energy

What is a "Growth Fund"?

Private equity firms and tribal growth funds employ similar & effective investment techniques with some key differences.

Take "best practices" & adapt to the Tribe's situation and values

Private Equity Investing

Buys & sells companies

Profits primarily from asset appreciation upon sale

Invests in most attractive industries

Research & strategy driven

Focus -- Profits for its investors

Reputation for as financial engineers & vultures

Reputation for lack of concern for social issues

Growth Fund Investing

Buys/develops resources & owns companies

Profits primarily from annual operating income

Initial investments focus on Tribe's resources

Natural gas was logical starting point for Southern Ute

Focus-- Profits for its investors (the Tribe)

With respect for environment, culture & people

Development of the Tribe's people and capabilities

What is a "Growth Fund"?



Development of resources is driven by business strategy (i.e. energy strategies)

- Seek to optimize revenues and profits
- Enable efficient development of natural resources
- Employs coordinated approach for Tribal entities



Leverages the power of the market to get the best price/terms for Tribe

- Select partners on a competitive basis
 - No longer work with the first corporation to connect with tribal leaders
 - No longer wait for proposals from outside firms
- Maximize profitability (sustainable businesses, tax base and jobs will follow)



Seek 100% ownership solutions instead of 0% solutions

- Maximize project control



Drive development of Tribal members

- Partners must develop Tribal managerial talent



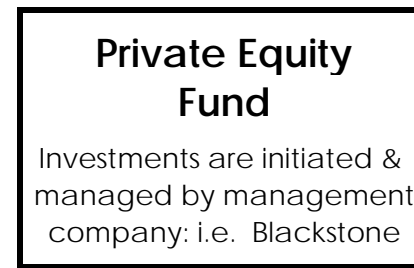
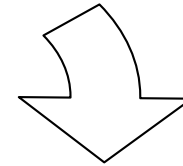
Economic and financial sovereignty

What is a "Growth Fund"?

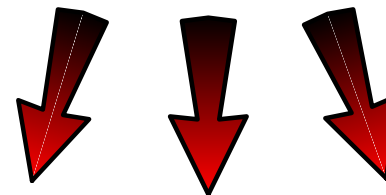
Private equity fund is capitalized by cash & buys whole* companies with a complete set of capabilities & current position in the market place.

Private Equity Funds

Initially capitalized by funds from limited partner investors: Pension & endowment funds, etc.



Cash is used to purchase companies & provide growth capital



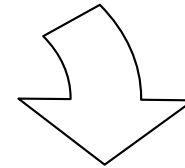
Tribal Investment in Renewable Energy

What is a "Growth Fund"?

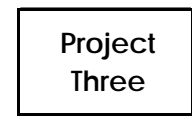
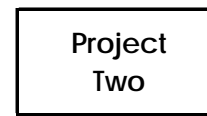
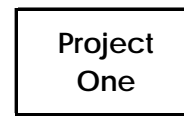
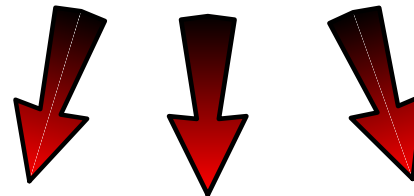
Tribal growth fund is capitalized by natural assets & cash.

Resource Based Growth Fund

Initially capitalized with tribal cash & natural resource assets: coal, oil & gas, land, water, etc.

