



Mille Lacs Band of Ojibwe Indians

*Executive Branch of Tribal Government
Office of the Chief Executive*

Via E-mail

January 3, 2025

To: Mille Lacs Band Members and Employees

Re: Mille Lacs Corporate Ventures

I hope this message finds you well. I am writing to share important updates regarding Mille Lacs Corporate Ventures (MLCV) and the strategic direction of our business enterprises. Some changes have been made, and others are being studied, to strengthen our financial foundation and expand opportunities for Band members as we continue to grow and diversify our revenue streams.

First, I want to take a moment to acknowledge the tremendous contributions of Commissioner Joe Nayquonabe, Jr. Over the years, under Joe's leadership, the Band has made significant strides in diversifying our economic portfolio. We have acquired and expanded successful non-gaming ventures, some of which include hotels, resorts, convenience stores, a commercial laundry facility, a print shop, a marketing and branding company, and the Makwa Global 8(a) government contracting business, which has achieved remarkable success. Recently, we also entered the commercial cannabis industry with a state-of-the-art grow facility. Joe has played an instrumental role in these accomplishments, and his leadership has been invaluable to our progress.

That said, the truth is that not all our businesses are performing well, and we may be asking too much of one person to be responsible for oversight of such a broad and diverse portfolio of companies. As we look to the future, I believe it is time to pivot our strategy to ensure we are positioned for even greater long-term success.

To that end, we have begun exploring an organizational redesign of the corporate structure. This may include splitting the commissioner role into two separate positions: one focused exclusively on overseeing gaming enterprises, and another dedicated to managing our non-gaming businesses. This dual approach will allow us to give each area the attention and focus it deserves, safeguarding the Band's revenue while creating more opportunities for Band members through employment and economic growth.

Gaming revenue remains a critical component of our financial stability, and we must ensure it is strong and consistent. At the same time, our non-gaming ventures are a key part of our future and provide the diversification needed to protect our Band from economic uncertainties. By having dedicated leadership in both areas, we aim to strengthen these vital revenue streams and maximize their potential.

Letter from Chief Executive Virgil Wind to Mille Lacs Band Members and Employees

Re: Mille Lacs Corporate Ventures

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As Chief Executive I have reached out to Band Assembly to share this vision and begin the process of working together to consider the statutory changes necessary to bring it to fruition. As a result of this potential restructuring, I have made the decision not to re-nominate Joe Nayquonabe, Jr. as Commissioner of Corporate Affairs.

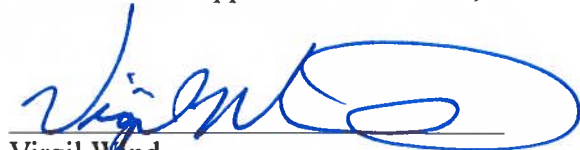
In accordance with Mille Lacs Band statutes, Commissioner of Administration Darcie Big Bear will temporarily fill the vacancy and serve as interim Commissioner of Corporate Affairs while the restructuring takes place. Commissioner Big Bear will exercise all the powers of the Corporate Commissioner under both Titles 4 and 16 of Mille Lacs Band Statutes during this transition. Her experience and leadership will ensure continuity and stability as we reorganize.

Business unit CEOs and the MLCV Strat Team are committed to supporting Commissioner Big Bear as she takes on this role. I have also asked Joe Nayquonabe, Jr. to serve as a consultant to the Band during this restructuring period to provide his expertise and insights and ensure continuity of key projects that are underway. This will help ensure a smooth transition and maintain the momentum of our business initiatives.

These changes are made with the Band's continued long-term success in mind. We understand that change can be challenging, but we are confident this new approach will position us to better secure revenue for the Band and create more opportunities for our people. As always, our goal is to ensure the prosperity and well-being of the Mille Lacs Band for generations to come.

I want to express my deepest gratitude to all of you for your continued support as we embark on this new chapter together. Miigwech for your understanding, your trust, and your belief in our shared vision for the future.

Band member opportunities in mind,



Virgil Wind
Chief Executive