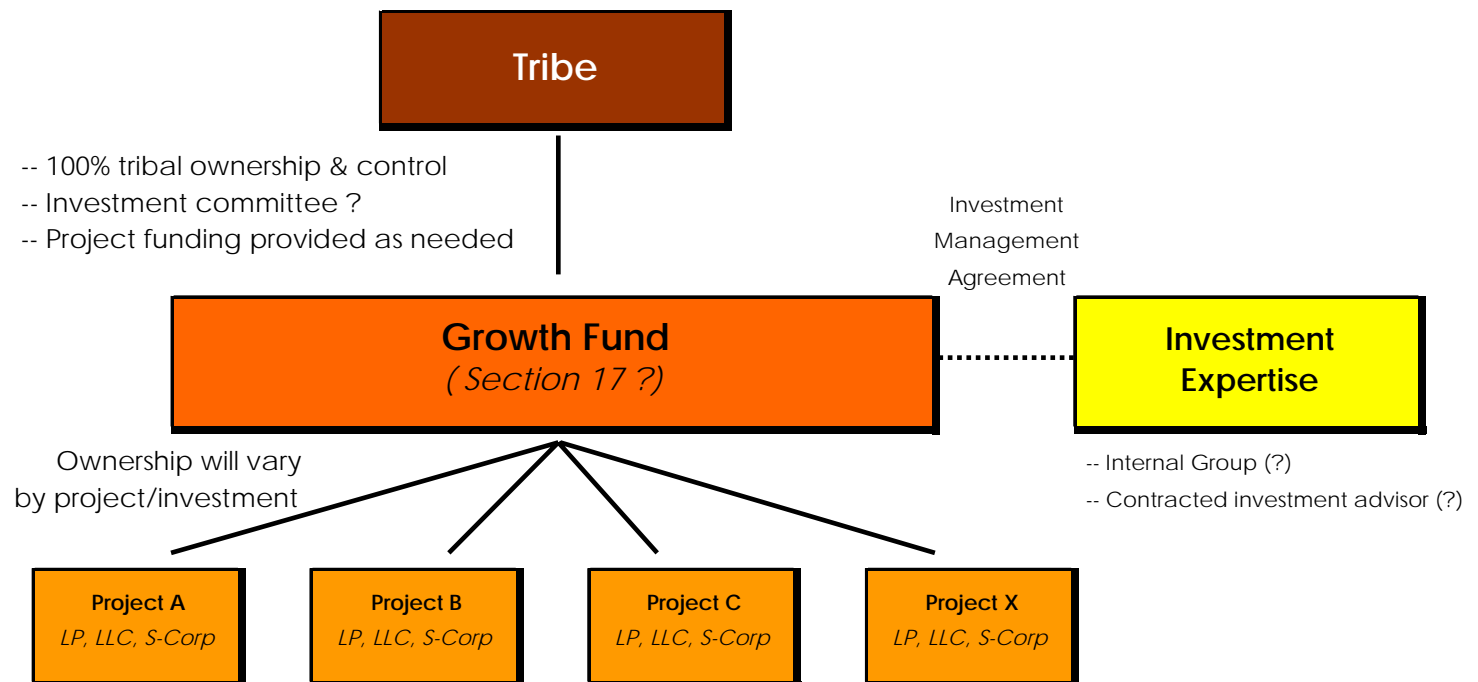


Resources are placed in projects or companies to facilitate development



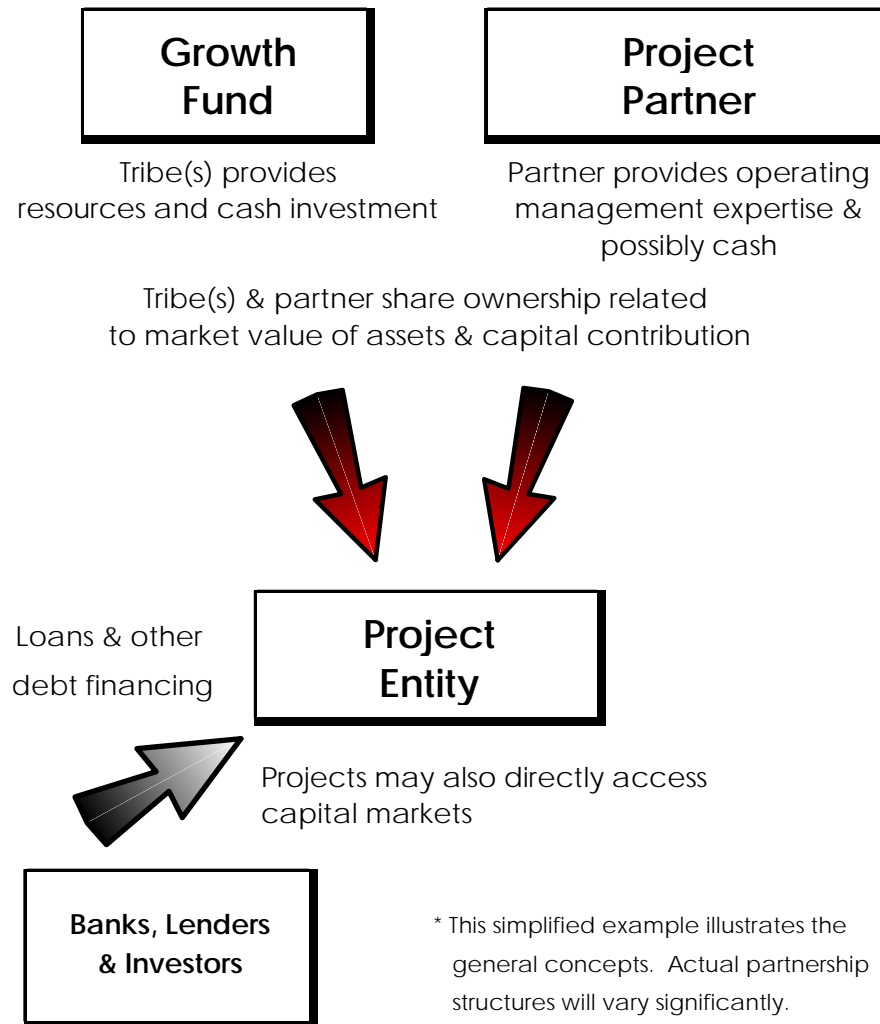
Tribal Investment in Renewable Energy Growth Fund Structures

- Growth Fund is controlled by Tribe through a investment committee / policies
- Autonomy = Business decisions with limited political influence
- Investment structure is flexible -- accommodates different situations
- Structure enables Tribe to leverage capital markets



Tribal Investment in Renewable Energy Growth Funds and Partnerships

Partnership with Growth Fund & Operating Partner *



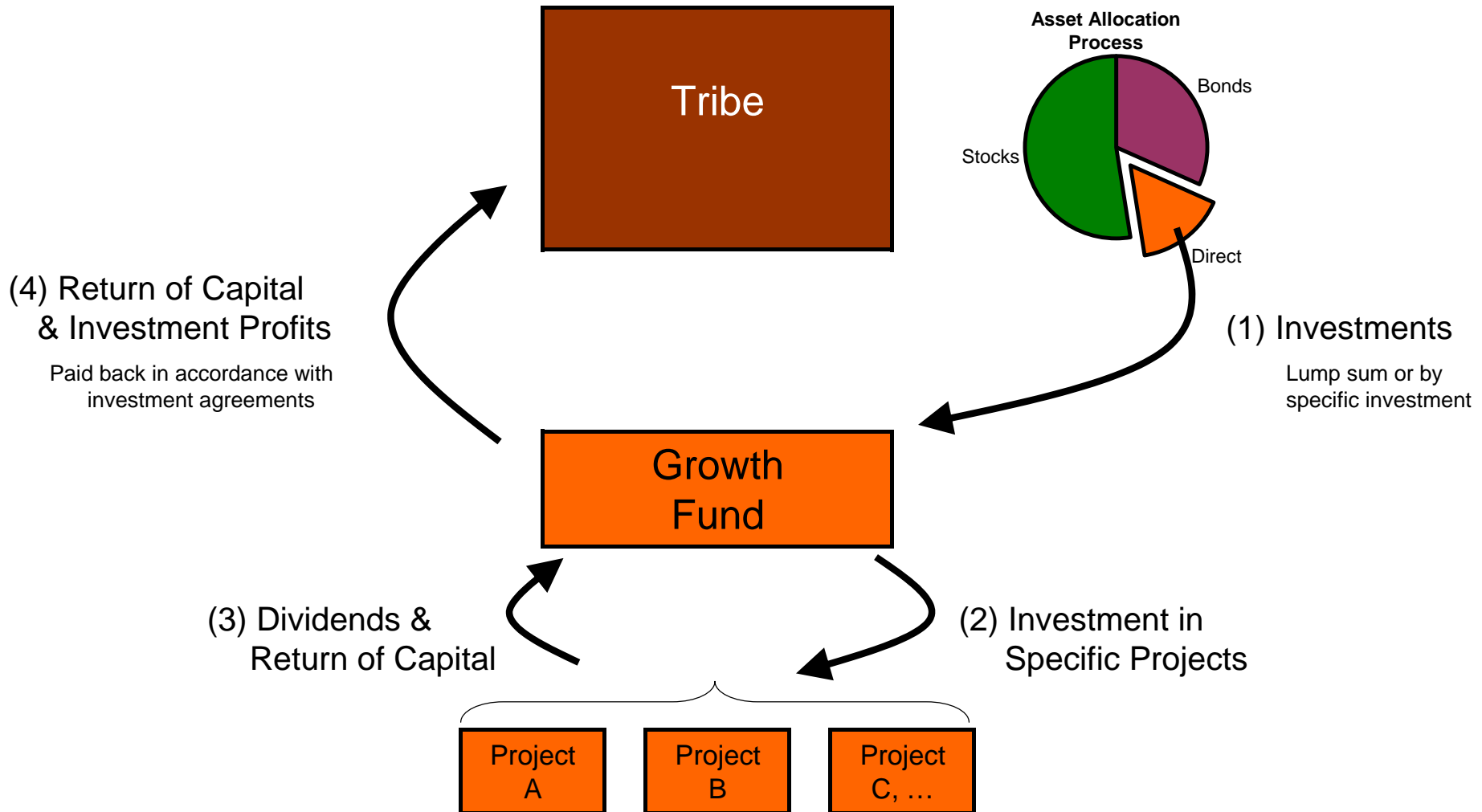
* This simplified example illustrates the general concepts. Actual partnership structures will vary significantly.

Tribal Investment in Renewable Energy Growth Fund Structures

Characteristics

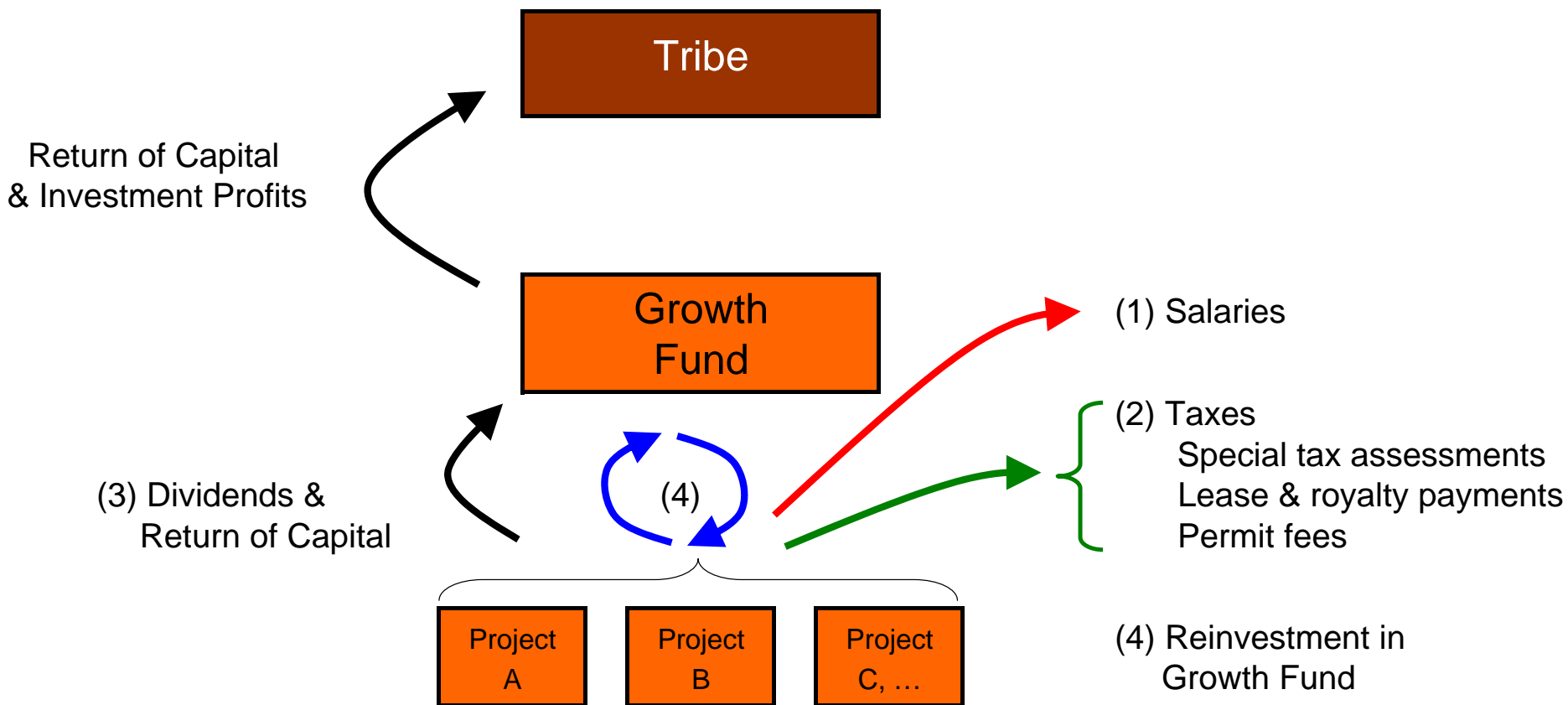
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|--------------------------------------|---|
| Transparency | Regular reporting and annual financial audits. Full representation by the investing organization. |
| Accountability | Investment Managers - Investment performance Counsel - Legal issues Controller - Accounting and Audits Business Managers - Operating Performance |
| Control | Tribe controls investment through policies & approvals. |
| Expertise | Experienced operating managers & investment managers. |
| Flexibility to Act | Scope to act within investment policies and approval thresholds. |
| Protection of Tribes's Assets | Limited financial and legal liability. |
| Market Credibility | Externally viewed as professionally managed and independent. |
| Tribal Capitalism | Driven to maximize profits. Balanced with Tribal values. |
| Trust | 100% controlled and managed by Tribe. |

Tribal Investment in Renewable Energy Potential Growth Fund Investment Cycle



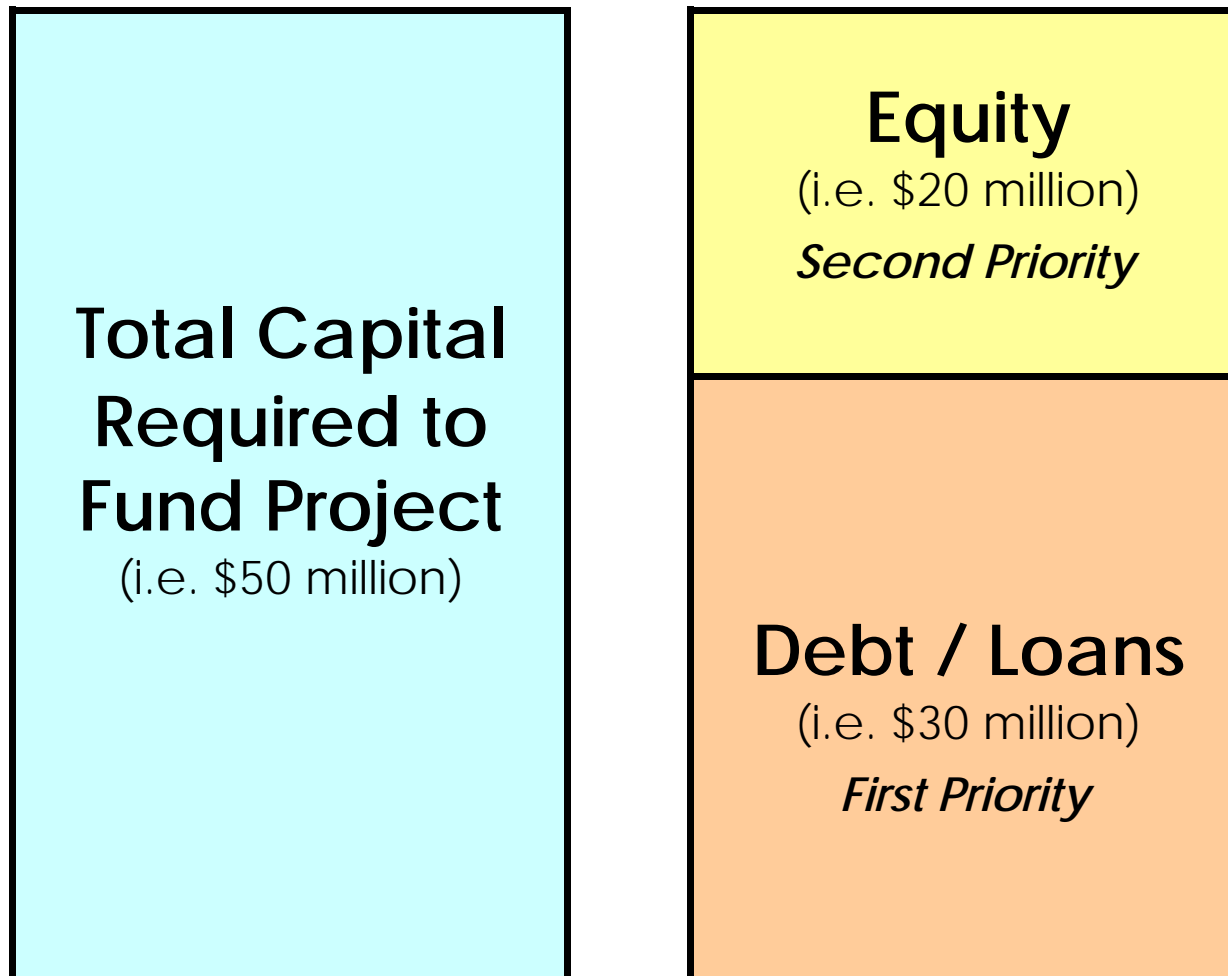
Tribal Investment in Renewable Energy

Potential Flow of Growth Fund Financial Benefits



Tribal Investment in Renewable Energy

Capitalizing the Project



Tribal Investment in Renewable Energy Capitalizing the Project

TALLSALT

\$ in millions

| | |
|---|--------------|
| Sales -- Power Purchase Agreement | \$ 100 |
| LESS: Expenses -- Salaries, Facilities, Fees, Other | (75) |
| PLUS: Tax Benefits / Credits | 5 |
| OPERATING PROFIT | \$ 30 |
| LOANS: Interest Expense | (5) |
| LOANS: Repayment | (15) |
| CASH AVAILABLE FOR EQUITY OWNERS | \$ 10 |

TRIBE

FINANCIAL PARTNERS

JOINT VENTURE PARTNERS

Tribal Investment in Renewable Energy

Your Team

